

## Brownsville Independent School District Innovation, Strategy and Educational Technology Department





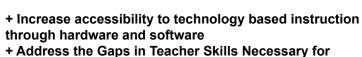
Future Ready Action Plan
Phase I
2019-2025

## FUTURE READY SCHOOLS PREPARING STUDENTS FOR SUCCESS

#### **Overview of All Gears**



#### Curriculum, Instruction, & Assessment



- Personalized Learning
- + Address the Gaps in Students at risk of dropping out through Adaptive, Personalized Supplemental Learning



#### **Community Partnerships**

- + Community Partnerships for Innovation & Edtech
- + Business Oriented Partnerships
- + Database of Leaders with Expertise in Edtech
- + Global Partnerships
- + Business Oriented Partnerships
- + Parental Involvement & Training



#### **Use of Space and Time**

- + Leverage Your Human Capital
- + Extending Opportunities for Student Learning During Holidays
- + Provide Authentic Job-embedded Student Internships in Aerospace, Robotics, Coding, and Technology



#### **Personalized Professional Learning**

- + Competency-Based Professional Development
- + Media Specialists, Deans, Tech Administrators Technology Support Teachers
- + Research-Based Professional Development
- +Professional Learning Communities
- + District Technology Conferences
- + Innovative Partnerships
- + Technology Resources & PD



#### **Robust Infrastructure**

- + Leverage Your Human Capital
- + Continuing Support for 1:1 Blended Learning in Elementary
- + Ensure Network Connectivity



#### **Budget and Resources**

- + Accessibility: Software and Platforms
- + Breaking Down Budgetary Silos



#### **Data and Privacy**

- + Identify Data & Data Systems
- + Review & Update Policies



#### **Collaborative Leadership**

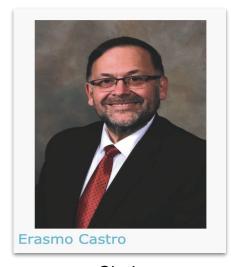
- + Select a Model to Facilitate Change
- + Recruit Agents of Change
- + Establish a Plan for Change
- + BISD will conduct the Future Ready Framework Technology Survey





# BISD Technology Committee Board Members











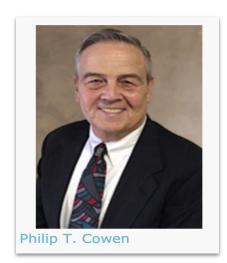
Chair

Co-Chair

Member

Member









Member

Member

Member

Superintendent

#### Alma Cardenas-Rubio **Assistant Superintendent**

## Future Ready Framework **Committee Members**



#### **Elementary**

Lidia L. Rangel Bertha G. Flizondo Javier Garza Yolanda Turbeville **Denise Gallegos** Elisa Ramirez Jill A. Swanson **Tomas Sierra** Delfina Aldape Alejandra Aldrete James E. Houghtaling Jr. Sandra K. Cortez Patricia M. Chacon Peter Daza Mandy G. Delgado Celia De Los Santos **Evangelina Trevino** 

#### Middle School

Julio A. Ledezma Alma M. Salazar Holly Distefano Julio C. Martinez Joel M. Wood Cynthia S. Castro Brenda Jasso Genevieve Z. Chavez Luis G. Segura Obed Leal Jason Galvan Simon Puente Jose Cedillo Mario I. Rojas

#### **High School**

Refugio Contreras Aimee Garza Careli A. Garza **Robert Casas** Dr. Linda Gallegos Ricardo Longoria Jr. Rafael Garcia Marco A. Morales Adam P. Shoupe **Angel Morales Luis Troncoso** Lupita Sanchez Donna G. Browne **Jose Cavazos** Miguel A. Molina Blanca Pena

#### **District Level**

Sandra G. Lopez **Dr. Timothy Cuff Carlos Olvera** Kathleen R. Jimenez **Mary Tolman** Martin Luna Rosalva Larrasquitu Dr. Greg Garcia Juan J. DeLeon Michelle A. Seney Katheryn Allala Mikula **Lorena Martinez** Joanna L. Villarreal Adriana Lippa Deyanira M. Garcia

**Elliott Quezada** 

Ana Garza

#### **District Level**

Reynaldo Villanueva Roman E. Gomez Robert Fisher Todd A. Nichols Armando Pineda **Edwin Barrera** Dr. Juan Chavez Jr. Rosie Ara

#### **Outside Representative**

David L. Mitchell Noe Granado Mario Losova Noe Bernal **Emiliano Longoria** Jim Wearn David Hernandez Chris Aiken Miguel Chuca Maggie Ojeda Dr. Demian Morquin

"personalized, student-centered, anytime, anywhere learning"









**April 2019** 

#### **Vision**



Our students will graduate with 21st century skills developed and modeled by our passionate educators and leaders, who embrace change and foster innovative teaching & leading, that enable personalized, student-centered, anytime, anywhere learning.

#### Goal



Technology will be implemented following the Future-Ready Framework and used to increase the effectiveness of student learning, instructional management, staff development, and administration. (TEA Ch. 4 Obj. 10)

### **Leadership Statement**



Our district strives to empower our community, staff, and students to achieve their full potential through a systematic approach fostering a culture of digital learning and innovation. BISD is at a pivotal point to advance into the changing landscape of learning; research-based trends have increased opportunities for learning through the use of student-centered instruction, blended learning, and personalized professional learning environments. Our leadership team will leverage technology as a tool to amplify learning opportunities for all stakeholders.



#### Our district has taken initial steps:

- \* Creation of ISET Department
- \* Consistent Bilingual/ESL Dept. Support
- \* 2nd grade ipad 1:1 Initiative
- \* 4th-5th Coding at all Elementary Campuses
- \* 5th grade tablets Initiative
- \* Multi-platforms/OS adoption and promotion
- \* Campus autonomy for technology purchases
- \* Increased participation for district leaders for innovation and technology conferences

"personalized, student-centered, anytime, anywhere learning"





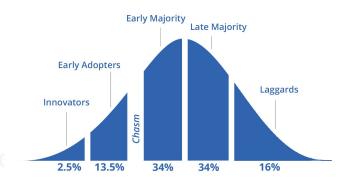
#### **Theory of Change**

The adoption of innovation occurs in predictable, predetermined patterns that can strategically be analyzed and planned accordingly. BISD will **build capacity** through a **phased rollout** following best practices and research-based models of the **adoption of innovation** and **change management**.

The district is ready to move beyond a trainer of trainers model to a more inclusive, interconnected approach involving instructional integration specialists through robust, **online professional learning networks (PLN)** and effective **coaching**, improving teacher practice and outcomes for all learners.

The district will address the needs for professional development by differentiating and personalizing opportunities for PD by building capacity through year-long, semesterly cohorts of innovative teachers and early adopters (10-16%) in all grade levels during the initial phase (years 1 and 2). BISD will establish an online academy for PD through micro-credentials and verifiable badges that will be customized and adapted to the needs of our educators and leaders. The second phase (year 3 and 4) will open up for the early majority (17%-34%), leveraging on the capacity built during the initial phase. This second phase will also allow for a more successful implementation, since technology champions developed during the first phase will serve as beacons of innovation throughout schools. The third phase (years 5 and 6) will target the late majority (17%-34%) and set a path to becoming a digital learning district envisioning virtual online schools, distance learning, and future innovations.

#### **TECHNOLOGY ADOPTION LIFE CYCLE**





Reading is fundamental to the success of a student and should be a foundational component in elementary. A strong focus on literacy in elementary will have a ripple effect on our students effectively making them lifelong learners.



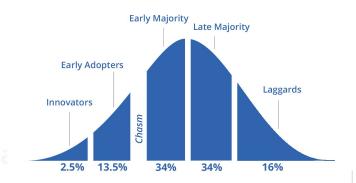
Secondary education will focus on core academic areas, while allowing non-core teachers who have exhibited practices that qualify them for the initial phase of implementation.





## Project Timeline for the Adoption of Technology through Cohorts

#### **TECHNOLOGY ADOPTION LIFE CYCLE**



Early Majority

#### **Future Ready PROJECT TIMELINE**

								Q1												
			JULY					AUGUS"	Т			SI	РТЕМВ	ER				ОСТОВЕ	R	
	1	8	15	22	29	Fri 2	5	12	19	26	2	9	16	23	30	Fri 4	7	14	21	2
PROJECT WEEK									1		2	3	4	5		6	7	8	9	
PHASE ONE			Sumn App	ner PD Aca dication Co	ademy/ ohort						Spee	dtest 1					Ongoing	Training/	Coaching	
roject Conception						Sumi		cademy/ C ection	ohort											
and Initiation: nnovators Cohort								Initi	al PD		Initi	ation								
									Init	iation			Edted	h Bash						
PHASE TWO												Scope	and Goal	Setting						





## **Curriculum, Instruction, & Assessment**

#### Vision

Establish a path to pedagogical change from traditional, lecture-based models to innovative, student-centered models that empower students, allowing them to be active learners through multimodal teaching and learning. <u>Student agency</u> will be facilitated through authentic, hands-on, experiential learning that is driven by inquiry, and guided by educators through technology-rich environments.

#### Goal

Align and redesign curriculum, instruction and assessment to engage students in 21st century, student-driven, personalized learning.



- 21st Century Skills/Deeper Learning
- Personalized Learning
- Collaborative, Relevant, & Applied Learning
- Leveraging Technology
- Assessment—Analytics Inform Instruction





Future Ready: Path to Pedagogical Change





## **Curriculum, Instruction, & Assessment**

**Performance Objective 1:** The BISD Future Ready Framework Technology Survey for Curriculum, Instruction, & Assessment will indicate progress

Evaluation Data Source(s) 1: Future Ready Framework Survey results

					Re	eviews	
Strategy Description	Elements	Monitor	Strategy's Expected Results	Forma	tive	Summa	ntive
				Nov	Feb	Apr	Jun
Comprehensive Support Strategy: PBMAS: Critical Success Factors: CSF 1  Increase accessibility to technology based instruction through hardware and software  1)The District will increase the accessibility for all students in technology based instruction across all subject areas by providing new software and platforms including Microsoft, Google and Apple, and hardware at the campuses for computer/ technology enhanced instruction. The students will also develop projects that foster creativity, innovation, communication, collaboration, information fluency and digital citizenship in all content areas.  Population: All Students Timeline: August 2019 - June 2020 CNA: SA#4,5, Progs#2, Progs-Title#3 & 9, Progs-Tech#4, 5		Educational Technology Integration Specialist  Educational Technology, Digital Learning, and Innovation Director  Curriculum Specialists  TST  Tech Services Adm.  Campus Administration	Formative Results: 1. Benchmarks 2. Classroom projects 3. Student competitions 4. Improved connectivity of wired and wireless devices. 5. Improved fidelity of software use  Summative Impact: 1. Test scores 2. End of Year grades 3. Electronic portfolios 4. Future Ready Survey results 5. Benchmarks				





## **Curriculum, Instruction, & Assessment**

				Reviews			
Strategy Description	Elements	Monitor	Strategy's Expected Results	Formative		Summa	ntive
				Nov	Feb	Apr	Jun
Comprehensive Support Strategy: PBMAS: Critical Success Factors: CSF 7  Address the Gaps in Teacher Skills Necessary for Personalized Learning 2)The District will determine what skills both students and educators need to participate successfully in personalized learning. Consider student skills related to self-direction and learning strategies; and educator skills related to pedagogy and individualization of content. Through information gathered from other school districts, as well as regional and national organizations with expertise on the topic we will identify instruments that can be used to assess students' and educators' skills and identify gaps between current skills and the level of skill necessary to participate in flexible, personalized learning.  Population: All Educators Timeline: August 2019 - June 2020 CNA: SA#4,5, Progs#2, Progs-Title#3,6 & 9, Progs-Tech#2.4,6	_		Formative Results:  1. Survey 2. Instructional Observations 3. Student focus groups 4. Personalized technology goal  Summative Impact: 1. Test scores 2. End of Year grades 3. Electronic portfolios 4. Future Ready Survey results 5. Benchmarks  at funds - 0.00, 162 State Com 00, 263 Title III-A Bilingual - 0.	-	ry - 0.00	), 211 Titl	e I-A -







## **Curriculum, Instruction, & Assessment**

				Reviews			
Strategy Description	Elements	Monitor	Strategy's Expected Results	Formative		Summative	
				Nov	Feb	Apr	Jun
Comprehensive Support Strategy: PBMAS: Critical Success Factors: CSF 1  Address the Gaps in Students at risk of dropping out through Adaptive, Personalized Supplemental Learning  3) The District will determine what gaps students at risk of dropping out have and will provide adaptive, personalized supplemental learning devices with software in foundational content areas (ELA, Math, Science, Social Studies consisting of consisting of Texas, United States, and world history, government, and geography).  Population: All Students at risk of dropping out Timeline: August 2019- June 2020  CNA: SA#5, Progs#1,2, Progs-Title#3,7 & 9, Progs-Tech#1,4,5		Educational Technology Integration Specialist  Educational Technology, Digital Learning, and Innovation Director TST  Curriculum Specialists  Tech Services Adm.  Campus	Formative Results:  1. Survey 2. Instructional Observations 3. Student focus groups 4. Personalized technology goal 5. Weekly check of lesson plans 6. Weekly and/or six weeks evaluation of student projects and/or subject grades 7. Regular inspection of attendance records 8. Examination of semester passing rates  Summative Impact: 1. Test scores 2. End of Year grades 3. Electronic portfolios 4. Future Ready Survey results				
		Administration	<ul> <li>5. Benchmarks</li> <li>6. Summaries of annual performance reports</li> <li>7. Summaries of parent surveys</li> <li>8. Summaries of staff development evaluations</li> <li>9. Pass/failure rates</li> <li>10. Attendance/drop summary reports</li> </ul>				

Funding Source: 162 State Compensatory - 0.00







## **Use of Space and Time**

#### Vision

Establish a path to pedagogical change from traditional, lecture-based models to innovative, student-centered models that empower students, allowing them to be active learners through multimodal teaching and learning. Student agency will be facilitated through authentic, hands-on, experiential learning that is driven by inquiry, and guided by educators through technology-rich environments.

#### Goal

The district will create a district-wide PLE (Personal Learning Environment) in phases that focuses on district and campus leaders, teachers and staff, and students.

## Key Elements

- Flexible Learning; Anytime, Anywhere
- New Pedagogy, Schedules, and Learning
   Environment for Personalized Learning
- Competency-Based Learning
- Strategies for Providing Extended Time for Projects and Collaboration









**Performance Objective 2:** The BISD Future Ready Framework Technology Survey for Use of Space and Time will indicate progress **Evaluation Data Source(s) 1:** Future Ready Framework Survey results

					Re	eviews		
Strategy Description	Elements	Monitor	Strategy's Expected Results	Forma		Formative Summative		ative
				Nov	Feb	Apr	Jun	
Comprehensive Support Strategy: PBMAS: Critical Success Factors: CSF 3, CSF 7  Leverage Your Human Capital  1) The District will find innovators and early adopters among administrators, students, and staff to implement personalized learning that will foster and strengthen student-centered learning, digital learning environments, and learning management systems that will options to learn any time of day, from home, school and/or community.  Population: All Students Timeline: August 2019- June 2020 CNA: SA# 4, Progs#2, Progs-Title#6, Progs-Tech#2 PerC. 2		Educational Technology Integration Specialist  Educational Technology, Digital Learning, and Innovation Director  Curriculum Specialists  TST  Tech Services Adm.  Campus Administration	Formative Results: 1. Benchmarks 2. Classroom projects 3. Student competitions  Summative Impact: 1. Test scores 2. End of Year grades 3. Electronic portfolios 4. Future Ready Survey results 5. Benchmarks					







**Performance Objective 2:** The BISD Future Ready Framework Technology Survey for Use of Space and Time will indicate progress **Evaluation Data Source(s) 1:** Future Ready Framework Survey results

				Reviews				
Strategy Description	Elements	Monitor	Strategy's Expected Results	Formative		Summa	ative	
				Nov Feb	Apr	Jun		
Comprehensive Support Strategy: PBMAS: Critical Success Factors: CSF 4  Extending Opportunities for Student Learning During Holidays  2) The District will provide students in 1:1 classrooms the opportunity to take a device home to extend learning beyond the classroom.  Population: All Students Timeline: August 2019- June 2020 CNA: SA#2 Progs#4 Progs-Title#3, Progs-Tech#3)		Educational Technology Integration Specialist  Educational Technology, Digital Learning, and Innovation Director  Curriculum Specialists  TST  Tech Services Adm.  Campus Administration	Formative Results: 1. Benchmarks 2. Classroom projects 3. Student competitions  Summative Impact: 1. Test scores 2. End of Year grades 3. Electronic portfolios 4. Future Ready Survey results 5. Benchmarks					

Funding Source: 163 State Bilingual - 180000.00, 211 Title I-A - 150000.00







**Performance Objective 2:** The BISD Future Ready Framework Technology Survey for Use of Space and Time will indicate progress **Evaluation Data Source(s) 1:** Future Ready Framework Survey results

					Re	eviews	
Strategy Description	Elements	Monitor	Strategy's Expected Results	Format	tive	Summa	itive
				Nov	Feb	Apr	Jun
Comprehensive Support Strategy: PBMAS: Critical Success Factors: CSF 1  Provide Authentic Job-embedded Student Internships in Aerospace, Robotics, Coding, and Technology  3) The District will provide internship opportunities in the areas of Aerospace Engineering, Entrepreneurship, Robotics and Coding through foundational skills such as computational thinking, systems thinking, and design thinking  Population: All Students Timeline: August 2019- June 2020  CNA: SA# 4,9, Progs# 2 Progs-Title#3,9, Progs-Tech#4		Educational Technology Integration Specialist  Educational Technology, Digital Learning, and Innovation Director  Curriculum Specialists  TST  Tech Services Adm.  Campus Administration	Formative Results: 1. Benchmarks 2. Classroom projects 3. Student competitions  Summative Impact: 1. Test scores 2. End of Year grades 3. Electronic portfolios 4. Future Ready Survey results 5. Benchmarks				

Funding Source: 163 State Bilingual - 180000.00, 211 Title I-A - 150000.00







#### Vision

Establish, grow, and maintain a robust infrastructure through strategic partnerships and innovative support structures that are connected and proactive to promote anytime, anywhere, any device learning.

#### Goal

Establish an achievable, sustainable procurement policy that will ensure administrators, staff, and students have equitable access to technological devices.

## Key Elements

- Adequacy of Devices; Quality and Availability
- Robust Network Infrastructure
- Adequate and Responsive Support
- Formal Cycle for Review and Replacement





Implementing Robust Infrastructure





**Performance Objective 3:** The BISD Future Ready Framework Technology Survey for Robust Infrastructure will indicate progress **Evaluation Data Source(s) 1:** Future Ready Framework Survey results, Fixed Assets inventory Expenditure reports

				Reviews					
Strategy Description	Elements	Monitor	Strategy's Expected Results	Formative		Summa	ative		
				Nov	Feb	Apr	Jun		
Comprehensive Support Strategy: PBMAS: Critical Success Factors: CSF 2  Metrics for Success to Ensure a Deployment Plan  1) The district will establish a scorecard for successful investment in devices and other technologies prior to implementation ensuring a short-term deployment strategy that aligns to the district's longer-term technology plan as a preliminary step.  Population: All Students Timeline: August 2019- June 2020 CNA: SA#5-, Progs#2, Tech#4		Educational Technology Integration Specialist  Educational Technology, Digital Learning, and Innovation Director  Curriculum Specialists  TST  Tech Services Adm.  Campus Administration	Formative Results: 1. Score Card  Summative Impact: 1. Score Card 2. Purchasing Records						







				Reviews					
Strategy Description	Elements	Monitor	Strategy's Expected Results	Formative		Summative			
				Nov	Nov Feb	Apr	Jun		
Comprehensive Support Strategy: PBMAS: Critical Success Factors: CSF 1, CSF 4, CSF 5  Continuing Support for 1:1 Blended Learning in		Educational Technology Integration Specialist	Formative Results: 1. Benchmarks 2. Classroom projects 3. Student competitions						
Elementary  2) Third grade students will be provided with electronic tablets that will support literacy, writing activities and homework assignments. Additional areas of focus may		Educational Technology, Digital Learning, and Innovation Director	Improved connectivity of wired and wireless  Summative Results:  1. Test scores						
be supported as deemed necessary by the teacher, campus or district.		Curriculum Specialists	End of Year grades     Electronic portfolios						
Population: All Students Timeline: August 2019- June 2020 CNA: SA#4, Progs#2, Progs-Title#3, Tech#4,6		TST Tech Services Adm.	4. Future Ready Survey results compared to StarChart Surveys 5. Benchmarks						
		Campus Administration							







	Elements	nts Monitor		Reviews				
Strategy Description			Strategy's Expected Results	Formative		Summative		
				Nov	Feb	Apr	Jun	
Comprehensive Support Strategy: PBMAS: Critical Success Factors: CSF 6  Ensure Network Connectivity		Educational Technology Integration Specialist	Formative Results:  1) Score Card for appropriate connectivity of wired and wireless					
In order to ensure appropriate WIFI connectivity for all stakeholders, a speed test will be conducted across the district in the early fall, mid-year and spring.		Educational Technology, Digital Learning, and Innovation Director	networks  Summative Results:  1) Score Card for appropriate connectivity of wired and wireless					
Population: All Students Timeline: August 2019- June 2020 CNA: SA#4, , Progs-Title#3 Progs-Tech#4		Curriculum Specialists TST	networks					
		Tech Services Adm.						
		Campus Administration						







#### Vision

Our district ensures that data and data systems are readily available, easily comprehensible, and reliably secure to guide informed, policy-driven, decision-making that will develop data-literate educators who support student learning and safety & privacy as foundational elements of digital learning.

#### Goal

Brownsville ISD will maintain a data management system that provides appropriate and readily available access to student data, such as real-time data analytics, a data warehouse, and dashboards for teachers and leadership teams to inform instruction and decision making district-wide.



- Data and Data Systems
- Data Policies, Procedures, and Practices
- Data-Informed Decision Making
- Data Literate Education Professionals









**Performance Objective 4:** The BISD Future Ready Framework Technology Survey for Data and Privacy will indicate progress **Evaluation Data Source(s) 1:** Future Ready Framework Survey results, agendas, and presentations.

				Reviews					
Strategy Description	Elements	Monitor	Strategy's Expected Results	Formative		Summative			
				Nov	Feb	Apr	Jun		
Comprehensive Support Strategy: PBMAS: Critical Success Factors: CSF 2  Identify Data & Data Systems  1) The district will identify current data sources, review existing school improvement plans and determine places where increased use of data can help support existing goals and continuous improvement, by mapping them to key questions to be answered by this data.  Population: All Students Timeline: August 2019- June 2020 CNA: SA#5, Progs#2, Progs-Title#3 & 9, Progs-Tech#2, 6		Educational Technology Integration Specialist  Educational Technology, Digital Learning, and Innovation Director  Curriculum Specialists  TST  Tech Services Adm.  Campus Administration	Formative Results: 1. Benchmarks 2. Teacher observations  Summative Results: 1. Test scores 2. End of year grades 3. Survey						







				Reviews				
Strategy Description	Elements	Monitor	Strategy's Expected Results	Formative		Summative		
				Nov		Apr	Jun	
Comprehensive Support Strategy: PBMAS: Critical Success Factors: CSF 2  Review & Update Policies		Educational Technology Integration Specialist	Formative Results: 1. Benchmarks 2. Teacher observations					
2) The district will review and update policies and procedures to guide students, staff, parents, and community to ensure safety, privacy, and security.		Educational Technology, Digital Learning, and Innovation Director	Summative Results: 1. Test scores 2. End of year grades 3. Survey all stakeholders					
Population: All Students Timeline: August 2019- June 2020 CNA: SA#4, Progs#2, Progs- Tech#1,6		Curriculum Specialists TST						
		Tech Services Adm.						
		Campus Administration						







## **Community Partnerships**

#### Vision

Our district will strengthen and expand community partnerships to impact student learning, to raise cultural and global awareness through digital learning environments, and to increase parental engagement for a shared responsibility, while establishing the district role in our community.

#### Goal

Develop local and global community partnerships that include collaborative projects, digital learning environments, and relationships that advance the schools' learning goals.



- Local Community Engagement and Outreach
- Global and Cultural Awareness
- Digital Learning Environments as Connectors to Local/Global Communities
- Parental Communication and Engagement
- District Brand









**Performance Objective 5:** The BISD Future Ready Framework Technology Survey for Community Partnerships will indicate progress. **Evaluation Data Source(s) 1:** Future Ready Framework Survey results

		Monitor	Strategy's Expected Results	Reviews					
Strategy Description	Elements			Formative		Summa	ative		
				Nov	Feb	Apr	Jun		
Comprehensive Support Strategy: PBMAS: Critical Success Factors: CSF 5  Community Partnerships for Innovation & Edtech  1) The District will increase community partnership, focusing on entrepreneurship, innovation, and strategic planning that will facilitate educational technology.		Educational Technology Integration Specialist  Educational Technology, Digital Learning, and Innovation Director  Curriculum Specialists	Formative Results:  1. Attendance records 2. Surveys  Summative Results: 1. Attendance records 2. Surveys						
Population: All Students Timeline: August 2019- June 2020 CNA: SA#1-8, Progs#2, Progs-Title#3 & 9, Progs- Tech#4 (revision approved 3-18-2019)		TST Tech Services Adm.							
		Campus Administration							







**Performance Objective 5:** The BISD Future Ready Framework Technology Survey for Community Partnerships will indicate progress. **Evaluation Data Source(s) 1:** Future Ready Framework Survey results

					Re	eviews	
Strategy Description	Elements	Monitor	Strategy's Expected Results	Formative		Summa	ative
				Nov	Feb	Apr	Jun
Comprehensive Support Strategy: PBMAS: Critical Success Factors: CSF 5  Business Oriented Partnerships  2) The District will collaborate with the local chamber of commerce to network with local businesses to provide students with presentations entrepreneurship and soft/advanced skills needed in the workforce.  Population: All Students Timeline: August 2019- June 2020 CNA: SA#1-8, Progs#2, Progs-Title#3 & 9, Progs-Tech#4		Educational Technology Integration Specialist  Educational Technology, Digital Learning, and Innovation Director  Curriculum Specialists  TST  Tech Services Adm.  Campus Administration	Formative Results: Attendance records Surveys Presentations Agendas  Summative Results: Attendance records Surveys Presentations Agendas				







**Performance Objective 5:** The BISD Future Ready Framework Technology Survey for Community Partnerships will indicate progress. **Evaluation Data Source(s) 1:** Future Ready Framework Survey results

		Elements Monitor	Strategy's Expected Results	Reviews					
Strategy Description	Elements			Formative		Summa	ative		
				Nov	Feb	Apr	Jun		
Comprehensive Support Strategy: PBMAS: Critical Success Factors: CSF 5, CSF 6, CSF 7  Database of Leaders with Expertise in Edtech 3) The District will create a database of leaders with expertise in technology integration to provide classroom level partnerships.  Population: All Students Timeline: August 2019- June 2020 CNA: SA#1-8, Progs#2, Progs-Title#3 & 9, Progs-Tech#4		Educational Technology Integration Specialist  Educational Technology, Digital Learning, and Innovation Director  Curriculum Specialists  TST  Tech Services Adm.  Campus Administration	Formative Results:  Attendance records Surveys Presentations Agendas  Summative Results:  Attendance records Surveys Presentations Agendas						







**Performance Objective 5:** The BISD Future Ready Framework Technology Survey for Community Partnerships will indicate progress. **Evaluation Data Source(s) 1:** Future Ready Framework Survey results

			Strategy's Expected Results	Reviews					
Strategy Description	Elements	Monitor		Formative		Summa	ative		
				Nov	Feb	Apr	Jun		
Comprehensive Support Strategy: PBMAS: Critical Success Factors: CSF 1  Global Partnerships 4) The District will begin creating global partnerships utilizing GlobalSchoolNet.org.  Population: All Students Timeline: August 2018- June 2019 CNA: SA#1-8, Progs#2, Progs-Title#3 & 9, Progs-Tech#4		Educational Technology Integration Specialist  Educational Technology, Digital Learning, and Innovation Director  Curriculum Specialists  TST  Tech Services Adm.  Campus Administration	Formative Results:  Attendance records Surveys Presentations Agendas  Summative Results: Attendance records Surveys Presentations Agendas						







**Performance Objective 5:** The BISD Future Ready Framework Technology Survey for Community Partnerships will indicate progress. **Evaluation Data Source(s) 1:** Future Ready Framework Survey results

			Strategy's Expected Results	Reviews					
Strategy Description	Elements	Monitor		Formative		Summa	ntive		
				Nov	Feb	Apr	Jun		
Comprehensive Support Strategy: PBMAS: Critical Success Factors: CSF 1  Business Oriented Partnerships  5) The District will create partnerships with the City of Brownsville to ensure New Space Entrepreneur Academies are extended into the classroom through clubs and partnerships.  Population: All Students Timeline: August 2018- June 2019 CNA: SA#1-8, Progs#2, Progs-Title#3 & 9, Progs-Tech#4		Educational Technology Integration Specialist  Educational Technology, Digital Learning, and Innovation Director  Curriculum Specialists  TST  Tech Services Adm.  Campus Administration	Formative Results: Attendance records Surveys Presentations Agendas  Summative Results: Attendance records Surveys Presentations Agendas						







**Performance Objective 5:** The BISD Future Ready Framework Technology Survey for Community Partnerships will indicate progress. **Evaluation Data Source(s) 1:** Future Ready Framework Survey results

		Monitor	Strategy's Expected Results	Reviews					
Strategy Description	Elements			Formative		Summa	ative		
				Nov	Feb	Apr	Jun		
Comprehensive Support Strategy: PBMAS: Critical Success Factors: CSF 1  Parental Involvement & Training  6) The District will train parents on the use of MDM parent portal to monitor the instructional use of the devices.  Population: All Students Timeline: August 2018- June 2019 CNA: SA#1-8, Progs#2, Progs-Title#3 & 9, Progs-Tech#4		Educational Technology Integration Specialist  Educational Technology, Digital Learning, and Innovation Director  Curriculum Specialists  TST  Tech Services Adm.  Campus Administration	Formative Results:  Attendance records Surveys Presentations Agendas  Summative Results: Attendance records Surveys Presentations Agendas						







## **Personalized Professional Learning**

#### **Vision**

Expand ongoing access to high-quality personalized professional learning opportunities for teachers, administrators, and other education professionals that focus on providing job-embedded, authentic experiences that develop agency, leadership, and 21st century skills among all stakeholders.

#### Goal

The district will provide opportunities for personalized professional development through blended and online competency-based systems, while modeling 21st century skills.



- **Shared Ownership and Responsibility for Professional Growth**
- 21st Century Skill Set
- **Diverse Opportunities for Professional Learning Through Technology**
- **Broad-Based, Participative Evaluation**







Micro-Credentialing for PD





## **Personalized Professional Learning**

**Performance Objective 6:** The BISD Future Ready Framework Technology Survey for Personalized Professional Learning will indicate progress

Evaluation Data Source(s) 1: Future Ready Framework Survey results

		Monitor	Strategy's Expected Results	Reviews					
Strategy Description	Elements			Formative		Summa	ative		
				Nov	Feb	Apr	Jun		
Competency-Based Professional Development  1a) Teachers, school leaders, and district leaders will participate in a minimum of 12 hours of face to face technology professional development and/or 6 credits of competency-based micro-credentials annually to better prepare and assist with the integration of technology.  1b) Cohort teachers will participate in a minimum of 12 hours of face to face technology professional development and 12 credits of competency-based micro-credentials annually to better prepare and assist with the integration of technology.  Population: Teachers, School & District Leaders Timeline: August 2019 to May 2020 CNA: SA#4-5, Progs#2, Progs-Title#6, Tech#2&6		Educational Technology Integration Specialist  Educational Technology, Digital Learning, and Innovation Director  Curriculum Specialists  Deans  TST  Tech Services Adm.  Campus Administration	Formative Results: Benchmarks Projects  Summative Results: Standardized tests Survey Transcripts						









					Re	eviews	
Strategy Description	Elements	Monitor	Strategy's Expected Results	Formative		Summa	ative
				Nov	Feb	Apr	Jun
Comprehensive Support Strategy: PBMAS: Critical Success Factors: CSF 7  Media Specialists, Deans, Tech Administrators Technology Support Teachers  2) Campuses will allow the Media Specialists, Deans, Technology Administrators, and Technology Support Teacher (TST) adequate time daily to support their campus in the integration of technology into instruction.  Population: TSTs Timeline: August 2019 to May 2020 CNA: SA#4, Progs#2, Progs-Title#6&9, Tech#2&6		Educational Technology Integration Specialist  Educational Technology, Digital Learning, and Innovation Director  Curriculum Specialists Deans  TST  Tech Services Adm.  Campus Administration	Formative Results: Benchmarks Projects  Summative Results: Standardized tests Survey				
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			Reviews					
Strategy Description	Elements	Monitor	Strategy's Expected Results	Formative		Summa	ative	
				Nov	Feb	Apr	Jun	
Comprehensive Support Strategy: PBMAS: Critical Success Factors: CSF 7  Research-Based Professional Development  3) District, campus personnel and stakeholders will attend opportunities at the national, state, regional and in-district conferences to engage in research- based professional development that will support effective transformational reform strategies, best practices and student learning. (Title I-A & Title II-A)  Population: Teachers, School & District Leaders Timeline: August 2019 to June 2020 CNA: SA#4-5, Progs#2, Progs-Title#6, Tech#2&6		Educational Technology Integration Specialist  Educational Technology, Digital Learning, and Innovation Director  TST  Tech Services Adm.  Campus Administration	Formative Results: Benchmarks Projects  Summative Results: Standardized tests Survey					
	_		ds - 0.00, 162 State Con 63 Title III-A Bilingual - 0	•	ory - 0.00	), 211 Tit	le I-A -	







			Strategy's Expected Results	Reviews				
Strategy Description	Elements	Monitor		Formative		Summa	itive	
				Nov	Feb	Apr	Jun	
Comprehensive Support Strategy: PBMAS: Critical Success Factors: CSF 7		Educational Technology Integration	Formative Results: PLC meeting agendas, Sign-in sheets, PDS session rosters and evaluations. BISD					
Professional Learning Communities  4) Assist campuses with the development of traditional and online Professional Learning		Specialist  Educational Technology, Digital Learning, and	Instructional Feedback reports, PDS Session Evaluations, BOY/MOY/EOY data analysis reports					
Communities that are based both on content and sedagogy to build instructional capacity starting at the individual classroom level.		Innovation Director	Summative Impact: Improved Summary observation reports, STAAR scores, TPRI/TJL/CPALLS scores, TELPAS,					
Population: Teachers, School & District Leaders Timeline: August 2019 to May 2020 CNA: SA#4-5, Progs#2, Progs-Title#6,		Tech Services Adm.	TERRANOVA					
Tech#2&6		Campus Administration						
	_		al funds - 0.00, 162 State Comp 00, 263 Title III-A Bilingual - 0.0		ry - 0.00	, 211 Titl	e I-A -	





				Reviews					
Strategy Description	Elements	Monitor	Strategy's Expected Results	Formative		Summa	ative		
				Nov	Feb	Apr	Jun		
Comprehensive Support Strategy: PBMAS: Critical Success Factors: CSF 7  District Technology Conferences  5) The District will hold a technology conference, a teacher-led unconference, and a student-led conference at least once a year in order to promote and assist with the integration of technology in the classroom, school, and district and better prepare students and leaders for adopting innovation.  Population: all students, parents, teachers, and school/district leaders Timeline: August 2019 to June 2020 CNA: SA#4-5&9, Progs#2, Progs-Title#6, Tech#2&6, SPP#2		Educational Technology Integration Specialist  Educational Technology, Digital Learning, and Innovation Director  TST  Tech Services Adm . Campus Administration	Formative Results:  Benchmarks Projects  Summative Results: Standardized tests Survey Digital Portfolio						
			al funds - 0.00, 162 State Com .00, 263 Title III-A Bilingual - 0		ry - 0.00	, 211 Tit	e I-A -		





				Review			ews	
Strategy Description	Elements	Monitor	Strategy's Expected Results	Formative		Summa	tive	
				Nov	Feb	Apr	Jun	
Comprehensive Support Strategy: PBMAS: Critical Success Factors: CSF 7  Innovative Partnerships  (a) The district will establish a Microsoft Innovative Educator (MIE) partnership with Microsoft, a Apple Certified/Distinguished teacher program, and a Google Certified Teacher/Trainer/Innovator program. Through this training, the teachers will be discovering, highlighting and enabling innovation and achievement among students, teachers, and all school members.  Population: Teachers, School & District Leaders Timeline: August 2019 to June 2020 CNA: SA#4-5, Progs#2, Progs-Title#6,		Educational Technology Integration Specialist  Educational Technology, Digital Learning, and Innovation Director TST Tech Services Adm.  Campus Administration	Formative Results:  Benchmarks Projects  Summative Results: Standardized tests Survey Digital Portfolios					
Tech#2&6			ıl funds - 0.00, 162 State Com 00, 263 Title III-A Bilingual - 0.		ry - 0.00	, 211 Titl	e I-A -	





Elements	Monitor	Strategy's Expected Results	Format		Summa	tive
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E			1404	Feb	Apr	Jun
III S	Educational Fechnology, Digital Learning, and nnovation Director  FST  Fech Services Adm.  Campus	Formative Results:  Benchmarks Projects  Summative Results: Standardized tests Survey Digital Portfolio				
	unding So	Specialist  Educational Technology, Digital Learning, and Innovation Director  TST  Tech Services Adm.  Campus Administration  unding Source:199 Loca	Educational Technology, Digital Learning, and Innovation Director TST Tech Services Adm. Campus Administration  Projects  Summative Results: Standardized tests Survey Digital Portfolio  Tangus Administration  Projects  Summative Results: Standardized tests Survey Digital Portfolio  Summative Results: Standardized tests Survey Digital Portfolio	Educational Technology, Digital Learning, and Innovation Director  TST  Tech Services Adm.  Campus Administration	Specialist  Educational Technology, Digital Learning, and Innovation Director  TST  Tech Services Adm.  Campus Administration  Projects  Summative Results: Standardized tests Survey Digital Portfolio  Tata Tech Services Adm.  Campus Administration  unding Source:199 Local funds - 0.00, 162 State Compensatory - 0.00	Specialist  Educational Technology, Digital Learning, and Innovation Director TST Tech Services Adm. Campus Administration  Projects  Summative Results: Standardized tests Survey Digital Portfolio  Tatl  Tech Services Adm. Campus Administration  unding Source:199 Local funds - 0.00, 162 State Compensatory - 0.00, 211 Titl







### **Budget and Resources**

#### Vision

The district will plan for short and long term budgeting targets that maximize local, state, and federal funds through equitable financial & fiscal responsibilities regarding the establishment of a district-wide shift to digital learning.

#### Goal

The district will continue to support blended learning by budgeting and allocating resources for professional development, personnel, and devices as a district-wide shift to digital learning for all students, teachers, and leaders is established.



- Efficiency and Cost Savings
- Alignment to District and School Plans
- Consistent Funding Streams
- Learning Return on Investment

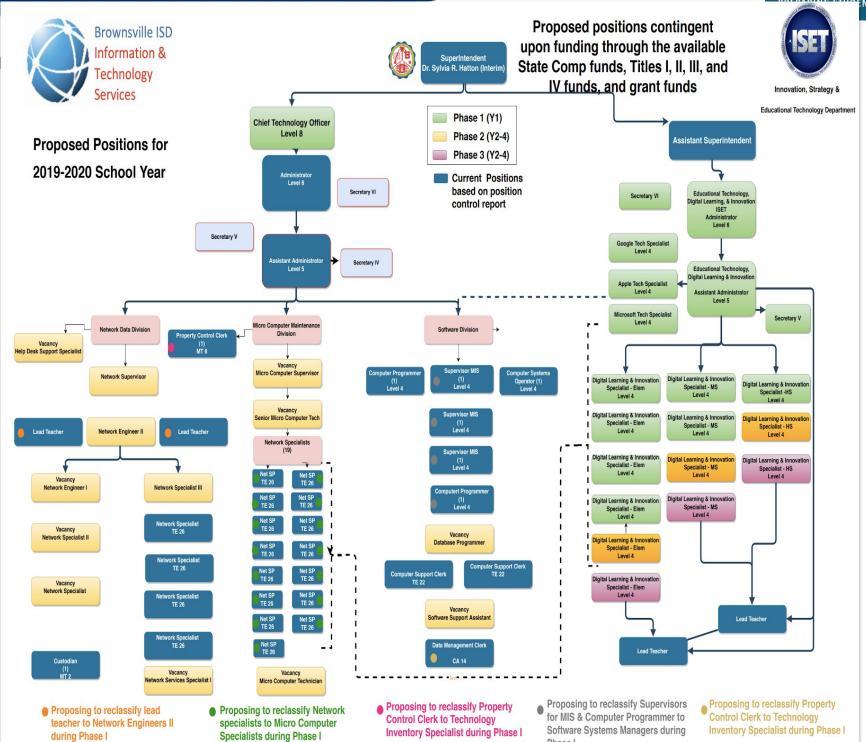




Use of Federal Funds











Performance Objective 7: The BISD Future Ready Framework Technology Survey for Budget and Resources will indicate progress Evaluation Data Source(s) 1: Future Ready Framework Survey results

Strategy Description					eviews	⁄iews		
	Elements	Elements Monitor Strategy's Expected Results	Forma	Formative		ntive		
				Nov	Feb	Apr	Jun	
Comprehensive Support Strategy: PBMAS: Critical Success Factors: CSF 1  Accessibility: Software and Platforms  1) The District will increase the accessibility for all students in technology based instruction across all subject areas by providing new software and platforms including Microsoft, Google and Apple, and hardware at the campuses for computer/ technology enhanced instruction. The district will utilize platforms such as GOGUARDIAN, CLEVER, and PAPERBASKET to analyze the return of investment for all softwares purchased by campuses and the district, It will analyze student usage, academic impact, student performance, etc.  Population: All Students Timeline: August 2018- June 2019 CNA: SA#1-7, Progs#2, Progs-Title#3 & 9,Tech#5		Educational Technology Integration Specialist  Educational Technology, Digital Learning, and Innovation Director TST Tech Services Adm.  Campus Administration	Formative Results: Budget reports Software Usage Reports Software Monitoring Reports  Summative Results: Budget reports Software Usage Reports Software Monitoring Reports					







## **Budget and Resources**

Strategy Description				Reviews					
	Elements	Monitor	Strategy's Expected Results	Formative		Summa	itive		
				Nov	Feb	Apr	Jun		
Comprehensive Support Strategy: PBMAS: Critical Success Factors: CSF 1  Breaking Down Budgetary Silos  1) BISD will define specific policies, implementation strategies, accountability metrics and timelines that will support a more efficient planning process across multiple budgets. BISD will measure factors like Return Of Investment (ROI) and bulk pricing in the budgetary planning process so that digital learning expenditures can be more clearly defined across the entire organization.		Educational Technology Integration Specialist  Educational Technology, Digital Learning, and Innovation Director TST  Tech Services Adm.  Campus Administration	Formative Results: Software Evaluation Rubric Reports Software monitoring/usage Summative Results:						
			al funds - 0.00, 162 State Comp 00, 263 Title III-A Bilingual - 0.		ry - 0.00	, 211 Titl	e I-A -		









## **Collaborative Leadership**

#### Vision

Instructional Leaders will establish indicators that follow emerging trends, model best practices, and promote a digital-age learning culture by encouraging the use of online PLCs and supporting the implementation of learning management systems for school communication based on a shared vision of graduating 21st century students, prepared for a changing world.

#### Goal

The district will empower leadership teams to collaborate and communicate in an open environment, in order to develop a digital learning environment, promote a digital-age learning culture, encourage the use of online PLCs, and participate in the implementation of personalized, competency-based online learning.



Qualities & Attributes



#### **Key Elements**

- A Shared Forward-Thinking Vision for Digital Learning
- A Culture of Collaboration, Innovation, Capacity Building, and Empowerment
- High-Expectations for Evidence-Based Transformations to Digital Learning
- Transformative, Coherent Thinking, Planning, Policies, and Implementation









## **Collaborative Leadership**

Performance Objective 8: The BISD Future Ready Framework Technology Survey for Collaborative Leadership will indicate progress Evaluation Data Source(s) 1: Future Ready Framework Survey results

Strategy Description Elements			MW / K		Re	eviews	
	Elements	lements Monitor Strategy's Expected	Strategy's Expected Results	Formative		Summative	
	(((-1))			Nov	Feb	Apr	Jun
Comprehensive Support Strategy: PBMAS: Critical Success Factors: CSF 1, CSF 2  Select a Model to Facilitate Change  1) Research and select or adapt a model that will guide the change that needs to take place in your district. Choose a research-based model based on context and needs as determined by a needs assessment such as Kotter's 8-Step Change Model, the Concerns-Based Adoption Model (CBAM), Rogers' Diffusion of Innovations, and Ely's Conditions for Change. Resources for becoming familiar with different models for facilitating change are available online and in print, like James Ellsworth's Surviving Change: A Survey of Educational Change Models, which provides an overview of a variety of models designed for different purposes.  Population: All Students Timeline: August 2019- June 2020  CNA: SA#1-8, Progs#2, Progs-Title#3 & 9, Progs-Tech#4		Educational Technology Integration Specialist  Educational Technology, Digital Learning, and Innovation Director TST  Curriculum Specialists  Tech Services Adm.  Campus Administration	Formative Results: Agendas Sign in Sheets Presentations Surveys  Summative Results: Agendas Sign in Sheets Presentations Surveys				







## **Collaborative Leadership**

Strategy Description					Reviews				
	Elements	Monitor	Strategy's Expected Results	Formative		Summative			
				Nov	Feb	Apr	Jun		
Comprehensive Support Strategy: PBMAS: Critical Success Factors: CSF 3  Recruit Agents of Change  2) Identify who the agents of change are at the district and school level. Kotter (1995) suggests that one of the key errors organizations make is not recruiting the right people to lead and facilitate change. Rogers (1983) identifies categories of individuals in terms of their response to innovations, suggesting that those who are both respected by others and open to trying new things should be included in the planning process, as their support is essential to the success of change efforts in an organization. Begin conversations, individual and collaborative, with these individuals, in order to establish a common set of issues to address and a sense of urgency for making changes to address them.  Population: Teachers, School & District Leaders Timeline: August 2019 to June 2020 CNA: SA#4-5, Progs#2, Progs-Title#6, Tech#2,3&6		Educational Technology Integration Specialist  Educational Technology, Digital Learning, and Innovation Director  TST  Curriculum Specialists  Tech Services Adm.  Campus Administration	Formative Results: Agendas Sign in Sheets Presentations Surveys  Summative Results: Agendas Sign in Sheets Presentations Surveys						







## **Collaborative Leadership**

Strategy Description Elen					Re	eviews	
	Elements	ments Monitor	Strategy's Expected Results	Formative		Summative	
				Nov	Feb	Apr	Jun
Comprehensive Support Strategy: PBMAS: Critical Success Factors: CSF 1 CSF 3 CSF 7  Establish a Plan for Change 3)Consider a "plan" for change. While change is necessary for continuous improvement, leading change is a complicated process that requires substantial attention and planning. The research on planned change (Ely, 1990; Fullan, 2005; Kotter, 2007) suggests that the following conditions must exist for change to occur: a perceived need to change clearly defined roles for leaders, teams, and individuals a clear and well-communicated vision necessary knowledge, skills, and resources estrong commitment by all stakeholders eshort-term success are built-in and rewarded new approaches are clearly connected to success.  Create a plan for change the addresses these components, and others that may arise during the needs assessment. Include leadership roles and responsibilities across stakeholders to gain buy-in and increase the chances for success.  Population: Teachers, School & District Leaders Timeline: August 2019 to June 2020 CNA: SA#4-5, Progs#2, Progs-Title#6, Tech#2&6		Educational Technology Integration Specialist  Educational Technology, Digital Learning, and Innovation Director TST  Curriculum Specialists  Tech Services Adm.  Campus Administration	Formative Results: Agendas Sign in Sheets Presentations Surveys  Summative Results: Agendas Sign in Sheets Presentations Surveys	SORATIVE LEAD			







## **Collaborative Leadership**

Strategy Description				Reviews				
	Elements Monitor	Monitor	Strategy's Expected Results	Formative		Summative		
		716	Nov	Feb	Apr	Jun		
Comprehensive Support Strategy: PBMAS: Critical Success Factors: CSF 2  BISD will conduct the Future Ready Framework Technology Survey  4) BISD will conduct the Future Ready Framework Technology Survey in Spring 2019 to create new passeline data for the district and campus technology eneeds assessment, setting new technology goals, and developing the strategies for technology for the 2019-2020 District Improvement Plan. (approved addition 3-18-2019) Population: Staff and students  Firmeline: February to May 2020  Population: Teachers, School & District Leaders Timeline: August 2019 to June 2020  CNA: SA#4-5, Progs#2, Progs-Title#6, Tech#2&6		Educational Technology Integration Specialist  Educational Technology, Digital Learning, and Innovation Director TST  Curriculum Specialists  Tech Services Adm.  Campus Administration	Formative Results: Agendas Sign in Sheets Presentations Surveys  Summative Results: Agendas Sign in Sheets Presentations Surveys	ORATIVE LEAD				
Tech#2&6		Administration Source:199 Loca	Il funds - 0.00, 162 State Com 00, 263 Title III-A Bilingual - 0.		ry - 0.00	, 211 Titl	e I-A -	