

Partnership Outcomes

In its partnerships, Education Initiatives (EI) works to create three overarching organizational outcomes: transfer, ownership, and connectedness. These are defined in the table below with a tagline and a few key ideas. If these outcomes are achieved, then a district will be able to use what it learns and the capacity it builds to improve its instructional, leadership, and organizational practices. Improved practices, in turn, will have a positive impact on student achievement.

<u>Outcome</u>	<u>Tagline</u>	<u>Key Ideas</u>
Transfer	Applying professional learning in one's practice	<ul style="list-style-type: none">• Actions that move learning into practice• Conditions that support moving professional learning into practice
Ownership	Taking agency and responsibility for the work	<ul style="list-style-type: none">• Initiative taken, not power given• Mutual work/connecting one's work to the shared purpose of the district/organization
Connectedness	Connecting to people, knowledge and resources throughout the district/organization	<ul style="list-style-type: none">• Relationships – connecting people and knowledge throughout the district/organization

Transfer: Applying professional learning in one's practice

Transfer refers to moving knowledge into practice. This outcome is about the actions of people in the district—actions that move learning into practice or actions that create conditions that support moving professional learning into practice. By *practice*, EI means patterns of individual and collective actions toward achieving a purpose. The Ball Design focuses on three dimensions of educational practice: instructional practice (actions of teachers), leadership practice (actions of those in formal leadership roles and all members of the school district) and organizational practice (development and enactment of processes, structures, communication and resource allocation).

Ownership: Taking and responsibility for the work

Ownership refers to taking agency and demonstrating responsibility in one's work. By *agency*, EI means actions in the sense of taking initiative, or empowerment, as a right and responsibility one possesses as an organizational citizen. This outcome is about actions that people in a district take in their respective roles. When people take initiative—instead of waiting for power to be given to them—and connect their work to the shared purpose of the district, they are taking ownership.

Connectedness: Connecting to people, knowledge and resources throughout the district/organization

Connectedness refers to building organizational coherence to achieve organizational goals. High achievement for every student depends on the coherence of a district's instructional, leadership, and organizational practices. The interdependence of these practices make it necessary for people to build relationships that allow them to be connected to other people, knowledge, and resources throughout the district. Furthermore, when people are highly connected, a district has access to a more diverse set of perspectives that will improve its ability to reach its goals.