

East Baton Rouge Parish School System

Technology Plan

Adopted on April 19, 2007

East Baton Rouge Parish School System Technology Plan

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East Baton Rouge Parish School System Technology Plan

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The East Baton Rouge Parish School System does not discriminate on the basis of race, color, national origin, gender, age or qualified disability.

East Baton Rouge Parish School System Technology Plan

INTRODUCTION / OVERVIEW

Executive Summary

The East Baton Rouge Parish School System Technology Plan is aligned to the Louisiana State Technology Plan, which outlines the state's vision for educational technology. It is also aligned to the District Strategic Plan and Accountability Plan. The East Baton Rouge Parish School System Technology Plan presents the district vision and overarching goal for technology and steps required to put the plan into action. Moving the plan from the abstract to reality requires strong support from internal and external stakeholders – district and school leaders, teachers and other employees, parents, business and community leaders and other community members.

Four Action Steps (goals) are addressed in this plan to assist the East Baton Rouge Parish School System in developing technology-rich learning environments supported by all stakeholders. These Action Steps are supported by (1) statements of current status; (2) benchmarks (objectives) to be achieved by 2014; (3) strategies to assist in meeting the benchmarks; and (4) evaluation strategies and timelines.

Prominent features of this updated plan include:

- Recognition that technology proficiency and support of district and school-based instructional leadership is required for technology to achieve its full potential in the classroom
- A high priority on developing a district technology-use model plan, embedding high quality, technology standards-based 21st Century Literacy skills activities into the district curriculum, and provision of staff development for all educators
- An emphasis on promoting online safety and ethical use of communication technologies by both students and educators
- Organization of a district leadership structure to manage all technology adoptions and acquisitions
- An acknowledgement of the need for on-going effective professional development for all educators and staff to enhance their technology proficiency
- An emphasis on using online courses and learning spaces to enhance educational opportunities for students and educators
- A commitment to decrease the student-to-computer ratio and increase the number of model technology classrooms
- Recognition that implementation of the plan requires on-going robust funding streams to increase access and usage of technology by students and educators

This plan will require frequent review and must be updated at least every three years to meet changing needs and goals of the district. The E-Rate portion of this plan (Appendix E) will be revised annually to match current E-Rate requirements. It is essential that all stakeholders recognize that meeting the needs of students and educators will require sustained funding to maintain or replace current technologies with emerging technologies and to provide the user support and training required for effective utilization of technology. The East Baton Rouge Parish School System reserves the right to modify this plan due to any changes in the human and financial resources available to the district.

VISION

Technology is an essential tool used routinely and effectively by all learners and educators to advance student academic achievement and the acquisition of 21st Century Literacy Skills and to support the goals and values of the East Baton Rouge Parish School System.

OVERARCHING GOAL

To equip, educate and empower all East Baton Rouge Parish School System learners and educators to utilize technology-rich learning environments that prepare students to succeed as citizens, workers, and leaders in a digital world

CORE BELIEF STATEMENTS

- All learners - regardless of age, gender, socioeconomic status, school setting, learning style, or special needs - and educators benefit from technology-rich environments that support 21st century learning.
- All learners, educators, and employees benefit from training delivered face-to-face and/or online to support efficient and effective use of technology systems, programs, and tools.
- All levels of leadership benefit from training that increases their capacity to support educators' application of 21st Century Literacy skills in the classroom.
- All learners and educators benefit from access to a curriculum that incorporates technology-rich, rigorous learning activities that advance academic learning and support acquisition of 21st Century Literacy skills.
- All stakeholders benefit from advances in student achievement obtained through distance courses and other online opportunities.
- All stakeholders benefit from advances in student achievement in technological skills acquired in technology-rich learning environments supported by sufficient funding.
- All decisions related to the acquisition of technology systems and programs are based on sound instructional, curricular, and student needs and system goals, not just the availability of new technologies.
- All learners and students benefit from access to rich online educational content that supports the EBRPSS Curriculum.

DEFINITIONS OF TERMS

Frequently people use the same words or phrases to mean different things. The definitions of some of the important technology and other terms used frequently in this plan are listed below to clarify what is meant when the word or phrase is used *in this document*.

EBRPSS Curriculum is the locally developed and approved curriculum used in basic content areas of English language arts and reading, mathematics, science and social studies. This curriculum is aligned with the Louisiana Comprehensive Curriculum, including state standards and benchmarks and with the Louisiana Accountability Program.

Electronic-Learning (E-Learning) is an umbrella term for providing instruction online over the public Internet, private distance networks or in-house via an intranet, videoconferencing or other technology-based platform.

Electronic Registrar Online (ERO) is a web-based system used for registration in professional development courses and workshops and for tracking of continuing learning units (CLUs.)

ISTE see National Educational Technology Standards (NETS)

Louisiana Virtual School is an online environment sponsored by the Louisiana Department of Education through which high school and middle school students can enroll in courses for academic credit. Course delivery is through an online course management system (Blackboard) with a teacher in a remote location and can be accessed on any Internet capable computer. Student schedules are arranged to provide time during the school day to participate in the class, supervised by an onsite teacher/facilitator.

National Educational Technology Standards (NETS) is a term for national standards developed by the **International Society for Technology in Education (ISTE)** that define educational uses of technology that facilitate improvement in student achievement. There are three sets of standards: one for students, one for teachers, and one for administrators. NETS-S defines standards for students, integrating curriculum and technology, technology support, and standards for student assessment and evaluation of technology use. NETS-T is a comprehensive set of performance-based technology foundation standards for all teachers reflecting fundamental concepts and skills for using technology to support teaching and learning. NETS-A identifies knowledge and skills constituting the "core" of what every PK-12 administrator needs to know about and be able to do with technology regardless of specific job role.

Quality Support Teams (QST) are school monitoring teams that assist schools with data analysis and that conduct quarterly Walk-Through observations to determine progress made toward the implementation of School Improvement Plans.

Teaching Learning and Technology Center (TLTC) is one of eight regional centers offering professional development for educators under the direction and sponsorship of the Louisiana Department of Education. Due to the size of Region 2, of which EBRPSS is a member district, there are two regional training centers, with the primary center located in St. Tammany Parish and a satellite location at the EBRPSS Christa McAuliffe Center.

Technology Integration is a term used by educators to describe effective uses of technology by teachers and students in K-12 classrooms. Teachers use technology to support instruction in English language arts, social studies, science, mathematics, and other content areas. Effective

technology integration in a classroom teacher's practice empowers learners to be actively engaged in their learning through hands-on activities.

Technology-Rich Environment is a term used to indicate a learning space that has the technology resources required to support effective teaching and learning with technology. The state defines a model classroom as one that contains a minimal ratio of 4:1 student-to-network computer, one network teacher computer, one network printer, and a large screen display. In addition, a technology-rich environment includes access to educational software that addresses critical thinking and creativity skills, a scanner, digital camera, and other technical devices such as, where appropriate, science probes, graphing calculators, and handhelds or laptops.

Technology-Use Model Plan is a term used to describe a plan that guides and assists educators and other staff in using technology tools and resources routinely and effectively to improve teacher productivity, classroom management, and student learning.

21st Century Literacy is a term that refers to the skills required in a digital world, including the ability to use a variety of textual, visual, auditory, and other formats accessed through technology devices to construct knowledge and think critically and creatively and the ability to use technological communication, information processing, and research skills to produce and innovate.

Videoconferencing is a technology system that connects two or more groups at different locations so that they can communicate, interact, and share information through audio and video links that enable face-to-face and voice-to-voice communication, using specialized equipment carried over wiring using the Internet, satellite connections, or microwave signals.

Action Step 1: Strengthen Leadership

Leaders at all levels will support systemic change through transformational leadership while monitoring effective use of instructional technology that supports standards-based school improvement efforts.

Current Status:

1. Some, but not all district educational administrators/leaders emphasize staff development as a key component of leadership to achieve effective technology integration in the classroom.
2. Some, but not all district educational administrators/leaders model technology integration and offer assistance to teachers who need it.
3. Some, but not all district educational administrators/leaders ensure that technology integration is a seamless component of daily instruction.
4. Some, but not all district educational administrators/leaders monitor technology usage at the administrative, teacher, and student levels to ensure appropriate and ethical technology use.

Benchmarks 2014:

1. **By 2014 all district educational administrators/leaders will participate in professional technology development designed for leadership offered by the district and at least 80% will be technology proficient according to state adopted standards defined in the International Society for Technology in Education's National Education Technology Standards for Administrators (NETS-A).**
 - Conduct a technology skills assessment of all district and school administrators to establish baseline data
 - Require all district and school-based instructional leaders to attend and complete district or state technology leadership training
 - Implement authentic assessment of the technology proficiency of returning and newly hired personnel
2. **By 2014 all district educational administrators/leaders will include components of effective technology integration in the development of school improvement plans. District leaders will implement a district model plan requiring teachers to use technology effectively for administrative tasks and classroom instruction.**
 - Incorporate and monitor higher level use of technology, ensuring alignment with overall federal, state, and district educational technology in school improvement plans and accountability goals
 - Develop a district technology-use model plan outlining the strategies required for teachers to effectively utilize technology for administrative tasks and classroom instruction. The model will align professional development with effective implementation of the district technology-use model.

3. **By 2014 all district educational administrators/leaders will routinely model appropriate use of technology resources to support administrative and instructional functions.**
 - Provide regular and on-going training for administrators in the use of all district software programs
 - Distribute copies of the district Network and Internet Acceptable Use Policy to all newly hired personnel
 - Establish the position of District Network and Internet Use Coordinator in the Department of Technology Services

4. **By 2014 all district educational administrators/leaders and district curriculum staff will integrate 21st Century Literacy Skills.**
 - Develop a district 21st Century Literacy Framework aligned with Louisiana K-12 Educational Technology Standards and ISTE National Educational Technology Standards (NETS)
 - Develop learning activities incorporating grade-level appropriate 21st Century Literacy skills into EBRPSS Curriculum activities
 - Provide professional development on the 21st Century Literacy Framework and curriculum activities for district and school instructional leadership and Instructional Management Teams (IMT)
 - Provide oversight, monitoring, and assistance in the implementation of activities
 - Increase by 20% the number of teachers and students engaged in the use of technology to enhance academic learning

5. **By 2014 annually, all district educational administrators/leaders will assess technology resources (telecommunications, hardware, software, services, etc.) to ensure that they are meeting the instructional and business needs of the district.**
 - Establish the East Baton Rouge Parish School System Technology Council, composed of teachers, school administrators, and district administrators to oversee and approve technology budgets, software, donations, and equipment purchasing to ensure the effective use of technology in teaching

6. **By 2014 all district educational administrators/leaders will use a variety of emerging technologies (i.e. email, voice technologies, and school and district intranet) as primary sources of communication.**
 - Establish the position of District Network and Internet Use Coordinator in the Department of Technology Services
 - Require schools to maintain and update web pages to include parent resources that support the curriculum, school and district events, and other appropriate information
 - Encourage teachers to maintain and update web pages to include homework, weekly content focus of instruction, parent resources to help support the curriculum, student products, and other appropriate information

Evaluation Strategies and Timeline:

Evaluation Strategy	Frequency	Timeline
Electronic Registrar Online (data on participants in technology leadership training)	Annual	Spring
Authentic assessment system for educators developed and implemented	Develop 2007 2008-2009	Summer 2009
Monitor implementation of technology components in the School Improvement Plan using the state's Degree of Implementation Guide (DIG)	Annually	Spring
Job description and hiring documentation for District Network and Internet Use Coordinator	When approved and adopted	As per Board approval
Principal Walk-Throughs (classroom observations)	As required by district	Fall, Spring semesters
Compile data on technology integration from state survey and QST forms	Annually	Spring
21 st Century Literacy Framework	Develop 2008 Conduct annual review	Summer Annually
District Technology Council roster and meeting agendas	Quarterly or as needed	Fall, Winter, Spring, Summer
21 st Century Literacy skills activities embedded in EBRPSS Curriculum	Revise 2007-2008 Review annually	Spring 2008 Annually, as needed

Strategies: Listed under benchmarks

Action Step 2: Improve Teacher Training

Educators will participate in effective professional development to ensure that technology and other educational resources available in schools are being used to enhance student learning.

Current Status:

1. EBRPSS provides high quality professional development including, but not limited to, curriculum-based technology integration courses, productivity courses, online services via handheld technology, and online classes. Face-to-face training is offered at regional/district centers and at school sites upon request.
2. EBRPSS offers online access through Blackboard to the district curriculum, which includes model lesson plans enhanced with technology.
3. EBRPSS currently receives annual Federal competitive EETT grant monies, which fund the TLTC Region 2 satellite location at Christa McAuliffe Center as well as funding for operation of the district instructional technology training for educators.
4. EBRPSS offers online K-12 database resources and accompanying professional development on using these resources.
5. EBRPSS provides a multidisciplinary Assistive Technology Team that offers professional development opportunities and assistance for special needs throughout the district.

Benchmarks: 2014

1. **By 2014 80% of all educators will be proficient in the use of technology to enhance student learning.**
 - Develop/adopt Educator Proficiency Assessment (performance-based) to determine each teacher's level of proficiency
 - Increase by 20% annually the number of educators participating in on-going professional development designed to raise levels of participants to proficient
 - Offer face-to-face and/or online professional development opportunities that address the International Society for Technology Education Foundation's National Educational Technology Standards for Administrators, Teachers and/or Students
 - Train educators on the district technology-use model to support classroom management and instruction
 - Ensure that at least 50% of educators at each campus are trained in an Internet safety course, such as i-SAFE (These individuals will redeliver the curriculum at appropriate grade levels to students and to parents.)
 - Strengthen on-going collaboration among Curriculum and Instruction, Professional Development, and Instructional Technology Departments
2. **By 2014 all teachers will use with fidelity the adopted technology embedded in the EBRPSS Curriculum as a result of engaging in professional development activities offered locally or by regional TLTC.**

- Increase by 20% annually the number of teachers and students engaged in the use of technology to enhance curriculum-based learning
 - Require the inclusion of professional development in educational technology in Personal (Professional) Growth Plans
 - Offer district and/or site-based curriculum integration trainings based on individual or school needs as evidenced by district documentations such as School Improvement Plan, QST recommendations and ERO data
- 3. By 2014 80% of all educators will be proficient in district software to perform administrative tasks efficiently.**
- Provide on-going training in current job related administrative software (i.e., digital records, electronic grade books, IEP creation, attendance and planning, EBRPSS web services, online course management system, assessment software, school/teacher web portals, and textbook and library management software)
 - Provide assistance for educators in using the EBRPSS electronic communication systems with colleagues, professionals, community members, and parents
- 4. By 2014 all educators will receive instructional technology support on an on-going basis from a school/district technology facilitator so that there will be at least one half-time instructional/technology person to support every site or every 20-30 teachers.**
- Allocate sufficient funds and resources for professional development and technology support personnel
 - Strengthen professional development in technology integration for curriculum team members and other district instructional personnel to equip them to include technology support as they provide onsite support and/or training for educators
 - Continue employment of district Instructional Technology Facilitators to provide a comprehensive technology integration professional development program aligned with the EBRPSS Curriculum

Evaluation Strategies and Timeline:

Evaluation Strategy	Frequency	Timeline
Educator Proficiency Assessment	Develop 2007 Annually	Spring
ERO data (# of educators enrolled in technology courses)	Annually	Spring
QST data (classroom observations of technology integration)	3 times per year	Fall, Winter, Spring
School Improvement Plans as they relate to technology	As required by state or district	Spring
Principal observations and walk-throughs	As required by district	Fall, Spring
District ERO database (data on all trainings conducted in district labs)	Annual	Spring

State mandated School, District, and Teacher Technology Survey data on teacher and administrator professional development	Annual	Spring
Instructional Technology budget	Annual	Summer

Strategies: Listed under benchmarks

Action Step 3: Support E-Learning and Virtual Schools

In the past few years there has been significant growth in organized online instruction and virtual schools, such as the Louisiana Virtual School (LVS), making it possible for students at all levels to receive high quality supplemental courses or full courses of instruction personalized to their needs. Traditional schools are turning to these services to expand opportunities for students, meet increased course requirements for high school students, and offer professional development for teachers. Videoconferencing offers opportunities for collaboration and course sharing among schools.

Current Status:

1. EBRPSS currently has interactive videoconference capabilities at 15 district schools and at the district training facility. This technology is used for professional development, curriculum enhancement and course sharing on a limited basis.
2. A limited number of teachers in EBRPSS use the Blackboard system as a complement to face-to-face instruction.
3. A limited number of EBRPSS students participate in E-Learning through the Louisiana Virtual School.
4. EBRPSS provides high quality online professional development including, but not limited to, curriculum-based technology integration, productivity courses, and other topics.

Benchmarks 2014:

1. **By 2014 the number of teachers and students participating in E-Learning programs to support district educational goals will increase from a baseline of 2% in 2006 to 25%.**
 - Establish the position of E-Learning Coordinator (The job description for this position will reflect the needs of the district Technology Plan.)
 - Partner with universities, LPB, and other teacher preparation providers to meet the need for continued e-instruction training for pre-service teachers
 - Provide assistance for students participating in LVS courses including texts and materials and online time during the school day monitored by a school staff person
 - Identify and disseminate information on credit recovery courses to appropriate students and provide training for counselors
 - Utilize creative scheduling to provide students without home Internet access with time to work online during the school day (Two schools will pilot the schedule in 2007-2008. The pilot will determine requirements for students and site facilitators.)
 - Train high school teachers in online course delivery and gradually introduce courses throughout EBRPSS (math, science, and advanced placement courses should be targeted first.)
 - The district E-Learning Coordinator will recommend new courses to LVS to meet the needs of EBRPSS students based on data collected in a student survey

- The district E-Learning Coordinator will provide a semi-annual report which includes: progress on partnerships with teacher preparation providers, student participation and success in LVS courses, new recommended courses for Louisiana Virtual High School, and other data

- 2. By 2014 the awareness of district educators, students, parents and the community of opportunities that expand access to educational programs will increase from a baseline of 5% in 2006 to 85%.**
 - Inform district and school administrators, teachers, parents and students of opportunities, including LVS, that the district and state provide
 - Create Blackboard site to provide information about opportunities and train target personnel at each school (guidance, instructional technology, administrators) on its use
 - Post information on the parent section of the EBRPSS website
 - Send information to all high schools for inclusion in the school course selection documents
 - Beginning in Spring 2007, promote courses during pre-registration period (i.e., courses offered and reasons to participate)
 - Provide posters about LVS offerings to all high schools

- 3. By 2014 the percent of EBRPSS teachers participating in online professional development to achieve and/or maintain a Highly Qualified status will increase from a baseline of 5% in 2006 to 25%.**
 - Increase participation of teachers in online professional development opportunities
 - Collaborate with Human Resources and Professional Development Departments to assess needs, identify teachers, and select courses to meet needs
 - Assist teachers with funding for online courses that prepare them to achieve and/or maintain Highly Qualified status
 - Increase the number and quality of online professional development opportunities for district teachers and administrators

- 4. By 2014, in order to support Louisiana High School Redesign recommendations and Diploma Endorsements, EBRPSS will increase the number of course offerings delivered to middle and high school students via interactive videoconference from a baseline of 0% in 2006 to 15%.**
 - Increase the number of middle schools utilizing videoconferencing for course delivery
 - Ensure that at least one videoconference course is offered at every comprehensive high school

- 5. By 2014, increase the use of interactive videoconferences in schools to participate in virtual collaboration for curriculum enhancement and for professional development from 15% in 2006 to 50%.**
 - Provide training, information and support for schools on virtual collaboration and field trip opportunities

- Establish guidelines for schools with minimum requirements for videoconferencing use by teachers
- Continue to utilize E-Rate and other funds to support videoconferencing services at schools
- Survey needs, identify and select additional schools at all levels to offer videoconferencing

Evaluation Strategies and Timeline:

Evaluation Strategy	Frequency	Timeline
School Technology Survey (enrollment data for EBRPSS students in Louisiana Virtual School)	Annual	Spring
Human Resources records (job description & hiring documentation for new personnel)	Once	As approved by Board
LVS (# of credit recovery courses offered)	Annually	Spring
Pilot school records (# of students participating in credit recovery courses)	2007-2008	Spring
New courses recommended to LVS	Annually or as needed	Spring
ERO (data on number of teachers taking online courses)	Annual	Spring
Usage data from videoconference service provider	Semi-annual	Winter, Spring
Data on schools with videoconference capability (number, level)	Annual	Spring

Strategies: Listed under benchmarks

Action Step 4: Encourage Improved Access and Technology Usage

Most public schools, colleges and universities now have access to high-speed, high-capacity hardware, software, and broadband communications. However, as new technologies evolve, improved access, usage and integrated, interoperable data systems that are current and well maintained can empower educators to transform teaching.

Current Status:

1. All district educational administrators/leaders have high-speed access to the East Baton Rouge Parish School System's wide area network at all campuses.
2. All students, teachers and administrators have access to computers and broadband connectivity in educational settings.
3. All district educational administrators/leaders, teachers and staff have access to the district's email communication system, collaborative communication systems, telephone notification system, business and instructional software systems at all campuses, and web space for all locations and teachers.
4. E-Rate, special tax funds, and other funding resources are used for broadband connectivity and network support.
5. Integrated data systems provide access to school performance data and analysis tools, accounting systems, payroll, human resources, student tracking data, and IEPs.
6. District provides instructional software network licenses for TimeLiner, Inspiration, and Kidspiration, MS Office Professional license for every PC, and a district Blackboard Enterprise license.
7. Seven district computer labs are available for professional development. Fifteen schools have interactive videoconference connectivity.
8. Support for instructional technology services includes seven instructional technology facilitators, twenty network specialists, help desk services, and a district webmaster.

Benchmarks, Target year 2014:

1. **By 2014 all students, teachers and administrators will have improved access to computers and broadband connectivity in all educational and administrative settings, and reliable telecommunication services for administrators and support services.**
 - Include a four-year maintenance agreement for new network servers and computers and replace network servers and computers every four years
 - Ensure that all schools have one or more open access labs with a teaching station (desktop, mobile, or handheld) to accommodate a full class
 - Provide additional services including wireless data systems, voice over IP, and video on demand at every location
 - Provide cell phones to administrators and support services for consistent communication
 - Maintain and improve broadband connectivity access rate

- 2. By 2014 provide sufficient budget for hardware, software, and telecommunication services to meet changing technology needs of schools.**
 - Establish budget line items for technology maintenance and a replacement plan to address aging technology resources, technology bandwidth, and technology infrastructure including wireless LAN in schools
 - Utilize E-Rate, local sales and property taxes, grants at the corporate, state and federal levels, and other funding sources and participate in LA State Contract purchasing opportunities that support school systems
 - Base budget requests on data from all administrative and instructional systems on the EBRPSS WAN to understand the relationship among decisions, allocation of resources, and student achievement

- 3. By 2014 the percentage of schools in which at least 80% of PK-12 classrooms exhibit a minimal ratio of 4:1 student-to-network computer, one network teacher computer, one network printer, and a large screen display will increase from a baseline of 10% in 2006 to 80%.**
 - Utilize local, state, federal, special tax funds, and grants to improve the ratio of students to Internet-enabled multimedia computers to 4:1 in at least 80% of district classrooms
 - Provide a network printer and a video projector in 80% of district classrooms
 - Increase the number of schools with access to large screen electronic white boards for teachers' use in instruction
 - Add additional network drops to meet needs of new technology and changing circumstances

- 4. By 2014 provide appropriate assistive/adaptive technology to address the unique requirements of persons with special needs.**
 - Implement a district procedure for inventory, maintenance, and replacement of adaptive technology as needed
 - Explore and adopt emerging technologies for students and educators with special needs

- 5. By 2014 the ratio of full-time technical support persons that provide high quality technical support and manage and maintain computers and networks will increase from a baseline of 1:1000 PCs in 2006 to 1:750 PCs.**
 - Increase the number of administrative and network specialists to ensure functionality of all network services
 - Provide on-going maintenance services for equipment that is out of warranty
 - Continue to provide funding for remote management software and systems to optimize operational efficiency

- 6. By 2014 the percentage of students that use age appropriate technologies and software that promote information, communication, and technology skills will increase from a baseline of 45% in 2006 to 85%.**
 - Provide opportunities for students to learn and apply 21st Century Literacy skills through appropriate activities incorporated into the EBRPSS Curriculum

- Provide a keyboarding software program for all elementary and middle schools and incorporate instruction in its use into the appropriate grade levels as specified by the 21st Century Literacy Framework
- Develop district standards for software that promotes critical thinking skills for classrooms and grade levels and define software to be placed in district schools
- Provide access for all teachers and students to a variety of electronic resources such as digital and video cameras, scanners, handhelds, graphing calculators, and science probes

7. By 2014 schools that provide parental access to school information, curriculum, and student grade and attendance records through a secure EBRPSS web portal will increase from a baseline of 2% in 2006 to 100%.

- Provide school and teacher web pages to include parental and curricular resources
- Provide district-approved, secure, web-based parental access to student information
- Provide on-going training for new administrators, teachers, and clerical staff in the method for data entry and the importance of data integrity
- Provide instructions to parents in the use of district web resources and online student data system via online announcements, flyers, email, and instruction

8. Through 2014 the board adopted district Technology Network and Internet Use Policy that addresses legal, social, safety and ethical issues will be reviewed annually and revised as needed.

- Communicate policy at district level and provide awareness training materials for faculty and students
- Develop clear and concise guidelines/procedures for online resources (i.e., web services, online grade book, attendance, and email system requirements)
- Continue delivery of Internet safety awareness lessons using i-SAFE America resources at all appropriate grade levels

Evaluation Strategies and Timeline:

Evaluation Strategy	Frequency	Timeline
Track district and school bandwidth utilization using web-filtering & management software reports	Annually	Late Spring
Technology budgets (local, federal and state funds; special tax funds; E-Rate funds)	Annually	Spring
State School and System Technology Survey Reports data (annual inventory of technology, # of model classrooms and labs at each school)	Annually	Spring, Summer

Inventory of adaptive/assistive technology	Annually	Spring
System/School Technology Plan updates and district policy revisions	Annually	Spring
Human Resources records of IT personnel	Annually	Late Spring
Classroom observations, QST, walk-throughs, and evaluations by faculty/principals	As designated by district and/or state	Annually or as required
Appropriate state and system reports (e. g., NCLB consolidated monitoring reports)	Annually	Late Spring
Department of Technology Service's telecommunication invoices	Monthly	Monthly
Department of Technology Service's records	Annually	Late Spring

Strategies: Listed under benchmarks

APPENDIX A

EAST BATON ROUGE PARISH SCHOOL SYSTEM

NEEDS ASSESSMENT DATA EAST BATON ROUGE PARISH SCHOOL SYSTEM NEEDS ASSESSMENT SUMMARY

List the System's strengths and weaknesses as identified by data collected.

System's Strengths	System's Weaknesses
Strengthen Leadership	
<p>The district has competent leadership that gives high priority to meeting the goals of the District Strategic Plan, including accountability goals.</p> <p>The district uses an assessment software system to assess student's mastery of curriculum and to provide diagnostic data for re-teaching available in all schools.</p>	<p>The district does not have a technology-use model plan or an articulated progression of 21st Century Literacy skills.</p> <p>District instructional administrators' understanding of technology integration that supports student learning is inconsistent.</p> <p>Some technology integration activities are included in the EBRPSS Curriculum but are not of the desired scope and depth to achieve technology literacy standards.</p> <p>The assessment software system requires frequent training of site staff and is time consuming for school staff responsible for its administration</p>
Improve Teacher Training	
<p>The district currently receives annual Federal competitive EETT grant monies, which fund the TLTC Region 2 Satellite location at Christa McAuliffe Center as well as funding for operation of the district instructional technology training for educators and the district employs four instructional technology facilitators.</p>	<p>Many educators do not have the knowledge and skills needed to use instructional software and online databases and other web resources effectively to improve student learning.</p> <p>Professional development in technology integration and utilization of existing technology resources is inconsistent across the district and school sites.</p>
Support E-Learning and Virtual Schools	
<p>The district has access to distance E-Learning opportunities through the Louisiana Virtual School.</p> <p>The district provides videoconference capabilities in 15 schools as of Spring 2007.</p>	<p>Few EBRPSS schools and students take advantage of E-Learning opportunities.</p> <p>Videoconference equipment is needed in additional schools and on-going training is critical to ensure effective use.</p>

Encourage Improved Access and technology Usage

<p>The district has an <i>average</i> 4.14:1 ratio of students to computers.</p> <p>The district has competent network and technical support staff and instructional technology facilitators who plan and deliver high quality technology staff development, both face-to-face and online.</p> <p>The current tax plan provides replacement and additional PCs, servers, and technical support to meet on-going needs.</p> <p>The current 5-year special tax plan is providing for the replacement/addition of over 5,000 instructional and administrative PCs.</p> <p>The district uses all E-Rate discounts available and complies with E-Rate policy.</p> <p>A robust wide area network and broadband Internet access are available to all district sites.</p> <p>The district provides district-wide access to some instructional software programs and provides training in their use.</p> <p>The district is providing access to online databases with high quality content in addition to state databases to support the curriculum.</p> <p>The district has an enterprise level license for an online course management and collaboration system.</p> <p>The district provides administrative technology-based solutions for all district and school business operations.</p> <p>The district provides a web system and space for all departments, schools and teachers.</p>	<p>Approximately 50% of schools have a student to computer ratio that is greater than 5:1.</p> <p>Frequent turnover in technology technical support staff due to the low pay scale reduces efficiency, and the number of instructional technology facilitators is not sufficient to meet district needs.</p> <p>The current tax plan expires in 2009 and renewal is critical to providing replacement and additional PCs, servers, and technical support to meet on-going needs. In addition, additional funding will be needed to achieve the goals for more staff development and support for classroom teachers in using technology to improve student achievement.</p>
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APPENDIX B

East Baton Rouge Parish School System

System Review Assurance

By signing this form, you confirm that your school board reviewed and approved the system Technology Plan for 2007-2014. This signed form is to be included with the system Technology Plan at the time of its submission to the State Department of Education.

WE HEREBY ACKNOWLEDGE THIS 19TH DAY OF APRIL, 2007 THAT WE HAVE REVIEWED AND APPROVED THE SYSTEM TECHNOLOGY PLAN FOR EAST BATON ROUGE PARISH SCHOOL SYSTEM.

Name

Signature

Charlotte D. Placide, Superintendent

Robert Stockwell, Chief Academic Officer

Patricia Haynes-Smith, President, School Board District 6

Derrick Spell, School Board District 1

Vereta Lee, School Board District 2

Darryl L. Robertson, School Board District 3

Tarvald A. Smith, School Board District 4

Jonathan C. Augustine, School Board District 5

Noel Hammatt, Vice-President, School Board District 7

Greg Baldwin, School Board District 8

Jerry Arbour, School Board District 9

Jill Dyason, School Board District 10

Jay Devall, School Board District 11

William P. "Bill" Black, School Board District 12

APPENDIX C

EAST BATON ROUGE PARISH SCHOOL SYSTEM

School Review Assurance

By signing this form, you confirm that you were issued a copy of the East Baton Rouge Parish School System Technology Plan for 2007-2014.

WE HEREBY ACKNOWLEDGE THIS 8TH DAY OF MAY, 2007, THAT WE HAVE REVIEWED AND ARE FAMILIAR WITH THE SYSTEM TECHNOLOGY PLAN FOR EAST BATON ROUGE PARISH SCHOOL SYSTEM. WE UNDERSTAND THAT OUR SCHOOL TECHNOLOGY PLAN SHOULD MIRROR THE SYSTEM'S PLAN AND SHOULD BE PART OF THE SCHOOL IMPROVEMENT PLAN.

CHARLOTTE D. PLACIDE, SUPERINTENDENT

School Name	Principal Name	Signature
Arlington Preparatory Academy	Morgan Forbes, Margot	
Audubon Elementary	Kornuta, Susan	
Banks Elementary	Bookter, Sonya	
Baton Rouge Magnet High	Greer, Nanette	
Baton Rouge Preparatory Academy	Helire Jr, Leroy	
Belaire High	Webb Jr, Robert	
Belfair Elementary	Clark, Laurette	
Bellingrath Hills Elementary	Clark, Mary	
Bernard Terrace Elementary	Daniels, Deborah	
BR Center for Visual and Performing Arts	Richterman, Mark	
Broadmoor Elementary	Harris, Lawrence	
Broadmoor High	Glueck, Daryl	
Broadmoor Middle	Ellerbee, Rebel	
Brookstown Elementary	Frazier, Sandra	

Buchanan Elementary	Batiste, Josephine	
Capitol High Girls	Lewis, Linda	
Capitol High Boys	Perry, Vincent	
Capitol Middle	Cole, Lamont	
Cedarcrest-Southmoor Elementary	Hammatt, Nancy	
Central High	Devall, Ronnie	
Central Middle	Cashio, John Jr.	
Claiborne Elementary	Douglas, Sandra	
Crestworth Elementary	Wilkinson, Brenda	
Crestworth Middle	Thomas, Angela	
Dalton Elementary	Ratcliff, Cynthia	
Delmont Elementary	Bienemy, Antoinette	
Dufrocq Elementary	Robvais, Mary	
Eden Park Elementary	Rolle, Joni	
Forest Heights Elementary	Jones-Kutz, Lacinda	
Glasgow Middle	Vordenbaum East, Nellwyn	
Glen Oaks High	August, Wilbert Jr.	
Glen Oaks Middle	Jones, Clarence	
Glen Oaks Park Elementary	Lastrapes, Cynthia	
Greenbrier Elementary	Gehling, Laurie	
Greenville Elementary	Collins, Mona	
Highland Elementary	Vansickle, Kaye	
Howell Park Elementary	Langlois, Mary	
Istrouma High	Jackson, Elisha	
Jefferson Terrace Elementary	McNeiland, Ruth	

Kenilworth Middle	Jackson, Viola	
LaBelle Aire Elementary	Lipscomb, Cynthia	
Lanier Elementary	Morrison, Deborah	
LaSalle Elementary	Mims, Kim	
Magnolia Woods Elementary	Walette, Donna	
McKinley High	Brown, Armond	
McKinley Middle	Green Graham, Joyce	
Melrose Elementary	Greenwood, Catherine	
Merrydale Elementary	Weaver, Stephanie	
Mohican Education Center	O'Quin, Christel	
North Highlands Elementary	Parker Jr., Leonard	
Northdale Academy	Friedrich, Patricia	
Northeast Elementary	Dominique, Mary	
Northeast High	Leblanc, Jessie	
Park Elementary	Spears, Marva	
Park Forest Elementary	Howell, Elizabeth	
Park Forest Middle	Smith, Adam	
Parkview Elementary	Church, Norma	
Polk Elementary	Matthews, Cheryl	
Prescott Middle	Bera, Elida	
Progress Elementary	Burke-Henry, Sarah	
Riveroaks Elementary	Shamlin, Shilonda	
Robert E. Lee High	Phillips, David	
Ryan Elementary	Brister, Darlene	
Scotlandville Elementary	Boudouin, Monica	

Scotlandville Magnet High	Davis, Howard	
Sharon Hills Elementary	Deloach, Marilyn	
Shenandoah Elementary	Sauer, Carolyn	
Sherwood Middle	Crawford, Phyllis	
South Boulevard Elementary	Miller, Cheryl	
Southdowns School	Slack, Mary	
Southeast Middle	Milton Jr., Hollis	
Staring Education Center	Joseph, Clara	
Tanglewood Elementary	Smith, Kathleen	
Tara High	Estess, Luanne	
Twin Oaks Elementary	Bordelon, Christa	
University Terrace Elementary	Daniel, Linda	
Valley Park Alternative	Mackie, Pamela	
Villa del Rey Elementary	Brewster, Dawn	
Wedgewood Elementary	Harris, Sheridan	
Westdale Heights Academic Magnet Elementary	Singer, Cheryl	
Westdale Middle	Brock, Sherry	
Westminster Elementary	Lay, Elizabeth	
White Hills Elementary	Varmall, Myra	
Wildwood Elementary	Kelly, Alyce	
Winbourne Elementary	Christian, Silas	
Woodlawn High	Newman, James	
Woodlawn Middle	Colvin, Shelly	

APPENDIX D

EAST BATON ROUGE PARISH SCHOOL SYSTEM

TECHNOLOGY PLAN DEVELOPMENT TEAM MEMBERS

Dates of Meetings: Friday, January 19, 2007
 Thursday, January 25, 2007
 Wednesday, January 31, 2007
 Thursday, March 1, 2007

NAME	OCCUPATION
Phyllis Heroy	Community Member
Jesse Noble	EBRPSS Chief Technology Officer
Herman Brister	EBRPSS Deputy Superintendent for Instructional Support Services
Gypsye Bryan	EBRPSS Director of Instruction, Federal Programs
Richard Capps	EBRPSS Administrative Director, Federal Programs
Stephanie Dixon	EBRPSS Instructional Technology Facilitator, Region 2, parent
Paula Fabre	EBRPSS Assistant Superintendent for Instructional Services, Area I, Elementary Schools
Nan Greer	EBRPSS Principal, parent
Diane Malison	EBRPSS Instructional Technology, Webmaster
Maria Pitre	EBRPSS Assistant Superintendent for Instructional Services, Area II, Middle Schools
Robert Stockwell	EBRPSS Chief Academic Officer
Honey East	EBRPSS Middle School Principal
Robbyn Wax	EBRPSS Middle School Librarian
Janet Stevens	EBRPSS Director of Career Services
Denise Beeman	EBRPSS Instructional Technology Facilitator
Wayne Berry	Community Member
Saleria Blue	EBRPSS Instructional Technology Facilitator, parent
Betty Brackins	EBRPSS High School Librarian
Terri Lawrence	Community Member, Educational Services Consultant
Jill Saia	EBRPSS Professional Development Specialist
John McCann	EBRPSS Assistant Superintendent for Instructional Services, Area III, High Schools
Gary Pang	EBRPSS Instructional Technology, Network Administrator
Betty Wilkerson	EBRPSS Middle School Assistant Principal
Betty Whaley	EBRPSS Director of Information Systems and Management Information Systems
Kirk Guidry	EBRPSS Director for Professional Development
Jennifer Baird	EBRPSS Assistant Superintendent for Accountability and Assessment
Patricia Carley	EBRPSS High School Librarian
Patty Fraser	EBRPSS Instructional Technology Facilitator
Theresa Grevious	EBRPSS Elementary School Librarian
Joanne Lamotte	EBRPSS Director of Reading and Curriculum & Instruction, Elementary
David Phillips	EBRPSS High School Principal, parent
Jo Ann Ponville	EBRPSS Instructional Technology Facilitator
Elizabeth Walsh	EBRPSS Director of Curriculum & Instruction, Secondary
Cathy Seal	EBRPSS Director of Library Services and Instructional Technology

Darlene Brister	EBRPSS Elementary School Principal
Napoleon Burrell	EBRPSS Program Manager, Network and Operations Services, parent
Lee Dixon	EBRPSS Director of Exceptional Student Services, parent
Mathew Dye	EBRPSS Instructional Network Specialist
Sharon Flanagan	Dean, Business and Technology Department, Baton Rouge Community College
Kimberly Hamilton	EBRPSS Middle School Librarian, parent
Paula Johnson	EBRPSS Assistant Superintendent for Instructional Services, Area IV, Elementary Schools
Stephen Loy	Louisiana Technology Park
Barbara McManus	Center for Excellence in Learning and Teaching, Louisiana State University
Eva Smill	EBRPSS Instructional Technology Facilitator
Robyn Vaughan	EBRPSS Instructional Technology Facilitator, parent
Darla Verrett	EBRPSS Technology Resource Specialist, Technology Services

APPENDIX E

EAST BATON ROUGE PARISH SCHOOL SYSTEM E-Rate budget

The Analysis Sheet was prepared in accordance with Section 54.508(b) of the FCC's Rules and Regulations, Chapter 1 of Title 47 of the Code of Federal Regulations.

SYSTEM: East Baton Rouge Parish School System	FUNDING YEAR: 07-08
Prepared by: Bettye Whaley	Date: 02/19/07

Specific E-Rate Service(s) Requested :			
Cellular Phone Service: Action Step 4, Benchmark 1			
Evaluation Activity for the service:			
Telecommunication bills will document usage.			
Current level/amount of service:	Level after E-Rate request is filled:	Budget\$ for system's share (for each charge involved in the service):	Planned budget source or line item for each amount:
\$87,000.00	\$80,400.00	\$12,060.00	EBRPSS Telecommunications Funds

NON-ELIGIBLE REQUIREMENTS TO MEET GOALS:

Hardware required:	Current level:	New required:	Budgeted:	Source of funds:
none				
Software required:	Current level:	New required:	Budgeted:	Source of funds:
none				
Professional development:	Current level:	New required:	Budgeted:	Source of funds:
none				
Retrofitting required			Budgeted:	Source of funds:
none				
Maintenance required:	Current level:	Location of serviced items	Budgeted:	Source of funds:
none				
Total amount budgeted for Non-Eligible Requirements:				

Specific E-Rate Service(s) Requested:
Purchase of equipment to create wireless LAN in schools: Action Step 4, Benchmark 1 and 2
Evaluation Activity for the service:
Compile data in QST observations on increased computer LAN usage in regular classroom activities and count of wireless locations.

Current level/amount of service:	Level after E-Rate request is filled:	Budget\$ for system's share (for each charge involved in the service):	Planned budget source or line item for each amount:
\$0.0 -- 4 Sites No E-Rate Funding	\$716,754.80 – add 37 new sites	\$71,675.48 – for 37 sites	Technology Equipment Budget

NON-ELIGIBLE REQUIREMENTS TO MEET GOALS

Hardware required:	Current level:	New required:	Budgeted:	Source of funds:
none				
Software required:	Current level:	New required:	Budgeted:	Source of funds:
none				
Professional development required:	Current level:	New required:	Budgeted:	Source of funds:
none				
Retrofitting required			Budgeted:	Source of funds:
none				
Maintenance required:	Current level:	Location of serviced items	Budgeted:	Source of funds:
none				
Total amount budgeted for Non-Eligible Requirements:				

Specific E-Rate Service(s) Requested:
Basic maintenance for our telephone systems and basic maintenance for our Wide Area Network: Action Step 4, Benchmark 1 and 2
Evaluation Activity for the service (either reference to a location within the plan or a brief narrative description):
Technology Budgets for all funds. System/School Technology Plan updates and district policy revisions.

Current level/amount of service:	Level after E-Rate request is filled:	Budget\$ for system's share (for each charge involved in the service):	Planned budget source or line item for each amount:
\$223,200.00	\$100,008.00	\$15,001.20	EBRPSS Telecommunications Funds (\$7,500.60) EBRPSS Technology Services Funds (\$7,500.60)

NON-ELIGIBLE REQUIREMENTS TO MEET GOALS

Hardware required:	Current level:	New required:	Budgeted:	Source of funds:
none				
Software required:	Current level:	New required:	Budgeted:	Source of funds:
none				
Professional development required:	Current level:	New required:	Budgeted:	Source of funds:
none				
Retrofitting required			Budgeted:	Source of funds:
none				
Maintenance required:	Current level:	Location of serviced items	Budgeted:	Source of funds:
none				
Total amount budgeted for Non-Eligible Requirements:				

Specific E-Rate Service(s) Requested:
Centrex System, Metro Ethernet, T1/PRI/Tie lines, Internet access, long distance: Action Step 4, Benchmark 1 and 2, Increase Internet access rate from 100MB to 250MB
Evaluation Activity for the service (either reference to a location within the plan or a brief narrative description):
Track district and school bandwidth utilization using web-filtering and management software.

Current level/amount of service:	Level after E-Rate request is filled:	Budget\$ for system's share (for each charge involved in the service):	Planned budget source or line item for each amount:
\$ 1,670,729.44	\$1,697,505.84	\$254,625.88	EBRPSS Telecommunications Funds

NON-ELIGIBLE REQUIREMENTS TO MEET GOALS

Hardware required:	Current level:	New required:	Budgeted:	Source of funds:
none				
Software required:	Current level:	New required:	Budgeted:	Source of funds:
none				
Professional development required:	Current level:	New required:	Budgeted:	Source of funds:
none				
Retrofitting required			Budgeted:	Source of funds:
none				
Maintenance required:	Current level:	Location of serviced items	Budgeted:	Source of funds:
none				
Total amount budgeted for Non-Eligible Requirements:				

Specific E-Rate Service(s) Requested:
Continue monthly support of videoconferencing at current 15 sites and add 6 new sites in 2007-2008: Action Step 2 Benchmark 3, and Action Step 3, Benchmark 1, 4, and 5
Evaluation Activity for the service (either reference to a location within the plan or a brief narrative description):
Usage data from videoconference service provider from schools with videoconference capability.

Current level/amount of service:	Level after E-Rate request is filled:	Budget\$ for system's share (for each charge involved in the service):	Planned budget source or line item for each amount:
\$ 132,000.00	\$178,800.00	\$33,840.00	EBRPSS Instruction

NON-ELIGIBLE REQUIREMENTS TO MEET GOALS

Hardware required:	Current level:	New required:	Budgeted:	Source of funds:
Television, TV Cart, Microphone and Camera		Television TV Cart Microphone & Cameras	\$300.00 \$150.00 \$995.00	EBRPSS Magnet Funds, School Funds, or Grant Funds - Determined by School
Software required:	Current level:	New required:	Budgeted:	Source of funds:
none				
Professional development required:	Current level:	New required:	Budgeted:	Source of funds:
3 hours for new schools			\$600.00	EETT Prof. Dev.
Retrofitting required			Budgeted:	Source of funds:
none				
Maintenance required:	Current level:	Location of serviced items	Budgeted:	Source of funds:
none				
Total amount budgeted for Non-Eligible Requirements:			\$9,270.00	

Specific E-Rate Service(s) Requested:
Server co-location, programming, and website hosting for the district website: Action Step 1, Benchmark 2 and 6, and Action Step 2 Benchmark 3
Evaluation Activity for the service (either reference to a location within the plan or a brief narrative description):
Data on school and teacher sites in QST forms, District Technology Survey and web usage tracking by vendor, and ERO

Current level/amount of service:	Level after E-Rate request is filled:	Budget\$ for system's share (for each charge involved in the service):	Planned budget source or line item for each amount:
\$48,000.00	\$50,000.00	\$7,500.00	Technology Funds

NON-ELIGIBLE REQUIREMENTS TO MEET GOALS

Hardware required:	Current level:	New required:	Budgeted:	Source of funds:
none				
Software required:	Current level:	New required:	Budgeted:	Source of funds:
none				
Professional development required:	Current level:	New required:	Budgeted:	Source of funds:
Training at school sites and after hours			\$8700.00	EETT Prof. Dev.
Retrofitting required			Budgeted:	Source of funds:
none				
Maintenance required:	Current level:	Location of serviced items	Budgeted:	Source of funds:
none				
Total amount budgeted for Non-Eligible Requirements:			\$8700.00	

APPENDIX F

EAST BATON ROUGE PARISH SCHOOL SYSTEM

Critical E-Rate Components to Technology Plan

Address the five critical E-Rate components shown below. This should be reflective of your Form 470 and 471 and must be submitted every year as proof of having a written plan prior to submitting the Form 470 and/or 471.

E-RATE CRITERIA FOR THE TECHNOLOGY PLAN

To qualify as an approved Technology Plan for a Universal Service discount, the plan must meet the following five criteria that are core elements of successful school technology initiatives:

1. The plan must establish clear goals and a realistic strategy for using telecommunications and information technology to improve education or library services;
2. The plan must have a professional development strategy to ensure that staff know how to use these new technologies to improve education or library services;
3. The plan must include an assessment of the telecommunication services, hardware, software, and other services that will be needed to improve education or library services;
4. The plan must provide for a sufficient budget to acquire and support the non-discounted elements of the plan: the hardware, software, professional development, and other services that will be needed to implement the strategy; and
5. The plan must include an evaluation process that enables the district to monitor progress toward the specified goals and make mid-course corrections in response to new developments and opportunities as they arise.

E-Rate Technology Plan Component

EAST BATON ROUGE PARISH SCHOOL SYSTEM

Funding Year: 2007 - 2008

Completed: 03/12/2007

Telecommunications Services and Internet Access	Goals and Strategies	Professional Development	Budget E-Rate (District 84 %)	Assessment	Evaluation
Cellular Phone Service	Action Step 4, Benchmark 1	None	\$12,060.00	Department of Technology Services will monitor monthly telecommunication invoices	Telecommunication bills will document usage.
Equipment to create wireless LAN in schools	Action Step 4, Benchmark 1 and 2	None	\$71,675.48 – for 37 sites	QST data, Department of Technology Services Records including Budgets	Observations on increased wireless and computer LAN usage in regular classroom activities. Count of wireless locations
Basic maintenance for our telephone systems and basic maintenance for our Wide Area Network	Action Step 4, Benchmark 1 and 2	None	\$15,001.20	Department of Technology Services technology budgets	Technology Budgets for all funds. System/School Technology Plan updates and district policy revisions.
Centrex System, Metro Ethernet, T1/PRI/Tie lines, Internet access,	Action Step 4, Benchmark 1,	none	\$254,625.88	Management software	Track district and school bandwidth utilization using management

long distance					software.
Continue monthly support of videoconferencing at current 15 sites and add 6 new sites in 2007-2008	Action Step 2 Benchmark 3, and Action Step 3 Benchmark 1, 4, and 5	3 hours for new schools	\$33,840.00	Compile data from videoconference service provider	Usage data from videoconference service provider from schools with videoconference capability.
Server co-location, programming, and website hosting for the district website	Action Step 1, Benchmark 2, 3 and 6, and Action Step 2 Benchmark 3	Training at school sites and after hours	\$7,500.00	District Technology Survey QST forms ERO	Data on school and teacher sites in QST forms, District Technology Survey, web usage tracking by vendor, and ERO