

**improvement
for equity** *by Design*

Hub Practices Self Evaluation

Based on

[Ten Lessons Learned about Building Improvement Networks that Work](#)

by Stacey Caillier

Director of the Center for Research on Equity and Innovation
High Tech High Graduate School of Education

Put Equity at the Center (Really)

Our hub team works to address our own beliefs, biases and values.

Our hub team attends to the interpersonal dynamics within our teams and organizations.

Our hub team interrogates our own systems and works to dismantle systems that uphold a culture of white supremacy.

Our hub team supports schools to interrogate their systems and works to dismantle systems that uphold a culture of white supremacy.

Our hub team attends to equity in our outcomes by regularly reviewing disaggregated outcome data.

Our team relentlessly asks, "What is working for whom, under what conditions?"

1: Strongly Disagree ↔ 7: Strongly Agree

1 2 3 4 5 6 7

Design for Broader Impact and Sustainability from the Beginning

	1: Strongly Disagree ↔ 7: Strongly Agree						
	1	2	3	4	5	6	7
We have a clear aim and participation expectations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We recruit diverse teams with our aim and expectations in mind.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We engage vertical wedges (teachers, school and district leaders, county offices, higher ed, nonprofits from a particular district/region) where possible.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We work with leaders and policymakers to remove obstacles.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Build a Network, Not a Wheel

We consciously build relationships between the various teams/participants.

We pair schools together in partnerships to learn from each other during convenings and action periods

We work toward shared leadership by spotlighting the expertise of diverse network members and engaging them to co-design and facilitate portions of our convenings.

1: Strongly Disagree ↔ 7: Strongly Agree

1 2 3 4 5 6 7

Start with a Clear, Narrow Aim

Our aim is clear about the population of students who we are focused on.

Our aim is clear about the outcome we want to achieve and by when.

Our network is focused on a set of critical drivers that have strong evidence for being impactful on our aim.

Our hub has access to up-to-date data about progress toward our aim.

School teams have access to up-to-date data about their progress toward the aim.

1: Strongly Disagree ↔ 7: Strongly Agree

1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Give People a Place to Start and Celebrate Early Wins

As network leaders, we take responsibility for identifying high-leverage practices that are grounded in research, address key root causes, and have already been adapted successfully across diverse contexts.

We launch our network with a concrete aim, key drivers, and a preliminary change package.

We support teams to engage in their own root cause analysis and better understand their systems so that they can adapt these practices for their own contexts.

We publicly celebrate these wins to spread effective practices/adaptations and maintain momentum when the work is tough.

1: Strongly Disagree ↔ 7: Strongly Agree						
1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Lead with the Why, Not with the Tools

Members of our network regularly engage in empathy work with students (empathy interviews, shadowing, participant observation, etc.) to stay close to the “why” of the work.

Our feedback data indicates that participants understand the purpose of the improvement tools we introduce, and how they serve the bigger “why.”

Members of our network report a strong sense of connection to our collective purpose as a network.

1: Strongly Disagree ↔ 7: Strongly Agree						
1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Provide Protocols--and Practice--to Build Team Excellence

We attend to relational dynamics and help people construct their thinking together.

We consciously return to the ways in which our systems are inequitable by design, and hone our abilities (and willingness) to ask tough questions of ourselves and others, seek diverse perspectives, and engage in crucial conversations about race and systemic oppression.

We use protocols designed for equity to help teams engage with the tools of continuous improvement, while also reflecting on their own assumptions and engaging with each other in more inclusive, purposeful ways.

1: Strongly Disagree ↔ 7: Strongly Agree						
1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Understand Variation & Build Your Brightspotting Muscles

Our hub team has a clear vision of what just outcomes would look like.

Our hub team regularly looks at data related to key metrics to identify statistically significant outliers (bright spots and sites to support.)

Our hub team follows up on cases of special cause to identify what is happening on the ground.

Our hub team works to find instances of special cause variation.

Our hub team investigates what is happening on the ground at sites with special cause variation.

School sites with strong practices have regular opportunities to share those practices with other sites in the network.

Our hub team spreads best practices throughout the network.

Our hub team uses learning consolidation routines to identify whether identified “strong” practices lead to improved outcomes at other sites.

When we do not find bright spots in our network, we look to research/outside experts for ideas.

1: Strongly Disagree ↔ 7: Strongly Agree						
1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Push People to Redesign their Processes instead of Doing the Same Thing Harder

We support teams in mapping and unpacking their current processes so they can identify potential breakdowns as well as under-utilized resources.

We support teams in redesigning their process to integrate possible solutions.

We support schools to create aims that are ambitious enough to require them to redesign processes instead of doing the same thing harder.

We encourage organizations to play the “subtraction game” and to ask “What can we stop doing?”

1: Strongly Disagree ↔ 7: Strongly Agree						
1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Design Convenings to Make the Most of Action Periods

Our hub team backwards plans convenings based on what we want site teams to do in the subsequent action period.

Our hub team articulates clear workstreams for site teams for each action period, including clear roles and expectations for team members.

Our convenings have a substantial amount of team planning time in which teams can make sense of and apply new content in order to execute well on their ideas next steps.

Our hub team uses coaching calls and site visits strategically to anticipate where teams might get stuck and to keep the momentum going.

1: Strongly Disagree ↔ 7: Strongly Agree						
1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Embrace the Stories

We use stories to bring learning to life in vivid detail, and help good ideas spread across a network.

We share our personal stories to build a sense of deep belonging, where people feel seen and known.

1: Strongly Disagree ↔ 7: Strongly Agree						
1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>