

**Appendix: Implementation Timeline and Estimated Costs, Fiscal Year 2021-2028**

**Key:**

- [Blank]** No action planned for this fiscal year.
- [\$ Amount]** Additional funding required above Fiscal Year 2020 funding levels.
- N/A** There are no costs associated with this action step.
- \$0** This action step is achievable within existing funds.
- TBD** Cost estimates for this action step will be determined on the basis of a study, analysis, or pilot implementation.

<b>I. A Well Prepared, High Quality, and Supported Teacher in Every Classroom</b>										
<b>A. Increase the pipeline of diverse, well-prepared teachers who enter through high-retention pathways and meet the needs of the State’s public schools.</b>										
<b>Action Steps</b>	<b>Year 1 FY2021</b>	<b>Year 2 FY2022</b>	<b>Year 3 FY2023</b>	<b>Year 4 FY2024</b>	<b>Year 5 FY2025</b>	<b>Year 6 FY2026</b>	<b>Year 7 FY2027</b>	<b>Year 8 FY2028</b>	<b>Total Estimated Costs (NR)</b>	<b>Total Estimated Costs (R)</b>
Funding to support the work of the Professional Educator Preparation and Standards Commission (I.A.ii.1.)		\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$0	\$200,000
Develop a plan for implementing a licensure and compensation reform model designed offer early, inclusive, clear pathways into the profession, reward excellence and advancement, and encourage retention. (I.A.ii.2.)		\$50,000							\$50,000	\$0
Analysis of resources and structures necessary for the State's EPPs to increase their production (I.A.ii.3.)		\$25,000							\$25,000	\$0

Provide personnel and programmatic support for TeachNC, an initiative that seeks to provide accurate and compelling information about the teaching profession. (I.A.ii.4.)		\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$0	\$500,000
Targeted funding and structures necessary to increase the number of teachers and instructional support personnel graduating by 10 percent annually (I.A.iii.1.)			TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Targeted funding and structures to increase teachers and instructional support personnel of color graduating by 5 percent annually (I.A.iii.2.)			TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Plan and fund a statewide system/entity to coordinate teacher recruitment and support (I.A.iii.3.)			\$25,000	TBD	TBD	TBD	TBD	TBD	\$25,000	\$0
Support for the expansion of student recruitment programs (I.A.ii.5.)		\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$0	\$300,000
<b>B. Increase the pipeline of diverse, well-prepared teachers by expanding the North Carolina Teaching Fellows program.</b>										
<b>Action Steps</b>	<b>Year 1</b> FY2021	<b>Year 2</b> FY2022	<b>Year 3</b> FY2023	<b>Year 4</b> FY2024	<b>Year 5</b> FY2025	<b>Year 6</b> FY2026	<b>Year 7</b> FY2027	<b>Year 8</b> FY2028	<b>Total Estimated Costs</b> (NR)	<b>Total Estimated Costs</b> (R)
Increase funding to recruit and support up to 1,500 Teaching Fellows annually. (I.B.iii.1.)		\$1,000,000	\$4,700,000	\$11,300,000	\$19,900,000	\$29,900,000	\$37,000,000	\$41,100,000	\$0	\$41,100,000

<b>C. Support high quality teacher residency programs in high need rural and urban districts through a State matching grant program that leverages ESSA Title II funding.</b>										
<b>Action Steps</b>	<b><u>Year 1</u></b> FY2021	<b><u>Year 2</u></b> FY2022	<b><u>Year 3</u></b> FY2023	<b><u>Year 4</u></b> FY2024	<b><u>Year 5</u></b> FY2025	<b><u>Year 6</u></b> FY2026	<b><u>Year 7</u></b> FY2027	<b><u>Year 8</u></b> FY2028	<b><u>Total Estimated Costs</u></b> (NR)	<b><u>Total Estimated Costs</u></b> (R)
Provide support for high quality teacher preparation residency programs in high need rural and urban districts (I.C.ii.1.)			\$5,000,000	\$10,000,000	\$15,000,000	\$20,000,000	\$25,000,000	\$30,000,000	\$0	\$30,000,000
<b>D. Provide support for high quality teacher recruitment and development programs.</b>										
<b>Action Steps</b>	<b><u>Year 1</u></b> FY2021	<b><u>Year 2</u></b> FY2022	<b><u>Year 3</u></b> FY2023	<b><u>Year 4</u></b> FY2024	<b><u>Year 5</u></b> FY2025	<b><u>Year 6</u></b> FY2026	<b><u>Year 7</u></b> FY2027	<b><u>Year 8</u></b> FY2028	<b><u>Total Estimated Costs</u></b> (NR)	<b><u>Total Estimated Costs</u></b> (R)
Increase access to high quality teacher recruitment and development programs, such as TAs to Teachers, Troops to Teachers, and Pathway to Practice. (I.D.ii.1.)		N/A	N/A	N/A	TBD	TBD	TBD	TBD	TBD	TBD
<b>E. Provide support for Grow-Your-Own and 2+2 programs that help recruit and prepare teachers in high need communities.</b>										
<b>Action Steps</b>	<b><u>Year 1</u></b> FY2021	<b><u>Year 2</u></b> FY2022	<b><u>Year 3</u></b> FY2023	<b><u>Year 4</u></b> FY2024	<b><u>Year 5</u></b> FY2025	<b><u>Year 6</u></b> FY2026	<b><u>Year 7</u></b> FY2027	<b><u>Year 8</u></b> FY2028	<b><u>Total Estimated Costs</u></b> (NR)	<b><u>Total Estimated Costs</u></b> (R)
Expand Partnership TEACH and similarly successful, research-based Grow-Your-Own and 2+2 programs in all regions of the State. (I.E.ii.1.)		\$2,200,000	\$2,200,000	\$3,000,000	\$4,500,000	\$6,000,000	\$6,000,000	\$6,000,000	\$0	\$6,000,000

<b>F. Significantly increase the racial and ethnic diversity of North Carolina’s qualified and well-prepared teacher workforce and ensure all teachers employ culturally responsive practices.</b>										
<b>Action Steps</b>	<b><u>Year 1</u></b> FY2021	<b><u>Year 2</u></b> FY2022	<b><u>Year 3</u></b> FY2023	<b><u>Year 4</u></b> FY2024	<b><u>Year 5</u></b> FY2025	<b><u>Year 6</u></b> FY2026	<b><u>Year 7</u></b> FY2027	<b><u>Year 8</u></b> FY2028	<b><u>Total Estimated Costs</u></b> (NR)	<b><u>Total Estimated Costs</u></b> (R)
Develop a plan of actions by the State will take to increase the racial and ethnic diversity of qualified and well-prepared teachers through the work of the DRIVE Task Force. (I.F.ii.1.)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Implement the plan of actions recommended by Governor Cooper’s DRIVE Task Force. (I.F.iii.1.)	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	\$0	\$0
Establish the Office of Equity Affairs at NCDPI to direct the recruitment and retention of a diverse educator workforce. (I.F.iii.2.)		\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$0	\$400,000
Monitor, review, coordinate, and implement programs and efforts to increase teacher diversity. (I.F.iii.2.)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>G. Provide high-quality comprehensive mentoring and induction support for novice teachers in their first three years of teaching to increase both their effectiveness and their retention.</b>										
<b>Action Steps</b>	<b><u>Year 1</u></b> FY2021	<b><u>Year 2</u></b> FY2022	<b><u>Year 3</u></b> FY2023	<b><u>Year 4</u></b> FY2024	<b><u>Year 5</u></b> FY2025	<b><u>Year 6</u></b> FY2026	<b><u>Year 7</u></b> FY2027	<b><u>Year 8</u></b> FY2028	<b><u>Total Estimated Costs</u></b> (NR)	<b><u>Total Estimated Costs</u></b> (R)
Provide comprehensive induction services through the NC New Teacher Support Program to beginning teachers in low performing, high poverty schools. (I.G.ii.1.)		\$2,200,000	\$5,000,000	\$16,100,000	\$27,200,000	\$38,300,000	\$49,500,000	\$61,700,000	\$0	\$61,700,000

<b>H. Implement differentiated staffing models that include advanced teaching roles and additional compensation to retain and extend the reach of high performing teachers.</b>										
<b>Action Steps</b>	<b><u>Year 1</u></b> FY2021	<b><u>Year 2</u></b> FY2022	<b><u>Year 3</u></b> FY2023	<b><u>Year 4</u></b> FY2024	<b><u>Year 5</u></b> FY2025	<b><u>Year 6</u></b> FY2026	<b><u>Year 7</u></b> FY2027	<b><u>Year 8</u></b> FY2028	<b><u>Total Estimated Costs</u></b> (NR)	<b><u>Total Estimated Costs</u></b> (R)
Create a permanent advanced teaching roles program that provides start-up funds to districts in FY21, class size waivers and other flexibility, and enables participating districts to study the effectiveness of aligned compensation models. (I.H.ii.1.)	\$0								\$0	\$0
Provide grants to additional districts to implement an advanced teaching roles initiative. (I.H.iii.1.)		\$3,000,000	\$5,800,000	\$7,800,000	\$9,300,000	\$10,500,000	\$11,300,000	\$7,600,000	\$0	\$7,600,000
<b>I. Develop a system to ensure that all North Carolina teachers have the opportunities they need for continued professional learning to improve and update their knowledge and practices.</b>										
<b>Action Steps</b>	<b><u>Year 1</u></b> FY2021	<b><u>Year 2</u></b> FY2022	<b><u>Year 3</u></b> FY2023	<b><u>Year 4</u></b> FY2024	<b><u>Year 5</u></b> FY2025	<b><u>Year 6</u></b> FY2026	<b><u>Year 7</u></b> FY2027	<b><u>Year 8</u></b> FY2028	<b><u>Total Estimated Costs</u></b> (NR)	<b><u>Total Estimated Costs</u></b> (R)
Implement Learning Forward's Standards for Professional Learning. (I.I.ii.1.)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Increase capacity for schools and districts to provide personalized, job-embedded, collaborative professional learning opportunities and to build the capacity to implement, support, improve, and evaluate these activities. (I.I.iii.1.)	Implementation timeline and cost estimates are included in the Finance and Resources section.									

<b>J. Increase teacher compensation and enable low wealth districts to offer salaries and other compensation to make them competitive with more advantaged districts.</b>										
<b>Action Steps</b>	<b><u>Year 1</u></b> FY2021	<b><u>Year 2</u></b> FY2022	<b><u>Year 3</u></b> FY2023	<b><u>Year 4</u></b> FY2024	<b><u>Year 5</u></b> FY2025	<b><u>Year 6</u></b> FY2026	<b><u>Year 7</u></b> FY2027	<b><u>Year 8</u></b> FY2028	<b><u>Total Estimated Costs</u></b> (NR)	<b><u>Total Estimated Costs</u></b> (R)
Conduct a North Carolina-specific wage comparability study to determine competitive pay for educators in comparison to professions that require similar education and credentials. (I.J.ii.1.)		\$200,000							\$200,000	\$0
In accordance with the study described above, increase salaries for teachers and instructional support staff by 5 percent in FY 2021 and incrementally after that based on study findings. (I.J.ii.2.)	Implementation timeline and cost estimates are included in the Finance and Resources section.									
<b>K. Low wealth districts and high poverty schools will provide incentives for the recruitment and retention of qualified teachers.</b>										
<b>Action Steps</b>	<b><u>Year 1</u></b> FY2021	<b><u>Year 2</u></b> FY2022	<b><u>Year 3</u></b> FY2023	<b><u>Year 4</u></b> FY2024	<b><u>Year 5</u></b> FY2025	<b><u>Year 6</u></b> FY2026	<b><u>Year 7</u></b> FY2027	<b><u>Year 8</u></b> FY2028	<b><u>Total Estimated Costs</u></b> (NR)	<b><u>Total Estimated Costs</u></b> (R)
Provide funds for the cost of National Board certification for up to 1,000 teachers annually with priority to educators in high needs and low performing schools. (I.K.ii.1.)		\$1,900,000	\$1,900,000	\$1,900,000	\$1,900,000	\$1,900,000	\$1,900,000	\$1,900,000	\$0	\$1,900,000
Establish a district-level grant program focused on the implementation of multi-year recruitment bonuses and other compensation options for certified teachers who commit to teach in a low wealth or high needs district or school for multiple years. (I.K.ii.2.)		\$3,000,000	\$6,000,000	\$9,000,000	\$12,000,000	\$12,000,000	\$12,000,000	\$12,000,000	\$0	\$12,000,000

**II. A Well Prepared, High Quality, and Supported Principal in Every School**

**A. Update the State’s school administrator preparation and principal licensure requirements to align program approval standards with effectiveness practices.**

<b>Action Steps</b>	<b><u>Year 1</u></b> FY2021	<b><u>Year 2</u></b> FY2022	<b><u>Year 3</u></b> FY2023	<b><u>Year 4</u></b> FY2024	<b><u>Year 5</u></b> FY2025	<b><u>Year 6</u></b> FY2026	<b><u>Year 7</u></b> FY2027	<b><u>Year 8</u></b> FY2028	<b><u>Total Estimated Costs</u></b> (NR)	<b><u>Total Estimated Costs</u></b> (R)
Update the State’s school administrator preparation standards and principal licensure requirements to align with the National Education Leadership Preparation (NELP) standards. (II.A.ii.1.)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Complete expansion of the Transforming Principal Preparation Program (TP3) to three additional postsecondary institutions. (II.A.ii.2.)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

**B. Continue to expand access to high quality principal preparation programs to all North Carolina school districts.**

<b>Action Steps</b>	<b><u>Year 1</u></b> FY2021	<b><u>Year 2</u></b> FY2022	<b><u>Year 3</u></b> FY2023	<b><u>Year 4</u></b> FY2024	<b><u>Year 5</u></b> FY2025	<b><u>Year 6</u></b> FY2026	<b><u>Year 7</u></b> FY2027	<b><u>Year 8</u></b> FY2028	<b><u>Total Estimated Costs</u></b> (NR)	<b><u>Total Estimated Costs</u></b> (R)
Every North Carolina school district will have a partnership with at least one school administrator preparation program that meets the NELP standards and provides full-time, year-long internships. (II.B.ii.1.)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
The North Carolina Principal Fellows Program will prepare 300 new principals annually. (II.B.iii.1.)		\$8,700,000	\$9,700,000	\$14,700,000	\$14,700,000	\$14,700,000	\$14,700,000	\$14,700,000	\$0	\$14,700,000

The North Carolina Principal Fellows Program and North Carolina school administrator preparation programs will recruit and prepare candidates that better match the diversity of the State's student population. (II.B.iii.2.)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
--	--	-----	-----	-----	-----	-----	-----	-----	-----	-----

**C. Expand professional learning opportunities for current principals and assistant principals.**

<b>Action Steps</b>	<b><u>Year 1</u></b> FY2021	<b><u>Year 2</u></b> FY2022	<b><u>Year 3</u></b> FY2023	<b><u>Year 4</u></b> FY2024	<b><u>Year 5</u></b> FY2025	<b><u>Year 6</u></b> FY2026	<b><u>Year 7</u></b> FY2027	<b><u>Year 8</u></b> FY2028	<b><u>Total Estimated Costs</u></b> (NR)	<b><u>Total Estimated Costs</u></b> (R)
Develop a plan for the creation of a School Leadership Academy to provide initial and ongoing support to the State's district and school leaders. (II.C.ii.1.)		\$0							\$0	\$0
In accordance with the plan, provide resources and support for the implementation of the School Leadership Academy. (II.C.iii.1.)			TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Increase capacity for districts to expand professional learning opportunities for district and school administrators. (II.C.ii.2.)	Implementation timeline and cost estimates are included in the Finance and Resources section.									

**D. Revise the principal and assistant principal salary structures and improve working conditions to make positions in high need schools and districts more attractive to well-qualified educators.**

<b>Action Steps</b>	<b><u>Year 1</u></b> FY2021	<b><u>Year 2</u></b> FY2022	<b><u>Year 3</u></b> FY2023	<b><u>Year 4</u></b> FY2024	<b><u>Year 5</u></b> FY2025	<b><u>Year 6</u></b> FY2026	<b><u>Year 7</u></b> FY2027	<b><u>Year 8</u></b> FY2028	<b><u>Total Estimated Costs</u></b> (NR)	<b><u>Total Estimated Costs</u></b> (R)
Incrementally increase principal and assistant principal pay consistent with teacher salary increases. (II.D.ii.1.)	Implementation timeline and cost estimates are included in the Finance and Resources section.									



Develop a plan for a state grant program to implement and evaluate the effectiveness of incentive programs to encourage well-qualified school leaders to work in high need schools. (II.D.ii.2.)		\$0							\$0	\$0
Implement state grant program (described above) to implement and evaluate the effectiveness of incentive programs to encourage well-qualified school leaders to work in high need schools. (II.D.iii.1.)			TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Provide district leaders and principals with more autonomy to allocate resources, including autonomy to make decisions on funding and personnel assignments. (II.D.ii.3.)		N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$0	\$0

**III. Finance System that Provides Adequate, Equitable, and Efficient Resources**

**A. Increase Local Education Agency (LEA) budgetary flexibility by lifting restrictions on a number of critical allotments through the ABC transfer system.**

Action Steps	<u>Year 1</u> FY2021	<u>Year 2</u> FY2022	<u>Year 3</u> FY2023	<u>Year 4</u> FY2024	<u>Year 5</u> FY2025	<u>Year 6</u> FY2026	<u>Year 7</u> FY2027	<u>Year 8</u> FY2028	<u>Total Estimated Costs</u> (NR)	<u>Total Estimated Costs</u> (R)
Allow transfers to or from most allotment categories (III.A.ii.1.)		N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$0	\$0

**B. Revise the state’s school funding formula so that current and additional funding is distributed to students with the greatest need.**

Action Steps	<u>Year 1</u> FY2021	<u>Year 2</u> FY2022	<u>Year 3</u> FY2023	<u>Year 4</u> FY2024	<u>Year 5</u> FY2025	<u>Year 6</u> FY2026	<u>Year 7</u> FY2027	<u>Year 8</u> FY2028	<u>Total Estimated Costs</u> (NR)	<u>Total Estimated Costs</u> (R)
Remove children with disabilities funding cap and increase supplemental funding to provide funding for students with disabilities equivalent to 2.3 times the cost of an average student. (III.B.ii.1.)		\$40,000,000	\$70,000,000	\$168,400,000	\$266,700,000	\$365,100,000	\$463,500,000	\$561,800,000	\$0	\$561,800,000
Revise children with disabilities formula to differentiate per-student funding based on level of required student support (III.B.iii.1.)				N/A	N/A	N/A	N/A	N/A	\$0	\$0

Combine the DSSF and at-risk allotments and increase funding such that the combined allotment provides an equivalent supplemental weight of 0.4 on behalf of all economically-disadvantaged students. (III.B.ii.2.)		\$35,000,000	\$70,000,000	\$288,600,000	\$507,200,000	\$725,800,000	\$944,300,000	\$1,162,900,000	\$0	\$1,162,900,000
Increase low wealth funding to provide eligible counties supplemental funding equal to 110% of the statewide local revenue per student. (III.B.ii.3.)		\$20,000,000	\$40,000,000	\$68,500,000	\$97,100,000	\$125,600,000	\$154,100,000	\$182,700,000	\$0	\$182,700,000
Eliminate the limited English proficiency funding cap, simplify formula, and increase funding to provide per-student support equivalent to a weight of 0.5. (III.B.ii.4.)		\$10,000,000	\$20,000,000	\$60,200,000	\$100,500,000	\$140,700,000	\$181,000,000	\$221,000,000	\$0	\$221,000,000
Fund a study to determine how to phase-in a weighted student funding formula that retains position allotments. (III.B.iv.1.)							\$500,000		\$0	\$500,000
<b>C. Increase the investment in overall spending for public education incrementally over the next eight years to provide a sound basic education.</b>										
<b>Action Steps</b>	<b>Year 1</b> FY2021	<b>Year 2</b> FY2022	<b>Year 3</b> FY2023	<b>Year 4</b> FY2024	<b>Year 5</b> FY2025	<b>Year 6</b> FY2026	<b>Year 7</b> FY2027	<b>Year 8</b> FY2028	<b>Total Estimated Costs</b> (NR)	<b>Total Estimated Costs</b> (R)
Complete the final two years of funding of the enhancement teacher allotment. (III.c.ii.1.)	\$75,200,000	\$139,700,000	\$139,700,000	\$139,700,000	\$139,700,000	\$139,700,000	\$139,700,000	\$139,700,000	\$0	\$139,700,000

Increase professional development funding to provide districts with adequate funding for professional development and mentoring. (III.C.iii.1.)		\$10,000,000	\$20,000,000	\$47,200,000	\$74,400,000	\$101,600,000	\$128,900,000	\$156,100,000	\$0	\$156,100,000
Simplify teacher assistant formula and increase funding until funding will provide approximately one teacher assistant for every 27 K-3 students. (III.C.iii.2.)		\$20,000,000	\$30,000,000	\$67,500,000	\$105,100,000	\$142,600,000	\$180,100,000	\$217,700,000	\$0	\$217,700,000
Increase funding for non-instructional support to reverse budget cuts that have hampered districts' abilities to provide all students with a sound basic education. (III.C.iv.1.)				\$16,100,000	\$32,200,000	\$48,300,000	\$64,400,000	\$80,500,000	\$0	\$80,500,000
Increase funding for classroom supplies until combined funding for supplies and textbooks equals \$150 per student. (III.C.iv.2.)				\$12,200,000	\$24,500,000	\$36,700,000	\$49,000,000	\$61,200,000	\$0	\$61,200,000
Increase funding for textbooks until combined funding for supplies and textbooks equals \$150 per student. (III.C.iv.3.)				\$12,600,000	\$25,300,000	\$37,900,000	\$50,600,000	\$63,200,000	\$0	\$63,240,687
Increase allotted assistant principal months of employment to provide one month of employment for every 80 students. (III.C.iv.4.)				\$6,200,000	\$12,400,000	\$18,600,000	\$24,800,000	\$31,000,000	\$0	\$31,000,000

Increase funding for central office staff to ensure sufficient funding to implement the reforms necessary to provide all students with a sound basic education. (III.C.iv.5.)				\$11,700,000	\$23,500,000	\$35,200,000	\$47,000,000	\$58,700,000	\$0	\$58,700,000
Issue a \$2 billion bond to support school capital needs. (III.C.iv.6.)		N/A	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
<b>D. Scale up flexible funding for SISP to meet the academic, physical, and mental health needs of students and to ensure that schools are safe and supportive learning environments.</b>										
<b>Action Steps</b>	<b>Year 1</b> FY2021	<b>Year 2</b> FY2022	<b>Year 3</b> FY2023	<b>Year 4</b> FY2024	<b>Year 5</b> FY2025	<b>Year 6</b> FY2026	<b>Year 7</b> FY2027	<b>Year 8</b> FY2028	<b>Total Estimated Costs</b> (NR)	<b>Total Estimated Costs</b> (R)
Provide funding for SISP to meet national guidelines. (III.D.ii.1.)		\$40,000,000	\$80,000,000	\$212,600,000	\$345,300,000	\$477,900,000	\$610,600,000	\$743,200,000	\$0	\$743,200,000
<b>E. Increase educator compensation to make it competitive with educator compensation in other states in the region and with other career options that require similar levels of preparation, certification, and levels of experience.</b>										
<b>Action Steps</b>	<b>Year 1</b> FY2021	<b>Year 2</b> FY2022	<b>Year 3</b> FY2023	<b>Year 4</b> FY2024	<b>Year 5</b> FY2025	<b>Year 6</b> FY2026	<b>Year 7</b> FY2027	<b>Year 8</b> FY2028	<b>Total Estimated Costs</b> (NR)	<b>Total Estimated Costs</b> (R)
Conduct a North Carolina-specific wage comparability study to determine competitive pay for educators. (III.E.ii.1.)	Implementation timeline and cost estimates are included in the Teacher section.									
Increase salaries for teachers and instructional support staff by 5 percent in FY 2022 and incrementally after that based on study findings. (III.E.ii.2.)		\$232,200,000	\$354,100,000	TBD	TBD	TBD	TBD	TBD	TBD	TBD

Increase principal and assistant principal pay consistent with teacher salary increases. (III.E.ii.3.)		\$19,000,000	\$29,700,000	TBD	TBD	TBD	TBD	TBD	TBD	TBD
<b>F. Modify the school finance system to ensure future stability in funding for public education, including predictable, anticipated funding levels that acknowledge external cost factors.</b>										
<b>Action Steps</b>	<b><u>Year 1</u></b> FY2021	<b><u>Year 2</u></b> FY2022	<b><u>Year 3</u></b> FY2023	<b><u>Year 4</u></b> FY2024	<b><u>Year 5</u></b> FY2025	<b><u>Year 6</u></b> FY2026	<b><u>Year 7</u></b> FY2027	<b><u>Year 8</u></b> FY2028	<b><u>Total Estimated Costs</u></b> (NR)	<b><u>Total Estimated Costs</u></b> (R)
Establish mechanism for continually updating state funding amounts. (III.F.ii.1.)				N/A	N/A	N/A	N/A	N/A	N/A	N/A
Simplify position allotments by combining the enhancement teacher and classroom teacher allotments. (III.F.ii.2.)				N/A	N/A	N/A	N/A	N/A	N/A	N/A
Revise charter school funding so that funding is directly appropriated to each charter school. (III.F.ii.3.)				N/A	N/A	N/A	N/A	N/A	N/A	N/A
Combine all dollar allotments that are distributed on a per-ADM basis into a single allotment. (III.F.ii.4.)				N/A	N/A	N/A	N/A	N/A	N/A	N/A

**IV. An Assessment and Accountability System that Reliably Assesses Multiple Measures of Student Performance**

**A. Establish a more instructionally-focused and student-centered assessment system.**

<b>Action Steps</b>	<b><u>Year 1</u></b> FY2021	<b><u>Year 2</u></b> FY2022	<b><u>Year 3</u></b> FY2023	<b><u>Year 4</u></b> FY2024	<b><u>Year 5</u></b> FY2025	<b><u>Year 6</u></b> FY2026	<b><u>Year 7</u></b> FY2027	<b><u>Year 8</u></b> FY2028	<b><u>Total Estimated Costs</u></b> (NR)	<b><u>Total Estimated Costs</u></b> (R)
Expand the use of NC Check-Ins in grades 3-8 to additional school districts and schools. (IV.A.ii.1.)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Better align the Kindergarten Entry Assessment (KEA) with birth through third grade and rename the KEA the Early Learning Inventory. (IV.A.ii.2.)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

**B. Clarify alignment between the assessment system and the State’s theory of action.**

<b>Action Steps</b>	<b><u>Year 1</u></b> FY2021	<b><u>Year 2</u></b> FY2022	<b><u>Year 3</u></b> FY2023	<b><u>Year 4</u></b> FY2024	<b><u>Year 5</u></b> FY2025	<b><u>Year 6</u></b> FY2026	<b><u>Year 7</u></b> FY2027	<b><u>Year 8</u></b> FY2028	<b><u>Total Estimated Costs</u></b> (NR)	<b><u>Total Estimated Costs</u></b> (R)
Launch the Innovative Assessment Demonstration pilot approved by the US Department of Education beginning in 16 districts and charters to improve and personalize formative assessment and to evaluate the feasibility of utilizing through-grade results to provide summative assessment results. (IV.B.ii.1.)			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

<b>C. Improve coherence among curriculum, instruction, and assessment.</b>										
<b>Action Steps</b>	<b><u>Year 1</u></b> FY2021	<b><u>Year 2</u></b> FY2022	<b><u>Year 3</u></b> FY2023	<b><u>Year 4</u></b> FY2024	<b><u>Year 5</u></b> FY2025	<b><u>Year 6</u></b> FY2026	<b><u>Year 7</u></b> FY2027	<b><u>Year 8</u></b> FY2028	<b><u>Total Estimated Costs</u></b> (NR)	<b><u>Total Estimated Costs</u></b> (R)
Evaluate the curricular materials selected by school districts and report on the degree of alignment with State-adopted content standards. (IV.C.ii.1.)			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>D. Amend the current accountability system to include measures of progress toward providing all students with access to a sound basic education.</b>										
<b>Action Steps</b>	<b><u>Year 1</u></b> FY2021	<b><u>Year 2</u></b> FY2022	<b><u>Year 3</u></b> FY2023	<b><u>Year 4</u></b> FY2024	<b><u>Year 5</u></b> FY2025	<b><u>Year 6</u></b> FY2026	<b><u>Year 7</u></b> FY2027	<b><u>Year 8</u></b> FY2028	<b><u>Total Estimated Costs</u></b> (NR)	<b><u>Total Estimated Costs</u></b> (R)
Adopt a coherent and singular definition of proficiency, aligning grade level expectations and college- and career-ready expectations. (IV.D.ii.1.)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Revise the NC General Statutes and the State's Every Student Succeeds Act (ESSA) plan to adjust the weighting between student proficiency and student growth in the State's School Performance Grades. (IV.D.iii.1.)			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Include in the State's accountability system additional measures of progress toward meeting the Leandro tenets. (IV.D.iii.2.)			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Implement a system for evaluating instructional quality, rigor, and equity at the school-level to provide feedback and support to schools and districts. (IV.D.iii.3.)			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0



**E. Use the data provided in the North Carolina Dashboard and School Report Cards to identify appropriate evidence-based interventions and supports.**

<b>Action Steps</b>	<b><u>Year 1</u></b> FY2021	<b><u>Year 2</u></b> FY2022	<b><u>Year 3</u></b> FY2023	<b><u>Year 4</u></b> FY2024	<b><u>Year 5</u></b> FY2025	<b><u>Year 6</u></b> FY2026	<b><u>Year 7</u></b> FY2027	<b><u>Year 8</u></b> FY2028	<b><u>Total</u></b> <b><u>Estimated</u></b> <b><u>Costs</u></b> (NR)	<b><u>Total</u></b> <b><u>Estimated</u></b> <b><u>Costs</u></b> (R)
Develop and implement a plan for including on annual school report cards school-level information on the race/ethnicity, socioeconomic status, and other demographic information on all students, staff, students identified for exceptional children services, students participating in advanced learning opportunities. (IV.E.ii.1.)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Provide training and support on the use of data from the NC Dashboard, the accountability system, and school and district data to guide planning, budget, instructional decisions, and improvement efforts. (IV.E.ii.2.)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Amend the NC Dashboard to provide data on State, district, and school performance and growth on a comprehensive set of measures that indicate progress toward meeting the Leandro requirements and is inclusive of the reporting requirements under ESSA. (IV.E.ii.3.)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

**V. An Assistance and Turnaround Function that Provides Necessary Support to Low-Performing Schools and Districts**

**A. Develop the State’s capacity to fully support the improvement of its lowest performing schools and districts.**

Action Steps	Year 1 FY2021	Year 2 FY2022	Year 3 FY2023	Year 4 FY2024	Year 5 FY2025	Year 6 FY2026	Year 7 FY2027	Year 8 FY2028	Total Estimated Costs (NR)	Total Estimated Costs (R)
Implement the NC State Board of Education's regional support model to support the improvement of low performing and high poverty schools.(V.A.ii.1.)	\$0	\$0							\$0	\$0
Develop the NC State Board of Education’s District and Regional Support model to provide direct and comprehensive assistance for the improvement of low performing and high poverty schools and districts (V.A.ii.2.)	\$0									
Implement the NC State Board of Education’s District and Regional Support model to provide direct and comprehensive assistance for the improvement of low performing and high poverty schools and districts (V.A.iii.1.)		\$10,000,000	\$19,000,000	\$19,000,000	\$19,000,000	\$19,000,000	\$19,000,000	\$19,000,000	\$0	\$19,000,000

**B. Provide statewide and/or regional support to help schools and districts select high quality standards-aligned, culturally-responsive core curriculum resources and to prepare teachers to use those resources effectively.**

Action Steps	Year 1 FY2021	Year 2 FY2022	Year 3 FY2023	Year 4 FY2024	Year 5 FY2025	Year 6 FY2026	Year 7 FY2027	Year 8 FY2028	Total Estimated Costs (NR)	Total Estimated Costs (R)
Review, update, and strengthen the state-level process for reviewing and adopting core curriculum resources (V.B.ii.1)		N/A	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD

**C. Provide resources, opportunities, and supports for low performing and high poverty schools to address out of school barriers to learning using a community schools or other evidence-based approach.**

Action Steps	Year 1 FY2021	Year 2 FY2022	Year 3 FY2023	Year 4 FY2024	Year 5 FY2025	Year 6 FY2026	Year 7 FY2027	Year 8 FY2028	Total Estimated Costs (NR)	Total Estimated Costs (R)
Provide resources and support to high poverty schools to adopt a community schools or other evidence-based model to address out of school barriers (V.C.ii.1)		\$1,500,000	\$6,000,000	\$44,866,904	\$58,763,733	\$58,763,733	\$65,513,621	\$65,513,621	\$0	\$65,513,621
Develop a plan to maximize the use of the federal CEP funding and provide state funding to ensure all schools and districts can offer free meals to all students. (V.C.ii.2.)		\$0							\$0	\$0
Provide funding to cover the reduced-price lunch co-pays for all students who qualify for reduced-price meals so that those students would receive free lunches. (V.C.iii.1.)			\$3,900,000	\$3,900,000	\$3,900,000	\$3,900,000	\$3,900,000	\$3,900,000	\$0	\$3,900,000
Implement plan to maximize the use of the federal CEP funding and provide state funding to ensure all schools and districts can offer free meals to all students. (V.C.iv.1.)				TBD	TBD	TBD	TBD	TBD	TBD	TBD

**D. Extend the supports already available to schools to help them further implement a Multi-Tiered System of Support (MTSS) framework, a school improvement plan, and NC Check-In approaches.**

Action Steps	Year 1 FY2021	Year 2 FY2022	Year 3 FY2023	Year 4 FY2024	Year 5 FY2025	Year 6 FY2026	Year 7 FY2027	Year 8 FY2028	Total Estimated Costs (NR)	Total Estimated Costs (R)
Provide support to schools and districts to implement evidence-based approaches to instructional improvement (V.D.ii.1)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

**VI. A System of Early Education that Provides Access to High-Quality Prekindergarten and Other Early Childhood Learning Opportunities**

**A. Expand the NC Pre-K program to make high-quality, full year services available to all eligible four-year-old children and enroll at least 75 percent of eligible four-year-old children in each county.**

<b>Action Steps</b>	<b>Year 1 FY2021</b>	<b>Year 2 FY2022</b>	<b>Year 3 FY2023</b>	<b>Year 4 FY2024</b>	<b>Year 5 FY2025</b>	<b>Year 6 FY2026</b>	<b>Year 7 FY2027</b>	<b>Year 8 FY2028</b>	<b>Total Estimated Costs (NR)</b>	<b>Total Estimated Costs (R)</b>
Expand NC Pre-K through incremental rate and slot increases. (VI.A.ii.1.)		\$26,500,000	\$45,400,000	\$120,500,000	\$195,600,000	\$270,800,000	\$345,900,000	\$421,000,000	\$0	\$421,000,000
Increase state-level staffing. (VI.A.iv.1.)				\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$0	\$300,000
Implement policy for teacher licensure and pay. (VI.A.vi.1.)							N/A	N/A	\$0	\$0
Implement strategies to ensure equity of access. (VI.A.iii.1.)			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Continue an ongoing annual evaluation. (VI.A.ii.2.)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Conduct a feasibility study for new funding model. (VI.A.iii.2.)			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Conduct a transportation study. (VI.A.iii.3.)			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Provide transportation for all NC Pre-K enrollees. (VI.A.v.1.)					\$16,100,000	\$32,300,000	\$48,400,000	\$64,600,000	\$0	\$64,600,000

<b>B. Increase high-quality early learning opportunities for children from birth.</b>										
<b>Action Steps</b>	<b>Year 1</b> FY2021	<b>Year 2</b> FY2022	<b>Year 3</b> FY2023	<b>Year 4</b> FY2024	<b>Year 5</b> FY2025	<b>Year 6</b> FY2026	<b>Year 7</b> FY2027	<b>Year 8</b> FY2028	<b>Total</b> <b>Estimated</b> <b>Costs</b> (NR)	<b>Total</b> <b>Estimated</b> <b>Costs</b> (R)
Implement a feasibility study for a state model for early learning programs for eligible children birth through age three. (VI.B.ii.1.)	\$0	\$0							\$0	\$0
Conduct a pilot of the state model for early learning programs for eligible children birth through age three. (VI.B.v.1.)				\$24,300,000	\$20,000,000	\$43,900,000	\$40,000,000	\$75,200,000	\$0	\$75,200,000
Conduct an evaluation of the pilot. (VI.B.v.2.)				\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000	\$0
Implement a child care subsidy study. (VI.B.ii.2.)	\$0	\$0							\$0	\$0
Implement child care subsidy improvements and increase funding. (VI.B.iv.1.)		\$10,000,000	\$10,000,000	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Implement a pilot of Family Connects universal home visiting model (VI.B.iii.1.)		\$0	\$0						\$0	\$0
Expand the Family Connects universal home visiting model (VI.B.v.3.)				\$26,200,000	\$52,400,000	\$78,700,000	\$78,700,000	\$78,700,000	\$0	\$78,700,000

**C. Expand and improve access to individualized early intervention services and support to families with eligible children birth to age three and include at-risk children in North Carolina’s definition of eligibility for the Part C Individuals with Disabilities Education Act (NC Infant Toddler Program).**

<b>Action Steps</b>	<b><u>Year 1</u> FY2021</b>	<b><u>Year 2</u> FY2022</b>	<b><u>Year 3</u> FY2023</b>	<b><u>Year 4</u> FY2024</b>	<b><u>Year 5</u> FY2025</b>	<b><u>Year 6</u> FY2026</b>	<b><u>Year 7</u> FY2027</b>	<b><u>Year 8</u> FY2028</b>	<b><u>Total Estimated Costs</u> (NR)</b>	<b><u>Total Estimated Costs</u> (R)</b>
Provide funding for staffing, interpreter services, a centralized provider network system, professional development, and addressing salary inequities. (VI.C.ii.1.)		\$7,700,000	\$10,000,000	\$15,000,000	\$20,000,000	\$20,000,000	\$20,000,000	\$20,000,000	\$0	\$20,000,000
Conduct a cost study for expanding eligibility. (VI.C.ii.2.)		\$150,000							\$150,000	\$0
Conduct infrastructure readiness assessment for expanding eligibility. (VI.C.ii.3.)		\$100,000							\$100,000	\$0
Solicit stakeholder feedback for expanding enrollment. (VI.C.iii.1.)			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Work with the US DOE to change eligibility criteria. (VI.C.iii.2.)			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Provide professional development. (VI.C.ii.4.)		\$250,000	\$250,000	\$250,000	\$300,000	\$350,000	\$400,000	\$450,000	\$0	\$450,000
Scale up early intervention services for children birth to age three who meet expanded eligibility criteria estimating an additional 10,000 children per year. (VI.C.iv.1.)					\$54,200,000	\$108,300,000	\$162,500,000	\$216,700,000	\$0	\$216,700,000

**D. Incrementally scale up the Smart Start program to increase quality, access, and support for all children birth to age five and families, especially those in under resourced communities.**

<b>Action Steps</b>	<b><u>Year 1</u></b> FY2021	<b><u>Year 2</u></b> FY2022	<b><u>Year 3</u></b> FY2023	<b><u>Year 4</u></b> FY2024	<b><u>Year 5</u></b> FY2025	<b><u>Year 6</u></b> FY2026	<b><u>Year 7</u></b> FY2027	<b><u>Year 8</u></b> FY2028	<b><u>Total Estimated Costs</u></b> (NR)	<b><u>Total Estimated Costs</u></b> (R)
Incrementally increase funding annually. (VI.D.ii.1.)		\$20,000,000	\$20,000,000	\$122,400,000	\$224,800,000	\$327,200,000	\$429,600,000	\$532,000,000	\$0	\$532,000,000
Revise Smart Start's county needs formula. (VI.D.ii.2.)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Recommend readjustments to local planning and funding requirements. (VI.D.ii.3.)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Continue an ongoing annual evaluation. (VI.D.ii.4.)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

**E. Increase the volume and quality of the early childhood educator pipeline.**

<b>Action Steps</b>	<b><u>Year 1</u></b> FY2021	<b><u>Year 2</u></b> FY2022	<b><u>Year 3</u></b> FY2023	<b><u>Year 4</u></b> FY2024	<b><u>Year 5</u></b> FY2025	<b><u>Year 6</u></b> FY2026	<b><u>Year 7</u></b> FY2027	<b><u>Year 8</u></b> FY2028	<b><u>Total Estimated Costs</u></b> (NR)	<b><u>Total Estimated Costs</u></b> (R)
Expand participation statewide in Child Care WAGE\$ salary supplements. (VI.E.ii.1.)		\$10,000,000	\$26,000,000	\$27,500,000	\$29,000,000	\$30,500,000	\$32,000,000	\$33,500,000	\$0	\$33,500,000
Promote the NC Model Salary Scale for Early Education Teachers. (VI.E.ii.2.)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Develop state plan for progress on teacher education, salary and benefits. (VI.E.ii.3.)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Develop plan for an early childhood teacher preparation program that provides community college tuition. (VI.E.iii.1.)			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Implement recruitment strategies and professional development. (VI.E.ii.4.)		\$500,000	\$1,250,000	\$2,800,000	\$4,300,000	\$5,800,000	\$7,300,000	\$8,800,000	\$0	\$8,800,000
<b>F. Ensure quality transitions and alignment from early childhood programs to K-3 classrooms and strengthen elementary schools' readiness to support children to achieve early grade success.</b>										
<b>Action Steps</b>	<b><u>Year 1</u></b> FY2021	<b><u>Year 2</u></b> FY2022	<b><u>Year 3</u></b> FY2023	<b><u>Year 4</u></b> FY2024	<b><u>Year 5</u></b> FY2025	<b><u>Year 6</u></b> FY2026	<b><u>Year 7</u></b> FY2027	<b><u>Year 8</u></b> FY2028	<b><u>Total Estimated Costs</u></b> (NR)	<b><u>Total Estimated Costs</u></b> (R)
Implement a Pre-K to K Transitions pilot program. (VI.F.ii.1.)	\$0	\$0	\$0						\$0	\$0
Incrementally scale up the Pre-K to K Transitions program to all districts. (VI.F.v.1.)				\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$0	\$5,000,000
Establish requirements for Pre-K to K transition plan for each child. (VI.F.v.2.)				\$0	\$0	\$0	\$0	\$0	\$0	\$0
Provide support for local professional development on Pre-K to K transition planning. (VI.F.v.3.)				TBD	TBD	TBD	TBD	TBD	TBD	TBD
Provide technical assistance for local collaborative family engagement plans for birth through third grade. (VI.F.v.4.)				\$320,000	\$320,000	\$320,000	\$320,000	\$320,000	\$0	\$320,000
Align the NC Early Learning Inventory within birth through third grade learning standards. (VI.F.ii.2.)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Develop implementation fidelity measure for the NC Early Learning Inventory and evaluate effectiveness. (VI.F.iii.1.)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0



Replace the Kindergarten diagnostic with extended version of NC Early Learning Inventory. (VI.F.iv.1.)			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Provide support for professional development in implementing the NC Early Learning Inventory as intended. (VI.F.iii.2.)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Review the NC Early Learning Inventory and Read to Achieve legislation/policies to establish an aligned formative and summative assessment continuum. (VI.F.iv.2.)			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Establish an Early Childhood Education Expert Advisory Team to identify target districts/schools for multi-tiered support. (VI.F.iv.3.)				TBD	TBD	TBD	TBD	TBD	TBD	TBD
Implement targeted professional development plans for each identified district/school. (VI.F.iv.4.)	Implementation timeline and cost estimates are included in the Finance and Resources section.									
Incrementally increase funding for teacher assistants. (VI.F.iii.3.)	Implementation timeline and cost estimates are included in the Finance and Resources section.									
Require that prekindergarten and kindergarten classrooms have full-time teacher assistants. (VI.F.iv.5.)			N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Incrementally increase funding for school counselors, nurses, social workers and psychologists. (VI.F.iii.4.)	Implementation timeline and cost estimates are included in the Finance and Resources section									

<b>G. Facilitate reliable access to high-quality data supporting early childhood education.</b>										
<b>Action Steps</b>	<b>Year 1 FY2021</b>	<b>Year 2 FY2022</b>	<b>Year 3 FY2023</b>	<b>Year 4 FY2024</b>	<b>Year 5 FY2025</b>	<b>Year 6 FY2026</b>	<b>Year 7 FY2027</b>	<b>Year 8 FY2028</b>	<b><u>Total Estimated Costs</u> (NR)</b>	<b><u>Total Estimated Costs</u> (R)</b>
Implement a real-time early childhood workforce data system. (VI.G.ii.1.)		\$1,200,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$1,200,000	\$500,000
Expand and improve the NC Early Childhood Integrated Data System and connect to the NC Longitudinal Data System (VI.G.ii.2.)		\$0	\$0	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$0	\$500,000
Provide technical assistance to build local capacity to use quality early childhood data. (VI.G.ii.3.)		\$0	\$0	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$0	\$150,000
Implement a real-time data collection and sharing process to identify children eligible for early childhood programs. (VI.G.iii.1.)				\$500,000	\$250,000	\$250,000	\$250,000	\$250,000	\$500,000	\$250,000

## VII. Alignment of High School to Postsecondary and Career Expectations for All Students

### A. Strengthen alignment between career pathways and workforce demands.

Action Steps	<u>Year 1</u> FY2021	<u>Year 2</u> FY2022	<u>Year 3</u> FY2023	<u>Year 4</u> FY2024	<u>Year 5</u> FY2025	<u>Year 6</u> FY2026	<u>Year 7</u> FY2027	<u>Year 8</u> FY2028	<u>Total</u> <u>Estimated</u> <u>Costs</u> (NR)	<u>Total</u> <u>Estimated</u> <u>Costs</u> (R)
Develop an updated and consistent definition of Career and College Readiness (VII.A.ii.1)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Develop model career pathways that align high school Career Technical Education (CTE) courses with workforce demands (VII.A.ii.2)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Provide funding for an independent alignment study of all NC dual credit courses and basic graduation requirements (VII.A.ii.3)		\$50,000							\$50,000	\$0
Develop State Board of Education policy and guidance for a course review and approval process for all dual enrollment courses (VII.A.iii.1)			N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ensure students graduate prepared for college-level coursework at the NC Community Colleges through the Career and College Ready Graduate program (VII.A.ii.4)		\$546,500	\$546,500	\$546,500	\$546,500	\$546,500	\$546,500	\$546,500	\$0	\$546,500

**B. Ensure all high school students have the option to complete high school courses leading to college credit, an associate degree, or a career-ready credential.**

<b>Action Steps</b>	<b>Year 1 FY2021</b>	<b>Year 2 FY2022</b>	<b>Year 3 FY2023</b>	<b>Year 4 FY2024</b>	<b>Year 5 FY2025</b>	<b>Year 6 FY2026</b>	<b>Year 7 FY2027</b>	<b>Year 8 FY2028</b>	<b>Total Estimated Costs (NR)</b>	<b>Total Estimated Costs (R)</b>
Provide funds to examine barriers and supports impacting all students' ability to complete dual enrollment courses (VII.B.iv.1)			\$50,000						\$50,000	\$0
Expand funds to remove barriers to economically disadvantaged students' participation in dual enrollment courses (VII.B.v.1)				TBD	TBD	TBD	TBD	TBD	TBD	TBD
Revise the funding approach for NCVPS to remove barriers that prevent students in low-wealth districts from participating (VII.B.iii.1)		\$1,500,000	\$3,000,000	\$6,700,000	\$10,000,000	\$13,300,000	\$16,700,000	\$20,000,000	\$0	\$20,000,000
Expand funds for credentials and certifications for Career and Technical Education students (VII.B.iii.2)		\$6,500,000	\$6,500,000	\$9,000,000	\$11,300,000	\$13,500,000	\$15,800,000	\$18,000,000	\$0	\$18,000,000
Adopt the necessary policies to allow school calendar flexibility (VII.B.iii.3)		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Provide recurring funding for Cooperative Innovative High Schools approved to open from 2018-2021 (VII.B.ii.1)		\$1,880,000	\$1,880,000	\$1,880,000	\$1,880,000	\$1,880,000	\$1,880,000	\$1,880,000	\$0	\$1,880,000
Provide recurring funding for up to 3 additional Cooperative Innovative High Schools annually (VII.B.iv.2)			TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD

**C. Strengthen college and career advising for high school students.**

<b>Action Steps</b>	<b><u>Year 1</u></b> FY2021	<b><u>Year 2</u></b> FY2022	<b><u>Year 3</u></b> FY2023	<b><u>Year 4</u></b> FY2024	<b><u>Year 5</u></b> FY2025	<b><u>Year 6</u></b> FY2026	<b><u>Year 7</u></b> FY2027	<b><u>Year 8</u></b> FY2028	<b><u>Total</u></b> <b><u>Estimated</u></b> <b><u>Costs</u></b> (NR)	<b><u>Total</u></b> <b><u>Estimated</u></b> <b><u>Costs</u></b> (R)
Provide support to the NC Community College System (NCCCS) Career Coaches program (VII.C.ii.1)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Provide matching funds to the College Advising Corps to expand the placement of college advisers (VII.C.iii.1)		\$2,600,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$0	\$3,000,000
Provide funds for a Career and Postsecondary Planning Director at NCDPI and Career Development Coordinators in grades 6-12 across state (VII.C.iii.2)		\$100,000	\$10,000,000	\$29,300,000	\$48,700,000	\$68,000,000	\$87,000,000	\$106,600,000	\$0	\$106,600,000