Personalized Learning Roadmap

Fulton County Schools
Where Students Come First

March 11, 2014

1st students

Fulton County Schools
Where Students Come First

Strategic Plan 2017

REMEMBER OUR GOALS

90%	85%	100%
Graduation Rate	College Readiness	Career Readiness

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Strategic Initiative 1

CONTINUOUS ACHIEVEMENT AND CUSTOMIZED LEARNING

Develop customized programs of study responsive to the individual interests and needs of all students.

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SPLOST – Technology Components

A primary emphasis of the SPLOST program is an investment of technology in our schools. In order to be successful in the future, our students must participate in engaging instruction that allows them to gather, analyze and present information easily, share work with teachers, collaborate with other students, and utilize current technology to create and display their work.

Teachers and parents must have access to timely information on their students' performance. Teachers must also utilize current technology in their classrooms so that student learning can be engaging and focused on student's specific needs and interests.

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Instructional Technology Projects

Project
Redefined Media Specialist and media centers to better support customized learning through: • New media specialist job description that focuses on supporting a 21st century learning environment • Professional learning focused on coaching and transforming the use of technology in the classroom
Added a program specialist to support transformative technology use in the classroom
Delivered trainings to School Technology Specialists to support new tools and resources that encourage transformative uses of technology by teachers and students
Created the Vanguard Team to build capacity across the four learning communities by demonstrating, exemplifying and modeling the transformative use of instructional technology.
Purchased digital resources including electronic books and databases to support customized learning

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Instructional Technology Projects *(continued)*

Project
Purchased a Digital Repository that enables the distribution of various digital resources to individual students
Provided professional learning opportunities that promoted strategies and digital resources for customized and blended learning
Created virtual labs in every high school that increased access to online courses during the school day
A digital learning platform to allow for customized learning options will be available by fall 2014 for students in grades 6-12

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SPLOST
Completed Projects

Project	Description	Completion Date
Annual MS License Agreement Renewal for 2013	Annual renewal of FCS agreement with Microsoft to provide operating system, software, MS Office Suite, and other MS applications.	June 2012/ June 2013
Network Printer Refresh for 2013	A district-wide refresh of 343 select legacy network printers in FCS schools	April 2013
New Teacher Induction (NTI) Laptops for 2013	Distribution of 922 laptops to newly hired certified FCS staff members	July 2013
Certified Teacher & Staff D-Series Refresh for 2013	Refresh of all school-based certified staff members with 2,090 D-series laptops	November 2013
Classroom Interactive Projector Feasibility Survey	This is a system-wide, instructional unit survey to determine classroom readiness for an interactive projector solution. The resulting plan will a roadmap for new installation of 3,017 new interactive projectors	January 2014

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SPLOST
Ongoing Projects

Project	Description	Completion Date
Promethean Board Support Project	Provide a vendor for overall maintenance, repair, and ongoing support of existing central display technology. This will include blanket warranty coverage for Promethean boards, and projectors	2nd Quarter 2014
School Nutrition Computer Refresh for FY 14	Replace (20) aging desktop systems whose warranties have expired, with upgrades	3rd Quarter 2014
Classroom Interactive Project Hardware and Support	Provide a hardware vendor to support Interactive Projectors	4th Quarter 2014
Digital Repository Implementation for 2013 - 2014	An independently managed web-based, content-neutral solution (SYSTEM) to provide the strategic management and delivery of digital learning resources and media for students and teachers across the district	4th Quarter 2014
Administrative Buildings Laptop Refresh (E5400)	Replace E-Series desktop model with upgrades	1st Quarter 2015

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Technology Projects *(continued)*

Project	Description	Completion Date
Email System Upgrade	Upgrade FCS email capability to current standards	2012-13 School Year
Student Desktop Refresh	Replace aging classroom desktop systems with FCS standard upgrades (10,000+)	2012-13 School Year
CTE Lab Refresh	Replace aging CTE Lab equipment	2013-14 School Year
Mobile Device Support and Service	Support and service contract for existing and future mobile devices	2013-14 School Year
Expansion of Fulton Virtual School	FVS Course offerings will be expanded to meet the needs of more students	2014-15 School Year
Hosted Learning Management Solution	Fulton Virtual will utilize an online Learning Management System with digital content, allowing access to all 6th - 12th grade students in 2014-15	2014-15 School Year
Video Conferencing Equipment	Leveraging infrastructure to provide efficient meeting solutions	2013-14 School Year

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Technology Projects

Project	Description	Completion Date
School Network Upgrade	Upgrade school networks to current FCS standards	April 2014
School Wireless Upgrade	Upgrade school wireless capability to current FCS standards	April 2014
VOIP, Telephony and Unified Communications Project	Network-based system capable of telephone services and unified communications between voicemail, email, and other FCS platforms.	September 2014
Mobile Device Management Implementation	Mobile devices that satisfy the instructional needs of students, and the need of employees to be technologically connected to, and onboard with the latest mobile device trends.	June 2014

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Pilot Schools in FCS

- Crabapple Middle School (one-to-one)
- Ridgeview Charter Middle School (one-to-one)
- Autrey Mill Middle School (one-to-one)
- McNair Middle School (one-to-one)
- Crabapple Crossing Elementary School (BYOT)
- Sweet Apple Elementary School (BYOT)
- Shakerag Elementary School (BYOT)

Personalized Learning Roadmap

Fulton County Schools

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This plan was developed by FCS in collaboration with a Blue Ribbon Panel of industry experts in a three-phased approach

Phase I: Personalized Learning Landscape

- A market scan of current K-12"bright spots" of schools and districts that are operating or developing a personalized learning environment incorporating innovative and emerging technology
- Blue Ribbon Panel review and commentary provided (October 2013)

Phase II: FCS Current State

- Analysis of FCS's current capabilities as a district with regard to personalized learning using success characteristics gleaned from phase I
- Presentation to FCS Cabinet (November 2013)

Phase III: Roadmap and Business Case

- Business case and actionable roadmap that outlines specific projects and activities to conduct in the near- and mid-term in order to achieve the FCS vision in the long-term
- Blue Ribbon Panel review and commentary provided (January 2014)

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FCS and Gartner established a Blue Ribbon Panel of industry experts in K-12 Personalized Learning to provide input into this engagement

Tom Arnett, Clayton Christensen Institute

Karen Cator, Digital Promise

Scott Ellis, The Learning Accelerator

Jim Goodell, Quality Information Partners

Stephanie Hirsh, Learning Forward

Greg Klein, Rogers Family Foundation

Chris Sturgis, CompetencyWorks

Bob Swiggum, GA DOE

Tom Vander Ark, GettingSmart

Additional input from:

- The Bill & Melinda Gates Foundation
- The Broad Foundation
- Digital Promise
- Joel Rose, New Classrooms
- iNACOL

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Personalized Learning

Fulton County Schools collaborates with students, parents, staff, and the community to help design learning environments that ensures students leave the district with the skills needed to be successful in both college and careers.

Fulton County Schools provides the opportunity for students to explore and engage in experiences within and beyond the confines of the classroom. While providing **differentiated and individualized learning** to all students, FCS:

- ✧Continually refines a learning model that is **student-centric**
- ✧Provides **flexible pacing** and **project-driven learning** that considers the **interests** of the students
- ✧Ensures that **content and assessments are integrated** in a manner that facilitates mastery of FCS curriculum standards and career and college readiness standards, and
- ✧Efficiently leverages the Fulton Charter System in **fostering school autonomy** to provide school communities with tools and support to address the needs of their individual student populations

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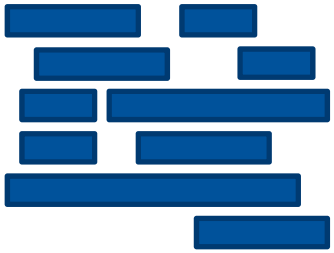
Outline of the roadmap document

Recap: Current State

From previous phase, brief review of Current State findings, drivers, implications and recommendations

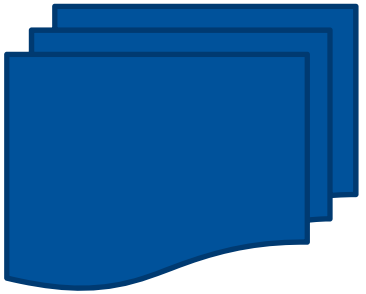
Roadmap

Timeline of proposed major projects as aligned with recommendations and framework

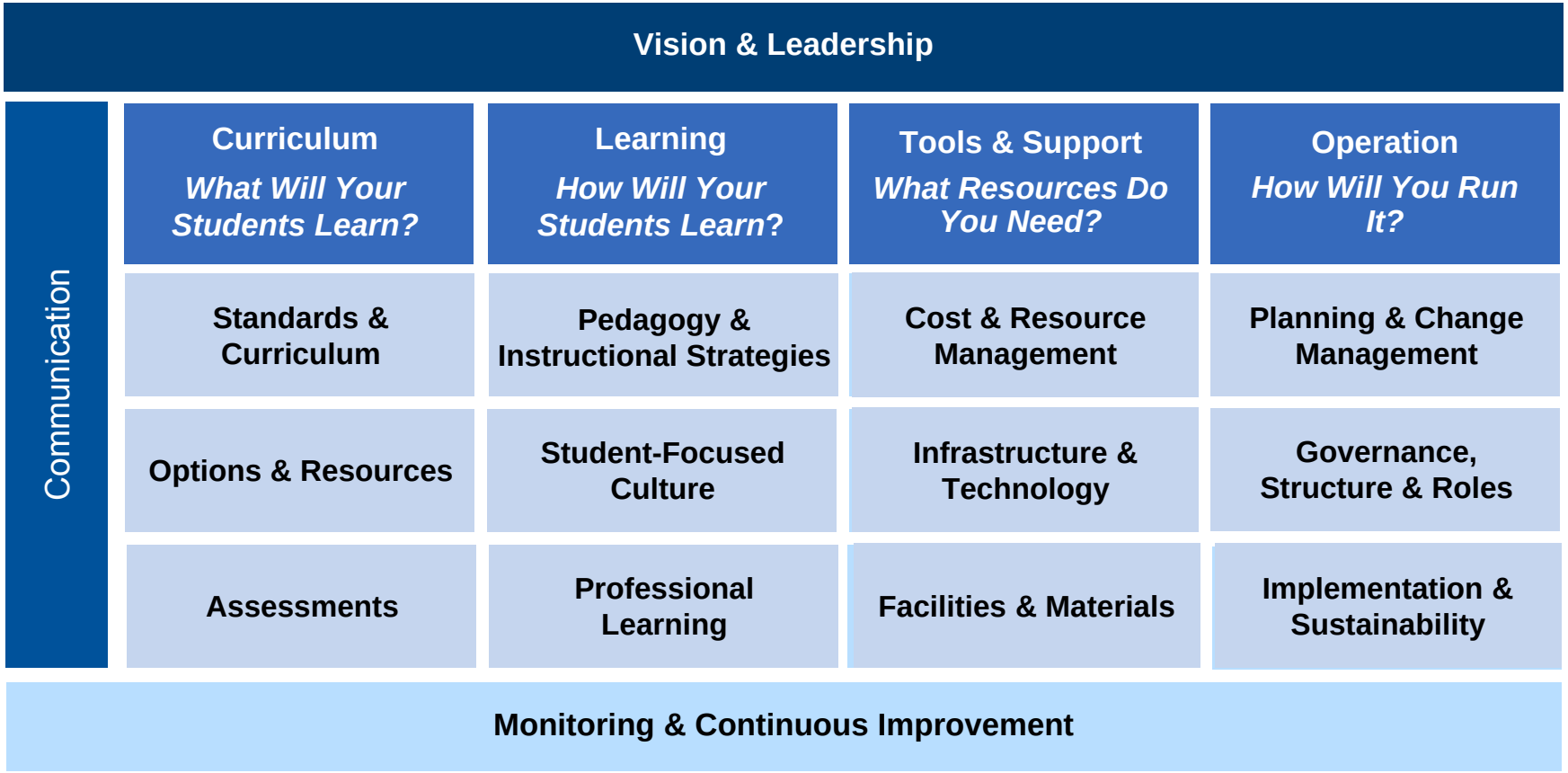


Specific Projects

Detailed descriptions of proposed projects from the roadmap, (including objectives, key deliverables, key activities, etc.)



FCS and Gartner developed and leveraged this planning framework to guide the formulation of this roadmap…



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Proposed action steps by building block category

Curriculum *What Will Your Students Learn?*	Learning *How Will Your Students Learn?*	Tools & Support *What Resources Do You Need?*	Operation *How Will You Run It?*
Standards & Curriculum Refine district policies to address mastery, pace; confirm content areas for PL	**Pedagogy & Instructional Strategies** Ensure adequate supports and interventions in place as schools transition to personalized learning	**Cost & Resource Management** Build a long term budget/investment plan	**Planning & Change Management** Define organizational change impacts and create a plan to evolve the district culture
Options & Resources Manage a portfolio of curricular options transparently across the district	**Student-Focused Culture** Craft an approach to increasing student involvement in planning/ownership of their own learning	**Infrastructure & Technology** Ensure data governance activities are aligned with vision and build capacity for real-time interoperability of tools	**Governance, Structure & Roles** Redefine the roles of the teacher and support staff
Assessments Continue to transition toward PL practices built on a continuous formative assessment feedback loop	**Professional Learning** Build fundamental awareness of PL throughout the district and community	**Facilities & Materials** Update FCS facilities *Ed Specs* and IT Strategic Plan as needed	**Implementation & Sustainability** Launch Personalized Learning schools in 2014 to serve as models for others, acquire lessons learned

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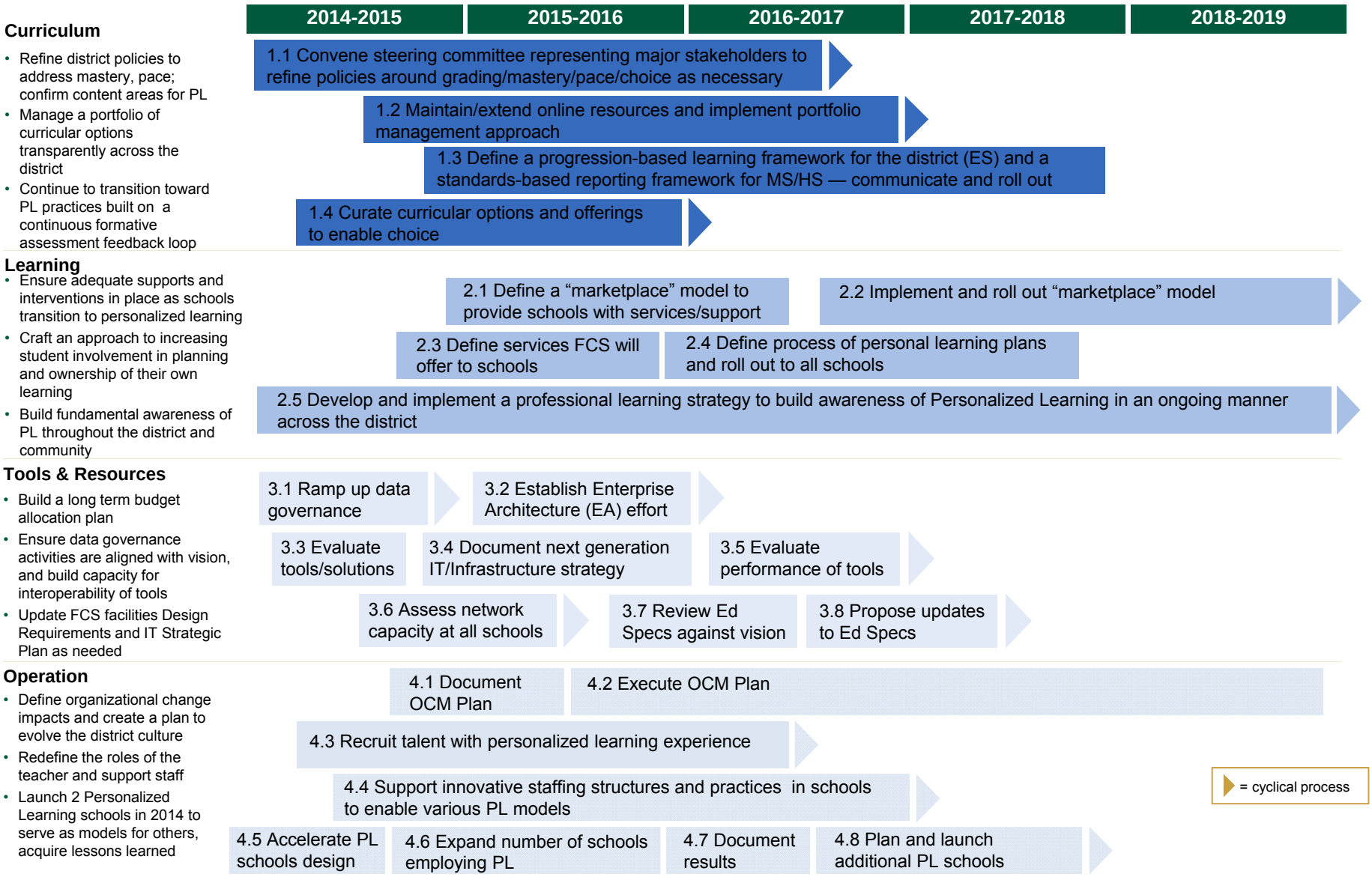
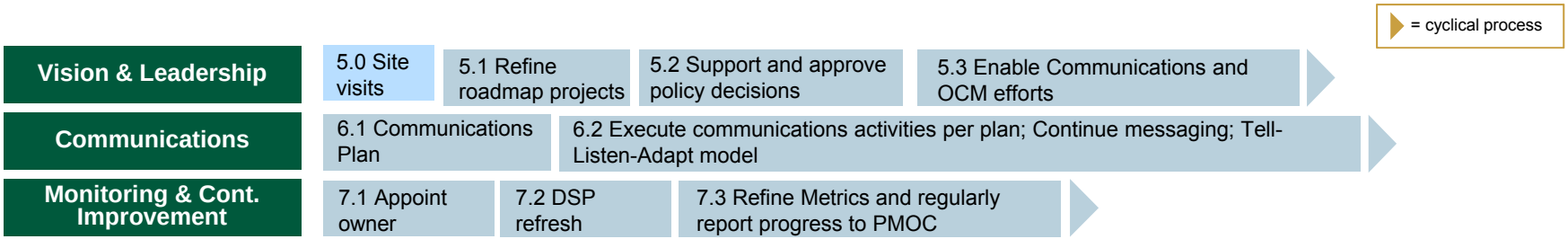
FCS Roadmap for Personalized Learning 2014 — 2019



A number of cross-cutting activities should be initiated in the near-term to provide further structure and ownership to the district effort



5.1 Refine Roadmap Projects

Purpose:
Confirm the district's target state with respect to personalized learning

Objectives:
- Build consensus around specifics of what teaching and learning will look like in Fulton County Schools
- Discuss how data can be used to inform progress monitoring

Key Deliverables:
- Updated vision statement, catch phrase, and name of overarching initiative

6.1 Communications Plan

Purpose:
- Build stakeholder awareness of the district's vision, plans, and ongoing initiatives

Objectives:
- Continue school messaging and plan for additional two-way communications channels
- Plan stakeholder communications as per final roadmap projects

Key Deliverables:
- Detailed stakeholder analysis; Communications Plan

7.1 Appoint owner

Purpose:
- Ensure capacity is in place to manage and coordinate moving parts

Objectives:
- Determine leadership and ownership for PL initiative as a whole
- Empower individual with decision-making rights to execute projects

Key Deliverables:
- Owner assigned

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Personalized Learning Roadmap projects as aligned with FCS District Strategic Plan initiatives

			Fulton County Schools 2012-17 Strategic Plan															
			ADVANCING INSTRUCTION					ENHANCING PEOPLE					INTEGRATING TECHNOLOGY			ENSURING EFFECTIVE SCHOOLS		MANAGING RESOURCES
			1	2	3	4	5	1	2	3	4	5	1	2	3	1	2	1
		Personalized Learning Roadmap projects	Continuous Achievement And Customized Learning	Effective Assessment Of Learning And Feedback	Tailored Instruction And Supports	Challenging and Innovative Instruction	Application Of Learning	Supportive Culture	Account-ability	Support And Develop-ment	Top Talent	Effective Employees	Student Access	Data-Driven Decision Making	Stake-holder Skills	School Governance	Strong School Support	Resource Flexibility
Curriculum	1.1	Convene steering committee representing major stakeholders to refine policy and practice around grading/mastery/pace/ choice as necessary	●	•	•				•					•		•	•	•
	1.2	Maintain/extend online resources and implement resource portfolio management approach	•	•	•	•	•		•				●	•			•	•
	1.3	Define a progression-based learning framework for the district (ES); determine standards-based reporting framework for	●	•	•	•							•	•		•		
	1.4	Curate curricular options and offerings to enable choice	•		●	•	•			•			•					•
Learning	2.1	Define “Marketplace” model to provide schools with services/support	•		•			•		•						•	•	●
	2.2	Implement and roll out “marketplace” model	•		•			•		•						•	●	•
	2.3	Define services FCS will offer to schools and behaviors desired						•	•	•			•	•	•	•	●	•
	2.4	Define process of personal learning plans, and roll out to all	•		●			•					•	•				
	2.5	Develop and implement a professional learning strategy to build awareness of personalized learning in an ongoing manner across the district	•	•	•	•	•	•		●	•	•		•	•	•	•	

●	Primary strategic focus of project
•	Related strategic actions supported by project

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Personalized Learning Roadmap projects as aligned with FCS District Strategic Plan initiatives (cont.)

		Personalized Learning Roadmap projects	Fulton County Schools 2012-17 Strategic Plan															
			ADVANCING INSTRUCTION					ENHANCING PEOPLE					INTEGRATING TECHNOLOGY			ENSURING EFFECTIVE SCHOOLS		MANAGING RESOURCES
			1	2	3	4	5	1	2	3	4	5	1	2	3	1	2	1
			Continuous Achievement And Customized Learning	Effective Assessment Of Learning And Feedback	Tailored Instruction And Supports	Challenging and Innovative Instruction	Application Of Learning	Supportive Culture	Account-ability	Support And Develop-ment	Top Talent	Effective Employees	Student Access	Data-Driven Decision Making	Stake-holder Skills	School Governance	Strong School Support	Resource Flexibility
Tools and Resources	3.1	Ramp up data governance	●	●	●				●				●	◉				
	3.2	Establish Enterprise Architecture effort	●										◉	●				●
	3.3	Evaluate tools and solutions to support PL school design efforts	●	●					●				◉	●	●			
	3.4	Document next generation IT/Infrastructure Strategic Plan	●	●	●		●						◉	●	●			●
	3.5	Evaluate performance of tools per pilots/PL schools	●	●									◉					
	3.6	Assess network capacity at all schools using PL criteria (e.g. 1:1)		●					●			●	●	◉				
	3.7	Review Ed Specs against vision							●									◉
	3.8	Propose updates to align Ed Specs with PL vision																◉
Operation	4.1	Document OCM Plan						●		●		●			●		◉	
	4.2	Execute OCM Plan						●		◉		●			●		●	
	4.3	Recruit talent with personalized learning experience						●	◉	●	●	●		●	●	●	●	●
	4.4	Support innovative staffing structures and practices to enable personalized learning in all	●	●	●			●	◉	●	●	●		●	●	●	●	●
	4.5	Continue PL schools design	◉	●	●					●					●		●	
	4.6	Expand number of schools employing PL models/strategies	◉	●	●				●	●					●		●	
	4.7	Document results of PL schools	◉	●	●				●	●					●		●	

◉ Primary strategic focus of project

● Related strategic actions supported by project

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Next Steps and Action Items in Priority Order

1. Appoint owner *(7.1)*
2. Validate prioritization and sequence of Roadmap activities
3. Convene a committee to determine policy and practice around grading/mastery/pace/choice *(1.1)*
4. Develop and refine Communications Plan to stakeholders *(6.1)*
5. Accelerate PL schools design and implementation *(4.5)*

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Questions