

## PRELIMINARY DRAFT

*What Every Superintendent Should Know (and Do)  
About Technology in Schools, But Was Afraid to Ask:*

The Superintendent plays a key role in advancing the state of technology in his or her schools. Understanding that led the MASS to create a Technology Task Force in 1990. That Task Force started by providing superintendents with professional development on this topic, creating a network of colleagues and eventually trying to influence the way technology is used in schools.

There are at least a baker's dozen elements which Superintendents should be aware of/engaged in in order to support the use of technology in schools.

1. Have a vision--literally a picture in your head of what it will look like when...
2. Encourage people to experience, but if they resist, insist...later they will thank you
3. Model--use the technology yourself--in the most visible ways possible as well as the quietest
  - a. have a workstation on your desk
  - b. use e mail yourself; don't ask your secretary to do it
  - c. do presentations for the community using the latest technology
4. Study the plan your district submitted to DoE, then develop your plan--write down what you envision and how you and your staff believe you need to get there;
5. Build broad based support
  - a. in the administration--establish a technology team
  - b. in the school and school system--create committees in each school
  - c. in the community--invite a task force of parents and citizens to meet regularly to help in a variety of ways from design, to presentation to Town Meeting
6. Create coalitions in your community--work with non-profits, businesses, agencies and friends to:
  - a. expand the resources in the schools
  - b. create support and mutual aid
  - c. have access to expertise
7. Help develop institutes, conferences, seminars, expos to advance the professional development of everyone involved in education; or if you do not have the time, attend those developed by others

8. Work with positional colleagues--our professional association has taken positions on technology.

9. Join the influence enterprise; go one step further if this topic is of great interest to you:

- a. testify before the Legislature
- b. write letters
- c. volunteer to call and speak

10. Keep current--take advantage of all opportunities to learn--technology changes so quickly

11. Support action research, survey practice and find ways to explain why technology is worth the investment in your community and the Commonwealth. The three key elements are:

- to support educational reform
- to enhance learning and teaching in our schools
- to prepare students for the economy and for life in the future

12. Maintain the sense of urgency and enthusiasm--it is so easy to get discouraged by the costs, the complexities, the barriers. This is where what you have done in numbers 5, 6 and 8 above is so important. Your friends will help you even as you help them.

13. Keep a sense of balance--remember that the technology is a means to an end and that end is first class learning for students and first class teaching for the staff.

This list may seem overwhelming but it represents a base from which to think and act about technology to improve both teaching and learning as well as the school environment.

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