2018-2020 CCSD TECHNOLOGY PLAN

VISIONARY LEADERSHIP

DIGITAL AGE LEARNING CULTURE

EXCELLENCE IN PROFESSIONAL PRACTICES

SYSTEMIC IMPROVEMENT

DIGITAL CITIZENSHIP

INNOVATION & CHANGE
ONE TEAM WORKING TOWARD ONE GOAL OF STUDENT SUCCESS.

The Technology Services Division supports the Superintendent’s vision that technology is leveraged to enhance instruction in Cobb County schools and to make the workload on teachers lighter as we more efficiently support and organize classroom resources to focus on student success.

Technology Services commits to a focused three year plan that will synergize current systems, giving teachers, leaders, and students personalized learning space, immediate access to resources needed for teaching, leading, and learning.

By implementing the departments’ plans, we strive to prepare every student graduating from a Cobb County school for college and/or a career; as well as prepare for participation and contributions to their community.

CCSD DISTRICT PRIORITIES

Technology supports all work throughout the district. The three priorities outlined in the District Strategic Plan drives the work of the Technology Division.

- Making Cobb the BEST place to Teach, Lead, and Learn
- Simplifying and Strengthening the Foundation for Teaching and Learning to prepare for Innovation
- Using Data to make Decisions

OUR VISION

Together as ONE TEAM, we innovate to support District priorities and empower CCSD stakeholders to promote student success.

PRIMARY AREAS OF RESPONSIBILITY

- Leadership & Vision
- Understanding the Educational Environment
- Managing Technology & Support Resources
- Leadership & Vision

INNOVATION & CHANGE

- Visionary Leadership
- Digital Age Learning Culture
- Excellence in Professional Practices
- Systemic Improvement
- Digital Citizenship
THOUGHTFUL AND INNOVATIVE USE OF TECHNOLOGY

is a key tool for our district as we stay focused on providing the very best instruction to every student every day.

Innovation is more than just providing more computing devices for teachers and students to use for accessing information. Innovation occurs when a district goes beyond reacting to or simply using technology as a trivial add-on and moves into new areas where collaboration, communication, problem-solving, critical thinking, and creativity are central to teaching and learning activities.

To be effective, CCSD Technology Services must innovate and “leap into the future” in all areas of technology so that CCSD students are better prepared for our digital and globalized world.
Thoughtful and innovative use of technology is a key tool for our district as we stay focused on providing the best instruction to every student every day.

As we move technology forward for CCSD, Technology Services will focus on several key areas over the next three years:

**STUDENT COMPUTING**
CCSD will ensure that every student has access to a computing device when they need it ensuring access to information, increased collaboration, and multiple forms of student learning. Anytime, anywhere learning for all students harnesses growing evidence about how people learn and how to deeply engage people in learning.

**STAFF COMPUTING**
CCSD will provide all staff with the technology needed for planning, instruction, data use and innovation.

**DATA CENTER AND SERVERS**
CCSD Technology Services will continue to upgrade our data center network and servers so that students and staff can access resources when and where they need them.

**NETWORK SWITCHES & WIRELESS INFRASTRUCTURE**
CCSD Technology Services will continue to maintain/update our Local Area Network (LAN) including our wired and wireless infrastructure so teachers and students will have network access to the latest and most timely education materials and information available online.

**INSTRUCTIONAL TECHNOLOGY**
(Technology Training and Integration) CCSD Technology Services will continue to implement ongoing, relevant, innovative and collaborative professional learning that is job-embedded, continual, sustainable, and focused on student learning.

**STUDENT INFORMATION SYSTEMS**
CCSD Technology Services will continue to improve student data systems to help students and staff tailor learning based on students’ needs.

**BUSINESS SYSTEMS**
CCSD Technology Services will provide central support staff with applications to ensure efficiency and productivity.

**CUSTOMER SERVICE**
CCSD Technology Services will provide students, staff, and teachers with high-quality technology support that emphasizes immediate and timely resolution.
NETWORK SERVICES

DIRECTOR – HERB AGUE

GOALS

- Provide students with a safe education experience when using the internet and other digital resources
- Provide students the ability to bring their own technology to access the District’s technology resources
- Design, test and implement new District wide technologies
- Prevent or minimize any technology outage which affects staff, students, and the community

CURRENT STATUS

Internet:
The district utilizes two internet service providers to provide the necessary digital online resource access. By having two separate internet service providers, the district is able to ensure maximum up-time by using special network equipment that can provide real-time fail-over and redundancy for continued availability.

CIPA Internet Filters:
The district utilizes an enterprise level, CIPA compliant, internet security filtering solution which not only provides a category based URL verification process, but also; intrusion prevention and detection, application inspection as well as, on-wire antivirus and malicious code scanning capabilities.

Directory Services:
The district utilizes an enterprise level directory service to store user credentials for authentication. This directory has automated processes to ensure that users have access to district network resources as quickly as possible.

Storage Area Network:
The district utilizes a storage area network (SAN) which provides high availability storage to server operating systems and applications. It is also used to store archive data prior to transitioning it to an alternate storage media.

“Keeping our students, staff, community and world safely connected to each other, all the time.”
Disaster Recovery:
The district maintains a disaster recovery plan to ensure that all critical data is backed up so that it can be restored if necessary. The district uses various backup and restore technologies to fulfill the needs of the plan.

Servers:
The district utilizes server virtualization technology, when applicable, to improve system resource up-time, high availability application delivery, and to decrease power consumption and environmental controls in its data center.

Data Center Core Infrastructure:
The district utilizes carrier grade network infrastructure routing, switching, load balancing, and security components to ensure 99.999% of data center service availability. Using carrier grade equipment, CCSD is able to process multi-gigabytes of traffic concurrently throughout the data center infrastructure.

Bring Your Own Device:
The district provides a robust, reliable and secure wireless network for students and teachers to have access to network resources while also providing guests access to internet resources.

Three Year Plan

Network Services three-year plan will include, but not limited to, maintaining and upgrading existing technologies to enhance student achievement through easier access to technology. A major challenge is the constraints of compliance while allowing full access to necessary educational resources. As a result, the technologies that are chosen for compliance must have the ability to perform both of these functions, compliance and usability.

Internet:
The district will continue to utilize two internet service providers to provide the necessary digital online resource access. By continuing to have two separate internet service providers, the district will be able to ensure maximum up-time by using special network equipment that can provide real-time fail-over and redundancy for a continued availability.

Cloud Services:
The district will review providing all staff and students with access to online cloud service platforms which will store data securely and comply with all applicable information privacy laws. These cloud services will be accessible to all staff and students while on and off the production network.
CIPA Internet Filters:
The district will continue to utilize an enterprise level, CIPA compliant, internet security filtering solution which not only provides a category based URL verification process, but also; intrusion prevention and detection, application inspection as well as, on-wire antivirus and malicious code scanning capabilities. The district intends on providing grade-level specific access in order to provide greater access to certain grade levels while maintaining CIPA compliance for all grade levels.

Directory Services:
The district will continue to utilize an enterprise level directory service to store user credentials for authentication. This directory contains automated processes to ensure that users have access to district network resources as quickly as possible. The district may choose to research and implement and single sign-on type solution that will make integrated systems more easily accessible while maintaining secure access to those systems through the continuation of the district network password policy.

Storage Area Network:
The district utilizes a storage area network (SAN) which provides high availability storage to server operating systems and applications. It is also used to store archive data prior to transitioning it to an alternate storage media.

Disaster Recovery:
The district maintains a disaster recovery plan to ensure that all critical data is backed up so that it can be restored if necessary. The district uses various backup and restore technologies to fulfill the needs of the plan.

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Network Services
**FIELD SERVICES**

**DIRECTOR - MICHAEL MURRAY**

**GOALS**

- Improve efficiencies through technology support resources to better equip administrators, teachers, and students in achieving their business and instructional objectives
- Provide top-tier technical support for all CCSD employees
- Improve and/or increase first call resolution by utilizing remote tools, workflow and ticketing system resources
- Create an improved line of communication to our end users

**CURRENT STATUS**

The Field Services department consists of 3 separate but interconnected areas working collaboratively to support all of the District priorities. The school field technicians provide the foundation for Field Services and deliver direct technology support for all district administrators, teachers, support staff and students. These technicians are separated into 3 geographic areas of the district: North, South, and Central and each team has 16 technicians reporting to a Team Lead. There are also 2 technicians assigned to support the district administrative sites.

"Create an improved line of communication to our end users"

"Our school field technicians provide the foundation for Field Services and deliver direct technology support for all district administrators, teachers, support staff and students."

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www.cobbk12.org/centraloffice/technology/
MOVING FORWARD

Recently, the role and responsibility of the Field Services team has dramatically increased over the past few years due to the growth of over 55,000 school-based computing devices and peripherals in the district.

These devices include: student, teacher and administrator laptops, classroom, lab and administrator desktops, iPads, assessment/testing devices, printers, interactive boards, document cameras, etc. As well, the district goal of delivering instructional assessments for students via technology devices has put a greatly increased demand on the entire Field Services team.

The field technicians typically support 2-3 sites each so it is becoming increasingly difficult to be available to our customers as much as is needed and also to be able to deliver the highest quality support and communication that is expected from our department.

"Field Services supports over 55,000 school based computing devices and peripherals in the district."

THE NEXT THREE YEARS

Over the next three years, the Field Services Department plans to develop, implement and support the following goals:

- Improve communication and collaboration between Technology Services Department to ensure we are all working to meet district goals (Field Services, Instructional Technology, Infrastructure, Information Systems, Enterprise Services and Special Projects)

- Utilize district leadership meetings to convey the role of Field Services to specific school teams (principal, media specialist, testing coordinator) in order to educate on the departmental day-to-day responsibilities

- Increase Field Technician support across all schools to assist district in meeting overall administrative and instructional goals

- Develop Field Technician capabilities to deliver an introductory level of instructional support to assist the TTIS team in their responsibilities

- Reduce technology down-time for CCSD employees by utilizing current or future technology tools and resources (i.e. - laptop repair, imaging, software license tracking, ticket requests, etc.)

- Increase the Field Services cross-team training and communication opportunities to enhance the direction of the “One Team” concept.

Field Services URL: http://bit.ly/CCSDField
INFORMATION SYSTEMS

DIRECTOR – RYAN PYNES

IS-supported systems and applications serve students, parents, district & school administrators, educators, other central office staff. IS has responsibility over systems that are focused in four primary data areas: Student, Finance, HR/Payroll, and Business Services. Through a combination of purchased 3rd party software and internally custom-developed applications, IS ensures that data in all four areas is accurately collected, stored securely, efficiently organized, and presented back to decision makers with value-added in an easy to understand format.

In addition to the online transactional systems, IS also builds and maintains the 3rd Generation Data Warehouse. It merges data from all disparate systems into one database environment to allow meaningful connections between all district data. It also facilitates rapid retrieval of the data so it can be presented back to users in a timely manner and in a useable form.

GOALS

- Develop and implement a district wide Online Registration System that facilitates an “anytime, anywhere, any device” student registration process and ensures accurate data is being gathered.

- Expand on the creation of parent and student-facing online applications that more proactively keep them updated on academic performance.

- Partner with Financial Services to migrate from a legacy system to the new Munis Financials system.

- Develop data structures and predictive analysis tools for school-level evaluations and student achievement for earlier intervention.

- Develop a self-serve querying system that allows users to define, construct, and consume data queries using information stored in the district’s Generation 3 Data Warehouse.

- Continually support Human Resources in the daily operation of the new Munis HR system.

- Support Business Services’ goals for improving processes by providing application resources that facilitate modern business practices.

- Reduce or eliminate the multiple points of sign-in to the various information systems supported by IS Department.

- Facilitate the digitalization of any remaining educational or business documents that still exist in paper-form by expanding document management services across multiple divisions in the district.

- Continue to expand the CCSD Portal with applications to collect, organize, and report vital data for educational and business leaders.
CURRENT 2018

The IS staff has a wide range of expertise in the areas of systems analysis, web development, database development, project coordination, quality assurance, and business writing. Collectively, the staff has a wide range in backgrounds and years of experience in the Technology field to enable mentoring and collaboration, strengthening the department as a whole. Ongoing training from various internal and external resources ensures that each team member maintains their skills and acquires new ones in the ever-changing world of technology.

Challenges to the IS Department primarily revolve around the large and diverse group of users that it supports. That diversity encompasses stakeholder function, technical proficiency, device accessibility, and data access rights. Additionally, the determination to either “buy or build” is a constant balance between the systems that our vendor partners can provide, versus the in-house software IS can develop that is specifically customized for the District’s needs.

Lastly, the District’s stated priority of “using data to make decisions”, as well as the ever-increasing appetite that the stakeholders have for earlier and more predictive data, is a challenge for IS as the caretakers of that data. It is crucial that IS continues to innovate in the areas of systems acquisition/development and business intelligence in order to provide its stakeholders with the information they need.

“...what if the currently available information could be combined with historical tendencies to show a trend or even a prediction...”
3 YEAR PLAN

In the area of Student Systems, the next 3 years should result in a great leap in the resources provided to stakeholders to help ensure student success. The in-house development of a new Online Registration System will allow parents to more easily register their students from anywhere with any device, schools to more efficiently complete the registration process, and data to be more accurately collected. IS will also contribute to the building of the Cobb Teaching and Learning System by providing parent and student-facing applications that will provide exhaustive academic data and facilitate collaboration between them and educators. IS will build data structures and tools that show predictive metrics so that school administrators can intervene and accelerate in a more timely fashion.

In the Finance area, the main focus over the next three years will be the migration from the current legacy system to the new Munis Financials System. The legacy system contains many applications that are at end-of-life and are in need of replacement. New and improved functionality, as well as better business controls will be provided to the users of this system in moving to Munis Financials. Additionally, by moving to the same software platform that the HR/Payroll system resides in, those closely related functions between Finance and HR/Payroll will be more efficiently supported. While all of the major functions of Finance will be integrated into the Munis system, IS will need to develop data interfaces and ancillary reports & queries to supplement areas that the system does not provide. A project of this scope will require a close partnership between IS and Financial Services, and a successful migration over the next three years will prove that relationship to have been positive and productive.

“We strive to serve every district stakeholder in such a way that they feel their needs have been met, or exceeded, in a personalized way by a team of professionals who visibly love the work they do.”
3 YEAR PLAN

In the HR/Payroll area, the primary focus will be to continue supporting the Munis system that had a successful migration two years ago. There will be additional functionality to go online over the next year with a new Employee Self-Serve module and improvements in data interfacing & state reporting.

Business Services will also be an area of focus for IS. Some functions will be migrated to Munis Financials, while IS will create and enhance other custom applications to continue providing innovative business solutions to district users.

Tools will also be built to serve all four focus areas simultaneously. IS will develop a self-service style querying system within the CCSD Portal. By utilizing the Generation 3 Data Warehouse, discrete units of information (data points) will be made available to users for multidimensional analysis while giving them the flexibility to consume and display the data however they wish.

"self-service style querying system...... will be made available to users for multidimensional analysis"

Much progress has already been made in the digitizing of paper documents into the Document Management System. Over the next three years, IS will continue to work in this area to significantly reduce or eliminate those documents still existing only in paper form.

Finally, IS will reduce the number of logins that each user has to perform to gain access to the various systems that it supports without compromising the security of those systems.
INSTRUCTIONAL TECHNOLOGY

DIRECTOR - CRISTIN KENNEDY

GOALS

- Leverage technology to transform traditional classrooms into digital age classrooms
- Create and support effective and ethical digital age learning environments
- Empower digital age learners, teachers, and administrators to use technology tools to enhance engaging learning experiences with technology tools

CURRENT STATUS

The Cobb County School District focuses on innovation and student engagement to facilitate deeper learning. The Instructional Technology (InTech) Department is a team of twenty-seven Technology Training/Integration Specialists (TTIS) that collaborates with other divisions in Technology Services to ensure every staff member leverages technology that enhances quality instruction and prepares digitally literate students for college or career. Cobb’s TTIS team provides quality professional learning that ensures teachers’ integration of District resources and technology to effectively assess student learning, differentiate instruction, and provide rigorous, relevant, and engaging learning experiences including choice and voice for all students.

Professional learning occurs at the school and district level using face-to-face, job-embedded, blended, and online models. The TTIS team members are change agents who collaborate with teachers, staff, and leaders to provide targeted technology support leading to innovation and improvement in classroom practice and student engagement. Their professional learning methods integrate research-based instructional strategies proven to increase student achievement and focus on students as creators, collaborators, and critical thinkers.

Cobb students engaged in a Digital Age Classroom.

VISION

Preparing digital age learners for success in a global, ever-changing society.
CCSD InTech strategically develops empowered educational technology leaders throughout the District with active listening and coaching practices built around relevant and intentional tools that support student learning and growth. TTIs facilitate the design and implementation of technology infused educational experiences that emphasize creativity, higher-order thinking skills, and problem-based learning in a digital age classroom. Virtual learning spaces, blended learning, distance learning, and flipped instruction using an array of compatible classroom resources that foster collaboration are just a few of the instructional models used in Cobb schools and supported by CCSD InTech to reach beyond classroom walls. In addition, TTIs support teachers with earning certifications such as BYOD, Digital Citizenship, and Microsoft Innovative Educator. Working with teachers and leaders translates an increase of student use of technology for demonstrating learning (creation), collaboration, communication, and critical thinking.

@CobbInTech

INTECH HIGHLIGHTS 2015-2017

- Served 113 schools supporting the District and Technology Services' vision
- Supported CTLS Assess in partnership with Assessment Department
- Provided District-wide training for digital age classrooms
- Implemented Microsoft Innovative Educator certification training for all District staff
- Implemented a Digital Leadership professional learning community for principals
- Created two online professional learning courses for BYOD and Digital Citizenship
- Supported distance learning in Cobb schools
- Provided technology training for classified employees
- Produced webinars, Twitter chats, newsletters, support videos and blogs
- Provided Windows 10 and SMART Learning Suite training for all District staff
- Maintained a department web page and CTLS Teach Community

InTech's Digital Leadership professional learning community for principals.

TTIs support teachers and schools with getting students future ready.

Cobb InTech has successfully certified over 800 Microsoft Innovative Educators within the District.
"We help teaching geeks use technology tools effectively to engage learners and increase teacher and student success."

MOVING FORWARD

CCSD Instructional Technology remains committed to increasing achievement through technology integration as TTIS team members coach teachers on building digital age classrooms that prepare tomorrow’s future ready students. The team will continue to develop District technology leaders to model implementation of digital age learning elements. In addition, the team will encourage further technology collaboration by increasing local and global participation in their professional learning community. CCSD Instructional Technology will continue to intentionally leverage current and future technology tools across the District as a necessary supplement to the engaging teaching and learning that leads to student success.

THREE YEAR GOALS

In the next three years, the Instructional Technology Department plans to develop, implement and support the following:

1. Continue the development of digital age classrooms throughout the District using research-based coaching and training methods and digital age classroom professional learning academies.

2. Develop, promote, and facilitate Microsoft Innovative Educator training with at least 50% of CCSD teachers and staff becoming certified by May 2020.

3. Promote schools to attain Microsoft Showcase School status to amplify student and school success.

4. Promote InTech department professional learning community (PLC) locally and globally with development, promotion, and maintenance of web pages, blogs, webinars, social media, featured teachers, and online learning experiences.

5. Continue to provide technical training and support for CTLS in collaboration with the Teaching & Learning departments.

6. Continue to provide differentiated, high-quality professional learning trainings at all levels in the district to support elements of a digital age classroom, school, and District.

7. Develop and host a regional instructional technology conference.

Instructional Technology
INFRASTRUCTURE SERVICES

GOALS

- Provide the fastest, most reliable wired & wireless network infrastructure utilizing over 13,000 edge switches & 9,000 wireless access points
- Support state-of-the-art audio & visual equipment including district-wide IPTV, over 8,000 21st century classroom solutions, & implementing distance learning for all High Schools
- Telecommunication, implementation & support of district-wide VoIP/Intercom initiative currently with 63 sites upgraded to the new platform
- Maintain a dependable & accessible network infrastructure in support of teaching & learning

CURRENT STATUS

CCSD Infrastructure Services consists of five teams, each with the purpose of building the foundation for future technology infrastructure. Specific functions of each team are as follows:

Engineering:
- Maintain and support 13,000 classroom switches using script automation and standardization.
- Support 140,000 wired interfaces
- Configure, monitor, and troubleshoot 9,000 wireless access points
- Configure and maintain VoIP phones, paging, and intercom solutions
- Configure and support VoIP bell schedules
- Maintain and configure 112 Cisco Core switches
- Work with WAN provider to ensure dual 10 Gig connectivity links per 121 sites to CCSD data centers

Telecommunications:
- Support 58 schools with traditional PBX/Key phone systems

Fiber Team:
- 13,000 PoE classroom switches
- 9,000 wireless in the district
- Maintain 54 VoIP/intercom schools and 9 administrative sites
- Maintain district-wide IP Camera/surveillance infrastructure cabling and switches
- Installation of network and VoIP equipment
- Installation of all MDF components such as network enclosures, splice trays, wire management, & ladder rack cable support
- Design, installation, & maintenance of the fiber optic data cabling infrastructure in existing, newly constructed, & renovated facilities
- Maintain a computerized database of network drawings for all sites reflecting all fiber optic cabling, MDF configurations, network edge switches, & wireless access point location

Technology Depot:
- UPS battery maintenance and support
- Technology surplus with EQ transfer
- Work with Property Control using FAST to maintain district technology inventory
- Stock technology replacement components
- Store technology overall inventory

Audio Visual:
- 8000 21st century classroom solutions (projectors, AV controls Amps, & Speakers)
- IPTV head-end equipment both district level and school level
- Laminators for all district sites

Project Management:
- Coordinate district-wide initiatives such as VoIP/Intercom upgrades, AV refresh, Crisis Management, and specialty systems
- Vendor support and liaison for technology initiatives as directed

- 59 separate voicemail systems
- Support 54 VoIP schools and 9 administrative sites
GAPS

To close the gap between present and future aspirations for innovative and technological leadership in our classrooms, CCSD Infrastructure Services is committed to the:

- Integration of VoIP district wide
- Elimination and replacement of outdated bells/intercom system
- Cross training of team members
- Knowledge transfer and training for telecom techs on the new VoIP system
- Consolidation of voicemail systems to one district integrated VoIP system

MOVING FORWARD

In order to move forward in creating a technologically efficient and effective community for our faculty, staff and students, the focus during the first phase of our technology initiative will be to:

- Cross train existing staff so that internal departments will be able to support and fill in the gap for one another
- Provide information and training for existing telecommunication technicians in order to increase knowledge of the VoIP project
- Collaborate and encourage Information-Sharing with all technology departments in an effort to stay abreast of emerging technology
- VoIP project complete district wide
- Proactive monitoring of wireless network using Cisco Prime
- Refresh existing AV solutions with new interactive flat panel technology
- Refresh core switches at all Elementary, Middle and High schools
- Refresh Data Center Equipment to support ongoing technology initiatives

Improvement in these key areas will transform our current technology reality to that of the vision we aspire toward.

"The goal of infrastructure services is to provide express lanes for student success. Moving education forward without limits."
SPECIAL PROJECTS

DIRECTOR - RICHARD STRICKLAND

GOALS

- Advance a district retention policy for electronic records data migration
- Build processes using the new Office 365 technology to support on-going E-Rate operations.
- On a defined set of special projects, establish key performance indicators with management to measure the effectiveness of organizational goals.

CURRENT STATUS

Special Projects is the newest department in the Technology Services division. Several district wide initiatives will be advanced as the department matures in addition to those specialty projects currently in process to support specific school district divisional needs.

"Special Projects focuses on utilization of appropriate resources for the continued support of district goals"
SUMMARY

TECHNOLOGY IS CONSTANTLY CHANGING...
It is changing the way teachers teach, students learn and how leaders lead.

Most school districts are currently in the midst of a digital leap, moving away from the traditional into the digital arena. The success of this shift depends as much on the people and culture of the system as it does on the technology used.

Technology leaders must truly understand the educational environment, manage technology, and provide vision/leadership related innovation and change. It is only when you can make that connection between the instruction and the technology (leverage technology for learning) that the true value of any system or product unfolds and success follows.

It is ever so important as we make this digital leap to look cross divisionally through a lens that takes into account supportable, systemic, systematic and sustainable change. While technology can generate new and innovative opportunities, the more important consideration is its value and applicability in meeting the district’s goals and priorities.

To truly usher in impactful change, we as a TEAM must work together to transform behaviors students, teachers, and staff while creating thoughtful and innovative uses of technology to empower users to engage in continuous learning through discovery, collaboration and creation.

REFERENCES

- National Education Technology Plan 2016
- Technology Services Strategic Plan