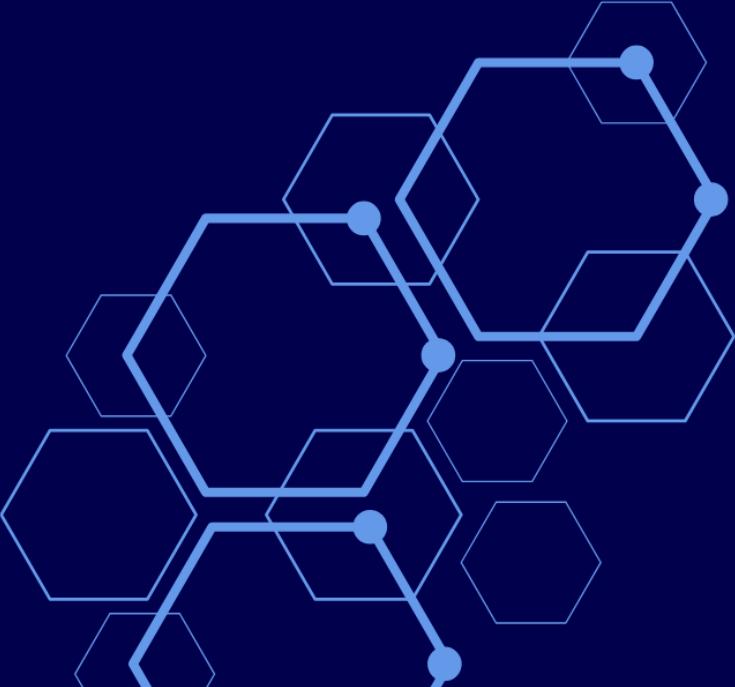




# ANNUAL REPORT 2025



# Partnerships That Matter

This annual report reflects CoSN's unwavering commitment to shaping the future of K-12 education through strong, informed technology leadership. We empower education technology leaders, their teams, and school systems with the community, expertise, and professional learning needed to drive system-wide innovation and transformation. With more than 30 years of leadership in the field, CoSN continues to set the national standard—advancing effective, responsible, and transformative uses of technology that strengthen teaching, learning, and operational excellence in schools nationwide.

Across our work in 2025, partnerships were central to CoSN's strategy, serving as the primary mechanism for scaling impact, advancing implementation, and sustaining long-term initiatives. CoSN consistently partnered where trust already exists, embedding its expertise within respected national associations, state education agencies, education service agencies, research institutions, and industry networks to accelerate adoption and relevance. These partnerships emphasized implementation over awareness, enabling districts to move from understanding challenges to taking action through shared frameworks, training models, toolkits, cohorts, and communities of practice.

At the same time, CoSN demonstrated an ability to scale without diluting quality, using federated models—such as lead trainer networks, state cohorts of district leaders, and advisory boards—that preserve rigor, consistency, and credibility. Importantly, partnerships allowed CoSN to bridge critical leadership roles, reconnecting superintendents and cabinet leaders, CTOs, policymakers, researchers, and corporate partners around shared challenges and solutions. Through this work, CoSN increasingly functioned as a national backbone organization, translating research into practice, convening cross-sector expertise, and sustaining professional communities over time. Collectively, this partnership model directly advances CoSN's strategic plan by enabling nimble innovation, enhancing member experience, and empowering a connected, collaborative K-12 EdTech leadership network.

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.

Sincerely,



Stacy Hawthorne, Ed.D., CETL ®, Executive Director, EdTech Leaders Alliance Chief Academic Officer, Learn21, CoSN Board Chair



Keith Krueger, CAE, CoSN CEO, Washington, DC



# Your EdTech Leadership Journey

CoSN supports education technology leaders with **resources** and **community** at every stage of their career.



## Strategic Plan

In the summer of 2023, CoSN launched its [2023–2026 Strategic Plan](#), setting a clear course for action during a pivotal moment for K-12 education technology leadership. Grounded in three strategic drivers—enabling inclusive and nimble technology leadership to drive innovation; enhancing the member experience to foster belonging; and empowering our network to strengthen community—the plan has guided meaningful progress across the organization.

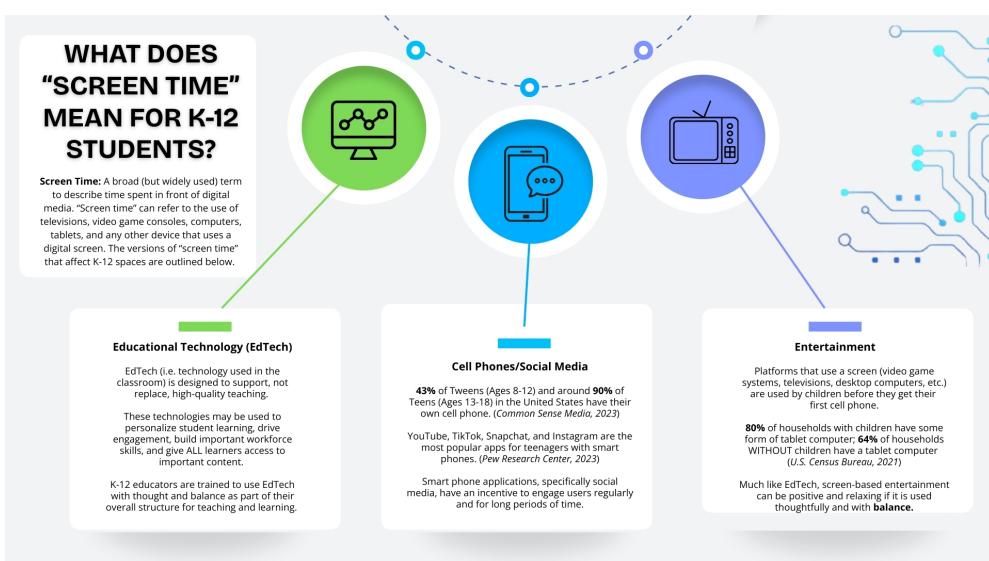
Now well into its implementation, the Strategic Plan is translating vision into results: expanding leadership capacity, deepening member engagement, and strengthening connections across CoSN's national network. These strategic directions continue to inform priorities, accelerate innovation, and position CoSN to respond effectively to emerging challenges and opportunities.

Looking ahead, in the spring of 2026 CoSN will launch a new Strategic Plan to build on this momentum and further advance our mission. The next phase of CoSN's work will be driven by a renewed focus on sharing the many faces of CoSN, cultivating vital resources, and empowering members through community and knowledge—ensuring the organization remains responsive, resilient, and impactful in a rapidly evolving K-12 education landscape.

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

## Screen Time Concerns

CoSN released a new Blaschke Report in 2025—[Screens in Balance: Education, Technology and Community Conversations](#)—to help district leaders move the “screen time” debate from headlines to helpful, locally grounded dialogue. Rather than a traditional research-only publication, the report and companion toolkit are designed to support clearer communication with families and communities by unpacking the many ways screens show up across school and home life and by offering actionable tools that educators, families, and policymakers can use to talk about screens with more shared language and less polarization. The report was developed by CoSN’s 2025 Blaschke Fellow and is supported by an accompanying blog series that builds understanding ahead of—and alongside—the toolkit’s practical resources for community conversations.



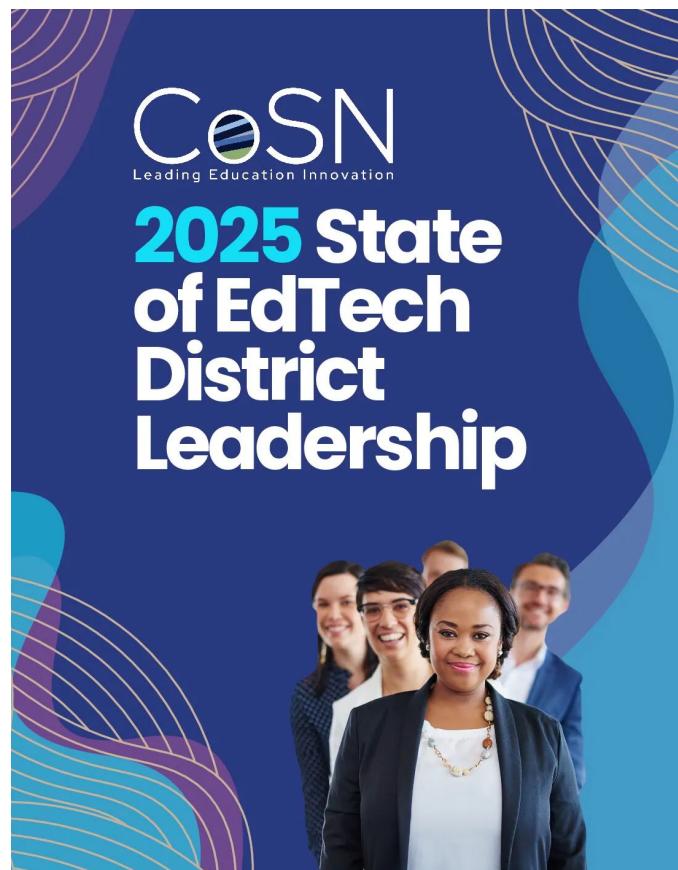
## Key Blaschke Report Partners



## 2025 State of EdTech District Leadership Survey

The [2025 State of EdTech District Leadership Survey](#), CoSN's twelfth annual national EdTech survey, offers a comprehensive snapshot of how K-12 educational technology leadership is evolving in U.S. school districts. The report highlights key trends and challenges, showing that 94% of EdTech leaders see artificial intelligence (AI) as having a positive impact on education, with generative AI initiatives in 80% of districts, even as leaders remain cautious about risks and implementation complexities. Connectivity and infrastructure emerged as foundational concerns: If E-Rate funding were jeopardized, 74% of districts reported it would have a major or catastrophic impact on learning, and only 7% of districts report all students have adequate home broadband. Cybersecurity remains a critical operational focus, with most districts relying on general funds (61%) for security efforts and prioritizing monitoring and response, even as threats like phishing are rated as high risk. The survey also identified barriers to effective interoperability—chiefly leadership understanding rather than standards—and notable shifts in EdTech leadership demographics, including a decline in female technology leaders and a majority now coming from technology rather than education backgrounds. These insights help inform district priorities, budgeting decisions, and CoSN's ongoing resource development and professional learning offerings.

### Key Partners



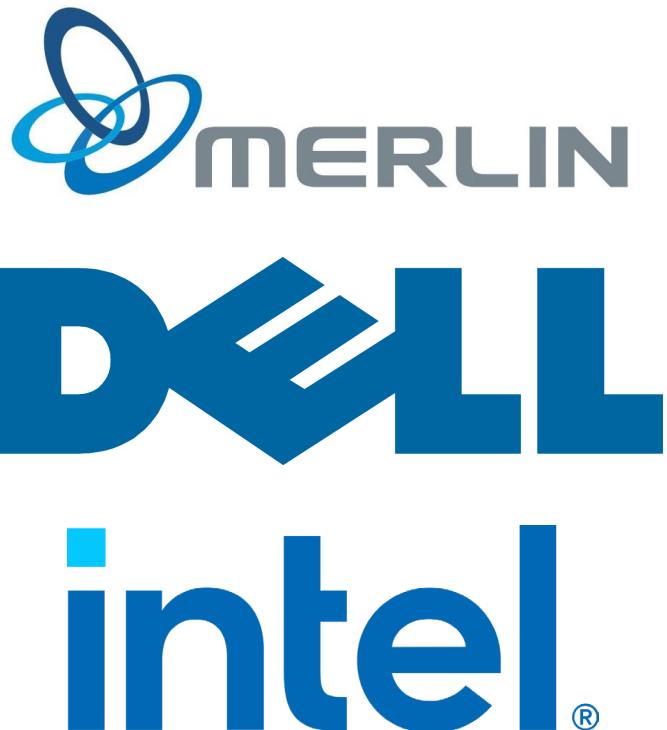
## First Canadian State of EdTech Report

In 2025, CoSN released the inaugural [Canada State of EdTech Report](#)—the first nationwide survey of Canadian K–12 education technology leaders—developed in partnership with Manitoba Education, Research and Learning Information Networks (MERLIN). Drawing responses from EdTech leaders across eight provinces, the report establishes a critical national baseline for understanding technology priorities, challenges, and opportunities in Canadian school systems. Findings show cybersecurity as the top priority for the 2025–26 school year, followed by data privacy and security, generative AI, parent–school communication, and cloud infrastructure. The report also highlights growing momentum around responsible AI adoption, widespread efforts to promote healthy technology use, and emerging digital equity concerns tied to off-campus connectivity. While participation reflects an initial snapshot rather than a fully representative sample, the report provides actionable insights and a foundation for future data collection, deeper analysis, and informed decision-making—supporting school leaders, policymakers, and partners as they strengthen secure, equitable, and innovative digital learning environments across Canada.

CoSN has long-standing relationships with Canadian EdTech organizations, and this report is intended to further support their work and the school systems they serve across Canada.



### Key Canadian Report Partners



# Thought Leadership Initiatives

In 2025, CoSN's thought leadership initiatives translated emerging challenges into practical guidance for K-12 technology leaders navigating rapid change. Through research, frameworks, implementation tools, and community-driven resources available on CoSN.org, these initiatives addressed the most pressing system-level issues facing districts today—cybersecurity, student data privacy, artificial intelligence, sustainability, and resilient infrastructure. Collectively, these efforts engaged hundreds of district leaders, superintendents, and state partners nationwide, reinforcing CoSN's role as a trusted convener that connects research to practice and helps leaders move from awareness to action.

## Cybersecurity

In 2025, CoSN's cybersecurity thought leadership focused on helping district leaders strengthen readiness through informed decision-making and practical response planning. During Cybersecurity Awareness Month, CoSN released several new [leadership-focused blog posts](#), convened a [national roundtable webinar](#), and published updated implementation guidance—including refreshed direction on [selecting a cybersecurity framework](#)—to support district preparedness. Key 2025 resources included [Facilitating a Tabletop Incident Response Exercise](#), which provided step-by-step guidance for running incident simulations, alongside a member-only [SaaS Vendor Incident Response Tabletop Scenario](#). Additional guidance addressed [conducting after-action reviews](#) (with a supporting template), [hiring cybersecurity staff in K-12](#), [cyber-physical security systems](#), and [cyber insurance](#). Together, these resources—amplified by national coverage in [EdWeek](#) and [EdSurge](#)—reinforced cybersecurity as a core leadership responsibility essential to sustaining innovation and trust in K-12 learning environments.

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*“Cybersecurity stopped being an IT issue for us and became a leadership issue. CoSN’s tabletop exercises helped our team practice decisions before we had to make them under pressure.”*

— K-12 District Technology Leader

*“The incident response tabletop made cybersecurity real for our leadership team. It turned abstract risk into concrete action we could plan for together.”*

— District Administrator

## Key Cybersecurity Thought Partners



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## Data Privacy and Trusted Learning Environment

Student data privacy remained a flagship area of CoSN's thought leadership in 2025, with a strong focus on implementation and scale. CoSN released the [2025 CoSN National Student Data Privacy Report](#) and expanded practical guidance through multiple 2025 publications, webinars, and podcast resources in the Privacy Practices in Action series, including [Building a Privacy and Security Technology Vetting Program](#) (summary and deep dive). A highly attended webinar, [Navigating COPPA Updates and Beyond: What K-12 Technology Leaders Need to Know](#), further supported district leaders in responding to evolving regulatory requirements. Over the course of the year, more than 80 districts participated in [Trusted Learning Environment \(TLE\)](#) cohorts, and CoSN awarded multiple Mini Seals and Full Seals, including the first-ever TLE Seal awarded to an Education Service Agency. State-level momentum continued through [Illinois](#) and [Indiana](#) case studies published in 2025, documenting how districts are building sustainable, peer-supported privacy programs at scale.



*“What set CoSN’s student data privacy resources apart was the focus on implementation. We weren’t just told what districts should do—we were shown how to do it, step by step, in a way that fit our size and capacity.”*

— District Technology Leader, TLE Cohort Participant

*“Being part of a Trusted Learning Environment cohort helped us move faster and with more confidence. Learning alongside other districts made privacy work feel achievable—and sustainable.”*

— K-12 District Leader

*“The Trusted Learning Environment framework helped us build trust—not just with vendors, but with families, staff, and our community. Privacy became a leadership priority, not just a technical task.”*

— District Administrator

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## Key TLE Partners





## Environmental Sustainability

In 2025, CoSN advanced environmental sustainability from [concept to practice](#) through the publication of the [Sustainability Procurement Guidelines](#). Released in fall 2025, the guidelines provide districts with actionable procurement guidance across six technology purchasing categories, incorporating total cost, value, and impact considerations. Throughout the year, committee members collaborated to develop real-world and modeled examples that will support a forthcoming Best Practices resource, helping districts extend device lifecycles, reduce e-waste, and manage rising technology costs. Conference presentations and a national podcast appearance further expanded awareness and adoption of this work.

## Key Sustainability Partner





## AI Training and Committee Work

CoSN's AI thought leadership in 2025 centered on building district capacity for responsible, system-level adoption of generative AI through the Building Capacity for Generative AI in K-12 Education initiative. During the year, CoSN launched a national train-the-trainer model, preparing 12 lead trainers and nearly 40 regional trainers representing 23 states. In-person trainings were held at five locations nationwide, creating a scalable model that will continue with additional sessions planned for early 2026. In parallel, CoSN launched a web-based Generative AI Maturity Model in 2025, now actively used in district workshops and Gen AI District Action Summits to support readiness assessment and action planning. Complementing this training infrastructure, AI Committee workgroups moved priority needs from discussion to delivery, producing multiple [district-ready resources](#) in 2025, including the new report [Operational AI in Education: Readiness, Realities, and the Road Ahead](#), a customizable AI commitments explainer infographic, simplified readiness rubrics aligned to the maturity model, CTO-specific AI leadership guidance, leadership onboarding tools, and exemplar implementation resources—collectively reinforcing CoSN's focus on translating AI readiness into coordinated, sustainable district practice.

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*“The AI maturity work helped our leadership team move from curiosity to clarity. We finally had a shared language and a roadmap for responsible AI adoption.”*

— K-12 District Technology Leader

*“Having a clear AI approach made conversations with educators and families easier. Transparency and shared expectations mattered more than the tools.”*

— District Administrator

*“Learning alongside other districts made AI adoption feel manageable. We weren’t starting from scratch—we were building together.”*

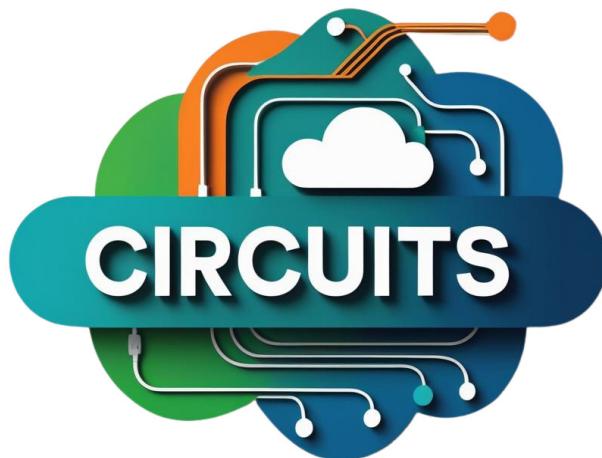
— AI Training Participant

## Key AI Partners



## CIRCUITS

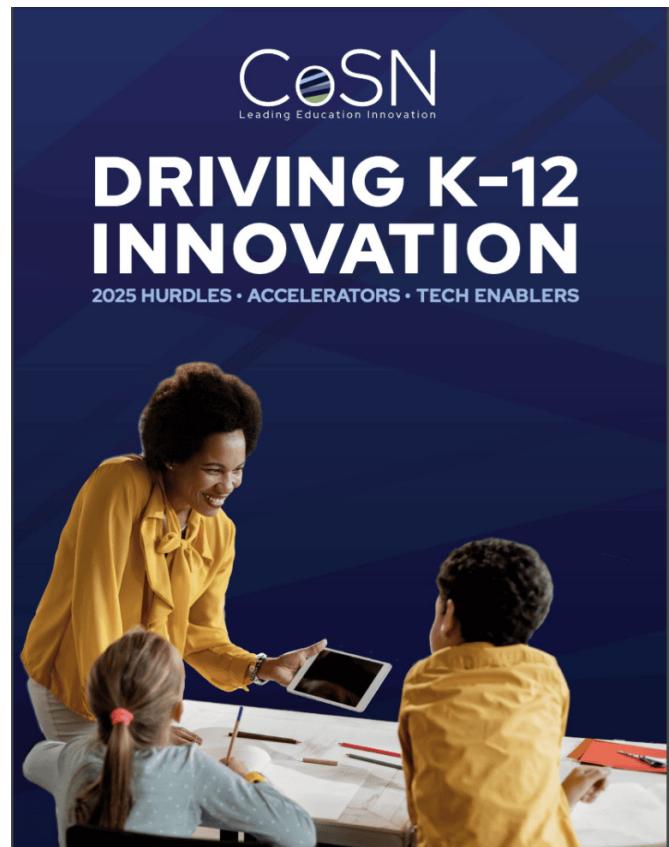
In 2025, CoSN advanced infrastructure-focused thought leadership through CIRCUITS—Critical Infrastructure and Resilient Clouds for Unifying Innovation and Technology in Schools (formerly Networks & Systems Design)—by ensuring districts had current, practical guidance aligned to rapidly changing policy, funding, and technology conditions. The CIRCUITS Advisory Committee conducted a topic prioritization process to identify emerging focus areas and updated multiple foundational resources to reflect real-time district needs. Notably, [CoSN's Cloud Strategic Analysis Decision-Making Tool Bandwidth Planning 101](#), Network Lifecycle Replacement Planning was comprehensively updated, and Not All Hotspots Are the Same was revised to address shifts in the E-rate environment. These updates ensured districts had accurate, actionable guidance for planning connectivity, cloud infrastructure, and lifecycle management amid funding uncertainty. Looking ahead, the committee identified priority areas including refresh cycles and lifecycle management, wearable and connected safety devices, and the role of AI agents in network management and security, positioning CIRCUITS to continue supporting resilient, future-ready district infrastructure.



## Driving K-12 Innovation & ET Innovation Committee

In 2024–2025, CoSN's Driving K–12 Innovation initiative and EdTech Innovation Committee worked in close alignment to surface emerging trends, elevate practitioner voice, and translate innovation into actionable guidance for districts. More than 130 education leaders worldwide participated in the [2025 Driving K–12 Innovation Advisory Board](#), contributing insights that shaped the annual publication [Driving K–12 Innovation: 2025 Hurdles, Accelerators, and Tech Enablers](#), which was launched alongside a [virtual summit](#) that drew over 200 registrants and more than 100 live attendees. In 2025, CoSN extended

the impact of the Driving K-12 Innovation report through Bridge Supplements developed with the EdTech Innovation Committee. These supplemental publications on [The Future of Work](#), [Ethical Innovation](#), and [Critical Media Literacy](#) translated high-priority innovation themes into focused, action-oriented leadership guidance. The EdTech Innovation Committee focused on real-world challenges such as producing member resources and blogs including [Advice to Do More With Less](#) and [Empowering Excellence: Attracting & Retaining Educators and IT Professionals While Cultivating Tomorrow's Leaders](#), and [Navigating Student Cell Phone Use in Schools: Current Insights for U.S. K-12 Educators & Leaders](#). Across both initiatives, CoSN emphasized collaborative sense-making, graphic facilitation, and leadership-focused resources—ensuring districts could move beyond trend awareness toward informed action while strengthening a national community of innovation-minded technology leaders.

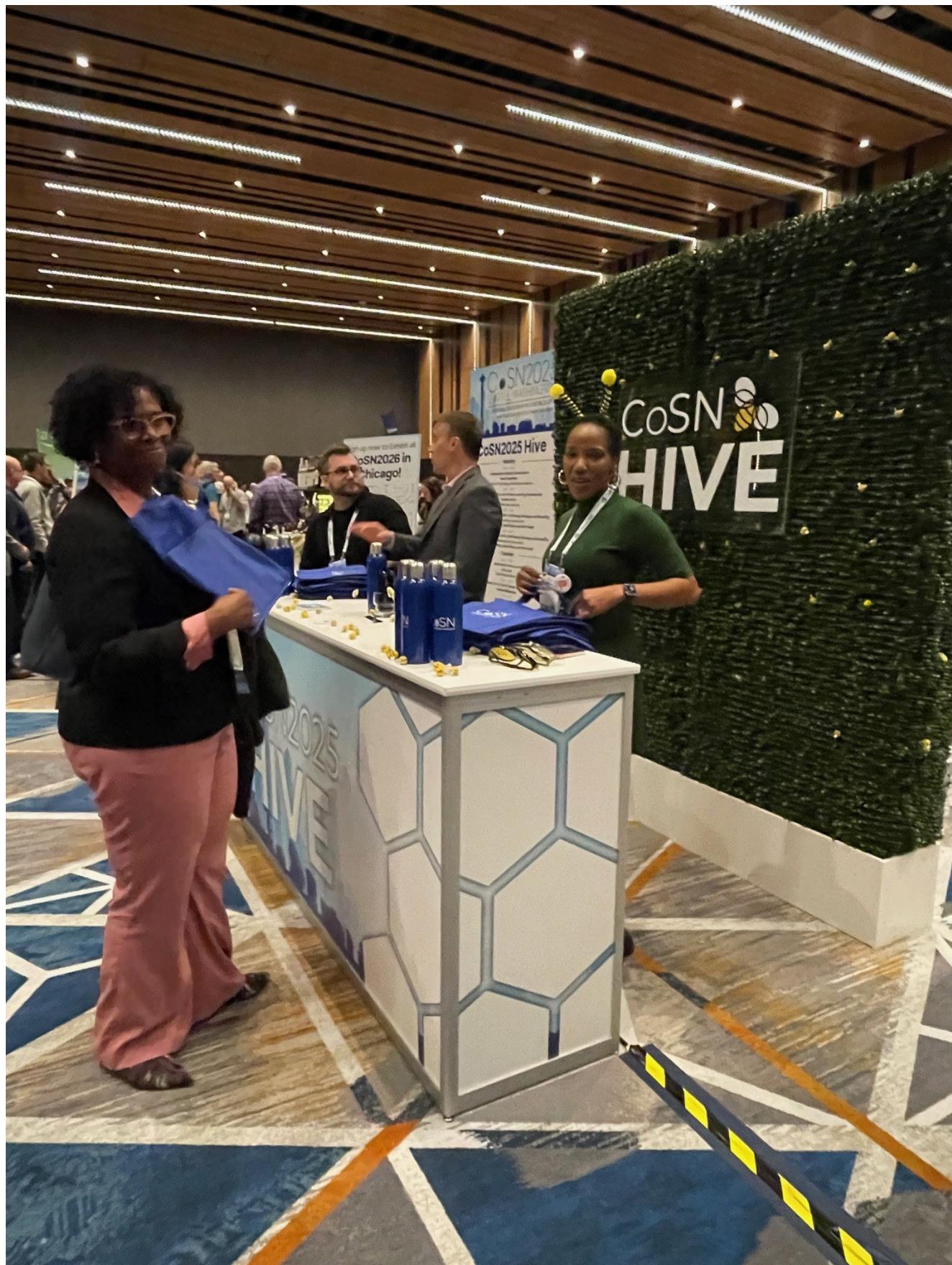


## 2025 Sponsors



## Education

**Thanks to our supporting organizations/in-kind partners, editorial board, translators, and advisory board members.**



## Strategic Driver 2: Enhancing Member Experience to Nurture Belonging

### Growing Early Career

In 2025, CoSN continued to grow and strengthen its [Early Career and Aspiring CTO Academy](#), expanding both participation and long-term engagement pathways for emerging K-12 technology leaders. The Academy served 50+ cohort members during the year and emphasized real-world leadership development through expert panels, peer learning, and structured Thought Partner mentoring, with more than 80% of participants engaging in one-on-one coaching conversations. New enhancements—including the Academy-to-Go Canvas app, AI-generated session summaries, podcasts, and recorded sessions—improved access, flexibility, and continuity of learning. CoSN also deepened post-Academy engagement by launching alumni networking opportunities, in-person reunions, CETL® Framework of Essential Skills preparation discounts, and expanded community access, reinforcing a sustainable leadership pipeline that supports early-career leaders as they advance into district-level technology roles.

### EmpowerED Superintendents

In 2025, [EmpowerED Superintendents](#) continued to be a cornerstone of CoSN's thought leadership and partnership with AASA, elevating superintendent voice in national conversations about technology, leadership, and innovation. Through the [CoSN/AASA EmpowerED Superintendents Advisory Panel](#), CoSN engaged a growing, diverse group of district leaders from across the U.S. and Canada, including superintendents, state association leaders, and education service organizations. The initiative delivered a robust slate of [edLeader Panel broadcasts on edWeb](#), reaching hundreds of thousands of education leaders nationwide and addressing timely topics such as AI leadership, cybersecurity, student data privacy, screen time, and strategic technology planning.

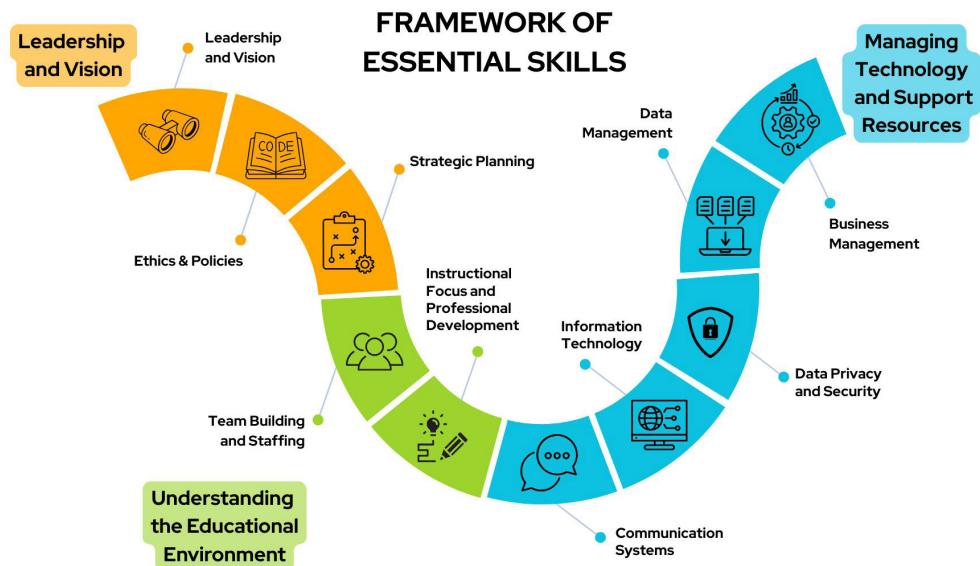
In 2025, EmpowerED Superintendents also expanded its influence through in-person panels at CoSN 2025 in Seattle, AASA NCE, and FETC, while continuing to refresh and publish free, superintendent-focused tools and resources on CoSN.org. Together, these efforts strengthened cross-role collaboration between superintendents and technology leaders, reinforced superintendent leadership as critical to successful technology initiatives, and positioned CoSN as a trusted connector between research, policy, and district-level practice.





## CETL® for Corporate Members

In 2025, CoSN expanded the reach of the Framework of Essential Skills for its Corporate Members by developing and piloting a course to help strengthen the connection between district needs and the companies that support them. Designed specifically for industry professionals serving K-12 school systems, the course helps corporate participants understand the district leadership context, governance structures, funding realities, and instructional priorities that shape technology decision-making. By grounding vendors in CoSN's Framework of Essential Skills and the CETL® leadership domains, the program equips corporate teams to engage more effectively and responsibly with district leaders. This initiative reinforces CoSN's role as a trusted bridge between K-12 education systems and the private sector, promoting better-aligned solutions, stronger partnerships, and more informed collaboration across the education technology ecosystem.

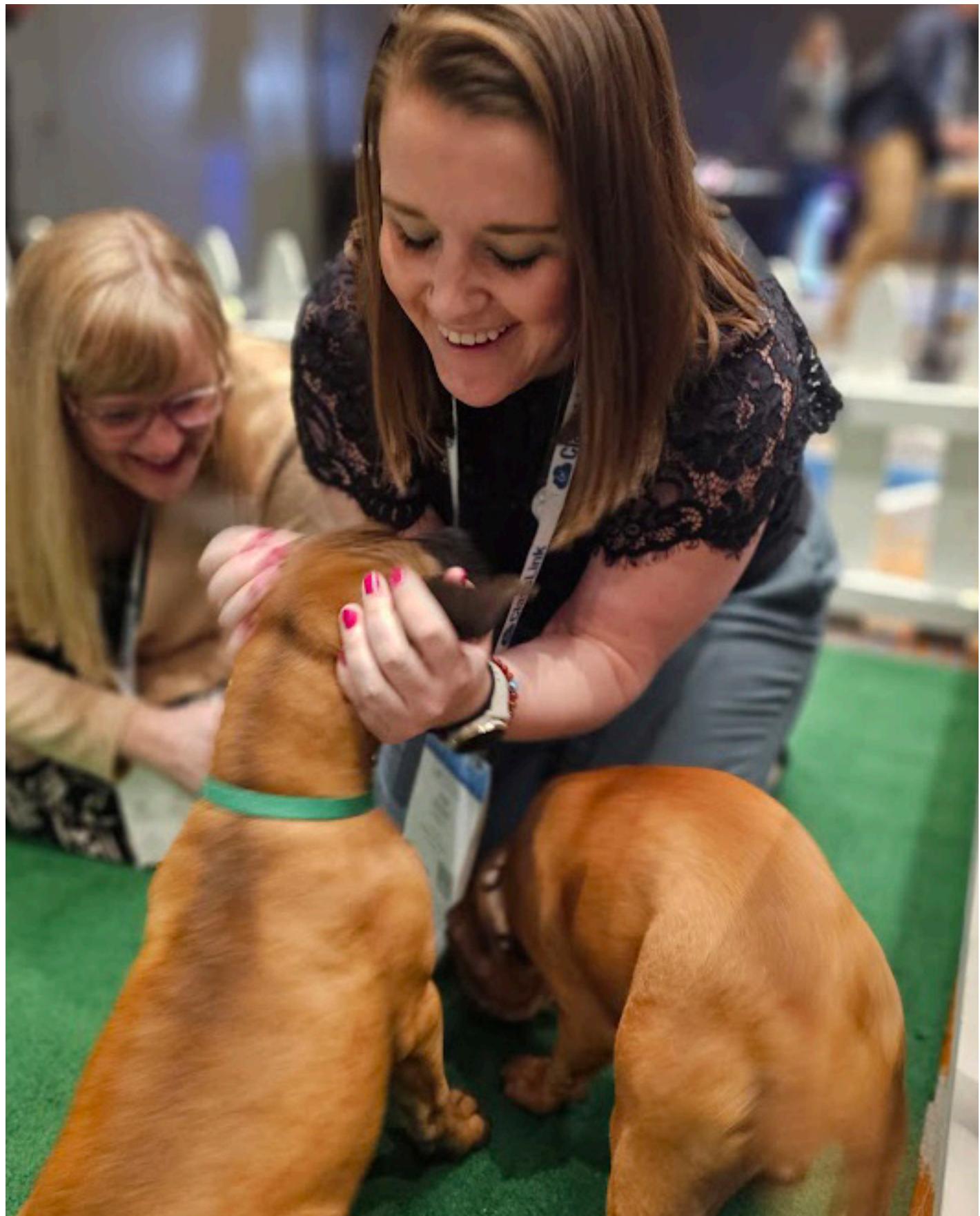


## Strategic Driver 3: Empowering Our Network to Build Community

### Seattle: Our Biggest Conference Yet

[CoSN2025 in Seattle](#) was the organization's largest conference yet, drawing an unprecedented gathering of K-12 technology leaders, district teams, and cross-sector partners. With over 1,300 attendees, including district CTOs, superintendents, early career leaders, state partners, and industry representatives, the event showcased the breadth of CoSN's national reach. Attendees engaged in a record number of sessions — 82+ sessions — spanning deep-dive workshops on student data privacy and cybersecurity, interactive AI District Action Summits, superintendent-focused leadership forums, and hands-on explorations of infrastructure and digital transformation challenges. Feedback from participants underscored the value of the experience, reporting high satisfaction and strong intent to apply learnings in their home districts. Seattle also featured expanded networking and community building, including gatherings for early-career leaders and special sessions aligned with CoSN's strategic priorities — contributing to a dynamic, collaborative environment that positioned the conference as the premier annual convening for K-12 EdTech leadership and set the stage for continued growth into CoSN2026 in Chicago.

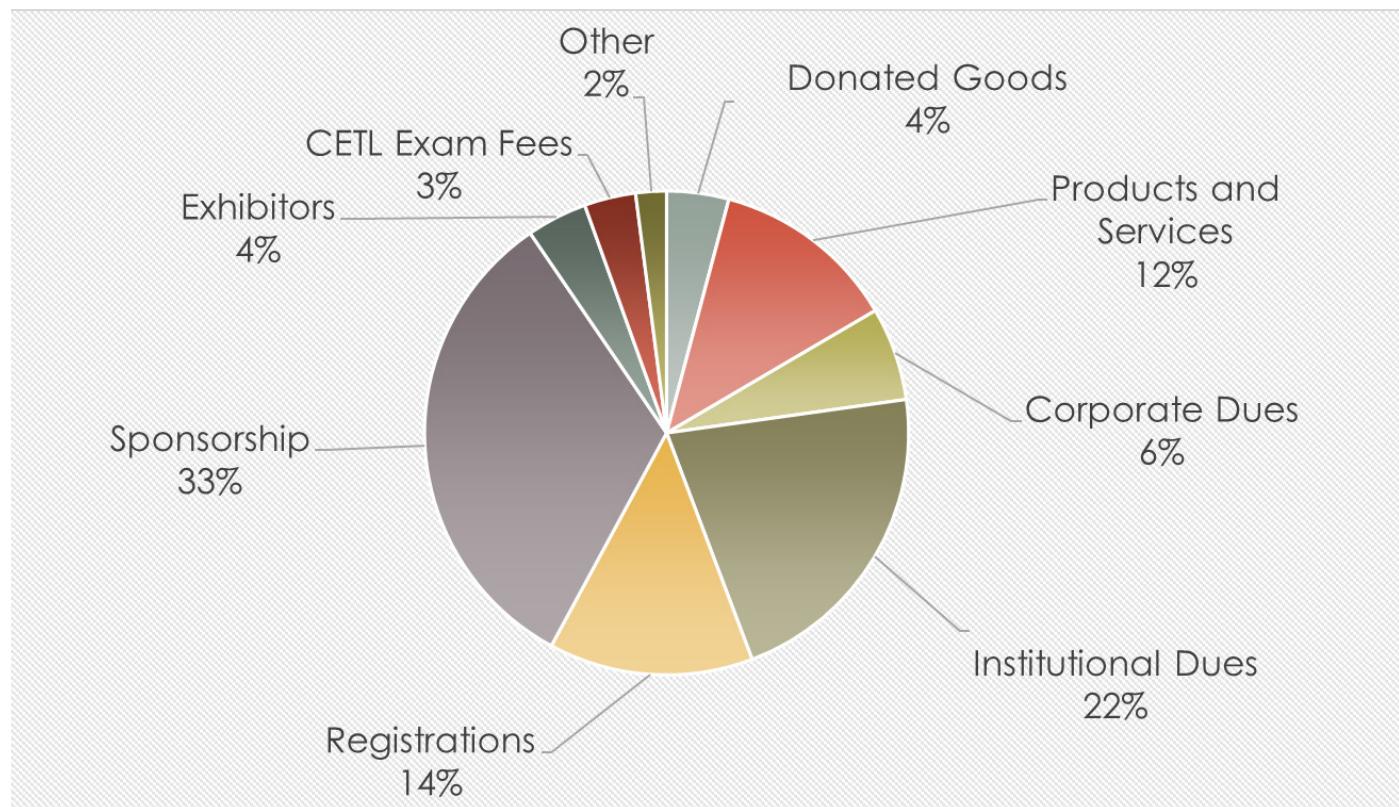






## Finance Report 2025

CoSN is well diversified financially with no single revenue source exceeding 33% of total revenue, a diversification that has served CoSN well over the last decade. Primary revenue streams include membership dues, conference registrations, corporate sponsorship and grant support.



## Policy and Advocacy

Advocacy is central to CoSN's mission and a powerful force behind our community impact. Through its [Policy, Advocacy, and Funding](#) work, CoSN elevates the collective voice of K-12 education technology leaders—shaping national conversations, influencing policy decisions, and advancing critical investments in areas such as cybersecurity, artificial intelligence, and home connectivity. By translating member expertise into action, CoSN helps ensure that policy and funding decisions reflect the real needs of school systems. In 2025, CoSN co-lead a broad coalition of organizations across telecommunications, education and healthcare sectors to convince the US Supreme Court to uphold the constitutionality of Universal Service which includes the E-rate program that provides broadband connectivity to schools and libraries. We were thrilled to win on a decisive 6-3 decision.

## Key Partners



and many others



## Membership

This year marked a period of exceptional progress and stability for CoSN's membership program, resulting in a strong foundation for sustained growth, operational excellence, and long-term member satisfaction.

One of the most significant indicators of success was the consistency of CoSN's Net Promoter Score (NPS). Achieving an NPS of 52—well above the benchmark of 50 for excellence—was initially viewed as an outstanding milestone. Even more impressive was the organization's ability to sustain this level of performance over time. Through continued enhancements to the onboarding experience, including the addition of instructional "how-to" videos and targeted messaging campaigns, CoSN strengthened first impressions and reinforced long-term engagement. These efforts ensured that high member satisfaction became a durable standard embedded into membership operations.

CoSN also demonstrated a strong commitment to continuous improvement by transforming operational challenges into meaningful opportunities. Improvements to the certification fulfillment process—previously an area of member dissatisfaction—significantly enhanced service quality and responsiveness in a function critical to members' professional development. These changes restored confidence and strengthened trust in a core member benefit.

Strategic growth remained a hallmark of the year. The bulk membership model expanded to 13 states, extending CoSN's reach while maintaining fiscal responsibility through the use of multi-year agreements and prudent risk management. In addition, CoSN welcomed four new chapters this year, further strengthening its national footprint and chapter network: the Select North Dakota Association of Technology Leaders (NDATL), the North Dakota Association of Technology Leaders (NDATL), CoSN California, the Select Nebraska Chapter of the Consortium for School Networking (CoSNE), the Nebraska Chapter of the Consortium for School Networking (CoSNE), and the Mid-America Association for Computers in Education (MACE) – Kansas. This expansion reflects the strength of CoSN's value proposition and the organization's ability to cultivate meaningful state and regional partnerships.



Overall, the year reflects a period of sustained excellence for CoSN's membership program. The systems, processes, and partnerships strengthened this year have positioned the organization for continued growth, enhanced member satisfaction, and long-term success in the years ahead.

## **Stanford Partnership: Connecting Research With Practice**

In 2025, CoSN strengthened its ties to the research and innovation community when Keith Krueger, CoSN's CEO, was appointed as a Visiting Scholar at Stanford Graduate School of Education—an experience that deepened relationships, sparked new ideas, and opened doors to meaningful collaboration. Building on work begun earlier in the year, this time on campus expanded CoSN's connections with Stanford faculty, students, and education leaders focused on AI, and the evolving role of technology in K-12 education. CoSN's participation as a thought partner in Stanford's Accelerate EdTech Impact Summit and the growing visibility of initiatives such as the Gen AI Maturity Model and Screens in Balance reflect the momentum generated through this work.

Just as important were the relationships and conversations that will continue well beyond the study period. New blogs, podcasts, webinars, and mentoring opportunities are already underway, creating fresh ways for CoSN members to engage directly with research and emerging thinking. Connections with organizations such as Digital Promise, Khan Academy, AASA, and international education leaders, along with early discussions around future policy and research collaborations, have laid the foundation for what comes next. Together, these efforts reinforce CoSN's commitment to learning, partnership, and leadership—ensuring our members remain informed, connected, and prepared to lead through rapid change.

### **Key Partner**



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