

Acknowledgments

STATES

State education agencies remain our most important partners in this effort, and their gracious cooperation has helped to ensure the factual accuracy of the final product. Every state formally received a draft of the *Yearbook* in June 2015 for comment and correction; states also received a final draft of their reports a month prior to release. All but three states responded to our inquiries. While states do not always agree with our recommendations, their willingness to engage in dialogue and often acknowledge the imperfections of their teacher policies is an important step forward.

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NCTQ PROJECT TEAM

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Executive Summary

The 2015 State Teacher Policy Yearbook includes the National Council on Teacher Quality's (NCTQ) full review of the state laws, rules and regulations that govern the teaching profession. This year's report measures state progress against a set of 32 policy goals focused on helping states put in place a comprehensive framework in support of preparing, retaining and rewarding effective teachers.

North Carolina at a Glance



Overall 2015 Yearbook Grade

2013

2011

2009





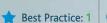


2015 North Carolina Area Goal Scores

2019 Hortin Carolina / Irea Coat S	
AREA 1: Delivering Well-Prepared Teachers	C+
Admission into Teacher Preparation	
Elementary Teacher Preparation	•
Elementary Teacher Preparation in Reading Instruction	
Elementary Teacher Preparation in Mathematics	• •
Early Childhood Teacher Preparation	N/A
Middle School Teacher Preparation	
Secondary Teacher Preparation	
Secondary Teacher Preparation in Science and Social Studies	
Special Education Teacher Preparation	
Special Education Preparation in Reading	
Assessing Professional Knowledge	•
Student Teaching	•
Teacher Preparation Program Accountability	
AREA 2: Expanding the Teacher Pool	D+
Alternate Route Eligibility	
Alternate Route Preparation	
Alternate Route Usage and Providers	
Part-Time Teaching Licenses	
Licensure Reciprocity	

AREA 3: Identifying Effective Teachers	B-
State Data Systems	4
Evaluation of Effectiveness	
Frequency of Evaluations	•
Tenure	•
Licensure Advancement	
Equitable Distribution	
AREA 4: Retaining Effective Teachers	C+
Induction	
Professional Development	
Pay Scales and Performance Pay	
Differential Pay	•
Compensation for Prior Work Experience	*
AREA 5: Exiting Ineffective Teachers	F
Extended Emergency Licenses	
Dismissal for Poor Performance	•
Reductions in Force	

Goal Summary







Meets Only a Small Part: 6

Does Not Meet: 7

Progress on Goals Since 2013



Progress Increased: 1



Progress Decreased: 1

Teacher Policy Priorities for North Carolina

AREA 1: Delivering Well-Prepared Teachers

Elementary Teacher Preparation

As a condition of initial licensure, require that all elementary candidates pass a rigorous content test that assesses knowledge of all core subjects and require a meaningful passing score for each area.

Middle School Teacher Preparation

- Require middle school teacher candidates to pass a content test in every core area they are licensed to teach as a condition of initial licensure.
- Ensure that all new middle school teachers are prepared to meet the instructional shifts related to informational text and supporting struggling readers associated with collegeand career-readiness standards.

Secondary Teacher Preparation

- As a condition of initial licensure, require secondary candidates to pass a content test in each subject they are licensed to teach.
- Require secondary science and social studies teachers to pass a content test for each discipline they are licensed to teach.
- Ensure that all new secondary teachers are prepared to meet the instructional shifts related to informational text and supporting struggling readers associated with college- and career-readiness standards.

Special Education Teacher Preparation

- Require elementary special education candidates to pass a rigorous content test as a condition of initial licensure.
- Ensure secondary special education teachers possess adequate content knowledge for the grades and subjects they teach.

Student Teaching

■ Ensure that student teachers are only placed with cooperating teachers who have demonstrated effectiveness as measured by student learning.

AREA 2: Expanding the Teaching Pool

Alternate Routes to Certification

- Increase admission requirements to alternate route programs, including a high bar for academic proficiency and passage of a subject-matter test.
- Establish guidelines for alternate route programs that require preparation that meets the immediate needs of new teachers. Ensure programs provide intensive induction support to alternate route teachers.

License Reciprocity

Grant certification to teachers from other states who can demonstrate evidence of effectiveness.

AREA 3: Identifying Effective Teachers

Tenure

 Connect extended contract decisions to evidence of effectiveness.

Licensure Advancement

Base licensure advancement from a probationary to a nonprobationary license and licensure renewal on evidence of effectiveness.

AREA 4: Retaining Effective Teachers

Compensation

■ While leaving districts flexibility to determine their own pay scales, support pay systems that recognize teachers for their effectiveness and for teaching in both subject-shortage areas and high-need schools and discourage systems tied to advanced degrees and/or experience.

AREA 5: Exiting Ineffective Teachers

Extending Emergency Licenses

Award standard licenses to teachers only after they have passed all required subject-matter licensing tests.

Dismissal for Poor Performance

Ensure that teachers terminated for ineffectiveness have the opportunity to appeal within a reasonable time frame.

Reductions in Force

Use teacher effectiveness as a factor when determining which teachers are laid off during a reduction in force.

Figure A	
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How to Read the Yearbook

GOAL SCORE

The extent to which each goal has been met:



Best Practice



Fully Meets



Nearly Meets



Partially Meets



Meets Only a Small Part



Does Not Meet

PROGRESS INDICATOR

Whether the state has advanced on the goal or the state has lost ground on that topic:



Goal progress has increased since 2013



Goal progress has decreased since 2013

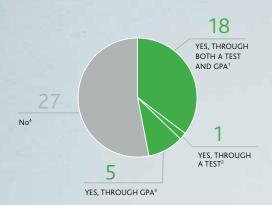
BAR RAISED FOR THIS GOAL



Indicates the criteria to meet the goal have been raised since the 2013 Yearbook.

READING CHARTS AND TABLES:

Strong practices or the ideal policy positions for the states are capitalized:



This year's edition of the *State Teacher Policy* Yearbook features a new format for presenting state and national data.

Each state's volume is now summarized to present the most important information about key teacher quality policies in an infographic format. Full narrative versions -- including detailed analyses and recommendations as well as the state response for each policy topic -- can now be found online, using NCTO's State Policy Dashboard



(http://nctq.org/StatePolicyDashboard).

The National Summary maintains the traditional Yearbook format and presentation. Topics are organized as policy goals, including the specific components that form the basis of each analysis. National findings are included for each goal, as well



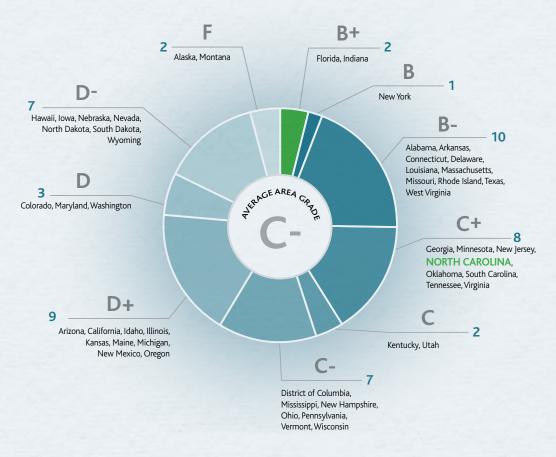
as a comprehensive set of tables and graphs that provide a national overview of the teacher policy landscape.

Area 1 Summary



How States are Faring on Delivering Well-Prepared Teachers

State Area Grades



Topics Included In This Area

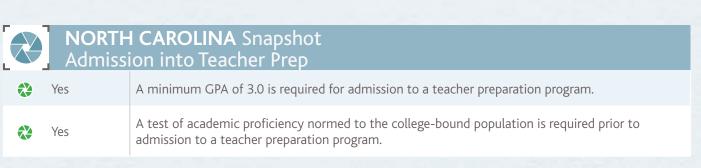
- Admission into Teacher Preparation
- Elementary Teacher Preparation
- Middle School Teacher Preparation
- Secondary Teacher Preparation

- Special Education Teacher Preparation
- · Assessing Professional Knowledge
- Student Teaching
- Teacher Preparation Program Accountability

Admission into Teacher Prep

For more information about
NORTH CAROLINA and other states'
admission into teacher prep
policies, including full narrative
analyses, recommendations
and state responses, see
http://nctq.org/StatePolicyDashboard





NORTH CAROLIN	NA Admission into Teacher Prep Characteristics
Test Requirement	Requirement for cohort average above the 50th percentile on admissions test normed to college-bound population is based on CAEP accreditation standards, not state's own admissions policy.
GPA Requirement	Required cohort minimum GPA of 3.0 is based on CAEP accreditation standards, not state's own admissions policy.

RECOMMENDATIONS TO IMPROVE ADMISSION INTO TEACHER PREP POLICIES IN NORTH CAROLINA

- Establish rigorous admission criteria independent of accreditation process.
 - While the CAEP standards set an admirably high bar for admission to teacher preparation programs, North Carolina should enact its own policy articulating rigorous criteria for admission. Clear state policy would send an unequivocal message to programs about the state's expectations.
- Consider requiring candidates to pass subject-matter tests as a condition of admission into teacher programs.
 - In addition to ensuring that programs require a measure of academic performance for admission, North Carolina might also want to consider requiring content testing prior to program admission as opposed to at the point of program completion.

Examples of Best Practice

While many states now require CAEP accreditation, which includes a standard requiring strong admission practices, Delaware, Rhode Island and West Virginia have set a high bar independent of the accreditation process, ensuring that the state's expectations are clear. These states require a test of academic proficiency normed to the general college-bound population rather than a test that is normed just to prospective teachers. Delaware, Rhode Island and West Virginia require teacher candidates to have a 3.0 GPA or to be in the top 50th percentile for general education coursework completed. Rhode Island and West Virginia also require an average cohort GPA of 3.0, and, beginning in 2016, the cohort mean score on nationally normed tests such as the ACT, SAT or GRE must be in the top 50th percentile. In 2020, the requirement for the mean test score will increase from the top half to the top third.

SUMMARY OF ADMISSION INTO TEACHER PREP FIGURES

Figure 1 Academic proficiency requirements

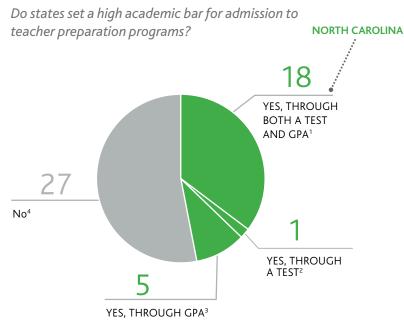
Other admission figures available in the *Yearbook* National Summary at http://www.nctq.org/2015NationalYearbook

- Admission tests (p. 4)
- Minimum GPA for admission (p. 5)

For more information about

NORTH CAROLINA's admission into
teacher prep policies, including detailed
recommendations, full narrative analysis and
state response, see
http://nctq.org/StatePolicyDashboard

Figure 1

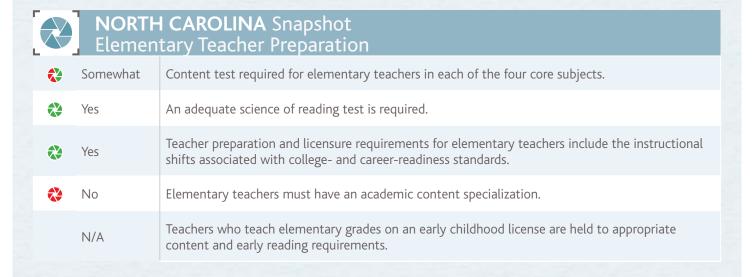


- 1. Strong Practice: Alabama⁵, Arkansas⁵, Delaware⁶, District of Columbia⁵, Indiana⁵, Louisiana⁵, Michigan⁵, New Jersey⁷, New York³, North Carolina⁵, Oklahoma⁵, Oregon⁵, Rhode Island, South Carolina⁵, Tennessee⁵, Utah⁶, Virginia⁵, West Virginia
- 2. Strong Practice: Texas
- 3. Strong Practice: Georgia, Hawaii⁸, Mississippi, Montana, Pennsylvania⁹
- Alaska, Arizona, California, Colorado, Connecticut, Florida, Idaho, Illinois, Iowa, Kansas, Kentucky, Maine, Maryland, Massachusetts, Minnesota, Missouri, Nebraska, Nevada, New Hampshire, New Mexico, North Dakota, Ohio, South Dakota, Vermont, Washington, Wisconsin, Wyoming
- Requirement for admissions test normed to college-bound population and cohort minimum GPA of 3.0 are based on CAEP accreditation standards, not state's own admissions policies.
- $\ensuremath{\mathsf{6}}.$ Candidates can qualify for admission through the GPA or test requirement.
- 7. New Jersey requires a cohort minimum GPA of 3.0. The requirement for admissions test normed to college-bound population is based on CAEP accreditation standards, not state's own admissions policies.
- 8. Requirement for cohort minimum GPA of 3.0 is based on CAEP accreditation standards, not Hawaii's own admission standards. Hawaii exempts candidates with a bachelor's degree from admission testing requirements.
- Candidates can also be admitted with a combination of a 2.8 GPA and qualifying scores on the basic skills test or SAT/ACT.

For more information about
NORTH CAROLINA and other states'
elementary teacher preparation
policies, including full narrative
analyses, recommendations and state
responses, see
http://nctq.org/StatePolicyDashboard

Elementary Teacher Preparation

NORTH CAROLINA Ratings	
Content Knowledge New elementary teachers know the subject matter they are licensed to teach.	•
Reading Instruction New elementary teachers know the science of reading instruction and understand the instructional shifts associated with college- and career-readiness standards.	
Mathematics New elementary teachers have deep knowledge of the math content taught in elementary grades.	
Early Childhood Teachers who can teach elementary grades on an early childhood license are appropriately prepared for the elementary classroom.	N/A
 Fully meets → Nearly meets → Partially meets → Meets only a small part → Does not meet N/A Not Appli Progress increased since 2013 → Lost ground since 2013 → Bar raised for this goal 	cable



NORTH CAROLIN	NA Elementary Teacher Preparation Characteristics
Elementary Licenses	K-6
Content Tests	MTEL General Curriculum test, which does not report scores for each elementary subject. A separate score is reported for math.
Science of Reading Requirements	MTEL Foundations of Reading test
Academic Specialization	Not required
Instructional Shifts Associated with College-and Career-Readiness Standards	Complex informational text: Partially addressed Incorporating literacy into core subjects: Fully addressed Struggling readers: Fully addressed

RECOMMENDATIONS TO IMPROVE ELEMENTARY TEACHER PREPARATION POLICIES IN NORTH CAROLINA

Require elementary teacher candidates to pass a subject-matter test, as a condition of initial licensure, designed to ensure sufficient content knowledge of all core subjects including reading/ language arts, math, science and social studies.

Although North Carolina is in the right track by administering a two-part licensing test, thus making it harder for teachers to pass if they fail some subject areas, the state is encouraged to further strengthen its policy and require separate passing scores for each core subject on its licensing test.

SUMMARY OF ELEMENTARY TEACHER PREPARATION FIGURES

- **Figure 2** Content test requirements
- Figure 3 Science of reading tests
- **Figure 4** Instructional shifts associated with college-and career-readiness standards
- Figure 5 Math requirements
- **Figure 6** Requirements for early childhood teachers

Other elementary teacher preparation figures available in the *Yearbook* National Summary at http://www.nctq.org/2015NationalYearbook

- Academic concentrations (p. 8)
- Science of reading preparation and testing requirements (p. 11)
- Early childhood content tests (p. 18)
- Early childhood science of reading tests (p. 19)
- Early childhood math tests (p. 19)
- Early childhood instructional shifts associated with college- and career-readiness standards (p. 20)

For more information about
NORTH CAROLINA's elementary teacher prep
policies, including detailed recommendations,
full narrative analysis and state response, see
http://nctq.org/StatePolicyDashboard

RECOMMENDATIONS CONTINUED

- Ensure that new elementary teachers are prepared to incorporate informational text of increasing complexity into classroom instruction.

 North Carolina is encouraged to strengthen its teacher preparation requirements and ensure that all teachers licensed to teach at the elementary level have the ability to adequately incorporate complex informational text into classroom instruction—as a condition of initial licensure.
- to complete a content specialization in an academic subject area.

 In addition to enhancing content knowledge, this requirement would ensure that prospective teachers in North Carolina take higher-level academic coursework.

Require elementary teacher candidates

Examples of Best Practice

Unfortunately, NCTQ cannot award "best practice" honors to any state's policy in the area of elementary teacher preparation. However, three states—Florida, Indiana and Virginia—are worthy of mention for holding early childhood candidates who are licensed to teach elementary grades to the same standards as all other elementary teachers. Each state requires its early childhood candidates to pass a content test with separately scored subtests, as well as a test of scientifically based reading instruction. Florida also ensures that both early childhood and elementary education teachers are prepared to meet the instructional requirements of college- and career-readiness standards for students.

California stands out for its focus on elementary teachers' readiness to teach reading and literacy skills. All elementary education candidates must pass a comprehensive assessment that specifically tests the five elements of scientifically based reading instruction: phonemic awareness, phonics, fluency, vocabulary and comprehension. California's test frameworks go further than most states in ensuring that elementary teacher candidates have the ability to not only build content knowledge and vocabulary through careful reading of informational and literary texts, but also to challenge students with texts of increasing complexity. Candidates must also show they know how to incorporate literacy skills as an integral part of every subject and are prepared to intervene and support students who are struggling.

Massachusetts's MTEL mathematics subtest continues to set the standard in this area by evaluating mathematics knowledge beyond an elementary school level and challenging candidates' understanding of underlying mathematics concepts.

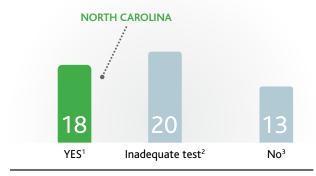
EEMENTARY CONTENT PASSING SCORE FOR EACH Elementary content test for some subjects Elementary content test Figure 2 Do states ensure that elementary teachers know core content? Alabama Alaska 1 Arizona Arkansas California Colorado Connecticut Delaware District of Columbia П П П Florida Georgia Hawaii Idaho П П Illinois Indiana Iowa П Kansas Kentucky П Louisiana Maine Maryland П П ____Z Massachusetts Michigan Minnesota П Mississippi Missouri Montana Nebraska Nevada New Hampshire П New Jersey П П New Mexico **New York** П П **NORTH CAROLINA** North Dakota П П П Ohio 3 Oklahoma Oregon П П Pennsylvania Rhode Island П П South Carolina South Dakota Tennessee Texas П П Utah П Vermont Virginia Washington West Virginia Wisconsin Wyoming 5 22 9 15

Figure 2

- 1. Alaska does not require testing for initial licensure.
- Massachusetts and North Carolina require a general curriculum test that does not report scores for each elementary subject. A separate score is reported for math.
- 3. Only teachers of grades 4 and 5 are required to pass a content test in Ohio.
- 4. New legislation in Tennessee allows teachers to delay passage of content and pedagogy tests if they possess a bachelor's degree in a core content area.

Figure 3

Do states measure new elementary teachers' knowledge of the science of reading?

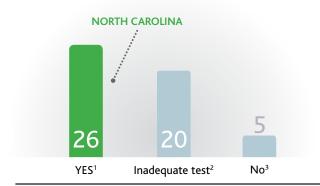


- Strong Practice: Alabama⁴, California, Connecticut, Florida, Indiana, Massachusetts, Minnesota, Mississippi, New Hampshire, New Mexico, New York, North Carolina⁵, Ohio, Oklahoma, Tennessee⁶, Virginia, West Virginia, Wisconsin
- 2. Arizona, Arkansas, Delaware, District of Columbia, Georgia, Idaho, Kentucky, Louisiana, Maine, Missouri, New Jersey, Oregon, Pennsylvania, Rhode Island, South Carolina, Texas, Utah, Vermont, Washington, Wyoming
- 3. Alaska, Colorado, Hawaii, Illinois, Iowa, Kansas, Maryland, Michigan, Montana, Nebraska, Nevada, North Dakota, South Dakota
- 4. Alabama's reading test spans the K-12 spectrum.
- 5. Teachers have until their second year to pass the reading test.
- 6. New legislation in Tennessee allows teachers to delay passage of content and pedagogy tests if they possess a bachelor's degree in a core content area.

Figure 4 Are states ensuring that new elementary teachers are prepared for the instructional shifts associated with college- and career-readiness standards? Alabama	Figure 4		TEXT	2 2 / S
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Figure 5

Do states measure new elementary teachers' knowledge of math?



- Strong Practice: Alabama, Arkansas, Connecticut, Delaware, District of Columbia, Florida, Idaho, Indiana, Kentucky, Louisiana, Maine, Massachusetts, Minnesota, Missouri, New Hampshire, New Jersey, New York, North Carolina, Rhode Island, South Carolina, Texas, Utah, Vermont, Virginia, West Virginia, Wyoming
- Arizona, California, Colorado, Georgia, Illinois, Kansas, Maryland, Michigan, Mississippi, Nebraska, Nevada, New Mexico, North Dakota, Oklahoma, Oregon, Pennsylvania, South Dakota, Tennessee⁴, Washington, Wisconsin
- 3. Alaska⁵, Hawaii, Iowa, Montana, Ohio⁶
- 4. New legislation in Tennessee allows teachers to delay passage of content and pedagogy tests if they possess a bachelor's degree in a core content area.
- 5. Testing is not required for initial licensure.
- 6. Only teachers of grades 4 and 5 are required to pass a content test in Ohio.

Figure 6

- These states do not offer a standalone early childhood certification that includes elementary grades, or the state's early childhood certification is the de facto license to teach elementary grades.
- 2. Florida's test consists of three subtests covering language arts and reading, math and science.
- Early childhood candidates may pass either multiple subjects (subscores) or content knowledge (no subscores) test.
- New legislation in Tennessee allows teachers to delay passage of content and pedagogy tests if they possess a bachelor's degree in a core content area.

Figure 6 What do states require of early childhood teachers who teach elementary grades? Alabama Alaska¹ Arizona Arkansas¹ Colorado Connecticut Delaware District of Columbia Florida Florida Illinois Indiana Ilowa Kansas Kentucky¹ Louisiana Maine Maryland Massachusetts Michigan¹ Minnesota Mississippi¹ Missouri Montana¹ Nebraska New Hampshire New Jersey New Hampshire New Jersey New Mexico New York NORTH CAROLINA¹ North Dakota Ohio¹ Oregon¹ Pennsylvania¹ Rhode Island South Carolina South Carolina South Garolina Nest Virginia Washington West Virginia Washington West Virginia Wissonsin Wyoming 7 13			1
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For more information about NORTH CAROLINA and other states' : middle school teacher prep policies, including full narrative analyses, recommendations and state responses, see http://nctq.org/StatePolicyDashboard

Middle School **Teacher Preparation**

NORTH CAROLINA Ratings

Middle School Teacher Preparation



New middle school teachers are sufficiently prepared to teach appropriate grade-level content and for the ways that college-and career-readiness standards affect instruction.









Fully meets • Nearly meets • Partially meets • Meets only a small part • Does not meet



♠ Progress increased since 2013





Bar raised for this goal



NORTH CAROLINA Snapshot Middle School Teacher Preparation

<	Yes	Middle school teachers must pass a content test for each subject they are licensed to teach.
**	Yes	Middle school teachers must hold a middle grade-specific or secondary license.
	Somewhat	Teacher preparation and licensure requirements for middle school teachers include the instructional shifts associated with college- and career-readiness standards.

NORTH CAROLINA Middle School Teacher Preparation Characteristics

Middle School Licenses	6-9
Content Tests	Praxis II Middle School single subject tests Teachers may have until second year to pass tests, if they attempt to pass them during their first year.
Academic Requirements	No requirements for major or minors
Instructional Shifts Associated with College-and Career- Readiness Standards	Complex informational text: Partially addressed Incorporating literacy into core subjects: Fully addressed Struggling readers: Not addressed

RECOMMENDATIONS TO IMPROVE MIDDLE SCHOOL TEACHER PREPARATION POLICIES IN NORTH CAROLINA

- Require content testing in all core areas prior to entering the classroom.
 - North Carolina should require subject-matter testing for all middle school teacher candidates in every core academic area they intend to teach as a condition of initial licensure.
- Ensure that middle school teachers are prepared to meet the instructional requirements of college- and careerreadiness standards for students.
 - Incorporate informational text of increasing complexity into classroom instruction.

Although North Carolina's English language arts content test for middle school teachers addresses informational texts, the state should strengthen its policy and ensure that teachers are able to challenge students with texts of increasing complexity—as a condition of initial licensure.

Support struggling readers.

North Carolina should articulate more specific requirements ensuring that middle school teachers are prepared to intervene and support students who are struggling.

Close the loophole that allows teachers to add middle grade levels to an existing license without demonstrating content knowledge.

North Carolina is urged to require that all teachers who add the middle grade levels to their certificates pass a rigorous subject-matter test to ensure content knowledge of all subject areas before they are allowed in the classroom.

Examples of Best Practice

Arkansas ensures that all middle school teacher candidates are adequately prepared to teach middle school-level content. The state does not offer a K-8 generalist license, requires passing scores on subject-specific content tests and explicitly requires at least two content-area minors. Arkansas also ensures that middle school teachers are prepared to meet the instructional requirements of college- and career-readiness standards for students. The state's competencies for the middle grades specify that middle school candidates must have the ability to not only build content knowledge and vocabulary through careful reading of informational and literary texts but also to challenge students with texts of increasing complexity. Candidates must also know how to incorporate literacy skills as an integral part of every subject and are prepared to intervene and support students who are struggling.

SUMMARY OF MIDDLE SCHOOL TEACHER PREPARATION FIGURES

- **Figure 7** Distinctions in licenses between middle and elementary teachers
- Figure 8 Content test requirements
- **Figure 9** Requirements for instructional shifts associated with college-and career-readiness standards

For more information about

NORTH CAROLINA's middle school
teacher prep policies, including detailed
recommendations, full narrative analysis and
state response, see
http://nctq.org/StatePolicyDashboard

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^{1.} Offers 1-8 license.

California offers a K-12 generalist license for all self-contained classrooms.
 With the exception of mathematics.

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- ${\it 1. Alaska does \ not \ require \ content \ tests \ for \ initial \ licensure.}$
- 2. Candidates teaching multiple subjects only have to pass the elementary test. Single-subject credential does not require content test.
- 3. For K-8 license, Idaho also requires one single-subject test.
- 4. Illinois requires candidates to take a middle level core content test if a test is available. It is not clear that this will result in teachers passing a test in each subject.
- 5. Maryland allows elementary teachers to teach in departmentalized middle schools if not less than 50 percent of the teaching assignment is within the elementary grades.
- 6. New Hampshire requires K-8 candidates to have a core concentration and to pass a middle school content test in a core area. Teachers with a 5-8 license must pass a Praxis II assessment.
- 7. For nondepartmentalized classrooms, generalist in middle childhood education candidates must pass the new assessment with three subtests.
- 8. Teachers may have until second year to pass tests, if they attempt to pass them during their first year.
- New legislation in Tennessee allows teachers to delay passage of content tests if they possess a bachelor's degree in a core content area.

Figure 9 Are states ensuring that new	LIST OF WEORK	MCORPORATING ITES	SUPPOS.
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Secondary Teacher Preparation

For more information about NORTH CAROLINA and other 🖫 states' secondary teacher prep policies, including full narrative analyses, recommendations and state responses, see

http://nctq.org/StatePolicyDashboard

NORTH CAROLINA Ratings Content Knowledge 🕋 New secondary teachers are sufficiently prepared to teach appropriate grade-level content and for the ways that college-and career-readiness standards affect instruction. **General Science and Social Studies** Secondary science and social studies teachers know all the subject matter they are licensed to teach. Fully meets • Nearly meets ♠ Progress increased since 2013 Lost ground since 2013 Bar raised for this goal

	NORTH Second	H CAROLINA Snapshot ary Teacher Preparation
4	Somewhat	Secondary teachers must pass a content test to teach any single core subject.
₹	N o	Only single-subject science certifications are offered or general science license has appropriate requirements to ensure teachers know each included subject.
€	N o	Only single-subject social studies certifications are offered or general social studies license has appropriate requirements to ensure teachers know each included subject.
	N o	A content test is required to add an endorsement to a license.
€	Somewhat	Teacher preparation and licensure requirements for secondary school teachers include the instructional shifts associated with college- and career-readiness standards.

NORTH CAROLINA Secondary Teacher Preparation Characteristics		
Secondary Licenses	9-12	
Content Tests	Praxis II single-subject test required for initial licensure; teachers may have until their second year to pass tests, if they attempt to pass them during their first year.	
General Science License and Testing Requirements	General science license offered; requires only general science test	
General Social Studies License and Testing Requirements	General social studies license offered; requires only general social studies test	
Endorsement Requirements	Preparation program completion, 24 credit hours in subject area or content test	
Instructional Shifts Associated with College-and Career-Readiness Standards	Complex informational text: Partially addressed Incorporating literacy into core subjects: Fully addressed Struggling readers: Not addressed	

RECOMMENDATIONS TO IMPROVE SECONDARY TEACHER PREPARATION POLICIES IN NORTH CAROLINA

 Require subject-matter testing for secondary teacher candidates prior to entering the classroom.

As a condition of licensure, North Carolina should require its secondary teacher candidates to pass a content test in each subject area they plan to teach to ensure that they possess adequate subject-matter knowledge and are prepared to teach grade-level content.

■ Require subject-matter testing when adding subject-area endorsements.

North Carolina should require passing scores on subject-specific content tests, regardless of other coursework or degree requirements, for teachers who are licensed in core secondary subjects and wish to add another subject area to their licenses.

SUMMARY OF SECONDARY TEACHER PREPARATION FIGURES

- **Figure 10** Content test requirements
- Figure 11 Instructional shifts associated with college-and career-readiness standards

Other secondary teacher preparation figures available in the *Yearbook* National Summary at http://www.nctq.org/2015NationalYearbook

- Endorsement requirements (p. 28)
- Content knowledge of general science teachers (p. 32)
- Content knowledge of general social studies teachers (p. 33)

RECOMMENDATIONS CONTINUED

Require secondary teachers with umbrella certifications to pass a content test for each discipline they are licensed to teach.

By allowing general social studies and general science certifications—and only requiring general knowledge exams for each—North Carolina is not ensuring that these secondary teachers possess adequate subject-specific content knowledge.

 Ensure that secondary teachers are prepared to meet the instructional requirements of college- and careerreadiness standards for students.

Incorporate informational text of increasing complexity into classroom instruction.

Although North Carolina's required secondary English language arts content test addresses informational texts, the state should strengthen its policy and ensure that teachers are able to challenge students with texts of increasing complexity.

Support struggling readers.

North Carolina should articulate requirements ensuring that secondary teachers are prepared to intervene and support students who are struggling.

Examples of Best Practice

Missouri requires that secondary teacher candidates pass a content test to teach any core secondary subjects. Of particular note, Missouri ensures that its secondary science teachers know the content they teach by taking a dual approach to general secondary science certification. The state offers general science certification but only allows these candidates to teach general science courses. Missouri also offers an umbrella certification—called unified science—that requires candidates to pass individual subtests in biology, chemistry, earth science and physics. These certifications are offered in addition to single-subject licenses. In addition, Missouri requires general social studies teachers to pass a multi-content test with six independently scored subtests.

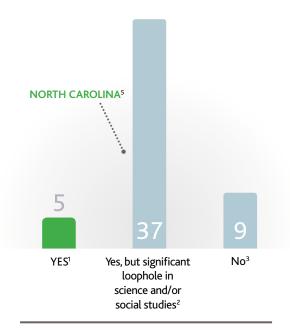
Arkansas also ensures that secondary teachers are prepared to meet the instructional requirements of college- and career-readiness standards for students. The state's competencies specify that secondary teacher candidates must have the ability to not only build content knowledge and vocabulary through careful reading of informational and literary texts but also to challenge students with texts of increasing complexity. Candidates must also know how to incorporate literacy skills as an integral part of every subject and are prepared to intervene and support students who are struggling.

For more information about

NORTH CAROLINA's secondary teacher prep
policies, including detailed recommendations,
full narrative analysis and state response, see
http://nctq.org/StatePolicyDashboard

Figure 10

Do secondary teachers have to pass a content test in every subject area for licensure?



- 1. Strong Practice: Indiana, Minnesota, Missouri, South Dakota, Tennessee⁴
- 2. Alabama, Arkansas, Connecticut, Delaware, District of Columbia, Florida, Georgia, Idaho, Illinois, Kansas, Kentucky, Louisiana, Maine, Maryland, Massachusetts, Michigan, Mississippi, Nebraska, Nevada, New Hampshire, New Jersey, New Mexico, New York, North Carolina⁵, North Dakota, Ohio, Oklahoma, Oregon, Pennsylvania, Rhode Island, South Carolina, Texas, Utah, Vermont, Virginia, West Virginia, Wisconsin
- 3. Alaska⁶, Arizona⁷, California, Colorado, Hawaii, Iowa, Montana, Washington, Wyoming
- New legislation in Tennessee allows teachers to delay passage of content and pedagogy tests if they possess a bachelor's degree in a core content area.
- 5. Teachers may also have until second year to pass tests, if they attempt to pass them during their first year.
- 6. Alaska does not require content tests for initial licensure.
- 7. Candidates with a master's degree in the subject area do not have to pass a content test.

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Special Education Teacher Preparation

For more information about
NORTH CAROLINA and other
states' special education teacher
prep policies, including full narrative
analyses, recommendations and state
responses, see

http://nctq.org/StatePolicyDashboard

NORTH CAROLINA Ratings Content Knowledge New special education teachers know the subject matter they are licensed to teach. Reading Instruction New elementary teachers know the science of reading instruction and understand the instructional shifts associated with college- and career-readiness standards Progress increased since 2013 Lost ground since 2013

	NORTH Special	CAROLINA Snapshot Education Teacher Preparation
*	No	Only discrete elementary and secondary special education licenses are offered.
	Somewhat	Elementary subject-matter test is required for elementary special education license.
	No	Secondary-level test in at least one subject area is required for secondary special education license.
**	Yes	An adequate test on the science of reading is required for elementary special education teachers.
*	Yes	Teacher preparation and licensure requirements for special education teachers include the instructional shifts associated with college- and career-readiness standards.

NORTH CAROLINA Special Education Teacher Preparation Characteristics		
Special Education License(s)	K-12	
Content Tests	MTEL General Curriculum test which only reports a separate score for math	
Science of Reading Test	MTEL Foundations of Reading test	
Instructional Shifts Associated with College-and Career- Readiness Standards	Complex informational text: Partially addressed Incorporating literacy into core subjects: Fully addressed Struggling readers: Fully addressed	

RECOMMENDATIONS TO IMPROVE SPECIAL EDUCATION TEACHER PREPARATION POLICIES IN NORTH CAROLINA

End licensure practices that fail to distinguish between the skills and knowledge needed to teach elementary grades and secondary grades.

It is virtually impossible and certainly impractical for North Carolina to ensure that a K-12 special education teacher knows all the subject matter he or she is expected to be able to teach. While the broad K-12 umbrella may be appropriate for teachers of low-incidence special education students, such as those with severe cognitive disabilities, it is deeply problematic for the overwhelming majority of high-incidence special education students, who are expected to learn grade-level content.

SUMMARY OF SPECIAL EDUCATION TEACHER PREPARATION FIGURES

- Figure 12 Distinctions in licenses between elementary and secondary teachers
- **Figure 13** Content test requirements
- Figure 14 Instructional shifts associated with college-and career-readiness standards

Other special education teacher preparation figures available in the Yearbook National Summary at http://www.nctq.org/2015NationalYearbook

Science of reading tests (p. 39)

RECOMMENDATIONS CONTINUED

 Ensure that secondary special education teachers possess adequate content knowledge.

While it may be unreasonable to expect multi-subject secondary special education teachers to meet the same requirements as single-subject teachers, North Carolina's current policy of only requiring an elementary-level content test is problematic and will not help special education students to meet rigorous learning standards.

■ Ensure that the science of reading test is meaningful.

While North Carolina's adoption of the Foundations of Reading Test is commendable, the state creates a significant loophole by allowing teachers to be in the classroom for a full year without passing the test.

 Ensure that new special education teachers are prepared to incorporate informational text of increasing complexity into classroom instruction.

Although North Carolina is on the right track with its requirement of the Foundations of Reading test, which addresses knowledge of informational texts, the in-depth coverage of the topic is presented as examples. North Carolina is encouraged to make certain that its framework captures the major instructional shifts of college- and career-readiness standards, thereby ensuring that all special education candidates have the ability to adequately incorporate complex informational text into classroom instruction.

Examples of Best Practice

Unfortunately, NCTQ cannot award "best practice" honors to any state's policy in the area of special education. However, **New York** and **Rhode Island** are worthy of mention for taking steps in the right direction in ensuring that all special education teachers know the subject matter they are licensed to teach. These states require that elementary special education candidates pass the same elementary content tests, which are comprised of individual subtests, as general education elementary teachers.

Secondary special education teachers in New York must pass a multi-subject content test for special education teachers comprised of three separately scored sections. Rhode Island requires its secondary special education teachers to hold certification in another secondary area.

In addition, California ensures that all special education teachers are prepared to meet the instructional requirements of college- and careerreadiness standards for students. All special education candidates must pass a comprehensive assessment that specifically tests the five elements of scientifically based reading instruction: phonemic awareness, phonics, fluency, vocabulary and comprehension. California's test frameworks go further than most states and ensure that special education teacher candidates have the ability to not only build content knowledge and vocabulary through careful reading of informational and literary texts but also to challenge students with texts of increasing complexity. Candidates also must know how to incorporate literacy skills as an integral part of every subject and are prepared to intervene and support students who are struggling.

For more information about
NORTH CAROLINA's special education
teacher prep policies, including detailed
recommendations, full narrative analysis and
state response, see
http://nctq.org/StatePolicyDashboard

Figure 12	DOESNOT OFFER	Offers K-12 and	ication (s
Do states distinguish	FER	0 / P	R-12
between elementary	0 4		~ / \$ s
and secondary special	~ ~ ~ ~ ~ ~ ~ ~ ~ ~ ~ ~ ~ ~ ~ ~ ~ ~ ~	324	6.3 o
education teachers?	POE. 12.	Offe, 873de.	Offers only a K-12
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Wyoming			
	14	16	21

Figure 12

- Missouri offers a K-12 certification but candidates must pass either the Elementary Multi-Content Assessment or the new Middle/Secondary Content Assessment (English, Mathematics, Science and Social Studies) or choose one of the specific content assessment for a specific area of certification.
- 2. Although New Jersey does issue a K-12 certificate, candidates must meet discrete elementary and/or secondary requirements.
- 3. Candidates must meet requirements for both the K-8 and 7-12 special education licenses.

Figure 13
Which states require subject-matter testing for special education teachers?

Elementary Subject-Matter Test		
Required for an elementary special education license	Alabama, Louisiana, Massachusetts, Missouri ¹ , New Jersey, New York, Pennsylvania ² , Rhode Island, West Virginia ³ , Wisconsin	
Required for a K-12 special education license	Colorado, Idaho, Illinois, NORTH CAROLINA ⁴	
Secondary Subject-Matter Test(s)		
Tests in all core		

Tests in all core subjects required for secondary special education license	Missouri ¹ , New York ⁵ , Wisconsin ⁶
Test in at least one subject required for secondary special education license	Louisiana, Massachusetts, New Jersey, Pennsylvania², Rhode Island, West Virginia³
Required for a K-12 special	None

- Missouri offers a K-12 certification but candidates must pass either the Elementary Multi-Content Assessment or the new Middle/Secondary Content Assessment (English, Mathematics, Science and Social Studies) or choose one of the specific content assessment for a specific area of certification.
- In Pennsylvania, a candidate who opts for dual certification in elementary or secondary special education as a reading specialist does not have to take a content test.
- 3. West Virginia also allows elementary special education candidates to earn dual certification in early childhood, which would not require a content test. Secondary special education candidates earning a dual certification as a reading specialist are similarly exempted.
- North Carolina gives teachers until their second year to earn a passing score, provided they attempt to pass during their first year.
- 5. New York requires a multi-subject content test specifically geared to secondary special education candidates. It is divided into three subtests.
- Wisconsin requires a middle school level content area test which does not report subscores for each area.

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Are states ensuring that new special			1357
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nstructional shifts associated with co	11000- 1	\ \\ \\ \\ \\ \\ \\ \\ \\ \\ \\ \\ \\ \	188
nd career-readiness standards?	ilege- O		1 3 3
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Alaska Arizona			
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California			
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Delaware			
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West Virginia			
Wisconsin			
Wyoming			

For more information about
NORTH CAROLINA and other states'
assessing professional knowledge
policies, including full narrative
analyses, recommendations and state
responses, see
http://nctq.org/StatePolicyDashboard

Assessing Professional Knowledge





Yes

All new teachers must pass a pedagogy test.

NORTH CAROLINA Pedagogy Characteristics		
Pedagogy Test	Not specified; teachers have until the second year to pass.	
Type of Test	Not specified	
Teachers Included	All new teachers	

RECOMMENDATIONS TO IMPROVE ASSESSING PROFESSIONAL KNOWLEDGE POLICIES IN NORTH CAROLINA

Require that all new teachers pass a pedagogy test as a condition of initial licensure.

North Carolina should verify that all new teachers meet professional standards through a test of professional standards before they start teaching.

 Verify that commercially available tests of pedagogy actually align with state standards.

North Carolina should ensure that its selected test of professional knowledge measures the knowledge and skills the state expects new teachers to have.

Examples of Best Practice

Although no state stands out for its pedagogy test policy, eight states are worthy of mention for the licensing test they require to verify that all new teachers meet state standards. Arizona, Florida, Indiana, Minnesota, New Mexico, Ohio, Oklahoma and Texas ensure that all new teachers take a pedagogy test that specifically is aligned with each state's own professional standards.

SUMMARY OF ASSESSING PROFESSIONAL KNOWLEDGE FIGURES

Figure 15 Pedagogy tests

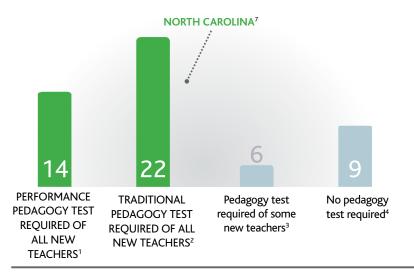
For more information about

NORTH CAROLINA's assessing professional knowledge policies, including detailed recommendations, full narrative analysis and state response, see

http://nctq.org/StatePolicyDashboard

Figure 15

Do states measure new teachers' knowledge of teaching and learning?



- 1. Strong Practice: California, Delaware, Georgia, Hawaii, Illinois⁵, Iowa⁶, Massachusetts, Missouri, New Jersey, New York, Oregon, Tennessee⁶, Washington, Wisconsin
- 2. Strong Practice: Alabama, Arizona, Arkansas, District of Columbia, Florida, Indiana, Kansas, Kentucky, Louisiana, Maine, Minnesota, Nevada, New Mexico, North Carolina⁷, North Dakota, Ohio, Oklahoma, Rhode Island, South Carolina, South Dakota, Texas, West Virginia
- 3. Connecticut, Maryland, Mississippi, Nebraska, Pennsylvania, Utah⁸
- 4. Alaska, Colorado, Idaho, Michigan, Montana, New Hampshire, Vermont, Virginia, Wyoming
- 5. All new teachers must also pass a traditional pedagogy test.
- 6. Teachers have the option of the edTPA or a traditional Praxis pedagogy test.
- 7. North Carolina teachers have until their second year to pass if they attempt to pass during their first year.
- 8. Not required in Utah until a teacher advances from a Level One to a Level Two license.

Student Teaching

For more information about
NORTH CAROLINA and other
states' student teaching policies,
including full narrative analyses,
recommendations and state
responses, see
http://nctq.org/StatePolicyDashboard

NORTH CAROLINA Ratings Student Teaching Teacher candidates are provided with a high-quality clinical experience. Fully meets Nearly meets Partially meets Meets only a small part Does not meet Progress increased since 2013 Lost ground since 2013



NORTH CAROLINA Student Teaching Characteristics		
Duration of Student Teaching	At least 10 weeks	
Selection of Cooperating Teachers Connected to Effectiveness	No specific requirements	
Other Criteria for Selection of Cooperating Teachers	No specific requirements	

RECOMMENDATIONS TO IMPROVE STUDENT TEACHING POLICIES IN NORTH CAROLINA

- Ensure that cooperating teachers have demonstrated evidence of effectiveness as measured by student learning.
 In addition to the ability to mentor an adult, cooperating teachers in North Carolina should also be carefully screened for their capacity to further student
- Use evidence from the state's teacher evaluation system to select cooperating teachers.

achievement.

Since North Carolina requires objective measures of student growth to be the preponderant criterion of its teacher evaluations, the state should utilize its evaluation results in the selection of effective cooperating teachers.

 Explicitly require that student teaching be completed locally, thus prohibiting candidates from completing this requirement abroad.

Outsourcing arrangements for student teaching makes it impossible to ensure the selection of the best cooperating teacher and adequate supervision of the student teacher and may prevent training of the teacher on relevant state instructional frameworks.

Examples of Best Practice

Rhode Island and Tennessee not only require teacher candidates to complete at least 10 weeks of full-time student teaching, but they also require that cooperating teachers have demonstrated evidence of effectiveness as measured by student learning. Further, both of these states ensure that student teaching is completed locally, which better ensures teacher training on relevant state instructional frameworks and allows a higher degree of program oversight and feedback to the teacher candidate.

SUMMARY OF STUDENT TEACHING FIGURES

■ Figure 16 Student teaching requirements

Other student teaching figures available in the *Yearbook* National Summary at http://www.nctq.org/2015NationalYearbook

- Effectiveness as a factor in selection of cooperating teachers (p. 44)
- Student teaching duration (p. 45)

For more information about
NORTH CAROLINA's student teaching
policies, including detailed recommendations,
full narrative analysis and state response, see
http://nctq.org/StatePolicyDashboard

Figure 16	TEACHER	STUDENT TEACHING
Do states ensure a	ASE SE	18 Z Z Z Z Z Z Z Z Z Z Z Z Z Z Z Z Z Z Z
high-quality student		
teaching experience?		4575
Alabama		7
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Arizona		
Arkansas California		
Colorado		
Connecticut		
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Florida		
Georgia		
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Idaho		
Illinois		
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lowa		
Kansas		
Kentucky Louisiana		
Maine		
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Missouri		
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Nevada		
New Hampshire		
New Jersey New Mexico		
New York		
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Pennsylvania		
Rhode Island		
South Carolina		
South Dakota		
Tennessee		
Texas		
Utah		
Vermont		
Virginia Washington		
West Virginia		
Wisconsin		
Wyoming		
<u> </u>	13	34

For more information about
NORTH CAROLINA and other states'
teacher prep program accountability
policies, including full narrative
analyses, recommendations and state
responses, see
http://nctq.org/StatePolicyDashboard

↑ Progress increased since 2013

Teacher Prep Program Accountability

NORTH CAROLINA Ratings Program Accountability The approval process for teacher preparation programs holds programs accountable for the quality of the teachers they produce. Pully meets Nearly meets Partially meets Meets only a small part Does not meet

Lost ground since 2013

	NORTH Teacher	I CAROLINA Snapshot r Prep Program Accountability
*	Yes	Data are collected that connect student achievement gains to teacher preparation programs.
*	Yes	Other objective data related to the performance of teacher preparation programs are collected.
*	No	Minimum standards for program performance have been established.
**	Yes	Report cards showing program performance are available to the public.
*	No	The state maintains full authority over program approval.

NORTH CAROLIN	NA Teacher Prep Program Accountability Characteristics
Use of Student Achievement Data	For university-based programs, program graduates' mean value-added scores and evaluation ratings
Other Data Collected	For university-based programs, employment rates
Performance Standards for Data Collected	None
Program Report Cards	Publicly accessible report cards
Role of National Accreditation	National accreditation required for program approval

RECOMMENDATIONS TO IMPROVE TEACHER PREP PROGRAM ACCOUNTABILITY POLICIES IN NORTH CAROLINA

■ Gather other meaningful data that reflect program performance.

While North Carolina does collect employer rate data, the state's accountability system should include other objective measures in addition to student growth that show how well all programs, including alternate route programs, are preparing teachers for the classroom. Data could include candidate's evaluation results from the first and/or second year of teaching and average raw scores on licensing tests including academic proficiency, subject matter and professional knowledge tests.

■ Establish the minimum standard of performance for each category of data.

North Carolina should establish precise minimum standards for teacher preparation program performance for each category of data, which programs should be held accountable for meeting.

SUMMARY OF TEACHER PREP PROGRAM ACCOUNTABILITY FIGURES

- Figure 17 Use of student achievement data
- Figure 18 Accountability requirements

Other teacher prep program accountability figures available in the *Yearbook* National Summary at http://www.nctq.org/2015NationalYearbook

National accreditation (p. 49)

RECOMMENDATIONS CONTINUED

- Distinguish between alternate route programs and traditional preparation programs in public reporting.
 North Carolina should make the distinction between teacher preparation programs at the program level when publishing its new institutional data on teacher preparation.
- Maintain full authority over the process for approving teacher preparation programs.
 - North Carolina should ensure that it is the state that considers the evidence of program performance and makes the decision about whether programs should continue to be authorized to prepare teachers.

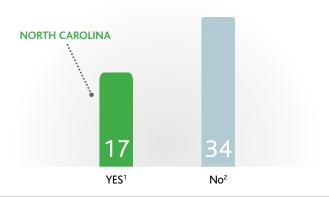
Examples of Best Practice

Delaware and **Florida** have made great strides in teacher preparation program accountability policies in the past few years and now stand out as leaders in this area. In Delaware and Florida, preparation programs report and are held accountable to a number of measures, including the effectiveness of program graduates as measured by student achievement, as well as placement and retention rates of program graduates.

Delaware has developed minimum standards of performance for each data category and has released the first of its program report cards, which make preparation program data accessible and transparent. In Florida, the state applies specific cut-scores in various data categories to decide on continued program approval. In addition, after two years of initial employment, any program completer in Florida who receives an unsatisfactory evaluation rating must be provided additional training by the preparation program at no additional cost to the teacher.

Figure 17

Do states connect student achievement data to teacher preparation programs?



- Strong Practice: Colorado, Delaware, Florida, Georgia, Illinois, Indiana, Louisiana, Massachusetts, Michigan, Missouri, New Mexico, North Carolina, Ohio, Rhode Island, South Carolina, Tennessee, Texas
- Alabama, Alaska, Arizona, Arkansas, California, Connecticut, District of Columbia, Hawaii, Idaho, Iowa, Kansas, Kentucky, Maine, Maryland, Minnesota, Mississippi, Montana, Nebraska, Nevada, New Hampshire, New Jersey, New York, North Dakota, Oklahoma, Oregon, Pennsylvania, South Dakota, Utah, Vermont, Virginia, Washington, West Virginia, Wisconsin, Wyoming

For more information about

NORTH CAROLINA's teacher prep program
accountability policies, including detailed
recommendations, full narrative analysis and
state response, see
http://nctq.org/StatePolicyDashboard

Do states hold teacher	(3.0		<i>)</i> / :
DO STATES HOLD LEACHER	\$ \f	FOR PERFORMANCE	DATA PUBLICY AVAILABLE ON II.
preparation programs	26.7	1 3 6	PUB!
accountable?	C) AC	S PER	Z Z Z
accountable:	0 g /	\$ \$ \	Q 4/7,
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lowa			3
Kansas			
Kentucky			4
Louisiana			
Maine			
Maryland	5		
Massachusetts			
Michigan		1	1
Minnesota			
Mississippi	1		
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Nevada	1	□ 1	
New Hampshire			
New Jersey	1		1
New Mexico			
New York			
NORTH CAROLINA	6		6
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Ohio	1		1
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Oregon			
Pennsylvania Rhode Island	1		
South Carolina			3
South Dakota			
Tennessee			
Texas			
Utah			
Vermont			
Virginia	1		
Washington			
West Virginia	1		
Wisconsin			
Wyoming			

 $^{1. \} For \ traditional \ preparation \ programs \ only.$

^{2.} Report cards only include limited data.

^{3.} Report cards are at the institution rather than the program level.

 $^{{\}it 4.\ Non-university\ based\ alternate\ route\ programs\ are\ not\ included}.$

 $^{5. \} For \ alternate \ route \ programs \ only.$

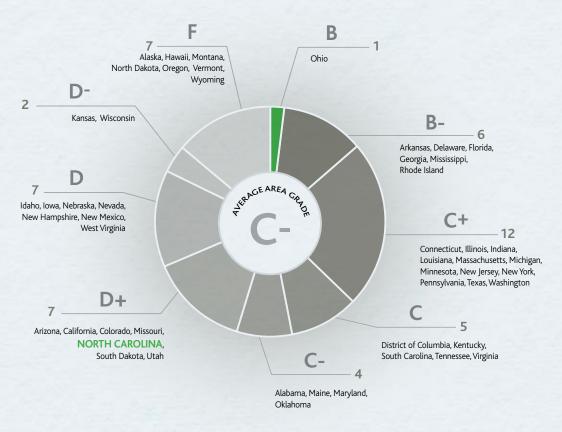
^{6.} University-based programs only; state does not distinguish between alternate route programs and traditional programs in public reporting.

Area 2 Summary



How States are Faring in Expanding the Pool of Teachers

State Area Grades



Topics Included In This Area

- Alternate Routes to Certification
- Part-Time Teaching Licenses

Licensure Reciprocity

Alternate Routes to Certification

For more information about
NORTH CAROLINA and other states'
alternate routes to certification
policies, including full narrative
analyses, recommendations and state
responses, see
http://nctq.org/StatePolicyDashboard

NORTH CAROLINA Ratings

Eligibility
Alternate route programs only admit candidates with strong academic records while also providing flexibility for nontraditional candidates.

Preparation
Alternate route programs provide efficient preparation that is relevant to the immediate needs of new teachers, as well as adequate mentoring and support.

Usage and Providers
Alternate routes are free from limitations on usage, and a diversity of providers is allowed.

Fully meets

Nearly meets

Partially meets

Meets only a small part

Does not meet

Progress increased since 2013

Lost ground since 2013

	NORTH Alterna	I CAROLINA Snapshot te Routes to Certification
*	No	A rigorous academic standard is required for program entry.
	Somewhat	A subject-matter test is required for admission.
*	Yes	Subject-matter test can be used in lieu of a major to demonstrate content knowledge.
*	No	A practice teaching opportunity is required prior to becoming teacher of record.
	No	Intensive mentoring is required to support new teachers.
	No	Coursework requirements are streamlined.
	No	Coursework requirements are limited to relevant topics.
*	Yes	Alternate routes are offered without limitation by grades, subjects or geographic areas.
*	Yes	Providers other than institutions of higher education are permitted.

NORTH CAROLINA Alternate Routes to Certification Characteristics Name of Route(s) Lateral Entry Academic Requirements for Minimum 2.5 GPA with some exceptions Entry A major or 24 hours of coursework in the licensure area or a subject-matter exam to test-**Subject-Matter Requirements** out of such requirements; only elementary and early childhood candidates are required to for Entry pass a Praxis II subject-matter exam Minimum of six semester hours per year; individualized plan of study prescribed by candidates' college, university or with a Regional Alternative Licensing Centers; required Coursework Requirements to participate in a two-week orientation that includes lesson planning, classroom organization, classroom management and an overview of the state accountability system Practice Teaching/Mentoring All candidates assigned a mentor; no practice teaching opportunity required Requirements Usage No limit with regard to subject, grade or geographic area **Eligible Providers** School systems, community colleges and colleges/universities

RECOMMENDATIONS TO IMPROVE ALTERNATE ROUTES TO CERTIFICATION POLICIES IN NORTH CAROLINA

- Screen candidates for academic ability. North Carolina should require that candidates to its alternate routes provide some evidence of good academic performance, such as the GRE or a GPA of 3.0 or higher.
- Require applicants to pass a subjectmatter test for admission.

North Carolina should require all candidates, including those with a major in the subject, to pass a content-knowledge test. The concept behind alternate routes is that the nontraditional candidate is able to concentrate on acquiring professional knowledge and skills because he or she has strong subject-area knowledge.

SUMMARY OF ALTERNATE ROUTES TO CERTIFICATION FIGURES

- **Figure 19** Quality of alternate routes
- **Figure 20** Alternate route requirements

Other alternate routes to certification figures available in the *Yearbook* National Summary at http://www.nctq.org/2015NationalYearbook

- Admission requirements (p. 54)
- Minimum GPA for admission (p. 55)
- Flexibility in demonstrating content knowledge (p. 56)
- Preparation requirements (p. 59)
- Diversity of usage and providers (p. 62)
- Providers of alternate route programs (p. 62)

For more information about

NORTH CAROLINA's alternate routes to
certification policies, including detailed
recommendations, full narrative analysis and
state response, see

http://nctq.org/StatePolicyDashboard

RECOMMENDATIONS CONTINUED

 Establish coursework guidelines for alternate route preparation programs.

North Carolina should ensure that coursework requirements are manageable and contribute to the immediate needs of new teachers, through exposure to topics like methodology in the content area, classroom management, assessment and scientifically based early reading instruction.

Ensure that new teachers are supported in the first year of teaching.

North Carolina should provide more detailed mentoring and field-experience guidelines to ensure that new teachers will receive the support they need to facilitate their success in the classroom, through strategies like practice teaching prior to teaching in the classroom and intensive mentoring with full classroom support in the first few weeks or months of school.

■ Ensure program completion in less than two years.

North Carolina should consider shortening the length of time it takes an alternate route teacher to earn standard certification to no later than the end of the second year of teaching.

Examples of Best Practice

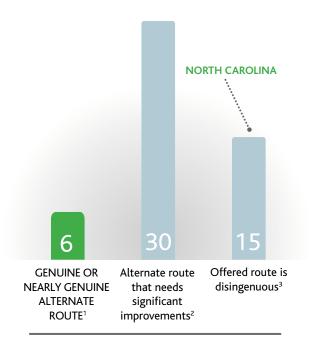
No state can be singled out for its overall alternate route policies. There are, however, states that offer best practices in individual alternate route policy areas.

With regard to admissions into alternate routes, the **District of Columbia** and **Michigan** have established a high bar. Both require candidates to demonstrate strong academic performance as a condition of admission with a minimum 3.0 GPA. In addition, neither requires a content-specific major; subjectarea knowledge is demonstrated by passing a test, making their alternate routes flexible to the needs of nontraditional candidates. Also worthy of note is new policy in **New York** that significantly raises the bar by requiring that all graduate-level teacher preparation programs adopt entrance standards that include a minimum score on the GRE or an equivalent admission exam and a cumulative minimum GPA of 3.0 in the candidate's undergraduate program.

Delaware has policies that help to ensure that alternate routes provide efficient preparation that meets the needs of new teachers. The state requires a manageable number of credit hours, relevant coursework, intensive mentoring and a practice teaching opportunity.

Most states offer alternate routes that are widely available across grades, subjects and geographic areas and permit alternate route providers beyond higher education institutions. NCTQ commends all states that permit both broad usage and a diversity of providers for their alternate routes.

Figure 19
Do states provide real alternative pathways to certification?



^{1.} Strong Practice: Arkansas, Connecticut, Delaware, Florida, New Jersey, Rhode Island

- Alabama, Arizona, California, Colorado, District of Columbia, Georgia, Illinois, Indiana, Kentucky, Louisiana, Maine, Maryland, Massachusetts, Michigan, Minnesota, Mississippi, Missouri, Nevada, New Mexico, New York, Ohio, Oklahoma, Pennsylvania, South Carolina, South Dakota, Tennessee, Texas, Virginia, Washington, West Virginia
- 3. Alaska⁴, Hawaii, Idaho, Iowa, Kansas, Montana, Nebraska, New Hampshire, North Carolina, North Dakota, Oregon, Utah, Vermont, Wisconsin, Wyoming
- 4. Alaska no longer offers an alternate route to certification.

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For more information about
NORTH CAROLINA and other
states' part-time teaching licenses
policies, including full narrative
analyses, recommendations and state
responses, see
http://nctq.org/StatePolicyDashboard

Part-Time Teaching Licenses

NORTH CAROLINA Ratings Part-Time Teaching Licenses A license with minimal requirements is offered that allows content experts to teach part time. Fully meets Nearly meets Progress increased since 2013 Lost ground since 2013



Nο

A part-time license with minimal requirements is available for those with subject-matter expertise.

NORTH CAROLINA Part-Time Teaching Licenses Characteristics Name of License Not offered Subject-Matter Requirements Not applicable Other Requirements Not applicable

RECOMMENDATIONS TO IMPROVE PART-TIME TEACHING LICENSES POLICIES IN NORTH CAROLINA

 Offer a license that allows content experts to serve as part-time instructors.

North Carolina should permit individuals with deep subject-area knowledge to teach a limited number of courses without fulfilling a complete set of certification requirements. The state should verify content knowledge through a rigorous test and conduct background checks as appropriate, while waiving all other licensure requirements.

Examples of Best Practice

Georgia offers a license with minimal requirements that allows content experts to teach part time. Individuals seeking this license must pass a subjectmatter test and are assigned a mentor.

SUMMARY OF PART-TIME TEACHING LICENSES FIGURES

■ Figure 21 Part-time licenses

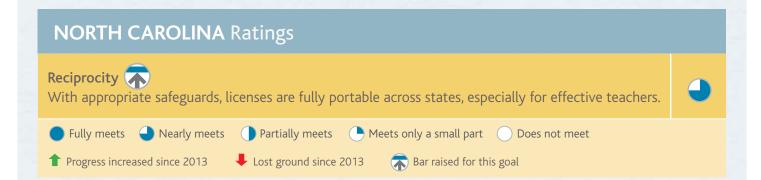
For more information about

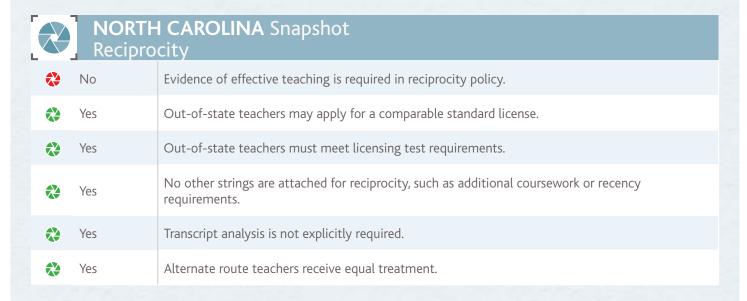
NORTH CAROLINA's part-time teaching
licenses policies, including detailed
recommendations, full narrative analysis and
state response, see
http://nctq.org/StatePolicyDashboard

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Licensure Reciprocity

For more information about
NORTH CAROLINA and other states'
reciprocity policies, including full
marrative analyses, recommendations
and state responses, see
http://nctq.org/StatePolicyDashboard





NORTH CAROLINA Reciprocity Characteristics						
License Available to Fully Certified Out-of-State Teachers	Standard professional 2					
Effectiveness Requirements None						
Testing Requirements	Must meet North Carolina's testing standards					
Coursework and/or Recency Requirements	None					
Additional Alternate Route Requirements	None					

RECOMMENDATIONS TO IMPROVE RECIPROCITY POLICIES IN NORTH CAROLINA

certification.

 Require evidence of effective teaching when determining eligibility for full

To facilitate the movement of effective teachers between states, North Carolina should require that evidence of teacher effectiveness, as determined by an evaluation that includes objective measures of student growth, be considered for all out-of-state candidates.

SUMMARY OF RECIPROCITY FIGURES

Figure 22 Requirements for licensing teachers from other states

Other reciprocity figures available in the *Yearbook* National Summary at http://www.nctq.org/2015NationalYearbook

- Licensure tests (p. 70)
- Evidence of effectiveness (p. 71)
- Traditional versus alternate route requirements (p. 72)

For more information about
NORTH CAROLINA's reciprocity policies,
including detailed recommendations, full
narrative analysis and state response, see
...http://nctq.org/StatePolicyDashboard

Examples of Best Practice

Although no state stands out for its overall reciprocity policies, two states are worthy of mention for their connection of reciprocal licensure to evidence of teacher effectiveness. When determining eligibility for full certification, both **Delaware** and **Idaho** consider teacher evaluations from previous employment that include objective measures of student growth. NCTQ also commends **Indiana**, **Massachusetts**, **Mississippi**, **North Carolina**, **Ohio**, **Pennsylvania**, **Rhode Island** and **Texas** for appropriately supporting licensure reciprocity by requiring that certified teachers from other states meet their own testing requirements, and by not specifying any additional coursework or recency requirements to determine eligibility for either traditional or alternate route teachers.

^{3.} Allows up to three years to submit passing scores.

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Obstacles include transcript analysis, recency and/or coursework requirements, and additional requirements for teachers certified through alternate routes.

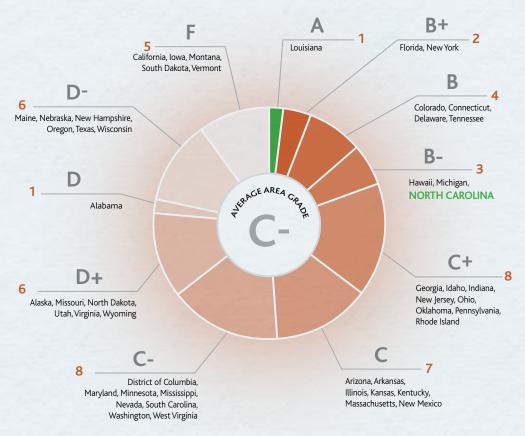
^{2.} Alaska allows up to three years to meet testing requirements.

Area 3 Summary



How States are Faring in Identifying Effective Teachers

State Area Grades



Topics Included In This Area

- State Data Systems
- Teacher Evaluation
- Tenure

- · Licensure Advancement
- · Equitable Distribution of Teachers

State Data Systems

For more information about
NORTH CAROLINA and other states'
data systems policies, including full
harrative analyses, recommendations
and state responses, see
http://nctq.org/StatePolicyDashboard

NORTH CAROLINA Ratings State Data Systems The state's data system contributes some of the evidence needed to assess teacher effectiveness. Fully meets Nearly meets Partially meets Meets only a small part Does not meet

	NORTH CAROLINA Snapshot State Data Systems							
₹	Yes	Use of data system for providing evidence of effectiveness is mandated.						
*	Yes	Teacher of record is adequately defined.						
*	Yes	A process is in place for teacher roster verification.						
	Somewhat	Data on teacher production are publicly reported.						

NORTH CAROLIN	NORTH CAROLINA State Data System Characteristics					
Teacher Student Data Link	Capacity to connect student identifiers to teacher identifiers and match records over time					
Teacher of Record Definition	An educator who has been assigned responsibilities for a student's learning in a subject/course with aligned performance measures.					
Other Characteristics	Roster verification; Ability to connect multiple teachers to a single student					
Teacher Production Data/ Hiring Statistics	Publishes data that include some information on teacher production, but no connection is made between these data and district-level hiring statistics					

RECOMMENDATIONS TO IMPROVE STATE DATA SYSTEM POLICIES IN NORTH CAROLINA

 Connect supply data to district hiring statistics.

North Carolina should strengthen its data collection practices by connecting program completion and licensure rates to district hiring statistics and using these data to inform policy decisions.

Examples of Best Practice

Hawaii and West Virginia are leaders in using their state data systems to support the identification and supply of effective teachers. Both states have all three elements needed to assess teacher effectiveness, and both states have also developed definitions of teacher of record that reflect instruction. Their data links can connect multiple teachers to a particular student, and there is a process for teacher roster verification. In addition, Hawaii and West Virginia publish teacher production data. Maryland remains worthy of mention for its "Teacher Staffing Report," which serves as a model for other states. The report's primary purpose is to determine teacher shortage areas, while also identifying areas of surplus.

SUMMARY OF STATE DATA SYSTEMS FIGURES

Figure 23 Using data system elements to assess teacher effectiveness

Other state data systems figures available in the *Yearbook* National Summary at http://www.nctq.org/2015NationalYearbook

Teacher production data (p. 77)

For more information about
NORTH CAROLINA's state data system
policies, including detailed recommendations,
full narrative analysis and state response, see
http://nctq.org/StatePolicyDashboard

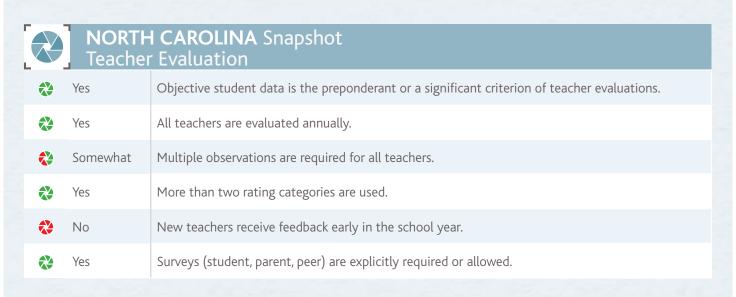
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^{1.} Lacks capacity to connect student identifiers to teacher identifiers and match records over time.

For more information about
NORTH CAROLINA and other
states' teacher evaluation policies,
including full narrative analyses,
recommendations and state
responses, see
http://nctq.org/StatePolicyDashboard

Teacher Evaluation

NORTH CAROLINA Ratings						
Evaluation of Effectiveness Instructional effectiveness is the preponderant criterion of any teacher evaluation.	•					
Frequency of Evaluations All teachers receive annual evaluations.	•					
 Fully meets → Nearly meets → Partially meets → Meets only a small part → Does not meet Progress increased since 2013 → Lost ground since 2013 						



NORTH CAROLIN	NA Teacher Evaluation Characteristics
Use of Student Achievement Data in Evaluation	Preponderant criterion. A teacher cannot be rated effective without meeting expected student growth.
Types of Required Student Data	Three methods: 1) analysis of student work: used with courses and grades that focus on performance standards; 2) pre-post test growth model: used with courses and grades where statewide assessments are in place but the EVAAS cannot be used; and 3) EVAAS (Educator Value-Added Assessment System): used with courses and grades where there are statewide assessments and a prediction model has been determined.
Other Required Measures	Observations
Number of Rating Categories	5: Standards 1-5; 3: Standard 6 (student growth)
Frequency of Evaluations	Annual for all teachers
Number of Observations	Comprehensive cycle: 3 formal observations; Standard cycle: 1 formal plus 2 formal or informal observations; Abbreviated: 2 formal or informal observations. New teachers: Principal must conduct at least 3 formal observations, and a peer must conduct 1 formal observation.
System Structure	State provides presumptive evaluation model for districts; approval required to use alternate district-designed system.
Surveys (Parent, Student, Peer)	Student feedback and parent surveys are explicitly allowed.
Evaluator Requirements	Training; multiple evaluators/observers

RECOMMENDATIONS TO IMPROVE TEACHER EVALUATION POLICIES IN NORTH CAROLINA

Connect the overall status rating to evaluation consequences.

Although North Carolina assigns overall effectiveness ratings, the state does not utilize these ratings to affect contract and dismissal decisions. The state should strengthen its policy and rely on these ratings, rather than proficiency ones that only take into account Standards One to Five, when determining which teachers should be awarded extended contracts and which should be dismissed.

For more information about NORTH CAROLINA's teacher evaluation policies, including detailed recommendations, full narrative analysis and state response, see http://nctq.org/StatePolicyDashboard

RECOMMENDATIONS CONTINUED

 Base evaluations on multiple observations.

To guarantee that annual evaluations are based on an adequate collection of information, North Carolina should require multiple observations—with at least one formal annual observation—for all teachers.

Ensure that new teachers are observed and receive feedback early in the school year.

North Carolina should ensure that its new teachers get the support they need, and that supervisors know early on which new teachers may be struggling or at risk for unacceptable levels of performance.

Examples of Best Practice

Tennessee requires that objective measures of student growth be the preponderant criterion of all evaluations. All teachers in the state must be evaluated annually, and multiple observations are required, with a postobservation conference scheduled after each to discuss performance. The state's observation schedule ensures that new teachers receive feedback early in the year. Tennessee also requires the use of five performance rating categories.

Idaho, New Jersey and Washington also require annual evaluations and multiple observations for all teachers, and they ensure that new teachers are observed and receive feedback during the first half of the school year.

SUMMARY OF TEACHER EVALUATION FIGURES

- Figure 24 Use of student learning data
- **Figure 25** Frequency of evaluations

Other teacher evaluation figures available in the *Yearbook* National Summary at http://www.nctq.org/2015NationalYearbook

- Use of surveys (p. 81)
- Rating categories (p. 81)
- State role in evaluations (p. 82)
- Evaluator requirements (p. 83)
- Annual evaluations (p. 85)
- Classroom observation requirements (p. 87)
- Observation frequency (p. 87)
- Timing of observations for new teachers (p. 88)

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^{3.} Explicitly defined for 2014-15 school year.

 The state has an ESEA waiver requiring an evaluation system that includes student achievement as a significant factor. However, no specific guidelines or policies have been articulated.

In 2014-15, student achievement was 10% of the total evaluation rating; for 2015-16, it is 20%. This appears connected to test transition rather than permanent lowering of student growth percentage.

Figure 25 Do states require districts to evaluate all teachers each year? Alabama Alaska Arizona Arkansas California Colorado Connecticut Delaware District of Columbia Florida Georgia Hawaii Idaho Illinois Indiana Iowa Kansas Kentucky Illinois Indiana Iowa Kansas Kentucky Illinois Indiana Iowa Maine Maryland Massachusetts Michigan Minnesota Mississippi Missouri Montana Nebraska Nevada New Hampshire New Jersey New Mexico New York NORTH CAROLINA North Dakota Oregon Pennsylvania South Carolina South Carolina South Dakota Tennessee Texas Utah Vermont Virginia Washington West Virginia Wisconsin Wyoming Nisconsin Wyoming Nisconsin Wisconsin Wyoming North Dakota Indiana I	Figure 25	,	GAERS
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Tenure

For more information about
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tenure policies, including full narrative
analyses, recommendations and state
responses, see
http://nctq.org/StatePolicyDashboard

NORTH CAROLINA Ratings Tenure Tenure decisions are based on evidence of teacher effectiveness. Fully meets Nearly meets Partially meets Meets only a small part Does not meet Progress increased since 2013 Lost ground since 2013



NORTH CAROLINA Tenure Characteristics					
Consideration of Teacher Effectiveness	None. For a 2- or 4-year contract, teachers must show "effectiveness as demonstrated by proficiency on the evaluation instrument." However, no student growth measures required.				
Length of Probationary Period	N/A				

RECOMMENDATIONS TO IMPROVE TENURE POLICIES IN NORTH CAROLINA

■ Connect extended contract decisions to evidence of effectiveness.

Rather than utilize a proficiency rating, which does not take into account student growth measures, North Carolina should require that teachers earn at least an effective status rating, which ensures evidence of effectiveness, in order to be offered a four-year contract.

Examples of Best Practice

Colorado, Connecticut and New York appropriately base tenure decisions on evidence of teacher effectiveness. In Connecticut, tenure is awarded after four years and must be earned on the basis of effective practice as demonstrated in evaluation ratings. Colorado requires ratings of either effective or highly effective for three consecutive years to earn tenure status, which can then be lost with two consecutive years of less-than-effective ratings. New York has extended its probationary period to four years and requires teachers to be rated effective or highly effective for three of those years. All three states require that student growth be the preponderant criterion of teacher evaluations.

SUMMARY OF TENURE FIGURES

- Figure 26 Tenure and teacher effectiveness
- Figure 27 Length of probationary period

For more information about
NORTH CAROLINA's tenure policies, including
detailed recommendations, full narrative
analysis and state response, see
http://nctq.org/StatePolicyDashboard

Figure 26	EW7	FRIO /	cher red	٨ /
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- Florida only awards annual contracts; decisions are connected to effectiveness.
- 2. Kansas only awards annual contracts; decisions are not connected to effectiveness.
- 3. North Carolina generally awards only one-year contracts, except that teachers can be awarded a two- or four-year contract if they have "shown effectiveness as demonstrated by proficiency on the evaluation instrument." However, no student growth measures required.
- 4. No state-level policy.
- Oklahoma has created a loophole by essentially waiving student learning requirements and allowing the principal of a school to petition for career-teacher status.

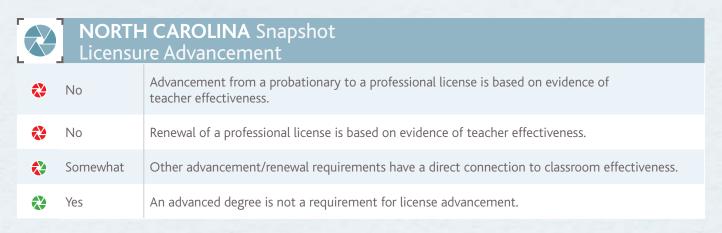
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- 1. Florida only awards annual contracts.
- 2. Idaho limits teacher contract terms to one year.
- 3. Kansas has eliminated due process rights associated with tenure.
- 4. North Carolina teachers can be awarded a two- or four-year contract if they have "shown effectiveness as demonstrated by proficiency on the evaluation instrument." However, no student growth measures required.
- 5. In Ohio, teachers must hold an educator license for at least 7 years, and have taught in the district at least 3 of the last 5 years.
- Oklahoma teachers may also earn career status with an average rating of at least effective for a four-year period and a rating of at least "effective" for the last two years.
- 7. In Virginia, local school boards may extend up to five years.
- 8. In Washington, at a district's discretion, a teacher may be granted tenure after the second year if he/she receives one of the top two evaluation ratings.

Licensure Advancement

For more information about
NORTH CAROLINA and other
states' licensure advancement
policies, including full narrative
analyses, recommendations and state
responses, see
http://nctq.org/StatePolicyDashboard





NORTH CAROLINA Licensure Advancement Characteristics Performance Requirements to Advance from a Probationary None to Professional License Must be rated proficient on all 5 teaching standards on annual evaluations; does not Other Requirements for require a proficient rating on student growth. Must also complete induction period, Advancement including mentor support and evaluations, and develop individual growth plans. Initial Certification Period 3 years Performance Requirements to None Renew a Professional License Must complete 5 semester hours or at least 8 required continuing education credits, with Other Requirements for at least 3 credits in the academic subject area. For elementary and middle school teachers, Renewal at least 3 credits must be in literacy. Renewal Period 5 years

RECOMMENDATIONS TO IMPROVE LICENSURE ADVANCEMENT POLICIES IN NORTH CAROLINA

Require evidence of effectiveness as a part of teacher licensing policy.

North Carolina should require evidence of teacher effectiveness to be a factor in determining whether teachers can renew their licenses or advance to a higher-level license. The state's requirement of a proficient evaluation experience falls short because the evaluation standard relating to student growth is not included as a criterion for licensure advancement.

 Discontinue license renewal requirements with no direct connection to classroom effectiveness.

While targeted requirements may potentially expand teacher knowledge and improve teacher practice, North Carolina's general, nonspecific coursework requirements for license renewal do not correlate with teacher effectiveness.

SUMMARY OF LICENSURE ADVANCEMENT FIGURES

- Figure 28 Evidence of effectiveness for license advancement
- **Figure 29** Advanced degree requirements

Other licensure advancement figures available in the *Yearbook* National Summary at http://www.nctq.org/2015NationalYearbook

- Coursework requirements (p. 96)
- Lifetime licenses (p. 96)

For more information about
NORTH CAROLINA's licensure advancement
policies, including detailed recommendations,
full narrative analysis and state response, see
http://nctq.org/StatePolicyDashboard

Examples of Best Practice

Both **Rhode Island** and **Louisiana** are integrating certification, certification renewal and educator evaluations. In Rhode Island, teachers who receive poor evaluations for five consecutive years are not eligible to renew their licenses. In addition, teachers who consistently receive highly effective ratings are eligible for a special license designation. Louisiana requires its teachers to meet the standard for effectiveness for three years during their initial certification or renewal period to be issued a certificate or have their certificate renewed.

^{5.} Teachers have the option of using evaluation ratings as a factor in license advancement or renewal.

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Georgia does not require evidence of effectiveness for each year of renewal period.

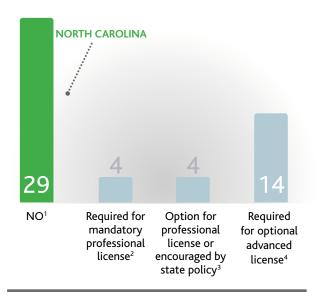
^{2.} Illinois allows revocation of licenses based on ineffectiveness.

^{3.} Uses objective evidence for advancement, not renewal.

 $^{{\}it 4.\,An\ optional\ license\ requires\ evidence\ of\ effectiveness.}$

Figure 29

Do states require teachers to earn advanced degrees before conferring professional licenses?



Strong Practice: Alaska, Arizona, Arkansas, California, Colorado, Delaware, District of Columbia, Florida, Georgia, Idaho, Illinois, Kansas, Maine, Minnesota, Nevada, New Hampshire, New Jersey, North Carolina, North Dakota, Oklahoma, Pennsylvania, Rhode Island, South Dakota, Tennessee, Texas, Vermont, Washington, Wisconsin, Wyoming

- 2. Connecticut, Kentucky, Maryland, New York
- 3. Massachusetts, Michigan, Missouri, Oregon
- 4. Alabama, Hawaii, Indiana, Iowa, Louisiana, Mississippi, Montana, Nebraska, New Mexico, Ohio, South Carolina, Utah, Virginia, West Virginia

Equitable Distribution of Teachers

For more information about NORTH CAROLINA and other states' equitable distribution of teachers policies, including full narrative analyses, recommendations and state responses, see http://nctq.org/StatePolicyDashboard

NORTH CAROLINA Ratings

Equitable Distribution

Districts' distribution of teacher talent among schools is publicly reported to identify inequities in schools serving disadvantaged students.



Fully meets • Nearly meets









♠ Progress increased since 2013





NORTH CAROLINA Snapshot Equitable Distribution of Teachers

_		
₩	Yes	School districts must publicly report aggregate school-level data about teacher performance.
₹	No	A school-level teacher-quality index is used to demonstrate the academic backgrounds of a school's teachers and the ratio of new to veteran teachers.
*	Yes	School-level data on teacher absenteeism or turnover rates are reported.
*	Yes	School-level data on percentage of highly qualified teachers are reported.
	Yes	School-level data on percentage of teachers with emergency credentials are reported.

NORTH CAROLINA Equitable Distribution of Teachers Characteristics

Public Reporting of Teacher Effectiveness Data

Requires districts to publicly report aggregate school-level data about teacher performance.

Other Public Reporting Related to Teacher Distribution

Reports percentage of teachers with fewer than three years of teaching experience, percentage of teachers on emergency credentials, percentage of highly qualified teachers and rate of teacher turnover. Reported for each school. Compares average percentage of highly qualified teachers in high- and low-poverty schools.

RECOMMENDATIONS TO IMPROVE EQUITABLE DISTRIBUTION OF TEACHERS POLICIES IN NORTH CAROLINA

Publish data that are user-friendly.
North Carolina may want to consider publishing aggregate results by effectiveness rating ("distinguished," "accomplished," etc.) rather than by performance standard.

Examples of Best Practice

Although not awarding "best practice" honors for this topic, NCTQ commends the 13 states that give the public access to teacher performance data aggregated to the school level. This transparency can help shine a light on how equitably teachers are distributed across and within school districts and help to ensure that all students have access to effective teachers.

SUMMARY OF EQUITABLE DISTRIBUTION OF TEACHERS FIGURES

Figure 30 Reporting of teacher effectiveness data

Other equitable distribution of teachers figures available in the *Yearbook* National Summary at http://www.nctq.org/2015NationalYearbook

Data reporting requirements (p. 99)

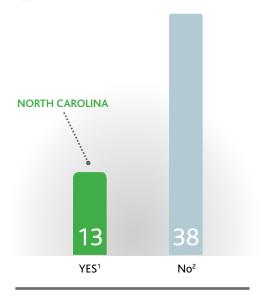
For more information about

NORTH CAROLINA's equitable distribution
of teachers policies, including detailed
recommendations, full narrative analysis and
state response, see

http://nctq.org/StatePolicyDashboard

Figure 30

Do states require public reporting of school-level data about teacher effectiveness?



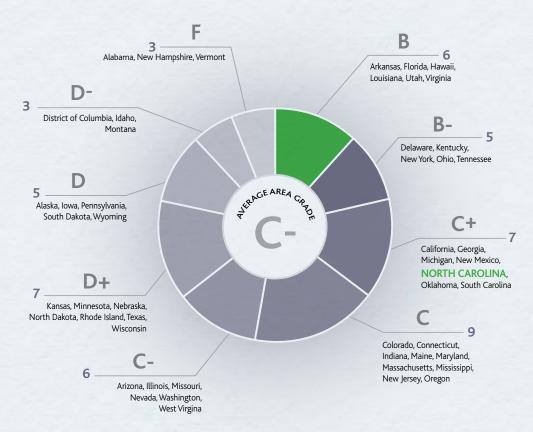
- Strong Practice: Arkansas, Colorado, Florida, Illinois, Indiana, Louisiana, Massachusetts, Michigan, Missouri, New York, North Carolina, Ohio, Pennsylvania
- Alabama, Alaska, Arizona, California, Connecticut, Delaware, District of Columbia, Georgia, Hawaii, Idaho, Iowa, Kansas, Kentucky, Maine, Maryland, Minnesota, Mississippi, Montana, Nebraska, Nevada, New Hampshire, New Jersey, New Mexico, North Dakota, Oklahoma, Oregon, Rhode Island³, South Carolina, South Dakota, Tennessee, Texas, Utah³, Vermont, Virginia, Washington, West Virginia, Wisconsin, Wyoming
- 3. Reports data about teacher effectiveness at the district level.

Area 4 Summary



How States are Faring in Retaining Effective Teachers

State Area Grades



Topics Included In This Area

New Teacher Induction

Compensation

Professional Development

New Teacher Induction

For more information about NORTH CAROLINA and other states' new teacher induction policies, including full narrative analyses, recommendations and state responses, see http://nctq.org/StatePolicyDashboard

NORTH CAROLINA Ratings

Induction

Effective induction is available for all new teachers, with special emphasis on teachers in high-need schools.









Fully meets • Nearly meets Partially meets • Meets only a small part Does not meet



↑ Progress increased since 2013





NORTH CAROLINA Snapshot New Teacher Induction

*	Yes	All new teachers receive mentoring.
*	Yes	Mentoring is of sufficient frequency and duration.
*	Yes	Mentors are carefully selected.
*	Yes	Induction programs are evaluated.
*	Yes	Induction programs include a variety of effective strategies.

NORTH CAROLINA New Teacher Induction Characteristics

Induction Program	All new teachers receive mentoring.
Requirements for Mentor/ New Teacher Contact	State outline timetable for three year program.
Selection Criteria for Mentors	State Board must develop criteria "for selecting excellent, experienced, and qualified teachers to be participants in the mentor training program." Mentors must share experience in a subject matter similar to that of the new teacher.
Other Mentor Requirements	Training
Required Induction Strategies Other than Mentoring	Individual professional development plans

RECOMMENDATIONS TO IMPROVE NEW TEACHER INDUCTION POLICIES IN NORTH CAROLINA

Ensure high quality mentors.

North Carolina should consider clearly articulating that evidence of effective classroom performance is required for mentor selection. Of particular importance is that mentors themselves are effective teachers. Teachers without evidence of effectiveness should not be able to serve as mentors.

 Require induction strategies that can be successfully implemented, even in poorly managed schools.

To ensure that the experience is meaningful, North Carolina should make certain that induction includes frequent release time to observe other teachers.

Examples of Best Practice

South Carolina requires that all new teachers, prior to the start of the school year, be assigned mentors for at least one year. Districts carefully select mentors based on experience and similar certifications and grade levels, and mentors undergo additional training. Adequate release time is mandated by the state so that mentors and new teachers may observe each other in the classroom, collaborate on effective teaching techniques and develop professional growth plans. Mentor evaluations are mandatory and stipends are recommended.

Arkansas, Illinois, Maryland and New Jersey are also worthy of mention for their requirements related to mentor selection. Arkansas, Illinois and New Jersey require that all mentors must be rated in one of the top two rating categories on their most recent evaluation. Maryland also requires mentors, who are either current or retired teachers, to have obtained effective evaluation ratings.

SUMMARY OF NEW TEACHER INDUCTION FIGURES

Figure 31 Quality of induction policies

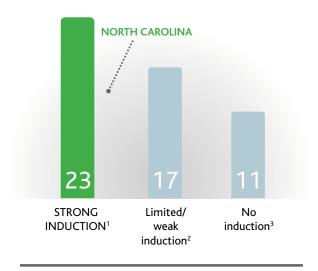
Other new teacher induction figures available in the *Yearbook* National Summary at http://www.nctq.org/2015NationalYearbook

Elements of induction (p. 104)

For more information about
NORTH CAROLINA's new teacher induction
policies, including detailed recommendations,
full narrative analysis and state response, see
http://nctq.org/StatePolicyDashboard

Figure 31

Do states have policies that articulate the elements of effective induction?



- Strong Practice: Arkansas, California, Colorado, Connecticut, Delaware, Hawaii, Illinois, Iowa, Kansas, Kentucky, Maine, Maryland, Massachusetts, Michigan, Missouri, New Jersey, New York, North Carolina, North Dakota, Ohio, South Carolina, Utah, Virginia
- Alaska, Arizona, Florida, Idaho, Mississippi, Montana, Nebraska, New Mexico, Oklahoma, Oregon, Pennsylvania, Rhode Island, Tennessee, Texas, Washington, West Virginia, Wisconsin
- 3. Alabama, District of Columbia, Georgia, Indiana, Louisiana, Minnesota, Nevada, New Hampshire, South Dakota, Vermont, Wyoming

For more information about NORTH CAROLINA and other :- states' professional development policies, including full narrative analyses, recommendations and state responses, see http://nctq.org/StatePolicyDashboard

Professional Development

NORTH CAROLINA Ratings

Professional Development

Teachers receive feedback about their performance, and professional development is based on needs identified through teacher evaluations.





Fully meets • Nearly meets • Partially meets • Meets only a small part • Does not meet



♠ Progress increased since 2013





NORTH CAROLINA Snapshot Professional Development

*	Yes	Teachers must receive feedback about their performance from their evaluations.
	Yes	Professional development must be aligned with evaluation results.
*	Yes	Teachers with unsatisfactory/ineffective ratings are placed on improvement plans.

NORTH CAROLINA Professional Development Characteristics

Connection Between Evaluation and Professional Development	Professional development must be connected to evaluation results.
Evaluation Feedback	Must include post-observation feedback; summary evaluation conference
Improvement Plan	Teachers rated developing are placed on monitored growth plans. Teachers rated not demonstrated and those rated developing for two consecutive years are placed on directed growth plans.

RECOMMENDATIONS TO IMPROVE PROFESSIONAL DEVELOPMENT POLICIES IN NORTH CAROLINA

As a result of North Carolina's strong professional development policies, no recommendations are provided.

Examples of Best Practice

Louisiana and Massachusetts require that teachers receive feedback about their performance from their evaluations and direct districts to connect professional development to teachers' identified needs. Both states also require that teachers with unsatisfactory evaluations be placed on structured improvement plans. These improvement plans include specific performance goals, a description of resources and assistance provided, as well as timelines for improvement.

SUMMARY OF PROFESSIONAL DEVELOPMENT FIGURES

Figure 32 Connecting teacher evaluation to continuous improvement

Other professional development figures available in the *Yearbook* National Summary at http://www.nctq.org/2015NationalYearbook

- Evaluation feedback (p. 109)
- Evaluations and professional development (p. 109)

For more information about

NORTH CAROLINA's professional
development policies, including detailed
recommendations, full narrative analysis and
state response, see
http://nctq.org/StatePolicyDashboard

Figure 32)RMS	7 / 5 /
Do states ensure that		ک \ الله الله الله الله الله الله الله ال	\$ \\\ \\ \\ \\ \\ \\ \\ \\ \\ \\ \\ \\ \
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Does not require improvement plans for all less-than-effective teachers; just those in the lowest rating category.

^{2.} South Dakota requires improvement plans only for teachers rated unsatisfactory who have been teaching for four years or more.

Compensation

For more information about
NORTH CAROLINA and other states'
compensation policies, including full
harrative analyses, recommendations
and state responses, see
http://nctq.org/StatePolicyDashboard



	NORTH Compe	l CAROLINA Snapshot nsation
*	No	Districts have flexibility to determine pay structure and scales.
*	No	Effective teachers can receive performance pay.
*	Yes	Districts are discouraged from tying compensation to advanced degrees.
*	No	Teachers can earn additional compensation by teaching shortage subjects.
*	No	Teachers can earn additional compensation by teaching in high-need schools.
*	Yes	Districts are encouraged to provide compensation for related prior subject-area work experience.

NORTH CAROLIN	NA Compensation Characteristics				
Authority for Salary Schedule	State provides a minimum salary schedule				
Performance Pay Initiatives None					
Role of Experience and Advanced Degrees in Salary Schedule	No teachers will be paid on the master's level salary schedule or receive a salary supplement for academic preparation at the six-year or doctoral degree level unless the teacher was paid on that salary schedule or received that salary supplement for a prior school year. Teachers cannot receive additional pay for advanced degrees earned after April 2014.				
Differential Pay for Shortage Subjects	None				
Differential Pay for High-Need Schools	None				
Pay for Prior Work Experience	Awarded one year of credit, for salary purposes, for every two years of "full-time relevant non-teaching work experience" prior to earning a bachelor's degree and one year of experience credit for every year of "full-time relevant non-teaching experience" after earning a bachelor's degree				

RECOMMENDATIONS TO IMPROVE COMPENSATION POLICIES IN NORTH CAROLINA

- Give districts flexibility to determine their own pay structure and scales.
 - While North Carolina may find it appropriate to articulate the starting salary that a teacher should be paid, it should not require districts to adhere to a state-dictated salary schedule.
- Discourage districts from tying compensation to experience.

North Carolina should articulate policies that discourage districts from determining the highest steps on the pay scale solely by seniority.

SUMMARY OF COMPENSATION FIGURES

- Figure 33 Compensation for performance
- Figure 34 Compensation for advanced degrees
- Figure 35 Differential pay

Other compensation figures available in the *Yearbook* National Summary at http://www.nctq.org/2015NationalYearbook

- State role in teacher pay (p. 112)
- State support for performance pay (p. 114)
- Differential pay for shortage subjects or high-need schools (p. 119)
- Compensation for prior work experience (p. 121)

RECOMMENDATIONS CONTINUED

- Support a performance pay plan that recognizes teachers for their effectiveness.
 - North Carolina should ensure that performance pay structures thoughtfully measure classroom performance and connect student achievement to teacher effectiveness.
- Support differential pay initiatives for effective teachers in both subjectshortage areas and high-need schools. North Carolina should encourage districts to link compensation to district needs. Such policies can help districts achieve a more equitable distribution of teachers.
- Consider tying National Board supplements to teaching in high-need schools.

Teachers who are National Board Certified are eligible to receive a 12 percent salary differential. This differential pay could be an incentive to attract some of North Carolina's most effective teachers to low-performing schools.

Examples of Best Practice

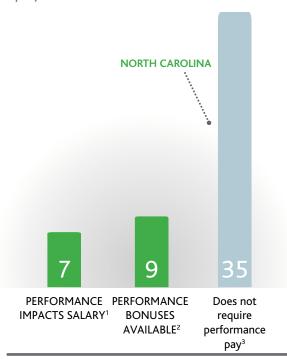
Florida allows local districts to develop their own salary schedules while preventing districts from prioritizing elements not associated with teacher effectiveness. Local salary schedules must ensure that the most effective teachers receive salary increases greater than the highest salary adjustment available. Florida also supports differential pay by providing salary supplements for teachers in both high-need schools and shortage subject areas.

In addition, **Indiana** and **Utah** both articulate compensation policies that reward effective teachers by requiring performance to be the most important factor in deciding a teacher's salary. **Louisiana** supports differential pay by offering up to \$3,000 per year, for four years, to teach math, biology, chemistry, physics and special education, and up to an additional \$6,000 per year, up to four years, to teach in low-performing schools. **North Carolina** compensates new teachers with relevant prior-work experience by awarding them one year of experience credit for every year of full-time work after earning a bachelor's degree that is related to their area of licensure and work assignment.

For more information about
NORTH CAROLINA's compensation policies,
including detailed recommendations, full
narrative analysis and state response, see
http://nctq.org/StatePolicyDashboard

Figure 33

Do states ensure pay is structured to account for performance?



- Strong Practice: Florida, Hawaii, Indiana, Louisiana, Michigan, Nevada, Utah
- 2. Strong Practice: Arkansas, Delaware, Georgia, Minnesota, Mississippi, Ohio, Oklahoma, South Carolina, Tennessee⁴
- 3. Alabama, Alaska, Arizona⁵, California, Colorado, Connecticut, District of Columbia, Idaho⁶, Illinois, Iowa, Kansas, Kentucky⁷, Maine, Maryland, Massachusetts, Missouri⁶, Montana, Nebraska⁷, New Hampshire, New Jersey, New Mexico, New York, North Carolina, North Dakota, Oregon⁷, Pennsylvania, Rhode Island, South Dakota, Texas, Vermont, Virginia⁷, Washington, West Virginia, Wisconsin, Wyoming
- 4. A performance component is not required. Districts must differentiate teacher compensation based on at least one of the following criteria: additional roles or responsibilities, hard-to-staff schools or subject areas, and performance based on teacher evaluations.
- Arizona allocates funds for teacher compensation increases based on performance and employment related expenses; there is no clear requirement for compensation connected to evidence of effectiveness.
- Idaho does offer a master teacher premium, but it is dependent on years of experience.
- 7. Performance bonuses are available, but not specifically tied to teacher effectiveness
- 8. Performance bonuses are available for teachers in schools deemed "academically deficient."

Figure 34

- Louisiana allows districts to set salary schedules based on three criteria: effectiveness, experience and demand. Advanced degrees may be included only as part of demand.
- 2. Only discouraged for those districts implementing $\ensuremath{\mathsf{Q}}$ Comp.
- 3. For advanced degrees earned after April 2014.
- 4. Rhode Island requires local district salary schedules to include teacher "training"
- 5. Texas has a minimum salary schedule based on years of experience. Compensation for advanced degrees is left to district discretion.

Figure 34	j	POHIBIT ADDITION	' \(\) /	Requires compensation for
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^{1.} Iowa provides state assistance to supplement salaries of teachers in high-need schools.

Maryland offers tuition reimbursement for teacher retraining in specified shortage subject areas and offers a stipend for alternate route candidates teaching in shortage subject areas.

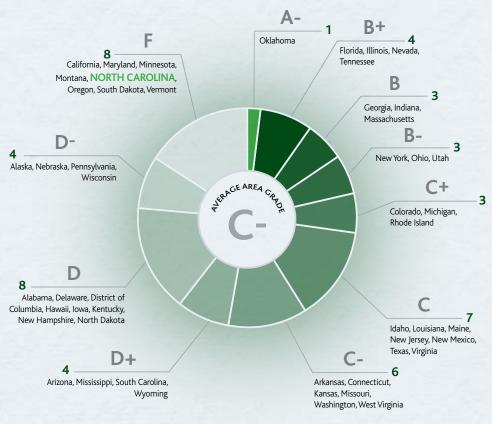
^{3.} South Dakota offers scholarships to teachers in highneed schools.

Area 5 Summary



How States are Faring in Exiting Ineffective Teachers

State Area Grades



Topics Included In This Area

- Extended Emergency Licenses
- Dismissal for Poor Performance
- · Reductions in Force

Extended Emergency Licenses

For more information about
NORTH CAROLINA and other
states' extended emergency license
policies, including full narrative
analyses, recommendations and state
responses, see
http://nctq.org/StatePolicyDashboard

NORTH CAROLINA Ratings	
Emergency Licenses Teachers who have not met licensure requirements may not continue teaching.	•
Fully meets Nearly meets Partially meets Meets only a small part Does not meet	
↑ Progress increased since 2013	



NORTH CAROLINA Extended Emergency License Characteristics					
Emergency License	North Carolina does not require teachers to pass a subject-matter test until the end of the second year of teaching if the test is taken at least once during the first year of teaching. Lateral Entry Certificate: Designed as an alternate route to teaching				
Minimum Requirements	Lateral Entry Certificate: Bachelor's degree and 2.5 GPA				
Duration	3 years				
Renewal Requirements	Nonrenewable				

RECOMMENDATIONS TO IMPROVE EXTENDED EMERGENCY LICENSE POLICIES IN NORTH CAROLINA

 Award standard licenses to teachers only after they have passed all required subject-matter licensing tests.

Permitting individuals who have not yet passed state licensing tests to teach neglects the needs of students, instead extending personal consideration to adults who may not be able to meet minimal state standards.

Examples of Best Practice

Mississippi, **New Jersey** and **Rhode Island** require all new teachers to pass all required subject-matter tests as a condition of initial licensure.

SUMMARY OF EXTENDED EMERGENCY LICENSES FIGURES

Figure 36 Time to pass licensure tests

Other extended emergency licenses figures available in the *Yearbook* National Summary at http://www.nctq.org/2015NationalYearbook

Emergency licenses (p. 127)

For more information about

NORTH CAROLINA's extended emergency licenses policies, including detailed recommendations, full narrative analysis and state response, see

http://nctq.org/StatePolicyDashboard

Figure 36		/	/	/
How long can new teachers				
practice without passing			/	/ e -
licensing tests?	र्द्र	′ / *	2 2	. Jo
ircensing tests:	FER	/ 🔏	/ 🔏	200,
	Δ <u>α</u>	, to 1	/ 2	/san
	NO DEFERRA	Up to Tyear	Up to 2 years	3 years or more
Alabama			П	
Alaska			П	
Arizona			\Box	
Arkansas				ī
California		$\overline{}$		
Colorado				
Connecticut				
Delaware				
District of Columbia				
Florida		1		
Georgia				
Hawaii				
Idaho	2			
Illinois				
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lowa				
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Louisiana				
Maine				
Maryland Massachusetts				
Michigan				
Minnesota				
Mississippi				
Missouri				
Montana				
Nebraska				
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New Hampshire				
New Jersey				
New Mexico				
New York				
NORTH CAROLINA			Ш	
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Ohio				
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Oregon				
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Rhode Island				
South Carolina				
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Texas				
Utah				
Vermont				
Virginia				
Washington				
West Virginia	2			
Wisconsin				
Wyoming				
	0	10	_	10
	9	18	6	18

- 1. Teachers can have up to two additional years to pass licensing tests in the event of "extraordinary extenuating circumstances."
- 2. Out-of-state teachers can teach on a non-renewable license until all requirements are met.
- 3. Tennessee does not offer emergency licenses but candidates for initial practitioner license have three years to pass licensure tests.
- 4. Permits can be extended without passing licensing tests if districts receive hardship approval.

For more information about NORTH CAROLINA and other states' dismissal policies, including full arrative analyses, recommendations and state responses, see http://nctq.org/StatePolicyDashboard

Dismissal for Poor Performance

NORTH CAROLINA Ratings

Dismissal

Ineffective classroom performance is grounds for dismissal and the process for terminating ineffective teachers is expedient and fair to all parties.



Fully meets
Nearly meets









♠ Progress increased since 2013





NORTH CAROLINA Snapshot

_	_	
*	Yes	Teacher ineffectiveness is grounds for dismissal.
	No	Terminated teachers have one opportunity to appeal.
<>	No	Appeals process occurs within a reasonable timeframe.
₹	No	The due process rights of teachers dismissed for ineffective performance are different from those facing license revocation.

NORTH CAROLINA Dismissal Characteristics

A nonprobationary teacher may be terminated for "inadequate performance" defined as "failure to perform at a proficient level on any standard of the evaluation instrument." Dismissal for Ineffectiveness When making the determination, the state requires that evaluation reports be taken into consideration. Same regardless of the grounds for cancellation, which include inadequate performance, immorality, insubordination, neglect of duty, physical or mental incapacity, habitual or **Due Process Rights of Teachers** excessive use of alcohol or nonmedical use of a controlled substance, felony conviction, advocating overthrow of the government, financial debt to the state and providing false information Multiple opportunities to appeal: After written notice, the teacher has 14 days to file a request for a hearing by a case manager or a hearing by the board, which must occur **Length of Appeals Process** within 10 days. The teacher may then, within 30 days, file an additional appeal with the district superior court. Time frame not specified for this appeal.

RECOMMENDATIONS TO IMPROVE DISMISSAL POLICIES IN NORTH CAROLINA

 Specify that classroom ineffectiveness is grounds for dismissal.

Although North Carolina requires the use of evaluation reports in determining inadequate performance, the state should go further to explicitly define when ineffectiveness is grounds for dismissal so that districts do not feel they lack the legal basis for terminating consistently poor performers.

Ensure that teachers terminated for poor performance have the opportunity to appeal within a reasonable time frame.

North Carolina should ensure that the opportunity to appeal occurs only once and only at the district level so that a conclusion is reached within a reasonable time frame.

 Distinguish the process and accompanying due process rights between dismissal for classroom ineffectiveness and dismissal for morality violations, felonies or dereliction of duty.

While nonprobationary teachers should have due process for any termination, North Carolina should differentiate between loss of employment and issues with far-reaching consequences that could permanently affect a teacher's right to practice. Appeals related to effectiveness should only be decided by those with educational expertise.

Examples of Best Practice

New York now allows charges of incompetence against any teacher who receives two consecutive ineffective ratings; charges must be brought against any teacher who receives three consecutive ineffective ratings. Due process rights for teachers dismissed for ineffective performance are distinguishable from those facing other charges, and an expedited hearing is required. For teachers who have received three consecutive ineffective ratings, that timeline must not be longer than 30 days.

SUMMARY OF DISMISSAL FIGURES

Figure 37 Dismissal due to ineffectiveness

Other dismissal figures available in the *Yearbook* National Summary at http://www.nctq.org/2015NationalYearbook

Dismissal appeals (p. 130)

For more information about NORTH CAROLINA's dismissal policies, including detailed recommendations, full narrative analysis and state response, see ... http://nctq.org/StatePolicyDashboard

Figure 37	YES, THROUGH EVALUATION AND	/
Do states articulate that	- ·	8 j
	\$ ₹)
ineffectiveness is grounds	\$ \f	Š /
for dismissal?	5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5	
	787.	/ %
Alabama		
Alaska		
Arizona		
Arkansas		
California		
Colorado		
Connecticut		
Delaware District of Columbia		
Florida		
Georgia		
Hawaii		
Idaho		
Illinois		
Indiana		
lowa		
Kansas		1
Kentucky		
Louisiana		
Maine		
Maryland		
Massachusetts		
Michigan		
Minnesota		
Mississippi		
Missouri		
Montana		
Nebraska		2
Nevada		2
New Hampshire		
New Jersey New Mexico		
New York		
NORTH CAROLINA		
North Dakota		
Ohio		
Oklahoma		
Oregon		
Pennsylvania		
Rhode Island		
South Carolina		
South Dakota		
Tennessee		
Texas		
Utah		
Vermont		
Virginia		
Washington		
West Virginia		
Wisconsin		
Wyoming		
	28	23

Kansas has repealed the law that gave tenured teachers who faced dismissal the right to an independent review of their cases.

In Nevada, a teacher reverts to probationary status after two consecutive unsatisfactory evaluations, but the state does not articulate that ineffectiveness is grounds for dismissal.

Reductions in Force

For more information about NORTH CAROLINA and other states' reductions in force policies, including full narrative analyses, recommendations and state responses, see http://nctq.org/StatePolicyDashboard

NORTH CAROLINA Ratings

Reductions in Force

Districts must consider classroom performance as a factor in determining which teachers are laid off when a reduction in force is necessary.



Fully meets O Nearly meets Partially meets Meets only a small part Does not meet

♠ Progress increased since 2013

Lost ground since 2013



NORTH CAROLINA Snapshot Reductions in Force



No

Districts must consider classroom performance when determining which teachers are laid off during reductions in force.



No

Seniority cannot be the only/primary factor used to determine which teachers are laid off.

NORTH CAROLINA Reductions in Force Characteristics Consideration of performance not required Use of Teacher Performance Use of Seniority Determined by districts Other Factors Determined by districts

RECOMMENDATIONS TO IMPROVE REDUCTIONS IN FORCE POLICIES IN NORTH CAROLINA

 Require that districts consider performance in determining which teachers are laid off during reductions in force.

North Carolina can still leave districts flexibility in determining layoff policies, but it should do so within a framework that ensures that classroom performance is considered.

 Ensure that seniority is not the only factor used to determine which teachers are laid off.

Unlike some states, North Carolina does not require that districts consider seniority; however, the state should do more to prevent districts from making decisions solely on this basis.

Examples of Best Practice

Colorado and **Florida** specify that in determining which teachers to lay off during a reduction in force, classroom performance is the top criterion. These states also articulate that seniority can only be considered after a teacher's performance is taken into account.

SUMMARY OF REDUCTIONS IN FORCE FIGURES

■ Figure 38 Layoff criteria

Other reductions in force figures available in the Yearbook National Summary at http://www.nctq.org/2015NationalYearbook

- Performance in layoffs (p. 132)
- Emphasis on seniority in layoffs (p. 133)

For more information about NORTH CAROLINA's reductions in force policies, including detailed recommendations, full narrative analysis and state response, see http://nctq.org/StatePolicyDashboard

Figure 38	157	SENIORITY CANNOT P.
Do states prevent districts	E M	/ 🔌
from basing layoffs solely	AV FRE	72
on "last in, first out"?	78 N 88 N	18/2
	PERFORMANCE MUST	SENIC
Alabama		
Alaska		
Arizona		
Arkansas		
California Colorado		
Connecticut		
Delaware		
District of Columbia		
Florida		
Georgia		
Hawaii		
Idaho		
Illinois		
Indiana		
Iowa		
Kansas		
Kentucky		
Louisiana		
Maine		
Maryland		
Massachusetts		
Michigan		
Minnesota		
Mississippi		
Missouri Montana		
Nebraska		
Nevada		
New Hampshire		
New Jersey		
New Mexico		
New York		
NORTH CAROLINA		
North Dakota		
Ohio		
Oklahoma		
Oregon		
Pennsylvania		
Rhode Island		
South Carolina		
South Dakota		
Tennessee		
Texas		
Utah		
Vermont		
Virginia Washington		
West Virginia		
Wisconsin		
Wyoming		
.)	40	22
	19	22





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NCTQ is available to work with individual states to improve teacher policies.

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