



Carnegie Foundation  
for the Advancement of Teaching

# Professional Learning Opportunities

*Networked improvement communities (NICs) integrate two powerful ways of organizing and executing improvement efforts—improvement science and carefully structured networked communities—to address long-standing equity challenges in the performance of our school systems. The Carnegie Foundation for the Advancement of Teaching offers professional learning and support opportunities for individuals, teams, and established NICs that will deepen knowledge and practice of improvement science and provide supports for the design, initiation, and launching of NICs. For more information about the offerings, please contact the professional learning opportunities team at [professionallearning@carnegiefoundation.org](mailto:professionallearning@carnegiefoundation.org).*

## FOR INDIVIDUALS

### Introduction to Networked Improvement Science

**Basics** is a 12-week entry-level course that familiarizes individuals or teams with the key concepts, methodologies, tools, and processes involved in using improvement science for education. This is an activity-based online course mediated by instructors from the Carnegie Foundation. Participants develop a conceptual understanding of the principles and practices of improvement science and build their skills in applying improvement methods to real problems of practice through a case-based simulation. Content is provided through video presentations, live webinars, collaborative team or individual assignments, moderated online discussions, and reflective writing.

**Audience:** Individuals or teams new to improvement science

**Cost:** \$2,750 per person

**Improvement Science in Practice** is a two-month training for individuals and small teams seeking to deepen their knowledge of improvement science practices by engaging in disciplined inquiry in their own context with coaching support from Carnegie staff. Through a mix of virtual and in-person sessions, participants will be guided through the process of designing, executing, and monitoring tests of change.

**Audience:** Individuals and small teams.

**Cost:** \$3,625 per person

Professional Learning

## FOR INDIVIDUALS (CONTINUED)

### Facilitating Improvement Teams

is an intermediate-level training over a 13-week period for coordinators, facilitators, and supporters of teams engaged in improvement science. The course consists of four virtual learning sessions, one in-person 2.5-day workshop, and an additional series of coaching webinars that supports participants through their action period work. With the guidance of improvement science experts, participants will “learn by doing” and receive hands-on opportunities to facilitate teams engaged in improvement projects, which includes:

- Advancing their understanding of the foundational knowledge supporting improvement science,
- Facilitating teams in improvement science to get results across diverse contexts,
- Teaching and coaching the use of PDSAs,
- Maintaining and supporting professional learning systems to enable social learning and the spread of ideas in the NIC, and
- Effectively communicating the ideas of improvement science to others.

**Audience:** Individuals with experience doing an improvement project who are preparing to lead improvement activities at a site or team level.

**Note:** This offering is designed to support improvement science activities both within and outside of a networked improvement community.

**Cost:** \$4,850 per person

### Leading Improvement Networks

is advanced training that prepares individuals to assume leadership responsibilities as they launch and lead NICs. Through a blend of in-person and virtual learning over several months, participants will:

- Prepare for the role of leader of improvement science in networked settings;
- Enroll members in and develop the will for engaging in a NIC;
- Cultivate a healthy NIC capable of learning together and achieving its aims;

- Build structures and routines that support network health and social learning; and
- Leverage NIC data in multiple ways to guide problem identification and understanding, networked learning, and achievement of shared aims.

**Audience:** Teams or groups of leaders who are currently involved in a NIC engaged in network learning.

**Cost:** TBD

**Evidence for Improvement** introduces a framework for improvement leaders and their analytic partners that helps them learn about the types of supports improvement networks need to work successfully. As part of this framework, the course introduces a set of analytic approaches and tools for supporting improvement efforts and the work of network leaders as they develop and sustain a culture of learning across an organization or network. The approaches and tools focus improvement networks’ efforts in:

- Developing the analytic capacities required to implement a theory of improvement,
- Generating and sustaining social learning within and across an organization or network, and
- Navigating the complexities of the environments in which they are working to scale improvement.

**Audience:** Network leaders, analytic partners, and evaluation professionals who have a basic prior knowledge of improvement science or other continuous improvement methodology.

**Cost:** \$1,495 per person

### Courses Coming in 2020

**Executive Leadership for Improvement  
Improvement Coaching for Teams  
and Networks**

## FOR TEAMS

**Explorers' Workshop** is a 1–2 day learning session at which individuals or teams learn about and engage in activities using the principles, tools, and processes of networked improvement science. They will then be equipped with the knowledge to determine whether NICs are right for them and, if so, whether they are able and willing to make the investment necessary for a NIC to succeed. Participants encounter the full range of tools and processes used in networked improvement science, and hands-on activities allow them to develop an initial understanding of what it means to work on problems of practice in a new way.

**Audience:** Individuals or groups of 20–60 who are considering networked improvement science as a methodology to drive their change efforts.

**Cost:** Approximately \$50,000 depending upon enrollment

**Dates:** To be scheduled at the request of contracting organization

**NIC Design Learning Lab** is a seven-month program that supports both capacity building and programmatic planning and development for designing, initiating, chartering, and launching a NIC focused on a shared problem of practice. Attended by design leadership teams of 4–6 members, the Learning Lab provides four face-to-face learning sessions (with action periods in between) at which participants develop the knowledge, skills, and dispositions to use and apply the tools and processes needed to initiate and launch their NIC. Participants learn the technical aspects of improvement methodology, hone network leadership skills, and develop learning systems to support a healthy and productive NIC. Between each learning session are action periods during which members of the design leadership team advance the work of establishing a NIC in their home setting, with coaching support from Learning Lab faculty.

**Audience:** Teams of 4–6 individuals who are leading the formation of a NIC

**Cost:** \$75,000 for a team of 4



## FOR ESTABLISHED NETWORKED IMPROVEMENT COMMUNITIES

### Coaching Improvement Science or Networked Improvement Communities

is a service wherein Carnegie staff and improvers in the field co-develop an ad hoc schedule of coaching sessions (virtual or face-to-face) to provide counsel and advice regarding particular issues in the initiation, development, launch, and maintenance of NICs.

**Cost:** Variable based on the extent of the engagement.

**Improvement Reviews** are a formal, protocol-driven process in which senior improvement specialists review the activities and progress of a NIC, with particular attention to the use of improvement methodologies and the health and effectiveness of the network as a social learning organization engaged in improvement science. Conducted occasionally throughout the year (typically 2–3 times annually), improvement reviews provide a “critical friendship” that can maximize improvement learning and the achievement of aims by a NIC.

**Cost:** TBD

### Networked Improvement Learning and Support (NILS)

is a web-based and mobile-friendly technology platform that is purpose built to support collaborative improvement work, including the initiation and launch of NICs, prototyping and testing of change ideas, and dissemination and scaling of improvement knowledge. By facilitating rigorous testing and learning, NILS enhances social learning for professional communities and enables meaningful collective action toward the network’s shared aim.

**Cost:** Variable depending upon the size of NIC supported



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The Carnegie Foundation for the Advancement of Teaching aims to build a field around the use of improvement science and networked improvement communities to solve long-standing inequities in educational outcomes.