

Level	Code	Item	Status	Start Date	End Date	Duplicate Activity	Assignee	Goals (at sub-criterion level)	Performance measures (at sub-criterion level)
Sub Criteria	2	(A)(2) Building strong statewide capacity to implement, scale up, and sustain proposed plans	Work in Progress	1/1/2012	12/1/2015		Deputy Commissioner; Chief Academic Officer; Chief Talent Officer	By 2014-15, 90% of LEAs will be satisfied with Race to the Top Management	Satisfaction of Participating LEAs with RTTT3 grant program and its administration based on annual survey feedback. 70% satisfied in year 1, 80% in year 2, and 90% in years 3 and 4
Project	2.1	Coordinated communication plan - Website dedicated to RTTT3, contact persons for all LEAs, TA session for SOWs, RTTT3 email account	Operational	1/1/2012	2/15/2012		Deputy Commissioner		
Project	2.2	RTTT3 management - hiring project managers and executing technology upgrade	Operational	1/1/2012	3/31/2012		Deputy Commissioner, Chief Academic Officer		
Project	2.3	Monitor implementation - including state level activities and LEA progress in implementing scopes of work	Work in Progress	8/1/2012	12/1/2015		RTTT3 Project Manager		
Sub Criteria	6	(B)(3) Supporting the transition to enhanced standards and high-quality assessments	Work in Progress	3/1/2012	12/1/2015		Chief Academic Officer	A. By 2014-15, 100% of school districts will be using CCSS. B. By 2014-15, 75% of schools will be using high-quality CCSS curriculum	A. Percentage of Participatin LEAs implementing CCSS: SY 2011-2012: N/A 2012-2013: 100% 2013-2014: 100% 2014-2015: 100% B. Percentage of Participating LEAs using CCSS-aligned curriculum: SY 2011-2012: 25%; SY 2012-2013: 50%; SY 2013-2014: 75%; SY 2014-2015: 100%
Project	6.1	CCSS information sessions - reach out to districts to discuss CCSS and the timeline for implementation	Operational	8/1/2010	12/31/2011		Chief Academic Officer		
Activity	6.1.1	<i>Professional development</i> - 250 sessions to increase awareness of CCSS among LEAs via request and geographic needs.	Operational	1/1/2011	9/1/2011		Director of STEM, Director of Literacy		
Activity	6.1.2	<i>Summer institute</i> - two summer institutes in which full day PD sessions focused on CCSS awareness and implementation	Operational	7/1/2011	9/1/2011		Director of STEM, Director of Literacy		
Project	6.2	Summarize recommendations for Commissioner review	Operational	12/1/2011	1/31/2012		Chief Academic Officer		
Activity	6.2.1	<i>Division of Academics 180 day plan</i> - plan submitted to Commissioner outlining strategy to implement CCSS across state (NJ "Model Curriculum")	Operational	12/1/2011	1/1/2012		Chief Academic Officer		
Project	6.3	Develop Model Curriculum (CCSS) - define student learning objectives and divide into units of study with model lessons, formative assessments, and a list of quality instructional resources	Operational	1/1/2012	5/30/2012		Chief Academic Officer		
Activity	6.3.1	<i>Collaboration software</i> - allow Writing Team members to share/edit documents, hold live meetings, distribute key information about process, etc. as well as allow feedback teams to view SLOs	Operational	1/1/2012	2/15/2012		RTTT3 Project Manager		

Activity	6.3.2	<i>Writing Teams formed</i> - solicit LEAs for recommendations for writers to volunteer to create SLOs for Model Curriculum; include directors of curriculum, department supervisors, teachers, and group members	Operational	1/1/2012	2/15/2012		Director of STEM, Director of Literacy		
Activity	6.3.3	<i>Writing Team meetings</i> - assign four to six team members per grade and subject a content lead from the department to map progress and facilitate construction of creating five six week units from standards and SLOs aligned to standards (course overview)	Operational	2/15/2012	5/30/2012		Director of STEM, Director of Literacy		
Activity	6.3.4	<i>Feedback Teams formed</i> - form Feedback Teams from recommended writers who could not be part of writing SLOs, feedback teams critique newly developed units and SLOs	Operational	3/1/2012	3/30/2012		Director of STEM, Director of Literacy		
Activity	6.3.5	<i>Website</i> - create website to house model curriculum and solicit feedback from the field	Operational	3/1/2012	3/30/2012		RTT3 Project Manager		
Activity	6.3.6	Model Curriculum available to teachers and public via website	Operational	4/1/2012	6/30/2012		RTT3 Project Manager		
Project	6.4	Develop Model Curriculum (NJCCCS) courses (Health/PE K-8, Visual and Performing Arts K-12, World Languages Novice-Mid Novice High, Science 9-12, Social Studies 9-12)	Work in Progress	1/1/2012	8/31/2012		Chief Academic Officer		
Project	6.5	Develop Model Curriculum (NJCCCS) courses (Health/PE 9-12, World Languages Mid-High, Science K-8, Social Studies K-8)	Not Begun	9/1/2012	5/30/2013		Chief Academic Officer		
Project	6.6	Develop Model Curriculum (CCSS & NJCCCS) - ongoing revisions based on field reports	Work in Progress	6/1/2012	5/30/2013		Chief Academic Officer		
Project	6.7	Develop Model Curriculum (CCSS & NJCCCS) - ongoing revisions based on field reports	Not Begun	6/1/2013	5/30/2014		Chief Academic Officer		
Project	6.8	Develop Model Curriculum (CCSS & NJCCCS) - ongoing revisions based on field reports	Not Begun	6/1/2014	5/30/2015		Chief Academic Officer		
Project	6.9	Scaffold Model Curriculum for CCSS and NJCCCS (Sp. Ed.) - experts in the field of special education analyze the learning required in each instructional unit and scaffold SLOs to determine the accommodation factors necessary to ensure students with disabilities have the opportunity to access CCSS on the same schedule as all students	Work in Progress	2/1/2012	8/31/2012		Chief Academic Officer		

Activity	6.9.1	<i>Scaffolding Teams formed</i> - solicit LEAs for recommendations for writers to volunteer to scaffold SLOs of the Model Curriculum	Operational	6/1/2012	6/30/2012		Director of STEM, Director of Literacy		
Activity	6.9.2	<i>Scaffolding Team meetings</i> - team members will scaffold SLOs for students with special needs	Work in Progress	6/30/2012	8/31/2012		Director of STEM, Director of Literacy		
Activity	6.9.3	<i>Feedback Teams formed</i> - team members will provide critique of scaffolded SLOs in order to improve and align SLOs	Work in Progress	6/30/2012	8/31/2012		Director of STEM, Director of Literacy		
Activity	6.9.4	<i>Website</i> - post scaffolding to enhance standards for students with special needs	Work in Progress	6/30/2012	8/31/2012		RTTT3 Project Manager		
Project	6.10	Scaffold Model Curriculum (special ed) - ongoing revisions based on field reports (CCSS & NJCCCS)	Not Begun	9/1/2012	5/30/2013		Director of STEM, Director of Literacy		
Project	6.11	Scaffold Model Curriculum (special ed) - ongoing revisions based on field reports (CCSS & NJCCCS)	Not Begun	6/1/2013	5/30/2014		Director of STEM, Director of Literacy		
Project	6.12	Scaffold Model Curriculum (special ed) - ongoing revisions based on field reports (CCSS & NJCCCS)	Not Begun	6/1/2014	5/30/2015		Director of STEM, Director of Literacy		
Project	6.13	Scaffold Model Curriculum (ELL) for CCSS and NJCCCS - experts in the field of English language learners will analyze the learning required in each instructional unit to scaffold SLOs to set reasonable and clear expectations for students' language development so ELL students have the opportunity to access CCSS and NJCCCS on the same schedule as all students	Work in Progress	6/1/2012	8/31/2012		Chief Academic Officer		
Activity	6.13.1	<i>Scaffolding Teams formed</i> - solicit LEAs for recommendations for writers to volunteer to scaffold SLOs of the Model Curriculum	Operational	6/1/2012	6/30/2012		Director of STEM, Director of Literacy		
Activity	6.13.2	<i>Scaffolding Team meetings</i> - team members will scaffold SLOs for English language learners	Work in Progress	6/30/2012	8/31/2012		Director of STEM, Director of Literacy		
Activity	6.13.3	<i>Feedback Teams formed</i> - team members will provide critique of scaffolded SLOs in order to improve and align SLOs	Work in Progress	6/30/2012	8/31/2012		Director of STEM, Director of Literacy		
Activity	6.13.4	<i>Website</i> - post scaffolding to enhance standards for English language learners	Work in Progress	6/30/2012	8/31/2012		RTTT3 Project Manager		
Project	6.14	Scaffold Model Curriculum (ELL) - ongoing revisions based on field reports (CCSS & NJCCCS)	Not Begun	9/1/2012	5/30/2013		Chief Academic Officer		
Project	6.15	Scaffold Model Curriculum (ELL) - ongoing revisions based on field reports (CCSS & NJCCCS)	Not Begun	6/1/2013	5/30/2014		Chief Academic Officer		
Project	6.16	Scaffold Model Curriculum (ELL) - ongoing revisions based on field reports (CCSS & NJCCCS)	Not Begun	6/1/2014	5/30/2015		Chief Academic Officer		

Project	6.17	Develop assessments aligned to Model Curriculum - 6-week assessments in all model curriculum areas will be available to help teachers, principals, parents, and students better understand and meet the rigorous CCSS	Work in Progress	2/1/2012	11/30/2012		Chief Academic Officer		
Activity	6.17.1	<i>Contract vendors/consultant</i> - for item development/training for writers	Operational	4/1/2012	5/30/2012		RTTT3 Project Manager		
Activity	6.17.2	<i>Procure items for item bank</i>	Work in Progress	5/1/2012	11/1/2012				
Activity	6.17.3	<i>Form Item Writing Teams</i> - combine SLO writers, feedback team members and internal NJDOE assessment staff to create items for six week unit assessments	Operational	6/1/2012	6/30/2012		Director of STEM, Director of Literacy		
Activity	6.17.4	<i>Item Writing Team meetings</i> - create unit assessments for each of five units per grade per subject	Work in Progress	6/1/2012	11/30/2012		Director of STEM, Director of Literacy		
Activity	6.17.5	<i>Feedback Teams Created</i> - team members will critique items/scoring rubrics in order to improve and align items	Work in Progress	6/1/2012	11/30/2012		Director of STEM, Director of Literacy		
Activity	6.17.6	<i>Website</i> - post assessments in PDF form for website/webplatform use	Work in Progress	8/1/2012	11/30/2012		Director of STEM, Director of Literacy		
Project	6.18	Develop Model Curriculum Assessments (NJCCCS) courses (Health/PE K-8, Visual and Performing Arts K-12, World Languages Novice-Mid Novice High, Science 9-12, Social Studies 9-12)	Work in Progress	6/1/2012	11/30/2012		Chief Academic Officer		
Project	6.19	Develop Model Curriculum Assessments (NJCCCS) courses (Health/PE 9-12, World Languages Mid-High, Science K-8, Social Studies K-8)	Work in Progress	6/1/2012	11/30/2013		Chief Academic Officer		
Project	6.20	Develop assessments aligned to Model Curriculum - ongoing revisions based on field reports (CCSS & NJCCCS)	Not Begun	12/1/2012	5/30/2013		Director of STEM, Director of Literacy		
Project	6.21	Develop assessments aligned to Model Curriculum - ongoing revisions based on field reports (CCSS & NJCCCS)	Not Begun	6/1/2013	5/30/2014		Director of STEM, Director of Literacy		
Project	6.22	Develop assessments aligned to Model Curriculum - ongoing revisions based on field reports (CCSS & NJCCCS)	Not Begun	6/1/2014	5/30/2015		Director of STEM, Director of Literacy		
Project	6.23	Formative Assessment Network – in RAC schools, an interim system will be developed to create a tool for RAC staff, district administrators, and teachers to analyze data to implement improvements. This will be an interim mechanism before full IIS is released in Fall 2013 (formerly "Model Curriculum System")	Work in Progress	4/2/2012	8/31/2012		IIS Project Manager		
Activity	6.23.1	<i>Contact vendors</i> - vendor demos for alignment to state work	Operational	4/2/2012	4/30/2012		IIS Project Manager		
Activity	6.23.2	<i>Procure vendor</i> - 30-45 day sealed bid process	Operational	4/30/2012	6/15/2012		IIS Project Manager		

Activity	6.23.3	<i>Implementation of software</i> - integration of software with NJDOE web services	Work in Progress	6/15/2012	8/31/2012		IIS Project Manager		
Project	6.24	Design and execute professional development (teachers): 1) grade level and content area student learning requirements to meet CCSS model/aligned curricula; 2) rigor in assessing CCSS requirements; 3) effective lesson design and instructional strategies; 4) use and design of formative assessments; and 5) effective protocol for analyzing data	Work in Progress	6/1/2012	5/30/2013		Chief Academic Officer		
Activity	6.24.1	<i>Collaborate with Chief Talent Officer</i> - coordinate aligned PD between CCSS and teacher/leader evaluations	Work in Progress	6/1/2012	9/1/2012		Director of Standards		
Activity	6.24.2	<i>Develop timeline/session topics</i> for PD plan for 2012-2013 school year	Work in Progress	7/1/2012	9/1/2012		Director of Standards		
Activity	6.24.3	<i>Communicate to stakeholders</i> PD plan/invite stakeholders	Work in Progress	8/1/2012	5/30/2013		Director of Standards		
Activity	6.24.4	<i>Develop session content</i> for PD (one month before each PD)	Work in Progress	8/1/2012	5/30/2013		Director of Standards		
Activity	6.24.5	<i>Full day professional development sessions performed</i>	Work in Progress	8/1/2012	5/30/2013		Director of Standards		
Activity	6.24.6	<i>Feedback from surveys</i> in field (teachers) to monitor CCSS implementation and craft future professional development	Not Begun	10/1/2012	5/30/2013		Director of Standards		
Project	6.25	Design and execute professional development series (teachers)	Not Begun	8/1/2013	5/30/2014		Chief Academic Officer		
Project	6.26	Design and execute professional development series (teachers)	Not Begun	6/1/2014	5/30/2015		Chief Academic Officer		
Project	6.27	Develop and execute professional development (instructional leadership/principals): 1) collecting classroom data to verify teaching and rigor to meet student needs; 2) collecting and analyzing assessment data to drive teacher/teacher team working toward improvements; and 3) schedule teacher teams that will be responsible for continuous improvement of achievement through assessment data	Work in Progress	6/1/2012	5/30/2013		Chief Academic Officer		
Activity	6.27.1	<i>Collaborate with Chief of Talent</i> - coordinate aligned PD between CCSS and teacher/leader evaluations	Operational	6/1/2012	9/1/2012		Director of Standards		
Activity	6.27.2	<i>Develop timeline/session topics</i> for PD plan for 2012-2013 school year	Work in Progress	7/1/2012	9/1/2012		Director of Standards		

Activity	6.27.3	<i>Communicate to stakeholders</i> PD plan/invite stakeholders	Work in Progress	8/1/2012	5/30/2013		Director of Standards		
Activity	6.27.4	<i>Develop session content</i> for PD one month before each session	Work in Progress	8/1/2012	5/30/2013		Director of Standards		
Activity	6.27.5	<i>Full day professional development sessions performed</i>	Work in Progress	8/1/2012	5/30/2013		Director of Standards		
Activity	6.27.6	<i>Feedback from surveys</i> in field (instructional leadership/principals) to monitor CCSS implementation and craft future professional development	Not Begun	10/1/2012	3/30/2013		Director of Standards		
Project	6.28	Develop and execute professional development (instructional leadership/principals) series	Not Begun	6/1/2013	5/30/2014		Chief Academic Officer		
Project	6.29	Develop and execute professional development (instructional leadership/principals) series	Not Begun	6/1/2014	5/30/2015		Chief Academic Officer		
Project	6.30	Model Lesson Awards - to teachers who submit an approved model lesson that demonstrates how to successfully teach a tough CCSS standard	Not Begun	1/1/2013	6/30/2013				
Activity	6.30.1	<i>Release guidelines</i> for submission of model lesson	Not Begun	1/1/2013	1/1/2013				
Activity	6.30.2	<i>Receive and review</i> model lessons on rolling basis	Not Begun	2/1/2013	6/30/2013				
Activity	6.30.3	<i>Approve and post</i> lessons online	Not Begun	2/1/2013	6/30/2013				
Project	6.31	Model Lesson Awards - to teachers who submit an approved model lesson that demonstrates how to successfully teach a tough CCSS standard	Not Begun	9/1/2013	6/30/2014				
Project	6.32	Model Lesson Awards - to teachers who submit an approved model lesson that demonstrates how to successfully teach a tough CCSS standard	Not Begun	9/1/2014	6/30/2015				
Project	6.33	Evaluate materials/programs - evaluate the effectiveness of instructional materials, programs and technology-based supports; begin feedback loop among LEAs and schools using the model curriculum and NJDOE to refine and make improvements	Work in Progress	7/1/2012	7/30/2013		Chief Academic Officer		
Activity	6.33.1	<i>Develop collection data point</i>	Work in Progress	7/1/2012	12/1/2012		RTT3 Project Manager		

Activity	6.33.2	Formulate survey for evaluation of instructional materials, programs, technology supports	Not Begun	12/1/2012	1/1/2013		RTTT3 Project Manager		
Activity	6.33.3	Release survey to stakeholders	Not Begun	2/1/2013	6/30/2013		RTTT3 Project Manager		
Activity	6.33.4	Analyze data for future planning purposes/needs assessment planning	Not Begun	7/1/2013	7/30/2013		RTTT3 Project Manager		
Project	6.34	Evaluation of material/programs - ongoing evaluation of programs	Not Begun	8/1/2013	7/30/2014		Chief Academic Officer		
Project	6.35	Evaluation of material/programs - ongoing evaluation of programs	Not Begun	8/1/2014	7/30/2015		Chief Academic Officer		
Sub Criteria	9	(C)(3) Instructional improvement system: instructional support tools	Work in Progress	3/1/2012	12/31/2015		Chief Academic Officer	By 2014-15, 30% of schools will be using an integrated IIS system that will support instruction throughout the state.	Percentage of Participating LEAs across the State actively utilizing Instructional Improvement System platform to access model curriculum, formative assessments, and data reports: SY 2011-2012: n/a; SY 2012-2013: 10%; SY 2013-2014: 20%; SY 2014-2015: 30%
Project	9.1	Gather an IIS committee - NJDOE staff, OIT staff, and participating LEA- and school-based staff to specify and research unique elements of the IIS to ensure functionality	Operational	1/1/2012	3/31/2012		Chief Academic Officer; IIS Project Manager		
Activity	9.1.1	Committee formed - recommendations submitted to Chief Academic Officer and Office of Budget and Accounting	Operational	1/1/2012	3/31/2012		IIS Project Manager		
Project	9.2	Work with Office of Information Technology/Budgeting to procure a vendor that meets the needs of the committee (RFP process)	Work in Progress	4/1/2012	7/30/2013		IIS Project Manager		
Activity	9.2.1	Engage vendor to help develop RFP - DOE will help draft SOW for vendor to help develop RFP; sealed bids go out and contract is awarded	Operational	4/20/2012	5/15/2012		IIS Project Manager		
Activity	9.2.2	RFP development - consultant works with NJDOE stakeholders (OIT, EOIT)	Work in Progress	5/24/2012	10/11/2012		IIS Project Manager		
Activity	9.2.3	RFP development - NJDOE sends draft RFP to stakeholders (LEAs), stakeholders to make recommendations, changes, etc.	Not Begun	10/11/2012	12/20/2012		IIS Project Manager		
Activity	9.2.4	RFP development - Purchase and Property Department and stakeholders work on bid	Not Begun	12/20/2012	2/28/2013		IIS Project Manager		
Activity	9.2.5	Contract award - bid goes out to vendors	Not Begun	3/1/2013	4/26/2013		IIS Project Manager		
Activity	9.2.6	Contract award - bids come in and are evaluated	Not Begun	4/26/2013	7/5/2013		IIS Project Manager		
Activity	9.2.7	Contract award - contract awarded	Not Begun	7/5/2013	7/30/2013		IIS Project Manager		
Project	9.3	Vendor creates IIS	Not Begun	7/5/2013	9/1/2013		IIS Project Manager		
Activity	9.3.1	Vendor and DOE communicate on process and implementation timelines and responsibilities	Not Begun	7/5/2013	9/1/2013		IIS Project Manager		
Project	9.4	IIS Support for RACs	Not Begun	7/5/2013	8/1/2015		IIS Project Manager		
Activity	9.4.1	Upgrade broadband - RAC (priority and focus) schools will receive funds to increase technology for launch of IIS	Not Begun	7/5/2013	8/1/2013		IIS Project Manager		

Activity	9.4.2	<i>Per pupil liscensing cost</i> - all RAC priority schools and a subset of focus schools will be provided with use of the IIS for the years of the grant to be paid for by the state (about \$7 a student)	Not Begun	7/5/2013	8/30/2013		IIS Project Manager		
Activity	9.4.3	<i>Per pupil liscensing cost</i> - all RAC priority schools and a subset of focus schools will be provided with use of the IIS for the years of the grant to be paid for by the state (about \$7 a student)	Not Begun	8/1/2014	8/30/2014		IIS Project Manager		
Activity	9.4.4	<i>Per pupil liscensing cost</i> - all RAC priority schools and a subset of focus schools will be provided with use of the IIS for the years of the grant to be paid for by the state (about \$7 a student)	Not Begun	8/1/2015	8/30/2015		IIS Project Manager		
Activity	9.4.5	<i>Per teacher professional development cost</i> all RAC priority schools and a subset of focus schools will be provided with high quality professional development aligned to work with the IIS to be paid for by the state (\$50 first year, \$12.50 each year after)	Not Begun	7/5/2013	8/30/2014		IIS Project Manager		
Activity	9.4.6	<i>Per teacher professional development cost</i> all RAC priority schools and a subset of focus schools will be provided with high quality professional development aligned to work with the IIS to be paid for by the state (\$50 first year, \$12.50 each year after)	Not Begun	9/1/2014	8/30/2015		IIS Project Manager		
Project	9.5	Launch IIS	Not Begun	7/5/2013	10/1/2013		Chief Acadmeic Officer		
Activity	9.5.2	<i>Communicate launch of IIS to participating LEAs</i>	Work in Progress	7/5/2013	9/1/2013		IIS Project Manager		
Activity	9.5.3	<i>Upload content and materials to IIS - ensure functionality for NJDOE and LEA staff</i>	Not Begun	8/1/2013	9/1/2013		IIS Project Manager		
Activity	9.5.4	<i>Launch Model Curriculum and assessment IIS portal</i>	Not Begun	8/1/2013	9/1/2013		IIS Project Manager		
Activity	9.5.5	<i>Communicate to districts information on how to access and use the IIS</i>	Not Begun	8/1/2013	10/1/2013		IIS Project Manager		
Project	9.6	Online and in-person professional development - on the use of IIS made available to LEAs	Not Begun	7/1/2013	6/30/2014		IIS vendor,IIS Project Manager		
Activity	9.6.1	<i>Collaborate with vendor</i> to coordinate aligned PD between IIS installation and classroom use	Not Begun	7/1/2013	9/1/2013		Chief Academic Officer		
Activity	9.6.2	<i>Develop timeline/session topics for PD plan for summer 2013 and 2013-2014 school year</i>	Not Begun	7/1/2013	8/1/2013		Director of Standards		
Activity	9.6.3	<i>Comunicate to stakeholders PD plan/invite stakeholders</i>	Not Begun	7/1/2013	8/1/2013		Director of Standards		
Activity	9.6.4	<i>Develop session content for PD one month before each PD</i>	Not Begun	8/1/2013	9/1/2013		Director of Standards		
Activity	9.6.5	<i>Full day professional developement sessions performed</i>	Not Begun	8/1/2013	6/1/2014		Director of Standards		

Activity	9.6.6	<i>Feedback from surveys in field</i> (teachers) to monitor IIS implementation and craft future professional development	Not Begun	9/1/2013	6/30/2014		Director of Standards		
Project	9.7	Online and in-person professional development - ongoing PD focused on application of system in school/classroom setting	Not Begun	6/1/2014	5/30/2015		Chief Academic Officer		
Project	9.8	Evaluation of IIS - monitor use of IIS by schools and LEAs and solicit feedback from participating LEAs on the functionality of IIS	Not Begun	10/1/2013	6/30/2014		Chief Academic Officer		
Activity	9.8.1	<i>Analyze IIS usage</i> - data provided by vendor	Not Begun	10/1/2013	6/30/2014		Chief Performance Officer		
Activity	9.8.2	<i>Create survey</i> to be distributed on IIS	Not Begun	10/1/2013	10/1/2013		Chief Performance Officer		
Activity	9.8.3	<i>Analyze survey data</i> to inform PD and modifications of IIS	Not Begun	10/1/2013	6/30/2014		Chief Performance Officer		
Project	9.9	Evaluation of IIS - ongoing evaluation of IIS leading to modifications in IIS from vendor	Not Begun	7/1/2014	6/30/2015		Chief Academic Officer		
Activity	9.9.1	<i>Work with vendor to update and modify IIS based on LEA needs</i>	Not Begun	12/1/2014	12/1/2015		IIS Project Manager; RTTT3 Project Manager		
Project	9.10	Subgrant awards (participating LEAs) - competitive grant process to support participating LEAs for possible use in cost of IIS set-up, technology modifications, IIS operating costs, and/or professional development	Not Begun	4/1/2013	7/1/2013		IIS Project Manager; RTTT3 Project Manager		
Activity	9.10.1	<i>Communicate Notice of Grant Opportunity</i>	Not Begun	4/1/2013	5/1/2013		IIS Project Manager; RTTT3 Project Manager		
Activity	9.10.2	<i>Districts complete grant applications</i>	Not Begun	4/1/2013	5/15/2013		Districts		
Activity	9.10.3	<i>NJDOE Office of Grants Management reviews applications</i>	Not Begun	5/15/2013	6/25/2013		Director of Office of Grants Management		
Activity	9.10.4	<i>Winners announced and grants awarded</i>	Not Begun	7/1/2013	7/1/2013		IIS Project Manager; RTTT3 Project Manager		
Project	9.11	Subgrant awards (participating LEAs)	Not Begun	4/1/2014	7/1/2014		IIS Project Manager; RTTT3 Project Manager		
Project	9.12	Subgrant awards (participating LEAs)	Not Begun	4/1/2015	7/1/2015		IIS Project Manager; RTTT3 Project Manager		
Project	9.13	Subgrant awards (involved LEAs) - competitive grant process to support involved LEAs for possible use in cost of IIS set-up, technology modifications, IIS operating costs, and/or professional development	Not Begun	4/1/2013	7/1/2013		IIS Project Manager; RTTT3 Project Manager		
Activity	9.13.1	<i>Communicate Notice of Grant Opportunity</i>	Not Begun	4/1/2013	5/1/2013		IIS Project Manager; RTTT3 Project Manager		
Activity	9.13.2	<i>Districts complete grant applications</i>	Not Begun	4/1/2013	5/15/2013		Districts		
Activity	9.13.3	<i>NJDOE Office of Grants Management reviews applications</i>	Not Begun	5/15/2013	6/25/2013		Director of Office of Grants Management		
Activity	9.13.4	<i>Winners announced and grants awarded</i>	Not Begun	7/1/2013	7/1/2013		IIS Project Manager; RTTT3 Project Manager		
Project	9.14	Subgrant awards (involved LEAs)	Not Begun	4/1/2014	7/1/2014		IIS Project Manager; RTTT3 Project Manager		

Project	9.15	Subgrant awards (involved LEAs)	Not Begun	4/1/2015	7/1/2015		IIS Project Manager; RTTT3 Project Manager		
Sub Criteria	11	(D)(2) Improving teacher and principal effectiveness based on performance. A consistent, transparent system for school leaders and teachers	Work in Progress				Chief Talent Officer	By 2014-15, 100% of dsitricts will be implementing with fidelity a teacher and leader evaluation system aimed at increasing teacher and leader effectiveness	A. Percentage of participating LEAs with qualifying evaluation systems for teachers: Pilot- SY 2010-2011 9%, SY 2011-2012: 14%; Full Implementation - SY 2013-2014: 100%, SY 2014-2015: 100% B. Percentage of participating LEAs with qualifying evaluation systems for principals: Pilot - SY 2011-2012: 6.5%; Full Implementation - SY 2013-2014: 100%, SY 2014-2015: 100%
Project	11.1	Hire communications manager	Operational	1/1/2012	3/31/2012		Chief Talent Officer		
Project	11.2	Hire project manager	Operational	1/1/2012	3/31/2012		Chief Talent Officer		
Project	11.3	Hire project manager	Operational	1/1/2012	3/31/2012		Chief Talent Officer		
Project	11.4	Hire implementation manager	Operational	1/1/2012	3/31/2012		Chief Talent Officer		
Project	11.5	Hire implementation managers (2 year staff member and 20 month consultant)	Work in Progress	1/1/2012	8/31/2012		Chief Talent Officer		
Project	11.6	Implement principal evaluation pilot	Work in Progress	1/1/2012	8/31/2013		Chief Talent Officer		
Activity	11.6.1	<i>Communicate initial guidance</i> to districts on the recommended criteria for high-quality principal evaluations, timelines for pilot, state rollout activities, and suggestions for	Work in Progress	1/1/2012	8/31/2012		Director of Communications & Strategic Partnerships		
Activity	11.6.2	<i>Communicate Notice of Grant Opportunity</i>	Operational	3/1/2012	4/19/2012		Director of Communications & Strategic Partnerships		
Activity	11.6.3	<i>SIG schools work with NJDOE</i> to identify student achievement measures used for developing a summative score	Work in Progress	4/1/2012	8/31/2012		Chief Academic Officer, in collaboration with districts		
Activity	11.6.4	<i>Districts complete grant applications</i> for principal evaluation pilot	Operational	4/19/2012	5/30/2012		Districts		
Activity	11.6.5	<i>NJDOE Office of Grants Management reviews pilot applications</i> and identifies winning districts	Operational	6/1/2012	8/31/2012		Director of the Office of Grants Management		
Activity	11.6.6	<i>Principal pilot launched</i>	Not Begun	9/1/2012	9/30/2012		Chief Talent Officer		
Activity	11.6.7	<i>Pilot districts provide training</i> on framework for all principals and their district level evaluators	Not Begun	9/1/2012	11/30/2012		Districts		
Activity	11.6.8	<i>Pilot districts receive training</i> on Student Growth Percentiles and use of student achievement data in evaluation systems	Not Begun	9/1/2012	12/31/2012		Chief Performance Officer, in collaboration with districts		
Activity	11.6.9	<i>All pilot districts analyze results and get feedback</i> from participants to inform NJDOE on utility of criteria, measures, evidence, and procedures for determining summative ratings	Not Begun	9/1/2012	6/30/2013		Chief Talent Officer		
Activity	11.6.10	<i>NJDOE compiles findings from pilots</i> to inform statewide guidelines, procedures, and necessary supports	Not Begun	9/1/2012	8/31/2013		Chief Talent Officer		
Project	11.7	Implement expanded teacher evaluation pilot	Work in Progress	3/28/2012	8/31/2013		Chief Talent Officer		

Activity	11.7.1	Communicate Notice of Grant Opportunity - (SIG schools participating in 2011-12 pilots will continue to refine their processes during 2012-13. New SIG districts will be eligible to apply for funding for piloting in non-SIG schools.)	Operational	3/1/2012	4/26/2012		Director of Communications & Strategic Partnerships		
Activity	11.7.2	Districts complete grant applications for teacher evaluation pilot	Operational	3/28/2012	4/26/2012		Districts		
Activity	11.7.3	Monitor SIG Cohort 1 implementation and teacher evaluation pilot implementation, track issues, processes, and outcomes to inform larger state pilot in 2012-13	Operational	4/1/2012	6/30/2012		Chief Academic Officer, Chief Talent Officer		
Activity	11.7.4	NJDOE Office of Grants Management reviews pilot applications and identifies winning districts	Operational	4/26/2012	6/30/2012		Director of Office of Grants Management		
Activity	11.7.5	NJDOE analyzes results of SIG pilots and teacher evaluation pilot and revises guidelines, plans, and devises regulations	Operational	6/30/2012	8/31/2012		Chief Academic Officer, Chief Talent Officer		
Activity	11.7.6	NJDOE provides Student Growth Percentile training to pilot districts	Work in Progress	8/31/2012	12/31/2012		Chief Performance Officer		
Activity	11.7.7	Expanded teacher evaluation pilot launched	Not Begun	9/1/2012	9/30/2012		Chief Talent Officer, Implementation Manager		
Activity	11.7.8	NJDOE conducts field visits	Not Begun	9/1/2012	6/30/2013		Implementation Manager		
Activity	11.7.9	All pilot districts analyze results and get feedback from participants to inform NJDOE on utility of criteria, measures, and evidence	Work in Progress	9/1/2012	Quarterly		Chief Talent Officer, Districts		
Activity	11.7.10	NJDOE compiles findings from all pilots to inform statewide guidelines, procedures, and necessary supports	Work in Progress	9/1/2012	Quarterly		Chief Talent Officer, Districts		
Project	11.8	Evaluate principal and expanded teacher evaluation pilots	Work in Progress	6/1/2012	Ongoing		Chief Talent Officer		
Activity	11.8.1	Engage external evaluator to evaluate 2012-13 teacher and principal pilots	Operational	6/1/2012	8/30/2012		Chief Talent Officer		
Sub Criteria	18	(F)(2) Ensuring successful conditions for high-performing charters and other innovative schools through school authorization and monitoring	Work in Progress	1/1/2012	12/30/2015			By school year 2014-2015 high-quality charter seat will increase by approx. 12,481 through a careful charter review process.	Number of high-quality seats - SY 2011-2012: 10,719; SY 2012-2013: 11,700; SY 2013-2014: 17,100; SY 2014-2015: 23,200
Project	18.1	Hire three evaluation managers	Operational	1/1/2012	3/31/2012		Director of Office of Charter Schools		

Project	18.2	Review and approve charter applications (spring cycle)	Work in Progress	1/1/2012	10/15/2012		Director of Office of Charter Schools		
Activity	18.2.1	<i>Secure external reviewers</i>	Operational	1/1/2012	5/30/2012		Director of Office of Charter Schools		
Activity	18.2.2	<i>New charter applications due</i>	Operational	1/1/2012	4/2/2012		Charter applicants		
Activity	18.2.3	<i>Applications reviewed and applicants interviewed</i>	Work in Progress	4/2/2012	9/1/2012		Director of Office of Charter Schools		
Activity	18.2.4	<i>Summarize recommendations for Commissioner review</i>	Not Begun	9/1/2012	9/15/2012		Director of Office of Charter Schools		
Activity	18.2.5	<i>Commissioner approves/denies new charter applicants, applicants notified</i>	Not Begun	9/15/2012	10/15/2012		Commissioner of Education		
Project	18.3	Review and approve charter applications (spring cycle) - repeated annually	Not Begun	1/1/2013	10/15/2013		Director of Office of Charter Schools		
Project	18.4	Review and approve charter applications (spring cycle) - repeated annually	Not Begun	1/1/2014	10/15/2014		Director of Office of Charter Schools		
Project	18.5	Review and approve charter applications (spring cycle) - repeated annually	Not Begun	1/1/2015	10/15/2015		Director of Office of Charter Schools		
Project	18.6	Review and approve charter applications (expedited cycle)	Work in Progress	7/1/2012	2/28/2013		Director of Office of Charter Schools		
Activity	18.6.1	<i>Secure external reviewers</i>	Work in Progress	7/1/2012	10/15/2012		Director of Office of Charter Schools		
Activity	18.6.2	<i>New charter applications due</i>	Not begun	10/15/2012	10/15/2012		Director of Office of Charter Schools		
Activity	18.6.3	<i>Applications reviewed and applicants interviewed</i>	Not begun	10/15/2012	1/15/2013		Director of Office of Charter Schools		
Activity	18.6.4	<i>Summarize recommendations for Commissioner review</i>	Not begun	1/15/2013	1/31/2013		Director of Office of Charter Schools		
Activity	18.6.5	<i>Commissioner approves/denies new charter applicants, applicants notified</i>	Not begun	2/1/2013	2/28/2013		Commissioner of Education		
Project	18.7	Review and approve charter applications (expedited cycle) - repeated annually	Not Begun	7/1/2013	2/28/2014		Director of Office of Charter Schools		
Project	18.8	Review and approve charter applications (expedited cycle) - repeated annually	Not Begun	7/1/2014	2/28/2015		Director of Office of Charter Schools		
Project	18.9	Review and approve charter renewal applications	Work in Progress	7/1/2012	2/28/2013		Director of Office of Charter Schools		
Activity	18.9.1	<i>Secure external reviewers</i>	Work in Progress	7/1/2012	10/15/2012		Director of Office of Charter Schools		
Activity	18.9.2	<i>Renewal charter applications due</i>	Not Begun	10/15/2012	10/15/2012		Director of Office of Charter Schools		
Activity	18.9.3	<i>Applications reviewed and site visits conducted</i>	Not Begun	10/15/2012	12/31/2012		Director of Office of Charter Schools		
Activity	18.9.4	<i>Summarize recommendations for Commissioner review</i>	Not Begun	12/1/2012	12/31/2012		Director of Office of Charter Schools		
Activity	18.9.5	<i>Commissioner approves/denies renewal or expansion, applicants notified</i>	Not Begun	1/1/2013	2/28/2013		Commissioner of Education		
Project	18.10	Review and approve charter renewal applications - repeated annually	Not Begun	7/1/2013	2/28/2014		Director of Office of Charter Schools		
Project	18.11	Review and approve charter renewal applications - repeated annually	Not Begun	7/1/2014	2/28/2015		Director of Office of Charter Schools		

Sub Criteria	20	STEM	Work in Progress	1/1/2012	12/1/2015		Chief Academic Officer	A. By the 2014-2015 school year 75% of LEAs will be participating in aligned professional development to the model curriculum and formative assessments B. By the 2014-2015 school year 15% of LEAs will participate in PSI/PMI	A. Percentage of LEAs participating in Math and Science professional development aligned to the model curriculum and formative assessments: SY 2012-2013: 25%; SY 2013-2014: 50%; SY 2014-2015: 75% B. Percentage of LEAs participating in PSI/PMI: SY 2012-2013: 5%; SY 2013-2014: 10%; SY 2014-2015: 15%
Project	20.1	Develop Model Curriculum - define student learning objectives and divide into units of study with model lessons, formative assessments, and a list of quality instructional resources (Model Curriculum 1.0 - High School Only, Model Curriculum 2.0 K-8)	Operational	1/1/2012	5/30/2012	6.3	Director of STEM		
Project	20.2	Develop Model Curriculum 2.0 - ongoing revisions based on field reports (CCSS & NJCCCS)	Work in Progress	6/1/2012	5/30/2013	6.6	Director of STEM		
Project	20.3	Develop Model Curriculum 2.0 - ongoing revisions based on field reports (CCSS & NJCCCS)	Not Begun	6/1/2013	5/30/2014	6.7	Director of STEM		
Project	20.4	Develop Model Curriculum 2.0 - ongoing revisions based on field reports (CCSS & NJCCCS)	Not Begun	6/1/2014	5/30/2015	6.8	Director of STEM		
Project	20.5	Develop Model Curriculum (NJCCCS) courses (Health/PE K-8, Visual and Performing Arts K-12, World Languages Novice-Mid Novice High, Science 9-12, Social Studies 9-12)	Work in Progress	1/1/2012	8/31/2012	6.4	Chief Academic Officer		
Project	20.6	Develop Model Curriculum (NJCCCS) courses (Health/PE 9-12, World Languages Mid-High, Science K-8, Social Studies K-8)	Not Begun	9/1/2012	5/30/2013	6.5	Chief Academic Officer		
Project	20.7	Scaffold Model Curriculum for CCSS and NJCCCS (special ed) - experts in the field of special education will analyze the learning required in each instructional unit and scaffold SLOs to determine the accommodation factors necessary to ensure students with disabilities have the opportunity to access CCSS on the same schedule as all students	Work in Progress	2/1/2012	8/31/2012	6.9	Director of STEM		
Project	20.8	Scaffold Model Curriculum 2.0 (special ed) - ongoing revisions based on field reports (CCSS & NJCCCS)	Not Begun	9/1/2012	5/30/2013	6.1	Director of STEM		
Project	20.9	Scaffold Model Curriculum 2.0 (special ed) - ongoing revisions based on field reports (CCSS & NJCCCS)	Not Begun	6/1/2013	5/30/2014	6.11	Director of STEM		
Project	20.10	Scaffold Model Curriculum 2.0 (special ed) - ongoing revisions based on field reports (CCSS & NJCCCS)	Not Begun	6/1/2014	5/30/2015	6.12	Director of STEM		

Project	20.11	Scaffold Model Curriculum for CCSS and NJCCCS (ELL) - experts in the field of English language learners will analyze the learning required in each instructional unit to scaffold SLOs to set reasonable and clear expectations for students' language development so ELL students have the opportunity to access CCSS on the same schedule as all students	Work in Progress	6/1/2012	8/31/2012	6.13	Director of STEM		
Project	20.12	Scaffold Model Curriculum 2.0 (ELL) - ongoing revisions based on field reports (CCSS & NJCCCS)	Not Begun	9/1/2012	5/30/2013	6.14	Director of STEM		
Project	20.13	Scaffold Model Curriculum 2.0 (ELL) - ongoing revisions based on field reports (CCSS & NJCCCS)	Not Begun	6/1/2013	5/30/2014	6.15	Director of STEM		
Project	20.14	Scaffold Model Curriculum 2.0 (ELL) - ongoing revisions based on field reports (CCSS & NJCCCS)	Not Begun	6/1/2014	5/30/2015	6.16	Director of STEM		
Project	20.15	Develop assessments aligned to Model Curriculum - six-week assessments in all model curriculum areas will be available to help teachers, principals, parents, and students better understand and meet the rigorous CCSS	Work in Progress	2/1/2012	11/30/2012	6.17	Director of STEM		
Project	20.16	Develop Model Curriculum Assessments (NJCCCS) courses (Health/PE K-8, Visual and Performing Arts K-12, World Languages Novice-Mid Novice High, Science 9-12, Social Studies 9-12)	Work in Progress	6/1/2012	11/30/2012	6.18	Director of STEM		
Project	20.17	Develop Model Curriculum Assessments (NJCCCS) courses (Health/PE 9-12, World Languages Mid-High, Science K-8, Social Studies K-8)	Work in Progress	6/1/2012	11/30/2013	6.19	Director of STEM		
Project	20.18	Develop assessments aligned to Model Curriculum - ongoing revisions based on field reports (CCSS & NJCCCS)	Not Begun	12/1/2012	5/30/2013	6.2	Director of STEM		
Project	20.19	Develop assessments aligned to Model Curriculum - ongoing revisions based on field reports (CCSS & NJCCCS)	Not Begun	6/1/2013	5/30/2014	6.21	Director of STEM		
Project	20.20	Develop assessments aligned to Model Curriculum - ongoing revisions based on field reports (CCSS & NJCCCS)	Not Begun	6/1/2014	5/30/2015	6.22	Director of STEM		
Project	20.21	Design and execute professional development (teachers): 1) grade level and content area student learning requirements to meet CCSS model/aligned curriculums; 2) rigor in assessing CCSS requirements; 3) effective lesson design and instructional strategies; 4) use and design of formative assessments; and 5) effective protocol for analyzing data	Work in Progress	6/1/2012	5/30/2013	6.24	Chief Academic Officer		
Project	20.22	Design and execute professional development series (teachers)	Not Begun	6/1/2013	5/30/2014	6.25	Chief Academic Officer		

Project	20.23	Design and execute professional development series (teachers)	Not Begun	6/1/2014	5/30/2015	6.26	Chief Academic Officer		
Project	20.24	Develop and execute professional development (instructional leadership/principals): 1) collecting classroom data to verify teaching and rigor to meet student needs; 2) collecting and analyzing assessment data to drive teacher/teacher team working toward improvements; and 3) schedule teacher teams that will be responsible for continuous improvement of achievement through assessment data	Work in Progress	6/1/2012	6/30/2013	6.27	Chief Academic Officer, Chief Talent Officer		
Project	20.25	Develop and execute professional development series (instructional leadership/principals)	Not Begun	6/1/2013	5/30/2014	6.28	Chief Academic Officer, Chief Talent Officer		
Project	20.26	Develop and execute professional development series (instructional leadership/principals)	Not Begun	6/1/2014	5/30/2015	6.29	Chief Academic Officer, Chief Talent Officer		
Project	20.27	Evaluate material/programs - evaluate the effectiveness of instructional materials, programs and technology-based supports. Begin feedback loop among LEAs and schools using the Model Curriculum and NJDOE to refine and make improvements	Not Begun	7/1/2012	7/30/2013	6.33	Chief Academic Officer		
Project	20.28	Evaluation of material/programs - ongoing evaluation of programs	Not Begun	8/1/2013	7/30/2014	6.34	Chief Academic Officer		
Project	20.29	Evaluation of material/programs - ongoing evaluation of programs	Not Begun	8/1/2014	7/30/2015	6.35	Chief Academic Officer		
Project	20.30	Partner with PMI/PSI for STEM professional development and certification	Operational	1/1/2012	12/1/2015		RTTT3 Project Manager		
Activity	20.31	Communication to collaborate on PD	Work in Progress	7/1/2012	9/1/2012		RTTT3 Project Manager		
Activity	20.32	Data monitoring of program by DOE - data provided by PSI/PMI	Not Begun	9/1/2012	12/1/2015		RTTT3 Project Manager		