



ADVOCACY

EdFuel's *Blueprint for Success* initiative aims to address a looming talent deficit in the education field, developing many more highly effective K-12 system leaders capable of managing complex and dynamic organizations. To support the field in strengthening talent pipelines, one element of this initiative is the development of competency maps that articulate the essential competencies (specific skills, knowledge, and relationships) for non-instructional roles in school district/network central offices. These maps will provide the foundation for an aligned, proactive approach to developing non-instructional school district/network talent pipelines and leaders.

WHAT THIS MAP IS:

The *Blueprint for Success* includes seven functional competency maps (academics and instruction, advocacy, development, information and data, finance, operations, and talent) to show the knowledge, skills, and relationships necessary to manage school districts/networks. In addition to the functional competency maps, EdFuel's *Blueprint for Success* provides a separate *Leadership Competency Map* that covers cross-functional leadership skills. The *Leadership Competency Map* should be viewed alongside each functional map to cover the full set of leadership and function-specific skills required.

The *Advocacy Competency Map*, developed in collaboration state and national advocacy leaders, represents the functional abilities necessary to be a strong and effective advocate for education policy at the local, state or national level. This map is not prescriptive of an ideal set of roles within the advocacy function. It is designed to be modular and customizable so that organizations can reconfigure the competencies described according to their own roles, titles, and structures.



ORGANIZATION OF THIS MAP:

The *Advocacy Map* is specifically designed to highlight the critical skills needed to be an effective education advocate. Competencies fall within these categories:

 POLICY, RESEARCH AND GOVERNMENT PROCESSES <p>Understanding the policies one would advocate for and the processes for getting those policies changed</p>	 ADVOCACY GOAL-SETTING, STRATEGIES AND TACTICS <p>Knowing how to advocate for better policies through a defined advocacy framework and robust set of tactics</p>	 RELATIONSHIP-BUILDING AND MOBILIZING <p>Connecting with the team and network one needs to advocate</p> <p><i>NOTE: Many relationships and skills in this category cross into other competencies. However, building and leveraging relationships is core to advocacy work—whether it be policy advocacy or advocacy within an organization—and therefore is fleshed out more specifically here.</i></p>
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Each competency is described at four organizational levels. While organizational structures and titles will vary, the table below gives sample job titles and descriptions:

COMPETENCY MAP LEVEL	SAMPLE JOB TITLES	DESCRIPTION
Individual Contributor	Research Associate, Communications Associate, States Associate	<ul style="list-style-type: none"> Executes specific advocacy tasks within specific, individual workstreams May be focused within one or two discrete departments (e.g., communications, organizing, policy research, government affairs)
Manager	Policy and Research Manager, Public Affairs Manager, Public Affairs Coordinator	<ul style="list-style-type: none"> Oversees projects and daily activities within one specific area of advocacy or department May lead a small team to support this specific work
Senior Manager/Director	Government Affairs Director, Vice President of State Affairs, Policy Director, Director of New Site Development, Executive Vice President, Deputy Director	<ul style="list-style-type: none"> Leads a team or department covering a specific area of advocacy work Sets strategic direction for the department, oversees department budgets, and coordinates with other departments to execute organizational goals and strategies Represents the organization externally in the specific area of advocacy in which he/she works
Executive/Officer	Chief Executive Officer, President, Executive Director	<ul style="list-style-type: none"> Advocacy leader of the organization and core member of leadership team Leads multiple departments or teams Sets strategy and vision for organization, and ensures that organization is positioned to achieve short- and long-term goals Ensures alignment of cross-departmental efforts and mission-alignment of organizational efforts Acts as the external advocacy face of the organization Monitors political and advocacy landscape and makes decisions on needed pivots in organizational goals, strategies, tactics, partnerships and approaches



DESIGN PRINCIPLES THAT GUIDED DEVELOPMENT OF THE COMPETENCY MAPS:

- **ACTION-ORIENTED:** Competencies are described in action-oriented language to encourage the design of developmental experiences and training approaches that will support individuals' growth in these areas.
- **ADDITIVE:** To avoid repetition, the competency levels build on one another, meaning that there is an expectation that senior level skills are also inclusive of those that precede it.
- **ANCHORED IN THE ENVISIONED FUTURE STATE:** As articulated in EdFuel's *Map the Gap* report, the education field is changing and dynamic; the competencies reflect what will be required of leaders over the next decade to achieve greater impact in this constantly-evolving field.
- **BEST IN CLASS:** Competency descriptions incorporate leading examples from best in class organizations in education reform and the private sector, and reflect key findings from *Map the Gap*.
- **CUSTOMIZABLE TO DIFFERENT ORGANIZATIONS' VALUES:** The competencies are intended to be adaptable to each organization based on its own culture and values; therefore, the competency maps will not explicitly state a set of required values or elements of an organizational culture.
- **MODULAR:** The functions and levels within competency maps are not the same as job titles; organizations of various sizes and stages of maturity can group various competencies according to their unique organizational structures and roles.

POTENTIAL AUDIENCES AND USES OF THE COMPETENCY MAP:

The *Advocacy Competency Map* is designed to identify key traits of strong advocacy leaders and support organizations in determining gaps and needed areas of skill and knowledge growth in order to be successful. The following is a non-comprehensive set of audiences and potential applications of this map:

- An individual—either within or outside the education field—can reference the map to understand the nature of the work and competencies required for education talent roles, and as a guide to potential opportunities to better understand and develop such skills
- Departmental leaders could use the map as the basis for a competency-based evaluation system for their talent staff, and for an aligned set of development opportunities to bolster the department's performance
- Districts and charter school network leaders can reference the map to understand potential capacity or capability gaps within their talent departments
- Education nonprofit organizations—especially those focused on talent development—can use the maps to tailor their programming and professional development to the specific needs of individual functions, and to the specific needs of individuals as they grow within functions

ACKNOWLEDGMENTS:

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POLICY, RESEARCH AND GOVERNMENT PROCESSES

SKILLS AND ABILITIES

- Qualitative and quantitative research and analysis
- Policy evaluation through multiple lenses
- Policy and legislative reading and writing
- K–12 policy landscape positioning
- Navigating roles, functions and processes across government levels and branches
- Connecting policy and school, classroom, and student-level implementation



ADVOCACY GOAL SETTING, STRATEGIES AND TACTIC

SKILLS AND ABILITIES

- Advocacy strategy and planning
- Lobbying
- Negotiation
- Traditional and social media relations
- Community organizing
- Persuasive written and oral communications
- Implementation and continuous improvement of advocacy efforts in an ever-changing environment



RELATIONSHIP BUILDING AND MOBILIZING

SKILLS AND ABILITIES

- Relationship-building with diverse stakeholders
- Coalition-building, management and activation
- Engagement with policy experts and political elite
- Donor cultivation and stewardship
- Partner-organization cultivation and engagement
- School community-member engagement, including teachers, parents and administrators

KNOWLEDGE REQUIRED TO EXECUTE SUCCESSFULLY ON THESE COMPETENCIES:

- Current and historic education policy landscape
- Major education research findings and methodologies
- Roles, functions, and processes across all branches and levels of government
- Classroom practices and realities

- Advocacy strategic framework
- IRS lobbying laws
- Suite of advocacy tactics

- Understanding of the communities and constituents the reform movement is working to serve
- Effective channels and approaches for communicating with and engaging various stakeholder groups

KEY RELATIONSHIPS TO DEVELOP AND MANAGE:

- Local, state and/or federal legislators
- Education researchers and think tanks
- State education agency staffers

- Local, state and/or federal legislators
- Legislative aides and policy advisors to political elite
- Community elites and community members
- Teachers, parents, administrators
- Leaders of partner organizations
- Media

- Coalition members
- Members of other education advocacy organizations
- Policy experts and political elite
- Individual, corporate and foundation funders
- Partner organizations
- School leaders and teachers
- Parents, students, and community members
- Faith community leaders



COMPETENCY	INDIVIDUAL CONTRIBUTOR	MANAGER	SENIOR MANAGER/DIRECTOR	EXECUTIVE/OFFICER
QUALITATIVE AND QUANTITATIVE RESEARCH AND ANALYSIS	<ul style="list-style-type: none"> • Conducts internet and database research and data analysis • Provides compelling background data and insights relevant to specific communities and policies of interest • Fact-checks and data- scrubs to eliminate bias and ensure completeness 	<ul style="list-style-type: none"> • Ensures feasibility of proposed research studies • Conducts research projects, including drafting and analyzing surveys, facilitating focus groups, and conducting interviews • Identifies anomalies or issues with data • Synthesizes current events and news stories with collected research • Interprets and explains research findings to reach groups across the political spectrum • Explains the research-backed case for organizational priorities 	<ul style="list-style-type: none"> • Designs research studies that can meaningfully impact the education policy debate • Crafts plans to best represent data in clear and compelling ways • Prioritizes research tasks and targets team's efforts 	<ul style="list-style-type: none"> • Extrapolates relevant data to inform and strengthen policy recommendations • Identifies unexplored research areas that will inform and support the strategic vision of the organization
POLICY EVALUATION THROUGH MULTIPLE LENSES	<ul style="list-style-type: none"> • Organizes and manipulates data to inform perspectives on policy and identify demographic nuances and hidden information 	<ul style="list-style-type: none"> • Synthesizes policies' strengths and weaknesses for various education stakeholders • Articulates how policies are viewed by groups across the political spectrum 	<ul style="list-style-type: none"> • Prioritizes policy goals based on local need and political will • Recommends policy goals and strategies based on feasibility of policy change and potential size and type of impact • Anticipates how specific policies may play out differently across geographies and communities • Draws parallels between relevant local policies/events and the policies/events in other parts of the country 	<ul style="list-style-type: none"> • Ensures that organization's policy priorities and efforts always reflect the needs of stakeholders and the communities they will impact • Leverages research with policymakers to push policy goals
LEGISLATIVE/ POLICY READING AND WRITING	<ul style="list-style-type: none"> • Writes internal memos • Reads legislation and budgets; culls information essential for organization's decision-makers • Drafts clear and concise external policy communications 	<ul style="list-style-type: none"> • Analyzes individual policy documents and legislation • Prepares accurate and engaging policy reports and briefs for both internal and external audiences 	<ul style="list-style-type: none"> • Writes strong model legislation • Analyzes policy documents, legislation and budgets to understand connections and relationships 	<ul style="list-style-type: none"> • Ensures mission and goal alignment of policy strategies across multiple teams • Edits and approves documents for publication • Identifies intricacies and potential unintended consequences of various policies (e.g., riders, addenda)

COMPETENCY	INDIVIDUAL CONTRIBUTOR	MANAGER	SENIOR MANAGER/DIRECTOR	EXECUTIVE/OFFICER
K-12 POLICY LANDSCAPE POSITIONING	<ul style="list-style-type: none"> Understands the major issues surrounding most key education policies in a local and national context Stays abreast on local, state and national current events, especially those directly related to education policy Makes connections between how key elements of U.S. history affect education policy today (e.g., American political history, Civil Rights Movement, No Child Left Behind) 	<ul style="list-style-type: none"> Knows the policy details of the top issues affecting his/her state (e.g., draft pieces of legislation, supportive and opposition legislators) Draws historical connections between how policies have interacted with and affected different communities 	<ul style="list-style-type: none"> Uses an in-depth understanding of historical context of all major education policies to frame the policy priorities of various communities Recommends policy options to support needs of schools and local communities 	<ul style="list-style-type: none"> Draws on policy knowledge to create a clear and compelling vision for change Creates actionable policy vision and tangible solutions informed by local context and local policy history
NAVIGATING ROLES, FUNCTIONS AND PROCESSES ACROSS GOVERNMENT LEVELS AND BRANCHES	<ul style="list-style-type: none"> Knows how levels and branches of government interact to make policy 	<ul style="list-style-type: none"> Understands different forms of legislation and legislative conventions Understands the process of passing legislation at the local, state and federal levels Understands the unique specifics of the legislative process in the organization's state 	<ul style="list-style-type: none"> Drafts strong model legislation informed by historical, regional and cultural context 	<ul style="list-style-type: none"> Navigates the policymaking process, including anticipating and fending off potential threats to desired legislation Considers external factors that affect policymakers' decision-making and adjust policies as needed Utilizes understanding of various non-educational policies to drive policy agenda forward
CONNECTING POLICY AND SCHOOL, CLASSROOM, AND STUDENT-LEVEL IMPLEMENTATION	<ul style="list-style-type: none"> Applies understanding of on-the-ground realities of working in a school or community-based organization to policy work 	<ul style="list-style-type: none"> Appreciates and learns from ways in which historic classroom practices are informed by and inform policy decisions 	<ul style="list-style-type: none"> Makes connections between changing teacher and student demographics and pedagogical practices and implications for evolving policies 	<ul style="list-style-type: none"> Anticipates misalignment between current policy and practical implementation and informs and revises policies accordingly

COMPETENCY	INDIVIDUAL CONTRIBUTOR	MANAGER	SENIOR MANAGER/DIRECTOR	EXECUTIVE/OFFICER
ADVOCACY STRATEGY AND PLANNING	<ul style="list-style-type: none"> Performs a limited number of tactics in order to advance larger strategic plan (e.g., social media outreach, petition drives) Defines the major strategies used by advocacy groups (e.g., negotiations between elites, social movements) Collects and analyzes voting records on key policymakers Conducts background research to identify linkages and interests across the landscape Identifies other major policy and advocacy organizations, individual advocates, and activists engaged in the community 	<ul style="list-style-type: none"> Manages a coordinated suite of tactics in order to enhance organizational mission Translates advocacy strategy into tactics to achieve long-term goal Assesses political landscape Explains how work of various advocacy groups interacts 	<ul style="list-style-type: none"> Selects among multiple strategies to best achieve the overall goals and objectives of the organization Anticipates how strategies and tactics will affect long term objectives and educational change Makes trade-offs between quick policy wins and longer-term efforts Strategizes how to create a demand for the policy change in two to three years in light of feasible policy wins Identifies gaps in the local advocacy landscape to inform organizational strategy and position its work relative to others 	<ul style="list-style-type: none"> Sets policy goals and advocacy strategies informed by local partners and local context Adjusts goals, strategies and tactics as political climate changes while staying true to organizational mission Uses professional connections and insights to ensure that organization has a comprehensive understanding of the political landscape Positions organization to maximize value to the advocacy movement without impeding others' efforts
LOBBYING	<ul style="list-style-type: none"> Identifies what constitutes lobbying and electoral advocacy activities Identifies who can influence local decision makers and how those decision makers are influenced 	<ul style="list-style-type: none"> Lobbies on behalf of organizational goals Represents interests of the organization to elected officials Complies with lobbying laws 	<ul style="list-style-type: none"> Creates organization's lobbying and government relations strategy, ensuring organization is well positioned within education lobby landscape 	<ul style="list-style-type: none"> Adjusts campaign strategy in response to local lobbying context Builds and leverages strong personal and professional connections to influence key stakeholders
NEGOTIATION	<ul style="list-style-type: none"> Coordinates stakeholders for negotiation meetings Marshals key information between stakeholders Tracks progress of action items throughout negotiation process 	<ul style="list-style-type: none"> Focuses on underlying needs of diverse interest groups to find common ground Prioritizes issues for negotiation 	<ul style="list-style-type: none"> Strengthens relationships while ensuring organizational success Identifies compromise points and points of no-compromise Uses the right "gives" and "gets" Ensures right leaders are present in negotiations to represent all relevant stakeholders 	<ul style="list-style-type: none"> Defines and integrates negotiation strategy into the larger organizational context Stands firm on critical issues, while maintaining key relationships Negotiates with policy elite

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COMMUNITY ORGANIZING	<ul style="list-style-type: none"> Provides logistical support for community events and meetings Participates in community organizing tactics (e.g., door-knocking campaigns, listening tours) 	<ul style="list-style-type: none"> Engages community members through direct outreach and support Plans and coordinates community organizing tactics (e.g., house meetings, listening tours, marches) 	<ul style="list-style-type: none"> Communicates how community organizing advances policy efforts Recommends targeted community organizing tactics for execution by the team Identifies and leverages community member talent to enhance and grow stakeholder engagement and amplify community voice 	<ul style="list-style-type: none"> Sets advocacy strategy, using community organizing as key lever for change creating true local support of organizational efforts Utilizes information learned from community organizing efforts to structure and inform overarching advocacy goals and strategies
TRADITIONAL AND SOCIAL MEDIA RELATIONS	<ul style="list-style-type: none"> Implements press outreach and media relations strategies Engages in traditional and social media outreach Copyedits communications materials Activates knowledge of relevant local, state, and national news outlets to support advocacy efforts 	<ul style="list-style-type: none"> Identifies topics for media engagement and writes media pitch letters Engages media outlets to position organization as key information partner to reach particular constituencies Drafts communications materials (e.g., base emails, op-eds) 	<ul style="list-style-type: none"> Interfaces with local media Manages implementation of external communications strategies 	<ul style="list-style-type: none"> Serves as main voice of organization with major media outlets Links media interests and messaging to organizational goals and strategic vision
PERSUASIVE WRITTEN AND ORAL COMMUNICATIONS	<ul style="list-style-type: none"> Tracks member engagement Translates research and data into synopses for internal use Writes persuasive communications content, adapting messages to meet target audience's interests 	<ul style="list-style-type: none"> Innovates on social media, including new platforms and social media tactics, to increase member involvement Gathers and interprets marketing and communications analytics to inform advertising and email campaigns Synthesizes current events and news stories with collected research Creates and updates marketing and communication materials 	<ul style="list-style-type: none"> Communicates persuasively and mentors team towards greater persuasive communications Articulates compelling policy vision through a variety of written media (e.g., op-eds, grant proposals, email calls to action, blog posts) Dissects, articulates, and then counters policy arguments of unaligned individuals and organizations 	<ul style="list-style-type: none"> Sets high expectations for the quality and persuasiveness of communications Verbally communicates passion and organizational commitment to all audiences Uses personal narrative to draw others to the work of the organization Persuades audiences through both written and verbal communications with high yield of efforts Conveys to relevant stakeholders how organization's vision fits into the larger political context

COMPETENCY	INDIVIDUAL CONTRIBUTOR	MANAGER	SENIOR MANAGER/DIRECTOR	EXECUTIVE/OFFICER
IMPLEMENTATION AND CONTINUOUS IMPROVEMENT OF ADVOCACY EFFORTS IN AN EVER-CHANGING ENVIRONMENT	<ul style="list-style-type: none"> • Stays focused and committed in a changing environment • Quickly pivots between tasks as needed 	<ul style="list-style-type: none"> • Facilitates the transition to new advocacy plans • Elevates the necessary resources and support to implement strategy 	<ul style="list-style-type: none"> • Drives communication of advocacy strategy across departments • Identifies those who need to be involved in the adjustment of current plans • Identifies and understands the impact of change on people and the organization • Sequences priorities over short- and long-term • Proposes resources and support to implement advocacy plan 	<ul style="list-style-type: none"> • Champions advocacy plan as organization-wide priority • Monitors the external advocacy, policy and community landscapes and drives process of continuous adjustment in light of strategic plan • Elevates case for change and builds support among Board and partners • Allocates resources across organization to accomplish advocacy plan • Holds departments accountable for success against milestones

COMPETENCY	INDIVIDUAL CONTRIBUTOR	MANAGER	SENIOR MANAGER/DIRECTOR	EXECUTIVE/OFFICER
RELATIONSHIP-BUILDING WITH DIVERSE STAKEHOLDERS	<ul style="list-style-type: none"> Ability to understand others' perspectives Embodies the values of the reform movement (e.g., educational equity and access) Understand that not all viewpoints are represented in any given conversation 	<ul style="list-style-type: none"> Actively listens and paraphrases Follows up after conversations Recognizes value of diversity, inclusion and common ground in building coalitions and a strong base 	<ul style="list-style-type: none"> Mobilizes a diverse group of stakeholders around a given policy objective Considers how policy changes affect a variety of stakeholders Demonstrates strong emotional intelligence in all interactions 	<ul style="list-style-type: none"> Understands how relationships built will affect strategy and can benefit overall goals Creates concentrated, connected, and committed power base bringing together diverse stakeholders around common ground Identifies community members who can endorse the organization and connect it with their communities
COALITION-BUILDING	<ul style="list-style-type: none"> Provides background research on policy visions and stakeholder priorities Coordinates logistics of coalition activities 	<ul style="list-style-type: none"> Communicates regularly with others involved in education advocacy on specific projects and outcomes Coordinates and manages content and structure of coalition activities Ensures that key partners and stakeholders are informed on most up-to-date coalition information 	<ul style="list-style-type: none"> Determines content and structure for coalition meetings and activities Works with key partners and stakeholders to effectively communicate key facets of policies as a united coalition front 	<ul style="list-style-type: none"> Works with all major players to identify policy vision and priorities and come to mutual consensus on issues to be tackled Ensures that key partners and stakeholders are able to effectively communicate key facets of desired policies Fosters coalition relationships through open dialogue and mutually determined goals
ENGAGEMENT WITH POLICY EXPERTS AND POLITICAL ELITE	<ul style="list-style-type: none"> Provides background policy research on policy experts and political elite Recognizes leaders of each party and the members of the education committee by name 	<ul style="list-style-type: none"> Maintains relationships with policymakers' staff members and aides through timely and helpful follow-up Explains in laymen terms to elected officials specifics and impact of bills and how education fits into broader policy realm 	<ul style="list-style-type: none"> Builds trust with elected officials through long-term connection and support Identifies key policy elite in the local context representing all communities' voices Actively listens and draws connections between policy elite's goals and organizational goals Explains how specific bills will work within elected officials' larger political strategy Leverages connections between key members of the legislative caucuses 	<ul style="list-style-type: none"> Anticipates where nexuses of power will emerge during the next two legislative cycles Plots and executes a legislative strategy over two election cycles Builds key allies and legislative champions at least 2 years in advance Draws policymakers into organization's circle of allies Owens relationships with policy elites

COMPETENCY	INDIVIDUAL CONTRIBUTOR	MANAGER	SENIOR MANAGER/DIRECTOR	EXECUTIVE/OFFICER
DONOR CULTIVATION AND STEWARDSHIP	<ul style="list-style-type: none"> • Researches connections between organizations' and philanthropists' missions • Researches personal and professional network of philanthropists • Staffs events and other philanthropy engagement efforts • Supports preparation for priority funder meetings and interactions 	<ul style="list-style-type: none"> • Provides background information on individuals and relationships to inform strategy • Surfaces opportunities for outreach and engagement with philanthropists • Prepares materials and key messages for meetings with funders 	<ul style="list-style-type: none"> • Creates lasting relationships with donors and high-level staff, successfully moving relationships to convert prospective funders into secured funders • Explains policy landscape and need for policy change in an energizing manner • Crafts persuasive plans that inspire trust in organization and leader • Delivers high percentage of target asks 	<ul style="list-style-type: none"> • Ensures funders feel connected to and engaged with the organization's policy agenda over the long term • Inspires the confidence of donors by demonstrating effectiveness of funded work and through sustained relationship building • Engages with prospective and current funders to successfully build long-term relationships • Expertly delivers high yield pitches to funders and secures high percentage of target asks
PARTNER-ORGANIZATION CULTIVATION AND ENGAGEMENT	<ul style="list-style-type: none"> • Identifies opportunities to expand partner connections • Coordinates events and meetings between partners 	<ul style="list-style-type: none"> • Provides additional resources to partners when needed • Fortifies relationships with other managers in partner organizations • Builds real and lasting trust among partners through positive mindset, strong interpersonal skills and reliability 	<ul style="list-style-type: none"> • Identifies key stakeholders relevant to specific policy issues and brings them to the table • Networks with allies outside of the education space when common interests have been identified 	<ul style="list-style-type: none"> • Builds partnerships with priority organizations based on interests and needs • Reinforces an environment where multiple organizations can thrive • Identifies potential partner organizations outside the education space

COMPETENCY	INDIVIDUAL CONTRIBUTOR	MANAGER	SENIOR MANAGER/DIRECTOR	EXECUTIVE/OFFICER
SCHOOL COMMUNITY-MEMBER ENGAGEMENT, INCLUDING TEACHERS, PARENTS AND ADMINISTRATORS	<ul style="list-style-type: none"> Staffs events and other community engagement efforts 	<ul style="list-style-type: none"> Identifies community leaders interested in a shared policy vision Connects with community members and constituents in a way that calls them to action (e.g., listening tours, qualitative research) Effectively runs a variety of engagement meetings and events (e.g., one-on-one meetings, house meetings) 	<ul style="list-style-type: none"> Anticipates the short and long-term impacts of organization's advocacy work on community and community members Conveys individual/ personal value of the movement and the organization's policy goals to others 	<ul style="list-style-type: none"> Works with diverse community leaders to build and champion a shared set of policy priorities that enhance equity and educational achievement across diverse groups within the population Promotes a clear vision for how community organizing and mobilizing efforts will positively impact the organization's overall advocacy agenda

SOURCES:

"The Activist's Handbook: A Step-By-Step Guide to Participatory Democracy" by Aiden Ricketts; Stand for Children's "Leadership Hallmarks and Competencies" (draft) and "Decision-Making Matrix" (draft); Industrial Areas Foundation's "Organizing Tools"; job descriptions for Stand for Children state executive directors, government affairs directors, and campaign managers; StudentsFirst's organizers (deputy director of organizing, organizer and senior organizer); and 50CAN's state executive directors and communications manager; interviews with working group members and other education advocacy leaders.

