

The Enterprise School
Strategic Management Plan

By: Troy Cline

Proposal Date: May 3, 1998

Background:

This section will provide you with a present description of The Enterprise School, the general direction in which it wishes to move and a brief list of needs that must be addressed in order to ensure the success of a sound technologically enhanced program.

[The Enterprise School](#) is a Fairfax County, Virginia alternative high school for behavior problem or truant adolescents. TES simulates a professional business environment complimenting its core; a highly structured academic and counseling program. The business aspect of Enterprise is called the B.E.S.T. program (Business Experience and Student Training) In this program, students are given guidance in accepting responsibilities as if they are employees. Each "*student-employee*" has responsibilities in the areas of attendance, punctuality, participation, assigned tasks (homework), and behavior while "*employed*" at TES. They are compensated according to the quality of their performance. Students also serve internships in both professional community agencies and business organizations. These include architectural, graphic design, banking, Congressional offices, publication offices, and television studios (Enterprise, URL).

Given the above business emphasis at Enterprise, the director and staff recognize the importance of creating and incorporating an *up-to-date* technology curriculum if they are to successfully prepare students for today's business environment. The following objectives reflect where the Enterprise School presently is as well as the general direction in which they want to move. They also wish to technologically enhance and broaden their overall program, more specifically the B.E.S.T. program, through the integration of the [School-to-Work Transition Model](#) that basically incorporates the following three major components:

- 1. School-based Learning** - an integration of applied academic and technical skills, as well as instruction in various areas of business/college
- 2. Work-based Learning** - activities for the students in the business world such as field trips, job shadowing, mentorships, internships, and paid work experience
- 3. Connecting Activities** - establishing and maintaining partnerships between students, parents, businesses, government agencies, organizations and the school system

The three components listed above are used to structure a system that:

- (a) Uses meaningful work experience as an integral part of the school curricula
- (b) Integrates academic and vocational education
- (c) Provides innovative career awareness programming
- (d) Serves **all** students (including college bound and students with special needs), regardless of career aspiration or level of post-secondary education or training desired

As mentioned, the Enterprise School possesses a vehement desire to move towards a more cohesive and technologically enhanced business oriented environment. However, given their objectives, I definitely see quite a large gap between *where they presently are* and *where they wish to be*. The need that I believe to be the most apparent is in the area of *technology planning*. Presently Enterprise does not have a **technology plan** equipped with a philosophy, vision or mission statement; vital elements to knowing and understanding the general direction in which any program wishes to move. Without such a plan, various needs/concerns such as those listed below may never be dealt-with in an effective manner thus defeating the positive technological accomplishments that Enterprise wishes to achieve.

Currently Enterprise has need of;

- a working method of maintaining a technology related inventory list or a list specifying the locality of technology supplies/equipment or persons who are making use of them. This list would be vital in order to keep track of the various pieces of technological equipment presently at T.E.S.
- a "*business/technology curriculum*" or a "*scope and sequence*" in effect therefore making it extremely difficult to anticipate and determine needed technology related teaching materials for the future.
- a technology budget that specifies how available moneys will and/or should be spent in order to meet the desired goals and objectives.
- an established criteria for how software, computer and/or peripherals are selected.
- a plan that indicates how teachers are to be trained in how educational technology can be incorporated into the classroom.

At this point I would like to convey how the technological needs at Enterprise were determined, that the process involved a combination of several meetings, interviews and other available resources. Below are brief explanations of the information resources I made use of while determining the above mentioned technological needs.

- **Teacher Interviews** - The Enterprise School is a very small alternative high school possessing only 5 Fairfax County teachers and two counselors. The small staff size made finding time to interview staff members much easier. Through these interviews, both formal and informal, I was able to determine several of the needs described above.
- **Meetings with the Director** - As mentioned, the director of the Enterprise School is very enthusiastic about the technological direction in which the program is moving. I have had several discussions pertaining to her thoughts on this subject. Among her desires is the need to find technological methods that would better foster the development of parent and community involvement.
- **To background from the Web** - The Enterprise School has a web page on the internet which gives brief descriptions of several aspects of the program. I have also been privy to *additional* school documents describing other pertinent aspects of the program in full detail.
- **Team meetings** - At the beginning of the second semester I was able to organize a basic technology team at Enterprise. This team is comprised of the Director of Enterprise, the Head Counselor, and myself. These meeting were very instrumental in identifying several of the technology needs at our school. (results of these meeting are further explained later in this paper under the section entitled, Viability)
- **Other** - I had two meetings with the Fairfax County Alternative School Technology Director and have been in contact with him via e-mail.

Technology Enhancement:

This section will provide you with details of my suggested improvements accompanied by explanations as to how these improvements specifically address the school's technological needs.

In order to meet the technological needs at Enterprise, I am proposing a plan which is, in effect, two-fold. It involves the development of *an Instructional Technology Plan* and the creation of an *Enterprise Technology Web Site* to be linked to the school's already existing Home Page. Below are details of *why* I feel these particular elements should be implemented accompanied by viable steps that can be taken in order to insure their combined success.

I. Instructional Technology Plan (ITP)

During the process of determining the various technological needs of Enterprise, I spoke with several people both inside and outside of the program. As a result of those meetings and interviews I was able to identify not only the various problem areas but also an overall need for a technological *focus*. The most significant results, however, constituting the viability of the technology solution, occurred during the meetings with the newly established Enterprise Technology Team. During those meetings we were able to pinpoint and discuss the many technological needs, all of which we felt required swift attention in order to make the technology program at Enterprise a successful one. It also became apparent that before Enterprise could effectively deal with each of the identified needs, they first needed to develop a technology vision statement, philosophy and plan.

Developing an *Instructional Technology Plan (ITP)*, tailored to the specific needs of the Enterprise School, could provide all of this. In essence, it would provide the *direction* and basic *framework* needed in order to achieve present and future business/technology goals and objectives. Furthermore, it would provide the staff with a better picture of the existing program by helping them clearly state *where they are now* and *where they want to be*.

Below I have provided a basic *Technology Planning Model* to serve as an example of how Enterprise might begin the ITP process.

Technology Planning Model

Phase 1 - Recruit and Organize Planning Team

Ensure that this team is comprised of leaders who excel in planning, relationship, and communication skills. It is important that this team is also comprised of representatives from the three main areas of the Enterprise Staff: Administration, Counseling and Teaching.

-The existing Technology Team at Enterprise could certainly fulfill this part of the process.

Phase 2 - Research

Identify the technology needs of the individuals and departments in your educational institution, identify the technologies that can be applied to those needs, and identify how they can be applied.

-Much of this research has already been conducted as a result of the background research that the Technology Team and I have conducted. However, more time should be given to ensure that the research required to complete the ITP is conclusive. I suggest a period of at least 2 weeks to be devoted to of this task preempted by a Team meeting to discuss areas of the program that may require *more* research.

Phase 3 - Construct a Technology Plan

Use what you have learned from your research to define your vision/mission and to define the goals and tasks that will lead to fulfilling your vision and mission.

Phase 4 - Formalize the Planning

Articulate in a document what is believed, what exists, what is to be, and how goals are to be achieved.

Additional Notes:

- Phases 3 and 4 can be achieved simultaneously if desired. I suggest that a period of no less than 3 weeks be devoted to the fulfillment of this task. The above Model is meant to be concise rather than comprehensive (Guidebook, URL).
- As you get more involved in the planning process and consequently need more detailed help and examples of ITPs, refer to the list of URLs I have provided at the end of this proposal.

II. Enterprise Technology Web Site

I not only propose the development of a technology plan but also the creation of an Enterprise School **Technology Web Site** on which the technology plan would be placed. This site could be then be linked to the school's already existing web page. The viability of this proposed technological enhancement can be supported with the following points:

- Having an easily accessible technology web site containing a technology plan will further the school's goal of fostering the development of communication, motivation and involvement for its students, families and community. It will establish a forum by which they can begin to systematically address their concerns, ideas and subsequently their present and future technology issues.
- It will ensure that technical needs are not forgotten; that follow up becomes secondary.
- The creation and maintenance of the web site will serve as a platform from which the *ITP* can be implemented, monitored and maintained.

Development Process:

I have been in contact with Win Singleton, a master web page designer, who has expressed interest in the creation of a Technology Web Site addition to the school's already existing Home Page. This service will be provided with no additional cost to the Enterprise School. The creation of the Web site should *take no more than 2 weeks* from the time the needed materials are provided.

Below are tasks that must be completed before the Web Designer can successfully create the Web Site.

1. We must provide a polished and completed version of the ITP, as described above. This ITP will serve as one of the feature portions of the Web Site.
2. The Technology Team must meet in order to determine any *other* additions to the Technology Web Site. Below, I have provided two examples:
 - **A Teacher section** - This section could include hot links to other web sites that include information pertaining to educational technology plans, teacher training and/or Professional Development.
 - **A Student Section** - This section could include hot links to research sites and libraries relevant to class assignments and/ projects.

[Note: If the team decides to implement these additions, a period of *no less than 2 weeks* should be given in order to allow sufficient time for the staff to compile and suggest links relevant to the chosen areas of interest.]

3. Upon completion of steps 1 and 2, the Technology Team must set up a meeting with the Web Designer in order to present the needed materials and to discuss the overall organization and appearance of the new Technology Web Page. It will also be important to establish a process/protocol for insuring that the web site remains current. For instance, the technology team could re-evaluate the site on a monthly basis. Any needed changes an/or updates could then be communicated to the Web Designer on a regular basis.

Viability:

This section will provide you with a brief explanation as to why I believe these suggested technological enhancements could and should be incorporated at The Enterprise School.

During the process of devising this SMP, I have been in contact with various experts in the field of educational technology and planning. Among these contacts is the Fairfax County Alternative Schools Technology Director who is in full compliance with the ideas mentioned above. He further feels that our *technology plan* and *web site* could serve as a model for other alternative schools under his jurisdiction.

I must include that this Strategic Management Plan couldn't come at a more convenient time due to the fact that Enterprise will be moving into a new facility in the fall of 1999. Establishing a Technology Web Site including a fully functional Instructional Technology Plan will certainly insure that proper planning and technological design will be effectively implemented in this future endeavor. By incorporating these technological solutions (*now*), we will give the staff a comfortable margin of time in which to *ease into*, further develop and incorporate the goals of a sound technology program.

I believe that the above mentioned technology based solutions are both viable and realistic. The staff at Enterprise seems eager to cooperate in the development of this SMP and certain that it will provide the technological direction and focus needed in their program. After speaking at length with the various people and teams mentioned, I am confident that each of the identified needs can be effectively addressed and *dealt-with* in a cost-effective and efficient manor.

"Two years ago, it may have been enough to launch a Web site simply to be a presence on the Web. Many of these early efforts were a bit like Hollywood movie sets . . . with large graphics but not much solid content. Today those same schools . . . have begun emphasizing strong content at a local level combined with excellent information about the school and pointers to the best educational resources on the WEB. Those schools just now venturing into site design would be well advised to begin their invention process by visiting several hundred school sites, building a list of features and elements which work and those which do not. The ultimate goal? Web sites which are "full of sound and fury" signifying a good deal" (McKenzie, URL).

ITP URL's

[Resources and Examples]

[BURBANK HIGH SCHOOL TECHNOLOGY PLAN](#)

The Burbank High School Technology Plan has been developed in order to provide a set of guiding principles for the training of faculty and staff, development of instructional programs and teaching strategies, acquisition of hardware and software, and utilization of outside resources within the arena of educational technology.

[Glenbard Township High School District #87](#)

This Site offers a concise version of a strategic management plan offering the reader a quick paced glance at their current and future educational technology plan

["Guidebook for Developing an Effective Instructional Technology Plan"](#)

Graduate students at Mississippi State University developed this guidebook. It provides a comprehensive, step by step approach to creating, implementing and evaluating a functional Instructional Technology Plan. I have been given permission by the participating instructor, Dr. Larry Anderson, to make copies for the Enterprise Staff if needed.

[Technology Planning](#)

This site offers quite a list of links to web sites that I feel could be very helpful in helping Enterprise devise a well thought out plan. It includes links to sites dedicated to offer guidance in the area of technology planning. It also includes links to other high school technology sites thus providing excellent examples of well-created technology plans. It is a must see!

[Technology Planning: Recipe for Success](#)

This site was developed at **The National Center for Technology Planning** at Mississippi State University. It truly provides the reader with a Recipe for Success! It offers a great start for any school wishing to create a Technology Plan.

"Just as a cookbook has recipes that, if followed generally, will lead to delicious cuisine, a technology plan has the potential for providing directions to success. The preparation of an effective plan should evoke the same type of devotion to excellence that one might recognize in the kitchen of a fine chef as he/she works arduously to craft a delicacy. All the necessary ingredients must be gathered and handy for incorporation into the feast being prepared; however, not even the finest quality ingredients will yield the desired dish unless the recipe is explicit and is followed during the cooking activity. "

Web Site Design Links [Resources and Examples]

Coyote Communications Technology Tip Sheet

This is a rather extensive site dedicated to do just what the title says! In particular, I would like to draw your attention to the section entitled, "**Web Development and Maintenance for Not-for-Profit & Public Sector Organizations (Including Schools).**" In this section you will find links and valuable information on how to create a [Development Timeline](#), [Designing Your School's Web Site](#), and [Maintaining Your School's Web site](#).

Designing School Web Sites

This site is a wonderful resource when designing a school Web site. This has to be one of the best sites that I have found which relates to the purpose of designing an incredible Web site. It offers the reader with a purpose for creating a Web site, design issues to consider, several "killer" examples and many other resources. Also available in this site is an Evaluation Form. This form is designed to be used as a means of evaluating other school Web pages before creating your own.

Secondary School Educators

What a find! At this site you will find quite a range of examples and tips to help you create a lively and useful school Web site. There are links to topics such as, "[Developing a School Web Site: It's More Than .html, cgi, Java and Other Technical Jargon...](#)" and, "[Maintaining a Web Site: You've launched your School's Web site--now what?](#)"

Works Sited

Guidebook for Developing an Effective Instructional Technology Plan

-URL <http://www2.msstate.edu/~lsa1/nctp/Guidebook.pdf>

School-to-Work (or School-to-Career) Transition System

-URL <http://kids.osd.wednet.edu/voced/stc1/stc.htm>

Why in the World Wide Web?

-URL <http://fromnowon.org/mar97/why.html>

-article by Jamie McKenzie