

### Maryland Technology Standards for School Administrators

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| SIX STANDARDS AND OUTCOMES | INDICATORS |
| **I. Leadership And Vision** A school administrator inspires a shared vision for the comprehensive integration of technology into the work of the school and fosters an environment and culture conducive to the realization of that vision. | 1. Facilitates the development of a shared vision for school-wide technology use and widely communicates that vision.
2. Monitors the School Improvement Plan to ensure effective integration with technology that is aligned with the district’s Master Plan.
3. Fosters and maintains a school-wide culture of responsible risk-taking that promotes the innovative use of technology.
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| II. Teaching and LearningA school administrator ensures the integration of appropriate technologies in instruction and learning environments to maximize student achievement.  | 1. Facilitates the use of technology to collect and analyze data from multiple sources to improve classroom instruction and student learning.
2. Ensures access to high quality professional development aligned with the Maryland Teacher Professional Development Standards to address the Maryland Technology Standards for Students and the Maryland Teacher Technology Standards.
3. Supports the use of assistive technology to ensure equity and access to the curriculum.
4. Promotes student-centered learning environments that use technology to differentiate instruction to meet the diverse needs of learners.
5. Supports the effective use of a variety of technologies to facilitate collaboration in teaching and learning.
6. Promotes research-based practices in the use of technologies to develop skills necessary for success in the 21st century.
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| III. Data-Driven Decision Making A school administrator uses technology to access and analyze multiple sources of data to make decisions affecting the development and implementation of the School Improvement Plan.  | 1. Uses technology to access and analyze multiple sources of data to make programmatic decisions about curriculum and instruction.
2. Uses technology to access and analyze multiple sources of data to develop and monitor budgets.
3. Uses technology to access and analyze multiple sources of data to make informed decisions about staffing and scheduling.
4. Uses technology to access and analyze multiple sources of data to plan and implement home and community services.
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| **IV. Management and Operations**A school administrator supports the use of technology for the management and operations of the school. | 1. Implements district guidelines to ensure effective use of technologies.
2. Leverages financial resources to support the effective use of technology.
3. Allocates human resources to support the effective use of technology.
4. Leverages physical and material resources to support the effective use of technology.
5. Ensures the use of technology-based integrated management systems to successfully facilitate school operations.
6. Supports the use of technology to communicate relevant information about school operations with home and community.
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| **V. Professional Practice and Productivity** A school administrator uses technology to enhance professional practice and to increase personal productivity  | 1. Models the routine, purposeful, and effective use of technology.
2. Uses technology effectively for communication and collaboration.
3. Engages in sustained professional development in the use of technology.
4. Maintains an awareness of emerging technologies and their potential uses in education.
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| **VI. Social, Legal, and Ethical Issues**A school administrator understands the social, legal, and ethical issues related to technology use and ensures responsible adherence to acceptable practices. | 1. Ensures equity of access to technology resources for students, teachers and staff.
2. Communicates, models, and enforces responsible use of technology as outlined in the district’s acceptable use policy and in copyright and intellectual property law.
3. Promotes and enforces privacy, security, and online safety related to the use of technology.
4. Promotes and enforces environmentally safe and healthy practices in the use of technology.
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