U.S. Department of Education

Washington, D.C. 20202-5335

APPLICATION FOR GRANTS UNDER THE

STATEWIDE LONGITUDINAL DATA SYSTEM RECOVERY ACT GRANTS
CFDA # 84.384A
PR/Award # R384A100039

Closing Date: DEC 04, 2009

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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.).

OMB No.4040-0004 Exp.01/31/2012

Application for Federal Assistance SF-424		Version 02
* 1. Type of Submission [ ] Preapplication [X] Application [ ] Changed/Corrected Application	* 2. Type of Application: [X] New [ ] Continuation [ ] Revision	* If Revision, select appropriate letter(s): * Other (Specify)
* 3. Date Received: 12/4/2009	4. Applicant Identifier:	
5a. Federal Entity Identifier:	* 5b. Federal Award Identifier: N/A	
State Use Only:		
6. Date Received by State:	7. State Application Identifier:	
8. APPLICANT INFORMATION:		
* a. Legal Name: Ohio Department of Education		
* b. Employer/Taxpayer Identification Number (EIN/TIN): 311334820	* c. Organizational DUNS: 809174378	
d. Address:		
* Street1: Street2:	25 South Front St	
* City:	Columbus	
County:	Franklin	
State:	OH	
Province:		
* Country:	USA	
* Zip / Postal Code:	43215	
e. Organizational Unit:		
Department Name:	Division Name:	
f. Name and contact information of person to be contacted on matters involving this application:		
Prefix:	* First Name:	Beth
Middle Name:		

* Last Name:	Juillerat
Suffix:	

Title:	Chief Information Officer

Organizational Affiliation:

* Telephone Number:	(614)752-8368	Fax Number:	

* Email:	BETH.JUILLERAT@ODE.STATE.OH.US

Application for Federal Assistance SF-424	Version 02

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:

84.384A

CFDA Title:

Statewide Longitudinal Data System Recovery Act Grants

*** 12. Funding Opportunity Number:**

ED-GRANTS-072909-001

Title:

Institute of Education Sciences;(IES) Grant Program for Statewide Longitudinal Data Systems Recovery Act Program

13. Competition Identification Number:

Title:

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

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

Ohio?s Statewide Longitudinal Data System Grant Proposal
America Recovery and Reinvestment Act: Taking the Necessary Actions to Ensure
Effective Use of P-20 Data

Attach supporting documents as specified in agency instructions.

Attachment:
Title :
File :

Attachment:
Title :
File :

Attachment:
Title :
File :

Application for Federal Assistance SF-424 Version 02

16. Congressional Districts Of:
* a. Applicant: All * b. Program/Project: All

Attach an additional list of Program/Project Congressional Districts if needed.
Attachment:
Title :
File :

17. Proposed Project:
* a. Start Date: 7/1/2010 * b. End Date: 6/30/2013

18. Estimated Funding ($):

a. Federal	**$**
b. Applicant	**$**
c. State	**$**
d. Local	**$**
e. Other	**$**
f. Program Income	**$**
g. TOTAL	**$ 0**

*** 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.

[X] c. Program is not covered by E.O. 12372.

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

[ ] Yes [X] No

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)**

[X] ** 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:	Beth
Middle Name:			
* Last Name:	Juillerat		
Suffix:			

Title:	Chief Information Officer
* Telephone Number:	(614)752-8368 Fax Number:
* Email:	BETH.JUILLERAT@ODE.STATE.OH.US
* Signature of Authorized Representative:	* Date Signed:

Application for Federal Assistance SF-424 Version 02

*** Applicant Federal Debt Delinquency Explanation**

The following field should contain an explanation if the Applicant organization is delinquent on any Federal Debt. Maximum number of characters that can be entered is 4,000. Try and avoid extra spaces and carriage returns to maximize the availability of space.

U.S. DEPARTMENT OF EDUCATION

BUDGET INFORMATION

NON-CONSTRUCTION PROGRAMS

OMB Control Number: 1894-0008

Expiration Date: 02/28/2011

Name of Institution/Organization:
Ohio Department of Education

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	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0
2. Fringe Benefits	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0
3. Travel	$ 2,500	$ 2,500	$ 2,500	$ 0	$ 0	$ 7,500
4. Equipment	$ 0	$ 903,145	$ 0	$ 0	$ 0	$ 903,145
5. Supplies	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0
6. Contractual	$ 860,598	$ 1,693,160	$ 1,671,480	$ 0	$ 0	$ 4,225,238
7. Construction	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0
8. Other	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0
9. Total Direct Costs (lines 1-8)	$ 863,098	$ 2,598,805	$ 1,673,980	$ 0	$ 0	$ 5,135,883
10. Indirect Costs*	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0
11. Training Stipends	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0
12. Total Costs (lines 9-11)	$ 863,098	$ 2,598,805	$ 1,673,980	$ 0	$ 0	$ 5,135,883

***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 [X] No

(2) If yes, please provide the following information:

Period Covered by the Indirect Cost Rate Agreement: From: __/__/____ To: __/__/____ (mm/dd/yyyy)

Approving Federal agency: [ ] ED [ ] Other (please specify): _____ The Indirect Cost Rate is 0%

(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 0%

ED Form No. 524

U.S. DEPARTMENT OF EDUCATION

BUDGET INFORMATION

NON-CONSTRUCTION PROGRAMS

OMB Control Number: 1894-0008

Expiration Date: 02/28/2011

Name of Institution/Organization:
Ohio Department of Education

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 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)
1. Personnel	$ 750,000	$ 1,000,000	$ 750,000	$ 0	$ 0	$ 2,500,000
2. Fringe Benefits	$ 225,000	$ 300,000	$ 225,000	$ 0	$ 0	$ 750,000
3. Travel	$ 1,250	$ 1,250	$ 1,250	$ 0	$ 0	$ 3,750
4. Equipment	$ 300,000	$ 300,000	$ 300,000	$ 0	$ 0	$ 900,000
5. Supplies	$ 500	$ 500	$ 500	$ 0	$ 0	$ 1,500
6. Contractual	$ 100,000	$ 100,000	$ 100,000	$ 0	$ 0	$ 300,000
7. Construction	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0
8. Other	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0
9. Total Direct Costs (lines 1-8)	$ 1,376,750	$ 1,701,750	$ 1,376,750	$ 0	$ 0	$ 4,455,250
10. Indirect Costs	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0
11. Training Stipends	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0
12. Total Costs (lines 9-11)	$ 1,376,750	$ 1,701,750	$ 1,376,750	$ 0	$ 0	$ 4,455,250

ASSURANCES - NON-CONSTRUCTION PROGRAMS

Standard Form 424B (Rev.7-97)

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

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 sub-agreements.

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 (Clear Air) Implementation Plans under Section 176(c) of the Clear 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. "1721 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

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 the 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.

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 Representative:
Name of Authorized Certifying Representative: Beth Juillerat
Title: Chief Information Officer
Date Submitted: 12/03/2009

Approved by OMB 0348-0046 Exp.

Disclosure of Lobbying Activities

Complete this form to disclose lobbying activities pursuant to 31 U.S.C. 1352

1. Type of Federal Action:	**2. Status of Federal Action:**	**3. Report Type:**
[ ] Contract **[ ]** Grant **[ ]** Cooperative Agreement **[ ]** Loan **[ ]** Loan Guarantee **[ ]** Loan Insurance	**[ ]** Bid/Offer/Application **[ ]** Initial Award **[ ]** Post-Award	**[ ]** Initial Filing **[ ]** Material Change **For Material Change only:** Year: 0Quarter: 0 Date of Last Report:

4. Name and Address of Reporting Entity:	**5. If Reporting Entity in No. 4 is a Subawardee, Enter Name and Address of Prime:**
[X] Prime **[ ]** Subawardee Tier, if known: 0 Name: Address: City: State: Zip Code + 4: - **Congressional District, if known:**	Name: Address: City: State: Zip Code + 4: - **Congressional District,** if known:
6. Federal Department/Agency:	**7. Federal Program Name/Description:** CFDA Number, if applicable:
8. Federal Action Number, if known:	**9. Award Amount,** if known: $0
10. a. Name of Lobbying Registrant (if individual, last name, first name, MI): Address: City: State: Zip Code + 4: -	**b. Individuals Performing Services** (including address if different from No. 10a) (last name, first name, MI): Address: City: State: Zip Code + 4: -
11. Information requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when this transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be reported to the Congress semi-annually and will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.	Name: Beth Juillerat Title: Chief Information Officer Applicant: Ohio Department of Education Date: 12/03/2009

Federal Use Only:	Authorized for Local Reproduction Standard Form LLL (Rev. 7-97)

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 any 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 or 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	
Ohio Department of Education	
PRINTED NAME AND TITLE OF AUTHORIZED REPRESENTATIVE	
Prefix: First Name: Beth	Middle Name:
Last Name: Juillerat	Suffix:
Title: Chief Information Officer	
Signature: _____	Date: 12/03/2009

ED 80-0013 03/04

SUPPLEMENTAL INFORMATION
REQUIRED FOR
DEPARTMENT OF EDUCATION GRANTS

1. Project Director:

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

Address:

* Street1: 25 South Front St

Street2:

* City: Columbus

County:

* State: OH* Zip / Postal Code: 43215 * Country: **USA**

* Phone Number (give area code)	Fax Number (give area code)
(614)752-8368	

Email Address:

2. Applicant Experience

Novice Applicant [ ] Yes [X] No [ ] Not applicable

3. Human Subjects Research

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

[ ] Yes [X] 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:

Attachment:
Title :
File :

Project Narrative

Project Narrative - Project Abstract

Attachment 1:
Title: **Ohio Project Abstract** Pages: **1** Uploaded File: **C:\Documents and Settings\mitch.meredith\My Documents\LDS Grant\Final Docs\Abstract.pdf**

Ohio: Taking the Necessary Actions to Ensure the Effective Use of Data
Funding amount requested: $5,135,883

Ohio's P-12 and higher education data systems are highly regarded at the state and national levels and both contain a wealth of longitudinal information and decision support capabilities for their stakeholders. Additionally, two previously awarded Statewide Longitudinal Data System(SLDS) grants are enabling Ohio to improve system interoperability through the implementation of data standards based upon the Schools Interoperability Framework (SIF) for both data reporting to the state and student records exchange between local education agencies.

However, gaps in the system still exist. The current P-12 student data system within ODE cannot be linked to data on students served by early childhood programs or services funded within other state agencies, nor can it be linked to postsecondary education student data. Longitudinal student data exists in the P-12 data warehouse but the focus of analysis has been on building and district performance for accountability purposes rather than for longitudinal analysis of student achievement, teacher effectiveness or program effectiveness.

The Ohio Department of Education (ODE) and the Ohio Board of Regents (OBR) are committed to building a high quality P-20 SLDS that supports continuous improvement at all levels of the education system. ODE and OBR are dedicated to taking the actions necessary to ensure that Ohio's SLDS will be used to identify early childhood programs that are associated with strong school readiness outcomes, identify programs that encourage students to stay in school, identify students who are falling behind and implement remediation strategies, provide information on teacher and principal effectiveness and determine students' preparation to meet the demands of postsecondary education and the 21st century workforce.

State Legislative Changes & Interagency Collaboration Support a P-20 SLDS

Recent state legislative changes require that all early childhood programs, services and funding currently administered by multiple state agencies be administered by ODE. Legislation also requires the development of a standard high school transcript format for sharing data with postsecondary institutions. Proposed legislation would enable the use of the P-12 student identifier by higher education and allow the creation of a single P-20 data repository. Collaborative discussions between the various state agencies and the governor's office occur on a regular basis including two formal groups -the Early Childhood Cabinet and College and Career Readiness Policy Institute.

Proposed Actions for Building a P-20 SLDS and Ensuring Effective Use of Data

Ohio is requesting funds to expand the ability of its SLDS to link and share student data, to ensure data can be accessed by stakeholders, to build the capacity for effective use of data and to provide professional development and training to stakeholders to ensure effective use of data. The outcomes will include:

- Development of an early childhood data system integration plan
- Implementation of an electronic transcript brokerage service for sharing transcript data between P-12 and Higher Education
- Expansion of Ohio's Statewide Longitudinal Data Warehouse to facilitate analysis of program effectiveness and to address other key policy questions
- Development of reporting and analysis user tools to address key policy questions and ensure transparency of data reporting

Project Narrative

Project Narrative - Project Narrative

Attachment 1:
Title: **Ohio Project Narrative** Pages: **30** Uploaded File: **C:\Documents and Settings\mitch.meredith\My Documents\LDS Grant\Final Docs\Project Narrative.pdf**

Ohio's
Statewide Longitudinal Data System Grant Proposal
America Recovery and Reinvestment Act

Taking the Necessary Actions to Ensure Effective Use of P-20 Data

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Need for Project

Over the past decade, Ohio's education system has been steadily improving. The state was listed sixth in the nation in the 13th annual Quality Counts report released in Education Week in January 2009. Just 10 years ago, Ohio was "stuck in the middle" when compared to other states. However, we know that our students lag behind our international comparison groups in performance and preparation for life and work in the 21st century.

Ohio Governor Ted Strickland's education reform plan utilizes the following guidelines to transform Ohio's public education system into a 21st century P-20 system to meet the needs of all students.

- The mission for public education in the state of Ohio is the full development of all students to reach their fullest potential and to become successful economically, to experience social and emotional well-being, and to function as a productive citizen in a global society.
- The vision for public education in the state of Ohio is the establishment and maintenance of student-centered, personalized 21st century learning environments that foster and nurture creativity, innovation, and global competence to meet the needs of all students.

Early Learning

Ohio's commitment to measuring progress and data-based decision making begins with the state's youngest learners. In FY2009, more than 43,000 children received services through three early education programs: Early Childhood Education (ECE), Preschool Special Education (PSE), and the Early Learning Initiative (ELI). All state funded early

childhood programs participate in a comprehensive accountability system and report data to the Ohio Department of Education (ODE) via centralized data collection systems.

All students in ELI, ECE, and PSE programs are required to participate in the Get It, Got It, Go (GGG) literacy assessment in fall and spring of each preschool year. Children in these programs made statistically significant growth from fall to spring each year on tasks of picture naming, rhyming and alliteration (predictors of later reading success). Results show that the children participating in our preschool programs tend to score higher on these measures than children of a demographically similar population.

Results of the statewide Kindergarten Readiness Assessment—Literacy (KRA-L), which is taken at the beginning of the kindergarten year, showed slight increases in the average statewide performance and percentages of children scoring in the two highest score bands (scores of 14 or higher out of 29 points) from FY06 to FY09. In FY09, 41% of K students entered kindergarten with strong literacy skills and were to be assessed further for enriched instruction; 39% of K students were beginning to master the foundational skills for reading instruction and were to be assessed further for targeted instruction; and 20% of K students needed additional support services and were to be assessed further for intense instruction.

While the GGG and KRA-L results are positive, ODE sees achievement gaps related to race/ethnicity, poverty, and Limited English Proficiency (LEP) in our youngest learners and finds this to be a challenge. In addition, ODE finds the challenge of not having a single unique identifier for all children ages 0-5 to be a challenge in analyzing data longitudinally and relating preschool and grade K outcomes to early education, care experiences and teacher effectiveness.

K-12 Progress

Ohio's K-12 public education system currently serves 1.8 million students. Ohio's 2009 Report Card showed improvement on measures of student success. Ohio's Performance Index, a weighted average of all tested subjects in grades 3-8 and 10, reflects the achievement of every student. The ongoing upward trend in the Performance Index illustrates continued improvement by Ohio's students during the 2008-2009 school year. Ohio's Performance Index increased by more than 26 percent since the measure was introduced during the 1999-2000 school year.

Ohio's graduation rate for 2007-2008 (the most recent year of available data) is 84.6 percent. This represents only the second decrease in the graduation rate in the past 10 years. In 1997-1998, 80.2 percent of Ohio's students graduated from high school. The challenge remains to ensure that graduation rates increase, and that all students graduate with the knowledge and skills needed for success in postsecondary education and the workforce.

At the same time, the data show that not all groups of students are graduating at the same rate. Despite the fact that some gaps between groups of students have narrowed,

African American, Hispanic, disabled and low income students graduate at much lower rates compared to other students.

Two years ago, through the availability of longitudinal student data in Ohio's Statewide Longitudinal Data System (SLDS), ODE enhanced its performance accountability system to include two new measures – the growth model and a value-added computation. These measures give schools credit for students' academic progress over time and provide a clearer picture of where successes are occurring and where challenges still exist.

As part of the education reform plan, Ohio is currently embarking on a process to update academic content standards to meet the needs of a 21st century system with a focus on coherence, focus, and rigor. Similarly, the state assessment system will be updated to align with the new standards. The high school exam structure will be updated to include a mandated, nationally standardized assessment and a series of end-of-course examinations. As part of this work, Ohio is internationally benchmarking its standards and assessments to high performing countries and exams such as Trends in International Mathematics and Science Study (TIMSS) and Program for International Student Assessment (PISA) as well as piloting performance-based assessments. The accountability system will eventually be adjusted to factor in these new assessments.

Higher Education

Almost 500,000 students enroll in Ohio's public colleges and universities each fall, and an additional 170,000 enroll at Ohio's private, not-for-profit and private for-profit institutions. Over the last year, the Ohio Board of Regents (OBR) has developed a strategic plan for higher education focused on raising the educational attainment of the state, based upon three goals: graduate more students, keep more graduates here, and – recognizing that we will never keep 100% of graduates here because of the dynamics of a global economy – attract more people with college degrees to the state than are lost. The strategic plan defines 20 specific metrics by which the performance of the system will be measured grouped into accessibility to higher education. While much progress has been made, there is still much work to be done.

Ohio's higher education participation by 18-24 year-olds parallels the nation, but for adults 25-49 year-olds, participation is far below national averages, and participation by all ages is much lower than other Midwest states.

Thirty-nine percent of recent high school graduates who enroll in college take remedial mathematics or English classes. This high rate of remediation is a drain on both public resources and students' personal resources. It also signals a lack of alignment between high school graduation expectations and those of the first year of college.

Ohio has seen a slight increase in the number of students enrolled in 4-year institutions who complete a bachelor's degree or are still enrolled in college within 6 years (58% Fall 1998 Cohort to 60% Fall 2001 Cohort), but a slight decrease in degree attainment

or continued enrollment for those enrolled in 2-year institutions (59% Fall 2001 Cohort to 56% Fall 2005 Cohort).

Need to Expand upon Ohio's Existing Statewide Longitudinal Data System

Ohio recognizes the importance of a seamlessly integrated P-20 statewide longitudinal data system to inform policy and decision making from the classroom to the state house while providing transparent, accessible and understandable information to parents, educators and the public.

Both Ohio's P-12 and higher education data systems are highly regarded at the state and national levels and both contain a wealth of longitudinal information and decision support capabilities for their stakeholders. Ohio meets 9 of the 10 Data Quality Campaign (DQC) Essential Elements for a longitudinal data system and 12 of the15 State Higher Education Executive Officers (SHEEO) Characteristics of an Ideal Postsecondary Data System. Details of Ohio's status on each of the elements and characteristics are provided on pages 1 and 2 of Appendix A.

Additionally, two previously awarded SLDS grants are enabling Ohio to improve system interoperability through the implementation of standard data structures, data formats and data definitions based upon the Schools Interoperability Framework (SIF) for both vertical data reporting from Local Education Agencies (LEA) to the state and for student records exchange between LEAs. Access to Ohio's SLDS data and to web based reporting and analytical capabilities is provided through two robust data warehouses - one for local data analysis by teachers, building administrators and district administrators down to the identifiable student level and one for statewide data analysis via a unique student identifier for all stakeholders. Varying levels of secure access to the data are provided in accordance with the Family Educational Rights and Privacy Act (FERPA) and the Ohio Revised Code (ORC). Two data warehouses are necessary to meet the needs of the stakeholders as the ORC prohibits ODE from having the student name and crosswalk to the unique student identifier. The system that assigns each P-12 student a unique statewide student identification code (SSID) is hosted by a third party vendor and the Local Data Analysis Data Warehouse is hosted by one of the regional information technology centers that support LEAs in Ohio. Architectural diagrams providing an overview of Ohio's system and highlighting the system components being developed or enhanced utilizing the 2006 and 2009 grant funding are provided on pages 3 and 4 of Appendix A.

Ohio's data systems support continuous improvement and informed decision making by LEAs, postsecondary institutions and state officials. However, the ability of these systems needs to be expanded to link and share data across the P-20 education pipeline. This will help to support state and federal education reform efforts and to ensure students are successful as they transition through all levels of the education system and into the workforce.

The political will exists in Ohio to remove the traditional barriers that have previously prevented data linkages and data sharing across the P-20 education pipeline and

across state agencies. This is evidenced by the following legislative actions:

- 3301.0723 ORC enables the use of the Statewide Student Identifier (SSID) for students in the Help Me Grow program administered by the Department of Health, adding another group of Pre-K students to the SLDS.
- Amended Substitute House Bill 1 passed in July 2009, requires the integration into ODE all early childhood programs currently administered by other state agencies
- 3301.46 ORC requires the development of a standard high school transcript format for sharing data with postsecondary institutions
- Companion bills (Senate Bill 207 and HB 370 of the 128th General Assembly), allowing the use of the SSID by higher education and enabling the creation of a statewide P-20 longitudinal data repository at ODE, have been introduced and are supported by the Governor.

Additionally, the following formal collaborative efforts are occurring between agencies:

- The Governor established an Early Childhood Cabinet to set and coordinate state policy and programs serving Ohio children ages prenatal to age six across state agencies.
- ODE, OBR, the Governor's office and legislative staff are all active participants in the College and Career Readiness Policy Institute (CCPRI) initiative.
- A legislative mandated advisory board exists for the P-12 data collection system and includes stakeholder representation from both P-12 and higher education.

Ohio will take the necessary action steps as outlined by the DQC to ensure the effective use of data to enhance its existing SLDS to meet all of the elements defined in the America Competes Act. Funding is being requested in this grant proposal and in Ohio's Race to the Top (RTTT) proposal to enable Ohio to close the gaps between our current system and our vision for a P-20 SLDS. The following table provides a summary of the needs in Ohio related to each of the steps.

DQC Action Steps for Effective Use of Data		Needs in Ohio
Expand the ability of state longitudinal data systems to link across the P-20 education pipeline and across state agencies	Link K-12 data systems with early childhood, postsecondary education, workforce, social services and other critical state agency data systems.	The current P-12 student data system within ODE cannot be linked to data on students served by early childhood programs and services funded by other state agencies, nor can they be linked to postsecondary education student data. A mechanism for sharing transcript data electronically between P-12 and higher education does not exist.
	Create stable, sustained support for robust state longitudinal data systems.	
	Develop governance structures to guide data collection, sharing and use.	
	Build state data repositories that integrate student, staff, financial and facility data.	
Ensure that data can be accessed, analyzed and used, and communicate data to all stakeholders to promote continuous improvement	Implement systems to provide all stakeholders timely access to the information they need while protecting student privacy.	The Statewide Longitudinal Data Warehouse does not contain all of the data collected on early childhood, special education or teacher preparation programs and the reporting and analysis tools focus on accountability and compliance rather than longitudinal analysis of student progress over time, program effectiveness or teacher effectiveness.
	Create progress reports with individual student data that provide information educators, parents and students can use to improve student performance.	
	Create reports that include longitudinal statistics on school systems and groups of students to guide school, district and state-level improvement efforts.	
Build the capacity of all stakeholders to use longitudinal data for effective decision making	Develop a purposeful research agenda and collaborate with universities, researchers and intermediary groups to explore the data for useful information.	Ohio has not developed a purposeful research agenda to explore the wealth of data for useful information. Ohio has a multitude of professional development opportunities but does not have a cohesive systemic approach to ensure educators know how to access, analyze and use data appropriately.
	Implement policies and promote practices, including professional development and credentialing, to ensure that educators know how to access, analyze and use data appropriately.	
	Promote strategies to raise awareness of available data and ensure that all key stakeholders, including state policy makers, know how to access, analyze and use information.	

Successful grant proposals for Ohio – in both the American Recovery and Reinvestment Acts (ARRA) SLDS and the RTTT competitions- would enable Ohio to bridge the gaps in longitudinal data linkages, provide the right data to the right people to improve student performance and ensure that the capacity to use data effectively exists with educators and all stakeholders. The SLDS would facilitate the tracking of student progress, enable linkage of student achievement to teachers, and link teachers to their education preparation programs. Page 6 of Appendix A contains a summary diagram of which system components will be addressed in this proposal and which are proposed investments for the RTTT. Additionally, page 12 of Appendix A provides a summary of Ohio's focus on data in its RTTT proposal.

This proposal – which is based upon input from wide variety of stakeholders, including educators, information technology center personnel, early childhood and higher education experts, governor's office staff, and education program specialists, will focus on the following outcomes:

Outcome 1: Development of an Early Childhood Data System Integration Plan Development of a plan that includes business requirements, technical requirements and a proposed timeline to integrate all Early Learning data systems across state agencies.
Outcome 2: Implementation of an e-Transcript Brokerage Service Implement an e-Transcript System using a brokerage service provider to exchange high school transcripts with postsecondary institutions
Outcome 3: Expansion of Ohio's Statewide Longitudinal Data Warehouse Expansion of the Statewide Longitudinal Data Warehouse to include additional data on early childhood, special education, finance, teacher preparation programs, professional development and Higher Education data.
Outcome 4: Development of Reporting and Analysis User Tools Development of user interface(s) utilizing a combination of ODE's existing Business Intelligence (BI) and statistical tools that allows secure user friendly access to the Statewide Longitudinal Data Warehouse and provides customizable reporting and analysis capabilities. This includes the development of building and district early warning reports, analysis of teacher and program effectiveness, longitudinal analysis of student performance and reporting and analysis of EDFacts and finance data.

The following tables explain the current status of Ohio's SLDS for each of the Required System Capabilities described in the grant RFA and for each of the America Competes Act Elements. Areas of need and proposed outcomes to address the needs are identified for each requirement. A summary chart of this information is included in Appendix C.

Required System Capability
The system must enable States to examine student progress and outcomes over time, including students' preparation to meet the demands of postsecondary education, the 21st century workforce, and the Armed Forces. Such a system must include data at the individual student level from preschool through postsecondary education and into the workforce (e.g., employment, wage, and earnings information).

Current Status

The existing P-12 data system enables Ohio to examine student progress over time from Preschool (Public and Special Education) through the 12th grade by using a unique SSID to collect student level data. Through the use of these data, Ohio has been able to enhance its accountability system to include Value Added and Growth Model elements, which measure student progress over time. The early childhood Help Me Grow program, currently administered by the Department of Health, is in the process of transitioning to the utilization of the SSID for the children it serves and these data will be added to the SLDS. State legislation passed in July of 2009 requires that all early learning programs administered by other State of Ohio agencies to be transitioned to ODE for administration. The development of the transition plan for these programs is in progress and will be completed by the end of December, 2009. One of the goals of this transition is to integrate all early childhood data systems into ODE, including utilizing the existing P-12 SSID system to assign identification numbers to children in all early childhood programs. Additional legislative changes may be required to full implement this data collection in entirety.

Individual student level data are also collected for postsecondary education and are linked to workforce data (employment and wage data) through the use of the Social Security Number (SSN). Existing state legislation is restrictive on the allowable uses of the SSID and does not permit it to be used at the postsecondary level. However, proposed legislation in both the Senate and the House of Representatives, and supported by the Governor, would eliminate this restriction, enable the use of the SSID by postsecondary education and allow the creation of a P-20 data repository at ODE.

Needs

Ohio's Statewide Longitudinal Data System needs to utilize the same unique SSID for all early childhood programs and for postsecondary education and these data need to be included in the Statewide Longitudinal Data Warehouse.

Proposed Outcomes to Address the Needs

Outcome 1: Development of an Early Childhood Data System Integration Plan
Outcome 3: Expansion of Ohio's Statewide Longitudinal Data Warehouse

Required System Capability
The system must facilitate and enable the exchange of data among agencies and institutions within the State and between States so that data may be used to inform policy and practice. Such a system would support interoperability by using standard data structures, data formats, and data definitions to ensure linkage and connectivity among the various levels and types of data.

Current Status

Utilizing funds from the 2006 Institute of Education Sciences (IES) SLDS grant, Ohio is

currently implementing a vertical exchange of data between LEAs and ODE based upon the internationally recognized SIF data format and definition standard. Planning has begun for a project to build upon this SIF infrastructure to design, develop and implement the electronic exchange of student records between LEAs using funding from the 2009 IES SLDS grant. Additionally, funding from the 2009 IES SLDS grant will be used to develop the format for a standard electronic transcript based upon the SIF specification.

Needs

Ohio's SLDS does not have the capability to electronically share data between K-12 and postsecondary institutions or to share transcript data with other states

Proposed Outcomes to Address the Needs

Outcome 2: Implementation of an e-Transcript Brokerage Service

Required System Capability
The system must link student data with teachers, i.e., it must enable the matching of teachers and students so that a given student may be matched with the particular teachers primarily responsible for providing instruction in various subjects

Current Status

The existing system links student data with teachers by course. However, challenges exist with the data validation process and the definition of teacher of record in non-traditional classroom settings, such as a team teaching environment. Ohio has been selected by the Gates Foundation, along with 4 other states, to partner with the Foundation and the Center for Excellence in Learning and Teaching (CELT) to develop and implement a best practice definition for teacher of record and a standard process to be used by State Education Agencies (SEA) for linking and validating student teacher data.

Needs

Potential enhancements to existing software systems may be needed to implement the best practice definitions and business practices that result from the Gates Project.

Proposed Outcomes to Address the Needs

No outcomes are being proposed in this grant application. Funding will be requested in the Race to the Top proposal.

Required System Capability
The system must enable the matching of teachers with information about their certification and teacher preparation programs, including institutions at which the teachers received their training.

Current Status

The current system enables the matching of teachers with their certification data. The collection of information on the institutions of higher education making the initial recommendation for licensure of a teacher has recently begun and will be able to be matched to the teacher. Plans are underway to develop a data sharing agreement with OBR to enable the linkage of all the courses a teacher has taken at all universities. Coupled with other teacher and student data, this would facilitate the evaluation of the education preparation programs in Ohio.

Needs

Ohio's Statewide Longitudinal Data Warehouse needs to be expanded to include information related to teacher preparation programs and to link these data with the

teacher.

Proposed Outcomes to Address the Needs

Outcome 3: Expansion of Ohio's Statewide Longitudinal Data Warehouse

Required System Capability

The system must enable data to be easily generated for continuous improvement and decision-making, including timely reporting to parents, teachers, and school leaders on the achievement of their students.

Current Status

The current system provides a variety of data tools that allow parents, teachers and school leaders to access information on the achievement of their students and to facilitate decision-making and continuous improvement. The Ohio Revised Code prohibits ODE from having access to both the student name and the SSID. As a result, two longitudinal data warehouses have been developed – one for use by Local Education Agencies that contains the student name (Local Data Analysis Data Warehouse) and one for state level use (Statewide Longitudinal Data Warehouse) that utilizes only the SSID as the student identifier.

Ohio's Local Data Analysis Data Warehouse enables LEAs – including teachers - to analyze data about individual student performance on the statewide Ohio Achievement and Graduation tests. The tool then points the teacher directly to the aligned educational content resources – such as lesson plans or sample test questions – that address the academic need identified by the data and that are available electronically in the Educational Content Resource Exchange.

The Local Data Analysis Data Warehouse continues to be expanded. The next enhancement currently being developed will be an online Classroom Assessment Module (CAM) to provide tools for authoring, reviewing and maintaining a statewide assessment item collection, as well as local assessment item collections. The CAM will also provide tools for teachers to deliver assessments to students and to store and access the results in the Local Data Analysis Data Warehouse.

The Statewide Longitudinal Data Warehouse provides access to a variety of reports and analytical capabilities including local report cards on buildings and districts and non-academic risk indicator system reports for buildings and districts. This includes both ad hoc customizable reporting capabilities and standard data reporting functionality. The Value Added system uses a statistical method to measure schools' and districts' impact on the rate of student progress from year to year. The Decision Framework system uses student performance data to help districts identify where to spend their time, energy and resources to make significant and substantial improvements in student performance. The Secure Data Center provides accountability verification reports and detailed assessment and accountability data.

Needs

The major focus of the use of the Statewide Longitudinal Data Warehouse has been for operational, compliance and building/district accountability purposes rather than to assess teacher and program effectiveness or to analyze student data longitudinally

Proposed Outcomes to Address the Needs

Outcome 4: Development of Reporting and Analysis User Tools
Additionally, this need will be addressed in the RTTT proposal. See page 12 of Appendix A for a summary.

Required System Capability

The system must ensure the quality and integrity of data contained in the system

Current Status

The Ohio Revised Code and the Ohio Administrative Code require ODE to monitor the accuracy, completeness and timeliness of data being submitted by local education agencies. It is based upon a progressive approach that requires sanctions ranging from corrective action plans, to temporary withholding of funds, to permanent loss of funds, to audits and to loss of license or certificate if a good faith effort to resolve issues has not been made. LEAs may be sanctioned for reporting incomplete or inaccurate data or failing to report data in a timely manner or not making a good faith effort to report as required. Additionally, in 2007, a formal Information Security program was established under the Chief Information Officer (CIO) and includes the development of a structured data classification process within the agency to ensure that the confidentiality, integrity and availability of the data are protected.

The Higher Education Information system (HEI) has a number of processes in place to ensure data quality and integrity. Data definitions and data providers' mutual understanding of those definitions are reviewed on a regular basis through bi-monthly conference calls and meetings. Colleges and universities submit data through an on-line process that has automatic verifications and edit checks for data validity and consistency. All data fields have associated verification tables that contain lists of valid data element values, which are institution-specific. Pre-load edit checks are performed to flag invalid or unlikely relationships between data elements. Some edit check failures will trigger load failures. Others trigger warnings which are reviewed by OBR staff and followed up on with the institutional data providers. A comprehensive program of outcomes reporting is in place, in which reports are reviewed by institutional staff and published on the Regents website. Inconsistencies uncovered through this reporting process can be addressed through data file revisions.

Needs

Ohio needs to continue to improve upon its Data Integrity initiative through expanding upon the types and volume of data validity checks performed.

Proposed Outcomes to Address the Needs

No outcomes are being requested in this proposal. Ohio will continue to improve its data integrity initiative with state funding.

Required System Capability

The system must provide the State with the ability to meet reporting requirements of the Department, especially reporting progress on the metrics established for the State Fiscal Stabilization Fund and the reporting requirements included in the EDFacts data collection and reporting system.

Current Status

Utilizing both the 2006 and the 2009 IES SLDS grants, ODE is working towards replacing the multitude of disparate legacy technology computer programs with a centralized, repeatable, streamlined process based upon a standard extraction,

transformation and loading technology to meet the reporting requirements of EDFacts. Additionally, ODE's data collection systems are being assessed and are being modified as needed to ensure that the reporting requirements of the State Fiscal Stabilization Fund can be met.

Needs

System data reporting capabilities need to be developed to ensure transparency of reporting of EDFacts data

Proposed Outcomes to Address the Needs

Outcome 4: Development of Reporting and Analysis User Tools

America Competes Act Element
With respect to preschool through grade 12 education and postsecondary education: A unique statewide student identifier that does not permit a student to be individually identified by users of the system (except as allowed by Federal and State law)

Current Status

Ohio currently uses a unique statewide student identifier (SSID) that does not permit a student to be individually identified by users of the system (except as allowed by Federal and State Law) for Preschool (State Funded and Special Education) -12. The use of the SSID is also in the early stages of implementation for the Help Me Grow program currently administered by the Department of Health. This unique SSID is not used for early childhood programs currently administered by other state agencies and is not utilized by postsecondary education. However, Amended Substitute House Bill 1 passed in July 2009, requires the transition of all early childhood programs to ODE. The intent is to integrate the data systems through the use of the SSID. Additionally, current state legislation does not permit the use of the SSID by postsecondary education. However, proposed legislation would eliminate this restriction and enable the creation of a P-20 data repository at ODE. Ohio does NOT share the SSID except in situations which are in compliance with FERPA and state legislation. State legislation specifies that if the state superintendent contracts for analysis or research that requires the unique student identifier, the study or project must maintain the confidentiality of student data at all time. When releasing aggregate information, Ohio protects the confidentiality of student data by only releasing data in which the subgroup size is greater than 10.

Needs

Ohio's Statewide Longitudinal Data System needs to utilize the same unique SSID for all early childhood programs and for postsecondary education

Proposed Outcomes to Address the Needs

Outcome 1: Development of an Early Childhood Data System Integration Plan

America Competes Act Element
With respect to preschool through grade 12 education and postsecondary education: Student-level enrollment, demographic, and program participation information

Current Status

Student-level enrollment, demographic, and program participation information is currently collected for public preschool and special education through grade 12 and postsecondary education. The HEI system collects term-by-term student level enrollment data indicating the school attended, courses taken and course outcomes, and major programs of study. A comprehensive set of student demographics data is

collected that includes age, gender, race/ethnicity, high school of origin, and country/state/county/zip code of origin.

Needs

No needs identified

Proposed Outcomes to Address the Needs

No outcomes are being proposed in this grant.

America Competes Act Element

With respect to preschool through grade 12 education and postsecondary education: Student-level information about points at which students exit, transfer in, transfer out, drop out, or complete P-16 education programs.

Current Status

The existing P-12 and higher education systems contain student- level information about points at which students exit, transfer in, transfer out, drop out, or complete P-16 education programs. The HEI system collects comprehensive term-by-term academic data on all students attending Ohio colleges and universities, which allows tracking of students from point of entry and transfer to any institution. All degree and certificate completions are identified by term of award receipt, degree level earned and detailed subject area by Classification of Instructional Program (CIP) code. Transfer rates and degree completion rates for a variety of student cohorts are routinely published.

Needs

No needs identified

Proposed Outcomes to Address the Needs

No outcomes are being proposed in this grant.

America Competes Act Element

With respect to preschool through grade 12 education and postsecondary education: The capacity to communicate with higher education data systems

Current Status

The capacity to link P-12 data to higher education data systems or to share data based upon standard data definitions and formats does not exist. An electronic high school transcript standard (based upon the SIF standard) is being developed utilizing 2009 IES SLDS funds

Needs

Ohio needs a system and service for communicating and sharing transcript data with higher education in a SIF/PESC format electronically.

Proposed Outcomes to Address the Needs

Outcome 2: Implementation of an e-Transcript Brokerage Service

America Competes Act Element

With respect to preschool through grade 12 education and postsecondary education: A State data audit system assessing data quality, validity, and reliability

Current Status

The Ohio Revised Code and the Ohio Administrative Code require ODE to monitor the accuracy, completeness and timeliness of data being submitted by local education agencies. The Data Integrity System is based upon a progressive approach that requires sanctions ranging from corrective action plans, to temporary withholding of funds, to permanent loss of funds, to audits and to loss of license or certificate if a good faith effort has not been made. LEAs may be sanctioned for reporting incomplete or

inaccurate data or failing to report data in a timely manner or not making a good faith effort to report as required. Additionally, in 2007, a formal Information Security program was established under the CIO and includes the development of a structured data classification process within the agency to ensure that the confidentiality, integrity and availability of the data are protected.

The HEI system has a number of processes in place to ensure data quality and integrity. Data definitions and data providers' mutual understanding of those definitions are reviewed on a regular basis through bi-monthly conference calls and meetings. Colleges and universities submit data through an on-line process that has automatic verifications and edit checks for data validity and consistency. All data fields have associated verification tables that contain lists of valid data element values, which are institution-specific. Pre-load edit checks are performed to flag invalid or unlikely relationships between data elements. Some edit check failures will trigger load failures. Others trigger warnings which are reviewed by Regents staff and followed up on with the institutional data providers. A comprehensive program of outcomes reporting is in place, in which reports are reviewed by institutional staff and published on the Regents website. Inconsistencies uncovered through this reporting process can be addressed through data file revisions.

Needs

Ohio needs to continue to improve upon its Data Integrity initiative by expanding upon the types and volume of data validity checks performed.

Proposed Outcomes to Address the Needs

No outcomes are being requested in this proposal. Ohio will continue to improve its data integrity initiative with state funding

America Competes Act Element

With respect to preschool through grade 12 education: Yearly test records of individual students with respect to assessments under section 1111(b) of the Elementary and Secondary Education Act of 1965

Current Status

Yearly test records for individual students with respect to the Elementary and Secondary Education Act of 1965 are contained in Ohio's SLDS.

Needs

No needs identified.

Proposed Outcomes to Address the Needs

No outcomes are being proposed in this grant.

America Competes Act Element

With respect to preschool through grade 12 education: Information on students not tested, by grade and subject

Current Status

Ohio's SLDS contains information on students not tested, by grade and subject.

Needs

No needs identified

Proposed Outcomes to Address the Needs

No outcomes are being proposed in this grant.

America Competes Act Element

With respect to preschool through grade 12 education: A teacher identifier system with the ability to match teachers to students
Current Status The existing system links student data with teachers based on course. However, challenges exist with the data validation process and the definition of teacher of record in non traditional classroom settings, such as team teaching. Ohio is partnering with the Gates Foundation, CELT and 4 other states to develop and implement a best practice definition for teacher of record and a standard SEA process for linking and validating student teacher data. **Needs** Potential enhancements to existing software systems may be needed to implement the best practices in definitions and business processes that result from the Gates Project. **Proposed Outcomes to Address the Needs** No outcomes are being proposed in this grant. This will be addressed in Ohio's RTTT Proposal.
America Competes Act Element
With respect to preschool through grade 12 education: Student-level transcript information, including information on courses completed and grades earned
Current Status Student-level information on courses completed is currently included in the SLDS. Beginning in 2011-2012, the system will also contain grades earned. **Needs** The system needs to enable the electronic sharing of complete student-level transcript information between LEAs and postsecondary institutions. **Proposed Outcomes to Address the Needs** Outcome 2: Implementation of an e-Transcript Brokerage Service
America Competes Act Element
With respect to preschool through grade 12 education: Student-level college readiness test scores
Current Status Student-level college readiness test scores are collected but are not linked to the SSID. **Needs** Ohio needs to collect the student-level college readiness test scores utilizing the SSID. **Proposed Outcomes to Address the Needs** No outcomes are being proposed in this grant but the data will be collected during the 2011-2012 school year as an expansion of the current student data collection system.
America Competes Act Element
With respect to postsecondary education: Data that provide information regarding the extent to which students transition successfully from secondary school to postsecondary education, including whether students enroll in remedial coursework
Current Status The existing postsecondary data system includes the remediation rate for recent graduates of Ohio high schools, student success rates for universities and two year schools including 6 year bachelor's degree completion rate for universities and 3 year degree completion, transfer, retention rate for two year schools. From employment data matches, the data system can also identify in-state retention of graduates and first-year

earnings for associate and bachelor's degree recipients separately.

Existing state legislation is restrictive on the allowable uses of the SSID and does not permit it to be used at the postsecondary level. However, proposed legislation in both the Senate and the House, and supported by the Governor, would eliminate this restriction, enable the use of the SSID by postsecondary education and allow the creation of a P-20 data repository at ODE. This would facilitate longitudinal analysis of student data to identify predictors of successful transition to higher education.

Needs

The SSID needs to be used by higher education. Student data-including the SSID-needs to be shared electronically with postsecondary education and Ohio's Statewide Longitudinal Data Warehouse needs to contain student level data from P-20.

Proposed Outcomes to Address the Needs

Outcome 2: Implementation of an e-Transcript Brokerage Service
Outcome 3: Expansion of Ohio's Statewide Longitudinal Data Warehouse

America Competes Act Element

With respect to postsecondary education: Data that provide other information determined necessary to address alignment and adequate preparation for success in postsecondary education

Current Status

The existing postsecondary data system includes the remediation rate for recent graduates of Ohio high schools, student success rates for universities and two year schools including 6 year bachelor's degree completion rate for universities and 3 year degree completion, transfer, retention rate for two year schools. From employment data matches, the data system can also identify in-state retention of graduates and first-year earnings for associate and bachelor's degree recipients separately.

Needs

The SSID needs to be used by higher education. Student data-including the SSID-needs to be shared electronically with postsecondary education and Ohio's Statewide Longitudinal Data Warehouse needs to contain student level data from P-20.

Proposed Outcomes to Address the Needs

Outcome 2: Implementation of an e-Transcript Brokerage Service
Outcome 3: Expansion of Ohio's Statewide Longitudinal Data Warehouse

Funding Need

Ohio has developed a strong foundation for its SLDS and continues to invest heavily in both its data systems and statewide network capacity to ensure a strong sustainable technical architecture that meets the needs of its education stakeholders.

Ohio will utilize the requested federal funding to supplement state funding and to provide the business conversion capital necessary to accomplish the proposed outcomes for its SLDS. Existing streams of state funding will be used to sustain the system. In the 2010-2012 state budget, Ohio has committed over $21 million each year to:

- Support connectivity of school buildings to the state's education network, to each other and to ODE.

- Subsidize activities of the 23 regional Information Technology Centers (ITCs) to provide schools with computer-based student and teacher instructional and administrative information services and computerized financial accounting
- Ensure effective operation of local automated administrative and instruction systems

Ohio has also allocated $13 million each year to maintain and support its P-12 data collection system, which facilitates the collection of personally unidentifiable individual student data, course and program data, staff and financial data. Approximately $8 million of the $13 million flows directly to LEAs and the regional technology centers to support data collection and reporting to ODE.

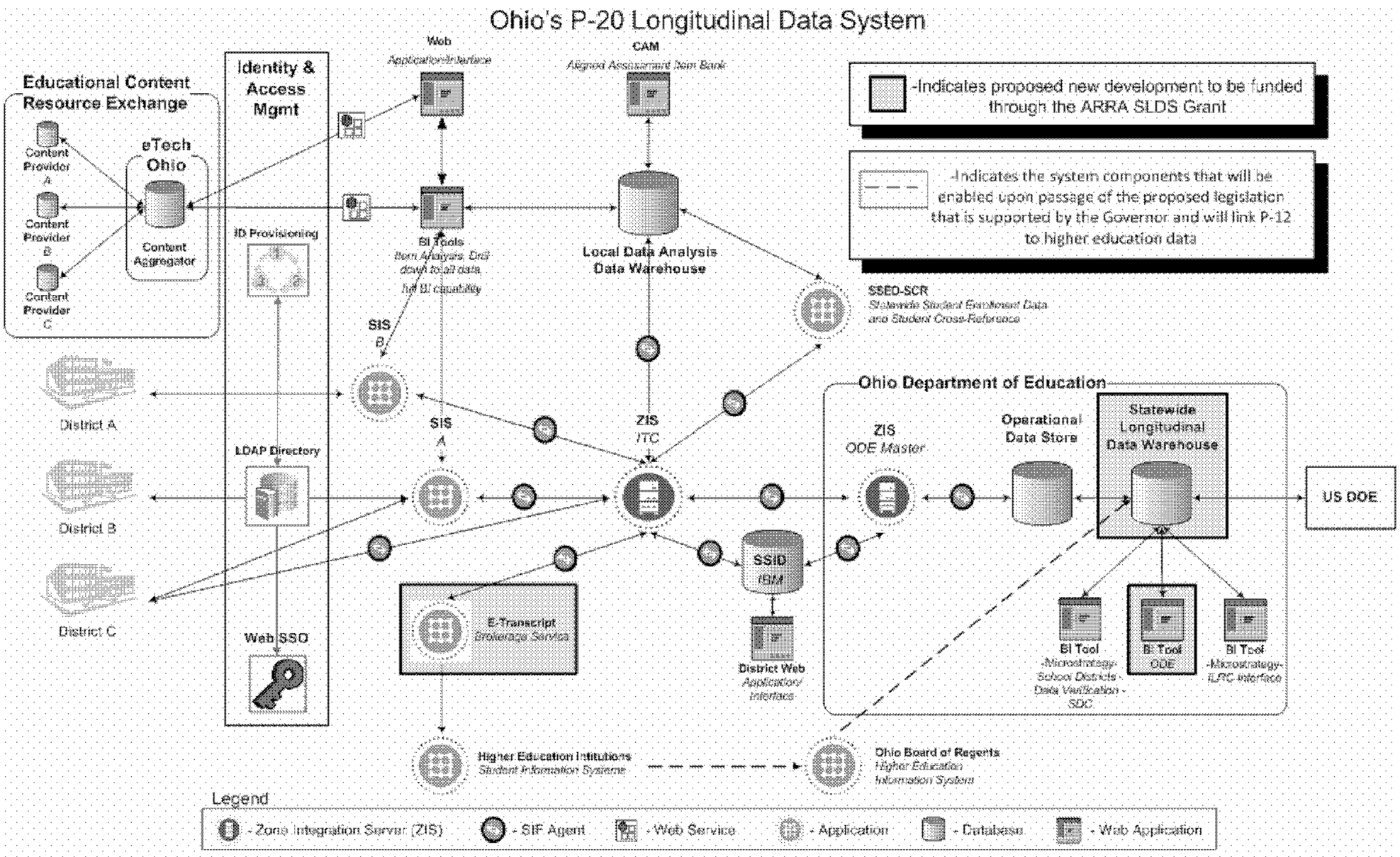
In 2006, Ohio was one of 14 states to be awarded an IES SLDS grant in the amount of $5.7 million. Leveraging both state resources and the funding from the 2006 IES SLDS grant award, Ohio is currently transforming its statewide vertical data reporting structure from a legacy flat file batch data submission to a near real time data collection system based upon the SIF specifications. In 2009, Ohio was awarded a $2.9 million IES SLDS grant award and is building upon the SIF infrastructure to support student records exchange. Ohio is extremely grateful for the opportunities provided by the US Department of Education to enhance our SLDS.

The proposed outcomes in this proposal will be an expansion of Ohio's existing data system and will build upon the SIF architecture currently under development for sharing data and upon the existing Statewide Longitudinal Data Warehouse and Business Intelligence environment. Ohio has been fortunate enough to have a steady stream of funds allotted in the state budget for ongoing support and maintenance of its data systems but the funding stream remained flat for several years and now has declined with recent state budgetary cuts. While funding is expected to be available for the ongoing system support and for a minimal amount of new development and enhancements, sufficient state funds would not be available for the entirety of the proposed outcomes to help Ohio fulfill its P-20 SLDS vision.

Project Outcomes Related to System Requirements and Implementation

The proposed project outcomes will address the system requirements and capabilities for which needs have been identified. The system development efforts in Outcomes 2, 3 and 4 will build upon Ohio's existing architecture, the SIF data standards for data sharing, the statewide Oracle longitudinal data warehouse and the Micro strategy business intelligence environment for data analysis and reporting. Basing the system upon common data standards would facilitate interoperability and data sharing with other states in the future.

The following diagram highlights the new development work for which funding is being requested in this proposal. An enlarged version of the diagram is provided on page 5 of Appendix A. Additionally, pages 3 & 4 of Appendix A contains figures highlighting the architectural components of Ohio's SLDS funded by the 2006 and 2009 SLDS grants.



Outcome 1: Development of an Early Childhood Data System Integration Plan
Development of a plan that includes business requirements, technical requirements and a proposed timeline to integrate all Early Learning data systems across state agencies.

Amended Substitute House Bill 1, passed In July of 2009, requires the Governor and the State Superintendent of Public Instruction to create the Center for Early Childhood Development in the Department of Education comprised of staff from the Department of Education, the Department of Job and Family Services, the Department of Health, and any other state agencies as determined necessary by the Governor and the Superintendent. This new center will be responsible for the coordination of early childhood programs and services for children, beginning with prenatal care and continuing until entry into Kindergarten. These programs and services will be transitioned to be under the authority of ODE.

There are currently both policy and operational workgroups consisting of the necessary program, policy, legal, fiscal, information technology, data and human resource personnel from all impacted programs and agencies developing an implementation plan. This plan is due by December 31, 2009. Preliminary information on the various data systems has been collected and compiled. However, due to the number of data systems, the differing governing structures and technologies utilized and the legislative confidentiality requirements, there is a need to request additional dedicated resources to gather and document the business requirements and technical requirements

necessary to integrate data systems and to migrate to the use of the same unique student identifier number system that is currently being used by ODE for P-12.

These programs include, but are not limited to: Childcare licensing, Help Me Grow, Head Start, Even Start, Early Childhood Mental Health Consultation and Nutrition Programs.

In addition to the agencies specifically listed in the legislation, the other agencies that have been identified with early childhood programs or services are the Department Developmental Disabilities, the Department of Alcohol and Drug Administrative Services and the Department of Developmental Disabilities.

The deliverable for this outcome will be a detailed business and technical requirements document for the integration of the various data systems, including an integrated system design, data model, a recommended phase in plan and an implementation schedule. Once this is completed, state and other federal funds will be used to begin the implementation. The implementation will include facilitating the use of longitudinal data to identify the early childhood programs that are associated with strong school readiness outcomes for children and determining the priorities for allocating resources.

Outcome 2: Implementation of an e-Transcript Brokerage Service
Implement an e-Transcript System using a brokerage service provider to exchange high school transcripts with postsecondary institutions.

The development of a standard transcript format and a process to share transcripts electronically is based upon a three phase approach.

Phase 1: Agreement on the common elements for a standard transcript

In 2007, Amended Substitute Bill 311 created the Ohio Core. The Ohio Core may best be known for raising the bar for graduation standards for Ohio's students, several other components were included in the legislation, including the following:

"…to propose a standardized method and form for documenting high school credits on high school transcripts that are compatible with the standards for credit transfer and articulation adopted by the Board of Regents and any electronic clearinghouse for student transcript transfer developed by the Board of Regents…"

The development of a proposal was a collaborative effort between the Ohio Department of Education and the Ohio Board of Regents and involved participation from the critical stakeholders from both the K-12 (guidance counselors, principals etc) and the Higher Education (registrars, admissions offices etc.) arenas. In April 2009, agreement was reached on the proposal for the list of data elements that will become part of the common transcript for the transfer of student academic records from high schools to universities for admission consideration.

Phase 2: Enable K-12 Student Information Systems to provide data in the standard SIF format

In February 2009, Ohio was awarded its second Statewide Longitudinal Data System (SLDS) from the Institute of Education Sciences (IES) of the USDOE. This grant will enable Ohio to expand upon the SIF standards currently being adopted and implemented for K-12 data reporting. This will provide school districts with the capability to provide the data contained on a high school transcript in a standardized electronic format based upon SIF specifications. The availability of these data in a consistent electronic format will be the cornerstone for the development and implementation of an automated e-transcript system. This is estimated to be completed by March 2011.

Phase 3: Implementation of an e-Transcript Brokerage Service
Funding is being requested in this grant proposal for the design, development and implementation of an electronic Brokerage Service Provider (BSP) to manage the request of e-transcripts and the transactions to send K-12 high school transcript data to institutions of higher education electronically.

A workgroup of staff from ODE, eTech and OBR was created to determine the technical approach, project timelines and human/fiscal resources required for this. This collaborative effort will include input from both K-12 and higher education stakeholders during all stages of the project from planning to implementation.
The proposed approach is to procure the services of an e-Transcript brokerage service such as Docufide. Docufide was selected unanimously in a competitive process in 2006 by the Midwestern Higher Education Compact (MHEC) of which Ohio is a member. MHEC is one of four statutorily-created interstate compacts created for the purpose of advancing higher education through cooperation and resource sharing. MHEC was established in 1991 and serves Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota and Wisconsin.

The Compact fulfills its interstate mission through three core functions of cost savings, student access and policy research by:

- reducing administrative costs
- encouraging student access, completion and affordability
- facilitating public policy analysis and information exchange
- enhancing regional academic cooperation
- encouraging quality educational programs and services in higher education

The contract with Docufide provides participating states with between 30-50% discounted pricing and feedback from the other states currently utilizing this service has been positive. Indiana, Minnesota, Nebraska, Wisconsin, Kansas, Michigan, North Dakota, South Carolina, Utah, Arizona are currently working with Docufide and many other states are evaluating their products for potential use.

The system supports international data standards of SIF/PESC. It is modular and extensible with the capability over time to meet the state's future record management and analysis needs and infrastructures. Docufide is a proven, secure, auditable solution to handle the request, retrieval, transformation, storage and delivery of electronic student records and transcripts.

A formal governance structure, including information security policies and procedures will be implemented and involve representation from both K-12 and Higher Education. The following summary provided by Docufide describes the proposed system's capabilities:

P-20 RECORDS/TRANSCRIPT EXCHANGE SYSTEMS
REQUEST
Students and alumni can request high school and college transcripts through the secure graphical user interfaces (GUI) from a link placed on their school's website (or other location, including college admissions application site or state college readiness portal). Transcript deliveries can be made to any college or university nationwide, as well as to any third party destination, with international and overnight delivery options also available.
P-20 school administrators can easily transmit and/or request student records/transcripts through the system interface from any participating state school in a secure, FERPA compliant manner. They can also electronically deliver admissions-related school forms (guidance counselor reports, letters of recommendations, etc.).
State's higher education institutions can initiate requests for transcripts or other admissions forms for students seeking admission. The system can also link directly into a college's e-application, processing requests automatically upon application (through Docufide's optional Transcript Request Service (TRS)).
RECORDS CAPTURE & APPROVAL
Record and transcript data can be captured through a multitude of supported procedures, including Docufide's certified SIF 2.0 R1 agent, standardized Student Information System (SIS) report output, or Docufide's proprietary capture client (requires no SIS integration; setup in 20 minutes), allowing for participation of K-12 and postsecondary schools on any student system statewide. Records/transcripts can be captured individually (session approval/upload), in batch, or through bulk upload (for automated processing, enhanced data services and state transcript repository purposes).
School staff maintains control of the process by which records/transcripts are released through 'approve and release' capabilities built into Docufide's GUI. To maximize adoption, the workflow has been modeled after their current process, yet saves them 80% of the time and expense associated with manual transcript processing.
PROCESS
Approved student records are securely uploaded from participating schools to Docufide's data center.
All data is stored as Extensible Markup Language (XML) in individual data fields, allowing for direct delivery to authorized destinations through Docufide's secure Download Center (or through our automated delivery approaches, including Secure File Transfer Protocol (SFTP), secure web services, and through the Texas Server). When states select the State Transcript Repository, all participating schools will utilize the same workflow to bulk upload their entire student body transcript set; either stored in a Docufide hosted

transcript repository or converted to a State Education Agency (SEA) defined file format and delivered on a semi-annual basis (aligned with grade posting periods).
DELIVER
Student records/transcripts are delivered to the receiving school in the format they have specified (through Preference settings in GUI) including screen viewable certified PDF and/or importable data files (SIF 2.x r1, PESC XML, TS130 EDI).
Admissions transcripts can be delivered in the format (Certified PDF, PESC XML, or TS130 EDI) and method (secure download, SFTP, or web services) specified by the receiving institution, with Docufide providing expertise on setup of the automation of the data load into the receiving higher educational student system.
SECURE
All transmissions are secure and encrypted and carry a unique ID#. All postsecondary destinations are verified before added. PDF transcripts include a tamper-evident digital signature.
TRACK/CONFIRM/REPORT
All record requests are verified, logged into the system, and tracked throughout delivery.
Online reporting is available to authorized users, with highly configurable access privileges. State's selecting the State Transcript Repository will be able to select from a number of built-in reports and will also be able to define custom reports available through the web-based reporting interface.
Students receive automated emails when their transcript request is placed, released by their recorder holding school, and when delivery is confirmed, eliminating the need for support calls inquiring "did it get there?"

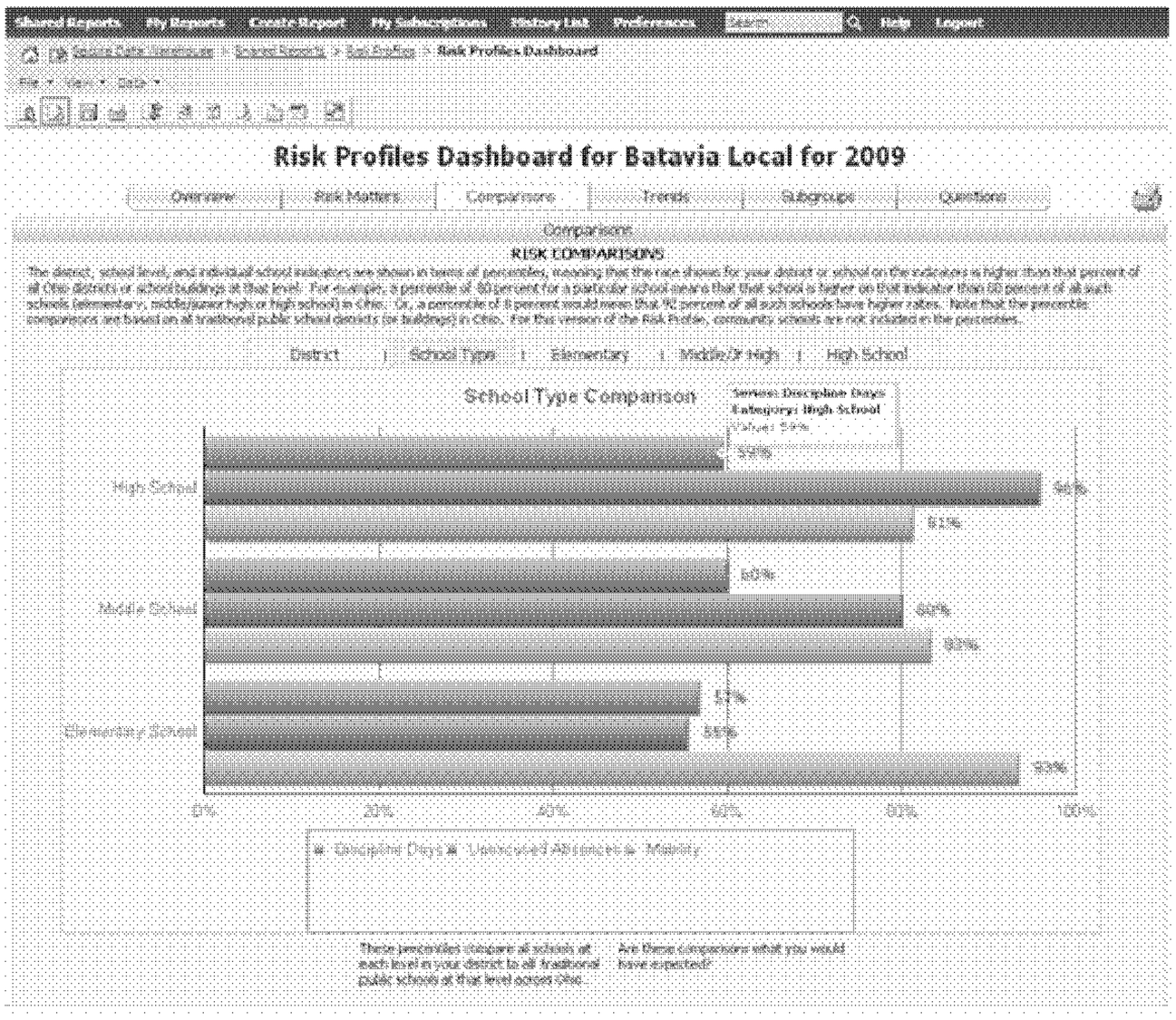
Outcome 3: Expansion of Ohio's Statewide Longitudinal Data Warehouse
Expansion of the Statewide Longitudinal Data Warehouse to include additional data on early childhood, special education, finance, teacher preparation programs, professional development and Higher Education data.

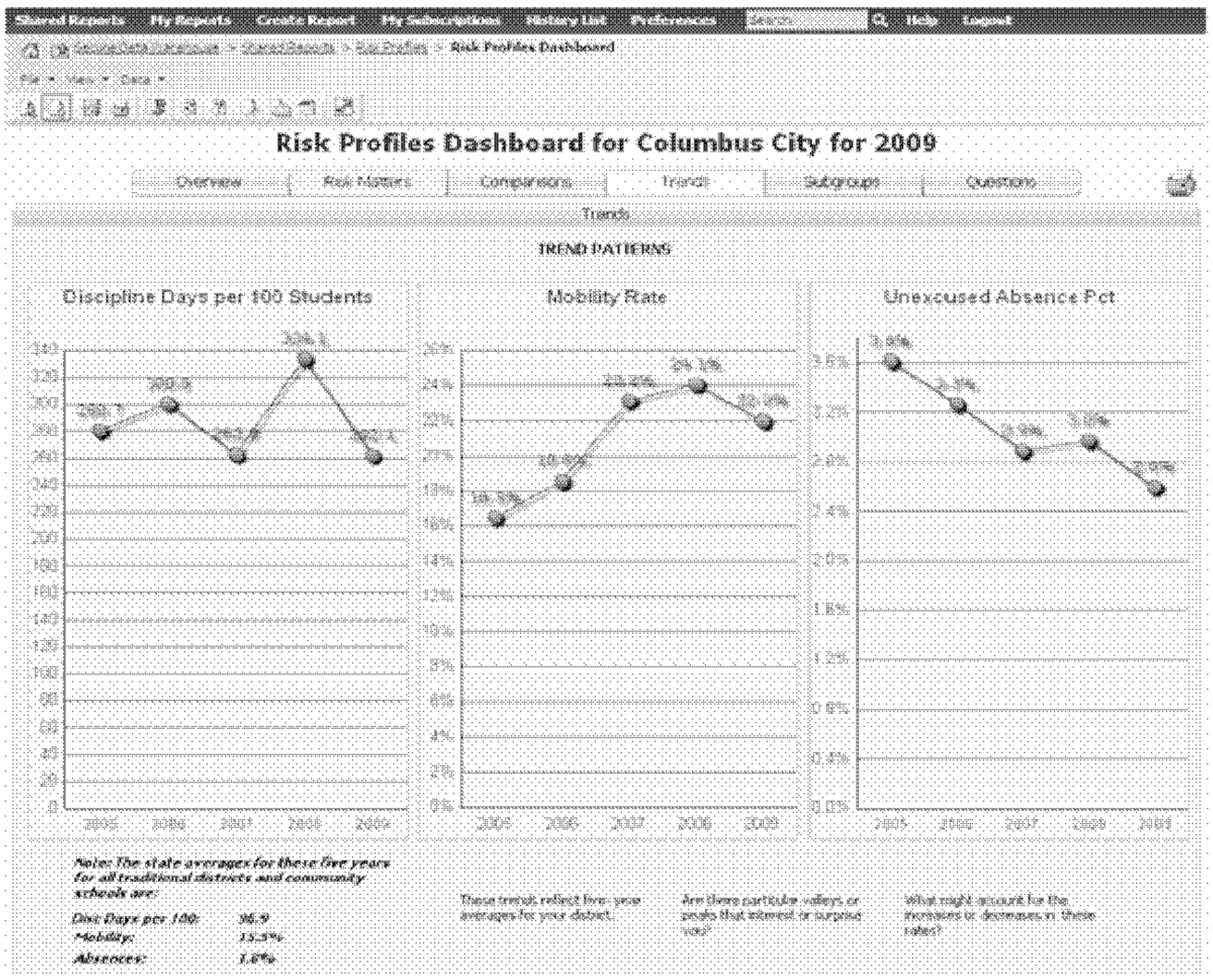
Ohio has a robust statewide longitudinal data warehouse that was originally developed to be the repository for all of the performance and accountability data collected in ODE's P-12 data systems. It has since been expanded to include longitudinal individual student data, course data, program data, teacher data and financial data. However, the expansion of the data warehouse has not been able to keep pace with the increasing data collection requirements and the evolution of the types of information needed for decision making and continuous improvement. To enhance ODE's data warehouse to address this issue, ODE needs to gather detailed business requirements, do a gap analysis with the current data warehouse, enhance the existing data model and database, and develop the necessary ETL processes to load new data into the data warehouse. This will include with additional early childhood, special education, finance, teacher preparation program, professional development and higher education data. Details of the technical architecture are on pages 7-10 of Appendix A.

Outcome 4: Development of Reporting and Analysis User Tools
Development of user interface(s) utilizing a combination of ODE's existing BI and statistical tools that allows secure user friendly access to the Statewide Longitudinal Data Warehouse and provides customizable reporting and analysis capabilities. This includes the development of building and district early warning reports, analysis of teacher and program effectiveness, longitudinal analysis of student performance and reporting and analysis of EDFacts and finance data.

To provide data to stakeholders, the statewide longitudinal data warehouse uses the Micro strategy reporting suite to present formatted data to users on multiple ODE web sites. The interactive interface allows stakeholders to view pre-defined, highly visualized reports and dashboards by district or building, as well as analytical reports (data grids) that can be tailored to suit individual needs. The customizable reports provide flexibility by allowing stakeholders to decide which schools/districts to compare, analyze trends across years, drill down by any of several dimensional hierarchies (e.g. county/district/school, or even down to the individual student), and create reports using more complex types of disaggregation (e.g. student gender within race). Report data can be formatted based on the needs of the user, from basic changes such as the colors and fonts used, the text of column headings, or column sort order, to more complex changes such as pivoting a row header to a column header or displaying results as a graph. Results can be exported to Excel or PDF format for further analysis.

In 2006, Ohio was recognized as a Laureate by the Computerworld Honors Program for its publicly available Microstrategy based Interactive Local Report Card (iLRC) application. In 2007, ODE went a step farther and released the Secure Data Center (SDC), providing secure business intelligence reporting to schools and districts against ODE's longitudinal data warehouse. Both of these applications continued ODE's focus on using the data warehouse primarily for accountability and compliance functions. In 2009, the interactive Risk Profiles dashboard was added to the SDC, providing at-a-glance visual cues to district administrators on the non-academic risk factors that may be present in their districts. This was the first major use of ODE's data warehouse outside of the accountability and compliance realm. Examples of screenshots are below:





ODE recognizes a need to continue this sort of proactive information creation for districts and schools. The intent is to provide reporting and analytical capabilities for teacher and program effectiveness, longitudinal analysis of student performance, building and district early warning reports, and to incorporate EDFacts data and statistics.

Timeline for Project Outcomes

Timeline – By Federal Fiscal Year with Assumption of Grant Award Q3 of FY2010

	FY 2010				FY 2011				FY 2012				FY 2013			
Outcome	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Development of an Early Childhood Data System Integration Plan																
Implementation of an e-Transcript Brokerage Service																
Expansion of Ohio's Statewide Longitudinal Data Warehouse																
Development of a Reporting and Analysis User Interface Application																

-Procurement

-Implementation

Outcome 1	Development of an Early Childhood Data System Integration Plan
Estimated Timeframe	24 Months (12 months procurement, 12 months implementation)
Estimated Budget:	$1,136,000
Resources	• Project Manager • System Architect • Business Analyst (2) • Systems Integration Analyst • Data Modeler • Technical Writer
Task List	• Procure contracted resources • Conduct information gathering sessions with all involved state agencies • Develop potential architecture • Document requirements • Develop plan • Prepare and present proposed solution

Outcome 2	Implementation of an e-Transcript Brokerage Service
Estimated Timeframe	15 months (3 months procurement, 12 months implementation)
Estimated Budget:	$860,598
Resources	• Technical Trainer
Task List	• Prepare and submit Controlling Board request for brokerage contract • Test system • Train users

Outcome 3	Expansion of Ohio's Statewide Longitudinal Data Warehouse
Estimated Timeframe	30 months (12 months procurement and 18 months implementation)
Estimated Budget:	$1,433,145
Resources	• Business Analyst (2) • ETL Developer (2) • Data Warehouse Architect
Task List	• Procure contracted resources • Analyze and select LDS data elements • Map data elements • Develop, test, and implement ETL load processes • Procure hardware/software

Outcome 4	Development of a Reporting and Analysis User Interface Application
Estimated Timeframe	30 months (12 months procurement and 18 months implementation)
Estimated Budget	$1,698,640
Resources	• Project Manager (with Outcome 3) • Business Intelligence Tool Developer (2) • SAS Developer • Technical Writer • Technical Trainer
Task List	• Procure contracted resources • Gather and document requirements • Develop Business Intelligence interface and statistical tools • Develop and build district and building Early Warning System • Develop interface for accessing EDFacts and finance data • Train users on data usage • Procure hardware/software

Subtotal: $5,128,383
Travel: $7,500
Total: $5,135,883

Project Management and Governance Plan

Management of SLDS-related projects is the responsibility of the Project Management Office (PMO), which resides in the Office of the Chief Information Officer at the ODE. Project oversight will be provided by the Director of the PMO, a certified Project Management Professional (PMP) who reports directly to the Chief Information Officer. A Project Advisory Committee consisting of project partners and system stakeholders such as eTech, MCOECN, OBR and representatives of pre-school, K-12 and higher education institutions will be established to provide input and guidance for the initiative. A formal governance structure for Ohio's P-20 data system will include representation from early childhood, K-12 and higher education. Letters of support for this project are provided in Appendix D.

Additionally, the proposed legislation for the creation of the P-20 data repository requires the state superintendent and the chancellor to jointly develop procedures for the maintenance of the data and shall designate the types of research that may be conducted using the data. This includes, but is not limited to, performing audit and evaluation functions concerning preschool, elementary and secondary education in compliance with the ORC and with FERPA. It also allows the superintendent and chancellor to enter into written agreements with under entities to conduct studies to improve instructional quality, provided that the agreement is in compliance with FERPA.

Project Methodology

The project will be managed using the processes and methods required by ODE PMO Guide which is based on the Project Management Institute's *A guide to Project Management Body of Knowledge (PMBOK™)* and the State of Ohio Project Management Communities of Practices' Project Management Guide (PMCOP). The controls defined within the PMO Guide will be used throughout the project, including Integration, Scope, Time, Cost, Quality, Communications, and Risk Management. All vendor procurements will be made following the State of Ohio Office of Information Technology guidelines and all project managers will utilize the documented PMO policies and procedures.

The successful completion of each outcome will be dependent on the individual project teams. There will be a project manager as part of each of the individual project teams. These project managers will be responsible for the day-to-day management of the project team and will report to ODE program manager.

Outcome 1: Development of an Early Childhood Data System Integration Plan

This outcome will be managed as an independent project. Due to the expected cost, ODE anticipates the use of a Request for Proposal (RFP) process for vendor procurement. The selected vendor will provide project management services as part of the project deliverables. They will provide the business analyst and technical resources required to thoroughly analyze all of the technology systems currently utilized by the various state agencies involved in the creation of the Office for Early Childhood Development. The project team will work with the business owners to define their requirements. When required to engage members of other state agencies, a

Memorandum of Understanding (MOU) detailing their involvement will be executed. The final deliverable for this outcome will be a documented plan for an integrated technology solution for the new Office.

Outcome 2: Implementation of an eTranscript Brokerage Service
The ODE will utilize a brokerage service for its implementation of statewide electronic transcript services. The vendor will provide the technical and project management services required to successfully implement the service. Technical service to the end users will be part of the vendor contract. ODE will collaborate with OBR to finalize funding amounts available on an on-going basis through state K-12 and higher education dollars in order to maintain the system. Local funds will provide the additional amount necessary using a per-student (in grades 10-11) pricing model.

Outcome 3: Expansion of Ohio's Statewide Longitudinal Data Warehouse
Outcome 4: Development of a Reporting and Analysis User Interface Application
As a result of the close interaction and choreography required of the project tasks involved with these two outcomes, ODE intends to combine them into one project. Due to the anticipated cost, the project team will be obtained using the RFP process. Ohio's law restricts ODE's access to student identifiable information, requiring Ohio to maintain two separate data warehouses in order to make needed information available to the teachers of the state. Throughout the design process for this project, every effort will be made to keep the two warehouses in synch wherever possible. Throughout the development effort, ODE technical staff will be involved in the status meetings, deliverables review, and code reviews where applicable. This will provide the basis for their ability to provide ongoing support and maintenance required when the vendors complete the turnover of the individual projects.
The requirements gathering phase of any project is important. Because there are so many end users of the various outcomes, ODE will utilize focus groups for initial requirements definitions. These focus groups will include teachers, school and district administrators, as well as OBR, ITC, Education Service Center (ESC), pre-school and higher education representatives. In order to validate the requirements defined by these limited groups with a larger audience, ODE will utilize its Enterprise Feedback Management tool to survey a larger mass of educators and other identified stakeholders.
End user training is vital to the success of any technology implementation effort. Development of on-line training tools as well as the development and delivery of train the trainer modules will be included as required deliverables for each vendor contract. Throughout the development effort, monthly status meetings will be held via phone and/or webcast that will include all individual project managers and interested stakeholders. As the planned projects closely align with the current SLDS efforts funded through the 2009 SLDS Grant, these status meetings will function as a program status meeting in which the progress of each of the individual SLDS projects will be discussed.

Staffing

The majority of the project work will be completed by vendors; however, overall project oversight will be the responsibility of the program manager with input and feedback from members of the Project Advisory Committee. Key ODE personnel will support the planned outcomes as needed. Additional input will be solicited from other ODE staff as needed, as well as representatives from various other state agencies and identified stakeholders.

Key ODE Personnel:

- Beth Juillerat, Chief Information Officer (Executive Sponsor) – As CIO, Beth is responsible for the oversight of all ODE IT projects and system development. Beth has been involved with ODE's data systems since joining the agency in 1990. She was a key player in the implementation of EMIS, Ohio's first statewide education data collection system; and held management and oversight responsibilities of EMIS for many years. Beth was also a key player in creating Ohio's statewide unique student identifier system.
- Marsha Ward, Director of the PMO (Program/Project Manager) – As the PMO Director, Marsha is responsible for the management of Project Managers and Business Analysts in the department and is responsible for assuring that projects are completed within the defined schedules and budgets. Marsha is a PMI certified Project Management Professional (PMP) She has managed several enterprise application development efforts at ODE and currently manages the SLDS project. Prior to that, she consulted on several application development initiatives. As the Program/Project Manager for the SLDS Program, Marsha will be responsible for managing and reporting the schedule and budget for all of the outcomes requested in this grant, as well as procuring all vendor resources.
- Mike Carmack, Director of Enterprise Applications (Data Warehouse and Business Intelligence Expertise) – As Director of Enterprise Applications, Mike is responsible for the technical aspects of all ODE systems development. Mike has extensive experience in the data warehousing field, particularly with government and education data. He was the technology expert in architecting and implementing ODE's current data warehouse, as well as the SDC business intelligence application used by school districts to view and analyze their data in ODE's data warehouse. He is also an expert Micro strategy developer and Oracle database designer, and has had technology oversight over Ohio's Local Report Card processes for the past eight years. In 2006, Mike's work on the Interactive Local Report Card earned ODE a Laureate Award in the Computer World Honors Program. Mike will be a subject matter expert responsible for providing expertise on the existing ODE architecture, data systems, data warehouse and business intelligence tools for Outcomes 1, 3 and 4 of the project.

- Mitch Meredith, Contracted Business Analyst/Technical Writer (Business Analyst) – As a Business Analyst in the ODE PMO, Mitch has been responsible for documenting the processes of various business units, as well as gathering and documenting software requirements for various ODE software development initiatives. Mitch will be responsible for developing documentation, facilitating requirements sessions with stakeholders and supporting the overall project effort in any other ways needed.
- Stephanie Siddens, Assistant Director of the Office of Early Learning and School Readiness (Subject Matter Expert – Early Childhood) – Stephanie has expertise in PK-12 program evaluation, accountability system design and implementation, early childhood education program quality, early childhood assessment, research design, and survey methods. As Subject Matter Expert, Stephanie is the primary ODE resource assigned to Outcome 1 to provide requirements and direction from the perspective of the Early Childhood Education business unit.

Personnel from Other State Agencies will be involved in all outcomes. Key personnel include:

- Paolo DeMaria, Executive Vice Chancellor, Board of Regents (Executive Sponsor) – As Executive Vice Chancellor, Paolo is responsible for representing OBR at an executive level. Paolo will work with Beth to provide sponsorship oversight for Outcome 2.
- David Barber, Technical Consultant, Board of Regents
- Matt Howard, Chief Information Officer, eTech Ohio
- Program, Data, Technology, and Legal representatives from the Ohio Department of Health, Ohio Department of Jobs and Family Services, the Ohio Department of Mental Health, and the Ohio Department of Mental Retardation and Developmental Disabilities will be solicited for input and feedback regarding Outcome 1.

In addition, portions of this project fall within the scope of the existing roles and responsibilities of the staff from the Technical Services Group and the MCOECN. As such, they will provide time and services related to Outcomes 2, 3 and 4 as needed. This team will be led by:

- Roy Norris, Chief Operating Officer, Technical Services Group for the Management Council of the Ohio Education Computer Network

Resumes of key personnel are provided in Appendix B.

Project Narrative

Project Narrative - Appendix A, Optional Attachments

Attachment 1:
Title: **Ohio Appendix A** Pages: **15** Uploaded File: **C:\Documents and Settings\mitch.meredith\My Documents\LDS Grant\Final Docs\Appendix A.pdf**

DATA QUALITY CAMPAIGN
Using Data to Improve Student Achievement
www.DataQualityCampaign.org

OHIO

DQC 2009 Annual Survey Update and State Progress Report

The Data Quality Campaign (DQC) was launched in 2005 to help states develop robust longitudinal data systems that can provide policymakers and educators with information to help adjust policies and practices to improve student achievement. The DQC has identified 10 Essential Elements of a robust data system (see below) and 10 Actions all states must take to ensure effective use of data (see reverse side).

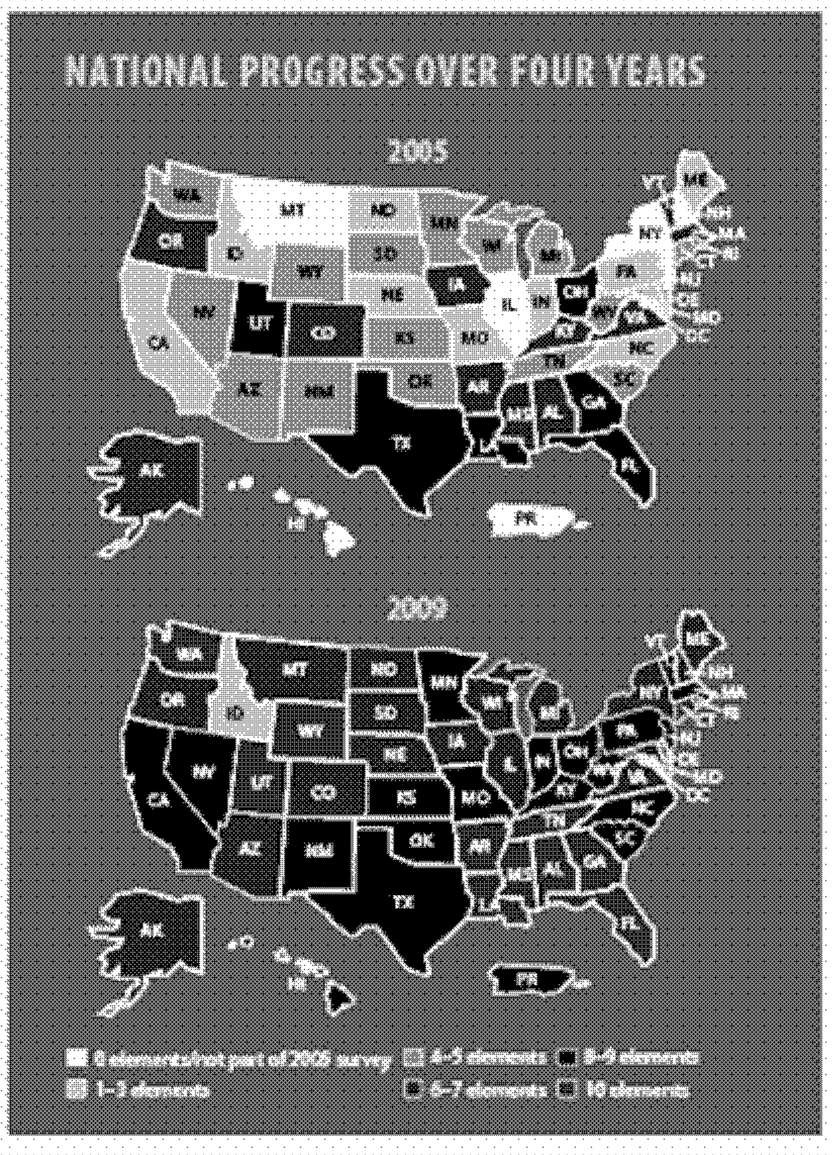
State Status on the 10 Essential Elements

Element		State Status
1.	A unique student identifier	✓
2.	Student-level enrollment, demographic and program participation information	✓
3.	The ability to match individual students' test records from year to year to measure academic growth	✓
4.	Information on untested students	✓
5.	A teacher identifier system with the ability to match teachers to students	✓
6.	Student-level transcript information, including information on courses completed and grades earned	✓
7.	Student-level college readiness test scores	✓
8.	Student-level graduation and dropout data	✓
9.	The ability to match student records between the P–12 and postsecondary systems	✗
10.	A state data audit system assessing data quality, validity and reliability	✓

Key Policy Questions

States that have all 10 Essential Elements have the capacity to answer key policy questions. Based on survey responses, Ohio has the ability to answer the following key policy questions:

- ▷ Which schools produce the strongest academic growth for their students? *(Elements 1, 2, 3, 4)* — **YES**
- ▷ Which middle school achievement levels indicate that a student is on track to succeed in rigorous courses in high school? *(Elements 1, 3, 6, 7)* — **YES**
- ▷ Does the state have the necessary elements to calculate a longitudinal graduation rate, according to the calculation agreed to in the 2005 National Governors Association compact? *(Elements 1, 2, 8, 10)* — **YES**
- ▷ What high school performance indicators (e.g., enrollment in rigorous courses or performance on state tests) are the best predictors of students' success in college or the workplace? *(Elements 1, 3, 6, 7, 8, 9)* — **NO**
- ▷ What percentage of high school graduates require remedial education in college? *(Elements 1, 8, 9)* — **NO**
- ▷ Which teacher preparation programs produce graduates whose students have the strongest academic growth? *(Elements 1, 3, 4, 5)* — **YES**



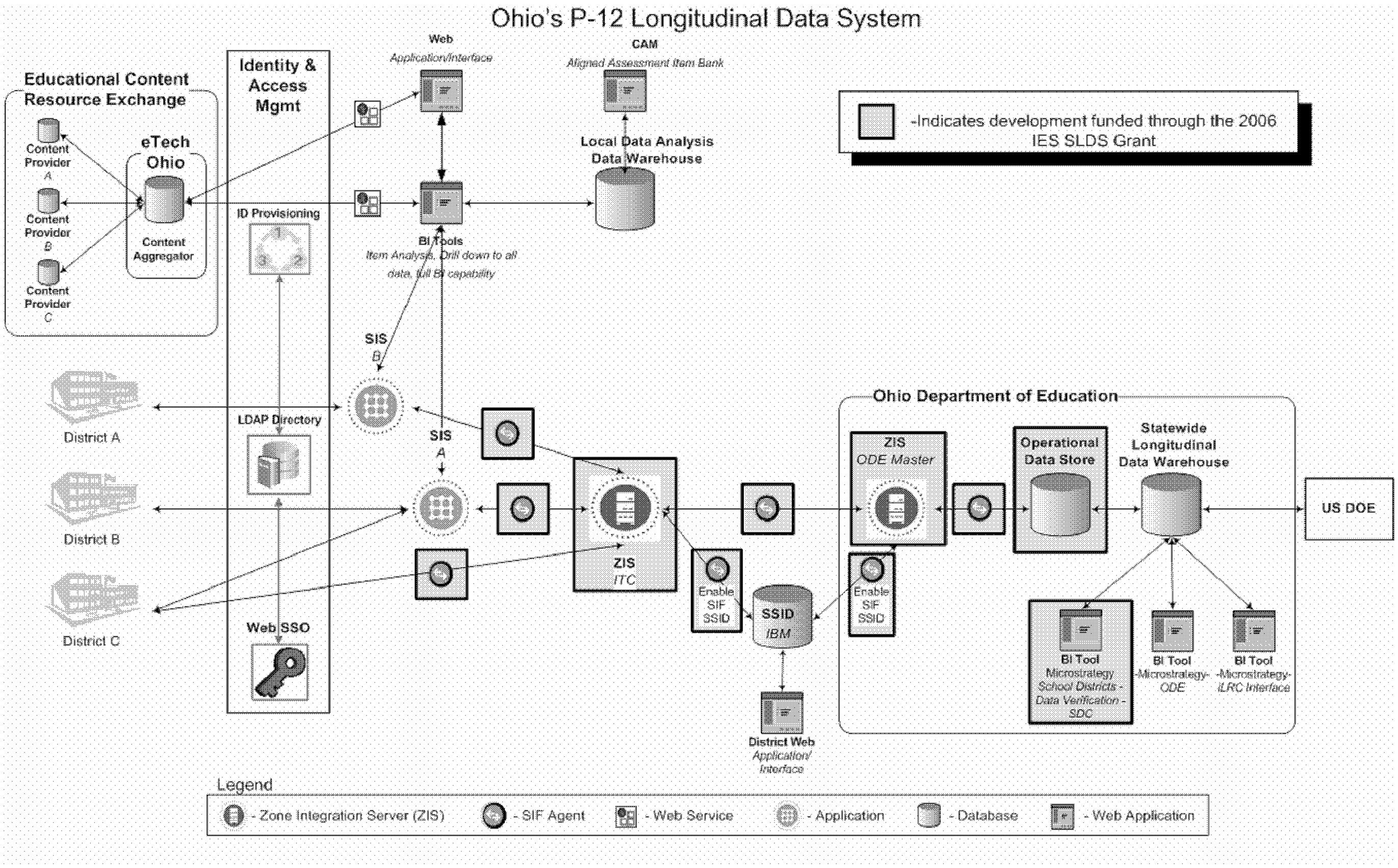
State Contact
Beth Juillerat, *Chief Information Officer* ■ Ohio Department of Education ■ beth.juillerat@ode.state.oh.us

For additional information on your state's results, go to www.DataQualityCampaign.org.

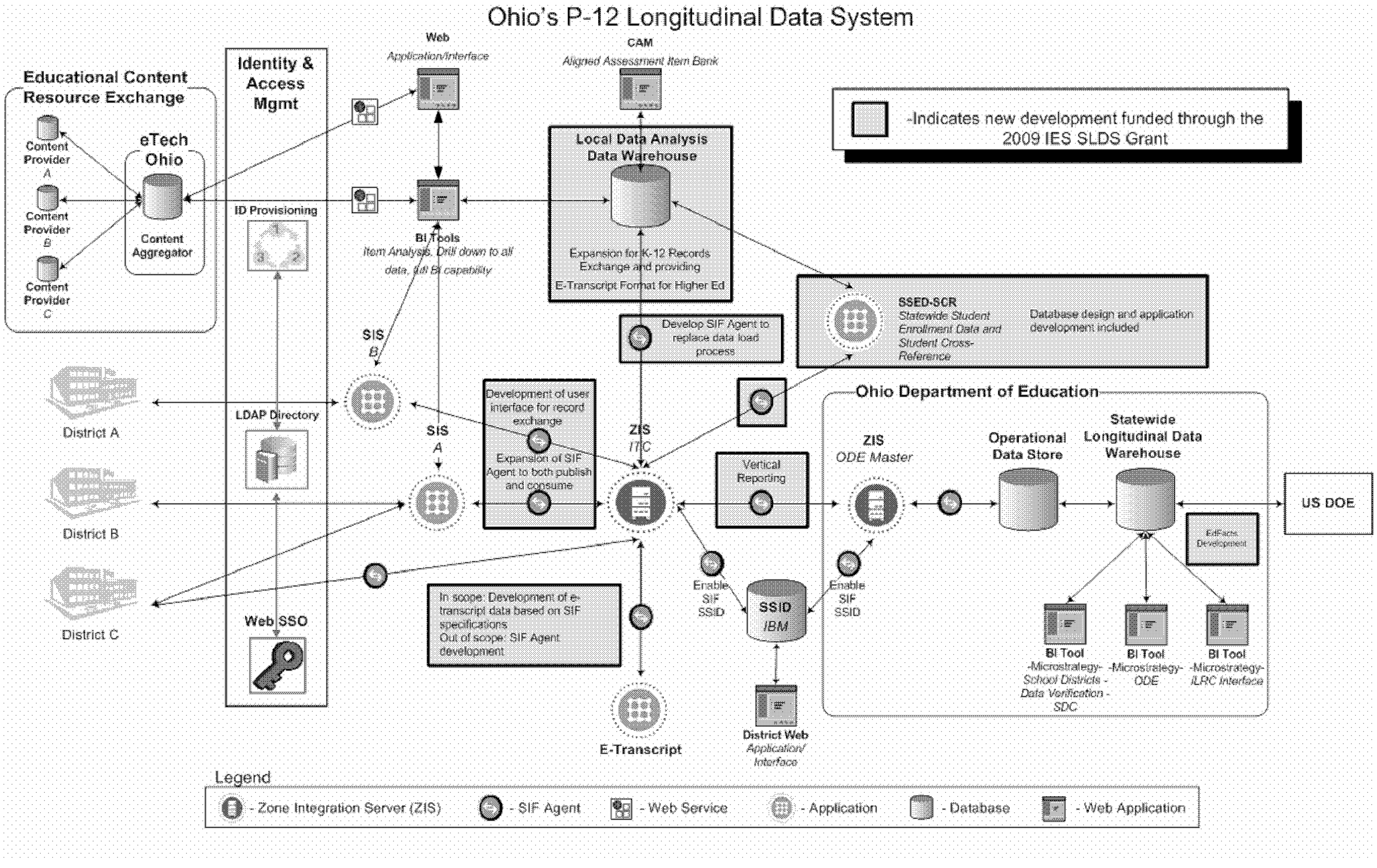
OHIO

State Higher Education Executive Officers (SHEEO)
15 Characteristics of an Ideal Postsecondary Data System

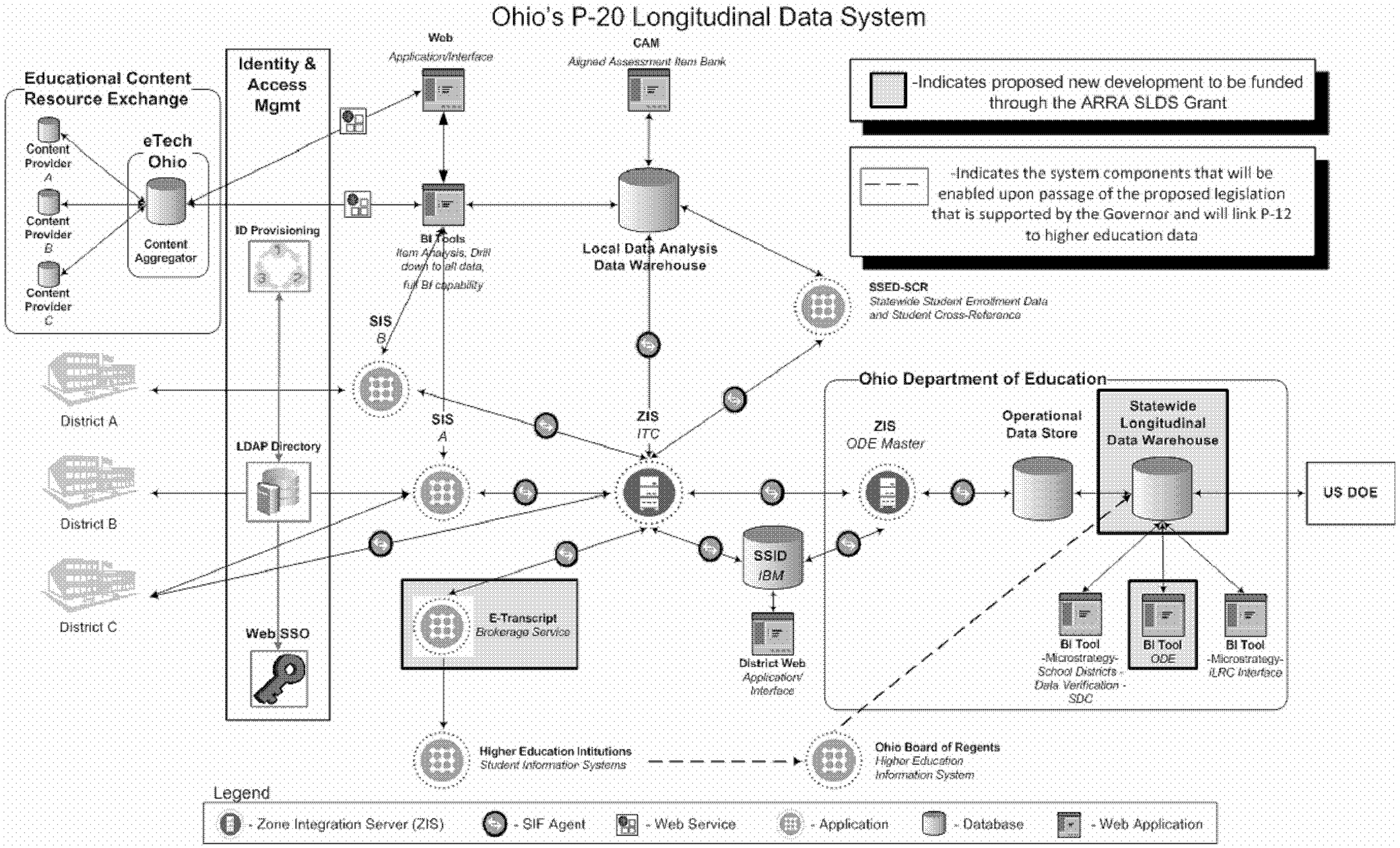
Characteristics		State Status
1.	A Unique Statewide Student Identifier.	☑
2.	Student-Level Enrollment, Degree Completion, and Demographic Data for All Public Colleges and Universities.	☑
3.	Student-Level Financial Aid Data.	☑
4.	Student-Level Transfer Data.	☑
5.	Student-Level Persistence and Graduation Data.	☑
6.	Student-Level (1) Remediation Data and (2) Developmental Education Participation and Success Data.	☑
7.	Student-Level Course/Transcript-Level Data.	☑
8.	Student-Level Data on Assessed Academic Achievement.	x
9.	Privacy Protection for All Individually-Identifiable Student Records.	☑
10.	The Ability to Match Student Records with Data on K-12 Educational Activities.	x
11.	The Ability to Match Student Records with Data on Employment.	☑
12.	Inclusion of Independent and For-Profit Institutions of Higher Education.	x
13.	A Single State-Level Student Unit Record (SUR) System for All Public Institutions.	☑
14.	Data Audit System Assessing Data Quality, Validity, and Reliability.	☑
15.	Alignment with Broader State Goals, Demonstrated Usability, and Sustainability.	☑



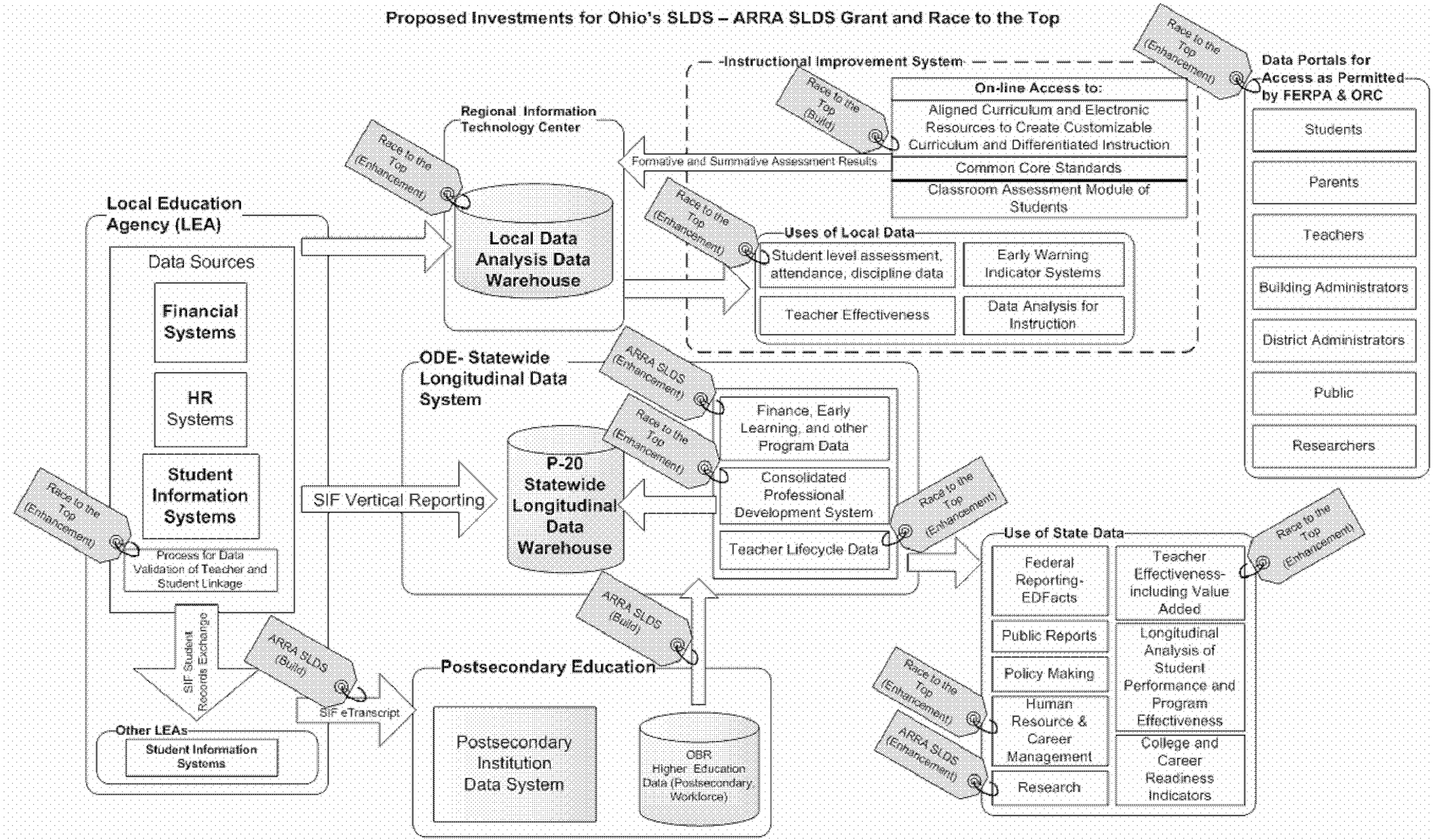
2006 SLDS Grant -Development and implementation of a SIF Vertical Framework architecture for LEAs to report data to ODE and the expansion of ODE's Business Intelligence environment to provide additional access to the data



2009 SLDS Grant - Build upon the SIF infrastructure created with the 2006 SLDS Grant and facilitate electronic student record exchange and data sharing between LEAs.



ARRA SLDS Grant proposal – Continue to build upon the SIF infrastructure with the implementation of an electronic transcript system to share data between high schools and postsecondary institutions. Build upon the existing Statewide Longitudinal Data Warehouse and Business Intelligence environment to expand beyond using data for accountability purposes, to using data for longitudinal analysis of student achievement over time, analyzing program effectiveness and establishing building and district level early warning indicator systems.


Proposed Investments for Ohio's SLDS – ARRA SLDS Grant and Race to the Top
Instructional Improvement System
On-line Access to:
Aligned Curriculum and Electronic Resources to Create Customizable Curriculum and Differentiated Instruction
Common Core Standards
Classroom Assessment Module of Students
Race to the Top (Enhancement)
Race to the Top (Build)
Formative and Summative Assessment Results
Data Portals for Access as Permitted by FERPA & ORC
Students
Parents
Teachers
Building Administrators
District Administrators
Public
Researchers
Regional Information Technology Center
Local Data Analysis Data Warehouse
Local Education Agency (LEA)
Data Sources
Financial Systems
HR Systems
Student Information Systems
Process for Data Validation of Teacher and Student Linkage
Uses of Local Data
Student level assessment, attendance, discipline data
Early Warning Indicator Systems
Teacher Effectiveness
Data Analysis for Instruction
ODE- Statewide Longitudinal Data System
ARRA SLDS (Enhancement)
Finance, Early Learning, and other Program Data
Consolidated Professional Development System
Teacher Lifecycle Data
P-20 Statewide Longitudinal Data Warehouse
SIF Vertical Reporting
ARRA SLDS (Build)
Use of State Data
Federal Reporting- EDFacts
Public Reports
Policy Making
Human Resource & Career Management
Research
Teacher Effectiveness- including Value Added
Longitudinal Analysis of Student Performance and Program Effectiveness
College and Career Readiness Indicators
SIF Student Records Exchange
SIF eTranscript
Other LEAs
Student Information Systems
Postsecondary Education
Postsecondary Institution Data System
OBR Higher Education Data (Postsecondary Workforce)

Existing System Architecture – Ohio Department of Education
Statewide Data Analysis Data Warehouse and Related Technologies

	Statewide Longitudinal Data Warehouse Oracle Database Platform
Database Platform **Hardware** **Operating System**	▪ Oracle 10g Release 2 (version 10.2.0.4). Runs on Unix system described below. Oracle is licensed by CPU count of the server.
Hardware	• Two partitions (servers) in the SuperDome apply: one for the database server and one for the Informatica products. • The partitions are configured with a single 4-CPU cell. • The individual CPUs are PA-RISC, model PA8700+ operating at 875 MHz, with 768KB of instruction cache and 1536 KB of data cache on chip.
Storage	• Each partition has 8GB of RAM. • The Informatica partition has 228GB of disk space reserved for it. The Oracle DW partition has 1.2 TB (terabytes). • Storage attached with dual fiber channel in both partitions, with a 2 Gb/sec bandwidth each. ▪ Network bandwidth is 2.8Gb/sec across 10 interfaces in each partition
Planned Upgrades	▪ By the end of fiscal year 2010, we plan to upgrade to Oracle 11g release 2 and migrate to the Linux OS on Intel x64 hardware. Oracle is licensed by CPU *core* count in this platform, with every two cores requiring one CPU license. ▪ The SuperDome hardware reaches end-of-life in 2011. Because of this, and to take advantage of significant improvements in computing technology while significantly reducing costs, we will be migrating to commodity Intel x64 servers running Linux by the end of fiscal year 2010. Specifics on the servers to be utilized have not yet been finalized, but a general picture of what the target platform could look like for a database server is: ▪ Two Intel Xeon 5500 series processors, based on the newest Nehalem microarchitecture. Each CPU has four cores plus hyperthreading, effectively providing 16 execution threads. ▪ 48GB of RAM ▪ Storage connectivity would be similar to in the SuperDome, although the SAN used would likely be the newer and faster EVA8100

	Business Intelligence Tools Microstrategy
Current Hardware/Software	▪ Microstrategy 8.03 running on Windows 2003 R2. Platform is split into two environments: one for internal use by ODE staff and one for external use (schools, districts, general public). ▪ Each platform uses three servers, one each for Microstrategy Intelligence Server, Microstrategy Web, and Microstrategy Narrowcaster. ▪ Each server has two AMD64 Opteron CPUs running at 2.4 – 2.8 Ghz and 4 GB of RAM. Storage is minimal and local (around 40 GB), only used for software and caching reports. Licensing: 1) One CPU (of unlimited cores and clock speed) license each of Intelligence Server, Web Analyst, and Report Services. ▪ Unlimited users, but license terms restrict use to the iLRC and related uses (i.e. K-12 stakeholders); 2) Named User licenses (for ODE use only) for Intelligence Server, Desktop, Web (mix of Reporter, Analyst, and Professional), OLAP Services, Report Services, Narrowcaster, and Office. ▪ Varying numbers of each product are licensed, enabling 150 distinct users of varying capabilities.
Planned Upgrades	▪ Upgrade to Microstrategy 9 scheduled by the end of FY2010.

	Statistical Analysis Tools
SAS	▪ Statistical Package • SAS /INSIGHT • SAS/STAT ▪ User Basic Package O • Base SAS Software • Enterprise Reporter Software • SAS /ACCESS Interface to ODBC Software • SAS/ASSIST Software • SAS/CONNECT Software • SAS/FSP Software • SAS/GRAPH Software • SAS/ACCESS to ORACLE Software • SAS/ACCESS Interface to PC Files Software

SPSS	▪ Advanced statistics ▪ Complex Samples ▪ Custom Tables ▪ Forecasting ▪ Regression ▪ Statistics Base ▪ Analysis for Surveys

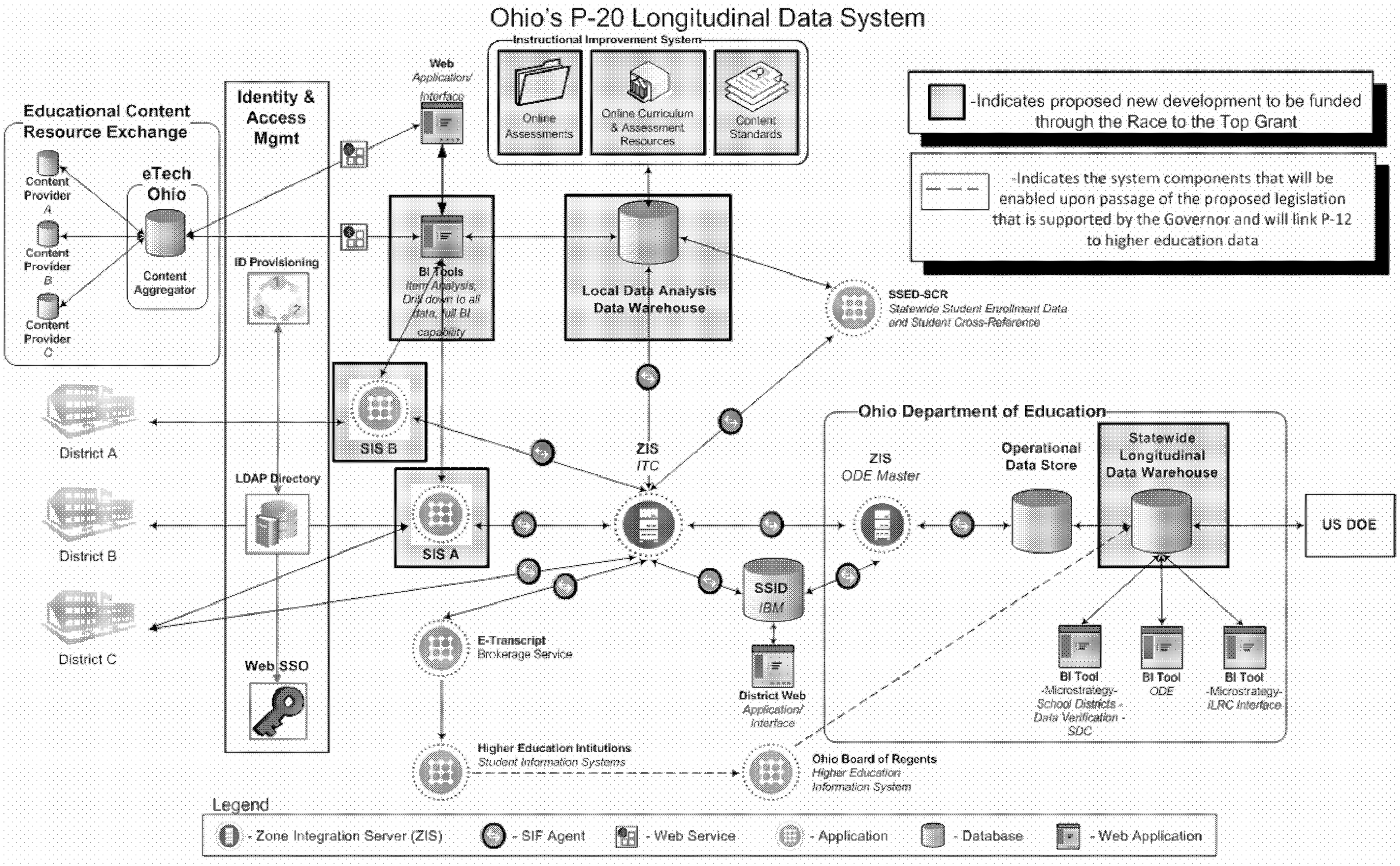
	Other Technology
Extraction, Transformation and Loading Software: Informatica	▪ Informatica PowerCenter 8.1.4 ▪ Runs on the same Unix system described above ▪ Licensed by CPU count of the server ▪ Note: An upgrade to Informatica 8.6 and a migration off of the HP SuperDome is in the discussion stages, but further details are not yet available.
Data Dictionary Software: Informatica SuperGlue	▪ Informatica SuperGlue 2.1 ▪ Runs on the same Unix system described above ▪ Licensed by CPU count of the server ▪ Note: SuperGlue is no longer a separate product in Informatica's catalog; it is now named Metadata Manager and is an add-on option to the Informatica PowerCenter product. The proposed PowerCenter upgrade and migration will therefore impact this product in ways not yet determined.
Security Application: SAFE	▪ SAFE (Security Application for Enterprise) is ODE's custom web access management (WAM) system, providing single sign-on access to ODE programs and services. ▪ Authentication to SAFE creates a security token on the user device, which is subsequently used to maintain the user's secure session state. ▪ SAFE communication between the client and ODE is encrypted through standard SSL. ▪ Authorization to ODE resources (data, specific web pages, entire applications, etc.) is role-based, using a combination of SAFE-specific roles and roles defined in the OEDS directory (Ohio Education Directory System).

OHIO's INFORMATION TECHNOLOGY AND NETWORK STRUCTURE

Ohio currently has 613 traditional LEAs and 334 community schools and serves over 1.8 million students in its K-12 public education system. Technical services, including but not limited to data collection, management and reporting assistance, are provided through the Ohio Education Computer Network (OECN) in accordance with Section 3301.075 of the ORC. The OECN is a network of 23 regional Information Technology Centers (ITCs) governed by the LEAs they support. ITCs must comply with rules

regarding qualifications, procedures, responsibilities and performance requirements as outlined in the Ohio Administrative Code (OAC). ITCs have disaster recovery plans and a shared state of the art disaster recovery site. ITCs play a key role in Ohio's SLDS as they provide core data processing services, including student information systems support and equipment, to LEAs.

The OECN, is part of the Ohio Academic Resource Network (OARnet), a 2,100 mile fiber-optical based backbone that extends throughout Ohio. The OARnet network also serves Ohio's universities and community colleges and is peer-connected to the K-12 community. The University System of Ohio is Ohio's public system of higher education consisting of 14 public universities, 24 regional university branch campuses, 23 community colleges, and an adult education network with more than 200 adult workforce centers and training programs around Ohio, which together serve more than a half-million students.



Race to the Top Grant - See page 12 of Appendix A for an overview of the priorities for the Race to the Top proposal.

<u>OHIO's DATA SYSTEMS PRIORITIES FOR RACE TO THE TOP (RTTT)</u>
Proposed data system investments will focus on supporting the RTTT assurances: Standards and Assessment, Great Teachers and Leaders and Turning Around the Lowest-Achieving Schools, Data Systems to Support Instruction

The proposal will focus on leveraging Ohio's SLDS for the following:

- Developing a best practice process and system to measure and report on teacher effectiveness, including but not limited to linking student achievement and value added measures to teachers.

- Designing and developing a human resource and career management system reflecting data on the entire lifecycle of a teacher.

- Developing an Instructional Improvement System that supports the adoption of the Common Core standards, provides on-line access to electronic resources aligned to the standards, allows curriculum to be customized for differentiated instructions, enables on-line assessments and provides data analysis capabilities for teachers and administrators, including early warning indicator systems.

- Ensuring the SLDS can provide measures of college and career readiness and readiness indicators of students as they progress through the education system including information on early childhood experiences.

- Building the capacity to use data through the development of a structured research agenda, creation of a research center and a systematic, cohesive professional development program on use of data.

GLOSSARY OF TERMS		
Term	**Description**	**Definition**
BI	Business Intelligence Tool	Technologies, applications and practices for the integration, analysis, and presentation of data to support and improve the decision-making process.
DQC	Data Quality Campaign	A national, collaborative effort to encourage and support state policymakers to improve the availability and use of high-quality education data to improve student achievement.
ECE	Early Childhood Education	ODE department responsible for preschool programs offered by public schools for 3-4-year-old children of income-eligible families
EDFacts	EDFacts	U. S. Department of Education initiative to centralize performance data supplied by K-12 state education agencies (SEAs) with other data assets, such as financial grant information, within the Department to enable better analysis and use in policy development, planning and management.
ELI	Early Learning Initiative	Ohio Department of Education program designed to provide children with educational experiences that will help them enter kindergarten ready for success and meet the child-care needs of working, low-income families.
EMIS	Education Management Information System	A statewide data collection system for Ohio's primary and secondary education, including demographic, attendance, course information, financial data and test results.
ESC	Educational Service Centers	Provide school districts with professional development, technology, support, planning, and administrative services.
eTech	Educational Technology	State of Ohio agency dedicated to enhancing learning through technology. eTech Ohio addresses critical educational technology issues by developing programs and using best practices to serve learning organizations in acquiring, integrating and sustaining educational technology.
ETL	Extraction, Transformation and Loading	The process of extracting data from their operational data sources or external data sources, transforming the data which includes cleansing, aggregation, summarization, integration, as well as basic transformation and loading the data into another database.
FERPA	Federal Family Education Rights & Privacy Act	Provides protection for individuals, preventing the inappropriate release of education data and also presents a set of guidelines for the appropriate use of data for research purposes.
HEI	Higher Education Information System	Ohio Board of Regents system that contains data supplied by Ohio's colleges and universities. It is a comprehensive relational database that includes data on students, courses, faculty, facilities, and finances.

GLOSSARY OF TERMS		
Term	**Description**	**Definition**
iLRC	Interactive Local Report Card	An interactive tool developed for parents, educators, lawmakers, community members, and researchers to provide current and historical Local Report Card data on Ohio's school buildings and districts.
ITC	Information Technology Center	Information Technology Centers (ITC's) provide technology support services to the school districts they represent. All ITC's provide a core set of services to their districts including payroll services, attendance reporting, email, data processing, and professional development for employees of the districts.
KRA-L	Kindergarten Readiness Assessment-Literacy	Ohio Department of Education assessment tool that helps teachers identify early reading skills. The KRA-L is required of all children entering kindergarten in public schools for the first time.
LEA	Local Education Agency	Local Education Agencies, also referred to in Ohio as school districts, are agencies at the local level whose primary responsibility is to operate public schools or to contract for public school services
MCOECN	Management Council of the Ohio Education Computer Network	The MCOECN represents the collective agenda of ITC's and acts as a support agency allowing them to receive benefits of mass purchasing power with technology vendors saving LEAs substantial money.
MHEC	Midwestern Higher Education Compact	Interstate compact created for the purpose of advancing higher education through cooperation and resource sharing. Serves Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota and Wisconsin.
OAC	Ohio Administrative Code	Rules promulgated by administrative agencies of the State of Ohio
OBR	Ohio Board of Regents	The Ohio Board of Regents, a nine-member advisory board to the Chancellor with two ex-officio representatives from the State Legislature
ODE	Ohio Department of Education	State of Ohio government entity that operates under the direction of the state board of education, accrediting schools, certifying teachers, and appropriating state school funds for K-12.
OECN	Ohio Education Computer Network	The OECN is a network of 23 regional Information Technology Centers (ITCs) governed by the LEAs they support.
ORC	Ohio Revised Code	The Ohio Revised Code contains all acts passed by the Ohio General Assembly and signed by the governor.

GLOSSARY OF TERMS		
Term	**Description**	**Definition**
PESC	Postsecondary Electronic Standards Council	Association of colleges and universities; professional and commercial organizations; data, software and service providers; non-profit organizations and associations; and state and federal government agencies. Also refers to the standardized transcript format approved by the organization.
PSE	Preschool Special Education	Ohio Department of Education Programs and services for children identified as having a deficit in communication, vision, hearing, motor skills, social emotional/behavioral functioning, self-help skills and/or cognitive skills.
SAS	Statistical Analysis System	Business analytics software and services vendor.
SDC	Secure Data Center	A secure application for LEAs to review data for accuracy during the vertical reporting process.
SEA	State Education Agency	The state-level government agency responsible for providing information, resources, and technical assistance on educational matters
SHEEO	State Higher Education Executive Officers	The State Higher Education Executive Officers association includes the chief executive officers serving 28 statewide governing boards and 29 statewide coordinating boards of higher education.
SIF	Schools Interoperability Framework	A data sharing open specification for academic institutions from kindergarten through twelfth grade (K-12). SIF is not a product, but an industry initiative that enables diverse applications to interact and share data.
SIFA	Schools Interoperability Framework Association	A non-profit membership organization that has created a set of rules and definitions which enable software programs from different companies to share information.
SIF Agents	School Interoperability Framework Software Agents	A software program (written by a vendor) that serves as the intermediary between the software application and the SIF Zone
SIS	Student Information System	A software application for educational establishments to manage student data. Student information systems provide capabilities for entering student test and other assessment scores, building student schedules, tracking student attendance, and managing many other student-related data needs.
SPSS	Statistics Package for the Social Sciences	SPSS Inc. technology encapsulates advanced mathematical and statistical expertise to extract predictive knowledge that when deployed into existing processes makes them adaptive to improve outcomes.
SSID	Statewide Student Identifier	Unique student identification number assigned to all K-12 public school children in the state.
ZIS	Zone Integration Server	A software program that serves as the central communications point in a SIF Zone.

Project Narrative

Project Narrative - Appendix B Resumes of Key Personnel

Attachment 1:
Title: **Ohio Resumes** Pages: **30** Uploaded File: **C:\Documents and Settings\mitch.meredith\My Documents\LDS Grant\Final Docs\Appendix B.pdf**

Appendix B-Résumés of Key Personnel

BETH P. JUILLERAT
Chief Information Officer
Ohio Department of Education

EDUCATION & CERTIFICATION:

Miami University
Oxford, OH
Master of Art Degree in Economics

Wake Forest University
Winston Salem, NC
Bachelor of Science Degree in Mathematical Economics
Cum Laude Graduate

WORK EXPERIENCE:

Ohio Department of Education (ODE)

Chief Information Officer **Current**

- Responsible for oversight of an annual budget of approximately $40 million that includes technology and data system subsidy disbursements to school districts and Information Technology Centers (ITC)
- Instrumental in developing two successful Institute of Education Science(IES) Statewide Longitudinal Data System(SLDS) Grant Proposals totaling approximately $8.7 million dollars
- Oversee all information technology initiatives, including new application/database development and production support, for ODE
- Direct the work of 85+ staff in the Offices of Project Management, Enterprise Applications, Technical Services, Information Security and Information Policy and Management
- Serve as Project Director for the 2006 and 2009 Statewide Longitudinal Data System Grants
- Manage the EDEN data reporting to the USDOE
- Responsible for the implementation of an agency-wide Information Security Program
- Served on the Data Quality Curriculum Task Force and the Longitudinal Data Systems Task Force for NCES
- Serve on the College and Career Readiness Policy Institute (CCRPI) Longitudinal Data System Workgroup
- Chair the Data Collection and Use Assurance Work Group for the Race to the Top grant proposal

- Represent ODE on the Education Information Management Advisory Consortium(EIMAC), the NCES Forum, Ohio's Education Management Information System (EMIS) Advisory Board, Ohio's Multiagency CIO committee and Ohio's Statewide Email Consolidation Advisory Board
- Serve as the Superintendent's designee on the eTech Commission
- Oversee a multitude of efficiency focused IT efforts including server virtualization, print environment optimization and IT service desk centralization

Director, Office of Data Services **2004- 2007**

- Responsible for centralizing all ODE data initiatives, streamlining efforts to collect and report data, and developing a cohesive agency-wide data strategy
- Directed the ongoing support and development of all components of the Education Management Information System
- Represented Ohio on the Education Management Information Consortium (EIMAC)
- Directed the work of thirty five data management, database administration, project management and information technology professionals
- Responsible for developing and standardizing ODE policies and procedures for the management, quality and release of data

Director, Education Management Information System **2003-2004**

- Designed and managed the EMIS Tactical Initiative to collect individual student data – including the Statewide Student Identifier (SSID)
- Implemented new reporting timelines, business rules and calculations necessary to meet the federal legislative requirements of No Child Left Behind (NCLB)
- Designed and implemented a comprehensive systems testing and data quality assurance process for NCLB.
- Developed Statement of Work (& procured contractor) for Data Dictionary and Expansion of Data Warehouse Project for Performance Measures
- Managed 15 million dollar Education Management Information System Budget
- Supervised EMIS programming staff and EMIS customer service staff.

Associate Director, Database Services **1999-2003**

- Managed ODE's initial conversion to use of Relational Database Technology (SQL Server and Oracle) and the development of ODE's first Data Warehouse
- Collaborated with Human Resources to develop an organizational structure and the appropriate classifications to support database management at ODE.
- Managed the tool selection process for Data Modeling Software
- Managed the software tool selection process for Extraction, Transformation and Loading Software

- Managed the transition of the Local Report Card System from SAS to Oracle and Informatica to streamline work and eliminate duplicate efforts
- Managed the transition from providing reports to school district in text format to Excel format
- Provided subject matter expertise in the form of testimony, affidavits and depositions for data systems litigation
- Managed the initial development of database management standards
- Served as the Data Architect to establish an enterprise wide Data Strategy for ODE
- Supervised ODE's Database Analysts and Database Administrators
- Managed contracted Database Administrators

Assistant Director, EMIS **1996-1999**

- Managed the initial Requirements Definition Phase for Ohio's Continuous Improvement Plan application
- Managed the system design and development of Ohio's first Local Report Card
- Served as the team leader for statistical expertise for the School District Report Card Project including developing technical documentation.
- Serve as the Common Core of Data (CCD) coordinator to the National Center of Education Statistics (NCES)
- Developed and managed the implementation of the EMIS Data Accountability System required by 3301.0714 ORC
- Provided data expertise, leadership and quality assurance to ODE's first Data Warehouse initiative.

Consultant, EMIS **1990-1995**

- Provided data reporting and statistical analysis expertise to the Ohio Department of Education.
- Served as project manager for the original design and implementation of the EMIS data profiles (required by 3301.0714 ORC) and statistical reference manuals for Ohio's public school districts and building
- Responsible for financial calculations and analysis for funding school districts and Data Acquisition Sites for EMIS.
- Responded to requests for statistical reports, technical assistance and research guidance from school administrators, legislative officials and other agencies.
- Reviewed and edited the technical specifications, business rules and validation routines for the state developed EMIS aggregation software.
- Provided customer service and documentation to school districts related to reporting of EMIS data, understanding the EMIS profile statistical calculations and correcting inaccurate data

MICHAEL CARMACK
Director, Office of Enterprise Applications
Ohio Department of Education

EDUCATION & CERTIFICATION:

Ohio State University
Columbus, OH
Bachelor of Science Degree in Computer Science

Microstrategy Certified Project Designer

WORK EXPERIENCE:

Ohio Department of Education

Director, Office of Enterprise Applications **Current**

- Direct the operations of the agency's IT infrastructure department, including e-mail, network, servers, and storage; and application development/support departments, including .NET/ASP web application development, data modeling, database administration, and data warehousing/business intelligence.
- Interact with management at all levels to determine the agency's IT needs. Ensure that limited IT resources are provisioned to best meet these prioritized needs.
- Manage IT purchase plans and priorities in an era of shrinking budgets.
- Work with internal and state auditors to evaluate compliance and conformance to agency policy and/or industry recommended practice. Create and implement corrective action plans where necessary.
- Restructured the agency's application development process. Improvements include adopting an Agile development approach that suits customer needs better than the previous waterfall approach; using Microsoft Team Foundation Server to enforce rigorous controls around software development; focusing on web services and a service oriented architecture (SOA); establishing a dedicated team of QA software testers; and establishing proper separation of duties between programmers and the production servers. The quality of software developed in-house under the new methodology was improved from the very first project, both in a decreased number of defects and in the ability to make necessary changes to the software.
- Extended ODE's business intelligence capabilities out to Ohio schools and districts by creating the Secure Data Center application. Superintendents, principals, and other education staff now have access to the same data warehouse and reports that ODE uses, including the ability to "slice and dice" or drill down into data sets, all the way down to the individual student level data if necessary.

Database Services Manager **2003-2006**

- Supervised a team of DBAs responsible for maintaining existing and designing new enterprise databases, the DBMS software, and other related technologies (Informatica ETL and Microstrategy reporting servers).
- Supervised programmers responsible for maintaining and operating the Education Management Information System (EMIS), the legacy statewide system for collecting and analyzing information from school districts throughout Ohio. Modernized outdated and difficult to manage processes (e.g. COBOL on OpenVMS) with modern technologies (ETL, web-based reporting, XML).
- Architected and implemented changes in the data warehouse and business intelligence systems to 1) maintain compliance with reporting requirements, e.g. changes to No Child Left Behind; and 2) expand or enhance available data in response to the needs of the agency's internal and external customers.
- Designed, maintained, and enforced agency standards for formal data modeling, database implementation, and data access methods.
- Researched new data technologies, developing and executing plans to integrate them into the agency's infrastructure where appropriate. Negotiated software licensing with vendors. Made purchasing recommendations to the office Director.

HP/Compaq

Data Warehousing Consultant **1998-2002**

- Designed and implemented an Oracle data warehouse for the Ohio Department of Education to power their Interactive Local Report Card (iLRC) web site. Refined and expanded their data model each year to meet the changing reporting needs of ODE. Instructed end-users, programmers, and consultants in how to perform analysis using the data warehouse.
- Created a BI application that created reports for over 4000 school districts and buildings, replacing many separate legacy systems with the ODE data warehouse as a single data source. Application built with Informatica, Visual Basic, Excel, and Acrobat.
- Created a new and improved Microstrategy project layer for internal use and on which subsequent versions of the iLRC has been based, including architecting the new project; creating new metrics; creating a new set of LRC reports; and validating all new report results against known correct results.
- Designed and built an Oracle data mart to capture ODE's financial data coming out of the Ohio Central Accounting System (CAS).
- Contributed to selection of an agency ETL tool by screening potential vendors; scheduling demonstrations for ODE personnel; and making a recommendation based on observations.
- Oracle database administration and support for ODE and other clients (including Ohio Rehabilitation Services Commission and Ohio Division of Wildlife) as needed,

including performance tuning; designing backup and restore procedures; diagnosing and resolving problems with existing systems; and PL/SQL database programming.

Utek, Inc.

Oracle DBA Consultant **1998**

- Contracted as an application Oracle DBA for Nationwide Financial Services
- Worked with programmers to implement database objects needed by new applications and to improve database access by applications.
- Monitored and improved batch jobs performing bulk data loads and reporting.
- Migrated all batch scripts off of the UNIX cron scheduler into a more robust third party scheduler (Maestro).
- Reorganized storage of several large databases (over 500 GB) to better optimize disk I/O.

Ohio Rehabilitation Services Commission

Database Analyst 4, Minicomputer Systems Programmer **1994-1998**

- Promoted to Database Analyst 4 in August 1997 to better align with primary job activities (more emphasis on database work, less emphasis on programming) and organizational changes in the department.
- Solely responsible for all aspects of administering Oracle and Supra enterprise databases accessed by hundreds of users throughout the state of Ohio: maintaining existing and creating new tables, views, and indexes; storage capacity planning; performance monitoring and tuning; and backup and recovery.
- Installed the first Oracle server software and created the first enterprise Oracle databases used by the agency.
- Designed and implemented the first functional client-server application in the agency, a Visual Basic program that created an Excel report based on monthly financial data. This effectively demonstrated the potential use of the new technology to the agency.
- Rescued other struggling client-server projects from failure by incorporating Oracle database support. E.g., a consulting firm designed the agency's Human Resources system as a Microsoft Access database and application. The project was a total failure, but by porting the Access tables to Oracle I was able to get the application working to agency specifications.
- Solely responsible for all aspects (Supra database and Mantis programming) of the agency's financial accounting system.

MATTHEW C. COHEN
Executive Director, Office of Policy and Accountability
Ohio Department of Education

EDUCATION & CERTIFICATION:

Tepper School of Business, Carnegie-Mellon University
Pittsburgh, PA
PH.D., Political Economy

University of California at Los Angeles
Los Angeles, CA
Masters in Political Economy

University of Rochester
Rochester, NY
Bachelors in Political Science

Ohio representative National Center for Education Statistics (NCES) National Cooperative Statistics System, Forum on Education Statistics, 1991 - present
Membership – American Education Research Association (AERA)

WORK EXPERIENCE:

Ohio Department of Education

Executive Director of Policy and Accountability **Current**

- Lead and manage the agency's accountability function including advising the state superintendent, implementing policy, and supervising staff.
- Lead program evaluation and research efforts on behalf of agency.

Director of Policy Research and Analysis **1992-2006**

- Administer and provide leadership within the Ohio Department of Education Office of Policy and Accountability. Specific areas of supervision include: 1) Local Report Card, 2) Policy Development and Program Evaluation, and 3) Educational Performance Measurement.
- As a member of the Superintendent's Leadership Council, provide research perspective to policy agenda setting discussions for the agency.
- Facilitate, promote, and participate in education related policy research that will assist policy making in Ohio.
- Provide analysis of emerging education issues to help set a research agenda for the Department.

- Project manage or oversee high visibility projects related to the improvement of education policy, including research on “Schools of Promise”, development of “Surveys of Enacted Curriculum”, the evaluation of the Local Report Card program, and modeling efficiency for school district analysis.

Director of Federal Relations and Assistant to the Superintendent 1987-1992

- Represented Ohio Department of Education on Federal legislation and national policy issues (Ohio FLR for Council of Chief State School Officers).
- Developed the Education Management Information System (EMIS) and directed its formative implementation.

Miami University (Ohio), School of Education and Allied Professions

Assistant Professor of Education Administration 1985-1987

- Taught graduate courses in School Finance, Politics of Education, and Public Policy.
- Provided technical assistance to the Ohio Department of Education to enhance simulation capabilities in school finance and education legislation.
- Provided consultation services to school districts in the field of fiscal planning.

Ohio Department of Education

Research Analyst – Economist 1980-1985

- Administered Department's Economic "Simulation Unit.
- Directed development of financial forecasting capacity.
- Analyzed fiscal impact of Ohio subsidies to public education.
- Provided technical advice for the Department's External Task Force of School Finance.
- Coordinated meetings, set agenda and served as chair of Ohio School Finance Professors' Group.
- Developed the agenda for Ohio school funding policy for implementation in the 1982-83, 1984-85 and 1986-87 biennial budgets.

Ohio State University, College of Education

Adjunct Assistant Professor 1981-1982

- Taught graduate level core course - Politics of Education.
- Provided graduate students with research assistance in policy research methods and politics of school finance.

Oberlin College

Assistant Professor of Political Science **1978-1980**

- Taught courses in political science and policy research methods at the undergraduate level.

Carnegie-Mellon University

Instructor, Political Economy **1977-1978**

- Coordinated meetings, set agenda and served as chair of Ohio School Finance Professors' Group.

J. CHRISTOPHER WOOLARD
Research and Evaluation Manager
Ohio Department of Education

EDUCATION & CERTIFICATION:

Miami University
Oxford, OH
Ph. D. /M.A. in Political Science

Muskingum College
New Concord, OH
B.A. in Political Science, History and Education
Ohio Teaching Licensure: Political Science and History (7-12); Elementary (1-8)

WORK EXPERIENCE:

Ohio Department of Education, Office of Policy and Accountability

Research and Evaluation Manager **Current**

Duties include designing evaluations of major statewide education programs, conducting quantitative and qualitative research, managing projects, and creating logic models. Studies include the Surveys of Enacted Curriculum and the Ohio Teacher Incentive Fund (OTIF) evaluation.

Ohio General Assembly, Legislative Office of Education Oversight

Program Evaluator II **2001-2003**

Non-partisan education research staff for the Ohio General Assembly. Project manager, qualitative and quantitative analysis, survey research, stakeholder interviews, testimony at General Assembly committee hearings and State Board of Education meetings, literature reviews, and research design.

City of Fairfield, Ohio

Management Intern **2001-2001**

Variety of duties in City Manager's Office including statistical analysis and analytical reporting.

Center for Public Management and Regional Affairs

Research Assistant/Intern **1996-2001**

Worked on several survey research projects. Designed methodological plans and instruments, gathered data, and co-authored final reports.

STEPHANIE K. SIDDENS
Assistant Director, Office of Early Learning and School Readiness
Ohio Department of Education

EDUCATION & CERTIFICATION:

University of Iowa
Iowa City, IA
Ph.D., Educational Psychology

Coe College
Cedar Rapids, IA
B.A., Psychology

Member, Early Childhood Education Assessment Consortium, State Collaborative on Assessment and Student Standards, Council of Chief State School Officers

Member, Committee on Drop-out Prevention, Ohio Department of Education

Member, Committee on Comprehensive System of Learning Supports, Ohio Department of Education

WORK EXPERIENCE:

Ohio Department of Education, Office of Early Learning and School Readiness

Assistant Director **Current**

Direct, coordinate, and plan assessment, evaluation and research for state funded early childhood education programs targeting children in poverty and children with disabilities. Design and implement early childhood education accountability system. Select and implement statewide program quality measures and child and family outcome measures for early childhood education programs. Design and oversee data collection systems. Produce written and oral reports of assessment, evaluation, and research results for internal and external decision makers and stakeholders. Participate in interagency workgroups and committees on drop out prevention, comprehensive learning systems, student learning plans, longitudinal data system, and early childhood student identifiers. Supervise office personnel and external contractors.

College of Wooster, Ohio

Assessment and Evaluation Specialist **2005-2006**

Research, design, and implement assessment and evaluation procedures to study special higher education programs and projects; provide quantitative and qualitative data collection and analyses; consult with and provide technical assistance to faculty regarding assessment and evaluation activities.

Prince William County Public Schools, Virginia
Office of Program Evaluation, Department of Planning and Assessment

Supervisor/Coordinator of Program Evaluation **2003-2005**

Supervise and coordinate Office of Program Evaluation personnel and consultants. Plan and manage office budget. Design, conduct, and prioritize program evaluations of K-12 school improvement programs. Produce written and oral reports of evaluation results for various audiences internal and external to the school system. Conduct workshops on evaluation design and use of data for strategic planning. Design and conduct system-wide surveys and other data collection measures for assessment of strategic plan goals. Review and facilitate associate superintendents' and principals' use of local school accountability model. Provide technical advice as member of school system Strategic Planning Committee that implements performance excellence criteria established in the Malcolm Baldrige National Quality Program. Review all external requests to conduct research within the school district.

Fairfax County Public Schools, Virginia
Office of Program Evaluation, Department of Educational Accountability

Program Evaluation Specialist **1999-2003**

Lead evaluator for multiyear evaluations of elementary and secondary instructional programs. Design and conduct program evaluations, including instrument development, data collection, qualitative and quantitative data analysis, use of SPSS, report writing and presentation of evaluation findings to audiences internal and external to the school system. Develop and maintain evaluation budget. Hire, monitor, and train consultants contracted to assist with program evaluations. Promote school staffs' utilization of evaluation results via school level reports and evaluation data interpretation workshops. Facilitate community meetings on various topics, including school boundaries and modified school calendar. Provide technical support as member of a division strategic target committee. Provide technical assistance in the development of a division-wide system for program accountability.

The University of Iowa, College of Education
Center for Evaluation and Assessment

Research Assistant **1994-1999**

Oversee all aspects of educational program evaluation, including project management; evaluation design; survey and interview protocol development; data collection, including conducting phone interviews, focus group interviews, survey administration, and on-site observations; coding of observational, videotape, interview, and survey data; data preparation and entry; data analysis using SAS; behavioral transcript analysis; and evaluation report writing.

MARSHA K. WARD
Project Management Office Director
Ohio Department of Education

EDUCATION & CERTIFICATION:

Ohio State University
Columbus, OH
Computer Science Studies

Project Management Professional (PMP) certification from PMI
Certified Public Manager (CPM) and member of Ohio CPM Society

WORK EXPERIENCE:

Ohio Department of Education

Project Management Office Director **Current**

- Responsible for management of the ODE Project Management Office, including the 4 project managers (3 PMP certified) and 11 Data Administration Managers.
- Responsible for project management of the 2009 NCES SLDS Grant implementation and all resulting sub-projects.
- Participate as a member of the D3A2 Steering Committee. Responsible for project oversight, representing ODE's interests.
- Responsible for project management for technology projects, including generation of Statements of Work (SOW) to obtain vendor services.
- Review vendor responses to SOW, interview potential consultants, determine final candidate, and process procurement paperwork as necessary to support technology projects.
- Research, provide guidance, and complete procurement process to provide technology solutions to business needs.
- Monitor and document software development project progress through all phases of the Software Development Life Cycle (SDLC).

Project Manager **2005-2007**

- Facilitate JAD Sessions during the requirements gathering process for new software development efforts, specifically STARS, EdChoice, and TRAC.
- Provide project management support (estimating and scheduling) for non-technology projects as requested.
- Participate in meetings with State Support Team (SST) partners as they relate to technology use and system requirements.

- Meet with Associate Superintendents and Directors as necessary to support the use of STARS, Elluminate, and Camtasia within their respective Centers.
- Provide training and support as requested to promote the use of STARS and Elluminate throughout the Agency.
- Provided recording and editing services to Associate Superintendents to facilitate the creation of Camtasia videos to be posted to the ODE web site.

Touchmark Consulting

Project Manager **2004-2005**

- Responsible for project management of both software development and marketing projects.
- Assisted in design of new company website, generated or reviewed all text for website, and tested website prior to release.
- Designed and developed marketing collateral for consulting practices for use by sales and recruiting staffs.
- Created advertisements for print media.
- Worked with management to develop yearly budget, including estimating project costs for internal marketing projects and RFP and RFQ quotes in response to customer requests.
- Responsible for developing, documenting, and implementing a Test Plan.
- Responsible for initiating Change Requests as applicable, including obtaining appropriate office approval.
- Responsible for updating the team on the status of approved enhancement requests.
- Responsible for advising the team on the viability of requested enhancements.
- Work with ODE management in the design of system reports as required.
- Conduct system demonstrations for ODE management as requested.
- Attend inter-Office meetings where STARS is discussed, providing insight into the possible uses of STARS by other Offices.
- Responsible for project management for all enhancement requests, including documentation and approval of the initial request, through

Sr. Business Analyst **2003-2004**

- Conducted interviews with Subject Matter Experts in order to understand current business processes.
- Documented business processes via Use Cases and flow diagrams.
- Documented system requirements, utilizing Touchmark's RQTrack software system.
- Utilized Microsoft PowerPoint to create a sales presentation for use by sales staff when marketing the company's services.
- Designed and developed reports used by sales team, including utilization, forecasting and backlog reports.
- Responsible for development of user requirements including use cases.

- Responsible for development of user documentation including help screen text and user guides.
- Conduct end user training as needed throughout the state of Ohio.
- Responsible for first-line support from statewide users via phone and email requests.
- Responsible for documenting and analyzing client requests for system enhancements.
- Work with ODE programmer in the development of approved enhancement requests.
- Test enhancements prior to implementation in the production environment.
- Meet with STARS Implementation team on a weekly basis to discuss requested enhancements.
- Responsible for development of user requirements.
- Updated user documentation including help screen text and user guides.

Business Analyst & Documentation Specialist **2002-2003**

- Responsible for development of user requirements.
- Developed user documentation including help screen text and user guides.
- Responsible for developing, documenting, and implementing a Test Plan.
- Conducted end user training at various sites throughout the state of Ohio.
- Developed, executed, and documented test plan for web-based and mainframe software products that were developed in-house.
- Developed user guide and conducted end-user training for web-based and mainframe software products that were developed in-house.
- Designed marketing materials for web-based and mainframe software products that were developed in-house.
- Developed marketing strategy and made sales calls to potential software customers.

Bank One

Documentation Project Manager **1999-1999**

- Responsible for assessment of documentation created during testing for the new millennium.
- Worked with Application Experts to revise the Test Plan and Results documentation in order to meet bank standards.
- Worked with Application Experts to complete an Application Control Document that clearly defined the testing process.
- Audited work of other Documentation Project Managers and revised the documentation prior to official review by quality assurance personnel.
- Reviewed and revised documentation training material.
- Facilitated documentation training classes.

SANJAY KONAR
Senior Manager
Ohio Department of Education

EDUCATION & CERTIFICATION:

Ohio State University
Columbus, OH
Master of Business Administration in Finance

Calcutta University
Calcutta, India
Bachelor of Engineering in Computer Science

Foundation Certificate in Information Technology Service Management (ITSM) / ITIL Framework
Project Management Professional (PMP) certification from PMI
CMM Level 3 certified Software Quality Process from Lucent Technologies

WORK EXPERIENCE:

Ohio Department of Education

Senior Manager **Current**

- Coordinate all activities related to the architecture, development, testing, maintenance and production support for a diverse group of technical applications. This includes 20+ web / internet applications (SOA, ASP.NET, ASP) and ERP applications. These applications run on a diverse environment: Operating Systems (Windows 2003, VmWare, Linux, HP Unix), Database Systems (Oracle 10g, MS SQL), ETL (Informatica), Oracle ERP systems (HR and Financial – General Ledger, Grants Management, Accounts Payable and Account Receivable), Business Intelligence Tools (Business Object/Crystal Reports), Data warehouse, Document/Content Management (Documentum) and Mainframe.
- Supervise lower level team leads and enterprise architect team. This includes work allocation, status reporting, performance evaluation and training. Ensure quality of the applications.
- Meet customers and other stake holders for resolving business & technical issues to achieve organizational and user objectives.
- Interview & hire new employees/contractors on a need basis.
- Evaluate software/hardware needs. Evaluate and introduce new technologies.
- Attend cross-functional meetings. Work closely with project managers and other application managers. Send periodic reports to upper management.

UNICON International Inc.

Manager and Lead Architect **2000-2006**

- ProvSystems is a group of web based application systems (MS ASP/ASP.NET) that are developed by UNICON and targeted for small to medium sized corporations. It comprises of three systems:
- ProvTime -- Stores time sheets and vacation information for each employee & generates payroll.
- ProvTrack – Tracks customer and candidate information. Also tracks business development activities.
- ProvHR – A human resource system that stores employee's salary and other benefit information.
- Responsible for overall architecture and high level design of the systems. Coordinated requirement gathering, system analysis and interface design reviews.
- Led a large team of analysts, developers & testers; managed cross functional teams. Developed, maintained & executed project plan. Organized status meetings to track progress and monitor resources.
- Successfully managed the migration of the products from legacy system to newer technology while keeping operations proceeding without any interruption.
- FITS is an MS Windows based Object Oriented testing tool used to test wireless equipments in the factory. It is also used in over 6000 global installation sites to integrate equipments with live network.
- Re-architected the application to migrate it from C to C++.
- Successfully managed 10 releases of this multiyear $5 million project. Lead a team of 8 dedicated staff.
- Coordinated resources located in geographically distributed locations through planning, analysis, design, implementation, testing and deployment. Developed project plan, organized status meetings and presented regular updates to the senior management and other stakeholders.
- Designed & implemented configuration subsystem using OOP (C++). Designed database schema.
- Developed and maintained the project website that is used by the 6000+ field installers.
- Satellite Upgrade (SU) is Java/J2EE based software utility that allows multiple satellite computer nodes to be configured, monitored and upgraded to a newer operating system without interrupting the operation of the entire system. This was developed for SUN Microsystems's Netra product line.
- Architected and designed the solution. Participated in system analysis and design reviews.
- Successfully managed this $800 K project. Lead a team of 5 staff.
- Managed all phases of projects, starting from initiation to successful deployment and customer support.
- Successfully managed both the client (SUN) & end user (Lucent) expectations and resolved critical issues among them by using conflict resolution techniques.

- EI-GUI is a Java/J2EE based product that configures & monitors multiple SUN Workstations in a LAN. It used the leading edge technologies such as Java MVC, Servlets, JDBC & Java JMX protocols.
- Architected and designed the solution. Successfully managed this $700 K project. Lead a team of 6 staff. Managed all phases of projects, starting from initiation to closing. Developed various project artifacts, managed issues and changes.
- Participated in requirements development and product design of the user interface.

Sr. Software Engineer **1996-1999**

- The OMC product is a part of Lucent Technologies' GSM product line and was developed to configure, monitor and maintain large wireless communication networks for various international clients. It uses various concepts of Telecommunication Management Network & Object Oriented Communication.
- As a feature prime, lead a team of 4 staff. Worked with OMC management and customer interface team.
- Designed and implemented the 'BTS Events Suppression' feature using C++ and SYBASE database.
- Redesigned the 'Audit' procedure in C++ to improve the performance by 40 percent.

Tata Consultancy Services

System Analyst **1993-1996**

- CATS is a UNIX based automated testing tool that is used to simulate a wireless communication environment in the development laboratory to test the performance of various wireless components.
- Analyzed and designed the Mobile Station (MS) simulator using C++.
- Developed Call Control, Mobility Management and Radio Resource layers for the simulator.
- RTSET is a UNIX based automated testing tool, developed by a team of six staff. It provided interface using which the user can emulate any real time system and was used in various projects in NORTEL.
- Developed the Functional Requirements, Detailed Design and Test document of Query module
- Developed the Query Module using C++, ORBIX & Object Oriented Database (ObjectStore).
- DPT entails verification of the features/services of the real time telephony operating system.
- Designed, programmed & tested two test modules using proprietary PROTEL language.
- This product is used to maintain various Trainee & Faculty information such as their personal data.
- Developed Student Enrollment & Faculty Allocation using Oracle Forms & Oracle Reportwriter.

NANCY HAEFELI
Project Manager
Ohio Department of Education

EDUCATION & CERTIFICATION:

Central Michigan University
Columbus, OH
Masters of Science, Business Administration

Ohio Dominican College
Columbus, OH
Bachelor of Arts, Business Administration

WORK EXPERIENCE:

Ohio Department of Education

Project Manager 3 **Current**

- Direct a team of Data Administration Managers dedicated to the Education Management Information System (EMIS), a legacy statewide system for collecting and analyzing information, who provide guidance, reporting documentation, validation report specifications and explanations, and Help Desk function for over 1000 reporting entities throughout Ohio
- Manage all aspects of the EMIS Redesign for Longitudinal Data project ($5.8m) which incorporates Schools Interoperability Framework standards and includes vertical reporting frameworks, hardware and software installation at 25 regional sites, design of new Operational Data Store, data conversion for three years of historical data ,and an enhancement to the existing State Student ID system, as well as training for the Ohio Department of Education and each of the regional sites
- Assist agency executives with strategic alignment of data collection projects with agency mission and goals, and the US Department of Education
- Provide guidance for internal customers in determining federal and state data requirements and their incorporation into the Education Management Information System (EMIS) data collection process
- Establish budget requirements as related to contractual changes and obligations
- Manage the State Student ID contract, ($1m), a system which assigns each student a unique ID for the purposes of reporting student level data to the State (currently in the process of writing an RFP)
- Establish procedures and criteria for evaluating the completeness and accuracy of data submitted through EMIS and applying sanctions to reporting entities which fail to meet requirements

- Monitor and evaluate the effectiveness of reporting documentation as related to the success of accurate data submissions
- Develop requests for proposals and STS purchases as related to the improvement of collecting EMIS data
- Manage outsourced relationships and vendor activities

Project Manager 2 **2005-2006**

- Supervise a team of EMIS Data Administration Managers responsible for providing over 1,000 reporting entities guidance, reporting documentation, validation report specifications and explanations, and Help Desk function for the statewide Education Management Information System (EMIS) reporting
- Liaison for multiple statewide stakeholder groups coordinating and providing oral and written communications related to EMIS reporting and policy
- Develop and implement project plan which encompasses all phases of reporting for Ohio's Education Management Information System (EMIS)
- Develop requests for proposals/amendments to maintain ongoing support for the State Student ID system.
- Manage outsourced relationships and vendor activities
- Monitor and evaluate the effectiveness of EMIS documentation as related to the success of accurate data submissions

Associate Director **2002-2005**

- Supervise consultants and support personnel managing multiple state assessment projects with focus on assessment development
- Provide assistance related to state assessment through cross-office initiatives and regional and organizational presentations
- Directs the preparation and approval of multiple-authored documents related to state assessments
- Oversee on-going performance of outside contractors in meeting deadlines, appropriately completing or facilitating processes, and/or preparing deliverables in accordance with contracts
- Make recommendations to the Office Directorship for final dispensation of multi-million dollar contractual obligations
- Develop and implement professional development workshops in coordination with contract and department staff
- Provide leadership with regards to budget requirements as related to contractual changes and obligations

Education Consultant 3 - Team Leader **2001-2002**

- Oversee the operations contracts involving the printing, distribution, scoring and reporting for all Ohio Proficiency Testing Programs
- Assign work to team members to ensure tasks are completed in a timely manner

- Develop procedures for the Assessment Center's Operations Team to ensure operations and district requirements are met in a timely and accurate manner
- Coordinate with the Ohio Department of Education Information Technology Office by communicating proficiency test requirements for the Educational Management Information System used by districts and the Ohio Department of Education for reporting student information

Education Consultant 3 **1999-2001**

- Monitor operation's contracts for the Ohio Ninth- and Twelfth-Grade Proficiency Test programs to ensure timely delivery of test materials and scoring results to school district
- Review proposed items for the Ohio proficiency tests from item development contractor to ensure required specifications are met in the development of these tests
- Monitor the contracts with companies contracted to product special editions of the Ohio proficiency tests
- Assist in the development of materials for school districts to aide them in managing district level proficiency testing programs such as fact sheets, information guides, rules book, district and building coordinator manuals

121st Air Refueling Wing, Columbus, Ohio

Training Manager (Master Sergeant) **1988-1999**

- Originate directives for the administration and control of the Command Post training program
- Using manuals and directives develop and write course materials for presentation to personnel, which include job performance requirement list, course outlines, lesson plans, and task guides for personnel use
- Develop and conduct formal classroom training for assigned personnel to meet certification requirements to include presentations, exercises and team scenario training
- Identify problem areas and determine course of action required to the Superintendent of the Command Post
- Design, write and produce operational handbooks containing reporting procedures applicable to the unit's mission

GARY WAUGH
Project Manager
Ohio Department of Education

EDUCATION & CERTIFICATION:

Franklin University
Columbus, OH
Master of Business Administration/Management Information Systems

Mount Vernon Nazarene University
Mount Vernon, OH
Bachelor of Business Administration

Project Management Professional (PMP) certification from PMI

WORK EXPERIENCE:

Ohio Department of Education

Project Manager **Current**

- Under the direction of the CIO, manage projects as assigned. Manage the EDFacts project for ODE. Interpret federal regulations. Interview stakeholders to determine needs, expectations, and priorities. Develop statements of work, objectives, and plans. Implement planning documents. Define project requirements, standards, and timelines. Determine/mitigate risk. Handle contract procurement issues and vendor selection. Allocate and coordinate resources. Monitor activities and measure progress using PM methodology. Report project activities to management. Manage issues and changes (cost, scope, resources). Initiate quality improvement. Evaluate/accept deliverables.
- Direct technical staff. Provide leadership to staff and hands-on assistance with data collection/analysis issues. Evaluate data collection and analysis strategies. Provide data collection recommendations and implementation options. Coordinate with individuals and groups to resolve problems, analyze alternatives, and implement improvements.
- Collect, manage, and report data on multiple education programs. Assess program capacity to meet electronic reporting requirements, identify program reporting trends, and make data collection recommendations. Coordinate cross-office efforts and resolve conflicts relating to EDFacts and other data collections. Secure cooperation and support from state program offices to meet project objectives. Read and interpret EDFacts file specifications and business rules guides, internal procedures,

business rules, and project descriptions. Analyze EDFacts files and data for accuracy.

- Plan, coordinate, and submit files through the Education Data Exchange Network (EDEN) submission system.
- Align state EDFacts goals with those established by the US Department of Education (USDOE). Work closely with USDOE staff and contract staff to ensure timely reporting of required data. Complete and submit EDFacts Submission Plans, Metadata Questionnaires, and Transition Agreements. Collaborate with USDOE (staff and contractors), OPEPD/PIMS, Partner Support Center, IES/NCES, US Census, CCSSO, EIMAC, LDS Grantees, and other state data leaders.
- Present best practices at federal conferences as requested. Represent ODE at MIS and Data Conferences, EIMAC Meetings, EDFacts Coordinator Meetings, and IES LDS Grantee Meetings.
- Member of the EIMAC General Statistics Permanent Standing Task Force

Ohio Department of Job and Family Services

Section Chief **2005-2006**

- Manage projects as assigned (qfr080, dashboard/data repository). Manage resources and staff to meet program and project objectives. Supervise Business Analysts. Assign tasks and provide direction. Monitor unit performance. Implement policies and procedures. Evaluate data strategies. Assist staff with data collection/analysis issues. Provide solutions to meet federal requirements.
- Validate data and reports to ensure federal and state compliance. Manage statewide performance measurement and incentive reporting process. Report results to the federal Office of Child Support to determine federal funding. Monitor agency performance and accountability to determine state funding allocations to county agencies. Ensure performance data accuracy. Establish data collection procedures to ensure program objectives are being met. Read and interpret policy.
- Develop and deliver training to COGNOS end users (internal/external). Present COGNOS and MS Access/Excel best practices to groups of 15 – 20 county agency representatives/workgroup members. Collaborate with power users and then share knowledge with others. Recruit and develop new Peer to Peer facilitators to broaden outreach.
- Co-chair of the Data Integrity Subcommittee. Member of the Peer to Peer data workgroup.

Business Analyst **2000-2005**

- Manage projects as assigned (misapplied funds, refund payments, reallocation of arrears, report transformation). Develop Business Functional Requirement documents. Define data elements, needs, expectations, scope, responsibility, and contingencies. Review proposals and make recommendations for system modifications. Coordinate reporting with state and county agencies to ensure

automated systems are performing as needed. Serve as a liaison between county agencies, state technical resources, and upper management. Read and interpret policy. Provide solutions to meet federal requirements.

- Identify and recommend tracking system changes to allow county agencies to query, sort, and download data to analyze and measure program performance (using tools such as COGNOS, MS Access/Excel). Develop quality standards and timelines. Assist with unit, office, and agency wide information strategies. Represent the bureau at conferences and committees; attend/facilitate Data Integrity Subcommittee meetings.
- Provide help desk technical support for the statewide system (SETS) used to collect, manage, and report Child Support Enforcement/Collection data. Research issues and prepare reports to document findings. Identify system problems and write testing incident reports to request corrective action. Create work requests to modify software design or to create new functionality. Provide data entry and tracking guidance. Utilize the statewide system (CRISE) used to collect, manage, and report Public Assistance, Medicaid, and Food Stamp data.

MITCH MEREDITH
Business Analyst (Consultant)
Ohio Department of Education

EDUCATION & CERTIFICATION:

Franklin University
Columbus, OH
Bachelors in Process Management, Minor in Marketing

Franklin University
Columbus, OH
Associates in Business Administration

WORK EXPERIENCE:

Ohio Department of Education (Contracting with Information Control Corporation)

Business Analyst **Current**

- Representative for Information Technology department on ARRA reporting committees.
- Facilitated requirements gathering sessions with system end users for IT application development projects.
- Documented requirements, process flows and use cases for IT application development projects
- Developed user guides and training materials for IT applications.
- Documented department project management policies.
- Performed system testing for IT application development projects.
- Coordinated User Acceptance Testing for IT application development projects.

Technical Writer **2008-2009**

- Facilitated requirements gathering sessions with system end users for IT application development projects.
- Documented requirements, process flows and use cases for IT application development projects
- Developed user guides and training materials for IT applications.
- Documented department project management policies.
- Performed system testing for IT application development projects.
- Coordinated User Acceptance Testing for IT application development projects.
- Assisted with the development of 2009 SLDS competitive grant application, which resulted in Ohio being awarded $2.9M for IT application and infrastructure development.

Ace Insurance (Contracting with Agile Technologies)

Training & Development Coordinator **2006-2006**

- Developed a training program as part of a large software deployment program.
- Created training materials that will be used to train field offices in multiple locations in the US.
- Translated system and business process changes into updated process flows.

Nationwide Insurance
Corporate Investment Applications

Specialist, IT Application Development **2005-2006**

- Configuration Manager, Release Manager and Change Manager for Office of Investments securities and accounting systems.
- Developed, implemented and trained department staff on Configuration and Release Management processes and best practices.
- Defined and documented process flows and related documentation.
- Mentored department staff on Change Management and IT audit requirements, including Sarbanes-Oxley.

Nationwide Insurance
Nationwide Financial Applications

Specialist, Process Management **2004-2005**

- Change Manager for Internet Web and Data applications for all Nationwide Financial secure sites.
- Represented department on Nationwide Financial Change Advisory Board.
- Implementation Manager for software installation process for all Nationwide Financial secure sites.
- Trained and mentored Project Leads and Project Managers on Change and Implementation processes.
- Documented existing processes and develop solutions for process improvements.

Systems & Programming Project Lead **2003-2004**

- Managed systems projects across multiple lines of business for Oracle databases.
- Served as a project lead responsible for planning, communicating, and executing projects.

- Analyzed and validated customer requirements.
- Wrote technical specifications based on end user requirements.
- Created and maintained project plans and budgets.
- Provided on call support for high availability Oracle databases and data upload processes.

Lead Systems Analyst **2001-2002**

- Managed systems projects between 175 and 2,000 hours for 401k line of business across multiple system areas and platforms.
- Led projects between 200 and 1,100 hours for GUI front-end application.
- Performed business systems consultation role for other project leads in the division.
- Designed and implemented system/business solution to integrate processing and imaging applications with savings of four FTE per year.
- Designed and implemented system/business solution to integrate Web, processing and financial systems with savings of four FTE per year.

Business Systems Analyst **2000-2001**

- Managed systems projects between 200 and 600 hours for 401k line of business across multiple system areas and platforms.
- Managed projects between 200 and 1,100 hours for GUI front-end application.
- Performed business systems consultation role for other project leads in the division.
- Performed Quality Assurance testing for multiple projects.
- Created training materials and provided training to customers for new systems and processes.

Sr. Business Analyst **1999-2000**

- Led projects between 500 and 600 hours for GUI front-end application.
- Provided primary on-call support for front-end processing application.
- Performed business systems consultation role for other project leads in the division.
- Performed Quality Assurance testing for multiple projects.
- Created training materials and provided training to customers for new system processes.
- Worked with Nationwide Process Management Group to develop and pilot Business Area Requirements Analysis process.

Business Analyst **1998-1999**

- Performed business systems consultation role for project leads in the division.
- Performed Quality Assurance testing for multiple projects.
- Provided production support to end users of front-end processing application.

PAOLO DEMARIA
Executive Vice Chancellor
Ohio Board of Regents

EDUCATION & CERTIFICATION:

Ohio State University, School of Public Policy and Management
Columbus, OH
Master of Public Administration (M.P.A.)

Furman University
Greenville, SC
Bachelor of Arts, Political Science and Economics

WORK EXPERIENCE:

Ohio Board of Regents

Executive Vice Chancellor **Current**

- Responsible for the overall coordination of agency strategic planning and implementation including oversight of the implementation of the Strategic Plan for Higher Education
- Develops policies and workplans for various strategic initiatives including textbook affordability, workforce development, data collection and use, and college readiness.
- Serves as liaison with college and university administrators with regard to a variety of strategic initiatives.
- Supports agency budget development and advocacy efforts.
- Oversee the implementation of special projects for the agency.

Ohio Department of Education

Associate Superintendent for School Options and Finance **2004-2008**

- Responsible for the operation of the Center for School Options and Finance within the Ohio Department of Education.
- Member of the Department senior management team which implemented the strategic plan and goals of the agency as set by the Superintendent and State Board of Education.
- Supervised 75+ member unit performing computations and processing of over $7 billion annually in payments to school districts and other entities.
- Developed policies, rules and proposed statutory changes regarding all aspects of education finance and options, including community schools and vouchers.

- Directed the production and release of the 2007-08 state, district, and building report cards which included, for the first time, the use of value added computations.
- Coordinated presentations, outreach efforts and communications to school treasurers and other school finance stakeholders.
- Advocated with legislators, Governor's Office, and other state and local government agencies.

Office of the Governor of Ohio

Chief Policy Advisor/Director of Cabinet Affairs **2000-2004**

- Responsible for the operation of the Policy Section of the Office of the Governor. Managed the development and implementation of the Governor's policy agenda
- Directed activities of the 12 member policy staff.
- Substantially responsible for the following policy areas: education finance and standards-based reform, higher education, workforce development, budget and financial management.
- Served as Governor's Office liaison to the Governor's Commission on Student Success, Governor's Commission on Teaching Success, Governor's Commission on Higher Education and the Economy, and Blue Ribbon Task Force for Financing Student Success.
- Served as the Governor's liaison to the State Workforce Policy Board.
- Developed policy positions. Researched and wrote policy papers and other documents.
- Interacted with members of the Governor's cabinet and other senior staff members on policy development and implementation, and strategic issue intervention.
- Interacted with members of the General Assembly, legislative committees, members of Congress, and congressional staff in promoting the Governor's policy agenda.

Barents Group, LLC

Senior Resident Advisor **1999-2000**

- As part of the U.S. Agency for International Development (USAID) Tax and Fiscal Reform Project team, served in the Republic of Armenia as resident Senior Budget and Fiscal Reform Advisor.
- Interacted with, and advised counterparts within the Ministry of Finance.
- Provided critical analyses, recommendations, and implementation assistance regarding budget process re-engineering and other fiscal reform issues.
- Developed procedures and prototypes for a Medium Term Expenditure Framework (MTEF) and assisted with MTEF development.
- Worked closely with other donor organization representatives (U.S. Treasury, International Monetary Fund, World Bank) to coordinate budget reform activities.

- Provided training presentations on budget process issues.

State of Ohio Office of Budget and Management

Director **1998-1999**

- Performed duties as the Chief Financial Officer for the State of Ohio and its annual budget of over $35 billion. Responsibilities included oversight of 110 member team performing all budgeting, accounting, and financial reporting functions, and associated management information systems.
- Frequently interacted, as member of Governor's cabinet, with Governor and Governor's Office staff regarding broad fiscal policy and other priority policy issues.
- Developed and guided the implementation of agency strategic plan, goals and objectives, and chaired agency's Quality Steering Committee.
- Led development of policy and implementation action plans for budget development, transaction accounting, and financial reporting functions.
- Coordinated and managed activities of senior management team.
- Served as member of Ohio's School Facilities Commission.
- Interacted with wide variety of interest groups including those representing local governments, primary education, higher education, health care, etc.

Assistant Director **1991-1998**

- Responsible for assisting the director and serving in his absence. Primarily assigned to manage the development of executive operating and capital budget proposals and the implementation of enacted budgets for the State of Ohio.
- Supervised budget development and implementation section of 30 people.
- Successfully guided OBM's effort to attain the Government Finance Officers' Association Distinguished Budget Presentation Award.
- Facilitated fiscal problem resolution for state agencies.
- Served as liaison with legislature, Governor's office, and various interest groups.
- Facilitated implementation of total quality processes within the agency.
- Assisted with development and implementation of agency strategic goals and objectives.

State of Ohio Senate

Senior Fiscal Analyst **1998-1991**

- Responsible for the preparation and development of Senate majority caucus budget proposals as well as providing fiscal information, research and analysis

MATT HOWARD
Chief Information Officer
eTech Ohio Commission

Director of Technology Evaluation and Development
Ohio Board of Regents

EDUCATION & CERTIFICATION:

Michigan Technological University
Houghton, MI
Bachelor of Science in Scientific and Technical Communications with emphasis on Computer Science

WORK EXPERIENCE:

eTech Ohio Commission

Chief Information Officer **Current**

- Lead the design and launch of the Open Learning Partnership (OLP), a statewide effort to provide open-source learning management systems to Ohio's K-20 educational community
- Providing hosted LMS services (through the OLP pilot) to over 10,000 students

Educational Technology Consultant, Senior System Administrator **2005-2007**

- Collaborated with statewide stakeholders in the envisioning and design of the D3A2 initiative
- Lead the development of the D3A2 Resource Exchange, a central statewide metadata repository of educational resources available to Ohio's teachers via the D3A2 data analysis system, public APIs, and web-based interface.

Ohio School Net Commission

Educational Technology Strategist, Web Application Developer **2002-2005**

- Participated in the in development of the SIF Specification from release 1.1 to present.
- Served as co-lead of the SIFA Instructional Services Working Group, guiding the development of data objects to facilitate the exchange of curricular and educational standard information between systems

Resource Interactive

Senior Web Application Developer, System Administrator **2001-2001**

- Designed custom web-based applications for Fortune 100 clients to support online product information and pre-sales information discovery.
- Configured and maintained production web application server to meet changing customer needs.

MarchFirst

Senior Associate, Interactive Solutions **2000-2001**

- Designed and created web-based application for a variety of State, national, and international clients
- Provided internal corporate IT support to local development teams

Ohio School Net Commission

Database Administrator, ASP & PERL Developer **2000-2000**

- Developed web-based information management applications

Fitch

System Support, Network Engineer **1995-2000**

- Designed local and wide-area network solutions to support dynamic team environments
- Developed web-based information management applications

DR. DARRELL E. GLENN
Director of Data Management and Analysis
Ohio Board of Regents

EDUCATION & CERTIFICATION:

University of Kentucky
Lexington, KY
PhD in Economics

Baylor University
Waco, TX
Bachelor's Degree in Economics

WORK EXPERIENCE:

Ohio Board of Regents

Director of Data Management and Analysis **Current**

- Manage the Regents higher education database (HEI). Develop new data resources, communicate with institutional data representatives, maintain data quality through audits and review, monitor file submission processes.
- Prepare annual and biennial reports, including the Performance Report for Ohio's Colleges and Universities, Making the Transition from High School to College in Ohio, Results through Productivity Report.
- Prepare statistical and analytical reports on financial outcomes, educational attainment, degree production, and student academic progress. Conduct analysis to support decision-making by Chancellor, Regents and Regents staff, General Assembly, and the Governor's office. Fulfill information requests by media and higher education institutions.
- Coordinate data exchanges with outside agencies, including ACT, the College Board, and the Ohio Department of Jobs and Family Services. Monitor compliance with federal education data privacy laws.
- Participate in a variety of Ohio committees and consultations, including the Higher Education Information System Advisory Committee, Physicians' Supply and Demand Consultation, Funding Formula Taxonomy Subcommittee, Performance Consultation. Participate in the Achieving the Dream Cross-State Data Group.

Director of Performance Reporting **2003-2008**

West Virginia Higher Education Policy Commission

Assistant Director of Planning, Information Management and Policy Analysis **1995-2003**

Providence College

Assistant Professor of Economics **1989-1995**

Western New England College

Assistant Professor of Economics **1987-1989**

ROY R. NORRIS, Jr.
Chief Operating Officer
Technology Solutions Group
Management Council Ohio Education Computer Network

EDUCATION & CERTIFICATION:

Ashland University
Ashland, OH
Master of Science in Education (Curriculum and Instruction for Computer Education)

Youngstown State University
Youngstown, OH
Bachelor of Science in Combined Science

WORK EXPERIENCE:

Technology Solutions Group
Management Council Ohio Education Computer Network

Chief Operating Officer **Current**

- Direct statewide projects interfacing with private venders, computer consortia, and state agencies on projects such as disaster recovery, email archival, document management, eProcurement,
- Aggregate resources to provide effective student services to all students of Ohio.
- Develop and implement cost effective solutions for the state computer network.
- Build bridges from K-12 services to all P-20 needs.

WVIZ/PBS ideastream®

Senior Director Educational Services **2003-2009**
Chief of Educational Technology and K-12 Services Director **1997-2003**

- Direct a $2.6+ million Education Department that provides services to 198 public and community school districts and 230 private schools in N.E. Ohio that include Distance Learning, Professional Development, PreK and Multiple Media service delivery.
- Increased department revenue over 100% by developing a sustainable fee-based business model.
- Developed successful innovative, varied programs and marketing strategies to promote and sell technology services to our 428 member schools and districts in Northeast Ohio.
- Directed the writing and managing of numerous federal, state and foundation grants resulting in over $13 million in revenue.

- Developed and directed a successful program of online professional development where course retention is over 90% versus an industry standard of approximately 20%.
- Developed innovative programs and projects for implementation of technology integration for educators that included using the internet, new technologies, video and professional development services.
- Created and facilitated numerous local and state initiatives for expanding distance learning in Ohio that included regional support groups, formation of distance learning consortia and varied in-services and programs for educators and school districts.
- Developed a new, cost effective service delivery model at WVIZ/PBS that utilizes Interactive Video Distance Learning, online web based courses, multiple media and independent contractor services.
- Consult on educational development and curriculum at the national, state, and local level by serving on committees on technology and curriculum integration.

Columbiana County Educational Service Center

Director of Computer Services **1984-1997**

- Developed and directed one of the first successful installations of a county two-way interactive video distance learning network that was visited by approximately one third of all of the school districts in Ohio within 18 months. This network gained both county and national recognition.
- Developed and directed a computer network providing attendance, grade card, scheduling, and instructional management services to 21 school buildings.
- Created one of the first PC based student management networks in the state.
- Worked at all levels of technology education, from directing and operating a computer network to working with the special needs population within the county educational service center.
- Developed computer user groups for county treasurers, data coordinators, curriculum consultants, and computer coordinators.

Project Narrative

Project Narrative - Appendix C Current Status of State's Longitudinal Data System

Attachment 1:
Title: **Ohio Appendix C** Pages: **3** Uploaded File: **C:\Documents and Settings\mitch.meredith\My Documents\LDS Grant\Final Docs\Appendix C.pdf**

Appendix C

Capabilities & Elements	Current Status	Relevant Outcomes
The system must enable States to examine student progress and outcomes over time, including students' preparation to meet the demands of postsecondary education, the 21st century workforce, and the Armed Forces. Such a system must include data at the individual student level from preschool through postsecondary education and into the workforce (e.g., employment, wage, and earnings information).	Will be Developed or Improved Under a Grant Awarded Pursuant to this Competition	Outcome 1: Development of an Early Childhood Data System Integration Plan Outcome 3: Expansion of Ohio's Statewide Longitudinal Data Warehouse
The system must facilitate and enable the exchange of data among agencies and institutions within the State and between States so that data may be used to inform policy and practice. Such a system would support interoperability by using standard data structures, data formats, and data definitions to ensure linkage and connectivity among the various levels and types of data.	Will be Developed or Improved Under a Grant Awarded Pursuant to this Competition	Outcome 2: Implementation of an e-Transcript Brokerage Service
The system must link student data with teachers, i.e., it must enable the matching of teachers and students so that a given student may be matched with the particular teachers primarily responsible for providing instruction in various subjects.	Completed	
The system must enable the matching of teachers with information about their certification and teacher preparation programs, including the institutions at which teachers received their training.	Will be Developed or Improved Under a Grant Awarded Pursuant to this Competition	Outcome 3: Expansion of Ohio's Statewide Longitudinal Data Warehouse
The system must enable data to be easily generated for continuous improvement and decision-making, including timely reporting to parents, teachers, and school leaders on the achievement of their students.	Will be Developed or Improved Under a Grant Awarded Pursuant to this Competition	Outcome 4: Development of Reporting and Analysis User Tools
The system must ensure the quality and integrity of data contained in the system.	Completed	
The system must provide the State with the ability to meet reporting requirements of the Department, especially reporting progress on the metrics established for the State Fiscal Stabilization Fund and the reporting requirements included in the EDFacts data collection and reporting system.	Will be Developed or Improved Under a Grant Awarded Pursuant to this Competition	Outcome 4: Development of Reporting and Analysis User Tools

Capabilities & Elements	Current Status	Relevant Outcomes
With respect to preschool through grade 12 education and postsecondary education: A unique statewide student identifier that does not permit a student to be individually identified by users of the system (except as allowed by Federal and State law)	Will be Developed or Improved Under a Grant Awarded Pursuant to this Competition	Outcome 1: Development of an Early Childhood Data System Integration Plan
With respect to preschool through grade 12 education and postsecondary education: Student-level enrollment, demographic, and program participation information	Completed	
With respect to preschool through grade 12 education and postsecondary education: Student-level information about the points at which students exit, transfer in, transfer out, drop out, or complete P-16 education programs	Completed	
With respect to preschool through grade 12 education and postsecondary education: The capacity to communicate with higher education data systems	Will be Developed or Improved Under a Grant Awarded Pursuant to this Competition	Outcome 2: Implementation of an e-Transcript Brokerage Service
With respect to preschool through grade 12 education and postsecondary education: A State data audit system assessing data quality, validity, and reliability	Completed	
With respect to preschool through grade 12 education: Yearly test records of individual students with respect to assessments under section 1111(b) of the Elementary and Secondary Education Act of 1965	Completed	
With respect to preschool through grade 12 education: Information on students not tested, by grade and subject	Completed	
With respect to preschool through grade 12 education: A teacher identifier system with the ability to match teachers to students	Completed	
With respect to preschool through grade 12 education: Student-level transcript information, including information on courses completed and grades earned	Will be Developed or Improved Under a Grant Awarded Pursuant to this Competition	Outcome 2: Implementation of an e-Transcript Brokerage Service
With respect to preschool through grade 12 education: Student-level college readiness test scores	Under Development	
With respect to postsecondary education: Data that provide information regarding the extent to which students transition successfully from secondary school to postsecondary education, including whether students enroll in remedial coursework	Will be Developed or Improved Under a Grant Awarded Pursuant to this Competition	Outcome 2: Implementation of an e-Transcript Brokerage Service Outcome 3: Expansion of Ohio's Statewide Longitudinal Data Warehouse

Capabilities & Elements	Current Status	Relevant Outcomes
With respect to postsecondary education: Data that provide other information determined necessary to address alignment and adequate preparation for success in postsecondary education	Will be Developed or Improved Under a Grant Awarded Pursuant to this Competition	Outcome 2: Implementation of an e-Transcript Brokerage Service Outcome 3: Expansion of Ohio's Statewide Longitudinal Data Warehouse

Project Narrative

Project Narrative - Appendix D Letters of Support

Attachment 1:
Title: **Ohio Letters of Support** Pages: **15** Uploaded File: **C:\Documents and Settings\mitch.meredith\My Documents\LDS Grant\Final Docs\Appendix D.pdf**

Ohio | Department of Education

Ted Strickland, Governor
Deborah S. Delisle, Superintendent of Public Instruction

November 4, 2009

The Honorable Arne Duncan
U.S. Secretary of Education
400 Maryland Avenue, S.W.
Washington, D.C. 20202

Dear Secretary Duncan:

I am writing this letter on behalf of the Ohio Department of Education to communicate our support of the Ohio Department of Education (ODE) and their application for the 2009 ARRA Statewide Longitudinal Data System (SLDS) grant.

Ohio has made progress in the area of longitudinal data, as the state was awarded 2006 and 2009 Institute of Education Sciences (IES) Statewide Longitudinal Data System grants. Ohio plans to continue expanding our Statewide Longitudinal Data System towards the goal of having a true P-20 system. This P-20 SLDS will help to provide longitudinal data to students, parents and educators and will help improve achievement for students in Ohio.

In addition, the Race to the Top grant and the State Fiscal Stabilization Funds II program include assurances that Ohio is developing a P-20 system. The work done as part of this 2009 ARRA Statewide Longitudinal Data System grant will help provide Ohio with a data system that meets these assurances.

The Ohio Department of Education strongly supports the Ohio Department of Education's application for the 2009 ARRA SLDS grant and the benefits it will bring to Ohio's students, parents and educators.

Sincerely,

Deborah S. Delisle
Superintendent of Public Instruction
Ohio Department of Education

DSD:jd

25 South Front Street
Columbus, Ohio 43215
education.ohio.gov

(614) 466-7578
(877) 644-6338
(888) 886-0181 (TTY)

TED STRICKLAND
GOVERNOR
STATE OF OHIO

November 6, 2009

The Honorable Arne Duncan
United States Secretary of Education
400 Maryland Avenue, South West
Washington, D.C. 20202

Dear Secretary Duncan:

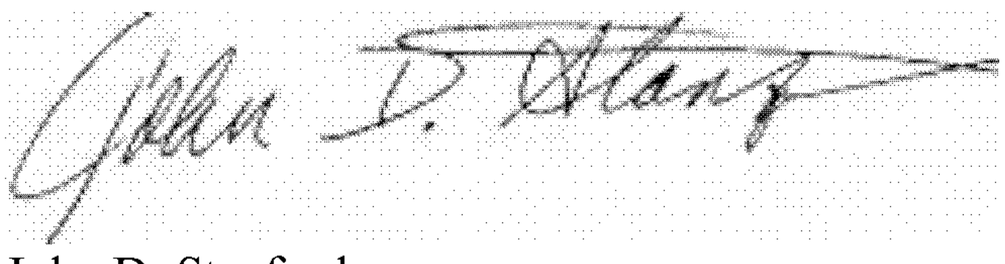
I am writing to support the Ohio Department of Education's application for the 2009 ARRA Statewide Longitudinal Data System (SLDS) grant.

Ohio received the Institute of Education Services (IES) SLDS grant in 2006 and 2009. If awarded a 2009 ARRA SLDS grant, it is Ohio's intent to continue the expansion of our SLDS to achieve the goal of having a true preschool through higher education data system in the very near future. The preschool through higher education SLDS will facilitate our ability to inform students, parents, educators, business leaders and other key stakeholders about the educational progress of our state system and facilitate our ongoing research on what works to improve the academic success of our students.

In addition, the Race to the Top and State Fiscal Stabilization Funds programs approved by Congress and the President include requirements for states to build and enhance statewide longitudinal data systems. This 2009 ARRA SLDS grant will help Ohio complete its SLDS to meet the goals and objectives within the Race to the Top and State Fiscal Stabilization Fund programs.

I strongly support the Ohio Department of Education's application and encourage you to approve the application for the benefit of Ohio's students, parents, educators, business leaders and other key stakeholders that are devoted to modernizing Ohio's educational system to meet the demands of the 21st Century and the needs of our students.

Sincerely,



John D. Stanford
Executive Assistant for Education Policy

77 South High Street, 30th Floor, Columbus, Ohio 43215-6117
614-466-3555 Fax: 614-728-9522

Ohio | Board of Regents
University System of Ohio

Ted Strickland, Governor
Eric D. Fingerhut, Chancellor

October 28, 2009

The Honorable Arne Duncan
U.S. Secretary of Education
400 Maryland Avenue, S.W.
Washington, D.C. 20202

Dear Secretary Duncan:

I am writing this letter on behalf of the Ohio Board of Regents – University System of Ohio to communicate our support of the Ohio Department of Education and its application for the 2009 ARRA Statewide Longitudinal Data System (SLDS) grant.

Ohio's 10-year *Strategic Plan for Higher Education* presents a data driven approach to increasing the educational attainment of Ohio's citizens. The Ohio Board of Regents has been a strong collaborator with the Ohio Department of Education on the planning and feasibility of a P-20 longitudinal data system. The ability to link primary and secondary education data with post-secondary data will bring tremendous advantages to policy making, operations, and our efforts to continuously improve the quality of our programs and institutions.

Ohio was awarded 2006 and 2009 Institute of Education Sciences (IES) Statewide Longitudinal Data System grants. Ohio plans to continue expanding our SLDS towards the goal of having a true P-20 system. This P-20 SLDS will help to provide longitudinal data to students, parents and educators and will help improve achievement for students in Ohio.

In addition, the Race to the Top grant and the State Fiscal Stabilization Funds II program include assurances that Ohio is developing a P-20 system. The work done as part of this 2009 ARRA SLDS grant will help provide Ohio with a data system that meets these assurances.

The Ohio Board of Regents – University System of Ohio strongly supports the Ohio Department of Education's application for the 2009 ARRA SLDS grant and the benefits it will bring to Ohio's students, parents and educators.

Sincerely,

Eric D. Fingerhut
Chancellor

30 East Broad Street • 36th Floor • Columbus, Ohio 43215-3414 • 614 | 466-6000 • Fax: 614 | 466-5866
www.regents.ohio.gov

SHERROD BROWN
OHIO

United States Senate

WASHINGTON, DC 20510

November 2, 2009

The Honorable Arne Duncan
U.S. Secretary of Education
400 Maryland Avenue, S.W.
Washington, D.C. 20202

Dear Secretary Duncan:

It is my pleasure to strongly support the Ohio Department of Education (ODE) in its efforts to secure funding through the U.S. Department of Education's 2009 ARRA Statewide Longitudinal Data System (SLDS) grant program.

In fiscal years 2006 and 2009 Ohio was a recipient under the Longitudinal Data Systems grant program. Ohio intends to continue expanding its Statewide Longitudinal Data System toward the goal of having a true P-20 system.

It is my hope that ODE's P-20 SLDS will provide longitudinal data to students, parents, and educators and will help improve achievement for Ohio students.

Please give serious consideration to the Ohio Department of Education's application for funding. I ask that you keep my office informed of the status of this application.

Sincerely,

Sherrod Brown

Sherrod Brown
United States Senator

SB: lm

GEORGE V. VOINOVICH
OHIO

524 HART SENATE OFFICE BUILDING
(202) 224-3353
TDD: (202) 224-6997
http://voinovich.senate.gov

United States Senate

WASHINGTON, DC 20510-3504

APPROPRIATIONS
RANKING MEMBER, SUBCOMMITTEE ON HOMELAND SECURITY

ENVIRONMENT AND PUBLIC WORKS
RANKING MEMBER, SUBCOMMITTEE ON TRANSPORTATION AND INFRASTRUCTURE

HOMELAND SECURITY AND GOVERNMENTAL AFFAIRS
RANKING MEMBER, SUBCOMMITTEE ON OVERSIGHT OF GOVERNMENT MANAGEMENT, THE FEDERAL WORKFORCE, AND THE DISTRICT OF COLUMBIA

October 28, 2009

The Honorable Arne Duncan
Secretary of Education
U.S. Department of Education
400 Maryland Avenue, S.W.
Washington, D.C. 20202

Dear Secretary Duncan:

I write in support of the grant application submitted by the Ohio Department of Education for funding in the 2009 Statewide Longitudinal Data System (SLDS) grant that was created and funded in the 2009 American Recovery and Reinvestment Act (ARRA).

Officials at the Ohio Department of Education indicate that the state was awarded 2006 and 2009 Institute of Education Sciences (IES) Statewide Longitudinal Data System grants. I understand that Ohio seeks funding from this ARRA funded program to continue to expand and improve its Statewide Longitudinal Data System.

Funding from the SLDS program will enhance the ability of the Ohio Department of Education to efficiently and accurately manage, analyze, and use education data, including individual student records. Further, the data systems developed with funds from this grant will help the state, its districts, schools, and teachers to make data-driven decisions to improve student learning, as well as facilitate research to increase student achievement and close achievement gaps.

Please give all due consideration to this request. If there are any questions, please contact my grants coordinator, Linda Greenwood at (419) 259-3895. Thank you.

Sincerely,

George V. Voinovich

George V. Voinovich
United States Senator

STATE OFFICES
36 EAST SEVENTH STREET
ROOM 2615
CINCINNATI, OHIO 45202
(513) 684-3265

1240 EAST NINTH STREET
ROOM 2955
CLEVELAND, OHIO 44199
(216) 522-7095

37 WEST BROAD STREET
ROOM 300
COLUMBUS, OHIO 43215
(614) 469-6697
(614) 469-6774 (CASEWORK)
(800) 205-6446 (CASEWORK)

78 WEST WASHINGTON STREET
P.O. BOX 57
NELSONVILLE, OHIO 45764
(740) 441-6410

420 MADISON AVENUE
ROOM 1210
TOLEDO, OHIO 43604
(419) 259-3895

PRINTED ON RECYCLED PAPER

1421 Longworth Building
Washington, DC 20515
202-225-5261
202-225-3719 FAX

Tim Ryan
Congress of the United States
17th District, Ohio

Committee on
Appropriations

November 7, 2009

The Honorable Arne Duncan
U.S. Secretary of Education
400 Maryland Avenue, S.W.
Washington, D.C. 20202

Dear Secretary Duncan:

I am writing this letter to communicate our support of the Ohio Department of Education and their application for the 2009 ARRA Statewide Longitudinal Data System (SLDS) grant.

Ohio was awarded 2006 and 2009 Institute of Education Sciences (IES) Statewide Longitudinal Data System grants. Ohio plans to continue expanding our Statewide Longitudinal Data System towards the goal of having a true P-20 system. This P-20 SLDS will help to provide longitudinal data to students, parents and educators and will help improve achievement for students in Ohio.

In addition, the Race to the Top grant and the State Fiscal Stabilization Funds II program include assurances that Ohio is developing a P-20 system. The work done as part of this 2009 ARRA Statewide Longitudinal Data System grant will help provide Ohio with a data system that meets these assurances.

I strongly support the Ohio Department of Education's application for the 2009 ARRA SLDS grant and the benefits it will bring to Ohio's students, parents and educators.

Sincerely,

Tim Ryan
Member of Congress

197 West Market Street
Warren, OH 44481
330-373-0074
330-373-0098 FAX

241 Federal Plaza West
Youngstown, OH 44503
330-740-0193
330-740-0182 FAX

Toll-Free: 1-800-856-4152
www.house.gov/timryan

1030 East Tallmadge Avenue
Akron, OH 44310
330-630-7311
330-630-7314 FAX

e5

PR/Award # R384A100039

Brian G. Williams
State Representative 41st House District
Office: (614) 644-5085
Toll free: (800) 282-0253
District41@ohr.state.us

November 3, 2009

The Honorable Arne Duncan
US Secretary of Education
400 Maryland Ave, SW
Washington, DC 20202

Dear Secretary Duncan:

As Chairman of the Ohio House Education Committee, I write today in support of the Ohio Department of Education and their application for the 2009 ARRA Statewide Longitudinal Data System (SLDS) grant.

Ohio was awarded 2006 and 2009 Institute of Education Sciences (IES) Statewide Longitudinal Data System grants. Ohio plans to continue expanding our Statewide Longitudinal Data System toward the goal of having a true P-20 system. This P-20 SLDS will help to provide longitudinal data to students, parents, and education and will help improve achievement for students in Ohio.

In addition, the Race to the Top grant and the State Fiscal Stabilization Funds II program include assurances that Ohio is developing a P-20 system. The work done as part of this 2009 ARRA Statewide Longitudinal Data System grant will help provide Ohio with a data system that meets these assurances.

Thank you for your consideration.

Sincerely,

Brian G. Williams
Ohio House of Representatives
41st House District

se

77 South High Street • Columbus, Ohio 43215-6111

mc·oecn

Management Council
Ohio Education Computer
Network

www.mcoecn.org

Columbus Office
8050 North High Street
Columbus Ohio 43235
Phone: (614) 840-9810
Fax: (614) 846-4081

Mount Vernon Office
1365 New Gambier Road
Mount Vernon, Ohio
43050
Phone: (740) 397-9510
Fax: (740) 392-1547

Hilliard Office
4860 Roger Allen Court
Hilliard, Ohio 43026
Phone: (614) 529-1394
Fax: (614) 529-1409

November 2, 2009

The Honorable Arne Duncan
U.S. Secretary of Education
400 Maryland Avenue, S.W.
Washington, D.C. 20202

Dear Secretary Duncan:

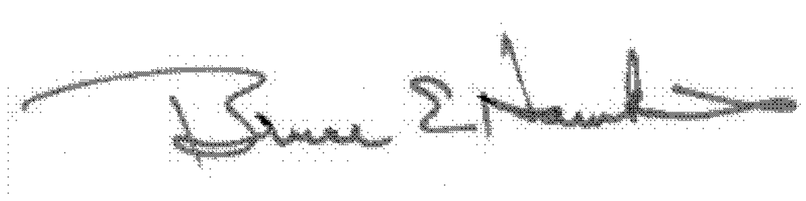
I am writing this letter on behalf of the Management Council of the Ohio Education Computer Network to communicate our support of the Ohio Department of Education and their application for the 2009 ARRA Statewide Longitudinal Data System (SLDS) grant.

Ohio was awarded 2006 and 2009 Institute of Education Sciences (IES) Statewide Longitudinal Data System grants. The 2006 grant provide an initial set of tools that have been very helpful for Ohio's classroom teachers and administrators. Educators use the data collected in this system to gauge student performance across multiple years. We are building on this initial success using resources from the 2009 grant.

Ohio plans to continue expanding our Statewide Longitudinal Data System towards the goal of having a true P-20 system. This P-20 SLDS will help to provide longitudinal data to students, parents and educators and will help improve achievement for students in Ohio. Additionally, we hope it will support information needed to assess the impact specific programs have in improving student performance.

The Management Council strongly supports the Ohio Department of Education's application for the 2009 ARRA SLDS grant and the benefits it will bring to Ohio's students, parents and educators.

Sincerely,



Bruce E. Hawkins, CEO
Management Council of the Ohio Education Computer Network

Ohio | Department of Education

October 20, 2009

The Honorable Arne Duncan
U.S. Secretary of Education
400 Maryland Avenue, S.W.
Washington, D.C. 20202

Dear Secretary Duncan:

I am writing this letter on behalf of the Management Council Technology Solutions Group. I wish to communicate our strong support of the Ohio Department of Education and their application for the 2009 ARRA Statewide Longitudinal Data System (SLDS) grant.

Ohio was awarded 2006 and 2009 Institute of Education Sciences (IES) Statewide Longitudinal Data System grants. Ohio plans to continue expanding our Statewide Longitudinal Data System towards the goal of having a true P-20 system. This P-20 SLDS will help to provide longitudinal data to students, parents and educators and will help improve achievement for students in Ohio.

In addition, the Race to the Top grant and the State Fiscal Stabilization Funds II program include assurances that Ohio is developing a P-20 system. The work done as part of this 2009 ARRA Statewide Longitudinal Data System grant will help provide Ohio with a data system that meets these assurances.

As a technology agency in Ohio it is our mission to support the computer networks that support Ohio's K-12 educational system. Working closely with the Ohio Department of Education we support and share the goal of student data moving efficiently through all schools during a student's P-20 experience. We stand ready to help as this grant moves that work toward fruition.

The Management Council Technology Solutions Group strongly supports the Ohio Department of Education's application for the 2009 ARRA SLDS grant and the benefits it will bring to Ohio's students, parents and educators.

Sincerely,

Roy Norris
Chief Operating Officer, Management Council Technology Solutions Group
A Program of the Management Council Ohio Education Computer Network

25 South Front Street
Columbus, Ohio 43215
education.ohio.gov

(877) 644-6338
(888) 886-0181 (TTY)

November 2, 2009

The Honorable Arne Duncan
U.S. Secretary of Education
400 Maryland Avenue, S.W.
Washington, D.C. 20202

Dear Secretary Duncan:

I am writing this letter on behalf of OHIO University Office of Information Technology to communicate our support of the Ohio Department of Education and their application for the 2009 ARRA Statewide Longitudinal Data System (SLDS) grant.

Ohio was awarded 2006 and 2009 Institute of Education Sciences (IES) Statewide Longitudinal Data System grants. Ohio plans to continue expanding our Statewide Longitudinal Data System towards the goal of having a true P-20 system. This P-20 SLDS will help to provide longitudinal data to students, parents and educators and will help improve achievement for students in Ohio.

In addition, the Race to the Top grant and the State Fiscal Stabilization Funds II program include assurances that Ohio is developing a P-20 system. The work done as part of this 2009 ARRA Statewide Longitudinal Data System grant will help provide Ohio with a data system that meets these assurances.

OHIO University Office of Information Technology strongly supports the Ohio Department of Education's application for the 2009 ARRA SLDS grant and the benefits it will bring to Ohio's students, parents and educators.

Sincerely,

J. Brice Bible, CIO
OHIO University
Office of Information Technology
Athens, Ohio 45701

Ohio | Department of Education

November 3, 2009

The Honorable Arne Duncan
U.S. Secretary of Education
400 Maryland Avenue, S.W.
Washington, D.C. 20202

Dear Secretary Duncan:

I am writing this letter on behalf of the Columbus State Community College to communicate our support of the Ohio Department of Education and their application for the 2009 ARRA Statewide Longitudinal Data System (SLDS) grant.

Ohio was awarded 2006 and 2009 Institute of Education Sciences (IES) Statewide Longitudinal Data System grants. Ohio plans to continue expanding our Statewide Longitudinal Data System towards the goal of having a true P-20 system. This P-20 SLDS will help to provide longitudinal data to students, parents and educators and will help improve achievement for students in Ohio.

In addition, the Race to the Top grant and the State Fiscal Stabilization Funds II program include assurances that Ohio is developing a P-20 system. The work done as part of this 2009 ARRA Statewide Longitudinal Data System grant will help provide Ohio with a data system that meets these assurances.

Columbus State Community College strongly supports the Ohio Department of Education's application for the 2009 ARRA SLDS grant and the benefits it will bring to Ohio's students, parents and educators.

Sincerely,

Hamid Danesh, Vice President for Information Technology
Columbus State Community College

25 South Front Street
Columbus, Ohio 43215
education.ohio.gov

(877) 644-6338
(888) 886-0181 (TTY)

Buckeye Association of School Administrators

Suite 150, 8050 North High Street
Columbus, OH 43235
Phone: 614-846-4080
Fax: 614-846-4081
www.basa-ohio.org

Executive Director
Jerry L Klenke, Ph.D.

November 30, 2009

Mr. Arne Duncan
U.S. Secretary of Education
400 Maryland Avenue, S.W.
Washington, D.C. 20202

Dear Secretary Duncan:

I am writing this letter on behalf of the Buckeye Association of School Administrators (BASA) to communicate our support of the Ohio Department of Education (ODE) and its application for the 2009 ARRA Statewide Longitudinal Data System (SLDS) grant.

Ohio has made progress in the area of longitudinal data, as the state was awarded 2006 and 2009 Institute of Education Sciences (IES) Statewide Longitudinal Data System grants. Ohio plans to continue expanding our Statewide Longitudinal Data System towards the goal of having a true P-20 system. This P-20 SLDS will help to provide longitudinal data to students, parents and educators and will help improve achievement for students in Ohio.

In addition, the Race to the Top grant and the State Fiscal Stabilization Funds II program include assurances that Ohio is developing a P-20 system. The work done as part of this 2009 ARRA Statewide Longitudinal Data System grant will help provide Ohio with a data system that meets these assurances.

Legislation has recently been introduced in the Ohio House of Representatives (HB 370) and in the Ohio Senate (SB 207), and is supported by the Governor, that would allow higher education to utilize the same statewide student identifier (SSID) that is currently used for P-12 data collection by ODE. The legislation would also enable the creation of a P-20 longitudinal data repository at ODE.

BASA strongly supports the Ohio Department of Education's application for the 2009 ARRA SLDS grant and the benefits it will bring to Ohio's students, parents and educators. We also strongly support the pending legislation that would create the Statewide Longitudinal Data System, HB 370 and SB 207.

Sincerely,

Jerry L. Klenke, Ph.D.
Executive Director

Ohio School Boards Association

8050 North High Street, Suite 100, Columbus, Ohio 43235-6482
(614) 540-4000 • (800) 589-OSBA • fax: (614) 540-4100
www.osba-ohio.org

December 1, 2009

Mr. Arne Duncan
U.S. Secretary of Education
400 Maryland Ave., S.W.
Washington, D.C. 20202

Dear Secretary Duncan:

I am writing this letter on behalf of the Ohio School Boards Association to communicate our support of the Ohio Department of Education (ODE) and their application for the 2009 ARRA Statewide Longitudinal Data System (SLDS) grant.

Ohio has made progress in the area of longitudinal data, as the state was awarded 2006 and 2009 Institute of Education Sciences (IES) Statewide Longitudinal Data System grants. Ohio plans to continue expanding our Statewide Longitudinal Data System towards the goal of having a true P-20 system.This P-20 SLDS will help to provide longitudinal data to students, parents and educators and will help improve achievement for students in Ohio.

In addition, the Race to the Top grant and the State Fiscal Stabilization Funds II program include assurances that Ohio is developing a P-20 system. The work done as part of this 2009 ARRA Statewide Longitudinal Data System grant will help provide Ohio with a data system that meets these assurances.

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The Ohio School Boards Association strongly supports the Ohio Department of Education's application for the 2009 ARRA SLDS grant and the benefits it will bring to Ohio's students, parents and educators. We also strongly support the pending legislation that would create the Statewide Longitudinal Data System, HB 370 and SB 207.

Sincerely,

Dr. Damon F. Asbury
Director of Legislative Services

8050 North High Street, Suite 170 / Columbus, Ohio 43235-6485
614.431.9116 / *Toll Free (in state only)* 800.646.2726 / *Fax* 614.431.9137 / www.oasbo-ohio.org

Ohio Association of School Business Officials

oasbo

December 1, 2009

Mr. Arne Duncan
U.S. Secretary of Education
400 Maryland Avenue, S.W.
Washington, D.C. 20202

Dear Secretary Duncan:

I am writing this letter on behalf of the Ohio Association of School Business Officials (OASBO) to communicate our support of the Ohio Department of Education (ODE) and their application for the 2009 ARRA Statewide Longitudinal Data System (SLDS) grant.

Ohio has made progress in the area of longitudinal data, as the state was awarded 2006 and 2009 Institute of Education Sciences (IES) Statewide Longitudinal Data System grants. Ohio plans to continue expanding our Statewide Longitudinal Data System towards the goal of having a true P-20 system. This P-20 SLDS will help to provide longitudinal data to students, parents and educators and will help improve achievement for students in Ohio.

In addition, the Race to the Top grant and the State Fiscal Stabilization Funds II program include assurances that Ohio is developing a P-20 system. The work done as part of this 2009 ARRA Statewide Longitudinal Data System grant will help provide Ohio with a data system that meets these assurances.

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OASBO strongly supports the Ohio Department of Education's application for the 2009 ARRA SLDS grant and the benefits it will bring to Ohio's students, parents and educators. We also strongly support the pending legislation that would create the Statewide Longitudinal Data System, HB 370 and SB 207.

Sincerely,

David Varda
Executive Director

Barbara Shaner
Associate Executive Director

cc: State Superintendent Deborah Delisle

Ohio Federation of Teachers
AFT, AFL-CIO
A Union of Professionals

1251 E. Broad Street
Columbus, OH 43205
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Sue Taylor
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LEGISLATION & POLITICAL ACTION
Sarah E. Hamilton
Darold Johnson

PROFESSIONAL ISSUES
Deborah L. Tully

An affiliate of the
American Federation
of Teachers, AFL-CIO

December 3, 2009

Mr. Arne Duncan
U.S. Secretary of Education
400 Maryland Avenue, S.W.
Washington, D.C. 20202

Dear Secretary Duncan:

I am writing this letter on behalf of the Ohio Federation of Teachers to communicate our support of the Ohio Department of Education (ODE) and their application for the 2009 ARRA Statewide Longitudinal Data System (SLDS) grant.

Ohio has made progress in the area of longitudinal data, as the state was awarded 2006 and 2009 Institute of Education Sciences (IES) Statewide Longitudinal Data System grants. Ohio plans to continue expanding our Statewide Longitudinal Data System towards the goal of having a true P-20 system. This P-20 SLDS will help to provide longitudinal data to students, parents and educators and will help improve achievement for students in Ohio.

In addition, the Race to the Top grant and the State Fiscal Stabilization Funds II program include assurances that Ohio is developing a P-20 system. The work done as part of this 2009 ARRA Statewide Longitudinal Data System grant will help provide Ohio with a data system that meets these assurances.

Legislation has recently been introduced in the Ohio House of Representatives (HB 370) and in the Ohio Senate (SB 207), and is supported by the Governor, that would allow higher education to utilize the same statewide student identifier (SSID) that is currently used for P-12 data collection by ODE. The legislation would also enable the creation of a P-20 longitudinal data repository at ODE.

Ohio Federation of Teachers strongly supports the Ohio Department of Education's application for the 2009 ARRA SLDS grant and the benefits it will bring to Ohio's students, parents and educators. We also strongly support the pending legislation that would create the Statewide Longitudinal Data System, HB 370 and SB 207.

Sincerely,

Sue Taylor

Sue Taylor, President
Ohio Federation of Teachers

Budget Narrative

Budget Narrative - Budget Justification

Attachment 1:
Title: **Ohio Budget Narrative** Pages: **9** Uploaded File: **C:\Documents and Settings\mitch.meredith\My Documents\LDS Grant\Final Docs\Budget Narrative.pdf**

Budget Summary: With federal funding to support these four outcomes, Ohio will have laid the foundation necessary to reach our SLDS vision:

- To use longitudinal data to identify early childhood programs are associated with strong school readiness outcomes
- To share and link P-12 student data with higher education and identify which programs and pathways are predictors of success in postsecondary education
- To move beyond using data for compliance and accountability purposes to using data to analyze student progress over time, teacher effectiveness and program

As the necessary legislative roadblocks are being removed, Ohio is aggressively working on a sustainable funding business model and is committed to supplementing federal grant monies with state funds and pursuing additional federal and foundation grant opportunities to meet all of the the America Competes Act requirements. Based upon the assumption that the pending legislation will be in effect during the first quarter of calendar year 2010, and that Ohio is successful in both this grant competition and the RTTT competition, Ohio will be in the process of system implementation during 2011 to meet all of the requirements for a SLDS. For early childhood we will be combining the existing funding from the various agency programs and eliminating system redundancies to reduce ongoing software/hardware costs. Page 6 of Appendix A highlights the potential federal funding sources for each of the components.

Outcome 1: Development of an Early Childhood Data System Integration Plan

Estimated Total Cost: $1,136,000

Justification:

- Key Personnel
  - Beth Juillerat, Chief Information Officer (Executive Sponsor), 5% of time devoted to this outcome. As the Chief Information Officer, Beth is responsible for the oversight of all ODE IT projects and system development. Beth developed the applications for both of the previous SLDS grants and is one of the key decision makers involved in determining the direction and scope of Ohio's P-20 SLDS.
  - Mike Carmack, Director of Enterprise Applications (Data Warehouse and Business Intelligence Expertise), 5% of time devoted to this outcome. Mike is responsible for the technical aspects of all ODE systems development. Mike will be a subject matter expert responsible for providing expertise on the existing ODE architecture, data systems, data warehouse and business intelligence tools during the development of the integration plan.

- Marsha Ward, Project Management Office Director and SLDS Program/Project Manager, 5% of time devoted to this outcome. Marsha is responsible for the management of Project Managers and Business Analysts in the department and is responsible for assuring that projects are completed within the defined schedules and budgets. As the Project Manager for the SLDS Program, Marsha is also responsible for managing and reporting the schedule and budget for all of the outcomes requested in this grant and completing all necessary procurement of resources.
- Stephanie Siddens, Assistant Director of the Office for Early Learning and School Readiness, 10% of time devoted to this outcome. Stephanie is the primary ODE resource assigned to this outcome to provide requirements and direction from the perspective of the Early Childhood Education department.
- Early Childhood Project Manager, 30% of time devoted to this outcome. This Project Manager is responsible for managing all IT related projects that impact the Early Childhood Department. This resource will be responsible for managing the work completed by the contracted resources, resolving and escalating issues, status reporting and participating in requirements and planning sessions.
- Mitch Meredith, Contracted Business Analyst/Technical Writer, 20% of time devoted to this outcome. Mitch will be responsible for developing documentation for the plan, facilitating requirements sessions with stakeholders and supporting the overall project effort in any other ways needed.

- Consultants
  - A Project Manager will be contracted to manage the overall effort of defining this plan. This resource will be needed for 240 days at an approximate rate of $100 per hour.
  - A System Architect will be contracted to design and document the modified and new architecture that will be needed to support the integration of the Early Childhood data systems. This resource will be needed for 240 days at an approximate rate of $90 per hour.
  - Two Business Analysts will be contracted to hold requirements sessions with stakeholders to determine the details of the integration plan. This will include documenting existing systems, completing gap analysis between the two agencies systems and identifying any business process that need to be changed and/or consolidated. These resources will each be needed for 240 days at an approximate rate of $68 per hour each.
  - A Systems Integration Analyst will be contracted to analyze the existing systems and architecture and determine recommendations for the plan

regarding the integration of the systems and architecture. This resource will be needed for 240 days at an approximate rate of $150 per hour.

- A Data Modeler will be contracted to define the new database structure that will be needed to support the integrated systems, including consolidation of existing data structures, data load processes, new database design and load processes for any historical data from the systems that are integrated. This resource will be needed for 180 days at an approximate rate of $85 per hour.
- A Technical Writer will be contracted to document the results of the analysis performed. This documentation will be used to define the technical requirements of the System Integration plan. This resource will be needed for 240 days at an approximate rate of $59 per hour.

Outcome 2: Implementation of an e-Transcript Brokerage Service

Estimated Total Cost: $860,598

Justification:

- Key Personnel
  - Beth Juillerat, Chief Information Officer (Executive Sponsor), 5% of time devoted to this outcome. As the Chief Information Officer, Beth is responsible for the oversight of all ODE IT projects and system development. Beth developed the applications for both of the previous SLDS grants and is one of the key decision makers involved in determining the direction and scope of Ohio's P-20 SLDS.
  - Marsha Ward, Project Management Office Director and SLDS Program/Project Manager, 5% of time devoted to this outcome. Marsha is responsible for the management of Project Managers and Business Analysts in the department and is responsible for assuring that projects are completed within the defined schedules and budgets. As the Project Manager for the SLDS Program, Marsha will also be responsible for managing the contract with the brokerage service provider and managing the schedule and budget for their efforts. Marsha will also be responsible for completing all necessary procurement for the brokerage service provider and the Technical Trainer resource.
- Consultants
  - A Technical Trainer will be contracted to train LEA's on the use of the e-Transcript system. This resource will be needed for 180 days at an approximate rate of $65 per hour.
- Other

- The cost for the statewide implementation of the e-Transcript system provided by the brokerage service provider Docufide will be $777,398.

Outcome 3: Expansion of Ohio's Statewide Longitudinal Data Warehouse

Estimated Total Cost: $1,433,145

Justification:

- Key Personnel
  - Beth Juillerat, Chief Information Officer (Executive Sponsor), 5% of time devoted to this outcome. As the Chief Information Officer, Beth is responsible for the oversight of all ODE IT projects and system development. Beth developed the applications for both of the previous SLDS grants and is one of the key decision makers involved in determining the direction and scope of Ohio's P-20 SLDS.
  - Mike Carmack, Director of Enterprise Applications (Data Warehouse and Business Intelligence Expertise), 5% of time devoted to this outcome. Mike is responsible for the technical aspects of all ODE systems development. Mike will be responsible for providing expertise on the usage and structure of the existing data warehouse and provide guidelines and direction in determining the structure of the new data elements and the methods of loading them into the data warehouse.
  - Marsha Ward, Project Management Office Director and SLDS Program/Project Manager, 5% of time devoted to this outcome. Marsha is responsible for the management of Project Managers and Business Analysts in the department and is responsible for assuring that projects are completed within the defined schedules and budgets. As the Project Manager for the SLDS Program, Marsha is also responsible for managing and reporting the schedule and budget for all of the outcomes requested in this grant and completing all necessary procurement of resources.
  - Mitch Meredith, Contracted Business Analyst/Technical Writer, 20% of time devoted to this outcome. Mitch will be responsible for developing documentation, facilitating requirements sessions with stakeholders and supporting the overall project effort in any other ways needed.
- Consultants
  - Two Business Analysts will be contracted to define data needs, requirements for output of data and expectations of the frequency/turnaround time for results. These resources will be needed for 360 days each at an approximate rate of $68 per hour.

- Two ETL Developers will be contracted to build the data load processes that will extract data from the existing data systems and load it into the Data Warehouse. These resources will be needed for 360 days each at an approximate rate of $77 per hour.
- A Data Warehouse Architect will be contracted to define how the new data elements will be incorporated into the existing Data Warehouse structure. This resource will be needed for 360 days at an approximate rate of $85 per hour.

- Other
  - Technology purchases for this deliverable will total $353,145.
  - Hardware/Software Purchases will total $183,145. This will include:
    - A server with two quad-core processors based on Intel's most modern CPU architecture (Nehalem)
    - Enough Oracle Enterprise Edition software licenses to run a database on that server similarly configured to ODE's current data warehouse.
  - Additional storage will be required to provide the capacity for the additional data that will be added to the data warehouse. The cost for this will be approximately $20,000, based on the cost of adding an additional 20 high-speed Fibre Channel drives (roughly 9TB of storage) to ODE's EVA8100 storage array.
  - The ODE network will need to be expanded to account for the additional network usage that will result from the increased demand resulting from increased data loads and additional extracts and usage of data. The cost for this will be approximately $85,000, based on the cost of adding an additional Cisco sup-720 (core router).
  - Additional operations monitoring tools will also need to be purchased to improve the automated alerting and response to issues with the LDS system due to the increased usage of the system and increased criticality of the data it contains. The cost for this will be approximately $65,000.

Outcome 4: Development of a Reporting and Analysis User Interface Application

Estimated Total Cost: $1,698,640

Justification:

- Key Personnel
  - Beth Juillerat, Chief Information Officer (Executive Sponsor), 5% of time devoted to this outcome. As the Chief Information Officer, Beth is responsible for the oversight of all ODE IT projects and system development. Beth developed the applications for both of the previous SLDS grants and is one of

the key decision makers involved in determining the direction and scope of Ohio's P-20 SLDS.

- Mike Carmack, Director of Enterprise Applications (Data Warehouse and Business Intelligence Expertise), 5% of time devoted to this outcome. Mike is responsible for the technical aspects of all ODE systems development. Mike will be responsible for providing expertise on the usage and structure of the existing data warehouse and provide guidelines and direction in determining the structure of the new data elements and the methods of loading them into the data warehouse.
- Marsha Ward, Project Management Office Director and SLDS Program/Project Manager, 5% of time devoted to this outcome. Marsha is responsible for the management of Project Managers and Business Analysts in the department and is responsible for assuring that projects are completed within the defined schedules and budgets. As the Project Manager for the SLDS Program, Marsha is also responsible for managing and reporting the schedule and budget for all of the outcomes requested in this grant and completing all necessary procurement of resources.
- Mitch Meredith, Contracted Business Analyst/Technical Writer, 20% of time devoted to this outcome. Mitch will be responsible for developing documentation, facilitating requirements sessions with stakeholders and supporting the overall project effort in any other ways needed.

- Consultants
  - A Project Manager will be contracted to manage the outcomes for the data warehouse expansion and the reporting and analysis interface. This resource will be needed for 360 days at an approximate rate of $100 per hour.
  - Two Business Intelligence Tool Developers will be contracted to develop the interface that will be used to provide reports and analysis. These resources will be needed for 360 days each at an approximate rate of $77 per hour.
  - A SAS Developer will be contracted to develop advanced statistical reporting for the new data that is available in the data warehouse. The reporting tools developed will be used as part of the interface developed in this outcome. This resource will be needed for 300 days at an approximate rate of $77 per hour.
  - A Technical Writer will be contracted to document the new system. This will include user guides, manuals, project documentation and any system documentation required as part of the development of the system. This resource will be needed for 360 days at an approximate rate of $59 per hour.
  - A Technical Trainer will be contracted to develop training materials and conduct training sessions on the use of the new system. This resource will be

responsible for training both internal and external users of the system. This resource will be needed for 120 days at an approximate rate of $65 per hour.

- Other
  - Hardware / Software purchases will total $550,000. All amounts based on GSA pricing. This will include:
    - Four processor licenses of OBIEE Suite Plus (enough for one two-way, quad-core server; or one four-way or two two-way dual-core servers)
    - 50 Named User Plus licenses (for dev and QA).
    - Also includes money for additional server hardware

Travel: As part of the grant requirements, travel is required for 2 key project team members to attend one required meeting per year for each of the three years of the grant implementation.

Estimated Total Cost: $7,500 ($1250 per person/per year)

Justification: This cost includes $1250 per person for each of the 3 years of the grant's implementation.

Additional Resources:

In addition to the Key Personnel and Consultants listed, expertise and input will also be required from the following resources:

- Paolo DeMaria, Executive Vice Chancellor, Board of Regents (Executive Sponsor)
- David Barber, Head of Educational Technology Division, Board of Regents
- Matt Howard, Chief Information Officer, eTech Ohio
- Program, Data/Technology/Legal representatives from Department of Health, Ohio Department of Job and Family Services, Ohio Department of Mental Health, Ohio Department of Mental Retardation and Developmental Disabilities
- Roy Norris, Chief Operating Officer, Technical Services Group for the Management Council of the Ohio Education Network

Procurement Notes:

The Controlling Board is established in the ORC and comprised of members from both Senate and the House, including the Chairs of the Senate and House Finance Committees, and the Director of the Office of Budget and Management. Approval by the board is necessary for establishing appropriation authority to expend new funds such as with this grant.

Additionally, the ODE is required to go through the State of Ohio Office of Information Technology for the RFP process. The average amount of time it takes to complete this process is 12 months.

Total Project Budget: $5,135,883

Itemized Resources by Federal Fiscal Year

Contract	Year 1 12/01/2009-11/30/2010	Year 2 12/01/2010-11/30/2011	Year 3 12/01/2011-11/30/2012	Year 4 12/01/2012-11/30/2013	TOTAL
Outcome 1					
Project Manager	$0	$96,000	$96,000	$0	$192,000
System Architect	$0	$86,400	$86,400	$0	$172,800
Business Analyst	$0	$65,280	$65,280	$0	$130,560
Business Analyst	$0	$65,280	$65,280	$0	$130,560
Systems Integration Analyst	$0	$144,000	$144,000	$0	$288,000
Data Modeler	$0	$54,400	$54,400	$0	$108,800
Technical Writer	$0	$56,640	$56,640	$0	$113,280
Outcome 2					
Technical Trainer	$27,734	$55,466	$0	$0	$83,200
e-Transcript Brokerage Service	$544,178	$233,220	$0	$0	$777,398
Outcome 3					
Business Analyst	$0	$0	$130,560	$65,280	$195,840
Business Analyst	$0	$0	$130,560	$65,280	$195,840
ETL Developer	$0	$0	$147,840	$73,920	$221,760
ETL Developer	$0	$0	$147,840	$73,920	$221,760
Data Warehouse Architect	$0	$0	$163,200	$81,600	$244,800
Hardware & Software	$0	$0	$183,145	$0	$183,145
Data Warehouse Storage	$0	$0	$20,000	$0	$20,000
ODE Network	$0	$0	$85,000	$0	$85,000
Monitoring Tools	$0	$0	$65,000	$0	$65,000
Outcome 4					
Project Manager	$0	$0	$192,000	$96,000	$288,000
BI Tool Developer	$0	$0	$147,840	$73,920	$221,760
BI Tool Developer	$0	$0	$147,840	$73,920	$221,760
SAS Developer	$0	$0	$123,200	$61,600	$184,800
Technical Writer	$0	$0	$113,280	$56,640	$169,920
Technical Trainer	$0	$0	$12,480	$49,920	$62,400
Hardware & Software	$0	$0	$550,000	$0	$550,000
SUBTOTAL	$571,912	$856686	$2,927,785	$772,000	$4,225,238
Travel					
Key Project Team Member	$625	$1,250	$1,250	$625	$3,750
Key Project Team Member	$625	$1,250	$1,250	$625	$3,750
TOTAL	$573,162	$859,186	$2,930,285	$773,250	$5,135,883

Budget Narrative

Budget Narrative - ED 524 Section C Spreadsheet

Attachment 1:
Title: **Ohio Section Spreadsheet** Pages: **3** Uploaded File: **C:\Documents and Settings\mitch.meredith\My Documents\LDS Grant\Final Docs\Section C Budget Narrative.pdf**

Budget Categories	Project Year 1	Project Year 2	Project Year 3
Outcome 1 Federal			
Personnel	$0	$0	$0
Fringe Benefits	$0	$0	$0
Travel	$0	$0	$0
Equipment	$0	$0	$0
Supplies	$0	$0	$0
Contractual	$0	$1,136,000	$0
Construction	$0	$0	$0
Other	$0	$0	$0
Total Direct Costs	$0	$1,136,000	$0
Indirect Costs	$0	$0	$0
Training Stipends	$0	$0	$0
Total Federal Costs	**$0**	**$1,136,000**	**$0**
Outcome 1 State			
Personnel	$165,000	$220,000	$165,000
Fringe Benefits	$49,500	$66,000	$49,500
Travel	$0	$0	$0
Equipment	$0	$0	$0
Supplies	$125	$125	$125
Contractual	$25,000	$25,000	$25,000
Construction	$0	$0	$0
Other	$0	$0	$0
Total Direct Costs	$239,625	$311,125	$239,625
Indirect Costs	$0	$0	$0
Training Stipends	$0	$0	$0
Total State Costs	**$239,625**	**$311,125**	**$239,625**
Outcome 1 Total	**$239,625**	**$1,447,125**	**$239,625**
Outcome 2 Federal			
Personnel	$0	$0	$0
Fringe Benefits	$0	$0	$0
Travel	$833	$833	$834
Equipment	$0	$0	$0
Supplies	$0	$0	$0
Contractual	$860,598	$0	$0
Construction	$0	$0	$0
Other	$0	$0	$0
Total Direct Costs	$861,431	$833	$834
Indirect Costs	$0	$0	$0
Training Stipends	$0	$0	$0
Total Federal Costs	**$861,431**	**$833**	**$834**
Outcome 2 State			
Personnel	$127,500	$170,000	$127,500
Fringe Benefits	$38,250	$51,000	$38,250
Travel	$416	$416	$416
Equipment	$0	$0	$0
Supplies	$125	$125	$125

Budget Categories	Project Year 1	Project Year 2	Project Year 3
Contractual	$25,000	$25,000	$25,000
Construction	$0	$0	$0
Other	$0	$0	$0
Total Direct Costs	$191,291	$246,541	$191,291
Indirect Costs	$0	$0	$0
Training Stipends	$0	$0	$0
Total State Costs	**$191,291**	**$246,541**	**$191,291**
Outcome 2 Total	**$1,052,722**	**$247,374**	**$192,125**
Outcome 3 Federal			
Personnel	$0	$0	$0
Fringe Benefits	$0	$0	$0
Travel	$833	$833	$834
Equipment	$0	$353,145	$0
Supplies	$0	$0	$0
Contractual	$0	$270,000	$810,000
Construction	$0	$0	$0
Other	$0	$0	$0
Total Direct Costs	$833	$623,978	$810,834
Indirect Costs	$0	$0	$0
Training Stipends	$0	$0	$0
Total Federal Costs	**$833**	**$623,978**	**$810,834**
Outcome 3 State			
Personnel	$210,000	$270,000	$210,000
Fringe Benefits	$63,000	$84,000	$63,000
Travel	$417	$417	$417
Equipment	$50,000	$50,000	$50,000
Supplies	$125	$125	$125
Contractual	$25,000	$25,000	$25,000
Construction	$0	$0	$0
Other	$0	$0	$0
Total Direct Costs	$348,542	$429,542	$348,542
Indirect Costs	$0	$0	$0
Training Stipends	$0	$0	$0
Total State Costs	**$348,542**	**$429,542**	**$348,542**
Outcome 3 Total	**$349,375**	**$1,053,520**	**$1,159,376**
Outcome 4 Federal			
Personnel	$0	$0	$0
Fringe Benefits	$0	$0	$0
Travel	$833	$833	$834
Equipment	$0	$550,000	$0
Supplies	$0	$0	$0
Contractual	$0	$287,160	$861,480
Construction	$0	$0	$0
Other	$0	$0	$0
Total Direct Costs	$833	$837,993	$862,314
Indirect Costs	$0	$0	$0

Budget Categories	Project Year 1	Project Year 2	Project Year 3
Training Stipends	$0	$0	$0
Total Federal Costs	**$833**	**$837,993**	**$862,314**
Outcome 4 State			
Personnel	$247,500	$340,000	$247,500
Fringe Benefits	$74,250	$99,000	$74,250
Travel	$417	$417	$417
Equipment	$250,000	$250,000	$250,000
Supplies	$125	$125	$125
Contractual	$25,000	$25,000	$25,000
Construction	$0	$0	$0
Other	$0	$0	$0
Total Direct Costs	$597,292	$714,542	$597,292
Indirect Costs	$0	$0	$0
Training Stipends	$0	$0	$0
Total State Costs	**$597,292**	**$714,542**	**$597,292**
Outcome 4 Total	**$598,125**	**$1,552,535**	**$1,459,606**
Grant Year Totals	**$2,239,847**	**$4,300,554**	**$3,050,732**
		Federal Total	**$5,135,883**
		State Total	**$4,455,250**