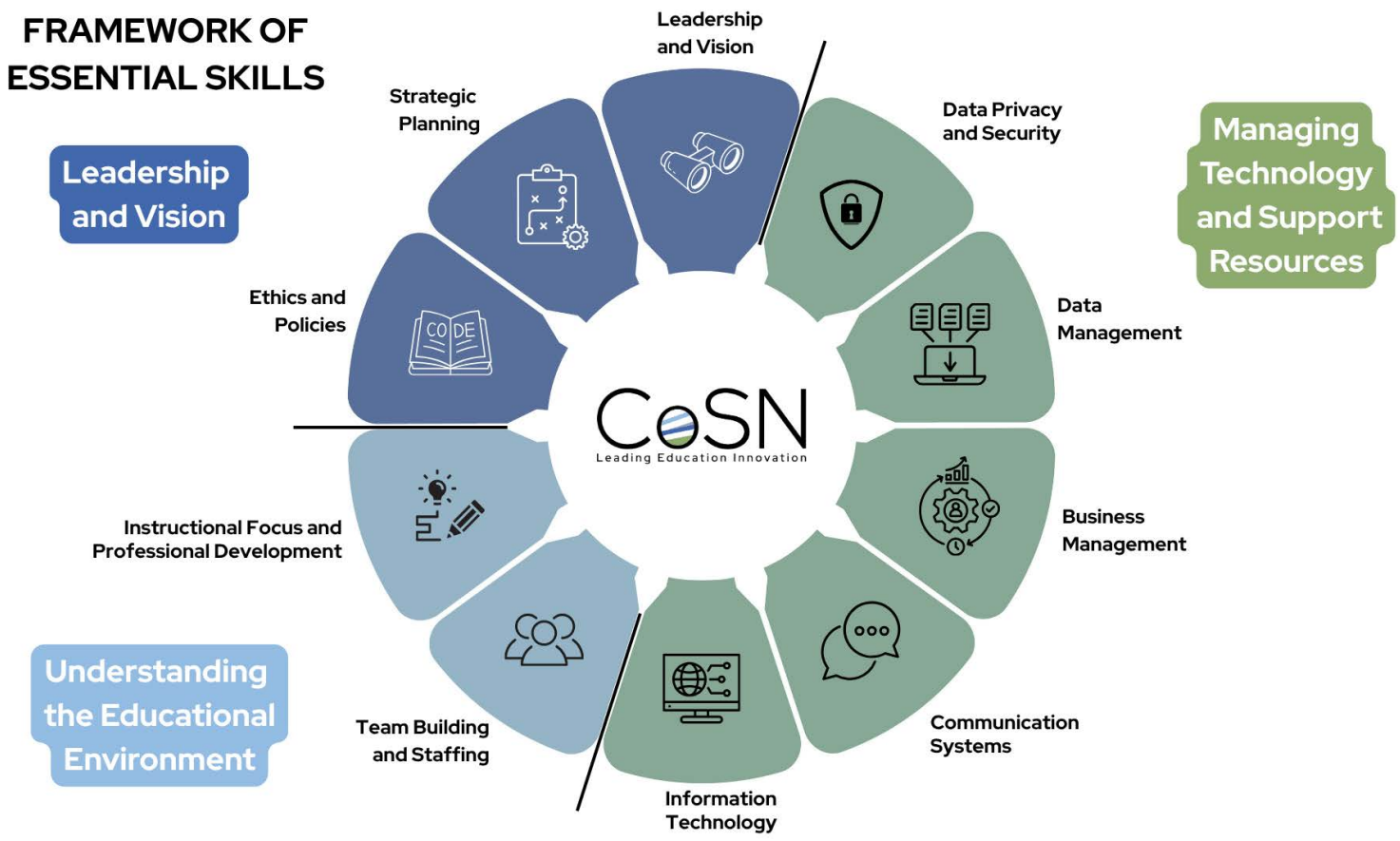
CoSN
Leading Education Innovation

FRAMEWORK OF ESSENTIAL SKILLS



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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 goals
	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)

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