



AMERICAN FEDERATION OF TEACHERS AFL CIO

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ALBERT SHANKER
President

October 1, 1984

Mr. Sol Smith
Norfolk Federation of Teachers
3620 Tidewater Drive
Norfolk, Virginia 23509

Dear Sol:

Attached are recent documents describing the Tennessee Career Ladder Plan, as you requested. Assuming this Thursday's speaker is part of Virginia's development of its own career ladder plan, here are some questions you might want to raise:

- * How are they informing their teachers about the process, about the specifics of the research that are being built into the process?
- * How have they developed the instrumentation and the process of their teacher evaluation system?
- * How much time is necessary in planning a legally defensible teacher evaluation instrument and procedure?
- * What kinds of changes in staff development procedures are necessary and how are they being effected?
- * What are the mistakes to avoid in developing a comprehensive career ladder plan?
- * How much time is necessary to work out all the specifics of the plan? (The purpose of this type of question would be to get the Virginia people to see how much time is necessary to develop a sound plan.)
- * How did they come to the decision regarding the length of time necessary to qualify for each step and how do they rationalize this?
- * How much did they raise base teacher salaries in addition to the career ladder? (They raised it 10%, but this should be emphasized for the Virginia plan to be effective.)
- * What's involved in the validation of the criteria for the teacher evaluation program?

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- * What is the distinction going to be for current teachers and new teachers?
- * If this program rewards meritorious teachers, how do the criterion differ from those that measure basic competence?
- * How are teachers involved in the decision-making process at the fundamental levels of program development?

I hope this information is useful for you. Please give me a call after you've looked at the material and we can talk further, if you'd like.

Sincerely,



Debbie Walsh
Assistant Director
Educational Issues Department

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