

EXECUTIVE SUMMARY

In Partnership with AASA,
The School Superintendents Association



THE Professional Learning
and Practical Tools
for Effective Technology
Leadership
EMPOWERED
SUPERINTENDENT



THE EMPOWERED SUPERINTENDENT

“This toolkit provides a coherent picture of district technology leadership—a synthesis of the key challenges, opportunities and trends in education in the digital age, a team approach to technology leadership with a skilled CTO to help districts make smart use of technology, and terrific tools to improve the knowledge and skills of the entire district leadership team.”

**A. Katrise Perera, Ed.D.
Superintendent
Isle of Wight County Schools (VA)**

Leading a district in the digital age can be both thrilling and daunting. As a superintendent, you may have experienced the power of technology to engage students and faculty now—and you see incredible promise in emerging educational applications of technology on the horizon. At the same time, you're focused on the big picture of student learning, with the ultimate goal of preparing all students for future success in a highly competitive, hyper-connected world.

Technology is integral to that vision, and to every aspect of K-12 school life, from academics to business operations. You want to be certain that the dizzying array of technology options—from mobile devices to enterprise systems and cloud-based services—are selected and used strategically to support your educational vision and improve student outcomes, especially with perennially constrained budgets. And you want to be knowledgeable and comfortable articulating your vision to the School Board, educators, parents, students, business leaders, taxpayers and the entire school community.

Professional Learning, Action Steps and Practical Tools

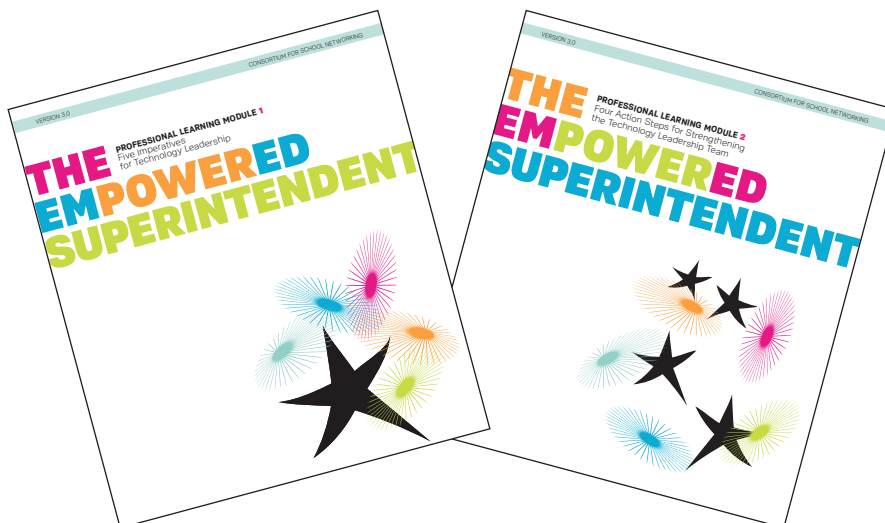
The Consortium for School Networking (CoSN) is uniquely qualified to give you a comprehensive view of district technology leadership and valuable tools to help you achieve your vision of education in the digital age.

The Empowered Superintendent is a CoSN initiative dedicated to helping superintendents, aspiring superintendents and district leadership teams build their knowledge, skills and confidence as technology leaders. Superintendents nationwide have used the insights and tools first developed for this initiative in 2008, and updated in 2010, to strengthen technology leadership district-wide.

Now, Version 3.0 of this toolkit refreshes the guidance, action steps and practical tools to help you navigate changing educational and technology leadership demands.

The Empowered Superintendent: What's New

- **Professional Learning Module 1: Five Imperatives for Technology Leadership.** The education landscape has changed considerably since this toolkit was first released. New perspectives on all five imperatives, plus new resources for professional learning, will bring you up to date.
- **Professional Learning Module 2: Four Action Steps for Strengthening the Technology Leadership Team.** As a superintendent, you will be a more capable technology leader when you partner with a highly qualified chief technology officer (CTO) as a cabinet-level advisor. A team approach to technology leadership will help superintendents and CTOs work as allies to foster 21st century learning environments.
- **An Expanded Set of Tools to Strengthen Technology Leadership.** CoSN's research-based *Framework of Essential Skills of the K-12 CTO* and Certified Education Technology Leader (CETL)[™] examination—the only professional certification developed specifically for educational technology professionals—complement the superintendent initiative. Key points and practical tools for hiring, developing and evaluating CTOs and educational technology professionals are integrated with this toolkit.



“Digital resources are more important than ever for transforming learning, teaching and operations. We must maximize and utilize the leadership resources we have. CTOs who serve as cabinet- or executive-level members enhance the connection with school success and wise technology decisions. Building and developing strong collaborative leaders creates synergy for innovation for teaching and learning.”

Mark A. Edwards, Ed.D.
Superintendent
Mooreville Graded
School District (NC)
2013 AASA National
Superintendent of the Year
and author of
Every Child, Every Day and
Thank You for Your Leadership



5 IMPERATIVES FOR TECHNOLOGY LEADERSHIP

1. Strengthen District Leadership and Communications
2. Raise the Bar with Rigorous, Transformative and Innovative Learning and Skills
3. Transform Pedagogy with Compelling Learning Environments
4. Support Professional Development and Communities of Practice
5. Create Balanced Assessments

4 KEY ACTION STEPS FOR BUILDING A SKILLED TECHNOLOGY LEADERSHIP TEAM

1. Recognize and better understand the evolving role of the CTO and how the CTO can elevate learning environments.
2. Clearly identify the role of the CTO in the district structure, preferably in the cabinet.
3. Help guide the CTO interview and hiring process, seeking candidates with CETL credentials.
4. Target professional training needs to build your technology staff to the CETL level.

10 SKILL AREAS FOR CHIEF TECHNOLOGY OFFICERS

Leadership & Vision

1. Leadership & Vision
2. Strategic Planning
3. Ethics & Policies

Understanding the Educational Environment

4. Instructional Focus & Professional Development
5. Team Building & Staffing
6. Stakeholder Focus

Managing Technology & Support Resources

7. Information Technology Management
8. Communication Systems Management
9. Business Management
10. Data Management

Plus: **Core Values & Skills—Critical personal skills and behaviors**

8 PRACTICAL TOOLS FOR STRENGTHENING TECHNOLOGY LEADERSHIP

1. Self-Assessment for Superintendents
2. District Leadership Team Assessment
3. Self-Assessment for Chief Technology Officers and Technology Staff
4. Chief Technology Officer Job Description
5. Interview Questions for Hiring an Educational Technology Leader
6. Evaluation Rubric for the Chief Technology Officer
7. CETL Certification for Educational Technology Staff
8. References and Resources for Professional Learning

Visit the CoSN website to download these practical tools.

www.cosn.org/superintendents

