

LOS ANGELES UNIFIED SCHOOL DISTRICT

SCHOOL CONSTRUCTION BOND CITIZENS' OVERSIGHT COMMITTEE

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L.A. Co. Auditor-Controller's Office

(Vacant)
CA Tax Reform Assn.

Joseph P. Buchman – Legal Counsel
Burke, Williams & Sorensen, LLP

(Vacant)
Oversight Committee Consultant

Timothy Popejoy
Bond Oversight Administrator

Daniel Hwang
Asst. Administrative Analyst

RESOLUTION 2018-17

BOARD REPORT NO. 455-17/18

**AMENDMENT TO THE INFORMATION TECHNOLOGY DIVISION STRATEGIC
EXECUTION PLAN TO APPROVE THE EMPOWERED LEARNER PROGRAM**

WHEREAS, District Staff proposes that the Board of Education approve an amendment to the Information Technology Division (ITD) Strategic Execution Plan (SEP) to approve the definition and allocate \$150,086,123 of bond funds from the “Upgrade and Equip Schools with 21st Century Technology” School Upgrade Program (SUP) category of need to execute the Empowered Learner Program; and

WHEREAS, the SUP includes a spending target to address “Upgrade and Equip Schools with 21st Century Technology”; and

WHEREAS, the Empowered Learner Program will prepare every K-12 LAUSD campus to leverage digital tools and resources to enhance instruction while creating a personalized learning environment that supports students in developing essential skills for college and career success in the 21st century; upon completion of the Empowered Learner training and readiness preparations at each school, a device will be assigned to each student at the campus to be leveraged in teaching and learning; and

WHEREAS, the Empowered Learner Program is consistent with the District’s commitment to address critical technology, communications, and safety needs; and

WHEREAS, District Staff has concluded that the proposed SEP amendment will facilitate implementation of the ITD SEP, and therefore, it will not adversely affect the District’s ability to successfully complete the ITD SEP.

RESOLUTION 2018-17

**AMENDMENT TO THE INFORMATION TECHNOLOGY DIVISION STRATEGIC
EXECUTION PLAN TO APPROVE THE EMPOWERED LEARNER PROGRAM**

NOW, THEREFORE, BE IT RESOLVED THAT:

1. The School Construction Citizens' Bond Oversight Committee recommends that the Board of Education adopt an Amendment to the Information Technology Division Strategic Execution Plan to approve the Empowered Learner Program described in detail in Board Report 455-17/18, a copy of which is attached hereto in the form it was presented to the BOC and is incorporated herein by reference.
2. This resolution shall be transmitted to the Los Angeles Unified School District Board of Education and posted on the Oversight Committee's website.
3. The District is directed to track the above recommendation and to report on the adoption, rejection, or pending status of the recommendations as provided in section 6.2 of the Charter and Memorandum of Understanding between the Oversight Committee and the District.

NOT ADOPTED on May 31, 2018 by the following vote:

AYES: 0

ABSTENTIONS: 1

NAYS: 10

ABSENCES: 3

Quynh Nguyen
Chair

Stuart Magruder
Executive Committee



Board of Education Report

File #: Rep-455-17/18, **Version:** 1

Amendment to the Information Technology Division Strategic Execution Plan to Approve the Empowered Learner Program

June 12, 2018

Information Technology Division

Division of Instruction

Action Proposed:

Staff proposes that the Board of Education amend the Information Technology Division (ITD) Strategic Execution Plan (SEP) to approve the definition and allocate \$150,086,123 of bond funds from the “Upgrade and Equip Schools with 21st Century Technology” School Upgrade Program (SUP) category of need to execute the Empowered Learner Program, as described in Attachment A.

Background:

On January 14, 2014, the Board of Education approved the establishment of the School Upgrade Program (SUP), the next phase of the District's Bond Program which will modernize, build and repair school facilities to improve student health, safety and educational quality. The Board's action approved the overarching goals and principles, funding sources, specific categories of need, and spending targets for the SUP. As proposed projects are developed, they are submitted to the Bond Oversight Committee (BOC) for consideration and the Board of Education for approval.

The SUP includes a spending target to “Upgrade and Equip Schools with 21st Century Technology.” The intended outcomes of the proposed program to be executed within this spending target are as follows:

- The Empowered Learner Program will fulfill Board Resolution 039-17/18 (Empowering Today’s Learners for Tomorrow’s Digital World) and continue the work approved in Board Report 639-16/17 (Delegation of Authority to Reallocate Board-Approved 1:1 Devices and Use Funds to Augment Districtwide Needs) by preparing every K-12 LAUSD campus to leverage digital tools and resources to enhance instruction while creating a personalized learning environment that supports students in developing essential skills for college and career success in the 21st century; upon completion of the Empowered Learner training and readiness preparations at each school, a device will be assigned to every student at the campus to be leveraged in teaching and learning. \$150,086,123 Bond Funds (99.5%) and \$785,000 General Funds (0.5%).

If approved, ITD and the Division of Instruction will provide quarterly updates.

Expected Outcomes:

Staff anticipates that the Board will amend the ITD-SEP to define the Empowered Learner Program and allocate \$150,086,123 of Bond Program funding. As a part of this program, an estimated 315,000 devices will be purchased to supplement devices that schools have already purchased to ensure that all K-12 students are assigned a device that is less than five years old. This program will help address schools’ critical needs for access to 21st century technology.

Board Options and Consequences:

Failure or delay of approval will postpone the execution and/or implementation of the proposed program and the associated benefit to the schools and students.

Policy Implications:

This action is consistent with the District's long-term goal to address unmet school needs as described in Proposition BB and Measures K,R,Y, and Q.

Budget Impact:

The Empowered Learner Program will have a total budget of \$150,871,123. This funding will be allocated from the following sources:

Amount	Funding Source
\$150,086,123	Bond Funds from the "Upgrade and Equip Schools with 21 st Century Technology" SUP category of need in the ITD SEP
\$785,000	One-Time General Fund from the Division of Instruction's current budget
\$150,871,123	GRAND TOTAL

Upon completion of the program in June 2020, an estimated \$5,282,366 of ongoing General Fund is needed to support schools in leveraging digital tools and resources to enhance instruction while creating a personalized learning environment that supports students in developing essential skills for college and career success in the 21st century. These ongoing General Fund needs are currently unfunded.

Issues and Analysis:**Attachments:**

Attachment A - Project Definitions and Associated Actions

Attachment B - Bond Oversight Committee Meeting Presentation

Attachment C - Bond Oversight Committee Resolution

Informatives:

None.

Submitted:

RESPECTFULLY SUBMITTED,

APPROVED & PRESENTED BY:

AUSTIN BEUTNER
Superintendent




SHAHRYAR KHAZEI
Chief Information Officer
Information Technology Division

REVIEWED BY:

APPROVED & PRESENTED BY:

DAVID HOLMQUIST
General Counsel



DR. FRANCES GIPSON
Chief Academic Officer
Division of Instruction

___ Approved as to form.

REVIEWED BY:

CHERYL SIMPSON
Director, Budget Services and
Financial Planning
___ Approved as to budget impact statement.

MARK HOVATTER
Chief Facilities Executive

___ Approved as to impacts to facilities.



Information Technology Strategic Execution Plan Project Definition and Associated Actions Attachment A – BOE #455-17/18

Program: Instructional Technology Initiative
Project: Empowered Learner Program
Budget: \$150,086,123 Bond Fund (99.5%) and \$785,000 General Fund (0.5%)

Introduction

The Empowered Learner Program will fulfill Board Resolution 039-17/18 as well as continue the work approved in Board Report 639-16/17 by preparing every K-12 LAUSD campus to leverage digital tools, resources and enhance instruction. This program will create a personalized learning environment that supports students in developing essential skills for college and career success in the 21st century.

The District will advance this work through a two-pronged approach, the District will address two prominent divides affecting our schools: 1) lack of access to digital tools, known as the digital divide, and 2) lack of opportunities to explore how to effectively and purposefully leverage digital tools, known as the participatory divide. To support even the District's youngest learners, the District utilizes International Society for Technology in Education (ISTE) age band articulations to support educators in how technology can be leveraged with students of all ages. Therefore, the Empowered Learner Program proposes access to digital tools alongside access to high-quality training for principals and teachers, which will support educators in effectively and purposefully integrating devices into their instructional practices, preparing students of all ages for college and career success.

Key program aspects of Empowered Learner include:

- **Instructional Readiness:** In order to participate, schools will need to demonstrate instructional readiness, such as aligning budget and resources to support such an implementation, creating a School Instructional Technology Plan, and attending professional learning sessions.
- **Collaborative Leadership:** Local Districts will be engaged throughout the process in addition to participating school sites and their instructional leadership teams.
- **Digital Citizenship:** Participating schools will engage in the Common Sense Education certification process to ensure all learners experience conversations regarding productive, participatory online engagement that facilitates college and career success.

Scope

- Provide every K-12 campus with training and support to establish a learner-centered learning environment.
- Maintain every K-12 campus infrastructure to support the distribution of a device to each student.



Information Technology Strategic Execution Plan Project Definition and Associated Actions Attachment A – BOE #455-17/18

- Provide devices to schools to ensure each student has a device. An estimated 315,000 devices will be purchased to supplement devices that schools have already purchased to ensure that all K-12 students are assigned a device that is less than five years old.

Expected Outcomes

By accomplishing program objectives, the Empowered Learner Program will achieve the following outcomes:

School Outcomes

- Each school develops a School Instructional Technology Plan to ensure devices are leveraged in sound instructional ways.
- Each school becomes a Digital Citizenship Certified School.
- School Instructional Technology Plans are refreshed annually.

Student Outcomes

- Each student is provided with a digital learning tool.
- Each student has access to digital content and online instructional resources.

By achieving these outcomes, the Empowered Learner Program will have the following broader District impact:

- Achieve ISTE Essential Conditions
- Meet ISTE Standards
- Support 100% graduation.
- Support proficiency for all.
- Improve English Language Arts and Mathematics performance.

Schedule

We estimate that the project will be completed by June 2020. 125 schools that have already begun their Empowered Learning training and readiness preparations will be the first to receive devices. All remaining schools will be scheduled to receive devices upon completion of their training and readiness preparations on a rolling basis over a two-year period. A high-level timeline is included below.



Information Technology Strategic Execution Plan Project Definition and Associated Actions Attachment A – BOE #455-17/18

Estimated Timeline for the Empowered Learner Program

Phase/Task	2017-18	2018-19				2019-20			
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Bond Oversight Committee & Board of Education									
125 Empowered Learner Schools									
Trainings									
Readiness Checklist & Instructional Technology Plans									
Delivery & Deployment									
Procurement - Invitation for Bid									
Staffing - Recruitment & Onboarding									
Remaining District Schools									
Training									
Readiness Checklist & Instructional Technology Plans									
Delivery & Distribution									



Amendment to IT Strategic Execution Plan to Approve Empowered Learner Program

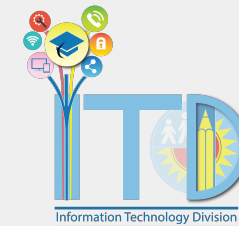
Bond Oversight Committee Meeting: May 31, 2018



Division of Instruction
Los Angeles Unified School District

Dr. Frances Gipson, Chief Academic Officer
Division of Instruction

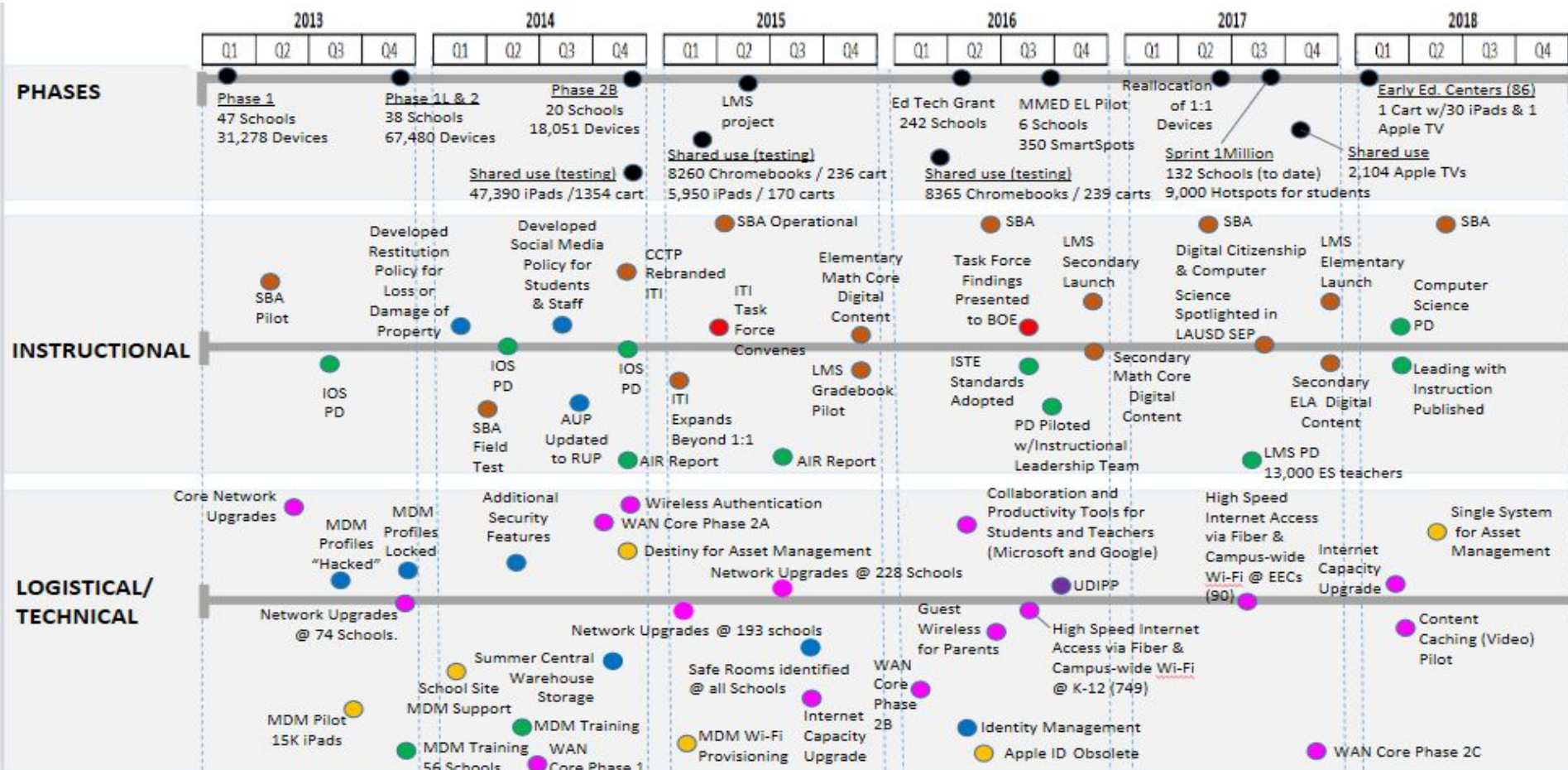
Sophia Mendoza, Director
Instructional Technology Initiative



Shahryar Khazei, Chief Information Officer
Information Technology Division

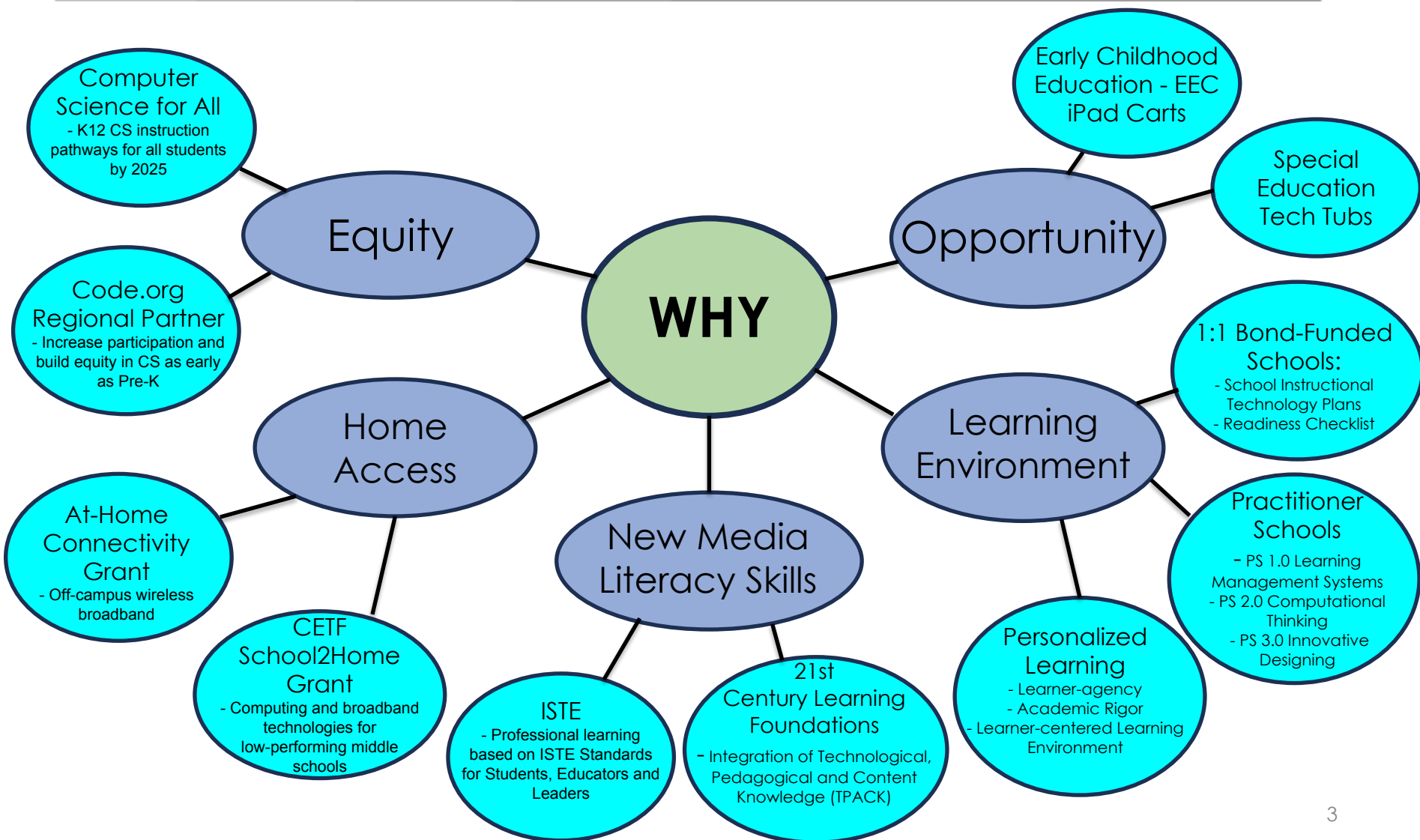
Themy Sparangis, Senior Director
Information Technology Division

Building Forward from Past Learning



LEGEND: ● DEVICES ● IT TECH. SUPPORT ● STUDENT SAFETY ● PROCUREMENT ● INSTRUCTIONAL READINESS ● TRAINING ● FAMILY & COMMUNITY ENGAGEMENT

Empowered Learner Impact



Proposed Project – Executive Summary

- In 2014, the U.S. Department of Education recommended the District ensure all schools have an instructional technology plan in place before receiving devices.
- Office of Civil Rights (OCR) set an expectation for the District in 2013 to address access and equity for selected schools.
- The Empowered Learner Program is also designed to fulfill Board Resolution 039-17/18, continue the work approved in Board Report 639-16/17, and meet the U.S. Department of Education's recommendation.
- The Empowered Learner Program:
 - Prepares every K-12 LAUSD campus to leverage digital tools and resources to enhance instruction.
 - Creates a personalized learning environment that supports students in developing essential skills for college and career success in the 21st century.
 - Assigns a device to every student to be used for teaching and learning upon instructional readiness.

Project	Estimated Completion	Total Budget
Empowered Learner	June 2020	\$150,871,123*

*\$150,086,123 Bond Funds (99.5%) and \$785,000 General Fund (0.5%).

Scope

- Provide every K-12 campus with training to establish a 21st century learning environment.
- Maintain every K-12 campus infrastructure to support the distribution of a device to each student.
- Supplement current inventory by providing additional mobile computing devices to schools to ensure each student has a device.

Program Design: Readiness Training

- Readiness is required to become an Empowered Learner School that provides a 1:1 learning environment.
 - Attend an Instructional Technology Planning Cohort (ITPC) session, which is a 3-day training to introduce various models that leverage digital tools and resources.
 - Develop a School Instructional Technology Plan to include the alignment of digital tools and resources annually (e.g. devices).
 - Plans must be reviewed by ITI Staff and authorized by Local District IT Specialists for recommendation to the LD Superintendent.
 - Local District Superintendents must approve plans to move forward.
- 3-day cohort trainings are provided on a quarterly basis.
 - Safety and security of devices, Mobile Device Management, Inventory Device Management, International Standards for Technology In Education (ISTE), ITI Task Force Recommendations, Personalized Learning, Substitution, Augmentation, Modification, Redefinition (SAMR: Integration tool), Digital Citizenship, ADKAR Prosci -Change Management.
- For schools seeking to refine instructional technology practices, ongoing professional learning supports are offered:
 - 21st Century Learning Foundations.
 - International Society for Technology in Education (ISTE) Standards for Students Professional Learning Suite.

Program Design: Device Distribution

- Process to receive devices for each student:
 - Step 1: School leadership team attend 3-day training to develop a School Instructional Technology Plan to include the alignment of digital tools and resources annually (e.g. devices).
 - Safety and security of devices, Mobile Device Management, Inventory Device Management, International Standards for Technology In Education (ISTE), ITI Task Force Recommendations, Personalized Learning, Substitution, Augmentation, Modification, Redefinition (SAMR:Reflection tool), Digital Citizenship, ADKAR Change Management | Prosci.
 - Step 2: School submits plans to ITI staff and respective Local District staff for review and authorization.
 - Step 3: Once plan is approved, ITD and school coordinate efforts to initiate device distribution to create 21st century learning environment.
- The District is using a baseline of 5 years or older to determine the number of devices needed for Empowered Learner.
 - For example, if a school has 1,500 students and 500 devices that are five years or older, and 700 devices that are under five years old, then the Empowered Learner Program will allocate 800 new devices to that school.

Research, Publications, & Validations

Research conducted on District instructional technology efforts:

- Evaluation of the Common Core Technology Project: Executive Summary (Margolin et al., July 2014).
- Evaluation of the Common Core Technology Project: Interim Report (Margolin et al., Sept 2014).
- Evaluation of LAUSD's Instructional Technology Initiative: Year 2 Report (Margolin et al., July 2015)
- U.S. Department of Education Recommendations Memo (Culatta, 2014).

Publications produced by the District regarding instructional technology efforts:

- Developing Digital Citizens (ACSA, 2015).
- ITI Task Force Recommendations (2016).
- Superintendent's Strategic Plan (2016).
- Leading for a District of Graduates (2016, 2017, 2018).
- Cultivating District-wide Digital Citizenship (Common Sense Education, 2017).
- Leading With Instruction Progress Report (2018).

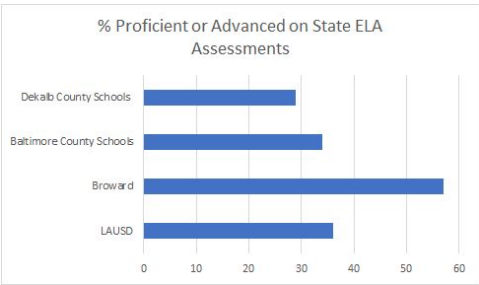
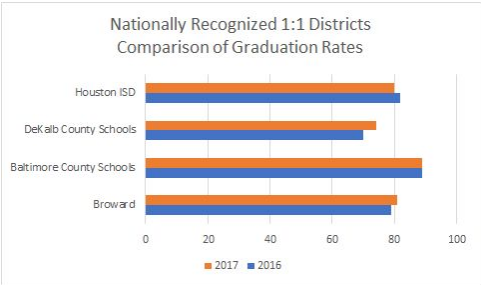
Formative Evaluation Logic Model

RESOURCES	INPUTS	INTERMEDIATE OUTPUTS	OUTCOMES	IMPACT
ITI Staff	<ul style="list-style-type: none"> • Trainings • Awareness Campaigns • Policy Development • Administer PD Survey • Administer Post-PD Survey • Administer ADKAR Survey 	<ul style="list-style-type: none"> • # of PD trainings • # of attendees • # of meetings attended • Take-Home Policy • Social Media Policy • Computer Science Education Week • Digital Citizenship Week • PD Survey Findings • Semi-Annual Report 	<p>School Outcomes</p> <ul style="list-style-type: none"> • Each school develops a School Instructional Technology Plan to ensure devices are leveraged in sound instructional ways. • Each school becomes a Digital Citizenship Certified School. • School Instructional Technology Plans are refreshed annually. <p>Student Outcomes</p> <ul style="list-style-type: none"> • Each student is provided with a digital learning tool. • Each student has access to digital content and online instructional resources. 	<ul style="list-style-type: none"> • Meet ISTE Standards • Achieve ISTE Essential Conditions • Support 100% graduation • English Language Arts • Math • Proficiency For All
ITD Staff	<ul style="list-style-type: none"> • Trainings • Distribution • Deployment • Policy Development • Asset Management • Refresh Planning 	<ul style="list-style-type: none"> • Restitution Policy • Responsible Use Policy • # of Mobile Device Management trainings • # of devices distributed • List of programs/apps • Status of devices per asset management 		
LD Staff	<ul style="list-style-type: none"> • Oversight of Empowered Schools in LD • Progress monitoring • Instructional plan approval 	<ul style="list-style-type: none"> • Monthly progress report of plan implementation 		
School Instructional Leadership Team	<ul style="list-style-type: none"> • Attend Trainings • Implement Learnings • Leverage Digital Content • Provide Digital Citizenship Lessons 	<ul style="list-style-type: none"> • School Instructional Technology Plans • Exemplar Curation (International Society for Technology in Education (ISTE) Essential Conditions) • Identify Mobile Device Management (MDM) • Digital Citizenship Certification 		
Empowered Learner Trainer	<ul style="list-style-type: none"> • Conduct Observations • Conduct Surveys • Facilitate Exemplar Development 	<ul style="list-style-type: none"> • Semi-annual report of findings • Monthly reports to Local District Staff 		
External Partnerships	<ul style="list-style-type: none"> • UCLA, California Emerging Technology Fund (CETF), Sprint 1Million, Verizon Innovative Learning Schools 	<ul style="list-style-type: none"> • Monthly progress reports from partner efforts 		

Note: A logic model is a tool used to evaluate the effectiveness of a program. This logic model has been reviewed by the Office of Data & Accountability.

Research & Evaluation in Progress

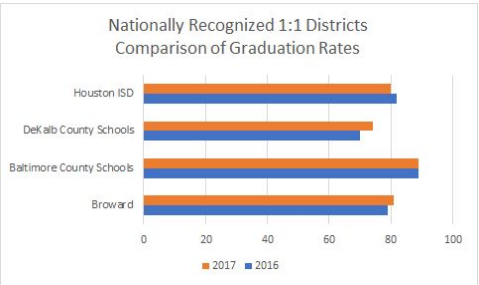
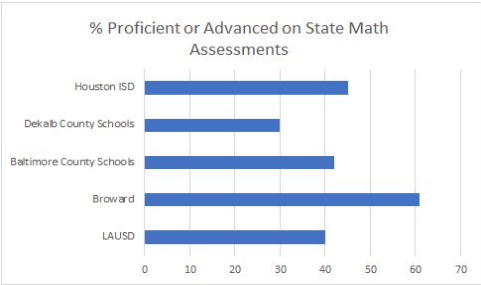
- National Science Foundation Grant:
 - Research Practice Partnership with Alliance for California Computing Education for Students and Schools (ACCESS).
 - Supporting Teacher Effectiveness in STEM+C with UCLA CenterX.
- Sprint 1 Million connectivity for low-income, foster youth, and homeless student population.
- Verizon Innovative Learning Schools.
 - Gompers, Sutter and Edison Middle School will be participating for school year 2018-2019.



National, Local, and District Trends

LAUSD Office
of Data &
Accountability
(ODA)

National
Researcher
Kecia Ray, Ed.D

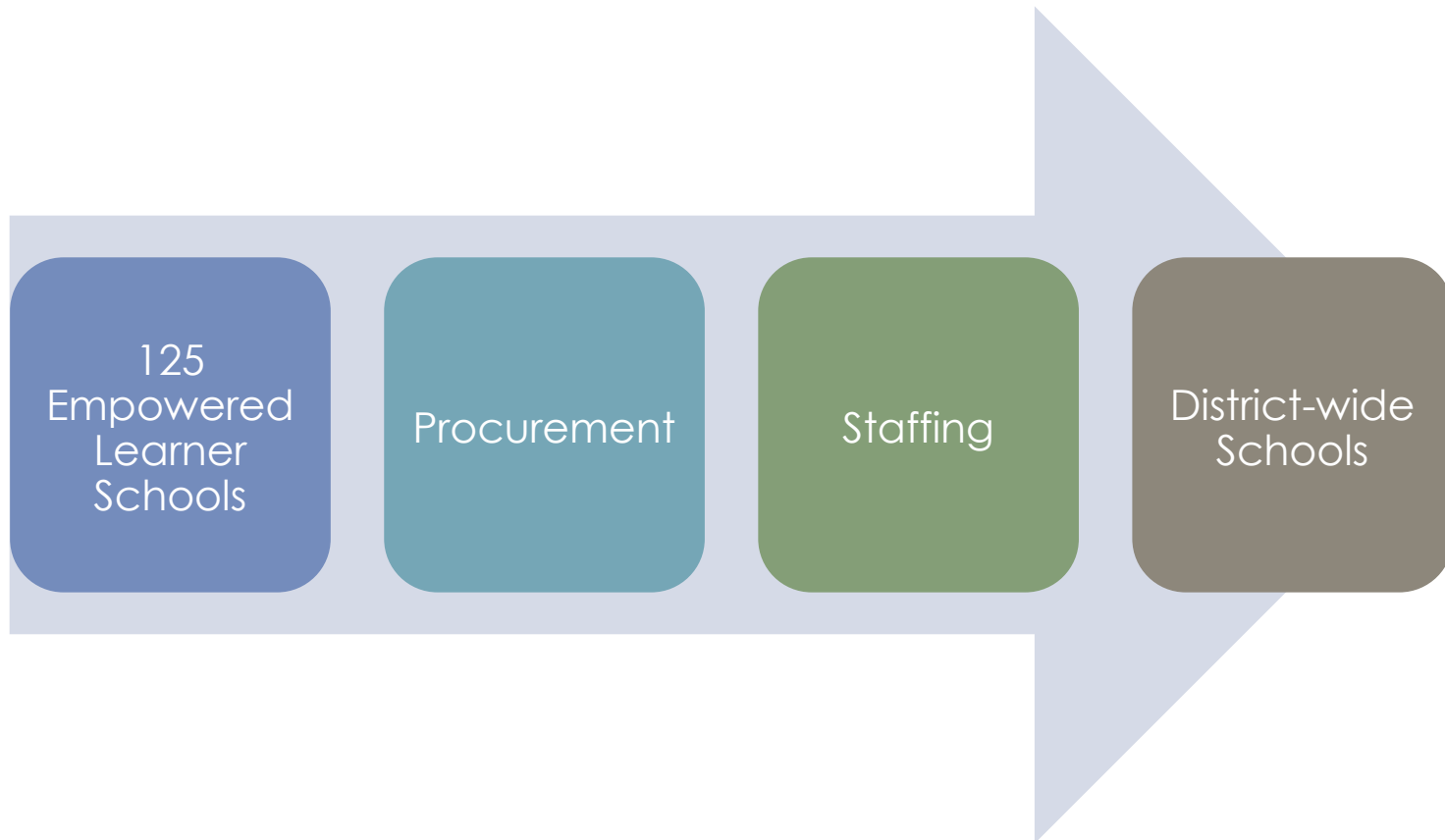


Proposed Program Evaluation

- ITI has partnered with the Office of Data and Accountability to develop metrics to assess impact and outcomes.
- Reports will be provided to the Board of Education semi-annually and the Bond Oversight Committee quarterly.

Proposed Metrics			
Readiness	Devices, Distribution, Infrastructure, & Network.	Teaching & Learning	Overall Program
<ul style="list-style-type: none"> • # of preparation sessions & participants. • #/% of schools that have completed Readiness Checklist. • #/% of schools with an approved Instructional Technology Plan. • #/% of schools that obtain/are Digital Citizenship Certified. 	<ul style="list-style-type: none"> • #/% of devices and schools deployed. • #/% of students with a device. • Device counts by type. • # of digital tools in the District by school. • List of programs and applications used on the digital tools and if they meet STEM instructional initiatives. • Bandwidth. 	<ul style="list-style-type: none"> • Administrator, Student and Teacher Engagement Survey and Pre and Post Training Evaluations • International Society for Technology in Education (ISTE) Success Indicators • Validation that instructional practices of integrating digital tools into instructional content using a model of SAMR (Substitution, Augmentation, Modification, Redefinition) • Evaluation of the impact of digital tools on students' academic success • Formative Assessments 	<ul style="list-style-type: none"> • Expenditure. • % of project completion. • Program update report.

Phases



Budget

	Devices	Storage	Resources	Infrastructure / Evaluation	Admin./ Contingency	Total
2-Year Budget (2018-19 to 2019-20)	\$110,303,900	\$10,505,133	\$11,685,000	\$13,045,000	\$5,332,090	\$150,871,123

- \$150,086,123 Bond Funds & \$785,000 General Fund.
- Funding source: \$150,086,123 bond funds from the “Upgrade and Equip Schools with 21st Century Technology” category of the School Upgrade Program.

Estimated Timeline

Phase/Task	2017-18	2018-19				2019-20			
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Bond Oversight Committee & Board of Education									
125 Empowered Learner Schools									
Trainings									
Readiness Checklist & Instructional Technology Plans									
Delivery & Deployment									
Procurement - Invitation for Bid									
Staffing - Recruitment & Onboarding									
Remaining District Schools									
Training									
Readiness Checklist & Instructional Technology Plans									
Delivery & Distribution									

Empowering Learners Today

- A student with a device is able to access key resources:

