Budget and Resources

Welcome to the Future Ready Gear Assessment for Budget and Resources.

This assessment was designed to be taken by multiple persons in your district. All responses will be consolidated into a single report, representing perspectives from all survey respondents who complete and submit their surveys. In order to provide your district with an accurate assessment, please answer each question honestly, according to your unique perspective. Your district representatives can create consolidated reports of all responses from within the Future Ready dashboard on-demand.

IMPORTANT: You can start and stop taking the assessment, picking up from where you left off, but ONLY if you COPY and SAVE (and use later) the link provided.

To get started, click the NEXT button below.

Element 1: Efficiency and Cost Savings

Indicate your level of agreement with the following statements:

	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Our district's expenditures for digital learning are expected to increase substantially over the next three years.	❍	❍	❍	❍	❍
Our district has a process in place to identify and summarize all the direct costs associated with digital learning (i.e., acquisition and upgrades of technologies and networks, licenses, and bandwidth).	❍	❍	❍	❍	❍
Our district has a process in place to identify and summarize the indirect costs associated with the implementation of digital learning (i.e., costs of implementation, professional learning, technical support, and operations).	❍	❍	❍	❍	❍

Indicate your level of agreement with the following statements:

	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree

Our district finds that funds expended on the direct technology costs (i.e., acquisition and upgrades of technologies and networks, licenses, and bandwidth) often turn out to be less than costs required to support the effective use of the technology (i.e., indirect costs of implementation, professional learning, technical support, and operations).	○	○	○	○	○
Due to the expansion of technology use in schools, literally every department in our district (leadership team, information technology, curriculum, staff development, educational technology, assessment, finance, etc.) is involved in the technology budgeting process.	○	○	○	○	○
Our district is continually, actively seeking innovative budgeting strategies to fund digital learning.	○	○	○	○	○
Our district has moved away from stand-alone data systems to a tightly integrated system for data collection, analysis, and reporting across all departments in the district, including instructional and the business operations.	○	○	○	○	○

Which of the following groups is represented during your district's budgetary planning, review and approval process:
- ❑ District administrators
- ❑ Curriculum
- ❑ Instruction
- ❑ Assessment
- ❑ Technology
- ❑ Finance
- ❑ Parents
- ❑ Other stakeholders

In order to understand true costs for digital learning, i.e., Total Cost of Ownership (TCO), districts must calculate direct and indirect cost across the entire organization.

Please estimate the percentage of overall spending in the operation and maintenance budget (M&O) that are designated as ***direct costs*** (i.e., or devices, bandwidth, licenses, wireless access points, etc.) for digital learning expenditures across your entire district:
- ○ Less than or equal to 5%
- ○ More than 5% but <= 10%
- ○ More than 10% but <= 25%
- ○ More than 25% <= 40%
- ○ Greater than 40%

Please estimate the total percentage of overall spending in the operation and maintenance budget (M&O) that are designated as ***indirect cost*** (i.e., professional staff training time and costs, or time lost as users deal with computer errors or access issues) for digital learning expenditures across your entire district:
- ○ Less than or equal to 5%
- ○ More than 5% but <= 10%
- ○ More than 10% but <= 25%
- ○ More than 25% <= 40%
- ○ Greater than 40%

Indicate your level of agreement with the following statements:

	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Our district has reviewed our transition to increased use of technology, identifying along the way any cost savings achieved.	○	○	○	○	○
Our district is proactively seeking new ways to leverage technology in order to achieve cost savings.	○	○	○	○	○

Has your district achieved any cost savings due to the innovative use of technology?
- ○ Yes
- ○ No

You indicated that your district has achieved a cost savings. Please indicate below where that cost savings was achieved. (Check all that apply.)
- ❑ Transition from print to more digital, online resources
- ❑ Bring Your Own Device (savings in device purchasing)
- ❑ Capitalize on available e-rate funding
- ❑ Going digital in the business operations
- ❑ Online professional learning for educators
- ❑ Automated lighting and heat in all schools/district buildings
- ❑ More efficient bus routes due to digital simulation
- ❑ No snow day make-ups. Students attend from home through the network
- ❑ Online courses offered for credit recovery and/or advancement
- ❑ District-run cyber schools, which retains student funding in the district
- ❑ Digital phone systems (reduce long distance costs, saves personnel costs-broadcasts messages, routing calls, etc.)
- ❑ Other (Please specify) _____

The items you checked as cost savings on the previous page are listed below. Of those listed, which achieved the biggest cost savings?
- ○ Transition from print to more digital, online resources
- ○ Bring Your Own Device (savings in device purchasing)
- ○ Capitalize on available e-rate funding
- ○ Going digital in the business operations
- ○ Online professional learning for educators
- ○ Automated lighting and heat in all schools/district buildings
- ○ More efficient bus routes due to digital simulation

❍ No snow day make-ups. Students attend from home through the network
❍ Online courses offered for credit recovery and/or advancement
❍ District-run cyber schools, which retains student funding in the district
❍ Digital phone systems (reduce long distance costs, saves personnel costs-broadcasts messages, routing calls, etc.)
❍ Other

If you have an estimate of the annual savings, please enter it here.

_____

Indicate your level of agreement with the following statements:

	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Our district clearly illustrates and communicates specific cost savings and efficiencies associated with digital learning to stakeholders during the budgetary review and approval process.	❍	❍	❍	❍	❍

Element 2: Alignment to District and School Plans

Indicate your level of agreement with the following statements:

	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Our district's annual academic planning process informs and guides the budgetary decisions related to digital learning, technology, and infrastructure.	❍	❍	❍	❍	❍
Our district's budget priorities are aligned to the district's vision for digital learning.	❍	❍	❍	❍	❍
Our district's budget priorities are aligned to the district's vision for 21st Century skills.	❍	❍	❍	❍	❍

Indicate your level of agreement with the following statements:

	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Our district explicitly identifies costs associated with digital learning in the district strategic plan.	❍	❍	❍	❍	❍
Our district's strategic plan for digital learning is not yet fully	❍	❍	❍	❍	❍

funded, which will slow implementation in the schools.					
Our district uses zero based budgeting for digital learning.	○	○	○	○	○

Element 3: Consistent Funding Stream

Indicate your level of agreement with the following statements:

	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Our district has a consistent recurring funding stream through the annual maintenance and operation (M&O) budget.	○	○	○	○	○
The source of non-recurring expenditures for digital learning, (i.e., major investments that occur once and are unlikely to occur again), is most often from grant funds.	○	○	○	○	○
Our district has reviewed past practices to determine where and how inconsistency in funding has negatively impacted digital learning practices and/or outcomes.	○	○	○	○	○

Indicate your level of agreement with the following statements:

	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Our district understands the life cycles, maintenance requirements, and implementation costs of technology, and budgets accordingly.	○	○	○	○	○
In practice, our district uses grant money and other short term funding on a regular basis to fund digital learning technology and resources.	○	○	○	○	○
When our district does short term, non-recurring budgets for pilot projects or other innovative initiatives, it concurrently adopts plans to sustain the initiatives or bring pilots to scale using money from the district's operating and maintenance budgets.	○	○	○	○	○

Which of the following budget sources has your district used in the past five years to fund digital learning:
- ❑ Federal grants
- ❑ State grants

- ❏ Foundation grants
- ❏ Parent Teacher Organization (PTO) grants
- ❏ Crowdsourcing (e.g., Kickstarter)
- ❏ Special levies
- ❏ Community fundraising
- ❏ Gifts from patrons
- ❏ Consortia purchasing
- ❏ Cost sharing
- ❏ Other (Please specify) _____

Element 4: Learning Return on Investment

Indicate your level of agreement with the following statements:

	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
In our district the metrics are in place to calculate a learning return on the district investment in digital learning (i.e., direct and indirect costs of technology plus the changes in amount, type, and depth of learning accomplished with students using the technology).	❍	❍	❍	❍	❍
The learning return on our district's investment in digital learning is most evident in increased cognitive engagement by students in learning.	❍	❍	❍	❍	❍
A significant positive learning return on the district's investment in digital learning has been documented by our district.	❍	❍	❍	❍	❍

A learning return on investment is typically calculated by discussing the change in student performance during the time period for which students used technology in relationship to the costs of digital learning (i.e., direct and indirect costs).

Which of the following metrics for student performance are used to inform your district's learning return on investment (i.e., which do you expect to change as a result of digital learning)? Check all that apply.
- ❏ Quality of student products/artifacts
- ❏ Performance on formative assessments in content areas
- ❏ Performance on summative assessments in content areas
- ❏ Levels of student engagement (cognitive, social-emotional, and behavioral)
- ❏ Student critical thinking and problem solving
- ❏ Student creativity and innovation
- ❏ Student collaboration
- ❏ Student communication
- ❏ Student visual literacy
- ❏ Student information literacy
- ❏ Student cultural and global awareness

❑ Levels of personalization of student learning
❑ Other (Please specify) _____

Indicate your level of agreement with the following statements:

	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Our district's data systems can link the direct and indirect costs for digital learning from across departments to effectiveness analyses. For example, the costs for a one-to-one program can be linked to changes in student engagement; the costs of BYOD can be linked to changes in student engagement or students' attainment of critical thinking skills, or student achievement, etc.)	❍	❍	❍	❍	❍
District leaders regularly apply Learning Return on Investment metrics to analyze the effectiveness of specific programs.	❍	❍	❍	❍	❍
District leaders apply Learning Return on Investment metrics to analyze program effectiveness as a basis for future funding.	❍	❍	❍	❍	❍

Indicate your status for each of the following strategies for Gear 7, Budget and Resources.

	Not currently a priority for our district.	We are actively researching this strategy.	We are formalizing or have formalized our commitment to this strategy.	We are developing or have developed plans to implement.	District policies, expectations and plans are in place for this strategy.
Policies, procedures and timelines for transitioning to cost-saving strategies that leverage digital systems, tools and resources.	❍	❍	❍	❍	❍
District and school level plans for digital learning justified and linked with consistent annual funding streams.	❍	❍	❍	❍	❍
Funding identified for digital learning programs in the district's annual	❍	❍	❍	❍	❍

maintenance and operation budgets. Non-recurring funding allocated for short-term initiatives or pilots.					
Metrics and methodology for monitoring the relationship between budget priorities and student learning goals.	○	○	○	○	○