



THE STATE EDUCATION DEPARTMENT / THE UNIVERSITY OF THE STATE OF NEW YORK / ALBANY, NY 12234

**TO:** The Honorable the Members of the Board of Regents

**FROM:** Richard H. Cate

**COMMITTEE:** Full Board

**TITLE OF ITEM:** Technology Strategy

**DATE OF SUBMISSION:** January 22, 2003

**PROPOSED HANDLING:** Approval

**RATIONALE FOR ITEM:** Adoption of SED Technology Strategy

**STRATEGIC GOAL:** 1 through 6

**AUTHORIZATION(S):**

**SUMMARY:**

The Commissioner's 2002-2003 Performance Agreement directs that a technology strategy be created as one of the elements to "strengthen the State Education Department as an instrument of policy implementation." A draft "Strategic Objectives for Technology" was submitted to the Board for discussion at your December 2002 meeting (copy attached).

The attached technology objectives are tied to the six Regents Goals. Each of the Goals includes a set of "Desired Results," many of which are taken directly from key strategies listed in Leadership and Learning, the Regents strategic plan.

This document includes a set of assumptions about the technology environment – the current state of digital information, the expectations of our customers, and the varied degree to which the people of New York can access electronic information. We also define the role of the Department as a coordinator of technology and digital information, and as an advocate for universal access by all citizens.

This is a policy document, intended to serve as a framework for the Department's own technology planning. As you review these "Strategic Objectives," we would like to pose the following questions:

- Does the document identify the appropriate "Strategies" for each Regents Goal? Are the strategies aligned with the "Focusing on Critical Needs" document approved by the Board in January 2002 (attached)?
- Do the "Desired Results" represent appropriate performance measures?
- Are the "Assumptions about Technology" correct?
- Is "The Department's Role in Technology" described appropriately?
- Do we agree on the "Elements Outside Our Policy Control?"

I hope these questions will help to guide your discussion at the February meeting. I recommend that the Regents take the following action:

**VOTED**, that the attached "Strategic Objectives for Technology" be approved as submitted.

## Strategic Objectives for Technology

We will use technology to:

- Collect and disseminate information and provide services over the Internet;
- Integrate core information about the performance of USNY institutions and the customers they serve;
- Provide leadership and support for the use of technology and the management of data by USNY; and
- Build a reliable, flexible and secure technology infrastructure that supports the Department's work.

**Regents Goal 1: All students will meet high standards for academic performance and personal behavior and demonstrate the knowledge and skills required by a dynamic world.**

### **Desired Results**

Teachers and school administrators will have access to student performance data and will be capable of analyzing that data to improve programs and services for students.

Teachers will have access to a rich array of tried and tested instructional materials and methods for classroom instruction.

Students at all levels will have access to virtual research and learning resources.

### **Strategies**

- *Create a statewide repository of student performance data that permits longitudinal analysis across years.*
- *Create a web-based information resource that gives teachers and students access to instructional materials, educational content, and professional development tools.*
- *Provide improved data on vocational rehabilitation outcomes.*

**Regents Goal 2: All educational institutions will meet Regents high performance standards.**

### **Desired Results**

Systems of public accountability for schools and postsecondary institutions, based upon student performance results, will be expanded to improve effectiveness. These performance results will be reported to the public.

Schools, libraries, and cultural institutions of USNY will use the technology necessary to attain the highest level of service.

### **Strategies**

- *Enhance the web-based School Report Card to permit broader public access to educational data.*
- *Assist educational institutions and libraries by providing leadership, advocacy, standards, guidelines and financial support for deploying technology and managing data.*

**Regents Goal 3: The public will be served by qualified, ethical professionals who remain current with best practice in their fields and reflect the diversity of New York State.**

### **Desired Results**

Teachers, librarians and professionals will have access to on-line research and learning resources.

Teachers, librarians and professionals will receive appropriate credentialing in a timely manner.

The public will receive information about sound ethical practice, consumer rights and professional responsibilities.

### **Strategies**

- *Develop on-line applications for professional licensing and teacher certification.*
- *Provide on-line professional development resources for teachers and other professionals.*

**Regents Goal 4: Education, information, and cultural resources will be available and accessible to all people.**

### **Desired Results**

All New Yorkers will have access to a virtual on-line library that contains information, cultural content and other resources, accessible through an electronic library card.

Individuals with disabilities will have access to technology that implements least restrictive environment (LRE) in educational and cultural settings, as well as ensuring that the information, cultural resources and facilities of USNY are accessible to all citizens, regardless of disability.

### **Strategies**

- *Support development of digital resources in USNY, and use the Internet and Departmental web resources as the primary way of delivering information and services to citizens.*

- *Make the assets of the Museum, Library, and Archives available publicly via the Internet; develop the New York On-line Virtual Electronic Library (NOVEL).*
- *Publish all public documents electronically, assuring that they are accessible to all, regardless of disability.*

**Regents Goal 5: Resources under our care will be used or maintained in the public interest.**

**Desired Results**

Our information and data assets will be managed in a way that avoids redundancy in collection and management, and facilitates information sharing.

Department transactional processes and management/financial reporting will maintain the highest standards for accuracy, reliability, accessibility, legality, and timeliness. State-of-the-art technologies will support internal business practices, including fiscal and personnel transactions and reporting.

**Strategies**

- *Refine and implement an information blueprint that identifies core information assets about our customers, and ensures they are accurate, timely, authoritative, and not redundant.*
- *Collect data electronically over the Internet.*
- *Streamline and/or consolidate payment, budgeting, and state aid distribution systems, for both internal and external customers.*

**Regents Goal 6: Our work environment will meet high standards.**

**Desired Results**

Our technology infrastructure shall work everywhere, all the time. Staff will have intelligent workstations that help them do their job, and will be trained to use the technology.

**Strategies**

- *Build computer technology that is reliable, open, flexible, and secure, using web-based standards.*
- *Prioritize technology investments based upon consistent and open criteria, including business priorities, cost effectiveness, and risk.*
- *Expand use of on-line training and assessment for internal professional development.*

### Assumptions About Technology

- Digital information will become the norm: more information will be circulated and accessible on-line than in any other form.
- The electronic network that connects our computers, phones, and televisions will become larger and wider, able to handle higher volumes of voice, data, and video. The network will become increasingly wireless. The digital television network will become a major provider and transmitter of information.
- Our customer will access information on-demand at any hour of the day, from any computer.
- A segment of the population will have inadequate access to electronic information and computers.
- The availability of information via the Internet affects the role of teachers, librarians and professionals. On-line courses require different teaching methods. A large amount of information is accessible without the benefit of support from a professional who is knowledgeable in the field. Who acts as the trusted intermediary?

### The Department's Role in Technology

- SED will provide or endorse a core set of electronic educational and cultural information for our customers. SED will not be the sole experts and providers of educational and cultural content via technology. We will highlight best practices and content, set standards for quality, and assure access to that content by all customers.
- SED will use technology to shift our own work efforts from compliance tasks, to education and service tasks. We will reduce the quantity of reported data, and our regulatory and compliance functions will become electronic and available to users on their computers (e.g., on-line professional registrations, data collection and reporting).
- We will use BOCES and the Regional Information Centers as partners in technology implementation and support for preK-12 institutions.
- SED will advocate for funding and implementation of technology by USNY institutions.
- We will advocate for citizens who have inadequate access to computers. We will direct funds to USNY institutions in a coordinated way to ensure that the broadest number of citizens can use the digital information environment. We will inform our customers about USNY access points to computers (such as libraries), and expand that access; and increase professional development for teachers, librarians and other professionals on how to use technology effectively.
- We will implement technology incrementally, and avoid technology projects that take years before they provide useful service to customers. We will use proven tools and methods and adopt industry standards.

### Elements Outside Our Policy Control

- SED is not able to guarantee the quality of all educational and cultural content available electronically to our customers.
- We will not mandate which technology is used within USNY institutions. SED will not set computer, network, and software standards for all USNY institutions in a way that restricts the free market for those technologies.

## **Focusing on Critical Needs**

How should the Regents focus their efforts in the next year or two within the context of the strategic plan? Regents posed that question during their 2001 policy retreat. Here is the answer that the Regents endorsed in January 2002. These needs will guide their agenda and challenge the Department to align its time, energy and resources while continuing other critical services and initiatives.

### **Achieve better results by:**

- Promoting academic standards for all students from pre-K to adult and providing extra help to close performance gaps
- Providing guidance on curriculum and practice
- Identifying shortfalls in the supply of teachers and licensed professionals and implementing statewide strategies that will help employers to fill these vacancies
- Proposing a State aid formula that directs a higher percentage of aid to the school districts that have the greatest need
- Completing the renewal of the State Museum and convincing the Legislature and the Executive to adopt the New Century Libraries proposal
- Expanding the capacity of vocational rehabilitation and workforce development systems to help people with disabilities find employment and succeed in higher education

### **Gain support to get these results by:**

- Strengthening the resources of the University of the State of New York and applying them to these critical needs
- Building support for this work by communicating more effectively with the public, the Executive and the Legislature about our goals, results and needs.