



IT EFFECTIVENESS & STRATEGIC PLANNING PROJECT

TECHNOLOGY STRATEGIC PLAN

October 2012



- The purpose of this document is to summarize the Technology Strategic Plan for Ralston Public Schools
- This document includes the following contents
 - Introduction
 - Key Stakeholder Values
 - Technology Vision & Purpose Statement
 - Strategic Technology Objectives
 - Strategic Initiatives
 - Next Steps

INTRODUCTION

Ralston Background Public Schools

- Ralston Public Schools’ mission emphasizes Achievement, Character and Technology (A.C.T.).
- Technology is a critical aspect of RPS’ vision for fostering “21st Century Learning” environment
- In the Spring of 2012, RPS launched a project to assess the effectiveness of technology currently in use throughout the district.
 - In June, PRISM advisors, an independent consulting firm, presented an IT current state assessment report to the Board, highlighting RPS’ level of technology-enabled process
 - In September, RPS convened an IT Planning Team*, made up of representative disciplines and functions from across the district, to develop a future state vision and strategy of technology use for the next 3 to 5 years
- This document summarizes the results of the team’s strategic planning efforts

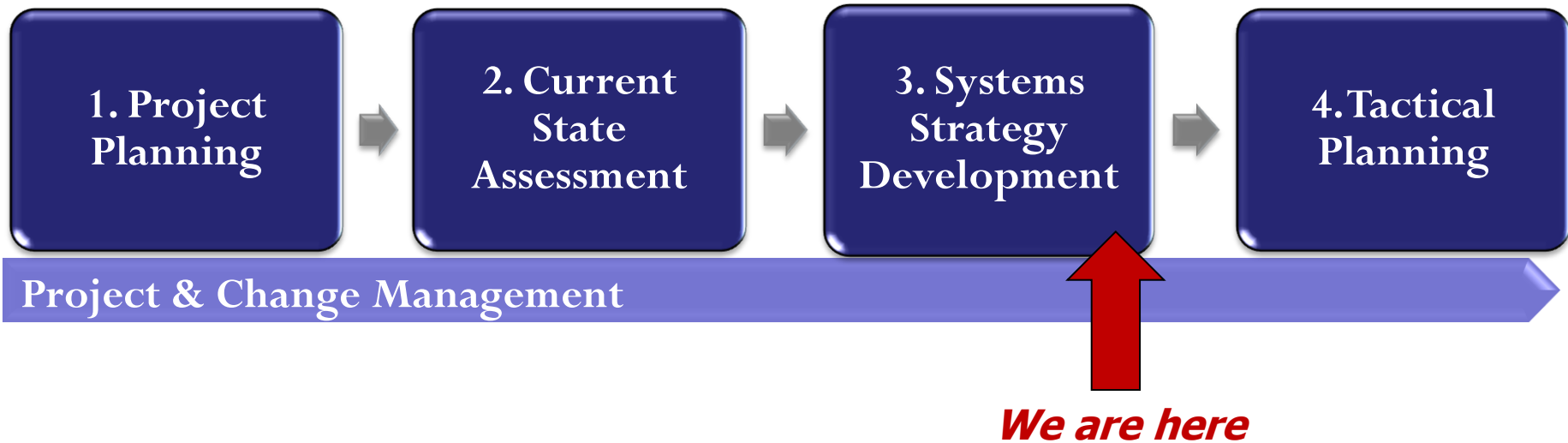


Project Objectives & Scope

- RPS's Strategic Technology Planning process has focused on the following key objectives...
 - ✓ Understand and define current systems and technology in place
 - ✓ Conduct research on relevant enabling technology trends
 - ✓ Identify and prioritize system needs and requirements
 - Identify potential solutions and develop a cost-benefit analysis for addressing high priority gaps
 - Develop a roadmap and plan for implementing solutions
- The scope of the project has focused on these areas...
 - All buildings – VMAC, Ralston High School, Ralston Middle School, Six Elementary Schools (Blumfield, Karen Western, Meadows, Mockingbird, Seymour, Wildewood)
 - All departments – Curriculum & Instruction, Student Services, Business Services Finance, Human Resources, IT, Facilities), Superintendent's Office, Board of Education

Strategic Technology Planning Methodology

Development of a comprehensive plan for RPS is based upon the following proven Strategic Technology Planning methodology...



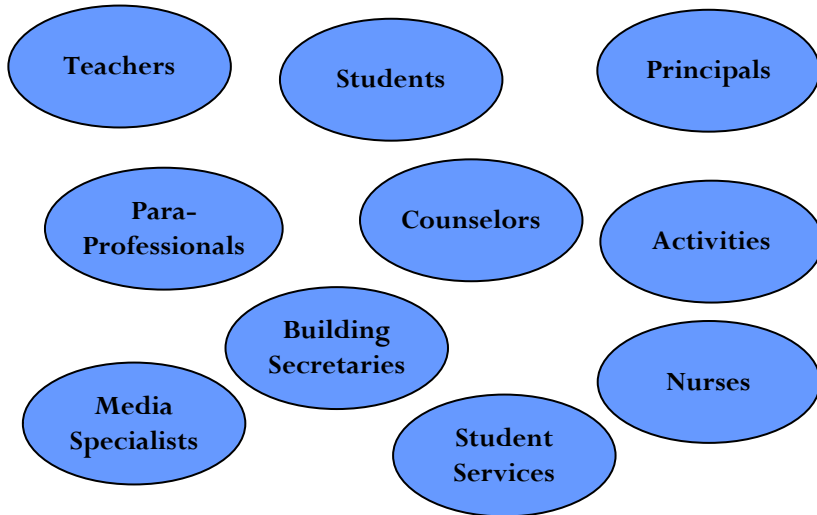
KEY STAKEHOLDER VALUES



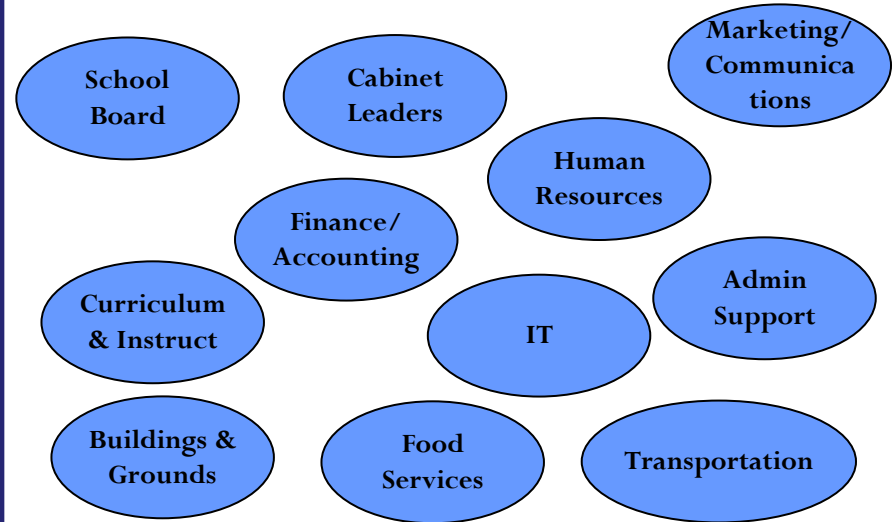
Key Technology Stakeholders

The following make up the key 'end-users' and stakeholders of RPS' technology resources...

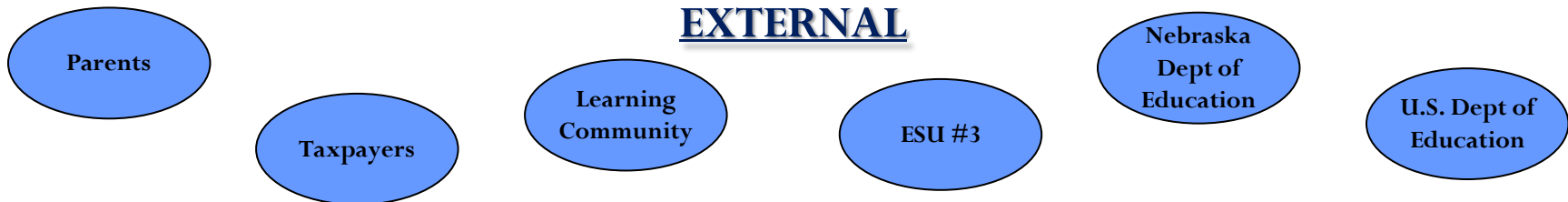
SCHOOLS



ADMINISTRATION



EXTERNAL





Stakeholder Values

- **Reliable, secure access** to regularly updated and supported hardware, network connectivity, software and content/data
- Focus on **web-based applications** that are accessible anywhere, at anytime in alignment with district's mission, student learning needs, instructional best practices and enable process automation
- **Accurate and understandable** data, information and content
- Emphasis on allowing adequate time for technology users to learn, use and become comfortable with new technology through **proactive, user proficiency adapted training and support**



Stakeholder Value Matrix

STAKEHOLDER GROUP VALUE	SCHOOLS	ADMINISTRATION	EXTERNAL
Reliable, Secure Access	<ul style="list-style-type: none"> Computers are available for students to use in classroom, labs or via own device Current, up-to-date and mobile hardware and connectivity for teachers 	<ul style="list-style-type: none"> Integrated, mobile systems, accessible by administrators anywhere 	<ul style="list-style-type: none"> Online access for parents, partners and community to authorized information
Web-Based Applications	<ul style="list-style-type: none"> On-line learning and instruction applications accessible by students and teachers in the classroom and at home 	<ul style="list-style-type: none"> Student, HR, and financial information management applications accessible by administrators anywhere 	<ul style="list-style-type: none"> Engage parents, partners and community members via RPS website and mobile applications
Accurate & Understandable Content	<ul style="list-style-type: none"> Content and subject matter aligned with core curriculum Timely student performance information readily available to teachers 	<ul style="list-style-type: none"> Collection, storage, reporting and analysis of student, employee and financial data used for decision making and planning 	<ul style="list-style-type: none"> Parents access appropriate student online
Proactive, User Proficiency Adapted Training & Support	<ul style="list-style-type: none"> Technology training for students focused on 21st century skills Comprehensive professional development, support and instructional technology coaching for teachers 	<ul style="list-style-type: none"> Training and support on administrative systems 	<ul style="list-style-type: none"> Provide parent engagement and support forum

TECHNOLOGY VISION & PURPOSE



Technology Vision Statement

To develop 21st century skills through relevant instruction to create learners who are academically competitive, technology literate, motivated, and college and career ready



Technology Purpose Statement

To enable secure access and effective delivery of curriculum, sustainable and proactive instructional technology support, and efficient and reliable information for decision making for all stakeholders

STRATEGIC TECHNOLOGY OBJECTIVES



Technology Objectives (3-5 years)

- 1. One-to-One Student Access**
- 2. Infrastructure Improvement**
- 3. Technology Infused Curriculum & Instruction**
- 4. Effective and Consistent Communications and Interactions**
- 5. Data Driven Decision and Solution Development**
- 6. Process Automation, Streamlining and Integration**

STRATEGIC TECHNOLOGY INITIATIVES



Key Goals & Initiatives

OBJECTIVE	#1. One-to-One Access Enable students, staff and parents access to tools and technology for success
GOALS	<ul style="list-style-type: none">• A one to one student access and 'bring your own device' (BYOD) plan outlining implementation to be completed within 2 years
INITIATIVES	<ul style="list-style-type: none">• Development of an appropriate Acceptable Use Policy (AUP) addressing a one to one access and an environment of BYOD• Development of an implementation timeline for the one to one access and BYOD Environment• Development of curricular and instructional design expectations within the one to one access and BYOD environment• Development of a plan for access - if students do not have access to a BYOD, what will be available to create access
ENABLERS	<ul style="list-style-type: none">• Appropriate infrastructure and filtering• Training and staff development• Communication to all stakeholders• Equipment and funding availability



Key Goals & Initiatives (cont.)

OBJECTIVE	#2. Infrastructure Improvement Expand bandwidth, integrate networks, upgrade switches that extends the capacity and capability for use of web-based applications
GOALS	<ul style="list-style-type: none">• A 2-3Year Infrastructure Improvement Plan understanding the goal is a BYOD environment• Procurement and installation of network infrastructure connectivity components district-wide
INITIATIVES	<ul style="list-style-type: none">• Upgrade internet service and bandwidth delivery to all buildings• Upgrade LAN switches and appropriate transmission devices as necessary• Upgrade network servers and data storage devices as needed
ENABLERS	<ul style="list-style-type: none">• Bid specifications document for transmission services• Resource allocation to include funding, staff development, and technician support• Identification of equipment in need of upgrading and replacement

Key Goals & Initiatives (cont.)

OBJECTIVE	#3. Technology Infused Curriculum & Instruction Emphasize instructional coaching, professional development and ongoing training focused on current available technologies and structures
GOALS	<ul style="list-style-type: none">• 21st learning skills infused into district curriculum: Communication, Collaboration, Critical Thinking, Problem Solving
INITIATIVES	<ul style="list-style-type: none">• Create a repository of technology resources, learning management systems and tools for delivering adopted curriculum• Establish Technology professional development program and processes for supporting teachers (e.g., Technology Academy, informal tech trainings open to all staff (Tech Tuesdays), facilitated Unconference (EdCamp model) among district staff where tech integrated curriculum is shared, teachers attending and presenting at state/national conferences)• Extend Teachers teaching Technology and Instructional Technology Coaching (e.g., foundation scholars, mobile apps, paperless classroom, flipped classrooms, quia.com, learning management system)
ENABLERS	<ul style="list-style-type: none">• Establish Instructional Technology Coach role and process• Staff development of these skills• Identify teachers to create/share lesson plans in lesson plan library• Create district account on Educlipper.net and have staff sign up to use (it's unblocked)• Identify needs/wants for Technology Academy• Identify needs/wants for tech trainings• ISTE Standards



Key Goals & Initiatives (cont.)

OBJECTIVE	#4. Effective and Consistent Communications and Interactions Externally with the community and internally across district and between building levels with dedicated technical support to better serve RPS' mission
GOALS	<ul style="list-style-type: none">• A district-wide I.T. governance and organizational structure with clearly defined roles and responsibilities
INITIATIVES	<ul style="list-style-type: none">• Deploy IT Service Support process and tools for internal and external stakeholders• Establish presence on social media (Twitter, Facebook, LinkedIn, etc) to communicate with stakeholders in district and out of district• Establish essential competencies/annual certification process for building-level technology advocates
ENABLERS	<ul style="list-style-type: none">• Funding• Webmaster time• Social media policy• Identify key people to use social media to build presence• Flexible training dates, objective measures of technical proficiency on identified systems



Key Goals & Initiatives (cont.)

OBJECTIVE	#5. Data Driven Decision & Solution Development Focused on student achievement and progress analysis and reporting
GOALS	<ul style="list-style-type: none">• All certified teachers and administrators will have on-demand access to student information and utilize the data to guide the instructional process• Board governance automation
INITIATIVES	<ul style="list-style-type: none">• Annual training and support activities for teachers (DataDirector) and administrators (DataDirector/SIMS)• Create library of assessments in DataDirector to share across the district• Deploy paperless solution for board of education (e.g., document management, publication, workflow, etc.)
ENABLERS	<ul style="list-style-type: none">• Flexible training dates, electronic training and support resources (pre-recorded webinars, online help desk, PDF training documents, screencasts...)• Identify key people to create assessments



Key Goals & Initiatives (cont.)

OBJECTIVE	#6. Process Management, Automation & Integration Focus on continuous improvement of district operating and support processes
GOALS	<ul style="list-style-type: none">• Integrated, all-in-one HR system (application, selection, evaluation, doc management...etc.)• Migration to web-based financial management systems• Migration to web-based student administration functions
INITIATIVES	<ul style="list-style-type: none">• Document standardized operational and support processes• Consolidate existing HR systems and minimized use of paper-based processes (e.g., applications, timecards)• Consolidate, streamline and automate business and finance processes (e.g., purchase requisitions, copy center, budget development, financial reporting and analysis, document management)• Streamline and automate student administrative processes (e.g, discipline referral, daily attendance)
ENABLERS	<ul style="list-style-type: none">• Adopt project management and systems-thinking principles and skills• Funding, on-going financial commitment (some systems)• Vendor partners

Strategic Guiding Principles

The following were considered as guiding principles for RPS to use in developing an IT strategy for the next 3 to 5 years (adapted from International Society for Technology in Education (ISTE) Essential Conditions to effectively leverage technology for learning....

- **Shared Vision**
 - Proactive leadership in developing a shared vision for educational technology among all education stakeholders, including teachers and support staff, school and district administrators, teacher educators, students, parents, and the community
- **Empowered Leaders**
 - Stakeholders at every level empowered to be leaders in effecting change
- **Implementation Planning**
 - A systemic plan aligned with a shared vision for school effectiveness and student learning through the infusion of information and communication technology (ICT) and digital learning resources
- **Consistent and Adequate Funding**
 - Ongoing funding to support technology infrastructure, personnel, digital resources, and staff development
- **Equitable Access**
 - Robust and reliable access to current and emerging technologies and digital resources, with connectivity for all students, teachers, staff, and school leaders
- **Skilled Personnel**
 - Educators, support staff, and other leaders skilled in the selection and effective use of appropriate ICT resources
- **Ongoing Professional Learning**
 - Technology-related professional learning plans and opportunities with dedicated time to practice and share ideas
- **Technical Support**
 - Consistent and reliable assistance for maintaining, renewing, and using ICT and digital learning resources
- **Curriculum Framework**
 - Content standards and related digital curriculum resources that are aligned with and support digital age learning and work
- **Student-Centered Learning**
 - Planning, teaching, and assessment centered around the needs and abilities of students
- **Assessment and Evaluation**
 - Continuous assessment of teaching, learning, and leadership, and evaluation of the use of ICT and digital resources
- **Engaged Communities**
 - Partnerships and collaboration within communities to support and fund the use of ICT and digital learning resources
- **Support Policies**
 - Policies, financial plans, accountability measures, and incentive structures to support the use of ICT and other digital resources for learning and in district school operations
- **Supportive External Context**
 - Policies and initiatives at the national, regional, and local levels to support schools and teacher preparation programs in the effective implementation of technology for achieving curriculum and learning technology (ICT) standards

NEXT STEPS



Immediate Next Steps

- Present Technology Strategic Plan to Board for Review and Adoption (10/8/12)
- Upon approval, begin developing tactical plans for specific projects
- Develop overall technology investment plan for next 3-5 years
- Review and finalize Technology Tactical Plan with IT Planning Team
- Present Technology Tactical Plan to Board for Review and Adoption

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