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Introduction

The Richmond County School System (RCSS), located in historic Augusta, Georgia, is home to over 31,000 students in 56 schools, making it the 10th largest school district in Georgia. With over 4,000 employees, RCSS is the third largest employer in Augusta-Richmond County. RCSS boasts the oldest public school in the South and the 5th oldest public school in America. Several RCSS schools are on the National Register of Historic Places. Although steeped in history, RCSS strives to move education forward and provide students with opportunities to succeed.

Motto

“Learning Today...Leading Tomorrow.”

Mission, Vision and Values Statements

This District Education Technology Plan is aligned to Richmond County School System’s mission, vision, core values, and Strategic Plan Goals and Objectives 2015-2019, as summarized below.

District Mission

Building a world class system through education, collaboration and innovation.

District Vision

RCSS will create a world-class, globally competitive school system where all students will graduate and are college/career ready.

Belief Statements

- Every person has the right to a quality education.
- Education is the shared responsibility of the individual, home, school, and community.
- Every person can learn.
- Respect and acceptance are essential for learning and personal development.
- A safe, healthy, and orderly environment is essential to learning.
- Communication is the key to understanding among people.
- Excellence cannot be compromised.

RCSS Technology Mission/Vision

The implementation of innovative and engaging Educational Technology will build upon the district's mission, vision and values by providing quality programs, activities, support, and services. This computer-based technology and Internet equity will improve student learning and enhance instructional and administrative effectiveness, resulting in optimal student preparedness for the future and global competition.

Current District Strategic Goals

High Academic Achievement and Success for All

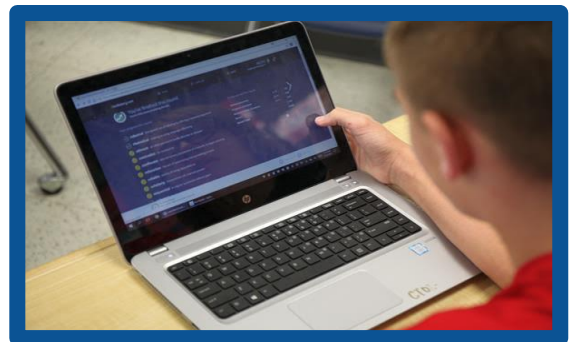
- Increase graduation rate
- Increase student performance at or above grade level
- Increase college, career, and workforce readiness

Community Engagement

- Establish internal and external community engagement initiatives
- Improve perceptions of RCSS
- Pursue and attract collaborative partnerships

Communication

- Establish and implement systems of communication for all division and schools
- Identify varied resources for two-way communications
- Increase effective communication



High Performing Culture and Workforce

- Hire and support a highly effective staff
- Develop and implement staff high standards and expectations
- Create succession planning

Operational Effectiveness

- Establish and monitor policies and procedures for effectiveness
- Increase service responsiveness and timeliness
- Improve the safety and orderliness of environments
- Develop a collaborative and efficient budgeting process

RCSS 2018 – 2021 Strategic Technology Goals



Executive Summary

The Richmond County School System Technology Plan details the overall technology goals and strategies required to improve student performance and school system operations. The strategic technology plan is designed to include relevant technology updates and changes over the course of the next 3 years. With the ever-changing technology environment, it is important to maintain flexibility in all relevant departments to accommodate the fluctuating technology needs.

Throughout the planning process the needs and desires of department leaders, students, and stakeholders were recorded and is presented in the Needs Assessment portion of the technology plan. These needs were instrumental in strategically constructing the goals of the plan found below.

Goal 1. Rigorous Engagement

- All students will leverage technology to achieve personalized learning goals through inquiry-based learnings, creativity, collaboration, communication, and critical thinking

Goal 2. Equitable Access

- All students and staff will have access to technology resources that are suitable to reach their educational needs.

Goal 3. Professional Development

- The Instructional Technology will engage all stakeholders in ongoing professional development; to have access and training to be proficient in the use of technology.

Goal 4. Infrastructure

- Establish a sustainable, secure, compliant, robust and reliable IT infrastructure that enables a consistent technology experience for all stakeholders.

Goal 5. Business Integration

- Implement technology to provide comprehensive standardized and user-friendly systems, allowing for growth ensuring interoperability and optimizing effective operations.

The Technology Plan Process

The Information Technology Department has built a 3-year technology plan to align with the District's strategic plan. Work was completed from November 2017- May 2018.

Factors considered in the plan development included:

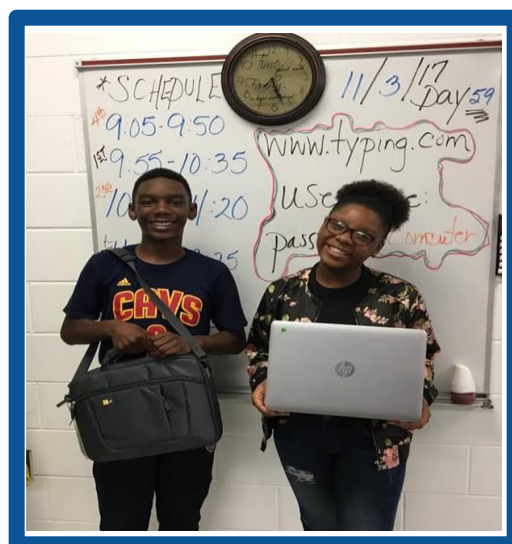
1. Aligning goals and objectives with District strategic goals
2. Alignment with ISTE Standards (International Society for Technology in Education)
3. Annual Systems Technology Budget
4. System-wide and School Technology Surveys
5. Implementing and maintaining best practices
6. Innovative and flexible learning strategies
7. Leveraging and expanding on the current infrastructure
8. Stakeholder input and feedback

The planning process involved identifying a planning committee and gathering feedback from students, teachers, staff, and community stakeholders through meetings, surveys with all administrative departments, and community discussions.

Surveys were sent to members of the following departments:

- Transportation
- Communications
- Curriculum
- Information Technology
- Professional Learning

Specifically, the student surveys solicited honest opinions and insight on ideal technology use in the classroom and their future aspirations for educational technology. The faculty survey sought to uncover technology priorities that supported innovative and engaging teaching and learning initiatives.



This five-month planning process encompassed bi-weekly meetings, which included representatives from the aforementioned departments in addition to the Budget and Finance and Maintenance committees.

Selection for the Strategic Technology Plan Full Committee was based on departmental leadership affecting school and operational impact. The committee met on the following occasions: December 12, 2017 as a formal introduction to RCSS Superintendent Dr. Pringle, January 1, 2018 for the introduction of the District Leadership Plan, March 6, 2018 for follow up, March 22, 2018 for extensive goal planning, and April 13, 2018 for data collection and needs assessments.

Strategic Technology Plan Full Committee:

- Shelly Allen – Director of Curriculum
- George Bailey – Director of Athletics
- Nanette Barnes - Director of Career Technology Agriculture Education
- Dana Bing – Nutrition Coordinator
- Renee Clayton - Athletics Secretary
- Ashlee Crawford – Instructional Technologists
- Latoya Doby-Holmes – Director Professional Learning
- Joseph Ebron – Information Technology Project Coordinator
- Erica Hart-Davis – Budget and Finance Asst. Director
- Lamonica Hillman – Area 1 Assistant Superintendent
- Kaden Jacobs – Director of Communications
- Linda Lamar – Director of Audits
- James Lunsford – Director of Information Technology
- Yasser Elsheikh – Technology Specialist Transportation
- Gina Hudson – Psychologist
- Matthew Johann – Coordinator of Assessments and Research
- Suzanne Lentz – Director of Technology
- Larry McAlevy – Assistive Technology
- Angela Pringle – Superintendent
- Darryl Stewart – Instructional Coordinator of Instructional Technology
- Jeff Tilley – Officer
- Glenn Todd – Assistant Director Energy Manager
- Brenda Walden – Sr. Executive assistant to Superintendent
- Crystal Walden – Human Resources Coordinator
- Chelsea Wright – Instructional Technologist Specialist

"Technology has now become the focus of today's youth, so it's only right that we somehow use technology to engage students in their education"

**RCSS
Student**

Needs Assessment

The following need assessments have been identified from findings gathered from the technology planning process, which involved identifying a planning committee and gathering feedback from students, teachers, staff, and community stakeholders through meetings, surveys with all administrative departments, and community discussions. The needs are categorized in areas with the most impediments and needing maximized attention.

Area	Need	Goal Area
Equipment	<ul style="list-style-type: none"> The implementation of technology standard and refresh plan for District Develop and implement a bring-your-own-technology (BYOT) and/or one-to-one computing that enables equitable access 	1 – Rigorous Engagement 2 – Equitable Access
Technology Infrastructure	<ul style="list-style-type: none"> Develop strategies, resources, and best practices that facilitate anytime/anywhere access to digital resources and activities by all students and staff within the district. This includes secure access to network resources and ensuring that critical technology applications and data can be recovered in a timely matter. 	1 – Rigorous Engagement 2 – Equitable Access 4 – Infrastructure 5 – Business Integration
Digital Content	<ul style="list-style-type: none"> Streamline evaluation and procurement of instructional and administrative resources that meet student achievement and management needs Technology tools appropriate to the course and curriculum will be used to enhance and reinforce student learning 	1 – Rigorous Engagement 2 – Equitable Access 3 – Professional Development 4 - Infrastructure

Needs Assessment *(continued)*

Area	Need	Goal Area
Professional Development	<ul style="list-style-type: none"> • Provide ongoing professional development on all levels of integrations for teachers and administrators • Professional learning personnel should be able to deliver content-based training that includes model technology integration • Provide different alternatives for professional development 	<p>1 – Rigorous Engagement</p> <p>2 – Equitable Access</p> <p>3 – Professional Development</p>
Instructional Strategies	<ul style="list-style-type: none"> • Differentiate educational opportunities for all learners teaching to multiple learning styles in order to meet the needs of all students, including special need and gifted students • Infuse inquiry-based learning strategies that connect curriculum and digital technologies throughout the instructional process • Implement touch keyboarding techniques for primary grades 	<p>1 - Rigorous Engagement</p> <p>2 – Equitable Access</p> <p>3 – Professional Development</p>
Enterprise Systems	<ul style="list-style-type: none"> • Seamless sharing of data content and services among systems and applications • Cross-functional collaboration on all major IT initiatives • Maximize sourcing strategies to enable delivery of services 	<p>3 – Professional Development</p> <p>4 – Infrastructure</p> <p>5 - Business Integration</p>

2018 – 2021 District Technology Plan

Goal 1: Rigorous Engagement

The Rigorous Engagement portion of the technology plan is designed to keep post-secondary preparation and college/career readiness at the forefront. Results of this goal will directly correlate with methods and skills that will be necessary in students' higher education careers, which will require the development of technology-integrated tasks and assignments. The district's technology professionals will be further ingrained into the technological fabric on an individual-school basis. Both students and teachers will benefit from this intentional, onsite presence and grow more comfortable and accustomed to engaging with educational technology.

The District will address the following goal and strategic initiative:

1. Rigorous Engagement

Goal Statement: *All students will leverage technology to achieve personalized learning goals through inquiry-based learnings, creativity, collaboration, communication, and critical thinking.*

- 1.1 Strategic Initiative: Create 21st Century classroom standards
- 1.2 Strategic Initiative: Identify teachers who will specifically teach technology skills
- 1.3 Strategic Initiative: Develop technology integrated tasks/projects to be included in the RCK12
- 1.4 Strategic Initiative: Research and implement Learning Management System
- 1.5 Strategic Initiative: Implement 1:1/BYOT Strategy
- 1.6 Strategic Initiative: Identify technology standard teaching plan by grade progression of learning

1.7 Strategic Initiative: Include the technology standards that are part of the relevant unit in the classroom

1.8 Strategic Initiative: Align ISTE standards with current curriculum

Goal 2: Equitable Access

The Strategic Technology Plan Full Committee and IT Department have formulated these goals with the belief that technology is a powerful tool to transforming learning. All students and staff will have robust and reliable access to technologies and digital resources. This access will render connectivity for all students, including those with special needs, which is suitable to surpass their educational requirements.

The District will address the following goal and strategic initiative:

2. Equitable Access

Goal Statement: *All students and staff will have access to technology resources that are suitable to reach their educational needs.*



2.1 Strategic Initiative: SPRINT 1 Million
– Internet Access

2.2 Strategic Initiative: Classroom without Walls (use computer labs to increase literacy)

2.3 Strategic Initiative: Provide reliable and standardize technology to all stakeholders (Administrator, Staff, teacher, students)

2.4 Strategic Initiative: Implement a 3 to 4-year refresh plan

2.5 Strategic Initiative: Expand online advance, virtual learning and recovery plan

2.6 Strategic Initiative: Expand integrated, adaptive technology and online assessments

2.7 Strategic Initiative: Simplify access to District's online resources and systems by deploying personalized web portal and enhancing learning experience

2.8 Strategic Initiative: Identify and virtualize applications that allow students to access learning resources from any browser

2.9 Strategic Initiative: Boys & Girls Club (use computer labs to increase literacy and STEM exposure

2.10 Strategic Initiative: Incorporate districtwide online assessments

Goal 3: Professional Development

With enhanced collaboration and learning as a primary goal, leaders districtwide understands that educators need continuous and timely professional development opportunities (PDs) and mentorship. The district's PD program is designed to allow teachers to:

- Improve their professional practice, model lifelong learning and exhibit leadership in their school and professional community by promoting and demonstrating the effective use of digital tools and resources.
- Participate in local and global learning communities to explore creative applications of technology to improve student learning.
- Exhibit leadership by demonstrating a vision of technology infusion, participating in shared decision making and community building, and developing the leadership and technology skills of others.
- Evaluate and reflect on current research and professional practice on a regular basis to make effective use of existing and emerging digital tools and resources in support of student learning.
- Contribute to the effectiveness, vitality, and self- renewal of the teaching profession and of their school and community.

The District will address the following goal and strategic initiative:

3. Professional Development

Goal Statement: *The Instructional Technology will engage all stakeholders in ongoing development; to have access and training to be proficient in the use of technology.*

3.1 Provide professional learning to all stakeholders in regards to SIP and PL plan

3.2 Provide Office 365 training to district leadership /C&I/PL/CTAE/SPED/Title

3.3 Incorporate and utilize SAMR, TPACK, and TIM models to promote technology integration

3.4 Utilize and model technology classrooms to promote technology integration

3.5 Provide technology PL that allows for content and technology integration

3.6 Increase school based support

Goal 4: Infrastructure

The District's improved infrastructure will serve as a conduit to everywhere, all-the-time learning. The technology infrastructure will support a heightened level of student engagement and provide ubiquitous access to technology tools. These robust and flexible improvements will further allow students to imagine, explore, and design. This system will provide powerful internet filtering, which will unlock new educational building blocks, while keeping students and faculty safe. This infrastructure goal will also maximize security efforts with an enhanced single sign on portal, a sustainable data center, and cloud storage solution.

The District will address the following goal and strategic initiative:

4. Infrastructure

Goal Statement: *Establish a sustainable, secure, compliant, robust and reliable IT infrastructure that enables a consistent technology experience for all stakeholders.*

- 4.1 Security Endpoint integration to insure security protocol districtwide
- 4.2 Increase WAN site fiber upgrade to 10GB for all Locations
- 4.3 Build sustainable data center
- 4.4 Implement business continuity and disaster recovery planning to reduce risk
- 4.5 Evaluate and implement cloud strategy
- 4.6 Implement flexible internet filtering solutions
- 4.7 Provide real-time monitoring system
- 4.8 Security endpoint integration to ensure security protocol
- 4.9 Standardize VOIP and Unified Communication districtwide
- 4.10 Automate role-based account provision
- 4.11 Centralized access control system district-wide (AD integration and SSO)

Goal 5: Business Integration

The IT Department will implement technology to provide comprehensive standardized and user-friendly systems, allowing for growth ensuring interoperability and optimizing effective operations.

The District will address the following goal and strategic initiative:

"...There should be more interactive websites for more classes ... and more technology days. There should be more access to laptops to increase the use of technology."

- RCSS Student

5. Business Integration

Goal Statement: *Implement technology to provide comprehensive standardized and user-friendly systems, allowing for growth ensuring interoperability and optimizing effective operations.*

5.1 Create operating system and classroom standard

5.2 Determine software/hardware needs assessment districtwide across all systems and determine interoperability

5.3 Selection and implementation ERP/HRIS enterprise system

5.4 Conduct process reviews and identify areas to streamline and eliminate paper processes

5.5 Integrate Nutrition Software with Infinite Campus

5.6 Print Solution to enable districtwide management

5.7 Centralize access control system districtwide

5.8 Research upgrade for body cameras

Appendix

Internet Acceptable Use Policy

It is the policy of the Richmond County Board of Education that employees and students should be furnished educational opportunities and resources to have access to Internet based instructional programs and administrative services. The primary purpose and mission of the Richmond County Board of Education is to educate students to become lifelong learners and productive citizens in the 21st Century. Technology plays a role in this mission by providing quality programs, information and learning activities along with support and services to improve student learning and enhance instructional and administrative effectiveness. The instructional use of interactive computer and web-based technology will prepare students for the future. Technology includes computer hardware, software, local and wide area networks and access to the Internet. Due to the complex nature of these systems and the magnitude of information available via the Internet, the Richmond County Board of Education has adopted guidelines regarding acceptable use to ensure that the technology users share in the technology resources in an effective, efficient, ethical and lawful manner.

It is the policy of the Richmond County Schools to: (a) prevent user access over its computer network to, or transmission of, inappropriate material via Internet, electronic mail, or other forms of direct electronic communications; (b) prevent unauthorized access and other unlawful online activity; (c) prevent unauthorized online disclosure, use, or dissemination of personal identification information of minors; and (d) comply with the Children's Internet Protection Act [Pub. L. No. 106-554 and 47 USC254 (h)]. Each school principal or site administrator in conjunction with the media/technology committee shall be responsible for communication and monitoring of the Richmond County Acceptable Use Policy.

Guidelines:

This Acceptable Use Policy applies to all students, faculty, staff, employees and visitors (both adults and minors). All users of the district wide area network and/or other electronic informational services must maintain strict compliance with all applicable ethical and legal rules and regulations regarding access. The school system reserves the right to monitor, access, and disclose the contents of any user's files, activities, or communications.

Availability of Access:



The Internet will be available to users for instructional and administrative purposes. The electronic information available to users does not imply endorsement by the Richmond County Board of Education. The use of the network is a privilege, not a right, and misuse will result in disciplinary actions, including cancellation of those privileges.

Security:

It shall be the policy of the Richmond County Board of Education that users maintain appropriate passwords to obtain access to the network. Login information, usernames, and passwords are confidential and it is the responsibility of the user to safeguard that information. Passwords should be at least 8 characters and should contain a number and a capital letter. At no time should any user login with another user's information.

While the Internet is an extremely valuable tool for educational research, information is accessible that may not be appropriate according to community, school, or family standards. The Richmond County Board of Education provides an Internet filtering system which blocks access to a large percentage of inappropriate sites. Specifically, as required by the Children's Internet Protection Act, visual depictions of material deemed obscene or child pornography, or any material deemed to be harmful to minors will be blocked by the web filtering system. Even though most objectionable sites are blocked, various entities create new inappropriate sites daily. If a questionable site or information is encountered, the same should be reported to the school's Media Specialist or to the Media and Instructional Technology Department. Staff members in Media and Instructional Technology will make every effort to block the site as quickly as possible.

Internet Safety:

It shall be the responsibility of all educators of the Richmond County Schools, including administrators, instructional supervisors, principals, teachers, media specialists, technology specialists, guidance counselors, instructional paraprofessionals and any other personnel having access to the online computer network for instructional purposes, to supervise and monitor usage of the online computer network and access to the Internet in accordance with this policy and the Children's Internet Protection Act.

A series of Internet Safety courses will be taught to all students in the Richmond County School System to provide education on appropriate online behavior, including interacting with other individuals on social networking websites and in chat rooms, safety and privacy, as well as cyberbullying awareness and response. School personnel have the discretion to provide such other training or to implement such other curricula, provided that such training or curricula meet the requirements of CIPA, as may be amended from

time to time. Any suggested topics or proposed curricula are intended as a guideline and in no way, replace or diminish the professional judgment and discretion of the administrators or school personnel implementing this policy.

CIPA DEFINITION OF TERMS:

Technology Protection Measure The term "technology protection measure" means a specific technology that blocks or filters Internet access to visual depictions that are:

1. OBSCENE, as that term is defined in section 1460 of title 18, United States Code;
2. CHILD PORNOGRAPHY, as that term is defined in section 2256 of title 18, United States Code; or
3. HARMFUL TO MINORS. The term "harmful to minors" means any picture, image, graphic image file, or other visual depiction that:
 - a. Taken as a whole and with respect to minors, appeals to prurient interest in nudity, sex, or excretion;
 - b. Depicts, describes, or represents, in a patently offensive way with respect to what is suitable for minors, an actual or simulated sexual act or sexual contact, actual or simulated normal or perverted sexual acts, or a lewd exhibition of the genitals; and
 - c. Taken as a whole, lacks serious literary, artistic, political, or scientific value as to minors.

Minor: Under Federal law, the term "minor" is defined as "an individual who has not attained the age of 17 years" (pursuant to 47 U.S.C. § 254(h)) and "any person under the age of eighteen years" (pursuant to 18 U.S.C. § 2256). For purposes of this policy, however, the term "minor" shall apply to any student properly attending a school within the Richmond County School System.

Sexual Act; Sexual Contact The terms "sexual act" and "sexual contact" have the meanings given such terms in 18 U.S.C. § 2246.

USER PROHIBITIONS: Users should NOT:

- A. Post, publish, send or create materials or communications that are defamatory, abusive, obscene, profane, sexually oriented, threatening, racially offensive, or illegal, or engage in any other type of behavior which constitutes bullying or harassment of any kind, or is in violation of the Code of Ethics for Educators, the Code of Student Conduct and Discipline, State law or federal law. Use the network for financial gain,

- advertising or commercial activity
- B. Transmit any material in violation of any United States or State regulation
- C. Post anonymous or forge electronic mail messages or alter, delete or copy another user's email
- D. Use the school's computer hardware or network for any illegal activity such as copying or downloading copyrighted software, music or images, or violation of copyright laws
- E. Download, install, or play any unauthorized program or content (even that created at home) on any school's computer or network
- F. Purposely bring any hardware on the premises or load any software that is designed to damage, alter, destroy or provide access to unauthorized data
- G. Attempt to vandalize or disassemble any network or computer component including the attempt to alter network or computer configuration
- H. Gain access or attempt to access unauthorized or restricted network resources or the data and documents of another person
- I. Send spam through email
- J. Use the network while access privileges have been suspended
- K. Bypass or attempt to circumvent network security, virus protection, network filtering, or policies

Employee Responsibilities:

- Employees must use good judgment and keep all passwords protected. Do not post a list of usernames and passwords where they may be seen by students or others. Never email usernames and passwords to unknown sources. The Richmond County School System Information Technology Department will never ask for passwords by email.
- When leaving a computer, always log off so to prevent unauthorized access to files or email.
- Students should always be supervised while using the Internet, computers, handheld devices or electronic resources.
- Email accounts are provided for professional use only. Email should not be used for personal gain or business related activities. Broadcasting of unsolicited messages is prohibited. All employees must request permission from the building administrator before sending any messages to an entire building's staff.
- If an employee brings a personal computer or handheld device, he/she must fill out a form to put the device on the network. The computer or device must have updated antivirus software. The device must be virus free and must not contain any unauthorized or inappropriate files.
- Employees may not download any unauthorized software onto

- Richmond County School System computers.
- Employees will use system-supported technology, including, but not limited to, Web 2.0 or equivalent resources (wikis, blogs, online collaborative environments, etc.) for educational use only and will refrain from accessing inappropriate information.
 - Employees must follow the Code of Ethics for Educators, as well as any other applicable laws or regulations.
 - Employees shall act in good faith to enforce the operation of technology protection measures while school computers with Internet access are being used.

Student Responsibilities:

- Students should not use the Internet for purposes other than instructional assignments related to the curriculum.
- Students will use system-supported technology, including, but not limited to, Web 2.0 or equivalent resources (wikis, blogs, online collaborative environments, etc.) for educational use only and will refrain from accessing inappropriate e information.
- Students must follow teacher directions for Internet related assignments.
- Students must heed prohibitions and Internet Safety rules.
- Students should participate in any and all training as instructed by school personnel.
- Students will follow all applicable rules related to Internet, computer or digital device use contained within the Student Code of Conduct and Discipline.
- Students should take precautions when using the network. Internet safety is a great concern of the Richmond County Board of Education.

For Internet Safety, Students Should:

- Never provide last name, address, telephone number, or school name online.
- Never respond to and always report any messages that make the student feel uncomfortable or that are from an unknown origin.
- Never send a photo of themselves or anyone else.
- Never arrange a face-to-face meeting with someone they met online.
- Never open attachments or files from unknown senders.
- Always report any inappropriate sites observed.

Usage of Web-Enabled Devices and/or Personal Computers

The use of web-enabled devices or personal computers on campus is a privilege that the school grants to students who are willing to assume the responsibilities outlined in the Richmond County Acceptable Use Policy and Procedures. This usage policy also applies to the web-enabled devices checked out by the school. All guidelines in the Richmond County Board of Education Acceptable Use Policy continue to apply when a student brings a personal laptop computer or other web-enabled device for use on campus.

Failure to follow the Acceptable Use Policy violates the requirements as set forth by the Official Code of Georgia and the Children's Internet Protection Act (CIPA).