



Substitute Teacher Handbook 2024-2025

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### To Substitute Teachers.....

Thank you for your interest in Bonneville Joint School District No. 93. We believe that substitute teachers can make a significant contribution to our instructional program in continuing the work for teachers who find it necessary to be absent from the classroom.

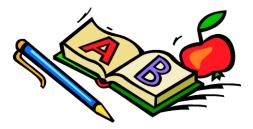
Principals, teachers, parents, and students value a good substitute teacher. Research has shown that an average student spends over one full year with a substitute teacher by the time they leave high school. Skilled substitute teachers can have a significant and positive impact on the quality of a child's education while the permanent teacher is away.

The number one request by permanent teachers and district personnel is that substitute teachers be prepared and professional. The number one request by substitute teachers is that they learn skills to successfully manage classroom and behavior situations. This handbook has been developed to provide you with important information and guidelines that will enable you to make your substitute teaching a rewarding and successful experience.

We welcome substitute teachers to our professional family and treat them with consideration, courtesy, and respect.

If you have any questions or encounter any difficulties, please feel free to contact the Substitute Placement Clerk at the District Administration Office. The telephone number is (208) 557-6821.

# District Mission/Vision Statement



"Designing Success for Every Student", is the mission of Bonneville Joint School District 93.

Developing confident learners who read critically, write effectively, solve complex problems accurately, and share talents fearlessly is our vision.

# **General Information**

The school district was formed through the consolidation of ten smaller districts in 1950. Today Bonneville Joint School District 93 is one of the largest school districts in the state.

Bonneville Joint School District 93 understands that it takes the combined effort of the community to reach excellence and none of this would be possible without that support.

With a student population of approximately 13,800, Bonneville School District is the 5th largest district in Idaho. D93 has 14 elementary schools serving students in kindergarten through 6<sup>th</sup>; three middle schools serving students in grades 7 and 8; five high schools serving students in grades 9 through12. We also have an alternative high school and a Technical Careers High School. D93 also offers an on-line curriculum for grades K-12 through Bonneville Online Schools.

The Bonneville School District employs over 1,700 people, of whom, nearly 800 are certificated personnel. Our vision statement of "Student Success by Design" symbolizes our commitment to provide the finest educational opportunities for every student and every employee.

An Equal Opportunity Employer "It is the fundamental policy of the Bonneville Joint School District No. 93, to provide equal employment opportunities to all persons, regardless of their race, color, religion, creed, national origin, sex, age, ancestry, marital status, military status, citizenship status, use of lawful products while not at work, physical or mental handicap or disability, if otherwise able to perform the essential functions of the job with reasonable accommodations, and other legally protected categories." (Policy 5030)



## <u>Absence & Substitute</u> (<u>ReadySub) System</u>



Bonneville Joint School District #93 uses Absence & Substitute (previously known as ReadySub) for placing substitute teachers in the classroom when teachers are absent. You will be provided with information on how to use the system.

Here, however, is a basic overview of how the Absence & Substitute system works:

- 1. Log onto <u>www.Readysub.com</u>
- 2. You should have set up a new user and password before you log in the first time.
- 3. A teacher will record an absence with the Absence & Substitute system. Based upon the teacher's preferences, and the preferences that you provide to the Substitute Placement Clerk, the system will begin placing calls, texting, or e-mailing to potential substitute teachers.
- 4. There are two ways that you can get a job. You can wait for the system to contact you to offer jobs, or you can go online at any time and look for jobs in advance.
- 5. You can be contacted by the system three (3) different ways. Phone call, email, and/or text.
- 6. When wanting to pick up jobs in advance, log into <u>www.readysub.com</u>. Here you can "shop" for jobs, change your preferences, mark your availability, or request no contact days in your calendar.

If you have any problems with the Absence Management system, please call the Substitute Placement Clerk, at (208) 557-6821, or e-mail at <u>subclerk@d93.k12.id.us</u>. Office hours for the Substitute Placement Clerk are from 6:30am to 2:00pm

# <u>Conduct and Responsibilities</u>

# School District Policies and Guidelines



Substitute teachers have a responsibility to conduct themselves in a professional, responsible, and ethical manner at all times when carrying out their duties. Substitutes are to adhere to all District policies and guidelines. We have included in this handbook the District's Personal

Conduct policy (5240) and Sexual Harassment – Sexual Intimidation in the Workplace policy (5250). Please familiarize yourself with those two policies. If you have any questions regarding school policy, rules, or guidelines, please contact your school administrator or the district office.

## Substitute Teacher Employment

This handbook is not a contract of employment or an offer for a contract of employment. It is not a promise of employment for any length of time or under any conditions. Having your name on the substitute teacher list is not a guarantee of work. As **at-will, temporary employees** of the district whose services are utilized on an asneeded basis, substitute teachers may be removed or may resign from employment and the substitute teacher list with or without cause at any time.

All applicants for substitute teaching should apply online at www.d93jobs.com.

The substitute is responsible for keeping the Substitute Placement Clerk informed of any change in name, address, telephone number, etc. These changes need to be made in writing or through the online employee portal (OKTA). Instructions on how to use this portal will be included in a substitute orientation.

## Substitute Teacher Dress

<u>Dress professionally</u> and appropriately for your teaching assignment. Teachers who dress professionally command more respect in the classroom than those who dress casually or inappropriately. Gain the respect you deserve by dressing in business casual attire. <u>Jeans are</u> <u>not appropriate dress for the classroom</u>. Some schools do not allow jeans to be worn on campus by their teachers. Please come dressed for success!



## Substitute Teacher Work Performance

Substitute Teachers' work performance issues are reported to Human Resources. Based upon the severity/nature of the complaint, a sub may be restricted from substituting for a certain teacher, from a certain school, or be immediately terminated.

## Substitute Teacher Compensation

Substitute Teachers are ranked on a skills level basis, as follows:

- a. Certified/Certificated Teachers
- b. Persons with at least a 4-year degree, but no teaching certificate
- c. Persons with at least 60 credits or Associate Degree.
- d. Non-degreed persons.

Compensation for subs is also based upon this skill level.



The salary for substitute teachers effective August 30, 2024 will be as follows:

<ul> <li>a. Certified/Certificated Substitute (any state)</li> <li>b. Substitutes with a BA/BS or</li> </ul>	\$17.35 per hour
Master's Degree c. Substitutes with Assoc Degree or	\$16.05 per hour
32 credits	\$14.80 per hour**
d. Non-Degreed Substitutes	\$13.75 per hour**

Paraprofessional jobs are paid at the same salary as other jobs, unless you have a BA/BS/MA degree, or are a certified teacher, then the top salary for any paraprofessional job is \$15.75/hr.

\*\*Subs at this level can increase their pay after taking the STEDI SubEssentials Course and passing with at least an 85%. (See information below)

Long-term substitutes will receive the following daily rate commencing on the 11th continuous day for the same teacher:

Certified	\$25.50 per hour
Degreed BA/BS+	\$23.45 per hour
Degreed Assoc.	\$22.45 per hour
Non-Certificated/Non-Degreed	\$21.45 per hour

NOTE: Aide/paraprofessional positions are not eligible for long-term pay.

### SubEssentials Course from STEDI

\*\*We are excited to provide information on an excellent online training course available for substitute teachers through STEDI.org. It is designed to help you with many of the problems and questions you might have in the classroom.

The District pays for the 8-hour online course, and you will have 2 months to complete the course. If you do not complete the course within that time, \$49.00 will be deducted from your paycheck for the cost of the course. We feel that the materials in this course will be a great benefit to your skills as a substitute teacher.

<u>Monthly Bonus</u>: After completing the exam with a score of 85% or higher, you become eligible for the monthly bonus of \$100 when working at least 70 hours per month. If you work 105 hours or more you will receive an additional \$100 bonus. Beginning Fall 2024, sub bonuses will run with the pay period (11<sup>th</sup> of one month to the 10<sup>th</sup> of the next month).

Pay Increase: After passing the course with at least 85%, you <u>may</u> be eligible for a pay increase. Substitutes being paid the non-degreed or associate degree pay are eligible for this increase. The highest pay levels (Bachelor/MA and Certified) are NOT eligible for a pay rate increase. The new pay rate (when applicable) will be effective on the first day of the month closest to when the certificate is submitted to the Substitute Placement Clerk. *It is not retroactive*.

## Payment and TimeClock Plus

Payment is based upon time recorded and approved through an electronic time clock system. The substitute teacher will receive a weekly email requesting that they verify any hours (as applicable) recorded in TimeClock Plus. Hours can be verified on the physical time clock located at each school or on your personal computer from home

Hours <u>MUST</u> be verified weekly. TimeClock Plus can be accessed from home to verify hours by going to ClassLlinks and open the TimeClock Plus App. Log in with the first two (2) letters of your last name and the last five (5) digits of your social security number. Then "Log on to Dashboard" then "Jump to View Hours" and check to make sure all your times are correct. If they are, click in the check box at the beginning of the line.

Total hours are submitted to the Payroll Department at the end of the pay period.

Pay day is on the 20<sup>th</sup> of the month (or the Friday immediately prior to the 20<sup>th</sup> if it falls on a weekend). The pay period ends the 10<sup>th</sup> of the month (paid for the month behind). For example, the first pay period of the school year will be August 11 through September 10<sup>th</sup>, and then paid on the 20<sup>th</sup> of September. Beginning Fall 2024, sub bonuses will run with the pay period (11<sup>th</sup> of one month to the 10<sup>th</sup> of the next month).

# Substitute Basic Information

1. The substitute teacher assumes all the responsibilities of the regular classroom teacher including his/her special duties. Substitute teachers are <u>NOT</u> employed to simply maintain order. The substitute teacher is expected to remain at the school site for the entire length of the day. The teacher's planning period, as well as time before and after school, can be used for preparing, etc. If the teacher's



prep hour is 6<sup>th</sup> hour, you can check with the office and make sure they don't need you. In addition, a substitute may be asked to perform hall duty, cafeteria duty, bus duty, cover another class for the prep hour, etc., during the scheduled teacher planning period.

2. <u>Please arrive at the school site 30 minutes early</u>. Always check in with the Secretary in the school office when you arrive. Always wear your substitute badge while in school. Obtain any necessary keys and familiarize yourself with the evacuation plan as it relates to your classroom location. Inquire as to whether you will have any additional duties, such as lunch or bus duty. Be sure to check out with the secretary in the office when you leave.

3. School secretaries can assist with substitute teacher time records, please clock in at the main office. If you have questions, please contact the school secretary. It is your responsibility to make sure that your hours are recorded correctly for each day you teach.



4. Idaho law requires that every person who works in a school district must be fingerprinted and subjected to a criminal history check. The fingerprints and background criminal investigation are conducted through the State Department of Education. Fingerprints taken by any other agency <u>are not</u> acceptable.

5. All substitutes need to be fingerprinted before starting. If you have been fingerprinted by an Idaho school district in the last 6 months, we may be able to use that background check. **If you have not yet been fingerprinted**, please contact the Human Resources Office to obtain an appointment. The cost to you for the fingerprints/background check is \$28.25. The fee is payable to District #93 and can be paid by check, cash, or credit card at the time we take your fingerprints with our digital system. If you substitute at least three (3) times in the first month of employment, your fingerprint fee will be reimbursed.

6. In the event of inclement weather, schools may be closed or on an emergency schedule. Listen to the radio or television in the early morning hours. If school is closed or the hours have been changed, there will be an announcement. If schools are closed, assigned substitutes should not report to the scheduled school.

7. **NEVER, never leave a classroom unattended!!** Be very cautious when permitting students to leave the classroom. You are responsible for your students at all times!

8. <u>Substitute teachers should NOT use cell phones for personal use in the classroom (texting and calling) during teaching hours. Only use the teacher's computer in the classroom for taking attendance, lunch counts, or other teaching tasks left by the teacher.</u>

## Classroom Management

- 1. Print your name visibly on the board and introduce yourself to each group of students, pronouncing your name clearly.
- 2. Start class confidently and on time.
- 3. **Take attendance as indicated**. A student is considered tardy if entering the classroom after the scheduled beginning of the class. Secondary teachers should attempt to take a second look at attendance at the end of each class period.
- 4. Carry out the teacher's lesson plans as closely as possible.
- 5. Give directions clearly and concisely. Encourage student attention and participation.
- 6. Provide students with specific feedback about their progress.
- 7. Do not remain at the teacher's desk. Circulate around the classroom.
- 8. Follow the classroom student management plan. If you experience escalating discipline issues that you cannot resolve (such as fighting, harming others, or insubordination), as a last resort, contact the main office for help or request assistance from the school administration.
- 9. If you have questions or need help, consult nearby teachers or the front office.

### Classroom Presence

Substitutes are expected to be present in their classrooms before the first bell rings each morning and while classes are in session.

Substitutes are encouraged to stand near their classroom door to greet students during the changing of classes.

Substitutes should <u>never</u> leave their students unattended by an adult. If a substitute needs to leave the classroom unattended for any reason, such as to use the restroom, seek medical attention from the nurse, ask questions of a staff member, or obtain equipment or supplies, a <u>nearby teacher should be notified or the front office contacted</u> so that alternate arrangements can be made to supervise the classroom.

Substitutes should remain with their students if the class relocates to other parts of the campus for reasons such as lunch, recess, restroom breaks, or afternoon transportation stations, unless otherwise directed.

# **Classroom Property**

Items located in the classroom are district, employee, and student property. Substitutes are not to search the contents of classroom desks, cabinets, and other storage, take items for themselves, or distribute items to students, other than as directed by staff or as needed for instructional purposes. Please do not look through the teacher's desk for items. If they are not in clear sight, please ask someone to help. Substitutes should come prepared by having their own personal sub pack with the items that you would need to teach (pens, pencils, stapler, tape etc)

Substitutes are specifically directed <u>not</u> to distribute food, beverage, or candy items to students without authorization, as this can pose a safety concern to students with dietary restrictions.

# Confidentiality

Substitute teachers have a grave responsibility to maintain confidentiality with regard to matters pertaining to students. <u>What happens in class stays in class</u>! Student behavior, performance, and achievement levels are not topics to be discussed with family, friends, acquaintances, or any other person except authorized district personnel under any circumstances. Disclosure of such information is against district policy, and in many cases, against state and/or federal law.

# Substitute Daily Activity

### Before Class Starts

- 1. Familiarize yourself with your classroom.
- 2. Write your name on the board.
- 3. Read the lesson/activities plan for the day. Be prepared with extra material in case there are no lesson plans.
- 4. Check in with the teacher next to you or the department chair for any information that you may need for the day.
- 5. Establish your classroom rules and post them for students to see.
- 6. Greet students at the door when they come in.

### Throughout the Day

- 1. Be positive praise appropriate behavior.
- 2. Put students to work immediately upon them entering the classroom.



- 3. <u>Always follow the classroom teacher's lesson plans</u>. Teachers put a great deal of thought and effort into planning their lessons and feel very strongly about having them carried out. The biggest complaint received from teachers is that a substitute has not followed their lesson plan. The quickest way to become a preferred substitute is to respect the instructions and leave comments or notes if you cannot complete certain tasks.
- 4. Be very specific in your instructions to the students.
- 5. Be on watch for students who may attempt to get you off task.
- 6. Use appropriate, positive, and proactive strategies to keep students on task.
- 7. There are several ways to maintain class order. Often a class will "test" a substitute teacher and try to gain status by upsetting class routines. Your response to these situations is critical. Self-control is a must! Your responses must be <u>calm</u>, <u>firm yet fair</u>, and <u>tempered with good humor</u>. The school office or Human Resources Office can provide you with helpful reading material on classroom management. The internet is also a great source of information for substitute teachers.
- 8. Keep activities/lessons moving and students working. A busy student is a quiet student.
- 9. Have students help with any housekeeping chores that help to leave the classroom in an orderly condition.
- 10. Always leave notes regarding the activities of the day for the teacher.

### Playground and Lunch Duty

Being on playground or lunch duty involves more than just physically being in the vicinity of the students. Your job is to supervise their actions and activities to ensure a safe environment and experience. Take proactive measures to deter potential problem situations. Intervene before situations get out of control. Should a serious problem



arise, don't hesitate to elicit help from another teacher or school administrator, or send a student to get help. Never leave a group of students unsupervised.

### Assemblies/Pep Rallies



At first thought, an assembly seems like a pleasant break in the school-day routine. However, it can turn into a nightmare for a substitute teacher who does not have a plan for managing students during this activity. Here are some suggestions to help you survive the event with nerves still intact:

1. Find out the time and location of the assembly and whether the students will need to bring chairs from the classroom. In a middle or high school, you should also check to see how the regular class schedule will be altered to accommodate the assembly.



2. Talk to neighboring permanent teachers. Many schools have specific procedures for going to and returning from an assembly, as well as assigned seating for each class.

3. If such procedures exist, familiarize yourself with them and do your best to follow them.

4. If there are no established procedures, devise your own (walk in a single file line down the hall to the assembly, sit together as a class, return in a single file line, etc.)

5. Determine the specific behavior you expect during the assembly, with consequences and rewards dependent upon how these expectations are met.

6. Beware of punishing the whole class for the misdeeds of a few. This can create a hostile environment with the students acting out against each other as well as you.

7. Teach or review with the students the procedures, expected behavior, and consequences or rewards associated with the activity.

### Safety Issues



1. First Aid. Students who are injured or sick should be sent to the office. <u>Under no circumstances are you to administer any</u> <u>medication to a student</u>. If a child requires medication, it should be administered through the school nurse, secretary, or other designated medical personnel.

2. Familiarize yourself with OSHA Universal Precautions for Handling Exposure to Blood/Bodily Fluids. Generally, do not touch a student who is bleeding even if you use gloves. Do not allow students who are bleeding to participate in class until the bleeding has stopped and the wound has been cleaned and completely covered.

3. Do not fall into the "band-aid" or "ice" trap, where students are constantly asking to go to the office for fake injuries.

4. Ask the office for information about emergency action plans and protocol. Find out what you are to do in the event of fire, flood, earthquake, bomb threat, etc.

5. Be sure to observe all safety rules; always keep work areas clean and orderly; immediately report all accidents to your supervisor; and operate only equipment or machines for which you have training and authorization.



### Fire Drills

1. Know where your students are to go during a fire drill. Be familiar with the school's evacuation plan. The plan should be posted in each classroom. If you don't see the exit plan, check with the teacher next door for information.

2. Be certain that your students know where they are to go. Appoint a "class leader" to guide the children to that location.

- 3. Close all windows.
- 4. Be sure you have your roll book and keys.



- 5. You are to be the last person out of your classroom. Close the door as you leave.
- 6. Take roll immediately upon arriving at the meeting location.
- 7. Immediately notify the appropriate school official if a child is not at that location.

### Escorting Students to the Bus



In some schools, you may be expected to escort students from the classroom to the bus. Find out exactly what is expected.

- Do you walk the entire class out and at what time?
- Do you need to stay in the bus loading area until the buses have left?
- What about students who don't ride a bus?

Every school is different, and sometimes even classes within the same school have different bus policies. Do your best to find out what you need to do from the office, neighboring teachers, or students before the end of the day.

### After Students Are Dismissed

- 1. When students have been dismissed for the day, the substitute teacher will still have several duties to perform.
- 2. The classroom and teacher's desk should be organized. Put away books, supplies, and instructional materials.



3. Write a summary of the day's activities, what was accomplished, student learning problems, behavior problems, etc. Leave your name and telephone number for the teacher in case they have questions for you.

4. Close all windows, turn off lights and equipment, and return the keys (if applicable) to the office.

- 7. Check out through the office, and make sure that you have clocked out and returned any keys or paperwork.
- 8. Log into ReadySub and leave feedback regarding the teacher you worked for.

# Legal Aspects of the Job

An overall consideration when substitute teaching is your legal responsibility in the classroom and school. The following are some legal responsibilities you should be aware of. An understanding of



these responsibilities will require some questioning on your part as to specific school district policies.

- Supervision of Students The substitute teacher who has physical control of a classroom has a duty to keep these children safe and orderly. In many states, a teacher acts *in loco parentis* in the place of a parent and is allowed to use his/her judgment in a manner similar to a parent. The standard is the reasonable use of professional judgment for the safety and orderly education of students.
- Due Care and Caution A teacher is required to exercise due care and caution for the safety of the students in his/her charge. Essentially, this means acting reasonably and with safety in mind, being able to explain circumstances and your actions, as well as following school safety policies and procedures.
- Release of Children Due to possible restraints on who may have custody of a child, <u>children should not be allowed to leave the building during the school</u> <u>day without express consent from the office.</u>
- Administering Medication Medication should only be administered by the school nurse or other appropriate health personnel, not the classroom or substitute teacher. If you know of medication requirement of a student, the health professional should be notified.
- Confidentiality It is unprofessional and against the law in many states to disclose confidential information about your students. Generally, a substitute teacher should avoid comments about the individual students that convey private information: grades, medical conditions, learning or discipline problems, etc.
- Anecdotal Records Maintaining notes on incidents in the classroom can protect you in problematic situations. If you feel that your actions might be questioned, note the date and time, the individuals involved, the choices for action considered and the actions taken.
- Dangerous Situations A substitute teacher is responsible for making sure the



learning environment is safe. This includes things such as the arrangement of desks so as not to block exits and proper supervision during the use of potentially dangerous classroom equipment. A teacher must also consider the potential for problems in certain kinds of classes. Planned activities in a physical education, science, shop, or home economics class

may be uncomfortable for the substitute teacher. In such cases, the substitute teacher may choose to do an alternative activity which they feel they can conduct safely. **Never** leave your students unsupervised.

# <u>Drug-Free Schools</u> <u>Workplace Requirements</u>

Bonneville Joint School District No. 93 is committed to maintaining a drug-free environment and will not tolerate the use of illegal drugs in the workplace. Substitutes who use or are under the influence of alcohol or illegal drugs during working hours will be dismissed.

Substitutes shall not unlawfully manufacture, distribute, dispense, possess, use, or be under the influence of any of the following substances during working hours while at school or at school-related activities during or outside of usual working hours:

- Any controlled substance or dangerous drug as defined by law, including but not limited to marijuana, any narcotic drug, hallucinogen, stimulant, depressant, amphetamine, or barbiturate.
- Alcohol or any alcoholic beverage.
- Any abusable glue, aerosol paint, or any other chemical substance for inhalation.
- Any other intoxicant, or mood-changing, mind-altering, or behavioraltering drugs.

A substitute need not be legally intoxicated to be considered "under the influence" of a controlled substance.

Substitutes who violate this prohibition shall be removed from the District's substitute list. Compliance with these requirements and prohibitions is mandatory and is a condition of substitute employment.

Smoking or using tobacco products is prohibited by law on all district-owned property. This includes all buildings, school buses, playground areas, parking facilities, and facilities used for athletics and other activities. The use of tobacco products is <u>strictly</u> <u>prohibited</u> at all school-related or school-sanctioned activities on or off school property.



# **Child Abuse Reporting**

The purpose of child abuse reporting legislation is to protect the best interests of children, offer protective services to prevent harm to children, stabilize the home environment, preserve family life whenever possible, and encourage cooperation among the states in dealing with the problem of child abuse.

Any school employee (including a substitute teacher) who knows or reasonably believes that a child has been neglected, or physically or sexually abused, should **immediately notify** the building Principal.

It is not the responsibility of school employees to prove that the child has been abused or neglected or determine if the child needs protection. Investigations are the responsibility of the Division of Human Services. Investigations by education personnel prior to submitting a report should not go beyond what is necessary to support a reasonable belief that a reportable problem exists.

# Sexual Harassment

What is sexual harassment? Sexual harassment is unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

- submission to such conduct is made, either explicitly or implicitly, a term or condition of a person's employment or a student's academic success
- submission to or rejection of such conduct by an individual is used as the basis for employment or academic decisions affecting such individuals.
- such conduct unreasonably interferes with an individual's work or academic performance or creates an intimidating, hostile, or offensive working or learning environment.

What is a "yardstick" for determining what constitutes sexual harassment? Sexual harassment is behavior that:

- is unwanted or unwelcome.
- is sexual in nature or gender based.
- is severe, pervasive and/or repeated.
- has an adverse impact on the workplace or academic environment.
- often occurs in the context of a relationship where one person has more formal power than the other (supervisor/employee, faculty/student, etc.)

### To whom can I talk about sexual harassment concerns?



• Your local Principal, Superintendent or Human Resources office

- Your city or state office of Anti-Discrimination
- Your state office of Equal Employment Opportunity Commission
- The Office of Civil Rights, U.S. Department of Education

# Leaving the Substitute Teacher Program

If at any time during the school year, you are no longer able to continue substitute teaching for our district, please notify the Substitute Placement Clerk at (208) 557-6821. If a substitute shows a pattern of refusing jobs, canceling jobs, or marking themselves as "Not Available" they will be removed from the Absence Management (ReadySub) system's calling list.

# <u>Our Thanks</u>

We hope that the suggestions and ideas presented in this handbook will make you a more efficient substitute teacher. We also hope that you will realize that you are an integral part of our educational program. We appreciate your participation in the substitute teaching program.

