

NC Race to the Top (RttT) State Detailed Scope of Work (DSW)

Note: These State Priority Goals are a subset of the entire set of NC RttT State Goals, as described in the initial NC RttT Application and as modified by this State DSW. The Priority Goals subset parallels the set of goals against which all participating LEAs and charter schools have been required to set targets. The complete set of NC RttT State Goals includes the Priority Goals, plus the "Other State Goals" found on the tab of that name.

State RttT Goal	Measure	Baseline 2009-10	Targets			
			2010-11	2011-12	2012-13	2013-14
1. Student Achievement <i>* In the 2012-13 school year, new assessments aligned to new standards (including the Common Core) will be implemented in NC. This introduction of new assessments may require the adjustment of these targets to ensure ambitiousness and feasibility.</i>	% of All Students Proficient - Grade 4 Reading (State End of Grade test; a proxy for NAEP Grade 4 Reading)	71.6%	74.6%	77.6%	80.6%*	83.6%*
	% of All Students Proficient - Grade 4 Math (State End of Grade test; a proxy for NAEP Grade 4 Math)	83.0%	85.0%	87.0%	89%*	91.0%*
	% of All Students Proficient - Grade 8 Reading (State End of Grade test; a proxy for NAEP Grade 8 Reading)	69.5%	72.5%	75.5%	78.5%*	81.5%*
	% of All Students Proficient - Grade 8 Math (State End of Grade test; a proxy for NAEP Grade 8 Math)	83.9%	86.9%	89.9%	92.9%*	95.9%*
2. Graduation Rates**	4-Year Cohort Rate	74.2%	76%	79%	82%	85%
<p><i>** Targets for this measure have been updated since the initial RttT application to reflect actual, rather than projected, 2009-10 baseline data; the targets are now more ambitious.</i></p>						
3. College Readiness	Average SAT Composite in Reading & Math (% students taking)***	1,004 (64%)	1,005 (66%)	-	-	-
	Average ACT Composite*** (% students taking)	N/A	N/A	18.2 (100%)	18.3 (100%)	18.4 (100%)
	WorkKeys Composite (defined as % of CTE graduates who achieve a Silver certificate or better)	N/A	N/A	54.5	54.6	54.7

% of AP exams taken on which students scored 3 or above

 (% of students taking AP exams)*****

57.6% (10.4%)

60% (11%)	62% (13%)	64% (15%)	66% (17%)
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*** Language for these three goals has been modified or added since the initial RttT application to more clearly identify the specific indicator/data being referenced and/or to reflect policy updates.

Legislation passed in 2011 requires the administration of the ACT statewide, which impacts the representativeness of the SAT as a college readiness measure. The State will request the ACT be included as a measure for college readiness and will establish targets in the fall of 2012.

4. College Enrollment

% of high school graduates who enroll in post-secondary education programs ****

66.0%

67%	68%	70%	72%
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5. College Course Completion

% of high school graduates who graduated with a regular high school diploma from a public high school, and who within 16 months of graduation enrolled in an institution of higher education (IHE)

N/A

N/A	59%	61%	63%
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****The 2010-11 target for this measure has been updated (increased) since the initial RttT application to reflect actual, rather than projected, 2009-10 baseline data (NCES, 2008).

****This represents the number of AP exams taken that scored 3 or above (numerator) divided by the total number of AP exams taken.

*****This represent the total number of students who took an AP exam (numerator) divided by the total grades 9-12 Average Daily Membership.

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State RttT Goal	Measure	Baseline 2009-10	Targets				
			2010-11	2011-12	2012-13	2013-14	2015
1. Student Achievement	NAEP Reading Grade 4	219 (2009)		223 (2011)		229 (2013)	
	NAEP Reading Grade 8	260 (2009)		264 (2011)		270 (2013)	
	NAEP Math Grade 4	244 (2009)		248 (2011)		254 (2013)	
	NAEP Math Grade 8	284 (2009)		288 (2011)		294 (2013)	
a. NAEP Reading Grade 4	White	230		233		238	243
	Black	204		209		217	227
	Hispanic	204		209		217	227
	Asian/Pacific Island	241		244		250	255
	American Indian	202		207		215	225
	Economically Disadvantaged	205		210		218	228
	Not Economically Disadvantaged	233		236		241	246
	Students with Disabilities	187		192		200	210
	Students without Disabilities	224		227		232	237
	b. NAEP Reading Grade 8	White	270		273		278
Black		243		248		256	266
Hispanic		249		254		262	272
Asian/Pacific Island		272		275		280	285
American Indian		235		240		248	258
Economically Disadvantaged		245		250		258	268
Not Economically Disadvantaged		271		274		279	284
Students with Disabilities		221		226		234	244
Students without Disabilities		264		267		272	277
c. NAEP Math Grade 4		White	254		257		262
	Black	226		231		239	249
	Hispanic	236		241		249	259
	Asian/Pacific Island	259		262		267	272
	American Indian	232		237		245	255
	Economically Disadvantaged	232		237		245	255
	Not Economically Disadvantaged	255		258		263	268
	Students with Disabilities	224		229		237	247
	Students without Disabilities	255		258		263	268
	d. NAEP Math Grade 8	White	297		300		305
Black		262		267		275	285
Hispanic		274		279		287	297
Asian/Pacific Island		311		314		319	324

American Indian	256	261	269	279
Economically Disadvantaged	268	273	281	291
Not Economically Disadvantaged	298	301	306	311
Students with Disabilities	251	256	264	274
Students without Disabilities	298	301	306	311

2. NAEP Achievement Gap

a. NAEP Reading Grade 4	White-Black Gap	26	21	16
	White-Hispanic Gap	26	21	16
	White-Asian Gap	--	--	--
	White-American Indian Gap	28	23	18
	Non ED-ED Gap	28	23	18
	Non-SWD-SWD Gap	37	32	27
b. NAEP Reading Grade 8	White-Black Gap	27	22	17
	White-Hispanic Gap	21	16	11
	White-Asian Gap	--	--	--
	White-American Indian Gap	35	30	25
	Non ED-ED Gap	26	21	16
	Non-SWD-SWD Gap	33	28	23
c. NAEP Math Grade 4	White-Black Gap	28	23	18
	White-Hispanic Gap	18	13	8
	White-Asian Gap	--	--	--
	White-American Indian Gap	22	17	12
	Non ED-ED Gap	23	18	13
	Non-SWD-SWD Gap	31	26	21
d. NAEP Math Grade 8	White-Black Gap	35	30	25
	White-Hispanic Gap	23	18	13
	White-Asian Gap	--	--	--
	White-American Indian Gap	41	36	31
	Non ED-ED Gap	30	25	20
	Non-SWD-SWD Gap	47	42	37

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State RttT Goal	Measure	Baseline 2009-10	Targets				
			2010-11	2011-12	2012-13	2013-14	
3. Graduation Rates by subgroup	White	77.7%	79%	81%	83%	86%	
	Black	63.2%	65%	68%	71%	75%	
	Hispanic	58.9%	61%	64%	67%	71%	
	Asian/Pacific Island	83.6%	85%	87%	89%	92%	
	American Indian	60.0%	61%	63%	66%	70%	
	Economically Disadvantaged	61.8%	63%	65%	68%	72%	
	Students with Disabilities	N/A	N/A				
4. Career & College Readiness	a. Average SAT Composite by subgroup***	White	1063	1065	-	-	-
		Black	855	862	-	-	-
		Hispanic	963	967	-	-	-
		Asian/Pacific Island	1075	1077	-	-	-
		American Indian	913	920	-	-	-
		Economically Disadvantaged	N/A	N/A			
		Students with Disabilities	N/A	N/A			
b. Average ACT Composite by subgroup ***	White	N/A	N/A	19.8%	19.9%	20.0%	
	Black	N/A	N/A	15.3%	15.4%	15.5%	
	Hispanic	N/A	N/A	16.3%	16.4%	16.5%	
	Asian/Pacific Island	N/A	N/A	20.4%	20.5%	20.6%	
	American Indian	N/A	N/A	16.2%	16.3%	16.4%	
	Economically Disadvantaged	N/A	N/A	15.9%	16.0%	16.1%	
	Students with Disabilities	N/A	N/A	14.1%	14.2%	14.3%	
% of AP exams taken on which students scored 3 or above ****	White	N/A	N/A	62.3% (14.0%)	62.8% (14.9%)	63.3% (15.9%)	

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State RttT Goal

(% of students taking AP exams)*****

Measure

Black
Hispanic
Asian/Pacific Island
American Indian
Economically Disadvantaged
Students with Disabilities

Baseline 2009-10
N/A

Targets			
2010-11	2011-12	2012-13	2013-14
N/A	31.9% (4.3%)	32.4% (4.7%)	32.9% (5.1%)
N/A	48.3% (6.1%)	48.8% (6.6%)	49.3% (7.1%)
N/A	70.9% (31.4%)	71.9% (32.4%)	72.9% (33.4%)
N/A	38.9% (5.6%)	39.5% (6.6%)	39.9% (7.6%)

d. Percent of freshmen enrolled in at least one remedial course

University of North Carolina (16 campuses)**
** The baseline figure has been updated (decreased) since the initial RttT application to reflect actual 2009-10 data; targets have been adjusted (made more ambitious) accordingly.

9.0%

8%	7%	6%	5%
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NC Community College System (58 colleges)***
*** The baseline figure has been updated (increased) since the initial RttT application to reflect most recent available data (2008-09); targets remain unchanged, and as a result, are now more ambitious.

67.0%

60%	56%	52%	48%
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State RttT Goal	Measure	Baseline 2009-10	Targets			
			2010-11	2011-12	2012-13	2013-14
5. College enrollment	No other measures at this time					
6. Teacher and Principal Effectiveness	See Amendment 9					
7. Teacher and Principal Preparation	See Amendment 9					
8. Turning Around the Lowest Achieving Schools	See Amendment 9					
9. STEM	See Amendment 9					

***Legislation passed in 2011 requires the administration of the ACT statewide, which impacts the representativeness of the SAT as a college readiness measure. The State will request the ACT be included as a measure for college readiness and will establish targets in the fall of 2012.

****This represents the number of AP exams taken by the listed subgroup that scored 3 or above (numerator) divided by the total number of AP exams taken by the listed subgroup.

*****This represent the total number of students in a subgroup who took an AP exam (numerator) divided by the total grades 9-12 Average Daily Membership for that subgroup.

NC Race to the Top (RttT) State Detailed Scope of Work (DSW)

Total RttT Funding Budgeted (over four years):

\$234,105,145

Total RttT Funding Budgeted for Required Activities:

\$ 234,105,144

NC RttT Initiative (Section)	Required RttT Activity ("For all LEAs/Charters, the State will...")	Aligned with...		Plan/Timeline for Implementation	Key Personnel	Performance Measure (Target)	Budget	Fund Source	Fiscal Year	R/N?	
		SBE Goal									
	Objective 1: Ensure that all NC RttT initiatives are implemented effectively, with fidelity to original application, and in alignment with NC's strategic policy mandate for public education.	5		Governor's Office: Conduct monthly meetings of Governor's Education Transformation Commission, which brings together a variety of stakeholder to provide oversight and recommendations for NC RttT Implementation.	Governor's Advisor for Education Transformation , RttT Budget Analyst), and 2 RttT Internal Auditors	Monthly meetings through duration of grant period	\$ 139,405.60	RttT	2010-11	N	
				Continuously monitor implementation through meetings and other communication with DPI staff, other State agency partners, LEA partners, and non-governmental implementation partners.		Initiatives implemented as designed; any significant modifications requested reviewed by Governor's Office.	\$ 376,889.00	RttT	2011-12	N	
				Monitor DPI processes for obtaining, disbursing, and reporting on use of federal funds to ensure that NC RttT implementation complies with all applicable laws and regulations.		No Audit Exceptions; reports submitted (as required) on time, approved by USED	\$ 304,607.23	RttT	2012-13	N	
							\$ 509,580.00	RttT	2013-14	N	
							\$ 344,627.00	RttT	2014-15	N	
				5				Governor's Education Transformation Commission: Convene Commission for monthly meetings to review planning and implementation, offer guidance, and consider implications for State policy, including any possible modifications that should be considered.	Martez Hill,	At least monthly, stakeholders updated, offered opportunity to provide guidance regarding implementation.	\$ 1,014.00
			\$ 232.00		RttT					2011-12	N
			\$ 183.00		RttT					2012-13	N
			\$ -		RttT					2013-14	N
		5	Objective 2: Ensure that NC RttT implementation is managed purposefully, in a coordinated manner, to ensure timely, effective completion of all deliverables and attainment of targeted outcomes; and timely, complete reporting to the US Department of Education.		Department of Public Instruction:	June Atkinson, Adam Levinson, Jack Stone, Vanessa Jeter, Rebecca Garland, Angela Quick, Neill Kimrey, Lynne Johnson, Pat Ashley, Maria Pitre-Martin, Philip Price, Martez Hill, Ross White	USED requirements met (including monthly status reports); RttT initiatives implemented on time & within budget; outcomes achieved.	\$ 421,968.00	RttT	2010-11	N
							Manage implementation of NC RttT, including: development and modification (as needed) of a detailed scope of work and accompanying detailed budgets that comply with USED requirements; more detailed work plans for managing each initiative; project administrative processes and structures, and meeting cadences required to manage and track progress against deliverables outlined in the scope of work; and communication (including reporting) with various stakeholders (at State, local, and federal levels) to ensure transparency regarding NC RttT Implementation.	\$ 1,186,972.00	RttT	2011-12	N
								\$ 1,226,228.00	RttT	2012-13	N
	\$ 2,117,735.00						RttT	2013-14	N		
	\$ 1,333,452.00						RttT	2014-15	N		

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		SBE Goal							
(A)(2) RttT Management	Objective 3: Ensure effective communications on Race to the Top implementation, particularly around new standards, assessment and accountability, and technology initiatives	4	Create effective identity, messaging, and narrative tools to explain and support transitions to new curriculum essential standards, new school accountability model and new student assessments. Key Deliverables include: identity materials, story-board for explaining the changes fueled by Race to the Top funds, development criteria to ensure fidelity to identity and change story to enable development of shared vision and goals with statewide education community.	Vanessa Jeter, Michael Yarbrough, Contractor	Delivery of Materials by Dec. 2011	\$ 24,800.00	RttT	2011-12	N
		4	Develop NC RttT Website	Vanessa Jeter, Michael Yarbrough, NCDPI Communications staff	Website posted - Sept 2010	\$ -	RttT	2010-11	N
		4	Develop an introductory video for stakeholders to make them aware of impending changes to standards, accountability model, assessments, and teacher eval system.	Vanessa Jeter, Michael Yarbrough, NCDPI Communications staff	Videos developed and ready for distribution - December 2010	\$ 17,700.00	RttT	2011-12	N
		4	Development and production of print materials produced to introduce NC's RttT plan to local school communities. Distribution to each school district and charter.	Vanessa Jeter, Michael Yarbrough, NCDPI Communications staff	Materials distributed: March 2012	\$ 44,726.30	RttT	2011-12	N
		4	Build cadre of teacher and principal ambassadors in each school to help communicate the reasons and mechanisms for the changes underway in curriculum, accountability and educator evaluation. Participants will include at least 2 teachers per school, each school principal and superintendent. Key Deliverables Include: Toolkits, regional READY meeting logistics, email/listserv and social media links	Vanessa Jeter, Michael Yarbrough, NCDPI Communications staff	Toolkits : March 2012 Teachers identified: Feb 2012. Regional READY meetings held with teacher representatives and principals: March 2012. Email and Social media connections: March 2012 - Aug 2014	\$ 28,212.06	RttT	2011-12	N
		4	Create and distribute teacher calendars for the 2011-12 school year that embed information about key RttT deadlines and other professional development initiatives.	Vanessa Jeter, Michael Yarbrough, NCDPI Communications staff.	Calendars delivered by August 2011	\$ 1,789.05	RttT	2011-12	N
		4	Creating a 'concierge service' at DPI to enhance communication with LEAs and schools. DPI staff will be linked with personnel in each of the LEAs and Charter Schools. DPI staff will be trained in customer services, DPI services, key areas and work of the agency, etc	Vanessa Jeter, Angela Quick, Rebecca Garland, Philip Price, June Atkinson and DPI Staff	Concierge staff selection, training, collaborative tool and marketing of service to be completed by October 2013.	\$ 14,000.00	RttT	2013-14	N

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		SBE Goal							
		4	<p>Create parent resource podcasts about new standards, new student assessments and new accountability model to distribute online and via social media Fall 2012 along with an online guide for parents.</p> <p>Materials created and distributed to describe and explain new standards and accountability model and the Instructional Improvement System (IIS) to educators, parents, business leaders and government officials. Establish Speakers Bureau to disseminate information</p>	Vanessa Jeter, Michael Yarbrough, NCDPI Communications staff.	<p>Podcasts posted by October 2012</p> <p>Developed and distributed; June 2013</p>	\$ 232,547.00	RttT	2012-13	N
		4	<p>Develop teacher and principal online resource with content management system to facilitate idea/resource exchange to optimize shared knowledge and to build collaboration across schools and districts and to showcase best practices</p>	Vanessa Jeter, Angela Quick, Michael Yarbrough, Contractors.	Online resource created by fall 2013.	\$ -	RttT	2012-13	
			<p>Materials created and distributed to describe and explain new standards and accountability model and the Instructional Improvement System (IIS) to educators, parents, business leaders and government officials.</p>	Vanessa Jeter, Michael Yarbrough, NCDPI Communications staff.	Developed and distributed; June 2014	\$ 331,313.00	RttT	2013-14	N
		4	<p>Materials created and distributed to describe and explain new standards and accountability model and the Instructional Improvement System (IIS) to educators, parents, business leaders and government officials and also to provide communication support for the rollout of the Governor's Teacher Network.</p>	Vanessa Jeter, Michael Yarbrough, NCDPI Communications staff.	Developed and distributed; by June 2015	\$ 123,058.00	RttT	2014-15	N
			<p>Employ a Cloud Services Manager at DPI throughout project. Hire should be completed no later than 01/31/2011</p>	Philip Price, Neill Kimrey, Cloud Manager, Jerry Bunn, Friday Institute	Hire position by 01/31/2011	\$ 26,923.00	RttT	2010-11	N
					\$ 79,209.00	RttT	2011-12	N	
					\$ -	RttT	2012-13	N	
					\$ -	RttT	2013-14	N	
					\$ -	RttT	2014-15	N	

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		SBE Goal								
(A)(2) NC Cloud	Objective 1: Develop a blueprint for modern technology infrastructure based on high reliability, availability, performance, and efficiency.	5		Contract with The Friday Institute at North Carolina State University to develop the infrastructure blueprint by 05/01/2011. Manage the implementation of the project through June 30, 2015. Deliver NCLTI training Phase 1 and 2. Develop Digital Learning Plan		Contract in Place by 12/01/2010	\$ 138,396.00	RttT	2010-11	N
						Blueprint developed by 05/01/2011	\$ 796,389.00	RttT	2011-12	N
						Project Complete Late June 30, 2015	\$ 898,327.00	RttT	2012-13	N
							\$ 1,156,315.00	RttT	2013-14	N
							\$ 1,810,702.00	RttT	2014-15	N
(A)(2) NC Cloud	Objective 2: Conduct site surveys of LEA infrastructure, applications, and support.	5		Contract with MCNC to carryout LEA Infrastructure Site Surveys by 01/01/2011. Site surveys complete by 03/31/2011.	Philip Price, Neill Kimrey, Cloud Manager, Jerry Bunn, Friday Institute	Contract in place by 01/01/2011	N/A	N/A	2011-12	N
						Site surveys complete by 03/31/2011				

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		SBE Goal								
(A)(2) NC Cloud	Objective 3: Collaborate with LEAs to develop and implement a deployment and operating plan for the NC Education Cloud.	5		DPI and The Friday Institute shall develop an advisory and governance structure to facilitate LEA collaboration during the planning stages of the NC Ed Cloud project. Initial advisory structure developed by 03/01/2011	Philip Price, Neill Kimrey, Cloud Manager, Jerry Bunn, Friday Institute	Initial advisory structure in place by 03/01/2011	N/A	N/A	2010-11	N
		5		DPI will assist LEAs with modifying State, District, and School Technology Plans to incorporate the Infrastructure Blueprint. All plans amended by 01/01/2013.		Plans modified by 01/01/2013	N/A	N/A	2011-12	N
							N/A	N/A	2012-13	N
(A)(2) NC Cloud	Objective 4: Provide technical engineering and systems administration expertise to districts and charters in support of infrastructure and systems migrations.	5		Contract with MCNC to provide technical assistance to LEAs during migration to the NC Ed Cloud in years 2-5. Contract in place by 01/01/2012. MCNC will finish migrations by 06/30/2015.	Philip Price, Neill Kimrey, Cloud Manager, Jerry Bunn, Friday Institute, MCNC	Contract in place by 01/01/2012	\$ 374,653.00	RtT	2011-12	N
						Migrations complete by 6/30/2015	\$ 237,698.00	RtT	2012-13	N
						MCNC continues Sustainment support	\$ 463,493.00	RtT	2013-14	N
						MCNC continues Sustainment support	\$ 475,000.00	RtT	2014-15	N
(A)(2) NC Cloud	Objective 5: Deploy an NC Education Cloud infrastructure and service delivery platform.	5		Implement Learning Object Repository (LOR), Learning Management Systems (LMS), Curriculum Content, eLearning Portal Personalization (eLNC), and Web Collaboration Components: Plan, Execute and Build, Procure, Deploy and Operate. Deploy a digital card catalog platform (LOR) that supports search, contribution, and management functions associated with digital learning content. Support provisioning of content and teacher-course-student data into learning management systems used in NC LEAs (including the NC IIS).	Philip Price, Neill Kimrey, Cloud Manager, Jerry Bunn, Friday Institute	Plan & Define LOR/LMS/eLNC/Content /Web Collaboration	\$ -	RtT	2011-12	N
						Identify vendors for LOR /LMS/eLNC/Content/ Web/Collaboration that meets the K12 needs	\$ 1,225,000.00	RtT	2012-13	N
							\$ 1,744,939.00	RtT	2013-14	N
						Fully implement the LOR YR 5/LMS/eLNC/Content/ Web/Collaboration Initiatives	\$ 3,653,849.00	RtT	2014-15	N
		5		Implement Identity and Access Management (IAM) and integrate with Home Base: Plan, execute, build, procure, deploy, and operate. Integrate student, teacher, and parent data from Student Information System (SIS) and HR systems; automate user account creation; support use of LEA credentials to access cloud-based services. Complete all IAM integration activities by 6/30/2015 .		Plan & Define the IAM and data integration services	\$ -	RtT	2011-12	N
						Identify a vendor(s) IAMand integration services that meets the K12 needs	\$ 500,000.00	RtT	2012-13	N

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		SBE Goal							
					Fully implement the IAM and data integration services	\$ 8,000,000.00	RttT	2013-14	N
					Implement the IAM with Home Base	\$ 2,250,000.00	RttT	2014-15	N
			Contract for Cloud Enterprise and Business Services such as Mobile Device Management (MDM), Managed Hosted VOIP, i-Series Migration, Data Integration-Managed Service(DI-MS), and Cloud Management Services (CMS) : Plan.		Plan & Define the MDM, VOIP, DI-MS, I-Series migration, and CMS. infrastructure	\$ -	RttT	2011-12	
					Identify vendor(s) and implement the MDM, VOIP, DI-MS, I-Series migration, , and CMS.	\$ 220,310.00	RttT	2012-13	
						\$ 2,465,323.00	RttT	2013-14	
						\$ 3,493,788.00	RttT	2014-15	
				Increase the Wireless Connectivity capacity for LEAs	Award funds to LEAs and complete wireless infrastructure projects by 6/30/2015	\$ 4,629,062.00	RttT	2014-15	
		ALL	<p>2010-11 Activities:</p> <p>Establish and hire Policy Analyst position</p> <p>By March 2011, contract to begin process evaluation assessing the progress in developing and implementing the RttT initiatives (ongoing)</p> <p>By June 2011, develop logic models and theories of action, begin data collection at the state and local level, and assess progress and process as initially developed.</p> <p>By June 2011, begin to design and organize database for future formative assessments, to be conducted in years 2 & 3.</p>	Martez Hill, Elizabeth Cunningham, SERVE Center at UNC-Greensboro	Interim Process & Implementation Evaluation Reports (for multiple initiatives)	\$ 32,249.00	RttT	2010-11	N
					1st Stage – Longitudinal Database				

NC Race to the Top (RttT) State Detailed Scope of Work (DSW)

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		SBE Goal							
(A)(2) Evaluation	Objective EVAL 1: Conduct evaluations of all RttT initiatives to inform continuous improvement and future policy and funding decisions.	ALL	<p>2011-12 Activities:</p> <p>By September 2011, design instruments to collect data from teachers and principals: surveys, interview protocols, and focus group protocols.</p> <p>By October 2011, "assess feasibility of using" high-tech recording systems designed to record teachers' practice (to assess instructional practices after participating in professional development).</p> <p>By December 2011, develop and work with DPI to collect data on RttT program participation.</p> <p>By December 2012, develop baseline estimates of the distribution of higher-quality teachers and school leaders, revised from initial RttT proposal estimates.</p>	Martez Hill, Elizabeth Cunningham/Stephen Jackson, SERVE Center at UNC-Greensboro	<p>Tasks and reports completed according to timelines in the June 2012 evaluation workplan</p> <p>2nd Stage – Longitudinal Database</p>	\$ 2,223,032.00	RttT	2011-12	N
		ALL	<p>2012-13 Activities:</p> <p>By August 2012, conduct baseline of analysis of local education expenditures in preparation for cost analyses, which will specifically include the technology initiative.</p> <p>By October 2012, produce formative assessments of the "promising practices" that received the highest priority in 2011-12, including professional development.</p> <p>By May 2013, conduct a local education agency cost assessment</p> <ul style="list-style-type: none"> o Examine the expenditure patterns and implementation of local education agency expenditures and activities. <p>By February 2013, produce formative assessments of the efforts to transform the lowest-performing schools.</p> <p>Revisit initiative implementation (ongoing).</p> <p>Continue to obtain and manage longitudinal data for assessing program outcomes (ongoing).</p>	Martez Hill, Stephen Jackson, SERVE Center at UNC-Greensboro	<p>Tasks and reports completed according to timelines in the June 2012 evaluation workplan</p>	\$ 2,342,918.00	RttT	2012-13	N
		ALL	<p>FY 2013-2014 Activities:</p> <p>By October 2013, complete assessment and provide feedback on "promising practices."</p> <p>By January 2014, conduct an overall cost and sustainability analysis of the RttT initiatives.</p> <p>By July 2014, develop estimates of trends and changes in the distribution of higher-quality teachers and school leaders.</p>	Martez Hill, Stephen Jackson, SERVE Center at UNC-Greensboro	<p>Tasks and reports completed according to timelines in the June 2012 evaluation workplan</p>	\$ 4,144,491.00	RttT	2013-14	N

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		SBE Goal							
		All	<p>Continue policy analyst position</p> <p>By June 2015, assess the preliminary impacts of the highest-priority initiatives, including professional development, efforts to turn around the lowest performing schools, and initiatives to increase the supply and equitable distribution of high quality teachers and leaders.</p> <p>By June 2015, conduct an analysis of the local expenditure patterns associated with the greatest improvements in student achievement, student on-time progress and graduation, and increasing quality of teachers and school leaders.</p>	Martez Hill, Audrey McCoy, SERVE Center at UNC-Greensboro	Tasks and reports completed according to timelines in the revised evaluation workplan	\$ 730,865.00	RttT	2014-15	
(B)(3) Standards and Assessment	Objective 1: Develop and disseminate instructional resources to help educators develop a deep understanding of the new standards in an effort to increase student outcomes.	1 and 2	Create a plan and strategy to locate the best resources aligned to the Common Core State Standards.	Angela Quick, Maria Pitre-Martin, Tracey Greggs, Curriculum Staff	Inventory of resources available of the NC Curriculum Website as compared to other states in the CCSS.	N/A	State	2010-11	N
		1 and 2	Develop and Publish Unpacking of the New Standard.	Angela Quick, Maria Pitre-Martin, Tracey Greggs, Curriculum Staff	*Completion and Publication by April 2011; *Ongoing Field Feedback *Evaluation Team Reports	N/A	State	2010-11	N
		1 and 2	Develop and Publish Content Specific Formative Assessment (including examples of Assessment Tasks and Items)	Angela Quick, Maria Pitre-Martin, Tracey Greggs, Curriculum Staff	*Completion and Publication by due date June 2012; *Ongoing Field Feedback *Evaluation Team Reports	N/A	State	2011-12	N
		1 and 2	Develop and Publish Crosswalk Documents (per course or grade level)	Angela Quick, Maria Pitre-Martin, Tracey Greggs, Curriculum Staff	*Completion and Publication by April 2011; *Ongoing Field Feedback *Evaluation Team Reports	N/A	State	2010-11	N
		1 and 2	Develop and Publish Glossary of Terms (per course or grade level)	Angela Quick, Maria Pitre-Martin, Tracey Greggs, Curriculum Staff	*Completion and Publication by June 2012; *Ongoing Field Feedback *Evaluation Team Reports	N/A	State	2011-12	N
		1 and 2	Develop and Publish Graphic Organizer (per course or grade level)	Angela Quick, Maria Pitre-Martin, Tracey Greggs, Curriculum Staff	*Completion and Publication by Feb. 2012; *Ongoing Field Feedback *Evaluation Team Reports	N/A	State	2011-12	N
		1 and 2	Develop and Publish Classroom Examples/Video Vignettes (for selected standards)	Angela Quick, Maria Pitre-Martin, Robin McCoy, Curriculum Staff	*Completion and Publication by Aug. 2012; *Ongoing Field Feedback *Evaluation Team Reports	N/A	State	2012-13	N
		1 and 2	Develop and Publish content specific assessment examples	Angela Quick, Maria Pitre-Martin, Curriculum Staff	*Completion and Publication by June 2012	N/A	State	2011-12	N

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		SBE Goal							
		1 and 2	Collaborate with local districts to develop and publish Learning Experiences/Lesson Plan examples (for selected standards)	Angela Quick, Maria Pitre-Martin, Robin McCoy, Curriculum Staff	*Completion and Publication by June 2013; *Ongoing Field Feedback *Evaluation Team Reports	N/A	State	2012-13	N
		1 and 2	Collaborate with local districts to develop and publish sample instructional scheduling guidance documents (e.g. Pacing Guide, Curriculum Maps, instructional focus calendars, instructional timelines, scopes and sequence documents, etc. examples) for selected standards	Angela Quick, Maria Pitre-Martin, Robin McCoy, Curriculum Staff	*Completion and Publication by June 2013; *Ongoing Field Feedback *Evaluation Team Reports	N/A	State	2012-13	N
		1 and 2	Develop and Publish Additional Curricular Tools and Resources requested by districts (for selected standards)	Angela Quick, Maria Pitre-Martin, Robin McCoy, Curriculum Staff	*Completion and Publication by Aug. 2012; *Ongoing Field Feedback *Evaluation Team Reports	N/A	State	2012-13 2013-14	N
(B)(3) Standards and Assessment	Objective 2: Develop and publish a communication schedule that identifies opportunities to build knowledge among teachers, staff, and administrators.		**See (A)(2) Objective 3 (Communications) for plan and budget**						
(B)(3) Standards and Assessment	Objective 3: Develop and publish an online assessment Best Practices Guide, which will address issues of scheduling, financial planning, and technical requirements.		Identify districts and schools to meet with and schedule meetings to discuss use of online assessments (successes, lessons learned, needs, etc)	Angela Quick, Neill Kimrey, Kayla Siler, Melanie Honeycutt, Cynthia Sartain	Meetings scheduled and on the calendar for all identified by Dec 2010	-	State	2010-11	N
			Organize findings and outline Best Practices Guide	Angela Quick, Neill Kimrey, Kayla Siler, Melanie Honeycutt, Cynthia Sartain	Outline finalized by March 2011	-	State	2010-11	N
			Complete Initial draft of Best Practices Guide	Angela Quick, Neill Kimrey, Kayla Siler, Melanie Honeycutt, Cynthia Sartain	Draft submitted for review by April 2011	-	State	2010-11	N
			Finalize Best Practices Guide and publish to the website	Angela Quick, Neill Kimrey, Kayla Siler, Melanie Honeycutt, Cynthia Sartain	Document approved and posted by June 2011	-	State	2010-11	N
			Present Best Practice Guide to the State Board	Angela Quick, Neill Kimrey, Kayla Siler, Melanie Honeycutt, Cynthia Sartain	Complete State Board presentation by August 2011	-	State	2011-12	N

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		SBE Goal												
				Present Best Practices Guide to LEAs/Charter Schools through conferences and regional meetings and update as needed	Angela Quick, Neill Kimrey, Kayla Siler, Melanie Honeycutt, Cynthia Sartain	Sessions on Online Assessments at scheduled conferences in 2011	-	State	2011-12	N				
				Present Best Practices Guide to LEAs/Charter Schools through conferences and regional meetings and update as needed	Angela Quick, Neill Kimrey, Kayla Siler, Melanie Honeycutt, Cynthia Sartain	Sessions on Online Assessments at scheduled conferences in 2012	-	State	2012-13	N				
				Present Best Practices Guide to LEAs/Charter Schools through conferences and regional meetings and update as needed	Angela Quick, Neill Kimrey, Kayla Siler, Melanie Honeycutt, Cynthia Sartain	Sessions on Online Assessments at scheduled conferences in 2013	-	State	2013-14	N				
(B)(3) Standards and Assessment	Objective 4: Provide professional development on the new standard course of study and related assessments.	1 and 2		Collaborate on the development and implementation of online professional development modules and LEA Planning Institutes	ERD, PDI Team, Contractors, Angela Quick, Maria Pitre-Martin, Robin McCoy, Curriculum Staff	See D(5)	See D(5)	RttT	2010-11	N				
									2011-12	N				
									2012-13	N				
									2013-14	N				
(C)(2) State Longitudinal Data	Objective 1: Continue providing data and information products that stakeholders can use to inform their decisions regarding policy and services.	5		Launch CEDARS P-13 Data Warehouse (make registration and access available online to all LEAs and charter schools) by May 2011, and operate going forward.	Adam Levinson, Ben Comer, Karl Pond	CEDARS P-13 Data Warehouse available online to all LEAs and charter schools by May 2011.	700,000.00	Other Federal	2010-11	R				
							-	State	2011-12	R				
							-	State	2012-13	R				
							-	State	2013-14	R				
							5	Publish NC School Report Card and other associated Accountability reports and web-tools featuring end-of-grade and end-of-course test scores, participation rates, graduation rates.	Angela Quick, Tammy Howard, Ken Barbour, Traci Tillis	Publish on DPI website in accordance with established annual schedules.	-	State	2010-11	R
											-	State	2011-12	R
											-	State	2012-13	R
							-	State	2013-14	R				
							5	Provide data files to NC Education Research Data Center in accordance with established calendars (multiple delivery dates over course of year).	Karl Pond	All files delivered in accordance with established schedule.	-	State	2010-11	R
											-	State	2011-12	R
											-	State	2012-13	R
											-	State	2013-14	R
							5	Provide data files to Employment Security Commission for Common Follow-up System in accordance with established calendars (multiple delivery dates over course of year).	Karl Pond	All files delivered in accordance with established schedule.	-	State	2010-11	R
											-	State	2011-12	R
											-	State	2012-13	R
											-	State	2013-14	R
							5	Provide data files to Education Value-Added Assessment System (EVAAS) in accordance with established calendar and as needed for ad hoc analyses.	Karl Pond, Kris Knowler	All files delivered in accordance with established schedule.	-	State	2010-11	R
											-	State	2011-12	R
											-	State	2012-13	R
											-	State	2013-14	R
5	Ensure that all LEAs and Charter Schools have access to EVAAS data.	Kris Knowler	Statewide EVAAS license in place. All LEAs and charters enabled with access to EVAAS.	-	State	2010-11	R							
				-	State	2011-12	R							
				-	State	2012-13	R							
				-	State	2013-14	R							

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		SBE Goal							
(C)(2) State Longitudinal Data	Objective 2: Provide professional development on CEDARS business intelligence tools and how to produce annual and longitudinal reports.	2,5	Deliver training to all LEAs and charter schools, per above training plan (by April 30, 2010).	Karl Pond, CEDARS Project Team	Training complete for 2 people per LEA and 1 person per Charter (approx 330 users trained) by April 30, 2011.	\$ 200,000.00	Other Federal	2010-11	N
						\$ -	State	2010-11	N
		2,5	Support use of CEDARS longitudinal data warehouse through webinars and sessions at various annual Statewide and regional conferences and technical assistance events.	Karl Pond, CEDARS Operational Team	Deliver professional development webinars and sessions at various conferences throughout year (dates TBD).	\$ -	State	2011-12	R
						\$ -	State	2012-13	R
						\$ -	State	2013-14	R
		2,5	See Section (D)(5) Professional Development for deliverables on data literacy training						
(C)(3) Data and Assessment Tools for Educators	Objective 1: Develop and implement a statewide Instructional Improvement System (IIS).	5	June 2010 - October 2010 and June 2011 - December 2011; Conduct meetings with potential vendors to learn about products on the market and catalogue tool features	Project Director; IIS Workgroups	Met with applicable vendors and documented tool features	\$ -	N/A	2010-11	N
		5	Setup IIS advisory groups (Stakeholder and User) from external stakeholders to refine vision for the IIS and offer guidance and feedback to the project team	Project Sponsor, Project Director; IIS Workgroups	IIS workgroup members assigned 8/10/2010	\$ -	N/A	2010-11	Y
					Workgroup meetings held quarterly; Vision document published	\$ 27,570.38	RttT	2011-12	Y
					Workgroup meetings held quarterly	\$ 21,447.00	RttT	2012-13	Y
					Workgroup meetings held quarterly	\$ -	RttT	2013-14	N
		5	November 2010: Develop Leadership Groups for IIS, including IIS Leadership to provide input into IIS	Project Sponsor; Project Director	Workgroups developed by November 2010	\$ -	N/A	2010-11	N
					Workgroup meetings held regularly	\$ -	N/A	2011-12	N
					Workgroup meetings held regularly	\$ -	N/A	2012-13	N
					Workgroup meetings held regularly	\$ -	N/A	2013-14	N
		5	Develop core IIS Team: Project Director, Project Coordinator, Project Manager, NC FALCON Coordinator and allot associated costs	Project Director	Team established by August 2011	\$ 23,268.00	RttT	2010-11	R
Team established by August 2011	\$ -				Other Federal	2010-11	R		
Team established by August 2011	\$ 67,831.46				RttT	2011-12	R		
Team established by August 2011	\$ -				Other Federal	2011-12	R		

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		SBE Goal							
					Maintain staff	\$ 85,375.00	RttT	2012-13	R
					Maintain staff	\$ -	Other Federal	2012-13	R
					Maintain staff	\$ 274,311.00	RttT	2013-14	R
					Maintain staff	\$ -	Other Federal	2013-14	R
					Maintain staff	\$ 166,001.36	RttT	2014-15	N
		5	Develop supplemental IIS Team: Functional Specifications Analysts, Systems Engineer, QA Analyst, Content Lead, Content QA, Database Administrator, Business Analyst and allot associated costs	Project Director, Project Coordinator & Project Manager	Team established by June 2012	\$ 323,344.82	RttT	2011-12	R
					Maintain staff	\$ 819,109.00	RttT	2012-13	N
					Maintain staff	\$ 1,060,004.40	RttT	2013-14	R
					Maintain staff	\$ 632,689.36	RttT	2014-15	R
		5	Hire IIS Planning vendor (CELT), Develop project plan, communications plan; gather information about vision, specifications, and requirements, RFP. Assist in evaluating RFP.	Project Director & Financial Business Services	Planning RFP completed by Feb. 2011. Focus groups held, ideas documented, vision shared with leadership; Draft business specifications and technical requirements documented	\$ 28,750.00	RttT	2010-11	N
					Focus groups conducted; Business Specifications and Technical Requirements completed; RFP and Implementation Plan completed Evaluation process completed; Vendor selected	\$ 261,768.32	RttT	2011-12	N
					Focus groups conducted; Business Specifications and Technical Requirements completed; RFP and Implementation Plan completed Evaluation process completed; Vendor selected	\$ 103,047.00	RttT	2012-13	N
		5	License Wireless Gen MClass LEA Diagnostic Assessment Tool	Project Sponsor & Project Director	MClass licensed	\$ 2,531,249.02	RttT	2011-12	N
			Reading 3D: 1) training to ensure that every LEA has at least one master trainer, 2) support to make sure passages for Reading 3D assessments are pre-loaded into wireless devices (reducing time and materials costs for LEAs using the devices).	Project Sponsor & Project Director	Professional Development for Reading 3D provided by June 30,2014	\$ 840,004.00	RttT	2013-14	

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		SBE Goal							
			Provides for pilot of formative literacy assessment program.	Project Sponsor & Project Director	Complete formative literacy assessment pilot program for 30,000 students	\$ 780,004.00	RttT	2013-14	
		5	Work with CUACS to 1. align curriculum and learning content, assessment content, and professional development content to the North Carolina Standard Course of Study (NCSCS), 2. load or register all content to the Learning Object Repository, 3. register the content in the Learning Registry.	Project Director & Content Lead	Content processes established; IIS content prepared for entry or registry in the LOR and Learning Registry	\$ -	RttT	2011-12	R
					Alignment of content to NCSCS and registry in LOR and Learning Registry	\$ 433,039.00	RttT	2012-13	R
					Alignment of content to NCSCS and registry in LOR and Learning Registry	\$ 600,004.00	RttT	2013-14	R
					Alignment of content to NCSCS and registry in LOR and Learning Registry	\$ 544,689.76	RttT	2014-15	
		5	Award IIS Contract	Project Director, CELT, & NewSouth Technologies	Awarded IIS Contract	\$ 4,408,232.00	RttT	2012-13	N
		5	Begin Configuration and Installation of IIS software Components	NewSouth Technologies & IIS Vendor	Progress toward system configuration & installation				
		5	Modify/Configure IIS software as needed to meeting NC requirements	NewSouth Technologies & IIS Vendor	System that meets NC requirements				
		5	Provision IIS Components with NC Data	NewSouth Technologies & IIS Vendor	System that meets NC requirements				
		5	Incorporate NC DPI applications to IIS	NewSouth Technologies & IIS Vendor	System that meets NC requirements				
		5	Pilot IIS Curriculum and Instruction Software Components	Project Director; NewSouth Technologies & IIS Vendor	Successful pilot of each system component				

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		SBE Goal							
		5	Rollout IIS Curriculum and Instruction Software Components	Project Director; NewSouth Technologies & IIS Vendor	Successful rollout of each system component	\$ 6,524,285.00	RttT	2013-14	N
		5	Pilot IIS Assessment Software Components	Project Director; NewSouth Technologies & IIS Vendor	Successful pilot of each system component				N
		5	Rollout IIS Assessment Software Components	Project Director; NewSouth Technologies & IIS Vendor	Successful rollout of each system component				N
		5	Pilot IIS EOG and EOC Software Components	Project Director; NewSouth Technologies & IIS Vendor	Successful pilot of each system component				N
		5	Rollout IIS EOG and EOC Software Components	Project Director; NewSouth Technologies & IIS Vendor	Successful rollout of each system component				
		5	Pilot IIS Professional Development Component	Project Director; NewSouth Technologies & IIS Vendor	Successful pilot of each system component				
		5	Rollout IIS Professional Development Component	Project Director; NewSouth Technologies & IIS Vendor	Successful rollout of each system component				
		5	Complete Installation of IIS software Components	NewSouth Technologies & IIS Vendor	Progress toward system configuration & installation				
			Implementation of Test Nav _Summative Assessment component of Home Base Project Closeout	NewSouth Technologies & IIS Vendor	Progress toward system configuration & installation and project close out	\$ 1,552,250.40	RttT	2014-15	
			Continue Student Survey and development of ASW platform in Home Base	Jennifer Preston, Jennifer DeNeal	Pilot Student Survey component of Home Base by May 2014 ASW component functional in Home Base by June 30, 2014	\$ 597,764.00	RttT	2013-14	
			Plan for Contingency	Project Sponsor, Project Director, NewSouth Technologies	Reserves set aside	\$ -	RttT	2012-13	N

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		SBE Goal							
		5	Plan for Contingency	Project Sponsor, Project Director, NewSouth Technologies	Reserves set aside	\$ 919,624.40	RttT	2013-14	N
		5	Track usage statistics for IIS; Work with evaluation team to determine what data to capture to explore stakeholder use and satisfaction with the tool.	Project Director, Project Coordinator	Evaluation plans (See section A2)	--	RttT	2013-14	N
	Objective 2: Purchase tools for which LEAs can subscribe via the IIS.	5	Pay licensing and subscription fees for LEAs and Charters to use the IIS modules	Project Sponsor & Project Director	Fees paid for LEAs and Charters so they can access the IIS for the 2013 - 2014 school year	\$ 608,650.00	RttT	2012-13	R
					Fees paid for LEAs and Charters so they can access the IIS for the 2013 - 2014 school year	\$ 3,067,004.40	RttT	2013-14	R
	Objective 3: Provide professional development and communications to prepare the teachers, students, parents and administrators for implementing the IIS.		Support district rollout and implementation of Home Base Hire a project manager for the new Home Base Support Center; this person will help implement the work of the Center, which will field calls from LEAs as they implement Home Base and the systems in the NC Education Cloud Provide vendor training on the Home Base System	Project Director, Project Coordinator, Support Center and Partnership staff	Home Base Support Center Project Manager Hired by 7/1/2013 Establish Home Base Support Center by June 2013 to field requests for help during implementation of Home Base Partnerships with early adopting LEAs/charter schools in order to learn what it takes to successfully rollout the Home Base platform at a district and/or school level	\$ 1,547,902.00	RttT	2013-14	
					Provide second year of Home Base partnerships, expanding support to additional LEAs/Charters. Districts will also receive additional vendor training on Home Base by June 30, 2015.	\$ 1,075,067.76	RttT	2014-15	

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		SBE Goal								
			Extend contracts for Learning Systems team to 1) provide support for participants in the Governor's Teacher Network, 2) provide additional training to LEAs supporting Schoolnet and OpenClass portions of Home Base, 2) find, vet, and tag additional resources to fill gaps in Schoolnet.	Project Director, Project Coordinator, Support Center and Partnership staff	Increase resources in SchoolNet and OpenClass and provide additional training to districts.	\$ 419,689.96	RttT	2014-15		
		5	Create Data Guide to help educators better use data to inform education	Project Director, Project Coordinator, Systems Accounting	Published data guide	\$ -	RttT	2012-13	N	
		5	Create data modules that inform educators on best practices of how to use the IIS and the data contained therein to improve educational outcomes. (See D5 Module Development)	Project Director, Project Coordinator, Systems Accounting	(See D5 Module Development)	\$ -	RttT	2013-14	N	
		<i>See Section A2 RttT Management regarding communications around IIS.</i>								
		<i>See Section D5 regarding professional development.</i>								
	Objective 4: Provide professional development through data coaches.	<i>See Section D5 regarding professional development.</i>								
(D)(1) Alternative Certification	Objective 1: Provide innovative alternative routes to certification.		Expand alternative licensure programs for educators such as the NC Guilford County Schools Alternative Certification Track, Collaboration for Orchestration Regional Education, Charlotte-Mecklenburg Schools' Lateral Entry Assistance Program for Career and Technical Education (CTE) and New Leaders for New Schools	Lynne Johnson, New Project Coordinator, Elissa Brown, Statewide Evaluation Committee, Alternative Licensure Providers	Increase number of alternatively-licensed teachers and school leaders	\$ -	State	2010-11	N	
		2	Continue expansion of alternative licensure programs	Lynne Johnson, Freda Lee, Statewide Evaluation Committee, Alternative Licensure Providers	Increase number of alternatively-licensed teachers and school leaders	\$ -	State	2011-12	N	
		2.4	Continue expansion of alternative licensure programs	Lynne Johnson, Freda Lee, Statewide Evaluation Committee, Alternative Licensure Providers	Increase number of alternatively-licensed teachers and school leaders	\$ -	State	2012-13	N	
			Continue expansion of alternative licensure programs	Lynne Johnson, Freda Lee, Statewide Evaluation Committee, Alternative Licensure Providers	Increase number of alternatively-licensed teachers and school leaders	\$ -	State	2013-14	N	
			Utilize vacancy reports, equity plans and Teacher Working Conditions survey for strategic staffing planning	Lynne Johnson, Freda Lee, IHE Partners	Publish white paper by June 2014.	\$ -	State	2011-12	N	
	Utilize vacancy reports, equity plans and Teacher Working Conditions survey for strategic staffing planning	Lynne Johnson, Freda Lee, IHE Partners	Convene task force and meet quarterly during 2012-13		State	2012-13	N			

NC Race to the Top (RtT) State Detailed Scope of Work (DSW)

Total RtT Funding Budgeted (over four years):

\$234,105,145

Total RtT Funding Budgeted for Required Activities:

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NC RtT Initiative (Section)	Required RtT Activity ("For all LEAs/Charters, the State will...")	Aligned with...	Plan/Timeline for Implementation	Key Personnel	Performance Measure (Target)	Budget	Fund Source	Fiscal Year	R/N?
		SBE Goal							
(D)(1) Alternative Certification	Objective 2: Improve educator pipeline for high-need content and specialty areas.		Utilize vacancy reports, equity plans and Teacher Working Conditions survey for strategic staffing planning	Lynne Johnson, Freda Lee, IHE Partners	Convene task force quarterly during 2013-14		State	2013-14	n
		2	Partner with universities to improve educator pipeline	Lynne Johnson, New Project Coordinator, Elissa Brown, IHE Partners	Increased number of teacher candidates prepared to teach in high-needs regions and in high-needs content areas	\$ -	State	2010-11	N
			Partner with universities to improve educator pipeline	Lynne Johnson, Freda Lee, IHE Partners	Increased number of teacher candidates prepared to teach in high-needs regions and in high-needs content areas		State	2011-12	N
			Partner with universities to improve educator pipeline	Lynne Johnson, Freda Lee, IHE Partners	Increased number of teacher candidates prepared to teach in high-needs regions and in high-needs content areas	\$ -	State	2012-13	N
			Partner with universities to improve educator pipeline	Lynne Johnson, Freda Lee, IHE Partners	Increased number of teacher candidates prepared to teach in high-needs regions and in high-needs content areas	\$ -	State	2013-14	N
			Create evaluation instruments and processes for classifications that are not classroom teachers or school based administrators. These include instructional technology teachers, media coordinators, guidance counselors, school psychologists, social workers. Design optional instruments for speech pathologists, school nurses, occupational therapists, and physical thearapists.	Lynne Johnson, Jennifer Preston, Research and Evaluation Associates	RFP issued by June 30, 2011	\$ -	RtT	2010-11	N
			Continue development of evaluation instruments and processes for classifications that are not classroom teachers or school based administrators. These include instructional technology teachers and media coordinators, guidance counselors, school psychologists, and social workers. Design optional instruments for speech pathologists, school nurses, occupational therapists, and physical thearapists.	Lynne Johnson, Jennifer Preston, Research and Evaluation Associates	Vendor in place by September 1, 2011. Draft rubrics and processes developed for 9 new instruments for each of the identified classifications by June 30, 2012	\$ 173,839.00	RtT	2011-12	N

NC Race to the Top (RttT) State Detailed Scope of Work (DSW)

Total RttT Funding Budgeted (over four years):

\$234,105,145

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NC RttT Initiative (Section)	Required RttT Activity ("For all LEAs/Charters, the State will...")	Aligned with...	Plan/Timeline for Implementation	Key Personnel	Performance Measure (Target)	Budget	Fund Source	Fiscal Year	R/N?
		SBE Goal							
(D)(2) Teacher and Principal Evaluation	Objective 1: Implement teacher and principal evaluation processes statewide.		Pilot evaluation instruments for classifications that are not classroom teachers or school based administrators. These include instructional technology teachers, media coordinators, guidance counselors, school psychologists, and social workers. Develop evaluation instruments and processes for Academic Coaches and Career Development Counselors.	Lynne Johnson, Jennifer Preston, Research and Evaluation Associates	Begin development of Evaluation Instrument for Academic Coaches and Career Development Counselors. Pilot completed and State Board adopted instruments by June 30, 2013.	\$ 290,167.26	RttT	2012-13	N
			Finalize development of evaluation instruments and processes for Academic Coaches and Career Development Counselors. 7 piloted evaluation instruments required for use by LEAs and Charters operational. Optional evaluation instruments available for use by LEAs and Charters. Develop Observation Calibration Tool	Lynne Johnson, Jennifer Preston, and Research and Evaluation Associates Contractor	Finalize Evaluation instruments for Academic Coaches and Career Development Counselors by December 2013 Develop Observation Calibration Tool All LEAs and participating Charters implement required evaluation instruments.	\$ 439,504.00	RttT	2013-14	N
		2	License for McRel Tool	Jennifer Preston, Lynne Johnson, McRel	All LEAs and Charters	\$ 792,019.00	RttT	2010-11	N
			License for McRel Tool	Jennifer Preston, Lynne Johnson, McRel	All LEAs and Charters use online tool	\$ 1,205,025.00	RttT	2011-12	N
			License for McRel Tool	Jennifer Preston, Lynne Johnson, McRel	All LEAs and Charters use online tool	\$ 1,658,752.01	RttT	2012-13	N
			License for McRel Tool	Jennifer Preston, Lynne Johnson, McRel	All LEAs and Charters use online tool	\$ 180,000.00	RttT	2013-14	N

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NC RttT Initiative (Section)	Required RttT Activity ("For all LEAs/Charters, the State will...")	Aligned with...	Plan/Timeline for Implementation	Key Personnel	Performance Measure (Target)	Budget	Fund Source	Fiscal Year	R/N?
		SBE Goal							
(D)(2) Teacher and Principal Evaluation	Objective 2: Add explicit student growth data component to teacher and principal evaluation processes.	2	Developed 6th standard to the Teacher Evaluation Process and an 8th standard for the Principal Evaluation Process for Measures of Student Growth (by 2010-2011 school year)	Rebecca Garland, Jennifer Preston	Standards for measuring growth developed by the June 30, 2011.	\$ -	RttT	2010-11	N
			Adopted and implemented 6th standard to the Teacher Evaluation Process and an 8th standard for the Principal Evaluation Process for Measures of Student Growth by 2011-12 school year.	Rebecca Garland, Jennifer Preston	Standards added to the instrument and fully implemented in evaluation processes for the 11-12 school year	\$ -	RttT	2011-12	N
			Implemented 6th standard to the Teacher Evaluation Process and an 8th standard for the Principal Evaluation Process for Measures of Student Growth by 2011-12 school year.	Rebecca Garland, Jennifer Preston, SAS	Standards added to the instrument and fully implemented in evaluation processes for the 11-12 school year Display 2011-12 Teacher Effectiveness Data Fall 2012	\$ 200,000.00	RttT	2012-13	N
(D)(2) Teacher and Principal Evaluation	Objective 4: Determine and develop compensation models, including implementation of compensation models in the lowest-achieving schools.		Develop and implement compensation model for compensation of certified personnel in the lowest-achieving schools.	DPI Educator Recruitment & Development, Finance & Business Services, District & School Transformation	Compensation Model in place and compensation supplied to eligible staff for 2010-2011	\$ -	RttT	2010-11	N
		2	Implement compensation model for compensation of certified personnel in the lowest-achieving schools.	DPI Educator Recruitment & Development, Finance & Business Services, District & School Transformation	Compensation Model in place and compensation supplied to eligible staff for 2011-2012	\$ 1,589,878.00	RttT	2011-12	N
		4	Provide bonuses for classroom teachers whose students have achieved higher than expected growth and continue with compensation model in place for all other personnel.	DPI Educator Recruitment & Development, Finance & Business Services, District & School Transformation	Bonuses paid based on expected growth and compensation model still being implemented	\$ 2,971,469.00	RttT	2012-13	N
			Provide bonuses for classroom teachers whose students have achieved higher than expected growth and continue with compensation model in place for all other personnel.	DPI Educator Recruitment & Development, Finance & Business Services, District & School Transformation	Bonuses paid based on expected growth and compensation model still being implemented	\$ 4,661,805.00	RttT	2013-14	N

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NC RttT Initiative (Section)	Required RttT Activity ("For all LEAs/Charters, the State will...")	Aligned with...	Plan/Timeline for Implementation	Key Personnel	Performance Measure (Target)	Budget	Fund Source	Fiscal Year	R/N?
		SBE Goal							
			Provide bonuses for classroom teachers whose students have achieved higher than expected growth and continue with compensation model in place for all other personnel.	DPI Educator Recruitment & Development, Finance & Business Services, District & School Transformation	Bonuses paid based on expected growth and compensation model still being implemented	\$ 4,661,805.00	RttT	2014-15	N
(D)(2) Teacher and Principal Evaluation	Objective 2: Add explicit student growth data component to teacher and principal evaluation processes.		Establish 52 teacher workgroups to produce item specifications and vet items for assessments for untested courses (travel and substitutes)	52 teacher workgroups, PD Team	Recommendations provided by workgroups for assessments for untested courses	\$ 1,164.00 \$ 174,173.00	RttT RttT	2010-11 2011-12	N N
			Establish 52 teacher workgroups to produce item specifications and vet items for assessments for untested courses (travel and substitutes)	52 teacher workgroups, PD Team	Recommendations provided by workgroups for assessments for untested courses	\$ 76,073.31	RttT	2012-13	N
			Establish teacher workgroups to produce item specifications and vet items for assessments for remaining untested courses (travel and substitutes)	teacher workgroups, PD Team	Recommendations provided by workgroups for assessments for untested courses	\$ 50,000.00	RttT	2013-14	N
			Engage vendor to generate items for assessments for untested courses.	Jennifer Preston, Tammy Howard, TOPS	Assessment items generated by June 30, 2012.	\$ -	RttT	2011-12	N
			Continue to develop items for assessments for untested courses.	Jennifer Preston, Tammy Howard, TOPS	Remainder of assessment items generated by June 30, 2013.	\$ 917,807.04 \$ 2,400,000.00	RttT RttT	2012-13 2013-14	N N
			Engage North Carolina Technical Advisors on the design process of Measures of Student Learning and the educator effectiveness model	Tammy Howard	Validity and Reliability of assessments established by September 2012.	\$ 4,229.50	RttT	2012-13	N

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NC RttT Initiative (Section)	Required RttT Activity ("For all LEAs/Charters, the State will...")	Aligned with...	Plan/Timeline for Implementation	Key Personnel	Performance Measure (Target)	Budget	Fund Source	Fiscal Year	R/N?	
		SBE Goal								
			Pilot Student Surveys during 2011-2012 to determine how best to integrate this tool into the teacher effectiveness process	Jennifer Preston	Pilot Student Survey conducted by June 30, 2012	\$ 63,067.00	RttT	2011-12	N	
			\$ 484,110.00	RttT	2012-13	N				
			Provides funds for printing NC Final Exams in the 2013-14 school year	Jennifer Preston	All exams printed and provided to districts for administration in spring 2014.	\$ 1,000,000.00	RttT	2013-14		
(D)(2) Teacher and Principal Evaluation	Objective 3: Create the Educator Effectiveness Workgroup to develop long-term system for integrating student growth data into evaluations for all teachers and principals.	2.1 and 2.2	Develop and validate a student academic growth factor and develop longer-term system for integrating student growth data into teacher and principal evaluations for all teachers and principals (including new growth measured through the new assessments developed for untested courses).	Jennifer Preston, WestEd	Growth factor validated as reliable measure for using student growth to evaluate teacher effectiveness. Long-term system in place for integrating growth measure into all teacher and principal evaluations.	\$ -	RttT	2011-12	N	
			2.1 and 2.2	Continue to advise on the inclusion of student growth in educator evaluation.	Jennifer Preston, WestEd	Growth factor validated as reliable measure for using student growth to evaluate teacher effectiveness. Long-term system in place for integrating growth measure into all teacher and principal evaluations.	\$ 39,910.36	RttT	2012-13	N
			2.1 and 2.2	Continue to advise on the inclusion of student growth in educator evaluation.	Jennifer Preston, WestEd, SAS	Growth factor validated as reliable measure for using student growth to evaluate teacher effectiveness. Long-term system in place for integrating growth measure into all teacher and principal evaluations.	\$ 207,842.00	RttT	2013-14	N

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		SBE Goal							
(D)(3) Regional Teacher & Leader Effectiveness	Objective 1: Develop and implement regional leadership academies to recruit, prepare, and support highly-effective principals.	2	<p>Design and develop RLA models in consultation with independent experts including establishing objectives, time lines, implementation plan and evaluation processes.</p> <p>Ensure RLA design will engage participants in addressing issues similar to those they will face on the job, working through relevant data, problem identification, consideration of alternative solutions, and decision-making.</p> <p>Establish a meaningful Professional Learning Community within RLA Cohorts.</p> <p>Recruit and select new principals for Cohort 1 (25 candidates) ensuring applicants have the expertise, commitment and disposition to lead transformative change in a low-performing school. <i>Jan 2011 - Jun 2011</i></p>	Lynne Johnson, Jennifer Preston	Start Northeast Regional Leadership Academy and begin planning for Sandhills, Piedmont-Triad Leadership Academies.	\$ 143,244.00	RttT	2010-11	R
		2	<p>Conduct RLA startup including additional design consultation, faculty selection and establishment. <i>Jan 2011 - Jun 2011</i></p>	Lynne Johnson, Project Coordinator	Start Northeast Regional Leadership Academy and begin planning for Sandhills, Piedmont-Triad Leadership Academies.	\$ 4,000.00	RttT	2010-11	R
		2	<p>Refine Design of RLA models in consultation with independent experts including refining implementation plan and evaluation processes.</p> <p>Recruit and select new principals in(Cohort 2) 75 candidates Jun 2011 - Jun 2012</p> <p>Launch RLAs for Cohort 1 July 2011</p> <p>Conduct RLAs (Cohort 1, Year 1) focusing on acquiring skills and abilities that allow principals to lead transformational change within low-performing schools with a focus on effective instructional leadership and improving student outcomes. July 2011 - July 2012</p> <p>Recruit and select new principals in Cohort 3 (75 candidates) Jun 2011 - Jun 2012</p>	Lynne Johnson, Project Coordinator	<p>Cohort 2 participants selected by May 2011.</p> <p>Continue Northeast Regional Leadership Academy and begin Sandhills, Piedmont-Triad Leadership Academies.</p> <p>Cohort 3 participants selected by May 2012.</p>	\$ 5,082,374.00	RttT	2011-12	R

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		SBE Goal							
		2	Conduct RLAs (Cohort 1, Year 2) <i>July 2012 - July 2013</i> Launch RLAs for Cohort 2 <i>July 2012</i> Conduct RLAs (Cohort 2, Year 1) <i>July 2012 - July 2013</i>	Lynne Johnson, Project Coordinator	Continue all Regional Leadership Academies	\$ 5,649,148.00	RttT	2012-13	R
		2	Conduct RLAs (Cohort 2, Year 2) <i>July 2013 - Aug 2014</i> Launch RLAs for Cohort 3 <i>July 2013</i> Conduct RLAs (Cohort 3, Year 1) <i>July 2013 - July 2014</i>	Lynne Johnson, Project Coordinator	Continue all Regional Leadership Academies	\$ 6,757,232.00	RttT	2013-14	N
		2	Conduct RLAs (Cohort 3, Year 2)- provide executive coaching and induction program. Complete early career inuction support for RLAs Cohorts 1 and 2.	Lynne Johnson, Project Coordinator	Complete Regioanl Leadership Academies	\$ 972,811.00	RttT	2014-15	N
(D)(3) Regional Teacher & Leader Effectiveness	Objective 2: Increase the number of highly-qualified teachers in low-income rural areas and low-performing urban schools.	2	Enable expansion of Teach for America (by 340 over the next four years)	Lynne Johnson, Jennifer Preston, Teach For America	Increase TFA teachers by 20	\$ -	RttT	2010-11	
		2	Enable expansion of Teach for America	Lynne Johnson, Freda Lee, Teach For America	Increase TFA teachers by 90	\$ 1,867,089.00	RttT	2011-12	
		2	Enable expansion of Teach for America	Lynne Johnson, Freda Lee, Teach For America	Increase TFA teachers by 115	\$ 2,058,532.00	RttT	2012-13	
		2	Enable expansion of Teach for America	Lynne Johnson, Freda Lee, Teach For America	Increase TFA teachers by 115	\$ 3,443,779.00	RttT	2013-14	
(D)(3) Regional Teacher & Leader Effectiveness	Objective 2: Increase the number of highly-qualified teachers in low-income rural areas and low-performing urban schools.		Develop a North Carolina Teacher Corps to recruit in-state talent for high-need schools not served by TFA (to begin 2011-2012 school year)	Lynne Johnson, Jennifer Preston	Preliminary planning completed	\$ -	RttT	2010-11	R
			Use 2011- 2012 as an intense planning and recruitment year; Hire a Statewide Program Director, Statewide Program Consultant, and Statewide Program Assistant to support the work of the NC Teacher Corps.	Lynne Johnson, Freda Lee, Theresa Perry	Planning completed and first cohort of Corps members recruited by June 2012	\$ 105,516.00	RttT	2011-12	R
			Begin NC Teacher Corps - first cohort of 100 participants begin working in districts by beginning of 2012-2013 school year	Lynne Johnson, Theresa Perry, Freda Lee	First cohort of 100 Corps members begins working with low-performing schools in Aug. 2012	\$ 427,766.00	RttT	2012-13	R
			Expand NC Teacher Corps - additional 150 participants by beginning of 2013-2014 school year	Lynne Johnson, Theresa Perry, Freda Lee	Increase number of Corps members to 250 total in low-performing schools by Aug. 2013	\$ 1,863,258.00	RttT	2013-14	N

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		SBE Goal							
			Provide tuition support in the 2014-15 academic year for the current cohort of NCTC corps members (funds would allow teachers to complete their coursework for licensure)	Lynne Johnson, Theresa Perry, Freda Lee	Cohort completes coursework for licensure	\$ 180,480.00	RttT	2014-15	N
(D)(3) Regional Teacher & Leader Effectiveness	Objective 2: Increase the number of highly-qualified teachers in low-income rural areas and low-performing urban schools.		Develop comprehensive, three-year induction support program for novice teachers in low-achieving schools through contract with UNC General Administration	Lynne Johnson, Jennifer Preston, UNC GA	Program planning completed by June 2011	\$ -	RttT	2010-11	N
			Initiate Induction Support Program in SBE Regions 1, 2, 3 and 6	Lynne Johnson, Freda Lee, UNC GA	Novice teachers in the initial 4 regions participating in the induction support program	\$ 132,620.69	RttT	2011-12	N
			Implement Induction Support Program in all SBE regions (to serve all eligible novice teachers in the lowest-achieving schools in local area cohorts each year)	Lynne Johnson, Freda Lee, UNC GA	Novice teachers in all 8 regions participating in the induction support program	\$ 2,582,305.00	RttT	2012-13	N
			Continue Induction Support Program	Lynne Johnson, Freda Lee, UNC GA	Novice teachers in all 8 regions participating in the induction support program	\$ 5,059,961.00	RttT	2013-14	N
		2	Contract with vendor to produce customized hiring and retention plans for DST partnership districts, including training on: *incentives and strategies to ensure equitable distribution of highly effective teachers within urban districts *incentives and strategies to attract highly effective teachers to rural schools. *collaborating with possible partners in encouraging or supporting additional strategic staffing initiatives. Train and support LEAs in the implementation of recruitment and hiring plans. Conduct regional workshops on strategic staffing initiatives.	Lynne Johnson, Freda Lee, vendor	*Decrease vacancy rates in low-performing schools. *Increase equitable distribution of highly effective teachers.	\$ 70,384.00	RttT	2011-12	N
		2	Provide technical support and onsite visits to support LEA retention and hiring plans.	Lynne Johnson, Freda Lee, vendor	*Decrease vacancy rates in low-performing schools. *Increase equitable distribution of highly effective teachers.	\$ 165,216.00	RttT	2012-13	N

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		SBE Goal									
(D)(3) Regional Teacher & Leader Effectiveness	Objective 3: Provide regional workshops and consultation to LEAs about strategic staffing strategies.	2	Provide technical support and onsite visits to support LEA retention and hiring plans.	Lynne Johnson, Freda Lee, vendor	*Decrease vacancy rates in low-performing schools. *Increase equitable distribution of highly effective teachers.	\$0	RttT	2013-14	N		
			Develop data dashboards, analyze data and provide training to LEAs on the equitable distribution of effective teachers	Thomas Tomberlin	Reports developed/released and training provided by June 30, 2015	\$200,000	RttT	2014-15			
			Provide 12 TALAS districts with mini grants to develop and implement plans to address strategic staffing issues specifically related to the distribution of effective teachers. District Transformation Coaches (DTCs) will provide support to the districts in implementing the approved plans	Pat Ashley, Alessandro Montanari, DTC Coaches	Approve 12 district plan by September 2014	\$1,200,000	RttT	2013-14			
					Support districts in implementing approved plans by June 2015.	\$450,000	RttT	2014-15			
		2	Provide every new teacher who chooses to work in the lowest-achieving schools – regardless of her or his point of entry (through TFA, through the NC Teacher Corps, through lateral entry, or through traditional routes) – with a voucher that can be used for either: - Forgiveness of student loans - Tuition for obtaining a Master's degree - Housing - Any combination of the above	Lynne Johnson, Pat Ashley, Freda Lee, Alessandro Montanari, Project Coordinator	Increase number of effective teachers in low-performing schools	\$31,624	RttT	2011-12	R		
						\$41,004	RttT	2012-13	R		
						\$75,000	RttT	2013-14	N		
					Increase availability of highly effective math and science teachers to students who are at risk of failure in core math and science courses by developing and delivering a new virtual blended STEM course model to address the needs of these students. Develop blended courses in which onsite teachers share teaching duties with more experienced, historically effective online teachers, again with a focus on serving students in the lowest-achieving schools.						
				1.1, 5.2, 5.4	Identify school districts/low achieving schools for target deployment of services by December 1, 2010.	John Brim and NCVPS Staff	Three school districts identified and committed by December 1, 2010	-	State	2010-11	N
				1.1, 5.2, 5.4	Identify 2 replacement school districts for target deployment of services (replacing districts selected initially that withdrew) by January 2012	Ross White, John Brim, and NCVPS Staff	Identification and commitment of two replacement school districts and by January 2012	-	State	2011-12	N
		1.1, 5.2, 5.4	Collaboratively determine the new virtual delivery model's teaching and learning approach, and the support, and coaching needs for all identified schools and staff by June 30, 2011.	Ross White, John Brim, and NCVPS Staff	Related artifacts and process maps compiled by June 30, 2011.	-	State	2010-11	N		

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		SBE Goal							
(D)(3) Regional Teacher & Leader Effectiveness	Objective 2: Increase the number of highly-qualified teachers in low-income rural areas and low-performing urban schools.	1.1, 5.2, 5.4	Establish management team for project by hiring 2 time-limited employees: Project Director by January 2012 and Exceptional Children's Instructional Specialist by March 2012 (salary, benefits and travel) .	Tracy Weeks, Sherry Bell, and Lou Ann Phillips	Project Director in place by January 2012 and EC Specialist in place by March 2012.	\$ -	RttT	2010-11	N
						\$ 78,394.00	RttT	2011-12	N
						\$ 211,896.34	RttT	2012-13	N
						\$ 241,520.00	RttT	2013-14	N
						\$ 175,788.00	RttT	2014-15	N
		1.1, 2.4, 5.2, 5.4	Plan and develop the first 3 new virtual blended STEM courses that will be piloted in the identified schools by July 2012.	Tracy Weeks, Sherry Bell, Project Director, EC Instructional Specialist and contractors	Contractors hired, prepared, and placed from July 2011 through July 2012. 3 virtual blended STEM courses developed by July 2012	\$ 163,904.00	RttT	2011-12	R
			Pilot the first 3 new virtual blended STEM courses in school year 2012-13.		3 pilot virtual blended STEM courses delivered to 450 students	\$ 390,776.33	RttT	2012-13	R
			Develop 3 additional new virtual blended STEM courses by July 2013		3 additional virtual blended STEM courses developed by July 2013				
			Pilot 3 additional new virtual blended STEM courses in school year 2012-13; Continue delivering previous 3 virtual blended STEM courses.		3 pilot virtual blended STEM courses delivered to 450 students; 3 previously established virtual blended STEM courses delivered to 360 students	\$ 1,135,410.00	RttT	2013-14	R
			Develop 2 additional new virtual blended STEM courses for a project total of 8 by July 2014. Continue delivering previously developed 6 virtual blended STEM courses beginning August 2014.		2 additional virtual blended STEM courses developed by July 2014; 6 previously established virtual blended STEM courses delivered to 720 students beginning August 2014.				
	Pilot two new virtual blended STEM courses developed during 2013-14		2 additional virtual blended STEM courses piloted- ~ 60 students per course	\$ 387,817.00	RttT	2014-15			

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		SBE Goal							
		2.4, 5.2, 5.4	Identify blended resources, devices, and appropriate training and support.	John Brim and NCVPS Staff	One time identification by December 1, 2010	\$ -	State	2010-11	N
		2.4, 5.2, 5.4	Collaboratively determine support and coaching needs for all staff and contractors regarding professional development, device deployment, and related needs.	Tracy Weeks, Sherry Bell, Project Director, EC Instructional Specialist and School and District Leadership	Initial determination by June 30, 2011; feedback cycle repeated every six months	\$ -	State	2010-11	R
						\$ -	State	2011-12	R
						\$ -	State	2012-13	R
						\$ -	State	2013-14	R
		2.4, 5.2, 5.4		Tracy Weeks, Sherry Bell, Project Director, EC Instructional Specialist and contractors		\$ -	RttT	2010-11	N
						\$ 398,973	RttT	2011-12	R
						\$ 87,940.33	RttT	2012-13	R
						\$ 1,118,037.00	RttT	2013-14	R
				Indirect Cost			\$ 53,082	RttT	2011-12
		Indirect Cost			\$ 80,364	RttT	2012-13		
					\$ 190,209	RttT	2013-14		
		Indirect Cost			\$ 42,118	RttT	2014-15		
(D)(4) Teacher Effectiveness and Student Growth	Objective 1: Link teacher and principal effectiveness to preparation programs using student growth measures.	2	Create Educator Effectiveness Group and begin study and strategic planning.	Rebecca Garland, Lynne Johnson, Jennifer Preston	Effectiveness Group created and meetings established	-	State	2010-11	N
						-	State	2011-12	N
						-	State	2012-13	N
						-	State	2013-14	N
(D)(4) Teacher Effectiveness and Student Growth	Objective 2: Expand Educator Evaluation Process to include assessment of NC independent colleges and university preparation programs.	2	Continue to link data on NC teachers and principals to their credentialing programs.	Lynne Johnson, Elissa Brown, Jennifer Preston, Project Coordinator	Expand data links to include preparation programs, educators and outcomes	-	State	2010-11	N
							State	2011-12	N
							State	2012-13	N
							State	2013-14	N

NC Race to the Top (RttT) State Detailed Scope of Work (DSW)

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		SBE Goal							
(D)(4) Teacher Effectiveness and Student Growth	Objective 3: Publish an Educator Preparation Program report card that rates effectiveness of programs based on student achievement and growth criteria.	2 and 2.4	Develop report card similar to our ABCs Report Card to include information about teacher and leader preparation programs, including outcome measures.	Lynne Johnson, Elissa Brown, Jennifer Preston, Project Coordinator	Report card and summary data developed and available by Spring of 2013 and each subsequent year	-	State	2010-11	N
		State					2011-12	N	
		State					2012-13	N	
		State					2013-14	N	
(D)(4) Teacher Effectiveness and Student Growth	Objective 4: Review and approve Educator Preparation Program revisions to ensure participants become effective teachers, principals and superintendents.	2 and 2.4	Review re-visioned undergraduate and graduate education preparation programs, rubrics and electronic evidences for State Board approval	IHE partners, SBE, Statewide Evaluation Committee, Lynne Johnson, Elissa Brown	Increase and complete program approvals	-	State	2010-11	N
		State					2011-12	N	
		State					2012-13	N	
		State					2013-14	N	
(D)(4) Teacher Effectiveness and Student Growth	Objective 5: Launch UNC Teacher Recruitment Initiative to develop strategic plan for coordinating teacher recruitment efforts.	2 and 2.4	Expand productivity goals based upon workforce analysis to develop a strategic plan to address university teacher recruitment effort.	Lynne Johnson, Elissa Brown, Jennifer Preston, Project Coordinator, IHE Partners	Initiative developed and launched by June 2012.	-	State	2010-11	N
		State					2011-12	N	
		State					2012-13	N	
		2 and 2.4					Develop an alternative teacher certification track for science and math majors attending participating campuses.	IHE partners, SBE, Statewide Evaluation Committee, Lynne Johnson, Elissa Brown	Alternative certification track established by June 2014
(D)(5) Professional Development	Objective 1: Conduct ongoing professional development needs assessments.		Design needs assessment plan with a focus both on near-term assessment of PD needs in transitioning to new standards, data-literacy and the use of the teacher evaluation tool as well as longer term objectives around the use of new Instructional Improvement System. Conduct Diagnostic Needs Assessment.	Lynne Johnson, Yvette Stewart, RttT Professional Development Leaders (PDI Team)	Needs assessment Plan developed by Feb 1, 2011	-	State	2010-11	N
			Conduct Ongoing Needs Assessment	Lynne Johnson, Yvette Stewart, RttT Professional Development Leaders (PDI Team); Jeni Corn (RttT Evaluation Team)	Needs Assessment conducted in fall and spring. Analysis completed by RttT Evaluation Team twice a year (December and June)	-	State	2011-12	N
			Conduct Ongoing Needs Assessment	Lynne Johnson, Yvette Stewart, RttT Professional Development Leaders (PDI Team); Jeni Corn (RttT Evaluation Team)	Needs Assessment conducted in fall and spring. Analysis completed by RttT Evaluation Team twice a year (December and June)	-	State	2012-13	N

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		SBE Goal							
			Conduct Ongoing Needs Assessment	Lynne Johnson, Yvette Stewart, RttT Professional Development Leaders (PDI Team); Jeni Corn (RttT Evaluation Team)	Needs Assessment conducted in fall and spring. Analysis completed by RttT Evaluation Team twice a year (December and June)	\$ -	State	2013-14	N
(D)(5) Professional Development	Objective 2: Identify, evaluate, and as needed, develop professional development resources..		Support the development of instructional support tools as outlined in B(3).			\$ 76,048.00	RttT	2010-11	N
						\$ 197,787.82	RttT	2011-12	N
						\$ 264,989.46	RttT	2012-13	N
						\$ 1,241,852.20	RttT	2013-14	N
			Design data literacy training focusing on using data to improve instruction including establishing contracts as necessary.	Lynne Johnson, Yvette Stewart, RttT Professional Development leaders	Completion of PD trainings according to annual PD calendar, August - June	\$ 76,048.00	RttT	2010-11	N
						\$ 197,787.82	RttT	2011-12	N
						\$ 264,989.46	RttT	2012-13	N
						\$ 1,133,252.20	RttT	2013-14	N
			Design training to ensure teachers and leaders can achieve the objectives related to transitioning to new standards and assessments found on p.64 and 65 of NC RttT including establishing contracts as necessary.	Lynne Johnson, Yvette Stewart, RttT Professional Development leaders	Completion of PD trainings according to annual PD calendar, August - June	\$ 76,049.00	RttT	2010-11	N
						\$ 197,787.82	RttT	2011-12	N
						\$ 264,989.46	RttT	2012-13	N
						\$ 1,133,252.20	RttT	2013-14	N
(D)(5) Professional Development	Objective 3: Recruit, prepare, and support Professional Development Leaders and Module Developers	2	Recruit Professional Development Leaders and Module Developers for PDI Team Employ Professional Development Leaders and Module Developers for PDI Team (including salaries, fringe benefits, travel, equipment, supplies and other (communications))	Lynne Johnson, Yvette Stewart	Team hired by April 1, 2011 and ongoing as needed	\$ 532,337.00	RttT	2010-11	N
		2	Employ Professional Development Leaders and Module Developers for PDI Team	Lynne Johnson, Yvette Stewart	<i>{See Design and Execution Targets throughout D(5)}</i>	\$ 1,384,514.20	RttT	2011-12	N
		2	Employ Professional Development Leaders and Module Developers for PDI Team	Lynne Johnson, Yvette Stewart	<i>{See Design and Execution Targets throughout D(5)}</i>	\$ 1,854,924.02	RttT	2012-13	N
		2	Employ Professional Development Leaders and Module Developers for PDI Team	Lynne Johnson, Yvette Stewart	<i>{See Design and Execution Targets throughout D(5)}</i>	\$ 1,133,252.20	RttT	2013-14	N
		2	Find, design and/or add resources to the Professional Development Learning Repository ensuring they meet rigorous standards of quality. (BuildsPD/EE components of Home Base)	Lynne Johnson, Yvette Stewart, RttT Professional Development Leaders, IIS Team	Increase total number of professional development resources each year	\$ -	N/A	2011-12	N
						\$ -	N/A	2012-13	N
						\$ 1,500,000.00	RttT	2013-14	N

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		SBE Goal							
(D)(5) Professional Development	Objective 4: Support the effective use of technology-enabled eLearning to extend professional development opportunities.	2	Develop new professional development modules including facilitative modules to populate the professional development repository focusing on supporting transition to <u>new standards (64-65 in NC RttT)</u>	Lynne Johnson, Yvette Stewart, RttT Professional Development Leaders, TOPS, LearnNC	Begin development of modules.	\$ -	RttT	2010-11	N
		2	Develop new professional development modules including facilitative modules to populate the professional development repository focusing on supporting transition to <u>new standards and data literacy (69-70, 99-101 in NC RttT)</u>		Development of 7 modules by Nov. 2011 Development of 9 additional modules by June 2012	\$ 350,474.05	RttT	2011-12	N
		2	Develop new professional development modules including facilitative modules to populate the professional development repository focusing on supporting transition to <u>new standards (64-65 in NC RttT) and data literacy and the use of the instructional improvement system (69-70, 99-101 in NC RttT)</u>		Development of 8 additional modules by June 2013	\$ 659,570.34	RttT	2012-13	N
		2	Develop new professional development modules including facilitative modules to populate the professional development repository focusing on supporting transition to <u>new standards and data literacy and the use of the instructional improvement system (69-70, 99-101 in NC RttT)</u>		Development of 8 additional modules by June 2014	\$ 1,133,252.20	RttT	2013-14	N
		2	Maintain and support the web-based professional development modules, including assistance for users	Lynne Johnson, Yvette Stewart, Module Developers	*Customers Service Survey Data *Uptime and Availability of Modules	\$ -	RttT	2010-11	N
		2	Maintain and support the web-based professional development modules, including assistance for users	Lynne Johnson, Yvette Stewart, TOPS, Module Developers	*Customers Service Survey Data *Uptime and Availability of Modules	\$ 137,790.52	RttT	2011-12	N
		2	Maintain and support the web-based professional development modules, including assistance for users	Lynne Johnson, Yvette Stewart, Module Developers, TOPS, LearnNC	*Customers Service Survey Data *Uptime and Availability of Modules	\$ 181,706.23	RttT	2012-13	N
		2	Maintain and support the web-based professional development modules, including assistance for users	Lynne Johnson, Yvette Stewart, Module Developers, TOPS, LearnNC	*Customers Service Survey Data *Uptime and Availability of Modules	\$ 250,000.00	RttT	2013-14	N

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		SBE Goal							
(D)(5) Professional Development	Objective 5: Conduct planning institutes for LEA Leadership Teams.	2	Design and plan LEA Planning Institutes to ensure LEA PD leaders can achieve objectives on page 193 of NC RttT.	Lynne Johnson, Yvette Stewart, Maria Pitre-Martin, Neill Kimrey, Tracey Greggs, RttT Professional Development Leaders, Kenan Fellows Program, Jeni Corn (RttT Evaluation Team)	Design completed by May 2011	<i>PDI Team (Objective 3)</i>	RttT	2010-11	N
		2	Conduct LEA Planning Institutes in June - July 2011	Lynne Johnson, Yvette Stewart, Maria Pitre-Martin, Neill Kimrey, Tracey Greggs, RttT Professional Development Leaders, Kenan Fellows Program, Jeni Corn (RttT Evaluation Team)	*Survey data from participants *Evaluation of LEA Professional Development Action Plan	<i>PDI Team (Objective 3)</i>	RttT	2011-12	N
		2	Conduct LEA Planning Institutes in June - July 2012	Lynne Johnson, Yvette Stewart, Maria Pitre-Martin, Neill Kimrey, Tracey Greggs, RttT Professional Development Leaders, Kenan Fellows Program, Jeni Corn (RttT Evaluation Team)	*Survey data from participants *Evaluation of LEA Professional Development Action Plan	<i>PDI Team (Objective 3)</i>	RttT	2012-13	N

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		SBE Goal							
		2	Conduct LEA Planning Institutes in June - July 2013 and June-July 2014	Lynne Johnson, Yvette Stewart, Maria Pitre-Martin, Neill Kimrey, RttT Professional Development Leaders, Kenan Fellows Program, Jeni Corn (RttT Evaluation Team)	*Survey data from participants *Evaluation of LEA Professional Development Action Plan	<i>PDI Team (Objective 3)</i>	RttT	2013-14	N
(D)(5) Professional Development	Objective 6: Conduct Leadership in Practice Principal Institutes.		Plan and Conduct 4 Distinguished Leadership in Practice (DLP) Principal Institutes in SY 2010-11	Lynne Johnson, Yvette Stewart, NCASA, LEARN NC	Begin 4 new cohorts (with a total of approximately 200 principals and 50 assistant principals) by April 2011. *Survey data from participants *Student achievement of the students of principal's attending institute (year after participation)	\$ 591,750.00	RttT	2010-11	N
			Plan and Conduct 4 Distinguished Leadership in Practice Principal Institutes in SY 2011-12	Lynne Johnson, Yvette Stewart, NCASA, LEARN NC	Begin 4 new cohorts (with a total of approximately 150 principals and 50 assistant principals) by April 2012. *Survey data from participants *Student achievement of the students of principal's attending institute (year after participation)	\$ 326,150.16	RttT	2011-12	N
			Plan and Conduct 4 Distinguished Leadership in Practice Principal Institutes in SY 2012-13 (including 1 cohort of DLP for Superintendents)	Lynne Johnson, Yvette Stewart, NCASA, LEARN NC	Begin 4 new cohorts (with a total of approximately 150 principals and 50 assistant principals) by April 2013. Launch cohort of DLP Superintendents training *Survey data from participants *Student achievement of the students of principal's attending institute (year after participation)	\$ 430,098.64	RttT	2012-13	N

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		SBE Goal							
			Plan and Conduct 4 Distinguished Leadership in Practice Principal Institutes in SY 2013-14 (including continue 1 cohort from previous year of DLP for Superintendents and launch Next Generation of Principals)	Lynne Johnson, Yvette Stewart, NCASA, LEARN NC	Begin 4 new cohorts (with a total of approximately 150 principals and 50 assistant principals) by April 2014. Continue cohort (~30) of DLP Superintendents training Launch cohort (~50) of Next Generation of Principal Training *Survey data from participants *Student achievement of the students of principal's attending institute (year after participation)	\$ 1,081,750.00	RttT	2013-14	N
			Continue the Next Generation of Principals Training	Lynne Johnson, Yvette Stewart, NCASA, LEARN NC	Continue cohort (~50) of Next Generation of Principal Training *Survey data from participants *Student achievement of the students of principal's attending institute (year after participation)	\$ 98,000.00	RttT	2014-15	N
			Train and coach educators (onsite and remote) throughout 8 regions of the state supporting transition to <u>new standards (64-65 in NC RttT) April 2011 - June 2011</u>	Lynne Johnson, Yvette Stewart, Maria Pitre-Martin, Neill Kimrey, Tracey Greggs, RttT Professional Development Leaders, Jeni Corn (RttT Evaluation Team)	* Training conducted according to annual PD calendar *Survey data from participants *Evaluation Team Results	\$ 8,600.00	RttT	2010-11	N
			Train and coach educators (onsite and remote) throughout 8 regions of the state supporting transition to <u>new standards (64-65 in NC RttT) and data literacy (69-70, 99-101 in NC RttT) July 2011 - June 2012</u>	Lynne Johnson, Yvette Stewart, Maria Pitre-Martin, Neill Kimrey, Tracey Greggs, RttT Professional Development Leaders, Jeni Corn (RttT Evaluation Team), Kenan Fellows	* Training conducted according to annual PD calendar *Survey data from participants *Evaluation Team Results	\$ 2,748,594.61	RttT	2011-12	N

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		SBE Goal							
(D)(5) Professional Development	Objective 7: Work with LEAs to ensure that effective and appropriate professional development is available to all teachers.		<u>Train and coach</u> educators (onsite and remote)throughout 8 regions of the state supporting transition to <u>new standards (64-65 in NC RttT) and data literacy and the use of the instructional improvement system (69-70, 99-101 in NC RttT) July 2012 - June 2013</u>	Lynne Johnson, Yvette Stewart, Maria Pitre-Martin, Neill Kimrey, RttT Professional Development Leaders, Jeni Corn (RttT Evaluation Team) Kenan Fellows	* Training conducted according to annual PD calendar *Survey data from participants *Evaluation Team Results	\$ 3,822,004.40	RttT	2012-13	N
			<u>Train and coach</u> educators (onsite and remote)throughout 8 regions of the state supporting transition to <u>new standards (64-65 in NC RttT) and data literacy and the use of the instructional improvement system (69-70, 99-101 in NC RttT) July 2013 - June 2014</u>	Lynne Johnson, Yvette Stewart, Maria Pitre-Martin, Neill Kimrey, RttT Professional Development Leaders, Jeni Corn (RttT Evaluation Team) Kenan Fellows	* Training conducted according to annual PD calendar *Survey data from participants *Evaluation Team Results	\$ 3,340,181.00	RttT	2013-14	N
			<u>Train and coach</u> educators (onsite and remote)throughout 8 regions of the state supporting transition to <u>new standards (64-65 in NC RttT) and data literacy and the use of the instructional improvement system July 2014 - June 2015</u> Also provides funds for t PD Leads and module developers to support teachers in GTN.	Lynne Johnson, Yvette Stewart, Maria Pitre-Martin, Neill Kimrey, RttT Professional Development Leaders, Jeni Corn (RttT Evaluation Team)	* Training conducted according to annual PD calendar *Survey data from participants *Evaluation Team Results	\$ 3,771,442.00	RttT	2014-15	
			Create the Governor's Teacher Network (GTN) . Approximately 450 teachers will either develop instructional and assessment resources to be loaded into Home Base,or focus on developing and delivering professional development related to RttT initiatives. Provides funds for teacher stipends,management, and logistics associated with the Governor's Teacher Network (GTN).	Governor's Office Lynne Johnson Cynthia Martin PD Leads Learning Systems	Select and train approximately 450 teachers to participate in the GTN	\$ 946,290.00	RttT	2013-14	
					By June 30, 2015: Participating Teachers create instructional and assessment resources for Home Base Participating Teachers create and lead PD related to RttT initiatives	\$ 5,257,632.00	RttT	2014-15	
				5.4	Identify TALAS (Turning Around Lowest-Achieving Schools) Schools (111 in lowest 5% of NC schools).	Pat Ashley, Ann Osburn	One time identification by August 31, 2010	\$ -	State
		2.4;5.4	Collaboratively determine support and coaching needs for all identified TALAS schools.	Pat Ashley , DST Leadership, TALAS School & District Leadership	Initial completed by June 30, 2011; ongoing as needed through end of grant	\$ -	State	2010-11	N

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		SBE Goal									
(E)(2) Lowest Achieving Schools	Objective 1: Turnaround Lowest 5% of conventional elementary, middle, and high schools (111) based on 2009-10 Performance Composite and grade span.	1.1;2.4;2.3;3.1;3.2;3.5;4.2;5.4	Hire, prepare, maintain, and strategically place coaches (School Transformation Coaches, Instructional Review Coaches, Instructional Coaches) to serve 111 TALAS elementary, middle and high schools in lowest 5% of NC schools. Ensure selection of USED reform model and subsequent development of an RttT-aligned change plan and implementation map focused on academic improvement by each TALAS school. Analyze student performance data annually to recommend adjustments to school implementation of USED reform model and/or district support to school(s). Subsequently, make any necessary adjustments to DST support. Provide customized professional development and on-site coaching for leadership and instruction according to identified needs.	Pat Ashley, DST Leadership, and DST staff	20% of hires by Jan. 2011, 35% by Apr. 2011, and 75% by July 2011. Initial reform model plans completed. Maintain coaching staff. Provide ongoing services and continue model implementation.	\$ 352,571	RttT	2010-11	N		
					Provide ongoing services and continue reform model implementation through June 30, 2014 to be documented by DST coaching staff by reviewing and recording progress during on-site support, annual benchmarking based on student progress indicators, and followed by refinements and adjustments to plan.	\$ 2,035,002	RttT	2011-12	N		
						\$ 2,962,866.17	RttT	2012-13	N		
						\$ 4,745,618	RttT	2013-14	N		
					Provide Comprehensive Needs Assessment (CNA) and follow-up (determining resources, professional development - unpacking CNA report) for 111 TALAS schools	Pat Ashley, Shane Goodrum, Susan Silver, and DST CNA Team/Trained DPI Staff	CNAs completed September 2010 - March 2012	\$ 118,584	RttT	2010-11	N
							\$ 651,200	RttT	2011-12	N	
				5.4	Identify the TALAS (Turning Around Lowest-Achieving Schools) High Schools with graduation rates under 60% (9 identified).	Pat Ashley, Ann Osburn	One time identification by August 31, 2010	\$ -	State	2010-11	N
				2.4;5.4	Collaboratively determine support and coaching needs for all 9 TALAS high schools with graduation rates under 60%.	Pat Ashley, DST Leadership, TALAS School & District Leadership	Initial completed by June 30, 2011; Ongoing as needed through end of grant	\$ -	State	2010-11	N

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		SBE Goal								
(E)(2) Lowest Achieving Schools	Objective 2: Turnaround Conventional high schools with a 4-year cohort graduation rate below 60% in 2009-10 and either 2008-09 or 2007-08.	1.1;2.4;2.3;3.1;3.2;3.5;4.2;5.4	Hire , prepare, maintain, and strategically place coaches (School Transformation Coaches, Instructional Review Coaches, Instructional Coaches) to serve 9 TALAS high schools with graduation rates under 60%. Ensure selection (by each high school with a graduation rate of under 60%) of either Turnaround, Closure, Restart, or Transformation model and subsequent development of an RttT-aligned change plan and implementation map focused on academic improvement. Analyze student performance data annually to recommend adjustments to school implementation of USED reform model and/or district support to school(s). Subsequently, make any necessary adjustments to DST support.	Pat Ashley, DST Leadership, and DST staff	20% of hires by Jan. 2011, 35% by Apr. 2011, and 75% by July 2011. Initial reform model plans completed. Maintain coaching staff. Ongoing services provided and continue model implementation.	\$ 103,761	RttT	2010-11	N	
			Provide customized professional development and on-site coaching for leadership, instruction, and support services according to identified needs.		Provide ongoing services and continue reform model implementation through June 30, 2014 to be documented by DST coaching staff by reviewing and recording progress during on-site support, annual benchmarking based on student progress indicators, and followed by refinements and adjustments to plan.	\$ 569,800	RttT	2011-12	N	
					Complete the remaining 25% of initial hires by July 2012 and maintain coaching staff	\$ 897,838.07	RttT	2012-13	N	
						\$ 1,438,067	RttT	2013-14	N	
		2.4	Provide Comprehensive Needs Assessment (CNA) and follow-up (determining resources, professional development - unpacking CNA report) for 9 TALAS high schools with graduation rates under 60%.	Pat Ashley, Shane Goodrum, Susan Silver, and DST CNA Team/Trained DPI Staff	CNAs completed September 2010 - March 2012	\$ 44,469	RttT	2010-11	N	
						\$ 244,200	RttT	2011-12	N	
		5.4	Identify TALAS (Turning Around Lowest-Achieving Schools) 10% of lowest achieving districts (12 districts)	Pat Ashley, Ann Osburn	One time identification by August 31, 2010	\$ -	State	2010-11	N	
		2.4;5.4	Collaboratively develop plan for support and additional coaching needs (school and instructional coaching).	Pat Ashley , DST Leadership, TALAS District Leadership	Plan in place by June 30, 2011	\$ 207,522	RttT	2010-11	N	

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		SBE Goal								
(E)(2) Lowest Achieving Schools	Objective 3: Turnaround lowest-achieving districts with a 2009-10 LEA Performance Composite below 65%.	1.1;2.4;2.3;3.1;3.2;3.5;4.2;5.4		Hire , prepare, maintain, and strategically place coaches(District Tranformation Coaches) to serve the lowest achieving 10% of districts (12 districts) . Provide customized professional development and on-site coaching for leadership and instruction in TALAS identified districts. Collaborate with district to successfully implement their local Detailed Scope of Work. Collaborate on other planning and implementation needed to ensure improvement in student achievement and on-time graduation rates. Analyze student performance data annually to recommend adjustments to school implementation of USED reform model and/or district support to school(s). Subsequently, make any necessary adjustments to DST support.	Pat Ashley, DST Leadership, and DST staff	100% district coaches hired by June 30, 2011	\$ 518,804	RttT	2010-11	N
						Provide ongoing services; all district DSW performance measure attained for 2011-12	\$ 3,988,603	RttT	2011-12	N
						Provide ongoing services; all district DSW performance measure attained for 2012-13	\$ 5,117,678.00	RttT	2012-13	N
						All DSW performance measures attained and no school with a performance composite or graduation rate below 60% proficient by June 30, 2014	\$ 8,196,976	RttT	2013-14	N
		1.1;2.4;2.3;3.1;3.2;3.5;4.2;5.4		Provide Comprehensive Needs Assessment (CNA) and follow-up (determining resources, professional development - unpacking CNA report) for all TALAS districts and the schools in those districts.	Pat Ashley, Shane Goodrum, Susan Silver, and DST CNA Team/Trained DPI Staff	CNAs completd September 2010 - June 30, 2012	\$ 118,583	RttT	2010-11	N
	2.4					\$ 651,200	RttT	2011-12	N	
	Objective 1: Turnaround Lowest 5% of conventional elementary, middle, and high schools (111) based on 2009-10 Performance Composite and grade span. Objective 2: Turnaround Conventional high schools with a 4-year cohort graduation rate below 60% in 2009-10 and either 2008-09 or 2007-08. Objective 3: Turnaround lowest-achieving districts with a 2009-10 LEA Performance Composite below 65%.	1.1;2.4;2.3;3.1;3.2;3.5;4.2;5.4		Continue to support work in schools (~ 63) and districts that need additional assistance to work towards performance goals. Funds support additional instructional coaches and school transformation coaches, as well as additional professional development sessions.	Pat Ashley, Shane Goodrum, Susan Silver, and DST CNA Team/Trained DPI Staff	Schools meet performance goals by June 30, 2015	\$ 4,045,000	RttT	2014-15	

NC Race to the Top (RttT) State Detailed Scope of Work (DSW)

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NC RttT Initiative (Section)	Required RttT Activity ("For all LEAs/Charters, the State will...")	Aligned with...	Plan/Timeline for Implementation	Key Personnel	Performance Measure (Target)	Budget	Fund Source	Fiscal Year	R/N?
		SBE Goal							
(P)(2) STEM Initiatives	Objective 1: Provide technical assistance and professional development to support the implementation of the Common Core in Mathematics and the new Essential Standards in Science.		See Sections B(3), Objective 1 and D(5), Objectives 1-7 regarding planned professional development to support the implementation of the Common Core in Mathematics and the new Essential Standards in Science.						
			See Sections B(3) and D(5) regarding development of elementary science and math curriculum support tools and materials.						
(P)(2) STEM Initiatives	Objective 2: Complete the development of the elementary science and math concentration modules.		Contract with NC New Schools Project to develop a network of Anchor and Affinity Network schools to serve as laboratory, localized sites of focus, and professional development hubs, and test-sites for innovative policy, practices and partnerships, anchored by four schools for innovation and a set of Affinity Network schools for scaling.	Rebecca Payne, DPI Staff	Contract in place by June 2011	See Objectives 4 and 7	RttT	2010-11	
			Select Anchor and Affinity Network Schools	Rebecca Payne, NC New Schools Project	2 Anchor Schools and 13 Affinity Network Schools identified by June 2011.	See Objectives 4 and 7	RttT	2010-11	
(P)(2) STEM Initiatives	Objective 3: Provide technical assistance to		Implement a STEM web portal that networks Elementary, Middle, and High Schools; and provides tools including professional learning community modules, learning resources, and practices and partnerships that can be searched by economic development and education region.	Rebecca Payne, NC STEM, NC New Schools Project	2 Anchor Schools and 3 Affinity Network Schools identified by December 2011.	See Objectives 4 and 7	RttT	2011-12	
					Contract implemented with NC STEM. Web portal developed by Feb. 2012.	\$ 250,000.00	RttT	2011-12	
					Maintain and expand web portal and increase number of schools participating	\$ -	Other Non-State	2012-13	
						\$ -	Other Non-State	2013-14	
(P)(2) STEM Initiatives	Objective 3: Provide technical assistance to		Define the required attributes of a STEM school or program in collaboration with SBE/DPI, LEAs, JOBS Commission, NC STEM, NCNSP, and national experts.	SBE, DPI, LEAs, JOBS Commission, NC STEM, NC NSP, and national experts	Begin collaboration with partners to frame and refine a State STEM Strategic Plan, including the attributes.	\$ -	N/A	2010-11	
					Collaborate with partners to frame, refine and adopt the State STEM Strategic Plan, including the attributes.	\$ 250,000.00	RttT	2011-12	

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		SBE Goal							
(1)(2) STEM Initiatives	LEAs and RESA organizations around the planning and implementation of STEM high schools for individual LEAs or regions.				Develop Recognition Program using STEM Attributes and Implementation Rubric including national experts and state models. Implement Pilot Recognition Program with LEAs in collaboration with national experts and state models.	\$ -	Other Fedral	2012-13	
					Revise Recognition Program. Implement Recognition Program in NC to identify STEM Schools including the Anchor and Affinity Network Schools.	\$ 31,783.33	RttT	2013-14	
			Contract with NC School of Science and Math to develop curriculum in each of NC's identified four STEM pillar areas for implementation in the Anchor and Affinity Network Schools	Rebecca Payne, NCSSM, NC NSP	By December 2012, develop 4 Level I STEM courses By June 2013, develop 4 Level II STEM courses	\$ 520,000.00	RttT	2012-13	
					Pilot Level I and Level II STEM Courses during 2013-14 in STEM schools By Jan. 2014, develop 4 Level III STEM courses By June 2014, develop 4 Level IV STEM courses Pilot Level III and Level IV STEM courses during 2014-15 in STEM schools	\$ 255,000.00	RttT	2013-14	
		4,1	Anchor STEM High Schools: Develop/establish 4 anchor schools by August 2011. Work with strategic partners to: a) build support for STEM education and b) guide development of policy that supports STEM education.	Rebecca Payne, NC New Schools Project	2 Anchor Schools identified.	\$ -	RttT	2010-11	R
				Rebecca Payne, NC New Schools Project	2 additional Anchor Schools identified. Identify partners to support network.	\$ 110,118.60	RttT	2011-12	R
				Rebecca Payne, NC New Schools Project	Identify partners to support network	\$ 160,310.56	RttT	2012-13	R
				Rebecca Payne, NC New Schools Project	Identify partners to support network	\$ 134,998.67	RttT	2013-14	R

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NC RttT Initiative (Section)	Required RttT Activity ("For all LEAs/Charters, the State will...")	Aligned with...	Plan/Timeline for Implementation	Key Personnel	Performance Measure (Target)	Budget	Fund Source	Fiscal Year	R/N?
		SBE Goal							
(P)(2) STEM Initiatives	Objective 4: Work with partners to support the development of a small set of anchor/model STEM high schools that will serve as laboratory schools and sites for professional development around project-based learning.	2	Instructional Coaching: Provide highly qualified educational leaders to work on-site with classroom teachers at each anchor school based on determined need. (range of 27-70 days)	Rebecca Payne, NC New Schools Project	Provide services to 3 schools (total of 35 days)	\$ -	RttT	2010-11	R
		Provide services to 4schools (total of 150 days) includes 155 days provided prior to list of schools being approved.			\$ 69,646.68	RttT	2011-12	R	
		Provide services to 4 schools (total of 126 days)			\$ 100,397.00	RttT	2012-13	R	
		Provide services to 4 schools (total of 126 days)			\$ 81,092.31	RttT	2013-14	R	
		4.2	Leadership Institute for High School Redesign: Provide intensive and sustained professional development for principals in the anchor schools to support their development as effective leaders based on determined need. Also, take each principal on one study visit to a national model school .	Rebecca Payne, NC New Schools Project	Provide leadership coaching services to 4 principals (total of 38 days) includes services prior to schools list being approved.	\$ -	RttT	2010-11	R
		Provide leadership coaching services to 4 principals (total of 36 days)			\$ 20,511.35	RttT	2011-12	R	
		Provide leadership coaching services to 4 principals (total of 36 days)			\$ 29,567.50	RttT	2012-13	R	
		Provide leadership coaching services to 4 principals (total of 36 days)			\$ 23,882.15	RttT	2013-14	R	
		2.2	Teaching for Results: Provide teachers in the anchor schools with purposeful, researched-based professional development that is aligned with the training that principals receive. Teachers will have access to "Critical Friends Group," facilitated Peer School Reviews, as well as other programs.	Rebecca Payne, NC New Schools Project	Provide services to 3 schools (total of 130 days) includes services prior to schools list being approved.	\$ -	RttT	2010-11	R
		Provide services to 4 schools (total of 360 days) includes services prior to schools list being approved.			\$ 67,289.40	RttT	2011-12	R	
		Provide services to 4 schools (total of 340 days)			\$ 96,998.95	RttT	2012-13	R	
		Provide services to 4 schools (total of 360 days)			\$ 78,347.64	RttT	2013-14	R	
2.1, 4.2	Residencies in Model Schools: Provide one-week residencies in national-model schools for staff from each of the anchor schools.	Rebecca Payne, NC New Schools Project	Teachers from 3 anchor schools will participate in the residency.	\$ 15,113.46	RttT	2011-12	R		
Teachers from 4 anchor schools will participate in the residency.			\$ 21,786.35	RttT	2012-13	R			

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		SBE Goal								
						Teachers from 4 anchor schools will participate in the residency.	\$ 17,597.19	RttT	2013-14	R
		2		Extended employment: Extend teachers' salaries into the summer, so that they can develop and review STEM project based units of study, review curriculum, attend professional development, create and implement additional STEM opportunities, participate in worked based learning internships and other as approved.	Rebecca Payne, NC New Schools Project	Identify participants by May 15. Agree upon schedule and goals by June 1. Report progress and lessons learned by Aug 15.	\$ 22,526.00	RttT	2011-12	N
							\$ 123,179.00	RttT	2012-13	R
							\$ 389,121.80	RttT	2013-14	R
		5.2		Equipment for Classrooms: Support technology purchases to outfit classrooms to support STEM education in the anchor schools.	Rebecca Payne, NC New Schools Project	NC DPI will review and approve STEM equipment request for each school. All schools will have purchased equipment in place by August 2014.	\$ -	RttT	2010-11	N
							\$ -	RttT	2011-12	N
							\$ 122,071.42	RttT	2012-13	N
							\$ 7,875.40	RttT	2013-14	N
(P)(2) STEM Initiatives	Objective 5: Increase the number of high-level STEM courses in NCVPS.			See Section (D)(3), Objective 2: Expand access to highly Effective STEM courses through new Virtual & Blended model						
(P)(2) STEM Initiatives	Objective 6: Focus on recruiting highly-qualified /highly-effective teachers in STEM areas in hard-to-staff communities.			See Section D(3), Objective 2:(Expand access to highly Effective STEM courses through new Virtual & Blended model) and 3 regarding Strategic Staffing Initiatives.						
		4,1		Support work with Affinity Network schools. Work with strategic partners to: a) build support for STEM education and b) guide development of policy that supports STEM education.	Rebecca Payne, NC New Schools Project	Recruit, interview and select 13 Affinity Network schools.	\$ -	RttT	2010-11	R
						Recruit, interview and select 3 additional Affinity Network schools by Aug 15, 2011.	\$ 428,921.56	RttT	2011-12	R
						Identify partners to support network	\$ 619,870.06	RttT	2012-13	R
						Identify partners to support network	\$ 506,193.23	RttT	2013-14	R
		2		Instructional Coaching: Provide highly qualified educational leaders to work on-site with classroom teachers in the Affinity Network schools based on determined need. . (range of 27-70 days)	Rebecca Payne, NC New Schools Project	Provide services to 1 schools (total of 5 days)	\$ -	RttT	2010-11	R
						Provide services to 13 schools (total of 208 days) includes 155 days provided prior to list of schools being approved.(this is same and note included in anchor above)	\$ 270,267.20	RttT	2011-12	R

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NC RttT Initiative (Section)	Required RttT Activity ("For all LEAs/Charters, the State will...")	Aligned with...	Plan/Timeline for Implementation	Key Personnel	Performance Measure (Target)	Budget	Fund Source	Fiscal Year	R/N?
		SBE Goal							
(P)(2) STEM Initiatives	Objective 7: Develop a set of STEM Affinity Network high schools.				Provide services to 16 schools (total of 602 days)	\$ 389,595.30	RttT	2012-13	R
					Provide services to 16 schools (total of 602 days)	\$ 314,682.51	RttT	2013-14	R
		4.2	Leadership Institute for High School Redesign: Provide intensive and sustained professional development for principals in the Affinity Network schools to support their development as effective leaders based on determined need. Also, take each principal on one study visit to a national model school.	Rebecca Payne, NC New Schools Project		\$ -	RttT	2010-11	R
					Provide leadership coaching services to 13 principals (total of 62 days) includes services prior to schools list being approved.	\$ 79,215.28	RttT	2011-12	R
					Provide leadership coaching services to 16 principals (total of 144 days)	\$ 114,190.33	RttT	2012-13	R
					Provide leadership coaching services to 16 principals (total of 144 days)	\$ 92,233.40	RttT	2013-14	R
		2			Teaching for Results - Provides selected teachers in the Affinity Network schools purposeful, researched-based professional development aligned with training principals receive. Teachers will have access to "Critical Friends Group," facilitated Peer School Reviews, as well as other programs.	Rebecca Payne, NC New Schools Project	Provide services to 1 schools (total of 20 days) includes services prior to schools list being approved	\$ -	RttT
		Provide services to 15 schools (total of 815 days) includes services prior to schools list being approved	\$ 261,929.38	RttT			2011-12	R	
		Provide services to 16 schools (total of 1,480 days)	\$ 377,576.17	RttT			2012-13	R	
		Provide services to 16 schools (total of 1,560)	\$ 304,974.46	RttT			2013-14	R	
		2.1, 4.2	Residencies in Model Schools - One week residencies in national-model schools for staff from each of the Affinity Network schools.	Rebecca Payne, NC New Schools Project					
					Teachers from 12 affinity network schools will participate in the residency.	\$ 57,546.09	RttT	2011-12	R
					Teachers from 16 affinity network schools will participate in the residency.	\$ 82,953.78	RttT	2012-13	R

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NC RttT Initiative (Section)	Required RttT Activity ("For all LEAs/Charters, the State will...")	Aligned with...	Plan/Timeline for Implementation	Key Personnel	Performance Measure (Target)	Budget	Fund Source	Fiscal Year	R/N?
		SBE Goal							
(P)(2) STEM Initiatives	Objective 8: Provide new opportunities for students in the lowest-achieving schools and districts to attend schools that will better support their achievement and successful graduation and lead them to college and career readiness.				Teachers from 16 affinity network schools will participate in the residency.	\$ 67,003.10	RttT	2013-14	R
		2	Extended employment: Extend teachers' salaries into the summer, so that they can develop and review STEM project based units of study, review curriculum, attend professional development, create and implement additional STEM opportunities, participate in worked based learning internships and other as approved.	Rebecca Payne, NC New Schools Project	Identify participants by May 15. Agree upon schedule and goals by June 1. Report progress and lessons learned by Aug 15.	\$ 89,980.00	RttT	2011-12	R
						\$ 492,716.00	RttT	2012-13	N
						\$ 1,556,487.20	RttT	2013-14	N
		5.2	Equipment for Classrooms: Support technology purchases to outfit classrooms to support STEM education in the Affinity Network schools.	Rebecca Payne, NC New Schools Project	NC DPI will review and approve STEM equipment purchases for each school. All schools will have purchased equipment in place by August 2014.	\$ -	RttT	2010-11	N
						\$ -	RttT	2011-12	N
						\$ 494,444.42	RttT	2012-13	N
						\$ 31,501.60	RttT	2013-14	N
					Review of STEM Anchor and Affinity Schools model for consideration of additional opportunities for students in the lowest-achieving schools and districts.	Rebecca Payne, SBE, JOBS, GETC	TBD	\$ -	RttT
					TBD	\$ -	RttT	2013-14	
See Section (D)(3), Objective 2: Expand access to highly Effective STEM courses through new Virtual & Blended model									

Total Budget for Required Activities in 2010-11:	\$ 5,477,527
2011-12:	\$ 35,230,268
2012-13:	\$ 52,471,495
2013-14:	\$ 98,348,170
2014-15:	\$ 43,477,685
Total Budget for Required RttT Activities:	\$ 235,005,144