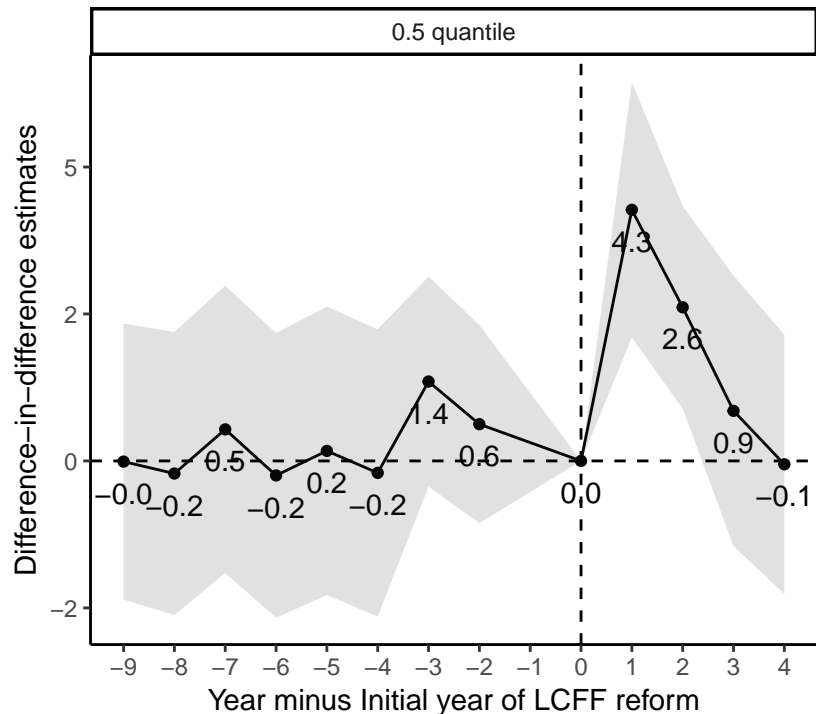
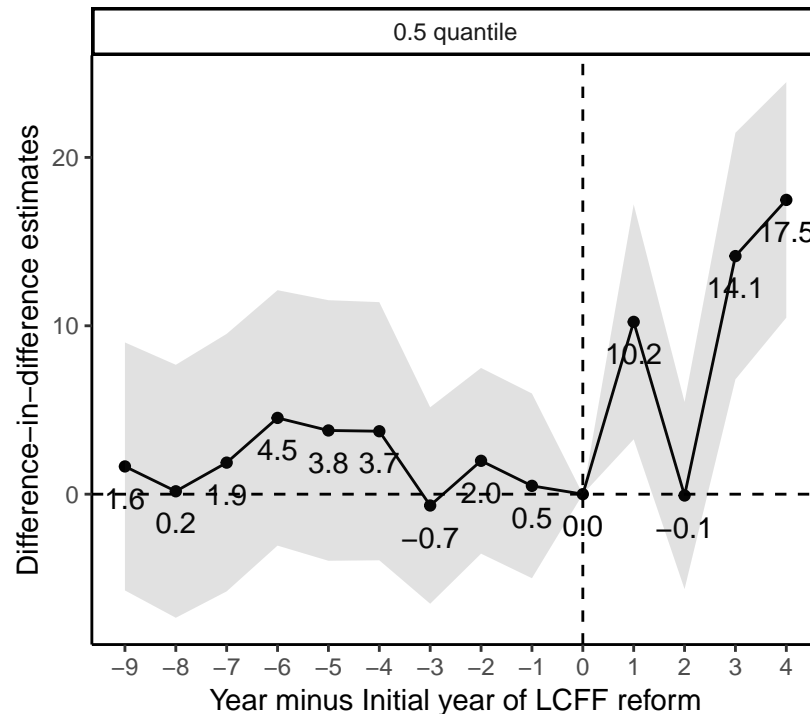


Districts first relied on long-term substitutes, then on non-tenured teachers

D % Long-term substitutes/temporary employees



E % Probationary teachers



F % Tenured teachers

