

CoSN 2023 - 2026

# Strategic Plan

Innovate

Connect



Leading Education Innovation

[www.cosn.org/strategic-plan](http://www.cosn.org/strategic-plan)

# Executive Summary

Using collaborative 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 all technology leaders to drive innovation.
2. Enhancing member experience
3. Empowering our network to build community

CoSN has a culture of cooperation and teamwork, effective dialogue management, transparency, open communication, and skill-building to enhance interpersonal and working relationships. We work to ensure that each voice in our community is heard.

Over the next three years, CoSN will use these strategies to achieve its vision for:

- A welcoming space for all professionals in the EdTech community
- Connected and well-supported healthy chapters
- Transformational EdTech leader development
- A comprehensive and collaborative technical ecosystem
- Strategically aligned, mission-driven partnerships
- Ongoing 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

## **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.**

# Strategic Planning Methodology



**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:

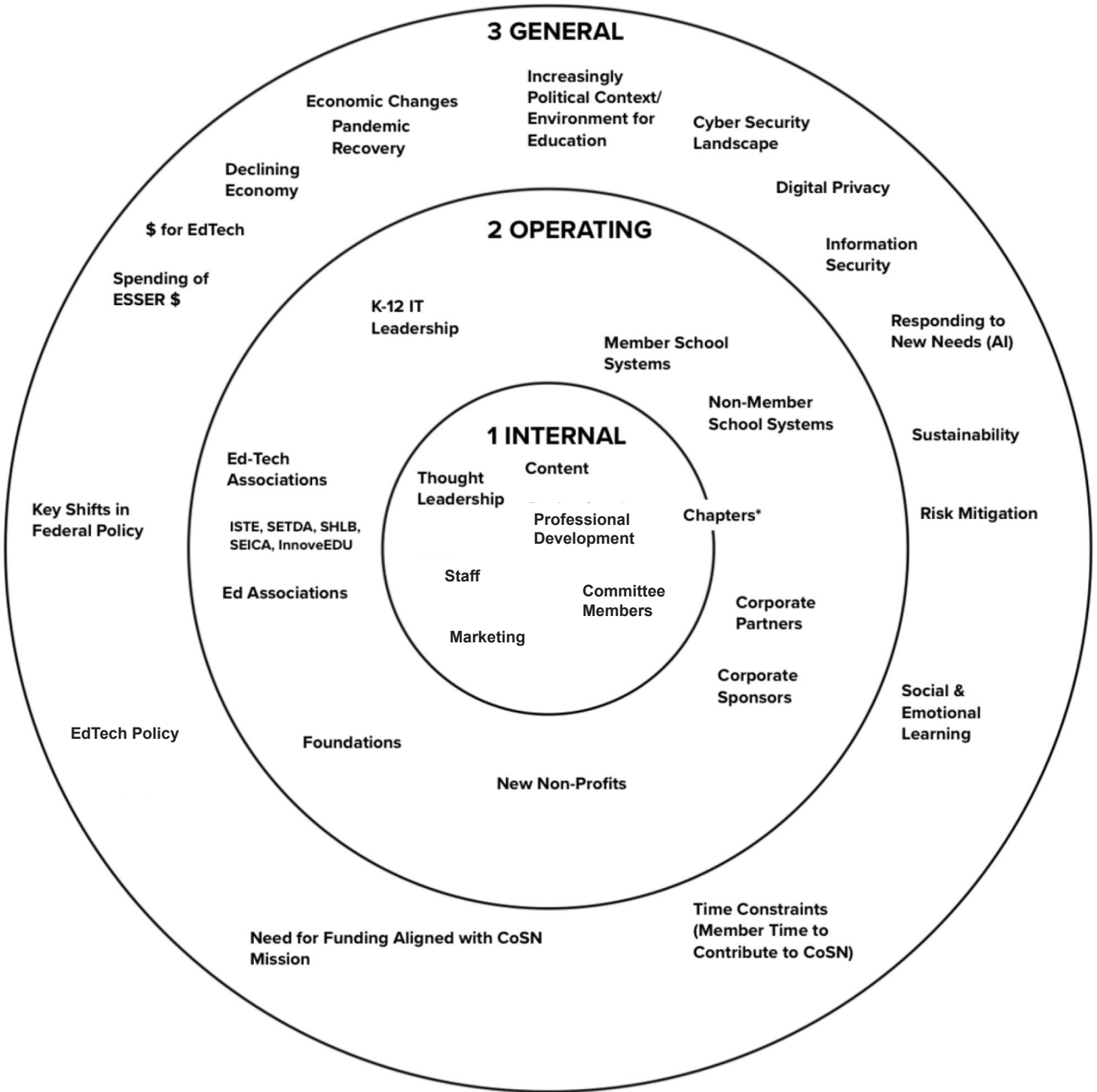
- Conducted 5 separate surveys with the various CoSN stakeholder groups:
  - Board Members
  - Institutional Members
  - Corporate Members
  - Staff
  - CoSN Consultants
- Conducted 66 one-on-one interviews.
  - 5 CoSN Chapter Leaders
  - 5 Institutional Members
  - 5 Corporate Members
  - 8 CoSN Consultants
  - 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 resources that are more visual and meet accessibility guidelines to ensure all audiences can engage with and learn about CoSN's work.
- 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



**DEVELOP.** To translate the gathered information into a plan to guide future services and direction, the CoSN Board engaged in two 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 access—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 practices
- 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 three-year accomplishments, one-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:

## 1. Enabling all technology leaders to respond nimbly to new opportunities and 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 supporting all education technology leaders and engaging 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. CoSN will cultivate 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 each voice and fosters belonging
- Scale the K12 Early CTO Academy and new programs to support the growth of more EdTech Leaders

## 2. Enhancing member experience

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 for:

- Enhancing committee engagement and structure
- Expanding mentorship and connection opportunities
- Leveraging gamification and member recognition

- Amplifying member voice and involvement
- Strengthening membership and special interest groups (such as data privacy and cybersecurity)
- Enhancing conference and event engagement
- Improving onboarding and ongoing member engagement
- Providing more targeted member resources

### **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 community building
- Identify and promote actionable ways for school districts to recruit/retain skilled IT teams
- Refine the membership structure and Chapter model to meet the multiple needs of our members
- 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 our intentions.