State of Hawaii

Department of Education

Race to the Top
State Scope of Work

Submitted to the
U.S. Department of Education

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Hawaii Race to the Top Overall Goals

Baseline, annual, and overall targets under Hawaii's Common Education Agenda

Hawaii's Common Education Agenda sets forth targets for increasing academic rigor and achievement from early childhood education through lifelong learning. The "Preschool-Grade 20" (P-20) focus highlighted in the State's Race to the Top plan will:

1. Raise overall K-12 student achievement;
2. ensure college- and career-readiness;
3. Increase higher education enrollment and completion rates;
4. Ensure equity and effectiveness by closing achievement gaps; and
5. Emphasize Science, Technology, Engineering and Mathematics (STEM) competencies essential for college and career success in today's world, and essential for the knowledge-based economy the State is dedicated to building.

Annual Targets for Key Performance Measures

Raise Overall Student Achievement	2010	2011	2012	2013	2014	2015	2016	2017	2018
NAEP Ranking for all tested grades – Math		31-43		29-41		27-39		25-37	25
NAEP Ranking for all tested grades - Reading		35-47		32-44		29-41		25-37	25
HSA Math	46%	64%	64%	82%	82%	92%	95%	97%	100%
HSA Reading	70%	75%	80%	85%	90%	92%	95%	97%	100%

College and Workforce Targets	2010	2011	2012	2013	2014	2015	2016	2017	2018
High School Graduation Rate	80%	85%	85%	85%	90%	90%	90%	90%	90%
College Prep: BOE Recognition Diploma *(up to class of 2015)*	5%	10%	25%	50%	60%	70%	~~80%~~	~~85%~~	~~100%~~
College- and Career-Ready Diploma	*(originally slated for class of 2018 graduates; accelerated as of October 2011 for class of 2016 graduates)*						100%	100%	100%
College Enrollment	51%	51%	52%	53%	55%	56%	57%	59%	62%

Achievement Gap	2010	2011	2012	2013	2014	2015	2016	2017	2018
HSA Math (Hawaiian Students)	-11%	-10%	-9%	-8%	-7%	-5%	-3%	-1%	0%
HSA Reading (Hawaiian Students)	-10%	-9%	-8%	-7%	-6%	-5%	-4%	-2%	0%
HSA Math (Disadvantaged Students)	-9%	-8%	-7%	-6%	-5%	-4%	-3%	-2%	0%
HSA Reading (Disadvantaged Students)	-11%	-10%	-9%	-8%	-7%	-6%	-4%	-2%	0%
College Enrollment: All Students	51%	51%	52%	53%	55%	56%	57%	59%	62%
College Enrollment: (Disadvantaged) Students	41%	42%	44%	46%	49%	52%	55%	58%	62%
College Enrollment: Native Hawaiian Students	38%	39%	41%	43%	47%	49%	52%	56%	62%

Assurance Area A – System Alignment and Performance Monitoring		See budget narrative, p. A-431 for overall budget totals
A2 – Implementing RTTT and Building Capacity for School Reform		
Goals & Objectives	Projects	Budget
Ensure a focus on outcomes at the level of the student and throughout the system: 1. Establish a clear, connective path between every State function and the benefit to student learning in the classroom; 2. Establish a clear accountability and oversight structure that includes staff and community; 3. Ensure that resources to the schools are maximized; 4. Realign the HIDOE's unique SEA/LEA structure to accelerate the reforms in the 2011-18 Strategic Plan; 5. Leverage and expand community partnerships to realize the ambitious goals of the HIDOE Reform Action Plan; and 6. Use effective external and internal communication **Cross Budget items for Criteria A projects, including RTTT project oversight positions:** Personnel/fringe, travel, equipment, supplies, and "other" funding for Office of Strategic Reform and Communications personnel. Personnel from A2 support and oversee project implementation in all assurances.	A) RTTT External Evalutation	p. A-434: Contractual ($2,000,000 external evaluator)
	B) Aligned Planning (Academic and Financial Plan/ Strategic Plan/Balanced Scorecard)	p. A-433: Travel ($225,061 neighbor island); ($7,500 mileage) p. A-434: Contractual $24,999 p. A-435: Other ($33,480 meeting expenses)
	C) Federal Programs Alignment	N/A
	D) Community Access Portal	p. A-434 – Contractual ($1,667,940, portal development)
	E) Reorganization of Offices/ Office of Strategic Reform	p. A-432: Personnel ($2,475,882 AS, Secretary, EOs; $964,882) Fringe) p. A-433: Travel ($113,438 neighbor islands; $116,600 out-of-state) p. A-433: Equipment $22,173 p. A-433: Supplies $23,319 p. A-434: Contractual ($42,255) p. A-435: Other ($19,376 fees/misc)
	F) Community Engagement	p. A-432 – Personnel ($160,000 communications specialist; $63,616 fringe) p. A-433: Travel ($774 neighbor island p. A-435 – Other ($24,096 collateral materials)

State of Hawaii: SEA and LEA Scope of Work	Project Manager: Tina Winquist	Date: 12/21/11

Sub-criterion/Project: A2A **Project Scope of Work/Status Report**

A2 – Implementing RTTT and Building Capacity for School Reform

HIDOE Project Portfolio: Accountability and Issue Resolution

Name of Project: **Race to the Top External Evaluations (A2A)**

Race to the Top Section: A(2) Pg 27; A(2) Pg 28; A(3) Pg 43; E(2) Pg 176

Desired Result (Goal):

A highly rigorous, useful, and efficient evaluation of Race to the Top activities is important for the success of Hawaii's coherent and comprehensive reforms in the areas of standards and assessment, data systems, effective teachers and leaders, and improvements in the lowest performing schools. The evaluations will provide timely, actionable formative and summative information supporting continuous improvement and enabling RTTT leaders, participants, and stakeholders to judge the value and worth of the initiative and its components.

Item #	Deliverables (X.0) or High Level Activities and Key Benchmarks (X.X)	Responsible Person	Start Date	Projected End Date	Funding Source
1.0	**RTTT Evaluation Plan**				
1.1	Framework for evaluation	CT/SAO	11/2010	2/2011	Federal funds (Department of Defense)
1.2	Request for Proposal – external evaluation	CT/SAO	2/2011	4/2011	
1.3	Procure contract for external evaluation	CT/SAO	4/2011	10/2011	
1.4	RTTT evaluation plan	TW/SAO	10/2011	12/2011	p. A-434: Contractual ($2,000,000 external evaluator)
1.5	Evaluation reports	TW/SAO	8/2012	ongoing	

Item #	Major Dependent Deliverables	Date Due	Project Plan Adjustment	Status

State of Hawaii: SEA and LEA Scope of Work | **Project Manager: Arthur Buto** | **Date: 12-21-11**

Sub-criterion/Project: A2B — Project Scope of Work/Status Report

A2 – Implementing RTTT and Building Capacity for School Reform

HIDOE Project Portfolio: Accountability and Issue Resolution

Name of Project: **Aligned Planning (Academic and Financial Plan/ Strategic Plan/Balanced Scorecard [BSC] (A2B)**

Race to the Top Section: A(2) Pg 9, 16, 24

Desired Result (Goal):

A fully developed Tri-Level (state, complex, school) school improvement and planning process aligned with the Hawaii Department of Education strategic plan used to allocate resources, evaluate implementation progress, adjust activities and strategies, and assess the attainment of goals.

Item #	Deliverables (X.0) or High Level Activities and Key Benchmarks (X.X)	Responsible Person	Start Date	Projected End Date	Funding Source
1.0	**Develop Stakeholder Group**				
1.1	Identify relevant advisory groups	RN/OOS	11/2010	12/2010	State general funds
1.2	Select representative group of practitioners	RN/OOS	12/2010	1/2010	
1.3	Develop project plan and meeting schedule	RN/OOS	1/2010	2/2010	
2.0	**Strategic Plan SY 2011- 2018**				
2.1	Draft Strategic Plan presentation to educational leaders	KM/OOS	6/2010	10/2010	State general funds
2.2	Final Strategic Plan presented to BOE (made public)	KM/OOS	10/2010	1/2011	
3.0	**Project Management Oversight and Balanced Scorecard Operating Guidelines, Training Material, and Training Plan**				
3.1	Develop project management guidelines/training material	RN/OOS	6/2010	8/2010	State general funds
3.2	Balanced Scorecard guidelines/training material	RN/OOS	6/2010	8/2010	
3.3	Implement training schedule	RN/OOS	6/2010	8/2011	
4.0	**Aligned Strategic Plan 2011-2018 and Balanced Scorecard**				
4.1	Balanced Scorecard measures	RN/OOS	6/2010	10/2011	State general funds
4.2	Presentation of Balanced Scorecard to Hawaii BOE	KM/OOS	1/2011	11/2011	
4.3	Presentation to educational leaders	KM/OOS	1/2011	12/2011	State general funds
4.4	Standard operating procedures manual for maintaining and updating balanced scorecard measures created	BI/DGO	10/2011	12/2011	State general funds
4.5	Training of key staff on updating balanced scorecard measures	BI/DGO	12/2011	2/2012	State general funds
5.0	**HIDOE Implemented Project Management Oversight Committees (PMOCs)**				
5.1	Project management training, including preview of BSC usage, for project managers and HIDOE leadership	RN/OOS	8/2010	1/2011	State general funds
5.2	Creation of a Project Management Oversight Committee (PMOC)	KM/OOS	8/2010	8/2010	

5.3	Create regular PMOC scheduling process	RN/OOS	9/2010	10/2010	
5.4	Creation of a project portal for the retention of tools and documents for each active project	PK/OOS	9/2010	6/2010	
5.5	Formation of complex area-level PMOCs	AB/OSR	4/2011	6/2011	p. A-433: Travel ($225,061 neighbor island); ($7,500 mileage) p. A-434: Contractual $24,999 p. A-435: Other ($33,480 meeting expenses)
5.6	Formation of school-level PMOCs	AB/OSR	7/2011	12/2011	

Item #	Major Dependent Deliverables	Date Due	Project Plan Adjustment	Status

State of Hawaii: SEA and LEA Scope of Work	Project Manager: Linda Unten	Date: 12/21/11

Sub-criterion/Project: A2C — Project Scope of Work/Status Report

A2 – Implementing RTTT and Building Capacity for School Reform
HIDOE Project Portfolio: Accountability and Issue Resolution
Name of Project: **Federal Programs Alignment (A2C)**
Race to the Top Section: A(2) Pg 16, 30

Desired Result (Goal):
Developed, piloted, and transferred plan for the maximization of federal funds to achieve strategic goals.

Item #	Deliverables (X.0) or High Level Activities and Key Benchmarks (X.X)	Responsible Person	Start Date	Projected End Date	Funding Source
1.0	**Develop Project Team and Stakeholder Group**				
1.1	Identify project team members and relevant federal fund advisory groups	RN/OOS	12/2010	1/2011	State general funds
1.2	Select representative group of practitioners	RN/OOS	1/2011	1/2011	
1.3	Develop project plan and meeting schedule	RN/OOS	1/2011	2/2011	
2.0	**Develop a prioritization process definition for the use of federal program funds**				
2.1	Establish work groups	RN/OOS	2/2011	2/2011	State general funds
2.2	Review of draft prioritization review process by leadership	RN/OOS	4/2011	9/2011	
2.3	Review of draft prioritization review process by relevant advisory groups	RN/OOS	4/2011	9/2011	
2.4	Tri-Level review of draft prioritization review process	RN/OOS	7/2011	9/2011	
2.5	Draft monitoring plan of Federal fund use	RN/OOS	7/2011	10/2011	
3.0	**Pilot the process for prioritizing the use of federal funds for SY 2011-2012**				
3.1	Categorize and crosswalk allowable uses	RN/OOS	4/2011	8/2011	State general funds
3.2	Identify scientifically-based interventions	RN/OOS	4/2011	7/2011	
3.3	Prioritize allowable use and interventions	RN/OOS	5/2011	9/2011	
3.4	Publish annual Tri-Level Guidance on "use of funds"	SG/COM	8/2011	9/2011	
4.0	**Communication Plan**				
4.1	Develop communications plan for project	RN/OOS	12/2010	1/2011	State general funds
4.2	Develop communications plan for process	RN/OOS	10/2011	11/2011	
5.0	**Transition Plan**				
5.1	Identify appropriate "Office" to own process	KM/OOS	9/2011	11/2011	State general funds
5.2	Transfer project documentation and knowledge	RN/OOS	11/2011	11/2011	

Item #	Major Dependent Deliverables	Date Due	Project Plan Adjustment	Status

State of Hawaii: SEA and LEA Scope of Work	Project Manager: Alex Da Silva	Date: 2-7-12

Sub-criterion/Project: A2D — Project Scope of Work/Status Report

A2 – Implementing RTTT and Building Capacity for School Reform

HIDOE Project Portfolio: Community Engagement

Name of Project: **Community Access Portal (A2D)**

Race to the Top Section: A(2) Pg 24-34

Desired Result (Goal):

A comprehensive strategic communications, interactive marketing, and branding plan and an interactive public website to make school and system outcomes data available to parents, educators, policymakers and the community. The project will include a parent access portal for parent-school communications and transactions.

Item #	Deliverables (X.0) or High Level Activities and Key Benchmarks (X.X)	Responsible Person	Start Date	Projected End Date	Funding Source
1.0	**RTTT website and existing HIDOE website to serve as temporary reporting and informational portal**				
1.1	RTTT communications website to post RTTT updates (hawaiidoereform.org)	SG/COM	8/2010	12/2010	State general funds
1.2	Set up area on hidoereform.org to make RTTT reports available to the public	AS/COM	6/2011	7/2011	State general funds
1.3	Restructuring of current websites (HIDOE + School Reform) – parent- and community-focused pages to simplify and make more user-friendly	AS/COM	4/2011	10/2011	State general funds
2.0	**Public Reporting and Community Access Portal**				
2.1	Convene Workgroup/Stakeholder meetings	AS/COM	4/2011	3/2013	State general funds
2.2	Ensure adequate capacity of technology infrastructure	DW/OITS	4/2011	8/2011	
2.3	Define Scope of Work	AS/COM	8/2011	11/2011	
2.4	Request for Proposal – Develop a Comprehensive Strategic Communications, Interactive Marketing, and Branding Plan, and Implement a Public Reporting and Community Access Portal	AS/COM	11/2011	4/2012	
2.5	Procure Contract for a Comprehensive Strategic Communications, Interactive Marketing, and Branding Plan, and a Public Reporting and Community Access Portal	AS/COM	4/2012	6/2012	
2.6	Develop and test pilot Public Reporting and Community Access Portal	Contractor	6/2012	10/2012	p. A-434 – Contractual ($1,667,940, portal development)
2.7	Develop and test full Community Access Portal	Contractor	10/2012	3/2013	
2.8	Develop website governance plan and training materials on Community Access Portal process and tool	AS/COM	3/2013	5/2013	

2.9	Deliver Tri-Level training on Community Access Portal process and tool	AS/COM	5/2013	9/2013	State general funds
2.10	Deploy Community Access Portal for SY 2013	AS/COM	7/2013	8/2013	
2.11	Implement transition plan of Community Access Portal process and tool	AS/COM	6/2013	9/2013	

Item #	Major Dependent Deliverables	Date Due	Project Plan Adjustment	Status
1.0	Website functionality that includes interactivity around school and system outcomes data for parents, educators, policymakers and the community			

State of Hawaii: SEA and LEA Scope of Work	Project Manager: Stephen Schatz	Date: 12/21/11

Sub-criterion/Project: A2E — Project Scope of Work/Status Report

A2 – Implementing RTTT and Building Capacity for School Reform

HIDOE Project Portfolio: System Transformation

Name of Project: **Reorganization of Offices / Office of Strategic Reform (A2E)**

Race to the Top Section: A(2), Pg 24

Desired Result (Goal):

The goals of the organizational redesign of HIDOE are to ensure a focus on outcomes at the level of the student and throughout the system. This will be accomplished at the state, complex, and school (Tri-) levels by: 1) Establishing a clear, connective path between every state function and the benefit to student learning in the classroom; 2) Realigning HIDOE's unique SEA/LEA structure to accelerate the reforms in the 2011-18 Strategic Plan; and 3) Ensuring that resources to the schools are maximized. In addition, HIDOE will leverage and expand community partnerships to realize the ambitious goals of the HIDOE Reform Action Plan and establish a clear accountability and oversight structure that includes staff and community.

Item #	Deliverables (X.0) or High Level Activities and Key Benchmarks (X.X)	Responsible Person	Start Date	Projected End Date	Funding Source
1.0	**Position descriptions for Office of Strategic Reform director and staff**				
1.1	Proposed structure delineating proposed positions and responsibilities	BC/OSR	3/2010	4/2010	State general funds
1.2	Draft delineation of roles and responsibilities for positions	BC/OSR	4/2010	5/2010	
1.3	Incorporate Office of Strategic Reform roles and responsibilities into the standard Department position description format	BC/OSR	5/2010	6/2010	
2.0	**Organizational chart identifying placement of Office of Strategic Reform within the Office of the Superintendent**				
2.1	Mission statement of Office of Strategic Reform	BC/OSR	10/2010	10/2010	State general funds
2.2	Description of Office of Strategic Reform functions and purpose	BC/OSR	11/2010	8/2011	
2.3	Justification for the new organizational structure	BC/OSR	2/2011	8/2011	
2.4	Functional statement of Office of Strategic Reform	BC/OSR	6/2011	8/2011	
2.5	Office of Human Resources internal review	BC/OSR	6/2011	8/2011	
2.6	Superintendent's review and approval	SS/OSR	8/2011	12/2011	
2.7	Union consult and confer response	SS/OSR	9/2011	11/2011	
2.8	Board of Education Committee presentation	RN/OOS	12/2011	12/2011	
2.9	Full Board of Education presentation	RN/OOS	12/2011	12/2011	

3.0	**Organizational chart identifying placement of Office of Community Affairs within the Office of the Superintendent**				
3.1	Mission statement of Office of Community Affairs	SG/COM	10/2010	10/2010	State general funds
3.2	Description of Office of Community Affairs functions and purpose	SG/COM	11/2010	8/2011	
3.3	Justification for the new organizational structure	SG/COM	2/2011	8/2011	
3.4	Functional statement of Office of Community Affairs	SG/COM	6/2011	8/2011	
3.5	Office of Human Resources internal review	SG/COM	6/2011	8/2011	
3.6	Superintendent's review and approval	SG/COM	8/2011	12/2011	
3.7	Union consult and confer response	SG/COM	9/2011	11/2011	
3.8	Board of Education Committee presentation	SG/COM	12/2011	12/2011	
3.9	Full Board of Education presentation	SG/COM	12/2011	12/2011	
4.0	**Recruitment of Office of Strategic Reform director and staff**				
4.1	Position Description Approval Forms	CH/OOS	4/2010	4/2010	p. A-432: Personnel ($2,295,882 AS, Secretary, EOs; $893,314 Fringe) p. A-433: Travel ($113,438 neighbor islands) p. A-433: Equipment $22,173 p. A-433: Supplies $23,319 p. A-432: Personnel ($180,000 Strategic Data Fellow, $71,568 fringe) p. A-434: Contractual $42,225 (Data fellow)
4.2	Route forms for approval	CH/OOS	4/2010	4/2010	
4.3	Request to Fill forms	CH/OOS	5/2010	5/2010	
4.4	Vacancy announcements released	CH/OOS	5/2010	5/2010	
4.5	Paper screening of eligibility by OHR	CH/OOS	5/2010	6/2010	
4.6	Receive interview packets from OHR	CH/OOS	6/2010	6/2010	
4.7	Establish interview committee and chairperson	CH/OOS	6/2010	6/2010	
4.8	Confirm interview dates, times and locations with applicants and committee members	CH/OOS	6/2010	6/2010	
4.9	Prep interview questions	CH/OOS	6/2010	6/2010	
4.10	Conduct interviews	CH/OOS	6/2010	6/2010	
4.11	Make selection recommendation to Superintendent	CH/OOS	6/2010	6/2010	
4.12	Superintendent's approval of selected candidate	CH/OOS	6/2010	6/2010	
4.13	Notification and acceptance by candidate	CH/OOS	6/2010	6/2010	
4.14	Submit final paperwork to OHR	CH/OOS	7/2010	7/2010	
4.15	Contract with Strategic Data Fellow	AH/OSR	8/2012	7/2014	
5.0	**Crosswalk SEA functions with Office of the Superintendent roles/responsibilities and the Strategic Plan**				
5.1	Chart delineating SEA and LEA functions currently assigned to Office of the Superintendent directors	CT/OOS	8/2010	8/2011	State general funds
5.2	Identify which Office of the Superintendent SEA functions are direct links to the Strategic Plan goals, objectives, and measures	CT/OOS	8/2010	8/2011	
5.3	Realign SEA roles that are critical to the Strategic Plan	CT/OOS	8/2010	8/2011	

5.4	Attend technical assistance workshops and conferences	RN/OOS	9/2010	9/2013	A-433: Travel ($116,600 out-of-state) A-435: Other ($19,376 fees/misc)
6.0	**Organizational chart of the Office of the Superintendent indicating the realigned functions and positions**				
6.1	Mission statement of Office of the Superintendent	CT/DGO	10/2010	10/2010	State general funds
6.2	Description of Office of the Superintendent functions and purpose	CT/DGO	11/2010	8/2011	
6.3	Justification for the new organizational structure	CT/DGO	2/2011	8/2011	
6.4	Description of proposed changes to the organization (i.e., function, work flow, work assignment, supervision levels)	CT/DGO	6/2011	8/2011	
6.5	Functional statement of Office of the Superintendent	CT/DGO	6/2011	8/2011	
6.6	Office of Human Resources internal review	CT/DGO	6/2011	8/2011	
6.7	Superintendent's review and approval	CT/DGO	8/2011	12/2011	
6.8	Union consult and confer response	CT/DGO	9/2011	11/2011	
6.9	Board of Education Committee presentation	RN/OOS	12/2011	12/2011	
6.10	Full Board of Education presentation	RN/OOS	12/2011	12/2011	
7.0	**Crosswalk SEA functions with Office of Curriculum, Instruction and Student Support roles/responsibilities and the Strategic Plan**				
7.1	Chart delineating SEA and LEA functions currently assigned to Office of Curriculum, Instruction and Student Support	DS/OOS	8/2010	8/2011	State general funds
7.2	Identify which Office of Curriculum, Instruction and Student Support SEA functions are direct links to the Strategic Plan goals, objectives, and measures	DS/OOS	8/2010	8/2011	
7.3	Realign SEA roles that are critical to the Strategic Plan	DS/OOS	8/2010	8/2011	
8.0	**Organizational chart of the Office of Curriculum, Instruction and Student Support indicating the realigned functions and positions**				
8.1	Mission statement of Office of Curriculum, Instruction and Student Support	DA/OCISS	10/2010	10/2010	State general funds
8.2	Description of Office of Curriculum, Instruction and Student Support functions and purpose	DA/OCISS	11/2010	8/2011	
8.3	Justification for the new organizational structure	DA/OCISS	2/2011	8/2011	
8.4	Description of proposed changes to the organization (i.e., function, work flow, work assignment, supervision levels)	DA/OCISS	6/2011	8/2011	
8.5	Functional statement of Office of Curriculum Instruction and Student Support	DA/OCISS	6/2011	8/2011	
8.6	Office of Human Resources internal review	DA/OCISS	6/2011	8/2011	
8.7	Superintendent's review and approval	JB/OCISS	8/2011	12/2011	

8.8	Union consult and confer response	DA/OCISS	9/2011	11/2011	
8.9	Board of Education Committee presentation	JB/OCISS	12/2011	12/2011	
8.10	Full Board of Education presentation	JB/OCISS	12/2011	12/2011	
9.0	**Crosswalk SEA functions with Office of Information Technology Services roles/responsibilities and the Strategic Plan**				
9.1	Chart delineating SEA and LEA functions currently assigned to Office of Information Technology Services	DH/OCISS	8/2010	8/2011	State general funds
9.2	Identify which Office of Information Technology Services SEA functions are direct links to the Strategic Plan goals, objectives, and measures	DH/OCISS	8/2010	8/2011	
9.3	Realign SEA roles that are critical to the Strategic Plan	DH/OCISS	8/2010	8/2011	
10.0	**Organizational chart of the Office of Information Technology Services indicating the realigned functions and positions**				
10.1	Mission statement of Office of Information Technology Services	DH/OITS	10/2010	10/2010	State general funds
10.2	Description of Office of Information Technology Services functions and purpose	DH/OITS	11/2010	8/2011	
10.3	Justification for the new organizational structure	DH/OITS	2/2011	8/2011	
10.4	Description of proposed changes to the organization (i.e., function, work flow, work assignment, supervision levels)	DH/OITS	6/2011	8/2011	
10.5	Functional statement of Office of Information Technology Services	DH/OITS	6/2011	8/2011	
10.6	Office of Human Resources internal review	DH/OITS	6/2011	8/2011	
10.7	Superintendent's review and approval	DW/OITS	8/2011	12/2011	
10.8	Union consult and confer response	DH/OITS	9/2011	11/2011	
10.9	Board of Education Committee presentation	DW/OITS	12/2011	12/2011	
10.10	Full Board of Education presentation	DW/OITS	12/2011	12/2011	
11.0	**Crosswalk SEA functions with Office of Human Resources roles/responsibilities and the Strategic Plan**				
11.1	Chart delineating SEA and LEA functions currently assigned to Office of Human Resources	DM/OHR	8/2010	8/2011	State general funds
11.2	Identify which Office of Human Resources Services SEA functions are direct links to the Strategic Plan goals, objectives, and measures	DM/OHR	8/2010	8/2011	
11.3	Realign SEA roles that are critical to the Strategic Plan	DM/OHR	8/2010	8/2011	
12.0	**Organizational chart of the Office of Human Resources indicating the realigned functions and positions**				
12.1	Mission statement of Office of Human Resources	KT/OHR	10/2010	10/2010	State general funds
12.2	Description of Office of Human Resources functions and purpose	KT/OHR	11/2010	8/2011	
12.3	Justification for the new organizational structure	KT/OHR	2/2011	8/2011	

12.4	Description of proposed changes to the organization (i.e., function, work flow, work assignment, supervision levels)	KT/OHR	6/2011	8/2011		
12.5	Functional statement of Office of Human Resources	KT/OHR	6/2011	8/2011		
12.6	Office of Human Resources internal review	DM/OHR	6/2011	8/2011		
12.7	Superintendent's review and approval	DM/OHR	8/2011	12/2011		
12.8	Union consult and confer response	KT/OHR	9/2011	11/2011		
12.9	Board of Education Committee presentation	DM/OHR	12/2011	12/2011		
12.10	Full Board of Education presentation	DM/OHR	12/2011	12/2011		
Item #	Major Dependent Deliverables	Date Due	Project Plan Adjustment			Status

State of Hawaii: SEA and LEA Scope of Work	Project Manager: Christine Hirasa	Date: 10-14-11

Sub-criterion/Project: A2F Project Scope of Work/Status Report

A2 – Implementing RTTT and Building Capacity for School Reform

HIDOE Project Portfolio: Community Engagement

Name of Project: **Community Engagement (A2F)**

Race to the Top Section: A(2) Pg 27-29

Desired Result (Goal):

The community will be engaged to mobilize the entire community's resources to support achievement of reform goals and to transform the community's expectations for children and schools, as well as to provide friendly external pressure necessary to facilitate improvements as well as environment to support schools and families to achieve more. Timely information will be provided to stakeholders to demonstrate progress, develop understanding, and mobilize action to achieve goals.

Item #	Deliverables (X.0) or High Level Activities and Key Benchmarks (X.X)	Responsible Person	Start Date	Projected End Date	Funding Source
1.0	**Strategic Community Engagement Plan**				
1.1	Community engagement strategy	KM/OOS	11/2010	11/2010	State general funds and grant funds from private and community foundations
1.2	Communications experts and key stakeholders' review of strategy	KM/OOS	11/2010	12/2010	
1.3	Approved community engagement plan	KM/OOS	12/2010	12/2010	
1.4	Key messages for strategic community engagement plan for different stakeholder groups	KM/OOS	11/2010	9/2014	
1.5	Market research to measure impact of engagement and guide messaging (e.g., focus groups and surveys)	KM/OOS	11/2010	9/2014	
1.6	Branding for RTTT (e.g., HIDOE reform, RTTT)	KM/OOS	11/2010	6/2011	
1.7	Evaluation plan for community engagement strategy	KM/OOS	1/2011	6/2011	
2.0	**Community Accountability Plan**				
2.1	Community accountability strategy	KM/OOS	11/2010	12/2010	State general funds
2.2	Community of Practitioners Advisory Council Compact (Council purpose, membership, commitments and structure)	SG/P-20	5/2010	9/2014	p. A-433: Travel ($774 neighbor island)
2.3	Native Hawaiian Educational Outcomes Council Compact (Council purpose, membership, commitments)	SG/P-20	5/2010	9/2014	
2.4	JEDI Council Compact (Council purpose, membership, commitments and structure)	SG/P-20	5/2010	9/2014	

3.0	**Communications regarding basic information about Race to the Top**				
3.1	Race to the Top information on HIDOE website	SG/COM	2/2010	12/2010	State general funds
3.2	Standard presentation, protocol, and training on Race to the Top/reform implementation	KM/OOS	11/2010	12/2010	
4.0	**Communication Plan for Internal Audiences (Educators)**				
4.1	Internal communications strategy	SG/COM with P-20 support	11/2010	1/2011	State general funds and grant funds from private and community foundations p. A-433 – Personnel ($160,000 communications specialist; $63,337 fringe) p. A-435 – Other ($24,096 collateral materials)
4.2	Schedule for promoting awareness of key initiatives among HIDOE employees (e.g., Common Core, performance based evaluation)	KM/OOS	11/2010	12/2010	
4.3	Long segment informational pieces via public television (8x/year)	SG/COM (with LW/Consultant)	2/2010	9/2014	
4.4	Quarterly "chats" with Superintendent for HIDOE staff (in person or virtual)	SG/COM	1/2011	9/2014	
4.5	Messages coordinated with HSTA and HGEA for HSTA and HGEA communications	SG/COM	2/2010	9/2014	
4.6	Fill 1.0 FTE RTTT Communications Specialist II position for Year 2 & 3. Reports to AS for Strategic Reform; develops content for collateral materials, articles, texts/tweets, websites, and other related items.	SG/COM	11/2010	9/2013	
5.0	**Communication Plan for HIDOE Leaders (Complex Area superintendents, principals, state office)**				
5.1	Annual Educational Leadership Institute for HIDOE leaders	KM/OOS	10/2010	9/2014	State general funds
5.2	Updates and opportunities to review key initiatives and Balanced Scorecard with Assistant Superintendents, Complex Area Superintendents and principal representatives	KM/OOS	11/2010 (1x/month at Supt's Leadership Team Mtg)	ongoing	
5.3	Briefings and review of key initiatives for HIDOE leaders	CT/SAO	1/2011	ongoing	
5.4	Protocol for HIDOE leaders to contact RTTT project managers or leaders with questions about key initiatives	KM/OOS with CT/SAO	1/2011	6/2011	
6.0	**Communication Plan for External Audiences (primarily families and students)**				
6.1	External communications plan – See 3.0 of Accountability Framework Project	SG/COM	11/2010	12/2010	State general funds and grant funds from private and community foundations
6.2	Posting of reports on the public reporting and community access portal	RN/OOS	9/2011	ongoing	

7.0	Communication Plan for Key Opinion Leaders				
7.1	Informational legislative briefing annually	KM/OOS	1/2011	ongoing	State general funds
7.2	Educational policymakers briefing on key strategic initiatives (annual forum traditionally co-sponsored by Hawaii Business Roundtable and Hawaii P-20)	KM/OOS	9/2010	ongoing	
7.3	Strategy for reporting to BOE	KM/OOS	11/2010	12/2010	
7.4	Strategy for reporting to congressional delegation	KM/OOS	11/2010	12/2010	
7.5	Strategy for reporting to military partners	KM/OOS	11/2010	12/2010	
7.6	Semi-annual report to Hawaii P-20 Council (see 2.1 above)	RN/OOS	Fall 2010/ Winter 2011	ongoing	
7.7	Updated Common Education Reform Agenda in MOA with Governor and UH President	RN/OOS	8/2010	11/2010	
7.8	Working groups of HIDOE and community partners to advise HIDOE on strategic initiatives identified for Office of Strategic Reform oversight ala current Committee on Weights, American Diploma Project State Leadership Team, and P20 Statewide Longitudinal Data System Executive Committee	KM/OOS	11/2010	1/2014	State general funds and grant funds from private and community foundations
7.9	Semi-annual retreat (including external stakeholders) to review RTTT	KM/OOS	12/2010	ongoing	State general funds and grant funds from private and community foundations
7.10	Strategy for engaging local and national foundations in knowledge sharing and funding of key initiatives	KM/OOS with funders	11/2010	1/2011	
7.11	Strategy for engaging national advocacy groups in knowledge sharing and funding of key initiatives	KM/OOS	11/2010	1/2011	
7.12	List of opportunities for local partners to support capacity for RTTT implementation	KM/OOS	11/2010	1/2011	

Item #	Major Dependent Deliverables	Date Due	Project Plan Adjustment	Status

Assurance Area: Section B – Standards and Assessments		See budget narrative, p. A-437 for overall budget totals
B3- Supporting the Transition to Enhanced Standards and Assessments		
Goals & Objectives	**Projects**	**Budget**
Hawaii will adopt a mandatory statewide curriculum, "Common Core Curriculum," for the first time. The Common Core Curriculum will be a major lever for change that will dramatically improve HIDOE's ability to: 1. Make statewide improvements in K-12 academic planning, especially the horizontal and vertical articulation of academic expectations; 2. Provide consistent, targeted teacher training, support, evaluation and professional development; 3. Achieve efficiencies in the procurement of instructional materials; 4. Improve support to transient students; 5. Provide needed continuity for vulnerable students in schools that currently have a high level of teacher turnover. 6. Modifying Statewide Response to Intervention Programs to prevent academic failure and remediation for all students and especially for high-need students	A) Common Core State Standards Implementation B) College and Career Ready Diploma Implementation	p. A-438: Personnel $704,448; Fringe $263,226 p. A-438-9: Travel $221,001 p. A-439: Equipment $6,549 p. A-440: Other $24,482
	C) End of Course Assessments	p. A-439: Travel $63,596 p. A-440: Equipment $5,000 p. A-440: Supplies $20,000 p. A-440: Contractual ($4,300,000 to purchase EOC exams; consultant $210,000) p. A-441: Other $30,000
	D) Interim and Summative Assessments	SBAC RTTT Assessment Grant
	E) Continuum of Proactive Student Supports for Early Intervention & Prevention	State general funds
CP2 – Science, Technology, Engineering, and Math (STEM)		
Goals & Objectives	**Project**	**Budget**
The primary focus of the Hawaii STEM Learning Strategy will be to provide comprehensive supports, services, and materials for teachers to help all students successfully complete the "college- and career ready" diploma: 1. Offer a rigorous course of study in Mathematics, the Sciences, Technology, and Engineering; 2. Create an overarching STEM Learning Strategy and STEM Learning Network: 3. Increase the supply and reach of effective Math and Science teachers; and 4. Prepare more students, especially those from underrepresented groups and girls, for advanced study and careers in STEM.	A) STEM Learning Strategy and Network	State general funds

State of Hawaii: SEA and LEA Scope of Work	Project Manager: Clayton Kaninau	Date: 11-8-11

Sub-criterion/Project: B3A — Project Scope of Work/Status Report

B3: Enhanced Standards and Assessments

HIDOE Project Portfolio: High Standards

Name of Project: **Common Core State Standards Implementation (B3A)**

Race to the Top Section: B(1), B(2), B(3); Pg 46, 55, 56-59, 78-79

Desired Result (Goal):

Hawaii will successfully transition to the new Common Core State Standards and adopt an accompanying statewide English language arts, mathematics, science, and social studies Common Core Curriculum.

Item #	Deliverables (X.0) or High Level Activities and Key Benchmarks (X.X)	Responsible Person	Start Date	Projected End Date	Funding Source
1.0	**Crosswalk documents mapping the Common Core State Standards (CCSS) to the Hawaii Content and Performance Standards (HCPS) III**				
1.1	Convene groups of teachers to analyze the CCSS and HCPS III and to recommend the degree of alignment of common learning expectations	JB/OCISS	7/2010	9/2010	Title II
1.2	Review, finalize and disseminate (online access) crosswalk documents	CK/OCISS	8/2010	11/2010	
1.3	Conduct statewide curriculum inventory of primary instructional materials used for ELA and mathematics	CK/OCISS	10/2010	1/2011	
2.0	**Curriculum Framework/Recommendations**				
2.1	Develop a document that will provide the theoretical basis and further explicate the standards (i.e., "what the CCSS means")	CK/OCISS	10/2010	11/2011	Title II
2.2	Post the mathematics curriculum recommendations documents: a. Grades K-2 b. Grades 3-12	CK/OCISS	 12/2010	 6/2011 7/2012	Title II
2.3	Post the English language arts curriculum recommendations online on the HIDOE website (expository writing units, CCSS curriculum framework documents, performance task samples, Common Core Curriculum maps, and the National Center for Assessment's learning progressions framework)	CK/OCISS	6/2011	11/2011	
2.4	Provide teachers with a curriculum scope and suggested sequence, to be developed when Hawaii has selected a common curriculum	CK/OCISS	1/2013	7/2013	Title II
2.5	Develop curriculum recommendations for the new CCSS for science and social studies	JB/OCISS	7/2012	7/2012	Title II

3.0	**Digital Resources to Support Classroom Instruction**				
3.1	Post the digital resources on HIDOE's website for statewide access until it can be housed on the DSI and HIDOE standards toolkit website	CK/OCISS	2/2012	3/2012	State general funds
3.2	Ongoing management of digital resources database	CK/OCISS	1/2012	Ongoing	State general funds
4.0	**Adoption of Common Instructional Materials**				
4.1	Develop criteria for reviewing, evaluating and selecting common instructional materials (i.e., adoption process)	GD/PDB	10/2010	9/2011	State general funds
4.2	RFP to procure vendor to search for and vet materials	CK/OCISS	11/2011	4/2012	State general Funds (proposed-see Dependencies)
4.3	Execute contract with vendor to search for and vet materials	CK/OCISS	5/2012	9/2012	
4.4	Communication to field regarding guidelines for school purchases of approved materials	CK/OCISS	10/2012	11/2012	
4.5	Purchase approved common instructional materials based upon selected funding strategy	CK/OCISS	10/2012	1/2013	
4.6	Training on the newly adopted common instructional materials to address the CCSS	CK/OCISS	1/2013	7/2013	
4.7	Implementation phase: Sustain ongoing professional development and monitor the implementation of common instructional materials utilizing the Literacy for Learning Tri-Level system	CK/OCISS	8/2013	7/2014	
5.0	**Comprehensive Plan for Professional Development on the CCSS**				
5.1	Recruit and fill two Resource Teacher (RT) positions to assist with coordination and statewide training of CCSS	CK/OCISS	11/2010	6/2014	p. A-438; Personnel ($652,508 RTs & clerk typists; fringe $258,156) p. A-438-9: Travel ($69,690 out-of-state; $79,989 neighbor island; $66,960 neighbor island; $4,092 mileage)(also 6.0) p. A-439: Equipment ($6,549 computers) p. A-440: Other ($24,482 fees)
5.2	Expand knowledge base and skill of state staff to develop and deliver professional development in CCSS through attendance at national conferences and trainings	CK/OCISS	7/2011	7/2014	
5.3	Develop a professional development plan for transitioning from HCPS III to CCSS	CK/OCISS	8/2010	11/2010	Title II (see Dependencies)

6.0	**Implementing the Professional Development Plan for Transitioning from HCPS III to CCSS**				
6.1	Create and disseminate CSSS training tools (including training videos and support documents) as part of an implementation kit	CK/OCISS	10/2010	7/2014	Title II (see Dependencies)
6.2	Academic/Financial Plans identify staff positions and other resources as appropriate support for teachers	CASs	11/2010	2/2011	
6.3	Conduct professional development institutes on each island (or fly 3 representatives per neighbor island complex area for training on Oahu) to train the trainers for each level of the Tri-Level Professional Development and Support Team	CK/OCISS	1/2011	4/2011	p. A-438: Personnel ($51,840 Substitutes + fringe $5,070)
6.4	Coordinate with publishers to provide professional development sessions supporting schools to use their current resources to implement the CCSS	CK/OCISS	5/2011	7/2014	
6.5	Conduct professional development on utilizing professional learning communities to focus upon effective instruction aligned to the CCSS	CK/OCISS	8/2011	7/2013	p. A-438: Substitutes (see above)
6.6	Coordinate on-going train-the-trainer professional development sessions for grades K-12 teachers utilizing the Literacy for Learning Tri-Level structure, including the use of the curriculum framework, open-source digital resources, the common instructional materials, and SBAC developed materials and resources	CK/OCISS	8/2012	Ongoing	p. A-438-39 - Travel ($79,989 neighbor island; $66,960 neighbor island; $4,092 mileage)(also 5.0)
7.0	**CCSS Community of Learners Venue**				
7.1	Convene a work group to develop a mechanism to allow teachers to pose questions and receive timely responses related to CCSS	CK/OCISS	11/2010	3/2011	State general funds
7.2	Implement an "online hotline" (co-located with the Common Core Curriculum's Digital Resources) to enable teachers to submit questions	CK/OCISS	12/2011	Ongoing	
Item #	Major Dependent Deliverables	Date Due	Project Plan Adjustment		Status
3.2	Identified contractor to identify and evaluate the digital resources				
3.3	Identified personnel to maintain the site of electronic database				
4.0	Published curriculum materials developed for CCSS				
4.2	Add funding of common instructional materials to budget for legislature				
4.5	Funding to purchase common instructional materials				
5.0 & 6.0	Funding for professional development efforts	Annual Title II Request			2010-11 Title II request submitted

State of Hawaii: SEA and LEA Scope of Work	Project Manager: Clayton Kaninau	Date: 11-8-11

Sub-criterion/Project: B3B — Project Scope of Work/Status Report

B3: Enhanced Standards and Assessments

HIDOE Project Portfolio: **High** Standards

Name of Project: **College and Career Ready Diploma Implementation (B3B)**

Race to the Top Section**:** A(1); Pg 6, 12

Desired Result (Goal):

As required by the Common Education Agenda MOA among the Governor, State Superintendent, and UH President described in Section (A)(1), Hawaii will adopt and support the "college- and career-ready" diploma for students entering high school from SY 2012-2013 on, with 90% of students graduating and earning a CCR diploma by SY 2015-2016.

Item #	Deliverables (X.0) or High Level Activities and Key Benchmarks (X.X)	Responsible Person	Start Date	End Date	Funding Source
1.0	**BOE Adoption of the College and Career Ready (CCR) Diploma Requirements**				
1.1	Conduct data analyses (e.g., data pertaining to student course-taking patterns, Highly Qualified teachers, etc.) and needs assessments of infrastructures (facilities, electrical, network, etc.) to identify necessary support structures for promoting student attainment of the CCR diploma and Science, Technology, Engineering and Math (STEM) goals	CK/OCISS	4/2010	Science facilities inventory: 12/2010; Data analyses: ongoing	State general funds
1.2	Present CCR Diploma (BOE Policy 4540) proposal to the Board of Education for consideration and approval	KM/OOS	5/2010	11/2011	
1.3	Develop an action plan to address findings of state capacity studies to ensure the capacity of schools to provide equitable access to graduation requirements	CK/OCISS	11/2010	7/2011	
1.4	Monitor action plan implementation	JB/OCISS	8/2011	Ongoing	
1.5	Crosswalk the GLOs with the Profile of a Literate Learner, 21st Century Skills, the Vision of a High School Graduate and College and Career Ready indicators. Use the General Learner Outcomes (GLOs) as a common component for the criteria of the Senior Project	CK/OCISS	8/2010	12/2010	
2.0	**Plan for CCSS exit courses to meet placement expectations for IHEs**				
2.1	Collect and analyze data on student performance in UH credit-bearing mathematics courses based on the *Three-year Plan for Placement into UH Mathematics Courses* (Innovative Policy on Placement)	CK/OCISS	10/2010	9/2011	State general funds

2.2	Work with IHEs to determine placement options for English 100 via Expository Writing classes or other options	CK/OCISS	1/2011	9/2011	
2.3	Use data to inform placement plan	CK/OCISS	9/2011	9/2012	
2.4	Define equivalent courses for CCR	CK/OCISS	10/2013	10/2014	
3.0	**CCR Implementation**				
3.1	Convene a task force to define and recommend criteria for special recognitions to be awarded at each high school: Academic Honors, Technical Honors Pathway (CTE Pathway) (BOE Policy 2013), and STEM Honors	JB/OCISS	8/2010	7/2011	State general funds
3.2	Present task force recommendations for HIDOE leadership approval and adoption	JB/OCISS	8/2011	12/2011	
3.3	Develop and execute CCR Implementation monitoring plan to ensure schools will be able to provide students the opportunities to meet the graduation requirements (e.g., school organizational structures, distance learning and dual-credit options)	CK/OCISS	10/2010	Ongoing	
3.4	Conduct educational opportunity audits to identify barriers to equal access to meet the high school graduation requirements	CK/OCISS	10/2010	4/2011	State general funds
3.5	Analyze the educational opportunity audit findings to determine implications such as accreditation, and including a review of existing audit processes used in HIDOE, and develop a plan to support CCR beyond CCSS	CK/OCISS	4/2011	7/2011	
3.6	Incorporate tools and lessons learned into improvement plans, Academic and Financial (Ac/Fin) plans, and AYP response teams	JB/OCISS	7/2011	12/2011	
3.7	CCR diploma for all students entering high school from SY 2012-2013 and conferred upon graduation in SY 2015-2016	JB/OCISS	8/2012	Ongoing	

Item #	Major Dependent Deliverables	Date Due	Project Plan Adjustment	Status
3.1	BOE to adopt the college-career ready diploma pathways	7/2011		

State of Hawaii: SEA and LEA Scope of Work	Project Manager: Patricia Reiss	Date: 3-8-12

Sub-criterion/Project: B3C — Project Scope of Work/Status Report

B3: Enhanced Standards and Assessments

HIDOE Project Portfolio: Assessments

Name of Project: **Interim and Summative Assessments (B3C)**

Race to the Top Section: B(2); Pg 50

Desired Result (Goal):

To ensure that all students leave high school prepared for postsecondary success in college or a career through a planned sequence of educational experiences and opportunities.

Meeting the goal will require the reform and coordination of many elements across the education system, that: includes a quality assessment system that strategically balances summative, interim, and formative components; provides valid measurement across the full range of common rigorous academic standards; and establishing clear, internationally benchmarked performance expectations.

The summative assessments reflect the challenging CCSS content, emphasizing not just students "knowing", but also "doing."

The interim assessments will work in concert with the summative assessments, and will allow for more innovative and fine grained measurement of student progress toward the CCSS. The interim assessments will also provide diagnostic information that can help tailor instruction and guide students in their own learning efforts.

Item #	Deliverables (X.0) or High Level Activities and Key Benchmarks (X.X)	Responsible Person	Start Date	Projected End Date	Budget Source
1.0	**State commitment to the Smarter Balanced Assessment Consortium (SBAC)**				
1.1	State agrees to participate as Governing State in the SBAC	CT/SAO	01/2010	N/A	State general funds
2.0	**State commitment to Common Core State Standards (CCSS)**				
2.1	The Hawaii Board of Education (BOE) adopts the CCSS to which the SBAC summative and interim assessments will be aligned	KM/OOS	10/2010	12/2011	State general funds
2.2	Collaborate with partner states in the SBAC to develop initial content specifications for English language arts and mathematics. These documents provide a common interpretation and understanding of the CCSS	CT/SAO	11/2010	9/2011	SBAC funds
3.0	**Assessment Design**				
3.1	Provide time for a staff member to serve on SBAC's Test Design Work Group for summative and interim assessments	CT/SAO	12/2010	6/2014	State general funds

3.2	Participate in conference calls, webinars, and face-to-face meetings to collaborate with SBAC's contractor for test design of summative and interim assessments	PR/SAO	02/2012	06/2012	SBAC funds
3.3	Attend conference calls, webinars, and face-to-face meetings to participate in the development of summative and interim assessment test specifications and blueprints	PR/SAO	11/2010	06/2014	
3.4	Participate in test design cross-work group meetings to collaborate on the full array of summative and interim assessment design and measurement issues facing SBAC. This includes CAT design, IRT model, scoring models, equating design, and linking design	PR/SAO	02/2012	06/2014	
3.5	Collaborate with SBAC work groups and psychometric services contractor on developing initial CAT specifications and simulation studies	PR/SAO	02/2012	06/2012	
3.6	Participate in planning and reviewing SBAC's research activities that are coordinated with key assessment design decisions	PR/SAO	02/2012	06/2014	
3.7	Participate in the review of SBAC's technical manual that describes the SBAC assessment development process and psychometric properties of the SBAC assessment in order to meet peer review requirements	PR/SAO	06/2013	08/2014	
4.0	**Item Development**				
4.1	Collaborate with SBAC states in reviewing and providing feedback to item specifications and item/task materials development for the interim and summative assessments. (Documents include ELA item specifications, math item specifications, samples of generic and item specific rubrics, stimulus specifications, performance task specifications, technology enhanced item specifications, style guide, accessibility and accommodations guidelines, ELL guidelines, audio guidelines, tactile-Braille accessibility guidelines, and bias and sensitivity guidelines)	CT/SAO	07/2011	06/2012	SBAC funds
4.2	Participate in SBAC organized webinars, conference calls, and face-to-face meeting to provide state input to item development activities	PR/SAO	02/2012	06/2014	

4.3	Collaborate with SBAC to facilitate the participation of Hawaii teachers in item development activities. This includes training state delegates for item writing, and content, data and fairness reviews	CT/SAO	08/2012	06/2014	
4.4	Roll out sample selected response, constructed response, technology enhanced items and performance tasks provided by SBAC to educators in Hawaii	CT/SAO	06/2012	12/2012	State general funds
5.0	**Pilot and Field Testing**				
5.1	Collaborate with SBAC on planning, reviewing and administering pilot and field tests to produce reliable and valid assessments. This includes Hawaii's participation in data reviews	CT/SAO	02/2012	07/2014	SBAC funds
5.2	Participate in the review of the SBAC developed pilot and field test deployment plans and pilot and field test administration materials	CT/SAO	04/2012	10/2013	
5.3	Participate in the scoring of pilot and field test student responses (if selected by SBAC)	CT/SAO	02/2013	07/2014	
5.4	Participate in pilot and field test item and task data reviews	CT/SAO	04/2013	07/2014	
6.0	**Achievement Standards**				
6.1	Collaborate with SBAC states on the standard-setting design and approve SBAC's standard-setting process for the summative assessment	CT/SAO	06/2012	01/2014	SBAC funds
6.2	Collaborate with SBAC states on all activities related to standard setting. Representative stakeholders from Hawaii participate in standard setting	CT/SAO	01/2014	08/2014	
6.3	Participate in the review of initial and revised achievement level descriptors	CT/SAO	04/2012	08/2012	
6.4	Vote with SBAC governing states to approve achievement standards	CT/SAO	07/2015	07/2015	
6.5	Present achievement standards for adoption to BOE	CT/SAO	08/2015	8/2015	SBAC funds & State general funds
7.0	**Test Delivery, Administration, Scoring, and Reporting**				
7.1	Provide time for staff members to serve on SBAC's Reporting Work Group, IT Architecture Review Board, and Sustainability Task Force	CT/SAO	12/2010	06/2015	State general funds

7.2	Participate in conference calls, webinars, and face-to-face meetings to collaborate with SBAC's contractors for reporting and IT Architecture	PR/SAO	01/2011	06/2015	SBAC funds
7.3	Evaluate current technology and infrastructure in terms of readiness to implement the SBAC assessment system. Identify strategies to update technology based on gaps identified	DW/OITS	02/2012	06/2014	State general funds
7.4	Prepare Hawaii's IT system to administer the SBAC assessments online	DW/OITS	09/2011	06/2014	
7.5	Participate in the design, review, approval, and support of SBAC's IT System Architecture	DW/OITS	09/2011	09/2014	
7.6	Fully implement statewide the SBAC summative and interim assessments in grades 3–8 and high school for both English language arts and mathematics	CT/SAO	10/2014	06/2015	
7.7	Participate in the design and review of a reporting system consistent with the SBAC theory of action	CT/SAO	02/2012	06/2014	SBAC funds
7.8	Participate in the design and review of supporting materials to implement SBAC's reporting system. Materials include user guides and online training modules for how to use the reports and navigate the reporting system	CT/SAO	04/2013	06/2014	
7.9	Provide training on assessment administration and the reporting system to Hawaii audience	CT/SAO	08/2014	ongoing	SBAC funds and State general funds
7.10	Report operational results	CT/SAO	06/2015	ongoing	
8.0	**Technical Advisory Committee (TAC)**				
8.1	Participate in SBAC's TAC meetings	CT/SAO	10/2010	09/2014	SBAC funds
9.0	**Communications**				
9.1	Disseminate information and materials to educate and inform Hawaii stakeholders on SBAC's assessment system. This includes making presentations and posting relevant information on Hawaii's external website and internal memos	CT/SAO	03/2012	ongoing	SBAC funds and State general funds
9.2	Communicate and collaborate with representatives from IHE, P-20, and the Office of the Governor	CT/SAO	03/2012	ongoing	

Item #	Major Dependent Deliverables	Date Due	Project Plan Adjustment	Status

State of Hawaii: SEA and LEA Scope of Work	Project Manager: Brian Reiter	Date: 11-8-11

Sub-criterion/Project: B3D — Project Scope of Work/Status Report

B3: Enhanced Standards and Assessments

HIDOE Project Portfolio: Assessments

Name of Project: **End-of-Course Assessments (B3D)**

Race to the Top Section: B(3); Pg 54, 60-61, 64, 68-69, 78, 110 – 112, 115, 195–196, 200, 211

Desired Result (Goal):

Provide an End-of-Course assessment in key courses to assure that students are proficient in the course content standards and standardize course expectations. To provide information and data regarding a student's learning growth and proficiency of the standards and the course's academic standards are rigorous and high quality. To provide feedback that will assist teachers in providing quality instruction that will allow for a student to be success for life after high school either at a postsecondary institute or career.

Meeting the goal will require the development of standardized statewide curriculum, standards, and expectations for courses with End-of-Course Assessments. This coordination will provide continuity across the state with consistency of high-quality academic standards for these content areas. In addition, the End-of-Course Assessments will provide a technically valid and reliable assessment system that could be considered anchor to providing indicators of readiness for college or careers.

The End-of-Course Assessments will work in concert with other assessments to allow for more inventive and refined measurement of student growth toward a content area academic and achievement standards, and provide diagnostic information and data that can help adapt or improve instruction methods, strategies, professional development, and materials as well as guide students in their own learning efforts.

Item #	Deliverables (X.0) or High Level Activities and Key Benchmarks (X.X)	Responsible Person	Start Date	Projected End Date	Funding Source
1.0	**End-of-Course Assessment**				
1.1	Prioritize courses for development of End-of-Course Assessments (e.g., Algebra I, English I, etc.)	DA/OCISS	10/2010	1/2011	State general funds
1.2	Sequence of development and implementation timeline for each course	DA/OCISS	11/2010	1/2011	
1.3	Identify information technology implications for state and schools and possible solutions	DW/OITS	11/2010	3/2011	
1.4	Determine if End-of-Course Assessments will be used for system and program evaluation	JB/OCISS	11/2010	11/2011	
1.5	Develop and implement communication plan, guidelines, and training materials regarding End-of-Course Assessments	BR/SAO	11/2011	ongoing	p. A-440: Equipment ($5,000 computers) also 2.2, 5.1, 5.2 p. A-440: Supplies $20,000 also

					2.2, 5.1, 5.2 p. A-440: Contractual ($210,000 Consultant) also 2.2, 5.1, 5.2 p. A-441: Other ($12,000 WebEx conferencing) also 2.2, 5.1, 5.2
1.6	Purchase and use off the shelf Algebra I and II and Biology End-of- Course exams	BR/SAO	8/2011	8/2013	p. A-440: Contractual ($4,300,000 EOC exams) also item 4.0
2.0	**Standards Development for CCSS content courses**				
2.1	Develop cross-walk of present standards and align to CCSS	DA/OCISS	11/2010	1/2011	State general funds
2.2	Develop and implement communication plan to inform field, students, and community of scope and sequence of End-of-Course Assessments	BR/SAO	2/2011	6/2014	p. A-440: Supplies $20,000, also 1.5, 5.1, 5.2 p. A-440: Contractual ($210,000 consultant) also items 1.5, 5.1, 5.2 p. A-441: Other ($12,000 WebEx conferencing) also 1.5, 5.1, 5.2
3.0	**Standards Development for Non-CCSS content courses**				
3.1	Select content area Focus Groups panelists	BR/SAO	2/2011	6/2014	State general funds
3.2	Develop, revise, and review statewide standards for identified courses	BR/SAO	3/2011	6/2014	
3.3	Convene content area Focus Groups panels to evaluate course standards and conduct gaps analyses	BR/SAO	4/2011	6/2014	
4.0	**Purchase End-of-Course Assessments**				
4.1	Develop a Request for Proposal (RFP) to purchase an EOC Algebra II assessment that includes the scoring in an online and paper-pencil format	BR/SAO	6/2011	9/2011	p. A-440: Contractual ($4,300,000 EOC exams) also item 1.6
4.2	Solicit and award contract for a purchased online and paper-pencil EOC Algebra II assessment	DA/OCISS	9/2011	10/2011	
4.3	Identify potential source(s) for a purchased EOC Biology, Algebra I, Expository Writing, and U.S. History, which includes the scoring in an online and paper-pencil format	BR/SAO	6/2011	2/2013	
4.4	Develop an RFP to purchase an EOC Biology, Algebra I, Expository Writing, and U.s. History, which includes the scoring in an online and paper-pencil format	BR/SAO	3/2012	4/2013	

4.5	Solicit and award contract for a purchased EOC Biology, Algebra I, Expository Writing, and U.S. History, which includes the scoring in an online and paper-pencil format	BR/SAO	4/2012	8/2013	
4.6	Review the status of standards developed by national organizations for and determine the status of the EOC assessments	BR/SAO	3/2012	4/2013	p. A-439: Travel ($39,996 out-of-state) p. A-441: Other ($18,000 fees)
5.0	**Test Administration**				
5.1	Develop test administration guidelines, training materials	BR/SAO	3/2012	6/2012	p. A-439: Travel ($18,600 neighbor island; $5,000 mileage) p. A-440: Equipment ($5,000 computers) also 1.5, 2.2 p. A-440: Supplies $20,000, also 1.5, 2.2 p. A-440: Contractual ($210,000 consultant) also 1.5, 2.2) p. A-441: Other ($12,000 WebEx conferencing) also 1.5, 2.2
5.2	Train test administrators	BR/SAO	3/2012	ongoing	
6.0	**Adoption of Achievement Standards**				
6.1	Establish standard setting method, procedures, process, panels, as required	BR/SAO	1/2012	4/2013	State general funds
6.2	Convene standard setting panels to develop performance level descriptors, as required	BR/SAO	5/2012	5/2013	
6.3	State Board of Education approval of standard setting recommendations, as required	BR/SAO	6/2012	6/2013	

Item #	Major Dependent Deliverables	Date Due	Project Plan Adjustment	Status

State of Hawaii: SEA and LEA Scope of Work	Project Manager: Jean Nakasato	Date: 11-8-11

Sub-criterion/Project: B3E — Project Scope of Work/Status Report

B3: Enhanced Standards and Assessments

HIDOE Project Portfolio: Student Support

Name of Project: **Continuum of Proactive Student Supportsfor Early Intervention & Prevention (B3E)**

Race to the Top Section: B(3) Pg 75 - 80

Desired Result (Goal):

A fully supported comprehensive Student Support System that incorporates a systemwide Early Intervention and Prevention process that supports student attainment of a college and career ready diploma.

Item #	Deliverables (X.0) or High Level Activities and Key Benchmarks (X.X)	Responsible Person	Start Date	Projected End Date	Funding Source
1.0	**A review of current Response to Intervention (RTI) policies and practices**				
1.1	Statewide RTI advisory group charter	JN/OCISS	2/2010	9/2011	ARRA - Individuals with Disabilities Education Improvement Act funds (IDEIA)
1.2	RTI policies and procedures manual	JN/OCISS	12/2010	6/2011	
1.3	RTI Implementation Plan	JN/OCISS	1/2011	6/2011	
1.4	RTI Evaluation Plan	JN/OCISS	1/2011	6/2011	
2.0	**A review of current Comprehensive Student Support System (CSSS) policies and practices**				
2.1	CSSS Policy and Practices Review and Recommendation	JB/OCISS	12/2010	3/2011	State general funds
2.2	CSSS Policy and Practices Gap Analysis	JN/OCISS	12/2010	3/2011	
2.3	CSSS Evaluation Plan	JN/OCISS	2/2011	5/2011	
3.0	**CSSS/RTI Training Program**				
3.1	Statewide CSSS/RTI advisory group charter	JN/OCISS	2/2011	6/2012	IDEIA and Title II funds
3.2	Training materials and documentation (e.g. framework, guidelines and procedures)	JN/OCISS	3/2011	11/2011	
3.3	Schedule statewide Tri-Level professional development sessions on CSSS/RTI procedures and practices	JN/OCISS	10/2011	12/2011	
3.4	Provide statewide professional development on CSSS/RTI procedures and practices	JN/OCISS	8/2011	3/2012	
3.5	Technology-based CSSS/RTI support plan	JN/OCISS	3/2011	8/2011	
4.0	**CSSS/RTI Administration**				
4.1	Advisory Group review of CSSS/RTI implementation	JN/OCISS	6/2012	7/2012	IDEIA and Title II funds
4.2	CSSS/RTI Annual Monitoring Report	JN/OCISS	7/2012	ongoing	

Item #	Major Dependent Deliverables	Date Due	Project Plan Adjustment	Status

State of Hawaii: SEA and LEA Scope of Work	Project Manager: Derrick Tsuruda	Date: 3/2/12

Sub-criterion: CP2A — Project Scope of Work/Status Report

CP2: Science, Technology, Engineering, & Mathematics (STEM)
HIDOE Project Portfolio: High Standards
Name of Project: **STEM Learning Strategy and Network (CP2A)**
Race to the Top Section: CP(2) Pg 194

Desired Result (Goal):
A rigorous and widely available course of study in STEM fields, wide access to effective STEM instruction, and quality school facilities and access to engaging STEM learning opportunities.

Item #	Deliverables (X.0) or High Level Activities and Key Benchmarks (X.X)	Responsible Person	Start Date	Projected End Date	Budget Source/ Cross-Project Dependencies
1.0	**Create an overarching STEM Learning Strategy and STEM Learning Network**				
1.1	Articulate purpose of STEM Learning Network	DM/KES	1/2011	3/2011	State general funds
1.2	Convene STEM Learning Network (Qrtly)	DT/OCISS	10/2011	ongoing	
1.3	Draft, approve, and adopt STEM Learning Strategy	DM/KES	3/2011	10/2011	
1.4	Integrate STEM Learning Strategy with existing STEM efforts (e.g. Women in Technology Project, etc.)	DM/KES	6/2011	1/2012	
2.0	**STEM Integration With Common Core Curriculum**				
2.1	Incorporate STEM into revised General Learner Outcomes (GLOs)	DM/KES	3/2011	10/2011	State general funds Aligns with *CCR Implementation* SOW item 1.5
2.2	Include interdisciplinary STEM-based curricular and instructional approaches in the Curriculum Framework, incorporating revised GLOs	DT/OCISS	7/2012	7/2013	State general funds Aligns with *CCSS Implementation* SOW, item 4.0
2.3	Incorporate STEM materials into Common Instructional Materials during the adoption process	DT/OCISS	11/2011	1/2013	
2.4	Incorporate STEM materials into "Digital Resource" collection selection criteria	DT/OCISS	10/2010	6/2013	Title II Aligns with *CCSS* SOW, item 3.0
3.0	**Assessments and Graduation Requirements Aligned with STEM Goals**				
3.1	BOE adoption of STEM-foundational course requirements in "college- and career-ready" (CCR) diploma	DM/KES	5/2010	11/2011	Aligns with *CCR* SOW item 1.0 & 3.0
3.2	Identification and recommendation on STEM Honors Pathway requirements for special recognition	DM/KES	8/2011	12/2011	Aligns with *CCR SOW*, item 3.0
3.3	STEM Honors Pathway support plan completion. Use GLOs as a common component for the criteria of the Senior Project (i.e. STEM Senior Project and Co-op Internship approval process)	DM/KES	8/2011	12/2011	

4.0	**Increased Supply of Highly Effective STEM Educators**				
4.1	Procure a RFP provider for a new alternative teacher certification path, with a focus on preparing teachers to succeed in high-needs schools, especially in STEM subjects	SA/PDB	9/2011	5/2012	Aligns with *Alternative Certification for Teachers* SOW, item 1.3
4.2	Deploy funds for and teacher education opportunities to develop more effective STEM teachers	GD/PDB	10/2011	ongoing	Title II Aligns with *Equity Plan/ Recruitment and Placement* SOW, items 1.7 & 3.5
4.3	Work with Hawaii's Teach for America office to increase teacher recruitment efforts in STEM fields	KT/PMB	10/2010	ongoing	
4.4	Identify "information and incentives" for potential teacher candidates in STEM and other high needs fields to begin a career in education	KT/PMB	10/2010	ongoing	Aligns with *Equity Plan/ Recruitment and Placement* SOW, items 3.5-3.7; *Performance-Based Compensation* SOW, item 3.0
4.5	Develop plans to offer additional compensation opportunities for effective teachers in math and science to address demand in labor market for those with a math or science background	KT/PMB	9/2011	12/2012	
4.6	Expand CTE/career changers training route to enable more STEM career changes to education	GD/PDB	12/2010	9/2014	
4.7	Hire mentors of mentors for teachers in STEM subjects to assist with induction	MA/OHR	3/2012	9/2012	Title II Aligns with *Induction & Mentoring* SOW, items 3.0-5.0
4.8	A report on the status of ensuring that all new STEM teachers in Title I schools are highly qualified	GK/PMB	2/2011	ongoing	Aligns with *Equity Plan* SOW, item 1.6
4.9	Provide teachers with professional development to use the Data for School Improvement system to employ learning tasks grounded in STEM that engage students in high yield learning	JN/OCISS	8/2010	ongoing	Aligns with *Assessment Literacy* SOW, item 3.1
5.0	**Universal Access to Advanced Study and Careers in STEM**				
5.1	Analysis report on the capacity of schools (in terms of facilities and Highly Qualified and effective personnel) to offer courses that will fulfill STEM goals	DM/KES	10/2010	7/2011	Aligns with *CCR* SOW, item 1.0
5.2	Physical science facilities upgrade plan	DM/KES	11/2010	7/2011	
5.3	Recruitment, hiring and placement plan to ensure Highly Qualified educators in STEM subjects are effectively and strategically placed throughout the state	KT/PMB	10/2010	6/2012	Aligns with *Equity Plan* SOW, items 1.0-3.0

5.4	Open virtual STEM Centers in ZSI high schools to provide students with opportunities to learn about STEM-related careers		DT/OCISS	1/2012	7/2013	State general funds Aligns with Item 7.0 in *HIDOE Assistance and Oversight* SOW, item 7.0
	5.4.1	Select appropriate platform for hosting STEM Center	D. Minakami	08/01/11	12/30/11	
	5.4.2	Populate main STEM Center site with links to: • Hawaii P20 MyFutureHawaii • UHCC Career Connections • CollegeBoard MyRoad	D. Minakami	01/03/12	01/31/12	
	5.4.3	Collaborate with Hawaii P20 in developing support plan including training on using MyFutureHawaii	D. Minakami	12/30/11	03/31/12	
	5.4.4	Train STEM RTs on navigating the virtual STEM Center and MyFutureHawaii	D. Tsuruda	04/01/12	05/01/12	
	5.4.5	Develop webinar on using the STEM Center and MyFuture Hawaii	STEM Mentors	05/01/12	06/01/12	
	5.4.6	Develop rollout and marketing plan	D. Tsuruda	06/01/12	07/01/12	
	5.4.7	Advertise and deploy STEM Center	STEM Mentors	07/01/12	08/01/12	
	5.4.8	Provide training to ZSI college and grade-level counselors on using the STEM Center and MyFuture Hawaii	STEM Mentors	08/01/12	09/01/12	
	5.4.9	Deploy webinar on using the STEM Center and MyFuture Hawaii	STEM Mentors	09/01/12	10/01/12	
	5.4.10	Provide training to non-ZSI college and grade-level counselors on using the STEM Center and MyFuture Hawaii	STEM Mentors	10/01/12	11/01/12	
	5.4.11	Monitor usage and adjust plans	D. Tsuruda	11/01/12	06/28/13	
5.5	Equip all schools with wireless broadband internet		LM/OITS	12/2011	6/2014	Aligns with *Network Work Plan* SOW, item 3.6
5.6	Develop and execute plan to increase awareness of STEM Portal (www.mystemhawaii.org)		DT/OCISS	7/2013	ongoing	State general funds
6.0	**Evaluate STEM Learning Strategy**					
6.1	Support users of the K-12 Longitudinal Data System to track STEM cohort performance as part of HIDOE data driven decision-making efforts		DT/OCISS	10/2011	5/2012	Aligns with *Longitudinal Data System* SOW, items 2.3, 2.4
6.2	Hawaii Partnership for Education Research Consortium evaluates STEM initiatives		DT/OCISS	1/2012	9/2014	Aligns with *HPERC* SOW, items 4.3-4.5
Item #	Major Dependent Deliverables			Date Due	Notes/Project Plan Adjustment	
	Cross-project deliverable are noted within the SOW above					

Assurance Area: Section C – Use Data to Improve Instruction			See budget narrative, p. A-443 & p. A-448 for overall budget totals
Sub-criteria	**Goals and Objectives**	**Projects**	**Budget**
C2 – Accessing and Using State Data	Key aspects of Hawaii's new data system will include: 1. A single integrated data warehouse for all student, program, teacher, and school data that allows creation of school-level dashboards to facilitate decisions related to instruction and management; 2. A college and career access web portal that will help counselors, students, and parents to make informed decisions for college and career planning and to spot "early warning indicators" signaling whether students are on track for graduating; and 3. Strong data governance policies and practices along with extensive training to improve the quality of data entry and analysis.	A) Longitudinal Data System*†	p. A-444: Personnel $782,292, Fringe $308,320 p. A-444-5: Travel ($3,089 mileage, $11,160 neighbor islands, $34,980 out-of-state) p. A-445: Equipment ($6,000 computers, $2,000 projector) p. A-445: Supplies $5,400 p. A-446: Other ($6,000 fees)
		B) Infrastructure (Single Sign On)	p. A-446: Contractual ($1,740,000 Professional Services)
		C) Network Work Plan	p. A-444: Travel ($146,250 neighbor island) p. A-445: Equipment ($10,400 WAN, $2,662,402 LAN)
C3 – Using Data to Improve Instruction & Making Data Accessible to Researchers	Professional development on using data to improve practice is embedded as a foundational component within the school, Complex Area, and State tri-level support design for implementing all reform initiatives within HIDOE. 1. The "Data for School Improvement" (DSI) system, which includes a bank of formative assessment items that will provide immediate feedback to teachers about students' progress;† 2. Data coaches will provide job-embedded training and follow up support on using data to inform instructional decisions and implementing literacy and RTI strategies in the classroom; and 3. HPERC will advance and expedite access to data for the purposes of conducting educational research to improve instruction and student success.	A) Assessment Literacy	p. A-439: Travel: $297,600 p. A-440: Contractual $2,070,000
		B) Functional Data Analysis and Instructional Teams	p. A-454: Personnel ($4,539,915 Data Coaches; $1,788,090 fringe) p. A-439: Travel ($297,600 neighbor island)
		C) Hawaii Partnership for Educational Research Consortium and Research Symposium	p. A-449: Personnel ($435,648 institutional analyst, clerk, HPERC member training; $162,302 fringe) p. A-450: Travel ($11,160 neighbor island, $5,408 mileage, $34,980 out-of-state) p. A-450: Equipment ($11,998 computers, $4,000 software) p. A-450: Supplies $5,400 p. A-450: Contractual ($10,000 research database) p. A-451: Other $9,349

* *In regard to Data Systems to Support Instruction, Hawaii has been awarded $3.47 million for its 2009 Statewide Longitudinal Data System (SLDS Grant). These funds are targeted to support the complex areas, complexes and schools, and are woven into the Race to the Top efforts. General funds (approximately $1.8 million) are used to support personnel working with FERPA/information access, data governance, data warehouse, School Improvement Project, Principal's Dashboard (Versifit) Project, and Strategic Plan/Dashboards*

† *DSI is the largest component in our single statewide instructional improvement system. The LDS is another component of this system and is already implemented (with ongoing improvements planned). DSI is slated to be implemented in SY2011-12, with full training and implementation complete in 2013.*

State of Hawaii: SEA and LEA Scope of Work	Project Manager: Darrell AhYong	Date: 12-21-11

Sub-criterion/Project: C2A — Project Scope of Work/Status Report

C2 – Accessing and Using State Data
HIDOE Project Portfolio: Technology Support
Name of Project: **Longitudinal Data System (C2A)**
Race to the Top Section: C(2) Pg 86-87

Desired Result (Goal):
Hawaii Department of Education (HIDOE) personnel, teachers, and administrators have web access to a fully functioning and operational State Longitudinal Data System (SLDS) with trained end-users who use the longitudinal data system to inform instruction supporting improved student performance and educational practices within HIDOE.

Item #	Deliverables (X.0) or High Level Activities and Key Benchmarks (X.X)	Responsible Person	Start Date	Projected End Date	Funding Source
1.0	**Administrator access to Longitudinal Data System dashboard**				
1.1	Establish rollout plan for principal and complex area superintendents	GD/PDB	2/2010	7/2010	SLDS grant
1.2	Develop longitudinal data analysis mechanisms	CT/DGO	7/2010	3/2011	
1.3	Develop end-user training curriculum for the use of the SLDS in conjunction with HIDOE data driven decision-making efforts	JB/OCISS	2/2010	8/2010	
1.4	Conduct training	CT/DGO	7/2010	10/2010	
1.5	Support new users	CT/DGO	7/2010	ongoing	
2.0	**Teacher access to Dashboard**				
2.1	Establish rollout plan for teachers	CT/DGO	5/2010	9/2011	SLDS grant
2.2	Develop longitudinal data analysis mechanisms	CT/DGO	9/2010	3/2011	
2.3	Develop end-user training curriculum for the use of the SLDS in conjunction with HIDOE data driven decision-making efforts	JB/OCISS	10/2010	4/2011	
2.4	Conduct training and support new users	CT/DGO	5/2011	5/2012	
3.0	**K12 LDS with indicators**				
3.1	Develop data analysis tools and processes	CT/DGO	7/2010	2/2011	SLDS grant
3.2	Establish a team of data analysts and report developers	CT/DGO	6/2010	7/2010	
3.3	Develop enhanced analysis mechanisms (e.g., early warning indicators)	CT/DGO	7/2010	7/2010	
3.4	Establish a process for requesting data reports	CT/DGO	3/2011	4/2011	
3.5	Build link to school improvement planning process and tool	CT/DGO	3/2011	5/2011	

4.0	**Data Governance Director and Staff**				
4.1	Secure approval of position descriptions	DW/OITS	8/2010	8/2010	State general funds
4.2	Submit Request to Fill director position	DW/OITS	10/2010	10/2010	
4.3	Recruit for Data Governance Director	DW/OITS	11/2010	11/2010	p. A-444: Personnel ($782,292 director, institutional analyst, secretary; $308,320 fringe) p. A-445: Travel ($34,980 out-of state) p. A-445: Equipment ($6,000 computers), ($2,000 projector) p. A-445: Supplies $5,400 p. A-446: Other ($6,000 fees)
4.4	Furnish staff work stations	DW/OITS	11/2010	11/2010	
4.5	Appointment approved by Superintendent	DW/OITS	11/2010	11/2010	
4.6	Submit Request to Fill analyst and secretary position	CT/DGO	12/2010	12/2010	
4.7	Recruit and appoint positions	CT/DGO	12/2010	2/2011	
4.8	Staff attend technical assistance workshops and conferences	CT/DGO	11/2010	8/2013	
5.0	**Data Ethics training**				
5.1	Develop training materials	CT/DGO	8/2010	9/2010	SLDS grant
5.2	Schedule training sessions	CT/DGO	10/2010	ongoing	
5.3	Deliver trainings	CT/DGO	11/2010	ongoing	
6.0	**Data Quality audits embedded in Longitudinal Data System**				
6.1	Data audits distributed through display embedded in LDS, including audits of data quality and data entry practices for high-stakes accountability	CT/DGO	7/2010	6/2011	SLDS grant
6.2	Data quality and data governance trainings	CT/DGO	9/2010	ongoing	p. A-445: Travel ($11,160, neighbor island, $3,089 mileage)
6.3	Create accountability system of data quality	CT/DGO	7/2011	6/2012	(same as items 4.2 to 4.8)
P20 Longitudinal Data System (including all the America COMPETES Act components)					
7.0	**Build demand for inter-agency longitudinal data**				
7.1	Continue to use Cal-PASS for reporting	CT/DGO	6/2010	5/2012	(same as items 4.2 to 4.8)
7.2	Implement Cal-PASS "SMART tools" to present cross-tabs of data organized by research question: a) K-12; b) UH program review; c) Transition (K-12 to UH); and d) Teacher prep programs [IHEs to HIDOE HR/HTSB to students]	CT/DGO	12/2010	5/2012	

7.3	Engage researchers/analysts in analyzing inter-agency datasets a) From HI-PASS b) Labor data	CT/DGO	10/2010	5/2012	
7.4	Disseminate analysis and reports (e.g., College and Career Readiness Indicators report)	CT/DGO	11/2010	ongoing	
7.5	Implement other tools relying on inter-agency data exchange (e.g., college access portal)	CT/DGO	1/2011	ongoing	
8.0	**Develop capacity for inter-agency longitudinal data**				
8.1	Develop and implement a fund to support seed funds for research on P20 LDS research priorities	CT/DGO	11/2010	ongoing	(same as items 4.2 to 4.8)
8.2	Identify, collect, and integrate additional data types and sources into P-20 data exchange (e.g., more employment data, early childhood, private IHEs, independent schools)	CT/DGO	11/2010	ongoing	
9.0	**Establish inter-agency data governance as foundation for long-term P20 Longitudinal Data System (e.g., data sharing, security, privacy, record matching, access, quality, documentation, reporting)**				
9.1	Implement four data governance committees outlined in June 30 memo to governor's office	CT/DGO	6/2010	2/2011	(same as items 4.2 to 4.8)
9.2	Establish necessary MOU and procedures to facilitate data exchange, analyses and reporting	CT/DGO	6/2010	ongoing	
10.0	**Develop "master plan" for P20 LDS**				
10.1	Develop "master plan" based on projected capacities and needs of key agencies as well as compliance requirements, best practices, and Hawaii research agenda	CT/DGO	10/2010	3/2011	(same as items 4.2 to 4.8)
10.2	Seek resources from participating agencies and other sources (e.g., state legislative allocation, grants) to implement plan	CT/DGO	4/2011	ongoing	
Item #	Major Dependent Deliverables	Date Due	Project Plan Adjustment		Status
	Funding of P20 LDS				

State of Hawaii: SEA and LEA Scope of Work	Project Manager: Darrell AhYong	Date: 12-21-11

Sub-criterion/Project: C2B — Project Scope of Work/Status Report

C2 – Accessing and Using State Data
HIDOE Project Portfolio: Technology Support
Name of Project: **Infrastructure (Single Sign On)(C2B)**
Race to the Top Section: C

Desired Result (Goal):
Enhance and strengthen HIDOE's technology infrastructure's identity management system to have one sign on for all key applications.

Item #	Deliverables (X.0) or High Level Activities ** and Key Benchmarks (X.X)	Responsible Person	Start Date	Projected End Date	Funding Source
1.0	**Project Agreement / Detailed Project Plan**				
1.1	Confirm core applications in scope for SSO solution	DH/OITS	1/2011	2/2011	State General Funds
1.2	Confirm stakeholders for OHR, OCISS, and Fiscal	DH/OITS	1/2011	2/2011	
1.3	Sponsor review and signoff	DH/OITS	1/2011	2/2011	
1.4	SPOC review and signoff	DW/OITS	1/2011	2/2011	
1.5	Update deliverables based on reviews	DH/OITS	1/2011	2/2011	
2.0	**Requirements & Use Cases**				
2.1	Conduct working session - technical requirements	MY/OITS	3/2011	4/2011	State General Funds
2.2	Define OHR processes for role management	DH/OITS	3/2011	4/2011	
2.3	Review use cases and processes with selected users	DH/OITS	3/2011	4/2011	
2.4	Create Functional & Technical Scope Summary	DH/OITS	3/2011	4/2011	
2.5	Obtain approval & signoff from Sponsor & stakeholders	DH/OITS	3/2011	4/2011	
3.0	**Identity Management Architecture & Schema**				
3.1	Create draft deliverable	MY/OITS	3/2011	4/2011	State General Funds
3.2	Obtain approval & signoff from Sponsor & stakeholders	DH/OITS	3/2011	4/2011	
4.0	**Proof-of-Concept Solution**				
4.1	Conduct working sessions with BitKOO to explore/define Keystone enablement	MY/OITS	1/2011	3/2011	State General Funds
4.2	Conduct working sessions with alternative solution providers (Imprivata, Microsoft, PasswordBank)	MY/OITS	3/2011	5/2011	
4.3	Decision-tree: Proof-of-Concept vs. RFP	MY/OITS	5/2011	6/2011	
5.0	**IT Software / Services RFP**				
5.1	Develop Request for Proposal (RFP)	AS/OITS	4/2011	8/2011	State General Funds
5.2	Evaluate vendor responses	MY/OITS	8/2011	9/2011	

5.3	Select vendor	MY/OITS	9/2011	10/2011	
6.0	**Executed vendor contracts**	DW/OITS	10/2011	12/2011	
6.1	Negotiate vendor contract(s)	AS/OITS	10/2011	10/2011	p. A-446: Contractual ($1,740,000 Professional Services)
6.2	Procurement approvals	AS/OITS	10/2011	12/2011	
6.3	Superintendent approvals	AS/OITS	12/2011	12/2011	
6.4	Monitor vendor timelines & deliverables	DW/OITS	1/2012	8/2013	State General Funds
7.0	**Communication & Change Management Strategies**				
7.1	Identify communication events - specify audience & objectives for each event	DA/OITS	10/2011	11/2011	State General Funds
7.2	Conduct working sessions to create Change Impact Statement	DA/OITS	10/2011	11/2011	
7.3	Identify and resource additional Change Management activities	DA/OITS	10/2011	11/2011	
7.4	Sponsor review and signoff	DW/OITS	11/2011	11/2011	
8.0	**Training Strategy**				
8.1	Create user training list -- identify users who need training	DA/OITS	10/2011	11/2011	State General Funds
8.2	Define training delivery model	DA/OITS	10/2011	11/2011	
8.3	Obtain approval & signoff from Sponsor & stakeholders	DW/OITS	11/2011	11/2011	
9.0	**Technical Architecture & Infrastructure Design**	**Vendor**	**1/2012**	**2/2012**	**See Deliverable 6.0**
10.0	**Security Access & Controls Design**	**Vendor**	**1/2012**	**2/2012**	**See Deliverable 6.0**
11.0	**Implementation / Rollout Strategy**	**MY/OITS**	**2/2012**	**3/2012**	**See Deliverable 6.0**
12.0	**Application Test Cases, Schedule & Approach**	**DA/OITS**	**2/2012**	**3/2012**	**See Deliverable 6.0**
13.0	**User Training Materials**	**DA/OITS**	**2/2012**	**3/2012**	**See Deliverable 6.0**
14.0	**Production Support Strategy & Procedures**	**DA/OITS**	**2/2012**	**3/2012**	**See Deliverable 6.0**
15.0	**SSO Deployment - eHR**	**MY/OITS**	**3/2012**	**4/2012**	**See Deliverable 6.0**
16.0	**SSO Deployment – PDE3**	**MY/OITS**	**4/2012**	**5/2012**	**See Deliverable 6.0**
17.0	**SSO Deployment - Kronos**	**MY/OITS**	**5/2012**	**7/2012**	**See Deliverable 6.0**
18.0	**SSO Deployment – BMC Remedy**	**MY/OITS**	**9/2012**	**10/2012**	**See Deliverable 6.0**
19.0	**SSO Deployment – Lotus Notes**	**MY/OITS**	**10/2012**	**11/2012**	**See Deliverable 6.0**
20.0	**SSO Deployment – eSIS**	**MY/OITS**	**11/2012**	**1/2013**	**See Deliverable 6.0**
21.0	**SSO Deployment - eCSSS**	**MY/OITS**	**1/2013**	**8/2013**	**See Deliverable 6.0**

Item #	Major Dependent Deliverables	Date Due	Project Plan Adjustment	Status

** High level activities for Deliverables 9 through 21 will be defined upon completion of vendor contract (Deliverable 6.0).

State of Hawaii: SEA and LEA Scope of Work	Project Manager: Dean Horiuchi	Date: 12/21/11

Sub-criterion/Project: C2C — Project Scope of Work/Status Report

C2 – Accessing and Using State Data
HIDOE Project Portfolio: Technology Support
Name of Project: **Network Work Plan (C2C)**
Race to the Top Section: C(2) Pg 84; E(2) Pg 167

Desired Result (Goal):
Completion of HIDOE network upgrades that support RTTT initiatives and complements statewide fiber optic infrastructure.

Item #	Deliverables (X.0) or High Level Activities and Key Benchmarks (X.X)	Responsible Person	Start Date	Projected End Date	Funding Source
1.0	**Statewide Fiber Optic Upgrade per Broadband Technology Opportunities Program**				
1.1	Schools' data system capacity to support LDS, DSI, and other systems (as appropriate) determined	DW/OITS	10/2010	12/2010	State general funds & Federal Grant
1.2	Prioritized list of schools to upgrade created	DW/OITS	10/2010	10/2010	
1.3	Hardware requirements determined	DW/OITS	10/2010	12/2010	
1.4	Manpower requirements determined	DW/OITS	10/2010	3/2011	
1.5	Site survey of all schools to be upgraded	DW/OITS	10/2010	12/2010	
1.6	Implement fiber optic upgrades	DH/OITS	4/2011	8/2013	
2.0	**Statewide WAN Upgrade**				
2.1	Draft of WAN upgrade architecture	DW/OITS	11/2009	11/2009	p. A-444 – Travel ($146,250, neighbor island) p. A-445: Equipment: ($2,662,402 School Network LAN for 260 schools, $10,400 WAN)
2.2	Invitation for Bid to select vendor for upgrade created	DW/OITS	11/2009	12/2009	
2.3	Vendor selected and contract negotiated	DW/OITS	1/2010	1/2010	
2.4	E-Rate approval and notice to proceed	DW/OITS	11/2010	11/2010	
2.5	WAN upgrade	DH/OITS	1/2011	6/2012	
3.0	**School Network Upgrade**				
3.1	Site survey of ZSI schools	DH/OITS	12/2010	12/2011	
3.2	Hardware requirements and design complete for ZSI school local area networks and wireless networks	DW/OITS	1/2011	3/2011	
3.3	Site survey of non-ZSI schools for RTTT	DH/OITS	1/2011	6/2014	
3.4	Technical requirements and design complete for non-ZSI school local area networks and wireless networks	DH/OITS	4/2011	6/2012	
3.5	ZSI school network upgrades complete	DH/OITS	1/2011	12/2011	
3.6	Non-ZSI school network upgrades complete	DH/OITS	7/2011	6/2014	

Item #	Major Dependent Deliverables	Date Due	Project Plan Adjustment	Status

State of Hawaii: SEA and LEA Scope of Work	Project Manager: Monica Mann	Date: 11-8-11

Sub-criterion/Project: C3A — Project Scope of Work/Status Report

C3 – Using Data to Improve Instruction & Making Data Accessible to Researchers

HIDOE Project Portfolio: High Standards

Name of Project: **Assessment Literacy (C3A)**

Race to the Top Section: B(3), C(2); Pg 36, 49, 76, 88, 92

Desired Result (Goal):

To improve the quality of our comprehensive assessment system through the statewide Data for School Improvement (DSI) project. The full implementation includes coordinated professional development through the Literacy for Learning Tri-Level structure. All classroom teachers, administrators, and Complex Area Superintendents and staff in Hawaii will have access to a rich bank of formative assessment items—multiple choice, constructed response, and performance tasks—that enable teachers to develop their own assessments, score student responses, and store the results securely on the central server.

Item #	Deliverables (X.0) or High Level Activities and Key Benchmarks (X.X)	Responsible Person	Start Date	Projected End Date	Budget Source
1.0	**Comprehensive implementation plan for the Data for School Improvement (DSI) system**				
1.1	Convene DSI project team to develop a DSI plan for statewide implementation including training structure and schedule and ongoing support	MM/OCISS	6/2010	11/2010	State general funds & ARRA Funds (e.g., Title IID)
1.2	Meet with Project Management Oversight Committee for approval of the DSI plan	MM/OCISS	11/2010	12/2010	
1.3	Coordinate initial training on the use of the system with the vendor	MM/OCISS	5/2010	1/2011	
1.4	Build capacity by training complex managers and lead teachers to sustain efforts	MM/OCISS	8/2010	6/2011	
1.5	Work with state leadership on expanding the use of the DSI system (K-12, all teachers in all content areas) and continuing training beyond navigation	MM/OCISS	9/2010	4/2011	
1.6	Collect feedback from various stakeholders including teachers, principals, CASs, for ongoing system improvement as part of a program evaluation plan	MM/OCISS	10/2010	ongoing	
2.0	**Formative Assessment Item Bank**				
2.1	Compile items from a variety of sources and align to HCPS III	MM/OCISS	9/2009	12/2010	p. A-439: Travel ($297,600 neighbor island)
2.2	Realign items currently in DSI to CCSS and expand the item pool to include items aligned to CCSS	MM/OCISS	12/2010	7/2014	p. A-440: Contractual ($2,070,000 assessment items)

2.3	Meet with Superintendent's Leadership Team to determine venues to expand the item bank (across grade levels and content areas), such as contracting teachers, purchasing aligned items, etc.	JB/OCISS	12/2010	Ongoing	
3.0	**Plan to Maximize Formative Assessment**				
3.1	Create and conduct training modules on the use of formative assessment to drive instruction, including the principles of the Literacy for Learning framework	JB/OCISS	8/2010	ongoing	State general funds, ARRA Funds (e.g., Title IID)
3.2	Collaborate with SMARTER Balanced Assessment Consortium (SBAC) to ensure formative assessment practices are part of the assessment system agreed upon by partner states	MM/OCISS	11/2010	6/2014	
3.3	Create new training modules on writing and editing items in the DSI. Items to include a variety of methods including multiple-choice, constructed response and performance assessments	JB/OCISS	7/2011	ongoing	

Item #	Major Dependent Deliverables	Date Due	Project Plan Adjustment	Status

State of Hawaii: SEA and LEA Scope of Work	Project Manager: Monica Mann	Date: 12-21-11

Sub-criterion//Project: C3B — Project Scope of Work/Status Report

C3 – Using Data to Improve Instruction & Making Data Accessible to Researchers
HIDOE Project Portfolio: High Standards
Name of Project: **Functional Data Analysis and Instructional Teams (C3B)**
Race to the Top Section: C(3) Pg 96

Desired Result (Goal):
Hawaii will enhance its use of system wide data through the formation of data teams to support continuous instructional improvement.

Item #	Deliverables (X.0) or High Level Activities and Key Benchmarks (X.X)	Responsible Person	Start Date	Projected End Date	Budget Source
1.0	**Effective school-based Data Teams for Instructional Improvement**				
1.1	Identify roles and responsibilities of data and instructional teams; agreement on systematic improvement process	MM/OCISS	11/2010	1/2011	p. A-454: Personnel ($4,539,915 Data Coaches; $1,788,090 fringe)
1.2	Train data coaches	MM/OCISS	11/2010	1/2011	
1.3	Develop team trainings for school level data teams	MM/OCISS	1/2011	6/2011	
1.4	Recruit and identify team members for each complex area	CASs	3/2011	5/2011	
1.5	Provide common data team trainings	MM/OCISS	6/2011	9/2011	
2.0	**Instructional Leaders skilled in data analysis**				
2.1	Convene a workgroup to design an intensive work experience-based data analysis program for instructional leaders	JB/OCISS	12/2010	6/2011	State general funds p. A-439: Travel ($297,600 neighbor island) Cross-project deliverable with Assessment Literacy Project in Assurance B
2.2	Draft proposal of work experience-based data analysis program for instructional leaders	DM/OHR	3/2011	6/2011	
2.3	Confer and consult with union	DM/OHR	6/2011	8/2011	
2.4	Approval of plan for work experience-based data analysis program for instructional leaders	KM/OOS	9/2011	9/2011	
2.5	Implementation of work experience-based data analysis program for instructional leaders	DM/OHR	10/2011	ongoing	

Item #	Major Dependent Deliverables	Project Plan Adjustment	Status
	Available and knowledgeable staff		

State of Hawaii: SEA and LEA Scope of Work	Project Manager: Glenn Hamamura	Date: 2-7-12

Sub-criterion/Project: C3C — Project Scope of Work/Status Report

C3 – Using Data to Improve Instruction & Making Data Accessible to Researchers

HIDOE Project Portfolio: System Transformation

Name of Project: **Hawaii Partnership for Educational Research Consortium and Research Symposium [HPERC](C3C)**

Race to the Top Section: A(2) Pg 25; C(2) Pg 89; C(3) Pg 97-101

Desired Result (Goal):

This project establishes a research partnership between HIDOE, local Institutes of Higher Education (IHE), and research organizations (e.g., Pacific Resources for Education and Learning (PREL), Kamehameha Schools Research and Evaluation) for the purpose of educational research to improve instruction and student success.

HIDOE maintains a database documenting research study requests and data releases with a single point of entry for research/data requests and provides reference of approved projects and completed reports.

Item #	Deliverables (X.0) or High Level Activities and Key Benchmarks (X.X)	Responsible Person	Start Date	Projected End Date	Funding Source
1.0	**Research Symposium**				
1.1	Recruit participants	CT/DGO	8/2010	8/2010	State general funds
1.2	Develop expectations and symposium plan	CT/DGO	8/2010	8/2010	
1.3	Notify participants of research theme and preparation timeline	CT/DGO	9/2010	10/2010	
1.4	Conduct literature search and review	CT/DGO	9/2010	9/2010	
1.5	Distribute selected research to participants for pre-reading	CT/DGO	10/2010	10/2010	
1.6	Convene 1st session – external and internal participants	CT/DGO	12/2010	12/2010	
1.7	Convene 1st session – internal participants	CT/DGO	12/2010	12/2010	
1.8	Create plan for annual event	CT/DGO	12/2010	12/2010	
Hawaii Partnership for Educational Research Consortium (HPERC)					
2.0	**HPERC Staff**				
2.1	Submit Request to Fill analyst and secretary position	CT/DGO	11/2010	11/2010	p. A-449: Personnel ($415,218 Inst Analyst & clerk; $176,305 fringe) p. A-450: Equipment $4,000 p. A-450: Supplies $7,200 p. A-450: Travel ($34,980 out-of-state; $5,408 mileage)
2.2	Recruit and appoint positions	CT/DGO	11/2010	3/2011	
2.3	Furnish HPERC staff work stations	CT/DGO	4/2011	5/2011	
2.4	Attend technical assistance workshops and conferences	CT/DGO	2/2012	10/2012	

					p. A-451: Other ($9,349 mtg costs)
3.0	**Database documenting research study requests and data release with a single point of entry for research/data requests**				
3.1	Draft scope and specifications of database, including referral process	CT/DGO	6/2010	10/2010	State general funds
3.2	Research and select software platform for database	DW/OITS	6/2010	12/2010	
3.3	Procure vendor/purchase software if needed	DW/OITS	12/2010	5/2011	
3.4	Establish authentication and authorization roles and process	DW/OITS	6/2011	7/2010	
3.5	Design web-based forms and database format, including archiving capacity	DW/OITS	6/2011	7/2011	
3.6	Develop portal and database	DW/OITS	7/2011	8/2011	
3.7	Pilot test the process and database	CT/DGO	9/2011	11/2011	
4.0	**Ongoing list of preferred and prioritized HIDOE research questions**				
4.1	Review Data Quality Campaign, National Center for Educational Statistics for relevance to HIDOE	CT/DGO	9/2011	10/2011	State general funds
4.2	Survey HIDOE leadership, Board of Education, Hawaii legislators, and key stakeholders of persistent research topics or questions	CT/DGO	10/2011	11/2011	(also referenced under Items 2.1-2.4)
4.3	Create prioritization criteria	CT/DGO	1/2012	2/2012	
4.4	Prioritize compiled list according to HIDOE strategic plan and frequency of appearance on list	CT/DGO	12/2011	12/2011	
4.5	Create and implement a plan for reviewing and disseminating results	CT/DGO	2/2012	2/2012	
5.0	**Documentation of FERPA compliance**				
5.1	Identify key FERPA documentation elements for research database	DW/OITS	5/2011	6/2011	State general funds
5.2	Ensure FERPA key elements are embedded in process and database	DW/OITS	6/2011	8/2011	
5.3	Train users on FERPA requirements within research request database	CT/DGO	12/2011	6/2012	(also referenced under Items 2.1-2.4)
5.4	Pre-programmed reports highlighting FERPA compliance elements for all research documentation and establish "audit" schedule	DW/OITS	12/2011	6/2012	
6.0	**Collaborative HPERC Advisory Committee**				
6.1	Recruit IHE partnership agencies and research	CT/DGO	9/2011	3/2012	State general funds

	organizations and develop draft charter				
6.2	Signed Memorandum of Understanding between HIDOE and partnership agencies and research organizations	CT/DGO	1/2012	6/2012	
6.3	Identify partner representatives as Advisory Committee members	CT/DGO	12/2011	3/2012	
6.4	Establish quarterly meetings for HPERC members	CT/DGO	12/2011	12/2011	p. A-450: Travel ($14,880 neighbor island)
6.5	Establish Advisory Committee protocols for reviewing and recommending research applications	CT/DGO	3/2012	6/2012	(also referenced under Items 2.1-2.4)
6.6	Establish Advisory Committee protocols for reviewing and maintaining study list	CT/DGO	3/2012	6/2012	
6.7	Establish criteria for preapproval of researchers	CT/DGO	3/2012	6/2012	
7.0	**Clearly articulated processes and procedures for research and data request applications and release lead by a HIDOE process facilitator**				
7.1	Draft procedures for processing data requests	CT/DGO	4/2011	9/2011	State general funds
7.2	Submit to Data Management Team for review and recommendation	CT/DGO	9/2011	10/2011	
7.3	Submit to Data Policy Committee for approval	CT/DGO	10/2011	11/2011	
7.4	Submit to Attorney General for approval	CT/DGO	12/2011	3/2012	
7.5	Finalize procedures, including Standard of Practice	CT/DGO	2/2012	3/2012	
7.6	Identify and train process facilitator	CT/DGO	3/2012	4/2012	
8.0	**Preapproved list of researchers eligible for streamlined application approval**				
8.1	Develop partner researcher applications and guidelines based on the Advisory Committee's criteria	CT/DGO	6/2012	8/2012	(also referenced under Items 2.1-2.4)
8.2	Recruit partner researchers	CT/DGO	7/2012	9/2012	
8.3	Pilot process by submitting applications to the review process	CT/DGO	9/2012	10/2012	
8.4	Refine applications and process if needed	CT/DGO	11/2012	12/2012	
8.5	Create list of approved researchers and notify successful applicants	CT/DGO	11/2012	12/2012	
8.6	Two-day training of HPERC members	CT/DGO	9/2012	9/2014	p. A-449: Personnel ($20,250 casual hire/stipends)

Item #	Major Dependent Deliverables	Date Due	Project Plan Adjustment	Status

Assurance Area D - Great Teachers, Great Leaders			See budget narrative, p. A-453 for overall budget totals
Sub-Criteria	**Goals & Objectives**	**Projects**	**Budget**
D1 – Alternative Certification	• Ensure there are more effective teachers across the state and more equitably distributed. • Improve performance through a quality performance evaluation process • Employment, retention, assignment, and compensation all tied to effectiveness • Ensure quality professional development including PDE3; standardize practices based on data and research. **Criteria D items:** Personnel/fringe, travel, equipment, and supplies shared between Section D projects	A) Alternative Certification for Teachers	p. A-455: Travel ($7,440 neighbor island; $5,830 out-of-state; $6,806 mileage) p. A-456: Supplies $2,400 p. A-458: Contractual ($1,980,000 teacher alt cert provider)
		B) Alternative Certification for Principals and Vice Principals	p. A-458: Contractual ($720,000 principal/VP alt cert provider) p. A-455: Travel ($7,440 Neighbor Island, $5,830 out-of-state; $6,806 mileage)
D2 – Teacher/Principal Evaluation Systems		A) Performance-Based Compensation System	p. A-457: Travel ($17,490 out-of-state)
		B) Evaluation Systems	p. A-454: Personnel ($1,841,388 Staff; $728,967 [approx] fringe) ($57,334 substitute teachers; $4,647 fringe) p. A-455: Travel ($113,460 neighbor island; $40,833 mileage; $29,150 out-of-state) p. A-455: Equipment $18,000 p. A-456: Supplies $14,400 p. A-457: Contractual ($3,000,000 eval system) p. A-459: Other ($33,615 Telecom; $2,000,000 pilot testing)
D3 – Equitable Distribution of Teachers and Principals		A) Equity Plan/Recruitment and Placement	p. A-455: Travel ($7,440 neighbor Island; $5,830 out-of-state; $6,806 mileage) p. A-456: Supplies $2,400 p. A-456: Equipment ($2,950,000 distance learning) p. A-458: Contractual ($2,000,000 distance learning)
D4 – Improving Effectiveness of Educator Preparation Programs		A) Improving Effectiveness of Educator Preparation Programs	p. A-455: Travel ($12,090 Neighbor Island; $8,745 out-of-state; $10,212 mileage) p. A-456: Supplies $3,600 p. A-458: Contractual ($100,000 data linkages)
D5 – Providing Effective Support to Teachers and Principals		A) Induction and Mentoring	p. A-457: Contractual ($3,000,000 teacher induction services)
		B) Knowledge Transfer System/Professional Development Framework	p. A-455: Travel ($12,090 Neighbor Island; $8,745 out-of-state travel; $10,212 mileage) p. A-456: Supplies $3,600 p. A-458: Contractual ($2,000,000 effectiveness modeling)

Annual Targets for Key Performance Measures					
Performance Measures for (D)(3)(i) *Note: All information below is requested for Participating LEAs.*	Actual Data: Baseline (Current school year) or most recent)	End of SY 2010-2011	End of SY 2011-2012	End of SY 2012-2013	End of SY 2013-2014
General goals to be provided at time of application:	**Baseline data and annual targets**				
Percentage of teachers in schools that are high-poverty, high-minority, or both (as defined in this notice) who are highly effective (as defined in this notice).	NA	20*	25*	30*	35*
Percentage of teachers in schools that are low-poverty, low-minority, or both (as defined in this notice) who are highly effective (as defined in this notice).	NA	40*	36*	34*	28*
Percentage of teachers in schools that are high-poverty, high-minority, or both (as defined in this notice) who are ineffective.	NA	20*	18*	15*	8*
Percentage of teachers in schools that are low-poverty, low-minority, or both (as defined in this notice) who are ineffective.	NA	15*	13*	10*	8*
Percentage of principals leading schools that are high-poverty, high-minority, or both (as defined in this notice) who are highly effective (as defined in this notice).	NA	25*	35*	45*	55*
Percentage of principals leading schools that are low-poverty, low-minority, or both (as defined in this notice) who are highly effective (as defined in this notice).	NA	40*	36*	34*	28*
Percentage of principals leading schools that are high-poverty, high-minority, or both (as defined in this notice) who are ineffective.	NA	20*	18*	15*	8*
Percentage of principals leading schools that are low-poverty, low-minority, or both (as defined in this notice) who are ineffective.	NA	15*	13*	10*	8*
N/A: *As described in the application, Hawaii has not had a rigorous, consistent evaluation system in place for teachers and principals; the quality of existing evaluations varies widely and is not as rigorous as the new evaluation system being proposed in Section (D)(2). HIDOE does not have in place today an evaluation system that would allow it to accurately identify the percentage of teachers and principals who are highly effective (as defined in this notice).* **These percentages represent estimates based on the professional judgment and experiences of HIDOE leadership and existing data about Highly Qualified Teachers. As Hawaii transitions to a new evaluation system, these targets will be updated with a more accurate analysis of baseline data.*					
General data provided at time of application:					
Total number of schools that are high-poverty, high-minority, or both (as defined in this notice).	71				
Total number of schools that are low-poverty, low-minority, or both (as defined in this notice).	71				
Total number of teachers in schools that are high-poverty, high-minority, or both (as defined in this notice).	2,122				
Total number of teachers in schools that are low-poverty, low-minority, or both (as defined in this notice).	3,239				

Total number of principals leading schools that are high-poverty, high-minority, or both (as defined in this notice).	67				
Total number of principals leading schools that are low-poverty, low-minority, or both (as defined in this notice).	67				
Data to be requested of grantees in the future:					
Number of teachers and principals in schools that are high-poverty, high-minority, or both (as defined in this notice) who were evaluated as highly effective (as defined in this notice) in the prior academic year.					
Number of teachers and principals in schools that are low-poverty, low-minority, or both (as defined in this notice) who were evaluated as highly effective (as defined in this notice) in the prior academic year.					
Number of teachers and principals in schools that are high-poverty, high-minority, or both (as defined in this notice) who were evaluated as ineffective in the prior academic year.					
Number of teachers and principals in schools that are low-poverty, low-minority, or both (as defined in this notice) who were evaluated as ineffective in the prior academic year.					

Performance Measures for (D)(3)(ii) *Note: All information below is requested for Participating LEAs.*	Actual Data: Baseline (Current SY)	End of SY 2010-11	End of SY 2011-12	End of SY 2012-13	End of SY 2013-14
General goals provided at time of application:	**Baseline data and annual targets**				
Percentage of mathematics teachers who were evaluated as effective or better.	N/A	60*	65*	70*	75*
Percentage of science teachers who were evaluated as effective or better.	N/A	60*	65*	70*	75*
Percentage of special education teachers who were evaluated as effective or better.	N/A	60*	65*	70*	75*
Percentage of teachers in language instruction educational programs who were evaluated as effective or better.	N/A	60*	65*	70*	75*

N/A: *As described in the application, Hawaii has not had a rigorous, consistent evaluation system in place for teachers and principals; the quality of existing evaluations varies widely and is not as rigorous as the new evaluation system being proposed in Section (D)(2). HIDOE does not have in place today an evaluation system that would allow it to accurately identify the percentage of teachers and principal who are effective or highly effective (as defined in this notice).*

**These percentages represent estimates based on the professional judgment and experiences of HIDOE leadership and existing data about Highly Qualified Teachers. As Hawaii transitions to a new evaluation system, these targets will be updated with a more accurate analysis of baseline data.*

General data provided at time of application:					
Total number of mathematics teachers.	1,156				
Total number of science teachers.	913				
Total number of special education teachers.	2,023				
Total number of teachers in language instruction educational programs.	1,299				
[Optional: Enter text here to clarify or explain any of the data]					
Data to be requested of grantees in the future:					
Number of mathematics teachers in participating LEAs who were evaluated as effective or better in the prior academic year.					
Number of science teachers in participating LEAs who were evaluated as effective or better in the prior academic year.					
Number of special education teachers in participating LEAs who were evaluated as effective or better in the prior academic year.					
Number of teachers in language instruction educational programs in participating LEAs who were evaluated as effective or better in the prior academic year.					

Performance Measures (D)(4)(ii) **Expand Successful Credential and Licensing Options**:	Actual Data: Baseline (Current school year or most recent)	End of SY 2010-11	End of SY 2011-12	End of SY 2012-13	End of SY 2013-14
General goals to be provided at time of application:	**Baseline data and annual targets**				
Percentage of teacher preparation programs in the State for which the public can access data on the achievement and growth (as defined in this notice) of the graduates' students.	NA	100%	100%	100%	100%
Percentage of principal preparation programs in the State for which the public can access data on the achievement and growth (as defined in this notice) of the graduates' students.	NA	100%	100%	100%	100%
Hawaii is unable to provide student growth data until SY2015-16, but, as described above, HIDOE will establish interim measures using growth models tied to HSA data.					
General data provided at time of application:					
Total number of teacher credentialing programs in the State.	11				
Total number of principal credentialing programs in the State.	1				
Total number of teachers in the State.	11,408				
Total number of principals in the State.	287				
[Optional: Enter text here to clarify or explain any of the data]					
Data to be requested of grantees in the future:					
Number of teacher credentialing programs in the State for which the information (as described in the criterion) is publicly reported.					
Number of teachers prepared by each credentialing program in the State for which the information (as described in the criterion) is publicly reported.					
Number of principal credentialing programs in the State for which the information (as described in the criterion) is publicly reported.					
Number of principals prepared by each credentialing program in the State for which the information (as described in the criterion) is publicly reported.					
Number of teachers in the State whose data are aggregated to produce publicly available reports on the State's credentialing programs.					
Number of principals in the State whose data are aggregated to produce publicly available reports on the State's credentialing programs.					

State of Hawaii: SEA and LEA Scope of Work	Project Manager: Sean Arai	Date: 1/30/12

Sub-criterion/Project: D1A — Project Scope of Work/Status Report

D1 – Alternative Certification

HIDOE Project Portfolio: Human Resources

Name of Project: **Alternative Certification for Teachers (D1A)**

Race to the Top Section: D(1) Pg 103

Desired Result (Goal):

A teacher pipeline that focuses on accessible routes to careers in education for both traditional and non-traditional entrants to the field that can fill the needs of Hawaii's unique geography and demographics, including a significant number of rural and remote schools.

Item #	Deliverables (X.0) or High Level Activities and Key Benchmarks (X.X)		Responsible Person	Start Date	Projected End Date	Funding Source
1.0	**Alternative certification of Teachers**					
1.1	Develop RFP for design and delivery of alternative certification of teachers program		SA/PDB	9/2011	12/2011	p. A-455: Travel ($7,440 neighbor island; $5,830 out-of-state; $6,806 mileage)
1.2	Finalize processes and procedures for the alternative certification of teachers program		SA/PDB	12/2011	3/2012	
1.3	Procure contract for design and delivery of alternative certification of teachers program		SA/PDB	3/2012	5/2012	p. A-456: Supplies $2,400
	1.3.1	Issue RFP	S. Arai	12/02/11	02/01/12	
	1.3.2	Panel ranks providers and negotiations are concluded	S. Arai	02/02/12	02/21/12	
	1.3.3	Attorney General reviews contract(s)	AG	02/21/12	03/02/12	
	1.3.4	Contracts signed by all parties	S. Arai	03/02/12	04/01/12	
1.4	Implement the program for alternative certification for teachers		SA/PDB/Recruitment	6/2012	9/2014	p. A-458: Contractual ($1,980,000 alternative certification provider)
	1.4.1	Public launch of program	S. Arai	04/02/12	05/01/12	
	1.4.2	OHR finalizes placement strategy	S. Arai	05/01/12	06/01/12	
	1.4.3	Recruitment of candidates	S. Arai	05/02/12	07/01/12	
	1.4.4	Cohort 1 begins teaching	S. Arai	07/01/12	08/01/12	
	1.4.5	HIDOE to complete verification of candidate qualifications	S. Arai	08/01/12	09/02/12	
	1.4.6	Quarterly monitoring process*	S. Arai	07/01/12	10/02/12	
	1.4.7	Quarterly monitoring process*	S. Arai	10/02/12	01/02/13	
	1.4.8	Quarterly monitoring process*	S. Arai	01/02/13	04/02/13	
	1.4.9	Quarterly monitoring process*	S. Arai	04/02/13	07/02/13	

Item #	Major Dependent Deliverables	Date Due	Project Plan Adjustment	Status
1.0	HTSB approval of alternative certification program(s)	1/2012		

**As of 1/30/2012, the provider has not been selected. HIDOE may add additional monthly implementation milestones once the provider has been selected and the provider's project plan has been completed and approved.*

State of Hawaii: SEA and LEA Scope of Work	Project Manager: Donna Lum Kagawa	Date: 12-21-11

Sub-criterion/Project: D1B — Project Scope of Work/Status Report

D1 – Alternative Certification

HIDOE Project Portfolio: Human Resources

Name of Project: **Alternative Certification for Principals and Vice Principals (D1B)**

Race to the Top Section: D(1) Pg 103

Desired Result (Goal):

An administrative pipeline that focuses on accessible routes to careers in education for both traditional and non-traditional entrants to the field that can fill the needs of Hawaii's unique geography and demographics, including a significant number of rural and remote schools.

Item #	Deliverables (X.0) or High Level Activities and Key Benchmarks (X.X)		Responsible Person	Start Date	Projected End Date	Funding Source
1.0	**New Hawaii Administrative Rules (HAR) to enable alternate certification**					
1.1	Identify and convene work group		DLK/PDERI	9/2010	1/2011	State general funds
1.2	Draft of administrative rules		DLK/PDERI	12/2010	3/2011	
1.3	Adoption of new HAR		KM/OOS	8/2011	3/2012	
	1.3.1	BOE adopt HAR	DLK/PDERI	09/01/11	10/02/11	
	1.3.2	AG approve HAR	DLK/PDERI	11/02/11	12/02/11	
	1.3.3	Governor's office approves HAR	DLK/PDERI	12/02/11	01/01/12	
	1.3.4	BOE holds public hearing	DLK/PDERI	01/02/11	02/15/12	
	1.3.5	BOE adopts final HAR	DLK/PDERI	03/01/12	03/15/12	
	1.3.6	AG adopts final HAR	DLK/PDERI	03/13/12	04/01/12	
	1.3.7	Governor's office approves HAR	DLK/PDERI	04/02/12	04/30/12	
1.4	Draft HAR implementation plan		DLK/PDERI	3/2011	9/2011	
1.5	Final HAR implementation plan		DLK/PDERI	2/2012	3/2012	
2.0	**Request For Proposal (RFP) for residency-based alternative certification**					
2.1	Develop RFP for design and delivery of residency based alternative certification program		DLK/PDERI	11/2011	12/2011	p. A-458: Contractual ($720,000 alternative program provider) p. A-455: Travel ($7,440 Neighbor Island, $5,830 out-of-state; $6,806 mileage)
2.2	Finalize processes and procedures of the residency based alternative certification program		DLK/PDERI	3/2012	4/2012	
	2.2.1	Develop residency placement procedures	L. Mendonca	01/02/12	04/30/12	
	2.2.2	Develop procedures for participation in ACE seminars and three year service requirement	L. Mendonca	02/02/12	05/01/12	
	2.2.3	Develop hiring procedures for alt cert applicants into the DOE	L. Mendonca	03/02/12	06/01/12	

2.3	Procure contract for design and delivery of residency based alternative certification program		DLK/PDERI	2/2012	4/2012	
	2.3.1	Publish RFP	DLK/PDERI	12/31/11	02/03/12	
	2.3.2	Select an alternative certification program	DLK/PDERI	02/03/12	02/15/12	
	2.3.3	Finalize negotiations and contract	DLK/PDERI	02/15/12	03/15/12	
2.4	Implement the program for residency based alternative certification		DLK/PDERI	6/2012	ongoing	
	2.4.1	Outreach to field	J. Wong	01/02/12	04/02/12	
	2.4.2	Provider completes project plan	DLK/PDERI	03/15/12	04/15/12	
	2.4.3	Provider implements Year 1	Contractor	04/15/12	06/01/13	
	2.4.4	Monitor quarterly implementation*	I. Tomita	07/02/12	10/02/12	
	2.4.5	Monitor quarterly implementation*	I. Tomita	10/02/12	01/02/13	

Item #	Major Dependent Deliverables	Date Due	Project Plan Adjustment	Status
1.0	Consult and confer with principals union	1/2012		

**As of 1/30/2012, the provider has not been selected. HIDOE may add additional monthly implementation milestones once the provider has been selected and the provider's project plan has been completed and approved.*

State of Hawaii: SEA and LEA Scope of Work	Project Manager: Yvonne Lau	Date: 3/16/11

Sub-criterion/Project: D2A — Project Scope of Work/Status Report

D2 – Teacher/Principal Evaluation Systems

HIDOE Project Portfolio: Performance Management

Name of Project: **Performance-Based Compensation System (D2A)**

Race to the Top Section: D(2) Pg 121, 131

Desired Result (Goal):

A competitive performance based compensation system that attracts, retains, and redirects highly effective teachers and principals to high need schools to ensure vertical equity for all students.

Item #	Deliverables (X.0) or High Level Activities and Key Benchmarks (X.X)	Responsible Person	Start Date	Projected End Date	Funding Source
1.0	**Attraction/Retention Incentives to Ensure Equitable Distribution of Teachers and Leaders in Zones of School Innovation**				
1.1	Models for providing incentives for ZSI teachers and principals (such as expected impact, research basis), including consultant resources	YL/LRS	11/2010	3/2011	State general funds
1.2	Supplemental agreement with labor unions for ZSI incentive plan and presentation to the BOE	YL/LRS	11/2010	5/2011	
1.3	Administration of incentives for 2010-11(including a $3,000 incentive for Highly Qualified teachers and a $10,000 incentive for highly effective principals who choose to work in the Zones of School Innovation)	GK/PMB	Upon negotiated agreement	6/2011	Title II
1.4	Communication about purpose and administration of incentives	GK/PMB	Upon negotiated agreement	9/2011	State general funds
1.5	Assessment of 2010-11 incentives	YL/LRS	11/2010	9/2011	
1.6	Continuation of administration and assessment of incentives	GK/PMB	6/2011	9/2013	Title II
2.0	**Plan for Compensation Based on Educator Effectiveness**				
2.1	Recommendation from GTGL workgroup and other key stakeholders (e.g., HIDOE leadership) about compensation options	YL/LRS	3/2011	12/2011	State general funds p. A-455: Travel ($17,490 out-of-state)
2.2	Financial modeling of compensation options	YL/LRS	6/2011	10/2011	
2.3	Agreement with labor unions for Phase I incentive plan and presentation to the BOE	YL/LRS	11/2010	5/2011	
2.4	Communication plan addressing role and value of compensation related to educator effectiveness and student outcomes and the Phase I compensation plan	YL/LRS	1/2011	9/2014	

3.0	**Incentives/Compensation for Teachers in High Demand Fields (STEM)**				
3.1	Recommendation from GTGL workgroup and other key stakeholders (e.g., HIDOE leadership) about compensation options	YL/LRS	6/2010	6/2012	
3.2	Financial modeling of compensation options	YL/LRS	6/2012	5/2013	
3.3	Agreement with labor unions for Phase I incentive plan and presentation to the BOE	YL/LRS	8/2013	5/2014	
3.4	Communication about purpose and administration of incentives	YL/LRS	5/2014	ongoing	
4.0	**Performance-Based Compensation Model for Educator Effectiveness**				
4.1	BOE policy on compensation model	KT/OHR	3/2012	8/2012	State general funds
4.2	Collective bargaining agreement for new compensation model (and process for adjustments)	YL/LRS	1/2012	3/2013	
4.3	Communication about role and value of compensation model related to educator effectiveness and student outcomes	YL/LRS	5/2013	ongoing	
4.4	HIDOE budget for new compensation model (for Phase 1 schools in 2014-15)	KM/OOS	8/2012	5/2014	

Item #	Major Dependent Deliverables	Date Due	Project Plan Adjustment	Status
1.2	Supplemental agreement with labor unions for ZSI incentive plan	5/2011		
4.1	BOE policy on compensation model	8/2012		
4.2	Collective bargaining agreement for new compensation model (and process for adjustments)	3/2012		
4.3	HIDOE budget for new compensation model	5/2013		

State of Hawaii: SEA and LEA Scope of Work	Project Manager: Yvonne Lau	Date: 3/16/11

Sub-criterion/Project: D2B — Project Scope of Work/Status Report

D2 – Teacher/Principal Evaluation Systems

HIDOE Project Portfolio: Performance Management

Name of Project: **Evaluation Systems (D2B)**

Race to the Top Section: (D)(2)(ii) Pg 112

Desired Result (Goal):

New annual evaluation and performance management system designed for HIDOE teachers and leaders (e.g., principals, Complex Area Superintendents, Assistant Superintendents, Superintendent) to support educator effectiveness as measured by student growth and other measures.

Item #	Deliverables (X.0) or High Level Activities and Key Benchmarks (X.X)	Responsible Person	Start Date	Projected End Date	Funding Source
1.0	**Great Teachers Great Leaders (GTGL) Workgroup to Advise Superintendent on Performance-Based Management**				
1.1	Great Teachers Great Leaders Workgroup Charter	YL/LRS	11/2010	12/2010	p. A-454-5: Personnel ($57,334 substitute teachers; $4,647 fringe) p. A-455: Travel ($113,460 neighbor island; $40,833 mileage) p. A-459: Other ($33,615 Telecom)
1.2	GTGL Workgroup Meeting schedule and minutes	YL/LRS	1/2011	9/2014	
1.3	GTGL Workgroup Sub-committee for ZSI Performance-Based Evaluations Version 1.0	YL/LRS	11/2010	9/2012	
2.0	**OHR Performance Management Section**				
2.1	Organization structure for OHR Performance Management Section (based on approved project plan)	YL/LRS	11/2010	12/2010	State general funds
2.2	Staffed OHR Performance Management Section	YL/LRS	11/2010	5/2011	p. A-454-5: Personnel ($1,841,388 Personnel Specialists, Personnel Mgmt Specialists, Secretary, Clerk; $728,967 [approx] fringe) p. A-455: Travel ($29,150 out of state) p. A-456: Equipment $18,000 p. A-456: Supplies $14,400
2.3	Employee termination training for principals	YL/LRS	11/2010	3/2011	
3.0	**Educator Effectiveness Measures**				
3.1	Educator Effectiveness Measure (EEM) Workgroup Charter	YL/LRS	1/2010	3/2011	State general funds and also listed in SOW p. 48, item 2.3 p. A-455: Travel ($113,460 neighbor island; $40,833
3.2	Cross-walk of research and exemplars from summary with current criteria/tools (e.g., PEP-T, PEP-SL)	YL/LRS	3/2011	9/2011	
3.3	EEM Workgroup meetings on educator effectiveness measures	YL/LRS	3/2011	9/2013	

3.4	EEM Workgroup recommendations on options for educator effectiveness measures	YL/LRS	6/2012	12/2013	mileage) p. A-459: Other ($33,615 Telecom)
3.5	GTGL workgroup and stakeholder review and recommendation regarding performance-based evaluation criteria Version 1.0 for ZSIs	YL/LRS	3/2011	7/2011	
3.6	Performance-based evaluation criteria Version 1.0 for ZSIs	YL/LRS	3/2011	5/2011	
4.0	**Development of Performance-Based Evaluation Tools**				
4.1	Scope of work for contractor to develop performance-based evaluation system tools: research, develop, advise, test final product for a CAS, AS, state office personnel principal, and teacher evaluation capacity building plan	YL/LRS	11/2010	2/2011	State general funds and RTTT funds listed for 2.3
4.2	Request for Information for contractor for performance-based evaluation system development	YL/LRS	11/2010	1/2011	
4.3	Request for Proposals for contractor for performance-based evaluation system development	YL/LRS	1/2011	4/2011	
4.4	Contract for performance-based evaluation system development and assessment	YL/LRS	4/2011	9/2014	p. A-457: Contractual ($3,000,000 eval system)
4.5	Quarterly contract monitoring reports for performance-based evaluation	YL/LRS	4/2011	ongoing	State general funds and RTTT funds listed for 2.3
5.0	**Stakes of Performance-Based Management**				
5.1	Plan for performance-based tenure	YL/LRS	12/2010	4/2011	State general funds and RTTT funds listed for 2.3
5.2	Plan for evaluation-based coaching and professional development	YL/LRS	1/2011	ongoing	
5.3	Plan for performance-based compensation (salary schedule, performance awards, incentives)	YL/LRS	1/2011	4/2011	
6.0	**Collective bargaining agreement with labor unions**				
6.1	Supplemental agreement for performance-based evaluation Version 1.0 for ZSIs	YL/LRS	11/2010	4/2011	State general funds and RTTT funds listed for 2.3
6.2	Supplemental agreement for performance-based evaluation Version 2.0 for Phase 2 (56 schools and state office personnel)	YL/LRS	2/2012	3/2012	
6.3	Collective bargaining agreement for statewide performance-based evaluation	YL/LRS	2/2013	3/2013	
7.0	**Implementation of Performance-Based Evaluation Version 1.0 in ZSIs and for Superintendent's Leadership Team**				
7.1	Communication about Performance-Based Evaluation Version 1.0 in ZSIs and for Superintendent's Leadership Team, Zone communities, SLT, GTGL workgroup	YL/LRS	4/2011	9/2013	State general funds and RTTT funds listed for 2.3

7.2	Capacity building to conduct performance-evaluation instruments Version 1.0 (training for supervisors, contract observers)	YL/LRS	4/2011	6/2011	
7.3	Performance-based evaluation Version 1.0 (CAS evaluations tied to student performance)	YL/LRS	7/2011	7/2012	
7.4	Evaluation-based coaching and professional development	YL/LRS	7/2011	7/2012	
7.5	Mid-year feedback on performance-based evaluation Version 1.0 implementation	YL/LRS	1/2012	2/2012	
8.0	**Implementation of Performance-Based Evaluations Version 2.0 in ZSIs, Phase 2 schools, Superintendent's Leadership Team and state offices**				
8.1	Recruitment and selection of "Phase 2" schools (n>=40)	JB/OCISS	1/2012	1/2012	p. A-459: Other ($2,000,000 pilot testing)
8.2	Communication about Performance-Based Evaluation Version 2.0 in ZSIs, for Superintendent's Leadership Team, Zone communities, Phase 2 schools, Superintendent's Leadership Team and state offices	YL/LRS	4/2012	9/2013	
8.3	Capacity building to conduct performance-evaluation tools Version 2.0 (training for supervisors, contract observers)	YL/LRS	4/2011	7/2012	
8.4	Performance-based evaluation Version 2.0	YL/LRS	7/2012	7/2013	
8.5	Evaluation-based coaching and professional development	YL/LRS	7/2012	7/2013	
8.6	Teacher Evaluation: Mid-year feedback on performance-based evaluation Version 2.0 implementation Principal Evaluation: Mid-year feedback on performance-based evaluation Version 2.0 implementation	YL/LRS	1/2013	2/2013	
9.0	**Implementation of Performance-Based Evaluations Version 3.0 statewide (Low-stakes for employees; evaluations non-punitive)**				
9.1	Communication about Performance-Based Evaluation Version 3.0 for all educators statewide	YL/LRS	2/2013	9/2014	State general funds and RTTT funds listed for 2.3
9.2	Capacity building to conduct Performance-Based Evaluation instruments Version 3.0 (training for supervisors, contract observers)	YL/LRS	4/2013	7/2013	
9.3	Performance-based evaluation Version 3.0	YL/LRS	7/2013	7/2014	
9.4	Evaluation-based coaching and professional development	YL/LRS	7/2013	7/2014	
9.5	Mid-year feedback on performance-based evaluation Version 3.0 implementation	YL/LRS	1/2014	2/2014	

10.0	**Performance-Based Evaluation Version 4.0 for all educators statewide**				
10.1	Communication about Performance-Based Evaluation Version 4.0 for all educators statewide	YL/LRS	2/2014	ongoing	State general funds and RTTT funds listed for 2.3
10.2	Capacity building to conduct Performance-Evaluation Instruments Version 4.0 (training for supervisors, contract observers)	YL/LRS	4/2014	ongoing	
10.3	Plan for Performance-Based Evaluation Version 4.0	YL/LRS	7/2013	2/2014	

Item #	Major Dependent Deliverables	Date Due	Project Plan Adjustment	Status
4.7	On-line evaluation instruments for performance-based evaluation via LDS (including student growth measures, on-line forms and weighting)			
6.1	Continued collective bargaining agreements			

State of Hawaii: SEA and LEA Scope of Work	Project Manager: Kerry Tom	Date: 12-21-11

Sub-criterion/Project: D3A — Project Scope of Work/Status Report

D3 – Equitable Distribution of Teachers and Principals

HIDOE Project Portfolio: Human Resources

Name of Project: **Equity Plan/Recruitment and Placement (D3A)**

Race to the Top Section: B Pg 67; D(3) Pg 127, 129, 130, 135, 137; E(2) Pg 167, 169

Desired Result (Goal):

The equitable distribution of effective principals and teachers as a primary strategy to close achievement gaps among student groups, and ensure that students throughout the state are positioned for success in their chosen pathways for college, career, and citizenship.

Item #	Deliverables (X.0) or High Level Activities and Key Benchmarks (X.X)	Responsible Person	Start Date	Projected End Date	Funding Source
1.0	**Revised equity plan identifying and deploying the best educators for areas of highest need**				
1.1	Revised recruitment and placement processes and procedures of all HQ teachers (in particularly the STEM subjects) prioritizing for ZSIs (e.g., remove geographic preference option on application)	GK/PMB	10/2010	1/2011	State general funds p. A-455: Travel ($7,440 neighbor Island; $5,830 out-of-state; $6,806 mileage) p. A-456: Supplies $2,400
1.2	Incorporate employee information into the Electronic Human Resource (eHR) database to assist HIDOE in tracking employee data and provide user access for specific queries	GK/PMB	1/2010	7/2010	
1.3	BOE approval of equity plan	KM/OOS	2/2011	2/2011	
1.4	Incentive plan for principals and HQ teachers in ZSIs (including, All highly effective teachers in the Zone of School Innovation will be offered a 20% increase in pay, beginning in the SY2011-12)	KT/OHR	10/2010	6/2011	Title II
1.5	Revise placement procedures and practices for displaced teachers	GK/PMB	10/2010	11/2010	State general funds
1.6	All new teachers in Title I schools are highly qualified by 2011	KT/OHR	2/2011	12/2011	State general funds
1.7	Deploy funds for PD subsidies and teacher education opportunities to develop more effective STEM teachers and encourage secondary teachers to attain dual certification in high-need subjects and become HQ in multiple subjects	KT/OHR	7/2011	ongoing	Title II
1.8	Train principals regarding their ongoing responsibilities to hire and assign HQ teachers to the core academic content areas	KT/OHR	10/2010	ongoing	State general funds and also cross-GTGL items
1.9	Monitor and report on progress of the professional development plans of temporary HQ teachers and incumbent non-HQ teachers in ZSI	KT/OHR	10/2010	ongoing	Title II

1.10	Plan for statewide expansion of equity plan and procedures from ZSIs	GK/PMB	10/2010	6/2011	State general funds and also cross-GTGL items
2.0	**Plan for expanding student access to highly effective teachers through video conferencing and eCourse technology**				
2.1	Finalize requirements for connectivity and technical capabilities and install pilot sites for interactive conferencing between teachers	DW/OITS	10/2010	6/2012	p. A-456: Equipment ($2,950,000 dist learning) p. A-458: Contractual ($2,000,000 dist learning)
2.2	Training and support on pedagogy of effective use	JB/OCISS	12/2011	ongoing	State general funds and also cross-GTGL items
2.3	Personnel guidelines for instructors using distance technology instruction	KT/OHR	4/2010	8/2011	
3.0	**Revised recruitment practices**				
3.1	Reinstate and fund out-of-state recruitment efforts to hire Highly Qualified teachers (HQTs), especially in core academic content areas	KT/OHR	10/2010	6/2011	Title II
3.2	Revise procedures to give HQ veteran teachers credit on the salary schedule for years of successful teaching elsewhere	KT/OHR	10/2010	6/2011	State general funds and also cross-GTGL items
3.3	Revise procedures to give effective principals credit on the salary schedule for years of successful leadership	KT/OHR	10/2010	6/2011	
3.4	Develop and implement communication plan	KT/OHR	10/2010	6/2011	
3.5	Work with Teach for America to focus recruitment efforts on shortage areas of HQ teachers such as STEM and alternative certification RFP	KT/OHR	10/2010	ongoing	State general funds and also cross-GTGL items
3.6	HIDOE to partner with P-20 to conduct market research to identify information and incentives for potential teacher candidates in high-need areas (career changers, displaced workers with Math/Science backgrounds)	KT/OHR	12/2010	ongoing	State general funds and also cross-GTGL items
3.7	HIDOE to partner with UH and other organizations to employ communication and recruitment strategies and programs to increase the pipeline of Math and Science teachers (i.e. UoT at Austin's UTEACH, etc.)	KT/OHR	12/2010	ongoing	

Item #	Major Dependent Deliverables	Date Due	Project Plan Adjustment	Status
1.0	Collective Bargaining	1/2012		

State of Hawaii: SEA and LEA Scope of Work	Project Manager: Greg Dikilato	Date: 3/16/11

Sub-criterion/Project: D4A — Project Scope of Work/Status Report

D4 – Improving Effectiveness of Teacher & Principal Preparation

HIDOE Project Portfolio: Professional Development

Name of Project: **Improving Effectiveness of Educator Preparation Programs (D4A)**

Race **to** the Top Section: D(4) Pg 141

Desired Result (Goal):

Formulate, implement and maintain a process and system for monitoring and evaluating and providing feedback to educator preparation programs to improve overall educator effectiveness.

Item #	Deliverables (X.0) or High Level Activities and Key Benchmarks (X.X)	Responsible Person	Start Date	Projected End Date	Funding Source
1.0	**Link Student Data to Teachers and Principals**				
1.1	Develop agreement to implement changes in teacher preparation programs	GD/PDB	10/2010	1/2011	State general funds and also listed in Eval Systems SOW, item 2.3 p. A-455: Travel ($12,090 Neighbor Island Travel; $8,745 out-of-state; $10,212 mileage) p. A-456: Supplies $3,600
1.2	Review of the linking IHEs to student achievement proposal by the Teacher Education Coordinating Committee (TECC)	GD/PDB	10/2010	2/2011	
1.3	Procure contract with consultant to evaluate data linking teacher preparation programs on teacher effectiveness, teacher competency in data analysis and use, and student achievement outcomes	GD/PDB	10/2010	ongoing	p. A-458: Contractual ($100,000)
1.4	Expand and promote successful credential and licensing options	GD/PDB	5/2010	ongoing	State general funds and also listed in Eval Systems SOW, item 2.3
1.5	Publish evaluation reports of teacher preparation programs	GD/PDB	6/2011	ongoing	

Item #	Major Dependent Deliverables	Date Due	Project Plan Adjustment	Status

State of Hawaii: SEA and LEA Scope of Work | **Project Manager: Keri Shimomoto** | **Date: 3/16/11**

Sub-criterion/Project: D5A — Project Scope of Work/Status Report

D5 - Providing Effective Support to Teachers and Principals
HIDOE Project Portfolio: Professional Development
Name of Project: **Induction and Mentoring (D5A)**
Race to the Top Section: D(5) Pg 148,154

Desired Result (Goal):
A high-quality induction program for all novice teachers and principals.

Item #	Deliverables (X.0) or High Level Activities and Key Benchmarks (X.X)	Responsible Person	Start Date	Projected End Date	Funding Source
1.0	**Hawaii Teacher Standards Board (HTSB) on re-licensure**				
1.1	Consult with HTSB regarding the use of teacher evaluations and professional learning portfolios in re-licensure	GK/PMB	6/2010	6/2011	State general funds
1.2	HTSB adopt related rules and procedures	GK/PMB	7/2011	6/2012	
1.3	Develop and implement communication plan	GK/PMB	7/2011	6/2012	
1.4	Evaluate affect on re-licensure	GK/PMB	7/2011	6/2012	
2.0	**Teacher Induction Standards**				
2.1	Adoption of Teacher Induction Standards	GD/PDB	5/2010	8/2011	SY 10-11 Title II
2.2	Training plan and materials to implement teacher induction standards statewide	GD/PDB	12/2010	9/2011	
2.3	Communicate to Hawaii Teacher Standards Board (HTSB) and Teacher Education Coordinating Committee (TECC) the new Hawaii Teacher Induction Standards and HIDOE Teacher Induction/Mentoring Programs	GD/PDB	12/2010	9/2011	
3.0	**Training Sessions**				
3.1	Training on Teacher Induction Standards (CAS, program manager for complex areas)	GD/PDB	11/2010	11/2011	Title II
3.2	Training of mentor teachers on Teacher Induction Standards (complex areas)	GD/PDB	11/2011	6/2012	
3.3	Training on Formative Reviews	GD/PDB	6/2010	6/2013	
4.0	**Complex Area Induction/Mentoring Program Plans**				
4.1	Complex areas induction/mentoring program plan submittal and approval process	GD/PDB	1/2011	2/2011	State general funds
4.2	Provide $175,000 to each Complex Area that submits an approved implementation plan for meeting the Teacher Induction Standards	GD/PDB	10/2011	2/2012	

4.3	Staffing plan to ensure 15:1 ratio (teacher mentee:teacher mentor)	GD/PDB	3/2011	6/2011	
5.0	**Teacher Induction/Mentoring Program Support Plan**				
5.1	Request for Proposals for induction program support	GD/PDB	1/2011	3/2011	p. A-457: Contractual ($3,000,000 teacher induction services) (additional $3,000,000 in costs from Title II or reallocation of teacher support personnel)
5.2	Execute contract for induction program support	GD/PDB	3/2011	5/2011	
5.3	Execute induction program support monitoring plan	GD/PDB	5/2011	9/2012	
6.0	**Principal Induction/Mentoring Programs**				
6.1	Redesigned principal induction program	LK/PDERI	3/2011	6/2011	Title II
6.2	Implementation plan for principal induction program	LK/PDERI	6/2011	7/2011	
6.3	Monitoring and evaluation of principal induction program	LK/PDERI	7/2011	ongoing	
Item #	Major Dependent Deliverables	Date Due	Project Plan Adjustment		Status

State of Hawaii: SEA and LEA Scope of Work	Project Manager: Greg Dikilato	Date: 12-21-11

Sub-criterion/Project: D5B **Project Scope of Work/Status Report**

D5 – Providing Effective Support to Teachers and Principals

HIDOE Project Portfolio: Professional Development

Name of Project: **Knowledge Transfer System/Professional Development Framework (D5B)**

Race to the Top Section: D(5) Pg 152

Desired Result (Goal):

An established knowledge transfer system that provides 1) comprehensive system to manage and evaluate the effectiveness of professional development, 2) technology-based support for professional development, and 3) a standardized planning process for professional development.

Item #	Deliverables (X.0) or High Level Activities and Key Benchmarks (X.X)		Responsible Person	Start Date	Projected End Date	Funding Source
1.0	**Framework for establishing a Knowledge Transfer System (KTS)**					
1.1	Establish Stakeholder group consisting of major internal professional development (PD) providers and users		GD/OHR	8/2010	01/2011	State general funds p. A-455: Travel ($12,090 Neighbor Island Travel; $8,745 out-of-state travel; $10,212 mileage) p. A-456: Supplies $3,600
1.2	Draft roles and responsibilities with regard to professional development		GD/OHR	10/2011	11/2011	
1.3	Common PD plan outlining Departmental professional development activities (note: major offices)		GD/OHR	10/2011	11/2011	
1.4	Develop guidelines for effective learning communities for teachers, principals, and complex area learning communities for administrators		GD/OHR	8/2011	5/2012	
	1.4.1	Draft PLC guidelines	G. Dikilato	08/01/11	03/01/12	
	1.4.2	Publish PLC guidelines	G. Dikilato	04/01/12	05/01/12	
1.5	Directive on required use of KTS		GD/OHR	6/2012	7/2012	
	1.5.1	Superintendent memo on required use of PDE3 and KTS	K. Matayoshi	06/01/12	07/01/12	
1.6	Develop PD evaluation plan		GD/OHR	10/2011	6/2012	
1.7	Annual report on PD effectiveness		GD/OHR	7/2013	annual	
	1.7.1	Monitor compliance of PDE3 and KTS	G. Dikilato	10/01/12	01/02/13	
	1.7.2	Data-sharing MOA with HTSB	G. Dikilato	04/01/12	06/01/12	
2.0	**Technology-based Support for Professional Development**					
2.1	Draft IT plan to support PD		GD/OHR	10/2011	6/2012	State general funds and also funds listed under 1.0
	2.1.1	KTS architecture plan	eWorldes	11/15/11	02/15/12	
	2.1.2	PDE business requirements	G. Dikilato	01/02/12	04/01/12	

2.2	Issue a Request for Proposal for online professional development resources and professional learning communities		GD/OHR	4/2012	9/2012	
2.3	Execute contract for online professional development resources and professional learning communities		GD/OHR	9/2012	11/2012	Title II
2.4	Issue a Request for Proposal to develop PDE3 system features to track professional development effectiveness		GD/OHR	4/2012	6/2012	p. A-458: Contractual ($2,000,000 data and effectiveness modeling)
	2.4.1	Amend PDE3 contract for professional learning communities OR issue RFP for another vendor	G. Dikilato	04/02/12	06/29/12 09/01/12	
2.5	Execute contract for the development of PDE3 system features to track professional development effectiveness		GD/OHR	7/2012	10/2012	
	2.5.1	Approved PDE3 project plan	G. Dikilato	07/02/12	09/01/12	
2.6	Share applicable professional development data with Hawaii Teacher Standards Board (HTSB) for teacher re-licensure		GD/OHR	1/2011	9/2012	State general funds and also funds listed under 1.0
3.0	**Professional Development Design Framework**					
3.1	Professional Development Design Framework document		GD/OHR	5/2010	10/2010	State general funds and also funds listed under 1.0
3.2	Pilot the Professional Development Design Framework (e.g. state, complex, school)		GD/OHR	11/2010	3/2011	Title II
3.3	Create a Professional Development Design Framework electronic template		GD/OHR	5/2010	10/2010	
3.4	Develop an implementation plan for the Professional Development Design Framework		GD/OHR	1/2011	6/2011	
3.5	Develop training modules on using the Professional Development Design Framework and PDE3 system		GD/OHR	1/2011	6/2011	
	3.5.1	Design and refine modules	G. Dikilato	08/01/11	06/01/12	
	3.5.2	Integrate into OCISS summertime training schedule	G. Dikilato	06/02/12	08/02/12	
4.0	**Focused PD to Improve Effectiveness**					
4.1	Establish working charter for stakeholder group of PD internal PD providers, Educator Effectiveness Workgroup, and GTGL Workgroup		GD/OHR	6/2011	12/2011	State general funds
4.2	Adopted structure for aligning educator effectiveness indicators and PD offerings		GD/OHR	9/2011	7/2012	

4.3	Prioritized implementation plan for providing PD aligned to educator effectiveness indicators		GD/OHR	3/2012	7/2012	
	4.3.1	Draft plan to provide PD aligned to effectiveness indicators	G. Dikilato	03/02/12	05/02/12	
Item #	Major Dependent Deliverables		Date Due	Project Plan Adjustment		Status

Assurance Area: Section E – Turning Around Persistently Low-Achieving Schools		See budget narrative, p. A-461 for overall budget totals
E2: Turning Around the Lowest-Performing Schools		
Goals & Objectives	**Projects**	**Budget**
1. Early childhood education subsidies to help families and young children enter kindergarten ready to succeed; 2. Piloting of financial retention and performance incentives, specifically for educators serving in hard-to-staff schools; 3. Extended learning opportunities for students and compensation increases for teachers provided through grant funds and strategic use of State and federal Title I and Title II funds; 4. Incentives for highly effective teachers in Priority Schools; 5. Expansion and enhancement of HIDOE videoconferencing technology to connect highly effective teachers to students in Hawaii's most remote and rural island locations; and 6. Expansion of current innovative school practices such as the recent establishment of a New Tech High campus within two ZSI high schools that serve a high-poverty indigenous community.	**A) HIDOE Assistance and Oversight**	p. A-462: Personnel $5,683,508 p. A-462: Fringe $1,665,969 p. A-463: Equipment ($1,005,749 New Tech High; $125,934 Wireless LAN) p. A-463: Contractual ($400,000 turnaround organization) p. A-463: Other $5,000,000 academic achievement awards; $2,971,104 wrap-around services array)

Annual Targets for Key Performance Measures				
Performance Measures (E)(2)(ii) **School Turnaround in Priority Schools and the Zones of School Innovation**:	End of SY 2010-2011	End of SY 2011-2012	End of SY 2012-2013	End of SY 2013-2014
The number of schools for which one of the four school intervention models (described in Appendix C) will be initiated each year.	1	2	3	TBD

State of Hawaii: SEA and LEA Scope of Work	Project Manager: Camille Masutomi	Date: 2-7-12

Sub-criterion/Project: E2A — Project Scope of Work/Status Report

E2: Turning Around the Lowest-Performing Schools
HIDOE Project Portfolio: Zones of School Innovation
Name of Project: **HIDOE Assistance and Oversight (E2A)**
Race to the Top Section: (E)(2) Pg 162

Desired Result (Goal):
HIDOE will develop and document frameworks and protocols for implementing Zones of School Innovation (ZSI), create conditions for success within ZSIs, and monitor and evaluate implementation efforts to identify successful practices that may be replicated in other schools and complex areas.

Item #	Deliverables (X.0) or High Level Activities and Key Benchmarks (X.X)	Responsible Person	Start Date	Projected End Date	Funding Source
1.0	**New Hawaii Administrative Rules (HAR) to enable school reconstitution**				
1.1	Adoption of new HAR	KM/OOS	6/2011	6/2012	State general funds
1.2	HAR implementation plan	JB/OCISS	7/2012	9/2012	
2.0	**Zone Implementation Plan (including conditions for success)**				
2.1	Convene stakeholder advisory group	RN/OOS	10/2010	ongoing	State general funds
2.2	Design implementation plan template	RN/OOS	10/2010	11/2010	
2.3	Evaluation plan criteria	RN/OOS	10/2010	11/2010	State general funds
3.0	**Zone Oversight**				
3.1	Comprehensive needs assessment	RN/OOS	11/2010	11/2010	State general funds
3.2	External validation of needs assessment	RN/OOS	12/2010	12/2011	
3.3	Plan Review Committee recommendation	RN/OOS; KM/OOS	12/2010	annual review	
3.4	Minimum of one school will undergo the federal "transformation" school intervention model	RN/OOS	8/2010	5/2011	
3.5	Provide approval for implementation for zone plans	KM/OOS	1/2011	2/2011	
3.6	Allocate RTTT/Zone funding in accordance with Zones plans and RTTT guidelines	RN/OOS	1/2011	ongoing	
3.7	Employ federal school intervention models in up to six additional Priority Schools at the discretion of the Superintendent	RN/OOS	9/2013	5/2014	
3.8	Improvement plan for newly identified persistently low achieving schools	RN/OOS	July annually	October annually	
4.0	**Select Turnaround Partner**				
4.1	Develop criteria and write RFP for turnaround based on needs	RN/OOS	1/2011	2/2011	p. A-463: Contratual ($400,000

	identified in zone proposals				Turnaround Partner)
4.2	Select turnaround partner based on response to RFP	RN/OOS	2/2011	4/2011	
4.3	Conduct procurement process with partners and initiate scope of work with turnaround partner	RN/OOS	5/2011	TBD	& State general funds
5.0	**HIDOE Assistance and Oversight**				
5.1	Develop ongoing monitoring process to be determined as part of the Monitoring and Evaluation sections in the RTTT External Evaluation project plan	RN/OOS	5/2011	1/2012	State general funds
5.2	Schools will conduct an internal self assessment in conjunction with an ongoing external quarterly monitoring progress against identified performance measures	RN/OOS	10/2010	Quarterly	
5.3	Annual plan review and revision	RN/OOS	June annually	July annually	
6.0	**Early Childhood Subsidies Disbursement Process**				
6.1	Environmental scan of early childhood assets and stakeholders	RN/OOS	11/2010	4/2011	Universal pre-school subsidies State general funds
6.2	Approval of process for distribution of subsidies	KM/OOS; RN/OOS	4/2011	8/2011	
6.3	Implementation of process	RN/OOS	6/2011	ongoing	
6.4	Monitor use of subsides and evaluate impact	RN/OOS	8/2011	ongoing	
7.0	**Additional Systems Support**				
7.1	Develop and implement OHR Deployment Plan to support schools in ZSI	KT/OHR	7/2010	10/2011	State general funds
7.2	Develop and implement OCISS Deployment Plan to support schools in ZSI	JB/OCISS	7/2010	8/2011	p. A-462: Personnel ($2,348,472 data coaches; $1,453,816 student success coaches; fringe $1,511,790) ($1,641,220 after school teachers; fringe $58,756)
7.3	Plan and implement New Tech High - 1:1 Laptops	RM/Nanakuli-Waianae Complex Area	3/2011	7/2013	p. A-463: Equipment ($1,005,000 New Tech High Implementation; $125,934 Wireless LAN)
7.4	Wraparound Services Array Quarterly Reports	RN/OOS	3/2011	9/2014	p. A-462: Personnel ($240,000 HIDOE coordinator; $95,424 fringe) p. A-464: Other ($2,971,104

					wraparound services array)
8.0	**Academic Achievement Awards**				
8.1	Design award application and criteria for use of Academic Achievement Award money	RN/OOS	5/2013	6/2013	State general funds
8.2	Convene recommendation committee to review award applications based on criteria; select award recipients based on committee	RN/OOS	5/2013	annually	
8.3	Recognize success and present Academic Achievement Awards to restructuring schools that move out of status	RN/OOS	8/2013	annually	p. A-464: Other ($5,000,000 academic achievement awards)
8.4	Administer achievement awards	RN/OOS; KM/OOS	8/2013	annually	

Item #	Major Dependent Deliverables	Date Due	Project Plan Adjustment	Status