

District Profiles

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DIFFICULT

Albuquerque Public Schools (NM)

5/10

Although it is easier to dismiss an ineffective veteran teacher in Albuquerque Public Schools than in some districts, the process remains difficult. Once teachers are granted tenure, the decision to dismiss them is vulnerable to challenge (although the timeline for dismissal is reasonable in theory).

How hard is it to dismiss an ineffective veteran teacher in Albuquerque Public Schools?

FACTOR	INDICATOR		DATA	SCORE
1. Does tenure protect veteran teachers from performance-based dismissal?	1a. Can teachers earn tenure or the equivalent?		Yes.	0/1
	1b. Do tenured teachers revert to probationary status if rated ineffective?		No.	0/1
2. How long does it take to dismiss an ineffective veteran teacher?	2a. What is the shortest amount of time it can take to recommend an ineffective veteran teacher for dismissal?	2ai. How frequently do veteran teachers receive an evaluation rating?	One year or less. (Teachers are evaluated annually. Unsatisfactory performance is always grounds for dismissal but only after some type of remediation has been attempted.)	3/3
		2aii. How many times must a veteran teacher be rated ineffective to be placed in remediation?		
		2aiii. How long must veteran teachers be in remediation before they can be dismissed?		
	2b. How long is the grievance process, excluding arbitration?	Nine months.		
3. How vulnerable is an ineffective veteran teacher's dismissal to challenge?	3a. What is the minimum number of observations required to dismiss an ineffective veteran teacher?		At least four (two to place an ineffective teacher in remediation, plus periodic observations during remediation).	1/1
	3b. Can a veteran teacher appeal an evaluation if there are no acknowledged procedural violations?		No.	1/1
	3c. Can a veteran teacher appeal a dismissal decision or recommendation more than once, either within the district or externally?		Yes: to the local board and then to an arbitrator.	0/1
	3d. Can a veteran teacher appeal a dismissal decision beyond the school district?		Yes: to an arbitrator.	0/1

Total points

5/10

Note: All data were collected from the NCTQ's [teacher-contract database](#), the ECS's [fifty-state comparison of teacher-tenure policies \(2014\)](#), and from other district documents (including teacher contracts, board policies, and employee handbook) during the spring and summer of 2016.

DIFFICULT

Boston Public Schools (MA)

3/10

The process for dismissing an ineffective veteran teacher in Boston Public Schools is difficult. Although the timeline for dismissal is reasonable in theory, once teachers are granted tenure the decision to dismiss them is highly vulnerable to challenge.

How hard is it to dismiss an ineffective veteran teacher in Boston Public Schools?

FACTOR	INDICATOR		DATA	SCORE
1. Does tenure protect veteran teachers from performance-based dismissal?	1a. Can teachers earn tenure or the equivalent?		Yes.	0/1
	1b. Do tenured teachers revert to probationary status if rated ineffective?		No.	0/1
2. How long does it take to dismiss an ineffective veteran teacher?	2a. What is the shortest amount of time it can take to recommend an ineffective veteran teacher for dismissal?	2ai. How frequently do veteran teachers receive an evaluation rating?	Over a year. (Teachers on “two-year self-directed growth plans” are placed on an “improvement plan” if they are rated “unsatisfactory” at the end of the first year. Improvement plans last for 30 days to a year.)	2/3
		2a.ii. How many times must a veteran teacher be rated ineffective to be placed in remediation?		
		2a.iii. How long must veteran teachers be in remediation before they can be dismissed?		
	2b. How long is the grievance process, excluding arbitration?		Eight to nine months.	0/1
3. How vulnerable is an ineffective veteran teacher's dismissal to challenge?	3a. What is the minimum number of observations required to dismiss an ineffective veteran teacher?		At least five (two to place an ineffective teacher in remediation and at least three during remediation).	1/1
	3b. Can a veteran teacher appeal an evaluation if there are no acknowledged procedural violations?		Yes.	0/1
	3c. Can a veteran teacher appeal a dismissal decision or recommendation more than once, either within the district or externally?		Yes.	0/1
	3d. Can a veteran teacher appeal a dismissal decision beyond the school district?		Yes: to the commissioner for arbitration; this decision is subject to judicial review.	0/1

Total points

3/10

Note: All data were collected from the NCTQ's [teacher-contract database](#), the ECS's [fifty-state comparison of teacher-tenure policies \(2014\)](#), and from other district documents (including teacher contracts, board policies, and employee handbook) during the spring and summer of 2016.

FEASIBLE

Burlington School District (VT)

7/10

While hardly perfect, the process for dismissing an ineffective veteran teacher is easier in Burlington School District than in most districts. Although veteran teachers are protected by tenure, the timeline for dismissing them is reasonable in theory, and the dismissal decision is relatively invulnerable to challenge.

How hard is it to dismiss an ineffective veteran teacher in Burlington School District?

FACTOR	INDICATOR		DATA	SCORE
1. Does tenure protect veteran teachers from performance-based dismissal?	1a. Can teachers earn tenure or the equivalent?		Yes.	0/1
	1b. Do tenured teachers revert to probationary status if rated ineffective?		No.	0/1
2. How long does it take to dismiss an ineffective veteran teacher?	2a. What is the shortest amount of time it can take to recommend an ineffective veteran teacher for dismissal?	2ai. How frequently do veteran teachers receive an evaluation rating?	One year. (Teachers are evaluated annually but may be placed in remediation at any time during the school year. Teachers who fail to improve their performance by the end of the year may be dismissed.)	3/3
		2aii. How many times must a veteran teacher be rated ineffective to be placed in remediation?		
		2aiii. How long must veteran teachers be in remediation before they can be dismissed?		
	2b. How long is the grievance process, excluding arbitration?		Three to four months.	1/1
3. How vulnerable is an ineffective veteran teacher's dismissal to challenge?	3a. What is the minimum number of observations required to dismiss an ineffective veteran teacher?		Formal observations required but number not specified.	1/1
	3b. Can a veteran teacher appeal an evaluation if there are no acknowledged procedural violations?		Yes.	0/1
	3c. Can a veteran teacher appeal a dismissal decision or recommendation more than once, either within the district or externally?		No.	1/1
	3d. Can a veteran teacher appeal a dismissal decision beyond the school district?		No.	1/1
			Total points	7/10

Note: All data were collected from the NCTQ's [teacher-contract database](#), the ECS's [fifty-state comparison of teacher-tenure policies \(2014\)](#), and from other district documents (including teacher contracts, board policies, and employee handbook) during the spring and summer of 2016.

FEASIBLE

Charlotte-Mecklenburg Schools (NC)

6/10

While hardly perfect, the process for dismissing an ineffective veteran teacher is easier in Charlotte-Mecklenburg Schools than in most districts, thanks to the repeal of North Carolina’s teacher-tenure laws. In theory at least, the timeline for dismissal is reasonable, though dismissal remains highly vulnerable to challenge.

How hard is it to dismiss an ineffective veteran teacher in Charlotte-Mecklenburg Schools?

FACTOR	INDICATOR		DATA	SCORE
1. Does tenure protect veteran teachers from performance-based dismissal?	1a. Can teachers earn tenure or the equivalent?		No.	1/1
	1b. Do tenured teachers revert to probationary status if rated ineffective?		All teachers are probationary.	1/1
2. How long does it take to dismiss an ineffective veteran teacher?	2a. What is the shortest amount of time it can take to recommend an ineffective veteran teacher for dismissal?	2ai. How frequently do veteran teachers receive an evaluation rating?	One year. (Teachers are evaluated annually. Those rated ineffective may be recommended for dismissal.)	3/3
		2aii. How many times must a veteran teacher be rated ineffective to be placed in remediation?		
		2aiii. How long must veteran teachers be in remediation before they can be dismissed?		
	2b. How long is the grievance process, excluding arbitration?		Seven months (excluding school-board hearings).	0/1
3. How vulnerable is an ineffective veteran teacher's dismissal to challenge?	3a. What is the minimum number of observations required to dismiss an ineffective veteran teacher?		Seven (three before remediation and four during remediation).	0/1
	3b. Can a veteran teacher appeal an evaluation if there are no acknowledged procedural violations?		No.	1/1
	3c. Can a veteran teacher appeal a dismissal decision or recommendation more than once, either within the district or externally?		Yes: to the school board and then to the district superior court.	0/1
	3d. Can a veteran teacher appeal a dismissal decision beyond the school district?		Yes: to the district superior court.	0/1
			Total points	6/10

Note: All data were collected from the NCTQ’s [teacher-contract database](#), the ECS’s [fifty-state comparison of teacher-tenure policies \(2014\)](#), and from other district documents (including teacher contracts, board policies, and employee handbook) during the spring and summer of 2016.

VERY DIFFICULT

Chicago Public Schools (IL)

1/10

It is more difficult to dismiss an ineffective veteran teacher in Chicago Public Schools than almost anywhere else in the country. Once teachers are granted tenure, the timeline for dismissal is protracted, and the dismissal itself is extremely vulnerable to challenge.

How hard is it to dismiss an ineffective veteran teacher in Chicago Public Schools?

FACTOR	INDICATOR		DATA	SCORE
1. Does tenure protect veteran teachers from performance-based dismissal?	1a. Can teachers earn tenure or the equivalent?		Yes.	0/1
	1b. Do tenured teachers revert to probationary status if rated ineffective?		No.	0/1
2. How long does it take to dismiss an ineffective veteran teacher?	2a. What is the shortest amount of time it can take to recommend an ineffective veteran teacher for dismissal?	2ai. How frequently do veteran teachers receive an evaluation rating?	Over two years. (Teachers are evaluated annually or biannually depending on their last rating. Those who receive an unsatisfactory rating or two developing ratings in a row are placed in remediation, which lasts for at least ninety school days.)	1/3
		2aii. How many times must a veteran teacher be rated ineffective to be placed in remediation?		
		2aiii. How long must veteran teachers be in remediation before they can be dismissed?		
	2b. How long is the grievance process, excluding arbitration?		Five months.	0/1
3. How vulnerable is an ineffective veteran teacher's dismissal to challenge?	3a. What is the minimum number of observations required to dismiss an ineffective veteran teacher?		Six (four are required to place an ineffective teacher in remediation and two are required during remediation).	0/1
	3b. Can a veteran teacher appeal an evaluation if there are no acknowledged procedural violations?		Yes.	0/1
	3c. Can a veteran teacher appeal a dismissal decision or recommendation more than once, either within the district or externally?		Yes: to a hearing officer and then to the appellate court.	0/1
	3d. Can a veteran teacher appeal a dismissal decision beyond the school district?		Yes: to the appellate court.	0/1
			Total points	1/10

Note: All data were collected from the NCTQ's [teacher-contract database](#), the ECS's [fifty-state comparison of teacher-tenure policies \(2014\)](#), and from other district documents (including teacher contracts, board policies, and employee handbook) during the spring and summer of 2016.

VERY DIFFICULT

Clark County School District (NV)

2/10

The process for dismissing an ineffective veteran teacher in Clark County School District is very difficult—more challenging than in most districts. Once veteran teachers are granted tenure, it takes at least three years to dismiss them, and the dismissal itself is extremely vulnerable to challenge.

How hard is it to dismiss an ineffective veteran teacher in Clark County School District?

FACTOR	INDICATOR		DATA	SCORE
1. Does tenure protect veteran teachers from performance-based dismissal?	1a. Can teachers earn tenure or the equivalent?		Yes.	0/1
	1b. Do tenured teachers revert to probationary status if rated ineffective?		Yes, if they are rated ineffective for two consecutive years.	1/1
2. How long does it take to dismiss an ineffective veteran teacher?	2a. What is the shortest amount of time it can take to recommend an ineffective veteran teacher for dismissal?	2ai. How frequently do veteran teachers receive an evaluation rating?	Three years. (Teachers are evaluated annually. After two consecutive ineffective ratings, they are placed in remediation, which lasts for a year.)	1/3
		2a.ii. How many times must a veteran teacher be rated ineffective to be placed in remediation?		
		2a.iii. How long must veteran teachers be in remediation before they can be dismissed?		
	2b. How long is the grievance process, excluding arbitration?	Six to seven months.		
3. How vulnerable is an ineffective veteran teacher's dismissal to challenge?	3a. What is the minimum number of observations required to dismiss an ineffective veteran teacher?		Seven (four are required to place a teacher in remediation and three are required during remediation).	0/1
	3b. Can a veteran teacher appeal an evaluation if there are no acknowledged procedural violations?		Issue not addressed in state or local policy.	0/1
	3c. Can a veteran teacher appeal a dismissal decision or recommendation more than once, either within the district or externally?		Yes. Any teacher deemed probationary due to the results of an evaluation and facing dismissal may appeal to the American Arbitration Association and then to the district court.	0/1
	3d. Can a veteran teacher appeal a dismissal decision beyond the school district?		Yes. Any teacher deemed probationary due to the results of an evaluation and facing dismissal may appeal to the American Arbitration Association and then to the district court.	0/1

Total points

2/10

Note: All data were collected from the NCTQ's [teacher-contract database](#), the ECS's [fifty-state comparison of teacher-tenure policies \(2014\)](#), and from other district documents (including teacher contracts, board policies, and employee handbook) during the spring and summer of 2016.

DIFFICULT

Dayton Public Schools (OH)

5/10

Though it's easier to dismiss an ineffective teacher in Dayton Public Schools than in most districts, the process remains difficult. For teachers who are granted tenure, the timeline for dismissal is protracted, and the dismissal itself is vulnerable to challenge.

How hard is it to dismiss an ineffective veteran teacher in Dayton Public Schools?

FACTOR	INDICATOR		DATA	SCORE
1. Does tenure protect veteran teachers from performance-based dismissal?	1a. Can teachers earn tenure or the equivalent?		Yes.	0/1
	1b. Do tenured teachers revert to probationary status if rated ineffective?		No.	0/1
2. How long does it take to dismiss an ineffective veteran teacher?	2a. What is the shortest amount of time it can take to recommend an ineffective veteran teacher for dismissal?	2ai. How frequently do veteran teachers receive an evaluation rating?	Two years. (Teachers are evaluated annually. Those rated ineffective are placed in remediation, which lasts for a year.)	2/3
		2a.ii. How many times must a veteran teacher be rated ineffective to be placed in remediation?		
		2a.iii. How long must veteran teachers be in remediation before they can be dismissed?		
	2b. How long is the grievance process, excluding arbitration?		Three months (excluding arbitration).	1/1
3. How vulnerable is an ineffective veteran teacher's dismissal to challenge?	3a. What is the minimum number of observations required to dismiss an ineffective veteran teacher?		Five (two prior to remediation and three during remediation).	1/1
	3b. Can a veteran teacher appeal an evaluation if there are no acknowledged procedural violations?		No.	1/1
	3c. Can a veteran teacher appeal a dismissal decision or recommendation more than once, either within the district or externally?		Yes: to the court of common pleas and the appellate court.	0/1
	3d. Can a veteran teacher appeal a dismissal decision beyond the school district?		Yes: to the court of common pleas and the appellate court.	0/1

Total points 5/10

Note: All data were collected from the NCTQ's [teacher-contract database](#), the ECS's [fifty-state comparison of teacher-tenure policies \(2014\)](#), and from other district documents (including teacher contracts, board policies, and employee handbook) during the spring and summer of 2016.

DIFFICULT

Denver Public Schools (CO)

4/10

The process for dismissing an ineffective veteran teacher in Denver Public Schools is difficult. Once teachers are granted tenure, they are largely protected against performance-based dismissal by a protracted timeline, and the dismissal itself is highly vulnerable to challenge.

How hard is it to dismiss an ineffective veteran teacher in Denver Public Schools?

FACTOR	INDICATOR	DATA	SCORE
1. Does tenure protect veteran teachers from performance-based dismissal?	1a. Can teachers earn tenure or the equivalent?	Yes.	0/1
	1b. Do tenured teachers revert to probationary status if rated ineffective?	Yes, after two consecutive ineffective ratings.	1/1
2. How long does it take to dismiss an ineffective veteran teacher?	2a. What is the shortest amount of time it can take to recommend an ineffective veteran teacher for dismissal?	2ai. How frequently do veteran teachers receive an evaluation rating?	Over a year. (Teachers are evaluated annually. Those rated ineffective may be placed in remediation, which lasts for thirty to ninety days.)
		2aii. How many times must a veteran teacher be rated ineffective to be placed in remediation?	
		2aiii. How long must veteran teachers be in remediation before they can be dismissed?	
	2b. How long is the grievance process, excluding arbitration?	Six months.	0/1
3. How vulnerable is an ineffective veteran teacher's dismissal to challenge?	3a. What is the minimum number of observations required to dismiss an ineffective veteran teacher?	At least five (at least four observations are required to place an ineffective teacher in remediation, and observations are also required during remediation, though the number is not specified).	1/1
	3b. Can a veteran teacher appeal an evaluation if there are no acknowledged procedural violations?	Yes.	0/1
	3c. Can a veteran teacher appeal a dismissal decision or recommendation more than once, either within the district or externally?	Yes: to the Court of Appeals and then to the Supreme Court.	0/1
	3d. Can a veteran teacher appeal a dismissal decision beyond the school district?	Yes: to the Court of Appeals and then to the Supreme Court.	0/1

Total points 4/10

Note: All data were collected from the NCTQ's [teacher-contract database](#), the ECS's [fifty-state comparison of teacher-tenure policies \(2014\)](#), and from other district documents (including teacher contracts, board policies, and employee handbook) during the spring and summer of 2016.

DIFFICULT

Detroit Public Schools Community District (MI)

4/10

Though it is easier to dismiss an ineffective veteran teacher in Detroit Public Schools Community District than in some districts, the process remains difficult. For teachers with tenure, the timeline for performance-based dismissal is protracted, and the dismissal itself is highly vulnerable to challenge.

How hard is it to dismiss an ineffective veteran teacher in Detroit Public Schools Community District?

FACTOR	INDICATOR	DATA	SCORE	
1. Does tenure protect veteran teachers from performance-based dismissal?	1a. Can teachers earn tenure or the equivalent?	Yes.	0/1	
	1b. Do tenured teachers revert to probationary status if rated ineffective?	No.	0/1	
2. How long does it take to dismiss an ineffective veteran teacher?	2a. What is the shortest amount of time it can take to recommend an ineffective veteran teacher for dismissal?	2ai. How frequently do veteran teachers receive an evaluation rating? 2a.ii. How many times must a veteran teacher be rated ineffective to be placed in remediation? 2a.iii. How long must veteran teachers be in remediation before they can be dismissed?	Two years. (Teachers are evaluated annually. After the first ineffective rating, they are placed in remediation, which lasts for at least a year.)	2/3
	2b. How long is the grievance process, excluding arbitration?	Evaluation is not grievable under Michigan law.	1/1	
	3a. What is the minimum number of observations required to dismiss an ineffective veteran teacher?	At least four (multiple observations are required to place an ineffective teacher in remediation, and at least two are required during remediation).	1/1	
	3. How vulnerable is an ineffective veteran teacher's dismissal to challenge?	3b. Can a veteran teacher appeal an evaluation if there are no acknowledged procedural violations?	Yes.	0/1
3c. Can a veteran teacher appeal a dismissal decision or recommendation more than once, either within the district or externally?		Yes: to the tenure commission, and then to the court of appeals.	0/1	
3d. Can a veteran teacher appeal a dismissal decision beyond the school district?		Yes: to the tenure commission, and then to the court of appeals.	0/1	

Total points 4/10

Note: All data were collected from the NCTQ's [teacher-contract database](#), the ECS's [fifty-state comparison of teacher-tenure policies \(2014\)](#), and from other district documents (including teacher contracts, board policies, and employee handbook) during the spring and summer of 2016.

FEASIBLE

District of Columbia Public Schools (DC)

6/10

Though hardly perfect, the process for dismissing an ineffective veteran teacher is easier in the District of Columbia Public Schools than in most districts. Because all District of Columbia teachers are probationary, the timeline for dismissal is reasonable, though the dismissal decision remains highly vulnerable to challenge.

How hard is it to dismiss an ineffective veteran teacher in the District of Columbia Public Schools?

FACTOR	INDICATOR	DATA	SCORE	
1. Does tenure protect veteran teachers from performance-based dismissal?	1a. Can teachers earn tenure or the equivalent?	No.	1/1	
	1b. Do tenured teachers revert to probationary status if rated ineffective?	All teachers are probationary.	1/1	
2. How long does it take to dismiss an ineffective veteran teacher?	2a. What is the shortest amount of time it can take to recommend an ineffective veteran teacher for dismissal?	2ai. How frequently do veteran teachers receive an evaluation rating?	One year. (Teachers are evaluated annually. Those rated ineffective are dismissed.)	3/3
		2a.ii. How many times must a veteran teacher be rated ineffective to be placed in remediation?		
		2a.iii. How long must veteran teachers be in remediation before they can be dismissed?		
	2b. How long is the grievance process, excluding arbitration?	Six months (excluding arbitration).	0/1	
3. How vulnerable is an ineffective veteran teacher's dismissal to challenge?	3a. What is the minimum number of observations required to dismiss an ineffective veteran teacher?	Between one and five, depending on experience and performance.	1/1	
	3b. Can a veteran teacher appeal an evaluation if there are no acknowledged procedural violations?	Yes.	0/1	
	3c. Can a veteran teacher appeal a dismissal decision or recommendation more than once, either within the district or externally?	Yes: to the Superintendent, then to the D.C. Office of Employee Appeals.	0/1	
	3d. Can a veteran teacher appeal a dismissal decision beyond the school district?	Yes: to the D.C. Office of Employee Appeals.	0/1	
Total points			6/10	

Note: All data were collected from the NCTQ's [teacher-contract database](#), the ECS's [fifty-state comparison of teacher-tenure policies \(2014\)](#), and from other district documents (including teacher contracts, board policies, and employee handbook) during the spring and summer of 2016.

DIFFICULT

Fairfax County Public Schools (VA)

5/10

Though it's easier to dismiss an ineffective veteran teacher in Fairfax County Public Schools than in some districts, the process remains difficult. Although the timeline for dismissal is reasonable in theory, once teachers are granted tenure, the decision to dismiss them is highly vulnerable to challenge.

How hard is it to dismiss an ineffective veteran teacher in Fairfax County Public Schools?

FACTOR	INDICATOR	DATA	SCORE
1. Does tenure protect veteran teachers from performance-based dismissal?	1a. Can teachers earn tenure or the equivalent?	Yes.	0/1
	1b. Do tenured teachers revert to probationary status if rated ineffective?	No.	0/1
2. How long does it take to dismiss an ineffective veteran teacher?	2a. What is the shortest amount of time it can take to recommend an ineffective veteran teacher for dismissal?	2ai. How frequently do veteran teachers receive an evaluation rating?	One year. (Tenured teachers receive summative evaluations every three years but may be placed on a summative evaluation cycle by an evaluator at any time with cause. Tenured teachers who receive an ineffective rating on a summative evaluation may be recommended for dismissal.)
		2aii. How many times must a veteran teacher be rated ineffective to be placed in remediation?	
		2aiii. How long must veteran teachers be in remediation before they can be dismissed?	
	2b. How long is the grievance process, excluding arbitration?	Up to four months (excluding school-board hearings).	1/1
3. How vulnerable is an ineffective veteran teacher's dismissal to challenge?	3a. What is the minimum number of observations required to dismiss an ineffective veteran teacher?	At least four (at least two are required to place an ineffective teacher in remediation and at least two are required during remediation).	1/1
	3b. Can a veteran teacher appeal an evaluation if there are no acknowledged procedural violations?	Yes: to the evaluator's supervisor, then to the Assistant Superintendent.	0/1
	3c. Can a veteran teacher appeal a dismissal decision or recommendation more than once, either within the district or externally?	Yes: through the district's review process and to the appellate court.	0/1
	3d. Can a veteran teacher appeal a dismissal decision beyond the school district?	Yes: to the appellate court.	0/1

Total points

5/10

Note: All data were collected from the NCTQ's [teacher-contract database](#), the ECS's [fifty-state comparison of teacher-tenure policies \(2014\)](#), and from other district documents (including teacher contracts, board policies, and employee handbook) during the spring and summer of 2016.

DIFFICULT

Gwinnett County Public Schools (GA)

5/10

Though it's easier to dismiss an ineffective veteran teacher in Gwinnett County Public Schools than in some districts, the process remains difficult. Once teachers are granted tenure, the decision to dismiss them is highly vulnerable to challenge (though the timeline for dismissal is reasonable in theory).

How hard is it to dismiss an ineffective veteran teacher in Gwinnett County Public Schools?

FACTOR	INDICATOR	DATA	SCORE
1. Does tenure protect veteran teachers from performance-based dismissal?	1a. Can teachers earn tenure or the equivalent?	Yes.	0/1
	1b. Do tenured teachers revert to probationary status if rated ineffective?	No.	0/1
2. How long does it take to dismiss an ineffective veteran teacher?	2a. What is the shortest amount of time it can take to recommend an ineffective veteran teacher for dismissal?	2ai. How frequently do veteran teachers receive an evaluation rating?	One year. (Teachers are evaluated annually, and an ineffective rating is considered evidence of incompetency. No remediation required.)
		2aii. How many times must a veteran teacher be rated ineffective to be placed in remediation?	
		2aiii. How long must veteran teachers be in remediation before they can be dismissed?	
	2b. How long is the grievance process, excluding arbitration?	There is no grievance process under Georgia law.	1/1
3. How vulnerable is an ineffective veteran teacher's dismissal to challenge?	3a. What is the minimum number of observations required to dismiss an ineffective veteran teacher?	At least six.	0/1
	3b. Can a veteran teacher appeal an evaluation if there are no acknowledged procedural violations?	No.	1/1
	3c. Can a veteran teacher appeal a dismissal decision or recommendation more than once, either within the district or externally?	Yes: first to the State Board of Education, then to the superior court of the county.	0/1
	3d. Can a veteran teacher appeal a dismissal decision beyond the school district?	Yes: first to the State Board of Education, then to the superior court of the county.	0/1
Total points			5/10

Note: All data were collected from the NCTQ's [teacher-contract database](#), the ECS's [fifty-state comparison of teacher-tenure policies \(2014\)](#), and from other district documents (including teacher contracts, board policies, and employee handbook) during the spring and summer of 2016.

DIFFICULT

Houston Independent School District (TX)

5/10

While it's easier to dismiss an ineffective veteran teacher in Houston Independent School District than in most districts, the process remains difficult. Although the timeline for dismissal is reasonable in theory, the dismissal itself is high vulnerable to challenge.

How hard is it to dismiss an ineffective veteran teacher in Houston Independent School District?

FACTOR	INDICATOR	DATA	SCORE	
1. Does tenure protect veteran teachers from performance-based dismissal?	1a. Can teachers earn tenure or the equivalent?	Yes.	0/1	
	1b. Do tenured teachers revert to probationary status if rated ineffective?	No.	0/1	
2. How long does it take to dismiss an ineffective veteran teacher?	2a. What is the shortest amount of time it can take to recommend an ineffective veteran teacher for dismissal?	2ai. How frequently do veteran teachers receive an evaluation rating? 2a.ii. How many times must a veteran teacher be rated ineffective to be placed in remediation? 2a.iii. How long must veteran teachers be in remediation before they can be dismissed?	One year or less. (Houston's contract acknowledges state law, which says that a teacher may be dismissed at any time for good cause as determined by the board of trustees.)	3/3
	2b. How long is the grievance process, excluding arbitration?	Three to four months (with the possibility of further extensions).	1/1	
3. How vulnerable is an ineffective veteran teacher's dismissal to challenge?	3a. What is the minimum number of observations required to dismiss an ineffective veteran teacher?	At least four. (Four observations are required to place an ineffective teacher in remediation. During remediation, the number of observations is determined on a case-by-case basis.)	1/1	
	3b. Can a veteran teacher appeal an evaluation if there are no acknowledged procedural violations?	Yes.	0/1	
	3c. Can a veteran teacher appeal a dismissal decision or recommendation more than once, either within the district or externally?	Yes: to a hearing officer and then to the district court.	0/1	
	3d. Can a veteran teacher appeal a dismissal decision beyond the school district?	Yes: to the district court.	0/1	
Total points			5/10	

Note: All data were collected from the NCTQ's [teacher-contract database](#), the ECS's [fifty-state comparison of teacher-tenure policies \(2014\)](#), and from other district documents (including teacher contracts, board policies, and employee handbook) during the spring and summer of 2016.

Indianapolis Public Schools (IN)

6/10

Dismissing an ineffective veteran teacher is easier in Indianapolis Public Schools than in most districts. Although the timeline for dismissal is protracted, tenured teachers who are rated ineffective revert to probationary status, and the decision to dismiss them is relatively invulnerable to challenge.

How hard is it to dismiss an ineffective veteran teacher in Indianapolis Public Schools?

FACTOR	INDICATOR		DATA	SCORE
1. Does tenure protect veteran teachers from performance-based dismissal?	1a. Can teachers earn tenure or the equivalent?		Yes.	0/1
	1b. Do tenured teachers revert to probationary status if rated ineffective?		Yes.	1/1
2. How long does it take to dismiss an ineffective veteran teacher?	2a. What is the shortest amount of time it can take to recommend an ineffective veteran teacher for dismissal?	2ai. How frequently do veteran teachers receive an evaluation rating?	Two years. (Teachers are evaluated annually. Those rated ineffective are placed in remediation, which lasts for at least a year.)	2/3
		2aii. How many times must a veteran teacher be rated ineffective to be placed in remediation?		
		2aiii. How long must veteran teachers be in remediation before they can be dismissed?		
	2b. How long is the grievance process, excluding arbitration?	Two to three months.		
3. How vulnerable is an ineffective veteran teacher's dismissal to challenge?	3a. What is the minimum number of observations required to dismiss an ineffective veteran teacher?		Seven (three prior to remediation and four during remediation).	0/1
	3b. Can a veteran teacher appeal an evaluation if there are no acknowledged procedural violations?		Issue not addressed in state or local policy.	0/1
	3c. Can a veteran teacher appeal a dismissal decision or recommendation more than once, either within the district or externally?		No.	1/1
	3d. Can a veteran teacher appeal a dismissal decision beyond the school district?		No.	1/1
			Total points	6/10

Note: All data were collected from the NCTQ's [teacher-contract database](#), the ECS's [fifty-state comparison of teacher-tenure policies \(2014\)](#), and from other district documents (including teacher contracts, board policies, and employee handbook) during the spring and summer of 2016.

VERY DIFFICULT

Los Angeles Unified School District (CA)

1/10

It is more difficult to dismiss an ineffective teacher in Los Angeles Unified School District than almost anywhere else in the country. Once teachers are granted tenure, it can take up to five years just to assign them their first negative evaluation rating. And the decision to dismiss an ineffective teacher is extremely vulnerable to challenge.

How hard is it to dismiss an ineffective veteran teacher in Los Angeles Unified School District?

FACTOR	INDICATOR	DATA	SCORE
1. Does tenure protect veteran teachers from performance-based dismissal?	1a. Can teachers earn tenure or the equivalent?	Yes.	0/1
	1b. Do tenured teachers revert to probationary status if rated ineffective?	No.	0/1
2. How long does it take to dismiss an ineffective veteran teacher?	2a. What is the shortest amount of time it can take to recommend an ineffective veteran teacher for dismissal?	2ai. How frequently do veteran teachers receive an evaluation rating? 2aii. How many times must a veteran teacher be rated ineffective to be placed in remediation? 2aiii. How long must veteran teachers be in remediation before they can be dismissed?	Three to six years. (Teachers who have been employed by the district for at least ten years and who receive a “meets standards” rating are evaluated every five years. Other tenured teachers are evaluated every two years. Teachers rated below standard are placed in remediation, which lasts for a year.)
	2b. How long is the grievance process, excluding arbitration?	Three to four months.	1/1
	3a. What is the minimum number of observations required to dismiss an ineffective veteran teacher?	Six (two are required to place an ineffective teacher in remediation, and four are required during remediation).	0/1
3. How vulnerable is an ineffective veteran teacher’s dismissal to challenge?	3b. Can a veteran teacher appeal an evaluation if there are no acknowledged procedural violations?	Yes.	0/1
	3c. Can a veteran teacher appeal a dismissal decision or recommendation more than once, either within the district or externally?	Yes: to the Commission on Professional Competence and then to a “court of competent jurisdiction.”	0/1
	3d. Can a veteran teacher appeal a dismissal decision beyond the school district?	Yes: to a “court of competent jurisdiction.”	0/1

Total points

1/10

Note: All data were collected from the NCTQ’s [teacher-contract database](#), the ECS’s [fifty-state comparison of teacher-tenure policies \(2014\)](#), and from other district documents (including teacher contracts, board policies, and employee handbook) during the spring and summer of 2016.

FEASIBLE

Mesa Public Schools (AZ)

7/10

Though hardly perfect, the process for dismissing an ineffective teacher is easier in Mesa Public Schools than in most districts. Tenured teachers who are rated ineffective revert to nonprobationary status in Arizona, and the timeline for dismissing them is reasonable. However, the dismissal itself remains vulnerable to challenge.

How hard is it to dismiss an ineffective veteran teacher in Mesa Public Schools?

FACTOR	INDICATOR		DATA	SCORE
1. Does tenure protect veteran teachers from performance-based dismissal?	1a. Can teachers earn tenure or the equivalent?		Yes.	0/1
	1b. Do tenured teachers revert to probationary status if rated ineffective?		Yes.	1/1
2. How long does it take to dismiss an ineffective veteran teacher?	2a. What is the shortest amount of time it can take to recommend an ineffective veteran teacher for dismissal?	2ai. How frequently do veteran teachers receive an evaluation rating?	One year or less. (Teachers are evaluated every semester. Those rated ineffective are placed in remediation, which typically lasts for forty-five days.)	3/3
		2aii. How many times must a veteran teacher be rated ineffective to be placed in remediation?		
		2aiii. How long must veteran teachers be in remediation before they can be dismissed?		
	2b. How long is the grievance process, excluding arbitration?			
3. How vulnerable is an ineffective veteran teacher's dismissal to challenge?	3a. What is the minimum number of observations required to dismiss an ineffective veteran teacher?		Four (three to place an ineffective teacher in remediation and at least one during remediation).	1/1
	3b. Can a veteran teacher appeal an evaluation if there are no acknowledged procedural violations?		No.	1/1
	3c. Can a veteran teacher appeal a dismissal decision or recommendation more than once, either within the district or externally?		Yes: to a hearing officer and then to the county's superior court.	0/1
	3d. Can a veteran teacher appeal a dismissal decision beyond the school district?		Yes: to the county's superior court.	0/1

Total points

7/10

Note: All data were collected from the NCTQ's [teacher-contract database](#), the ECS's [fifty-state comparison of teacher-tenure policies \(2014\)](#), and from other district documents (including teacher contracts, board policies, and employee handbook) during the spring and summer of 2016.

FEASIBLE

Miami-Dade County Public Schools (FL)

8/10

Because Florida has essentially abolished tenure, dismissing an ineffective veteran teacher is easier in Miami-Dade County Public Schools than almost anywhere else in the country. Although teachers have the right to appeal a negative evaluation, the dismissal decision is relatively invulnerable to challenge, and the timeline for dismissal is reasonable.

How hard is it to dismiss an ineffective veteran teacher in Miami-Dade County Public Schools?

FACTOR	INDICATOR		DATA	SCORE
1. Does tenure protect veteran teachers from performance-based dismissal?	1a. Can teachers earn tenure or the equivalent?		No.	1/1
	1b. Do tenured teachers revert to probationary status if rated ineffective?		All teachers are probationary.	1/1
2. How long does it take to dismiss an ineffective veteran teacher?	2a. What is the shortest amount of time it can take to recommend an ineffective veteran teacher for dismissal?	2ai. How frequently do veteran teachers receive an evaluation rating?	At least a year. (Teachers are evaluated annually. Those receiving an unsatisfactory rating receive thirty-one days of “support dialogue” followed by a ninety-day improvement plan.)	3/3
		2aii. How many times must a veteran teacher be rated ineffective to be placed in remediation?		
		2aiii. How long must veteran teachers be in remediation before they can be dismissed?		
	2b. How long is the grievance process, excluding arbitration?		Six months.	0/1
3. How vulnerable is an ineffective veteran teacher's dismissal to challenge?	3a. What is the minimum number of observations required to dismiss an ineffective veteran teacher?		Three (one to place an ineffective teacher in remediation and two during remediation).	1/1
	3b. Can a veteran teacher appeal an evaluation if there are no acknowledged procedural violations?		Yes, teacher may request a review of up to three performance standards.	0/1
	3c. Can a veteran teacher appeal a dismissal decision or recommendation more than once, either within the district or externally?		Only for teachers dismissed for reasons other than ineffectiveness.	1/1
	3d. Can a veteran teacher appeal a dismissal decision beyond the school district?		Only for teachers dismissed for reasons other than ineffectiveness.	1/1
			Total points	8/10

Note: All data were collected from the NCTQ's [teacher-contract database](#), the ECS's [fifty-state comparison of teacher-tenure policies \(2014\)](#), and from other district documents (including teacher contracts, board policies, and employee handbook) during the spring and summer of 2016.

FEASIBLE

Milwaukee Public Schools (WI)

6/10

While hardly perfect, the process for dismissing an ineffective veteran teacher is easier in Milwaukee Public Schools than in most districts. Although teachers can still earn tenure, the timeline for dismissal is reasonable, and the dismissal decision is relatively invulnerable to challenge.

How hard is it to dismiss an ineffective veteran teacher in Milwaukee Public Schools?

FACTOR	INDICATOR		DATA	SCORE
1. Does tenure protect veteran teachers from performance-based dismissal?	1a. Can teachers earn tenure or the equivalent?		Yes.	0/1
	1b. Do tenured teachers revert to probationary status if rated ineffective?		No.	0/1
2. How long does it take to dismiss an ineffective veteran teacher?	2a. What is the shortest amount of time it can take to recommend an ineffective veteran teacher for dismissal?	2ai. How frequently do veteran teachers receive an evaluation rating?	One year. (Teachers are evaluated on a three-year cycle, but may be placed on a “summative” cycle at the discretion of the evaluator, in which case they may be dismissed at the end of the year if they fail to improve.)	3/3
		2aii. How many times must a veteran teacher be rated ineffective to be placed in remediation?		
		2aiii. How long must veteran teachers be in remediation before they can be dismissed?		
	2b. How long is the grievance process, excluding arbitration?		Five months.	0/1
3. How vulnerable is an ineffective veteran teacher's dismissal to challenge?	3a. What is the minimum number of observations required to dismiss an ineffective veteran teacher?		Three (three observations are required to place an ineffective teacher in remediation, though the district does not have specific requirements for how many are required during remediation).	1/1
	3b. Can a veteran teacher appeal an evaluation if there are no acknowledged procedural violations?		Yes.	0/1
	3c. Can a veteran teacher appeal a dismissal decision or recommendation more than once, either within the district or externally?		No.	1/1
	3d. Can a veteran teacher appeal a dismissal decision beyond the school district?		No.	1/1

Total points

6/10

Note: All data were collected from the NCTQ's [teacher-contract database](#), the ECS's [fifty-state comparison of teacher-tenure policies \(2014\)](#), and from other district documents (including teacher contracts, board policies, and employee handbook) during the spring and summer of 2016.

DIFFICULT

Minneapolis Public Schools (MN)

4/10

Though it is easier to dismiss an ineffective veteran teacher in Minneapolis Public Schools than in some districts, the process remains difficult. Once teachers are granted tenure, dismissal is extremely vulnerable to challenge (though the timeline for dismissal is reasonable in theory).

How hard is it to dismiss an ineffective veteran teacher in Minneapolis Public Schools?

FACTOR	INDICATOR		DATA	SCORE
1. Does tenure protect veteran teachers from performance-based dismissal?	1a. Can teachers earn tenure or the equivalent?		Yes.	0/1
	1b. Do tenured teachers revert to probationary status if rated ineffective?		No.	0/1
2. How long does it take to dismiss an ineffective veteran teacher?	2a. What is the shortest amount of time it can take to recommend an ineffective veteran teacher for dismissal?	2ai. How frequently do veteran teachers receive an evaluation rating?	One year or less. (Tenured teachers receive summative evaluations every two years but may be placed in remediation at any time if there are concerns about their performance. The expedited remediation process lasts forty-five days.)	3/3
		2aii. How many times must a veteran teacher be rated ineffective to be placed in remediation?		
		2aiii. How long must veteran teachers be in remediation before they can be dismissed?		
	2b. How long is the grievance process, excluding arbitration?	Three to four months.		
3. How vulnerable is an ineffective veteran teacher's dismissal to challenge?	3a. What is the minimum number of observations required to dismiss an ineffective veteran teacher?		Six (two observations are required to place an ineffective teacher in remediation and four are required during remediation).	0/1
	3b. Can a veteran teacher appeal an evaluation if there are no acknowledged procedural violations?		Issue not addressed in state or local policy.	0/1
	3c. Can a veteran teacher appeal a dismissal decision or recommendation more than once, either within the district or externally?		Yes.	0/1
	3d. Can a veteran teacher appeal a dismissal decision beyond the school district?		Yes: for judicial review.	0/1
			Total points	4/10

Note: All data were collected from the NCTQ's [teacher-contract database](#), the ECS's [fifty-state comparison of teacher-tenure policies \(2014\)](#), and from other district documents (including teacher contracts, board policies, and employee handbook) during the spring and summer of 2016.

DIFFICULT

Montgomery County Public Schools (MD)

4/10

Though dismissing an ineffective veteran teacher is easier in Montgomery County Public Schools than in some districts, the process remains difficult. Once teachers have been granted tenure, the timeline for dismissal is protracted, and the dismissal itself is highly vulnerable to challenge.

How hard is it to dismiss an ineffective veteran teacher in Montgomery County Public Schools?

FACTOR	INDICATOR	DATA	SCORE
1. Does tenure protect veteran teachers from performance-based dismissal?	1a. Can teachers earn tenure or the equivalent?	Yes.	0/1
	1b. Do tenured teachers revert to probationary status if rated ineffective?	No.	0/1
2. How long does it take to dismiss an ineffective veteran teacher?	2a. What is the shortest amount of time it can take to recommend an ineffective veteran teacher for dismissal?	2ai. How frequently do veteran teachers receive an evaluation rating?	Two years. (Tenured teachers receive summative evaluations every three to five years. However, principals may request a “special evaluation” at any point in the cycle. Teachers who receive a rating of below standard on such an evaluation are placed in remediation, which typically lasts for a year.)
		2aii. How many times must a veteran teacher be rated ineffective to be placed in remediation?	
		2aiii. How long must veteran teachers be in remediation before they can be dismissed?	
	2b. How long is the grievance process, excluding arbitration?	Four months.	
3. How vulnerable is an ineffective veteran teacher's dismissal to challenge?	3a. What is the minimum number of observations required to dismiss an ineffective veteran teacher?	Five (two observations are required to place an ineffective teacher in remediation and three are required during remediation).	1/1
	3b. Can a veteran teacher appeal an evaluation if there are no acknowledged procedural violations?	Yes.	0/1
	3c. Can a veteran teacher appeal a dismissal decision or recommendation more than once, either within the district or externally?	Yes.	0/1
	3d. Can a veteran teacher appeal a dismissal decision beyond the school district?	Yes: to the circuit court.	0/1
Total points			4/10

Note: All data were collected from the NCTQ's [teacher-contract database](#), the ECS's [fifty-state comparison of teacher-tenure policies \(2014\)](#), and from other district documents (including teacher contracts, board policies, and employee handbook) during the spring and summer of 2016.

VERY DIFFICULT

New York City Public Schools (NY)

2/10

It is more difficult to dismiss an ineffective veteran teacher in New York City Public Schools than in almost any other district in the country. Once teachers are granted tenure, the dismissal timeline is protracted, and the dismissal itself is extremely vulnerable to challenge.

How hard is it to dismiss an ineffective veteran teacher in New York City Public Schools?

FACTOR	INDICATOR		DATA	SCORE
1. Does tenure protect veteran teachers from performance-based dismissal?	1a. Can teachers earn tenure or the equivalent?		Yes.	0/1
	1b. Do tenured teachers revert to probationary status if rated ineffective?		No.	0/1
2. How long does it take to dismiss an ineffective veteran teacher?	2a. What is the shortest amount of time it can take to recommend an ineffective veteran teacher for dismissal?	2ai. How frequently do veteran teachers receive an evaluation rating?	Two years. (Teachers are evaluated annually and can be dismissed following two ineffective ratings. Teachers who are rated ineffective receive at least a year of remediation.)	2/3
		2aii. How many times must a veteran teacher be rated ineffective to be placed in remediation?		
		2aiii. How long must veteran teachers be in remediation before they can be dismissed?		
	2b. How long is the grievance process, excluding arbitration?		Five to six months.	0/1
3. How vulnerable is an ineffective veteran teacher's dismissal to challenge?	3a. What is the minimum number of observations required to dismiss an ineffective veteran teacher?		Eight (four observations are required to place an ineffective teacher in remediation and four are required during remediation).	0/1
	3b. Can a veteran teacher appeal an evaluation if there are no acknowledged procedural violations?		Yes.	0/1
	3c. Can a veteran teacher appeal a dismissal decision or recommendation more than once, either within the district or externally?		Yes.	0/1
	3d. Can a veteran teacher appeal a dismissal decision beyond the school district?		Yes: to the state supreme court.	0/1
			Total points	2/10

Note: All data were collected from the NCTQ's [teacher-contract database](#), the ECS's [fifty-state comparison of teacher-tenure policies \(2014\)](#), and from other district documents (including teacher contracts, board policies, and employee handbook) during the spring and summer of 2016.

DIFFICULT

Newark Public Schools (NJ)

3/10

The process for dismissing an ineffective veteran teacher in Newark Public Schools is difficult. Once teachers are granted tenure, the timeline for dismissing them is protracted, and the dismissal itself is extremely vulnerable to challenge.

How hard is it to dismiss an ineffective veteran teacher in Newark Public Schools?

FACTOR	INDICATOR		DATA	SCORE
1. Does tenure protect veteran teachers from performance-based dismissal?	1a. Can teachers earn tenure or the equivalent?		Yes.	0/1
	1b. Do tenured teachers revert to probationary status if rated ineffective?		No.	0/1
2. How long does it take to dismiss an ineffective veteran teacher?	2a. What is the shortest amount of time it can take to recommend an ineffective veteran teacher for dismissal?	2ai. How frequently do veteran teachers receive an evaluation rating?	Two years. (Teachers are evaluated annually and can be dismissed following two ineffective ratings. Those rated ineffective typically receive at least a year of remediation.)	2/3
		2aii. How many times must a veteran teacher be rated ineffective to be placed in remediation?		
		2aiii. How long must veteran teachers be in remediation before they can be dismissed?		
	2b. How long is the grievance process, excluding arbitration?	Three months.		
3. How vulnerable is an ineffective veteran teacher's dismissal to challenge?	3a. What is the minimum number of observations required to dismiss an ineffective veteran teacher?		Seven (three observations are required to place an ineffective teacher in remediation and four are required during remediation).	0/1
	3b. Can a veteran teacher appeal an evaluation if there are no acknowledged procedural violations?		Yes.	0/1
	3c. Can a veteran teacher appeal a dismissal decision or recommendation more than once, either within the district or externally?		Yes.	0/1
	3d. Can a veteran teacher appeal a dismissal decision beyond the school district?		Yes: to an arbitrator.	0/1
			Total points	3/10

Note: All data were collected from the NCTQ's [teacher-contract database](#), the ECS's [fifty-state comparison of teacher-tenure policies \(2014\)](#), and from other district documents (including teacher contracts, board policies, and employee handbook) during the spring and summer of 2016.

VERY DIFFICULT

San Francisco Unified School District (CA)

0/10

It is harder to dismiss an ineffective teacher in the San Francisco Unified School District than almost anywhere else in the country. Once teachers are granted tenure, they are largely protected against performance-based dismissal because the evaluation timeline is so protracted and the dismissal itself is extremely vulnerable to challenge.

How hard is it to dismiss an ineffective veteran teacher in the San Francisco Unified School District?

FACTOR	INDICATOR		DATA	SCORE
1. Does tenure protect veteran teachers from performance-based dismissal?	1a. Can teachers earn tenure or the equivalent?		Yes.	0/1
	1b. Do tenured teachers revert to probationary status if rated ineffective?		No.	0/1
2. How long does it take to dismiss an ineffective veteran teacher?	2a. What is the shortest amount of time it can take to recommend an ineffective veteran teacher for dismissal?	2ai. How frequently do veteran teachers receive an evaluation rating?	Three to six years. (Teachers who have been employed by the district for at least ten years and who are rated as meeting standards are evaluated every five years. Other tenured teachers are evaluated every two years. Teachers rated below standard are placed in remediation, which lasts for at least a year.)	0/3
		2aii. How many times must a veteran teacher be rated ineffective to be placed in remediation?		
		2aiii. How long must veteran teachers be in remediation before they can be dismissed?		
	2b. How long is the grievance process, excluding arbitration?			
3. How vulnerable is an ineffective veteran teacher's dismissal to challenge?	3a. What is the minimum number of observations required to dismiss an ineffective veteran teacher?		Seven (one observation required to place an ineffective teacher in remediation and at least six required during remediation).	0/1
	3b. Can a veteran teacher appeal an evaluation if there are no acknowledged procedural violations?		Issue not addressed in state or local policy.	0/1
	3c. Can a veteran teacher appeal a dismissal decision or recommendation more than once, either within the district or externally?		Yes: to the Commission on Professional Competence and then to a "court of competent jurisdiction."	0/1
	3d. Can a veteran teacher appeal a dismissal decision beyond the school district?		Yes: to a "court of competent jurisdiction."	0/1

Total points 0/10

Note: All data were collected from the NCTQ's [teacher-contract database](#), the ECS's [fifty-state comparison of teacher-tenure policies \(2014\)](#), and from other district documents (including teacher contracts, board policies, and employee handbook) during the spring and summer of 2016.

DIFFICULT

School District of Philadelphia (PA)

3/10

Dismissing an ineffective veteran teacher is more difficult in the School District of Philadelphia than in most districts. Once teachers are granted tenure, the timeline for dismissal is protracted, and the dismissal decision is highly vulnerable to challenge.

How hard is it to dismiss an ineffective veteran teacher in the School District of Philadelphia?

FACTOR	INDICATOR		DATA	SCORE
1. Does tenure protect veteran teachers from performance-based dismissal?	1a. Can teachers earn tenure or the equivalent?		Yes.	0/1
	1b. Do tenured teachers revert to probationary status if rated ineffective?		No.	0/1
2. How long does it take to dismiss an ineffective veteran teacher?	2a. What is the shortest amount of time it can take to recommend an ineffective veteran teacher for dismissal?	2ai. How frequently do veteran teachers receive an evaluation rating?	Two years. (Teachers are evaluated annually and can be dismissed following two ineffective ratings. Teachers who are rated ineffective typically receive at least a year of remediation.)	2/3
		2aii. How many times must a veteran teacher be rated ineffective to be placed in remediation?		
		2aiii. How long must veteran teachers be in remediation before they can be dismissed?		
	2b. How long is the grievance process, excluding arbitration?		Five to six months.	0/1
3. How vulnerable is an ineffective veteran teacher's dismissal to challenge?	3a. What is the minimum number of observations required to dismiss an ineffective veteran teacher?		Four (three observations are required to place an ineffective teacher in remediation and at least one is required during remediation).	1/1
	3b. Can a veteran teacher appeal an evaluation if there are no acknowledged procedural violations?		Issue not addressed in state or local policy.	0/1
	3c. Can a veteran teacher appeal a dismissal decision or recommendation more than once, either within the district or externally?		Yes.	0/1
	3d. Can a veteran teacher appeal a dismissal decision beyond the school district?		Yes: to the Professional Standards and Practices Commission.	0/1
			Total points	3/10

Note: All data were collected from the NCTQ's [teacher-contract database](#), the ECS's [fifty-state comparison of teacher-tenure policies \(2014\)](#), and from other district documents (including teacher contracts, board policies, and employee handbook) during the spring and summer of 2016.

DIFFICULT

Shelby County Schools (TN)

5/10

Although it's easier to dismiss an ineffective veteran teacher in Shelby County Schools than in some districts, the process remains difficult. Tenured teachers revert to probationary status if they are rated ineffective, but the timeline for dismissing them is protracted, and the dismissal itself is highly vulnerable to challenge.

How hard is it to dismiss an ineffective veteran teacher in Shelby County Schools?

FACTOR	INDICATOR	DATA	SCORE
1. Does tenure protect veteran teachers from performance-based dismissal?	1a. Can teachers earn tenure or the equivalent?	Yes.	0/1
	1b. Do tenured teachers revert to probationary status if rated ineffective?	Yes, if they are rated ineffective for two consecutive years.	1/1
2. How long does it take to dismiss an ineffective veteran teacher?	2a. What is the shortest amount of time it can take to recommend an ineffective veteran teacher for dismissal?	2ai. How frequently do veteran teachers receive an evaluation rating?	Two years. (Teachers are evaluated annually. Those rated ineffective are placed in remediation, which lasts for at least a year.)
		2aii. How many times must a veteran teacher be rated ineffective to be placed in remediation?	
		2aiii. How long must veteran teachers be in remediation before they can be dismissed?	
	2b. How long is the grievance process, excluding arbitration?	Four months.	
3. How vulnerable is an ineffective veteran teacher's dismissal to challenge?	3a. What is the minimum number of observations required to dismiss an ineffective veteran teacher?	At least nine. (Four or five observations are required to place an ineffective teacher in remediation and at least five are required during remediation).	0/1
	3b. Can a veteran teacher appeal an evaluation if there are no acknowledged procedural violations?	No.	1/1
	3c. Can a veteran teacher appeal a dismissal decision or recommendation more than once, either within the district or externally?	Yes: to the state board and then to the county's chancery court.	0/1
	3d. Can a veteran teacher appeal a dismissal decision beyond the school district?	Yes: to the state board and then to the county's chancery court.	0/1
Total points			5/10

Note: All data were collected from the NCTQ's [teacher-contract database](#), the ECS's [fifty-state comparison of teacher-tenure policies \(2014\)](#), and from other district documents (including teacher contracts, board policies, and employee handbook) during the spring and summer of 2016.