



EDUCATION JUSTICE ADVOCACY IN TENNESSEE

GUIDE TO BUILDING YOUR ADVOCACY STRATEGY

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BACKGROUND: This resource is adapted from the [Center for Evaluation Innovation's Advocacy Strategy Framework](#), created by Julia Coffman & Tanya Beer. This tool will strengthen Tennesseans' capacity to develop and execute effective advocacy strategies. For more information on policymakers, visit the [guide to public offices](#) resource. For more information on the legislative process, visit the resource on [how a bill becomes a law](#).

GUIDING QUESTIONS:

- What is the current status of the issue? (e.g. some helpful sources of education data are the Tennessee Department of Education [State Record Card](#) and [The Education Trust Data Tools](#).)
- Who is your audience? Who are you targeting when you utilize the advocacy tactics?
- Who does the issue impact? How will you include the voices of those impacted to ground your advocacy efforts?
- What infrastructure do you already have to incorporate into your advocacy strategy? (e.x. communications tools like mailing lists or webpages, grassroots community, decisionmaker relationships)

EXAMPLE AUDIENCES		
PUBLIC	INFLUENCERS	DECISION MAKERS
Parents of school-age children Seniors 65 and older	Political elites Fundors and wealthy donors	Members of Congress State legislators
EXAMPLE AUDIENCES (continued)		
PUBLIC	INFLUENCERS	DECISION MAKERS
Millennials Youth Democrats or Republicans Immigrants	Educators Teacher Unions Students Trade associations Business community	City council members Agency administrators School board members Superintendents



Advocacy Capacity Building	Using financial support, training, coaching, or mentoring to increase the ability of an organization or group to lead, adapt, manage, and technically implement an advocacy strategy.
Champion Development	Recruiting high-profile individuals to adopt an issue and publicly advocate for it.
Coalition Building	Unifying advocacy voices by bringing together individuals, groups, or organizations that agree on a particular issue or goal.
Communications and Messaging	Transmitting information to target audiences to influence how an issue is presented, discussed, or perceived.
Community Mobilization	Creating or building on a community-based groundswell of support for an issue or position.
Community Organizing	Working with people in communities to develop the capacity to advocate on their own behalf.
Demonstration Programs	Implementing a policy proposal on a small scale in one or several sites to show how it can work.
Influencer Education	Telling people who are influential in the policy arena about an issue or position, and about its broad or impassioned support.
Leadership Development	Increasing the capacity (through training, coaching, or mentoring) of individuals to lead others to take action in support of an issue or position.
Litigation	Using the judicial system to move policy by filing lawsuits, civil actions, and other advocacy tactics.
Media Advocacy	Pitching the print, broadcast, or electronic media to get visibility for an issue with specific audiences.
Model Legislation	Developing a specific policy solution (and proposed policy language) for the issue or problem being addressed.
Policy Analysis and Research	Systematically investigating an issue or problem to better define it or identify possible solutions.
Policymaker Education	Telling policymakers and candidates about an issue or position, and about its broad or impassioned support.



Political Will Campaign	Communications (in-person, media, social media, etc.) to increase the willingness of policymakers to act in support of an issue or policy proposal.
Public Awareness Campaigns	Communications with the public that increase recognition that a problem exists or familiarity with a policy proposal.
Public Education	Telling the public (or segments of the public) about an issue or position, and about its broad or impassioned support.
Public Forums	Group gatherings and discussions that are open to the public and help to make an advocacy case on an issue.
Public Polling	Surveying the public via phone or online to collect data for use in advocacy messages.
Public Will Campaign	Communications to increase the willingness of a target audience (non-policymakers) to act in support of an issue or policy proposal.
Regulatory Feedback	Providing information about existing policy rules and regulations to policymakers or others who have the authority to act on the issue and put change in motion.
Voter Outreach	Conveying an issue or position to specific groups of voters in advance of an election.



INTERIM OUTCOME	DEFINITION	EXAMPLE INDICATORS
Changed Attitudes or Beliefs	Target audiences' feelings or affect about an issue or policy proposal.	• Percentage of audience members with favorable attitudes toward the issue or interest • Percentage of audience members saying issue is important to them
Collaborative Action Among Partners	Individuals or groups coordinating their work and acting together.	• New organizations signing on as collaborators • Policy agenda alignment among collaborators • Collaborative actions taken among organizations (e.g., joint meetings, aligning of messages)
Increased Advocacy Capacity	The ability of an organization or coalition to lead, adapt, manage, and technically implement an advocacy strategy.	• Increased knowledge about advocacy, mobilizing, or organizing tactics • Improved media skills and contacts • Increased ability to get and use data
Increased Knowledge	Audience recognition that a problem exists or familiarity with a policy proposal.	• Percentage of audience members with knowledge of an issue • Website activity for portions of website with advocacy-related information
Increased or Improved Media Coverage	Quantity and/or quality of coverage generated in print, broadcast, or electronic media.	• Number of media citations of advocate research or products • Number of stories successfully placed in the media (e.g., op-eds) • Number of advocate (or trained spokesperson) citations in the media • Number of media articles reflecting preferred issue framing
Increased Political Will or Support	Willingness of policymakers to act in support of an issue or policy proposal.	• Number of citations of advocate products or ideas in policy deliberations/policies • Number of elected officials who publicly support the advocacy effort • Number of issue mentions in policymaker speeches (or debates) • Number and party representation of bill sponsors and co-sponsors • Number of votes for or against specific legislation



INTERIM OUTCOME	DEFINITION	EXAMPLE INDICATORS
Increased Public Will or Support	Willingness of a (non-policymaker) target audience to act in support of an issue or policy proposal.	• Percentage of audience members willing to take action on behalf of a specific issue • Attendance at advocacy events (e.g., public forums, marches, rallies)
New Political Champions	High-profile individuals who adopt an issue and publicly advocate for it.	• New champions or stakeholders recruited • New constituencies represented among champions • Champion actions to support issue (e.g., speaking out, signing on)
Stronger Coalitions	Mutually beneficial relationships with other organizations or individuals who support or participate in an advocacy strategy.	• Number, type, and/or strength of organizational relationships developed • Number, type, and/or strength of relationships with unlikely partners
Successful Mobilization of Public Voices	Increase in the number of individuals who can be counted on for sustained advocacy or action on an issue.	• New advocates recruited • New constituencies represented among advocates • New advocate actions to support issue



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Build Out Your Advocacy Strategy

What is the current status of the issue?

What infrastructure do you already have to incorporate into your advocacy strategy? (e.x. communications tools like mailing lists or webpages, grassroots community, decisionmaker relationships)

Who is your audience? Who are you targeting when you utilize the advocacy tactics?

What advocacy strategy/strategies will you use?

Who does the issue impact? How will you include the voices of those impacted to ground your advocacy efforts?

What are the interim outcomes you expect? What do you expect to be the result of applying your advocacy tactics?

What are the expected indicators that you achieved these outcomes? What will you observe or measure to demonstrate the outcomes?