

Appendix A: Salary schedule review from other states

Alabama sets a statewide minimum salary schedule for teachers and another one for school nurses. The state minimum salary schedule gives consideration to certification, education, and experience. During the 2014-2015 school year, teachers with a bachelor's degree and up to 2 years of experience were required to be paid at least \$36,867. Per §16.13.281, the average salary of Alabama teachers, including base salary, local salary supplements, state incentive pay such as National Board of Professional Teaching Standards certification, is intended to reflect national averages. Per §16.13.231.1(f), the legislature determines the amounts in the State Minimum Salary Schedule in its annual education appropriation act. Experience is considered in 3-year increments up to 30 years.

Arkansas sets a minimum salary schedule for teachers. A minimum salary for teachers was first adopted in 1919, and it has undergone several significant revisions over time. Starting in 1996, the law required a minimum per-pupil spending requirement and a salary schedule. State minimum salary schedule amounts were determined annually by the legislature in the annual education appropriation act. That law was revised in 2003 after a school funding lawsuit found the state's funding system unconstitutional. As a result, the legislature modified the funding formula and increased teacher pay, among other changes. Now, per A.C.A. §6-17-2403, the minimum teacher salary in the state of Arkansas is \$29,244. Furthermore, each school district's salary schedule must provide increments for education and at least 15 years of experience.

High-priority school districts (those with fewer than 1,000 students and 80 percent or more of their students are eligible for free or reduced-price lunch) participate in the High-Priority District Teacher Incentive Program. This state-funded program provides a one-time \$5,000 signing bonus to a newly hired teacher, a \$4,000 bonus in the teacher's second and third years and a \$3,000 bonus for a teacher remaining in a high-priority district.

School districts must pay classified employees a minimum hourly wage (\$6.25 in 2001) that is tied to the consumer price index. The adjusted rate is announced prior to July 1 each year in a memo from the state education commissioner.

Delaware sets a base salary schedule for teachers, principals, superintendents, and other school district employees. The base salary for beginning teacher with a bachelor's degree in the 2014-2015 school year is \$28,281, which is "intended to be the equivalent of 70 percent of a recommended average total competitive starting salary," per §1305(b). Teacher can earn increments for education and up to 17 years of experience.

Teachers in Delaware can earn additional pay in several ways. They can earn additional salary supplements between 2 and 6 percent of their base pay for gaining skills and knowledge that lead to more effective instruction. (The Professional Standards Board, with approval of the State Board of Education, designates through regulation the specific professional development activities and specific areas of skills and knowledge that an employee can undertake or obtain in order to receive a skills and knowledge salary supplement.) Educators can earn an additional 12 percent of their base pay by

achieving certification from the National Board for Professional Teaching Standards or from an equivalent program approved by the state board. They can earn additional salary supplements between \$750 and \$1,500 for accepting additional responsibility assignments that impact student achievement. (The Professional Standards Board, with the approval of the State Board of Education, designates through regulation the specific assignments that an employee may accept in order to receive a state-funded salary supplement.) The Professional Standards Board also makes recommendations regarding additional responsibility supplements for administrators.

Georgia's State Board of Education establishes a minimum salary schedule for teachers every year, per §20-2-212. The House of Representatives and Senate Education and Appropriations Committees can request a report that includes data and calculations used to determine the minimum base salary.

The law requires that the minimum salary base for certificated professional personnel with bachelor's degrees and no experience, when annualized from a 10-month basis to a 12-month basis, to be comparable to the beginning salaries of recent graduates of the University System of Georgia holding bachelor's degrees and entering positions in Georgia having educational entry requirements comparable to the requirements for entry into Georgia public school teaching. Placement on the salary schedule is based on a teacher's certificate level and up to 21 years of creditable experience. (A teacher does not receive credit for any year of experience in which the teacher received an unsatisfactory or ineffective annual summative performance evaluation or for the second year in which a teacher receives two consecutive annual summative needs development ratings.)

Local units of administration may supplement the salaries of personnel subject to the minimum salary schedule and, in determining the amount of those supplements, may take into consideration the nature of duties to be performed, the responsibility of the position held, the subject matter or grades to be taught, and the experience and performance of the particular employee whose salary is being supplemented.

Other relevant statutes:

§ 20-2-212.1. Increase in state salary of person selected as Georgia Teacher of the Year

§ 20-2-212.2. Salary increase for persons receiving certification from National Board for Professional Teaching

§ 20-2-212.5. Additional compensation for teachers in mathematics or science

§ 20-2-213.1. Pay-for-performance for rewarding group activity

§ 20-2-214. Salary schedule for principals; supplements

§ 20-2-214.1. High Performance Principals program

§ 20-2-217. Professional and staff development stipends

Hawaii is a single school district. The governor, Board of Education, and the state superintendent negotiate salaries with teachers through a collective bargaining process. The schedule has increments for education and up to 14 years of experience. Any teacher who successfully completes his or her probationary period and continues employment as a public school teacher in Hawaii receives a one-time incentive in the amount of \$2,500 in the school year following their successful completion of probation.

Idaho Governor Otter signed House Bill 296 on April 2, 2015. The bill amends the state's previous salary schedule for teachers and creates a simplified schedule that the bill refers to as a career ladder, defined

in §33-1004B, Idaho Code. The career ladder is used to calculate part of each district's salary-based apportionment, per §33-1004E, and is tied to a new tiered licensure scheme. (Money for other school district positions, calculated using the existing index, comprise the remainder of the salary-based apportionment.) The bill also raises the minimum salary for a beginning teacher with a bachelor's degree from \$31,750 in school year 2014-2015, to \$37,000 in school year 2019-2020, and collapses the schedule to five experience bands by that school year.

Salaries are negotiated at each district, but the state's minimum salary expectation must be met. Districts can be allocated additional funding for each teacher that completes 24 credits beyond their bachelor's degree or has a master's degree, and for each teacher that is certified by the National Board for Professional Teaching Standards.

Illinois statute 105 ILCS 5/24-8 sets the minimum salary a school district is allowed to pay teachers based on education and experience. Districts are allowed to pay above the minimum. The minimum salaries have not been updated since 1980, so they are low by today's standards. For example, a beginning teacher with a bachelor's degree is required to earn at least \$10,000 a year for full-time work. The law requires districts to pay teachers with a bachelor's degree and 5 years of experience at least \$1,000 more than a similar teacher without experience. A teacher with 8 years of experience is required to be paid \$1,600 more per year than a similar teacher without experience. Teachers with a master's degree and 5 years of experience are required to be paid at least \$1,250 more per year than similar teachers without experience. With 8 years of experience, they are required to be paid \$2,000 more per year. With 13 years of experience, they are required to be paid \$2,750 more per year than a similar teacher without experience.

An Illinois Teacher Salary Study is required annually from the Illinois State Board of Education. The study must contain information on teacher salary policies, salaries paid, and fringe benefits.

Indiana code underwent substantial revisions in 2011, eliminating the statewide minimum salary schedule. Instead, P.L. 48-2011 (I.C. 28-9-1) establishes salary, wages and wage-related fringe benefits as mandatory subjects of collective bargaining. P.L. 90-2011 eliminated a previous requirement that a teacher's minimum salary each school year must be based on "education, experience and degree completed." As of 2011, there are no requirements regarding the basis of a teacher's beginning salary with a school corporation (i.e. school district). The new code states that a teacher rated "ineffective" or "improvement necessary" may not receive a salary increase or increment, regardless of the local approach to determining increases in base salaries. The new code requires collective bargaining agreements to conform to a requirement that "increases or increments in a local salary scale" must be based on a combination of the following factors:

1. The number of years of a teacher's experience
2. The attainment of additional content area credits or degrees [The combination of these two factors (i.e. #1 and #2) may account for no more than 33% of the calculation to determine a teacher's increase or increment]
3. Teacher evaluation results conducted under IC 20-28-11.5
4. The assignment of instructional leadership roles, including conducting evaluations

5. The academic needs of the students in the school corporation

The new code also requires the Indiana Department of Education to publish a model salary schedule that any school corporation may adopt.

Kentucky has a minimum salary schedule that is updated every year based on directives contained in the legislature's biennial budget bill. In the 2014-2015 school year, a teacher with a bachelor's degree and less than three years of experience was required to be paid at least \$29,219 per year, representing a 1 percent increase from the previous four years. However, most districts choose to pay above the minimum salary. Of more importance in Kentucky are the mandated raises for classified and certified school district employees the legislature can require regardless of the minimum salary schedule. For example, the 2014 biennial budget bill contained the following language: "The Budget of the Commonwealth requires that all certified and classified staff employed by local boards of education receive a salary or compensation increase of at least 1 percent in fiscal year 2015 and at least 2 percent in fiscal year 2016." The legislature attempts to pay for the mandated raises by increasing per-pupil funding, and districts have the flexibility to provide raises in excess of the minimum expectation.

A teacher who has attained certification from the National Board for Professional Teaching receives an annual salary supplement of \$2,000 for the life of the certificate, per KRS 157.395. Currently, the state reimburses districts about \$1,300 per eligible teacher.

Superintendent compensation is receiving stricter scrutiny in Kentucky recently. Since 2014, after a series of school district special examinations found a lack of transparency and oversight, districts are required to make superintendent contracts, benefits and annual evaluations available online. The auditor's office released a special examination that found, for example, the former superintendent of Dayton Independent Schools received \$224,000 in benefits and payments over an eight-year period that were not authorized by the board, according to a Department of Education press release. Details can be accessed online at [http://education.ky.gov/districts/FinRept/Pages/School District Personnel Information.aspx](http://education.ky.gov/districts/FinRept/Pages/School_District_Personnel_Information.aspx).

Louisiana had a statewide salary schedule for teachers that was used to calculate state funding to local districts until 1994. After 1994, the salary schedule remained a part of statute but no longer drove funding to school districts. Over time, it became outdated, and the actual salaries paid by school districts no longer closely mirrored the schedule in statute, according to a 2004 report commissioned by the state (Augenblick and Rose, 2004, p. 3).

With Louisiana's enactment of Act 1 of 2012, districts are required to establish salary schedules by which to determine the salaries to be paid to all school employees. The salary schedules for teachers, administrators, and other certified school personnel are required to be based on effectiveness, as determined by the state's performance evaluation program; demand, including area of certification, particular school need, geographic area, and subject area, which may include advanced degrees; and experience. If a teacher or administrator is rated "ineffective," he or she is prohibited by the law from receiving a higher salary the following school year.

Districts are also required to submit superintendent contracts to the state superintendent of education. Contracts for superintendents who oversee C, D, and F school systems must include performance

indicators, such as student achievement measures, graduation rates, and the percentage of teachers with effective or highly effective ratings.

Mississippi has a statewide minimum salary schedule for teachers, per MS Code §37-19-7. In 2014, the governor signed House Bill 504, which provided a \$1,500 raise for teachers in the 2014-2015 school year; provided a \$1,000 raise for teachers in the 2015-2016 school year; and established a statewide performance-related pay program to be implemented in the 2016-2017 school year. Under the performance-related pay component, schools that either maintain an “A” rating or improve their rating by one level will receive \$100 per pupil, and schools maintaining a “B” rating will receive \$75 per pupil. Teachers can earn increments for holding a masters, specialist, and doctorate degree and for up to 35 years of experience. During the 2014-2015 school year, a full-time teacher in Mississippi with a bachelor’s degree and up to two years of experience was required to be paid at least \$33,390.

Teachers can also earn \$6,000 for having a valid Master Teacher certificate from the National Board for Professional Teaching Standards. Other personnel, such as nurses who have acquired a certificate from the National Board for Certification of School Nurses, Inc., are also eligible for this supplement.

Mississippi also requires a minimum salary of \$12,500 for assistant teachers.

North Carolina has a long history of using state-determined step-and-lane base salary schedules to pay all positions employed by school districts, not just teachers. A beginning teacher with a bachelor’s degree is paid at least \$33,000. The state’s schedules are deeply entwined with the state’s funding allocation calculation; individual employees are tracked in each district every year, and funding is allocated to districts based on each individual employee. Local districts can supplement the base salary determined by and paid for by the state’s General Assembly. Starting in the early 2000s, the General Assembly would periodically freeze salaries, citing budget shortfalls. In 2014, after about five years of salary freezes, the General Assembly introduced a new schedule structure for teachers that has experience bands, as opposed to steps for every year of experience. Schedule structures for other positions were unchanged. The new schedule is relatively frontloaded in an effort to make the teaching profession more attractive to the state’s college graduates, but experienced teachers have expressed discontent with this strategy.

North Carolina also has a long history of providing additional pay to teachers who are certified through the National Board of Professional Teaching Standards.

Ohio lawmakers proposed eliminating the minimum statewide salary schedule in late 2014; however, the legislation did not pass. In 2011, the 129th General Assembly passed Senate Bill 5, a behemoth bill with 76 part-petitions that would have required performance-based pay for teachers, generally eliminated statutory salary schedules and steps, including those for teachers, and abolished continuing contracts for teachers, among other changes. Voters rejected the amendment in the November 2011 election.

The schedule was last updated in 2001, and it has increments based on education and up to 11 years of experience. A beginning teacher must make at least \$20,000.

Oklahoma public school teachers receive at least the salary amount specified in a schedule set in statute, which has increments for up to 25 years of experience. Local boards of education of all school districts may adopt a salary schedule in excess of the statewide minimums. A teacher index (70 O.S. §18-

201.1), with weights for a teacher's education and experience, is factored into the state's appropriation to each district.

Pennsylvania's minimum salary schedule for educators was last revised in 1968 (§1142 amended June 12, 1968, P.L.192, No.96), so they are out of date. The schedule includes both teachers and principals, although they are placed in different classes on the schedule. In 1988, a new section was added to establish that the minimum salary paid to full-time teachers is \$18,500 (§1142.1 added Oct. 20, 1988, P.L.827, No.110). Superintendent and assistant superintendent salary minimums are also set in statute, but those salaries were last amended in 1970 (1075 amended Jan. 14, 1970, 1969 P.L.468, No.192).

South Carolina code requires the minimum salary paid to teachers to match the Southeastern average, as long as the legislature appropriates funding for this goal. According to the state's minimum salary schedule, a beginning teacher with a bachelor's degree must be paid at least \$29,523 a year, but most school districts pay more than the state minimum. Recently, several bills with small revisions to the statute have been introduced.

Tennessee state law [T.C.A § 49-3-306(h)], adopted by the General Assembly in 2007, required school districts to adopt and implement differentiated pay plans to aid in staffing hard to staff subject areas and schools and attracting and retaining highly qualified teachers. However, this law was not enforced until the 2014-15 school year. The differentiated pay plan policy requires districts to differentiate teacher compensation based on at least one criterion in addition to years of experience and education, including additional roles or responsibilities, hard-to-staff schools or subject areas, and performance based on State Board approved teacher evaluation criteria. The majority of Tennessee districts (76 percent) incorporated additional instructional roles or responsibilities as the primary component of the differentiated pay plans. In 2013, the department revised the state minimum salary schedule to streamline degree levels and create four experience bands (recognizing up to 15 years of experience) to give districts more flexibility when designing the required differentiated pay plans. In the 2013-2014 and 2014-2015 school years, districts were required to pay a beginning teacher with a bachelor's degree \$30,876.

Districts receive about \$40,000 in state funding per instructional unit. Student enrollment is used to calculate instructional units. An instructional unit is essentially a teacher.

Texas has a minimum salary schedule for classroom teachers, full-time librarians, full-time counselors, full-time speech pathologists, and full-time registered school nurses (§21.402). Texas uses a formula set in statute to establish minimum salaries. The minimum monthly salary is determined by multiplying a "salary factor," based on years of experience, by a basic allotment. The basic allotment is an amount, determined annually by the. The current salary factor allows teachers to earn increments for up to 20 years of experience.

The statutes are revised frequently, most recently in 2013.

Washington has a salary allocation schedule for instructional staff, classified staff (positions for which a license is not required), and administrators. The schedules are used to calculate state funding to local school districts. However, the actual salaries paid are determined at the local level, and most districts pay more than the allocated salary. Salaries for instructional staff closely mirror the allocation schedule but less so for classified staff salaries. By comparison, administrator salaries are seemingly unrelated to

their allocations. (Districts pay administrators significantly more than their allocation.) During the 2014-2014 school year, the state's salary allocation for each beginning teacher with a bachelor's degree was \$33,401.

The legislature controls the salary allocation schedules. The legislature typically approves across-the-board increases (or decreases) to the salary schedules but has also implemented fixed-dollar increases. In the 2011-13 biennium, the legislature made a one-time reduction in certificated instructional and classified staff salaries by 1.9 percent and certificated administrative salaries by 3 percent for school years 2011-12 and 2012-13. The Legislature restricts each school district's authority to establish salaries for certificated instructional staff by setting a minimum, which is the state-allocated salary for a beginning teacher, and an average salary level. According to A Citizen's Guide to Washington State K-12 Finance, "the actual average salary in the district cannot exceed the average salary calculated based on the state allocation schedule. A rationale for this limitation is to prevent districts from paying a few certificated instructional staff a very large salary and the rest at the minimum" (2014, pg. 25).

The state provides an annual \$5,000 bonus for teachers with National Board for Professional Teaching Standards certification and an annual \$5,000 bonus for teachers working in a challenging, high-poverty school.

West Virginia code sets a minimum salary schedule for teachers that is based on education and experience, with increments for up to 35 years of service. There is a separate equity supplement schedule; salary equity among the counties means that the salary potential of school employees employed by the various districts throughout the state does not differ by greater than 10 percent between those offering the highest salaries and those offering the lowest salaries. (A bill introduced in February 2015 would increase the allowable difference to 15 percent.) State code also sets minimum salaries for principals, assistant principals, and substitute teachers. Extra supplements include a \$600 supplement for classroom teachers with at least 20 years of teaching experience (WVC §18A-4-2), a \$3,500 supplement for those with certification from the National Board of Professional Teaching Standards (WVC §18A-4-2a), and a \$2,500 supplement for speech-language pathologists, audiologists, counselors, school psychologists, or school nurses with national certification (WVC §18A-4-4b).

Appendix B:

Chugach performance pay overview

While several districts participated in the TIF grant, only one, the Chugach School District, continues to employ a performance pay model for teachers (the Lake and Peninsula School District is implementing a deferred service incentive/credit program, and the Kuspuk School District has a longevity award, but these are based on length of service and not teacher evaluations or student performance). The Chugach model is not, however, an individual performance pay model. Rather, it has evolved to become a bonus based on average group performance that is distributed equally among all teachers in the district on an annual basis.

According to the district's superintendent, the CSD performance pay model was developed in collaboration with teachers who felt that if the district was creating a performance-based system for determining student achievement and advancement, teachers should be compensated in a similar performance-based manner, rather than by the traditional step-and-lane system only. Teachers receive part of their salary based on a traditional step-and-lane schedule (which is the lowest among all districts in the state), and the remainder as a bonus via performance pay. The funds that pay for these bonuses are the same that would otherwise be allocated toward annual increases in a more traditional system. Annual bonuses are usually around \$10,000, bringing average teacher compensation in the district to a level comparable with that in other districts.

Teachers are evaluated three times a year, at the start and end of the year and in November. The November annual evaluation is the most formal review, factoring in the results of the other evaluations. These are done either by administrators or head teachers, who are teachers that receive a stipend for additional administrative duties. Teachers receive a summative evaluation score in November, which includes information from all three reviews, and this score serves as the basis for performance pay. Evaluation scores for all teachers across the district are then averaged, and it is this average score that determines the bonus that all teachers are awarded.

When the CSD performance pay system was first developed, teachers received performance pay based on their individual score. After two years, teachers approached the district administration to express their view that this was divisive and, in some cases, awkward; for example, there was one small school with just two teachers who were married, and one received more performance pay than the other. Teachers proposed the use of average scores districtwide as a solution.

This system has a number of benefits. It incentivizes teachers who score well in their evaluations to reach out to and mentor those not scoring well, while incentivizing those who are scoring lower to ask for assistance. The superintendent has seen peer evaluation become a lot more important in the district than before. He also reports that the process has broken down barriers between educators and has led to the shared understanding that keeping classroom doors closed is not accepted practice. The community of practice among educators is valued highly, and the evaluation tool includes the expectation of working and sharing with others on a regular basis.

The evaluation process itself is a part of the success; it allows the administration to deal with problems earlier and proactively. They share the evaluation tool and process in the teacher hiring process because they want teacher candidates to know how evaluations are conducted from the beginning. That way, if

the prospective employee's views don't align philosophically, they know to look elsewhere. In addition, the process helps set clear expectations for educators. The district uses both mentors from the statewide mentoring program as well as internal mentors formally and informally to provide teachers feedback from multiple perspectives, even before teachers complete their first quarter or semester.

Districts are required to provide training at the beginning of the school year on the district's evaluation program, per AS 14.20.149(b)(7). As part of that required training, the Chugach School District has experienced teachers walk through the evaluation tool with new teachers and provide examples around what it means to meet a given criteria at a given level. This process is informal, but time for it is deliberately structured during district in-service days. The superintendent reports positive outcomes from this process; having teachers know what district expectations are from the beginning helps teachers and the district identify problems earlier. Also, having other teachers play either formal or informal roles as mentor empowers them; he sees mentor teachers' performance increase just because they are teaching others. It becomes a self-perpetuating cycle of continuous improvement.

Overall, the Chugach superintendent recommends a performance pay system of some type in order to incentivize performance, but he cautions that there isn't a magic recipe for how a district should do this, noting that it might look different in different districts. He cites the ownership of the system by teachers, much more than salary, as a key reason staff turnover in Chugach School District has declined. He credits his district's decision to allow teachers to help build the system with improving teacher retention considerably, creating the feeling that "this is our system, we built it; it works the way we want it to, and if we want to change it someone will listen to us in making those changes."

Appendix C

Alaska teacher benefits summary

Alaska Gateway

Contract Year: FY2014-2016

Health Insurance: The district provides medical, dental including orthodontia, vision, and audio insurance to teachers and their families.

Employer Paid Premium: 100%

Employee Paid Premium: 0%

In 2014-2015, the premium was \$21,780 per year.

Life Insurance: The district provides insurance for up to two times an employee's annual salary, up to a maximum benefit of \$102,000.

Tuition support: The district reimburses tuition and other expenses related to a class.

Personal leave days: Teachers without tenure get 2 days per year; those with tenure get 3 days per year. Teachers can accumulate up to 5 days. Personal leave cannot be used during the first and last 5 workdays of the work year, during in-service, nor adjacent to a holiday or vacation period.

Aleutian Region School District

Contract Year: FY2015

Health Insurance: The district provides audio, visual, dental, and medical insurance comparable to the State of Alaska – Political Subdivision, Plan 3, and pays premiums for employee, spouse, and eligible dependents.

Employer Paid Premium: 100%

Employee Paid Premium: 0%

Life Insurance: District provides life insurance comparable to the State of Alaska – Political Subdivision, Plan 3, for an amount based on the teacher’s salary.

Housing provision or allowances: Teaching staff are expected to utilize district-provided housing as a condition of employment and pay rent that is set by the district to be competitive.

Travel to/from the district: District pays for 2 one-way commercial airfares for each teacher per year between Anchorage and the assigned teaching site.

Moving allowance: None.

Other benefits provided:

Personal leave days: 3 days per year. At the end of the school year, unused leave is paid out at the teacher’s per diem rate. Personal leave cannot be used during the first and last 3 days of work year, nor before a holiday, except in an emergency.

Aleutians East Borough
Contract Year: FY2014-2016

Health Insurance: The district provides medical, dental, and vision insurance to full-time teachers, their spouses, and their eligible dependents.

Employer Paid Premium: Remainder of premium after employee's contribution

Employee Paid Premium: \$75 per month plus \$75 per month for an enrolled a spouse

In 2014-2015, premiums were \$9,701 per year for the employee-only plan and \$30,917 per year for employees with families.

Life Insurance: The district provides life insurance of \$30,000.

Housing provision or allowances: Teachers living in district housing pay \$560 per month.

Travel to/from the district: District pays the cost of round-trip airfare as published by the carrier for a non-refundable fare between duty stations and Anchorage for each teacher.

Moving allowance: Pre-approved moving expenses are paid by the district.

Tuition support: Beginning their third year of employment in the district without a break of service, teachers are reimbursed for tuition expenses up to \$800 per school year for upper-division or graduate-level courses.

Other benefits provided: Longevity bonus: certified teachers with 15 or more years of Teachers' Retirement System (TRS) credit and who are at or above step 10 of the current AEBSB salary schedule, and who have worked for AEBSB for no less than 8 years without a break of service, are eligible for a Retirement Longevity Bonus of \$10,000 in one lump sum or \$5,000 per year for 3 years.

A teacher who undergoes and completes National Board Certification (offered by National Board For Professional Teaching Standards) is reimbursed for 50% of the certification costs (tuition, books, testing fees) upon the completion of one full school year following such certification.

Personal leave days: 3 - 6 days, depending on years of service. Personal leave cannot be used adjacent to holidays and vacation periods. Unused personal leave days, up to three per year, are either converted to a cash pay the teacher's per diem rate or the teacher may transfer up to three days to sick leave at end of work year.

Anchorage School District

Contract Year: FY2014-2016

Health Insurance: District provides medical, dental, vision, and audio insurance to teachers, their spouses, and eligible dependents.

Employer Paid Premium: \$1,540 permonth

Employee Paid Premium: Remainder of premium (\$0 in 2014-2015)

In 2014-2015, the premium was \$18,480 per year.

Life Insurance: Life and accidental death and dismemberment coverage is provided for three times the member's annual salary up to a maximum of \$100,000. In the event of accidental death, the insurance pays an additional amount equal to the basic life insurance amount.

Personal leave days: 3 days per year. Teachers can accumulate up to 5 days. Personal leave cannot be used during the first or last 5 days of school, during in-service days, nor adjacent to school vacation periods. Unused personal leave days in excess of 5 days is paid out at the end of the school year at the member's per diem rate.

Annette Island School District
Contract Year: FY2015-2017

Health Insurance: The district provides medical, dental, and vision insurance to teachers, their spouses, and their eligible dependents..

Employer Paid Premium: 92%

Employee Paid Premium: 8%

In 2014-2015, premiums were \$12,248 per year for the employee-only plan and \$39,013 per year for employees with families.

Life Insurance: The district provides life insurance of \$2,000.

Housing provision or allowances: As a condition of employment, full-time teachers are required to maintain a residence on the Annette Island Reserve. In 2014-2015, teachers paid an average of \$750 per month to rent district housing.

Moving allowance: \$4,000

Personal leave days:

Bering Strait

Contract Year: FY2013-2015

Health Insurance: The district provides medical, vision, audio, and dental insurance to teachers, their spouses, and their eligible dependents.

Employer Paid Premium: 85%

Employee Paid Premium: 15%

In 2014-2015, premiums were \$9,600 per year for the employee-only plan and \$18,750 per year for employees with families.

Life Insurance: The district provides life insurance of \$30,000.

Housing provision or allowances: Teachers are provided housing, with rental rates according to number of bedrooms as well as whether there is plumbing. In 2014-2015, teachers paid an average of \$7,800 per year to rent district housing.

Travel to/from the district: Returning teachers are reimbursed for a one-way fare from Nome or Unalakleet to his or her teaching site at the beginning of the school year and from the site to Nome or Unalakleet at the end of the school year.

Moving allowance: \$1,500

Tuition support: Teachers who complete 2 continuous school years with the district receive up to \$1,000 per year to reimburse the costs of tuition, fees, and books for 3 semester hours of graduate coursework.

Other benefits provided: Service recognition credit: Teachers who serve 3 years in the district get a \$3,000 bonus. Teachers who serve 5 years in the district get a \$7,500 bonus. Teachers who serve 7 years in the district get a \$14,000 bonus.

Personal leave days: 2 days per year. Teachers can accumulate up to 4 days from one year to the next. A teacher receives 5 additional days of personal leave when involuntarily assigned to another location. A teacher with up to 4 years of continuous service may cash out up to 4 days per standard work year at 50% of teacher's per diem rate with the superintendent's approval. Teachers with 4 years of continuous service receive 1 additional day of personal leave per standard work year, for a total of 3 personal leave days per year; Teachers with more than 4 continuous years of service with the district can cash out their leave at 100% of teacher's per diem rate. Teachers with 8 years of continuous service receive 1 additional day of personal leave (for a total of 4 personal leave days per year). Teachers with 12 years continuous service receive 2 additional day of personal leave, for a total of up to 6 personal leave days per year.

Bristol Bay Borough School District

Contract Year: FY2014-2016

Health Insurance: The district provides medical, dental, audio, and vision insurance to teachers, their spouses, and their eligible dependents..

Employer Paid Premium: 90%)

Employee Paid Premium: 10%

In 2014-2015, the total premium was \$19,490 per year.

Life Insurance: The district provides life insurance of \$2,000.

Moving allowance: \$1,500

Tuition support: The district pays up to \$250 per graduate semester hour credit and \$125 per undergraduate semester hour credit for a maximum of three semester credit hours per year.

Personal leave days: 2 days per year. Teachers can accumulate up to 5 days.. Personal leave cannot be used during the first and last five working days of the work year, nor adjacent to a holiday or vacation period. Unused personal leave can be cashed out at \$150 per day.

Chatham School District
Contract Year: FY2013-2015

Health Insurance: The district provides health, dental, vision, and audio insurance to employees, their spouses, and their eligible dependents. Teachers who opt out of the district's health insurance receive a stipend of \$200 per month.

Employer Paid Premium: Remainder of premium after employee's contribution

Employee Paid Premium: At least \$305 per month

Life Insurance: No provision found in the negotiated agreement.

Housing provision or allowances: In some of the district's communities, staff housing available for teachers to rent from the district; the cost to the employee depends on number of bedrooms and utilities available.

Personal leave days: 4 days per year. Teachers can accumulate up to 7 leave days. Personal leave cannot be used prior to nor during in-service and parent-teacher conference days.

Chugach School District
Contract Year: FY2014-2016

Health Insurance: The district provides audio, visual, dental, and medical insurance for teachers and dependents.

Employer Paid Premium: 100%

In 2014-2015, premiums were \$5,910 per year for the employee-only plan and \$17,683 per year for employees with families.

Life Insurance: District provides life insurance of \$2,000 and employees can elect to buy additional insurance equal to teacher's salary up to \$60,000.

Housing provision or allowances: The district subsidizes housing at the fair market value (\$1,000/mo); covering \$350/month and utilities except phone and television.

Other benefits provided: The district provides two one-way tickets between Anchorage and teaching sites.

Personal leave days: 3 days, which cannot be used during the first and last 3 days of the school year, nor adjacent to holidays without the superintendent's permission. Unused leave days are paid out at the employee's per diem rate at the end of the year.

Copper River School District
Contract Year: FY2014-2016

Health Insurance: The district provides medical, dental, vision, and audio insurance to teachers, their spouses, and their eligible dependents.

Employer Paid Premium: 90%

Employee Paid Premium: 10%

In 2014-2015, the total premium was \$21,780 per year.

Life Insurance: The district provides life insurance of \$5,000.

Other benefits provided: When a teacher is involuntarily reassigned, the teacher will be compensated for mileage over 45 miles at rate established by the district.

Personal leave days: 4 days per year. Teachers can accumulate up to 5 days..Up to 2 days per year can be paid out. Personal leave cannot be used during the first and last 5 days of work year, nor adjacent to a holiday or vacation period. No more than 4 consecutive days of personal leave can be used at a time without the superintendent's approval.

Cordova City School District
Contract Year: FY2014-2015

Health Insurance: The district provides medical, dental, audio, vision and orthodontia insurance to teachers, their spouses, and eligible dependents. A teacher who opt out of the district's insurance receive a stipend of \$500 per month.

Employer Paid Premium: 92%

Employee Paid Premium: 8%

In 2014-2015, the total premium was \$21,780 per year.

Life Insurance: The district provides life insurance of \$40,000 .

Personal leave days: Teachers with zero to 3 years of experience in the district get 2 days per year. Teachers with 4 to 14 years of experience in the district get 3 days per year. Teachers with 15 or more years of experience get 4 days per year. Up to 5 days can be carried over year to year; otherwise, leave is paid out at the teacher's per diem rate. Principal approval is required if a teacher wants to use his or her leaveduring in-service days, during the first or last week of school, or immediately adjacent to winter or spring vacation.

Craig City School District
Contract Year: FY2014-2016

Health Insurance: The district provides medical, dental, vision, and audio insurance to teachers, their spouses, and their eligible dependents.

Employer Paid Premium: Remainder of premium after employee's contribution

Employee Paid Premium: \$300 per year in 2014-2015

In 2014-2015, the total premium was \$21,560 per year.

Tuition support: The district reimburses teachers up to \$2,000 for completing an advanced degree program. The district reimburses teachers who are admitted into an advanced degree program up to \$250 per class, up to 3 classes per year, for up to 3 years. However, a teacher is not eligible for both tuition support benefits.

Personal leave days: 4 days. Teachers can accumulate up to 6 days. Personal leave cannot be taken during the first week of school nor during the last 2 weeks of school.

Delta-Greely School District

Contract Year: FY2013-2015

Health Insurance: The district provides medical, dental, vision, and audio insurance to employees, their spouses, and their eligible dependents. Teachers who opt out of the district's insurance receive a one-time stipend.

Employer Paid Premium: 80%

Employee Paid Premium: 20%

In 2014-2015, premiums were \$14,016 per year for the employee-only plan and \$20,352 per year for employees with families.

Life Insurance: covered The district provides life insurance of \$15,000.

Personal leave days: 4 days paid and 3 days unpaid. Teachers can accumulate up to 10 days of leave.

Denali Borough School District

Contract Year: FY2013-2015

Health Insurance: The district provides medical, dental, visual, and audio insurance equivalent to Public Education Health Trust Plan A, covering the teacher, the teacher's spouse and dependents. District covers most of the health premium for certified employees; employee contribution ranges from \$20-50 depending on whether a spouse, dependents, or both are included on the plan.

Employer Paid Premium: All except \$20- \$50 per month

Employee Paid Premium: \$20-\$50 per month

In 2014-2015, the premium was \$23,712 per year.

Life Insurance: The district provides life insurance equivalent to employee's salary up to \$50,000.

Personal leave days: 4 paid days. Teachers can accumulate up to 8 days. Leave can be used adjacent to school vacations if an employee's intent to do so is made at least 7 days in advance.

Dillingham City School District
Contract Year:

Current contract not available

Fairbanks North Star Borough School District

Contract Year: FY2014-2016

Health Insurance: The district provides medical, dental, visual, and audio insurance. The premium cost depends on the employee's selection (whether Plan A or Plan B) and whether the employee enrolls a spouse or dependents or both.

Employer Paid Premium: 85%

Employee Paid Premium: 15% (In 2014, employee-only plan participants enrolled in Plan B, a high-deductable plan, contributed \$636 per year and employees enrolled with their spouses and dependents in Plan A contributed \$3,029 per year.)

Life Insurance: The district provides life insurance equal to the teacher's annual salary.

Moving allowance: The district will reimburse up to \$5,000 at the discretion of the director of human resources.

Personal leave days: 4 paid days peryear. Teachers can accumulate up to 10 days; however, no more than 6 days may be used in any one year. Personal leave cannot be used during days scheduled as teacher professional development (in-service) days; district-required standardized testing days during the second semester; nor during parent-teacher conference days.

Galena City School District
Contract Year: FY2015-2016

Health Insurance: The district provides medical, prescription drug, dental, vision, and audio insurance to teachers, their spouses, and their eligible dependents. The district agreed to pay \$1.4 million in 2014-2015 to provide its school employees with health insurance.

Employer Paid Premium: 100% for single employees and 81% for employees with enrolled family members

Employee Paid Premium: 0% for the employee-only plan and 19% for employees with enrolled family members

In 2014-2015, premiums were \$8,742 per year for the employee-only plan and \$27,101 per year for employees with families.

Moving allowance: The district may provide a contract signing incentive to cover moving and travel expenses to relocate to Galena.

Other benefits provided: Teachers may get up to 5% of their annual salary as a performance incentive award. Teachers must apply for such an incentive, and awards are determined by a committee.

Personal leave days: 3 days per year. Teachers can accumulate to to 7 days. Unused leave in excess of 7 days is paid out at \$100 per day. Personal leave cannot be used during the first 5 days of work year, adjacent to a holiday or vacation period, nor if serious understaffing would occur due to the absence of the teacher.

Haines Borough School District

Contract Year: FY2014-2015

Health Insurance: The district provides medical, dental, vision, and audio insurance to teachers, their spouses, and their eligible dependents. The district will reimburse teachers up to \$400 per year for expenses incurred before the deductible is met.

Employer Paid Premium: \$1,400 per month (about 92% in 2014-2015)

Employee Paid Premium: Remainder of premium (about \$125 per month or 8% in 2014-2015)

In 2014-2015, the premium was about \$18,300 per month.

Life Insurance: The district provides life insurance of \$10,000, with an equivalent amount available in the event of accidental death or dismemberment. Dependent coverage in the amount \$5,000 may be added at the employee's expense.

Personal leave days: 2 days per year. Teachers can accumulate up to 5 days. Except for unique circumstances, personal leave cannot be used during in-service days, during the first or last 5 days of the school year, during parent-teacher conferences, nor during a time when such leave would result in more than 10% of all certified personnel being on leave at the same time.

Hoonah City School District

Contract Year: FY2012-2014

Health Insurance: The district provides dental, visual, audio, and medical insurance.

Employer Paid Premium: In 2012-2013, the district paid \$841.94 per month to cover enrolled employee-only plan members. During the same year, it paid \$2,682.78 per month to cover enrolled employees with a spouse and eligible dependents. **Life Insurance:** The district provides life insurance of \$25,000.

Personal leave days: 3 days paid per year. Personal leave cannot be used adjacent to holidays, adjacent to vacations, nor during in-service days. No more than 3 teachers are allowed to use personal leave at a time.

Hydaburg City School District
Contract Year:

Current contract not available

Iditarod Area School District

Contract Year: FY2013-2016

Health Insurance: Health benefits, including medical, audio, vision and dental coverage are provided by the district at no cost to teachers and their dependents.

Employer Paid Premium: 100%

Life Insurance: The district provides life insurance of \$50,000. Employees can purchase more at their own expense.

Travel to/from the district: \$800 per year paid at the end of year to returning teachers.

Personal leave days: 4 days per year. Teachers can accumulate up to 8 days. Unused personal leave in excess of 8 days is paid out at the teacher's per diem rate.

Juneau Borough School District

Contract Year: FY2014-2015

Health Insurance: The district provides medical, vision, dental, and audio insurance to employees, their spouses, and their eligible dependents. If a teacher works less than half time and opts to have district health insurance coverage, the district's health insurance payment will be proportional to the percent of full-time equivalency that the teacher works.

Employer Paid Premium: In 2014-2015, \$1,545 per month.

Employee Paid Premium: Remainder of premium (about 17% or \$312 per month in 2014-2015)

In 2014-2015, the premium was \$21,564 per year.

Life Insurance: The district provides life insurance of double the employee's annual salary. The district provides life insurance of \$5,000 for spouses and dependents. In the event of accidental death, the insurance is double the specified amount.

Personal leave days: 4 days per year. Teachers can accumulate up to 10 days. Unused leave in excess of 10 days is paid off at \$150 per day. Personal leave cannot be taken during the first nor last 5 days of the school year, during in-service days, nor during parent-teacher conference periods. Not more than 10% of each building's certificated employees can be on leave at a time.

Kake City School District
Contract Year: FY2015-2017

Health Insurance: The district provides medical, vision, dental, and audio insurance to teachers who work at least half time and their eligible dependents.

Employer Paid Premium: 95%

Employee Paid Premium: 5%

Personal leave days: 3 days per year. Teachers can accumulate up to 7 days. Unused personal leave in excess of 7 days is paid off at the employee's per diem rate.

Kashunamiut School District

Contract Year: FY2013-2015

Health Insurance: District provides health insurance to employees, their spouses, and their eligible dependents.

Employer Paid Premium: Remainder of premium after employee's contribution

Employee Paid Premium: \$600 per year for an individual up to \$1,300 per year for a family

Life Insurance: District will provide life insurance and accidental death and dismemberment insurance in the amount equal to the amount provided in 2012-2013.

Housing provision or allowances: The district rents housing units to employees; electric, water, sewer, and maintenance are included in the monthly rent, except satellite TV and phone. At its sole discretion, the district may provide a fuel oil subsidy to teachers who do not live in the district's housing; the district determines the amount.

Travel to/from the district: One round-trip airfare between Anchorage and Chevak, up to \$1,000.

Personal leave days: 3 days per year. Teacher can accumulate up to 5 days. Personal leave cannot be used during the first or last 5 days of the school year, nor adjacent to a holiday or vacation period.

Kenai Peninsula Borough School District

Contract Year: FY2013-2015

Health Insurance: The district provides health insurance to employees who work at least half time, their spouses, and their eligible dependents.

Employer Paid Premium: 85%

Employee Paid Premium: 15%

In 2014-2015, the premium was \$18,216 per year.

Life Insurance: The district provides life insurance equal to the employee's annual salary. An employee may increase coverage to a maximum of double his or her annual salary by paying the additional premium. In the event of accidental death, the insurance pays double the specified amount. The district provides life insurance of \$10,000 for spouses.

Other benefits provided: Teachers who have a doctorate degree receive a \$4,000 bonus per year. Teachers who have certification through the National Board of Professional Teaching Standards receive a \$2,000 bonus per year. Only one doctorate degree or national certification is recognized.

Personal leave days: 4 days per year. Teachers can accumulate up to 8 days. Personal leave cannot be used during the first nor last 2 weeks of the school year.

Ketchikan Gateway Borough School District

Contract Year: FY2015-2017

Health Insurance: The district provides medical, dental, and vision insurance. Individual teachers may opt to not participate in the group health insurance plan.

Employer Paid Premium: \$12,790 per year in 2014-2015.

Employee Paid Premium: Remainder of premium

Life Insurance: An optional \$50,000 life insurance policy is offered to each permanent full- and part-time employee; the district pays 90% of the premium and the employee pays 10%.

Tuition support: With prior superintendent approval, teachers are reimbursed for 6 credits toward recertification every 5 years.

Personal leave days: 3 days per year. Teachers can accumulate up to 10 days. Personal leave cannot be used during the first or last 10 days of the school year, during in-service days, nor during parent-teacher conference periods without prior superintendent approval.

Klawock City School District
Contract Year: FY2014-2016

Health Insurance: The district provides medical and dental insurance to full-time employees and their families.

Employer Paid Premium: 95%

Employee Paid Premium: 5%

In 2014-2015, the premiums were \$11,941 per year for the employee-only plan and \$38,168 per year for employees with families.

Life Insurance: The district provides life insurance of \$25,000.

Personal leave days: 3 days per year. Teachers can accumulate up to 5 days. Up to 2 additional days of leave can be purchased by the employee at the price of a substitute. Unused personal leave is paid off at \$150 per day. Personal leave cannot be used right before or after the start or close of school nor prior to a holiday or vacation.

Kodiak Island Borough School District

Contract Year: FY2014-2016

Health Insurance: The district provides health insurance to employees, their spouses, and their eligible dependents

Employer Paid Premium: 85% of standard plan or 90% of high-deductible plan

Employee Paid Premium: 15% of standard plan or 10% of high-deductible plan

Life Insurance: The district provides life insurance of \$85,000 to each teacher employed .43 FTE or more.

Housing provision or allowances: District housing is available at some of the district's school sites. Teachers pay \$250 per month to rent district housing.

Travel to/from the district: The district provides 2 round-trip airfares to teachers employed at its village schools and their families. Round-trip air freight from the City of Kodiak (400 pounds per adult and 200 pounds per child) is also reimbursed.

Personal leave days: 3 days per year. Teachers can accumulate up to 13 days. Personal leave cannot be used to lengthen the summer release.

Kuspuk School District
Contract Year: FY2015-2017

Health Insurance: The district provides medical insurance to teachers, their spouses, and their eligible dependents.

Employer Paid Premium: 100%

Life Insurance: The district provides life insurance of \$50,000. Accidental death and dismemberment insurance of \$50,000 is also provided.

Other benefits provided: Longevity award: Teachers who serve 4 to 8 continuous years in the district receive a \$500 bonus per year, dependent on grant funding. Teachers who serve 9 or more continuous years receive a bonus of \$1,000 per year, also dependent on grant funding.

Personal leave days: 10 days per year. Teachers cannot accumulate personal leave from year to year nor can it be paid out. Personal leave cannot be used during the first and last 5 days of the work year nor on the work day adjacent to a holiday or vacation period.

Lake and Peninsula Borough School District

Contract Year: FY2015-2017

Health Insurance: The district provides audio, visual, dental, medical insurance comparable to that provided to employees of the State of Alaska to teachers, their spouses, and their eligible dependents.

Employer Paid Premium: 100%

Employee Paid Premium: 0%

In 2014-2015, premiums were \$8,219 per year for the employee-only plan and \$21,537 per year for employees with enrolled family members.

Life Insurance: The district provides life insurance of \$50,000. The coverage includes an accidental death and dismemberment provision that provides double indemnity in the event of accidental death or dismemberment.

Travel to/from the district: The district reimburses each teacher for a round-trip fare to his or her teaching station from Anchorage. Also, teachers in the south area are reimbursed for one round-trip fare from their duty station to Anchorage, and teachers in the north area are reimbursed for one round-trip fare from their station to Iliamna.

Personal leave days: 5 days per year. Unused personal leave is paid out at \$75 per day. Personal leave does not accumulate, and it cannot be used adjacent to holidays nor at the beginning and end of the school year, unless approved by the superintendent.

Lower Kuskokwim School District

Contract Year: FY2015-2017

Health Insurance: The district provides health, dental, audio, and vision insurance to teachers, their spouses, and their eligible dependents.

Employer Paid Premium: 100%

Employee Paid Premium: 0%

In 2014-2015, premiums were \$8,298 per year for the employee-only plan and \$17,892 per year for employees with enrolled family members.

Life Insurance: The district provides life insurance of \$50,000. The coverage includes an accidental death and dismemberment provision that provides double indemnity in the event of accidental death. The district also provides long-term disability insurance to each teacher.

Housing provision or allowances: Teachers living in housing not owned by the district receive a \$2,400 utility allowance per year. For teachers in district-provided housing, monthly rent depends on whether running water is available in the unit, the number of gallons of water storage capacity, whether there's hot water available to the unit, the unit's square footage, the unit's heat source, whether there is a flushing toilet, and the unit's overall quality. Rent for single teachers with no dependents is reduced by 10%.

Travel to/from the district: The district reimburses each teacher for one round-trip airfare per work year between the teacher's duty station and Anchorage.

Personal leave days: 1 day for each two consecutive quarters. Teachers can accumulate up to 8 days. Personal leave cannot be used on the first and last working day of the school year nor adjacent to a holiday or vacation period. No more than 5 consecutive days of personal leave can be used at a time.

Lower Yukon School District
Contract Year: FY2014-2016

Health Insurance: The district provides medical, vision, audio, and dental insurance to teachers, their spouses, and their eligible dependents.. The individual deductible is \$130 and the family deductible \$300.

Employer Paid Premium: 100%

Employee Paid Premium: 0%

In 2014-2015, premiums were \$12,816 per year for the employee-only plan and \$32,028 per year for employees with enrolled family members.

Life Insurance: District provides life insurance of \$50,000 and accidental death and dismemberment of \$50,000.

Housing provision or allowances: Teachers are required to live in district housing as a condition of employment. While there are 5 classes of housing, all housing is currently classified as either Class A or Class B. Annual rent is \$5,400 for Class B housing and \$6,400 for Class A housing. Annual rent for Class A housing increases to \$6,900 in 2015-2016.

Travel to/from the district: The district will reimburse each teacher for one round-trip airfare from Anchorage to his or her duty station per work year.

Personal leave days: 2 days per year. Teachers can accumulate up to 8 days. Unused leave in excess of 6 days is paid out at the teacher's per diem rate at the end of the school year. Teachers cannot use more than 6 days in any school year., Personal leave cannot be used without the superintendent's consent during the first or last days of the school year, nor adjacent to the winter holiday.

Matanuska-Susitna Borough School District

Contract Year: FY2015-2017

Health Insurance: The district provides medical, vision, dental, and audio insurance. Employees can opt out.

Employer Paid Premium: \$1,532 per month

Employee Paid Premium: Remainder of premium (about 15% in 2014-2015)

In 2014-2015, the premium was \$21,648 per year.

Life Insurance: The district provides life insurance of \$50,000.

Personal leave days: 4 days per year. Teachers can accumulate up to 7 days. Up to 3 days of unused leave can be paid out at the teacher's per diem rate. Personal leave can be taken on a one-half or full day basis only. Personal leave cannot be used during the first or last working days of the school year, nor during parent-teacher conferences, nor adjacent to winter vacation without the prior consent of the superintendent. No more than 20% of teachers may be on leave at a time without the superintendent's approval.

Mount Edgecumbe
Contract Year: FY2013-2015

Health Insurance: The district provides a menu of insurance options for medical, audio, dental, and vision insurance. .

Employer Paid Premium: \$1,371 per month

Employee Paid Premium: Remainder of premium, based on the employee's selections

Life insurance: The State of Alaska provides life insurance of \$2,000. The plans pays an additional \$5,000 if the employee's death is accidental.

Personal leave days: Teachers at Mt. Edgecumbe get personal leave but no sick leave. Teachers with less than 2 years of service at Mt. Edgecumbe get 2 days per month. Teachers with more than 2 years of service but less than 5 years get 2.25 days per month. Teachers with more than 5 years of service get 2.5 days per month.

Each teacher must take at least 5 days of personal leave during each school year. If the teacher does not take at least 5 days of personal leave during the school year, the difference between 5 days and the amount of personal leave taken is canceled without pay unless the superintendent certifies in writing that the teacher was denied the opportunity to take 5 days of personal leave during the school year. Teachers can accumulate up to 720 hours of personal leave, and the rest is paid out. Leave cannot be used during the last 2 weeks of school nor adjacent to winter vacation without the superintendent's approval.

Nenana City School District
Contract Year: FY2015-2017

Health Insurance: The district provides– medical, dental, vision, and audio insurance to employees, their spouses, and their dependants.

Employer Paid Premium: 100%

Employee Paid Premium: 0%

In 2014-2015, the premium was \$21,564 per year.

Life Insurance: The district provides life insurance of at least \$10,000.

Personal leave days: 3 days per year. Teachers can accumulate up to 5 days, and no more than 5 days may be used in a year. Up to 3 days of unused leave can be paid out based on the daily rate of a certified substitute.

Nome Public Schools
Contract Year: FY2014-2016

Health Insurance: The district provides medical, vision, audio, and dental insurance to teachers, their spouses, and their dependents.

Employer Paid Premium: 85%

Employee Paid Premium: 15%

In 2014-2015, premiums were \$8,113 per year for the employee-only plan and \$25,930 per year for employees with enrolled family members.

Life Insurance: The district provides life insurance of \$10,000.

Housing provision or allowances: Teachers can rent dorm rooms from the district for \$725 per month for a 2-room unit and \$525 for a 1-room unit. Units are furnished and have common kitchen and bathroom facilities. This price includes electricity, heat, and laundry area. It does not include cable TV, landline, nor internet.

Other benefits provided: District has a wellness incentive that provides teachers and family members a 90-punch pool pass each year as well as use of the school gym and weight room facilities.

Personal leave days: 3 days per year. Teachers can accumulate up to 6 days. Unused personal leave in excess of 4 days is paid out at the teacher's per diem rate at the end of the school year. No more than 4 teachers at each site can use personal leave at a time.

North Slope Borough School District
Contract Year: FY2015-2017

Health Insurance: The district provides medical, visual, audio, and dental insurance to teachers, their spouses, and their eligible dependents.

Employer Paid Premium: Remainder after employee's contribution

Employee Paid Premium: \$25 per month for single individuals up to \$75 per month for employees with families. These rates are agreed to increase to \$50 per month for single individuals to \$150 per month for employees with families by 2017.

In 2014-2015, the premium was \$19,320 per year.

Life Insurance: The district provides life insurance of twice the teacher's annual salary rate.

Housing provision or allowances: The district provides housing, with rental rates ranging from \$557 per month for an efficiency to \$847 per month for a four-bedroom apartment. Teachers pay a utility rate of \$150 per month per unit plus \$50 for each bedroom in their unit. Employees assigned to district housing are required to live in the housing assigned as a condition of employment. Teachers who do not reside in district housing get a \$1,000 per month housing stipend.

Other benefits provided: \$2,000 bonus per year for National Board Certification. Teachers living at sites other than Barrow receive a village cost differential payment of \$4,000 per year.

Personal leave days: 4 days per year. Teachers can accumulate up to 4 days. Personal leave cannot be used during the first or last 5 days of the work year, nor adjacent to a holiday or vacation period without the superintendent's permission. Only one teacher per school can use personal leave at a time.

Northwest Arctic Borough School District

Contract Year: FY2012-2014

Health Insurance: The district provides medical, dental, vision, and audio insurance to teachers, their spouses, and their eligible dependents.

Employer Paid Premium: Remainder of premium after \$1,080 per year (about 94% in 2014-2015).

Employee Paid Premium: \$1,080 per year (about 6% in 2014-2015)

In 2014-2015, the premium was \$18,444 per year.

Life Insurance: The district provides life insurance of \$50,000.

Housing provision or allowances: The district assigns housing to teachers, and rents are determined by a committee. Teachers who do not live in district housing receive a \$600 per year housing allowance.

Personal leave days: 3 days per year. Teachers can accumulate up to 10 days. Unused personal leave in excess of 7 days is paid out at the teacher's per diem rate at the end of the school year. Without prior written approval of the superintendent, personal leave cannot be used during the first and last day of the school year, adjacent to holiday and vacation periods, during testing day, nor during in-service days.

Pelican City School District

Contract Year: FY2012-2014

Health Insurance: District provides health insurance to teachers and their dependents.

Employer Paid Premium: 100%

Employee Paid Premium: 0%

Tuition support: The district will reimburse tuition costs up to \$1,200 annually for up to 6 credit hours earned.

Other benefits provided:

Personal leave days: 3 days per year. Teacher can accumulate up to 5 days.

Petersburg Borough School District

Contract Year: FY2013-2015

Health Insurance: The district health insurance to employees who work at least 30 hours per week and their dependents. Employees who opt out of coverage get a stipend of \$250 per month.

Employer Paid Premium: 80%

Employee Paid Premium: 20%

In 2014-2015, the premium was \$18,972 per year.

Life Insurance: The district provides life insurance of \$5,000 and accidental death insurance of \$5,000.

Other benefits provided: Employees and eligible dependents get access to all standard Petersburg Parks and Recreation Department facilities (pool facilities, weight room, cardio, racquet courts, etc.) at a rate equal to 25% of the full membership cost, plus reimbursement for some private exercise classes, through a wellness program provided by the district.

Personal leave days: 3 days per year. Teachers can accumulate up to 5 days. Unused personal leave days in excess of 2 are paid out at the end of the school year at the rate of pay of certified substitutes.

Pribilof School District
Contract Year: FY2015-2017

Health Insurance: The district provides medical, dental, vision, and audio insurance to teachers, their spouses, and their eligible dependents. Teachers who opt out receive a stipend of \$5,000 per year.

Employer Paid Premium: 100%

Employee Paid Premium: 0%

In 2014-2015, the premium was \$22,000 per year.

Housing provision or allowances: As a condition of employment, teachers are required to live in district-provided housing, unless they already have housing in the district at the time of initial employment. Teachers pay \$900 per month, including heating fuel, for 2-bedroom units and \$1,000 per month, including heating fuel, for 3-bedroom units. Type B housing is available on St. George for \$500 per month. Teachers with their own housing get a housing allowance of \$100 per month.

Travel to/from the district: One round-trip fare between duty station and Anchorage each year for each teacher and each family member who resides with the teacher.

Moving allowance: Single teachers get up to \$1,000 of moving expenses reimbursed, and teachers with a family get up to \$2,500 of moving expenses reimbursed.

Personal leave days: 5 days per year. Teachers can accumulate up to 10 days. Personal leave cannot be used during the first and last 5 days of the school year nor adjacent to the winter holiday without the superintendent's written permission. If requested, unused leave can be paid out at \$225 per day.

Saint Mary's School District
Contract Year: FY2014-2016

Health Insurance: The district provides health insurance.

Employer Paid Premium: \$1,200 per month in 2014-2015

Employee Paid Premium: Remainder of premium

In 2014-2015, premiums were \$12,915 per year for the employee-only plan and \$42,747 per year for employees with enrolled family members.

Life Insurance: The district provides life insurance equal to the teacher's annual salary.

Housing provision or allowances: Rents are determined by the school board. All teachers not living in teacher housing receive \$2,000 per year to defray the cost of heating oil.

Travel to/from the district: Each year, the district gives each teacher an amount equal to round-trip airfare between St. Mary's and Anchorage on August 15.

Personal leave days: 3 days per year. Teachers can accumulate up to 2 days. Unused leave in excess of 2 days is paid out at the teacher's per diem rate at the end of the school year. Personal leave cannot be used during the first and last 5 days of the school year, nor adjacent to a holiday or vacation period without the superintendent's prior approval.

Sitka School District
Contract Year: FY2014-2016

Health Insurance: The district provides health insurance to teachers, their spouses, and their dependents.

Employer Paid Premium: 86.5% in 2014-2015, increasing to 90% in 2015-2016

Employee Paid Premium: 13.5% in 2014-2015 decreasing to 10% in 2015-2016

In 2014-2015, premiums were \$7,539 per year for the employee-only plan and \$22,664 per year for employees with enrolled family members.

Life Insurance: The district provides life insurance of \$50,000, with an equivalent amount available in the event of accidental death or dismemberment.

Personal leave days: Teachers with up to 5 years of experience get 3 days per year. Teachers with 6 or more years of experience get 4 days per year.

Teachers can accumulate up to 5 days per year. Unused leave in excess of 5 are paid out at \$266 per day. Personal leave cannot be used during the first and last 5 contract days of the school year, during in-service days, during parent-teacher conferences, nor during non-student workdays. Principals must approve the teacher's lesson plans before requests for personal leave are granted.

Skagway School District

Contract Year: FY2015

Health Insurance: The district provides medical, dental and vision insurance to employees, their spouses, and their eligible dependents. The district reimburses deductables except for the first \$500 per person or the first \$1,500 per family.

Employer Paid Premium: 100%

Employee Paid Premium: 0%

Tuition support: The district reimburses up to \$200 per credit hour for up to 6 credit hours every 5 years.

Personal leave days: 5 days per year. Teachers can accumulate up to 6 days. No more than 20% of staff can use personal leave at a time.

Southeast Island School District
Contract Year: FY2014-2016

Health Insurance: The district provides medical, dental, vision, and audio insurance to teachers, their spouses, and their eligible dependents.

Employer Paid Premium: 100%

Employee Paid Premium: 0%

In 2014-2015, the premium was \$21,564 per year.

Life Insurance: District provides life insurance of \$10,000 and accidental death and dismemberment insurance of \$10,000.

Housing provision or allowances: Teacher who do not live in district housing get \$450 per month to subsidize housing costs. Teachers living in district housing pay rent up to \$650 per month for excellent units with 4 or 5 bedrooms.

Tuition support: With the superintendent's prior approval, the district reimburses teachers for up to \$1,000 per year for courses, tests, and workshops taken to meet state and federal requirements. Upon completion of state and federal requirements, a teacher can receive reimbursement for up to 3 semester hours per year.

Personal leave days: 3 days per year. Teachers can accumulate up to 7 days. Personal leave in excess of 7 days is converted to sick leave. Personal leave cannot be used during the first and last 5 days in session of a school year, during teacher work days, adjacent to winter break, during in-service days, during statewide testing windows, nor during parent-teacher conferences. No more than 1 day may be used adjacent to scheduled vacations.

Southwest Region School District

Contract Year: FY2014-2016

Health Insurance: Health insurance is provided to teachers, their spouses, and their eligible dependents.

Employer Paid Premium: 80%

Employee Paid Premium: 20%

In 2014-2015, premiums were \$7,572 per year for the employee-only plan and \$22,035 per year for employees with enrolled family members.

Life Insurance: The district provides life insurance equal to the teacher's annual salary.

Housing provision or allowances: The district assigns housing. Rental rates range from \$470 per month to \$1,250 per month depending on the unit's size, age, and condition.

Travel to/from the district: Each teacher is provided with one round-trip airline ticket between Anchorage and Dillingham or the monetary equivalent. Teachers are also provided the monetary equivalent of transportation to and from their village assignment.

Tuition support: The district provides \$10,000 per year in tuition reimbursement for approved coursework for all teachers to share.

Other benefits provided: Teachers with more than 6 years of service in the district receive a longevity bonus. Bonuses range from \$500 to \$1,250 depending on years of service.

Personal leave days: 3 days per year. Teachers can accumulate up to 5 days. Unused leave in excess of 5 is paid out at \$125 per day. Personal leave cannot be used during the first and last 5 days of the school term, nor adjacent to holiday and vacation periods, without the superintendent's prior written permission.

Tanana City School District
Contract Year: FY2014-2016

Health Insurance: The district provides medical, vision, dental, and audio insurance to teachers and their dependents. When the district provides a high-deductible plan, the district reimburses up to \$1,000 per year in expenses.

Employer Paid Premium: 100%

Employee Paid Premium: 0%

Life Insurance: The district provides life insurance equal to teachers's annual salary.

Housing provision or allowances: There are several duplex houses owned and rented by the city that are designated for teachers.

Other benefits provided: Teachers who have a doctorate degree receive a \$2,000 bonus per year. Teachers who have certification through the National Board of Professional Teaching Standards receive a \$2,000 bonus per year.

Personal leave days: 3 days per year. Teachers can accumulate up to 10 days. Up to 5 days can be paid out at \$100 per day. Personal leave cannot be used during the first and last week of school, adjacent to holiday and vacation periods, nor during in-service and testing days. No more than 2 staff members can take personal leave at a time.

Unalaska City School District

Contract Year: FY2013-2015

Health Insurance: The district provides health insurance to employees and their families.

Employer Paid Premium: 100%

Employee Paid Premium: 0%

In 2014-2015, the premium was \$15,288 per year.

Life Insurance: The district provides life insurance of \$5,000.

Housing provision or allowances: None.

Travel to/from the district: The district will reimburse the cost of round-trip airfare to a conference of the teacher's choice or to Anchorage, whichever is less, once in 3 years. Or, if the teacher instead chooses to attend a conference, workshop, or class during the summer, the district will reimburse round-trip air fare to the conference, lodging, and the conference fee up to \$2,500.

Tuition support: The district reimburses up to \$100 per credit hour for up to 6 credit hours for re-certification.

Other benefits provided: After a teacher is employed by the district for at least 10 years, he or she earns a longevity bonus of \$250 per year for every year worked in the district, paid at separation. Teachers who hold certification through the National Board of Professional Teaching Standards receive a \$1,000 bonus per year.

Personal leave days: 4 days per year. Teachers can accumulate up to 10 days. Unused leave in excess of 10 days is paid out at the teacher's per diem rate at the end of the school year. Personal leave cannot be used during the first and last 5 days of the school year, nor during an in-service. No more than 3 staff members can use personal leave at a time.

Valdez City School District

Contract Year: FY2013-2015

Health Insurance: The district provides medical, dental, vision, and audio insurance to teachers, their spouses, and their eligible dependents.

Employer Paid Premium: 92.50%

Employee Paid Premium: 7.50%

In 2014-2015, the premium was \$20,210 per year.

Life Insurance: The district provides life insurance of \$70,000.

Other benefits provided: Teachers who hold certification through the National Board of Professional Teaching Standards receive a \$1,000 bonus per year.

Personal leave days: 3 days per year. Teachers can accumulate up to 10 days. Unused leave is paid out at the rate of a certified substitute's daily rate. Personal leave cannot be used during the first and last 5 days of the school year, nor during in-service days, without the superintendent's permission.

Wrangell Public School District

Contract Year: FY2014-2016

Health Insurance: The provides medical, dental, vision, and audio insurance to employees, their spouses, and their eligible dependents.

Employer Paid Premium: 97%

Employee Paid Premium: 3% In 2014-2015, the premium was \$19,044 per year.

Life Insurance: The district provides life insurance of \$50,000.

Other benefits provided: Teachers who hold certification through National Board of Professional Teaching Standards receive a \$2,000 bonus per year.

Personal leave days: 8 days, but teachers must pay the substitute's rate. A teacher can accumulate up to 2 days. Unused personal leave in excess of 10 days expires. Personal leave cannot be used without permission during the first and last weeks of school, during in-service days, nor during parent-teacher conferences. No more than 10% of teachers can use personal leave at a time.

Yakutat School District
Contract Year: FY2015-2017

Health Insurance: The district provides medical, vision, dental, and audio insurance to employees, their spouses, and their children. Employees who opt out of the district's insurance receive either \$250 per month (employee-only plan) or \$450 per month (employees who would otherwise enroll family members).

Employer Paid Premium: Remainder of premium after employee's contribution. Employer's contribution was approximately 97% of the premium in 2014-2015.

Employee Paid Premium: \$50 per month for the employee-only plan and \$100 per month for family plan

Life Insurance: The district provides life insurance.

Personal leave days: Teachers with up to 4 years of services with the district get 4 days per year. Teachers with more than 4 years of service with the district get 6 days per year. Teacher can accumulate up to 10 days. Up to 4 days of unused personal leave can be paid out at 90% of the teacher's per diem rate. No more than 2 teachers can use personal leave at a time. The district restrict the use of personal leave during the first and last weeks of school.

Yukon Flats School District
Contract Year: FY2015-2016

Health Insurance: The district provides medical insurance to employees, their spouses, and their eligible dependents.

Employer Paid Premium: 100%

Employee Paid Premium: 0%

Life Insurance: The district provides life insurance of \$50,000. The amount is doubled in the event of an accidental death.

Housing provision or allowances: If teacher is unable to locate housing in the assigned area and district housing is available, the district will rent the housing to a teacher at the monthly rental price. (Location, Unit, Monthly rent available on page 28 of agreement)

Tuition support: The district reimburses up to \$100 per credit, up to 6 credits per year for courses approved by superintendent, or up to 9 credits per year if part of regionally accredited graduate degree program.

Personal leave days: 4 days per year. Teachers can accumulate up to 6 days.

Yukon-Koyukuk School District

Contract Year: FY2014-2016

Health Insurance: The district provides medical, dental, vision, and audio insurance to employees, their spouses, and their eligible dependents.

Employer Paid Premium: 100%

Employee Paid Premium: 0%

In 2014-2015, premiums were \$11,000 per year for the employee-only plan and \$20,000 per year for employees with enrolled family members.

Life Insurance: The district provides life insurance of \$50,000.

Housing provision or allowances: The district provides teacher housing. The rent ranges between \$600 and \$635 per month.

Other benefits provided: Teachers in certain fly-in sites receive a \$500 per year remote school differential.

Personal leave days: 4 days per year. Leave may not be accrued year to year. Teachers can use no more than 3 days of personal leave days at a time.

Yupiit School District

Contract Year:

No contract in place. Information is from the 2014-2015 Certificated Staff Handbook.

Health Insurance: The district provides medical insurance to eligible employees.

Housing Provision: The district provides subsidized employee housing for certificated staff. Authorization for rent and deposit deductions from an employee's monthly pay is mandatory and employees are required to sign a rent deduction form.

Appendix D:

Implications of a statewide salary schedule with community differentials

The table below shows our estimate of how much teacher pay would change in each district, if the base salary schedule and community differentials calculated in this report were implemented, compared to AY2014-15. Statewide, salary costs would increase about 15 percent. A few districts would pay less – for example, Fairbanks would pay about six percent less. Many small rural districts would pay more – for example, Pelican, the district with the greatest change, would more than double its teacher salary costs. About one-quarter of the total change in costs is driven by a ten percent increase in costs for Anchorage, which employs about one-third of the state’s teachers.

| ID | District Name | Change in teacher pay |
|----|-----------------|-----------------------|
| 2 | Denali | 40% |
| 3 | Alaska Gateway | 55% |
| 4 | Aleutian Region | 60% |
| 5 | Anchorage | 10% |
| 6 | Annette Island | 17% |
| 7 | Bering Strait | 62% |
| 8 | Bristol Bay | 42% |
| 9 | Chatham | 42% |
| 10 | Chugach* | 60% |
| 11 | Copper River | 61% |
| 12 | Cordova City | 24% |
| 13 | Craig City | 23% |
| 14 | Delta-Greely | 37% |
| 15 | Dillingham | 44% |
| 16 | Fairbanks | -6% |
| 17 | Galena | 20% |
| 18 | Haines | 13% |
| 19 | Hoonah | 47% |
| 20 | Hydaburg | 45% |
| 21 | Iditarod | 63% |
| 22 | Juneau | -3% |
| 23 | Kake | 29% |
| 24 | Kenai Peninsula | 14% |
| 25 | Ketchikan | 2% |
| 27 | Klawock | 25% |
| 28 | Kodiak Island | 33% |
| 29 | Kuspuk | 53% |
| 30 | Lake and Pen | 68% |
| 31 | Lower Kuskokwim | 42% |
| 32 | Lower Yukon | 60% |
| 33 | Mat-Su | 1% |
| 34 | Nenana | 50% |
| 35 | Nome | 28% |

| ID | District Name | Change in teacher pay |
|----|------------------|-----------------------|
| 36 | North Slope | 63% |
| 37 | Northwest Arctic | 53% |
| 38 | Pelican | 105% |
| 39 | Petersburg | 26% |
| 40 | Pribilof | 57% |
| 42 | Sitka | -1% |
| 43 | Skagway | 25% |
| 44 | Southeast Island | 48% |
| 45 | Southwest Region | 66% |
| 46 | Saint Mary's | 66% |
| 47 | Unalaska | 53% |
| 48 | Valdez | 17% |
| 49 | Wrangell | 16% |
| 50 | Yakutat | 26% |
| 51 | Yukon Flats | 78% |
| 52 | Yukon-Koyukuk | 39% |
| 53 | Tanana | 88% |
| 54 | Yupitit | 66% |
| 55 | Kashunamiut | 66% |
| 56 | Aleutians East | 43% |
| 98 | Mt Edgecumbe | 12% |
| | State Total | 15% |

*Chugach district has a unique salary system, in which base salaries understate actual teacher compensation. Therefore, the percentage in this table overstates the increase needed.

Each estimate is based on data from most (but not all) teachers in each district. Teachers who were only part time, or for whom there was missing data on their experience or education, were not included (in either the current or projected pay amounts).

Appendix E:

Data sources, variables, and equations

Table E-1. Data Definitions and Sources

| Variable | Source |
|---|---------------------------------|
| <i>School district data</i> | |
| Base teacher salary, bachelor's degree | Alaska school district CBAs |
| Base teacher salary, master's degree | Alaska school district CBAs |
| Maximum salary, bachelor's degree | Alaska school district CBAs |
| Maximum salary, master's degree | Alaska school district CBAs |
| Overall CBA teacher maximum salary | Alaska school district CBAs |
| CBA total number of salary steps | Alaska school district CBAs |
| Signing bonus available (1=yes, 0=no) | Alaska school district CBAs |
| Housing provided (1=yes, 0=no) | Alaska school district CBAs |
| Total health insurance premium cost | Alaska school district CBAs |
| Health premium paid by school district | Alaska school district CBAs |
| Health premium paid by employee | Alaska school district CBAs |
| Any tuition paid (1=yes, 0=no) | Alaska school district CBAs |
| School district total student population | Alaska DEED |
| School district percent Alaska Native/American Indian (AIAN) students | Alaska DEED |
| School district percent African American. students | Alaska DEED |
| School district percent Caucasian students | Alaska DEED |
| <i>Community data</i> | |
| Total community population | U.S. Census Bureau |
| Community school-aged population | U.S. Census Bureau |
| Community pop. percent AIAN alone | U.S. Census Bureau |
| Community pop. percent other non-white | U.S. Census Bureau |
| Single K-12 school in community | Alaska DEED |
| Labor force participation rate | U.S. Census Bureau |
| Poverty rate, persons in families | U.S. Census Bureau |
| Heating degree days | National Weather Service |
| Cooling degree days | National Weather Service |
| Level of community alcohol control ^a | AK Alcoholic Bev. Control Board |
| Road miles from city | ISER |
| Regional hub community (1=yes, 0=no) | ISER |
| On road system (1=yes; 0=no) | ISER |
| Road to community hub (1=yes; 0=no) | ISER |
| Ferry service (1=yes; 0=no) | Alaska Marine Highway System |
| Hub to city one-way air fare, 2015 | ISER |
| Commercial jet service (1=yes, 0=no) | ISER |
| <i>Personnel data</i> | |
| Individual salary, regular assignment | Alaska DEED |
| Gender (1=female, 0=male) | Alaska DEED |
| Age (years) | Alaska DEED |
| African American (1=yes, 0=no) | Alaska DEED |
| American Indian or Alaska Native (AIAN) (1=yes,0=no) | Alaska DEED |

| | |
|--|-------------|
| Hispanic (1=yes, 0=no) | Alaska DEED |
| Other non-hispanic non-white (1=yes, 0=no) | Alaska DEED |
| Experience in job class (years) | Alaska DEED |
| Experience in district (years) | Alaska DEED |
| Assigned to multiple schools in district (1=yes, 0=no) | Alaska DEED |
| Percent of FTE as curriculum specialist | Alaska DEED |
| Percent of FTE as head teacher | Alaska DEED |
| Percent of FTE as regular classroom teacher | Alaska DEED |
| Percent of FTE as itinerant teacher | Alaska DEED |
| Percent of FTE as special educ. teacher | Alaska DEED |
| Percent of FTE as ESL teacher | Alaska DEED |
| Any special education assignment (1=yes, 0=no) | Alaska DEED |
| Secondary math/science assignment (1=yes, 0=no) | Alaska DEED |

^a 0 = no controls, 1=sales banned, 2=sale only at city-owned store, 3=sale only at city licensed store; 4=ban sale and importation; 5=ban possession.

Table E-2. Panel Regression Equations for Natural Logarithm of Alaska Teacher Salary
(Weighted least squares estimates)

| | Coefficient | z Score | 95% confidence interval | |
|---|-------------|----------|-------------------------|----------|
| Gender (1=female, 0=male) | 0.00195 | 0.98 | -0.0019 | 0.0058 |
| Age (years) | 0.00344 | 29.12 | 0.0032 | 0.0037 |
| African American (1=yes, 0=no) | -0.01207 | -1.74 | -0.0257 | 0.0015 |
| AIAN (1=yes,0=no) | -0.00330 | -0.54 | -0.0154 | 0.0088 |
| Hispanic (1=yes, 0=no) | -0.0125 | -2.92 | -0.0209 | -0.0041 |
| Other (1=yes, 0=no) | -0.0089 | -2.15 | -0.0171 | -0.0008 |
| Experience at hire date (years) | 0.0185 | 23.16 | 0.0170 | 0.0201 |
| Initial experience squared | -0.00041 | -6.46 | -0.00053 | -0.00028 |
| Natural log of applicable CBA base salary | 0.579 | 33.44 | 0.545 | 0.613 |
| Natural log of CBA maximum salary | 0.170 | 10.3 | 0.138 | 0.203 |
| Minimum of district experience, CBA steps | 0.0204 | 53.94 | 0.0196 | 0.0211 |
| Years experience exceeding max steps | -0.00731 | -2.37 | -0.0133 | -0.0013 |
| Assigned to multiple schools in district | 0.00141 | 0.6 | -0.0032 | 0.0060 |
| Percent of FTE as curriculum specialist | 0.00021 | 2.65 | 0.0001 | 0.0004 |
| Percent of FTE as head teacher | 0.00067 | 7.85 | 0.0005 | 0.0008 |
| Percent of FTE as reg. classroom teacher | -0.00008 | -2.34 | -0.0001 | 0.0000 |
| Percent of FTE as itinerant teacher | 0.00068 | 4.61 | 0.0004 | 0.0010 |
| Percent of FTE as special educ. teacher | 0.00011 | 1.45 | 0.0000 | 0.0003 |
| Percent of FTE as ESL teacher | -0.00007 | -1.28 | -0.0002 | 0.0000 |
| Percent of FTE as correspondence teacher | -0.00029 | -3.69 | -0.0004 | -0.0001 |
| Any special education assignment | -0.01608 | -1.95 | -0.0322 | 0.0001 |
| Secondary math/science assignment | 0.00550 | 3.31 | 0.0022 | 0.0088 |
| Year | 0.00444 | 9.2 | 0.0035 | 0.0054 |
| Constant term | -6.349 | -7.21 | -8.074 | -4.624 |
| | Individuals | Residual | | |
| Standard error | 0.078 | 0.031 | | |
| R ² (fraction of variance across groups) | 0.865 | | | |
| | Individuals | Years | Total | |
| R squared | 0.783 | 0.754 | 0.778 | |
| | Individuals | Total | | |
| Observations | 9,035 | 27,417 | | |

Table E-3. Panel Regression Equations for Natural Logarithm of Alaska Principal Salary
(Weighted least squares estimates)

| | Coefficient | z Score | 95% confidence interval | |
|--|-------------|----------|-------------------------|---------|
| Gender (1=female, 0=male) | -0.0489 | -4.32 | -0.0710 | -0.0267 |
| Age (years) | 0.0036 | 6.15 | 0.0024 | 0.0047 |
| Non-white or hispanic (1=yes, 0=no) | 0.0007 | 0.06 | -0.0218 | 0.0232 |
| Experience at hire date (years) | -0.0006 | -0.32 | -0.0044 | 0.0031 |
| Initial experience squared | -0.00003 | -0.24 | -0.0003 | 0.0002 |
| Natural log of CBA base salary | 0.371 | 6.27 | 0.255 | 0.487 |
| Natural log of CBA maximum salary | 0.351 | 5.21 | 0.219 | 0.483 |
| Year times natural log of CBA base salary | -0.111 | -6.52 | -0.144 | -0.078 |
| Minimum of district experience, CBA steps | 0.0078 | 7.80 | 0.0059 | 0.0098 |
| Experience exceeding max CBA steps | 0.0373 | 3.11 | 0.0138 | 0.0609 |
| Assigned to multiple schools in district | -0.0136 | -2.08 | -0.0264 | -0.0008 |
| Percent of FTE as principal | -0.0003 | -1.86 | -0.0006 | 0.0000 |
| Percent of FTE as assistant principal | -0.0008 | -5.18 | -0.0011 | -0.0005 |
| Percent of FTE as curriculum specialist | -0.0008 | -1.80 | -0.0016 | 0.0001 |
| Percent of FTE as head teacher | -0.0021 | -6.43 | -0.0027 | -0.0014 |
| Percent of FTE as reg. classroom teacher | -0.0006 | -2.77 | -0.0011 | -0.0002 |
| Percent of FTE as itinerant teacher | -0.0064 | -16.65 | -0.0072 | -0.0057 |
| Percent of FTE as special educ. teacher | -0.0012 | -3.51 | -0.0019 | -0.0006 |
| Percent of FTE as ESL teacher | -0.0082 | -0.49 | -0.0410 | 0.0247 |
| Percent of FTE as correspondence teacher | -0.0018 | -5.33 | -0.0025 | -0.0012 |
| Year | 0.0165 | 9.62 | 0.0131 | 0.0199 |
| Before 2010 (1=yes, 0=no) | 1.179 | 6.42 | 0.819 | 1.538 |
| Constant term | -29.90 | -9.41 | -36.12 | -23.67 |
| | Individuals | Residual | | |
| Standard error | 0.150 | 0.073 | | |
| R^2 (fraction of variance across groups) | 0.809 | | | |
| | Individuals | Years | Total | |
| R squared | 0.188 | 0.703 | 0.404 | |
| | Individuals | Total | | |
| Observations | 1,117 | 4,899 | | |

Table E-4. Censored Regression Equations for Percentage of Core Classes Taught by Highly Qualified Teachers
(Maximum likelihood estimates)

| | Coefficient | t Statistic | 95% confidence interval | |
|---|-------------|-------------|-------------------------|------------|
| Base salary, masters degree (\$000s) | 0.0095 | 4.10 | 0.0050 | 0.0141 |
| Signing bonus (instrument) | -0.170 | -6.67 | -0.221 | -0.120 |
| Housing provided (instrument) | -0.041 | -1.25 | -0.105 | 0.023 |
| Nat. log district health premium (inst.) | -0.252 | -4.09 | -0.374 | -0.131 |
| Employee health percent (instrument) | -0.170 | -1.35 | -0.418 | 0.077 |
| Any tuition paid (1=yes, 0=no) | 0.040 | 2.91 | 0.013 | 0.066 |
| School district percent AIAN students | -0.104 | -2.44 | -0.188 | -0.021 |
| District percent other non-white students | -0.321 | -3.72 | -0.489 | -0.152 |
| Natural log of community population | 0.029 | 3.59 | 0.013 | 0.044 |
| Community pop. percent AIAN alone | 0.051 | 1.00 | -0.049 | 0.150 |
| Community pop. percent other non-white | -0.255 | -3.00 | -0.422 | -0.088 |
| Labor force participation rate | -0.130 | -1.82 | -0.271 | 0.010 |
| Poverty rate, persons in families | -0.021 | -0.35 | -0.139 | 0.097 |
| Heating degree days (000s) | -0.0019 | -0.40 | -0.011 | 0.007 |
| Cooling degree days | 0.0004 | 0.65 | -0.001 | 0.002 |
| Level of community alcohol control | 0.020 | 3.37 | 0.009 | 0.032 |
| Single K-12 school in community | -0.133 | -5.47 | -0.180 | -0.085 |
| Small school (school-aged pop. < 100) | -0.052 | -2.63 | -0.090 | -0.013 |
| On road system (1=yes; 0=no) | 0.152 | 3.26 | 0.060 | 0.243 |
| Road miles from city / 10 | -0.0070 | -2.63 | -0.0122 | -0.0018 |
| Road miles / 10, squared | 0.00013 | 3.16 | 0.000048 | 0.000205 |
| Regional hub community (1=yes, 0=no) | 0.036 | 1.27 | -0.019 | 0.092 |
| Ferry service (1=yes; 0=no) | 0.138 | 4.55 | 0.078 | 0.197 |
| Hub to city one-way air fare / \$10 | -0.0024 | -2.26 | -0.0045 | -0.0003 |
| Constant term for 2009-10 | 2.771 | 4.64 | 1.599 | 3.942 |
| Constant term for 2010-11 | 2.796 | 4.68 | 1.625 | 3.967 |
| Constant term for 2011-12 | 2.771 | 4.67 | 1.608 | 3.934 |
| Constant term for 2012-13 | 2.786 | 4.82 | 1.652 | 3.921 |
| Sigma | 0.199 | | 0.192 | 0.207 |
| Log likelihood | -130.7 | | | |
| Likelihood Ratio chi ² (27) | 701.2 | | | |
| Probability | 0.000 | | | |
| Pseudo R ² | 0.73 | | | |
| Observations | Total | HQ pct.=0 | HQ pct.=1 | Uncensored |
| | 1821 | 12 | 478 | 1321 |

Table E-5. Logistic Regression Equations for Moves Between Alaska Communities
(Maximum likelihood estimates)

| | Odds ratio | z score | 95% confidence interval | |
|--|------------|--------------|-------------------------|---------|
| Base salary (\$000s) | 1.085 | 5.87 | 1.056 | 1.115 |
| Maximum salary (\$000s) | 0.978 | -2.18 | 0.959 | 0.998 |
| Tenure (1=yes, 0=no) | 0.310 | -13.24 | 0.261 | 0.369 |
| Percentage of full-time | 0.985 | -6.55 | 0.980 | 0.989 |
| HQ percentage (instrument) | 0.138 | -2.69 | 0.033 | 0.583 |
| Signing bonus (instrument) | 0.648 | -1.98 | 0.423 | 0.995 |
| Percent of FTE as curriculum specialist | 1.016 | 3.62 | 1.007 | 1.024 |
| Percent of FTE as head teacher | 1.014 | 7.18 | 1.010 | 1.017 |
| Percent of FTE as reg. classroom teacher | 1.013 | 15.00 | 1.011 | 1.015 |
| Percent of FTE as itinerant teacher | 1.015 | 3.24 | 1.006 | 1.024 |
| Percent of FTE as special educ. teacher | 1.027 | 12.18 | 1.022 | 1.031 |
| Percent of FTE as ESL teacher | 1.012 | 3.51 | 1.005 | 1.018 |
| Any special education assignment | 0.326 | -5.60 | 0.220 | 0.482 |
| Secondary math/science assignment | 0.799 | -2.44 | 0.668 | 0.957 |
| School district percent AIAN students | 0.752 | -1.42 | 0.507 | 1.116 |
| District percent other non-white students | 0.00002 | -3.36 | 0.00000 | 0.01033 |
| Natural logarithm of community population | 1.216 | 4.23 | 1.111 | 1.332 |
| Total school-aged population (000s) | 0.995 | -1.19 | 0.986 | 1.003 |
| Community pop. percent other non-white | 0.380 | -1.93 | 0.143 | 1.014 |
| Labor force participation rate | 0.958 | -0.12 | 0.470 | 1.953 |
| Poverty rate, persons in families | 0.622 | -1.58 | 0.346 | 1.120 |
| Heating degree days (000s) | 0.930 | -3.48 | 0.893 | 0.969 |
| Cooling degree days | 1.003 | 0.70 | 0.995 | 1.011 |
| Level of community alcohol control | 0.954 | -1.45 | 0.895 | 1.017 |
| Single K-12 school in community (1=y, 0=n) | 0.699 | -2.50 | 0.528 | 0.926 |
| On road system (1=yes; 0=no) | 1.697 | 2.57 | 1.134 | 2.539 |
| Road miles from city / 10 | 0.963 | -2.29 | 0.932 | 0.994 |
| Road miles / 10, squared | 1.00054 | 1.92 | 0.99999 | 1.00109 |
| Road to community hub (1=yes; 0=no) | 1.306 | 2.03 | 1.010 | 1.691 |
| Ferry service (1=yes; 0=no) | 1.205 | 1.17 | 0.881 | 1.649 |
| Hub to city one-way air fare / \$10 | 0.982 | -2.87 | 0.970 | 0.994 |
| Log likelihood | -2459 | | | |
| Wald chi ² (31) | 721.9 | | | |
| Probability | 0.000 | | | |
| Observations | Cases | Alternatives | Total obs. | |
| | 4344 | 2 | 8688 | |

Table E-6. Cox Proportional Survival Regression Equations for Teacher Job Tenure in Alaska Communities
(Maximum likelihood estimates)

| | Hazard ratio | z Score | 95% Confidence interval | |
|--|--------------|---------|-------------------------|--------|
| Natural log salary, adjusted to \$2014 | 0.333 | -18.55 | 0.297 | 0.374 |
| Number of steps | 0.977 | -4.41 | 0.968 | 0.987 |
| Female (1=yes, 0=no) | 1.032 | 2.08 | 1.002 | 1.062 |
| African American (1=yes, 0=no) | 0.965 | -0.60 | 0.858 | 1.085 |
| American Indian/Alaska Native (1=yes,0=no) | 0.670 | -11.59 | 0.626 | 0.717 |
| Hispanic (1=yes, 0=no) | 1.024 | 0.50 | 0.933 | 1.123 |
| Other non-white (1=yes, 0=no) | 0.972 | -0.86 | 0.910 | 1.037 |
| Age | 0.926 | -15.34 | 0.916 | 0.935 |
| Age squared | 1.0009 | 16.17 | 1.0008 | 1.0010 |
| Chugach Shool District (1=yes, 0=no) | 0.578 | -2.90 | 0.399 | 0.837 |
| Housing provided (instrument) | 1.034 | 0.57 | 0.922 | 1.159 |
| Percent of FTE as curriculum specialist | 0.9991 | -0.89 | 0.9970 | 1.0011 |
| Percent of FTE as head teacher | 0.9987 | -1.57 | 0.9972 | 1.0003 |
| Percent of FTE as reg. classroom teacher | 0.9982 | -9.36 | 0.9978 | 0.9985 |
| Percent of FTE as itinerant teacher | 0.9987 | -0.79 | 0.9956 | 1.0019 |
| Percent of FTE as special educ. teacher | 1.0008 | 0.46 | 0.9975 | 1.0041 |
| Percent of FTE as ESL teacher | 0.9989 | -1.58 | 0.9974 | 1.0003 |
| Any special education assignment | 0.916 | -0.53 | 0.660 | 1.270 |
| Secondary math/science assignment | 1.017 | 0.88 | 0.979 | 1.056 |
| School district percent AIAN students | 2.078 | 7.13 | 1.700 | 2.540 |
| District percent other non-white students | 21.736 | 17.83 | 15.495 | 30.489 |
| Travel paid (1=yes, 0=no) | 1.187 | 7.68 | 1.136 | 1.241 |
| Natural logarithm of community population | 0.922 | -6.65 | 0.900 | 0.944 |
| Community pop. percent AIAN alone | 0.656 | -3.65 | 0.524 | 0.823 |
| Community pop. percent other non-white | 0.376 | -5.11 | 0.259 | 0.547 |
| Labor force participation rate | 0.285 | -8.83 | 0.215 | 0.376 |
| Poverty rate, persons in familes | 0.827 | -1.56 | 0.652 | 1.050 |
| Heating degree days (000s) | 1.022 | 3.40 | 1.009 | 1.035 |
| Cooling degree days | 1.004 | 3.88 | 1.002 | 1.006 |
| On road system (1=yes; 0=no) | 0.731 | -4.09 | 0.629 | 0.849 |
| Road miles from city / 10 | 1.011 | 5.81 | 1.008 | 1.015 |
| Road to community hub (1=yes; 0=no) | 1.090 | 2.31 | 1.013 | 1.173 |
| Level of community alcohol control | 0.989 | -0.92 | 0.967 | 1.012 |
| Commercial jet service (1=yes, 0=no) | 0.903 | -2.27 | 0.826 | 0.986 |
| Ferry service (1=yes; 0=no) | 0.836 | -3.00 | 0.744 | 0.940 |
| Hub to city one-way air fare / \$10 | 0.9955 | -2.12 | 0.9913 | 0.9997 |

Appendix F: Salary differentials

| District name | Place | Turnover | Move | HQ | Average |
|-----------------|------------------------|----------|------|------|---------|
| Alaska Gateway | Tok CDP | 1.41 | 1.23 | 1.18 | 1.28 |
| | Northway | 0.99 | 1.53 | 1.44 | 1.31 |
| | Dot Lake | 1.66 | 1.26 | 1.51 | 1.48 |
| | Tetlin CDP | 1.57 | 1.66 | 1.37 | 1.53 |
| | Mentasta Lake CDP | 1.71 | 1.52 | 1.47 | 1.57 |
| | Tanacross CDP | 1.83 | 1.62 | 1.24 | 1.57 |
| | Eagle city | 2.00 | 1.40 | 1.61 | 1.68 |
| Aleutian Region | Adak city | 0.94 | 1.66 | 2.05 | 1.54 |
| | Atka city | 1.74 | 1.64 | 1.80 | 1.73 |
| | Nikolski CDP | 2.40 | 1.76 | 1.84 | 2.01 |
| Aleutians East | Akutan city | 1.81 | 1.57 | 1.53 | 1.64 |
| | King Cove city | 0.79 | 1.64 | 1.34 | 1.24 |
| | Sand Point city | 0.79 | 1.52 | 1.39 | 1.22 |
| | False Pass city | 1.11 | 1.74 | 1.41 | 1.41 |
| | Cold Bay city | 1.44 | 1.52 | 1.58 | 1.51 |
| | Nelson Lagoon CDP | 1.58 | 1.63 | 1.66 | 1.62 |
| Anchorage | Anchorage municipality | 1.00 | 1.00 | 1.00 | 1.00 |
| Annette Island | Metlakatla CDP | 0.96 | 1.45 | 0.63 | 1.01 |
| Bering Strait | St. Michael city | 1.29 | 1.67 | 1.42 | 1.45 |
| | Unalakleet city | 1.42 | 1.56 | 1.51 | 1.49 |
| | Shishmaref city | 1.49 | 1.75 | 1.31 | 1.51 |
| | Teller city | 1.63 | 1.68 | 1.27 | 1.52 |
| | Stebbins city | 1.54 | 1.72 | 1.36 | 1.54 |
| | Brevig Mission city | 1.43 | 1.83 | 1.35 | 1.53 |
| | Shaktoolik city | 1.53 | 1.70 | 1.43 | 1.55 |
| | Golovin city | 1.46 | 1.76 | 1.45 | 1.55 |
| | Gambell city | 1.48 | 1.84 | 1.32 | 1.54 |
| | Elim city | 1.59 | 1.72 | 1.39 | 1.56 |
| | Savoonga city | 1.57 | 1.86 | 1.34 | 1.59 |
| | Diomedes city | 1.32 | 1.84 | 1.66 | 1.60 |
| | White Mountain city | 1.64 | 1.64 | 1.60 | 1.63 |
| | Koyuk city | 1.62 | 1.79 | 1.45 | 1.62 |
| | Wales city | 1.59 | 1.83 | 1.56 | 1.66 |
| Bristol Bay | Naknek CDP | 1.01 | 1.48 | 1.33 | 1.27 |
| Chatham | Gustavus city | 0.89 | 1.18 | 1.33 | 1.13 |
| | Angoon city | 0.86 | 1.47 | 1.12 | 1.14 |
| | Klukwan CDP | 1.19 | 1.41 | 0.90 | 1.17 |
| | Tenakee Springs city | 1.28 | 1.20 | 1.52 | 1.33 |
| Chugach | Whittier city | 1.18 | 0.95 | 1.34 | 1.16 |
| | Chenega CDP | 1.39 | 1.37 | 1.11 | 1.29 |
| | Tatitlek CDP | 1.56 | 1.46 | 1.17 | 1.40 |
| Copper River | Glennallen CDP | 1.37 | 1.16 | 1.26 | 1.26 |
| | Copper Center CDP | 1.36 | 1.25 | 1.36 | 1.33 |
| | Kenny Lake CDP | 1.55 | 1.12 | 1.43 | 1.37 |
| | Chistochina CDP | 1.55 | 1.41 | 1.47 | 1.48 |
| | Slana CDP | 2.22 | 1.29 | 1.55 | 1.70 |
| Cordova City | Cordova city | 1.16 | 1.07 | 0.93 | 1.06 |

| District name | Place | Turnover | Move | HQ | Average |
|------------------|--------------------------------------|----------|------|------|---------|
| Craig City | Craig city | 0.88 | 1.22 | 0.99 | 1.03 |
| Delta-Greely | Delta Junction city | 1.27 | 1.06 | 1.08 | 1.14 |
| | Fort Greely CDP | 1.36 | 1.18 | 1.17 | 1.24 |
| Denali | Healy CDP | 1.12 | 1.00 | 1.05 | 1.06 |
| | Anderson city | 1.52 | 1.08 | 1.40 | 1.34 |
| | Cantwell CDP | 1.43 | 1.21 | 1.47 | 1.37 |
| Dillingham | Dillingham city | 1.25 | 1.27 | 1.31 | 1.28 |
| Fairbanks | Fairbanks | 0.86 | 0.89 | 0.81 | 0.85 |
| Galena | Galena city | 1.08 | 1.53 | 1.20 | 1.26 |
| Haines | Haines CDP | 1.09 | 1.15 | 0.57 | 0.94 |
| Hoonah | Hoonah city | 1.22 | 1.36 | 1.08 | 1.22 |
| Hydaburg | Hydaburg city | 1.30 | 1.27 | 0.85 | 1.14 |
| Lower Kuskokwim | Bethel city | 0.99 | 1.30 | 1.14 | 1.14 |
| | Napaskiak city | 1.43 | 1.67 | 1.28 | 1.46 |
| | Kasigluk CDP | 1.51 | 1.68 | 1.21 | 1.47 |
| | Nunapitchuk city | 1.34 | 1.79 | 1.34 | 1.48 |
| | Nightmute city | 1.34 | 1.78 | 1.40 | 1.50 |
| | Toksook Bay city | 1.38 | 1.77 | 1.32 | 1.49 |
| | Quinhagak city | 1.39 | 1.79 | 1.30 | 1.49 |
| | Kwethluk city | 1.44 | 1.73 | 1.35 | 1.50 |
| | Kipnuk CDP | 1.40 | 1.75 | 1.37 | 1.50 |
| | Atmautluak CDP | 1.50 | 1.72 | 1.45 | 1.55 |
| | Chefornak city | 1.46 | 1.77 | 1.40 | 1.54 |
| | Newtok CDP | 1.50 | 1.77 | 1.40 | 1.55 |
| | Tununak CDP | 1.48 | 1.80 | 1.40 | 1.56 |
| | Mekoryuk city | 1.45 | 1.84 | 1.47 | 1.58 |
| | Napakiak city | 1.55 | 1.81 | 1.39 | 1.58 |
| | Kongiganak CDP | 1.59 | 1.81 | 1.33 | 1.58 |
| | Tuntutuliak CDP | 1.58 | 1.82 | 1.36 | 1.58 |
| | Kwigillingok CDP | 1.63 | 1.77 | 1.43 | 1.61 |
| | Eek city | 1.68 | 1.74 | 1.43 | 1.62 |
| | Goodnews Bay city | 1.82 | 1.78 | 1.38 | 1.66 |
| Platinum City | 1.87 | 1.84 | 1.62 | 1.78 | |
| Lower Yukon | St. Mary's City | 1.47 | 1.60 | 1.29 | 1.45 |
| | Mountain Village city | 1.37 | 1.69 | 1.20 | 1.42 |
| | Russian Mission city | 1.43 | 1.71 | 1.31 | 1.48 |
| | Pilot Station city | 1.47 | 1.72 | 1.26 | 1.48 |
| | Emmonak city | 1.45 | 1.78 | 1.19 | 1.47 |
| | Hooper Bay city | 1.51 | 1.72 | 1.20 | 1.47 |
| | Kotlik city | 1.50 | 1.77 | 1.23 | 1.50 |
| | Alakanuk city | 1.49 | 1.80 | 1.20 | 1.49 |
| | Marshall city | 1.56 | 1.76 | 1.22 | 1.51 |
| | Nunam Iqua city | 1.47 | 1.64 | 1.51 | 1.54 |
| Scammon Bay city | 1.58 | 1.81 | 1.26 | 1.55 | |
| Mat-Su | Palmer-Wasilla-Knik-Big Lake-Houston | 0.84 | 0.92 | 0.89 | 0.88 |
| | Willow CDP | 1.12 | 1.01 | 0.97 | 1.03 |
| | Talkeetna CDP | 1.13 | 1.05 | 1.09 | 1.09 |
| | Sutton-Alpine CDP | 1.25 | 1.06 | 0.96 | 1.10 |
| | Trapper Creek CDP | 1.32 | 1.13 | 1.15 | 1.20 |
| Mt Edgecumbe | Sitka City and Borough | 0.76 | 1.11 | 0.88 | 0.91 |

| District name | Place | Turnover | Move | HQ | Average |
|------------------|---------------------|----------|------|------|---------|
| Nenana | Nenana city | 1.49 | 1.23 | 1.10 | 1.28 |
| Nome | Nome city | 1.34 | 1.20 | 1.16 | 1.23 |
| North Slope | Barrow city | 1.50 | 1.54 | 1.28 | 1.44 |
| | Point Hope city | 1.81 | 1.80 | 1.40 | 1.67 |
| | Anaktuvuk Pass city | 2.35 | 1.65 | 1.33 | 1.79 |
| | Point Lay CDP | 2.13 | 1.77 | 1.53 | 1.82 |
| | Wainwright city | 2.12 | 1.91 | 1.48 | 1.84 |
| | Nuiqsut city | 2.22 | 1.87 | 1.48 | 1.86 |
| | Atkasuk city | 2.35 | 1.96 | 1.52 | 1.95 |
| | Kaktovik city | 2.45 | 1.97 | 1.45 | 1.97 |
| Northwest Arctic | Kotzebue city | 1.26 | 1.47 | 1.03 | 1.25 |
| | Kivalina city | 1.66 | 1.80 | 1.37 | 1.61 |
| | Noorvik city | 1.69 | 1.77 | 1.35 | 1.60 |
| | Noatak CDP | 1.81 | 1.75 | 1.32 | 1.63 |
| | Selawik city | 1.76 | 1.77 | 1.34 | 1.63 |
| | Deering city | 1.66 | 1.78 | 1.49 | 1.64 |
| | Buckland city | 1.80 | 1.79 | 1.36 | 1.65 |
| | Kiana city | 1.82 | 1.76 | 1.42 | 1.67 |
| | Ambler city | 2.06 | 1.73 | 1.34 | 1.72 |
| | Shungnak city | 2.01 | 1.73 | 1.36 | 1.71 |
| | Kobuk city | 2.01 | 1.79 | 1.42 | 1.74 |
| Pelican | Pelican city | 2.22 | 1.25 | 1.47 | 1.66 |
| Iditarod | McGrath city | 1.29 | 1.40 | 1.45 | 1.37 |
| | Shageluk city | 1.36 | 1.58 | 1.40 | 1.44 |
| | Takotna CDP | 1.44 | 1.50 | 1.46 | 1.47 |
| | Holy Cross city | 1.58 | 1.55 | 1.32 | 1.48 |
| | Anvik city | 1.34 | 1.65 | 1.50 | 1.49 |
| | Grayling city | 1.90 | 1.55 | 1.33 | 1.60 |
| | Nikolai city | 1.72 | 1.69 | 1.35 | 1.59 |
| | Lime Village CDP | 2.01 | 1.66 | 1.69 | 1.79 |
| Juneau | Juneau | 0.84 | 0.92 | 0.88 | 0.88 |
| Kake | Kake city | 0.97 | 1.45 | 0.90 | 1.10 |
| Kashunamiut | Chevak city | 1.35 | 1.72 | 1.22 | 1.43 |
| Kenai Peninsula | Kenai city | 0.92 | 0.93 | 0.92 | 0.93 |
| | Seward city | 1.02 | 0.91 | 0.96 | 0.96 |
| | Sterling CDP | 1.04 | 0.92 | 0.92 | 0.96 |
| | Soldotna city | 1.08 | 0.90 | 1.00 | 0.99 |
| | Nikiski CDP | 1.07 | 0.96 | 0.95 | 0.99 |
| | Homer city | 1.12 | 0.92 | 0.98 | 1.01 |
| | Moose Pass CDP | 1.05 | 0.96 | 1.26 | 1.09 |
| | Fritz Creek CDP | 1.13 | 1.02 | 1.06 | 1.07 |
| | Cooper Landing CDP | 0.99 | 0.98 | 1.19 | 1.05 |
| | Anchor Point CDP | 1.24 | 0.99 | 1.08 | 1.11 |
| | Hope CDP | 0.87 | 1.04 | 1.47 | 1.12 |
| | Seldovia city | 1.12 | 1.23 | 1.29 | 1.21 |
| | Ninilchik CDP | 1.29 | 1.10 | 1.33 | 1.24 |
| | Tyonek CDP | 1.04 | 1.47 | 1.30 | 1.26 |
| | Kasilof CDP | 1.34 | 1.09 | 1.36 | 1.27 |
| | Port Graham CDP | 1.06 | 1.44 | 1.32 | 1.27 |
| Nanwalek CDP | 1.21 | 1.47 | 1.30 | 1.32 | |
| Nikolaevsk CDP | 1.61 | 1.11 | 1.45 | 1.40 | |

| District name | Place | Turnover | Move | HQ | Average |
|--------------------|------------------------|----------|------|------|---------|
| Ketchikan | Ketchikan city | 0.86 | 1.00 | 0.82 | 0.89 |
| Klawock | Klawock city | 0.95 | 1.31 | 0.89 | 1.05 |
| Kodiak Island | Kodiak city | 1.14 | 1.03 | 1.14 | 1.11 |
| | Old Harbor City | 2.04 | 1.35 | 1.32 | 1.58 |
| | Ouzinkie City | 2.14 | 1.39 | 1.40 | 1.66 |
| | Port Lions City | 2.29 | 1.30 | 1.42 | 1.68 |
| | Larsen Bay City | 2.39 | 1.39 | 1.53 | 1.79 |
| | Karluk CDP | 2.35 | 1.48 | 1.60 | 1.82 |
| | Akhiok city | 2.31 | 1.52 | 1.71 | 1.86 |
| | Chiniak CDP | 2.27 | 1.33 | 1.46 | 1.70 |
| Kuspuk | Aniak city | 1.30 | 1.54 | 1.22 | 1.35 |
| | Upper Kalskag city | 1.42 | 1.65 | 1.26 | 1.44 |
| | Chuathbaluk city | 1.31 | 1.63 | 1.49 | 1.47 |
| | Lower Kalskag city | 1.47 | 1.73 | 1.31 | 1.50 |
| | Stony River CDP | 1.37 | 1.83 | 1.64 | 1.61 |
| | Crooked Creek CDP | 1.79 | 1.65 | 1.59 | 1.68 |
| | Sleetmute CDP | 2.20 | 1.64 | 1.60 | 1.83 |
| | Red Devil CDP | 2.22 | 1.78 | 1.77 | 1.93 |
| Lake and Peninsula | Newhalen city | 1.39 | 1.50 | 1.31 | 1.40 |
| | Chignik Lake CDP | 1.25 | 1.63 | 1.50 | 1.46 |
| | Chignik city | 1.45 | 1.62 | 1.37 | 1.48 |
| | Port Alsworth CDP | 1.26 | 1.51 | 1.64 | 1.47 |
| | Chignik Lagoon CDP | 1.24 | 1.61 | 1.59 | 1.48 |
| | Kokhanok CDP | 1.36 | 1.57 | 1.57 | 1.50 |
| | Port Heiden city | 1.48 | 1.60 | 1.47 | 1.51 |
| | Nondalton city | 1.23 | 1.61 | 1.67 | 1.50 |
| | Egegik city | 1.31 | 1.58 | 1.66 | 1.51 |
| | Levelock CDP | 1.36 | 1.63 | 1.61 | 1.53 |
| | Perryville CDP | 1.48 | 1.65 | 1.47 | 1.53 |
| | Pilot Point city | 1.49 | 1.65 | 1.58 | 1.57 |
| | Igiugig CDP | 1.15 | 1.70 | 1.84 | 1.56 |
| | Pedro Bay CDP | 1.97 | 1.56 | 1.68 | 1.75 |
| Petersburg | Petersburg city | 1.08 | 1.16 | 0.99 | 1.07 |
| Pribilof | St. Paul city | 1.12 | 1.74 | 1.64 | 1.49 |
| | St. George city | 1.73 | 1.70 | 1.82 | 1.75 |
| Saint Mary's | St. Mary's city | 1.42 | 1.60 | 1.29 | 1.43 |
| Sitka | Sitka City and Borough | 0.76 | 1.11 | 0.88 | 0.91 |
| Skagway | Skagway CDP | 1.15 | 1.16 | 0.77 | 1.03 |
| Southeast Island | Thorne Bay city | 0.97 | 1.12 | 1.10 | 1.06 |
| | Kasaan city | 0.87 | 1.34 | 1.34 | 1.17 |
| | Naukati Bay CDP | 0.93 | 1.36 | 1.29 | 1.19 |
| | Coffman Cove city | 1.22 | 1.20 | 1.33 | 1.25 |
| | Hollis CDP | 1.31 | 1.32 | 1.45 | 1.36 |
| | Port Alexander city | 1.12 | 1.38 | 1.65 | 1.38 |
| | Port Protection CDP | 1.24 | 1.44 | 1.45 | 1.37 |
| | Hyder CDP | 1.71 | 1.20 | 1.69 | 1.54 |
| | Whale Pass CDP | 1.97 | 1.47 | 1.52 | 1.66 |
| | Edna Bay CDP | 2.08 | 1.34 | 1.65 | 1.70 |

| District name | Place | Turnover | Move | HQ | Average |
|------------------|------------------------|----------|------|------|---------|
| Southwest Region | Dillingham city | 1.09 | 1.27 | 1.31 | 1.22 |
| | Togiak city | 1.38 | 1.73 | 1.31 | 1.47 |
| | New Stuyahok city | 1.50 | 1.65 | 1.37 | 1.50 |
| | Manokotak City | 1.52 | 1.74 | 1.28 | 1.51 |
| | Ekwok City | 1.39 | 1.63 | 1.60 | 1.54 |
| | Koliganek CDP | 1.64 | 1.56 | 1.50 | 1.57 |
| | Twin Hills CDP | 1.50 | 1.82 | 1.47 | 1.59 |
| | Aleknagik city | 1.80 | 1.62 | 1.32 | 1.58 |
| | Clark's Point City | 1.87 | 1.63 | 1.54 | 1.68 |
| Tanana | Tanana city | 1.90 | 1.47 | 1.22 | 1.54 |
| Unalaska | Unalaska city | 1.51 | 1.28 | 1.42 | 1.41 |
| Valdez | Valdez city | 1.03 | 0.99 | 0.96 | 1.00 |
| Wrangell | Wrangell | 0.92 | 1.11 | 1.04 | 1.02 |
| Yakutat | Yakutat CDP | 0.95 | 1.32 | 1.11 | 1.12 |
| Yukon Flats | Fort Yukon city | 1.79 | 1.50 | 1.24 | 1.52 |
| | Beaver CDP | 1.53 | 1.81 | 1.33 | 1.56 |
| | Arctic Village CDP | 1.99 | 1.77 | 1.29 | 1.69 |
| | Circle CDP | 2.14 | 1.50 | 1.54 | 1.74 |
| | Venetie CDP | 1.99 | 1.82 | 1.37 | 1.73 |
| | Stevens Village CDP | 2.01 | 1.79 | 1.49 | 1.77 |
| | Chalkyitsik CDP | 2.26 | 1.75 | 1.45 | 1.83 |
| | Central CDP | 1.97 | 1.26 | 1.68 | 1.65 |
| Yukon-Koyukuk | Minto CDP | 1.20 | 1.75 | 1.31 | 1.41 |
| | Nulato city | 1.66 | 1.78 | 1.12 | 1.52 |
| | Huslia city | 1.69 | 1.70 | 1.21 | 1.54 |
| | Kaltag city | 1.94 | 1.64 | 1.24 | 1.61 |
| | Ruby city | 1.83 | 1.67 | 1.32 | 1.61 |
| | Hughes city | 1.76 | 1.75 | 1.28 | 1.60 |
| | Allakaket city | 1.83 | 1.86 | 1.23 | 1.64 |
| | Koyukuk city | 1.79 | 1.72 | 1.40 | 1.64 |
| | Manley Hot Springs CDP | 2.08 | 1.45 | 1.57 | 1.71 |
| Yupiit | Akiachak CDP | 1.45 | 1.64 | 1.21 | 1.43 |
| | Akiak city | 1.44 | 1.64 | 1.31 | 1.46 |
| | Tuluksak CDP | 1.66 | 1.71 | 1.30 | 1.56 |

Appendix G:

Stakeholder groups participating in data collection

We reached out to leaders from the professional organizations below to ensure widespread survey dissemination and participation.

| Stakeholder group | Professional organizations |
|---------------------------------------|---|
| Teachers | <ul style="list-style-type: none"> Alaska Native Educators Association Association of Interior Native Educators National Education Association - Alaska |
| Principals | <ul style="list-style-type: none"> Alaska Council of School Administrators |
| Superintendents | <ul style="list-style-type: none"> Alaska Superintendents Association |
| Other education positions | <ul style="list-style-type: none"> National Education Association - Alaska |
| School Business Officers | <ul style="list-style-type: none"> Alaska Association of School Business Officers |
| Parents, students & community members | <ul style="list-style-type: none"> Alaska Parent Teacher Association (PTA) Citizens for the Educational Advancement of Alaska's Children Great Alaska Schools University of Alaska Anchorage College of Education University of Alaska Fairbanks College of Education University of Alaska Southeast College of Education Alaska Pacific University Education Department |
| School Board members | <ul style="list-style-type: none"> Association of Alaska School Boards |
| Other elected officials | <ul style="list-style-type: none"> Alaska Municipal League |

Appendix H: Tenure review from other states

Arizona

Per Arizona Revised Statutes § 15-538.01, "continuing teachers" are teachers who have been employed by their school district for three consecutive school years and were not designated in the lowest performance classification the previous school year. Continuing teachers who are designated in the lowest performance classification become probationary teachers again until their performance classification is designated in either of the two highest performance classifications.

Superintendents and principals do not obtain continuing status. Districts can offer them 3-year contracts.

Teachers can be dismissed for cause. Although the statute does not list all legitimate causes, in §15-539, it does mention immoral or unprofessional conduct, inadequacy of classroom performance, and conduct in violation of the rules or policies of the governing board. Before a district can dismiss a teacher inadequate classroom performance, the district must provide notice, a period of remediation, and an evaluation following the period of remediation.

Termination decisions can be appealed to superior court, per §15-543.

Colorado

Since 1990, Colorado Revised Statutes make no reference to tenure for K-12 public school employees. Instead, the statute defines probationary and nonprobationary teachers in C.R.S. 22-63-203 and 22-63-203.5. With the passage of Senate Bill 191 in 2010, probationary teacher were redefined as teachers who have not completed three consecutive years of demonstrated effectiveness or a nonprobationary teacher who has had two consecutive years of demonstrated ineffectiveness.

Per C.R.S. 22-63-301, a teacher may be legitimately dismissed for

- physical or mental disability;
- incompetency;
- neglect of duty;
- immorality;
- unsatisfactory performance;
- insubordination;
- the conviction of a felony or the acceptance of a guilty plea, a plea of nolo contendere, or a deferred sentence for a felony; or
- other good and just cause.

Portability is allowed by C.R.S. 22-63-203.5. A nonprobationary teacher who is employed by a school district and is subsequently hired by a different school district may provide to the hiring school district evidence of his or her student academic growth data and performance evaluations for the prior two

years. If, upon providing such data, the nonprobationary teacher can show two consecutive performance evaluations with effectiveness ratings in good standing, he or she shall be granted nonprobationary status in the hiring school district.

California

In 1971, the California State Legislature passed a bill colloquially called the Stull Bill. The bill required districts to adopt teacher evaluation standards based on state guidelines and, in Section 44938(b)(1) and (2), to provide a teacher the opportunity, after being given notice of unsatisfactory performance, “to correct his or her faults.” (This is one of the five statutes challenged in the *Vergara vs. State of California* case.)

The Stull Bill created a theretofore more systematic avenue by which districts could dismiss teachers for unsatisfactory performance. Furthermore, the state evaluations guidelines “envisi[on] measuring the actual academic progress of students against a standard, and then judging the competency of a teacher by the degree to which he can bring his students along to meet or exceed the standard” (Shannon, 1972, p. 8).

The bill also required disputes over dismissal decisions to be heard first by administrative hearings officers or a Commission on Professional Competence, depending on the cause being charged, instead of a trial in Superior Court, as had been the practice prior to 1971. Section 44944 of the California Education Code describes the detailed process to resolve disputes through the Office of Administrative Hearings and the Commission on Professional Competence. (This section was also one of the five statutes challenged in the *Vergara vs. State of California* case. The trial court also found that the state’s 2-year probationary period to be a “misnomer” because the March 15 deadline for notice of nonretention effectively resulted in retention decisions being made well in advance of the end of the 2-year period.)

Per Section 44932 of the California Education Code, legitimate causes for dismissing a permanent employee are

- immoral conduct including, but not limited to, egregious misconduct. For the purposes of this chapter, "egregious misconduct" is defined exclusively as immoral conduct that is the basis for an offense described in Section 44010 or 44011 of this code, or in Sections 11165.2 to 11165.6, inclusive, of the Penal Code;
- unprofessional conduct;
- commission, aiding, or advocating the commission of acts of criminal syndicalism, as prohibited by Chapter 188 of the Statutes of 1919, or in any amendment to that chapter;
- dishonesty;
- unsatisfactory performance;
- evident unfitness for service;
- physical or mental condition unfitting him or her to instruct or associate with children.
- persistent violation of or refusal to obey the school laws of the state or reasonable regulations prescribed for the government of the public schools by the state board or by the governing board of the school district employing him or her;
- conviction of a felony or of any crime involving moral turpitude;

- violation of Section 51530 or conduct specified in Section 1028 of the Government Code, added by Chapter 1418 of the Statutes of 1947; or
- alcoholism or other drug abuse that makes the employee unfit to instruct or associate with children.

Massachusetts

In Massachusetts, “a teacher, school librarian, school adjustment counselor, school nurse, school social worker or school psychologist who has served in the public schools of a school district for the three previous consecutive years shall be considered a teacher, and shall be entitled to professional teacher status” (Chapter 71, Section 41). Upon recommendation from a principal, a superintendent can award professional teacher status to a teacher after one year of service or immediately to a teacher who obtained the status in another school district in the state.

A teacher with professional teacher status can be dismissed for

- inefficiency;
- incompetency;
- incapacity;
- conduct unbecoming a teacher;
- insubordination;
- failure to satisfy teacher performance standards; or
- other just cause.

A teacher with professional teacher status may request an arbitrator to review the decision to dismiss the teacher. If contested, the arbitrator’s decision is subject to judicial review.

Teacher and administrator performance standards are determined locally by a school committee in consultation with the collective bargaining representative and with comment from the public. “The results of such evaluations may be used in decisions to dismiss, demote, or remove a teacher or administrator” (Chapter 71, Section 38).

School districts can enter into employment contracts with principals for up to five years and are required to provide notice of nonretention at least 60 days prior to the contract’s expiration. After three consecutive years of service, principals, assistant principals, department heads, and other supervisors can only be dismissed for cause.

Minnesota

Minnesota has two parallel sets of statutes regulating teacher employment that are similar except one set applies only to districts in first-class cities (currently Minneapolis, St. Paul, Rochester, and Duluth). When a probationary teacher completes three years of continuous employment with a Minnesota school district, he or she becomes a continuing contract teacher or a tenured teacher, depending on

whether the employing district belongs to a first-class city. A probationary teacher may interrupt the 3-year probationary period for maternity, paternity, or medical leave.

A school district not belonging to a first-class city may legitimately nonretain a continuing contract teacher for

- inefficiency;
- neglect of duty;
- persistent violation of school rules;
- conduct unbecoming a teacher; or
- other good and sufficient grounds.

Such a school district may legitimately dismiss a continuing contract teacher for

- immoral conduct;
- insubordination;
- conviction of a felony;
- conduct unbecoming a teacher;
- failure to teach;
- gross inefficiency;
- willful neglect of duty; or
- continuing physical or mental disability.

A tenured teacher employed by a school district belonging to a first-class city may be legitimately dismissed or demoted for

- immoral character;
- conduct unbecoming a teacher;
- insubordination;
- failure to teach;
- inefficiency;
- having a communicable disease; or
- discontinuance of a position or lack of pupils.

A teacher facing dismissal can request a full hearing before the board or an arbitrator. The teacher can appeal a board decision to the state courts; arbitrator's decisions are binding.

Montana

Per Montana Code Annotated § 20-4-203, teachers are entitled to continued employment with a school district when they accept an employment contract with the district for a fourth consecutive year. Teachers with tenure can be terminated for "good cause." (Prior to 1997, statute stated that teachers could be terminated for immorality, unfitness, incompetence, and violations of school district policies. "Good cause" theoretically includes these causes and others.) If a tenured teacher covered by a collective bargaining agreement is dismissed or nonretained, disputes end in final arbitration. If a

tenured teacher not covered by a collective bargaining agreement is dismissed or nonretained, termination disputes can be appealed to the county superintendent, whose decision can be further appealed to district court.

Teachers without tenure status can be nonretained “with or without cause,” but they must be notified of such as decision by June 1 (MCA § 20-4-206).

New Jersey

The TEACHNJ Act, which significantly revised teacher tenure and evaluation statutes in New Jersey, was signed into law at the end of 2012.

In order to acquire tenure with a district, educators must work for the district a minimum of four years, with required research-based mentoring during each teacher’s first year. Then, in the subsequent three years of employment, the teacher must receive satisfactory evaluation ratings for at least two years of those years, not necessarily consecutively. Principals and vice principals are required to get satisfactory ratings during their second and third years with a district. School Improvement Panels at each school, comprised of the principal, vice principal, and a teacher, oversee the mentoring, evaluations, and professional development within the school.

All educators, regardless of their performance evaluation rating, are required to have an individual professional development plan developed by their supervisor. Educators who receive unsatisfactory ratings in their performance evaluations also get a corrective action plan; the corrective action plan must specify its own timelines.

All teaching staff members, including principals and school nurses, can attain tenure status and are subject to evaluations, ongoing professional development, and corrective action plans. Per 18A:6-10, legitimate cause for dismissing a tenured employee include:

- inefficiency;
- incapacity;
- unbecoming conduct; or
- other just cause.

Tenure status can be revoked for inefficiency after two years of ineffective or partially effective performance evaluation ratings. Disputes over tenure revocation are first referred to the state’s commissioner of education for processing, who then forwards the cases to an arbitrator randomly selected from a list of 25. Arbitration costs are paid for by the state, although a cap of no more than \$7,500 per case is set in statute. Arbitrators are limited by statute to the criteria they may consider when making their decisions. Arbitrators’ decisions are binding and published online.

Tenure status is portable to new positions and between districts in the state after two years of satisfactory performance evaluation ratings, unless a teacher transfers to an underperforming school, in which case tenure is portable after receiving a satisfactory performance evaluation one year.

Nevada

In 2011, Nevada extended the probationary period for teachers and administrators from 2 years to 3 years with Assembly Bill 229. (The previous law also allowed districts to grant postprobationary status to teachers who received all satisfactory performance evaluations in their first year, which effectively resulted in a 1-year probationary periods for many teachers. This practice ended with the new law.) Probationary teachers in Nevada are evaluated three times a year; postprobationary teachers are evaluated at least annually. However, a postprobationary teacher or administrator who receives an evaluation of “minimally effective” or “ineffective” returns to probationary status and must serve another probationary period.

Per 391.312, a teacher may be suspended, dismissed or not reemployed and an administrator may be demoted, suspended, dismissed or not reemployed for the following reasons:

- (a) Inefficiency;
- (b) Immorality;
- (c) Unprofessional conduct;
- (d) Insubordination;
- (e) Neglect of duty;
- (f) Physical or mental incapacity;
- (g) A justifiable decrease in the number of positions due to decreased enrollment or district reorganization;
- (h) Conviction of a felony or of a crime involving moral turpitude;
- (i) Inadequate performance;
- (j) Evident unfitness for service;
- (k) Failure to comply with such reasonable requirements as a board may prescribe;
- (l) Failure to show normal improvement and evidence of professional training and growth;
- (m) Advocating overthrow of the Government of the United States or of the State of Nevada by force, violence or other unlawful means, or the advocating or teaching of communism with the intent to indoctrinate pupils to subscribe to communistic philosophy;
- (n) Any cause which constitutes grounds for the revocation of a teacher’s license;
- (o) Willful neglect or failure to observe and carry out the requirements of this title;
- (p) Dishonesty;
- (q) Breaches in the security or confidentiality of the questions and answers of the achievement and proficiency examinations that are administered pursuant to NRS 389.015;
- (r) Intentional failure to observe and carry out the requirements of a plan to ensure the security of examinations adopted pursuant to NRS 389.616 or 389.620;
- (s) An intentional violation of NRS 388.5265 or 388.527;
- (t) Gross misconduct, defined as any act or omission that is in wanton, willful, reckless or deliberate disregard of the interests of a school or school district or a pupil thereof.

When an employment contract is terminated in its midst, teachers and administrators can request review by an arbitrator.

Oregon

A teacher in Oregon becomes a contract teacher at the beginning of his or her fourth consecutive year of employment with a school district. Administrators are also subject to a 3-year probationary period, after which they are employed by school districts through 3-year employment contracts. Per 342.835, districts can dismiss a probationary teacher “for any cause considered in good faith sufficient by the board,” but a district must notify probationary teachers by March 15 of a decision to not renew the teacher’s contract for a subsequent school year.

Districts can decide to shorten the probationary period for any teacher who has completed a probationary period in another Oregon school district.

Per 342.865, a contract teacher or administrator can be legitimately dismissed or nonretained for the following reasons:

- (a) Inefficiency;
- (b) Immorality;
- (c) Insubordination;
- (d) Neglect of duty, including duties specified by written rule;
- (e) Physical or mental incapacity;
- (f) Conviction of a felony or of a crime according to the provisions of ORS 342.143;
- (g) Inadequate performance;
- (h) Failure to comply with such reasonable requirements as the board may prescribe to show normal improvement and evidence of professional training and growth; or
- (i) Any cause which constitutes grounds for the revocation of such contract teacher’s teaching license.

Teachers and administrators can appeal dismissal or nonretention decisions to the Fair Dismissal Appeals Board. Decisions since 2012 are posted on the board’s website. Teachers can also appeal to an arbitrator if the school district agrees. Parties can appeal decisions of the Fair Dismissal Appeals Board and arbitrators in the Court of Appeals.

According to the Oregon Department of Education’s website, “The Fair Dismissal Law, ORS 342.805 through ORS 342.937, was adopted in 1971. It replaced the Teacher Tenure Law and created the Fair Dismissal Appeals Board to hear appeals of teacher and administrator dismissal. The Fair Dismissal Appeals law was passed to provide a uniform statewide system of pre- and post-termination due process for teachers and administrators. It also provides for uniform standards for dismissals. ... The statute remained largely unchanged for over 25 years until it was amended during the 1997 legislative session through SB 880. The amendments changed the name of the statute to ‘Accountability for Schools for the 21st Century Law,’ and made substantive and procedural changes.”

(<http://www.ode.state.or.us/search/page/?id=3688>, accessed May 19, 2015).

Utah

A provisional employee must work for a school district for three consecutive years in order to obtain career employee status. Per 53A-8-106(b), a school district may extend the provisional status of an

employee up to an additional two consecutive years in accordance with a written policy adopted by the district's school board that specifies the circumstances under which an employee's provisional status may be extended.

Through policy, a school district can determine the status of a career employee if the employee accepts a position that is substantially different from the position in which career status was achieved or if the employee accepts employment in another school district.

Per 53A-8a-501 and effective as of May 12, 2015, local school boards are responsible for establishing procedures for dismissal of employees in an orderly manner without discrimination. The procedures must include standards of due process and causes for dismissal. When a career employee receives notice of his or her school district's intent to dismiss or nonretain him or her, he or she may request a "fair hearing," per 53A-8a-502(5)(e). The school district may hire a hearing officer for such a hearing. Decisions can be appealed to court.

A district is not required to provide a cause for not offering a contract to a provisional employee; however, the district must provide notice of that intention to the employee at least 60 days before the end of the provisional employee's contract term.

In addition to unsatisfactory performance, the following conduct is legitimate cause for termination or a reason for license discipline by the State Board of Education or Utah Professional Practices Advisory Commission:

- i. a violation of work rules;
- ii. a violation of local school board policies, State Board of Education rules, or law;
- iii. a violation of standards of ethical, moral, or professional conduct; or
- iv. insubordination.

Per 53A-8a-503, if a district intends to not renew a career employee's contract for unsatisfactory performance or terminate a career employee's contract during the contract term for unsatisfactory performance, the district must provide and discuss with the career employee written documentation clearly identifying the deficiencies in performance; provide written notice that the career employee's contract is subject to nonrenewal or termination if, upon a reevaluation of the career employee's performance, the career employee's performance is determined to be unsatisfactory; develop and implement a plan of assistance to allow the career employee an opportunity to improve performance; reevaluate the career employee's performance.

A plan of assistance must identify specific, measurable, and actionable deficiencies; the available resources provided for improvement; and a course of action to improve employee performance. Generally, the period of time for implementing a plan of assistance may not exceed 120 school days. If, upon a reevaluation of the career employee's performance, the district determines the career employee's performance is satisfactory, and within a three-year period after the initial documentation of unsatisfactory performance for the same deficiency, the career employee's performance is determined to be unsatisfactory, the district may elect to not renew or to terminate the career employee's contract.

Washington

Teachers in Washington are considered “provisional employees” until they’ve completed three years of employment with a school district and received a satisfactory evaluation rating during their third year (Revised Code of Washington 28A.405.220). If a teacher does not receive an evaluation rating of 2 or better in their third year of employment, they can be nonretained for any reason until they receive an evaluation rating of 2 or better.

Statute does not define causes for legitimate nonretention or dismissal for certificated employees. Instead, districts are required give notice to an employee of probable cause for nonretention or dismissal, and provide employees with the opportunity for a hearing conducted by a hearing officer (28A.405.300 and 28A.405.310). If requested, decisions can be reviewed in superior court based on the established record.

Districts must immediately terminate the employment of any person who pleads guilty to or is convicted of certain crimes, including crimes against children (RCW 28A.405.470).

Appendix I:

Alaska tenure case law

When courts must resolve disputes involving tenure statutes, they can consider the “reason and spirit which caused its enactment,” *State ex rel. Bass v. Vernon Parish School Bd.*, 194 So. 74 (La App 1940).

In Alaska, courts have determined that “[t]enure laws are intended to give job security to experienced teachers and to ensure that they will not be discharged for inadequate reasons. A system of tenure has as its objective the retention of able personnel after they have undergone an adequate period of probation with the concomitant result that more talented personnel will be attracted to enter the teaching profession,” *State v. Redman*, 491 P.2d 157 (1971).

The following section of the report outlines some case law history in Alaska pertaining to tenure and teacher dismissal.

Watts and Blue v. Seward School Board and Board of Education, 1960s

The Seward School Board decided against offering two tenured teachers employment contracts for the subsequent school year because the board determined that the teachers had engaged in immoral conduct as defined in SLA 1957, Chapter 71, Section 2. The statute defined immorality as conduct “tending to bring the individual concerned or the teaching profession into public disgrace or disrespect.”

The two teachers had circulated an open letter to the school board that made “false charges that reflected on the professional ability of the school superintendent.” One of the teachers had solicited “other teachers on school premises during school hours to join in private movement to attempt to oust school superintendent.” Furthermore, the board decided the teachers had violated their employment contracts and “regulation requiring that grievances, complaints, and communications should be submitted to board through school superintendent.”

The teachers appealed to the State Board of Education, which affirmed the school board's ruling, and the teachers petitioned for review. The Superior Court denied their petition for review, and the teachers appealed to the Supreme Court of Alaska, which upheld the decision to deny their petition. The teachers then petitioned the U.S. Supreme Court, arguing that their dismissal amounted to an unconstitutional infringement of their rights to political expression guaranteed by the First and Fourteenth Amendments to the U.S. Constitution.

Meanwhile, in 1965 and 1966, the Alaska Legislature redefined immorality in statute “as commission of an act which, under the laws of the state, constitutes a crime involving moral turpitude” and added a new section to the statute (AS 14.20.095) that reads: “No rule or regulation of the commissioner of education, a local school board, or local school administrator may restrict or modify the right of a teacher to engage in comment and criticism outside school hours, relative to school administrators, members of the governing body of any school or school district, any other public official, or any school employee, to the same extent that any private individual may exercise the right.” Around this time, other states were also revising their laws to more precisely define immorality and to eliminate other “catch-all” provisions for non-retention and dismissal.

The U.S. Supreme Court sent the case back to the Supreme Court of Alaska for reconsideration in light of the statute changes, but the Supreme Court of Alaska upheld its earlier position that the school district had legitimate cause to non-retain the two teachers, arguing the changes in statute did not apply retroactively, and denied a rehearing.

The teachers again appealed to the U.S. Supreme Court, arguing still that their Constitutional rights were infringed. The U.S. Supreme Court vacated the judgment and again sent the case back to Alaska for reconsideration in light of a June 3, 1968, decision by the U.S. Supreme Court, in which a teacher's dismissal based on a letter published in the newspaper that criticized his school board's previous spending decisions was reversed, *Pickering v. Board of Education*, [391 U.S. 563](#) (1968).

The Supreme Court of Alaska reinstated its previous judgment that the teachers were legitimately non-retained.

Nichols and Johnston v. Eckert, et al., early 1970s

Two nontenured teachers were summarily dismissed mid-year after they missed 21-and-½ work days and 10 work days, respectively, due to illness. Each teacher was notified of her dismissal in separate letters from the superintendent. The letters cited AS 14.20.170(a) as authorizing the dismissals, which allows for a teacher to be dismissed for "incompetency, which is defined as the inability or the unintentional or intentional failure to perform the teacher's customary teaching duties in a satisfactory manner." The teachers had no opportunity to be heard by the school board prior to receiving their dismissal letters.

The teachers brought an action in the superior court, and the superior court sent the case back to the school district to hold a hearing to determine the basis of the accusations made against the teachers in their dismissal letters. After holding a hearing, the school board affirmed its decision to dismiss the teachers, and the superior court subsequently affirmed the decision of the board. The teachers appealed to the Supreme Court of Alaska. They cited three reasons for their appeal: (1) they were entitled to – but did not receive – a hearing before their dismissal; (2) their dismissal was null and void because of the illegal manner in which it was accomplished; and (3) the decision by the school board was not supported by evidence.

The Supreme Court of Alaska decided the teachers were entitled to a hearing prior to dismissal. "Even though a hearing is not accorded to nontenured teachers in statute, the constitutional requirements of due process overcome any statutory rule. ... There may be certain exceptional instances in which the conduct of a teacher would present a serious and imminent threat to the physical or psychological wellbeing of the students. In such cases, the immediate removal of the teacher from the classroom may be justified. ... Absent such extraordinary circumstances, however, a hearing must be afforded to a nontenured teacher before suspension or discharge," *Nichols and Johnston v. Eckert, et al.*, 504 P.2d 1359 (1973). The court reversed the decision of the school board and sent it back.

Kenai Peninsula Borough School District v. Kenai Peninsula Education Association, Anchorage Borough Education Association v. Anchorage Borough School District, and Mat-Su School District v. Mat-Su Education Association, 1977

Three Alaska education associations, primarily representing teachers, disputed with their respective districts about what topics could be negotiated through the collective bargaining process. The school

boards successfully argued that if educational policies were subject to good faith collective bargaining, it would remove the final decision-making on such matters from the boards, contrary to the intent of the legislature as expressed in AS 14.20.610 and in the Alaska Constitution, Article VII, Section 1. The court found that while the scope of negotiable issues between labor unions and private employers is broad, in the case of the public sector, and particularly public education, negotiable issues must exclude those that are expressly delegated to school boards through the Alaska Constitution and statute, *Kenai Peninsula Borough School Dist. v. Kenai Peninsula Educ. Ass'n*, 572 P.2d 416 (1977).

Accordingly, the court determined that the following are educational policy issues and are therefore non-negotiable through collective bargaining:

- Relief from non-professional chores
- Class size and teacher load
- Ombudsman
- Evaluation of administrators
- Teacher aides
- Paraprofessionals
- Pupil-teacher ratio formula
- Specialists
- Calendar

Fisher v. Fairbanks North Star Borough School District, 1978

Rex Fisher was a tenured high school social studies teacher in Fairbanks. Active with the teacher's association, he was "suspended for activities arising out of the union affairs" but subsequently reinstated by twice, *Fisher v. Fairbanks North Star Borough School Dist.*, 704 P.2d 213 (1985). Comments made by the principal gave the impression that the principal was on a witch hunt to fire Fisher for one reason or another. The school district non-retained him for the 1978-1979 school year for substantial noncompliance with the bylaws of the district and the written rules of the superintendent, which is legitimate cause under AS 14.20.175(b)(3). The district provided three supporting reasons: (1) violation of sick leave regulations; (2) violation of district policy against using books in class that had not been approved; and (3) violation of the district's requirement that lesson plans be submitted.

The charges were controversial for three reasons. First, Fisher used sick leave to attend an out-of-state American Federation of Teachers meeting after previously being denied a request to use leave to attend the meeting. Fisher claimed the district's denial of his leave request was a violation of its bargained agreement with teachers that they be allowed to attend union meetings. Second, Fisher taught an American Minorities course and used the trade book The Front Runner as one piece of reading material for the course despite the principal's objection. (The Front Runner follows a couple of homosexual track athletes, one of whom is murdered in a hate-motivated crime.) A district policy required textbooks and supplementary materials to be approved by the superintendent, but the rule had not been enforced until the principal objected to The Front Runner and no process had been established for acquiring the superintendent's approval. Fisher argued that the board was capricious in its enforcement of this rule and that it violated First Amendment rights. Third, shortly before the board decided to non-retain Fisher, he had called the fire marshal about some doors in the school that were impermissibly chained

shut, and Fisher argued that the board's decision to nonretain him was in part retaliation for his whistleblowing.

The court affirmed the district's decision to nonretain Fisher. Linstad v. Sitka School District, 1990s

Evie Linstad was a tenured special education teacher employed by the Sitka School District. In September of 1989, her principal developed an individual assistance plan for her because the principal believed her teaching was deficient, in particular her behavior management and delivery of instruction. In December 1989, the principal believed that Linstad's teaching had not sufficiently improved, and he notified her that, unless corrected by March 1990, it could affect her continued employment with the district. In March 1990, the superintendent sent Linstad a letter notifying her that she would not be retained for the following school year for reasons of incompetency. Linstad requested and received a hearing before the school board, which affirmed the decision to non-retain Linstad.

Linstad appealed the decision to superior court, which forced her to choose between proceeding with the matter as an appeal (in which case review would be limited to issues raised in the bill of particulars) or a *de novo* trial (in which case review would not be limited to the issues raised in the bill of particulars). Linstad chose the appeal format but objected to the necessity of making that choice. (Statute has since been changed at Sec. 14.20.180, clarifying a teacher's options and creating an option of binding arbitration.) The superior court upheld the school board's decision.

Subsequently, Linstad appealed to the Alaska Supreme Court, arguing that she should have received *de novo* review limited to the charges contained in the bill of particulars. The court reversed and remanded the superior court's decision particulars in *Linstad v. Sitka School District*, 863 P.2d 838 (1993), explaining that Linstad was indeed entitled to a *de novo* review in the superior court, limited to the charges contained in the bill of particulars. On remand, the superior court again upheld the school board's decision on two grounds: incompetence in behavioral management and incompetence in coordinating her activities with the administration and other teachers.

Linstad again appealed the superior court's decision to the Alaska Supreme Court, bringing new questions including whether the superior court erred by considering evidence outside the bill of particulars. The Alaska Supreme court affirmed the superior court's decision in *Linstad v. Sitka School District*, 963 P.2d 246 (1998) that Linstad was legitimately non-retained.

Appendix J: District profiles

Alaska Gateway Schools

2014-2015 School Year

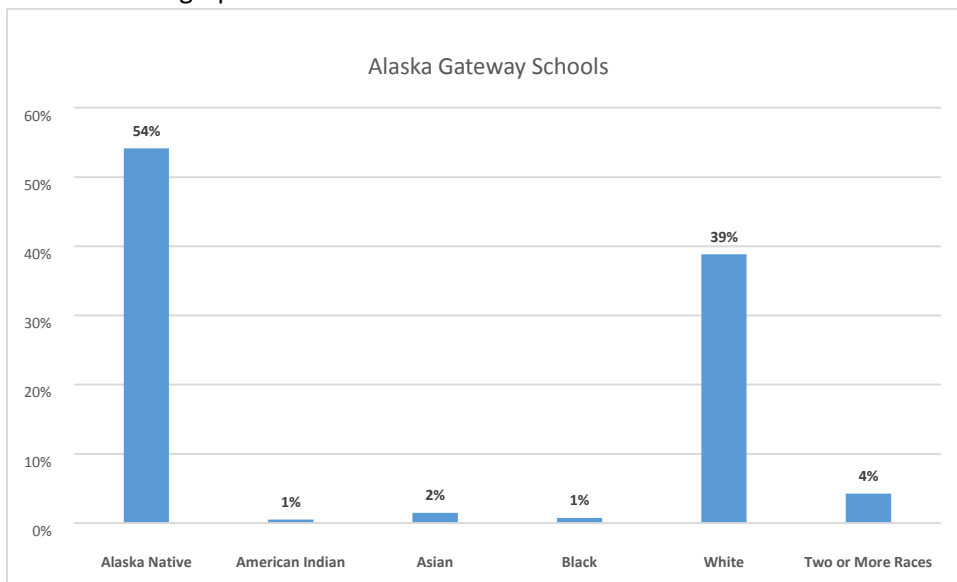
Total number of students K-12: 399

Number of schools:

- 6 K-12 schools
- 1 K-8 school
- 1 K-12 correspondence school



Student Demographics:



Indigenous Language(s) spoken in district: **Athabaskan**

Staffing

Teachers

| # of teachers | Academic year | | | | |
|--------------------|---------------|-----------|-----------|-----------|-----------|
| | 2010-2011 | 2011-2012 | 2012-2013 | 2013-2014 | 2014-2015 |
| Total | 38 | 34 | 32 | 38 | 37 |
| Tenured | 22 | 17 | 18 | 19 | 18 |
| Non-tenured | 16 | 17 | 14 | 19 | 19 |

Other certificated positions

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Building administrators | 1.6 | 7 |
| Central office administrators | 3 | 3 |
| Counselors | 1 | 1 |
| Librarians | 0.69 | 1 |
| Other non-instructional certificated positions not specified above (such as education technology coordinators, program coordinators, curriculum specialists, etc.): | | |
| In schools | 1 | 1 |
| In central office | 1 | 1 |

Types of extra-curricular support positions funded:

Athletic coaches, Athletic Director

Instructional support staff (non-certificated)

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Total number of instructional support staff: | 25.61 | 34 |

- 9 % of institutional support staff have less than 1 year of experience, and 29 % have more than 5 years of experience in the district.

Related services

| | # Full-time district employees | # Contracted |
|-------------------------------------|--------------------------------|--------------|
| Nutritionist | 1 | 0 |
| Occupational Therapists | 0 | 1 |
| Physical Therapists | 0 | 1 |
| Psychologist | 0 | 1 |
| Speech Language Pathologists | 0 | 1 |

*Services provided at least partially via distance: **Speech & Language Therapy***

Non-instructional school personnel

| | Total # of FTEs | Total # of employees | Are some or all of these services contracted? |
|--|-----------------|----------------------|---|
| Administrative assistants | 1 | 1 | no |
| Building maintenance and janitors | 10.25 | 13 | no |
| Bus drivers, bus aides, or other transportation service providers | | | yes |
| Cooks and food service providers | 5.25 | 8 | no |
| IT support | 1 | 1 | no |
| Playground aides and lunchroom monitors | 0.25 | 1 | no |
| Power School | 1 | 1 | no |
| Program Manager | 1 | 1 | no |

Aleutian Region Schools

2014-2015 School Year

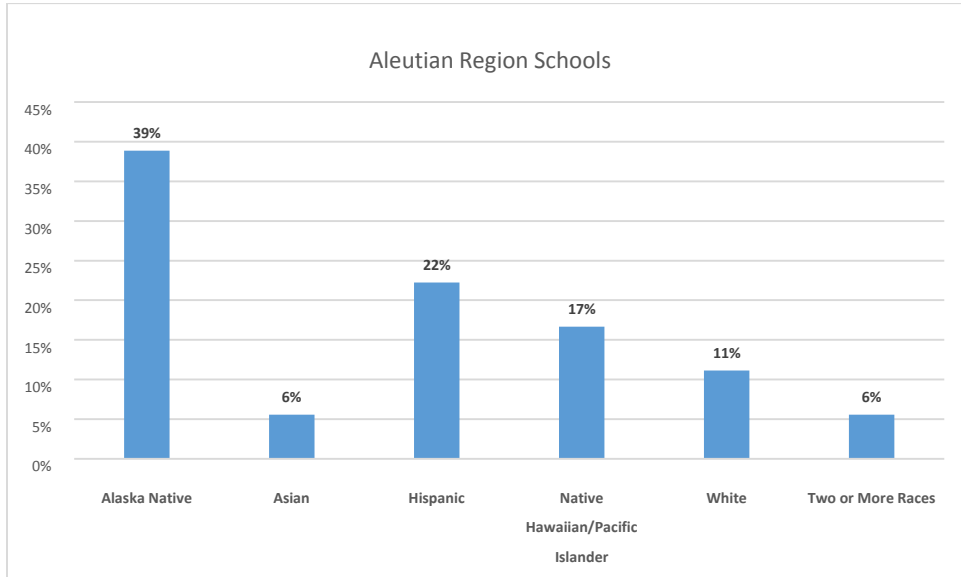
Total number of students K-12: 36

Number of schools:

- 2 K-12 schools



Student Demographics:



Indigenous Language(s) spoken in district: **Unangan**

Staffing

Teachers

| # of teachers | Academic year | | | | |
|--------------------|---------------|-----------|-----------|-----------|-----------|
| | 2010-2011 | 2011-2012 | 2012-2013 | 2013-2014 | 2014-2015 |
| Total | 5 | 5 | 5 | 5 | 5 |
| Tenured | 2 | 1 | 1 | 2 | 2 |
| Non-tenured | 3 | 4 | 4 | 3 | 3 |

Other certificated positions

| | Total number of FTEs | Total number of employees |
|--------------------------------------|----------------------|---------------------------|
| Building administrators | 0.1 | 2 |
| Central office administrators | 0.4 | 1 |
| Counselors | 0 | 0 |
| Librarians | 0 | 0 |

| | | |
|---|------|---|
| Other non-instructional certificated positions not specified above (such as education technology coordinators, program coordinators, curriculum specialists, etc.): | | |
| In schools | 0 | 0 |
| In central office | 0.25 | 1 |

Types of extra-curricular support positions funded:

None

Instructional support staff (non-certificated)

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Total number of instructional support staff: | 1.75 | 2 |

- 50 % of institutional support staff have less than 1 year of experience, and 0 % have more than 5 years of experience in the district.

Related services

| | # Full-time district employees | # Contracted |
|---|--------------------------------|--------------|
| Assistive technology specialist | 0 | 1 |
| Audiologists | 0 | 1 |
| Medical services | 0 | 1 |
| Occupational Therapists | 0 | 1 |
| Occupational Therapy Assistants | | 1 |
| Other | 1 | 0 |
| Physical Therapists | | 1 |
| Physical Therapy Assistants | | 1 |
| Psychologist | | 1 |
| Speech Language Pathologists | 0 | 1 |
| Speech Language Pathology Assistants | 0 | 1 |
| Test Coordinator | 0 | 1 |

- All services are delivered face-to-face

Non-instructional school personnel

| | Total # of FTEs | Total # of employees | Are some or all of these services contracted? |
|--|-----------------|----------------------|---|
| Administrative assistants/clerical | 0.4 | 2 | no |
| Building maintenance and janitors | 1.45 | 3 | yes |
| IT support | 0.05 | 1 | no |
| Other - Substitutes & Temps various | 0.25 | 4 | no |

Aleutians East Borough Schools

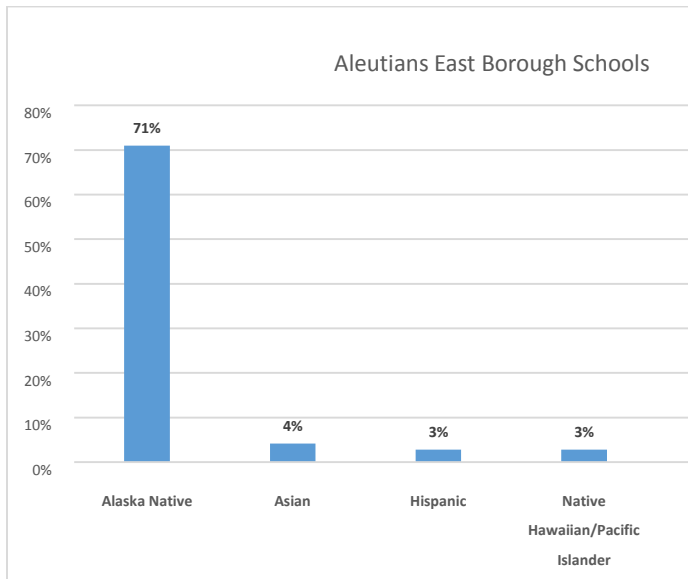
2014-2015 School Year

Total number of students K-12: 217

Number of schools:

- 5 K-12 schools

Student Demographics:



Indigenous Language(s) spoken in district: **Unangam**

Staffing

Teachers

| # of teachers | Academic year | | | | |
|--------------------|---------------|-----------|-----------|-----------|-----------|
| | 2010-2011 | 2011-2012 | 2012-2013 | 2013-2014 | 2014-2015 |
| Total | 0 | 0 | 0 | 30 | 30 |
| Tenured | 0 | 0 | 0 | 16 | 12 |
| Non-tenured | 0 | 0 | 0 | 14 | 18 |

Other certificated positions

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Building administrators | 5 | 5 |
| Central office administrators | 1 | 1 |
| Counselors | 0 | 0 |
| Librarians | 0 | 0 |
| Other non-instructional certificated positions not specified above (such as education technology coordinators, program coordinators, curriculum specialists, etc.): | | |
| In schools | 0 | 0 |
| In central office | 1 | 1 |

Types of extra-curricular support positions funded:

None

Instructional support staff (non-certificated)

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Total number of instructional support staff: | 11.95 | 18 |

- 39 % of institutional support staff have less than 1 year of experience, and 28 % have more than 5 years of experience in the district.

Related services

| | # Full-time district employees | # Contracted |
|------------------------------|--------------------------------|--------------|
| Occupational Therapists | | 1 |
| Physical Therapists | | 1 |
| Psychologist | | 1 |
| Speech Language Pathologists | | 1 |

- All services are delivered face-to-face

Non-instructional school personnel

| | Total # of FTEs | Total # of employees | Are some or all of these services contracted? |
|---|-----------------|----------------------|---|
| Administrative assistants | 2 | 2 | no |
| Building maintenance and janitors | 5.83 | 8 | no |
| Bus drivers, bus aides, or other transportation service providers | 1.1 | 3 | no |
| Cooks and food service providers | 2.97 | 4 | no |
| IT support | 0 | 0 | |

Anchorage Schools

2014-2015 School Year

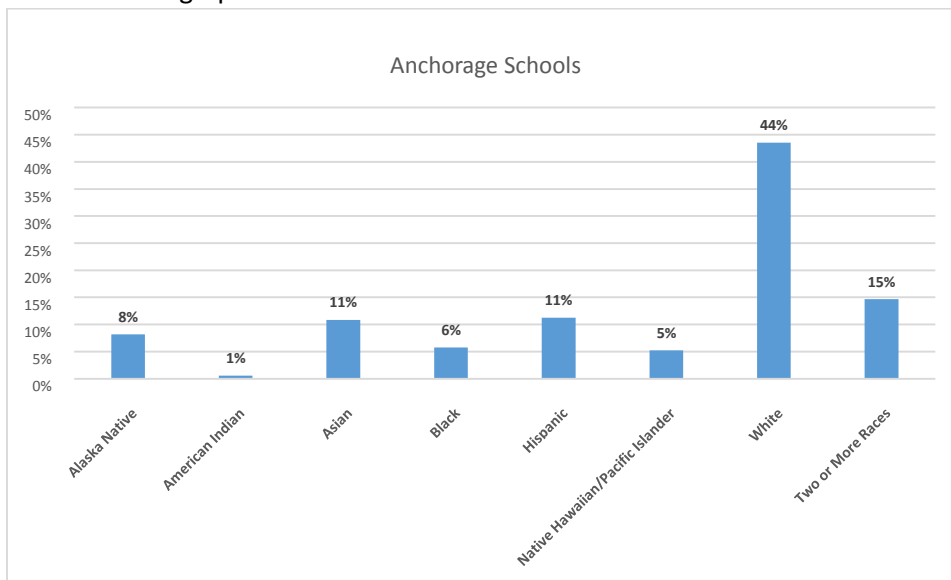
Total number of students K-12: 47,437

Number of schools:

- 60 elementary schools
- 5 K-8 schools
- 10 middle schools
- 9 high schools
- 7 secondary alternative programs
- 2 K-12 schools
- 2 K-12 homeschools
- 1 K-12 alternative school



Student Demographics:



Indigenous Language(s) spoken in district: **Aleut, Athabascan, Cupik, Inupiaq, Tlingit, Yup'ik,**

Staffing

Teachers

| # of teachers | Academic year | | | | |
|--------------------|---------------|-----------|-----------|-----------|-----------|
| | 2010-2011 | 2011-2012 | 2012-2013 | 2013-2014 | 2014-2015 |
| Total | Not available | | | | 3261 |
| Tenured | Not available | | | | 2682 |
| Non-tenured | Not available | | | | 579 |

Other certificated positions

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Building administrators | | 140 |
| Central office administrators | | 35 |
| Counselors | | 116 |
| Librarians | | 71 |
| Other non-instructional certificated positions not specified above (such as education technology coordinators, program coordinators, curriculum specialists, etc.): | | |
| In schools | | |
| In central office | | 90 |

Types of extra-curricular support positions funded:

Not available

Instructional support staff (non-certificated)

| | Total number of employees |
|---|---------------------------|
| Total number of instructional support staff: | 1039 |

Related services

| | # Full-time district employees |
|---|--------------------------------|
| Speech Language Pathologists | 56 |
| Speech Language Pathology Assistants | 19 |
| Audiologists | 3 |
| Occupational Therapists | 21 |
| Occupational Therapy Assistants | 0 |
| Physical Therapists | 7 |
| Psychologist | 42 |
| Medical services | 88 |

Services provided at least partially via distance:

Non-instructional school personnel

| | Total # employees | Are some or all of these services contracted? |
|--|-------------------|---|
| Playground aides and lunchroom monitors | 460 | N |
| Bus drivers, bus aides, or other transportation service providers | 114 | Y |
| Cooks and food service providers | 244 | N |
| Building maintenance and janitors | 335 | N |
| IT support | 107 | N |
| Administrative assistants | 378 | N |

Annette Island Schools

2014-2015 School Year

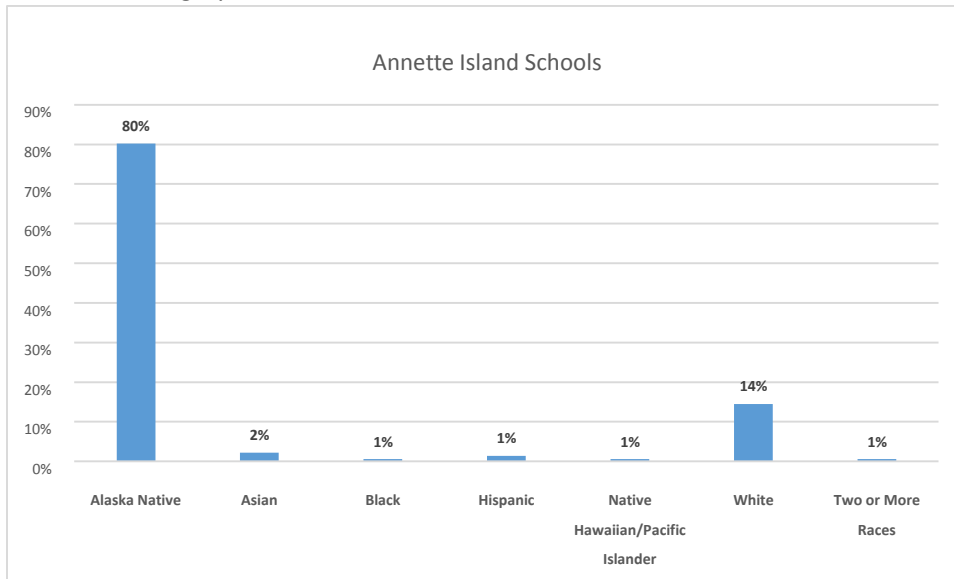
Total number of students K-12: 359

Number of schools:

- 1 elementary school
- 1 middle school
- 1 high school
- 1 K-8 online school



Student Demographics:



Indigenous Language(s) spoken in district: **Tsimshian (Shm'algyack)**

Staffing

Teachers

| | Academic year | | | | |
|--------------------|---------------|-----------|-----------|-----------|-----------|
| # of teachers | 2010-2011 | 2011-2012 | 2012-2013 | 2013-2014 | 2014-2015 |
| Total | 33 | 32 | 32 | 32 | 30 |
| Tenured | 18 | 13 | 12 | 10 | 10 |
| Non-tenured | 15 | 19 | 20 | 22 | 20 |

Other certificated positions

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Building administrators | 3 | 3 |
| Central office administrators | 1 | 1 |
| Counselors | 2 | 2 |
| Librarians | 0.8 | 2 |
| Other non-instructional certificated positions not specified above (such as education technology coordinators, program coordinators, curriculum specialists, etc.): | | |
| In schools | 0 | |
| In central office | 3.73 | |

Types of extra-curricular support positions funded:

Athletic coaches, Clubs and extra-curricular advising, Dist. Newsletter, Tutoring and before/after school instruction

Instructional support staff (non-certificated)

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Total number of instructional support staff: | 37.80 | 41 |

- 22 % of institutional support staff have less than 1 year of experience, and 20 % have more than 5 years of experience in the district.

Related services

| | # Full-time district employees | # Contracted |
|------------------------------|--------------------------------|--------------|
| Occupational Therapists | | 1 |
| Physical Therapists | | 1 |
| Psychologist | | 1 |
| Speech Language Pathologists | | 1 |

- All services are delivered face-to-face

Non-instructional school personnel

| | Total # of FTEs | Total # of employees | Are some or all of these services contracted? |
|---|-----------------|----------------------|---|
| Building maintenance and janitors | 6.53 | 7 | no |
| Bus drivers, bus aides, or other transportation service providers | 1.46 | 2 | no |
| Cooks and food service providers | 4.66 | 5 | no |
| IT support | 1 | 1 | yes |

Bering Strait Schools

2014-2015 School Year

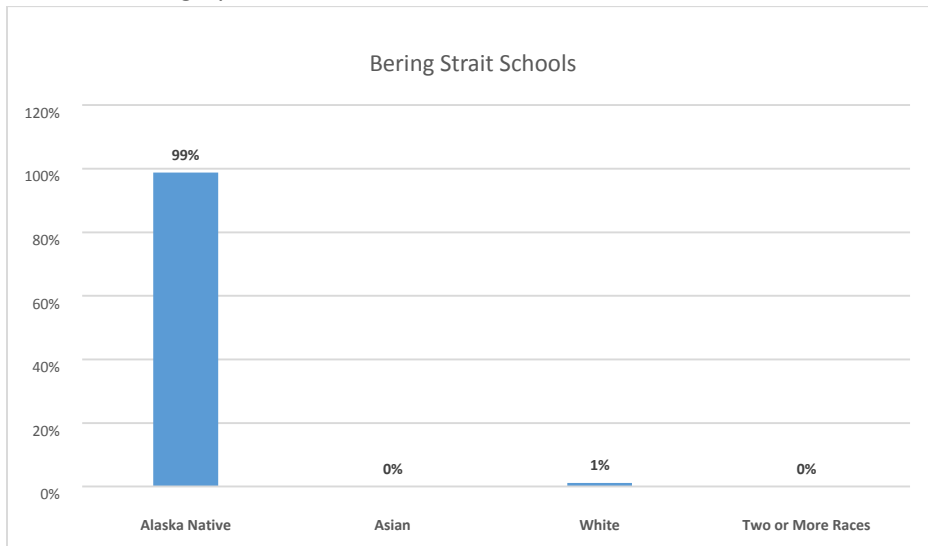
Total number of students K-12: 1,664

Number of schools:

- 15 K-12 schools



Student Demographics:



No information provided.

Bristol Bay Schools

2014-2015 School Year

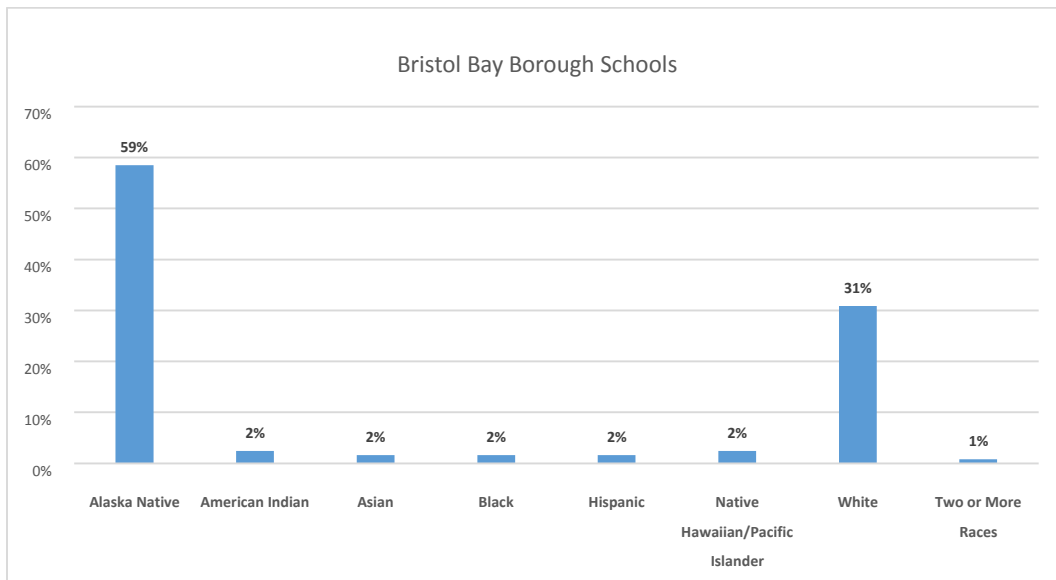
Total number of students K-12: 123

Number of schools:

- 1 elementary school
- 1 secondary school



Student Demographics:



No information provided.

Chatham Schools

2014-2015 School Year

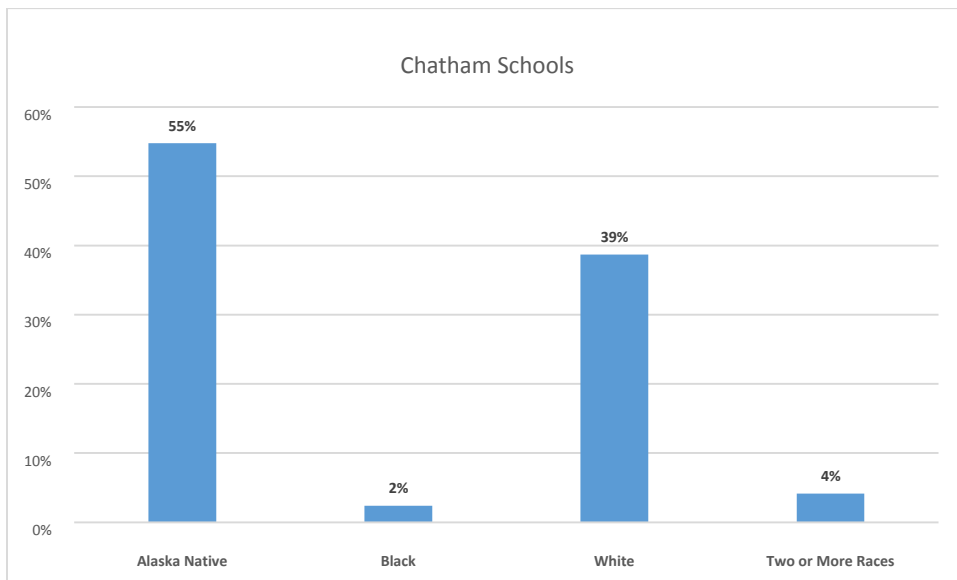
Total number of students K-12: 168

Number of schools:

- 4 K-12 schools



Student Demographics:



No information provided.

Chugach Schools

2014-2015 School Year

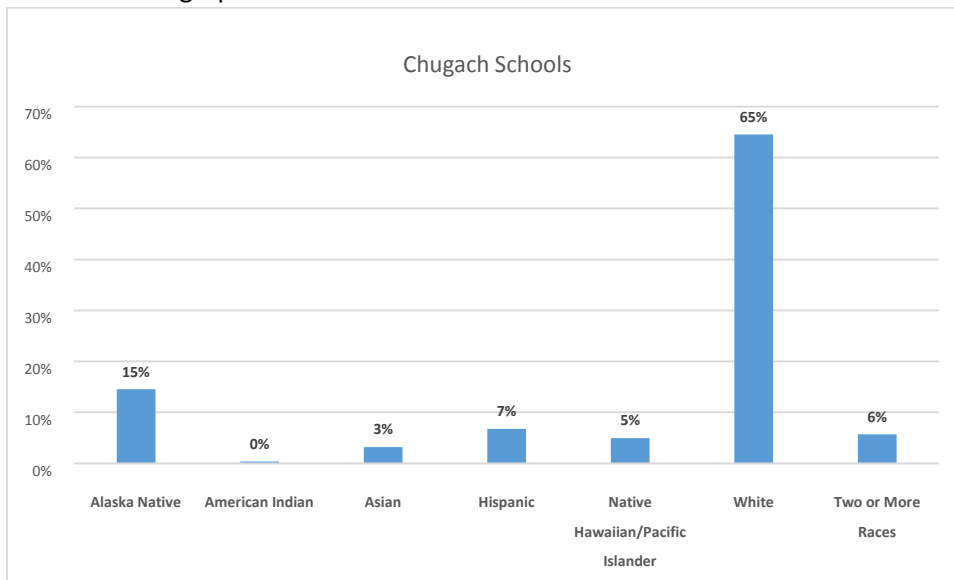
Total number of students K-12: 282

Number of schools:

- 3 K-12
- 1 correspondence homeschool



Student Demographics:



Indigenous Language(s) spoken in district: **Alutiiq (Sugcestun)**

Staffing

Teachers

| # of teachers | Academic year | | | | |
|--------------------|---------------|-----------|-----------|-----------|-----------|
| | 2010-2011 | 2011-2012 | 2012-2013 | 2013-2014 | 2014-2015 |
| Total | 19 | 19 | 19 | 19 | 18 |
| Tenured | 16 | 14 | 15 | 13 | 10 |
| Non-tenured | 3 | 5 | 4 | 6 | 8 |

Other certificated positions

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Building administrators | 1 | 1 |
| Central office administrators | 1 | 1 |
| Counselors | 1 | 1 |
| Librarians | 0 | 0 |
| Other non-instructional certificated positions not specified above (such as education technology coordinators, program coordinators, curriculum specialists, etc.): | | |
| In schools | 0 | 0 |
| In central office | 3 | 3 |

Types of extra-curricular support positions funded:

Clubs and extra-curricular advising, Tutoring and before/after school instruction

Instructional support staff (non-certificated)

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Total number of instructional support staff: | 5.5 | 6 |

- 0 % of institutional support staff have less than 1 year of experience, and 17 % have more than 5 years of experience in the district.

Related services

| | # Full-time district employees | # Contracted |
|------------------------------|--------------------------------|--------------|
| Occupational Therapists | 0 | 1 |
| Psychologist | 0 | 1 |
| Speech Language Pathologists | 0 | 1 |

- All services are delivered face-to-face

Non-instructional school personnel

| | Total # of FTEs | Total # of employees | Are some or all of these services contracted? |
|---|-----------------|----------------------|---|
| Administrative assistants | 6 | 7 | no |
| Building maintenance and janitors | 2 | 4 | no |
| Cooks and food service providers | 0.75 | 3 | no |
| IT support | 0 | 0 | |
| Playground aides and lunchroom monitors | 0 | 0 | |
| Residential Night staff | 2 | 2 | no |

Copper River Schools

2014-2015 School Year

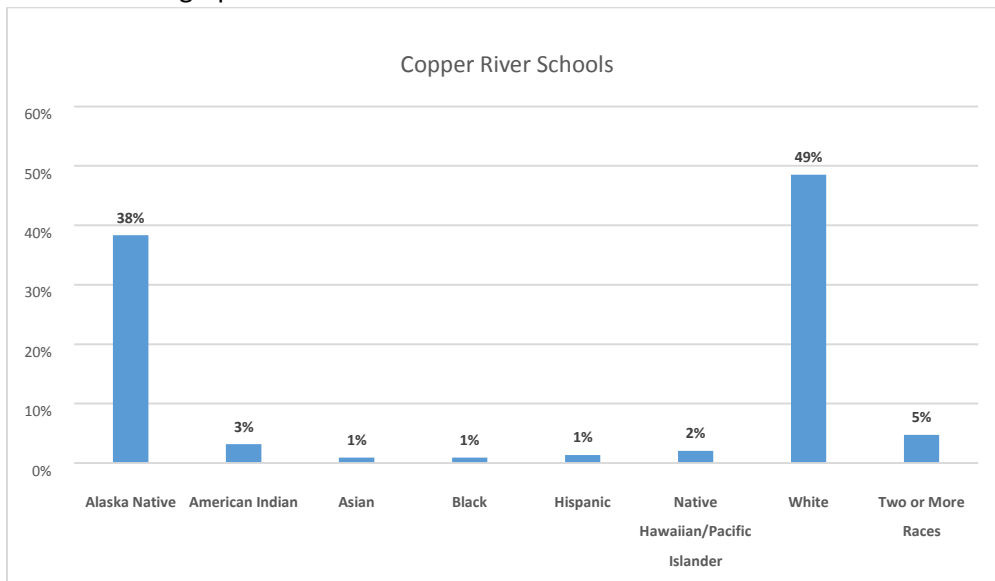
Total number of students K-12: 441

Number of schools:

- 2 K-12 schools
- 1 elementary school
- 1 secondary school
- 1 K-12 correspondence school



Student Demographics:



Indigenous Language(s) spoken in district: **Athabaskan**

Staffing

Teachers

| # of teachers | Academic year | | | | |
|--------------------|---------------|-----------|-----------|-----------|-----------|
| | 2010-2011 | 2011-2012 | 2012-2013 | 2013-2014 | 2014-2015 |
| Total | 36 | 35 | 33 | 31 | 29 |
| Tenured | 26 | 25 | 23 | 21 | 21 |
| Non-tenured | 10 | 10 | 10 | 10 | 8 |

Other certificated positions

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Building administrators | 3.1 | 4 |
| Central office administrators | 1.9 | 2 |
| Counselors | 1 | 1 |
| Librarians | 0 | 0 |
| Other non-instructional certificated positions not specified above (such as education technology coordinators, program coordinators, curriculum specialists, etc.): | | |
| In schools | 0 | 0 |
| In central office | 1 | 1 |

Types of extra-curricular support positions funded:

Athletic coaches, Athletic Director, Clubs and extra-curricular advising

Instructional support staff (non-certificated)

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Total number of instructional support staff: | 6 | 6 |

- *Experience: Unable to calculate.*

Related services

| | # Full-time district employees | # Contracted |
|--|--------------------------------|--------------|
| Occupational Therapists | | 1 |
| Physical Therapists | | 1 |
| Psychologist | | 1 |
| Special Education Aides | 4 | |
| Special Education Intensive Aides | 3 | |
| Speech Language Pathologists | | 1 |

- *All services are delivered face-to-face*

Non-instructional school personnel

| | Total # of FTEs | Total # of employees | Are some or all of these services contracted? |
|--|-----------------|----------------------|---|
| Accountant | 1 | 1 | no |
| Administrative Assistant/School Secretary | 6 | 6 | no |
| Building maintenance and janitors | 9.03 | 10 | no |
| Bus drivers, bus aides, or other transportation service providers | 8 | 0 | yes |
| Business Manager | 1 | 1 | no |
| Business Manager Assistant | 1 | 1 | no |
| Cooks and food service providers | 1.83 | 2 | no |
| IT support | 1 | 1 | no |
| Library Aides | 2 | 2 | no |
| Playground aides and lunchroom monitors | | | yes |

Cordova City Schools

2014-2015 School Year

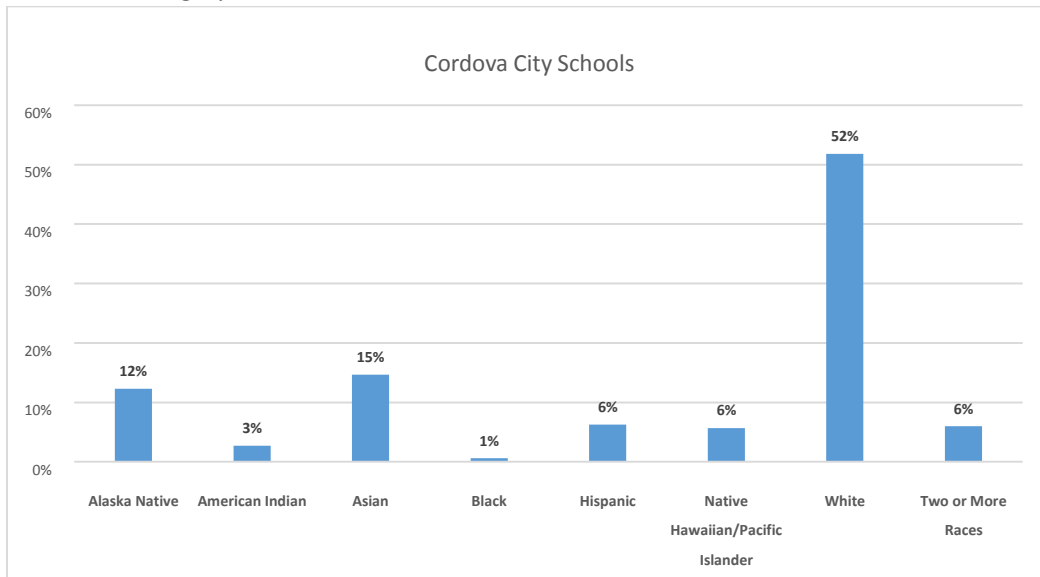
Total number of students K-12: 334

Number of schools:

- 1 elementary school
- 1 secondary school
- 1 secondary alternative program



Student Demographics:



Indigenous Language(s) spoken in district: **Not Indicated**

Staffing

Teachers

| # of teachers | Academic year | | | | |
|--------------------|---------------|-----------|-----------|-----------|-----------|
| | 2010-2011 | 2011-2012 | 2012-2013 | 2013-2014 | 2014-2015 |
| Total | 28 | 25 | 24 | 22 | 22 |
| Tenured | 24 | 23 | 22 | 15 | 11 |
| Non-tenured | 4 | 2 | 2 | 7 | 11 |

Other certificated positions

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Building administrators | 2 | 2 |
| Central office administrators | 0.8 | 1 |
| Counselors | 1 | 1 |
| Librarians | 0 | 0 |
| Other non-instructional certificated positions not specified above (such as education technology coordinators, program coordinators, curriculum specialists, etc.): | | |
| In schools | 0 | 0 |
| In central office | 1 | 1 |

Types of extra-curricular support positions funded:

Athletic coaches, Athletic Director, Choir Accompanist, Clubs and extra-curricular advising, Concert Director, Tutoring and before/after school instruction

Instructional support staff (non-certificated)

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Total number of instructional support staff: | 2.23 | 3 |

- *0 % of institutional support staff have less than 1 year of experience, and 100 % have more than 5 years of experience in the district.*

Related services

| | # Full-time district employees | # Contracted |
|-------------------------------------|--------------------------------|--------------|
| Occupational Therapists | 0 | 1 |
| Physical Therapists | 0 | 1 |
| Psychologist | 0 | 1 |
| Speech Language Pathologists | 0 | 1 |

- *All services are delivered face-to-face*

Non-instructional school personnel

| | Total # of FTEs | Total # of employees | Are some or all of these services contracted? |
|--|-----------------|----------------------|---|
| Administrative assistants | | | no |
| Building maintenance and janitors | 5 | 5 | no |
| Bus drivers, bus aides, or other transportation service providers | 0.267 | 1 | yes |
| Cooks and food service providers | 3.7858 | 6 | no |
| District Office | 0.8 | 1 | no |
| Elementary | 1.8571 | 2 | no |
| High School | 1.8571 | 2 | no |
| IT support | 1 | 1 | yes |
| Playground aides and lunchroom monitors | 0.733 | 1 | no |

Craig City Schools

2014-2015 School Year

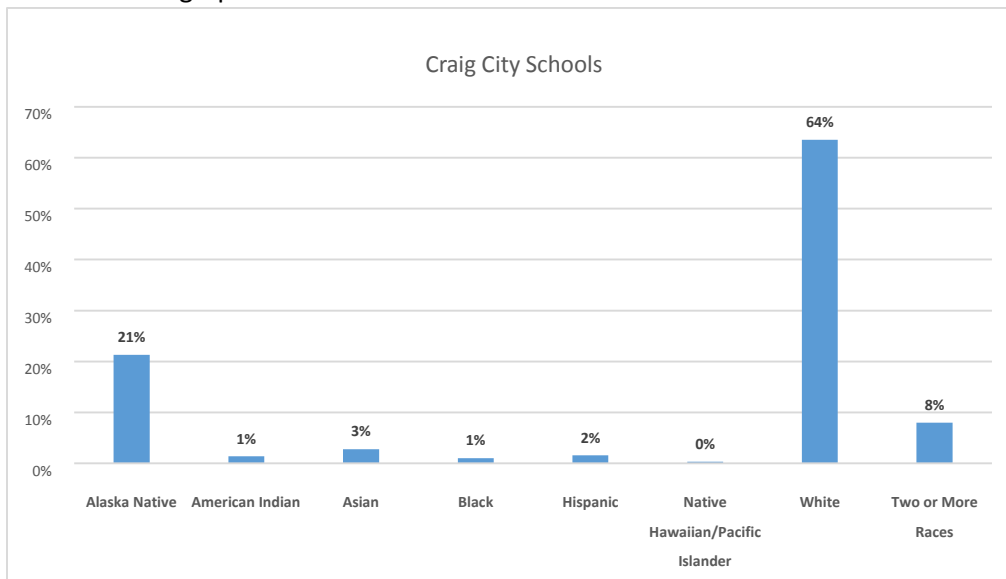
Total number of students K-12: 573

Number of schools:

- 1 elementary school
- 1 middle school
- 1 high school
- 1 K-12 correspondence school



Student Demographics:



Indigenous Language(s) spoken in district: **Not Indicated**

Staffing

Teachers

| # of teachers | Academic year | | | | |
|--------------------|---------------|-----------|-----------|-----------|-----------|
| | 2010-2011 | 2011-2012 | 2012-2013 | 2013-2014 | 2014-2015 |
| Total | 34.5 | 39.5 | 33.5 | 34.5 | 32.25 |
| Tenured | 26.5 | 30 | 27.5 | 28.5 | 25 |
| Non-tenured | 8 | 9.5 | 6 | 6 | 7.25 |

Other certificated positions

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Building administrators | 2 | 2 |
| Central office administrators | 1 | 1 |
| Counselors | 1 | 1 |
| Librarians | 1.46 | 2 |
| Other non-instructional certificated positions not specified above (such as education technology coordinators, program coordinators, curriculum specialists, etc.): | | |
| In schools | 1.5 | 2 |
| In central office | | |

Types of extra-curricular support positions funded:

Athletic coaches, Athletic Director, Clubs and extra-curricular advising

Instructional support staff (non-certificated)

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Total number of instructional support staff: | 6.57 | 9 |

- 44 % of institutional support staff have less than 1 year of experience, and 33 % have more than 5 years of experience in the district.

Related services

| | # Full-time district employees | # Contracted |
|------------------------------|--------------------------------|--------------|
| Occupational Therapists | | 1 |
| Physical Therapists | | 1 |
| Psychologist | | 1 |
| Speech Language Pathologists | | 1 |

- All services are delivered face-to-face

Non-instructional school personnel

| | Total # of FTEs | Total # of employees | Are some or all of these services contracted? |
|---|-----------------|----------------------|---|
| Administrative assistants | 6.5 | 7 | no |
| Building maintenance and janitors | 3 | 3 | no |
| Bus drivers, bus aides, or other transportation service providers | 1.5 | 3 | no |
| Cooks and food service providers | 2.5 | 4 | no |
| IT support | 2 | 2 | no |
| Playground aides and lunchroom monitors | | | no |

Other certificated positions

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Building administrators | 3.3 | 5 |
| Central office administrators | 1.7 | 2 |
| Counselors | 2 | 2 |
| Librarians | 1 | 1 |
| Other non-instructional certificated positions not specified above (such as education technology coordinators, program coordinators, curriculum specialists, etc.): | | |
| In schools | | |
| In central office | | |

Types of extra-curricular support positions funded:

Activities Director, Athletic coaches, Clubs and extra-curricular advising, Radio Station Manager, Tutoring and before/after school instruction

Instructional support staff (non-certificated)

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Total number of instructional support staff: | 27 | 27 |

- 19 % of institutional support staff have less than 1 year of experience, and 52 % have more than 5 years of experience in the district.

Related services

| | # Full-time district employees | # Contracted |
|--------------------------------------|--------------------------------|--------------|
| Occupational Therapists | | 1 |
| Physical Therapists | | 1 |
| Psychologist | | 1 |
| Speech Language Pathologists | | 1 |
| Speech Language Pathology Assistants | 1 | |

- All services are delivered face-to-face

Non-instructional school personnel

| | Total # of FTEs | Total # of employees | Are some or all of these services contracted? |
|---|-----------------|----------------------|---|
| Administrative assistants | 10 | 10 | no |
| Building maintenance and janitors | 9 | 9 | no |
| Bus drivers, bus aides, or other transportation service providers | unknown | unknown | yes |
| Business Manager | 1 | 1 | no |
| Cooks and food service providers | 4.33 | 7 | no |
| IT support | 2 | 2 | no |

Denali Borough Schools

2014-2015 School Year

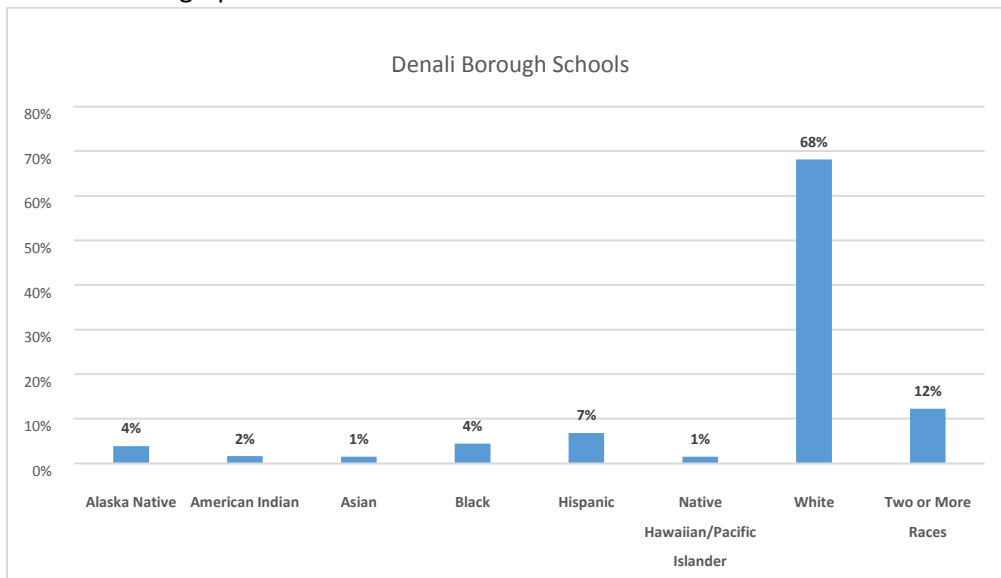
Total number of students K-12: 882

Number of schools:

- 3 K-12
- 1 correspondence homeschool



Student Demographics:



Indigenous Language(s) spoken in district: **Not Indicated**

Staffing

Teachers

| # of teachers | Academic year | | | | |
|--------------------|---------------|-----------|-----------|-----------|-----------|
| | 2010-2011 | 2011-2012 | 2012-2013 | 2013-2014 | 2014-2015 |
| Total | 33 | 29 | 30 | 34 | 29 |
| Tenured | 17 | 14 | 15 | 16 | 13 |
| Non-tenured | 16 | 15 | 15 | 18 | 16 |

Other certificated positions

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Building administrators | 1 | 1 |
| Central office administrators | 1 | 1 |
| Counselors | | |
| Librarians | | |
| Other non-instructional certificated positions not specified above (such as education technology coordinators, program coordinators, curriculum specialists, etc.): | | |
| In schools | 1 | 1 |
| In central office | 2 | 2 |

Types of extra-curricular support positions funded:

Athletic coaches, Clubs and extra-curricular advising

Instructional support staff (non-certificated)

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Total number of instructional support staff: | 10.75 | 12 |

- *Experience: Unable to calculate.*

Related services

| | # Full-time district employees | # Contracted |
|------------------------------|--------------------------------|--------------|
| Medical services | 1 | |
| Occupational Therapists | | 1 |
| Physical Therapists | | 1 |
| Psychologist | | 1 |
| Speech Language Pathologists | | 1 |

- *All services are delivered face-to-face*

Non-instructional school personnel

| | Total # of FTEs | Total # of employees | Are some or all of these services contracted? |
|---|-----------------|----------------------|---|
| Administrative assistants | 7 | 7 | |
| Building maintenance and janitors | 7 | 8 | |
| IT support | 1 | 1 | |
| Playground aides and lunchroom monitors | 1.6 | 4 | |

Dillingham City Schools

2014-2015 School Year

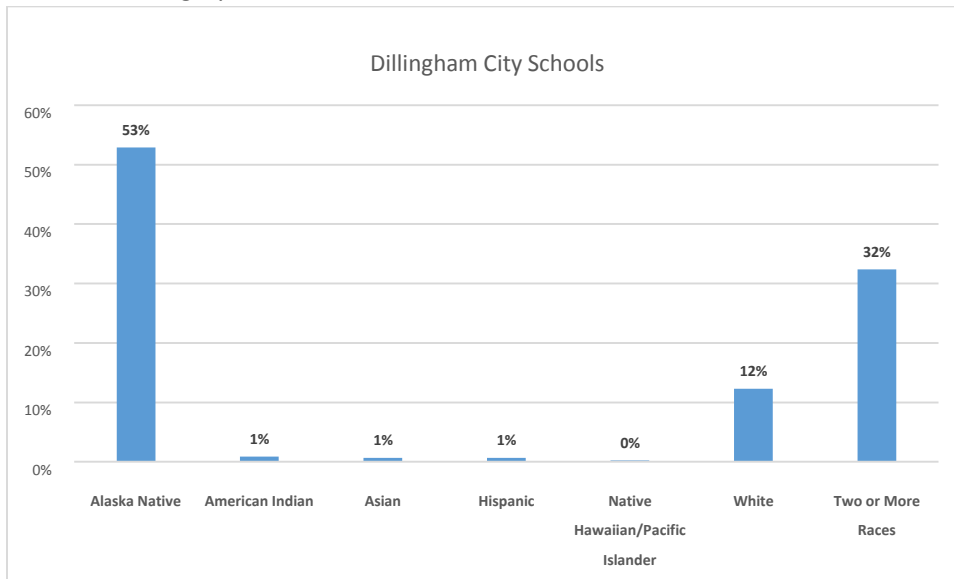
Total number of students K-12: 463

Number of schools:

- 1 elementary school
- 1 secondary school
- 1 correspondence school



Student Demographics:



No information provided.

Fairbanks North Star Borough Schools

2014-2015 School Year

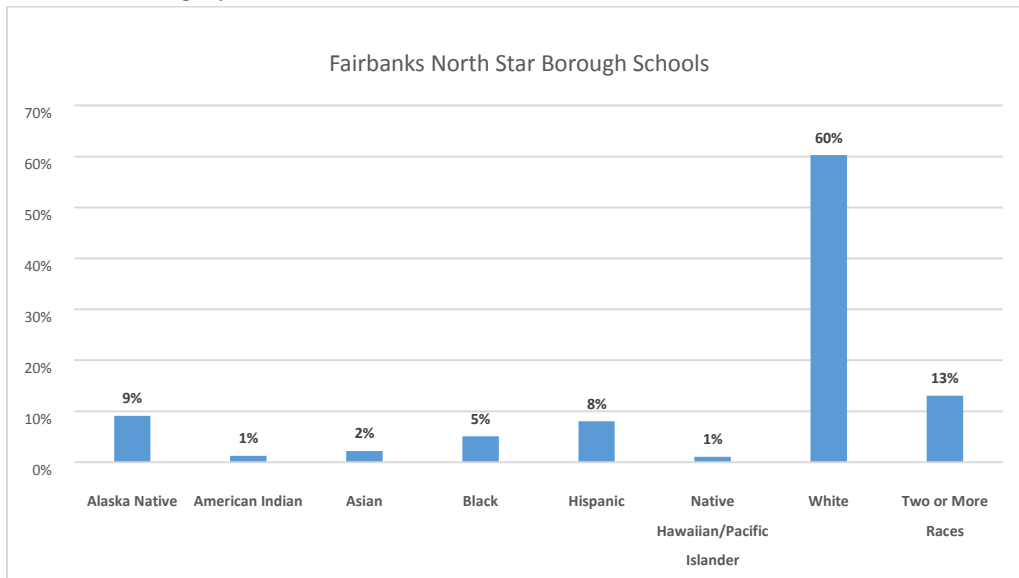
Total number of students K-12: 13718

Number of schools:

17 elementary schools, 4 k-8, 4 middle schools, two high schools, 2 secondary school, 1 correspondence/home school, 1 CTE high school, 1 alternative secondary school (with two sites)



Student Demographics:



Indigenous Language(s) spoken in district: **Not Indicated**

Staffing Teachers

| | Academic year | | | | |
|--------------------|---------------|-----------|-----------|-----------|-----------|
| # of teachers | 2010-2011 | 2011-2012 | 2012-2013 | 2013-2014 | 2014-2015 |
| Total | | | | | 942 |
| Tenured | Not provided | | | | 725 |
| Non-tenured | | | | | 217 |

Other certificated positions

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Building administrators | | 43 |
| Central office administrators | | |
| Counselors | | 43 |
| Librarians | | 9 |
| Other non-instructional certificated positions not specified above (such as education technology coordinators, program coordinators, curriculum specialists, etc.): | | |
| In schools | | |
| In central office | | |

Types of extra-curricular support positions funded:

None

Instructional support staff (non-certificated)

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Total number of instructional support staff: | | 461 |

- 34 % of institutional support staff have less than 1 year of experience, and 40 % have more than 5 years of experience in the district.

Related services

| | # Full-time district employees | # Contracted |
|--------------------------------------|--------------------------------|--------------|
| Occupational Therapists | 4 | |
| Occupational Therapy Assistants | 1 | |
| Physical Therapists | 1 | |
| Psychologist | 11 | |
| Speech Language Pathologists | 25 | |
| Speech Language Pathology Assistants | 9 | |

- All services are delivered face-to-face

Non-instructional school personnel

| | Total # of FTEs | Total # of employees | Are some or all of these services contracted? |
|---|-----------------|----------------------|---|
| Administrative assistants | | 107 | no |
| Building maintenance and janitors | | 161 | no |
| Bus drivers, bus aides, or other transportation service providers | | 2 | yes |
| Cooks and food service providers | | 62 | |
| IT support | | 19 | no |
| Playground aides and lunchroom monitors | | | no |

Galena City Schools

2014-2015 School Year

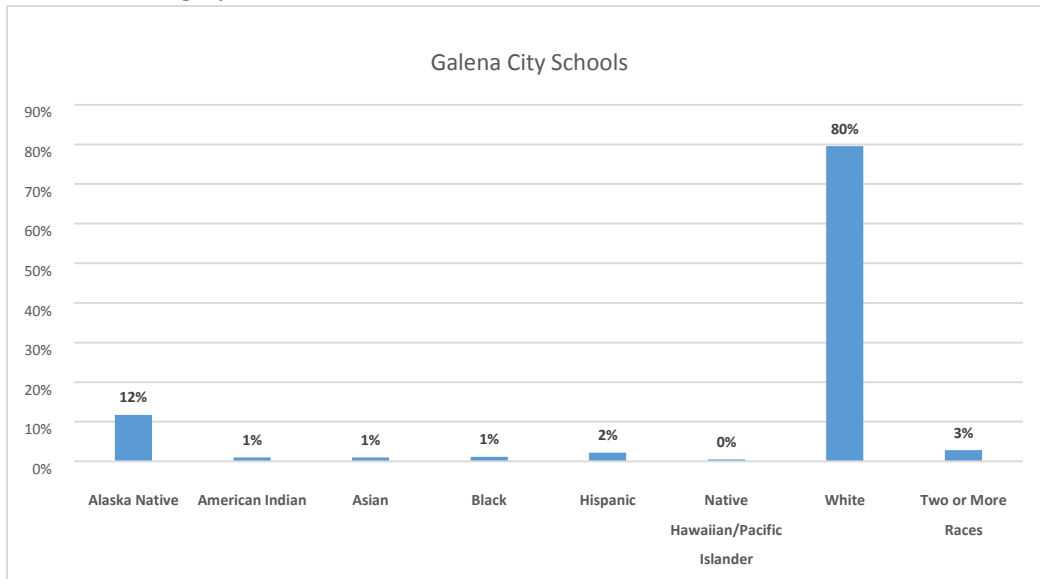
Total number of students K-12: 4187

Number of schools:

- 1 elementary school
- 1 secondary school
- 1 high school boarding school
- 1 K-12 homeschool program



Student Demographics:



Indigenous Language(s) spoken in district: Athabaskan

Staffing

Teachers

| # of teachers | Academic year | | | | |
|--------------------|---------------|-----------|-----------|-----------|-----------|
| | 2010-2011 | 2011-2012 | 2012-2013 | 2013-2014 | 2014-2015 |
| Total | 53 | 56 | 53 | 53 | 57 |
| Tenured | 40 | 40 | 42 | 42 | 44 |
| Non-tenured | 13 | 16 | 11 | 11 | 13 |

Other certificated positions

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Building administrators | 6 | 6 |
| Central office administrators | 1 | 1 |
| Counselors | 2 | 2 |
| Librarians | 1 | 1 |
| Other non-instructional certificated positions not specified above (such as education technology coordinators, program coordinators, curriculum specialists, etc.): | | |
| In schools | 5 | 5 |
| In central office | | |

Types of extra-curricular support positions funded:

Athletic coaches, Junior/Senior Class/ Year Book, Tutoring and before/after school instruction

Instructional support staff (non-certificated)

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Total number of instructional support staff: | 5.5 | 6 |

- 33 % of institutional support staff have less than 1 year of experience, and 42 % have more than 5 years of experience in the district.

Related services

| | # Full-time district employees | # Contracted |
|------------------------------|--------------------------------|--------------|
| Occupational Therapists | | 3 |
| Psychologist | | 1 |
| Speech Language Pathologists | | 4 |

Services provided at least partially via distance: **Speech & Language Therapy, Occupational Therapy**

Non-instructional school personnel

| | Total # of FTEs | Total # of employees | Are some or all of these services contracted? |
|---|-----------------|----------------------|---|
| Administrative assistants | | | no |
| All support staff | 29 | 30 | no |
| Building maintenance and janitors | 11.5 | 11.5 | yes |
| Bus drivers, bus aides, or other transportation service providers | 1 | 1 | yes |
| Business Office | 8 | 8 | no |
| Cooks and food service providers | 15 | 15 | no |
| GILA Dorm Staff | 31 | 31 | no |
| IT support | 8 | 8 | no |
| Non-certified IDEA Director/Administrator | 1 | 1 | |
| Other | | | no |
| Playground aides and lunchroom monitors | | | no |
| School Secretaries- Galena Only | 2 | 2 | no |

Haines Borough Schools

2014-2015 School Year

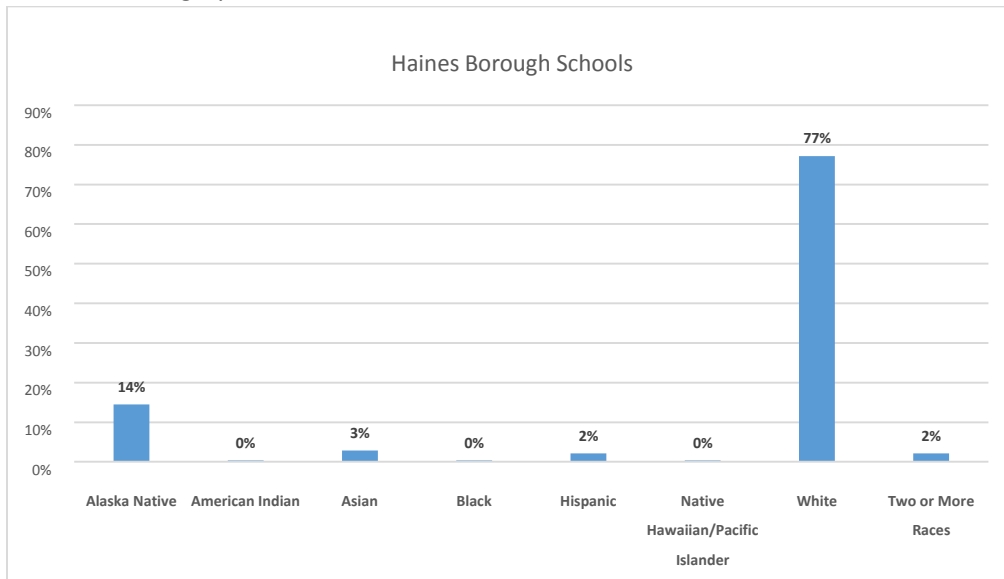
Total number of students K-12: 276

Number of schools:

- 1 K-8 school
- 1 high school
- 1 home school



Student Demographics:



Indigenous Language(s) spoken in district: **Tlingit**

Staffing

Teachers

| # of teachers | Academic year | | | | |
|--------------------|---------------|-----------|-----------|-----------|-----------|
| | 2010-2011 | 2011-2012 | 2012-2013 | 2013-2014 | 2014-2015 |
| Total | 26 | 26 | 24 | 24 | 23 |
| Tenured | 17 | 17 | 16 | 16 | 13 |
| Non-tenured | 9 | 9 | 8 | 8 | 10 |

Other certificated positions

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Building administrators | 2 | 2 |
| Central office administrators | 1 | 1 |
| Counselors | 1 | 1 |
| Librarians | 0 | 0 |
| Other non-instructional certificated positions not specified above (such as education technology coordinators, program coordinators, curriculum specialists, etc.): | | |
| In schools | 0 | 0 |
| In central office | 0 | 0 |

Types of extra-curricular support positions funded:

Athletic coaches, Clubs and extra-curricular advising, Tutoring and before/after school instruction

Instructional support staff (non-certificated)

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Total number of instructional support staff: | 14 | 14 |

- 29 % of institutional support staff have less than 1 year of experience, and 57 % have more than 5 years of experience in the district.

Related services

| | # Full-time district employees | # Contracted |
|------------------------------|--------------------------------|--------------|
| Occupational Therapists | | 1 P/T |
| Physical Therapists | | 2 P/T |
| Psychologist | | 1 P/T |
| Speech Language Pathologists | | 2 P/T |

- All services are delivered face-to-face

Non-instructional school personnel

| | Total # of FTEs | Total # of employees | Are some or all of these services contracted? |
|---|-----------------|----------------------|---|
| Administrative assistants | 4 | 4 | no |
| Building maintenance and janitors | 3.5 | 4 | no |
| Bus drivers, bus aides, or other transportation service providers | 0 | 0 | yes |
| Cooks and food service providers | 2.5 | 3 | no |
| IT support | 1 | 1 | no |
| Playground aides and lunchroom monitors | 2 | 4 | no |

Hoonah City Schools

2014-2015 School Year

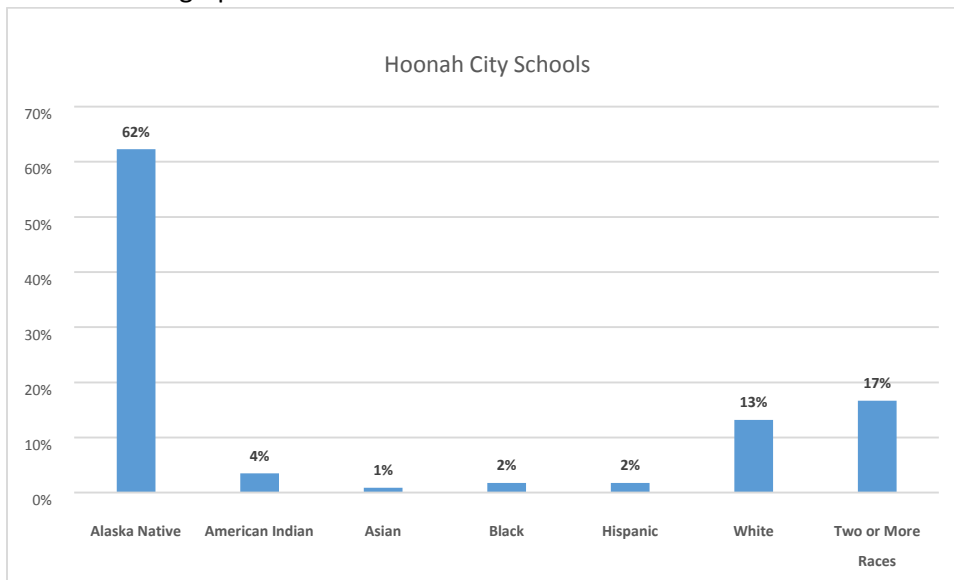
Total number of students K-12: 114

Number of schools:

- 1 elementary school
- 1 high school



Student Demographics:



Indigenous Language(s) spoken in district: **Tlingit**

Staffing

Teachers

| # of teachers | Academic year | | | | |
|--------------------|---------------|-----------|-----------|-----------|-----------|
| | 2010-2011 | 2011-2012 | 2012-2013 | 2013-2014 | 2014-2015 |
| Total | 14 | 15 | 15 | 13 | 13 |
| Tenured | 5 | 4 | 4 | 6 | 7 |
| Non-tenured | 9 | 11 | 11 | 7 | 6 |

Other certificated positions

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Building administrators | 1 | 1 |
| Central office administrators | 1 | 1 |
| Counselors | 0 | 0 |
| Librarians | 0 | 0 |
| Other non-instructional certificated positions not specified above (such as education technology coordinators, program coordinators, curriculum specialists, etc.): | | |
| In schools | 0 | 0 |
| In central office | 0 | 0 |

Types of extra-curricular support positions funded:

Athletic coaches, Clubs and extra-curricular advising

Instructional support staff (non-certificated)

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Total number of instructional support staff: | 6.45 | 13 |

- 23 % of institutional support staff have less than 1 year of experience, and 62 % have more than 5 years of experience in the district.

Related services

| | # Full-time district employees | # Contracted |
|---|--------------------------------|--------------|
| Occupational Therapists | | 1 |
| Psychologist | | 1 |
| Speech Language Pathologists | | 1 |
| Speech Language Pathology Assistants | 1 | |

Non-instructional school personnel

| | Total # of FTEs | Total # of employees | Are some or all of these services contracted? |
|--|-----------------|----------------------|---|
| Administrative assistants | 3 | 3 | no |
| Building maintenance and janitors | 3 | 3 | no |
| Cooks and food service providers | 2 | 2 | no |
| IT support | | | yes |

Hydaburg City Schools

2014-2015 School Year

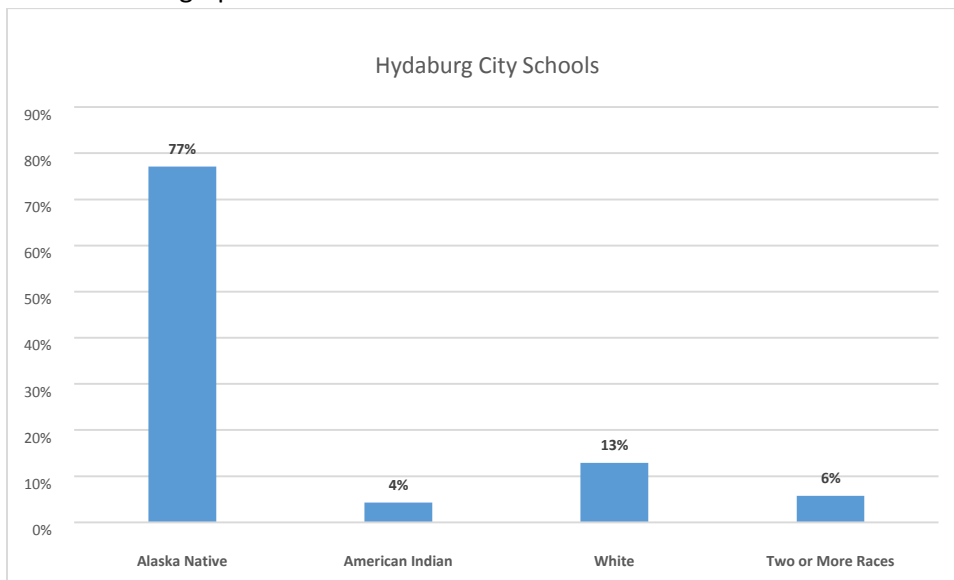
Total number of students K-12: 70

Number of schools:

- 1 K-12 school



Student Demographics:



Indigenous Language(s) spoken in district: Haida

Staffing

Teachers

| # of teachers | Academic year | | | | |
|--------------------|---------------|-----------|-----------|-----------|-----------|
| | 2010-2011 | 2011-2012 | 2012-2013 | 2013-2014 | 2014-2015 |
| Total | unknown | | 8 | 11 | 9 |
| Tenured | unknown | | 6 | 5 | 2 |
| Non-tenured | unknown | | 2 | 6 | 7 |

Other certificated positions

| | Total number of FTEs | Total number of employees |
|--|----------------------|---------------------------|
| Building administrators | 1 | 1 |
| Central office administrators | 0 | 0 |
| Counselors | 0 | 0 |
| Librarians | 0 | 0 |
| Other non-instructional certificated positions not specified above (such as education technology coordinators, program coordinators, curriculum specialists, etc.): | | |
| In schools | 0 | 0 |
| In central office | 0 | 0 |

Types of extra-curricular support positions funded:

Athletic coaches

Instructional support staff (non-certificated)

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Total number of instructional support staff: | 5.27 | 10 |

- 80 % of institutional support staff have less than 1 year of experience, and 0 % have more than 5 years of experience in the district.

Related services

| | # Full-time district employees | # Contracted |
|------------------------------|--------------------------------|--------------|
| Occupational Therapists | 0 | 1 |
| Physical Therapists | 0 | 1 |
| Psychologist | 0 | 1 |
| Speech Language Pathologists | 0 | 1 |

- All services are delivered face-to-face

Non-instructional school personnel

| | Total # of FTEs | Total # of employees | Are some or all of these services contracted? |
|---|-----------------|----------------------|---|
| Administrative assistants | | | no |
| Building maintenance and janitors | 1.44 | 2 | no |
| Bus drivers, bus aides, or other transportation service providers | 0 | 0 | no |
| Cooks and food service providers | 0.74 | 1 | no |
| IT support | 0.73 | 1 | no |
| Playground aides and lunchroom monitors | 0 | 0 | no |
| secretary & clerk | 1.33 | 2 | no |

Iditarod Area Schools

2014-2015 School Year

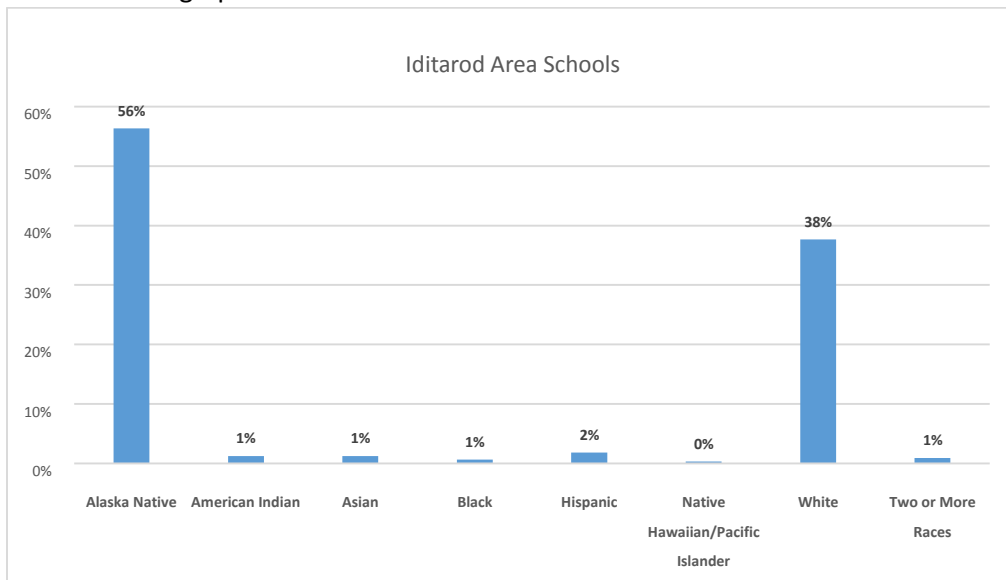
Total number of students K-12: 332

Number of schools:

- 7 K-12 schools
- 1 home school



Student Demographics:



No information provided.

Juneau Borough Schools

2014-2015 School Year

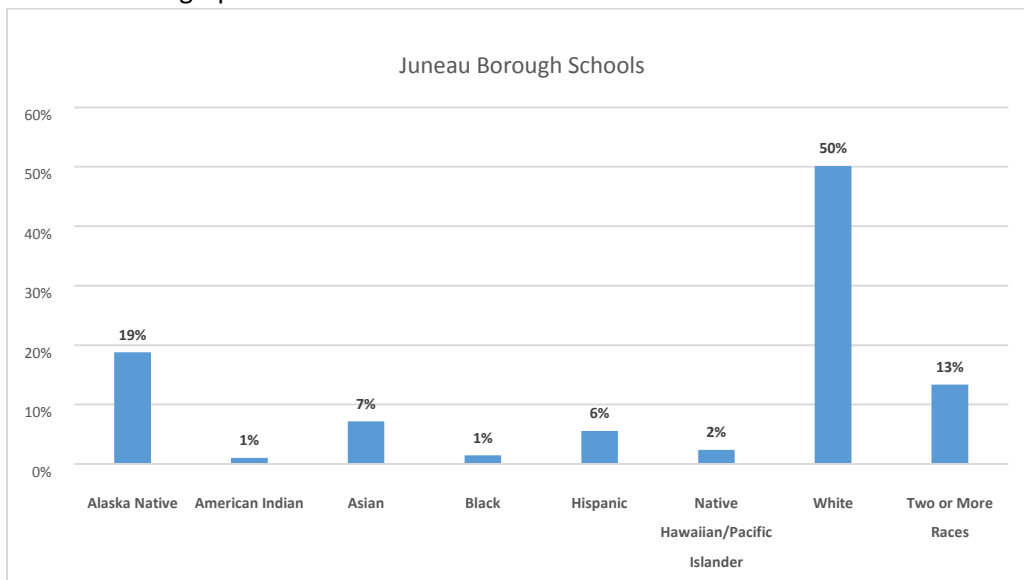
Total number of students K-12: 4751

Number of schools:

- 5 elementary schools
- 2 middle schools
- 2 high schools
- 1 homeschool program
- 1 alternative high school
- 1 K-8 school
- 1 juvenile justice center school



Student Demographics:



Indigenous Language(s) spoken in district: **Tlingit**

Staffing

Teachers

| # of teachers | Academic year | | | | |
|--------------------|---------------|-----------|-----------|-----------|-----------|
| | 2010-2011 | 2011-2012 | 2012-2013 | 2013-2014 | 2014-2015 |
| Total | 423 | 403 | 364 | 378 | 369 |
| Tenured | 279 | 303 | 287 | 308 | 302 |
| Non-tenured | 144 | 100 | 77 | 70 | 67 |

Other certificated positions

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Building administrators | 15 | 15 |
| Central office administrators | 6 | 6 |
| Counselors | 13 | 13 |
| Librarians | 7.5 | 10 |
| Other non-instructional certificated positions not specified above (such as education technology coordinators, program coordinators, curriculum specialists, etc.): | | |
| In schools | 2 | 2 |
| In central office | 5 | 5 |

Types of extra-curricular support positions funded:

Athletic coaches, Clubs and extra-curricular advising, Tutoring and before/after school instruction

Instructional support staff (non-certificated)

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Total number of instructional support staff: | 123.63 | 140 |

- 17 % of institutional support staff have less than 1 year of experience, and 46 % have more than 5 years of experience in the district.

Related services

| | # Full-time district employees | # Contracted |
|-------------------------------------|--------------------------------|--------------|
| Medical services | 10 | |
| Occupational Therapists | 1 | 2 |
| Physical Therapists | 1 | |
| Psychologist | 2 | 2 |
| Speech Language Pathologists | 6 | 4 |
| Vision Specialist | | 1 |

- All services are delivered face-to-face

Non-instructional school personnel

| | Total # of FTEs | Total # of employees | Are some or all of these services contracted? |
|--|-----------------|----------------------|---|
| Administrative assistants | 27.333 | 30 | no |
| Building maintenance and janitors | 36 | 36 | no |
| Bus drivers, bus aides, or other transportation service providers | | | yes |
| Cooks and food service providers | | | yes |
| IT support | 9 | 9 | no |
| Library Assistant | 3.9 | 5 | no |
| Playground aides and lunchroom monitors | 20.7 | 26 | no |

Kake City Schools

2014-2015 School Year

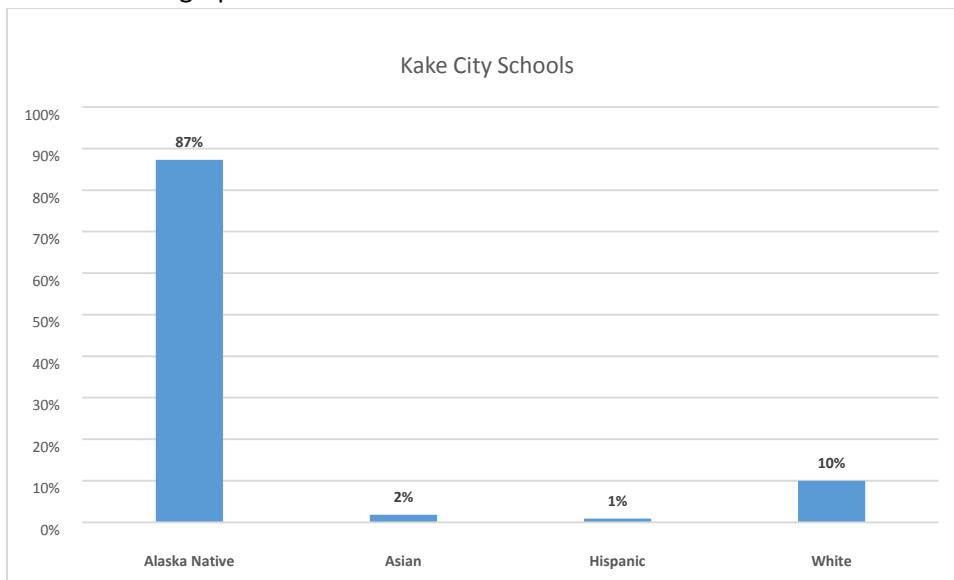
Total number of students K-12: 110

Number of schools:

- 1 K-12 school



Student Demographics:



Indigenous Language(s) spoken in district: **Not Indicated**

Staffing

Teachers

| # of teachers | Academic year | | | | |
|--------------------|---------------|-----------|-----------|-----------|-----------|
| | 2010-2011 | 2011-2012 | 2012-2013 | 2013-2014 | 2014-2015 |
| Total | 9.4 | 9.4 | 9.4 | 10.9 | 11.8 |
| Tenured | 7.4 | 8.4 | 7.4 | 8.4 | 7 |
| Non-tenured | 2 | 1 | 2 | 2.5 | 4.8 |

Other certificated positions

| | Total number of FTEs | Total number of employees |
|-------------------------------|----------------------|---------------------------|
| Building administrators | 1 | 2 |
| Central office administrators | 0.5 | 1 |

Types of extra-curricular support positions funded:

Athletic coaches, Athletic Director, Clubs and extra-curricular advising, SPED Director, Testing Coordinators, Tutoring and before/after school instruction

Instructional support staff (non-certificated)

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Total number of instructional support staff: | 4.5 | 5 |

- 20 % of institutional support staff have less than 1 year of experience, and 0 % have more than 5 years of experience in the district.

Related services

| | # Full-time district employees | # Contracted |
|--------------------------------------|--------------------------------|--------------|
| Assistive technology specialist | | 1 |
| Multiple Disability | | 1 |
| Occupational Therapists | | 1 |
| Occupational Therapy Assistants | 2 | |
| Physical Therapists | | 1 |
| Physical Therapy Assistants | 3 | |
| Psychologist | | 1 |
| Social/Emotional | | 1 |
| Speech Language Pathologists | | 1 |
| Speech Language Pathology Assistants | 3 | |

- All services are delivered face-to-face

Non-instructional school personnel

| | Total # of FTEs | Total # of employees | Are some or all of these services contracted? |
|---|-----------------|----------------------|---|
| Administrative assistants | 1.8 | 2 | no |
| Building maintenance and janitors | 2 | 2 | no |
| Bus drivers, bus aides, or other transportation service providers | 0.3 | 1 | no |
| Business Manager | 1 | 1 | no |
| Cooks and food service providers | 1.5 | 2 | no |
| IT support | 0.7 | 1 | no |

Kashunamiut Schools

2014-2015 School Year

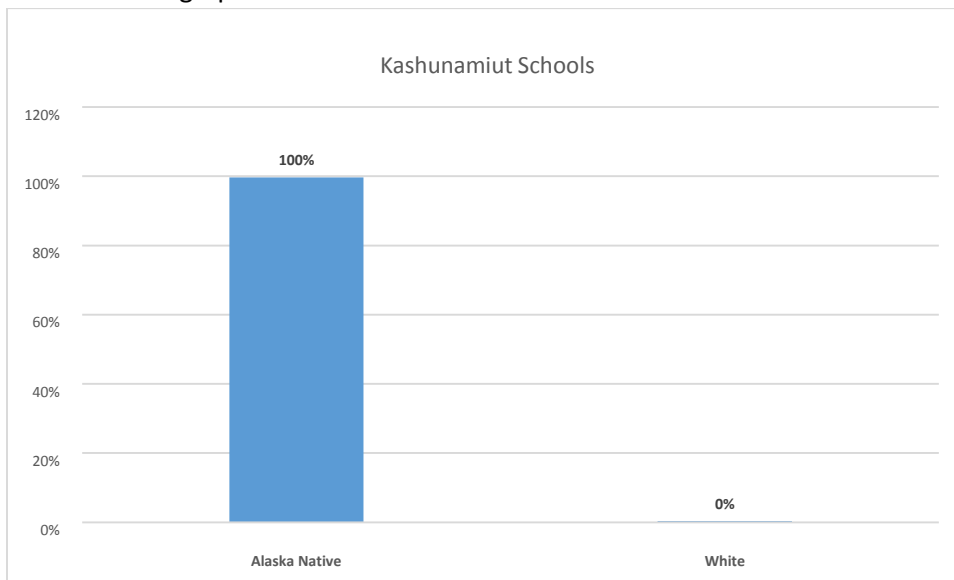
Total number of students K-12: 322

Number of schools:

- 1 K-12 school



Student Demographics:



Indigenous Language(s) spoken in district: **Not Indicated**

Staffing

Teachers

| # of teachers | Academic year | | | | |
|--------------------|---------------|-----------|-----------|-----------|-----------|
| | 2010-2011 | 2011-2012 | 2012-2013 | 2013-2014 | 2014-2015 |
| Total | | 29 | 29 | 25 | 30 |
| Tenured | | 14 | 15 | 13 | 14 |
| Non-tenured | | 15 | 14 | 12 | 16 |

Other certificated positions

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Building administrators | 1 | 1 |
| Central office administrators | 4 | 4 |
| Counselors | 1 | 1 |
| Librarians | 2 | 2 |
| Other non-instructional certificated positions not specified above (such as education technology coordinators, program coordinators, curriculum specialists, etc.): | | |
| In schools | | |
| In central office | | |

Types of extra-curricular support positions funded:

None

Instructional support staff (non-certificated)

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Total number of instructional support staff: | 15 | |

- *Experience: Unable to calculate.*

Related services

| | # Full-time district employees | # Contracted |
|-------------------------------------|--------------------------------|--------------|
| Occupational Therapists | 0 | 1 |
| Physical Therapists | 0 | 1 |
| Psychologist | 0 | 1 |
| Speech Language Pathologists | 0 | 1 |

- *All services are delivered face-to-face*

Non-instructional school personnel

| | Total # of FTEs | Total # of employees | Are some or all of these services contracted? |
|--|-----------------|----------------------|---|
| Administrative assistants | 4 | 4 | no |
| Building maintenance and janitors | 7 | 7 | no |
| Cooks and food service providers | 1 | 3 | no |
| IT support | 1 | 1 | no |

Kenai Peninsula Borough Schools

2014-2015 School Year

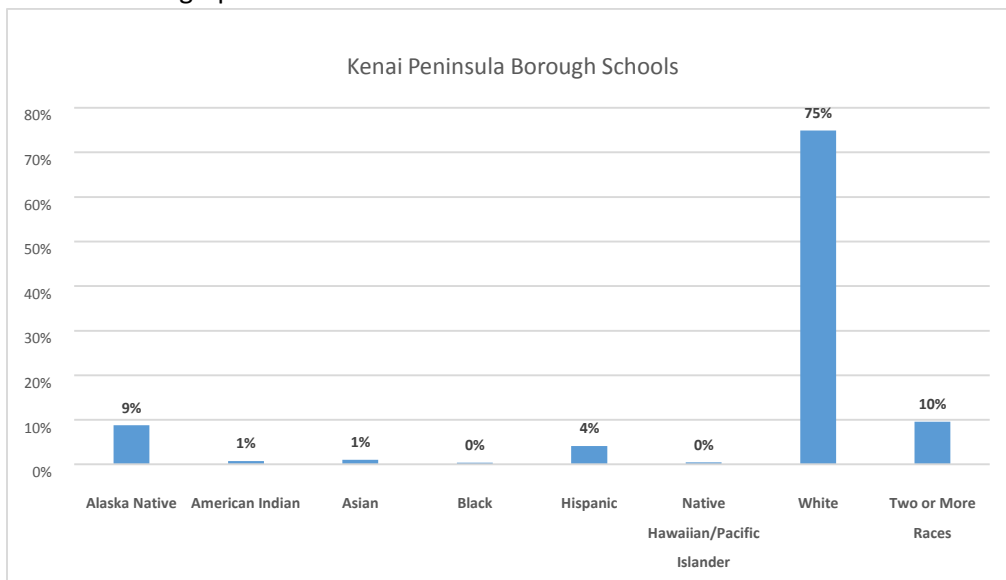
Total number of students K-12: 8940

Number of schools:

- 14 elementary schools
- 3 K-8 schools
- 11 K-12 schools
- 4 middle schools
- 1 correspondence home school
- 1 grade 9 school
- 2 6-12 schools
- 4 high schools
- 2 alternative high schools



Student Demographics:



Indigenous Language(s) spoken in district: **Not Indicated**

Staffing

Teachers

| # of teachers | Academic year | | | | |
|--------------------|---------------|-----------|-----------|-----------|-----------|
| | 2010-2011 | 2011-2012 | 2012-2013 | 2013-2014 | 2014-2015 |
| Total | 680 | 685 | 691 | 687 | 675 |
| Tenured | 478 | 508 | 501 | 498 | 491 |
| Non-tenured | 202 | 177 | 190 | 189 | 184 |

Other certificated positions

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Building administrators | 45 | 45 |
| Central office administrators | 11 | 11 |
| Counselors | 16 | 16 |
| Librarians | 5.5 | 7 |
| Other non-instructional certificated positions not specified above (such as education technology coordinators, program coordinators, curriculum specialists, etc.): | | |
| In schools | 7 | 7 |
| In central office | 6 | 6 |

Types of extra-curricular support positions funded:

Athletic coaches, Athletic Director, Clubs and extra-curricular advising, Grants/Misc., Music/Drama, Yearbook

Instructional support staff (non-certificated)

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Total number of instructional support staff: | 203.90 | 258 |

- 8 % of institutional support staff have less than 1 year of experience, and 41 % have more than 5 years of experience in the district.

Related services

| | # Full-time district employees | # Contracted |
|--|--------------------------------|--------------|
| Adaptive PE Specialist | 1 | 0 |
| Assistive technology specialist | 1 | 0 |
| Hearing Impaired Specialist | 1 | 0 |
| Medical services | 0 | 3 |
| Occupational Therapists | 0 | 5 |
| Physical Therapists | 0 | 3 |
| Psychologist | 12 | 1 |
| Sign Language Interpreter | 0 | 3 |
| Speech Language Pathologists | 15 | 0 |
| Visually Impaired Specialist | 2 | 0 |

*Services provided at least partially via distance: **Speech & Language Therapy***

Non-instructional school personnel

| | Total # of FTEs | Total # of employees | Are some or all of these services contracted? |
|--|------------------------|-----------------------------|--|
| Administrative assistants | 8.5 | 9 | No |
| Bookkeepers | 3 | 3 | No |
| Building maintenance and janitors | 85.3 | 97 | no |
| Bus drivers, bus aides, or other transportation service providers | 2 | 2 | yes |
| Cooks and food service providers | 47.1 | 76 | no |
| IT support | 12 | 12 | yes |
| Nurses | 20.5 | 28 | no |
| Playground aides and lunchroom monitors | 1.5 | 9 | no |
| Secretary | 50.5 | 59 | no |
| Theater Staff | 6.5 | 7 | no |

Ketchikan Gateway Borough Schools

2014-2015 School Year

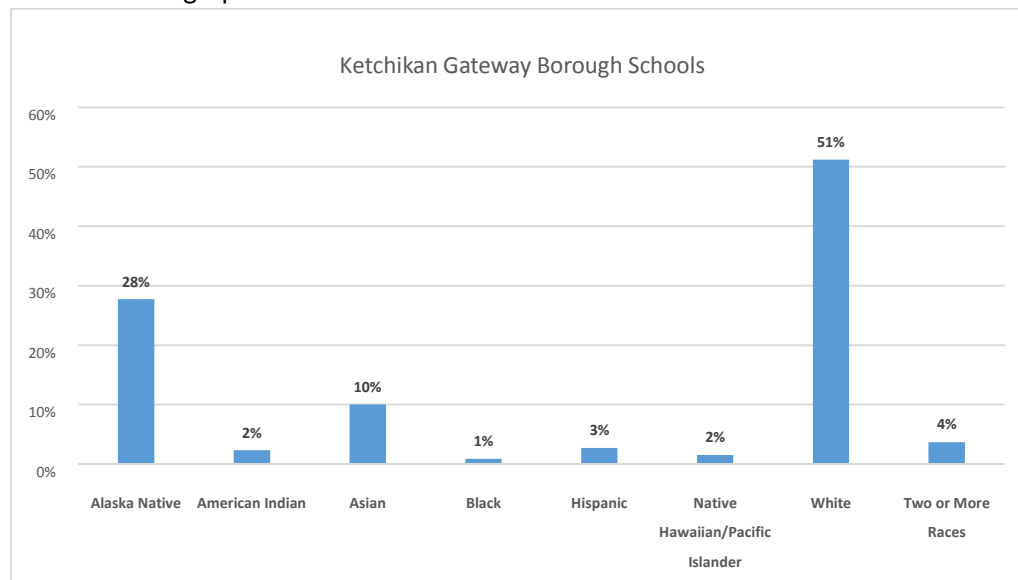
Total number of students K-12: 2360

Number of schools:

- 4 elementary schools
- 1 K-8
- 1 middle school
- 1 high school
- 1 alternative school
- 1 home school
- 1 correctional youth facility school



Student Demographics:



Indigenous Language(s) spoken in district: **Not Indicated**

Staffing Teachers

| # of teachers | Academic year | | | | |
|--------------------|---------------|-----------|-----------|-----------|-----------|
| | 2010-2011 | 2011-2012 | 2012-2013 | 2013-2014 | 2014-2015 |
| Total | 155 | 161 | 158 | 177 | 177 |
| Tenured | 117 | 128 | 131 | 139 | 139 |
| Non-tenured | 38 | 33 | 27 | 38 | 38 |

Other certificated positions

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Building administrators | 11 | 11 |
| Central office administrators | 0 | 0 |
| Counselors | 8 | 8 |
| Librarians | 4.5 | 5 |
| Other non-instructional certificated positions not specified above (such as education technology coordinators, program coordinators, curriculum specialists, etc.): | | |
| In schools | 0 | 0 |
| In central office | 6 | 6 |

Types of extra-curricular support positions funded:

Athletic coaches, Clubs and extra-curricular advising, Tutoring and before/after school instruction

Instructional support staff (non-certificated)

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Total number of instructional support staff: | 118 | 118 |

- 37% of institutional support staff have less than 1 year of experience, and 34% have more than 5 years of experience in the district.

Related services

| | # Full-time district employees | # Contracted |
|--------------------------------------|--------------------------------|--------------|
| Medical services | 1 | |
| Occupational Therapists | | 1 |
| Physical Therapists | 1 | |
| Psychologist | 1 | 0.5 |
| Speech Language Pathologists | 4 | |
| Speech Language Pathology Assistants | 1 | |

- All services are delivered face-to-face

Non-instructional school personnel

| | Total # of FTEs | Total # of employees | Are some or all of these services contracted? |
|---|-----------------|----------------------|---|
| Administrative assistants | 12 | 12 | no |
| Building maintenance and janitors | 31 | 31 | no |
| Bus drivers, bus aides, or other transportation service providers | 0 | 0 | yes |
| Cooks and food service providers | 5 | 5 | no |
| IT support | 7 | 7 | no |
| Playground aides and lunchroom monitors | 0 | 0 | no |

Klawock City Schools

2014-2015 School Year

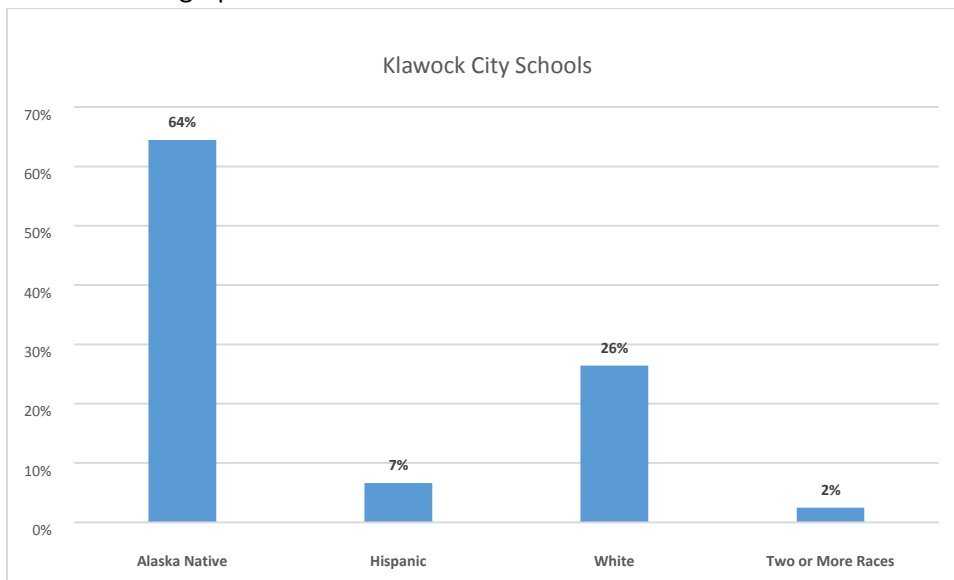
Total number of students K-12: 121

Number of schools:

- 1 K-12 school



Student Demographics:



Indigenous Language(s) spoken in district: **Tlingit, Haida**

Staffing

Teachers

| # of teachers | Academic year | | | | |
|--------------------|---------------|-----------|-----------|-----------|-----------|
| | 2010-2011 | 2011-2012 | 2012-2013 | 2013-2014 | 2014-2015 |
| Total | 15 | 15 | 15 | 15 | 14 |
| Tenured | 9 | 9 | 9 | 12 | 9 |
| Non-tenured | 6 | 6 | 6 | 3 | 5 |

Other certificated positions

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Building administrators | 1 | 1 |
| Central office administrators | 1 | 1 |
| Counselors | 0.3 | 1 |
| Librarians | 0 | 0 |
| Other non-instructional certificated positions not specified above (such as education technology coordinators, program coordinators, curriculum specialists, etc.): | | |
| In schools | 0.28 | 2 |
| In central office | 0 | 0 |

Types of extra-curricular support positions funded:

Athletic coaches, Tutoring and before/after school instruction

Instructional support staff (non-certificated)

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Total number of instructional support staff: | 7.12 | 10 |

- 30 % of institutional support staff have less than 1 year of experience, and 20 % have more than 5 years of experience in the district.

Related services

| | # Full-time district employees | # Contracted |
|-------------------------------------|--------------------------------|--------------|
| Multi-disability specialist | | 1 |
| Occupational Therapists | | 1 |
| Physical Therapists | | 1 |
| Psychologist | | 1 |
| Speech Language Pathologists | | 1 |

- All services are delivered face-to-face

Non-instructional school personnel

| | Total # of FTEs | Total # of employees | Are some or all of these services contracted? |
|--|-----------------|----------------------|---|
| Building maintenance and janitors | 3.86 | 5 | no |
| Bus drivers, bus aides, or other transportation service providers | 0.5 | 1 | no |
| Cooks and food service providers | 1.68 | | no |
| Playground aides and lunchroom monitors | 6.44 | 9 | no |
| Principal Secretary | 1 | 1 | no |
| Supt. Administrative assistants | 1 | 1 | no |

Kodiak Island Borough Schools

2014-2015 School Year

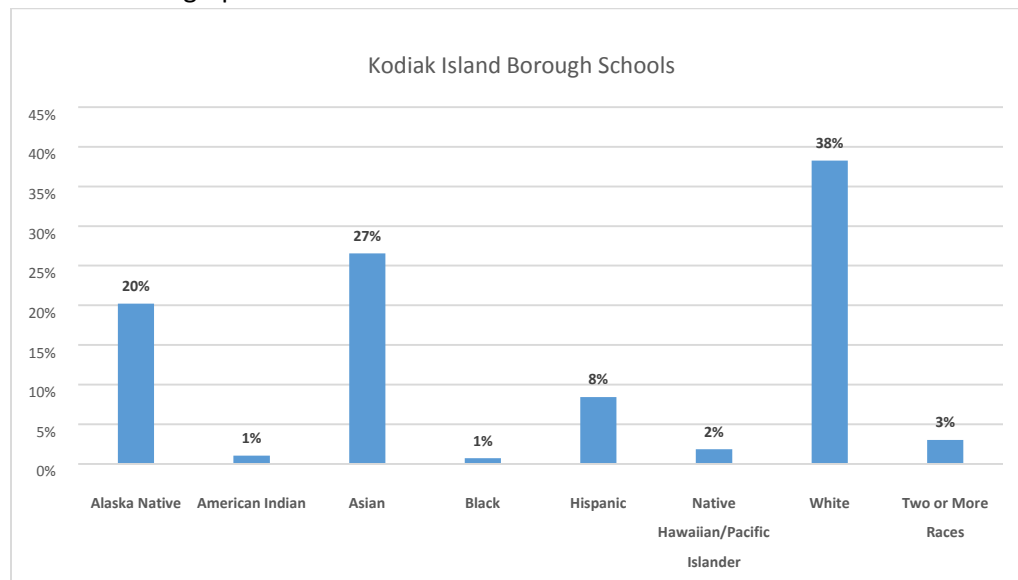
Total number of students K-12: 2446

Number of schools:

- 4 elementary schools
- 1 middle school
- 1 high school
- 1 K-10 school
- 6 K-12 schools
- 1 online school



Student Demographics:



Indigenous Language(s) spoken in district: **Alutiiq**

Staffing

Teachers

| # of teachers | Academic year | | | | |
|--------------------|---------------|-----------|-----------|-----------|-----------|
| | 2010-2011 | 2011-2012 | 2012-2013 | 2013-2014 | 2014-2015 |
| Total | 223 | 204 | 200 | 180 | 179 |
| Tenured | 156 | 152 | 147 | 137 | 116 |
| Non-tenured | 67 | 52 | 53 | 43 | 63 |

Other certificated positions

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Building administrators | 12 | 12 |
| Central office administrators | 4 | 4 |
| Counselors | 6.5 | 7 |
| Librarians | 1 | 1 |
| Other non-instructional certificated positions not specified above (such as education technology coordinators, program coordinators, curriculum specialists, etc.): | | |
| In schools | 3 | 3 |
| In central office | 4 | 4 |

Types of extra-curricular support positions funded:

Athletic coaches, Clubs and extra-curricular advising

Instructional support staff (non-certificated)

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Total number of instructional support staff: | 77.9 | 110 |

- 0 % of institutional support staff have less than 1 year of experience, and 44 % have more than 5 years of experience in the district.

Related services

| | # Full-time district employees | # Contracted |
|---|--------------------------------|--------------|
| Occupational Therapists | | 1 |
| Occupational Therapy Assistants | | 1 |
| Physical Therapists | | 1 |
| Physical Therapy Assistants | | 1 |
| Psychologist | 3 | 1 |
| Speech Language Pathologists | 2 | 2 |
| Speech Language Pathology Assistants | 6 | |

Services provided at least partially via distance: **Speech & Language Therapy**

Non-instructional school personnel

| | Total # of FTEs | Total # of employees | Are some or all of these services contracted? |
|--|-----------------|----------------------|---|
| Administrative assistants | 21.71 | 29 | no |
| Building maintenance and janitors | 30.6 | 36 | no |
| Cooks and food service providers | 6.79 | 11 | no |
| IT support | 6 | 6 | no |
| Playground aides and lunchroom monitors | 10.96 | 42 | no |

Lake and Peninsula Borough Schools

2014-2015 School Year

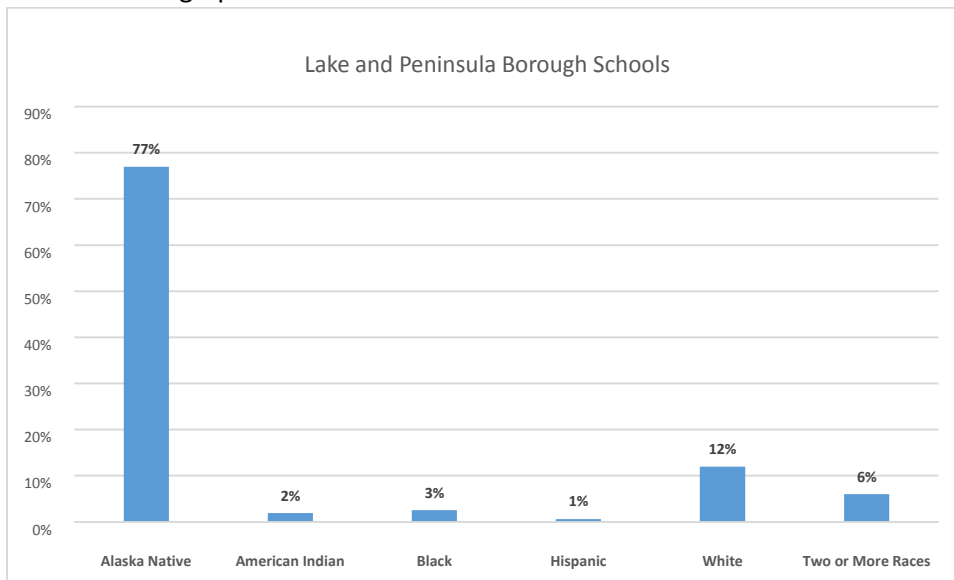
Total number of students K-12: 317

Number of schools:

- 13 K-12 schools
- 1 home school



Student Demographics:



Indigenous Language(s) spoken in district: **Yupik, Athabascan, Alutiiq**

Staffing

Teachers

| # of teachers | Academic year | | | | |
|--------------------|---------------|-----------|-----------|-----------|-----------|
| | 2010-2011 | 2011-2012 | 2012-2013 | 2013-2014 | 2014-2015 |
| Total | 49 | 52 | 49 | 48 | 47 |
| Tenured | 24 | 25 | 27 | 23 | 24 |
| Non-tenured | 25 | 27 | 22 | 25 | 23 |

Other certificated positions

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Building administrators | 7 | 7 |
| Central office administrators | 3 | 3 |
| Counselors | 2 | 2 |
| Librarians | | |
| Other non-instructional certificated positions not specified above (such as education technology coordinators, program coordinators, curriculum specialists, etc.): | | |
| In schools | | |
| In central office | | |

Types of extra-curricular support positions funded:

Athletic coaches, Student Govt., Supt. Clubs, Writing Prompt

Instructional support staff (non-certificated)

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Total number of instructional support staff: | 25.66 | 47 |

- 49 % of institutional support staff have less than 1 year of experience, and 17 % have more than 5 years of experience in the district.

Related services

| | # Full-time district employees | # Contracted |
|------------------------------|--------------------------------|--------------|
| Occupational Therapists | | 1 |
| Physical Therapists | | 1 |
| Psychologist | | 1 |
| SPED Director | | 1 |
| Speech Language Pathologists | | 2 |

Services provided at least partially via distance: **Speech & Language Therapy**

Non-instructional school personnel

| | Total # of FTEs | Total # of employees | Are some or all of these services contracted? |
|---|-----------------|----------------------|---|
| Building maintenance and janitors | 10.25 | 20 | no |
| Bus drivers, bus aides, or other transportation service providers | 0.87 | 5 | yes |
| Cooks and food service providers | 7.4 | 16 | no |
| IT support | 1 | 1 | yes |
| Playground aides and lunchroom monitors | 2.91 | 16 | no |

Other certificated positions

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Building administrators | 27 | 27 |
| Central office administrators | 5 | 5 |
| Counselors | 3 | 3 |
| Librarians | 0 | 0 |
| Other non-instructional certificated positions not specified above (such as education technology coordinators, program coordinators, curriculum specialists, etc.): | | |
| In schools | 0 | 0 |
| In central office | 43 | 43 |

Types of extra-curricular support positions funded:

Athletic coaches, Tutoring and before/after school instruction

Instructional support staff (non-certificated)

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Total number of instructional support staff: | | 270 |

- Experience: Unable to calculate.

Related services

| | # Full-time district employees | # Contracted |
|------------------------------|--------------------------------|--------------|
| Occupational Therapists | | 1 |
| Physical Therapists | | 1 |
| Psychologist | | 2 |
| Speech Language Pathologists | 1 | 4 |

Services provided at least partially via distance: **Speech & Language Therapy**

Non-instructional school personnel

| | Total # of FTEs | Total # of employees | Are some or all of these services contracted? |
|---|-----------------|----------------------|---|
| Administrative assistants | Not provided | | no |
| Building maintenance and janitors | | | no |
| Bus drivers, bus aides, or other transportation service providers | | | yes |
| Cooks and food service providers | | | no |
| IT support | | | no |
| Playground aides and lunchroom monitors | | | no |

Lower Yukon Schools

2014-2015 School Year

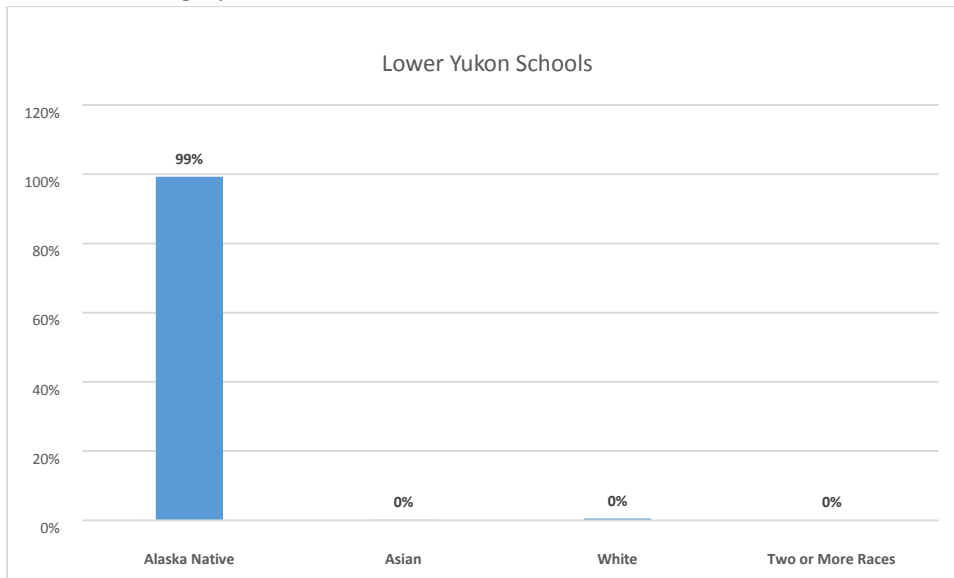
Total number of students K-12: 2,048

Number of schools:

- 10 K-12 schools



Student Demographics:



Indigenous Language(s) spoken in district: **Yupik**

Staffing

Teachers

| # of teachers | Academic year | | | | |
|--------------------|---------------|-----------|-----------|-----------|-----------|
| | 2010-2011 | 2011-2012 | 2012-2013 | 2013-2014 | 2014-2015 |
| Total | 177 | 176 | 176 | 177 | 178 |
| Tenured | 78 | 80 | 75 | 71 | 79 |
| Non-tenured | 99 | 96 | 101 | 106 | 99 |

Other certificated positions

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Building administrators | 18 | 18 |
| Central office administrators | 11 | 11 |
| Counselors | 11 | 11 |
| Librarians | 0 | 0 |
| Other non-instructional certificated positions not specified above (such as education technology coordinators, program coordinators, curriculum specialists, etc.): | | |
| In schools | 0 | 0 |
| In central office | 7 | 7 |

Types of extra-curricular support positions funded:

Athletic coaches, Clubs and extra-curricular advising, Tutoring and before/after school instruction

Instructional support staff (non-certificated)

| | Total number of FTEs | Total number of employees |
|--|----------------------|---------------------------|
| Total number of instructional support staff: | 94 | 101 |

- 18 % of institutional support staff have less than 1 year of experience, and 54 % have more than 5 years of experience in the district.

Related services

| | # Full-time district employees | # Contracted |
|-------------------------------------|--------------------------------|--------------|
| Assistive technology specialist | 0 | 1 |
| Occupational Therapists | 0 | 1 |
| Orientation and mobility specialist | 0 | 1 |
| Physical Therapists | 0 | 1 |
| Psychologist | 0 | 2 |
| Speech Language Pathologists | 0 | 3 |

Services provided at least partially via distance: **Speech & Language Therapy, Occupational Therapy, Physical Therapy.**

Non-instructional school personnel

| | Total # of FTEs | Total # of employees | Are some or all of these services contracted? |
|---|-----------------|----------------------|---|
| Administrative assistants | 9.5 | 10 | no |
| Building maintenance and janitors | 36 | 36 | no |
| Bus drivers, bus aides, or other transportation service providers | 0 | 0 | no |
| Cooks and food service providers | 28 | 29 | no |
| Home to School Coordinators | 9.5 | 10 | |
| IT support | 0 | 0 | no |
| Playground aides and lunchroom monitors | 0 | 0 | no |

Mat-Su Borough Schools

2014-2015 School Year

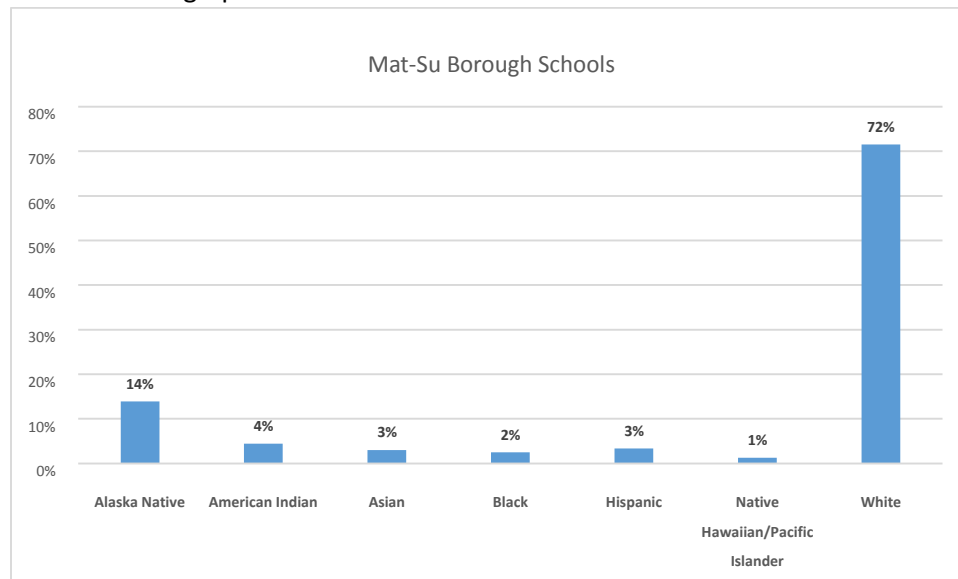
Total number of students K-12: 17,666

Number of schools:

- 20 elementary schools
- 5 middle schools
- 4 K-8 schools
- 1 secondary school
- 4 high schools
- 4 K-12 schools
- 1 home school
- 2 alternative high schools
- 1 alternative secondary school
- 1 K-12 alternative school
- 1 career and technical education high school
- 1 correctional facility school



Student Demographics:



Indigenous Language(s) spoken in district: **None**

Staffing

Teachers

| # of teachers | Academic year | | | | |
|--------------------|---------------|-----------|-----------|-----------|-----------|
| | 2010-2011 | 2011-2012 | 2012-2013 | 2013-2014 | 2014-2015 |
| Total | 1180 | 1171 | 1170 | 1203 | 1191 |
| Tenured | 881 | 932 | 926 | 948 | 960 |
| Non-tenured | 299 | 239 | 244 | 255 | 231 |

Other certificated positions

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Building administrators | 61 | 61 |
| Central office administrators | 19 | 19 |
| Counselors | 26.98 | 29 |
| Librarians | 27 | 33 |
| Other non-instructional certificated positions not specified above (such as education technology coordinators, program coordinators, curriculum specialists, etc.): | | |
| In schools | 6.5 | 10 |
| In central office | 15.5 | 16 |

Types of extra-curricular support positions funded:

Athletic coaches, Clubs and extra-curricular advising

Instructional support staff (non-certificated)

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Total number of instructional support staff: | 296.02 | 328 |

- 14 % of institutional support staff have less than 1 year of experience, and 59 % have more than 5 years of experience in the district.

Related services

| | # Full-time district employees | # Contracted |
|---|--------------------------------|--------------|
| Assistive technology specialist | 2 | 0 |
| Audiologists | 2 | 0 |
| Medical services | 23 | 0 |
| Occupational Therapists | 7 | 4 |
| Occupational Therapy Assistants | 0 | 1 |
| Physical Therapists | 3 | 1 |
| Physical Therapy Assistants | 1 | 0 |
| Psychologist | 16 | 2 |
| Speech Language Pathologists | 26 | 2 |
| Speech Language Pathology Assistants | 3 | 0 |

- All services are delivered face-to-face

Non-instructional school personnel

| | Total # of FTEs | Total # of employees | Are some or all of these services contracted? |
|--|-----------------|----------------------|---|
| Administrative assistants | 337.87 | 380 | no |
| Building maintenance and janitors | 133.7 | 153 | no |
| Bus drivers, bus aides, or other transportation service providers | | | |
| Cooks and food service providers | 116.39 | 173 | no |
| IT support | 71.18 | 75 | no |
| Operations & Maintenance | 90 | 90 | no |
| Playground aides and lunchroom monitors | 38.47 | 127 | no |

Mount Edgecumbe

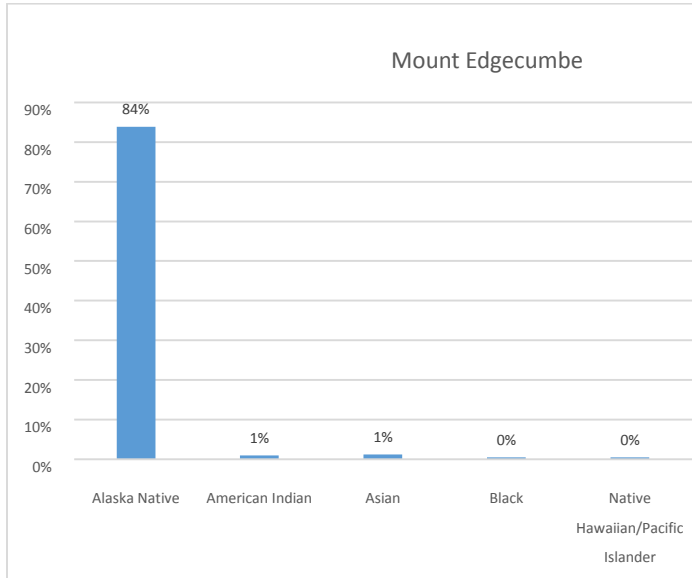
2014-2015 School Year

Total number of students K-12: 421

Number of schools:

- 1 high school boarding school

Student Demographics:



No information provided.

Nenana City Schools

2014-2015 School Year

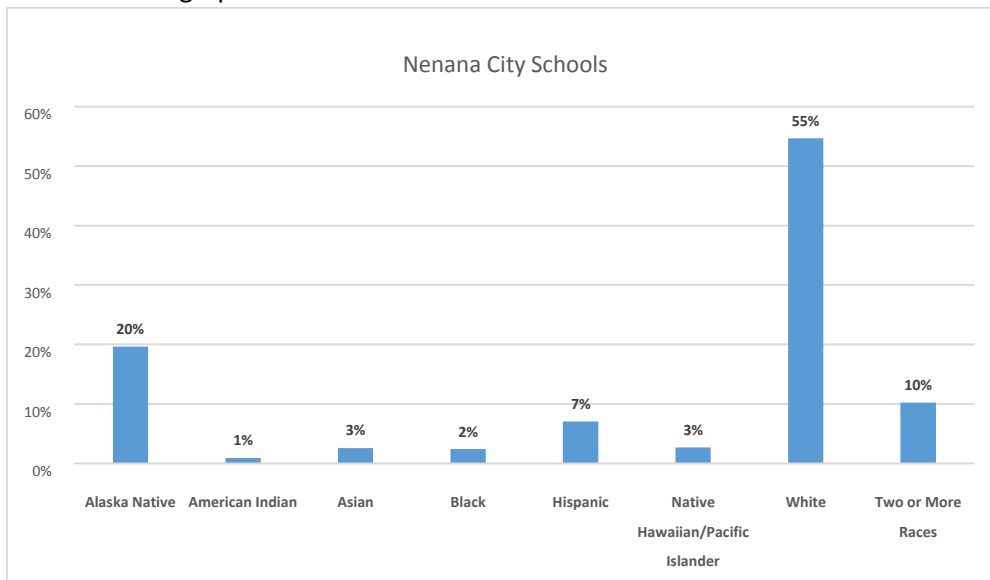
Total number of students K-12: 1,010

Number of schools:

- 1 K-12 school
- 1 correspondence school



Student Demographics:



Indigenous Language(s) spoken in district: **Athabaskan**

Staffing

Teachers

| # of teachers | Academic year | | | | |
|--------------------|---------------|-----------|-----------|-----------|-----------|
| | 2010-2011 | 2011-2012 | 2012-2013 | 2013-2014 | 2014-2015 |
| Total | 25 | 29 | 25 | 23 | 25 |
| Tenured | 18 | 18 | 18 | 20 | 16 |
| Non-tenured | 7 | 11 | 7 | 3 | 9 |

Other certificated positions

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Building administrators | 2 | 2 |
| Central office administrators | 2 | 2 |
| Counselors | 2 | 2 |
| Librarians | 0 | 0 |
| Other non-instructional certificated positions not specified above (such as education technology coordinators, program coordinators, curriculum specialists, etc.): | | |
| In schools | 0 | 0 |
| In central office | 0 | 0 |

Types of extra-curricular support positions funded:

Athletic coaches, Clubs and extra-curricular advising

Instructional support staff (non-certificated)

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Total number of instructional support staff: | 4 | 4 |

- 25 % of institutional support staff have less than 1 year of experience, and 0 % have more than 5 years of experience in the district.

Related services

| | # Full-time district employees | # Contracted |
|------------------------------|--------------------------------|--------------|
| Autism Behavioral Spec | 0 | 1 |
| Occupational Therapists | 0 | 1 |
| Psychologist | 0 | 1 |
| Speech Language Pathologists | 0 | 1 |

- All services are delivered face-to-face

Non-instructional school personnel

| | Total # of FTEs | Total # of employees | Are some or all of these services contracted? |
|---|-----------------|----------------------|---|
| Administrative assistants | 6.75 | 7 | no |
| Building maintenance and janitors | 6.25 | 7 | no |
| Bus drivers, bus aides, or other transportation service providers | 0 | 0 | yes |
| Classified Administrators | 2 | 2 | no |
| Cooks and food service providers | 1.7 | 2 | no |
| IT support | 0 | 0 | yes |
| Playground aides and lunchroom monitors | 0 | 0 | no |

Nome Public Schools

2014-2015 School Year

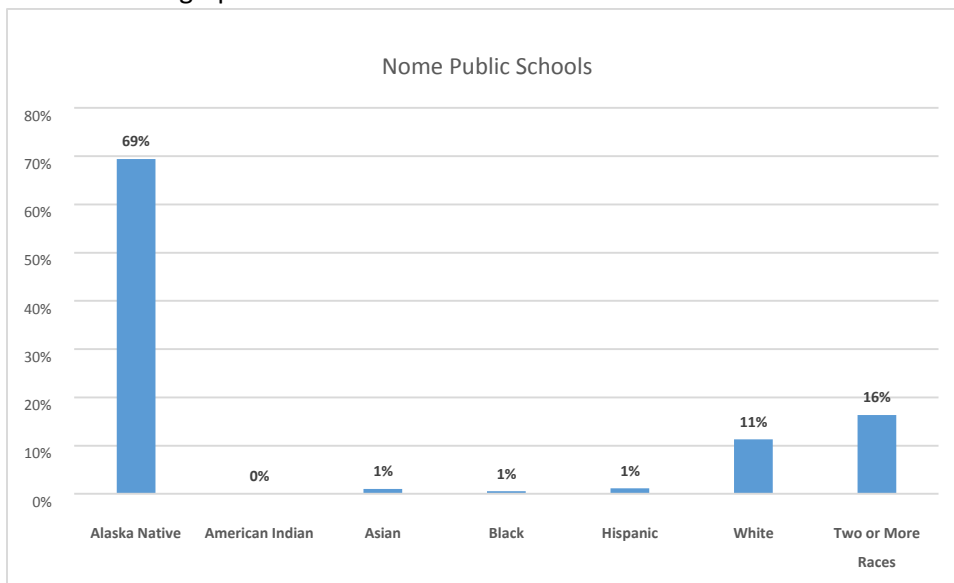
Total number of students K-12: 697

Number of schools:

- 1 elementary school
- 1 middle school
- 1 secondary school
- 1 correspondence school
- 1 correctional facility school



Student Demographics:



Indigenous Language(s) spoken in district: **Inupiaq, Siberian Yupik, Yupik**

Staffing

Teachers

| # of teachers | Academic year | | | | |
|--------------------|---------------|-----------|-----------|-----------|-----------|
| | 2010-2011 | 2011-2012 | 2012-2013 | 2013-2014 | 2014-2015 |
| Total | 56 | 47 | 56 | 62 | 60 |
| Tenured | 21 | 18 | 30 | 34 | 34 |
| Non-tenured | 35 | 29 | 26 | 28 | 26 |

Other certificated positions

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Building administrators | 4 | 4 |
| Central office administrators | 2 | 2 |
| Counselors | 2 | 2 |
| Librarians | 1 | 1 |
| Other non-instructional certificated positions not specified above (such as education technology coordinators, program coordinators, curriculum specialists, etc.): | | |
| In schools | | |
| In central office | 2 | 2 |

Types of extra-curricular support positions funded:

Athletic coaches, Clubs and extra-curricular advising, Tutoring and before/after school instruction

Instructional support staff (non-certificated)

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Total number of instructional support staff: | 20 | 20 |

- 35 % of institutional support staff have less than 1 year of experience, and 40 % have more than 5 years of experience in the district.

Related services

| | # Full-time district employees | # Contracted |
|------------------------------|--------------------------------|--------------|
| Occupational Therapists | | 1 |
| Physical Therapists | | 1 |
| Psychologist | | 1 |
| Speech Language Pathologists | 1 | 1 |

- All services are delivered face-to-face

Non-instructional school personnel

| | Total # of FTEs | Total # of employees | Are some or all of these services contracted? |
|---|-----------------|----------------------|---|
| Administrative assistants | 1 | 1 | |
| Asst. Business Manager | 1 | 1 | |
| Building maintenance and janitors | 13 | 13 | |
| Bus drivers, bus aides, or other transportation service providers | | | yes |
| Business Manager | 1 | 1 | |
| Cooks and food service providers | 1 | 1 | yes |
| IT support | 1 | 1 | |
| Purchasing | 1 | 1 | |
| Secretary | 4 | 4 | |

Pelican City Schools

2014-2015 School Year

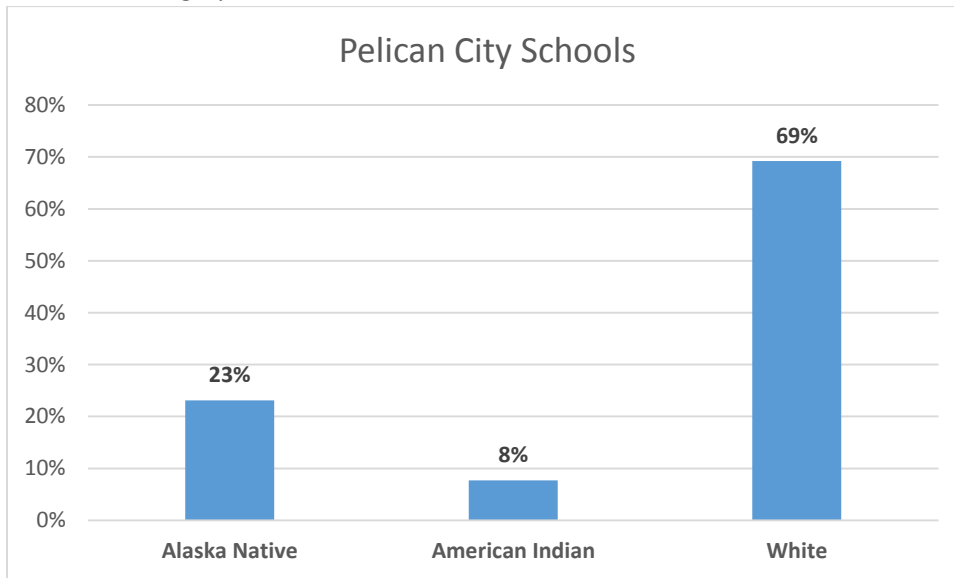
Total number of students K-12: 13

Number of schools:

- 1 K-12 school



Student Demographics:



Indigenous Language(s) spoken in district: **Not Indicated**

Staffing

Teachers

| # of teachers | Academic year | | | | |
|--------------------|---------------|-----------|-----------|-----------|-----------|
| | 2010-2011 | 2011-2012 | 2012-2013 | 2013-2014 | 2014-2015 |
| Total | 1 | 1 | 1 | 1 | 1 |
| Tenured | 0 | 0 | 0 | 0 | 0 |
| Non-tenured | 1 | 1 | 1 | 1 | 1 |

Other certificated positions

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Building administrators | 1 | 1 |
| Central office administrators | 1 | 1 |
| Counselors | | |
| Librarians | | |
| Other non-instructional certificated positions not specified above (such as education technology coordinators, program coordinators, curriculum specialists, etc.): | | |
| In schools | | |
| In central office | | |

Types of extra-curricular support positions funded:

Athletic coaches, Tutoring and before/after school instruction

Instructional support staff (non-certificated)

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Total number of instructional support staff: | 1 | 1 |

- 100 % of institutional support staff have less than 1 year of experience, and 0 % have more than 5 years of experience in the district.

Related services

| | # Full-time district employees | # Contracted |
|------------------------------|--------------------------------|--------------|
| Medical services | | 1 |
| Speech Language Pathologists | | 1 |

Services provided at least partially via distance: **Speech & Language Therapy**

Non-instructional school personnel

| | Total # of FTEs | Total # of employees | Are some or all of these services contracted? |
|---|-----------------|----------------------|---|
| Building maintenance and janitors | 0.5 | 1 | |
| IT support | | | yes |
| Playground aides and lunchroom monitors | 1 | 1 | |
| SPED | | | yes |

Petersburg Borough Schools

2014-2015 School Year

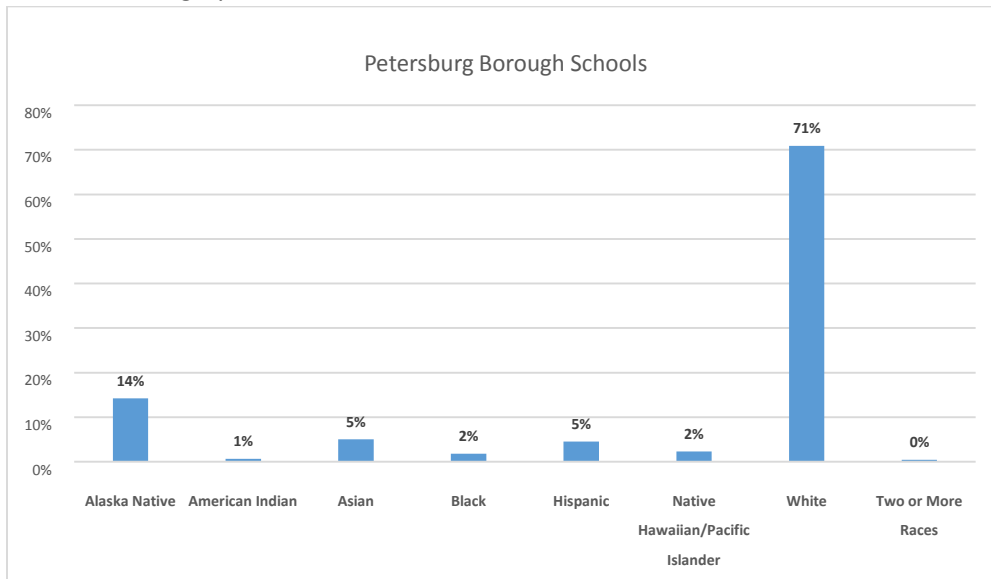
Total number of students K-12: 436

Number of schools:

- 1 elementary school
- 1 middle school
- 1 high school



Student Demographics:



Indigenous Language(s) spoken in district: **None**

Staffing

Teachers

| # of teachers | Academic year | | | | |
|--------------------|---------------|-----------|-----------|-----------|-----------|
| | 2010-2011 | 2011-2012 | 2012-2013 | 2013-2014 | 2014-2015 |
| Total | 41 | 42 | 41 | 40 | 39 |
| Tenured | 38 | 38 | 37 | 36 | 35 |
| Non-tenured | 3 | 4 | 4 | 4 | 4 |

Other certificated positions

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Building administrators | 2 | 2 |
| Central office administrators | 1 | 1 |
| Counselors | 2 | 2 |
| Librarians | 2 | 2 |
| Other non-instructional certificated positions not specified above (such as education technology coordinators, program coordinators, curriculum specialists, etc.): | | |
| In schools | 1 | 1 |
| In central office | | |

Types of extra-curricular support positions funded:

Athletic coaches

Instructional support staff (non-certificated)

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Total number of instructional support staff: | 16.26 | 20 |

- 10 % of institutional support staff have less than 1 year of experience, and 80 % have more than 5 years of experience in the district.

Related services

| | # Full-time district employees | # Contracted |
|---|--------------------------------|--------------|
| Assistive technology specialist | 1 | |
| Audiologists | | 1 |
| Occupational Therapists | | 2 |
| Physical Therapists | | 1 |
| Psychologist | | 1 |
| Speech Language Pathologists | | 1 |
| Speech Language Pathology Assistants | | 1 |

- All services are delivered face-to-face

Non-instructional school personnel

| | Total # of FTEs | Total # of employees | Are some or all of these services contracted? |
|--|-----------------|----------------------|---|
| Administrative assistants | 1 | 1 | no |
| Building maintenance and janitors | 5.25 | 6 | no |
| Bus drivers, bus aides, or other transportation service providers | 0 | 0 | yes |
| Cooks and food service providers | 3 | 4 | no |
| Finance Office | 2 | 1.88 | |
| IT support | 1 | 1 | no |
| Playground aides and lunchroom monitors | 0.25 | 3 | no |

Pribilof Schools

2014-2015 School Year

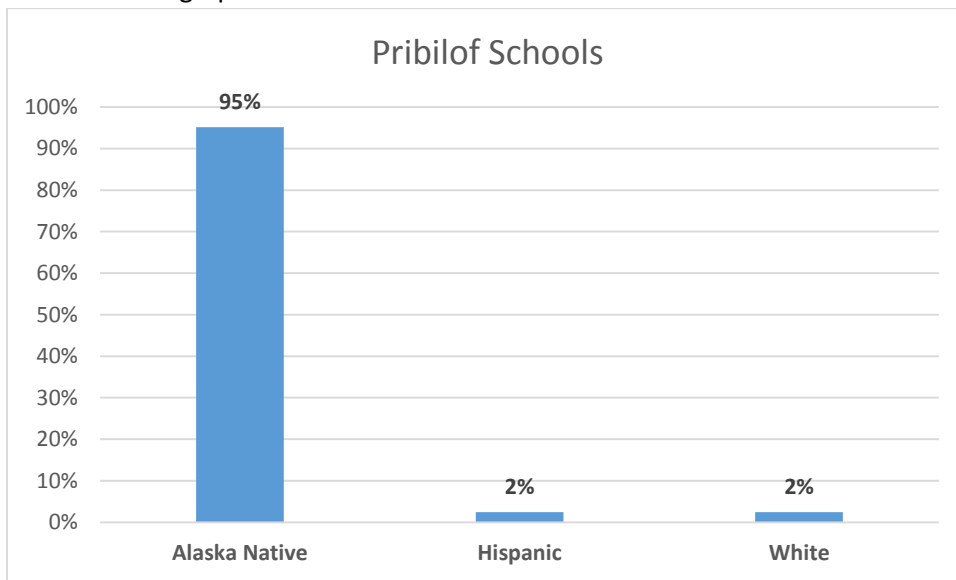
Total number of students K-12: 83

Number of schools:

- 2 K-12 schools



Student Demographics:



Indigenous Language(s) spoken in district: **Unangan**

Staffing

Teachers

| # of teachers | Academic year | | | | |
|--------------------|---------------|-----------|-----------|-----------|-----------|
| | 2010-2011 | 2011-2012 | 2012-2013 | 2013-2014 | 2014-2015 |
| Total | 9 | 9 | 8 | 8 | 7 |
| Tenured | 4 | 5 | 3 | 3 | 4 |
| Non-tenured | 5 | 4 | 5 | 5 | 3 |

Other certificated positions

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Building administrators | 0.5 | 2 |
| Central office administrators | 0.5 | 1 |
| Counselors | 0 | 0 |
| Librarians | 0 | 0 |
| Other non-instructional certificated positions not specified above (such as education technology coordinators, program coordinators, curriculum specialists, etc.): | | |
| In schools | 0 | 0 |
| In central office | 0 | 0 |

Types of extra-curricular support positions funded:

Athletic coaches, Clubs and extra-curricular advising, Tutoring and before/after school instruction

Instructional support staff (non-certificated)

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Total number of instructional support staff: | 4.25 | 5 |

- *20 % of institutional support staff have less than 1 year of experience, and 0 % have more than 5 years of experience in the district.*

Related services

| | # Full-time district employees | # Contracted |
|---|--------------------------------|--------------|
| Assistive technology specialist | 0 | 1 |
| Audiologists | 0 | 1 |
| Medical services | 0 | 1 |
| Occupational Therapists | 0 | 1 |
| Occupational Therapy Assistants | | 1 |
| Physical Therapists | | 1 |
| Physical Therapy Assistants | | 1 |
| Psychologist | | 1 |
| Special Ed | 1 | 0 |
| Speech Language Pathologists | 0 | 1 |
| Speech Language Pathology Assistants | 0 | 1 |
| Test Coordinator | 0 | 1 |
| Vocational Specialist | 0 | 1 |

- *All services are delivered face-to-face*

Non-instructional school personnel

| | Total # of FTEs | Total # of employees | Are some or all of these services contracted? |
|--|------------------------|-----------------------------|--|
| Administrative assistants/clerical | 0.75 | 1 | yes |
| Building maintenance and janitors | 2.75 | 2 | yes |
| Bus drivers, bus aides, or other transportation service providers | 0 | 0 | |
| Cooks and food service providers | 0 | 0 | |
| IT support | 0.25 | 0 | yes |
| Other - Substitutes & Temps various | 1.75 | 14 | yes |
| Other Admin Support | 2 | 0 | yes |
| Playground aides and lunchroom monitors | 0 | 0 | |

Sitka Borough Schools

2014-2015 School Year

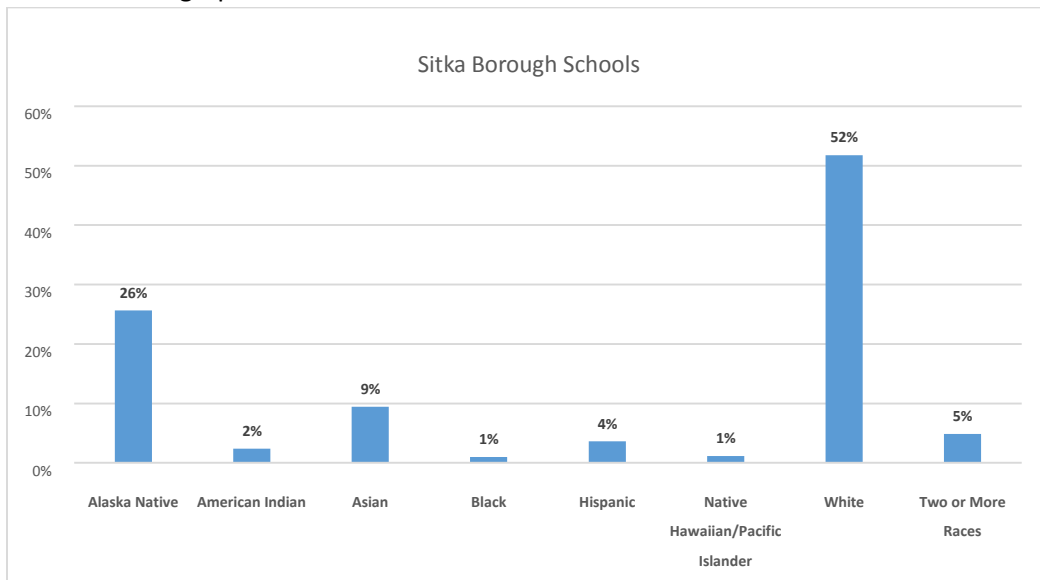
Total number of students K-12: 1375

Number of schools:

- 2 elementary schools
- 1 middle school
- 1 high school
- 1 correspondence school
- 1 alternative high school



Student Demographics:



Indigenous Language(s) spoken in district: **Tlingit**

Staffing

Teachers

| # of teachers | Academic year | | | | |
|--------------------|---------------|-----------|-----------|-----------|-----------|
| | 2010-2011 | 2011-2012 | 2012-2013 | 2013-2014 | 2014-2015 |
| Total | 108 | 108 | 109 | 106 | 119 |
| Tenured | 89 | 90 | 91 | 84 | 89 |
| Non-tenured | 19 | 18 | 18 | 22 | 30 |

Other certificated positions

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Building administrators | 6.3 | 8 |
| Central office administrators | 2.95 | 3 |
| Counselors | 5 | 6 |
| Librarians | 3 | 3 |
| Other non-instructional certificated positions not specified above (such as education technology coordinators, program coordinators, curriculum specialists, etc.): | | |
| In schools | 0 | 0 |
| In central office | 0 | 0 |

Types of extra-curricular support positions funded:

Athletic coaches, Clubs and extra-curricular advising, Tutoring and before/after school instruction

Instructional support staff (non-certificated)

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Total number of instructional support staff: | 46.5 | 48 |

- *Experience: Unable to calculate.*

Related services

| | # Full-time district employees | # Contracted |
|--------------------------------------|--------------------------------|--------------|
| Occupational Therapists | 1 | |
| Physical Therapists | | 2 |
| Psychologist | 1 | 2 |
| Secretaries | 9.22 | |
| Speech Language Pathologists | 1 | 1 |
| Speech Language Pathology Assistants | 2 | |

- *All services are delivered face-to-face*

Non-instructional school personnel

| | Total # of FTEs | Total # of employees | Are some or all of these services contracted? |
|---|-----------------|----------------------|---|
| Accountant | 2 | 2 | no |
| Administrative assistants | 1 | 1 | no |
| Building maintenance and janitors | 4 | 4 | yes |
| Bus drivers, bus aides, or other transportation service providers | 0 | 0 | yes |
| Business Manager | 1 | 1 | no |
| Cooks and food service providers | 0 | 0 | yes |
| Director of Cultural Studies | 1 | 1 | no |
| Director of IT | 1 | 1 | no |
| Director of Maintenance | 1 | 1 | no |
| IT support | 1 | 1 | no |
| Playground aides and lunchroom monitors | 0 | 0 | no |

Skagway Schools

2014-2015 School Year

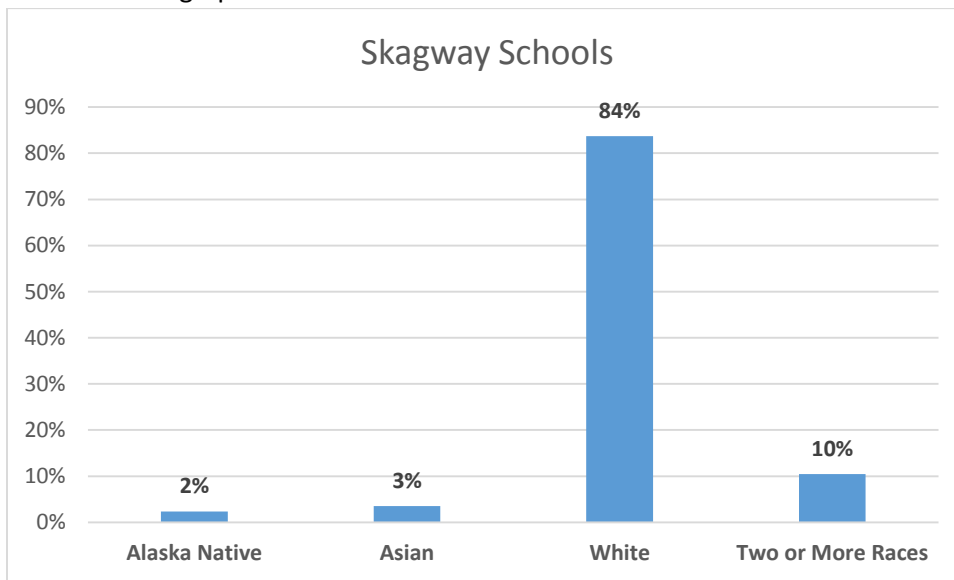
Total number of students K-12: 86

Number of schools:

- 1 K-12 school



Student Demographics:



Indigenous Language(s) spoken in district: **Not indicated**

Staffing

Teachers

| # of teachers | Academic year | | | | |
|--------------------|---------------|-----------|-----------|-----------|-----------|
| | 2010-2011 | 2011-2012 | 2012-2013 | 2013-2014 | 2014-2015 |
| Total | 7 | 8 | 8 | 10 | 11 |
| Tenured | 7 | 7 | 8 | 7 | 7 |
| Non-tenured | 0 | 1 | 0 | 3 | 4 |

Other certificated positions

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Building administrators | 1 | 1 |
| Central office administrators | | |
| Counselors | 0.5 | 1 |
| Librarians | | |
| Other non-instructional certificated positions not specified above (such as education technology coordinators, program coordinators, curriculum specialists, etc.): | | |
| In schools | | |
| In central office | | |

Types of extra-curricular support positions funded:

Athletic coaches

Instructional support staff (non-certificated)

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Total number of instructional support staff: | 2 | 3 |

- 67 % of institutional support staff have less than 1 year of experience, and 0 % have more than 5 years of experience in the district.

Related services

| | # Full-time district employees | # Contracted |
|-------------------------------------|--------------------------------|--------------|
| Occupational Therapists | | 1 |
| Speech Language Pathologists | | 1 |

Services provided at least partially via distance: **Speech & Language Therapy, Occupational Therapy**

Non-instructional school personnel

| | Total # of FTEs | Total # of employees | Are some or all of these services contracted? |
|--|-----------------|----------------------|---|
| Administrative assistants | 1 | 1 | no |
| Building maintenance and janitors | 2 | 2 | no |
| Business Manager | 1 | 1 | no |
| Cooks and food service providers | 1 | 1 | no |

Southeast Island Schools

2014-2015 School Year

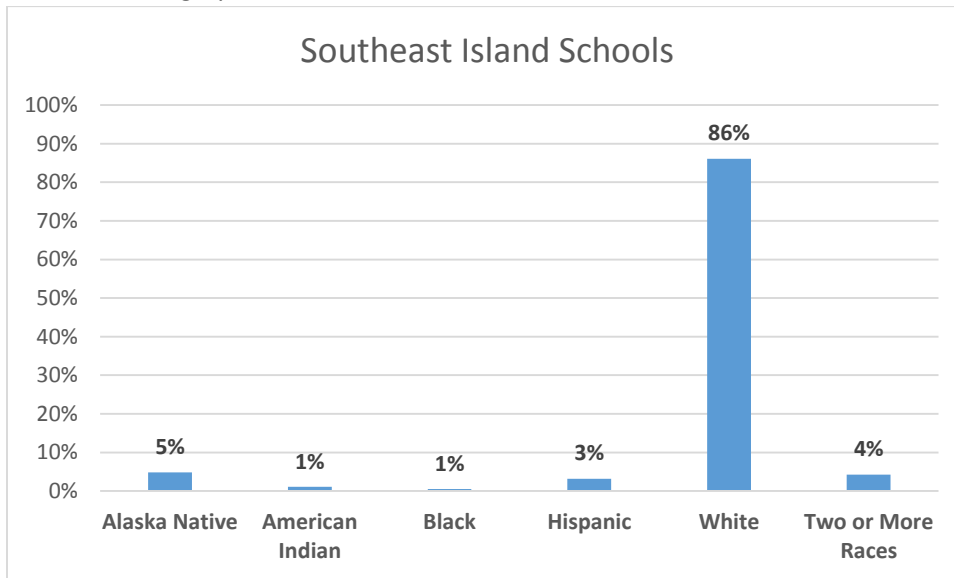
Total number of students K-12: 187

Number of schools:

- 9 K-12 schools



Student Demographics:



Indigenous Language(s) spoken in district: **Haida**

Staffing

Teachers

| # of teachers | Academic year | | | | |
|--------------------|---------------|-----------|-----------|-----------|-----------|
| | 2010-2011 | 2011-2012 | 2012-2013 | 2013-2014 | 2014-2015 |
| Total | 24 | 24 | 26 | 30 | 30 |
| Tenured | 13 | 10 | 12 | 13 | 13 |
| Non-tenured | 11 | 14 | 14 | 17 | 17 |

Other certificated positions

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Building administrators | 2 | 2 |
| Central office administrators | 0 | 0 |
| Counselors | 1 | 1 |
| Librarians | 0 | 0 |
| Other non-instructional certificated positions not specified above (such as education technology coordinators, program coordinators, curriculum specialists, etc.): | | |
| In schools | 0 | 0 |
| In central office | 1 | 1 |

Types of extra-curricular support positions funded:

Athletic coaches

Instructional support staff (non-certificated)

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Total number of instructional support staff: | 12.9 | 25 |

- 40 % of institutional support staff have less than 1 year of experience, and 36 % have more than 5 years of experience in the district.

Related services

| | # Full-time district employees | # Contracted |
|------------------------------|--------------------------------|--------------|
| Occupational Therapists | 0 | 1 |
| Physical Therapists | 0 | 1 |
| Psychologist | 0 | 1 |
| Speech Language Pathologists | 0 | 1 |

- All services are delivered face-to-face

Non-instructional school personnel

| | Total # of FTEs | Total # of employees | Are some or all of these services contracted? |
|---|-----------------|----------------------|---|
| Administrative assistants | 1 | 1 | no |
| Building maintenance and janitors | 7.45 | 25 | no |
| Bus drivers, bus aides, or other transportation service providers | 1.2 | 5 | no |
| Business Office | 2.73 | 3 | yes |
| Cooks and food service providers | 2.26 | 14 | no |
| Fleet Mechanic | 1 | 1 | no |
| IT support | 0.73 | 1 | yes |
| Playground aides and lunchroom monitors | 0.1 | 1 | no |

Southwest Region Schools

2014-2015 School Year

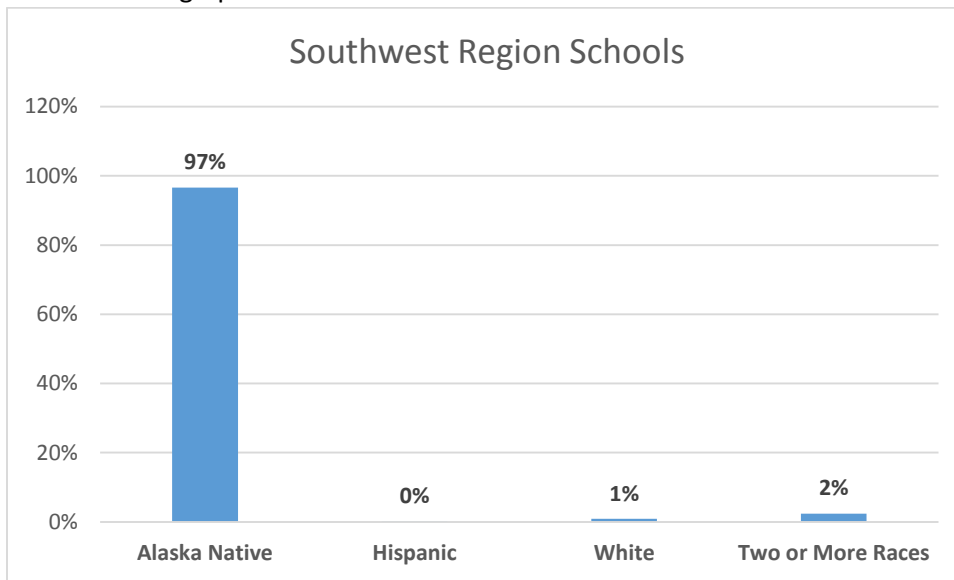
Total number of students K-12: 590

Number of schools:

- 3 K-8 schools
- 4 K-12 schools



Student Demographics:



Indigenous Language(s) spoken in district: **Inupiaq, Yupik**

Staffing

Teachers

| # of teachers | Academic year | | | | |
|--------------------|---------------|-----------|-----------|-----------|-----------|
| | 2010-2011 | 2011-2012 | 2012-2013 | 2013-2014 | 2014-2015 |
| Total | 71 | 69 | 65 | 65 | 64 |
| Tenured | 27 | 29 | 27 | 29 | 25 |
| Non-tenured | 44 | 40 | 38 | 36 | 39 |

Other certificated positions

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Building administrators | 2 | 2 |
| Central office administrators | 5 | 5 |
| Counselors | 3 | 4 |
| Librarians | 0 | 0 |
| Other non-instructional certificated positions not specified above (such as education technology coordinators, program coordinators, curriculum specialists, etc.): | | |
| In schools | 0 | 0 |
| In central office | 5 | 5 |

Types of extra-curricular support positions funded:

Athletic coaches, Battle of the Books, Class Advisor, Spelling Bee Advisor, Student Gov't Advisor, Tutoring and before/after school instruction, Yearbook Advisor

Instructional support staff (non-certificated)

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Total number of instructional support staff: | 49 | 51 |

- 14 % of institutional support staff have less than 1 year of experience, and 49 % have more than 5 years of experience in the district.

Related services

| | # Full-time district employees | # Contracted |
|------------------------------|--------------------------------|--------------|
| Nutritionist | 1 | 0 |
| Occupational Therapists | 0 | 1 |
| Physical Therapists | 0 | 1 |
| Psychologist | 0 | 1 |
| Speech Language Pathologists | 0 | 1 |

Services provided at least partially via distance: **Nutrition services**

Non-instructional school personnel

| | Total # of FTEs | Total # of employees | Are some or all of these services contracted? |
|---|-----------------|----------------------|---|
| Accountant | 3 | 3 | no |
| Accounts Payable | 1 | 1 | no |
| Administrative assistants | 2 | 2 | no |
| Building maintenance and janitors | 12 | 18 | no |
| Bus drivers, bus aides, or other transportation service providers | 0 | 0 | yes |
| Business Manager | 1 | 1 | no |
| Cooks and food service providers | 6 | 12 | no |
| IT support | 2 | 2 | no |
| Purchasing | 1 | 1 | no |
| Receptionist | 1 | 1 | no |

Saint Mary's Schools

2014-2015 School Year

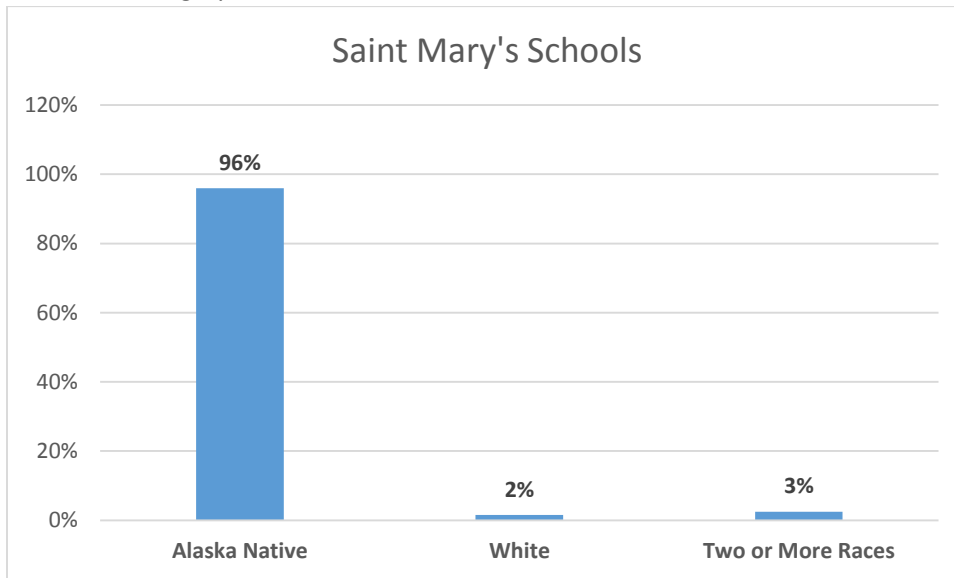
Total number of students K-12: 199

Number of schools:

- 1 K-12 school



Student Demographics:



Indigenous Language(s) spoken in district: **Yupik**

Staffing

Teachers

| # of teachers | Academic year | | | | |
|--------------------|---------------|-----------|-----------|-----------|-----------|
| | 2010-2011 | 2011-2012 | 2012-2013 | 2013-2014 | 2014-2015 |
| Total | 14 | 14 | 14 | 14 | 14 |
| Tenured | 5 | 5 | 5 | 8 | 7 |
| Non-tenured | 9 | 9 | 9 | 6 | 7 |

Other certificated positions

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Building administrators | 1 | 1 |
| Central office administrators | 1 | 1 |
| Counselors | 1 | 1 |
| Librarians | 0 | 0 |
| Other non-instructional certificated positions not specified above (such as education technology coordinators, program coordinators, curriculum specialists, etc.): | | |
| In schools | 0 | |
| In central office | 0 | |

Types of extra-curricular support positions funded:

Athletic coaches

Instructional support staff (non-certificated)

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Total number of instructional support staff: | 8 | 8 |

- 25 % of institutional support staff have less than 1 year of experience, and 0 % have more than 5 years of experience in the district.

Related services

| | # Full-time district employees | # Contracted |
|------------------------------|--------------------------------|--------------|
| Audiologists | | unknown |
| Physical Therapists | | unknown |
| Psychologist | | unknown |
| Speech Language Pathologists | | unknown |

- All services are delivered face-to-face

Non-instructional school personnel

| | Total # of FTEs | Total # of employees | Are some or all of these services contracted? |
|---|-----------------|----------------------|---|
| Administrative assistants | 1 | 1 | no |
| Building maintenance and janitors | 3 | 3 | no |
| Bus drivers, bus aides, or other transportation service providers | 1 | 1 | no |
| Cooks and food service providers | 3 | 3 | no |
| IT support | | | yes |

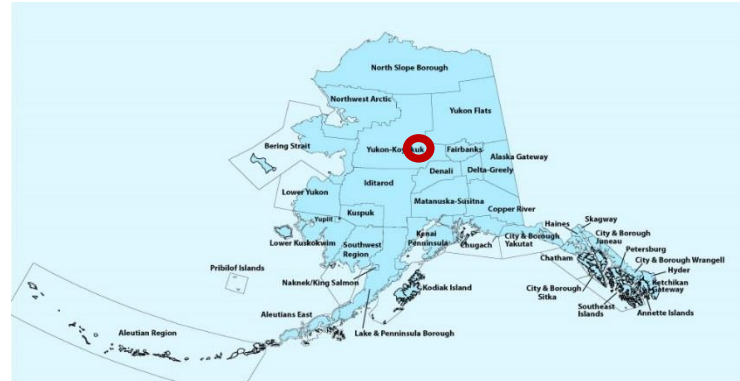
Tanana Schools

2014-2015 School Year

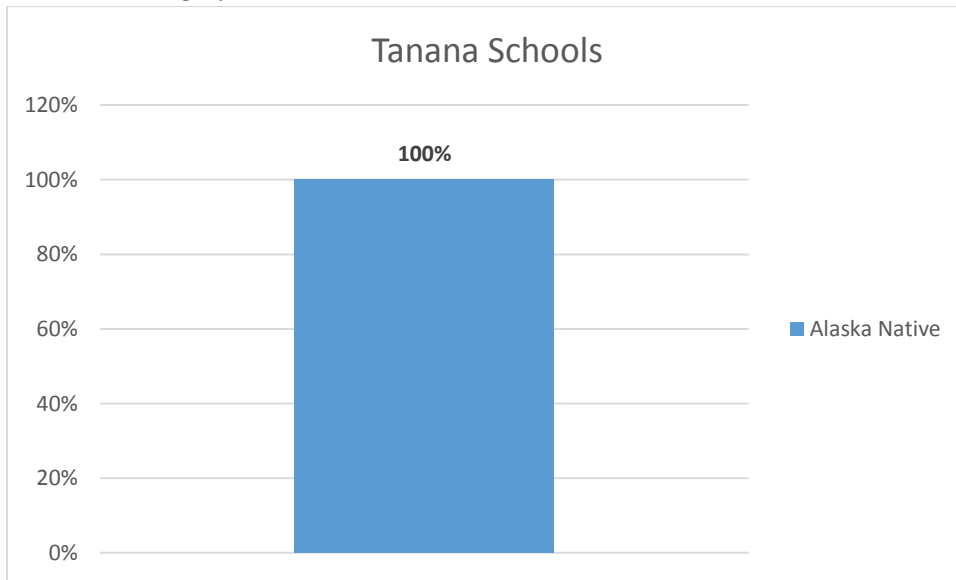
Total number of students K-12: 39

Number of schools:

- 1 K-12 school



Student Demographics:



Indigenous Language(s) spoken in district: **Not indicated**

Staffing

Teachers

| # of teachers | Academic year | | | | |
|--------------------|---------------|-----------|-----------|-----------|-----------|
| | 2010-2011 | 2011-2012 | 2012-2013 | 2013-2014 | 2014-2015 |
| Total | | 5 | 5 | 5 | 5 |
| Tenured | | 3 | 3 | 3 | 3 |
| Non-tenured | | 2 | 2 | 2 | 2 |

Other certificated positions

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Building administrators | | |
| Central office administrators | 1 | 1 |
| Counselors | | |
| Librarians | | |
| Other non-instructional certificated positions not specified above (such as education technology coordinators, program coordinators, curriculum specialists, etc.): | | |
| In schools | | |
| In central office | | |

Types of extra-curricular support positions funded:

Athletic coaches

Instructional support staff (non-certificated)

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Total number of instructional support staff: | 5 | 5 |

- *Experience: Unable to calculate.*

Related services

| | # Full-time district employees | # Contracted |
|-------------------------------------|--------------------------------|--------------|
| Occupational Therapists | | 1 |
| Psychologist | | 1 |
| Speech Language Pathologists | | 1 |

- *All services are delivered face-to-face*

Non-instructional school personnel

| | Total # of FTEs | Total # of employees | Are some or all of these services contracted? |
|--|-----------------|----------------------|---|
| Administrative assistants | 1 | 1 | |
| Building maintenance and janitors | 2 | 3 | |

Unalaska City Schools

2014-2015 School Year

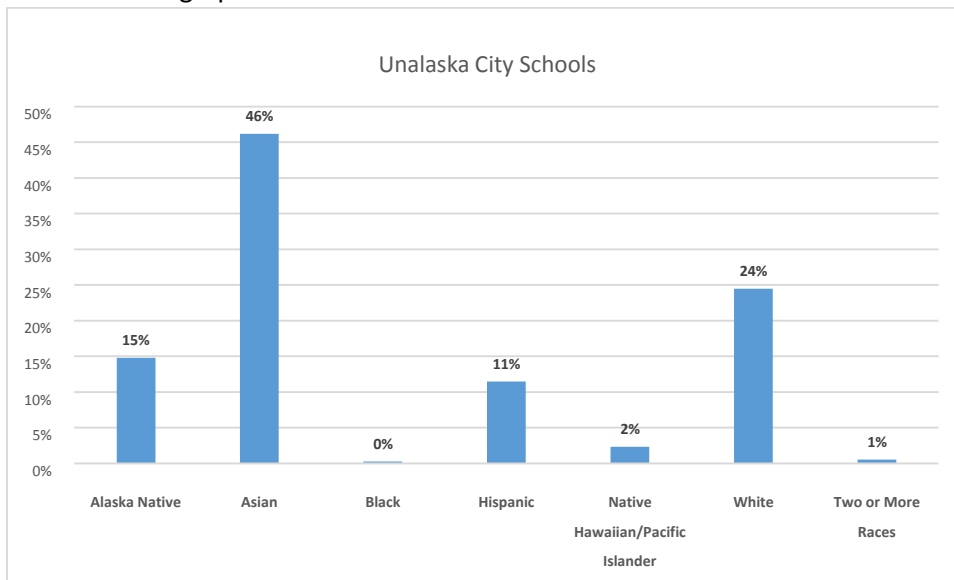
Total number of students K-12: 392

Number of schools:

- 1 elementary school
- 1 secondary school



Student Demographics:



Indigenous Language(s) spoken in district: **Unagan**

Staffing

Teachers

| # of teachers | Academic year | | | | |
|--------------------|---------------|-----------|-----------|-----------|-----------|
| | 2010-2011 | 2011-2012 | 2012-2013 | 2013-2014 | 2014-2015 |
| Total | 32 | 32 | 32 | 32 | 32 |
| Tenured | 20 | 21 | 20 | 20 | 21 |
| Non-tenured | 12 | 11 | 12 | 12 | 11 |

Other certificated positions

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Building administrators | 2 | 2 |
| Central office administrators | 2 | 2 |
| Counselors | 1 | 1 |
| Librarians | 0 | 0 |
| Other non-instructional certificated positions not specified above (such as education technology coordinators, program coordinators, curriculum specialists, etc.): | | |
| In schools | 0 | 0 |
| In central office | 0 | 0 |

Types of extra-curricular support positions funded:

Athletic coaches, Clubs and extra-curricular advising, Teaching on prep period, Tutoring and before/after school instruction

Instructional support staff (non-certificated)

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Total number of instructional support staff: | 12 | 12 |

- 25 % of institutional support staff have less than 1 year of experience, and 42 % have more than 5 years of experience in the district.

Related services

| | # Full-time district employees | # Contracted |
|------------------------------|--------------------------------|--------------|
| Occupational Therapists | 0 | 1 |
| Physical Therapists | 0 | 1 |
| Psychologist | 0 | 1 |
| Speech Language Pathologists | 0 | 1 |

- All services are delivered face-to-face

Non-instructional school personnel

| | Total # of FTEs | Total # of employees | Are some or all of these services contracted? |
|---|-----------------|----------------------|---|
| accountant/office clerk | 1 | 1 | |
| Administrative assistants | 1 | 1 | no |
| Building maintenance and janitors | 5 | 5 | no |
| Bus drivers, bus aides, or other transportation service providers | 0 | 0 | yes |
| Cooks and food service providers | 4 | 4 | no |
| IT support | 1 | 1 | no |
| Playground aides and lunchroom monitors | 0 | 0 | |
| school office worker | 2 | 2 | no |
| school secretary/registrar | 1 | 1 | no |

Valdez City Schools

2014-2015 School Year

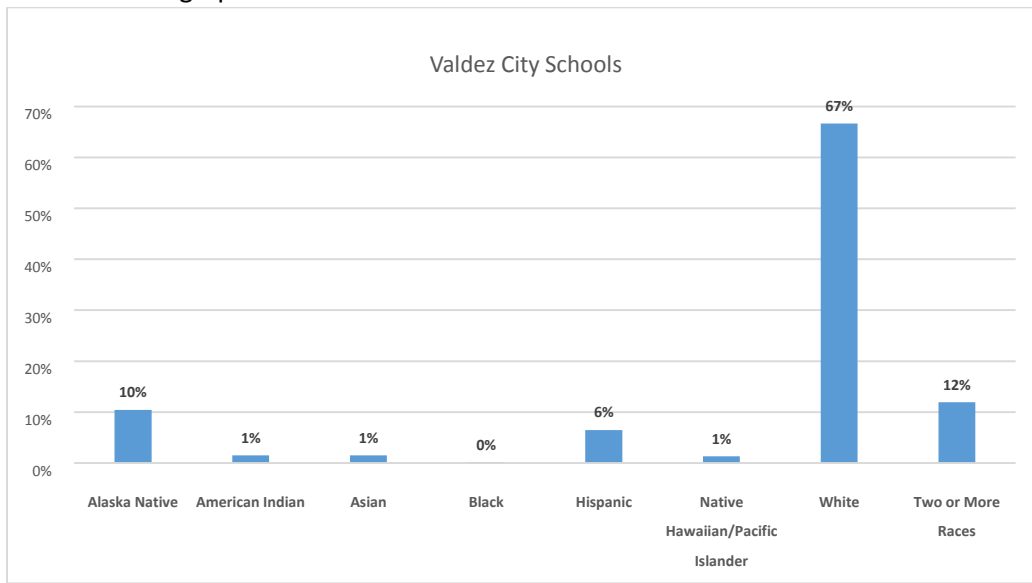
Total number of students K-12: 603

Number of schools:

- 1 elementary school
- 1 middle school
- 1 high school
- 1 home school



Student Demographics:



Indigenous Language(s) spoken in district: **Not indicated**

Staffing

Teachers

| # of teachers | Academic year | | | | |
|--------------------|---------------|-----------|-----------|-----------|-----------|
| | 2010-2011 | 2011-2012 | 2012-2013 | 2013-2014 | 2014-2015 |
| Total | 52 | 52 | 54 | 53 | 53 |
| Tenured | 43.5 | 42 | 43 | 41 | 46 |
| Non-tenured | 8.5 | 10 | 11 | 12 | 7 |

Other certificated positions

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Building administrators | 3 | 3 |
| Central office administrators | 1 | 1 |
| Counselors | 3 | 3 |
| Librarians | 1 | 1 |
| Other non-instructional certificated positions not specified above (such as education technology coordinators, program coordinators, curriculum specialists, etc.): | | |
| In schools | 1 | 1 |
| In central office | | |

Types of extra-curricular support positions funded:

Athletic coaches, Clubs and extra-curricular advising, Tutoring and before/after school instruction

Instructional support staff (non-certificated)

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Total number of instructional support staff: | 20 | 20 |

- 0 % of institutional support staff have less than 1 year of experience, and 50 % have more than 5 years of experience in the district.

Related services

| | # Full-time district employees | # Contracted |
|------------------------------|--------------------------------|--------------|
| Occupational Therapists | | 1 |
| Psychologist | | 1 |
| Speech Language Pathologists | 1 | |

- All services are delivered face-to-face

Non-instructional school personnel

| | Total # of FTEs | Total # of employees | Are some or all of these services contracted? |
|-----------------------------------|-----------------|----------------------|---|
| Administrative assistants | 5 | 5 | no |
| Building maintenance and janitors | 16 | 16 | no |
| Cooks and food service providers | 9 | 9 | no |
| IT support | 2 | 2 | no |

Wrangell City Schools

2014-2015 School Year

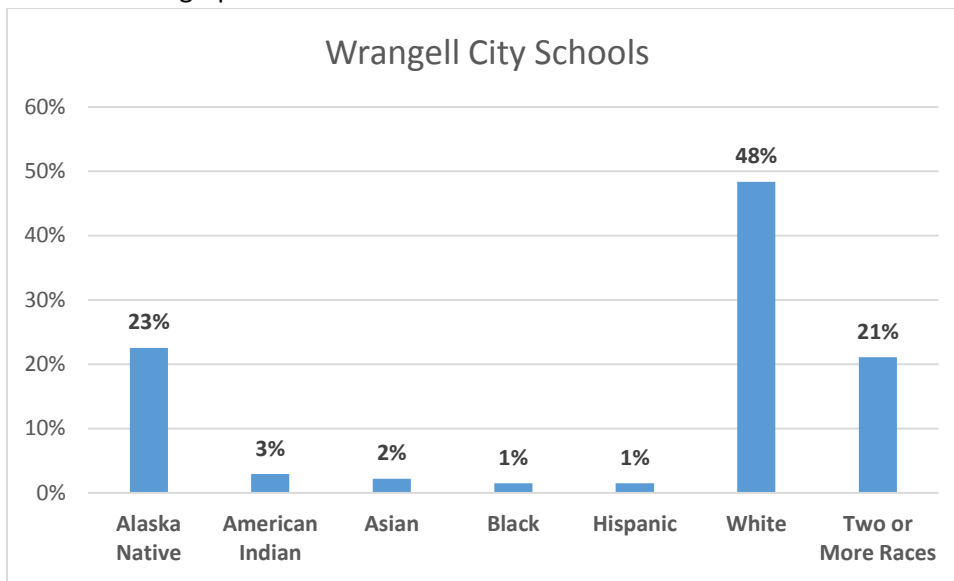
Total number of students K-12: 275

Number of schools:

- 1 elementary school
- 1 middle school
- 1 high school



Student Demographics:



Indigenous Language(s) spoken in district: **Tlingit**

Staffing

Teachers

| # of teachers | Academic year | | | | |
|--------------------|---------------|-----------|-----------|-----------|-----------|
| | 2010-2011 | 2011-2012 | 2012-2013 | 2013-2014 | 2014-2015 |
| Total | 26 | 24 | 24 | 24 | 21 |
| Tenured | 20 | 18 | 15 | 19 | 14 |
| Non-tenured | 6 | 6 | 9 | 5 | 7 |

Other certificated positions

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Building administrators | 2 | 2 |
| Central office administrators | 1 | 1 |
| Counselors | 1 | 1 |
| Librarians | 0.25 | 1 |
| Other non-instructional certificated positions not specified above (such as education technology coordinators, program coordinators, curriculum specialists, etc.): | | |
| In schools | | |
| In central office | | |

Types of extra-curricular support positions funded:

Athletic coaches, Clubs and extra-curricular advising, Tutoring and before/after school instruction

Instructional support staff (non-certificated)

| | Total number of FTEs | Total number of employees |
|--|----------------------|---------------------------|
| Total number of instructional support staff: | 28 | 19 |

- 16 % of institutional support staff have less than 1 year of experience, and 37 % have more than 5 years of experience in the district.

Related services

| | # Full-time district employees | # Contracted |
|--------------------------------|--------------------------------|--------------|
| Audiologists | | 1 |
| Occupational Therapists | | 1 |
| Physical Therapists | | 1 |
| Psychologist | | 1 |

- All services are delivered face-to-face

Non-instructional school personnel

| | Total # of FTEs | Total # of employees | Are some or all of these services contracted? |
|--|-----------------|----------------------|---|
| Administrative assistants | | 1 | no |
| Building maintenance and janitors | 5 | 5 | no |
| Bus drivers, bus aides, or other transportation service providers | | | yes |
| Cooks and food service providers | | | yes |
| IT support | 1 | 1 | no |
| Playground aides and lunchroom monitors | 1 | 4 | no |

Yakutat City Schools

2014-2015 School Year

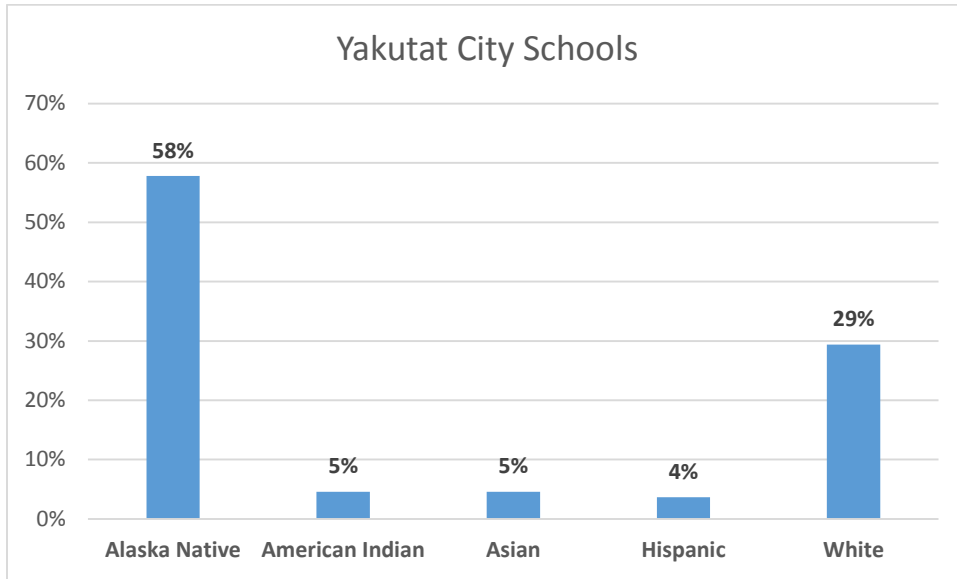
Total number of students K-12: 109

Number of schools:

- 1 K-12 school
- 1 home school



Student Demographics:



Indigenous Language(s) spoken in district: **Tlingit**

Staffing

Teachers

| # of teachers | Academic year | | | | |
|--------------------|---------------|-----------|-----------|-----------|-----------|
| | 2010-2011 | 2011-2012 | 2012-2013 | 2013-2014 | 2014-2015 |
| Total | 12 | 12 | 11 | 10 | 9 |
| Tenured | 7 | 8 | 8 | 9 | 8 |
| Non-tenured | 5 | 4 | 3 | 1 | 1 |

Other certificated positions

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Building administrators | 1 | 1 |
| Central office administrators | 1 | 1 |
| Counselors | 0 | 0 |
| Librarians | 0 | 0 |
| Other non-instructional certificated positions not specified above (such as education technology coordinators, program coordinators, curriculum specialists, etc.): | | |
| In schools | 0 | 0 |
| In central office | 0 | 0 |

Types of extra-curricular support positions funded:

Athletic coaches, Clubs and extra-curricular advising, Tutoring and before/after school instruction

Instructional support staff (non-certificated)

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Total number of instructional support staff: | 3 | 3 |

- 33 % of institutional support staff have less than 1 year of experience, and 0 % have more than 5 years of experience in the district.

Related services

| | # Full-time district employees | # Contracted |
|--------------------------------------|--------------------------------|--------------|
| Occupational Therapists | | 1 |
| Psychologist | | 1 |
| Speech Language Pathologists | | 1 |
| Speech Language Pathology Assistants | | 1 |

- All services are delivered face-to-face

Non-instructional school personnel

| | Total # of FTEs | Total # of employees | Are some or all of these services contracted? |
|---|-----------------|----------------------|---|
| Administrative assistants | 1 | 1 | no |
| Building maintenance and janitors | 2 | 2 | no |
| Bus drivers, bus aides, or other transportation service providers | 0 | 0 | |
| Cooks and food service providers | 1 | 1 | no |
| IT support | 0.25 | 0 | yes |
| Playground aides and lunchroom monitors | 0.25 | 2 | no |

Yukon Flats Schools

2014-2015 School Year

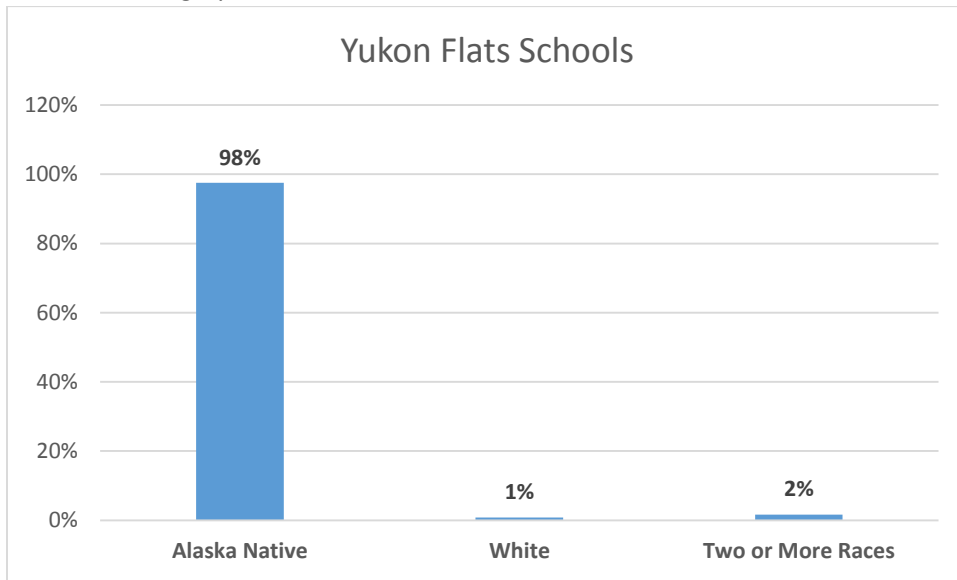
Total number of students K-12: 240

Number of schools:

- 6 K-12 schools



Student Demographics:



No information provided.

Yukon-Koyukuk Schools

2014-2015 School Year

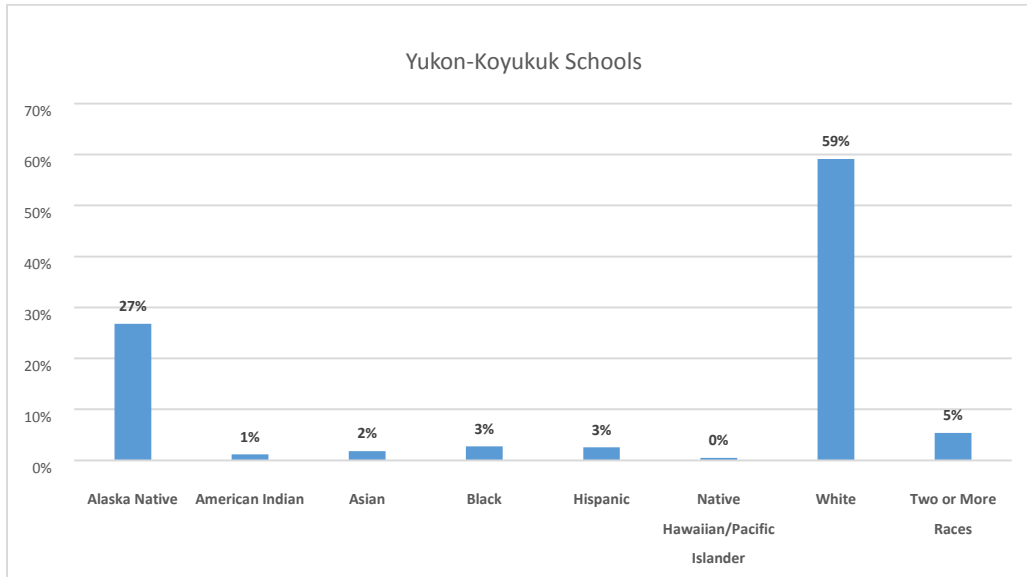
Total number of students K-12: 1493

Number of schools:

- 9 K-12 schools
- 1 correspondence school



Student Demographics:



Indigenous Language(s) spoken in district: **Athabaskan**

Staffing Teachers

| # of teachers | Academic year | | | | |
|--------------------|---------------|-----------|-----------|-----------|-----------|
| | 2010-2011 | 2011-2012 | 2012-2013 | 2013-2014 | 2014-2015 |
| Total | Not provided | | | 61 | 61 |
| Tenured | Not provided | | | 26 | 25 |
| Non-tenured | Not provided | | | 35 | 36 |

Other certificated positions

| | Total number of FTEs | Total number of employees |
|--|----------------------|---------------------------|
| Building administrators | 4.5 | 6 |
| Central office administrators | 10 | 10 |
| Counselors | 4.33 | 5 |
| Librarians | 0 | 0 |
| Other non-instructional certificated positions not specified above (such as education technology coordinators, program coordinators, curriculum specialists, etc.): | | |
| In schools | 0 | 0 |
| In central office | 4 | 4 |

Types of extra-curricular support positions funded:

Athletic coaches, Clubs and extra-curricular advising

Instructional support staff (non-certificated)

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Total number of instructional support staff: | 23.3 | 37 |

- 51 % of institutional support staff have less than 1 year of experience, and 19 % have more than 5 years of experience in the district.

Related services

| | # Full-time district employees | # Contracted |
|------------------------------|--------------------------------|--------------|
| Occupational Therapists | | 1 |
| Physical Therapists | | 1 |
| Psychologist | | 2 |
| Speech Language Pathologists | 1 | 1 |

- All services are delivered face-to-face

Non-instructional school personnel

| | Total # of FTEs | Total # of employees | Are some or all of these services contracted? |
|---|-----------------|----------------------|---|
| Administrative assistants | 5.26 | 10 | no |
| Building maintenance and janitors | 10.1 | 21 | no |
| Bus drivers, bus aides, or other transportation service providers | 0.8 | 2 | no |
| Cooks and food service providers | 2.26 | 4 | no |
| IT support | 0 | 0 | no |
| Playground aides and lunchroom monitors | 0 | 0 | no |

Yupiit Schools

2014-2015 School Year

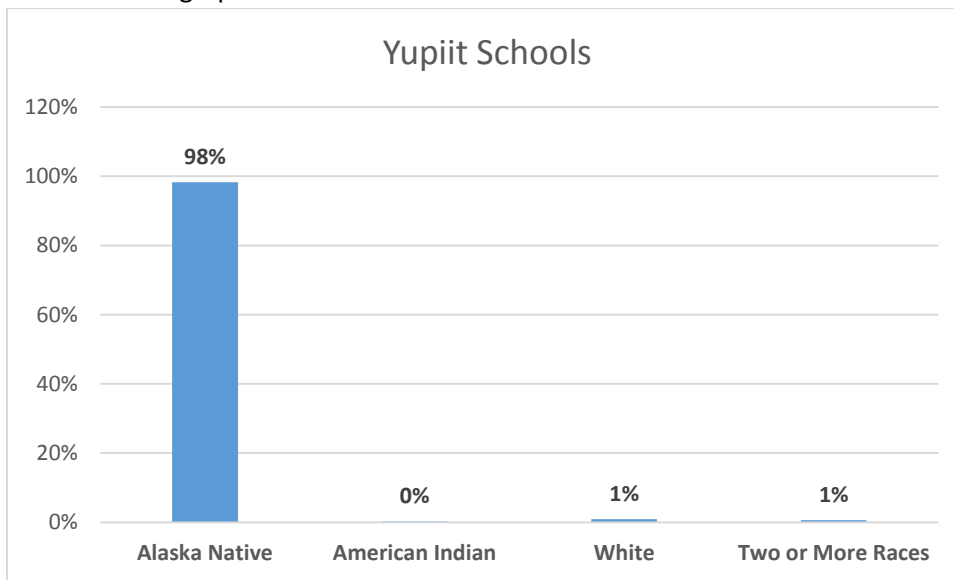
Total number of students K-12: 456

Number of schools:

- 3 K-12 schools



Student Demographics:



Indigenous Language(s) spoken in district: **Yupik**

Staffing

Teachers

| # of teachers | Academic year | | | | |
|--------------------|---------------|-----------|-----------|-----------|-----------|
| | 2010-2011 | 2011-2012 | 2012-2013 | 2013-2014 | 2014-2015 |
| Total | 46 | 37 | 47 | 34 | 37 |
| Tenured | 10 | 12 | 11 | 8 | 11 |
| Non-tenured | 36 | 25 | 36 | 26 | 26 |

Other certificated positions

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Building administrators | 3 | 3 |
| Central office administrators | 2 | 2 |
| Counselors | 3 | 3 |
| Librarians | 0 | 3 |
| Other non-instructional certificated positions not specified above (such as education technology coordinators, program coordinators, curriculum specialists, etc.): | | |
| In schools | 0 | 0 |
| In central office | 2 | 2 |

Types of extra-curricular support positions funded:

Athletic coaches

Instructional support staff (non-certificated)

| | Total number of FTEs | Total number of employees |
|---|----------------------|---------------------------|
| Total number of instructional support staff: | 14.54 | 22 |

- 5 % of institutional support staff have less than 1 year of experience, and 59 % have more than 5 years of experience in the district.

Related services

| | # Full-time district employees | # Contracted |
|---|--------------------------------|--------------|
| Physical Therapists | | 1 |
| Psychologist | | 1 |
| Sign Language Instruction and training for SPED Teachers and Paraprofessionals | | 1 |
| Speech Language Pathologists | | 1 |

Services provided at least partially via distance: all

Non-instructional school personnel

| | Total # of FTEs | Total # of employees | Are some or all of these services contracted? |
|--|-----------------|----------------------|---|
| Administrative assistants | 1.14 | 3 | no |
| Building maintenance and janitors | 8.55 | 11 | no |
| Bus drivers, bus aides, or other transportation service providers | 0 | 0 | no |
| Cooks and food service providers | 4.13 | 7 | no |
| IT contracted services | | | yes |
| IT support | 1.5 | 3 | no |
| Library Aides | 1.89 | 3 | no |
| Playground aides and lunchroom monitors | 0.64 | 1 | no |