

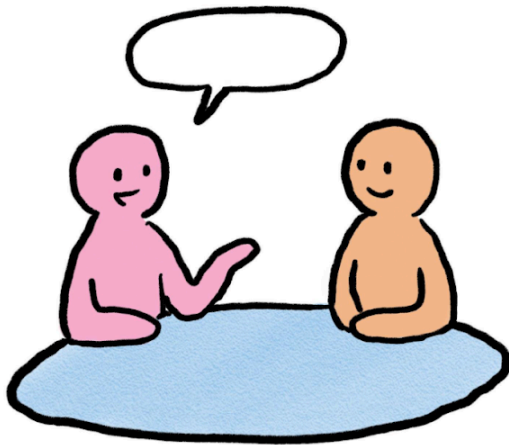
Leading for Network Health: Selecting Tools and Planning Your Improvement Routines

March 30, 2026

New Visions for Public Schools + The Network Health Project

Turn and Talk: Evidence for Improvement (EFI) Framework

TURN AND TALK



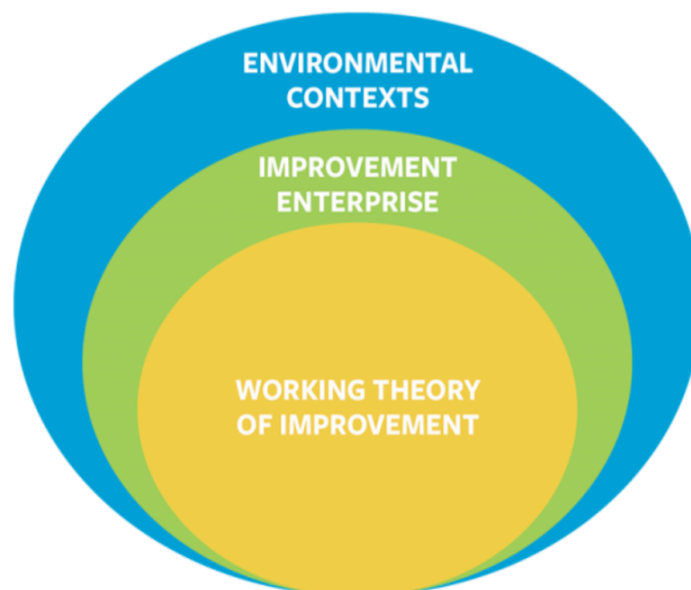
SAY HELLO

Introduce yourself!

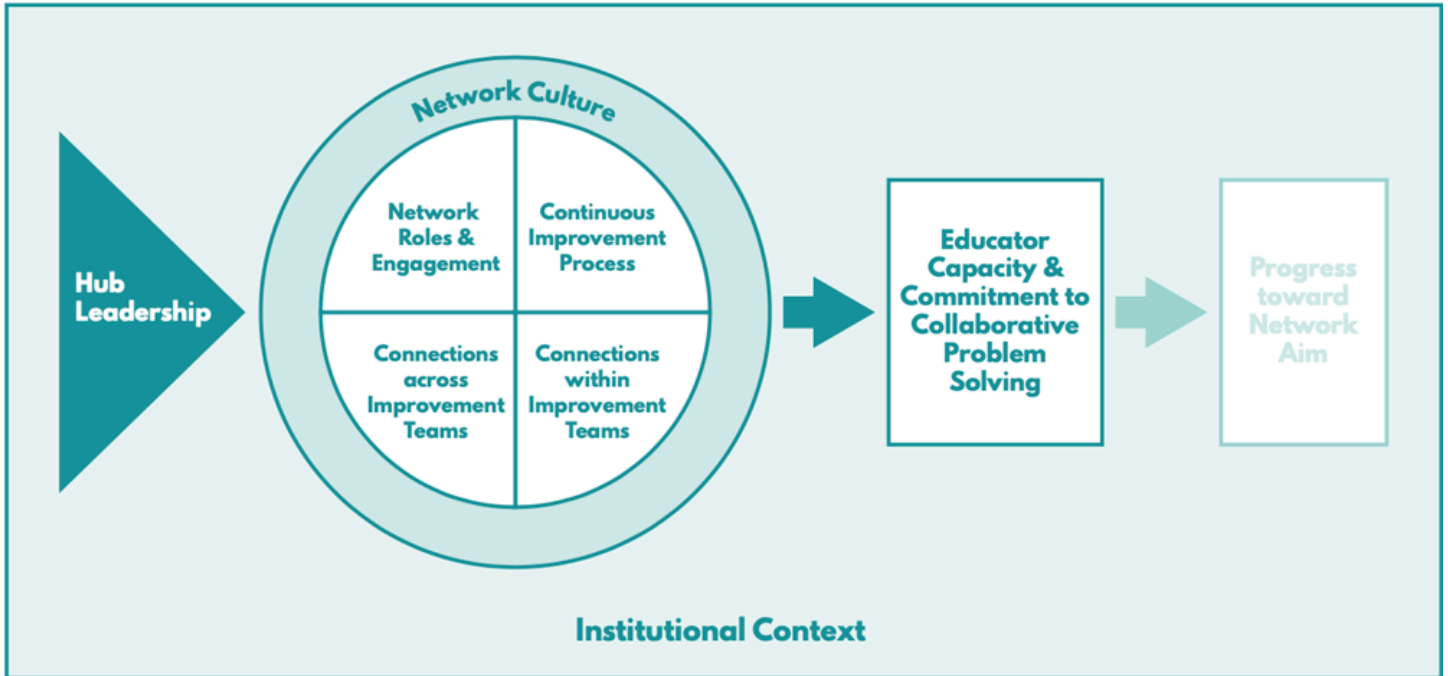
REFLECT ON THESE THREE LEVELS OF EVIDENCE.

What resonates? Where does your team have evidence, and where does it need more?

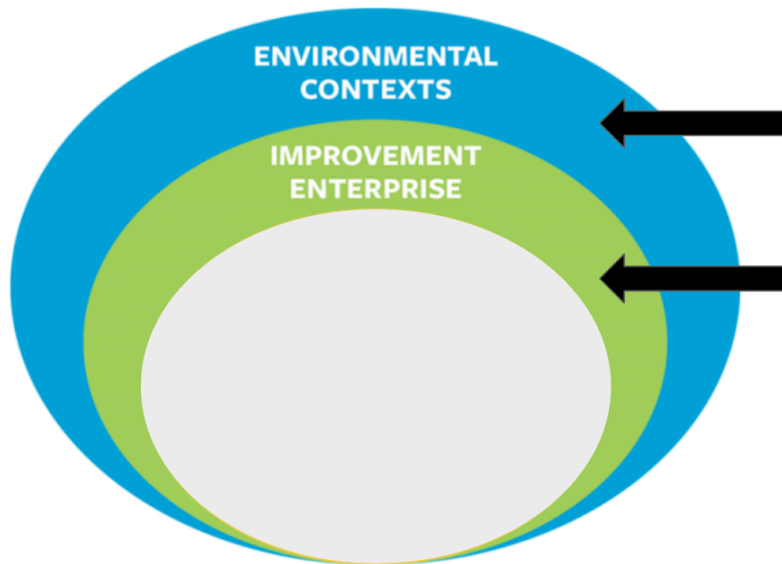
EVIDENCE FOR IMPROVEMENT FRAMEWORK



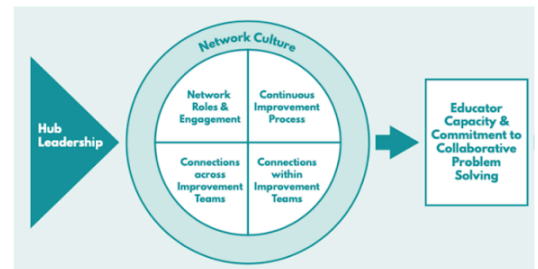
Improvement Network Health and Development Framework (INHDF)



EFI & INHDF



Equity, Contexts for Improvement



Dive into INSI Data

Network Overview

Overall Summary Spring 2024



What does this data show?

How does the INSI network compare with the normative data?

What would you focus on here?

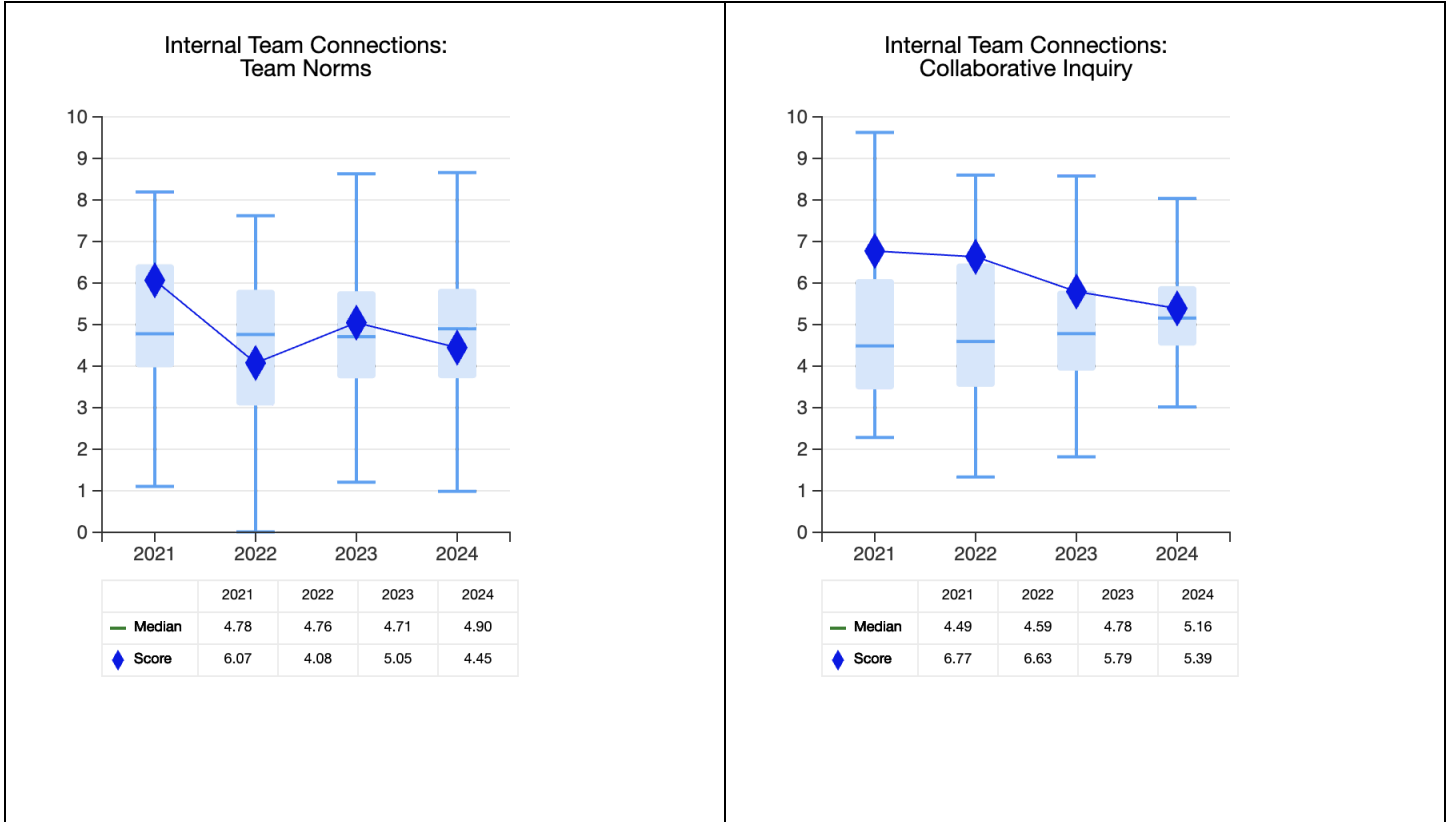
What changes would you make in the network?

How would you know if the changes are an improvement?

Dive into INSI Data

Network Connections

Spring 2024



What does this data show?

How does the INSI network compare with the normative data?

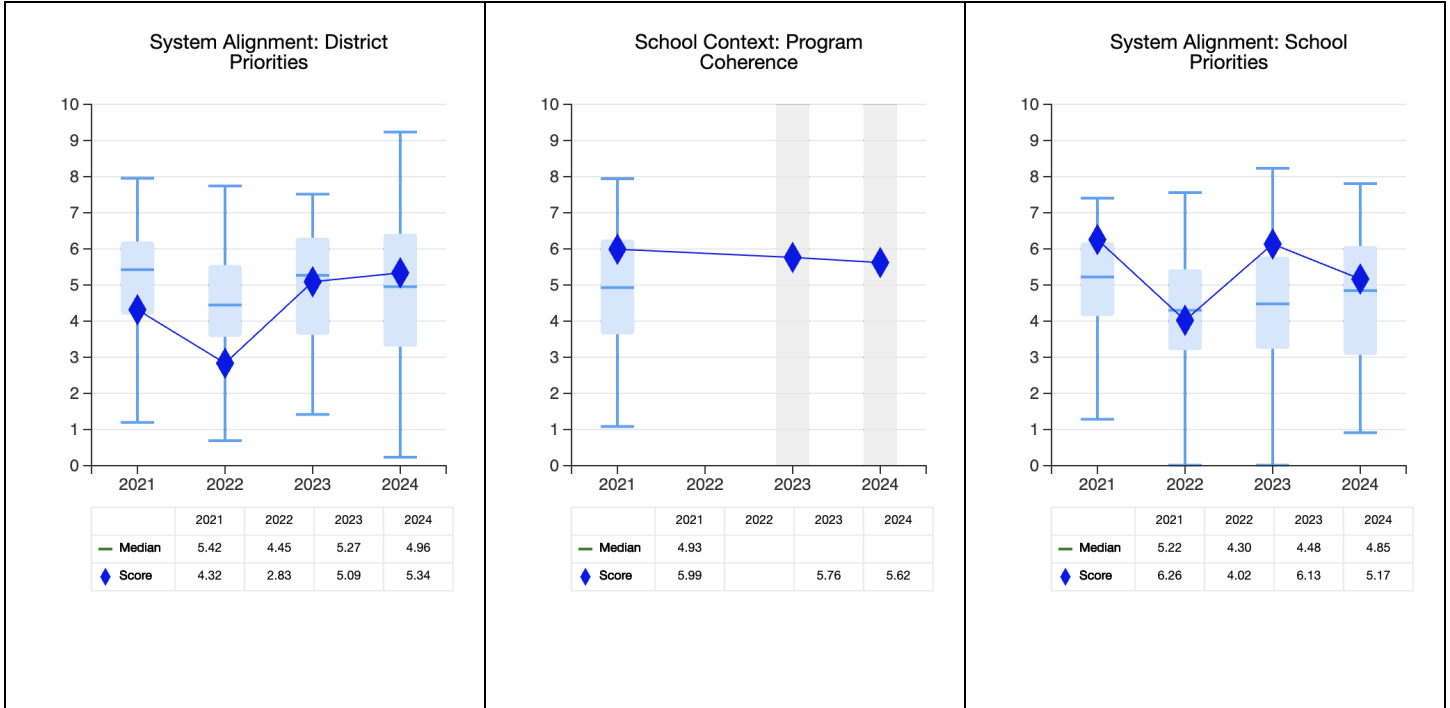
What would you focus on here?

What changes would you make in the network?

How would you know if the changes are an improvement?

Dive into INSI Data

Contexts for Improvement Spring 2024



What do these data show?

How does the INSI network compare with the normative data?

What would you focus on here?

What changes would you make in the network?


How would you know if the changes are an improvement?

Explore the Network Health Survey

Step 1: Take a few minutes to read through the survey questions independently.

Network Health Survey


Version 2.0



Partners for Network Improvement
Research, Strategy, & Evaluation

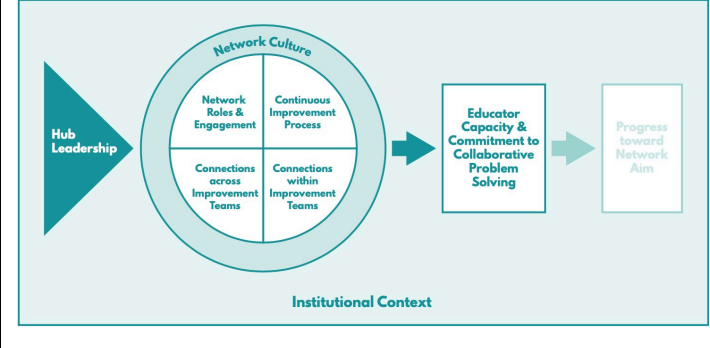
Learning Research and Development Center
University of Pittsburgh & Vanderbilt Peabody College

In collaboration with,



Carnegie Foundation
for the Advancement of Teaching

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PNI Network Health Survey, v2.0/Spring 2026



The Network Health and Development Framework was created by Partners for Network Improvement and the Carnegie Foundation. There are several aspects that work in concert to develop healthy improvement networks:

- **Hub leadership** is central to the design and implementation of healthy networks.
- Leaders create the social arrangement of **network roles that engage all participants**.
- They build strong **network connections within local improvement teams and across teams**.
- Participants work together to advance **continuous improvement** within the network.
- Executing on the above depends on a **network culture** that builds a shared vision of the work while integrating equitable, evidence-based practices.
- Networks also operate within larger institutional **contexts for improvement** that affect their likelihood of success. A productive improvement enterprise depends upon both **supportive local school contexts** and **system alignment** around improvement aims.

Productive development in each of these domains is essential to advancing intermediate outcomes (e.g., spread of change ideas and/or improvement methodology within school) as well as outcomes on the specific aims articulated by an improvement network.

Improvement Network Health & Development Survey, version 2.0

| Domain / Measure of Network Health | Sample Items |
|---------------------------------------|--|
| Hub Leadership | |
| Relational trust with leaders | I trust network leaders at their word |
| Knowledge management | Network leaders share what the network is learning about how to make progress towards our network aim |
| Hub support for team leads | I have the support I need from network leaders to grow as a leader |
| Network Roles & Engagement | |
| Intentional membership | The network has brought together a group of people with diverse backgrounds, perspectives, and expertise |
| Selection and induction | The network has a clear process for helping new members understand what it means to work together in these new ways |
| Time spent on network-related work | Overall, in a typical week, how much time do you spend on work related to the network? |
| Time expectations | Which statement best describes the amount of time that you are currently spending on work related to the network? |
| Challenges | Please indicate the extent to which you find the following challenging: <ul style="list-style-type: none"> ● Making time to participate in network meetings and activities (e.g., attending meetings, engaging in inquiry routines) |
| Having a voice | I feel like I have a voice in shaping the evolving work of the network |
| Recommendation | Would you recommend this network to a colleague? |
| Network Connections | |
| <i>Internal team connections</i> | |
| Team member | I am part of a local improvement team. (Y/N) |
| Team meetings | My local improvement team had focused time to talk about the changes I tested |
| Team norms | How many people on your local improvement team: <ul style="list-style-type: none"> ● Are eager to share information about what does and does not work |
| Processes and support | Our local improvement team meetings stay focused on our improvement work |
| Collaborative inquiry | How often have you done each of the following with a member of your local improvement team this year? <ul style="list-style-type: none"> ● Offered meaningful feedback on a local improvement team member's inquiry routines |
| <i>Cross team connections</i> | |
| Learning | My local improvement team spends time and effort: <ul style="list-style-type: none"> ● Sharing what my team is learning with other local improvement teams |
| Collaborative inquiry | How often have you done each of the following with someone from another local improvement team? <ul style="list-style-type: none"> ● Offered meaningful feedback on another network member's (not on my team) inquiry routines |
| Collaborative technology | These tools make it easy for me to see what other people in the network are testing and learning |

| Domain/ Measure of Network Health | Sample Items |
|-----------------------------------|---|
| Continuous Improvement | |
| Continuous improvement methods | Our network collects and/or reviews a rich array of qualitative and quantitative data relevant to the problem (e.g., standardized test results, survey measures, student/faculty/parent focus groups, data that goes beyond traditional school-based data) |
| Continuous improvement confidence | How confident do you feel using the following improvement science tools or methods? <ul style="list-style-type: none"> ● Using data to understand if changes are leading to improvement |
| Data and analytics | The data this network is collecting: <ul style="list-style-type: none"> ● Help us understand whether the changes we are making are leading to improvements |
| Inquiry cycle challenges | Have you engaged in any inquiry cycles this year? (Y/N) If yes: Please indicate the extent to which you find the following aspects of the inquiry routines challenging: <ul style="list-style-type: none"> ● Collecting enough data to assess my change |
| Network Culture | |
| Collective identity | Considering this network as a whole, how many network members: <ul style="list-style-type: none"> ● Think our work together is important |
| Evidence-based culture | Considering this network as a whole, how many network members: <ul style="list-style-type: none"> ● Think it is important to document their inquiry routines so that others can learn from them |
| Utilizing research knowledge | Please indicate the extent to which you agree with the following statements: <ul style="list-style-type: none"> ● This network helps me understand the research about our network problem |
| Contexts for Improvement | |
| <i>System alignment</i> | |
| District priorities | The work I am doing in this network coordinates with other initiatives going on in my district |
| School priorities | The work I am doing in this network coordinates with other initiatives going on in my school |
| School Context | |
| Spread within school | I regularly share ideas and/or strategies I learn in this network with colleagues in my school who are not on my improvement team |
| School support for team leads | I have the support I need from school leadership to grow as a leader |

| Domain/ Measure of Network Health | Sample Items |
|-----------------------------------|---|
| Participatory Benefits | |
| Benefits | <p>We are interested in how people experience participation in this network. Presented below is a list of potential benefits that network participants might experience through their involvement. How much added value, if any, have you experienced in terms of:</p> <ul style="list-style-type: none"> ● Learning how to use improvement tools and methods (e.g., inquiry routines, analyzing data) ● Getting access to new ideas from colleagues at other schools or from researchers associated with the network ● Feeling a part of a larger community aiming to accomplish something important together |
| Value | <ul style="list-style-type: none"> ● I value the opportunity to be part of this network. ● This network is worth the time it takes. ● I am willing to give up other professional commitments to stay engaged in this network. |
| Experiences | <ul style="list-style-type: none"> ● I believe our work is making a difference for the students we serve ● I believe engaging in inquiry routines will help us improve our network problem. ● The work we do in this network has the potential to improve our network problem at our school(s). |

Step 2: Turn to an elbow partner and discuss:

- Which area of network health would you most like to improve?
- What are you wondering about the survey?

Building a plan to measure the health of your improvement network

What's your plan?

| | |
|---|---|
| <p>Annual Administration</p> <p>When will you give the full network health survey to your network?</p> | <p>Improvement Routines</p> <p>How would you collect and analyze the data?</p> <p>When would your team meet to discuss results, reflect on progress, and plan improvements?</p> |
| <p>Targeted Administration</p> <p>What area(s) of network health do you want to focus on in the upcoming school year?</p> <ul style="list-style-type: none">• Hub leadership• Network roles & engagement• Continuous improvement• Network connections: Internal team• Network connections: Cross-team• Network culture• Context and alignment <p>Which survey measures (see list on next page) will you give your network participants to help you understand how your network is developing in those areas?</p> <p>When might you give those measures?</p> | <p>Improvement Routines</p> <p>How would you collect and analyze the data?</p> <p>When would your team meet to discuss results, reflect on progress, and plan improvements?</p> |

Survey Measures

Hub Leadership

- Relational trust with leaders
- Knowledge management
- Hub support for team leads

Network Roles and Engagement

- Intentional membership
- Selection and induction
- Time spent on network-related work
- Time expectations
- Challenges
- Recommendation

Continuous Improvement

- Continuous improvement methods
- Continuous improvement confidence
- Inquiry cycle challenges
- Data and analytics

Network Connections

Internal team connections

- Team meetings
- Team norms
- Processes and support
- Collaborative inquiry

Cross team connections

- Learning
- Collaborative inquiry
- Collaborative technology

Network Culture

- Collective identity
- Evidence-based culture
- Utilizing research knowledge

Contexts for Improvement

System Alignment

- District priorities
- School priorities

School Context

- Spread within school
- School support for team leads

Participatory Benefits

- Benefits
- Value
- Experiences