



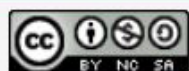
DEVELOPMENT

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 *Development Competency Map*, developed in collaboration with school district and network development leaders and field experts, represents the functional abilities necessary for the breadth of marketing and development roles typically within school districts or networks. This map is not prescriptive of an ideal set of roles within the development 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.



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ORGANIZATION OF THIS MAP:

The *Development Map* is specifically designed to highlight the critical skills needed across development departments. Competencies fall within these categories:



MARKETING AND COMMUNICATIONS

Developing and implementing effective outreach to target audiences to engage and build support for organization



FUNDRAISING AND FUND DEVELOPMENT

Securing necessary financial and in-kind resources required to support organization in delivering breakthrough results

Each competency is described at four organizational levels. While organizational structures and titles will vary, the table below gives sample job titles and descriptions to illustrate the levels:

COMPETENCY MAP LEVEL	SAMPLE JOB TITLES	DESCRIPTION
Individual Contributor	Communications Associate, Development Associate	<ul style="list-style-type: none"> Executes development tasks within specific, individual workstreams May be focused specifically within one area of development (e.g., communications, marketing, event planning, grant writing, campaigns, general fundraising) or may provide support across the development department
Manager	Marketing Manager, Development Manager	<ul style="list-style-type: none"> Leads a team within development department, overseeing projects and daily activities Typically monitors a project or department budget in addition to team management responsibilities
Senior Manager/Director	Development Director, Marketing Director	<ul style="list-style-type: none"> Leads development department or multiple teams across the department Sets strategic direction for fundraising and marketing, oversees department budgets, and coordinates with other departments to incorporate organizational priorities into fundraising planning
Executive/Officer	Chief Development Officer, Chief Executive Officer	<ul style="list-style-type: none"> Fundraising leader of the organization and core member of leadership team Leads multiple departments or teams Sets vision for how organization represents itself, its mission, and builds relationships with stakeholders and supporters



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 *Development Competency Map* is designed to support a wide variety of talent development efforts. 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:

The *Development Competency Map* was created in partnership with The Bridgespan Group and leaders from school districts, charter school networks and field experts. We would especially like to thank the following working group members for their participation: Amy Etten, Fundraising and Philanthropy Advisor, The Etten Group; Shana Hayes, Managing Director, External Affairs, Academy for Urban School Leadership; Ayeola Kinlaw, Director of Funding Collaborative, 100Kin10; Ryan Olson, Program Director K-12 Education, Kern Family Foundation; Catherine Sutor, Chief Development & Communications Officer, Alliance College-Ready Public Schools; Rachel Wandell, Director of Advancement, KIPP Chicago.





MARKETING AND COMMUNICATIONS

- Strategy development
- Persuasive oral and written communications
- Image-crafting and delivery across mediums
- Event planning (marketing)
- Crisis communication and management



FUNDRAISING AND FUND DEVELOPMENT

- Strategy development
- Sales orientation and drive for results
- Persuasive oral and written communications
- Prospect identification
- Funder engagement and stewardship
- Grant writing and management
- Campaign management
- Event planning (fundraising)

KNOWLEDGE REQUIRED TO EXECUTE SUCCESSFULLY ON THESE COMPETENCIES:

- Organization's strategic plan, history, programs, and finances
- Target audiences and channels
- Field dynamics and positioning relative to peers

- Organization's strategic plan, history, programs, and finances
- Funding landscape, high-potential sources and strategies
- Fund development/management tools and applications

KEY RELATIONSHIPS TO DEVELOP AND MANAGE:

- Supt/CEO and Board
- Management team
- School leaders and teachers
- External stakeholders, including community leaders, politicians
- PR and media representatives for various channels
- Potential and current donors

- Supt/CEO and Board
- Management team
- Academics team
- Finance team
- School leaders
- Current and potential donors



COMPETENCY	INDIVIDUAL CONTRIBUTOR	MANAGER	SENIOR MANAGER/DIRECTOR	EXECUTIVE/OFFICER
STRATEGY DEVELOPMENT	<ul style="list-style-type: none"> • Performs research and analysis • Identifies trends and surfaces insights • Identifies improvements to marketing strategy 	<ul style="list-style-type: none"> • Guides research and analysis • Elevates insights to inform marketing/communications strategy • Translates strategy into team priorities and activities • Remains current on relevant education and political landscape • Surfaces insights to inform improvements 	<ul style="list-style-type: none"> • Translates marketing strategy into department plan to achieve goals • Allocates resources across department to maximize reach and impact • Elevates leading trends and field dynamics to shape strategy and positioning • Recommends and prioritizes improvements to strategy 	<ul style="list-style-type: none"> • Leads development of marketing/communications strategy that drives to achieve organization's strategic plan • Determines resources required to maximize reach and impact of marketing efforts • Ensures organization is positioned competitively within education and political landscape • Ensures continuous improvement of marketing strategy
PERSUASIVE ORAL AND WRITTEN COMMUNICATIONS	<ul style="list-style-type: none"> • Writes persuasive communications content, adapting messages to meet target audience's interests 	<ul style="list-style-type: none"> • Supervises process of creating and updating marketing and communication materials • Ensures content is written persuasively • Conveys genuine passion for organization's work across all mediums 	<ul style="list-style-type: none"> • Demonstrates mastery of persuasive communications and mentors team towards greater persuasive communications • Translates story and brand for various audiences, designing messages that resonate and motivate • Conveys genuine passion and organizational commitment when interacting with internal and external stakeholders 	<ul style="list-style-type: none"> • Sets high expectations for the quality and persuasiveness of communications • Models passion and organizational commitment to all audiences • Successfully persuades audiences through both written and verbal communications with high yield of efforts

COMPETENCY	INDIVIDUAL CONTRIBUTOR	MANAGER	SENIOR MANAGER/DIRECTOR	EXECUTIVE/OFFICER
IMAGE-CRAFTING AND DELIVERY ACROSS MEDIUMS	<ul style="list-style-type: none"> Conveys organizational story and brand to internal and some external (low stakes/junior) stakeholders Develops and refines messages for variety of media (e.g., press releases, videos, website, brochures, white papers, social media) 	<ul style="list-style-type: none"> Collaborates with internal employees to ensure brand is implemented internally Manages materials for media requests, ensuring on time delivery and quality 	<ul style="list-style-type: none"> Ensures messages are conveyed in right mediums and right channels to maximize reach and impact Coaches management team on talking points and effective public speaking to prepare for various events and audiences Manages interactions with media/PR representatives 	<ul style="list-style-type: none"> Creates story and brand image aligned with organization's strategy Represents organization with variety of audiences, modeling poise, comfort and confidence Ensures Board is able to effectively communicate brand and represent the organization Expertly utilizes media channels and PR to maximize reach and impact of key messages with target audiences
EVENT PLANNING (MARKETING)	<ul style="list-style-type: none"> Executes end-to-end event process and operations Drafts event collateral (e.g., invitations, web-based media, signage, programs, videos, ads) 	<ul style="list-style-type: none"> Plans and oversees end-to-end event processes and operations (e.g., timelines guest lists, vendors, space, permits, follow-up) Delivers event collateral 	<ul style="list-style-type: none"> Determines when and how to use events to further organization's marketing goals Ensures event process and operations are carried out successfully Ensures event collateral meet brand standards Ensures key stakeholders are present at events 	<ul style="list-style-type: none"> Acts as public face of organization at events Ensures that organization is properly represented in all activities and relevant communications Engages Board, internal and external key leadership in the event
CRISIS COMMUNICATION AND MANAGEMENT	<ul style="list-style-type: none"> Supports crisis management efforts 	<ul style="list-style-type: none"> Develops content needed for crisis management Executes plan to handle and manage crisis Executes mitigation necessary to contain implications of a given crisis 	<ul style="list-style-type: none"> Supervises crisis communications for organization Prepares plan to handle crises and works with leaders to ensure they know key messages and approach Develops plan to mitigate potential future issues, and recommends course of action to executives 	<ul style="list-style-type: none"> Communicates with key stakeholders to manage and contain crises Supports leadership team in diffusing issues and representing the organization during times of crisis Anticipates and mitigates any "domino effect" that may result from a given crisis

COMPETENCY	INDIVIDUAL CONTRIBUTOR	MANAGER	SENIOR MANAGER/DIRECTOR	EXECUTIVE/OFFICER
STRATEGY DEVELOPMENT	<ul style="list-style-type: none"> • Performs research and analysis • Identifies new funding opportunities and surfaces insights • Identifies improvements to fundraising strategy 	<ul style="list-style-type: none"> • Guides research and analysis • Draws from knowledge of organization and field positioning to identify funding opportunities and shape plan • Supports coordinated planning efforts with program and finance teams • Surfaces insights to inform improvements 	<ul style="list-style-type: none"> • Translates fundraising plan into team activities and priorities • Works with program teams to incorporate alternative funding sources (e.g., PRLs, capital campaigns) into operational plans • Determines and allocates resources to achieve fundraising strategy • Recommends and prioritizes improvements 	<ul style="list-style-type: none"> • Leads development of fundraising strategy that drives to achieve organization's strategy • Ensures integration with organization's program and financial strategy, so revenue needs drive short- and long-term fundraising plan • Ensures fundraising plan maximizes availability of sources (e.g., PRLs, grants, campaigns, and private funding) • Ensures continuous plan improvement
SALES ORIENTATION AND DRIVE FOR RESULTS	<ul style="list-style-type: none"> • Brings energy and competitive spirit to hitting individual and team funding targets 	<ul style="list-style-type: none"> • Personally models sales orientation and ability to secure funds • Guides team to hit fundraising targets and fosters collaboration and competitive spirit 	<ul style="list-style-type: none"> • Leads and creates a team culture that encourages the pursuit of funds in a scarce environment • Communicates progress against targets, and uses to motivate team to achieve performance goals 	<ul style="list-style-type: none"> • Secures funds on behalf of organization in an environment of scarce funding resources • Sets high expectations for team to secure significant percentage of funds across priority sources and ensures targets are met
PERSUASIVE ORAL AND WRITTEN COMMUNICATIONS	<ul style="list-style-type: none"> • Writes persuasive content for funder communications, adapting messages to meet funder's interests 	<ul style="list-style-type: none"> • Ensures content for variety of funders is written persuasively • Conveys genuine passion for organization's work across all mediums 	<ul style="list-style-type: none"> • Delivers high quality written and verbal communications to funders • Conveys genuine passion and organizational commitment when interacting with internal and external stakeholders 	<ul style="list-style-type: none"> • Sets high expectations for the quality and persuasiveness of communications • Models passion and organizational commitment to all audiences • Delivers compelling oral and written communication to variety of audiences



COMPETENCY	INDIVIDUAL CONTRIBUTOR	MANAGER	SENIOR MANAGER/DIRECTOR	EXECUTIVE/OFFICER
PROSPECT IDENTIFICATION	<ul style="list-style-type: none"> Researches prospective funders and potential alignment with organization priorities 	<ul style="list-style-type: none"> Manages process to surface and screen prospects Ensures that prospects meet criteria, and recommends outreach 	<ul style="list-style-type: none"> Develops screening criteria for potential prospects Qualifies prospects, and elevates priority leads to leadership team and Board 	<ul style="list-style-type: none"> Supports fundraising team and manages Board in prospecting and outreach
FUNDER ENGAGEMENT AND STEWARDSHIP	<ul style="list-style-type: none"> Tracks funder relationship data in software tools Supports preparation for priority funder meetings and interactions 	<ul style="list-style-type: none"> Builds relationships with prospective and current funder staff Updates and monitors fund development tools to track progress and refine fundraising approach Prepares materials and key messages for meetings with funders 	<ul style="list-style-type: none"> Develops relationships with prospective funders, successfully moving relationships through pipeline to convert prospective funders into secured funders Advises leadership and Board on relationship building priorities Delivers high percentage of target asks 	<ul style="list-style-type: none"> Engages with prospective and current funders to successfully build long-term relationships Positions Supt/CEO and Board to build and sustain key funder relationships Expertly delivers high yield pitches to funders and secures high percentage of target asks
GRANT WRITING AND MANAGEMENT	<ul style="list-style-type: none"> Drafts input for grant applications, using knowledge of best practices for federal, state, and foundation grants Liaises among program and finance teams to develop program elements and grant budgets Updates grant deliverables calendar and donor management system Collects performance and financial data for grant reporting and compliance 	<ul style="list-style-type: none"> Coordinates grant writing and application process, including teaming with program and finance to align program elements and budgets with grant guidelines Works with program and finance teams to implement grants in compliance with grant deliverables and deadlines Elevates key shifts and changes in program plans and communicates to fundraising team 	<ul style="list-style-type: none"> Serves as primary contact with grant funders Prioritizes grants to pursue, based on likely ROI Ensures that grant applications are written persuasively and accurately and submitted on time Works with program and finance leads to ensure grant deliverables are met, implemented with fidelity and on budget Communicates changes in program goals and implementation to funders 	<ul style="list-style-type: none"> Represents organization with prospective grant funders Ensures organization secures a high percentage of priority grants and delivers on grant commitments

COMPETENCY	INDIVIDUAL CONTRIBUTOR	MANAGER	SENIOR MANAGER/DIRECTOR	EXECUTIVE/OFFICER
CAMPAIGN MANAGEMENT	<ul style="list-style-type: none"> Writes and creates campaign documents (e.g., flyers, webpages, social media plan, events) Executes campaign activities Updates campaign tracking document 	<ul style="list-style-type: none"> Coordinates campaign activities Monitors campaign progress Ensures campaign materials are compelling and convey proper messages 	<ul style="list-style-type: none"> Develops high yield campaign plans Builds relationships with potential campaign donors Ensures campaign milestones and targets are achieved 	<ul style="list-style-type: none"> Visions campaign strategy for organization Speaks publicly and acts as organizational ambassador for campaign(s) Owens campaign deliverables and ensures key milestones/targets are achieved
EVENT PLANNING (FUNDRAISING)	<ul style="list-style-type: none"> Supports event preparation and day-of management needs Drafts content for invitations and marketing collateral 	<ul style="list-style-type: none"> Plans and oversees end-to-end event processes and operations (e.g., timelines guest lists, vendors, space, permits, follow-up) Delivers event collateral, including presentations used at the event Plans and secures sponsorships, table options, and packages 	<ul style="list-style-type: none"> Develops high yield event plans Sets key messages to be communicated through event Builds relationships with target funders to ensure high yield on sponsorships, table purchases, and packages Ensures guest list includes current and prospective target funders 	<ul style="list-style-type: none"> Sets vision for fundraising events Presents key content and messaging at event Acts as public face of organization, building relationships with priority funders Owens event goals and ensures that targets are achieved

SOURCES:

1. "What training do you offer your fundraisers?" *The Bridgespan Group*, <http://www.bridgespan.org/Publications-and-Tools/Career-Professional-Development/Develop-My-Staff/What-Training-Do-You-Offer-Your-Fundraisers.aspx#VSIY9PnF9ps>.

