

Table 1

Individual Characteristics - Knowledge

Term	Definition	Examples of Evidence	Data Sources
Understanding the Context	Evidence of preparation, training, or other demonstrable knowledge of organizational practices, educational policy, leadership and administration, or classroom practice.	<ul style="list-style-type: none"> • Obtained a B.Ed. school degree • Completed course, training, or professional development that focused on 'the practice context' • Experience working in a school or district • Developed and/or delivered presentations, papers, trainings, or technical assistance that demonstrate that DRLs have knowledge on 'understanding the practice context' 	LinkedIn, resumes, News Releases, Bios
Understanding the Research Process	Evidence of preparation, training, or other demonstrable knowledge of understanding the process of conducting research.	<ul style="list-style-type: none"> • Obtained a graduate school degree • Completed course, training, or professional development that focused on research • Developed and/or delivered presentations, papers, trainings, or technical assistance that demonstrate that DRLs have knowledge on 'understanding the research process' 	LinkedIn, resumes, News Releases, Bios
Sharing Knowledge	Evidence of preparation, training, or other demonstrable knowledge of understanding meaningful ways to share available and accessible knowledge/evidence.	<ul style="list-style-type: none"> • Completed course, training, or professional development that focused on sharing knowledge • Developed and/or delivered presentations, papers, trainings, or technical assistance that demonstrate • DRLs have knowledge on 'sharing knowledge' 	LinkedIn, resumes, News Releases, Bios
Being Aware of Evidence Resources	Evidence of preparation, training, or other demonstrable knowledge of understanding ways to find available resources that support organizational information.	<ul style="list-style-type: none"> • Completed course, training, or professional development that focused on finding available resources • Developed and/or delivered presentations, papers, trainings, or technical assistance that demonstrate DRLs have knowledge on 'being aware of evidence resources' 	LinkedIn, resumes, News Releases, Bios

Understanding KMb and EBP Processes and Activities	Evidence or preparation, training, or other demonstrable knowledge of understanding KMb and EBP processes and activities.	<ul style="list-style-type: none"> Completed course, training, or professional development that focused on KMb and EBP processes and/or activities Developed and/or delivered presentations, papers, trainings, or technical assistance that demonstrate DRLs have knowledge on 'KMb and EBP processes and activities' 	LinkedIn, resumes, News Releases, Bios
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Table 2

Individual Characteristics – Skills

Term	Definition	Examples of Evidence	Data Sources
Collaboration and Teamwork	Specific experience that demonstrates the ability to develop effective, authentic, and respectful working relationships with peers and others.	<ul style="list-style-type: none"> Activities in which a DRL explicitly engages in trust-building, network-building, or facilitating group initiatives (NOT teaching or leading PD) Activities in which a DRL explicitly facilitates knowledge exchange opportunities among various stakeholders in ongoing assessment of topic-specific issues and possible solutions. Activities in which a DRL explicitly uses techniques such as appreciative inquiry, conflict resolution, deliberative dialogue and negotiation, systems thinking, and adult learning processes. 	LinkedIn, resumes, News Releases, Bios
Leadership	Specific experience that demonstrates the ability to provide day-to-day leadership and guidance to a team, facilitate stakeholder involvement in evidence-based decision-making, influence skill development, and act upon stakeholders' views and needs.	<ul style="list-style-type: none"> Activities a DRL undertakes to identify opportunities for evidence to contribute to policy/practice and to research agendas Activities in which a DRL conducts assessments to identify needs and readiness for change, develop strategies and planning for change. Activities in which a DRL explicitly builds a culture of evidence use, set expectations of evidence use, developed organizational routines and tools to support evidence use in decision-making, or improved decision-making processes 	LinkedIn, resumes, News Releases, Bios
Research Synthesis	Specific experience that demonstrates skills to combine research findings and grey	<ul style="list-style-type: none"> Activities in which a DRL undertakes to conduct literature reviews or knowledge syntheses to address different types of questions. 	LinkedIn, resumes,

	literature following robust processes.		News Releases, Bios
Research Production	Specific experience that demonstrates skills to generate research evidence.	<ul style="list-style-type: none"> • Activities in which a DRL conducts research or evaluations in order to create knowledge of relevance to intended users. 	LinkedIn, resumes, News Releases, Bios
Dissemination of Research Findings	Specific experience that demonstrates the ability to spread/distribute information and knowledge so that it reaches many people or organizations.	<ul style="list-style-type: none"> • Activities in which a DRL undertakes to share developed content in order to increase knowledge on a topic or to influence decision-making. 	LinkedIn, resumes, News Releases, Bios
Use of Research Findings	Specific experience that demonstrates the ability to apply research findings to practice or policy decisions or to inform further research that is needed for specific policy/practice decisions.	<ul style="list-style-type: none"> • Activities a DRL undertakes to guide decision-makers in accessing, appraising, adapting, and applying research findings. • Activities a DRL undertakes to interpret data and evidence and apply research findings in ways that inform decision-making, formulate evaluate and/or revise policies, procedures, protocols, or student-specific programs. • Activities in which a DRL integrates evidence into practice with specific populations in their own setting. • Activities a DRL undertakes to change their own practice based on research evidence. 	LinkedIn, resumes, News Releases, Bios

Table 3

Job Tasks

Term	Definition	Examples of Evidence	Data Sources
Identify & Engage Stakeholders	Tasks in which the DRL undertakes to directly identify and engage relevant stakeholders	<ul style="list-style-type: none"> • Participate in group meetings, focus group discussions, or media briefings 	Job Descriptions, resumes, Bios, News Releases
Facilitate Collaboration	Tasks in which the DRL undertakes to facilitate interactions between stakeholders.	<ul style="list-style-type: none"> • Connecting two or more groups of stakeholders together 	Job Descriptions, resumes, Bios, News Releases
Identify & Obtain Relevant Information	Tasks in which the DRL undertakes to identify and obtain relevant information regarding possible research initiatives.	<ul style="list-style-type: none"> • Conducting an environmental scan or needs assessment - this might include setting the research agenda for the district • Defining the problem or research questions • Conducting evidence search and retrieval • Appraising quality of evidence 	Job Descriptions, resumes, Bios, News Releases
Produce Relevant Information	Tasks in which the DRL undertakes to produce relevant research evidence to inform district initiatives	<ul style="list-style-type: none"> • Conducting/supervising research projects or program evaluations 	Job Descriptions, resumes, Bios, News Releases
Facilitate Development of Analytic and Interpretive Skills	Tasks in which the DRL undertakes to build the analytic/interpretive capacity of education stakeholders (e.g., educators, administrators, central office staff)	<ul style="list-style-type: none"> • Designing tailored training or educational sessions • Deliver education courses, seminars, or workshops to enhance stakeholder skills • Provide assistance with interpretation of research • Support peer-to-peer learning 	Job Descriptions, resumes, Bios, News Releases
Create Tailored Knowledge Products	Tasks in which the DRL undertakes to develop knowledge products	<ul style="list-style-type: none"> • Prepare knowledge products and syntheses • Tailor resources to stakeholder needs or local context 	Job Descriptions, resumes, Bios, News Releases
Leadership & Coordination	Tasks in which the DRL undertakes to lead and coordinate projects and departmental activities.	<ul style="list-style-type: none"> • Approving projects • Making sure projects have resources • Managing research projects • Activities where the DRL conducts operational and policy tasks to maintain the research department 	Job Descriptions, resumes, Bios, News Releases

Term	Definition	Examples of Evidence	Data Sources
Support Communication & Information Sharing	Tasks in which the DRL undertakes to support communication and information sharing with stakeholders.	<ul style="list-style-type: none"> • Develop & maintain communication tools or strategies • Communicate with stakeholders • Facilitate knowledge dissemination & knowledge sharing among stakeholders • Connect stakeholders to relevant information sources 	Job Descriptions, resumes, Bios, News Releases
Facilitate & Evaluate Evidence Informed Change	Tasks in which the DRL undertakes to facilitate and evaluate evidence informed change across the district	<ul style="list-style-type: none"> • Identify opportunities for integrating evidence into practice • Assess readiness or capacity for change • Generate buy-in among stakeholders about a specific policy or practice change • Monitor the process of implementation or uptake • Evaluate KMb process • Identify implications for local programs, policies, or practice 	Job Descriptions, resumes, Bios, News Releases
Network Development, Maintenance, & Facilitation	Tasks in which the DRL undertakes to develop, maintain, facilitate, or leverage networks.	<ul style="list-style-type: none"> • Identify networking opportunities for stakeholders • Develop a network or community of practice • Maintain & facilitate a network or community of practice • Leverage networks to meet the district's research needs • Network with other knowledge brokers 	Job Descriptions, resumes, Bios, News Releases
Support Sustainability	Tasks in which the DRL undertakes to support sustainability across the district.	<ul style="list-style-type: none"> • Promote continuous improvement • Support the development and communication of knowledge policies, procedures, or processes 	Job Descriptions, resumes, Bios, News Releases

Table 4

Organizational Context

Dimension	Definition	Example	Data sources
Formal structure: reporting	Extent to which the organization's formal structure is consistent with bureaucratic, hierarchical models or is consistent with flatter or team based organizational structures; extent to which DRL role has formal expectations to report upwards (to supervisor, district leadership)	<ul style="list-style-type: none"> • DRL works primarily with senior leadership 	job description, org chart
Formal structure: collaboration	Extent to which the organization's formal structure is consistent with bureaucratic, hierarchical models or is consistent with flatter or team based organizational structures; includes formal expectations to collaborate across units within the district; Reporting structure; Collaboration structure	<ul style="list-style-type: none"> • DRL/unit have direct work responsibilities to other units at same level of system • DRL works primarily with others in unit Organizational routines that bring units together	job description, org chart
Informal structure	Relationships among members of a unit that exist outside of the formal structure and allow for information and resource flow; extent to which DRLs role practically entails relationships with staff in other units	No evidence available	No evidence available
Systems	Knowledge infrastructure that facilitates conducting and using research Extent to which the organization has appropriate systems and resources for knowledge production and mobilization	<ul style="list-style-type: none"> • Data systems for analysis • Knowledge management systems for storing or communicating information • Research application processes 	job description, unit website
Resources	Human, financial, and material resources that enable KMB activities	<ul style="list-style-type: none"> • Staff • External partnerships • Memberships to relevant research and professional associations (e.g. AERA) • Subscriptions to scientific journals 	job description, unit website

Dimension	Definition	Example	Data sources
Openness of communication	Extent to which organization facilitates and promotes communication among members	<ul style="list-style-type: none"> Organizational routines designed to improve communication Communication practices that are multidirectional 	job description, unit website
Participation in decision-making	Degree in which participants believe they have an active role in the decision-making process;	<ul style="list-style-type: none"> Organizational routines, policies, structures that promote participatory processes 	job description, unit website
Trust	Degree to which participants have confidence in others' reliability, openness, and honesty	No evidence available	No evidence available
Leadership	Extent to which leadership promotes knowledge use and provides leadership toward knowledge use goals	No evidence available	No evidence available
Commitment to shared goals	Degree to which participants are committed to the organization and believe others share their goals and values	No evidence available	No evidence available
Norms	Participants' beliefs about others' expectations for the use of (research) knowledge (extent to which those values are implicit or explicit)	No evidence available	No evidence available
Institutional logics	Systems of cultural elements by which people, groups, and organizations make sense of and evaluate their everyday activities; ways in which DRLs and units are positioned	<ul style="list-style-type: none"> Language used to describe unit purposes and goals, activities (e.g. verbs), products generated, valued characteristics of products Language used to describe organization itself 	Unit website, job description