**2019 Spotlight on Quality in Continuous Improvement**

Application for:

**School Districts, State Education Agencies, and Charter Management Organizations**

*These enterprises run or manage schools and use improvement principles,*

*methods, and tools to make significant progress on a well-specified aim.*

All completed applications are due on or before **August 5, 2019.**

Notifications of acceptance will be sent by **October 1, 2019**.

Complete this application and submit it [online](https://app.smartsheet.com/b/form/3c5170ecef1f4b0caabb092d419535f8).

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

We are seeking applications from enterprises that have achieved measurable improvement in outcomes and used improvement principles to achieve those outcomes. **Of particular interest are applicants that used quality improvement approaches to advance ambitious student learning goals or to attack longstanding disparities grounded in race/ethnicity or income in students’ progress through school and educational attainment.**

**Enterprise Name:**

## **Section 1: Qualifying Consideration: Evidence of Improvement**

*Consideration for Spotlight recognition begins with providing convincing evidence of having affected a measurable improvement in important educational processes and outcomes.*

1. **Describe the problem that you were trying to solve and why it was important.**

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1. **Provide a succinct statement of your measurable improvement.**

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1. **Provide evidence documenting these measurable improvement(s) at some significant scale. Select and attach charts, data displays, and/or figures that best represent each of the following:**
* the level of performance and variation that you saw at the outset,
* the overall level of improvement you achieved, and
* the variation observed in the effects of your improvement efforts.

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| *Upload your documents via the same form used to submit this application. Please include the file name and description of each document here.*  |

1. **Discuss your understanding about the possible sources of this variation in effects and efforts (either underway or planned) to reduce null (and/or negative) effects.**

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1. **Share key lessons and take-aways from this improvement effort that are potentially useful to others engaged in improvement work.**

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## **Section 2: The Work of Improvement**

*Please describe how you worked within your enterprise to affect the measurable improvement described in Section 1.*

1. **Describe the processes used to understand the problem and analysis of its root cause(s) (i.e., a description of the system producing the current outcomes).**

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1. **Describe your working theory of improvement (as may be reflected in a driver diagram or other analogous means of expression) and how it guided your actions as improvers.**

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1. **How did the examination of variation in performance both influence the formation of your working theory of improvement and inform your iterative improvement efforts?**

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1. **Describe how you drew on research evidence and a range of forms of expertise to develop your working theory of improvement and change ideas.**

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1. **What measures did you develop to track progress and inform the improvement efforts needed to progress toward the solution of your problem?**

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1. **If relevant, describe your rationale and strategy for scaling or spreading the improvement(s).**

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## **Section 3: The Context for Improvement**

*To establish context for the improvement(s) demonstrated in Sections 1 and 2, please provide an overview of your enterprise and the approaches it takes in the work of improvement.*

1. **Describe how leadership identified, articulated, and guided necessary cultural shifts within your organization?**

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1. **What professional learning opportunities enabled the organization to actively pursue system improvement through continuous quality improvement?**

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1. **How do measurement and data drive improvement in your organization?**

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1. **Describe any change efforts that occurred within your enterprise that enabled it to function better as an improvement learning environment.**

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