

U.S. Department of Education

Washington, D.C. 20202-5335



**APPLICATION FOR GRANTS
UNDER THE**

Statewide, Longitudinal Data Systems

CFDA # 84.372A

PR/Award # R372A120022

Grants.gov Tracking#: GRANT11026279

OMB No. , Expiration Date:

Closing Date: Dec 15, 2011

****Table of Contents****

Form	Page
1. Application for Federal Assistance SF-424	e3
2. Assurances Non-Construction Programs (SF 424B)	e6
3. Grants.gov Lobbying Form	e8
4. Dept of Education Supplemental Information for SF-424	e9
5. ED Abstract Narrative Form	e10
<i>Attachment - 1 (1234-NC 05 Project Abstract)</i>	e11
6. Project Narrative Form	e12
<i>Attachment - 1 (1240-NC 06 Project Narrative)</i>	e13
7. Other Narrative Form	e51
<i>Attachment - 1 (1236-NC 08 Appendix A Optional Attachments)</i>	e52
<i>Attachment - 2 (1237-NC 09 Appendix B)</i>	e60
<i>Attachment - 3 (1238-NC 10 Appendix C Résumés of Key Personnel)</i>	e69
<i>Attachment - 4 (1239-NC 11 Appendix D Acronym List)</i>	e104
8. Budget Narrative Form	e105
<i>Attachment - 1 (1235-NC 07 The Budget)</i>	e106
9. Form ED_524_Budget_1_2-V1.2.pdf	e181

This application was generated using the PDF functionality. The PDF functionality automatically numbers the pages in this application. Some pages/sections of this application may contain 2 sets of page numbers, one set created by the applicant and the other set created by e-Application's PDF functionality. Page numbers created by the e-Application PDF functionality will be preceded by the letter e (for example, e1, e2, e3, etc.).

Application for Federal Assistance SF-424		
* 1. Type of Submission: <input type="checkbox"/> Preapplication <input checked="" type="checkbox"/> Application <input type="checkbox"/> Changed/Corrected Application	* 2. Type of Application: <input checked="" type="checkbox"/> New <input type="checkbox"/> Continuation <input type="checkbox"/> Revision	* If Revision, select appropriate letter(s): <input type="text"/> * Other (Specify): <input type="text"/>
* 3. Date Received: <input type="text" value="12/15/2011"/>	4. Applicant Identifier: <input type="text"/>	
5a. Federal Entity Identifier: <input type="text"/>	5b. Federal Award Identifier: <input type="text"/>	
State Use Only:		
6. Date Received by State: <input type="text"/>	7. State Application Identifier: <input type="text"/>	
8. APPLICANT INFORMATION:		
* a. Legal Name: <input type="text" value="North Carolina Department of Public Instruction"/>		
* b. Employer/Taxpayer Identification Number (EIN/TIN): <input type="text" value="561492826"/>	* c. Organizational DUNS: <input type="text" value="0671956100000"/>	
d. Address:		
* Street1: <input type="text" value="301 North Wilmington Street"/>	Street2: <input type="text"/>	
* City: <input type="text" value="Raleigh"/>	County/Parish: <input type="text" value="Wake"/>	
* State: <input type="text" value="NC: North Carolina"/>	Province: <input type="text"/>	
* Country: <input type="text" value="USA: UNITED STATES"/>	* Zip / Postal Code: <input type="text" value="276011058"/>	
e. Organizational Unit:		
Department Name: <input type="text" value="NC Dept. of Public Instruction"/>	Division Name: <input type="text" value="Data, Research & Federal Policy"/>	
f. Name and contact information of person to be contacted on matters involving this application:		
Prefix: <input type="text" value="Mr."/>	* First Name: <input type="text" value="Karl"/>	
Middle Name: <input type="text"/>	* Last Name: <input type="text" value="Pond"/>	
Suffix: <input type="text"/>	Title: <input type="text" value="Enterprise Data Manager"/>	
Organizational Affiliation: <input type="text" value="North Carolina Department of Public Instruction"/>		
* Telephone Number: <input type="text" value="9198073600"/>	Fax Number: <input type="text" value="9198074000"/>	
* Email: <input type="text" value="karl.pond@dpi.nc.gov"/>		

Application for Federal Assistance SF-424

*** 9. Type of Applicant 1: Select Applicant Type:**

A: State Government

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

* Other (specify):

*** 10. Name of Federal Agency:**

U.S. Department of Education

11. Catalog of Federal Domestic Assistance Number:

84.372

CFDA Title:

Statewide Data Systems

*** 12. Funding Opportunity Number:**

ED-GRANTS-092011-001

* Title:

Institute of Education Sciences (IES): Statewide, Longitudinal Data Systems Program CFDA Number 84.372A

13. Competition Identification Number:

84-372A2012

Title:

14. Areas Affected by Project (Cities, Counties, States, etc.):

Add Attachment

Delete Attachment

View Attachment

*** 15. Descriptive Title of Applicant's Project:**

North Carolina P-20W Statewide Longitudinal Data System

Attach supporting documents as specified in agency instructions.

Add Attachments

Delete Attachments

View Attachments

Application for Federal Assistance SF-424

16. Congressional Districts Of:

* a. Applicant

b. Program/Project

Attach an additional list of Program/Project Congressional Districts if needed.

17. Proposed Project:

* a. Start Date:

* b. End Date:

18. Estimated Funding (\$):

* a. Federal

* b. Applicant

* c. State

* d. Local

* e. Other

* f. Program Income

* g. TOTAL

*** 19. Is Application Subject to Review By State Under Executive Order 12372 Process?**

a. This application was made available to the State under the Executive Order 12372 Process for review on

b. Program is subject to E.O. 12372 but has not been selected by the State for review.

c. Program is not covered by E.O. 12372.

*** 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes," provide explanation in attachment.)**

Yes No

If "Yes", provide explanation and attach

21. *By signing this application, I certify (1) to the statements contained in the list of certifications and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances** and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 218, Section 1001)**

** I AGREE

** The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

Authorized Representative:

Prefix: * First Name:

Middle Name:

* Last Name:

Suffix:

* Title:

* Telephone Number: Fax Number:

* Email:

* Signature of Authorized Representative: * Date Signed:

ASSURANCES - NON-CONSTRUCTION PROGRAMS

Public reporting burden for this collection of information is estimated to average 15 minutes per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0040), Washington, DC 20503.

PLEASE DO NOT RETURN YOUR COMPLETED FORM TO THE OFFICE OF MANAGEMENT AND BUDGET. SEND IT TO THE ADDRESS PROVIDED BY THE SPONSORING AGENCY.

NOTE: Certain of these assurances may not be applicable to your project or program. If you have questions, please contact the awarding agency. Further, certain Federal awarding agencies may require applicants to certify to additional assurances. If such is the case, you will be notified.

As the duly authorized representative of the applicant, I certify that the applicant

1. Has the legal authority to apply for Federal assistance and the institutional, managerial and financial capability (including funds sufficient to pay the non-Federal share of project cost) to ensure proper planning, management and completion of the project described in this application.
2. Will give the awarding agency, the Comptroller General of the United States and, if appropriate, the State, through any authorized representative, access to and the right to examine all records, books, papers, or documents related to the award; and will establish a proper accounting system in accordance with generally accepted accounting standards or agency directives.
3. Will establish safeguards to prohibit employees from using their positions for a purpose that constitutes or presents the appearance of personal or organizational conflict of interest, or personal gain.
4. Will initiate and complete the work within the applicable time frame after receipt of approval of the awarding agency.
5. Will comply with the Intergovernmental Personnel Act of 1970 (42 U.S.C. §§4728-4763) relating to prescribed standards for merit systems for programs funded under one of the 19 statutes or regulations specified in Appendix A of OPM's Standards for a Merit System of Personnel Administration (5 C.F.R. 900, Subpart F).
6. Will comply with all Federal statutes relating to nondiscrimination. These include but are not limited to: (a) Title VI of the Civil Rights Act of 1964 (P.L. 88-352) which prohibits discrimination on the basis of race, color or national origin; (b) Title IX of the Education Amendments of 1972, as amended (20 U.S.C. §§1681-1683, and 1685-1686), which prohibits discrimination on the basis of sex; (c) Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. §794), which prohibits discrimination on the basis of handicaps; (d) the Age Discrimination Act of 1975, as amended (42 U.S.C. §§6101-6107), which prohibits discrimination on the basis of age; (e) the Drug Abuse Office and Treatment Act of 1972 (P.L. 92-255), as amended, relating to nondiscrimination on the basis of drug abuse; (f) the Comprehensive Alcohol Abuse and Alcoholism Prevention, Treatment and Rehabilitation Act of 1970 (P.L. 91-616), as amended, relating to nondiscrimination on the basis of alcohol abuse or alcoholism; (g) §§523 and 527 of the Public Health Service Act of 1912 (42 U.S.C. §§290 dd-3 and 290 ee- 3), as amended, relating to confidentiality of alcohol and drug abuse patient records; (h) Title VIII of the Civil Rights Act of 1968 (42 U.S.C. §§3601 et seq.), as amended, relating to nondiscrimination in the sale, rental or financing of housing; (i) any other nondiscrimination provisions in the specific statute(s) under which application for Federal assistance is being made; and, (j) the requirements of any other nondiscrimination statute(s) which may apply to the application.
7. Will comply, or has already complied, with the requirements of Titles II and III of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (P.L. 91-646) which provide for fair and equitable treatment of persons displaced or whose property is acquired as a result of Federal or federally-assisted programs. These requirements apply to all interests in real property acquired for project purposes regardless of Federal participation in purchases.
8. Will comply, as applicable, with provisions of the Hatch Act (5 U.S.C. §§1501-1508 and 7324-7328) which limit the political activities of employees whose principal employment activities are funded in whole or in part with Federal funds.

9. Will comply, as applicable, with the provisions of the Davis-Bacon Act (40 U.S.C. §§276a to 276a-7), the Copeland Act (40 U.S.C. §276c and 18 U.S.C. §874), and the Contract Work Hours and Safety Standards Act (40 U.S.C. §§327-333), regarding labor standards for federally-assisted construction subagreements.
10. Will comply, if applicable, with flood insurance purchase requirements of Section 102(a) of the Flood Disaster Protection Act of 1973 (P.L. 93-234) which requires recipients in a special flood hazard area to participate in the program and to purchase flood insurance if the total cost of insurable construction and acquisition is \$10,000 or more.
11. Will comply with environmental standards which may be prescribed pursuant to the following: (a) institution of environmental quality control measures under the National Environmental Policy Act of 1969 (P.L. 91-190) and Executive Order (EO) 11514; (b) notification of violating facilities pursuant to EO 11738; (c) protection of wetlands pursuant to EO 11990; (d) evaluation of flood hazards in floodplains in accordance with EO 11988; (e) assurance of project consistency with the approved State management program developed under the Coastal Zone Management Act of 1972 (16 U.S.C. §§1451 et seq.); (f) conformity of Federal actions to State (Clean Air) Implementation Plans under Section 176(c) of the Clean Air Act of 1955, as amended (42 U.S.C. §§7401 et seq.); (g) protection of underground sources of drinking water under the Safe Drinking Water Act of 1974, as amended (P.L. 93-523); and, (h) protection of endangered species under the Endangered Species Act of 1973, as amended (P.L. 93-205).
12. Will comply with the Wild and Scenic Rivers Act of 1968 (16 U.S.C. §§1271 et seq.) related to protecting components or potential components of the national wild and scenic rivers system.
13. Will assist the awarding agency in assuring compliance with Section 106 of the National Historic Preservation Act of 1966, as amended (16 U.S.C. §470), EO 11593 (identification and protection of historic properties), and the Archaeological and Historic Preservation Act of 1974 (16 U.S.C. §§469a-1 et seq.).
14. Will comply with P.L. 93-348 regarding the protection of human subjects involved in research, development, and related activities supported by this award of assistance.
15. Will comply with the Laboratory Animal Welfare Act of 1966 (P.L. 89-544, as amended, 7 U.S.C. §§2131 et seq.) pertaining to the care, handling, and treatment of warm blooded animals held for research, teaching, or other activities supported by this award of assistance.
16. Will comply with the Lead-Based Paint Poisoning Prevention Act (42 U.S.C. §§4801 et seq.) which prohibits the use of lead-based paint in construction or rehabilitation of residence structures.
17. Will cause to be performed the required financial and compliance audits in accordance with the Single Audit Act Amendments of 1996 and OMB Circular No. A-133, "Audits of States, Local Governments, and Non-Profit Organizations."
18. Will comply with all applicable requirements of all other Federal laws, executive orders, regulations, and policies governing this program.

* SIGNATURE OF AUTHORIZED CERTIFYING OFFICIAL Sarah Harris	* TITLE Enterprise Data Manager
* APPLICANT ORGANIZATION North Carolina Department of Public Instruction	* DATE SUBMITTED 12/15/2011

Standard Form 424B (Rev. 7-97) Back

CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Statement for Loan Guarantees and Loan Insurance

The undersigned states, to the best of his or her knowledge and belief, that:

If any funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this commitment providing for the United States to insure or guarantee a loan, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions. Submission of this statement is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required statement shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

*** APPLICANT'S ORGANIZATION**

North Carolina Department of Public Instruction

*** PRINTED NAME AND TITLE OF AUTHORIZED REPRESENTATIVE**

Prefix: Mr. * First Name: Karl Middle Name:

* Last Name: Pond Suffix:

* Title: Enterprise Data Manager

*** SIGNATURE:** Sarah Harris

*** DATE:** 12/15/2011

SUPPLEMENTAL INFORMATION
REQUIRED FOR
DEPARTMENT OF EDUCATION GRANTS

1. Project Director:

Prefix: * First Name: Middle Name: * Last Name: Suffix:

Mr. Karl Pond

Address:

* Street1: North Carolina Department of Public Instruction
 Street2: 301 North Wilmington Street, Room 5326
 * City: Raleigh
 County: Wake
 * State: NC: North Carolina
 * Zip Code: 276011058
 * Country: USA: UNITED STATES

* Phone Number (give area code) Fax Number (give area code)

9198073241 9198074000

Email Address:

karl.pond@dpi.nc.gov

2. Applicant Experience:

Novice Applicant Yes No Not applicable to this program

3. Human Subjects Research

Are any research activities involving human subjects planned at any time during the proposed project Period?

Yes No

Are ALL the research activities proposed designated to be exempt from the regulations?

Yes Provide Exemption(s) #:

No Provide Assurance #, if available:

Please attach an explanation Narrative:

Abstract

The abstract narrative must not exceed one page and should use language that will be understood by a range of audiences. For all projects, include the project title (if applicable), goals, expected outcomes and contributions for research, policy, practice, etc. Include population to be served, as appropriate. For research applications, also include the following:

- Theoretical and conceptual background of the study (i.e., prior research that this investigation builds upon and that provides a compelling rationale for this study)
- Research issues, hypotheses and questions being addressed
- Study design including a brief description of the sample including sample size, methods, principals dependent, independent, and control variables, and the approach to data analysis.

[Note: For a non-electronic submission, include the name and address of your organization and the name, phone number and e-mail address of the contact person for this project.]

You may now Close the Form

You have attached 1 file to this page, no more files may be added. To add a different file, you must first delete the existing file.

* Attachment:

5. Project Abstract

Project Title

The NC P-20W SLDS Project: *Creating a Preschool to Workforce Statewide Longitudinal Data System in North Carolina*

Project Description

The state of North Carolina, Governor Beverly Perdue and its key educational agencies believe in providing a valuable educational for NC children by focusing on the *Career & College: Ready, Set, Go* initiative. It is essential that North Carolina develop the existing partnerships and capabilities to create a longitudinal data system that connects student data from preschool to workforce to support Governor Perdue's education initiatives.

The statewide longitudinal data system envisioned by the P-20W SLDS Project enables North Carolina's Department of Public Instruction (NCDPI) to satisfy key aspects of our state's educational priorities, working with partner agencies in workforce and higher education. Funds allocated through this grant (Priority 3) would go toward the following objectives to enhance North Carolina's efforts in establishing a P-20W SLDS:

- ◆ Establish common infrastructure for each student in post-secondary education systems and coordinate UIDs with workforce data
- ◆ Establish a data broker based system so that agency researchers can ask questions that each of the data systems linked can answer
- ◆ Automate regular cross-agency reporting
- ◆ Provide key data to empower the legislature and NC policy makers to make better decisions concerning funding, program assessments, as well as identifying trends in North Carolina education

Expected Outcomes

The data broker and distributed query system established through this grant will enable smarter, more targeted data sharing among partners and their researchers. This federated database system will transparently integrate multiple autonomous database systems into a single database system, enabling North Carolina to answer tougher questions about our educational system and make more informed decisions about its future. This grant would provide funds to enhance the state's substantial momentum in moving toward a shared, interoperable SLDS, focusing on the data of students after graduation from high school.

Project Narrative File(s)

* Mandatory Project Narrative File Filename:

To add more Project Narrative File attachments, please use the attachment buttons below.

Add Optional Project Narrative File

6. Project Narrative

(a) Need for Project

History of North Carolina Public Education

North Carolina has always believed in quality education for all students, with this being a founding principle dictated by the state's constitution. "The people have a right to the privilege of education, and it is the duty of the State to guard and maintain that right," it states.¹ NC has consistently been on the leading edge in establishment of public and private higher education institutions.

The University of North Carolina (UNC) was the first public university in the United States, chartered in 1789, and the only one to graduate students in the eighteenth century.²

In 1817, Archibald D. Murphey, known as the *father of public education*, presented to the General Assembly a report that included a plan for the state's intervention in the educational process. Murphey's plan called for the General Assembly to establish a public school fund (The Literary Fund) and further provided that a State Board be elected to manage that fund.

The first common school law of North Carolina, passed by the legislature in 1839, established the principle of combined State and local funding for public schools. The law stated that the Literary Fund would provide two dollars for every dollar yielded from local taxes.³

Educational Agency Roadmap in North Carolina

Today, North Carolina is the tenth largest state by population with a 2010 census population of 9.6 million and growing at a faster rate than most states. Its educational system is thus impacted by this growth, with greater than average demands on it. Key educational agencies in North Carolina have enduring partnerships.

North Carolina's workforce and education partners have an established history of sharing data across sectors. Since the early 1990's, North Carolina's public education partners and workforce partners have participated in the North Carolina Common Follow-up System. In 2008, a group was formed to oversee the establishment of a student unique identifier to allow for seamless information sharing about North Carolina students' educational outcomes whose efforts continue today.

¹ North Carolina Constitution, Section 15

² www.northcarolina.edu/

³ www.dpi.state.nc.us/stateboard/about/history/chapters/one

The agencies involved with this grant and with North Carolina's educational success are:

- ◆ North Carolina Department of Public Instruction (NCDPI)
- ◆ North Carolina Department of Commerce, Division of Employment Security (NCDES)
- ◆ North Carolina Community College System (NCCCS)
- ◆ The University of North Carolina (UNC)
- ◆ North Carolina Independent Colleges and Universities (NCICU)

Each agency is outlined below and an overview of their current capacities and data competencies is provided in the Objectives section.

North Carolina Department of Public Instruction (NCDPI) – The North Carolina Department of Public Instruction (NCDPI) is NC's State education agency (SEA), charged with implementing the State's public school laws and the State Board of Education's policies and procedures governing pre-kindergarten (PK) through grade 12 public education. The NCDPI tracks a large volume of student data using a unique identifier over 115 school districts (LEAs) and nearly 100 charter schools. Its key educational priorities for the students of North Carolina are:

- ◆ Increase the number of students who can read and write at the end of third grade
- ◆ Increase the number of students performing at or above grade level
- ◆ Increase the number of students taking college credits in high school, graduating from high school, and subsequently attending and graduating from a higher education institution

North Carolina Department of Commerce, Division of Employment Security (NCDES) – Formerly the Employment Security Commission, the mission of the NCDES is to promote and sustain the economic well-being of North Carolinians in the world marketplace by providing high quality and accessible workforce-related services. NCDES provides employment services, unemployment insurance, and labor market information to the State's workers, employers, and the public.

The NCDES has a long standing history of collaboration with North Carolina's education partners. Collaborative efforts have included economic, workforce and education related initiatives. The NCDES is the designated state entity responsible for the operation of the North Carolina Common Follow-up System (CFS). The NCDPI, NCCCS, and UNC along with several other state agencies participate in the CFS. The CFS provides a mechanism by which education and workforce related information is linked with wage information from North Carolina's Unemployment Insurance system. The CFS contains information on over 8 million unique individuals from 11 different participating entities. In addition, the NCDES maintains historical unemployment insurance wage record information dating back to 1992 Quarter 4.

North Carolina Community College System (NCCCS) – Each year NCCCS’s 58 institutions enroll more than three-quarters of a million students on campuses that are within 30 miles of 100 percent of the state’s population. The mission of the NCCCS is to open the door to high-quality, accessible educational opportunities that minimize barriers to post-secondary education, maximize student success, develop a globally and multi-culturally competent workforce, and improve the lives and well-being of individuals by providing:

- ◆ Education, training, and retraining for the workforce including basic skills and literacy education, occupational and pre-baccalaureate programs.
- ◆ Support for economic development through services to and in partnership with business and industry and in collaboration with the University of North Carolina System and private colleges and universities.
- ◆ Services to communities and individuals which improve the quality of life.⁴

The University of North Carolina (UNC) – UNC is a public, multi-campus university dedicated to the service of North Carolina and its people. It encompasses the 17 diverse constituent institutions and other educational, research, and public service organizations. UNC constituent institutions encompass close to 45,000 employees with student enrollment across the system exceeding 220,000 in headcount.

North Carolina Independent Colleges and Universities (NCICU) – NCICU comprises NC’s 36 private, non-profit liberal arts, comprehensive, and research colleges and universities accredited by the Southern Association of Colleges and Schools. NCICU represents independent higher education in the areas of state and federal public policy and on education issues with the other sectors of education in the state.

In addition to the above five stakeholder agencies, two additional state agencies are included as parties to the grant, though not full stakeholders. The North Carolina Division of Motor Vehicles (NCDMV) will provide a key bridge in matching UIDs to social security numbers (through a connection with NCDPI). And, the Early Childhood sector, though not a full stakeholder in this grant is noted as having a vested interest in the end product we are seeking to develop, since pre-school data is included. They are thus included in the data governance activities.

North Carolina’s commitment to data driven educational outcomes

North Carolina has always believed in quality education for all students, making continued strides to provide each student with the opportunities to succeed in college and in the workforce.

⁴ www.nccommunitycolleges.edu/External_Affairs/system_mission.htm

Our state has a strong commitment to improving schools and the courage to be at the leading edge of school reform in the nation.

North Carolina consistently receives high marks for setting academic standards, assessing student performance, and providing equitable resources. We are home to 115 PK-12 school districts, 100 of which are county units and 15 of which are city units, and nearly 100 charter schools. North Carolina has:

- ◆ 58 community colleges
- ◆ 17 University of North Carolina Campuses
- ◆ 36 Independent accredited 4-year colleges and universities

North Carolina public schools enrolled approximately 11,000 additional students last year. Over the past two years, the university system enrolled 12,000 additional students and the community college system enrolled 27,000 additional curriculum students. Growing demands on our public education system require smart, responsible investments. Educating our children means protecting our future economic success – today’s students are tomorrow’s workforce.

Beyond our commitment to quality education for all students, North Carolina is also a state that believes in data-driven decision making. Education agencies provide consumers (students and their parents) and each other with data to aid in decisions and projections for coming years:

- ◆ The NCDPI provides the Principal’s Monthly Report, a report collected monthly from the schools and the following data are calculated within: Average Daily Membership (ADM), Average Daily Attendance (ADA), Initial Enrollment (E12), and Membership Last Day (MLD). NCDPI also tabulates the School Activity Report (SAR), collected annually at the end of the second school month. The data includes information about certified staff, staff assignments, course subjects, class enrollment, and class length. The SAR data is the source of legislated Class size reporting, as well as highly qualified NCLB compliance. Other annual data collections include Membership by Grade, Race, and Sex (GRS), Best 1 of 2, Retention, Promotions, and Graduation (RPG) and high school graduate information.
- ◆ The NCCCS and UNC provide extensive performance feedback to high schools regarding how their graduates have performed in college (High School Feedback Report, Freshman Performance Report.) UNC provides similar feedback to all NCCCS regarding their students who later attend NC universities.
- ◆ The NCDPI, UNC, and the NCCCS collaborate with NCDES through the Common Follow-up System to link, education, training and workforce related participation with employment and wage outcomes.

There is a clear commitment to longitudinal student data among educational entities in North Carolina, but what is lacking is a unified and convenient way to share data for meaningful

interpretation and use. With the exception of CFS, the above examples of reporting and communication were largely done via manual data exchange where the agencies shared data with each other on diskettes, then CDs then DVDs and now secure FTP download, with no automated way of retrieving the required information and sharing with all interested parties. The value of a longitudinal data system in North Carolina is widely recognized, and the federal government encourages the analysis of student-level information, over time.

Career and College Promise

Elected in 2008, North Carolina Governor Beverly Perdue's term has thus far been set apart by its focus on education. As a former public school teacher and a Ph.D. in Education Administration, Governor Perdue is keenly aware of the challenges North Carolina schools confront as well as the urgency of the educational issues the state faces. She understands clearly that the success of our education system will define our economic future as a state.

Connecting high school students to the next step, be it college, community college or career is an important and challenging issue. In today's global economy, successful careers could require a two- or four-year degree, a diploma or nationally recognized job credential. In fact, by 2018, an estimated 59% of North Carolina's jobs will require some level of education beyond high school. Continuing North Carolina's tradition of commitment to students' success in and beyond school, Governor Beverly Perdue is tackling this transition with her Career and College Promise Initiative.

The focus on connecting education to jobs for North Carolina students has wide support in the legislative and executive branches, as well as in the business community. Indeed, the Career & College Promise initiative does create higher expectations for students, and will also impose many higher expectations on the North Carolina education system's methods for managing, sharing, and utilizing data. A key element to the Career & College Promise Initiative and the cornerstone by which the success can be measured is to implement a statewide P-20W longitudinal data system to track student data through the transition post-secondary education and/or workforce and provide comprehensive data and information, thus giving greater insight into the success of the state's educational efforts.

Common Follow-up System

As early as 1992, North Carolina's education and workforce partners established a collaborative effort focused on linking individual level data with data from the state's Unemployment Insurance Wage files. The NCDES (previously, the Employment Security Commission) was designated as the host of the system. This system grew out of the recognition by a group of state agencies that quality outcome information was needed on the participants of educational, employment and training programs. The purpose of the Common Follow-Up System (CFS) is to provide information on the educational and employment outcomes of participants in publicly

supported educational, employment and training programs for use in planning, policymaking, program evaluation, resource allocation, and career planning.

The NC P-20W SLDS project detailed in this proposal will take the model that CFS has created and deliver a more robust, responsive, on-demand data system better able to answer researchers' and policymakers' questions.

Objectives

To continue the support and new development for a statewide P-20W longitudinal data system in NC is focusing on four objectives in order to achieve the goal of creating a statewide longitudinal data system. Continued development of our P-20W SLDS enables NCDPI to satisfy key aspects of our state's educational priorities: closing the achievement gap, building 21st century skills and moving toward a statewide P-20W longitudinal data system in which all stakeholders can make informed decisions based on sound data. The approach North Carolina has chosen is a data broker model comprised of a group of five federated data systems.

The proposed data broker design of a hub and spoke system with each of the five agencies' existing data systems as the spokes and a new central data broker as hub will allow for a "federated data system". A federated data system enables a researcher to send a query via the data broker hub that will transparently integrate multiple autonomous database systems into a single federated database, creating a result including data from multiple sources. The constituent databases are connected on a secure computer network and may be geographically decentralized.

A federated data system, where each agency is responsible for their own data, will provide a simpler alternative to than merging each constituent organization's database into one data warehouse. The data hub will provide a fully integrated, logical composite of all constituent databases for reporting and research questions while maintaining ownership and data quality with each agency.

Funds allocated through this grant would go toward the following objectives to enhance North Carolina's efforts in establishing a statewide P-20W longitudinal data system:

- ◆ Establish Common Infrastructure for each student in post-secondary education systems and coordinate unique identifiers with workforce data
- ◆ Establish a data broker based system so that approved researchers can ask questions that each of the federated data systems can answer
 - Via required Research Document Request policy
- ◆ Automate regular cross-agency reporting (such as UNC's Freshman Performance Report)

- ◆ Provide key data to empower the legislature and NC policymakers to make better decisions concerning funding, program assessments, as well as identifying trends in North Carolina education

America COMPETES Act

In accordance with the America COMPETES Act, the architecture of the proposed system will focus on the 12 elements for longitudinal data systems. The table below shows each required element and North Carolina’s status on each, noting which objective in this proposal addresses the element.

Required Element	Current Status	Enhancement outcome
1. An unique identifier for every student that does not permit a student to be individually identified (except as permitted by federal and state laws)	Implemented by NCDPI for students in PK-12.	To be adopted by NCICU, UNC, NCCCS. NCDES to work with NCDMV to match UID to SSN
2. The school enrollment history, demographic characteristics, and program participation record of every student	NCDPI CEDARS (Common Education Data Analysis and Reporting System)	Once UID is implemented – all can gain through data broker
3. Information on when a student enrolls, transfers, drops out, or graduates from a school	This information is communicated as requested from one agency to another, no uniformed process	Automated report among agencies
4. Students’ scores on tests required by the Elementary and Secondary Education Act	NCDPI CEDARS	Shared via data broker
5. Information on students who are not tested, by grade and subject	NCDPI CEDARS and EVAAS	Shared via data broker
6. Students’ scores on tests measuring whether they’re ready for college	NCDPI CEDARS and EVAAS	Shared via data broker

Required Element	Current Status	Enhancement outcome
7. A way to identify teachers and to match teachers to their students	NCDPI CEDARS	Shared via data broker
8. Information from students' transcripts, specifically courses taken and grades earned	NCDPI CEDARS	Shared via data broker
9. Data on students' success in college, including whether they enrolled in remedial courses	NCCCS and UNC have today	Shared via data broker – NCICU to build out this capability
10. Data on whether PK-12 students are prepared to succeed in college	NCDPI CEDARS and EVAAS	Shared via data broker
11. A system of auditing data for quality, validity, and reliability	<ul style="list-style-type: none"> ◆ Sector Feedback Reports ◆ Sector Monitoring ◆ State Audits ◆ Federal Audits and Monitoring 	To be built with data broker
12. The ability to share data from preschool through postsecondary education data systems	Via FTP	Shared via data broker

North Carolina's progress to date has been impressive and our goals for the years to come are ambitious yet attainable. Implementing and utilizing a fully realized PK-20W statewide longitudinal data system will enable the state to better understand the trends, successes, and failures of its students, while making data-driven decisions on a legislative level to address its realities.

This grant would provide funds to enhance the state's substantial momentum in moving toward a shared, interoperable statewide longitudinal data system, focusing on the data of students after graduation from high school.

Objective 1:

Establish Common Infrastructure for each student in post-secondary education systems and coordinate unique identifiers (UID) with workforce data.

Current Capacities

In accordance with the America COMPETES Act, North Carolina's PK-12 educational system has established unique student identifiers to replace social security numbers as a primary means of identification. North Carolina is currently seeking funds to extend the UID system that has been successfully implemented in PK-12 to post-secondary students in North Carolina, as well as make the connection with workforce data.

NCDPI currently utilizes the eScholar UID system in conjunction with The Common Education Data Analysis and Reporting System, known as CEDARS, North Carolina's PK-12 State Longitudinal Data System. The system is composed of various NCDPI source data collection systems, a student and staff identification system, a centralized data repository, and associated reporting and analysis (or "business intelligence") tools. CEDARS supports NC's efforts to use high quality data about students, staff, programs, and finances to make policy and service decisions that will improve student outcomes. Specifically, CEDARS will enable state, local, and federal policymakers and service providers to analyze trends and relationships among various educational factors and student performance over time.

The NCDPI has developed a Statewide UID System that will be the cornerstone of CEDARS. The UID System enables LEAs and Charter Schools to assign a UID for every student and staff member who participates in the NC education system at any point in time. Establishing the capability to assign these identifiers was the first step in NCDPI's multi-stage effort to create CEDARS. The UID enables reliable matching of student-level and staff-level records over time and across DPI applications. This capability is improving data quality at the State and local levels and supports State and local policymakers and service providers in making better data-driven decisions. The system assigns a unique NCWISE ID to every student who participates in the North Carolina public school system. The unique NCWISE IDs follow students between school districts and remain valid even if they move out of state and then return to a North Carolina public school.

This is an excellent starting point for North Carolina's continuing efforts to bridge student data to post-secondary and workforce identifying information. This project envisions a bridge to connect graduating high school students' UIDs to social security numbers and other identifying information, to provide continued information on their educational endeavors.

In addition to assigning UIDs to PK-12 students, the current license from eScholar allows the North Carolina Institutes of Higher Education (IHEs) to match their students to the data in CEDARS and capture UIDs for students who were previously assigned a UID by PK-12. The IHEs do not, however, have licenses to create UIDs for individuals from private PK-12 schools, out-of-state PK-12 schools or out of state IHEs. The P-20W Council proposes to purchase additional licenses from eScholar that would allow the member schools of UNC, NCCCS, and NCICU to assign UIDs to these students, enabling all students to be tracked through the IHE community. This will allow the IHEs to track performance of their students and programs should students cross IHE sectors and use data driven decision methodology to enhance programs within their sectors.

Requirements to be developed

A goal of this proposal is to promote a uniformed approach to assigning and cataloging UID for all stakeholders (NCDPI, NCCCS, NCICU, NCDES, and UNC) enhancing the interoperability of data. Using an interoperable UID system will further increase the quality of the data among all institutions represented in this grant, a substantial benefit to all involved.

Objective 2:

Establish a data broker based system so that agency researchers can ask questions that each of the federated data systems can answer.

Building upon the partnerships established over several years between the key North Carolina education agencies and workforce information holders, the NC P-20W Council aims to set up a data broker based system for data sharing among and between agencies, using UIDs established under Objective 1.

Current Capacities

Since mid-2008, an inter-agency working group composed of representatives from the NCDPI, NCCCS, UNC, and NCICU has been meeting to explore options for building a joint data system that connects all NC education sectors. The NCDES joined the group in early 2009 to represent the workforce end of the education-workforce continuum. Individually, each sector has been working on increasing the quality and accessibility of its data. Collectively, the group has been envisioning an aligned, robust data system that would include formal, Statewide, collaborative governance, and technology infrastructure that would enhance accessibility, quality, interoperability, and use of “shared” data needed both for sector-specific and Statewide, cross-sector analyses. The group has met intermittently since its establishment and continues to work tirelessly toward a seamlessly integrated longitudinal data system for North Carolina students. This group is now the NC P-20W SLDS project governance body.

The group's goal was to address continuous data from pre-school to post-secondary and workforce, or P-20W. Many efforts and systems have addressed the PK-12 data systems and this grant addresses the post-secondary and employment pieces of the data puzzle.

The group of stakeholders for this project will be viewed as a group of five peers, each sharing data with the others. The following are the five stakeholder groups and the scope of the data they collect:

NCDES – NCDES collects, maintains, analyzes, and disseminates a wealth of information related to North Carolina's economy, workforce, and employers as well as information regarding North Carolina's education, employment and training agencies, providers, programs and participants. As part of the NC P-20W SLDS Project, the NCDES will provide workforce related information regarding the participants of North Carolina's P-20 educational system. Relevant data will include employment and wage information as well as other workforce related information.

NCDPI – NCDPI's data collections span the entire landscape of data that are required for federal PK-12 reporting and, as a result of NC's strong centralized education governance structure, includes a greater than typical volume of information required for State monitoring and reporting.

The collection areas include financial (both State and Federal; e.g. Common Core of Data/CCD), programmatic (EDEN/EdFacts, Office of Special Education Programs/OSEP, Migrant Education Program/MEP, Title I, Title II D, School Safety, etc.), student, assessment and accountability, staff, and school, inclusive of Pre- kindergarten through grade 13 (in the cases of early college high school programs) for 1.5 million students, 115 LEAs and 99 charter schools, and 2,500+ schools.

The collections support NCDPI's efforts to meet all Federal and State requirements, to respond to all media inquiries, and to meet the demands of our longstanding data-sharing partnerships with the NC institutes of higher education, external pre-kindergarten programs, and the NC Division of Employment Security.

Having successfully met the requirements for State and Federal data submissions, and having recently implemented a statewide UID, NCDPI has now begun focusing increased attention on data quality, particularly as achieved through comprehensive data governance. NCDPI already has made significant progress in this area through establishment of the Data Management Group (DMG). The DMG is the official data management oversight body of the NCDPI. The DMG is charged with the responsibility and authority to set policy and resolve issues concerning agency data collection, management, and use. The purpose of the DMG is to enable the NCDPI to meet the responsibility of providing accurate and timely data to key stakeholders. Comprised of representation from each business unit, the DMG supports the agency's efforts to achieve the

State Board of Education's (SBE's) mission, by ensuring data quality, accountability, and timeliness, all of which are essential to enabling data-driven decision-making.

The DMG serves as a foundation for agency data governance that may be used as both a springboard for accelerating NCDPI's source data system integration plans and as a model for development of the NC P-20W SLDS governance structure.

NCDMV – This agency will work with NCDPI to match student UID to social security number, for the purpose of suspending licenses of students who are not meeting required attendance. Thus, the framework for matching student UID to SSN already exists and with this grant, we intend to scale it.

NCCCS – The NCCCS Data Warehouse contains information gathered no less than annually from all 58 institutions. It encompasses all student, course, and faculty information for approximately 10 years.

The data warehouse has been developed to give college and system office personnel access to state-level information. This information includes student enrollments, student progression, student characteristics, transcript level data, faculty and staff information, and employment follow up data. Users work with the Business Objects software to analyze and report data from the data warehouse.

UNC – The UNC General Administration Institutional Research Division is responsible for identifying, collecting, and maintaining the University-wide data needed for University management processes and the completion of external reporting requirements.

The Division coordinates the efforts of the 17 University campuses through interaction with the Directors of Institutional Research on each campus to collect, analyze, report, and warehouse quantitative and qualitative data about their institution's students, faculty, staff, curriculum, course offerings, and learning outcomes. UNC institutional data collected includes North Carolina Higher Education Data (NCHED) and Integrated Postsecondary Education Data System (IPEDS) data, as well as institutional files on student data, student course load, course grade, course description, financial aid, facilities, and personnel data. These files are collected at census points, depending on the selected file, throughout the academic year. Most of the collected files contain detailed unit record data.

NCICU – NCICU does not currently have a centralized data system from the North Carolina private and independent colleges and universities it serves. This technical capability and centralized repository of essential data will be developed in tandem with the NC P-20W SLDS initiative, using independent funding. While outside of the parameters of this grant request, the

intended outcome is to create a common data warehouse for the 36 private independent colleges and universities to periodically send their SLDS data. The data system will be located at MCNC, a non-profit technology infrastructure company in Research Triangle Park, NC. This system will serve as a peer system to the other four state government established data systems at the other agencies.

Requirements to be developed

This project aims to establish better interoperability among data collected by NCDPI, NCICU, NCDES, UNC, and NCCCS to allow knowledge and data sharing among agencies and research institutions. To facilitate this collaboration, we will set up a central data hub (based on CEDS fields) for shared data: Central Hub for Integrated Longitudinal Data (CHILD). This system will store and push queries from a variety of sources and agencies. It will provide student level detailed data to agency researchers with special clearance and aggregate level to other researchers within the sectors for analysis for the many levels (i.e., cohort, school, district, state) over multiple years. CHILD will collect data beyond test scores, creating a richer picture of student performance.

The end product will be a more robust and seamless data sharing system as envisioned by the state of North Carolina and its education agencies and will allow for more efficient data sharing under the data governance policy agreed to by all members. It will include:

- ◆ A set of common, aligned data elements, including:
 - A unique identifier that follows a student from preschool to workforce placement
 - Other agreed up on common data elements based on CEDS v2
 - Aligned data standards on the meaning of data elements such as postsecondary grades and credit hours
 - Public metadata from the federated data mart and data dictionary
- ◆ An interoperable data exchange for research and reporting, which include:
 - A data broker based federated data marts (one per agency) based on master data management principles
 - Common metadata from the five agency data marts
 - Distributed Query access data from five heterogeneous data sources
 - Secure query results area to store query results
 - Scheduling system to automate standard cross-agency reporting
 - A system for secure file exchange
 - Protocols for authentication, user authorization, including compliance with FERPA and other federal and state laws governing confidentiality
 - Capacity for ad hoc research requests and reporting capabilities

Objective 3: Automated regular cross-agency reporting

Current Capacities

North Carolina annually produces the Freshman Performance and Transfer Student Performance Reports, which provide feedback to secondary schools and colleges on the success of their former students.

The Freshman Performance Report focuses on high school students who sought admission to a UNC institution in the fall following graduation. This report includes the Freshman Applications Report and the Freshman Performance Report as well as explanatory material for each. The Transfer Student Performance Reports provide information on the academic progress of UNC students transferring from community colleges, private University and Colleges, and other UNC institutions.

When linked with the workforce data available through the CFS, we are able to answer questions such as:

- ◆ *What kinds of jobs did former students from various education levels attain?*
- ◆ *What were their earnings?*
- ◆ *How can job information on graduates help place future students in areas where they are most likely to succeed?*

Additionally, each year the NCDES publishes information from the CFS. A sample of several of the published tables can be found in Appendix A.

Requirements to be developed

Substantial reports exist for interpreting cross-agency educational data on a state level, but the North Carolina Statewide Longitudinal Data Project seeks to provide more targeted and customizable reports. For instance:

- ◆ *Over a 10-year period, what percent of college graduates came from low performing elementary schools?*
- ◆ *What are the most efficient pathways to college graduation?*
- ◆ *Does alignment of curriculum from high school to college result in better student outcomes?*
- ◆ *What is the relationship between a student's program of study and the industry in which he or she ends up working?*

These and many more longitudinal data questions are currently unanswerable in any streamlined way. The new system will allow for more efficient and secure data sharing. Looking forward,

this could better hone our data models to ensure children are pursuing the correct degree programs.

Another important piece of this plan is to automate the query and reporting such that these reports are run as part of a report cycle. The data will be available in an ad hoc manner as well as when needs arise.

Objective 4:

Provide key data to empower the legislature and NC policymakers to make better decisions concerning funding, program assessments, as well as identifying trends in North Carolina education.

Current Capacities

North Carolina legislators and executives, including Governor Perdue, are profoundly dedicated to the NC Education system and its students' achievements. However, key decisions are only as good as the information provided to the decision makers.

The existing systems, data sharing agreements and outputs have been developed to respond to specific legislative mandates, reporting requirements or agency inquires. Many of these outputs are single purposed. Therefore, while additional analyses are possible, the existing system architectures and processes sometimes require a significant amount of programming and data manipulation in order to respond to questions from administrators and policymakers.

Requirements to be developed

By increasing data accessibility and quality within each sector, this project will enhance each sector's capability to accurately assess and document the achievement of its students and the continuous improvement of the services it provides to them.

This collaboration will also enhance each sector's ability to answer programmatic, policy, and legislative questions about the efficacy and cost-effectiveness of various targeted sector-specific investments.

Finally, by enabling better exploration of questions related to the movement of students across the State's education sectors, it will provide more comprehensive information for assessment, evaluation, and continuous improvement purposes than the current stand-alone data systems operated in each individual sector are able to provide. This cross sector-analysis is perhaps the most promising innovation.

Opportunities for cross-sector analysis that will support NC's efforts to improve services to students at various points along the education-workforce continuum abound. Examples already targeted for exploration include:

- ◆ Evaluating the relationships between P-13 course-taking patterns and student performance in higher education, and using that information to adjust P-13 standards, curricula, and graduation requirements
- ◆ Relating P-13 course taking patterns, degree or certification attainment, and workforce experience, and using that information to adjust and inform investments in various curricula, degree, and certification programs

(b) Project Deliverables Related to System Requirements and Implementation

The NC P-20W SLDS Project seeks to enable five state agencies to share data: NCDPI, UNC, NCCCS, NCICU, and NCDES. The system will require universal adoption of a unique identifier, establishment of a data broker based system for sharing data among the five agencies; a more efficient, secure, and automated reporting capability and the sharing of knowledge learned from this information with key legislators and decision makers.

Objective 1:

Establish Common Infrastructure for each student in post-secondary education systems and coordinate UIDs with workforce data.

Our proposed system would include the universal adoption of the UID developed by CEDARS throughout post-secondary education in North Carolina as well as building a bridge to the workforce data from the Division of Employment Security by matching the UID to social security number.

Deliverables:

- ◆ Adoption of UID by post-secondary agencies and regular matching of enrolled students to CEDARS. North Carolina's proposed system includes an enterprise-wide data architecture that links the five agencies' data together using a master data management of federated data approach. UIDs will be assigned via NCDPI's CEDARS project and postsecondary agencies will store at the systemwide level the matched UID for any student that attended PK-12 in NC. New UIDs will be issued for students in postsecondary programs who did not attend PK-12 in North Carolina.
- ◆ Develop a UID-to-SSN bridge using DMV data so workforce data can be queried.

- ◆ Use Common Education Data Standards (CEDDS v2) as the data model. The Education Science Reform Act of 2002 gave the National Center for Education Statistics (NCES) the authority to determine voluntary standards and guidelines to assist state educational agencies in developing statewide longitudinal data systems (SLDSs). To this end, NCES is working with key stakeholders to develop standards for a core set of data elements to ensure that states create P-20W longitudinal data systems that meet the goals of the American Recovery and Reinvestment Act of 2009. Standard data definitions will help ensure that data shared across institutions are consistent and comparable. This, in turn, will make it easier for states to learn how students fare as they move across institutions, state lines, and school levels.⁵

North Carolina's SLDS will comply with the Common Education Data Standards (CEDDS v2 and subsequent versions) and will map all data from the four educational agencies to that model. The central hub will query against a single data model/data dictionary based on CEDDS v2. Most postsecondary data are stored in the IPEDS normal form. In general where a data model exists at the federal level the various NC educational agencies either adopt it or develop a plan to move to that model. Data from the NCDES will be linked to data from the CEDDS v2. The ongoing exchange will be handled by the data hub.

Objective 2:

Establish a data broker based system so that agency researchers can ask questions that each of the federated data systems can answer.

With the common infrastructure established through the adoption of a UID, we will build a data broker to be located alongside the CEDARS Project. This hub, CHILD, will enable each of the five participating agencies to contribute data as well as pull requested aggregated data. This broker will collect and publish the data dictionary and will handle queries from any federated agency, as well as post the results back to the requesting researcher.

The design of the data broker will allow for self-server queries from agency researchers using the described workflow. North Carolina's proposed system will allow secure query via CHILD for distributed query execution to agency researchers. Extensive logging and other data safeguards will be built into the system to assure data privacy and confidentiality of small cells and other classes of protected data. Memoranda of understanding also will provide guidance for data sharing and use. De-identified unit record level data for research requests can also be established if need be. No individually identified data will be publicly released. All reports and analyses will be carefully considered so that no aggregate data points with fewer than five observations are publicly displayed. All security protocols will be set up according to users and will be subject to audits of the partner agencies.

⁵ <http://nces.ed.gov/programs/cedds/about.asp>

NCSLDS Broker/Exchange Model

North Carolina's proposed system includes an enterprise-wide data architecture that links the five agencies data together using a master data management of federated data approach. UIDs will be assigned via NCDPI's CEDARS project and postsecondary agencies will store at the systemwide level the matched UID for any student that attended PK-12 in NC. New UIDs will be issued for students in postsecondary programs who did not attend PK-12 in NC.

Workflow of the proposed statewide longitudinal data system:

- ◆ Discovery Step
- ◆ Request Step
- ◆ Authorization Step
- ◆ Data Selection/Transport Step

Discovery Step: Metadata and Data Dictionary are published as public objects.

Request Step: Describe the query request. If it is an automated report, what are its characteristics, such as frequency of run and expiration? If it is a research project, how long will the researcher be pulling data and what are the expected uses? Does it comply with Data Governance policies for privacy and usage?

Authorization Step: Agency review and approval of project against data use guidelines – this is where business rules are applied to data use.

Data Selection/Transport Step: Using CHILDS, data are queried and results returned via FTP.

Please see Figure A in Appendix A for a graphic representation of this process.

CHILDS

North Carolina's SLDS architecture is based on a heterogeneous federated data system under master data management by a central data hub. Each federated data source (one per agency) will publish metadata that, when joined together at the Central Hub for Integration of Longitudinal Data (CHILDS), will represent the data dictionary for the unified system. Researchers will use a distributed query optimizer and execution engine in CHILDS which will farm out the query to each agency data source and will then join the data on the UID as the key field for education data or SSN for workforce data (via a mapping of UID to SSN). This data query will then be formed on CHILDS and saved until the researcher retrieves it for an agreed to period of time (either online during a session or if it's an automated report running the query it will persist until picked up via FTP by the requesting agency).

The strengths of the system are each agency controls its data in its database of choice and data access adapters are used by the central hub to access each database in the federation. Further, a unified view of the data across agencies allows for complex queries to be formed.

Another way to describe the proposed system is an Enterprise Data Warehouse with five dependent data marts – one at each agency.

Facilitation of cooperative work among the agencies will require data collection, data quality, and the appropriate method for data linking. The NC P-20W SLDS will play the central role in linking the data and making it available to stakeholders in all sectors. Creation of the UID for NCDPI is complete. NCCCS, NCICU, and UNC will adopt the same technology. These agencies will be able to link via the UID.

Matching technology will be necessary to match data from these organizations to NCDES using algorithmic matching. PK-12 in North Carolina cannot mandate disclosure of Social Security Numbers (SSNs) as a condition of enrollment in public school. With each incoming class, the percentage of SSNs provided becomes smaller and smaller.

Business rules that are agreed upon and build upon the standards currently utilized in the Common Follow-up System will demonstrate the value of the linked data system on an ongoing basis. The data dictionary of common elements that cross sector boundaries will foster the interoperability between and among systems. Please see Figures B and C in Appendix A for a graphic representation of this process.

Deliverables

- ◆ Data Broker to publish unified data dictionary and handle queries to each agency system using secure access and within the data governance guidelines
- ◆ Build a NCICU system that will act as a system peer with the four other agencies and aggregate NCICU data

Features

Develop Data Governance Policies

The North Carolina SLDS grant effort is being supported by the five sectors in the NC P-20W Council via a working group that has established the data governance, as well as the system architecture and design.

This work group has drafted a data governance policy and this will lead to signed memoranda of understanding (MOU) across agencies. These MOUs will cover system and data governance and

confidentiality requirements. These MOUs will include sections that define system and data use as well as publication and distribution of information. These MOUs will be developed to ensure that all data exchanges and use comply with both state and federal laws and regulations governing data confidentiality.

P-20W Council, including the NCDPI, UNC, the NCCCS, the NCICU, NCDES, Early Childhood, and the e-Learning Commission (hereinafter referred to as “the members”), is a state-wide resource that must be managed from an enterprise perspective. Accordingly, a manual is being developed to establish the definitive data management policies for the P-20W Council.

These policies apply to all data used by the members of the P-20W Council in the performance of their missions. This data includes any that are collected, stored, processed, and/or disseminated using statewide agency information systems. No employee or contractor of the members may exchange data with any constituent outside the guidelines set forth in this manual. The members will be responsible for determining the data standards used and creating policies and roles for accessibility to secure data.

Develop Research Use Policies

The P-20W Council has authority to set policy regarding data availability, access, and use for analysis and reporting. All policies will be developed such that they comply with both state and federal laws governing data confidentiality.

Objective 3: Automated regular cross-agency reporting (such as UNC’s Freshman Performance report).

Develop procedures and policies regarding establishing protocol for requesting a new regular report, agreement among the members on the required elements of the report, when the report is to be published, and a date in the future to review the usefulness of the report.

Deliverables:

Establish Reporting Protocol

North Carolina also makes a great deal of data available to the public and will continue to innovate in this area. At this time, to offer the most secure data system we do not plan to offer public access to the data hub. The public will access reports that will be available via public websites with data that has been published by the SLDS based on an automated report pulled on a cycle to match the data refresh cycle (typically 45-90 days after a semester ends for postsecondary agencies). North Carolina already provides a vast number of reports via the Common Follow-up System and will continue to do so as automated SLDS reports on the same reporting cycle.

Objective 4:

Provide key data to empower the legislature and NC policymakers to make better decisions concerning funding, program assessments, as well as identifying trends in North Carolina education.

North Carolina, like many other states, faces numerous, varied issues related to educational policy. One of the goals of this project is to publish regular reports that can be consumed by policymakers, the legislature and by the public to provide a more accurate and up to date picture of education in the state. Perhaps more importantly, this project will provide the opportunity for researchers and legislators to answer questions that have policy implications as they arise, thus enhancing their ability to make better informed, data-driven decisions.

Though there is no way to anticipate every question that might arise in the future in regards to state educational policy, the new connections enabled by the NC P-20W SLDS would enable us to answer questions with policy implications like the following:

- ◆ *What percentage of high school dropouts enroll in community college GED and adult high school programs?*
- ◆ *What are the postsecondary retention and graduation rates by high school, high school track, LEA, etc.?*
- ◆ *What are the earnings for high school graduates eight years after graduation by highest educational attainment?*

The ability to provide policymakers with targeted, up-to-date information to shape decisions is invaluable to the state's educational future.

This objective also focuses on training users on the proper use and interpretation of data obtained through the NC P-20W SLDS. Training will empower researchers at the five agencies with the ability to generate the reports being requested from policymakers in a timely and accurate fashion.

Deliverables:

- ◆ **Develop Data Quality Test Plan**
- ◆ **Develop Professional Development and Regional Training Plans** – A comprehensive training program will be developed to support school personnel in meeting two primary goals:
 - building a culture of data quality
 - learning how to use reports or create reports from CHILD accurately

- ◆ **Develop Sustainability Plan** – System sustainability is a vital part of maintaining a successful LDS. The system will be maintained by the technical staff in the individual agencies. When built the system will be maintained and training will be offered on an ongoing basis for the technical staff. Dedicated technical staff will be responsible for a quality control/audit plan that will be put into place and exercised on a regular basis to demonstrate the system continues to meet all objectives. Professional development for users is an integral part of the success and correct use of the system. Comprehensive training plans will be developed by the Council to meet the needs of the users in each individual agency. We anticipate dedicating staff to assist with professional development and application implementation.

Thus, the program has two components:

- ◆ The first involves a certification program where key personnel are enrolled in an in-depth study of data quality. Participants will learn the importance of, and strategies to build, a culture of data quality at the school, district, and state levels.
- ◆ The second is a dynamic collection of in-person and web-based training sessions. These range in scope from using data standards to the effective use of verification reports. There will also be sessions when participants can propose training topics for ongoing support.

c) Timeline for Project Deliverables

Substantial strides have been made to incorporate unique identifiers for students at the NCDPI through the CEDARS program. The Governor and state legislators are fully supportive of incorporating this initiative over the coming three years among North Carolina educational agencies and the NCDES. All of the aforementioned details involve very specific and interconnected responsibilities to be divided up among responsible parties. Below is a detailed timeline, with each objective broken down by the itemized tasks that will lead to their completion and the parties responsible for each. Much of the work is collaborative, as this is an interconnected and team-based project.

Timeline Summary

The following tables provide an overview of the project timeline by objective. A detailed timeline follows these tables.

Objective 1:

Establish Common Infrastructure for each student in post-secondary education systems and coordinate UID with workforce data.

Timeline	Task	Party Responsible
YR1 Q1 – YR1 Q2	Facilitate working groups to finalize data governance policies (using MOAs from all parties)	<ul style="list-style-type: none"> ◆ NCDPI (lead) ◆ UNC ◆ NCCCS ◆ NCICU ◆ NCDES
	Establish agreed upon Research Use Policy and Procedure	
	Finalize agreement with eScholar for UID contract	
	Promote uniformed approach to assigning and cataloging UID for all stakeholders	
	Design data model for sharing using CEDS v2 as guide	
	Establish matching rules for agencies not using UID (ie a UID-to-SSN match using DMV data to provide access to workforce data)	

Objective 2:

Establish a data broker based system to enhance interoperability among data collected by NCDPI, NCICU, NCDES, UNC, and NCCCS to allow knowledge and data sharing among agencies and research institutions.

Timeline	Task	Party Responsible
YR1 Q3 – YR2 Q1	Develop project plan and timelines for implementation	<ul style="list-style-type: none"> ◆ NCDPI (lead) ◆ UNC ◆ NCCCS ◆ NCICU ◆ NCDES
	Agree upon a set of common, aligned data elements, including: <ul style="list-style-type: none"> ◆ An UID that follows a student from preschool to workforce placement ◆ Other agreed up on common data elements ◆ Aligned data standards 	
	Create data dictionary	

Timeline	Task	Party Responsible
	Create prototype system to test	
	Build a NCICU system that will act as a system peer with the four other agencies and aggregate the independent college's data	

Objective 3:
Automated regular cross-agency reporting

Timeline	Task	Party Responsible
YR2 Q1 – YR2 Q4	Publish data dictionary	<ul style="list-style-type: none"> ◆ NCDPI (lead) ◆ UNC ◆ NCCCS ◆ NCICU ◆ NCDES
	Regular Reporting Project Plan <ul style="list-style-type: none"> ◆ Increasing data accessibility and quality within each sector ◆ Enhance each sector's capability to accurately assess and document the achievement of its students 	
	An interoperable data exchange for research and reporting: <ul style="list-style-type: none"> ◆ A system for secure file exchange ◆ Protocols for authentication, user authorization in accordance with FERPA and any other applicable State and Federal Laws ◆ Capacity for ad hoc research requests and reporting capabilities 	
	Enhance Benchmarking <ul style="list-style-type: none"> ◆ Enabling better exploration of questions related to the movement of students between the State's education sectors ◆ Enable usage reporting as to who pulls the regular reports 	

Objective 4:

Provide key data to empower the legislature and NC policy makers

Timeline	Task	Party Responsible
YR3 Q1 – YR3 Q4	Develop Data Quality Test Plan	◆ NCDPI (lead)
	Develop Sustainability Plan	◆ UNC
	Develop Professional Development and Training Plan	◆ NCCCS ◆ NCICU
	Enhance Benchmarking ◆ Providing Annual Data Quality Audits ◆ Providing Annual Report on Uses of SLDS	◆ NCDES
	Provide information on demand when requested by policymakers and educational agencies	

Timeline Detail

Task Name	Start	Finish	Duration	Party Responsible
Objective 1: Establish Common Infrastructure for each student in post-secondary education systems and coordinate Unique Identifiers (UIDs) with workforce data	Mon 7/2/12	Fri 2/15/13	165 days	<ul style="list-style-type: none"> ◆ NCDPI (lead) ◆ UNC ◆ NCCCS ◆ NCICU ◆ NCDES
Facilitate working groups to finalize data governance policies (using MOAs from all parties)	Mon 7/2/12	Fri 7/13/12	10 days	
Identify representatives for each sector working group	Mon 7/2/12	Fri 7/6/12	5 days	
Signed off MOAs from each sector work group executive management	Mon 7/2/12	Fri 7/13/12	10 days	
Establish agreed upon Research Use Policy and Procedure	Mon 7/16/12	Fri 9/14/12	45 days	
Identify Members from each group as representative for each work group	Mon 7/16/12	Fri 7/20/12	5 days	
Draft document of Research Use policy and procedures	Mon 7/23/12	Fri 8/3/12	10 days	
Send out Document for Group Reviews	Mon 8/6/12	Fri 8/24/12	15 days	
Update document and send out for final sign off	Mon 8/27/12	Fri 9/7/12	10 days	
Document Sign Off	Mon 9/10/12	Fri 9/14/12	5 days	
License remaining UID technology from eScholar	Mon 7/2/12	Fri 8/17/12	35 days	
Identify Sign Off authority from each work group	Mon 7/2/12	Fri 7/13/12	10 days	
Validate Legal from each sector work group signed off	Mon 7/16/12	Fri 8/3/12	15 days	
Contract finalized and signed with eScholar	Mon 8/6/12	Fri 8/17/12	10 days	

Task Name	Start	Finish	Duration	Party Responsible
Promote uniformed approach to assigning and cataloging UID for all stakeholders	Mon 8/20/12	Fri 10/19/12	45 days	
Draft initial assignments and cataloging for all UIDs	Mon 8/20/12	Fri 9/7/12	15 days	
Review by all stakeholders and comments	Mon 9/10/12	Fri 9/21/12	10 days	
Update document and send out for final sign off	Mon 9/24/12	Fri 10/5/12	10 days	
Assignment of UID and cataloging	Mon 10/8/12	Fri 10/19/12	10 days	
Design data model for sharing using CEDS v2 as guide to establish data model	Mon 10/22/12	Fri 12/14/12	40 days	
Initial draft Data Model Using CEDS	Mon 10/22/12	Fri 11/2/12	10 days	
Identify dependencies and tables for the data model	Mon 11/5/12	Fri 11/16/12	10 days	
Validate Data Model with Sample Scenarios	Mon 11/19/12	Fri 11/30/12	10 days	
Workgroups signoff Data Model	Mon 12/3/12	Fri 12/14/12	10 days	
Establish matching rules for agencies not using UID (i.e. a UID-to-SSN match using DMV data to provide access to workforce data)	Mon 12/17/12	Fri 2/15/13	45 days	
Draft Matching Rules	Mon 12/17/12	Fri 12/28/12	10 days	
Request Sample Draft Scenarios from each workgroup	Mon 12/17/12	Fri 12/28/12	10 days	
Prototype and test matching scenarios using Draft Rules	Mon 12/31/12	Fri 1/18/13	15 days	
Implement any updates during the Prototyping and scenario testing	Mon 1/21/13	Fri 2/1/13	10 days	
Document & Sign Off Matching Rules	Mon 2/4/13	Fri 2/15/13	10 days	

Task Name	Start	Finish	Duration	Party Responsible
Objective 2: Establish a data broker-based system to enhance interoperability among data collected by NCDPI, NCICU, NCDES, UNC and NCCCS to allow knowledge and data sharing among agencies and research institutions	Mon 2/18/13	Fri 2/14/14	260 days	<ul style="list-style-type: none"> ◆ NCDPI (lead) ◆ UNC ◆ NCCCS ◆ NCICU ◆ NCDES
Develop project plan and timelines for implementation	Mon 2/18/13	Fri 7/19/13	110 days	
Project manager identified	Mon 5/27/13	Fri 5/31/13	5 days	
Project Key Milestones and Phases identified	Mon 5/27/13	Fri 5/31/13	5 days	
Key Resources for team identified	Mon 5/27/13	Fri 6/7/13	10 days	
Requirements included and scoped into Project Plan	Mon 6/10/13	Fri 6/28/13	15 days	
Initial Plan presented to stakeholders	Mon 7/1/13	Fri 7/19/13	15 days	
After Stakeholder signoff, Project Plan will be Baseline	Mon 2/18/13	Fri 3/1/13	10 days	
Agree upon a set of common, aligned data elements	Mon 7/22/13	Fri 9/6/13	35 days	
UID that follows a student from preschool to workforce placement	Mon 7/22/13	Fri 9/6/13	35 days	
Create sample scenarios tracking students to test system	Mon 7/22/13	Fri 8/2/13	10 days	
Run test scenarios and document results	Mon 8/5/13	Fri 8/23/13	15 days	
Provide updates to key workgroups	Mon 8/26/13	Fri 9/6/13	10 days	
Other agreed upon common data elements	Mon 7/22/13	Fri 8/23/13	25 days	
Based upon the UID Preschool - workforce scenarios, work with workgroups to identify common data elements	Mon 7/22/13	Fri 8/9/13	15 days	
Document common data elements	Mon 8/12/13	Fri 8/23/13	10 days	
Aligned Data Standards	Mon 7/22/13	Fri 8/23/13	25 days	

Task Name	Start	Finish	Duration	Party Responsible
Document aligned data standards	Mon 7/22/13	Fri 8/9/13	15 days	
Send out Document for Group Reviews	Mon 8/12/13	Fri 8/23/13	10 days	
Update the Aligned Data Standards document from review	Mon 7/22/13	Fri 7/26/13	5 days	
Sign-off for Aligned Data Standards	Mon 7/22/13	Fri 8/2/13	10 days	
Create data dictionary	Mon 9/9/13	Fri 10/18/13	30 days	
Identify Dictionary Components	Mon 9/9/13	Fri 9/20/13	10 days	
Validate Mappings	Mon 9/9/13	Fri 9/20/13	10 days	
Data Cleansing	Mon 9/23/13	Fri 10/4/13	10 days	
Build dictionary	Mon 10/7/13	Fri 10/18/13	10 days	
Create Prototype system to test	Mon 10/21/13	Fri 11/22/13	25 days	
Review data currently in Common Follow-use System and CEDS v2	Mon 10/21/13	Fri 11/8/13	15 days	
Agree on data matching and business rules	Mon 11/11/13	Fri 11/22/13	10 days	
Build a NCICU system that will act as a system peer with the four other agencies and aggregate the independent colleges' and universities' data	Mon 11/25/13	Fri 2/14/14	60 days	
Based upon results of Prototype to test system	Mon 11/25/13	Fri 2/14/14	60 days	
Update infrastructure diagrams	Mon 11/25/13	Fri 12/6/13	10 days	
Update Data Dictionaries	Mon 12/9/13	Fri 12/27/13	15 days	
Create test scenarios for input and output	Mon 12/30/13	Fri 1/24/14	20 days	
Implement NCICU system	Mon 11/25/13	Fri 2/14/14	60 days	
Regression test NCICU system from test scenarios	Mon 11/25/13	Fri 1/10/14	35 days	
Agency testing on NCICU prior to production	Mon 1/13/14	Fri 2/14/14	25 days	

Task Name	Start	Finish	Duration	Party Responsible
Objective 3: Automation of regular cross-agency reporting	Mon 2/17/14	Fri 10/31/14	185 days	<ul style="list-style-type: none"> ◆ NCDPI (lead) ◆ UNC ◆ NCCCS ◆ NCICU ◆ NCDES
Publish data dictionary	Mon 2/17/14	Fri 3/7/14	15 days	
Regular Reporting Life Cycle Project Plan	Mon 3/10/14	Fri 4/18/14	30 days	
Increasing data accessibility and quality within each sector	Mon 3/10/14	Fri 4/18/14	30 days	
An interoperable data exchange for research and reporting	Mon 4/21/14	Fri 8/15/14	85 days	
A system for secure file exchange	Mon 4/21/14	Fri 5/23/14	25 days	
Protocols for authentication, user authorization and compliance with FERPA and other applicable state and federal laws.	Mon 5/26/14	Fri 7/4/14	30 days	
Capacity for ad hoc research requests and reporting capabilities	Mon 7/7/14	Fri 8/15/14	30 days	
Enhance Benchmarking	Mon 8/18/14	Fri 10/31/14	55 days	
Enabling better exploration of questions related to the movement of students between the State's education sectors	Mon 8/18/14	Fri 9/19/14	25 days	
Enable usage reporting as to who pulls the regular reports	Mon 9/22/14	Fri 10/31/14	30 days	

Task Name	Start	Finish	Duration	Party Responsible
Objective 4: Provide key data to empower the legislature and NC policy makers	Mon 10/20/14	Fri 6/12/15	170 days	<ul style="list-style-type: none"> ◆ NCDPI (lead) ◆ UNC ◆ NCCCS ◆ NCICU ◆ NCDES
Develop Data Quality Test Plan	Mon 11/3/14	Wed 4/29/15	128 days	
Develop Sustainability Plan	Mon 11/3/14	Fri 12/19/14	35 days	
Develop Professional Development and Training Plan	Mon 1/5/15	Fri 2/20/15	35 days	
Enhance Benchmarking	Mon 2/23/15	Fri 5/22/15	65 days	
Providing Annual Data Quality Audits	Mon 2/23/15	Fri 4/10/15	35 days	
Providing Annual Report on Uses of SLDS	Mon 4/13/15	Fri 5/22/15	30 days	
Provide information on demand when requested by policymakers and educational agencies	Mon 5/25/15	Fri 6/26/15	25 days	

(d) Project Management and Governance Plan

The Project Management and Governance Plan includes the following:

- ◆ Administration and Governance
- ◆ NC P-20W Steering Committee
- ◆ Data Governance - NC P-20W Council
- ◆ Data Security
- ◆ Research Use of Data
- ◆ Control of Access
- ◆ Control of Data

Please see Appendix A for full policies on Administration and Governance of the Steering Committee. The P-20W Council plans to add new sections regarding Legal Responsibilities and Data Confidentiality Standards.

Administration and Governance

North Carolina Governor Beverly Perdue is fully supportive of efforts detailed in this grant. The five partner agencies are also fully invested in the project and willing to invest considerable energy and manpower to achieving the goals set out within it.

Project Management and Governance of the SLDS project involves key structural components:

- ◆ Grant oversight
- ◆ Project Planning
- ◆ Plan implementation

NC P-20W Steering Committee

Integral to the project management and governance of the grant is the cross-agency organizational structure that will establish mutual authority and consensus. This group, the NC P-20W Steering Committee is comprised of the senior executive of each of the six member agencies of the NC P-20W Council. Each senior executive may appoint two representatives of their agency to serve on the NC P-20W Council. Each member has one equal vote. A member's attendance may not be substituted with a non-member, but they may proxy their vote to another member of the NC P-20W Council or a member of the NC P-20W Council staff.

The working group has authority to work together and each agency's has a plan to implement the connections across the PK-12 SLDS and postsecondary and workforce systems. There are additional staffing requests within this grant to augment staff and enhance the amount of time spent on this project. Please refer to Appendix A for the full Policies and Procedures.

Data Governance – NC P-20W Council

The NC P-20W Council has an established data management governance structure. This structure consists of clearly articulated processes designed to ensure agency compliance with State statutes, policy, and best practice standards for data management, data standardization, data certification, and data life cycle management. Each agency is responsible for the timeliness, accuracy, understandability, availability, and security of data under their stewardship.

The NC P-20W Council is the official oversight body, comprised of agency representatives, that is accountable for statewide data. The NC P-20W Council supports the state's efforts to achieve the Governor's mission, by ensuring data quality, accountability, and timeliness, all of which are essential to enabling data-driven decision-making.

The purpose of the NC P-20W Council is to enable the members to meet the responsibility of providing accurate and timely data to key stakeholders. Data management operational policy will:

- ◆ Emphasize data management as an essential agency function with data being a resource of each department and agency.
- ◆ Establish comprehensive, enterprise data management guidelines including data standardization
- ◆ Establish standards and policies for data management to which each agency division and data manager must adhere

The NC P-20W Council is a decision making body charged with the responsibility for and empowered with the authority to set policy and resolve issues concerning statewide data collection, management, and use. The NC P-20W Council is responsible to the agencies' senior executives.

North Carolina's SLDS will meet or exceed all federal and state privacy and confidentiality rules, regulations and laws including but not limited to those defined under North Carolina General Statute Chapter 96 and Family Education Rights and Privacy Act (FERPA).

The privacy protection and data accessibility will be subject to audit and policy review by the agency lawyers, data audits and testing of the access security will be subject to external testing and challenging. The unified metadata and unified data dictionary among the five agencies will be available for public viewing.

Data Security

Currently, the North Carolina Department of Public Instruction has the legal and ethical responsibility to use and disseminate appropriate information as its utmost priority. The legal

aspects of the use of public school data are based upon several state and federal laws. The Family Education Rights and Privacy Act (FERPA), enacted by the United States Congress in 1988 and amended in 1996 and 2011, mandates procedures for protecting the privacy of student data while acknowledging the necessity to collect it. North Carolina further defines the situations in which both student and education personnel data can (and cannot) be disclosed in N.C. G.S. 115C. See Appendix A for a summary of FERPA and the NC laws that affect collection of education data.

The following standards will govern the North Carolina Department of Public Instruction's request for and use of education data from individual schools and school systems in the state:

- ◆ The North Carolina Department of Public Instruction will follow FERPA and North Carolina General Statutes in all its data collection and use.
- ◆ The North Carolina Department of Public Instruction will make available LEA data consistent with FERPA and State statutes only after LEAs have verified and approved the data.
- ◆ The North Carolina Department of Public Instruction will access non-approved data for the purposes of technical support, assurance of data integrity, and system maintenance only.
- ◆ NCDPI will receive from LEAs only information that has been gathered under FERPA and State and Federal laws. This includes, but is not limited to, the following stipulations:
 - Annual LEA parental notification of FERPA rights and signature of compliance/non-compliance yearly. This signature is held on-file at the LEA level.
 - NCDPI notification to designated individual in each LEA that request is being made. This can be a summary statement at the beginning of the year delineating the usual uses of data; however, if new uses of data are requested during the school year, NCDPI will notify LEAs before data are used.
 - Educational research sponsored and/or sanctioned by NCDPI.
- ◆ NCDPI will purge data according to a schedule determined by FERPA and North Carolina and Federal laws and policies.
- ◆ Student information required by the state will be collected under the same stipulations as FERPA information; personnel information will be collected under State General Statutes. Additionally, all LEA personnel will be notified of both the personal information that constitutes public information and that which will be protected from public view but which will be available to NCDPI and other authorized personnel.
- ◆ All NCDPI employees and other authorized personnel who use LEA-provided education data must sign a statement agreeing to the legal and ethical uses of any information that they access. Signed statements of authorized personnel will be on file at the North Carolina Department of Public Instruction throughout their tenure as NCDPI employees. NCDPI will reauthorize signatures yearly or immediately when authorized personnel changes.

Research Use of Data

In North Carolina, each agency has a request for research data process and will have the ability to establish the credentials of a researcher and grant those credentials to access the SLDS. The goal – provide an efficient data portal for providing data that meet three criteria:

- ◆ Comprehensive
- ◆ Accurate
- ◆ Secure

Data gathered from the portal must include enough detail and depth to reflect the topic of concern. Those data must include enough variables and dimensions so that users interested in that topic will be able to develop an accurate understanding of that topic. But the data extracted must never compromise the confidentiality and privacy rights of individuals, institutions, and employers.

The Portal includes metadata tracking, role-based security, and multiple options to interface with the data. Using the portal, we can meet all three criteria for success.

Control of Access

- ◆ Public-level Access with limited role-based access: aggregated data sets, de-identified data, and data available from other public portals. Researcher-level Access. Multiple levels of researcher-level access to address different levels of users.

In this system, a user's access level will control the interface. Role-based security will go beyond just being able to modify data or views. Role-based security defines your entire experience with the portal. Additionally, a HTML listing of available data will be provided (right click and download). A Dynamic Pull-down menu of options to run will also be available.

Automatic extraction of metadata along with data extracted. When extracts are done, a separate lookup will extract information about the date of creation of the variable, the source file of the variable and other content explaining the meaning of the variable. For static files, this file will already exist. For dynamic data selection, this file will be generated along with the extracted data. In the background, all user interactions will be logged.

Control of Data

Develop multiple views of individual data sets and control access via role-based security.

Automatic Processes can apply the strategy to a single data set and role-level permissions control which version is available to a particular user:

- ◆ **Aggregation:** Data sets that include only summary data.
- ◆ **Distortion:** Creation of internally valid, but externally invalid unique data like IDs.
- ◆ **Single Column Redaction (Variable Redaction):** Eliminating columns that might reveal unique individuals (Real Student or Staff IDs).
- ◆ **Multiple Column Redactions:** Combinations of variables can be combined in ways that might reveal data intended to be private. (Race, Sex, Grade at a school might identify students).
- ◆ **Row Redaction (Case Redaction):** Data with unique individuals in rows can be redacted so that individuals who fall within group *X by Y by Z*, which may include only three cases, are redacted from the data set. Summary data provided will not match the unique file and an accompanying explanation must be included.
- ◆ **Aggregation Integration:** Supplementing row-level observations with aggregated data in a single file using rows or columns.

(e) Staffing

In order to build, sustain, and support a successful project, efforts must be comprehensive and long term. Below is a list of resource responsibilities with parties from stakeholder groups assigned to roles. This first draft is intended to show that the NC P-20W SLDS Steering Committee is ready to begin work on this project immediately. All resumes for parties named can be found in Appendix C.

Roles	Responsibilities
Executive Sponsor ◆ Louis Fabrizio	◆ Provide overall direction for team ◆ Promote cross-departmental activities ◆ Facilitate resolution of cross-departmental issues ◆ Create environment conducive to teamwork ◆ Ensure adequate funding is available ◆ Manage expectations of executives ◆ Identify the key members of the project’s management team ◆ Establish key priorities ◆ May authorize and/or finance the project
Project Directors ◆ Karl Pond ◆ Phillip Price ◆ Alisa Chapman	◆ Provides agency level policy and program direction and technical management of NC P20-W SLDS ◆ Provides direction to the Project Management Office ◆ Supports the provision of information for the new governance

Roles	Responsibilities
<ul style="list-style-type: none"> ◆ Saundra Williams ◆ Frances Fontaine ◆ Elizabeth McGrath 	<p>model that incorporates the entire education spectrum of early childhood, pre-PK-12 education agencies, postsecondary education, and workforce data</p> <ul style="list-style-type: none"> ◆ Project Director exercises broad authority to manage, determine, and implement the agency’s statewide data systems’ program goals and objectives
<p>Project Managers / Project Facilitators</p> <ul style="list-style-type: none"> ◆ Christopher Cline ◆ Tim McDowell 	<ul style="list-style-type: none"> ◆ Coordinate with service provider’s project manager ◆ Monitor progress of project ◆ Ensure team members have adequate resources ◆ Manage project risks ◆ Manage end-user expectations ◆ Maintain project timeline, and ensure timely resolution of issues, such as providing timely information and feedback to the service provider team, sending Sample data ◆ Act as liaison between team and end-users ◆ Keep sponsor informed as project progresses ◆ Advise management team on various aspects of establishing the project, including applying a project methodology, identifying project resources, and identifying and evaluating the business value of the project ◆ Coordinate and oversee the execution of Acceptance Testing
<p>Technical Architects</p> <ul style="list-style-type: none"> ◆ Kenneth Thompson ◆ Paul Hudy ◆ Saundra Williams ◆ Pat Young 	<ul style="list-style-type: none"> ◆ Advise project team on the organization’s overall IT strategy, processes, and policies ◆ Coordinate the IT staff to support the project team
<p>IT Specialists and/or System Administrators</p> <ul style="list-style-type: none"> ◆ Determined based on resources required 	<ul style="list-style-type: none"> ◆ Provide team with background on operational systems ◆ Set up and maintain servers ◆ Install supporting software products ◆ Maintain networks ◆ Install and configure peripheral devices ◆ Assist programmers with software performance tuning ◆ Promote system to “production” environment ◆ Provide continuing support and maintenance to system after it is

Roles	Responsibilities
	delivered
Database Administrators ♦ Determined based on resources required	♦ Develop detailed design of database tables ♦ Create database tables and indexes ♦ Develop database backup and recovery routines ♦ Monitor database performance and utilization ♦ Establish database security
Data Governance ♦ NC P-20W Council	♦ Responsible for the management of the corporate data model, providing data standards and naming conventions. ♦ Provide information on the design of the operational data sources and responsible for reviewing and approving the subject data models, dimensional data models, and physical data models
End-Users ♦ Myra Best ♦ Bill Schneider	♦ Advise project team on business requirements, GUI requirements/preferences, and desired software attributes ♦ Actively provide feedback on intermediate deliveries, if any ♦ Assume responsibility for the quality of the system, and perform Acceptance Testing

Each of the agencies affiliated with this program will be allotted staff to handle the added responsibilities demanded from this initiative. The staff augmentation arrangement would involve altering existing employees' job descriptions to incorporate added responsibilities, and hiring temporary contract workers to absorb the roles the employees were previously responsible for. This arrangement will insure that knowledge remains within the agencies once the grant term has passed. These staff will be added as required by workload, seasonal operational processing is required and project demands for time increase for the duration of the project. The additional staff per agency could be more than one physical body but not necessarily more than one FTE.

One staff member will be responsible for helping to assign to be the database administrator of the UID and resolution of near-matches. Another staff member will be responsible for creating security, creating files, and formatting. The staff member will create data files based on needs of the governance board, place them on a server, and perform appropriate security checks of who gets the information. One FTE will be necessary to sustain the system on an ongoing basis after implementation and after the grant term has passed.

Other Attachment File(s)

* Mandatory Other Attachment Filename:

To add more "Other Attachment" attachments, please use the attachment buttons below.

8. Appendix A – Optional Attachments

Common Follow-up System Report List

- ◆ Individuals contained in the Common Follow-up System (CFS) 2005 -2010
- ◆ Historical Participation Summary Across the Last 5 CFS Years
- ◆ Number of Individuals by Participating Entity CFS Years: 2005 - 2006 through 2009 – 2010
- ◆ Number and Percentage of Records and Individuals Processed Since Inception by Participating Entity and System Wide
- ◆ Number and Percentage of Individuals with Wages During the 2009 - 2010 CFS Year by Wage Category
- ◆ Individuals with Wages During the 2009 - 2010 CFS Year by the North American Industry Classification System (NAICS) Super Sector
- ◆ Individuals with Wages During the 2009 - 2010 CFS Year by Firm Size
- ◆ Number of Individuals by Entity, by CFS Years and Across the 5-Year Time Period July 1, 2005 through June 30, 2010
- ◆ Individuals Served by Each Agency and the Number of Agencies Providing Services and Individuals Receiving Services through the JobLink Career Center System CFS Year 2009-2010
- ◆ Individuals Served by Each Agency and the Number of Agencies Providing Services and Individuals Receiving Services through the JobLink Career Center System, Over the 5-Year Time Period July 1, 2005 through June 30, 2010
- ◆ Individuals Served by the Department of Correction CFS Year 2009-2010, by the Agencies and the Number of Agencies Providing Services and Individuals Receiving Services through the JobLink Career Center System
- ◆ Individuals Served by the Department of Correction Over the 5-Year Time Period July 1, 2005 through June 30, 2010, by the Agencies and the Number of Agencies Providing Services and Individuals Receiving Services through the JobLink Career Center System
- ◆ Individuals Served by the Department of Labor CFS Year 2009-2010, by the Agencies and the Number of Agencies Providing Services and Individuals Receiving Services through the JobLink Career Center System
- ◆ Individuals Served by the Department of Labor Over the 5-Year Time Period July 1, 2005 through June 30, 2010, by the Agencies and the Number of Agencies Providing Services and Individuals Receiving Services through the JobLink Career Center System
- ◆ Individuals Served by the Department of Public Instruction CFS Year 2009-2010, by the Agencies and the Number of Agencies Providing Services and Individuals Receiving Services through the JobLink Career Center System
- ◆ Individuals Served by the Department of Public Instruction Over the 5- Year Time Period July 1, 2005 through June 30, 2010, by the Agencies and the Number of Agencies Providing Services and Individuals Receiving Services through the JobLink Career Center System

- ◆ Individuals Served by the Division of Employment and Training CFS Year 2009-2010, by the Agencies and the Number of Agencies Providing Services and Individuals Receiving Services through the JobLink Career Center System
- ◆ Individuals Served by the Division of Employment and Training Over the 5-Year Time Period July 1, 2005 through June 30, 2010, by the Agencies and the Number of Agencies Providing Services and Individuals Receiving Services through the JobLink Career Center System.
- ◆ Individuals Served by the Division of Services for the Blind CFS Year 2009-2010, by the Agencies and the Number of Agencies Providing Services and Individuals Receiving Services through the JobLink Career Center System
- ◆ Individuals Served by the Division of Services for the Blind Over the 5-Year Time Period July 1, 2005 through June 30, 2010, by the Agencies and the Number of Agencies Providing Services and Individuals Receiving Services through the JobLink Career Center System
- ◆ Individuals Served by the Division of Social Services CFS Year 2009-2010, by the Agencies and the Number of Agencies Providing Services and Individuals Receiving Services through the JobLink Career Center System
- ◆ Individuals Served by the Division of Social Services Over the 5-Year Time Period July 1, 2005 through June 30, 2010, by the Agencies and the Number of Agencies Providing Services and Individuals Receiving Services through the JobLink Career Center System
- ◆ Individuals Served by the Division of Vocational Rehabilitation Services CFS Year 2009-2010, by the Agencies and the Number of Agencies Providing Services and Individuals Receiving Services through the JobLink Career Center System
- ◆ Individuals Served by the Division of Vocational Rehabilitation Services Over the 5-Year Time Period July 1, 2005 through June 30, 2010, by the Agencies and the Number of Agencies Providing Services and Individuals Receiving Services through the JobLink Career Center System
- ◆ Individuals Served by the Employment Security Commission CFS Year 2009-2010, by the Agencies and the Number of Agencies Providing Services and Individuals Receiving Services through the JobLink Career Center System
- ◆ Individuals Served by the Employment Security Commission Over the 5-Year Time Period July 1, 2005 through June 30, 2010, by the Agencies and the Number of Agencies Providing Services and Individuals Receiving Services through the JobLink Career Center System
- ◆ Individuals Served by the North Carolina Community College System CFS Year 2009-2010, by the Agencies and the Number of Agencies Providing Services and Individuals Receiving Services through the JobLink Career Center System
- ◆ Individuals Served by the North Carolina Community College System Over the 5-Year Time Period July 1, 2005 through June 30, 2010, by the Agencies and the Number of Agencies Providing Services and Individuals Receiving Services through the JobLink Career Center System

- ◆ Individuals Served by the University of North Carolina CFS Year 2009-2010, by the Agencies and the Number of Agencies Providing Services and Individuals Receiving Services through the JobLink Career Center System
- ◆ Individuals Served by the University of North Carolina Over the 5-Year Time Period July 1, 2005 through June 30, 2010, by the Agencies and the Number of Agencies Providing Services and Individuals Receiving Services through the JobLink Career Center System
- ◆ Individuals Served by the JobLink Career Center System CFS Year 2009-2010, by the Agencies and the Number of Agencies Providing Services
- ◆ Individuals Served by the JobLink Career Center System Over the 5-Year Time Period July 1, 2005 through June 30, 2010, by the Agencies and the Number of Agencies Providing Service
- ◆ Follow-Up of High School Graduates Who Enrolled as First-Time Freshman at an Institution of The University of North Carolina in the Fall Semester of 2009 Following High School Graduation
- ◆ Performance Measures for 2008-2009 Transfers from Private Senior College to UNC Institutions
- ◆ Performance Measures for 2009-2010 Transfers from All Community Colleges to UNC Institutions
- ◆ Performance Measures for 2008-2009 Transfers from UNC Institutions to UNC Institutions
- ◆ NC Community Colleges Creating Success: Critical Success Factors, 2011
- ◆ FERPA Summary and any other applicable State and Federal Laws
- ◆ NC Laws on educational data collection
- ◆ North Carolina General Statue Chapter 96 Article 4

Fig A. SLDS Data Broker Workflow

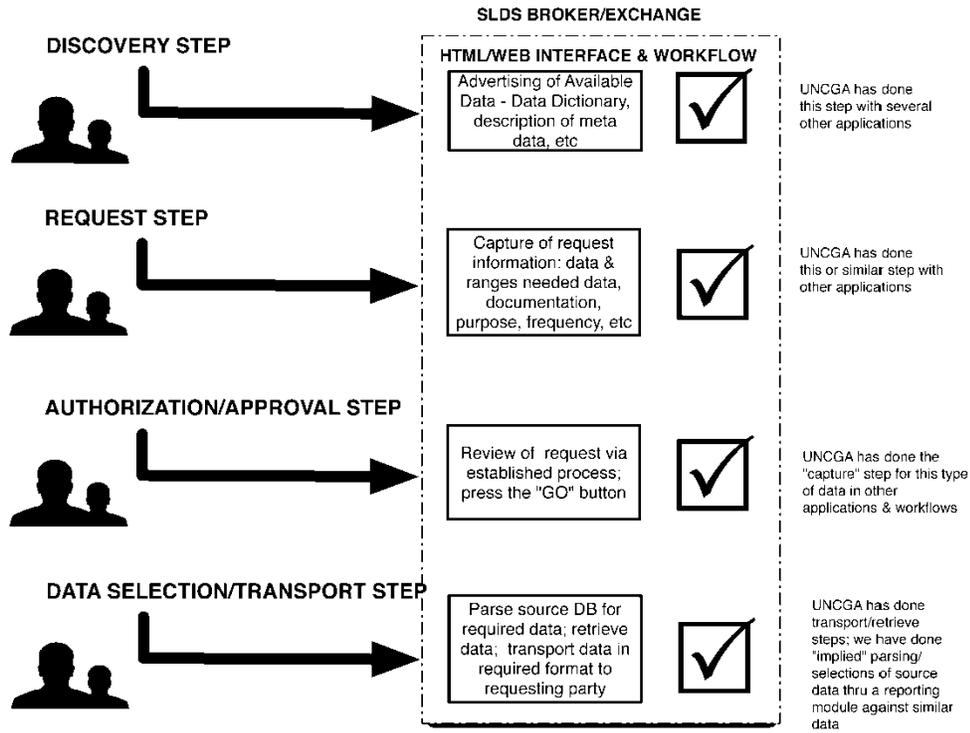


Fig B. Centralized Hub for Integration of Longitudinal Data (CHILD) data sharing model

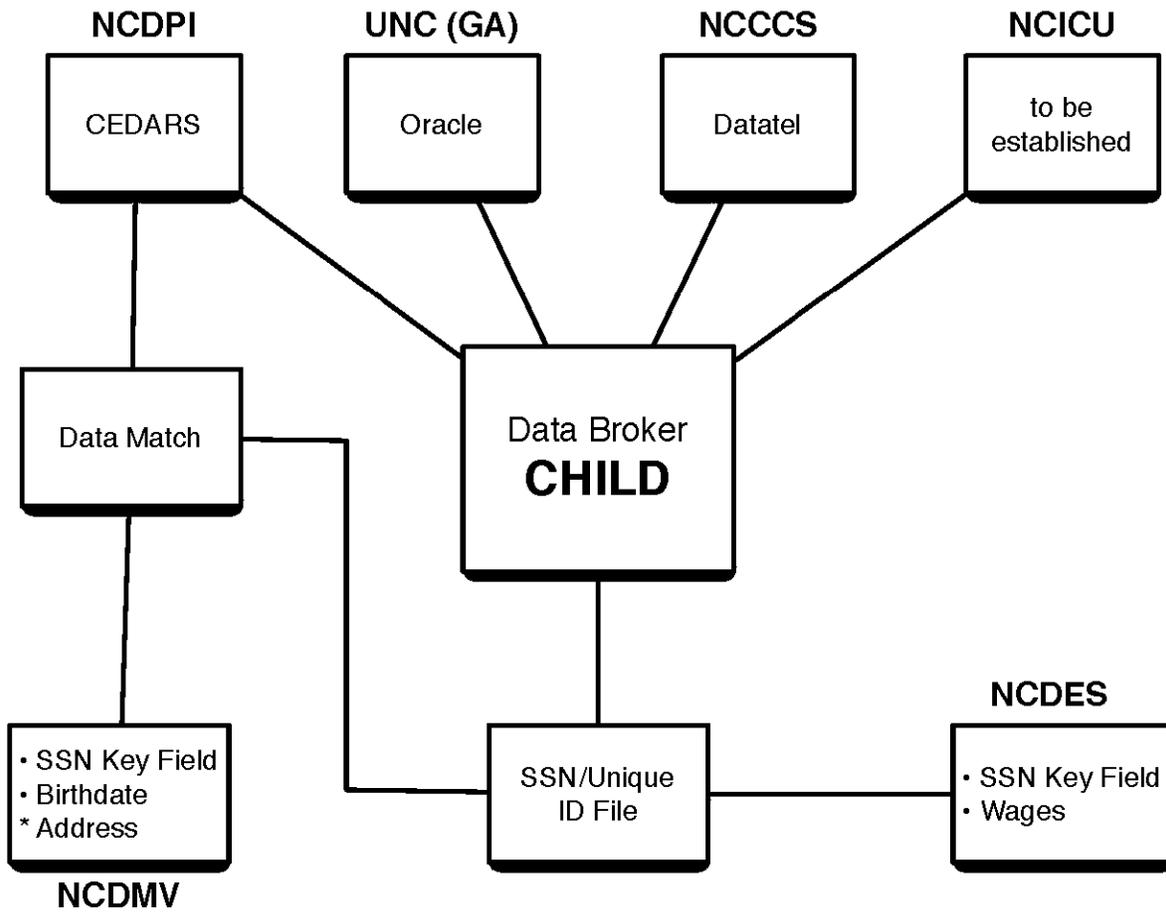
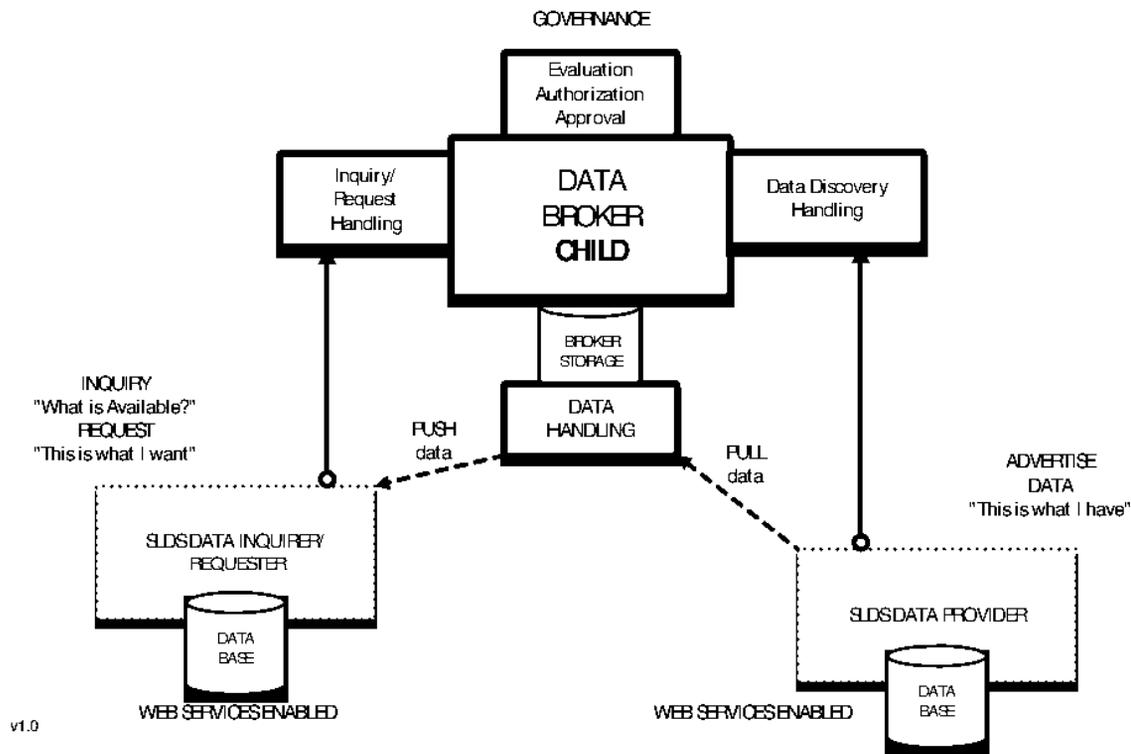


Fig C. CHILD/Data Broker model

Diagram B

NO CENTRAL "WAREHOUSE"



North Carolina's P-20W Council Current Policies and Procedures

Membership

The NC P-20W Council members will review membership, as needed, to identify potential new members. The need for new members will be based on the need to replace a voting member or add representation from an additional agency. NC P-20W Council meetings are held as needed, or at least once per month, to address statewide issues related to data collection, management, and use. Meetings will be open. All agendas, minutes, governance documents, policies, and topics to be discussed will be available via the web on a P-20W website (to be established).

Contributor

An individual who is a contributor to the NC P-20W Council provides support and advice on specific topics. They may be regular attendees to a meeting or be invited based on their expert knowledge of a specific topic. A contributor does not have any voting rights.

Facilitator

The facilitator for the NC P-20W Council will be appointed by the voting membership of the group and will continue to be a voting member of the group. The facilitator will serve a one-year term not to exceed two consecutive one-year terms. The staff for the P-20 Council will be provided by the facilitator.

Website

A NC P-20W Council website will be created and maintained by the council. The facilitator agency will maintain the website for the duration of the facilitator's term. The staff for the P-20 Council website will be provided by the facilitator.

Stakeholder

The NC P-20W Council may also be expanded to include representatives from stakeholders external to the council. The NC P-20W Council may invite other contributors to meetings as necessary, but only the official members approved by the Steering Committee have voting rights.

Collection

The NC P-20W Council has authority to set policy regarding the addition, deletion, and modification of agency data collections and the elements these collections contain.

Management

The NC P-20W Council has the authority to set policy regarding all cross-agency data including the security of the data.

Materials

Agendas, meeting minutes, and any information to be reviewed for the upcoming meeting are sent out to group members at least 48 hours in advance of each meeting. Agenda items and associated materials for a prospective meeting must be submitted to the NC P-20W Council staff facilitator no later than 72 hours prior to the meeting.

Attendance

NC P-20W Council members are expected to attend every NC P-20W Council meeting. A dial-in number will be made available for each meeting to enable members to participate remotely, as needed. The minutes for each meeting will indicate those in attendance.

Voting

Voting is conducted during each meeting or via e-mail within 24 hours of the conclusion of the meeting at which the initial vote was held. To be eligible for a vote, an item must be on the

meeting agenda and the NC P-20W Council must have raised the item for discussion prior to the vote. For each item put to vote, all NC P-20W Council members must vote either yes, no, or abstain, and the votes are entered into the official meetings minutes.

Unless otherwise noted, voting outcome is determined by simple majority of voting membership present, including proxies (see *Proxies* below). In the event of a tie, the group may engage in further discussion and vote again, or may escalate the issue for decision by the Steering Committee. A vote to delete or modify any existing collection characteristics requires an agreement of 100 percent of the membership in order to set policy. Anything short of 100 percent is escalated to the Steering Committee. All NC P-20W Council decisions regarding data management policy and procedures are to be communicated to the Steering Committee at its next meeting and posted on the NC P-20W Council website.

Proxies

In the event that a voting member is unable to attend a NC P-20W Council meeting, the member may appoint another voting member of the NC P-20W Council or a member of the NC P-20W Council staff to serve as proxy for the absent member for discussion and voting purposes. The member who grants proxy is responsible for having reviewed the agenda and provided to the proxy any information the member would like to the proxy to present at the meeting. If a NC P-20W Council member is scheduled to be out for an extended amount of time (or is out because of an emergency for an extended amount of time) the member's organizational unit may name a representative to attend in the member's place, as necessary.

Subcommittees

The NC P-20W Council may organize subcommittees to work on specific issues on a standing or ad hoc basis.

Data Collections

Any decision to add a new element or data collection must be brought to the council for informational purposes. Deletion of an existing data collection or element must be approved by the Council. This approval will protect any dependent reporting from being adversely effected without notification. Per N.C.G.S. § 96-32, Common Follow-up information management system created.

9. Appendix B – Evidence of Coordination and Support

The following letters of support provide evidence of the anticipated participation and coordination by all agencies or institutions that will be partners in the project:

- ◆ North Carolina Department of Public Instruction (NCDPI)
- ◆ Governor of North Carolina
- ◆ University of North Carolina
- ◆ North Carolina Community College System
- ◆ North Carolina Independent Colleges and Universities
- ◆ North Carolina Division of Employment Security
- ◆ North Carolina Division of Motor Vehicles
- ◆ North Carolina Early Childhood

PUBLIC SCHOOLS OF NORTH CAROLINA

DEPARTMENT OF PUBLIC INSTRUCTION | June St. Clair Atkinson, Ed.D., *State Superintendent*

WWW.NCPUBLICSCHOOLS.ORG

December 9, 2011

Dr. Tate Gould
Institute of Education Sciences
National Center for Education Statistics
1990 K Street, NW, Rm. 9023
Washington, DC 20006-5651

Dear Dr. Gould:

On behalf of the North Carolina Department of Public Instruction (NCDPI), I am writing to express my deep commitment to the vision, purposes, and proposed activities that comprise the North Carolina P-20W State Longitudinal Data System (SLDS) grant proposal which we are submitting in response to the current U.S. Department of Education (USED) SLDS Grants Program request for applications.

Successfully establishing a statewide system of data exchange through P-20W will require a concerted collaborative effort among North Carolina's education sectors (the Public Schools of North Carolina, the North Carolina Community College System, the North Carolina Independent Colleges and Universities, and the University of North Carolina System), and the North Carolina Division of Employment Security within the NC Department of Commerce. Funding for our P-20W proposal will help us turn a corner in meeting the state's urgent need to access the reliable and comprehensive data sets necessary to better understand relationships between educational inputs and our highest priority outcome, student achievement.

NCDPI has been progressing with the NC Common Education Data Analysis and Reporting System (CEDARS), our P-13 SLDS, as well as efforts to enhance our NC P-20+ partnerships to develop the vision for a robust, aligned, statewide P-20+ governance and technology infrastructure represented in the proposal. I believe the proposal presents a clear, workable three-year plan for providing North Carolina with the enhanced capability needed to support outcome-based decision-making regarding critical education policy and services. The proposed plan is integral to our Race to the Top efforts, our Instructional Improvement System efforts, and our early childhood partnership.

I am very proud of NCDPI's sponsorship of this statewide initiative and am pleased to have this unique opportunity to partner with the USED. Approval of this proposal will provide North Carolina's education leaders with a critical new capability for use in improving student achievement and maximizing our state's ability to make better informed policy decisions. Thank you in advance for your consideration of this proposal.

Sincerely,

(b)(6)

June St. Clair Atkinson

JSA:lmf

OFFICE OF THE STATE SUPERINTENDENT

June St. Clair Atkinson, Ed.D., *State Superintendent* | june.atkinson@dpi.nc.gov
6301 Mail Service Center, Raleigh, North Carolina 27699-6301 | (919) 807-3430 | Fax (919) 807-3445
AN EQUAL OPPORTUNITY/AFFIRMATIVE ACTION EMPLOYER

STATE OF NORTH CAROLINA
OFFICE OF THE GOVERNOR
20301 MAIL SERVICE CENTER • RALEIGH, NC 27699-0301

BEVERLY EAVES PERDUE
GOVERNOR

December 8, 2011

The Honorable June Atkinson
North Carolina Department of Public Instruction
6301 Mail Service Center
Raleigh, NC 27699-6301

Dear Superintendent Atkinson:

On behalf of my fellow North Carolinians, I am writing to express my enthusiastic support for the North Carolina P-20W State Longitudinal Data System (SLDS) proposal and its vision for creating a cross sector system of data exchange. Utilizing data across P20 is core to my Career and College- *Ready, Set, Go!* initiative to ensure that all students graduate ready for a career, 2- or 4-year college or technical education.

North Carolina continues to make progress in its public schools. More children are coming to school healthy and ready to learn. Teachers are being held to higher standards than ever before. Our schools are safer. Test scores are consistently moving up, since the mid-1990's, with the advent of North Carolina's ABCs of Public Education and then *No Child Left Behind*, both programs with high accountability standards. Schools are more accountable and students are doing better, but we must do more.

We need the technical infrastructure to exchange longitudinal data sets that will enable our leaders across education sectors to design powerful new strategies, whereby meeting the ambitious accountability, assessment, and program improvement expectations to which our state has committed itself. In addition to the Common Education Data Analysis and Reporting System (CEDARS) and RtT Early Learning Challenge grant proposal, the North Carolina P-20W SLDS represents the type of logical progression our state needs at this critical time in order to bring the efforts together in a cohesive informational system.

I am delighted to endorse this statewide proposal, submitted by the North Carolina Department of Public Instruction, on behalf of all North Carolina education sectors and the North Carolina Division of Employment Security within the Department of Commerce. I hope the U.S. Department of Education will join with us in making this vision a reality.

Sincerely,



Beverly Eaves Perdue





The University of North Carolina

General Administration
Post Office Box 2688, Chapel Hill, NC 27515-2688

THOMAS W. ROSS, President

Telephone: (919) 962-1000 • Fax: (919) 843-9695 • E-mail: tomross@northcarolina.edu

Constituent Universities
Appalachian State
University

East Carolina
University

Elizabeth City
State University

Fayetteville State
University

North Carolina
Agricultural and
Technical State
University

North Carolina
Central University

North Carolina
State University
at Raleigh

University of
North Carolina
at Asheville

University of
North Carolina
at Chapel Hill

University of
North Carolina
at Charlotte

University of
North Carolina
at Greensboro

University of
North Carolina
at Pembroke

University of
North Carolina
at Wilmington

University of
North Carolina
School of the Arts

Western Carolina
University

Winston-Salem
State University

Constituent High School
North Carolina
School of Science
and Mathematics

December 12, 2011

Dr. June St. Clair Atkinson, Superintendent
North Carolina Department of Public Instruction
301 N. Wilmington Street
Raleigh, North Carolina 27601

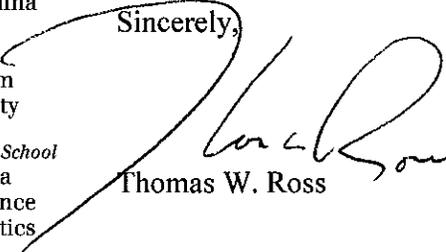
Dear Superintendent Atkinson:

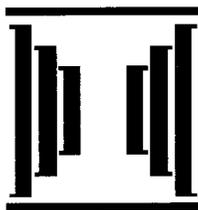
On behalf of the University of North Carolina, I am writing to endorse the grant proposal that would allow the State to develop a Preschool to Workforce Longitudinal Data System. I am very pleased that each of North Carolina's education sectors have voluntarily come together to develop this proposal. It builds on a history of strong cooperation among these entities. The ability to access the impact of a system of data exchange across the full spectrum of educational sectors – from early childhood through post secondary public and private institutions and beyond into the workforce – would positively affect the ability of our State to strategically align programs and resources to meet educational needs.

The challenge of bridging academic achievement gaps and producing graduates prepared to fill technology and knowledge-based jobs is particularly acute in North Carolina as thousands of jobs in the traditional sectors of textiles, manufacturing, and agriculture have disappeared. The state's economic growth and development are increasingly dependent on the efficient and strategic deployment of fiscal and educational resources grounded in data-driven decision making. The NC Preschool to Workforce Statewide Longitudinal Data System (NC P-20W SLDS) would give us the tools we need to make assessments and choices and provide opportunities for robust longitudinal research and analysis that will inform critical policy decisions for years to come.

The University of North Carolina is fully supportive of this proposal to build a NC P-20W longitudinal data system. Collaborative work toward this common goal is already underway, and this grant would enable us to address this important work more expeditiously.

Sincerely,


Thomas W. Ross



NORTH CAROLINA COMMUNITY COLLEGE SYSTEM

December 7, 2011

**R. SCOTT RALLS, Ph.D.
PRESIDENT**

- ALAMANCE COMMUNITY COLLEGE
- ASHEVILLE-BUNCOMBE TECHNICAL COMMUNITY COLLEGE
- BEAUFORT COUNTY COMMUNITY COLLEGE
- BLADEN COMMUNITY COLLEGE
- BLUE RIDGE COMMUNITY COLLEGE
- BRUNSWICK COMMUNITY COLLEGE
- CAIDWELL COMMUNITY COLLEGE & TECHNICAL INSTITUTE
- CAPE FEAR COMMUNITY COLLEGE
- CARTERET COMMUNITY COLLEGE
- CATAWBA VALLEY COMMUNITY COLLEGE
- CENTRAL CAROLINA COMMUNITY COLLEGE
- CENTRAL PIEDMONT COMMUNITY COLLEGE
- CLEVELAND COMMUNITY COLLEGE
- COASTAL CAROLINA COMMUNITY COLLEGE
- COLLEGE OF THE ALBEMARLE
- GRAVEN COMMUNITY COLLEGE
- DAVIDSON COUNTY COMMUNITY COLLEGE
- DURHAM TECHNICAL COMMUNITY COLLEGE
- EDGEcombe COMMUNITY COLLEGE
- FAYETTEVILLE TECHNICAL COMMUNITY COLLEGE
- FORSYTH TECHNICAL COMMUNITY COLLEGE
- GASTON COLLEGE
- GUILFORD TECHNICAL COMMUNITY COLLEGE
- HALIFAX COMMUNITY COLLEGE
- HAYWOOD COMMUNITY COLLEGE
- ISOTHERMAL COMMUNITY COLLEGE
- JAMES SPRUNT COMMUNITY COLLEGE
- JOHNSTON COMMUNITY COLLEGE
- LENOIR COMMUNITY COLLEGE
- MARTIN COMMUNITY COLLEGE
- MAYLAND COMMUNITY COLLEGE
- MCDOWELL TECHNICAL COMMUNITY COLLEGE
- MITCHELL COMMUNITY COLLEGE
- MONTGOMERY COMMUNITY COLLEGE
- NASH COMMUNITY COLLEGE
- PAMLICO COMMUNITY COLLEGE
- PIEDMONT COMMUNITY COLLEGE
- PITT COMMUNITY COLLEGE
- RANDOLPH COMMUNITY COLLEGE
- RICHMOND COMMUNITY COLLEGE
- ROANOKE-CHOWAN COMMUNITY COLLEGE
- ROBESON COMMUNITY COLLEGE
- ROCKINGHAM COMMUNITY COLLEGE
- ROWAN-CABARRUS COMMUNITY COLLEGE
- SAMPSON COMMUNITY COLLEGE
- SANDHILLS COMMUNITY COLLEGE
- SOUTH PIEDMONT COMMUNITY COLLEGE
- SOUTHEASTERN COMMUNITY COLLEGE
- SOUTHWESTERN COMMUNITY COLLEGE
- STANLY COMMUNITY COLLEGE
- SURRY COMMUNITY COLLEGE
- TRI-COUNTY COMMUNITY COLLEGE
- VANCE-GRANVILLE COMMUNITY COLLEGE
- WAKE TECHNICAL COMMUNITY COLLEGE
- WAYNE COMMUNITY COLLEGE
- WESTERN PIEDMONT COMMUNITY COLLEGE
- WILKES COMMUNITY COLLEGE
- WILSON COMMUNITY COLLEGE

The Honorable June St. Clair Atkinson
North Carolina State Superintendent
North Carolina Department of Public Instruction
301 N. Wilmington Street
Raleigh, North Carolina 27601

Dear Superintendent Atkinson:

On behalf of the North Carolina Community College System, I whole-heartedly extend my support to the North Carolina Department of Public Instruction and consortium partners in submitting a highly important proposal to the U.S. Department of Education for the development of a North Carolina P-20+ Statewide Longitudinal Data System. The P-20+ system is a focus within the North Carolina Community College System Office Priorities, which emphasizes our efforts to effectively “collaborate to create a P-20 longitudinal data system.”

The development of a more robust system of data exchange across the full spectrum of educational sectors, from early childhood through post-secondary public and private institutions, and beyond into the workforce is a priority for the nation, the state of North Carolina and in particular the North Carolina Community College System. Many of our key programmatic initiatives can be better achieved through this P-20 system of data exchange including the refinement of developmental education, the evaluation of transfers to 4-year colleges and universities, and the successful transition to employment related to student’s program of study.

We have a strong track record of working with the various sectors in efforts to align educational processes and programs and look forward to building upon our relationship in the exchange of data with this P-20 system. The proposed NC P20+ State Longitudinal Data System and the committed collaboration of our sectors will provide opportunities for robust longitudinal research and analysis that will inform critical policy decisions for years to come.

Sincerely,

R. Scott Ralls

N o r t h C a r o l i n a
I N D E P E N D E N T
C o l l e g e s & U n i v e r s i t i e s

A. Hope Williams
President

December 9, 2011

Barton College
Wilson
Belmont Abbey College
Belmont
Bennett College for Women
Greensboro
Brevard College
Brevard
Cabarrus College of Health Sciences
Concord
Campbell University
Buies Creek
Catawba College
Salisbury
Chowan University
Murfreesboro
Davidson College
Davidson
Duke University
Durham
Elon University
Elon
Gardner-Webb University
Boiling Springs
Greensboro College
Greensboro
Guilford College
Greensboro
High Point University
High Point
Johnson C. Smith University
Charlotte
Lees-McRae College
Banner Elk
Lenoir-Rhyne University
Hickory
Livingstone College
Salisbury
Louisburg College
Louisburg
Mars Hill College
Mars Hill
Meredith College
Raleigh
Methodist University
Fayetteville
Montreat College
Montreat
Mount Olive College
Mount Olive
N.C. Wesleyan College
Rocky Mount
Peace College
Raleigh
Pfeiffer University
Misenheimer
Queens University of Charlotte
Charlotte
St. Andrews Presbyterian College
Laurinburg
Saint Augustine's College
Raleigh
Salem College
Winston-Salem
Shaw University
Raleigh
Wake Forest University
Winston-Salem
Warren Wilson College
Asheville
Wingate University
Wingate

Dr. June St. Clair Atkinson, Superintendent
North Carolina Department of Public Instruction
301 N. Wilmington Street
Raleigh, NC 27601

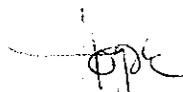
Dear June,

North Carolina Independent Colleges and Universities (NCICU) is pleased to submit this letter of support for the grant proposal for the North Carolina State Longitudinal Data System proposal. Through our collaborative work in this proposal development process with other North Carolina education sectors and the North Carolina Employment Security Commission, NCICU recognizes that there is a clear and critical need for building the technical capacity to exchange longitudinal data sets for the purposes of research and analysis that will inform policy decisions, practice, and student achievement in the state.

A key challenge for NCICU is the need to develop the technical architecture and a centralized repository of student unit record data within NCICU from the 36 independent colleges and universities in North Carolina to contribute to the proposed statewide data exchange system. This technical capability will be developed concurrent with the implementation of the state's proposal.

NCICU awards almost one-third of the baccalaureate degrees in North Carolina and so we recognize the importance of the independent sector's role as a key partner in the development and implementation of the NC P20+SLDS consortium. The enclosed proposal demonstrates an opportunity for a collaboratively designed and integrated system across programs and agencies, both public and private, in North Carolina. We enthusiastically support the partnership in North Carolina and the resulting State Longitudinal Data System proposal and we look forward to working within the partnership to address the compelling educational needs in our state.

Sincerely,



A. Hope Williams

AHW/ghh



North Carolina
Department of Commerce
Division of Employment Security

Beverly Eaves Perdue, *Governor*
J. Keith Crisco, *Secretary*

Lynn R. Holmes, *Assistant Secretary*

December 13, 2011

June St. Clair Atkinson, Ed.D.
State Superintendent
6301 Mail Service Center
Raleigh, North Carolina 27699-6301

Dear Superintendent Atkinson:

I am pleased to express my commitment and support for your proposal for the North Carolina Statewide Longitudinal Data System. This is an exciting opportunity to collaboratively design and implement a truly integrated longitudinal system across programs and agencies. The North Carolina Department of Commerce, Division of Employment Security, is committed to working with you and the other partner agencies by coordinating the interagency efforts of the workforce and employment sector.

Our state's current and future economic success is dependent on our ability to develop and sustain a well-educated workforce. The proposed system builds on our already existing and successful collaborative efforts of sharing and linking data across North Carolina's education and workforce sectors. It will provide the mechanism for more robust longitudinal analyses that will help guide strategic investment and policy decisions.

I look forward to continuing our collaborative work with you and the other education partners.

Sincerely,

A handwritten signature in black ink, appearing to read "Lynn R. Holmes".

Lynn R. Holmes
Assistant Secretary



STATE OF NORTH CAROLINA
DEPARTMENT OF TRANSPORTATION

DIVISION OF MOTOR VEHICLES

BEVERLY EAVES PERDUE
GOVERNOR

EUGENE A. CONTI, JR.
SECRETARY

December 13, 2011

The Honorable June Atkinson
North Carolina Department of Public Instruction
6301 Mail Service Center
Raleigh, NC 27699-6301

Dear Superintendent Atkinson:

On behalf of the North Carolina Division of Motor Vehicles (NCDMV), I am pleased to express my support for the North Carolina P-20 W Statewide Longitudinal Data System grant proposal. We are pleased to be a part of this collaborative effort. The goals of this initiative, when attained, will benefit all North Carolinians by virtue of enhanced data driven decision making and budget allocations.

The NCDMV is committed to working with all five sectors of the NC P-20W team to provide the data necessary to develop the bridge between the unique identifier (UID) and Social Security Numbers (SSN) in compliance with existing state and federal laws. This connection will allow North Carolina to link data across sectors from pre-kindergarten through workforce and further the important research that will help guide the education and economic direction of the state.

Although NCDMV will derive no direct benefit from this effort, we understand the need to support other state agencies in their efforts to improve education statewide. NCDMV is excited to play a role in helping to provide high quality longitudinal data for researchers and policy makers in North Carolina.

Sincerely,

A handwritten signature in black ink that reads "M. D. Robertson".

M. D. Robertson
Commissioner

ALL CORRESPONDENCE SUBMITTED TO:

NC DIVISION OF MOTOR VEHICLES
MEDICAL REVIEW BRANCH
3112 MAIL SERVICE CENTER
RALEIGH NC 27699-3112

TELEPHONE: 919-861-3570
FAX: 919-733-3836

WEB SITE: WWW.NCDOT.ORG/DMV

LOCATION:

DMV HEADQUARTERS BUILDING
1100 NEW BERN AVENUE
RALEIGH NC



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

FPG CHILD DEVELOPMENT INSTITUTE

105 SMITH LEVEL ROAD
CAMPUS BOX 8180
CHAPEL HILL, NC 27599-8180

www.fpg.unc.edu

Protecting and Improving Children's Lives

December 12, 2011

Dr. June St. Clair Atkinson, Superintendent
North Carolina Department of Public Instruction
301 N. Wilmington Street
Raleigh, North Carolina 27601

Dear Superintendent Atkinson,

On behalf of the North Carolina Early Childhood Data System Work Group, I am pleased to offer our full support of the NC P-20W proposal to develop and link postsecondary and workforce data with our State's K-12 data system. Although not a direct partner in this funding request, we recognize the critical need for a comprehensive integrated system that enables connection and exchange of student data across time and systems. Representing the multiple partnering agencies and organizations that serve young children from birth through age five, we have a strong history of collaboration both within the early childhood sector and with the P-20W partners who have collaborated on this application.

As you know, the North Carolina Early Childhood Advisory Council (ECAC) is currently seeking funding to build a complementary data system model for the early childhood sector. We have developed a strong plan that, when implemented, will expand the planned P-20W data continuum by adding the capacity to link early childhood data using the *same common UID* as the K-12 and post-secondary sectors. Adoption of a statewide common student UID is the gateway to future linkages across early childhood programs and over time to and from the SLDS. Future longitudinal tracking will enable us to link data about young children's early experiences and skills with later outcome data (e.g., K-12, post-secondary, employment).

The system envisioned in North Carolina's SLDS application will significantly enhance our interagency capacity for improving the quality, utility, and accessibility of data across diverse agencies, programs, and initiatives. System interoperability will provide a much-needed mechanism for continuous improvement of programs and services, informing policy and practice, and supporting data-driven decision making. The strengths of multi-sector commitment, strong governance, attainability and sustainability provide just the right foundation for success.

Thank you for the opportunity to convey the enthusiastic support of the early childhood collaborative to the P-20W partners in this important and promising endeavor.

Patrice Neal, Ph.D.

North Carolina Early Childhood Data System Work Group

10. – Appendix C Résumés of Key Personnel

Institution	Personnel	Role
NCDPI	Lou Fabrizio, Ph.D.	Executive Sponsor
	Karl Pond	Project Director
	Philip W. Price	Project Director
	Kenneth Thompson, M.S.	Technical Architect
NCCCS	Saundra Wall Williams, Ed.D.	Co-Project Director and Technical Architect
	Bill Schneider, M.P.S	End User Project Facilitator
	Christopher Cline, M.B.A.	Project Facilitator
UNC	Alisa Chapman, Ed.D.	Co-Project Director
	Paul Hudy	Technical Architect
NCICU	Frances G. Fontaine	Co-Project Director
	Tim McDowell	Project Facilitator
NCDES	Elizabeth A. McGrath, Ph.D.	Co-Project Director
	Pat Young, M.B.A.	Technical Architect

NC Department of Public Instruction

Louis M. Fabrizio, Ph.D.

Experience

**Director, Division of Data, Research and Federal Policy
Office of the State Superintendent
North Carolina Department of Public Instruction – Raleigh, NC
August, 2011 – present**

Responsible for several federal reports including Education Data Exchange Network (EDEN) and Consolidated State Performance Report (CSPR), management of the NC Common Education Data Analysis and Reporting System (CEDARS), research and federal policy development. Continues to serve as the state's Federal Liaison with the US Department of Education and also serves as a senior advisor to staff in the Division of Accountability Services regarding the state's ABCs Accountability Program, the statewide testing program, and the state's accountability and assessment plans for the Elementary and Secondary Education Act (ESEA). Also a member of the state's Race to the Top Leadership Team.

**Director of Accountability Policy & Communications
Division of Accountability Services
North Carolina Department of Public Instruction – Raleigh, NC
October, 2008 – August, 2011**

Responsible for policy development and communication for the state's ABCs Accountability Program, the statewide testing program, and their relationship to the Elementary and Secondary Education Act (ESEA). This position is one of the state's primary points of contact for North Carolina's next generation of assessments and accountability program based on the State Board of Education's "Framework for Change".

**Director, Division of Accountability Services
North Carolina Department of Public Instruction – Raleigh, NC
August, 1996 – October, 2008**

Responsible for the day-to-day operations of the state's ABCs Accountability Program, the statewide testing program, and the development and implementation of the state's accountability and assessment plans for the Elementary and Secondary Education Act (ESEA), formerly known as the No Child Left Behind Act (NCLB).

CTB/McGraw-Hill Monterey, California

- ◆ **National Assessment Consultant** (November, 1993 – August, 1996)
- ◆ **Instructional Software Consultant** (January, 1993 – October, 1993)
- ◆ **National Evaluation Consultant** (February, 1990 – December, 1992)
- ◆ **Senior Evaluation Consultant** (January, 1989 – January, 1990)
- ◆ **Evaluation Consultant** (January, 1982 – December 1988)
- ◆ **Committees:** served as field representative for *CAT/5* and *TerraNova* committees

North Carolina Department of Public Instruction – Raleigh, NC

- ◆ **Education Research and Evaluation Consultant** (August, 1979 – December, 1981)
- ◆ **Education Consultant** (October, 1978 – July, 1979)
- ◆ **Graduate Intern** (May, 1978 – July, 1978)

North Carolina State University Raleigh, NC

- ◆ **Graduate Assistant** (January, 1978 – May, 1978)

Wake County Opportunities, Inc. Raleigh, NC

- ◆ **Head Start Director** (September, 1975 – December, 1977)
- ◆ **Head Start Education Director** (September, 1974 – September, 1975)

Kalorama Children's Program Washington, DC

- ◆ **Mathematics/Science Teacher** (January, 1974 – June, 1974)

Education

- ◆ Ph.D., Educational Research and Policy Analysis, May, 2006
North Carolina State University
Raleigh, NC
- ◆ M.S., Educational Administration and Supervision, August, 1979
North Carolina State University
Raleigh, NC
- ◆ B.S., Physics, May, 1974
Georgetown University
Washington, DC
- ◆ Education Policy Fellow, Institute for Educational Leadership
Washington, DC, 1979 – 1980

Professional Organizations

- ◆ North Carolina Association for Research in Education; President, 1988; Secretary, 1984 – 1987
- ◆ Phi Delta Kappa; Board of Directors, Capital Area Chapter, 1985 – 1989 and 2000 – 2002
- ◆ American Educational Research Association
- ◆ Association for Supervision and Curriculum Development

National/State/Local Committees/Boards

- ◆ National Assessment Governing Board (NAGB) which oversees the National Assessment of Educational Progress (NAEP), October 2007 – present
- ◆ Member of National Standing Task Force on Assessment, and the Assessment Subcommittee, of the CCSSO Education Information Management Advisory Consortium (EIMAC): 1998 – present. (Co-chair, 2000 – 04; Chair, 2005)
- ◆ Council of Chief State School Officers (CCSSO) ESEA Reauthorization Task Force Member, February 2006 – present
- ◆ US Department of Education, Growth Model Peer Review Committee Member, 2007
- ◆ Negotiated Rule-Making Committee for Standards and Assessments under NCLB, 2002

Karl Pond

Experience

Enterprise Data Manager

Department of Public Instruction, State of North Carolina

July 2005 – present

- ◆ Manage agency data, both collections and reporting, to eliminate redundancy and increase accuracy through integration of numerous individual level data collection systems (35) throughout the agency and state.
- ◆ Liaison to Federal government ensuring that accurate data is provided within the EDEN/Ed *Facts* system to the US Department of Education's database for data submission and reporting.
- ◆ Monitor external data requests from external recipients such as media, other state agencies, and private research entities.
- ◆ Work closely with agency management, program areas, and technology services to collect data for reporting requirements, including but not limited to: state legislature, EDEN, the Consolidated State Performance Report (No Child Left Behind), the National Center for Education Statistics, Common Core of Data, Census Bureau and Office of Special Education.

- ◆ Coordinate the Data Management Group which sets policy pertaining to all agency data. Develop and manage multi-programmatic teams critical to data collection and reporting per required mandates and legislation. These teams will include, when required colleges and universities, LEAs, and other agencies when modifications to programs or policies directly affect the aforementioned partners.
- ◆ Initiate the development or enhancement of systems to assess the effectiveness of current processes or programs. Manage the state's federally funded Longitudinal Data System (CEDARS).

Chief, Production Systems Support
Department of Public Instruction, State of North Carolina
May 2000 – July 2005

Manage staff of 15 permanent employees and 10 to 12 contract staff in the area of operational software support for approximately 80 of the agency's 82 data collection and information systems. The section was responsible for: maintenance, bug fixes, operational processing, and project teams as required for major enhancements and new system development. Reviewed and analyzed workloads, staff performance, and system performance. The evaluation of staff responsibilities as a result of resource usage from prior year's operations enabled projection of staffing assignments for seasonal peaks and restructured staff assignments as required for accommodating emergency, legislative, and federal change requests. Monitored priority incidents to ensure corrective action was taken and completed with minimal interruption to operations.

Section included help desk support, programmer/analysts, and DBAs with skill sets crossing multiple platforms and programming languages. Evaluations of staff performance were completed twice a year. Reviewed and adjusted staff responsibilities based on call data, system requests, skill sets, and volume. Reviewed and revised section policies as required to improve productivity and flow of operations. Performed yearly assessment of all production systems and recommendations for improvement, retirement or new systems development based on data analysis, staff and users feedback.

Chief, Systems Accounting
Department of Public Instruction, State of North Carolina
February 1999 – May 2000

Supervise staff of systems accountants to evaluate and document requests for new technology, review systems requests to avoid or resolve conflicts with other systems or areas and to develop or coordinate training for business staff. Liaison for users, management, Local Education Agencies, Federal government, agency programmatic areas and other agencies for financial system related enhancements or data requests.

**Grant and Systems Accountant
Department of Public Instruction, State of North Carolina
November 1990 – February 1999**

Liaison with financial staff and technical staff in the design of new systems development to reduce effort and increase productivity which required knowledge of both financial processes and IT procedures to producing the desired results. Prepare and maintain Federal grant reconciliations and reporting prepare interim and closeout financial reports, monthly, quarterly, and yearly analysis, work with state auditors on yearly audit.

**Staff Accountant
Brookhaven National Laboratory
September 1987 – November 1990**

Monthly and annual financial statement preparation and presentation, maintain general ledger, preparation of account analysis, cash controls, LOC control, bank wire transfers, reconciliations, corporate investment analysis and assist in yearly audits.

Education

- ◆ B.A. Accounting
North Carolina State University 1979-1984

Professional Organizations and Committees

- ◆ North Carolina EDEN Coordinator, 2005 – present
- ◆ North Carolina CSPR Coordinator, 2006 – present
- ◆ North Carolina CCD Coordinator, 2006 – present
- ◆ CCSSO EIMAC member, 2008 – present
- ◆ CCSSO EIMAC SLDS Task Force, 2008 – present
- ◆ CEDS Adoption and Implementation Task Force, 2011- present
- ◆ Office of Civil Rights Data Collection Workgroup, 2011-present
- ◆ American Management Association, July 2000
- ◆ ITIL training, July 2003
- ◆ PMI training, May 2004
- ◆ Microsoft Productivity Training, August 1997

Phillip W. Price

Experience

Chief Financial Officer, Financial and Business Services North Carolina Department of Public Instruction (2002-Present)

The Financial and Business Services Area manages nearly \$10.5 billion in state and federal funds and provides various technical support services to local education agencies (LEAs), charter schools, schools without an LEA, their employees, and the Department of Public Instruction. In this position the Chief Financial Officer (CFO) provides day-to-day oversight management for the Division of School Business, Division of Financial Services, Division of School Support, Office of Charter Schools, Licensure Section, and the Systems Accounting Section.

Due to the 2010-2011 budget cuts and reduction in force to the Agency, the duties associated with the vacated position of Chief Information Officer were added to the CFO's job responsibilities. The person in this position provides vision, leadership, and management for information technology (IT); heads the Technology Services area, which is responsible for centralized infrastructure support, network and desktop operations, and application development.

Senior Fiscal Analyst for Public Schools, Fiscal Research North Carolina General Assembly (2000-2002)

The Fiscal Research Division coordinates the General Assembly's preparation of the State Budget, organizes and staffs appropriation committees, and responds to fiscal and policy requests from the 170 elected members of the General Assembly. Examples of duties included:

- ◆ Staffed education appropriation committees - including the preparation and presentation of committee briefing documents and the coordination of agenda topics and speakers
- ◆ Prepared objective written analyses of public school fiscal policy issues on an ongoing basis for legislative members and committees
- ◆ Evaluated the fiscal impact of legislative and executive branch proposals related to public schools
- ◆ Conducted research and draft legislative proposals and various policy alternatives at the request of legislative committees and individual legislators
- ◆ Conversed objectively and impartially about public policy issues with all elected members and the public.

Director, School Business (1998-2000)
North Carolina Department of Public Instruction (1978-2000)

The Division provides personalized financial leadership for all local education agencies and charter schools in North Carolina. The Division must ensure the fair and equitable distribution of, and accountability for, the optimal use of public education resources. Examples of duties included:

- ◆ Worked with division personnel to assure that we provide reliable financial services, support, and information to fulfill the personalized needs of the division's clientele while ensuring financial integrity.
- ◆ Managed the operations of five sections (School Finance, Salary Administration, Reporting and Auditing, Federal Programs, and Statistical Research) which develop financial policy, implement financial strategies, monitor compliance with federal and state laws and regulations, report on financial operations, and analyze the impact of and effectiveness of various initiatives.
- ◆ Interpreted fiscal impact of proposed legislation on the department's staff and the local education agencies.
- ◆ Developed strategies and processes to interpret financial, student, and teacher data transmitted to the Department of Public instruction from local school systems. Analyses include the student to teacher ratios of all classes in the public schools, teacher turnover, and alternative school programs. Analyses are used to determine the local school system's compliance with legislated class sizes and the impacts of different class sizes on student performance; effective practices that will encourage teachers to remain in the classroom and the relationship of teacher pay raises and teacher turnover; the various approaches to alternative learning programs and the program's impact on student performance.

Education

- ◆ Bachelor of Arts (Accounting), 1978
Bachelor of Arts (Economics), 1978
North Carolina State University

Kenneth Thompson, M.S.

Experience

Enterprise Architect NC Department of Public Instruction (NCDPI) Dec 2005 – Present

NCDPI provides IT services that support more than 1.4 million students, 180,000 state and local education agency staff, and 150+ applications. These include many public information portals and the largest student information system on the planet.

As the Enterprise Architect for the Department, I evaluated the state of the Enterprise, established a technical direction, and defined an objective architecture for the Department. I also worked with State, Department, Vendor, and Local Education Agency leadership to coordinate the introduction of new technologies, new application techniques for existing technologies, and new business processes and management tools.

Manager, Application Development/System Architecture UNC Healthcare - Chapel Hill, NC Jan 2000 – Aug 2005

Managed the development of the Web Based Clinical Information System (WebCIS) - the integrated electronic health record for UNC Healthcare that presents data from more than 30 departmental and enterprise clinical systems.

Earlier Experience

- ◆ Field Site Manager – Raleigh, NC
Metamor ITS, Inc.
Aug 1997 - Dec 1999
- ◆ Consultant Manager
Noblestar Systems Corporation
July 1996- August 1997
- ◆ Information System Architect/Designer
Ellsworth Associates, Inc.
Sep. 1993-July 1996
- ◆ Project Manager
Intellus Inc
Dec 1992 – Sep 1993
- ◆ Special Project Officer
Army National Guard (Force Management)
Jul 1991 – Dec 1992

- ◆ Intelligent Vision Image Systems
Director of Manufacturing
Feb 1990 - Jul 1991
- ◆ Captain, Personnel Officer
Maryland Army National Guard
Sep 1986 - Mar 1990
- ◆ Industrial Engineer
Blue Bell Inc.
Sep 1985 - Sep 1986
- ◆ Major, Field Artillery/Aviation/Signal Corps (Retired in 2000)
US Army Reserve
May 1980 – Jun 2000

Education

- ◆ M.S. (Information Management Systems)
Bowie State University (4.0 GPA)
- ◆ B.A. Business Management
NC State University

NC Community College System

Saundra Wall Williams, Ed.D.

Experience

**Sr. Vice-President / Chief of Technology and Workforce Development
North Carolina Community College System, Raleigh, NC
May 2008 – Present**

Provide leadership and support to the 58 institutions in the North Carolina Community College System in the areas of policy development, coordination and implementation of strategic planning and accountability, the development of information and reporting systems, training and technical assistance, distance learning, continuing education, and workforce development.

A member of the President's senior executive team. Serves in the role of staff to the North Carolina State Board of Community Colleges (SBCC).

Full responsibility for various work sections and projects within the North Carolina Community College System.

Specific Information Technology Activities Include:

- ◆ Implement an effective process for managing IT resources in accordance with North Carolina law. Provide regular briefings to the NC Community College President.
- ◆ Prepare a Strategic IT Plan covering a five-year horizon submitted it annually to the Office of the State CIO. Ensure that it is current to within one year.
- ◆ Prepare an annual Operational IT Plan at the beginning of the fiscal year to reflect the current year IT operations and development.
- ◆ Implement a process for the selection, control, and evaluation of IT investments. This process is linked to the budget process.
- ◆ Annually assess, and document in the Strategic IT Plan, the maturity of each part of IT capital planning process.
- ◆ Keep abreast of guidelines for developing and maintaining operating unit IT capital planning and investment control processes.

North Carolina Community College System, Raleigh, NC
Vice President of Administration
July 2001 – May 2008

- ◆ Recruited by the President of the North Carolina Community College System to provided leadership and support to the 59 institutions in the North Carolina Community College System in the areas of policy development, coordination and implementation of strategic planning and accountability, the development of information and reporting systems, training and technical assistance.
- ◆ Provided support to the staff of the North Carolina Community College System Office through information technology, human resource development, planning, data and library resources.
- ◆ A member of the President's senior leadership team. Serves in the role of staff to the North Carolina State Board of Community Colleges (SBCC). Prepare reports for the North Carolina General Assembly.
- ◆ Full responsibility for various work sections and projects within the North Carolina Community College System.

Earlier Experience

- ◆ Assistant Professor (Dept. of Adult and Community College Education)
Adjunct Assistant Professor
August 2002 – Present
August 1997 – August 2002
North Carolina State University, Raleigh, NC
- ◆ Adjunct Instructor Department of Mathematics
North Carolina State University, Raleigh, NC
May 1987 - December 1996
- ◆ Consultant, Training and Development
Manager, Training and Development
Syntel, Inc., Cary, NC (Information Technology Consulting Firm)
August 1997 – December 1997
April 1996 - August 1997

- ◆ Principal Technical Instructor and Course Developer
Broadband Technologies, Inc., Research Triangle Park, NC (Telecommunications Company
– New Company name is Pliant Systems, Inc.)
June 1993 - April 1996
Senior Specialist in Technical Education
Nortel Technical Education Center, Raleigh, NC (Telecommunications Company)
July 1990 - June 1993
- ◆ Software Production Engineer
Nortel, Research Triangle Park, NC (Telecommunications Company)
August 1987 - July 1990

Education

- ◆ Chief Information Officer Certification
State of North Carolina December 2007
- ◆ Doctor of Education (Adult and Community College Education with Concentration in
Training and Development)
North Carolina State University, Raleigh, NC August 1996
- ◆ Master of Science (Applied Mathematics and Minor in Statistics)
North Carolina State University, Raleigh, NC December 1987
- ◆ Bachelor of Science (Mathematics)
North Carolina State University, Raleigh, NC May 1985

Bill Schneider, M.P.S.

Experience

Associate Vice President for Research & Performance Management North Carolina Community College System August 2010 – Present

Assist the President with research, analysis, and utilization of data in support of management and of good policy-making by the State Board. Provide sound counsel to the NCCCS in data collection methods and oversight to the review of data submitted to the System Office. Direct research staff and provide leadership to colleges and the System Office in matters of accountability and performance management.

Specific duties include:

- ◆ Provide leadership to research projects related to policy issues.
- ◆ Keep senior staff informed of relevant research findings related to NCCCS issues.
- ◆ Work with the President and his designee(s), establish metrics and baseline data on student outcomes.
- ◆ Assist the President and his designee(s) in developing and implementing a research agenda that addresses policy issues.
- ◆ Monitor Performance Measures & Standards; assess need for modification of measures consistent with other performance metrics requirements; develop and test new measures as they emerge.
- ◆ Work cooperatively with other units and divisions within the System Office, and with the 58 colleges (individually and collectively) to achieve common data goals and individual analyses. Share knowledge and experience to reach the goals and objectives of the organization in the quest for data outcomes leading to policy decisions.
- ◆ Prepare data reports as requested by various external accountability committees and cognizant agencies.
- ◆ Obtain property and intrusion rights into the data. Look for relevant information for extracting and report building.
- ◆ Ask the appropriate investigative questions, look at the underlying problems, and ferret out trends and relationships among data elements.
- ◆ Monitor all college-level data for integrity and quality, and reduce errors in reporting.
- ◆ Engage in data collection processes to ensure timely and accurate inclusion of data.
- ◆ Build consensus for decision-making as reflected in data outcomes that do not misuse the data and findings.
- ◆ Collaborate with UNC-GA, NCDPI, NCESC, and NCICU to exchange student level data to gauge student performance.
- ◆ Respond to ad hoc requests for research and analysis as requested.

- ◆ Support and staff the Community College Planners and Research Organization within the NCCCS.
- ◆ Distribute information about and assist with special topics related to research, evaluation and accountability.
- ◆ Serve as the NCCCS Southern Regional Education Board data exchange coordinator.
- ◆ Serve as the NCCCS Data Coordinator for the U.S. Department of Education's IPEDS reporting and support the NCCCS colleges on the web-based survey collection.
- ◆ Assist the Executive VP with special projects, as assigned.
- ◆ Represent the System Office at meetings.

**Director of Institutional Effectiveness
Forsyth Tech Community College
July 2007- August 2010**

Work collaboratively with the College community to advance Forsyth Tech's mission and strategic initiatives. Design, coordinate and support effective planning processes that are outcomes-oriented and result in continuous institutional improvement. Provide guidance for reaffirmation requirements and monitor compliance with the Southern Association of Colleges and Schools (SACS) Principles of Accreditation. Conduct institutional studies, surveys and research that meet the College's informational needs for planning, program improvement, policy- and decision-making, and mandated requirements. Assist all members of the college community with their assessment, program evaluation, and research initiatives.

**Director of Institutional Planning, Research, & Assessment
Chesapeake College
January 2004- June 2007**

Promoted institutional effectiveness by providing leadership in the area of planning, management information, accreditation, accountability, assessment, and external reporting.

**Planning Analyst
Chesapeake College
September 2000- January 2004**

Responsible for accurate and timely data collection, analysis, and reporting that supports internal planning and decision-making needs of administration, faculty, and staff.

Education

- ◆ Masters of Policy Sciences (Evaluation and Analytical Methods Concentration)
University of Maryland, Baltimore County
1999-2003
- ◆ Bachelor of Arts (Political Science and Economics Major, History Minor)
Salisbury University, 1991-1995
December 1995

Christopher Cline, M.B.A.

Experience

North Carolina Community College System (NCCCS)

Associate Vice-President

Business Intelligence and Project Management Office (2011-present)

- ◆ Leads the strategic direction for business intelligence within the North Carolina Community College System, including data integrity, data policies, data security, reporting and usage tool recommendations, data storage recommendations, and data usage training
- ◆ Responsible for the edit, transform, and load (ETL) of data files from the 58 North Carolina community colleges into the data warehouse, including oversight of the installation and maintenance of software used in the ETL process
- ◆ Responsible of maintaining the components of the Sybase database used to store data after the ETL process for purposes of reporting information from the 58 North Carolina community colleges
- ◆ Responsible for the NCCCS state and federal reporting, including the Annual Reporting Plan
- ◆ Responsible for ad hoc requests for data for North Carolina State entities and research initiatives
- ◆ Responsible for oversight of the NCCCS Information Technology Project Management Office (IT PMO), which supports IT project-related initiatives that comply with NC State law and project management best practices

Director of IT Project Management Office (2009-2011)

- ◆ Advises leadership, business owners and stakeholders about the project portfolio, status and resource planning for delivering strategic business initiatives
- ◆ Plans, directs, and ensures the successful management of designed business solutions utilizing the complete resources of the IT PMO and assigned project management teams
- ◆ Provides technical assistance in identifying, evaluating and developing methods and procedures that are efficient, effective and meet good business practice
- ◆ Maintains excellent communication with upper management both within and across organizations to ensure smooth running of all projects undertaken by team
- ◆ Responsible for leading IT PMO in a mature and organization-focused manner, providing project status and continually engages business with risks and mitigation strategies
- ◆ Assesses resource loads and makes appropriate individual assignments.

Director of Policy, IT Project Management Office (2006-2009)

- ◆ Responsible for project initiation and execution for the NC Community College System Office, including 58 NC Community Colleges
- ◆ Project manager for multi-year Combined Course Library/Programs of Study project
- ◆ Liaison with Enterprise Project Management Office

North Carolina Department of Public Instruction

NC Window on Student Education (NC WISE) Readiness Manager and Deployment Manager (2004-2006)

- ◆ Led a team of 12 responsible for ensuring the Local Education Agencies (LEAs) were ready to deploy the NC WISE application, while partnering with the IBM deployment team
- ◆ Led a training team responsible for the training of the application in preparation for migration from legacy to NC WISE
- ◆ Led a data team responsible for migration of the data from the legacy system to NC WISE
- ◆ Led the Quality Assurance team

Project Manager, Enterprise Program Management Office (2002-2004)

- ◆ Coordinated and managed IT projects, including the Department's ABCs project, Exceptional Children projects, Server Room air conditioning and generator projects, Educational Data Warehouse RFP, and multiple application and hardware migration projects
- ◆ Liaison between technical and application divisional projects/planning, which was instrumental in collaboration and communication strategies; created IT policies; developed technical security initiatives

Section Chief, Implementation Support Services (1999-2002)

- ◆ Managed team of 23 staff responsible for computer operations, data control functions, satellite feeds and workstation support
- ◆ Designed workstation strategies for hardware and software centralized management coordinated and published technical policies, Internet and email usage, security and data retention
- ◆ Launched the Department's first cooperative education program with Wake Technical Community College

Section Chief, Customer Support Services (1998-1999)

- ◆ Managed technical support call center for application software support and training, internal workstation support and telephone/voice mail support;

Section Chief, Mid-Range Support (1996-1998)

- ◆ Managed technical support team in supporting 117 remote IBM AS/400s for Local Education Agencies in North Carolina as well as 3 in-house AS/400s

Other Experience

- ◆ Director, Student Information Management System
Wake County Public Schools(1993-1996)
- ◆ Applications Analyst Programmer II
North Carolina Department of Public Instruction (1989-1993)
- ◆ Director, Information Management
Burke County Public Schools (1988-1989)
- ◆ Director, Purchasing
Grace Hospital, Inc. (1986-1988)

Education

- ◆ Ph.D. Candidate (Public Administration)
North Carolina State University
- ◆ University Of North Carolina, Chapel Hill
Masters in Business Administration (Concentration in Management)
- ◆ Bachelor of Science (Computer Science)
North Carolina State University

University of North Carolina

Alisa Chapman, Ed.D.

Experience

University of North Carolina General Administration, Chapel Hill, North Carolina

- ◆ Vice President for Academic and University Programs
November 2011 – Present
- ◆ Associate Vice President for Academic Affairs and University-School Programs
December 2009 – October 2011
- ◆ Associate Vice President for Academic Planning and University-School Programs
September 2007 – November 2009
- ◆ Assistant Vice President for University-School Programs and Information Technology
August 2003 – September 2007
- ◆ Director of Instructional Technology for University-School Programs
January 1999 – August 2003

Other

- ◆ Instructional Technology Consultant
North Carolina Department of Public Instruction – Raleigh, NC
November 1995 – January 1999
- ◆ Instructional Technology Specialist and Curriculum Supervisor for Art Education
Beaufort County Schools, Washington – North Carolina
July 1994 - October 1995
- ◆ Instructional Technology Coordinator and Student Information Management System
Coordinator
Beaufort County Schools, Washington, North Carolina
April 1993 - June 1994

Sponsored Research and Development Activity

NC Race to the Top New Teacher Support Program Grant 2011 - Present

Awarded \$7.8M to develop and implement the NC New Teacher Support Program *designed* to improve the effectiveness and retention of novice teachers through intensive and relevant induction support that is aligned to each teacher's individual teaching assignments and school contexts.

**UNC-NCNSP Learning Laboratories Grant
2008 - Present**

Awarded \$2.5M grant from the Bill & Melinda Gates Foundation, including \$1.7M to UNC for the joint initiative, and an additional \$795,000 redirected by the NCNSP from a previous foundation investment.

**Burroughs Wellcome Fund Scholars Program
May 2007 - Present**

Awarded \$5.3M from the Burroughs Wellcome Fund (BWF) to develop a “fast track” to teacher certification for science majors aimed at preparing these individuals for careers in teaching. The program is being implemented on four partnering campuses; NCCU, NCSU, UNCA, and UNC-CH.

**Guilford County Schools Mathematics Project
September 2006 - Present**

Member of multi-organizational development team awarded \$2 million from Action Greensboro (partnership of Triad-area foundations dedicated to bringing more and better jobs to the region) for a three year project to address the need for mathematics teachers and the quality of the mathematics program in select high schools in Guilford County Schools.

**NC Catalyst
June 2000 – October 2003**

Awarded \$1.5M from the U.S. Department of Education’s Preparing Tomorrow’s Teachers to Use Technology Program. The grant, entitled NC Catalyst, represented a statewide partnership between the 17-campus University of North Carolina, NC Department of Public Instruction, NC Community College System, UNC Center for Public Television, two small, private liberal arts colleges, and SAS Institute. The focus of the grant was teacher technology preparedness.

Committees, Appointments & Professional Affiliations

- ◆ Governor's Education Transformation Commission
September 2010 through September 2012
- ◆ American Educational Research Association (AERA)
January 2009 - Present
- ◆ UNC-NCNSP Learning Laboratories Steering Committee
2008 - Present
- ◆ Association for Supervision and Curriculum and Development (ASCD)
2008 - Present
- ◆ Guilford County Schools Mathematics Project Advisory Committee
2007 - Present
- ◆ International Society for Technology in Education (ISTE)
1997 - Present
- ◆ North Carolina State Board of Education Portfolio Committee
Fall/Spring 1999
- ◆ UNC Deans' Council on Teacher Education
1999 - Present

Awards and Honors

- ◆ Outstanding Alumna Award - East Carolina University College of Education October 2008
- ◆ Congressional Art Award and National Award for Creative Merit - 1985
- ◆ Recipient of a Congressional Art award for the 7th District of North Carolina.
- ◆ Recipient of a National Award for Creative Merit in recognition of excellence in the 1985 United States Congressional Art Competition.

Education

- ◆ Doctor of Education (Concentration: Educational Leadership)
East Carolina University, Greenville, North Carolina (2009)
- ◆ Master of Arts in Education (Concentration: Instructional Technology)
East Carolina University, Greenville, North Carolina (1992)
- ◆ Bachelor of Science in Education (Concentration: Elementary Education)
East Carolina University, Greenville, North Carolina (1990)

Paul Hudy

Experience

Director of Network and Media Services UNC-General Administration, Information Resources Division July 1998 to present

Nine-person team is responsible for systems/servers, networking, and end-user services at UNC General Administration and affiliated agencies; they provide the systems administration and infrastructure support for UNCGA institutional research and applications development; team is also responsible for all IT-related infrastructure and disaster recovery planning at UNCGA.

As the Director of Networking and Media Services in the Information Resources Division, Mr. Hudy has responsibilities both internal to UNC General Administration and across all 17 UNC campuses.

Internally, Hudy and his team are responsible for the day to day information technology operations at UNC General Administration. His areas of management and operational responsibilities include: Networking, Systems/Servers, End-User Services, Audio Visual systems, Video Conferencing, IT Security, Backup/Disaster Recovery/Business Continuity, and IT Support Infrastructure (HVAC, UPS and generators).

He manages the systems/server, storage and networking infrastructure used by the Institutional Research and Analysis Division of UNCGA in its data collection efforts with the UNC campuses, NC Community Colleges, NC Department of Public Instruction, and NC Private and Independent Colleges. His team is responsible for all the systems administration, networking, security, and backup/disaster recovery duties related to this data and data collection. His team serves in similar capacity for the On-line Services and Application Development group at UNCGA.

Externally, Hudy currently leads and participates in UNC System wide initiatives around the areas of Networking, IT Security, IT Funding, and Video Services. He works with UNC campus representatives to establish UNC standards and best practices in these areas and develop recommendations to guide the UNC CIO council in its work.

He serves as the contract officer for the annual \$6.5 million contract between UNC and MCNC to provide networking and network-bases services to UNC and other members of the NC higher education community (both public and private) over the NC Research and Education Network (NCREN). Hudy also serves on several MCNC/NCREN advisory bodies and works with representatives of the NC K-12 and NC Community College sectors to establish common services and practices in these areas.

In 2003, Hudy served as Program Director for a two year, \$2.3 million grant in High Performance Computing. Grants were awarded to 4 UNC campuses. The awarded campuses were required to partner with at least one campus from the NC Private and Independent Colleges and NC Community College system. He also was UNCGA's representative to the UNC High Performance Computing Advisory Committee and directed and managed efforts to distribute and establish community wide HPC resources after the close of NC Supercomputing Center in July 2003.

Earlier in his career, Hudy worked with the UNC GA Finance Division as a systems analyst and project manager for the implementation of administrative systems across the UNC system. He was a member of a team that provided technical and project management support to UNC campuses in support of the student, financial and alumni development administrative systems. These systems are the source of the data that feeds the data collection used by the UNCGA Institutional Research Analysis. This is the source data that will ultimately feed UNC contribution to the P-20 Longitudinal Data System.

From 1983 to 1992, UNC General Administration Planning Division (now Institutional Research and Analysis) as an application programmer.

Education

- ◆ B.A., Political Science
University of Delaware
1971 to 1975
- ◆ University of North Carolina at Chapel Hill Law School
1975-79
- ◆ Data Processing
Durham Technical Institute
1981-83

NC Independent Colleges and Universities

Frances G. Fontaine

Frances G. Fontaine has been with North Carolina Independent Colleges and Universities (NCICU) since 1987. As Director of Research and Programs, Ms. Fontaine gathers institutional data for and develops the NCICU Statistical Report. She works with campus administrators and other personnel on initiatives including collaborative programs, tours for high school counselors, and annual meetings of major administrative groups.

Additionally, Ms. Fontaine represents NCICU on the CFNC Board of Advisors, the CFNC Communications Committee, and the Coalition for College Cost Savings (CCCS) Board of Directors. Raised in Virginia Beach, Frances graduated from Saint Mary's Junior College in Raleigh, NC in 1969 and the University of North Carolina at Chapel Hill in 1971.

Ms. Fontaine is active in numerous volunteer organizations and has served on the executive committee of the Junior League of Raleigh. (b)(6)

(b)(6)

Timothy H. McDowell

Experience

Vice President for Government Relations North Carolina Independent Colleges and Universities 1994-Present

Organize and direct efforts to lobby the North Carolina General Assembly to secure over \$100 million annually for student aid programs. Develop workshops for college and university constituencies. Publish educational and promotional materials for 36 independent colleges and universities. Represent institutions in dealing with Governor's office, state budget office, legislative committees, and commissions, and other government agencies.

Vice President/or Development North Carolina Wesleyan College 1990-1994

Organize and direct staff of seven for total program of securing unrestricted gifts to the college. Responsibilities include Annual Giving, Alumni and Parent Relations, Planned Giving, Foundation Relations, Gift Records, Cultivation, Volunteers, Planning, Government Relations, Office Management, Personnel, Budget, Staff Training, Objectives, and Gift Response.

Elon College

- ◆ Director of Development (1987-1990)
- ◆ Associate Director of Development (1986-1987)
- ◆ Director of Community Relations (1983-1986)
- ◆ Director of Public Information and Publications (1977-1983)

Editor Mebane Enterprise 1970-1974

Professional Development

- ◆ Senior Development Institute, Washington & Lee University, Lexington, VA
- ◆ District III Conference, CASE, Atlanta, GA
- ◆ District III Conference, CASE, Nashville, TN
- ◆ Winter Institute for Senior Advancement Professionals, CASE, Tampa, FL
- ◆ Leadership Development Workshop, Center [or Creative Leadership, Greensboro, NC
- ◆ The Writing Institute, CASE, Chicago, IL
- ◆ Productive PR and Publications for the Small Office, CASE, Washington, DC
- ◆ Effective Market and Research, CASE, Chicago, IL

- ◆ Conference on Annual Giving, CASE, Boston, MA
- ◆ Capital Fund Raising, CASE, Atlanta, GA
- ◆ Workshop for Newcomers in Development, CASE, Chicago, IL

Leadership Responsibilities

- ◆ Member, North Carolina Senate, 1985-1986
- ◆ Member, North Carolina House of Representatives, 1977-1985
- ◆ Chairman, Senate Committee on Manufacturing and Labor, 1985-1986
- ◆ Chairman, House Committee on Natural and Economic Resources, 1985
- ◆ Chairman, House Committee on Corrections, 1983-1984
- ◆ Chairman, House Committee on Law Enforcement, 1981-1982
- ◆ Member, Governmental Operations Committee, 1985
- ◆ Member, Burlington Rotary Club, 1977-1990
- ◆ Member, Rocky Mount Rotary Club, 1990-1994
- ◆ Member, Council for Advancement and Support of Education, 1977-1994
- ◆ Director, North Carolina Center on Crime and Punishment, 1987-1991
- ◆ Director, Alamance County Unit, American Cancer Society, 1987-1988
- ◆ Member, President's Club, Alamance County Chamber of Commerce, 1989
- ◆ Former Member, Mebane Board of Adjustments
- ◆ Former Secretary, Mebane Exchange Club
- ◆ Director, Elon Home for Children, 1980-1987
- ◆ President, Board of Directors, Elon Home for Children, 1983-1985
- ◆ Director, Public School Forum of North Carolina, 1985-1986
- ◆ Director, Volunteers for People, 1980-1984
- ◆ Director, Hawfields Community Association, Inc., 1980-1984
- ◆ Director, Alamance County Arts Council, 1979-1983
- ◆ Participant, American Council of Young Political Leaders, Japan, 1986
- ◆ Outstanding Contribution to Conservation Award, Orange County Soil and Water Conservation District
- ◆ Best weekly newspaper in state award for General Excellence, North Carolina Press Association
- ◆ Legion of Merit Award, Chapel of Four Chaplains, Philadelphia, PA
- ◆ Campaign Coordinator, Jessie Rae Scott for Commissioner of Labor, 1976
- ◆ Regional Campaign Key, Terry Sanford for Senate Campaign, 1986

Military

U.S. Naval Reserve, 1966-1971. Served two years active duty in Mediterranean area. Two letters of commendation, Secret Clearance.

NC Division of Employment Security

Elizabeth A. McGrath, Ph.D.

Experience

**Labor Market Information
Division of Employment Security
North Carolina Department of Commerce
April 2008 – Present**

- ◆ Oversee the administration, collection, analyses, reporting and dissemination of information for five Federal / State Cooperative Programs with the Bureau of Labor Statistics (BLS) including the Quarterly Census of Employment and Wages (QCEW), Current Employment Statistics (CES); Local Area Unemployment Statistics (LAUS); Occupational Employment Statistics (OES) and Mass Layoff Statistics (MLS).
- ◆ Assist in setting national BLS Federal State program policy for the OES Program by serving on the OES Policy Council.
- ◆ Oversee the research, analyses and reporting of information related to the operation of the state's Unemployment Insurance System and Employment Services Operations.
- ◆ Oversee and manage the reporting of performance reports and file transmittals to the United States Department of Labor's Employment and Training Administration.
- ◆ Oversee, manage, and develop research, evaluation, and performance measurement projects related to education, employment, workforce development, and economic development.
- ◆ Oversee, develop, and implement research designs, statistical analyses, survey research, data collection activities, data management tasks, computer system enhancements, interpretation, reporting, and presentation of results.
- ◆ Oversee and manage the collection, processing, analyses, and dissemination of information for the North Carolina Common Follow-up System (CFS). The CFS is a longitudinal system used to provide information on the educational and employment and wage outcomes of individuals participating in publicly supported education, employment and training programs
- ◆ Serve as the workforce representative on the North Carolina Longitudinal Data Systems Team.
- ◆ Serve on the Division's management team and assist in defining strategic direction and priorities.
- ◆ Manage a staff of 50 researcher assistants, research specialists, publications staff, workforce information specialists, and managers.
- ◆ Utilize computer applications for statistical analyses, data management, word processing, and desktop publishing including SAS and Microsoft Office products.

**Manager: Policy, Program Evaluation and Research
Labor Market Information Division
Employment Security Commission of North Carolina
August 2000 – March 2008**

- ◆ Managed research, evaluation, and performance measurement projects related to education, employment, workforce development and economic development.
- ◆ Oversaw, developed, and implemented research designs, statistical analyses, survey research, data collection activities, data management tasks, computer system enhancements, interpretation, reporting, and presentation of results.
- ◆ Managed and carried out the collection, processing, analyses, and dissemination of information for the North Carolina Common Follow-up System (CFS).
- ◆ Served as the liaison between the Employment Security Commission (ESC) and ten state agencies for the Common Follow-up System. Served as the contact between administrative, policy and technical staff from each of the participating agencies and ESC.
- ◆ Designed, developed, and carried out longitudinal research and analyses across the educational and workforce continuum.
- ◆ Collaborated with state agencies and committees on the development, analyses and writing of research reports.
- ◆ Oversaw and managed the reporting of performance reports and file transmittals to the United States Department of Labor's Employment and Training Administration.

Other Experience

- ◆ Statistician II
Labor Market Information Division
Employment Security Commission of North Carolina
May, 1998 – August, 2000
- ◆ Social Research Analyst
Labor Market Information Division
Employment Security Commission of North Carolina
August, 1997-May, 1998
- ◆ Project Director
The Riverside Publishing Company, Itasca, IL
April, 1994 – April, 1997
- ◆ Research Analyst
The Riverside Publishing Company, Itasca, IL
October, 1993 – April, 1994
- ◆ Assistant Director
The Center for Educational Leadership and Evaluation, University of Delaware, Newark, DE
September, 1992 – September, 1993

- ◆ Instructor
Department of Educational Studies, University of Delaware, Newark, DE
June, 1991 – September, 1993)
- ◆ Intern / Research Assistant
Research and Evaluation Division, Department of Public Instruction, Dover, DE.
June, 1990 – August, 1990; January, 1991 – February, 1991
- ◆ Research Assistant
The Center for Educational Leadership and Evaluation, University of Delaware, Newark, DE
August, 1998 – September, 1991
- ◆ Teaching Assistant
Department of Educational Studies, University of Delaware, Newark, DE
September, 1987 – May, 1988

Education

- ◆ Ph.D. (Educational Measurement, Statistics, and Evaluation)
University of Delaware, Newark, DE (1994)
- ◆ M.A. (Educational Measurement, Statistics and Evaluation)
University of Delaware, Newark, DE (1991)
- ◆ B.A. (Psychology)
Manhattan College, New York, NY (1986)

Pat A. Young, M.B.A.

Experience

- ◆ Acting Director (October 2011 to Present)
Deputy Director (June 2005 to September 2011)
Application Development Manager (July 2003 to May 2005)
Information Systems Division
NC Department of Commerce
Division of Employment Security
(Formerly the Employment Security Commission of NC), Raleigh, NC
- ◆ Manager of Corporate IT Operations
Peopleclick, Inc. Raleigh, NC
July 2002 to April 2003
- ◆ Director of Technology Services
Five Town Community School District – MSAD #28, Camden-Rockport Schools, Camden, ME
March 2001 to June 2002
- ◆ LAN Support Engineer (August 1998 - May 1999)
Manager of Client Integration (System Analyst Mini/Micro) (June 1999– February 2001)
United States Postal Service, National Information Systems Support Center, Raleigh, NC
- ◆ Senior Information Systems Specialist
BDM Federal, Systems Integration, Raleigh, NC
May 1997 – August 1998
- ◆ Lead Operating Systems Programmer Analyst (Customer Webmaster), Internet Services,
Senior Network Engineer, LANSYS
Lockheed Martin Corporation, RTP, NC
October 1995 - April 1997
- ◆ Desktop Systems Support Analyst
North Carolina General Assembly, Raleigh, NC
March 1995 - October 1995
- ◆ Desktop Software Support Analyst
Oxford University Press, Cary, NC
March 1993 to March 1995
- ◆ Database Analyst
State of North Carolina Office of Personnel, Temporary Solutions, Raleigh, NC
December 1992 to March 1993

Education

- ◆ M.B.A. (Concentration: Economics/Statistics)
Appalachian State University
December 1990
- ◆ B.S.B.A. (Finance)
Appalachian State University
May 1989
- ◆ Certified State Government CIO
UNC-CH, School of Government
December 2007
Completed 11 month course of instruction and acquired certification
- ◆ Technical training in Professional Project Management. Completed USPS Leadership Development Program for Technical Managers.

eLearning Commission

Myra Best

Myra Best serves as the Special Advisor to North Carolina's Governor Bev Perdue on eLearning and Education Innovation. Prior to assuming her current role, Myra served as director of the Business Education Technology Alliance and the eLearning Commission. She led these groups under the leadership of then Lieutenant Governor Perdue to develop and establish the NC's first state Virtual Public School, a single statewide technology network for all of education (MCNC's NCREN) and a single portal for e-learning with a goal of providing 21st century learning options in every corner of NC. These state level initiatives involved large scale coordination and collaboration of key leaders, agencies, General Assembly, Office of the Governor and public sector businesses. This involved early development with private funding and developed into significant public private partnerships of investments of more than \$64 million and continues to grow with the leadership of the current agencies.

During her 14 years working in public schools at all grade levels, she one was the first elementary counselors in NC, established a development counseling program in Greene and Wayne Counties, and served as the program director. In addition to her teaching and counseling experience in public schools, Myra has a long history of developing and initiating change in our schools. She led a statewide initiative for teacher mentoring and led the development of the School Based Decision Making initiative, a special project of the General Assembly. In order to support the implementation of SBM, she founded the NC Network and served as its director. The Network is a collaborative of school districts and other partners to implement schools based improvement; data based decision making and facilitative leadership.

A part of her responsibilities as advisor to the Governor as it relates to eLearning and the eLearning Commission include:

- ◆ Management of the eLearning Commission that is composed of 30 members appointed by the Governor to serve at her pleasure for terms of two years. The membership includes representatives from educational organizations and institutions, information technology providers, nonprofits, business entities, and state and local government agencies.
- ◆ Make recommendations to the Governor regarding:
 - Development of a unified data information system for all North Carolina students and learners to provide a basis for improving their educational, economic and other opportunities
 - Improvement of network services and learning options for all citizens through the eLearning portal and other virtual opportunities

- Identification of improvements in technology and access to technology that may allow eLearning to be provided to citizens more efficiently at reduced costs
- Revision of existing state policies, rules, or regulations that may inhibit North Carolina from maximizing eLearning’s potential for students and learners of all ages (PK-20) as outlined in the Governor’s Career and College-Ready, Set, Go! Initiative.
- ◆ Develop state, national, and global partnerships and collaborations in order to enhance eLearning opportunities for North Carolina’s citizens.
- ◆ Provide advice to the Governor regarding other issues requested by the Governor.

Experience

- ◆ 14 years teaching and counseling experience in public schools
- ◆ 2 years in District Management developing and implementing district wide counseling program
- ◆ 4 years as Director of the Task Force on Site Based Management, a free standing commission for the NC General Assembly, housed at NC Department of Public Instruction to deregulate Public Education
- ◆ 1 year as Career Development Coordinator, Wake County Public Schools
- ◆ 1 year at the university developing a statewide initiative for teacher mentoring
- ◆ 12 years as Founder and Director of the NC Network, a collaborative of school districts and other partners to implement schools based improvement; data based decision making and facilitative leadership
- ◆ 5 years as Director of the Business Education Technology Alliance, chaired by Lt. Governor that led to policy development of the NC Virtual Public School and statewide technology network for all public Schools
- ◆ 2 years as Director of the NC eLearning Commission that led to policy development for PK-20 e-learning initiatives

Education

- ◆ Undergraduate degree
Atlantic Christian College, Wilson, NC
- ◆ Master’s Degree
East Carolina University, Greenville, NC
- ◆ 6-Year Degree (School of Psychology and Education Administration)
East Carolina University, Greenville, NC
- ◆ Advanced degree course work (Early Child Development and Testing and Assessments)

11. Appendix D – Acronym List

ADA	Average Daily Attendance
ADM	Average Daily Membership
CEDARS	Common Education Data Analysis and Reporting System
CEDS	Common Education Data Standard
CFS	Common Follow-up System
CIP	Classification of Instructional Programs
CHILD	Central Hub for Integrated Longitudinal Data, the main data hub proposed by North Carolina in the grant
E12	Initial Enrollment
EVAAS	Education Value-Added Assessment System
F&A	Facilities and Administrative costs
FTP	File Transfer Protocol
GRS	Member by Grade, Race, Gender
IPEDS	Integrated Postsecondary Educational Data System
LEA	Local Education Agency
MLD	Membership Last Day
NCCCS	North Carolina Community College System
NCDES	North Carolina Department of Commerce Division of Employment Security formerly the Employment Security Commission (ESC) of North Carolina
NCDPI	North Carolina Department of Public Instruction
NCICU	North Carolina Independent Colleges and Universities
NCLDS/SLDS	North Carolina/Statewide Longitudinal Data System
NC P-20W SLDS	Preschool through higher education and workforce, describing a longitudinal data system
P-20+	The former name of the steering committee, as established in 2008.
RPG	Retention, Promotion, and Graduation
SAR	School Activity Report
SEA	State Educational Agency
UID	Unique Identifier
UNC (UNCGA)	University of North Carolina (General Administration)

Budget Narrative File(s)

* Mandatory Budget Narrative Filename:

To add more Budget Narrative attachments, please use the attachment buttons below.

7. The Budget Narrative (Justification)

The following budget narrative describes the cost components of the proposed NC P-20W Statewide Longitudinal Data System (NC P-20W SLDS). The North Carolina Department of Public Instruction is the lead entity, in addition to its work within its sector, and will serve as the fiscal agent for the NC P-20W SLDS effort. Pass-through funding will be provided to partner entities accompanied by the appropriate written agreements for their work toward achieving project outcomes. Partners include the North Carolina Community College System, the North Carolina Division of Employment Security, the North Carolina Independent Colleges and Universities, and the University of North Carolina General Administration. For this proposal, budget support is provided to all sector partners, including NCDPI, for their sector-specific development and implementation activities. Budget support is also provided to NCDPI for its role as the developer of the NCLDC Data Broker/Exchange.

Total Project Costs	3,639,542			
Year 1	1,539,929			
Year 2	1,070,513			
Year 3	1,029,101			
	Year 1	Year 2	Year 3	Total
Deliverable 1_1	203,844	126,208	121,612	451,664
Deliverable 1_2	203,844	126,208	121,612	451,664
Deliverable 1_3	203,844	126,208	121,612	451,664
Deliverable 2_1	153,750	28,750	28,750	211,250
Deliverable 2_2	153,750	28,750	28,750	211,250
Deliverable 3_1	308,576	315,372	301,617	925,566
Deliverable 4_1	103,944	106,228	101,632	311,804
Deliverable 4_2	103,944	106,228	101,632	311,804
Deliverable 4_3	103,944	106,228	101,632	311,804

Descriptions of costs for all years are presented below by year and cost category. The budget descriptions for partners are presented in alphabetical order within each year under the contracts section. Also presented are three-year budget descriptions by deliverable, with the partners presented alphabetically in the contracts section.

Year 1 – \$1,539,929

Direct Personnel - \$10,000

Direct personnel costs are comprised of \$10,000 (release time) Ken Thompson (25%) for technical architecture

In-kind effort in the amount of (b)(4) is provided by the following personnel:

- ◆ Lou Fabrizio, Executive Sponsor, 10%
- ◆ Karl Pond, Project Director, 15%

Direct Fringe Benefits - \$2,500

Fringe benefits are budgeted at 25% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 13.12% for state retirement for FLSA subject positions, 12.36% for the optional retirement for exempt professional positions and \$4,931 per annual FTE for health insurance.

In-kind contributions of (b)(4) are for the fringe benefits associated with the in-kind effort.

Travel - \$2,000

Funds are budgeted at \$1,000/person for two people to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates. For FY 11-12 the state-approved rate for out-of-state per diem is \$8 for breakfast, \$10.45 for lunch and \$20.30 for dinner. Hotel will be charged at actual cost, based on appropriate organizational prior approval and published rates by the conference sponsor. Those traveling include the Project Director and one other DPI team member.

Equipment - \$250,000

NCDPI will assume responsibility for securing/procuring the needed Data Broker/Exchange infrastructure. \$120,000 is budgeted for two data exchange servers at \$60,000/each, \$120,000 is budgeted for two Disk Systems and \$10,000 is budgeted for network switching equipment – all for the Data Broker/Exchange infrastructure build-out NCDPI sector infrastructure development.

Contractual - \$1,129,545

- ◆ **Contracted Services** - \$157,000 – comprised of \$12,000 for a contracted report writer, \$125,000 for contracted project manager to provide day-to-day managements of the entire project, and \$20,000 for a database administrator
- ◆ **Vendors and Consultants** - \$350,000 – comprised of \$300,000 initial UID license and \$50,000 for the Data Broker/Exchange co-location and networking costs.

Partner Entities – Pass-through funds exempt from F&A base

North Carolina Community College System - \$181,833

- ◆ Personnel costs (direct) and related fringe benefits have been adjusted 3% annually beginning in year 2 for anticipated inflationary increases.
- ◆ Direct Personnel - \$80,000 is budgeted for a to-be-hired database administrator (100%)
- ◆ In-kind effort in the amount of (b)(4) is provided by the following personnel:
 - Saundra Williams, Project Director (10%)
 - Chris Cline, Database Administrator Oversight (10%)
 - Bill Schneider, Co-Project Director (10%)
- ◆ Direct Fringe Benefits - \$20,000 - Fringe benefits are budgeted at 25% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 13.12% for state retirement for FLSA subject positions, 12.36% for the optional retirement for exempt professional positions and \$4,931 per annual FTE for health insurance.
- ◆ In-kind fringe benefits contributions of (b)(4) are for the fringe benefits associated with the in-kind effort.
- ◆ Travel - \$3,000 – Funding in the amount of \$1,000 is budgeted for the project director to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates. For FY 11-12 the state-approved rate for out-of-state per diem is \$8 for breakfast, \$10.45 for lunch and \$20.30 for dinner. Hotel will be charged at actual cost, based on appropriate organizational prior approval and published rates by the conference sponsor. Funds in the amount of \$2,000 are also budgeted to support training staff travel. Mileage will be based on the current state rate of .55/mile
- ◆ Equipment - \$2,000 - to acquire one lap top computer and related peripherals to be used by the database administrator.
- ◆ Contractual - \$60,000 is budgeted to acquire the necessary infrastructure on a contracted basis for the UID data creation warehouse update

- ◆ Other - \$1,200 is budgeted for communication support (long distance phone/fax)
- ◆ F&A - \$15,633 is budgeted for F&A at the approved rate of 12.1% of modified total direct costs. The base excludes equipment and pass-through funding and is limited to the first \$25,000 of each subcontract.

North Carolina Division of Employment Security – \$225,349

- ◆ Direct Personnel - \$26,100 is comprised of \$4,500 Betty McGrath, Project Director (10%), \$9,000 Pat Young, Co-Project Director (15%) and \$12,600 (15%) for a to-be-named research staff member (all release time)
- ◆ In-kind effort in the amount of (b)(4) is contributed by Betty McGrath (10%) and Pat Young (15%).
- ◆ Direct Fringe Benefits - \$6,525 - Fringe benefits are budgeted at 25% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 13.12% for state retirement for FLSA subject positions, 12.36% for the optional retirement for exempt professional positions and \$4,931 per annual FTE for health insurance.
- ◆ In-kind contributions of (b)(4) are for the fringe benefits associated with the in-kind effort. Fringe benefits are budgeted at 25% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 13.12% for state retirement for FLSA subject positions, 12.36% for the optional retirement for exempt professional positions and \$4,931 per annual FTE for health insurance.
- ◆ Travel - \$1,000 for the project manager to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates. For FY 11-12 the state-approved rate for out-of-state per diem is \$8 for breakfast, \$10.45 for lunch and \$20.30 for dinner. Hotel will be charged at actual cost, based on appropriate organizational prior approval and published rates by the conference sponsor
- ◆ Equipment - \$45,000 – NC DES will purchase equipment necessary to implement project activities.
- ◆ Supplies - \$2,000 - expendable supplies include \$2,000 to acquire one lap top computer and related peripherals to be used by the data architect.
- ◆ Contractual - \$70,000 is budgeted for a contracted database administrator and \$70,000 is budgeted for a contracted programmer
- ◆ Other - \$1,200 is budgeted for communication (long distance phone/fax) and engagement of stakeholders and sector partners.
- ◆ F&A - \$0 is budgeted at the approved rate of 13.50% of salaries only.

North Carolina Independent Colleges and Universities - \$193,100

- ◆ Personnel costs (direct) and related fringe benefits have been adjusted 3% annually beginning in year 2 for anticipated inflationary increases.
- ◆ Direct Personnel - \$110,000 is budgeted for a to-be-hired database administrator (100%)
- ◆ Direct fringe benefits - \$42,900 – Fringe benefits are budgeted at 39% and will be charged at actual cost. Fringe benefits include social security, health insurance, and retirement.
- ◆ In-kind effort in the amount of (b)(4) is provided by the following personnel:
 - Frances Fontaine, Project Director (10%)
 - Tim McDowell, Co-Project Director (15%)
- ◆ In-kind contributions of (b)(4) are for the fringe benefits associated with the in-kind effort.
- ◆ Travel - \$1,000 for the project manager to travel to the annual project director’s meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on institutional travel policy.
- ◆ Supplies \$2,000 - expendable supplies include \$2,000 to acquire one lap top computer and related peripherals to be used by the database administrator
- ◆ Contractual - \$36,000 in contractual services for MCNC Hosting Services, including disk array, network switched, and maintenance.
- ◆ Other - \$1,200 is budgeted for communication (long distance phone/fax) and engagement of the 39 system campuses state-wide, stakeholders, and sector partners.
- ◆ F&A - \$0 - the entity does not have a negotiated indirect cost rate.

University of North Carolina General Administration - \$143,412

- ◆ Personnel costs (direct) and related fringe benefits have been adjusted 3% annually beginning in year 2 for anticipated inflationary increases.
- ◆ Direct Personnel - \$100,000 is budgeted for a to-be-hired data architect/Co-Project Director.
- ◆ In-kind effort in the amount of (b)(4) is provided by the following personnel:
 - Alisa Chapman, Project Director (10%)
 - Paul Hudy, Co-Project Director (15%)
- ◆ Direct Fringe Benefits - \$25,000 - Fringe benefits are budgeted at 25% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 13.12% for state retirement for FLSA subject positions, 12.36% for the optional retirement for exempt professional positions and \$4,931 per annual FTE for health insurance.
- ◆ In-kind contributions of (b)(4) are for the fringe benefits associated with the in-kind effort.

- ◆ Travel - \$1,000 is budgeted for the project director or co-director to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates. For FY 11-12 the state-approved rate for out-of-state per diem is \$8 for breakfast, \$10.45 for lunch and \$20.30 for dinner. Hotel will be charged at actual cost, based on appropriate organizational prior approval and published rates by the conference sponsor
- ◆ Supplies - \$2,000 - expendable supplies include \$2,000 to acquire one lap top computer and related peripherals to be used by the data architect/Co-Director
- ◆ Other - \$1,200 for communication (long distance phone/fax) and engagement of stakeholders and sector partners
- ◆ F&A - \$14,212 is budgeted for F&A at the approved rate of 11% of modified total direct costs.

Other - \$2,400

Funds are requested to support communication (long-distance phone and fax) for the NCDPI Project Team.

Facilities and Administrative Costs - \$22,335

The approved F&A rate for NCDPI is 15% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first \$25,000 of each subcontract.

Year 2 – \$1,070,513

Direct Personnel - \$43,000

Direct personnel costs are comprised of \$30,000 (release time) Ken Thompson (25%) and \$13,000 (release time) for technical architecture and the to-be-named System Trainer (25%)

In-kind effort in the amount of (b)(4) is provided by the following personnel:

- ◆ Lou Fabrizio, Executive Sponsor, 10%
- ◆ Karl Pond, Project Director, 15%

Direct Fringe Benefits - \$10,750

Fringe benefits are budgeted at 25% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 13.12% for state retirement for FLSA subject positions, 12.36% for the optional retirement for exempt professional positions and \$4,931 per annual FTE for health insurance.

In-kind contributions of (b)(4) are for the fringe benefits associated with the in-kind effort.

Travel - \$2,000

Funds are budgeted at \$1,000/person for two people to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates. For FY 11-12 the state-approved rate for out-of-state per diem is \$8 for breakfast, \$10.45 for lunch and \$20.30 for dinner. Hotel will be charged at actual cost, based on appropriate organizational prior approval and published rates by the conference sponsor. Those traveling include the Project Director and one other DPI team member.

Contractual - \$917,292

- ◆ **Contracted Services** - \$275,000 – comprised of \$70,000 for a contracted report writer, \$125,000 for contracted project manage to provide day-to-day managements of the entire project, and \$80,000 for a database administrator
- ◆ **Vendors and Consultants** - \$60,000 for the UID license maintenance and \$50,000 for the Data Broker/Exchange co-location and networking costs.

Partner Entities – Pass-through funds exempt from F&A base

North Carolina Community College System - \$119,050

- ◆ Personnel costs (direct) and related fringe benefits have been adjusted 3% annually beginning in year 2 for anticipated inflationary increases.
- ◆ Direct Personnel - \$82,400 is budgeted for a to-be-hired database administrator (100%)
- ◆ In-kind effort in the amount of (b)(4) is provided by the following personnel:
 - Sandra Williams, Project Director (10%)
 - Chris Cline, Database Administrator Oversight (10%)
 - Bill Schneider, Co-Project Director (10%)
- ◆ Direct Fringe Benefits - \$20,600 - Fringe benefits are budgeted at 25% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 13.12% for state retirement for FLSA subject positions, 12.36% for the optional retirement for exempt professional positions and \$4,931 per annual FTE for health insurance.
- ◆ In-kind fringe benefits contributions of (b)(4) are for the fringe benefits associated with the in-kind effort.

- ◆ Travel - \$2,000 – Funding in the amount of \$1,000 is budgeted for the project director to travel to the annual project director’s meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates. For FY 11-12 the state-approved rate for out-of-state per diem is \$8 for breakfast, \$10.45 for lunch and \$20.30 for dinner. Hotel will be charged at actual cost, based on appropriate organizational prior approval and published rates by the conference sponsor. Funds in the amount of \$1,000 are also budgeted for training staff travel. Mileage will be based on the current state rate of .55/mile
- ◆ Other - \$1,200 is budgeted for communication support (long distance phone/fax)
- ◆ F&A - \$12,850 is budgeted for F&A at the approved rate of 12.1% of modified total direct costs. The base excludes equipment and pass-through funding and is limited to the first \$25,000 of each subcontract.

North Carolina Division of Employment Security – \$178,349

- ◆ Direct Personnel - \$26,100 is comprised of \$4,500 Betty McGrath, Project Director (10%), \$9,000 Pat Young, Co-Project Director (15%) and \$12,600 (15%) for a to-be-named research staff member (all release time)
- ◆ In-kind effort in the amount of (b)(4) is contributed by Betty McGrath (10%) and Pat Young (15%).
- ◆ Direct Fringe Benefits - \$6,525 - Fringe benefits are budgeted at 25% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 13.12% for state retirement for FLSA subject positions, 12.36% for the optional retirement for exempt professional positions and \$4,931 per annual FTE for health insurance.
- ◆ In-kind contributions of (b)(4) are for the fringe benefits associated with the in-kind effort. Fringe benefits are budgeted at 25% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 13.12% for state retirement for FLSA subject positions, 12.36% for the optional retirement for exempt professional positions and \$4,931 per annual FTE for health insurance.
- ◆ Travel - \$1,000 for the project manager to travel to the annual project director’s meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates. For FY 11-12 the state-approved rate for out-of-state per diem is \$8 for breakfast, \$10.45 for lunch and \$20.30 for dinner. Hotel will be charged at actual cost, based on appropriate organizational prior approval and published rates by the conference sponsor
- ◆ Supplies - \$2,000 - expendable supplies include \$2,000 to acquire one lap top computer and related peripherals to be used by the data architect.
- ◆ Contractual - \$70,000 is budgeted for a contracted database administrator and \$70,000 is budgeted for a contracted programmer

- ◆ Other - \$1,200 is budgeted for communication (long distance phone/fax) and engagement of stakeholders and sector partners.
- ◆ F&A - \$0 is budgeted at the approved rate of 13.50% of salaries only.

North Carolina Independent Colleges and Universities - \$165,687

- ◆ Personnel costs (direct) and related fringe benefits have been adjusted 3% annually beginning in year 2 for anticipated inflationary increases.
- ◆ Direct Personnel - \$113,300 is budgeted for a to-be-hired database administrator (100%)
- ◆ Direct fringe benefits - \$44,187 – Fringe benefits are budgeted at 39% and will be charged at actual cost. Fringe benefits include social security, health insurance, and retirement.
- ◆ In-kind effort in the amount of (b)(4) is provided by the following personnel:
 - Frances Fontaine, Project Director (10%)
 - Tim McDowell, Co-Project Director (15%)
- ◆ In-kind contributions of (b)(4) are for the fringe benefits associated with the in-kind effort.
- ◆ Travel - \$1,000 for the project manager to travel to the annual project director’s meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on institutional travel policy.
- ◆ Contractual - \$6,000 in contractual services for MCNC Hosting Services - maintenance.
- ◆ Other - \$1,200 is budgeted for communication (long distance phone/fax) and engagement of the 39 system campuses state-wide, stakeholders, and sector partners.
- ◆ F&A - \$0 - the entity does not have a negotiated indirect cost rate.

University of North Carolina General Administration - \$145,355

- ◆ Personnel costs (direct) and related fringe benefits have been adjusted 3% annually beginning in year 2 for anticipated inflationary increases.
- ◆ Direct Personnel - \$103,000 is budgeted for a to-be-hired data architect/Co-Project Director.
- ◆ In-kind effort in the amount of (b)(4) is provided by the following personnel:
 - Alisa Chapman, Project Director (10%)
 - Paul Hudy, Co-Project Director (15%)
- ◆ Direct Fringe Benefits - \$25,750 - Fringe benefits are budgeted at 25% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 13.12% for state retirement for FLSA subject positions, 12.36% for the optional retirement for exempt professional positions and \$4,931 per annual FTE for health insurance.
- ◆ In-kind contributions of (b)(4) are for the fringe benefits associated with the in-kind effort.

- ◆ Travel - \$1,000 is budgeted for the project director or co-director to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates. For FY 11-12 the state-approved rate for out-of-state per diem is \$8 for breakfast, \$10.45 for lunch and \$20.30 for dinner. Hotel will be charged at actual cost, based on appropriate organizational prior approval and published rates by the conference sponsor
- ◆ Other - \$1,200 for communication (long distance phone/fax) and engagement of stakeholders and sector partners
- ◆ F&A - \$14,405 is budgeted for F&A at the approved rate of 11% of modified total direct costs.

Other - \$2,400

Funds are requested to support communication (long-distance phone and fax) for the Data Architect/Co-Project Director.

Facilities and Administrative Costs - \$18,923

The approved F&A rate for NCDPI is 15% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first \$25,000 of each subcontract.

Year 3 – \$1,029,101

Direct Personnel - \$70,000

Direct personnel costs are comprised of \$20,000 (release time) Ken Thompson (25%), \$20,000 (release time) for technical architecture and the to-be-named System Trainer (25%) and \$30,000 (release time) for a to-be-named database administration (35%)

In-kind effort in the amount of (b)(4) is provided by the following personnel:

- ◆ Lou Fabrizio, Executive Sponsor, 10%
- ◆ Karl Pond, Project Director, 15%

Direct Fringe Benefits - \$17,500

Fringe benefits are budgeted at 25% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 13.12% for state retirement for FLSA subject positions, 12.36% for the optional retirement for exempt professional positions and \$4,931 per annual FTE for health insurance.

In-kind contributions of (b)(4) are for the fringe benefits associated with the in-kind effort.

Travel - \$2,000

Funds are budgeted at \$1,000/person for two people to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates. For FY 11-12 the state-approved rate for out-of-state per diem is \$8 for breakfast, \$10.45 for lunch and \$20.30 for dinner. Hotel will be charged at actual cost, based on appropriate organizational prior approval and published rates by the conference sponsor. Those traveling include the Project Director and one other DPI team member.

Contractual - \$839,768

- ◆ **Contracted Services** - \$185,000 – comprised of \$50,000 for a contracted report writer, \$125,000 for contracted project manager to provide day-to-day managements of the entire project, and \$10,000 for a database administrator
- ◆ **Vendors and Consultants** - \$60,000 for the UID license maintenance and \$50,000 for the Data Broker/Exchange co-location and networking costs.

Partner Entities – Pass-through funds exempt from F&A base

North Carolina Community College System - \$122,514

- ◆ Personnel costs (direct) and related fringe benefits have been adjusted 3% annually beginning in year 2 for anticipated inflationary increases.
- ◆ Direct Personnel - \$84,872 is budgeted for a to-be-hired database administrator (100%)
- ◆ In-kind effort in the amount of (b)(4) is provided by the following personnel:
 - Sandra Williams, Project Director (10%)
 - Chris Cline, Database Administrator Oversight (10%)
 - Bill Schneider, Co-Project Director (10%)
- ◆ Direct Fringe Benefits - \$21,218 - Fringe benefits are budgeted at 25% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 13.12% for state retirement for FLSA subject positions, 12.36% for the optional retirement for exempt professional positions and \$4,931 per annual FTE for health insurance.
- ◆ In-kind fringe benefits contributions of (b)(4) are for the fringe benefits associated with the in-kind effort.
- ◆ Travel - \$2,000 – Funding in the amount of \$1,000 is budgeted for the project director to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates. For FY 11-12 the state-approved rate for out-of-state per diem is \$8 for breakfast, \$10.45 for lunch and \$20.30 for dinner. Hotel will be charged at actual cost, based on appropriate organizational prior approval and published rates by the conference sponsor. Funds in the amount of \$2,000 are also budgeted for training staff to travel. Mileage will be based on the current state rate of .55/mile

- ◆ Other - \$1,200 is budgeted for communication support (long distance phone/fax)
- ◆ F&A - \$13,224 is budgeted for F&A at the approved rate of 12.1% of modified total direct costs. The base excludes equipment and pass-through funding and is limited to the first \$25,000 of each subcontract.

North Carolina Division of Employment Security – \$178,349

- ◆ Direct Personnel - \$26,100 is comprised of \$4,500 Betty McGrath, Project Director (10%), \$9,000 Pat Young, Co-Project Director (15%) and \$12,600 (15%) for a to-be-named research staff member (all release time)
- ◆ In-kind effort in the amount of (b)(4) is contributed by Betty McGrath (10%) and Pat Young (15%).
- ◆ Direct Fringe Benefits - \$6,525 - Fringe benefits are budgeted at 25% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 13.12% for state retirement for FLSA subject positions, 12.36% for the optional retirement for exempt professional positions and \$4,931 per annual FTE for health insurance.
- ◆ In-kind contributions of (b)(4) are for the fringe benefits associated with the in-kind effort. Fringe benefits are budgeted at 25% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 13.12% for state retirement for FLSA subject positions, 12.36% for the optional retirement for exempt professional positions and \$4,931 per annual FTE for health insurance.
- ◆ Travel - \$1,000 for the project manager to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates. For FY 11-12 the state-approved rate for out-of-state per diem is \$8 for breakfast, \$10.45 for lunch and \$20.30 for dinner. Hotel will be charged at actual cost, based on appropriate organizational prior approval and published rates by the conference sponsor
- ◆ Equipment - \$45,000 – NC DES will purchase equipment necessary to implement project activities.
- ◆ Supplies - \$2,000 - expendable supplies include \$2,000 to acquire one lap top computer and related peripherals to be used by the data architect.
- ◆ Contractual - \$70,000 is budgeted for a contracted database administrator and \$70,000 is budgeted for a contracted programmer
- ◆ Other - \$1,200 is budgeted for communication (long distance phone/fax) and engagement of stakeholders and sector partners.
- ◆ F&A - \$0 is budgeted at the approved rate of 13.50% of salaries only.

North Carolina Independent Colleges and Universities - \$170,412

- ◆ Personnel costs (direct) and related fringe benefits have been adjusted 3% annually beginning in year 2 for anticipated inflationary increases.
- ◆ Direct Personnel - \$116,699 is budgeted for a to-be-hired database administrator (100%)
- ◆ Direct fringe benefits - \$45,513 – Fringe benefits are budgeted at 39% and will be charged at actual cost. Fringe benefits include social security, health insurance, and retirement.
- ◆ In-kind effort in the amount of (b)(4) is provided by the following personnel:
 - Frances Fontaine, Project Director (10%)
 - Tim McDowell, Co-Project Director (15%)
- ◆ In-kind contributions of (b)(4) are for the fringe benefits associated with the in-kind effort.
- ◆ Travel - \$1,000 for the project manager to travel to the annual project director’s meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on institutional travel policy.
- ◆ Contractual - \$6,000 in contractual services for MCNC Hosting Services - maintenance.
- ◆ Other - \$1,200 is budgeted for communication (long distance phone/fax) and engagement of the 39 system campuses state-wide, stakeholders, and sector partners.
- ◆ F&A - \$0 - the entity does not have a negotiated indirect cost rate.

University of North Carolina General Administration - \$149,642

- ◆ Personnel costs (direct) and related fringe benefits have been adjusted 3% annually beginning in year 2 for anticipated inflationary increases.
- ◆ Direct Personnel - \$106,090 is budgeted for a to-be-hired data architect/Co-Project Director.
- ◆ In-kind effort in the amount of (b)(4) is provided by the following personnel:
 - Alisa Chapman, Project Director (10%)
 - Paul Hudy, Co-Project Director (15%)
- ◆ Direct Fringe Benefits - \$26,523 - Fringe benefits are budgeted at 25% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 13.12% for state retirement for FLSA subject positions, 12.36% for the optional retirement for exempt professional positions and \$4,931 per annual FTE for health insurance.
- ◆ In-kind contributions of (b)(4) are for the fringe benefits associated with the in-kind effort.
- ◆ Travel - \$1,000 is budgeted for the project director or co-director to travel to the annual project director’s meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates. For FY 11-12 the state-approved rate for out-of-state per diem is \$8 for breakfast, \$10.45 for lunch and \$20.30 for dinner. Hotel will be charged at actual cost, based on appropriate organizational prior approval and published rates by the conference sponsor

- ◆ Other - \$1,200 for communication (long distance phone/fax) and engagement of stakeholders and sector partners
- ◆ F&A - \$14,829 is budgeted for F&A at the approved rate of 11% of modified total direct costs.

Other - \$2,400

Funds are requested to support communication (long-distance phone and fax) for the Data Architect/Co-Project Director.

Facilities and Administrative Costs - \$21,285

The approved F&A rate for NCDPI is 15% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first \$25,000 of each subcontract.

Project costs have been allocated to the project deliverables on the following basis:

Deliverable	Allocation
1_1	11% of total project costs less the data broker/exchange costs – all sectors
1_2	11% of total project costs less the data broker/exchange costs – all sectors
1_3	11% of total project costs less the data broker/exchange costs – all sectors
2_1	50% of total cost of data broker/exchange equipment/services – NCDPI
2_2	50% of total cost of data broker/exchange equipment/services – NCDPI
3_1	33% of total project costs less the data broker/exchange costs – all sectors
4_1	11% of total project costs less the data broker/exchange costs – all sectors
4_2	11% of total project costs less the data broker/exchange costs – all sectors
4_3	11% of total project costs less the data broker/exchange costs – all sectors

The personnel, equipment, contracted services, communication and F&A costs shown below are attributable to NCDPI. For ease of allocation travel costs shown below are for all sectors (<1%

of total project costs). Personnel, supplies, contracted services, equipment and F&A costs for NCCCS, NCDES, NCICU, and UNCGA are shown within the contracted services section.

***Deliverable 1_1 – Total - \$451,664 (All Sectors).
Allocated at 11% of total costs less the Data
Broker/Exchange Costs***

Year 1 - \$203,844

Personnel - \$1,110

Direct personnel costs are comprised of \$1,110 (release time) Ken Thompson

In-kind contributions of (b)(4) include:

- ◆ Lou Fabrizio, Executive Sponsor
- ◆ Karl Pond, Project Director

Fringe Benefits - \$278

Direct Fringe benefits are budgeted at 25% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 13.12% for state retirement for FLSA subject positions, 12.36% for the optional retirement for exempt professional positions and \$4,931 per annual FTE for health insurance.

In-kind contributions of (b)(4) are for the fringe benefits associated with the in-kind effort.

Travel - \$666 – all sectors – allocated at 11%

Funds are budgeted at \$1,000/person to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates. For FY 09-10 the state-approved rate for out-of-state per diem is \$7.75 for breakfast, \$10.10 for lunch and \$19.65 for dinner. Hotel will be charged at actual cost, based on appropriate organizational prior approval and published rates by the conference sponsor. Funds are also budgeted for the NCCCS trainer staff travel.

Contractual - \$186,430

- ◆ **Contracted Services** - \$17,247 – comprised of \$1,332 for a contracted report writer, \$13,875 for contracted project manager to provide day-to-day managements of the entire project, and \$2,220 for a database administrator
- ◆ **Vendors and Consultants** - \$99,900 for 33% of the cost of the initial UID license and maintenance.

Partner Entities – Pass-through funds

The total annual budgets for the partner entities are allocated 11% to deliverable 1_1. Please refer to the annual budget narrative for year one above for the specific cost elements of the partner entity budgets.

- ◆ North Carolina Community College System - \$20,183
- ◆ North Carolina Division of Employment Security - \$25,014
- ◆ North Carolina Independent Colleges and Universities - \$21,434
- ◆ University of North Carolina General Administration - \$15,919

Other - \$266

Funds are requested to support communication (long-distance phone and fax) for the Data Architect/Co-Project Director.

Facilities and Administrative Costs - \$1,647

The approved F&A rate for NCDPI is 15% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first \$25,000 of each subcontract.

Year 2 - \$126,208

Personnel - \$4,773

Direct personnel costs are comprised of \$3,330 Ken Thompson and \$1,443 for the System Trainer (all release time).

In-kind contributions of (b)(4) include:

- ◆ Lou Fabrizio, Executive Sponsor
- ◆ Karl Pond, Project Director

Fringe Benefits - \$1,193

Direct Fringe benefits are budgeted at 25% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 13.12% for state retirement for FLSA subject positions, 12.36% for the optional retirement for exempt professional positions and \$4,931 per annual FTE for health insurance.

In-kind contributions of (b)(4) are for the fringe benefits associated with the in-kind effort.

Travel - \$666 – all sectors – allocated at 11%

Funds are budgeted at \$1,000/person to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates. For FY 09-10 the state-approved rate for out-of-state per diem is \$7.75 for breakfast, \$10.10 for lunch and \$19.65 for dinner. Hotel will be charged at actual cost, based on appropriate organizational prior approval and published rates by the conference sponsor. Funds are also budgeted for the NCCCS training staff travel.

Contractual - \$109,589

- ◆ **Contracted Services** - \$30,525 – comprised of \$7,770 for a contracted report writer, \$13,875 for contracted project manager to provide day-to-day managements of the entire project, and \$8,880 for a database administrator
- ◆ **Vendors and Consultants** - \$19,980 for 33% of the cost of the UID license maintenance.

Partner Entities – Pass-through funds

The total annual budgets for the partner entities are allocated 11% to deliverable 1_1. Please refer to the annual budget narrative for year one above for the specific cost elements of the partner entity budgets.

- ◆ North Carolina Community College System - \$13,215
- ◆ North Carolina Division of Employment Security - \$19,797
- ◆ North Carolina Independent Colleges and Universities - \$18,391
- ◆ University of North Carolina General Administration - \$16,134

Other - \$266

Funds are requested to support communication (long-distance phone and fax) for the Data Architect/Co-Project Director.

Facilities and Administrative Costs - \$1,268

The approved F&A rate for NCDPI is 15% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first \$25,000 of each subcontract.

Year 3 - \$121,612

Personnel - \$7,770

Direct personnel costs are comprised of \$2,220 Ken Thompson, \$2,220 for the System Trainer and \$3,330 for the database administrator (all release time).

In-kind contributions of \$(b)(4) include:

- ◆ Lou Fabrizio, Executive Sponsor
- ◆ Karl Pond, Project Director

Fringe Benefits - \$1,943

Direct Fringe benefits are budgeted at 25% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 13.12% for state retirement for FLSA subject positions, 12.36% for the optional retirement for exempt professional positions and \$4,931 per annual FTE for health insurance.

In-kind contributions of \$(b)(4) are for the fringe benefits associated with the in-kind effort.

Travel - \$666 – all sectors – allocated at 11%

Funds are budgeted at \$1,000/person to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates. For FY 09-10 the state-approved rate for out-of-state per diem is \$7.75 for breakfast, \$10.10 for lunch and \$19.65 for dinner. Hotel will be charged at actual cost, based on appropriate organizational prior approval and published rates by the conference sponsor. Funds are also budgeted for the NCCCS training staff travel.

Contractual - \$100,984

- ◆ **Contracted Services** - \$20,535 – comprised of \$5,550 for a contracted report writer, \$13,875 for contracted project manager to provide day-to-day managements of the entire project, and \$1,110 for a database administrator
- ◆ **Vendors and Consultants** - \$19,980 for 33% of the cost of the UID license maintenance.

Partner Entities – Pass-through funds

The total annual budgets for the partner entities are allocated 11% to deliverable 1_1. Please refer to the annual budget narrative for year one above for the specific cost elements of the partner entity budgets.

- ◆ North Carolina Community College System - \$13,875
- ◆ North Carolina Division of Employment Security - \$19,797
- ◆ North Carolina Independent Colleges and Universities - \$18,916
- ◆ University of North Carolina General Administration - \$16,610

Other - \$266

Funds are requested to support communication (long-distance phone and fax) for the Data Architect/Co-Project Director.

Facilities and Administrative Costs - \$1,530

The approved F&A rate for NCDPI is 15% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first \$25,000 of each subcontract.

Deliverable 1_2 – Total - \$451,664 (All Sectors). Allocated at 11% of total costs less the Data Broker/Exchange Costs

Year 1 - \$203,844

Personnel - \$1,110

Direct personnel costs are comprised of \$1,110 (release time) Ken Thompson

In-kind contributions of (b)(4) include:

- ◆ Lou Fabrizio, Executive Sponsor
- ◆ Karl Pond, Project Director

Fringe Benefits - \$278

Direct Fringe benefits are budgeted at 25% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 13.12% for state retirement for FLSA subject positions, 12.36% for the optional retirement for exempt professional positions and \$4,931 per annual FTE for health insurance.

In-kind contributions of (b)(4) are for the fringe benefits associated with the in-kind effort.

Travel - \$666 – all sectors – allocated at 11%

Funds are budgeted at \$1,000/person to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates. For FY 09-10 the state-approved rate for out-of-state per diem is \$7.75 for breakfast, \$10.10 for lunch and \$19.65 for dinner. Hotel will be charged at actual cost, based on appropriate organizational prior approval and published rates by the conference sponsor. Funds are also budgeted for the NCCCS training staff travel.

Contractual - \$186,430

- ◆ **Contracted Services** - \$17,247 – comprised of \$1,332 for a contracted report writer, \$13,875 for contracted project manager to provide day-to-day managements of the entire project, and \$2,220 for a database administrator
- ◆ **Vendors and Consultants** - \$99,900 for 33% of the cost of the initial UID license and maintenance.

Partner Entities – Pass-through funds

The total annual budgets for the partner entities are allocated 11% to deliverable 1_2. Please refer to the annual budget narrative for year one above for the specific cost elements of the partner entity budgets.

- ◆ North Carolina Community College System - \$20,183
- ◆ North Carolina Division of Employment Security - \$25,014
- ◆ North Carolina Independent Colleges and Universities - \$21,434
- ◆ University of North Carolina General Administration - \$15,919

Other - \$266

Funds are requested to support communication (long-distance phone and fax) for the Data Architect/Co-Project Director.

Facilities and Administrative Costs - \$1,647

The approved F&A rate for NCDPI is 15% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first \$25,000 of each subcontract.

Year 2 - \$126,208

Personnel - \$4,773

Direct personnel costs are comprised of \$3,330 Ken Thompson and \$1,443 for the System Trainer (all release time).

In-kind contributions of (b)(4) include:

- ◆ Lou Fabrizio, Executive Sponsor
- ◆ Karl Pond, Project Director

Fringe Benefits - \$1,193

Direct Fringe benefits are budgeted at 25% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 13.12% for state retirement for FLSA subject positions, 12.36% for the optional retirement for exempt professional positions and \$4,931 per annual FTE for health insurance.

In-kind contributions of (b)(4) are for the fringe benefits associated with the in-kind effort.

Travel - \$666 – all sectors – allocated at 11%

Funds are budgeted at \$1,000/person to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates. For FY 09-10 the state-approved rate for out-of-state per diem is \$7.75 for breakfast, \$10.10 for lunch and \$19.65 for dinner. Hotel will be charged at actual cost, based on appropriate organizational prior approval and published rates by the conference sponsor. Funds are also budgeted for the NCCCS training staff travel.

Contractual - \$109,589

- ◆ **Contracted Services** - \$30,525 – comprised of \$7,770 for a contracted report writer, \$13,875 for contracted project manager to provide day-to-day managements of the entire project, and \$8,880 for a database administrator
- ◆ **Vendors and Consultants** - \$19,980 for 33% of the cost of the UID license maintenance.

Partner Entities – Pass-through funds

The total annual budgets for the partner entities are allocated 11% to deliverable 1_2. Please refer to the annual budget narrative for year one above for the specific cost elements of the partner entity budgets.

- ◆ North Carolina Community College System - \$13,215
- ◆ North Carolina Division of Employment Security - \$19,797
- ◆ North Carolina Independent Colleges and Universities - \$18,391
- ◆ University of North Carolina General Administration - \$16,134

Other - \$266

Funds are requested to support communication (long-distance phone and fax) for the Data Architect/Co-Project Director.

Facilities and Administrative Costs - \$1,268

The approved F&A rate for NCDPI is 15% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first \$25,000 of each subcontract.

Year 3 - \$121,612

Personnel - \$7,770

Direct personnel costs are comprised of \$2,220 Ken Thompson, \$2,220 for the System Trainer and \$3,330 for the database administrator (all release time).

In-kind contributions of (b)(4) include:

- ◆ Lou Fabrizio, Executive Sponsor
- ◆ Karl Pond, Project Director

Fringe Benefits - \$1,943

Direct Fringe benefits are budgeted at 25% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 13.12% for state retirement for FLSA subject positions, 12.36% for the optional retirement for exempt professional positions and \$4,931 per annual FTE for health insurance.

In-kind contributions of (b)(4) are for the fringe benefits associated with the in-kind effort.

Travel - \$666 – all sectors – allocated at 11%

Funds are budgeted at \$1,000/person to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates. For FY 09-10 the state-approved rate for out-of-state per diem is \$7.75 for breakfast, \$10.10 for lunch and \$19.65 for dinner. Hotel will be charged at actual cost, based on appropriate organizational prior approval and published rates by the conference sponsor. Funds are also budgeted for the NCCCS training staff travel.

Contractual - \$100,984

- ◆ **Contracted Services** - \$20,535 – comprised of \$5,550 for a contracted report writer, \$13,875 for contracted project manager to provide day-to-day managements of the entire project, and \$1,110 for a database administrator
- ◆ **Vendors and Consultants** - \$19,980 for 33% of the cost of the UID license maintenance.

Partner Entities – Pass-through funds

The total annual budgets for the partner entities are allocated 11% to deliverable 1_2. Please refer to the annual budget narrative for year one above for the specific cost elements of the partner entity budgets.

- ◆ North Carolina Community College System - \$13,875
- ◆ North Carolina Division of Employment Security - \$19,797
- ◆ North Carolina Independent Colleges and Universities - \$18,916
- ◆ University of North Carolina General Administration - \$16,610

Other - \$266

Funds are requested to support communication (long-distance phone and fax) for the Data Architect/Co-Project Director.

Facilities and Administrative Costs - \$1,530

The approved F&A rate for NCDPI is 15% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first \$25,000 of each subcontract.

**Deliverable 1_3 – Total - \$203,844 (All Sectors)
allocated at 11% of total costs less the Data
Broker/Exchange Costs**

Year 1 - \$190,396

Personnel - \$1,110

Direct personnel costs are comprised of \$1,110 (release time) Ken Thompson

In-kind contributions of (b)(4) include:

- ◆ Lou Fabrizio, Executive Sponsor
- ◆ Karl Pond, Project Director

Fringe Benefits - \$278

Direct Fringe benefits are budgeted at 25% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 13.12% for state retirement for FLSA subject positions, 12.36% for the optional retirement for exempt professional positions and \$4,931 per annual FTE for health insurance.

In-kind contributions of (b)(4) are for the fringe benefits associated with the in-kind effort.

Travel - \$666 – all sectors – allocated at 11%

Funds are budgeted at \$1,000/person to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates. For FY 09-10 the state-approved rate for out-of-state per diem is \$7.75 for breakfast, \$10.10 for lunch and \$19.65 for dinner. Hotel will be charged at actual cost, based on appropriate organizational prior approval and published rates by the conference sponsor. Funds are also budgeted for the NCCCS training staff travel

Contractual - \$186,430

- ◆ **Contracted Services** - \$17,247 – comprised of \$1,332 for a contracted report writer, \$13,875 for contracted project manager to provide day-to-day managements of the entire project, and \$2,220 for a database administrator
- ◆ **Vendors and Consultants** - \$99,900 for 33% of the cost of the initial UID license and maintenance.

Partner Entities – Pass-through funds

The total annual budgets for the partner entities are allocated 11% to deliverable 1_3. Please refer to the annual budget narrative for year one above for the specific cost elements of the partner entity budgets.

- ◆ North Carolina Community College System - \$20,183
- ◆ North Carolina Division of Employment Security - \$25,015
- ◆ North Carolina Independent Colleges and Universities - \$21,434
- ◆ University of North Carolina General Administration - \$15,919

Other - \$266

Funds are requested to support communication (long-distance phone and fax) for the Data Architect/Co-Project Director.

Facilities and Administrative Costs - \$1,647

The approved F&A rate for NCDPI is 15% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first \$25,000 of each subcontract.

Year 2 - \$126,208

Personnel - \$4,773

Direct personnel costs are comprised of \$3,330 Ken Thompson and \$1,443 for the System Trainer (all release time).

In-kind contributions of (b)(4) include:

- ◆ Lou Fabrizio, Executive Sponsor
- ◆ Karl Pond, Project Director

Fringe Benefits - \$1,193

Direct Fringe benefits are budgeted at 25% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 13.12% for state retirement for FLSA subject positions, 12.36% for the optional retirement for exempt professional positions and \$4,931 per annual FTE for health insurance.

In-kind contributions of (b)(4) are for the fringe benefits associated with the in-kind effort.

Travel - \$666 – all sectors – allocated at 11%

Funds are budgeted at \$1,000/person to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates. For FY 09-10 the state-approved rate for out-of-state per diem is \$7.75 for breakfast, \$10.10 for lunch and \$19.65 for dinner. Hotel will be charged at actual cost, based on appropriate organizational prior approval and published rates by the conference sponsor. Funds are also budgeted for the NCCCS training staff travel

Contractual - \$109,589

- ◆ **Contracted Services** - \$30,525 – comprised of \$7,770 for a contracted report writer, \$13,875 for contracted project manage to provide day-to-day managements of the entire project, and \$8,880for a database administrator
- ◆ **Vendors and Consultants** - \$19,980 for 33% of the cost of the UID license maintenance.

Partner Entities – Pass-through funds

The total annual budgets for the partner entities are allocated 11% to deliverable 1_3. Please refer to the annual budget narrative for year one above for the specific cost elements of the partner entity budgets.

- ◆ North Carolina Community College System - \$13,215
- ◆ North Carolina Division of Employment Security - \$19,797
- ◆ North Carolina Independent Colleges and Universities - \$18,391
- ◆ University of North Carolina General Administration - \$16,134

Other - \$266

Funds are requested to support communication (long-distance phone and fax) for the Data Architect/Co-Project Director.

Facilities and Administrative Costs - \$1,268

The approved F&A rate for NCDPI is 15% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first \$25,000 of each subcontract.

Year 3 - \$121,612

Personnel - \$7,770

Direct personnel costs are comprised of \$2,220 Ken Thompson, \$2,220 for the System Trainer and \$3,330 for the database administrator (all release time).

In-kind contributions of \$(b)(4) include:

- ◆ Lou Fabrizio, Executive Sponsor
- ◆ Karl Pond, Project Director

Fringe Benefits - \$1,943

Direct Fringe benefits are budgeted at 25% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 13.12% for state retirement for FLSA subject positions, 12.36% for the optional retirement for exempt professional positions and \$4,931 per annual FTE for health insurance.

In-kind contributions of \$(b)(4) are for the fringe benefits associated with the in-kind effort.

Travel - \$666 – all sectors – allocated at 11%

Funds are budgeted at \$1,000/person to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates. For FY 09-10 the state-approved rate for out-of-state per diem is \$7.75 for breakfast, \$10.10 for lunch and \$19.65 for dinner. Hotel will be charged at actual cost, based on appropriate organizational prior approval and published rates by the conference sponsor. Funds are also budgeted for the NCCCS training staff travel.

Contractual - \$100,984

- ◆ **Contracted Services** - \$20,535 – comprised of \$5,550 for a contracted report writer, \$13,875 for contracted project manager to provide day-to-day managements of the entire project, and \$1,110 for a database administrator
- ◆ **Vendors and Consultants** - \$19,980 for 33% of the cost of the UID license maintenance.

Partner Entities – Pass-through funds

The total annual budgets for the partner entities are allocated 11% to deliverable 1_3. Please refer to the annual budget narrative for year one above for the specific cost elements of the partner entity budgets.

- ◆ North Carolina Community College System - \$13,875
- ◆ North Carolina Division of Employment Security - \$19,797
- ◆ North Carolina Independent Colleges and Universities - \$18,916
- ◆ University of North Carolina General Administration - \$16,610

Other - \$266

Funds are requested to support communication (long-distance phone and fax) for the Data Architect/Co-Project Director.

Facilities and Administrative Costs - \$1,530

The approved F&A rate for NCDPI is 15% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first \$25,000 of each subcontract.

Deliverable 2_1 Total (\$211,250) NCDPI Only. Allocated at 50% of Data Broker/Exchange costs

Year 1 - \$153,750

Equipment - \$125,000

NCDPI will assume responsibility for securing/procuring the needed Data Broker/Exchange infrastructure. \$60,000 is budgeted for two data exchange servers at \$60,000/each, \$60,000 is budgeted for two Disk Systems and \$5,000 is budgeted for network switching equipment – all for the Data Broker/Exchange infrastructure build-out NCDPI sector infrastructure development.

Contracted Services - \$25,000

Funds are budgeted for the Data Broker/Exchange co-location and networking costs.

Facilities and Administrative Costs - \$3,750

The approved F&A rate for NCDPI is 15% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first \$25,000 of each subcontract.

Year 2 - \$28,750

Contracted Services - \$25,000

Funds are budgeted for the Data Broker/Exchange co-location and networking costs.

Facilities and Administrative Costs - \$3,750

The approved F&A rate for NCDPI is 15% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first \$25,000 of each subcontract.

Year 3 - \$28,750

Contracted Services - \$25,000

Funds are budgeted for the Data Broker/Exchange co-location and networking costs.

Facilities and Administrative Costs - \$3,750

The approved F&A rate for NCDPI is 15% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first \$25,000 of each subcontract.

***Deliverable 2_2 Total (\$211,250) NCDPI Only.
Allocated at 50% of Data Broker/Exchange costs***

Year 1 - \$153,750

Equipment - \$125,000

NCDPI will assume responsibility for securing/procuring the needed Data Broker/Exchange infrastructure. \$60,000 is budgeted for two data exchange servers at \$60,000/each, \$60,000 is budgeted for two Disk Systems and \$5,000 is budgeted for network switching equipment – all for the Data Broker/Exchange infrastructure build-out NCDPI sector infrastructure development.

Contracted Services - \$25,000

Funds are budgeted for the Data Broker/Exchange co-location and networking costs.

Facilities and Administrative Costs - \$3,750

The approved F&A rate for NCDPI is 15% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first \$25,000 of each subcontract.

Year 2 - \$28,750

Contracted Services - \$25,000

Funds are budgeted for the Data Broker/Exchange co-location and networking costs.

Facilities and Administrative Costs - \$3,750

The approved F&A rate for NCDPI is 15% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first \$25,000 of each subcontract.

Year 3 - \$28,750

Contracted Services - \$25,000

Funds are budgeted for the Data Broker/Exchange co-location and networking costs.

Facilities and Administrative Costs - \$3,750

The approved F&A rate for NCDPI is 15% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first \$25,000 of each subcontract.

**Deliverable 3_1 – Total - \$925,566 (All Sectors).
Allocated at 33% of total costs less the Data
Broker/Exchange Costs**

Year 1 - \$308,576

Personnel - \$3,330

Direct personnel costs are comprised of \$1,110 (release time) Ken Thompson

In-kind contributions of (b)(4) include:

- ◆ Lou Fabrizio, Executive Sponsor
- ◆ Karl Pond, Project Director

Fringe Benefits - \$808

Direct Fringe benefits are budgeted at 25% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 13.12% for state retirement for FLSA subject positions, 12.36% for the optional retirement for exempt professional positions and \$4,931 per annual FTE for health insurance.

In-kind contributions of (b)(4) are for the fringe benefits associated with the in-kind effort.

Travel - \$1,866 – all sectors – allocated at 33%

Funds are budgeted at \$1,000/person to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates. For FY 09-10 the state-approved rate for out-of-state per diem is \$7.75 for breakfast, \$10.10 for lunch and \$19.65 for dinner. Hotel will be charged at actual cost, based on

appropriate organizational prior approval and published rates by the conference sponsor. Funds are also budgeted for the NCCCS training staff travel.

Contractual - \$257,250

- ◆ **Contracted Services** - \$51,810 – comprised of \$3,960 for a contracted report writer, \$41,250 for contracted project manager to provide day-to-day managements of the entire project, and \$6,600 for a database administrator

Partner Entities – Pass-through funds

The total annual budgets for the partner entities are allocated 33% to deliverable 3_1. Please refer to the annual budget narrative for year one above for the specific cost elements of the partner entity budgets.

- ◆ North Carolina Community College System - \$60,005
- ◆ North Carolina Division of Employment Security - \$74,365
- ◆ North Carolina Independent Colleges and Universities - \$63,723
- ◆ University of North Carolina General Administration - \$47,326

Other - \$744

Funds are requested to support communication (long-distance phone and fax) for the Data Architect/Co-Project Director.

Facilities and Administrative Costs - \$4,630

The approved F&A rate for NCDPI is 15% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first \$25,000 of each subcontract.

Year 2 - \$315,372

Personnel - \$14,190

Direct personnel costs are comprised of \$9,990 Ken Thompson and \$4,290 for the System Trainer (all release time).

In-kind contributions of (b)(4) include:

- ◆ Lou Fabrizio, Executive Sponsor
- ◆ Karl Pond, Project Director

Fringe Benefits - \$3,472

Direct Fringe benefits are budgeted at 25% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 13.12% for state retirement for FLSA subject positions, 12.36% for the optional retirement for exempt professional positions and \$4,931 per annual FTE for health insurance.

In-kind contributions of (b)(4) for the fringe benefits associated with the in-kind effort.

Travel - \$1,866 – all sectors – allocated at 33%

Funds are budgeted at \$1,000/person to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates. For FY 09-10 the state-approved rate for out-of-state per diem is \$7.75 for breakfast, \$10.10 for lunch and \$19.65 for dinner. Hotel will be charged at actual cost, based on appropriate organizational prior approval and published rates by the conference sponsor. Funds are also budgeted for the NCCCS training staff travel.

Contractual - \$266,406

- ◆ **Contracted Services** - \$90,750 – comprised of \$23,100 for a contracted report writer, \$41,250 for contracted project manager to provide day-to-day managements of the entire project, and \$26,400 for a database administrator

Partner Entities – Pass-through funds

The total annual budgets for the partner entities are allocated 33% to deliverable 3_1. Please refer to the annual budget narrative for year one above for the specific cost elements of the partner entity budgets.

- ◆ North Carolina Community College System - \$39,287
- ◆ North Carolina Division of Employment Security - \$58,855
- ◆ North Carolina Independent Colleges and Universities - \$54,677
- ◆ University of North Carolina General Administration - \$47,967

Other - \$744

Funds are requested to support communication (long-distance phone and fax) for the Data Architect/Co-Project Director.

Facilities and Administrative Costs - \$4,630

The approved F&A rate for NCDPI is 15% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first \$25,000 of each subcontract.

Year 3 - \$301,617

Personnel - \$23,100

Direct personnel costs are comprised of \$6,600 Ken Thompson, \$6,600 for the System Trainer and \$9,900 for the database administrator (all release time).

In-kind contributions of (b)(4) include:

- ◆ Lou Fabrizio, Executive Sponsor
- ◆ Karl Pond, Project Director

Fringe Benefits - \$5,653

Direct Fringe benefits are budgeted at 25% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 13.12% for state retirement for FLSA subject positions, 12.36% for the optional retirement for exempt professional positions and \$4,931 per annual FTE for health insurance.

In-kind contributions of \$2,001 for the fringe benefits associated with the in-kind effort.

Travel - \$1,866 – all sectors – allocated at 33%

Funds are budgeted at \$1,000/person to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates. For FY 09-10 the state-approved rate for out-of-state per diem is \$7.75 for breakfast, \$10.10 for lunch and \$19.65 for dinner. Hotel will be charged at actual cost, based on appropriate organizational prior approval and published rates by the conference sponsor. Funds are also budgeted for the NCCCS training staff travel.

Contractual - \$240,823

- ◆ **Contracted Services** - \$61,050 – comprised of \$16,500 for a contracted report writer, \$41,250 for contracted project manager to provide day-to-day managements of the entire project, and \$3,300 for a database administrator

Partner Entities – Pass-through funds

The total annual budgets for the partner entities are allocated 33% to deliverable 3_1. Please refer to the annual budget narrative for year one above for the specific cost elements of the partner entity budgets.

- ◆ North Carolina Community College System - \$40,430
- ◆ North Carolina Division of Employment Security - \$58,855
- ◆ North Carolina Independent Colleges and Universities - \$56,236
- ◆ University of North Carolina General Administration - \$49,382

Other - \$744

Funds are requested to support communication (long-distance phone and fax) for the Data Architect/Co-Project Director.

Facilities and Administrative Costs - \$4,302

The approved F&A rate for NCDPI is 15% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first \$25,000 of each subcontract.

Deliverable 4_1 – Total - \$311,804 (All Sectors) allocated at 11% of total costs less the Data Broker/Exchange Costs

Year 1 - \$103,944

Personnel - \$1,110

Direct personnel costs are comprised of \$1,110 (release time) Ken Thompson

In-kind contributions of (b)(4) include:

- ◆ Lou Fabrizio, Executive Sponsor
- ◆ Karl Pond, Project Director

Fringe Benefits - \$278

Direct Fringe benefits are budgeted at 25% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 13.12% for state retirement for FLSA subject positions, 12.36% for the optional retirement for exempt professional positions and \$4,931 per annual FTE for health insurance.

In-kind contributions of (b)(4) are for the fringe benefits associated with the in-kind effort.

Travel - \$666 – all sectors

Funds are budgeted at \$1,000/person to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates. For FY 09-10 the state-approved rate for out-of-state per diem is \$7.75 for breakfast, \$10.10 for lunch and \$19.65 for dinner. Hotel will be charged at actual cost, based on appropriate organizational prior approval and published rates by the conference sponsor. Funds are also budgeted for the NCCCS training staff travel.

Contractual - \$86,530

- ◆ **Contracted Services** - \$17,247 – comprised of \$1,332 for a contracted report writer, \$13,875 for contracted project manager to provide day-to-day managements of the entire project, and \$2,220 for a database administrator.

Partner Entities – Pass-through funds

The total annual budgets for the partner entities are allocated 11% to deliverable 1_2. Please refer to the annual budget narrative for year one above for the specific cost elements of the partner entity budgets.

- ◆ North Carolina Community College System - \$20,183
- ◆ North Carolina Division of Employment Security - \$25,014
- ◆ North Carolina Independent Colleges and Universities - \$21,434
- ◆ University of North Carolina General Administration - \$15,919

Other - \$266

Funds are requested to support communication (long-distance phone and fax) for the Data Architect/Co-Project Director.

Facilities and Administrative Costs - \$1,647

The approved F&A rate for NCDPI is 15% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first \$25,000 of each subcontract.

Year 2 - \$106,228

Personnel - \$4,773

Direct personnel costs are comprised of \$3,330 Ken Thompson and \$1,443 for the System Trainer (all release time).

In-kind contributions of (b)(4) include:

- ◆ Lou Fabrizio, Executive Sponsor
- ◆ Karl Pond, Project Director

Fringe Benefits - \$1,193

Direct Fringe benefits are budgeted at 25% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 13.12% for state retirement for FLSA subject positions, 12.36% for the optional retirement for exempt professional positions and \$4,931 per annual FTE for health insurance.

In-kind contributions of (b)(4) are for the fringe benefits associated with the in-kind effort.

Travel - \$666 – all sectors

Funds are budgeted at \$1,000/person to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates. For FY 09-10 the state-approved rate for out-of-state per diem is \$7.75 for breakfast, \$10.10 for lunch and \$19.65 for dinner. Hotel will be charged at actual cost, based on appropriate organizational prior approval and published rates by the conference sponsor. Funds are also budgeted for the NCCCS training staff travel.

Contractual - \$89,609

- ◆ **Contracted Services** - \$30,525 – comprised of \$7,770 for a contracted report writer, \$13,875 for contracted project manage to provide day-to-day managements of the entire project, and \$8,880 for a database administrator
- ◆ **Vendors and Consultants** - \$19,980 for 33% of the cost of the UID license maintenance.

Partner Entities – Pass-through funds

The total annual budgets for the partner entities are allocated 11% to deliverable 1_1. Please refer to the annual budget narrative for year one above for the specific cost elements of the partner entity budgets.

- ◆ North Carolina Community College System - \$13,215
- ◆ North Carolina Division of Employment Security - \$19,797
- ◆ North Carolina Independent Colleges and Universities - \$18,391
- ◆ University of North Carolina General Administration - \$16,134

Other - \$266

Funds are requested to support communication (long-distance phone and fax) for the Data Architect/Co-Project Director.

Facilities and Administrative Costs - \$1,268

The approved F&A rate for NCDPI is 15% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first \$25,000 of each subcontract.

Year 3 - \$101,632

Personnel - \$7,770

Direct personnel costs are comprised of \$2,220 Ken Thompson, \$2,220 for the System Trainer and \$3,330 for the database administrator (all release time).

In-kind contributions of (b)(4) include:

- ◆ Lou Fabrizio, Executive Sponsor
- ◆ Karl Pond, Project Director

Fringe Benefits - \$1,943

Direct Fringe benefits are budgeted at 25% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 13.12% for state retirement for FLSA subject positions, 12.36% for the optional retirement for exempt professional positions and \$4,931 per annual FTE for health insurance.

In-kind contributions of (b)(4) are for the fringe benefits associated with the in-kind effort.

Travel - \$666 – all sectors

Funds are budgeted at \$1,000/person to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates. For FY 09-10 the state-approved rate for out-of-state per diem is \$7.75 for breakfast, \$10.10 for lunch and \$19.65 for dinner. Hotel will be charged at actual cost, based on appropriate organizational prior approval and published rates by the conference sponsor. Funds are also budgeted for the NCCCS training staff travel.

Contractual - \$81,004

- ◆ **Contracted Services** - \$20,535 – comprised of \$5,550 for a contracted report writer, \$13,875 for contracted project manager to provide day-to-day managements of the entire project, and \$1,110 for a database administrator

Partner Entities – Pass-through funds

The total annual budgets for the partner entities are allocated 11% to deliverable 1_3. Please refer to the annual budget narrative for year one above for the specific cost elements of the partner entity budgets.

- ◆ North Carolina Community College System - \$13,599
- ◆ North Carolina Division of Employment Security - \$19,797
- ◆ North Carolina Independent Colleges and Universities - \$18,916
- ◆ University of North Carolina General Administration - \$16,610

Other - \$266

Funds are requested to support communication (long-distance phone and fax) for the Data Architect/Co-Project Director.

Facilities and Administrative Costs - \$1,530

The approved F&A rate for NCDPI is 15% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first \$25,000 of each subcontract.

***Deliverable 4_2 – Total - \$311,804 (All Sectors)
allocated at 11% of total costs less the Data
Broker/Exchange Costs***

Year 1 - \$103,944

Personnel - \$1,110

Direct personnel costs are comprised of \$1,110 (release time) Ken Thompson

In-kind contributions of (b)(4) include:

- ◆ Lou Fabrizio, Executive Sponsor
- ◆ Karl Pond, Project Director

Fringe Benefits - \$278

Direct Fringe benefits are budgeted at 25% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 13.12% for state retirement for FLSA subject positions, 12.36% for the optional retirement for exempt professional positions and \$4,931 per annual FTE for health insurance.

In-kind contributions of \$688 are for the fringe benefits associated with the in-kind effort.

Travel - \$666 – all sectors

Funds are budgeted at \$1,000/person to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates. For FY 09-10 the state-approved rate for out-of-state per diem is \$7.75 for breakfast, \$10.10 for lunch and \$19.65 for dinner. Hotel will be charged at actual cost, based on appropriate organizational prior approval and published rates by the conference sponsor. Funds are also budgeted for the NCCCS training staff travel.

Contractual - \$86,530

- ◆ **Contracted Services** - \$17,247 – comprised of \$1,332 for a contracted report writer, \$13,875 for contracted project manager to provide day-to-day managements of the entire project, and \$2,220 for a database administrator

Partner Entities – Pass-through funds

The total annual budgets for the partner entities are allocated 11% to deliverable 4_2. Please refer to the annual budget narrative for year one above for the specific cost elements of the partner entity budgets.

- ◆ North Carolina Community College System - \$20,183
- ◆ North Carolina Division of Employment Security - \$25,014
- ◆ North Carolina Independent Colleges and Universities - \$21,434
- ◆ University of North Carolina General Administration - \$15,919

Other - \$266

Funds are requested to support communication (long-distance phone and fax) for the Data Architect/Co-Project Director.

Facilities and Administrative Costs - \$1,647

The approved F&A rate for NCDPI is 15% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first \$25,000 of each subcontract.

Year 2 - \$106,228

Personnel - \$4,773

Direct personnel costs are comprised of \$3,330 Ken Thompson and \$1,443 for the System Trainer (all release time).

In-kind contributions of (b)(4) include:

- ◆ Lou Fabrizio, Executive Sponsor
- ◆ Karl Pond, Project Director

Fringe Benefits - \$1,193

Direct Fringe benefits are budgeted at 25% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 13.12% for state retirement for FLSA subject positions, 12.36% for the optional retirement for exempt professional positions and \$4,931 per annual FTE for health insurance.

In-kind contributions of (b)(4) are for the fringe benefits associated with the in-kind effort.

Travel - \$666 – all sectors

Funds are budgeted at \$1,000/person to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates. For FY 09-10 the state-approved rate for out-of-state per diem is \$7.75 for breakfast, \$10.10 for lunch and \$19.65 for dinner. Hotel will be charged at actual cost, based on appropriate organizational prior approval and published rates by the conference sponsor. Funds are also budgeted for the NCCCS training staff travel.

Contractual - \$89,609

- ◆ **Contracted Services** - \$30,525 – comprised of \$7,770 for a contracted report writer, \$13,875 for contracted project manager to provide day-to-day managements of the entire project, and \$8,880 for a database administrator

Partner Entities – Pass-through funds

The total annual budgets for the partner entities are allocated 11% to deliverable 4_2. Please refer to the annual budget narrative for year one above for the specific cost elements of the partner entity budgets.

- ◆ North Carolina Community College System - \$13,215
- ◆ North Carolina Division of Employment Security - \$19,797
- ◆ North Carolina Independent Colleges and Universities - \$18,391
- ◆ University of North Carolina General Administration - \$16,134

Other - \$266

Funds are requested to support communication (long-distance phone and fax) for the Data Architect/Co-Project Director.

Facilities and Administrative Costs - \$1,268

The approved F&A rate for NCDPI is 15% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first \$25,000 of each subcontract.

Year 3 - \$101,632

Personnel - \$7,770

Direct personnel costs are comprised of \$2,220 Ken Thompson, \$2,220 for the System Trainer and \$3,330 for the database administrator (all release time).

In-kind contributions of (b)(4) include:

- ◆ Lou Fabrizio, Executive Sponsor
- ◆ Karl Pond, Project Director

Fringe Benefits - \$1,943

Direct Fringe benefits are budgeted at 25% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 13.12% for state retirement for FLSA subject positions, 12.36% for the optional retirement for exempt professional positions and \$4,931 per annual FTE for health insurance.

In-kind contributions of (b)(4) are for the fringe benefits associated with the in-kind effort.

Travel - \$666 – all sectors

Funds are budgeted at \$1,000/person to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates. For FY 09-10 the state-approved rate for out-of-state per diem is \$7.75 for breakfast, \$10.10 for lunch and \$19.65 for dinner. Hotel will be charged at actual cost, based on appropriate organizational prior approval and published rates by the conference sponsor. Funds are also budgeted for the NCCCS training staff travel.

Contractual - \$81,004

- ◆ **Contracted Services** - \$20,535 – comprised of \$5,550 for a contracted report writer, \$13,875 for contracted project manager to provide day-to-day managements of the entire project, and \$1,110 for a database administrator

Partner Entities – Pass-through funds

The total annual budgets for the partner entities are allocated 11% to deliverable 4_2. Please refer to the annual budget narrative for year one above for the specific cost elements of the partner entity budgets.

- ◆ North Carolina Community College System - \$13,599
- ◆ North Carolina Division of Employment Security - \$19,797
- ◆ North Carolina Independent Colleges and Universities - \$18,916
- ◆ University of North Carolina General Administration - \$16,610

Other - \$266

Funds are requested to support communication (long-distance phone and fax) for the Data Architect/Co-Project Director.

Facilities and Administrative Costs - \$1,530

The approved F&A rate for NCDPI is 15% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first \$25,000 of each subcontract.

Deliverable 4_3 – Total - \$311,804 (All Sectors) allocated at 11% of total costs less the Data Broker/Exchange Costs

Year 1 - \$103,944

Personnel - \$1,110

Direct personnel costs are comprised of \$1,110 (release time) Ken Thompson

In-kind contributions of (b)(4) include:

- ◆ Lou Fabrizio, Executive Sponsor
- ◆ Karl Pond, Project Director

Fringe Benefits - \$278

Direct Fringe benefits are budgeted at 25% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 13.12% for state retirement for FLSA subject positions, 12.36% for the optional retirement for exempt professional positions and \$4,931 per annual FTE for health insurance.

In-kind contributions of (b)(4) are for the fringe benefits associated with the in-kind effort.

Travel - \$666 – all sectors

Funds are budgeted at \$1,000/person to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates. For FY 09-10 the state-approved rate for out-of-state per diem is \$7.75 for breakfast, \$10.10 for lunch and \$19.65 for dinner. Hotel will be charged at actual cost, based on appropriate organizational prior approval and published rates by the conference sponsor. Funds are also budgeted for the NCCCS training staff travel.

Contractual - \$86,530

- ◆ **Contracted Services** - \$17,247 – comprised of \$1,332 for a contracted report writer, \$13,875 for contracted project manage to provide day-to-day managements of the entire project, and \$2,220 for a database administrator

Partner Entities – Pass-through funds

The total annual budgets for the partner entities are allocated 11% to deliverable 4_3. Please refer to the annual budget narrative for year one above for the specific cost elements of the partner entity budgets.

- ◆ North Carolina Community College System - \$20,183
- ◆ North Carolina Division of Employment Security - \$25,014
- ◆ North Carolina Independent Colleges and Universities - \$21,434
- ◆ University of North Carolina General Administration - \$15,919

Other - \$266

Funds are requested to support communication (long-distance phone and fax) for the Data Architect/Co-Project Director.

Facilities and Administrative Costs - \$1,647

The approved F&A rate for NCDPI is 15% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first \$25,000 of each subcontract.

Year 2 - \$106,228

Personnel - \$4,773

Direct personnel costs are comprised of \$3,330 Ken Thompson and \$1,443 for the System Trainer (all release time).

In-kind contributions of (b)(4) include:

- ◆ Lou Fabrizio, Executive Sponsor
- ◆ Karl Pond, Project Director

Fringe Benefits - \$1,193

Direct Fringe benefits are budgeted at 25% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 13.12% for state retirement for FLSA subject positions, 12.36% for the optional retirement for exempt professional positions and \$4,931 per annual FTE for health insurance.

In-kind contributions of (b)(4) are for the fringe benefits associated with the in-kind effort.

Travel - \$666 – all sectors

Funds are budgeted at \$1,000/person to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates. For FY 09-10 the state-approved rate for out-of-state per diem is \$7.75 for breakfast, \$10.10 for lunch and \$19.65 for dinner. Hotel will be charged at actual cost, based on appropriate organizational prior approval and published rates by the conference sponsor. Funds are also budgeted for the NCCCS training staff travel.

Contractual - \$89,609

- ◆ **Contracted Services** - \$30,525 – comprised of \$7,770 for a contracted report writer, \$13,875 for contracted project manager to provide day-to-day managements of the entire project, and \$8,880 for a database administrator

Partner Entities – Pass-through funds

The total annual budgets for the partner entities are allocated 11% to deliverable 4_3. Please refer to the annual budget narrative for year one above for the specific cost elements of the partner entity budgets.

- ◆ North Carolina Community College System - \$13,215
- ◆ North Carolina Division of Employment Security - \$19,797
- ◆ North Carolina Independent Colleges and Universities - \$18,391
- ◆ University of North Carolina General Administration - \$16,134

Other - \$266

Funds are requested to support communication (long-distance phone and fax) for the Data Architect/Co-Project Director.

Facilities and Administrative Costs - \$1,268

The approved F&A rate for NCDPI is 15% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first \$25,000 of each subcontract.

Year 3 - \$101,632

Personnel - \$7,770

Direct personnel costs are comprised of \$2,220 Ken Thompson, \$2,220 for the System Trainer and \$3,330 for the database administrator (all release time).

In-kind contributions of (b)(4) include:

- ◆ Lou Fabrizio, Executive Sponsor
- ◆ Karl Pond, Project Director

Fringe Benefits - \$1,943

Direct Fringe benefits are budgeted at 25% and will be charged at actual cost. Fringe benefits include 7.65% for social security, 13.12% for state retirement for FLSA subject positions, 12.36% for the optional retirement for exempt professional positions and \$4,931 per annual FTE for health insurance.

In-kind contributions of (b)(4) are for the fringe benefits associated with the in-kind effort.

Travel - \$666 – all sectors

Funds are budgeted at \$1,000/person to travel to the annual project director's meeting in Washington, DC and will cover air and ground transportation, lodging and per diem, based on state-approved rates. For FY 09-10 the state-approved rate for out-of-state per diem is \$7.75 for breakfast, \$10.10 for lunch and \$19.65 for dinner. Hotel will be charged at actual cost, based on appropriate organizational prior approval and published rates by the conference sponsor. Funds are also budgeted for the NCCCS training staff travel.

Contractual - \$81,004

- ◆ **Contracted Services** - \$20,535 – comprised of \$5,550 for a contracted report writer, \$13,875 for contracted project manager to provide day-to-day managements of the entire project, and \$1,110 for a database administrator

Partner Entities – Pass-through funds

The total annual budgets for the partner entities are allocated 11% to deliverable 4_3. Please refer to the annual budget narrative for year one above for the specific cost elements of the partner entity budgets.

- ◆ North Carolina Community College System - \$13,599
- ◆ North Carolina Division of Employment Security - \$19,797
- ◆ North Carolina Independent Colleges and Universities - \$18,916
- ◆ University of North Carolina General Administration - \$16,610

Other - \$266

Funds are requested to support communication (long-distance phone and fax) for the Data Architect/Co-Project Director.

Facilities and Administrative Costs - \$1,530

The approved F&A rate for NCDPI is 15% on a modified total direct cost base. The base excludes equipment and pass-through funding and is limited to the first \$25,000 of each subcontract.

North Carolina P-20W SLDS Master Budget

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
1. Personnel			(b)(4)		(b)(4)		(b)(4)		(b)(4)
<i>Lou Fabrizio</i>	10%	\$ -		\$ -		\$ -		\$ -	
<i>Karl Pond</i>	15%	\$ -		\$ -		\$ -		\$ -	
<i>Ken Thompson</i>	35%	\$ 10,000		\$ 30,000		\$ 20,000		\$ 60,000	
<i>System Trainer</i>	25%	\$ -		\$ 13,000		\$ 20,000		\$ 33,000	
<i>Database Administrator</i>	35%	\$ -		\$ -		\$ 30,000		\$ 30,000	
<i>NCCCS Williams (see NCCCS Sheet)</i>	10%	\$ -		\$ -		\$ -		\$ -	
<i>NCCCS Schneider (see NCCCS Sheet)</i>	15%	\$ -		\$ -		\$ -		\$ -	
<i>NCCCS Cline (see NCCCS Sheet)</i>	100%	\$ -		\$ -		\$ -		\$ -	
<i>UNCGA Chapman (see UNCGA Sheet)</i>	10%	\$ -		\$ -		\$ -		\$ -	
<i>UNCGA Hudy (see UNCGA Sheet)</i>	15%	\$ -		\$ -		\$ -		\$ -	
<i>UNCGA Database Administrator (see UNCGA Sheet)</i>	100%	\$ -		\$ -		\$ -		\$ -	
<i>NCICU Fontain (see NCICU Sheet)</i>	10%	\$ -		\$ -		\$ -		\$ -	
<i>NCICU McDowell (see NCICU Sheet)</i>	15%	\$ -		\$ -		\$ -		\$ -	
<i>NCICU Database Administrator (see NCICU Sheet)</i>	100%	\$ -		\$ -		\$ -		\$ -	
<i>ESC McGrath (see ESC Sheet)</i>	10%	\$ -		\$ -		\$ -		\$ -	
<i>ESC Young (see ESC Sheet)</i>	15%	\$ -		\$ -		\$ -		\$ -	
personnel subtotal		\$ 10,000		\$ 43,000		\$ 70,000		\$ 123,000	
2. Fringe Benefits		\$ 2,500		\$ 10,750		\$ 17,500		\$ 30,750	
personnel + benefits subtotal		\$ 12,500		\$ 53,750		\$ 87,500		\$ 153,750	
3. Travel									
	Travel for DPI Project Director and Database Manager to attend SLDS project director's meeting	\$ 2,000		\$ 2,000		\$ 2,000		\$ 6,000	
4. Equipment									
	Data Exchange Server(s) (\$120K), Disk System(s) (\$120K), Network Switching Equipment (\$10K)	\$ 250,000		\$ -		\$ -		\$ 250,000	

North Carolina P-20W SLDS Master Budget									
BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
5. Supplies	Computing support for Database Manager and Report Writer	\$ -	(b)(4)						
6. Contractual									
<i>Contracted Services</i>	Report Writer	\$ 12,000		\$ 70,000		\$ 50,000		\$ 132,000	
	Project Manager	\$ 125,000		\$ 125,000		\$ 125,000		\$ 375,000	
	Database Administrator	\$ 20,000		\$ 80,000		\$ 10,000		\$ 110,000	
<i>Contracted Services</i>	Brokerage Co-location/networking costs	\$ 50,000		\$ 50,000		\$ 50,000		\$ 150,000	
	Initial UID License and Maintenance	\$ 300,000		\$ 60,000		\$ 60,000		\$ 420,000	
<i>Subcontract to NCCCS</i>		\$ 181,833		\$ 119,050		\$ 122,514		\$ 423,397	
<i>Subcontract to UNC-GA</i>		\$ 143,412		\$ 145,355		\$ 149,642		\$ 438,408	
<i>Subcontract to NC ICU</i>		\$ 193,100		\$ 165,687		\$ 170,412		\$ 529,199	
<i>Subcontract to ESC</i>		\$ 225,349		\$ 178,349		\$ 178,349		\$ 582,046	
	Contractual Subtotal: <i>(note: includes indirect cost for each subcontractor)</i>	\$ 1,250,694		\$ 993,440		\$ 915,916		\$ 3,160,050	
7. Construction	N/A	\$ -		\$ -		\$ -		\$ -	
8. Other	Communication support for Database Manager and Report Writer	\$ 2,400		\$ 2,400		\$ 2,400		\$ 7,200	
9. Total Direct Costs		\$ 1,517,594		\$ 1,051,590		\$ 1,007,816		\$ 3,577,000	
10. Indirect Costs <i>(only for NCDPI - Lead Fiscal Agent; 15.1% indirect cost on total costs, less equipment and pass-through funds [sector partners] and includes only the first \$25K of local subcontracts.</i>	15.10%	\$ 22,335		\$ 18,923		\$ 21,285		\$ 62,543	
11. Training Stipends	n/a								
12. Total Costs		\$ 1,539,929		\$ 1,070,513		\$ 1,029,101		\$ 3,639,542	
13. Grand Total		\$ 1,539,929		\$ 1,070,513		\$ 1,029,101		\$ 3,639,542	

North Carolina P-20W SLDS Broker Data Broker/Exchange Infrastructure

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
1. Personnel			\$ -		\$ -		\$ -	\$ -	\$ -
								\$ -	\$ -
		\$ -		\$ -		\$ -		\$ -	\$ -
<i>personnel subtotal</i>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2. Fringe Benefits	20%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>personnel + benefits subtotal</i>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3. Travel									
		\$ -		\$ -		\$ -		\$ -	\$ -
4. Equipment		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Data Exchange Server(s)	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 120,000	
	Disk System(s)	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 120,000	
	Network Switching Equipment	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000	
<i>Equipment Subtotal</i>		\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000	
5. Supplies			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6. Contractual									
<i>Subcontract(s) for NC DPI vendors, consultant:</i>									
	Brokerage Co-location/ networking costs	\$ 50,000	\$ -	\$ 50,000		\$ 50,000		\$ 150,000	
<i>Contractual Subtotal:</i>		\$ 50,000	\$ -	\$ 50,000	\$ -	\$ 50,000	\$ -	\$ 150,000	\$ -
7. Construction	N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
8. Other									
	Communication Support	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
9. Total Direct Costs		\$ 300,000	\$ -	\$ 50,000	\$ -	\$ 50,000	\$ -	\$ 400,000	\$ -

North Carolina P-20W SLDS Broker Data Broker/Exchange Infrastructure

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
10. Indirect Costs (only for NCDPI - Lead Fiscal Agent; 15.1% indirect cost on total costs, less equipment and pass-through funds [sector partners] and includes only the first \$25K of local subcontracts.		\$ 7,500	\$ -	\$ 7,500	\$ -	\$ 7,500	\$ -	\$ 22,500	\$ -
11. Training Stipends	n/a							\$ -	\$ -
12. Total Costs		\$ 307,500	\$ -	\$ 57,500	\$ -	\$ 57,500	\$ -	\$ 422,500	\$ -

North Carolina P-20W SLDS NC Department of Public Instruction (NCDPI)

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
1. Personnel			(b)(4)		(b)(4)		(b)(4)		(b)(4)
<i>Executive Sponsor, Lou Fabrizio</i>	10%							\$ -	
<i>Project Director Karl Pond</i>	15%							\$ -	
<i>Technical Architect, Ken Thompson</i>	25%	\$ 10,000		\$ 30,000		20,000		\$ 60,000	
<i>System Trainer</i>	25%	\$ -		\$ 13,000		20,000		\$ 33,000	
<i>Database Administrator</i>	35%	\$ -		\$ -		30,000		\$ 30,000	
personnel subtotal		\$ 10,000		\$ 43,000		\$ 70,000		\$ 123,000	
2. Fringe Benefits	25%	\$ 2,500		\$ 10,750		17,500		\$ 30,750	
personnel + benefits subtotal		\$ 12,500		\$ 53,750		\$ 87,500		\$ 153,750	
3. Travel									
<i>Required SLDS annual meeting travel</i>	2 Project Leaders/year x 1000/trip	\$ 2,000		\$ 2,000		\$ 2,000		\$ 6,000	
4. Equipment		\$ -		\$ -		\$ -		\$ -	
5. Supplies		\$ -				\$ -		\$ -	
6. Contractual									
<i>Subcontract(s) for NC DPI vendors, consultants</i>	vendor-provided services/ licensing for NC DPI (Initial UID License and maintenance)	\$ 300,000		\$ 60,000		60,000		\$ 420,000	
	Database Administrator	\$ 20,000		\$ 80,000		10,000		\$ 110,000	
	Report Writer	\$ 12,000		\$ 70,000		50,000		\$ 132,000	
	Contracted Service - Project Manager	\$ 125,000		\$ 125,000		125,000		\$ 375,000	
Contractual subtotal		\$ 457,000		\$ 335,000		\$ 245,000		\$ 1,037,000	
7. Construction	N/A							\$ -	
8. Other									
	Communication Support	\$ 2,400		\$ 2,400		\$ 2,400		\$ 7,200	
9. Total Direct Costs		\$ 473,900		\$ 393,150		\$ 336,900		\$ 1,203,950	

North Carolina P-20W SLDS NC Department of Public Instruction (NCDPI)									
BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
10. Indirect Costs (only for NCDPI - Lead Fiscal Agent; 15% indirect cost on total costs, less equipment and pass-through funds [sector partners] and includes only the first \$25K of local subcontracts.			(b)(4)		(b)(4)		(b)(4)		(b)(4)
		\$ 14,835		\$ 11,423		\$ 13,785		\$ 40,043	
11. Training Stipends	n/a							N/A	
12. Total Costs		\$ 488,735		\$ 404,573		\$ 350,685		\$ 1,243,993	

North Carolina P-20W SLDS NC Community College System (NCCCS)

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
1. Personnel			(b)(4)		(b)(4)		(b)(4)		(b)(4)
<i>Project Director Sandra Williams</i>									
	10%			\$ -		\$ -		\$ -	
<i>DBA Oversight - Chris Cline</i>	10%								
<i>Co-Project Director Bill Schneider</i>	15%			\$ -		\$ -		\$ -	
<i>Database Administrator TBD</i>	100%	\$ 80,000		\$ 82,400		\$ 84,872		\$ 247,272	
<i>SUB-Total</i>	All personnel costs	\$ 80,000		\$ 82,400		\$ 84,872		\$ 247,272	
2. Fringe Benefits									
	25% fringe rate applied to total personnel costs (sub-total line)	\$ 20,000		\$ 20,600		\$ 21,218		\$ 61,818	
3. Travel									
Required SLDS annual meeting travel to Washington DC									
	1 x 1000/trip/year	\$ 1,000		\$ 1,000		\$ 1,000		\$ 3,000	
	Travel for Training Staff	\$ 2,000		\$ 1,000		\$ 1,000		\$ 4,000	
<i>SUB-Total</i>	All travel costs	\$ 3,000		\$ 2,000		\$ 2,000		\$ 7,000	
4. Equipment									
	Computer for Data Architects	\$ 2,000		\$ -		\$ -		\$ 2,000	
<i>SUB-Total</i>		\$ 2,000		\$ -		\$ -		\$ 2,000	
5. Supplies									
		\$ -		\$ -		\$ -		\$ -	
<i>SUB-Total</i>	All Supply Costs	\$ -		\$ -		\$ -		\$ -	
6. Contractual									
	UDI Data Creation Warehouse Update	\$ 60,000						\$ 60,000	
<i>SUB-Total</i>	All Contractual Costs	\$ 60,000		\$ -		\$ -		\$ 60,000	
7. Construction									
		\$ -		\$ -		\$ -		\$ -	
8. Other									
Communications/telephone	Telephone and incidental communication costs	\$ 1,200		\$ 1,200		\$ 1,200		\$ 3,600	
<i>SUB-Total</i>	All Other Costs	\$ 1,200		\$ 1,200		\$ 1,200		\$ 3,600	
9. Total Direct Costs		\$ 166,200		\$ 106,200		\$ 109,290		\$ 381,690	
10. Indirect Costs	12.1% F&A rate, applied to MTDC base (less passthrough funds)	\$ 15,633		\$ 12,850		\$ 13,224		\$ 41,707	
11. Training Stipends	n/a	\$ -		\$ -		\$ -		\$ -	
12. Total Costs		\$ 181,833		\$ 119,050		\$ 122,514		\$ 423,397	

North Carolina P-20W SLDS NC Division of Employment Security (NCDES)

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
1. Personnel			(b)(4)		(b)(4)		(b)(4)		(b)(4)
<i>Project Director McGrath</i>	10%	\$ 4,500		\$ 4,500		\$ 4,500		\$ 13,500	
<i>Co-Project Director Pat Young</i>	15%	\$ 9,000		\$ 9,000		\$ 9,000		\$ 27,000	
<i>Research Staff</i>	15%	\$ 12,600		\$ 12,600		\$ 12,600		\$ 37,800	
personnel subtotal		\$ 26,100		\$ 26,100		\$ 26,100		\$ 78,300	
2. Fringe Benefits	25%	\$ 6,525		\$ 6,525		\$ 6,525		\$ 19,575	
personnel + benefits subtotal		\$ 32,625		\$ 32,625		\$ 32,625		\$ 97,875	
3. Travel									
<i>Required SLDS annual meeting travel</i>	Air, hotel, per diem	\$ 1,000		\$ 1,000		\$ 1,000		\$ 3,000	
4. Equipment		\$ 45,000						\$ 45,000	
5. Supplies									
	Data Base Manager	\$ 2,000						\$ 2,000	
6. Contractual									
<i>Subcontract(s) for ESC vendors, consultants</i>	Database Manager	\$ 70,000		\$ 70,000		\$ 70,000		\$ 210,000	
	Programmer	\$ 70,000		\$ 70,000		\$ 70,000		\$ 210,000	
<i>Total Contractural</i>		\$ 140,000		\$ 140,000		\$ 140,000		\$ 420,000	
7. Construction	N/A							\$ -	
8. Other									
	Communications for stakeholder activities	\$ 1,200		\$ 1,200		\$ 1,200		\$ 3,600	
9. Total Direct Costs		\$ 221,825		\$ 174,825		\$ 174,825		\$ 571,475	
10. Indirect Costs	salaries only	\$ 3,524		\$ 3,524		\$ 3,524		\$ 10,571	
11. Training Stipends	n/a							\$ -	
12. Total Costs		\$ 225,349		\$ 178,349		\$ 178,349		\$ 582,046	

North Carolina P-20W SLDS NC Independent Colleges and Universities (NCICU)

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Fed	Federal	Non-Fed	Federal	Non-Fed	Federal	Non-Fed
1. Personnel			(b)(4)		(b)(4)		(b)(4)		(b)(4)
Project Director Frances Fontain	10%							\$ -	
Co-Project Director Tim McDowell	15%							\$ -	
Database Administrator	100%	\$ 110,000		\$ 113,300		\$ 116,699		\$ 339,999	
Total Personnel		\$ 110,000		\$ 113,300		\$ 116,699		\$ 339,999	
2. Fringe Benefits	39%	\$ 42,900		\$ 44,187		\$ 45,513		\$ 132,600	
3. Travel									
Required SLDS annual meeting travel	1 PD/year x 1000/trip	\$ 1,000		\$ 1,000		\$ 1,000		\$ 3,000	
4. Equipment		\$ -		\$ -		\$ -		\$ -	
Total Equipment		\$ -		\$ -		\$ -		\$ -	
5. Supplies									
laptops with bundled software	Computer for Database Administrator	\$ 2,000						\$ 2,000	
6. Contractual								\$ -	
	MCNC Hosting Services - Disk Array (\$20K), Network Switches (\$10K) and Maintenance (20%)	\$ 36,000		\$ 6,000		\$ 6,000		\$ 48,000	
Total Contractual		\$ 36,000		\$ 6,000		\$ 6,000		\$ 48,000	
7. Construction									
8. Other									
	Communication Support	\$ 1,200		\$ 1,200		\$ 1,200		\$ 3,600	
		\$ 1,200		\$ 1,200		\$ 1,200		\$ 3,600	
9. Total Direct Costs		\$ 193,100		\$ 165,687		\$ 170,412		\$ 529,199	
10. Indirect Costs	NCICU does not have a negotiated F&A rate	\$ -		\$ -		\$ -		\$ -	
11. Training Stipends	n/a							\$ -	
12. Total Costs		\$ 193,100		\$ 165,687		\$ 170,412		\$ 529,199	

North Carolina P-20W SLDS UNC General Administration (UNCGA)									
BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
1. Personnel			(b)(4)		(b)(4)		(b)(4)		(b)(4)
Project Director Alisa Chapman	10%								
Co-Project Director Paul Hudy	15%								
Data Architect/Project Co-Director	100%	\$ 100,000		\$ 103,000		\$ 106,090		\$ 309,090	
SUB-Total	All personnel costs	\$ 100,000		\$ 103,000		\$ 106,090		\$ 309,090	
2. Fringe Benefits									
	25% fringe rate applied to total personnel costs (sub-total line)	\$ 25,000		\$ 25,750		\$ 26,523		\$ 77,273	
3. Travel									
Required SLDS annual meeting travel to Washington DC [Outcome Bucket(s) - Ensuring Longterm Sustainability]	GA Lead, 1 x 1000/trip/year	\$ 1,000		\$ 1,000		\$ 1,000		\$ 3,000	
SUB-Total	All travel costs	\$ 1,000		\$ 1,000		\$ 1,000		\$ 3,000	
4. Equipment									
		\$ -		\$ -		\$ -		\$ -	
SUB-Total	All Equipment Costs	\$ -		\$ -		\$ -		\$ -	
5. Supplies									
	Computer for data architect	\$ 2,000		\$ -		\$ -		\$ 2,000	
SUB-Total	All Supply Costs	\$ 2,000		\$ -		\$ -		\$ 2,000	
6. Contractual									
SUB-Total	All Contractual Costs	\$ -		\$ -		\$ -		\$ -	
7. Construction	N/A for UNC Sector	\$ -		\$ -		\$ -		\$ -	
8. Other									
	Telephone and incidental communication costs	\$ 1,200		\$ 1,200		\$ 1,200		\$ 3,600	
SUB-Total	All Other Costs	\$ 1,200		\$ 1,200		\$ 1,200		\$ 3,600	
9. Total Direct Costs		\$ 129,200		\$ 130,950		\$ 134,813		\$ 394,963	
10. Indirect Costs	rate is 11% on an MTDC Base	\$ 14,212		\$ 14,405		\$ 14,829		\$ 43,446	
11. Training Stipends		\$ -		\$ -		\$ -		\$ -	
12. Total Costs		\$ 143,412		\$ 145,355		\$ 149,642		\$ 438,408	

North Carolina P-20W SLDS Deliverable 1.1 (All Sectors)

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
1. Personnel			(b)(4)		(b)(4)		(b)(4)		(b)(4)
<i>Executive Sponsor, Lou Fabrizio (11.1% allocation from DPI)</i>	10%	\$ -		\$ -		\$ -		\$ -	
<i>Project Director Karl Pond (11.1% allocation from DPI)</i>	15%	\$ -		\$ -		\$ -		\$ -	
<i>Technical Architect, Ken Thompson (11.1% allocation from DPI)</i>	25%	\$ 1,110		\$ 3,330		\$ 2,220		\$ 6,660	
<i>System Trainer(11.1% allocation from Master Budget)</i>	25%	\$ -		\$ 1,443		\$ 2,220		\$ 3,663	
<i>Database Administrator (11.1% allocation from Master Budget)</i>	35%	\$ -		\$ -		\$ 3,330		\$ 3,330	
personnel subtotal		\$ 1,110		\$ 4,773		\$ 7,770		\$ 13,653	
2. Fringe Benefits (11.1% allocation from DPI)	25%	\$ 278		\$ 1,193		\$ 1,943		\$ 3,413	
personnel + benefits subtotal		\$ 1,388		\$ 5,966		\$ 9,713		\$ 17,066	
3. Travel									
<i>Required SLDS annual meeting travel</i>	2 Project Leaders/year x 1000/trip (11.1% allocation from DPI, NCCCS, UNCGA, NCICU, ESC)	\$ 666		\$ 666		\$ 666		\$ 1,998	
4. Equipment		\$ -		\$ -		\$ -		\$ -	
5. Supplies		\$ -		\$ -		\$ -		\$ -	
6. Contractual									
<i>Subcontract(s) for NC DPI vendors, consultants</i>	vendor-provided services/licensing for NC DPI (Initial UID License and maintenance) (33.3% allocation from DPI)	\$ 99,900		\$ 19,980		\$ 19,980		\$ 139,860	
	Database Administrator (11.1% allocation from DPI)	\$ 2,220		\$ 8,880		\$ 1,110		\$ 12,210	
	Report Writer (11.1% allocation from DPI)	\$ 1,332		\$ 7,770		\$ 5,550		\$ 14,652	
	Contracted Service - Project Manager (11.1% allocation from DPI)	\$ 13,875		\$ 13,875		\$ 13,875		\$ 41,625	
	Subcontract to NCCCS (11.1% allocation)	\$ 20,183		\$ 13,215		\$ 13,599		\$ 46,997	
	Subcontract to UNC-GA (11.1% allocation)	\$ 15,919		\$ 16,134		\$ 16,610		\$ 48,663	

North Carolina P-20W SLDS Deliverable 1.1 (All Sectors)

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
	Subcontract to NCICU (11.1% allocation)	\$ 21,434	(b)(4)	\$ 18,391	(b)(4)	\$ 18,916	(b)(4)	\$ 58,741	(b)(4)
	Subcontract to DES (11.1% allocation)	\$ 25,014		\$ 19,797		\$ 19,797		\$ 64,607	
	Contractual subtotal	\$ 199,877		\$ 118,042		\$ 109,437		\$ 427,356	
7. Construction	N/A							\$ -	
8. Other									
	Communication (11.1% allocation from DPI)	\$ 266		\$ 266		\$ 266		\$ 799	
9. Total Direct Costs		\$ 202,197		\$ 124,941		\$ 120,082		\$ 447,219	
10. Indirect Costs (only for NCDPI - Lead Fiscal Agent; 15.1% indirect cost on total costs, less equipment and pass-through funds [sector partners] and includes only the first \$25K of local subcontracts.)	(11.1% allocation from Master Budget)	\$ 1,647		\$ 1,268		\$ 1,530		\$ 4,445	
11. Training Stipends	n/a							N/A	
12. Total Costs		\$ 203,844		\$ 126,208		\$ 121,612		\$ 451,664	

North Carolina P-20W SLDS Deliverable 1.2 (All Sectors)

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
1. Personnel			(b)(4)		(b)(4)		(b)(4)		(b)(4)
<i>Executive Sponsor, Lou Fabrizio (11.1% allocation from DPI)</i>	10%	\$ -		\$ -		\$ -		\$ -	
<i>Project Director Karl Pond (11.1% allocation from DPI)</i>	15%	\$ -		\$ -		\$ -		\$ -	
<i>Technical Architect, Ken Thompson 11.1% allocation from DPI)</i>	25%	\$ 1,110		\$ 3,330		\$ 2,220		\$ 6,660	
<i>System Trainer(11.1% allocation from Master Budget)</i>	25%	\$ -		\$ 1,443		\$ 2,220		\$ 3,663	
<i>Database Administrator (11.1% allocation from Master Budget)</i>	35%	\$ -		\$ -		\$ 3,330		\$ 3,330	
personnel subtotal		\$ 1,110		\$ 4,773		\$ 7,770		\$ 13,653	
2. Fringe Benefits (11.1% allocation from DPI)	25%	\$ 278		\$ 1,193		\$ 1,943		\$ 3,413	
personnel + benefits subtotal		\$ 1,388		\$ 5,966		\$ 9,713		\$ 17,066	
3. Travel									
<i>Required SLDS annual meeting travel</i>	2 Project Leaders/year x 1000/trip (11.1% allocation from DPI, NCCCS, UNCGA, NCICU, ESC)	\$ 666		\$ 666		\$ 666		\$ 1,998	
4. Equipment		\$ -		\$ -		\$ -		\$ -	
5. Supplies		\$ -				\$ -		\$ -	
6. Contractual									
<i>Subcontract(s) for NC DPI vendors, consultants</i>	vendor-provided services/licensing for NC DPI (Initial UID License and maintenance) (33.3% allocation from DPI)	\$ 99,900		\$ 19,980		\$ 19,980		\$ 139,860	
	Database Administrator (11.1% allocation from DPI)	\$ 2,220		\$ 8,880		\$ 1,110		\$ 12,210	
	Report Writer (11.1% allocation from DPI)	\$ 1,332		\$ 7,770		\$ 5,550		\$ 14,652	
	Contracted Service - Project Manager (11.1% allocation from DPI)	\$ 13,875		\$ 13,875		\$ 13,875		\$ 41,625	
	Subcontract to NCCCS (11.1% allocation)	\$ 20,183		\$ 13,215		\$ 13,599		\$ 46,997	

North Carolina P-20W SLDS Deliverable 1.2 (All Sectors)

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
	Subcontract to UNC-GA (11.1% allocation)	\$ 15,919	(b)(4)	\$ 16,134	(b)(4)	\$ 16,610	(b)(4)	\$ 48,663	(b)(4)
	Subcontract to NCICU (11.1% allocation)	\$ 21,434		\$ 18,391		\$ 18,916		\$ 58,741	
	Subcontract to DES (11.1% allocation)	\$ 25,014		\$ 19,797		\$ 19,797		\$ 64,607	
	Contractual subtotal	\$ 199,877		\$ 118,042		\$ 109,437		\$ 427,356	
7. Construction	N/A							\$ -	
8. Other									
	Communication (11.1% allocation from DPI)	\$ 266		\$ 266		\$ 266		\$ 799	
9. Total Direct Costs		\$ 202,197		\$ 124,941		\$ 120,082		\$ 447,219	
10. Indirect Costs (only for NCDPI - Lead Fiscal Agent; 15.1% indirect cost on total costs, less equipment and pass-through funds [sector partners] and includes only the first \$25K of local subcontracts.	(11.1% allocation from Master Budget)	\$ 1,647		\$ 1,268		\$ 1,530		\$ 4,445	
11. Training Stipends	n/a							N/A	
12. Total Costs		\$ 203,844		\$ 126,208		\$ 121,612		\$ 451,664	

North Carolina P-20W SLDS Deliverable 1.3 (All Sectors)

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
1. Personnel			(b)(4)		(b)(4)		(b)(4)		(b)(4)
<i>Executive Sponsor, Lou Fabrizio (11.1% allocation from DPI)</i>	10%	\$ -		\$ -		\$ -		\$ -	
<i>Project Director Karl Pond (11.1% allocation from DPI)</i>	15%	\$ -		\$ -		\$ -		\$ -	
<i>Technical Architect, Ken Thompson (11.1% allocation from DPI)</i>	25%	\$ 1,110		\$ 3,330		\$ 2,220		\$ 6,660	
<i>System Trainer(11.1% allocation from Master Budget)</i>	25%	\$ -		\$ 1,443		\$ 2,220		\$ 3,663	
<i>Database Administrator (11.1% allocation from Master Budget)</i>	35%	\$ -		\$ -		\$ 3,330		\$ 3,330	
personnel subtotal		\$ 1,110		\$ 4,773		\$ 7,770		\$ 13,653	
2. Fringe Benefits (11.1% allocation from DPI)	25%	\$ 278		\$ 1,193		\$ 1,943		\$ 3,413	
personnel + benefits subtotal		\$ 1,388		\$ 5,966		\$ 9,713		\$ 17,066	
3. Travel									
<i>Required SLDS annual meeting travel</i>	2 Project Leaders/year x 1000/trip (11.1% allocation from DPI, NCCCS, UNCGA, NCICU, ESC)	\$ 666		\$ 666		\$ 666		\$ 1,998	
4. Equipment		\$ -		\$ -		\$ -		\$ -	
5. Supplies		\$ -		\$ -		\$ -		\$ -	
6. Contractual									
<i>Subcontract(s) for NC DPI vendors, consultants</i>	vendor-provided services/licensing for NC DPI (Initial UID License and maintenance) (33.3% allocation from DPI)	\$ 99,900		\$ 19,980		\$ 19,980		\$ 139,860	
	Database Administrator (11.1% allocation from DPI)	\$ 2,220		\$ 8,880		\$ 1,110		\$ 12,210	
	Report Writer (11.1% allocation from DPI)	\$ 1,332		\$ 7,770		\$ 5,550		\$ 14,652	
	Contracted Service - Project Manager (11.1% allocation from DPI)	\$ 13,875		\$ 13,875		\$ 13,875		\$ 41,625	
	Subcontract to NCCCS (11.1% allocation)	\$ 20,183		\$ 13,215		\$ 13,599		\$ 46,997	

North Carolina P-20W SLDS Deliverable 1.3 (All Sectors)

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
	Subcontract to UNC-GA (11.1% allocation)	\$ 15,919	(b)(4)	\$ 16,134	(b)(4)	\$ 16,610	(b)(4)	\$ 48,663	(b)(4)
	Subcontract to NCICU (11.1% allocation)	\$ 21,434		\$ 18,391		\$ 18,916		\$ 58,741	
	Subcontract to DES (11.1% allocation)	\$ 25,014		\$ 19,797		\$ 19,797		\$ 64,607	
	Contractual subtotal	\$ 199,877		\$ 118,042		\$ 109,437		\$ 427,356	
7. Construction	N/A							\$ -	
8. Other									
	Communication (11.1% allocation from DPI)	\$ 266		\$ 266		\$ 266		\$ 799	
9. Total Direct Costs		\$ 202,197		\$ 124,941		\$ 120,082		\$ 447,219	
10. Indirect Costs (only for NCDPI - Lead Fiscal Agent; 15.1% indirect cost on total costs, less equipment and pass-through funds [sector partners] and includes only the first \$25K of local subcontracts.)	(11.1% allocation from Master Budget)	\$ 1,647		\$ 1,268		\$ 1,530		\$ 4,445	
11. Training Stipends	n/a							N/A	
12. Total Costs		\$ 203,844		\$ 126,208		\$ 121,612		\$ 451,664	

North Carolina P-20W SLDS Deliverable 2.1 (All Sectors)

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
1. Personnel								\$ -	\$ -
								\$ -	\$ -
								\$ -	\$ -
								\$ -	\$ -
								\$ -	\$ -
	<i>personnel subtotal</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2. Fringe Benefits (8.3% allocation from DPI)	25%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<i>personnel + benefits subtotal</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3. Travel <i>Required SLDS annual meeting travel</i>								\$ -	\$ -
4. Equipment		\$ -		\$ -		\$ -		\$ -	\$ -
	Data Exchange Servers(s) (50% allocation from Brokerage)	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,000	
	Disk System(s) (50% allocation from Brokerage)	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,000	
	Network Switching Equipment (50% allocation from Brokerage)	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	
	<i>Total Equipment</i>	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 125,000	
5. Supplies		\$ -	\$ -		\$ -	\$ -	\$ -	\$ -	\$ -
6. Contractual									
	Brokerage Co-location/ networking costs (50% allocation from Brokerage)	\$ 25,000	\$ -	\$ 25,000	\$ -	\$ 25,000	\$ -	\$ 75,000	\$ -
	<i>Contractual subtotal</i>	\$ 25,000	\$ -	\$ 25,000	\$ -	\$ 25,000	\$ -	\$ 75,000	\$ -
7. Construction	N/A							\$ -	\$ -
8. Other									
	Communication	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
9. Total Direct Costs		\$ 150,000	\$ -	\$ 25,000	\$ -	\$ 25,000	\$ -	\$ 200,000	\$ -

North Carolina P-20W SLDS Deliverable 2.1 (All Sectors)

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
10. Indirect Costs (only for NCDPI - Lead Fiscal Agent; 15% indirect cost on total costs, less equipment and pass-through funds [sector partners] and includes only the first \$25K of local subcontracts.)	(11.1% allocation from Brokerage Budget)	\$ 3,750	\$ -	\$ 3,750	\$ -	\$ 3,750	\$ -	\$ 11,250	\$ -
11. Training Stipends	n/a							N/A	N/A
12. Total Costs		\$ 153,750	\$ -	\$ 28,750	\$ -	\$ 28,750	\$ -	\$ 211,250	\$ -

North Carolina P-20W SLDS Deliverable 2.2 (All Sectors)

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
1. Personnel								\$ -	\$ -
								\$ -	\$ -
								\$ -	\$ -
								\$ -	\$ -
								\$ -	\$ -
	<i>personnel subtotal</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2. Fringe Benefits (8.3% allocation from DPI)	25%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<i>personnel + benefits subtotal</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3. Travel <i>Required SLDS annual meeting travel</i>								\$ -	\$ -
4. Equipment		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Data Exchange Servers(s) (50% allocation from Brokerage)	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,000	\$ -
	Disk System(s) (50% allocation from Brokerage)	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,000	\$ -
	Network Switching Equipment (50% allocation from Brokerage)	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -
	<i>Total Equipment</i>	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 125,000	\$ -
5. Supplies		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6. Contractual									
	Brokerage Co-location/ networking costs (50% allocation from Brokerage)	\$ 25,000	\$ -	\$ 25,000	\$ -	\$ 25,000	\$ -	\$ 75,000	\$ -
	<i>Contractual subtotal</i>	\$ 25,000	\$ -	\$ 25,000	\$ -	\$ 25,000	\$ -	\$ 75,000	\$ -
7. Construction	N/A							\$ -	\$ -
8. Other									
	Communication	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
9. Total Direct Costs		\$ 150,000	\$ -	\$ 25,000	\$ -	\$ 25,000	\$ -	\$ 200,000	\$ -

North Carolina P-20W SLDS Deliverable 2.2 (All Sectors)

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
10. Indirect Costs (only for NCDPI - Lead Fiscal Agent; 15% indirect cost on total costs, less equipment and pass-through funds [sector partners] and includes only the first \$25K of local subcontracts.)	(11.1% allocation from Brokerage Budget)	\$ 3,750	\$ -	\$ 3,750	\$ -	\$ 3,750	\$ -	\$ 11,250	\$ -
11. Training Stipends	n/a							N/A	N/A
12. Total Costs		\$ 153,750	\$ -	\$ 28,750	\$ -	\$ 28,750	\$ -	\$ 211,250	\$ -

North Carolina P-20W SLDS Deliverable 3.1 (All Sectors)

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
1. Personnel			(b)(4)		(b)(4)		(b)(4)		(b)(4)
<i>Executive Sponsor, Lou Fabrizio (33.3% allocation from DPI)</i>	10%	\$ -		\$ -		\$ -		\$ -	
<i>Project Director Karl Pond (33.3% allocation from DPI)</i>	15%	\$ -		\$ -		\$ -		\$ -	
<i>Technical Architect, Ken Thompson (33.3% allocation from DPI)</i>	25%	\$ 3,300		\$ 9,900		\$ 6,600		\$ 19,800	
<i>System Trainer(33.3% allocation from Master Budget)</i>	25%	\$ -		\$ 4,290		\$ 6,600		\$ 10,890	
<i>Database Administrator (33.3% allocation from Master Budget)</i>	35%	\$ -		\$ -		\$ 9,900		\$ 9,900	
personnel subtotal		\$ 3,300		\$ 14,190		\$ 23,100		\$ 40,590	
2. Fringe Benefits (33.3% allocation from DPI)	25%	\$ 808		\$ 3,472		\$ 5,653		\$ 9,932	
personnel + benefits subtotal		\$ 4,108		\$ 17,662		\$ 28,753		\$ 50,522	
3. Travel									
<i>Required SLDS annual meeting travel</i>	2 Project Leaders/year x 1000/trip (33% allocation from DPI, NCCCS, UNCGA, NCICU, ESC)	\$ 1,866		\$ 1,866		\$ 1,866		\$ 5,598	
4. Equipment		\$ -		\$ -		\$ -		\$ -	
5. Supplies		\$ -				\$ -		\$ -	
6. Contractual									
<i>Subcontract(s) for NC DPI vendors, consultants</i>								\$ -	
	Database Administrator (33% allocation from DPI)	\$ 6,600		\$ 26,400		\$ 3,300		\$ 36,300	
	Report Writer (33% allocation from DPI)	\$ 3,960		\$ 23,100		\$ 16,500		\$ 43,560	
	Contracted Service - Project Manager (33% allocation from DPI)	\$ 41,250		\$ 41,250		\$ 41,250		\$ 123,750	
	Subcontract to NCCCS (33.3% allocation)	\$ 60,005		\$ 39,287		\$ 40,430		\$ 139,721	
	Subcontract to UNC-GA (33% allocation)	\$ 47,326		\$ 47,967		\$ 49,382		\$ 144,675	
	Subcontract to NCICU (33% allocation)	\$ 63,723		\$ 54,677		\$ 56,236		\$ 174,636	

North Carolina P-20W SLDS Deliverable 3.1 (All Sectors)

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
	Subcontract to DES (33% allocation)	\$ 74,365	(b)(4)	\$ 58,855	(b)(4)	\$ 58,855	(b)(4)	\$ 192,075	(b)(4)
Contractual subtotal		\$ 297,229		\$ 291,535		\$ 265,952		\$ 854,716	
7. Construction	N/A							\$ -	
8. Other									
	Communication (33% allocation from DPI)	\$ 744		\$ 744		\$ 744		\$ 2,232	
9. Total Direct Costs		\$ 303,946		\$ 311,808		\$ 297,315		\$ 913,069	
10. Indirect Costs (only for NCDPI - Lead Fiscal Agent; 15.1% indirect cost on total costs, less equipment and pass-through funds [sector partners] and includes only the first \$25K of local subcontracts.	(33% allocation from Master Budget)	\$ 4,630		\$ 3,565		\$ 4,302		\$ 12,497	
11. Training Stipends	n/a							N/A	
12. Total Costs		\$ 308,576		\$ 315,372		\$ 301,617		\$ 925,566	

North Carolina P-20W SLDS Deliverable 4.1 (All Sectors)

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
1. Personnel			(b)(4)		(b)(4)		(b)(4)		(b)(4)
<i>Executive Sponsor, Lou Fabrizio (11.1% allocation from DPI)</i>	10%	\$ -		\$ -		\$ -		\$ -	
<i>Project Director Karl Pond (11.1% allocation from DPI)</i>	15%	\$ -		\$ -		\$ -		\$ -	
<i>Technical Architect, Ken Thompson (11.1% allocation from DPI)</i>	25%	\$ 1,110		\$ 3,330		\$ 2,220		\$ 6,660	
<i>System Trainer(11.1% allocation from Master Budget)</i>	25%	\$ -		\$ 1,443		\$ 2,220		\$ 3,663	
<i>Database Administrator (11.1% allocation from Master Budget)</i>	35%	\$ -		\$ -		\$ 3,330		\$ 3,330	
personnel subtotal		\$ 1,110		\$ 4,773		\$ 7,770		\$ 13,653	
2. Fringe Benefits (.111% allocation from DPI)	25%	\$ 278		\$ 1,193		\$ 1,943		\$ 3,413	
personnel + benefits subtotal		\$ 1,388		\$ 5,966		\$ 9,713		\$ 17,066	
3. Travel									
<i>2 Project Leaders/year x 1000/trip (.111% allocation from DPI, NCCCS, UNCGA, NCICU, ESC)</i>		\$ 666		\$ 666		\$ 666		\$ 1,998	
<i>Required SLDS annual meeting travel</i>									
4. Equipment		\$ -		\$ -		\$ -		\$ -	
5. Supplies		\$ -		\$ -		\$ -		\$ -	
6. Contractual									
<i>Subcontract(s) for NC DPI vendors, consultants</i>								\$ -	
<i>Database Administrator (11.1% allocation from DPI)</i>		\$ 2,220		\$ 8,880		\$ 1,110		\$ 12,210	
<i>Report Writer (11.1% allocation from DPI)</i>		\$ 1,332		\$ 7,770		\$ 5,550		\$ 14,652	
<i>Contracted Service - Project Manager (11.1% allocation from DPI)</i>		\$ 13,875		\$ 13,875		\$ 13,875		\$ 41,625	
<i>Subcontract to NCCCS (11.1% allocation)</i>		\$ 20,183		\$ 13,215		\$ 13,599		\$ 46,997	
<i>Subcontract to UNC-GA (11.1% allocation)</i>		\$ 15,919		\$ 16,134		\$ 16,610		\$ 48,663	

North Carolina P-20W SLDS Deliverable 4.1 (All Sectors)

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
	Subcontract to NCICU (11.1% allocation)	\$ 21,434	(b)(4)	\$ 18,391	(b)(4)	\$ 18,916	(b)(4)	\$ 58,741	(b)(4)
	Subcontract to DES (11.1% allocation)	\$ 25,014	(b)(4)	\$ 19,797	(b)(4)	\$ 19,797	(b)(4)	\$ 64,607	(b)(4)
	Contractual subtotal	\$ 99,977	(b)(4)	\$ 98,062	(b)(4)	\$ 89,457	(b)(4)	\$ 287,496	(b)(4)
7. Construction	N/A							\$ -	
8. Other									
	Communication (.111% allocation from DPI)	\$ 266	(b)(4)	\$ 266	(b)(4)	\$ 266	(b)(4)	\$ 799	(b)(4)
9. Total Direct Costs		\$ 102,297	(b)(4)	\$ 104,961	(b)(4)	\$ 100,102	(b)(4)	\$ 307,359	(b)(4)
10. Indirect Costs (only for NCDPI - Lead Fiscal Agent; 15.1% indirect cost on total costs, less equipment and pass-through funds [sector partners] and includes only the first \$25K of local subcontracts.)	(.111% allocation from DPI Budget)	\$ 1,647	(b)(4)	\$ 1,268	(b)(4)	\$ 1,530	(b)(4)	\$ 4,445	(b)(4)
11. Training Stipends	n/a							N/A	
12. Total Costs		\$ 103,944	(b)(4)	\$ 106,228	(b)(4)	\$ 101,632	(b)(4)	\$ 311,804	(b)(4)

North Carolina P-20W SLDS Deliverable 4.2 (All Sectors)

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
1. Personnel			(b)(4)		(b)(4)		(b)(4)		(b)(4)
<i>Executive Sponsor, Lou Fabrizio (11.1% allocation from DPI)</i>	10%	\$ -		\$ -		\$ -		\$ -	
<i>Project Director Karl Pond (11.1% allocation from DPI)</i>	15%	\$ -		\$ -		\$ -		\$ -	
<i>Technical Architect, Ken Thompson (11.1% allocation from DPI)</i>	25%	\$ 1,110		\$ 3,330		\$ 2,220		\$ 6,660	
<i>System Trainer (11.1% allocation from Master Budget)</i>	25%	\$ -		\$ 1,443		\$ 2,220		\$ 3,663	
<i>Database Administrator (11.1% allocation from Master Budget)</i>	35%	\$ -		\$ -		\$ 3,330		\$ 3,330	
personnel subtotal		\$ 1,110		\$ 4,773		\$ 7,770		\$ 13,653	
2. Fringe Benefits (.111% allocation from DPI)	25%	\$ 278		\$ 1,193		\$ 1,943		\$ 3,413	
personnel + benefits subtotal		\$ 1,388		\$ 5,966		\$ 9,713		\$ 17,066	
3. Travel									
<i>2 Project Leaders/year x 1000/trip (.111% allocation from DPI, NCCCS, UNCGA, NCICU, ESC)</i>		\$ 666		\$ 666		\$ 666		\$ 1,998	
<i>Required SLDS annual meeting travel</i>									
4. Equipment		\$ -		\$ -		\$ -		\$ -	
5. Supplies		\$ -				\$ -		\$ -	
6. Contractual								\$ -	
<i>Subcontract(s) for NC DPI vendors, consultants</i>									
<i>Database Administrator (11.1% allocation from DPI)</i>		\$ 2,220		\$ 8,880		\$ 1,110		\$ 12,210	
<i>Report Writer (11.1% allocation from DPI)</i>		\$ 1,332		\$ 7,770		\$ 5,550		\$ 14,652	
<i>Contracted Service - Project Manager (11.1% allocation from DPI)</i>		\$ 13,875		\$ 13,875		\$ 13,875		\$ 41,625	
<i>Subcontract to NCCCS (11.1% allocation)</i>		\$ 20,183		\$ 13,215		\$ 13,599		\$ 46,997	
<i>Subcontract to UNCGA (11.1% allocation)</i>		\$ 15,919		\$ 16,134		\$ 16,610		\$ 48,663	

North Carolina P-20W SLDS Deliverable 4.2 (All Sectors)

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
	Subcontract to NCICU (11.1% allocation)	\$ 21,434	(b)(4)	\$ 18,391	(b)(4)	\$ 18,916	(b)(4)	\$ 58,741	(b)(4)
	Subcontract to DES (11.1% allocation)	\$ 25,014	(b)(4)	\$ 19,797	(b)(4)	\$ 19,797	(b)(4)	\$ 64,607	(b)(4)
	Contractual subtotal	\$ 99,977	(b)(4)	\$ 98,062	(b)(4)	\$ 89,457	(b)(4)	\$ 287,496	(b)(4)
7. Construction	N/A							\$ -	
8. Other									
	Communication (.111% allocation from DPI)	\$ 266		\$ 266		\$ 266		\$ 799	
9. Total Direct Costs		\$ 102,297		\$ 104,961		\$ 100,102		\$ 307,359	
10. Indirect Costs (only for NCDPI - Lead Fiscal Agent; 15.1% indirect cost on total costs, less equipment and pass-through funds [sector partners] and includes only the first \$25K of local subcontracts.	(.111% allocation from DPI Budget)	\$ 1,647		\$ 1,268		\$ 1,530		\$ 4,445	
11. Training Stipends	n/a							N/A	
12. Total Costs		\$ 103,944		\$ 106,228		\$ 101,632		\$ 311,804	

North Carolina P-20W SLDS Deliverable 4.3 (All Sectors)

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
1. Personnel			(b)(4)		(b)(4)		(b)(4)		(b)(4)
<i>Executive Sponsor, Lou Fabrizio (11.1% allocation from DPI)</i>	10%	\$ -		\$ -		\$ -		\$ -	
<i>Project Director Karl Pond (11.1% allocation from DPI)</i>	15%	\$ -		\$ -		\$ -		\$ -	
<i>Technical Architect, Ken Thompson 11.1% allocation from DPI)</i>	25%	\$ 1,110		\$ 3,330		\$ 2,220		\$ 6,660	
<i>System Trainer(11.1% allocation from Master Budget)</i>	25%	\$ -		\$ 1,443		\$ 2,220		\$ 3,663	
<i>Database Administrator (11.1% allocation from Master Budget)</i>	35%	\$ -		\$ -		\$ 3,330		\$ 3,330	
personnel subtotal		\$ 1,110		\$ 4,773		\$ 7,770		\$ 13,653	
2. Fringe Benefits (.111% allocation from DPI)	25%	\$ 278		\$ 1,193		\$ 1,943		\$ 3,413	
personnel + benefits subtotal		\$ 1,388		\$ 5,966		\$ 9,713		\$ 17,066	
3. Travel									
<i>2 Project Leaders/year x 1000/trip (.111% allocation from DPI, NCCCS, UNCGA, NCICU, ESC)</i>		\$ 666		\$ 666		\$ 666		\$ 1,998	
<i>Required SLDS annual meeting travel</i>									
4. Equipment		\$ -		\$ -		\$ -		\$ -	
5. Supplies		\$ -				\$ -		\$ -	
6. Contractual									
<i>Subcontract(s) for NC DPI vendors, consultants</i>								\$ -	
<i>Database Administrator (11.1% allocation from DPI)</i>		\$ 2,220		\$ 8,880		\$ 1,110		\$ 12,210	
<i>Report Writer (11.1% allocation from DPI)</i>		\$ 1,332		\$ 7,770		\$ 5,550		\$ 14,652	
<i>Contracted Service - Project Manager (11.1% allocation from DPI)</i>		\$ 13,875		\$ 13,875		\$ 13,875		\$ 41,625	
<i>Subcontract to NCCCS (11.1% allocation)</i>		\$ 20,183		\$ 13,215		\$ 13,599		\$ 46,997	
<i>Subcontract to UNC- GA (11.1% allocation)</i>		\$ 15,919		\$ 16,134		\$ 16,610		\$ 48,663	

North Carolina P-20W SLDS Deliverable 4.3 (All Sectors)

BUDGET CATEGORIES	Explanation	YEAR I		YEAR II		YEAR III		TOTAL	
		Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal	Federal	Non-Federal
	Subcontract to NCICU (11.1% allocation)	\$ 21,434	(b)(4)	\$ 18,391	(b)(4)	\$ 18,916	(b)(4)	\$ 58,741	(b)(4)
	Subcontract to DES (11.1% allocation)	\$ 25,014	(b)(4)	\$ 19,797	(b)(4)	\$ 19,797	(b)(4)	\$ 64,607	(b)(4)
Contractual subtotal		\$ 99,977	(b)(4)	\$ 98,062	(b)(4)	\$ 89,457	(b)(4)	\$ 287,496	(b)(4)
7. Construction	N/A							\$ -	
8. Other									
	Communication (.111% allocation from DPI)	\$ 266	(b)(4)	\$ 266	(b)(4)	\$ 266	(b)(4)	\$ 799	(b)(4)
9. Total Direct Costs		\$ 102,297	(b)(4)	\$ 104,961	(b)(4)	\$ 100,102	(b)(4)	\$ 307,359	(b)(4)
10. Indirect Costs (only for NCDPI - Lead Fiscal Agent; 15.1% indirect cost on total costs, less equipment and pass-through funds [sector partners] and includes only the first \$25K of local subcontracts.	(.111% allocation from DPI Budget)	\$ 1,647	(b)(4)	\$ 1,268	(b)(4)	\$ 1,530	(b)(4)	\$ 4,445	(b)(4)
11. Training Stipends	n/a							N/A	
12. Total Costs		\$ 103,944	(b)(4)	\$ 106,228	(b)(4)	\$ 101,632	(b)(4)	\$ 311,804	(b)(4)

**U.S. DEPARTMENT OF EDUCATION
BUDGET INFORMATION
NON-CONSTRUCTION PROGRAMS**

OMB Number: 1894-0008
Expiration Date: 02/28/2011

Name of Institution/Organization

North Carolina Department of Public Instruction

Applicants requesting funding for only one year should complete the column under "Project Year 1." Applicants requesting funding for multi-year grants should complete all applicable columns. Please read all instructions before completing form.

**SECTION A - BUDGET SUMMARY
U.S. DEPARTMENT OF EDUCATION FUNDS**

Budget Categories	Project Year 1 (a)	Project Year 2 (b)	Project Year 3 (c)	Project Year 4 (d)	Project Year 5 (e)	Total (f)
1. Personnel	10,000.00	43,000.00	70,000.00	0.00	0.00	123,000.00
2. Fringe Benefits	2,500.00	10,750.00	17,500.00	0.00	0.00	30,750.00
3. Travel	2,000.00	2,000.00	2,000.00	0.00	0.00	6,000.00
4. Equipment	250,000.00	0.00	0.00	0.00	0.00	250,000.00
5. Supplies	0.00	0.00	0.00	0.00	0.00	0.00
6. Contractual	1,250,694.00	993,440.00	915,916.00	0.00	0.00	3,160,050.00
7. Construction	0.00	0.00	0.00	0.00	0.00	0.00
8. Other	2,400.00	2,400.00	2,400.00	0.00	0.00	7,200.00
9. Total Direct Costs (lines 1-8)	1,517,594.00	1,051,590.00	1,007,816.00	0.00	0.00	3,577,000.00
10. Indirect Costs*	22,335.00	18,923.00	21,285.00	0.00	0.00	62,543.00
11. Training Stipends	0.00	0.00	0.00	0.00	0.00	0.00
12. Total Costs (lines 9-11)	1,539,929.00	1,070,513.00	1,029,101.00	0.00	0.00	3,639,543.00

***Indirect Cost Information (To Be Completed by Your Business Office):**

If you are requesting reimbursement for indirect costs on line 10, please answer the following questions:

(1) Do you have an Indirect Cost Rate Agreement approved by the Federal government? Yes No

(2) If yes, please provide the following information:

Period Covered by the Indirect Cost Rate Agreement: From: 07/01/2011 To: 06/30/2014 (mm/dd/yyyy)

Approving Federal agency: ED Other (please specify): US Department of Health and Human Services

The Indirect Cost Rate is 15.00 %.

(3) For Restricted Rate Programs (check one) -- Are you using a restricted indirect cost rate that:

Is included in your approved Indirect Cost Rate Agreement? or, Complies with 34 CFR 76.564(c)(2)? The Restricted Indirect Cost Rate is %.

Name of Institution/Organization North Carolina Department of Public Instruction	Applicants requesting funding for only one year should complete the column under "Project Year 1." Applicants requesting funding for multi-year grants should complete all applicable columns. Please read all instructions before completing form.	
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**SECTION B - BUDGET SUMMARY
NON-FEDERAL FUNDS**

Budget Categories	Project Year 1 (a)	Project Year 2 (b)	Project Year 3 (c)	Project Year 4 (d)	Project Year 5 (e)	Total (f)
(b)(4)						

SECTION C - BUDGET NARRATIVE (see instructions)