

# EXECUTIVE SUMMARY

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## *Vision for the Enhancement of Schools and Learning*

Lewis-Palmer School District 38 is committed to creating a system of education that will offer every student the opportunity to excel academically and to enjoy enrichment activities that are important in developing a well rounded student. Fundamental to this plan is a vision of all students being empowered through a blend of traditional and technological resources. By working toward the creation of a technology rich environment, a community of lifelong learners will be equipped with the skills to succeed in an information age characterized by constant change.

Increased availability and access to personal computers and applications will allow students to become more proficient problem solvers. Students will be provided opportunities to investigate and utilize technologies, preparing them to address academic and professional challenges beyond their public schooling.

Technology, with its promise to support lifelong learning, is costly. Board members, school administrators, educators, community members and others realize that the resources cannot be acquired all at once. Implementation of the plan will take place over a three-year period.

## *The Planning Approach*

Over the past year, district and building level technology committees have worked to identify the current status and needs of technology and information literacy. This report represents a blending of goals and objectives into a comprehensive working document that will effectively support learning, teaching, and administrative goals.

## *Overall Recommendations*

- The focus will be on linking technology and information literacy to support educational standards.
- Students, through engagement with technologies, will become better problem solvers, researchers, critical thinkers, and effective communicators. They will learn to access, analyze, and organize new information and to appropriately communicate their results.
- Technological equipment in buildings will provide dynamic and flexible opportunities for individual and group interactions at all stages of learning.
- District 38 will focus on improvement and expansion of its technology related professional development.
- In order to support future needs of students and staff, the Information and Technology Services department will evaluate and recommend enhancements to the network infrastructure.

# EDUCATIONAL TECHNOLOGY PURPOSE AND GUIDING PRINCIPLES

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District 38 technology planning participants, through a collaborative process of reviewing building technology plans, developed the following purpose statement and guiding principles to express the impact technology will have in preparing its students for the challenges of the 21st century.

## **Purpose Statement**

Educational Technology including Information Literacy will provide the students of District 38 with the technological and curricular resources to reach their academic potential, and to support teachers in their delivery of curriculum standards.

## **Guiding Principles**

The principles guiding educational technology in District 38 begin with improved student learning. This is accomplished through teaching that is supported by professional development and is built upon administrative efficiency and expanded communications. The commitment of the entire District 38 educational community to these principles guarantees the moving of our students from "good to great".

### **Improved Student Learning**

A technology rich learning environment is necessary to take advantage of the information rich world we live in. The student will be able to accessing many sources of information and become more involved in their own learning. Teachers will become effective facilitators rather than serve as primary sources of knowledge. Utilizing technologies, students will incorporate varied technological resources as tools to increase their learning.

Students will develop effective presentation skills throughout the curricula using various forms of multimedia technology. They will gain the skills and confidence required of them to be productive contributors to a global society.

### More Effective Teaching

Teachers will have additional flexibility, through technological support, in addressing multiple intelligences, multidisciplinary approaches, and student-centered learning. They will facilitate student learning by focusing on communication skills, problem solving, creative and critical thinking, and interpersonal skills, etc. through the use of technology tools. Inclusion of special needs students will be advanced through instructional technology that adapts to meet individual student needs.

Electronic writing tools, both within classrooms and in special locations, will be consistently available for students. Through the use of these tools, the development of reading and writing literacy skills will contribute to increased student proficiency across the curriculum.

New forms of assessments will enable teachers to evaluate students as a part of the instructional process, to gather and store actual student work electronically in video, audio, and text modes, and to share readily actual student work samples from teacher to teacher, grade to grade, and from school to home. Improved software and hardware capabilities will facilitate authentic assessment of student knowledge and skills. A broad range of performance tasks, to include writing samples, projects, artistic creations, read-aloud samples, group reports, test data, and other information, will be stored electronically to assist in instruction and as artifacts that demonstrate student learning.

### Professional Development

Professional development for enhancing staff and faculty technology competencies will be ongoing. Independent use of online resources, "just in-time" training opportunities, tutorials, mentor opportunities, and distance learning models will supplement traditional methods. Teachers will work together on thematic and project-based learning, utilizing technology to identify and align resources that support curriculum standards. Individualized technology goals for staff will provide a meaningful focus for every staff member.

### Administrative Efficiency and Expanded Communications

Access, opportunity, and training will be developed for staff, administration, and the District 38 community as a whole to become knowledgeable and skilled in the use of personal computers for accessing and communicating a wide spectrum of information. Fax, voice-mail, e-mail, web access, and expanded telephone access will improve internal communications, reduce the need for meetings, and provide the time and opportunity for teachers to share and learn. Administrative efficiency, communications, and decision-making will be enhanced through district technological tools, and distributed access to data and information. Accessibility to school and student information from home will augment parental awareness, involvement, and teacher/parent communications.

# PROGRAM GOALS

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As a result of collaboration with district and building level technology committees strategic goals in the essential areas have been identified: Curriculum and Instruction, Professional Development, and Information and Technology Services. Each essential area includes a belief statement, goals and objectives.

## **Curriculum and Instruction**

Students must develop skills to become lifelong learners for individual success as well as for the continued advancement of society. This requires the interweaving of content standards, information literacy skills, and technology competencies at all levels of instruction. Students, as lifelong learners, must become proficient processors of information and develop the ability to access information from diverse sources, analyze numerical, textual, and visual data, and communicate their findings to a variety of audiences. For optimal effectiveness, teaching and learning with technology must occur in an equitable and accessible manner.

### **Curriculum and Instruction Goal 1**

**Students at all grade and ability levels will ethically use technology to access, organize, analyze, and synthesize information.**

#### **Curriculum and Instruction Objectives**

1. Students will learn and practice technology and information literacy skills including ethical uses of technologies that will prepare them to be productive contributors in a global society.
2. Students will manage technology tools and access information to communicate effectively.
3. Students will use appropriate technology and information literacy skills to develop critical thinking and problem solving skills, and independent use, which supports personal productivity.

### **Curriculum and Instruction Goal 2**

**To address student achievement in technology and information literacy, Media Specialists, Instructional Technology Specialists and teachers will collaborate to integrate educational technology and information literacy tools and skills throughout the standards-based curriculum.**

## **Curriculum and Instruction Objectives**

1. *Teachers, Instructional Technology Specialists, and Media Specialists will incorporate into their curriculum the use of educational technology tools to support learning and student technology standards.*
2. **Teachers, Instructional Technology Specialists and Media Specialists will incorporate information literacy skills into their curriculum to support learning and information literacy standards.**

### **Curriculum and Instruction Goal 3**

**In order to advance student learning, Teachers, Media and Instructional Technology Specialists will be competent users of instructional management technology tools to facilitate instruction, collaborate and communicate with peers, parents, and the District 38 community.**

#### **Curriculum and Instruction Objective**

1. Teachers will use instructional management technology tools to facilitate - instruction, collaboration and communication with peers, parents, and the District 38 community.

## **Professional Development**

Professional Development should be ongoing that is integral to all areas of instruction and management. It is clear that student technology and information literacy skills need to be identified and woven into each discipline. To be effective, these skills need to be taught by educators who have already acquired those competencies. Therefore, a strong professional development program that promotes the advancement of technology-related competencies is at the heart of successful initiatives in technology and information literacy integration. Teachers who have been empowered with these skills will transform learning environments in response to the individual needs of their students.

### **Professional Development Goal**

**District 38 staff will become effective users of instructional technology and information literacy to support student learning through instructional design.**

#### **Professional Development Objectives**

1. Professional development will improve student learning by identifying what teachers must know and do to enable student success.
2. *Assessment based data will be compiled annually to evaluate the needs of educators and support staff, which will guide the design of the professional development program.*
3. All Instructional Technology and Media Specialists will be trained on aligning technology and information literacy standards with the classroom curricula during the 2003/2004 school year.
4. During the 2003/ 2004 school year, ten percent of classroom teachers will be trained on aligning technology and information literacy standards with a specific unit of study.
5. Support professional growth opportunities for staff to become competent implementers of technology.

## **Information and Technology Services**

In order to advance student learning, District 38 schools will empower students with the skills that utilize the *informational capabilities of the Internet* and other technology resources. Staff will access instructional and administrative resources and quality research that enhance teaching performance, while improving class and school management. The District will enrich learning environments by providing all members of the educational community with appropriate communication and information access tools. Technology-based approaches to authentic assessment, project-based learning, and performance criteria will reinforce the connections between learner outcomes and instructional goals.

The technological infrastructure will facilitate the learning and achievement goals identified through the guiding principles, goals and objectives.

### **Information and Technology Services Goal 1**

**Information and Technology Services will provide effective systems operation and maintenance, enterprise resources, opportunities for growth, and awareness of emerging technologies.**

#### **Information and Technology Services Objectives**

1. Recommend that a full time Director of Technology position be created to facilitate, coordinate, and implement technology goals and objectives.
2. Recommend the establishment of a Network Analyst position.
3. Develop, implement, and monitor policies and guidelines to ensure compatibility of existing and new technologies.
4. Update and implement integrated technology-based management and operations systems.
5. Define and refine support and protocols.

### **Information and Technology Services Goal 2**

**In order to guide data-based instructional and organizational decisions District 38 will have the capacity to collect, compile and analyze student information.**

#### **Information and Technology Services Objectives**

1. Evaluate student information systems to determine their effectiveness as they relate to student learning and achievement.
2. Establish and maintain an administrative framework that shares resources among all buildings and district personnel.

# ACTION PLAN

## Curriculum and Instruction

### Curriculum and Instruction Goal 1

Students at all grade and ability levels will ethically use technology to access, organize, analyze, and synthesize information.

### Curriculum and Instruction Objectives

**Objective 1: Students will learn and practice technology and information literacy skills including ethical use of technologies that will prepare them to be productive contributors in a global society.**

<i>Action Plan</i>	<i>Those Involved</i>	<i>Those Responsible</i>	<i>Timeline</i>	<i>Resources Needed</i>
Design and implement a K-12 scope and sequence of skills that includes ethical uses of technology tools and information literacy skills	Teachers, Media and Technology Specialists,	Technology Coordinators	2003/ 2004	TBD

**Objective 2: Students will manage technology tools and access information to communicate effectively.**

<i>Action Plan</i>	<i>Those Involved</i>	<i>Those Responsible</i>	<i>Timeline</i>	<i>Resources Needed</i>
Design and implement a K-12 plan that addresses currency issues for hardware and software upgrades  Review the ratio of technology to educational needs K-12	Teachers, Media Specialists, Instructional Technology Specialists	Technology Coordinators	2003/ 2004	TBD

**Objective 3: Students will use appropriate technology and information literacy skills to develop critical thinking and problem solving skills, and independent use, which supports personal productivity.**

<i>Action Plan</i>	<i>Those Involved</i>	<i>Those Responsible</i>	<i>Timeline</i>	<i>Resources Needed</i>
Review, adopt and map student technology and information literacy standards and proficiencies with content area curricula	Teachers, Media and Instructional Technology Specialists	Technology Coordinators, Administrators	2003/ 2004	TBD

Curriculum and Instruction Goal 2

To address student achievement in technology and information literacy, Media Specialists, Instructional Technology Specialists and teachers will collaborate to integrate technology tools and skills and information literacy throughout the standards-based curriculum.

**Curriculum and Instruction Objectives**

<b>Objective 1: Teachers, Instructional Technology Specialists, and Media Specialists will incorporate into their curriculum the use of educational technology tools to support learning and student technology standards.</b>				
<i>Action Plan</i>	<i>Those Involved</i>	<i>Those Responsible</i>	<i>Timeline</i>	<i>Resources Needed</i>
Align units of instruction to adopted grade level technology proficiencies. (skills)	Teachers, Media and Instructional Technology Specialists.	Technology Coordinators	2003/2004	TBD
Identify tools that support student productivity and/or remediation.	Media and Instructional Technology Specialists	Technology Coordinators	2003/2004	TBD
Construct a central database of information/technology resources for utilization by staff.	Instructional Technology Specialists	Technology Coordinators, Database Manager	2004/2005	TBD
<b>Objective 2: Teachers, and Instructional Technology Specialists and Media Specialists will incorporate information literacy skills into their curriculum to support learning and information literacy standards.</b>				
<i>Action Plan</i>	<i>Those Involved</i>	<i>Those Responsible</i>	<i>Timeline</i>	<i>Resources Needed</i>
Identify and align units of instruction to adopted grade level information literacy proficiencies. (skills)	Teachers, Media and Instructional Technology Specialists.	Technology Coordinators, Building Administrators	2004/2005	TBD

**Curriculum and Instruction Goal 3**

**In order to advance student learning, Teachers, Media and Instructional Technology Specialists will be competent users of instructional management technology tools to facilitate instruction, collaborate and communicate with peers, parents, and the District 38 community.**

**Curriculum and Instruction Objective**

**Objective : Teachers will use instructional management technology tools to facilitate- instruction, collaboration and communication with peers, parents, and the District 38 community.**

<i>Action Plan</i>	<i>Those Involved</i>	<i>Those Responsible</i>	<i>Timeline</i>	<i>Resources Needed</i>
Standardize the use of electronic grading and attendance at the secondary level.	Teachers	Principals	Annually	TBD
Identify building level instructional management technology tools to be supported through professional development.	Teachers, Media and Instructional Technology Specialists	Technology Coordinators, Media and Instructional Technology Specialists	2003/2004	TBD
Develop an online "how-to" guide that facilitates the integration of technology.	Technology Coordinators	Technology Coordinators	2004/2005	TBD
Identify the minimum competencies for required software applications.	Technology Coordinators, Instructional Technology and Media Specialists, Teachers.	Technology Coordinators, Principals.	2003/2004	TBD

## Professional Development

### Professional Development Goal

District 38 staff will become effective users of instructional technology and information literacy to support student learning through instructional design.

### Professional Development Objectives

**Objective 1: Professional development will improve student learning by identifying what teachers must know and do to enable student success.**

<i>Action Plan</i>	<i>Those Involved</i>	<i>Those Responsible</i>	<i>Timeline</i>	<i>Resources Needed</i>
Identify and create job-specific technology competencies.	District Level Committee	Technology Coordinators	2003/ 2004	TBD
Design an implementation plan.	District and Building level Technology Committees	Technology Coordinators	2003/ 2004	TBD

**Objective 2: Assessment based data will be compiled annually to evaluate the needs of educators and support staff, which will guide the design of the professional development program.**

<i>Action Plan</i>	<i>Those Involved</i>	<i>Those Responsible</i>	<i>Timeline</i>	<i>Resources Needed</i>
Utilize data to develop and implement professional development programs.	Technology Coordinators	District Tech Team	2003/ 2004	TBD
Implement a curriculum and timeline that includes expanded and multi-tiered professional opportunities.	Administrators Technology Coordinators	Technology Coordinators	2003/ 2004	TBD
Develop and implement technology surveys.	Technology Coordinators Instructional / Media Tech Specialist	Technology Coordinators	2003/ 2004	TBD
Recommend that exemplars and descriptors are included in staff evaluation documents.	Teachers, Technology and Media specialists, Administrators, Technology Coordinators	Building level administrators, Technology Coordinators	2004/ 2005	TBD

**Objective 3: All Instructional Technology and Media Specialists will be trained on aligning technology and information literacy standards with the classroom curricula during the 2003/2004 school year.**

<i>Action Plan</i>	<i>Those Involved</i>	<i>Those Responsible</i>	<i>Timeline</i>	<i>Resources Needed</i>
Provide training on Curriculum Mapping	Technology Coordinators, Instructional Tech Specialists,	Technology Coordinators	2003/ 2004	Workshops, Release time, Database software.

	and Media Specialists			
Develop an on-line resources to publish Curriculum map.	Technology coordinators Instructional Technology Specialist and Media Specialists	Technology Coordinators	2003/2004	Server software or equivalent
<b>Objective 4: During the 2003/2004 school year, ten percent of classroom teachers will be trained on aligning technology and information literacy standards with a specific unit of study.</b>				
<i>Action Plan</i>	<i>Those Involved</i>	<i>Those Responsible</i>	<i>Timeline</i>	<i>Resources Needed</i>
Training opportunities on Curriculum Mapping that lead to a project based lesson.	Teachers, Technology Coordinators, Instructional and Media Specialists.	Building Administrators	2003/2004	Workshops, Release time, Database software.
Provide online access to projects.	Instructional Technology Specialists	Technology Coordinators	2004/2005	Server software
Develop a cadre of teacher trainers for support.	Technology Coordinators	Technology Coordinators	2004/2005	TBD
<b>Objective 5: Support professional growth opportunities for staff to become competent implementers of technology.</b>				
<i>Action Plan</i>	<i>Those Involved</i>	<i>Those Responsible</i>	<i>Timeline</i>	<i>Resources Needed</i>
Include in Teacher smart goals and improvement plans.	Building Admn, Staff Technology Coordinators	Administrators	2003/2004	TBD
Dedicate a location equipped with appropriate technological resources to support professional development.	Technology Coordinators, Central Administrators, Technology Director	Technology Director	2004/2005	TBD
Schedule a variety of timely professional growth opportunities for staff.	Technology Coordinators	Technology Coordinators	2003/2004	TBD

## Information and Technology Services

### Information and Technology Services Goal 1

Information and Technology Services will provide effective systems operation and maintenance, enterprise resources, opportunities for growth, and awareness of emerging technologies.

#### Information and Technology Services Objectives

**Objective 1: Recommend that a full time Director of Technology position be created to facilitate, coordinate, and implement technology goals and objectives.**

<i>Action Plan</i>	<i>Those Involved</i>	<i>Those Responsible</i>	<i>Timeline</i>	<i>Resources Needed</i>
Recommend a Director level position that reports to Superintendent and Board of Education.	District Administration and Board of Education	District Administration and Board of Education	FY 03-04 then Ongoing	Staffing and Funding

**Objective 2: Recommend the establishment of a Network Analyst position.**

<i>Action Plan</i>	<i>Those Involved</i>	<i>Those Responsible</i>	<i>Timeline</i>	<i>Resources Needed</i>
Employ an analyst to evaluate and maintain server and router currency, virus definition files, and create and maintain user accounts, permissions, etc.	Director, Manager of Technology and District Administration	Director, Manager of Technology	FY 03-04	Staffing and Funding

**Objective 3: Develop, implement, and monitor policies and guidelines to ensure compatibility of existing and new technologies.**

<i>Action Plan</i>	<i>Those Involved</i>	<i>Those Responsible</i>	<i>Timeline</i>	<i>Resources Needed</i>
Update, implement, and monitor the Acceptable Use Policy for staff and students.	Director, Manager of Technology and Technology Coordinators	Director, Manager of Technology and Technology Coordinators	Annual	Funding, Board of Education, Building Admin and District Admin Support
Establish and implement procedures for securing network resources from unauthorized access.	Director, Manager of Technology and Technology Coordinators	Director, Manager of Technology and Technology Coordinators	Annual	Funding, Board of Education, Building Admin and District Admin Support
Establish the supported application and district software list.	Director, Manager of Technology and Technology Coordinators	Director, Manager of Technology and Technology Coordinators	Annual	Funding, Board of Education, Building Admin and District Admin Support
Establish and publish procedures for additions to the supported application and district software list.	Director, Manager of Technology and Technology Coordinators	Director, Manager of Technology and Technology Coordinators	Annual	Funding, Board of Education, Building Admin and District Admin Support
Establish the minimum supported hardware platforms and configurations.	Director, Manager of Technology and Technology Coordinators	Director of Technology and Technology Coordinators	Annual	Funding, Board of Education, Building Admin and District Admin Support
Establish tiered hardware replacement plan.	Director, Manager of Technology and Technology Coordinators	Director, Manager of Technology and Technology Coordinators	Annual	Funding, Board of Education, Building Admin and District Admin Support
Evaluate and enhance server hardware.	Director, Manager of Technology and Technology Services	Director, Manager of Technology	Biennial	Funding
Evaluate and enhance building Local Area Networks.	Director, Manager of Technology and Technology Services	Director, Manager of Technology	Annual	Funding
Evaluate and enhance Wide Area Network and Internet connections.	Director, Manager of Technology and Technology Services	Director, Manager of Technology	Biennial	Funding

**Objective 4: Update & implement integrated technology-based management and operations systems.**

<i>Action Plan</i>	<i>Those Involved</i>	<i>Those Responsible</i>	<i>Timeline</i>	<i>Resources Needed</i>
Maintain district support desk.	Director, Manager of Technology and Technology Services	Director, Manager of Technology	Ongoing	Staffing and Funding
Update and apply district asset tracking database.	Director, Manager of Technology and Technology Services	Director, Manager of Technology	Ongoing	Staffing and Funding
Develop a centralized software management process for purchasing and licensing effectiveness.	Director, Manager of Technology and Technology Services	Director, Manager of Technology	Ongoing	Staffing and Funding

**Objective 5: Define and refine support and protocols.**

<i>Action Plan</i>	<i>Those Involved</i>	<i>Those Responsible</i>	<i>Timeline</i>	<i>Resources Needed</i>
Provide site or level based technician support.	Director, Manager of Technology and Technology Services	Director, Manager of Technology	FY 03-04 then Ongoing	Staffing and Funding
Establish district support procedures.	Director, Manager of Technology and Technology Coordinators	Director, Manager of Technology	FY 03-04 then Ongoing	Acceptance from all Technology Coordinators on set procedures for all district facilities.
Provide more effective cross platform support.	Director, Manager of Technology and Technology Services	Director, Manager of Technology	FY 03-04 then Ongoing	Training of existing Technology Services staff.
Establish protocols for start and end of each school year.	Director, Manager of Technology and Technology Coordinators	Director, Manager of Technology	Ongoing	Proactive meetings with Technology Coordinators with specific projects for Technology Services to accomplish.

**Information and Technology Services Goal 2**

In order to guide data-based instructional and organizational decisions District 38 will have the capacity to collect, compile and analyze student information.

**Information and Technology Services Objectives**

**Objective 1: Evaluate student information systems to determine their effectiveness as they relate to student learning and achievement.**

<i>Action Plan</i>	<i>Those Involved</i>	<i>Those Responsible</i>	<i>Timeline</i>	<i>Resources Needed</i>
Determine the critical components of a student information system.	TBD	→		→
Continue to investigate available student information systems and their potential to further district technology goals.	TBD	→		→

**Objective 2: Establish and maintain an administrative framework that shares resources among all buildings and district personnel.**

<i>Action Plan</i>	<i>Those Involved</i>	<i>Those Responsible</i>	<i>Timeline</i>	<i>Resources Needed</i>
Collect and store student data in a manner that allows for longitudinal analysis.	TBD	→		→

**Objective 5: Allocate financial resources to sustain and further the implementation of the Information & Technology Services essential area.**

Action Plan	Those Involved	Those Responsible	Timeline	Resources Needed
Allocate District funding to Tiered replacement of hardware	Director of Technology and District Administration	Director of Technology	Ongoing	Funding
Allocate District funding to upgrade/purchase of server hardware and software	Director of Technology and District Administration	Director of Technology	Ongoing	Funding
Allocate District funding for upgrades to the Local Area Networks and Wide Area Network as needed	Director of Technology and District Administration	Director of Technology	Ongoing	Funding

planning for technology remains an organic process responding to and incorporating new technologies as they emerge.

By providing sustained strategic planning as a permanent priority of district leadership, the students and teachers in our educational community will be assured of having 21st century technological tools to meet the challenges of 21st century education.

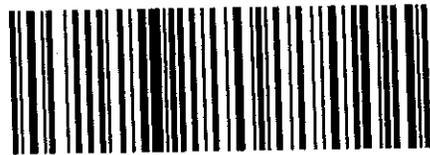
### ***Process for Reporting to Stakeholders***

The director of information technology will provide a progress report on the technology plan's implementation status to the superintendent and school board as a component of the mid-year and end of year reports. Ongoing communication of progress with school and community stakeholders will be achieved through a variety of methods including: school and district newsletters, technology demonstrations at school board and accountability team meetings, and school open houses, newspaper articles and editorials, presentations at town meeting and civic organizations, and cable television programs featuring student projects utilizing technological tools.

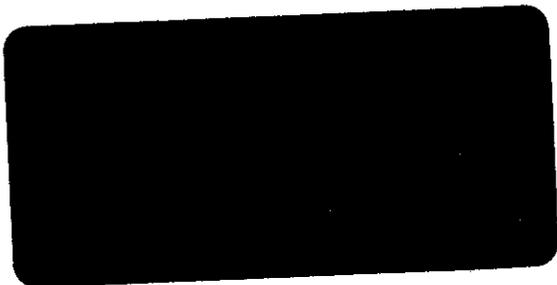
## Appendix

Switchback TR  
PGS., CO 80919

PLACE STICKER AT TOP OF ENVELOPE TO THE RIGHT  
OF THE RETURN ADDRESS. FOLD AT DOTTED LINE  
**CERTIFIED MAIL**



7002 0860 0007 5607 1126



**RECEIVED & INSPECTED**  
MAR 14 2007  
FCC - MAILROOM

RETURN RECEIPT  
REQUESTED

Route  
**Tina**  
Delivery Point  
**TW-B204**  
03/14/07  
12:16:22

OMD  
PO#  
Sdr T. LEHMAN  
**70020860000756071126**  
  
W1020052MZ

*ERATE  
Petition/APPEAL*

FCC, OFFICE of the Secretary  
445 12<sup>th</sup> Street SW  
WASHINGTON, DC 20554

