

IMPROVEMENT LEADERSHIP EDUCATION AND DEVELOPMENT (iLEAD)

LETTER OF INTENT DEADLINE: SEPTEMBER 8, 2017

Background

For nearly a decade, the Carnegie Foundation for the Advancement of Teaching has been pioneering a new vision for the research and development enterprise in education: one that joins the discipline of improvement science with the capabilities of networks to foster innovation and social learning. Carnegie refers to this approach as networked improvement communities (NICs). NICs are scientific learning communities distinguished by four essential characteristics:

- They are focused on a well-specified common aim;
- guided by a deep understanding of the problem, the system that produces it, and a shared theory of practice improvement;
- disciplined by the rigor of improvement science; and
- coordinated to accelerate the development, testing, and refinement of interventions; their more rapid diffusion out into the field; and their effective integration into varied educational contexts.

Many schools of education throughout the country have embraced NICs and improvement science methods, and made changes to their course and program offerings for school and teacher leadership. The Carnegie Foundation seeks to enhance and extend the efforts of these schools so that they may serve as exemplars from which other institutions can learn. The goal is to enable more schools of education to realize the potential of the NIC approach for innovation and improvement. To help achieve this aim, the Foundation is excited to announce the launch of iLEAD (Improvement Leadership Education and Development).

Description of iLEAD

iLEAD is designed to further the capacities of institutions of higher education (IHEs) and their local education agency (LEA) partners to enact systematic improvement efforts within their organizations and in partnership with one another. Through iLEAD, participants will:

- Build leadership, technical, and social capacities for using improvement science in masters-level and EdD programs;
- Integrate and enhance coursework related to improvement science and NICs in education;
- Collaborate with other leading IHEs and the Carnegie Foundation on problems of practice and embed that work into educational leadership preparation;
- Strengthen relations with local LEAs by focusing on relevant and pressing needs; and
- Contribute to and draw from a “Teaching Commons” resource-bank of exemplar courses and instructional resources for IHE faculty, programs, and participants.

There will be four iLEAD sessions convened in the 2017-2018 academic year, plus a gathering at the 2018 Carnegie Summit on Improvement in Education in San Francisco.¹ The first session will be exploratory in nature to allow participants to understand the expectations and commitments of participation in iLEAD. The remaining three sessions will be co-designed with the iLEAD community to ensure that the content and activities are meaningful and responsive to the needs and concerns of participating individuals and institutions. Each session will be two and one-half days long, followed by an action period. During this action period, participants will engage in strategic efforts to further integrate improvement science into the work of their institutions and LEAs. Participants will receive coaching during each session from Carnegie fellows and staff with experience in different aspects of improvement science and NIC initiation and development; participants will also have access to peer support from others in iLEAD. During action periods, Carnegie staff will facilitate check-in calls with the iLEAD community to provide feedback and guidance on their progress. The proposed dates and locations are below:

| Session | Proposed Dates | Proposed Locations |
|---------|---------------------|---|
| 1 | October 28-29, 2017 | Carnegie Foundation for the Advancement of Teaching, Stanford, CA |
| 2 | January 18-19, 2018 | TBD |
| 3 | April 17-18, 2018 | New York, NY |
| 4 | June 2018 (TBD) | Florida Agricultural and Mechanical University (FAMU) and Florida State University (FSU), Tallahassee, FL |

Teams should be comprised of at least 1-3 members (5 members maximum who are able to commit to participation in the initiative throughout its life) collectively representing each of the following categories:

- IHE faculty,
- LEA leads (cabinet-level or higher), and
- EdD/Masters candidates (potentially rotating to increase exposure and connections).

Candidates for iLEAD

For the iLEAD initiative, we will privilege institutions with significant experience in improvement science. We seek to engage IHEs that have committed to improvement science as an approach to tackle persistent problems in education, and invested significant time and

¹ The Carnegie Foundation will support travel and meeting expenses for the first two sessions of iLEAD (October 2017 and January 2018). We expect that participating institutions will sponsor the travel and accommodations of their team members for sessions three and four, as well as the gathering at the 2018 Carnegie Summit. Pending future support, we anticipate that iLEAD will continue two additional years.

resources in transforming their leadership programs. We seek to work with institutions that have faculty members who regularly and actively engage in improvement work; receive strong support from leadership within their IHE and LEA partners; have well-established and productive relations with LEA practitioners; and are willing to collaborate with a community of peers to share key learnings, accomplishments, materials developed, and struggles. iLEAD participating institutions will be those that are:

- Committed to the integration of improvement science as a significant component of their EdD, MEd, or other credential leadership program;
- Willing to focus on the capstone project or other culminating task to integrate improvement science and showcase its utility to local practice;
- Working in collaboration with at least one LEA partner on a well-specified and common aim;
- Building mutually responsive relationships between IHEs and LEAs that prioritize the development of leaders that can authentically and effectively address the pressing needs of local systems and vitalize IHE program infrastructures;
- Able to provide evidence of their institution's commitment to participate with letters of support from university and LEA leaders such as deans, provosts, superintendents, and board chairs;
- Willing to share their programmatic data (including candidate and faculty data), products (syllabi, lessons, modules, curricula, reading lists, courses of study), and other information (program evaluations) for Carnegie's "Teaching Commons;"
- Able to participate in all iLEAD sessions (including the attendance of a consistent team, completion of all pre-work assignments, and full engagement during action periods);
- Committed to participating, planning, and presenting at the annual Carnegie Summit on Improvement in Education in San Francisco on April 3-5, 2018;
- Willing to receive coaching from and host periodic site visits for iLEAD colleagues, Carnegie leaders, fellows, and facilitators; and
- Committed to "continuous improvement" standards (do not need to be accredited currently).

Letter of Intent

Applicants interested in iLEAD must submit a single-spaced letter of intent that is at least three but no longer than five pages. Each applicant should also submit letters of support from the Dean and the LEA superintendent. We also welcome letters from other stakeholders including the provost and LEA board chair. All letters of intent will be evaluated based on the above criteria and should describe in detail the following topics:

- The current level of engagement with and commitment to improvement approaches and/or NICs in your leadership development programs;
- The current level of engagement with one or more LEAs and your mutual commitment (i.e., with LEA leaders) to organize the work of EdD or Masters candidates around key problems of practice in LEAs;
- The critical successes and challenges in incorporating improvement approaches in your leadership development programs and forging partnerships with one or more LEAs; and

- Your aspirations for your leadership programs (i.e., in what ways do you wish your program(s) will improve over the coming 3-5 years?). What are your goals? How do improvement science and networked improvement communities fit into these aspirations? How will you know that you succeeded?

Questions

To address questions about iLEAD, the Carnegie Foundation will hold a conference call on Wednesday, August 9, 2017, from 10:00 – 11:00 a.m. Pacific time. Interested applicants should fill out this survey: <https://goo.gl/forms/rfWHdqWVpwkY6wvg1>.

For further information about iLEAD, please contact Manuelito Biag at biag@carnegiefoundation.org or Jacqueline de Guzman at deguzman@carnegiefoundation.org. For more information about the Carnegie Foundation, please visit carnegiefoundation.org.