Organizational Transformation 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

The 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 Organizational Transformation Applicants

Your **Organizational Transformation Application** should show how your organization is making the use of improvement principles, methods, and tools a standard practice across your organization.   Please respond to each of the items below:

2a.   Your specific transformational aim(s) and evidence of measurable improvement at some significant scale.

2b.   How the use of improvement principles shaped the pursuit of your transformation and the results that were achieved.

2c.   A narrative of how leadership guided normative shifts within your organization, including a description of the cultural conditions and professional learning opportunities that enabled the organization's active pursuit of system-wide change through continuous quality improvement.

2d.   Strategies used to build improvement capability within your organization, including those used to create a psychologically safe and productive environment for sharing work and learning from failure.

2e.   Measurement and data to drive improvement and shift the culture from "measurement for accountability" to "measurement for improvement."

2f.   Lessons that could be shared with others.

Part Three: Evidence of Continuous Improvement Applied Within Your Organization

We believe that the following **three dimensions** are important to an organization'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.

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Dimension 1: Leadership

Elements:
- A mission and/or vision statement.
- A compelling shared narrative that personally engages members of the organization.
- Distributed authority over decision-making for improvement.
- Board and stakeholder engagement with the organization's improvement agenda.
- Alignment of resources with the improvement agenda.

Dimension 2: Strategy and Culture

Elements:
- System-level aspirations/goals and strategy for attaining them.
- Alignment of vision, mission, and values.
- Values that articulate and develop a culture that supports improvement work.
- Systems and processes that powerfully enact improvement in the organization.
- A prioritized improvement agenda.
- Open and transparent communications.

Dimension 3: System-Level Improvement

Elements:
- Team structures for improvement.
- Leadership guidance and sponsorship of improvement efforts.
- Organization-wide improvement methodology and capability.
- Performance measures that focus on the organization's improvement agenda.
- Culture that respects professional expertise and improvement.
- Systems and practices for scaling and spreading improvements.
- System-level improvement, analytics, and organizational capacities