



# North Salem Central School District



## Digital Learning Plan

# 2014 - 2020

### Our Mission:

Engage students to continuously learn, question, define and solve problems through critical and creative thinking.

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## Background

- Our district's first "Technology Plan" was developed in the 1990s. That plan focused primarily on acquisition of hardware.
- Over the next two decades "Technology Plans" were equal parts advocacy, acquisition wish-lists and strategies that could be used if the appropriate equipment were obtained.
  - The goal was to bring as much technology to as many students and teachers as possible.
  - But, in practice the district was running parallel paper and digital learning systems
- In 2009, the district adopted the Mission and Master Strategies.

**Mission:** Engage students to continuously learn, question, define and solve problems through critical and creative thinking.

- **Master Strategy 1:** Align leadership, teaching, learning, and assessment systems to ensure that all students continuously learn, question, define and solve problems through critical and creative thinking.
  - **Master Strategy 2:** Communicate and engage with the entire community in the ongoing pursuit of our Mission
  - **Master Strategy 3:** Align resource allocations with Mission, Beliefs, and Master Strategies.
- Since that time, it has been the goal of the district to align resources to best support the mission and master strategies.

## New Perspective

- In order to insure the integration of technology resources with the Mission and Master Strategies, the Technology Committee proposes migrating from an equipment-based “Technology Plan” to a “Digital Learning Plan”.
- Our Digital Learning Plan views technology from a new perspective:
  - Mastery of digital tools for learning is a fundamental a requirement for the successful fulfillment of the district’s Mission and Vision and for student success.
- Therefore, we strive to create, promote and sustain:
  - **A district where every room is a digital learning center.**
  - **A learning community where students and teachers can utilize any device, anywhere, any time.**
  - **A learning environment which produces lifetime learners who are comfortable adapting the technological skills that are required to succeed in a digital age.**

## Planning Approach

- Committee members participated in the district's Mission retreat (July, 2014)
  - Committee members met with Jonathan Costa, the district's Mission consultant to discuss integration of digital learning
- Committee members reviewed relevant literature which included:
  - United States Department of Education's 2010 National Education Technology Plan, Transforming American Education: Learning Powered by Technology.
  - Ken Kay's EdLeader21 Consortium
  - International Society for Technology Education (ISTE) Standards for Teachers and ISTE Standards for Administrators
  - Common Core Standards
- Committee members participated in various related events which included:
  - WPSBA Technology Summit: The Changing Classroom, SW BOCES, NY, October, 2014
  - ISTE Conference: Connected Learning Connected Work, Atlanta, 28 June thru 1 July, 2014
  - Google Educators Group, Google Meeting Space, Chelsea Market NY 22 September 2014.

**Using these discussions and resources as a baseline, the committee identified a series of Leadership Goals, Teaching and Learning Objectives, Resource Requirements and Champion Assignments which are consistent with the Mission and Master Strategies:**

**Mission:** Engage students to continuously learn, question, define and solve problems through critical and creative thinking.

- **Master Strategy 1:** Align leadership, teaching, learning, and assessment systems to ensure that all students continuously learn, question, define and solve problems through critical and creative thinking.
- **Master Strategy 2:** Communicate and engage with the entire community in the ongoing pursuit of our Mission.
- **Master Strategy 3:** Align resource allocations with Mission, Beliefs, and Master Strategies.

**Note:**

The following tables are organized to illustrate how Digital Learning Plan Leadership Goals, Objectives and Resource Requirements relate to the Master Strategies summarized above.

# Digital Learning Plan

## Master Strategy 1-

**Align leadership, teaching, learning, and assessment systems to ensure that all students continuously learn, question, define and solve problems through critical and creative thinking.**

Leadership Goals	Teaching Objectives	Learning Objectives	Resource Requirements	
<p>Create, promote, and sustain a dynamic, digital-age learning culture that provides a rigorous, relevant, and engaging education for all students.</p> <ul style="list-style-type: none"> <li>Inspire a shared vision of purposeful change that maximizes use of digital-age resources to meet and exceed learning goals, support effective instructional practice, and maximize performance of district and school leaders.</li> <li>Promote and model effective communication and collaboration among stakeholders using digital age tools.</li> </ul>	<p>Use knowledge of subject matter, teaching and learning, and technology to design and develop digital age learning experiences and assessments.</p>	<p>Students engage in exploring real-world issues and solving authentic problems using digital tools and resources.</p>		
	<p>Design or adapt relevant learning experiences that incorporate digital tools and resources to promote student learning and creativity.</p>	<p>Students use face-to-face and virtual environments to collaborate with others both locally and globally.</p>		<p>HR-1 HR-2 HR-3 HR-4</p>
	<p>Develop technology-enriched learning environments that enable all students to pursue their individual curiosities and become active participants in setting their own educational goals, managing their own learning including choosing and using digital tools, and assessing their own progress.</p>	<p>Students use collaborative tools to reflect upon their own conceptual understanding and thinking, planning, and creative processes and find ways to improve.</p>		<p>S-2 S-3 S-4</p>

**Master Strategy 1-**

**Align leadership, teaching, learning, and assessment systems to ensure that all students continuously learn, question, define and solve problems through critical and creative thinking.**

Leadership Goals	Teaching Objectives	Learning Objectives	Resource Requirements
Establish metrics, collect and analyze data, interpret results, and share findings to improve staff performance and student learning as related to integration of digital learning.	Customize and personalize learning activities to address students' diverse learning styles, working strategies, and abilities using digital tools and resources.	Students maintain an on-line portfolio of problem solving experiences from many areas of their lives in and out of school. The portfolio can help students tell stories that help them communicate their problem-solving skills to other through interviews, applications, etc.	HR-1 HR-2 HR-3 HR-4 E-1 S-2 S-3 S-4
	Provide students with multiple and varied formative and summative assessments that are aligned with content and technology standards, and use resulting data to inform learning and teaching.		
	Identify tools for on-line real-time assessment.		



**Master Strategy 1-**

**Align leadership, teaching, learning, and assessment systems to ensure that all students continuously learn, question, define and solve problems through critical and creative thinking.**

<b>Leadership Goals</b>	<b>Teaching Objectives</b>	<b>Learning Objectives</b>	<b>Resource Requirements</b>
Infuse technology and digital learning in all district planning efforts (i.e. mission, program improvement, assessment, facilities, etc.)	Provide students with opportunities to have a voice in planning, implementation, and assessment.	Collaborate with educators and other students to provide input and feedback.	HR-1 HR-2 HR-3 HR-4 E-1 S-1 S-2 S-3 S-4 S-5

**Master Strategy 1-**

**Align leadership, teaching, learning, and assessment systems to ensure that all students continuously learn, question, define and solve problems through critical and creative thinking.**

Leadership Goals	Teaching Objectives	Learning Objectives	Resource Requirements
Promote and model digital citizenship and responsibility	Advocate, model, and teach safe, legal, and ethical use of digital information and technology, including respect for copyright, intellectual property, and the appropriate documentation of sources.	Students display an understanding of social, ethical and legal issues and responsibilities related to an evolving digital culture.	HR-1 HR-2
	Address the diverse needs of all learners by using learner-centered strategies providing equitable access to appropriate digital tools.		HR-3 HR-4 E-1 S-1
	Promote and model digital etiquette and responsible social interactions related to the use of technology and information.	Students demonstrate safe, legal, and ethical use of digital information and technology.	S-2 S-3 S-4 S-5
	Develop and model cultural understanding and global awareness by engaging with colleagues and students of other cultures using digital age communication and collaboration tools.	Students participate in on-line collaborations with other digital learners.	P-1 P-2

## Master Strategy 2 -

### Communicate and engage with the entire community in the ongoing pursuit of our Mission

Leadership Goals	Teaching Objectives	Learning Objectives	Resource Requirements
Establish and leverage strategic partnerships in the community to support systemic improvement.	Collaborate with students, peers, parents, and community members using digital tools and resources to support student success and Innovation.	<p>Students collaborate with peers, parents, and community members using digital tools and resources to solve problems in support of the community.</p> <p>Provide information to and collaborate with parents so that they are able to support their children's use of technology at home and school.</p>	HR-7
Partner with the global community including other schools and educators that value digital learning.	<p>Seek opportunities to learn from other schools and educators.</p> <p>Share best practices with partners.</p>	Students are aware of and can access the global community.	H-1 H-3 H-5
Advocate on local, state and national levels for policies, programs, and funding to support implementation of a technology-infused vision and strategic plan.			HR-6

### Master Strategy 3

#### Align resource allocations with Mission, Beliefs, and Master Strategies.

Leadership Goals	Teaching Objectives	Learning Objectives	Resource Requirements
Promote an environment of professional learning and innovation that empowers educators to enhance student learning through the infusion of contemporary technologies and digital resources.	Demonstrate fluency in technology systems and the transfer of current knowledge to new technologies and situations.		HR-1 HR-2 HR-3 HR-4
Allocate time, resources, and access to ensure ongoing professional growth in technology fluency and integration	Engage in professional growth opportunities.	Engage in opportunities to learn and share expertise.	HR-1 HR-2 HR-3
Facilitate and participate in learning communities that stimulate, nurture and support administrators, faculty, and staff in the study and use of technology.	Stay abreast of educational research and emerging trends regarding effective use of technology and encourage evaluation of new technologies for their potential to improve student learning		HR-1 HR-2 HR-3

### Master Strategy 3

#### Align resource allocations with Mission, Beliefs, and Master Strategies.

Leadership Goals	Teaching Objectives	Learning Objectives	Resource Requirements
Establish and maintain a robust infrastructure for technology including integrated, interoperable technology systems to support management, operations, teaching, and learning.	Lead purposeful change to maximize the achievement of learning goals through the appropriate use of technology and media-rich resources.		E-1 S-2 S-3 S-4
Recruit and retain highly competent personnel who use technology creatively and proficiently to advance academic and operational goals.			HR-2

## Resources and Champions

In order for this plan to be implemented certain resources and champions must be in place.

- **Resources:** Those assets which must be accessible in order for this plan to be implemented.  
Resources may be:
  - People (i.e. Human Resources)
  - Equipment
  - Software
  - Policy Support
- **Champions:** People who individually or in groups are tasked with implementing this plan.

The following tables summarize the resources and champions which are required to achieve Digital Learning Plan Goals and Objectives.

TASK	Funding Source	Champion	
<b>HUMAN RESOURCES</b>			
<b>HR-1</b>	Professional development with a specific emphasis on digital teaching/learning.	Annual Operating Budget to provide funds for professional development.	Professional Development Committee
<b>HR-2</b>	Adopt “willingness to employ digital teaching/learning techniques” as a discriminator for new hires.	No Cost	Assist. Super. for Instruction and Human Resources and Building Administrators
<b>HR-3</b>	Provide mentors in digital teaching/learning techniques. Identify teachers in the district who <i>want</i> maximize the use of technology to accomplish mission and learning goals. Recruit these individuals to serve as role models for other teachers.	Annual Operating Budget to provide funds for professional development.	Professional Development Committee
<b>HR-4</b>	Support new course development (for example, computer science and other STEAM courses).	Initially, NO COST as we can utilize skills/interests of existing faculty and staff. As new course development proceeds, Annual Operating Budget to provide to funds for curriculum development, books, supplies, etc. for new courses.	Assist. Super. for Instruction and Human Resources and Building Administrators

TASK	Funding Source	Champion
<b>HUMAN RESOURCES</b>		
<b>HR-5</b>	Establish “linkages” with partner schools and other educational entities to model digital collaboration.	Annual Operating Budget to provide funds for participation in programs such as OC-21 Pilot Project (BOCES on-line learning).
<b>HR-6</b>	Participate with professional interest groups to stay current on issues which affect digital learning.	Annual Operating Budget provides funds for membership in professional groups and for conferences/travel.
<b>HR-7</b>	Participate with community entities to provide authentic problem solving opportunities (i.e., the problem solving academy, volunteer work in community, county, and other organizations).	No Cost – Utilize skills/interests of existing faculty and staff.
<b>EQUIPMENT</b>		
<b>E-1</b>	Upgrade system back-bone including: <ul style="list-style-type: none"> <li>• Bandwidth</li> <li>• Switches</li> <li>• Wireless infrastructure</li> </ul>	Smart Schools Bond
Director of School Facilities & Transportation		



<b>TASK</b>		<b>Funding Source</b>	<b>Champion</b>
<b>SOFTWARE</b>			
<b>S-1</b>	Purchase enterprise and security software which supports BYOD	Annual Operating Budget	Director of School Facilities & Transportation
<b>S-2</b>	Purchase subject related software, applications and programs based upon faculty requests	Annual Operating Budget	Director of School Facilities & Transportation
<b>S-3</b>	Provide relevant on-line subscriptions, and services for faculty, staff and students	Annual Operating Budget	Library and Media Specialists
<b>S-4</b>	Purchase digital texts/books	Annual Operating Budget	Library and Media Specialists with input from Faculty/Staff
<b>S-5</b>	Explore opportunities for distance learning	Annual Operating Budget	Technology Committee with input from Faculty/Staff and Mission Committee
<b>POLICY</b>			
<b>P-1</b>	Maintain an up-to-date acceptable use policy	No Cost	Board of Education
<b>P-2</b>	Adopt a BYOD policy	No Cost	Board of Education

## The Committee

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- Deborah D'Agostino
- Mike Hibbard
- Mary Johnson
- Beth Maier
- Jennifer McArdle
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- International Society of Technology Education, Standards for Administrators, <http://www.iste.org/standards/standards-for-administrators>
- Common Core Standards [http://www.p12.nysed.gov/ciai/common\\_core\\_standards/](http://www.p12.nysed.gov/ciai/common_core_standards/)