

# Social, Emotional, and Academic Development Field Landscape Analysis: relational mapping

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BCG  
THE BOSTON CONSULTING GROUP

# Landscape Analysis contents

- Landscape Analysis narrative: A summary of field capacity
- Relational map of perspectives and frames: Connections among frameworks and terminology
- **Focus of this document**
- Relational map of field actors: Connections among field actors identified through Landscape Analysis

# Landscape Analysis Relational Mapping: background

## Context

This Landscape Analysis was conducted April-July 2018 by The Boston Consulting Group in support of the National Commission, in partnership with Grantmakers for Thriving Youth. The analysis was organized around 14<sup>1</sup> implementation levers within which 300+ organizations engaged in work to support Social, Emotional, and Academic Development (SEAD) were identified. The relational mapping analysis complements a Landscape Analysis narrative, captured in a separate document.

## Purpose

The relational mapping effort focused on mapping and analyzing organizations in the Landscape Analysis either primarily or partially focused on SEAD, in order to map and analyze their relationships with partners and funders inside and outside of the SEAD space.

## Approach

The team identified 300+ organizations involved in SEAD work through its work on the companion Landscape Analysis narrative. Additional details on these organizations were gathered into a comprehensive database including categorizing their approach across the different implementation levers and reviewing publicly available information on their partners and funders. A network mapping tool, Touchgraph Navigator, was used to visualize the networks. This tool is available for download online and easy to use alongside the database.

1. Note public funding and local, state, and federal advocacy levers have been combined for the purpose of this analysis. Therefore there are only 13 segments of field actors shown.

# National Commission's Change Agenda Work Group

The Landscape Analysis was overseen by the National Commission's Change Agenda Work Group, whose members included:

- Jorge Benitez, Former CEO, Accenture North America (Work Group Chair)
- Linda Darling-Hammond, President and CEO, Learning Policy Institute; Charles E. Ducommun Professor of Education, Emerita, Stanford University (Commission Co-Chair)
- Joshua Garcia, Deputy Superintendent of the Tacoma Public Schools
- Jackie Jodl, Executive Director of the National Commission
- General Craig McKinley, Four-Star Air Force General (Ret.); Former President and CEO, National Defense Industrial Association
- Karen Pittman, President, CEO, and Co-Founder of The Forum for Youth Investment
- Jim Shelton, President of Education, Chan Zuckerberg Initiative
- Tim Shriver, Co-Founder and Chair, CASEL; Chairman, Special Olympics (Commission Co-Chair)
- Ross Wiener, Vice President, Aspen Institute; Executive Director, Aspen Institute's Education and Society Program

Additional advising was provided by Itai Dinour (Program Officer, Education, The Einhorn Family Charitable Trust), Will Miller (President, The Wallace Foundation), Brooke Stafford-Brizard (Director, Chan Zuckerberg Initiative), and Kathleen Traphagen (Lead Facilitator, Grantmakers for Thriving Youth)

# Executive Summary

The Landscape Analysis profiled 314 organizations with a direct or adjacent relationship to the social, emotional, and academic development (SEAD) space

- Organizations were identified through interviews, a review of actors associated with the Commission and online research, and are meant to represent a thorough (but not exhaustive) profiling of major actors in the SEAD space

Relational maps were developed to explore and visualize the connections among these organizations in order to better understand various dimensions of the SEAD network

- This analysis focused on a subset of 224 actors with either a primary or partial focus on SEAD
- An extensive database was built to document descriptive details about these organizations including publicly-named partner and funder relationships

Initial review of this relational mapping data highlights several findings that suggest opportunities for growing field collaboration going forward (see more detailed summary of findings on p12)

- Not surprisingly, philanthropic and convening orgs. are central to the map and key to bringing the network together
- TA Providers and National / Regional associations are more peripheral, potentially due to the fact that they rely less on philanthropic funding, but also suggesting opportunities to integrate further into the network
- The top 50 most frequently named funders include 10 corporate entities, suggesting an opportunity to build more alignment both with and within corporate philanthropy

This is a "beta" version analysis and there are a number of opportunities to further enhance it in future versions

- Expanding the number of organizations profiled to include a more comprehensive set of SEAD actors
- Exploring opportunities to standardize (and possibly automate) the process for collecting data

# Contents

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# Using Landscape Analysis actors, several visualizations of relationships were created

## Defined landscape

Conducted a Landscape Analysis of the field via:

- Review of related research reports and lit review
- Interviews
- Web search

...in order to assess the state of the field and identify key SEAD actors

Organizations included<sup>1</sup> based on:

- Interviews or research
- Association with a Commissioner
- Part of partners collaborative<sup>2</sup>
- Funder of the Commission, or funder that submitted data for funder analysis

## Categorized organizations

Website review conducted for each SEAD actor identified:

- Types of work and focus of organization
- Publicly listed partners and funders

Categorized actors by primary implementation lever based on where actor was most featured in the Landscape Analysis narrative

Categorized actors by degree of SEAD focus based on -

- Interviews
- Initiatives featured on website
- Note: All members of partners collaborative assumed to be focused on SEAD

## Identified relationships

Relationships between SEAD actors were identified based on partners and funders listed on website

For each organization, up to 20 partners and funder were captured - if more than 20 listed on website, collected 20 most related to the space / likely to appear elsewhere in the database

## Mapped landscape

Used TouchGraph tool to produce three types of relational maps:

- Relationships across SEAD-focused actors
- Associations of individual SEAD-actors
- Trends across universe of listed partners and funders

Relational mapping visualizes and quantifies relationships with partners and funders

1. Database for relational mapping based on organizations included In Landscape Analysis narrative as of 8/1/18. Some organizations added in final revisions of Landscape Analysis narrative after was database locked were not included but flagged to add in the future 2. Based on partners collaborative list as of 10/20/17

# Backup | Detailed relational analysis methodology

## Defined landscape

Landscape Analysis and database of organizations developed by reviewing several key research reports and conducting ~100 stakeholder interviews

Through research and interviews, 14 implementation levers identified around which the Landscape Analysis was organized (*see appendix for description of each lever*)

The Landscape Analysis identified 314 organizations across the field<sup>1</sup>, some explicitly focused on social, emotional, and academic development and others adjacent to the space with potential to be more involved in the future

The list of organizations included in the database were identified based on,

- Interviews or research
- Association with a Commissioner
- Part of partners collaborative<sup>1</sup>
- Funder of the Commission, or funder that submitted data for funder analysis



## Categorized organizations

For each of the 314 organizations in the database, the website was reviewed for additional information on each organization including a description, mission, etc. All data is available in the accompanying **Landscape Analysis Field Actor Database**

Organizations identified were then categorized across implementation levers, e.g. technical assistance, pre-service training, etc.

Organizations were also categorized based on their focus on SEAD. Of the original 314 actors, 224 were primarily or partially focused on SEAD

Categorization of actors was done using several sources of input, including:

- Interviews
- Initiatives featured on website
- Note: All members of partners collaborative assumed to be focused on SEAD at least partially



## Identified relationships

Relationships between the organizations were identified based on publicly listed partners and funders on the organizations website -

- Collected names of organizations that were listed clearly on website, usually on tab labeled "Partners", "Funders", "Investors", etc.
- Captured up to 20 partners and funder for each organization - if more than 20 listed, collected 20 most related to the space / most likely to appear elsewhere in the database
- It is possible that the organizations have partnerships not listed on the website or not apparent through the methodology followed
- Note: funders in the database were not researched as outlined but were captured to the extent to which they surfaced on other field actor websites (*see more detail on approach to funder analysis below*)

Separate funder analysis conducted with data on investments submitted by funders. For relational mapping exercise, funders show up in the map only to the extent to which they are listed by other actors



## Mapped landscape

TouchGraph Navigator leveraged to build three types of relational maps:

- Relationships across SEAD-focused actors
- Associations of individual SEAD-actors
- Trends across universe of listed partners and funders

Additional detail on how to load and use the database to build the visualized map is included at the end of this document

### *Please note:*

- This methodology limits the map to organizations identified through our Landscape Analysis, which is not an exhaustive list of actors in the space
- The website review limits the map to connections explicitly stated as partnerships / funding relationships online
- Therefore, this analysis is a starting point to draw connections among the actors in the Landscape Analysis database, but is not a complete view of relationships across the field

1. Database for relational mapping based on organizations included In Landscape Analysis narrative as of 8/1/18. Some organizations added in final revisions of Landscape Analysis narrative after was database locked were not included but flagged to add in the future 2. Based on partners collaborative list as of 10/20/17



# Relational map can be used to observe trends across broader Landscape and for individual SEAD actors

## 1 Across network of SEAD actors in Landscape Analysis

Identifies which SEAD actors are most connected across the field

Can highlight:

- Degree of connectedness / specific relationships with other SEAD-focused actors
- Total number of associations
- Implementation lever

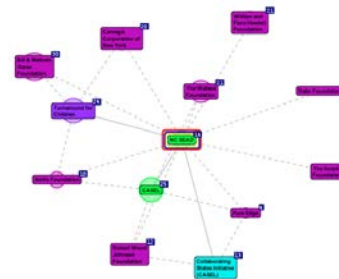


## 2 For individual SEAD actors in Landscape Analysis

Identifies relationships between specific SEAD actors in the landscape

Can highlight:

- Number of relationships within network
- Distinctions between partner and funder ties
- Implementation lever

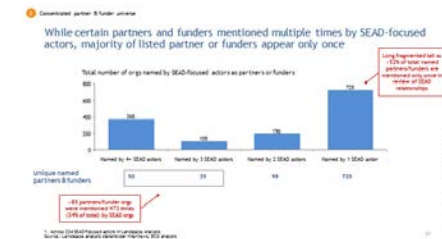


## 3 Across partners & funders named by SEAD actors in Landscape Analysis

Identifies trends across listed partner and funder organizations in terms of organizations that appear most frequently

Can highlight:

- Most commonly occurring partner / funder organizations (including those that are not SEAD-focused)



# Agenda

Approach

**Landscape actors**

Key findings

Considerations for future analysis

Through Landscape Analysis, profiled 224 SEAD-focused actors that identified 908 unique partners & funders

224

SEAD-focused actors<sup>1</sup> profiled in Landscape Analysis



105

Of the SEAD-focused actors were named as partners or funders for other SEAD-focused actors



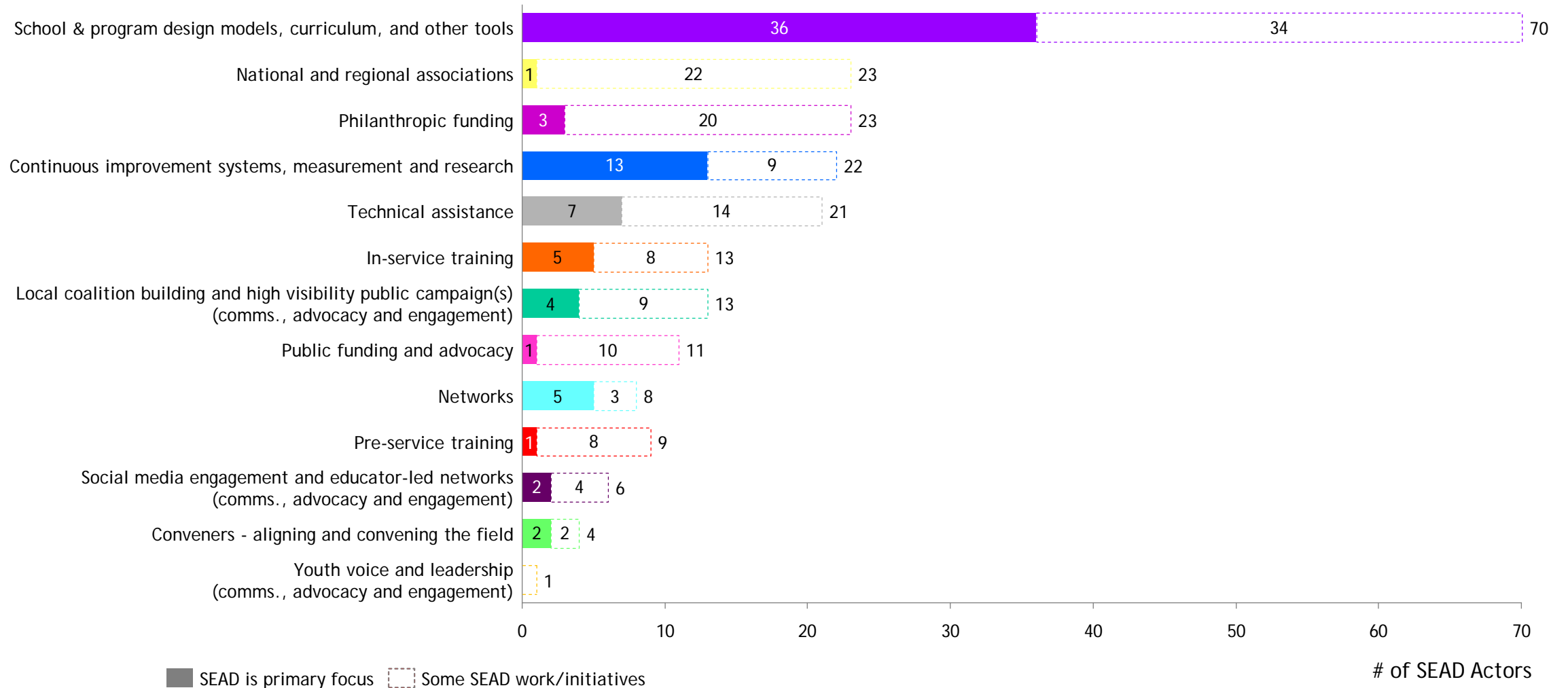
803

Additional unique orgs. were named by SEAD-focused actors as partners or funders

1. Includes all actors profiled in Landscape Analysis for which SEAD is either a as primary focus or core to at least some work/initiatives.  
Note: 314 total actors reviewed in Landscape Analysis (of which 224 had primary or partial SEAD focus). of the 224 SEAD-focused actors, 127 listed at least 1 partner or funder and 73 did not list partners or funders on their website. The remaining 24 SEAD-focused actors were philanthropic organizations for which websites were not reviewed for partners/funders based on the methodology.  
Source: Landscape analysis stakeholder interviews, BCG Analysis

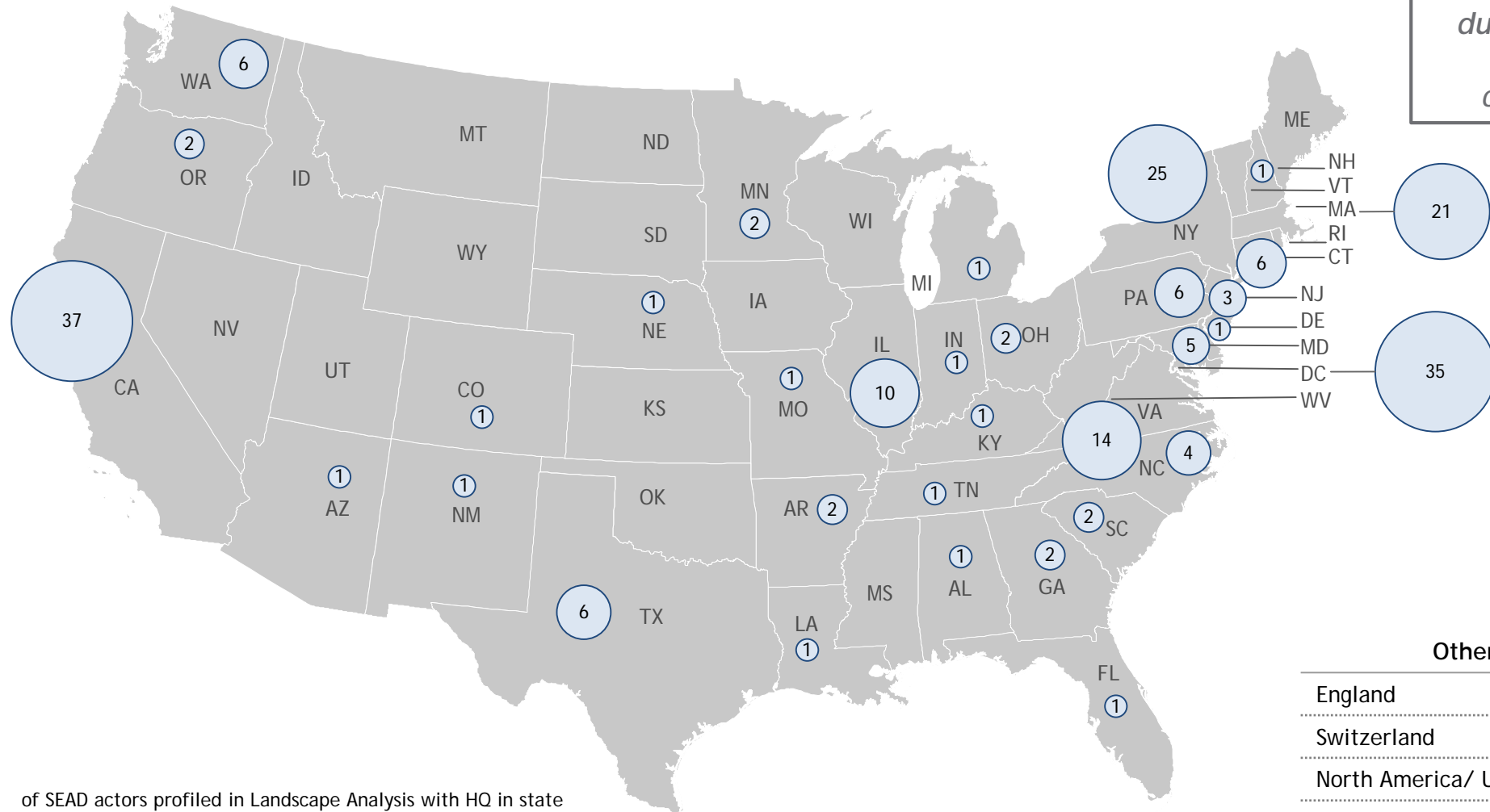
# 224 SEAD-focused organizations: Categorized by implementation lever

## Implementation Lever



# 224 SEAD-focused organizations: Categorized by HQ location

Majority of organizations located on east or west coast; (further analysis required to understand extent to which due to selected sample or reflective of true concentration of orgs)



of SEAD actors profiled in Landscape Analysis with HQ in state

Note: Excludes 15 of 224 SEAD actors for which HQ location was not identified.

Source: Landscape analysis stakeholder interviews, BCG Analysis

# Agenda

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Landscape actors

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# Preliminary findings and potential opportunities from relational mapping

- 1 Relational mapping identified some anticipated concentrations of actors across the SEAD landscape
  - Philanthropic organizations and funders are very well connected and central to the map
  - Organizations focused on aligning and convening the field also cluster in the center, as well as research institutions given their close association to philanthropy
  - TA providers as well as professional development actors are less central to the network and could be more connected to each other and to the SEAD landscape
  - National and regional associations have a high number of associations but are also on the periphery of the network. This is driven by fewer relationships with funders and with SEAD-focused actors suggesting an opportunity to integrate more with the SEAD community, in particular to broaden geographic scope of work

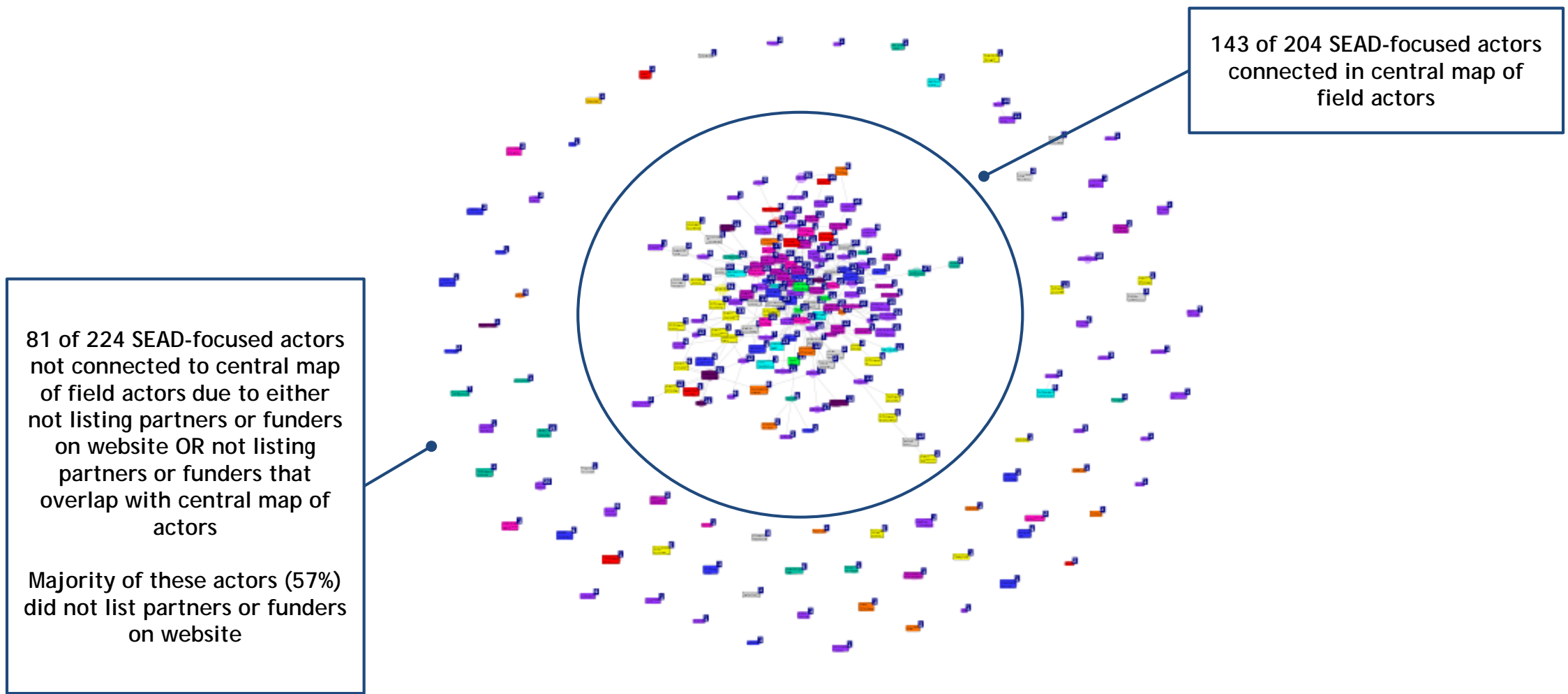
Overarching map also highlighted 81 SEAD-focused actors that are not connected to the central network map, which may be a function of these organizations not listing partners or funders on their website (although they would still appear connected if other actors listed them as partners/funders) but could also represent certain silos in the field that could be more integrated

- For example, Dignity in Schools and the National School Climate Center, which both represent important adjacent approaches/movements, are not connected to the central network map

- 2 There are a subset of actors that are particularly well connected across the field
  - Big Brothers Big Sisters has the most associations of any organization (34) but only 4 connections with other SEAD actors suggesting an opportunity to integrate more with the SEAD community
  - CASEL is unsurprisingly the most well connected organization with a primary focus on SEAD (24 associations)
  - The Gates Foundation is the most well connected funder with 29 total associations, 18 across the profiled set of SEAD-focused actors

- 3 Review of the organizations named by SEAD actors as partners and funders suggested further opportunities for collaboration
  - The set of partners and funders is fairly fragmented with 725 partners/funders mentioned only one time and accounting for 52% of total mentions
  - 20% of the top 50 named partner/funder orgs are corporate entities. Given active participation from the business community in this work, opportunity exists to further engage this segment across many dimensions including thought-leadership and expertise, partnership and funding opportunities

# 64% of SEAD-focused actors connected through existing funder and partner relationships



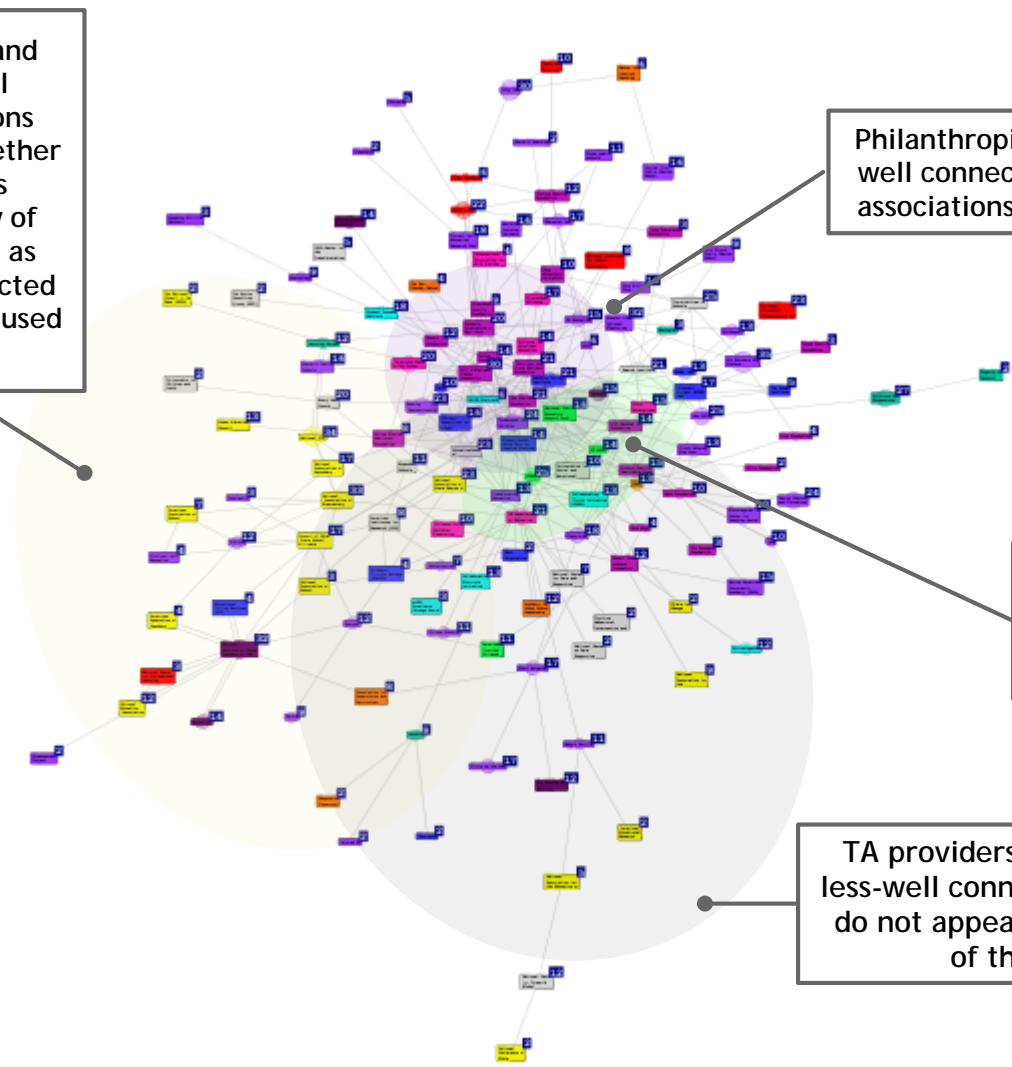
Note: In order for an organization to appear in this view, they needed to show up in our original list of SEAD-focused actors (224) and have at least one association that connected them to other organizations in the map. There are additional organizations in the database that do not appear in this view.  
 Source: Landscape analysis stakeholder interviews, BCG Analysis



# Relational network map of all interconnected SEAD actors

Color of box organized by primary lever	
<span style="background-color: #007bff; width: 20px; height: 15px; display: inline-block;"></span>	Continuous improvement systems, measurement and research
<span style="background-color: #90ee90; width: 20px; height: 15px; display: inline-block;"></span>	Conveners - aligning and convening the field
<span style="background-color: #ff8c00; width: 20px; height: 15px; display: inline-block;"></span>	In-service training
<span style="background-color: #00ced1; width: 20px; height: 15px; display: inline-block;"></span>	Local coalition building & high visibility public campaign(s) (comms, advocacy and engagement)
<span style="background-color: #ffff00; width: 20px; height: 15px; display: inline-block;"></span>	National and regional associations
<span style="background-color: #00ffff; width: 20px; height: 15px; display: inline-block;"></span>	Networks
<span style="background-color: #ff00ff; width: 20px; height: 15px; display: inline-block;"></span>	Philanthropic funding
<span style="background-color: #ff0000; width: 20px; height: 15px; display: inline-block;"></span>	Pre-service training
<span style="background-color: #ff69b4; width: 20px; height: 15px; display: inline-block;"></span>	Public funding and advocacy
<span style="background-color: #8a2be2; width: 20px; height: 15px; display: inline-block;"></span>	School & program design models, curriculum, and other tools
<span style="background-color: #4b0082; width: 20px; height: 15px; display: inline-block;"></span>	Social media engagement and educator-led networks (comms, advocacy and engagement)
<span style="background-color: #a9a9a9; width: 20px; height: 15px; display: inline-block;"></span>	Technical assistance
<span style="background-color: #ffa500; width: 20px; height: 15px; display: inline-block;"></span>	Youth voice and leadership (comms, advocacy and engagement)

National and regional associations cluster together towards periphery of map - not as well connected to SEAD-focused actors



Philanthropic organizations tend to be well connected / have high number of associations so cluster towards center

Organizations that align and convene the field as well as those involved with research are somewhat clustered together towards the center

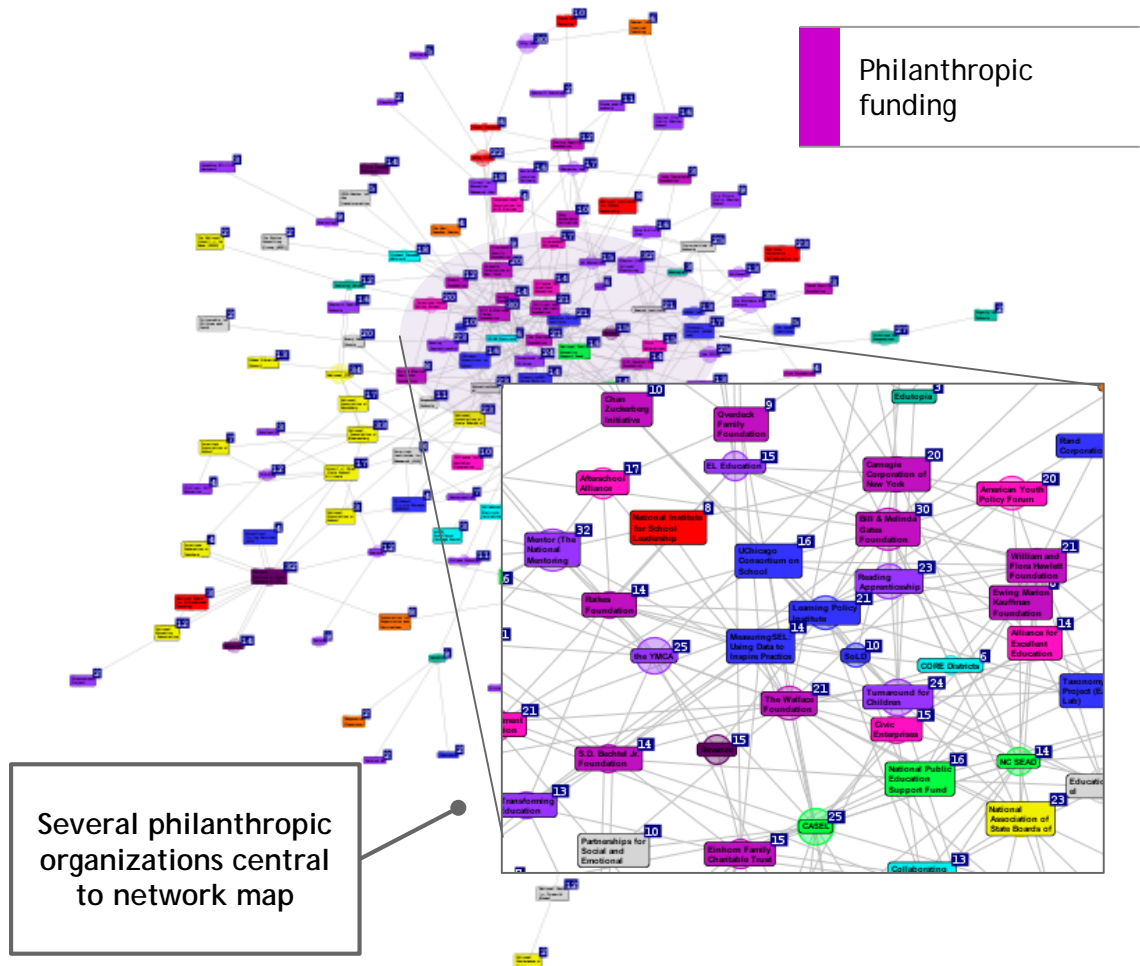
TA providers are generally less-well connected, and thus do not appear in the center of the map

Note: In order for an organization to appear in this view, they needed to show up in our original list of SEAD-focused actors (224) and have at least one association that connected them to other organizations in the map. There are additional organizations in the database that do not appear in this view.  
 Source: Landscape analysis stakeholder interviews, BCG Analysis

# Relational map snapshot: Philanthropic funding

Location of Philanthropic organizations in network map

Philanthropic organizations central to network map, representing large influence across broader landscape of SEAD actors



23 total SEAD-focused philanthropic organizations captured in network map

- 20 connected through central network map
- 3 not connected (due to not being listed by another actor as a partner or funder)

Philanthropic organizations central to map (not surprisingly) due to high number of associations with SEAD-focused actors. Most connected funders include -

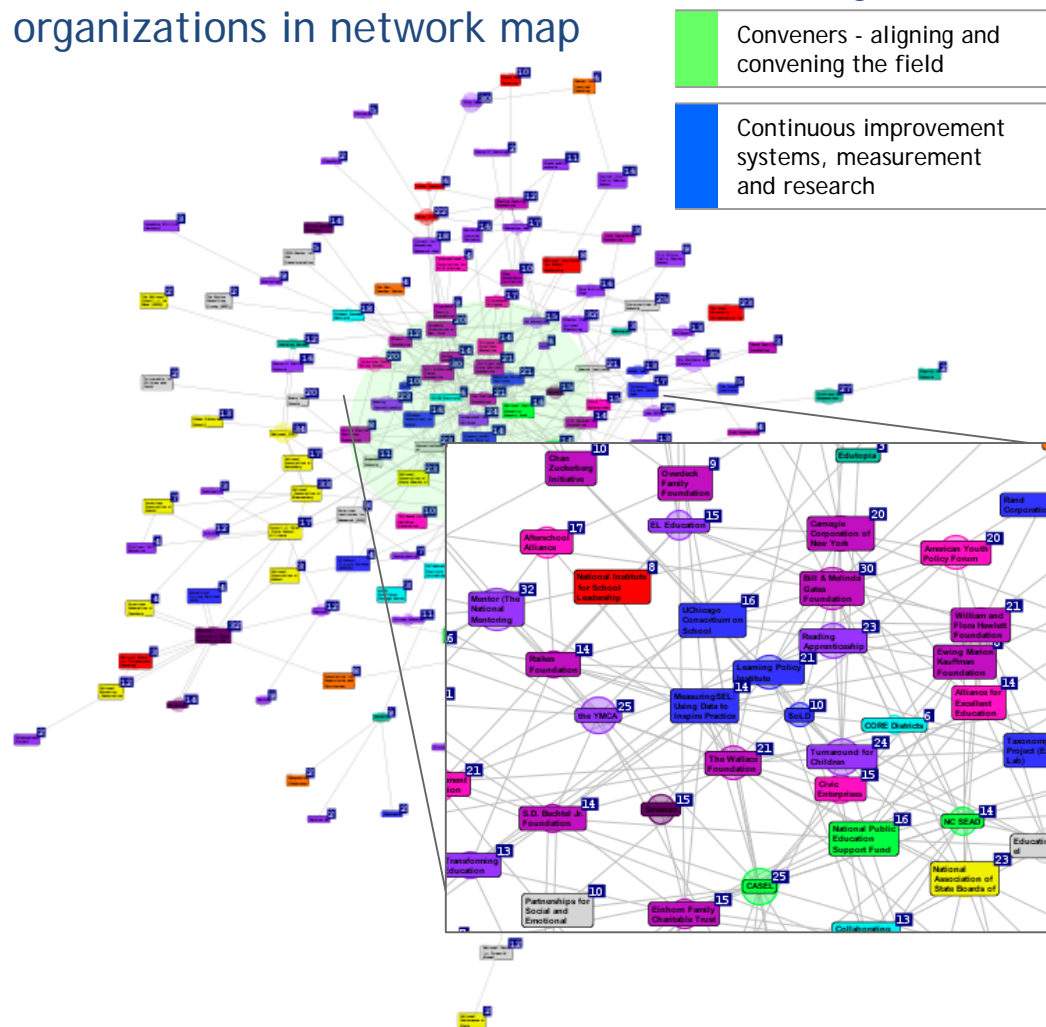
- Bill and Melinda Gates Foundation (29)
- The Wallace Foundation (20)
- William and Flora Hewlett Foundation (20)
- Carnegie Corporation of New York (19)
- Einhorn Family Charitable Trust (14)



Note: Philanthropic organizations appear in network map only if listed by other organizations as partners or funders. The websites of philanthropic organizations were not reviewed for listed partners or funders as more detailed information was captured as part of separate funder analysis; total associations equal to number in right hand corner of actor minus 1, Source: Landscape analysis stakeholder interviews, BCG Analysis

# Relational map snapshot: Additional central actors include those focused on research and convening

Location of research-oriented and convening organizations in network map



Research-oriented actors and conveners, pulled towards center through funding relationships

22 total SEAD-focused actors related to continuous improvement systems and research captured in network map

- 11 connected through central network map
- 11 not connected (due to either no listed partners or funders or no overlap with other actors in network map)

These organizations are pulled centrally due to close connections with specific philanthropic organizations (vs. many associations across SEAD-focused actors)

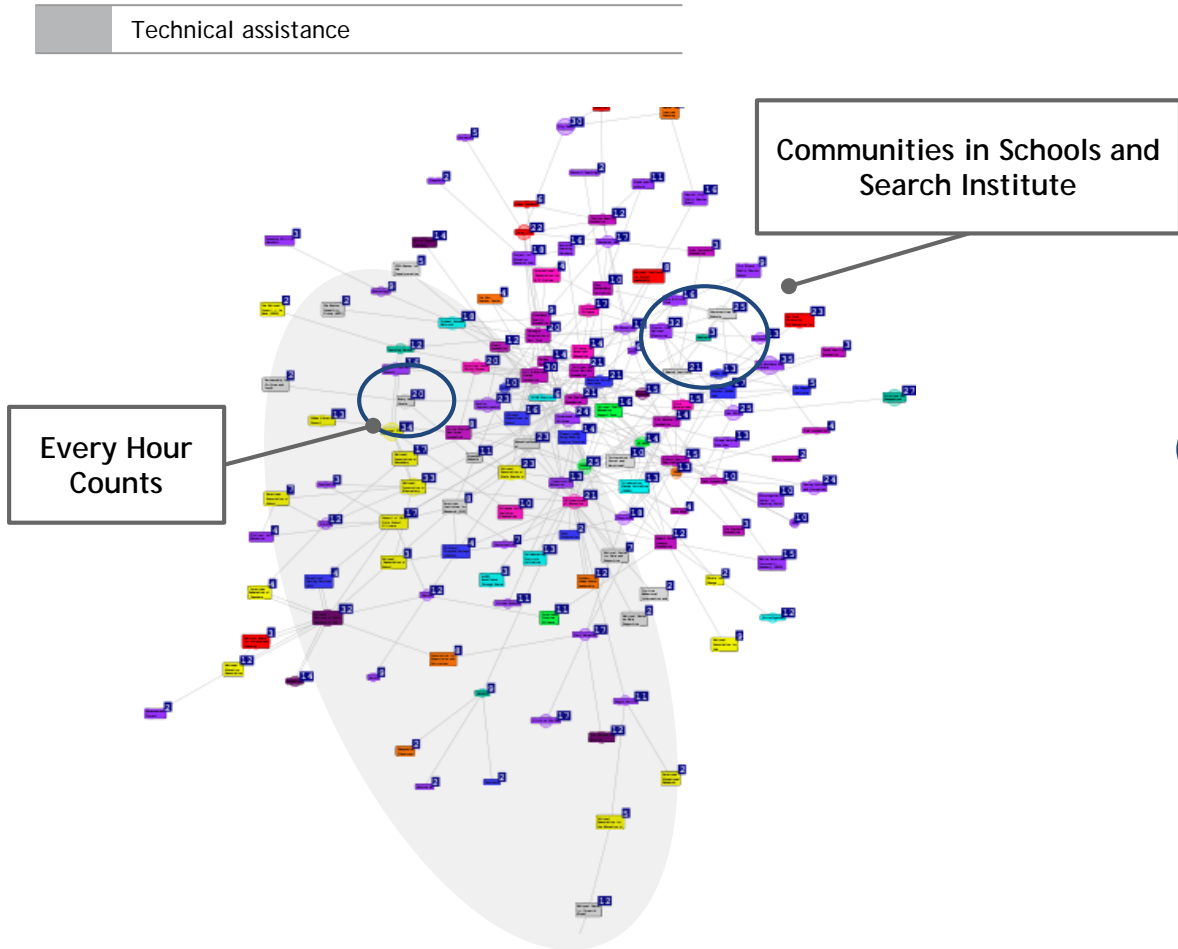
- For example, MeasuringSEL has 10 connections to SEAD-focused actors, 6 of which are to funders

4 SEAD-focused actors related to aligning and convening the field, with the National Commission, CASEL and the National Public Education Support Fund all clustering towards center

Note: Total associations equal to number in right hand corner of actor minus 1  
Source: Landscape analysis stakeholder interviews, BCG Analysis

# Relational map snapshot: TA Providers

## Location of TA providers in network map



Primarily located around periphery, suggesting opportunity for great collaboration with SEAD actors

21 total SEAD-focused TA providers captured in network map

- 14 connected through central network map
- 7 not connected (due to either no listed partners or funders or no overlap with other actors in network map)

SEAD-focused TA providers tend to cluster throughout periphery of map, suggesting more limited connections across SEAD actors; TA providers with the greatest associations include -

- Communities in Schools (24)
- EducationCounsel (22)
- Search Institute (20)
- Every Hour Counts (19)

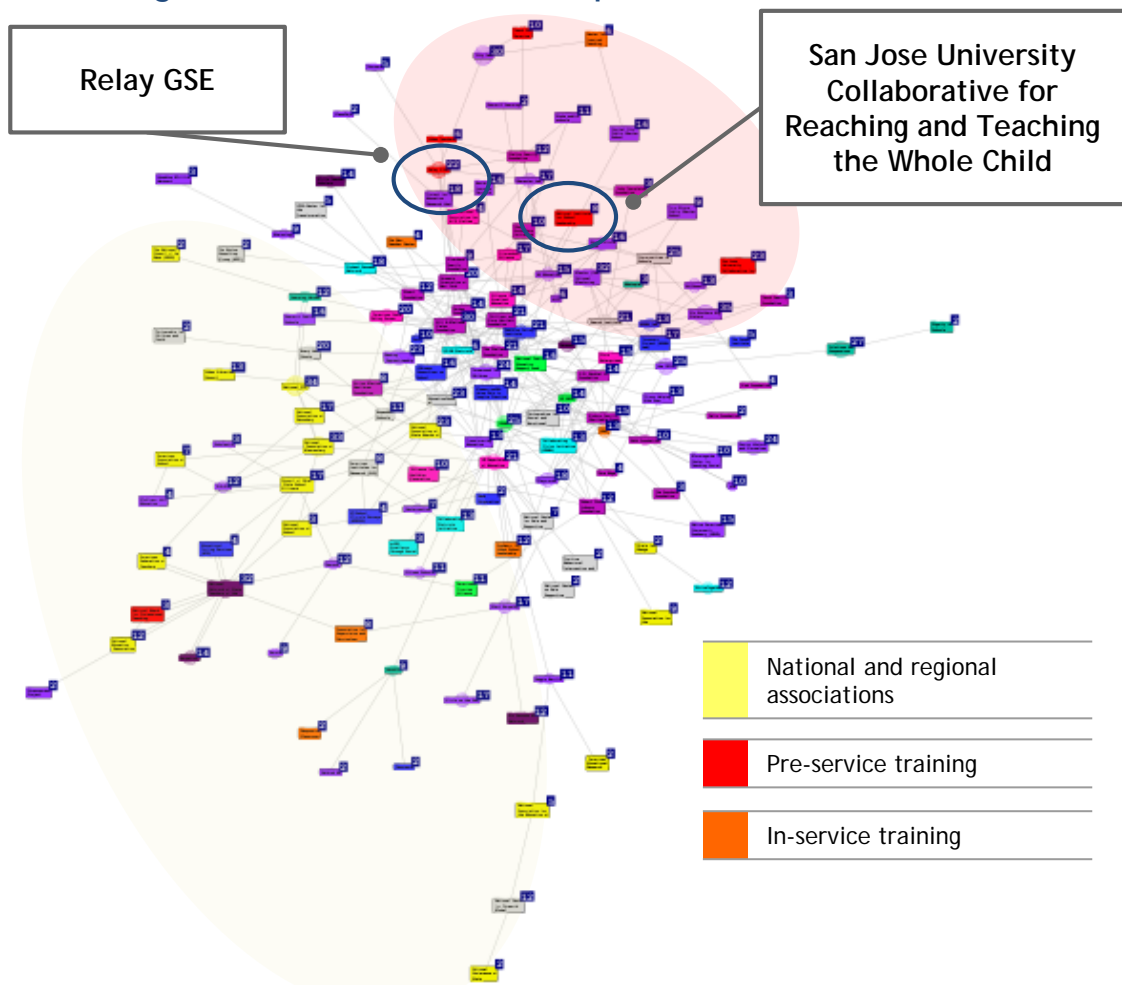
Small number of TA providers connected to other TA providers, e.g. Every Hour Counts connected to both Partnership for Children and Youth and ExpandedED Schools

- May suggest opportunity for greater collaboration (but likely due to TA providers not listing other TA providers on website)

Note: Total associations equal to number in right hand corner of actor minus 1  
Source: Landscape analysis stakeholder interviews, BCG Analysis

# Relational map snapshot: Other peripheral actors in network map

Location of national and regional associations and training actors in network map



Primarily located around periphery, suggesting opportunity for great collaboration with SEAD actors

**22 total SEAD-focused pre-service or in-service training actors captured in network map**

- 12 connected through central network map
- 10 not connected (due to either no listed partners or funders or no overlap with other actors in network map)

The most well-connected of these actors include San Jose University Collaborative for Reaching and Teaching the Whole Child (22) and Relay GSE (21)

**23 SEAD-focused national and regional associations captured in network map**

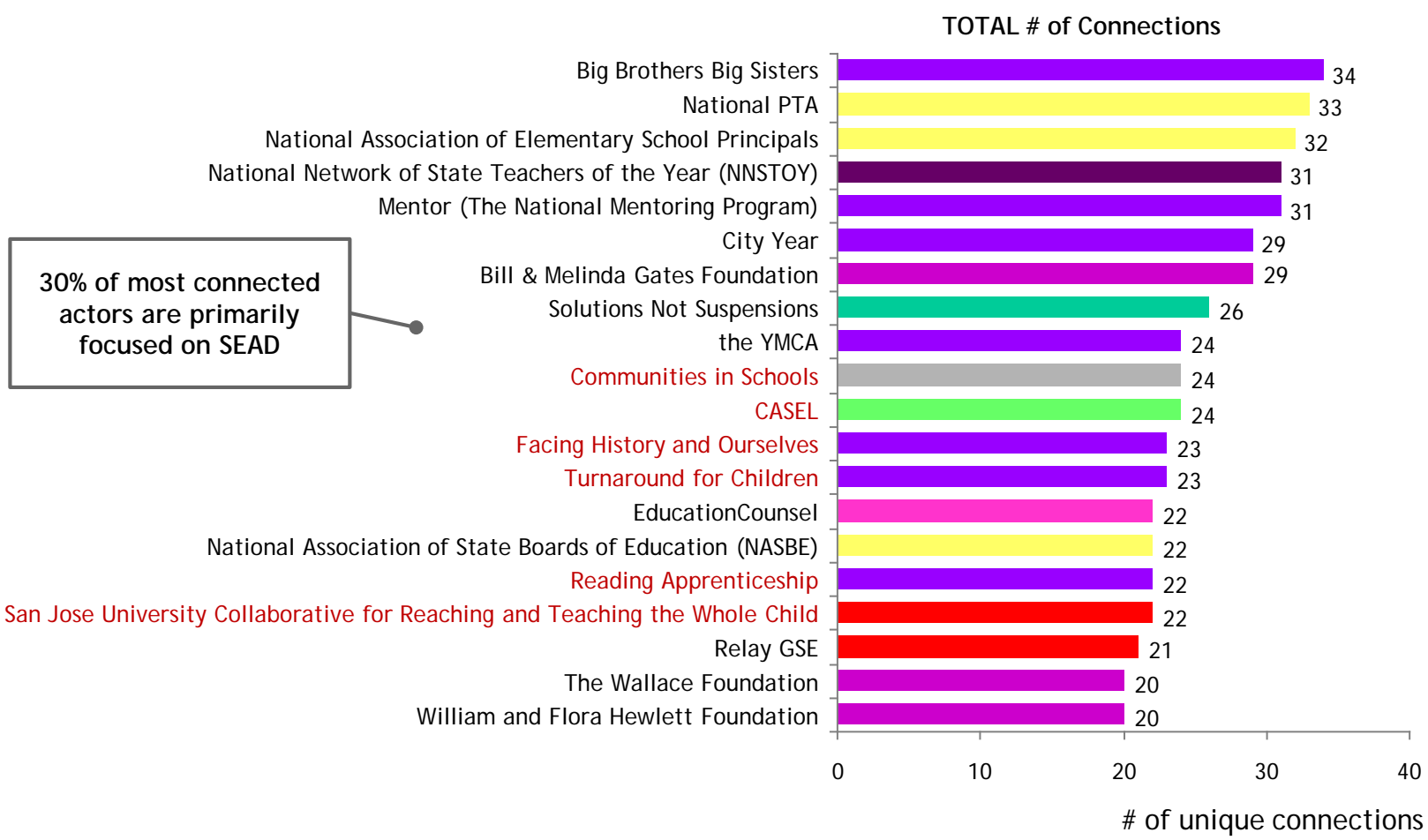
- 16 connected through network map
- 7 not connected (due to either no listed partners or funders or no overlap with other actors in network map)

These organizations cluster tightly together on periphery of map suggesting they are well connected to each other but less so with broader pool of SEAD-focused actors captured



# Organizations with most connections reflect diverse group with national breadth, 30% are primarily SEAD focused

Primarily focused on SEAD



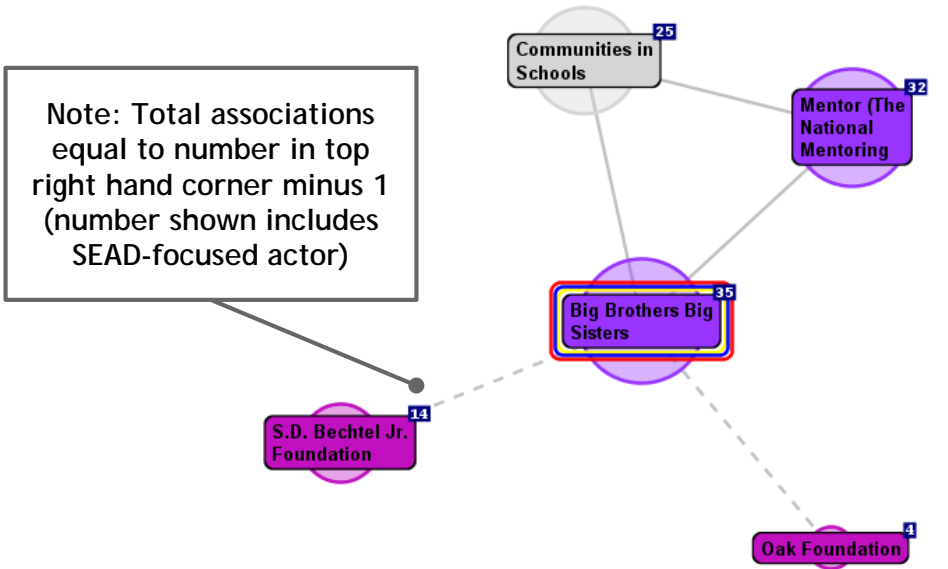
Blue	Continuous improvement systems, measurement and research
Light Green	Conveners - aligning and convening the field
Orange	In-service training
Teal	Local coalition building & high visibility public campaign(s) (comms, advocacy and engagement)
Yellow	National and regional associations
Cyan	Networks
Magenta	Philanthropic funding
Red	Pre-service training
Pink	Public funding and advocacy
Purple	School & program design models, curriculum, and other tools
Dark Purple	Social media engagement and educator-led networks (comms, advocacy and engagement)
Grey	Technical assistance
Gold	Youth voice and leadership (comms, advocacy and engagement)

Note: Connections counts number of funders and partners named by the SEAD actor on website as well as when they were named by other actors. Total associations reported in Toughgraph includes actual field actor, therefore # of connections is equal to Toughgraph number minus 1 (as reported here)  
 Source: Landscape analysis stakeholder interviews, BCG Analysis

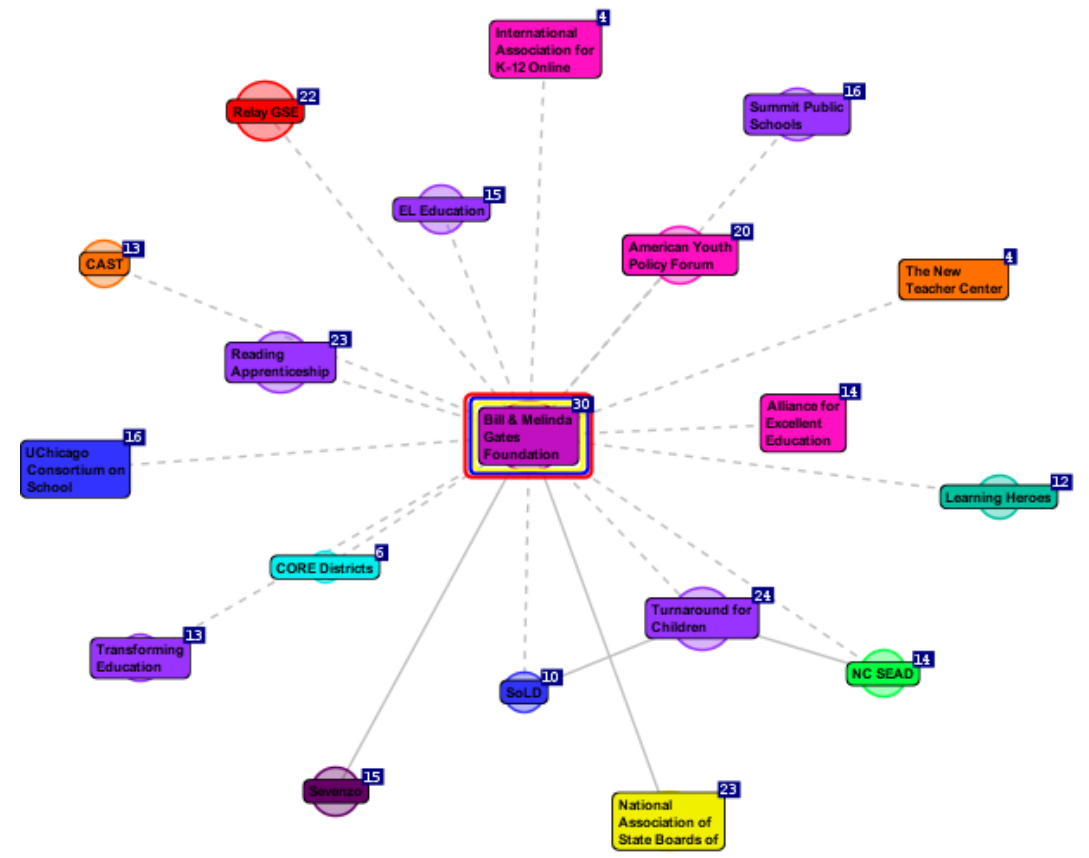
# Total associations based on entire map of actors (not just SEAD-focused)

Big Brothers Big Sisters with most total associations (34) but only ~4 to SEAD-focused actors

*Dotted lines represent funder associations, solid lines represent partner associations*

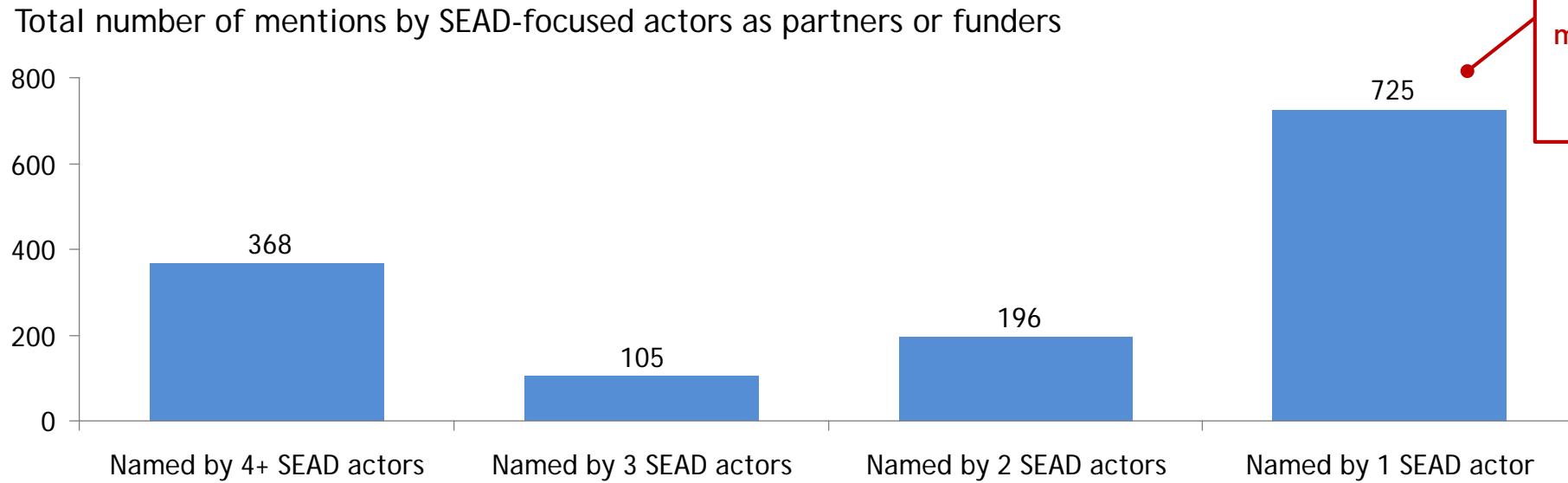


Bill & Melinda Gates Foundation with fewer total associations (29) but greater number of connections to SEAD-focused actors



Note: In order for an organization to appear in this view, they needed to show up in our original list of SEAD-focused actors (224) and have at least one association that connected them to other organizations in the SEAD-focused map. There are additional organizations in the database that do not appear in this view. Source: Landscape analysis stakeholder interviews, BCG Analysis

# While certain partners and funders mentioned multiple times by SEAD-focused actors, majority of listed partner or funders appear only once



Long fragmented tail as ~52% of total named partners/funders are mentioned only once in review of SEAD relationships

Unique named partners & funders

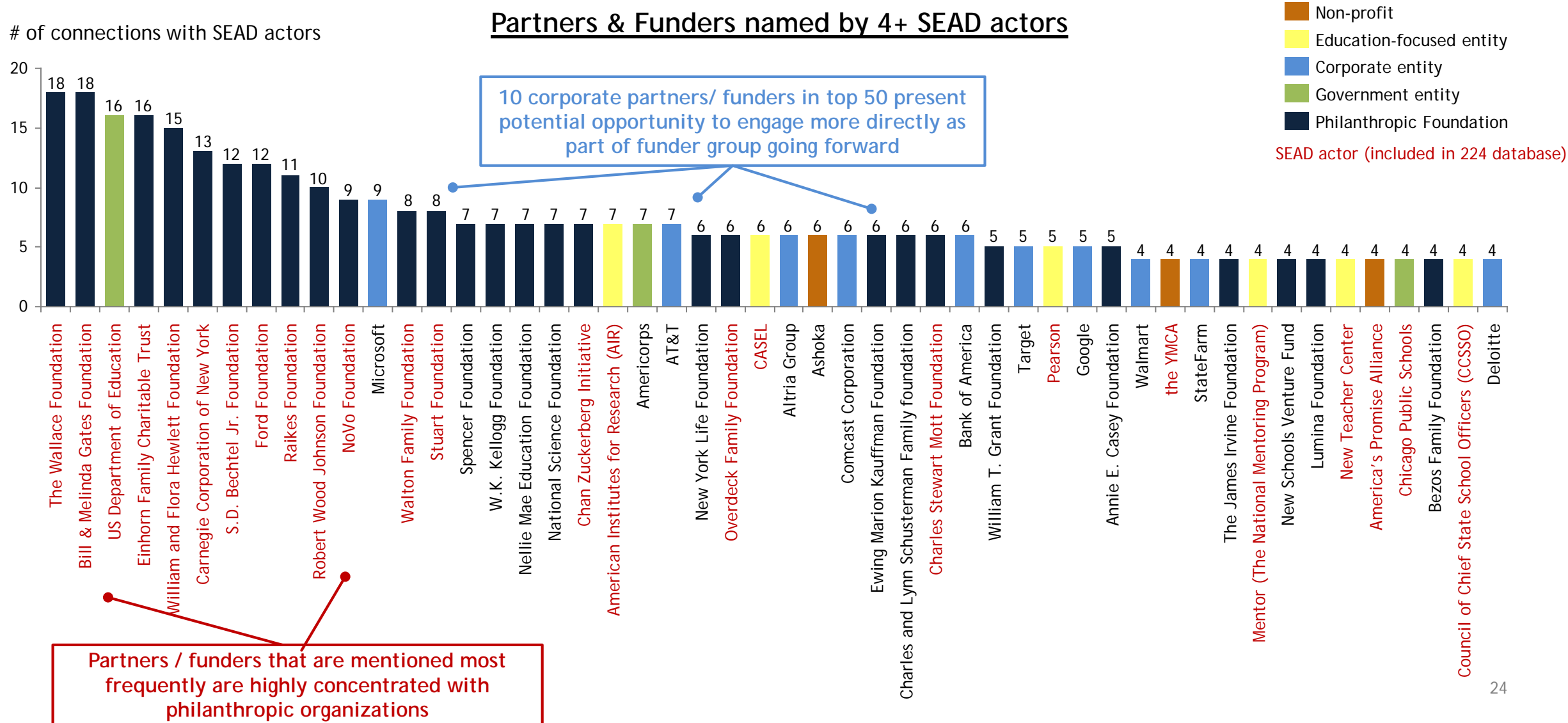


~85 partners/funder orgs were mentioned 473 times (34% of total) by SEAD orgs

1. Across 224 SEAD-focused actors in Landscape Analysis  
Source: Landscape analysis stakeholder interviews, BCG analysis



# Top ~50 partner/funder orgs named by SEAD actors include concentration of major foundations as well as multiple corporates



# Agenda

Approach

Landscape actors

Key findings

**Considerations for future analysis**

# Next steps for Landscape Analysis

- **Hand over to National Commission staff for near-term ownership**
  - Distribute through website and as appropriate through partnership channels
- **Determine long-term owner of Landscape Analysis**
  - Likely successor coalition or member(s) of funders collaborative
- **Finalize process for updating over time including any additional information to capture as part of Landscape Analysis (*See following page for more details*)**
  - Update annually through comprehensive refresh process
  - Consider automating components of process given labor-intensity
  - Several potential ways to extend analysis, e.g. greater breadth of actors captured, additional data fields

# Four main areas to refine and enhance Landscape Analysis going forward

Expand the universe of profiled actors

- Include broader set of stakeholders including more from adjacent movements
- Extend reach to more consistently capture regional and local actors

Refine the analysis to ensure greater accuracy

- Capture information on partners and funders for organizations that do not publicly name those relationships on their website
- Refine categorization by implementation levers based on further socialization with stakeholder community

Collect and analyze additional data fields. For example:

- Board member composition including demographic information
- Associated frames used by organization
- Years of operation
- Student/youth populations served including age range, demographics, etc.
- Organizational size and scope, e.g. budget, number of school districts served

Enhance approach for collecting data

- Create more defined process for collecting data systematically from universe of SEAD actors (e.g., survey)
- Consider automated methods for capturing data (e.g., webscraping)

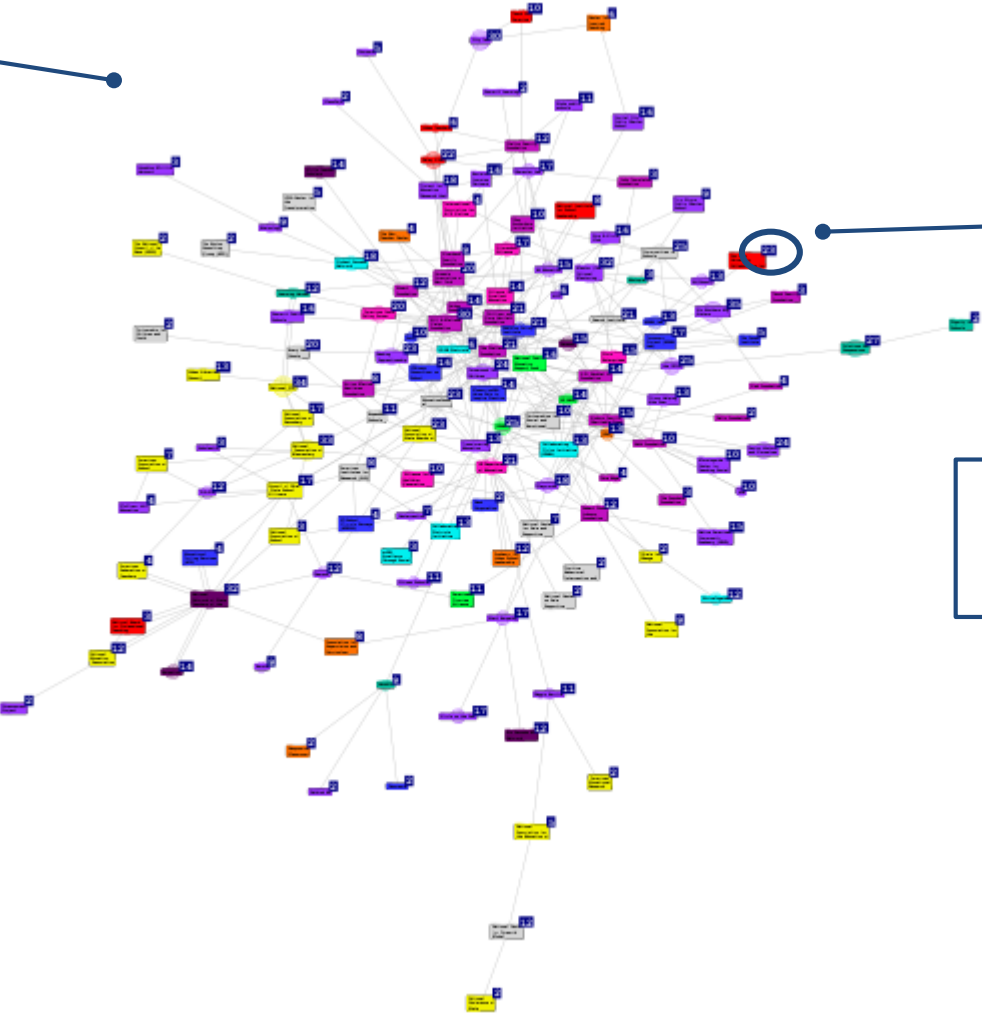
# Appendix

# Relational network map of all SEAD-focused actors from Landscape Analysis

Each SEAD-focused organization from Landscape Analysis database appears as a box on the map

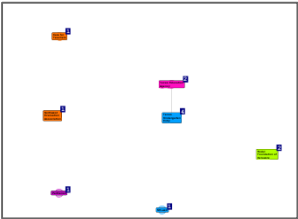
**Color of box organized by primary lever**

Blue	Continuous improvement systems, measurement and frameworks
Light Green	Conveners - aligning and convening the field
Orange	In-service training
Teal	Local coalition building and high visibility public campaign(s) - comms, advocacy and engagement
Yellow	National and regional associations
Cyan	Networks
Magenta	Philanthropic funding
Red	Pre-service training
Pink	Public funding and advocacy
Purple	School & program design models, curriculum, and other tools
Dark Purple	Social media engagement and educator-led networks - comms, advocacy and engagement
Grey	Technical assistance
Gold	Youth voice and leadership - communications, advocacy and engagement



The total number of associations listed for the organization is indicated in the upper right corner; associations not part of Landscape Analysis database not shown but included in total partnerships. Note this number includes the actor listed so true associations to other partners or funders is equal to N-1

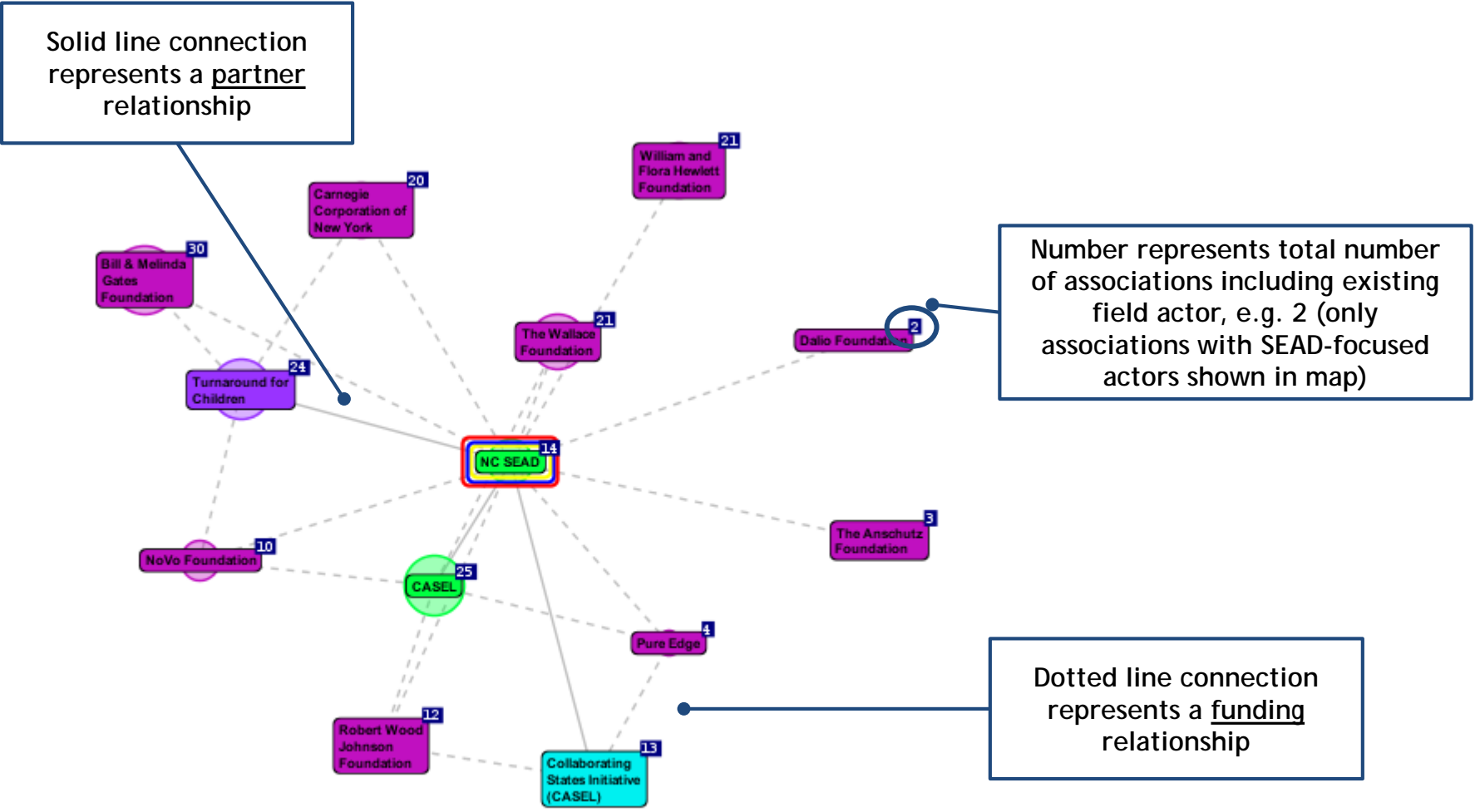
Several actors (81/224) not shown because not connected through a particular funder or partner within map of actors



Note: In order for an organization to appear in this view, they needed to show up in our original list of SEAD-focused actors (224) and have at least one association that connected them to other organizations in the map. There are additional organizations in the database that do not appear in this view.  
 Source: Landscape analysis stakeholder interviews, BCG Analysis

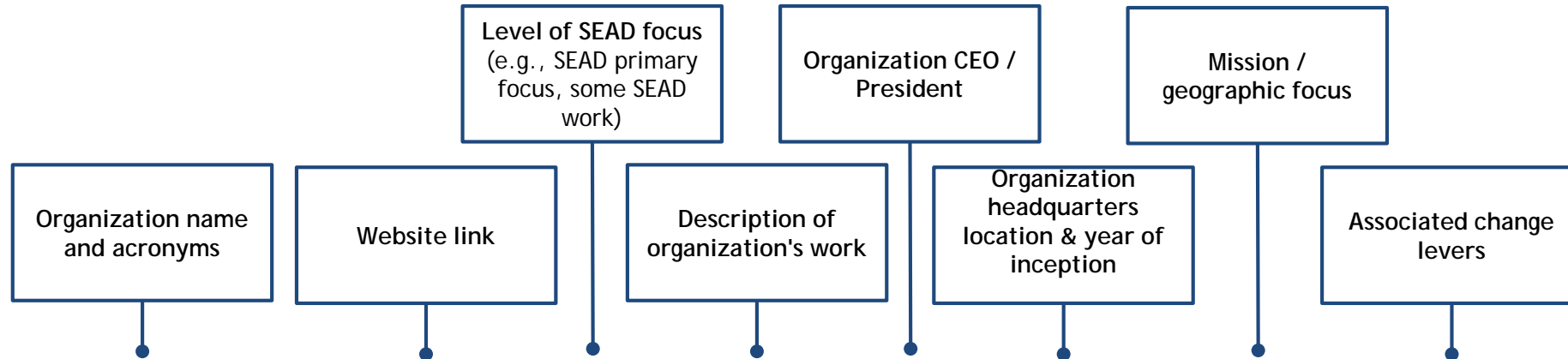
# Each organization can be viewed in isolation in the mapping tool

Color of box organized by primary lever	
<span style="background-color: #007bff; width: 20px; height: 15px; display: inline-block;"></span>	Continuous improvement systems, measurement and frameworks
<span style="background-color: #90ee90; width: 20px; height: 15px; display: inline-block;"></span>	Conveners - aligning and convening the field
<span style="background-color: #ff8c00; width: 20px; height: 15px; display: inline-block;"></span>	In-service training
<span style="background-color: #00ced1; width: 20px; height: 15px; display: inline-block;"></span>	Local coalition building and high visibility public campaign(s) - comms, advocacy and engagement
<span style="background-color: #ffff00; width: 20px; height: 15px; display: inline-block;"></span>	National and regional associations
<span style="background-color: #00ffff; width: 20px; height: 15px; display: inline-block;"></span>	Networks
<span style="background-color: #ff00ff; width: 20px; height: 15px; display: inline-block;"></span>	Philanthropic funding
<span style="background-color: #ff0000; width: 20px; height: 15px; display: inline-block;"></span>	Pre-service training
<span style="background-color: #ff69b4; width: 20px; height: 15px; display: inline-block;"></span>	Public funding and advocacy
<span style="background-color: #800080; width: 20px; height: 15px; display: inline-block;"></span>	School & program design models, curriculum, and other tools
<span style="background-color: #4b0082; width: 20px; height: 15px; display: inline-block;"></span>	Social media engagement and educator-led networks - comms, advocacy and engagement
<span style="background-color: #a9a9a9; width: 20px; height: 15px; display: inline-block;"></span>	Technical assistance
<span style="background-color: #ffa500; width: 20px; height: 15px; display: inline-block;"></span>	Youth voice and leadership - communications, advocacy and engagement



Note: In order for an organization to appear in this view, they needed to show up in our original list of SEAD-focused actors (224) and have at least one association that connected them to other organizations in the map. There are additional organizations in the database that do not appear in this view.  
 Source: Landscape analysis stakeholder interviews, BCG Analysis

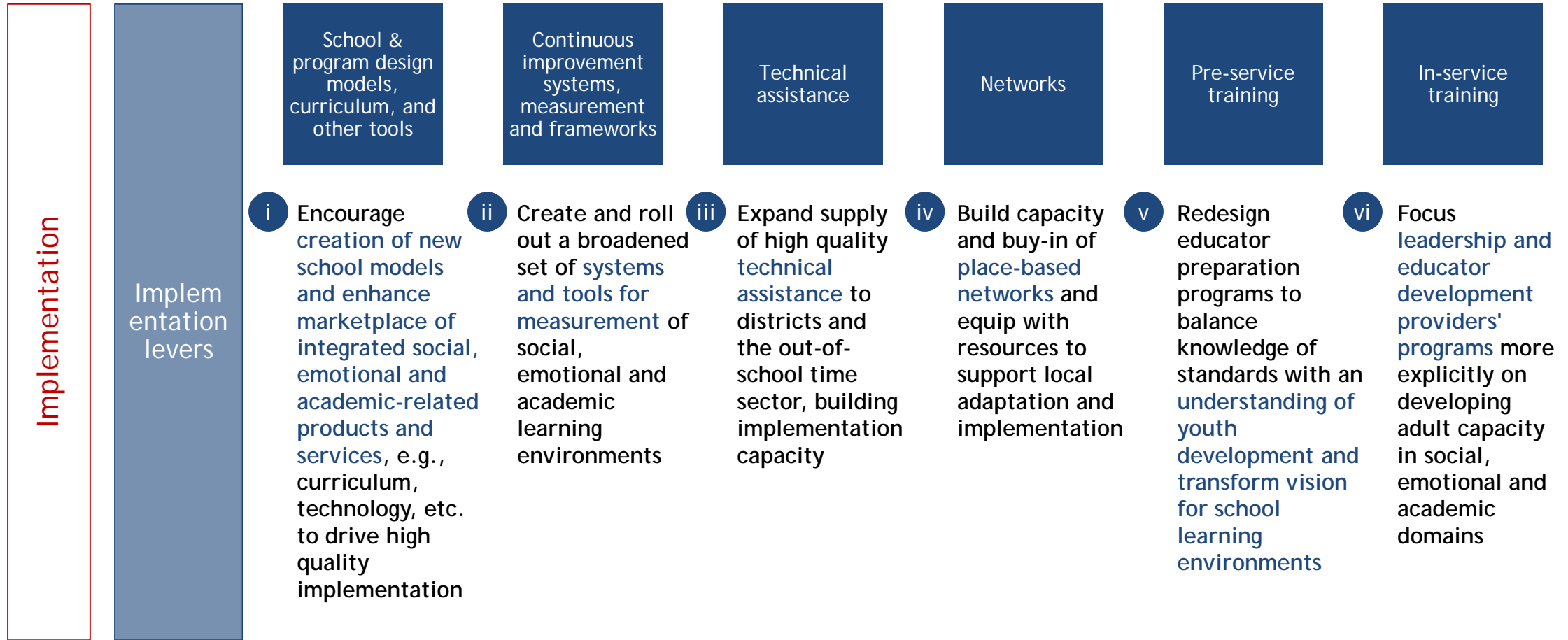
# Excel database of actors includes variety of information on each organization, and is the input to TouchGraph Navigator to create the relational map



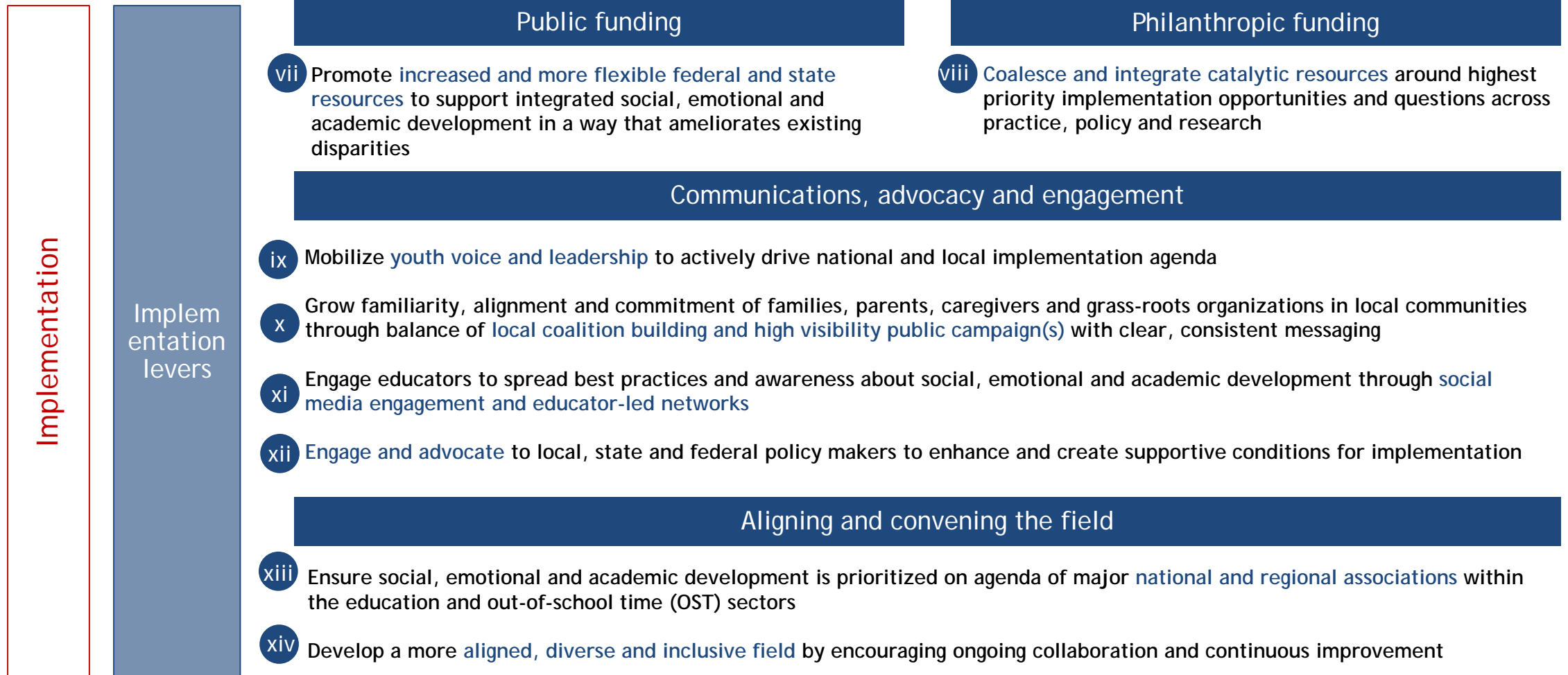
1	Organization name	Website link	Level of involvement/focus	Description	CEO/President	HQ City	HQ State	Year of inception	Mission	Stakeholders	Geographic focus	Primary focus	Change levers	Change levers	Change levers	Change levers
2	American Educational Research Association (AERA)	<a href="https://www.aera.net/">https://www.aera.net/</a>	Some SEAD work / Initiatives	The American Educational Research Association (AERA) is co-chaired by Amy Stuart Wells	Amy Stuart Wells	Washington	D.C.	1916	The American Educational Research Association (AERA) is co-chaired by Amy Stuart Wells	Multiple	National	Aligning and convening the field				
3	America's Promise Alliance	<a href="http://www.americaspromise.org/">http://www.americaspromise.org/</a>	Some SEAD work / Initiatives	America's Promise Alliance is devoted to helping to create the John Comperts / Melinda	John Comperts / Melinda	Washington	D.C.	1997	Inspire, engage, Multiple	Students	National	Aligning and convening the field				
4	Council of Chief State School Officers (CCSSO)	<a href="https://www.ccsso.org/">https://www.ccsso.org/</a>	Some SEAD work / Initiatives	The Council of Chief State School Officers (CCSSO) is a non-profit organization led by Carey Wright / Brenda	Carey Wright / Brenda	Washington	D.C.	1987	We are committed to	Students	National	Aligning and convening the field				
5	Chiefs for Change	<a href="http://chiefsforchange.org/">http://chiefsforchange.org/</a>	Some SEAD work / Initiatives	Chiefs for Change offers leaders unique supports and opportunities	Mike Magee, Ph.D.	Washington	D.C.	2015	Build a diverse	Multiple	National	Aligning and convening the field				
6	Council of the Great City Schools	<a href="https://www.cgcs.org/">https://www.cgcs.org/</a>	Some SEAD work / Initiatives	The Council of the Great City Schools brings together 70 of the nation's largest city school districts	Michael Casserly	Washington	D.C.	1956	It is the special	Multiple	National	Aligning and convening the field				
7	Educators for Excellence	<a href="http://www.educatorsforexcellence.org/">www.educatorsforexcellence.org</a>	Some SEAD work / Initiatives	Educators for Excellence is a teacher-led organization that empowers educators	Sydney Morris / Evan Stor	New York	New York	2010	Educators for Excellence	Teachers	National	Aligning and convening the field				
8	Grant Makers for Education (GFE)	<a href="http://fedfund.org/">http://fedfund.org/</a>	SEAD is not an explicit focus	Grantmakers for Education is the nation's largest and most diverse grantmaking organization	Wynn Rosser	Portland	Oregon	1995	We exist to impact	Multiple	National	Aligning and convening the field				
9	Grantmakers for Thiving Youth	<a href="http://thivingyouth.org/">http://thivingyouth.org/</a>	SEAD is primary focus	Grantmakers for Thiving Youth (GTY) is a funders' forum	Dan Leeds	Leeds		2016	Grantmakers for Thiving Youth	Multiple	National	Aligning and convening the field				
10	Kappa Delta Pi	<a href="http://www.kdp.org/">www.kdp.org</a>	Some SEAD work / Initiatives	Kappa Delta Pi (KDP), International Honor Society in Education	Dr. Peggy Moch	Indianapolis	Indiana	1911	Kappa Delta Pi	Multiple	International	Aligning and convening the field				
11	Moms Rising	<a href="https://www.momsrising.org/">https://www.momsrising.org/</a>	Some SEAD work / Initiatives	In short, MomsRising.org is an on-the-ground and online grassroots organization	Kristin Rowe-Finkbeiner	Washington	D.C.	2006	To increase family	Multiple	National	Aligning and convening the field				
12	National Association of State Boards of Education (NASBE)	<a href="http://www.nasbe.org/">http://www.nasbe.org/</a>	Some SEAD work / Initiatives	The National Association of State Boards of Education is the largest and most influential	Kristen Amundson	Alexandria	Virginia	1958	The National Association of State Boards of Education	Multiple	National	Aligning and convening the field				
13	National Association of School Psychologists (NASP)	<a href="https://www.nasponline.org/">https://www.nasponline.org/</a>	Some SEAD work / Initiatives	The National Association of School Psychologists (NASP) is a professional organization	John Kelly	Bethesda	Maryland	1969	National Association of School Psychologists	Multiple	National	Aligning and convening the field				
14	National After-School Association	<a href="https://naa.org/">https://naa.org/</a>	Some SEAD work / Initiatives	The National After-School Association is the voice of the after-school field	Gina Warner	Dakota	Virginia	2000	The mission of the National After-School Association	Students	National	Aligning and convening the field				
15	National Association of State Budget Officers (NASBO)	<a href="https://www.nasbo.org/">https://www.nasbo.org/</a>	SEAD is not an explicit focus	The National Association of State Budget Officers (NASBO) is a professional organization	Mr. Paul Potamianos	Washington	D.C.	1945	Improve the quality of state budgeting	Multiple	National	Aligning and convening the field				
16	National Center for Learning Disabilities	<a href="https://www.ncld.org/">https://www.ncld.org/</a>	Some SEAD work / Initiatives	The organization provides leadership, public awareness and advocacy for students with learning disabilities	Frederic M. Posey	New York City	New York	1977	The mission of the National Center for Learning Disabilities	Multiple	National	Aligning and convening the field				
17	National Conference of State Legislatures	<a href="http://www.ncsl.org/">http://www.ncsl.org/</a>	SEAD is not an explicit focus	Since 1975, NCSL has been the champion of state legislatures	Deb Peters / Chuck True	Washington	D.C.	1975	Improve the quality of state government	Multiple	National	Aligning and convening the field				
18	National Education Association	<a href="http://www.nea.org/">www.nea.org</a>	Some SEAD work / Initiatives	National Education Association (NEA) is a professional organization representing public school teachers	Lily Eskelsen Garcia	Washington	D.C.	1857	Advocate for education	Multiple	National	Aligning and convening the field				
19	National PTA	<a href="https://www.pta.org/">https://www.pta.org/</a>	Some SEAD work / Initiatives	For more than 100 years, National Parent Teacher Association has been a leading voice for parents	James L. Accomando	Alexandria	Virginia	1897	PTA's mission is to ensure that all children have the opportunity to succeed	Multiple	National	Aligning and convening the field				
20	National Public Education Support Fund	<a href="https://www.npesf.org/">https://www.npesf.org/</a>	Some SEAD work / Initiatives	NPESEF convenes and supports a vibrant and diverse learning community	Daniel Leeds	Washington	D.C.	2008	Our mission is to support the work of public school teachers	Students	National	Aligning and convening the field				
21	National Science Teachers Association (NSTA)	<a href="http://www.nsta.org/">http://www.nsta.org/</a>	SEAD is not an explicit focus	The National Science Teachers Association (NSTA) is a professional organization for science teachers	Christine Anne Royce / Dr. Arlene	Arlington	Virginia	1944	NSTA's mission is to support the work of science teachers	Teachers	International	Aligning and convening the field				
22	Phi Delta Kappa International (FDK)	<a href="https://fdkintl.org/">https://fdkintl.org/</a>	SEAD is not an explicit focus	Phi Delta Kappa International, publisher of Kappan magazine, is a professional organization for educators	Curtis Cain	Arlington	Virginia	1906	To grow and improve the profession of teaching	Researchers	National	Aligning and convening the field				
23	The Canadian Scholarship Trust Foundation	<a href="http://www.cstf.org/">http://www.cstf.org/</a>	SEAD is not an explicit focus	The Canadian Scholarship Trust Foundation has been dedicated to providing financial support for students	Sherry MacDonald	Ontario	Canada	1960	To advocate for students	Students	National	Aligning and convening the field				
24	The Funders' Collaborative for Innovative Measurement (FCIM)	<a href="http://www.innovativemeasure.org/">http://www.innovativemeasure.org/</a>	SEAD is primary focus	The Funders' Collaborative for Innovative Measurement (FCIM) is a group of fifteen private foundations and one federal agency	Multiple	Washington	D.C.	2015	To explore areas of measurement innovation	Multiple	National	Aligning and convening the field				
25	The National Council of La Raza (NCLR) UNIDOS US	<a href="https://www.unidosus.org/">https://www.unidosus.org/</a>	Some SEAD work / Initiatives	The largest national Hispanic civil rights and advocacy organization	Janet Murguía	Washington	D.C.	1968	The National Council of La Raza	Multiple	National	Aligning and convening the field				
26	The United States Conference of Mayors	<a href="https://www.usmayors.org/">https://www.usmayors.org/</a>	SEAD is not an explicit focus	The United States Conference of Mayors is the official non-partisan organization of city mayors	Stephen K. Benjamin / Tom	Washington	D.C.	1932	Help develop and improve the quality of city government	Multiple	National	Aligning and convening the field				
27	United Way	<a href="http://www.unitedway.org/">http://www.unitedway.org/</a>	SEAD is not an explicit focus	United Way improves lives by mobilizing the caring power of communities	Brian A. Gallagher	Alexandria	Virginia	1887	United Way improves lives by mobilizing the caring power of communities	Multiple	National	Aligning and convening the field				
28	Urban Libraries Council	<a href="http://www.urbanlibraries.org/">http://www.urbanlibraries.org/</a>	SEAD is not an explicit focus	As the premier membership organization of urban libraries, the Urban Libraries Council works to improve the quality of urban libraries	Susan Benton	Washington	D.C.	1971	To strengthen and improve the quality of urban libraries	Multiple	International	Aligning and convening the field				
29	Sacramento Area Congregations Together (ACT)	<a href="http://www.sactact.org/">http://www.sactact.org/</a>	Some SEAD work / Initiatives	Sacramento ACT is a powerful multi-racial, multi-faith organization	Pastor Joy Johnson	Sacramento	California	1991	Sacramento ACT is a powerful multi-racial, multi-faith organization	Multiple	National	Communications, advocacy and engagement				
30	Alternative Education in & around Austin (Alt ED Austin)	<a href="https://www.altedaustin.org/">https://www.altedaustin.org/</a>	Some SEAD work / Initiatives	Alt ED Austin provides educational consulting and school directories and resources for the Austin area	Eric Iselhardt	Austin	Texas	2015	Multiple	Multiple	Local	Communications, advocacy and engagement				
31	US AID Education in Crisis and Conflict Network (ECCN)	<a href="https://ecccnet.org/">https://ecccnet.org/</a>	Some SEAD work / Initiatives	The USAID Education in Crisis and Conflict Network (ECCN) is a global community of practice	Multiple	Washington	D.C.	2010	Dedicated to improving the quality of education in crisis and conflict situations	Multiple	Local	Communications, advocacy and engagement				
32	EduTopia	<a href="https://www.edutopia.org/">https://www.edutopia.org/</a>	Some SEAD work / Initiatives	EduTopia, Inc. operates as an educational services and media organization	George Lucas	Main County	California	1991	Dur Foundation	Multiple	International	Communications, advocacy and engagement				
33	Empatico	<a href="https://empatico.org/">https://empatico.org/</a>	Some SEAD work / Initiatives	Empatico empowers teachers and students to explore the world	Daniel Lubetky	New York City	New York	2010	To create a more equitable and inclusive world	Multiple	International	Communications, advocacy and engagement				
34	Facebook	<a href="https://www.facebook.com/">https://www.facebook.com/</a>	SEAD is not an explicit focus	Facebook, Inc. provides various products to connect and share information	Mark Zuckerberg	Palo Alto	California	2004	Bring the world closer together	Multiple	International	Communications, advocacy and engagement				
35	Grassroots Education Movement	<a href="http://gemchicago.org/">http://gemchicago.org/</a>	Some SEAD work / Initiatives	Grassroots Education Movement is an alliance of parents, educators and community members	Forrest Claypool	Chicago	Illinois	2010	GEM is an alliance of parents, educators and community members	Multiple	National	Communications, advocacy and engagement				
36	Horan Communications	<a href="https://www.horancomm.org/">https://www.horancomm.org/</a>	Some SEAD work / Initiatives	Horan Communications provides professional coaching and consulting services	Christopher M. Horan	Boston	Massachusetts	2014	Our mission is to help parents and educators	Multiple	Local	Communications, advocacy and engagement				
37	Learning Heroes	<a href="https://belearningheroes.org/">https://belearningheroes.org/</a>	Some SEAD work / Initiatives	Learning Heroes helps parents understand how to best support their child's learning	Bibb Hubbard	Chicago	Illinois	2014	Our mission is to help parents and educators	Parents	National	Communications, advocacy and engagement				
38	Little Village Education Collaborative (LVEEC)	<a href="http://www.enlacechicago.org/">http://www.enlacechicago.org/</a>	Some SEAD work / Initiatives	The Little Village Education Collaborative (LVEEC) was established to improve the quality of education in Little Village	Maurice Sone	Chicago	Illinois	2010	Enlace Chicago	Multiple	Local	Communications, advocacy and engagement				
39	Mills Teacher Scholars	<a href="https://www.teacherscholars.org/">https://www.teacherscholars.org/</a>	Some SEAD work / Initiatives	Mills Teacher Scholars is a teacher professional learning organization	Steve Jubb	Oakland	California	2014	Drive the development of teacher leaders	Teachers	National	Communications, advocacy and engagement				
40	Mind+Matter Studio	<a href="http://mindandmatterstudio.com/">http://mindandmatterstudio.com/</a>	Some SEAD work / Initiatives	MIND + MATTER STUDIO is a brand strategy firm	Rachel Bellow and Suzan	Chicago / New York	Illinois / New York	2010	Multiple	Multiple	National	Communications, advocacy and engagement				
41	National Network of State Teachers of the Year (NNSTOY)	<a href="http://www.nnstoy.org/">http://www.nnstoy.org/</a>	Some SEAD work / Initiatives	The National Network of State Teachers of the Year is a network of state-level award winners	Eric Iselhardt	Arlington	Virginia	1980	Our Mission and Vision	Teachers	National	Communications, advocacy and engagement				
42	Parenting Changemakers	<a href="http://parentingchangemakers.org/">http://parentingchangemakers.org/</a>	Some SEAD work / Initiatives	Parenting Changemakers is a parent-led initiative aimed at enhancing the quality of parenting	Alex Bernadotte	Arlington	Virginia	2012	Activate Self-Advocacy	Parents	International	Communications, advocacy and engagement				



# Landscape Analysis framed around ~14 implementation levers identified through Commission's work and stakeholder conversations (I/II)



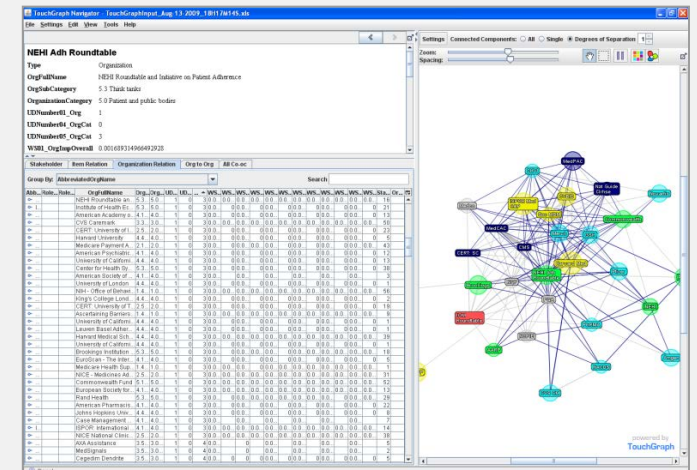
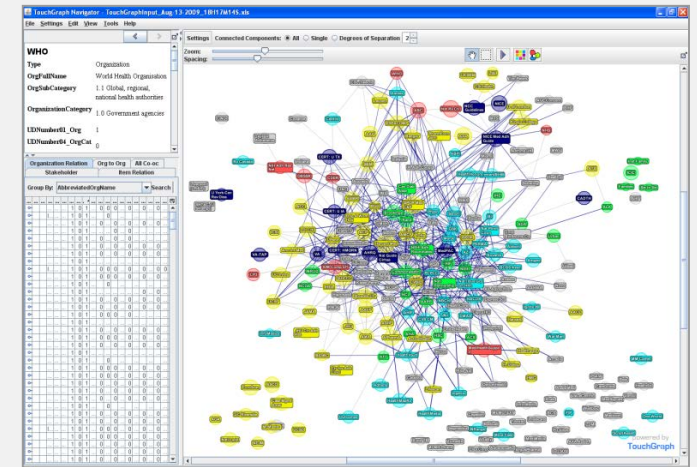
# Landscape Analysis framed around ~14 implementation levers identified through Commission's work and stakeholder conversations (II/II)



# Touchgraph Navigator overview

# Touchgraph Navigator

- Touchgraph Navigator is a tool used to visualize networks. It is typically used for mapping projects to display different views of the networks from an organizational database
- The tool is capable of displaying combinations of individuals, organization, and publications, as well as the connections between these types of network nodes
- In addition to various combinations of network node types, the tool can also show varying degrees of the network - from the full, high level shape of the network, to detailed, drill down networks of single individuals and organizations



# Touchgraph Navigator capabilities overview

## Types of network nodes

- Organizations
- Individuals
- Published articles

## Types of connections

- Co-membership—organizations connected by common individuals between the different organizations
- Co-authorship—individuals connected by co-authoring a paper together. Results in the organizations the authors belong to being linked as well
- Direct relationship—organizations or individuals connected by a direct (forced) link

## Level of detail

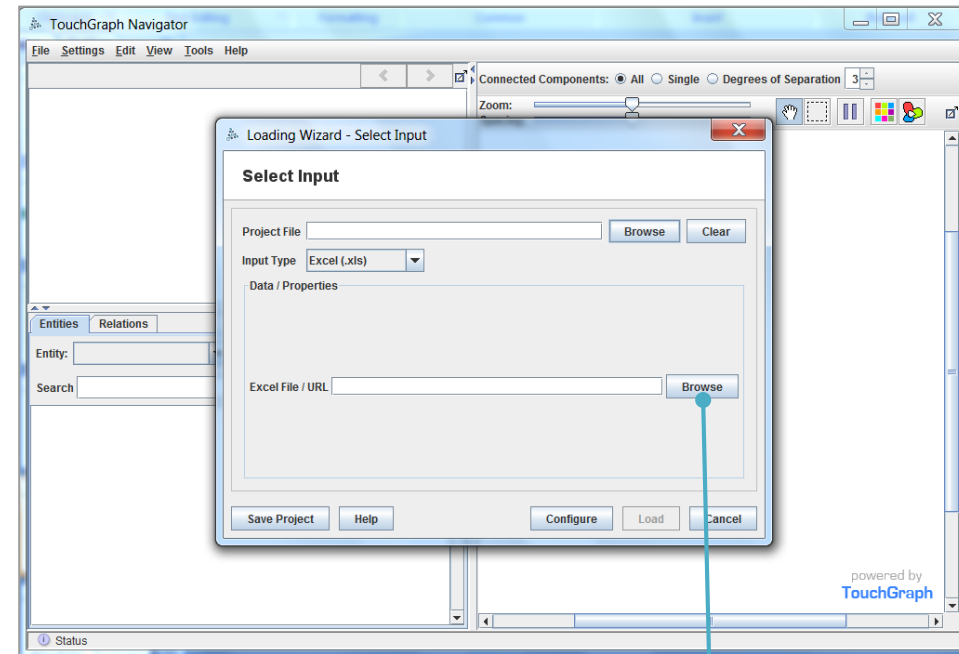
- Capable of showing high level view of the network with up to 10K individuals and organizations (general shape, overall view of connectivity)
- Ability to drill down to a single individual and organization, click on a single link or node and view underlying data

# Touchgraph Navigator

Introduction to major processes

## Loading dataset

After installing and launching Touchgraph, navigate to File -> Open Wizard and locate the Excel data file you wish to use



Navigate to  
Excel data  
file

# Touchgraph Navigator

## The data panel

The left hand side of the tool has a data table organized into two tabs with a drop down to navigate further

- Entities—Includes information about all defined entities and their attributes
  - Organizations
- Relations—Includes information about all defined relationships between entities and their attributes
  - Organization to funder relationship
  - Organization to partner relationship
  - Organization's primary lever
  - Organization's level of focus on social, emotional, and academic development

The screenshot shows the 'City Year' data panel. The top section displays details for the selected node: 'City Year', 'Type: All orgs', 'All Associations (id): City Year', 'All associations #: 27', and a list of associations including AT&T, Adobe Foundation, Bain Capital, Bank of America, CSX Transportation, Celanese Foundation, Center for Inspired Teaching, CollegeSpring, CollegeWeek Live, Comcast NBCUniversal, and Deloitte. The bottom section shows a table with columns for 'All orgs', 'All ass...', 'All associ...', 'Partner', 'Fu...', and 'Primary Lever'. The 'City Year' row is highlighted in blue.

All orgs	All ass...	All associ...	Partner	Fu...	Primary Lever
CASEL	37	Ewing Ma...	Civic Ente...	E...	School & progr...
Big Brothers B...	33	Oak Foun...	African M...	O...	School & progr...
National PTA	32	100 Black...	100 Black...	Of...	Aligning and c...
City Year	27	Ron Brow...	Ron Brow...	D...	School & progr...
Solutions Not ...	26	Securian ...	Hopkins ...	Mi...	Communicatio...
Turnaround for...	25	Populace...	SoLD; Po...	C...	School & progr...
Bill & Melinda ...	24	Educator...	National ...	E...	Philanthropic f...
National Scien	23	General	General	I	Aligning and c

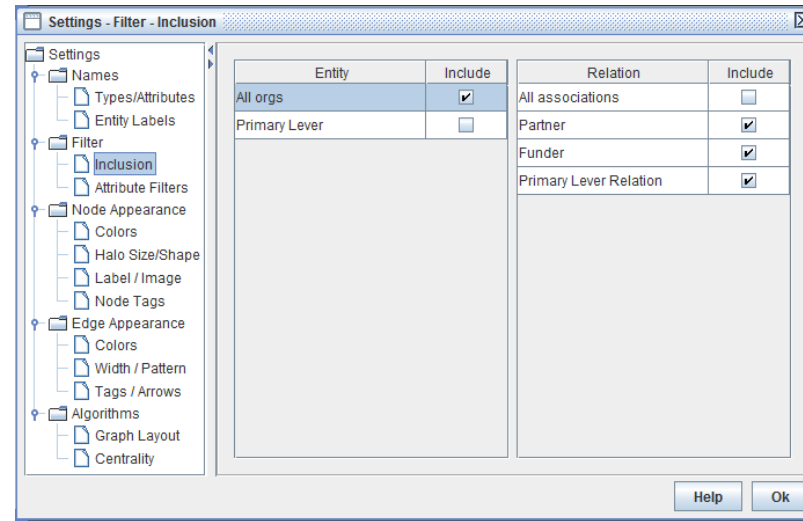
The window in the upper left shows more detailed data for any node that is selected

The different attributes chosen when creating the original settings file determines what information is displayed in the different columns

# Touchgraph Navigator

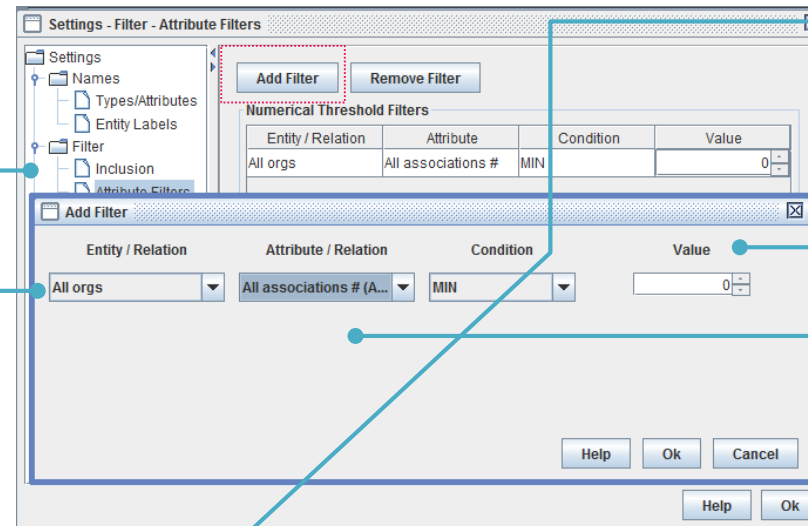
The user settings panel: filter inclusion and attribute filter

Filter > Inclusion tab lets you determine what is displayed in the network visual



Check to include different types of connections in the network

Filter > Attribute Filters lets you set criteria for inclusion in the network



Set condition to exclude or include based on attribute

Select the filter thresholds

Select what attribute you would like to filter on (Example: at least one partner or funder to show in network map)

Select what entity or relation you would like to filter on (Example: number of associations)

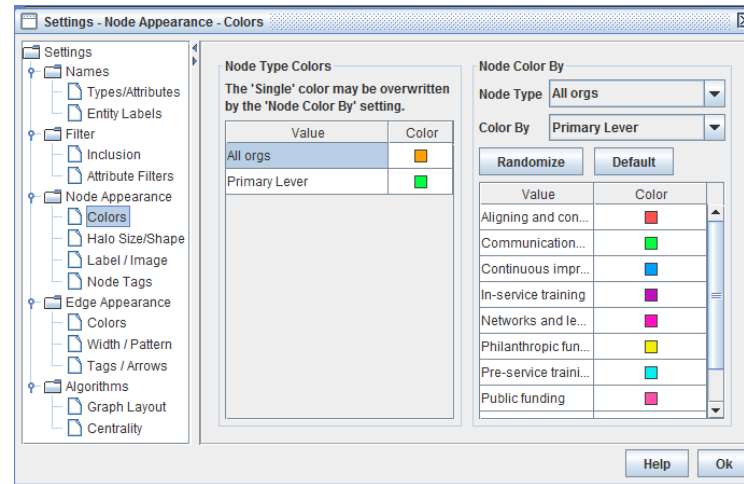
Note: Thumbnail slides do not represent actual data. All data shown is purely illustrative.



# Touchgraph Navigator

The user settings panel: node appearance

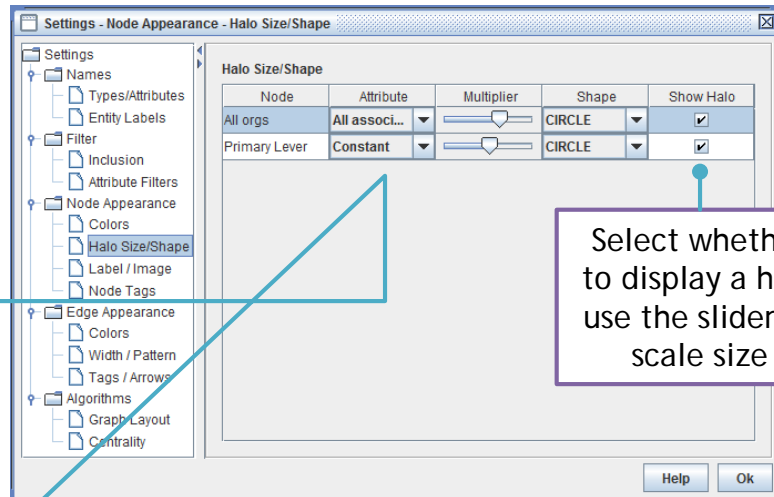
Node Colors, Size, Labels and Tags can all be modified under the Node Appearance



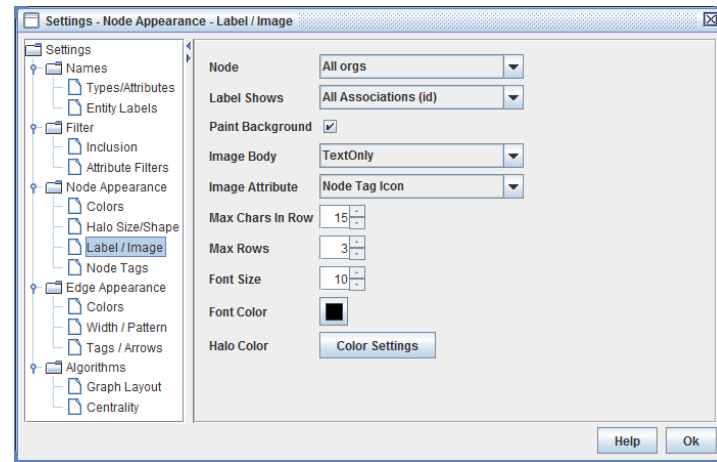
Select the Node Type and use the drop down to select color options

Node labels (content and appearance) can be changed under Node > Label/Image

Select what attribute the node size will be correlated to



Select whether to display a halo use the slider to scale size



Note: Thumbnail slides do not represent actual data. All data shown is purely illustrative.

# Touchgraph Navigator

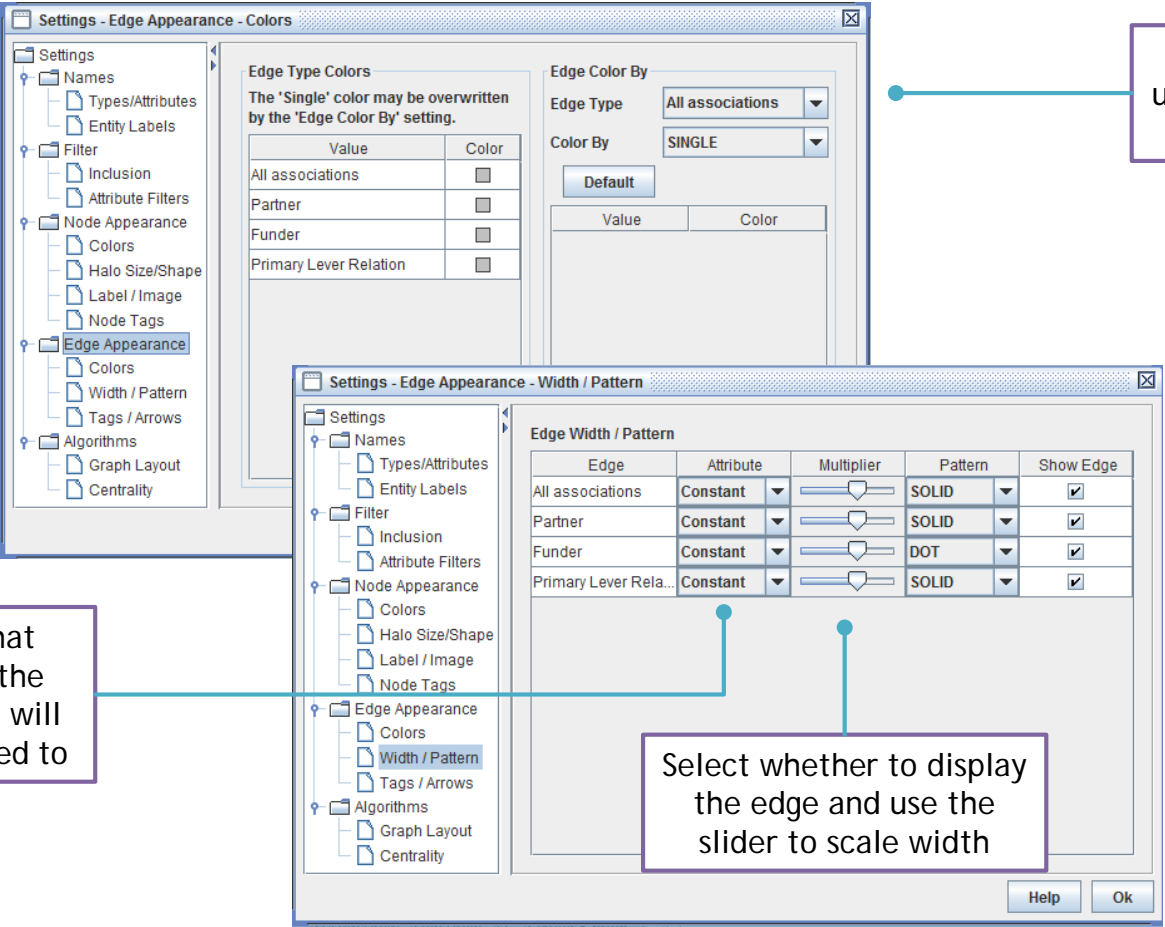
The user settings panel: edge appearance

Edge Colors, Width, and Tags can all be modified under the Edge Appearance

Select what attribute the edge width will be correlated to

Select the EdgeType and use the drop down to select color options

Select whether to display the edge and use the slider to scale width



# Touchgraph Navigator

The user settings panel: top bar

Amount of network nodes to show  
All: all nodes that meet requirements in filter settings  
Single: single selection of nodes  
Degrees of separation: how many steps to take along the network from the starting node(s)

Coloring tool to manually color a selection of nodes  
(Example: an entire category of nodes that were selected in the left data panel)



Zoom and spacing controls to manipulate the display of the network

Play/Pause toggle—press play to let the program optimize the display of the network. When want to manually manipulate the network with the hand tool, first pause the display. Pausing also allows for quicker operation without bogging down computer resources