CARNEGIE FOUNDATION SUMMIT

on

IMPROVEMENT IN EDUCATION

MARCH 10–12, 2014 | **SF AIRPORT MARRIOTT WATERFRONT** | **SAN FRANCISCO**

Carnegie Foundation
for the Advancement of Teaching

Six Core Principles of Improvement

CARNEGIE'S WORK IS GUIDED BY SIX CORE PRINCIPLES. These principles focus our attention, they create a common language around which we join, they offer a set of inquiry protocols for establishing warrants about improvement propositions, and scaffold a social organization for adjudicating competing claims as to what might properly be called professional knowledge. Taken together, they scaffold a science of improvement.

Make the work problem-specific and user-centered.
It starts with a single question: "What specifically is the problem we are trying to solve?" It enlivens a critical orientation: engage key participants early and often as co-developers.

Variation in performance is the core problem to address.
The critical issue is not what works, but rather what works, for whom and under what set of conditions. Aim to advance efficacy reliably at scale.

See the system that produces the current outcomes.
It is hard to improve what you do not fully understand. Go and see how local conditions shape work processes. Make your hypotheses for change public and clear.

We cannot improve at scale what we cannot measure.
Embed measures of key outcomes and processes to track if change is an improvement. We intervene in complex organizations. Anticipate unintended consequences and measure these too.

Anchor practice improvement in disciplined inquiry.
Engage rapid cycles of Plan, Do, Study, Act (PDSA) to learn fast, fail fast, and improve quickly. That failures may occur is not the problem; that we fail to learn from them is.

Accelerate improvements through networked communities.
Embrace the wisdom of crowds. We can accomplish more together than even the best of us can accomplish alone.

Welcome to the first Carnegie Foundation Summit on Improvement in Education. We are excited and grateful that you have joined us. One of the core principles of improvement that we embrace is the wisdom of crowds—knowing that we can accomplish more together than even the best of us can accomplish alone.

We want all of our educational institutions to be more effective—to have more ambitious academic outcomes for many more students. We also want them to be more engaging and responsive to diverse interests and needs of students who might enter our classrooms. We lose far too many students who walk away from education and never return. And, we want our schools and colleges to be more efficient in the use of resources, as public funding is highly stressed and likely to remain so for some time to come. Advancing any one of these goals would be ambitious; moving simultaneously on all three—what we at Carnegie call the Triple Aims of Educational Improvement—is unprecedented. It will take all of us and many others to accomplish this work and it will take a new approach to getting it done. We need smarter systems, organizations capable of learning and improving and we need leaders that see learning and change as what it means to be vital, to be alive.

For nearly five years, the Carnegie Foundation has explored how to join the discipline of improvement science with the capabilities of networks to foster innovation and social learning. We have become students of high performing organizations in business, design-based industries, healthcare, and education. We have initiated Networked Improvement Communities to learn by doing and are now beginning to engage others as they work to do the same.

In designing this Summit, we seek to bring together a community and create a space where fellow travelers share insights with others who are dedicated to learning to improve. It is a place where we voice concerns and develop actions, where we concentrate our efforts and reinforce our commitments.

Warmest regards,

Anthony S. Bryk, President
Carnegie Foundation for the Advancement of Teaching

Our Mission

The Carnegie Foundation for the Advancement of Teaching is committed to developing networks of ideas, individuals, and institutions to advance teaching and learning. We join together scholars, practitioners, and designers in new ways to solve problems of educational practice. Toward this end, we work to integrate the discipline of improvement science into education with the goal of building the field's capacity to improve.

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ATTENDEE SUPPORT DESK

Visit the attendee support desk located in the Marina Del Rey room should you require assistance during the Summit or if you would like information about the work of the Carnegie Foundation. The support desk will be open the following hours:
Monday, March 10, 7:30am - 5:00pm
Tuesday, March 11, 7:00am - 5:00pm
Wednesday, March 12, 7:00am - 3:00pm

MOBILE EVENT GUIDE

Do you need information on the go? Refer to the mobile event guide, included in your online registration record. Features include the conference schedule, a hotel map, social sharing options, and an attendee profile page that you can instantly share with other participants. There's no app to install. Simply scan the QR code shown here or visit the website at bit.ly/CFSummitMobile on your computer, tablet, or mobile device. Log in using the email address and password you provided at the time of registration.

PRESENTATIONS & HANDOUTS

To keep our conference green, session materials are available on the registered participant portal of the event website at http://carnegiefoundationsummit.org/portal. Log in using the credentials that were provided by email to view and download materials. Printed copies of handouts and presentations will not be provided at sessions.

WIRELESS INTERNET ACCESS

The conference space has complimentary wireless. To connect, turn on your device's wireless connections, view available networks, and connect to the "Marriott Conference" network. Once connected, open a new web browser window to be directed to a splash page and enter the network password: cfsummit.

BUSINESS CENTER

Located on the first floor near the lobby elevators, the Marriott business center is available 24/7 for Marriott guests and offers computer access, print, copy, fax, and messenger service. A boarding pass printing station is also available in the main lobby across from the bell stand.

NAME BADGES

Please wear your name badge throughout the conference. Your badge is required for access to all sessions, meals, and the networking reception. Badges may be recycled at the registration desk at the conclusion of the conference.

CONFERENCE VIDEOS & PHOTO

Say cheese! The Carnegie Foundation will be shooting video and taking pictures throughout the conference. Please note that we may use your image in photographs or videos on the Carnegie website, in publications, or in other materials.

UNATTENDED BELONGINGS / LOST & FOUND

Please do not leave any personal belongings unattended in meeting rooms. The Carnegie Foundation is not responsible for lost or stolen items. Lost items that are turned in to conference staff may be claimed at the attendee support desk.

HOTEL CHECKOUT & LUGGAGE STORAGE

After checkout, luggage storage will be available at the hotel bell stand for Marriott guests. On Wednesday, luggage storage will also be available in Bayside Ballroom III, 7:00am - 3:00pm.

HOTEL SHUTTLES

The Marriott offers complimentary 24-hour airport shuttle service to/from San Francisco International Airport with access to the BART train station. They also offer a complimentary shuttle to nearby Burlingame as well as to the Caltrain station, which provides access to downtown San Francisco. No reservations are necessary for the shuttle, but pick up times vary based on the time of day. See the concierge with any questions.

SAFETY

We want you to have a safe and enjoyable visit to the San Francisco Bay area. Please observe the caution appropriate for any major urban area. Don't forget to remove your name badge before leaving the hotel. The badge clearly identifies you as a tourist in unfamiliar surroundings.

EMERGENCIES

In case of an emergency during the conference, dial "0" from any hotel phone to be connected to Marriott "At Your Service" for immediate assistance. Should hotel alarms sound, please heed the directions of Marriott and Carnegie staff.

SOCIAL MEDIA

Connect with the Carnegie Foundation and your fellow Summit attendees! Use the hashtag #cfsummit when tweeting about the event. And be sure to follow us on Twitter, Facebook, and LinkedIn for the latest news and updates.

Sunday, March 9

3:00pm – 6:00pm	Registration Open

Monday, March 10

6:30am – 5:30pm	Registration Open
7:00am – 9:00am	Continental Breakfast
9:00am – 5:00pm	Pre-Conference Courses

Tuesday, March 11

6:30am – 4:30pm	Registration Open
7:00am – 8:00am	Continental Breakfast
8:00am – 9:00am	Keynote: Anthony S. Bryk
9:15am – 10:30am	Breakout Sessions (A)
10:30am – 11:00am	Morning Break
11:00am – 12:15pm	Breakout Sessions (B)
12:30pm – 1:30pm	Keynote Luncheon: Ted Mitchell
1:45pm – 3:00pm	Breakout Sessions (C)
3:15pm – 4:15pm	Keynote: Hayagreeva "Huggy" Rao
4:15pm – 5:45pm	Networking Reception

Wednesday, March 12

6:30am – 1:00pm	Registration Open
7:00am – 8:00am	Continental Breakfast
8:00am – 9:00am	Keynote: Dan Heath
9:15am – 10:30am	Breakout Sessions (D)
10:30am – 11:00am	Morning Break
11:00am – 12:00pm	Keynote: Clay Shirky
12:00pm – 1:00pm	Lunch
1:00pm – 2:15pm	Breakout Sessions (E)

SUMMIT SESSION GRID

		Improvement Science Methods and Tools (IM)	Improvement Science Applied in Practice (IA)	Leadership and Culture (LC)	The Power of Networks: Partnerships, Collaboratives, and Communities (PN)
Monday, March 10	**9:00am-5:00pm**	PRE-CONFERENCE COURSES			
		(PC1) Improvement Science Basics **(PC2)** Productive Persistence: Pathways to Improvement			
Tuesday, March 11	**8:00am-9:00am**	KEYNOTE: ANTHONY S. BRYK			
		BREAKOUT SESSIONS (A)			
	9:15am-10:30am	**(IM1)** A Powerful Engine for Change: Applying the Model for Improvement	**(IA3)** Journey Toward District-wide Improvement: A Systems Approach with Measureable Results	**(LC4)** Preparing the Next Generation of Educators as Improvers	**(PN1)** Launching an Improvement Network: Lessons from the Carnegie Foundation's Community College Pathways
		(IM2) Understanding the Problems You Are Trying to Solve: Root Cause Analysis	**(IA5)** Using Data Strategically: Improving Teaching and Learning		
		BREAKOUT SESSIONS (B)			
	11:00am-12:15pm	**(IM6)** You Can't Improve at Scale What You Can't Measure: Measurement for Improvement	**(IA4)** Seeking Better Processes and Better Outcomes: Frameworks, Tools, and Practical Applications of Improvement Science In Schools	**(LC1)** Transforming System Performance: Lessons from Healthcare Reformers	**(PN4)** Partnering Strategies for Bridging Research and Practice
			(IA8) Improving Instruction: Classroom Applications of Continuous Improvement		**(PN7)** Improvement Network Initiation: A Framework for Getting Started
	12:30pm-1:30pm	KEYNOTE LUNCHEON: TED MITCHELL			
		BREAKOUT SESSIONS (C)			
	1:45pm-3:00pm	**(IM3)** Focusing Your Change Efforts: Developing a Theory of Practice Improvement	**(IA2)** Large Scale Change: Statewide Approaches to Improvement	**(LC3)** Professional Learning: Being Best at Getting Better	**(PN2)** The Development of Improvement Networks: From Initiation to Sustainability
		(IM7) Seeing the System: Process Flow Diagrams	**(IA7)** Lean Start-up: Continuous Innovation for Radical Success and Solving Big Problems		
	3:15pm-4:15pm	KEYNOTE: HAYAGREEVA "HUGGY" RAO			
	4:15pm-5:45pm	NETWORKING RECEPTION			
Wednesday, March 12	**8:00am-9:00am**	KEYNOTE: DAN HEATH			
		BREAKOUT SESSIONS (D)			
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		(IM5) Learning by Doing: Improvement Research versus Traditional Research		**(LC5)** Districtwide Improvement: Effective Strategies, Tactics, and Lessons Learned from Award Winning Leaders	
	11:00am-12:00pm	KEYNOTE: CLAY SHIRKY			
		BREAKOUT SESSIONS (E)			
	1:00pm-2:15pm	**(IM8)** Understanding the User Experience: Design Thinking	**(IA1)** Achieving Efficient and Effective School Operations: Reducing Wasted Time, Money, and Non-Value-Added Work	**(LC6)** Getting Boards on Board: The Role of the Board in Improvement	**(PN3)** Practical Analytics: Using Data to Coordinate Improvement Across Systems
		(IM9) Scanning the Field: Various Methodologies for Improvement			**(PN6)** Envisioning the Future: Next Generation Collaboration and Knowledge Work

PRE-CONFERENCE COURSES (PC)   Monday, March 10 | 9:00am – 5:00pm

Summit Pre-Conference Courses are offered as an optional add-on to the Summit. Registration and payment of a separate fee is required to attend the Pre-Conference. If you have not pre-registered and would like to attend one of the Pre-Conference Courses, please visit the onsite registration desk to register. Capacity is limited and participants will be accepted on a first-come, first-served basis.

(PC1) Improvement Science Basics
Location: Irvine

This Pre-Conference Course is ideal for those participants looking for more than an introduction to the concepts and tools of improvement science. This session will provide hands-on practice in using these tools in the context of education. Course faculty will demonstrate how to develop aims, measurement, and change concepts and link them to testing in order to achieve success.

OBJECTIVES:
- Identify key concepts and tools that should be part of your improvement toolkit
- Learn how to use the Model for Improvement to test, implement, and spread change ideas
- Develop a clear and measurable aim for an improvement project
- Link measurement efforts to improvement strategies

Alicia Grunow, *Senior Managing Partner, Design, Development and Improvement Research, Carnegie Foundation for the Advancement of Teaching*
Anna Kawar, *Associate, Improvement Science, Carnegie Foundation for the Advancement of Teaching*
Sandra Park, *Director, Building a Teaching Effectiveness Network and Associate, Improvement Science, Carnegie Foundation for the Advancement of Teaching*
Lloyd Provost, *Associate, Associates in Process Improvement*

(PC2) Productive Persistence: Pathways to Improvement
Location: San Ramon

One of the most promising new ideas for promoting student success involves the use of psychological strategies to improve students' "non-cognitives" — their motivation, engagement, and persistence. We call these ideas "Productive Persistence," or the tenacity to persist coupled with the strategies to make that persistence useful for skill acquisition. This workshop will present how, guided by a research-based Productive Persistence framework, faculty have been adapting the tools and methodologies from improvement science to provide an evidentiary base for routines and interventions found in expert practitioner classrooms leading to improved student outcomes.

OBJECTIVES:
- Understand the key psychological constructs of Productive Persistence and how this research based practical framework guides improvement efforts
- Examine the types and uses of data needed to inform Productive Persistence improvement efforts and how data used for improvement differs from data used for research or evaluation
- Learn specific improvement science tools and methodologies, and how they were applied, to test faculty initiated innovations.
- Translate these tools and methodologies to improve "on the ground" student outcomes in your specific education setting.

Tony Bryk, *President, Carnegie Foundation for the Advancement of Teaching*
Lawrence Morales, *Associate, Improvement Science, Carnegie Foundation for the Advancement of Teaching*
Jane Muhich, *Senior Associate, Productive Persistence, Carnegie Foundation for the Advancement of Teaching*
David Yeager, *Assistant Professor of Developmental Psychology at the University of Texas at Austin and Fellow of the Carnegie Foundation for the Advancement of Teaching*

KEYNOTE: ANTHONY S. BRYK

Tuesday, March 11 | 8:00am – 9:00am | Grand Ballroom Salon E/F

Anthony S. Bryk is the ninth president of the Carnegie Foundation for the Advancement of Teaching, where he has introduced and is leading work to create a new research and development infrastructure to support educational improvement in the nation's colleges and schools. From 2004 until assuming Carnegie's presidency in September 2008, Bryk held the Spencer Chair in Organizational Studies in the School of Education and the Graduate School of Business at Stanford University. He came to Stanford from the University of Chicago, where he was the Marshall Field IV Professor of Urban Education in the sociology department, and where he helped found the Center for Urban School Improvement and the Consortium on Chicago School Research. He is a member of the National Academy of Education and was appointed by President Obama to the National Board for Education Sciences in 2010. In 2011, he was elected as a member of the American Academy of Arts and Sciences. His newest book, *Improving*, will soon be published by Harvard Education Press. Bryk holds a B.S. from Boston College and an Ed.D. from Harvard University.

KEYNOTE: TED MITCHELL

Tuesday, March 11 | 12:30pm – 1:30pm | Grand Ballroom Salon E/F

Ted Mitchell is CEO of the NewSchools Venture Fund which invests philanthropic capital to support entrepreneurs seeking to radically transform education in America. Since its founding in 1998 NewSchools has put more than $200 million to work supporting education innovation and student success. In addition, Mitchell has long been a leader in education reform in California and nationally. From 2008 through 2010, he served as president of the California State Board of Education. Prior to taking the helm at NewSchools in 2005, Mitchell was president of Occidental College, vice chancellor and dean of the School of Education and Information Studies at the UCLA, and professor and chair of the Department of Education at Dartmouth College. In addition, he serves on the board of directors of Khan Academy, New Leaders, The Teaching Channel, Education Elements and The McClatchy Company. He received his B.A., M.A., and Ph.D. from Stanford University. He is President Obama's nominee to serve as Under Secretary in the US Department of Education.

KEYNOTE: HAYAGREEVA "HUGGY" RAO

Tuesday, March 11 | 3:15pm – 4:15pm | Grand Ballroom Salon E/F

Hayagreeva "Huggy" Rao is the Atholl McBean Professor of Organizational Behavior and Human Resources at the Graduate School of Business, Stanford University. In addition, he is a Fellow of the Center for Advanced Study in Behavioral Sciences, a Fellow of the Sociological Research Association and also a Fellow of the Academy of Management. He is co-author of the upcoming book *Scaling Up Excellence: Getting to More Without Settling for Less.* Drawing on their own experience, Rao and co-author, Robert Sutton, identify the key principles necessary to ensure the successful growth and spread of any organization. Rao previously published *Market Rebels: How Activists Make or Break Radical Innovation.* His research has also been published in journals such as the Administrative Science Quarterly, American Journal of Sociology, American Sociological Review, Academy of Management Journal, Organization Science and Strategic Management Journal.

His teaching specialties include leading organizational change, building customer focused cultures, and organization design. He teaches courses on these topics to MBA and executive audiences. Additionally, he also worked with nonprofit organizations such as the American Cancer Society and governmental organizations such as the FBI and CIA, and the intelligence community. Among the awards he has received are the Sidney Levy Teaching Award from the Kellogg School of Management, and the W. Richard Scott Distinguished Award for Scholarship from the American Sociological Association.

KEYNOTE: DAN HEATH

Wednesday, March 12 | 8:00am – 9:00am | Grand Ballroom Salon E/F

Dan Heath is a Senior Fellow at Duke University's CASE center, which supports entrepreneurs who are fighting for social good. He is the co-author of *Switch: How to Change Things When Change Is Hard,* which debuted at #1 on the *New York Times* and *Wall Street Journal* bestseller lists. The Heath brothers previously co-wrote the critically acclaimed book *Made to Stick,* which was named the Best Business Book of the Year, spent 24 months on the *BusinessWeek* bestseller list, and has been translated into 29 languages, the last of which was Slovak. The latest Heath brothers book is *Decisive: How to Make Better Decisions in Life and Work.* Released March 2013. Heath is a columnist for *Fast Company* magazine, and he has taught and consulted with organizations such as Microsoft, Philips, Vanguard, Macy's, USAID, and the American Heart Association. Previously, he worked as a researcher and case writer for Harvard Business School, co-authoring 10 case studies on entrepreneurial ventures, and later served as a Consultant to the Policy Programs of the Aspen Institute. In 1997, Heath co-founded an innovative publishing company called Thinkwell, which continues to produce a radically reinvented line of college textbooks. He has an MBA from Harvard Business School, and a BA from the Plan II Honors Program from the University of Texas at Austin. He currently serves on the Board of Trustees of Rare, a conservation organization.

KEYNOTE: CLAY SHIRKY

Wednesday, March 12 | 11:00am – 12:00pm | Grand Ballroom Salon E/F

Clay Shirky is today's leading voice on the social and economic impact of internet technologies. Considered one of the finest thinkers on the Internet revolution, Shirky provides an insightful and optimistic view of networks, social software, and technology's effects on society. Writing extensively about the Internet since 1996, he is the author of the best-selling *Here Comes Everybody* (Penguin Books, 2009) and *Cognitive Surplus* (Penguin Press, 2010). Shirky holds a joint appointment at New York University (NYU) as an associate arts professor at the Interactive Telecommunications Program (ITP) and Distinguished Writer-in-Residence in the journalism department. He is also a fellow at the Berkman Center for Internet and Society, and was the Edward R. Murrow Visiting Lecturer at Harvard's Joan Shorenstein Center on the Press, Politics and Public Policy. In addition, Shirky has a consulting practice focused on the rise of decentralized technologies such as peer-to-peer, web services, and wireless networks that provide alternatives to the wired client/server infrastructure that characterizes the Web. Prior to his appointment at NYU, Shirky was a partner at the Accelerator Group, an international investment company. He was the original professor of new media in the media studies department at Hunter College, where he created the department's first undergraduate and graduate offerings in new media and helped design the current MFA in Integrated Media Arts program.

BREAKOUT SESSIONS – SET A

Tuesday, March 11 | 9:15am - 10:30am

(IM1) A Powerful Engine for Change: Applying the Model for Improvement
Location: Irvine

The Model for Improvement, developed by Associates in Process Improvement, is a simple yet powerful tool to improve processes and accelerate improvement. The model consists of two parts: developing your theory of improvement and engaging in tests of change. This continuous improvement methodology will help structure your change efforts so they are more likely to result in lasting improvement. Presenters will give an overview of the Model and share examples of how it has been used to transform organizations.

Sandra Park, Director, Building a Teaching Effectiveness Network and Associate, Improvement Science, Carnegie Foundation for the Advancement of Teaching
Lloyd Provost, Associate, Associates in Process Improvement

(IM2) Understanding the Problems You Are Trying to Solve: Root Cause Analysis
Location: Grand Ballroom Salon A/B

In efforts to improve education, we often fail to clearly identify what problem we're trying to solve. This session will introduce the Root Cause Analysis, a tool used to identify and understand the true "root" causes of a problem being addressed. This tool brings to light the key leverage points to address in order to reduce the likelihood that a problem will happen again.

Jon Benjamin, Facilities Director, Carnegie Foundation for the Advancement of Teaching
Joan Grebe, Improvement Advisor, Joan M. Grebe Consulting

(IA3) Journey Toward District-wide Improvement: A Systems Approach with Measureable Results
Location: Grand Ballroom Salon C/D

Three years ago, the School District of Menomonee Falls (WI) committed itself to building a district-wide system of continuous improvement. In this session, the district leadership team will chronicle its journey thus far, highlighting important decisions and lessons learned.

Patricia Greco, Superintendent, School District of Menomonee Falls
Corey Golla, Principal, School District of Menomonee Falls
Lynn Grimm, Principal, School District of Menomonee Falls
Jeff Nennig, Director of Technology and Assessment, School District of Menomonee Falls

(IA5) Using Data Strategically: Improving Teaching and Learning
Location: Grand Ballroom Salon I/J

Data-driven decision making, applied to student achievement testing data, is a central focus of many school and district reform efforts, in part because of federal and state test-based accountability policies. This session looks beyond this approach to reveal how organizations are using data in new and strategic ways to drive improved teaching and learning and organizational improvement.

Amber Mackay, Senior Director, Data Strategy, Achievement First
Chris Steinhauser, Superintendent of Schools, Long Beach Unified School District
Danielle Harlan (Facilitator), Chief of Operations, Carnegie Foundation for the Advancement of Teaching

(LC4) Preparing the Next Generation of Educators as Improvers
Location: San Ramon

Preparing educational professionals with the skills of improvement science can empower practitioners, develop effective leaders, and help diverse students make academic gains. These skills better align with today's challenges. Presenters will share curricula, tools, and techniques to change professional preparation for future leaders.

Louis Gomez, *Senior Fellow, R&D Field Building & Developmental Evaluation, Carnegie Foundation for the Advancement of Teaching*
Rich Halverson, *Professor, Educational Leadership & Policy Analysis, University of Wisconsin at Madison*

(PN1) Launching an Improvement Network: Lessons from the Carnegie Foundation's Community College Pathways
Location: Grand Ballroom Salon G/H

How do you launch an improvement network? This session describes key lessons learned from Carnegie's Community College Pathways Networked Improvement Community. Over 40 community colleges are currently working together to improve the success of developmental math students. Program leaders will share practical lessons, useful tools, and lessons they have learned launching this network.

Bernadine Fong, *Senior Managing Partner, Scaling and External Relations, Carnegie Foundation for the Advancement of Teaching*
Karon Klipple, *Senior Associate and Managing Director, Programs and Strategic Partnerships, Carnegie Foundation for the Advancement of Teaching*
James Willis, *Professor of Mathematics, Sinclair Community College*
Jon Dolle *(Moderator), Research Associate, Developmental Evaluation and Director of the Carnegie Post-Baccalaureate Fellowship Program, Carnegie Foundation for the Advancement of Teaching*

BREAKOUT SESSIONS – SET B
Tuesday, March 11 | 11:00am – 12:15pm

(IM6) You Can't Improve at Scale What You Can't Measure: Measurement for Improvement
Location: Grand Ballroom Salon A/B

Measurement is necessary to know if the changes being made in a system are resulting in actual improvement. Measurement for improvement is different than measurement for other purposes, such as evaluation and accountability. This session provides an overview of the characteristics of measurement for improvement and how these measures are used.

Brandon Bennett, *Principal Advisor, Improvement Science Consulting*
Alicia Grunow, *Senior Managing Partner, Design, Development and Improvement Research, Carnegie Foundation for the Advancement of Teaching*

(IA4) Seeking Better Processes and Better Outcomes: Frameworks, Tools, and Practical Applications of Improvement Science In Schools
Location: Grand Ballroom Salon I/J

In the United States, we want all schools to be more effective—with more ambitious academic outcomes for many more students. In this session, schools and school support providers share how they use the improvement science approach to improve instruction and student outcomes and the results that they achieved.

Mark Dunetz, Vice President, School Support, New Visions for Public Schools
Derek Mitchell, Chief Executive Officer, Partners in School Innovation
Jim Shipley, President, Jim Shipley and Associates
Lee Nordstrum (Facilitator), Research Associate, Advancing Teaching – Improving Learning, Carnegie Foundation for the Advancement of Teaching

(IA8) Improving Instruction: Classroom Applications of Continuous Improvement
Location: Grand Ballroom Salon C/D

Teachers maintain a commitment to improving the effectiveness of their teaching. Given their workload pressures though, opportunities to reflect and improve their instruction are often few and far between. In this session, teachers and instructional coaches share examples of how they incorporate improvement tools into their work in ways that facilitate continuous examination and improvement of their teaching practice and student learning.

Kim Rector, Director of Curriculum Support, Iredell-Statesville Schools
Kelly Trudelle, Teacher, Iredell-Statesville Schools
Jeff Stollenwerk, Teacher, School District of Menomonee Falls
Suzy Thomas, Curriculum Support, School District of Menomonee Falls
Francis Duran Mellado, Continuous Improvement Coordinator, Fundacion Educacional Oportunidad
Alicia Figueroa, Teacher, Fundacion Educacional Oportunidad
Ann Edwards (Facilitator), Associate and Director of Advancing Quality Teaching, Carnegie Foundation for the Advancement of Teaching

(LC1) Transforming System Performance: Lessons from Healthcare Reformers
Location: Grand Ballroom Salon G/H

Kaiser Permanente and Cincinnati Children's are world-class health systems and improvement organizations. For each, quality improvement is a strategic imperative. Their organizational leaders will describe their journey over the past two decades, what worked, and more importantly what did not; their system-level aims, their relentless focus on results, and their journey from improvement projects to system-level change. Their experiences can offer guidance to leaders of education on or beginning similar transformations.

Uma Kotagal, Senior Vice President, Quality, Safety and Transformation, Cincinnati Children's Hospital
Lisa Schilling, Vice President of Healthcare Performance Improvement, Kaiser Permanente
Penny Carver (Moderator), Senior Fellow, Research and Development Field Building, Carnegie Foundation for the Advancement of Teaching

(PN4) Partnering Strategies for Bridging Research and Practice
Location: Irvine

There is broad agreement that practice should be informed by the best available research. Yet even the most well-intentioned researchers and practitioners often struggle to make productive connections across these domains. In this session, two innovative partnerships share strategies for successfully bridging research and practice.

Elaine Allensworth, Interim Executive Director, University of Chicago Consortium on Chicago School Research (CCSR)
Karen Boran, Principal, John Hancock College Prep High School, Chicago Public Schools
Michelle Brock, Mathematics Professor, American River College
David Yeager, Assistant Professor of Developmental Psychology at the University of Texas at Austin and Fellow of the Carnegie Foundation for the Advancement of Teaching
Vivian Tseng (Moderator), Vice President, Program, W.T. Grant Foundation

(PN7) Improvement Network Initiation: A Framework for Getting Started
Location: San Ramon

What activities are critical for launching an improvement network? Inspired by the launch and early development of Carnegie's Building a Teaching Effectiveness Network and Community College Pathways Networked Improvement Communities, this session presents a framework for guiding the network initiation process. Presenters will provide opportunities for participants to interact with the framework and test/or apply it to their network-based organizations.

Louis Gomez, Professor of Urban Education, University of California, Los Angeles and Senior Fellow, R&D Field Building & Developmental Evaluation, Carnegie Foundation for the Advancement of Teaching
Jennifer Russell, Assistant Professor of Policy and Organizations, University of Pittsburgh

BREAKOUT SESSIONS – SET C
Tuesday, March 11 | 1:45pm – 3:00pm

(IM3) Focusing Your Change Efforts: Developing a Theory of Practice Improvement
Location: San Ramon

A Driver Diagram is an improvement tool that helps focus a community's improvement efforts and articulate a common theory of practice improvement. This session will provide an overview of driver diagrams and how they are used in improvement efforts.

Brandon Bennett, Principal Advisor, Improvement Science Consulting
Lawrence Morales, Associate, Improvement Science, Carnegie Foundation for the Advancement of Teaching

(IM7) Seeing the System: Process Flow Diagrams
Location: Grand Ballroom Salon C/D

A core improvement principle is "every system is perfectly designed to get the results it gets." An important skill in improvement is the ability to see your system and understand how it is producing the current outcomes you are experiencing. In this session, participants will learn how to use a process flow diagram to visualize the individual parts of a system and the relationships between them.

Anna Kawar, Associate, Improvement Science, Carnegie Foundation for the Advancement of Teaching
Mike Taigman, Adjunct Professor, University of Maryland Baltimore County

(IA2) Large Scale Change: Statewide Approaches to Improvement
Location: Grand Ballroom Salon I/J

The effectiveness of state policies and programs has a direct impact on the health and well-being of its citizens. In this session state education leaders will share successful approaches and results they achieved integrating improvement science into statewide policies and programs.

Daniel Clay, Dean of Education, University of Missouri
Deborah Gist, Education Commissioner, Rhode Island Department of Education
Terry Holliday, Commissioner of Education, Kentucky Department of Education
Paul LeMahieu (Moderator), Senior Vice President, Programs and Administration, Carnegie Foundation for the Advancement of Teaching

(IA7) Lean Start-up: Continuous Innovation for Radical Success and Solving Big Problems
Location: Grand Ballroom Salon A/B

Lean Start-Up provides a set of principles to organizations to "learn more quickly what works, and discard what doesn't." Summit Public Schools has been working to adopt and adapt this concept from the business environment to offer better learning experiences for their students.

Diane Tavenner, Chief Executive Officer, Summit Public Schools
Lizzie Choi, Director of Innovation, Summit Public Schools

(LC3) Professional Learning: Being Best at Getting Better
Location: Grand Ballroom Salon G/H

To achieve new levels of system performance requires change. To execute change requires a new set of workforce skills and a cadre of improvers. In this session leaders will share their intentional plans to build capability and execute on their change agenda.

Sarah Coon, President, Hendy Avenue Consulting
Heather Kirkpatrick, Chief People Officer, Aspire Public Schools
Jesse Solomon, Executive Director, BPE
Jeannie Myung (Facilitator), Senior Associate and Acting Director, Advancing Teaching - Improving Learning, Carnegie Foundation for the Advancement of Teaching

(PN2) The Development of Improvement Networks: From Initiation to Sustainability
Location: Irvine

How do you develop an improvement network from inspiration to practical reality? This session is a conversation with leaders from two extremely successful and mature network-based organizations. Leaders will discuss key decisions and challenges they faced, including how they defined network membership, built will around a common aim, coordinated improvement work, and developed a shared identity and sense of community.

Elyse Eidman-Aadahl, Director, National Programs and Site Development, National Writing Project
Nancy Zimpher, Chancellor, State University of New York
Jon Dolle (Moderator), Research Associate, Developmental Evaluation and Director of the Carnegie Post-Baccalaureate Fellowship Program, Carnegie Foundation for the Advancement of Teaching

BREAKOUT SESSIONS – SET D
Wednesday, March 12 | 9:15am – 10:30am

(IM4) Where Do New Ideas Come From?
Location: San Ramon

Many educational problems would benefit from new thinking. Where do these new ideas come from? In this session, participants will explore different methodologies that organizations have used to foster a culture of innovation and tap into the creative potential of their organizations in order to solve tough problems.

Alicia Grunow, Senior Managing Partner, Design, Development and Improvement Research, Carnegie Foundation for the Advancement of Teaching
Sandy Speicher, Associate Partner, Education Practice, IDEO

(IM5) Learning by Doing: Improvement Research versus Traditional Research
Location: Irvine

While traditional research seeks to discover new knowledge, improvement research is directed towards bringing new knowledge, theory, and best practices into daily practice by practitioners. This session will take a closer look at the similarities and differences in the goals, methodologies, and evidence that are used in each.

Tony Bryk, President, Carnegie Foundation for the Advancement of Teaching
Lloyd Provost, Associate, Associates in Process Improvement

(IA6) Improving the Effectiveness of New Teachers While Building System Capability
Location: Grand Ballroom Salon C/D

The Building a Teaching Effectiveness Network (BTEN), a partnership between the Carnegie Foundation for the Advancement of Teaching, the American Federation of Teachers, and two school districts—Austin Independent School District and Baltimore City Schools—has focused on using improvement science to develop a more effective feedback system to new teachers. In this session, district representatives from Austin describe their work, highlighting both the challenges and benefits of using this approach.

Laura Baker, Assistant Director of Professional Development, Austin Independent School District
Daniel Girard, Principal, Akins High School, Austin Independent School District
Rachel Willey, Teacher, Akins High School, Austin Independent School District
Sandra Park (Moderator), Director, Building a Teaching Effectiveness Network and Associate, Improvement Science, Carnegie Foundation for the Advancement of Teaching

(LC2) Achieving Better Organization Performance: The Role of Leaders
Location: Grand Ballroom Salon A/B

Leadership frameworks and models provide sense-making for leaders seeking what could be rather than what is. This session will describe in detail a leadership framework focused on student achievement, employee engagement, parent satisfaction, and financial efficiency; and its application in school districts.

Karen Schulte, Superintendent, School District of Janesville
Quint Studer, Founder, Studer Group

(LC5) Districtwide Improvement: Effective Strategies, Tactics, and Lessons Learned from Award Winning Leaders
Location: Grand Ballroom Salon I/J

The Baldrige Program oversees the nation's Presidential award for performance excellence. Organizations are judged on a set of criteria that also serve as a valuable framework for planning and measuring system performance. In this session, award winners share their experiences in applying this framework and building highly successful organizations driven by continuous improvement.

Melanie Taylor, Associate Superintendent of Curriculum and Instruction, Iredell-Statesville Schools
Jerry Weast, Founder & CEO, Partnership for Deliberate Excellence
Jeannie Myung (Facilitator), Senior Associate and Acting Director, Advancing Teaching - Improving Learning, Carnegie Foundation for the Advancement of Teaching

(PN5) Collective Impact: Moving from Isolated Interventions to Large-scale Social Change
Location: Grand Ballroom Salon G/H

How do you transform promising interventions into broad-based social change? Collective Impact engages organizations from different sectors to solve complex problems that cannot be solved by any one organization. Lasting social change requires the coordinated effort of government, business, and social sectors around a common agenda. Presenters in this session provide insight into what problems are best suited for Collective Impact and what strategies are fundamental to success.

Jeff Cohen, Director, FSG
Jeff Edmondson, Managing Director, StriveTogether
Michael McAfee, Senior Director, Promise Neighborhoods Institute at PolicyLink
Jon Dolle (Moderator), Research Associate, Developmental Evaluation and Director of the Carnegie Post-Baccalaureate Fellowship Program, Carnegie Foundation for the Advancement of Teaching

BREAKOUT SESSIONS – SET E

E

Wednesday, March 12 | 1:00pm – 2:15pm

(IM8) Understanding the User Experience: Design Thinking
Location: Grand Ballroom Salon A/B

User-centered design is a multi-stage problem solving process that requires designers to analyze and foresee how users are likely to use a product and test the validity of their assumptions in real world tests with actual users. The presenters in this session will provide an introduction to user-centered design methodologies and how it can be used to develop more effective interventions in education.

Lisa Katz, Instructional Technology Specialist, Howard County Public Schools
Sandy Speicher, Associate Partner, Education Practice, IDEO
Susie Wise, Director, K-12 LAB Network, Stanford D-School
Sandra Park (Moderator), Director, Building a Teaching Effectiveness Network and Associate, Improvement Science, Carnegie Foundation for the Advancement of Teaching

(IM9) Scanning the Field: Various Methodologies for Improvement
Location: Grand Ballroom Salon G/H

There is a family of methodologies, all providing formal strategies and tools for improvement. This session will provide an overview of how these methodologies resemble each other and what makes each unique. Panel members will discuss each methodology's framework for execution, how measurement is used, and how they have been applied in education.

Lloyd Provost, Associate, Associates in Process Improvement
Chris Thorn, Managing Director, Analytics and Program Technology, Carnegie Foundation for the Advancement of Teaching

(IA1) Achieving Efficient and Effective School Operations: Reducing Wasted Time, Money, and Non-Value-Added Work

Location: Grand Ballroom Salon C/D

With schools and districts asked to do more with less, efficient and effective operational processes are a must. In this session, panelists will share how they have improved organizational operations to reduce costs and improve productivity.

Bob Allen, *Director of Business Applications & Processes, Frisco Independent School District*
Fred Bentsen, *Senior Vice President, APQC Education*
Carolyn Talasek, *Senior Vice President of Operations, APQC Education*
Melanie Taylor, *Associate Superintendent of Curriculum and Instruction, Iredell-Statesville Schools*
Danielle Harlan *(Facilitator), Chief of Operations, Carnegie Foundation for the Advancement of Teaching*

(LC6) Getting Boards on Board: The Role of the Board in Improvement

Location: Grand Ballroom Salon I/J

Highly engaged senior leaders working with highly engaged boards can build will and significantly impact change in a district. District leaders in this session will offer their insights into the behaviors of effective boards and practical steps for activating and engaging boards in achieving dramatically new levels of performance.

Terry Holliday, *Commissioner of Education, Kentucky Department of Education*
Jerry Weast, *Founder & CEO, Partnership for Deliberate Excellence*
Ann Edwards *(Facilitator), Associate and Director of Advancing Quality Teaching, Carnegie Foundation for the Advancement of Teaching*

(PN3) Practical Analytics: Using Data to Coordinate Improvement Across Systems

Location: San Ramon

In large networks, practical analytic work is an invaluable tool for seeing variation, coordinating activity, and supporting broad-based improvement. In this session, three leading educational improvement organizations share a practical analytics tool or strategy that is central to their improvement work.

Jeff Edmondson, *Managing Director, StriveTogether*
Amber Mackay, *Senior Director, Data Strategy, Achievement First*
Alicia Grunow, *Senior Managing Partner, Design, Development and Improvement Research, Carnegie Foundation for the Advancement of Teaching*
Rob Johnstone *(Moderator), Founder & President, National Center for Inquiry & Improvement (NCII)*

(PN6) Envisioning the Future: Next Generation Collaboration and Knowledge Work

Location: Irvine

How are technological advances changing the way we communicate, collaborate, and generate knowledge? For nearly half a century the Institute for the Future (IFTF) has been forecasting changes in technology and its impact on our lives. IFTF's most recent research focuses on the new functions social networks serve and the ways this will change the nature of work. A cutting edge example of this transformation is San Francisco-based Mobile Works, a socially responsible crowdsourcing company whose mission is "to solve the thorniest problems faced by businesses and developers while creating easy, accessible jobs for everyday people who need them, all around the world." This session will provide practical insights into the ways social networks are enabling new forms of collaborative knowledge work.

Devin Fidler, *Research Director, Technology Horizons at the Institute for the Future*
Anand Kulkarni, *CEO, Mobile Works*
Jojo Manai *(Moderator), Director of Program Technology, Carnegie Foundation for the Advancement of Teaching*

THERE IS MORE IN STORE!

Improvement Science Workshop

June 23-25, 2014

Getting Ideas Into Action

As a field, we undervalue learning to improve in a way that is systematic and organized, and we have in the past lacked a methodology to guide it. Carnegie Foundation's Improvement Science Workshop, Getting Ideas Into Action, is designed for people on the front lines—principals, faculty and teachers, operational staff, and advisors—who want to learn how to solve problems in education using an approach proven successful in other industries for decades.

Designed for small teams, this three-day workshop, followed by four months of Web-Ex based consulting sessions, will help teams solve an organization problem by applying the principles and tools of improvement science. This "learning by doing" event will build attendees' capability to effectively implement and integrate improvement methodology within their organizations.

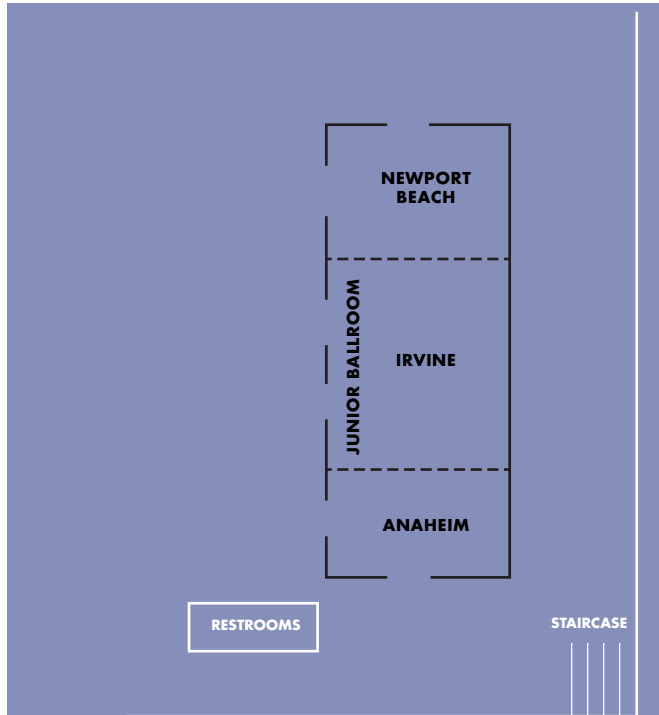## Explorers' Workshop

Fall 2014

Building Communities

The field of education has long struggled to find ways to efficiently and effectively link research with practice and to organize and lead continuous improvement projects to solve practical problems. Networked Improvement Communities (NICs) provide an organizational structure for the diverse expertise needed to solve problems that plague our nation's colleges and schools. Lasting two days, the Explorers' Workshop is a "boot camp" introduction to the principles behind the organization, initiation, and support of NICs, along with the basics of improvement science. This event is designed for teams, new to this approach, who are working on the same problem in education.

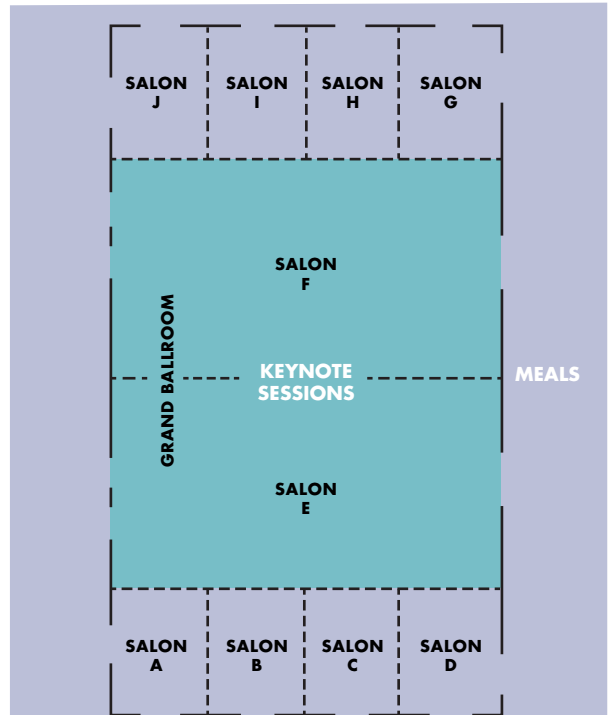**STAY TUNED FOR WORKSHOPS ON THE EAST COAST IN 2015!**

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Conference Map

FIRST FLOOR

JUNIOR BALLROOM
- NEWPORT BEACH
- IRVINE
- ANAHEIM

RESTROOMS

STAIRCASE

SAN RAMON ROOM

RESTROOMS

LOBBY

ESCALATORS

STAIRCASE

BAYSIDE BALLROOM
- BAYSIDE I
- BAYSIDE II
- BAYSIDE III

SECOND FLOOR

SALON J | SALON I | SALON H | SALON G

GRAND BALLROOM
- SALON F
- KEYNOTE SESSIONS
- SALON E

MEALS

SALON A | SALON B | SALON C | SALON D

REGISTRATION AND BADGE CHANGES

RANCHO MIRAGE

ATTENDEE SUPPORT DESK

MARINA DEL REY

MONTEREY

SANTA BARBARA

SANTA CLARA

GUEST ELEVATORS