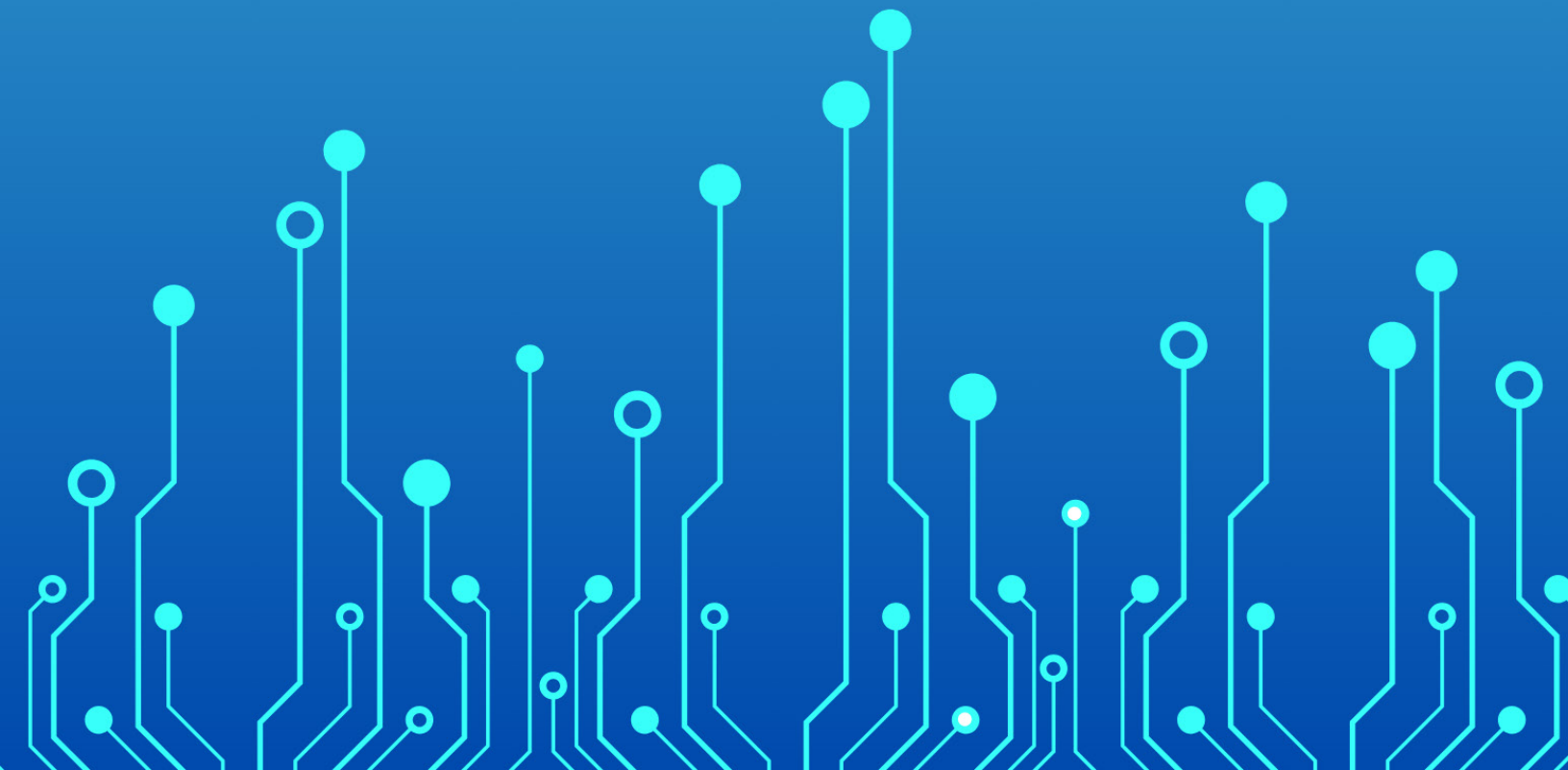




ANNUAL REPORT

**January 2024–
December 2024**





Introduction

This annual report showcases CoSN's ongoing commitment to empowering K-12 education technology leaders, their teams, and school districts with the community, knowledge, and professional development needed to foster dynamic and engaging learning environments. With over 30 years of dedication to the field, CoSN remains a national leader in providing valuable resources, professional learning opportunities, and connections to support our members.

At CoSN2024 in Miami, FL, education technology leaders from across the country came together to discuss and shape the future of learning during a time of unprecedented change.

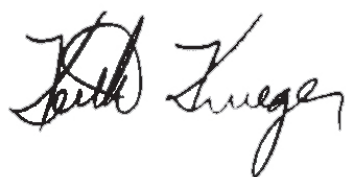
As we reflect on a year of remarkable growth and progress, we are proud to highlight the significant contributions of our leaders. CoSN continues to lead with vision and purpose, driving innovation, collaboration, and advancement within the education technology landscape.

Looking ahead, our work will continue to focus on key areas such as cybersecurity, student data privacy, E-rate, digital equity, and generative artificial intelligence. However, the landscape is rapidly evolving, and the urgency to accelerate our efforts has never been greater. As school systems face new challenges and opportunities with educational technology, CoSN is committed to helping you navigate this rapidly changing environment.

Special thanks to our talented Board of Directors, dedicated staff, and our incredible volunteers and corporate partners who work together to enable inclusive and agile technology leadership that drives innovation.



Diane W. Doersch, Digital Promise, Senior Director of Information Technology,
CoSN Chair 2023-2026



Keith Krueger, CAE, CoSN CEO, Washington, DC



Strategic Plan

In the spring of 2023, CoSN launched a new [Strategic Plan](https://cosn.org/strategic) (cosn.org/strategic). This plan includes three strategic drivers:

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

This three-year plan defines a commitment to implementing strategies to advance EdTech Leadership and strengthen CoSN. Our strategic directions guide our efforts, foster ongoing conversations, and enable us to address new and unforeseen developments proactively. CoSN views this plan as a living document.

Strategic Driver 1: Enabling Inclusive and Nimble Technology Leadership to Drive Innovation

CoSN continues to lead the charge in supporting K-12 educational technology leaders by addressing their most pressing challenges and fostering innovation in schools.

The AI Thought Initiative

The [AI Thought Initiative](https://cosn.org/AI) (cosn.org/AI) mission is to empower schools with tools, policies, and knowledge to address the varying needs of districts, navigating AI-related data privacy and cybersecurity issues, addressing the digital divide, securing stakeholder buy-in to alleviate ethical concerns, and adapting to the rapid evolution of generative AI technologies. Our goal is moving education from basic AI Awareness to Maturity.

Additionally, CoSN received a grant from the Gates Foundation to increase the capacity of K-12 school districts to implement AI technologies and policies thoughtfully and responsibly, aligning with their instructional and operational goals. This grant will allow CoSN to scale capacity building through a train-the-trainer partnership with Association of Educational Service Agencies (AESA) and local ESA's. AASA – The School Superintendents Association and the State Educational Technology Directors Association (SETDA) are also partners who will help with the dissemination of the grant training opportunities. Key challenges include ensuring resources are flexible enough to address the varying needs of districts, navigating AI-related data privacy and cybersecurity issues, addressing the digital divide, securing stakeholder buy-in to alleviate ethical concerns, and adapting to the rapid evolution of generative AI technologies.



The Cybersecurity Thought Initiative

The [Cybersecurity Thought Initiative](https://cosn.org/cybersecurity) (cosn.org/cybersecurity) has made significant strides in equipping IT leaders and school districts with essential knowledge and tools to protect their systems. Key resources, including the Business Impact Analysis Tool, Disaster Recovery Plan Template, and the regularly updated NIST Cybersecurity Framework alignment website, support robust cybersecurity planning. Collaborative efforts with the Network and Systems Design Thought Initiative have resulted in valuable publications and tools that enhance district resiliency, such as the updated Building Your Learning Continuity Plan and the Enhancing Disaster Preparedness in K-12 Education member brief. Beyond resource development, the initiative prioritizes professional development through incident response tabletop exercises, cyber adversary training with Mitre ATT&CK, and state-specific cybersecurity workshops, like those conducted in Alaska.



The Network and Systems Design Thought Initiative

Similarly, the [Network and Systems Design Thought Initiative](https://cosn.org/networkdesign) (cosn.org/networkdesign) further reinforces CoSN's commitment to supporting IT leaders as they ensure resilient, sustainable, and quality technical infrastructures to enable schools and districts. Tools and guidance documents such as Disaster RTO (Recovery Time Objective) & RPO (Recovery Point Objective): Setting Recovery Priorities Before a Disaster, Identifying and Prioritizing Critical System Risks: The Business Impact Analysis, Building Checklist for IT Leaders, and When Cloud provides essential guidance for robust technology management. Engaging presentations like "AI in K-12 Networking and Systems Design" at CoSN2024, which drew standing-room-only crowds, spotlight critical topics such as universal connectivity and strategic technology planning. Collaborative efforts with SETDA's Universal Connectivity Imperative working group underscore CoSN's leadership in advancing IT systems for K-12 schools.

Driving K-12 Innovation

For the 16th year, the [Driving K-12 Innovation Global Survey and Report: 2024 Hurdles, Accelerators and Tech Enablers](https://cosn.org/drivingk12innovation) (cosn.org/drivingk12innovation) highlighted key issues and strategies that are common among educators from across the globe. This report continues to generate conversation and collaboration around innovation in K-12 education across the globe as it has been downloaded in multiple languages, across countless school districts, states, countries and organizations.

In 2024, CoSN established the [Driving K-12 Innovation Thought Initiative](https://cosn.org/innovation) (cosn.org/innovation) as an extension of the Driving K-12 global survey and report which fuels innovation by providing leaders with actionable insights and tools. This initiative launched resources like the “Roadmap to Innovation” newsletter and the AI Snapshots Project, which compiled insights from CoSN members about their real-world experiences with AI tools. These efforts are complemented by blogs like 3 Ways to Make AI Less Spooky and new publications such as Accelerating Innovation: A Guide to Leveraging the 2024 Driving K-12 Innovation Report. Advisory Board discussions and CoSN conference presentations consistently drive engagement and empower leaders to implement change.

The Blaschke Report

Finally, the [CoSN Blaschke Report](https://cosn.org/2024Blaschke) (cosn.org/2024Blaschke) explores the transformative potential of artificial intelligence in enhancing accessibility for students with special needs. Led by the 2024 Blaschke Fellow in partnership with the Center for Applied Special Technology (CAST), this report provides case studies and actionable strategies for creating accessible learning materials and assessments. By addressing challenges such as data privacy, algorithmic bias, and the need for inclusive design, the report underscores the importance of ethical AI implementation and promotes collaboration among educators, policymakers, and developers.



Strategic Driver 2: Enhancing Member Experience to Nurture Belonging

Framework of Essential Skills

CoSN is deeply committed to fostering a sense of belonging among its members, ensuring every leader feels supported and connected within the K-12 EdTech community. At the core of this commitment is our [Framework of Essential Skills](https://cosn.org/framework) (cosn.org/framework), which forms the foundation for our [CETL® certification](https://cosn.org/CETL) (cosn.org/CETL), the only accredited practice-based certification program available to education technology leaders. CETL® bridges technical knowledge, understanding of the educational environment, leadership and vision, and the management of technology and support resources needed to integrate technology across the curriculum to advance student outcomes.

124 CETLs were added in the FY23–24. The total number of active CETLs is 842 (as of the end of the FY23–24). States with the most CETLs at the end of FY23–24:

State	Number of Current CETLs
Ohio	124
North Carolina	109
Texas	65
Indiana	65
Illinois	52

Membership has seen significant growth across multiple areas. We successfully added four new bulk memberships—ID, PA ESA, NV, and CO—bringing our total from seven to eleven. Additionally, we welcomed two new state chapters, Idaho and Maine, further expanding our network.

Overall, membership growth has exceeded 1,200 members—an increase of 13%. Our Net Promoter Score (NPS) currently stands at 52, which is considered excellent.

The CTO Academy for Early Career and Aspiring CTOs

The [CTO Academy for K-12 Early Career and Aspiring CTOs](https://cosn.org/early) (cosn.org/early) supports emerging technology leaders by offering mentorship, workshops, and one-on-one sessions with thought partners with over 300 participants since the program's inception. The yearlong program is designed for new and aspiring K-12 CTOs, IT Directors, and EdTech leaders looking to develop leadership, strategic planning, and technology management skills. CoSN continues to expand its national cohort, thought partner network, and state-based cohorts, including Georgia and New York this past year. The program's updated course design and comprehensive handbooks ensure participants have access to cutting-edge resources and professional guidance. Feedback from participants underscores the Academy's impact, with many noting how the program has reshaped their aspirations and strengthened their skills.

The graphic features a green header with a large purple quotation mark on the left. To the right of the quote mark is the CoSN logo, which consists of the letters 'C' and 'S' in black, with a circular icon containing a blue and yellow design between them. Below the logo, the text 'CTO ACADEMY FOR K-12 EARLY CAREER AND ASPIRING CTOS' is written in black. The bottom half of the graphic has a purple background with white text for a testimonial and the name of the participant.

Overall, the CTO Academy delivered a well-rounded and in-depth educational experience that has significantly enhanced my capabilities as a technology leader. It has empowered me to implement best practices, foster a culture of innovation, and drive our district's technology initiatives forward with confidence.

**– Charles Franklin,
Cypress Fairbanks ISD**



The CoSN Belonging and Inclusion Initiative

The [CoSN Belonging and Inclusion Initiative](https://cosn.org/belonging-inclusion) (cosn.org/belonging-inclusion) has made remarkable progress in building the inclusion of underrepresented populations in educational technology leadership. Since 2021, the initiative has awarded 37 scholarships to underrepresented leaders, including five recipients in each year from 2021 to 2023 and 12 recipients in 2024. These scholarships support participation in programs like the CTO Academy, the CETL® Certification and CoSN's annual conference, removing financial barriers for professionals from diverse backgrounds. Workshops such as the IT Pipeline series have drawn significant participation, focusing on recruiting and retaining talent from underrepresented groups. Networking events at our CoSN Conference, including the Women's Breakfast and Summit, the Belonging and Inclusion meetup, and the Where Are We in the Struggle for Equality reception consistently exceed attendance expectations, providing meaningful opportunities for dialogue and connection.

The EmpowerED Superintendents Initiative

The [EmpowerED Superintendents Initiative](https://cosn.org/superintendents) (cosn.org/superintendents) enhances member belonging by engaging education leaders through high-impact webinars, workshops, and publications. Monthly edLeader Panel Series on edWeb.net have covered topics like cybersecurity, equitable learning, and data privacy, attracting thousands of registrants and generating extensive engagement through live broadcasts, recordings, and podcasts. Partnerships with state superintendent associations, which now number over 25 states, have further extended the initiative's reach, ensuring its resources are accessible to superintendents nationwide. Notable presentations, such as "Leading Learning in an AI World" at the CoSN 2024 Conference, highlight CoSN's role in equipping education leaders with tools to navigate challenges.





TRUSTED LEARNING ENVIRONMENT



Student Data Privacy and Trusted Learning Environment (TLE)

Through the [Student Data Privacy Initiative and TLE](https://cosn.org/privacy) (cosn.org/privacy), CoSN provides districts with practical tools to enhance student data privacy. The launch of the TLE Mini-Seal program and successful state partnerships, such as those with Indiana and South Carolina, underscore the program's growing influence. Workshops and presentations at conferences such as South Carolina EdTech and SEDTA continue to raise awareness and empower districts to adopt best practices.

Digital Accessibility

CoSN has embarked on a transformative journey to enhance Digital Accessibility, reflecting our commitment to leading by example. Key initiatives that have been completed thus far include restructuring our website content hierarchy for improved navigation, optimizing visual elements for readability, and enhancing accessibility through proper color contrast, button usability, and typography application. These changes have made resources more accessible to all users, particularly those with disabilities. With ongoing efforts like accessibility audits, improved PDF guidelines, and community engagement, CoSN is dedicated to fostering a more inclusive digital learning environment and supporting members in their accessibility initiatives.

Strategic Driver 3: Empowering Our Network to Build Community

International Delegation to Spain

CoSN's global collaboration was highlighted during the [International Delegation to Spain](https://cosn.org/2024-spain-delegation) (cosn.org/2024-spain-delegation), where participants explored the country's innovative approach to education. Insights from Spanish schools emphasized the importance of community-driven education and effective technology integration, fostering cross-cultural learning and collaboration.



Policy, Advocacy, and Funding

Advocacy is a cornerstone of CoSN's community-building efforts. CoSN is a strong presence and voice in the policy debates at the national and state level serving as a champion of policies required to power next-generation learning environments. Through its [Policy, Advocacy, and Funding](https://cosn.org/advocacy-policy) (cosn.org/advocacy-policy) work, CoSN amplifies member voices to secure funding for priorities such as cybersecurity, AI, and home connectivity. Additionally, accessibility initiatives, including website redesigns and audits, demonstrate CoSN's commitment to inclusivity and equitable access.

CoSN2024 Annual Conference

The CoSN2024 [Annual Conference](https://cosn.org/cosn-conferences/) (cosn.org/cosn-conferences/), themed “Leading for Innovation at Warp Speed,” was a centerpiece of CoSN’s efforts to empower its network. The event, held from April 8–10, 2024, at the InterContinental Miami, brought together over 1,100 K–12 technology leaders, administrators, and educators. Keynote speakers included **Hadi Partovi**, founder of Code.org, and **Michael Trucano**, a visiting fellow at the Brookings Institution, who provided visionary insights into the future of education in the AI age. With over 100 workshops, spotlight sessions, and breakout discussions, the conference addressed critical topics such as artificial intelligence integration, cybersecurity, digital access, and strategic planning, equipping attendees with strategies to navigate the rapidly evolving digital landscape.

The conference also emphasized networking and engagement, with attendees connecting with professionals from over 75 companies and exploring innovative products and services. Participant feedback underscored the event’s success, with **84% of attendees agreeing that the sessions were worth the value paid, 82% highly rating the quality of networking opportunities, and 97% expressing a strong likelihood of recommending future CoSN conferences to colleagues.** These satisfaction metrics surpass general industry benchmarks, demonstrating the conference’s effectiveness in fostering meaningful dialogue, collaboration, and professional growth within the K–12 education technology community.





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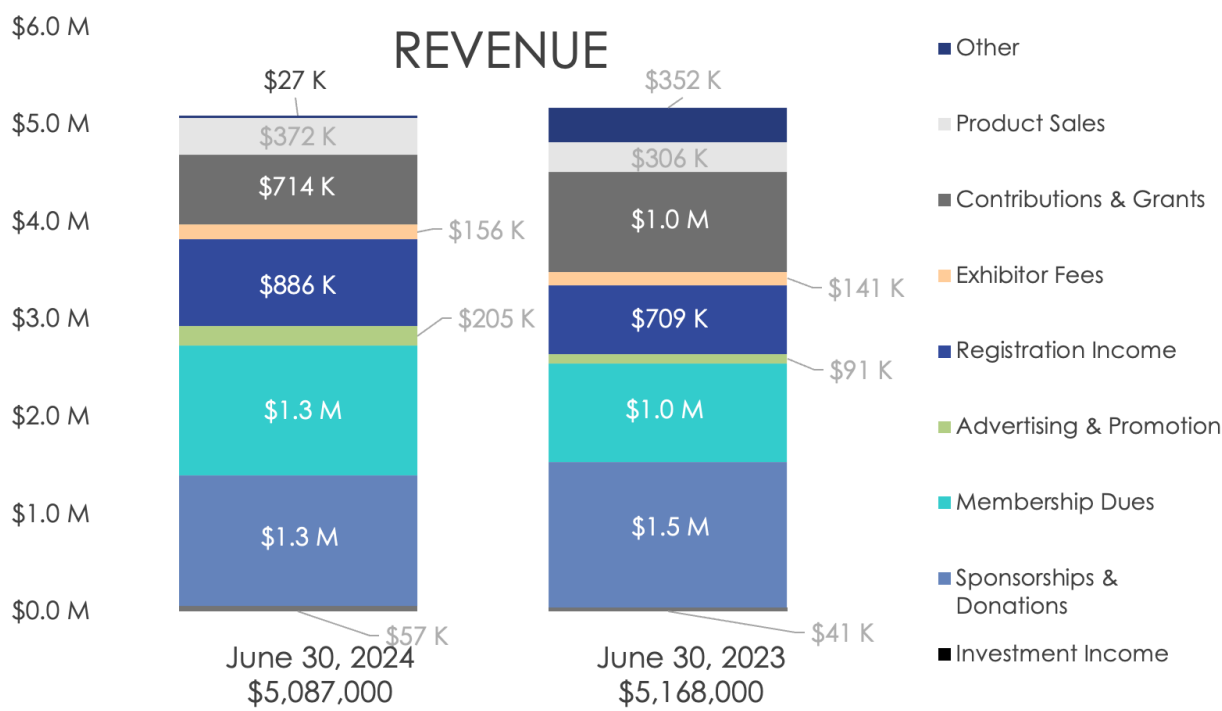
Strategic Partners



Finance Report

CoSN is well diversified financially with no single revenue source exceeding 26% of total revenue. Primary revenue streams include membership dues, conference registrations, corporate sponsorship and grant support. Success in securing funding from private Foundations aligned with CoSN’s mission is a recent addition to this diversification which adds an element of stability to the organization.

Financial Highlights



CoSN Corporate Partners

Special thank you to our incredible corporate partners for all their fantastic support of CoSN throughout the years. Our partners offer innovative products and services to improve the educational experience of students and address the challenges facing school districts. Please be sure to see our [Corporate Partners](https://cosn.org/corporate) (cosn.org/corporate) page.

2024 Corporate Members

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