

Team4Tech/CoSN Rural Engagement Opportunity

Team4Tech and CoSN have partnered to create a pro-bono consulting engagement for districts that are taking the digital leap and looking to move to the next level. The engagement can have a number of different elements described below, or can be focused on a different challenge that the district is facing - the engagement will be co-developed by Team4Tech and CoSN with the district to make sure that it addresses a real issue that the district is facing.

The engagement is centered around 10-12 volunteers from industry as well as leaders from CoSN coming to the district to offer workshops and consulting opportunities in numerous areas including Leadership/Vision, Technology, Communications, and Teacher Capacity/Professional Development. Team4Tech and CoSN will work with the district to identify which opportunities are a match for current district needs.

What does the engagement look like?

The engagement has 3 phases.

In phase 1, CoSN, Team4Tech, and the district leadership including the Superintendent, Chief Technology Officer, and Chief Academic Officer work together to define the district needs and opportunities. This may involve an onsite meeting with the cabinet and some principals and teachers for interviews to understand the current capacity of academic and technology staff and where there is an opportunity to expand that capacity. CoSN and Team4Tech will then design the engagement, keeping in close communication with the district.

In phase 2, a CoSN leader delivers leadership consulting and workshops with the district leaders and principals.

In phase 3, Team4Tech comes to the district for 10 days with 10-12 industry volunteers. These industry volunteers are full time employees from technology companies and have job functions that span marketing, sales, hardware and software engineers, human resources etc. They won't have teaching experience but will be selected from a rigorous application and selection process for this immersive service learning leadership development program. The technology volunteers will work for 6 - 8 weeks to develop consulting materials and workshops to increase academic and technology staff capacity as well as in the areas of technology/networking, communications, project management, or other identified consulting opportunities. During their 10-day stay they will work on delivering capacity-building workshops and programs as well as provide consulting with district staff in any identified areas.

Before the engagement, the district will complete several surveys to establish a baseline of district maturity in numerous areas. These will be repeated at the end of each year for 3 years to look for growth in district maturity over time. There will also be a CoSN representative who will visit at the end of each year to interview the superintendent, CAO, CTO, and representative principals and teachers in order to develop a case study for the engagement.

What are the workshops and consulting opportunities that are available?

The district can identify any specific areas where they have challenges for consultation, but below are examples of workshops and opportunities that can be customized to the district's needs. Any subset of these can be made available.

Leadership and Vision

Workshop: *Visioning/Starting with the "Why"*

Description: When most districts are asked *why* they are taking the digital leap, they respond instead with *what* they are doing: Giving each student a device; Offering on-line courses; Using adaptive software; etc. Leading districts, however, start with the *why* - what they want for their students. By having a clearly defined "why" that is shared by all staff - that they can put into their own words - there is a true north in the district for decision making about the digital leap: We are giving each student a device so that they can have 24/7 access to their resources and learning communities in order to support the development of their agency; We are offering online courses in order for our students to be as prepared for college and career as their counterparts in bigger districts; We are using adaptive software so that students can progress at their own pace and develop mastery rather than being pushed through one-size-fits-all curriculum.

This half day workshop presents the trends and changes in the workforce students are graduating into and how that affects what students need to know and be able to do on graduation. It then explores the underlying values of the district and identifies the (often unarticulated) goals that drive their implementation and their day-to-day work and helps the district articulate an authentic, simple, meaningful "why."

Audience: Developing the district's "why" is ideally done with many stakeholders. The Superintendent, CTO, CAO, and principals plus representative teachers and parents is the ideal composition when possible. Minimum representation is the Superintendent, CTO, CAO and representative principals.

Workshop: *Goals and Metrics*

Description: A district's "why" becomes reality through concrete goals and metrics. This half-day workshop identifies district goals in three critical categories: Academic Achievement, Workforce Skills, and Student Agency, as well as other categories defined by the district that are needed to support the "why." These categories are chosen to balance each other and avoid the diminishing returns that occur when the focus is on a single metric such as test scores. The district may have student outcome goals that fall outside these categories, and those will also be included.

The workshop will address strategies and approaches that support the district goals and how to implement them.

Once this workshop is complete, the district will have a well-articulated "why" that is backed up by the concrete goals and metrics that will bring it to fruition.

Audience: Developing the district's goals and metrics is ideally done with many stakeholders. The Superintendent, CTO, CAO, and principals plus representative teachers and parents is the ideal composition when possible. Minimum representation is the Superintendent, CTO, CAO and representative principals.

Workshop: *Agentic Formal Improvement Process*

Description: Student agency is like engagement on steroids - when successfully activated using agentic approaches such as Project Based Learning, Inquiry, Design Thinking, Game Based Learning and others, it supports deeper learning, workforce skill development, and better test scores. However, implementing these approaches from the top down seldom works - one of two things happens: either principals and teachers ignore the initiative as just another reform that will go away in a year, or the initiative is co-opted and implemented with the form but not the substance, as when Project Based Learning turns into just doing projects.

This half-day workshop will help teachers and principals design a Formal Improvement Process for each school that meets their particular needs and context. The process will offer teachers agency and power in implementing changes to their classroom practice that will meet the goals defined by the district for student outcomes. The process involves teachers committing to try something new in their classroom, trying it out, then reflecting with peers on how it went. They then either modify their experiment or try something new. This leads to a culture of innovation where over time teachers learn to trust their students with owning their learning, where teachers' mindsets shift to one of authentically fostering student agency, and where continual small improvements lead to big results.

This workshop also includes free use of the REFLECT app for documenting the outcomes of teacher classroom trials.

Audience: The audience for this workshop are groups of a principal and representative teachers representing each school to be involved in the change process.

Workshop: *Recognizing and Fostering Student Agency*

Description: What is student agency? This is a term that is used in many ways in the education field. In order to get the outcomes that student agency promises, it is necessary to go beyond definitions of simple engagement or self-direction or responsibility. This half-day workshop presents definitions and examples of student agency inside and outside the classroom along with strategies to foster that agency.

Audience: Teachers that are going to be working toward changing their practice to increase student agency in the classroom. Principals and Central Office Administrators who are going to be assessing progress against district goals for student agency would also benefit.

Technology

Consulting Opportunity: *Architecture*

Industry engineers and potentially CoSN nationally recognized certified leaders (CETLs) will work with the district technology team to evaluate the district's network core architecture and re-architect to meet district needs. Recommendations will be offered for network improvements and manpower made available to perform the work of updating the hardware and software.

The district will be responsible for procuring any new hardware or software they decide to install.

Consulting Opportunity: *Cybersecurity*

Industry engineers and potentially CoSN CETL's will work with the district technology team to assess their cybersecurity stance and make recommendations for how to enhance their cybersecurity readiness. They will work side by side with the district to implement those changes.

The district will be responsible for procuring any new hardware or software they decide to install.

Consulting Opportunity: *Cloud Migration*

Industry engineers and CoSN CETL's will work with the district technology team to plan the migration of appropriate infrastructure, software, and/or platforms to the cloud. They will work with the district to begin implementation of the migration and provide a plan for any remainder of the implementation that will occur after the two-week engagement.

The district will be responsible for procuring any new hardware or software they decide to install.

Consulting Opportunity: *Mobile Device Management and Mobile Application Management*

Industry engineers and CoSN CETL's will work with the district technology team to plan a strategy for MDM and MAM. They will work with the district to implement those strategies.

The district will be responsible for procuring any new hardware or software they decide to install.

Consulting Opportunity: *Network Monitoring*

Industry engineers and CoSN CETL's will work with the district technology team to assess their network monitoring strategy. Recommendations will be offered for architecting a holistic network monitoring approach and manpower will be provided to help implement that approach.

The district will be responsible for procuring any new hardware or software they decide to install.

Communications

Consulting Opportunity: *Developing the Message*

In taking the digital leap, it is crucial to obtain the support of all stakeholders, including teachers and staff, parents and students, and the community. This calls for a compelling story about what the district is doing and why it is important as well as a branding of the effort.

In this consulting opportunity, industry experts and/or CoSN CETL's will work with the district communication officer to develop a compelling, authentic story about why the district is taking the digital leap and what steps are being taken to implement it. They will also work with the district on branding the initiative.

Consulting Opportunity: *Communications Plan and Social Media*

Once a district has developed a compelling story around its digital leap, sharing that story becomes the next step. Social media is a great way to get that story out to the community and to keep the community involved by offering updates and insights into the changes as they happen.

In this consulting opportunity, industry experts and/or CoSN CETL's will work with the district to create a communications plan for sharing their story with the community on an ongoing basis.

Teacher Capacity and Professional Development

Workshop: *Project Based Learning*

Project Based Learning is an agentic pedagogical approach that fosters deeper learning, workforce skills, student agency, and raises student achievement. In this workshop, teachers will experience learning through PBL about the practice of PBL. They will learn how to deliver PBL in the classroom, how to assess student work with PBL, and how to evaluate the PBL learning experience.

Workshop: *Inquiry Based Learning*

Inquiry Based Learning is an agentic pedagogical approach that fosters deeper learning, workforce skills, student agency, and raises student achievement. In this workshop, teachers will experience learning through Inquiry about the practice of Inquiry. They will learn how to deliver Inquiry in the classroom, how to assess student work with Inquiry, and how to evaluate the Inquiry learning experience.

Workshop: *Design Thinking*

Design Thinking is an agentic pedagogical approach that fosters deeper learning, workforce skills, student agency, and raises student achievement. In this workshop, teachers will experience learning through Design Thinking about the practice of Design Thinking. They will learn how to deliver Design Thinking in the classroom, how to assess student work with Design Thinking, and how to evaluate the Design Thinking learning experience.

Workshop: *Making*

Making is an agentic pedagogical approach that fosters deeper learning, workforce skills, student agency, and raises student achievement. In this workshop, teachers will experience how to create a Maker Space and use it to offer students authentic Maker experiences.

Workshop: *Google Apps (Or any other software)*

When beginning the digital leap, teachers often experiment with new software such as Google Apps. However, teachers may not have the time to deeply research the capabilities of such applications or how they might be used in the classroom. Industry professionals will perform that research and offer teachers a workshop for how to use the apps at both a beginner and more advanced level. This can be applied to any software the district is working with including LMS's, adaptive software, online applications, etc.

What are the district's responsibilities and costs?

The district is a partner in this engagement and is responsible for helping to define the engagement, making staff available for workshops and consulting opportunities, and following up to evaluate their progress against their own goals over the following 3 years. This includes:

- Superintendent, CAO, and CTO are available for initial phone calls to determine the fit between this engagement and district needs, as well as develop a preliminary scope for the project
- If needed, Superintendent, CAO, CTO and relevant staff, and representative principals and teachers are available for a preliminary site visit to be interviewed in more detail about needs for capacity building on the academic side and current architectures/plans/platforms on the technology side
- District will complete surveys provided by CoSN to establish a baseline including:

- Digital Leap Success Matrix (completed by cabinet)
- Principal Survey (completed by participating principals)
- Teacher Survey (completed by participating teachers)
- Near the end of the 1st, 2nd, and 3d school year after the engagement the district will
 - Complete the surveys again
 - Make staff available for a visit from a CoSN leader to interview the Superintendent, CTO, CAO, and representative principals and teachers on the progress that the district has made and the impact of the engagement
 - Measure their progress using their own goals and metrics and share the results with CoSN
- Appropriate staff are available for workshops and consulting opportunities
 - Leadership workshops will be conducted during an advance visit
 - The remainder of the workshops and consulting opportunities will be conducted during a two-week period to be determined by the district and Team4Tech/CoSN

The workshops, consulting, and costs of travel for the visiting teams are all covered by Team4Tech/CoSN. However, the district may incur some costs such as:

- Teacher/staff pay for when attending workshops
- Purchase of new hardware/software as decided on by the district after the technology consultation (Note that the consultation will be highly interactive and structured to meet the district's needs and will be focused on solutions that are most practical for the district given their situation and resources, not based on some arbitrary gold standard)

District Requirements for Selection

As this is a pro-bono opportunity, recipient districts must be those who have a clear financial need and would be unable to take these next steps without this engagement. At the same time, it is important that the district is in a position to leverage this opportunity for real change.

Qualified districts:

- Serve low-income student populations with over 50% free and reduced lunch
- Are just beginning to take the digital leap (such as beginning a 1:1 initiative) or are at a turning point in their digital leap where they want to make a significant change or address specific obstacles
- Can take advantage of a team of 10-12 volunteers from industry and CoSN CETL's and consultants to leverage workshops or consultancies in technology, communication, teacher PD, leadership, or other areas
- Have strong leadership that has a desire to transform teaching and learning
- Have a clear, shared vision of "why" they are taking the digital leap, or are prepared to develop one through a CoSN leadership workshop
- Have or in process of getting robust broadband connectivity to the school

- Reach a minimum of 700 students for the first year engagement - this could be either the student population of the school district, or if the school district isn't as large, combining other school districts for this rural engagement opportunity.

Finally, CoSN and Team4Tech will be documenting the process along the way and the district can expect considerable national exposure if the effort is successful. We will be documenting lessons learned, as well as how other rural districts can implement similar efforts around technology transformation. The participating district will be written up as a CoSN case study to be featured on CoSN's rural initiative page and will have the opportunity to share their work and results at the CoSN conference.