

February 13, 2008

Ms. Kathleen Lockyer
Director, Human Resources
Enumclaw School District
2829 McDougall Avenue
Enumclaw, WA 98022

Dear Kathy,

Thank you for choosing Puget Sound ESD to provide an external program review of district technology programs. The ESD review team used a process modeled around the Northwest Regional Educational Laboratory program review process. It included gathering extensive information from the Technology Department, surveys of district staff and communities, interviews with district component groups, review of findings with the technology work group and the technology oversight committee, and review of the recommendations with the same group and committee.

Puget Sound ESD Program Review Team

Terry Hippenhammer – Executive Director, Technology Services

- Coordinate the technology program review process.

Angela Parsons – Director, Network Services

- Provide infrastructure expertise and standards-based recommendations.

Conn McQuinn – Director, Educational Technology Support Center

- Provide educational technology expertise and analyze survey and interview data.

Kevin Hasslinger – Director, Online Development Center

- Provide survey instrument and manage survey process.

A project summary and statistics are found in Tab A.

I sincerely hope that the findings of the program review process and the recommendations contained herein will be useful to the district as a guide to making its commitment to reliable and effective technology services a reality for years to come.

It was a joy working with you and your staff. I especially want to express my appreciation for the responsiveness of the technology staff to information requests by the ESD review team. This information was crucial for the reviewers understanding of the current state of technology in the district and the staffing and processes necessary to maintain district technologies.

A summary of recommendations follows (see Tabs 1 – 6 for details).

RECOMMENDATION # 1 – VISION AND LEADERSHIP

A. Build vision that is district-based, Technology implemented

Determine use of technology by instructional and administrative needs and ensure new initiatives be determined by identifiable, prioritized needs of the district.

B. Continue transition of technology model from support to leadership

Implement a strategy for including technology in district decision-making.

C. Establish district wide technology expectations

Provide clear district goals to staff for a consistent technology implementation across the district for the purposes of increased student learning and effective implementation of district technologies.

D. Develop vision and oversee implementation through the Technology Oversight Committee

Continue the Technology Oversight Committee (TOC) for planning and oversight.

RECOMMENDATION # 2 – INFRASTRUCTURE

A. Upgrade District Wide Area Network

Provide adequate WAN capacity to support the district vision and goals and to provide equitable access to district resources.

B. Upgrade Local Area Networks at Each Site

Implement measures to modernize and more effectively manage network resources.

C. Develop Software and Hardware Standards

Adopt a list of supported software and hardware standards and implement a replacement cycle to provide consistent user experience and more effective support.

D. Provide Consistent Access for Students

Adopt standard technologies for classroom use and implement in all schools

E. Implement Other Infrastructure Needs

Replace videoconference system, implement wireless networking, and provide adequate facilities and tools for technology department

RECOMMENDATION # 3 – SUPPORT

A. Determine level of support required to implement the technology vision

Define support levels that are possible with current resources and make known to end users.

B. Continue using outsourcing as a strategy to provide specialized, high-end and project-oriented support.

Continue use of contracted services, as contracted staff provides timely and high-end support to mission-critical functions.

C. *Change technology organizational structure to improve the efficiency and effectiveness of the department*

Organize staff to provide specialization in network support, customer service, and desktop support.

RECOMMENDATION # 4 – PROFESSIONAL DEVELOPMENT

A. *Develop Consistent Staff Skill Base*

Provide effective professional development for all staff.

B. *Keep Staff Skills Current*

Keep staff skills current in the face of changing software, hardware and new professional expectations.

RECOMMENDATION # 5 – APPLICATIONS

A. *Work with WSIPC and NWRDC to enhance usability of Skyward*

Ensure that negative impact on end user productivity is minimized and lobby NWRDC for improving the end user experience.

B. *Establish Core Applications to be used by staff*

Identify core applications that will be used across the district and that staff will be expected to use.

RECOMMENDATION # 6 – STUDENT-CENTERED LEARNING

A. *Drive District Instructional Technology Goals by Instructional Goals*

Drive the use of technology in the classroom by instructional goals, providing consistent experience of students within a building and across the district.

We offer these recommendations to provide you with a framework that assists you to develop a concept that includes changing the role of Technology from support to leadership that develops district-level vision and a roadmap which is clearly understood by all staff and community, and that partners with the community for new technology initiatives.

It has been a pleasure serving you.

Sincerely,

Terry K. Hippenhammer
Executive Director
Technology Services
Puget Sound ESD