Adult Citizenship Education Program
Coordinator Skills and Knowledge Guide
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This guide outlines a set of knowledge and skills recommended for coordinators to successfully manage an adult citizenship education program. U.S. Citizenship and Immigration Services (USCIS) is providing this information for professional development purposes; the lists are in no way exhaustive. The eight elements below align with the Elements of Program Quality for Adult Citizenship Education in the Citizenship Resource Center at uscis.gov/citizenship.

Element 1: Program Planning and Outcomes
An adult citizenship education program coordinator will have the knowledge and skills to:

a. develop a schedule for classes;
b. prepare and manage the program budget;
c. maintain records and files in accordance with USCIS/DHS guidelines;
d. compile and send required data and reports to the USCIS Office of Citizenship and DHS Office of Procurement Operations, Grants and Financial Assistance Division, in a timely manner;
e. manage the collection of required data such as students’ attendance, immigration status, and assessment results;
f. maintain or supervise the maintenance of equipment assigned to and purchased by the citizenship program;
g. follow all USCIS policies and ensure that federal grant requirements are met; and
h. find and use appropriate materials and tools to develop and maintain all aspects of the program.

Element 2: Instructional Staff Recruitment, Supervision, and Professional Development
An adult citizenship education program coordinator will have the knowledge and skills to:

a. recruit and hire qualified program staff;
b. train and mentor program staff:
   1. train all instructional staff on how to use the curriculum to guide instruction; and,
   2. train all program staff on how to follow and interpret agreed upon grant guidelines;
c. supervise all program personnel (if part of coordinator’s role);
d. ensure required teacher certifications are current (if applicable); and,
e. evaluate program and staff.
Element 3: Curriculum
An adult citizenship education program coordinator will have the knowledge and skills to:

a. develop, with assistance from instructors, a comprehensive citizenship curriculum or adapt an existing curriculum to meet the needs of the program;
b. use standards to develop course outlines and guide instruction;
c. manage the curriculum and make sure it is updated as needed;
d. ensure that all teachers are following the curriculum;
e. assist instructional staff in creating effective syllabi and lesson plans;
f. train staff in the naturalization content and serve as a resource;
g. train staff in the civics content and serve as a resource; and,
h. train staff in the English language content and serve as a resource.

Element 4: Instruction
An adult citizenship education program coordinator will have the knowledge and skills to:

a. instruct adult citizenship education courses at all levels when needed;
b. observe classes at all levels and provide guidance to instructors; and,
c. assist teachers with developing and improving instructional methodology.

Element 5: Learner Assessment
An adult citizenship education program coordinator will have the knowledge and skills to:

a. train staff on how to administer and score standardized testing;
b. build and maintain an assessment system aligned with the curriculum, place students into levels, and guide instruction;
c. ensure test security and integrity; and,
d. train instructional staff to use non-standardized assessments to demonstrate progress.

Element 6: Learner Recruitment, Orientation, and Retention
An adult citizenship education program coordinator will have the knowledge and skills to:

a. create an effective marketing plan;
b. use the marketing plan to promote the program using effective outreach methods;
c. coordinate the citizenship marketing approaches with the greater agency’s outreach initiatives;
d. develop and institute comprehensive intake and orientation processes;
e. implement promising practices to retain students; and,
f. develop a student evaluation process and analyze the results to improve the program.
**Element 7: Support Services**

An adult citizenship education program coordinator will have the knowledge and skills to:

a. provide advice and guidance to students when needed;
b. develop relationships with community organizations that could provide support services to students;
c. create a referral-based support services system, both internally and with other organizations; and,
d. develop a comprehensive case management system to help ensure students receive the support services needed to remain in the program.

**Element 8: Program Environment**

An adult citizenship education program coordinator will have the knowledge and skills to:

a. seek and select adult-appropriate, ADA-compliant sites for classes;
b. establish classroom sites;
c. operate and maintain all classroom sites; and,
d. ensure that sites are safe and free of hazards.