



A Study of Structure and Organization of the State Board of Education, State Superintendent of Instruction, and Department of Public Instruction in North Carolina

Presented to the:

*Joint Legislative Program
Evaluation Oversight Committee*

Presented by:

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Presentation Outline

- Introduction
- The Charge
- Methodology
- Work Plan
- Major Findings, Commendations, and Recommendations
- Fiscal Impact



The Charge

- The Joint Legislative Program Evaluation Oversight Committee shall include in the 2008-2009 Work Plan for the Program Evaluation Division of the General Assembly a review and study of the structure and organization of the Department of Public Instruction and the State Board of Education.
- The Program Evaluation Division shall submit the study to the Joint Legislative Program Evaluation Oversight Committee, the Joint Legislative Education Oversight Committee, the Chairs of the Appropriations Committees of the Senate and the House of Representatives, and the Fiscal Research Division by December 31, 2008.



Methodology

- DPI Entrance Conference
- Input from Internal and External Stakeholders - more than 50 Diagnostic Interviews
- Comparisons to Other State Education Agencies
- Five Meetings of Technical Advisory Group



Methodology

- On-site Review with Team of Six Consultants
- On-Line Survey of District Superintendents
- Identified Best Practices and Potential Savings/Costs
- DPI Exit Conference



Final Report Outline

Executive Summary

Chapter 1.0: Introduction

Chapter 2.0: Comparisons of Education Systems and Best Practices in Selected States

Chapter 3.0: Agency Roles and Responsibilities, Governance, and External Accountability

Chapter 4.0: Internal Analysis of the Department of Public Instruction

Chapter 5.0: Fiscal Impact of Recommendations



Findings, Commendations, and Recommendations

- **23 Commendations**
- **43 Recommendations**



Major Commendations



Major Commendations

- State Board of Education structure establishes stability and continuity in governance.
- Effective Subcommittee Structure for State Board of Education.
- State Board of Education Chairman maintains a highly visible profile.
- The role of the Education Cabinet needed to address issues and establish policies across the continuum of pre-K–20 education.



Major Commendations

- The adoption of State Board goals for the 21st Century sets the framework for DPI accountability.
- The DPI Performance Management Tool will provide the State Board with information to effectively monitor goals and indicators.
- Full implementation of NC CEDARS Data Warehouse and NC WISE will greatly increase information accessibly.



Major Commendations

- DPI has begun a concerted effort to better serve educators across the State.
- DPI recognizes the need to better plan and coordinate professional development.
- The DPI internal testing program and timeliness of providing results are both cost efficient and effective.



Major Commendations

- The DPI Technology Office has implemented effective management and technology strategies, and reduced cost overruns for NC WISE.
- DPI has reduced costly contracted positions.
- DPI makes effective use of State Improvement Grant funds.
- DPI has made improvements in supporting districts and schools.



Major Recommendations



Governance and External Accountability

- Resolve current governance structure, leadership of public education, and management of DPI involving the Chairman of the State Board, State Superintendent, and the Deputy State Superintendent which currently diffuses responsibility and hinders effectiveness and accountability:
 - Resolve definitively the role and authority of the State Superintendent as the Secretary and Chief Administrative Officer of the State Board of Education, subject to the direction, control, and approval of the State Board, and the policy of the State Board regarding delegation of duties and roles of the State Superintendent and Deputy Superintendent.
 - Consider an alternative governance/leadership/management structure, akin to a corporate model, which does not require a change in the State Constitution.



Governance and External Accountability

- Emphasize the importance of the Governor's role in actively serving as the Chair of the Education Cabinet.
- Require the Education Cabinet to meet more frequently and prepare meeting summaries for General Assembly.
- Abolish the Education Commission, but require more frequent meetings of pre-K through higher education boards.



Governance and External Accountability

- Enact legislation that defines the expectations for attendance and other responsibilities of State Board members.
- Design a balanced scorecard and a fully developed dashboard.
- Advise DPI on information that the State Board needs for effective monitoring.
- Redirect the State Board to be strategically focused by using the balanced scorecard and the dashboard.



Internal Analysis of the Department of Public Instruction

- Further reorganize DPI.
- Move administrative offices from State Board of Education to DPI.



Internal Analysis of the Department of Public Instruction

- Develop procedures to ensure collaboration, communications, and accountability throughout DPI.
- Create Interagency Task Force to look at State ITS and Personnel issues.
- Examine the implications of NCLB requirements and the movement of accountability data systems to ITS.



Internal Analysis of the Department of Public Instruction

- Expedite plans to automate licensure.
- Expand communications channels with administrators in the field.
- Develop and implement a DPI retention policy and plan.



Internal Analysis of the Department of Public Instruction

- Expand current leadership development processes for succession planning.
- Involve LEAs in identifying duplicative requests being made by DPI.
- Create a comprehensive employee handbook and up-to-date job descriptions.



Internal Analysis of the Department of Public Instruction

- Respond more effectively to the Governor's Results-based Budgeting Initiative.
- Enhance participation of internal stakeholders in the development of performance standards.
- Comply with the 2007 State Internal Audit Act.



Fiscal Impact



Fiscal Impact

Costs/Savings	Years					Total 5-Year (Costs) or Savings
	2009-10	2010-11	2011-12	2012-13	2013-14	
Total Costs	(\$136,000)	(\$136,000)	(\$136,000)	(\$136,000)	(\$136,000)	(\$680,000)
Total Savings	\$527,000	\$527,000	\$527,000	\$527,000	\$527,000	\$2,635,000
Total Net Savings	\$391,000	\$391,000	\$391,000	\$391,000	\$391,000	\$1,955,000



Questions and Answers



Thank You!

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