



Secondary Student Technology 2019

Student Information Guide

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Learning Technology and the Gospel

At Covenant Christian School, we believe that technology is a good creational gift from God. There are many benefits that digital technology brings us individually and also as a wider community of believers. Education is not isolated from these benefits of digital technology. New opportunities, experiences, and pedagogies can be developed to improve the understanding and learning of our students.

Ultimately, at Covenant, our deep hope for our students is that they grow to proclaim the Lordship of Jesus Christ over all things.

Vision:

To faithfully serve in God's plan to restore all things under the Lordship of Jesus Christ.

Mission:

To assist parents in the nurture of their children, by providing a Christ-centred, biblically grounded, culturally engaging and academically rigorous education to equip the children to live for God's glory.

The Vision and Mission of the school closely inform and direct the use and implementation of technology at Covenant.

1. The good gift of digital technology has been tainted by the fall of man. Our role as disciples of Christ is to engage with technology in such a way that restores it to the Lordship of Christ.
2. Technology can add to the difficulty of raising children in the 21st century. We endeavour to engage with technology in such a way that assists the parents, whom we serve.
3. The education that we provide must engage culturally with the world in which we live. That cultural engagement ought to demonstrate an awareness of the great benefits, but also inherent risks involved with digital technology.
4. Digital technology provides significant educational opportunities and experiences that might otherwise be unavailable. We should investigate and take advantage of these in the framework of continually improving pedagogy.

Personal Learning Devices

Background

Covenant Christian School has been committed to 1:1 computing devices for students since 2011. Initially, devices were supplied as part of the Federal Government's "Digital Education Revolution" program, and subsequently a mix of iPads and BYOD laptops have been used by Secondary School students.

We recognise the importance and value of using digital technology to enhance learning outcomes, and to prepare students to work in a digital world. Of greater importance, is our responsibility to teach our students to use digital technology in such a way that is culturally relevant, yet seeks to restore it to the Lordship of Christ.

At Covenant, we are committed to supporting our teachers in the careful consideration of how they might make meaningful changes in their classrooms in order to enhance teaching and learning outcomes. The provision of digital technology to students gives our teachers another tool to assist these changes.

The Current Environment

Infrastructure

Covenant has a robust network infrastructure providing staff and students a reliable platform from which to access a wide range of services. All key infrastructure is on a fixed replacement cycle, ensuring ongoing reliability of the services provided. During the last three years, the following have been replaced or updated:

- All network switching including core switches
- Wireless network infrastructure
- Printers / Copiers
- Phone system
- Servers and storage
- Primary internet connection
- Optical fibre cabling between buildings

The school has an ongoing relationship with an external technical partner who is able to bring a range of skills and specific expertise as we seek to continually improve our technical infrastructure.

Cloud Services

The school provides access to a number of specific services for our students for a variety of purposes.

- Canvas – Learning Management System
- Microsoft OneDrive and Office 365 – Software and Cloud based data storage
- Google G-Suite for Education – Collaboration and storage
- Adobe Creative Cloud suite (where appropriate and necessary for learning)

Note Taking

At Covenant, we understand the importance of responding to ongoing research to improve our practises in the classroom. From Jay Trevaskis – Director of Teaching and Learning (November 2016):

“Technology has continued to offer many wonderful benefits to our classrooms through the access to information and the provision of tools that allow students to present their understanding in many different ways. However, earlier this year some research was released from a study in North America that investigated the impact of technology on student learning in lecture style classrooms. The study was conducted with three groups: one without technology, one with the use of a laptop, and one group who could use a tablet laid flat on the table. The results of the research found that students using a laptop or tablet to take notes while the teacher is talking had a lower learning outcome compared to those without

technology as a result of the distraction it provided. Other studies have previously spoken about the cognitive process of having to interpret what you've heard while making note of it as being of greater benefit than just when typing information in a lecture.

After considering these results it has been decided that in 2017, when teachers are lecturing or talking to their classes, students will be asked to take notes by hand in a workbook rather than having students take notes on their laptops or iPads. This means that students from Year 7 – 12 will be required to have a notebook with them in class for such occasions – which most usually do anyway. It is also important to note that the research was only taking into account the learning outcomes from lecture style classrooms and so teachers and students will still be encouraged to make use of the technology we have available to research, create and collaborate as much as possible in their classrooms to continue to enrich their learning.”

Laptops and iPads will still be used, however when students are asked to make notes in a lecture style of lesson, those notes are to be made using pen and paper in response to the research mentioned above.

We are blessed at Covenant to have great and thoughtful teachers who consider carefully when and how to implement technology during their lessons in a way that can benefit learning. An OECD report in 2015 states that heavy users of computers in the classroom “do a lot worse in most learning outcomes” and that “In the end, technology can amplify great teaching, but great technology cannot replace poor teaching.” We are constantly aiming to use technology in a way that might amplify the great teaching that is happening in our school.

This means that we won't be using technology in every lesson. In some classes there might be periods of time where digital technology is not necessary. However, our ongoing expectation is that every student from Year 7 to Year 12 has a device with them at school every day.

2019 Technology Ownership Model

<i>Year</i>	2019	2020	2021
7	iPad (school supplied)	iPad (school supplied)	iPad (school supplied)
8	iPad (school supplied)	iPad (school supplied)	iPad (school supplied)
9	iPad (school supplied)	BYOD (notebook / laptop)	BYOD (notebook / laptop)
10	BYOD (notebook / laptop)	BYOD (notebook / laptop)	BYOD (notebook / laptop)
11	BYOD (notebook / laptop)	BYOD (notebook / laptop)	BYOD (notebook / laptop)
12	BYOD (notebook / laptop)	BYOD (notebook / laptop)	BYOD (notebook / laptop)

School Supplied iPads

In 2019, all Year 7 students and new students for Years 8 and 9 will be issued with an iPad on the first day of Term 1. This device will be theirs to use whilst they are a student at Covenant. Students will be required to return the device at the end of Year 8 (or Year 9 2019) or when they leave the school.

Students in Year 9 in 2019 (those continuing from Year 8 at Covenant) will continue with the previous model. This means that when they complete Year 9, they will be able to keep the iPad. If they leave before the end of Year 9, they can either return or purchase the iPad.

BYOD

Students from Years 10-12 in 2019 will be expected to “Bring Your Own Device”. Specifically, they should bring a notebook or laptop style device. There are more details, including recommended minimum specifications, later in this document. In 2020, the BYOD program will be for Years 9 to 12. That is, Year 7 students in 2018 and 2019 will be expected to supply a BYO Notebook device when they begin Year 9.

If I can't BYOD

We recognise the financial difficulties that many families face. If the purchase of a notebook computer would result in significant financial hardship, we invite you to submit an application to the Business Manager, requesting the provision of a notebook computer for a period of time.

iPads – Years 7-9 2019

Why iPad?

The Apple iPad is now a mature product in the tablet computing market. At Covenant, our Year 5 and 6 classes have had 1:1 access to iPads for the last six years. These devices have been used in a variety of ways to enrich the learning environment.

Tablet devices, particularly the iPad, are very well suited as a personal learning device. Most students will already be very familiar with the Apple iOS operating system. This means that students are not hampered by having to learn an operating system, but can adapt very quickly to new and innovative learning opportunities. Students can focus on the learning, not the technology itself.

The availability of software applications (Apps) for the iPad is unmatched by other platforms. Many of these apps are freely available from the Apple App store, while others are available for a small cost.

The iPad

All students in Year 7 and Year 8 will be issued with an Apple iPad. The specification of this iPad may vary given our supplies at the time.



Management

The iPads issued to Year 7 students in 2019 (and those new to Covenant in Year 8 and Year 9 2019) will be managed by the school. This represents a significant change from our previous model, and responds to feedback received from parents during the 2017 review. All apps needed for use at school will be pre-installed by the school via our management system.

Parents will have the **option** of connecting to the app store via an AppleID – and installing other apps that aren't required for use at school. Only those apps that have been added to a "whitelist" by Covenant TechServe staff, in consultation with the relevant Pastoral Care Coordinator, will be able to be installed. *Please note that connecting an Apple ID to the device is completely optional, and won't be necessary for the completion of any school related tasks.*

To request an app be added to this whitelist, complete the form found here: <https://bit.ly/2GRNZ9Q>

Our management system will also allow the school to enforce a number of policies on the device, such as restricting access to iTunes content that might be deemed inappropriate for younger students, as well as enforcing other security and safety related settings. Additionally, parents may still choose to enable further restrictions on the device via the “restrictions” functionality on the device itself. We recommend that if parents allow an Apple ID to be connected to the device, they activate Family Sharing and use the “Screen Time” monitoring functionality built into all iOS12 devices.

Parents are expected to supply a case that the students always use. This case should provide sufficient protection for the device to withstand the daily rigors of school life. We recommend that, at the very least, the case should cover all corners of the device. Most broken screens occur when an iPad is dropped on its corner. Students will have one week to purchase an appropriate case.

Some cases are available with included keyboards. These are not necessary but may be useful from time to time. Be aware, however, that we have seen a number of instances of broken screens where cases with included keyboards have been used. We have experienced great success with the use of tempered glass screen protectors, which can effectively protect the iPad screen from impact damage.

Management Year 9 2019

Students in Year 9 in 2019 may continue using the iPad as they have been during 2018 with no change to their model.

Parents may, however, prefer that the school assumes responsibility for the management of these devices, in a similar manner to the Year 7-8 “school managed” model. We will be happy to facilitate this process for any parent who would like to make the transition into a school managed model. Please contact Covenant TechServe via the School Office.

NOTE: New students to Year 8 in 2018, and Year 9 in 2019, will be subject to the same model as Year 7 and 8 2019, i.e, the school will manage the device, and it will remain the property of the school when the student completes Year 9. If you are not sure what this means for you, please contact Covenant TechServe.

In the Classroom

It is expected that the iPads will NOT be used in every period of every day in every class. The iPad is a very useful tool that enables us to redefine many learning activities which will be used when it is appropriate to do so. In many cases, the best ‘technology’ for some classroom activities may remain the humble pen and paper.

From time to time, other applications installed on the device may interfere with a student’s ability to access resources used in class or the school network. In these cases, the school reserves the right to remove any application causing such interference with learning activities.

Students should save all work to their school supplied OneDrive for Business (Education) account.

Ownership

Year 7 2019 students will be provided with an iPad to use by the school until the completion of Year 8. At this time they will return the iPad to the school, as it will remain the property of the school.

New students to Year 8 in 2018, and Year 8 and 9 in 2019, will be subject to the same model as Year 7 and 8 2019, i.e, the school will manage the device, and it will remain the property of the school when the student completes Year 9.

For students participating in the existing program in Year 9 during 2019, ownership of the iPad will be transferred to the family at the end of Year 9. It is expected that the student will care for the iPad “as if it were their own” for the duration of the program.

Should a student in Year 9 leave Covenant during 2019, the family will have the option of either returning the iPad to the school, or, purchasing the iPad at a cost of \$230.

Note that the iPad should be returned in good condition. Should repairs be necessary, charges will be made as per below.

Support

Should an iPad require repair, either due to a hardware failure or accidental damage, the **student** should bring the iPad to the Servicedesk. In the case of damage to the iPad, parents will be charged for the repairs at the following rate:

First damage instance over the life of the device

\$0 administration fee

50% of the invoiced cost of the repair

Second damage instance over the life of the device

\$40 administration fee

75% of the invoiced cost of the repair

Third and subsequent damage instance(s) over the life of the device

\$70 administration fee

100% of the invoiced cost of the repair

The school has negotiated reduced repair rates with a support partner. Families are **NOT authorised** to affect their own repairs to the device. **ALL** repairs must be managed by the school as the owner of the device. In most cases, if an iPad screen is cracked then it will be sent for repair – even if the iPad is still functional. This is to ensure the safety of students as glass shards from a broken screen can easily pierce the skin.

Delivery

iPads will be distributed to families on the first day of school – Tuesday 29th January in the PAS. Parents will need to attend the school with their child and return a signed Acceptable Use Agreement form. Students may bring the iPads to school for use as soon as they have an appropriate protective case. The school may provide interim cases for use. Any such case should be returned to Covenant TechServe when replaced. The students will not be expected to bring the iPads for the first week of school in order to allow them time to purchase an appropriate case.

BYOD – Notebooks / Laptops

Students and parents have the opportunity to select a device that suits the preferences and personal learning needs of the individual student. The Bring Your Own Device (BYOD) program recognises that there is not a “one size fits all” approach to personal technologies. Students will use the same device for learning at school, as they might use for personal enjoyment at home. This section applies to students from Year 10-12 in 2019, and from Year 9-12 beginning 2020.

The Device

Students in the BYOD program will bring their own laptop or notebook style device. We recognize the learning needs of students change as they progress through Secondary School and so the device that will be most beneficial to them will also change. The operating system on the device should be capable of installing full versions of application software such as the Microsoft Office Suite (Office 365), and Adobe Creative Cloud. Tablet devices running on mobile operating systems, such as the iPad running on iOS or Android based tablets, such as those in the Samsung Note series, are not appropriate.

Many students will have a preference for Apple devices running on the MacOS operating system. Some will prefer a PC style product utilising Windows 10. Either of these types of devices are appropriate to bring provided they meet the minimum specifications as outlined below.

Google Chromebooks and iPad Pro will not be appropriate in this program.

We recommend a device with a screen size of between 11 and 13 inches (measured diagonally). If students already have access to a device at home that meets our minimum specifications, they are welcome to use it at school.

Specifications

We recommend the following **minimum** specifications for those taking part in the BYOD program. Students intending on studying computing or design subjects such as photography may require a higher specification device:

- 128GB storage (256GB or more is better)
- 8GB RAM
- Intel i5 processor or equivalent
- 8 hours advertised battery life
- Windows 10 or MacOS 10.13 or 10.14
- 802.11n wireless running on the 5Ghz spectrum (note that devices which do not meet this specification MAY not be able to connect to our network).
- Ideally, a screen size between 11 and 13 inches.

Purchasing

The purchase of this device is the responsibility of the family. We recommend ensuring that any device purchased includes a 3 year, on-site, next business day warranty.

Commencement

The process for students **commencing** the program is as follows (existing students take no action):

1. Return signed form to TechServe at the beginning of 2019. Students who already are part of the BYOD program can continue using their devices as they were in 2018 with no further action needed.
2. Some documentation will be provided to students.

3. An email will also be automatically sent to students with a link to install our school supplied anti-virus software (Sophos). **This is a mandatory installation.**
4. Students are to install this software at home before bringing their computer to school.
5. The following day, students may bring their computer to school and follow the provided instructions to connect to our wireless network.
6. All instructions and documentation will also be available in Canvas:
<https://covenant.instructure.com/courses/1373/pages/BYOD?titleize=0>

Software

The school will make necessary software for teaching and learning available for installation on the student device, where appropriate, under our licensing agreements, for the duration of their enrolment. This will include, at the time of publication, the MS Office 365 and Adobe CC suites. You are not required to purchase this software.

It is the responsibility of the family to download and install the Sophos Cloud anti-virus product supplied by the school. This software will be available from the beginning of 2019 via a download link that will be emailed to the student once they return the signed Acceptable Use Agreement form. The device will not be permitted to connect to our network without this software.

Files and Backup

Students are responsible for their own file management. They should save school files to **OneDrive for Business**, using the OneDrive sync client. Students should sign into OneDrive using their Covenant credentials. This will save a copy of files to their device, as well as upload them to OneDrive, allowing them to be accessed from any web connected device.

Support

The student will be expected to learn and understand the basic functionality of their chosen device. For connectivity and other issues, students should present to TechServe, or submit a ticket online at <https://techserve.covenant.nsw.edu.au>. Students are able to come to TechServe before school, after school, and at recess or lunch.

Warranty / Repairs

Families take full responsibility for warranties, insurance and repairs. They should consider the type and length of warranty, and the process that needs to be taken in order to exercise that warranty should any repair be necessary. Additionally, consideration should also be given to how they might deal with accidental damage, or theft of the notebook.

Purchasing specific mobile device insurance is strongly recommended. It is the responsibility of families to investigate and understand all implications of any decision on insurance.

Where possible, Covenant TechServe will assist the student with any warranty and repair claims. The school may be able to provide a loan device for the duration of the repair.

If your device is damaged in some way (either accidentally or by negligence) it is the responsibility of the family to have this repaired. If you have accidental damage insurance you should speak with your insurance provider regarding the appropriate process to follow. The school does not have any responsibility in this process, however, we will assist where appropriate.

Safety at Home

Parental Responsibility

We believe that the responsibility of keeping children safe when using the internet and other technologies at home rests with the parents. We understand that this can be an intimidating arena for parents to manage, so we are committed to supporting our parents in a number of different ways. There are four parts to this process for parents: Protect, Educate, Supervise, Trust (PEST).

Protection

It is important to have some level of protection on your home network. There are multitudes of internet websites that are not appropriate for our children to have access to. We should take action to reduce the risk of them accidentally finding any disturbing content. There are a number of different methods that can achieve this. We recommend control 'upstream' from the device itself. This means that no extra software needs to be installed on the device itself, as children will, in many cases, have permission to add and remove apps from their device. By applying protection to the wireless network itself, every device that connects to that network is protected without the need to install extra software. An additional benefit of this type of protection, is that they will generally enable a schedule of internet access as well, and some also provide reporting on sites visited to enable improved communication between you and your child.

We recommend you carefully investigate whether the following products are suitable for your family:

- OpenDNS - <https://www.opendns.com/>
- Koala Safe - <https://koalasafe.com/>

Important Note

It is important for families to realise that nearly all smartphones with a 3G or 4G sim will provide unfiltered internet connection. This connection can then be shared among other devices. If your child has a smartphone, they can by-pass your home wireless internet connection and access any website they desire.

Education and Communication

While protection and filtering on an internet connection is an important step in helping our children to use technology in a wise way, it should not be the only thing that we do. Our children need to be taught about the dangers and issues that they will face. We need to teach them that while technology is a good creational gift from God, sin impacts the way that our society interacts with this technology.

Regardless of what form of protection you have chosen, it will never be perfect. The chances are that, at some point in time, as we engage with technology your child will be exposed to something that is inappropriate for them. They need to be taught what to do when (not if) this happens, and that non-judgemental communication will follow about what happened.

Open and deliberate communication about the way in which we use technology will assist our children to develop a healthy perspective. At Covenant, we talk about our students becoming Digital Disciples who use technology in such a way that is glorifying to Christ. Many of the protection devices listed above will also have reporting functionality built in that will report web browsing habits. These reports can become a great conversation starter.

Parents have been given access to resources provided by Internet Safe Training, designed to help provide a safe and supportive home environment for the appropriate use of technology. To access these resources, go to <http://learn.internetsafetraining.com/> - and use the passcode "covchristsch17".

Supervision

Our children need to be supervised when using digital technology. In the same way that we wouldn't let our children wander around a city alone, we should not leave them alone as they are wandering around the world wide web.

We strongly recommend that ALL technology is used and charged in a public space in the home. At the very least it most definitely should NOT be used in the bedroom. The temptations are many and varied, and the best deterrent for those temptations is to have visible screens in the home.

We would not expect that any students from Years 7-9 need to use their devices any later than 9:30pm at night. Remember, our homework guidelines are that Year 7 and 8 students should not have more than 1½ hours of homework each night.

Trust

As our children grow, they will earn our trust. We should gradually give them more and more freedom, while continuing to communicate openly about how they are using technology. As we have educated them, we should expect them to do the right thing and to use technology in an appropriate manner.

At the same time, we ought not be too surprised when they make mistakes. We are all sinful and make decisions that are not congruent with God's will. When our children do make these mistakes, they need to know that there will be consequences, but that those consequences will be framed with forgiveness and grace.

Quick Best Practice Guidelines

- Devices should always be charged in a public place in the home.
- Devices should never be used in the bedroom.
- You should have some form of web filtering on your home internet connection.
- Students in Years 7-9 should not need to use their devices after 9:30pm.
- Be a PEST (Protect, Educate, Supervise, Trust).
- View <http://learn.internetsafetraining.com/> for further hints and tips.

Acceptable Use

Students at Covenant are expected to use digital technology in such a way that brings glory to Christ, and encourages others to do the same. Students consider carefully what it means to be a Digital Disciple as they engage with technology.

General Guidelines

- Devices should be brought to school fully charged every day.
- Devices should never be left unattended.
- Students should NEVER share their network password.
- If students suspect their password is known by another student, they should notify their teacher and change their password.
- Students should back up their own device regularly.
- If a school owned device is damaged in any way, students should notify Covenant TechServe immediately.
- Use the school internet connection in a way that recognises the needs of others.
- Content stored on the device should always be of a nature that is considered appropriate by the school.
- It is **never** acceptable to digitally record (photo, audio or video) other students or teachers or distribute that information without specific permission from that person and the teacher.

Classroom Use

- At all times, students should follow the direction of their classroom teacher.
- In a lecture style classroom, notes should be taken using pen and paper.
- Students should avoid distraction, and respect the learning opportunities of others by not distracting them.
- Students should respect the holders of copyright and not plagiarise the work of others.

Break Times

- Students are not permitted to use digital technology in the playground during the school day. This includes before school, recess and lunch times.
- If students have a specific need to use their devices to complete school work during these times, they may do so in the library.

Mac vs PC?

Research, and our experience indicates that the majority of students are likely to prefer to use Apple Mac devices. We are committed to supporting both platforms equally. All software specified is available in either Mac or PC format.

Will I need to buy software?

Students using iPads under the new management system will not need to purchase any apps. For those in the BYOD Notebook program, nearly all of the software needed will be provided under the school's existing licence agreements. There may be small charges if any of the Adobe video or photo editing tools are needed.

What about convertible slate / tablet devices?

The latest generation of windows convertible devices that include a full-sized keyboard and run Windows 10 are likely to be suitable BYOD devices. Please check carefully the minimum specifications.

Won't Handwriting Suffer?

Final HSC examinations still require students to write extensive answers in written examinations. The use of technology in the classroom should not be at the expense of the skill of handwriting. There are many different tools used to assist learning. Technology is just one of these tools and will only be used when it is most appropriate. We expect most classes to take a balanced approach. In lecture style classrooms, students will still be expected to take notes with pen and paper.

Are you using electronic textbooks too?

All necessary textbooks will be provided by the school. A number of specified texts also come with online companions, and pdf versions of the text on a DVD. Students may be able to transfer these to their device should they prefer to work this way.

What about the physical safety of devices at school?

The responsibility for the safety of the device at school rests with the student. Those who have been issued an iPad MUST use a protective case and have "find my iPhone" activated, and those in the BYOD program are encouraged to also have a protective cover. The school does not take responsibility for accidental damage to student property.

Will this make school bags heavier?

Most of the devices likely to be used will weigh less than 2.0kg. Changes to our textbook program should see the weight of the device offset by fewer textbooks.

Will internet use be monitored and filtered at school?

All student internet use is filtered and monitored whilst connected to the school's wireless internet. Our filtering and monitoring software should also alert us to any behaviour that may put the student at risk. Parents should, however, be aware that if they supply their child with a device with 3G/4G connectivity (such as a smart phone), students will be able to access the internet via this device and we will be unable to monitor this use.

Will internet use be monitored and filtered at home?

The school will not be able to monitor the use of the device when it is not connected to our wireless network. Parents are responsible for the way in which this technology is used at home. Clear guidelines and expectations should be set. There are a number of tools and strategies that parents can use to assist this process as outlined above.

Will students be able to charge their devices during the day?

Students should expect that they will **not** be able to charge their device during the day. Power cords and chargers can be a WHS hazard in the classroom and should not be used. Battery life, therefore, is a key consideration in the choice of device, and students should fully charge their device every night.

What if I can't afford to buy a device?

We recognise the sacrifices that many families make to send their children to Covenant, and that a requirement to BYOD may not be feasible for some families. In these instances, we invite you to make application to the Business Manager – Mr Andrew Lowry, for dispensation for the school to provide a device for a period of time.

Can my child bring a laptop instead of using a school iPad?

No. Teaching staff will often create learning activities specifically designed around the device that is allocated for that particular year, so students must only use the device allocated to their year.

Can my child add any app?

Students in Year 7 will be able to add any “whitelisted” app to their device IF their parent connects an iTunes account to the device. Students in Year 8 will have more freedom in terms of the apps they may install, however the device will still need to be connected to an iTunes account by the family to add further applications.

How much storage space is there on the iPad?

Every iPad supplied will have at least 32GB of internal storage. This should be more than enough for school related apps and activities. Photos, videos and music all take up significant amounts of space. Students should ensure they manage the storage space so that they always have enough room for school related activities.

Do I need to include bundled software on a BYOD laptop?

When you purchase a laptop, some retailers will try and bundle included software, such as the Microsoft Office suite, at an additional cost. You do not need to do this, as the school is able to make all necessary software available to you under our existing licence agreements *for the duration of your enrolment* at the school.

Do we have all the answers?

No! While we have been diligent in our preparation for this technology model, inevitably we will make some mistakes. It is likely that this model will be modified and tweaked as we learn from these mistakes.