



Carnegie Foundation  
for the Advancement of Teaching

# Evidence For Improvement

Improvement networks engage in complex work to advance their goals, and they can often struggle to organize and complete the analytic tasks integral to improvement. To advance their goals, network leaders must daily navigate the challenges presented in these complex contexts in order to build and sustain high-functioning learning systems. Successful networks create conditions for social learning among network participants who are guided by a shared commitment to a particular improvement outcome. Analytic partnerships that can help make visible the work and impact of a network to its leaders stand to significantly advance the learning within a network .

This course introduces the Evidence for Improvement (EFI) framework as an approach to understanding and supporting the work of an improvement network. Through the course, individuals who support the analytic activities of networks and network leaders will learn how to use the framework to consider a network's activity related to its working theory of improvement, collaboration among its partners, concerns about scaling, and interaction with its environmental context. Course activities emphasize the importance of simultaneously engaging with the work in each of these areas and the implications that doing so has for the collaboration between network leaders and an analytic partner(s).

## **WHAT IS THE EVIDENCE FOR IMPROVEMENT FRAMEWORK?**

Evidence for Improvement is an integrated approach that explains how a variety of tools and practices, drawn from diverse forms of program evaluation, can help to inform the leaders of improvement networks in advancing productive change. The framework conceptualizes the work of a network at three nested levels, each of which can be described and measured. The EFI framework is designed to enhance a network's internal learning processes, and, in turn, lead to more positive impacts for educators and students.

## **WHAT ARE IMPROVEMENT NETWORKS?**

The improvement networks described by the EFI framework have two defining characteristics. First, they are communities of shared accomplishment; improvement networks bring together participants who are committed to advancing a collective goal. Second, these communities are learning their way into improvement. This learning orientation means that, rather than implementing a known solution, these networks expect to study their problem, learn through such systematic inquiry, and continuously refine the changes that they make. The EFI framework reflects the importance of drawing on a rich body of evidence to inform a network's practices over time and to advance its efforts to improve outcomes across diverse contexts and student populations.

Professional Learning

## WHAT WILL YOU LEARN IN THIS COURSE?

Through this course, participants will:

- Understand the Evidence for Improvement framework.
- Identify key approaches, techniques, and tools used by analytic partners at each of the four areas of inquiry—working theory of improvement, collaboration among its partners, concerns about scaling, and interaction with the environmental context—and have an introductory understanding of how they are applied.
- Describe how and why analyzing each of the improvement network levels—environmental contexts, improvement enterprise, and working theory of improvement—is important to a well-functioning improvement effort.
- Articulate the role of analytic partners and how that role differs from that of traditional evaluators.

## HOW IS THE COURSE STRUCTURED?

This is an interactive 1.5 day workshop. Sessions include hands-on activities, small group discussions, and opportunities for individual reflection.

**Registration for this course** is \$1,495 per person. Course registration includes a light breakfast, lunch, and an evening reception on the first day; and a light breakfast and lunch on the second day. Participants are responsible for their own travel and lodging arrangements.

## WHO SHOULD PARTICIPATE?

This course is designed for individuals who support the analytic activities of a network, network leaders, and evaluation professionals. Analytic partners and network leaders who are currently collaborating may find it particularly useful to attend together because the course includes opportunities to reflect on current practices and consider new ways for evidence to be used to inform activities at each of the improvement network levels.

Upcoming course dates and registration for Evidence for Improvement workshop is available on the Professional Learning page of the Carnegie Foundation website, [www.carnegiefoundation.org](http://www.carnegiefoundation.org). There you can also learn more about the Carnegie Foundation and its other professional learning courses, and sign up to receive updates about future opportunities.

For more information about this course, please contact [professionallearning@carnegiefoundation.org](mailto:professionallearning@carnegiefoundation.org).



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