School Business Systems Modernization (SBSM) Update

July 20, 2023

EBSAC Quarterly Meeting

SBSM is based on SL2016-94

- The project includes modernization of DPI and PSU financial and HR systems, licensure systems, and the student information system to improve performance and outcomes.

- SIS and Licensure in RFP silence/dead period.

Session Law 2017-57

- *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 (SaaS) 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.*

Modernization Timetable

NC – K-12 School Business Systems Modernization Plan

NC K-12 SCHOOL BUSINESS SYSTEMS MODERNIZATION PLAN

7.5 YEAR ERP TIMETABLE

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031

LICENSURE SYS — RFP / IMPLEMENTATION / TRAINING / PRODUCTION/TRAINING
Modernize Statewide Licensure System to address evolving requirements and next generation teacher licensing requirements.

STUDENT INFO SYS — RFP / IMPLEMENTATION / TRAINING/PRODUCTION / PRODUCTION/ELECTRONIC TRAINING
Modernize the decade-plus old heavily customized student information system with a more flexible and agile system focused on student centered teaching and learning.

HRMS SUNSET — 1ST DOZEN / 2ND DOZEN / 3RD DOZEN / REMAINING / HRMS OFFLINE
Migrate the forty-four LEAs still using HRMS in production to modern cloud-based ERP solutions.

AS400 HOSTING SUNSET — 113 LEAs & DPI AS400 LPARs / AS/400 EdCloud OFFLINE
Archive historical data and turn off production virtual legacy AS400 machines (LPARS) currently hosted at SAS and being migrated to a new MFaaS managed service vendor by June 1, 2024.

FBS REPORTING SYS — IMPLEMENATION/TRAINING / PRODUCTION
Modernize the current Financial Business Systems Reporting to better meet the needs of Public School Units in addition to other stakeholders.

DPI AGENCY ERP SYS — NCFS / PHASE I / PHASE II / PHASE III / PRODUCTION
Modernize the NCDPI Financial System in three phases starting with the new North Carolina Financial System (NCFS) interfaces and culminating with modernizing the interfaces with PSU for reporting and cash management.

PSU FINANCE/HR (ERP) — ERP/HCM/EPM (4 Live) / (12 Live) / (24 Live) / (42 Live) / (60 Live) / (84 Live) / (100 Live) / (115 Live) / PRODUCTION
Migrate all local education agency Enterprise Resource Management, Human Capital Managment, Payroll, Enterprise Performance Management from legacy on premise to modern cloud-based systems.

INTEGRATED NCLDS ODS — RFP / IMPLEMENTATION/TRAINING
New Integrated Operational Data Store as part of the new NC Longitudinal Data System (NCLDS) Data Lake framework providing PSUs with access to all their data as well as a real-time copy at the State to improve outcomes.

2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Year One	Year Two	Year Three	Year Four	Year Five	Year Six	Year Seven	Year Eight	Year Nine	Year Ten

Order Of Priority

- Land the current integrated cloud-based FIN/HR pilot planes
- Agency NCFS Modernization Phase 1 to benchmark for PSUs
- New PSU CoA (35 digit) In Production July 1, 2024
  - Testing Window November 1, 2023 – May 31, 2024
- Enhance Statewide Job Board w/ Statewide Vacancy Reporting
  - northcarolina.schoolspring.com
- Migrate 113 AS/400 to new MFaaS vendor (Oct 1 – June 1, 2024)
- Fit/Gap Oracle/MUNIS/LINQ/WenGage by December 31, 2023
- Student Information System Modernization
- Operational/Longitudinal Data System (NCSW) Modernization
- Online Licensure System Modernization

AS/400 Roadmap Update

- Migration to MFaaS hosting vendor between October 1, 2023 and June 1, 2024. Moves will likely require some coordination with district Firewall Admins.
  - Leveraging existing DIT MFaaS contract (Tier 1 vendor)
  - ~40 PSUs still using HRMS for production, others using for historical data
  - ~30 districts still using Serenic SunPac for production
  - ~44 total districts still using AS400 in production (others historical)

Steven Katz, PM

- 25 years of experience in Management Consulting encompassing Program Management, Project Management, Solution Architecture, IT Solution Development and Management, Change Management, Financials, and has Subject Matter Expertise in Benefits, Compensation and Payroll.

- Steven has worked for PeopleSoft and ORACLE as Director of Product Strategy and Development over multiple HCM modules,

- Clients have included State of Georgia – State Accounting Office, Gwinnet County Public Schools, Omaha Public Schools, and multiple State and Local Governments

- Email Steven.Katz@dpi.nc.gov (DPI PSU ERP PM) with ERP questions and to be added to Monthly Update call/SharePoint
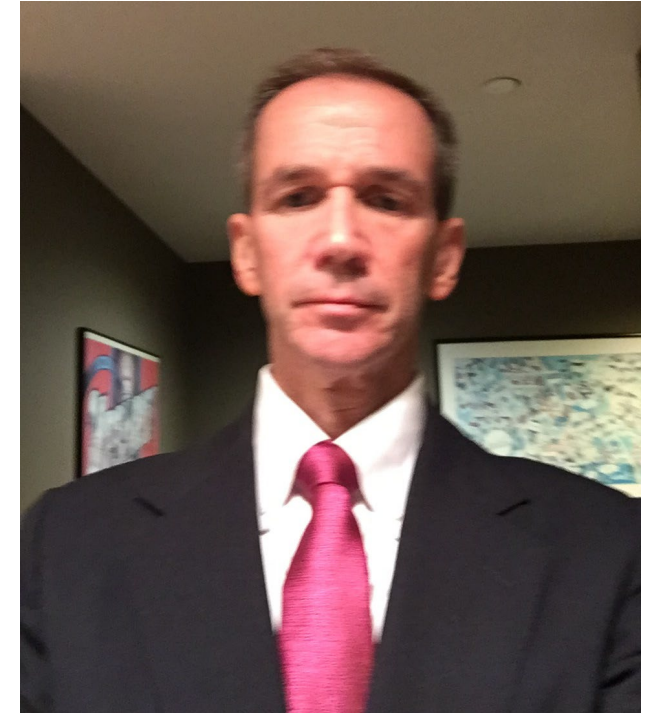
New SBSM Projects SharePoint

- 00 **Projects PSU's**
    - A folder for each PSU (Only approved persons will be able to see files.)
        - § Each Folder has the following folders
            - 01 RFP-SOW-MOU-Invoices
            - 10 Project Management
            - 20 Analysis and Configuration
            - 30 Data Conversion
            - 40 Interfaces
            - 50 Advanced Config
            - 60 Training
            - 70 Testing
            - 80 Go Live and Approval
- 10 **DPI Meeting**
    - Monthly meetings (w/ Archive folder for all previous meetings) when entering the folder the only presentation will be the current presentation
    - EBSAC
    - Other DPI Meetings can be added as required
- 20 **DPI Interfaces and Reporting**
    - DPI UERS Interfaces and Reports – This folder will have an Archive Folder for old specifications. The Current Specification will be a document with the complete requirements for each interface/report, including data layout, file format (I.e. JSON) , URL, Internet Connections, Report ID, and how to obtain and access key.
    - Benefit interfaces
    - Other requirements
- 30 **Vendor Information**

DPI NCAS To NCFS Interface Update

- All existing Agency NCAS interfaces were submitted for the NCFS SIT2 Window and approved during the OSC NCFS UAT testing window.

- NCFS (Oracle Cloud ERP) go-live for OSC is scheduled for October 2023

- Work continues on development of Reports required by DPI/General Assembly

DPI Agency Modernization (Phase 1)

DPI is currently looking into a ledger, cash request, and data reporting solution. We hope to be able to share more details in the next few months related to the timeline. This transition will lead to a more modern platform for PSU cash request system and the DPI PSU general ledger. With this new data platform, reporting and analytics for PSUs will be more robust with increased functionality like exporting of monthly reports to Excel. School Reporting section is in the process of moving towards an annualized salary audit process which should help to improve salary compliance. There are some changes coming to the BUD process and School Reporting is covering those changes in one of their sessions this week.

New PSU CoA

What is the overall timeframe looking like for CoA conversion and has it changed any from the previous timelines that were presented?

The DPI timeline is still on track for the expanded PSU chart including grant year of funds reporting to be live July 1, 2024. Vendor testing window November 2023 – May, 2024.

We are working directly with the PSU ERP vendors who are working through challenges like fixed width reports/screens/mapping, etc.

New PSU CoA

What are some unique or specific things discovered while going through this process?

What we have discovered is that expanding the PSU and school numbers in EDDIE is its own project. This is a huge undertaking that will take resources and time to complete.

During our analysis DPI has discovered we have multiple auxiliary systems that interface with YOUR (PSU) data that require modifications not just for our expanded COA but to ensure grant year reporting under the OSC directive and for NCFS effective interfaces and processing.
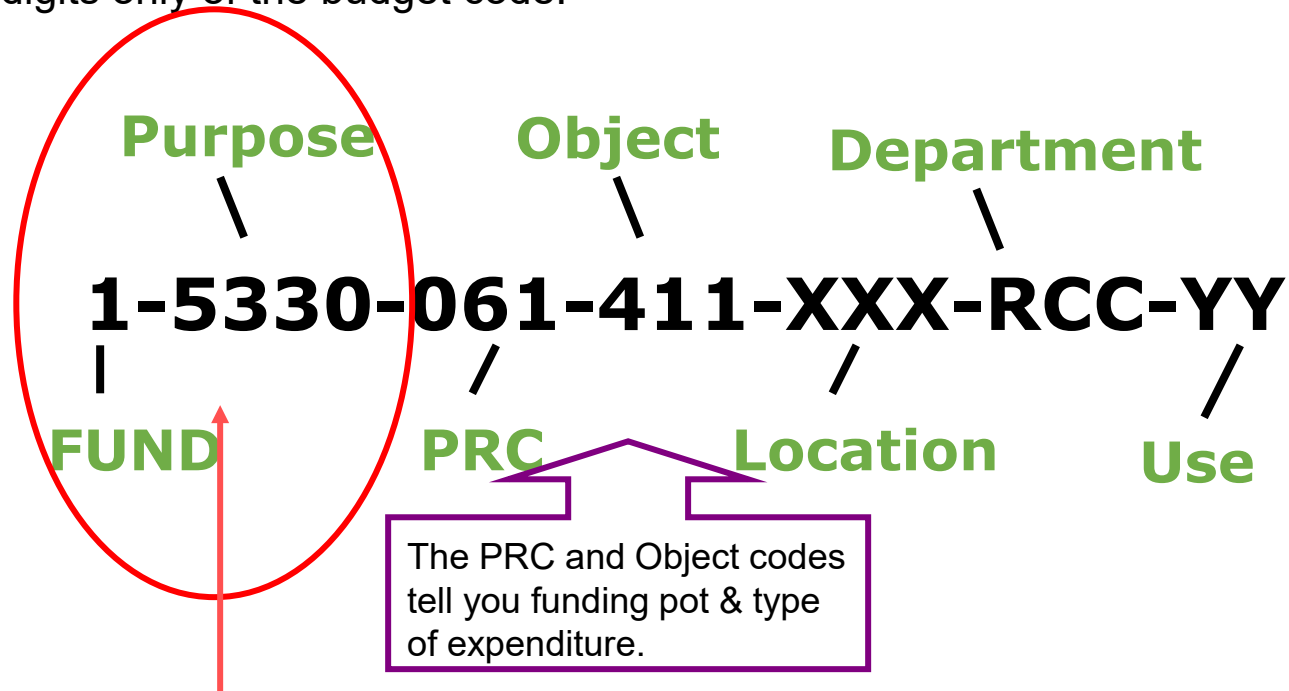
New PSU CoA (35 Digits)

- Grant year reporting is a mandate from Office State Controller
  - Part of the State's NCFS rollout, and non-negotiable
- DPI has communicated with ERP vendors testing window
  - November 1, 2023 through May 31, 2024
- MUST be in production July 1, 2024
- Appreciate Ashley Sutton and Stephanie Treadway leading a deep dive discussion from 1:15-2:00PM today.

CURRENT COA

The budget code is defined by the NC Department of Public Instruction under UERS General Statutes. LEAs can define the last 5 digits only of the budget code.

Purpose

Object

Department

1-5330-061-411-XXX-RCC-YY

FUND

PRC

Location

Use

The PRC and Object codes tell you funding pot & type of expenditure.

Most Board of Education's Budget Resolution during the fiscal year is at the Fund-Purpose Code level of the Budget Code.

The Budget Breakdown or Budget Code – NEW COA

The budget code is defined by the NC Department of Public Instruction under UERS General Statutes. The CODING STRUCTURE below must be **Operational LIVE in July 2024.**
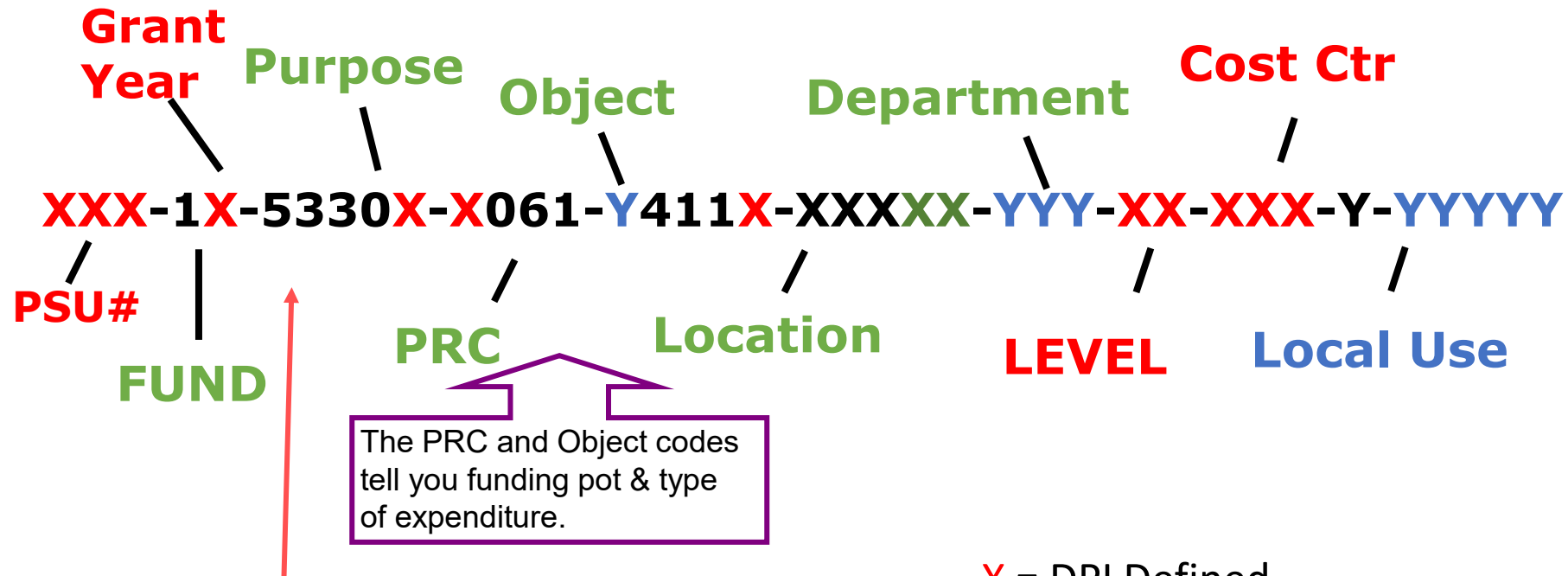
Grant Year   **Purpose**   **Object**   **Department**   **Cost Ctr**

XXX-1X-5330X-X061-Y411X-XXXXX-YYY-XX-XXX-Y-YYYYY

PSU#

FUND   **PRC**   **Location**   **LEVEL**   **Local Use**

The PRC and Object codes tell you funding pot & type of expenditure.

Most Board of Education's Budget Resolution during the fiscal year is at the Fund-Purpose Code level of the Budget Code.

X = DPI Defined
Y = PSU Defined

Can be Alpha-Numeric

ERP Modernization

Enterprise Resource Planning (ERP) Status Update As of July 19, 2023

PSU ERP Pre-Go-Live Check List

- https://docs.google.com/document/d/1vi7EEiDk-E7M3wBSYRsxezfrh6CbZmXRBvERwBuh-OE/edit
  - Released v1.0 June 17, 2022 (Now in v1.3 dated April 4, 2023)
  - Full Parallel Payroll Testing & Validation/UERS Testing & Validation
  - Steven's "Do's and Don'ts Presentation" Tomorrow
    - e.g. Make sure all resources are vetted prior to project kickoff

PSU ERP Status Updates

- Guilford (Oracle Fusion Cloud ERP) – Go-Live January 2025
  - IBM Consulting, Inc (SI)
- CMS RFP for new SI for Oracle Cloud ERP (Dead Period)
- Swain (Tyler MUNIS Cloud ERP)
  - Successful Go-Live January 2023
  - Chose TimeClock Plus for Time and Attendance
- WSFCS (MUNIS Cloud ERP) – Go-Live January 2025
- Union (Tyler MUNIS Cloud ERP):
  - Remains On Hold
- Pricing Information

Guilford County Schools MOU Recap:

- Guilford County Schools issued a very thorough and detailed Request for Proposals (RFP) meeting or exceeding NCDPI requirements for ERP implementation seeking a new Software Integrator for Oracle Fusion Cloud ERP software on September 19, 2022.
- Following a fair and open competitive bidding process an evaluation team that included representation from the NCDPI Office of Systems Modernization selected IBM Consulting, Inc. after determining its proposal represented the clear best value.
- DPI issued a vendor approval letter to Guilford County Schools on January 19, 2023 acknowledging that IBM Consulting, Inc. is now an NCDPI-approved Modern Business Systems vendor for implementing Oracle Fusion Cloud ERP software.
- Having approved IBM Consulting, Inc. as an integrator for Oracle Fusion Cloud ERP the North Carolina Department of Public Instruction entered into a Memorandum of Understanding (MOU) with Guilford County Schools to fund 90% of the costs of implementation.
- The MOU included additional governance requirements prior to go-live (e.g. SBSM review of deliverables and SB Sign-Off prior to go-live) and a repayment penalty clause should the district terminate their contract with IBM Consulting, Inc. prior to going into production for both Financials and HCM/Payroll.
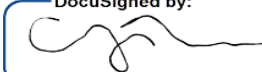
Dear Dr. Oakley:

The North Carolina Department of Public Instruction (NCDPI) hereby informs you that IBM Consulting, Inc. is an approved Software Integrator for Oracle Fusion Cloud ERP software under the School Business Systems Modernization (SBSM) plan.

Guilford County Schools issued a detailed Request for Proposals (RFP) meeting or exceeding NCDPI requirements for ERP implementation seeking a Software Integrator for Oracle Fusion Cloud ERP software on September 19, 2022. Following a fair and open competitive bidding process, an evaluation team that included representation from the NCDPI Office of Systems Modernization selected IBM Consulting, Inc. after determining its proposal represented the best value.

Having approved IBM Consulting, Inc. (now a NCDPI-approved Modern Business Systems vendor) as an integrator for Oracle Fusion Cloud ERP the North Carolina Department of Public Instruction intends to enter into a Memorandum of Understanding (MOU) with Guilford County Schools to fund up to 90% of the costs associated with the vendor's implementation. The MOU will include a repayment penalty clause should the district terminate their contract with IBM Consulting, Inc. prior to going into production for both Financials and HCM/Payroll.

NCDPI looks forward to executing the MOU and continuing to work with Guilford County Schools towards a successful implementation of a modern cloud-based Enterprise Resource Planning system.
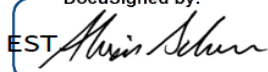
Sincerely,

DocuSigned by:

1/19/2023 | 10:09:46 AM EST

DocuSigned by:

1/19/2023 | 8:39:29 AM EST

972337BBCC384D9...

Catherine Truitt
NC Superintendent of Public Instruction

176641486C494F4...

Alexis Schauss
Chief Financial Officer
NC Department of Public Instruction

CT/AS/bp

c: Dr. Whitney Oakley, Superintendent, Guilford County Schools

CMS Oracle Cloud ERP RFP Key Dates:

The planned schedule for review of proposals is as follows:

Event	Date
Post Advertisement to IPS	May 30,2023
Pre Proposal Meeting (invitation will be in a separate email)	June 08, 2023
Question Submission Deadline	June23, 2023
Proposals Due no later than 3:00 PM EST	July 14, 2023
Offeror(s) Selection Notification for Demonstrations/Oral Presentations	Week of August 14, 2023
Demonstrations/Oral Presentations	Week of September 11, 2023
Discovery	Week of September 18, 2023
Best and Final Offer	October 4, 2023
Recommendation to School Board	October 19, 2023

PSU ERP Pricing Matrix

Vendor	One Time Implementation Cost Per Student/ADM	SaaS/Managed Services Annual Cost Per Student ADM
LINQ Cloud from LINQ V6	$2.50	$7.00
LINQ Cloud from SunPac or Other Applications	$5.00	$7.00
ORACLE Cloud (Cost Estimated)	$90.00	$12.00
Cost may vary by depending on System Integration Consultant used		
Tyler MUNIS (Cost Estimated)	$33.00	$7.00
WenGAGE ERP Cloud from SunPac	$15.00	$6.83
WenGage ERP Cloud from LINQ or Other Applications	$20.00	$6.83
* WenGAGE pricing is tentative and subject to change		

Footnotes

(1) One Time Implementation Cost: OBJECT CODE 319 Not Including Onsite Costs. CostPer Student

(2) SaaS/Managed Services Annual Cost: Object Code 418 Per Student ADM

(3) Onsite Costs. Onsite costs typically run 15% - 22% of One-Time Implementation Cost.
On-Site Costs depend on your needs, and should be discussed with your Vendor

PSU ERP Rollout Update:

Rollout Status Update As Of February 8, 2023

PSU Modernization: Rollout Status as of February 8, 2023

ORACLE FUSION CLOUD ERP IMPLEMENTATION SCHEDULES (PROJECTED GO LIVES)												
PSU	**Legacy System**	**Imp. Phase**	10/1/21	11/1/21	12/1/21	1/1/22	2/1/22	4/1/22	10/1/23	1/1/24	7/1/24	1/1/25
Charlotte Mecklenberg VENDOR?	Lawson	HCM-PR-ERP+CORE									**HCM-PR + ERP + CORE + SHP-BEN GO-Live (DATE TBD)**	
		EXT. Functions									**EXT. Fnctns GO-Live (DATE TBD)**	
Gaston (ERP Live 7/21) (HCM Payroll Live 1/22) CHERRYROAD TECHNOLOGIES	SunPac & HRMS	HCM-PR-ERP+CORE				HCM-PR **(LIVE)**						
		EXT. Functions				EXT. Fnctns (CANCELLED)						
Guilford IBM CONSULTING	SunPac & HRMS	ERP-Finance										**ERP-FIN GO-LIVE (Tentative)**
		HCM-Payroll										**HCM-PR GO-LIVE (Tentative)**
Cumberland VENDOR?	SunPac & HRMS	HCM-PR-ERP+CORE									**HCM-PR-ERP +CORE GO-Live (DATE TBD)**	
		EXT. Functions									**EXT. Fnctns GO-Live (DATE TBD)**	
Key Notes: There is an ERP/HCM PR Go-Live blackout month of June to permit PSU / DPI Year End Financial Close and avoid key resource constraints.												

PSU Modernization: Rollout Status as of February 8, 2023

TYLER - MUNIS CLOUD ERP IMPLEMENTATION SCHEDULES (PROJECTED GO LIVES) Page 2												
PSU	**Legacy System**	**Imp. Phase**	10/1/21	11/1/21	12/1/21	1/1/22	2/1/22	1/1/23	4/1/23	7/1/24	10/1/24	1/1/25
Rowan-Salisbury Schools	SunPac & HRMS	ERP							ERP & Payroll GO-Live (DATE TBD)			
		HCM							HR-ONLY GO-Live (DATE TBD)			
Winston Salem - Forsyth County	SunPac & HRMS	ERP								ERP GO-Live (Tentative)		
		HCM-PR										HR & Payroll GO-Live (Tentative)
Key Notes: There is an ERP/HCM PR Go-Live blackout month of June to permit PSU / DPI Year End Financial Close and avoid key resource constraints.												

NORTH CAROLINA
State Board of Education
Department of Public Instruction

PSU Modernization: Rollout Status as of February 8, 2023

TYLER - MUNIS CLOUD ERP IMPLEMENTATION SCHEDULES (PROJECTED GO LIVES) Page 1													
PSU	Legacy System	Imp. Phase	10/1/21	11/1/21	12/1/21	1/1/22	2/1/22	1/1/23	4/1/23	7/1/24	10/1/24	1/1/25
New Hanover (HCM Payroll & ERP) Live July 1 2021	SunPac & HRMS	ERP										
		HCM-PR										
Union (ERP LIVE 8/21)	SunPac & HRMS	ERP										
		HCM-PR							HCM-PR GO-Live (DATE TBD)			
Swain (ERP LIVE 10/21) (HCM-PR LIVE 1/23)	SunPac & HRMS	ERP	ERP (LIVE)									
		HCM-PR						HCM-PR				
Macon	SunPac & HRMS	ERP							ERP (On HOLD)			
		HCM-PR							HCM-PR (On HOLD)			
Key Notes: There is an ERP/HCM PR Go-Live blackout month of June to permit PSU / DPI Year End Financial Close and avoid key resource constraints.													

PSU Modernization: Rollout Status as of February 8, 2023

LINQ CLOUD ERP IMPLEMENTATION SCHEDULES (PROJECTED GO-LIVES) PAGE 1													
PSU	**Legacy System**	**Imp. Phase**	3/1/23	4/1/23	7/1/23	8/1/23	10/1/23	11/1/23	12/1/23	1/1/24	2/1/24	3/1/24
Ashe **(Finance Live 7/21)**	LINQ & LINQHR	LIVE										
(HCM-PR Live 5/22)		LIVE										
Hyde **(Finance and HCM-PR Live 1/23)**	LINQ & LINQHR	LIVE										
		LIVE										
Clay	LINQ & LINQHR	FIN	GO-LIVE									
		HCM-PR										
Lincoln Charter	LINQ & LINQHR	FIN	GO-LIVE									
		HCM-PR										
Pine Lake Prep Charter	LINQ & LINQHR	Fin	GO-LIVE									
		HCM-PR										
Craven	SunPac & HRMS	FIN		GO-LIVE								
		HCM-PR										
Lexington City Schools	SunPac & HRMS	FIN		GO-LIVE								
		HCM-PR										

Key Notes: There is an ERP/HCM PR Go-Live blackout month of June to permit PSU / DPI Year End Financial Close and avoid key resource constraints.

PSU Modernization: Rollout Status as of February 8, 2023

LINQ CLOUD ERP IMPLEMENTATION SCHEDULES (PROJECTED GO-LIVES) PAGE 2													
PSU	**Legacy System**	**Imp. Phase**	3/1/23	4/1/23	7/1/23	8/1/23	10/1/23	11/1/23	12/1/23	1/1/24	2/1/24	3/1/24
Catawba	LINQ & LINQ HR	FIN			GO-LIVE							
		HCM-PR			GO-LIVE							
Elkin	LINQ & LINQ HR	FIN				GO-LIVE						
		HCM-PR				GO-LIVE						
Anson	SunPac & HRMS	FIN						GO-LIVE				
		HCM-PR						GO-LIVE				

Key Notes: There is an ERP/HCM PR Go-Live blackout month of June to permit PSU / DPI Year End Financial Close and avoid key resource constraints.

Unified Talent ATS Update:

NORTH CAROLINA
State Board of Education
Department of Public Instruction

PS Applicant Tracking and Onboarding

- Updated as of July 20 –

  - Applicant Tracking - Total of **167** live (includes last year & this year)
    - Districts – **90** Live
    - Charters - **77** Live (up from 61 in March)
      - 49 from last year continue to work on their own on setup/configuration
      - 14 from this year continue to work on their own on setup/configuration

  - Onboarding - Total of **66** live
    - Districts – **60** Live
    - Charters - **6** Live (13 attended Onboarding training last year)

New PowerSchool ATS Amendment:

- SchoolSpring Consortium Job Board with Interactive Map is live, Self-Service Branding and State Reporting capabilities (partial release of reporting – continued development of analytics)
  - northcarolina.schoolspring.com

- 150 Additional Training Hours to be used for implementations to bring additional PSUs onto Applicant Tracking and/or Onboarding systems. May 2023 – June 2024 Implementations

PS Applicant Tracking & Onboarding Amendment 20 "Round 2"

- **"Round 2"** PSUs Signed Up as of July 20 – sign up <u>here</u>

  - Applicant Tracking -
    - Districts – **2** (lost 1 since April- they misunderstood what it was)
    - Charters – **24** (up 12 from April) (29 have attended training)
      - Plus 6 from last year coming back for training again so can finish their setup
      - Plus 12 attending for Refresher Training (Districts and Charter Schools)

  - Onboarding -
    - Districts – **10** (up 1 from April) (6 currently in training)
    - Charters – **30** (up 5 from April) (16 have attended training)
      - Plus 7 attending for Refresher Training (Districts and Charter Schools)

S.L. 2022-74

Funds Modernization/Establishes Grants Program – Short Session Section 7.79 Revisions

SB105 Summary

- Allocation: $86,599,432 over biennium
  - $48,748,522 – Year 1
  - $37,850,910 – Year 2
- $2.8m to Government Data Analytics Center
- Has to cover SIS Migration, Agency ERP, Licensure, Data Reporting
  - NC SIS, Agency ERP, Licensure, Agency/State Interfaces/Middleware/Data Warehouses updated to leverage modern PSU ERP systems
  - Applied for $3,750,000 State Educational Longitudinal Data System Grant to hopefully help pay for the ODS/LDS Modernization (Submitted 6/29/23)
  - Provided 8yr Cost Projection to Fiscal Research (Additional $5
  - Provided 8yr Cost Projection to Fiscal Research (Additional $52M needed 2026/27)
- Final Budget:
  - Requirement to store copy of school business data off premise by 6/30/2023
    - HB 103 Session Law 2022-74 Section 7.1.(a) (bottom pg 27/top pg 28)
  - Requirement to move to cloud-based school business data systems

DLMI Questions

- The DLMI is required of all districts and charter schools.
  - Is your PSU school business data processed off-site premises (e.g. internet-based/cloud-based or server is hosted off school/district premise)?
  - Is your PSU school business data backed up at an off-site premises on a regular interval **and are those backups** protected from being encrypted during a Ransomware attack on your on premise school/district network per Session Law 2022-74 Section 7.1.(a)?
  - Is your school business data processed in the cloud (internet-based) via a fully integrated (Finance/Human Capital Management/Payroll) Enterprise Resource Planning (ERP) platform vendor?

DLMI "Off Premise" Questions

- 11 Districts Answered No To Offsite Backup
  - All are LINQ Maintenance Plan or SunPac meeting requirement
- 52 Charters Answered No To Offsite Backup
- 86 Districts Process SB Data Off Premise
- 153 Charters Process SB Data Off Premise

- Key wording in Section 7.1.a / 7.79(b) is "…shall store their school business data at an off-site premises by June 30, 2023."
  - HB 103 Session Law 2022-74 Section 7.1.(a) (bottom pg 27/top pg 28)
  - This stored data should be immutable (unable to be encrypted) and recent enough to allow for recovery from ransomware encryption
  - Requirement to move to cloud-based school business data systems

Questions?

North Carolina
State Board of Education
Department of Public Instruction