Technology Standards for Administrators
Framework, Standards, and Performance Indicators

I. Visionary Leadership. Educational Administrators inspire and lead development and implementation of a shared vision for comprehensive integration of technology to promote excellence and support transformation throughout the organization. Educational Administrators:

A. Inspire and facilitate among all stakeholders a shared vision of purposeful change that maximizes use of digital-age resources to meet and exceed learning goals, support effective instructional practice, and maximize performance of district and school leaders.

B. Engage in an ongoing process to develop, implement, and communicate technology-infused strategic plans aligned to a shared vision.

C. Advocate on local, state, and national levels for policies, programs, and funding to support implementation of a technology-infused vision and strategic plan.

II. Digital Age Learning Culture. Educational Administrators create, promote, and sustain a dynamic, digital-age learning culture that provides a rigorous, relevant, and engaging education for all students. Educational Administrators:

A. Ensure instructional innovation focused on continuous improvement of digital-age learning.

B. Model and promote the frequent and effective use of technology for learning.

C. Provide learner-centered environments equipped with technology and learning resources to meet the individual, diverse needs of all learners.

D. Ensure effective practice in the study of technology and its infusion across the curriculum.

E. Promote and participate in local, national, and global learning communities that stimulate innovation, creativity, and digital-age collaboration.

III. **Excellence in Professional Practice.** Educational Administrators promote an environment of professional learning and innovation that empowers educators to enhance student learning through the infusion of contemporary technologies and digital resources. Educational Administrators:

A. Allocate time, resources, and access to ensure ongoing professional growth in technology fluency and integration.

B. Facilitate and participate in learning communities that stimulate, nurture, and support administrators, faculty, and staff in the study and use of technology.

C. Promote and model effective communication and collaboration among stakeholders using digital-age tools.

D. Stay abreast of educational research and emerging trends regarding effective use of technology and encourage evaluation of new technologies for their potential to improve student learning.

IV. Systemic Improvement. Educational Administrators provide digital-age leadership and management to continuously improve the organization through the effective use of information and technology resources. Educational Administrators:

A. Lead purposeful change to maximize the achievement of learning goals through the appropriate use of technology and media-rich resources.

B. Collaborate to establish metrics, collect and analyze data, interpret results, and share findings to improve staff performance and student learning.

C. Recruit and retain highly competent personnel who use technology creatively and proficiently to advance academic and operational goals.

D. Establish and leverage strategic partnerships to support systemic improvement.

E. Establish and maintain a robust infrastructure for technology including integrated, interoperable technology systems to support management, operations, teaching, and learning.

V. Digital Citizenship. Educational Administrators model and facilitate understanding of social, ethical, and legal issues and responsibilities related to an evolving digital culture. Educational Administrators:

A. Ensure equitable access to appropriate digital tools and resources to meet the needs of all learners.

B. Promote, model, and establish policies for safe, legal, and ethical use of digital information and technology.

C. Promote and model responsible social interactions related to the use of technology and information.

D. Model and facilitate the development of a shared cultural understanding and involvement in global issues through the use of contemporary communication and collaboration tools.