Closing the Leadership Gap: Finding the Right CHIEF TECHNOLOGY OFFICER FOR YOUR DISTRICT
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Closing the Leadership Gap: Finding the Right CTO for your District

Expert Presenters:

Keith Krueger, chief executive officer, Consortium for School Networking

• Follow Keith on Twitter: @KeithKrueger

Jeremy Shorr, director of educational technology and curricular innovation, Mentor Public Schools, Ohio

• Follow Jeremy on Twitter: @JeremyShorr
An on-demand archive of this webinar will be available at www.edweek.org/go/webinar in less than 24 hrs.
Make or Break Challenge for Learning Today

What Schools Need in a CTO
CoSN Mission

Serving K-12 technology leaders who, through their strategic use of technology, improve teaching and learning.

Core Value
The primary challenge we face in using technology effectively is human, not technical.

Audience
School system technology and education leaders

For that reason, CoSN focuses on Leadership and Policy
Key Educational Problems We Are Trying to Solve

- 21st century skills
- Transforming classrooms to compelling learning environments
- Changing professional development to communities of practice 24/7
- Using data to inform practice
- Balanced assessments – more formative data to learner/teacher
Where We Are

• Technology & innovation are happening in K-12 education, but often in isolation and too slowly...

• One-off solutions vs. Ecosystems
Education ranks 55th out of 55 industries for IT Intensiveness

-U.S. Department of Commerce Digital Economy, 2003
Need for Technology Leadership

“Our nation’s schools must ensure that they have technology leaders who are able to align how students learn today with what will be expected of them in the future they’ll inherit.”

National Center for Education Statistics (NCES), *Educational Technology in Public School Districts: Fall 2008* (Gray and Lewis, 2009)
The BIG Problem Is **Human Capacity**

To achieve what is needed

- **Superintendents** must understand their role in making the digital leap.
- **Instruction** needs new models and to become more student-centered.
- **Students and teachers** need more immediate feedback and to be continuous learners.
- **Technology leaders** must understand the educational environment, manage technology, and provide vision/leadership.
Technology Doesn’t Drive Itself
The Transformation Requires Leadership, YET…

In 2009 only 51% of districts reported employing a FT individual responsible for ed tech leadership (32% PT)

Even in large districts, nearly 20% do not have a FT position.

National Center for Education Statistics (NCES),
*Educational Technology in Public School Districts: Fall 2008* (Gray and Lewis, 2009)
Poorer District Leadership Gap

Statistics for technology leader by poverty concentration are significant

• **Wealthy districts:** 60% have a full-time technology leader.

• **Drops to 47% in poorer districts**

National Center for Education Statistics (NCES), *Educational Technology in Public School Districts: Fall 2008* (Gray and Lewis, 2009),
CoSN Serving K-12 Technology Leaders

In 2013, 42.9% district tech leaders reported using CTO or CIO title or equivalent

58% of school district IT Leaders report directly to the Superintendent

Over 28% in position for 10+ years.

CoSN’s K-12 IT Leadership Survey 2013
http://www.cosn.org/focus-areas/it-management/it-leadership-survey
Snapshot

80% of school district IT Leaders oversee both administrative and instructional technology

K-12 CTOs’ salaries lag—65% of the CTOs report a salary of less than $100,000, while average reported salary in the business sector for a CTO is over $190,000.

CoSN’s K-12 IT Leadership Survey 2013
http://www.cosn.org/focus-areas/it-management[it-leadership-survey]
Today’s IT Priorities in Education

1) Bring Your Own Device (BYOD)
2) Assessment Readiness
3) Broadband Access

Absent are traditional business and administrative priorities.

Technology as a learning tool – big change

CoSN’s K-12 IT Leadership Survey 2013

http://www.cosn.org/focus-areas/it-management/it-leadership-survey
3 Major IT Challenges

1) 76% - Budget and resources
2) 66% - Changing culture of teaching to student-centered
3) 49% - Breaking down silos within the district

IT Leadership is increasingly focused on education despite budgetary challenges.

CoSN’s K-12 IT Leadership Survey 2013
http://www.cosn.org/focus-areas/it-management/it-leadership-survey
Budget Realities = New Skills

80% predicted flat or declining IT budgets

• Becoming masters at the ‘new normal’ of doing more with less
• Rapid change in staffing/knowledge structure of IT Leaders

CoSN’s K-12 IT Leadership Survey 2013
http://www.cosn.org/focus-areas/it-management/it-leadership-survey
Education Technology Leaders Are Key

www.cosn.org/framework
www.cosn.org/certification

Leadership & Vision
- Leadership & Vision
- Strategic Planning
- Ethics & Policies

Understanding the Educational Environment
- Instructional Focus
- Professional Development
- Team Building & Staffing
- Stakeholder Focus

Managing Technology & Support Resources
- Information Technology
- Communication Systems
- Business Management
- Data Management

Core Values & Skills

CoSN.org/Certification
Essential Skills of the K-12 CTO

Defined by experts

- Expanded role of CTO as an education—not just technology—leader
- Defines best practices
- Identifies skills and knowledge that CTOs need to acquire or strengthen
- Basis for CTO certification
Framework as Basis of CTO Certification

Validates CTOs who already have these skills and knowledge

Provides roadmap for professional development for both CTOs and those who hire them

Illustrates the need for partnership of Teaching, Learning, and Technology Services

Ensures CTO has a facility for visioning and leadership

Certified Education Technology Leader, (CETL)™
CETL Professional Development

• Created by expert practitioners
• Governed by Certification Governance Committee (CGC) of CTO experts
• Combined total of more than 160 years of ed tech experience
CETL Exam Emphasis

- Leadership & Vision – 40%
- Understanding the Educational Environment – 30%
- Managing Technology & Support Resources – 30%

CoSN.org/Certification
Exam Prep Materials

Become a Highly Capable School System Technology Leader

CoSN's Certified Education Technology Leader (CETL) Certification Program Preparation Materials
CETL Certification

Those who pass the test

• Certified Education Technology Leader

• CETL after their name

• Recertify every three years to remain certified
CoSN’s CETL

**Good News** - After one year, already recognized by more than 50% of district technology leaders

**Challenges** - Little or no budget for CTO professional development
Growing need for succession planning as Baby Boomer CTOs retire
If we teach today's students as we did yesterday's, we are robbing them of tomorrow.

John Dewey
American education reformer
1859-1952
What districts need in a Chief Technology Officer

(as if I have any idea)
Changing People's Lives
by Fostering Passionate, Curious Learners
Ensuring Success with Digital Content

- How will your content be delivered and accessed?
  - LMS, online, downloadable
  - Some/all of the above

- Will your content work on multiple devices?
  - Tablets
  - Laptops
  - Desktops
  - Notebooks

- What OS and browser(s) will be used/required to access online content?
## Ensuring Success with Digital Content

<table>
<thead>
<tr>
<th>HMH Digital Content Options</th>
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</tr>
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<tbody>
<tr>
<td><strong>Online Editions</strong></td>
<td>All subjects</td>
</tr>
<tr>
<td><strong>eTextbooks</strong></td>
<td>All subjects</td>
</tr>
<tr>
<td><strong>iBooks® Textbooks</strong></td>
<td>Literature, Math, Science, Social Studies (Grades 9-12)</td>
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<tr>
<td><strong>LMS: Content Cartridges</strong></td>
<td>Literature, Math, Science, Social Studies (Grades 6-12)</td>
</tr>
<tr>
<td><strong>Apps</strong></td>
<td>Early Childhood, Math, Reading</td>
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www.hmhco.com/educators/digital-and-mobile-learning

iBooks is a trademark of Apple Inc., registered in the U.S. and other countries.
Ensuring Success with Strategic Planning

TIPS: Technology Integration Planning Study™

- Unbiased
- Prepare for pedagogical shift
- Infrastructure for student learning
- Infrastructure for business operations
- Baseline data for strategic planning
Thank You.

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www.hmhco.com/educators/digital-and-mobile-learning
An on-demand archive of this webinar will be available at www.edweek.org/go/webinar in less than 24 hrs.
Closing the Leadership Gap: Finding the Right CTO for your District

Required Reading from *Education Week*:

**Talented Chief Tech Officers Hard to Find for K-12**
Like technology itself, the job description of the district chief technology officer is changing rapidly. To make matters tougher, relatively few of these professionals are schooled in the perfect marriage of skills on the instructional and technical sides to make the best decisions for districts.

**LinkedIn Group: Education Week Digital Directions: K-12 Tech Leaders**
Join the *Education Week Digital Directions* LinkedIn group, a forum for school technology administrators, leaders, and innovators to connect, discuss important issues, and share ideas and resources.