The EIMAC mission is to influence, advance, and sustain the innovative use of data and technology in support of CCSSO’s aspiration that each child—regardless of background—graduates ready for college, careers, and life and that our state leaders, schools, and educators are prepared and have the right resources at the right moment to meet the needs of each student they serve.

Education data and technology are critical components to the success of the education community, including state Chiefs, state education agency (SEA) staff, policy makers, educators, parents, and students. State education data systems must be strategically implemented in a manner that best supports high-quality teaching and learning. These systems are being asked to provide increased access to data and technology tools, allow seamless integration and interoperability, and promote continuous improvement while at the same time safeguarding student and educator records. In addition to systems development and safeguarding data, promoting the use of data and fostering a culture of data driven decision making is also critical to the success of education at all levels. In order to promote a forward thinking education data and technology vision, innovation must be encouraged and be at the forefront of the planning and development process.

The EIMAC membership includes SEA technology and data leaders, as well as organizational and business partners. The EIMAC program includes a specific network for the SEA Chief Information Officer (CIO) or Technology Director/Lead and a new network for the SEA Data Use Director/Lead (Data Lead). In many cases, the Data Lead will be the individual responsible for agency public reporting, accountability data, data analysis, research, and/or state report card. The CIO Network and the Data Network will participate in the development of the EIMAC priorities, focus areas, and meeting agendas for the program year. In addition to the two full EIMAC membership meetings, the CIO representative and Data Lead representative will be invited to attend individual network meetings that will be designed to focus on specific problems of practice associated with the CIO or Data Lead role.

In the 2018-2019 program year and beyond, EIMAC and its associated networks will strive to be the driving force responsible for advancing the use of technology and data to inform teaching, learning, and to enhance equity and student success. EIMAC will enable and promote collective multi-state actions, including innovative and interoperable solutions, designed to effectively support the Chief’s priorities and agenda.

EIMAC, the CIO Network, and the Data Network have been established to help states achieve these aspirational—yet attainable—education data and technology goals. A primary objective for EIMAC is to promote and facilitate cross- and in-state collaboration between state technology and data leaders, philanthropic funders, partner organizations, vendors, and other thought partners. The EIMAC convenings create opportunities to learn from and share best practices and to harness the collective influence and synergy of the education technology and data communities.
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CCSSO Strategic Plan

Chiefs will bring together diverse constituencies to pursue high quality educational opportunities to improve learning outcomes for all students. As the national, nonpartisan organization representing all state chiefs, CCSSO is committed to the following areas of work in service of chiefs, their agencies, and children across the nation. The 2017-2020 CCSSO Strategic Plan focuses on:

1. Students: Implementing high expectations for each student
2. Critical student transitions: Creating multiple pathways for student success
3. Teachers: Providing high-quality instruction and educational support
4. School and district leaders: Continuously improving schools for each student
5. State leaders: Leading effective state education agencies
6. Our organization: Providing a strategic, supportive Council

Throughout the plan, we have identified goals and strategies that directly advance equity commitments found in Leading for Equity: Opportunities for State Education Chiefs. This document lists ten areas in which state chiefs can take action to create a more equitable education system in their state. State chiefs, and by extension the Council, have both an opportunity and responsibility to ensure that equity is at the foundation of all work undertaken. The Council has identified, and prioritized, ways to support states in advancing these equity actions so that each student has access to the resources and educational rigor they need at the right moment in their education, regardless of background or circumstance. It is with these goals in mind, and in service of better student outcomes, that state education agency Chief Information Officers’ have committed to expand collective impact around data and technology.

Through the CIO Network and EIMAC priority areas, CCSSO will continue to support states by ensuring education data and technology is available, secure, and effectively used to advance their strategic state vision.
## Priorities & Focus Areas

<table>
<thead>
<tr>
<th>2018-2019 EIMAC Priorities</th>
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<tbody>
<tr>
<td><strong>EIMAC Priorities</strong></td>
</tr>
<tr>
<td><strong>Priority 1:</strong> State Education Interoperability</td>
</tr>
<tr>
<td>Focus Areas: Education Technology, Identity Management, Enterprise Data Management, Data &amp; Technology Standards, Assessment Systems Management, Digital Content, Open Education Resources, Academic Standards/Competency Management, Learner Profiles, Personalized Learning</td>
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<tr>
<td><strong>Priority 2:</strong> Educator Preparation</td>
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<tr>
<td>Focus Areas: Educator Licensure/Certification, Building a Teacher Pipeline, Diverse and Culturally Responsive Teaching Workforce, Teacher Shortage, Educator Prep Program Analysis</td>
</tr>
<tr>
<td><strong>Priority 3:</strong> Data Use, Visualization and Reporting</td>
</tr>
<tr>
<td>Focus Areas: Public Reporting, Accountability Data, Report Cards, Dashboards, Data Analysis, Data Visualizations Tools and Best Practices, Research, User/Audience Journeys and Experience, Outreach and Stakeholder Engagement</td>
</tr>
<tr>
<td><strong>Priority 4:</strong> Innovation</td>
</tr>
<tr>
<td>Focus Areas: Innovation Laboratory Projects, Data Science, Artificial Intelligence, Machine Learning, Deep Learning, Modernization, Internet of Things (IoT), Blockchain</td>
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</tbody>
</table>

### Additional EIMAC Topics
- ESSA Implementation
- Continuous Improvement & Accountability
- Financial Transparency
- College & Career Readiness
- Data Privacy & Security
- Cybersecurity
- E-Rate
- Advocacy
- Strategic Planning
- IT Fiscal Management & Funding
- Project Portfolio & Risk Management
Next Steps & Benefits

Next Steps for Joining EIMAC

- Determine number of desired SEA EIMAC participants (see Membership Options & Costs below).
- Complete the electronic EIMAC signup form by clicking this link.

Benefits of Joining EIMAC

- Opportunity to collaborate and partner with likeminded states working on similar projects and issues.
- Access to industry leaders and trusted partners with a vast array of experience and knowledge.
- Access to the CIO Portal, an online resource for SEAs to share information on the products, services, and applications employed in their state. The portal allows states to share vendor contacts, RFP language, contracts, application/system inventory, and pricing. The portal enables increased collaboration across states and supports more robust and productive conversations with vendor partners.
- Opportunity to leverage the collective influence of the organization, partners, and member states.
- Gain a better understanding of where other states are and where they want to go in the future. Utilize this understanding to align, create synergy, and leverage the collective power of the group.
- Access to large repository of artifacts, resources, and documentation on various education technology and data topics.
- Opportunity to compare and contrast your own state plan and roadmap against other state plans.
- Gain in-depth understanding of lessons learned and promising practices used by other states.
- Opportunity to discuss, receive critical friend feedback, and formulate innovative ideas and solutions.
- Discover relevant national resources and develop next steps to incorporate new ideas into strategic plans.
- Identify shared needs for new tools, solutions, and resources that can be achieved through cross-state collaboration and support from CCSSO and its partner organizations.
- Understanding and support around the idea that we should not reinvent the wheel.
- Realization that you are not alone in this journey and we are all in this together.

*If the membership options listed do not fit your state’s needs or you need assistance to determine the best membership option for your state, please contact Kimberly Gondwe (kimberly.gondwe@ccsso.org).*

To officially join EIMAC for the 2018-2019 program year, please complete the electronic form at https://fs17.formsite.com/res/submit

This form will ask you to identify the membership level and the staff that will participate as a part of your state team. Please contact Adam Petermann (adam.pertermann@ccsso.org) if you need any assistance in filling out this form.
2018-2019 Meetings

The EIMAC program year consists of two full member EIMAC meetings, two CIO Network meetings, and one Data Network meeting. The Team Leads are invited to attend all four meetings and the remaining state team members are invited to attend the two EIMAC meetings. Whenever possible, CCSSO will provide virtual participation opportunities for individual sessions and meetings.

Summer CIO Network Meeting – August 6-8, 2018 | Sunnyvale, CA (CIO Lead Only)
This meeting will provide an in-person opportunity for the CIO Network representative to collaborate, network, share priorities, and build partnerships with other states and CCSSO staff. This CIO Network time is also used to coordinate the direction and agenda for future CIO Network and EIMAC convenings. This meeting provides an opportunity for the CIO Network to provide feedback, support requests, and recommendations related to the efforts of the CCSSO Education Data and Information Systems team.

EIMAC Fall Convening – October 1-3, 2018 | Denver, CO (CIO Lead + Data Lead + Additional Representatives)
The fall convening will serve as an in-person opportunity to promote and facilitate cross- and in-state collaboration between state technology and data leaders, philanthropic funders, partner organizations, vendors, CCSSO staff, and other thought partners. The EIMAC convening’s create opportunities to learn from and share best practices and to harness the collective influence and synergy of the education technology and data communities.

Winter CIO & Data Network Meetings – February, 2019 | TBD (CIO Lead + Data Lead Only)
The Winter CIO and Data Network meetings provide an in-person opportunity to continue the momentum of the Fall convening and foster cross state sharing and collaboration. This meeting also provides an opportunity for the CIO and Data Networks to provide feedback, support requests, and recommendations related to the efforts of the CCSSO Education Data and Information Systems team.

EIMAC Spring Convening – May, 2019 | TBD (CIO Lead + Data Lead + Additional Representatives)
The spring convening will serve as an in-person opportunity to promote and facilitate cross- and in-state collaboration between state technology and data leaders, philanthropic funders, partner organizations, vendors, CCSSO staff, and other thought partners. The EIMAC convening’s create opportunities to learn from and share best practices and to harness the collective influence and synergy of the education technology and data communities.

Supports & Resources

CIO Network Information Portal
Launched in May 2016, the CIO Network Information Portal is an online resource for states to share information on the products, services, and applications employed by SEAs. The portal allows states to share system inventories, vendor information, RFP language, policies, contracts, and pricing. The portal enables
increased collaboration across states and supports more robust and productive conversations with vendor partners. cioportal.ccsso.org

**EIMAC Groupsite**
EIMAC members are invited to join the EIMAC Groupsite, a password-protected online community for state education agencies and EIMAC partners to share ideas, resources, and information. It is also used by CCSSO staff and the EIMAC community to communicate important messages and information. The site contains a resource library, discussion groups, and events calendar. Focus areas have their own workspace on the Groupsite and members can use this space to help further their conversations and share resources throughout the year. eimac.groupsite.com

**Collective State Action**
EIMAC is positioned to support collective state action by supporting networking, partnerships, and advocacy around state-level needs, contexts, and priorities for reform. This action will help CCSSO influence ESSA implementation, broker state relationships with governors; legislators; vendors; standards bodies; partners; unions; and national organizations, and facilitate cross-state collaborative work on technology design, development, and implementation.

**Webinar Series: Deep Dive in 45!**
The Deep Dive in 45 webinar series is back! EIMAC will host two topical webinars each month lasting about 45 minutes on best practices or issues states are wrestling with as it relates to data and technology. For questions or to submit future topics for consideration, please contact Kimberly Gondwe.

**Membership Options & Costs**
EIMAC offers several options based on how many representatives will participate in each Network. States are automatically enrolled in the CIO Network and the Data Network and will need to designate a CIO Network Lead as well as a Data Network Lead.

**SEA Representation Recommendations:**

- **CIO Network:**
  - *Team Lead:* Your SEA Chief Information Officer or Technology Director
  - *Team:* Representative(s) from your state’s CIO or Information Technology Office

- **Data Network:**
  - *Team Lead:* Your SEA Data Use Director/Lead (Data Lead) Office
  - *Team:* Representative(s) from your state’s Data Office

*Note:* Although it is not recommended, since all EIMAC Networks will potentially meet concurrently at meetings, one (1) SEA representative can serve as the CIO Lead and the Data Lead if your state prefers to sign up for a one (1) person membership.

- One (1) SEA representative (CIO Lead) can attend two in-person CIO Network meetings and two in-person EIMAC meetings.
➢ One (1) SEA representative (Data Lead) can attend **up to two** in-person Data Network meetings and **two** in-person EIMAC meetings.
➢ Up to six (6) additional SEA representatives can attend **two** in-person EIMAC meetings.

<table>
<thead>
<tr>
<th>Cost</th>
<th>Membership Options</th>
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<tbody>
<tr>
<td>$11,000</td>
<td>1 Participant</td>
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<tr>
<td>$15,500</td>
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<tr>
<td>$38,000</td>
<td>7 Participants</td>
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</tbody>
</table>

*If the membership options listed do not fit your state’s needs or you need assistance to determine the best membership option for your state, please contact Kimberly Gondwe (kimberly.gondwe@ccsso.org).*

To officially join EIMAC for the 2018-2019 program year, please complete the electronic form at [https://fs17.formsite.com/res/submit](https://fs17.formsite.com/res/submit)

This form will ask you to identify the membership level and the staff that will participate as a part of your state team. Please contact Adam Petermann ([adam.pertermann@ccsso.org](mailto:adam.pertermann@ccsso.org)) if you need any assistance in filling out this form.

**EIMAC FAQs**

1. **Who should I contact if I have questions about EIMAC membership?**
   Please contact Kimberly Gondwe at [kimberly.gondwe@ccsso.org](mailto:kimberly.gondwe@ccsso.org).

2. **What if I don’t know the individual(s) who will participate in each meeting yet?**
   While we ask that you sign up with your team already identified, we understand that things may change throughout the program year. If you have any changes after your form is submitted, please send this information to Kimberly Gondwe as soon as possible.

3. **What if our agency does not have a CIO, the CIO is not interested in participating, or my title is not CIO but this work is relevant to my staff? Can we still participate?**
   Absolutely! We understand that not all state team leads have the title of “CIO” but still manage this work within their agency. While it is not mandatory to have the CIO participate, it is necessary for a state to identify a team lead to participate in the CIO Network and focus area discussions. The network provides great professional development, access to experts, and peer support to participating CIOs. State teams that have their CIO (or identified Team Lead) participate in the network also have the benefit of having an agency leader invested in and supportive of the work they are advancing in the priorities and focus areas.
Appendix

EIMAC Networks

CIO Network
The CIO Network is a collaboration forum for CIO/ Technology Director Leads across EIMAC member states. The group focuses on best practice including program/project management techniques, quality controls and practice, leadership engagement, and systems management and technology strategies. The Network provides leadership to EIMAC by determining focus areas for collaborative state work and setting and reviewing deliverables and outcomes. This Network also provides a platform for CIOs to present a collective voice in national dialog with key federal and industry partners.

Recommended Staff:
- **Team Lead:** Your SEA Chief Information Officer or Technology Director
- **Team:** Representative(s) from your state’s CIO or Information Technology Office

Data Network
The Data Network is a collaboration forum for Data Leads across EIMAC member states. This a new network and in many cases, the Data Lead will be the individual responsible for agency public reporting, accountability data, data analysis, research, and/or state report cards. The group focuses on best practices in traditional and new/emerging data areas including but not limited to data reporting/visualization, data quality, data analytics, data science, accountability, performance, storytelling, user journeys, user experience, and research. This Network will also provide a platform for discussions around reporting topics, including report cards and dashboards. This Network will be highly integrated with the CIO Network.

Recommended Staff:
- **Team Lead:** Your SEA Data Use Director/Lead (Data Lead) Office
- **Team:** Representative(s) from your state’s Data Office

EIMAC Priorities

State Education Interoperability
The goal of this priority area is to enhance the state education technology ecosystem to strategically connect and improve interoperability between education systems, technology, and data.

Interoperability refers to the ability of technology systems and software products to communicate, exchange data, and work together to process and use the information that has been exchanged. Interoperability remains a major hurdle for the education community as technology leaders attempt to meet the evolving technology needs and challenges of educators and students.

Most education information systems, tools, digital content, and data are not interoperable. Multiple logins are required to access systems, data is not easily shared between systems, and data standards are not consistent across systems. The disparity of the systems and data makes longitudinal data and trend analysis
difficult and time consuming. Data analysis, longitudinal data warehousing, accountability reporting, and knowing and accessing the challenges and needs of all districts at the state level requires interoperability at the multiple levels of the technology ecosystem.

In order to achieve innovative technology and data centered goals, such as individualized personalized learning, interoperability is a necessity. In order for education technology to be effective in the classroom, educators and students require an ecosystem that supports seamless access to digital content and resources linked to the student’s real-time assessments and performance.

**Educator Preparation**
The educator preparation community and a number of states have begun to identify and collect data that is more outcome oriented and analyze it to understand how teacher preparation programs are performing. This requires that states have systems in place to collect, analyze and report data on the performance of their teacher preparation programs. This work supports examining and transforming how we prepare potential teacher candidates and recommend them for licensure so that they can provide the effective instruction needed in today’s classrooms to help each student’s performance. To achieve this level of systemic, data-informed decision-making, states have had to re-examine the data they currently collect and determine what other information they need to help improve and strengthen their teacher preparation system. CCSSO has identified key problems of practice on different parts of the teacher prep data continuum that states are likely to face in their data systems work based on a synthesis of the work noted above.

**Data Visualization & Reporting**
It is difficult to find an education related initiative or project that does not include a data visualization or reporting component. In order to create and maintain a data system that supports continuous improvement, it is imperative that we put a high emphasis on the data visualization and reporting aspect of each solution. As an education community, we must strive to develop sustainable, cost-effective, and integrated education analysis and reporting systems that provide a high level of data quality, integrity, and availability; while also protecting the privacy of data through the establishment of security standards, policies and procedures that are routinely monitored, evaluated, and assessed. These data systems and underlying data support educators, state leaders, parents, policy makers and the public by allowing them to make informed, efficient and effective data-driven decisions in an effort to improve student achievement.

CCSSO, through the EIMAC community, will support SEAs as they develop and enhance public report cards, district dashboards, and other data visualization and reporting tools.

**Innovation**
In order to promote a forward thinking education data and technology vision, innovation must be encouraged and be at the forefront of the planning and development process. During the 2018-2019 EIMAC program year, CCSSO will encourage forward-thinking and will work with SEAs to develop an innovation strategy. This effort will focus on creative ideas and solutions that help to shape and advance the future of education technology data systems. Topic areas may include, but are not limited to Data Science, Artificial Intelligence, Machine Learning, Internet of Things, or Block Chain.