

Memorandum of Understanding Number M002371
Between
The State University of New York System Administration
and
The New York State Education Department

This **AGREEMENT** is made by and between **STATE UNIVERSITY OF NEW YORK**, a corporation organized and existing under the laws of the State of New York, with its principal office located at State University Plaza, Albany, New York, 12246, hereinafter referred to as "**SUNY**", and the New York State Education Department, having its principal office located at 89 Washington Avenue, Albany, New York, 12234, hereinafter referred to as "**SED**".

WHEREAS, **SED**, an agency of the State of New York, is charged with receiving, administrating and distributing Federal Race to the Top funds;

WHEREAS, the New York State Education Department (**SED**) applied for and received federal funds from the United States Department of Education through the Race to the Top (**RttT**) competitive grant;

WHEREAS, one of the goals contained in **SED**'s application for the grant is to support activities for teacher and school building leader education program deans, department chairs, faculty members (full and part-time), program directors/coordinators, mentors/supervisors, and their respective colleagues in the Colleges of Arts as we implement new teacher and leader certification requirements, Common Core Learning Standards, data driven instruction and annual professional performance reviews.

WHEREAS, with said funding, the State of New York **SED** wishes **SUNY** to facilitate the Higher Education Faculty Development Program (hereinafter the "**Program**") as more fully described in Attachment A, Scope of Work, and **SUNY** is willing, and desires to cooperate and coordinate with **SED** in operating this program; and

WHEREAS, the Research Foundation for the State University of New York (hereinafter **Foundation**) shall act as **SUNY**'s agent for fiscal administration of the program contained in this **MOU**. The **Foundation**'s role will be formalized by a written contract (hereinafter **Foundation Contract**) which will be entered into by **SUNY** and the **Foundation**, a final copy of which **SUNY** will provide to **SED**; and

WHEREAS, it is the understanding of **SED** and **SUNY** that the participation of the **Foundation** as **SUNY**'s agent for fiscal administration of the program contained in this **MOU** is a condition precedent to commencement of the program contained in this **MOU** and that this **MOU** will be null and void if authorization for the **Foundation**'s participation is not secured.

NOW, THEREFORE, in recognition of the foregoing, the parties hereto agree as follows:

SED Obligations

1. SED agrees to:

1. (a) The total budget for this MOA is \$3.5 million. Following the execution of this agreement, SED shall transfer to SUNY a sub-allocation of \$2,119,222 for project periods one and two; \$1,276,053 on 7/1/2013 for project period three; and \$104,725 on 7/1/2014 for project period four. Sub-allocations will be processed via inter-unit budget transfer in accordance with the Statewide Financial System procedures and State Finance Law. The Research Foundation for SUNY, acting as SUNY's fiscal agent for this grant, will provide quarterly expenditure reports to both SUNY and SED. Subsequent to the review and approval of these reports by SED for conformance with the annual budget document, SUNY shall proceed with payment to the Research Foundation for the approved amount. At the end of the project period, SUNY shall return any unused funds to SED through an inter-unit budget transfer.

(b) take financial responsibility for any disallowance or deferral resulting from an audit under this MOU and/or Federal and State regulations and statute, except as set forth in Section 2, paragraph (e), in the event such disallowance or deferral arises from SED's responsibilities under this MOU and/or Federal and State regulations and statutes.

SUNY Obligations

2. SUNY agrees to:

(a) follow the scope of work plan for the implementation and operation of the Higher Education Faculty Development Program, including the programs, activities and services outlined in Attachment A.

(b) enter into the Foundation Contract(s) as herein above described.

(c) submit final reports for the program contained in this MOU within 120 days after the close of the program.

(d) submit reports to SED on quarterly basis that identifies disbursements eligible under this agreement and describes progress towards programmatic goals outlined in Attachment A. Such reports will be submitted 120 days after the end of the period for phase one; then quarterly for the remaining project length. Expenditures in excess of those permitted by applicable Federal and State laws and regulations shall be subject to audit adjustment and recovery.

(e) take financial responsibility for any disallowance or deferral resulting from an audit arising under this MOU and/or Federal and State regulations and statutes, except as set forth in Section 1, paragraph (b), in the event such disallowance or deferral arises from SUNY's disbursement of funds inconsistent with its responsibilities under this MOU and/or Federal and State regulations and statutes.

(f) limit administrative costs for the program to 9.75% of total direct costs under this MOU.

3. This agreement shall consist of:

- i. This MOU
- ii. Attachment A
- iii. Attachment B

4. Hierarchy of Precedent:

In the event of a conflict of interpretation between the parties, the order of the following documents shall prevail:

- i. This MOU
- ii. Attachment A
- iii. Attachment B

5. Termination

(a) In the event it is determined by SED that Federal funds are unavailable for the purposes of this MOU whether because of a reduction in Federal funding or a change in the Federal program, then SED will be obligated as follows:

If SED determines Federal funds are unavailable: SED shall terminate this MOU by notifying SUNY in writing immediately and the MOU shall terminate within ninety days after delivery of such written notification. Initially, such notice may be oral, but shall be followed immediately by written notice. In that event, SED shall be obligated to fund SUNY only for the allowable expenditures made and permissible obligations incurred by SUNY up to ninety days after receipt by SUNY of such written notice of termination or until such time Federal funds become unavailable, whichever shall occur last. During the ninety-day period following receipt of said notice, no new obligations shall be incurred, and no activities for the program contained in this MOU shall be carried out, except for activities required to close out the program in an orderly manner consistent with legal obligations.

(b) In addition to termination as provided above, (i) either party may terminate this MOU effective on June 30, 2013, January 1, 2014 or July 1, 2014; by providing ninety-day written notice of termination to the other party. During the ninety day period following receipt of said notice, no new obligations shall be incurred, and no activities for the program contained in this MOU shall be carried out, except for activities required to close out the program in an orderly manner consistent with legal obligations.

6. Term

The term of this MOU shall begin on May 1, 2012 and will continue until September 23, 2014 or terminated in accordance with Section 5 of this MOU. The total amount of Federal funds available shall not exceed \$3,500,000.

7. This agreement constitutes the entire agreement of the parties hereto and all previous communications between the parties, whether written or oral, with reference to the subject matter of this contract are hereby superseded.

8. Any notice to either party hereunder must be in writing, signed by the party giving it, and shall be served either personally or by registered mail return receipt requested addressed as follows:

To SUNY:

Kellie J. Dupuis
Executive Director of Business Operations & Procurement
State University of New York
State University Plaza
Albany, New York 12246.

To SED:

Department of Education
89 Washington Avenue
Albany, New York 12234
Attention:
John D'Agati, Deputy Commissioner of Higher Education

or to such other address as may be hereafter designated by notice. All notices become effective only when received by the addressee.

9. Cooperation

(a) SED and SUNY will preserve and make available to officials, including auditors employed or retained by SED or SUNY, their authorized representatives and appropriate officials of the Federal government, for a period of six years after

its submission of its final expenditure report of funds provided under this MOU, all records related to SUNY's and SUNY's subcontractors' performance under this MOU. Records involving litigation shall be kept for a period of six years following the termination of the matter in litigation in which the funds were used. Electronic storage of such records and documents may be substituted for the originals.

(b) SED will provide SUNY with appropriate information, notice, and upon the parties' mutual agreement, expert advice and assistance pertaining to State and Federal regulations, which bear on fiscal administration of the program to help assure program compliance with all regulations and minimize occasions for disallowances.

IN WITNESS WHEREOF, the parties hereto have executed this agreement the day and year first above written.

MOU M002371

STATE UNIVERSITY OF NEW YORK

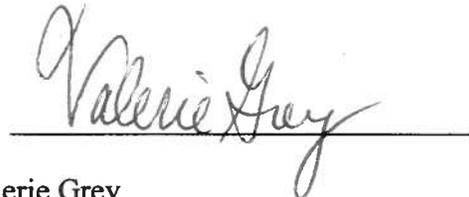
NEW YORK STATE DEPARTMENT
OF EDUCATION

By:



Kellie J. Dupuis
Executive Director of Business
Operations & Procurement

By:



Valerie Grey
Executive Deputy Commissioner

Date:

6/11/2012

Date:

6/4/12

Attachment A

Higher Education Faculty Development Scope of Work

The State University of New York (SUNY) - the largest comprehensive public higher education system in the nation - prepares over one quarter of New York's teacher workforce. It has unparalleled potential to transform both teacher and school leader education in New York State. SUNY graduates are employed in every one of the State's nearly 700 school districts and across the State Education Department's ten Joint Management Team (JMT) regions.

SUNY Chancellor Nancy Zimpher was the co-chair of a National Blue Ribbon Panel convened by the National Council for Accreditation of Teacher Education (NCATE) to guide the reform of teacher preparation and build stronger partnerships between post-secondary and P-12 education. In November 2010, the panel issued their report, *Clinical Preparation and Partnerships for Improved Student Learning*. The report, which has been endorsed by educational leaders across the country, including U.S. Secretary of Education Arne Duncan, will help guide the faculty development described in this proposal. SUNY's proposal is structured to provide for simultaneous renewal and improvement in both schools of education and in P-12 schools. SUNY will draw on the best of its faculty and administrative leaders across its many campuses to develop and provide the highest quality faculty development.

With the faculty development opportunity proposed by the State Education Department, SUNY will develop a powerful approach that will address four critical areas:

1. Common Core Standards
2. Performance assessments, including certification examinations and performance evaluations
3. Data-driven instruction
4. Clinically-rich teacher and leader preparation

SUNY will deliver this faculty development through Higher Education Network Teams engaged in rigorous action research and through strong and sustaining networked communities of practice.

The SUNY faculty development program will ensure that teacher education and school leadership faculty have the know-how to effectively prepare future teachers and leaders to implement the Race to the Top agenda and that they will be supported in their work to make programmatic improvements. The proposal calls for developing structures and processes (Regional Centers of Pedagogy) where SUNY arts/sciences, teacher education, and school leadership faculty can interact and learn together routinely and effectively both during and beyond the life of this project.

In summary:

- Vision:** By fall 2014, SUNY will have established a network of institutions with the common purpose of renewal and improvement of the preparation of teachers and educational leaders in New York State.
- Mission:** To provide high-quality professional development to SUNY faculty who prepare future teachers and educational leaders and to create a broad networked learning community focused on current issues relating to the Regents reform agenda and Race to the Top.
- Target Audience:** SUNY arts and sciences, teacher education, and educational leadership faculty.
- SUNY Resources:** Leadership at SUNY System will work in collaboration with SUNY teacher education, educational leadership, and content area faculty and administrators and will tap into a range of online resources and professional experts.

Phase II Design (May - June 2012)

Goals: A design team will establish the framework for each phase of training, including setting timelines for professional development workshops and staffing.

An expanded design team will begin designing professional development tools and materials.

The design team comprised of six SUNY educational leadership and teacher education leaders will meet for two days to outline the professional development design, including:

- composition of SUNY Higher Education Network Teams (HE Network Teams)
- development of the operational structure of Phase II professional development opportunities
- identification of key experts and facilitators for early Phase II development
- secure independent evaluator and web designer

A chair will be named to coordinate the work of the design team in collaboration with SUNY staff. This design team will also work with staff to develop job descriptions and hire project personnel. Work will continue off-site following the initial meeting. [May meeting]

Once the design team has completed initial design tasks, an expanded design team of up to 12 professionals will meet for a two-day working session. This team will divide into two working groups--teacher education and educational leadership--to identify role-specific training tools and strategies to be developed. Faculty from community colleges with pre-professional teacher preparation programs will be included on the expanded design team. Again, work will continue off-site following the initial meeting and may involve additional experts. [Early June meeting]

Design Team Deliverables:

- Composition of SUNY Higher Education Network Teams
- Agenda for each Phase II seminar, including key experts and facilitators for each topic
- Selection of project personnel and independent evaluator

Expanded Design Team

- Training tools and strategies identified for turn-key professional development of educational leaders and teacher educators for one-day seminars

Phase I Budget Items:

- Salaries, stipends and fringe benefits for project personnel
- Travel for design teams
- General supplies and materials for project personnel and design teams
- Contractual expenses for web designer
- Indirect costs (Research Foundation of SUNY for grant management)

Phase II: Continuing Design and Implementation (July - October 2012)

Goals: Higher Education Network Teams will gain fundamental knowledge of the Regents Reform Agenda and how it relates to the national agenda for reform. Teams will develop action plans and strategies for disseminating and sharing this knowledge with content area, teacher education, and educational leadership faculty on their campuses. The project design will be completed so that Phase II activities will provide the foundation for continuing resource exchanges and innovation development in Phase III. By the end of Phase II, Requests for Proposals (RFPs) for Regional Centers of Pedagogy, faculty-led regional P-20 collaborative projects, campus-based implementation of clinically-rich practices, and an Online Resource Center will be provided to SUNY network teams.

Following the meeting of the expanded design team (Phase I), the original design team will meet to develop the framework for Phase III, including writing RFPs for Regional Centers of Pedagogy, faculty-led regional P-20 collaborative projects, campus-based implementation of clinically-rich practices, and an Online Resource Center. [July]

The expanded design team will reconvene to identify specific strategies and tools for Phase III, including the structure of an online community and online resources. [July-September]

The implementation phase of the proposed project will kick off with a webinar during July or August that will describe the overall project, introduce the four focus topics, and provide timeframes for each phase of the project. The webinar will be presented live using Elluminate and also archived for future use of SUNY faculty. By the end of August or early September, Higher Education Network Teams will meet in four regions around New York State for the first of a series of one-day seminars. The first seminar will focus on the Teacher Performance Assessment (TPA) and other new certification examinations. Each seminar location will be linked through video conference to a plenary session and each site will have professional development facilitators and focus area experts present. Following the plenary, network teams will develop action plans, including suggested materials, strategies, and online resources for dissemination and implementation of the information on their campuses. Following the same format, by the end of October three additional seminars will be provided on the Common Core Standards, data-driven instruction, and clinically-rich teacher and leader preparation. During Phase II, regional P-12 stakeholders will be invited to join in the work of the SUNY Higher Education Network Teams so that they can share perspectives, needs, and strategies for further action.

By the end of Phase II, RFPs will be issued to Network Team members to provide sub-awards for the following:

- Online Resource Center to support activities relating to the systematic vetting, archiving, retrieving and dissemination of online educational resources, webinars, and online courses (1 award x \$25,000)
- Faculty-Led Regional P-20 Collaborative Projects to support activities such as case studies, research, and clinical faculty development (4 awards x \$25,000)

- Campus-Based Clinically-Rich Practices Implementation Projects to support activities such as comprehensive coaching models, lesson studies, grand rounds approach, and assessment centers (4 awards x \$40,000)
- Regional Centers of Pedagogy to support activities relating to communities of practice, and field practices for rural and urban education, and other areas of study, as needed (4 awards x \$100,000)

Deliverables:

- Webinar introducing the professional development project
- Teams will have developed materials and strategies to facilitate campus implementation of: 1) Common Core Standards, 2) performance assessments, 3) data-driven instruction and 4) clinically-rich teacher and leader preparation.
- RFPs Regional Centers of Pedagogy, faculty-led regional P-20 collaborative projects, campus-based implementation of clinically-rich practices, and an Online Resource Center will be distributed for response during Phase III (by December 15).

Phase II Budget Items:

- Salaries, stipends and fringe benefits for project personnel
- Travel for project personnel, design teams, and Higher Education Network Teams
- General supplies and materials
- Professional development training materials for Higher Education Network seminars
- Contractual expenses for independent evaluator, website designer, and professional development seminars (facility rental, videoconferencing, facilitators, education expert presenters)
- Indirect costs (Research Foundation of SUNY for grant management)

Phase III: Ongoing Support (November 2012 – September 2014)

Goals: In order to support sustainable change in the preparation of teachers and educational leaders and to subsequently affect student learning, it is necessary to insure that new understandings and strategies are implemented with fidelity. To insure that a solid foundation for systemic change has been established, the focus of Phase III will be on rigorous evaluation of ongoing professional development and technical assistance where needed. Additionally, in order to disseminate project results and best practices, participants will make presentations at professional conferences.

Phase III is intended to provide ongoing support of SUNY Higher Education Network Teams that will result in simultaneous renewal and improvement of P-12 schools and SUNY schools of education and community colleges. As the Higher Education Network Teams work with faculty and others involved in teacher and leader preparation on and off their campuses, they will strengthen relationships across the education pipeline. Staff and facilitators will work to ensure integration of best practices and lessons learned in Phase II Higher Education Network Institutes into P-12 and higher education classrooms.

Sub-award recipients will be announced by January 15. Early in Phase III, training will be provided to staff from the selected Regional Centers of Pedagogy relative to expectations and processes. These Centers will serve as a foundation for ongoing renewal and development of partnerships to support and benefit teacher and educational leader preparation, as well simultaneous P-12 school improvement initiatives. In addition, an Online Resource Center will be established with assistance from the project web designer for archiving developed materials, including webinars and online courses.

By the end of Phase III, participants will be familiar with assistance and resources available from the Regional Centers of Practice and the Online Resource Center.

Deliverables:

- Resource sharing among SUNY campus-based Higher Education Network Teams, including field professionals, community colleges, and the P-12 education community.
- Professional development for field-based preparation professionals and staff of Regional Centers of Pedagogy.
- Continued development of online courses and associated materials to maintain and strengthen relationships.
- Ongoing contact with SUNY Higher Education Network Teams through phone, electronic communication, and site visits.
- Sub-awards for four RFP-selected Faculty-Led Regional P-20 Collaborative Projects and four Campus-Based Clinically-Rich Practices Implementation Projects.
- Establishment of four RFP-selected Regional Centers of Pedagogy and an Online Resource Center.

Phase III Budget Items:

- Salaries, stipends and fringe benefits for project personnel
- Travel for project personnel, Higher Education Network Teams
- General supplies and materials
- Training materials for Higher Education Network Seminars
- Contractual expenses for independent evaluator, web designer, and PD seminars (facility rental, facilitators, experts, speakers, videoconferencing)
- Sub-awards for four RFP-selected Faculty-Led Regional P-20 Collaborative Projects, four Campus-Based Clinically-Rich Practices Implementation Projects, four Regional Centers of Pedagogy, and one Online Resource Center
- Indirect costs (Research Foundation of SUNY for grant management)

Project Evaluation (Ongoing)

SUNY will contract with an external independent evaluator to collect, analyze, and report baseline, formative, and summative data throughout and at the end of the project period. Data will be used to inform ongoing support in Phase III. Reports will be submitted to SED according to the timeline specified in the MOU.

Grant Title: Higher Education Faculty Development
 Project Director: Johanna Duncan-Poitier
 Project Period: May 1, 2012 - September 23, 2014

Phase I
 5/1/12 - 6/30/12
 (2 months)

Phase II
 7/1/12 - 10/31/12
 (4 months)

Phase III
 11/1/12 - 5/31/13
 (6 months)

Phase III
 7/1/13 - 6/30/14
 (12 months)

Phase III
 7/1/13 - 6/30/14
 (12 months)

Phase III
 5/1/12 - 9/23/14
 (28.75 months)

Expense Category	FY 1 (2 months)	FY 2 (4 months)	FY 3 (6 months)	FY 4 (12 months)	Total Cost
Salary & Wages					
Asst. Vice Chancellor = JL x .12 FTE x \$112,200 salary* (SUNY Fringe)	1,751	4,667	14,258	3,446	33,245
Asst. Vice Provost = RP x .15 FTE x \$102,918 salary* (SUNY Fringe)	2,011	5,361	16,378	3,958	38,187
Coordinator = TBD x 1.0 FTE x \$80,000 salary* (RF Fringe)	-	26,973	82,400	19,912	182,006
Support Staff = TBD x 1.0 FTE x \$45,000 salary* (RF Fringe)	5,862	15,628	47,741	11,537	111,312
Graduate Asst. = TBD x 80 hours per month x \$17 (RF Fringe)	2,720	5,440	16,320	3,740	39,100
Design Team = 6 persons x 20 hours x \$50 (RF Fringe)	3,000	3,000	-	-	6,000
Expanded Design Team = 12 persons x 25 hours x \$35 (RF Fringe)	5,250	5,250	-	-	10,500
Network Teams = 20 teams x 7 members x 30 hours x \$35 (RF Fringe)	-	147,000	147,000	-	294,000
Sub-Total Salary & Wages	20,594	213,319	324,097	42,592	714,350
Fringe Benefits					
SUNY Fringe Benefits at 43.27% (7/1/11-6/30/12)	1,628	-	-	-	1,628
RF Fringe Benefits at 41.50% (7/1/11-6/30/12)	6,985	-	-	-	6,985
SUNY Fringe Benefits at 50.16% (7/1/12-6/30/13)	-	5,030	-	-	5,030
RF Fringe Benefits at 43.0% (7/1/12-6/30/13)	-	87,415	-	-	87,415
SUNY Fringe Benefits at 53.84% (7/1/13-6/30/14)	-	-	16,495	-	16,495
RF Fringe Benefits at 43.0% (7/1/13-6/30/14)	-	-	126,188	-	126,188
SUNY Fringe Benefits at 56.52% (7/1/14-6/30/15)	-	-	-	4,184	4,184
RF Fringe Benefits at 43.5% (7/1/14-6/30/15)	-	-	-	15,307	15,307
Sub-Total Fringe Benefits	8,613	92,445	142,683	19,492	313,233
Travel/Conference					
Project Directors Travel					
Hotel - 25 meetings x 1 night x \$104	-	2,600	2,600	2,600	10,400
Per Diem - 25 meetings x 2 travel days x \$61	-	3,050	3,050	3,050	12,200
Mileage - 25 meetings x 300 roundtrip miles x \$.555	-	4,163	4,163	4,163	16,650
Coordinator Travel					
Mileage - 20 meetings x 300 roundtrip miles x \$.555	-	3,330	3,330	3,330	13,320
Hotel - 20 meetings x 1 night x \$104	-	2,080	2,080	2,080	8,320
Per Diem - 20 meetings x 2 travel days x \$61	-	2,440	2,440	2,440	9,760
Design Team Travel (4 meetings)					
Mileage - 6 persons x 4 trips x 400 roundtrip miles x \$.555	5,328	5,328	-	-	10,656
Hotel - 6 persons x 4 nights x \$104	2,496	2,496	-	-	4,992
Per Diem - 6 persons x 8 travel days x \$61	2,928	2,928	-	-	5,856
Expanded Design Team Travel (2 meetings)					
Mileage - 12 persons x 2 meetings x 400 roundtrip miles x \$.555	5,328	5,328	-	-	10,656
Hotel - 12 persons x 1 night x \$104	1,248	1,248	-	-	2,496
Per Diem - 12 persons x 2 travel days x \$61	1,464	1,464	-	-	2,928

* includes 3% annual increase

Grant Title: Higher Education Faculty Development
Project Director: Johanna Duncan-Poitier
Project Period: May 1, 2012 - September 23, 2014

Phase I **Phase II** **Phase III**
 5/1/12 - 6/30/12 7/1/12 - 10/31/12 11/1/12 - 6/30/13
 (2 months) (4 months) (8 months)

5/1/12 - 9/23/14
 (28.75 months)

Expense Category	FY1	FY2	FY3	FY4	Total Cost
Network Team Travel (20 teams x 7 members = 140 persons)					
Mileage - 140 persons x 4 meetings x 100 roundtrip miles x \$.555	-	31,080	31,080	-	62,160
Hotel - 140 persons x 1 night x \$104	-	14,560	14,560	-	29,120
Per Diem - 140 persons x 1 travel days x \$61	-	8,540	8,540	-	17,080
Conference Participation/Presentation					
Airfare/Trainfare/Mileage	-	-	4,000	2,000	10,000
Registration Fees	-	-	4,000	2,000	10,000
Hotel	-	-	4,000	2,000	10,000
Per Diem	-	-	2,000	1,000	5,000
Sub-Total Travel	18,792	90,635	85,845	24,663	251,594
Supplies/Materials					
General Supplies (pens, paper, folders, binders, flipcharts)	-	2,436	2,369	-	7,205
PD Materials = 20 teams x 7 members x \$100	-	14,000	14,000	-	28,000
Teacher Performance Video Equipment = 20 campuses x \$1,200	-	-	24,000	-	24,000
Sub-Total Supplies	-	16,436	16,369	-	59,205
Contractual					
Independent Evaluator = up to 10% of total	-	62,284	105,699	8,675	285,370
On-line/Website Designer = \$8,000	2,000	2,000	-	-	8,000
P-12 Cooperative Teachers = 20 campuses x 50 teachers x \$200	-	-	200,000	-	200,000
Field Supervisors = 20 campuses x 20 persons x \$200	-	-	80,000	-	80,000
PD Facilitators = 4 meetings x 4 sites x 5 facilitators x \$1,000	-	80,000	80,000	-	240,000
PD Facility Rental = 4 meetings x 4 sites x 4 days x \$1,000 per day	-	64,000	64,000	-	192,000
PD Video Conferencing = 4 meetings x 4 sites x 4 days x \$500 per day	-	32,000	32,000	-	96,000
Education Expert Speakers = 8 speakers x \$4,000	-	32,000	32,000	-	64,000
Online Resource Center Sub-Award = 1 center x \$25,000	-	-	-	-	25,000
Faculty-Led Collaborative Projects Sub-Awards = 4 projects x \$25,000	-	-	-	-	100,000
Campus-Based Clinically-Rich Projects Sub-Awards = 4 projects x \$40,000	-	-	-	-	160,000
Regional Centers of Pedagogy Sub-Awards = 4 centers x \$100,000	-	-	-	-	400,000
Sub-Total Contractual	2,000	272,284	593,699	8,675	1,850,700
Total Direct Costs	49,999	685,119	1,462,691	95,421	3,189,066
Indirect Costs/F&A					
9.75% of Total Direct Costs	4,875	66,799	113,362	9,304	310,934
Total Project Costs	54,874	751,918	1,276,053	104,725	3,500,000

* includes 3% annual increase