

# Hub Capacity Building in Higher Education: The UCEA-PDN Initiative

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*The complex problems of practice improvement demand that a diverse mix of skills be brought to bear and require reconsideration of when and how in the arc of problem solving this diversity of expertise is best exploited. It demands new arrangements for disciplined inquiry where the work of research and practice join in a more dynamic and interactive fashion. (Bryk, Gomez & Grunow, 2010, p. 4)*



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# Session Agenda

- UCEA PDN Formation
- 2 Examples
  - Preparation Partnerships
  - Curriculum, Instruction & Coherence
- Turn and Talk
- Capacity Building In the Hub
  - Lessons Learned: Changing Patterns of Practice
- Turn and Talk
- Reflections and Synthesis
- Evaluations and Closing

# Background

**UCEA Mission:**  
Committed to advancing the preparation and practice of educational leaders for the benefit of schools and children

**Continuous Improvement**

**Networked Improvement Communities**

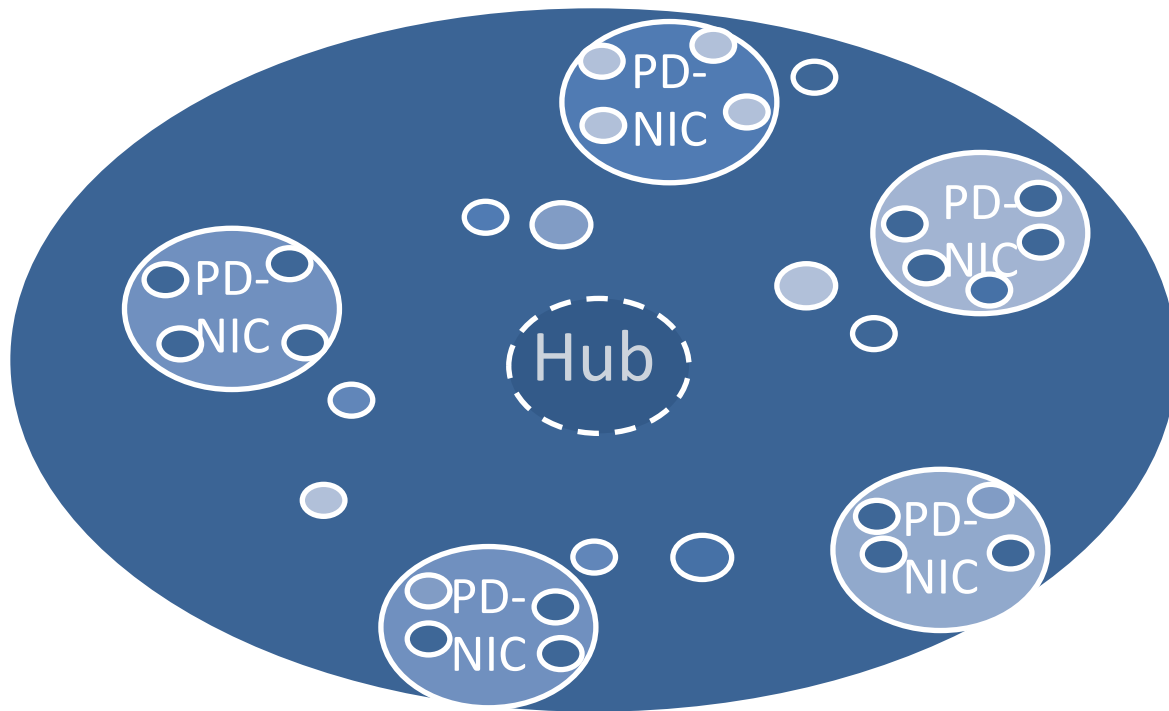
**UCEA's Founding Vision:**  
We can achieve better results for the field through Inter-University Collaboration



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# What is the UCEA-PDN



# UCEA PD-NICs

Collaborative networks in which participants identify and work toward common goals, leveraging processes associated with improvement science.

5 PD-NICs were developed around the following 5 problems domains:

- Preparation Partnerships
- Candidate Recruitment, Selection & Evaluation
- Mentorship & Coaching
- Curriculum, Instruction & Coherence
- Powerful Learning Experiences (focused on equity)



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# Four Types of Participants



# Faculty Team Participants

- Commit to attending PD-NIC meetings
- Come prepared for each of the PD-NIC meetings
- Learn to engage in improvement science and design thinking
- Work with PDN colleagues to develop a theory of improvement, identify improvement aims, develop common measures and protocols, etc.
- Lead (re)design and improvement efforts within home institution
- Share learning and improvement



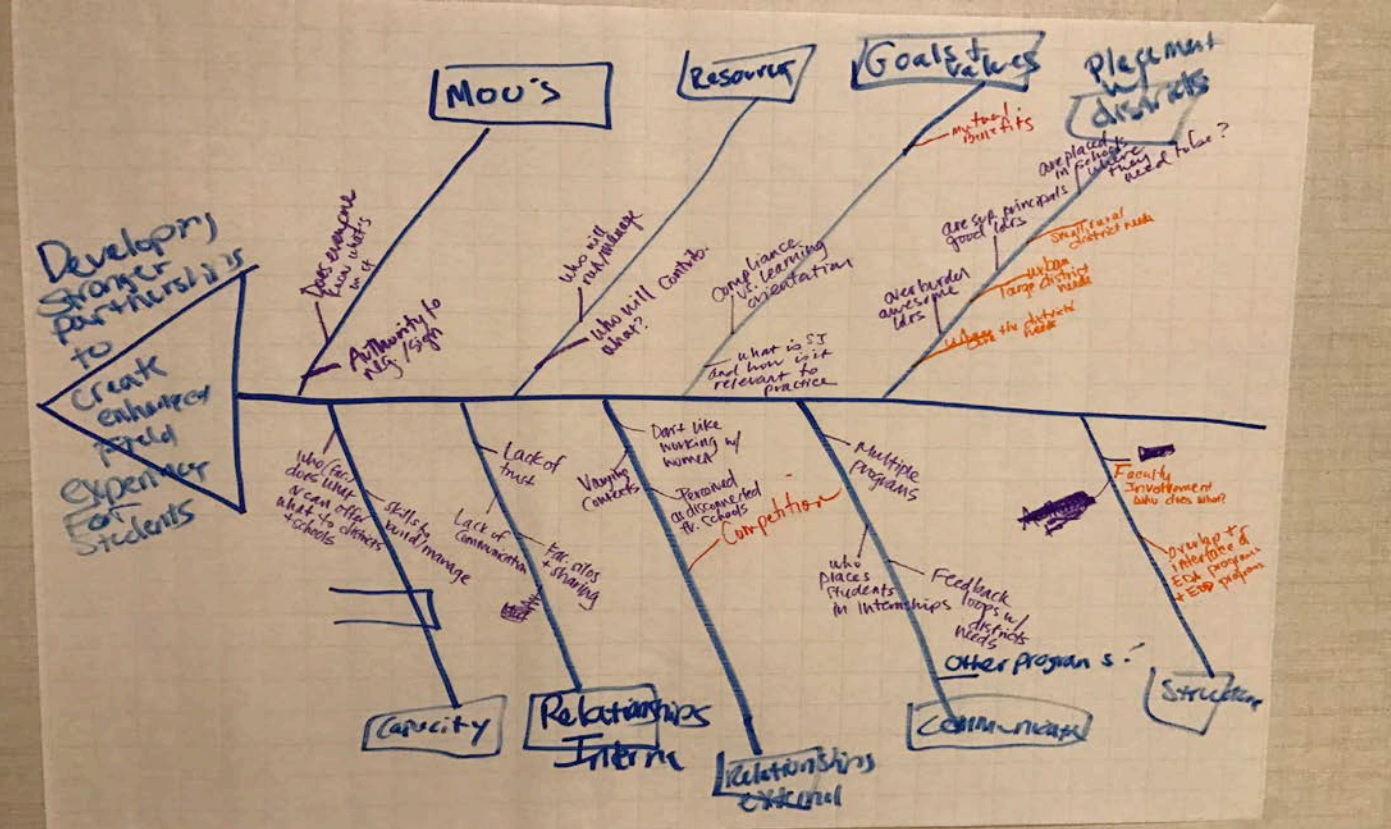
# Facilitators

- Facilitate PD-NIC meetings
- Support a culture, norms, and identity consistent with network aims
- Facilitate understanding of improvement science
- Work with PD-NIC members to develop a theory of improvement, common measures, protocols, etc.
- Foster communication
- Work with UCEA to organize and support study visits
- Check in and provide coaching, as needed, with individual PDN institutions
- Identify challenges and work with UCEA to address them
- Meet with UCEA HQ (hub) to discuss progress, problem solve, and share resources

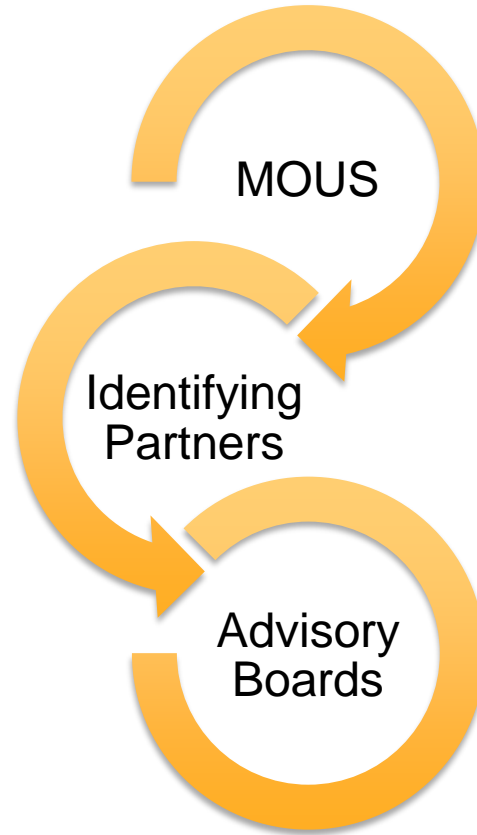
# Knowledge Partners

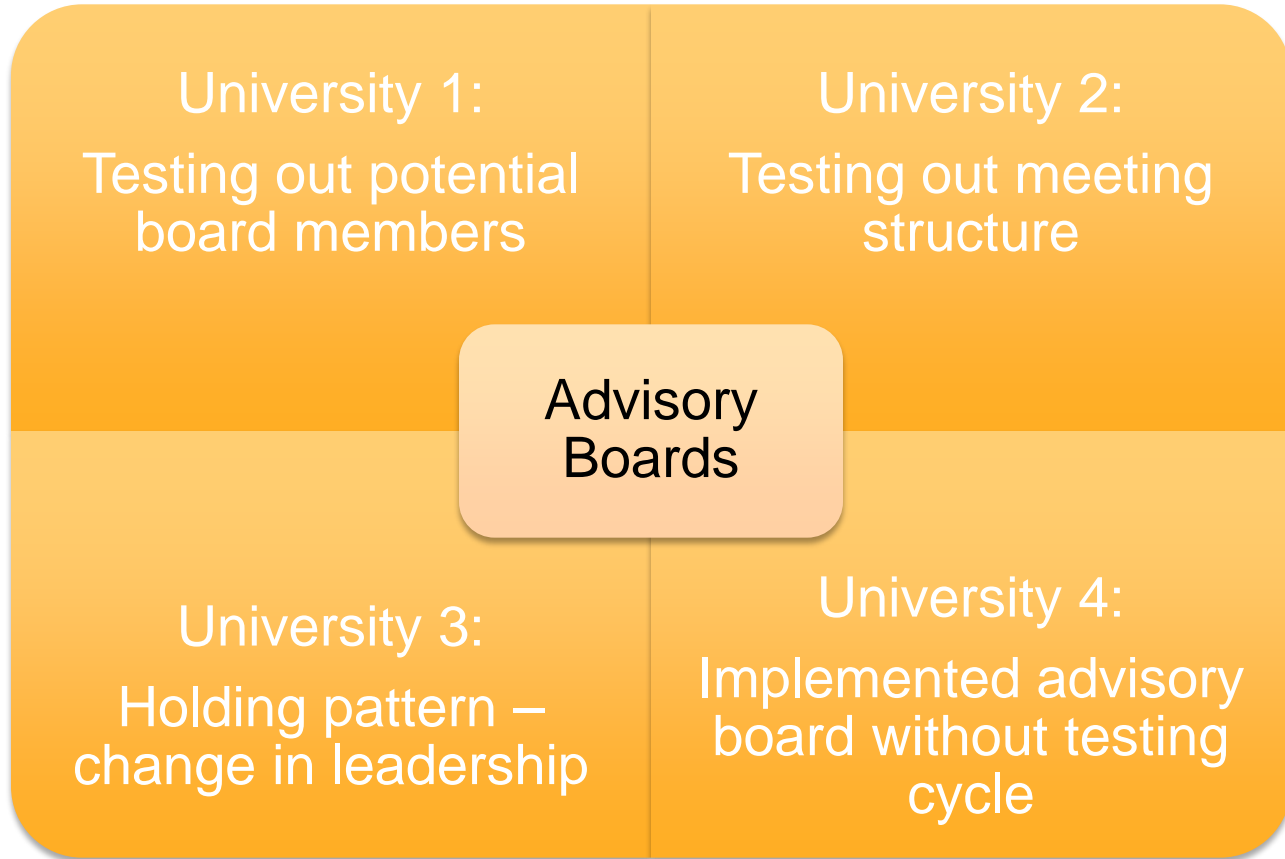
- Commit to attend all PD-NIC meetings
- Work with Facilitator to plan meetings
- Take notes during the meeting
- Debrief meetings with Facilitator
- Manage and organize notes and other resources, documents and tasks within the PDN online learning platform
- Other roles TBD

# Partnership NIC



Evolution of  
Specific  
Change Idea





University 1:

Testing out potential  
board members

University 2:

Testing out meeting  
structure

Advisory  
Boards

University 3:

Holding pattern –  
change in leadership

University 4:

Implemented advisory  
board without testing  
cycle

# CIC-NIC

## Curriculum, Instruction & Coherence

- CIC-NIC facilitator: David E-S
- UCEA Knowledge Partner: Amy Reynolds
- University at Buffalo (Corrie Stone-Johnson)
- Fordham University (Jackie Gonzalez)
- University of Georgia (Sheneka Williams)
- Louisiana State University (Sonya Hayes)
- University of Virginia (Pam Tucker & Sara Dexter)



# Fordham University



- Improve curricular and pedagogical coherence across our Master's Program courses
- Develop powerful learning experiences and integrate into courses
- Increase the use of self-reflection as a leadership development exercise

# Louisiana State University



- We are currently working on reviewing syllabi for all courses and reviewing the curriculum for each course to assess for relevancy and coherence.
- Louisiana will adopt the new PSEL and NELP standards in 2020, so we are assessing how to revise our curriculum to align to the new standards.
- Additionally, since our program is 100% online in 7 week modules, we are researching ways to improve classroom instruction to create powerful learning experiences for our students in an online context.
- We are also researching ways for our students to feel more connected to their learning through an online context.



# CIC-NIC Timeline

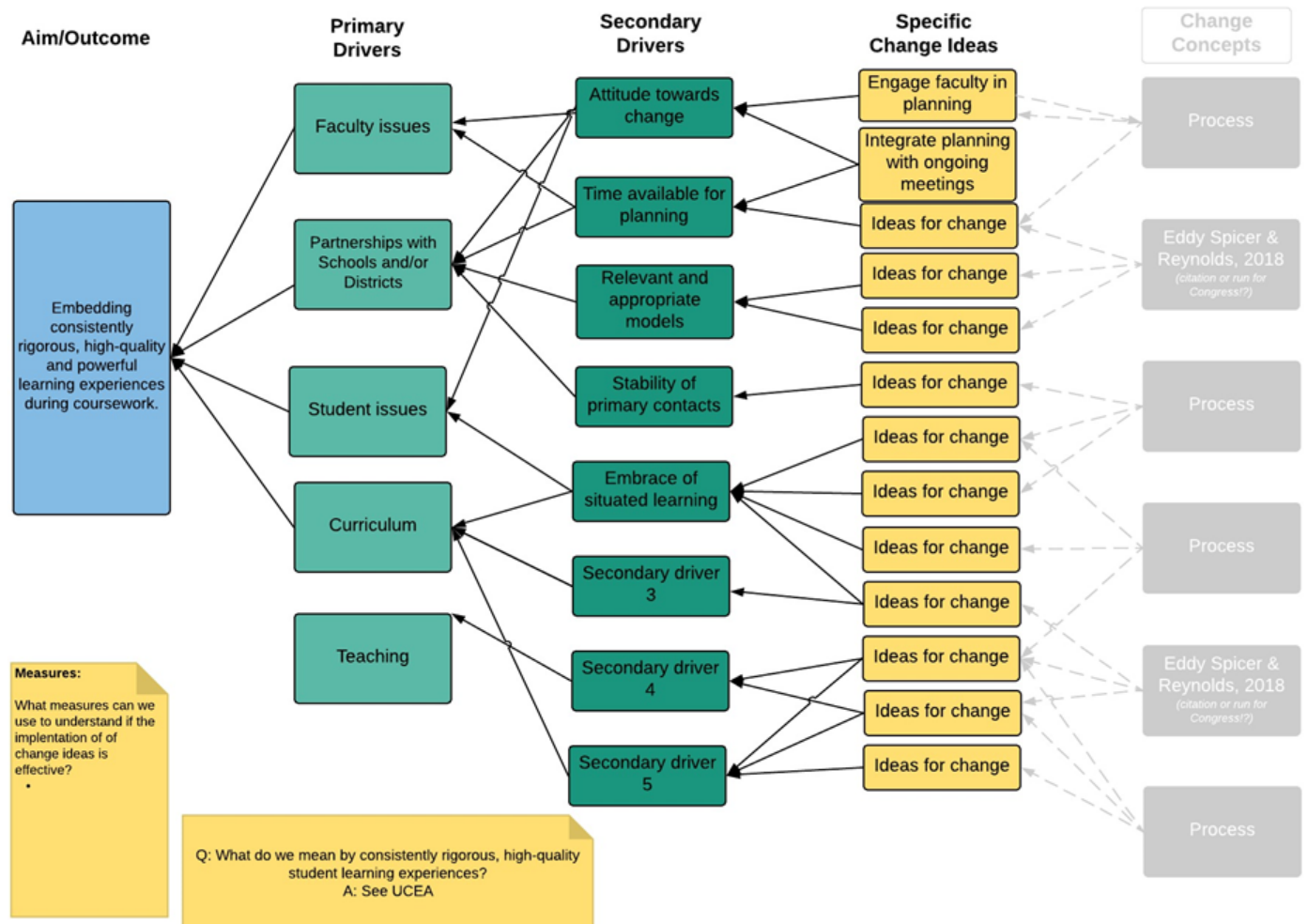
## 2016-2017: Understanding Problem & System that Produces It

- 7 synchronous video sessions
  - Problem identification & root-cause analysis
  - Theory of improvement - driver diagram
- 2 in-person session at annual conferences
  - Public displays of our collective learning to PDN peers

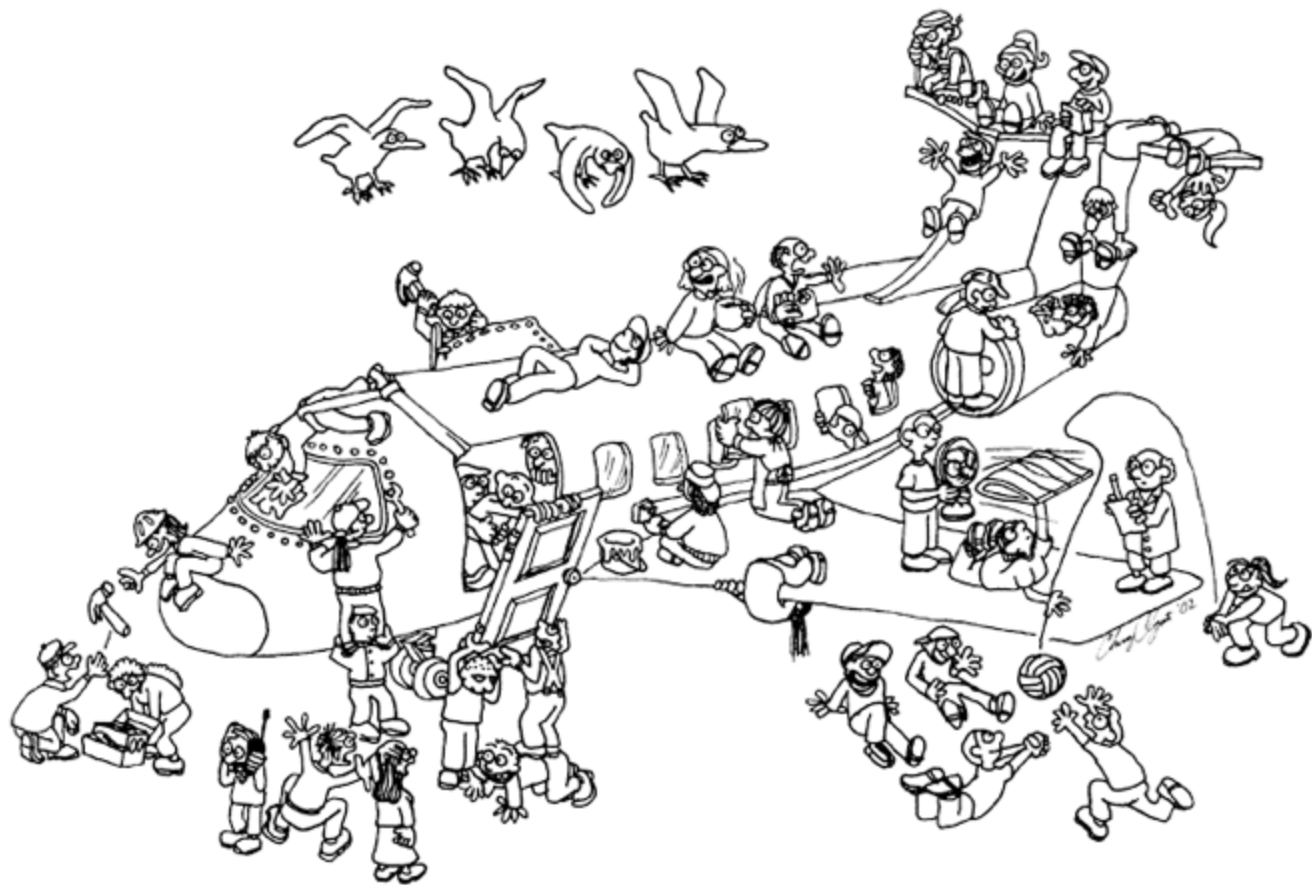
## 2017-2018: Focusing Collective Efforts & Generating Ideas for Change

- 5 synchronous video sessions
  - Defining 90-day agenda, knowledge sharing
- 1 in-person session at an annual conference, 1 study visit to UIC

### CIC-NIC Driver Diagram

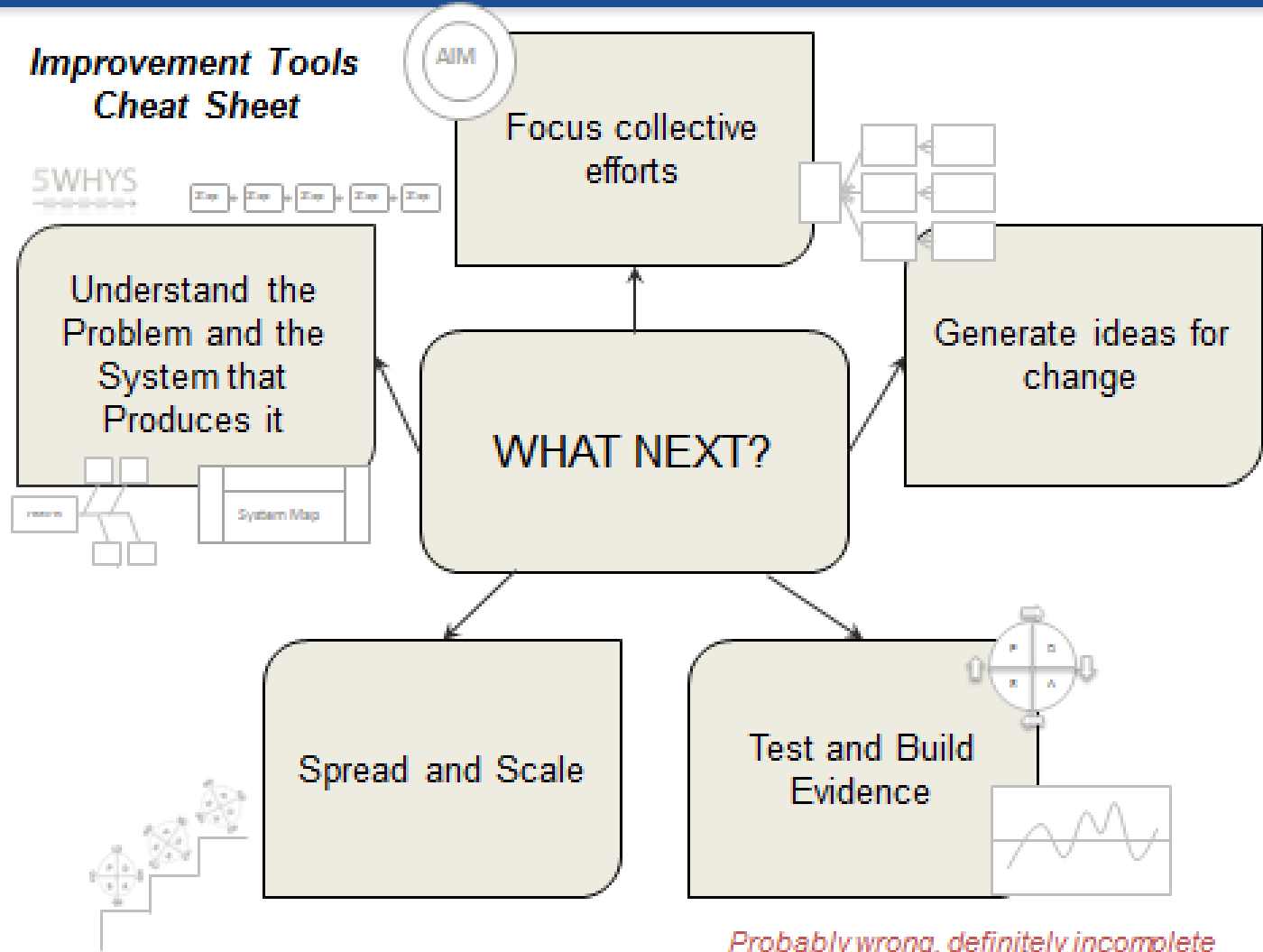






Source: <https://leadershipfreak.blog/2012/04/15/build-the-plane-while-its-in-the-air/>

# Improvement Tools Cheat Sheet



Greenberg, S., Kawar, A., Tinker, A., & Zarichansky, D. (2017). *Seeing the system from the user's point of view through journey maps*. Presentation at the Carnegie Summit on Improvement in Education, San Francisco, CA.

*Probably wrong, definitely incomplete*

# Turn and Talk

- Lessons learned so far?
- Current takeaways?
- To what should the UCEA-PDN be paying attention?

# Hub: UCEA Headquarters

- Support PDN Facilitators in supporting PD-NIC faculty in Improvement Science
- Coordinate a learning community for PDN facilitators
- Facilitate communication among and web-based meetings for PDN Facilitators to foster planning, learning, and information exchange
- Design and manage the online platform (i.e., the Network Tool)
- Coordinate the study visits
- Develop a library of resources
- Evaluate and continuously improve the UCEA-PDN initiative
- Create models for integrating the lessons learned from UCEA-PDN improvement work in other UCEA institutions
- Engage with external organizations
- Seek external resources to enhance the knowledge advancements and experiences of UCEA PDN participants

# Building Capacity

System Component	Stage 1	Stage 2	Stage 3	Stage 4	Stage 5	Stage 6
Understanding the Need	X	X				
Developing the Initiative		X	X			
Developing Facilitator Capacity			X	X		
Developing NIC Capacity				X	X	
Engaging in Program Improvement					X	X



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# Hub: Building Capacity

- Professional development
- Participating in Study Visits
  - University of Texas at San Antonio
  - University of Washington
  - North Carolina State University
  - University of Illinois at Chicago
  - University of Denver\*
- Considering feedback
- Engagement with the field
- Willingness to adjust
- Resource commitment

# Successes and Learning Lessons

- Optimism moves us...but not the whole way
- Development of soft skills
- Study visit opportunities
- Building professional networks
- Obstacles revealed
  - Logistical
  - Institutional
- Unique context of higher education

# Turn and Talk

- How is hub formation different in higher education settings?
- What is the role of Improvement Science in higher education?

# Synthesis and Conclusion

# Hub Capacity Building

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