## State Arts Agency Arts Education Manager Skill Domains and Core Competencies

<table>
<thead>
<tr>
<th>Skill Domain</th>
<th>Core Competencies</th>
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</thead>
<tbody>
<tr>
<td><strong>Administration</strong></td>
<td>• Organizational Development&lt;br&gt;• Organizational Psychology&lt;br&gt;• Logic Model Program Development&lt;br&gt;• Strategic Planning&lt;br&gt;• Managing Resources&lt;br&gt;• Meeting Design and Facilitation&lt;br&gt;• Working with People&lt;br&gt;• Understanding Ethics</td>
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<tr>
<td><strong>Advocacy</strong></td>
<td>• Advocacy Infrastructures&lt;br&gt;• Tailoring Information&lt;br&gt;• Advocacy and the Law&lt;br&gt;• Advocacy and Policy&lt;br&gt;• Educating through Advocacy&lt;br&gt;• Intra-agency Advocacy&lt;br&gt;• Partnering for Advocacy&lt;br&gt;• Embedding Advocacy</td>
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<tr>
<td><strong>Communications</strong></td>
<td>• Communicating in Context&lt;br&gt;• Public Speaking&lt;br&gt;• Writing&lt;br&gt;• Marketing and Public Relations&lt;br&gt;• Working with News Media&lt;br&gt;• Using Advanced Technology&lt;br&gt;• Listening</td>
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<tr>
<td><strong>Community-Based Learning</strong></td>
<td>• Understanding Communities&lt;br&gt;• Understanding Community-Based Learning&lt;br&gt;• Assessing Needs and Resources&lt;br&gt;• Building Support, Capacity, and Sustainability&lt;br&gt;• Connecting with Communities</td>
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<tr>
<td><strong>Development and Fundraising</strong></td>
<td>• Financing Non-profits&lt;br&gt;• Development&lt;br&gt;• Grants-Seeking&lt;br&gt;• Being a Resource</td>
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<td><strong>Evaluation and Assessment</strong></td>
<td>• Administering Program Evaluations&lt;br&gt;• Working with Evaluators&lt;br&gt;• Data Collection&lt;br&gt;• Evaluating Evaluations&lt;br&gt;• Choosing Assessment Tools</td>
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<td><strong>Human Development &amp; Educational Psychology</strong></td>
<td>• Understanding Child Development&lt;br&gt;• Adult Learning&lt;br&gt;• Learning Theory and the Arts&lt;br&gt;• Being an Informed Consumer&lt;br&gt;• Translating and Repackaging Educational Research&lt;br&gt;• Guiding Future Research</td>
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<td>Core Competencies</td>
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</tbody>
</table>
| **Human and Inter-Cultural Understanding**                       | • Understanding Culture  
• Trans-Cultural Empathy  
• Working with Cultural Groups  
• Culture and Policy |
| **Intrapersonal and Artistic**                                    | • Self-Knowledge and Values  
• Achieving Balance  
• Managing Time  
• Cultivating the Artist Within |
| **Leadership and Partnership**                                    | • Understanding Leadership Dynamics  
• Understanding Partnerships  
• Building and Nurturing Partnerships  
• Forming Mutual Agendas  
• Defining a Leadership Style  
• Building Leadership Resources |
| **Policy Formulation, Implementation, Analysis & Evaluation**     | • Understanding Policy Contexts  
• Cultural Policy  
• Educational Policy  
• Policy Analysis  
• Local, State, and Federal Policy Mechanisms  
• Mobilizing Constituents for Policy Change |
| **Public School and Other Education Systems**                    | • Tapping Human Resources  
• The Structure and Culture of Schools  
• Teaching and Learning  
• The Structure, Processes and Language of Educational Policy  
• Professional Development  
• The Arts and Learning  
• Curriculum and Instructional Design |
| **Technology**                                                    | • Using the Administrative Tools  
• Communicating Through Technology  
• Understanding Digital Media  
• Being an Informed Techno-consumer and Partner  
• Incorporating Technology in Program Design  
• Using E-learning |