



**Carnegie Foundation**  
for the Advancement of Teaching

# E2: Work of the Hub

Carnegie Summit on Improvement in Education  
April 5, 2018

# Introductions



**Edit  
Khachatryan**  
Associate



**Barbara  
Shreve**  
Fellow



**Sandra  
Park**  
Senior Fellow

# Who is in the room?

- Go around (if you have a group of folks from your NIC, have one person share the name of your network)
  - What NIC are you representing? How long has your NIC been in existence?

# Session Objectives

- Understand necessary processes of a hub, how they are interconnected, and what roles they play in a NIC
- Use case (Central Valley NIC) to provide concrete example of how processes come together to drive work of a NIC
- Have opportunity to reflect on and assess own hub processes

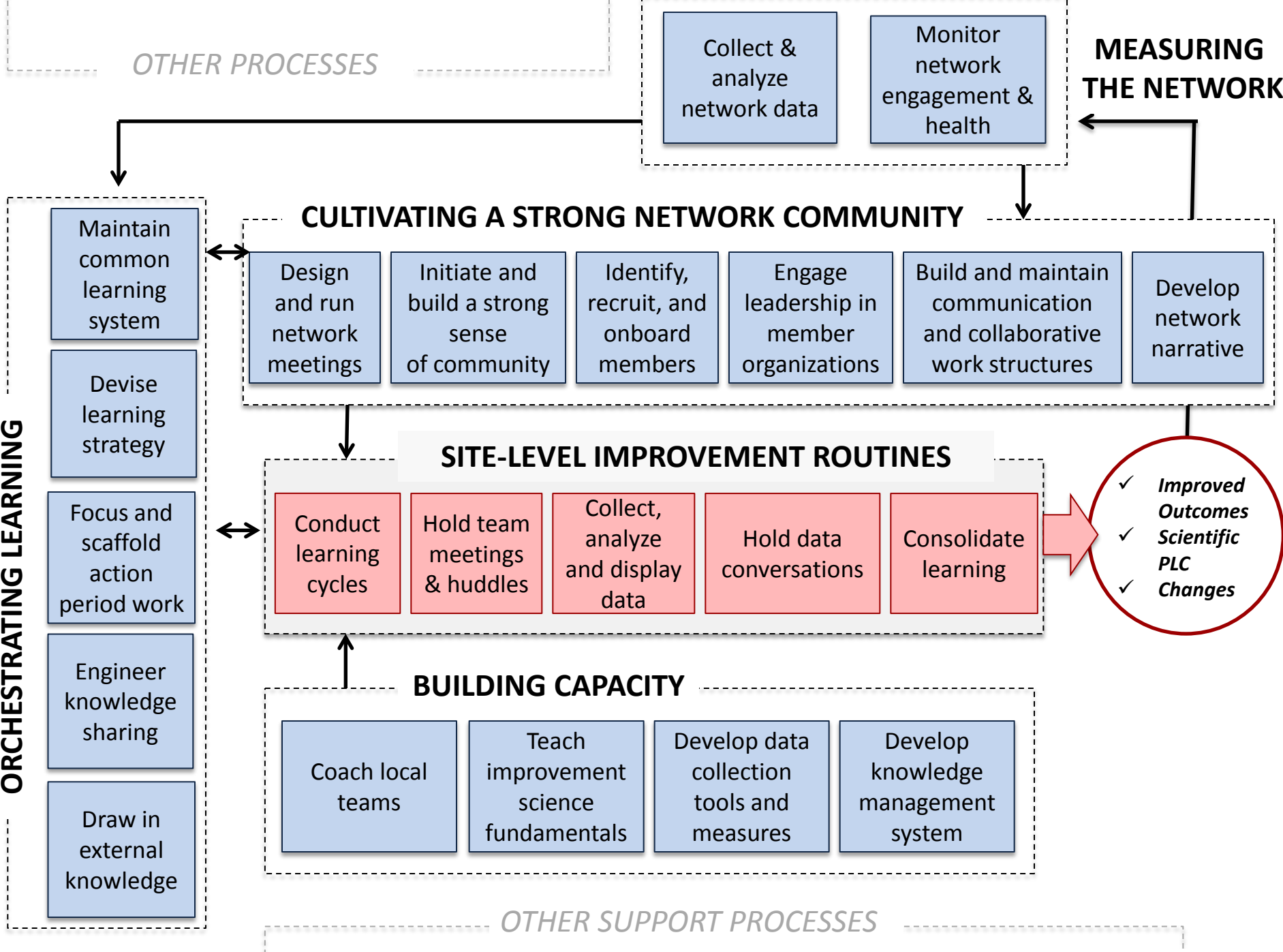


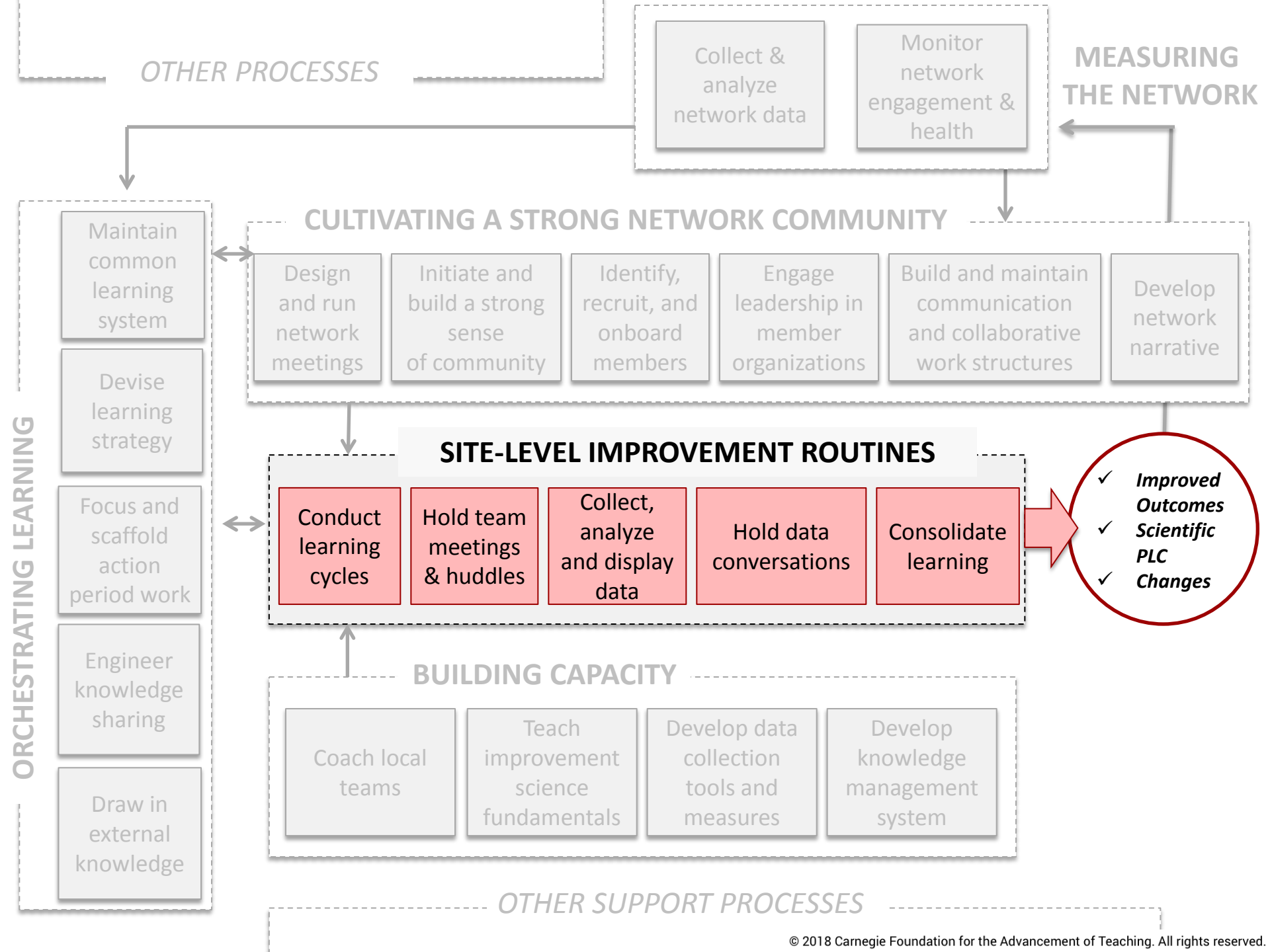
# Private Write

- Think about how your hub currently operates
- Identify the **five** primary work processes / activities that take up most of the hub's time right now (e.g. organizing network meetings, coaching network members in improvement science, developing measures and data collection tools, etc.)

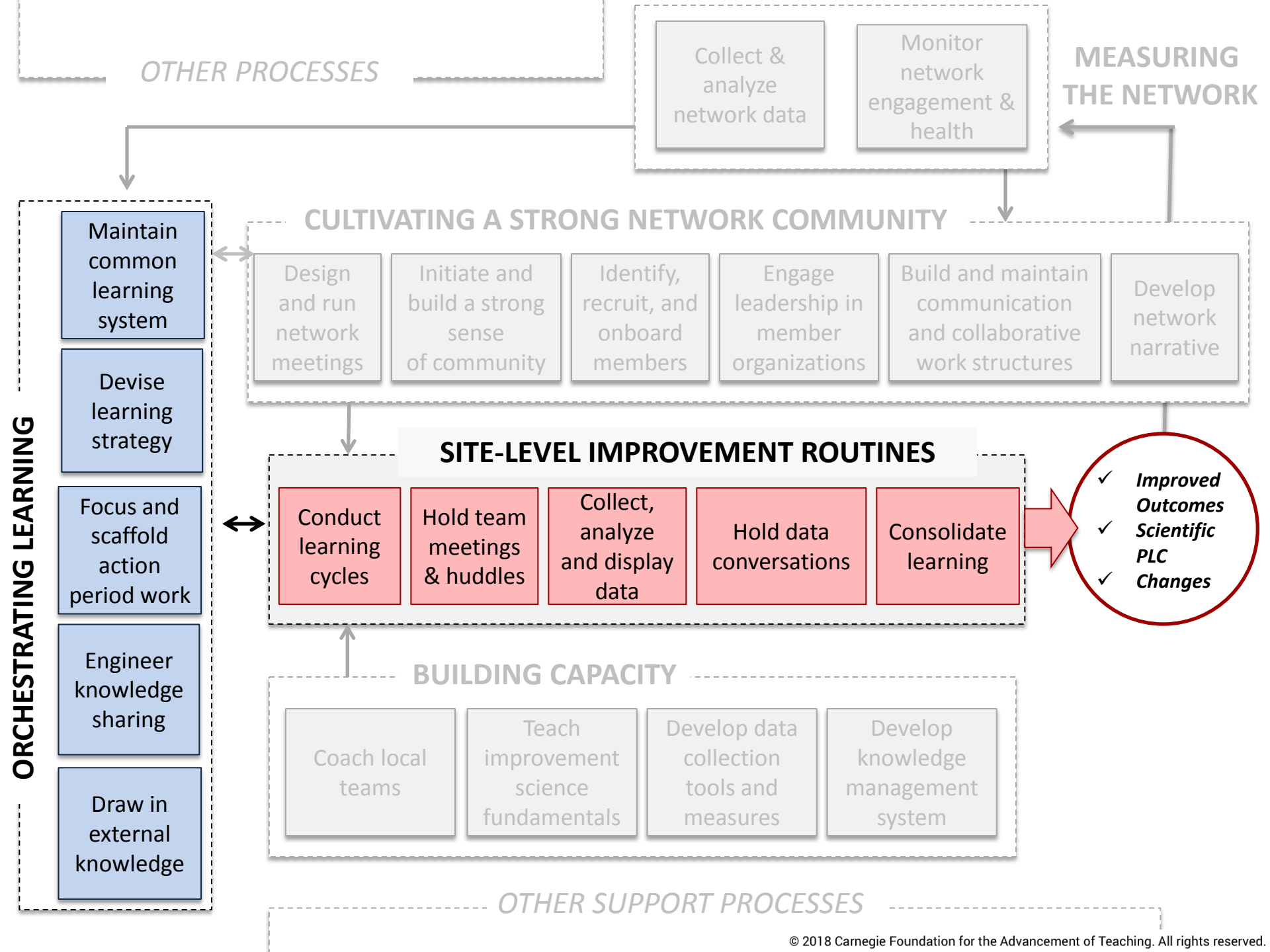
# Turn and Talk

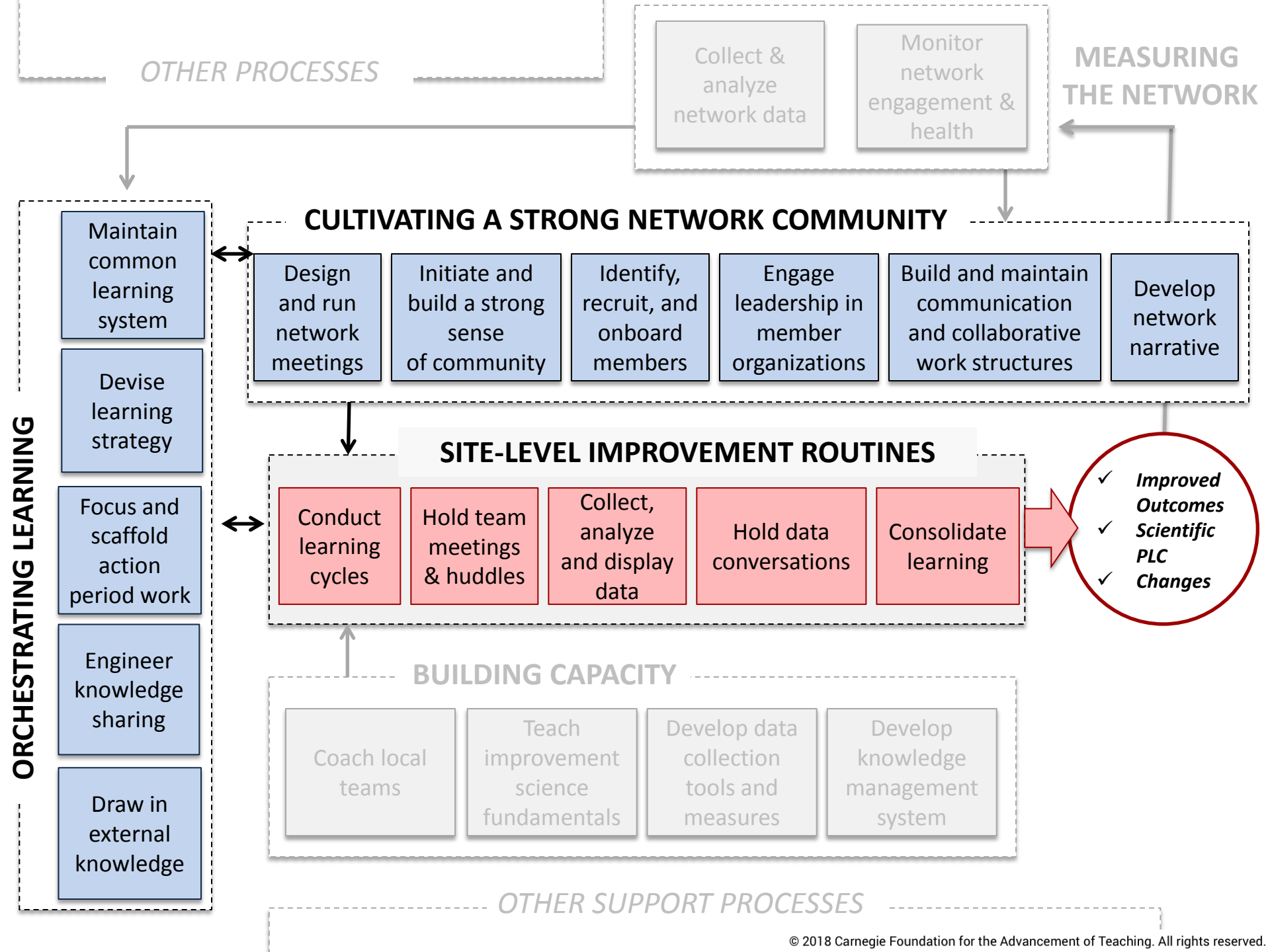
- Compare your list with someone next to you (preferably someone from another NIC)

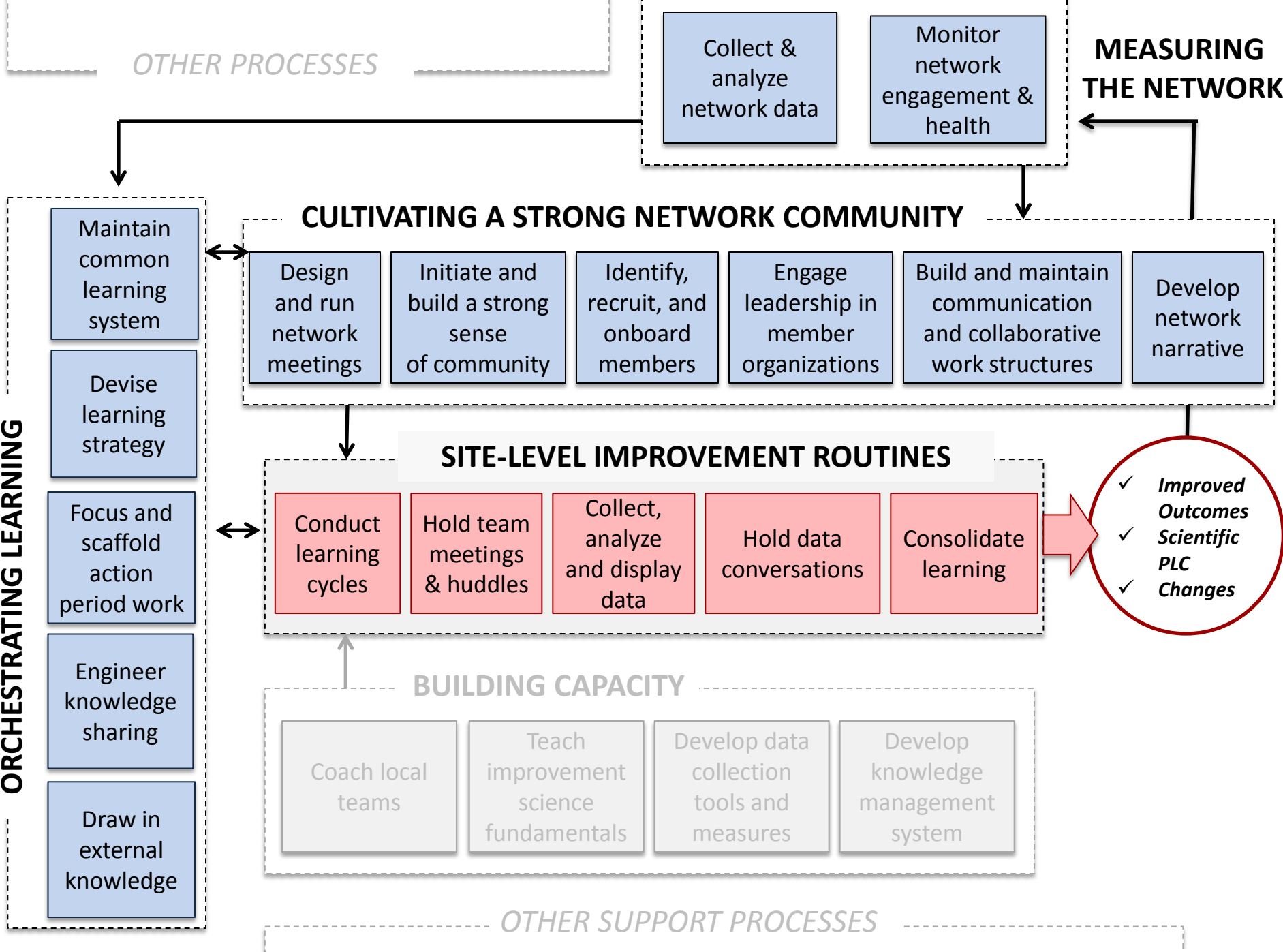


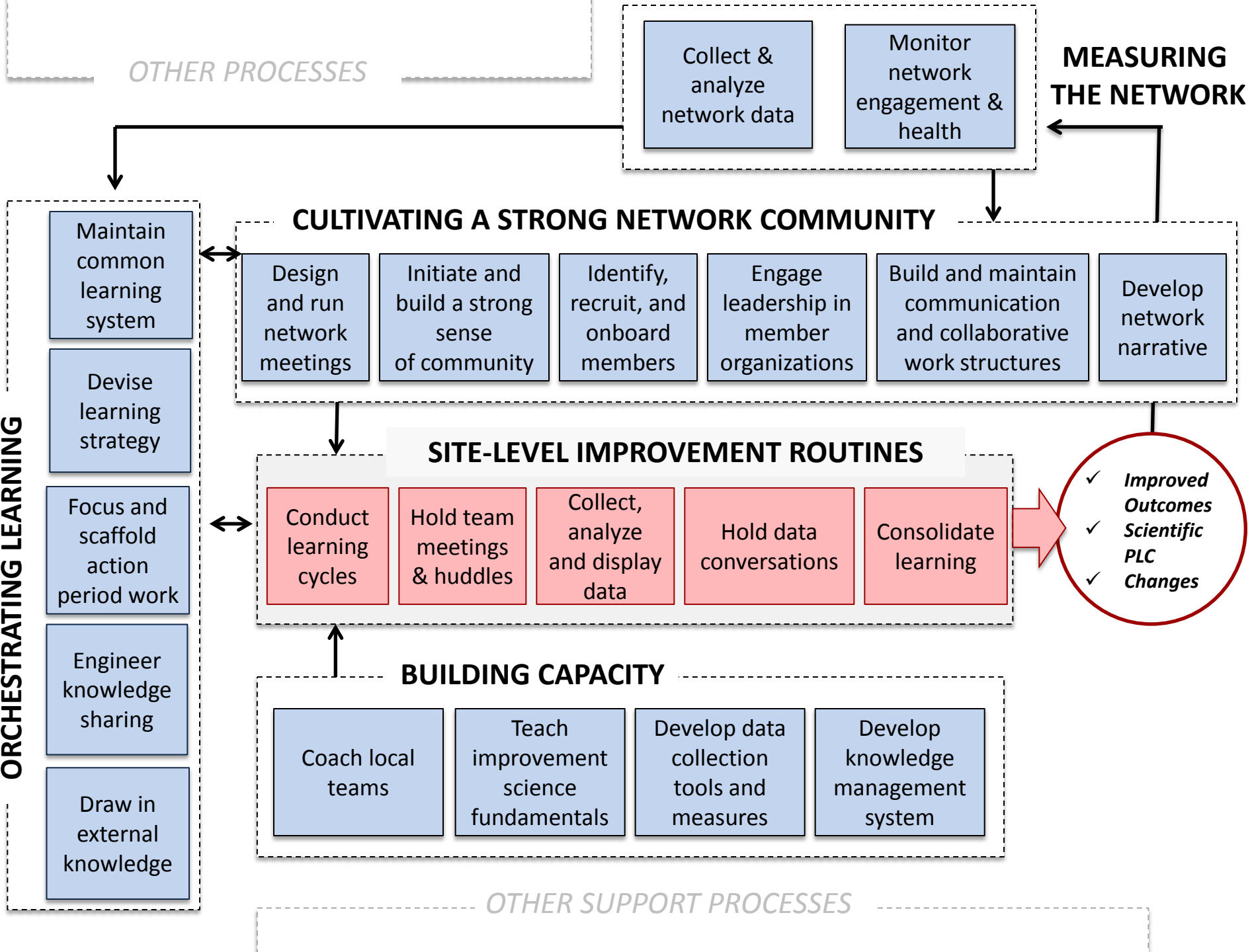


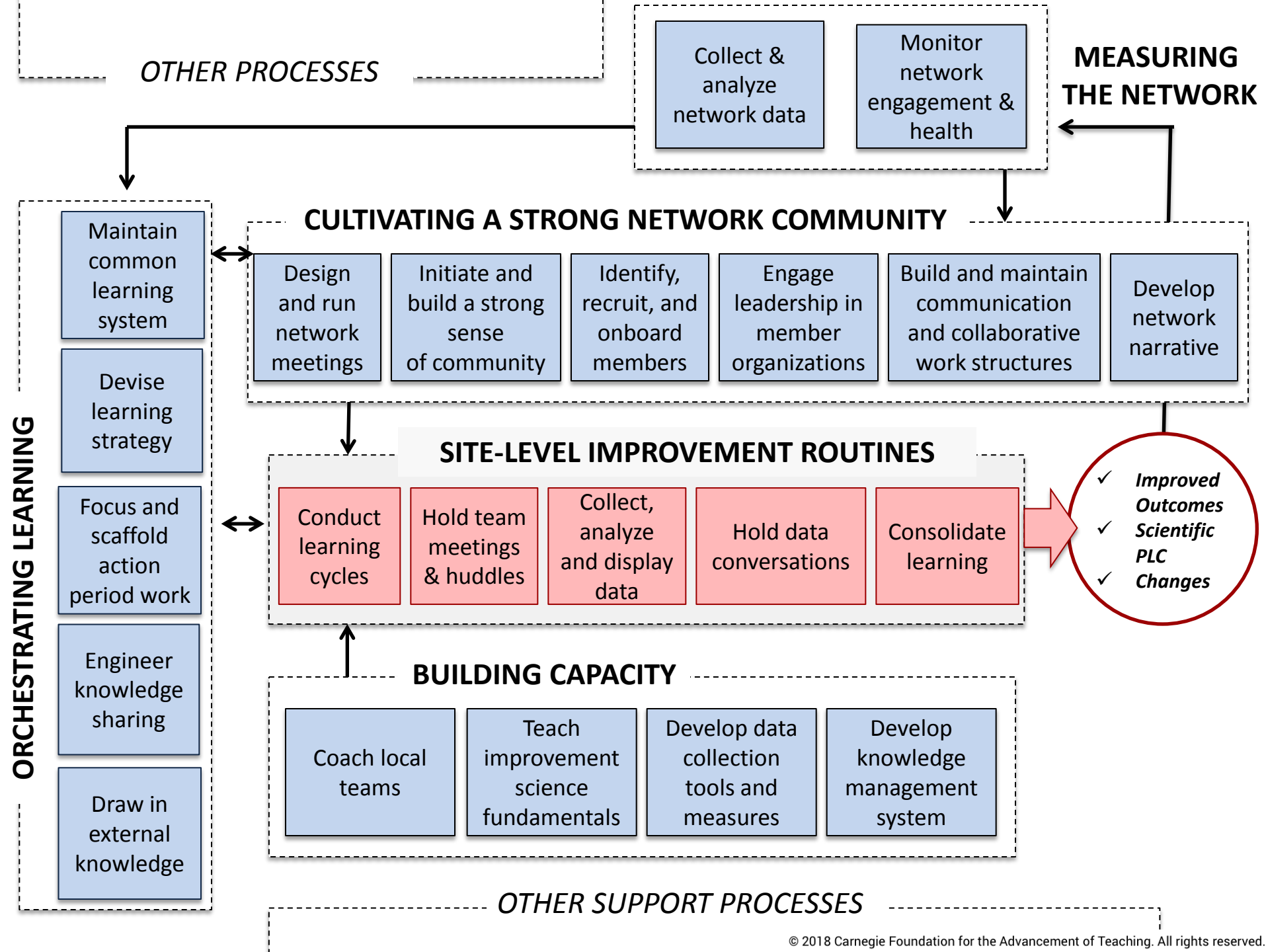












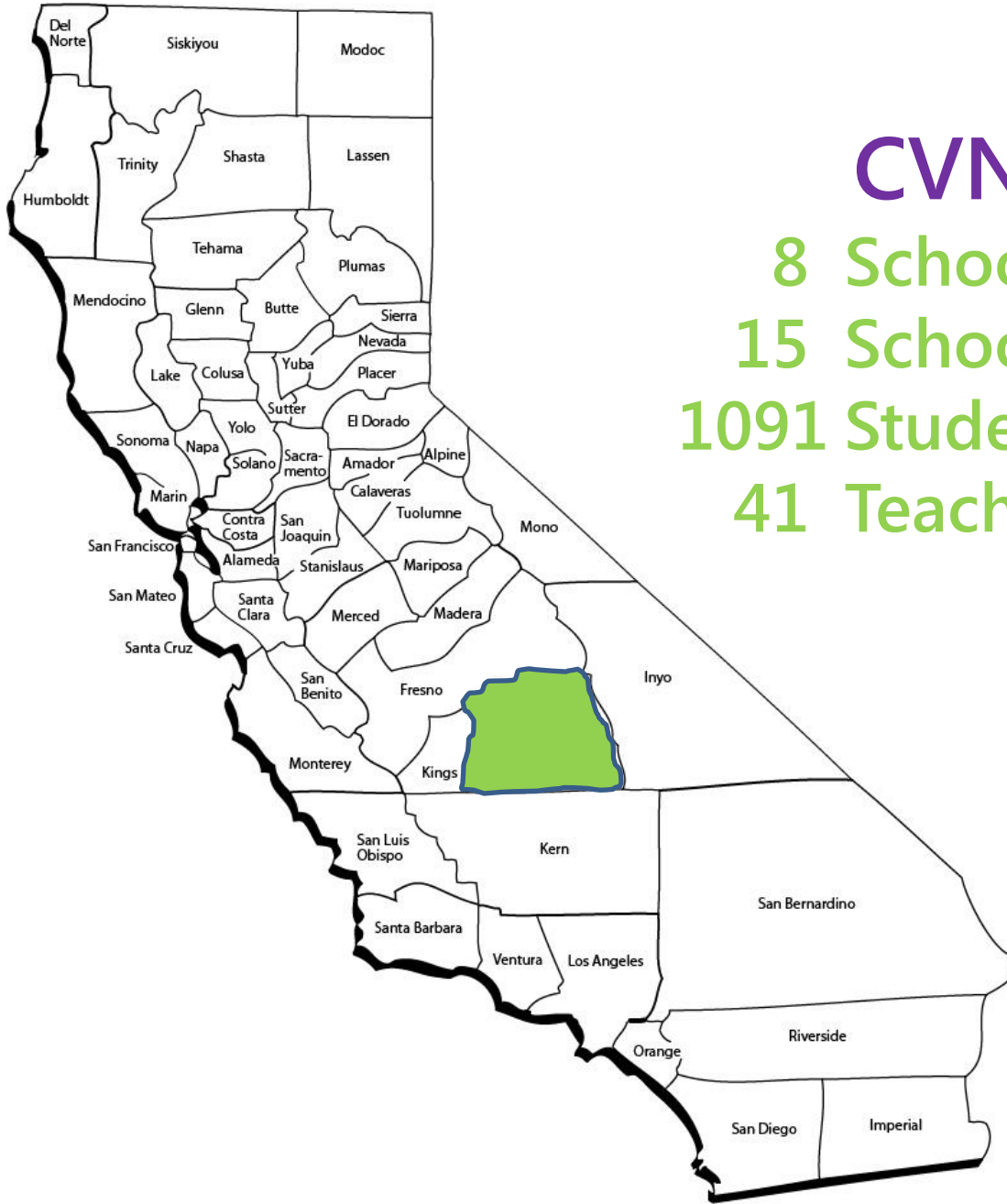
# How to use the systems map

- Identify who in the hub 'owns' which processes
- Identify and prioritize processes in need of improvement
- Understand how processes are connected > avoid siloed work



Tulare County  
Office of Education  
*Jim Vidak, County Superintendent of Schools*

# Central Valley Networked Improvement Communities



# CVNIC

8 School Districts

15 Schools

1091 Students

41 Teachers

## Network Aim:

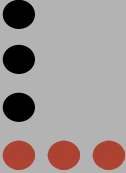
Improve 5th grade math proficiency from 17% to 51% in CVNIC by 2019



# Central Valley Network Improvement Communities



**Tulare County**  
**Office of Education**  
*Jim Vidak, County Superintendent of Schools*





Tulare County  
Office of Education  
Jim Vidak, County Superintendent of Schools

**AIM**

Improve 5th grade math proficiency from 17% to 51% in CVNIC by 2019

**Classroom Culture & Mindset**

**Instructional Practice**

**Aligning Supports for Instructional Improvement**

**Collective Learning/ Shared Knowledge**

- Strong Start
- Developing Student Voice
- Whole Class Debrief
- Group Work
- Adapting adopted curriculum
- Productive Struggle
- Formative Assessment
- Formative Check-In

- Individual Teacher Coaching
- Site teams
- Planning Lessons
- Observing Lessons
- Lesson Debrief

- Professional Learning
- Network Meetings
- Cross-district collaboration

- Classroom Norms
- Implement iMath Curriculum
- Exit Slips
- Use of the Rich Task Routine

- Students Standing Workspace
- Tools for Opening Tasks
- Self-Start Strategy Package
- Student Question Stems
- Analysis of student work

- Hub Site visit
- Consolidation meetings
- Coaches PDSA with teachers
- Lesson Study
- Coach/teacher contact process

- Content training from Hub
- External IS support
- Jo Boaler PD
- Doing math together
- Cross-district visits
- District Showcase

CVNIC Driver Diagram  
\*iteration 28



Tulare County  
Office of Education  
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**AIM**

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**Classroom Culture & Mindset**

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- Strong Start
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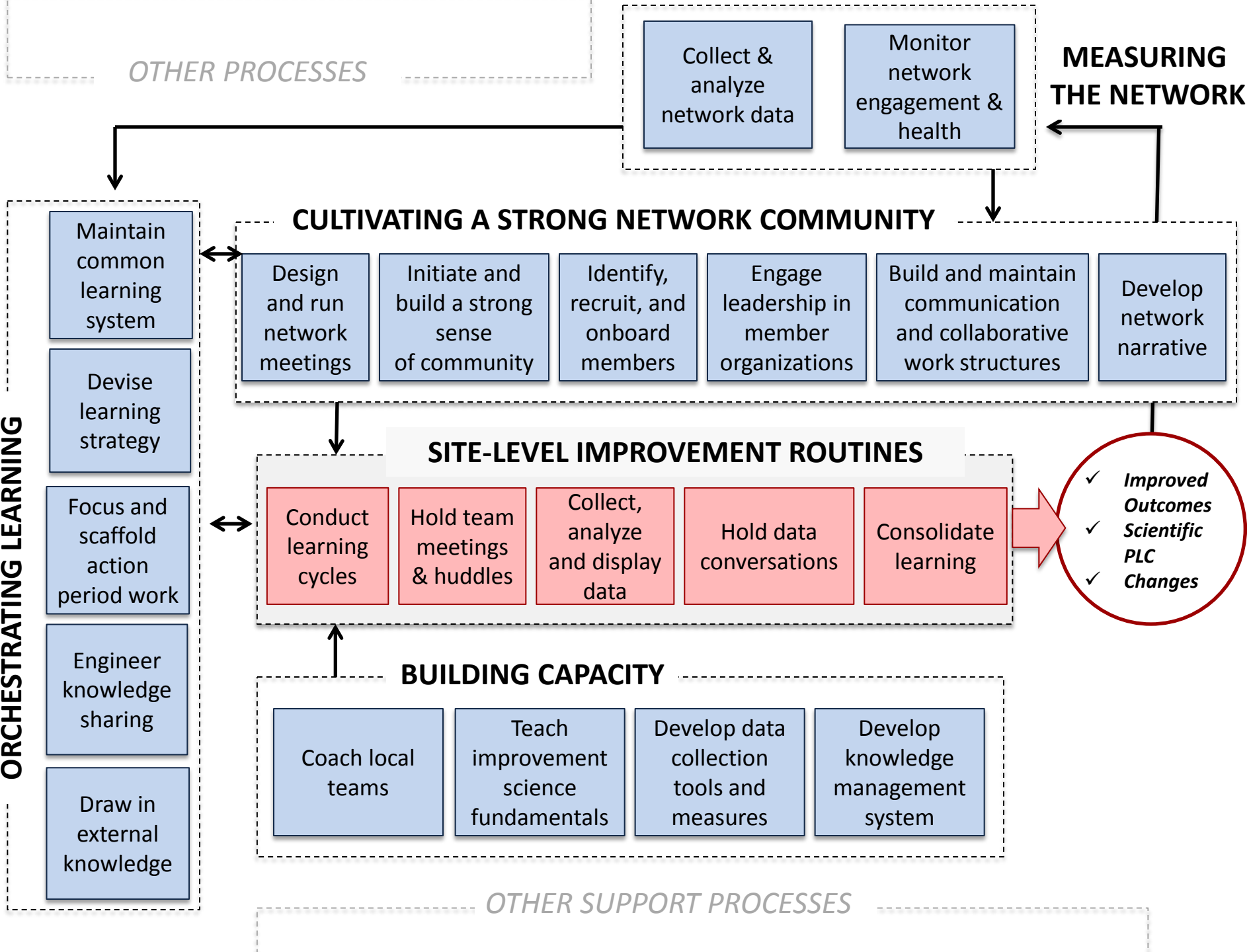
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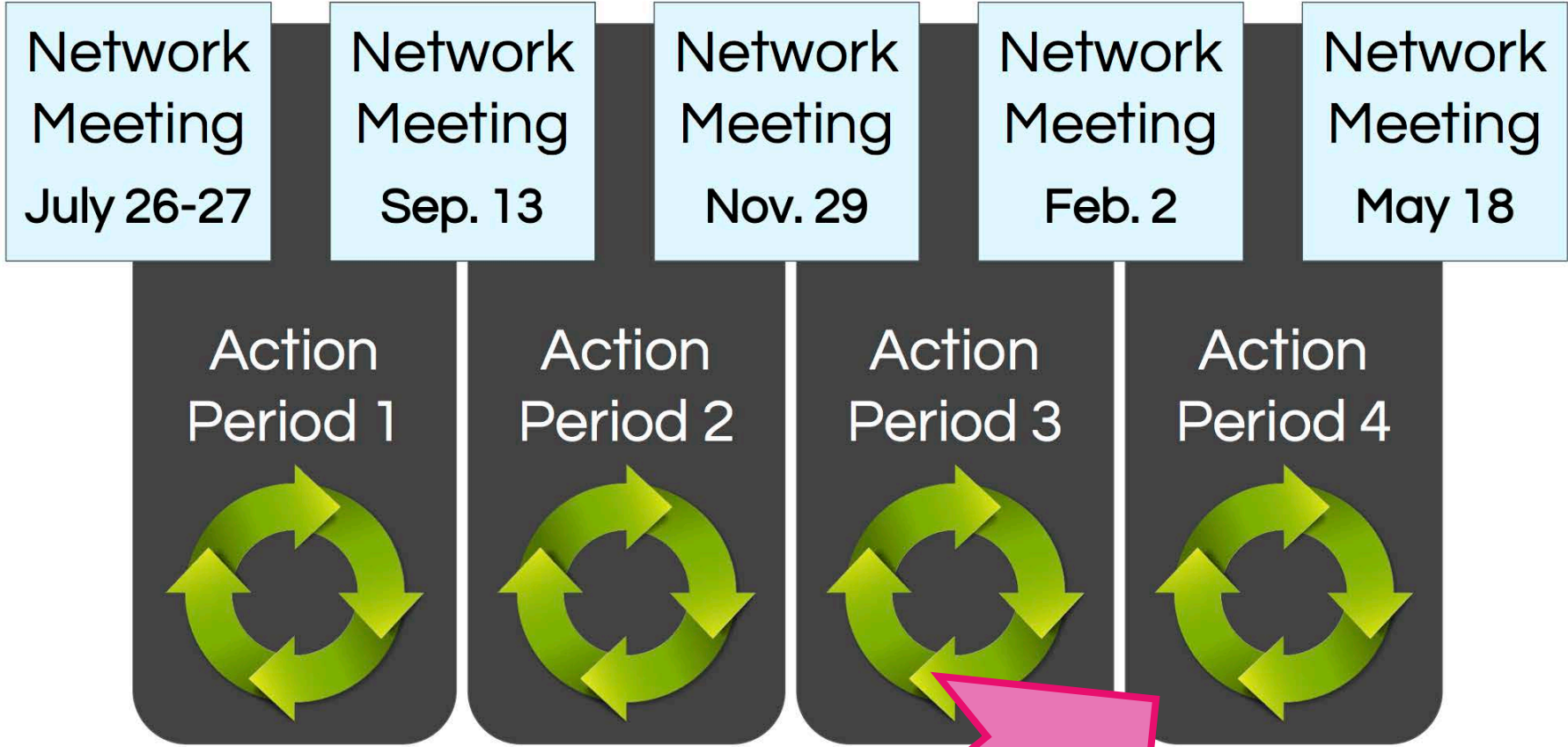
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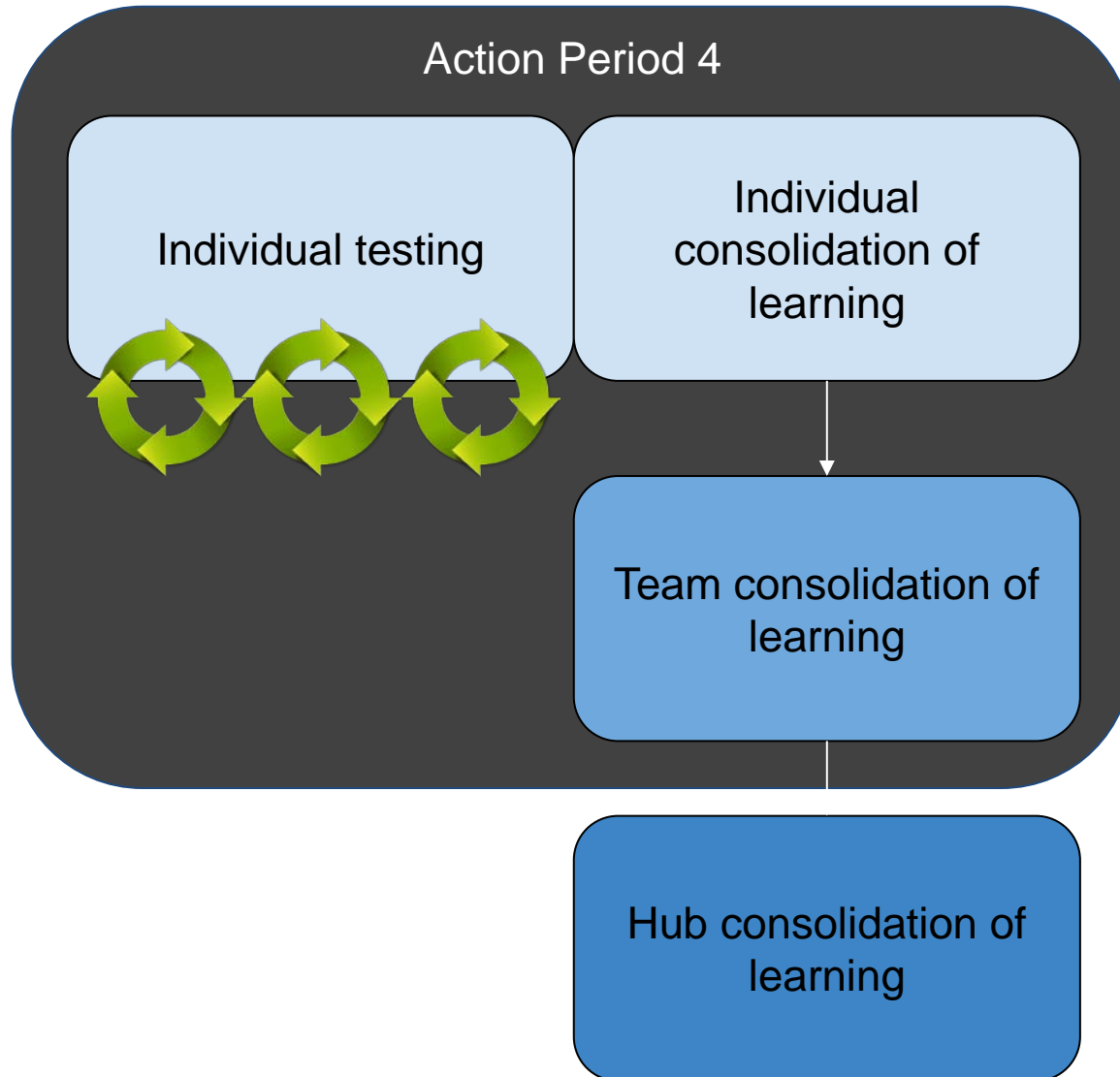
# CVNIC Action Periods

Devise learning strategy



# One learning cycle

Conduct learning cycles



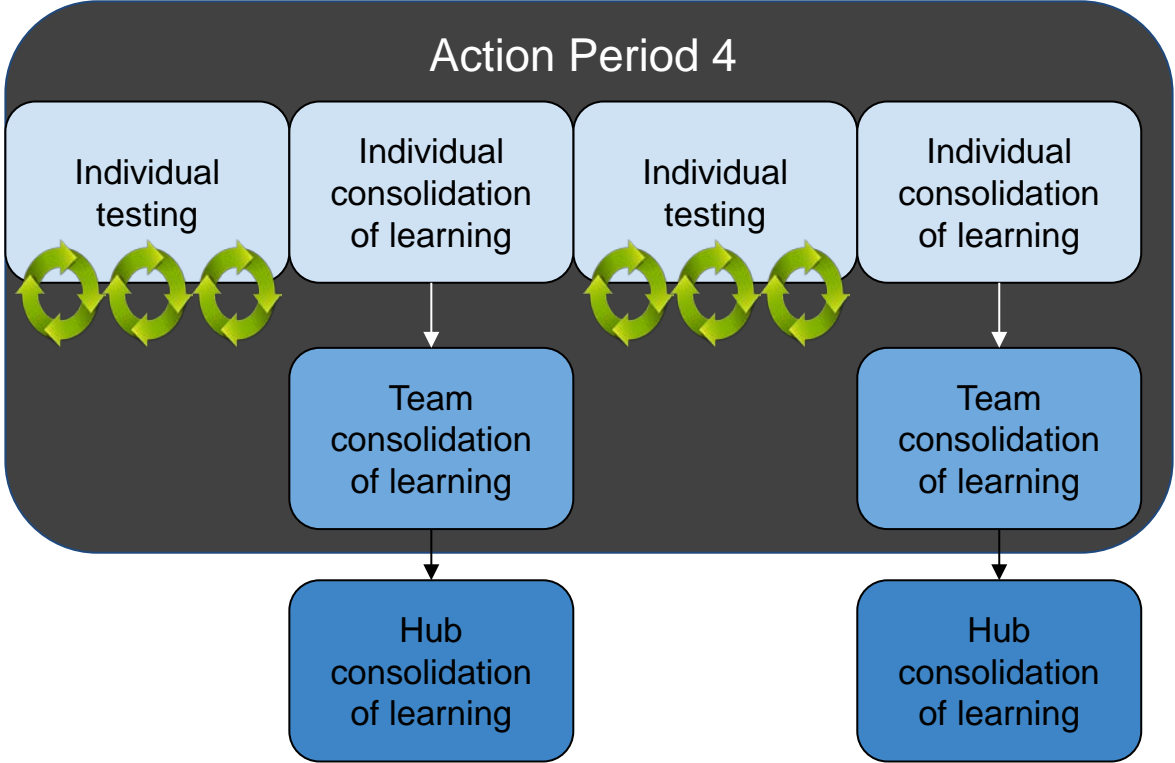
# 2 Cycles per Action Period

Conduct learning cycles

Hold team meetings & huddles

Consolidate learning

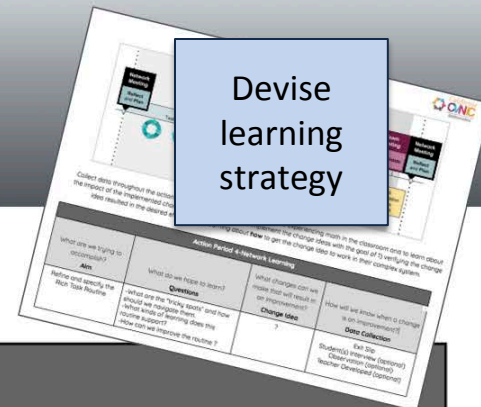
Network Meeting  
Feb. 2



Network Meeting  
May 18

# Planning PDSA's

Devise learning strategy



Action Period 4-Network Learning			
What are we trying to accomplish? <b>Aim</b>	What do we hope to learn? <b>Questions</b>	What changes can we make that will result in an improvement? <b>Change Idea</b>	How will we know when a change is an improvement? <b>Data Collection</b>
Refine and specify the Rich Task Routine	-What are the "tricky spots" and how should we navigate them. -What kinds of learning does this routine support? -How can we improve the routine ?	?	Exit Slip Student(s) Interview (optional) Observation (optional) Teacher Developed (optional)



# Individual Learning Templates

Conduct learning cycles

Individual Planning, Prediction, Reflection

Name: \_\_\_\_\_ Date: \_\_\_\_\_ Lesson/Task: \_\_\_\_\_

**Planning the Learning Cycles**

CHANGE IDEA I will try:	PREDICTIONS What I think will happen:	DATA COLLECTION How I'll know if my predictions were correct:

**Reflecting on the Learning Cycles**

RESULT This happened:	PLAN My next steps will be:

Notes: \_\_\_\_\_

Focus and scaffold action period work

Improvement Binder - Tab 3

# Team Cons

Improvement  
Binder-  
Tab 3

CHANGE IDEA

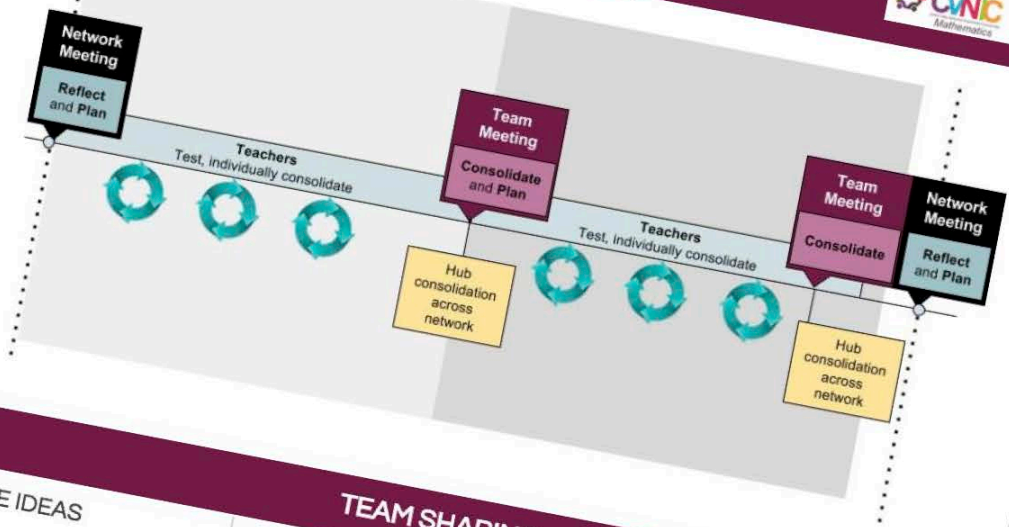
WE LEARNED

NOW WE

FURTHER

NEW/  
IDEA

## TEAM CONSOLIDATION

CHANGE IDEAS

### TEAM SHARING

WE LEARNED:

- What change ideas did your team try?
- Discuss the details of the change ideas and how they were executed to look for any differences in execution.
  - Process Mapping map help to uncover specific points of discussion

NOW WE WONDER:

- What did your team learn as a result of testing?
- Consider what was confirming, intriguing, surprising?
  - What are some commonalities are in your learning?
  - What are some differences in the learning, why might that be?
- What are you now wondering given your new learning?

FURTHER INVESTIGATIONS:

### NEXT STEPS

- What happened when you tried your change idea?
- Be specific about the details.
  - Which predictions were correct?
  - What surprised you?

NEW/MODIFIED CHANGE IDEAS

- Based on your learning, what are you going to try next?
- You might further investigate within the same change idea.
  - You may plan an entirely new change.

# Consolidation Templates

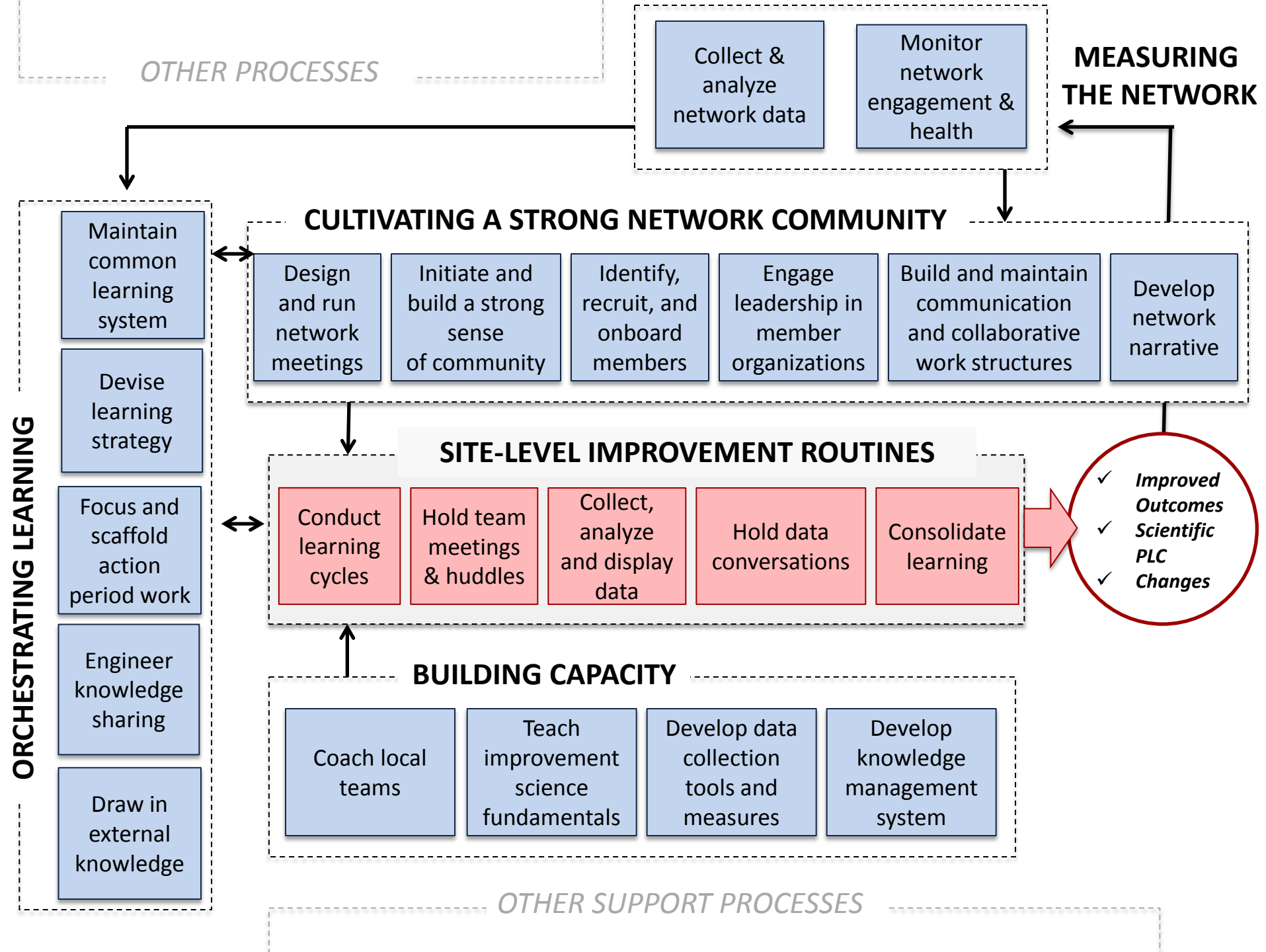
Hold team meetings & huddles

Consolidate learning

Team Consolidation	
Team Members Present: _____	Date: _____
<b>Change ideas that we tested:</b>	<b>We learned:</b>
<b>Now, we wonder:</b>	
<b>Team Next Steps</b>	
Our team would like to further investigate:	
Our new/modified change idea:	
Our next team consolidation date:	

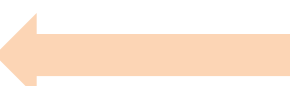
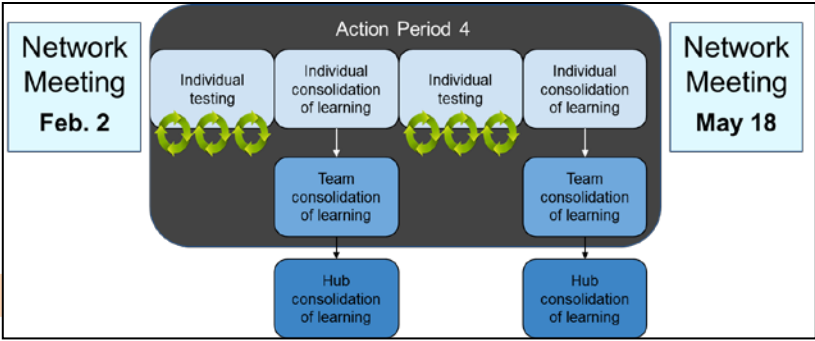
Focus and scaffold action period work

Improvement Binder - Tab 3



# ORCHESTRATING LEARNING

- Maintain common learning system
- Devise learning strategy
- Focus and scaffold action period work
- Engineer knowledge sharing
- Draw in external knowledge



Action Period 4-Network Learning			
What are we trying to accomplish? <b>Aim</b>	What do we hope to learn? <b>Questions</b>	What changes can we make that will result in an improvement? <b>Change Idea</b>	How will we know when a change is an improvement? <b>Data Collection</b>
Refine and specify the Rich Task Routine	-What are the "tricky spots" and how should we navigate them. -What kinds of learning does this routine support? -How can we improve the routine ?	?	Exit Student(s) Interview Observation Teacher Development

Name: \_\_\_\_\_ Date: \_\_\_\_\_

Individual Planning, Prediction, Reflection Lesson/Task

**Planning the Learning Cycles**

<b>CHANGE IDEA</b> I will try:	<b>PREDICTIONS</b> What I think will happen:	<b>DATA COLLECTION</b> How I'll know if my predictions were correct:

**Reflecting on the Learning Cycles**

<b>RESULT</b> This happened:	<b>PLAN</b> My next steps will be:

Notes: \_\_\_\_\_

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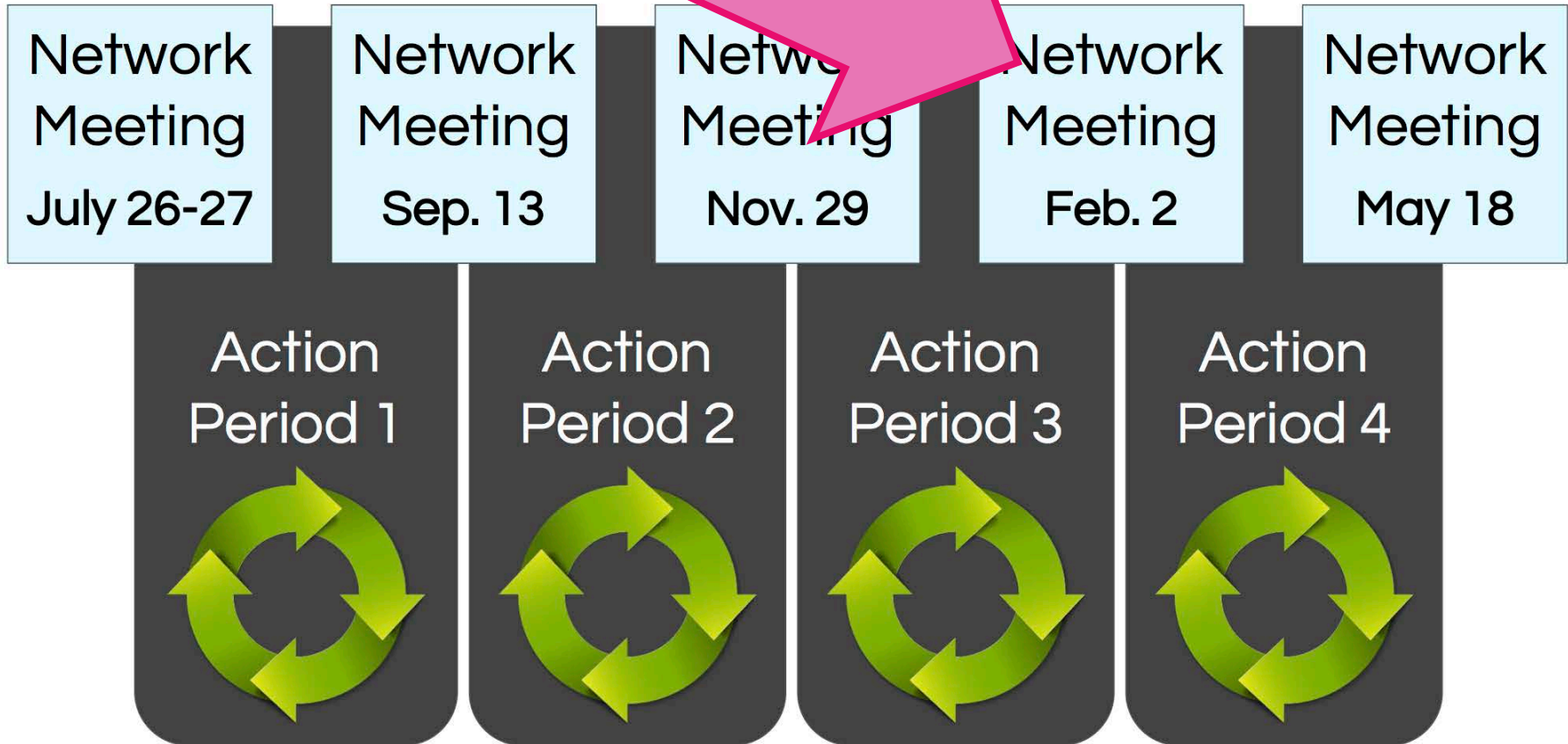
Team Members Present: \_\_\_\_\_ Date: \_\_\_\_\_

**Team Consolidation**

<b>Change ideas that we tested</b>	<b>We learned</b>
<b>Next, we consider</b>	
<b>Team Next Steps</b>	
Our team would like to further investigate:	
Our new/modified change idea:	
Our next team consolidation date:	

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# CVNIC Action Periods



# CVNIC Norms

1. Balance advocacy of *own ideas & inquiry* of others
2. *Check assumptions* & *support ideas* with evidence
3. Create a *productive*
4. *Work ha*
5. *All teach*



Initiate and build a strong sense of community

Build and maintain communication and collaborative work structures

## Goals for the day

- Build Relationships Within & Across the Network
  - Join our new Facebook group
  - Experience commenting and posting
- Gain Insights about the Work of CVNIC Teams
- Do and Discuss Mathematics
- Explore and Reflect on Data
- Deepen Understanding of Improvement Science
- Reflect and Plan for the next Action Period





Tulare County  
Office of Education  
*Jim Vitek, County Superintendent of Schools*

Design  
and run  
network  
meetings

## AGENDA

February 6, 2018

Visalia Convention Center

### MORNING SESSIONS: 8:30 am - 12:00 pm (Break at 10:05 - 10:20)

- Welcome & Connecting within the Network
- **AP 7 Improvement Project Learnings**
- **Improvement Science Nugget**
- Do Math & Learning around Productive Struggle
- Formative Check-In #3 Data and Student Work Analysis
- Leadership Breakout (Concurrent Session 10:20-11:50)

### LUNCH: 12:10 pm - 12:55 pm

### AFTERNOON SESSIONS: 12:55 pm - 3:30 pm (Break at 2:05 - 2:15)

- Network Health Survey
- **Introduce Action Period 8**
- **Action Period 8 Planning**
- Formative Check-Ins #4 and #5
- Closing & Next Steps

- Action Period 8 Planning
- Formative Check-Ins #4 and #5
- Closing & Next Steps



OTHER PROCESSES

Collect & analyze network data

Monitor network engagement & health

MEASURING THE NETWORK

### CULTIVATING A STRONG NETWORK COMMUNITY

Maintain common learning system

Devise learning strategy

Focus and scaffold action period work

Engineer knowledge sharing


Draw in external knowledge

Design and run network meetings

Initiate and build a strong sense of community

**CVNIC Norms**



1. Balance advocacy of *own ideas & inquiry* of others
2. *Check assumptions & support ideas* with evidence
3. Create a *safe environment* for individuals to *productively struggle* with ideas and tools
4. *Work hard and recover*
5. *All teach, All learn!*



Build and maintain communication and collaborative work structures

Develop network narrative

ORCHESTRATING LEARNING

**AGENDA**  
February 6, 2018  
Visalia Convention Center  
303 E. Acequia  
Visalia, CA 93291  
8:30 am - 3:30 pm  
(Breakfast/networking 8:00 am)

**GOALS AND OUTCOMES**

- Build Relationships Within and Across the Network
- Gain Insights about the Work of CVNIC Teams
- Do and Discuss Mathematics
- Explore & Reflect on Data
- Deepen Understanding of Improvement Science
- Reflect and Plan for the next Action Period

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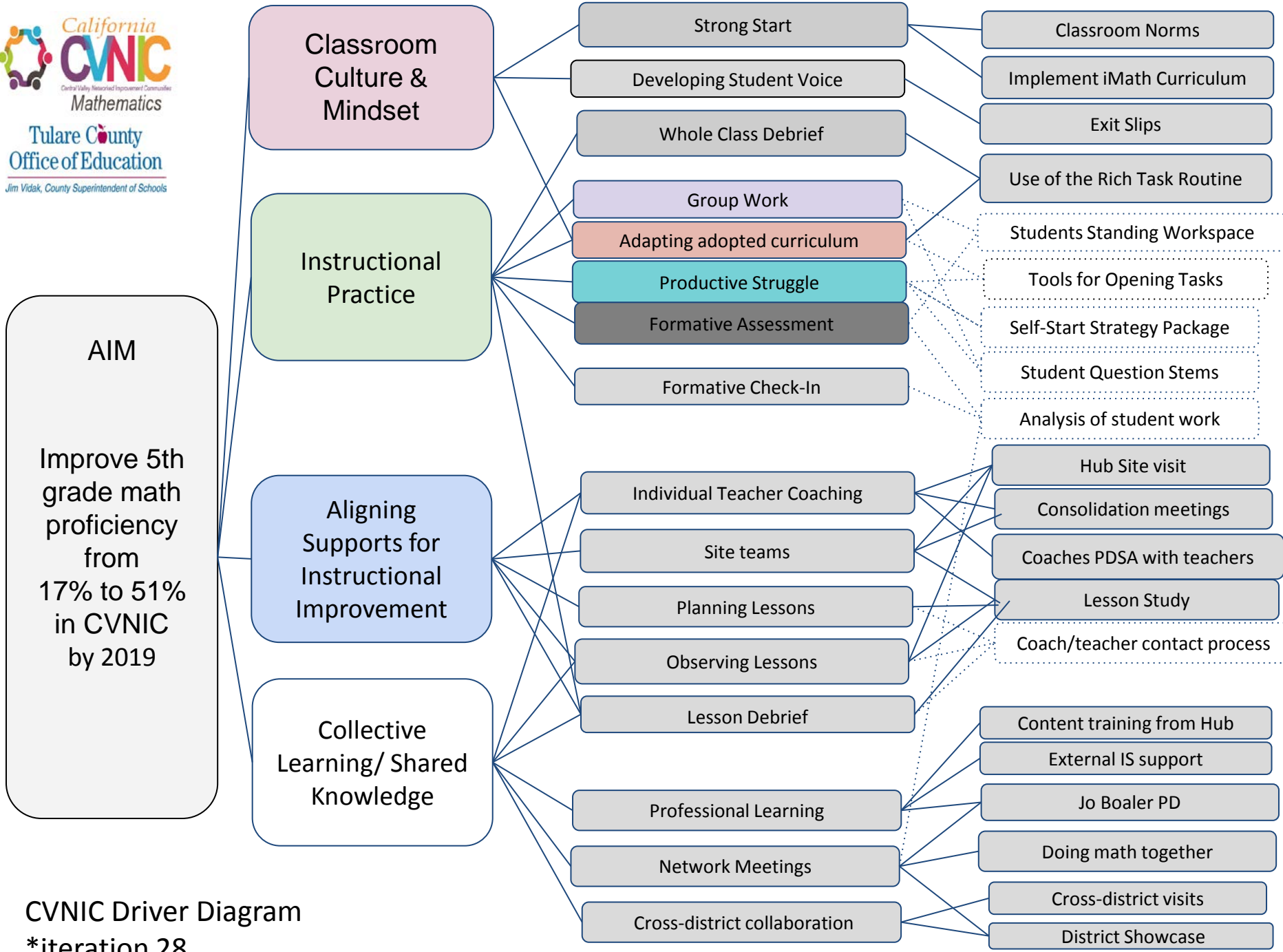
**LUNCH: 12:10 pm - 12:55 pm**

**AFTERNOON SESSIONS: 12:55 pm - 3:30 pm (Break at 2:05 - 2:15)**

- Network Health Survey
- Introduce Action Period 8
- Action Period 8 Planning
- Formative Check-ins #4 and #5
- Closing & Next Steps

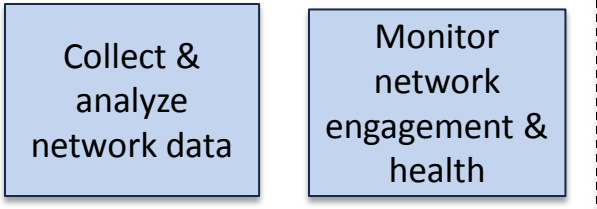


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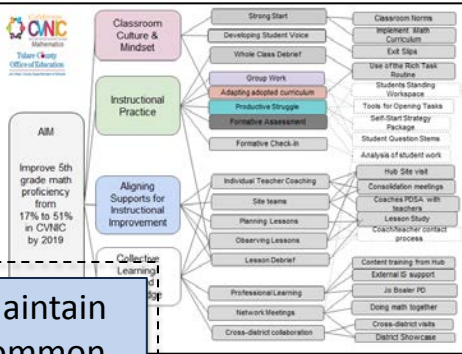


CVNIC Driver Diagram  
\*iteration 28

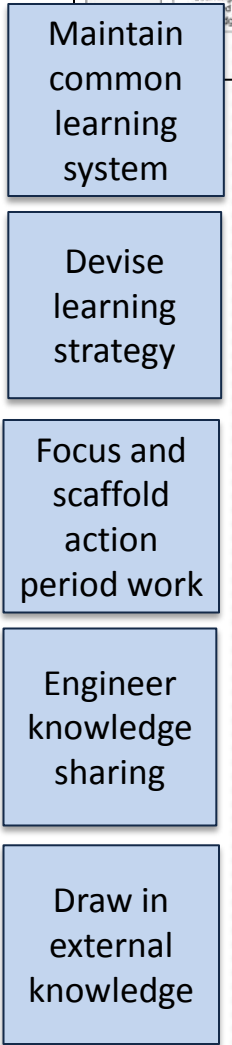
# MEASURING THE NETWORK



# CREATING A STRONG NETWORK COMMUNITY



# ORCHESTRATING LEARNING



Tulare County Office of Education  
 AGENDA  
 February 6, 2018  
 Weekly Convenor/Center  
 303 E. Arcadia  
 Visalia, CA 93291  
 8:30 am - 3:30 pm  
 (breakfast networking 8:30 am)

**GOALS AND OUTCOMES:**

- Build Relationships Within and Across the Network
- Gain Insights about the Work of CVNIC Teams
- Do and Discuss Mathematics
- Evidence is Reflected on Data
- Deeper Understanding of Improvement Science
- Reflect and Plan for the next Action Period

**MORNING SESSIONS: 8:30 am - 12:00 pm (break at 10:05 - 10:20)**

- Welcome & Connecting within the Network
- 2017 Improvement Period Learning
- Improvement Science Nugget
- Do Math & Learning around Productive Struggle
- Formative Check-in w/ Data and Student Work Analysis
- Leadership breakout (Concurrent Session 10:20 - 11:50)

**LUNCH: 12:10 pm - 12:45 pm**

**AFTERNOON SESSIONS: 12:45 pm - 3:30 pm (break at 2:05 - 2:15)**

- Network Health Survey
- Introduce Action Period 8
- Action Period 8 Planning
- Formative Check-ins #8 and #5
- Closing & Next Steps

## Assessing your hub processes

### Self-assessment scores:

1. I don't know what this process is
2. I know what this is, but it does not yet exist in our hub.
3. This process exists, but needs improvement or further development.
4. This process currently functions well in our hub.

Process	Self-Assessment score	Notes, Reflections, Questions, Next Steps
The hub regularly collects and analyzes network data (e.g., leading, lagging, outcome, and process measures). [MEASURING THE NETWORK]	1.....2.....3.....4	
The hub regularly reviews learnings coming from site level learning cycles. [MEASURING THE NETWORK]	1.....2.....3.....4	
The hub has structures for planning and executing network meetings. [CULTIVATING A STRONG NETWORK COMMUNITY]	1.....2.....3.....4	
The hub has routines and mechanisms that support collaboration and learning between the hub and each site team as well as between site teams. [CULTIVATING A STRONG NETWORK COMMUNITY]	1.....2.....3.....4	
The hub has routines and mechanisms that strengthen connections and build a common network identity and sense of community. [CULTIVATING A STRONG NETWORK COMMUNITY]	1.....2.....3.....4	
The hub regularly revises its learning system (e.g., driver diagram) based on a consolidation of learnings from network data and site level learning cycles. [ORCHESTRATING LEARNING]	1.....2.....3.....4	
The hub has structures for scaffolding and supporting activity during action periods. [ORCHESTRATING LEARNING]	1.....2.....3.....4	
The hub regularly examines and improves its processes and routines. [ORCHESTRATING LEARNING]	1.....2.....3.....4	

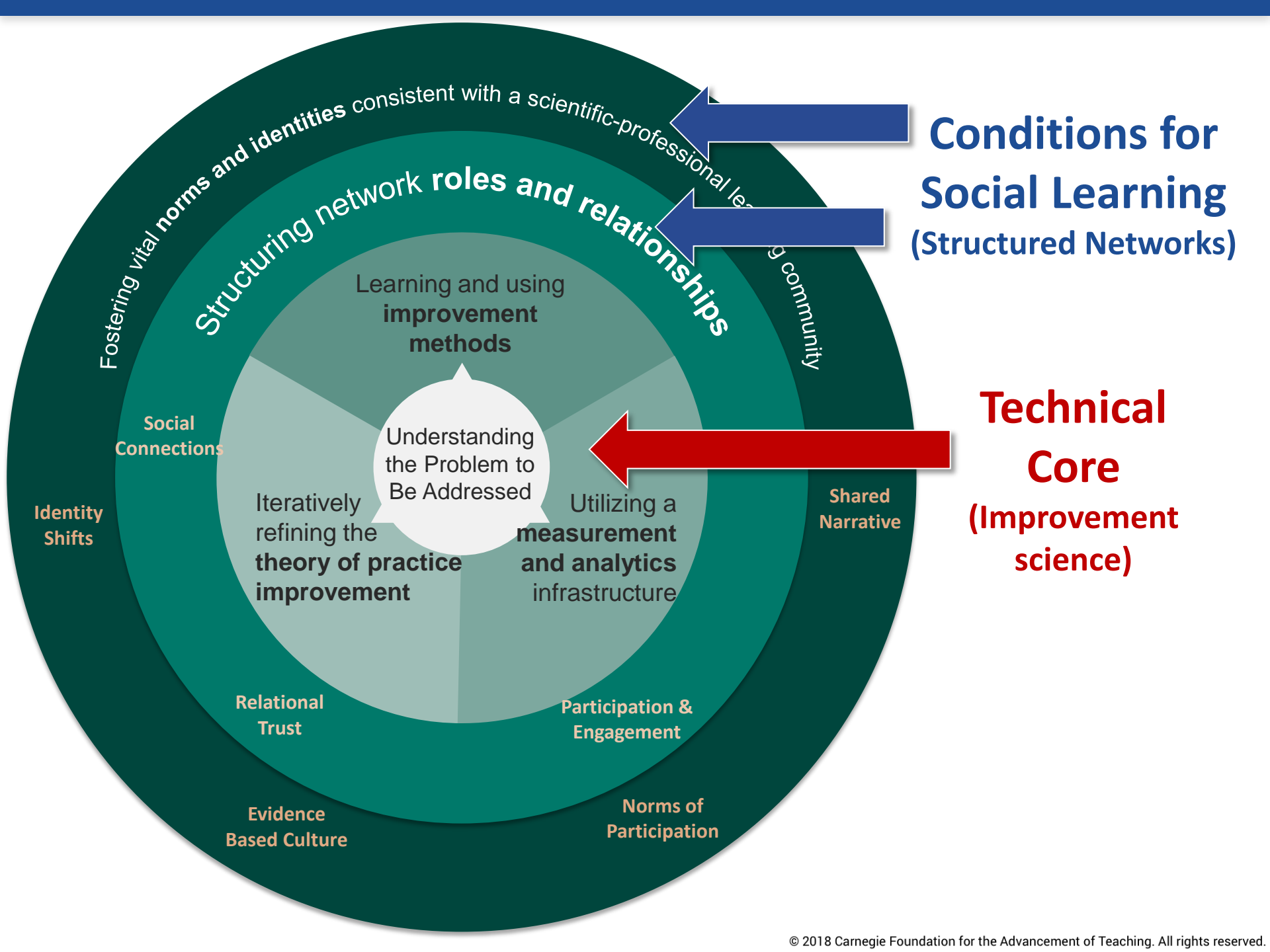
# Hub Processes Self-Assessment

- Private self-assessment
- Small group cross-network reflection
  - What are your major learnings from doing the self-assessment of your hub processes?
  - Where are there strengths?
  - Which processes do you want to focus your next steps on?
  - What questions came up for you?
- Share out aha-s and questions

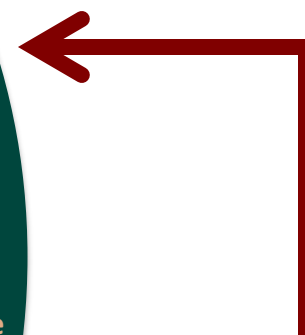
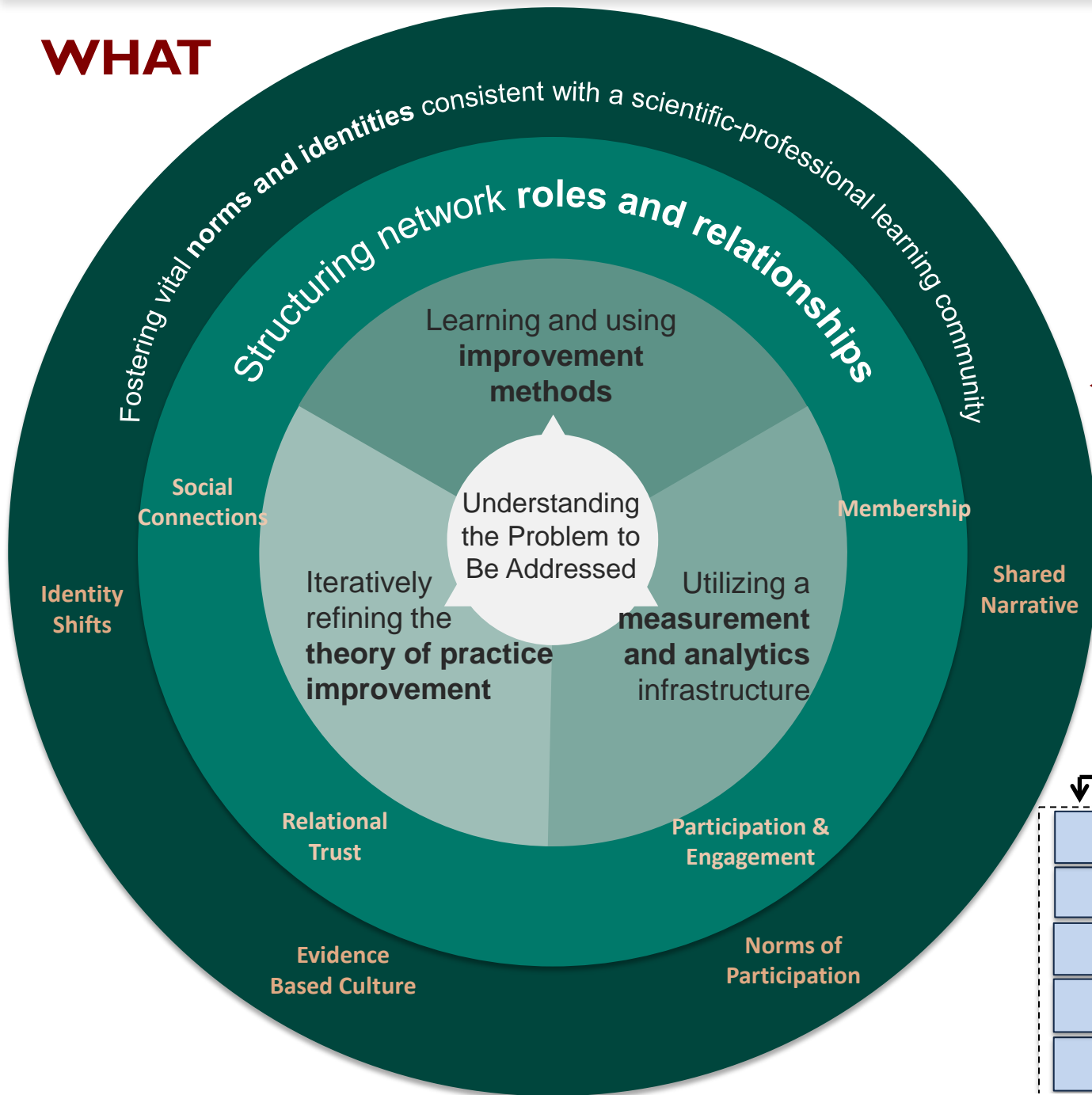


## Scientific-Professional Learning Community

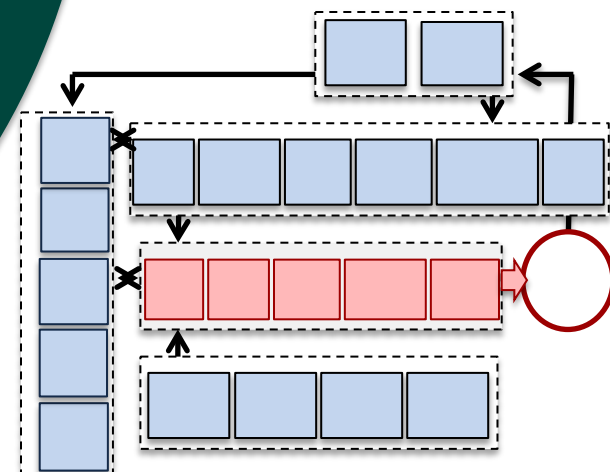
- NICs are communities grounded by shared goals, norms, theories, and practices
- NICs are professional communities engaged in disciplinary inquiry
- NICs coordinate and accelerate learning through strategic knowledge management



# WHAT



# HOW







**Carnegie Foundation**  
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