

U.S. Department of Education

Washington, D.C. 20202-5335



APPLICATION FOR GRANTS UNDER THE

STATEWIDE LONGITUDINAL DATA SYSTEMS

CFDA # 84.372A

PR/Award # R372A090007

Grants.gov Tracking#: GRANT10075698

OMB No. 1890-0004, Expiration Date:

Closing Date: SEP 25, 2008

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Application for Federal Assistance SF-424

Version 02

* 1. Type of Submission:		* 2. Type of Application:		* If Revision, select appropriate letter(s):	
<input type="checkbox"/> Preapplication		<input checked="" type="checkbox"/> New		<input type="text"/>	
<input checked="" type="checkbox"/> Application		<input type="checkbox"/> Continuation		* Other (Specify)	
<input type="checkbox"/> Changed/Corrected Application		<input type="checkbox"/> Revision		<input type="text"/>	
* 3. Date Received:		4. Applicant Identifier:			
<input type="text" value="09/23/2008"/>		<input type="text"/>			
5a. Federal Entity Identifier:			* 5b. Federal Award Identifier:		
<input type="text"/>			<input type="text"/>		
State Use Only:					
6. Date Received by State:		7. State Application Identifier:			
<input type="text"/>		<input type="text"/>			
8. APPLICANT INFORMATION:					
* a. Legal Name: <input type="text" value="Ohio Department of Education"/>					
* b. Employer/Taxpayer Identification Number (EIN/TIN):			* c. Organizational DUNS:		
<input type="text" value="31-1334820"/>			<input type="text" value="809174378"/>		
d. Address:					
* Street1:	<input type="text" value="25 S. Front Street"/>				
Street2:	<input type="text"/>				
* City:	<input type="text" value="Columbus"/>				
County:	<input type="text"/>				
* State:	<input type="text" value="OH: Ohio"/>				
Province:	<input type="text"/>				
* Country:	<input type="text" value="USA: UNITED STATES"/>				
* Zip / Postal Code:	<input type="text" value="43215-4183"/>				
e. Organizational Unit:					
Department Name:			Division Name:		
<input type="text" value="Ohio Department of Education"/>			<input type="text" value="Information Technology Office"/>		
f. Name and contact information of person to be contacted on matters involving this application:					
Prefix:	<input type="text"/>	* First Name:	<input type="text" value="Beth"/>		
Middle Name:	<input type="text"/>				
* Last Name:	<input type="text" value="Juillerat"/>				
Suffix:	<input type="text"/>				
Title:	<input type="text"/>				
Organizational Affiliation:					
<input type="text"/>					
* Telephone Number:	<input type="text" value="6147528368"/>	Fax Number:	<input type="text"/>		
* Email:	<input type="text" value="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:

84.372

CFDA Title:

Statewide Data Systems

*** 12. Funding Opportunity Number:**

ED-GRANTS-062608-001

* Title:

Statewide Longitudinal Data Systems Grant Program CFDA 84.372

13. Competition Identification Number:

84-372A2009-1

Title:

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

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

Ohio's 2009 Statewide Longitudinal Data System Grant Proposal
Increasing Efficiencies through Data Standards and System Interoperability

Attach supporting documents as specified in agency instructions.

Add Attachments

Delete Attachments

View Attachments

Application for Federal Assistance SF-424

Version 02

16. Congressional Districts Of:

* a. Applicant * b. Program/Project

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

Add Attachment

Delete Attachment

View Attachment

17. Proposed Project:

* a. Start Date: * b. End Date:

18. Estimated Funding (\$):

* a. Federal	<input type="text" value="2,945,000.00"/>
* b. Applicant	<input type="text" value="0.00"/>
* c. State	<input type="text" value="1,865,000.00"/>
* d. Local	<input type="text" value="0.00"/>
* e. Other	<input type="text" value="0.00"/>
* f. Program Income	<input type="text" value="0.00"/>
* g. TOTAL	<input type="text" value="4,810,000.00"/>

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

- a. This application was made available to the State under the Executive Order 12372 Process for review on
- b. Program is subject to E.O. 12372 but has not been selected by the State for review.
- c. Program is not covered by E.O. 12372.

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

Yes 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)

 ** I AGREE

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

Authorized Representative:

Prefix: * First Name: Middle Name: * Last Name: Suffix: * Title: * Telephone Number: Fax Number: * Email: * Signature of Authorized Representative: * Date Signed:

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: 1890-0004

Expiration Date: 06/30/2005

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	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 0	\$ 5,000
4. Equipment	\$ 0	\$ 275,000	\$ 0	\$ 0	\$ 0	\$ 275,000
5. Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
6. Contractual	\$ 85,000	\$ 920,000	\$ 1,585,000	\$ 75,000	\$ 0	\$ 2,665,000
7. Construction	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
8. Other	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
9. Total Direct Costs (lines 1-8)	\$ 86,250	\$ 1,196,250	\$ 1,586,250	\$ 76,250	\$ 0	\$ 2,945,000
10. Indirect Costs*	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
11. Training Stipends	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
12. Total Costs (lines 9-11)	\$ 86,250	\$ 1,196,250	\$ 1,586,250	\$ 76,250	\$ 0	\$ 2,945,000

***Indirect Cost Information (To Be Completed by Your Business Office):**

If you are requesting reimbursement for indirect costs on line 10, please answer the following questions:

(1) Do you have an Indirect Cost Rate Agreement approved by the Federal government? Yes No

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

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

Approving Federal agency: ED Other (please specify): _____

(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(e)(2)?



U.S. DEPARTMENT OF EDUCATION
BUDGET INFORMATION
NON-CONSTRUCTION PROGRAMS

OMB Control Number: 1890-0004

Expiration Date: 06/30/2005

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	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 0	\$ 1,200,000
2. Fringe Benefits	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 0	\$ 360,000
3. Travel	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 0	\$ 5,000
4. Equipment	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
5. Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
6. Contractual	\$ 0	\$ 150,000	\$ 100,000	\$ 50,000	\$ 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)	\$ 391,250	\$ 541,250	\$ 491,250	\$ 441,250	\$ 0	\$ 1,865,000
10. Indirect Costs	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
11. Training Stipends	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
12. Total Costs (lines 9-11)	\$ 391,250	\$ 541,250	\$ 491,250	\$ 441,250	\$ 0	\$ 1,865,000

ASSURANCES - NON-CONSTRUCTION PROGRAMS

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

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

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

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

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

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

<p>* SIGNATURE OF AUTHORIZED CERTIFYING OFFICIAL</p> <p>Beth Juillerat</p>	<p>* TITLE</p> <p>Chief Information Officer</p>
<p>* APPLICANT ORGANIZATION</p> <p>Ohio Department of Education</p>	<p>* DATE SUBMITTED</p> <p>09/23/2008</p>

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

CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements

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

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

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

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

Statement for Loan Guarantees and Loan Insurance

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

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

* APPLICANT'S ORGANIZATION	
<input style="width: 90%;" type="text" value="Ohio Department of Education"/>	
* PRINTED NAME AND TITLE OF AUTHORIZED REPRESENTATIVE	
Prefix: <input style="width: 50px;" type="text"/>	* First Name: <input style="width: 200px;" type="text" value="Beth"/> Middle Name: <input style="width: 150px;" type="text"/>
* Last Name: <input style="width: 300px;" type="text" value="Jullerat"/>	Suffix: <input style="width: 80px;" type="text"/>
* Title: <input style="width: 250px;" type="text" value="Chief Information Officer"/>	
* SIGNATURE: <input style="width: 300px;" type="text" value="Beth Jullerat"/>	* DATE: <input style="width: 150px;" type="text" value="09/23/2008"/>

Close Form

SUPPLEMENTAL INFORMATION
REQUIRED FOR
DEPARTMENT OF EDUCATION GRANTS

1. Project Director:

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

Address:

* Street1:	25 S. Front Street
Street2:	
* City:	Columbus
County:	
* State:	OH: Ohio
* Zip Code:	43215
* Country:	USA: UNITED STATES

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

6147528368	
------------	--

Email Address:

beth.juillerat@ode.state.oh.us

2. Applicant Experience:

Novice Applicant Yes No Not applicable to this program

3. Human Subjects Research

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

Yes No

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

Yes Provide Exemption(s) #:

--

No Provide Assurance #, if available:

--

Please attach an explanation Narrative:

	Add Attachment	Delete Attachment	View Attachment
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Project Narrative

Abstract Narrative

Attachment 1:

Title: Pages: Uploaded File: 1234-Ohio %20Abstract.pdf

Ohio's Statewide Longitudinal Data System
Increasing Efficiencies through Data Standards and System Interoperability
Funding amount requested: \$2,945,000

Building On the Success of Previous Efforts

The Ohio Department of Education (ODE) recognizes that a high quality, efficient Statewide Longitudinal Data System (SLDS) is critical for providing the timely, accurate data needed to drive higher achievement, to reduce achievement gaps among students and to answer key education policy questions. Ohio has successfully met 8 of the 10 essential elements, as defined in the 2007 Data Quality Campaign survey, for a P-12 SLDS and is committed to building upon its prior efforts to continuously improve the quality and timeliness of data provided to all stakeholders for evidence based decision making.

Ohio is currently engaged in a School Interoperability Framework (SIF) implementation for its statewide data collection system. This standardization of data definitions and the creation of a consistent protocol for sharing data between local education agencies and the state will improve the timeliness and accuracy of the data collected by the state and made available for decision making to improve student achievement. The proposed project will be an expansion of this effort and will take Ohio's SLDS to the next level by expanding the use of SIF, allowing the electronic exchange of student records between local education agencies and developing a standard high school transcript format for electronic data transfer to higher education. The availability of student records electronically and in a standardized format is critical so that educators may instantly share and transfer information, enabling a timely assessment of a student's prior educational history. This will enable student placement in the most appropriate curriculum and programs to meet his or her individualized needs. Also, this project will allow the student information systems in Ohio to become interoperable and minimize the administrative burden of manual data entry that is frequently time consuming and prone to error.

A Lever of Change for the Ohio Data System

Ohio's data system has progressed steadily over the past ten years evolving into a robust SLDS system that links data across time facilitating longitudinal analysis of student performance data and that provides decision support capabilities at both the local and state level. Beginning with the 2009-2010 school year, the system will be based upon internationally recognized data standards for data reporting to the state. While restrictions related to the sharing of K-12 data still exist in the state legislation, recent legislative changes have begun to open the gates for data sharing. This includes allowing the Ohio Department of Health to utilize the K-12 unique student identification system for infants and toddlers who receive special education services and the development of a standard format for high school transcripts for sharing with institutions of higher education.

Opening the Gates for Seamless Data Sharing

This project will build upon existing technological and data standards architecture to:

- Support the timely sharing of reliable data among local education agencies,
- Enable the creation of a standard high school transcript format for sharing with institutions of higher education.

Project Narrative

Project Narrative

Attachment 1:

Title: Pages: Uploaded File: 1239-Ohio %20Project %20Narrative.pdf

Ohio's 2009 Statewide Longitudinal Data System Grant Proposal

Increasing Efficiencies through Data Standards and System Interoperability

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Project Narrative

Need for the Project

Need to Improve Student Achievement

Over the past eight years, the Ohio Department of Education (ODE) has built a standards-based educational system of aligned academic content standards, curricula, assessments, and a best practice accountability system to drive higher achievement for all students and meet the goals of the *No Child Left Behind Act*.

This year, through the availability of longitudinal student data in Ohio's Statewide Longitudinal Data System (SLDS), the ODE has 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. Only three other states – Tennessee, Pennsylvania and North Carolina - use the value-added measurement statewide.

While the 2007-2008 school year performance results show that achievement continues to improve in Ohio, gaps in achievement between groups of students – based on race, poverty, gender, disability and language background – continue to be one of the greatest challenges for both Ohio and the nation. The encouraging news is that the gap between black and white students has narrowed over the past two years, but there is still a 21-point difference in third-grade reading scores between poor and wealthier students and a 19-point gap in the graduation rate between black and white students.

The ODE recognizes that a high quality, efficient SLDS is critical for providing the timely, accurate data needed to continue to drive higher achievement, to reduce achievement gaps among students and to comply with both state and federal reporting requirements. The foundation of Ohio's SLDS consists of data warehouses that provide the capability for statewide longitudinal analysis and local data analysis including classroom level analysis by teachers. Additionally, to increase the timeliness and accuracy of data, Ohio is enhancing its statewide data collection system to be based upon standard data definitions and formats utilizing the School Interoperability Framework (SIF) specifications.

However, while much progress has been made, inefficiencies still exist in the area of data exchange and transfer between applications and databases leading to potentially inconsistent data and delays in access to data. To support the data based decision making process needed to improve instruction and student achievement, data must be accurate and accessible in a timely, almost instantaneous manner to the appropriate stakeholders. It is critical that student data be available in a consistent format so that schools and educators may quickly share and transfer standardized records electronically. This will enable a timely assessment of a student's prior educational experiences, allowing placement of the student in the most appropriate curriculum, courses and programs designed to meet his or her individualized educational needs.

The movement of data between entities and between software applications needs to be an automated process requiring minimal administrative burden and eliminating duplicative data entry points prone to error. Currently, Student Information Systems (SIS) used by Ohio's Local Education Agencies (LEAs) are not interoperable and do not facilitate this automated sharing of data. Records cannot be exchanged electronically when a student transfers between LEAs and this frequently results in redundant data entry, increasing support costs and potentially inaccurate or inconsistent data. The data transfer process between the student information systems and the data warehouse for local data analysis is another component of the existing system that is a labor-intensive process. This cumbersome process has discouraged participation by some LEAs and has resulted in delays in timely access to information by others.

In addition to the need for increasing efficiencies in data sharing between data systems, there is a significant need to provide LEAs with a mechanism to share and validate student enrollment information when multiple entities have a legal responsibility for accurately accounting for an individual student. In Ohio, there are multiple educational options available in which students may be provided educational services and instruction from an LEA other than the LEA in which they physically reside. These options include, but are not limited to:

- The opportunity for a student to attend a community school (known as public chartered schools in most states),
- The ability for a student to attend another public LEA through an LEA to LEA Open Enrollment agreement,

- The capability for receiving career technical education or special education services through LEA contractual agreements.

Ohio distributes between \$7.4 - \$8 billion a year to LEAs through the state foundation payment system based upon Ohio Revised Code (ORC) requirements. When a student is being provided instruction from another LEA other than (or in addition to) the LEA in which the student physically resides, both LEAs are required to validate the enrollment data to ensure that the state funding is flowing according to the ORC requirements. While the educating LEA is accountable for the reporting of student performance data, the resident LEA is legally responsible for the student's education and receives the initial assignment of the funding. As a result, there are a multitude of situations in which multiple LEAs have a vested interest in the accurate reporting of a student so that the proper funding is credited to the resident district prior to the transfer of the funds to the educating district.

This has been a data reporting challenge for LEAs as they have struggled to ensure that data on an individual student is being represented consistently. LEAs have requested that the ODE develop a secure, efficient and reliable mechanism to facilitate the validation and reconciliation of these enrollment data to eliminate many of the data sharing and communication challenges they face today when trying to reconcile these data.

While Ohio has built a solid foundation for its SLDS, we must continue to address the inadequacies of the existing system and increase the efficiency of data transfer among LEAs, between applications, and to institutions of higher education while providing robust, secure mechanisms for validating and ensuring consistency of the data being shared. Without the ability to securely provide accurate data in a timely and consistent manner, educators and other key stakeholders will not have the immediate information access needed to quickly respond to the ever changing needs of today's students. To address this need, Ohio must step up its efforts to ensure all components of its SLDS are interoperable through the adoption and implementation of clearly defined and consistent data definition and format standards.

Funding Need

To move from the current status towards the vision for Ohio's SLDS, additional monetary support is needed to supplement the existing state funding. Ohio invests heavily in both its data systems and statewide network capacity to ensure a robust sustainable technical architecture with the capacity to meet the needs of its education stakeholders. In the 2008-2009 state biennial budget, Ohio committed over \$25 million each year to:

- Support connectivity of school buildings to the state's education network and to each other
- Subsidize activities of the regional 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 \$15 million each year to maintain and support its Education Management Information System (EMIS) which facilitates the collection of personally unidentifiable individual student data, course and program data, staff and financial data. To supplement this funding, in 2005, Ohio applied and 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 2005 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. The \$5.7 million 2005 IES SLDS grant funding has provided the ODE with the business conversion capital to standardize data definitions and formats while providing a secure protocol for sharing data vertically between LEAs which has facilitated improvements in the timeliness and accuracy of the data.

The proposed project will be an expansion of Ohio's existing data system and will build upon the SIF architecture currently under development. While Ohio has been fortunate enough to have a steady stream of funds allotted in the state budget for ongoing support and maintenance, the funding stream has remained flat for several years and has begun to decline with recent state budgetary cuts. Additional cuts are anticipated to continue into the 2010-2011 budget. While funding is expected to be available for the support of existing components, sufficient funds may not be available for new development and enhancements.

The funding requested in this proposal will provide Ohio with the additional business conversion capital to enable Ohio's SLDS to move to the next level of functionality. This will include expanding the use of SIF for the electronic exchange of student records between LEAs and the development of a standard high school transcript format to facilitate electronic data transfer to institutions of higher education. As with the 2005 SLDS grant project, the ODE will supplement the federal funds for system development with State funds and sustain the system with the existing state funding stream.

Background: Status of the Existing System

Ohio's Regional Information Technology 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 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 majority of LEAs use one of two student information systems – the Electronic Student Information System (eSIS) or Data Analysis for Student Learning (DASL) - to store and manage student data. Additionally, since state legislation only allows the ODE to collect student data via a unique data verification number and prohibits the ODE from having access to personally identifiable data on a student, such as the student name, ITCs play the role of an intermediate data broker between LEAs and the ODE. ITCs work on behalf of the LEAs and have data confidentiality agreements in place to protect and secure the data. These agreements enable the ODE to leverage one of the centers, Northwest Ohio Computer Association (NWOCA), to serve as the central physical location to host the Local Data Analysis Data Warehouse that contains personally identifiable student data for LEAs across the state.

Ohio Meets 8 of the 10 Essential Elements for a P-12 SLDS

As demonstrated in the Data Quality Campaign (DQC) 2007 survey results, Ohio has successfully met 8 of the 10 essential elements for a P-12 SLDS:

1. A unique Statewide Student Identifier (SSID) that connects student data across key databases across years
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 and the reasons they were not tested
5. A teacher identifier system with the ability to match teachers to students
6. Student-level college readiness test scores
7. Student-level graduation and dropout data
8. A state data audit system assessing data quality, validity and reliability

Ohio has not yet met two of the essential elements:

1. Student-level transcript information, including course completion
2. The ability to match student records between P-12 and institutions of higher education

Since the 2007 survey results, Ohio has begun to collect course completion information on high school courses for individual students. Additionally, while state legislative restrictions limit Ohio's ability to use the K-12 unique SSID to match student records between the P-12 and higher education systems, recent legislative changes have enabled the creation of a standard high school transcript to facilitate electronic exchange with institutions of higher education.

In addition to the 10 essential elements, the DQC has identified the following fundamental concepts that states need to take into account when designing and developing their state data systems:

- Privacy Protection
- Data Architecture
- Data Warehousing
- Interoperability
- Professional Development on Data Processes and Use
- Portability
- Access by Researchers

Ohio has addressed each of the fundamentals in its current system. As technology advances and provides opportunities to enhance these fundamentals, ODE will continue to improve upon the technical architecture and governance structure of its data system.

Need to Close the Gap between Data System Vision and the Current Status

The following diagram illustrates the vision for Ohio’s data system. While Ohio has a strong foundation, there are still gaps between the current SLDS and the vision for the SLDS. These gaps between the current system and the vision are the proposed **new components or enhancements** to existing components and are depicted with

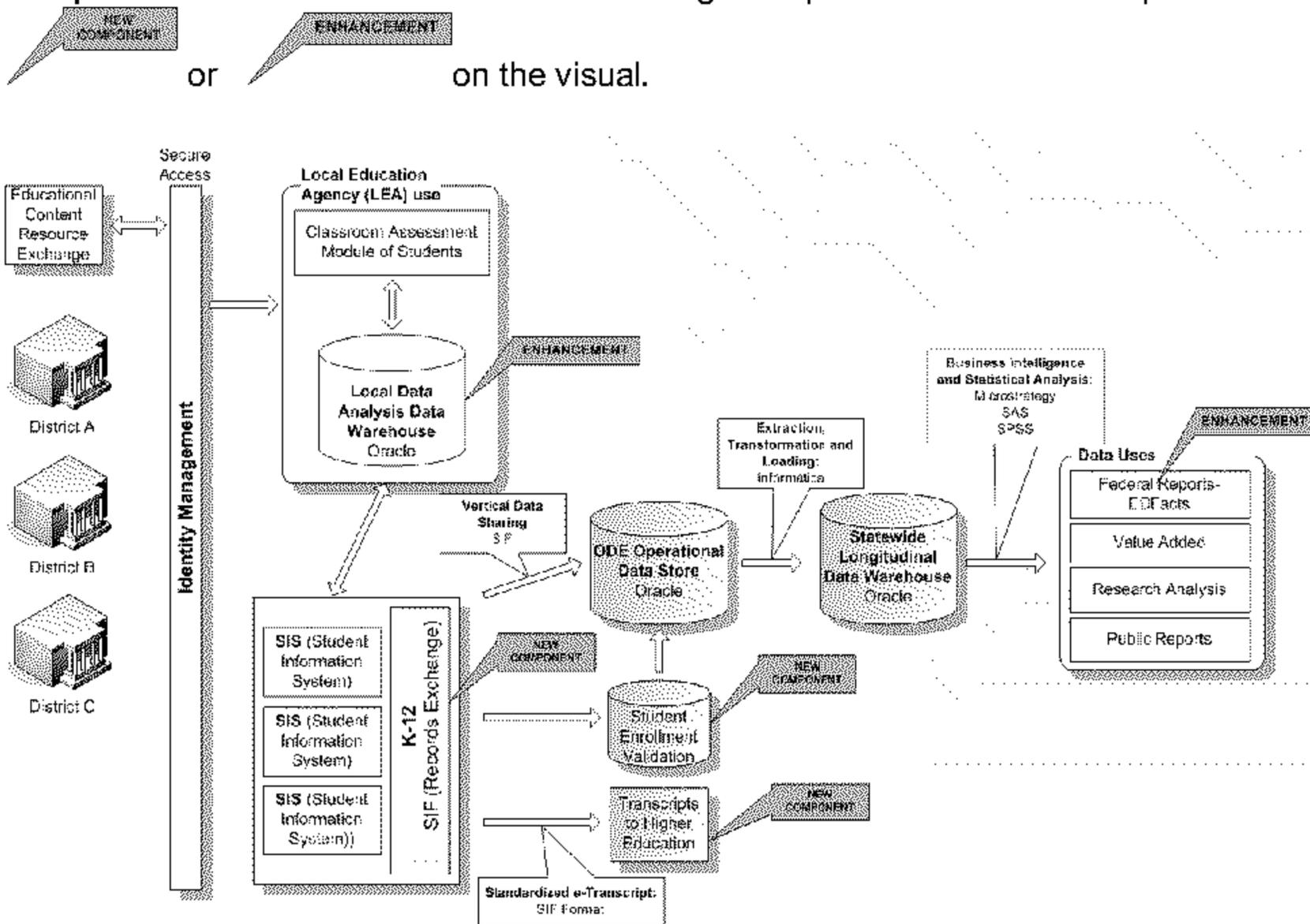
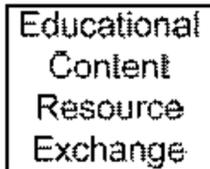
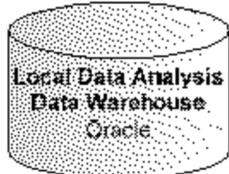


Figure 1-Simplified Architecture Diagram

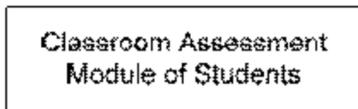
The existing components of Ohio’s data system are as follows:



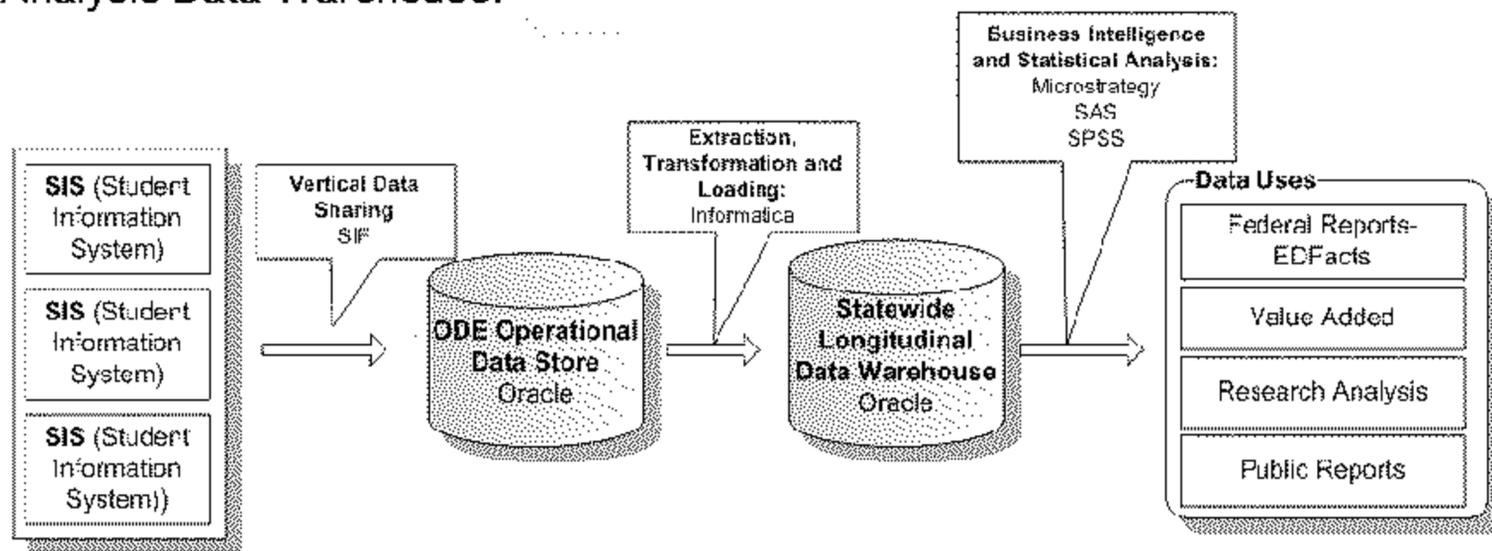
The **Educational Content Resource Exchange** provides educators with general search capabilities to locate electronically available education content resources aligned to Ohio's Academic Content Standards and permits users to save items in user created 'book bags' which can easily be shared with colleagues. To date, there are approximately 7,000 resources provided by over 12 educational resource providers at no cost to LEAs through this online resource.



The **Local Data Analysis Data Warehouse** enables LEAs – including teachers - to analyze data about students' performance on the statewide Ohio Achievement and Graduation tests. It then points them directly to the aligned resources – such as lesson plans – that are available electronically in the Educational Content Resource Exchange and address the academic needs identified by the data.



The online **Classroom Assessment Module (CAM)** is currently being developed and will 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 via a web-accessible user interface and to store and access the results in the Local Data Analysis Data Warehouse.



The **Vertical Data Sharing** component of Ohio's data system is currently being upgraded to be based upon the SIF specifications. Beginning with the 2009-2010 school year, LEAs will be reporting data to the ODE utilizing SIF and the information will be loaded into a relational **Operational Data Store (ODS)**. Upon the completion of the vertical data reporting and validation process, data are migrated to the **Statewide Longitudinal Data Warehouse** for analysis. This warehouse contains detailed student, staff, program, and financial data and links students to teachers via unique classroom

course codes. Security measures are in place to ensure that access is only given to the appropriate authorized individuals. Any aggregate calculation for a subgroup containing less than 10 students is masked and is not released beyond designated ODE staff except for approved longitudinal analysis or research in accordance with FERPA and the ORC.

Ohio is also updating its procedures for compiling and reporting data to the US Department of Education's K-12 repository **EDFacts**. A multitude of disparate computer programs utilizing numerous legacy technologies will be replaced with a centralized, repeatable, streamlined process based upon a standard extraction, transformation and loading technology- Informatica. To date, Ohio has completed the streamlining process for approximately 55% of the files for EDFacts and continues to dedicate one project manager and two contracted Informatica technology resources to the initiative.

In comparing ODE's data system vision with the current status, there are five major areas in which gaps exist. These gaps are labeled as new components on the diagram and are as follows:

- The **Local Data Analysis Data Warehouse** contains only a limited amount of data and does not contain all of the essential student data elements critical for the data analysis needed to improve student achievement. Additionally, the process to populate the data warehouse with data from other sources, such as the student information systems, is labor-intensive and results in data not being available in a timely manner to stakeholders for stakeholders.
- An **Electronic Student Records Exchange** capability between LEAs does not exist. Student information systems are not interoperable. Without the capability to transfer data electronically, LEAs must share student records in hard copy format, leading to duplicative data entry when students move between LEAs. The transmittal of hard copy records is both time consuming and prone to error.
- A **Statewide Student Enrollment Data and Student Cross Reference** database and application does not exist for LEAs to share and validate key enrollment information about an individual student when multiple educational entities are involved with a student's education. Currently, LEAs must rely on a wide variety of informal, unstructured communication procedures – phone, e-mail, fax- when attempting to reconcile data with another LEA.
- A statewide standard for the content and the format of high school transcripts does not exist. The lack of a common set of data elements and a consistent format for transferring these data limits the sharing of these data electronically and in a timely manner to the Institutions of Higher Education.
- While Ohio has made significant progress on its efforts to improve its processes used to compile and report the data required by **EDFacts**, there is still much work to be done to meet the mandated deadlines for reporting. The number of required data files has increased over the last 2 to 3 years, and changes to the requirements for the existing data files must also be incorporated. Since 2005-2006, 33 new files have been added to the reporting requirements and additional

resources are needed to ensure Ohio can continue to meet the reporting timelines.

Objectives of the Proposed System

The proposed project will be an expansion of the existing K-12 statewide longitudinal data system and will build upon Ohio's existing technical infrastructure including the SIF architecture currently being constructed for vertical data reporting.

The objectives of the proposed system expansion are the following:

- **Local Data Analysis Data Warehouse**

The Local Data Analysis Data Warehouse will be expanded to include the additional data elements needed to reflect a student's entire educational record, including the data necessary to generate a standard high school transcript. The existing manual data load process for the warehouse will be replaced with the development of a SIF agent to facilitate automated data sharing between source data systems such as the proposed Statewide Student Enrollment Data and Student Cross Reference (SSED-SCR) application and the student information systems used by LEAs for student data management. Expanding the types of data available in the data warehouse and increasing the efficiencies and effectiveness of the data load process will enable more timely and consistent data sharing.

- **Student Records Exchange**

The SIF Agents –currently being built for Ohio's two major student information systems to support vertical reporting to the state - will be expanded to include all of the data contained in a student's educational record. The functionality of the SIF Agents will also be enhanced to enable data to be both published and consumed by the student information systems to support the electronic records exchange between the LEAs utilizing these systems. A secure user interface will be developed -or the functionality of an existing application will be enhanced- to facilitate the request for student records to be transferred and to manage the actual transactions of the data transfer from one system to another.

- **Student Enrollment Validation**

A database and application will be developed for LEAs to share and validate key information about a student when other educational entities, in addition to the LEA in which the student physically resides, are responsible for educating or reporting data on a student. This validation is required to ensure the accurate distribution of state funding to the LEAs and to make the correct determinations for both state and federal performance accountability purposes. Access to a secure online application for validating and reconciling student enrollment data will reduce the data sharing and communication challenges currently being experienced by LEAs when trying to verify student data. Improvements will be made in the timeliness of the data reconciliation process and will help ensure accurate and consistent data are available for funding, performance accountability and decision making purposes.

- **Standard High School e-Transcript Format**

As a result of the development work on the various SIF agents and the expansion of the Local Data Analysis Data Warehouse described above, the capability to provide the data contained on a high school transcript in a standardized format based upon SIF specifications will be developed. 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 that will be developed in a collaborative effort between the Ohio Board of Regents (OBR) and the ODE. This system will be used to send e-transcripts from high schools to institutions of higher education. The scope of that effort will include the development of a new application or procurement of services through an electronic Brokerage Service Provider (BSP) to manage the request of e-transcripts and the transactions of sending K-12 high school transcript data to institutions of higher education electronically. A common set of data elements and a standardized electronic format need to be established to facilitate the creation of an e-transcript to ensure accurate and timely data are provided.

Note: Funding is not being requested through this grant for the procurement of a BSP. The request for funding is for the development of a standardized data reporting format.

- **Reporting ED Facts Data**

Additional resources are needed to enable the ODE to meet the reporting requirements and deadlines mandated by the U.S. Department of Education.

Project Design

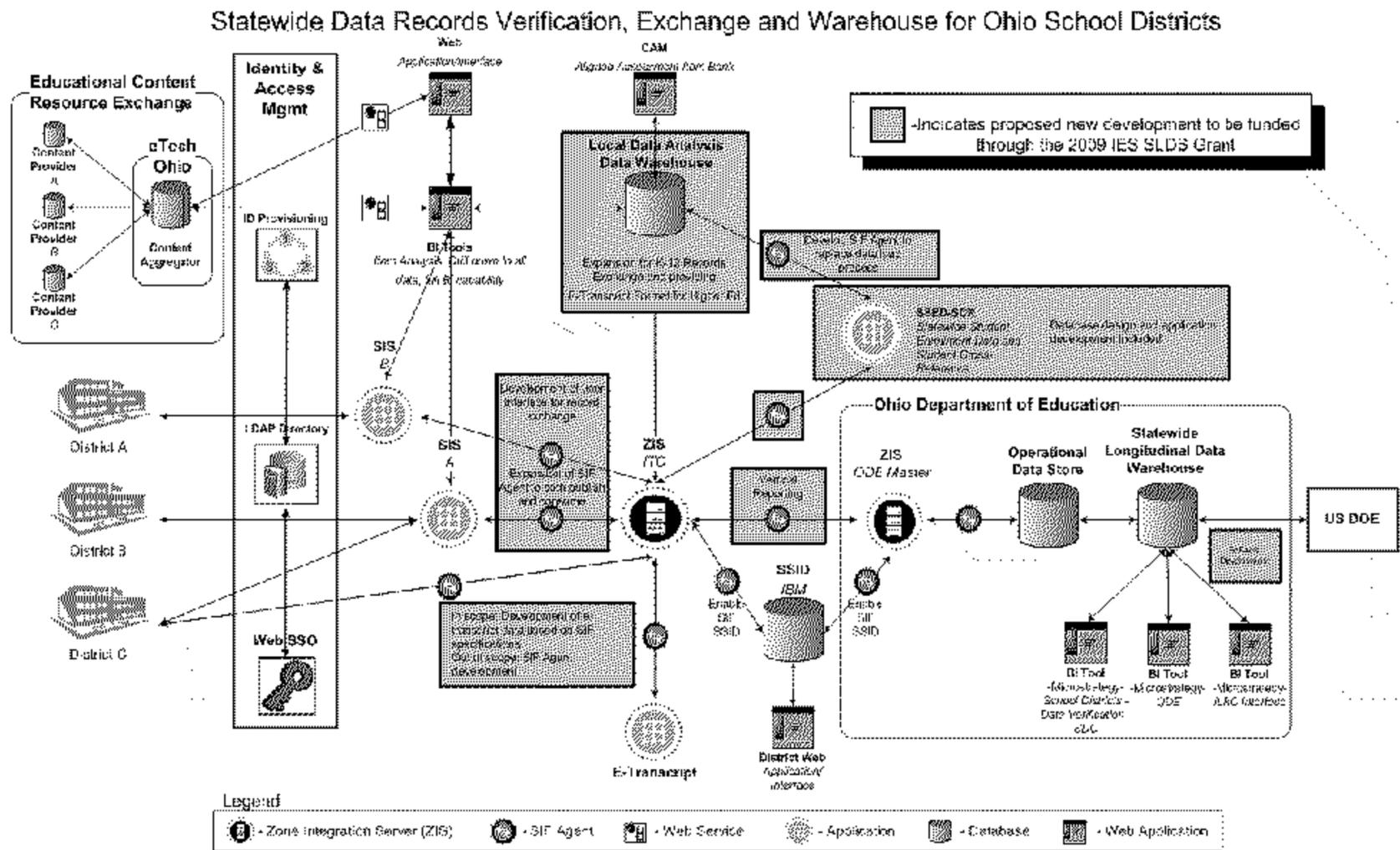


Figure 2-Detailed Architecture Diagram

The above diagram illustrates the architecture of the existing system and indicates the proposed new development efforts that will be completed utilizing funding from the grant. **For your reference, an enlarged version of the diagram is also provided in Appendix A.**

Much of the infrastructure and the technologies needed to support the proposed new development efforts already exist (or will within the next several months). This includes, but is not limited to, the Zone Integration Servers (ZIS), the Oracle database licenses, several of the SIF agents, SIF licensing for vertical reporting and the Identity Management infrastructure. A list describing the existing architectural components and technologies is also provided in Appendix A.

The new development components that will be funded by the grant are as follows:

- Expansion of the Existing Local Data Analysis Data Warehouse**
 The Local Data Analysis Data Warehouse logical data model and accompanying physical database will be expanded to contain all data in a student record, including the data needed to generate a standard high school transcript.
- Development of a SIF Agent for the Local Data Analysis Data Warehouse**
 A SIF Agent will be developed to replace the existing manual data load process for the data warehouse and will facilitate automated data sharing between

databases and applications such as the proposed SSED-SCR application and the student information systems used by LEAs.

- **Enhancement to the Existing SIF Agents for Ohio's two primary Student Information Systems**

The SIF Agents –currently being built for Ohio's two major student information systems to support vertical reporting to the state - will be expanded to include all of the data contained in a student's educational record and will also contain both the publish and consume functionality needed to support electronic records exchange between the LEAs utilizing these systems.

- **Development of a Secure User Interface for Student Records Exchange**

A secure user interface will be developed --or the functionality of an existing application will be enhanced- to support the request for student records to be transferred from one district to another and to manage the actual transactions of the data transfer from one system to another.

- **Development of a Student Enrollment Validation Database and Application**

A secure database and Statewide Student Enrollment and Student Cross Reference (SSED-SCR) application will be developed for LEAs to share and validate key information about a student when entities in addition to the district of residence are responsible for educating or reporting information on a student for funding purposes or for performance accountability purposes.

- **Development of a SIF Agent for the Student Enrollment Validation Application**

A SIF Agent will be built to facilitate data sharing between the new enrollment validation data base and other systems, including with the ODE.

- **Enhancement to the ODE's SIF Agent**

The ODE's SIF Agent will be expanded to share data with the Student Enrollment Validation database.

- **Supplement Existing Staff Resources with an Additional Contracted Resource for EDFacts**

A technical resource will be procured by the ODE to supplement existing resources working on the EDFacts data reporting process improvements. This additional resource is needed to enable the ODE to meet the reporting requirements and deadlines mandated by the U.S. Department of Education.

The ODE will have the management authority and governance over the project. The ODE will collaborate and, as needed, enter into contractual agreements with the various project partners including the Management Council of the Ohio Education Computer Network (MCOECN). Because the ODE is not permitted to collect, store or access personally identifiable individual student data (such as student name), the NWOCA regional ITC will continue to be utilized to physically host the statewide components of Ohio's longitudinal data system that contain personally identifiable individual student data. The operational day to day management of these components is handled by the Technology Solutions Group (TSG) of MCOECN via a contractual arrangement with the ODE. The TSG is a program of the MCOECN that provides leadership and technical assistance to the Ohio K-12 educational community in the design, implementation, and operation of technology solutions in Ohio schools and the ITC's.

The Local Data Analysis Data Warehouse is currently located at NWOCA and the plan is for the SSED-SCR to also be hosted there. ITCs are governed by the LEAs they serve and must comply with rules regarding qualifications, procedures, responsibilities and performance requirements as outlined in the OAC. The grant will enable the procurement of the resources needed to complete the proposed new development efforts plus allow the purchase of the software licenses necessary to support the Electronic Transfer Framework (ETF) for student records exchange using SIF-compliant products. The requested funds will also be used to purchase additional data storage capacity needed at NWOCA for the databases and training needed for both staff and end users of the system.

Summary of Ohio's Status on the SLDS Requirements

Governance and Policy Requirements

Needs and Uses In addition to providing information that helps to improve student achievement and reduce achievement gaps among students, a successful data system should address the State's other key educational policy questions. The system should provide data that can be used in education decision-making at multiple levels, from policy to classroom instruction.

Current State Ohio is committed to continue to enhance its data system to ensure an effective and efficient system that provides timely and accurate data to all users – from the teacher in the classroom customizing instruction based on the data to the researcher doing longitudinal analysis of student academic growth for improving student performance.

The system currently contains a statewide data warehouse that contains personally unidentifiable longitudinal individual student, program, course, staff and financial data available for policy analysis by a wide range of stakeholders and researchers. Additionally, a data warehouse has been designed and developed to provide access down to the classroom level- including student level information- for teachers to use data for decision-making and to automatically link them to the appropriate educational resources based upon the needs highlighted by the data. Resources include instructional content, professional development, technical assistance and planning tools. From the data collection and vertical reporting perspective, the ODE is in the process of changing the statewide data collection process from a legacy flat file data submission system to the use of a near real time data submission architecture based upon the SIF specifications.

Planned Funding from this grant will enable Ohio to expand upon its use of the SIF architecture and build the necessary components so that data could be shared between school districts and with institutions of higher education in a more timely and consistent manner – delivering information to key stakeholders more quickly than before to enable more effective decision making. It will minimize the administrative data entry burden and facilitate interoperability between software applications and increase accuracy of data.

Governance A successful data system rests upon a governance structure that involves both State and local stakeholders in the system's design and implementation. Particularly when expanding the data capacity in existing K-12 systems to include other educational data, an SLDS must identify the entities responsible for the operation of the statewide data system. It should include a common understanding of data ownership, data management, data confidentiality and access, and a method of resolving differences among partners.

Current State With all aspects of the Ohio's data system, from the components targeted for LEA use to those for mandated statewide reporting and analysis, the governance structure includes both state and local stakeholder input into the system design and implementation.

Local Data Analysis Data Warehouse

For the local data analysis data warehouse that is focused on providing decision support capabilities for LEAs, the project is a cooperative effort being developed and governed by stakeholder groups, rather than a single entity. Five committees, made up of stakeholders, exist to oversee content, end-user requirements, overall system architecture, professional development and financial resources. The stakeholder groups include representatives from LEAs and other educational entities throughout the state. The governance and responsibility of the physical database and infrastructure is managed by the TSG of the OECN via a contractual arrangement with the ODE.

Statewide Data Collection- Vertical Reporting

With the statewide EMIS data collection and vertical reporting component, 3301.0713 of the ORC requires an EMIS Advisory Committee that consists of representatives from the State Board of Education, the ODE, the Ohio Educational Service Center Association, the Buckeye Association of School Administrators, the Ohio Association of School Business Officials, both four-year and two-year institutions of higher education, MCOECN and a classroom teacher. This committee makes advisory recommendations to the ODE to improve the operations of the system, including the data definitions, reporting rules and guidelines and the reporting deadlines.

Statewide Longitudinal Data Warehouse

Section 3301.0133 of the ORC requires that the ODE have an identifiable unit within the agency to deal with the management of any education data that the department gathers processes, uses, or reports. The department has implemented this through an enterprise data management structure that embeds a data administration manager in each of the program areas to provide expertise and governance of the data. The data administration managers report up through the organization to through the Chief Information Officer (CIO).

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. This program includes the clear establishment of data ownership, management and access to the information. The classification process is managed by

the Information Security Officer for the agency and is supported by the data managers.

Planned For the proposed project, in addition to the existing governance structure, a project specific advisory committee will be created and be comprised of key stakeholders and project partners who will provide guidance and input over the design, development and implementation of the system.

Institutional Support A successful data system requires institutional support from leadership within the State Education Agency (SEA) and from relevant stakeholders within and outside the SEA. The support must include authorization to develop and implement the SLDS, as well as the commitment of necessary staff and other resources. If the SLDS is to be expanded to include data from other systems, all involved institutions must agree to a shared vision for outcomes and objectives.

Current State The ODE collaborates on a continuous basis with the relevant stakeholders within and outside the agency, including LEAs, eTech and the MCOECN. The MCOECN represents the data system interests of the LEAs that govern them and a letter of support from the MCOECN is provided in Appendix A. State funding has been relatively constant over the past several budget periods and has enabled Ohio to sustain both its education network capacity and its data systems. It has also provided subsidies to LEAs and the ITCs for data system support and maintenance.

Planned The ODE will continue to collaborate with other agencies and with the MCOECN and other stakeholders to ensure a shared vision for outcomes and ongoing support.

Sustainability A successful data system requires ongoing support from the SEA after it has been implemented. At a minimum, the system requires ongoing commitment of staff and other resources for system maintenance, quality control, and user training.

Current State As indicated in the Sustainability section of the Narrative, Ohio has historically allotted over \$25 million annually to sustaining and improving network connectivity and \$15 million for its data systems.

Planned Funding from this grant will support a development effort to improve business processes for sharing data between entities and software applications. Existing state funding and staff will maintain and support the system after the development is complete.

Technical Requirements

Federal Reporting A successful data system must be able to meet Federal reporting requirements, including those of the U.S. Department of Education's EDFacts system. The system should provide efficiencies that reduce the burden of federal reporting for schools and districts.

Current State EMIS is a streamlined data collection system through which districts report the majority of the data required for federal reporting. The ODE is in the process of increasing the efficiency of the system via the implementation of SIF. Additionally, using state funding coupled with funding from the 2005 IES SLDS grant program, Ohio is automating the compilation of the collected data to meet Federal reporting requirements, including those of EDFacts.

Planned Funding from this grant will enable Ohio to obtain an additional resource to assist with the development process so that Ohio can meet the EDFacts reporting requirements in a timely manner.

Privacy Protection and Data Accessibility An SLDS must ensure the confidentiality of student data, consistent with the requirements of the Family Education Rights and Privacy Act (FERPA) and other State laws or regulations concerning the confidentiality of individual records. The system should also include documentation that clearly articulates what data will be accessible, to which users, and for what purposes.

Current State

State Legislation Regarding Protecting Student Data

The ODE is not allowed to collect or have access to personally identifiable individual student data, including the student name. The ODE collects individual student records through the use of a unique student data verification code, the Statewide Student Identifier (SSID). The system to manage and issue SSIDs is hosted by a third party vendor. The ODE is not permitted access to the crosswalk between the SSID and the data elements used to assign the SSID. To protect the confidentiality of student data, existing state legislation limits the ODE's use of the SSID to the following:

- Reporting data through EMIS as required by 3301.0714
- Administering the Educational Choice Program per 3310.11 ORC
- Administration and scoring of statewide assessment tests per 3301.0711, and;
- Determining the value-added progress dimension of the accountability system per 3302.021

Ohio does NOT share the unique data verification code 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 data verification code, the study or project must maintain the confidentiality of student data at all time. When releasing aggregated information, Ohio protects the confidentiality of student data by only releasing data in which the subgroup size is greater than 10.

Technical Requirements

The Local Data Analysis Data Warehouse component of the SLDS does contain personally identifiable student data, including name, but is located and managed at an ITC which is governed by LEAs and in which there are confidentiality agreements in place protecting the data on behalf of the LEA.

Data Classification Policy

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. This includes the clear establishment of data ownership, management and access to the information. The classification process is managed by the agency's Information Security Officer who reports directly to the CIO.

Technologies to Control Access

In addition to state legislation, confidentiality agreements and data classification policies, there are identity management technologies in place to control access to student data. With the Local Data Analysis Data Warehouse component, the Ohio K-12 Network Identity Management (IdM) and Access Single Sign On System, based upon Oracle technologies, is used to authenticate and grant users access to the Data Tools. At the Statewide Longitudinal Analysis Data Warehouse, the ODE utilizes a custom developed application known as Security Application for Enterprise (SAFE) that serves as an online identification system, giving customers secure access to the ODE programs and services with a single login. SAFE uses industry-standard security technologies for encryption of account names and passwords when transferred over the Internet.

Planned The ODE will continue the development of the data classification system and expand upon the education and awareness related to protecting information assets. As updated technologies become available, the ODE and the ITCs will continue to ensure that industry-standard and best practices are being adhered to.

Data Quality A successful data system must ensure the integrity, security, and quality of data. It should include an ongoing plan for training those entering or using the data, as well as procedures for monitoring the accuracy of information.

Current State Recent changes in ORC and OAC established the rules around monitoring the accuracy of data being submitted by school districts. The ODE may sanction any school district that:

- reports incomplete or inaccurate data
- reports data that does not conform to data requirements and descriptions published by the department
- fails to report data in a timely manner
- otherwise does not make a good faith effort to report data as required by this section

Technical Requirements

Additionally, a formal Information Security Program was established containing data classification policies to ensure that the ODE manages data in such a way that protects the integrity and quality of it and to ensure that the agency provides the necessary education and awareness to staff.

Planned The ODE will continue to increase the data integrity checks being performed to ensure data accuracy and will continue to strengthen our Information Security Program to protect the security of our information assets.

Interoperability A successful data system has the capacity to exchange data between the SEA and its LEAs, as well as among LEAs, or with other appropriate State agencies or educational entities.

Current State Utilizing both 2005 IES SLDS funding and state funding, the ODE is enhancing its EMIS to be a SIF vertical reporting structure to more efficiently exchange data between SEA and LEAS. This will be made available for LEAs to use during the 2009-2010 school year.

Planned This grant will allow the ODE to expand on the use of SIF to facilitate the sharing of data among LEAs via the regional Information Technology Sites and to develop a standard transcript format to facilitate e-transcript availability to institutions of higher education.

Enterprise-wide Architecture A successful SLDS includes an enterprise-wide data architecture that links records across information systems and data elements across time. This allows for longitudinal analysis of dropout and graduation rates and student achievement growth. The architecture should include at a minimum a system for assigning unique student identifiers, a data dictionary, a data model, and business rules.

Current State Ohio's SLDS does include an enterprise-wide data architecture that links data elements across time, enables the longitudinal analysis for graduation rate calculations, dropout calculations and the use of both value-added and growth measures as part of its performance accountability system. The architecture includes an SSID system developed and hosted by a third part vendor, a robust data model, extensive data element definitions and detailed business rules.

Planned Funds from the grant will enable the expansion of the vertical reporting SIF architecture currently being built to:

- support the sharing of student records in a standardized format between student software systems utilized by LEAs
- provide a standard data format for the future transfer of high school transcripts

Technical Requirements

- electronically to institutions of higher education
- enable a data validation mechanism to improve the validation of student enrollment data

Institutional Support

This initiative has the support of a variety of education stakeholders, an ongoing state funding stream for support and a state of the art network with disaster recovery capabilities.

Stakeholder Support

The ODE has involved various stakeholders in developing this grant proposal and has collaborated on this initiative with the MCOECN, eTech, and the OBR. The letters of support in Appendix A indicate the support of education stakeholders in Ohio for the ODE and the SLDS project. We have currently gathered support from the following:

US Senators

- The Honorable Sherrod Brown
- The Honorable George Voinovich

Ohio House of Representatives

- Jon Husted, Speaker

Ohio Senate

- Bill Harris, Senate President

MCOECN

- Bruce Hawkins, CEO

State Superintendent of Public Instruction

- Susan Tave Zelman

OBR

- Paolo DeMaria, Executive Vice Chancellor

eTech Ohio

- Dave Barber, Interim Executive Director

Existing State Funding and Financial Sustainability

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.

The ODE will utilize the requested federal funding to supplement state funding and to provide the business conversion capital necessary to standardize and automate the data exchange process between applications and among entities. The ODE will utilize existing streams of state funding to sustain the system. In the 2008-2009 state budget, Ohio committed over \$25 million each year to support connectivity of school buildings to the state's education network and to each other. Ohio has also allocated \$15 million each year to maintain and support EMIS, which facilitates the collection of personally unidentifiable individual student data, course and program data, staff and financial data.

State of the Art Computer Network and Disaster Recovery

The Ohio Educational Computer Network, (OECN), is part of the Ohio Supercomputer Network (OSCnet), a 2,100 mile fiber-optical based backbone that extends throughout Ohio. The state's 23 Information Technology Centers (ITC) and seven large-urban school districts connect to this all-Ethernet educational network backbone with 1-Gigabit fiber connections. Each school district, in turn, connects to the ITC that serves them providing the gateway for their state intranet, Internet, and Internet-2 traffic. Through June 2008, the OECN served 1,643,478 students in 3,527 school buildings. The OECN also connects 363 chartered non-public schools in Ohio.

On an average school day, the OECN generates approximately 2 Gigabits of Internet traffic and carries 30-40 million e-mail messages. At the OECN core is an automatic scheduling system for videoconferencing, the second most popular application on the network. In addition to these services, the OECN also offers a class-4 disaster recovery facility with a 10-Gigabit interface to serve as a repository for district data.

Project Management Plan

The project will be managed by the Director of the Project Management Office (PMO) within the Office of the Chief Information Officer at the ODE. The PMO Director reports directly to the CIO and is a certified Project Management Professional. A Project Advisory Committee consisting of project partners and system stakeholders such as eTech, MCOECN and representatives of institutions of higher education will be established to provide input and guidance for the development initiative.

Project Methodology

The project methodology will be based upon the processes and methods described in the Project Management Institute's *A Guide to Project Management Body of Knowledge* (PMBOK™) and *the State of Ohio Project Management Community of Practices' Project Management Guide*.

The project management methodology breaks down projects into the following five phases:

1. Opportunity Assessment
2. Initiating
3. Planning
4. Executing/Controlling
5. Closing

Each of the five phases has its own objective, activities and decision points.

Additionally, the following nine project management knowledge areas of proficiency, as defined in the PMBOK™ will provide the management controls for the project:

- **Integration Management** – The processes used to ensure that the various elements of the project are properly coordinated. Activities include project plan development, project plan execution, and overall change control.
- **Scope Management** – The processes used to ensure that the project includes all the work required, and only the work required, to complete the project successfully. Activities include scope planning, scope definition, scope verification, and scope change control.
- **Time Management** – The processes used to ensure timely completion of the project. This area of proficiency includes activity definition, sequencing, duration estimating, schedule development and schedule control.
- **Cost Management** – The processes used to ensure that the project is completed within the approved budget. Activities include resource planning, cost estimating, cost budgeting, and cost control.
- **Quality Management** – The processes used to ensure that the project will satisfy the needs for which it was undertaken. Activities include quality planning, quality assurance, and quality control.

- **Human Resource Management** – The processes used to make the most effective use of the people involved with the project. Activities include organizational planning, staff acquisition, and team development.
- **Communications Management** – The processes used to ensure timely and appropriate generation, collection, dissemination, and storage of project information. Activities include information distribution, performance reporting, and administrative closure.
- **Risk Management** – The processes used to identify, analyze, and respond to project risks. Activities include risk identification, risk quantification and qualification, risk response development, and risk response control.
- **Procurement Management** – The processes used to acquire goods and services from outside the performing organization. Activities include procurement planning, Request for Proposal (RFP) creation, the RFP process, source selection, contract administration, and contract closeout.

Integration of the PM knowledge areas into each phase will provide the project manager with the tools and flexibility necessary to manage the many priorities of the project. The project manager will continually balance scope, schedule, and cost as changes in any parameter affect, and are affected by, changes in the other two parameters.

Project Timeline and Milestones

Opportunity Assessment: During August 2008 and September 2008, the ODE staff collaborated to identify, prioritize and select project ideas. This included the following tasks and milestones:

- The ODE employees engaged various stakeholders – including the OECN directors and representatives from both eTech and the Board of Regents- to identify project ideas.
- Created an architectural diagram for the system design
- Identified the gap between the current system and the system vision
- Identified the new development components based upon the gap analysis as the following:

NEW DEVELOPMENT COMPONENTS
Local Data Analysis Data Warehouse Expansion to include data to support a standard transcript and student records exchange
Local Data Analysis Data Warehouse SIF Agent Development
SSED-SCR Database and Application Development
SSED-SCR SIF Agent Development
SIS and DASL Agent Enhancements to support student records exchange- including the data necessary for a standard high school transcript- with both publish and consume capabilities.
User interface development or enhancements to existing applications to provide the functionality to request student records exchange and to manage the transactions of the data transfer.
The ODE Agent enhancements as needed to facilitate data sharing with other systems.
Additional development of extraction, transformation and loading processes to streamline and integrate the processes to compile data required for EDFacts

- Identified Software Licensing and Hardware needed to support the new development efforts including SIF ETF licensing and additional disk storage for the SSED-SCR.

Initiating/Planning Process: The initiation of the project will begin with the award of the 2009 IES SLDS in January or February 2009. The SIF Vertical Reporting architecture created using the 2005 IES SLDS grant award will be deployed and made available to LEAs during this same timeframe. The following tasks and milestones will take place as part of this process:

- Prepare request for Ohio Controlling Board approval of grant receipt and expenditure
- Receive controlling board approval
- Develop, release and award RFP for all new development except for the additional development for ED Facts Reporting
- Develop and award a Statement of Work for a technical resource to assist with ED Facts data compilation
- Develop detailed project schedule and a communication plan.

***Note:** 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 Office of Information Technology for the RFP process and this on average takes a minimum of 9 months.*

Executing/Controlling Process: Once the RFP is awarded, execution of the project work will begin and will include the following tasks and milestones for all new development components included in the RFP:

- Define and document business requirements
- Develop technical design specifications
- Develop data specification for the student record and the e-transcript
- Define gap analysis between the desired state and existing SIF and Ohio specific objects for vertical reporting
- Develop, test and implement the technical components
- Train technical staff and system end users

Closing Process: The project will be completed by November 2011, with post implementation continuing throughout the next year. The post implementation will include continued training and gathering feedback from system stakeholders.

Personnel to contribute to project (Résumés included in Appendix B)

The ODE Personnel

- Beth Juillerat, CIO (Executive Sponsor)
10% of time devoted to project
- Marsha Ward, Director of Project and Data Management (Project Manager)
50% of time devoted to project
- Mike Carmack, Director of Enterprise Applications (Database and Application Expertise)
5% of time devoted to project
- David Shaw, Information Security Officer (Security Review and Recommendations)
5% of time devoted to project
- Nancy Haefeli, EMIS Project Manager (SIF Vertical Reporting Expertise)
10% of time devoted to project
- Gary Waugh, EDFacts Project Manager
100% of time devoted to EDFacts project management

Technical Services Group/MCOECN Personnel

Time devoted to project will be on an as needed basis. Portions of this project fall within the scope of their existing roles and responsibilities.

- Duane Baker, Chief Operating Officer
- Eric Bell, Local Data Analysis Data Warehouse Project Manager

eTech Personnel

Time devoted to project will be on an as needed basis for expertise and guidance.

- Matt Howard, CIO (SIF Expertise)

Project Narrative

Other Narrative

Attachment 1:

Title: Pages: Uploaded File: 1236-Ohio%20Appendix%20B.pdf

Attachment 2:

Title: Pages: Uploaded File: 1237-Ohio%20Proposed%20Project%20Timeline.pdf

Attachment 3:

Title: Pages: Uploaded File: 1238-Ohio%20Appendix%20A.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

Chief Information Officer

Current

- 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 and Information Policy and Management
- Serve as Project Director for the 2005 Statewide Longitudinal Data System Grant and as Data and Technology committee chair for the Data Driven Decisions for Academic Achievement (D3A2)
- Manage the EDEN data reporting
- Responsible for the implementation of an agency Information Security Program
- Served on the Data Quality Curriculum Task Force and the Longitudinal Data Systems Task Force for NCES
- 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

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 (SID)
- 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
- Develop and Manage of the 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)
- 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.

DAVID J. SHAW
Information Security Officer
Ohio Department of Education

EDUCATION & CERTIFICATION:

Franklin University
Columbus, OH
Masters of Business Administration

Ohio University
Athens, OH
Bachelor of Specialized Studies

Certified Information Systems Security Professional
Certified Data Management Professional (CDMP), Mastery in Data Management
Working towards Ohio Certified Public Manager Status, 2nd year

WORK EXPERIENCE:

Ohio Department of Education

Information Security Officer

Current

- Develop policies and procedures for information development, dissemination, handling and destruction
- Manage the development and implementation of a comprehensive Information Security Management Program for the agency based on NIST and ISO 27001

Assistant Director

2005-2007

- Manage a team of 12 embedded Data Management professions and serve at the data management subject matter expert for the agency
- Develop policies and procedures for information development, dissemination, handling and destruction
- Researched and proposed a comprehensive Information Security Management Program for the agency.

Data Administration Manager

2004-2005

- Responded to variety of requests for information , participated on a various system development teams
- Develop policies and procedures relating to Center data collection efforts
- Define protection requirements for information used by Center and work with other Data Managers to ensure my area is following their protection requirements

- Presented to national audience on data management practices at the agency
- Managed data collection system for Ohio's 51 colleges with Teacher Preparation Programs

Center Data Coordinator

2003-2004

- Prepared center data plan
- Assist in the development and operation of data collection application for 50 colleges and universities. Handled access control, system development and data extraction
- Developed data collection tools and methods for Center staff

Professional Conduct Consultant

2000-2003

- Responsible for investigation of high profile cases and monitoring of actions taken
- Developed database to track cases and work in the office. Developed access controls and assigned access.
- Developed several reports for variety of audiences including State Board of Education, General Assembly and member of the media

Investigator

1999-2000

- Responsible for investigation of high profile cases and monitoring of actions taken
- Prepared cases for presentation in Administrative hearings, testified in hearings and monitored disciplinary actions

Longaberger Company

Security Consultant

1994-1998

- Primary duties included physical security of property, safety and security of employees and guests.
- Investigate allegations of theft or employee misconduct
- Back-up Supervisor
- OC Spray trainer

Newcomerstown Police Department

Reserve Captain

1993-1998

- Captain of the Reserve Unit – supervise reserve unit, assign officers to special details
- Fill in for full-time officers and dispatchers
- Investigate crimes, prepare cases for court, testify

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
Working towards Ohio Certified Public Manager Status, final year

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.
- Participate as a member of the D3A2 Steering Committee.
- 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, Illuminate, and Camtasia within their respective Centers.
- Provide training and support as requested to promote the use of STARS and Illuminate 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

KEVIN G. CASTERLINE
Information Technology Manager 2
Ohio Department of Education

EDUCATION & CERTIFICATION:

DeVry Institute of Technology
Columbus, OH
Bachelor of Science in Computer Information Systems

WORK EXPERIENCE:

Ohio Department of Education

Information Technology Manager 2

Current

- Manage three units of Information Technology consultants and programmer/analysts
- Supervise and provide work direction for a team of programmer/analysts consisting of up to (4) full-time programmer/analysts and (2) contracted resources.
- Supervise and provide work direction for EMIS legacy programming unit consisting of (1) Information Technology Supervisor 3, (4) full-time programmer/analysts and (3) contracted programmer/analysts.
- Supervise and provide work direction for EMIS Informatica programming unit consisting of (1) Information Technology Supervisor 3 and (2) programmer/analysts.
- Responsible for evaluating staffing and training needs, hiring, performance evaluation, leave approval, disciplining, goal creation, goal achievement evaluation and assigning daily tasks to individual team members
- Responsible for the creation, maintenance and compliance with state statute of financial programs that distribute over 7 billion dollars to school districts, educational service centers, MR/DD's, community schools, joint vocational schools and state institutions
- Oversees and monitors the processing of data collected via ODE's primary data collection systems EMIS (Education Management Information System) including but not limited to extraction, transformation, loading processes and generation of validation reports distributed to LEA's (Local Education Agency) on a weekly basis.
- Establish and enforce unit guidelines and policies
- Responsible for providing status reports to various levels of management and presenting payment information to department staff members and the general public
- Coordinate with various department and state agencies regarding data gathering for payments
- Provide technical assistance to department staff and school district administrators
- Provide information to staff, legislators, school administrators, citizens, and other state agencies

Information Technology Supervisor 3

1998-2006

- Supervise a team of programmer/analysts made up of up to (7) full-time programmer/analysts and (2) contracted programmer/analysts.
- Responsible for hiring, training, evaluating, leave approval, disciplining, goal creation, goal achievement evaluation and assigning daily tasks to individual team members
- Responsible for the creation, maintenance and compliance of financial programs that distribute over 7 billion dollars to school districts, educational service centers, MR/DD's, community schools and state institutions
- Establish and enforce unit guidelines and policies
- Responsible for providing status reports to various levels of management and presenting payment information to department staff members and the general public
- Coordinate with various department and state agencies regarding data gathering for payments
- Provide technical assistance to department staff and school district administrators
- Provide information to staff, legislators, school administrators, citizens, and other state agencies

Programmer Analyst 3

1993-1998

- Developed, modified and maintained software that processed data and payment files according to guidelines established in the Ohio Revised Code
- Developed, modified and maintained software that enhanced school finance reports, documentation and information to school districts, county boards and MR/DD's
- Provided technical assistance to department staff
- Provided reports on school funding to various agencies
- Provided customer support via telephone and email

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 ED Facts 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 ED Facts 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, ED Facts 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.

DUANE A. BAKER
Planning and Research Director
Northwest Ohio Computer Association

EDUCATION & CERTIFICATION:

Defiance College
Defiance, OH

Bachelor of Sciences degree in Mathematics Education and Computer Science

HP OpenVMS Accredited Systems Engineer

WORK EXPERIENCE:

Northwest Ohio Computer Association

Planning and Research Director

Current

- Provides project management and vision to a number of large technology projects that include: D3A2, Ohio K-12 Network, HR Kiosk, and ODE OECN Subsidy Payment System.

Chief Technology Officer

2001-2005

- Duties of the Executive Director of the NBEC were split into two positions at the recommendation of Mr. Baker, one handling the political and business aspects of the organization, the other supervising all technology functions of the organization. Mr. Baker assumed the duties of the Chief Technology Officer.

Northern Buckeye Education Council

Executive Director

1989-2001

- Education software librarian for the OECN, responsible for coordinating operating system and layered product support for over 70 computer systems running the HP OpenVMS operating system for all regional information technology centers (ITC's) throughout Ohio, providing helpdesk support for more than 200 software products.
- Assumed the role of chief executive officer of the Northern Buckeye Education Council (NBEC) and merged it with NWOCA, and facilitated a conversion of the employee insurance benefits program of the NBEC from a fully-insured program to a partially self-funded program saving participating school districts hundreds of thousands of dollars.

Northwest Ohio Computer Association

Executive Director

1981-2001

- Started as the first employee of NWOCA, implementing a program providing comprehensive financial, student management reporting, networking, and Internet access to 37 public school districts serving 68,000 students in Northwest Ohio.
- During this time period the organization grew to 52 full-time employees and a \$32,000,000 per year budget, merging with the Northern Buckeye Education Council (NBEC) in 1989, remaining as the (merged) organization's chief executive until July 2001.
- Principle administrator and technology visionary for the State Software Development Team (SSDT), a team of information technology professionals working for NWOCA that provide software development, software support, and network design and consulting to the Ohio Department of Education for the administration of the Ohio Education Computer Network (OECN).
- Beginning in January 2005 the SSDT began to assume duties for the support of the AAL eSIS implementation in Ohio, and assumed full responsibility for the support of Ohio AAL eSIS implementers beginning in July 2005.

Defiance College

Assistant Controller and Director of Computer Services

1978-1981

- Designed and implemented an interactive timesharing computer system for Defiance College to perform student administration and financial operations of the college, replacing mainframe-based batch applications.
- Designed a plan for automation of energy controls and computerized building access for Defiance College.
- Wrote and obtained grant funding for the project.
- Implemented a comprehensive energy management system for the campus based on a Johnson Controls JC80/35 energy management computer system.

ERIC N. BELL
Technical Projects Manager
Northwest Ohio Computer Association

EDUCATION & CERTIFICATION:

San Diego Christian University
El Cajon, CA
CA K-8 Self-contained Classroom Certification Program

University of Toledo
Toledo, OH
Bachelor's Degree in Biology

University of Toledo
Toledo, OH
Bachelor's Degree in Psychology

WORK EXPERIENCE:

Northwest Ohio Computer Association

Technical Projects Manager

Current

- Project Manager: managed the development and deployment of instructional software associated with the Data Driven Decisions for Academic Achievement (D3A2) project
- Collaboration Builder: coordinated the activities of eight committees for the D3A2 project, each concerned with a distinct aspect of the project
- Trainer: presented training in D3A2 and its various components to various educational bodies throughout Ohio including, Informational Technology Centers, the eTech Ohio Technology Conference, the SSDT Data Academy, and OEDSA.

Toledo Academy of Learning

Director of Instructional Technology

2004-2007

- IT operations management: secured and developed network and technology resource by securing \$550,000 in private and public funding. Created web-based help desk using Microsoft SharePoint technologies to manage requests for service covering 250 computers, 50 staff, and 300 student users. Installed, configured, and managed multiple Windows 2003 servers, including DNS, application, SharePoint,

exchange, and file servers; computer systems to support a 2:1 student to computer ration; and a wide host of technology-based instructional systems.

- Operations: participated in the overall operation and management of the district.
- Curriculum integrator: Provided training and support to faculty, students and administration. Developed system of aligned curriculum and benchmark assessments. Evaluated, installed, and managed a wide variety of educational software systems including, not limited to, Destination Success, Plato Learning, Compass Odyssey Learning, My Reading Coach, Aleks, and Study Island.
- Trainer: conducted professional development for teaching staff based in scientifically based research and best practices in the use of technology to conduct item analysis and formative assessment.
- Teacher: taught middle school technology and high school biology.

Computer Consulting Operations Specialists, Inc.

Project Manager

1996-2002

- Project Management: managed the startup and operation of a hardware support contract with the U.S. Department of the Space & Naval Warfare Division, Systems Center, Naval Ocean Systems Center, Naval Station San Diego, NAS San Diego, Sub Base San Diego, and Naval Command, Control and Ocean Surveillance Center located in San Diego, California.

San Diego Center for Children

Information Systems Coordinator

1993-1996

- Technical Manager: responsible for the coordination of IT operations at a psychiatric treatment center for children, including network cabling, installment and management of Novell servers, and computer support.
- Data Manager: Managed and customized an electronic clinical records system.

MATT HOWARD
Chief Information Officer
eTech Ohio Commission

EDUCATION & CERTIFICATION:

Michigan Technological University
Houghton, MI
Bachelor of Science Degree 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 SchoolNet 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 SchoolNet Commission

Database administrator, ASP & Perl developer **2000-2000**

- Developed web-based information management applications.

Fitch

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

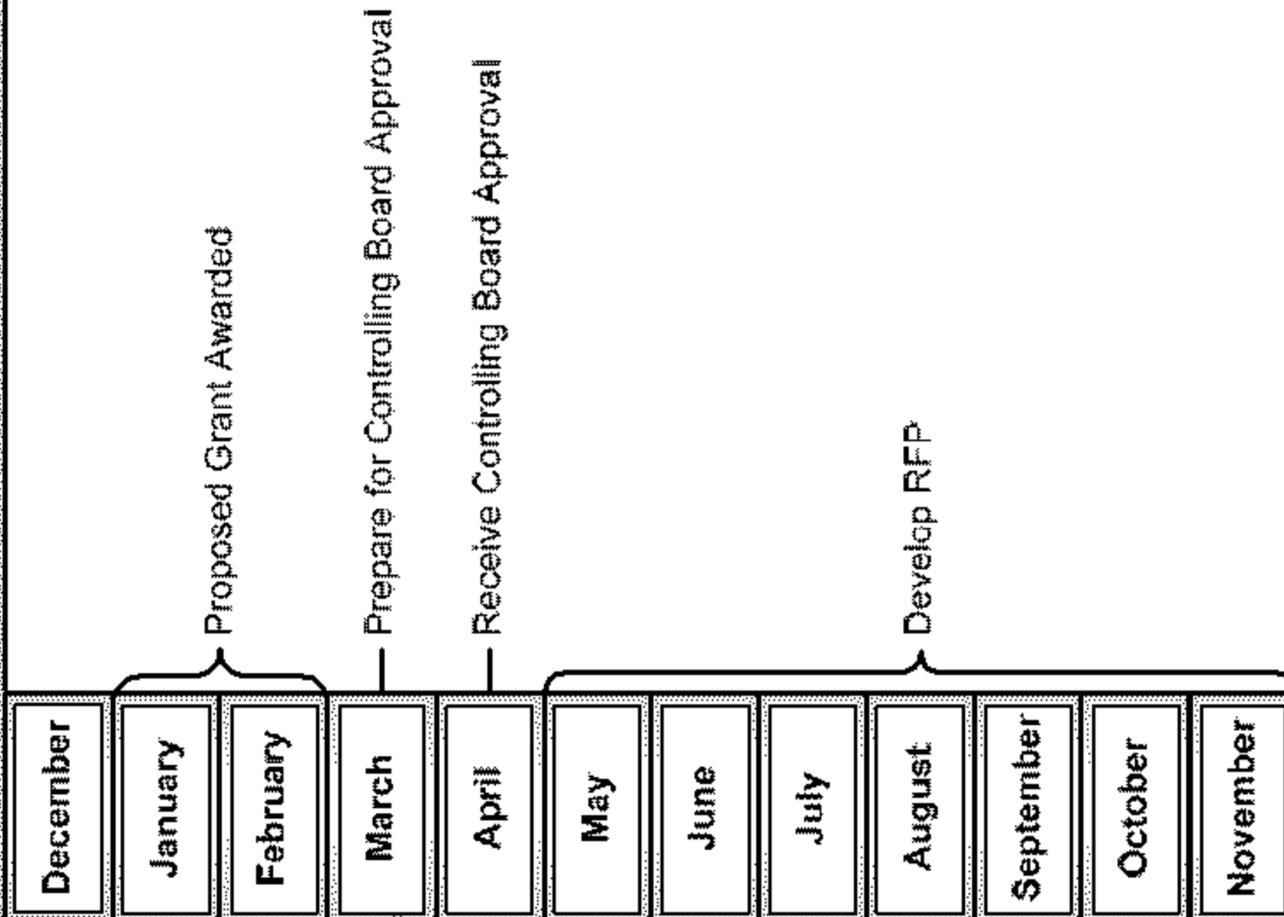
- Designed local and wide-area network solutions to support dynamic team environments
- Developed web-based information management applications

Proposed Project Timeline

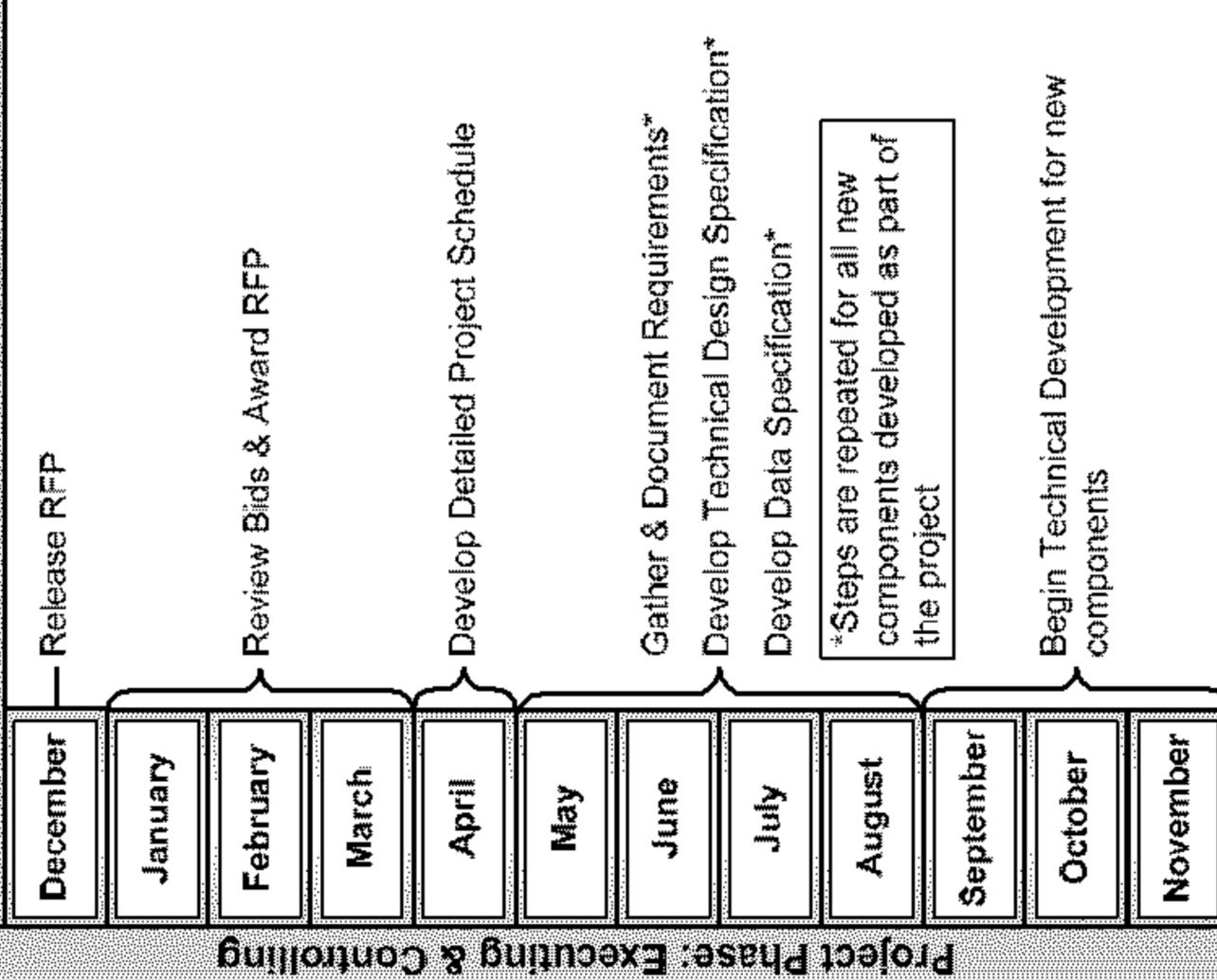
Increasing Efficiencies through Data Standards and System Interoperability

Ohio's SLDS: Increasing Efficiencies Through System Interoperability

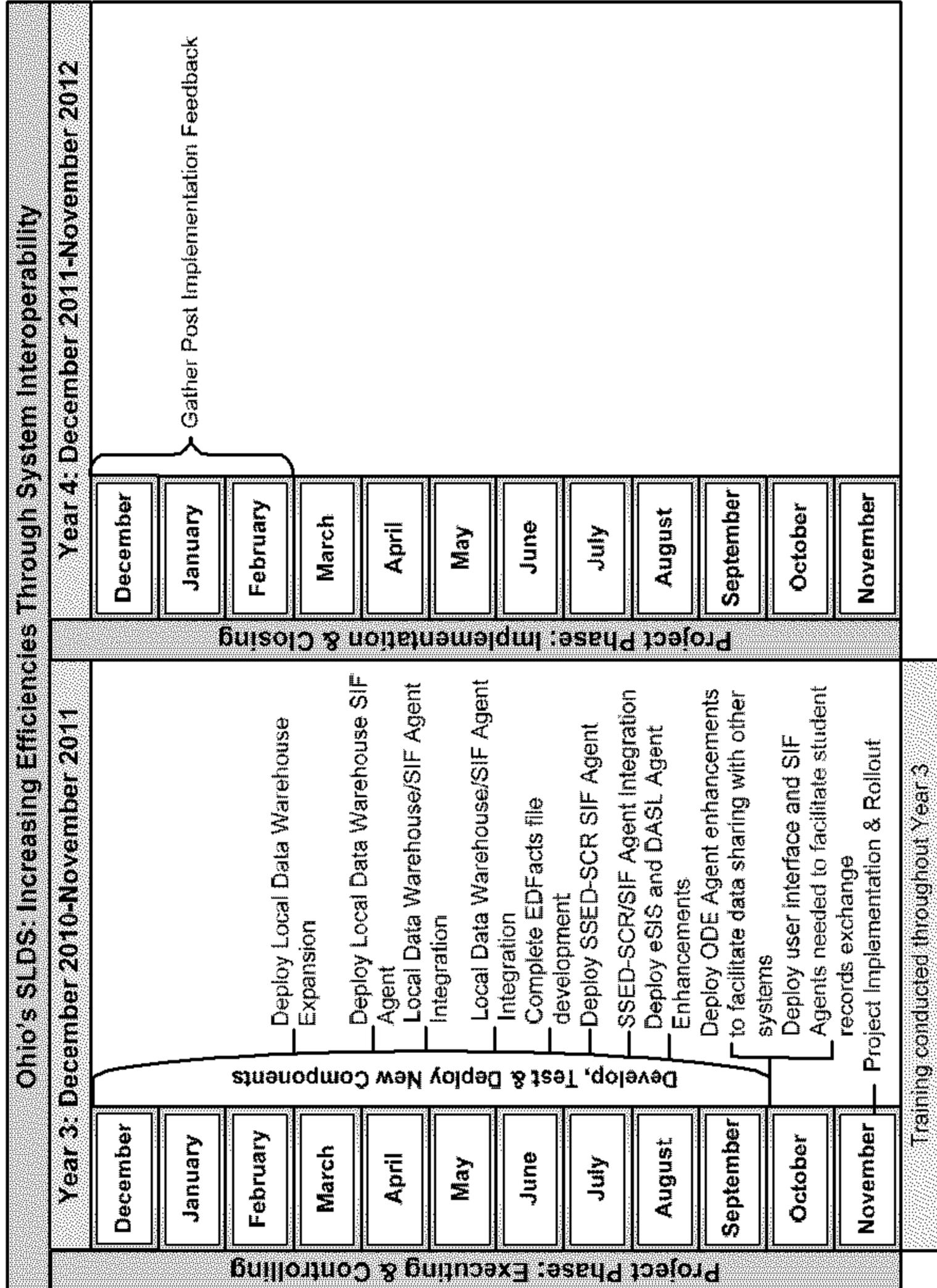
Year 1: December 2008-November 2009



Year 2: December 2009-November 2010

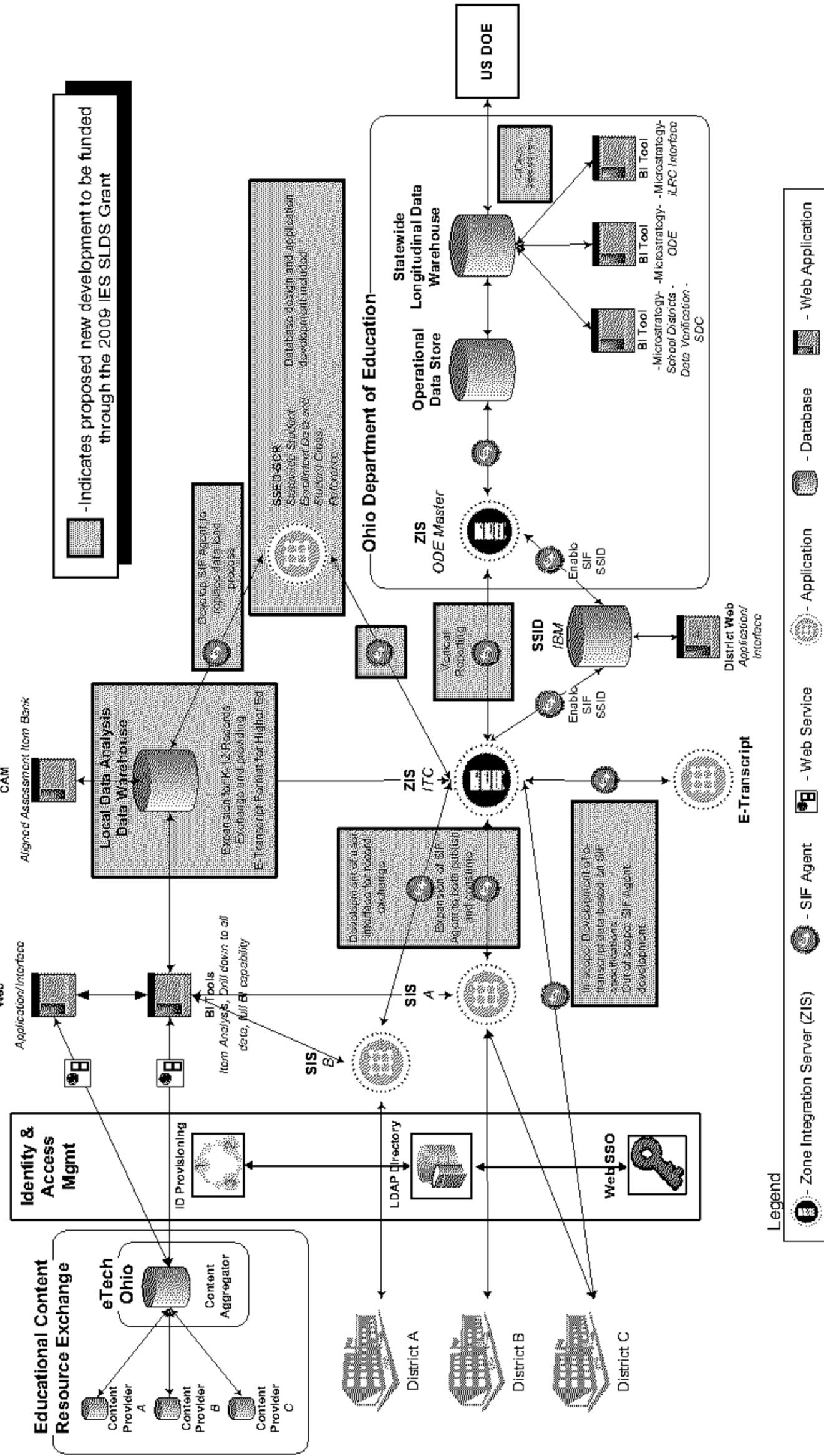


Development of files for ED Facts federal reporting begins 3rd quarter of Year 1 and continues through 2nd quarter of Year 3



Appendix A-Optional Attachments

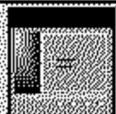
Statewide Data Records Verification, Exchange and Warehouse for Ohio School Districts

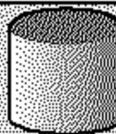


**Existing System Architecture - NWOCA ITC
Statewide Data Analysis Data Warehouse and Identity Management**

	Identity and Access Management Oracle Identity Management
<p>Hardware Operating System Software</p> <p>Currently licensed for 150,000 users. Licensing will be increased based upon the number of users that will be added as system usage grows.</p>	HP DL 380, 2-Intel Xeon Dual Core 3.0GHz Processors, 16Gb RAM <ul style="list-style-type: none"> ▪ Red Hat Enterprise Linux AS release 4/i686. ▪ Application Server/Identity Management 10.1.2.0.2 ▪ HTTP_Server ▪ Internet Directory ▪ Profinda-database version 10.2.0.3.0
	HP DL 380, 2-Intel Xeon Dual Core 3.0GHz Processors, 16Gb RAM <ul style="list-style-type: none"> ▪ Red Hat Enterprise Linux AS release 4/i686 ▪ Oracle Application Server/Identity Management 10.1.2.0.2 ▪ HTTP_Server ▪ OC4J_SECURITY ▪ Single Sign-On: orasso
	HP BL860c, 2-Dual Core 1.8GHz Opteron CPU, 16Gb RAM <ul style="list-style-type: none"> ▪ Red Hat Enterprise Linux AS release 4 (Nahant Update 2) kernel 2.6.9-22.EL ▪ Virtual Machine ▪ Oracle Identity Manager v 9.0.3.1 ▪ Oracle Database 10g 10.2.0.2 ▪ Oracle App Server (OC4J) ▪ http_server-Apache Web Server v 2.0.52
	HP BL860c, 2-Dual Core 1.8GHz Opteron CPU, 16Gb RAM <ul style="list-style-type: none"> ▪ Red Hat Enterprise Linux AS release 4 (Nahant Update 2) kernel 2.6.9-22.EL ▪ Virtual Machine ▪ Oracle Access Manager v 10.1.4.0.1 ▪ Apache Web Server v 2.0.52
	HP BL860c, 2-Dual Core 1.8GHz Opteron CPU, 16Gb RAM <ul style="list-style-type: none"> ▪ Red Hat Enterprise Linux AS release 4 (Nahant Update 2) kernel 2.6.9-22.EL ▪ Virtual Machine ▪ Oracle Internet Directory Version 10.1.4.0.1 ▪ Oracle Database 10g 10.2.0.2

	Web User Interface Application Servers
Hardware/Operating System/Software	<p>HP C Class blade with VMware ESX 2.5 update. 2-QUAD CORE XEON processors with 16 GB memory. Local storage of (2) 72 gig SAS 10k drive.</p> <ul style="list-style-type: none"> ▪ Red Hat Enterprise Linux AS release 4/i686 ▪ Application Server/Business Intelligence and Forms 10.1.2.0.2 <p>Includes:</p> <ul style="list-style-type: none"> ▪ Discoverer ▪ Forms ▪ HTTP_Server ▪ OC4J_BI_Forms ▪ OC4J_Poral ▪ OC4J_Wireless ▪ Portal: portal ▪ Reports Server ▪ Web Cache ▪ Wireless
	<p>HP C Class blade with VMware ESX 2.5 update. 2-QUAD CORE XEON processors with 16 GB memory. Local storage of (2) 72 gig SAS 10k drive.</p> <ul style="list-style-type: none"> ▪ Red Hat Enterprise Linux AS release 4/i686 ▪ Application Server/Business Intelligence and Forms 10.1.2.0.2 <p>Includes:</p> <ul style="list-style-type: none"> ▪ Discoverer ▪ Forms ▪ HTTP_Server ▪ OC4J_BI_Forms ▪ OC4J_Poral ▪ OC4J_Wireless ▪ Portal ▪ Reports Server ▪ Web Cache ▪ Wireless

	Business Intelligence Tools Oracle Business Intelligence Enterprise Edition
Hardware/Software	<p>HP BL860c, 2-Dual Core 1.8GHz Opteron, 16Gb RAM, Virtual Machine</p> <ul style="list-style-type: none"> Oracle Business Intelligence Enterprise Edition Plus, licensed for up to 4 CPUS Business Intelligence Management Pack, Licensed for up to 50 names users
	<p>HP BL860c, 2-Dual Core 1.8GHz Opteron, 16Gb RAM, Virtual Machine</p> <ul style="list-style-type: none"> Oracle Business Intelligence Enterprise Edition Plus, licensed for up to 4 CPUS Business Intelligence Management Pack, Licensed for up to 50 names users

	Local Data Analysis Data Warehouse Oracle Database Platform
Database Platform Hardware Operating System	<p>HP Titanium 7200, 3 – 1.6Ghz Itanium 2 processors, 16GB RAM</p> <ul style="list-style-type: none"> Redhat Enterprise Linux AS release 4/ia64 Oracle Clusterware 10.2.0.3.0 Oracle Database 10g 10.2.0.3 Apex Oracle 10g 10.2.0.3.0
Storage	<ul style="list-style-type: none"> 73GB local storage 1TB from connected SAN
Planned Upgrades	<ul style="list-style-type: none"> Currently runs on a single node, will be upgraded to a 3 node cluster using the following hardware: 3 HP C-Class blade servers, 2-Quad Core XEON processors, 16 gig memory, VMware ESX 3.5, Linux Red Hat 5, Local storage of (2) 72 gig SAS 10k drives.

	Other Technology
VMWare	<p>VMWare ESC 2.5 Currently Installed</p> <p>Planned Updates:</p> <ul style="list-style-type: none"> VMWare Virtual Center ESX 3.5
Content Switch	<p>Cisco CSS 11503</p> <p>Planned Upgrade:</p> <ul style="list-style-type: none"> Cisco CSM ACE 2.0 (installed in a Cisco 6500 Chassis)
Network Bandwidth	2.8Gb/sec across 10 interfaces in each partition

GLOSSARY OF ACRONYMS		
Acronym	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.
BSP	Brokerage Service Provider	Securely moves Student Data between Local Agencies as well as transcripts to Higher Education. These suppliers/vendors provide the UI that facilitates the secure sign-on for purposes of sending and receiving student records/transcripts.
DASL	Data Analysis for Student Learning	A student information system that serves as the student information system for over half of the LEAs in Ohio.
EDFacts	EDFacts	U. S. Department of Education initiative to put performance data at the center of policy, management and budget decisions for all K-12 educational programs. EDFacts centralizes 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.
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.
eSIS	Electronic Student Information System	A student information system that is used by LEAs in Ohio to manage grades, attendance, scheduling and other aspects of student data.
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.
IAM	Identity and Access Management	A concept that combines business processes, policies and technologies that enable companies to provide secure access to any resource, efficiently control this access, respond faster to changing relationships and protect confidential information from unauthorized users.

GLOSSARY OF ACRONYMS

Acronym	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.
LDAP	Lightweight Directory Access Protocol	Technology used by State of Ohio Information Technology to manage user access to systems. Allows users to log in once and gain access to the resources of multiple software systems without being prompted to log in again.
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.
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. ITCs must comply with rules regarding qualifications, procedures, responsibilities and performance requirements as outlined in the Ohio Administrative Code (OAC).
ORC	Ohio Revised Code	The Ohio Revised Code contains all acts passed by the Ohio General Assembly and signed by the governor.
SDC	Secure Data Center	A secure application for LEAs to review data for accuracy during the vertical reporting process.

GLOSSARY OF ACRONYMS		
Acronym	Description	Definition
SEA	State Education Agency	The state-level government agency responsible for providing information, resources, and technical assistance on educational matters
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 whose members include over 1400 software vendors, school districts, state departments of education and other organizations active in primary and secondary (pK-12) markets. These organizations have come together to create 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
SIF Object	School Interoperability Framework Data Object	Sets of information shared by software applications using the rules of the SIF Specification
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.
SSED-SCR	Statewide Student Enrollment Data and Student Cross-Reference	A proposed application that will be developed to provide LEAs with a secure mechanism for validating student enrollment data and to facilitate data reconciliation when multiple LEAs are involved in the education of an individual student.
SSID	Statewide Student Identification System	State of Ohio system built to assign a unique student identification number to all K-12 public school children in the state.
TSG	Technology Solutions Group	Technology Solutions Group is a program of the Management Council of the Ohio Education Computer Network (MCOECN) that provides leadership and technical assistance to the Ohio K-12 educational community in the design, implementation, and operation of technology solutions in Ohio schools and the ITC's.
ZIS	Zone Integration Server	A software program that serves as the central communications point in a SIF Zone.

SHERROD BROWN
OHIO

United States Senate

WASHINGTON, DC 20510

September 10, 2008

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

Dear Secretary Spellings:

It is my pleasure to support the Ohio Department of Education (ODE) in its efforts to secure funding through the U.S. Department of Education's Longitudinal Data Systems Grant program.

In 2005, Ohio was one of 14 states awarded funding under the Longitudinal Data Systems Grant program. The ODE is seeking to continue its efforts and take its data systems to the next level of functionality. Technology plays an important role in sharing data between local education agencies and the state. The availability of student records electronically will provide educators with instant access of information and enable prompt assessments of students' prior educational history.

It is my hope that ODE's data system will allow for the student information systems in Ohio to become interoperable, providing fast and accurate data to the end user.

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 and any decisions made in the award process.

Sincerely,



Sherrod Brown
United States Senator

SB:lm

GEORGE V. VOINOVICH
OHIO

528 HART SENATE OFFICE BUILDING
J2021 224-3353
TELE: (202) 224-6897
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United States Senate

WASHINGTON, DC 20510-3604

ENVIRONMENT AND
PUBLIC WORKS

Ranking Member, Subcommittee on
Clean Air and Nuclear Safety

FOREIGN RELATIONS

HOMELAND SECURITY AND
GOVERNMENTAL AFFAIRS

Ranking Member, Subcommittee on
Overseas of Government Management,
the Federal Workforce, and
the District of Columbia

September 9, 2008

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

Dear Secretary Spellings:

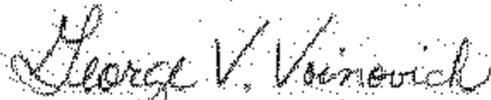
I write in support of the grant application submitted by the Ohio Department of Education for funding in the Longitudinal Data System Grant Program. I understand that the proposal focuses on upgrading and expanding Ohio's vertical data exchange system to meet stakeholder information needs and address federal and state directives in a timely and efficient manner.

Ohio recognizes that technology solutions are critical to school improvement efforts. The Department continues to improve its data collection, analysis, and business processes so that educators, community members, and policymakers throughout the state can use longitudinal data to improve student achievement. In addition, I have been advised that Ohio legislators are committed to improving data systems in schools, including new funding in the state budget for educator training in data-driven decision making. Funding from your agency would help Ohio develop a more integrated system and ultimately, reach the goal of higher achievement for all students.

I also understand that Ohio has the experience to support other states' longitudinal data systems. Ohio's system is being developed in a manner that other states could adapt to improve their data systems by using one or more components at a reasonable cost -- without completely revamping their systems.

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

Sincerely,


George V. Voinovich
United States Senator

STATE OFFICES:
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Jon A. Husted
Speaker, 37th House District

September 12, 2008

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

Dear Secretary Spellings:

I would like to take this opportunity to share my support for the Ohio Department of Education's Longitudinal Data System grant proposal submission. The proposal focuses on upgrading and expanding Ohio's vertical data exchange system to meet stakeholder information needs and address federal and state directives in a timely and effective manner.

My colleagues and I in the Ohio Legislature recognize the important role effective data collection plays in the overall success and accountability of our state's education system. As such, many efforts have been made to ensure that educators, policymakers and others have access to the data they need to reach our continued goal of improved student success. In supporting this grant proposal, you at the federal level would be assisting us in developing a system that would ultimately contribute to this worthwhile goal.

Ohio's current data system provides an excellent framework from which to build. The foundation has been laid and the technology exists to create a dynamic data system that will allow for the timely sharing of reliable information among local education agencies and increase overall efficiency and accountability—all to the benefit of Ohio's students.

Again, I am pleased to write in support of the Longitudinal Data System proposal submitted by the Ohio Department of Education. I am confident that this proposal will positively benefit our state and allow for continued cooperation at the federal, state and local level. Thank you for your consideration.

Sincerely,

Jon A. Husted
Speaker
Ohio House of Representatives

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sd19@mailr.sen.state.oh.us

Committees:
Rules, Chair
Reference, Vice Chair
Legislative Service Commission

Bill Harris
Senate President
19th District

September 12, 2008

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

Re: Extension of the 2005 Institute of Education Sciences State Longitudinal Data System grant

Dear Secretary Spellings:

I'm writing to express my support for the Ohio Department of Education's application to the U.S. Department of Education for an extension of the 2005 Institute of Education Sciences (IES) State Longitudinal Data Systems grant.

Quality data is essential to our education reform efforts in Ohio at both the state and local levels. Tremendous progress has been made in the quality of data and the timeliness of data that is used as we strive to improve student achievement and close achievement gaps. If awarded the additional longitudinal data systems grant, it is my understanding that the Ohio Department of Education will use those funds to support the continuation of the efforts already in development.

Thank you for your thoughtful consideration. If you have any questions, or if additional information is needed, please do not hesitate to contact me.

Sincerely,

A handwritten signature in black ink that reads "Bill Harris".

Bill Harris
Senate President
Ohio Senate



Management Council
Ohio Education Computer
Network

www.mcoecn.org

Columbus Office

8050 North High Street
Columbus, Ohio 43235
Phone: (614) 840-9810
Fax: (614) 846-4021

Mount Vernon Office

1365 New Gambier Road
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43050
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Fax: (740) 331-1547

Hilliard Office

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

September 8, 2008

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

Dear Secretary Spellings:

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

The Ohio Department of Education has proven effective leadership in achieving the objectives outlined in the original Longitudinal Data Grant. Although still under development, the SLDS is already bringing a higher level of automation to the state-wide data collection process by implementing SIF (Student Interoperability Framework) processes for transmitting data between regional Information Technology Centers and the state-level agencies.

We are very excited about the possibility of extending the SLDS process even further by implementing an additional level of SIF to enable more efficient data transfer between school districts. An additional part of this grant application calls for the creation of a standard for sharing student transcript information between Ohio's schools and institutions of higher learning. These two pieces will add significant value to the Statewide Longitudinal Data System by reducing the administrative burden of sharing data between educational entities.

I strongly endorse this application to extend the state longitudinal data system and the value it will bring to educators and students in Ohio and I ask for your support. Thank you for your consideration.

Sincerely;

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

BH/akt



Susan Tave Zelman

Superintendent of Public Instruction

September 25, 2008

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

Dear Secretary Spellings:

The Ohio Department of Education is grateful for the ongoing support of the U.S. Department of Education for the Statewide Longitudinal Data System which aims to generate accurate and timely data to comply with the Elementary and Secondary Education Act and to facilitate analyses and research to improve student achievement and close achievement gaps.

To continue this work, Ohio seeks assistance to expand its data system to meet stakeholder information needs and address federal and state directives in a timely and efficient manner. Our proposal will take Ohio's Statewide Longitudinal Data System to the next level by expanding the use of the School Interoperability Framework, allowing the electronic exchange of student records between local education agencies. In addition, it will enable a standard high school transcript format for electronic data transfer between schools and to higher education. The standardization of data definitions and the creation of a secure and consistent protocol for sharing data vertically between local education agencies and the state will improve the timeliness and accuracy of the data collected by the state and made available for decision-making to improve student achievement.

A high-quality, efficient Statewide Longitudinal Data System is critical for providing the timely, accurate data needed to drive higher achievement, reduce achievement gaps among students and answer key education policy questions. We continue to improve our data collection, analysis, and business processes for educators, community members, and policymakers throughout the state to improve student achievement. In addition, our legislators are committed to improving data systems in our schools. Support from you at the federal level would help our state develop a more integrated system and ultimately, reach our goal of higher achievement for all students.

Ohio is willing to assist other states support longitudinal data systems and has developed a system that other states could adapt to improve their data systems by using one or more components at a reasonable cost – without completely revamping their systems.

On behalf of the Ohio Department of Education, I request your kind consideration and support for Ohio's Longitudinal Data System grant proposal.

Sincerely,

Susan Tave Zelman
State Superintendent of Public Instruction



Board of Regents

The Secretary
Eric D. Ferguson

University System of Ohio

September 19, 2008

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

Dear Secretary Spellings:

I am writing this letter to communicate the support of the Ohio Board of Regents (BOR) for the Ohio Department of Education's (ODE) application to extend the Statewide Longitudinal Data System (SLDS).

The BOR recently completed a strategic plan for higher education. One of the key strategies of this plan is the development of an integrated data system which can support the electronic transmission of student transcripts from high schools to colleges and universities. This electronic exchange of student data is needed to meet our goal of increasing college enrollment in Ohio and expanding dual enrollment programs for high school students. Through the linkage of the data warehouses for K-12 and higher education, we also expect to gain a greater understanding of the impact of K-12 programs on students' success in college.

The new SLDS project will help BOR successfully accomplish these objectives. The data warehouse and the enrollment validation reference databases proposed in the SLDS extension will lay a foundation for future collaboration and data sharing for dual enrollment programs such as the new Seniors to Sophomores initiative. The ability to provide a standard high school transcript based upon SIF specifications will be a key element needed from the K-12 community to support the collaborative BOR/ODE e-transcript initiative.

The Board of Regents, therefore, strongly supports the Ohio Department of Education's application to extend the SLDS and is committed to working closely with the Department as it expands the use of electronic student records to create the opportunity to improve both K-12 and higher education.

Thank you for your consideration.

Sincerely,

Paolo DeMaria, Executive Vice Chancellor
Ohio Board of Regents



September 19, 2008

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

Dear Secretary Spellings:

I am writing this letter to communicate the support of the eTech Ohio Commission for the Ohio Department of Education's application to extend the Statewide Longitudinal Data System (SLDS).

The eTech Ohio Commission is the State of Ohio agency responsible for promoting and supporting the use of educational technology by K-12 schools. In this capacity, eTech Ohio has been working with the Ohio Department of Education to create the Data Driven Decision-Making for Academic Achievement (D3A2) system. Through the D3A2 partnership, the two agencies have built a system to link student data with curricular resources.

Supporting the personalization and customization of K-12 education is central to the new strategic plan being developed by eTech Ohio. The proposed SLDS grant would further this goal. By building upon the systems the Ohio Department of Education and eTech Ohio have collaboratively developed, we will be able to use SIF standards to deliver a personalized education to Ohio's K-12 students, improving instruction and student achievement in Ohio.

eTech Ohio has been an early supporter and advocate for the value of the SIF. Our Chief Information Officer, Matt Howard, has been a long-time active participant in the SIF Association. Matt will provide SIF assistance and lend his expertise to the SLDS project.

eTech Ohio strongly supports the Ohio Department of Education's application to extend the state longitudinal data system and the benefits it will bring to the Ohio's teachers and students. Thank you for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to read "D. Barber", is written over a dotted outline of the state of Ohio.

David Barber, Interim Executive Director
eTech Ohio Commission

2323 West Fifth Avenue, Suite 100
www.etechno.org

Columbus, OH 43204 PH.614.485.6000 FX.614.728.1899
eTech Ohio is an Equal Opportunity Employer

Budget Narrative

Budget Narrative

Attachment 1:

Title: Pages: Uploaded File: 1235-Ohio %20Budget%20Narrative.pdf

Budget Narrative

Budget Request Summary by Category and Year-Section C

Category	Explanation	Year 1 12/01/08- 11/30/09	Year 2 12/01/09- 11/30/10	Year 3 12/01/10- 11/30/11	Year 4 12/01/11- 11/30/12	TOTAL	
Salaries/Benefits		\$0	\$0	\$0	\$0	\$0	
Maintenance		\$0	\$0	\$0	\$0	\$0	
Purchased Services	Project Manager/ Business Analyst	\$0	\$125,000	\$175,000	\$0	\$300,000	
<p>*The cost for each of the development, expansion and enhancement items listed includes all project phases from requirements gathering to deployment.</p> <p>* DASL and eSIS are the two major student information systems (SIS) utilized by Ohio's school districts.</p>	Data Warehouse Expansion	\$0	\$125,000	\$175,000	\$0	\$300,000	
	Data Warehouse Agent Development	\$0	\$25,000	\$75,000	\$0	\$100,000	
	Student Enrollment Validation Database and Application Development	\$0	\$175,000	\$275,000	\$0	\$450,000	
	Student Enrollment Validation Database and Application Agent Development	\$0	\$25,000	\$75,000	\$0	\$100,000	
	Enhancements to SIS Agent -DASL	\$0	\$25,000	\$50,000	\$0	\$75,000	
	Enhancements to SIS Agent-eSIS	\$0	\$25,000	\$50,000	\$0	\$75,000	
	Enhancements to the ODE's SIF Agent	\$0	\$25,000	\$25,000	\$0	\$50,000	
	Student Record Exchange User Interface Expansion and/or Development	\$0	\$125,000	\$275,000	\$0	\$400,000	
	System End User Training	\$0		\$250,000	\$0	\$250,000	
	Travel	\$1,250	\$1,250	\$1,250	\$1,250	\$5,000	
	Training for ITC Staff	\$0	\$75,000	\$75,000	\$75,000	\$225,000	
	EDFacts-Informatica Developer	\$85,000	\$170,000	\$85,000	\$0	\$340,000	
	Supplies & Software	Electronic Transfer Framework-Perpetual Licenses	\$0	\$200,000	\$0	\$0	\$200,000
	Hardware	Disk Storage	\$0	\$75,000	\$0	\$0	\$75,000
Indirect Costs		\$0	\$0	\$0	\$0	\$0	
Capital Outlay		\$0	\$0	\$0	\$0	\$0	
TOTAL		\$86,250	\$1,196,250	\$1,586,250	\$76,250	\$2,945,000	

Budget Justification by Year and Alignment with Project Activities

The ODE is requesting a total of \$2,945,000 to expand upon its existing SLDS to support the efficient sharing and validating of data between software applications and databases. The proposed expansion project is expected to extend from the anticipated date of the grant award in January/February 2009 through November 30, 2012, with the majority of the funding being expended on purchased services for development of new system components.

Due to the magnitude of the development effort, the greater part of the purchased services for new system components will be procured through a formal Request for Proposal (RFP) which takes 9 to 12 months to develop, release and award. As a result, most of the requested funding will not be expended until Year 2 and Year 3 of the grant. The ED Facts- Informatica technical resource will be procured as staff augmentation through a competitive bid Statement of Work (SOW) process that will allow work to begin during Year 1. Additionally, in Year 2, funds are being requested to supplement the current architecture with the necessary SIF licensing and database storage capacity to support the system expansion. No funding is being requested for salaries/benefits, maintenance, indirect costs or capital outlay.

The following 4 tables describe- by grant year- the project activities and the associated funding being requested to support each of the activities.

Year 1 : 12/01/2008 to 11/30/2009 Budget Requested: \$ 86,250	
Project Activities	Budget Request Justification
The ODE will issue a Statement of Work (SOW) to procure an Informatica technical resource to assist existing resources with continuance of the current development effort to streamline the process for compilation of data for ED Facts reporting. The intent is to have the contract awarded and work to begin in Year 1 during the 3 rd quarter and continue through the 2 nd quarter of Year 3 of the grant.	Based upon existing contracts that the ODE has in place, an annual cost for an Informatica technical resource is approximately \$170,000. During Year 1 of the grant award, the estimated duration for the contractor is 6 months which equates to the \$85,000 that is being requested.
The ODE staff will travel to and participate in required meetings for grant recipients.	\$1,250 is being requested to cover the required travel to grantee meetings.

Year 2 : 12/01/2009 to 11/30/2010 Budget Requested: \$1,196,250	
Project Activities	Budget Request Justification
The ODE will continue to contract with the Informatica technical resource to assist with the current development effort to streamline the process for compilation of data for ED Facts reporting.	The Informatica contractor will be working the entire year at an estimated cost of \$170,000 .
An RFP will be awarded and the successful bidder will create a detailed project plan, develop a communication strategy, gather and document requirements, develop technical design and data specifications and begin development on the following new system components: <ul style="list-style-type: none"> • Data Warehouse Expansion • Data Warehouse Agent Development • Student Enrollment Validation Database and Application Development • Student Enrollment Validation Database and Application SIF Agent Development • Enhancements to SIS Agent – DASL • Enhancements to SIS Agent –eSIS • Enhancements to the ODE’s SIF Agent • Student Records Exchange User Interface 	The RFP will require that the successful bidder provide a project manager/business analyst resource for the project. The estimated cost for an entire year is \$175,000. \$125,000 is being requested for Year 2 as the RFP will not be awarded until part way through the year. Additionally, in Year 2, approximately 4 months of requirements gathering and technical and data design specifications and 3 months of technical development will occur. The estimated total being requested for this work is \$550,000 . The details by component are provided in the budget chart at the beginning of this section.
Technical training and consulting services will be provided to ITC staff.	\$75,000 is being requested for training of ITC staff and for providing any necessary technical consulting services to assist them.
The necessary software licensing to support records exchange via SIF and the additional disk storage for the Data Warehouse and SSED-SCR will be purchased.	\$275,000 is being requested to procure the necessary software licenses to support electronic transfer of student records between ITCs and the necessary hardware to provide adequate capacity for the increased volume of data storage in the Local Data Analysis Data Warehouse and the SSED-SCR. The ODE consulted with various technical experts and vendors to compile anticipated costs.
The ODE staff will travel to and participate in required meetings for grant recipients.	\$1,250 is being requested to cover the required travel to grantee meetings.

Year 3 : 12/01/2010 to 11/30/2011 Budget Requested: \$1,586,250	
Project Activities	Budget Request Justification
The ODE will continue contract with the Informatica technical resource to assist with continuing the current development effort to streamline the process for compilation of data for EDFacts reporting.	The Informatica contractor will be working for half of the year at an estimated cost of \$85,000 .
The contractor, in conjunction with the ODE and the ITCs, will develop, test and deploy the following: <ul style="list-style-type: none"> • Data Warehouse Expansion • Data Warehouse Agent Development • Student Enrollment Validation Database and Application Development • Student Enrollment Validation Database and Application SIF Agent Development • Enhancements to SIS Agent – DASL • Enhancements to SIS Agent –eSIS • Enhancements to the ODE’s SIF Agent • Student Records Exchange User Interface – Expansion of existing applications or new development 	The majority of the technical development, testing and integration of the new technology components will occur during Year 3 of the grant. The estimated cost for all development efforts during the year will total \$1,175,000 .
Technical training and consulting services to ITC staff will continue in Year 3.	\$75,000 is being requested for in-depth training of ITC staff on the use of the new system components and the methods of gathering and using the longitudinal data.
Provide training to end users on use of student records exchange and on the student enrollment validation application.	\$250,000 is being requested for end user training.
The ODE staff will travel to and participate in required meetings for grant recipients.	\$1,250 is being requested to cover the required travel to grantee meetings.

Year 4 : 12/01/2011 to 11/30/2012 Budget Requested: \$ 76,250	
Project Activities	Budget Request Justification
Training and technical services will be provided to the regional ITCs.	\$75,000 is being requested to complete training for ITCs. This will be to continue the in-depth training of ITC staff on the use of the new system components and the methods of gathering and using the longitudinal data.
The ODE staff will travel to and participate in required meetings for grant recipients.	\$1,250 is being requested to cover the required travel to grantee meetings.

Additional Note: The Non-Federal Funds to be used to supplement the budget requested in this proposal are provided in the Section B- Budget Summary and total \$1,865,000. This amount includes only the portion of state budget expenditures planned specifically for work to support the new development in the proposed project. It does not include the approximate \$5,000,000 for ongoing support and maintenance of Ohio's vertical data reporting system, the ODE personnel, software licensing or the hosting/support of the SSID system. The amount also does not reflect the \$9,000,000 in subsidy that is distributed to LEAs and ITCs to assist with their data collection and reporting to ODE.