

# **U.S. Department of Education**

**Washington, D.C. 20202-5335**



## **APPLICATION FOR GRANTS UNDER THE**

**STATEWIDE LONGITUDINAL DATA SYSTEMS**

**CFDA # 84.372A**

**PR/Award # R372A070007**

**Grants.gov Tracking#: GRANT00232690**

Closing Date: MAR 15, 2007

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**Application for Federal Assistance SF-424**

Version 02

* 1. Type of Submission: <input type="radio"/> Preapplication <input checked="" type="radio"/> Application <input type="radio"/> Changed/Corrected Application	* 2. Type of Application: <input checked="" type="radio"/> New <input type="radio"/> Continuation <input type="radio"/> Revision	* If Revision, select appropriate letter(s): _____ * Other (Specify) _____
---	---	---

* 3. Date Received: 03/14/2007	4. Applicant Identifier: _____
-----------------------------------	-----------------------------------

5a. Federal Entity Identifier: _____	* 5b. Federal Award Identifier: _____
---	--

**State Use Only:**

6. Date Received by State: _____	7. State Application Identifier: _____
-------------------------------------	---

**8. APPLICANT INFORMATION:**

\* a. Legal Name: Kansas Department of Education

* b. Employer/Taxpayer Identification Number (EIN/TIN): 48-1124839	* c. Organizational DUNS: 879897098
---	--

**d. Address:**

* Street1:	120 SE 10th Avenue
Street2:	_____
* City:	Topeka
County:	Shawnee
* State:	KS: Kansas
Province:	_____
* Country:	USA: UNITED STATES
* Zip / Postal Code:	66612

**e. Organizational Unit:**

Department Name: Information Technology	Division Name: Fiscal&Administrative Services
--	--

**f. Name and contact information of person to be contacted on matters involving this application:**

Prefix: Mrs.	* First Name: Kathleen
Middle Name: _____	
* Last Name: Gosa	
Suffix: _____	

Title: Director of Information Technology

Organizational Affiliation:  
Kansas Department of Education

* Telephone Number: 785-296-7931	Fax Number: 785-296-1413
* Email: kgosa@ksde.org	

**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-121806-001

\* Title:

Statewide Longitudinal Data Systems CFDA 84.372A

**13. Competition Identification Number:**

84-372A2007-1

Title:

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

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

Kansas Initiative for Use of Education Data

Attach supporting documents as specified in agency instructions.

**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.

**17. Proposed Project:**

\* a. Start Date:

\* b. End Date:

**18. Estimated Funding (\$):**

* a. Federal	<input type="text" value="3,834,796.00"/>
* b. Applicant	<input type="text" value="(b)(4)"/>
* c. State	<input type="text"/>
* d. Local	<input type="text"/>
* e. Other	<input type="text"/>
* f. Program Income	<input type="text"/>
* g. TOTAL	<input type="text"/>

**\* 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:

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Standard Form 424 (Revised 10/2005)  
Prescribed by OMB Circular A-102

**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.

## Attachments

AdditionalCongressionalDistricts

**File Name**

**Mime Type**

AdditionalProjectTitle

**File Name**

**Mime Type**



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

OMB Control Number: 1890-0004

Expiration Date: 06/30/2005

Name of Institution/Organization:  
 Kansas 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	S 333,413	S 564,997	S 762,685	S 0	S 0	S 1,661,095
2. Fringe Benefits	S 103,358	S 175,149	S 236,432	S 0	S 0	S 514,939
3. Travel	S 4,432	S 15,456	S 12,092	S 0	S 0	S 31,980
4. Equipment	S 22,000	S 100,000	S 60,000	S 0	S 0	S 182,000
5. Supplies	S 2,625	S 4,200	S 5,548	S 0	S 0	S 12,373
6. Contractual	S 315,000	S 255,000	S 255,000	S 0	S 0	S 825,000
7. Construction	S 0	S 0	S 0	S 0	S 0	S 0
8. Other	S 109,350	S 112,000	S 102,000	S 0	S 0	S 323,350
9. Total Direct Costs (lines 1-8)	S 890,178	S 1,226,802	S 1,433,757	S 0	S 0	S 3,550,737
10. Indirect Costs*	S 71,214	S 98,144	S 114,701	S 0	S 0	S 284,059
11. Training Stipends	S 0	S 0	S 0	S 0	S 0	S 0
12. Total Costs (lines 9-11)	S 961,392	S 1,324,946	S 1,548,458	S 0	S 0	S 3,834,796

**\*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: 7/1/2006 To: 6/30/2007 (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:  
 Kansas 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	(b)(4)					
2. Fringe Benefits	(b)(4)					
3. Travel	(b)(4)					
4. Equipment	(b)(4)					
5. Supplies	(b)(4)					
6. Contractual	(b)(4)					
7. Construction	(b)(4)					
8. Other	(b)(4)					
9. Total Direct Costs (lines 1-8)	(b)(4)					
10. Indirect Costs	(b)(4)					
11. Training Stipends	(b)(4)					
12. Total Costs (lines 9-11)	(b)(4)					

## ASSURANCES - NON-CONSTRUCTION PROGRAMS

OMB Approval No. 4040-0007  
Expiration Date 04/30/2008

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.

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Prescribed by OMB Circular A-102

Tracking Number: GRANT00232690

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

* SIGNATURE OF AUTHORIZED CERTIFYING OFFICIAL Kathy Gosa	* TITLE Director of Information Technology
* APPLICANT ORGANIZATION Kansas Department of Education	* DATE SUBMITTED 03-14-2007

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

# DISCLOSURE OF LOBBYING ACTIVITIES

Complete this form to disclose lobbying activities pursuant to 31 U.S.C. 1352  
(See reverse for public burden disclosure.)

Approved by OMB

0348-0046

<p>1. * Type of Federal Action:</p> <p><input type="checkbox"/> a. contract</p> <p><input checked="" type="checkbox"/> b. grant</p> <p><input type="checkbox"/> c. cooperative agreement</p> <p><input type="checkbox"/> d. loan</p> <p><input type="checkbox"/> e. loan guarantee</p> <p><input type="checkbox"/> f. loan insurance</p>	<p>2. * Status of Federal Action:</p> <p><input type="checkbox"/> a. bid/offer/application</p> <p><input checked="" type="checkbox"/> b. initial award</p> <p><input type="checkbox"/> c. post-award</p>	<p>3. * Report Type:</p> <p><input checked="" type="checkbox"/> a. initial filing</p> <p><input type="checkbox"/> b. material change</p> <p>For Material Change Only:</p> <p>year                      quarter</p> <p>date of last report</p>
<p>4. Name and Address of Reporting Entity:</p> <p><input checked="" type="checkbox"/> Prime    <input type="checkbox"/> SubAwardee    Tier if known:</p> <p>* Name: Kathy Gosa</p> <p>* Address: 120 S.E. 10th Ave.  Topeka  KS: Kansas  66612</p> <p>Congressional District, if known:</p>	<p>5. If Reporting Entity in No.4 is Subawardee, Enter Name and Address of Prime:</p>	
<p>6. * Federal Department/Agency:</p> <p>Kansas Department of Education</p>	<p>7. * Federal Program Name/Description: Statewide Data Systems</p> <p>CFDA Number, if applicable: 84.372</p>	
<p>8. Federal Action Number, if known:</p>	<p>9. Award Amount, if known:</p>	
<p>10. a. Name and Address of Lobbying Registrant (if individual, complete name):</p> <p>* Name: NA</p> <p>NA</p> <p>* Address:</p>	<p>b. Individual Performing Services (including address if different from No. 10a):</p> <p>* Name: NA</p> <p>NA</p>	
<p>11. Information requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when the transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be reported to the Congress semi-annually and will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.</p>		
<p>* Signature: Kathy Gosa</p> <p>* Name: Kathy</p> <p>Gosa</p> <p>Title:</p> <p>Telephone No.:</p> <p>Date: 03-14-2007</p>		

**Public Burden Disclosure Statement**

According to the Paperwork Reduction Act, as amended, no persons are required to respond to a collection of information unless it displays a valid OMB Control Number. The valid OMB control number for this information collection is OMB No. 0348-0046. Public reporting burden for this collection of information is estimated to average 10 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 (0348-0046), Washington, DC 20503.

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## 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
----------------------------

Kansas Department of Education
--------------------------------

* PRINTED NAME AND TITLE OF AUTHORIZED REPRESENTATIVE
---

Prefix: Mrs.    * First Name: Kathy    Middle Name:
---

* Last Name: Gosa    Suffix:    * Title: Director of Information Technology
---

* SIGNATURE: Kathy Gosa    * DATE: 03/14/2007
---

# SUPPLEMENTAL INFORMATION REQUIRED FOR DEPARTMENT OF EDUCATION GRANTS

## 1. Project Director

\* Name:

Kathleen

Gosa

\* Address:

120 S.E. 10th Ave.

Topeka

KS: Kansas

66612

USA: UNITED STATES

\* Phone Number:

785-296-7931

Fax Number:

Email:

kgosa@ksde.org

## 2. Applicant Experience:

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:**

FileName

MimeType

# **Project Narrative**

## **Abstract Narrative**

Attachment 1:

Title: Pages: Uploaded File: **449-ProjectAbstract.pdf**



## **Project Abstract**

### **Project Title: Kansas Initiative for Use of Education Data**

**Short Description:** The Kansas State Department of Education (KSDE) has made significant progress regarding collection of individual student data over the past three years – implementing unique state student IDs; tying the IDs to state assessments; and using individual student data for school accountability, district funding, and state and federal reporting. Data elements in other source data collections (e.g., teacher licensure and staff assignments) are being defined; and stakeholders have assigned the priority order for bringing subjects into the enterprise data warehouse. All data collected are time-stamped, stored, and readied for inclusion in the warehouse.

The Kansas State Board of Education and the Kansas State Legislature have shown significant support for development of a longitudinal data system by allocating approximately \$2.4 million for a three-year project to implement the KSDE Enterprise Data System by 2009. KSDE has developed internal capacity for this initiative and is on target to deliver the EDS on schedule.

The work proposed for this project will build upon past accomplishments and work in progress. It focuses on measures to enhance the quality of the data collected as well as increase the capacity of KSDE's Enterprise Data System to facilitate such things as:

- understanding the impact of teacher preparation on student outcomes
- identifying best practices in curriculum and instruction
- comparing teacher assignments to teacher licensure
- evaluating supplemental program data in light of student outcomes
- more accurately tracing student transfer and dropouts through a student locator framework

Collection of quality data is meaningful only when effective processes and solutions are in place for using the data to inform decision-making. The timing is excellent in Kansas to act on the political will for building and using a comprehensive education data system. The work proposed for this project includes implementation of business intelligence and decision support solutions for various stakeholders; development and delivery of targeted training for stakeholders on effective use of the data; and implementation of a Research Consortium that will take advantage of the rich resources at the state's major research institutions. The Research Consortium will design and implement a research agenda that uses the data made available through the Enterprise Data System to inform education decisions and identify best practices.

# Project Narrative

## Project Narrative

Attachment 1:

Title: Pages: Uploaded File: **7587-Mandatory\_SLDSGrantProjectNarrativeplusDocs.pdf**

## Project Narrative

### **(I) Introduction**

#### **(A) Governance of Education**

By landmass, Kansas is the nation's 15<sup>th</sup> largest state, some 400 miles long and 210 miles wide. The US 2000 Census listed its population at 2,688,418. Half of the population resides in five of its 105 counties; four of these five counties are in Northeast Kansas in the corridor between Topeka and Kansas City. The other population center in the state is Wichita, in South Central Kansas. Fifty-four counties have ten or fewer people per square mile, and 28 of those have fewer than five. Both the size of the state and the disbursement of the population make data collection, provision of professional development, and provision of technical assistance problematic. There are two departments that oversee the State's education system: The Kansas State Department of Education (KSDE) and The Kansas Board of Regents (KBOR).

KSDE's primary functions are to accredit approximately 1600 schools in 296 public, 20 private, and 8 state PK-12 school districts (enrolling 465,000 students); license PK-12 educators; fund PK-12 schools; and provide leadership for the improvement of public education. The department collects, stores and reports PK-12 education data. Maximizing the use of data for accountability and decision-making and the identification/dissemination of best practices are key to department functions.

KBOR administers postsecondary education in the state. It governs six state universities and supervises 19 community colleges, five technical colleges, six technical schools and a municipal university. KBOR collects, stores, and reports unit-level postsecondary education data.

A Transition Council, convened by the Governor, functions to identify and recommend policies to KBOR and KSDE that ensure the smooth transition of students from high school to postsecondary education. The Council has the following goals –

- Identify the knowledge and skills that students need to pursue postsecondary education, ensuring that they align with qualified admission requirements;
- Determine how postsecondary placement assessments can be used both as diagnostic tools and benchmarks to ensure student readiness; and
- Recommend policies to ensure a smooth transition for students from high school to postsecondary education including a review of dual credit courses and secondary student access to technical programs.

The Council's charge demands integrated, PK-20 data.

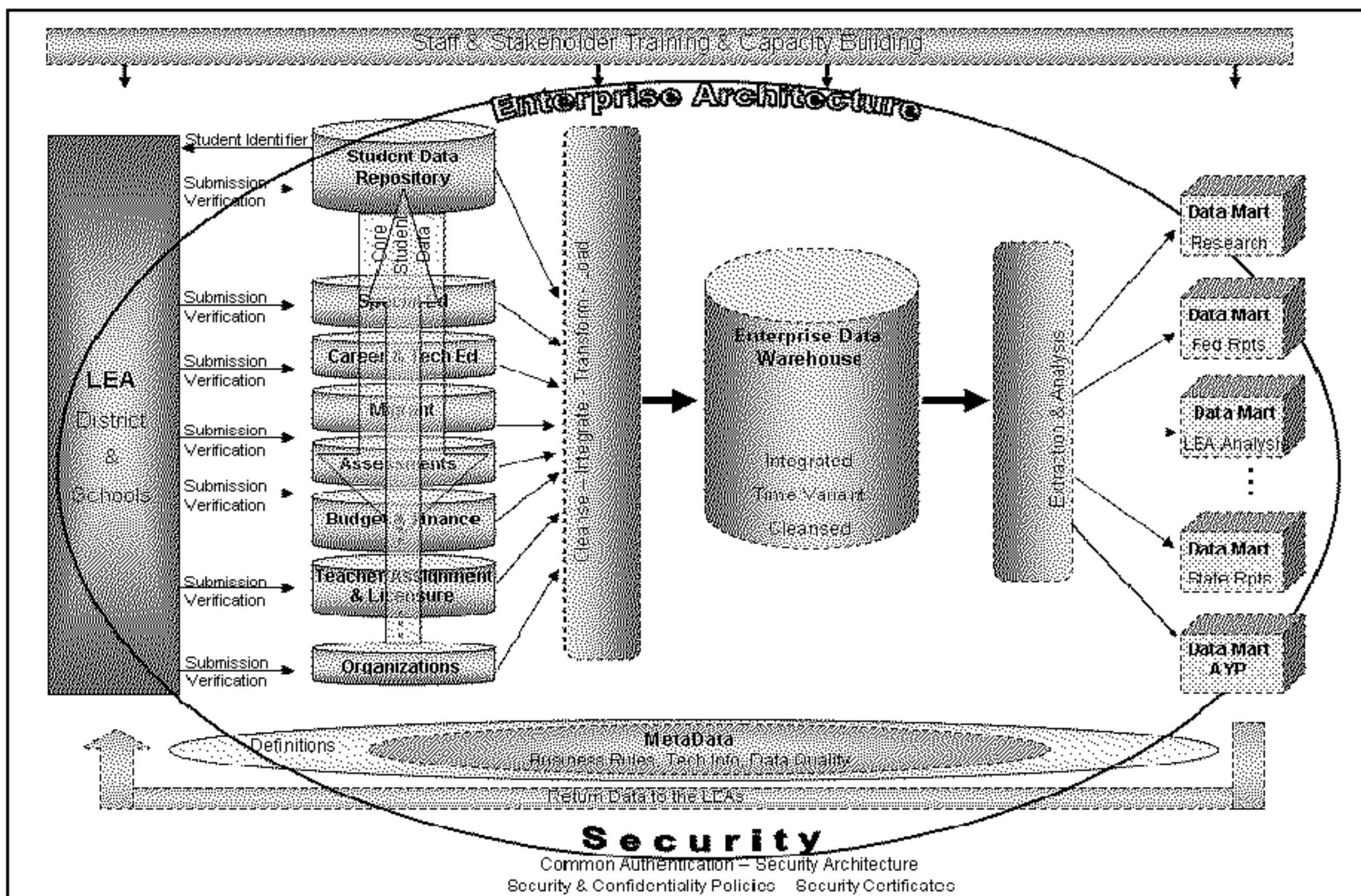
#### **(B) Statewide Education Data System Development**

Beginning with the 2005-2006 school year, KSDE implemented Kansas Individual Data on Students (KIDS), an initiative for assigning and tracking unique state student identifiers (SSIDs) and for collecting student data based upon the SSIDs. These SSIDs are tied to enrollment, performance, and accountability information. Schools' state funding, federal reporting (EDEN), state assessments, and school accreditation are all based upon the student data schools submit to KIDS. Training and technical assistance are provided to districts so that all can be included in KIDS. Curricula for enhancing the quality of data submitted is being developed for Local Education Agency (LEA) data entry personnel and student information system coordinators by a committee of individuals with those responsibilities, and is being delivered at state conferences and regional data workshops. KSDE also works closely with student information system vendors to decrease the burden of student data collection on school districts. To date, the student-level data have been collected from 100 percent of the accredited schools and have been used for

school funding, state assessments, and state and federal reporting in the 2005-2006 and 2006-2007 school years.

In 2006, the Kansas State Legislature approved approximately \$2.4 million in state funds in support of a three-year project for KSDE to implement an Enterprise Data System (EDS). This system integrates data from existing source collection systems (including the KIDS system) into an Enterprise Data Warehouse. The enterprise-wide longitudinal data in the warehouse will be accessed using various business intelligence (BI) strategies. KSDE has built considerable expertise and capacity in staff regarding data warehouse development and the infrastructure phase of the project has been completed. This includes design and procurement of hardware and system software; selection of the Extract, Transform and Load (ETL) tool; needs assessment and design of the Enterprise Metadata Repository; documentation of the conceptual data model as well as strategies and standards for training, programming, capacity and skill building, quality assurance, data quality verification, and architecture and methodology, and identification of the project iterations. Currently, development of the logical data model for the Enterprise Data Warehouse (EDW) is underway, the Enterprise Metadata Repository is in development, and Master Data Management processes for student and organization data are being implemented. Based upon interviews with stakeholders, KSDE has prioritized the loading of data into the EDW and identified three iterations in which data will be loaded and made available to stakeholders through BI solutions:

- Iteration 1 (6/2007 – 3/2008) student, organization, assessment, and accountability data
- Iteration 2 (4/2008 – 12/2008) staff data
- Iteration 3 (1/2009 – 5/2009) finance and program (e.g., migrant, special ed, tech ed) data



**Figure showing Vision for the Enterprise Data System**

The KBOR unit record database (KSPSD) is statutorily mandated and was first implemented during the 2003-2004 academic year. KSPSD supports data driven policy decisions by board members and provides board staff with data for policy development and implementation. Currently, the main focus is on student specific information, which includes demographic variables, enrollment patterns, performance and accountability measures, and programs of study. The system includes information about all students in public post-secondary institutions as well as information about students who participate in Adult Basic Education (ABE) and GED programs. In the very near future, financial information--such as Pell grant application, grant, loan, and scholarship information--will be folded into the system to allow Kansas to determine the net cost of postsecondary education.

A National Governors Association (NGA) grant is making it possible for the state to build a PK-20 data mart from KBOR and KSDE data extracts and to integrate data from the data mart into EDS. The project is scheduled to be completed in 2008 and will furnish the Transition Council, KSDE, KBOR, and researchers with student information that spans the students' education careers.

Primary sources of guidance for KSDE in its development of data, security, and technical standards; data collection applications; data quality procedures; data architecture development; and decision support system planning are products of the National Center for Education Statistics, the National Forum on Education Statistics, and other national and international organizations. The sources include--

- *NCES Handbooks Online* (including common course codes) for our data definitions and attributes (e.g., code sets and field lengths) for most education data elements;
- *Financial Accounting for Local and State School Systems* for finance data elements;
- Schools Interoperability Framework (SIF) standards for communication/integration;
- Recommendation 7 (Integrating Data Systems) of the U.S. Department of Education's National Educational Technology Plan for ensuring interoperable data systems;
- *Weaving a Secure Web Around Education: A Guide to Technology Standards and Security* (2003) for technology security best practices and standards;
- *Forum Guide to Protecting the Privacy of Student Information: State and Local Education Agencies* (2004) for confidentiality guidance regarding student information;
- *Privacy Issues in Education Staff Records* (2000) for staff confidentiality;
- *Forum Guide to Building a Culture of Quality Data: A School and District Resource* (2005) as a standard for data collection and entry in schools and school districts;
- *Map of Core Elements for Establishing a Statewide Longitudinal Data System* as a planning and evaluation tool for building the state's longitudinal data system;
- *Forum Guide to Decision Support System: A Resource for Educators* (2006) to assist with planning for a decision support system; and
- TDWI [The Data Warehouse Institute] (an organization that provides data warehousing education, training, certification, news, and research for executive and information technology professionals worldwide) publications, including:
  - o *Metadata Strategies for BI and DW Environments*
  - o *Data Quality and Data Stewardship*
  - o *Data Cleansing: Delivering High-Quality Warehouse Data*
  - o *Governance for Business Intelligence Programs*

These sources will continue to assist KSDE staff in doing quality work.

## **(II) Need for the Project**

The Kansas State Department of Education (KSDE) has made significant progress regarding collection of individual student data over the past three years: implementing unique state student IDs; placing the IDs on state assessments to allow progress monitoring; and using individual student data for school accountability, district funding, and state and federal reporting. Data elements in other data collections (e.g., teacher licensure and assignment<sup>1</sup>) are being defined; and stakeholders have assigned the priority order for bringing subjects into EDS, based on their needs. Data collected are time-stamped, stored, and readied for inclusion into the warehouse; and data quality has greatly improved since the inception of the student-level data collection. State funding and task orders have allowed KSDE to train staff in data warehousing, create an enterprise-wide data architecture that is based on reporting and information needs, design an enterprise data model, begin development of a statewide data quality curriculum, establish an infrastructure for data governance, and begin work on metadata. An NGA grant is allowing the integration of PK-12 data with postsecondary data. To protect the data housed at KSDE and ensure compliance with the Family Educational Rights and Privacy Act (FERPA), a common authentication layer for all KSDE web applications was put into place in the spring of 2005, along with a data access and use policy and comprehensive KSDE security policies. By the 2004-2005 school year, most applications were web enabled and secured via digital certificates. In addition, KSDE developed a data store as an intermediate step to the data warehouse so that it could submit files to the *EDFacts* reporting system in an accurate and timely manner. To date, KSDE has completed submitting the 03-04 and 04-05 minimum data sets and has completed submission of the 05-06 data. Kansas leads the nation in the number of files submitted to EDEN for 05-06, thanks in large part to a well-designed data store and to the work of program staff who have been trained to be data stewards and who meet together regularly.

Although much has been accomplished, the data system does not yet make it possible for researchers to examine, in-depth and over time, the alignment of instruction and curriculum with state standards and the impact of alignment; the impact on student achievement of teacher pre-service and in-service professional development; the efficacy of courses, experiences, and programs; and the factors that lead to successful student transitions from high school into postsecondary education and/or work. The data system is not currently providing students, teachers, and administrators with ongoing feedback; nor is it able to provide stakeholders with regular and comprehensive data about student outcomes, district operations, and program quality. Business intelligence tools are not yet available to assist decision makers.

A quality data system is grossly underutilized when it serves accountability purposes only. Accountability is important, but providing effective feedback to stakeholders and using research and evaluation to inform practice are just as important. Various entities in Kansas are engaged in research, evaluation and outreach work, but the work springs from individual interests and/or immediate, localized need rather than from a statewide research agenda. To make a difference in Kansas and in the nation, the state must concentrate its research efforts and resources on high priority needs. There is currently not a governance or workgroup structure to make development of a research agenda or concentration of efforts on a research agenda a reality. The Statewide Longitudinal Data System Grant will be used to lay the foundation that enables research and informed decision making. Kansas will implement a research agenda, improve data quality, and improve data delivery to decision makers and researchers.

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<sup>1</sup> The Assignment System tracks the positions that educators hold each school year.

### **(III) Project Design**

The Statewide Longitudinal Data System Requirements are important to Kansas. Thus, KSDE has accomplished or is in the process of accomplishing many of the requirements with existing funding. Student-level data collections with state identification numbers began in 2005-2006. Processes are in place to ensure that a single number is assigned to a student and that the number follows the student into postsecondary education. KBOR and KSDE student data are being integrated into a PK-20 data mart. State funds have been used to develop a data governance structure within KSDE that includes the Data Governance Board, composed of decision makers from all program areas; data stewards from all program areas; a data policy template; a website for allowing review of and comment from the field regarding draft data policies; and a data policy website. State funds are also being used to plan and implement an enterprise-wide data warehouse and metadata system. In addition, collaboration with neighboring states will allow multi-state tracking of PK-12 students within two years. That is, KSDE has plans to create partnerships with neighboring states in which all states in the partnership agree upon a format and the timing for exchanging extracts of former students whose whereabouts are unknown; and a format for sending student matches back to the requesting state.

The requirements that still need to be addressed are related to expanding the use of the data system; integrating teacher and course data into the existing system to allow richer analyses; and making the link between teachers and students. Specifically, the Statewide Longitudinal Data System Requirements that will be addressed with this grant are—

- Allow for program evaluation (including potential capacity to track students past the 12th grade);
- Streamline reporting capabilities to local, state, and federal agencies, using pre-defined, repeatable, automated reports (including for EDEN, NCLB, NCES, and the public);
- Support multiple reporting and analyses needs of various stakeholders;
- Enable high-level longitudinal analyses required for data-driven decision-making by policymakers, educators, and members of the public;
- Provide timely, accurate, and user-friendly dissemination of the needed data, reports, and analyses results to parents/guardians and students; teachers; schools; district administrators; state officials; universities/colleges; the business community; and the public;
- Engage in longitudinal education research to inform policy and decision-making;
- Lead the State, districts, and teachers in the development and use of innovative analytical tools and reports to inform policy and decision-making;
- Assure sustainability and effectiveness of the system; and
- Plan and fund initial and ongoing, efficient and effective training of key state and local data collectors and users, according to their functional needs. (See Appendix B for state's progress on each data system requirements.)

The timing is excellent in Kansas to act on the political will for building and using a more comprehensive educational data system. KSDE's vision is to integrate its existing transactional systems; develop a data warehouse for all of its significant data (a warehouse in which data can be stored indefinitely in its basic format); create metadata for the data stored in the warehouse; and develop data marts (from data in the warehouse) to meet the state's data analysis, data mining, research, and reporting needs. Data analysis and reporting tools will provide information for dashboards, customized to meet various user group needs (e.g., superintendents, principals, teachers, students, parents, researchers), as well as canned reports and ad hoc

reporting capability. Professional development will be offered to stakeholders to help them make effective use of the data. Finally, an I-70 Research Consortium consisting of researchers from two major research universities in Kansas (University of Kansas and Kansas State University) as well as the Research and Evaluation staff at KSDE and KBOR, will be established to plan and carry out a statewide research agenda.

**(A) Enhance the Enterprise Data System (EDS)**

Educators are facing greater student needs along with level or reduced resources. It is increasingly important for them to concentrate scarce resources where the resources have the most impact, as determined by data. For example, it is important to study such things as the impact of teacher preparation on student achievement and to identify best practices in curriculum and instruction. It is also very important that educators have timely feedback about the effects of their practices. The current data system at KSDE does not meet these needs, but will be positioned to do so with enhancements made possible through a Statewide Longitudinal Data System Grant.

First, standard state course codes (SSCCs) will be established and LEAs will be assisted in mapping district course codes to state codes. Second, SSCCs will become the codes used on educator licenses and employment reports. NCES' course classification system will be used for crosswalks between old and new numbering systems. Third, unique teacher identification numbers will be assigned through an educator ID assignment and tracking system, and will replace social security numbers as the primary identification number on licenses and in the KSDE assignment and licensure databases. In addition the educator systems will be modified to accept the new identification numbers. Fourth, SSIDs and student master data management (MDM) procedures will be included in Migrant, Special Education (SPED), and Career and Technical Education (CaTE) data collection applications. Fifth, KIDS will be enhanced to collect courses completed for each high school student. Finally, student-level program and course data, educator licensure data, and educator position assignment data will be loaded into the EDS. The work will be completed by June 2010. Major deliverables of the enhancement activities will be—

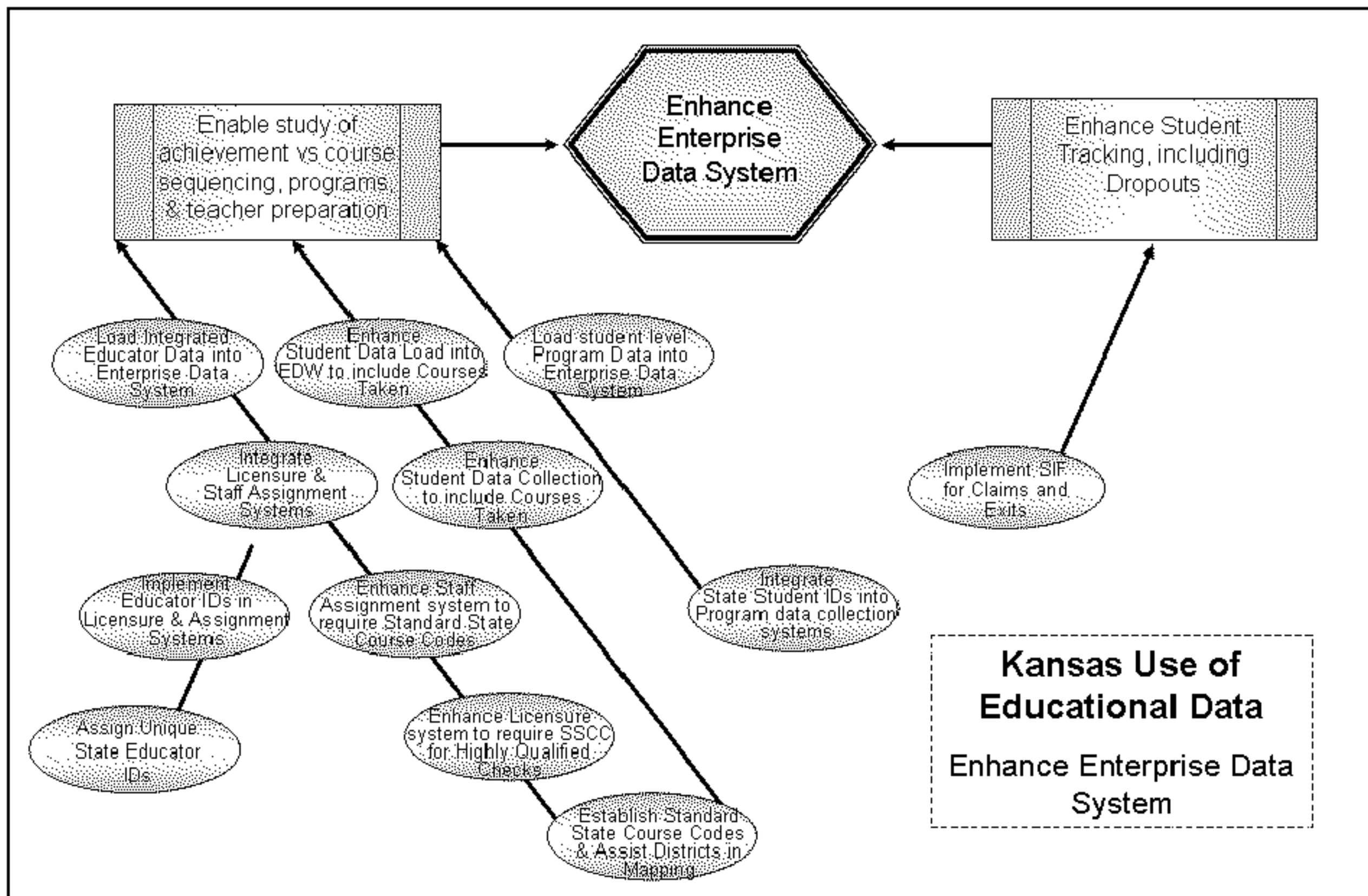
- An EDS Project Plan that gives the following information for each task: timeline, staff assigned, and degree of progress;
- SSCC mapping schedule for all LEAs;
- Document detailing the SSCC mapping procedures; and
- File specifications for enhanced KIDS data collection.

A number of states have implemented a student locator framework that utilizes technology based upon the School Interoperability Framework (SIF) to automatically track students as they move from school to school. Several Kansas LEAs have expressed interest in implementing this technology and KSDE's KIDS system is built upon an infrastructure that can be extended to integrate the student locator framework. With funds from this grant, KSDE will establish a relationship with a vendor experienced in this space and purchase the necessary system components to implement a statewide Zone Integration Server (ZIS) and SIF agents to implement the student locator framework. Initially this will be implemented as a pilot with volunteer LEAs so that infrastructure and process issues can be worked out. Once this has occurred the capability will be made available to all Kansas LEAs. This effort will require



assistance to the LEAs and modifications to the KIDS system as well as design and implementation of the technical architecture. The deliverables will include—

- The technical architecture design document
- An evaluation of the pilot (first) year of implementation
- A document detailing enhancements made to the system after the pilot year
- The names of LEAs using SIF for claims and exits
- A detailed project implementation plan



**Figure showing initiatives for goal to Enhance Enterprise Data System**

Building the capacity and the motivation for schools and districts to maintain longitudinal electronic student records and to be able to send electronic records to other schools/districts or postsecondary institutions, as well as the SEA, is the goal of implementing an e-Transcript capacity. Electronic student transcripts address an immediate need of schools and districts to have high quality, certified longitudinal academic records. As districts begin to exchange electronic transcripts, the need for more consistent and timely data will become apparent.

The time is right to study the implementation of an e-Transcript system. NCES' course classification system can be used for crosswalks among individual state course numbering systems; SIF's expansion into local school and district information systems can be leveraged to make the technology links across districts and states; EDEN reporting standards can be mapped from individual student records to school, district, and state aggregate statistics; and multiple states are interested in e-Transcript systems, creating opportunities for collaboration. KSDE will collaborate with the Missouri and Nebraska SEAs in evaluating e-Transcript solutions and will advocate for funds from the State Board of Education and State Legislature to provide a statewide e-Transcript solution available to all schools. The major deliverables will be—

- A solution evaluation rubric
- Rubric ratings for all solutions evaluated

### **(B) Implement Capacity for Data Use**

In the past two years, KSDE has established a data collection schedule; created a database of definitions, formats, code sets, business rules and other information about data elements it collects from districts; provided a website for student data collections with schedule, definitions, and answers to frequently asked questions; provided face-to-face, regional, and on-line training for data submission; provided weekly conference calls to answer user questions about data submissions; provided a weekly briefing to the user Listserv to clarify issues and give updates; included verification and validation procedures in the KIDS student data collection system; provided data submitters with reports to enable them to check the accuracy of submitted data; and performed periodic validation procedures on data in its KIDS database. KSDE also developed IT Security Policies and requires annual staff training regarding security; developed and published a data access and use policy that is FERPA compliant; and developed and implemented an authentication system for managing access to data. These tasks have led to higher quality data and have increased data security. However, data quality is still an issue and data security will need constant monitoring as data access is expanded to more users and additional roles.

Building a structure and processes to integrate, house, and deliver data is not enough. Without quality practices from the source – schools – decisions and policies may be founded upon flawed data, research findings may be misleading, and schools may be misinformed regarding effective programs and practices. The KIDS Collection system requires numerous validity and cross validation checks to ensure that established business rules are met before data can be submitted. However a software application cannot ensure that data are accurate when entered at the school level.

KSDE has implemented a number of activities to assist schools in reporting their data, including regional presentations; ITV broadcasts; online training modules; hands-on training workshops; weekly conference calls; a website including documents, presentations, and online FAQs; email Q&A; and listserv announcements. However, based upon an analysis of the 2005-2006 data collections, more must be done in order to ensure quality data are provided by LEAs. KSDE brought together LEA staff to discuss strategies for improving the quality of data submitted by schools. This task force recommended that a program be established to provide several levels of professional development and certification to LEA staff involved in entering, submitting, and reviewing data provided to KSDE. Not only would such a program provide needed information and training, it would also elevate the positions and provide recognition of the importance of these functions in LEAs.

Work with the Data Quality Task Force to create Certification Strategy documents addressing the data entry and data coordinator roles began in 2006. The documents identify the scope, areas of Data Quality Certification (DQC), modules, training requirements, communication plan, and timeline for implementation. A tool is being developed for managing and tracking the certification process for LEA staff. A section of the KIDS project website describes the program, provides information and requirements for participation, and recognizes those who are certified and who are in the certification process.

Work on two additional LEA roles, program area specialist (a.k.a. data steward) and district/building leader, is included in the scope of this grant proposal and will be completed in

year one. Evaluation of, and enhancements to the training and documentation will be made in years two and three. Major deliverables will include—

- Names, roles and organizations of Data Quality Task Force members
- Modules, training requirements, communication plan, and implementation timeline for new roles
- Number of LEA staff certified by year and role
- Enhanced certification program detail documentation

Data quality will also be improved through expansion of automated data audits. KSDE Data Analysts will identify, design, and implement audit processes and evaluate the impact of the audits on data quality. Additional audits will be implemented in all three years of the grant.

Deliverables will include—

- A document detailing audits added each year
- Annual evaluations describing each audit and the audit’s impact on data quality

As the number of users accessing a system increase, so does the risk to data security. The Authentication System will be modified to provide appropriate access for Business Intelligence and data delivery solutions. In addition, The Data Access and Use Policy and other security documents will be reviewed annually and modified as necessary to accommodate changes in regulations and/or policy, increases in data collected and stored, and increases in numbers of individuals accessing the data. Deliverables for these tasks will be—

- A description of the roles to be implemented in the Authentication System
- A copy of the revised Data Access & Use Policy on the website
- A detailed project plan

The application of research and the connection between systematic research studies and best practices applied in the field is fundamental in preparing educators and in keeping educators effective once they enter the field. Effective systems continuously review data and research and incorporate empirically-proven practices into their own practice. Doing so is fundamental to enhancing teaching and leadership and leads to successful learner outcomes and informed decision-making<sup>2</sup>. The appropriate use of instructional technologies is essential to continued growth and effectiveness.

The application of research and the connection between systematic research studies and best practices applied in the field is fundamental in preparing educators and in keeping educators effective once they enter the field. Including faculty at teacher training institutions, school and district administrators, and teachers in field-based research is essential to building a network of scholars that shape education as well as deliver it.

To date, whether in core subject areas or in the education and professional development of teachers, there has not been enough quality research done to answer fundamental policy questions. In place of quality research, policy makers in education use ‘folk wisdom’ of

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<sup>2</sup> Shulman, L.S. (1998) Theory, Practice, and the Education of Professionals, *The Elementary School Journal*, 98, no. 5 (May 1998): 511-526.

education that is unsystematic and often based on ideology. Education needs research and program evaluations that can provide definitive evidence of what works and what does not work. It also needs a research agenda focused on the most significant issues. Researchers from multiple institutions must work together to address these issues. For such collaboration to occur, there must be budget and regulation flexibility across the institutions<sup>3</sup>. (Whitehurst, 2002).

Kansas is fortunate to have two outstanding research institutions, Kansas State University (K-State) and Kansas University (KU), as well as its two state educational departments, KBOR and KSDE, located in close proximity of one another along Interstate 70. The four institutions have a history of collaborating with one another in policy development, professional development and research. A Research Consortium will be established in Kansas, seeded by longitudinal data system grant funds, to encourage and oversee collaborative field- and university-based research that can inform the field of education. Because of the existing relationships and the quality of resources available from the institutions, the Research Consortium will be composed of representatives from KU, K-State, KBOR, and KSDE and will be advised by a council representative of the Governor's office, university faculty, the Board of Education, the Board of Regents, state education organizations and public school districts. The Consortium's goal will be to increase the value and use of data and research among educators by—

- Identifying priority themes for research in the state (e.g., school evaluation, urban education) that will drive the research agenda;
- Developing and publishing a research agenda;
- Developing protocols for accepting applications to conduct research and for releasing data to researchers;
- Evaluating and commissioning research activities;
- Connecting researchers who are conducting research in similar areas;
- Tying educator pre-service training and professional development into the statewide agenda;
- Developing a system and criteria for identifying and disseminating best practices;
- Developing and disseminating research briefs;
- Scheduling conferences, workshops, and academies on such topics as critically reading and applying educational research, conducting action research, and making data driven decisions;
- Developing and making available professional development materials developed for the conferences, workshops, seminars and academies.

The Consortium will conduct its work through four sub-committees. Each sub-committee will be chaired by a Consortium member and will include at least one additional Consortium member. Further sub-committee members will be selected from state department staff, college/university faculty and staff, public school district staff, and the Kansas Learning First Alliance (KLFA). KLFA will be included because it is representative of the educational entities in the state, is one of the most active educational organizations in the state, and has goals that closely match those of the Research Consortium: Public Engagement, Professional Development,

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<sup>3</sup> Statement of Grover J. (Russ) Whitehurst, Assistant Secretary for Educational Research and Improvement, Before the Senate Committee on Health, Education, Labor and Pensions June 25, 2002.

and Student Achievement. (See <http://www.kansaslearningfirst.org/>). The sub-committees in the Consortium will be organized for the following purposes:

*The Research Agenda Sub-Committee.* The purpose of this committee will be to formulate and articulate a research agenda and the policy related to the agenda; foster research collaborations that speak to all aspects of the research agenda; identify best practices from the research; and develop research briefs. The sub-committee will specifically--

- Develop a statewide research agenda, based on high priority needs identified through a needs assessment;
- Help mobilize community, state and university resources to carry out the research agenda;
- Select the research and researchers to be sponsored by the Consortium (i.e., given KSDE and/or KBOR staff time to assist with data analysis, given access to unit-level records);
- Make an annual report to all partners in the Consortium listing each research proposal sponsored during the year, to include—
  - Title and abstract of project,
  - Name of principal investigator or project director,
  - Source or sources of funds for support of project, and
  - A short statement of justification for sponsorship; and
- Develop research briefs for dissemination by the Communication Sub-Committee.

The Director of Research and Evaluation (R&E) and the Sr. Research Analyst at KSDE will serve on this sub-committee to ensure that KSDE data are integrated and accessible in ways that meet user needs and to ensure that R&E staff participate fully in carrying out the state research agenda.

*Administrative Policies and Procedures Sub-Committee.* Quality resources for increasing the value and use of data and research among educators already exist in Kansas. The key to maximizing the value of the resources is to work continuously to inform all partners about what is available, identify possible collaboration opportunities, and find solutions for any barriers to collaboration. These tasks will be the responsibility of the Administrative Policies and Procedures Sub-Committee. The sub-committee members will--

- Use their knowledge of existing resources and research efforts to help form partnerships;
- Develop policies, processes and memoranda of understanding for forming research partnerships;
- Develop procedures to apply for funding for research, professional development, and communication activities and for administering the funds once awarded;
- Find solutions to barriers faced by partners as they engage in their work; and
- Advise and assist the Consortium in formulating and articulating policy related to data and resource sharing, privacy, and security.

*Communication Sub-Committee.* Communication is key to ensuring that research findings are applied to practice and to generating continued support for a research agenda and viable partnerships. The purpose of the Communication Sub-Committee will be to create the political will for sustaining the system by--

- Developing a communication infrastructure for providing timely information to all stakeholders, including legislators, about the Consortium's goals, work, and impact on education management and student learning;

- Working extensively with deans and faculty in schools of education to obtain their support;
- Implementing communication strategies, including forums that allow researchers to share work with practitioners; and
- Disseminating research briefs to parents, educators, and policy makers.

Because of the effective work KLFA is doing with community dialogues, the chair of the KLFA External Engagement Sub-Committee will be asked to serve on this sub-committee.

*Professional Development Sub-Committee.* The purpose of the Professional Development Sub-Committee will be to develop and implement and/or sponsor professional development activities that engage the state's educators in dialogue and skill development related to research and best practices. Professional development will--

- Show administrators how to access and use their data and to work with their staff in using data for student progress monitoring, program evaluation, and school improvement;
- Instruct educators and policy makers in evaluating the quality of research;
- Take advantage of the existing action research requirements for full educator licensure in the state to enhance the research agenda and instruct in quality research; and
- Provide opportunities for showcasing examples of educators applying research to practice.

The professional development staff at KSDE will be included in this sub-committee to ensure that the data quality and BI training conducted through KSDE are closely linked to the professional development activities of the Research Consortium. The chair of the Professional Development Sub-Committee of KLFA and faculty involved with pre-service education will also be asked to serve in order to unify professional development efforts.

Research Consortium work will begin with meetings of top administrators from KSDE, KBOR, and the KU and K-State Schools of Education as well as with staff from the Institute for Educational Research and Public Service, who will facilitate activities of the Consortium. (Information about the Institute is provided under the *Resources* section of this proposal.) Institute leadership will be provided by Dr. Andy Tompkins, former Kansas Commissioner of Education. At the meetings, the membership and organizational structure of the Research Consortium will be discussed and agreements will be developed. The Institute will then arrange and host a two-day planning seminar to determine the stakeholder groups that will be represented in the advisory council, the make-up of the sub-committees, and the procedures for conducting a research needs assessment. After the planning seminar, the Institute will assist with setting up meetings of the full Consortium and the sub-committees, assist with enlisting advisory council members, convene monthly meetings of the advisory council, monitor the progress of the Consortium, and develop annual Consortium reports. At the end of the three years, the Institute will lead an evaluation of the impact of the Consortium.

This first annual Big 12 Educational Research Conference is being held in the spring of 2007 in conjunction with a Regional NSF Conference. Themes for the conference include studying practices in higher education; curriculum and assessment; finding and measuring the outcomes that matter; equity and diversity; innovations in education; policy and reform; issues affecting professional development; and technology and its use in support in teaching and learning. Kansas researchers will be encouraged to participate in the state research agenda and the annual Big 12 Conference through Consortium sponsorship at the Big 12 Conference of two researchers who have conducted exemplary research tied to the research agenda. A nomination and review

process for the sponsorship will be developed by the Research Sub-Committee during the first year of the grant and will be implemented during the second year.

Kansas has a number of existing initiatives and resources that can be used to support the Consortium.

- Faculty at the partner research institutions are expected to spend as much as forty percent of their time on their research and as much as another twenty percent on service to schools. Thus, faculty in schools of education contribute time, talent and expertise to provide research and professional development activities to pre-service and practicing educators. They will be encouraged to contribute to the research agenda, working closely with their graduate students to ready these students to do research in their home schools and districts.
- In order to be fully licensed in the state, teachers must complete the Kansas Performance Assessment (KPA). Completing a study within their classrooms is a primary piece of that assessment and will be integrated as much as possible into the research agenda. If done carefully and thoughtfully, such studies can improve an individual's teaching. Moreover, when multiple teachers collaborate in conducting studies, the potential exists to enhance the overall quality of practice in the state.
- Educators who want to add a building or district level leadership endorsement to their licenses may complete an internship year after their formal coursework and degree (masters or doctorate). During the internship year, the educators conduct a needs assessment in their district, develop and implement a plan to address high priority needs, collect student outcome data throughout the year, and develop a formal report of their findings. These research activities, too, will be tied to the research agenda as much as possible.
- The Advanced Learning Technologies (ALTEC) project at the University of Kansas Center for Research on Learning (CRL) utilizes the most advanced and innovative technologies available to improve teaching and learning. One of its sites, "Action Research Network" enables users to engage in specific research projects. Using the tool, a researcher can describe all aspects of his or her action research project, take notes and keep them in one place, upload their research instruments and data, make a first draft of their final paper and bibliography (if doing this for a class), and share this information with others of their choice (e.g., the public, their professors, co-researchers). Those who are interested in the research done by others can search using grade level, student achievement, type of research, type of intervention, and subject matter. The tool will be used to assist the research tasks in this grant.
- KU ScholarWorks, a digital collection of peer-reviewed research, conference papers, supplements to published items and books produced by KU faculty, has recently been made available to the public. The program stores the work and makes it easily accessible to information seekers. Every item in KU ScholarWorks has a permanent, citable URL that will not change. A digital repository also can help keep research in the public eye longer than a regularly published journal. Exemplary research completed as part of the statewide research agenda will be housed in KU ScholarWorks.
- The Kansas Education Resource Center (KEREC) is a KSDE website that contains tools for teachers to use in aligning classroom instruction and assessment to Kansas' academic standards. In addition to the standards, it contains lesson plans, professional development materials, an assessment builder, and other resources, such as latest research. KEREC will serve as a clearinghouse for research briefs.
- Virtually all graduate students have research assignments tied to their academic coursework. Many conduct research projects with faculty mentors. Others work in graduate research

assistantships, gaining competence in sponsored research and training proposal development, generating and analyzing data, and creating a way in which to deliver new knowledge and strategies to their professional colleagues in the field. The Consortium's Research Sub-Committee will encourage faculty/graduate student alliances to complete research associated with the research agenda.

Research Consortium deliverables will include a description of the research agenda and of the needs assessment upon which the agenda was based, copies of partnership agreements, published research, research briefs, professional development modules related to evaluating and conducting research, descriptions of funding streams for continuation of the Consortium beyond the three years of the grant, and an evaluation of the impact of the Research Consortium on research and instructional practices in the state.

In addition to the work of the Research Consortium, KSDE will develop a decision support system to aid educators and policy makers in the process of decision making. It will have a user interface into data marts created from the Enterprise Data Warehouse as well as analytical tools and online metadata. Professional development activities will create the knowledge base necessary to allow users to effectively and efficiently use the system. Since the system will stem from user needs, data in the data marts will be integrated or linked in a manner that meets their objectives. Most importantly, the metadata associated with the data will allow users to assess the accuracy, validity and timeliness of the information. Factors considered in decision support system implementation will be—

- Information from a needs assessment and existing reports to identify decision-maker needs;
- Technology and functional requirements of solution alternatives;
- Cost effectiveness as well as each solution's effectiveness in meeting user needs;
- The degree to which solution alternatives can be integrated into the department's comprehensive technology and security plans; and
- The cost of ongoing maintenance of each solution alternative.

Training users to access a decision-support system properly is perhaps the most important and most difficult task in implementation. To ensure effective training, KSDE will—

- Develop usage standards;
- Assess the degree to which users know how to use the system;
- Make use of advisory organizations to identify needs, where appropriate, using organizations that already exist as much as possible;
- Work closely with the Research Consortium Professional Development Sub-Committee to ensure training efforts are coordinated between the two groups;
- Pilot training initiatives with a representative group whenever possible; and
- Develop a communication plan to make users aware of training opportunities.
- Develop differentiated training, depending on the user's role and needs;
- Ensure that professional development and technical assistance are ongoing;
- Continually evaluate the training and implement enhancements based upon the evaluations;

Metadata is crucial to the longitudinal data system because it drives the Business Intelligence (BI) tools, data marts, and interfaces that internal and external data consumers use for reporting, research, analysis, and decision-making. Users who access data from the data marts will be given instruction on what metadata is and how it can be used to produce meaningful data sets through ad-hoc queries and customized reports.

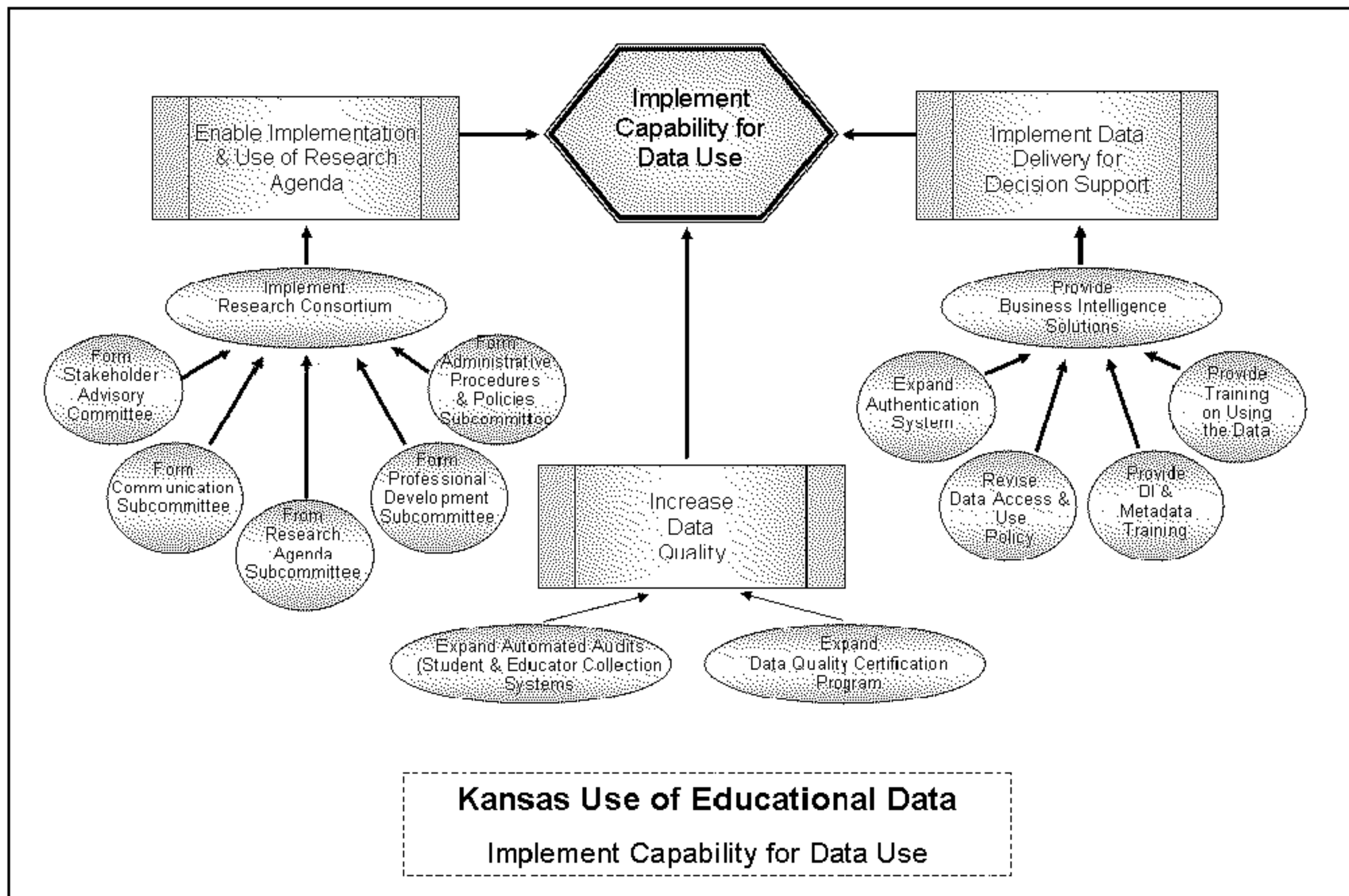


Most consumers of the decision support system will be accessing and manipulating the data through BI tools. KSDE will select a BI tool and will provide users with professional development on the BI tool as well as on the use of metadata. Since users have different levels of prior knowledge and different needs, multiple levels and methods of professional development will be offered. Courses offered will include—

- Metadata 101, an introduction to the concept of metadata and how it is used in daily life;
- Using the KSDE Metadata Repository, a hands-on course dedicated to using metadata to understand the contents of the EDS data warehouse and, in some user groups, the entering, maintaining, and use of EDS metadata;
- BI Tool Training, an introduction to the KSDE BI tools;
- Introduction to Metadata and BI Tools, a hands-on course that combines the Metadata 101 course content with practice using the BI tools.

Courses and materials will be pilot-tested before statewide use. They will be delivered via multiple modes including demonstrations; face-to-face, hands-on workshops; on-line training modules; ITV presentations; printed self-study materials; and multiple-day seminars. Ongoing support will be provided through periodic refresher presentations, user-group meetings, the EDS website, and printed materials including quick reference guides. Deliverables for decision support system activities will include—

- A detailed project plan for selection, implementation, and training;
- Evaluation criteria for rating BI tools, and ratings for the tools evaluated;
- Copies of all courses and materials for training on BI tools; and
- On-line training modules.



## Figure showing initiatives for goal to Implement Capability for Data Use

### (IV) Project Personnel

This project will succeed because of the commitment guaranteed by KSDE and its partners, the assistance of the Kansas teacher training institutions, and the quality of personnel assigned by the KSDE to manage and carry out these tasks. A strength of this proposal is the inclusion of KSDE personnel who have been trained and currently are part of the Enterprise Data System core project team. Tasks involving the Enterprise Data System will be integrated into that plan and will be accomplished primarily by members of that core team. State funding for the Enterprise Data System initiative ends in May 2009 and funds from this grant will allow KSDE to continue to take advantage of its investment in training and capacity building for these individuals.

Program Director. Kathleen Gosa, KSDE's Director of Information Technology, will be the Program Director for the project. Kathy will direct the project, including technical aspects such as integration of educator and program data into the KSDE Enterprise Data Architecture. Kathy is the Project Director for KSDE's Enterprise Data System and will facilitate the seamless inclusion of many of the activities of this proposal into that project. Kathy has a Master of Information Sciences degree and more than 20 years experience in IT. Her technical management experience includes operational support, software systems development and deployment, information security design and management, project management, budget development and management, system architecture and administration, information systems management, customer service management, and development and negotiation of supplier relationships. She is a member of The Data Warehouse Institute (TDWI) and has been involved in multiple data warehousing projects, including methodology definition, architectural design, and management and ongoing support for warehouse components such as ETL (extract, transform, load) processes, data warehouse repository, meta data repository, and multiple departmental data marts. She is experienced in establishing and utilizing formal methodologies and development frameworks for software development including design, development, quality assurance, configuration management, user and technical training, application deployment, change management, and follow-on support. Kathy has more than 14 years experience in education and training, including classroom teaching, course design and development, course delivery, training curriculum design, and instructor development. Kathy will devote (b)(4) percent of her time to this project.

Data/Research Director. Dr. Phyllis Clay, KSDE's Director of Research and Evaluation, will serve as Data/Research Director for the project. Phyllis will direct the project aspects related to utilizing PK-20 data for research, planning, accountability, and decision-making. Phyllis has a Ph.D. in program evaluation from The Ohio State University and more than 20 years of experience in research and program evaluation for educational institutions and for national and community-based youth-serving organizations. Prior to coming to KSDE she was president and co-owner of the woman-owned Youth Policy Research Group, Inc., where she conducted nationwide, statewide, and local research and evaluation studies. Phyllis is experienced in designing research and evaluation studies; developing survey, interview, observation, and focus group protocols; data collection and management; quantitative and qualitative analysis; and research reporting. She served on the faculty of the Evaluator's

Training Institute at Howard University, sponsored by the National Science Foundation, and managed the quantitative data study of the Institute for Research and Reform in Education's (IRRE) First Things First longitudinal system-wide reform in the Kansas City, Kansas Public Schools. In collaboration with MDRC, she developed a comprehensive observation protocol for First things First extension schools. Phyllis has taught measurement and program evaluation at the graduate level. In addition, she has taught at the pre-K, elementary, secondary, and undergraduate levels. Phyllis will devote (b)(4) percent of her time to this project.

*Project Coordinators.* Two Project Coordinators will be needed to coordinate the activities of this grant. The Project Coordinators will devote (b)(4) percent of their time to this project.

- Cathy Nicoletti is the existing Project Coordinator for KSDE's Enterprise Data System project and will be responsible for integrating the activities of this grant which deal with the Enterprise Data Warehouse, ETLs, business intelligence, master data management and metadata into that plan; ensuring project tasks are on schedule; and providing status updates to the Program Director. Cathy is certified as a State of Kansas IT Project Manager and has over 10 years of experience in Information Technology projects, including the project oversight of over 25 IT projects for the State of Kansas with total plan costs of over \$100 million. She is also a member of TDWI.
- An additional Project Coordinator will be needed to coordinate the implementation of Standard State Course Codes as well as enhancements to KSDE's educator systems. This person will have postsecondary training in a technical area and at least two year's experience in managing and coordinating complex projects.

*Business Intelligence Manager.* One aspect of KSDE's capacity building for the Enterprise Data System included identifying a Business Intelligence Manger who will focus on understanding the needs of stakeholders; developing expertise regarding data delivery and decision support capabilities; and designing appropriate solutions. Tony Moss is a member of the Enterprise Data System core team as the Business Intelligence Manager. He has developed an intimate understanding of the data needs and challenges of Kansas stakeholders over the past 4 ½ years as KSDE's Accountability System Coordinator. Tony has a M.S. in Social Work and has completed coursework for his Ph.D. from the University of Wisconsin. Tony will devote 30 percent of his time to this project the first year, and (b)(4) percent for the second and third years.

*Data/Research Analysts.* Three Analysts will be needed for this project.

- Ted Carter is a member of KSDE's Enterprise Data System core team and will be responsible for mapping data from source systems to the EDW, verification of ETL procedures, and performing post load analysis processes to populate data quality metrics in the Enterprise Metadata Repository. Ted has an MA in Educational Psychology with an emphasis on Educational Program Evaluation and is a member of TDWI. Ted will devote (b)(4) percent of his time to this project during the second and third years.
- An additional Data Analyst will be needed to focus on analysis and data quality aspects of the student and educator data systems. This individual will have post-secondary training in a technical area, as well as at least two year's experience in data analysis. This Data Analyst will devote (b)(4) percent of his/her time to the project starting at the middle of the first year.
- A Research Analyst will be needed to focus on both process and product evaluation associated with the grant, including soliciting feedback from the field related to the enhanced aspects of the Enterprise Data System as well as seeking periodic process feedback regarding the implementation of the Research Consortium and its sub-committees. This individual will serve on the Research Agenda Sub-committee and will proactively initiate research aspects of the

research agenda that are determined to be responsive to the needs of KSDE and its customers. As aspects of the Enterprise Data System become available the Research Analyst will interface with researchers from partnering organization to advance the research agenda. This individual will have a Master's degree in evaluation, educational research, or related social science discipline with an emphasis on advanced quantitative statistical applications and will devote (b)(4) percent of his/her time to the project.

*Programmers.* This project will require four programmers to complete the required software enhancement and development tasks.

- Jon Felling is a member of KSDE's Enterprise Data System core team and is responsible for designing, developing and maintaining the ETL procedures for loading the EDW as well as for loading data marts from the EDW. Jon has been a member of KSDE's IT team for almost 10 years, has a BS in Computer Science, and is a member of TDWI. Jon will devote (b)(4) percent of his time to the goals of this project.
- Jim Swan is a member of KSDE's Enterprise Data System core team and is responsible for design, development, enhancement and maintenance of the Enterprise Metadata Repository. Jim is a member of TDWI, has a BS in Mathematics from Purdue University, an MBA from Rockhurst University, and is a Microsoft Certified Professional. Jim will devote (b)(4) percent of his time to the goals of this project.
- Josh Aspinwall is an existing member of KSDE's Information Technology team and is responsible for development, enhancements, and maintenance of the KIDS system. Josh has over seven years of experience designing and developing software applications using Microsoft technologies, including architecture experience using agile, aspect and object-oriented ideologies. Josh will devote (b)(4) of his time to the goals of this project.
- An additional Programmer will be needed to perform the design, programming, unit testing, implementation, and maintenance work required for implementation of the educator ID assignment and tracking system as well as modifications to the educator licensing and staff assignment systems. This individual will have at least two years work experience as an applications programmer using .NET technologies. This individual will devote (b)(4) percent of his/her time to the project for the first two years of the grant.

*Trainer.* Erin Perry is a member of KSDE's Enterprise Data System core team and is responsible for developing training materials and delivering BI tool and data use training. Erin is also responsible for coordinating the work of the Data Quality Certification Task Force and leading the development of that program. Erin has an M.S.Ed in Adult Education from James Madison University; is a member of the American Society for Training and Development; is a member of TDWI; and has over four years of experience in training and adult education. Erin will devote (b)(4) percent of her time to this project in the first year and (b)(4) percent of her time during the second and third years.

## **(V) Resources**

Kansas is a member of the **Midwest Education Information Consortium (MEIC)**, which is a valuable resource. Through MEIC states in the Midwest share such things as ideas, products, training strategies, and contract/RFP language. Kansas will share its progress with the MEIC states during the annual conferences and at other times, as requested. Kansas will also learn from the longitudinal database work being done in the other MEIC states.

The Kansas State Board of Education and the Kansas State Legislature have shown significant support for development of a longitudinal data system by allocating approximately

\$2.4 million for a three-year project to implement the **KSDE Enterprise Data System to Support Decision Making and Reporting (EDS)** by 2009. The work proposed for this grant will build upon the work in progress for the EDS.

KSDE has a **Research and Evaluation Team** in its Division of School Innovations that assists the state Board of Education, Kansas Department of Education, state legislature, state executive office, field, and public with their planning, research, evaluation, and assessment needs; and performs much of the data analyses required for state and federal accountability reporting. Staff have graduate degrees in statistics, measurement, or evaluation and have extensive experience in research and program evaluation. This team helps determine data collection needs and provides much of the metadata for the department.

KBOR's **Institutional Research (IR) Unit** is responsible for providing data analysis support for data-driven decision-making activities of KBOR. This responsibility includes the development of an integrated system of postsecondary data collection, data maintenance, data analysis, and reporting. IR is also responsible for IPEDS coordination for all higher education institutions in Kansas. Currently the IR, with the help of advisory committees composed of campus representatives, is in the process of designing and implementing a statewide postsecondary database system. In addition, the IR is in the process of reviewing all current reports and developing electronic means of collecting and reporting these data. The IR Unit at KBOR and the Research and Evaluation Team at KSDE have a close working relationship.

In addition, there are a number of quality entities at KU and K-State that will partner with KSDE to complete the research and professional development activities of the grant. Brief descriptions of each follow.

- Kansas University's (KU's) **Institute for Educational Research and Public Service**, established in 1997, serves both unit faculty members and the State of Kansas. This Institute has a two-fold mission. The first part of this mission is to provide faculty with infrastructure support for research. The support includes assistance with identifying funding sources, proposal development, and grant administration. The second part of the Institute's mission is to help schools and other educational agencies respond to initiatives that are educationally beneficial to the State of Kansas and that contribute to the teaching, research, and service missions of the School. The Institute will serve as facilitator for the Research Consortium. Dr. Andy Tompkins, former Commissioner of Education and current professor for the Education Leadership and Policy Studies Division at KU, will provide leadership, through the Institute, to the Research Consortium.
- The **Center for Educational Testing and Evaluation (CETE)** at KU, funded primarily by KSDE, established a partnership with all Kansas schools, both public and private, beginning in 1980 with the first state mandated assessment. CETE is responsible for the state's educational testing program. Communication with teachers, building principals, test coordinators and superintendents takes place several times each year through registration, survey and assessment activities. The Center also visits select schools yearly to conduct pilot testing, and regularly brings in teachers from across the state to participate in scoring sessions for the Kansas assessment performance activities.
- KU's **Center for Research on Learning (CRL)** conducts research that focuses on solving the problems that limit individuals' quality of life and their ability to learn and perform in school, work, home, or the community. CRL is concerned with the validation of assessment and instructional practices that can be used with broadly diverse groups. It is committed to translating the procedures it validates into instructional materials and products that

practitioners can use. CRL operates an international network to train educators throughout the world to use the products of its research. Through both its research and training missions, CRL has developed a broad array of working partnerships with hundreds of schools, school districts, and state departments of education. Since its inception, CRL has engaged in research agreements with hundreds of educational entities and has trained in excess of 200,000 practitioners in more than 4,000 school districts to use its materials and procedures. Within the CRL, **Advanced Learning Technologies (ALTEC)** provides instructional Web-based resources, professional development, program support, scaleable online assessment, and assistance for those with special needs, utilizing the most advanced and innovative technologies available to improve teaching and learning.

- **The Beach Center on Disability** at KU is affiliated with the Department of Special Education. Primary foci of Beach Center research include assistive technology, disability policy, family-professional partnerships, family quality of life, health care, foster care and adoption, positive behavior support, and self-determination. The Beach Center is committed to listening to the priorities of families, incorporating family priorities into its research agenda, carrying out research in a participatory way, and ensuring that research makes a meaningful and sustainable difference in the lives of families who have children with disabilities.
- **The Center for Rural Education and Small Schools** was established as a part of K-State's College of Education in 1978. The center focuses its efforts on the improvement of the education of children in rural and small schools in the region. The center coordinates and conducts research and development activities addressing the unique needs of rural and small schools, develops strategies and delivery systems for meeting the educational needs of small schools and rural communities, coordinates and disseminates information for and about rural education and provides consultation services for rural/small schools. They sponsor an annual Rural and Small School Education Conference, as well as workshops and seminars and serve as an advocate for rural education at the state, regional and national levels.
- **The Kansas Regents Educational Communications Center** was established at K-State in 1986. The purpose of the center is to extend the educational resources of the university to the residents of Kansas and beyond through the use of a wide variety of telecommunications technologies. Through the development and blending of satellite uplinking and downlinking, fiber optics, multimedia, online environments and production, Educational Communications Center human and technical resources enable interactive learning environments to reach the classroom, laboratory, corporate board room or private home -- anywhere on the globe. The AT&T Foundation, New York, N.Y. and Kansas State University have formed a partnership to offer online education opportunities. The initiative, called Project SOLVE (System for On-Line Virtual Education) aims at developing college credit courses to help teachers in small and/or rural K-12 and community colleges utilize technology to reach learners. The project will partner the Kansas State University's College of Education and its Center for Small and Rural Schools with the Kansas Regents Educational Communications Center to develop courses for online use. The project seeks to prepare rural students with a comprehensive education that includes applicable knowledge of information technologies to ensure their preparedness for an ever-changing global marketplace. In addition to helping students, the project also educates teachers about new technologies and keeps them abreast of the developments in information technologies that can assist their students' education.

## **(VI) Management Plan**

A number of components will ensure effective management of the projects that address the goals of this grant proposal. These components, specifically addressed below, include processes that are already part of KSDE's management methodology as well as enhancements to that methodology that will be defined and introduced as part of the activities of this grant.

Components of the Management Methodology include--

- Project Management
- Change Management
- Data Quality and Security
- Sustainability

*Project Management:* KSDE has adopted the State of Kansas Project Management Methodology for all significant projects and has refined that over the past two years to effectively meet our needs. Two Project Coordinators will be involved in the initiatives of this grant. For all projects, initial Project Documents will be completed by the Project Coordinator during the planning phase of the project. KSDE has developed templates for these documents that include Project Statement, Roles and Responsibilities Document, Communication Plan, and High Level Project Plan.

Team members will be identified in the Roles and Responsibilities documents, and the team will participate in a project kick off meeting where the initial documents will be presented and discussed; success factors will be identified; and the initial Risk Analysis exercise will be completed. Project status meetings will follow an agenda and will be scheduled on a regular basis.

Requirements Specifications, Design Specifications, Quality Assurance Test Plans, and Training and Implementation Plans are all developed, tracked, and managed as part of KSDE Project Management Methodology. These documents are developed by assigned core project team members, reviewed by team members and other staff who have expertise or interest in that area, signed off on by the Project Director, and used to inform the development of the project. Project documentation is maintained, organized, and archived in an online project folder specifically for that project and available only to project team members

The Project Coordinator is responsible for ensuring that all project documents are up to date; for developing the detailed project plan through collaboration with project team members; for tracking the progress of the tasks on that plan; and for providing regular project status updates to the Project Sponsor(s) and Project Director. Detailed project plans will include all deliverables and milestones and indicate the individual(s) responsible and timeline for each task as well as dependencies between tasks.

*Change Management:* KSDE has developed and implemented a number of processes that facilitate effective change management, both in terms of communicating with stakeholders as well as soliciting feedback and implementing enhancements. Some of the major components of KSDE's Change Management infrastructure are discussed below and will be incorporated as part of the management methodology for projects that address the goals of this grant proposal.

**Project Website** - A project status public website will be maintained to inform internal and external stakeholders regarding the progress of these initiatives as well to provide access to all communications, schedules, strategy documents, frequently asked questions, presentations, status

documents, and other pertinent project information. The Project Coordinator will be responsible for managing the contents of this website.

**FAQs** – KSDE utilizes Frequently Asked Questions to ensure questions are addressed consistently and accurately. An email account will be established to allow stakeholders to submit questions, concerns and ideas. This account will be monitored and responded to regularly by the Help Desk personnel and the Trainer. A section will be added to the FAQ page of KSDE’s public website ([www.ksde.org](http://www.ksde.org)) to document these questions and responses, providing specific information regarding the initiatives of this project. Individuals in the agency will use this site to provide consistent responses to questions, and stakeholders will be referred to this site via listservs, conference calls, and other communication.

**Issues Management** - KSDE has a well-defined issues escalation procedure and will implement an automated Issues Escalation application (in FootPrints® HelpDesk and Change Management Software) to document, track, escalate and notify individuals regarding issues specific to this project.

**Change Requests** – Modifications and enhancements to KSDE’s websites and applications are identified, tracked, escalated, prioritized and managed via the IT Change Request application (in FootPrints® HelpDesk and Change Management Software). This existing process will be used for managing changes that are needed as part of the initiatives of this project.

**Anticipating and Managing Risks** - As part of KSDE’s Project Management Methodology, a Risk Analysis document is developed by the team to identify potential risks associated with the project along with their likelihood and their potential impact, resulting in a Risk Index for each potential risk. Mitigating activities are documented for items with a high Risk Index. The risk analysis document is reviewed and updated at each major milestone of the project.

**Project Evaluations** – The Research Analyst will be responsible for completing evaluation activities of new initiatives, processes, and systems that are put in place based upon the goals of this grant. These evaluations will include interviews of stakeholders and will focus on the impact to quality, processing and productivity. Based upon the results of these evaluations enhancements will be identified and implemented. This evaluation process will be repeated past the three-year grant period as new systems and processes are implemented.

**Data Governance** – KSDE’s data governance structure is centered on the Data Governance Board, which is made up of approximately 15 policy makers representing all program areas at KSDE. This Board meets monthly to discuss issues and upcoming changes related to data quality, data use, data policies, and data reporting; and to determine and authorize activities that may be needed. Data Stewards are also an important aspect of KSDE’s Data Governance structure. Each program area is represented by at least two data stewards who are authorized by the Data Owner to care for data within that program area. This includes providing metadata, reviewing data submissions and reports, and keeping abreast of and communicating policy and definition changes. Professional development has been provided to the Data Stewards and monthly meetings keep the group up to date on activities that may impact their responsibilities.

*Data Quality and Security:* Achieving high quality data in KSDE’s longitudinal data system is a major focus of the activities of this grant proposal. It is our experience that data quality must be approached from several angles and so KSDE will include a number of procedures (detailed below) to achieve continuous improvement in quality. Security of this data is of prime importance to KSDE and so a number of initiatives as described below, have already been



accomplished and are now part of the enterprise architecture in which the activities of this grant will be included.

**Data Quality Certification Program** – KSDE has established a Data Quality Certification (DQC) Task Force which includes LEA staff who are responsible for submitting data to KSDE. The DQC Task Force is coordinated by the Trainer for this project. This task force has designed a data quality curriculum (based upon the NCES Data Quality Curriculum) and certification program, which includes specific professional development tasks for the various data-related roles at an LEA. A major focus of this program is the importance of data quality at the source – the school! This program is being implemented during the summer of 2007 for the 2007-2008 school year, and will be enhanced as part of this grant.

**Give the data back!** One of the most effective strategies for improving the quality of data is to provide it back to those who submitted it. KSDE will include numerous reports of data collected that schools can easily access. This will include not only decision support solutions and dashboards based upon the Enterprise Data Warehouse, but also reports within the student and educator data collection systems that provide immediate feedback to data submitters.

**Data Audits** - All KSDE data collection systems include edits to check and enforce business rules. The efforts outlined in this grant proposal include enhancements to these data checks in the source collection applications, as well as implementation of ongoing data audits. The results of these data audits will be used to determine where KSDE should focus its training and professional development efforts.

**Metadata** – KSDE’s Enterprise Data System already includes four data quality metrics in the design of the Enterprise Metadata Repository. On-load quality metrics include Currency and Value Set; Post-load quality metrics include Continuity and Precedence. With the funds of this grant additional quality metrics will be identified and included in the Enterprise Metadata Repository. These metrics are associated with data elements loaded into the EDW, and will be available to those who access and data from the EDW and data marts. This includes researchers who can then determine the level of confidence that can be attributed to the outcomes of their research; school administrators and KSDE staff who will use the data to inform program and financial decisions; and classroom teachers who will access the data to determine the most effective education plan for each of his/her students.

**Data Security** – KSDE has placed significant focus on the security and confidentiality of the data it collects and manages. The IT Security Policies Handbook addresses not only the responsibilities of KSDE in caring for this data, but also each individual’s responsibilities. KSDE reviews and updates the IT Security Policies annually and provides professional development to all staff including “refresher courses” for existing staff and full training to new staff. The IT Security Policies include the Data Access and Use Policy that applies not only to internal KSDE staff but also to all external consumers and suppliers of the data, and so is posted on KSDE’s public website. KSDE’s Common Authentication System was developed and put in place to ensure that individuals can access only the data that they have the right to access, and that audit trails exist for all changes to data. With funds from this grant the Authentication System will be reviewed and modified as necessary to provide appropriate controls around data access needs by new roles introduced as part of the data delivery for decision support initiative.

*Sustainability:* A major strength of this proposal includes the ability of KSDE to sustain and continue the goals of this project past the years of the grant. Consideration in a number of areas

has been given to sustainability in the design of projects within this grant proposal as outlined in the discussion below.

**EDS Capacity and Expertise** - In developing our Enterprise Data System solution, unlike many states, KSDE has chosen to develop the system in-house rather than purchase a pre-built vendor solution or hire a consulting organization to provide a solution. This was a purposeful decision based primarily upon sustainability. KSDE has capitalized upon the data warehousing experience of our Program Director and the expertise of our in-house staff regarding the "business" of Kansas education, and has provided professional development and training to enhance KSDE staff members' technical expertise in the area of data warehousing. With this approach there will be no exorbitant ongoing license fees and no need for a knowledge transfer and dependency on high-priced consultants - the experts in both education and data warehousing are our staff members! This strategy has proven to be extremely effective and has increased the dedication of these staff members as KSDE has made an investment in them.

**Financial Obligations** - The initiatives of this grant have been designed with an awareness of the post-grant financial obligations. As discussed above, KSDE's EDS, because it is built in-house, will not involve on-going license fees as would have been the case with a vendor solution. eScholar's PICS software for assignment and tracking of educator IDs will involve a one-time license fee of (b)(4) – funded by existing KSDE resources, and a very manageable (and optional) support and maintenance fee of (b)(4) per year. And finally the money spent on the subscription for EduStructures student locator framework can, after 3 years, be converted to a purchase. This means that after the grant funds, KSDE will be obligated for only a (b)(1) percent support and maintenance fee.

As KSDE evaluates business intelligence solutions as an activity of this grant, these same considerations of both technical and financial sustainability will be considered. In addition, the decision to include in this grant proposal only the *evaluation* of an electronic transcript solution, was also affected by the financial sustainability of such a solution. Most e-Transcript solutions require a significant ongoing yearly fee. If grant funds provided the fee in the initial years, another source would be required for post-grant funding. KSDE has chosen to advocate to the state legislature for all funding of this initiative since that would provide the most consistent resource.

**Process vs. Project** - A final aspect of sustainability that Kansas has considered in designing this proposal is the challenge many organizations have of moving from a project to a process. Projects, by definition have a beginning, an end, and specific objectives to be achieved. Projects are excellent for implementing change or new initiatives. However once a project is complete there must be a *process* that will sustain the change or initiative. Many organizations do not account for this. Once the project is complete, things return to the way they were before the initiative because the culture has not changed. An important component of all major KSDE projects includes plans for impacting the process, or the culture of the organization, in order to ensure sustainability. Generally this requires communication, training, and persistence. KSDE will include plans for ensuring process change as part of each initiative of this grant proposal.

*Research Consortium Management and Sustainability.* The Research Consortium will have an expert facilitator and a well-respected leader (the Institute for Educational Research and Public Service with leadership from Dr. Andy Tompkins) to keep it on task. The sub-committee structure will ensure that differing policies, procedures, and funding mechanisms will facilitate multi-agency collaboration; there is adequate communication about the goals of the Research

Consortium; there is statewide engagement in Research Consortium work on the part of faculty, LEA staff, students, Boards, and legislators; and there is enough professional development to make data and research of value to stakeholders. Grant writing and engagement activities will ensure funding streams for the Research Consortium past the three years of the grant. Finally, research needs assessments and evaluations of professional development activities, BI tools, and the Research Consortium as a whole will ensure that user needs are being met. Meeting minutes will be kept to record accomplishments as well as changes made to improve processes.

As the Enterprise Data System becomes fully operational, time required of the current staff of the Research and Evaluation (R&E) team for responses to data requests will be substantially reduced. At that point, R&E team members will be able to transition into more substantive research activities based on the research agenda developed by the Research Consortium and to assume the responsibility of working closely with the Research Agenda Sub-committee of the Research Consortium. Further, as the investment at KSDE increases research capabilities and those capabilities demonstrate benefits to the state, there will be a commitment to continue the internal capacity to conduct research.

*Past Performance:* KSDE has an excellent record with regard to its use of federal funds. We are certain that any investment in our statewide longitudinal data system will yield results for the U.S. Department of Education—both in Kansas and across the nation. KSDE regularly participates in the NCES Forum and provides input and leadership for Working Groups and Task Forces; attends and actively participates in CCSSO events and EIMAC subcommittees, and attends and presents at the NCES MIS Conference and Data Conference.

KSDE has been awarded a number of NCES National Cooperative Data Development and Technology Projects and has completed them on schedule:

- FY 2007: Task Order – Improving the Quality of Data Submitted by Kansas (\$51,000) currently in progress
- FY 2006: Task Order – Kansas State Data Improvement Plan (\$80,000)
- FY 2004: Enterprise Data Model to Include Longitudinal, Student-Level Data (\$80,000)
- FY 2000: Task Order – 2000 to Y2K (\$65,000)
- FY 1998: Data Development Task Order - Developing Data Collection Model (\$75,000)
- FY 1997: Task Order - Data Collection System for Quality Performance (\$25,000)
- FY 1994: Automation Feasibility Study Task Order - Kansas Automation Plan (\$80,000)
- PBDMI Resources: Properly allocated and used (\$50,000)
- All NCLB Resources have been properly allocated and used

## **Resumes of Key Personnel**

- I. Project Director: Kathleen Gosa
- II. Research / Data Director: Phyllis L. Clay, Ph.D
- III. Research Consortium Chief Administrator: John A. (Andy) Tompkins

**I. Project Director: J. Kathleen Gosa**

Director, Information Technology  
Kansas State Department of Education  
Topeka, Kansas

Qualifications:

- More than 20 years experience in information technology with progressive responsibility for technical and organizational leadership.
- Experienced in development and management of multi-million dollar information technology budgets, including P&L responsibility.
- Proven ability to initiate, direct, and manage corporate initiatives for providing strategic solutions to business problems. Accomplished this through numerous technologies including data warehousing, e-commerce, and client/server applications, as well as advanced business strategies such as business process re-engineering, and rapid prototyping and development.
- Experienced in establishing and utilizing formal methodologies and development frameworks, integrating prototyping, software development, database design and development, quality assurance, configuration management, user and technical training, application deployment, change management, and follow-on support.
- More than 15 years of technical management experience including software systems development and deployment, project management, budget development and management, network administration, information systems management, customer service management, and development and negotiation of supplier relationships.

Professional Experience:

**Kansas State Department of Education, Topeka, Kansas (4/2004 – Present)**

***Director of Information Technology***

Responsible for maintaining and implementing the KSDE technology plan. Direct the activities of over 40 staff members including project coordinators, application developers, network and database administrators, helpdesk personnel, data and quality assurance analysts, and TAKE (Technology Assistance for Kansas Educators) team members. Responsible for design, planning and implementation of software applications (custom development and OTS) for all teams within the Agency. Architected and lead the Enterprise Data System project for development and implementation of a longitudinal data warehouse. metadata repository, and decision support. Architected and led the implementation of the KIDS (Kansas Individual Data on Students) system for unique ID assignment and collection of longitudinal data for all Kansas students. Directed the development and implementation of the Security Policies and security awareness program for KSDE. Implemented HelpDesk system for automated distribution and tracking of requests. Designed and implemented Change Management software for prioritization and tracking of application and system change requests. Inform the Kansas State Board of Education and the Kansas Legislature regarding the status and progress of projects and initiatives. Represent KSDE on state and national technology boards and committees.

**AT&T Broadband, Denver, Colorado (8/2001 – 6/2003)**

***Senior Technical Manager***

Led the technical group in supporting PeopleSoft HRMS 7.5 installation for both the Payroll and Human Resources corporate headquarters for this major telecommunications company.

Responsible for mission critical payroll and human resources system servicing over 45,000 employees across the country. Primary liaison with business users. Revised the change control process for more efficient and effective troubleshooting and change management. Led multiple high profile cross-functional teams in support of addressing audit issues including Security and Change Control. Part of the team responsible for development and implementation of Project Management processes for use throughout AT&T's IT organizations.

**KAIVO, Inc., Denver, Colorado (9/2000 to 6/2001)**

***Vice-President***

Assisted the other two members of the executive team to grow this start-up company from fifteen to a thirty-eight person organization, providing education, business consulting, and web development utilizing open source technologies such as Linux, Zope, Jabber, Python, and ACS. Articulated the corporate capabilities, direction, and goals of the organization to customers, employees, and prospects. Developed proposals and statements of work, and managed delivery of consulting services. Responsible for development and management of the education and training organization within the company. Negotiated and managed exclusive education development and delivery partnerships with two major open-source product organizations, Zope and Jabber. Directed and coordinated development and maintenance of courseware, and delivery of technical training in six cities across the U.S.

**INVESCO Funds Group, Denver, Colorado (12/1996 to 9/2000)**

***Director of Application Development***

Responsible for strategic direction and management of the application development group for this mutual fund organization with over one million shareholders and over \$50 billion of assets under management. Directed the efforts of up to sixty permanent and contract technical personnel, comprising five teams focused on e-commerce, marketing and data warehouse, portfolio management and trading, portfolio and revenue/expense accounting, and shareholder accounting and corporate functions, respectively.

Primary liaison to the business community and provided technical input to the executive team for strategic technology decisions and future direction. Responsible for development and management of over 6 million dollar budget.

Specific accomplishments include:

- Led the transition to a team-oriented, full lifecycle, iterative framework, resulting in more effective use of resources and prioritization based upon the business communities' needs.
- Led the corporate data warehouse design, development, and implementation, including methodology definition, selection and management of consulting partners, and project management.
- Implemented quality assurance processes including automated defect tracking as part of the development lifecycle framework, resulting in more timely delivery and higher quality products.
- Implemented standards-based re-use technology, including techniques and procedures for PowerBuilder/PFC, C and Pro\*C, SQL, and Shell reusable objects.
- Defined the methodology and project plan, and led the development and testing effort for successful remediation and certification of all systems for Y2K compliance. Defined and implemented methodology for ongoing compliance certification.

**Jc-I-T Institute of Technology, Denver, Colorado (8/1995 to 11/1996)**

*Vice President of Software Engineering*

Reported to the president and owner of this worldwide consulting company which provided software, training, and implementation services to support just-in-time, demand-flow manufacturing. Part of the five-person executive team which developed and implemented strategic direction for the company. Responsible for development and management of a 7+ million dollar budget. Responsible for corporate information systems at the home office in Denver as well as satellite offices in San Jose, California and Nice, France.

Responsible for all aspects of development and deployment of the three-tiered client/server product, based upon VB and SQL Server technology. Specific responsibilities included:

- building and directing the software engineering team of over thirty engineers and analysts;
- designing, implementing, and managing a full lifecycle development process;
- designing and establishing the technical software and hardware product architecture;
- designing and implementing the customer support service center.

**Information Foundation, Denver, Colorado (3/1985 to 8/1995)**

*Director of Software Development and Training*

Responsible for the complete cycle of activities including management of customer relationships; technical presentations to customers and prospects; creation and presentation of proposals; contract negotiation; requirements definition, standards development and tool selection; application development and delivery; design and delivery of technical and user training program; and system support and maintenance.

Led the growth of the technology organization from six to over 100 developers and managers. Directed the software development organization, including Quality Assurance, Documentation, Configuration Management, Programming, Database Design and Development, System Administration, and Research and Development, implementing methodologies and processes to facilitate a team-oriented, iterative, rapid development environment.

Directed the training organization of up to 9 instructors. Responsible for courseware design, development and delivery, and for instructor and subcontractor management. Major clients include AT&T SMTS, Federal Express, Syntex Labs, and the U.S. Department of Defense.

**University of Kansas, Lawrence, Kansas (1985-1986)**

*Research Assistant*

Responsible for research in all aspects of optical disk storage including possible application of optical disks and other mass storage media. Responsible for designing optical disk interface and for researching and designing production-level software for use with optical storage technology.

**Washburn University, Topeka, Kansas (1982-1986)**

*Instructor*

Taught courses in mathematics and computer science, including design and language courses. Served as chairperson and member of departmental committees and University committee. Designed and conducted computer workshops. Designed and implemented software for classroom use.

Other Experience and Affiliations:

**KAN-ED UAC representative** for K-12 (2004-present). The Kan-ed program was created by the state legislature to expand the collaboration capabilities of Kansas' public institutions.

**Kansas Information Technology Advisory Board (ITAB) member** (2004-present). ITAB functions as a forum for agency collaboration as well as a resource for the executive branch regarding technical issues.

**Council of Chief State School Officers (CCSSO) EIMAC representative for KSDE (2006 – present)**. EIMAC functions to advise the chief state school officers regarding policy, technology, and other items of interest.

**NCES Forum SEA Representative (2005 – present)**. Currently serve as Tech Committee vice chair. Also member of PK-12 Data Model Working Group and Metadata Working Group.

**The Data Warehouse Institute (TDWI) member (2002 – present)**. TDWI is a world-wide vendor-neutral organization dedicated to providing instruction and information sharing regarding the latest trends in data warehousing, business intelligence, and master data management.

Education:

M.S., Computer Science (With Highest Honors), University of Kansas, Lawrence, KS (1986)

B.A., Computer Science/Mathematics (MagnaCumLaude), Washburn University, Topeka, KS (1985)

A.A., Information Sciences, Washburn University (1984)

B.S.Ed., Mathematics (With Distinction), University of Kansas, Lawrence, KS (1972)



## **II. Data/Research Director: PHYLLIS L. CLAY, PH.D.**

### **Areas of Professional Expertise**

- Program Evaluation
- Research Design (quantitative and qualitative)
- Data Analysis
- Results-Based Planning and Accountability
- Educational Measurement
- Culturally and Contextually Relevant Evaluation
- Adult Learning Models
- Management

### **Educational History**

**ABD**; Saybrook Graduate School and Research Center (current)

**Ph.D.**; The Ohio State University; Columbus, OH; Program Evaluation and Educational Research.

**M.Div.**; Midwestern Theological Seminary; Kansas City, MO; Pastoral Counseling and Family Studies.

**M.A.**; Texas Women's University; Denton, TX; Early Childhood Education.

**A.B.**; Wheaton College; Wheaton, IL; Literature and Speech.

### **Professional Experiences**

#### **Kansas State Department of Education (Topeka, KS (October 2006 to present).**

##### **Director, Research and Evaluation)**

- Supervise a team of eight to serve the accountability needs of the KSDE.
- Conduct research studies on Kansas education to increase the knowledge base regarding education in Kansas.
- Analyze data for internal and external data requests.
- Conduct searches on educational issues and review national educational literature and research studies to identify trends relevant to education.
- Conduct evaluations for department programs.
- Analyze and interpret data for agency reports.
- Update the Kansas Education Resource Center (KERC) with lesson plans, resources, and best practices aligned to the state educational standards.

#### **Youth Policy Research Group, Inc. (Kansas City, MO (June 2002 to October 2006).**

##### **Co-founder, Owner, President)**

A woman-owned corporation formed by youth and education evaluators and researchers located in the Kansas City metropolitan area, YPRG engaged locally, regionally, and nationally in applied research and evaluation studies that contribute to policy and practice decisions and dialogue about the supports and resources youth require to achieve long-term developmental success both academically and behaviorally. Selected projects include:

- Evaluated pre-K literacy program, including focus group studies, student assessment, teacher observation, surveys, data analysis of all aspects of the study, and comparison with control sites.
- Evaluated the 21<sup>st</sup> Century Community Learning Center Program Grant before- and after-school programs for the Annual Performance Report, including teacher and student surveys,

and reporting of attendance, discipline, test score, and grade data. (Jemez Pueblo, New Mexico, and Kansas City, Kansas).

- Conducted a study of the phenomenon of university partnerships for the Illinois Professional Leadership Partnership (a five-year Federal TQE grant initiative) for five universities in Illinois.
- Conducted summative evaluation for the Illinois Professional Leadership Partnership (a five-year Federal TQE grant initiative) for five universities in Illinois.
- Evaluated Reading First grant, including classroom observation design, training and supervision of observers, observation data analysis, and report writing.
- Conducted a national implementation and impact study of eighteen sites for the Youth Volunteer Corps of America, including nine national grant AmeriCorps sites.
- Conducted an impact evaluation for the Kansas Health Foundation of the Kansas Superintendents' Forum, including focus group, survey, interviews, and multiple case study analyses.
- Prepared data collection templates for the expansion sites of the First Things First School Reform Initiative.
- Conducted a retrospective study of literacy coaches.
- Provided program evaluation consultation to Prevention Services within the Kansas City, Kansas Schools (including the Safe and Drug-Free Schools grant, School Improvement Teams).

**Synthesis International, Inc. (Kansas City, MO; 1995-present – Founder and President)**

- Provided program evaluation consultation:
  - First Things First School Reform Initiative (FTF) in the Kansas City, Kansas Public Schools (over a period of three years, trained and managed observation teams in 43 sites; in collaboration with staff at MDRC, designed an observation system FTF expansion sites; coordinated student and staff surveys in 43 schools; coordinated entry and quality control of data);
  - Prevention Services within the Kansas City, Kansas Public Schools (including the Safe and Drug-Free Schools grant, School Improvement Teams);
  - 21<sup>st</sup> Century Community Learning Center Program Grant before- and after-school programs (Jemez Pueblo, New Mexico and Kansas City, Kansas);
  - National Science Foundation Grant (Kansas City, Kansas Public Schools);
  - Balanced Literacy Program (Kauffman Foundation; Kansas City, Missouri School District);
  - Philanthropy Study and Needs Assessment (Kauffman Foundation Early Childhood Strategic Planning);
  - Partners in Quality for Early Childhood Care and Education (Kauffman Foundation);
  - Missouri Center for Safe Schools (University of Missouri at Kansas City);
  - Character Education Grant (University of Missouri at Kansas City);
  - DeLaSalle;
  - Community Backed Anti-Drug Tax bi-state efficacy study (Kansas City, Missouri).
- Provided training consultation in Results-Based Planning for the Family and Community Trust (FACT, formerly the Family Investment Trust), the Local Investment Commission (LINC), the St. Joseph Youth Alliance, Communities in Schools (CIS), and numerous school districts, in coordination with the Midwest Community Leadership Resource Center, a collaborative including the Midwest Center for Nonprofit Leadership of the Block School of

Business, University of Missouri at Kansas City, CIS, FACT, LINC.

- Developed and implemented a three-year professional training program in psychosynthesis.
- Lectured and facilitated workshops internationally.
- Planned and coordinated annual workshop series.
- Designed and facilitated executive development intensives.
- Wrote, published, and presented at professional conferences.

**Kansas City, Missouri School District (February 1987- August 1995)**

**Coordinator of Program Evaluation, May 1991- August 1995)**

- Increased the yearly departmental evaluations from approximately 1/3 of the schools and programs to each school and program with a staff of 10 Ph.D.-level program evaluators.
- Created teams to identify, collect, and analyze core data across all schools.
- Managed the design, collection, and analysis of data in response to the District's needs in preparation for federal court desegregation hearings.
- Coordinated and wrote evaluation design for the long-range plan of the District's magnet school effort.
- Served as expert witness in District's desegregation case.
- Administered and supervised the Program Evaluation Office staff of 19.
- Maintained District's assessment files for use in research and evaluation efforts of the District.
- Coordinated with Research and Assessment Offices of the Department to maximize efficiency.

**(KCMSD continued) Program Evaluator (February 1987- May 1991)**

- Instituted the evaluation of the Kansas City, Missouri, magnet schools, setting the prototype for future evaluations.
- Designed research studies, survey instruments, and observation protocols.
- Trained assistants in data collection and management.
- Evaluated the district's Early Childhood Program, Parents as Teachers Program, Montessori Magnets, Investigative Learning Magnets, Foreign Language Magnets, Science and Math Magnets (each program having multiple sites and local plans for implementation).
- Analyzed data (using SPSS-X and PC); wrote reports; and interpreted results to program managers, principals, and faculties.

**Additional Professional Accomplishments by Category**

**Program Evaluation/Research**

National Committee for Citizens in Education (Columbia, MD; January 1979- June 1982 – Associate)

- Designed and implemented a national study (1,100+ participants) of the responsiveness of schools to the needs of single parent families (funded by the William T. Grant Foundation).
- Provided a basis for improved educational services for the growing population of children in single parent homes.
- Developed Bridge: Training for Parents and Educators, a training arm of NCCE.

**Independent Contractor**

- Designed and facilitated Forward Modesto IV, a city-wide needs assessment and planning process (using focus group and interview format) for the Mayor and City Council of Modesto, CA.
- Provided evaluation consultation to Boston Public Schools, Boston Children's Museum, and

Southwest Educational Development Laboratory.

- Consulted in the areas of public school research projects, personnel evaluation, credentialing evaluation, technical writing for adversarial evaluation project.

**Education Commission of the States (Denver, CO; Early Childhood Content Specialist)**

- Coordinated the interface between the early childhood content and evaluation departments of the Educational Technology Demonstration (funding discontinued).

**The Evaluation Center - The Ohio State University (Columbus, OH; Research Associate/Evaluator)**

- Designed evaluations for the teacher education program of the College of Education; for the student teaching component of the open education program; and for a private school in Columbus, OH.
- Served as editor for The Evaluation Center publications.

**Dallas Independent School District (Dallas, TX; Research Analyst)**

- Served as research analyst for the Planning, Research, and Evaluation Department.

**Teaching, Curriculum Development, and Program Coordination**

**Post Secondary and Adult Education**

- Howard University, Washington, D.C., Evaluators Training Institute, sponsored by the National Science Foundation – served on faculty, presenting on culturally responsive and contextually relevant evaluation.
- University of Missouri at Kansas City; Kansas City, MO – taught graduate level courses in psychological and educational measurement.
- American Evaluation Association – presented pre-conference professional development sessions for evaluators.
- St. Paul School of Theology; Kansas City, MO – taught graduate-level courses including Spiritual Direction, Enriching the Spiritual Life, and Spiritual Disciplines in the Christian Tradition.
- Wheelock College; Boston, MA – taught graduate level courses in program evaluation and educational measurement; undergraduate courses in classroom observation, human growth and development, and curriculum development

■ **Selected Professional Organizations**

- American Educational Research Association
- American Evaluation Association
- Association for the Advancement of Psychosynthesis
- Association for Humanistic Psychology

### **III. Research Consortium Chief Administrator: John A. (Andy) Tompkins**

#### **Education**

Ed.D., Educational Administration, University of Kansas, Lawrence, Kansas (1977)

M.S., Educational Administration, Emporia State University, Emporia, Kansas (1973)

B.A., English, East Central State University, Ada, Oklahoma (1969)

#### **Professional Experience**

2005-Present: Associate Professor, Department of Teaching and Leadership, University of Kansas

1996-2005: Kansas Commissioner of Education

1995-1996: Interim Dean, School of Education, Pittsburg State University

1994-1995: Chairperson, Department of Special Services and Administrative Studies, Pittsburg State University

1987-1994: Superintendent, Salina Public Schools, Salina, Kansas

1979-1987: Superintendent, El Dorado Public Schools, El Dorado, Kansas

1977-1979: Superintendent, Satanta Public Schools, Satanta, Kansas

1973-1976: High School Principal, Pomona High School, Pomona, Kansas

#### **Selected Presentations (2003-2006)**

Tompkins, A. The state of school finance in Kansas. Presented at a meeting of the Lawrence Rotary Club, Lawrence, Kansas, 2003.

Tompkins, A. A progress report on Kansas education. Presented to the Kansas House and Senate Education Committees, Topeka, Kansas, 2003.

Tompkins, A. The responsibilities of leadership. Presented to the Southwest Kansas Leadership Class, Topeka, Kansas, 2003.

Tompkins, A. Redesigning Kansas schools for the 21st century. Presented to the Kansas Exemplary Educators Network Conference, Topeka, Kansas, 2003.

Tompkins, A. Ensuring the success of early career teachers. Presented to the Early Career Teacher Academy, Wichita, Kansas, 2003.

Tompkins, A. Energizing and sustaining learning communities. Presented to the Kansas Association of Supervision and Curriculum Development Conference, Kansas City, Missouri, 2003.

Tompkins, A. Leadership that results in success for all students. Presented to the summer institute of the Kansas Association of School Administrators, Emporia, Kansas, 2003.

Tompkins, A. Community support that results in school success. Presented to the Wichita Chamber of Commerce, Wichita, Kansas, 2003.

Tompkins, A. An update on Kansas education. Presented to the Professional Standards Board, Topeka, Kansas, 2003.

Tompkins, A. The role of technical education in Kansas. Presented to the Kansas Association of Career and Technical Education, Topeka, Kansas, 2004.

Tompkins, A. Helping all students learn well. Presented at the Kansas City, Kansas School District Convocation, Kansas City, Kansas, 2003.

Tompkins, A. The changing mission of the schools. Presented to the National School Based Mentoring Conference, Kansas City, Missouri, 2003.

Tompkins, A. Professional growth that leads to student achievement. Presented to the Kansas Council for Exceptional Children, Hutchinson, Kansas, 2003.

Tompkins, A. Highly qualified teachers – a key ingredient to student success. Presented to the American Association of Personnel Administrators, Indianapolis, Indiana, 2003.

Tompkins, A. The need for adequate funding of schools in Kansas. Presented to the Kansas Association of School Boards Governmental Relations Conference, Topeka, Kansas, 2003.

Tompkins, A. The role of foundations in supporting school success. Presented to the Leavenworth Education Foundation, Leavenworth, Kansas, 2004

Tompkins, A. Successful youth – everyone’s responsibility. Presented to the Community Education Annual Conference, Wichita, Kansas, 2004

Tompkins, A. Building capacity for school improvement. Presented to the National Governor’s Association Regional Conference, Phoenix, Arizona, 2004.

Tompkins, A. Utilizing parental involvement that leads to student success. Presented to the Kansas Parent Teachers Association State Convention, Wichita, Kansas, 2004.

Tompkins, A. Learning for all – what will it take. Presented to the Kansas Health Foundation Leadership Institute, Wichita, Kansas, 2004.

Tompkins, A. The need for leadership. Presented to the Leadership Kansas Class, Lawrence, Kansas, 2004.

Tompkins, A. The role of parental involvement in closing the achievement gap. Presented to a meeting of the National Alliance of Black Educators and the Kansas Alliance of Black Educators, Topeka, Kansas, 2004.

Tompkins, A. Utilizing leadership roles to the benefit of others. Presented to the Heartland League Student Leadership Retreat, Hutchinson, Kansas, 2004.

Tompkins, A. The role of after school programs in educational reform. Presented to a conference at Harvard University, Cambridge, Massachusetts, 2004.

Tompkins, A. Helping all students learn more. Presented to the Kansas Association of Elementary School Principals, Wichita, Kansas, 2004.

Tompkins, A. The importance of international education in Kansas. Presented to the State’s Institute on International Education in the Schools, Washington, D.C., 2004.

Tompkins, A. An update on early childhood education in Kansas. Presented to the Kansas Health Foundation Leadership Institute, Wichita, Kansas, 2005.

Tompkins, A. Learning for all: the standard for professional practice in the 21st century. Presented to the Basehor Linwood Faculty Convocation, Basehor, Kansas, 2005.

Tompkins, A. Knowing and doing enough to ensure success for all. Presented to the Adams 12 Five Star School District Administrative Staff, Denver, Colorado, 2005.

Tompkins, A. How do we create secondary schools that ensure learning for all? Presented at the initial session of the Kansas Laboratory for Educational Leaders funded by the Wallace Foundation and sponsored by the Kansas State Department of Education, Topeka, Kansas, 2005.

Tompkins, A. What are professional learning communities and how can they help us help more students learn? Presented to the Cherokee County Professional Development Meeting, Baxter Springs, Kansas, 2005.

Tompkins, A. How are states responding to the issue of teacher recruitment and retention and what more needs to be done? Presented to the 21<sup>st</sup> Annual National Evaluation Systems Conference, Chicago, Illinois, 2005.

Tompkins, A. Great organizational performance and the evolution of our leadership practice. Presented to the Blue Valley School District Administrative Staff, Overland Park, Kansas, 2005.

Tompkins, A. That vision thing! The necessity of both vision and action. Presented to the State Systems Leadership Initiative, Topeka, Kansas, 2005.

Tompkins, A. School improvement progress in Kansas. Presented to the Kansas Association of Secondary Principals State Conference on Breaking Ranks in the Middle, Wichita, Kansas, 2006.

Tompkins, A. The challenges of leadership in the 21<sup>st</sup> century. Presented to the Wolf River Leadership Academy, Nebraska City, Nebraska, 2006.

### **Selected Publications**

Tompkins, A. (2001) Quality Performance Accreditation Survey Results. Editor of publication submitted to State Board of Education.

*Tompkins, A. (2002) "The Next Generation of QPA: Making School Improvement Work for All Students". Published in the Kansas Association of Elementary School Principals Newsletter.*

Tompkins, A. (2002) Four-Year Old At-Risk Program Final Evaluation. Editor of publication submitted to State Board of Education.

Tompkins, A. (2002) Professional Staff Supply, Demand, and Retention Survey Results. Editor of publication submitted to State Board of Education.

*Tompkins, A. (2002) "NAACP Call for Action in Education: A Kansas Response". A report submitted to the National Association for the Advancement of Colored People.*

*Tompkins, A. (2003) Kansas Mathematics Education Alignment Study. Editor of publication submitted to State Board of Education.*

*Tompkins, A. (2003) Remediation in Higher Education: A Review of the Literature. Editor of publication submitted to State Board of Education.*

*Tompkins, A. (2004) "2003 and 2004 Strategic Goals Progress Report". A report submitted to the State Board of Education.*

*Tompkins, A. (2004) Kansas School-Age Population and K-12 Enrollment Trends. Editor of publication submitted to State Board of Education.*

*Tompkins, A. (2005) "2003-04 Accountability Report". A report submitted to the State Board of Education, Kansas Legislature, Governor, and schools of Kansas.*

*Tompkins, A. (2005) "A Decade of Improvement in the Teaching Profession". Published in the Kansas Association of Elementary School Principals Newsletter.*

*Tompkins, A. and Beauchamp, A. (2006). How are states responding to the issue of teacher recruitment and retention and what more needs to be done? **Teacher recruitment and retention**. Amherst, MA: National Evaluation Systems, Inc.*

### **Honors and Professional Service**

American Association of School Administrators Resolutions Committee (1993-95), Chairperson (1995)

Blue Valley School District Friend of Education Award (2005)

Council of Chief State School Officers

Internal Operations Chairperson (2000-05)

Board of Directors (2004-05)

Education Commission of the States

Kansas Commissioner (1995-2005)

Treasurer (2001-2004)

Emporia State University Distinguished Alumni Award (2005)  
Governor's Education Advisory Task Force, Chairperson (1995)  
Governor's Task Force on Health for All Kansans (2007)  
International Association of Business Communicators EXCEL Award (2003)  
Kansas Association of Career and Technical Education Policymaker of the Year Award (2000)  
Kansas Association of Education Office Professionals Administrator of the Year (1998)  
Kansas Association of Health, Physical Education, Recreation, and Dance President's Award (2002)  
Kansas At Risk Council (2005-Present)  
Kansas Confidence in Public Education Task Force ABC Award (2000)  
Kansas Health Foundation Board of Directors (2002-Present)  
    Vice Chair (2006-Present)  
Kansas Master Teacher Award (1999)  
Kansas National Education Association Friend of Education Award (1999)  
Kansas School Public Relations Association Key Communicator of the Year Award (2002)  
Kansas State High School Activities Association Governor's Award (2002)  
Kansas State University Inaugural Recipient of the Dan and Cheryl Yunk Award for Excellence in Educational Administration (2006)  
Kansas Superintendent of the Year (1991-92)  
Kansas Teacher's Hall of Fame (Inducted in June, 2001)  
United School Administrator's Kansas Administrator of the Year (1998)  
University of Kansas School of Education Distinguished Service Award (2004)  
Youth Friends Board of Directors (2005-Present)  
    Vice Chair (2006-Present)



**Appendix A**  
**Project Timeline**

**Activity Timeline (Assuming award date of August 1, 2007)**

<b>A. Enhance Enterprise Data System: Year 1: 8/2007-7/2008</b>		<b>Deliverable: Date</b>
1. Enhance student tracking, including dropouts	<ul style="list-style-type: none"> <li>a. Implement a pilot with selected schools for tracking of claims and exits using SIF technology.</li> <li>b. Investigate electronic transcripts for Kansas public &amp; private schools                             <ul style="list-style-type: none"> <li>i. Collaborate with Nebraska &amp; Missouri SEAs to evaluate solutions</li> <li>ii. Work with LEAs to advocate to the Kansas Board of Education and the state legislature for funding of this initiative.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Technical Arch. Design: 12-07</li> <li>▪ Project Implementation plan: 12-07</li> <li>▪ Solution evaluation rubric: 12-07</li> <li>▪ Name of selected solution: 3-08</li> </ul>
2. Enable study of impact on achievement of course sequencing, programs, and teacher preparation	<ul style="list-style-type: none"> <li>a. Implement Standard State Course Codes (SSCC)                             <ul style="list-style-type: none"> <li>i. Contract with consultant to lead effort and assist LEAs in implementing / mapping SSCC</li> <li>ii. Establish SSCC based on NCES standard course codes</li> <li>iii. Identify first cohort of LEAs to map to SSCC and assist them in mapping district courses to SSCC</li> </ul> </li> <li>b. Include State Student IDs &amp; student master data management (MDM) procedures in Migrant data collection application</li> <li>c. Establish educator IDs and integrate educator applications                             <ul style="list-style-type: none"> <li>i. Assign unique IDs to educators and implement educator ID assignment and tracking system</li> <li>ii. Modify staff assignment system and educator licensure system to use educator IDs rather than SSNs</li> <li>iii. Map educator licensure &amp; staff assignment codes to SSCC</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ List of LEA cohorts and mapping schedule for year 1: 10-07</li> <li>▪ Document detailing SSCC mapping procedures: 7-08</li> <li>▪ Updated Project Plan showing progress: 7-08</li> <li>▪ Number of educator IDs assigned: 6-08</li> <li>▪ Updated Project Plan showing progress: 7-08</li> </ul>
<b>B. Implement Capability for Data Use: Year 1 (8/2007 – 7/2008)</b>		
1. Enable implementation and use of a research agenda by establishing a Research Consortium	<ul style="list-style-type: none"> <li>a. Develop consortium general policies &amp; guidelines                             <ul style="list-style-type: none"> <li>i. Hold initial partnership development meetings, and select facilitator</li> <li>ii. Establish partnership agreements and policies</li> </ul> </li> <li>b. Hold 2-day planning seminar to establish working procedures</li> <li>c. Form sub-committees                             <ul style="list-style-type: none"> <li>i. Stakeholder representative Advisory Committee</li> <li>ii. Research Agenda sub-committee to conduct research needs assessment and set &amp; implement research agenda</li> <li>iii. Communication sub-committee to establish relationships / communication with deans and faculty to gain their participation</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ MOUs: 11-07</li> <li>▪ Facilitator contract: 11-07</li> <li>▪ List of participants at planning seminar: 11-07</li> <li>▪ Advisory Committee member names: 11-07</li> <li>▪ Needs assessment results: 1-08</li> <li>▪ Research agenda: 2-08</li> <li>▪ Copies of or links to presentations, professional development materials,</li> </ul>

	<p>and to develop funding streams to sustain consortium beyond grant</p> <p>iv. Professional Development sub-committee to create prof. dev. materials for educators regarding: analyzing data for decision support; evaluating educational research; conducting educational research</p> <p>v. Administrative Policies &amp; Procedures sub-committee</p>	<p>and policies: 6-08</p> <ul style="list-style-type: none"> <li>▪ Copies of committee minutes: 6-08</li> </ul>
2. Increase data quality	<p>a. Expand automated audits in student data systems</p> <p>i. Identify, design, program and implement audit processes</p> <p>ii. Evaluate impact of automated audits on data quality</p> <p>b. Expand Data Quality Certification (DQC) program to include Data Steward and LEA Administrator roles</p> <p>i. Identify/design training modules &amp; enhance certification req.</p> <p>ii. Develop and implement training modules</p>	<ul style="list-style-type: none"> <li>▪ List of audits added: 7-08</li> <li>▪ Evaluation results: 7-08</li> <li>▪ List of Task Force members for DQC program enhancement: 12:07</li> <li>▪ Enhanced Certification program detail documentation: 7-08</li> </ul>
3. Implement data delivery for decision support	<p>a. Design modifications to Authentication System to provide appropriate access for BI and data delivery solutions</p> <p>i. Identify authentication roles that will access EDS BI solutions</p> <p>ii. Design modifications to KSDE Common Authentication System</p> <p>b. Revise Data Access &amp; Use Policy reflecting enhanced use capabilities</p> <p>c. Review and evaluate BI solutions and select tool</p> <p>d. Prioritize delivery of EDS data delivery solutions for stakeholders</p> <p>i. Identify stakeholder needs</p> <p>ii. Establish basis for prioritization/prioritize data delivery solutions</p> <p>e. Design training strategy</p> <p>i. Enhance strategy for providing targeted training to stakeholders using metadata &amp; BI tools</p> <p>ii. Develop strategy for providing targeted training to stakeholders related to understanding and using the data</p>	<ul style="list-style-type: none"> <li>▪ Description of roles to be implemented: 12-07</li> <li>▪ Updated project plan showing progress: 7-08</li> <li>▪ Copy of Revised Policy: 12-07</li> <li>▪ Evaluation criteria: 6-08</li> <li>▪ BI tool selection: 7-08</li> <li>▪ Prioritized list of planned data delivery solutions for stakeholders: 12-07</li> <li>▪ Copy of Metadata and BI Tool Training Strategy document: 7-08</li> <li>▪ Copy of ‘Understanding Your Data’ Training Strategy document: 7-08</li> </ul>
<b>A. Enhance Enterprise Data System: Year 2 (8/2008-7/2009)</b>		
1. Enhance student tracking, including dropouts	<p>a. Implement tracking of claims and exits using SIF technology</p> <p>i. Based upon Pilot evaluation, enhance process and architecture</p> <p>ii. Implement process for additional LEAs</p>	<ul style="list-style-type: none"> <li>▪ Evaluation &amp; enhancements: 10-08</li> <li>▪ Names of LEAs participating in automated tracking: 7-09</li> </ul>

<p>2. Enable study of impact on achievement of course sequencing, programs, and teacher preparation</p>	<p>a. Identify cohort #2 LEAs and assist in mapping district courses to SSCC</p> <p>b. Load student-level program data (historical and on-going) into EDS and update the Enterprise Metadata repository</p> <p>i. Include state student IDs and student MDM procedures in Tech Ed and in Special Ed data collection applications</p> <p>ii. Load historical data into EDS and develop process for ongoing data load for program areas: Migrant, Tech Ed, Special Ed, Title</p> <p>iii. Update Metadata Repository to accommodate new data elements</p> <p>c. Evaluate Educator ID system and load data into EDS</p> <p>i. Integrate educator licensure and staff assignment systems</p> <p>ii. Load historical educator data into EDS and develop process for ongoing automated data load into EDS</p> <p>iii. Update Metadata Repository to accommodate the new data elements</p> <p>iv. Evaluate Educator ID Assignment &amp; Tracking solution</p> <p>d. Enhance Student Data Collection to collect Courses Completed for each high school student</p>	<ul style="list-style-type: none"> <li>▪ List of LEA cohort and mapping schedule for year 2: 10-08</li> <li>▪ EDS Project Plan showing progress: 7-09</li> <li>▪ EDS Project Plan showing progress: 12-08</li> <li>▪ Copy of evaluation: 7-09</li> <li>▪ Copy of file specification for enhanced data collection: 7-09</li> </ul>
<p><b>B. Implement Capability for Data Use: Year 2 (8/2008 – 7/2009)</b></p>		
<p>1. Enable implementation and use of a research agenda by establishing a Research Consortium</p>	<p>a. Hold Advisory Committee meetings quarterly</p> <p>b. Continue Research Agenda sub-committee work</p> <p>c. Continue Communication sub-committee work</p> <p>d. Continue Professional Development sub-committee work</p> <p>e. Continue Administrative Policies and Procedures sub-committee work</p> <p>f. Hold Research Consortium meetings quarterly</p>	<ul style="list-style-type: none"> <li>▪ Copies of or links to presentations, professional development materials, and policies: 7-09</li> <li>▪ Copies of committee minutes: 7-09</li> <li>▪ Copies of research partnerships, reports, and briefs: 7-09</li> <li>▪ Copies of grants written, indicating funding status: 7-09</li> <li>▪ Information about researchers supported: 7-09</li> </ul>
<p>2. Enhance data quality</p>	<p>a. Expand automated audits in educator data systems</p> <p>i. Identify and design audit processes</p> <p>ii. Program and implement audit processes</p> <p>iii. Evaluate impact of automated audits on data quality</p>	<ul style="list-style-type: none"> <li>▪ Document detailing audits added: 2-09</li> <li>▪ Copy of evaluation of impact on data quality: 7-09</li> </ul>

	<ul style="list-style-type: none"> <li>b. Design enhancements to Data Quality Certification program <ul style="list-style-type: none"> <li>i. Evaluate Data Quality Certification program</li> <li>ii. Design enhancements based upon evaluation</li> </ul> </li> <li>a. Enhance KSDE Common Authentication System to provide appropriate access for BI solutions <ul style="list-style-type: none"> <li>i. Develop and implement modifications</li> <li>ii. Enhance Authentication System Training to include modifications</li> </ul> </li> <li>b. Review Data Access and Use Policy and update as needed to reflect new regulations and policies. Make available on KSDE website</li> <li>c. Procure and implement BI tool</li> <li>d. Provide Priority 1 BI solutions to stakeholders <ul style="list-style-type: none"> <li>i. Identify data delivery needs</li> <li>ii. Establish data mart to meet needs</li> <li>iii. Design and implement data delivery solution</li> </ul> </li> <li>e. Implement training for data delivery solution and develop training materials to provide targeted training for use of metadata and BI tools and for understanding and using the data</li> <li>f. Evaluate effectiveness training</li> </ul>	<ul style="list-style-type: none"> <li>▪ Evaluation Results: 7-09</li> <li>▪ Number of certifications completed for current year: 7-09</li> <li>▪ Updated project plan showing progress: 7-09</li> <li>▪ List of enhancements to Training: 7-09</li> <li>▪ Web address of policy document: 7-09</li> <li>▪ Implementation schedule: 12-08</li> <li>▪ Document detailing BI solutions implemented: 7-09</li> <li>▪ Updated project plan showing progress: 7-09</li> <li>▪ List and description of training materials: 7-09</li> <li>▪ Schedule of training sessions: 7-09</li> <li>▪ Evaluation results: 7-09</li> </ul>
		<b>Deliverable: Date</b>
	<ul style="list-style-type: none"> <li>a. Implement additional LEAs for tracking of claims and exits using SIF</li> </ul>	<ul style="list-style-type: none"> <li>▪ Names of LEAs participating in automated tracking: 7-10</li> </ul>
	<ul style="list-style-type: none"> <li>a. Identify cohort #3 LEAs and assist in mapping district courses to SSCC</li> <li>b. Make student level program data available to LEAs and researchers for data informed decision making and research</li> <li>c. Enhance usefulness of educator data system <ul style="list-style-type: none"> <li>i. Require LEAs to report teacher assignments using SSCC</li> <li>ii. Assess a methodology for applying SSCC to historical data</li> <li>iii. Enhance Educator Assignment &amp; Tracking system based on evaluation</li> <li>iv. Make educator data available to LEAs and researchers for data informed decision making and research</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ List of LEA cohort and mapping schedule for year 3: 10-09</li> <li>▪ See B.1 and B.3</li> <li>▪ Document detailing enhancements to Educator Assignment and Tracking system: 12:09</li> <li>▪ Updated project plan showing progress: 7-10</li> <li>▪ See B.1 and B.3</li> </ul>
3. Implement data delivery for decision support		
1. Enhance student tracking, including dropouts		
2. Enable study of impact on achievement of course sequencing, programs, and teacher preparation		

	<p>d. Enhance usefulness of student course data</p> <ul style="list-style-type: none"> <li>i. Enhance student data load to EDS to include courses completed</li> <li>ii. Update Metadata Repository to accommodate the new data elements</li> <li>iii. Make student course completion data available to KSDE staff, LEAs and researchers for data informed decision making and research</li> </ul>	<ul style="list-style-type: none"> <li>▪ Updated project plan showing progress: 7-10</li> <li>▪ See B.1 and B.3</li> </ul>
<b>B. Implement Capability for Data Use: Year 3 (8/2009 – 7/2010)</b>		
1. Enable implementation and use of a research agenda by establishing a Research Consortium	<ul style="list-style-type: none"> <li>a. Hold Advisory Committee meetings quarterly</li> <li>b. Continue Research Agenda sub-committee work</li> <li>c. Continue Communication sub-committee work</li> <li>d. Continue Professional Development sub-committee work</li> <li>e. Continue Administrative Policies and Procedures sub-committee work</li> <li>f. Hold Research Consortium meetings quarterly</li> <li>g. Evaluate impact on instruction and learning of Research Consortium</li> </ul>	<p>Copies of the following: 7-10</p> <ul style="list-style-type: none"> <li>▪ presentations, professional development materials, and policies</li> <li>▪ committee minutes</li> <li>▪ partnerships, reports &amp; briefs</li> <li>▪ grants written, with funding status</li> <li>▪ information on researchers supported</li> <li>▪ evaluation of Research Consortium</li> </ul>
2. Enhance data quality	<ul style="list-style-type: none"> <li>a. Enhance automated audits. <ul style="list-style-type: none"> <li>i. Monitor automated audits impact in educator &amp; student data systems</li> <li>ii. Enhance automated audits based upon results of impact evaluation.</li> </ul> </li> <li>b. Implement enhancements to Data Quality Certification Program</li> </ul>	<ul style="list-style-type: none"> <li>▪ Document detailing enhancements to existing audits and new audits implemented: 7-10</li> <li>▪ List of enhancements: 12-09</li> <li>▪ Certifications completed: 7-10</li> </ul>
3. Implement data delivery for decision support	<ul style="list-style-type: none"> <li>a. Continue use and monitoring of system access via KSDE Common Authentication System.</li> <li>b. Review Data Access and Use Policy and update as needed to reflect new regulations and policies. Make available on KSDE website</li> <li>c. Evaluate effectiveness of BI tool in providing solutions to stakeholders</li> <li>d. Provide Priority 2 BI solutions to stakeholders <ul style="list-style-type: none"> <li>i. Identify data delivery needs and establish data mart to meet needs</li> <li>ii. Design and implement data delivery solution</li> </ul> </li> <li>e. Enhance training for data delivery solutions, based on evaluation <ul style="list-style-type: none"> <li>i. Design &amp; provide targeted training for use of metadata &amp; BI tools and for understanding &amp; using the data</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ List of enhancements: 7-10</li> <li>▪ Web address of policy document: 7-10</li> <li>▪ Evaluation results: 2-10</li> <li>▪ List of solutions implemented: 7-10</li> <li>▪ Updated project plan showing progress: 7-10</li> <li>▪ Document detailing enhancements implemented: 7-10</li> <li>▪ Schedule of training sessions: 7-10</li> </ul>

## **Appendix B**

- 1. Kansas' Progress on Longitudinal Data System Requirements (5 pages)**
- 2. Enterprise Data System - High Level Project Plan (1 page)**
- 3. Letters of Support (9 pages)**

## 1. Kansas' Progress on Longitudinal Data System Requirements

Requirements	Accomplished to Date
<p>Analyze business needs (multiple reporting and decision support needs) of key stakeholders, including the State, districts, school boards, schools, teachers, parents, students, the public, and other constituents</p>	<p>Held focus group meetings Analyzed existing reports/reporting requirements Surveyed users to better understand needs Set/ obtained executive agreement on data subject area priority levels for inclusion in the Enterprise Data System GRANT ACTIVITY – The BI Manger will establish priorities and deliver BI solutions based upon the feedback above and additional surveys and interviews with focus groups</p>
<p>Catalogue current and planned local data collection methods and data structures</p>	<p>Surveyed public school districts about their methods for storing and retrieving student data Worked with vendors identified by districts to encourage changes to software to meet state reporting needs Established a Student Information System (SIS) vendor certification process which requires that vendors be re-certified each year</p>
<p>Design statewide longitudinal data systems architecture, including in data model the business needs of key stakeholders, who participate as data providers and users, and whose needs should determine the data types and items to be maintained in the system, years of data maintained, and data quality achieved (all of which define the breadth and depth of subsequent possible analyses)</p>	<p>This is being accomplished as part of the state funded EDS project. The Logical Data Model is currently in progress See EDW high level project plan. GRANT ACTIVITY – Historical data load and ETL process development for ongoing loads of program and educator data are activities of this project.</p>
<p>Develop effective data quality assurance system, that contains a data dictionary, with well-defined content and common definitions for data elements, to assure the same definitions, codes, and periodicity across all schools in the State at data entry points; business rules for data format, acceptable values, missing data options, and logical comparisons to prior data; automated data edit processes to verify data quality and</p>	<p>Established data collection schedule. Published definitions, formats, code sets, business rules and other information about each data element collected. Provide a website for student data collection with schedule, definitions, and answers to frequently asked questions (<a href="http://kids.ksde.org">http://kids.ksde.org</a>). Provide regional and on-line and face-to-face training for data submission. Provide weekly conference calls to answer user questions – encourage participation of data submitters as well as L.E.A program staff.</p>



Requirements	Accomplished to Date
<p>to ensure that rules are met before allowing data into the State's data system; and systems and procedures to assure correct utilization of data by the users and providers</p>	<p>Provide weekly announcements to the user Listserv to clarify issues and give updates.            Included verification/validation procedures in the Collection System.            Provided data submitters with online reports with drill down capability enabling them to check accuracy of submitted data.            Perform periodic validation procedures on data in database .</p>
<p>Develop an effective, statewide data model that defines and describes the logical and physical relationships between data items and systems, and system structure that allows efficient data maintenance and retrieval (containing relevant and linked current and historical data)</p>	<p>This is being accomplished as part of the state funded EDS project. The Conceptual Data Model has been completed and the Logical Data Model is currently in progress. See EDW high level project plan.</p>
<p>Assure secure access to data and formal reports to protect the confidentiality of individuals, in compliance with FERPA and the statistical reliability of results</p>	<p>Developed and published a Data Access and Use Policy that is FERPA compliant.            Developed and implemented the Common Authentication System for data access.            GRANT ACTIVITY – Review the data access need for BI solutions and enhance the Data Access and Use Policy and Common Authentication system to meet these needs.</p>
<p>Allow modifications and enhancements to the system's data and architecture, including system expansion, over time</p>	<p>The Architecture upon which KSDE's EDS is built is highly extensible. In addition, the Iterative Methodology being used for development of the EDS is ideal for systems that change over time.            GRANT ACTIVITY – Program, Educator, and student course completion information will be added to the EDS as part of this grant project.</p>
<p>Allow for program evaluation (including potential capacity to track students past the 12th grade)</p>	<p>A grant from the NGA is focused on development of a PK-20 data mart and is expected to be completed in 2008.            GRANT ACTIVITY – Program, Educator, and student course completion information will be added to the EDS as part of this grant project.</p>
<p>Allow for student record transfers among States when students move across state</p>	<p>We have begun initial discussions with vendors and neighboring states regarding e-transcripts.            GRANT ACTIVITY – Collaborate with Missouri and Nebraska to evaluate solutions. Use that information to advocate for state funding of a solution.</p>

Requirements	Accomplished to Date
<p>Streamline reporting capabilities to local, state, and federal agencies, using pre-defined, automated reports (including for EDEN, NCLB, NCES, and the public)</p>	<p>KSDE has completed all required EDEN reporting for 2005-2006 and prior years (one file is pending acceptance at this writing) based upon revising our approach to this initiative and establishing a data governance structure.</p> <p>GRANT ACTIVITY – Activities of this grant will build upon the success of KSDE’s EDEN project in terms of data governance and meta data.</p>
<p>Support multiple reporting and analyses needs of different stakeholders; and high-level longitudinal analyses, required for data-driven decision-making by policymakers, educators, and members of the public</p>	<p>GRANT ACTIVITY – Assessment, prioritization, and delivery of Business Intelligence solutions to stakeholders is a major component of this grant. In addition BI tools will be evaluated and procured with grant funds.</p>
<p>Shorten reporting time and increase the accuracy of student assessment data (e.g. through technology-based assessments)</p>	<p>Administered over 300,000 state assessments (nearly 70% of all state assessments) electronically during the 2005-06 school year, which enabled immediate feedback.</p> <p>Partnered with assessment contractor to include state identification number on all assessments and to create an integrated KIDS/State Assessment data store .</p> <p>Published State Report Cards and AYP Reports to the web, as soon as assessment results were available. Educators could use the authorization system to view their reports and review the detailed data that were included in each number.</p> <p>Created an online appeals system to allow educators to correct data that they thought were wrong and to offer justification for their appeals .</p> <p>Created an audit trail system for every change made to accountability system data and the rationale for changes.</p>
<p>Conduct cost/benefit and sustainability analyses of dynamic vs. static data extraction systems (data entered directly by school personnel into the statewide system, with instantaneous error feedback vs. data files imported from districts on a periodic basis)</p>	<p>GRANT ACTIVITY – This grant proposal includes activities and funds to select and implement a student locator framework. The first year of the grant will include a pilot implementation with volunteer LEAs, followed by an evaluation and enhancements for ensuring years.</p>
<p>Provide timely, accurate, and user-friendly dissemination of the needed data, reports, and analyses results to parents/guardians and students; teachers; schools; district administrators; state officials and</p>	<p>A great deal of progress has been made over the past two years based upon the Kansas Individual Data on Student (KIDS) initiative.</p> <p>GRANT ACTIVITY – Implementing data collection and reporting enhancements with a more seamless system are projects of this grant.</p>

Requirements	Accomplished to Date
<p>administrators; universities/colleges and the business community, and the public</p> <p>Engage in longitudinal education research to inform policy and decision-making</p>	<p>Studies have been conducted in the past, but programmers had to create data files for researchers, since data were not integrated and there were no means for granting direct access; and there was no unified research agenda.</p> <p>GRANT ACTIVITY – Enhancements to the EDS and implementation of a Research Consortium to enable effective research are projects of this grant.</p>
<p>Lead the State, districts, and teachers in the development and use of innovative analytical tools and reports to inform policy and decision-making</p> <p>Develop efficient administrative processes, infrastructure components, and policy commitments for effectively implementing the maintenance of the statewide longitudinal data system, assuring (i) continued data collection and quality; (ii) continued dissemination of data and analyses results; (iii) data security and confidentiality, including addressing potential concerns of stakeholders about student privacy in automated systems; (iv) continued funding; (v) continued adequate human resources; (vi) continued enabling legislation; and (vii) continued adequacy of hardware, software, and networking capabilities</p>	<p>GRANT ACTIVITY – Implementation of an effective BI and decision support environment, as well as professional development regarding use of the data are objectives of the activities of this proposal.</p> <p>GRANT ACTIVITY – Developing data dissemination, research policies, infrastructure, improving data quality and security are projects of this grant; as are legislative engagement activities to ensure continued funding.</p>
<p>Assure sustainability and effectiveness of the system by (i) assuring administrative buy-in; (ii) assuring qualified staff, training, technical, and other resources dedicated to the State’s administrative technology over the long term to ensure the system’s continued effectiveness (including the commitment and ability of staff to implement, use, and continually develop the data system); and (iii) developing a strong plan for the SEA and other stakeholders to continually evaluate and</p>	<p>With state funding of the EDS, significant capacity has been built in KSDE staff in terms of Enterprise Data System development, data warehousing, and BI. The EDS project team continues to take part in professional development activities and build knowledge in this arena. The activities of this grant will benefit greatly from the capacity already developed at KSDE through the EDS project. Efforts and initiatives started with the EDS project will also benefit the grant projects. Efforts have begun to implement data audits to provide information to staff on data quality, informing decisions on needed enhancements. Frequent</p>

Requirements	Accomplished to Date
<p>improve the effectiveness of the data system and of associated processes, both in their reporting and decision-support functions, and to periodically assess the degree to which they meet agency and other stakeholders' needs</p>	<p>and varied communication activities with the field provide evaluative data to staff used for system improvement.  <b>GRANT ACTIVITY</b> – Continued focus on data audits and data quality will be accomplished with this grant. KSDE has built a highly sustainable infrastructure for the EDS by investing in internal capacity and minimizing outside consulting.</p>
<p>Involve and support stakeholders by establishing and/or facilitating the existence of (i) a policy advisory committee that includes representatives from each key stakeholder group; (ii) a data provider/collection group; (iii) a data user group; and (iv) an internal agency coordination group to oversee data collection, management, and dissemination</p>	<p>Developed a data governance structure that includes the Data Governance Board, composed of decision makers from all program areas and data stewards from all program areas.  The Data Steward role was created and professional development provided to individuals in this role.  Created a data policy template and a website for allowing review of and comment about draft data policies.  Created a data policy website for publishing and organizing policies.  <b>GRANT ACTIVITY</b> – Enhancement of the Data Quality Certification process is an activity of this grant. In addition, grant activities include continued review and enhancement of KSDE's Data Governance structure.</p>
<p>Plan and fund initial and ongoing, efficient and effective training of key state and local data collectors and users, according to their functional needs, on (i) Data Entry, Cleaning, and Transfer; (ii) Data Extraction; (iii) Unique Student ID System; and (iv) Business Intelligence Tools and use of data for decision-making</p>	<p>Developed curricula for data entry, data coordinator and implemented the Data Quality Certification (DQC) program.  <b>GRANT ACTIVITY</b> - Enhancements to DQC in the form of curricula for additional roles are a project of this grant.</p>

## 2. Enterprise Data System – High Level Project Plan

ID	Task Name	Start	Finish	% Complete	Resource Names
1	Enterprise Data System	Mon 1/23/06	Wed 11/18/09	42%	
2	Planning	Mon 1/23/06	Tue 1/19/07	100%	
118	EDS - Subproject I - Execution Phase - Establish Enterprise Data System	Wed 1/10/07	Fri 6/15/07	45%	
119	Project Status Meetings	Fri 1/12/07	Mon 6/4/07	20%	
175	CITO Quarterly Reports	Thu 4/5/07	Mon 6/4/07	0%	
183	Project Steering Meetings	Tue 2/6/07	Tue 6/5/07	33%	
188	Governance	Wed 1/10/07	Fri 3/2/07	100%	
189	Programming Standards Document	Wed 1/10/07	Wed 2/7/07	100%	
196	Training Strategy Document	Wed 1/10/07	Tue 1/30/07	100%	
206	Implementation and Maintenance Strategy	Mon 2/5/07	Fri 3/2/07	100%	
214	Quality Assurance Strategy Document	Thu 2/1/07	Mon 2/19/07	100%	
222	Technical Infrastructure	Wed 1/10/07	Thu 5/31/07	36%	
223	Hardware & System Software Procurement	Fri 1/12/07	Thu 3/22/07	100%	
227	Dev/Test Hardware & System Software Configuration	Thu 3/22/07	Wed 5/30/07	0%	
232	ETL Solution Procurement	Wed 1/10/07	Thu 4/5/07	100%	
237	ETL Software Implementation	Thu 4/5/07	Wed 4/25/07	100%	
244	BI Research Solutions and Matrix Document	Mon 5/7/07	Mon 5/21/07	0%	
252	BI Solution Capability Analysis Document	Mon 5/21/07	Thu 5/31/07	0%	
260	Architecture	Wed 4/11/07	Tue 5/8/07	52%	
261	Conceptual Data Model	Wed 4/11/07	Thu 4/26/07	100%	
267	Logical Data Model	Thu 4/26/07	Tue 5/8/07	25%	
274	Metadata Management	Wed 1/10/07	Tue 6/12/07	52%	
328	Ongoing Support	Tue 4/17/07	Fri 5/18/07	0%	
336	Detailed Project Plan - Subproject II	Mon 4/2/07	Wed 5/9/07	0%	
342	Review	Tue 6/12/07	Fri 6/15/07	0%	
348	EDS - Subproject II - Execution Phase - Priority 1 Data System Load	Mon 6/18/07	Mon 3/17/08	0%	
349	Project Management (P1DSL)	Mon 6/18/07	Tue 6/26/07	0%	
355	Enterprise Data Warehouse Load - Priority 1	Mon 6/18/07	Fri 3/14/08	0%	
387	Data Marts - Priority 1	Mon 11/19/07	Mon 3/17/08	0%	
395	Detailed Project Plan - Subproject III	Mon 2/11/08	Mon 3/17/08	0%	
401	Subproject II Accomplished	Mon 3/17/08	Mon 3/17/08	0%	
402	EDS - Subproject III Execution Phase - Priority 2 & 3 Data System Load	Tue 3/18/08	Fri 5/29/09	0%	
403	Project Management (P2DSL)	Tue 3/18/08	Wed 3/26/08	0%	
408	Priority 2 Load	Tue 3/18/08	Fri 10/17/08	0%	
453	Priority 3 Load	Mon 10/20/08	Fri 5/29/09	0%	
498	Project Close Out	Mon 8/1/09	Wed 11/18/09	0%	



March 15, 2007


Mr. Dale M. Dennis, Interim  
Commissioner of Education  
Kansas State Department of Education  
120 SE 10<sup>th</sup> Street  
Topeka, KS 66612

Dear Mr. ~~Dennis~~ *Dale,*

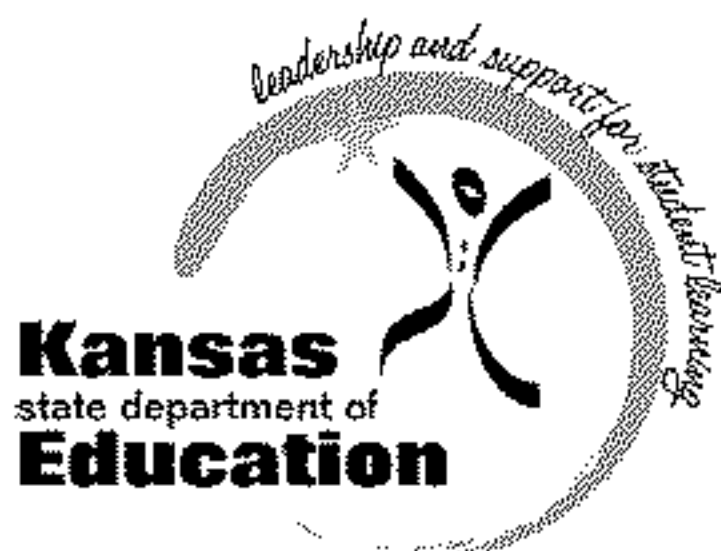
I strongly support the Kansas Department of Education's application to the U.S. Department of Education for a grant that would help make a Kansas PK-20 longitudinal data system a reality, as well as expand the role of research and data analysis in the state.

The data system and partnerships that will be formed through this effort will provide accurate and accessible data that can support research and analysis, ensure the study of priority education issues, and provide the governance structures and professional development to enable educators and other policy makers to effectively use research and data. I feel this information is essential for helping decision-makers improve student achievement.

The successes Kansas has had to date in introducing Kansas educators to the power of data and research will only be enhanced through the proposed work in this grant.

Sincerely,  
  
Kathleen Sebelius,  
Governor of Kansas

Capitol, 300 SW 10th Ave., Ste. 2125, Topeka, KS 66612-1590  
Voice 785-296-3232 Fax 785-296-7973 www.ks.gov/governor.org governor@state.ks.us



## Division of Fiscal & Administrative Services

785-296-3871  
785-296-0459 (fax)

120 SE 10th Avenue \* Topeka, KS 66612-1182 \* 785-296-6338 (TTY) \* [www.ksde.org](http://www.ksde.org)

March 15, 2007

Ms. Kathy Gosa  
Director of Information Technology  
Kansas State Department of Education  
120 SE 10<sup>th</sup> Street  
Topeka, KS 66612

Dear Ms. Gosa:

Please accept this letter as an expression of my strong support for the Kansas Department of Education's application to the U.S. Department of Education for a grant that would enhance the effectiveness of the Kansas PK-20 longitudinal enterprise data system as well as expand the role of research and data analysis in the state. Data are an essential resource for informed decision making at all levels of the education system. The data system and partnerships that will be formed through this effort will provide accurate and accessible data that can support research and analysis, ensure the study of priority education issues, and provide the governance structures and professional development to enable educators and other policy makers to effectively use research and data.

If there is anything I can do to support your application, please let me know. The successes Kansas has had to date introducing Kansas educators to the power of data and research will only be enhanced through the proposed work in this grant. I look forward to supporting and moving ahead with KSDE on this vitally important work.

Sincerely,

Dale M. Dennis, Interim  
Commissioner of Education

DMD:tjm



March 15, 2007

Ms. Kathy Gosa  
Director of Information Technology  
Kansas State Department of Education  
120 SE 10<sup>th</sup> Street  
Topeka, KS 66612

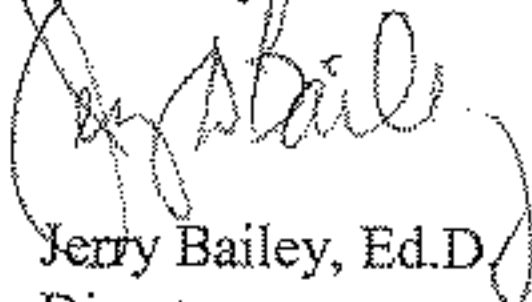
Dear Ms. Gosa,

Please accept this letter as an expression of strong support for the Kansas State Department of Education's application to the U.S. Department of Education for a grant to enhance the effectiveness of the Kansas PK-20 longitudinal enterprise data system, as well as expand the role of research and data analysis in Kansas. Data are an essential resource for informed decision making at all levels of the education system. The data system and partnerships that will be formed through this effort will provide accurate and accessible data to support research and analysis, ensure the study of educational priorities, and provide the governance structures and professional development to enable educators and other policy makers to effectively use research and data.

**The Institute for Educational Research and Public Service**, established in 1997, serves both School of Education faculty members and the State of Kansas. With a mission to promote educational research and public service, it employs numerous PhDs and EdDs in Education, MSWs, and several doctoral students. Further, the Institute is a recognized leader in building partnership and collaborative systems throughout Kansas.

We at the Institute are energized by the prospect of partnering to plan and implement a state research agenda and professional development opportunities for preservice and inservice educators. The successes Kansas has had to date introducing Kansas educators to the power of data and research will only be enhanced through the proposed work in this grant. I look forward to supporting and moving ahead with KSDE on this vitally important work. Please let us know how we can facilitate this project.

Sincerely,



Jerry Bailey, Ed.D.  
Director

Institute for Educational Research and Public Service  
Joseph R. Pearson Hall : 1122 W. Campus Rd., Room 320 : Lawrence, KS 66045-3101 : (785) 864-9977 : Fax (785) 864-5212





College of Education  
Office of the Dean  
4th Floor  
100 Mid-Campus Drive  
Manhattan, KS 66506-5001  
785-843-2078

March 12, 2007

Ms. Kathy Goss  
Director of Information Technology  
Kansas State Department of Education  
120 SE 10<sup>th</sup> Street  
Topeka, KS 66612

Dear Ms. Goss,

Please accept this letter as an expression of my strong support for the Kansas Department of Education's application to the U.S. Department of Education for a grant that would enhance the effectiveness of the Kansas PK-20 longitudinal enterprise data system as well as expand the role of research and data analysis in the state. Data are an essential resource for informed decision making at all level of the education system. The data system and partnerships that will be formed through this effort will provide accurate and accessible data that can support research and analysis, ensure the study of priority education issues, and provide the governance structures and professional development to enable educators and other policy makers to effectively use research and data.

We at Kansas State University are excited about the prospect of partnering to plan and implement a state research agenda as well as professional development opportunities for preservice and inservice educators. If there is anything I can do to support your application, please let me know. The successes Kansas has had to date introducing Kansas educators to the power of data and research will only be enhanced through the proposed work in this grant. I look forward to supporting and moving ahead with ESDE on this vitally important work.

Sincerely,

Michael C. Holan  
Skeen Professor and Dean of Education



March 15, 2007

Ms. Kathy Gosa  
Director of Information Technology  
Kansas State Department of Education  
120 SE 10<sup>th</sup> Street  
Topeka, KS 66612

Dear Ms. Gosa,

I am writing to express my strong support for the Kansas Department of Education's application to the U.S. Department of Education for a grant that would enhance the effectiveness of the Kansas PK-20 longitudinal enterprise data system as well as expand the role of research and data analysis in the state. Data are an essential resource for informed decision making at all levels of the education system. Given the importance of strengthening K-12 schools and post-secondary institutions across the U.S., the timing of this grant couldn't be better. The data system and partnerships that will be formed through this effort will provide accurate and accessible data that can support research and analysis, ensure the study of priority education issues, and provide the governance structures and professional development to enable educators and other policy makers to effectively use research and data.

The School of Education at the University of Kansas is excited about the prospect of partnering to plan and implement a state research agenda, along with providing professional development opportunities for pre-service and in-service educators. We have considerable expertise that can be useful for the project. If there is anything we can do to support your application, please let me know. The successes Kansas has had to date introducing Kansas educators to the power of data and research will only be enhanced through the proposed work in this grant. The work proposed for this grant is vitally important for the future of the state.

Regards,



Rick Ginsberg, Ph.D.  
Dean  
[ginsberg@ku.edu](mailto:ginsberg@ku.edu)



# KANSAS BOARD OF REGENTS

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1000 SW JACKSON • SUITE 520 • TOPEKA, KS 66612-1368

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TELEPHONE – 785-296-3421  
FAX – 785-296-0983  
[www.kansasregents.org](http://www.kansasregents.org)

March 13, 2007

Kathy Gosa, Project Director  
Director, Computer Information and Communication Services  
Kansas State Department of Education  
120 SE 10th Avenue  
Topeka, KS 66612

Dear Ms. Gosa,

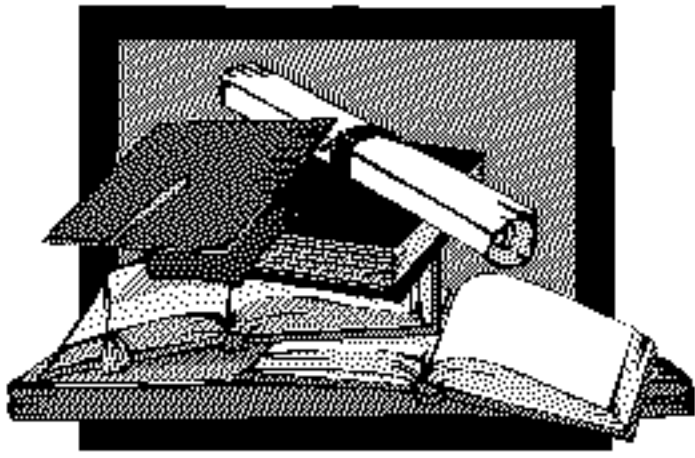
Please accept this letter as an expression of the Kansas Board of Regents' strong support for the Kansas State Department of Education's application to receive from the U.S. Department of Education a grant that would enhance the effectiveness of the Kansas PK-20 longitudinal enterprise data system as well as expand the role of research and data analysis in the state.

As you are well aware, data are an essential resource for informed decision making at all levels of the education system. We believe the proposed Kansas PK-20 longitudinal enterprise data system will help to ensure that educational policy decisions – those decisions that have major impact of the quality of education PK-20 – will be made in a well informed, data-driven way.

On behalf of the Kansas Board of Regents I am pleased to provide this strong endorsement of your application. If there is anything I can do to support your application, please let me know.

Sincerely,

Reginald L. Robinson  
President and CEO



## **KBOR/KSDE SECONDARY - POSTSECONDARY TRANSITION COUNCIL**

---

**2006-2007**

Robert Masters, Co-Chair  
Kansas Board of Regents

March 15, 2007

Tom Foster, Co-Chair  
Kansas State Department of Education

George Abel  
Emporia USD 253

Shirley Antes  
Wichita Area Technical College

Tunya Carr  
National American University

Duane Dunn  
Seward County Community College

Mark Evans  
Andover USD 385

Blake Flanders  
Kansas Department of Commerce

Dianne Glass  
Kansas Board of Regents

Tom Krebs  
Kansas Association of School Boards

Joanelle Lucas  
Newton High School

Sally Lundblad  
Louisburg High School

Marilyn Rhinehart  
Johnson County Community College

Marlesa Roney  
University of Kansas

Bernadine Samson  
Colby High School

John Schwenn  
Emporia State University

Nancy Wilson  
Manhattan High School

Patrick Woods  
Governor's Office

Ms. Kathy Gosa  
Director of Information Technology  
Kansas State Department of Education  
120 SE 10<sup>th</sup> Street  
Topeka, KS 66612

Dear Ms. Gosa,

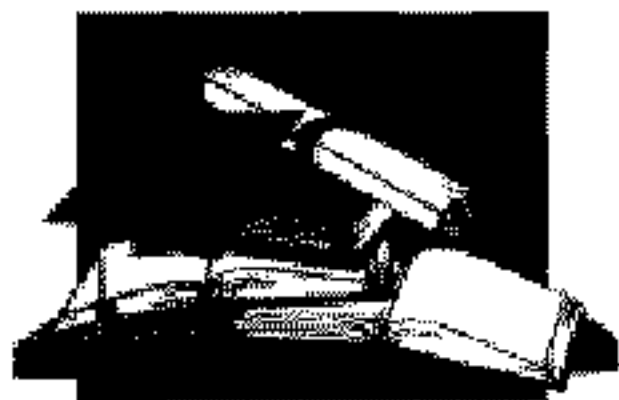
I am pleased to offer my support for the Kansas State Department of Education's application to the U.S. Department of Education for a grant that would enhance the effectiveness of the Kansas PK-20 longitudinal enterprise data system as well as expand the role of research and data analysis in the state. Data are an essential resource for informed decision making at all level of the education system. The data system and partnerships that will be formed through this effort will provide accurate and accessible data that can support research and analysis, ensure the study of priority education issues, and provide the governance structures and professional development to enable educators and other policy makers to effectively use research and data.

In closing, I strongly support this proposal for a longitudinal enterprise data system. This proposal will not only assist the Transition Council in achieving its goals and objectives, it will also continue to enhance the efforts of the Kansas State Department of Education to introduce Kansas educators to the power of data and research. I look forward to supporting this project and the contributions it will make to education in Kansas.

Sincerely,

A handwritten signature in cursive script that reads "Tom Foster".

Tom Foster  
Deputy Commissioner



**KBOR/KSDE  
SECONDARY - POSTSECONDARY  
TRANSITION COUNCIL**

---

**2006-2007**

Robert Masters, Co-Chair  
Kansas Board of Regents

March 15, 2007

Tom Foster, Co-Chair  
Kansas State Department of Education

George Abel  
Emporia USD 253

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Wichita Area Technical College

Tunya Carr  
National American University

Duane Durr  
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John Schwenn  
Emporia State University

Nancy Wilson  
Manhattan High School

Patrick Woods  
Governor's Office

Ms. Kathy Gosa  
Director of Information Technology  
Kansas State Department of Education  
120 SE 10<sup>th</sup> Street  
Topeka, KS 66612

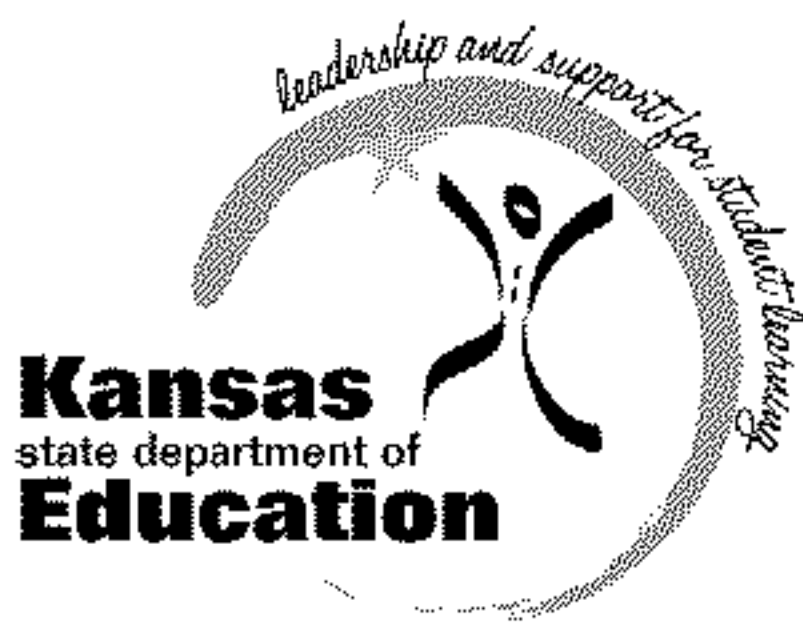
Dear Ms. Gosa,

Please accept this letter as an expression of my strong support for the Kansas Department of Education's application to the U.S. Department of Education for a grant that would enhance the effectiveness of the Kansas PK-20 longitudinal enterprise data system as well as expand the role of research and data analysis in the state. Data are an essential resource for informed decision making at all level of the education system. The data system and partnerships that will be formed through this effort will provide accurate and accessible data that can support research and analysis, ensure the study of priority education issues, and provide the governance structures and professional development to enable educators and other policy makers to effectively use research and data.

If there is anything I can do to support your application, please let me know. The successes Kansas has had to date introducing Kansas educators to the power of data and research will only be enhanced through the proposed work in this grant. I look forward to supporting and moving ahead with KSDE on this vitally important work.

Sincerely,

Robert Masters



## Teacher Education and Licensure

785-296-2288  
785-296-4318 (fax)

120 SE 10th Avenue \* Topeka, KS 66612-1182 \* 785-296-6338 (TTY) \* [www.ksde.org](http://www.ksde.org)

March 15, 2007

Ms. Kathy Gosa, Director  
Information Technology Team  
Kansas State Department of Education  
120 SE 10<sup>th</sup> Street  
Topeka, KS 66612

Dear Ms. Gosa,

Please accept this letter as an expression of the strong support of the Teacher Education and Licensure Team (TEAL) for the Kansas Department of Education's application to the U.S. Department of Education for a grant. It is our understanding that this grant would enhance the effectiveness of the Kansas PK-20 longitudinal enterprise data system as well as expand the role of research and data analysis in the state. Data are an essential resource for informed decision making at all level of the education system. The data system and partnerships that will be formed through this effort will provide accurate and accessible data that can support research and analysis, ensure the study of priority education issues, and provide the governance structures and professional development to enable educators and other policy makers to effectively use research and data. As the team that is most interested in having highly qualified, licensed educators in our state, this grant will provide significant data to us regarding our teaching staff in Kansas. In addition, as we work with new teachers on their performance assessments, the grant will allow us to do research on teacher effectiveness and issues of supply and demand.

If there is anything we can do to support your application, please let us know. The successes Kansas has had to date introducing Kansas educators to the power of data and research will only be enhanced through the proposed work in this grant. We look forward to supporting and moving ahead with KSDE on this vitally important work.

Sincerely,

Martha S. Gage, Ph.D.  
Director, Teacher Education & Licensure

# Project Narrative

## Other Narrative

### Attachment 1:

Title: Pages: Uploaded File: 7384-Mandatory\_2007LDSGrant-ED524C.pdf

**BUDGET INFORMATION (ED 524 - SECTION C)**

**BUDGET BREAKDOWN - YEAR ONE**

		<b>FTE Budget</b>	<b>FTE In Kind</b>	<b>Base</b>	<b>Total Budget</b>	<b>Total In Kind</b>
<b>1. Personnel</b>						
Program Dir	Kathleen Gosa	(b)(4)	(b)(4)		\$0	(b)(4)
Data/Rch Dir	Phyllis Clay				\$0	
Proj Coordinator	Cathy Nicoletti				\$0	
Proj Coordinator	OPEN POSITION				\$52,873	
Assistant	Aimee Grub				\$0	
BI Manager	Tony Moss				\$0	
Sr RsrchAnalyst	OPEN POSITION				\$51,085	
Data Analyst	OPEN POSITION				\$26,156	
Req Analyst	OPEN POSITION				\$40,955	
Tester	Sheryl Folkert				\$22,048	
Tester	OPEN POSITION				\$0	
Tester	OPEN POSITION				\$22,048	
Help Desk	Ken Bates				\$15,673	
Help Desk	OPEN POSITION				\$31,346	
Trainer	Erin Perry				\$0	
Programmer II	Jim Swan				\$0	
Programmer II	Josh Aspinwell				\$23,743	
Programmer II	OPEN POSITION				\$47,486	
Database Admin	Axel Araujo				\$0	
System Support	William Vrbanac				\$0	
Tech Arch	Mike McCormick				\$0	
<b>Total Personnel Budget Request</b>					<b>\$ 333,413</b>	
<b>Total Personnel In Kind</b>						
<b>2. Fringe Benefits</b>						
<p>On behalf of its employees, the Kansas State Department of Education contributes a total of (b)(4) for staff for such things as retirement, social security, workers compensation, unemployment insurance and health insurance. The calculations are as follows:</p>						
<b>Position</b>		<b>FTE Budget</b>	<b>FTE In Kind</b>	<b>Fringe</b>	<b>Total Budget</b>	<b>Total In Kind</b>
Program Dir	Kathleen Gosa	(b)(4)	(b)(4)	(b)(4)	\$0	(b)(4)
Data/Rch Dir	Phyllis Clay				\$0	
Proj Coordinator	Cathy Nicoletti				\$0	
Proj Coordinator	OPEN POSITION				\$16,391	
Assistant	Aimee Grub				\$0	
BI Manager	Tony Moss				\$0	



**BUDGET INFORMATION (ED 524 - SECTION C)**

Sr RsrchAnalyst	OPEN POSITION	(b)(4)	(b)(4)	\$15,836	(b)(4)
Data Analyst	OPEN POSITION			\$8,108	
Req Analyst	OPEN POSITION			\$12,696	
Tester	Sheryl Folkert			\$6,835	
Tester	OPEN POSITION			\$0	
Tester	OPEN POSITION			\$6,835	
Help Desk	Ken Bates			\$4,859	
Help Desk	OPEN POSITION			\$9,717	
Trainer	Erin Perry			\$0	
Programmer II	Jim Swan			\$0	
Programmer II	Josh Aspinwell			\$7,360	
Programmer II	OPEN POSITION			\$14,721	
Database Admin	Axel Araujo			\$0	
System Support	William Vrbanac			\$0	
Tech Arch	Mike McCormick			\$0	
<b>Total Fringe Budget Request</b>				<b>\$103,358</b>	
<b>Total Fringe In Kind</b>					(b)(4)
<b>3. Travel</b>					
Program Director's Meetings, Washington, DC			(b)(4)		
Travel to/from & airport parking (2 persons/3 days)		(b)(4)			
Hotel (2 persons @ \$150 per night @ 2 nights)					
Airfare (2 persons @ \$500 per ticket)					
Per Diem (2 persons @ \$42 per day @ 3 days)					
DQC Task Force Meetings					
Travel to/from & parking (5 persons @ 2 mtgs)					
Hotel (3 persons@\$80/night@1 night@ 2 mtgs)					
Per Diem (5 persons@\$42/day@1 day@2 mtgs)					
TWDI Conference (IN KIND)					

**BUDGET INFORMATION (ED 524 - SECTION C)**

Two persons to attend The Data Warehouse Institute World Wide Conference to build internal capacity, network to be aware of what other organizations are doing in this space, and understand the latest thinking regarding Data Warehousing and Business intelligence.				
Travel to/from & airport parking (2 persons/5 days)	(b)(4)			
Hotel (4 persons @ \$150 per night @ 5 nights)				
Airfare (4 persons @ \$500 per ticket)				
Per Diem (4 persons @ \$42 per day @ 6 days)				
<b>TOTAL Travel Budget Request</b>				<b>\$4,432</b>
<b>TOTAL Travel In Kind</b>				(b)(4)
<b>4. Equipment</b>			(b)(4)	
Zone Integration Server				
Hardware & System Software				
Software license for PICS educator ID assignment & tracking software (IN KIND)				
Server for educator ID assignment and tracking (Hardware & System Software) (IN KIND)				
(7) Desktop Computers @ \$2,000 each				
<b>Total Equipment Budget Request</b>				<b>\$22,000</b>
<b>Total Equipment In Kind</b>				(b)(4)
<b>5. Supplies</b>				

**BUDGET INFORMATION (ED 524 - SECTION C)**

(1) License and Support for FootPrints change management and help desk software (IN KIND)		(b)(4)		
(2) Backup Software Agent License ((b)(4)) IN KIND Veritas Backup Exec software license				
General office supplies				
General office supplies (IN KIND)				
<b>Total Supplies Budget Request</b>			<b>\$ 2,625</b>	
<b>Total Supplies In Kind</b>				(b)(4)
<b>6. Contractual</b>				
Contract with ESP Solutions for Common Course Code Implementation				
Contract with EduStructures for implementation of student locator framework. \$100,000 - ZIS router software subscription; \$50,000 SIF agents subscription; \$50,000 installation fee				
Contract with Institute for Facilitation of Research Consortium (.5FTE facilitator &1.0FTE assistant)				
<b>Total Contractual Budget Request</b>			<b>\$315,000</b>	
<b>Total Contractual In Kind</b>				(b)(4)
<b>7. Construction</b>				
<b>Not Applicable</b>				
<b>8. Other</b>				
SIF SEA Membership Fees (IN KIND)		(b)(4)		

**BUDGET INFORMATION (ED 524 - SECTION C)**

TDWI Conference Registration Fee (4 persons @ (b)(4) ) IN KIND			(b)(4)		
Research Consortium Subcommittee expenses & support					
Research Consortium 2 Day Planning Seminar					
Grant Writing Activities					
Research Needs Assessment					
Administrative Partnership Development					
Professional Development Materials					
Communication Activities with Deans & Faculty					
Subsidy for LEA costs for SSCC Mapping Activity (96 LEAs @ 40 hr @ \$15)					
Stipends for LEA DQC Task force members (5@\$500)					
<b>Total Other Budget Request</b>				<b>\$ 109,350</b>	
<b>Total Other In Kind</b>					(b)(4)
<b>9. Direct Costs</b>					
<b>Total Direct Costs (Year One Budget Request)</b>				<b>\$890,178</b>	
<b>Total Direct Costs (Year One In Kind)</b>					(b)(4)
<b>10. Indirect Costs</b>					
KSDE will request a rate of 8% to cover indirect costs such as building facilities, accounting services, legal services, and human resource services.					

<b>BUDGET INFORMATION (ED 524 - SECTION C)</b>					
<b>Total Indirect Costs (Year One Budget Request)</b>				<b>\$71,214</b>	
<b>Total Indirect Costs (Year One In Kind)</b>					(b)(4)
<b>Total Costs (Year One Budget Request)</b>				<b>\$961,392</b>	
<b>Total Costs (Year One In Kind)</b>					(b)(4)

**BUDGET INFORMATION (ED 524 - SECTION C)**

**BUDGET BREAKDOWN - YEAR TWO**

<b>1. Personnel</b>		<b>Budget</b>	<b>In Kind</b>	<b>Base</b>	<b>Budget</b>	<b>In Kind</b>
Program Dir	Kathleen Gosa	(b)(4)	(b)(4)		\$0	(b)(4)
Data/Rch Dir	Phyllis Clay				\$0	
Proj Coordinator	Cathy Nicoletti				\$27,230	
Proj Coordinator	OPEN POSITION				\$54,459	
Assistant	Aimee Grub				\$5,200	
BI Manager	Tony Moss				\$17,187	
Sr RsrchAnalyst	OPEN POSITION				\$52,618	
Data Analyst	Ted Carter				\$13,470	
Data Analyst	OPEN POSITION				\$53,881	
Req Analyst	OPEN POSITION				\$42,184	
Tester	Sheryl Folkert				\$45,419	
Tester	OPEN POSITION				\$11,355	
Tester	OPEN POSITION				\$45,419	
Help Desk	Ken Bates				\$32,286	
Help Desk	OPEN POSITION				\$32,286	
Trainer	Erin Perry				\$11,644	
ETL Programmer	Jon Felling				\$0	
Programmer II	Jim Swan				\$12,228	
Programmer II	Josh Aspinwell				\$48,911	
Programmer II	OPEN POSITION				\$48,911	
Database Admin	Axel Araujo				\$0	
System Support	William Vrbanac				\$10,310	
Tech Arch	Mike McCormick				\$0	
<b>Total Personnel Budget Request</b>					<b>\$ 564,997</b>	
<b>Total Personnel In Kind</b>						

**2. Fringe Benefits**

On behalf of its employees, the Kansas State Department of Education contributes a total of (b)(4) for staff for such things as retirement, social security, workers compensation, unemployment insurance and health insurance. The calculations are as follows:

<b>Position</b>		<b>FTE Budget</b>	<b>FTE In Kind</b>	<b>Fringe</b>	<b>Total Budget</b>	<b>Total In Kind</b>
Program Dir	Kathleen Gosa	(b)(4)	(b)(4)		\$0	(b)(4)
Data/Rch Dir	Phyllis Clay				\$0	
Proj Coordinator	Cathy Nicoletti				\$8,441	
Proj Coordinator	OPEN POSITION				\$16,882	
Assistant	Aimee Grub				\$1,612	

**BUDGET INFORMATION (ED 524 - SECTION C)**

BI Manager	Tony Moss	(b)(4)		\$5,328	(b)(4)
Sr RsrchAnalyst	OPEN POSITION			\$16,311	
Data Analyst	OPEN POSITION			\$4,176	
Data Analyst	OPEN POSITION			\$16,703	
Req Analyst	OPEN POSITION			\$13,077	
Tester	Sheryl Folkert			\$14,080	
Tester	OPEN POSITION			\$3,520	
Tester	OPEN POSITION			\$14,080	
Help Desk	Ken Bates			\$10,009	
Help Desk	OPEN POSITION			\$10,009	
Trainer	Erin Perry			\$3,610	
ETL Programmer	Jon Felling			\$0	
Programmer II	Jim Swan			\$3,791	
Programmer II	Josh Aspinwell			\$15,162	
Programmer II	OPEN POSITION			\$15,162	
Database Admin	Axel Araujo			\$0	
System Support	William Vrbanac			\$3,196	
Tech Arch	Mike McCormick			\$0	
<b>Total Fringe Budget Request</b>				<b>\$175,149</b>	
<b>Total Fringe In Kind</b>					
			(b)(4)		
<b>3. Travel</b>					
Program Director's Meetings, Washington, DC					
Travel to/from & airport parking (2 persons/3 days)			(b)(4)		
Hotel (2 persons @ \$150 per night @ 2 nights)					
Airfare (2 persons @ \$500 per ticket)					
Per Diem (2 persons @ \$42 per day @ 3 days)					
Research Presentation at Big 12 Conference					
Travel to/from, parking, taxi (6persons, 5 days)					
Hotel (6 persons @ \$150 per night @ 4 nights)					
Airfare (6 persons @ \$500 per ticket)					
Per Diem (6 persons @ \$42 per day @ 5 days)					

**BUDGET INFORMATION (ED 524 - SECTION C)**

Travel to Business Intelligence Tool training		(b)(4)		
Travel to/from & parking (2 persons, 5 days)	(b)(4)			
Hotel (2 persons @ \$150 per night @ 5 nights)				
Airfare (2 persons @ \$500 per ticket)				
Per Diem (2 persons @ \$42 per day @ 6 days)				
TWDI Conference (IN KIND)				
Two persons to attend The Data Warehouse Institute World Wide Conference to build internal capacity, network to be aware of what other organizations are doing in this space, and understand the latest thinking regarding Data Warehousing and Business intelligence.				
Travel to/from & airport parking (2 persons/5 days)	(b)(4)			
Hotel (4 persons @ \$150 per night @ 5 nights)				
Airfare (4 persons @ \$500 per ticket)				
Per Diem (4 persons @ \$42 per day @ 6 days)				
<b>TOTAL Travel Budget Request</b>				<b>\$15,456</b>
<b>TOTAL Travel In Kind</b>				(b)(4)
<b>4. Equipment</b>				
Business Intelligence Server and Infrastructure (IN KIND)		(b)(4)		
Hardware & System Software				
Software support and maintenance for PICS educator ID assignment & tracking software (IN KIND)				



**BUDGET INFORMATION (ED 524 - SECTION C)**

Business Intelligence Tool License		(b)(4)		
<b>Total Equipment Budget Request</b>			<b>\$100,000</b>	
<b>Total Equipment In Kind</b>				(b)(4)
<b>5. Supplies</b>				
(1) License and Support for FootPrints change management and help desk software (IN KIND)				
(2) Backup Software Agent License ((b)(4)) IN KIND Veritas Backup Exec software license				
General office supplies				
General office supplies (IN KIND)				
<b>Total Supplies Budget Request</b>			<b>\$ 4,200</b>	
<b>Total Supplies In Kind</b>				(b)(4)
<b>6. Contractual</b>				
Contract with ESP Solutions for Common Course Code Implementation				
Contract with EduStructures for implementation of student locator framework. \$100,000 - ZIS router software subscription; \$50,000 SIF agents subscription; \$50,000 installation fee				
Contract with Institute for Facilitation of Research Consortium (.5FTE facilitator &1.0FTE assistant)				
<b>Total Contractual Budget Request</b>			<b>\$255,000</b>	
<b>Total Contractual In Kind</b>				(b)(4)
<b>7. Construction</b>				

**BUDGET INFORMATION (ED 524 - SECTION C)**

Not Applicable						
<b>8. Other</b>						
				(b)(4)		
SIF SEA Membership Fees (IN KIND)						
TDWI Conference Registration Fee (4 persons @ (b)(4) ) IN KIND						
Research Consortium Subcommittee expenses & support						
Grant Writing Activities						
Professional Development Materials						
Communication Activities with Deans & Faculty						
Subsidy for LEA costs for SSCC Mapping Activity (100 LEAs @ 40 hr @ \$15)						
Business Intelligence Tool Training Fees (2 persons @ \$5,000 ea)						
<b>Total Other Budget Request</b>					<b>\$ 112,000</b>	
<b>Total Other In Kind</b>						(b)(4)
<b>9. Direct Costs</b>						
<b>Total Direct Costs (Year Two Budget Request)</b>					<b>\$1,226,802</b>	
<b>Total Direct Costs (Year Two In Kind)</b>						(b)(4)
<b>10. Indirect Costs</b>						
KSDE will request a rate of 8% to cover indirect costs such as building facilities, accounting services, legal services, and human resource services.						

<b>BUDGET INFORMATION (ED 524 - SECTION C)</b>						
<b>Total Indirect Costs (Year Two Budget Request)</b>					<b>\$98,144</b>	
<b>Total Indirect Costs (Year Two In Kind)</b>						(b)(4)
<b>Total Costs (Year Two Budget Request)</b>					<b>\$1,324,946</b>	
<b>Total Costs (Year Two In Kind)</b>						

**BUDGET INFORMATION (ED 524 - SECTION C)**

**BUDGET BREAKDOWN - YEAR THREE**

<b>1. Personnel</b>		<b>FTE Budget</b>	<b>FTE In Kind</b>	<b>Base</b>	<b>Total Budget</b>	<b>Total In Kind</b>
Program Dir	Kathleen Gosa	(b)(4)	(b)(4)		\$0	(b)(4)
Data/Rch Dir	Phyllis Clay				\$0	
Proj Coordinator	Cathy Nicoletti				\$56,093	
Proj Coordinator	OPEN POSITION				\$56,093	
Assistant	Aimee Grub				\$21,426	
BI Manager	Tony Moss				\$70,809	
Sr RsrchAnalyst	OPEN POSITION				\$54,196	
Data Analyst	Ted Carter				\$55,497	
Data Analyst	OPEN POSITION				\$55,498	
Req Analyst	NOT NEEDED				\$0	
Tester	Sheryl Folkert				\$46,781	
Tester	OPEN POSITION				\$46,781	
Tester	OPEN POSITION				\$46,781	
Help Desk	Ken Bates				\$33,255	
Help Desk	OPEN POSITION				\$28,267	
Trainer	Erin Perry				\$47,973	
ETL Programmer	Jon Felling				\$0	
Programmer II	Jim Swan				\$50,378	
Programmer II	Josh Aspinwell				\$50,378	
Programmer II	NOT NEEDED				\$0	
Database Admin	Axel Araujo				\$0	
System Support	William Vrbanac				\$42,478	
Tech Arch	Mike McCormick				\$0	
<b>Total Personnel Budget Request</b>					<b>\$ 762,685</b>	
<b>Total Personnel In Kind</b>						
<b>2. Fringe Benefits</b>						
On behalf of its employees, the Kansas State Department of Education contributes a total of (b)(4) for staff for such things as retirement, social security, workers compensation, unemployment insurance and health insurance. The calculations are as follows:						
<b>Position</b>		<b>FTE Budget</b>	<b>FTE In Kind</b>	<b>Fringe</b>	<b>Total Budget</b>	<b>Total In Kind</b>
Program Dir	Kathleen Gosa	(b)(4)			\$0	(b)(4)
Data/Rch Dir	Phyllis Clay				\$0	
Proj Coordinator	Cathy Nicoletti				\$17,389	
Proj Coordinator	OPEN POSITION				\$17,389	

**BUDGET INFORMATION (ED 524 - SECTION C)**

Assistant	Aimee Grub	(b)(4)	(b)(4)	\$6,642	(b)(4)
BI Manager	Tony Moss			\$21,951	
Sr RsrchAnalyst	OPEN POSITION			\$16,801	
Data Analyst	OPEN POSITION			\$17,204	
Data Analyst	OPEN POSITION			\$17,204	
Req Analyst	NOT NEEDED			\$0	
Tester	Sheryl Folkert			\$14,502	
Tester	OPEN POSITION			\$14,502	
Tester	OPEN POSITION			\$14,502	
Help Desk	Ken Bates			\$10,309	
Help Desk	OPEN POSITION			\$8,763	
Trainer	Erin Perry			\$14,872	
ETL Programmer	Jon Felling			\$0	
Programmer II	Jim Swan			\$15,617	
Programmer II	Josh Aspinwell			\$15,617	
Programmer II	NOT NEEDED			\$0	
Database Admin	Axel Araujo			\$0	
System Support	William Vrbanac			\$13,168	
Tech Arch	Mike McCormick			\$0	
<b>Total Fringe Budget Request</b>				<b>\$236,432</b>	
<b>Total Fringe In Kind</b>					
<b>3. Travel</b>					
Program Director's Meetings, Washington, DC			(b)(4)		
Travel to/from & airport parking (2 persons/3 days)		(b)(4)			
Hotel (2 persons @ \$150 per night @ 2 nights)					
Airfare (2 persons @ \$500 per ticket)					
Per Diem (2 persons @ \$42 per day @ 3 days)					
Research Presentation at Big 12 Conference					
Travel to/from, parking, taxi (6persons, 5 days)					
Hotel (6 persons @ \$150 per night @ 4 nights)					
Airfare (6 persons @ \$500 per ticket)					

**BUDGET INFORMATION (ED 524 - SECTION C)**

Per Diem (6 persons @ \$42 per day @ 5 days)	(b)(4)			
TWDI Conference (IN KIND)		(b)(4)		
Two persons to attend The Data Warehouse Institute World Wide Conference to build internal capacity, network to be aware of what other organizations are doing in this space, and understand the latest thinking regarding Data Warehousing and Business intelligence.				
Travel to/from & airport parking (2 persons/5 days)	(b)(4)			
Hotel (4 persons @ \$150 per night @ 5 nights)				
Airfare (4 persons @ \$500 per ticket)				
Per Diem (4 persons @ \$42 per day @ 6 days)				
<b>TOTAL Travel Budget Request</b>				<b>\$12,092</b>
<b>TOTAL Travel In Kind</b>				(b)(4)
<b>4. Equipment</b>				
Software support and maintenance for PICS educator ID assignment & tracking software (IN KIND)		(b)(4)		
Business Intelligence Tool License Support				
<b>Total Equipment Budget Request</b>				<b>\$60,000</b>
<b>Total Equipment In Kind</b>				(b)(4)
<b>5. Supplies</b>				
(1) License and Support for FootPrints change management and help desk software (IN KIND)		(b)(4)		

**BUDGET INFORMATION (ED 524 - SECTION C)**

(2) Backup Software Agent License ((b)(4)) IN KIND Veritas Backup Exec software license				(b)(4)		
General office supplies						
General office supplies (IN KIND)						
<b>Total Supplies Budget Request</b>					<b>\$ 5,548</b>	
<b>Total Supplies In Kind</b>						(b)(4)
<b>6. Contractual</b>						
Contract with ESP Solutions for Common Course Code Implementation				(b)(4)		
Contract with EduStructures for implementation of student locator framework. \$100,000 - ZIS router software subscription; \$50,000 SIF agents subscription;						
Contract with Institute for Facilitation of Research Consortium (.5FTE facilitator &1.0FTE assistant)						
<b>Total Contractual Budget Request</b>					<b>\$255,000</b>	
<b>Total Contractual In Kind</b>						(b)(4)
<b>7. Construction</b>						
<b>Not Applicable</b>						
<b>8. Other</b>						
SIF SEA Membership Fees (IN KIND)				(b)(4)		
TDWI Conference Registration Fee (4 persons @ (b)(4)) IN KIND						

**BUDGET INFORMATION (ED 524 - SECTION C)**

Research Consortium Subcommittee expenses & support				(b)(4)		
Grant Writing Activities						
Professional Development Materials Development						
Communication Activities with Deans & Faculty						
Subsidy for LEA costs for SSCC Mapping Activity ((b)(4))						
<b>Total Other Budget Request</b>					<b>\$ 102,000</b>	
<b>Total Other In Kind</b>						(b)(4)
<b>9. Direct Costs</b>						
<b>Total Direct Costs (Year Three Budget Request)</b>					<b>\$1,433,757</b>	
<b>Total Direct Costs (Year Three In Kind)</b>						(b)(4)
<b>10. Indirect Costs</b>						
KSDE will request a rate of 8% to cover indirect costs such as building facilities, accounting services, legal services, and human resource services.						
<b>Total Indirect Costs (Year Three Budget Request)</b>					<b>\$114,701</b>	
<b>Total Indirect Costs (Year Three In Kind)</b>						(b)(4)
<b>Total Costs (Year Three Budget Request)</b>					<b>\$1,548,457</b>	
<b>Total Costs (Year Three In Kind)</b>						(b)(4)
<b>Total Budget Request (3 Years)</b>					<b>\$3,834,796</b>	
<b>Total In Kind (3 Years)</b>						(b)(4)



# Budget Narrative

## Budget Narrative

Attachment 1:

Title: Pages: Uploaded File: **9992-Mandatory\_SLDGBudgetNarrative-Justification.pdf**

# BUDGET JUSTIFICATION

## YEAR ONE

### 1. Personnel

Program Director

(b)(4)

Kathleen Gosa

Director of IT, KSDE

(b)(4),(b)(6)

The Program Director will have oversight of the progress of the project initiatives as well as technical aspects of the program including integration of educator and program data into the KSDE Enterprise Data Architecture. The Program Director will be responsible for all contracts including EduStructures for procurement and implementation of the SIF solution for tracking students; ESP Solutions for assistance in establishing Standard State Course Codes; and eScholar for procuring the educator ID and tracking system (PICS). In addition the Program Director is accountable for all major project decisions, such as selection of the Business Intelligence / data delivery solution and prioritization of data delivery solutions. It is expected that decisions will be made based upon the recommendations of staff as well as research and existing knowledge. The Program Director will share responsibility with the Data/Research Director for advocating program priorities (such as adoption of Standard State Course Codes) to LEAs; communicating with the Agency staff, leadership, and LEAs; and for summarizing and reporting to the grant authority. The Program Director will work with other KSDE leadership to ensure adequate staffing for initiatives and will work to resolve issues escalated from the project teams.

---

Data/Research Director

(b)(4)

Dr. Phyllis Clay

Director of Research & Evaluation, KSDE

(b)(4),(b)(6)

The Data/Research Director will have oversight of the data definition and use aspects of the program. The Data/Research Director will be the primary liaison with the Research Consortium, and will participate in aspects of that initiative to support and ensure its success. The Data/Research Director will be responsible for timely review and modifications to the Data Access and Use Policy, which governs availability of information from KSDE. The Data/Research Director will share responsibility with the Program Director for advocating program priorities (such as adoption of Standard State Course Codes) to LEAs; communicating with the Agency staff, leadership, and LEAs; and for summarizing and reporting to the grant authority. In conjunction with the Program Director, the Data/Research Director will work with other KSDE leadership to ensure adequate staffing for initiatives and will work to resolve issues escalated from the project teams.

---

Project Coordinator

(b)(4)

Cathy Nicoletti

Project Coordinator, KSDE

(b)(4),(b)(6)

The Project Coordinator is an existing position at the KSDE and has responsibility for management and coordination of the Enterprise Data System initiative as well as enhancements to the student ID and data collection system. She will be responsible for project management activities regarding the pilot implementation of the Student Locator Framework and SIF agents, as well as integration with our current student ID assignment and tracking system. This includes development of the project plan, ensuring project tasks are on schedule, and communication and escalation to the Program Director.

The Project Coordinator will also integrate the initiative for automated data quality audits into the existing project plans for maintenance of student data systems, ensuring tasks are assigned

and tracked. The Project Coordinator currently has responsibility for Project Management of the Enterprise Data System initiatives, and will add to the existing plan a review and modification to the KSDE Common Authentication System to accommodate Business Intelligence and Data Delivery solutions.

---

Project Coordinator                      OPEN POSITION                      \$ 52,873

(b)(4)

The Project Coordinator will coordinate the investigation and selection process for identifying a standard electronic transcript solution for all PK-12 public and private schools in Kansas. This will include coordinating the evaluation process with SEAs in neighboring states Missouri and Nebraska, developing a rubric of features, strengths, and weaknesses of available solutions and presenting that to the Program Director. Once the solution has been determined, the Project Coordinator will work with the Program Director and LEAs to develop informative and advocacy materials for the Kansas State Board of Education and the state Legislature for funding of this initiative.

The Project Coordinator will also be responsible for working with ESP Solutions to coordinate the efforts for establishing Standard State Course Codes (SSCC) based upon NCES standard course codes and establishing a schedule for assisting LEAs in mapping their course codes to the Kansas SSCC. The Project Coordinator will be responsible to provide the Program Director with regular project status updates and to escalate issues for resolution.

The Project Coordinator will also be responsible for establishing initial project documents, including a detailed project plan for the initiatives dealing with enhancement of KSDE educator information system. This includes integrating eScholar's Personnel Information and Certification System (PICS) for assigning and tracking unique IDs for educators, into KSDE's existing staff certification and licensure system; modifying the licensure system and the staff assignment system to use the unique educator IDs; and mapping educator licensure and staff assignment codes to the codes established in the Kansas Standard State Course Code initiative. The Project Coordinator will be responsible for tracking and reporting the Project status to the Program Director, keeping the project on schedule, and for escalating issues as needed.

At a minimum, this position requires a high school diploma and post-secondary training in a technical area, as well as at least two year's experience in managing and coordinating complex projects. Preferred requirements include Kansas Project Management certification.

---

Administrative Assistant                      Aimee Grubb                      \$ 20,196

(b)(4)

Administrative Assistant, KSDE

The Administrative Assistant will perform clerical duties for the project staff including record keeping, mailings, meeting scheduling, travel scheduling, phone support, training materials production support, and other tasks as requested by project team members.

---

Business Intelligence Manager                      Tony Moss                      \$ 20,023

(b)(4)

Business Intelligence Manager, KSDE

The Business Intelligence Manager is an existing member of the KSDE Enterprise Data System core team and is responsible for evaluating and recommending a business intelligence / data

delivery solution that will meet the needs of our stakeholders. This includes interviewing and understanding stakeholder's needs, as well as having an understanding of the potential power that Business Intelligence solutions can provide. This individual will develop evaluation criteria, and lead the evaluation process. In addition the Business Intelligence Manager will establish a basis for prioritizing stakeholders' needs, and recommend a schedule to the Project Coordinator and Program Director for delivering business intelligence solutions.

---

Sr. Research Analyst                      OPEN POSITION                      \$ 51,085

The Sr. Research Analyst will assist with the initial needs assessment from the field. This work of the needs assessment will include soliciting feedback from the field related to research needs, documenting the results, and analyzing and presenting the results to members of the Research Consortium. In collaboration with the Research sub-committee of the Research Consortium, this person will proactively initiate research aspects of the research agenda that are determined to be responsive to the needs of KSDE and its customers. This individual will also serve on the Research sub-committee.

At a minimum this position requires a Master's degree in evaluation, educational research and measurement, or related social science discipline with an emphasis on advanced quantitative statistical applications; three years work experience in program evaluation or education research; and knowledge of and experience with quantitative data analysis using statistical software.

---

Data Analyst                              OPEN POSITION                              \$ 26,156

The Data Analyst will assist with the definition of automated audits for the student data systems, and will be responsible for analyzing and evaluating the impact of these audits on the quality of the student data. The Data Analyst will develop model for the analysis work and will implement a repeatable process to determine what audits have the most favorable impact on the quality of data submitted.

At a minimum this position requires a high school diploma and post-secondary training in a technical area, as well as at least two year's experience in data analysis.

---

Requirements Analyst                      OPEN POSITION                              \$ 40,955

The Requirements Analyst is responsible for developing Requirements Specification for modifications to the educator licensure system and staff assignment system in order to implement unique educator IDs rather than SSNs, as well as to integrate the educator unique ID system into these existing applications. The Requirements Analyst will also assist with testing of these modifications.

In addition the Requirements Analyst will assist ESP Solutions staff in mapping educator licensure and staff assignment codes to Kansas Standard State Course Codes.

At a minimum this position requires a high school diploma and post-secondary training in a technical area or education area, as well as at least two year's work experience in developing applications specifications.

---

Tester

Sheryl Folkert

(b)(4)

Quality Assurance Analyst, KSDE

(b)(4),(b)(6)

This Tester is an existing member of KSDE's Information Technology team and is responsible for application testing and system testing for the Kansas Individual Data on Students (KIDS) system. For this grant proposal she will be responsible for development of test plans, test data, and for execution of testing needed for the pilot implementation of the Student Locator Framework and SIF agents, as well as integration with our current student ID assignment and tracking system. This includes regression testing, application testing, and system testing of the KIDS system.

In addition this individual is responsible for testing the modifications to the KIDS system as automated audits are implemented. This includes developing test plans and test data, as well as performing regression testing, application testing, and system testing.

---

Tester

OPEN POSITION

\$ 22,048

(b)(4)

This position is currently open, but is part of the Enterprise Data System core team. This Tester will participate in the review and selection of the business intelligence / data delivery tool. This individual will be responsible for testing data delivery solutions, and so will participate in order to gain an understanding of how the tool will integrate with other components of the Enterprise Data System, and so how appropriate testing can be accomplished. This individual will also participate in identifying the needs of stakeholders and prioritizing the implementation of data delivery solutions.

At a minimum this position requires a high school diploma and post-secondary training in a technical area, as well as at least two year's work experience in writing test plans and testing application software.

---

Tester

OPEN POSITION

\$ 22,048

(b)(4)

This Tester will be responsible for application and system testing for the enhancement to the Migrant system in order to integrate Master Data Management (MDM) procedures into that application. This will include developing test plans and test data as well as regression testing, application testing, and system testing for the Migrant application.

This tester will also be responsible for testing modifications to the educator licensure system and staff assignment system in order to implement unique educator IDs rather than SSNs; integrate the educator unique ID system into these existing applications; and integrate the two applications so that data can be more easily linked between them. This will include developing test plans and test data as well as regression testing, application testing, and system testing for the educator systems.

At a minimum this position requires a high school diploma and post-secondary training in a technical area, as well as at least two year's work experience in writing test plans and testing application software.

---

Help Desk Support  
(b)(4)

Ken Bates  
Desktop Support Technician  
KSDE

(b)(4),(b)(6)

The Help Desk Support individual is currently a member of the KSDE Information Technology team and is responsible for providing Customer Support for KSDE's Student Data Collection systems, including the Kansas Individual Data on Students (KIDS) system. As the pilot implementation of the Student Locator Framework and SIF agents are integrated with our current student ID assignment and tracking system, this individual will be responsible for assisting with testing and verification of the enhancements, and providing Help Desk support for the LEAs that implement SIF for getting state IDs and tracking students. This includes working with these customers to identify and resolve issues, and ensuring that problems are tracked in the change management system and escalated to the appropriate individual (programmer or system administrator) for resolution.

---

Help Desk Support  
(b)(4)

OPEN POSITION

\$ 31,346

The Help Desk Support individual will provide ongoing technical support regarding hardware, network, and software needs for project team members. This individual is also responsible for providing application support for KSDE staff and LEA staff as they use the new educator ID and tracking system. The Help Desk Support individual will provide testing assistance as needed to ensure data quality, system functionality, and security for the educator licensure and staff systems.

At a minimum this position requires a high school diploma and 24 credit hours of training in a technical area, or two years experience in a technical support position. Excellent communication and customer service skill are also required.

---

Trainer  
(b)(4)

Erin Perry  
Trainer, KSDE

(b)(4),(b)(6)

The Trainer is an existing member of the KSDE Enterprise Data System core team, and is responsible for developing and implementing the training strategy for data delivery solutions. This includes a document outlining the stakeholders to be trained, the training modules to be developed, and the recommended curriculum for each of the stakeholder groups. In addition, a strategy for assisting various stakeholder groups in understanding techniques for effectively using the data will be developed. This will be coordinated with the work of the Research Consortium Professional Development subcommittee.

In addition, this individual is responsible for expanding the Kansas Data Quality Certification (KDQC) program to include additional LEA roles: Data Steward and LEA Administrator. This will include leading the KDQC Task Force to identify, define, develop and implement the

needed modules, as well as to update the Certification Registration software to include the new certification requirements.

---

Programmer

(b)(4)

Jim Swan

Application Developer II, KSDE

(b)(4),(b)(6)

This Programmer is an existing member of KSDE's Enterprise Data System core team, and is responsible for development and implementation of the Enterprise Metadata Repository. This individual will participate in evaluation and selection of business intelligence / data delivery tools, ensuring that the solution includes appropriate interaction with metadata and can be integrated with KSDE's Enterprise Metadata Repository.

In addition this Programmer will develop the student Master Data Management procedures, and will work with the Programmer for KSDE's Migrant data system to include these procedures in that application. These procedures will ensure that student data collections for program areas (such as Migrant) can automatically (and programmatically) access a student's state ID, as well as appropriate core student data submitted by the LEA to the Kansas Individual Data on Students (KIDS) system.. The program data collections will not be able to modify the core student, ensuring that an individual student's data is synchronized across all systems.

---

Programmer

(b)(4)

Josh Aspinwall

Application Developer II, KSDE

(b)(4),(b)(6)

This Programmer is an existing member of KSDE's Information Technology team and is responsible for development of enhancements to the Kansas Individual Data on Students (KIDS) system. The KIDS system includes eScholar's UniqID system for state ID assignment and tracking. The programmer will assist in the pilot implementation of the Student Locator Framework and SIF agents, and will design and develop required modifications to the KIDS system allowing student tracking either by batch submission or by SIF XML data sharing.

In addition this Programmer will be responsible for development of the automated audits process and integration of this into the KIDS system.

---

Programmer

(b)(4)

OPEN POSITION

\$ 47,486

This Programmer will be responsible for designing, and developing the enhancement required to KSDE's educator systems. This includes assisting in the implementing of eScholar's educator unique ID system (PICS) and modifying KSDE's staff assignment system and educator licensing system to use those IDs rather than SSNs. This individual will also assist in mapping educator licensure and staff assignment codes to the Kansas Standard State Course Codes.

At a minimum this position requires a high school diploma and 24 credit hours of education in application programming or a related area, as well as at least two years of work experience as an application programmer.

---

Database Administrator

(b)(4)

Axel Araujo

Database Administrator, KSDE

(b)(4),(b)(6)



The Database Administrator is an existing member of the Enterprise Data System core team and will participate in the enhancements to the logical design of the Enterprise Data Warehouse, and will implement the enhancements to the physical database, based upon additional data that will be loaded. In addition, the Database Administrator will assist with the design and will implement the enhancements to the databases of the educator certification and staff assignment systems based upon the integration of the educator ID system.

The Database Administrator is also responsible for ensuring the performance and security of KSDE's production database environment, and will assist with installation configuration and troubleshoot issues as they arise.

---

**System Support**

William Vrbanac

(b)(4),(b)(6)

(b)(4)

Technical Support Consultant, KSDE

The System Support individual is an existing member of KSDE's Information Technology team and is responsible for installing and configuring software and troubleshooting problems. This Systems Support individual will install and configure desktop systems for team members and will troubleshoot problems as they arise. This individual will also assist with installation and configuration of the systems needed for implementing the Zone Integration Server for the SIF implementation.

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**Technical Architect**

Mike McCormick

(b)(4),(b)(6)

(b)(4)

Technical Support Consultant III, KSDE

The Technical Architect is an existing member of KSDE's Information Technology team and the Enterprise Data System core team. The Technical Architect is responsible for participating in the evaluation and selection of a business intelligence / data delivery tool. The Technical Architect has designed the infrastructure for KSDE's Enterprise Data System, and will be responsible for ensuring that the solution selected for business intelligence / data delivery will function properly in that environment.

In addition the Technical Architect will assist in designing the environment for implementation of eScholar's educator ID and tracking system (PICS), ensuring that performance and security requirements are met. The Technical Architect will also be responsible for working with the EduStructures consultants to design and implement the infrastructure required for the pilot implementation of the Student Locator Framework and SIF agents, as well as integration with our current student ID assignment and tracking system. This will include design, procurement, and implementation of a Zone Integration Server (ZIS), as well as implementation of the eScholar and student information system SIF agents.

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**TOTAL Personnel Budget Request**

**\$ 333,413**

**TOTAL Personnel In Kind**

(b)(4)

## **2. Fringe Benefits**

On behalf of its employees, the Kansas State Department of Education contributes a total of (b)(4) for staff for such things as retirement, social security, workers compensation, unemployment insurance and health insurance. The calculations are as follows:

- Program Director (b)(4)
- Data/Research Director (b)(4)
- Project Coordinator (b)(4)
- Project Coordinator (b)(4)
- Administrative Assistant (b)(4)
- Business Intelligence Manager (b)(4)
- Sr. Research Analyst (b)(4)
- Data Analyst (b)(4)
- Requirement Analyst (b)(4)
- Tester (b)(4)
- Tester (b)(4)
- Tester (b)(4)
- Help Desk Support (b)(4)
- Help Desk Support (b)(4)
- Trainer (b)(4)
- Programmer (b)(4)
- Programmer (b)(4)
- Programmer (b)(4)
- Database Administrator (b)(4)
- System Support (b)(4)
- Technical Architect (b)(4)

(b)(4)

**TOTAL Fringe Budget Request**  
**TOTAL Fringe In Kind**

**\$103,358**

(b)(4)

**3. Travel**

Program Director's Meetings, Washington, DC \$ 2,032  
Travel to/from & airport parking (2 persons/3 days) \$ 180  
Hotel (2 persons @ \$150 per night @ 2 nights) \$ 600  
Airfare (2 persons @ \$500 per ticket) \$ 1,000  
Per Diem (2 persons @ \$42 per day @ 3 days) \$ 252

DQC Task Force Meetings \$ 2,400  
Travel to/from & parking (5 persons @ 2 mtgs) \$ 1,500  
Hotel (3 persons@\$80/night@1 night@ 2 mtgs) \$ 480  
Per Diem (5 persons@\$42/day@1 day@2 mtgs) \$ 420

**TWDI Conference (IN KIND)**

(b)(4)

Two persons to attend The Data Warehouse Institute World Wide Conference to build internal capacity, network to be aware of what other organizations are doing in this space, and understand the latest thinking regarding Data Warehousing and Business intelligence.

Travel to/from & airport parking (2 persons/5 days) \$ 520  
Hotel (4 persons @ \$150 per night @ 5 nights) \$ 3,000  
Airfare (4 persons @ \$500 per ticket) \$ 2,000  
Per Diem (4 persons @ \$42 per day @ 6 days) \$ 1,008

**TOTAL Travel Budget Request**  
**TOTAL Travel In Kind**

**\$ 4,432**

(b)(4)

**4. Equipment**

Zone Integration Server \$ 8,000  
Hardware and system software to support implementation of student locator framework

Software License for PICS (IN KIND) (b)(4)  
eScholar educator ID assignment and tracking system

PICS Server (IN KIND) (b)(4)  
Hardware and system software to support implementation of educator ID assignment and tracing system

(7) Desktop Computers @ \$2,000 each \$ 14,000

Computers and System software for new staff hired to meet the objectives of this grant.

<b>TOTAL Equipment Budget Request</b>	<b>\$ 22,000</b>
<b>TOTAL Equipment In Kind</b>	(b)(4)

### 5. Supplies

(1) License and Support for FootPrints (IN KIND) Yearly maintenance for FootPrints license, the web-based tracking and escalation package used for collaboration on project issues and status and to provide change management and escalation process management.	(b)(4)
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(2) Backup software Agent License @\$400 each IN KIND Veritas backup exec software license	(b)(4)
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General office supplies	\$ 2,625
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General office supplies (IN KIND) General office supplies include paper, pens, and other desk supplies and will be utilized by project team members in performance of their responsibilities, including development and production of training materials.	(b)(4)
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<b>TOTAL Supplies Budget Request</b>	<b>\$ 2,625</b>
<b>TOTAL Supplies In Kind</b>	(b)(4)

### 6. Contractual

Standard Course Code Implementation KSDE will contract with ESP Solutions to provide expertise and assistance in implementing common course codes in the state. This will be a fixed bid contract to include completion of work, travel, per diem, and other related costs. Costs of the contract are spread over 3 years.	\$ 40,000
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Student Locator Framework Implementation KSDE will contract with a vendor to provide expertise and assistance in implementing the Student Locator Framework and SIF agent for the eScholar UniqID system (which KSDE has implemented for student IDs and tracking). This Student Locator Framework will provide automated assignment and tracking of students in the state. This will be a fixed	\$200,000
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bid contract to include all travel, per diem, support, services and product, with the option to apply the yearly subscription to the purchase of the product. This capability is offered by EduStructures for a yearly subscription fee as follows: zone integration server (ZIS) @ \$100,000; SIF agents @ \$50,000. A one time installation, configuration, and training fee of \$50,000 is also charged.

Administration of Research Consortium \$ 75,000

KSDE will enter into a contract with a center or institute at K-State or KU to oversee the work of the Research Consortium. This will be a fixed bid to include completion of work, travel, per diem, and other related costs.

**TOTAL Contractual Budget Request \$ 315,000**

**TOTAL Contractual In Kind (b)(4)**

**7. Construction**

Not Applicable

**8. Other**

SIF State Membership Fee (IN KIND) (b)(4)

TDWI Conference Registration Fee (IN KIND) (b)(4)  
 (4 persons @ (b)(4))

Four persons will attend The Data Warehouse Institute World Wide Conference to build internal capacity, network to be aware of what other organizations are doing in this space, and understand the latest thinking regarding Data Warehousing and Business intelligence.

Research Consortium subcommittee expenses and support \$ 12,000

Expense for support of sub-committees which may include surveys, speakers, facilities, and secretarial assistance.

(4 sub-committees @ \$3,000 each)

Two-Day Planning Seminar for Research Consortium \$ 2,750

KSDE will host a two-day planning seminar to identify ways KBOR, KSDE, KU, K-State, Institutes, and centers can work together to

develop and implement a research agenda and associated professional development.

Lunches (50 people @2 days @ \$15)	\$1,500
Drinks/breaks (50 people@2 da. @\$10)	\$1,000
Rom rental (2 days @ \$100)	\$ 200
Misc supplies (paper, markers, etc.)	\$ 50

Grant Writing Activities \$ 5,000

Grant writers at the partner institutions will be hired to apply for funding for research and professional development activities.  
(100 hours @ \$50 per hour)

Research Needs Assessment \$ 2,000

A needs assessment will be conducted statewide to determine the priority research needs in the state.  
Development of assessment (8 hr@ \$30) \$ 240  
Development of sample & survey  
distribution list (16 hr @ \$30) \$ 480  
Analysis & Report (16 hr @ \$75) \$ 1,200  
Printing and copying \$ 80

Administrative Partnership Development Meetings \$ 2,500

Funds will be used for meeting rooms, participant per diem, and a facilitator for meetings to work out partnership agreements for the Research Consortium.

Professional Development Materials Development \$ 20,000

Materials will be developed each year for face-to-face and online professional development in the areas of (1) evaluating and conducting research and (2) data analysis for data-driven decision making.  
0.3 FTE to film, edit, and produce professional development materials

Communication Activities with Dean & Faculty \$ 5,000

Funds will be used for materials and face-to-face meetings with deans and faculty at the state's schools of education to obtain their support for the Research Consortium work.

Subsidy for LEA costs for SSCC Mapping \$ 57,600

Funds will be offered to LEAs to subsidize the costs incurred as LEA staff meet with ESP Solutions contractor to map their state course codes to those

established as the Kansas Standard State Course Codes (SSCC) (96 LEAs @ 40 hr @ \$15/hr)

Stipends for LEA KDQC Task Force Members \$ 2,500  
Stipends will be provided to LEA staff for participation in the Kansas Data Quality Certification (KDQC) Task Force (5 persons @ \$500 ea)

**TOTAL Other Budget Request \$ 109,350**  
**TOTAL Other In Kind** (b)(4)

**9. Total Direct Costs (Year One Budget Request) \$ 890,178**  
**Total Direct Costs (Year One In Kind)** (b)(4)

**10. Indirect Costs**

KSDE will request a rate of 8% to cover indirect costs such as building facilities, accounting services, legal services, and human resource services.

**Total Indirect Costs (Year One Budget Request) \$ 71,214**  
**Total Indirect Costs (Year One In Kind)** (b)(4)

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**Total Costs (Year One Budget Request) \$ 961,392**  
**Total Costs (Year One In Kind)** (b)(4)

## YEAR TWO

### 1. Personnel

Program Director

(b)(4)

Kathleen Gosa

Director of IT, KSDE

(b)(4),(b)(6)

The Program Director will have oversight of the progress of the project initiatives as well as technical aspects of the program including integration of educator and program data into the KSDE Enterprise Data Architecture. The Program Director will be responsible for negotiating a contract with the selected Business Intelligence tool vendor as well as continuing to manage all existing vendor contracts and relationships. In addition the Program Director is accountable for major project decisions, and is expected to make these based upon the recommendations of staff as well as research and existing knowledge. The Program Director will share responsibility with the Data/Research Director for advocating program priorities (such as adoption of Standard State Course Codes) to LEAs; communicating with the Agency staff, leadership, and LEAs; and for summarizing and reporting to the grant authority. The Program Director will work with other KSDE leadership to ensure adequate staffing for initiatives and will work to resolve issues escalated from the project teams.

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Data/Research Director

(b)(4)

Dr. Phyllis Clay

Director of Research & Evaluation, KSDE

(b)(4),(b)(6)

The Data/Research Director will have oversight of the data definition and use aspects of the program. The Data/Research Director will be the primary liaison with the Research Consortium, and will participate in aspects of that initiative to support and ensure its success. The Data/Research Director will be responsible for timely review and modifications to the Data Access and Use Policy, which governs availability of information from KSDE. The Data/Research Director will share responsibility with the Program Director for advocating program priorities (such as adoption of Standard State Course Codes) to LEAs; communicating with the Agency staff, leadership, and LEAs; and for summarizing and reporting to the grant authority. In conjunction with the Program Director, the Data/Research Director will work with other KSDE leadership to ensure adequate staffing for initiatives and will work to resolve issues escalated from the project teams.

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Project Coordinator

(b)(4)

Cathy Nicoletti

Project Coordinator, KSDE

(b)(4),(b)(6)

The Project Coordinator has responsibility for management and coordination of the Enterprise Data System initiative as well as enhancements to the Kansas Individual Data on Students (KIDS) student ID and data collection system. She will be responsible for project management activities regarding needed enhancements to include courses completed in the student data collection, as well as to implement enhancements based on the results of the pilot of integration with the Student Locator Framework and SIF agents as the technology is rolled out for general availability to all LEAs. This responsibility includes development of the project plan, ensuring project tasks are on schedule, regular status reports, and escalation of issues to the Program Director.



This project coordinator will track the progress and ensure that student Master Data Management procedures (developed in year 1 of the grant) are implemented into the various program area student data systems including Tech Ed, Spec Ed, and Title applications.

This Project Coordinator currently has responsibility for Project Management of the Enterprise Data System initiatives, and will track activities for implementation of modification to the KSDE Common Authentication System to accommodate Business Intelligence and Data Delivery solutions. In addition she will manage and track activities needed for loading historical education program data (e.g., Migrant, Tech Ed, Spec Ed, Title) into the Enterprise Data Warehouse, as well as developing processes for ongoing data loads. This Project Coordinator will also be responsible for development of the project plans and management of the tasks for implementing the selected business intelligence / data delivery tool and for providing business intelligence solutions to the Priority 1 business intelligence stakeholders. In addition, she will track the tasks necessary for modifying the KSDE Common Authentication System to accommodate Business Intelligence and Data Delivery solutions. The Project Coordinator will provide regular status reports to the Program Director and will escalate issues as necessary.

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Project Coordinator                      OPEN POSITION                      \$ 54,459

(b)(4)

The Project Coordinator will be responsible for continuing to work with ESP Solutions to establish the year #2 schedule for assisting LEAs in mapping their course codes to the Kansas SSCC, and for monitoring the progress, providing the Program Director with regular project status updates and escalating issues for resolution.

The Project Coordinator will continue to manage enhancements to the educator information systems including the tasks required to integrate automated data quality audits, integrating the educator licensure system and the staff assignment system so that information can be more easily obtained, loading historical educator data into the Enterprise Data Warehouse, and developing processes for ongoing data loads. The Project Coordinator will develop and manage project plans for these tasks and will monitor progress, taking steps to keep the project on schedule. This individual will provide regular status reports to the Program Director and will escalate issues as necessary.

At a minimum, this position requires a high school diploma and post-secondary training in a technical area, as well as at least two year's experience in managing and coordinating complex projects. Preferred requirements include Kansas Project Management certification.

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Administrative Assistant

Aimee Grubb

(b)(4)

Administrative Assistant, KSDE

(b)(4),(b)(6)

The Administrative Assistant will perform clerical duties for the project staff including record keeping, mailings, meeting scheduling, travel scheduling, phone support, training materials production support, and other tasks as requested by project team members.

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Business Intelligence Manager

Tony Moss

(b)(4)

Business Intelligence Manager, KSDE

(b)(4),(b)(6)

(b)(4)

(b)(4),(b)(6)

The Business Intelligence Manger will assist in procuring, configuring, and implementing the selected business intelligence / data delivery tool. In addition the Business Intelligence Manager will attend training regarding the use of this tool and will lead the effort to provide the Priority 1 data delivery solutions to stakeholders. This individual will also assist the Trainer to in developing training materials for use of the data delivery solution as well as understanding and using the data.

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Sr. Research Analyst

OPEN POSITION

\$ 52,618

(b)(4)

The Sr. Research Analyst will have responsibility for on-going evaluation of both process and product evaluation associated with the grant projects. This work will include soliciting feedback from the field regarding implementation of the Educator ID assignment and tracking system, enhanced aspects of the Enterprise Data system, and additions to the Data Quality Certification curriculum; documenting the results; and analyzing and providing the results to the project team to inform future enhancements. As aspects of the Enterprise Data System become available, this individual will interface with researchers from partnering organizations to advance the research agenda.

In collaboration with the Research sub-committee of the Research Consortium, this person will proactively initiate research aspects of the research agenda that are determined to be responsive to the needs of KSDE and its customers. This individual will also serve on the Research sub-committee.

At a minimum this position requires a Master’s degree in evaluation, educational research and measurement, or related social science discipline with an emphasis on advanced quantitative statistical applications; three years work experience in program evaluation or education research; and knowledge of and experience with quantitative data analysis using statistical software.

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Data Analyst

Ted Carter  
Data Manager, KSDE

(b)(4)

(b)(4),(b)(6)

This Data Analyst is an existing member of the KSDE Enterprise Data System core team and will participate in the loading of historical program and educator data into the Enterprise Data Warehouse (EDW), as well as the definition for the ongoing load processes. The Data Analyst is responsible for assisting with the mapping of data from the source systems to the EDW, the verification that load and transformation procedures result in accurate data, and the post load analysis processes to populate data quality metrics in the Enterprise Metadata Repository. In addition the Data Analyst will participate in defining and providing the Priority 1 data delivery solutions to stakeholders.

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Data Analyst

OPEN POSITION

\$ 53,881

(b)(4)

The Data Analyst will assist with the definition of automated audits for the educator systems, and will be responsible for analyzing and evaluating the impact of these audits on the quality of the educator data. The Data analyst will develop the model for this analysis work and will

implement a repeatable process to determine what audits have the most favorable impact on the quality of data submitted.

At a minimum this position requires a high school diploma and post-secondary training in a technical area, as well as at least two year's experience in data analysis.

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Requirements Analyst                      OPEN POSITION                      \$ 42,184

(b)(4)

The Requirements Analyst is responsible for developing Requirements Specification for modifications to the educator licensure system and staff assignment system in order to integrate the two applications so that data can be more easily linked between them, and to implement automated audits for data quality enhancement. The Requirements Analyst will also assist with testing of these modifications.

This individual will also be responsible for developing the Requirements Specifications for enhancements to program student data systems (Tech Ed, Spec Ed, Title) in order to integrate Master Data Management (MDM) procedures into these applications.

At a minimum this position requires a high school diploma and post-secondary training in a technical area or education area, as well as at least two year's work experience in developing applications specifications.

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Tester    Sheryl Folkert    (b)(4),(b)(6)  
(b)(4)    Quality Assurance Analyst, KSDE

This Tester is responsible for application testing and system testing for the Kansas Individual Data on Students (KIDS) system and will develop test plans and test data, and execute the testing procedures needed based upon enhancement to KIDS as a results of the pilot of integration with the Student Locator Framework and SIF agents, as the technology is rolled out for general availability to all LEAs. This includes regression testing, application testing, and system testing of the KIDS system.

In addition this individual is responsible for developing the requirements specifications for enhancing the student data collection to include courses completed, and for testing these modifications to the KIDS system. This includes developing test plans and test data, as well as performing regression testing, application testing, and system testing.

This Tester is also responsible for testing the modifications to the KSDE Common Authentication System in order to accommodate Business Intelligence and Data Delivery solutions. This includes developing test plans and test data, as well as performing regression testing, application testing, and system testing.

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Tester    OPEN POSITION    \$ 34,064  
(b)(4)    \$ 11,355

This Tester is responsible for the quality of the data extraction, transformations, and loads into the Enterprise Data Warehouse (EDW). This includes testing and verification procedures for the



change management system and escalated to the appropriate individual (programmer or system administrator) for resolution.

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Help Desk Support

OPEN POSITION

\$ 32,286

(b)(4)

The Help Desk Support individual will provide ongoing technical support regarding hardware, network, and software needs for project team members. This individual is also responsible for providing application support for KSDE staff and LEA staff as they use the integrated educator licensure and staff assignment systems. The Help Desk Support individual will also provide testing assistance as needed to ensure data quality, system functionality, and security for the educator licensure and staff systems.

At a minimum this position requires a high school diploma and 24 credit hours of training in a technical area, or two years experience in a technical support position. Excellent communication and customer service skill are also required.

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Trainer

Erin Perry

Trainer, KSDE

(b)(4)

(b)(4),(b)(6)

The Trainer is responsible for developing and implementing the training strategy for data delivery solutions. This includes a document outlining the stakeholders to be trained, the training modules to be developed, and the recommended curriculum for each of the stakeholder groups. In addition, a strategy for assisting various stakeholder groups in understanding techniques for effectively using the data will be developed. This will be coordinated with the work of the Research Consortium Professional Development subcommittee.

In addition, this individual is responsible for defining enhancements to the Kansas Data Quality Certification (KDQC) program based upon the results of the external evaluation. This will include developing a document proposing and defining needed enhancements. The Trainer will present this proposal to the Program Director for approval.

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ETL Programmer

Jon Felling

Application Developer III, KSDE

(b)(4)

(b)(4),(b)(6)

This ETL Programmer is an existing member of KSDE's Enterprise Data System core team and is responsible for development and implementation of extract, transform and load (ETL) procedures to move data from the source operational systems into the Enterprise Data Warehouse (EDW). This ETL Programmer will develop ETL procedures (based upon transformations defined by the appropriate data steward and captured in the Enterprise Metadata Repository) for ongoing loads of the student level program (Migrant, Tech Ed, Spec Ed, Title) data and the educator data. The ETL procedures will include population of appropriate technical metadata into the Enterprise Metadata Repository.

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Programmer

Jim Swan

Application Developer II, KSDE

(b)(4)

(b)(4),(b)(6)

This Programmer is responsible for development and implementation of enhancements to the Enterprise Metadata Repository based upon the new data loads and data elements added to the EDW for student program (Migrant, Tech Ed, Spec Ed, Title) data, and educator data. This includes technical design, programming, and unit testing of the enhancements, as well as assisting with troubleshooting technical problems.

In addition this individual will assist with the design and development of Priority 1 data delivery solutions, ensuring that metadata is appropriately integrated.

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Programmer

Josh Aspinwall

(b)(4)

Application Developer II, KSDE

(b)(4),(b)(6)

This Programmer is responsible for development of enhancements to the Kansas Individual Data on Students (KIDS) system and will program and implement any required enhancements based upon the results of the pilot implementation of the Student Locator Framework and SIF agents. In addition this Programmer will develop the enhancements to the KIDS system necessary for collecting student courses completed. This development work includes technical design, programming, unit testing, and assisting with troubleshooting any technical production issues.

In addition this Programmer will work with the Programmers for KSDE's Tech Ed, Spec Ed, and Title data systems to include the student Master Data Management procedures (developed in year 1 of this grant) in these application. These procedures will ensure that student data collections for program areas (such as Tech Ed, Spec Ed, and Title) can automatically (and programmatically) access a student's state ID, as well as appropriate core student data submitted by the LEA to the Kansas Individual Data on Students (KIDS) system. The program data collections will not be able to modify the core student, ensuring that an individual student's data is synchronized across all systems.

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Programmer

OPEN POSITION

\$ 48,911

(b)(4)

This Programmer will assist the ETL Programmer in developing the procedures for extracting, transforming and loading the educator data into the Enterprise Data Warehouse. In addition this individual is responsible for the development work necessary for integrating the educator licensing system and the staff assignment system so that information can be more easily linked, as well the implementing automated audits for enhancing data quality. This development work includes technical design, programming, unit testing, and assisting with troubleshooting any technical production issues.

This Programmer will also perform the development work required to enhance the KSDE Common Authentication System to provide appropriate access for business intelligence and data delivery solutions. This development work includes technical design, programming, unit testing, and assisting with troubleshooting any technical production issues.

At a minimum this position requires a high school diploma and 24 credit hours of education in application programming or a related area, as well as at least two years of work experience as an application programmer.

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Database Administrator

(b)(4)

Axel Araujo

Database Administrator, KSDE

(b)(4),(b)(6)

The Database Administrator is an existing member of the Enterprise Data System core team and will participate in the enhancements to the logical design of the Enterprise Data Warehouse, and will implement the enhancements to the physical database, based upon additional data that will be loaded. In addition, the Database Administrator will assist with the design and will implement enhancements to the databases of the educator certification and staff assignment systems based upon the integration of these applications and modification as a result of the evaluation.

The Database Administrator is also responsible for ensuring the performance and security of KSDE's production database environment, and will assist with installation configuration and troubleshoot issues as they

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System Support

(b)(4)

William Vrbanac

Technical Support Consultant, KSDE

(b)(4),(b)(6)

The System Support individual is responsible for installing and configuring software and troubleshooting problems. This individual will install and configure software as needed for desktop systems for team members and will troubleshoot problems as they arise. This individual will also assist with modifications, configuration, and troubleshooting of the systems needed for the Student Locator Framework and the PICS educator ID assignment and tracking system.

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Technical Architect

(b)(4)

Mike McCormick

Technical Support Consultant III, KSDE

(b)(4),(b)(6)

The Technical Architect is an existing member of KSDE's Information Technology team and the Enterprise Data System core team. The Technical Architect is responsible for designing the technical architecture, procuring and configuring the necessary equipment, and implementing the business intelligence / data delivery tool.

In addition the Technical Architect will monitor, maintain and tune the production environment for eScholar's educator ID and tracking system (PICS) to ensure that performance and security requirements are met. The Technical Architect will also monitor, maintain and tune the Zone Integration Server and other components of the Student Locator Framework to ensure that performance and security requirements are met.

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**TOTAL Personnel Budget Request**

**\$ 564,997**

**TOTAL Personnel In Kind**

(b)(4)

## 2. Fringe Benefits

On behalf of its employees, the Kansas State Department of Education contributes a total of (b)(4) percent for professional staff and (b)(4) for clerical staff for such things as retirement, social security, workers compensation, unemployment insurance and health insurance. The calculations are as follows:

Program Director (b)(4)

(b)(4)

Data/Research Director (b)(4)

Project Coordinator (b)(4)

Project Coordinator (b)(4)

Administrative Assistant (b)(4)

Business Intelligence Manager (b)(4)

Sr. Research Analyst (b)(4)

Data Analyst (b)(4)

Data Analyst (b)(4)

Requirement Analyst (b)(4)

Tester (b)(4)

Tester (b)(4)

Tester (b)(4)

Help Desk Support (b)(4)

Help Desk Support (b)(4)

Trainer (b)(4)

ETL Programmer (b)(4)

Programmer (b)(4)

Programmer (b)(4)

Programmer (b)(4)

Database Administrator (b)(4)

(b)(4)



System Support (b)(4)

(b)(4)

Technical Architect (b)(4)

**TOTAL Fringe Budget Request**

**\$175,149**

**TOTAL Fringe In Kind**

(b)(4)

**3. Travel**

Program Director's Meetings, Washington, DC	\$ 2,032
Travel to/from & airport parking (2 persons/3 days)	\$ 180
Hotel (2 persons @ \$150 per night @ 2 nights)	\$ 600
Airfare (2 persons @ \$500 per ticket)	\$ 1,000
Per Diem (2 persons @ \$42 per day @ 3 days)	\$ 252

Research Presentation at Big 12 Conference	\$ 10,060
Travel to/from & parking (6 persons @ 5 days)	\$ 2,200
Hotel (6 persons @ \$150/night @ 4 nights)	\$ 3,600
Airfare (6 persons @ \$500 per ticket)	\$ 3,000
Per Diem (6 persons @ \$42/day @ 5 days)	\$ 1,260

Travel to Business Intelligence tool training	\$ 3,364
Travel to/from & airport parking (2 persons/5 days)	\$ 360
Hotel (2 persons @ \$150 per night @ 4 nights)	\$ 600
Airfare (2 persons @ \$500 per ticket)	\$ 1,000
Per Diem (2 persons @ \$42 per day @ 5 days)	\$ 252

TWDI Conference (IN KIND)	(b)(4)
Two persons to attend The Data Warehouse Institute World Wide Conference to build internal capacity, network to be aware of what other organizations are doing in this space, and understand the latest thinking regarding Data Warehousing and Business intelligence.	

Travel to/from & airport parking (2 persons/5 days)	(b)(4)
Hotel (4 persons @ \$150 per night @ 5 nights)	(b)(4)
Airfare (4 persons @ \$500 per ticket)	(b)(4)
Per Diem (4 persons @ \$42 per day @ 6 days)	(b)(4)

**TOTAL Travel Budget Request**

**\$ 15,456**

**TOTAL Travel In Kind**

(b)(4)

**4. Equipment**

Business Intelligence server and infrastructure (IN KIND)	(b)(4)
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Hardware and system software to support implementation of business intelligence / data delivery tool environments

Software Maintenance for PICS (IN KIND)  
eScholar educator ID assignment and tracking system

(b)(4)

Business Intelligence tool license  
Software license and implementation support for selected business intelligence / data delivery tool

\$100,000

**TOTAL Equipment Budget Request**  
**TOTAL Equipment In Kind**

**\$ 100,000**

(b)(4)

### 5. Supplies

(1) Maintenance & Support for FootPrints (IN KIND)  
Yearly maintenance for FootPrints license, the web-based tracking and escalation package used for collaboration on project issues and status and to provide change management and escalation process management.

(b)(4)

(2) Backup Software Agent License (@ \$400 ea. (IN KIND)  
Veritas Backup exec software license. This critical information must be backed up and so additional agent licenses will be required for each server.

(b)(4)

General office supplies  
General office supplies (IN KIND)  
General office supplies include paper, pens, and other desk supplies and will be utilized by project team members in performance of their responsibilities, including development and production of training materials.

\$ 4,200

(b)(4)

**TOTAL Supplies Budget Request**  
**TOTAL Supplies In Kind**

**\$ 4,200**

(b)(4)

### 6. Contractual

Standard Course Code Implementation  
KSDE will contract with ESP Solutions to provide expertise and assistance in implementing common course codes in the state. This will be a fixed bid contract to include completion of work, travel, per

\$30,000

diem, and other related costs. Costs of the contract are spread over 3 years.

Student Locator Framework Subscription \$150,000

KSDE will contract with a vendor to provide expertise and assistance in implementing the Student Locator Framework and SIF agent for the eScholar UniQID system (which KSDE has implemented for student IDs and tracking). This Student Locator Framework will provide automated assignment and tracking of students in the state. This will be a fixed bid contract to include all travel, per diem, support, services and product, with the option to apply the yearly subscription to the purchase of the product. This capability is offered by EduStructures for a yearly subscription fee as follows: zone integration server (ZIS) @ \$100,000; SIF agents @ \$50,000.

Contract for Facilitation of Research Consortium \$ 75,000

KSDE will enter into a contract with a center or institute at K-State or KU to oversee the work of the Research Consortium. This will be a fixed bid to include completion of work, travel, per diem, and other related costs.

**TOTAL Contractual Budget Request \$ 255,000**

**TOTAL Contractual In Kind (b)(4)**

**7. Construction**

Not Applicable

**8. Other**

SIF State Membership Fee (IN KIND) (b)(4)

TDWI Conference Registration Fee (IN KIND) (b)(4)  
 (4 persons @ (b)(4))

Four persons will attend The Data Warehouse Institute World Wide Conference to build internal capacity, network to be aware of what other organizations are doing in this space, and understand the latest thinking regarding Data Warehousing and business intelligence.

Research Consortium subcommittee expenses and support \$ 12,000

Expense for support of sub-committees which may include surveys, speakers, facilities, and secretarial assistance.

(4 sub-committees @ \$3,000 each)

Grant Writing Activities \$ 5,000

Grant writers at the partner institutions will be hired to apply for funding for research and professional development activities.

(100 hours @ \$50 per hour)

Professional Development Materials Development \$ 20,000

Materials will be developed each year for face-to-face and online professional development in the areas of (1) evaluating and conducting research and (2) data analysis for data-driven decision making.

0.3 FTE to film, edit, and produce professional development materials

Communication Activities with Dean & Faculty \$ 5,000

Funds will be used for materials and face-to-face meetings with deans and faculty at the state's schools of education to obtain their support for the Research Consortium work.

Subsidy for LEA costs for SSCC Mapping \$ 60,000

Funds will be offered to LEAs to subsidize the costs incurred as LEA staff meet with ESP Solutions contractor to map their state course codes to those established as the Kansas Standard State Course Codes (SSCC) (100 LEAs @ 40 hr @ \$15/hr)

Business Intelligence tool training fees \$ 10,000

Two KSDE staff will attend training for the selected business intelligence / data delivery tool in order to understand how to configure, manage, and use the tool. (2 persons @ \$5,000 ea)

**TOTAL Other Budget Request \$ 112,000**

**TOTAL Other In Kind (b)(4)**

**9. Total Direct Costs (Year Two Budget Request) \$1,226,802**

**Total Direct Costs (Year Two In Kind) (b)(4)**

**10. Indirect Costs**

KSDE will request a rate of 8% to cover indirect costs such as building facilities, accounting services, legal services, and human resource services.

<b>Total Indirect Costs (Year Two Budget Request)</b>	<b>\$ 98,144</b>
<b>Total Indirect Costs (Year Two In Kind)</b>	(b)(4)
<hr/>	
<b>Total Costs (Year Two Budget Request)</b>	<b>\$1,324,946</b>
<b>Total Costs (Year Two In Kind)</b>	(b)(4)

## YEAR THREE

### 1. Personnel

Program Director

(b)(4)

Kathleen Gosa

Director of IT, KSDE

(b)(4),(b)(6)

The Program Director will have oversight of the progress of the project initiatives as well as technical aspects of the program including integration of educator and program data into the KSDE Enterprise Data Architecture. The Program Director will be responsible for managing all existing vendor contracts and relationships. In addition the Program Director is accountable for major project decisions, and is expected to make these based upon the recommendations of staff as well as research and existing knowledge. The Program Director will share responsibility with the Data/Research Director for advocating program priorities (such as adoption of Standard State Course Codes) to LEAs; communicating with the Agency staff, leadership, and LEAs; and for summarizing and reporting to the grant authority. The Program Director will work with other KSDE leadership to ensure adequate staffing for initiatives and will work to resolve issues escalated from the project teams.

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Data/Research Director

(b)(4)

Dr. Phyllis Clay

Director of Research & Evaluation, KSDE

(b)(4),(b)(6)

The Data/Research Director will have oversight of the data definition and use aspects of the program. The Data/Research Director will be the primary liaison with the Research Consortium, and will participate in aspects of that initiative to support and ensure its success. The Data/Research Director will be responsible for timely review and modifications to the Data Access and Use Policy, which governs availability of information from KSDE. The Data/Research Director will share responsibility with the Program Director for advocating program priorities (such as adoption of Standard State Course Codes) to LEAs; communicating with the Agency staff, leadership, and LEAs; and for summarizing and reporting to the grant authority. In conjunction with the Program Director, the Data/Research Director will work with other KSDE leadership to ensure adequate staffing for initiatives and will work to resolve issues escalated from the project teams.

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Project Coordinator

(b)(4)

Cathy Nicoletti

Project Coordinator, KSDE

(b)(4),(b)(6)

The Project Coordinator has responsibility for management and coordination of the Enterprise Data System initiative as well as enhancements to the Kansas Individual Data on Students (KIDS) student ID and data collection system. She will be responsible for project management activities regarding needed enhancements to include courses completed in the student data collection, as well as to implement enhancements based on the experiences after the first year of full implementation of integration with the Student Locator Framework and SIF agents as additional LEAs choose to take advantage of this technology. This responsibility includes development of the project plan, ensuring project tasks are on schedule, regular status reports, and escalation of issues to the Program Director.

This Project Coordinator currently has responsibility for Project Management of the Enterprise Data System initiatives, and will track activities for enhancing the program for loading student data into the Enterprise Data Warehouse, so that courses completed by each student are included.

This Project Coordinator will also be responsible for development of the project plans and management of the tasks for providing business intelligence solutions to stakeholders for Priority 2 and Priority 3 solutions. The Project Coordinator will provide regular status reports to the Program Director and will escalate issues as necessary.

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Project Coordinator                      OPEN POSITION                      \$ 56,093

(b)(4)

The Project Coordinator will be responsible for continuing to work with ESP Solutions to establish the year #3 schedule for assisting LEAs in mapping their course codes to the Kansas SSCC, and for monitoring the progress and completion of this effort, providing the Program Director with regular project status updates and escalating issues for resolution.

During this year LEAs will be required to report staff assignments using the Kansas SSCC, and so modifications will be required to ensure this is enforced. In addition, staff will continue to monitor the impact of automated audits in the educator systems, and enhancements to those audits, or development of new ones will be identified. The Project Coordinator will continue to manage these enhancements to the educator information systems as well as those identified based upon the results of the evaluation completed in Year 2. The Project Coordinator will develop and manage project plans for these tasks and will monitor progress, taking steps to keep the project on schedule. This individual will provide regular status reports to the Program Director and will escalate issues as necessary.

At a minimum, this position requires a high school diploma and post-secondary training in a technical area, as well as at least two year's experience in managing and coordinating complex projects. Preferred requirements include Kansas Project Management certification.

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Administrative Assistant

Aimee Grubb

(b)(4),(b)(6)

(b)(4)

Administrative Assistant, KSDE

The Administrative Assistant will perform clerical duties for the project staff including record keeping, mailings, meeting scheduling, travel scheduling, phone support, training materials production support, and other tasks as requested by project team members.

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Business Intelligence Manager

Tony Moss

(b)(4),(b)(6)

(b)(4)

Business Intelligence Manager, KSDE

The Business Intelligence Manger will continue building expertise with the selected business intelligence / data delivery tool and will lead the effort to provide the Priority 2 and Priority 3 data delivery solutions to stakeholders. This individual will also evaluate the effectiveness of the business intelligence / data delivery tool in providing solutions to stakeholders and will document the results of that evaluation, presenting it to the Project Coordinator and Program Director to determine if any action is necessary. In addition the Business Intelligence Manager will assist the Trainer to in refining training materials for use of the data delivery solution as well as understanding and using the data.

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Sr. Research Analyst

OPEN POSITION

\$ 54,196

(b)(4)

The Sr. Research Analyst will have responsibility for on-going evaluation of both process and product evaluation associated with the grant projects, and will analyze, document and provide the results to the project team to inform future enhancements. As aspects of the Enterprise Data System become available, this individual will interface with researchers from partnering organizations to advance the research agenda.

In collaboration with the Research sub-committee of the Research Consortium, this person will proactively initiate research aspects of the research agenda that are determined to be responsive to the needs of KSDE and its customers. This individual will also serve on the Research sub-committee.

At a minimum this position requires a Master's degree in evaluation, educational research and measurement, or related social science discipline with an emphasis on advanced quantitative statistical applications; three years work experience in program evaluation or education research; and knowledge of and experience with quantitative data analysis using statistical software.

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Data Analyst

(b)(4)

Ted Carter

Data Manager, KSDE

(b)(4),(b)(6)

This Data Analyst will participate in analysis and design required for including student Courses Completed in the Enterprise Data Warehouse (EDW). The Data Analyst is responsible for completing the post load analysis processes and populating data quality metrics in the Enterprise Metadata Repository. In addition the Data Analyst will participate in defining and providing the Priority 2 and Priority 3 data delivery solutions to stakeholders.

The Data Analyst will also assist the Data / Research Director in coordinating activities with the Research Consortium.

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Data Analyst

(b)(4)

OPEN POSITION

\$ 55,498

The Data Analyst will continue to monitor and evaluate the quality of the data collected by the educator systems and will propose, define, and assist in developing additional automated for those systems. As use of Kansas Standard State Course Codes for reporting of staff assignments becomes mandatory, the Data Analyst will also assist in defining software modifications which will enforce this business rule, and will assess and recommend a methodology for applying the standards to historical data.

At a minimum this position requires a high school diploma and post-secondary training in a technical area, as well as at least two year's experience in data analysis.

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Tester

(b)(4)

Sheryl Folkert

Quality Assurance Analyst, KSDE

(b)(4),(b)(6)

This Tester is responsible for application testing and system testing for the Kansas Individual Data on Students (KIDS) system and will develop test plans and test data, and execute the testing procedures needed based upon enhancement to KIDS as a results of first year of full implementation of the Student Locator Framework and SIF agents, and as additional LEAs take





This Help Desk Support individual is responsible for providing Customer Support for KSDE's Student Data Collection systems, including the Kansas Individual Data on Students (KIDS) system. As the Student Locator Framework and SIF agents integrated with the KIDS system are modified based upon the results of the first year of full implementation, this individual will assist with testing and verification of the enhancements, and will provide Help Desk support as additional LEAs implement the student locator framework for getting state IDs and tracking students.

In addition, as business intelligence / data delivery solutions are implemented, this individual will provide help desk support to KSDE staff and LEA staff in the use of these solutions. This includes working with these customers to identify and resolve issues, and ensuring that problems are tracked in the change management system and escalated to the appropriate individual (programmer or system administrator) for resolution.

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Help Desk Support

OPEN POSITION

(b)(4)

\$ 28,267

\$ 4,988

The Help Desk Support individual will provide ongoing technical support regarding hardware, network, and software needs for project team members. This individual is also responsible for providing application support for KSDE staff and LEA staff as they use the integrated educator licensure and staff assignment systems and as Standard State Course Codes become mandatory for reporting in the staff assignment system. The Help Desk Support individual will also provide testing assistance as needed to ensure data quality, system functionality, and security for the educator licensure and staff systems.

At a minimum this position requires a high school diploma and 24 credit hours of training in a technical area, or two years experience in a technical support position. Excellent communication and customer service skill are also required.

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Trainer

Erin Perry  
Trainer, KSDE

(b)(4),(b)(6)

(b)(4)

The Trainer is responsible for continuing to enhance the training materials for data delivery solutions based upon the first year's experience and upon the results of the evaluation. This includes delivery of the curriculum for each of the stakeholder groups in using the data delivery tools including appropriate metadata, as well understanding techniques for effectively using the data. Effective data use training with the work of the Research Consortium Professional Development subcommittee.

In addition the Trainer will continue to monitor and enhance the Kansas Data Quality Certification (KDQC) program based upon modifications to data collection systems used by LEAs and upon feedback from participants.

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ETL Programmer

Jon Felling  
Application Developer III, KSDE

(b)(4),(b)(6)

(b)(4)

The ETL Programmer is responsible for development and implementation of extract, transform and load (ETL) procedures to move data from the source operational systems into the Enterprise

Data Warehouse (EDW). The ETL Programmer will develop and modify ETL procedures (based upon transformations defined by the appropriate data steward and captured in the Enterprise Metadata Repository) for ongoing loads of the student level data and the educator data based upon modifications to these source data collection systems, including the addition of student courses completed. The ETL procedures will include population of appropriate technical metadata into the Enterprise Metadata Repository.

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Programmer

Jim Swan

(b)(4),(b)(6)

(b)(4)

Application Developer II, KSDE

This Programmer is responsible for development and implementation of enhancements to the Enterprise Metadata Repository based upon the new data loads and data elements added to the EDW for student level data and educator data. This includes technical design, programming, and unit testing of the enhancements, as well as assisting with troubleshooting technical problems.

In addition this individual will assist with the design and development of Priority 2 and Priority 3 data delivery solutions, ensuring that metadata is appropriately integrated.

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Programmer

Josh Aspinwall

(b)(4),(b)(6)

(b)(4)

Application Developer II, KSDE

This Programmer is responsible for development of enhancements to the Kansas Individual Data on Students (KIDS) system and will program and implement any required enhancements based upon the results of the first year of full implementation of the Student Locator Framework and SIF agents. In addition this Programmer will develop any enhancements to the KIDS system necessary for addressing needed changes for federal and state reporting; and will assist the ETL Programmer in modifying the ETL procedures for loading data into the Enterprise Data Warehouse to include student courses completed. This development work includes technical design, programming, unit testing, and assisting with troubleshooting any technical production issues.

In addition this Programmer is responsible for the development work necessary for enhancements to the educator licensing system and the staff assignment system based upon the evaluation in year 2, as well as implementation of additional automated audits. This development work includes technical design, programming, unit testing, and assisting with troubleshooting any technical production issues.

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Database Administrator

Axel Araujo

(b)(4),(b)(6)

(b)(4)

Database Administrator, KSDE

The Database Administrator is an existing member of the Enterprise Data System core team and will participate in the enhancements to the logical design of the Enterprise Data Warehouse, and will implement the enhancements to the physical database, based upon additional data that will be loaded. In addition, the Database Administrator will assist with the design and will implement enhancements to the databases of the educator certification and staff assignment systems based upon modification as a result of the evaluation.

The Database Administrator is also responsible for ensuring the performance and security of KSDE's production database environment, and will assist with installation configuration and troubleshoot issues as they

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System Support (b)(4) William Vrbanac (b)(4),(b)(6)  
Technical Support Consultant, KSDE

The System Support individual is responsible for installing and configuring software and troubleshooting problems. This individual will install and configure software as needed for desktop systems for team members and will troubleshoot problems as they arise. This individual will also assist with modifications, configuration, and troubleshooting of the systems needed for the Student Locator Framework and the PICS educator ID assignment and tracking system.

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Technical Architect (b)(4) Mike McCormick (b)(4),(b)(6)  
Technical Support Consultant III, KSDE

The Technical Architect is responsible for ongoing enhancements needed to the enterprise application architecture in order to accommodate the applications and activities introduced by fulfillment of this grant proposal, and to ensure adequate security and performance of system components. This includes monitoring the security and performance of the environment, designing needed modifications to technical architecture, procuring, configuring, and implementing any necessary equipment.

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**TOTAL Personnel Budget Request** \$ 762,685  
**TOTAL Personnel In Kind** (b)(4)

## 2. Fringe Benefits

On behalf of its employees, the Kansas State Department of Education contributes a total of (b)(4) percent for professional staff and (b)(4) for clerical staff for such things as retirement, social security, workers compensation, unemployment insurance and health insurance. The calculations are as follows:

Program Director (b)(4)	(b)(4)
Data/Research Director (b)(4)	
Project Coordinator (b)(4)	
Project Coordinator (b)(4)	
Administrative Assistant (b)(4)	
Business Intelligence Manager (b)(4)	
Sr. Research Analyst (b)(4)	
Data Analyst (b)(4)	

Data Analyst (b)(4)

Tester (b)(4)

Tester (b)(4)

Tester (b)(4)

Help Desk Support (b)(4)

Help Desk Support (b)(4)

Trainer (b)(4)

ETL Programmer (b)(4)

Programmer (b)(4)

Programmer (b)(4)

Database Administrator (b)(4)

System Support (b)(4)

Technical Architect (b)(4)

(b)(4)

**TOTAL Fringe Budget Request**  
**TOTAL Fringe In Kind**

**3. Travel**

Program Director's Meetings, Washington, DC	\$ 2,032
Travel to/from & airport parking (2 persons/3 days)	\$ 180
Hotel (2 persons @ \$150 per night @ 2 nights)	\$ 600
Airfare (2 persons @ \$500 per ticket)	\$ 1,000
Per Diem (2 persons @ \$42 per day @ 3 days)	\$ 252
Research Presentation at Big 12 Conference	\$ 10,060
Travel to/from & parking (6 persons @ 5 days)	\$ 2,200
Hotel (6 persons@\$150/night@4 nights)	\$ 3,600
Airfare (6 persons @ \$500 per ticket)	\$ 3,000
Per Diem (6 persons@\$42/day@5 days)	\$ 1,260

TWDI Conference (IN KIND)

Two persons to attend The Data Warehouse Institute World Wide Conference to build internal capacity, network to be aware of what other

(b)(4)

organizations are doing in this space, and understand the latest thinking regarding Data Warehousing and Business intelligence.

Travel to/from & airport parking (2 persons/5 days)	\$ 520
Hotel (4 persons @ \$150 per night @ 5 nights)	\$ 3,000
Airfare (4 persons @ \$500 per ticket)	\$ 2,000
Per Diem (4 persons @ \$42 per day @ 6 days)	\$ 1,008

**TOTAL Travel Budget Request** **\$ 12,092**

**TOTAL Travel In Kind** (b)(4)

#### 4. Equipment

Software Maintenance for PICS (IN KIND) eScholar educator ID assignment and tracking system	(b)(4)
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Business Intelligence tool license support Software license support for selected business intelligence / data delivery tool	\$ 60,000
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**TOTAL Equipment Budget Request** **\$ 60,000**

**TOTAL Equipment In Kind** (b)(4)

#### 5. Supplies

(1) Maintenance & Support for FootPrints (IN KIND) Yearly maintenance for FootPrints license, the web-based tracking and escalation package used for collaboration on project issues and status and to provide change management and escalation process management.	(b)(4)
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(2) Backup Software Agent License (@ (b)(4) (IN KIND) Veritas Backup exec software license. This critical information must be backed up and so additional agent licenses will be required for each server.	(b)(4)
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General office supplies General office supplies (IN KIND) General office supplies include paper, pens, and other desk supplies and will be utilized by project team members in performance of their responsibilities, including development and production of training materials.	\$ 5,548 (b)(4)
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**TOTAL Supplies Budget Request** **\$ 5,548**

**TOTAL Supplies In Kind** (b)(4)

**6. Contractual**

Standard Course Code Implementation \$ 30,000

KSDE will contract with ESP Solutions to provide expertise and assistance in implementing common course codes in the state. This will be a fixed bid contract to include completion of work, travel, per diem, and other related costs. Costs of the contract are spread over 3 years.

Student Locator Framework Subscription \$ 150,000

KSDE will contract with a vendor to provide expertise and assistance in implementing the Student Locator Framework and SIF agent for the eScholar UniQID system (which KSDE has implemented for student IDs and tracking). This Student Locator Framework will provide automated assignment and tracking of students in the state. This will be a fixed bid contract to include all travel, per diem, support, services and product, with the option to apply the yearly subscription to the purchase of the product. This capability is offered by EduStructures for a yearly subscription fee as follows: zone integration server (ZIS) @ \$100,000; SIF agents @ \$50,000. It is expected that at this time subscription fees already paid will be converted to a purchase agreement so that ongoing costs (past the current year) will include only a maintenance and support fee.

Contract for Facilitation of Research Consortium \$ 75,000

KSDE will enter into a contract with a center or institute at K-State or KU to oversee the work of the Research Consortium. This will be a fixed bid to include completion of work, travel, per diem, and other related costs.

**TOTAL Contractual Budget Request \$ 255,000**

**TOTAL Contractual In Kind** (b)(4)

**7. Construction**

Not Applicable

**8. Other**

SIF State Membership Fee (IN KIND) (b)(4)

<p>TDWI Conference Registration Fee (IN KIND)  (4 persons @ <span style="border: 1px solid black; padding: 0 5px;">(b)(4)</span> ea)  Four persons will attend The Data Warehouse Institute World Wide Conference to build internal capacity, network to be aware of what other organizations are doing in this space, and understand the latest thinking regarding Data Warehousing and business intelligence.</p>	<div style="border: 1px solid black; width: 60px; height: 20px; margin: 0 auto;">(b)(4)</div>
<p>Research Consortium subcommittee expenses and support  Expense for support of sub-committees which may include surveys, speakers, facilities, and secretarial assistance.  (4 sub-committees @ \$3,000 each)</p>	<p>\$ 12,000</p>
<p>Grant Writing Activities  Grant writers at the partner institutions will be hired to apply for funding for research and professional development activities.  (100 hours @ \$50 per hour)</p>	<p>\$ 5,000</p>
<p>Professional Development Materials Development  Materials will be developed each year for face-to-face and online professional development in the areas of (1) evaluating and conducting research and (2) data analysis for data-driven decision making.  0.3 FTE to film, edit, and produce professional development materials</p>	<p>\$ 20,000</p>
<p>Communication Activities with Dean &amp; Faculty  Funds will be used for materials and face-to-face meetings with deans and faculty at the state's schools of education to obtain their support for the Research Consortium work.</p>	<p>\$ 5,000</p>
<p>Subsidy for LEA costs for SSCC Mapping  Funds will be offered to LEAs to subsidize the costs incurred as LEA staff meet with ESP Solutions contractor to map their state course codes to those established as the Kansas Standard State Course Codes (SSCC) (100 LEAs @ 40 hr @ \$15/hr)</p>	<p>\$ 60,000</p>
<p><b>TOTAL Other Budget Request</b></p>	<p><b>\$ 102,001</b></p>
<p><b>TOTAL Other In Kind</b></p>	<div style="border: 1px solid black; width: 60px; height: 20px; margin: 0 auto;">(b)(4)</div>



<b>9. Total Direct Costs (Year Three Budget Request)</b>	<b>\$1,433,757</b>
<b>Total Direct Costs (Year Three In Kind)</b>	(b)(4)

**10. Indirect Costs**

KSDE will request a rate of 8% to cover indirect costs such as building facilities, accounting services, legal services, and human resource services.

<b>Total Indirect Costs (Year Three Budget Request)</b>	<b>\$ 114,701</b>
<b>Total Indirect Costs (Year Three In Kind)</b>	(b)(4)

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<b>Total Costs (Year Three Budget Request)</b>	<b>\$1,548,457</b>
<b>Total Costs (Year Three In Kind)</b>	(b)(4)