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Center for
Distance Education

OVERVIEW & BUDGET REQUEST

Presented by: Alyssa Martin,
NDCDE State Director

Date: January 16, 2025

<https://www.cde.nd.gov/>

AGENDA



ND
CDE

CELEBRATING A LEGACY OF EXCELLENCE
IN PERSONALIZED EDUCATION.
90TH ANNIVERSARY

01. Agency Overview

02. 2023-25 Data & Outcomes

03. 2025-27 Priorities

04. Overview of Decision Packages



05. Comprehensive Budget



Use this QR Code or [link](#)
to watch presentation
videos and click on urls.



<https://www.cde.nd.gov/>



INTRODUCTION

90 YEARS OF EXCELLENCE IN PERSONALIZED LEARNING!

- Founded in 1935
- **Mission:** Supporting K-12 schools by delivering quality education that helps students achieve their goals and reach their potential.
- **Legacy of Innovation:** A pioneer in virtual education, continuously adapting to meet student needs and state priorities.

DELIVERY FORMAT

With origins as a correspondence school, NDCDE is now 100%:

- Virtual, self-paced

Each student is assigned a North Dakota teacher who monitors progress, provides feedback, and offers virtual meetings.

NDCDE is a supplemental educational provider.



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IN PERSONALIZED EDUCATION.
90TH ANNIVERSARY

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LEARNING COACH (LC)

On the ground proctor and educational support provider to a student. Learn more by scanning the QR Code.



ROLLING ENROLLMENT

Students can start courses at any time throughout the year, rather than following a fixed semester schedule. This flexibility is critical in a virtual setting where we support students on an individual learning timeline, often supplementing their local school coursework.



ENROLLMENT

Represent the total number of courses students are enrolled in. If a student takes three courses, that's three enrollments, even though it's just one student.



HEADCOUNT

Represent the number of unique students served. If a student takes multiple courses, they are still counted as just one headcount.

Because NDCDE plans course-by-course, enrollments are the more accurate measure for staffing and resource planning than headcount.

TERMINOLOGY



LMS: LEARNING MANAGEMENT SYSTEM

The virtual classroom where all teaching and learning take place in a virtual school. It's where students access their courses, complete assignments, receive feedback, and track their progress.



SIS: STUDENT INFORMATION SYSTEM

The platform we use to manage and track student data, including course enrollments, grades, attendance, and communication. It's essential for keeping records organized, ensuring accurate reporting, and supporting the management of a virtual school.



ASYNCHRONOUS

Students can access their coursework and complete assignments on their own schedule, rather than attending live, scheduled classes.



COURSE OFFERINGS



CORE

Offer all courses required by state law in grades K-12, including core subject areas: Math, English, PE, Science & Social Studies. Often, CDE's advanced courses in areas such as math are unavailable in rural schools.



ELECTIVES

Students in middle and high school can take courses ranging from music to coding.



CAREER & TECHNICAL EDUCATION (CTE)

A wide-variety of CTE courses are offered in fields such as health science, business, and technology.



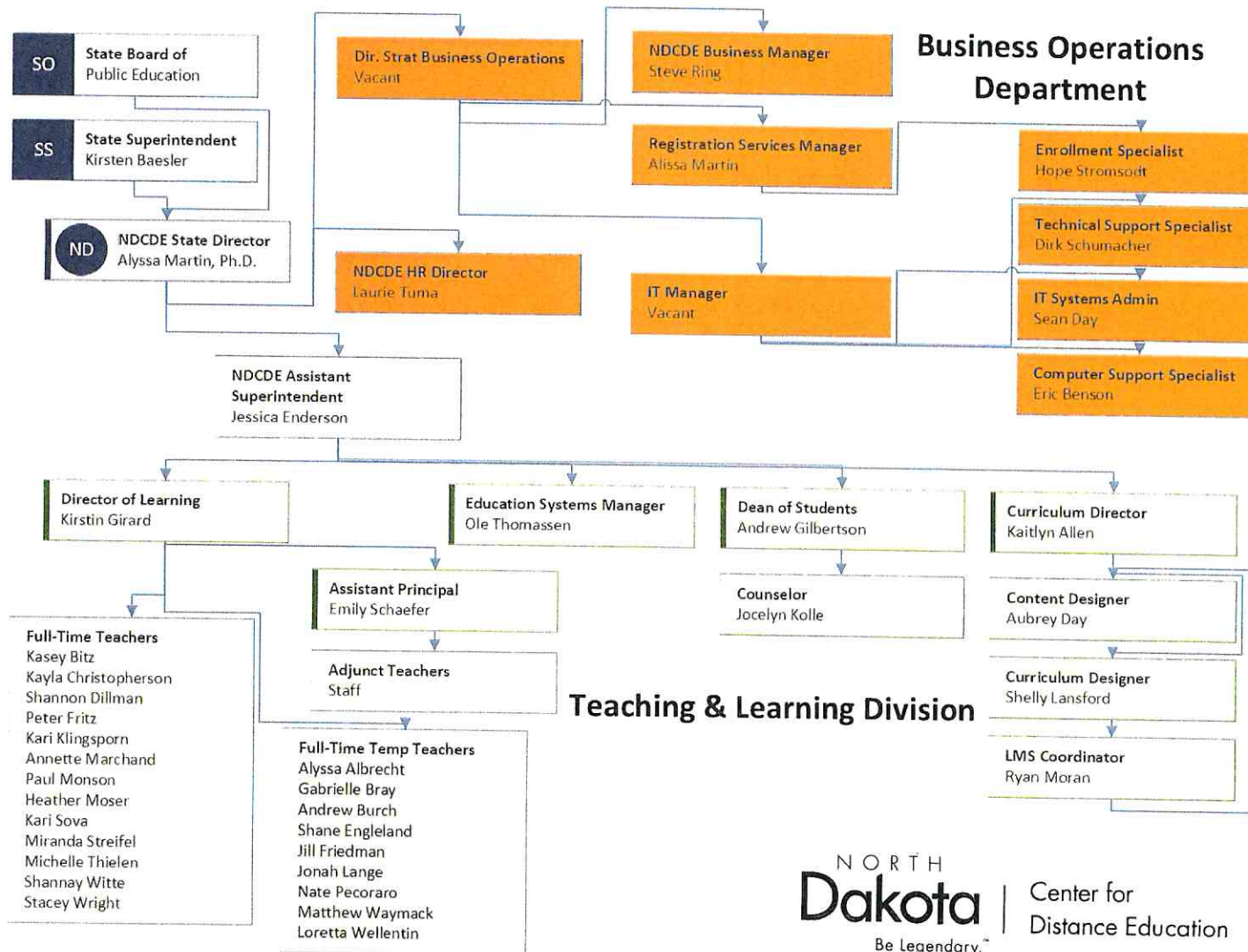
EVER EXPANDING

We strive to find curricular opportunities for students not found in their local schools.

BY THE NUMBERS

No	Category	Description
51	Diplomas Awarded	Self-pay homeschooled students
90	Years of Service	NDCDE has operated since 1935
104	Employees	29 FTEs (1.8 currently vacant; 3 new FTEs added in 2023-25), 11 FTTs (9 teachers), 64 PTTs (adjuncts)
305	ND Schools Served, 23-25	Unique <u>schools</u> (private and public), Based on 730 days
307	Courses Offered	28.3% elementary, 12.7% middle school, 59% high school
8803	Students Served, 23-25*	24,500 enrollments, 8350 North Dakota Students, based on 730 days
25.4%	Enrollment Increase (21-23) v. (23-25)	19,539 (21-23) to 24,500 (23-25), Based on 730 days





REQUESTED FTE INFORMATION

Request	Description
Comparison of Request/Recommendation Totals (Including FTE Positions)	<p>NDCDE is requesting an increase of 2.2 FTEs for the next biennium, bringing the total from the current 30.8 FTEs to 33 FTEs. This request is included in a decision package, which will be covered in greater detail later in the presentation.</p>
New Positions Approved for the 2023-25 Biennium	<p>The 2023 Legislative Assembly approved three new FTE positions for NDCDE for the 2023-25 biennium. Two positions were filled in early July 2023. One position was filled in early fall 2023. Additionally, one position (.8 FTE) was moved to the FTE pool at the end of the last biennium and was promptly filled at the beginning of the current biennium. Funds for this position were reclaimed from the OMB pool at that time.</p>
Employee Turnover and Vacant Positions	<p>During the 2023-25 biennium, NDCDE experienced turnover in administrative, teaching, and IT positions. This turnover allowed for a strategic restructuring of the organization, focusing on:</p> <ul style="list-style-type: none">• Reclassifying positions to strengthen administrative oversight.• Maintaining appropriate student-to-teacher ratios. <p>Minimal cost savings resulted from vacancies, as vacant positions were either temporarily covered by paying overload to existing staff or through short-term consultant hires to maintain uninterrupted service levels. NDCDE currently has 1.8 open positions, both of which are expected to be filled between January and February 2025, concluding the business-side reorganization.</p>

Note on Quantifying Savings: Due to the nature of staffing adjustments and temporary coverage strategies, quantifying savings from vacancies would be challenging as workloads were temporarily reallocated and consultants used as needed. NDCDE prioritized service continuity throughout the restructuring process, ensuring minimal disruption to students and partner schools.



23-25 Tuition Rates

Effective Augst 1, 2023:

STANDARD

\$259 /Course

- ✓ Paid by ND homeschool families and ND private and public schools, unless eligible for an NDSOS discount.
- ✓ Standard rate across all K-12 classes, except AG, EmpowerU, & certifications.

SOS* DISCOUNT

\$229 /Course

- ✓ Must be a current member of ND Small Organized Schools and have fewer than 3,500 students.
- ✓ Price break intended to reduce access barriers.
- SOS: ND Small Organized Schools

OUT OF STATE (OS)

\$349 /Course

- ✓ Paid by out-of-state families and schools.
- ✓ Subsidizes CDE revenue.
- ✓ Standard OS rate across all K-12 classes, except AG, EmpowerU, and certifications.

Benchmarking

State Virtual School	Tuition Charged Per Course
MT Digital (Peer)	\$123
MI Virtual (Aspirational)	\$335
National Average	\$219

21-23 NDCDE Tuition Rates:

- \$159 to \$189 in-state
- \$259 out-of-state

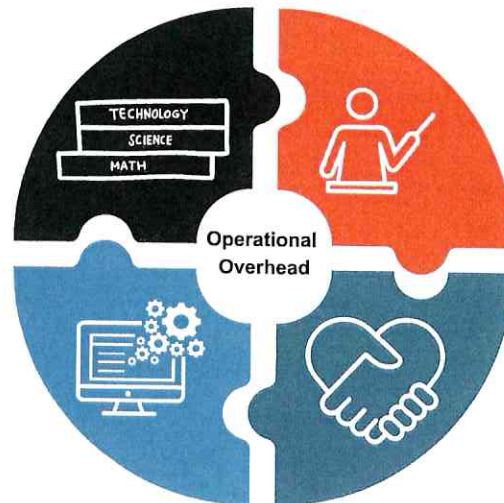
WHAT IS INCLUDED IN NDCDE'S TUITION?

Curriculum

Vendor purchased, aligned to state standards by NDCDE staff, integrated into NDCDE learning management system, nearly 98% digital.

Technology & Help Desk

NDCDE has a number of systems unique to it and needed to run an online school from an E-commerce platform to a learning management system that serves as our virtual classroom space. Four IT staff service all NDCDE technology infrastructure and a help desk.



ND Licensed Teachers

An NDCDE employed, North Dakota licensed teacher is assigned to every NDCDE student. The teacher is asked to monitor progress, hold student meetings, provide individual instruction, and give timely feedback on all assignments. Teachers are also responsible for classroom management and curricular review.

Student Support

NDCDE employs a licensed counselor to help connect students with resources to complement their learning and to ensure that IEPs/504s are on file and shared with teachers. A dean of students monitors academic risks and student conduct issues working with local schools to implement needed interventions.

NDCDE cost per enrollment: \$469, State portion: 26% to 51%
***Based on spending and enrollments over 18 months of this biennium**

2023-25 OUTCOMES & IMPACTS

- Record Growth and Stakeholder Satisfaction
- Competency-Based Education
- Academic Integrity Safeguards
- Operational Improvements
- Cybersecurity Education, Curricular Reform, and Other New Courses
- New Partnerships



NORTH
Dakota
Be Legendary.™

Center for
Distance Education

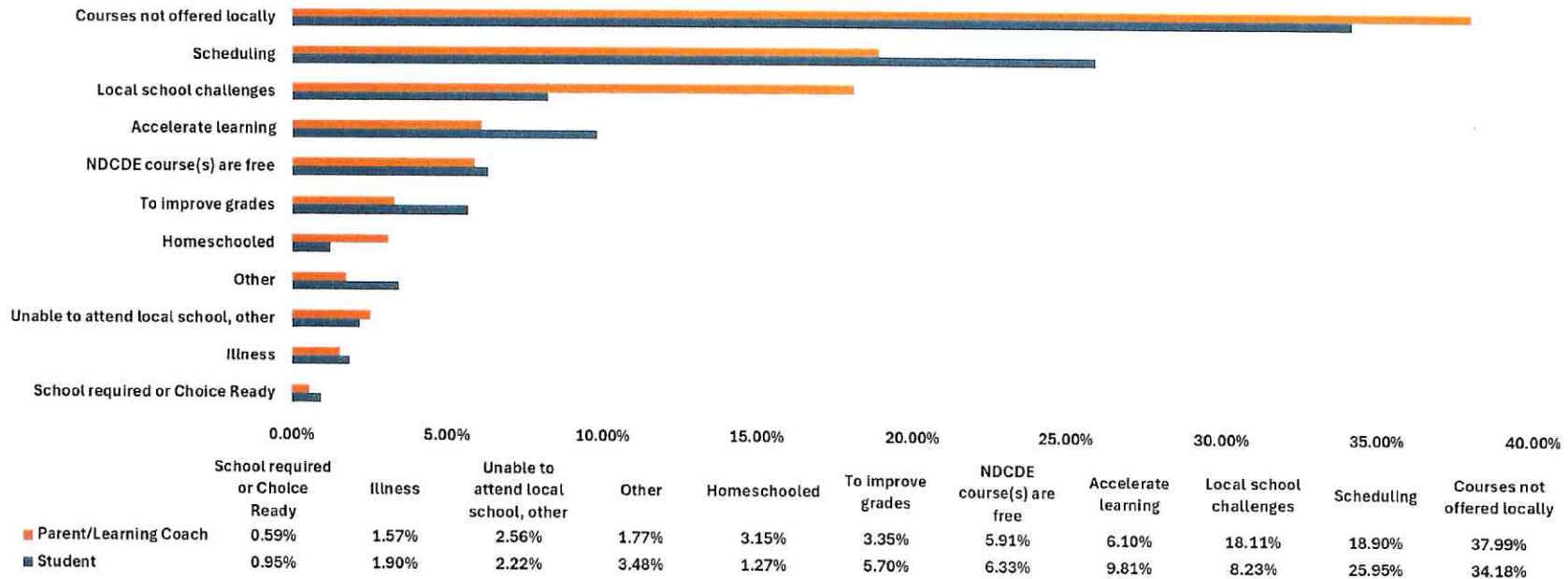
See testimonials

RAPID GROWTH AT NDCDE

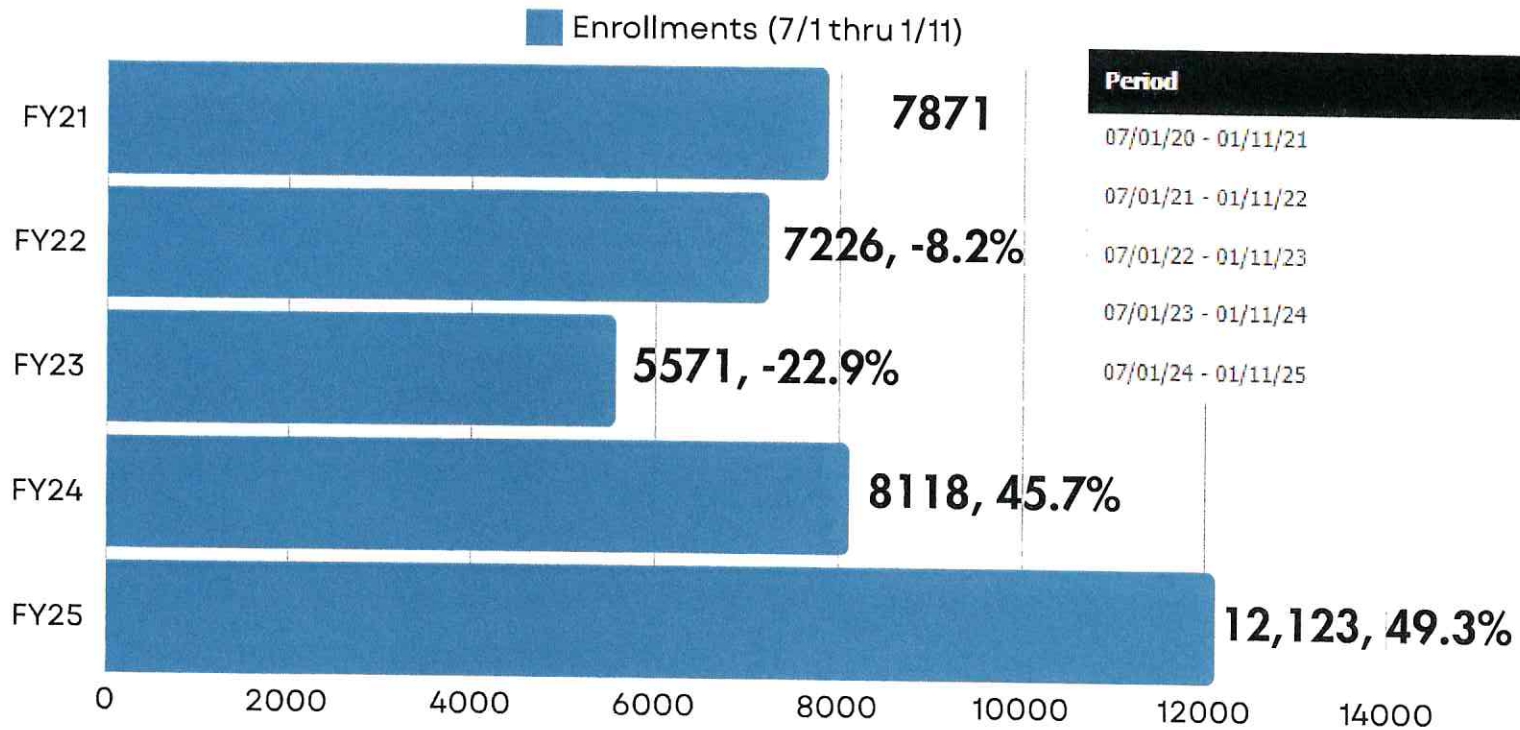


REASONS

- HB 1376 (68th Session)
- Parent and Student Need for Choice (See Survey Results, n=825, 508 parents/lcs and 317 students)

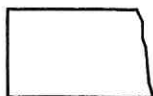


RAPID GROWTH, CONTINUED



Period	Enrollments
07/01/20 - 01/11/21	7871
07/01/21 - 01/11/22	7226
07/01/22 - 01/11/23	5571
07/01/23 - 01/11/24	8118
07/01/24 - 01/11/25	12123

RAPID GROWTH, CONTINUED FINANCIAL IMPACT



Impact on State

- \$0 in General Fund
- \$2.5m Emergency Commission Request Made in Fall 2024 with \$1.9m from tuition revenue and \$600k from a grant



Impact on ND Schools

- 129 Districts Sent NDCDE Students
- 38 Districts Sent No Students to NDCDE
- Average expenditure by district size shown; districts with virtual academies included

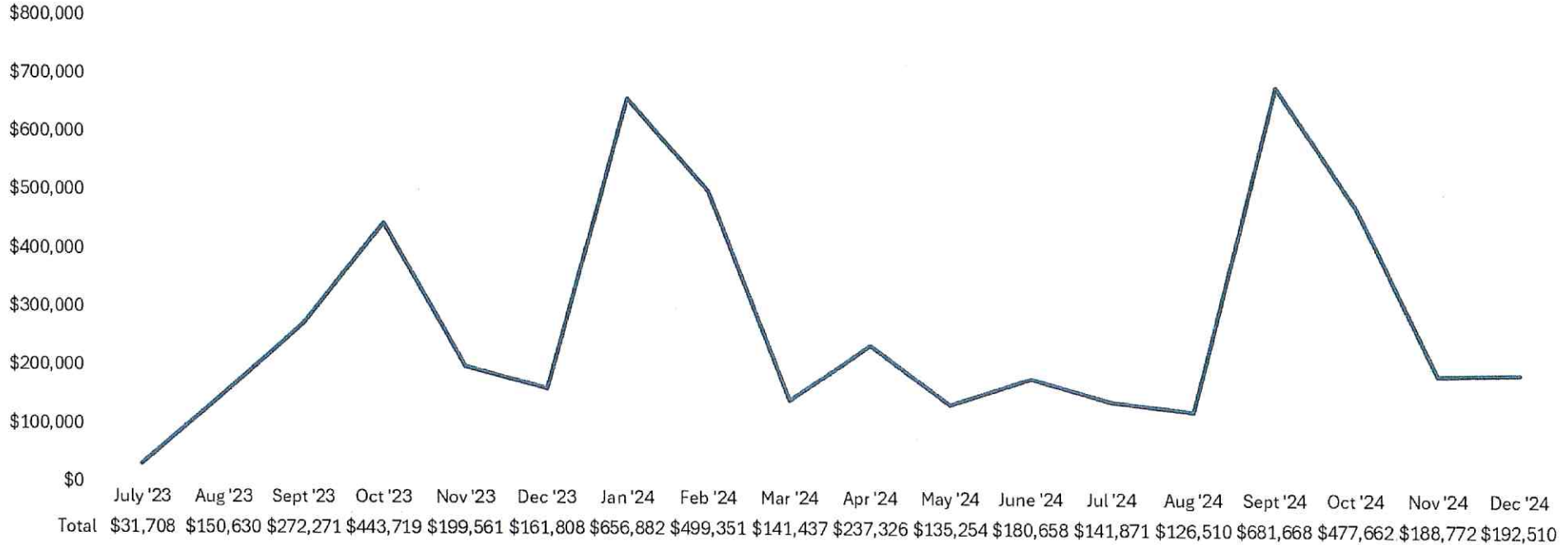
Impact on ND Schools

District Size Groups	Average NDCDE Spending FY 24	Average NDCDE Spending FY 25 (6 months remaining)	Average Total
<200 students	\$5,494	\$2,974	\$7,801
200-500 students	\$9,160	\$5,392	\$14,099
501-2000 students	\$10,698	\$6,456	\$16,525
2001-6000 students	\$67,564	\$39,529	\$107,093
>6000 students	\$232,823	\$117,098	\$349,920
Overall Average	\$18,960	\$10,447	\$28,024

RAPID GROWTH, CONTINUED

FINANCIAL IMPACT: \$4.9m earned in 18 months

NDCDE Revenue Trends

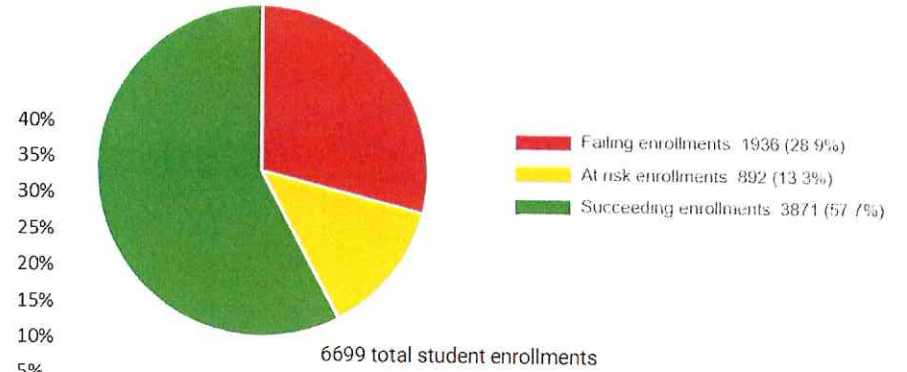
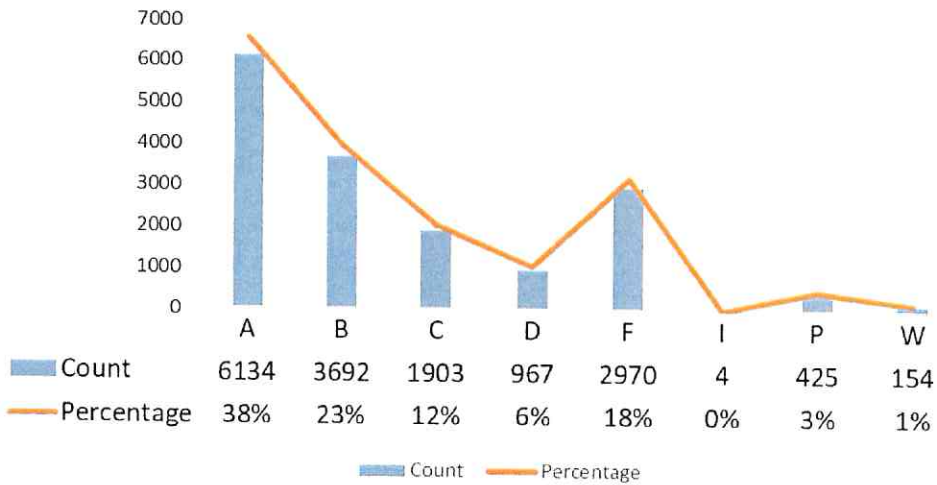


RAPID GROWTH, CONTINUED

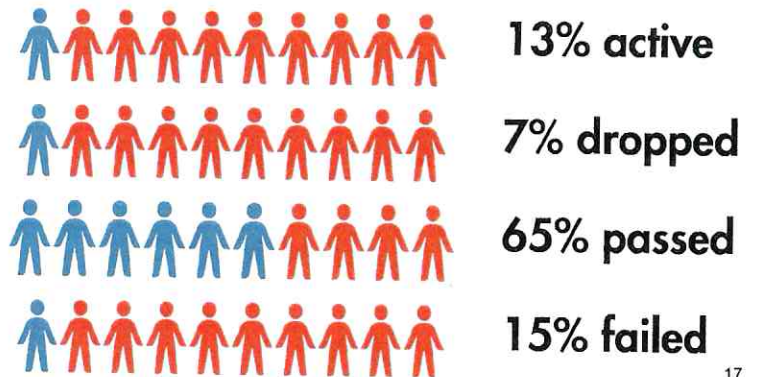
Quality & Satisfaction

Active enrollment summary

NDCDE Grade Distribution FY 24-25

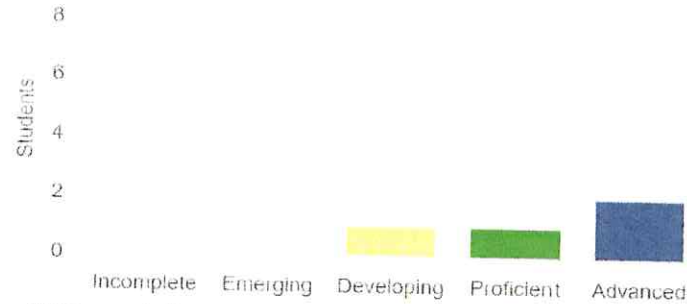


Of students enrolling from 7/23 to 12/24:



NDCDE QUALITY: STUDENT OUTCOMES

5.NO.NBT.6: Find whole-number quotients and remainders with up to four-digit dividends and two-digit divisors using place value strategies. Show and justify the calculation by using equations, rectangular arrays, and/or area models. Clarification: Division procedures, including the algorithm, are included in sixth grade.

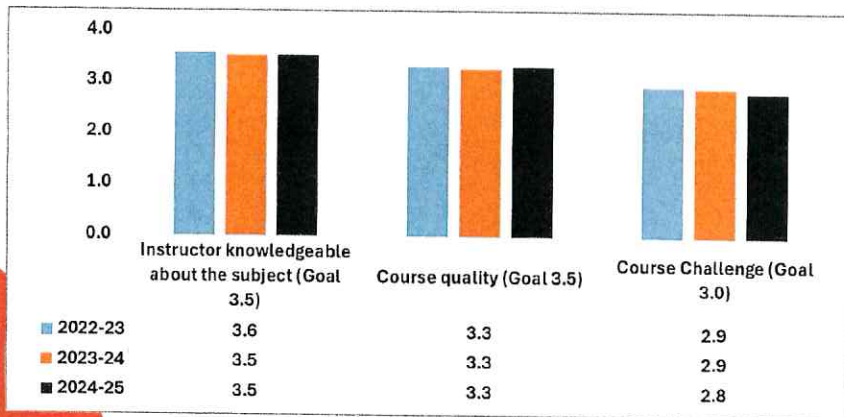
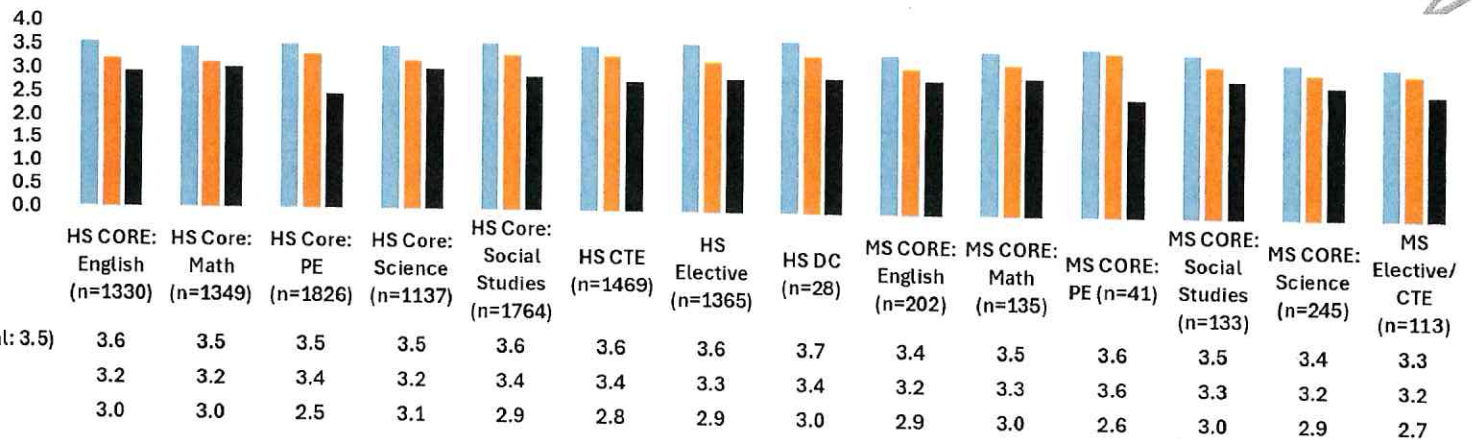


Grade	Trends	Unit Summary	For Me	3 AR OA	3 AR OA	3 AR OA	3 NO RE	3 AR OA	3 GM M	3-5 M.A.P. Learners can develop...	Module 2 Weekly Written
			Proficiency	Total	Total	Total	Total	Total	Total	Total	Total
<input type="checkbox"/> Moser (CDE Staff)			0 of 5								
<input type="checkbox"/> Schwabler (CDE Rt)			0 of 5								
<input type="checkbox"/> Student, Brad			0 of 5	2	2.5	2.5					
<input type="checkbox"/> Student, Clifton			0 of 5								
<input type="checkbox"/> Student, Fred			1 of 5	2	2	3					
<input type="checkbox"/> Student, Margorie			5 of 5	3	3	4				2	2
<input type="checkbox"/> Student, Trial			3 of 5	3	3	3				3	3

RAPID GROWTH, CONTINUED

Quality & Satisfaction

Student Ratings on Course Quality, 4.0 Scale, n= 11,137



Returning Student Data: FY 24-25

- 60% of students enrolled in at least two courses
- 36% of students enrolled in at least three courses
- 15% of students were enrolled in at least five courses

RAPID GROWTH, CONTINUED

Quality & Satisfaction

Parent Feedback (5.0 point scale, n=508)

- Teachers have high expectations for learning: 4.1
- Courses prepare students for the future: 4.1
- Overall instructional quality: 4.2
- Overall satisfaction: 4.2



NDCDE Teacher Feedback (5.0 scale, n=48)

- Teachers uphold high expectations for learning: 4.6
- All NDCDE staff know and perform their jobs well: 4.6
- NDCDE provides a learning environment where all learners thrive: 4.2
- Top activities someone would observe in our online classrooms:
 - **Learners actively engage with teachers about content (n=14)**
 - **Learners solve problems (n=13)**
 - **Learners complete assigned work (n=13)**
- Top four words associated with teachers monitoring student progress:
 - **Grading (n=44)**
 - **Use of rubrics (n=33)**
 - **Have learners demonstrate progress (n=25)**
 - **One-on-one conversations (n=23)**



Recording from Today's Data-Driven Strategic Planning Meeting

Today's topical meeting on data-driven strategic planning was excellent! I would like to extend my sincere thanks to Jamey Fitzpatrick and Scott Watkins from Michigan Virtual, as well as Alyssa Martin from the North Dakota Center for Distance Education, for sharing their expertise with the VLLA membership.

For those who would like to revisit the insights shared, or for those unable to attend, the meeting recording and passcode are provided below, along with the two slide decks from today's presentations.

Zoom Recording:
Passcode: qk8dflw8

Michigan Virtual's Slide Deck

North Dakota CDE Slide Deck

Thanks again to our presenters, and I hope everyone found the session as valuable!

Cindy



EXECUTIVE COMMITTEE RETREAT AGENDA

October 28 and 29, 2024

Hyatt Regency Phoenix - 122 N 2nd St, Phoenix, AZ 85004

1:50 - 2:45 pm - Facilitated Table Talk Breakouts (Thru Set)

Topics/Facilitators - Deliverables for DLAC

- [Patsy \(Alyssa Martin & Allison Payette\)](#) - Regency C
- [Betsy \(Lara Frickhoff & Chris Vossler\)](#) - Regency B
- [Patsy \(Jim Lougans & Katie Albright\)](#) - Regency A

QUALITY: STATEWIDE & NATIONALLY



by Alyssa Martin, PhD - NDCDE

On behalf of the North Dakota Center for Distance Education (NDCDE) as you prepare for the upcoming school year. As homeschool families often discuss, "what if...?" about curricula, delivery methods, daily schedules, and finding opportunities to connect your students to activities in your community. I can relate. I often watched my mother educating my youngest brother. Through this direct experience, I gain power of educational choice.



...and... ..



7:00-7:45 BREAKFAST & REGISTRATION

8:00 - 9:30 CONFERENCE OPENING

VLLA CONFERENCE AGENDA
MONDAY, SEPTEMBER 30TH 2024

TIME	TITLE	BRODIE PAYNE 1	BRODIE PAYNE 2	BRODIE PAYNE 3	BRODIE PAYNE 4	FOUNDATIONS
9:45-10:30	BREAKOUT SESSION 1	Sharing the Future Through Operational Excellence: Roles & Responsibilities in a Digital Education	Empowering the Future: Operational Excellence in a Digital Education	Empowering the Future: Operational Excellence in a Digital Education	Empowering the Future: Operational Excellence in a Digital Education	Empowering the Future: Operational Excellence in a Digital Education
2:15-3:05	BREAKOUT SESSION 5	Empowering the Future: Operational Excellence in a Digital Education	Empowering the Future: Operational Excellence in a Digital Education	Empowering the Future: Operational Excellence in a Digital Education	Empowering the Future: Operational Excellence in a Digital Education	Empowering the Future: Operational Excellence in a Digital Education

ESSA Implementation Committee Meeting
December 16, 2024, 1:00 PM - 4:00 PM CT
Microsoft Teams

AGENDA

Agenda Items:

1:00 PM Welcome - Superintendent Bousler

Updates/Overview of Meeting - Laura Murtka

Presentations:

- Student Growth for 2025 Accountability - Stan Schauer
- Reports on Subcommittee work
 - ✓ Unique Schools - Amanda Peterson
 - ✓ Elementary/Middle School Accountability - Amanda Peterson
 - ✓ Choice Ready/Mastery - Kaitlyn Allen and CW4 Jess Willard

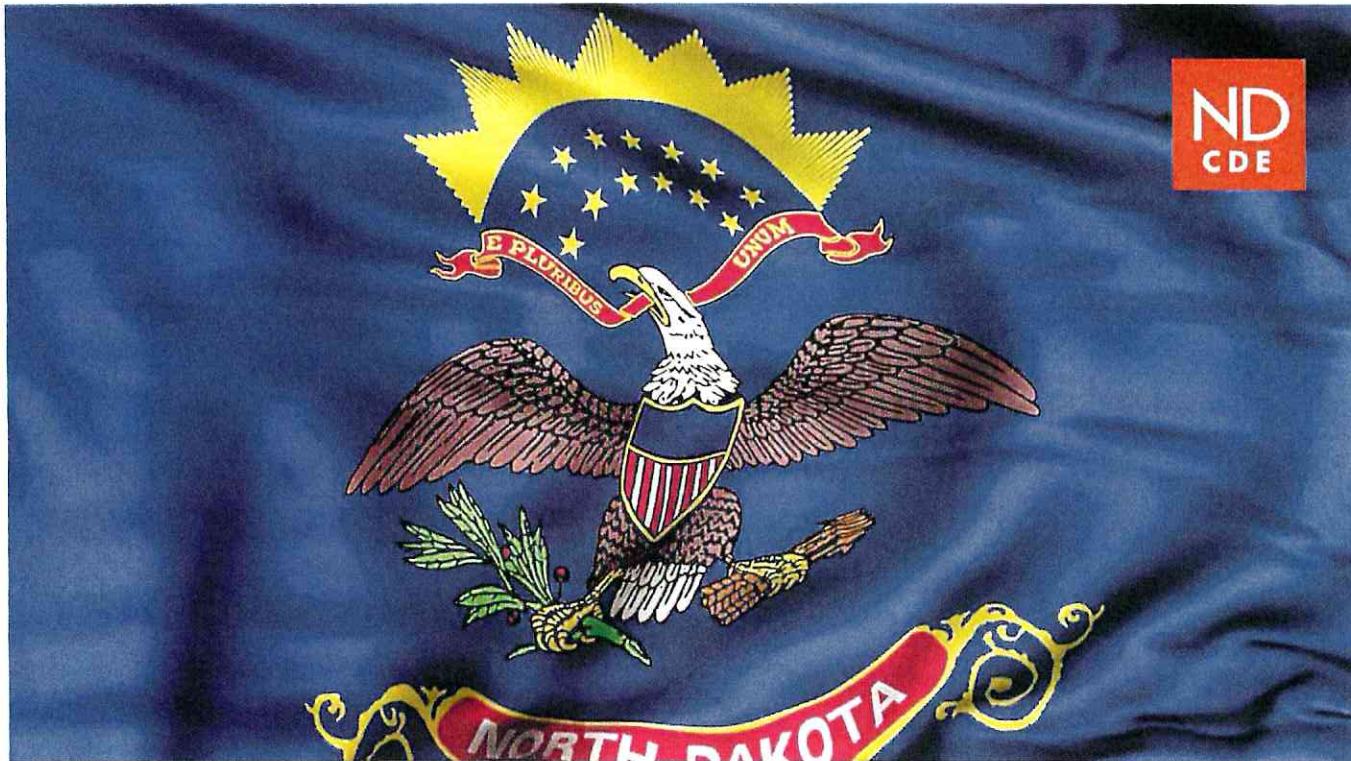
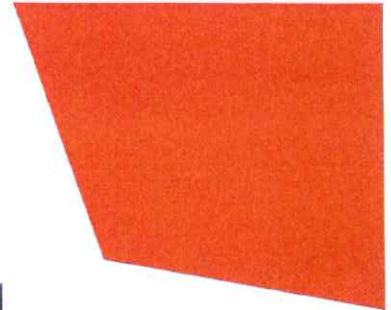
ADDITIONAL ACCOMPLISHMENTS

Area	Description
Competency-Based Education (CBE)	<p>A model focusing on student mastery of skills rather than time spent in class. To make this shift, NDCDE aligned 25% of courses with state priority standards, with a goal of 70% by June 2025. We have and continue to expand teacher training and technology infrastructure to support personalized, proficiency-based learning, aiming for full implementation by Fall 2026.</p>
Academic Integrity Safeguards	<p>NDCDE has implemented a comprehensive academic integrity protocol that includes a Dean of Students to oversee weekly monitoring, a structured reporting system for violations, and the use of technology tools like TurnItIn and locked-down exam passwords. New guidelines for AI use and authentic assessments were introduced to deter cheating and a new virtual onboarding course is required to ensure students are informed of these requirements.</p>
Operational Improvements	<p>Significant organizational restructuring has improved efficiency, including the development of a strategic plan, staff role clarifications, and a focus on data-driven decision-making. The school expanded staffing to meet increased enrollments, adjusted tuition rates, and enhanced communication channels while phasing out underperforming programs to better allocate resources. Teacher workload models were changed to accommodate growth while maintaining high teacher satisfaction and NDCDE has seen significant improvements in employee satisfaction on the Gallup Survey, ranking higher than the state in 9/13 of the questions asked.</p>
Curricular Changes	<p>NDCDE has phased out approximately 62 courses after a detailed quality review, aligning remaining courses with state priority standards and adding authentic assessments. The new Curriculum Committee ensures that all new courses meet standards for content quality, industry relevance, and assessment rigor. The Military Pathway Program was added with a focus on increasing student interest in a specific branch and career aligned to ASVAB results. Additionally, a comprehensive evaluation of CTE courses has led to enhanced quality standards, including authentic assessments and the customization of vendor curriculum to align with state standards. NDCDE has also led in developing and offering cybersecurity and computer programming courses statewide in partnership with eduTech.</p>
New Partnerships	<p>NDCDE has established partnerships with the North Dakota State Library, the National Guard, EduTech, and Home on the Range. These collaborations focus on expanding access to educational resources, professional development, and curriculum enhancements</p>

see

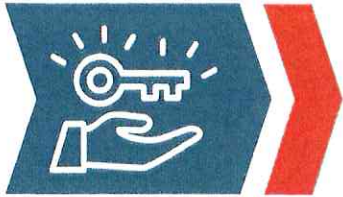


2025-27 PRIORITIES



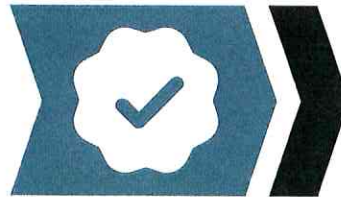


2025-27 PRIORITIES



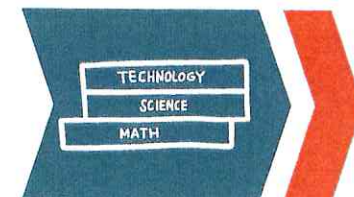
Ensure Students Have Accessible, Equitable Choice & Educational Access

By shifting the financial responsibility to districts, the 68th ND legislature allowed parents to choose NDCDE courses without direct financial barriers, ensuring greater equity in educational choice. To sustain this access, NDCDE will continue to advocate for students to take NDCDE courses with no out-of-pocket costs. We also seek to expand spending authority and tuition waivers to further remove barriers for homeschool and Military Program students while maintaining operational capacity through adequate staffing.



Accountability: CBE, Continuous Improvement & Assessment Outcomes

NDCDE is advancing CBE by focusing on student mastery of standards rather than seat time. We continue to strengthen instructional design, teacher training, and student data reporting systems to ensure personalized learning, assessment accuracy, and continuous quality improvement. We hope to bridge a connection to the state student reporting system to draw correlations between learning at NDCDE and state assessment results. We aim to improve our e-Comemrce site for families and schools.



Expand Curriculum to Align with State & Student Needs While Fostering Success

NDCDE has expanded its curriculum to meet state priorities, including the launch of the Military Program and cybersecurity courses. We have phased out approximately 17% of underperforming courses, while new content has been carefully selected and customized to align with state standards and incorporate authentic assessments. Additional staff capacity will support ongoing curriculum development and the scaling of specialized programs like the Military Program and courses in areas like technology, restorative justice, and innovative approaches to teaching the core, doubling down on student support through automated tutoring and predictive analytics.

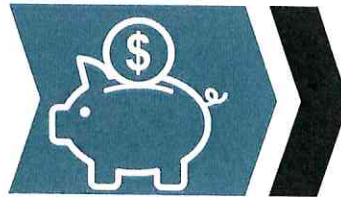


LEGISLATION FINANICALLY IMPACTING US



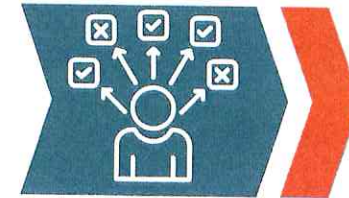
HB 1105

Establishes parameters on when students can participate in virtual education, including requiring students to pay the cost of virtual courses if they fail. The bill is forecasted to reduce NDCDE enrollments, but there is not an accurate method for estimating the impact.



HB 1172

Requires parents to pay the cost of NDCDE courses with limited exceptions. If passed, this is forecasted to result in a substantial reduction in our enrollments.



OTHER PROPOSALS ON VOUCHERS & CHARTERS

Additional laws on school vouchers and public charter schools, if passed, will create a new marketplace of virtual education options for students. NDCDE supports expanding virtual options for students but is uncertain of the impact on our enrollments. With these bills yet to be released, we are unable to evaluate the scope and possible duplication of these services, preventing market analysis.

DECISION PACKAGE OVERVIEW



#1 INCREASED SPENDING AUTHORITY

Amount: \$2,042,187
(Special Fund)



#2 ADDITIONAL FTES (2.2)

Amount: \$489,628
(General Fund)

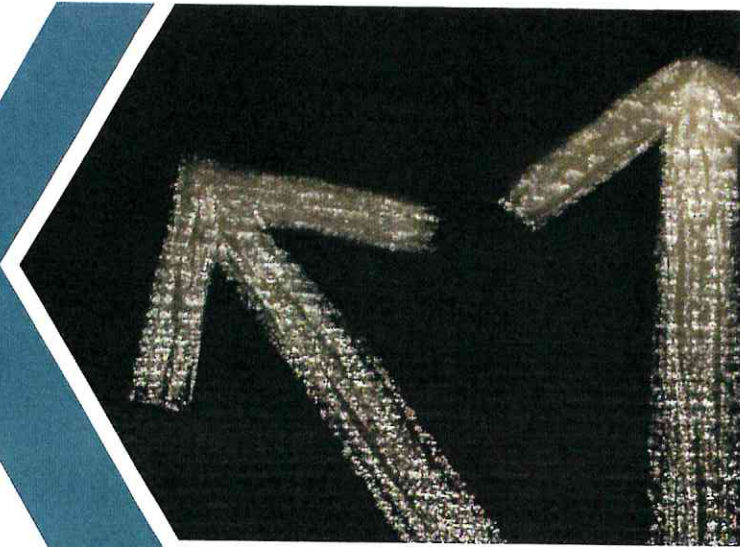


#3 TUITION PROGRAMS

Amount: \$513,793
(General Fund)

#4 New LMS: Changed to New Enterprise Resource Planning (ERP) system: \$350K (General Fund)

Equity wasn't included in our budget but may warrant legislative consideration due to compression



Requests submitted
7/24

EXECUTIVE BUDGET (BURGUM) RECOMMENDATIONS

CENTER FOR DISTANCE EDUCATION

	<u>Base Level</u>	<u>Adjustments or Enhancements</u>	<u>Appropriation</u>
Center for Distance Education	\$11,613,483	\$3,815,560	\$15,429,043
Total All Funds	\$11,613,483	\$3,815,560	\$15,429,043
Less Estimated Income	4,550,000	2,298,138	6,848,138
Total General Fund	\$7,063,483	\$1,517,422	\$8,580,905
Full-Time Equivalent Positions	30.80	2.20	33.00

**All NDCDE Requests
Funded: \$15.5m, no
changes requested**

CENTER FOR DISTANCE EDUCATION

<u>One-Time Funding Description</u>	<u>2023-25</u>	<u>2025-27</u>
Professional fees and IT equipment	\$0	\$100,250
Total Center for Distance Education - Special Funds	\$0	\$100,250

Agency: Center for Distance Education		Agency No: 20400			
Account	Description	2023-25 Biennium Appropriations	2025-27 Base Budget Request	2025-27 Optional Budget Changes	2025-27 Total Budget Request
511000	Salaries - Permanent	\$4,716,300.00	\$4,644,788.00	\$306,340.00	\$4,951,128.00
512000	Salaries - Other	\$0.00	\$0.00	\$300,000	\$300,000
513000	Temporary Salaries	\$1,950,574.00	\$2,212,093.00	\$1,617,020.00	\$3,829,113.00
516000	Fringe Benefits	\$2,081,680.00	\$2,199,220.00	\$183,288.00	\$2,382,508.00
521000	Travel	\$57,762.00	\$96,591.00	\$15,000.00	\$111,591.00
531000	Supplies - IT Software	\$370,000.00	\$200,000.00	\$400,000.00	\$600,000.00
532000	Supply/Material - Professional	\$9,625.00	\$5,000.00	\$0.00	\$5,000.00
536000	Office Supplies	\$1,319,743.00	\$1,972,399.00	\$222,711.00	\$2,195,110.00
541000	Postage	\$4,600.00	\$5,500.00	\$0.00	\$5,500.00
542000	Printing	\$2,750.00	\$3,000.00	\$0.00	\$3,000.00
551000	IT Equipment under \$5,000	\$30,000.00	\$100,000.00	\$75,000.00	\$175,000.00
552000	Other Equipment under \$5,000	\$2,000.00	\$1,000.00	\$0.00	\$1,000.00
561000	Utilities	\$7,150.00	\$6,500.00	\$0.00	\$6,500.00
571000	Insurance	\$16,536.00	\$16,200.00	\$0.00	\$16,200.00
581000	Rentals/Leases-Equipment&Other	\$6,063.00	\$4,500.00	\$0.00	\$4,500.00
582000	Rentals/Leases - Bldg/Land	\$202,854.00	\$215,000.00	\$0.00	\$215,000.00
591000	Repairs	\$13,702.00	\$16,000.00	\$0.00	\$16,000.00
601000	IT - Data Processing	\$25,000.00	\$25,000.00	\$0.00	\$25,000.00
602000	IT - Communications	\$110,000.00	\$90,000.00	\$0.00	\$90,000.00
603000	IT Contractual Services and Re	\$100,000.00	\$65,000.00	\$0.00	\$65,000.00
611000	Professional Development	\$79,500.00	\$80,100.00	\$0.00	\$80,100.00
621000	Operating Fees and Services	\$80,000.00	\$125,000.00	\$19,500.00	\$144,500.00
623000	Professional Fees and Services	\$182,800.00	\$44,500.00	\$256,750.00	\$301,250.00
TOTALS		\$11,368,639.00	\$12,127,391.00	\$3,395,609.00	\$15,523,000.00
General		\$6,797,980.00	\$7,570,328.00	\$1,353,421.00	\$8,923,750.00
Federal		\$0.00	\$0.00	\$0.00	\$0.00
Special		\$4,570,659.00	\$4,557,063.00	\$2,042,188.00	\$6,599,250.00

Salaries (Permanent)

- **Base:** Reduced because .8 FTE moved to a decision package to be converted to 1 FTE
- **Decision Package 2:** 3 FTEs requested, Convert .8 to 1 FTE, Convert two FTTs to 2 FTEs

Salaries (Temporary and Other): Adjuncts for 27,000 general enrollments, 1500 homeschool and Military Program enrollments, stipend for department heads and hybrid teachers

Travel:

- **Base:** \$37,829 to accommodate annual staff planning meetings and increased national commitments
- **Decision Package 3:** \$15k, Military Program

IT Software:

- **Base:** Decrease to fixed costs
- **Decision Packages 3 and 4:** ERP (\$350k) and software for Military Program (\$50k)

Office Supplies (Curriculum Supplies): 27,000 general enrollments and 1500 homeschool and Military Program enrollments, new curricular products for students (AI tutoring add-on in LMS)

IT Equipment Under \$5k

- **Base:** \$70k increase, docks and monitors for new laptops
- **Decision Package 1:** \$75k increase, peripherals for teachers and students, adaptive technology, and additional academic integrity safeguards

Operating Fees

- **Base:** Increase in credit card processing costs
- **Decision Package 1:** Additional 13.5% to cover increase in credit card merchant fees

Professional Fees and Services

- **Base:** Shifted from GF to special spending
- **Decision Package 4:** Increase due to consulting for ERP transition, potential need for marketing consultant

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IN PERSONALIZED EDUCATION.
90TH ANNIVERSARY**



**Thank you for your support of
NDCDE for 90 years!**



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2023-2025 NDCDE Expenditures by District

District	FY 24	FY 25	Total	District Size	Size Group
Alexander Public School	\$687.00	\$2,072.00	\$2,759.00	297	200-500
Ashley Public School	\$358.00	\$299.00	\$657.00	112	<200
Barnes County North District	\$16,540.04	\$229.00	\$16,769.04	219	200-500
Beach Public School	\$2,776.00	\$10,425.00	\$13,201.00	249	200-500
Belfield Public School	\$11,062.00	\$14,346.00	\$25,408.00	236	200-500
Bismarck Public School	\$284,552.96	\$112,132.00	\$396,684.96	13,749	>6000
Bottineau Public School	\$229.00	\$229.00	\$458.00	661	501-2000
Bowbells Public School	\$2,990.00		\$2,990.00	89	<200
Burke Central Public School	\$3,367.00	\$2,630.00	\$5,997.00	95	<200
Cavalier Public School	\$23,244.00	\$17,791.00	\$41,035.00	358	200-500
Center-Stanton Public School	\$5,839.00	\$2,968.00	\$8,807.00	251	200-500
Central Cass Public School	\$13,681.36	\$10,975.00	\$24,656.36	998	501-2000
Central Valley Public School	\$229.00	\$458.00	\$687.00	202	200-500
Dakota Prairie Public School District	\$2,540.00	\$2,021.00	\$4,561.00	268	200-500
Devils Lake Public Schools	\$2,222.00	\$10,763.00	\$12,985.00	1,767	501-2000
Divide County School District	\$2,705.00	\$1,374.00	\$4,079.00	378	200-500
Drake Anamoose School District	\$8,012.00	\$2,112.00	\$10,124.00	75	<200
Drayton Public School	\$12,163.00	\$5,058.00	\$17,221.00	172	<200
Dunseith Public School	\$528.00	\$458.00	\$986.00	491	200-500
Edgeley Public School	\$229.00	\$2,927.00	\$3,156.00	235	200-500
Elgin Public School	\$16,631.00		\$16,631.00	17	<200
Ellendale Public School	\$1,832.00	\$2,072.00	\$3,904.00	318	200-500
Ellendale Public School	\$15,438.00	\$13,785.00	\$29,223.00	296	200-500
Enderlin Public School	\$12,946.00	\$8,257.00	\$21,203.00	298	200-500
Fairmount Public School	\$4,272.00	\$1,101.00	\$5,373.00	97	<200
Fargo Public Schools	\$130,867.00	\$47,974.00	\$178,841.00	11,281	>6000
Fessenden-Bowdon Public School	\$7,911.00	\$3,353.00	\$11,264.00	178	<200
Flasher Public School	\$2,418.00	\$779.00	\$3,197.00	266	200-500
Fordville-Lankin Public School	\$518.00	\$558.00	\$1,076.00	50	<200
Gackle-Streeter Public School	\$1,810.00	\$1,145.00	\$2,955.00	91	<200
Garrison Public School District	\$15,400.00	\$8,683.00	\$24,083.00	366	200-500
Glen Ullin Public School	\$13,829.18	\$9,939.00	\$23,768.18	123	<200
Glenburn Public School	\$2,091.00	\$1,673.00	\$3,764.00	238	200-500
Grafton Public School	\$13,052.00	\$9,688.00	\$22,740.00	880	501-2000
Grand Forks Public Schools	\$85,274.00	\$50,068.00	\$135,342.00	7,679	>6000
Griggs County School	\$20,472.00	\$6,593.00	\$27,065.00	261	200-500
Harvey Public School	\$4,184.00	-\$1,275.00	\$2,909.00	380	200-500
Hatton Eielson Public School	\$2,181.00	\$2,659.00	\$4,840.00	156	<200
Hazelton-Moffit-Braddock Public School	\$4,921.00	\$5,248.00	\$10,169.00	134	<200
Hazen School District	\$577.00	\$1,821.00	\$2,398.00	579	501-2000
Hebron Public School	\$1,653.00	\$1,673.00	\$3,326.00	151	<200
Hettinger Public School	\$3,885.00	\$986.00	\$4,871.00	285	200-500
Hillsboro Public Schools	\$11,042.00	\$9,918.00	\$20,960.00	485	200-500
LeFlore Public School District	\$2,470.00	\$3,505.00	\$5,975.00	149	<200
LeFlore Creek School District	\$229.00	\$458.00	\$687.00	11	<200
Jamestown Public Schools	\$74,783.00	\$57,473.00	\$132,256.00	2,019	2001-6000

Kearney Public School	\$10,480.00	\$5,447.00	\$15,927.00	267	200-500
Kearney County School District	\$6,543.00	\$12,390.00	\$18,933.00	356	200-500
Kiltvaeer Public School	\$2,181.00	\$458.00	\$2,639.00	564	501-2000
Kindred School District	\$1,921.00	\$458.00	\$2,379.00	860	501-2000
Kulm Public School	\$11,487.00	\$1,933.00	\$13,420.00	114	<200
Lakota Public Schools	\$3,664.00	\$1,472.00	\$5,136.00	189	<200
LaMoure School District	\$10,106.00	\$5,458.00	\$15,564.00	283	200-500
Langdon Area School District	\$12,803.00	\$7,521.00	\$20,324.00	428	200-500
Larimore School District	\$18,899.00	\$11,820.00	\$30,719.00	398	200-500
Leeds Public School	\$1,282.00	\$2,977.00	\$4,259.00	119	<200
Lewis and Clark School District	\$18,262.00	\$8,454.00	\$26,716.00	381	200-500
Lidgerwood Public School	\$17,192.00	\$2,360.00	\$19,552.00	173	<200
Linton Public Schools	\$14,227.00	\$3,724.00	\$17,951.00	223	200-500
Lisbon Public School District	\$6,893.00	\$1,535.00	\$8,428.00	599	501-2000
Litchville-Marion School District	\$4,868.00	\$916.00	\$5,784.00	141	<200
Maddock Public School	\$1,036.00	\$1,044.00	\$2,080.00	121	<200
Mandan Public School District	\$10,616.00	\$1,893.00	\$12,509.00	4,395	2001-6000
Manning School District 45	-\$896.00		-\$896.00	12	<200
Max Public School	\$4,809.00	\$3,435.00	\$8,244.00	126	<200
May-Port CG School District		\$1,603.00	\$1,603.00	513	501-2000
McClusky-Goodrich 29 Public School	\$1,036.00	-\$229.00	\$807.00	106	<200
McKenzie County School District	\$129,420.00	\$76,954.00	\$206,374.00	2,350	2001-6000
Medina Public School	\$16,021.00	\$11,344.00	\$27,365.00	199	<200
Minnesota School District	\$13,997.00	\$6,946.00	\$20,943.00	169	<200
Minnehaha Public School 128	\$7,418.00	\$1,414.00	\$8,832.00	181	<200
Minot Public School	\$31,409.00	\$14,651.00	\$46,060.00	214	200-500
Minot Public School District	\$161,277.00	\$51,340.00	\$212,617.00	7,519	>6000
Minto Public School	\$4,769.00	\$229.00	\$4,998.00	279	200-500
Mohall Lansford Sherwood Public School	\$3,148.00	\$886.00	\$4,034.00	291	200-500
Montpelier Public School	\$6,393.00	\$1,444.00	\$7,837.00	93	<200
Mott-Regent Public School	\$1,295.00	\$1,673.00	\$2,968.00	225	200-500
Mt. Pleasant School District	\$1,931.00	\$2,977.00	\$4,908.00	240	200-500
Munich Public School	\$229.00	\$259.00	\$488.00	93	<200
Napoleon Public School 2		\$458.00	\$458.00	241	200-500
Nedrose School District	\$15,684.00	\$3,012.00	\$18,696.00	534	501-2000
Nesson Public School	\$1,036.00		\$1,036.00	436	200-500
New England Public School	\$42,263.00	\$25,232.00	\$67,495.00	258	200-500
New Rockford-Sheyenne Public School	\$43,415.00	\$2,589.00	\$46,004.00	327	200-500
New Salem-Almont School District	\$19,102.00	\$8,683.00	\$27,785.00	372	200-500
Newburg United Public School	\$3,612.00	\$1,101.00	\$4,713.00	76	<200
North Border 100 School District	\$1,594.00	\$2,785.00	\$4,379.00	305	200-500
North Sargent Public School	\$10,148.00	\$8,632.00	\$18,780.00	183	<200
North Star Public School	\$518.00	\$229.00	\$747.00	283	200-500
Northern Cass Public School	\$16,511.82	\$11,712.00	\$28,223.82	692	501-2000
Northwood Public School	\$5,109.00	\$1,145.00	\$6,254.00	337	200-500
Oakes Public School	\$9,906.00	\$6,412.00	\$16,318.00	462	200-500
Park River School District	\$4,888.00	\$2,519.00	\$7,407.00	438	200-500
Park River-Buchanan School District	\$6,214.00	\$15,254.00	\$21,468.00	147	<200
Park River-Lake Public Schools	\$777.00		\$777.00	210	200-500

Parkton-Taylor Public Schools	\$9,882.00	\$3,626.00	\$13,508.00	320	200-500
Parsons Public School District	\$21,351.36	\$7,071.00	\$28,422.36	285	200-500
Rotette Public School District	\$11,108.00	\$5,103.00	\$16,211.00	125	<200
Rugby School District	\$22,613.00	\$11,621.00	\$34,234.00	561	501-2000
Sargent Central Public School	\$2,072.00	\$1,902.00	\$3,974.00	173	<200
Sawyer Public Schools	\$777.00	\$1,679.00	\$2,456.00	85	<200
Scranton Public School	\$2,849.00	\$1,295.00	\$4,144.00	135	<200
Selfridge Public School	\$2,320.00		\$2,320.00	73	<200
Solen Public School District	\$229.00		\$229.00	202	200-500
South Heart Public School	\$15,942.00	\$9,039.00	\$24,981.00	422	200-500
Stanley Public Schools	\$13,001.00	\$5,407.00	\$18,408.00	776	501-2000
Starkweather Public School	\$3,666.00	\$1,036.00	\$4,702.00	54	<200
Strasburg School District	\$3,446.00		\$3,446.00	104	<200
Surrey Public School	\$6,701.00	\$259.00	\$6,960.00	415	200-500
Sweet Briar School		\$458.00	\$458.00	28	<200
TGU School District	\$8,754.00	\$11,258.00	\$20,012.00	349	200-500
Thompson Public School	\$6,993.00	\$3,645.00	\$10,638.00	679	501-2000
Tioga School District	\$3,128.00	\$1,155.00	\$4,283.00	534	501-2000
Turtle Lake-Mercer Public Schools	\$5,064.00	\$588.00	\$5,652.00	177	<200
Underwood Public School	\$4,921.00	\$3,008.00	\$7,929.00	179	<200
Valley City Public Schools	\$43,064.00	\$33,818.00	\$76,882.00	940	501-2000
Valley-Edinburg School District	\$498.00	\$1,902.00	\$2,400.00	205	200-500
Velva Public School District	\$458.00	\$229.00	\$687.00	435	200-500
Wadena Public School District	\$9,417.00	\$1,852.00	\$11,269.00	1,199	501-2000
Wadena Public School		\$4,582.00	\$4,582.00	177	<200
Washburn Public School	\$1,792.00	\$1,215.00	\$3,007.00	348	200-500
West Fargo Public School District	\$502,141.86	\$323,975.00	\$826,116.86	12,995	>6000
Westhope Public School	\$3,694.00	\$2,628.00	\$6,322.00	151	<200
Williston Basin School District	\$55,438.00	\$21,796.00	\$77,234.00	5,339	2001-6000
Wilton Public School	\$2,071.00	\$1,145.00	\$3,216.00	262	200-500
Wing Public School	\$10,007.00	\$2,360.00	\$12,367.00	59	<200
Wishek Public School	\$12,427.00	\$10,416.00	\$22,843.00	229	200-500
Wyndmere Public School	\$5,108.00	\$7,786.00	\$12,894.00	245	200-500
Zeeland Public Schools		\$229.00	\$229.00	26	<200



Major Accomplishments

2023-2024

ND
CDE

OVERVIEW OF MAJOR ACCOMPLISHMENTS

1

Competency-Based Education

2

Record Enrollments & Stakeholder Satisfaction

3

Enhanced Oversight

4

Organizational Restructuring

5

Cybersecurity & Computer Science Education

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NOTE: All attachments referred to in this document are in uploaded in the OMB Budget System under the Agency Narrative (2900) section.

MA-1: Competency-Based Education

Competency-Based Education (CBE) is an educational approach that focuses on students' mastery of specific skills and knowledge, known as competencies, rather than time spent in class. Students progress through their coursework at their own pace, advancing only when they have demonstrated proficiency in the required competencies, allowing for a more personalized learning experience where students can focus on areas where they need improvement while advancing quickly through material they already understand. Because NDCDE serves as a supplementary educational provider to North Dakota students, it educates most students in only one or two courses. As a result, students do not take standardized tests through NDCDE. For accountability and assessment purposes, NDCDE consequently needed to measure student learning at the course level, identifying CBE as the best data collection method.

During the 2023-24 school year, NDCDE made remarkable progress in transitioning to a competency-based education (CBE) framework. Key accomplishments include:

- **Teacher Training and Curriculum Alignment:** Under the direction of a new professional development coordinator, NDCDE delivered extensive training focused on aligning course content with state priority standards. This effort has resulted in 25% of NDCDE courses now being aligned with these standards, with a goal of achieving 70% alignment by June 2025. Additionally, NDCDE provided 12 micro-courses and webinars to help teachers customize curriculum and authentically measure student learning, leading to updates in 98 courses.
- **Enhanced Student Outcomes Measurement:** NDCDE conducted a comprehensive inventory of current measures of student success, identifying gaps and setting goals for enhancing the student information system (SIS). The aim is to report on student proficiency at the standards level, ensuring more personalized and effective education.
- **Vision and Strategic Planning:** NDCDE updated its vision statement to emphasize a standards-aligned curriculum and personalized learning. The organization now has a clear vision for CBE, focusing on personalized, self-paced learning that allows students to progress based on proficiency.
- **Infrastructure and Resource Planning:** The review and development of necessary technology infrastructure to support CBE functionalities are underway. This includes integrating state priority standards into the learning management system (LMS) and enhancing the student information system (SIS) to track and report student outcomes by standard.

NDCDE is committed to fully operating under a CBE framework by Fall 2026, ensuring that students receive personalized, proficiency-based instruction. The ongoing dedication to professional development, policy updates, and strategic resource allocation will support this transition, maintaining high standards of education delivery and positioning NDCDE as a leader in virtual education. A full report outlining our CBE-related accomplishments is included in the attachments, labeled NDCDE 2023-24 Innovation Waiver.

MA-2: Record Enrollments & Stakeholder Satisfaction

In response to House Bill 1376 (2023), which empowers parents and students to enroll in virtual courses at their discretion, with local districts covering the costs, NDCDE has experienced significant enrollment growth. There has been nearly a 49% increase from the last fiscal year and over an 11% increase from the height of the pandemic, marking a notable surge in demand for our virtual education offerings.

To accommodate this increased demand, NDCDE has proactively expanded its teaching staff, adding 14 new full and part-time temporary teachers during the 2023-24 fiscal year and finalizing hiring 3 additional teachers and 4 staff positions for the upcoming school year. Enrollment increases have been broad-based, spanning all NDCDE courses except for middle school electives, with growth rates ranging from 15% to 405%. Core high school courses have attracted the most students. This expansion underscores the budget implications detailed further under our critical issues section and will likely result in the need for NDCDE to seek Emergency Commission approval to spend more of the revenue it has raised this year to cover these additional staff.

With this growth, NDCDE has been conscious of the potential impact on our educational quality and sent out stakeholder surveys this spring to help assess it. These surveys helped strengthen our understanding of which students are taking classes through NDCDE and helped us understand what factors contributed to their satisfaction with them. Results from these surveys are included as an attachment labeled Virtual School Choice Report.

To summarize a few key metrics, of the three stakeholder groups surveyed (n=351), an average of 87% were satisfied to highly satisfied with their overall experience at NDCDE, and 81.5% rated the quality of instruction as excellent to good. Several parents chose to share their students' stories when completing the surveys, and a few of these are highlighted on page three of the Virtual School Choice Report, showing the substantial impact that NDCDE has on the lives and educational pursuits of K-12 students.

NDCDE is committed to using stakeholder feedback to continuously improve our courses and address unmet educational needs across the state. By leveraging this data, we aim to enhance our offerings and ensure that every student in North Dakota has access to high-quality, flexible virtual education that supports their academic and personal growth.

Enrollment growth rates in NDCDE courses ranged from 15% to 405% in 23-24.

MA-3: Enhanced Financial Oversight and Strategic Budget Management

37%

Increase in NDCDE
Baseline Course Prices

Emergency Commission:

Despite a 49% enrollment growth from the previous year, NDCDE is spending at the amount anticipated for the 2023-24 fiscal year, but in Fall 2024, NDCDE will likely seek Emergency Commission approval to spend more of the tuition revenue it raised.

27000

Projected Enrollments
for 25-27

Equity Increases:

The generous equity package and merit increases appropriated by the legislature have enabled us to offer competitive salaries to our teachers, enhancing our ability to attract and retain top talent. An infographic highlighting our salary benchmarking efforts is included in the attachments, labeled 2024-25 Merit Increase Infographic.

With the transition of NDCDE under the North Dakota Department of Public Instruction (ND DPI) following HB 1156 (2023), we have embraced enhanced financial oversight responsibilities. This shift has empowered NDCDE to better align its resources with organizational needs and respond effectively to stakeholder demands in both revenue generation and expenditure management.

Revenue: Nearly 40% of NDCDE's budget is derived from tuition revenue, amounting to over \$4.5 million for the 2023-25 biennium. To ensure this revenue aligns with our projected expenditures, NDCDE undertook a comprehensive review of its tuition rates at the request of lawmakers and state-level stakeholders. Utilizing national benchmarking data from the Virtual Learning Leadership Alliance (VLLA), we adjusted our tuition rates, resulting in a 37% increase in our baseline course price. Our tuition schedule is included as an attachment.

Proactive engagement with stakeholder groups ensured smooth communication of these changes before implementation. This strategic adjustment, coupled with record enrollments, generated nearly \$3.18 million in revenue in the first half of the 2023-25 biennium alone. Based on enrollment projections, we anticipate earning approximately \$6.4 million in tuition over the entire biennium. For the upcoming 2025-27 biennium, we project 27,000 enrollments, equating to about 5% of North Dakota students participating in our programs on a supplementary basis and revenue projections of nearly \$6.6m.

Expenditures: Salaries represent the largest expenditure for NDCDE, with nearly 80 full- and part-time instructional staff members. To optimize instructional workload management, the administrative team has implemented new policies and procedures for monitoring enrollments, consolidating course sections, and assigning workloads.

These measures include:

- Weekly enrollment monitoring
- Establishing thresholds for enrollments and teacher preps
- Streamlining course section assignments and enrollment capping
- Tracking adjunct hours to comply with Affordable Care Act and TFFR retiree thresholds

These initiatives have led to a more manageable workload for our teachers and a strategic shift towards hiring full-time temporary (FTT) teachers over adjuncts for better planning and stability. Consequently, we have hired 8 FTT teachers for the next fiscal year, significantly reducing our reliance on adjuncts and helping control costs.

MA-4: Organizational Restructuring and Visioning

In the past year, NDCDE has undertaken significant organizational restructuring and strategic visioning to enhance its operational efficiency, increase employee engagement, and successfully transition under the North Dakota Department of Public Instruction (ND DPI). Key initiatives include the development of the CDE Playbook and strategic plan (Cognia Strategy Map), restructuring roles and decision-making processes, fostering a data-informed culture, phasing out unsustainable programs, and improving organizational communication to increase clarity of expectations and transparency. These measures have positioned NDCDE as a forward-thinking virtual education leader committed to continuous improvement and responsiveness to legislative changes and stakeholder expectations.

Playbook and Strategic Plan: To ensure a unified understanding of CDE's mission, values, and goals, the leadership team developed the CDE Playbook, a living document inspired by Patrick Lencioni's "The Advantage" that is reviewed and updated regularly. Embedded throughout our organization, it is referenced in planning documents, policies, job descriptions, and employee evaluations, fostering a cohesive approach to our objectives.

To prepare for our upcoming accreditation review through Cognia, the leadership team has also developed and met the goals outlined in our strategic plan, the Cognia Strategy Map. Key accomplishments under last year's plan include:

- Revising all employee job descriptions and creating a new performance evaluation process.
- Establishing strategic partnerships with the ND State Library, EduTech, Home on the Range, and Bismarck State College.
- Progressing significantly in our transition to competency-based education (CBE).
- Implementing ongoing professional development for teachers.
- Developing an employee engagement plan based on state-conducted Gallup surveys.

Our 2024-25 Cognia Strategy Map, the outcome of an all-staff planning retreat, is included as an attachment. Efforts are well underway to meet this year's goals.

Role and Decision-Making Restructuring: Upon assuming leadership, the current NDCDE director recognized the need for a more integrated and cooperative work environment. The director restructured departments and decision-making processes to foster collaboration and end role confusion. Key changes include:

- Creating the Teaching and Learning Division, comprising three departments: Curriculum and LMS, Teaching and Learning, and Student Support.
- Merging Operations and Office Departments into the Operations Support Services Department.
- Adding new roles to the IT Department to ensure fair workload allocation and create internal mobility opportunities.

This restructuring has resulted in a unified culture with an administrative team committed to meeting organizational goals and providing North Dakota students with the best online learning experience possible. 2022 and 2024 organization charts are included for comparison purposes.

MA-4: Organizational Restructuring and Visioning, cont.

DATA-INFORMED CULTURE

NDCDE is becoming a data-driven organization by leveraging existing data, building new data collection mechanisms, and identifying key performance indicators (KPIs). Our data-informed initiatives include:

- Using student performance data for teacher evaluations and goal-setting.
- Conducting a year-end staff retreat where student performance and other organizational efficiency data are analyzed for purposes of strategic planning
- Adjusting our teacher hiring process based on workload analysis and curricular needs.
- Refining end-of-course student surveys for reliability and validity.
- Developing new end-of-course surveys for elementary students.
- Informing major technology decisions, such as phasing out cell phones for adjuncts.

DATA-INFORMED CULTURE, cont.

- Reviewing our CTE courses and receiving stakeholder feedback to ensure they are of high quality: This work was done partly in response to a K-12 Coordination Council report on these NDCDE CTE courses. NDCDE concluded that its CTE courses met or exceeded quality standards and are needed by students who are otherwise unable to participate in CTE courses due to scheduling, their rural location, or unique personal circumstances. It prepared a report on these findings, which is available upon request.

As we look to the future of becoming a data-informed culture, student proficiency data will drive our instructional and curricular goals, and we will strive visualize these data and make them available to administrators and teachers on demand.

IMPROVING COMMUNICATION

Based on staff feedback, the leadership team has improved communication mechanisms to enhance understanding organizational expectations and initiatives. Efforts include better leveraging Microsoft Teams and SharePoint, developing a new policy manual, and hiring a dean of students to serve as a conduit to North Dakota schools. These actions have led to a stronger sense of community, buy-in, and compliance among staff. NDCDE will continue refining communication strategies in the upcoming biennium to ensure adequate information dissemination to students and external stakeholders.

PHASING OUT UNSUSTAINABLE PROGRAMMING

NDCDE has identified and eliminated organizational inefficiencies to save staff time and financial resources. For example, we phased out the SmartLab program in 2023 due to its heavy staff travel demands, an unresponsive vendor, and the challenges participating school districts faced in keeping labs current with evolving technology. We provided schools with alternative vendor and SmartLab curricular options to support their labs independently. With this same focus on organizational efficiency, we closely evaluate course enrollments, phasing out those with sustained low interest to allow capacity for high-demand and emerging content areas.

MA-5: Serving as a Statewide Leader in Computer Science and Cybersecurity Education

In 2023, the North Dakota legislature enacted HB 1398, mandating cybersecurity and computer science education for all students. Recognizing that many school districts needed time to find appropriate curricula and train teachers, NDCDE was entrusted to lead the implementation of this important initiative.

In response, NDCDE added nine new courses (see attached Technology Courses) and hired a full-time temporary teacher to handle middle and high school classes. We proactively communicated with North Dakota schools about these new offerings and, thanks to a grant from DPI, offered them at a discounted rate. Additionally, we developed an integration plan (attached) to demonstrate how the cybersecurity and computer science standards are incorporated across our curriculum, providing a valuable resource and integration option for school districts as they identify how to cover the new standards.

These efforts have yielded impressive results. Enrollments in high school computer courses have surged by 343%, with 126 students enrolled this year. While demand at the elementary and middle school levels has been lower, with 10 elementary and 19 middle school students participating, we anticipate growth as awareness and interest increase.

NDCDE's proactive and comprehensive approach to implementing HB 1398 underscores our commitment to equipping North Dakota students with essential skills in computer science and cybersecurity, positioning them for success in a digital world.

343%

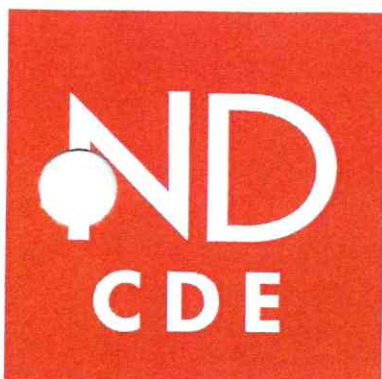
Increase in high school computer education

9

New computer education courses

80%

Of state, computer science and cybersecurity standards are covered in NDCDE courses.



NORTH
Dakota
Be Legendary.™

Center for
Distance Education



2023-25 NDCDE HUMAN RESOURCES

HIGHLIGHTS & TRENDS

Teacher Load

With seven months left in the biennium, NDCDE enrollments have reached 18,690, a 5.4% increase from 17,728 in the entire 2021-23 biennium, with workloads remaining steady through efficient management.

Unique Enrollments Per FTE		Unique Students Per FTE	
21-23	139.73	21-23	434.51
23-25	149.88	23-25	372.89

- Seven months of the 23-25 biennium remain

Impact of Equity & Merit Increases

Full-Time Teachers

With merit increases, the average salary for full-time teacher I and IIs at NDCDE is \$66,348, which is 4.6% below the national average but nearly 17% above the state average for teacher pay.* Source: NEA Educator Pay Data 2024



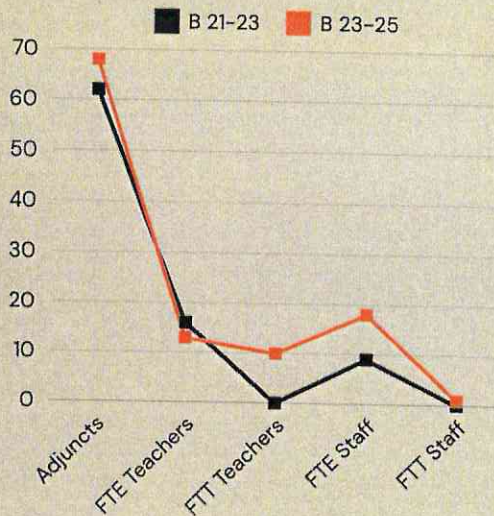
Employee Salary Grades

The average NDCDE salary is \$75,664.20 in 2024. While CDE pays above the state average (\$69,326), 56.7% of permanent employees are between their minimum and first quartile, and 36.7% are between their first and median quartile based on the state salary schedule, with 93% below the median overall.



Employee Growth

This graph shows staffing increases, hired in response to HB 1376 and agency growth.



HR Accomplishments

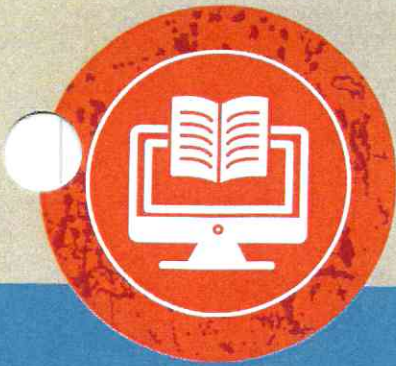
During the 23-25 biennium, NDCDE:

- Adopted a policy manual tailored to its dual mission as a state agency and public school
- Launched a unified SharePoint and Teams Channel for improved transparency
- Developed a robust onboarding process for new hires
- Streamlined the teacher workload model to balance growth, quality, and capacity
- Implemented an Employee Engagement Plan featuring:
 - Transparent communication channels
 - PD opportunities for growth
 - Committees providing regular feedback to ensure transparency and organizational buy-in

Employee Satisfaction Ratings

Based on Gallup Data, between 2023 and 2024, response rates increased by 103%, and employee satisfaction rose 13% on average.





Learning Department

Rigorous and Relevant Online Teaching and Learning:

NDCDE emphasizes best instructional strategies to deliver high-quality, student-centered learning experiences aligned with North Dakota standards. Teachers ensure curriculum rigor and relevance by integrating competency-based practices into lesson design and assessment. One-on-one meetings with students foster personalized support, enabling teachers to address individual needs, monitor progress, and build meaningful connections. Additionally, NDCDE leverages advanced technology tools, including document cameras and writing tablets, to create dynamic and interactive learning environments. These tools enhance instructional delivery, facilitate collaboration, and support diverse learning styles, ensuring students receive a comprehensive and engaging virtual education.



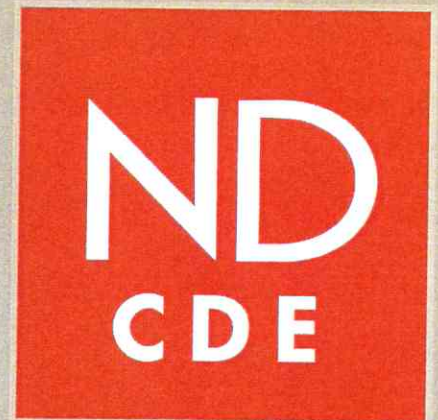
Professional Development:

The NDCDE 2024-2025 Professional Development Plan outlines various professional learning opportunities aligned with the Cognia Strategy Map to enhance teaching effectiveness and organizational wellness. It includes webinars and professional learning communities focused on integrating AI, learner engagement strategies, curriculum adaptation, and competency-based education. Additionally, the plan incorporates a wellness initiative promoting physical and mental health through activities like walking challenges. These offerings support strategic themes such as responding to internal and external needs, ensuring rigorous and relevant learning, and fostering a balanced work-life culture, with a total of 15 hours allocated per semester. One college credit is available each semester (fall, spring, summer) through the University of Mary.

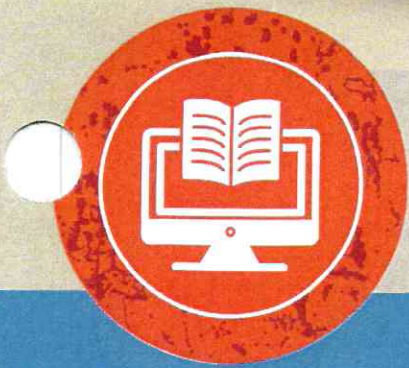


Teacher Evaluation Tool Developed by NDCDE:

The Marzano Teacher Evaluation Model is a research-based framework grounded in publications like *What Works in Schools* (2003), *Classroom Instruction That Works* (2001), and *The Art and Science of Teaching* (2007), among others, all recognized as best practices for teaching and learning. The model includes four domains: Classroom Strategies and Behaviors, Planning and Preparing, Reflecting on Teaching, and Collegiality and Professionalism. Widely adopted across states, districts, and schools, NDCDE has tailored this model for the virtual environment to support teacher growth, student-centered learning, and continuous improvement. It aligns with our Cognia Strategy Map - Strategic Theme 3: Effectively Responding to Internal and External Needs and Expectations.



For more information, please feel free to reach out to our Director of Learning, Kirstin Girard: kirstin.girard@k12.nd.us or our Assistant Principal, Emily G. Schaefer: emily.g.schaefer@k12.nd.us or visit our website at <https://www.cde.nd.gov/>

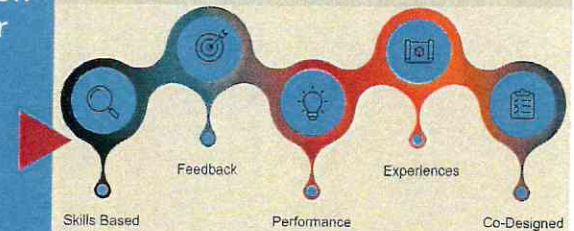


Competency Based Education

What is Competency Based Education (CBE)? CBE focuses on ensuring students master specific skills or competencies rather than progressing based on time spent in a class.

Key Features:

- Personalized learning tailored to each student's skills.
- Clear learning objectives that emphasize mastery.
- Flexibility to meet diverse learner needs.



Grade Level Timeline

- Fall 2024-K-5 Math Courses
- Spring 2025-Expanded Elementary Courses
- Fall 2025-Middle School Courses
- Spring/Fall 2026-High School Courses

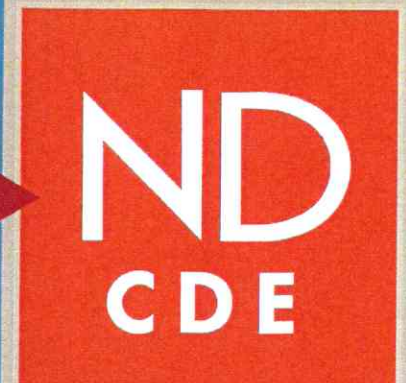
Why CBE Matter for North Dakota Students

1. **Equity for All:** CBE ensures personalized support for students from diverse rural, urban, and tribal communities, enabling everyone to succeed.
2. **Workforce Readiness:** Prepares learners for careers in key ND industries like technology, agriculture, and healthcare.
3. **Student Empowerment:** Encourages ownership of learning through goal setting & critical thinking.
4. **Relevance:** Connects learning to practical, real-life applications, making education meaningful.
5. **Lifelong Learning:** Prepares students to adapt and grow in a changing world.
6. **State Goals:** Supports North Dakota's vision for improved outcomes, workforce preparation, & innovation.

How NDCDE Implements CBE:

- **Proficiency-Based Dashboards:** Students & families can track progress toward proficiency of standards instead of relying on traditional grades.
- **Flexible Learning:** Students advance as they demonstrate mastery, ensuring no one is held back or pushed ahead without readiness.
- **Teacher Support:** Targeted feedback & interventions to help every student succeed.

At NDCDE, we are transforming education to ensure that every learner has the tools & opportunities to succeed. Competency-Based Education is not just a method - it's a commitment to the future of North Dakota.



For more information, please feel free to reach out to our Assistant Superintendent, Jessica Enderson: Jessica.Enderson@k12.nd.us or visit our website at

<https://www.cde.nd.gov/>



Student Support Services

Academic Integrity: At NDCDE, academic integrity ensures achievements reflect effort and critical thinking. Policies like the Academic Honor Code and Student Conduct foster respect, honesty, and accountability, creating a fair and supportive learning environment. Upholding integrity empowers students with skills and values for lifelong learning and ethical decision-making.

AI Guidelines: NDCDE promotes responsible AI use for brainstorming, idea refinement, grammar checks, translations, image searches, and study support. Improper use can violate our Honor Code, so we educate students and stakeholders on appropriate practices. Our guidelines ensure AI enhances learning while upholding academic integrity.



Counselor: NDCDE's counselor, Jocelyn Kolle, supports academic integrity and student success by addressing mental health, special education needs, and collaborating with parents, students, and teachers. She also leads student concern meetings to help struggling students overcome challenges.

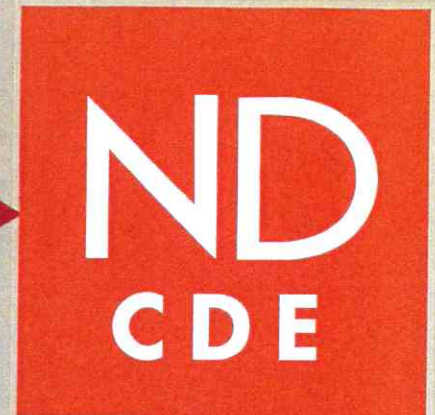
Weekly Student Success Reports:

NDCDE uses weekly reports to support student success and maintain academic integrity. The **Inactivity Report** identifies students who have been enrolled for eight days without completing an assignment, prompting outreach to address barriers and encourage engagement. The **Rapid Progression Report** flags students completing 25% or more of assignments in a week, allowing teachers to review work quality and communicate concerns with school districts if needed. These reports are vital for ensuring course integrity and fostering meaningful learning experiences.



Student Conduct Referral: NDCDE's referral system allows teachers to report conduct violations, reviewed by the Dean of Students in collaboration with learning coaches, school officials, and students to ensure fair and informed decisions. Its primary goal is to help students learn from mistakes and make better choices, emphasizing the importance of communication, transparency, and strong relationships in supporting student growth and accountability.

State-Wide Collaboration: At NDCDE, we believe that fostering strong relationships with educational professionals across the state is essential to ensuring student success and upholding academic integrity. Since our students are often also their students, we value the insights and connections school officials have built with them. Collaborating with those who know our students best helps us address challenges, tailor support, and provide consistent guidance that benefits all learners.





Military Pathway

Learning Coaches: Learning coaches are essential in supporting students' progress through the Military Pathway Program. Coaches should assist students in meeting program requirements, such as ASVAB preparation, leadership development, and completing the required community service hours. Learning coaches can include National Guardsmen, who bring valuable experience and mentorship to the program. It is recommended that learning coaches be adults outside the student's immediate household to foster independence and accountability. [Learning Coach Expectations](#)

District Designated Site Administrator: Ensure there is a district support representative that the NDCDE Dean of Students can work directly with on a weekly basis to monitor grades, pacing, and academic honesty. As site administrator, you will have access to view all students and enrollments within the SIS, Genius.



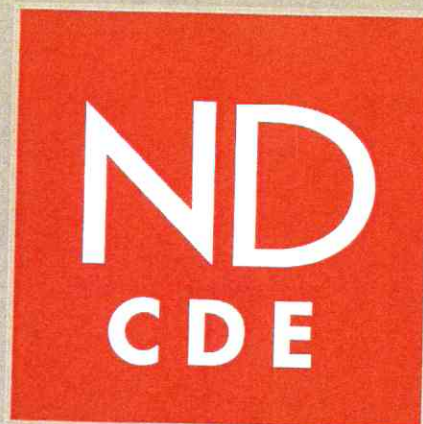
Courseload: We recommend students start with "Introduction to Military Careers" before progressing to other courses in the Military Pathway. This sequence helps students build foundational knowledge and skills essential for success in subsequent courses, including "ASVAB Essentials" and the "Military Leadership Capstone." Schools are encouraged to stagger course start dates to ensure manageable workloads for students. [Course Loads / Holds and Extensions](#)

Course Drop/Withdrawal, Hold, and Extension Policy: We suggest creating a policy that provides guidelines for handling student inactivity or lack of engagement. This policy should allow the school district to drop or withdraw students who are not engaging. Additionally, consider including options for partial refunds from NDCDE within specified timeframes, as well as provisions for parental reimbursement when students fail to meet course expectations. A review of NDCDE's policy on this topic is encouraged. (Linked above)



Learning Management System (LMS) / SIS: NDCDE uses its own platform, Buzz and Genius, so familiarize students with how to navigate the system by enrolling them in the NDCDE Introduction to Virtual Learning Course. Encourage students to complete this course before beginning any other NDCDE course work.

Technology: NDCDE recommends that for virtual academy students, the district provide a laptop or tablet, ensure that the student has access to WIFI, It is imperative that the student has their technology prior to the start date of their course.



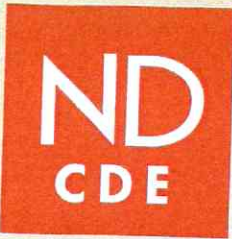
**State of North Dakota
 Budget Request Summary**

2025-27

Agency: Center for Distance Education

Agency No: 20400

Account	Description	2023-25 Biennium Appropriations	2025-27 Base Budget Request	2025-27 Optional Budget Changes	2025-27 Total Budget Request
511000	Salaries - Permanent	\$4,716,300.00	\$4,644,788.00	\$306,340.00	\$4,951,128.00
512000	Salaries - Other	\$0.00	\$0.00	\$300,000.00	\$300,000.00
513000	Temporary Salaries	\$1,950,574.00	\$2,212,093.00	\$1,617,020.00	\$3,829,113.00
516000	Fringe Benefits	\$2,081,680.00	\$2,199,220.00	\$183,288.00	\$2,382,508.00
521000	Travel	\$57,762.00	\$96,591.00	\$15,000.00	\$111,591.00
531000	Supplies - IT Software	\$370,000.00	\$200,000.00	\$400,000.00	\$600,000.00
532000	Supply/Material - Professional	\$9,625.00	\$5,000.00	\$0.00	\$5,000.00
536000	Office Supplies	\$1,319,743.00	\$1,972,399.00	\$222,711.00	\$2,195,110.00
541000	Postage	\$4,600.00	\$5,500.00	\$0.00	\$5,500.00
542000	Printing	\$2,750.00	\$3,000.00	\$0.00	\$3,000.00
551000	IT Equipment under \$5,000	\$30,000.00	\$100,000.00	\$75,000.00	\$175,000.00
552000	Other Equipment under \$5,000	\$2,000.00	\$1,000.00	\$0.00	\$1,000.00
561000	Utilities	\$7,150.00	\$6,500.00	\$0.00	\$6,500.00
570000	Insurance	\$16,536.00	\$16,200.00	\$0.00	\$16,200.00
580000	Rentals/Leases-Equipment&Other	\$6,063.00	\$4,500.00	\$0.00	\$4,500.00
582000	Rentals/Leases - Bldg/Land	\$202,854.00	\$215,000.00	\$0.00	\$215,000.00
591000	Repairs	\$13,702.00	\$16,000.00	\$0.00	\$16,000.00
601000	IT - Data Processing	\$25,000.00	\$25,000.00	\$0.00	\$25,000.00
602000	IT - Communications	\$110,000.00	\$90,000.00	\$0.00	\$90,000.00
603000	IT Contractual Services and Re	\$100,000.00	\$65,000.00	\$0.00	\$65,000.00
611000	Professional Development	\$79,500.00	\$80,100.00	\$0.00	\$80,100.00
621000	Operating Fees and Services	\$80,000.00	\$125,000.00	\$19,500.00	\$144,500.00
623000	Professional Fees and Services	\$182,800.00	\$44,500.00	\$256,750.00	\$301,250.00
	TOTALS	\$11,368,639.00	\$12,127,391.00	\$3,395,609.00	\$15,523,000.00
General		\$6,797,980.00	\$7,570,328.00	\$1,353,421.00	\$8,923,750.00
Federal		\$0.00	\$0.00	\$0.00	\$0.00
Special		\$4,570,659.00	\$4,557,063.00	\$2,042,188.00	\$6,599,250.00

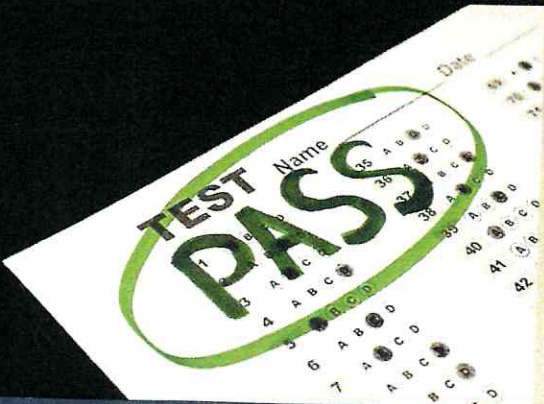


PARENT TESTIMONIALS



My son's scores fell on NDA+, so we enrolled him in Math and English. His scores immediately rose.

-Kerry Azure



I have two children: one struggled in high school and took NDCDE classes to avoid the distractions in in-person classes; the other child is advanced and wanted to accelerate her learning. In both cases, my children were able to succeed in the classes at NDCDE in ways that were not possible at their local high school. I'm a former online college instructor, and distance education director for the NDUS. I can confidently say-from both a personal and professional standpoint-that the North Dakota is lucky to have the NDCDE, and I implore you to continue funding this opportunity for our children.

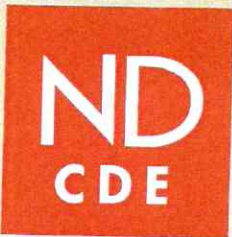
-Dr. Tonya Spilovoy



During a time of struggling with attending a physical school, NDCDE was an option for online education that changed the trajectory of my son's life. We went from thinking he would drop out of school to being able to graduate a year early. Changed our lives in the best way possible.

-Mary Mauch





PARENT TESTIMONIALS

“

My son was bullied starting his 9th-grade year at a public school. His grades declined to a failing student. I couldn't stand by. Thanks to a coworker, I was referred to NDCDE. My son was a B honor roll student after 1st year of enrolling. Thank you for this option NDCDE.



”

I have recommended NDCDE to everyone that will listen. My daughter was bullied at school and needed to learn in a different space. This is her first semester, but she's starting to excel again in academics. Her teachers are amazing. They support her and me and will do anything, any time to help. The curriculum is challenging but fun. I'm so thankful to have this option for her.

-Dr. Heather Kuilvang, Valley State University, School of Education

“

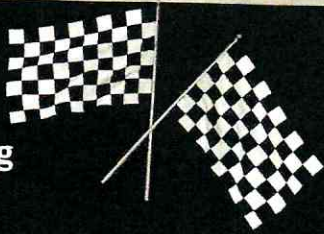
My experience with NDCDE has been absolutely wonderful! Everyone along the way has been very accommodating about learning how to use the online system from enrolling and purchasing classes to monitoring students. Administration has been amazing about communicating with us when we needed information and had questions. Teachers are very great at communicating with students! Monitoring students is very easy to do as an E-mentor. Just an overall great option for students!

-Heather Botha

STUDENT TESTIMONIALS



I race sprint cars and late models. I have been racing for 12 years. I raced 9 years in a go karts starting when I was 5 years old, and this will be my 3rd year racing sprint cars. I am a third-generation driver, and I currently drive for my family owned race team. It has always been a passion of mine and am thankful for programs like NDCDE that allow me to do what I love every weekend!

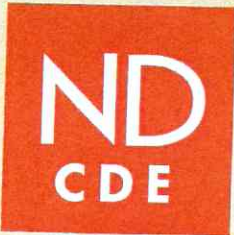


Last year I did not like gym class at all. I dreaded going to it every day. This year I asked my counselor for some alternative options and she recommended online gym. I decided to enroll, and after the first week I knew I had made a very good decision. I got to do the type of workouts I wanted to do on a schedule that worked for me. I will be taking online gym next year as well, and I will be recommending it to friends and siblings.



My astronomy class was a strong preparation for my now college astronomy class. I learned valuable skills about navigating new platforms to learn online that have carried over into my college courses and other online course work. Thank you, NDCDE!





STUDENT TESTIMONIALS



I have taken many courses from NDCDE and have had a great experience with each one. I have had wonderful teachers for each one. I appreciate the quick responses and efficient feedback. It's great to be able to access courses I'm interested in and that will benefit my future that aren't offered to me at my school.



I have taken three courses through NDCDE. I needed these courses to get credits in order to be set to graduate high school. I had to take them through NDCDE because they either weren't offered through my school, or I couldn't get anymore classes to fit in my schedule so I had to take it as an eighth class in my free time. Taking eight classes can be a load, especially when in other school activities and groups, but NDCDE had the assignments timed out and I never fell behind. The teachers were helpful and made sure I was understanding the material. NDCDE has been extremely successful for me and such a positive experience.



I have always had great experiences with my teachers through NDCDE. They are always so positive and helpful, which has helped me succeed a lot more than in my usual classes.



District	FY 24	FY 25	Total	District Size	Size Group	2022-23 Expenditures	% of Expenditures
Alexander Public School	\$687	\$2,072	\$2,759	297	200-500	\$6,319,560	0.01%
Ashley Public School	\$358	\$299	\$657	112	<200	\$2,764,692	0.01%
Barnes CountyNorth District	\$16,540	\$229	\$16,769	219	200-500	\$6,387,040	0.26%
Beach Public School	\$2,776	\$10,425	\$13,201	249	200-500	\$5,914,262	0.05%
Belfield Public School	\$11,062	\$14,346	\$25,408	236	200-500	\$3,912,033	0.28%
Bismarck Public School	\$284,553	\$112,132	\$396,685	13,749	>6000	\$205,366,505	0.14%
Bottineau Public School	\$229	\$229	\$458	661	501-2000	\$10,077,204	0.00%
Bowbells Public School	\$2,990		\$2,990	89	<200	\$2,113,705	0.14%
Burke Central Public School	\$3,367	\$2,630	\$5,997	95	<200	\$2,269,211	0.15%
Cavalier Public School	\$23,244	\$17,791	\$41,035	358	200-500	\$5,928,120	0.39%
Center-Stanton Public School	\$5,839	\$2,968	\$8,807	251	200-500	\$4,169,284	0.14%
Central Cass Public School	\$13,681	\$10,975	\$24,656	998	501-2000	\$14,462,196	0.09%
Central Valley Public School	\$229	\$458	\$687	202	200-500	\$3,230,603	0.01%
Dakota Prairie Public School District	\$2,540	\$2,021	\$4,561	268	200-500	\$6,050,392	0.04%
Devils Lake Public Schools	\$2,222	\$10,763	\$12,985	1,767	501-2000	\$24,945,443	0.01%
Divide CountySchool District	\$2,705	\$1,374	\$4,079	378	200-500	\$6,953,447	0.04%
Drake Anamoose School District	\$8,012	\$2,112	\$10,124	75	<200	\$3,782,040	0.21%
Drayton Public School	\$12,163	\$5,058	\$17,221	172	<200	\$4,360,543	0.28%
Dunseith Public School	\$528	\$458	\$986	491	200-500	\$17,650,182	0.00%
Edgeley Public School	\$229	\$2,927	\$3,156	235	200-500	\$3,739,395	0.01%
Edmore Public School	\$16,631		\$16,631	17	<200	\$1,493,541	1.11%
Eight Mile Public School	\$1,832	\$2,072	\$3,904	318	200-500	\$6,071,683	0.03%
Ellendale Public School	\$15,438	\$13,785	\$29,223	296	200-500	\$4,644,688	0.33%
Enderlin Public School	\$12,946	\$8,257	\$21,203	298	200-500	\$4,801,013	0.27%
Fairmount Public School	\$4,272	\$1,101	\$5,373	97	<200	\$2,209,762	0.19%
Fargo Public Schools	\$130,867	\$47,974	\$178,841	11,281	>6000	\$200,417,303	0.07%
Fessenden-Bowdon Public School	\$7,911	\$3,353	\$11,264	178	<200	\$3,482,293	0.23%
Flasher Public School	\$2,418	\$779	\$3,197	266	200-500	\$4,043,083	0.06%
Fordville-Lankin Public School	\$518	\$558	\$1,076	50	<200	\$1,513,540	0.03%
Gackle-Streeter Public School	\$1,810	\$1,145	\$2,955	91	<200	\$2,324,316	0.08%
Garrison Public School District	\$15,400	\$8,683	\$24,083	366	200-500	\$5,757,461	0.27%
Glen Ullin Public School	\$13,829	\$9,939	\$23,768	123	<200	\$3,213,279	0.43%
Glenburn Public School	\$2,091	\$1,673	\$3,764	238	200-500	\$4,314,109	0.05%
Grafton Public School	\$13,052	\$9,688	\$22,740	880	501-2000	\$14,005,135	0.09%
Grand Forks Public Schools	\$85,274	\$50,068	\$135,342	7,679	>6000	\$119,678,630	0.07%
Griggs County School	\$20,472	\$6,593	\$27,065	261	200-500	\$4,223,577	0.48%
Harvey Public School	\$4,184	-\$1,275	\$2,909	380	200-500	\$5,976,546	0.07%
Hatton Eielson Public School	\$2,181	\$2,659	\$4,840	156	<200	\$3,200,614	0.07%
Hazelton-Moffit-Braddock Public School	\$4,921	\$5,248	\$10,169	134	<200	\$2,707,004	0.18%
Hazen School District	\$577	\$1,821	\$2,398	579	501-2000	\$7,172,777	0.01%

Hebron Public School	\$1,653	\$1,673	\$3,326	151	<200	\$2,736,663	0.06%
Hettinger Public School	\$3,885	\$986	\$4,871	285	200-500	\$4,748,859	0.08%
Hillsboro Public Schools	\$11,042	\$9,918	\$20,960	485	200-500	\$6,655,613	0.17%
Hope-Page School District	\$2,470	\$3,505	\$5,975	149	<200	\$4,000,222	0.06%
Horse Creek School District	\$229	\$458	\$687	11	<200	\$311,741	0.07%
Jamestown Public Schools	\$74,783	\$57,473	\$132,256	2,019	2001-6000	\$35,577,916	0.21%
Kenmare Public School	\$10,480	\$5,447	\$15,927	267	200-500	\$5,209,975	0.20%
Kidder County School District	\$6,543	\$12,390	\$18,933	356	200-500	\$6,542,848	0.10%
Killdeer Public School	\$2,181	\$458	\$2,639	564	501-2000	\$10,051,803	0.02%
Kindred School District	\$1,921	\$458	\$2,379	860	501-2000	\$11,060,760	0.02%
Kulm Public School	\$11,487	\$1,933	\$13,420	114	<200	\$2,782,512	0.41%
Lakota Public Schools	\$3,664	\$1,472	\$5,136	189	<200	\$2,889,498	0.13%
LaMoure School District	\$10,106	\$5,458	\$15,564	283	200-500	\$4,616,966	0.22%
Langdon Area School District	\$12,803	\$7,521	\$20,324	428	200-500	\$6,577,775	0.19%
Larimore School District	\$18,899	\$11,820	\$30,719	398	200-500	\$6,070,276	0.31%
Leeds Public School	\$1,282	\$2,977	\$4,259	119	<200	\$2,684,122	0.05%
Lewis and Clark School District	\$18,262	\$8,454	\$26,716	381	200-500	\$7,750,183	0.24%
Lidgerwood Public School	\$17,192	\$2,360	\$19,552	173	<200	\$3,056,020	0.56%
Linton Public Schools	\$14,227	\$3,724	\$17,951	223	200-500	\$4,047,818	0.35%
Lisbon Public School District	\$6,893	\$1,535	\$8,428	599	501-2000	\$4,047,818	0.17%
Litchville-Marion School District	\$4,868	\$916	\$5,784	141	<200	\$3,681,515	0.13%
Maddock Public School	\$1,036	\$1,044	\$2,080	121	<200	\$2,689,449	0.04%
Mandan Public School District	\$10,616	\$1,893	\$12,509	4,395	2001-6000	\$57,696,027	0.02%
Manning School District 45	-\$896		-\$896	12	<200	\$347,609	-0.26%
Max Public School	\$4,809	\$3,435	\$8,244	126	<200	\$3,198,008	0.15%
May-Port CG School District	\$0	\$1,603	\$1,603	513	501-2000	\$7,471,867	0.00%
McClusky-Goodrich 29 Public School	\$1,036	-\$229	\$807	106	<200	\$2,390,785	0.04%
McKenzie County School District	\$129,420	\$76,954	\$206,374	2,350	2001-6000	\$32,981,657	0.39%
Medina Public School	\$16,021	\$11,344	\$27,365	199	<200	\$3,477,273	0.46%
Midkota School District	\$13,997	\$6,946	\$20,943	169	<200	\$3,423,179	0.41%
Midway Public School 128	\$7,418	\$1,414	\$8,832	181	<200	\$4,101,292	0.18%
Milnor Public School	\$31,409	\$14,651	\$46,060	214	200-500	\$3,849,997	0.82%
Minot Public School District	\$161,277	\$51,340	\$212,617	7,519	>6000	\$128,098,639	0.13%
Minto Public School	\$4,769	\$229	\$4,998	279	200-500	\$6,011,182	0.08%
Mohall Lansford Sherwood Public School	\$3,148	\$886	\$4,034	291	200-500	\$5,434,335	0.06%
Montpelier Public School	\$6,393	\$1,444	\$7,837	93	<200	\$2,158,299	0.30%
Mott-Regent Public School	\$1,295	\$1,673	\$2,968	225	200-500	\$4,081,661	0.03%
Mt. Pleasant School District	\$1,931	\$2,977	\$4,908	240	200-500	\$4,783,867	0.04%
Munich Public School	\$229	\$259	\$488	93	<200	\$2,387,024	0.01%
Napoleon Public School 2	\$0	\$458	\$458	241	200-500	\$3,768,100	0.00%
Nedrose School District	\$15,684	\$3,012	\$18,696	534	501-2000	\$7,973,334	0.20%
Nesson Public School	\$1,036		\$1,036	436	200-500	\$7,749,642	0.01%
New England Public School	\$42,263	\$25,232	\$67,495	258	200-500	\$4,855,764	0.87%
New Rockford-Sheyenne Public School	\$43,415	\$2,589	\$46,004	327	200-500	\$5,065,679	0.86%
New Salem-Almont School District	\$19,102	\$8,683	\$27,785	372	200-500	\$5,324,571	0.36%
Newburg United Public School	\$3,612	\$1,101	\$4,713	76	<200	\$2,416,230	0.15%

North Border 100 School District	\$1,594	\$2,785	\$4,379	305	200-500	\$6,404,128	0.02%
North Sargent Public School	\$10,148	\$8,632	\$18,780	183	<200	\$3,737,203	0.27%
North Star Public School	\$518	\$229	\$747	283	200-500	\$3,911,160	0.01%
Northern Cass Public School	\$16,512	\$11,712	\$28,224	692	501-2000	\$9,430,344	0.18%
Northwood Public School	\$5,109	\$1,145	\$6,254	337	200-500	\$4,850,149	0.11%
Oakes Public School	\$9,906	\$6,412	\$16,318	462	200-500	\$6,496,367	0.15%
Park River School District	\$4,888	\$2,519	\$7,407	438	200-500	\$6,218,785	0.08%
Pingree-Buchanan School District	\$6,214	\$15,254	\$21,468	147	<200	\$3,022,515	0.21%
Powers Lake Public Schools	\$777		\$777	210	200-500	\$4,032,029	0.02%
Richardton-Taylor Public Schools	\$9,882	\$3,626	\$13,508	320	200-500	\$5,378,493	0.18%
Richland Public School District	\$21,351	\$7,071	\$28,422	285	200-500	\$4,299,235	0.50%
Rolette Public School District	\$11,108	\$5,103	\$16,211	125	<200	\$3,486,213	0.32%
Rugby School District	\$22,613	\$11,621	\$34,234	561	501-2000	\$9,104,926	0.25%
Sargent Central Public School	\$2,072	\$1,902	\$3,974	173	<200	\$4,176,683	0.05%
Sawyer Public Schools	\$777	\$1,679	\$2,456	85	<200	\$2,264,231	0.03%
Scranton Public School	\$2,849	\$1,295	\$4,144	135	<200	\$2,468,356	0.12%
Selfridge Public School	\$2,320		\$2,320	73	<200	\$2,443,081	0.09%
Solen Public School District	\$229		\$229	202	200-500	\$6,651,745	0.00%
South Heart Public School	\$15,942	\$9,039	\$24,981	422	200-500	\$5,437,859	0.29%
Stanley Public Schools	\$13,001	\$5,407	\$18,408	776	501-2000	\$10,848,846	0.12%
Starkweather Public School	\$3,666	\$1,036	\$4,702	54	<200	\$1,500,115	0.24%
Strasburg School District	\$3,446		\$3,446	104	<200	\$2,692,607	0.13%
Surrey Public School	\$6,701	\$259	\$6,960	415	200-500	\$5,538,149	0.12%
Sweet Briar School	\$0	\$458	\$458	28	<200	\$401,581	0.00%
TGU School District	\$8,754	\$11,258	\$20,012	349	200-500	\$6,772,259	0.13%
Thompson Public School	\$6,993	\$3,645	\$10,638	679	501-2000	\$8,037,309	0.09%
Tioga School District	\$3,128	\$1,155	\$4,283	534	501-2000	\$10,851,754	0.03%
Turtle Lake-Mercer Public Schools	\$5,064	\$588	\$5,652	177	<200	\$3,097,633	0.16%
Underwood Public School	\$4,921	\$3,008	\$7,929	179	<200	\$3,862,895	0.13%
Valley City Public Schools	\$43,064	\$33,818	\$76,882	940	501-2000	\$14,409,890	0.30%
Valley-Edinburg School District	\$498	\$1,902	\$2,400	205	200-500	\$3,888,613	0.01%
Velva Public School District	\$458	\$229	\$687	435	200-500	\$6,673,325	0.01%
Wahpeton Public School District	\$9,417	\$1,852	\$11,269	1,199	501-2000	\$16,681,413	0.06%
Warwick Public School	\$0	\$4,582	\$4,582	177	<200	\$8,021,729	0.00%
Washburn Public School	\$1,792	\$1,215	\$3,007	348	200-500	\$5,504,124	0.03%
West Fargo Public School District	\$502,142	\$323,975	\$826,117	12,995	>6000	\$182,189,744	0.28%
Westhope Public School	\$3,694	\$2,628	\$6,322	151	<200	\$3,560,903	0.10%
Williston Basin School District	\$55,438	\$21,796	\$77,234	5,339	2001-6000	\$79,201,851	0.07%
Wilton Public School	\$2,071	\$1,145	\$3,216	262	200-500	\$4,091,456	0.05%
Wing Public School	\$10,007	\$2,360	\$12,367	59	<200	\$1,840,069	0.54%
Wishek Public School	\$12,427	\$10,416	\$22,843	229	200-500	\$4,222,855	0.29%
Wyndmere Public School	\$5,108	\$7,786	\$12,894	245	200-500	\$4,945,581	0.10%
Zeeland Public Schools	\$0	\$229	\$229	26	<200	\$1,085,989	0.00%