# 3. 2012 – 2015 Strategic Goals and Action Plans

## Strategic Goals

In overall support of Sample District’s vision for technology the district has established the following strategic instructional technology goals.

### Student and Teacher Skills

1. Sample District Public Schools will adopt and implement the ISTE NETS-S and NETS-T standards as a basic framework for how students and teachers use and manage technology within their educational experience
2. Sample District Public Schools will develop a framework/mapping aligned with NETS-S and the district’s curriculum framework that identifies a scope and sequence of student technology skills K-12.
3. Sample District Public Schools will emphasize - through a variety of curriculum-centered experiences at all levels - the use of technology to support student-centered learning.

### District Policies and Administration

1. Sample District Public Schools will establish and clearly communicate a vision for technology's role in transforming learning and teaching.
2. Sample District Public Schools will ensure equity of access to technology tools and resources for all teachers and students.
3. Sample District Public Schools will continue to support teachers with technology and pedagogical professional development – aligned with the NETS standards – through a flexible, multi-faceted, approach that addresses all levels of teacher skill and knowledge.

### Technology Infrastructure

1. Sample District Public Schools will ensure and support a consistent and reliable technological environment – based on educational need – for all students and teachers in all buildings.
2. Sample District Public Schools will develop and effectively implement a 1:1 environment for technology access that balances educational needs with the ability of the district to support and manage such an environment.
3. Sample District Public Schools will support data and learning management systems that ensure effective use and dissemination of learning and learner-related data to all relevant district constituencies.

## Action Plans

### Student and Teacher Skills

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| Goal 1: Sample District Public Schools will adopt and implement the ISTE NETS-S and NETS-T standards as a basic framework for how students and teachers use and manage technology within their educational experience | | | | | |
| Year | Action Item | Start Date | End Date | Budget | Person Responsible |
| 2012-2013 | Present results of initial curriculum review work to Sample District School Committee | Prior to March Tech PD at HS | Spring 2013 | None | Director of Technology |
| 2012-2013 | Educate staff about the NETS-S and NETS-T standards, including develop a common language across district | Introduction at faculty meeting in Spring 2013, discussion in greater depth at March/May PD session HS; PD re: implementation in Fall 2013 | Fall/Winter 2013 | None | Principals (with support of ITC, media specialists) at each level, in each school |
| 2013-2014 | Identify areas of strength and weakness relative to the standards; use this information to inform curriculum development | Spring 2013 either with or after educating staff | Ongoing during curriculum review cycles | None | Principals (with support of ITC, media specialists) at each level, in each school, with the help of department heads |
| 2013-2014 | Communicate standards to Sample District High School students | Fall 2014 | Fall 2013 | Minimal, if any | High School Principal, Classroom teachers: add changes to syllabus, begin school year with discussion about tech's role in the course |

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| Goal 1 (continued): Sample District Public Schools will adopt and implement the ISTE NETS-S and NETS-T standards as a basic framework for how students and teachers use and manage technology within their educational experience | | | | | |
| Year | Action Item | Start Date | End Date | Budget | Person Responsible |
| 2013-2014 | Communicate standards to Thurston Middle School students | Fall 2014 | Ongoing | Minimal, if any | Classroom teachers: add to department grade level syllabus, begin school year with discussion about technology's role in the course. |
| 2013-2014 | Communicate standards to elementary students | Fall 2014 | Ongoing | Minimal, if any | Classroom teachers: preview how technology will be used throughout the school year in the grade level curriculum and communicate expectations and goals for technology use |
| 2013-2014 | Communicate with families about the NETS-S Standards (see 'comment' in District Action Plan re: creating a communication plan for getting info out to families). | Fall 2013, after School Committee approval | Fall 2013 | Minimal, if any | Principals, via parental newsletters, Classroom Teachers at Curriculum Night |

**Student and Teacher Skills**

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| Goal 2: Sample District Public Schools will develop a framework/mapping aligned with NETS-S and the district’s curriculum framework that identifies a scope and sequence of student technology skills K-12. | | | | | |
| Year | Action Item | Start Date | End Date | Budget | Person Responsible |
| 2012-2013 | Form a committee to identify and develop NETS-S curriculum | Immediately | Fall 2012 | None | Director of Technology |
| 2012-2013 | Investigate other districts who have mapped the NETS-S | Spring 2013 | End of summer, 2013 | Some | Curriculum development committee |
| 2013-2014 | Identify areas where NETS standards are already implemented. | Fall 2013 | Winter 2013 | None | Curriculum development committee with assistance from K-12 Directors, Dept. Heads, and building principals |
| 2013-2014 | Identify and revise units of study that are well-suited for explicit alignment to NETS standards. | Fall 2013 | Winter 2013 | None | Curriculum development committee with assistance from K-12 Directors, Dept. Heads, and building principals |
| 2013-2014 | Create a curriculum map that formally integrates NETS-S Profiles (benchmarks) , scaled from K-5, 6-8, 9-12 | Spring 2014 | End of summer, 2014 | Curriculum writing pay for teachers, other staff (similar to development pay for other disciplines) | Various |
| 2013-2014 | Present completed curriculum map to Ms. Parks, Assistant Superintendent |  | End of summer, 2014 | Curriculum writing pay for teachers, other staff (similar to development pay for other disciplines) | Curriculum development chair, Director of Technology |
| 2013-2014 | Upload curriculum map to Aspen's CL platform, made accessible to teachers | Fall 2014 | Fall 2014 | None | Curriculum development chair, Director of Technology |

**Student and Teacher Skills**

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| Goal 3: Sample District Public Schools will emphasize - through a variety of curriculum-centered experiences at all levels - the use of technology to support student-centered learning. | | | | | |
| Year | Action Item | Start Date | End Date | Budget | Person Responsible |
| 2014-2015 | Implementation of NETS-T and NETS-S standards. | Fall 2014 | Ongoing | None | Various |
| 2014-2015 | Ensure and assess technology's use to promote critical thinking and problem solving skills. | Fall 2014 | Ongoing | None | Various |
| 2013-2014 | Administer and analyze district-wide assessments that address NETS-S and use resulting data to inform teaching and learning. | Winter 2014 | Ongoing | None | Various |
| 2013-2014 | Develop language--scaled from K-5, 6-8, 9-12-- to assess the students' ability to meet NETS-S standards. | Winter 2014 | Ongoing | None | Various |
| 2014-2015 | Revise teacher growth rubrics and growth plans to reflect NETS-T standards and NETS-S standards for teachers and students respectively. | Winter 2013:  HS and MS Fall 2013:  Elementary | Ongoing | None | Various |

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| Goal 3 (continued): Sample District Public Schools will emphasize - through a variety of curriculum-centered experiences at all levels - the use of technology to support student-centered learning. | | | | | |
| Year | Action Item | Start Date | End Date | Budget | Person Responsible |
| 2013-2014 | Ensure teachers and students have opportunities to communicate and collaborate with colleagues/peers using a variety of digital resources. | Winter 2013:  HS and MS Fall 2013:  Elementary | Ongoing | None | Various |
| 2013-2014 | Ensure teachers and students practice digital citizenship and responsibility associated with technology. | Winter 2013:  HS and MS Fall 2013:  Elementary | Ongoing | None | Various |
| Ongoing | Continuously and collectively assess the choice in technologies used to improve lessons/complete assignments as emerging technologies improve. | Ongoing | Ongoing | None | Teachers with support of ITCs, librarians and other colleagues |

### District Policy and Administration

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| Goal 4: Sample District Public Schools will establish and clearly communicate a vision for technology's role in transforming learning and teaching. | | | | | | |
| Year | Action Item | Start Date | End Date | Budget | Person Responsible | Notes/Comments |
| 2012-2013 | Technology Review Committee develops vision statement and effective communication strategy for both internal and external audiences. | Oct., 2012 | Jan., 2013 |  | Technology Review Committee | Subject to periodic review |
| 2012-2013 | Adapt personal device policies and social media policies to reflect vision | ongoing | ongoing |  | Administrative Council |  |
| 2012-2013 | Use the budget process to articulate the district's educational technology plan. | Jan, 2013 | ongoing |  | Central Office |  |
| 2013-2014 | Ensure administrators use common language to describe vision in addressing teachers, students and parents | May 2013 | October 2014 |  | Administrative Council |  |
| 2013-2014 | Evaluate the instructional and curricular impact of transitioning to digital resources/texts | Sept. 2013 | June 2014 |  | Administrative Council, Department Heads/Coordinators |  |
| 2013-2014 | Ensure evaluators reiterate vision during goal setting (district, school, department, and individual educator) | May 2013 | ongoing |  | Evaluators |  |
| 2012-ongoing | Showcase examples of transformed teaching and learning (both for teachers and community) | ongoing | ongoing |  | Principals, ITCs, Teachers | Consider when planning PD calendar |
| 2012-ongoing | Use current communication tools (Facebook, Twitter, web site) to provide community with ongoing illustrations of the use of technology in classrooms. | ongoing | ongoing |  | Superintendent, Principals, ITCs, Teachers |  |

**District Policy and Administration (continued)**

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| Goal 5: Sample District Public Schools will ensure equity of access to technology tools and resources for all teachers and students. | | | | | | |
| Year | Action Item | State Date | End Date | Budget | Person Responsible | Notes/Comments |
| 2012-2013 | Develop baseline criteria for personal learning devices at high school level | Sept., 2012 | Oct., 2012 |  | 1:1 Committee |  |
| 2013-2014 | Ensure that all students in grades 9-12 have 24/7 access to a school-issued Chromebook | July, 2012 | Sept., 2012 | 280000 | Director of Technology | Estimate about 25% higher cost for additional needs (ancillary devices, engraving, bags, etc...) |
| 2014-2015 | Ensure that all students in grades 6-8 have 1:1 access to a school-issued device | July, 2013 | Sept, 2013 | 165000 | Director of Technology | Estimate about 25% higher cost for additional needs (ancillary devices, engraving, bags, etc...) |
| 2013-2014 | Strategically increase access across elementary schools to instructional technology | July, 2013 | ongoing | ?? | Director of Technology |  |
| 2012-2013, 2013-2014 | Evaluate efficacy iPad pilot in primary grades; consider how to equalize access to tablets in grades K-2 classrooms if the pilot is deemed successful | Jan, 2013 | June, 2013 |  | Principals, Director of Technology, ITCs |  |
| 2012-2013 | Evaluate technology needs for departments/grade levels with specialized functions | Jan, 2013 | June, 2013 |  | Principals, Director of Technology |  |
| 2013-2014 | Ensure that all grade 3+ students have opportunities to use Google Apps account | Sept., 2013 | Jan, 2014 | Per student cost? | Principals |  |

**District Policy and Administration (continued)**

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| Goal 6: Sample District Public Schools will continue to support teachers with technology and pedagogical professional development – aligned with the NETS standards – through a flexible, multi-faceted, approach that addresses all levels of teacher skill and knowledge. | | | | | |
| Year | Action Item | Start Date | End Date | Budget/Resources | Person Responsible |
| 2013-2014 | Asses teachers' basic computer skills and vocabulary; provide timeline and expectations for achieving basic computer literacy | July, 2012 | Sept., 2013 |  | Asst. Superintendent |
| 2013-2014 | Assess teachers' comfort and skill associated with NETS-T (rubric self assessment or survey) |  |  |  | Director of Technology |
| 2013-2014 | Develop and promote opportunities for sharing and collaboration among teachers, both face-to-face and online |  |  | Time | Principals |
|  | Encourage all staff to develop personal learning networks (PLNs) |  |  |  | Director of Technology, ITCs |
| 2013-2014 | Encourage teachers to utilize just-in-time, embedded PD through collaboration with ITCs and Library Media Specialists in planning lessons |  |  |  | ITCs |
| 2013-2014 ?? | Provide robust technology orientation for teachers new to the district |  |  | ?? | Director of Technology, Asst. Superintendent |
| 2013-2014 | Equalize access to ITCs across levels by creating combined ITCteacher positions at the HS, in both math/science and humanities. |  |  | 55000 |  |
|  | Model the effective use of instructional technology during workshops, faculty meetings, etc. |  |  |  | Principals, ITCs |

### Infrastructure

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| Goal 7: Sample District Public Schools will ensure and support a consistent and reliable technological environment – based on educational need – for all students and teachers in all buildings. | | | | | |
| Year | Action Item | Start Date | End Date | Budget | Person Responsible |
| 2012-13 | Develop a system of evaluating and selecting technology resources. | 2012-13 | 2013-14 |  | Technology Department and relevant staff |
|  | Allocate technology staff to support educational needs across all levels | ongoing | ongoing |  | Director of Technology |
| 2012-13 | Ensure adequate capacity (bandwidth, wireless, etc.) across the district to maintain optimal levels of productivity | ongoing | ongoing |  | Technology Department |
| 2012-13 | Develop a sensible and fiscally responsible plan to sustain adequate infrastructure needs over time | ongoing | ongoing |  | Central office staff |
| 2012-13 | Incorporate content filter that complies with state and national regulations without compromising the teaching and learning experience | ongoing | ongoing |  | Director of Technology and network manager |
| 2012-16 | Fully fund and procure resources to implement NETS-T (i.e. mounted  projector with remote, document camera, teacher station, equitable  student access) in every classroom across the district | ongoing | ongoing |  | Central office staff |
| 2012-13 | Seamless integration of technology resources (single sign on) Google apps, courses, student data (Address browser compatibility issues w/ Aspen & Google Apps) | 2012-13 | 2013-14 |  | Director of Technology, Network Manager |

**Infrastructure (continued)**

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| Goal 8: Sample District Public Schools will develop and effectively implement a 1:1 environment for technology access that balances educational needs with the ability of the district to support and manage such an environment. | | | | | |
| Year | Action Item | Start Date | End Date | Budget | Person Responsible |
| 2013-14 | Develop a plan to implement a 1:1 environment at the middle school | Fall 2013 | Spring 2014 |  | Middle School 1:1 Task Force |
| 2014-15 | Based on the finding of the task force, implement 1:1 initiative at the middle school | Fall 2014 | ongoing |  | Middle School 1:1 Task Force |
| 2012-13 | Evaluate options to increase student technology access at elementary schools (e.g. more carts, tablets, or eventually 1-1). | Fall 2012 | Spring 2013 |  | Director of Technology, Elem ITC's, teachers, principals |
| 2013-14 | Implement 1:1 initiative at the high school | Spring 2012 | Fall 2013 |  | High School 1:1 Task Force |
| 2013-14 | Continually evaluate and revise hardware, software, and platform choices for 1:1 initiatives | ongoing | ongoing |  | Technology Dept, Principals, Teachers |

**Infrastructure (continued)**

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| Goal 9: Sample District Public Schools will support data and learning management systems that ensure effective use and dissemination of learning and learner-related data to all relevant district constituencies. | | | | | |
| Year | Action Item | Start Date | End Date | Budget | Person Responsible |
| 2013-14 | Create a uniform interface for students and staff to access learning resources | Spring 2013 | Spring 2014 |  | Technology staff |
| 2013-2014 | Implement a uniform, reliable, and accessible storage system | Fall 2013 | Spring 2014 |  | Director of Technology, Learning, and Innovation, Network Manager, Lead Technology Support Specialist |
| ongoing | Establish seamless integration with student information system | ongoing | ongoing |  | Director of Technology, Learning, and Innovation and Town IT director |