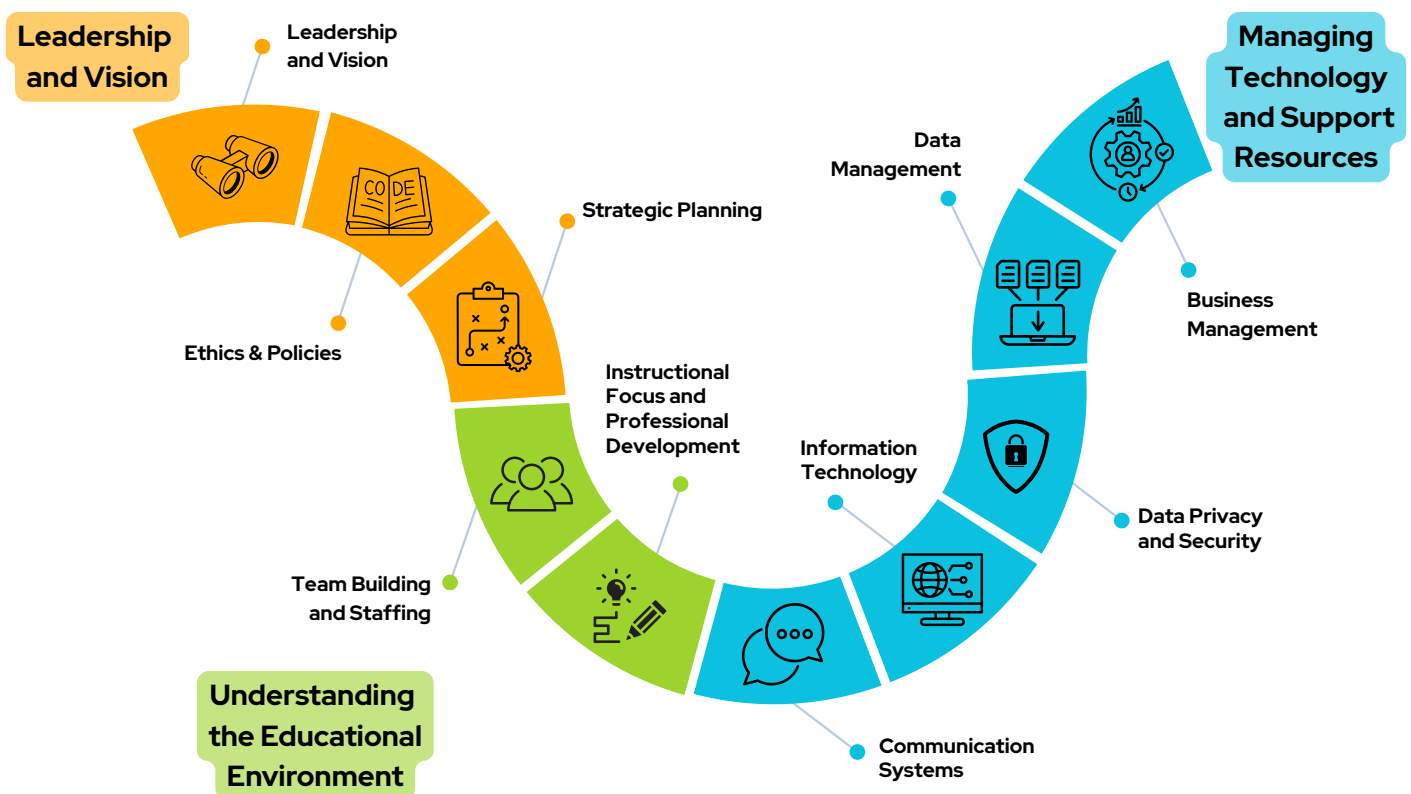


FRAMEWORK OF ESSENTIAL SKILLS



CoSN Framework of Essential Skills

| | | |
|---------------------------------|------|--|
| I. Leadership and Vision | | |
| A. Leadership and Vision | | Provide leadership while working with the executive team to develop a strategic plan that will support the organization's mission, vision, and goals with technology. |
| | A.1 | Actively participate with members of the organization's leadership team to create a vision for how technology will support the organization's mission, vision, strategic and operational goals |
| | A.2 | Establish and lead committees that inform and support meaningful and effective uses of technology to further the organization 's strategic goals |
| | A.3 | Foster a culture of data-driven decision-making to support organizational strategic goals |
| | A.4 | Lead the research and evaluation of innovative technologies |
| | A.5 | Leverage opportunities to apply emerging technology resources to enhance the education process |
| | A.6 | Develop and maintain a systemic and empathetic understanding of the core business and culture of the organization |
| | A.7 | Lead and advise the implementation of technology across the organization |
| | A.8 | Facilitate change management in the organization |
| | A.9 | Model effective use of communication and marketing resources |
| | A.10 | Collaborate with operational and instructional units to develop their ownership of work processes |
| | A.11 | Communicate the effectiveness of technology in professional activities (e.g., model, inform, and demonstrate how technology assists with productivity) |
| | | |
| B. Strategic Planning | | Possess a high-level view across the organization and work with teams to identify steps needed to transform the educational and operational technology vision into a |

| | | |
|-------------------------------|------|---|
| | | strategic plan in alignment with the organization's mission, vision and goals. |
| | B.1 | Collaborate with identified stakeholders to determine steps needed to meet strategic go |
| | B.2 | Collaborate with identified stakeholders to determine budget and funding mechanisms needed to meet strategic goals |
| | B.3 | Align technology team activities with organizational goals |
| | B.4 | Promote and lead the implementation of industry best practice methodologies, tools, and programs (e.g. TCO, ITIL, SDLC, Baldrige) in support of technology |
| | B.5 | Articulate and fully leverage the value of investment (VOI) in technology to ensure effective delivery of services aligned to the organization's mission, vision, and goals |
| | B.6 | Provide leadership regarding interoperability of technology with organizational systems (e.g. instruction, enrollment, assessment, finance, facilities, transportation, security, food service) |
| | B.7 | Align technology with curriculum and instruction to facilitate an appropriate teaching and learning environment |
| | B.8 | Develop practices that guide, articulate, and inform the organization of risk management strategies and risk mitigation in support of organizational initiatives |
| | B.9 | Develop, monitor, evaluate, and report on the organization's technology plan |
| | B.10 | Develop, monitor, evaluate, and report on the organization's disaster recovery, incident response and business continuity plans |
| | | |
| C. Ethics and Policies | | Manage the creation and implementation of policies and procedures relating to the social, legal, and ethical issues involving technology use throughout the organization and modeling responsible decision-making |
| | C.1 | Model and promote adherence to applicable laws |
| | C.2 | Demonstrate high standards of integrity and professional conduct |
| | C.3 | Communicate to stakeholders the appropriate ethical and professional behavior for technology use |

| | | |
|--|------|--|
| | C.4 | Model and promote awareness of applicable laws and legal issues related to implementation and use of technology in the organization (e.g., copyright, privacy, and compliance) |
| | C.5 | Maintain systems that support the safety of students and staff |
| | C.6 | Demonstrate commitment to responsible environmental protection and energy-saving practices |
| | C.7 | Collaborate in the development of organizational policies related to the use of technology |
| | C.8 | Facilitate equitable access and use of technology resources for all stakeholders |
| | C.9 | Advocate for policies and actions that support accessibility for individual students, staff, and stakeholders |
| | C.10 | Foster a culture of inclusion, transparency, and belonging |
| | | |
| II. Understanding the Educational Environment | | |
| A. Instructional Focus and Professional Development | | Budget, plan, and coordinate ongoing, relevant professional learning for all staff using technologies; ensure or recommend a sufficient budget through the implementation and assessment process of emerging technologies. |
| | A.1 | Plan for and coordinate ongoing, purposeful professional development |
| | A.2 | Identify and promote how technology can support educational best practices through communication and collaboration with instructional leadership |
| | A.3 | Provide resources and tools to empower staff to successfully meet the demands of their job responsibilities |
| | A.4 | Promote standards for innovative teaching and learning |
| | A.5 | Stay current regarding applicable local, state and national standards, benchmarks, best practices, and frameworks for digital literacy |
| | A.6 | Promote the application of technology to meet the individual needs of students |
| | | |

| | | |
|---|-----|---|
| B. Team Building and Staffing | | Create and support collaborative teams for decision-making, technology support and professional learning in support of the organization's mission, vision, and goals. |
| | B.1 | Create, support and manage cross-functional teams for appropriate aspects of the organization's technology program |
| | B.2 | Mentor and empower others to assume leadership roles; set clear objectives and measures; monitor process, progress, and results |
| | B.3 | Build an environment of trust through communication and transparency |
| | B.4 | Use data-driven quality improvement tools for decision making |
| | B.5 | Build and maintain an environment that encourages team member communication, collaboration, and shared decision-making |
| | B.6 | Continually identify and analyze individual and team strengths, areas for growth, and how team members are being utilized |
| | B.7 | Make effective staffing decisions using quantitative and qualitative data |
| | | |
| III. Managing Technology and Support Resources | | |
| A. Information Technology | | Lead the integration of technology into all appropriate areas of the organization. |
| | A.1 | Plan and execute all tasks related to technical systems, network infrastructure, and technology device management |
| | A.2 | Evaluate and assess all tasks related to technical systems, network infrastructure, and technology device management |
| | A.3 | Utilize a continuous improvement cycle to make adjustments to technical systems, network infrastructure, and technology device management |
| | A.4 | Direct, coordinate and support the integration and interoperability of operational and instructional technology |

| | | |
|---------------------------------|-----|---|
| | A.5 | Develop, collect, interpret, and report metrics for all operational and instructional technologies |
| | A.6 | Execute, evaluate and review disaster recovery, incident response, and business continuity plans |
| | A.7 | Plan and advocate for sustainable life cycle management of technology |
| | | |
| B. Communication Systems | | Use technology to improve communication and collaboration with stakeholders. |
| | B.1 | Develop, monitor, and evaluate communication systems |
| | B.2 | Design, support and advise on guidelines for the compliance of communication tools |
| | B.3 | Enhance communication by keeping up to date on emerging technologies |
| | B.4 | Maintain communication systems by ensuring that they are updated, compliant, and operational |
| | | |
| C. Business Management | | Manage the budget and serve as strong business leader who guides purchasing decisions, and fosters mutually beneficial relationships with vendors, potential funders, and other key groups. |
| | C.1 | Identify funding sources available to the organization and leverage them to meet organizational goals |
| | C.2 | Develop and manage budgets, both annually and long-range |
| | C.3 | Develop accurate pricing estimates for technology initiatives by using TCO and VOI |
| | C.4 | Make effective purchasing decisions following relevant laws, policies, and guidelines |
| | C.5 | Manage funds by following basic financial and accounting principles and processes and all regulatory guidelines |
| | C.6 | Direct, manage, and negotiate with vendors and business partners |
| | C.7 | Direct, coordinate, and ensure implementation of all tasks related to selection and purchasing (e.g., RFPs, purchasing guidelines) |

| | | |
|-------------------------------------|-----|--|
| | C.8 | Budget for technology-related professional development |
| | | |
| D. Data Management | | Implement and maintain systems and tools for gathering, mining, integrating, and reporting data. |
| | D.1 | Establish and maintain systems and tools for effective data analytics and data visualization |
| | D.2 | Facilitate and model the use of data-driven decisions in support of stakeholders |
| | D.3 | Administer data and databases following interoperability standards, (e.g. API, OneRoster, LTI and SaaS) |
| | D.4 | Assess and respond to information reporting requirements related to government mandates |
| | | |
| E. Data Privacy and Security | | Implement practices and systems to ensure the privacy and security of organizational data. |
| | E.1 | Ensure compliance with governmental laws, board policy, and contracts relating to organization data privacy and security |
| | E.2 | Prevent and/or mitigate harm to the organization resulting from data security incidents |
| | E.3 | Make decisions and implement strategies to protect, inform, and educate stakeholders |
| | E.4 | Implement a systemic data protection framework (TLE) |
| | E.5 | Perform regular maturity assessments based on an industry standard framework (CIS, NIST, CC4E) |