UNIVERSITY OF MARYLAND

COLLEGE OF EDUCATION

CENTER FOR EDUCATIONAL INNOVATION AND IMPROVEMENT (CEii)

Professional Learning Services

Helping K-12 Partners to Improve Learning and Advance Equity

The Center for Educational Innovation and Improvement at the University of Maryland brings together the shared expertise of research and practice to develop leadership, improve schools, and advance equity. The Center supports schools, districts, and states in developing research-based, context-specific solutions to thorny problems of practice in public schools to improve student learning and achievement.

Using an improvement science approach and an equity lens, we help schools and their stakeholders build shared understandings about how their systems work and what actions can be taken to improve performance. Improvement science is a problem-solving approach centered on disciplined inquiry and continuous improvement and learning. It provides a framework for all of our work.

The Center partners with schools and systems by delivering the following services:

- Professional Learning - Training on evidenced-based approaches and strategies for school improvement
- Technical Assistance - Facilitating improvement in schools and systems
- Capacity-Building - Supporting district and state leaders who facilitate school improvement and advance greater equity for all students
- Coaching - Providing ongoing support for school leaders implementing change efforts

PROFESSIONAL LEARNING

CEii offers a variety of professional learning programs geared toward teacher leaders, school leaders, and school system leaders. The Center's training and hands-on learning opportunities are delivered through webinars and virtual platforms, in-person workshops, and multi-day institutes. All are specifically geared toward teams working together on problems in their schools and systems.

Participants will increase their knowledge and understanding of research-based practices that build leadership capacity. Participants will also examine continuous improvement methods designed to solve specific problems of practice in schools and systems.

Who is this for?
- Principals and Assistant Principals
- Principal Supervisors and District Administrators
- Instructional Leaders and Coaches
- Teacher Leaders

Principles of Improvement

The Center offers engaging webinars and in-person training sessions to unpack specific practices designed to help participants address the improvement needs in their states, districts, and schools. Training aligns to the six principles of improvement listed below.

- Defining Core Principles of Improvement
- Identifying User-Centered Core Problems of Practice
- Facilitating a Root Cause Analysis Process with Stakeholders
- Developing Plan-Do-Study-Act Cycles for Continuous Improvement
- Using Measurement for Improvement
- Creating and Supporting Networked Improvement Communities (NICs)

Transforming Professional Learning Communities
(school-embedded, collaborative planning time)

- Assessing the Gaps in Localized Curriculum and Instruction
- Redesigning Team Time
- Engaging Colleagues in Deeper Collaborative Learning

This training series is designed to assist teacher leaders and school administrators in re-envisioning and re-organizing dedicated grade-level and department team time for shared planning into a powerful forum for collaborative learning and improvement.

Developing Teacher Leadership

- Introducing Teacher Leadership Model Standards (Assessing Leadership Strengths and Areas for Growth)
- Exploring the Equity Imperative for Leadership
- Leading School Improvement from the Classroom
- Identifying Strategies for Elevating Teaching and Learning
- Advocating for the Needs of Students and Colleagues

These training modules provide teachers with a foundation in the principles of teacher leadership and strategies for guiding the improvement of teaching and learning with their peers.

School Improvement Institute

- Optimizing Learning as a Leadership Team
- Working Collaboratively to Solve School-Specific Problems of Practice
- Planning for School Improvement Implementation

This is a multi-day institute designed to provide customized support to school leadership teams to improve school performance.

TECHNICAL ASSISTANCE AND COACHING

CEii partners with schools and systems to create customized solutions that support areas of need and to identify improvement goals. Through our consulting and technical assistance services, we collaborate with participants' key stakeholders to gain a thorough understanding of the challenges and opportunities. We work with teams on direct problems and help design change strategies for their work in their specific contexts.

Who is this for?
- School and District Administrators
- Instructional Leaders and Coaches
- School Leaders
- School Stakeholders (parents, students, community partners)
- State and Local Agencies

School Improvement Planning

- Needs Assessments and Problem Identification: By gathering and analyzing data from a range of stakeholders, needs assessments help to identify a specific problem of practice on which to focus.
- Root Cause Analysis: We lead stakeholders through a process of analyzing demographic, academic, contextual, operational, and perception data and then delve into the full range of factors that enable or limit their success. These root cause analyses have been game changing for school districts building continuous improvement cycles in their work.
- School Improvement Planning: We help stakeholders identify an aim or goal that is manageable and measurable, a set of actions or drivers that provide the most leverage to meet the goal, and change ideas that might affect those drivers.

Leadership Coaching and Implementation Support

We take a customized approach to continuous improvement coaching. Implementing, gathering data, measuring whether change is an improvement, and then adapting strategies based on the learning is at the heart of our coaching process with school and district leaders. Some areas of past coaching include the following:

- Establishing mission, vision, and policies and procedures for retaining and developing teacher leaders
- Developing and transforming professional learning communities
- Engaging in data-driven cycles of continuous improvement for ongoing measurement of processes and progress toward goals
- Building capacity for school improvement planning using disciplined inquiry and improvement science methodologies

Networked Improvement Communities (NICs) Facilitation

NICs help participants accelate improvement efforts by identifying specific, actionable problems and addressing them through an interactive process of designing, implementing, testing and redesigning practices. CEii acts as a hub for NICs, helping schools and districts to design and facilitate their improvement networks. As a hub, the Center convenes, facilitates, and resources NICs using iterative cycles that enable learning to be applied to the local contexts.

CAPACITY-BUILDING AND PROGRAMS TO FACILITATE CHANGE

CEii provides equity-centered capacity-building to advance school and system improvement. We help drive improvement by helping your leadership teams develop the knowledge and skills to lead an improvement process that transforms teaching and learning and improves student outcomes.

Who is this for?
- Central Office / District Administrators
- District Instructional Coaches
- Principal Supervisors

Networked Improvement Communities (NICs) Support

CEii will partner with schools and school districts to design and support NICs to help leadership teams accelerate improvement. As a support, the Center trains partners to build their capacity to serve as a hub for NICS.

Communities of Practice (CoPs)

The Center facilitates Communities of Practice to enable people who share similar goals and purposes to join the Community of Practice and engage in collaborative work by exchanging resources, ideas, and strategies. Our Communities of Practice are staffed by subject-matter experts and professional facilitators who share promising practices and research to extend learning beyond the group meetings.

Three Communities of Practice

- Targeted School Improvement Support Network
- Next Generation Science Standards Network
- Improvement Science Network

Consultation and Training to School System Leaders (Train-the-Trainer)

The Center will work with participants' school district to train leaders in the central office who work to support schools and school improvement efforts.

OTHER UMD DEGREE AND CERTIFICATION PROGRAMS

- **School Improvement Leadership Certificate** for Teacher Leaders is a 12-credit certificate program designed around the framework and tools of improvement science. Focus is on developing the core competencies of teacher leadership, building community outside of the school, and leading peers in instructional improvement.

- **School Improvement Leadership Certificate with Maryland Administrator I Certification** is an 18-credit program that includes a practicum and administrator certification in Maryland. Focus includes data-driven leadership, instructional leadership, and fostering positive school cultures and climates.

- **Ed.D. Doctoral Program** in **School System Leadership** is a cohort-based doctoral program in education with grounding in improvement science, which leads to MD Superintendency certification.