

KENOSHA UNIFIED SCHOOL DISTRICT

July 25, 2023

2023-2026 Integrated Library and Technology Plan

Over the past decade, Kenosha Unified has worked to implement various components of the previous Integrated Library Media and Technology Plans. The most recent version was aligned to the emergence of the global COVID 19 Pandemic, and how districts across the nation and world had to rapidly adjust to the changing educational landscape, navigating emergency funds, global supply chain logistics and supporting the whole child who may or may not have participated through short or long term virtual learning formats. Now that a few years have passed, and most districts have gained valuable experience with the management of this pandemic, and other related educational variables, KUSD must look long term into the next decade and have realistic approaches to funding, staff support, and the value of technology integration throughout the school system. KUSD will continue to provide a plethora of technology devices to provide opportunities for all students to learn and engage with the various technology and instructional resources in a manner that can be supported from all sides, including the financial sources and the instructional capacity.

A KUSD technology leadership committee (Appendix A) has reviewed the existing plan, and provided updated revisions for the new three-year cycle. In reference to PI 8.01(2)(h)1.1, the DPI strongly encourages Local Education Agencies (LEA's) to integrate the district's library plan and technology plan. These plans are inclusive of the required planning expectations related to funds and projects for school libraries. KUSD has supported and previously signed the Future Ready District Pledge (http://futureready.org/about-the-effort/take-the-pledge/?search=&field_56d9bc8f9f5a0=Wl). This pledge presents a commitment to improving the technology integration and overall support for quality digital learning. To date, over 3,400 school district superintendents have signed this pledge. This represents over 20 million students and more than 2 million educators who are working to establish quality technology integration into the learning environment. Based on a desire to define evidence-based approaches to manage this process, the U.S. Department of Education and the American Institutes for Research (AIR) published a rubric on the characteristics of Future Ready Leadership (<https://tech.ed.gov/leaders/research/>). Kenosha Unified leadership will continue to review and integrate the strategies for improved digital learning when possible.

The goals and objectives of this plan align with the Kenosha Unified School District Improvement Plan and are guided by the practices outlined in the Future Ready Librarian Framework and ISTE Standards for Educators (Appendix B). The Library and Information Services Departments support the KUSD mission to provide excellent, challenging learning opportunities and experiences that prepare each student for success through information literacy. We accomplish this by providing instructional opportunities that integrate the work to align with the newly revised and adopted district Moral Imperative and first two goals.

<https://www.kusd.edu/district/>

KUSD Moral Imperative: *ALL students will have an equal opportunity to prepare for college and/or careers with the support of highly qualified educators in a learning environment that is resource rich, safe, and welcoming.*

KUSD Goal 1: Student Achievement

Increase the success of all students by prioritizing, planning and implementing recommendations from the School Improvement Plans.

KUSD Goal 2: Fiscal Responsibility

Implement transparent fiscal management practices that prioritize and align resources with strategic goals.

Recommendation:

Administration recommends that the Board of Education review and accept the 2023-2026 Integrated Library and Technology Plan at the July 25, 2023, regular Board meeting.

Dr. Jeffrey Weiss
Superintendent of Schools

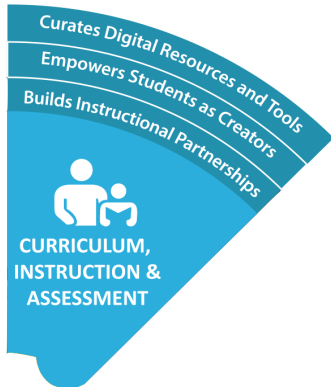
Mr. Kris Keckler
Chief Information Officer

Mrs. Julie Housaman
Chief Academic Officer

Ms. Christine O'Regan
Coordinator for Instructional Technology &
Library Media



Curriculum, Instruction and Assessment



GOAL 1.1

District will provide universal access to high-quality digital tools, learning materials, and curriculum. Educators will base curriculum, instruction, and assessment on the clear expectation that all students graduate prepared for college and the workplace.

RECOMMENDATION

Support students' learning in academic standards and college and career readiness by leveraging resources available to help students meet learning goals and outcomes.

PRIORITY ACTIVITIES

- Utilize the Academic and Career Plans ([ACPs](#)) to ensure personalized support and development of pathways for all students grades 6-12. (IS, IT)
- Partner with teachers to implement evidence-based curricula and assessments that integrate elements of the [Wisconsin Standards for Information and Technology Literacy](#). (IS, LM)
- Provide support to equitable access to connectivity, digital devices, information, resources, programming, and services that support teaching and learning. (IS, IT)
- Lead in the selection, integration, organization, and sharing of digital resources and tools to support high-quality teaching and learning. (IT, LM)
- Elementary Library Media Teachers will continue to develop and implement a standards-based scope and sequence focusing on literacy development, information literacy skills and digital citizenship. (LM)
- Secondary Library Media Teachers will develop and implement a standards-based scope and sequence focusing on information literacy skills and digital citizenship. (IT, LM)
- Develop and share resources and lessons to support creativity, innovation, and the active use of technology. (IT, LM)

Note: Information Services (IS), Instructional Technology (IT), Library Media (LM)

Personalized Professional Learning



GOAL 2.1

The Instructional Technology and Library Department staff are self-directed in their professional practices using technology to optimize teaching and learning.

RECOMMENDATION

Ensure educators have access to high quality digital professional learning resources and collaboration tools by creating digital professional learning communities and professional development sessions.

PRIORITY ACTIVITIES

- Provide resources, tools, and partnerships to support facilitators in delivering face-to-face, online, and blended professional learning programs for staff members of all content areas and levels. (IT, LM)
- Engage in professional learning for collection development practices to develop print and digital collections which depict, inform, and celebrate the experiences of all members of our community and greater worldwide communities and cultures. (LM)

GOAL 2.2

Instructional Technology Teachers and Library Media Teachers are information literacy and technology specialists who lead and participate in professional learning to cultivate broader understanding of the skills that ensure success in a digital age.

PRIORITY ACTIVITIES

- Participate in building leadership teams to curate and utilize instructional software and hardware based on the needs and goals of the School Improvement Plan. (IT, IS)
- Utilize on-demand learning modules to provide staff training. (IT, LM)
- Participate and/or facilitate collaborative experiences with staff at each grade level at least once per quarter. (IT, LM)

Data and Privacy



GOAL 3.1

Staff are familiar with state and federal legislation regarding the safety, security, and privacy of data.

RECOMMENDATION

The District will update policies and procedures related to data usage, privacy, and security with annual accountability measures.

PRIORITY ACTIVITIES

- Update local policies (Appendix C), procedures, and practices to address legal, ethical, and safety issues related to the privacy and security of data, and the usage of data, technology, and the Internet based on the Family Educational Rights and Privacy Act (FERPA), Children's Online Privacy Protection Act (COPPA), and the Wisconsin Pupil Records Statute (118.125). (IS,IT)
- Annually review the KUSD Staff and Student Acceptable Use Policies and communicate the policy content to staff. (IT,LM)
- Provide staff with an online simulation and training resource for better understanding of growing security risks as well as potential malicious online communications. (Appendix D). (IS)
- Develop and/or adopt data management and security plans. Plans will include communication, implementation, oversight, and evaluation practices. (IS)
- Continue to manage a Next Generation Firewall which supports current and future security standards to better protect the learning environment. (IS)
- Continue to integrate a content filter with decryption capabilities and utilities such as an Application Manager which allows for isolating browsers when using known dangerous sites. (IS)
- Continue to manage an adaptive threat prevention machine learning anti-virus utility.(IS)
- Continue to expand and scale a Managed Detection and Response system to secure all systems and data from threat actors. (IS)
- Expand and continue to monitor a Disaster Recovery Program, to include network resilience and prioritize identified organizational needs. (IS)
- Resources:
 - <https://www.setda.org/master/wp-content/uploads/2018/08/4-Cybersecurity-Concerns-for-State-Leaders.pdf>
 - <https://www.cosn.org/edtech-topics/cybersecurity/>

GOAL 3.2

Educators, support staff and students are data-literate and understand the potential uses and misuses of data in the teaching and learning process and act accordingly.

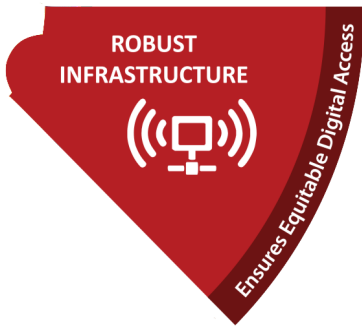
RECOMMENDATION

Review and update instruction and policies annually to make effective use of evidence and data-based decision making. Data systems used by districts must meet educator and parent needs, and are understandable to them so they can support student learning.

PRIORITY ACTIVITIES

- The Instructional Technology and Library Media Department works collaboratively with content areas to provide digital citizenship instruction.
- Provide training opportunities to administrators and educators on the legal and ethical responsibility to ensure security, accuracy, and privacy in the collection, analysis, exchange of, and reporting of data. To ensure proper awareness, KUSD has an annual notice compliance requirement with a Non-Disclosure and Confidentiality Agreement (Appendix E). All KUSD staff who handle and access student records will also receive additional training regarding the handling, curating, accessing, and sharing of confidential data. Utilize training videos from Wisconsin DPI related to student data confidentiality and providing respective access.(IS, IT)
- Implement a Multi-Factor Authentication system to provide data protection. (IS)
- Manage data purges and deletion of data aligned to state and federal retainment schedules. (IS)

Robust Infrastructure



GOAL 4.1

All KUSD students and instructional staff will have access to mobile devices.

RECOMMENDATION

The District will provide a modified district-wide mobile device program to support the demand for increased access to digital instructional materials and tools for collaboration and communication.

PRIORITY ACTIVITIES

- Maintain the Instructional Technology inventory based on usage and damage assessments, and enrollment and staffing needs (Appendix F). (IS, IT)
- Update guides and instructional resources to support a mobile device program. (IS, IT)

GOAL 4.2

All schools are able to meet student and staff bandwidth demand at all times throughout the school day.

RECOMMENDATION

Implement SETDA benchmarks to ensure sufficient bandwidth to the edge of the building and develop an internal network and technical support sufficient to support student learning goals.

PRIORITY ACTIVITIES

- Annually assess internal networks to ensure they provide sufficient speeds and throughput to support student learning goals (Appendix G). Develop networks annually as needed, making use of E-Rate and other available funding. (IS)
- Provide technical support sufficient to ensure student learning and staff work is not impeded by downtime. (IS, IT)
- Continue to implement a refresh plan for network devices, replacing outdated access points with more current models to be compliant with industry standards (Appendix H). (IS)

Budget and Resources



GOAL 5.1

Funding for digital learning is integrated across multiple budget areas, including instruction, building facilities, technology staffing, utilities, etc., where appropriate.

RECOMMENDATION

District works to identify and secure viable funding sources for short and long-term technology and digital resource purchases.

PRIORITY ACTIVITIES

- Implementation of the [Instructional Software Approval Form](#) to identify financial and educational value, avoid duplication of services and ensure proper security. (IT)
- Explore and utilize any available state and regional funding opportunities such as the FCC's Connect America Fund, new E-Rate initiatives, Wisconsin Public Service Commission (PSC) broadband expansion grants, the DOA BadgerNet, and others as they become available. (IS)
- Make full use of E-Rate Category 2 options for funding maintenance and network wireless improvements. (IS)
- Reuse refreshed hardware to fill other district needs. (IS)
- Monitor and manage the technology devices utilized for technology integration (Appendix F). (IS, IT)
 - Staff and student devices are refreshed every 4 years.
 - Infrastructure components are refreshed every 5-7 years.
 - Access points are refreshed every 5-7 years.
 - Switches, controllers, routers, servers, and other network equipment refreshed every 7 years.

GOAL 5.2

Ensure sufficient technical and instructional support in every school.

RECOMMENDATION

Build capacity for sufficient technical and instructional support, characterized by a positive service orientation, in every school. This support is proactive, providing resources, coaching, and just-in-time instruction to prepare teachers and students to use new technologies.

PRIORITY ACTIVITIES

- Annually evaluate the support provided by Information Services and Instructional Technology and Library Media Departments in every school. (IS, IT, LM)

- Meet regularly to monitor existing services and address challenges and implementation of new technology and services. (IS, IT, LM)

GOAL 5.3

Leverage an understanding of the school community needs to identify and invest in print and technology resources to support student learning.

RECOMMENDATION

Instructional Technology Teachers and Library Media Teachers participate in the budget decision making process at each school.

PRIORITY ACTIVITIES

- Provide support and professional learning opportunities for Library Media Teachers to utilize Common School Funds for their school community. (LM)
- Annually evaluate the technology needs and expandability. (IS, IT, LM)
- Utilize budget documents and spending information provided by the district to manage their spending. (LM)
- Conduct annual analysis of their library collections and budgets. (LM)
- Regularly survey students and staff regarding interest and curriculum needs to make better informed purchasing decisions. (IT, LM)
- Participate on leadership teams to provide input on building purchases for software and hardware. (IS, IT, LM)

Appendix A

2023 KUSD Technology Leadership Committee

Julie Housaman	Chief Academic Officer
Kris Keckler	Chief Information Officer
Robert Neu	Director of Title Programs
Keith Ebner	Network Manager
Steve Knecht	High School Administrator
Shane Gayle	Middle School Administrator
Christine O'Regan	Coordinator of Instructional Technology and Library Media
James Hanrahan	Coordinator of Systems Support, Operations and Data Security
Travis Ciesielski	Technology Support Program Manager
Stacy Guckenberger	Coordinator of Special Education and Student Support
Christine Geyer	Coordinator of Professional Learning
Rebecca Arnold	Instructional Technology Teacher Consultant
Dan Roethe	Instructional Technology Teacher
Catherine Daane	Library Media Teacher
Deidre Olson	Library Media Teacher

Appendix B

Future Ready Librarian Framework and ISTE Standards for Educators

EMPOWERING LEADERSHIP FOR SCHOOL LIBRARIANS THROUGH INNOVATIVE PROFESSIONAL PRACTICE



Through their professional practice, programs, and spaces, school librarians lead, teach, and support their school or district's Future Ready Schools® (FRS) goals. Derived from the FRS framework, the principles described in this document highlight how school librarians support schools in transitioning to student-centered learning and identify special ways librarians can become future ready. By aligning with strategic initiatives like FRS, librarians connect their practices, programs, and spaces to educational innovation in schools.

Leveraging actions from the Future Ready Librarians framework puts school librarians on the leading edge of the digital transformation of learning.

HOW A FUTURE READY LIBRARIAN SUPPORTS STUDENT-CENTERED LEARNING



LITERACY

Inspires and supports the reading lives of both students and teachers

Creates inclusive collections that acknowledge and celebrate diverse experiences and provide instructional opportunities to empower learners as effective users and creators of information and ideas.



CURRICULUM, INSTRUCTION, AND ASSESSMENT

Curates Digital Resources

Leads in the selection, integration, organization, and sharing of digital resources and tools to support transformational teaching and learning and develops the digital curation skills of others.

Builds Instructional Partnerships

Partners with educators to design and implement evidence-based curricula and assessments that integrate elements of deeper learning, critical thinking, information literacy, digital citizenship, creativity, innovation, and the active use of technology.

Empowers Students as Creators

Encourages and facilitates students to become increasingly self-directed as they create digital products of their learning that engage them in critical thinking, collaboration, and authentic real-world problem solving.



PERSONALIZED PROFESSIONAL LEARNING

Facilitates Personalized Professional Learning

Leads professional learning to cultivate broader understanding of the skills that comprise success in a digital age (e.g., critical thinking, information literacy, digital citizenship, technology).



ROBUST INFRASTRUCTURE

Ensures Equitable Digital Access

Provides and advocates for equitable access to collection tools using digital resources, programming, and services in support of the school district's strategic vision.



BUDGET AND RESOURCES

Invests Strategically in Digital Resources

Leverages an understanding of school and community needs to identify and invest in digital resources such as books and ebooks to support student learning.



COMMUNITY PARTNERSHIPS

Cultivates Community Partnerships

Cultivates partnerships within the school and local community (including families and caregivers, nonprofit organizations, government agencies, public and higher education libraries, businesses) to promote engagement and a community of readers.



DATA AND PRIVACY

Advocates for Student Privacy

Teaches and promotes student data and privacy through his or her instruction and role as an educational leader.



USE OF SPACE AND TIME

Designs Collaborative Spaces

Provides flexible spaces that promote inquiry, creativity, collaboration, and community.



COLLABORATIVE LEADERSHIP

Leads Beyond the Library

Participates in setting the school district's vision and strategic plan for digital learning and fosters a culture of collaboration and innovation to empower teachers and learners.

Appendix C

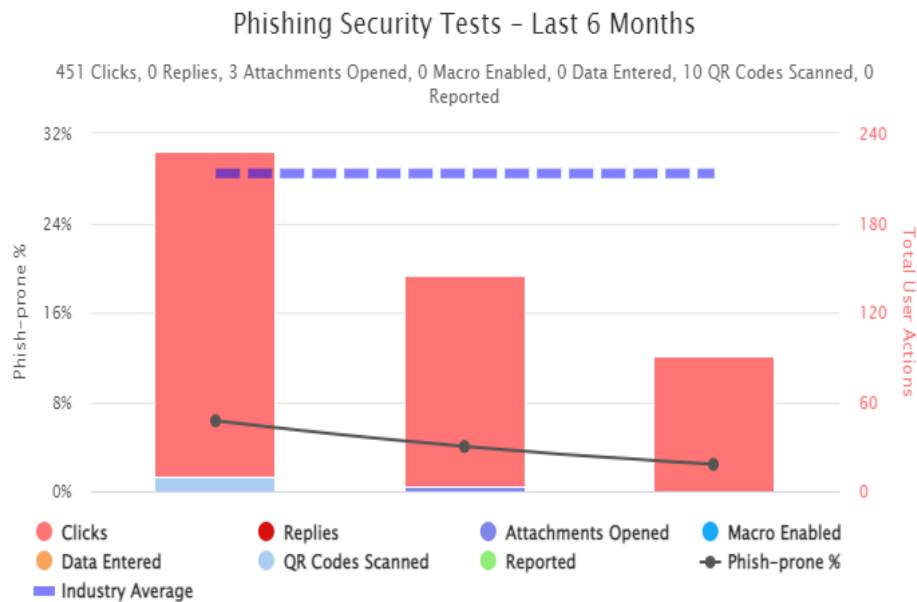
KUSD Technology Related Policies

Policy ID	Policy Title	Date of Last Update
3531.1	Copyrighted Materials	2/24/2015
4226	Staff Technology Acceptable Use Policy	10/27/2020
6610	Selection of Instructional Materials	04/25/2023
6620	Library Resources	07/28/2020
6633	Student Technology Acceptable Use Policy	10/27/2020

Appendix D

Continued implementation of a cybersecurity phishing campaign for all KUSD staff. Provides both testing through simulation as well as a variety of training resources to help reduce the percentage of staff who struggle with malicious attempts.

Phishing



Industry Benchmark Data ?

Account Average Phish-prone %	4.2%
Last Campaign Phish-prone %	2.4%
Industry Phish-prone %	28.4%

Industry

Education

Organization Size

Large (1000+ users)

Program Maturity

Baseline

Appendix E

All KUSD staff must electronically sign the annual agreement related to data privacy and use incorporated with the Staff Handbook.

Non-Disclosure and Confidentiality Agreement

I understand that my access to data, information, and records (all hereinafter referred to as Information) maintained in the manual and automated information and records systems of the Kenosha Unified School District (all hereinafter referred to as Information Systems) is limited to my need for the Information in the performance of my job duties.

By electronic confirmation (e-signature), I affirm that I have been advised of, understand, and agree to the following terms and conditions of my access to Information contained in Information Systems.

1. I will use my authorized access to Information Systems only in the performance of the responsibilities of my position as a member of Kenosha Unified's faculty or staff.
2. I will comply with all controls established by Kenosha Unified regarding the use of Information maintained within the Information Systems.
3. I will avoid disclosure of Information to unauthorized persons without the appropriate consent of the Information owner except as permitted under applicable district policy and/or Federal or State law. I understand and agree that my obligation to avoid such disclosure will continue even after my employment with Kenosha Unified terminates.
4. I will exercise care to protect Information against accidental or unauthorized access, modifications, disclosures or destruction.
5. When discussing Information with other employees in the course of my work, I will exercise care to keep the conversation private and not overheard by others who are not authorized to have access to such Information.
6. I understand that any violation of this Agreement or other district policies related to the appropriate release or disclosure of Information may result in one or more sanctions, including immediate termination of my access to Information Systems, disciplinary action up to and including termination of employment, criminal penalties, or civil liability. I further affirm that via the following links I have been given the opportunity to review federal Family Education and Rights Privacy Act (FERPA) and Wisconsin Statute 118.125 (Pupil Records), and KUSD Policy 6470 Student Records.

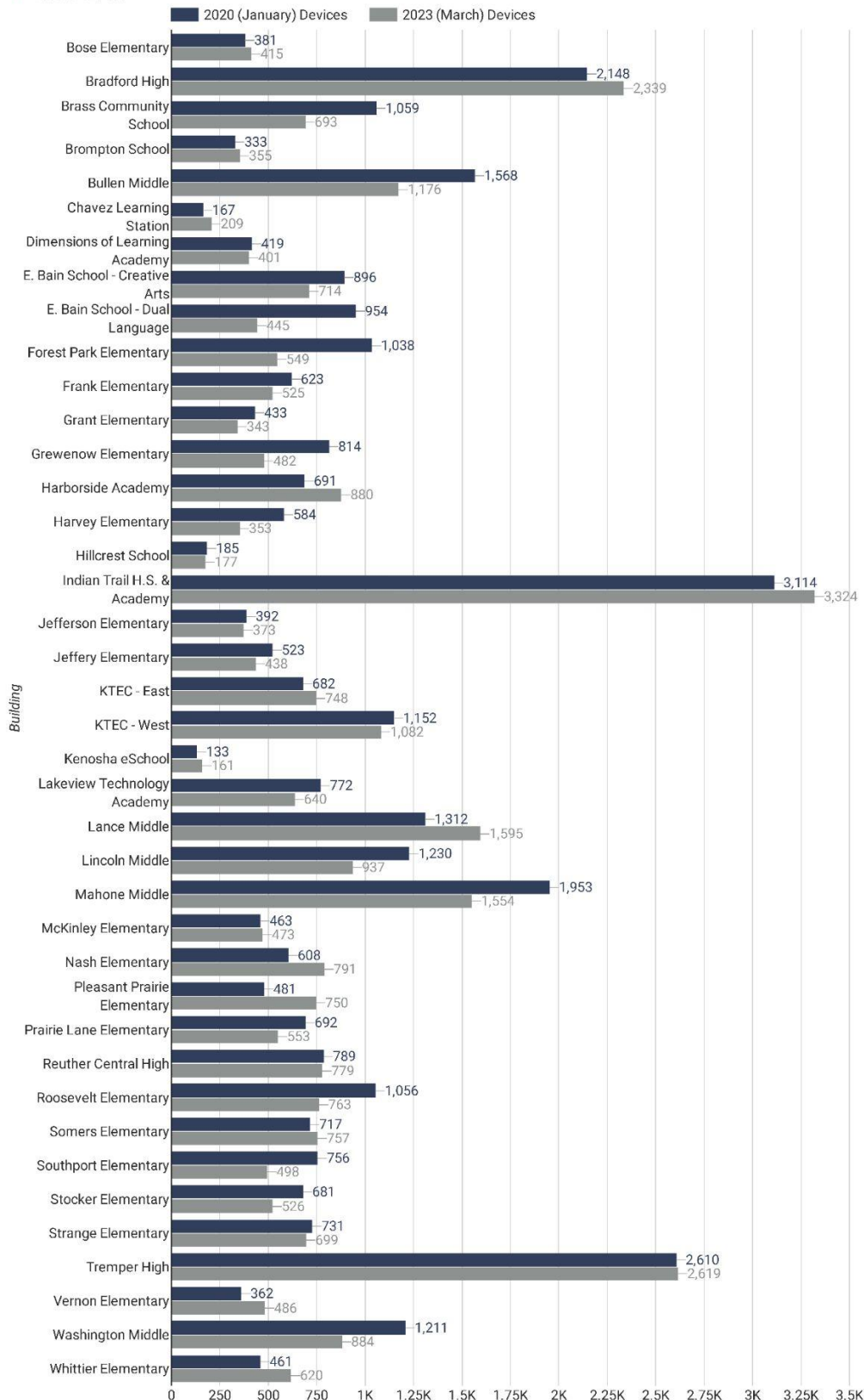
eSignature: _____ Date stamp: _____

Appendix F

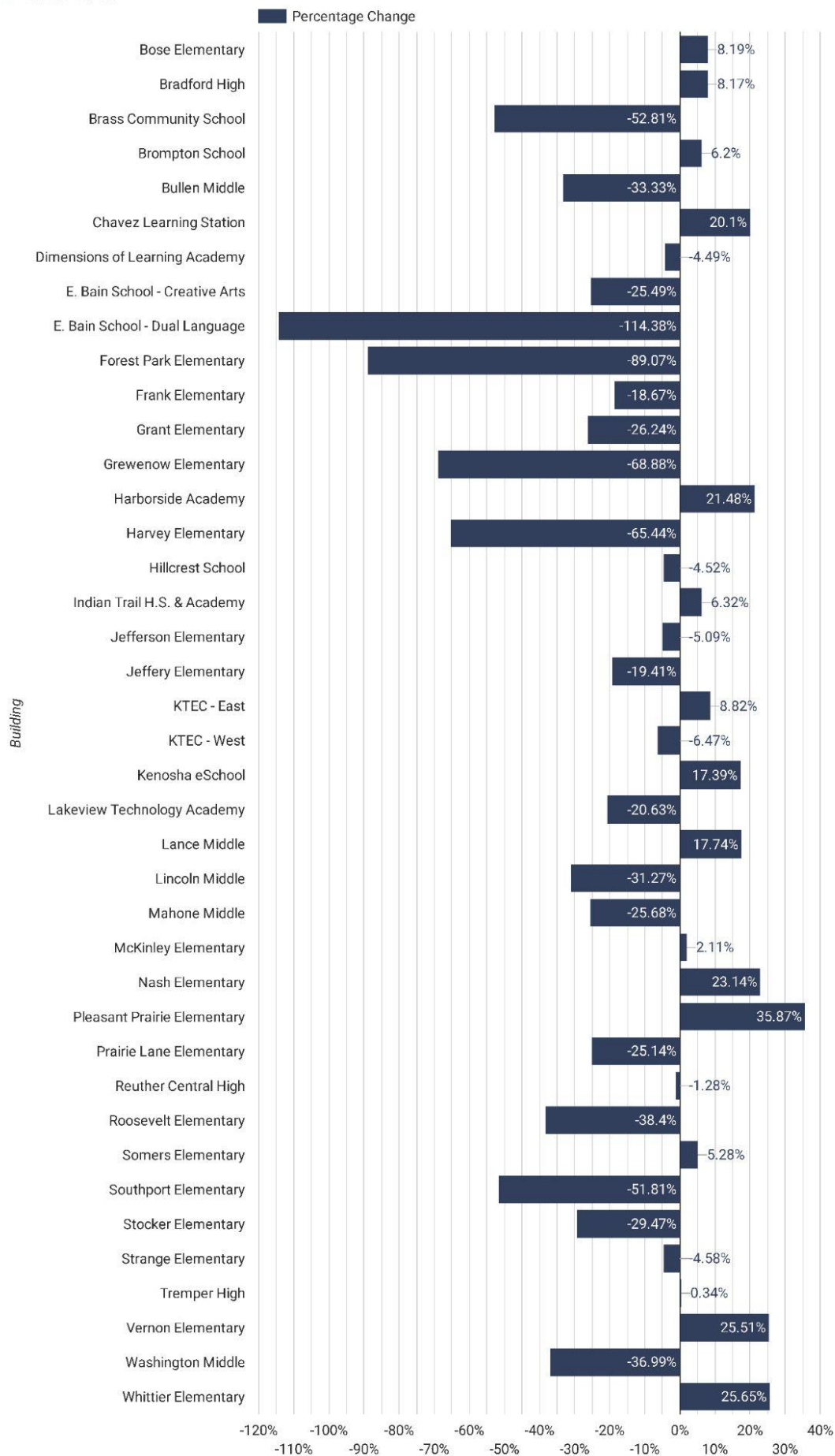
KUSD Instructional Technology Resource Inventory Technology device inventory by school location (3-year change)



KUSD Technology Count by School (2020-2023)



KUSD Technology Percentage Change by School (2020-2023)

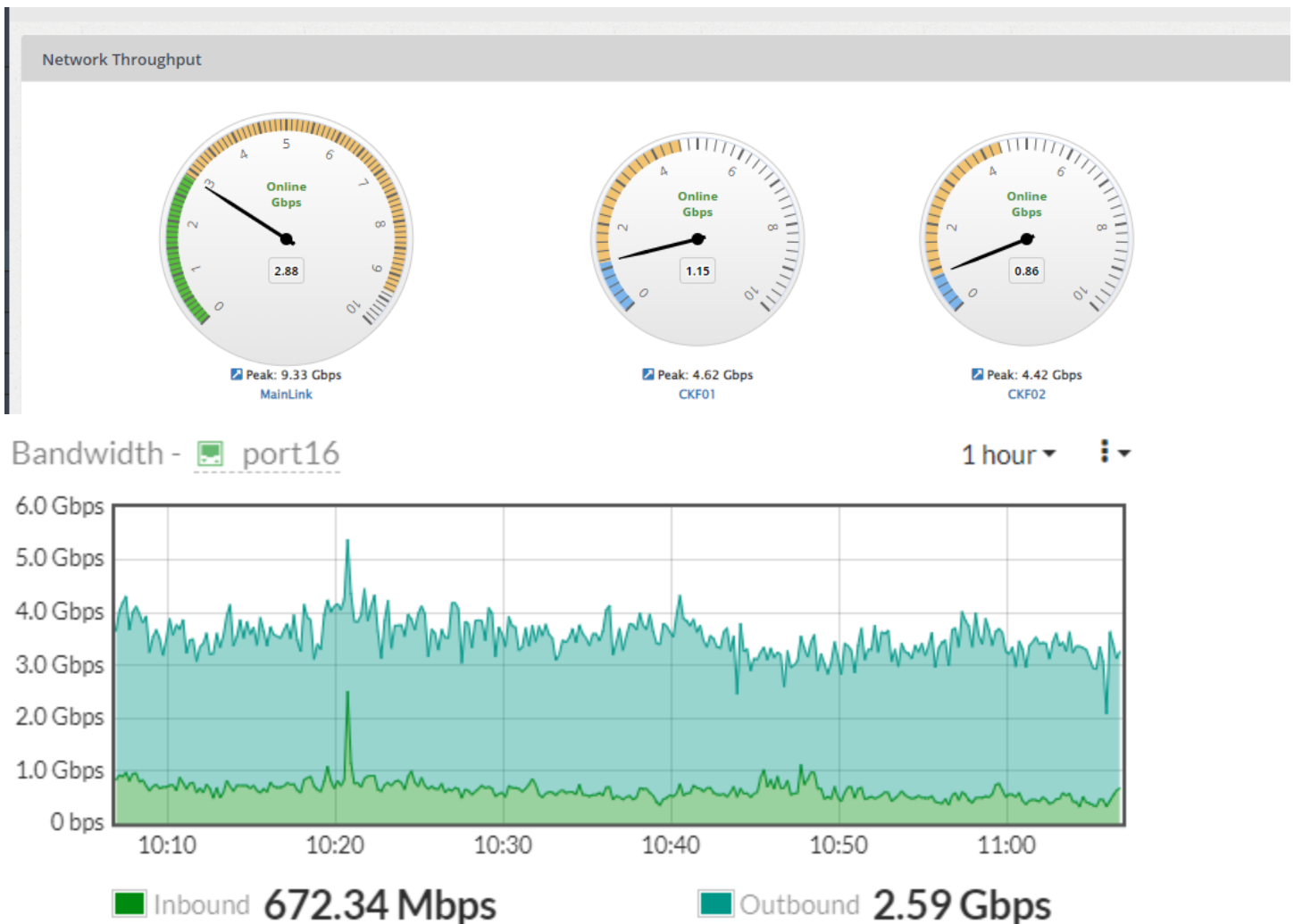


Appendix G

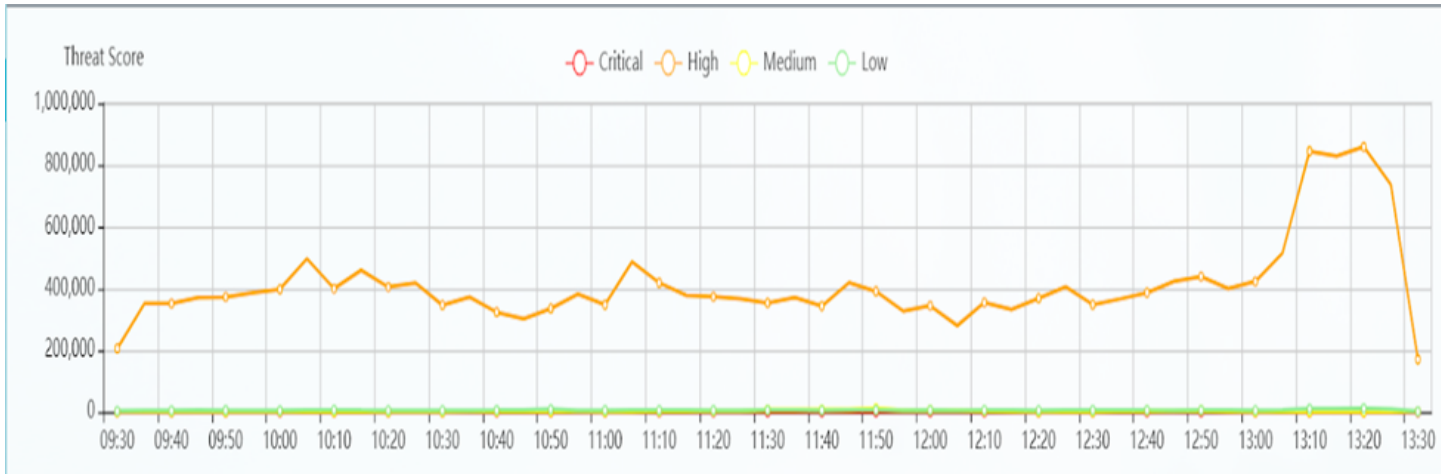
KUSD Network Bandwidth Data

Over the past 10 years, Kenosha Unified has worked to address the exponential growth of network needs and demands. These include not only instructional usage, but also security initiatives and organizational utilities. KUSD content filter system has capabilities to decrypt traffic and provide granular filter settings. This product runs through a load balancer to help stabilize and equally distribute network traffic.

The two graphs below show a typical day in the KUSD environment (both educational and organizational traffic) with regards to bandwidth utilization. There is a steady increase at the start of each day; plateauing consistently around the 3.0 - 4.0 Gb marker daily. The KUSD network infrastructure was built for greater scalability as more and more items are added to the overall network load.



KUSD’s firewall provides visibility and promotes accurate threat reports for incoming traffic. This allows greater awareness for handling threats and ensuring a safe and secure learning and working environment. As the chart below shows, KUSD encounters tens of thousands threats being blocked throughout the day.



KUSD uses Arctic Wolf’s SOC-as-a-service offers 24×7 security monitoring of all your resources, backed by expert security engineers who work around the clock as an extension of your team to detect and respond to threats when needed. Below is a graphic of suspicious login attempts from around the world that is being monitored 24 X 7.



Appendix H

KUSD Infrastructure Resource Inventory

KUSD utilized applicable E-Rate funding to help improve the overall network infrastructure by implementing the following:

- Upgrading the Core fiber infrastructure switching environment. This will increase the internal bandwidth to 10Gb to provide redundancy by adding an additional switch to all WAN/LAN locations.
- Upgrading LAN switches in all schools will reduce the total number of switches, provide ease of management and improve power consumption. KUSD will have POE+ which will provide more power for POE devices.
- Implementing CISCO DNA center will give us a centralized management interface to provide a more efficient way to manage our network.
- All hallway access points within the district were replaced in the summer of 2023. Providing this environment ensures each device will have a faster, stronger, and more reliable connection.
- Upgrading the wireless controller to the cloud will allow KUSD to have more visibility into the wireless devices.