Professional Learning

Professional Learning Opportunities

Networked Improvement Communities (NICs) integrate two powerful ways of organizing and executing improvement efforts—the improvement sciences 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, launch, and maintenance of NICs. For more information about any of the offerings below, please contact the professional learning opportunities team at 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 in education. Participants build conceptual and practical understanding of applying improvement methods to real problems of practice through case-based simulation activities. Additional content is provided through video presentations, live webinars, collaborative team or individual assignments, moderated online discussions, and reflective writing.

Structure: Mediated online course with independent and collaborative team assignments and live-participation components

Audience: Individuals or teams new to improvement science

Cost: $2,750 per person

Upcoming Cohorts launch August 2020 and Winter 2021

Improvement Science in Practice is a 2-month facilitated practicum for

individuals and small teams seeking to deepen their practical knowledge of the improvement sciences by engaging in disciplined inquiry in their own context. Participants opt into one of several problem focus areas for hands-on, practiced-based learning about PDSA cycles, supported by coaching from Carnegie instructors. Participants will be guided through the process of prototyping change ideas, as well as designing, executing, and monitoring tests of change. PDSA activities will focus on pursuing improvement in the participant's local context.

Structure: 2-day in-person workshop followed by live, interactive webinars and coaching sessions.

Audience: Individuals and small teams who have completed "Introduction to Networked Improvement Basics" or with similar experience

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

Cost: $3,625 per person

Upcoming cohorts launch October 2020 and Winter 2021

Facilitating Improvement Teams is an intermediate-level training for coordinators, facilitators, and supporters of teams engaged in improvement science. It spans a 13-week period. Participants will strengthen their foundational knowledge of improvement and testing in preparation to support others and will "learn by doing" through hands-on activities. In the second half of the course, participants will be guided by expert instructors as they facilitate teams engaged in improvement projects in their local contexts. Areas of focus in the course include:

- Improvement dispositions and practices
- 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 improvement ideas in the NIC or improvement effort
- Effectively communicating the ideas of improvement science to others

To make the most of the coached practice, participants should plan to convene and lead a team during the final seven weeks of the course.

Structure: Independent online work, a two-day in-person workshop, and live webinars and coaching sessions

Audience: Individuals with experience doing an improvement project and learning through PDSA cycles who are preparing to lead improvement activities at a site or team level

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

Cost: $4,850 per person

Upcoming Cohorts launch Spring 2021

Evidence for Improvement introduces a framework for improvement leaders and their analytic partners that helps them learn about the types of evidentiary 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 on:

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

Structure: 1.5-day in-person workshop

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

Upcoming course offered October 2020

FOR TEAMS

Explorers' Workshop is a 1–2 day learning session in which individuals or teams learn about the principles and practices of networked improvement science. 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 this new way. Participants 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.

Structure: 1–2 day in-person workshop

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 7-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) in 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: Negotiated with the contracting organization based upon needs and context

Dates: To be scheduled at the request of contracting organization

Leading Improvement Networks is advanced training that supports individuals who assume leadership responsibilities in 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
- Leverage NIC data in multiple ways to guide problem identification and understanding, prototyping, and testing of improvement ideas, networked learning, and achievement of shared aims

Audience: Teams or groups of leaders who are currently involved in a NIC that has launched and is engaged in network learning

Cost: TBD

Upcoming cohort launches late Summer 2020

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.

Audience: Teams who are leading networked improvement communities

Cost: TBD

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

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for the Advancement of Teaching

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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 longstanding inequities in educational outcomes.