MassCUE

Educate, Connect, Inspire

# MassCUE Strategic Plan, 2026-2029

Prepared by the Board of Directors and Staff of
Massachusetts Computer Using Educators

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# MassCUE's Vision

MassCUE is a community where every learner creates, contributes, and succeeds in a connected world.

# MassCUE's Mission Statement

MassCUE's mission is to educate, connect, and inspire the educational community by:

- Providing high-quality professional learning
- Leveraging knowledge and expertise
- Recognizing innovation, excellence, and courage
- Advocating for strategic policies and programs

**Mission-Focused Nonpartisan Statement:**
Massachusetts Computer Using Educators (MassCUE) is a nonprofit organization committed to advancing education through innovative technology. Our mission is to create, share, and support visions of technology-enhanced learning that foster meaningful educational experiences.

MassCUE remains strictly nonpartisan and does not engage in any partisan advocacy or activities. Additionally, our events—including conferences, workshops, and professional development programs—are designed to be inclusive and focused solely on technology integration and best practices in education. We aim to support all educators in creating enriching and culturally responsive learning environments.

# MassCUE's Strategic Plan

MassCUE is a teaching- and learning-centered organization that connects, educates, and inspires educators and their allies, so that they can purposefully ensure the success of students. This strategic plan is designed to help achieve that goal.

## I. Strategic Direction – MassCUE's Plans for 2026-2029

In the coming three years, the board, staff, and members of MassCUE will strengthen MassCUE's leadership as a key connector, provider of learning opportunities, and source of inspiration for the community of Massachusetts educators using technology in their work.

## II. Purposes of the Strategic Plan

**A Frequently Used Map for the Coming Three-Year Period**

MassCUE board and staff have crafted this strategic plan to equip themselves to:

- Chart the direction of the organization for the period 2026-2029, setting large goals and key objectives for this period
- Equip MassCUE with the structure it needs to develop three successive Annual Action Plans, each spelling out the work of an individual year
- Test new ideas, innovate and face into new challenges, making periodic course corrections or changes as needed
- Hold MassCUE's board and staff accountable for overall progress
- Affirm core values, staying the course in times of difficulty or transition
- Enable MassCUE to deliver on its mission: ***to educate, connect, and inspire.***

**A Three-Year Framework for Building Annual Action Plans**

This strategic plan maps the broad direction and priorities of MassCUE over a multi-year period. The plan is drafted with the expectation that each year, MassCUE will prepare an Annual Action Plan, with goals, objectives, and measurable benchmarks, for a 12-month period of the coming fiscal year. There is a longstanding practice of such annual planning at MassCUE: similar one-year plans used to be called "strategic plans," although in hindsight, because they included no strategic deliberations and mainly consisted of minor tweaks to the prior year's plans, they could more accurately be characterized as "annual work plans." With the addition of this three-year Strategic Plan, leaders of MassCUE will have the benefit of a clear set of top-level strategic priorities and directions, upon which they can now base each of three successive Annual Action Plans: one each for the years 2026-2027, 2027-2028, and 2028-2029.

**A Living Document**
The board and staff of MassCUE have developed this document with the intent to use it regularly over the coming three years; as they set a course, make annual plans, check progress toward their goals, deliberate over challenges or changes in the context, and otherwise lead this vital work.

At the same time, no document can foresee the future, and there will likely be elements of this plan that become obsolete or irrelevant through developments that cannot be foreseen. Likewise, there will be new opportunities and challenges to which MassCUE must rise that this document does not address. This is not a problem: the document is entirely flexible, and can be amended, revised, or, if necessary, superseded by a strategically crafted action of the board.

The main thing is to keep the document in play, as a reliable and handy tool for ensuring that the hardworking board and staff of MassCUE continue to engage in high-level strategic thinking and leadership over the course of the next three years. It can be easy to get captivated by the daily work – the rewards and challenges of what drew so many of MassCUE's leaders to the organization in the first place. But as leaders, MassCUE board and staff know that we cannot afford to stay focused solely on our programmatic and daily practice – we must also engage in strategic, longer-range thinking and work. This document is designed to make that critical job much easier to do.

# III. MassCUE: Building on Strengths and Current Momentum

Over the past year, MassCUE has rebuilt momentum and clarified its next chapter as a statewide organization focused on educating, connecting, and inspiring educators through the intentional use of technology. The strategic planning process surfaced a shared desire for MassCUE to become a leading voice in Massachusetts for innovation in teaching and learning, while also strengthening membership, professional learning, partnerships, communications, and advocacy.

**A revitalized organizational foundation and leadership structure.**
MassCUE has reconstituted its Board, added a Director of Operations & Strategy, launched a student internship program, and reactivated several committees with clearer leadership and goals. Our expectation is that FY26 will represent the end of a multi-year deficit cycle and a rebuilding of organizational stability and trust.

**A renewed commitment to advocacy and statewide leadership.**
MassCUE has re-entered policy conversations, including participation in Ed Tech Advocacy Day around E-Rate, AI and student data privacy. MassCUE is positioned to become a sustained, respected voice rather than participating episodically.

**Reestablishing and expanding an increasingly diverse partnership ecosystem.**
MassCUE has rebuilt relationships with organizations including M.A.S.S., MSLA, ISTE, METAA and CAST while establishing the Corporate Partner Advisory Council. MassCUE endeavors to connect districts, higher education, professional associations, and other intermediaries around shared problems of practice.

**A signature Fall Conference with substantial regional reach.**
The Fall Conference remains MassCUE's most visible convening opportunity. The 2025 conference drew **1,549 educators**, demonstrating that educators will engage with MassCUE at considerable scale when programming, location, partnerships, and messaging align.

**Emerging leadership in AI and other rapidly evolving areas of educational technology.**
District initiatives have given MassCUE something especially valuable: programs that go beyond a conference or individual PD event and works directly with districts on a significant problem of practice.

**Renewed financial momentum.**
MassCUE ended FY26 with total assets standing at $1,499,453 with an investment portfolio valued at over $1,000,000. Corporate partnership income reached $156,000, reflecting growing external confidence in the organization's direction. Most significantly, this year's projected results mark a turning point after substantial deficits in FY23, FY24, and FY25.

**Stronger communications reach and opportunities to amplify educator voice.**
The current materials report a 58% email open rate, 209,000 social impressions and 57% net follower growth. Featured Educators, awards, grants, the podcast and other channels also give MassCUE authentic Massachusetts educator stories to amplify.

# IV. MassCUE: Rising to Challenges

MassCUE enters the 2026-2029 period from a position of renewed strength, but the organization's next phase will require disciplined focus, and MassCUE maintains a high level of commitment to improvement. The current analysis points to challenges around membership conversion, communication clarity, professional learning design, policy influence, organizational identity, geographic access, committee capacity, and sustainable revenue.

Through this work, MassCUE has identified the following strategic tensions to resolve over the coming three years:

**MassCUE's revenue remains concentrated in a small number of sources:** Membership, the Fall Conference, Corporate Partners, and District Initiatives have all been identified as revenue streams to build and protect. As MassCUE grows, securing grants and scholarship funds will become increasingly important.

**MassCUE lacks a viable communication strategy:** Feedback points to the need for a clearer internal and external communications strategy, a reimagined approach to educator engagement, and a year-round content pipeline.

**MassCUE's committee participation remains largely board driven.** While committees are active, there is a continued need to build membership participation beyond the board.

**MassCUE's reach continues to be substantially larger than its membership**: as of April 2026, MassCUE had 377 active members, compared with 1,549 attendees at the Fall Conference alone. This gap is one of the clearest strategic opportunities and challenges facing the organization, and it is compounded by the fact that current membership is not yet as inclusive or well segmented as it could be. MassCUE's planning process has identified educators in positions and regions who remain underserved. Together, these findings point to a question that is no longer simply how to get more members, but what it means to be a MassCUE member today, and what ongoing value, including community, professional connection, learning, mentorship, and opportunity, membership provides beyond a conference discount. This is a direct continuation of the previous plan's call to increase accessibility across the full diversity of the Commonwealth's educators, now reframed around representation, accessibility, and belonging.

**MassCUE is still experienced by most educators as a single annual event rather than a year-round community:** The Fall Conference remains one of MassCUE's greatest strengths, but it is also a strategic vulnerability, since it concentrates engagement into one or two days a year. Planning input calls repeatedly for a year-long professional development calendar, hybrid delivery, regional socials, edcamps, low-cost events, and an offerings repository. Demand for year-round programming currently exceeds the systems and capacity in place to curate, schedule, market, and evaluate it consistently.

**MassCUE's policy voice is not yet visible, consistent, or disciplined:** Planning participants repeatedly identify policy engagement as critical, citing state-level conversations about ed-tech, AI literacy, digital accessibility, graduation requirements, and E-Rate. Given the breadth of issues in play, planning discussions point toward focusing on two or three issues, building resources around them, and deepening relationships with DESE and allied organizations, as well as elected and appointed officials, rather than attempting to speak on everything.

# V. Goals for 2026-2029

In the next three years, MassCUE will undertake major steps in six core areas of work. Not all objectives within each goal will be pursued in a single year, and one of the core tasks of the board, in each of the coming three years, is to prioritize these goals, and sort them into very clear, one-year Annual Action Plans, with each goal made specific, measurable, actionable, realistic and time-limited.

Here are the four goals MassCUE embraces for the coming three years:

GOAL 1: Strengthen Organizational Capacity, Committee Systems, and Revenue Sustainability
GOAL 2: Grow, Diversify, and Retain an Active Membership Community
GOAL 3: Build a Year-Round Professional Learning Ecosystem
GOAL 4: Lead on Advocacy, Policy, and Responsible Innovation

In each goal area, a set of objectives is listed, with tasks and achievements. Within each

goal, some tasks will require immediate action, and others may not be addressed for a year or two. The Annual Action Planning process of the board and staff will guide the selection of which tasks to focus on in 2026-2027.

As a part of preparing for the first Annual Action Plan for the year 2026-2027, the board and Executive Director identified core areas of work they hope to see taken up and accomplished in this first year. All such items are highlighted, like this sentence, to identify them as priorities for inclusion in the 2026-2027 Annual Action Plan.

**GOAL 1: Strengthen Organizational Capacity, Committee Systems, and Revenue Sustainability**
*MassCUE will continue building the internal systems, committee structure, and financial foundation needed to sustain its growth.*

- **Activate and support all standing committees**
    - Bring committees to full activation through goal-setting, chair recruitment, and procedure review
    - Deepen connections between committees, particularly Professional Development, Communications, and Influence & Advocacy and any newly formed committees.
- **Strengthen board collaboration and communication**
    - Improve internal communication, connectivity, and congruency amongst the board, advisors, and others
    - Create a professional group or structure that connects members directly to the board, including partner organizations
- **Diversify and grow revenue**
    - Establish sustainable annual budgets that consistently produce positive net operating income at fiscal year-end
    - Continue growing membership, the Fall Conference, Corporate Partners, and District Initiatives as revenue streams
    - Actively pursue grant opportunities and district sponsorships
- **Continue to strengthen and formalize our network of partners and relationships**
    - Build regional presence and connection
    - Consider opportunities to build relationships with regional and national organizations
    - Build relationships with intermediary organizations that connect states and systems

**GOAL 2: Grow, Diversify, and Retain an Engaged Membership Community**
*MassCUE will clarify what membership means in 2026, and build clear, differentiated pathways so that more of the educators MassCUE already reaches choose to become, and remain, members.*

- **Clarify the purpose and value of membership**
    - Identify and survey current membership to understand why people join and why they stay
    - Continue to expand the value of an annual membership
- **Broaden outreach to a wider range of educators**
    - Engage a larger variety of educators.
    - Expand membership in underrepresented regions of MA, which targeted outreach to private and independent schools
    - Explore membership growth among district leadership
- **Build pathways for pre-service and early-career educators**
    - Partner with educator preparation programs to offer professional learning and build pre-service membership pathways, including collegiate chapters
- **Expand and diversify membership types**
    - Explore differentiated membership options for individuals, districts, universities, non-profits, and corporate partners
- **Amplify Educator Voice, Member Impact, and Innovation**
    - Elevate member stories and accolades
    - Recognize innovation and courageous practice

**GOAL 3: Build a Year-Round Professional Learning Ecosystem**
*MassCUE will extend its professional learning beyond the Fall Conference into a consistent, accessible, year-round offerings, including options that meet the critical needs of districts.*

- **Offer consistent, ongoing PD throughout the year**
    - Continue to adapt to the needs of different constituencies through the Fall Conference and continued programming
    - Develop professional learning opportunities that reach both members and non-members throughout the state
    - Continue to expand hybrid, in-person, and virtual PD options
    - Build the infrastructure to plan and curate PD
    - Leverage partners as providers for professional learning opportunities
- **Reinvigorate Special Interest Groups (SIGs)**
    - Clarify the purpose of SIGs and assess the value of SIGs for our community
    - Explore opportunities to include student voice
    - Engage corporate partners and vendors in supporting SIG programming
    - Explore virtual forums and opportunities for connection

**GOAL 4: Lead on Advocacy, Policy, and Responsible Innovation**
*MassCUE will take a more visible, disciplined role in state policy conversations, grounded in its values around balanced, thoughtful, and equitable use of technology to position MassCUE to be a leading voice on current issues in education and innovation, acting as stewards for responsible and impactful technology use.*

- **Build relationships with changemakers and policymakers**
- **Provide thought-leadership and guidance on current issues, included but not limited to the following:**
    - Take a balanced position on screen time and instructional technology
    - Lead on ethical, equitable AI adoption
    - Advocate for E-Rate and digital equity

# VI. Leadership

The board of directors of MassCUE engaged in the planning effort that produced this plan, with the leadership of a strategic planning team made up of board and staff. All those involved in August of 2026 are named here, with an asterisk next to the names of strategic planning team members: Leo Brehm, Bernardo Feliciano, Lauren Harwood, Amelia Iverson Gregoire, Karen Janowski, Greg Limperis, Andrea Calvin, Grace Magley*, Andrew Marcinek*, Corey Mello*, Drew O'Connors*, John O'Sullivan, Kendyl Brooks Santos, Tracy Sockalosky*, Adam Steiner, Melissa Zeitz.