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Strategic Plan Goal Area	Student Success with Equity and Access
Strategic Plan Performance Objective	Increase graduation rate for all students

PLAN
Review the Goal Area, Performance Objective, Initiative(s), Performance Measures, and Action Steps that you are working on for this particular area. What have you completed? What can you celebrate?

- Initiated the Digital Dreamers Program, which provides equitable and personalized access to devices, digital resources, and blended learning opportunities anytime and anyplace for all students. Specifically, all students in grades 6 through 12 will receive a device, all students in grades K – 5 will have greater access to devices, all teachers will be assigned devices to support instruction, and high school students will have access to internet hotspots to be used at home.
- Created and continuously promoted the district's shared vision for 21st Century Teaching and Learning (21st Century Learning Environment framework) and communicated the technology tools and digital resources necessary to support it.
- Completed improvements to the district's infrastructure via the ConnectIT Wireless Project that will provide robust access to the network, devices, as well as digital resources and tools. Providing anytime, anywhere access is a goal in the district's three-year Technology Plan which is aligned to the district's Strategic Plan. Installed 6308 access points capable of supporting 95 devices per classroom for a total of 605,568 devices districtwide.
- Established a new district-wide virtual learning academy (FLEX Academy for Success and Innovation).
- Installed and facilitated preparation for the district's first one-to-one program at Barack H. Obama Elementary Magnet School of Technology.
- Implemented a three-year blended learning professional development experience (IGNITE U) for all staff members with the goals of promoting awareness of effective and engaging uses of technology, facilitating integration into teaching and learning, and encouraging expansion of most effective practices through the school district.
- Executed a systemic implementation plan for the district's Learning Management System (VERGE).
- Implemented a single sign-on student portal for anytime, anywhere access to digital tools.
- Implemented Office 365 for all students (K – 12).
- Organized a LMS Project Pilot and facilitated several work sessions to engage key stakeholders critical to carrying the Learning Management System project through implementation.
- Implemented Learning Management System, focusing on populating current DCSD curriculum and SLOs into tool for future full utilization of curriculum, assessments, and student-centered resources and activities.

DO
Describe the work of your team in achieving your Performance Objectives. Specifically address your Initiatives and Action Steps.

- Implement the Digital Dreamers Program, which provides equitable and personalized access to devices, digital resources, and blended learning opportunities anytime and anyplace for all students.
- Enhance the flexible learning options offered by the district-wide virtual academy (FLEX Academy).
- Monitor and support district-wide training plan that ensures staff in all schools are trained on effective technology integration skills necessary to leverage the student engagement power of the Learning Management System and digital resources.
- Train a technology teacher mentoring group (FUSE) to encourage expansion of effective uses of technology.
- Implement SAFE Watch Project to provide higher-definition and more centralized access to security cameras to increase safety of our schools.
- Although the district ConnectIT Wireless Project has been implemented, continuous evaluation is occurring to ensure sustainability and continuous access.
- Although the student portal has been implemented, continuous evaluation is occurring to ensure the tools are current and impactful.

CHECK
Are you getting the results needed to reach the Performance Targets? How are you monitoring and measuring to ensure results?

- The LMS project had a very detailed project plan with milestones and targets. The project team monitors the progression of this project plan to ensure all goals are met. The first phase of the LMS project is complete with access to all teachers and students as of August 2017.
- The Wireless and Switch projects also have very detailed project plans with milestones, targets, and installation schedule. The project team monitors the progression of this project plan to ensure it stays within scope and budget. The wireless project is complete for all elementary, middle and high schools as of January 2017.

ACT
What are the challenges or obstacles you are facing or anticipating? What needs to change and/or improve to reach your Performance Targets? How will these changes lead to progress?

- *Challenges that we are currently facing include:*
    - Creating a community of learners prepared to support and champion the success of the district-wide 1 to 1 initiative (Digital Dreamers Program).
    - Preparing large teaching staff to use the LMS and other digital tools to enhance teaching and learning with a small support staff.
    - Initiating a virtual and blended learning culture that transforms teaching and learning.
- *Changes that need to be made to improve or reach Performance Targets include:*
    - Long-Term: Increasing technology mentoring capacity for local schools to support the teachers (Digital Learning Teams) and students (Digital Dreamers Program).
    - Short-Term: Each school needs to identify a person(s) responsible for mentoring and monitoring the status of the blended professional learning plan (IGNITE U). This will ensure we meet our targets for schools trained in an effective manner.

These changes will lead to progress because adequate support systems will be in place to ensure teachers are exposed to effective training, resources, and tools.