Public Schools of North Carolina
State Board of Education
Department of Public Instruction

Report to the North Carolina General Assembly

Improve Education Financial and Information Transparency:

Annual Progress Report

S.L. 2017-57, Section 7.16.(f)

Revised 03.09.2021 – Section on LEA Modernization Initiative was updated with additional tables for clarity.

Date Due: March 15, 2021
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DPI Chronological Schedule, 2020-2021

Submitted by the [North Carolina Department of Public Instruction and/or State Board of Education], in conjunction with …

SCHOOL BUSINESS SYSTEM MODERNIZATION IMPROVE EDUCATION FINANCIAL AND INFORMATION TRANSPARENCY: ANNUAL PROGRESS REPORT

2020 Annual Progress Report

Submitted to:

Joint Legislative Education Oversight Committee
and the Fiscal Research Division of the General Assembly

Prepared by

Office of the NC Superintendent of Public Instruction
School Business Systems Modernization
Program Office

Executive Summary

The School Business Systems Modernization (SBSM) program is rooted in the principle that more informed decisions about the management of the state's K-12 education enterprise can be made with more transparency and accuracy. The source of a significant portion of that data is specifically related to the finances and business operations of PSUs and DPI.

In Session Law 2016-94, the General Assembly directed NCDPI to begin the work to modernize business systems, with an initial focus on finance, payroll, and human resources. The scope was expanded by the General Assembly in 2017 to include other statewide strategic applications including Licensure and the Student Information System. In order for DPI to effectively manage the billions of dollars which pass through it, access to high fidelity and timely data is a necessity. For many years, these important business systems had been neglected and patched to work together in a less than optimal design. The initial focus of finance and HR was selected because so many LEAs were using a legacy computing architecture introduced to the marketplace in 1979, two years before the invention of the IBM PC. The concept was to develop a modern, cloud-based, integrated finance and HR system that would work seamlessly with DPI's Uniform Education Reporting System (UERS) and databases.

DPI completed a competitive procurement and awarded two vendors to provide the base finance and HR systems to LEAs; these are often referred to as Enterprise Resource Planning (ERP) tools. The two vendors are currently engaged in the development of the statewide template which meets the statutory requirements of North Carolina and the local management needs of the PSUs. The General Assembly funded the project for two years in the FY2018 budget, with non-recurring appropriations of $19M and $8.8M. An additional $18M was provided in 2020 and those funds have now been expended and the program is faced with serious challenges. To stop now would result in loss of momentum that would likely result in PSUs seeking their own solutions, and the state losing significant control over data integrity and system interoperability. The work that has been completed thus far is of little or no value if the system is not finished and a statewide standard template made available to all PSUs.

NCDPI has completed several key tasks in the modernization program. Most notably:

1. Financial Transparency Dashboard launched April 2019.
2. Procurement process completed for school district modern Enterprise Resource Planning (ERP) systems and convenience contracts awarded to two vendors. Ten (10) LEAs are in Pilot and State Configuration work is underway.
3. Migration of 59 LEAs from on-site AS400s to the NC EdCloud, reducing the expense and burden on local LEAs; remainder to be migrated by end of March 2020.
4. Education Business Systems Advisory Committee (EBSAC) formed to provide advice and communication from the Local Education Agencies (LEAs)
5. Grant for teacher recruitment was received and matched, and a teacher recruitment portal went live April 2019 (www.teachnc.org).
6. Statewide Job Board (live March 2020) provides links to the recruitment portal to

improve the attraction and conversion of teachers across the state while providing data for analytics to help reduce our teacher shortage. https://northcarolina.teach.org/

7. Expanded the Comprehensive, Continuous Improvement Plan (CCIP) Grants System for Career and Technical Education (CTE), School Safety and Exceptional Children Programs (live April 2020).

There is still much work to do. The initial report to the General Assembly in 2016, listed these key tenets:

1. Enable near real-time position visibility and control
2. Provide data management and advanced analytics for decision support
3. Replace discontinued and obsolete systems
4. Simplify monitoring and compliance
5. Eliminate unnecessary duplication
6. Increase efficiency of operations

All of these principles are still important, and in the interest of the State to promote and achieve. Additionally, that same report, which was the basis for the funding of the program, stated that just the ERP, statewide reporting and modernized Licensure would cost between $150M and $250M in one-time appropriations and would take 6 to 8 years to complete. That estimate was produced prior to an RFP being released. Based on the competitive bid for ERP which has been completed, it is now estimated that the total cost will be $160M over the next 5 years.

Work on the modernized Licensure system is still in progress with an expected RFP to be released April 2021. Statewide reporting cannot be completed until the data from at least some PSUs is integrated with modern DPI reporting tools. Additionally, DPI has developed an RFP for a Student Information System (SIS) that is in final stages. Cost for a new SIS may well exceed $16M in one-time cost plus on the order of $10M recurring annually (partially covered through (UERS).

NCDPI recommends the state fund the project to completion to completion, at a rate of $35.5M per year (non-reverting until July 2026, allowing an additional final year for completion as a buffer) for the next 5 years. While these costs are significant, they are reasonable on a per ADM basis (on the order of approximately $20 per ADM). This investment will reduce the per ADM costs now in place at the LEAs, as well as the retirement of many security challenged applications and systems. Additionally, without improved data, the State will be unable to make the most informed decisions in the future. Federal reporting could further be hampered and result in more issues for the State. Additionally, SBSM is requesting $25.7M recurring for Cybersecurity to deploy a Centralized End Point system to detect and prevent cyber-attacks.

We recommend additional resources be made available to low-wealth or small LEAs to aid in the ERP migration, by providing additional technical resources for a short period of time to these disadvantaged LEAs. While the new ERP offerings are modern, cloud-based, and feature-rich, they are also drastically different from the systems which have been used for the last three decades in our public schools. Given that most small and rural counties have limited access to vendors and talent with skills in the latest ERP technology, we suggest the state support these smaller LEAs

with a specified number of person hours of local support, using only DPI approved vendors known to be competent with the two ERP vendors selected for this program.

Without funding for FY2021 and beyond, we expect these critical steps to be delayed by at least a year:

1. Remediation of outdated, unsecure, and high-risk ERP Systems delayed resulting in increased costs on LEAs also affected by State Budget Impasse
2. Financial Transparency project only provides partial data and will not provide complete Data for Reporting and Predictive and Prescriptive Analytics required for informed decision making at the LEA, Agency, and State level.
3. Legacy Agency systems will continue to require customizations and a high level of support to keep operational again resulting in increased costs on LEAs also affected by State Budget Impasse

Once delayed, the cost to restart the program after a year will be significant if not insurmountable. Loss of staff, institutional knowledge, momentum, and goodwill with the PSUs may not be recoverable, and all expenditures and effort on ERP to date would have been for naught.

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FOREWARD

School Business Systems Modernization (BSM) is specified in *Session Law 2017-57* as follows:

> ***IMPROVE EDUCATION FINANCIAL AND INFORMATION TRANSPARENCY***
>
> *SECTION 7.16.(a) The Department of Public Instruction shall implement the School Business System Modernization Plan, as proposed by the State Board of Education in the report required by Section 8.15(b) of S.L. 2016-94, using the funds appropriated by this act for that purpose. It is the intent of the General Assembly to fund a multiphase, multiyear project to (i) modernize State and local education financial, human capital, and school information systems, (ii) provide for a common reporting system and analytics system, (iii) integrate financial, payroll, human resources, and related human capital systems through the use of a new software as a service enterprise resource planning (ERP) solution, make enhancements to existing local systems, or both, and (iv) link the State licensure system with the upgraded local systems. The State Superintendent of Public Instruction (State Superintendent) shall review and improve business processes in the Department of Public Instruction, as appropriate, and modernize State systems at the Department.*

The NC Office of the Superintendent of Public Instruction provides this report pursuant to Section 7.16.(f) that specifies:

> *The State Superintendent shall submit annual reports to the Committee and the Fiscal Research Division by March 15 of each year on the expenditure of funds for the project and progress of implementation until the completion of the project.*

BACKGROUND

The 2016 NC General Assembly directed the development of a plan to modernize the systems used by the Department of Public Instruction (NCDPI), Financial and Business Services Division, to manage and deliver funds and technical support services to local school administrative units and charter schools (*S.L. 2016-94, SEC. 8.15*). The School Business Systems Modernization plan was presented to the General Assembly in 2017, and the 2017 General Assembly provided initial funding and directed that the State Superintendent implement the plan. Key elements of the plan include modernized local systems that interact with NCDPI systems, modernized NCDPI systems that support and interact with local systems, and modernized data integration, analytics and reporting for improved transparency.

School Business Systems Modernization (SBSM) builds upon successful infrastructure programs and on the establishment of State-level DIT support functions.

SCHOOL BUSINESS SYSTEMS MODERNIZATION OVERVIEW

Vision: Every school district has up-to-date financial, business, and technology systems to serve its students, parents, and educators.

Mission: The School Business Systems Modernization program will focus on providing timely and transparent data from scalable systems on modern infrastructure, while providing intuitive systems and software that improve process efficiency and consistency and allows users the flexibility to retain their uniqueness and autonomy.

Goals:

1. Enable near real-time position visibility and control
2. Provide data management and advanced analytics for decision support
3. Replace discontinued and obsolete systems
4. Simplify monitoring and compliance
5. Eliminate unnecessary duplication
6. Increase efficiency of operations

Initiatives:

- LEA Modernization
- Data Transparency
- Agency Modernization

SCHOOL BUSINESS SYSTEMS MODERNIZATION PROGRAM ACCOMPLISHMENTS TO DATE

The SBSM Program Office has done much planning and budgeting after an initial investigation of inflight projects. Discussions with stakeholders have been held at many venues including meetings of the North Carolina Association of School Business Officers (NCASBO), the Personnel Administrators of North Carolina (PANC), Quarterly Finance Summits, Education Business Systems Advisory Committee (EBSAC) and at the NC Technology in Education Society (NCTIES) Conference. The following is a summary of some of the key accomplishments over the past year:

8. Financial Transparency Dashboard launched April 2019.
9. Procurement process completed for school district modern Enterprise Resource Planning (ERP) systems and convenience contracts awarded to two vendors. Ten (10) LEAs are in Pilot and State Configuration work is underway.
10. Migration of 59 LEAs from on-site AS400s to the NC EdCloud, reducing the expense and burden on local LEAs; remainder to be migrated by end of March 2020.
11. Education Business Systems Advisory Committee (EBSAC) formed to provide advice and communication from the Local Education Agencies (LEAs)
12. Grant for teacher recruitment was received and matched, and a teacher recruitment portal went live April 2019 (www.teachnc.org).
13. Statewide Job Board (live March 2020) provides links to the recruitment portal to

improve the attraction and conversion of teachers across the state while providing data for analytics to help reduce our teacher shortage. https://northcarolina.teach.org/

14. Expanded the Comprehensive, Continuous Improvement Plan (CCIP) Grants System for Career and Technical Education (CTE), School Safety and Exceptional Children Programs (live April 2020).

SCHOOL BUSINESS SYSTEMS MODERNIZATION PROGRAM APPROACH

The School Business Systems Modernization (SBSM) program approach built around the concept of improving data driven decision making, or simply stated answering questions quickly using current, accurate and complete data from all the public-school system landscape. Currently, accurate and timely reporting and analysis of financial, employee, student, and related data is cumbersome and confused by independent silos of data. Combined with business processes established decades ago to answer a different set of questions on a different timescale, the current business systems are at the end of their useful life.

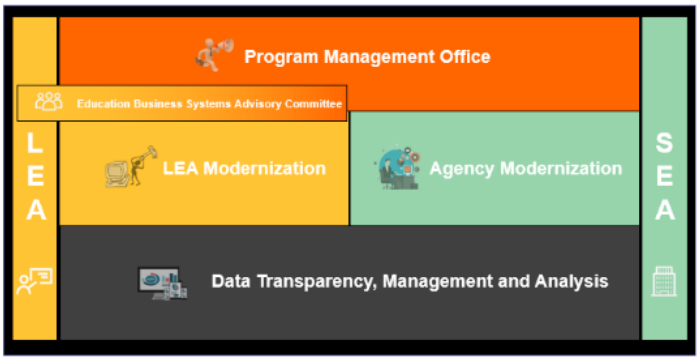
A modern data management environment, currently under development, will provide automated access to the most current data. Advanced analytics will be applied to data on a continuous basis to help the State, Local Education Authorities (LEA), and individual schools make the best decisions to support the operation of schools and the education system. All these capabilities need to be delivered on a more modern infrastructure both within NCDPI and at the LEAs. To enable these capabilities, the core State and LEA financial and Human Resources (HR) systems, most hosted on aged mainframe and AS400 hardware originally deployed in the 1980s, will be replaced.

To accommodate new State and Federal requirements, numerous customized off the shelf and home- grown solutions, using a myriad of technologies have been deployed to supplement the core State financial systems. This resulted in dozens of applications that now need to be supported, maintained, and hosted. Currently, distinct business groups at both the LEAs and at NCDPI manually input data into parallel systems. In addition to a duplication of effort, this manual input increases errors and inconsistencies with data being reported differently in distinct reports. The kind of modern systems being provisioned and deployed have an integrated data service at their core that automatically collects data from the single authoritative source systems (e.g., from the ERP system, the student information system, the licensure system) that feeds reporting, analytics, and data visualization systems.

A modern data management and reporting environment, coupled with modern infrastructure within the NCDPI and at the LEAs, will enable consolidation of reporting applications. Legacy applications, workflows, and supporting systems can be retired, thereby reducing total cost to the State and improving the Data Driven Decision making. This program allows the State, NCDPI and the LEAs to make better informed decisions faster, and implementing solutions resulting from these decisions faster, thus improving the value to the State by realizing resultant benefits sooner.

In planning for the School Business Systems Modernization (SBSM) Program it became clear that data was at the heart of the new modern infrastructure landscape. Based on that premise the program was broken down into three (4) focus areas:

- Program Management Office
- Data Transparency
- LEA (ERP) Modernization
- Agency Modernization



PROGRAM MANAGEMENT OFFICE (PMO)

The Program Management Office (PMO) is defining and building a foundation for all the projects, duties, tasks, or intermediate deliverables necessary to achieve success for the program. The PMO shall fulfill the State's contract goals and requirements in a cost-effective manner. From the very first day, the PMO has engaged local LEA resources to aide in the decision-making process. Activities completed or underway include:

- Overall Program Oversight
- Creation of ERP RFP to Contract Award
- Oversight of the ERP Project
- EBSAC Participation
- Agency Modernization
- Oversight of Data Transparency
- Oversight of Agency Modernization
- SBSM Budget and Contract Oversight

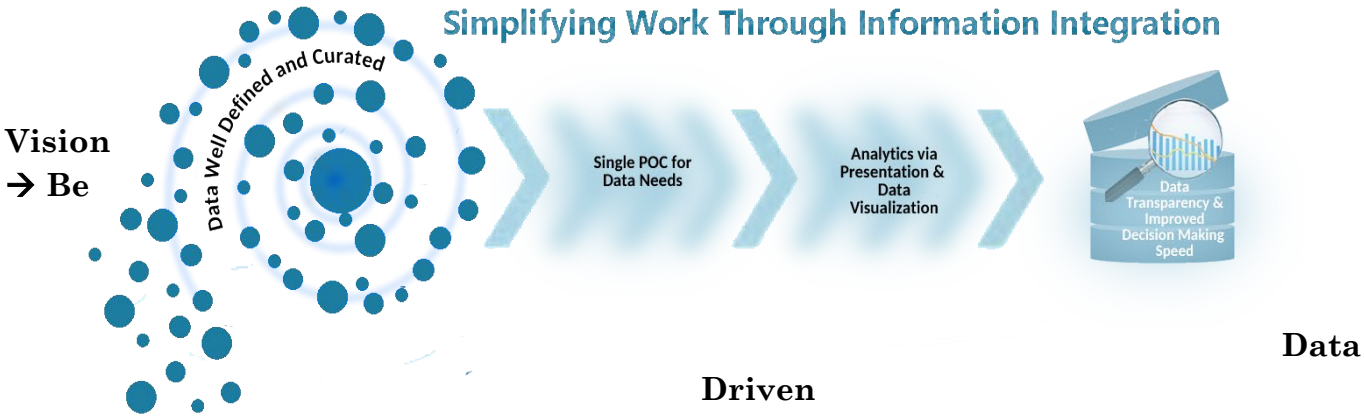
DATA TRANSPARENCY INITIATIVE

NC public schools have a vast amount of existing Student Information, Teacher Preparation, Teacher Recruitment, LEA Human Resources, LEA Finance, and other technical and education data. However, much of our data resides in independent systems, databases, and spreadsheets that are not yet integrated with our new central data store (up and running as of December 2018). This makes interpreting and acting on the data far more difficult and time-intensive than necessary. Manual aggregation and interpretation of data is the norm, often leading to errors, rework, and loss of focus from core mission – the education of our future generations.

The DPI SBSM data and integration strategy will:

- Increase decision quality and speed.
- Improve ability to anticipate trends.
- Increase productivity.

Our data strategy and plan will enable us to effectively capture, store, analyze and share new and existing information throughout the public-school landscape. We will recognize the value of data as not just an asset, but rather as a critical piece of providing program, competency, and personnel the authoritative, ready-to-use information we need, on demand.



Each day, we use data and systems to understand, plan, decide and act. Turning data into actionable information is not always as simple as it should be. Often, we find ourselves inputting the same data into multiple systems to do our jobs.

We must be able to effectively access, understand, analyze, and manage both new and existing data; apply our expertise to obtain and convey insights; and use and reuse the data to make decisions.

Central to this vision is the concept that State K12 Data is a unique entity and will be treated as our most valuable asset. The vision supports the goal that "Data is the Foundation we will build the NC Education Modern future upon".

DPI SBSM's data strategy will help create an environment where data:

- shares common definitions.
- is valued, managed, secured, reused and accessible.
- increases decision confidence through data integrity.
- increases the speed of making decisions.
- supports predictive analysis.
- accelerates daily activities.
- is managed to reduce costs.

Currently, we use multiple systems with independent entry points to perform our work. These systems are not necessarily integrated, nor are they representative of the way we work, or want to

work. For example, when a data request comes in, it is common for us to spend hours manually pulling data from multiple sources, aggregating it, and analyzing how best to depict it. It is often necessary to coordinate with other groups to obtain needed data and properly understand it. Items are routinely overlooked because of the manual search process.

Typically, additional steps are needed to validate data and obtain agreement that the question has been satisfactorily addressed before sending the response. This scenario is repeated daily across NCDPI, LEAs and suppliers of service. Simply put, our data must be managed more effectively so we can focus on the important work that contributes to our outcomes and success.

A clear vision of NCDPI Data as an asset, and what it means to our activities, is the basis for the goals and objectives for strategy implementation. Our data provides hindsight, insight, and foresight to drive our decisions. Defined, accessible, authoritative, and usable data is key to implementation.

GOAL #1 - ESTABLISH ENTERPRISE DATA STANDARDS

The key to valuing data is establishing definitions, so that elements and fields have a common meaning, and security of the data is clear. Common definitions mean data can be accessed and compiled for use regardless of what system or application holds the data. The establishment of common definitions will be handled via the NCDPI Metadata Standard, based on the Common Education Data Standard (CEDS). The DPI Metadata Standard will be used for systems and applications across the DPI landscape. It will be coordinated with our partners as part of an ongoing emphasis -for obtaining appropriate data rights and managing data access to support NCDPI needs. We will automate data deliverable validation and ensure data is correctly secured. Recognizing and valuing data demands effective and thoughtful data management. We will develop a strong, flexible, and long-term approach to managing data as an Agency asset. This way, data can be readily located, understood, and used with confidence.

KEY OBJECTIVES:

- Achieve interoperability through data standards.
- Maintain common data definitions, metadata, syntax, and semantics.
- Develop a strong, flexible, long-term approach to managing the data lifecycle, enabling users to extend functionality without modifying code.
- Automate the checking of data rights markings and format when delivered.

RESULTS TO DATE:

- The new Statewide Operational Data Store (ODS) has been built around the Agency-adopted Common Education Data Standard (CEDS).
- Agency has adopted the SIF and other Interoperability Standards and is currently working with DIT to Integrate these into the new Statewide Integration as a Service (IaaS) offering under development there.

- The Uniform Education Reporting System (UERS) is being expanded into a full specification for all K12 Data, replacing the “System” terminology with “Specification” Version 1.0 is currently under review and will be CEDS-aligned to allow for faster and less expensive systems integrations in the future Target July 2021.

GOAL #2 - INCREASE DATA INTEGRATION

NCDPI SBSM has set ambitious goals for increased data transparency, allowing our teammates to achieve untapped insights contained within new and existing data. We will achieve these goals by making data accessible, authoritative, and understandable by putting decision-quality information on demand, in whatever form needed. NCDPI's data infrastructure will secure collaboration networks, data analytics, visualization, decision support mechanisms, and prediction and "what-if” capabilities to support our changing data needs - all built on data quality and confidence.

KEY OBJECTIVES:

- Provide a managed digital thread of data across the K12 Landscape from inception through disposal.
- Facilitate access, creation, and visualization of decision-quality information on demand; and
- Develop prediction and "what-if' capabilities to support our changing data needs.

RESULTS TO DATE:

- SBSM in conjunction with NCDIT GDAC has deployed a Financial Transparency Dashboard, which is in final review and expected to be released in April 2019 (https://gdacreporting.ondemand.sas.com/srcfinance/index).
- Extending Longitudinal Data Warehouse (CEDARS) to the complete CEDS Standard to accommodate data beyond Student Information is currently in process and will integrate seamlessly with State ODS - Target December 2021.

GOAL #3 - IMPROVE DATA ACCESSIBILITY

We will enable data independence from the systems and application layers housing the data, then expand cross-site collaboration methods to include mobile devices. Another aspect involves emphasizing reuse and automation within existing systems, coordinating the interfaces between systems so data can enter and exit as needed. The intent is to apply common definitions to enable users to pull data (based on their role), then analyze, depict, manage and make decisions from the data they have collected - either collaboratively on systems or individually on mobile devices.

The goal is to reduce effort spent developing custom software and reports and make certain value-added data products are standardized and available. We want to operate from a place where requirements are user-driven, and data is accessible. To achieve this, we will establish interface coordination methods between systems and applications.

KEY OBJECTIVES:

- Promote self-service data analysis.

- Establish enterprise-wide information exchange standards and methods; and
- Use standardized business intelligence and technical data approaches.

RESULTS TO DATE:

- SBSM has partnered with DIT to pilot the new State Integration utilizing DIT Integration Platform as a Service (IPaaS) by piloting the first Molecule and Secure File Transfer Protocol (SFTP) Appliance.
- Using IPaaS to transfer FIELDS of STUDY data to Statewide Applicant Tracking System (ATS) for HRMS. This process replaced LEI activity in a Legacy AS400 HRMS application.

GOAL #4 - STRENGTHEN DATA ANALYTICAL EXPERTISE

Achieving our strategy of treating "data as an asset" includes growing a data-aware user community and strengthening our data analytics expertise. We will form collaborative networks and partnerships to build DPI's data science proficiency, even as we expand our infrastructure to support data science needs. We will continually strive to educate our staff on new techniques and technologies.

The **Data Transparency** initiative is a joint program between DPI and GDAC (S.L. 2017-57, SEC. 7.16(D)) to "ensure all internal and external stakeholders have access to data and reports via state-of-the-art systems". Data Transparency has been the driving force for much of the planning. By working from the finished product backwards we have been able to identify many gaps in our infrastructure and data schema, governance, and proliferation, as well as completeness and currency of the data. Major objectives are:

1. Enable near real-time position visibility and control

   Currently, calculations and reports related to teachers are stitched together using at least three disparate sources – payroll code data, licensure data, and course code data. There is no single authoritative source for employee records. A modern system will provide robust position control that allows public schools to manage a single view of positions through allotment, budget, payroll, applicant tracking, onboarding, and human resource management. Position data will roll up to NCDPI data systems that will then provide enhanced reporting capabilities on licensed and unlicensed positions. Contemporary reports and dashboards will present timely views that include certified position counts, payroll summaries, contract days, and more.

2. Provide data management and advanced analytics for decision support

   In general, accurate and timely reporting and analysis of financial, employee, student, and related data is cumbersome and even thwarted by independent silos of data. Combined with business process established decades ago to answer a different set of questions on a different timescale, the current business systems are at the end of their useful life. A modern data management environment will provide automated access to the most current data. Advanced analytics applied to data on a continuous basis will help the State, districts, and individual schools make the best decisions. This modern decision support system will allow for:

- Improved tracking of expenditures against allotments.
- Regular access to the count of certified and non-certified personnel (and vacancies) per school, grade, subject, and mapping of current role.
- Modeling student-teacher ratios to support effective school management.
- Tracking teacher turnover within and between school LEAs.

KEY OBJECTIVES:

- Leverage the cross-functional data expertise of our Subject Matter Experts (SMEs) as well those of other Agencies like the Department of Information Technology (DIT).
- Implement/exploit ready, relevant, learning programs.
- Move from data analysis, to predictive analytics and on to prescriptive data analytics.

RESULTS TO DATE:

- SBSM has worked with DIT GDAC to standup an Enterprise Data Store (ODS and Data Warehouse) to house all the Agency's Data
- Executed MOU and MOA with the Governmental Data Analytics Center (GDAC) with the following deliverables in 2019:
    - Dashboard for school district and charter school budget and expenditure data and class size reporting is online as of April 2019 https://gdacreporting.ondemand.sas.com/srcfinance/index
    - Public and private portal interfaces for on-demand data reporting (*in progress*)
    - Reporting ODS & Data Warehouse in the GDAC now operational and populated with Student Information and some Financial data. Expansion underway to accommodate additional data and fulfill the goal of housing all NCDPI's data in one stable, centralized location – target July 2021.
    - Training of DPI staff on SAS VIYA Analytics tool ongoing with over 40 staff trained to date.
    - Participated with DIT to select the state's next integration platform and are currently piloting several integrations (SFTP and MQseries®)
    - Developed and deployed Educator Preparation Program (EPP) Dashboard https://www.bit.ly/nceppdashboard

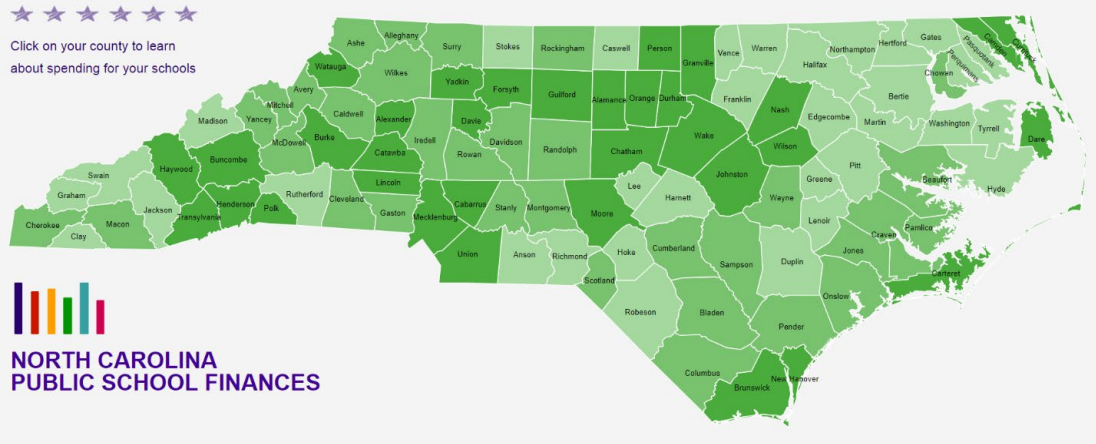
Examples from the NC School Finances Dashboard:

NORTH CAROLINA
SCHOOL FINANCES

Quick Facts

Total Spent for Public Schools from Federal, State and Local Sources in 2017-18:	$15.8 Billion
Percentage of State Budget Dedicated to K-12 Schools:	40%
Annual Average Projected Compensation for Teachers for the 2018-19 school year:	$53,975
Annual Median Compensation for Teachers for the 2017-18 school year:	$53,750
Annual Median NC Household Income (includes all household income) for 2017:	$50,320
Annual Median Wage (individual) in NC for a person with a bachelor's degree for 2017:	$47,258
Annual Median Wage (individual) in NC for 2017:	$30,326
Average instructional supplies funding per teacher in 2017-18:	$511
Average textbook funding per student in 2017-18:	$42

Note - The compensation estimates above for teachers do not include annual estimated benefits which total $20,300, including annual health benefits of $6,104, annual estimated Social Security contributions of $4,096 and annual estimated retirement contribution of $10,099.

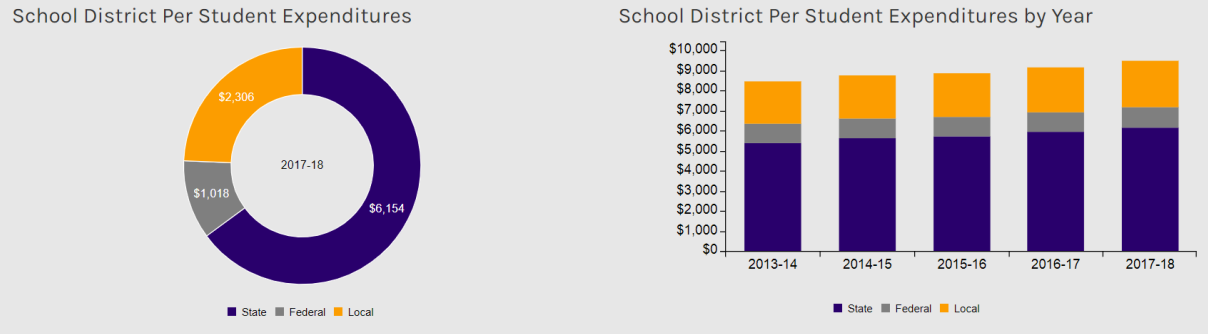


2017-18 Select State Funding

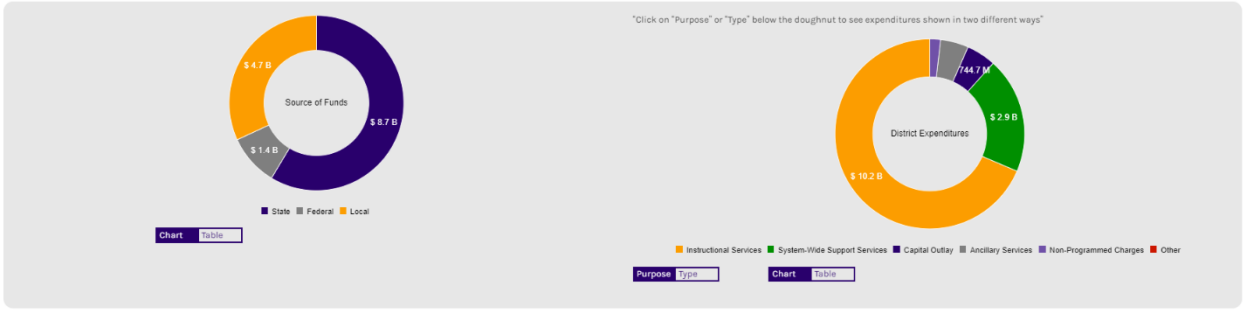
This section shows selected state funding and the reported expenditures of those funds. **Note** - Some districts transfer funds to different state funding sources prior to spending the funds, thus "zero expenditures" may show in some allotment categories. Additional State funding may also be provided in some categories, such as textbooks, later in the school year. Also, additional funds for textbooks and other funding categories are provided throughout the year from other revenue sources.

State Allotment	State Funds Budgeted	State Funds Budgeted Per Student	Average State Funds Budgeted Per Teacher
Textbooks	$73,726,396	$42.46	$795
Instructional Supplies	$47,426,528	$30.12	$511

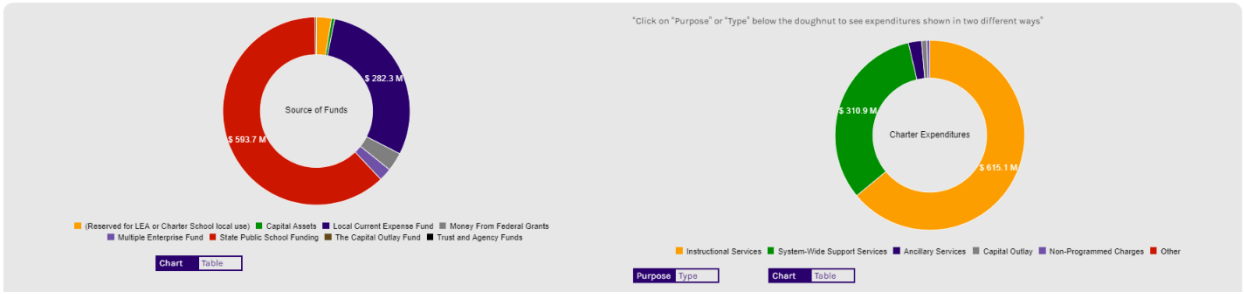
Note - In addition to the reports below you can go the Analytics Site that has additional reports and analysis to let you Dig Deeper



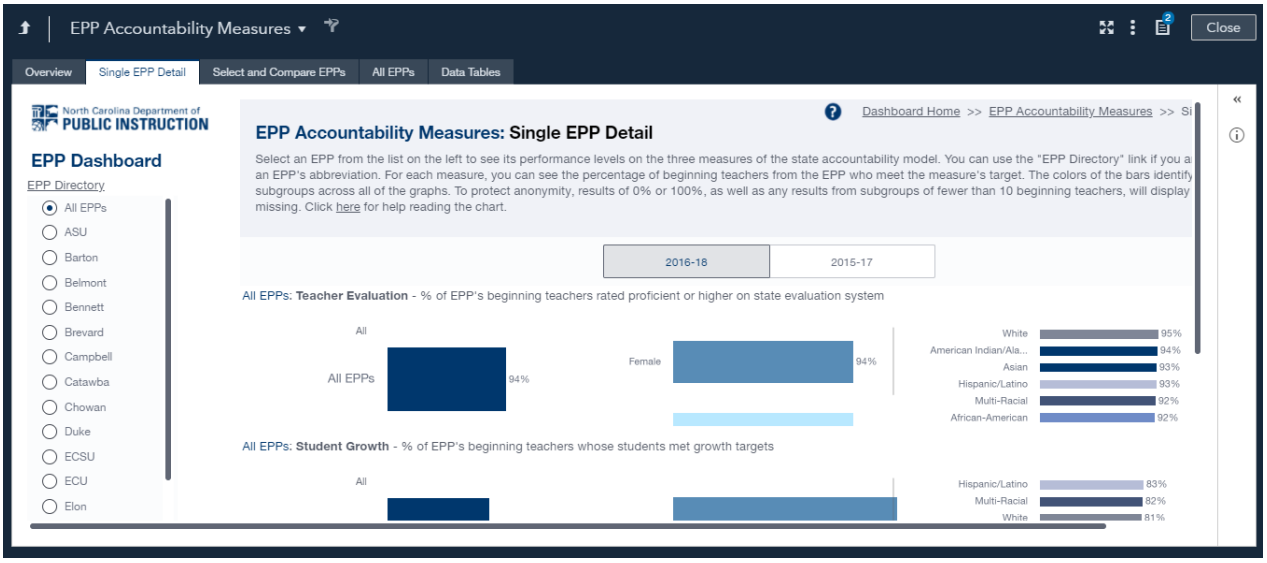
District Schools - 2017-18 Funds Sources and Uses

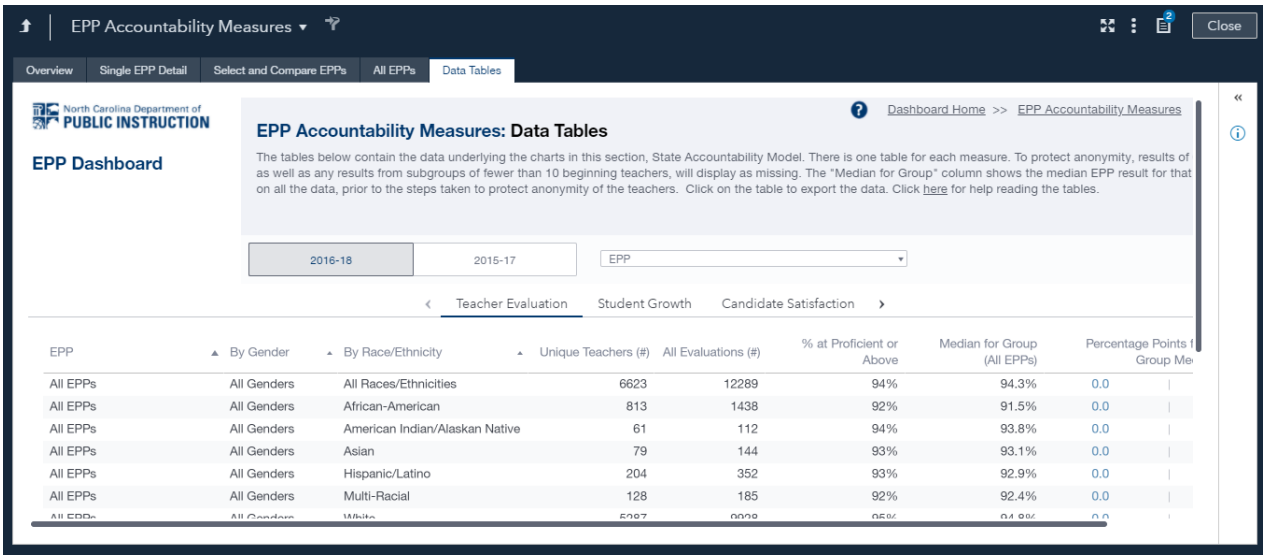


Charter Schools (and other independent schools) - 2017-18 Funds Sources and Uses



Examples from the NC Educator Preparation Dashboard:





LEA Modernization Initiative

The LEA Modernization Initiative is focused on the replacement of discontinued and obsolete systems at LEAs and Core State financial systems, which are mainframe-based, originally deployed in the 1980s.To accommodate new State and Federal requirements, numerous applications using a myriad of technologies have been built to supplement the core State financial systems, resulting in dozens of applications that now need to be supported, maintained, and hosted. A modern data management and reporting environment will enable consolidation of reporting applications. Legacy applications, workflows, and supporting systems can be retired.

The ***Systems (ERP) Modernization*** initiative is focused on modernizing the technology, the integration of business workflows between functions, and integration of data in the current dated

infrastructure landscape. There are two (2) major parts to the initiative – LEA and DPI system improvements:

1. **Modern ERP Systems for LEAs:**

Modern ERP Partners. The first major workstream was to develop the ERP Request for Proposals (RFP) to identify modern Software as a Service (SaaS) partners to be qualified by DPI to be available for the LEAs to select from, in order to move on to the new modernized landscape. This RFP was developed in collaboration with the Friday Institute and internal and local stakeholders. The ERP RFP reflects specifications provided by LEA finance officers and human resource directors. The RFP was completed successfully, and statewide convenience contracts were awarded to two (2) Partners in April 2019 and LEA Pilots started in June 2019. At this time, we have twelve (12) Pilots in flight, of these 2 are self-funding and five (5) are paused or canceled until a new State Budget is enacted. These Pilots will be forced to stop if SBSM funding is not approved. The 2020-2021 Biennium funding was not received in July 2019 so the funding on hand did not cover costs beyond June 2020. Funding of $18M was received as a result S.L 2020-50, which allowed these pilots to continue through 2021.

CherryRoad Technologies IMPLEMENTATION SCHEDULES (PROJECTED GO LIVES)												
LEA	**Legacy System**	**CherryRoad "Projected"**										
		Imp. Phase	1/1/21	4/1/21	7/1/21	10/1/21	1/1/22	4/1/22	7/1/22	10/1/22	1/1/23	4/1/23
Charlotte Mecklenberg	Lawson	HCM-PR-FIN+CORE			HCM-PR + CORE	FIN						
		EXT. Functions					EXT. Fnctns					
Gaston	SunPac & HRMS	HCM-PR-FIN+CORE			HCM-PR-FIN +CORE							
		EXT. Functions					EXT. Fnctns					
Guilford (Self Funded)	SunPac & HRMS	HCM-PR-FIN+CORE					HCM-PR-FIN +CORE					
		EXT. Functions						EXT. Fnctns				
Cumberland (Self Funded)	SunPac & HRMS	HCM-PR-FIN+CORE						HCM-PR-FIN +CORE				
		EXT. Functions								EXT. Fnctns		
Tyler Technologies IMPLEMENTATION SCHEDULES (PROJECTED GO LIVES)												
LEA	**Legacy System**	**Tyler Technology "Projected"**										
		Imp. Phase	1/1/21	4/1/21	7/1/21	10/1/21	1/1/22	4/1/22	7/1/22	10/1/22	1/1/23	4/1/23
New Hanover County	SunPac & HRMS	FIN			FIN							
		HCM-PR			HCM-PR							
Craven County	SunPac & HRMS	FIN			FIN							
		HCM-PR			HCM-PR							
Union County	SunPac & HRMS	FIN		FIN								
		HCM-PR			HCM-PR							
Swain County	SunPac & HRMS	FIN		FIN								
		HCM-PR			HCM-PR							
TMSA CHARTER (Self Funded)	Linq	FIN			FIN							
	Linq HR	HCM-PR			HCM-PR							
Macon County	SunPac & HRMS	FIN			FIN							
		HCM-PR				HCM-PR						

Key Notes: **1. Any PR Implementation NOT falling on a 1/1 OR a 7/1 Quarter Date Must be Integrated to Benefits Manually Unless an Exception is Granted by the State Health Plan.**

Additionally, twenty two (22) LEAs have selected modern providers but are on hold until the FY21/22 Biennium State Budget is enacted.

Tyler Technologies LEAs Awaiting Funds to Begin (Signed SOW's between LEA and Tyler)												
LEA	Legacy System	TYLER										
		Imp. Phase	T-0	T-1	T-2	T-3	T-4	T-5	T-6	T-7	T-8	T-9
Weldon City Schools	SunPac & HRMS	FIN										
		HCM-PR										
Forsyth County	SunPac & HRMS	FIN										
		HCM-PR										
Pitt County	SunPac & HRMS	FIN										
		HCM-PR										
Stanly County	SunPac & HRMS	FIN										
		HCM-PR										
Sampson County	SunPac & HRMS	FIN										
		HCM-PR										
Currituck County	SunPac & HRMS	FIN										
		HCM-PR										
Rockingham County	SunPac & HRMS	FIN										
		HCM-PR										
Rutherford County	Linq & Linq HR	FIN										
		HCM-PR										
Beaufort County	Linq & Linq HR	FIN										
		HCM-PR										
ABSS	Linq & Linq HR	FIN										
		HCM-PR										
Randolph County	Linq & Linq HR	FIN										
		HCM-PR										
Chapel Hill - Carrboro City	Linq & Linq HR	FIN										
		HCM-PR										

CherryRoad LEAs Awaiting Funds to Begin (Ready to Start the SOW Process)												
LEA	Legacy System	CherryRoad										
		Imp. Phase	T-0	T-1	T-2	T-3	T-4	T-5	T-6	T-7	T-8	T-9
Mitchell County	SunPac & HRMS	FIN										
		HCM-PR										
Haywood County	SunPac & HRMS	FIN										
		HCM-PR										
Gates County	SunPac & HRMS	FIN										
		HCM-PR										
Washington County	SunPac & HRMS	FIN										
		HCM-PR										
Yancey County	SunPac & HRMS	FIN										
		HCM-PR										
Hyde County	Linq & Linq HR	FIN										
		HCM-PR										
Tyrell County	Linq & Linq HR	FIN										
		HCM-PR										
Chatham County	Linq & Linq HR	FIN										
		HCM-PR										
Duplin County	Linq & Linq HR	FIN										
		HCM-PR										
Buncombe County	Linq & Linq HR	FIN										
		HCM-PR										

Golden Templates for Transitioning Systems.

One of the primary reasons that it is cost prohibitive for LEAs to move to modern ERP systems on their own is that the first LEA to move must bear the entire cost of the one-time development of a "Golden Template" to transition from their old system to the new system,

including all of the various State systems with which the new system must communicate. Accordingly, the SBSM program is supporting the development of a "Golden Template" – detailed specifications of how to connect to NC systems, table formats, workflows, etc. – that can be used to reduce cost and time for future LEAs that move to any cloud-based solution. This will enable transitioning LEAs to pay only the marginal costs of transition. The SBSM program is supporting the golden template portion of the transition with both ERP Partners. Integration work to connect to statewide systems like eProcurement, eBenefits, Cash Management, Licensure, Chart of Accounts (COA), Allotments, Background Verification and others is underway.

2. **State-level System Modernization for ERP.** The second part of the initiative is to focus on updating the aged Agency infrastructure, applications, and data access to accommodate the modern ERP systems being deployed to further improve on the *time to decision value*.

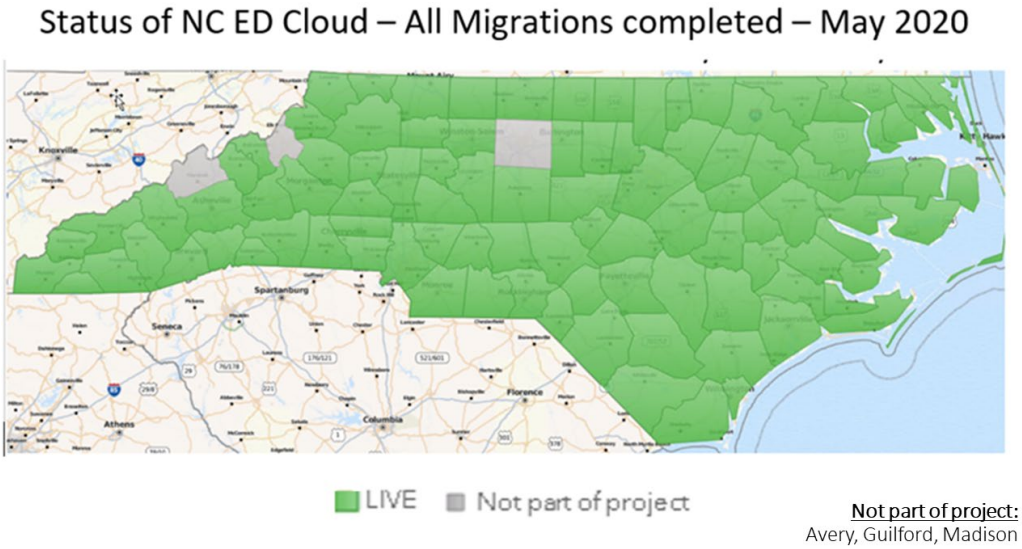
Status:

- A detailed inventory / mapping of NCDPI systems & connections is underway with DIT.
- The SBSM Program Director played a role as consulting architect with the Department of Information Technology (DIT) for the Agency-led RFP for an ERP Solution to State legacy Financial Systems, the State Integration RFP to create improved and modern ways to communicate data and the Statewide Identity Management RFPs. The ERP Solution for State legacy Financial Systems was awarded and SBSM continues to work to utilize the State system. The State Integration RFP was awarded and SBSM ran the first Pilot and is currently utilizing this technology. This involvement helped ensure coordination between various State initiatives and the NCDPI Modernization efforts. We are currently piloting the NCDIT IPaaS offering and have plans to also pilot the rollout of the new Financial System.

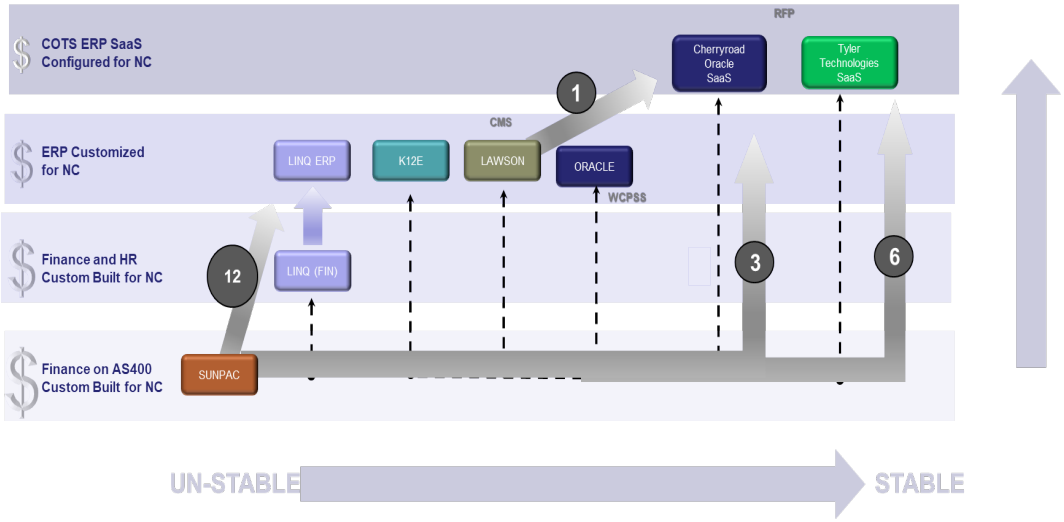
- **Additional LEA systems accomplishments to date:**

  Many of these initial activities are designed to stabilize the LEA infrastructure to secure and stabilize the environment, while the modernization projects are deployed over the coming years. Additionally, the building of an Operational Data Store (ODS) through the Data Transparency initiative will provide a "decoupling" of the LEA, 3rd Party and DPI systems, allowing for the replacement of the systems with minimum impact to other systems.

  Moving LEAs from on premise to education cloud hosted AS400 to reduce hardware costs and streamlined migration process and timeframe. This work relieves the burden on LEA staff running IT infrastructure, allowing them to focus on core mission and improving support and security. We have migrated 112 LEAs (ACTIVE) to EdCloud since the inception of the SBSM program along with all the NCDPI AS400 workloads to the already hosted (LIVE) workloads. The three (3) remaining LEAs will continue to host their OS400 workloads, do not have any.



- Organic Migration to a more stable incumbent provider has also stabilized the PSU landscape with twelve (12) PSUs moving off of their AS400 systems to a windows-based system. In addition, ten (10) additional PSUs are in the process of migrating with some going live in July 2021.



- Developed a single Licensure File feed to go to ERP providers nightly to save the manual work that occurs at the LEA level to determine changes from a 600,000-line flat file for the few affected teachers. This project led to the sunset of 50+ aged AS400s in March 2020.
- Migrated several LEAs with hardware and software issues to more stable interim platforms in the EdCloud Hosting Environment.

AGENCY MODERNIZATION INITIATIVE

The ***Agency Modernization*** initiative is focused on improving technology and data of the Agency business systems. A thorough inventory and mapping of those systems is currently underway.

Other early actions in this initiative include:

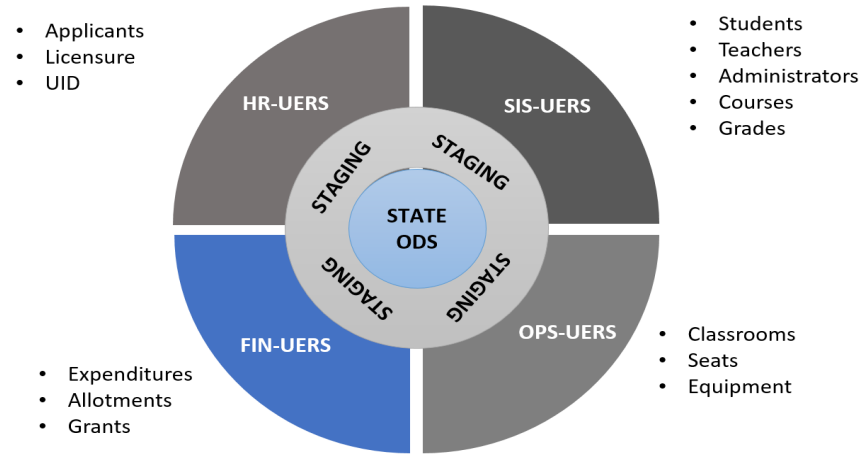
1. Student Information System (SIS): The current vendor transitioned to a cloud environment in March 2019. SBSM is using this transition to optimize and improve the SIS performance. In preparation for a new RFP for Student Information Systems, we conducted a survey and focus groups gathering wants and needs for a new SIS from over 25,000 educators and staff across the state and from within DPI. The data from this process was used to generate a set of solutions to inform a new RFP which was released in August. This RFP is in the final BAFO phase.
2. A review of the third-party assessment of the Licensure Division has produced recommendations to improve the Licensure application. The recommendations are being prioritized and scheduled.
3. Working with other NCDPI divisions, software for electronic document handling has been piloted successfully and additional workflows and documents are underway to improve the processing time and oversight and exception handling. HR forms went live March 2019, with many other forms in process.
4. As part of the EY Operational Assessment SBSM has been working with DPI Technology Services and DIT to migrate all IT workloads to modern platforms hosted at DIT.

SCHOOL BUSINESS SYSTEMS MODERNIZATION PROGRAM NEXT STEPS

A deep dive into DPI's data has revealed that the data required is not only in multiple sources, but also missing entirely in some applications. Data has been copied and moved and then stranded in applications. Many applications are completely disconnected or only provide the minimum amount of data. The one exception was the Financial Data, particularly reporting on expenditures of State funds, which was well defined and governed by the UERS Policy.

The Uniform Education Reporting System (UERS) Policy states that the North Carolina Department of Public Instruction (NCDPI) has the legal and ethical responsibility to use and disseminate appropriate information as one of its most important priorities. The legal aspects of the use of public-school data are based upon several state and federal laws including, primarily, the Uniform Education Reporting Systems (UERS) umbrella as required by General Statute (GS) 115C-12. This policy was then defined for the financial data required to insure oversight of the Allotment and Expenditures in the operations of the NC K-12 operations. Other systems such as Student Information Systems (SIS) and Human Resources data, although implied by the policy is handled in

an ad hoc manner. The Program Office then kicked off the initial work of extending the UERS Specifications into those areas as well as a future area of LEA Operations which in the future provide required information on classrooms, seats, technology and even transportation. An overall model can be represented as follows:



The role of the UERS specifications is to provide the details of the data moving in an out of the Operational Data Store (ODS) via a staging area where the data can be transformed as needed to interface with external systems. With a well-governed standard defining and governing the data and data flows, we can now be sure we have all the information required in a central location to base reporting and analytics on. The additional benefits of decoupling the applications from each other allows for smoother changes throughout the DPI/LEA infrastructure and allow for future modernization with minimal disruption.

Working with DIT to select a new Integration Bus to connect and move data leverages the advantage of planning as a State vs Agency. Additionally, any other State enterprise systems DPI may need to interact with are now on the same Integration Bus and decoupled, allowing other agencies to make changes with minimal disruption.

As the SBSM program moves into the ERP kick off phase, other projects will be worked in parallel. Now that the ERP RFP selection period is over and partners are identified, the SBSM Program Office will do detailed planning and budgeting based on the new partners and cost data. The intent is to establish master contracts and pricing with the partners that LEAs can leverage to sign local contracts. The high-level plan going forward has also been used to drive the budget.

SCHOOL BUSINESS SYSTEMS MODERNIZATION PROGRAM TIMELINE AND BUDGET

The following is the current planning budget for the School Business Systems Modernization Program. It is a preliminary budget and will be validated and adjusted to accommodate LEA vendor selections and deployment plans after approval of Expansion Budget Request approval.

2021-2022 Biennium Budget Planning
Revision: 02082021 SBE Approved

		20-21 Budget	21-22 Projected	22-23 Projected	23-24 Projected	24-25 Projected	25-26 Projected
Program Administration		$1,714,051	$1,872,000	$1,872,000	$1,872,000	$1,457,000	$1,457,000
LEA Modernization		$13,810,879	$39,990,170	$28,460,989	$27,697,396	$25,624,776	$12,808,623
Agency Modernization		$880,000	$6,955,000	$2,367,921	$2,367,921	$2,367,921	$2,367,921
Stabilization		$0	$1,000,000	$750,000	$500,000	$250,000	$250,000
Data Transparency		$1,020,000	$4,400,000	$4,400,000	$4,400,000	$4,400,000	$4,400,000
Total		$17,424,930	$54,217,170	$37,850,910	$36,837,317	$34,099,697	$21,283,544
Available Funds		$4,733,578	$5,468,648				
	S.L. 2020-80 SECTION 2.4.(a)	$18,160,000					
Delta		$5,468,648	($48,748,522)	($37,850,910)	($36,837,317)	($34,099,697)	($21,283,544)
S.L. 2020-80 SECTION 2.4.(a) Allocation		$ 18,161,000					
Requests - Biennium FY21-FY22 (Pending)			$ 50,955,000	$ 37,055,000	$ 37,055,000	$ 37,055,000	$ 37,055,000

The details of the FY2022-FY2023 Biennium Budget request are as follows:

FY2021-FY2023 Expansion Request

IT Program, Project, or Initiative	New	Description	Budget Requirement Non-Recurring ($)	Budget Requirement Recurring ($)	Funding Mechanism	Anticipated Completion Date	RECURRING
School Business Systems Modernization Program							
LEA Modernization							
(LEAM_1) LEA Stabilization	No	NC EdCLoud SaaS		$1,500,000	Legislation S.L. 2017-57 Section 7.16 2021 Expansion Budget Senate Legislation (TBD)	2027	R
(LEAM_2) LEA Modernization the LEA financial and HR (ERP) systems to SaaS	Yes	Modernize 400 PSUs to Modern ERP systems (5 year recurring)	$1,000,000	$27,000,000	Legislation S.L. 2017-57 Section 7.16 2021 Expansion Budget Senate Legislation (TBD)	2027	N
Agency Modernization							
(AM_2) NCDPI Financial Systems Modernization	No	Upgrade DPI financial systems to align with the DIT new ERP financial system and eliminate home-grown and unsupportable platforms.	$2,800,000		Legislation S.L. 2017-57 Section 7.16 2021 Expansion Budget Senate Legislation (TBD)	2023	N
(AM_3) Licensure Systems Modernization	No	Upgrade the current licensure system to be better prepared to accept new legislative changes and decouple salary calculation to drive to a standard vendor software offering.	$3,000,000		Legislation S.L. 2017-57 Section 7.16 2021 Expansion Budget Senate Legislation (TBD)	2021	N
(AM_4) Grants Management System Modernization	Yes	Upgrade current grant system to add the CTE and EC grants into CCIP system. Strategically, we will move the system to DIT in phase two.	$500,000		Legislation S.L. 2017-57 Section 7.16 2021 Expansion Budget Senate Legislation (TBD)	Phase 1 – completed 2019 Phase 2 - 2022	N

(AM_5) Applicant Tracking Systems Modernization	Yes	Phase 1 - Deploy UERS for ATS and build out statewide job board to link all ATS instances and provide a single view of the state's teacher recruitment needs. Phase 2 – Expand Data Elements	$700,000		Legislation S.L. 2017-57 Section 7.16 2021 Expansion Budget Senate Legislation (TBD)	Phase 1 – Complete 2020 Phase 2 - 2021	N
(AM_6) Teacher Recruitment Project	Yes	Phase 1 - Establishment and deployment of Teach4NC, a program to attract, capture, cultivate and convert potential teachers into the NC teaching profession through advertising campaigns, mentoring, scholarships, improved licensure process and a statewide job board. Phase 2 – Incorporate Licensure Wizard into Portal Also a Statewide Jobs board to aggregate the State's open Teacher jobs, feeding from 7 different Application Tracking systems.		$880,000	Legislation S.L. 2017-57 Section 7.16 2021 Expansion Budget Senate Legislation (TBD)	Phase 1 – Complete 2020 Phase 2 - 2021	R
(AM_7) Educator Preparedness Project	Yes	Project to determine the required data to meet the new legislation (G.S. § 115C-269.35. Accountability for educator preparation program) and build out the UERS specification and collect and host the data in the state's education ODS and longitudinal data warehouses.	$300,000		Gates Foundation Grant 2021 Expansion Budget Senate Legislation (TBD)	Ongoing	N
(AM_8) Student Iformation Systems (SIS) Modernizationt		Project to modernize the State's 20 year contract and existing system to a modern and configurable system (Recurring adds - MTSS,Ad Hoic Reporting/ Analytics , Messenger, Disipline, Cross Enrollment, Special Education, 504 Plans)	RFP Delayed	RFP Delayed	DIT Procurement Requirement 2021 Expansion Budget Senate Legislation (TBD)	Ongoing	N
	No			$1,400,000	Legislation S.L. 2017-57 Section 7.16	2022	R

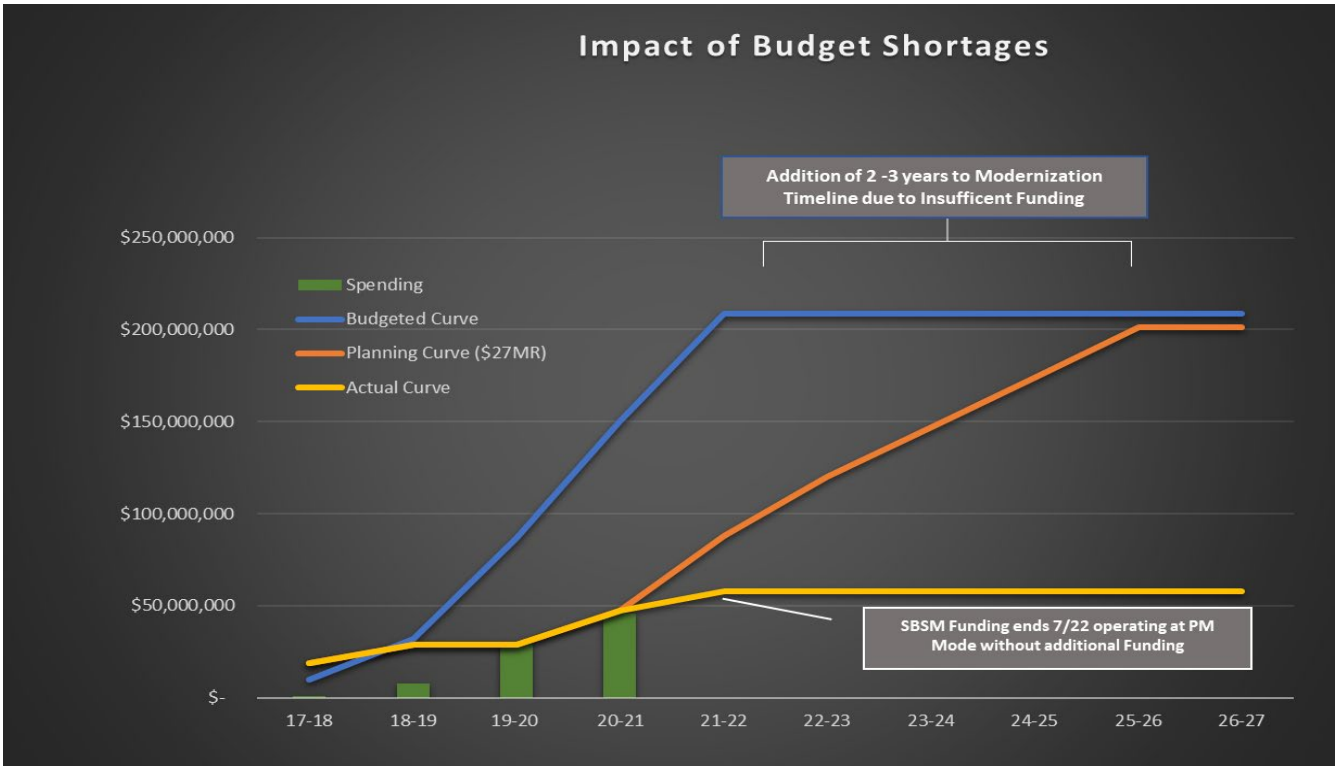
(DT_1) Data Transparency Dashboards		Implement a data transparency data warehouse and dashboard as per N.C.S.L. 2017-57, Section 7.16 section (ii) - provide for a common reporting system and analytics system.			2021 Expansion Budget Senate Legislation (TBD)		
(DT_2) Common Education Data Analysis and Reporting System (CEDARS) Expansion	No	Extend the state's educational longitudinal data warehouse schema to house all state education data including financial data and support expanded UERS Specification.	$1,000,000		Legislation S.L. 2017-57 Section 7.16 2021 Expansion Budget Senate Legislation (TBD)	2022	N
(DT_3) Statewide Education Operational Data Store (IODS)	No	Integrate existing public-school data into a centralized integrated operational data store (IODS) and reporting data warehouse to provide enhanced public and private reporting to provide more detailed and user-friendly information about public school financial transactions.			Legislation S.L. 2017-57 Section 7.16 2021 Expansion Budget Senate Legislation $ included in Project DT_1)	2021	
(DT_4) Statewide Uniform Education Reporting System (UERS) Expansion		Expand the current UERS system to not only include SIS Data, by adding Teacher Recruitment, Educator Preparation and Evalustion, Financial and Licensure Data	$4,000,000		Legislation S.L. 2017-57 Section 7.16 2021 Expansion Budget Senate Legislation	Ongoing	N
				$3,000,000			R
NCDIT Consolidation							
Data Center Consolidation	Yes	Consolidation of data center and other shared and common infrastructure services to NCDIT.		$75,000	S.L. 2018-97, 143b-1325.(d)	TBD	N

Application and Services Transition	Yes	Transfer shared and common applications and services that are currently managed by NCDPI to NCDIT.		$100,000	S.L. 2018-97, 143b-1325.(d)	TBD	N
Enterprise Applications							
Support Services							
School Connectivity Initiative	No	Expand the School Connectivity Initiative to include regional advisory and consultative services, training for LEA and Charter School staff, and two staff members to monitor compliance.	$400,000		S.L. 2017-57, Section 7.23A.(b), 2021 Expansion Budget Senate Legislation (TBD)	TBD	R
				$1,500,000			N
Tier 1 Level IT Support to Vendors	Yes	Improve customer resolution experience and reduce IT support response times by reworking future IT contracts with vendors to enable LEAs and charter schools to submit incident and request tickets directly with the vendor.		$100,000	2021 Expansion Budget Senate Legislation (TBD)	TBD	R
							R
FY2021-FY2023 Expansion Request Totals --->			**$13,700,000 Non-Recurring**	**$35,555,000 Recurring**			

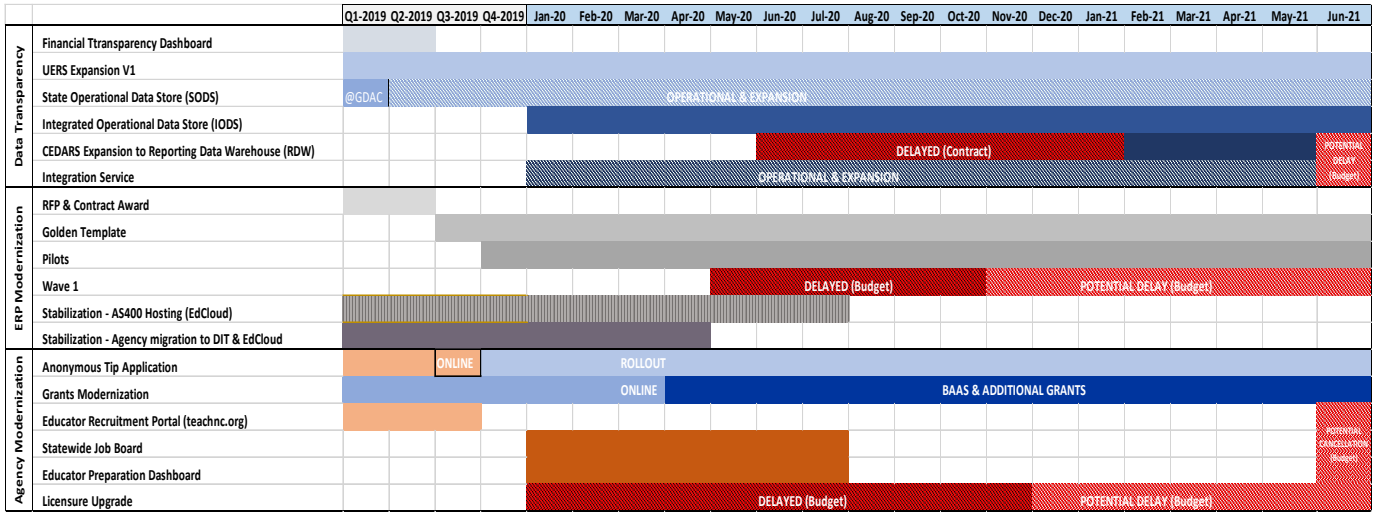
K12 Cybersecurity Program	**$25,660,000 (R)**	**$14,340,000 (NR)**
ASSESS RISK 1. *Vulnerability Assessments (internal/external/wireless/servers/data)* 2. *Configuration Reviews (servers, network infrastructure, policies, and procedures)*	*$ 385,000* *$ 150,000*	*$ 2,700,000* *$ 1,150,000*

RISK REDUCTION	*$ 1,800,000*	*$ 209,000*
1. Information Protection Protocols	*$ 4,200,000*	*$ 382,000*
2. Endpoint Device Security	*$ 2,800,000*	*$ 1,575,000*
3. Email Security	*$ 2,400,000*	*$ 140,000*
4. Active Vulnerability Analysis	*$ 5,100,000*	*$ 675,000*
5. "Next Generation" Firewall	*$ 300,000*	*$ 1,400,000*
6. Network Segmentation	*$ 250,000*	*$ 1,000,000*
7. Asset Management, Patch Management and Systems Logging	*$ 2,800,000*	*$ 3,200,000*
8. Data Backups (Immutable and/or Cloud Based)	*$ 100,000*	*$ 400,000*
	$ 400,000	*$ 250,000*
COMPLIANCE & SUPPORT	*$ 3,000,000*	*$ 652,000*
1. Standardized Cybersecurity Policies	*$ 750,000*	*$ 357,000*
2. Performance Monitoring and Reporting	*$ 1,225,000*	*$ 250,000*
3. Anomaly Notification, Mitigation, and Response Capability		
4. Recovery Planning		
5. Regional Cybersecurity Consultants (4)		

The SBSM program schedule is shifting to the right as the originally approved budget has not been provided, extending the implementation timeline, increasing LEA risks, uncertainties, and costs. Without the new FY2022-FY2023 Biennium Budget, the SBSM Program itself will begin to destabilize and restarting will be difficult.



The current program schedule highlights the delays related to the lack of an enacted FY2020-FY2021 Biennium Budget and the addition of by the $18M S.L. 2020-80 SECTION 2.4.(a) monies.



STATUTORY AND POLICY UPDATES NEEDED

In order to provide funds to LEAs to take advantage of the new ERP convenience contracts, updates needed to be made to the Allotment Policy Manual. These updates were provided to the State Board of Education and approved. Key elements include:

- Funding will be available for the transition cost and first year of operating/maintenance with whichever vendor is selected from the convenience contracts.
- Funding will be available for consulting services for the implementation.

All monies are listed in a Memorandum of Understanding between State Superintendent of Schools and the LEA, which must be fully executed before funds can be allotted.

Local finance officers have also requested statutory changes to reduce the need for customization or configuration of new ERP systems. Specifically, they have requested:

- Amend G.S. 115C-302.1.(b) to eliminate the requirement that teachers be prepaid for the entire month of August and that each monthly payment be equal. This statute, combined with G.S. 115C-84.2.(a) that a school calendar is 215 days, results in three challenges:
    - A requirement that the ERP system pay teachers based on a 21.5 day work-month.
    - The need to recoup compensation paid to any teacher who leaves during the school year (because they have been prepaid).
    - Confusion on the part of new teachers when they do not receive a June paycheck, even though they work some days in June (because they were paid for this time the previous August).
- Provide LEAs with less burdensome options for satisfying the requirement in G.S. 115C-302.1 to offer teachers an option to be paid over 12 months rather than 10 months.
- During 2020, School Business obtained the School Board Legal Team's input to modify the policy which addresses this requirement. School Business is actively working with key LEAs such as Charlotte Mecklenburg and others to clarify language in the new policy solving this key issue.
- Cash Management enhancement is underway with two significant activities:
    - The ultimate payee rule legislative language is being requested by Fiscal Research coordinating across the Department of Instruction, Office of the State Controller, Department of the Treasury, and multiple LEA finance teams to address language that is inconsistent with current cash management practices that the LEAs must adhere with common business practices.
    - Detailed analysis is being conducted to segregate policy requirements from

legal requirements. This is being done across three departmental agencies and involves School Business, DPI Compliance, DPI Finance, and others. This will further relieve perceived legal requirements to improve Cash Management Processes across the LEAs while adherence to State and Federal regulations will be achieved.

STATE BOARD OF EDUCATION

STATE BOARD OF EDUCATION VISION: Every public-school student in North Carolina will be empowered to accept academic challenges, prepared to pursue their chosen path after graduating high school, and encouraged to become lifelong learners with the capacity to engage in a globally-collaborative society.

STATE BOARD OF EDUCATION MISSION: The mission of the North Carolina State Board of Education is to use its constitutional authority to guard and maintain the right of a sound, basic education for every child in North Carolina Public Schools.

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Chair: Charlotte – At-Large

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Blowing Rock – Northwest Region

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NC DEPARTMENT OF PUBLIC INSTRUCTION

Catherine Truitt, State Superintendent :: 301 N. Wilmington Street :: Raleigh, North Carolina 27601-2825

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