EVERETT PUBLIC SCHOOLS

Integrated Technology Plan
2022-28

Introduction

Everett Public Schools' second iteration of the Integrated Technology Plan (ITP) spans 2022 through 2028. The plan deepens the utilization of technology to achieve our mission of inspiring, educating, and preparing each student to achieve to high standards, contribute to our community, and thrive in a global society. Technology plays an increasingly critical role as Everett Public Schools strengthens its foundation on the pillars of Climate, Culture, Systems, and Instruction. Everett Public Schools fully embraces our role in assuring students be active, knowledgeable, and ethical users of hardware, software, and communication platforms. The updated Integrated Technology Plan is designed to ensure the district provides innovative technology tools to staff and students as part of creating an equitable, accessible, and sustainable system.

Digital opportunities for enriching personal and professional lives surround staff, students, and families in school, in community, at work, and at home. Technology advancements are moving rapidly and require schools and educators be adaptable. We measure our success in the utilization of technology by every student along with each staff member. Our success is tied to how our students demonstrate they are well-rounded, healthy, and flexible thinkers with global perspectives who can access resources and collaborate. We further believe our success will be evident when each staff member develops their talents, engages in problem-solving and innovates within their work to enhance the system.

Within our schools, staff educate students about the social importance of how they best engage with technology to establish a supportive, productive climate. Instructors equip students to explore and positively shape culture, engaging students to fully embrace their role as global citizens. Technology has forever altered the landscape for instruction, providing easy-to-access quality information, potential to accelerate and personalize learning, alongside the power for the learner to move from consumer to creator. Everett Public Schools continues to build on that foundation knowing that "Technology" is more than a device. Simply supplying a device to each student is not enough to increase achievement. The tools must be purposefully used to have impact.

FITTING THE PIECES TOGETHER

resources · accessibility

LEADERSHIP Setting the vision

LEARNING

ASSESSMENT Understanding learning progress

TEACHING Putting vision into practice

connectivity · devices

http://tech.ed.gov/files/2015/12/Pieces_ 1

INFRASTRUCTURE Providing accessibility, resources and connectivity so that learning is everywhere, all the time

Research-based

Everett Public Schools continues to align our work with the current National Office of Education Technology Plan (NETP) goal areas: **leadership**, **learning, teaching, assessment**, and **infrastructure** assuring to keep our community focus with the goal for **community outreach.** In each goal area, the second iteration of the plan moves beyond the implementation-focus of the first phase plan and on to strategies, key measures, and who is responsible for executing action plans that more directly impact instruction.

The work is woven in to our Strategic Plan Initiatives and has ongoing close contact with industry experts, neighboring districts, and school districts heavily invested in technology across the state and nation, as well as strategic partners. Leadership maintains ongoing dialogue with our Technology Advisory Council (TAC) and Shared Leadership in Technology team as well as staying current by reviewing research and a variety of models on how to best use technology for rigorous, personalized learning for students in the classroom.

Implementation Process

1. Prepare action steps as a leadership team for each goal area (leadership, teaching, learning, assessment, and infrastructure) and integrate into Strategic Plan Initiative work annually.
2. Budget financial resources to sustainably fund the various digital, human, and technological resources necessary to meet the goals of the plan both from capital, general fund, and other sources.
3. Coordinate with school administration, associations leadership, operational managers, directors, and executive leadership to identify activities and outcomes leveraging technology in the annual district planning, department plans, and school improvement plans.
4. Use advisory councils and strategic partnerships to review plans and progress toward plans' goals.
5. Ensure there is a robust infrastructure in advance of device deployment to assure equitable access to high-speed 24/7 connectivity.
6. Expand building staff to address both technical and instructional support for the expansion and utilization of technology.
7. Coordinate with academics, career and technical education, teaching and learning, special education, and categorical programs related to a core instructional design to align learning technology tools to instructional and curricular goals and universal access.
8. Develop technology proficiency expectations and accompanying professional development offerings in collaboration with each district working group.
9. Plan with shared leadership team training for all teachers' abilities to reach proficient and distinguished levels in effectively creating technology–transformed learning environments.
10. Review annually the effectiveness and efficiency of deployment/upgrade plans for central systems to confirm or reconsider short-term and long-term requirements, assure equitable access, and upgrade or update as needed.
11. Review annually roles and responsibilities for plan's action steps and re-evaluate targets.

Integrated Technology Plan Goals 2022-28

Goal 1: Leadership		All leaders fully leverage technology within their leadership roles and areas of responsibilities to strengthen teaching, learning, and operations.
Goal 2: Teaching		All learners are supported by educators who fully integrate technology into their instruction to connect learners to experiences that empower and inspire.
Goal 3: Learning		All learners have engaging and empowering learning experiences in both formal and informal settings that prepare them to be active, creative, knowledgeable, and ethical participants in our globally connected society.
Goal 4: Assessment		All levels of our education system leverage the power of technology to measure what matters and use quality assessment data to improve teaching, learning, and operations.
Goal 5: Outreach		All stakeholders, including families, strategic partners, and the community, will have opportunities to learn about, provide feedback on, and partner with the district about technology in school, at home, and in the community.
Goal 6: Infrastructure		All levels of our education system will have equitable access to a robust and comprehensive infrastructure when and where they need it for teaching, learning, and operations.

Goal 1: Leadership

	All leaders fully leverage technology within their leadership roles and areas of responsibilities to strengthen teaching, learning, and operations.

Strategies	Key Measures	Strategic Plan Alignment
Change Management and Instructional Shift		
Embed strategies from the Integrated Technology Plan (ITP) into the district annual plans, department plans, and school improvement plans.	ITP strategies of effective use of technology are embedded in initiative plans, annual department action plans, and all levels of school improvement plans and impacts visible in school reviews	Theme A: Supportive culture where each student is engaged, thrives and values learning Theme B: Effective instructional practices Theme C: Equitable access to resources to support student learning Theme D: Consistency and accountability for key processes affecting student success, balanced with differentiation and innovation Theme E: Community engagement Theme F: Human capital recruitment, development, and retention
Assess the value and alignment of current technology solutions and inventories to intended educational outcomes, college and career readiness standards, and operational efficiencies and contrast with other solutions, products, and processes, including openly licensed content.	Completed review of district and building instructional tools Usage statistics	Theme B: Effective instructional practices Theme C: Equitable access to resources to support student learning Theme D: Consistency and accountability for key processes affecting student success, balanced with differentiation and innovation
Ensure that policies, procedures, training, and resources equip all staff with the right tools and ongoing support to personalize learning, raise student achievement and improve staff effectiveness while maintaining the security, privacy and confidentiality of student, family, and staff data.	Policies system tools and software that align effectiveness, efficiency targets while safeguarding student, family, and staff data as evidenced in audits	Theme C: Equitable access to resources to support student learning Theme D: Consistency and accountability for key processes affecting student success, balanced with differentiation and innovation Theme E: Community engagement Theme F: Human capital recruitment, development, and retention
Select and review all district resources and systems through a process that includes an examination of state, national, industry-specific, global digital resources that align with district infrastructure requirements.	Verification that planned use of adopted curriculum and operational systems align with technical and instructional support resources	Theme C: Equitable access to resources to support student learning Theme D: Consistency and accountability for key processes affecting student success, balanced with differentiation and innovation Theme F: Human capital recruitment, development, and retention
Professional Learning related to Technology		
Coordination across central instructional leaders to leverage technology such that professional development sessions are embed utilizing technology to increase engagement and deepen learning reflected in proficient and distinguished levels of teaching.	Proficiency standards in technology adopted and embedded throughout instructional professional development Ratings on Danielson Framework in areas related to technology integration	Theme A: Supportive culture where each student is engaged, thrives and values learning Theme B: Effective instructional practices Theme C: Equitable access to resources to support student learning Theme D: Consistency and accountability for key processes affecting student success, balanced with differentiation and innovation
Collaborate with all operational department leaders and supervisors to integrate technology into the design of trainings including on-site and job-embedded professional learning offerings such that staff leverage technology to improve effectiveness, efficiency, and communication reflected in proficient and distinguished levels of performance.	Number and variety of professional learning opportunities by work group Survey of staff technology proficiency levels Usage statistics of digital tools	Theme A: Supportive culture where each student is engaged, thrives and values learning Theme D: Consistency and accountability for key processes affecting student success, balanced with differentiation and innovation Theme F: Human capital recruitment, development, and retention

Finance

Secure sustainable funding streams from all funding sources for human and non-capital costs for technology initiatives including appropriate strategic community and industry partnerships.	Allocation of non-capital funds related to Integrated Technology Plan Preservation of instructional and technical support beyond capital-funded implementation Number and variety of strategic partnerships and their contributions to implementation of Integrated Technology Plan	Theme C: Equitable access to resources to support student learning Theme D: Consistency and accountability for key processes affecting student success, balanced with differentiation and innovation Theme E: Community engagement Theme F: Human capital recruitment, development, and retention
Develop funding models and plans for sustainable technology purchases while paying special attention to eliminating those resources and tasks made obsolete by technology.	Reduction of paper and copying expenses Utilization of online storage Retention and storage requirements	Theme C: Equitable access to resources to support student learning Theme D: Consistency and accountability for key processes affecting student success, balanced with differentiation and innovation Theme E: Community engagement Theme F: Human capital recruitment, development, and retention
Ensure that instructional materials adoptions, supplemental materials, and operational applications include sustainable funding for the management of products; access for all users on and off-site, hardware compatibility and costs, ongoing training for all students and staff; and include online and digital resources compliance to standard prior to purchase.	Annual budget for new staff and product update training beyond adoption year Usage statistics for each digital resource both off and on-site	Theme C: Equitable access to resources to support student learning Theme D: Consistency and accountability for key processes affecting student success, balanced with differentiation and innovation Theme E: Community engagement Theme F: Human capital recruitment, development, and retention

Goal 2: Teaching

All learners are supported by educators who fully integrate technology into their instruction to connect learners to experiences that empower and inspire.

Strategies	Key Measures	Strategic Plan Alignment
Provide continuous, just-in-time support that includes professional development, mentors, and informal collaborations to ensure all staff can contribute to the selection of tools that minimize privacy and security risks and evaluate the match of resources to the creation of experiences that balance safety and security with advancing engagement, learning and effectiveness.	Staff completion of training events Ratings in professional learning experiences Observation of district resources fully integrated into instruction and work-specific improvements	Theme B: Effective instructional practices Theme D: Consistency and accountability for key processes affecting student success, balanced with differentiation and innovation Theme F: Human capital recruitment, development, and retention
Connect with other educators and experts across the district, other communities and around the world to co-create opportunities for learning as well as model deeper exploration of content.	Affiliations of staff with other organizations Collaboratively developed content, conferences, connections networked beyond district	Theme B: Effective instructional practices Theme C: Equitable access to resources to support student learning Theme E: Community engagement Theme F: Human capital recruitment, development, and retention
Collaboratively design experiences in which learners examine problems and think deeply about their learning in spaces where they can experiment, iterate, and take intellectual risks with all the information they need at their fingertips to create a much broader menu of how students can learn and show what they know.	Lesson models and examples highlighting desired skills Demonstration of utilization in technology in problem-based learning Variety of demonstrations displayed by students	Theme A: Supportive culture where each student is engaged, thrives and values learning Theme B: Effective instructional practices Theme C: Equitable access to resources to support student learning Theme D: Consistency and accountability for key processes affecting student success, balanced with differentiation and innovation
Model and train staff in technology-enhanced instructional approaches including the Substitution, Augmentation, Modification, Redefinition (SAMR) model using a variety of learning technologies to support both formal and informal learning, utilization within the adopted curriculum focused on student proficiency in content, educational technology, and college and career readiness standards.	Usage statistics on instructional tools Number of staff completing integrated technology training Student proficiency and growth in standards and 21st century skills Observations of technology-enriched lessons identified as SAMR	Theme B: Effective instructional practices Theme C: Equitable access to resources to support student learning Theme D: Consistency and accountability for key processes affecting student success, balanced with differentiation and innovation
Implement research-based, technology-transformed intervention programs to provide personalized learning in conjunction with teacher-facilitated large and small groups and one-on–one instruction (e.g. ELL, special education, Title I).	Usage statistics of intervention program resources Student growth within each program	Theme A: Supportive culture where each student is engaged, thrives and values learning Theme B: Effective instructional practices Theme C: Equitable access to resources to support student learning

Goal 3: Learning

All learners have engaging and empowering learning experiences in both formal and informal settings that prepare them to be active, creative, knowledgeable, and ethical participants in our globally connected society.

Strategies	Key Measures	Strategic Plan Alignment
Integrate digital citizenship, data literacy, security, and privacy concerns into instruction to promote responsible use of technology and online learning environments including web-enabled collaboration, and communication networks,	Trainings and lessons utilized throughout classrooms # of student infractions utilizing technology	Theme A: Supportive culture where each student is engaged, thrives and values learning Theme D: Consistency and accountability for key processes affecting student success, balanced with differentiation and innovation
Utilize technology in the design of learning experiences that are more relevant, engaging and are organized around real-world challenges, project-based learning, and pursuit of personal interests.	Instructional maps with integrated use of technology highlighted Student samples	Theme A: Supportive culture where each student is engaged, thrives and values learning Theme B: Effective instructional practices Theme C: Equitable access to resources to support student learning Theme D: Consistency and accountability for key processes affecting student success, balanced with differentiation and innovation
Allow learners to leverage technology in the pursuit of personal interests, innovations, and interactive learning opportunities; to collect and use data; to consider ideas in more than one way; to collaborate with peers, mentors, and experts; and to produce representations of knowledge and unique perspectives.	Student samples from across courses highlighting student performances and reflections Usage statistics of applications	Theme A: Supportive culture where each student is engaged, thrives and values learning Theme B: Effective instructional practices Theme C: Equitable access to resources to support student learning Theme D: Consistency and accountability for key processes affecting student success, balanced with differentiation and innovation
Enlarge the audience for student thinking and products to gather input and feedback from multiple perspectives.	Accounting of feedback stakeholders beyond school staff and family members	Theme B: Effective instructional practices Theme C: Equitable access to resources to support student learning Theme D: Consistency and accountability for key processes affecting student success, balanced with differentiation and innovation Theme E: Community engagement
Utilize simulations and games to expand cognitive skills as well as advance non-cognitive competencies including forming relationships and solving problems through development of self-awareness, control of impulsivity, executive function, working cooperatively, and caring about oneself and others.	Student samples from across courses highlighting student performances and reflections	Theme A: Supportive culture where each student is engaged, thrives and values learning Theme B: Effective instructional practices Theme C: Equitable access to resources to support student learning Theme D: Consistency and accountability for key processes affecting student success, balanced with differentiation and innovation Theme E: Community engagement Theme F: Human capital recruitment, development, and retention
Integrate technology in early year instructional design that allows for adults and peer interacting or co-viewing technology with a focus on increasing learning opportunities.	Technology use in early learning researched best practices identified in instructional planning Student samples	Theme C: Equitable access to resources to support student learning

Goal 4: Assessment

	All levels of our education system leverage the power of technology to measure what matters and use quality assessment data to improve teaching, learning, and operations.

Strategies	Key Measures	Strategic Plan Alignment
Create technology-enabled assessments to provide a richer and nuanced picture of student needs, interests, and abilities.	Usage statistics for assessments	Theme B: Effective instructional practices B.1.a, B.2.c
Enhance assessment items to include questions that allow students to demonstrate more complex thinking and share their understanding in more unique ways (I.E. graphic response, simulations, equation response, performance-based, game-based assessment)	Usage statistics for assessments Number of common assessments developed and in use which include multiple task interactions	Theme B: Effective instructional practices B.1.a, B.2.c
Increase accessibility with technology tools to instructional resources and assessment items. (I.E. increase font size, color, contrast, text to speech, bilingual dictionaries, glossaries, assistive technology like refreshable braille, and alternate response systems)	Implementation of integrated accommodations and usage statistics	Theme B: Effective instructional practices B.2.b
Design and implement valid, reliable, and rigorous formative and summative digital assessments aligned to the content standards and integrating the 21st century skills.	Usage statistics for assessments Number of content-specific performance tasks Number of common assessments developed and in use Student proficiency and growth as measured by assessments	Theme B: Effective instructional practices B.2.c
Provide professional development to interpret results from different types of assessments, utilize assessment tools, and access data dashboards to give students, educators, parents, and other stakeholders timely and actionable feedback.	User feedback on design of data dashboards Usage statistics of analytics tools Number and attendance at professional development offerings	Theme B: Effective instructional practices B.1.a, B.2.c
Support with system tools a model of assessment that includes ongoing gathering and sharing of data for continuous improvement of teaching and learning within practices, policies, and regulations that ensure privacy and information protection for staff and students.	Policies and procedures for student and staff data developed and implemented Usage statistics of assessment and analytics tools	Theme B: Effective instructional practices B.1.a, B.2.c
Identify and implement assessment technologies that allow for embedding a wide variety of assessment items which engage and motivate learners while assessing content standards and the 21st century skills.	Usage statistics on assessment technologies Student proficiency and growth as measured by assessment technologies	Theme B: Effective instructional practices
Maintain inventory of supported devices for administration of practice and actual online assessments (local, state, and national).	Number of supported devices at each site	Theme C: Equitable access to resources to support student learning Theme D: Consistency and accountability for key processes affecting student success, balanced with differentiation and innovation

Goal 5: Outreach

	All stakeholders, including families, strategic partners, and the community, will have opportunities to learn about, provide feedback on, and partner with the district about technology in school, at home, and in the community.

Strategies	Key Measures	Strategic Plan Alignment
Establish feedback loops with all stakeholders (staff, families, community), communicating in a variety of venues and formats, key elements of the Integrated Technology Plan, policy explanations and resource options including district devices that move between district and home.	Number of communication modes utilized for Integrated Technology Plan information Website analytics on Integrated Technology Plan website and its key resources *Let's Talk* parent feedback Number and variety of participants providing feedback Number of responses to surveys	Theme C: Equitable access to resources to support student learning Theme E: Community engagement
Provide resources and training for students, families, and other key stakeholder groups to support student use of devices, instructional and productivity software, and collaboration environments.	Analytics for online training resources Number of trainings offered and variety of attendees	Theme C: Equitable access to resources to support student learning Theme E: Community engagement
Collaborate with area agencies, civic groups, strategic partners, cultural organizations, business leaders, vendors, and community organizations in connecting families to resources and opportunities to extend student learning through use of technology beyond the school programs.	Number of events, event attendance, and survey returns	Theme C: Equitable access to resources to support student learning Theme E: Community engagement
Increase the capacity to provide safe and secure access to the Internet within the community, through industry partners and at home, with a special focus on equity of access.	Number of homes connected using district-provided service, number of strategic partnerships to expand Wi-Fi access	Theme A: Supportive culture where each student is engaged, thrives and values learning Theme C: Equitable access to resources to support student learning Theme E: Community engagement
Engage a wide range of stakeholders to evaluate innovative technologies that can transform student learning.	Number of events and event attendance	Theme A: Supportive culture where each student is engaged, thrives and values learning Theme B: Effective instructional practices Theme C: Equitable access to resources to support student learning Theme D: Consistency and accountability for key processes affecting student success, balanced with differentiation and innovation Theme E: Community engagement

Goal 6: Infrastructure

 All levels of our education system will have equitable access to a robust and comprehensive infrastructure when and where they need it for teaching, learning, and operations.

Strategies	Key Measures	Strategic Plan Alignment
Maintain sustainability plans for technology life cycle management that include • sustainable funding sources • district-wide and onsite technical support • network security, access, performance, and services • data security of operational and student systems • online collaboration environments • device refresh plans which sustain provisioning every student and teacher with an updated mobile device, appropriate software, and resources for research, communication, and multimedia content creation	Status of technology lifecycle management plan Identified funding sources for sustaining the Integrated Technology Plan Total computers deployed to students and educators in an established refresh cycle with appropriate software and resources	Theme A: Supportive culture where each student is engaged, thrives and values learning Theme B: Effective instructional practices Theme C: Equitable access to resources to support student learning Theme D: Consistency and accountability for key processes affecting student success, balanced with differentiation and innovation Theme F: Human capital recruitment, development, and retention
Provide adequate and reliable network bandwidth, services and infrastructure to ensure electrical access, data, voice, and video services are effectively and efficiently supporting technology utilization and integration into teaching, learning, safety and operations.	Network bandwidth capacity and utilization	Theme C: Equitable access to resources to support student learning Theme D: Consistency and accountability for key processes affecting student success, balanced with differentiation and innovation
Provide sufficient and qualified technical personnel to manage and maintain the technology infrastructure and related services.	Work order statistics Satisfaction surveys Ratio of technical staff to technologies	Theme D: Consistency and accountability for key processes affecting student success, balanced with differentiation and innovation Theme F: Human capital recruitment, development, and retention
Ensure throughout district facilities staff and students have ubiquitous, reliable, safe, and secure access to the Internet and adequate wireless connectivity.	Number of wireless access points installed throughout the district Internet bandwidth capacity and utilization	Theme C: Equitable access to resources to support student learning Theme D: Consistency and accountability for key processes affecting student success, balanced with differentiation and innovation Theme E: Community engagement Theme F: Human capital recruitment, development, and retention
Provide services to support safe and secure access to Internet connectivity with a special focus on equity of access.	Number of devices connecting using district-provided service Usage analytics of online learning resources	Theme C: Equitable access to resources to support student learning Theme D: Consistency and accountability for key processes affecting student success, balanced with differentiation and innovation Theme E: Community engagement

Ensure selection process for all online resources and downloaded applications includes a full technology review aligned with the digital tool review process including alignment to strategic plan priorities, data security, technical and network requirements, integration, and rostering protocols.	Number of resources reviewed compared to number of resources implemented Number of resources leveraging Active Directory Inventory of products and application managers	Theme A: Supportive culture where each student is engaged, thrives and values learning Theme B: Effective instructional practices Theme C: Equitable access to resources to support student learning Theme D: Consistency and accountability for key processes affecting student success, balanced with differentiation and innovation
Implement into design and update of learning spaces integration of technology in line with current standards and capacity to update over time in all spaces in the school environment and reconsider what may be defined as learning spaces that support 21st Century learning.	Design elements incorporated into schools Lifecycle management plan to accompany updated facility improvements, modifications, and new construction	Theme A: Supportive culture where each student is engaged, thrives and values learning Theme B: Effective instructional practices Theme C: Equitable access to resources to support student learning Theme D: Consistency and accountability for key processes affecting student success, balanced with differentiation and innovation

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