CoSN 2023 - 2026
Strategic Plan

Innovate
Belong
Connect

CoSN

LEADING EDUCATION INNOVATION ®

www.cosn.org/strategic-plan

Executive Summary

Using inclusive participatory planning and decision-making methods, CoSN formed a 3-year plan that provides a new framework for realizing its ongoing mission—to provide current and aspiring K12 education technology leaders with the community, knowledge, and professional development they need to create and grow engaging learning environments. The EdTech landscape has changed dramatically since the last strategic plan was developed in 2019. The strategic directions of this plan are in part a response to those changes. Going forward, CoSN will approach its mission guided by three driving strategies developed by our Board:

1. Enabling inclusive and nimble technology leadership to drive innovation
2. Enhancing member experience to nurture belonging
3. Empowering our network to build community

CoSN Mission

CoSN provides current and aspiring K12 education technology leaders with the community, knowledge, and professional development they need to create and grow engaging learning environments.

Fostering diversity, equity, inclusion, and belonging is integral to each of the 3 strategies and essential for achieving CoSN's mission. Previously outlined as a separate initiative, this work is now integrated into all CoSN efforts through a culture of collaboration and teamwork, effective management of dialogue, transparency, open communication, and skill-building to enhance interpersonal and working relationships. Differences make our organization stronger, and our goal is to ensure everyone feels welcomed in our community.
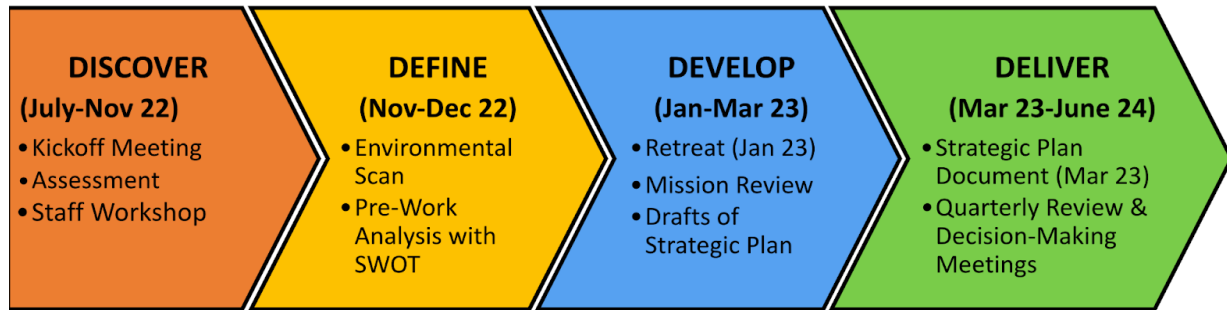
Over the next 3-years, CoSN will use these strategies to achieve its vision for:

- An inclusive EdTech community
- Connected and well-supported healthy chapters
- Transformational EdTech leader development
- A comprehensive and collaborative technical ecosystem
- Strategically aligned, mission-driven partnerships
- On-going development of customized and relevant resources
- A thriving membership with growing retention and expansion
- A strong and healthy brand and reputation
- A well-supported and high-functioning CoSN Staff

Strategic Planning Methodology

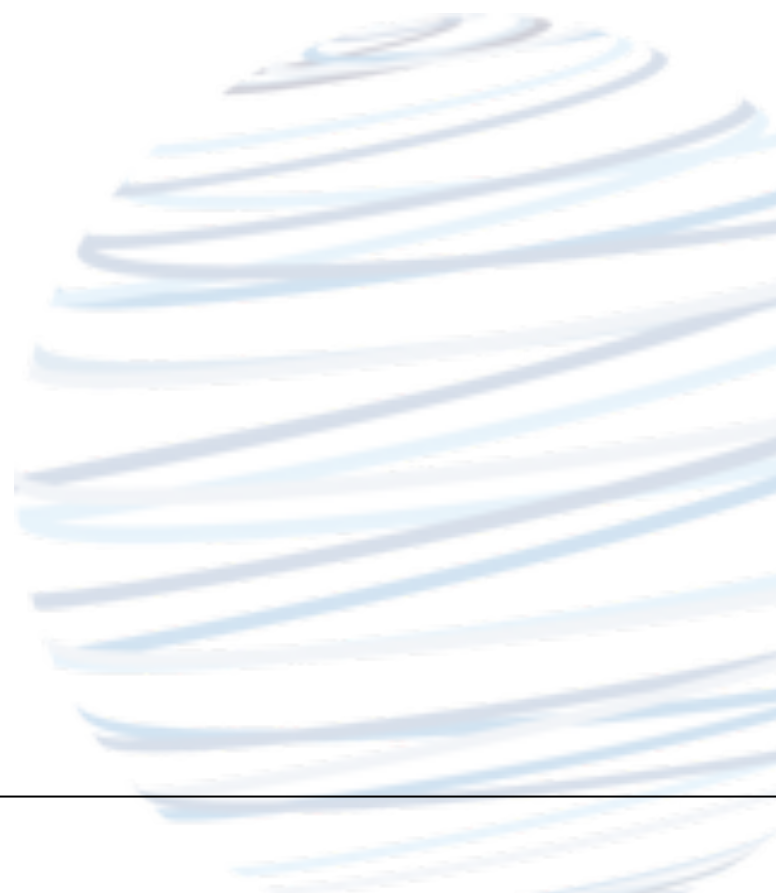| DISCOVER (July-Nov 22)	DEFINE (Nov-Dec 22)	DEVELOP (Jan-Mar 23)	DELIVER (Mar 23-June 24)
• Kickoff Meeting • Assessment • Staff Workshop	• Environmental Scan • Pre-Work Analysis with SWOT	• Retreat (Jan 23) • Mission Review • Drafts of Strategic Plan	• Strategic Plan Document (Mar 23) • Quarterly Review & Decision-Making Meetings

DISCOVER. The strategic plan was developed following a stage-gate process, starting with a Discovery Phase. During this first phase, we conducted research and collected data in the following ways:

- Conducted 5 separate surveys with the various CoSN stakeholder groups:
  - Board Members
  - Institutional Members
  - Corporate Members
  - Staff
  - CoSN Consultants

- Conducted 66 one-on-one interviews.
  - 5 CoSN Chapter Leaders
  - 5 Institutional Members
  - 5 Corporate Members
  - 8 CoSN Consultants
  - 14 Board Members
  - 14 External Thought Leaders
  - 15 Staff Members

- Analyzed CoSN's performance data
- Created an historical timeline of the organization
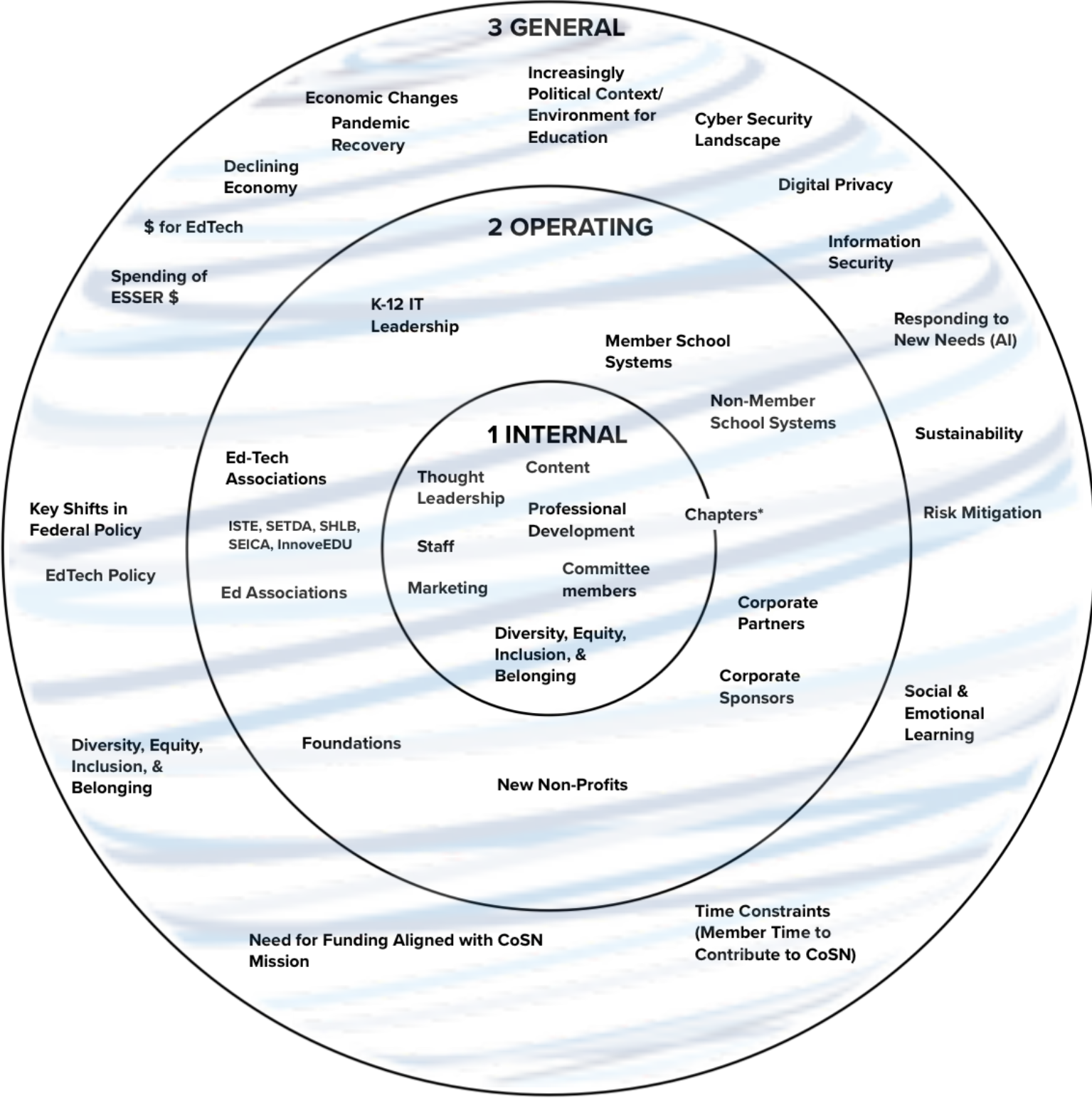- Conducted a trends analysis

The qualitative and quantitative research pointed to key opportunities for CoSN to expand its impact:

- CoSN has an opportunity to take the lead against EdTech backlash.
- CoSN is uniquely poised to provide guidance for managing device & platform purchasing, maintenance, compliance/safety, and sustainability planning.
- CoSN can deepen its leadership role in fostering implementation of K-12 privacy best practices with schools and corporate partners.
- Creating versions of resources that are more visual and accessible will help their shareability and build more awareness of CoSN.
- Partnering with other organizations can alleviate some resource development burdens while at the same time help to build CoSN's brand.

DEFINE.   To further inform strategy development, the next phase of the process looked to define the conditions in which CoSN operates. Looking at internal factors and the factors outside of our control, an environmental scan was conducted along with the traditional SWOT analysis.

Environmental Map

3 GENERAL

Economic Changes
Pandemic Recovery

Increasingly Political Context/ Environment for Education

Cyber Security Landscape

Declining Economy

Digital Privacy

$ for EdTech

2 OPERATING

Spending of ESSER $

K-12 IT Leadership

Information Security

Member School Systems

Responding to New Needs (AI)

Non-Member School Systems

1 INTERNAL

Content

Sustainability

Ed-Tech Associations

Thought Leadership

Professional Development

Chapters*

ISTE, SETDA, SHLB, SEICA, InnoveEDU

Staff

Risk Mitigation

Key Shifts in Federal Policy

Committee members

EdTech Policy

Ed Associations

Marketing

Corporate Partners

Diversity, Equity, Inclusion, & Belonging

Corporate Sponsors

Social & Emotional Learning

Diversity, Equity, Inclusion, & Belonging

Foundations

New Non-Profits

Need for Funding Aligned with CoSN Mission

Time Constraints (Member Time to Contribute to CoSN)

DEVELOP.   To translate the gathered information into a plan to guide future services and direction, the CoSN Board engaged in 2-days of collaborative work through a structured facilitation process. The outcome of these collaborative sessions was a consensus on which aspects of technology and learning require priority attention from CoSN:

- **Digital equity**—This imperative still requires advocacy and policy work
- **Cybersecurity and student data privacy**—Districts need an enterprise approach to address these critical and intertwined issues
- **Procurement and sustainability planning**—Most districts make purchases without a sustainability plan in place
- **EdTech investment guidance**—The market is flooded with products
- **Expansion of EdTech responsibility beyond the CTO**—Technology impacts entire district systems and every learner
- **More IT best practices**—Technology implementation happens faster than districts are able to understand best practice
- **Steep staffing challenges**—A variety of factors are making it especially difficult for districts to recruit and retain staff

The board and staff outlined the strategies and implementation considerations for addressing these priorities, which formed the basis of the strategic plan.

DELIVER.   Building on the collective vision of what CoSN should look like in 2026—and an understanding of the underlying contradictions that block that vision—a draft of the strategic plan was submitted to the board. It defined the strategic directions and success indicators. The plan included 3-year accomplishments, 1-year strategic goals, and a 90-day implementation plan. After internal review and feedback, a completed strategic planning document was approved and adopted as the guide for CoSN's efforts.

Strategic Directions

CoSN's focus and initiatives for the next three years are based on three strategic drivers:

❶ Enabling inclusive & nimble technology leadership to drive innovation

Successful EdTech leaders need to be proactive in preparing for rapid changes in technology and reactive to the needs of their current learning environment. This requires not only agility but a more holistic approach to education technology leadership that promotes diversity and engages other school leaders (such as Superintendents and Chief Academic Officers). We acknowledge that technology intersects with all areas of today's school systems and that EdTech responsibility is held by educators at all levels. Inclusive and nimble leadership requires the cultivation of EdTech leaders throughout the whole school environment.

To reflect this broader reality in its programming, CoSN will:

- Reevaluate CoSN's frameworks for EdTech Leaders and school systems
- Provide greater opportunities for EdTech Leaders to collaborate with cabinet leaders and school leadership teams
- Identify best practices for creating a workplace culture that values diversity and fosters belonging
- Scale the K12 Early CTO Academy and new programs to support the growth of more EdTech Leaders

❷ Enhancing member experience to nurture belonging

We want all members to have a positive CoSN experience. To achieve this we need to improve methods of assessing members' needs and to ensure our abilities can address those needs. To enhance member experience, we will strengthen our in-house workings with refined internal procedures, improved communication

processes, and updated systems. To better support members and nurture belonging, CoSN will optimize its operations for:

- Enabling more opportunities for greater collaboration on CoSN programming
- Ensuring our staffing and volunteer leadership aligns with member priorities and goals for diversity, equity, inclusion, and belonging
- Leveraging technology to analyze performance data, streamlining efforts that enable data-driven decision-making
- Implementing a cycle of continuous improvement of member experience through assessments of efficiency and making adjustments as appropriate

③ **Empowering our network to build community**

CoSN is a community of visionary education technology leaders empowering every learner to achieve their unique potential in a changing world. To create a more dynamic CoSN, we will expand opportunities for increased member and chapter participation and fully leverage our community of school system educators and partner companies, as well as nonprofits. With goals of enhancing engagement with our current membership and widening our network to include more school systems, CoSN will:

- Hold listening sessions with members and potential members
- Invest in regular, robust communication and targeted community building
- Identify and promote actionable ways for school districts to recruit/retain more diverse IT teams
- Refine the membership structure and Chapter model to meet more diverse needs and situations
- Develop onboarding processes and resources for each membership category

Next Steps
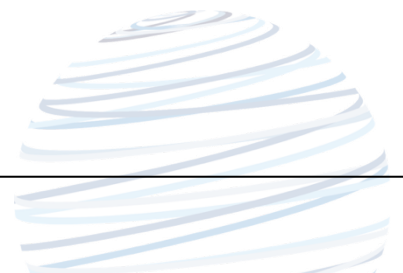
After the first 90-days, quarterly reviews of the strategic plan are scheduled. Progress and changes in the EdTech environment will be assessed to inform successive 90-day plans.

September 2023

Hold Quarterly Strategic Plan Review

- Evaluate Q1 and prepare Q2 90-day Priorities

December 2023

Hold Quarterly Strategic Plan Review

- Evaluate Q2 and prepare Q3 90-day Priorities

March 2023

Hold Quarterly Strategic Plan Review

- Evaluate Q3 and prepare Q4 90-day Priorities

June 2024

Hold Year 1 Strategic Plan Review

- Evaluate Q4
- Summarize Year 1 Accomplishments
- Generate Next Steps for Year 2

This three-year plan is a commitment to implementing strategies that will advance EdTech Leadership and strengthen CoSN. Our strategic directions serve to guide our efforts, foster ongoing conversations, and enable us to be agile in addressing new and unforeseen developments. CoSN views this plan as a living document. Using quarterly reviews to pause and reflect on environmental changes or what may not be working will enable us to make adjustments as necessary to ensure we stay true to intentions.