2013 State Teacher Policy Yearbook

Kentucky





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 July 2013 for comment and correction; states also received a final draft of their reports a month prior to release. All but two 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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Executive Summary

The 2013 *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 31 policy goals focused on helping states put in place a comprehensive framework in support of preparing, retaining and rewarding effective teachers.

Kentucky at a Glance



Overall 2013 Yearbook Grade

Overall 2011 Yearbook Grade: D+

Area Grades	2013	2011
Area 1 Delivering Well-Prepared Teachers	B-	C-
Area 2 Expanding the Teaching Pool	С	С
Area 3 Identifying Effective Teachers	C-	D+
Area 4 Retaining Effective Teachers	С	C+ ¹
Area 5 Exiting Ineffective Teachers	D	D-

Goal Breakdown	2013
★ Best Practice	0
Fully Meets	7
Nearly Meets	6
Partially Meets	8
Meets Only a Small Part	2
Opes Not Meet	8

	Progress on Goals Since 2011	
•	Progress has increased	4
(2)	No change in progress	27
•	Progress has decreased	0

¹ State teacher pension policy is no longer included in the State Teacher Policy Yearbook. So that Area 4 grades can be compared, 2011 grades have been recalculated to exclude the pension goals. Overall 2011 grades were not recalculated, as the impact was negligible.

How is **Kentucky** Faring?

Admission into Teacher Preparation	Secondary Teacher Preparation in Science
Elementary Teacher Preparation	Special Education Teacher Preparation Assessing Professional Knowledge Student Teaching Teacher Preparation Program Accountability
Teacher Preparation in Reading Instruction	Assessing Professional Knowledge
Teacher Preparation in Mathematics	Student Teaching
Middle School Teacher Preparation	Teacher Preparation Program Accountability
Secondary Teacher Preparation	
Policy Strengths	
 Elementary teacher candidates are required to pass a content test with individually scored subtests in each of the core content areas, including mathematics. Middle school teachers may not teach on a K-8 generalist license, and they must appropriately pass a single-subject content test. 	 Secondary teachers must pass a content test to teach a core subject area, although some secondary social studies teachers are not required to pass content test for each discipline they are licensed to teach. All new teachers are required to pass a pedagogy test
Policy Weaknesses	
 Although teacher candidates are required to pass a test of academic proficiency as a criterion for admission to teacher preparation programs, the test is not normed to the general college-going population. Elementary teacher candidates are not required to pass a science of reading test to ensure knowledge of effective reading instruction, and preparation programs are not required to address this critical topic. 	 The state offers a K-12 special education certification and does not require any content testing for special education teacher candidates. There are no requirements to ensure that student teachers are placed with cooperating teachers who were selected based on evidence of effectiveness. The teacher preparation program approval process does not hold programs accountable for the quality of the teachers they produce.
Area 2: Expanding the Pool of Teach	ners Page 53
Allea 2. Expansing the Foot of Feat.	1480 33
Alternate Route Eligibility	Part-Time Teaching Licenses
Alternate Route Preparation	Licensure Reciprocity
Alternate Route Usage and Providers	
Policy Strengths	
There are no restrictions on alternate route usage or providers.	The state offers a license with minimal requirements that would allow content experts to teach part time.
n II. and I	
Policy Weaknesses	

How is **Kentucky** Faring?

Area 3: Identifying Effective Teacher	rs Page	75
State Data Systems	Tenure	
Evaluation of Effectiveness	Licensure Advancement	
Frequency of Evaluations	Equitable Distribution	
Policy Strengths		
The state has established a data system with the capa taken other meaningful steps to maximize the system		has
Policy Weaknesses		
 Although objective evidence of student learning is a significant component of teacher evaluations, it is not the preponderant criterion, and the state has failed to 	 Tenure decisions are not connected to evide teacher effectiveness. Licensure advancement and renewal are not 	
articulate other important evaluation requirements.	teacher effectiveness.	Dasca on
Annual evaluations for all teachers are not required.	 Little school-level data are reported that can support the equitable distribution of teache 	
Area 4: Retaining Effective Teachers	Page	109
nduction	Compensation for Prior Work Experience	
Professional Development	Differential Pay	
Pay Scales	Performance Pay	
Policy Strengths		
All new teachers receive mentoring.	Teachers can receive performance pay as we additional compensation for working in high schools or shortage subject areas.	
Policy Weaknesses	schools of shortage subject areas.	
Teachers receive feedback from their evaluations, although the state could do more to ensure that all	 Districts must adopt a salary schedule based of experience and advanced degrees. 	d on years
teachers' professional development activities are aligned with findings from their evaluations. Teachers who receive unsatisfactory evaluations are not placed on structured improvement plans.	The state does not support additional comp for relevant prior work experience.	ensation
	OVIESNAMI (AND AND SELLAND	
Area 5: Exiting Ineffective Teachers	Page	133
Extended Emergency Licenses	Reductions in Force	
Dismissal for Poor Performance		
Policy Strengths		
■ The state has taken steps to ensure that licensure test	ng requirements are met by all teachers within one y	ear.
Policy Weaknesses		
rolley weakilesses		

Figure A	Overall State Grade 2013	Overall State Grade 2011	Overall State Grade 2009
Florida	B+	В	С
Louisiana	В	C-	C-
Rhode Island	В	B-	D
Tennessee	В	B-	C-
Arkansas	B-	С	C-
Connecticut	B-	C-	D+
Georgia	B-	С	C-
Indiana	B-	C+	D
Massachusetts	B-	С	D+
Michigan	B-	C+	D-
New Jersey	B-	D+	D+
New York	B-	С	D+
Ohio	B-	C+	D+
Oklahoma	B-	B-	D+
Colorado	C+	С	D+
Delaware	C+	С	D
Illinois	C+	С	D+
Virginia	C+	D+	D+
KENTUCKY	C	D+	D+
Mississippi	C	D+	D+
North Carolina	С	D+	D+
Utah	С	C-	D
Alabama	C-	C-	C-
Arizona	C-	D+	D+
Maine	C-	D-	F
Minnesota	C-	C-	D-
Missouri	C-	D	D
Nevada	C-	C-	D-
Pennsylvania	C-	D+	D
South Carolina	C-	C-	C-
Texas	C-	C-	C-
Washington	C-	C-	D+
West Virginia	C-	D+	D+
California	D+	D+	D+
District of Columbia	D+	D	D-
Hawaii	D+	D-	D-
Idaho	D+	D+	D-
Maryland	D+	D+	D-
New Mexico	D+	D+	D+
Wisconsin	D+	D	D
Alaska	D	D	D
lowa	D	D	D
Kansas	D	D	D-
New Hampshire	D	D-	D-
North Dakota	D	D-	D-
Oregon	D	D-	D-
Wyoming	D	D-	D-
Nebraska	D-	D-	D-
South Dakota	D-	D-	D-
Vermont	D-	D-	F
Montana	F	F	F

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, policy has remained unchanged or the state has lost ground on that topic:



Goal progress has increased since 2011



Goal progress has decreased since 2011



Goal progress has remained the same since 2011

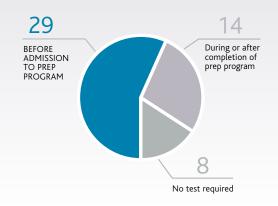
BAR RAISED FOR THIS GOAL



Indicates the criteria to meet the goal have been raised since the 2011 Yearbook.

READING CHARTS AND TABLES:

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

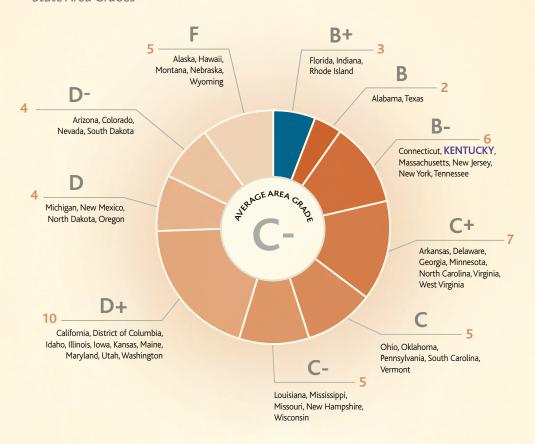


Area 1 Summary



How States are Faring on Delivering Well-Prepared Teachers

State Area Grades



Topics Included In This Area

- 1-A: Admission into Teacher Preparation
- 1-B: Elementary Teacher Preparation
- 1-C: Elementary Teacher Preparation in Reading Instruction
- 1-D: Elementary Teacher Preparation in Mathematics
- 1-E: Middle School Teacher Preparation

- 1-F: Secondary Teacher Preparation
- 1-G: Secondary Teacher Preparation in Science
- 1-H: Special Education Teacher Preparation
- 1-I: Assessing Professional Knowledge
- 1-J: Student Teaching
- 1-K: Teacher Preparation Program Accountability

Goal A – Admission into Teacher Preparation

The state should require teacher preparation programs to admit only candidates with strong academic records.

Goal Components

(The factors considered in determining the states' rating for the goal.)

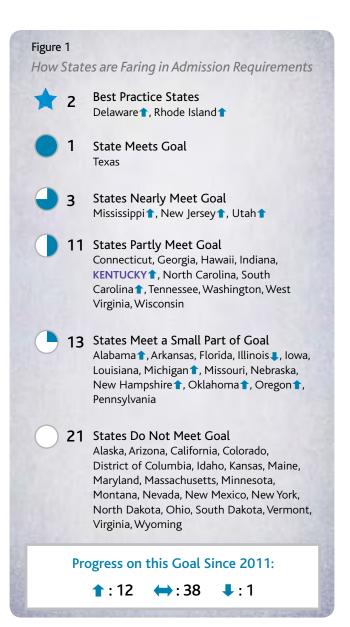
- The state should require teacher candidates to pass a test of academic proficiency that assesses reading, writing and mathematics skills as a criterion for admission to teacher preparation programs.
- 2. All preparation programs in a state should use a common admissions test to facilitate program comparison, and the test should allow comparison of applicants to the general college-going population. The selection of applicants should be limited to the top half of that population.



The components for this goal have changed since 2011. In light of state progress on this topic, the bar for this goal has been raised.

Background

A detailed rationale and supporting research for this goal can be found at: nctq.org/statepolicy



1-A Analysis: **Kentucky**







ANALYSIS

Kentucky now requires that approved undergraduate teacher preparation programs only accept teacher candidates who have passed a basic skills test (the Praxis I). Although the state sets the minimum score for this test, it is normed just to the prospective teacher population. In addition, Kentucky requires a cumulative GPA of 2.75 on a 4.0 scale for admission or a 3.0 GPA for the last 30 hours of credit completed. Kentucky allows teacher preparation programs to exempt candidates who demonstrate equivalent performance on the GRE.

Supporting Research

Kentucky Administrative Regulations 16 KAR 5:020

RECOMMENDATION

Require preparation programs to use a common test normed to the general college-bound population.

The basic skills tests in use in most states largely assess middle school-level skills. Kentucky should require an assessment that demonstrates that candidates are academically competitive with all peers, regardless of their intended profession. Requiring a common test normed to the general college population would allow for the selection of applicants in the top half of their class, as well as facilitate program comparison.

Exempt candidates with comparable SAT or ACT scores.

Although the GRE is an acceptable alternative to the basic skills test—in fact, it is a more appropriate assessment—Kentucky should also waive its current basic skills test requirement for undergraduate candidates whose SAT or ACT scores demonstrate that they are in the top half of their class.

Increase the GPA requirement.

Requiring a 2.75 GPA does not set a high enough bar for the academic performance of the state's prospective teachers. Kentucky should consider using a higher GPA requirement for program admission in combination with a test of academic proficiency. A sliding scale of GPA and test scores would allow flexibility for candidates in demonstrating academic ability. When using such multiple measures, a sliding scale that still ensures minimum standards would allow students to earn program admission through a higher GPA and a lower test score, or vice-versa.

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, Kentucky might also want to consider requiring content testing prior to program admission as opposed to at the point of program completion. Program candidates are likely to have completed coursework that covers related test content in the prerequisite classes required for program admission. Thus, it would be sensible to have candidates take content tests while this knowledge is fresh rather than wait two years to fulfill the requirement, and candidates lacking sufficient expertise would be able to remedy deficits prior to entering formal preparation.

KENTUCKY RESPONSE TO ANALYSIS

Kentucky pointed out that applicants are required to demonstrate appropriate preprofessional skills in math, reading and writing. The test used in Kentucky is not normed to the entire population of students who take college admissions tests but rather to college students who apply to educator preparation programs; thus, the comparison group will reflect a selective norming sample. Kentucky added that the new Praxis Core Academic Skills for Educators tests were designed to align with the College and Career Readiness Anchor standards that underlie the Common Core State Standards. The utilization of the Praxis I test is more appropriate for those entering the teaching profession, as it is a test of basic skills needed to be a teacher. The state also noted that the basic skills tests are scored individually at high levels, and there must be a demonstration of essential knowledge in math, reading, and writing prior to admission as required in 16 KAR 5:020. As such, these tests should fulfill the NCTQ recommendation.

In addition, Kentucky asserted that the state will not exempt candidates from this testing based on ACT or SAT scores. On advice of legal counsel citing Groves, et al v. Alabama State Board of Education, 776 F.Supp. 1518, the state will not use the ACT for the purposes of making admission or denial decisions regarding teacher education.

LAST WORD

NCTQ maintains that a test normed to the general college-bound population is critical to ensuring the academic skills of those entering teacher preparation programs. Other states, including Delaware and Texas, require such tests. As for the state's concern about legal restrictions preventing the use of ACT scores to waive the Praxis I requirement based on a decision from Alabama, it should be noted that numerous states, including Connecticut, Georgia, Illinois and North Carolina, allow such an exemption.

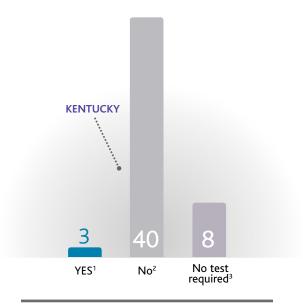


EXAMPLES OF BEST PRACTICE

For admission to teacher preparation programs, **Rhode Island** and **Delaware** require a test of academic proficiency normed to the general collegebound population rather than a test that is normed just to prospective teachers. Delaware also requires teacher candidates to have a 3.0 GPA or be in the top 50th percentile for general education coursework completed. Rhode Island also requires 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.

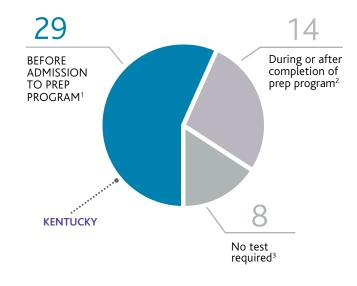
Figure 2

Do states require an assessment of academic proficiency that is normed to the general college-going population?



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

Figure 3
When do states test teacher candidates' academic proficiency?



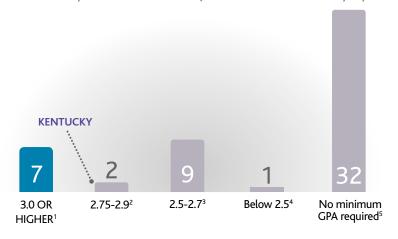
- Strong Practice: Alabama, Arkansas, Connecticut, Delaware, Florida, Georgia, Hawaii, Indiana, Iowa, Kentucky, Louisiana, Michigan, Mississippi, Missouri, Nebraska, New Hampshire, New Jersey, North Carolina, Oklahoma, Oregon, Rhode Island, South Carolina, Tennessee, Texas, Utah, Virginia, Washington,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

Do states measure the	Š	7 0 6 1	re Let	rer Sorafi Sram
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teacher candidates?	P. MEC.			Paris Paris
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Washington West Virginia				
Wisconsin				
Wyoming				

^{1.} Candidates in Oklahoma also have the option of gaining admission with a 3.0 GPA.

Figure 5

Do states require a minimum GPA for admission to teacher prep?



- 1. Strong Practice: Delaware, Mississippi⁶, New Jersey⁶, Oklahoma⁷, Pennsylvania⁸, Rhode Island⁶, Utah
- 2. Kentucky, Texas
- 3. Alabama, Arkansas, Connecticut⁹, Florida, Georgia, Michigan, South Carolina, South Dakota, Wisconsin¹⁰
- 4. Louisiana
- Alaska, Arizona, California, Colorado, District of Columbia, Hawaii, Idaho, Illinois, Indiana, Iowa, Kansas, Maine, Maryland, Massachusetts, Minnesota, Missouri, Montana, Nebraska, Nevada, New Hampshire, New Mexico, New York, North Carolina, North Dakota, Ohio, Oregon, Tennessee, Vermont, Virginia, Washington, West Virginia, Wyoming
- 6. The 3.0 GPA requirement is a cohort average; individual candidates must have a 2.75 GPA.
- 7. Candidates in Oklahoma also have the option of gaining admission by passing a basic skills test.
- Students can also be admitted with a combination of a 2.8 GPA and qualifying scores on the basic skills test or SAT/ACT.
- 9. Connecticut requires a B- grade point average for all undergraduate courses.
- $10. The \ GPA \ admission \ requirement \ is \ 2.5 \ for \ undergraduate \ and \ 2.75 \ for \ graduate \ programs.$

Goal B − Elementary Teacher Preparation

The state should ensure that its teacher preparation programs provide elementary teachers with a broad liberal arts education, providing the necessary foundation for teaching to the Common Core or similar state standards.

Goal Components

(The factors considered in determining the states' rating for the goal.)

- 1. The state should require all elementary teacher candidates, including those who can teach elementary grades on an early childhood license, to pass a subject-matter test designed to ensure sufficient content knowledge of all core subjects.
- 2. The state should require that its approved teacher preparation programs deliver a comprehensive program of study in broad liberal arts coursework. An adequate curriculum is likely to require approximately 36 credit hours to ensure appropriate depth in the core subject areas of English, science, social studies and fine arts. (*Mathematics preparation for elementary teachers is discussed in Goal 1-D.*)
- 3. The state should require elementary teacher candidates to complete a content specialization in an academic subject area. In addition to enhancing content knowledge, this requirement ensures that prospective teachers have taken higher level academic coursework.



The components for this goal have changed since 2011. In light of state progress on this topic, the bar for this goal has been raised.

Background

A detailed rationale and supporting research for this goal can be found at: nctq.org/statepolicy



1-B Analysis: **Kentucky**



State Nearly Meets Goal Raised for this Goal Progress Since 2011





ANALYSIS

Kentucky has adopted the Common Core State Standards, which represent an effort to significantly raise the standards for the knowledge and skills American students will need for college readiness and global competitiveness. The state is on the right track in ensuring that its elementary teacher candidates are adequately prepared to teach the rigorous content associated with these standards.

Kentucky now requires all elementary teacher candidates to pass the Praxis II Elementary Education: Multiple Subjects test, which is comprised of four subtests with individual scores in math, reading and language arts, science and social studies. Candidates must pass each subtest to be eligible for licensure.

Kentucky does not require its elementary teacher candidates to earn an academic content specialization.

Supporting Research

Praxis Test Requirement www.ets.org Kentucky Administrative Regulations 16 KAR 5:010

RECOMMENDATION

Ensure that content test adequately measures sufficient knowledge in all subjects.

Kentucky should ensure that its new subject-matter test for elementary teacher candidates is well aligned with the Common Core State Standards, which represent an effort to significantly raise the standards for the knowledge and skills American students will need for college readiness and global competitiveness. To make the test meaningful, Kentucky should also ensure that the passing scores on each subtest reflect high levels of performance.

 Require elementary teacher candidates to complete a content specialization in an academic subject area.

In addition to enhancing content knowledge, this requirement would ensure that prospective teachers in Kentucky take higher-level academic coursework. The requirement also provides an important safeguard in the event that candidates are unable to successfully complete clinical practice requirements. With an academic concentration (or better still a major or minor), candidates who are not ready for the classroom and do not pass student teaching can still be on track to complete a degree.

Ensure that teacher preparation programs deliver a comprehensive program of study in broad liberal arts coursework.

Kentucky should either articulate a more specific set of standards or establish comprehensive coursework requirements for elementary teacher candidates that align with the Common Core State Standards to ensure that candidates will complete coursework relevant to the common topics in elementary grades. An adequate curriculum is likely to require approximately 36 credit hours in the core subject areas of English, science, social studies and fine arts. Although the state does not specify any coursework requirements for general education or elementary teacher candidates, Kentucky relies on NCATE/CAEP's Association for Childhood Education International (ACEI) standards for approving its elementary programs. However, ACEI standards fall far short of the mark by offering no mention of world and American history; world, British and American literature; American government; or grammar and composition. ACEI standards do mention important topics in science, but even in those areas, the

standards consist mainly of extremely general competencies that programs should help teacher candidates to achieve. The testing framework for Kentucky's newly adopted Praxis II elementary content test is also far from complete, leaving gaps in a number of important areas such as American, world, British and children's literature; and art history. **KENTUCKY RESPONSE TO ANALYSIS** Kentucky recognized the factual accuracy of this analysis.

Lementary content test with Elementary content test with ELMENTARY CONTENT
TEST WITH SEPARATE PASSIN Figure 7 SCORE FOR EACH SUBJECT Do states ensure that elementary teachers know core content? Alabama П П Alaska П П Arizona П Arkansas П П П California Colorado П П П П Connecticut П Delaware District of Columbia Florida Georgia Hawaii Idaho П П П Illinois Indiana Iowa Kansas KENTUCKY Louisiana П Maine П П П Maryland Massachusetts П П П Michigan П П П Minnesota Mississippi Missouri Montana Nebraska Nevada П П New Hampshire New Jersey П П П New Mexico New York North Carolina North Dakota Ohio Oklahoma Oregon Pennsylvania П П Rhode Island П П П South Carolina П South Dakota Tennessee Texas Utah П П П Vermont Virginia П Washington West Virginia П П П Wisconsin Wyoming 19 9 19 4



TOTAL STATE OF BEST PRACTICE

Indiana ensures that all candidates licensed to teach the elementary grades possess the requisite subjectmatter knowledge before entering the classroom. Not only are elementary teacher candidates required to pass a content test comprised of independently scored subtests, but the state also requires its early childhood education teachers—who are licensed to teach up through grade 3—to pass a content test comprised of four subtests. Elementary teacher candidates in Indiana must also earn either a major or minor in an academic content area.

1. Alaska does not require testing for initial licensure.

2. The required test is a questionable assessment of content knowledge, instead emphasizing methods and instructional strategies.

4. Only teachers of grades 4 and 5 are required to pass content test.

^{3.} Massachusetts and North Carolina require a general curriculum test that does not report scores for each elementary subject. A separate score is

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Wisconsin		_					
	Wyoming						

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.
 May pass either multiple subjects (subscores) or content knowledge (no subscores) test.

Ostates expect	gure 9				GLISH		/		SCIE					CIAI					/ FINE
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Figure 10
What subjects does **Kentucky** expect elementary teachers to know?

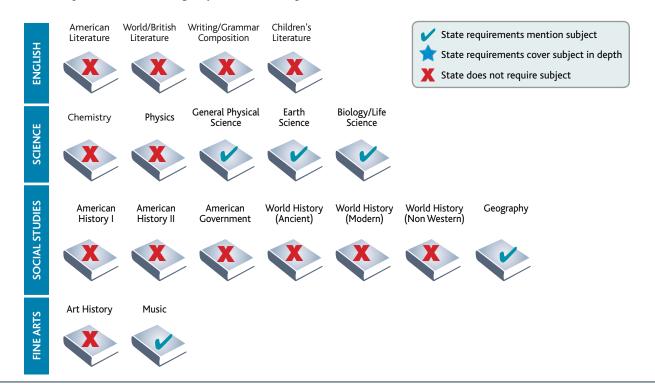
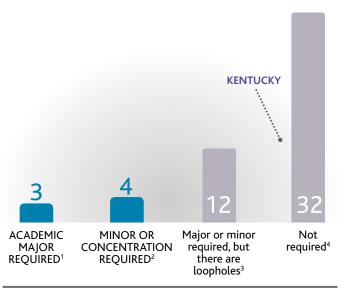


Figure 11

Do states expect elementary teachers to complete an academic concentration?



- 1. Strong Practice: Colorado, Massachusetts, New Mexico
- 2. Strong Practice: Indiana, Mississippi, New Hampshire, Oklahoma
- 3. California, Connecticut, Iowa, Maryland, Michigan, Missouri, New Jersey, New York, Tennessee, Texas, Vermont, Virginia
 - These states require a major, minor or concentration but there is no assurance it will be in an academic subject area.
- Alabama, Alaska, Arizona, Arkansas, Delaware, District of Columbia, Florida, Georgia, Hawaii, Idaho, Illinois, Kansas, Kentucky, Louisiana, Maine, Minnesota, Montana, Nebraska, Nevada, North Carolina, North Dakota, Ohio, Oregon, Pennsylvania, Rhode Island, South Carolina, South Dakota, Utah, Washington, West Virginia, Wisconsin, Wyoming

Goal C − Elementary Teacher Preparation in Reading Instruction

The state should ensure that new elementary teachers know the science of reading instruction.

Goal Components

(The factors considered in determining the states' rating for the goal.)

- 1. The state should require that new elementary teachers, including those who can teach elementary grades on an early childhood license, pass a rigorous test of reading instruction in order to attain licensure. The design of the test should ensure that prospective teachers cannot pass without knowing the five instructional components shown by scientifically based reading research to be essential to teaching children to read.
- 2. The state should require that teacher preparation programs prepare candidates in the science of reading instruction.



The components for this goal have changed since 2011. In light of state progress on this topic, the bar for this goal has been raised.

Background

A detailed rationale and supporting research for this goal can be found at: nctq.org/statepolicy



1-C Analysis: Kentucky







ANALYSIS

Although Kentucky requires elementary teacher candidates to pass the Praxis II Multiple Subjects test, which includes reading as a topic, this assessment does not generate a separate reading score and, therefore, does not amount to an adequate stand-alone reading test. Further, although better than previous Praxis tests, the Multiple Subjects test does not appear to be fully aligned with scientifically based reading instruction.

Kentucky also does not require that teacher preparation programs for elementary teacher candidates address the science of reading. The state has neither coursework requirements nor standards related to this critical area.

RECOMMENDATION

Require teacher candidates to pass a rigorous assessment in the science of reading instruction.

Kentucky should require a rigorous reading assessment tool to ensure that its elementary teacher candidates are adequately prepared in the science of reading instruction before entering the classroom. The assessment should clearly test knowledge and skills related to the science of reading, and address all five instructional components of scientifically based reading instruction: phonemic awareness, phonics, fluency, vocabulary and comprehension. If the test is combined with an assessment that also tests general pedagogy or elementary content, it should report a subscore for the science of reading specifically. Elementary teachers who do not possess the minimum knowledge in this area should not be eligible for licensure.

Ensure that teacher preparation programs prepare elementary teaching candidates in the science of reading instruction.

Kentucky should require teacher preparation programs in the state to train candidates in scientifically based reading instruction.

KENTUCKY RESPONSE TO ANALYSIS

Kentucky was helpful in providing NCTQ with facts that enhanced this analysis.

Figure 13		PARATIOI UIREMEN	rc /	TEST REQUIR	
Do states ensure that	ي ي	y / 6		EST ,	
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TEXAMPLES OF BEST PRACTICE

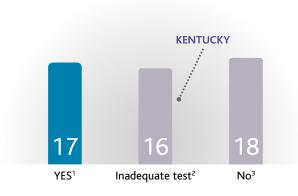
Fifteen states meet this goal by requiring that all candidates licensed to teach the elementary grades pass comprehensive assessments that specifically test the five elements of scientifically based reading instruction: phonemic awareness, phonics, fluency, vocabulary and comprehension. Independent reviews of the assessments used by Connecticut and Massachusetts, confirm that these tests are rigorous measures of teacher candidates' knowledge of scientifically based reading instruction.

^{1.} Alabama's reading test spans the K-12 spectrum.

^{2.} Teachers have until their second year to pass the reading test.

Figure 14

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



- Strong Practice: Alabama⁴, California, Connecticut, Florida, Indiana, Massachusetts, Minnesota, New Hampshire, New Mexico, New York, North Carolina⁵, Ohio, Oklahoma, Tennessee, Virginia, West Virginia, Wisconsin
- 2. Arizona, Arkansas, Delaware, District of Columbia, Georgia, Idaho, Kentucky, Maine, New Jersey, Oregon, Pennsylvania, Rhode Island, South Carolina, Texas, Utah, Vermont
- Alaska, Colorado, Hawaii, Illinois, Iowa, Kansas, Louisiana, Maryland, Michigan, Mississippi, Missouri, Montana, Nebraska, Nevada, North Dakota, South Dakota, Washington, Wyoming
- 4. Alabama's reading test spans the K-12 spectrum.
- $5. \, \text{Teachers}$ have until their second year to pass the reading test.

Figure 15

Do states measure knowledge of the science of reading for early childhood teachers who can

teach elementary grades?

KENTUCKY

13
1
24
13
YES¹ Inadequate test² No³ Not applicable⁴

- Strong Practice: Alabama⁵, Connecticut, Florida, Indiana, Massachusetts, Minnesota, New Hampshire, New York, Oklahoma, Tennessee, Virginia, West Virginia, Wisconsin
- Idaho
- Arizona, Colorado, Delaware, District of Columbia, Hawaii, Illinois, lowa, Kansas, Louisiana, Maine, Maryland, Missouri, Nebraska, Nevada, New Jersey, New Mexico, North Dakota, Rhode Island, South Carolina, South Dakota, Utah, Vermont, Washington, Wyoming
- 4. Alaska, Arkansas, California, Georgia, Kentucky, Michigan, Mississippi, Montana, North Carolina, Ohio, Oregon, Pennsylvania, Texas 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.
- 5. Alabama's reading test spans the K-12 spectrum

Goal D – Elementary Teacher Preparation in Mathematics

The state should ensure that new elementary teachers have sufficient knowledge of the mathematics content taught in elementary grades.

Goal Components

(The factors considered in determining the states' rating for the goal.)

- The state should require teacher preparation programs to deliver mathematics content of appropriate breadth and depth to elementary teacher candidates. This content should be specific to the needs of the elementary teacher (i.e., foundations, algebra and geometry with some statistics).
- The state should require elementary teacher candidates, including those who can teach elementary grades on an early childhood license, to pass a rigorous test of mathematics content in order to attain licensure.
- Such test can also be used to test out of course requirements and should be designed to ensure that prospective teachers cannot pass without sufficient knowledge of mathematics.



The components for this goal have changed since 2011. In light of state progress on this topic, the bar for this goal has been raised.

Background

A detailed rationale and supporting research for this goal can be found at: nctq.org/statepolicy



1-D Analysis: **Kentucky**





State Meets Goal 🕟 Bar Raised for this Goal 👚 Progress Since 2011



ANALYSIS

Kentucky requires all teacher candidates to pass the Praxis II Elementary Education: Multiple Subjects test, which includes a separately scored math subtest.

Supporting Research

Praxis Test Requirement www.ets.org

KENTUCKY RESPONSE TO ANALYSIS

Kentucky recognized the factual accuracy of this analysis.

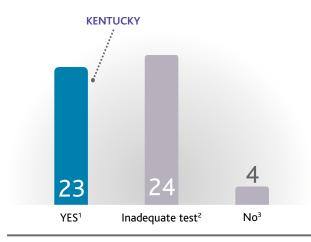


** EXAMPLES OF BEST PRACTICE

Eight states meet this goal by requiring that all candidates licensed to teach the elementary grades earn a passing score on an independently scored mathematics subtest. **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.

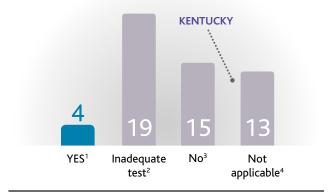
Figure 17

Do states measure new elementary teachers' knowledge of math?



- Strong Practice: Alabama, Arkansas, Connecticut, Delaware, District of Columbia, Florida, Idaho, Indiana, Kentucky, Maine, Massachusetts, Minnesota, New Hampshire, New Jersey, New York, North Carolina, Rhode Island, South Carolina, Texas⁴, Utah, Vermont, Virginia, West Virginia
- Arizona, California, Colorado, Georgia, Illinois, Iowa, Kansas, Louisiana, Maryland, Michigan, Mississippi, Missouri, Nebraska, Nevada, New Mexico, North Dakota, Oklahoma, Oregon, Pennsylvania, South Dakota, Tennessee, Washington, Wisconsin, Wyoming
- 3. Alaska⁵, Hawaii, Montana, Ohio⁶
- 4. Test is not yet available for review.
- 5. Testing is not required for initial licensure.
- 6. Only teachers of grades 4 and 5 are required to pass an adequate content test.

Figure 18
Do states measure knowledge of math of early childhood teachers who can teach elementary grades?



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

Goal E − Middle School Teacher Preparation

The state should ensure that middle school teachers are sufficiently prepared to teach appropriate grade-level content.

Goal Components

(The factors considered in determining the states' rating for the goal.)

- The state should require that new middle school teachers pass a licensing test in every core academic area that they are licensed to teach.
- The state should not permit middle school teachers to teach on a generalist license that does not differentiate between the preparation of middle school teachers and that of elementary teachers.
- 3. The state should encourage middle school candidates who are licensed to teach multiple subjects to earn minors in two core academic areas rather than earn a single major. Middle school candidates licensed to teach a single subject area should earn a major in that area.

Background

A detailed rationale and supporting research for this goal can be found at: nctq.org/statepolicy



1-E Analysis: Kentucky



State Meets Goal



Progress Since 2011

ANALYSIS

Kentucky requires a middle school specialization (grades 5-9) for all middle school teachers. Candidates have two options for earning this specialization. The first is completing a major in English and communications, mathematics, science or social studies; the second is completing an unspecified amount of coursework in two of those four academic fields.

All new middle school teachers in Kentucky are also required to pass a single-subject Praxis II content test to attain licensure; a general content knowledge test is not an option.

Commendably, Kentucky does not offer a K-8 generalist license.

Supporting Research

Praxis Test Requirement

www.ets.org

Kentucky Administrative Regulations 16 KAR 2:010, Section 4

RECOMMENDATION

Ensure meaningful content tests.

To ensure meaningful middle school content tests, Kentucky should make certain that its passing scores reflect high levels of performance.

■ Prevent any loopholes in middle school teachers' subject-matter preparation.

Kentucky should consider strengthening its second option for middle school specialization to ensure that the amount of required coursework is equivalent to that of two minors.

KENTUCKY RESPONSE TO ANALYSIS

Kentucky recognized the factual accuracy of this analysis.

Figure 20	S	Q ₂	\$ /
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Vermont			
Virginia			
Washington			
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Wisconsin			1
Wyoming			
	31	5	15



T EXAMPLES OF BEST PRACTICE

Georgia, Mississippi, New Jersey and South Carolina ensure that all middle school teacher candidates are adequately prepared to teach middle school-level content. None of these states offers a K-8 generalist license and all require passing scores on subject-specific content tests. Georgia, Mississippi and South Carolina explicitly require at least two content-area minors, and New Jersey requires a content major along with a minor for each additional area of certification.

^{1.} Offers 1-8 license.

^{2.} California offers a K-12 generalist license for all self-contained classrooms.

^{3.} With the exception of mathematics.

^{4.} Oregon offers 3-8 license.

Figure 21		No, test does not report	Supple /	/
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- Alaska does not require content tests for initial licensure.
 Candidates teaching multiple subjects only have to pass the elementary test. Single-subject credential does not
- require test.
 3. For K-8 license, Idaho also requires a single-subject test.
- 4. Maryland allows elementary teachers to teach in departmentalized middle schools if not less than 50 percent of the teaching assignment is within the elementary education grades.
- For nondepartmentalized classrooms, generalist in middle childhood education candidates must pass new assessment with three subtests.
- 6. Teachers may have until second year to pass tests, if they attempt to pass them during their first year.
- 7. Candidates opting for middle-level endorsement may either complete a major or pass a content test.

Goal F − Secondary Teacher Preparation

The state should ensure that secondary teachers are sufficiently prepared to teach appropriate grade-level content.

Goal Components

(The factors considered in determining the states' rating for the goal.)

- 1. The state should require that secondary teachers pass a licensing test in every subject they are licensed to teach.
- 2. The state should require secondary social studies teachers to pass a subject-matter test of each social studies discipline they are licensed to teach.
- The state should require that secondary teachers pass a content test when adding subject-area endorsements to an existing license.

Background

A detailed rationale and supporting research for this goal can be found at: nctq.org/statepolicy



1-F Analysis: Kentucky



State Nearly Meets Goal



(Progress Since 2011

ANALYSIS

Kentucky requires that its secondary teacher candidates pass a Praxis II content test to teach any core secondary subjects.

Unfortunately, Kentucky permits a significant loophole to this important policy by allowing a general social studies license, without requiring subject-matter testing for each subject area within the discipline. Candidates are required to pass the Praxis II Social Studies: Content and Interpretation test. Teachers with this license are not limited to teaching general social studies but rather can teach any of the topical areas.

Further, to add an additional field to a secondary license, teachers must also pass a Praxis II content test. However, as stated above, Kentucky cannot guarantee content knowledge in each specific subject for secondary teachers who add general social studies endorsements.

Supporting Research

Kentucky Administrative Regulations 16 KAR 2:010, 6:010

RECOMMENDATION

Require secondary social studies teachers to pass a content test for each discipline they are licensed to teach.

By allowing a general social studies certification—and only requiring a general knowledge social studies exam—Kentucky is not ensuring that its secondary teachers possess adequate subjectspecific content knowledge. The state's required assessment combines all subject areas (e.g., history, geography, economics) and does not report separate scores for each subject area.

KENTUCKY RESPONSE TO ANALYSIS

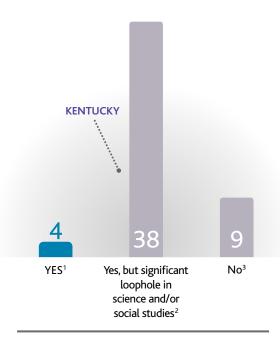
Kentucky recognized the factual accuracy of this analysis.



** EXAMPLES OF BEST PRACTICE

Georgia, Indiana and Tennessee require that all secondary teacher candidates pass a content test to teach any core secondary subject—both as a condition of licensure and to add an additional field to a secondary license. Further, none of these states offers secondary certification in general social studies; all teachers must be certified in a specific discipline. Also worthy of mention is Missouri, which now requires its general social studies teachers to pass a multi-content test with six independently scored subtests.

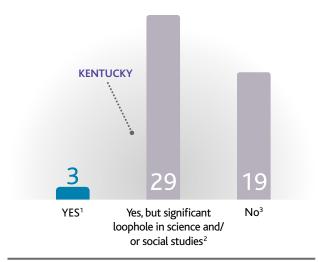
Figure 23 Does a secondary teacher have to pass a content test in every subject area for licensure?



- 1. Strong Practice: Indiana, Minnesota, Missouri, Tennessee
- 2. Alabama, Arkansas, Connecticut, Delaware, District of Columbia, Florida, Georgia, Idaho, Illinois, Iowa, Kansas, Kentucky, Louisiana, Maine, Maryland, Massachusetts, Michigan, Mississippi, Nebraska, Nevada, New Jersey, New Mexico, New York, North Carolina⁴, North Dakota, Ohio, Oklahoma, Oregon, Pennsylvania, Rhode Island, South Carolina, South Dakota, Texas, Utah, Vermont, Virginia, West Virginia, Wisconsin [For more on loopholes, see Goal 1-G (science) and Figure 25 (social studies).}
- 3. Alaska, Arizona⁵, California, Colorado, Hawaii, Montana, New Hampshire⁵, Washington, Wyoming⁶
- 4. Teachers may also have until second year to pass tests, if they attempt to pass them during their first year.
- 5. Candidates with a master's degree in the subject area do not have to pass a content test.
- 6. Only secondary comprehensive social studies teachers must pass a content test.

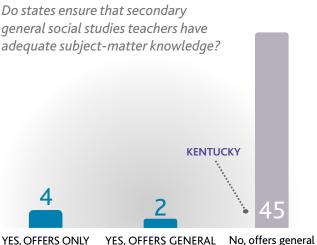
Figure 24

Does a secondary teacher have to pass a content test in every subject area to add an endorsement?



- 1. Strong Practice: Indiana, Minnesota, Tennessee
- 2. Alabama, Arkansas, Connecticut, Delaware, Florida, Georgia, Idaho, Illinois, Kansas, Kentucky, Maine, Massachusetts, Michigan, New Jersey, New York, North Dakota, Ohio, Oklahoma, Oregon, Pennsylvania, Rhode Island, South Carolina, South Dakota, Texas, Utah, Vermont, Virginia, West Virginia, Wisconsin (Science is discussed in Goal 1-G.)
- 3. Alaska, Arizona, California, Colorado, District of Columbia, Hawaii, Iowa, Louisiana, Maryland, Mississippi, Missouri, Montana, Nebraska, Nevada, New Hampshire, New Mexico, North Carolina, Washington, Wyoming

Figure 25



SINGLE SUBJECT SOCIAL STUDIES LICENSES¹

SOCIAL STUDIES LICENSE WITH ADEQUATE TESTING²

social studies license without adequate testing3

- 1. Strong Practice: Georgia, Indiana, South Dakota, Tennessee
- 2. Strong Practice: Minnesota⁴, Missouri
- 3. Alabama, Alaska, Arizona, Arkansas, California, Colorado, Connecticut, Delaware District of Columbia, Florida, Hawaii, Idaho, Illinois, Iowa, Kansas, Kentucky, Louisiana, Maine, Maryland, Massachusetts, Michigan, Mississippi, Montana, Nebraska, Nevada, New Hampshire, New Jersey, New Mexico, New York, North Carolina, North Dakota, Ohio, Oklahoma⁵, Oregon, Pennsylvania, Rhode Island, South Carolina, Texas, Utah, Vermont, Virginia, Washington, West Virginia, Wisconsin, Wyoming
- 4. Minnesota's test for general social studies is divided into two individually scored subtests.
- 5. Oklahoma offers combination licenses.

➤ Goal G — Secondary Teacher Preparation in Science The state should ensure that secondary science teachers know all the subject matter they are licensed to teach.

Goal Components

(The factors considered in determining the states' rating for the goal.)

- The state should require secondary science teachers to pass a subject-matter test in each science discipline they are licensed to teach.
- If a general science or combination science certification is offered, the state should require teachers to pass a subject-matter test in each science discipline they are licensed to teach under those certifications.

Background

A detailed rationale and supporting research for this goal can be found at: nctq.org/statepolicy



1-G Analysis: **Kentucky**



State Meets Goal



Progress Since 2011

ANALYSIS

Commendably, Kentucky does not offer certification in general science for secondary teachers. Teachers must be certified in a specific discipline within the subject area of science.

KENTUCKY RESPONSE TO ANALYSIS

Kentucky recognized the factual accuracy of this analysis.

Figure 27 Do states ensure that secondary general science leachers have adequate subject-matter knowledge? Alabama Alaska Arizona Arkansas California Colorado Connecticut Delaware District of Columbia Florida Georgia Hawaii Idaho Illinois Illin	Figure 27	Ď		_ /	
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EXAMPLE OF BEST PRACTICE

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.

^{1.} Teachers with the general science license may only teach general science courses.

^{2.} Georgia's science test consists of two subtests.

Area 1: Delivering Well-Prepared Teachers

Goal H - Special Education Teacher Preparation

The state should ensure that special education teachers know the subject matter they are licensed to teach.

Goal Components

(The factors considered in determining the states' rating for the goal.)

- 1. The state should not permit special education teachers to teach on a K-12 license that does not differentiate between the preparation of elementary teachers and that of secondary teachers.
- All elementary special education candidates should be required to pass a subjectmatter test for licensure that is no less rigorous than what is required of general education candidates.
- 3. The state should ensure that secondary special education teachers possess adequate content knowledge.

Background

A detailed rationale and supporting research for this goal can be found at: nctq.org/statepolicy



1-H Analysis: Kentucky



State Does Not Meet Goal



(
Progress Since 2011

ANALYSIS

Kentucky only offers a K-12 special education certification.

The state does not require content testing for any of its special education teacher candidates.

Supporting Research

Kentucky Administrative Regulations 16 KAR 4:020

RECOMMENDATION

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 Kentucky to ensure that a K-12 special education teacher knows all the subject matter he or she is expected to be able to teach, especially considering state and federal expectations that special education students should meet the same high standards as other students. 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.

Require that elementary special education candidates pass a rigorous content test as a condition of initial licensure.

To ensure that special education teacher candidates who will teach elementary grades possess sufficient knowledge of the subject matter at hand, Kentucky should require these candidates to pass the same multiple-subjects test it requires of all elementary teachers. The state should further set passing scores that reflect high levels of performance. Failure to ensure that teachers possess requisite content knowledge deprives special education students of the opportunity to reach their academic potential.

Ensure that secondary special education teachers possess adequate content knowledge.

Secondary special education teachers are frequently generalists who teach many core subject areas. While it may be unreasonable to expect secondary special education teachers to meet the same requirements for each subject they teach as other teachers who teach only one subject, Kentucky's current policy of requiring no subject-matter testing is problematic and will not help special education students to meet rigorous learning standards. To provide a middle ground, Kentucky should consider a customized HOUSSE route for new secondary special education teachers and look to the flexibility offered by the Individuals with Disabilities Education Act (IDEA), which allows for a combination of testing and coursework to demonstrate requisite content knowledge in the classroom.

KENTUCKY RESPONSE TO ANALYSIS

Kentucky recognized the factual accuracy of this analysis. The state added that in September 2012, the Education Professional Standards Board issued a charter for the Program and Certification Review of Teachers of Exceptional Children Committee (TECC), which will review and recommend revisions for the program approval and certification processes for teachers of exceptional children and related policy, regulatory and statutory guidelines. Though only initial recommendations are in place at the present time, the final recommendations will address preparation programs, required components of the programs,

the degree to which candidates are prepared, the content they teach within middle and secondary level schools/classroom and the certificates that are issued for special education.

Kentucky also pointed out that to assist in ensuring that secondary special education teachers possess adequate knowledge, there is a Learning and Behavior Disorders Endorsement available for those who already possess content certification in the state.

Supporting Research

EPSB September 2012 Staff Note

http://www.epsb.ky.gov/documents/BoardInfo/agendas/2012/September2012-agendabooklinks.pdf

EPSB September 2012 Minutes

http://www.epsb.ky.gov/documents/BoardInfo/minutes/2012/September%2017,%202012-%20minutes.doc

TECC Charter

http://www.epsb.ky.gov/documents/Committees%20&%20Task%20Forces/TECC/TECC_Charter.docx http://www.lrc.ky.gov/kar/016/002/010.htm

Figure 29		Mon. Offes K-72 and Saddy-shelf, C.	(5)44
Do states distinguish	DOESWOT OFFIRM	<i>≥</i> /	tificatii
between elementary	5 3		3 / ×
and secondary special	ER TH	5 K- 7	Sonly
education teachers?	Q 32	046	
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Arizona			
Arkansas			
California			
Colorado			
Connecticut			
Delaware			
District of Columbia			
Florida			
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Hawaii			
Idaho			
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South Dakota			
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Utah			
Vermont			
Virginia			
Washington			
West Virginia			
Wisconsin			
Wyoming			
	16	7	28



EXAMPLES OF BEST PRACTICE

Unfortunately, NCTQ cannot award "best practice" honors to any state's policy in the area of special education. However, two states—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 required to teach. Both 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 newly developed multisubject 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.

Figure 30

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

Elementa	ry Subject-Matter Test
Required for an elementary special education license	Alabama, Iowa, Louisiana, Massachusetts, New Jersey, New York, Pennsylvania ¹ , Rhode Island, Texas, West Virginia ² , Wisconsin
Required for a K-12 special education license	Colorado, Idaho, North Carolina
Secondary	Subject-Matter Test(s)
Tests in all core subjects required for secondary special education license	New York ³
Test in at least one subject required for secondary special education license	Louisiana, New Jersey, Pennsylvania ¹ , Rhode Island, West Virginia ²
Required for a K-12 special education license	None
	s for dual certification in elementary or secondary

- special education and as a reading specialist does not have to take a content test.
- 2. 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.
- 3. New York requires a multi-subject content test specifically geared to secondary special education candidates. It is divided into three subtests.

Figure 29:

1. Although New Jersey does issue a K-12 certificate, candidates must meet discrete elementary and/or secondary requirements.

Area 1: Delivering Well-Prepared Teachers

Goal I – Assessing Professional Knowledge

The state should use a licensing test to verify that all new teachers meet its professional standards.

Goal Component

(The factor considered in determining the states' rating for the goal.)

 The state should assess new teachers' knowledge of teaching and learning by means of a pedagogy test aligned to the state's professional standards.

Background

A detailed rationale and supporting research for this goal can be found at: nctq.org/statepolicy



1-I Analysis: **Kentucky**





State Meets Goal (+) Progress Since 2011

ANALYSIS

Kentucky requires new teachers to pass a popular pedagogy test from the Praxis series in order to attain licensure.

Supporting Research

www.ets.org/praxis

RECOMMENDATION

■ Verify that commercially available tests of pedagogy actually align with state standards. Kentucky should ensure that its selected test of professional knowledge measures the knowledge and skills the state expects new teachers to have.

KENTUCKY RESPONSE TO ANALYSIS

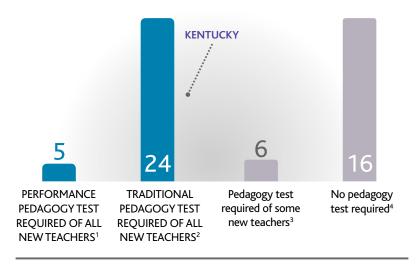
Kentucky recognized the factual accuracy of this analysis.



Although NCTQ has not singled out one state's policies for "best practice" honors, it commends the many states that require a pedagogy assessment to verify that all new teachers meet professional standards.

Figure 32

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



- 1. Strong Practice: California, Illinois⁵, New York, Tennessee⁶, Washington
- 2. Strong Practice: Alabama, Arizona, Arkansas, District of Columbia, Florida, Indiana, Iowa, Kansas, Kentucky, Louisiana, Maine, Minnesota, Mississippi, Nevada, New Mexico, North Carolina⁷, North Dakota, Ohio, Oklahoma, Rhode Island, South Carolina, South Dakota, Texas, West Virginia
- 3. Connecticut, Maryland, Missouri, Pennsylvania, Utah⁸, Wyoming
- Alaska, Colorado, Delaware, Georgia, Hawaii, Idaho, Massachusetts, Michigan, Montana, Nebraska, New Hampshire, New Jersey, Oregon, Vermont, Virginia, Wisconsin
- 5. Beginning in 2015.
- 6. Teachers may pass either the edTPA or a Praxis pedagogy test.
- 7. Teachers have until their second year to pass if they attempt to pass during their first year.
- 8. Not required until teacher advances from a Level One to a Level Two license.

Area 1: Delivering Well-Prepared Teachers

Goal J − Student Teaching

The state should ensure that teacher preparation programs provide teacher candidates with a high quality clinical experience.

Goal Components

(The factors considered in determining the states' rating for the goal.)

- The state should require that student teachers only be placed with cooperating teachers for whom there is evidence of their effectiveness as measured by consistent gains in student learning.
- 2. The state should require that teacher candidates spend at least 10 weeks student teaching.

Background

A detailed rationale and supporting research for this goal can be found at: nctq.org/statepolicy



1- | Analysis: Kentucky



State Nearly Meets Goal



(Progress Since 2011

ANALYSIS

Kentucky commendably requires its candidates to complete 70 full days of student teaching. "Educator preparation institution shall provide an opportunity for the student teacher to assume major responsibility for the full range of teaching duties in a real school situation under the guidance of qualified personnel from the educator preparation institution and the cooperating elementary, middle, or high school."

Kentucky outlines a number of significant criteria in selecting cooperating teachers, such as a demonstrated ability to engage in effective classroom management techniques that promote an environment conducive to learning, an ability to model best practices for the delivery of instruction and a mastery of the content knowledge or subject matter being taught. The state also recently adopted requirements that cooperating teachers must receive training approved by the Education Professional Standards Board to address basic responsibilities, best practice in supporting the student teacher and effective assessment of student teachers. Preparation programs are also now required to maintain a pool of cooperating teachers that meet these requirements. However, these requirements still do not specifically address cooperating teachers' effectiveness as measured by student learning.

Supporting Research

Kentucky Administrative Regulations 16:5:040, Sections 2 and 6

RECOMMENDATION

- 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 Kentucky should also be carefully screened for their capacity to further student achievement. Research indicates that the only aspect of a student teaching arrangement that has been shown to have an impact on student achievement is the positive effect of selection of the cooperating teacher by the preparation program, rather than by the student teacher or school district staff.
- Use evidence from the state's teacher evaluation system to select cooperating teachers. Kentucky requires objective measures of student growth to be a significant criterion of its teacher evaluations. The state should therefore utilize its evaluation results, which provide evidence of effectiveness in the classroom, in the selection of effective cooperating teachers.
- Explicitly require that student teaching be completed locally, thus prohibiting candidates from completing this requirement abroad.
 - Unless preparation programs can establish true satellite campuses to closely supervise student teaching arrangements, placement in foreign or otherwise novel locales should be supplementary to a standard student teaching arrangement. Outsourcing the 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.

KENTUCKY RESPONSE TO ANALYSIS

Kentucky recognized the factual accuracy of this analysis.

Figure 34	FES	STUDENT TEACHING LASTS AT LEAST TO WEEKS
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Do states ensure a	A JIN PASE FSS	LEAS LEAS
high-quality student	7 F.	SAT
teaching experience?		457
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Arizona		
Arkansas		
California		
Colorado		
Connecticut		
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District of Columbia		
Florida		
Georgia		
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Illinois		
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Kansas		
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Oregon		
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Washington		1
West Virginia		
Wisconsin		
Wyoming		



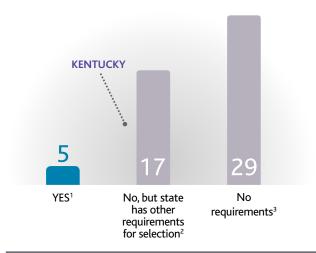
EXAMPLES OF BEST PRACTICE

Florida, Rhode Island and Tennessee not only require teacher candidates to complete at least 10 weeks of full-time student teaching, but they also all require that cooperating teachers have demonstrated evidence of effectiveness as measured by student learning.

 $1. West \ Virginia \ allows \ candidates \ to \ student \ teach \ for \ less \ than \ 12 \ weeks \ if \ determined \ to \ be \ proficient.$

Figure 35

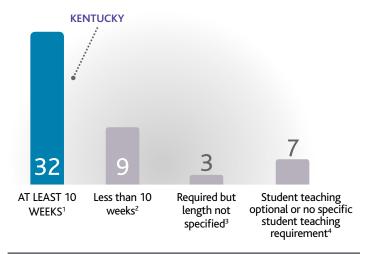
Is the selection of the cooperating teacher based on some measure of effectiveness?



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

Figure 36

Is the student teaching experience of sufficient length?



- Strong Practice: Alabama, Arkansas, Connecticut, Delaware, Florida, Georgia, Hawaii, Iowa, Kansas, Kentucky, Maine, Massachusetts, Michigan, Minnesota, Mississippi, Missouri, Nebraska, New Jersey, North Carolina, North Dakota, Ohio, Oklahoma, Pennsylvania, Rhode Island, South Carolina, South Dakota, Tennessee, Texas, Vermont, Washington, West Virginia⁵, Wisconsin
- 2. Idaho, Indiana, Louisiana, Nevada, New Mexico, New York, Oregon, Virginia, Wyoming
- 3. Illinois, New Hampshire, Utah
- 4. Alaska, Arizona, California, Colorado, District of Columbia, Maryland, Montana
- 5. West Virginia allows candidates to student teach for less than 12 weeks if determined to be proficient.

Area 1: Delivering Well-Prepared Teachers

➤ Goal K — Teacher Preparation Program Accountability

The state's approval process for teacher preparation programs should hold programs accountable for the quality of the teachers they produce.

Goal Components

(The factors considered in determining the states' rating for the goal.)

- The state should collect data that connects student achievement gains to teacher preparation programs.
 Such data can include value added or growth analyses conducted specifically for this purpose or evaluation ratings that incorporate objective measures of student learning to a significant extent.
- 2. The state should collect other meaningful data that reflect program performance, including some or all of the following:
 - a. Average raw scores of teacher candidates on licensing tests, including academic proficiency, subject-matter and professional-knowledge tests;
 - b. Number of times, on average, it takes teacher candidates to pass licensing tests;
 - c. Satisfaction ratings by school principals and teacher supervisors of programs' student teachers, using a standardized form to permit program comparison and
 - d. Five-year retention rates of graduates in the teaching profession.
- 3. The state should establish the minimum standard of performance for each category of data. Programs should be held accountable for meeting these standards, with articulated consequences for failing to do so, including loss of program approval.
- 4. The state should produce and publish on its website an annual report card that shows all the data the state collects on individual teacher preparation programs.
- The state should retain full authority over its process for approving teacher preparation programs.

Background

A detailed rationale and supporting research for this goal can be found at: nctq.org/statepolicy

Figure 37 How States are Faring in Teacher Preparation Program Accountability **Best Practice States** State Meets Goal Louisiana 10 States Nearly Meet Goal Alabama, Colorado, Delaware 1, Florida, Rhode Island 1, Tennessee, Texas States Partly Meet Goal Indiana 1, KENTUCKY, Massachusetts 1, Michigan, Nevada, South Carolina, Washington 1, Wisconsin 1 18 States Meet a Small Part of Goal Arizona, California 1, Illinois, Iowa, Kansas 1, Maine 1, Maryland, Mississippi, Missouri, Montana, New Hampshire 1, New Jersey, Oklahoma, Oregon 1, Pennsylvania, Vermont, Virginia, West Virginia 14 States Do Not Meet Goal Alaska, Arkansas, Connecticut, District of Columbia, Hawaii, Idaho, Minnesota, Nebraska, New Mexico, New York, North Dakota, South Dakota, Utah, Wyoming Progress on this Goal Since 2011: **→**:38 🕇 : 13

1-K Analysis: **Kentucky**



State Partly Meets Goal



(Progress Since 2011

ANALYSIS

Kentucky's approval process for its traditional and alternate route teacher preparation programs could do more to hold programs accountable for the quality of the teachers they produce.

Most importantly, Kentucky does not collect or report data that connect student achievement gains to teacher preparation programs.

However, the state does collect other objective, meaningful data to measure the performance of university-based teacher preparation programs. The Education Professional Standards Board's Teacher Preparation Dashboard provides information on each institution's selectivity of candidates, the performance of candidates on required new teacher assessments, the percentage of candidates who achieve full certification, and the results of surveys of candidates and their supervisors regarding the effectiveness of the candidate's preparation.

Regrettably, Kentucky only requires a summary pass rate on state licensure examinations of 80 percent. This 80 percent pass-rate standard, while common among many states, sets the bar quite low and is not a meaningful measure of program performance. Further, in the past three years, no programs in the state have been identified as low performing—an additional indicator that programs lack accountability.

Commendably, the state posts annual report cards on its website that detail its approval standards and identify programs failing to meet them. However, the institutional data do not distinguish between candidates in the traditional and alternate route programs. Kentucky does not post any data online for its numerous alternate route programs that are not based in universities.

Further, there is some overlap of accreditation and state approval. Members of NCATE/CAEP and the state make up the review team and decisions are made jointly; state members must complete NCATE/ CAEP training. Kentucky conducts its own program reviews.

Supporting Research

16 KAR 5:010

Title II State Reports https://title2.ed.gov

Data Dashboard

https://wd.kyepsb.net/EPSB.WebApps/Dashboard/DashbrdWeb/TeacherEducatorDashbrd1.aspx?sID=1 www.ncate.org

RECOMMENDATION

Collect data that connect student achievement gains to teacher preparation programs.

As one way to measure whether programs are producing effective classroom teachers, Kentucky should consider the academic achievement gains of students taught by programs' graduates, averaged over the first three years of teaching. Data that are aggregated to the institution (e.g., combining elementary and secondary programs) rather than disaggregated to the specific preparation program are not useful for accountability purposes. Such aggregation can mask significant differences in performance among programs.

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

In order to make use of the data Kentucky already collects and publishes for accountability purposes, it is critical that the state establish minimum standards for teacher preparation program performance for each category of data. Kentucky should be mindful of setting rigorous standards for program performance, as its current requirement that 80 percent of program graduates pass the state's licensing tests is too low a bar. Programs should be held accountable for meeting rigorous standards, and there should be consequences for failing to do so, including loss of program approval.

Distinguish between alternate route programs and traditional preparation programs in public reporting.

It would be more useful to the public—especially hiring school districts—if Kentucky's reports on teacher preparation program performance included specific data at the program level.

Maintain full authority over the process for approving teacher preparation programs.
Kentucky 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.

KENTUCKY RESPONSE TO ANALYSIS

Kentucky asserted that it has the sole authority over the approval for operation of an educator preparation program and maintains full authority. The state also contended that it sets the standards for state accreditation and approval of programs. The Education Professional Standards Board establishes standards and requirements for obtaining and maintaining a teaching certificate and for programs of preparation for teachers and other professional school personnel. The cited regulation establishes the standards for accreditation of an education preparation unit and approval of a program to prepare an educator. Only the state of Kentucky can grant, deny or withdraw authorization for the operation of an educator preparation program in the state. National accreditations are optional.

Supporting Research KRS 161.028 16 KAR 5:010

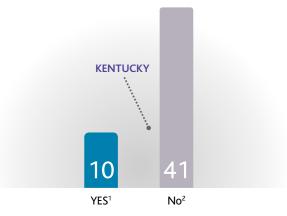
Figure 38	OBJECTIVE PROGRAM.		
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Do states hold teacher	7/2 24 74	7.25 X	VBL/
preparation programs accountable?	SPECIFIC)	MINIMUM STANDARDS FOR PERFORMANCE COR	DATA PUBLICLY AVALUBLEON WEBS.
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Delaware			
District of Columbia			
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Hawaii	Ī	П	
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lowa			
Kansas			
KENTUCKY			2
Louisiana			2
Maine	1		
Maryland	3		
Massachusetts			
Michigan		1	
Minnesota			
Mississippi	1		
Missouri			
Montana	1		
Nebraska			
Nevada ¹			
New Hampshire			
New Jersey	<u> </u>		
New Mexico			
New York			
North Carolina			2
North Dakota			
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Oregon Pennsylvania	1		
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Tennessee			
Texas			
Utah			
Vermont			
Virginia	1		
Washington			
West Virginia	1		
Wisconsin			
Wyoming			
, ,	26	4	10
	36	4	19



EXAMPLES OF BEST PRACTICE

NCTQ is not awarding "best practice" honors to any state's policy in the area of teacher preparation program accountability. However, the following states should be commended for collecting data that connect student achievement gains to teacher preparation programs: Colorado, Delaware, Florida, Georgia, Louisiana, North Carolina, Ohio, Rhode Island, Tennessee and Texas.

Figure 39 Do states connect student achievement data to teacher preparation programs?



- 1. Strong Practice: Colorado, Delaware, Florida, Georgia, Louisiana, North Carolina, Ohio, Rhode Island, Tennessee, Texas
- 2. Alabama, Alaska, Arizona, Arkansas, California, Connecticut, District of Columbia^a, Hawaii^a, Idaho, Illinois, Indiana, Iowa, Kansas, Kentucky, Maine, Maryland^a, Massachusetts, Michigan, Minnesota, Mississippi, Missouri, Montana, Nebraska, Nevada, New Hampshire, New Jersey, New Mexico, New York³, North Dakota, Oklahoma, Oregon, Pennsylvania, South Carolina, South Dakota, Utah, Vermont, Virginia, Washington, West Virginia, Wisconsin, Wyoming
- 3. Included in state's Race to the Top plan, but not in policy or yet implemented.

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

^{2.} State does not distinguish between alternate route programs and traditional preparation programs in public reporting.

^{3.} For alternate routes only.

Figure 40

Which states collect meaningful data?

STUDENT LEARNING GAINS

Colorado, Delaware, Florida, Georgia, Louisiana, North Carolina, Ohio, Rhode Island, Tennessee, Texas

EVALUATION RESULTS FOR PROGRAM GRADUATES

Alabama, Arizona, Florida, Illinois, Massachusetts, North Carolina, South Carolina, Tennessee, Texas

AVERAGE RAW SCORES ON LICENSING TESTS

Alabama, Indiana, KENTUCKY, Louisiana, Michigan, New Jersey, Ohio, Tennessee, Texas, Washington, West Virginia

SATISFACTION RATINGS FROM SCHOOLS

Alabama, Arizona, Florida, Iowa, KENTUCKY, Maryland¹, Massachusetts, Michigan, Mississippi, Missouri, Nevada, New Jersey, Tennessee, Texas, Vermont, Virginia, Washington, West Virginia

TEACHER RETENTION RATES

Arizona, Colorado, Florida, Indiana, Maine, Missouri, New Hampshire, New Jersey, Tennessee, Texas

1. For alternate route only

Figure 41

What is the relationship between state program

approval and national

National accreditation is required for program approval accreditation? Alabama Alaska Arizona П Arkansas California П Colorado Connecticut П П Delaware District of Columbia П П Florida Georgia Hawaii П Idaho Illinois \Box Indiana П Iowa Kansas **KENTUCKY** П Louisiana Maine П Maryland П Massachusetts Michigan П Minnesota Mississippi Missouri Montana П П Nebraska Nevada П П New Hampshire New Jersey П New Mexico П П New York North Carolina North Dakota Ohio \Box П Oklahoma Oregon Pennsylvania Rhode Island South Carolina South Dakota Tennessee Texas Utah П Vermont Virginia П Washington West Virginia Wisconsin Wyoming 7 31 13

^{1.} National accreditation can be substituted for state approval.

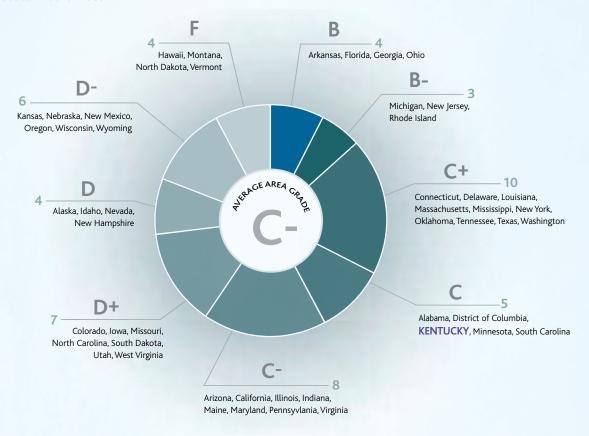
^{2.} For institutions with 2,000 or more full-time equivalent students

Area 2 Summary



How States are Faring in Expanding the Pool of Teachers

State Area Grades



Topics Included In This Area

- 2-A: Alternate Route Eligibility
- 2-B: Alternate Route Preparation
- 2-C: Alternate Route Usage and Providers
- 2-D: Part-Time Teaching Licenses
- 2-E: Licensure Reciprocity

Area 2: Expanding the Teaching Pool

Goal A − Alternate Route Eligibility

The state should require alternate route programs to exceed the admission requirements of traditional preparation programs while also being flexible to the needs of nontraditional candidates.

Goal Components

(The factors considered in determining the states' rating for the goal.)

- With some accommodation for work experience, alternate route programs should set a rigorous bar for program entry by requiring that candidates take a rigorous test to demonstrate academic ability, such as the GRE.
- All alternate route candidates, including elementary candidates and those having a major in their intended subject area, should be required to pass the state's subject-matter licensing test.
- 3. Alternate route candidates lacking a major in the intended subject area should be able to demonstrate subject-matter knowledge by passing a test of sufficient rigor.



The components for this goal have changed since 2011. In light of state progress on this topic, the bar for this goal has been raised.

Background

A detailed rationale and supporting research for this goal can be found at: nctq.org/statepolicy



2-A Analysis: Kentucky



State Partly Meets Goal



Bar Raised for this Goal



Progress Since 2011

ANALYSIS

Kentucky classifies eight routes as alternate routes to teacher certification: Exceptional Work Experience Certification, Local District Training Program Certification, College Faculty Certification, Adjunct Instructor Certification, Veterans of the Armed Services Certification, University-Based Alternative Route to Certification, Institute Alternative Route to Certification and Teach For America (TFA) Alternative Route to Certification.

Candidates in the Exceptional Work Experience Certification program must have a minimum GPA of 2.5, or 3.0 in the last 60 hours of coursework. Candidates must have a major in their content area or a passing score on a subject-matter test. They must also have 10 years of work experience in the area in which certification is being sought.

Candidates in the Local District Training Program Certification program must have a minimum 2.5 GPA; an exception to this GPA requirement may be granted for candidates demonstrating exceptional experience. Applicants must also have a subject-area major or five years of related work experience and pass a subject-area test. A subject-matter test cannot be used to demonstrate subject knowledge in the absence of a major or related work experience.

Candidates in the Adjunct Instructor Certification must have expertise in a specific area: elementary certification requires a bachelor's degree with a 2.5 GPA, middle or secondary certification requires the same as well as a major/minor or area of concentration in the subject to be taught.

Candidates in the College Faculty Certification program must have a master's degree and five years of full-time teaching experience in the targeted content area at an institution of higher education. Candidates are not required to demonstrate prior academic performance, such as a minimum GPA standard, or pass a basic skills or subject-matter test.

Candidates in the Veterans of the Armed Services Certification program must have a major in the content area being sought with a minimum 2.5 GPA. Candidates must also pass a subject-matter test and have six years of active duty service.

Candidates in the University-Based Alternative Route to Certification program must have a bachelor's or a master's degree and meet university admission standards.

Candidates in the Institute Alternative Route to Certification program must have a bachelor's degree with a major in the targeted certification area and a cumulative GPA of 3.0, as well as minimum scores on the Graduate Record Exam (GRE). Candidates for math/science certification must also have a minimum score of 450 on the quantitative section of the GRE. Those with professional degrees are exempt from the GRE requirement. Candidates must also pass a subject-matter test.

Candidates in the TFA Alternative Route to Certification program must have a bachelor's degree and meet participation criteria for the TFA program. The TFA Alternative Route to Certification is currently approved as a pilot program.

Supporting Research

Kentucky Code 161.048

Education Professional Standards Board http://www.epsb.ky.gov/certification/certaltroutes.asp

RECOMMENDATION

Set high academic requirements for admission for all routes.

While a minimum GPA requirement is a first step toward ensuring that candidates are of good academic standing, the current standard of 2.5 does not serve as a sufficient indicator of past academic performance. Kentucky should consistently require that candidates in all programs provide some evidence of good academic performance. The standard should be higher than what is required of traditional teacher candidates, such as a GPA of 3.0 or higher. Some accommodation in this standard may be appropriate for career changers. A rigorous test appropriate for candidates who have already completed a bachelor's degree, such as the GRE, would be ideal.

Extend subject-matter test requirement to all applicants.

While Kentucky is commended for requiring candidates for the Veterans of the Armed Services Certification, the Institute Alternative Route to Certification and the TFA Alternative Route to Certification to demonstrate content knowledge on a subject-matter test, it is strongly recommended that the state extend this requirement to all of its candidates. 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. Teachers without sufficient subject-matter knowledge place students at risk.

Offer flexibility in fulfilling coursework requirements.

Kentucky should allow any candidate who already has the requisite knowledge and skills to demonstrate such by passing a rigorous test. Exacting coursework requirements could dissuade talented individuals who lack precisely the right courses from pursuing a career in teaching.

Consider consolidating alternate routes.

Although Kentucky's numerous options show the state's commitment to alternative certification, the state may want to consider consolidating some of its routes.

KENTUCKY RESPONSE TO ANALYSIS

Kentucky recognized the factual accuracy of this analysis. The state added that the Education Professional Standards Board does not prohibit institutions from offering flexibility in fulfilling coursework requirements.

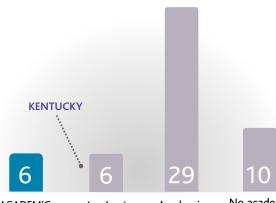
Figure 43	ACADEMIC STANDARD FOR	SWI	/80
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** EXAMPLES OF BEST PRACTICE

The District of Columbia and Michigan require candidates to demonstrate aboveaverage academic performance as a condition of admission to an alternate route program, with both requiring applicants to have 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.

Figure 44 Do states require alternate routes to be selective?



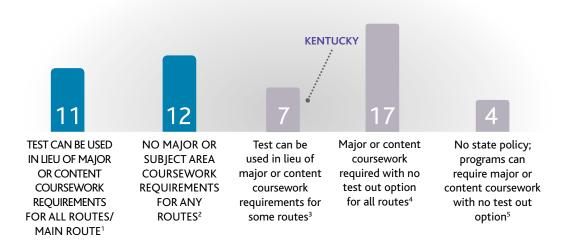
ACADEMIC STANDARD **EXCEEDS THAT** OF TRADITIONAL PROGRAMS FOR ALL ROUTES/ MAIN ROUTE1

Academic standard exceeds that of traditional programs for some routes² Academic standard too low for all routes³

No academic standard for any route4

- 1. Strong Practice: Connecticut, District of Columbia, Michigan, Minnesota, New Jersey, Rhode Island
- 2. Alabama, Illinois⁵, Indiana, Kentucky⁶, New York, Pennsylvania
- 3. Alaska, Arkansas, California, Colorado, Delaware, Florida, Georgia, Iowa, Kansas, Louisiana, Maryland, Massachusetts, Mississippi, Missouri, Nebraska, Nevada, New Hampshire, North Carolina, Ohio, Oklahoma, South Dakota, Tennessee, Texas, Vermont, Virginia, Washington, West Virginia, Wisconsin, Wyoming
- 4. Arizona, Hawaii, Idaho, Maine, Montana, New Mexico, North Dakota, Oregon, South Carolina, Utah
- 5. Illinois' routes are in the process of converting to a single new license.
- 6. Only one of Kentucky's eight alternate routes has a 3.0 GPA requirement.

Figure 45
Do states accommodate the nontraditional background of alternate route candidates?



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

Area 2: Expanding the Teaching Pool

➤ Goal B – Alternate Route Preparation

The state should ensure that its alternate routes provide efficient preparation that is relevant to the immediate needs of new teachers, as well as adequate mentoring and support.

Goal Components

(The factors considered in determining the states' rating for the goal.)

- 1. The state should ensure that the amount of coursework it either requires or allows is manageable for a novice teacher. Anything exceeding 12 credit hours of coursework in the first year may be counterproductive, placing too great a burden on the teacher. This calculation is premised on no more than 6 credit hours in the summer, three in the fall and three in the spring.
- 2. The state should ensure that alternate route programs offer accelerated study not to exceed six (three credit) courses for secondary teachers and eight (three credit) courses for elementary teachers (exclusive of any credit for practice teaching or mentoring) over the duration of the program. Programs should be limited to two years, at which time the new teacher should be eligible for a standard certificate.
- 3. All coursework requirements should target the immediate needs of the new teacher (e.g., seminars with other grade-level teachers, training in a particular curriculum, reading instruction, classroom management techniques).
- 4. The state should require intensive induction support, beginning with a trained mentor assigned full time to the new teacher for the first critical weeks of school and then gradually reduced over the course of the entire first year. The state should support only induction strategies that can be effective even in a poorly managed school: intensive mentoring, seminars appropriate to grade level or subject area, a reduced teaching load and frequent release time to observe effective teachers. Ideally, candidates would also have an opportunity to practice teach in a summer training program.



The components for this goal have changed since 2011. In light of state progress on this topic, the bar for this goal has been raised.



Background

A detailed rationale and supporting research for this goal can be found at: nctq.org/statepolicy

2-B Analysis: Kentucky



State Partly Meets Goal



Raised for this Goal Progress Since 2011



ANALYSIS

Although Kentucky offers alternate routes that take steps to meet the immediate needs of new teachers, the state could do more to provide meaningful preparation.

Candidates in the Exceptional Work Experience Certification program must prepare a portfolio for review by the Education Professional Standards Board. Candidates must demonstrate their content knowledge and how their 10 years of work experience has provided them with skills that include: designing and planning instruction, creating and maintaining a learning climate, implementing and managing instruction and providing leadership within the school/community/profession. If the portfolio is approved and candidates are accepted into the program, they then participate in the Kentucky Teacher Internship Program (KTIP) during the first year of teaching.

The Local District Training program requires candidates to participate in a one-year training program, followed by one-year participation in the Kentucky Teacher Internship Program.

The College Faculty Certification and Veterans of the Armed Services Certification programs require candidates to participate in the one-year Kentucky Teacher Internship Program.

University-Based Alternative Route to Certification candidates complete a university-based preparation program while teaching full time. Candidates must participate in the Kentucky Teacher Internship Program and complete an unspecified amount of coursework and assessments over the course of three years.

The Institute Alternative Route to Certification program requires elementary candidates to complete a 240-hour institute that takes place on six-hour days for eight weeks. Content includes research-based teaching strategies in reading and math; research on child and adolescent growth; knowledge of individual differences, including teaching exceptional children; and methods of classroom management. Middle and secondary candidates complete similar subject matter in a 180-hour institute that takes place on six-hour days for six weeks. Candidates must also participate in the Kentucky Teacher Internship Program.

The Teach For America (TFA) Alternative Route to Certification program requires candidates to complete a five-week intensive training program, which includes practice teaching, during the summer. Coursework is focused on leadership, instructional planning and delivery, classroom management, diversity, learning theory and literacy development. Throughout the two-year program, TFA corps members receive oneon-one coaching.

While Kentucky does not require any of its alternate routes to provide candidates with practice-teaching experience, Kentucky's KTIP program is highly specific in laying out the type of support mentors must provide. Candidates are given a team of advisers and must receive more than 50 hours of in-classroom observations and trainings (about two hours per week), complete modules with their mentors and participate in professional development activities.

Candidates can receive full certification in one or two years in all alternate route programs except for the University Based Alternative Route to Certification.

Supporting Research 16 KAR 9-080

RECOMMENDATION

Establish coursework guidelines for alternate route preparation programs.

The state should articulate guidelines regarding the nature and amount of coursework required of candidates. Requirements should be manageable and contribute to the immediate needs of new teachers. Appropriate coursework should include grade-level or subject-level seminars, methodology in the content area, classroom management, assessment and scientifically based early reading instruction.

Offer opportunities to practice teach.

While Kentucky is commended for offering high-quality mentoring support to new alternate route teachers, the state should consider providing its candidates with a practice-teaching opportunity prior to their placement in the classroom.

KENTUCKY RESPONSE TO ANALYSIS

Kentucky recognized the factual accuracy of this analysis. The state added that all of its alternative routes to certification have been established by the Kentucky General Assembly. Each route meets specific needs to recruit qualified individuals to meet the cultural and educational needs of Kentucky students, schools and districts. Recruitment of these individuals continues to enhance the educational system in Kentucky.

Supporting Research

http://www.epsb.ky.gov/certification/certaltroutes.asp

http://www.lrc.ky.gov/statutes/statute.aspx?id=3837

LAST WORD

Kentucky may well find that each of its numerous routes meets a specific educational need. If that is the case, NCTQ encourages the state to ensure that each route offers appropriate preparation that meets the needs of alternate route candidates.

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EXAMPLES OF BEST PRACTICE

Delaware and **New Jersey** ensure that alternate routes provide efficient preparation that meets the needs of new teachers. Both states require a manageable number of credit hours, relevant coursework, a field placement and intensive mentoring.

Area 2: Expanding the Teaching Pool

➤ Goal C – Alternate Route Usage and Providers

The state should provide an alternate route that is free from limitations on its usage and allows a diversity of providers.

Goal Components

(The factors considered in determining the states' rating for the goal.)

- 1. The state should not treat the alternate route as a program of last resort or restrict the availability of alternate routes to certain subjects, grades or geographic areas.
- 2. The state should allow districts and nonprofit organizations other than institutions of higher education to operate alternate route programs.
- 3. The state should ensure that its alternate route has no requirements that would be difficult to meet for a provider that is not an institution of higher education (e.g., an approval process based on institutional accreditation).

Background

A detailed rationale and supporting research for this goal can be found at: nctq.org/statepolicy



2-C Analysis: **Kentucky**





State Meets Goal (😩 Progress Since 2011

ANALYSIS

Kentucky does not limit the usage or providers of its alternate routes.

Kentucky is commended for having no restrictions on the usage of its alternate routes with regard to subject, grade or geographic areas.

The state allows local school districts, nonprofit organizations, as well as institutions of higher education, to offer alternate route programs. The state is commended for structuring its programs to allow a diversity of providers. A good diversity of providers helps all programs, both university- and nonuniversity-based, to improve.

Supporting Research Kentucky Code 161.048

KENTUCKY RESPONSE TO ANALYSIS

Kentucky recognized the factual accuracy of this analysis.

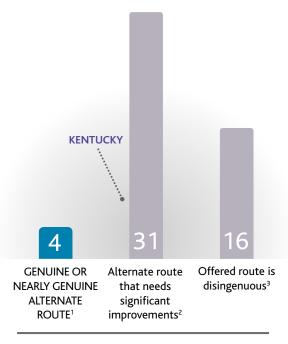
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** EXAMPLES OF BEST PRACTICE

Twenty-three states meet this goal, and although NCTQ has not singled out one state's policies for "best practice" honors, it commends all states that pemit both broad usage and a diversity of providers for their alternate routes.

Figure 50 Do states provide real alternative pathways to certification?



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

Figure 51	PREREQUISITE OF STRONG	VERPCATION OF SUBJECT	5 / 5		× /	XXO.	/	<u>u</u>	WING /	IDERS
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Wyoming						*				
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Area 2: Expanding the Teaching Pool

➤ Goal D – Part-Time Teaching Licenses

The state should offer a license with minimal requirements that allows content experts to teach part time.

Goal Components

(The factors considered in determining the states' rating for the goal.)

- Either through a discrete license or by waiving most licensure requirements, the state should license individuals with content expertise as part-time instructors.
- All candidates for a part-time teaching license should be required to pass a subjectmatter test.
- 3. Other requirements for this license should be limited to those addressing public safety (e.g., background screening) and those of immediate use to the novice instructor (e.g., classroom management training).

Background

A detailed rationale and supporting research for this goal can be found at: nctq.org/statepolicy



2-D Analysis: Kentucky



State Nearly Meets Goal



Progress Since 2011

ANALYSIS

Kentucky offers the Adjunct Instructor certificate as a part-time license.

Candidates in the Adjunct Instructor Certification program must have either a bachelor's or master's degree with a minimum GPA of 2.5, or 3.0 in the last 60 hours of coursework. Elementary applicants must have at least a minor in child development or a related area. Secondary applicants must have a major in their intended teaching field. Candidates are not required to pass a subject-matter exam.

The employing district must provide an orientation program for the adjunct instructor that provides information about student safety, policies and procedures and pedagogical assistance.

Supporting Research

Kentucky Adjunct Instructor Certification http://www.epsb.ky.gov/certification/adjinstruct.asp 16 KAR 9:040

RECOMMENDATION

Require applicants to pass a subject-matter test.

Kentucky should consider requiring all applicants to pass a content knowledge test. Applicants for the Adjunct Instructor certificate should be experts in the area they plan to teach and therefore should be able to demonstrate this on an exam. Even with a minimum GPA and major requirement, it is unlikely that a bachelor's degree is sufficient evidence of expertise in a field. A subject-matter exam serves as an important safeguard; teachers without sufficient content knowledge place students at risk.

KENTUCKY RESPONSE TO ANALYSIS

Kentucky was helpful in providing NCTQ with facts that enhanced this analysis.

Figure 53 Do states offer a license with minimal requirements that allows content experts to teach part-time? YES Š Alabama Alaska Arizona Arkansas California Colorado Connecticut Delaware District of Columbia Florida Georgia Hawaii Idaho П Illinois Indiana Iowa Kansas **KENTUCKY** Louisiana Maine П П Maryland Massachusetts П Michigan Minnesota Mississippi Missouri Montana Nebraska Nevada New Hampshire New Jersey П П New Mexico **New York** North Carolina North Dakota Ohio Oklahoma Oregon П П Pennsylvania Rhode Island South Carolina South Dakota Tennessee Texas Utah П П Vermont Virginia Washington West Virginia Wisconsin Wyoming 10 12 29



EXAMPLE 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 subject-matter test and will be assigned a mentor.

Area 2: Expanding the Teaching Pool

Goal E − Licensure Reciprocity

The state should help to make licenses fully portable among states, with appropriate safeguards.

Goal Components

(The factors considered in determining the states' rating for the goal.)

- The state should offer a standard license to fully certified teachers moving from other states, without relying on transcript analysis or recency requirements as a means of judging eligibility. The state can and should require evidence of effective teaching in previous employment.
- 2. The state should uphold its standards for all teachers by insisting that certified teachers coming from other states meet its own testing requirements.
- The state should accord the same license to teachers from other states who completed an approved alternate route program as it accords teachers prepared in a traditional preparation program.
- 4. Consistent with these principles of portability, state requirements for online teachers based in other states should protect student interests without creating unnecessary obstacles for teachers.

Background

A detailed rationale and supporting research for this goal can be found at: nctq.org/statepolicy



2-E Analysis: **Kentucky**



State Does Not Meet Goal



Progress Since 2011

ANALYSIS

Regrettably, Kentucky grants a waiver of its licensing tests to any out-of-state teacher who has at least two years of experience.

Teachers with valid out-of-state certificates may be eligible for Kentucky certification; however, the state does not guarantee a similar license. Cases are evaluated on an individual basis, and the state requires transcripts for all applicants, indicating the likelihood that officials will analyze transcripts to determine whether a teacher was prepared through a traditional or alternate route and how much additional coursework will be required. States that reach a determination about an applicant's licensure status on the basis of the course titles listed on the applicant's transcript may end up mistakenly equating the amount of required coursework with the teacher's qualifications.

Kentucky is also a participant in the NASDTEC Interstate Agreement, which outlines which other states' certificates will be accepted by the receiving state. This agreement is not a collection of two-way reciprocal acceptances, nor is it a guarantee that all certificates will be accepted by the receiving state, and is therefore not included in this analysis.

The state does not articulate specific certification requirements for out-of-state teachers who teach online courses to Kentucky students.

Supporting Research

Kentucky Administrative Regulations 16 KAR 4:030 Certification FAQs http://www.epsb.ky.gov/certification/certFAQ.asp

RECOMMENDATION

To uphold standards, require that teachers coming from other states meet testing requirements.

Kentucky takes considerable risk by granting a waiver for its licensing tests to any out-of-state teacher who has two years of teaching experience. The state should not provide any waivers of its teacher tests unless an applicant can provide evidence of a passing score under its own standards. The negative impact on student learning stemming from a teacher's inadequate subject-matter knowledge is not mitigated by the teacher's having experience.

 Offer a standard license to certified out-of-state teachers, absent unnecessary requirements.

Kentucky should consider adopting a more flexible policy regarding portability. Transcript reviews are not a particularly meaningful or efficient exercise, and the state should consider discontinuing its requirement for the submission of transcripts for all teachers. Transcript analysis is likely to result in additional coursework requirements, even for traditionally prepared teachers; alternate route teachers, on the other hand, may have to virtually begin anew, repeating some, most or all of a teacher preparation program in Kentucky.

Require evidence of effective teaching when determining eligibility for full certification.

Rather than rely on transcripts to assess credentials, Kentucky should instead require that evidence of teacher effectiveness be considered for all out-of-state candidates. Such evidence is especially important for candidates who come from states that make student growth at least a significant factor of a teacher evaluation (see Goal 3-B).

Accord the same license to out-of-state alternate route teachers as would be accorded to traditionally prepared teachers.

Regardless of whether a teacher was prepared through a traditional or alternate route, all certified out-of-state teachers should receive equal treatment. State policies that discriminate against teachers who were prepared in an alternate route are not supported by evidence. In fact, a substantial body of research has failed to discern differences in effectiveness between alternate and traditional route teachers.

■ Ensure that requirements for online teachers are as rigorous as those for in-state teachers.

Kentucky should ensure that online teachers based in other states are at least equally as qualified as those who teach in the state. However, Kentucky should balance the interests of its students in having qualified online instructors with making certain that these requirements do not create unnecessary obstacles for out-of-state teachers.

KENTUCKY RESPONSE TO ANALYSIS

Kentucky asserted that teachers who are fully certified with out-of-state certificates may be eligible for certification in the state. Preparation, degree, GPA requirements and assessments are all addressed, and out-of-state applicants are subject to the testing and internship requirements of the statutory regulations.

Kentucky also noted that in regard to online teachers, it administers digital learning for the state's schools and districts. The state recognizes teachers certified outside of Kentucky to teach virtual courses and uses alternate certification to secure teachers for this purpose.

Supporting Research

KRS Chapter 161

KAR Title 16

Quality of Online Instructors

http://www.digitallearningnow.com/10elements/quality-instruction/

LAST WORD

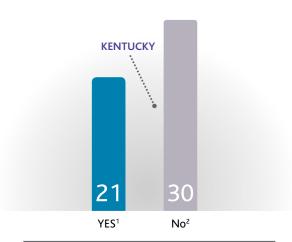
The Education Professional Standards Board website reads: "Testing requirements will be waived for out-of-state applicants who hold a valid certificate and have completed two years of teaching in the subject area and grade level on their certificate." Kentucky should ensure that all out-of-state teachers meet its testing standards prior to entering the classroom.

Supporting Research

http://www.epsb.ky.gov/certification/certFAQ.asp

Figure 55

Do states require all out-of-state teachers to pass their licensure tests?



- Strong Practice: Alabama, Alaska³, Idaho, Illinois, Indiana, Iowa, Maine⁴, Massachusetts³, Minnesota, New York⁵, North Carolina, North Dakota, Ohio, Oklahoma, Pennsylvania, Rhode Island, South Dakota, Texas³, Utah, Washington⁶, Wisconsin
- Arizona, Arkansas, California, Colorado, Connecticut, Delaware, District of Columbia, Florida, Georgia, Hawaii, Kansas, Kentucky, Louisiana, Maryland, Michigan, Mississippi, Missouri, Montana', Nebraska, Nevada, New Hampshire, New Jersey, New Mexico, Oregon, South Carolina, Tennessee, Vermont, Virginia, West Virginia, Wyoming
- 3. Allows one year to meet testing requirements.
- 4. Maine grants waiver for basic skills and pedagogy tests.
- Waiver for teachers with National Board Certification; all others given two years to meet testing requirements.
- 6. Waiver for teachers with National Board Certification.
- 7. No subject-matter testing for any teacher certification.

What do states require of teachers transferring from other states? Alabama Alaska Arizona Arkansas California Colorado Connecticut Delaware District of Columbia Florida Georgia П Hawaii П Idaho П Illinois Indiana Iowa Kansas **KENTUCKY** Louisiana Maine Maryland Massachusetts Michigan Minnesota Mississippi Missouri Г Montana Nebraska Nevada New Hampshire New Jersey New Mexico New York North Carolina North Dakota П Ohio Oklahoma Oregon Pennsylvania Rhode Island П South Carolina South Dakota Tennessee Texas П П Utah П Vermont П Virginia Washington West Virginia Wisconsin Wyoming 6 44 11

Figure 56

4. Teachers with less than 3 years' experience are subject to transcript review.

^{1.} State conducts transcript reviews.

 $^{\ \ \, \}hbox{$2$. Recency requirement is for alternate route.}$

^{3.} For traditionally prepared teachers only.

Figure 57	5	State Specifies different	ate / 4
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TEXAMPLES OF BEST PRACTICE

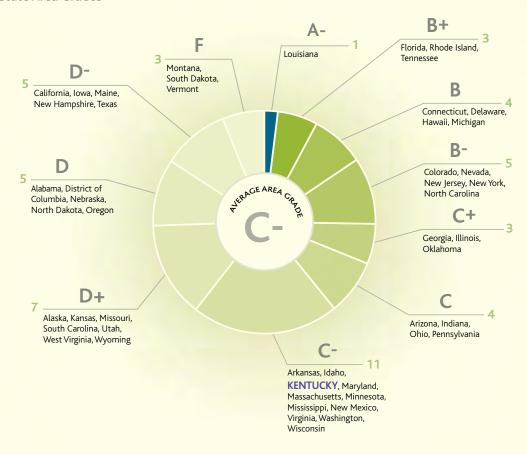
Alabama and Texas appropriately support licensure reciprocity by requiring that certified teachers from other states meet Alabama's and Texas's own testing requirements, and by not specifying any additional coursework or recency requirements to determine eligibility for either traditional or alternate route teachers. Also worthy of mention is **Delaware** for its reciprocity policy that limits the evidence of "successful" experience it will accept to evaluation results from states with rigorous requirements similar to its own.

Area 3 Summary



How States are Faring in Identifying Effective Teachers

State Area Grades



Topics Included In This Area

- 3-A: State Data Systems
- 3-B: Evaluation of Effectiveness
- 3-C: Frequency of Evaluations

- 3-D: Tenure
- 3-E: Licensure Advancement
- 3-F: Equitable Distribution

Goal A – State Data Systems

The state should have a data system that contributes some of the evidence needed to assess teacher effectiveness.

Goal Components

(The factors considered in determining the states' rating for the goal.)

- The state should establish a longitudinal data system with at least the following key components:
 - a. A unique statewide student identifier number that connects student data across key databases across years;
 - b. A unique teacher identifier system that can match individual teacher records with individual student records and
 - c. An assessment system that can match individual student test records from year to year in order to measure academic growth.
- Student growth or value-added data provided through the state's longitudinal data system should be considered among the criteria used to determine teachers' effectiveness.
- To ensure that data provided through the state data system is actionable and reliable, the state should have a clear definition of "teacher of record" and require its consistent use statewide.
- 4. Data provided through the state's longitudinal data system should be used to publicly report information on teacher production.



The components for this goal have changed since 2011. In light of state progress on this topic, the bar for this goal has been raised.

Background

A detailed rationale and supporting research for this goal can be found at: nctq.org/statepolicy



3-A Analysis: Kentucky



State Nearly Meets Goal



Bar Raised for this Goal



Progress Since 2011

ANALYSIS

Kentucky has a data system with the capacity to provide evidence of teacher effectiveness.

Kentucky has all three necessary elements of a student- and teacher-level longitudinal data system. The state has assigned unique student identifiers that connect student data across key databases across years and has assigned unique teacher identifiers that enable it to match individual teacher records with individual student records. It also has the capacity to match student test records from year to year in order to measure student academic growth.

Commendably, Kentucky defines teacher of record as a certified teacher who has been assigned the lead responsibility for a student's learning in a subject/course aligned to the state's core academic standards. Further, the state's teacher-student data link can connect more than one educator to a particular student in a given course, and it does have in place a process for teacher roster verification.

Kentucky does not publish data on teacher production that connects program completion, certification and hiring statistics. The state is in the process of compiling an Education Professional Standards Board Work Force Data Dashboard, which will provide statistics about the state's public teacher personnel; however, it is unclear whether these data will connect to district hiring statistics.

Supporting Research

Data Quality Campaign www.dataqualitycampaign.org Dashboard https://wd.kyepsb.net/EPSB.WebApps/Dashboard/DashbrdWeb/

RECOMMENDATION

Publish data on teacher production.

From the number of teachers who graduate from preparation programs each year, only a subset are certified, and only some of those certified are actually hired in the state. While it is certainly desirable to produce a big enough pool to give districts a choice in hiring, the substantial oversupply in some teaching areas is not good for the profession. Kentucky should look to Maryland's "Teacher Staffing Report" as a model whose primary purpose is to determine teacher shortage areas, while also identifying areas of surplus. By collecting similar hiring data from its districts, Kentucky will form a rich set of data that can inform policy decisions.

KENTUCKY RESPONSE TO ANALYSIS

The state asserted that the Kentucky Center for Education and Workforce Statistics (KCEWS) collects and links data to evaluate education and workforce efforts in the Commonwealth. This includes developing reports and providing statistical data about these efforts so policy makers, agencies and the general public can make better-informed decisions. The KCEWS is a joint effort of the Kentucky Department of Education, the Council on Postsecondary Education, the Education Professional Standards Board and the Kentucky Education and Workforce Development Cabinet to create a system that securely links data together from early childhood, P-12, postsecondary, teacher licensure and preparation and other sources, allowing the state to develop a broader understanding about the educational process through a seamless system.

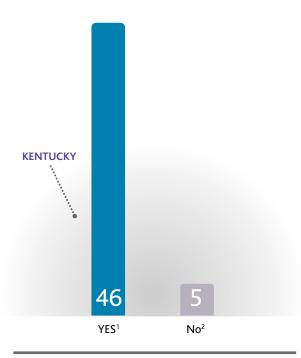
Supporting Research

http://kentuckyp20.ky.gov/

LAST WORD The KCEWS website provides some teacher data, namely teacher retention data and a report that links assessment data to identify trends in terms of where graduates from various programs go to work after they complete their programs. However, these data do not provide specific insight into teacher supply issues, especially those pertaining to teacher shortage areas or areas of potential oversupply.

Figure 59 Do states' data systems have the basic elements

needed to assess teacher effectiveness: unique teacher and student identifiers that can be matched to test records over time?



^{1.} Strong Practice: Alabama, Alaska, Arizona, Arkansas, California, Connecticut, Delaware, District of Columbia, Florida, Georgia, Hawaii, Idaho, Illinois, Indiana, Iowa, Kansas, Kentucky, Louisiana, Maryland, Massachusetts, Michigan, Minnesota, Mississippi, Missouri, Montana, Nebraska, Nevada, New Hampshire, New Jersey, New Mexico, New York, North Carolina, North Dakota, Ohio, Oregon, Rhode Island, South Carolina, Tennessee, Texas, Utah, Vermont, Virginia, Washington, West Virginia, Wisconsin,

2. Colorado, Maine, Oklahoma, Pennsylvania, South Dakota

Figure 60		/	A
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TEXAMPLES OF BEST PRACTICE

Hawaii and New York have all three necessary elements of a student- and teacher-level longitudinal data system. Both states have 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 New York publish teacher production data. Also worthy of mention is Maryland 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.

Goal B – Evaluation of Effectiveness

The state should require instructional effectiveness to be the preponderant criterion of any teacher evaluation.

Goal Components

(The factors considered in determining the states' rating for the goal.)

- 1. The state should either require a common evaluation instrument in which evidence of student learning is the most significant criterion or should specifically require that student learning be the preponderant criterion in local evaluation processes. Evaluation instruments, whether state or locally developed, should be structured so as to preclude a teacher from receiving a satisfactory rating if found ineffective in the classroom.
- Evaluation instruments should require classroom observations that focus on and document the effectiveness of instruction.
- 3. The state should encourage the use of student surveys, which have been shown to correlate strongly with teacher effectiveness.
- 4. The state should require that evaluation instruments differentiate among various levels of teacher performance. A binary system that merely categorizes teachers as satisfactory or unsatisfactory is inadequate.

Background

A detailed rationale and supporting research for this goal can be found at: nctq.org/statepolicy



3-B Analysis: Kentucky



State Partly Meets Goal Progress Since 2011



ANALYSIS

Although the state requires student performance data to be a factor, Kentucky does not require that objective evidence of student learning be the preponderant criterion of its teacher evaluations.

Recent legislation requires that prior to the beginning of the 2014-2015 school year, a statewide personnel evaluation system must be developed. Districts may submit alternate evaluation systems for state approval, but these alternatives must be comparable to the statewide system.

This professional growth and effectiveness system must use multiple measures of effectiveness, including student growth data as a "significant" factor in determining teacher effectiveness, utilizing both standardized tests and local formative growth measures. Parent surveys must also be included. The system must also have at least three performance rating levels.

Kentucky is in the process of piloting its new Professional Growth and Effectiveness System (PGES), which also requires classroom observations. PGES is a key requirement of the state's Elementary and Secondary Education Act (ESEA) Flexibility Waiver and Race to the Top grant.

Supporting Research

HB 180 (2013)

PGES Overview

http://education.ky.gov/teachers/HiEffTeach/Documents/PGES%20Overview.pdf

RECOMMENDATION

Require instructional effectiveness to be the preponderant criterion of any teacher evaluation.

Kentucky's requirement falls short by failing to require that evidence of student learning be the most significant criterion, and the state's vague language leaves room for interpretation as to the actual measure of "significant" in the overall evaluation score. Kentucky should either require a common evaluation instrument in which evidence of student learning is the most significant criterion, or it should specifically require that student learning be the preponderant criterion in local evaluation processes. This can be accomplished by requiring objective evidence to count for at least half of the evaluation score or through other scoring mechanisms, such as a matrix, that ensure that nothing affects the overall score more. Whether state or locally developed, a teacher should not be able to receive a satisfactory rating if found ineffective in the classroom.

■ Ensure that evaluations also include classroom observations that specifically focus on and document the effectiveness of instruction.

Although Kentucky requires classroom observations as part of teacher evaluations, the state should articulate guidelines that focus classroom observations on the quality of instruction, as measured by student time on task, student grasp or mastery of the lesson objective and efficient use of class time.

KENTUCKY RESPONSE TO ANALYSIS

Kentucky recognized the factual accuracy of this analysis. The state added that it has not yet determined what the final weight of student growth will be for full implementation. It is waiting for its research to be completed this school year before it makes a final determination regarding its new Professional Growth and Effectiveness System, which is being developed as part of Kentucky's ESEA waiver.

Kentucky also noted that within the adapted Danielson framework, the entire system is geared to strengthen and develop student learning in multiple areas. Through "other scoring mechanisms," the framework directly addresses student learning and outcomes and is designed to support student achievement and professional best practice through the domains of planning and preparation, classroom environment, instruction, professional responsibilities, and student growth. The framework also includes the following themes critical to improving teaching and learning: equity, cultural competence, high expectations, developmental appropriateness, accommodating individual needs, effective technology integration and student assumption of responsibility. The Kentucky Teaching Standards and the state's Characteristics of Highly Effective Teaching and Learning, along with research from many of the top educator appraisal specialists and researchers, are the foundation for this new system. The framework provides structure and feedback for continuous improvement through individual goals that target student and professional growth, thus supporting overall school improvement.

Kentucky added that teacher performance will be rated for each component according to four performance levels: ineffective, developing, accomplished and exemplary. The expected performance level is "accomplished," and it will be expected for a teacher to "live" in accomplished but occasionally "visit" exemplary, which is purposefully designed to be a high level to achieve. However, improved student learning is the ultimate goal of the proposed system. The Board will be finalizing the regulation detailing the specifics of its teacher and principal evaluation system starting in February 2014 and ending in April 2014.

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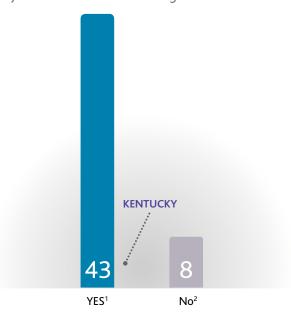
^{2.} Explicitly defined for the 2013-2014 school year.

 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.

Figure 64 Type of suriey not specified Is survey data used as part of teacher evaluations? Alabama Alaska¹ Arizona П П П Arkansas California Colorado 2 Connecticut³ П П Delaware П П District of Columbia Florida Georgia Hawaii П Idaho Illinois \Box П П Indiana Iowa1 Kansas **KENTUCKY** П Louisiana Maine 2 Maryland П П П П Massachusetts Michigan П Minnesota Mississippi П П П Missouri 2 Montana П Nebraska Nevada П П New Hampshire П П П New Jersey П New Mexico П П П New York North Carolina North Dakota Ohio П П П Oklahoma Oregon Pennsylvania Rhode Island South Carolina П South Dakota Tennessee Texas Utah Vermont Virginia П Washington West Virginia Wisconsin Wyoming П 2 14 11 6 33

Figure 65

Do states require more than two categories for teacher evaluation ratings?



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

Input from students, teachers and peers is required, but there is no explicit indication that this must come from surveys.

^{2.} Explicitly allowed but not required.

^{3.} Requires parent or peer surveys; whole-school student learning or student surveys.



EXAMPLES OF BEST PRACTICE

NCTQ has not singled out any one state for "best practice" honors. Many states continue to make significant strides in the area of teacher evaluation by requiring that objective evidence of student learning be the preponderant criterion. Because there are many different approaches that result in student learning being the preponderant criterion, all 19 states that meet this goal are commended for their efforts.

Figure 66 Do states direct how teachers should be evaluated? Alabama Alaska Arizona П Arkansas California П П Colorado Connecticut П Delaware П District of Columbia П П Florida Georgia П Hawaii П П Idaho П П Illinois Indiana Iowa Kansas **KENTUCKY** Louisiana Maine Maryland П П Massachusetts Michigan П П Minnesota Mississippi Missouri Montana П Nebraska Nevada П П New Hampshire П New Jersey П New Mexico П П New York North Carolina North Dakota Ohio П П Oklahoma Oregon Pennsylvania Rhode Island South Carolina South Dakota Tennessee Texas Utah П П Vermont Virginia Washington West Virginia Wisconsin Wyoming П П 9 12 30

New Hampshire is in the process of developing a state model/criteria for teacher evaluations.

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^{1.} Maryland requires multiple observers for ineffective teachers.

 $^{2. \ \ \}text{Multiple evaluators are explicitly allowed but not required}.$

➤ Goal C – Frequency of Evaluations

The state should require annual evaluations of all teachers.

Goal Components

(The factors considered in determining the states' rating for the goal.)

- 1. The state should require that all teachers receive a formal evaluation rating each year.
- While all teachers should have multiple observations that contribute to their formal evaluation rating, the state should ensure that new teachers are observed and receive feedback early in the school year.

Background

A detailed rationale and supporting research for this goal can be found at: nctq.org/statepolicy



3-C Analysis: **Kentucky**



State Partly Meets Goal (Progress Since 2011



ANALYSIS

Regrettably, Kentucky does not ensure that all teachers are evaluated annually.

Tenured teachers in Kentucky are required to be evaluated just once every three years. Further, the state articulates that multiple observations are required only when observation results are unsatisfactory.

Nontenured teachers in Kentucky must receive annual evaluations that consist of multiple observations. Further, the state requires first-year teachers to participate in its Kentucky Teacher Internship Program (KTIP), which mandates at least three classroom observations by three members of the KTIP committee: the school principal, a resource teacher (mentor), and a teacher educator assigned by an approved teacher preparation program. Each observation is followed with a postobservation conference. Stipulations determine when these observations must take place, ensuring that the first occurs within the first half of the school year.

Recent legislation explicitly articulates that the state's new evaluation system may not require annual summative evaluations. It is not clear how this stipulation will affect KTIP.

Supporting Research

Kentucky Administrative Regulations 704 KAR 3:345 http://epsb.ky.gov/internships/ HB 180 (2013)

RECOMMENDATION

Require annual formal evaluations for all teachers.

All teachers in Kentucky should be evaluated annually. Rather than treated as mere formalities, these teacher evaluations should serve as important tools for rewarding good teachers, helping average teachers improve and holding weak teachers accountable for poor performance.

Base evaluations on multiple observations.

To guarantee that annual evaluations are based on an adequate collection of information, Kentucky should require multiple observations for all teachers, even those who have nonprobationary status. While it may be practical to reduce the number of observations for the highest performing teachers, all other teachers—not just those with an unsatisfactory rating—deserve more feedback that can help them grow and excel.

KENTUCKY RESPONSE TO ANALYSIS

Kentucky recognized the factual accuracy of this analysis.

Figure 69
Do states require districts to evaluate all teachers each year?

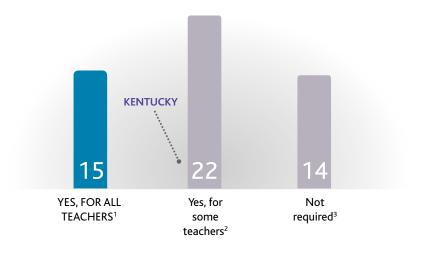


- Strong Practice: Alabama, Arizona, Colorado, Connecticut, Delaware, Florida, Georgia, Hawaii, Idaho, Indiana, Louisiana, Maryland³, Mississippi, Nevada, New Jersey, New Mexico, New York, North Carolina, North Dakota, Oklahoma, Pennsylvania, Rhode Island, Tennessee, Utah, Washington, West Virginia, Wisconsin, Wyoming
- Alaska, Arkansas, California, District of Columbia, Illinois, Iowa, Kansas, Kentucky, Maine, Massachusetts, Michigan, Minnesota, Missouri, Montana, Nebraska, New Hampshire, Ohio, Oregon, South Carolina, South Dakota, Texas, Vermont, Virginia
- ${\it 3. Regulations sunset on September 30, 2014.}$

Figure 70		ANNUAL EVALUATION OF ALL PROBATIONARY TEACHERS
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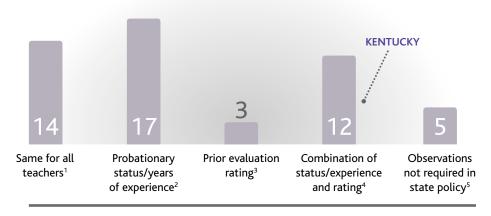
Figure 71

Do states require multiple classroom observations?



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

Figure 72
What is the determining factor for frequency of observations?



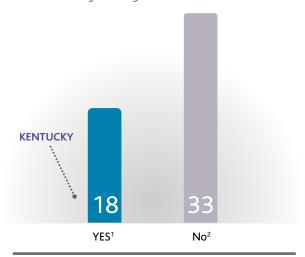
- Alabama, District of Columbia⁶, Georgia, Hawaii, Idaho, Indiana, Iowa, Maine, Mississippi, Missouri, New Jersey, New Mexico, New York, Rhode Island
- 2. Alaska, Arkansas⁷, California⁷, Colorado, Florida, Kansas⁷, Minnesota⁷, Nebraska, North Carolina, Oklahoma⁷, Oregon, Pennsylvania⁷, South Carolina, South Dakota⁷, Utah⁷, Washington, West Virginia⁸
- 3. Louisiana, Michigan, Ohio
- 4. Arizona⁹, Connecticut, Delaware, Illinois, Kentucky, Maryland, Massachusetts⁷, Nevada, Tennessee, Texas⁷, Virginia⁷, Wisconsin⁷
- 5. Montana, New Hampshire, North Dakota, Vermont, Wyoming
- 6. Depends on LEA requirements.
- 7. Frequency is based on evaluation cycle, not year.
- 8. No observations required after year 5.
- 9. Second observation may be waived for tenured teachers with high performance on first observation.



** EXAMPLES OF BEST PRACTICE

NCTQ is not awarding "best practice" honors for frequency of evaluations but commends Alabama, Hawaii, Idaho, Mississippi, New Jersey, Tennessee and Washington. These states not only require annual evaluations and multiple observations for all teachers, but they also ensure that new teachers are observed and receive feedback during the first half of the school year.

Figure 73 Do states require that new teachers are observed early in the year?



- Strong Practice: Alabama, Delaware, Hawaii, Idaho, Kansas, Kentucky, Minnesota, Mississippi, Nebraska, Nevada, New Jersey, North Dakota³, Oklahoma, Rhode Island, South Carolina, Tennessee, Washington, West Virginia
- 2. Alaska, Arizona, Arkansas, California, Colorado, Connecticut, District of Columbia, Florida, Georgia, Illinois, Indiana, Iowa, Louisiana, Maine, Maryland, Massachusetts, Michigan, Missouri, Montana, New Hampshire, New Mexico, New York, North Carolina, Ohio, Oregon, Pennsylvania, South Dakota, Texas, Utah, Vermont, Virginia⁴, Wisconsin,
- 3. New teachers must be evaluated early in the year; observations not explicit.
- 4. Teachers in their first year are informally evaluated early in the year.

Goal D - Tenure

The state should require that tenure decisions are based on evidence of teacher effectiveness.

Goal Components

(The factors considered in determining the states' rating for the goal.)

- A teacher should be eligible for tenure after a certain number of years of service, but tenure should not be granted automatically at that juncture.
- 2. Evidence of effectiveness should be the preponderant criterion in tenure decisions.
- The minimum years of service needed to achieve tenure should allow sufficient data to be accumulated on which to base tenure decisions; four to five years is the ideal minimum.

Background

A detailed rationale and supporting research for this goal can be found at: nctq.org/statepolicy



3-D Analysis: **Kentucky**



State Meets a Small Part of Goal



Progress Since 2011

ANALYSIS

Kentucky does not connect tenure decisions to evidence of teacher effectiveness.

Teachers in Kentucky are awarded tenure automatically after a four-year probationary period, absent an additional process that evaluates cumulative evidence of teacher effectiveness.

Supporting Research

Kentucky Revised Statute XIII 161.740(1)(b)

RECOMMENDATION

End the automatic awarding of tenure.

The decision to grant tenure should be a deliberate one, based on consideration of a teacher's commitment and actual evidence of classroom effectiveness.

- Ensure evidence of effectiveness is the preponderant criterion in tenure decisions.
 - Kentucky should make evidence of effectiveness, rather than the number of years in the classroom, the most significant factor when determining this leap in professional standing.
- Articulate a process that local districts must administer when deciding which teachers get tenure.
 - Kentucky should require a clear process, such as a hearing, to ensure that the local district reviews a teacher's performance before making a determination regarding tenure.
- Ensure that the probationary period is adequate.

Kentucky's probationary period is longer than that of most other states. However, the state should make certain that it allows sufficient time to collect data that adequately reflect teacher performance.

KENTUCKY RESPONSE TO ANALYSIS

Kentucky recognized the factual accuracy of this analysis. The state added that it is aware of the issues/ problems with its current evaluation system and is addressing this through the new Professional Growth and Effectiveness System as part of Kentucky's ESEA waiver. The state agrees that it should make evidence of effectiveness, rather than the number of years in the classroom, the most significant factor when determining this leap in professional standing.

Kentucky also pointed out that the new system is undergoing a statewide pilot in 2013-2014. It will be fully implemented without use for personnel decisions in 2014-2015, and then it will be fully implemented with use for personnel decisions in 2015-2016. This timeline is allowed per the U.S. Department of Education through the ESEA waiver process.

How long before a teacher earns tenure?							STATE ONLY AWARDS
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- 1. Idaho limits teacher contract terms to one year.
- A teacher can receive up to a 4-year contract if deemed proficient on evaluation.
- Teachers must hold an educator license for at least seven years and have taught in the district at least three of the last five years.
- 4. 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.
- While technically not on annual contracts, Rhode Island teachers who receive two years of ineffective ratings are dismissed.
- 6. Local school board may extend up to five years.
- 7. 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.



TEXAMPLES OF BEST PRACTICE

Connecticut and Michigan 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. Michigan requires a probationary period of five years, with teachers having to earn a rating of effective or highly effective on their three most recent performance evaluations. Both states require that student growth be the preponderant criterion of teacher evaluations.

- 1. Florida only awards annual contracts.
- 2. North Carolina has recently eliminated tenure. The state requires some evidence of effectiveness in awarding multipleyear contracts.
- 3. 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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Goal E – Licensure Advancement

The state should base licensure advancement on evidence of teacher effectiveness.

Goal Components

(The factors considered in determining the states' rating for the goal.)

- 1. The state should base advancement from a probationary to a nonprobationary license on evidence of effectiveness.
- 2. The state should not require teachers to fulfill generic, unspecified coursework requirements to advance from a probationary to a nonprobationary license.
- 3. The state should not require teachers to have an advanced degree as a condition of professional licensure.
- 4. Evidence of effectiveness should be a factor in the renewal of a professional licenses.

Background

A detailed rationale and supporting research for this goal can be found at: nctq.org/statepolicy



3-E Analysis: **Kentucky**



State Does Not Meet Goal

Progress Since 2011

ANALYSIS

Kentucky's requirements for licensure advancement and renewal are not based on evidence of teacher effectiveness.

To advance from the Initial Provisional Teaching Certificate to the Professional Teaching Certificate, the state requires teachers to successfully complete the beginning teacher internship, a one-year program that provides new teachers with additional supervision and assistance and culminates with a Teacher Performance Assessment that measures mastery of Kentucky Teacher Standards.

To qualify for the Initial Provisional Certificate, most teachers must earn a bachelor's degree; however, the state defines a few exceptions that require a master's degree, including those teaching reading and writing in grades primary through 12 and exceptional children with communication disorders.

Kentucky does not include evidence of effectiveness as a factor in the renewal of a professional license. Kentucky teachers must renew their licenses every five years. For their first five-year renewal, teachers must complete 15 graduate hours, or half of the Continuing Education Option (CEO), and an individualized professional development program designed to replace fifth-year program college courses of study. For their second five-year renewal, teachers must complete a master's degree or the CEO. Each subsequent five-year renewal requires three years of classroom teaching during the previous five-year period, or an additional six hours of graduate credit.

Supporting Research

http://www.epsb.ky.gov/certification/certstandardroutes.asp http://www.epsb.ky.gov/certification/ceooption.asp 16 KAR 2:010

RECOMMENDATION

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

Kentucky 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. While Kentucky's performance assessment may be a step in the right direction, there is no indication that objective evidence of student learning is considered as part of this assessment

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

While targeted requirements may potentially expand teacher knowledge and improve teacher practice, Kentucky's general, nonspecific continuing education coursework requirements for license renewal merely call for teachers to complete a certain amount of seat time. These requirements do not correlate with teacher effectiveness.

KENTUCKY RESPONSE TO ANALYSIS

Kentucky recognized the factual accuracy of this analysis. Kentucky added that it is addressing effectiveness through the new Professional Growth and Effectiveness System for teachers and leaders that is being designed and implemented as part of Kentucky's ESEA waiver. The new system that will make this change is undergoing a statewide pilot in 2013-2014, will be fully implemented statewide without use for personnel decisions in 2014-2015 and then will be fully implemented statewide with use for personnel decisions in 2015-2016. The Kentucky Board of Education will be finalizing the regulation that specifies the details of the new system from October 2013 through February 2014.

Supporting Research

http://education.ky.gov/teachers/HiEffTeach/Pages/Designing-PGES.aspx

http://education.ky.gov/teachers/HQT/Pages/PPGES-Principal-Professional-Growth-and-Effectiveness-System.aspx

LAST WORD

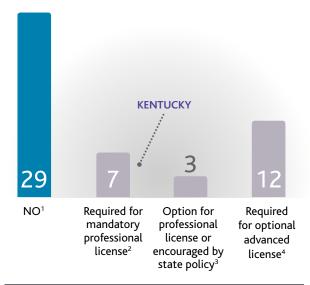
NCTQ looks forward to reviewing Kentucky's progress in future editions of the Yearbook.

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- 1. Evidence of effectiveness is required for license renewal but not for conferring of professional license.
- 2. Illinois allows revocation of licenses based on ineffectiveness.
- Maryland uses some objective evidence through their evaluation systems for renewal, but advancement to professional license is still based on earning an advanced degree.

Figure 79

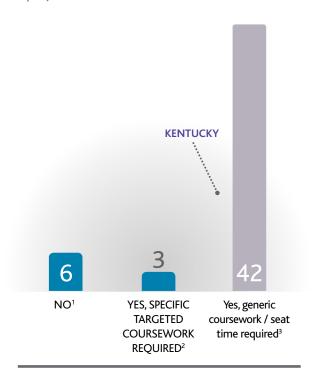
Do states require teachers to earn advanced degrees before conferring professional licensure?



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

Figure 80

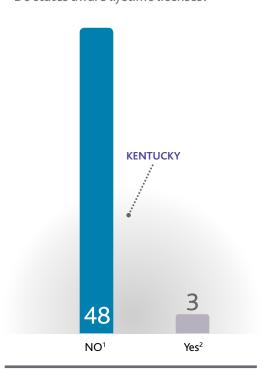
Do states require teachers to take additional coursework before conferring or renewing professional licenses?



- Strong Practice: Hawaii, Louisiana, New Jersey, New Mexico, Rhode Island, Tennessee
- 2. Strong Practice: California, Georgia, Minnesota
- 3. Alabama, Alaska, Arizona, Arkansas, Colorado, Connecticut, Delaware, District of Columbia, Florida, Idaho, Illinois, Indiana, Iowa, Kansas, Kentucky, Maine, Maryland, Massachusetts, Michigan, Mississipipi, Missouri, Montana, Nebraska, Nevada, New Hampshire, New York, North Carolina⁴, North Dakota, Ohio, Oklahoma, Oregon, Pennsylvania, South Carolina, South Dakota, Texas, Utah, Vermont, Virginia, Washington, West Virginia, Wisconsin, Wyoming
- 4. Some required coursework is targeted.

Figure 81

Do states award lifetime licenses?



- Strong Practice: Alabama, Alaska, Arizona, Arkansas, California, Colorado, Connecticut³, 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 Mexico, New York, North Carolina, North Dakota, Ohio, Oklahoma, Oregon, Rhode Island, South Carolina, South Dakota, Tennessee, Texas, Utah, Vermont, Virginia, Washington, Wisconsin, Wyoming
- 2. New Jersey, Pennsylvania, West Virginia
- 3. Although teachers in Connecticut must renew their licenses every five years, there are no requirements for renewal.



TEXAMPLE OF BEST PRACTICE

Rhode Island is integrating certification, certification renewal and educator evaluations. 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 will be eligible for a special license designation.

→ Goal F — Equitable Distribution

The state should publicly report districts' distribution of teacher talent among schools to identify inequities in schools serving disadvantaged children.

Goal Components

(The factors considered in determining the states' rating for the goal.)

- The state should make aggregate school-level data about teacher performance —from an evaluation system based on instructional effectiveness as described in Goal 3-B publicly available.
- 2. In the absence of such an evaluation system, the state should make the following data publicly available:
 - a. An "Academic Quality" index for each school that includes factors research has found to be associated with teacher effectiveness such as:
 - · percentage of new teachers;
 - percentage of teachers failing basic skills licensure tests at least once;
 - percentage of teachers on emergency credentials:
 - average selectivity of teachers' undergraduate institutions and
 - teachers' average ACT or SAT scores
 - b. The percentage of highly qualified teachers disaggregated by both individual school and by teaching area.
 - c. The annual teacher absenteeism rate reported for the previous three years, disaggregated by individual school.
 - d. The average teacher turnover rate for the previous three years, disaggregated by individual school, by district and by reasons that teachers leave.

Background

A detailed rationale and supporting research for this goal can be found at: nctq.org/statepolicy



3-F Analysis: **Kentucky**



State Meets a Small Part of Goal



Progress Since 2011

ANALYSIS

Providing comprehensive reporting may be the state's most important role for ensuring the equitable distribution of teachers among schools. Kentucky reports little school-level data that can help support the equitable distribution of teacher talent.

Kentucky does not require districts to publicly report aggregate school-level data about teacher performance, nor does the state collect and publicly report most of the other data recommended by NCTQ. Kentucky does not provide a school-level teacher-quality index that demonstrates the academic backgrounds of a school's teachers and the ratio of new to veteran teachers. The state also does not report on teacher absenteeism or turnover rates.

Kentucky does report on the percentage of teachers on emergency credentials and the percentage of highly qualified teachers. Commendably, these data are reported for each school, rather than aggregated by district. The state also reports on the average number of years of teacher experience by school. Kentucky is commended for comparing the average percentage of highly qualified teachers in high- and low-poverty schools by content area statewide.

Supporting Research

State, District, School Report Cards http://applications.education.ky.gov/SRC/ 2011-2012 Highly Qualified Teacher Report

RECOMMENDATION

■ Report school-level teacher effectiveness data.

Kentucky should make aggregate school-level data about teacher performance—from an evaluation system based on instructional effectiveness—publicly available. Given that Kentucky requires teacher evaluations to be based to a significant extent on evidence of student learning (see Goal 3-B), such data about the effectiveness of a school's teachers can shine a light on how equitably teachers are distributed across and within school districts.

Publish other data that facilitate comparisons across schools.

Kentucky should collect and report other school-level data that reflect the stability of a school's faculty, including the rates of teacher absenteeism and turnover.

Provide comparative data based on school demographics.

As Kentucky does with highly qualified teachers, the state should provide comparative data for schools with similar poverty and minority populations. This would yield a more comprehensive picture of gaps in the equitable distribution of teachers.

KENTUCKY RESPONSE TO ANALYSIS

Kentucky recognized the factual accuracy of this analysis. The state added that these elements will be addressed once the new Professional Growth and Effectiveness System is fully implemented. Improvement in student learning and in the professional development training of teachers is at the heart of this system.

Kentucky indicated that the new system that will make this change is undergoing a statewide pilot in 2013-2014, will be fully implemented statewide without use for personnel decisions in 2014-2015 and then will be fully implemented statewide with use for personnel decisions in 2015-2016. The Kentucky Board of Education will be finalizing the regulation that specifies the details of the new system from February 2014 through April 2014. **LAST WORD** NCTQ looks forward to reviewing the Kentucky's progress in future editions of the Yearbook.

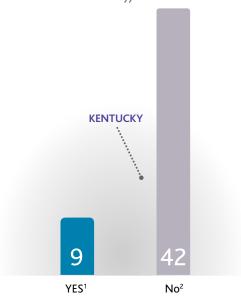
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TEXAMPLES OF BEST PRACTICE

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

Figure 84 Do states publicly report school-level data about teacher effectiveness?

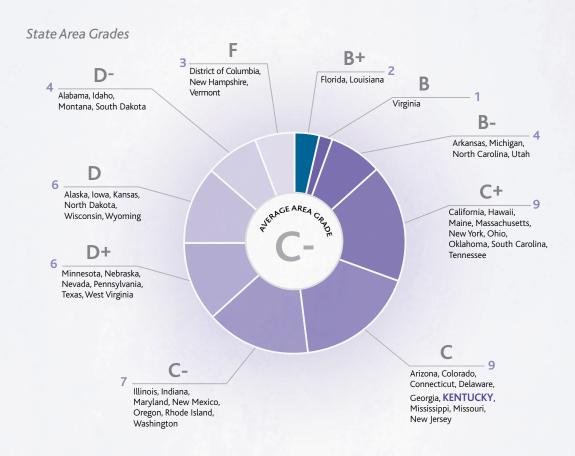


- 1. Strong Practice: Arkansas³, Illinois, Indiana, Louisiana, Massachusetts⁴, Missouri, New York, North Carolina,
- 2. Alabama, Alaska, Arizona, California, Colorado, Connecticut, Delaware, District of Columbia, Florida⁵, Georgia, Hawaii, Idaho, Iowa, Kansas, Kentucky, Maine, Maryland, Michigan, Minnesota, Mississippi, Montana, Nebraska, Nevada, New Hampshire, New Jersey, New Mexico, North Dakota, Ohio, Oklahoma, Oregon, Rhode Island, South Carolina, South Dakota, Tennessee, Texas, Utah⁵, Vermont, Virginia, Washington, West Virginia, Wisconsin, Wyoming
- 3. Reporting of teacher effectiveness data will begin in 2017.
- 4. Massachusetts' evaluation system is not based primarily on evidence of teacher effectiveness.
- 5. Reports data about teacher effectiveness at the district level.

Area 4 Summary

AENTUCK!

How States are Faring in Retaining Effective Teachers





Area 4: Retaining Effective Teachers

Goal A - Induction

The state should require effective induction for all new teachers, with special emphasis on teachers in high-need schools.

Goal Components

(The factors considered in determining the states' rating for the goal.)

- The state should ensure that new teachers receive mentoring of sufficient frequency and duration, especially in the first critical weeks of school.
- Mentors should be carefully selected based on evidence of their own classroom effectiveness and subject-matter expertise. Mentors should be trained, and their performance as mentors should be evaluated.
- 3. Induction programs should include only strategies that can be successfully implemented, even in a poorly managed school. Such strategies include intensive mentoring, seminars appropriate to grade level or subject area, a reduced teaching load and frequent release time to observe effective teachers.

Background

A detailed rationale and supporting research for this goal can be found at: nctq.org/statepolicy



4-A Analysis: Kentucky



State Meets Goal

Progress Since 2011

ANALYSIS

Kentucky requires that all new teachers receive mentoring. Mentors, who are referred to as "resource teachers," are recommended by local district administration and appointed by the state's Education Professional Standards Board. Mentors are assigned to new teachers for a period of one year and may be extended for a second year if necessary.

Mentors must have completed a minimum of four years of teaching experience, and although similar experience in grade level and subject matter is not required, it is given top priority in the pairing process. In addition to special training, mentors must spend a minimum of 70 hours working with new teachers: 20 of these hours must be in the classroom setting, and the remaining 50 hours should be spent in consultation other than class time or attending assessment meetings. Mentors are entitled "to be paid a reasonable stipend."

Supporting Research K.R.S. 161.030

KENTUCKY RESPONSE TO ANALYSIS

Kentucky recognized the factual accuracy of this analysis.

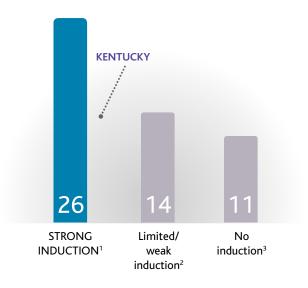
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TEXAMPLE OF BEST PRACTICE

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.

Figure 87 Do states have policies that articulate the elements of effective induction?



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

Area 4: Retaining Effective Teachers

➤ Goal B – Professional Development

The state should ensure that teachers receive feedback about their performance and require professional development to be based on needs identified through teacher evaluations.

Goal Components

(The factors considered in determining the states' rating for the goal.)

- 1. The state should require that evaluation systems provide teachers with feedback about their performance.
- 2. The state should require that all teachers who receive a rating of ineffective/ unsatisfactory or needs improvement on their evaluations be placed on an improvement plan.
- 3. The state should direct districts to align professional development activities with findings from teachers' evaluations.

Background

A detailed rationale and supporting research for this goal can be found at: nctq.org/statepolicy



4-B Analysis: **Kentucky**



State Partly Meets Goal (🖨)



Progress Since 2011

ANALYSIS

Kentucky requires that teachers receive feedback from their evaluations during a formative evaluation conference between the evaluator and the teacher as well as a summative evaluation conference at the end of the evaluation cycle. The conferences must include all evaluation data.

The state also specifies that the evaluation system must include a professional growth plan for all teachers, which is aligned with "specific goals and objectives of the school improvement plan or the district improvement plan."

Supporting Research 704 KAR 3:345, Sec. 4(2)

RECOMMENDATION

- Ensure that professional development is aligned with findings from teachers' evaluations.
 - Kentucky has clearly taken steps to make opportunities for professional growth valuable by aligning them with school or district improvement plans. However, the state could strengthen its current policy by requiring that districts also utilize teacher evaluation results in determining professional development needs and activities.
- Ensure that teachers receiving less than effective ratings are placed on a professional improvement plan.

Kentucky should adopt a policy requiring that teachers who receive even one unsatisfactory evaluation be placed on structured improvement plans. These plans should focus on performance areas that directly connect to student learning and should identify noted deficiencies, define specific action steps necessary to address these deficiencies and describe how and when progress will be measured.

KENTUCKY RESPONSE TO ANALYSIS

Kentucky recognized the factual accuracy of this analysis. The state added that while the analysis is correct in reference to the state's current system, the new Professional Growth and Effectiveness System being developed as part of Kentucky's ESEA waiver ensures that professional learning is based upon the individual educator's personalized plan.

Kentucky noted that the Professional Growth Plan will address realistic, focused and measurable professional goals. The new plan will connect data from multiple sources, including classroom observation feedback, data on student growth and achievement, and professional growth needs identified through self-assessment and reflection. As teachers collaborate with administrators to identify explicit goals, these goals will become the focus of professional growth activities, support, and on-going reflection related to the progress in meeting the goals and the impact that is measurable for both the teacher and students.

Kentucky provided a link to forms for the professional growth plan and self-reflection instrument used in the Educator Development Suite of the Continuous Instructional Improvement Technology System (CIITS). The state indicated that the new system is undergoing a statewide pilot in 2013-2014, will be fully implemented statewide without use for personnel decisions in 2014-2015 and then will be fully implemented statewide with use for personnel decisions in 2015-2016. The Kentucky Board of Education will be finalizing the regulation that specifies the details of the new system from February 2014 through April 2014.

Supporting Research

http://education.ky.gov/curriculum/ciits/Pages/default.aspx.

LAST WORD

NCTQ looks forward to reviewing the Kentucky's progress in future editions of the Yearbook.



TEXAMPLES OF BEST PRACTICE

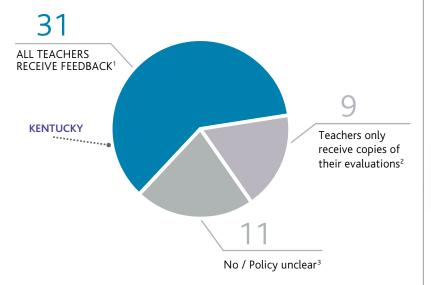
Louisiana and North Carolina require that teachers receive feedback about their performance from their evaluations and direct districts to connect professional development to teachers' identified needs. Both states also require that teachers with unsatisfactory evaluations are placed on structured improvement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

- 1. Improvement plans are required for tenured teachers only.
- 2. Improvement plans are required only for teachers teaching for four years or more.
- 3. Wisconsin's educator effectiveness system includes many of these $\,$ elements, but is still in the pilot stage. Full implementation will not begin until 2014-2015.

Figure 89		FVALLMTON MYORW	MENT DR
Do states ensure that) ORW	\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\
evaluations are used to	ر ج	Z / Z Z	第 写
help teachers improve?	CHER FEST		SWIT
,	ALL TEA RECEIVE	FVALU, PROFESS FOR ALL ,	THE CHERS WITH PLANS FOR
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Alaska			'
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Arkansas			
California Colorado			
Connecticut			
Delaware			
District of Columbia			
Florida			
Georgia			
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lowa			
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Maryland Massachusetts			
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Minnesota			
Mississippi			
Missouri			
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New Hampshire			
New Jersey			
New Mexico			
New York			
North Carolina			
North Dakota Ohio			
Onio Oklahoma			
Oregon			
Pennsylvania			
Rhode Island			
South Carolina			
South Dakota			2
Tennessee			
Texas			
Utah			
Vermont			
Virginia			
Washington			
West Virginia			
Wisconsin ³			
Wyoming	31	21	29
	٦,		

Figure 90

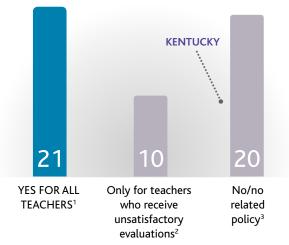
Do teachers receive feedback on their evaluations?



- Strong Practice: Arizona, Arkansas, Colorado, Connecticut, Delaware, Florida, Georgia, Hawaii, Illinois, Indiana, Kansas, Kentucky, Louisiana, Maine, Massachusetts, Michigan, Mississippi, Missouri, New Jersey, New York, North Carolina, Oregon, Rhode Island, South Carolina, Tennessee, Texas, Utah, Virginia, Washington, West Virginia, Wyoming
- 2. Alaska, California, Maryland, Montana, Nevada, New Mexico, Ohio, Oklahoma, Pennsylvania
- 3. Alabama, District of Columbia, Idaho, Iowa, Minnesota, Nebraska, New Hampshire, North Dakota, South Dakota, Vermont, Wisconsin⁴
- 4. Wisconsin's educator effectiveness system requires that teachers receive feedback, but it is still in the pilot stages. Full implementation will not begin until 2014-15.

Figure 91

Do states require that teacher evaluations inform professional development?



- Strong Practice: Arizona, Arkansas, Colorado, Connecticut, Delaware, Florida, Georgia, Louisiana, Maine, Michigan, Minnesota, Mississippi, New Jersey, New Mexico, North Carolina, Rhode Island, South Carolina, Tennessee, Virginia, West Virginia, Wyoming
- 2. Alaska, Hawaii, Illinois, Indiana, Maryland, Massachusetts, Missouri, Ohio, Pennsylvania, Texas
- Alabama, California, District of Columbia, Idaho, Iowa, Kansas, Kentucky, Montana, Nebraska, Nevada, New Hampshire, New York, North Dakota, Oklahoma, Oregon, South Dakota, Utah, Vermont, Washington, Wisconsin⁴
- Wisconsin's educator effectiveness system requires that evaluations inform professional development, but it is still in the pilot stages. Full implementation will not begin until 2014-15.

Area 4: Retaining Effective Teachers

Goal C − Pay Scales

The state should give local districts authority over pay scales.

Goal Components

(The factors considered in determining the states' rating for the goal.)

- While the state may find it appropriate to articulate teachers' starting salaries, it should not require districts to adhere to a statedictated salary schedule that defines steps and lanes and sets minimum pay at each level.
- The state should discourage districts from tying additional compensation to advanced degrees. The state should eliminate salary schedules that establish higher minimum salaries or other requirements to pay more to teachers with advanced degrees.
- 3. The state should discourage salary schedules that imply that teachers with the most experience are the most effective. The state should eliminate salary schedules that require that the highest steps on the pay scale be determined solely be seniority.

Background

A detailed rationale and supporting research for this goal can be found at: nctq.org/statepolicy



4-C Analysis: Kentucky



State Does Not Meet Goal



Progress Since 2011

ANALYSIS

Kentucky requires local districts to adopt a state-mandated single salary schedule based on training and years of experience.

Supporting Research

Kentucky Revised Statutes 157.320 (12); 157.390 (1) 702 Kentucky Administrative Regulations (KAR) 3:070

RECOMMENDATION

Give districts flexibility to determine their own pay structure and scales.

While Kentucky 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 advanced degrees.

The inclusion of advanced degrees in the state schedule is particularly problematic, as this sends a clear message to both districts and teachers that attaining such degrees is desirable and should be rewarded; exhaustive research has shown unequivocally that advanced degrees do not have an impact on teacher effectiveness. Further, by establishing a guideline for teacher salaries that includes advanced degrees, the state limits the ability of districts to structure their pay scale in ways that do emphasize teacher effectiveness.

Discourage salary schedules that imply that teachers with the most experience are the most effective.

Similarly, Kentucky's salary schedule sends a message to districts that the highest step on the pay scale should be determined solely by seniority.

KENTUCKY RESPONSE TO ANALYSIS

Kentucky recognized the factual accuracy of this analysis. Kentucky added that the state sets the minimum schedule and the districts may go above it.



** EXAMPLES OF BEST PRACTICE

Figure 93

Florida and Indiana allow local districts to develop their own salary schedules while preventing districts from prioritizing elements not associated with teacher effectiveness. In Florida, local salary schedules must ensure that the most effective teachers receive salary increases greater than the highest salary adjustment available. Indiana requires local salary scales to be based on a combination of factors and limits the years of teacher experience and content-area degrees to account for no more than one-third of this calculation.

What role does the state play in deciding teacher pay rates? Alabama Alaska Arizona П Arkansas California Colorado Connecticut П П Delaware П District of Columbia Florida Georgia Hawaii П Idaho П Illinois П Indiana Iowa Kansas **KENTUCKY** Louisiana Maine Maryland П Massachusetts Michigan П Minnesota Mississippi П Missouri Montana П Nebraska Nevada П New Hampshire New Jersey П New Mexico П П New York North Carolina North Dakota Ohio П Oklahoma П Oregon Pennsylvania Rhode Island South Carolina South Dakota Tennessee Texas Utah П Vermont Virginia Washington West Virginia Wisconsin Wyoming 27 9 15

^{1.} Colorado gives districts the option of a salary schedule, a performance pay policy or a combination of both.

^{2.} Rhode Island requires that local district salary schedules are based on years of service, experience and training.

Figure 94	,	PROHIBITS ADDITION	Leaves pay to die.	, _o
Do states prevent districts	W.	NAT.	NAL 1	Requires compensation for
rom basing teacher pay oi	n Ž	RES /		rict C
advanced degrees?	SPER	24 / 24 / SA	ζΕ ^Φ / ξΕ ^Φ	in land
gg.				18.60
	# 5 g	\ \\ \\ \\ \\ \\ \\ \\ \\ \\ \\ \\ \\ \	/ eave	Requ.
Alabama	REQUIRES PERFORMANCE			° -
Alaska				
Arizona				
Arkansas				
California				
Colorado	П	П		
Connecticut				
Delaware				
District of Columbia				
Florida				
Georgia				
Hawaii				
Idaho				
Illinois				
Indiana				
lowa				
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KENTUCKY				
Louisiana				
Maine				
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Michigan				
Minnesota				
Mississippi				
Montana				
Montana Nebraska				
Nevada				
New Hampshire				
New Jersey				
New Mexico				
New York				
North Carolina		1		
North Dakota				
Ohio				
Oklahoma				
Oregon				
Pennsylvania				
Rhode Island			2	
South Carolina				
South Dakota				
Tennessee				
Texas			3	
Utah	4			
Vermont				
Virginia				
Washington				
West Virginia				
Wisconsin				
Wyoming				
vvyorining				

- 1. For advanced degrees earned after April 2014.
- $\begin{tabular}{ll} 2. Rhode Island requires local district salary schedules to include teacher "training". \end{tabular}$
- 3. Texas has a minimum salary schedule based on years of experience. Compensation for advanced degrees is left to district discretion.
- 4. Beginning in 2015-2016.

Area 4: Retaining Effective Teachers

▶ Goal D – Compensation for Prior Work Experience

The state should encourage districts to provide compensation for related prior subject-area work experience.

Goal Component

(The factor considered in determining the states' rating for the goal.)

 The state should encourage districts to compensate new teachers with relevant prior work experience through mechanisms such as starting these teachers at an advanced step on the pay scale. Further, the state should not have regulatory language that blocks such strategies.

Background

A detailed rationale and supporting research for this goal can be found at: nctq.org/statepolicy



4-D Analysis: **Kentucky**



State Does Not Meet Goal



Progress Since 2011

ANALYSIS

Kentucky does not encourage local districts to provide compensation for related prior subject-area work experience. However, the state does not seem to have regulatory language blocking such strategies.

RECOMMENDATION

■ Encourage local districts to compensate new teachers with relevant prior work experience.

While still leaving districts with the flexibility to determine their own pay scales, Kentucky should encourage districts to incorporate mechanisms such as starting these teachers at a higher salary than other new teachers. Such policies would be attractive to career changers with related work experience, such as in the STEM subjects.

KENTUCKY RESPONSE TO ANALYSIS

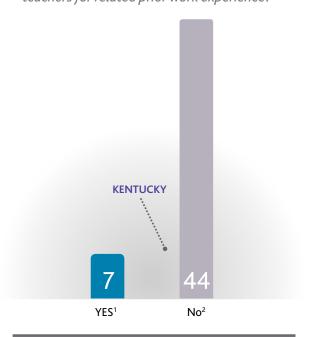
Kentucky recognized the factual accuracy of this analysis.



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. One year of credit is awarded for every two years of work experience completed prior to earning a bachelor's degree.

Figure 96

Do states direct districts to compensate teachers for related prior work experience?



- 1. Strong Practice: California, Delaware, Georgia, Louisiana, North Carolina, Texas, Washington
- 2. Alabama, Alaska, Arizona, Arkansas, Colorado, Connecticut, District of Columbia, Florida, Hawaii³, Idaho, Illinois, Indiana, Iowa, Kansas, Kentucky, Maine, Maryland, Massachusetts, Michigan, Minnesota, Mississippi, Missouri, Montana, Nebraska, Nevada, New Hampshire, New Jersey, New Mexico, New York, North Dakota, Ohio, Oklahoma, Oregon, Pennsylvania, Rhode Island, South Carolina, South Dakota, Tennessee, Utah, Vermont, Virginia, West Virginia, Wisconsin, Wyoming
- 3. Hawaii's compensation is limited to prior military experience.

Area 4: Retaining Effective Teachers

> Goal E − Differential Pay

The state should support differential pay for effective teaching in shortage and high-need areas.

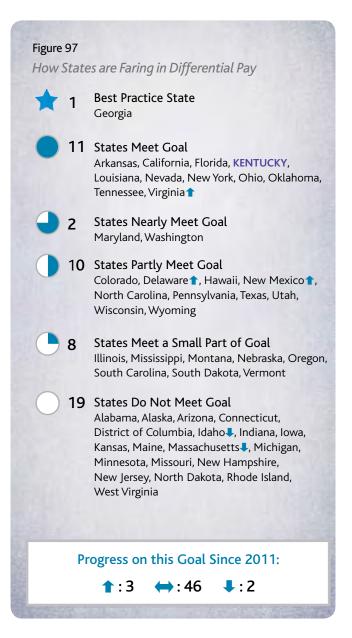
Goal Components

(The factors considered in determining the states' rating for the goal.)

- 1. The state should support differential pay for effective teaching in shortage subject areas.
- 2. The state should support differential pay for effective teaching in high-need schools.
- 3. The state should not have regulatory language that would block differential pay.

Background

A detailed rationale and supporting research for this goal can be found at: nctq.org/statepolicy



4-E Analysis: **Kentucky**



State Meets Goal



Progress Since 2011

ANALYSIS

Kentucky supports differential pay by which a teacher can earn additional compensation by teaching certain subjects. Those teaching in "critical shortage" areas are eligible, and the subjects identified as critical teacher shortage areas during the 2013-2014 school year include: English (middle school and secondary), world languages, exceptional children, mathematics (middle school and secondary), social studies (middle school and secondary), career and technical education, general science (middle school and secondary), chemistry, earth science, physics, biology and English as a second language. The state does not currently address the amount of stipend or higher annual salary.

Kentucky also encourages each school district to develop differential pay programs to recruit and retain highly skilled teachers to serve in high-need schools or "hard-to-fill" positions. The state treasury has established a professional compensation fund to provide grants to districts using such programs.

In addition, teachers who are National Board Certified are eligible to receive a \$2,000 annual salary supplement. However, this differential pay is not tied to high-need schools or subject-area shortages.

Supporting Research

Kentucky Revised Statutes 157.075; 157.395
702 Kentucky Administrative Regulations (KAR) 3:310.1
2013-2014 Teacher Shortage Areas
http://education.ky.gov/CommOfEd/mon/Pages/February-25-2013.aspx

RECOMMENDATION

Consider tying National Board supplements to teaching in high-need schools.

This differential pay could be an incentive to attract some of the state's most effective teachers to low-performing schools.

KENTUCKY RESPONSE TO ANALYSIS

Kentucky recognized the factual accuracy of this analysis.

Figure 98		HIGH NEED SCHOOLS	/	SHORTAGI SUBJECT	
Do states provide				AREAS	
incentives to teach in	ر ر	Loan forgiveness	/ ~	Loan forgiveness	
high-need schools	\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\	/ .w	\ \frac{1}{2}	/ Jes. /	/ ±
or shortage subject	FRE	\ \qua	FRE,	\$ 20	ddn
areas?	DIFFERENTIAL	/eo;	DIFFERENTIAL	/ <i>heo;</i>	No support
Alabama		7		,	
Alaska					
Arizona					
Arkansas					
California					
Colorado					
Connecticut					
Delaware					
District of Columbia					
Florida					ī
Georgia					
Hawaii					
Idaho					
Illinois					
Indiana					
Iowa					
Kansas					
KENTUCKY					
Louisiana					
Maine					
Maryland	1				
Massachusetts					
Michigan					
Minnesota					
Mississippi					
Missouri	Ш				
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					2
Tennessee					
Texas					
Utah					
Vermont					
Virginia					
Washington					
West Virginia					
Wisconsin					
Wyoming					

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

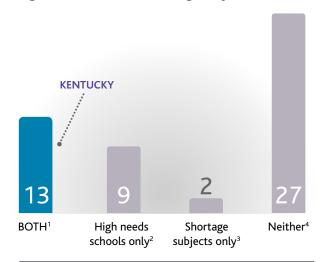
^{2.} South Dakota offers scholarships to teachers in high-need schools.



TEXAMPLE OF BEST PRACTICE

Georgia supports differential pay by which teachers can earn additional compensation by teaching certain subjects. The state is especially commended for its compensation strategy for math and science teachers, which moves teachers along the salary schedule rather just providing a bonus or stipend. The state also supports differential pay initiatives to link compensation more closely with district needs and to achieve a more equitable distribution of teachers.

Figure 99 Do states support differential pay for teaching in high need schools and shortage subjects?



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

Area 4: Retaining Effective Teachers

Goal F − Performance Pay

The state should support performance pay, but in a manner that recognizes its appropriate uses and limitations.

Goal Components

(The factors considered in determining the states' rating for the goal.)

- 1. The state should support performance pay efforts, rewarding teachers for their effectiveness in the classroom.
- 2. The state should allow districts flexibility to define the criteria for performance pay provided that such criteria connect to evidence of student achievement.
- 3. Any performance pay plan should allow for the participation of all teachers, not just those in tested subjects and grades.

Background

A detailed rationale and supporting research for this goal can be found at: nctq.org/statepolicy



4-F Analysis: Kentucky



State Partly Meets Goal



Progress Since 2011

ANALYSIS

Kentucky supports a performance pay initiative. Teachers may earn additional compensation based on individual performance and skills, additional coursework, completion of a professional development program, school-based performance and/or multiple measures of student performance that may include portfolios of schoolwork. The state does not address the amount of award for effective performance.

Supporting Research

702 Kentucky Administrative Regulations (KAR) 3:310

RECOMMENDATION

■ Ensure that performance pay is connected to student achievement.

Although Kentucky is commended for recognizing performance pay, it should guarantee a connection to student achievement and prevent local districts from basing financial incentives solely on elements not indicative of performance in the classroom.

KENTUCKY RESPONSE TO ANALYSIS

Kentucky recognized the factual accuracy of this analysis.

Figure 101	G.	/ ,	s / .	» /) mge /
	<u> </u>				i
Do states support	7. P.	/ FBO/			1 School 1
performance pay?	PER-DOMANCE FACTORED	PERCORMANCE BONUSS	Performance Pay Pemitre.	State supported per-	Does not support
Alabama				/ · ·	
Alaska					
Arizona					
Arkansas					
California					
Colorado					
Connecticut					
Delaware					
District of Columbia					
Florida					
Georgia					
Hawaii					
Idaho					
Illinois Indiana					
lowa					
Kansas					
KENTUCKY					
Louisiana					
Maine					
Maryland					
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Michigan					
Minnesota	Ī				П
Mississippi					
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Montana					
Nebraska		1			
Nevada			2		
New Hampshire					
New Jersey					
New Mexico					
New York North Carolina					
North Dakota					
Ohio					
Oklahoma					
Oregon					
Pennsylvania					
Rhode Island					
South Carolina				П	$\overline{\Box}$
South Dakota					
Tennessee					
Texas					
Utah					
Vermont					
Virginia					
Washington					
West Virginia					
Wisconsin Wyoming					
vvyoning					
	6	2	8	9	26



****** EXAMPLES OF BEST PRACTICE

An increasing number of states are supporting performance pay initiatives. Florida and **Indiana** are particularly noteworthy for their efforts to build performance into the salary schedule. Rather than award bonuses, teachers' salaries will be based in part on their performance in the classroom.

^{1.} Nebraska's initiative does not go into effect until 2016.

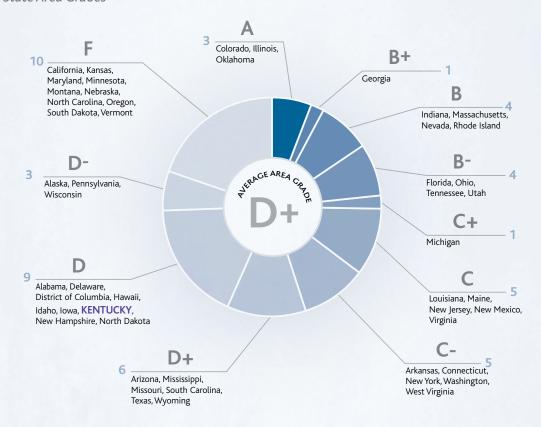
^{2.} Nevada's initiative does not go into effect until 2015-2016.

Area 5 Summary



How States are Faring in Exiting Ineffective Teachers

State Area Grades



Topics Included In This Area

- **5-A: Extended Emergency Licenses**
- 5-B: Dismissal for Poor Performance
- 5-C: Reductions in Force

Area 5: Exiting Ineffective Teachers

Goal A − Extended Emergency Licenses

The state should close loopholes that allow teachers who have not met licensure requirements to continue teaching.

Goal Components

(The factors considered in determining the states' rating for the goal.)

- Under no circumstances should a state award a standard license to a teacher who has not passed all required subject-matter licensing tests.
- 2. If a state finds it necessary to confer conditional or provisional licenses under limited and exceptional circumstances to teachers who have not passed the required tests, the state should ensure that requirements are met within one year.

Background

A detailed rationale and supporting research for this goal can be found at: nctq.org/statepolicy



5-A Analysis: **Kentucky**



State Nearly Meets Goal



Progress Since 2011

ANALYSIS

Kentucky allows teachers who have not passed state assessments to teach on a nonrenewable, conditional certificate for up to one year as long as the teacher preparation program and the school district agree to provide the teacher with support for retaking the assessment. The teacher must retake the required assessments during the one-year period for which the conditional certificate is valid.

For out-of-state teachers with fewer than two years of experience that have not taken required assessments for licensure, Kentucky issues temporary certificates valid for up to six months. These teachers must take and pass all required tests within the six-month window to have the temporary certificate extended for the remainder of the school year.

The state also allows local districts to apply for one-year emergency certificates for teachers without state licensure if they have a bachelor's degree and a cumulative GPA of 2.5 (or a 3.0 in the last 60 credit hours they completed) and no qualified, licensed teacher is available. These emergency certificates cannot be renewed.

Supporting Research

16 KAR 2:120

http://www.lrc.ky.gov/kar/016/002/120.htm Kentucky Revised Statutes 161.030 http://www.lrc.ky.gov/KRS/161-00/030.PDF

RECOMMENDATION

 Ensure that all teachers pass required subject-matter licensing tests before they enter the classroom.

While Kentucky's policy offering its conditional and emergency certificates for one year only attempts to minimize the risks brought about by having teachers in classrooms who lack sufficient subject-matter knowledge, the state should consider whether some teachers' test scores suggest that they should not be teaching that subject matter, with or without additional support. As described in several other goals, the state's cut-scores on at least some tests are already set at a point that makes assurance of content knowledge questionable; granting a conditional license to individuals unable to meet these low bars puts adult interest before student need. Kentucky could eliminate such risks by requiring all teachers to meet subject-matter licensure requirements prior to entering the classroom.

KENTUCKY RESPONSE TO ANALYSIS

Kentucky recognized the factual accuracy of this analysis.

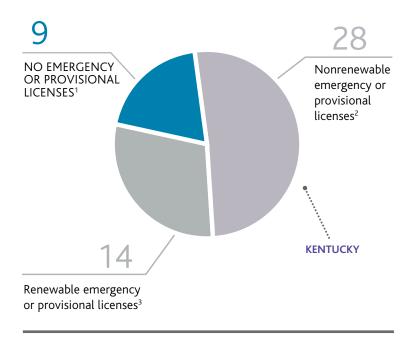
Figure 103				cifed)
How long can new teachers practice without passing				s (or unspec
licensing tests?	NO DEFERRAL	Up to Tyear	Up to 2 years	3 yeas or more (or unspecified)
Alabama				
Alaska				
Arizona				
Arkansas				
California				
Colorado				
Connecticut				
Delaware				
District of Columbia				
Florida				
Georgia				
Hawaii				
Idaho				
Illinois				
Indiana				
lowa				
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				
	7	14	8	22



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

Figure 104

Do states still award emergency licenses?



- 1. Strong Practice: Alaska⁴, Colorado, Illinois, Mississippi, Montana⁵, Nevada, New Jersey, New Mexico, South Carolina
- Alabama, Arkansas, California, Connecticut, Delaware, District of Columbia, Florida, Georgia, Idaho, Iowa, Kansas, Kentucky, Maryland, Massachusetts, New Hampshire, New York, North Carolina, North Dakota⁶, Ohio⁶, Oklahoma, Oregon, Rhode Island⁶, Utah, Vermont, Virginia, Washington, West Virginia, Wyoming
- 3. Arizona, Hawaii, Indiana, Louisiana, Maine, Michigan, Minnesota, Missouri, Nebraska, Pennsylvania, South Dakota, Tennessee, Texas, Wisconsin
- 4. Alaska does not require subject-matter testing for initial certification.
- 5. Montana does not require subject-matter testing for certification.
- 6. License is renewable, but only if licensure tests are passed.

Area 5: Exiting Ineffective Teachers

➤ Goal B — Dismissal for Poor Performance

The state should articulate that ineffective classroom performance is grounds for dismissal and ensure that the process for terminating ineffective teachers is expedient and fair to all parties.

Goal Components

(The factors considered in determining the states' rating for the goal.)

- The state should articulate that teachers may be dismissed for ineffective classroom performance. Any teacher that receives two consecutive ineffective evaluations or two such ratings within five years should be formally eligible for dismissal, regardless of tenure status.
- A teacher who is terminated for poor performance should have an opportunity to appeal. In the interest of both the teacher and the school district, the state should ensure that this appeal occurs within a reasonable time frame.
- 3. There should be a clear distinction between the process and accompanying due process rights for teachers dismissed for classroom ineffectiveness and the process and accompanying due process rights for teachers dismissed or facing license revocation for felony or morality violations or dereliction of duties.

Background

A detailed rationale and supporting research for this goal can be found at: nctq.org/statepolicy

How States are Faring in Dismissal for Poor Performance **Best Practice States** Florida, Oklahoma State Meets Goal Indiana States Nearly Meet Goal Colorado, Hawaii, Illinois, New York, Rhode Island, Tennessee 20 States Partly Meet Goal Alaska ↑, Arizona ↑, Arkansas ↑, Connecticut ↑, Delaware, Georgia 1, Louisiana 1, Maine 1, Massachusetts, Michigan, Nevada, New Jersey 1, New Mexico ♠, Ohio, Pennsylvania ♠, Virginia ♠, Washington ↑, West Virginia ↑, Wisconsin, Wyoming States Meet a Small Part of Goal Idaho 1, Minnesota 1, New Hampshire, North Carolina 1, Utah 17 States Do Not Meet Goal Alabama, California, District of Columbia, Iowa, Kansas, KENTUCKY, Maryland, Mississippi, Missouri, Montana, Nebraska, North Dakota, Oregon, South Carolina, South Dakota, Texas, Vermont Progress on this Goal Since 2011: **1**: 16 **←**: 35 **↓**:0

5-B Analysis: Kentucky



State Does Not Meet Goal



Progress Since 2011

ANALYSIS

Kentucky does not explicitly make teacher ineffectiveness grounds for dismissal, nor does the state distinguish the due process rights of teachers dismissed for ineffective performance from those facing other charges commonly associated with license revocation, such as a felony and/or morality violations. The process is the same regardless of the grounds for cancellation, which include insubordination, immoral character or conduct, physical or mental disability and inefficiency, incompetency or neglect of duty.

Tenured teachers who are terminated have multiple opportunities to appeal. After receiving written notice of dismissal, the teacher has 10 days to file the first appeal. The hearing must occur within 45 days. The teacher may then file an additional appeal with the circuit court. The state does not specify a time frame for this appeal.

Supporting Research

KRS 161.790; KRS 13B.150

RECOMMENDATION

Specify that classroom ineffectiveness is grounds for dismissal.

Euphemistic terms such as "incompetency" are ambiguous at best and may be interpreted as concerning dereliction of duty rather than ineffectiveness. Kentucky should explicitly make teacher ineffectiveness 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.

Nonprobationary teachers who are dismissed for any grounds, including ineffectiveness, are entitled to due process. However, cases that drag on for years drain resources from school districts and create a disincentive for districts to attempt to terminate poor performers. Therefore, the state must ensure that the opportunity to appeal occurs only once and only at the district level. It is in the best interest of both the teacher and the district that a conclusion is reached within a reasonable time frame.

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

While nonprobationary teachers should have due process for any termination, it is important to differentiate between loss of employment and issues with far-reaching consequences that could permanently affect a teacher's right to practice. Kentucky should ensure that appeals related to classroom effectiveness are decided only by those with educational expertise.

KENTUCKY RESPONSE TO ANALYSIS

Kentucky recognized factual accuracy of this analysis."



** EXAMPLES OF BEST PRACTICE

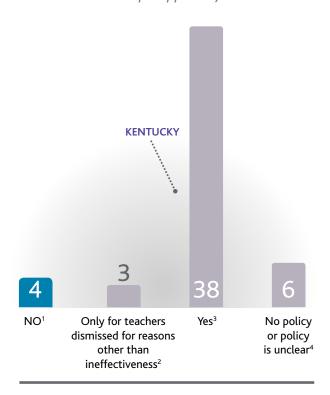
Florida and Oklahoma clearly articulate that teacher ineffectiveness in the classroom is grounds for dismissal. In both states, teachers are eligible for dismissal after two annual ratings of unsatisfactory performance. Each state has taken steps to ensure that the dismissal process for teachers deemed to be ineffective is expedited. Teachers facing dismissal have only one opportunity to appeal.

Figure 106 Do states articulate that ineffectiveness is grounds for dismissal? Alabama Alaska Arizona П Arkansas California Colorado Connecticut П Delaware П District of Columbia Florida Georgia Hawaii П Idaho П Illinois П Indiana Iowa Kansas **KENTUCKY** Louisiana Maine Maryland Massachusetts Michigan Minnesota Mississippi П Missouri Montana П Nebraska Nevada П New Hampshire П New Jersey New Mexico П New York North Carolina North Dakota Ohio Oklahoma Oregon Pennsylvania Rhode Island П South Carolina South Dakota Tennessee Texas Utah П Vermont Virginia Washington West Virginia Wisconsin Wyoming 29 22

^{1.} A teacher reverts to probationary status after two consecutive years of unsatisfactory evaluations, but it is not articulated that ineffectiveness is grounds for dismissal.

Figure 107

Do states allow multiple appeals of teacher dismissals?



- 1. Strong Practice: Florida, Louisiana, Oklahoma, Wisconsin
- 2. Teachers in these states revert to probationary status following ineffective evaluation ratings, meaning that they no longer have the due process right to multiple appeals: Colorado, Indiana, Tennessee
- 3. Alabama, Alaska, Arizona, Arkansas, California, Connecticut, Delaware, Georgia, Hawaii, Idaho, Illinois, Iowa, Kansas, Kentucky, Maryland, Massachusetts, Michigan, Minnesota, Mississippi, Missouri, Montana, New Hampshire, New Jersey, New Mexico, New York, North Carolina, North Dakota, Ohio, Oregon, Pennsylvania, Rhode Island, South Carolina, South Dakota, Texas, Virginia, Washington, West Virginia, Wyoming
- 4. District of Columbia, Maine, Nebraska, Nevada⁵, Utah, Vermont
- 5. Though a teacher returns to probationary status after two consecutive unsatisfactory evaluations, Nevada does not articulate clear policy about its appeals process.

Area 5: Exiting Ineffective Teachers

Goal C − Reductions in Force

The state should require that its school districts consider classroom performance as a factor in determining which teachers are laid off when a reduction in force is necessary.

Goal Component

(The factor considered in determining the states' rating for the goal.)

1. The state should require that districts consider classroom performance and ensure that seniority is not the only factor used to determine which teachers are laid off.

Background

A detailed rationale and supporting research for this goal can be found at: nctq.org/statepolicy



5-C Analysis: **Kentucky**



State Does Not Meet Goal



Progress Since 2011

ANALYSIS

In Kentucky, the factors used to determine which teachers are laid off during a reduction in force consider a teacher's tenure status and seniority. In the case of a reduction in force, preference is given to "teachers on continuing contracts and to teachers who have greater seniority."

Supporting Research

Kentucky Revised Statutes 161.800

RECOMMENDATION

- Require that districts consider classroom performance as a factor in determining which teachers are laid off during reductions in force.
 - Kentucky should give districts the flexibility to determine their own 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.

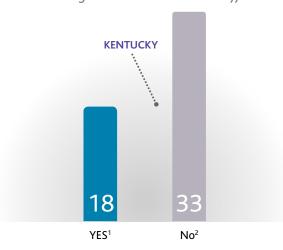
 Although it may be useful to consider seniority among other criteria, Kentucky's current policy puts adult interests before student needs.

KENTUCKY RESPONSE TO ANALYSIS

Kentucky recognized factual accuracy of this analysis.

Figure 109

Do districts have to consider performance in determining which teachers are laid off?



- Strong Practice: Colorado, Florida, Georgia, Illinois, Indiana, Louisiana, Maine, Massachusetts³, Michigan, Missouri, Ohio³, Oklahoma, Rhode Island, Tennessee, Texas, Utah, Virginia, Washington
- Alabama, Alaska, Arizona, Arkansas, California, Connecticut, Delaware, District of Columbia, Hawaii, Idaho, Iowa, Kansas, Kentucky, Maryland, Minnesota, Mississippi, Montana, Nebraska, Nevada, New Hampshire, New Jersey, New Mexico, New York, North Carolina, North Dakota, Oregon, Pennsylvania, South Carolina, South Dakota, Vermont, West Virginia, Wisconsin, Wyoming
- 3. Tenure is considered first.

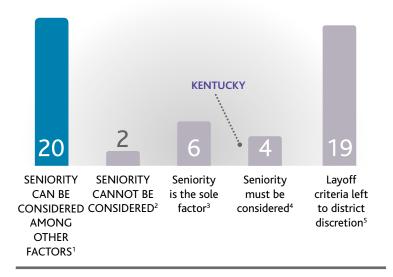




Colorado, **Florida**, and **Indiana** all specify that in determining which teachers to lay off during a reduction in force, classroom performance is the top criterion. These states also articulate that seniority can only be considered after a teacher's performance is taken into account.

Figure 111

Do states prevent districts from overemphasizing seniority in layoff decisions?



- Strong Practice: Arizona, Colorado, Florida, Georgia, Idaho, Illinois, Indiana, Maine, Massachusetts⁶, Michigan, Missouri⁶, Nevada, New Hampshire, Ohio⁶, Oklahoma, Rhode Island, Tennessee, Texas, Virginia, Washington
- 2. Strong Practice: Louisiana, Utah
- 3. Hawaii, Minnesota, New York, Pennsylvania, West Virginia, Wisconsin⁷
- 4. California, Kentucky, New Jersey, Oregon
- 5. Alabama, Alaska⁶, Arkansas, Connecticut, Delaware, District of Columbia, Iowa, Kansas, Maryland, Mississippi, Montana, Nebraska⁶, New Mexico, North Carolina, North Dakota, South Carolina, South Dakota, Vermont, Wyoming
- 6. Nontenured teachers are laid off first.
- 7. Only for counties with populations of 500,000 or more and for teachers hired before 1995.

Goals and Keywords

GOAL	STATEMENT	KEY WORDS
	AREA 1: Delivering Well Prepared Te	achers
1-A: Admission into Teacher Preparation	The state should require teacher preparation programs to admit only candidates with strong academic records.	admission requirements, academic proficiency measures, basic skills tests, GPA
1-B: Elementary Teacher Preparation	The state should ensure that its teacher preparation programs provide elementary teachers with a broad liberal arts education, providing the necessary foundation for teaching to the Common Core or similar state standards.	license/certification, elementary teachers early childhood teachers, content tests, elementary coursework/standards, content specialization requirements
1-C: Elementary Teacher Preparation in Reading Instruction	The state should ensure that new elementary teachers know the science of reading instruction.	license/certification, elementary teachers early childhood teachers, science of reading tests, science of reading coursework/standards
1-D: Elementary Teacher Preparation in Mathematics	The state should ensure that new elementary teachers have sufficient knowledge of the mathematics content taught in elementary grades.	license/certification, elementary teachers early childhood teachers, math content tests, math coursework/standards
1-E: Middle School Teacher Preparation	The state should ensure that middle school teachers are sufficiently prepared to teach appropriate grade-level content.	license/certification, middle school teachers, content tests, K-8 licenses, content specialization requirements
1-F: Secondary Teacher Preparation	The state should ensure that secondary teachers are sufficiently prepared to teach appropriate gradelevel content.	license/certification, secondary teachers, secondary social studies, content tests, endorsements
1-G: Secondary Teacher Preparation in Science	The state should ensure that secondary science teachers know all the subject matter they are licensed to teach.	license/certification, secondary general science, content tests, combination sciences
1-H: Special Education Teacher Preparation	The state should ensure that special education teachers know the subject matter they are licensed to teach.	license/certification, special education teachers, content tests, K-12 special education license, elementary special education, secondary special education
1-I: Assessing Professional Knowledge	The state should use a licensing test to verify that all new teachers meet its professional standards.	license/certification, pedagogy, professional standards/knowledge, performance assessments, edTPA
1-J: Student Teaching	The state should ensure that teacher preparation programs provide teacher candidates with a high quality clinical experience.	student teaching, cooperating teachers, clinical preparation, placements
1-K: Teacher Preparation Program Accountability	The state's approval process for teacher preparation programs should hold programs accountable for the quality of the teachers they produce.	teacher preparation programs, program accountability, student achievement, standard of performance, public reporting national accreditation

Goals and Keywords

GOAL	STATEMENT	KEY WORDS
	AREA 2: Expanding the Teaching I	Pool
2-A: Alternate Route Eligibility	The state should require alternate route programs to exceed the admission requirements of traditional preparation programs while also being flexible to the needs of nontraditional candidates.	alternate route programs, admission requirements, GPA, academic proficiency measures, subject-matter test, flexibility/ test-out
2-B: Alternate Route Preparation	The state should ensure that its alternate routes provide efficient preparation that is relevant to the immediate needs of new teachers, as well as adequate mentoring and support.	alternate route programs, coursework requirements, length of program, student practice teaching, induction, mentoring
2-C: Alternate Route Usage and Providers	The state should provide an alternate route that is free from limitations on its usage and allows a diversity of providers.	alternate routes; subject, grade or geographic restrictions; college or university providers; district-run programs; non-profit providers
2-D: Part-Time Teaching Licenses	The state should offer a license with minimal requirements that allows content experts to teach part time.	part-time license/certificate, adjunct license
2-E: Licensure Reciprocity	The state should help to make licenses fully portable among states, with appropriate safeguards.	license reciprocity, license portability, out-of-state teachers, testing requirements, online teachers
	AREA 3: Identifying Effective Teac	hers
3-A: State Data Systems	The state should have a data system that contributes some of the evidence needed to assess teacher effectiveness.	longitudinal data systems, definition of teacher of record, teacher production
3-B: Evaluation of Effectiveness	The state should require instructional effectiveness to be the preponderant criterion of any teacher evaluation.	teacher evaluation, teacher effectiveness student learning, classroom observations surveys, rating categories
3-C: Frequency of Evaluations	The state should require annual evaluations of all teachers.	teacher evaluation, evaluation frequency classroom observations, feedback
3-D: Tenure	The state should require that tenure decisions are based on evidence of teacher effectiveness.	tenure, probationary period, continuing contracts, teacher effectiveness
3-E: Licensure Advancement	The state should base licensure advancement on evidence of teacher effectiveness.	probationary license, professional license license renewal, evidence of teacher effectiveness, coursework requirements
3-F: Equitable Distribution	The state should publicly report districts' distribution of teacher talent among schools to identify inequities in schools serving disadvantaged children.	public reporting, aggregate school-level data, evaluation ratings, school report cards, teacher absenteeism rate, turnover rate

Goals and Keywords

etaining Effective ire effective induction for ecial emphasis on teache ire that teachers receive	r all montaring induction montar solection
ecial emphasis on teache	mentoring, induction, mentor selection,
performance and should evelopment to be based ough teacher evaluations.	feedback from observations/evaluations, professional development linked to evaluations results, improvement plans
local districts authority	teacher compensation, salary schedules, pay scales, steps and lanes, advanced degrees, years of experience, teacher performance
ourage districts to provide ated prior subject-area	teacher compensation, relevant work experience
oort differential pay for shortage and high-need a	teacher compensation, differential pay, shortage subject areas, high-need school
oort performance pay, but gnizes its appropriate use	
exiting Ineffective	Teachers
e loopholes that allow tea ensure requirements to	emergency licenses, provisional certificates, loopholes, subject-matter tests
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9	uire that its school district erformance as a factor in eachers are laid off when a necessary.

Teacher Policy Priorities for Kentucky

	ADEA 1 D.P. Company I Transferre	
	AREA 1: Delivering Well Prepared Teachers	
	Require that the test used by teacher preparation programs to screen candidates prior to admission is normed to the general college-bound population, and limit acceptance to those candidates demonstrating academic ability in the top 50th percentile.	Goal 1-A
	Adopt a rigorous stand-alone science of reading test for all elementary teacher candidates.	Goal 1-C
	Specifically require secondary social studies teachers to pass a content test for each discipline they are licensed to teach.	Goal 1-F
	Eliminate the K-12 special education certificate, and ensure that both elementary and secondary special education teachers possess adequate and appropriate content knowledge for the grades and subjects they teach.	Goal 1-H
	Ensure that cooperating teachers for student teaching placements have demonstrated evidence of effectiveness as measured by student learning.	Goal 1-J
	Hold teacher preparation programs accountable by collecting data that connect student achievement gains to programs and by establishing the minimum standard of performance for each category of data.	Goal 1-K
	AREA 2: Expanding the Teaching Pool	
•	Increase admission requirements to alternate route programs, including a high bar for academic proficiency for all routes.	Goal 2-A
	Ensure that all alternate route programs provide efficient preparation that meets the immediate needs of new teachers.	Goal 2-B
	Require out-of-state teachers to meet the state's own testing requirements.	Goal 2-E
	AREA 3: Identifying Effective Teachers	
	Require student growth to be the preponderant criterion of any teacher evaluation.	Goal 3-B
•	Formally evaluate all teachers annually.	Goal 3-C
	Ensure that evidence of effectiveness is the preponderant criterion in tenure decisions.	Goal 3-D
•	Base licensure advancement from a probationary to a nonprobationary license and licensure renewal on evidence of effectiveness.	Goal 3-E
	Publish aggregate school-level teacher evaluation ratings from an evaluation system based on instructional effectiveness.	Goal 3-F

AREA 4: Retaining Effective Teachers		
	lopment activities to findings in individual teacher evaluations, and place teachers eds improvement ratings on structured improvement plans.	Goal 4-B
	of teachers' pay structure and scales, but discourage districts from basing teacher n advanced degrees and seniority.	Goal 4-C
Ensure that performar achievement.	nce pay initiative rewards teachers for effectiveness as measured by student	Goal 4-F

AREA 5: Exiting Ineffective Teachers		
١	Make ineffective classroom performance grounds for dismissal.	Goal 5-B
•	Use teacher effectiveness as a factor when determining reductions in force, and ensure that seniority is not the only factor used to determine which teachers are laid off during a reduction in force.	Goal 5-C

