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**2020 Spotlight on Quality in Continuous Improvement**

Application for:

**Professional/Technical Assistance Organizations**

*These enterprises support the efforts of educational organizations in making progress on specified aims while also applying improvement methods and tools on their own practices to improve the support they provide to the schools and/or districts.*

All completed applications are due on or before **September 4.**

Notifications of acceptance will be sent by **October 30.**

**We expect an application to be approximately 15 pages in length (including charts and tables).**

Please complete this application and submit it [online](https://app.smartsheet.com/b/form/2b9704bdd5664bf99471960b98e48686).

For questions, contact Kareen Yang at [yang@carnegiefoundation.org](mailto:yang@carnegiefoundation.org).

We are seeking applications from enterprises that have achieved measurable improvement in outcomes and used improvement principles to achieve those outcomes. We recognize that this work takes time and that evidence of student outcome improvements may lag behind other impacts. Nonetheless, if you cannot yet point to improvements in student level outcomes, we encourage you to wait and apply when that evidence is available.

NOTE: “Student level outcomes” refers to more than just test scores. These outcomes should also be appropriate to your aims, such as (but not limited to) changes in literacy levels, ELL classification, chronic absenteeism, FAFSA completion.

Of particular interest are applicants that have used quality improvement approaches to attack longstanding disparities grounded in race/ethnicity or income and advance ambitious student learning goals through school and educational attainment.

**Enterprise Name:**

**Partner Organization/s:**

# Section 1: Qualifying Consideration: Evidence of Improvement

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

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

## 1B. Provide a succinct statement of your aim and the improvement in student level outcomes that you achieved.

## 1C. Provide evidence documenting these measurable improvement(s) at some significant scale. Include 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
* The variation observed in the effects of your improvement efforts

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

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

# Section 2: The Work of Improvement

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

2A. 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).

2B. 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.

2C. How did the examination of variation in performance both influence the formation of your working theory of improvement and inform your iterative improvement efforts?

2D. Describe how you drew on research evidence and a range of forms of expertise to develop your working theory of improvement and change ideas.

2E. What measures did you develop to track progress and inform the improvement efforts needed to progress toward the solution of your problem?

2F. If relevant, describe your rationale and strategy for scaling or spreading the improvement(s).

# 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.*

3A. Describe how leadership identified, articulated, and guided the necessary cultural shifts within your organization for it to take on a continuous improvement approach.

3B. Describe how you assess and address the needs of the organizations and individuals with whom you work. Provide a specific example.

3C. Describe how you support organizations and individuals as they seek to apply improvement principles in pursuit of their aims (including your role in the initiative that is the subject of this application).

3D. Describe how you integrate continuous improvement principles into the operations of your own enterprise and how you measure your progress in your efforts to improve the support you provide.

3E. Describe how you learn from the variation in the effects that you observe in the organization(s) with which you worked and how you have used this information to evolve in this effort and improve your own work.