



Improvement Network Application

All completed applications are due on or before **July 9, 2018**.
Notifications of acceptance will be sent by **September 10, 2018**.

Submit your application via this [online form](#).

For questions, contact Kareen Yang at yang@carnegiefoundation.org.

Important instructions for preparing and submitting your application:

- **Submitting your responses via the online form.** Since the online application must be submitted within a single session, we recommend that you prepare your responses in a Word document and then copy/paste your responses into the text boxes of the online form. The online form will not allow you to save and return to a partially completed application. You can only submit text in the text boxes. You cannot include graphics and/or tables within your text.
- **Word count.** There is a 4,000 character limit for each response (roughly 500 words).
- **Uploading evidence attachments in Part Three.** You may upload up to 10 files, each no larger than 30MB, directly into the online application. For each attachment, include in that dimension's text box the file name and short description of the item. Please also add "Dim#_" to the front of the file name, where # refers to the dimension the item is providing evidence for. If you have additional or larger attachments, please upload what you can and check the box at the end of the online form. Within 24 hours you will receive an email with a link where you may upload additional or larger files.

Part One: General Questions for All Spotlight Category Applicants

Carnegie Foundation's [six core principles](#) lay out a comprehensive view of improvement science and the power of networks to address longstanding educational problems. Although you may not use this specific language in your day-to-day work, these principles should be alive and discernable in your application.

We are especially interested in applicants that have used these approaches to advance more ambitious student learning goals and/or attack longstanding disparities, by race/ethnicity or income, in students' progress through school and educational attainment.

Please respond to each of the items below:

- 1a. Provide a general description of the work.
- 1b. Provide evidence of measurable educational improvements at some significant scale.
- 1c. Describe how this work was informed by the improvement principles, and how you drew on specific improvement methods and tools as appropriate (including qualitative and quantitative data for tracking progress and informing subsequent improvement efforts).
- 1d. Describe how you drew on research evidence and expertise to develop your working theory of improvement and change ideas.
- 1e. Describe a key improvement challenge (or failure) that arose as this work progressed, how you managed it, and any lessons learned from this that you might share with the field.



Part Two: Specific Questions for Improvement Network Applicants

Your **Improvement Network Application** should show how teams or organizations in your network worked together to make significant progress on an improvement aim. Your application should demonstrate effective communication, collaboration, and practical knowledge-building in support of progress on your shared aim.

Please respond to each of the items below:

- 2a. Your network's aim and why it is important.
- 2b. Description of your network membership—how individuals and groups were engaged and how collective energy around a common aim was built and sustained.
- 2c. A narrative of your network's initiation and development, including how forming a networked improvement community enhanced the collective ability to make progress on the improvement aim.
- 2d. Description of organizational structures, processes, and tools that foster sustained participation and engagement within and across member organizations.
- 2e. The development and use of measures both to track progress toward the network's improvement goal and to organize, assess, and improve the well-being of the network.
- 2f. Lessons that could be shared with others.

Part Three: Evidence of Continuous Improvement Applied Within Your Improvement Network

We believe that the following **three dimensions** are important to a network's improvement efforts. Using the list of elements under each dimension as a guide, please include in your application evidence (documents, charts, reports, data, etc.) of each of the **three dimensions**. We recognize that you may be further along in some areas than others.

You may upload up to 10 files, each no larger than 30MB directly into the online application. For each attachment, include in that dimension's text box the file name and a short description of the item. Please add "**Dim#_**" to the front of the file name, where # refers to the dimension the item is providing evidence for. If you have additional or larger attachments, please upload what you can and check the box at the end of the online form. Within 24 hours you will receive an email with a link where you may upload additional or larger files.



Dimension 1: Chartering

Elements:

- Identification of the problem.
- Analysis and study of the system.
- Statement of aim.
- Selection of high-leverage areas for change.
- Development of a theory of practice improvement (engaging both scholarly research and practice knowledge).
- Identification of the hub team and their roles.
- Identification of members and their roles.

Dimension 2: Network Learning

Elements:

- Development of initial change package reasonably hypothesized to drive improvements.
- Supporting sites in testing changes (using a scientific methodology to build practical improvement knowledge).
- Measurement system and data collection (member sites and network).
- Social organization (norms, social connections, participation, and engagement).
- Knowledge management to support network aims.

Dimension 3: Scale and Spread

Elements:

- Rationale and strategy for scale and/or spread.
- Tested change ideas.
- Identification of target population for scale and spread.
- Collaborative knowledge management system.
- Identification of persons responsible for scale and spread.
- Engagement and support of local leaders.
- System for measuring and adjusting behaviors, policies and procedures for scaling and spreading.