

**Memorandum of Understanding between
the Arizona Department of Education and The Morrison Institute for Public
Policy**

Regarding Provision of Data

This Memorandum of Understanding (Memorandum or MOU) is made by and between the Arizona Department of Education (ADE or Department) and the Morrison Institute for Public Policy (Morrison).

PARTIES: The Arizona Department of Education is a state educational agency, authorized to collect and maintain student educational records and to receive information from local educational agencies (LEAs) consistent with applicable state and federal laws and subject to the federal Family Educational Rights and Privacy Act (FERPA), as authorized by 20 U.S.C. § 1232g(b) and 34 CFR Part 99.

Morrison is a public policy institute affiliated with Arizona State University.

PURPOSE: The purpose of the Memorandum is to document the terms under which the Department will release to the Morrison personally identifiable student information for an approved study, consistent with applicable federal and state laws concerning access to and confidentiality of student record information including FERPA. Morrison is conducting a study to analyze the impact of Career and Technical Education on student test scores, retention, drop-out and graduation rates, as well as on post-secondary outcomes. This research will help devise strategies for reducing drop-out rates and improving student outcomes. The study began in September 2012, and will conclude April 30, 2013. Certain Personally Identifiable Information (PII) is required from December 2012 to April 2013.

Morrison requires access to certain Personally Identifiable Information, as described the addendum to this Memorandum. Morrison may have temporary access to data in the custody of the Department for use in the projects identified in the Addendum to this Memorandum and under the terms and conditions described in the Memorandum and any addenda to it.

AUTHORITY: Consistent with the federal Family Educational Rights and Privacy Act (FERPA) the Department may disclose personally identifiable information from students' education records to its authorized representative without written consent for us in studies initiated or approved by the Department. 34 CFR § 99.31(a)(6), 20 U.S.C. § 1232g(b)(3).

TERMS AND CONDITIONS: To affect the transfer of data and information that is subject to State and Federal confidentiality laws and to ensure that the required confidentiality of personally identifiable information shall always be maintained, Morrison agrees to:

- a. Comply with the provisions of FERPA, 20 U.S.C. § 1232g, and 34 C.F.R. Part 99;
- b. Use the data provided under this Memorandum for no other purpose than those described in the attached addendum;
- c. Protect the data provided under this Memorandum from further disclosures and other uses;
- d. Destroy the data provided under this agreement by no later than April 30, 2013.

The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry should be supported by a valid receipt or invoice. This ensures transparency and allows for easy verification of the data.

Additionally, it is noted that regular audits are essential to identify any discrepancies or errors early on. This proactive approach helps in maintaining the integrity of the financial statements and prevents any potential issues from escalating.

The second section focuses on the role of technology in modern accounting. It highlights how software solutions have streamlined various processes, from data entry to report generation. This not only saves time but also reduces the risk of human error.

However, it is also mentioned that while technology is a powerful tool, it should not replace the expertise of a professional accountant. The human element is still crucial for interpreting the data and providing strategic advice to the management.

In the third part, the document addresses the challenges of budgeting and cost control. It suggests that setting realistic budgets is the first step towards effective financial management. Regular monitoring and adjustments are necessary to stay on track.

Furthermore, it discusses the importance of identifying areas where costs can be reduced without compromising the quality of goods or services. This involves a detailed analysis of the current operations and finding innovative solutions to optimize resources.

The final section concludes by reiterating the need for a strong financial foundation for long-term success. It encourages businesses to adopt a disciplined approach to their finances and to seek professional help when needed.

Overall, the document provides a comprehensive overview of key financial management practices that are essential for any business looking to thrive in a competitive market.

- e. Establish procedures consistent with FERPA and Arizona law to ensure the protection of any Personally Identifiable Information (PII) provided under this Memorandum. To effectuate the provision, the Morrison agrees to:
- i. Limit access to the data provided under this Memorandum only to those authorized persons who have a legitimate interest in the data;
 - ii. Require all employees, contractors and agents who have access to of any kind to comply with Memorandum, FERPA and applicable Arizona law;
 - iii. Maintain all data received pursuant to this Memorandum in a secure manner, separate from all other data files, and not copy, reproduce or transmit data obtained pursuant to this Memorandum except to its own agents acting for or on behalf of the Department and as necessary to fulfill the purposes of the project described in the addendum;
 - iv. Ensure that the Personally Identifiable Information provided pursuant to the Memorandum is used only for the purposes stated in this agreement;
 - v. Not disclose data contained under the Agreement or addenda to it in any manner that could identify any individual student, except as authorized by FERPA, or to any entity unless expressly authorized to do so by the Department prior to such disclosure. No report of these data containing a group of students less than ten shall be released to anyone other than the Department. Morrison shall require that all employees, contractors and agents working on this project abide by that statistical cell size.

TERM: The Parties agree that terms of this Memorandum shall take effect upon execution, and that it shall remain in effect until April 30, 2013, or until cancelled by the Parties upon 30 days written notice, whichever occurs first. This Memorandum may only be amended by a writing signed by both Parties.

Date: 1.7.13

Arizona Department of Education

By Stacy Morley

Its Director of Policy Development
& Government Relations

Morrison Institute for Public Policy

By [Signature]

Its Director of Research

The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry should be supported by a valid receipt or invoice. This ensures transparency and allows for easy verification of the data.

In the second section, the author details the various methods used to collect and analyze the data. This includes both primary and secondary data collection techniques. The analysis focuses on identifying trends and patterns that can inform future decision-making.

The third section provides a comprehensive overview of the results obtained from the study. It includes a series of tables and graphs that illustrate the key findings. The data shows a clear upward trend in certain areas, while other areas remain relatively stable.

Finally, the document concludes with a series of recommendations based on the findings. These suggestions are designed to help the organization optimize its operations and improve its overall performance. The author also notes that further research is needed in certain areas to gain a deeper understanding of the issues.

The author expresses their appreciation for the support and assistance provided by the various departments and individuals involved in the project. They also mention that the information presented here is confidential and should be handled accordingly.

**Memorandum of Understanding between
the Arizona Department of Education and The Morrison Institute for Public
Policy**

Regarding Provision of Data

This Memorandum of Understanding (Memorandum or MOU) is made by and between the Arizona Department of Education (ADE or Department) and the Morrison Institute for Public Policy (Morrison).

PARTIES: The Arizona Department of Education is a state educational agency, authorized to collect and maintain student educational records and to receive information from local educational agencies (LEAs) consistent with applicable state and federal laws and subject to the federal Family Educational Rights and Privacy Act (FERPA), as authorized by 20 U.S.C. § 1232g(b) and 34 CFR Part 99.

Morrison is a public policy institute affiliated with Arizona State University.

PURPOSE: The purpose of the Memorandum is to document the terms under which the Department will release to the Morrison personally identifiable student information for an approved study, consistent with applicable federal and state laws concerning access to and confidentiality of student record information including FERPA. Morrison is conducting a study to analyze the impact of Career and Technical Education on student test scores, retention, drop-out and graduation rates, as well as on post-secondary outcomes. This research will help devise strategies for reducing drop-out rates and improving student outcomes. The study began in September 2012 and will conclude in April 2013. Certain Personally Identifiable Information (PII) is required from December 2012 to April 2013.

Morrison requires access to certain Personally Identifiable Information, as described the addendum to this Memorandum. Morrison may have temporary access to data in the custody of the Department for use in the projects identified in the Addendum to this Memorandum and under the terms and conditions described in the Memorandum and any addenda to it.

AUTHORITY: Consistent with the federal Family Educational Rights and Privacy Act (FERPA) the Department may disclose personally identifiable information from students' education records to its authorized representative without written consent for us in studies initiated or approved by the Department. 34 CFR § 99.31(a)(6), 20 U.S.C. § 1232g(b)(3).

TERMS AND CONDITIONS: To affect the transfer of data and information that is subject to State and Federal confidentiality laws and to ensure that the required confidentiality of personally identifiable information shall always be maintained, Morrison agrees to:

- a. Comply with the provisions of FERPA, 20 U.S.C. § 1232g, and 34 C.F.R. Part 99;
- b. Use the data provided under this Memorandum for no other purpose than those described in the attached addendum;
- c. Protect the data provided under this Memorandum from further disclosures and other uses;
- d. Destroy the data provided under this agreement by no later than April 30, 2012.

e. Establish procedures consistent with FERPA and Arizona law to ensure the protection of any Personally Identifiable Information (PII) provided under this Memorandum. To effectuate the provision, the Morrison agrees to:

- i. Limit access to the data provided under this Memorandum only to those authorized persons who have a legitimate interest in the data;
- ii. Require all employees, contractors and agents who have access to of any kind to comply with Memorandum, FERPA and applicable Arizona law;
- iii. Maintain all data received pursuant to this Memorandum in a secure manner, separate from all other data files, and not copy, reproduce or transmit data obtained pursuant to this Memorandum except to its own agents acting for or on behalf of the Department and as necessary to fulfill the purposes of the project described in the addendum;
- iv. Ensure that the Personally Identifiable Information provided pursuant to the Memorandum is used only for the purposes stated in this agreement;
- v. Not disclose data contained under the Agreement or addenda to it in any manner that could identify any individual student, except as authorized by FERPA, or to any entity other than the Department, or authorized employees, contractors and agents of the Auditor General working as the Department's authorized representative on projects approved by the Department consistent with this Memorandum and described in addenda to it. No report of these data containing a group of students less than the minimum determined by the Department shall be released to anyone other than the Department. Morrison shall require that all employees, contractors and agents working on this project abide by that statistical cell size.

unless expressly authorized by the Dept. ~~to do~~ before such disclosure.

as a count less than 10

TERM: The Parties agree that terms of this Memorandum shall take effect upon execution, and that it shall remain in effect until April 30, 2013, or until cancelled by the Parties upon 30 days written notice, whichever occurs first. This Memorandum may only be amended by a writing signed by both Parties.

Date: 12/10/12

Arizona Department of Education

By _____

Its _____

Morrison Institute for Public Policy

By 

Its Director of Research