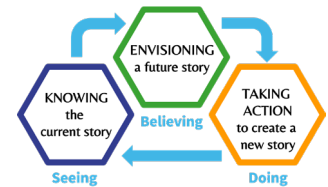The Communities of Excellence 2026 National Learning Collaborative is a three-phase program with communities from across the country learning and sharing together. With the guidance of facilitators and mentors, they work in their respective communities to grow community engagement and visible progress towards community performance excellence that improves outcomes in the areas of health, education, the economy, housing, and other aspects of quality of life. Following is the curriculum for the third phase of this journey.

OBJECTIVES:

1. Sustain your community excellence group's [CEG] participation in your Communities of Excellence [COE] Journey.
2. Design and manage your key CEG processes in the areas of improvement, innovation, and sustainability and apply them to the implementation of your initial action project's strategic plan while also developing a comprehensive five-year strategic plan for your Communities of Excellence initiative. Your plan will include ensuring leadership capacity and capability development.
3. **Take Action to Create Your Community's New Story:** Expand your journey's story and receive objective feedback on the Frameworks' Category 4-7 questions in full on measurement, analysis and knowledge management, people resources, operations, and results through COE's Assessment and Recognition Program.
4. Learn how your cross-sector community performance excellence initiative is an innovative collaborative approach to community development.
5. Learn about and engage with the other communities in the COE National Learning Collaborative.

KEY TAKEAWAYS:

- Updated Vision, Integrated Communications Plan, and Tools for Communicating with Your Community
- Experience of Implementing Your Strategic Action Plan for Your Initial Action Project
- Comprehensive Strategic Plan Developed for Your Community Excellence Group
- Develop a Balanced Scorecard and Complete the COE Progress Self-Assessment to Carry Forward Your Initiative

SCHEDULE:

All sessions are held on the first Wednesday of the month via Zoom from 9:00 – 11:00 am PT (2 hours) and third Monday of the month via Zoom from 9:00 – 10:00 am PT unless otherwise noted*.

September 19, 2023*	**Special Leadership Onboarding Mini-Retreat** *(9:00 am – 1:00 pm PT, 4 hours)*
October 4, 2023	**Session 1: Taking Action by Testing Your System for Community Collaboration**
October 15-17, 2023	**Annual Kick-Off Conference: "Inspire"** | *Milwaukee, WI*
November 1, 2023	**Session 2A: An Urgent Action-Inspiring Vision**
November 20, 2023	Session 2B: **Community Resiliency & Excellence Measures** | *All Cohorts and Alumni*
December 6, 2023	**Session 3A: Inclusive Decision-Making in Community Collaboration Initiatives**
December 18, 2023	Session 3B: **Volunteers Are the Heart and Soul of Your Community** | *All Cohorts and Alumni*
January 3, 2024	**Session 4A: Thinking and Doing Differently to Get Desired Results**
January 15, 2024	Session 4B: **Diversity, Equity, & Inclusion in the COE Framework** | *All Cohorts and Alumni*
February 7, 2024	**Session 5A: Aligning for Short- and Long-Term Progress**
February 19, 2024	Session 5B: **Funding Your Community Collaboration Efforts** | *All Cohorts and Alumni*

March 6, 2024   **Session 6A: Measuring What Matters Most**

March 18, 2024   Session 6B: **The Why and How of Writing to the COE Framework** | *All Cohorts and Alumni*

April 3, 2024   **Session 7A: Reporting Results to Expand Engagement**

April 15, 2024   Session 7B: **The Value of Branding and Pitch Decks** | *All Cohorts and Alumni*

May 1, 2024   **Session 8A: Motivation and Maintaining Resource Flow**

May 20, 2024   Session 8B: **Telling Meaningful Stories That Motivate** | *All Cohorts and Alumni*

June 5, 2024   **Session 9A: Leadership Learning for Sustainability of Your Initiative**

June 17, 2024   Session 9B: **Balanced Processes for Prioritization & Segmentation** | *All Cohorts and Alumni*

July 10, 2024*   **Session 10A: Ongoing Self-Awareness Supports a Sustained Collaborative Culture**

July 15, 2024   Session 10B: **Leadership Models in Community Development** | *All Cohorts and Alumni*

August 7, 2024   **Session 11A: Expanding Engagement Through Communication**

August 19, 2024   Session 11B: **Developing Your Website and Online Platforms** | *All Cohorts and Alumni*

September 4, 2024   **Session 12A: Celebrating Along Your Journey is a Promising Practice**

communities of **excellence** 2026
National Learning Collaborative
A VIRTUAL PROGRAM 3rd

2023-2024
Phase 3 Curriculum & Activities
As of August 21, 2023

PHASE 3 DETAILED SCHEDULE:

Date	Gathering Type	Topics and Tools	Concurrent CEG Activities	COE Criteria
TUE., SEPT 19, 2023*	**Special Leadership Onboarding Mini-Retreat** Online 9:00 am – 1:00 pm PT (4 hours)	● The Journey to Community Excellence is Guided by a Relationship Map ● Building a Team of Teams: Engaging, Empowering, and Organizing People with Different Perspectives ● Transformation Through Systems Thinking and CollaborACTION *COE Getting Started Readiness Assessment*	Complete the COE Getting Started Readiness Self-Assessment *(Test this new tool to assess your group's engagement and onboard new members.)*	The Communities of Excellence Framework's Steps Toward High Community Performance
WED., OCT 4, 2023	**Session 1** Online 9:00 – 11:00 am PT (2 hours)	**Taking Action to Create a New Story by Testing Your System for Community Collaboration** ● Getting to Know the Faculty and Your Fellow Cohort and Mentor ● Introduction to Phase 3 Objectives and Activities ● Review of the Journey Matrix: A Crosswalk of The Journey Roadmap and COE Framework ● Preparing to Read Your Feedback Report and Applying the Learning as You Decide on Your Next Steps ● Introduction to Your Key Action Project for Phase 3: Develop a Plan for Ensuring Leadership Capacity and Capability Development *Journey Matrix: A Crosswalk of The Journey Roadmap and COE Framework, The Pathway of Assessment and Recognition*	Review Your Strategic Position, Vision, Mission, Values, Key Strengths, and Key Opportunities for Improvement	All components of The Communities of Excellence Framework, Category 1
SUN.-TUE., OCT 15-17, 2023*	**Annual Kick-Off Conference** Milwaukee, WI **"Inspire"**	● **Learning Together**: Meeting your cohort in person and networking with National Learning Collaborative members, alumni, faculty, and mentors ● **Recognition of Progress**: Examples of progress in applying the COE Framework to community development and performance excellence efforts ● **Deeper Dives**: Sessions on current topics and framework concepts ● Attend the Baldrige Fall Conference: Held the last day.	Conference Sessions and Activities	All components of the new 2023 release: The Communities of Excellence Framework
WED., NOV 1, 2023	**Session 2A** Online 9:00 – 11:00 am PT (2 hours)	**An Urgent Action-Inspiring Vision** ● Updating Your Vision = Core Ideals and Envisioned Future: Core Values and Purpose + Big Goal and Vivid Description ● Executing Your Initial Action Project's Strategic Plan Through Action Teams and Action Maps *Vision Worksheet*	Write an updated vision statement	Category 1, Category 2, Category 5, Category 6
MON., NOV 20, 2023	**Session 2B** Online 9:00 – 10:00 am PT (1 hour)	**Community Resiliency & Excellence Measures** ● COE's Common Community Scorecard and Cascading Measures ● Measurement Tools and Guidance on Gathering Quantitative and Qualitative Data		

communitiesof*excellence*2026
National Learning Collaborative
A VIRTUAL PROGRAM 3rd

2023-2024
Phase 3 Curriculum & Activities
As of August 21, 2023

WED., DEC 6, 2023	**Session 3A** Online 9:00 – 11:00 am PT (2 hours)	**Inclusive Decision-Making in Community Collaboration Initiatives** ● People Skills: Building Strong Relationships While Setting Expectations and Managing Conflicts ● Digging Deeper into Decision-Making in Collaborative Communities of Excellence Initiatives *Decision-Making Tool Examples*	Create an FAQ Document or Web Page	Category 1, Category 3, Category 5
MON., DEC 18, 2023	**Session 3B** Online 9:00 – 10:00 am PT (1 hour)	**Volunteers are the Heart and Soul of Your Community** ● The SERVE® Method of Managing and Coordinating Volunteer Leaders in Your Community Excellence Efforts		
WED., JAN 3, 2024	**Session 4A** Online 9:00 – 11:00 am PT (2 hours)	**Thinking and Doing Differently to Get Desired Results** ● Innovation and Intelligent Risk Processes ● Risk Management and Emergency Preparedness ● Design-Thinking That Moves Brainstorming to Testing New Ideas for Resiliency	Document the Path of Your Initial Action Project through the Design-Thinking Process	Category 2, Category 6
MON., JAN 15, 2024	**Session 4B** Online 9:00 – 10:00 am PT (1 hour)	**Diversity, Equity, Inclusion, and Accessibility in the COE Framework** ● Considering Many Voices in Every Element of Your Community Collaboration Work		
WED., FEB 7, 2024	**Session 5A** Online 9:00 – 11:00 am PT (2 hours)	**Aligning for Short- and Long-Term Progress** ● Strategic Fit (a.k.a. Alignment) Drives Competitive Advantage and Sustainability ● Alignment Opens Opportunities for Integration of Efforts ● The Value of Thinking Ahead to Project Action Over Five Years	Begin drafting Your Comprehensive Five-Year Strategic Plan	Category 2, Category 5, Category 6
MON., FEB 19, 2024	**Session 5B** Online 9:00 – 10:00 am PT (1 hour)	**Funding Your Community Collaboration Efforts** ● Including People and Partners Can Help Lead to Resources of All Kinds to Feed Your Work		
WED., MAR 6, 2024	**Session 6A** Online 9:00 – 11:00 am PT (2 hours)	**Measuring What Matters Most** ● Measuring the Right Things with a Balanced Scorecard Unique to Community Development ● Cascading Measures that Compliment Your Five-Year Comprehensive Strategic Plan *COE Excellence Measurement System Tools*	Develop a Balanced Scorecard	Category 4, Category 7

MON., MAR 18, 2024	**Session 6B** Online 9:00 – 10:00 am PT (1 hour)	**The Why and How of Writing to the COE Framework** ● The Unique Interconnectedness of the COE Framework's Criteria ● The Benefits of COE's Assessment and Recognition Program		
WED., APR 3, 2024	**Session 7A** Online 9:00 – 11:00 am PT (2 hours)	**Reporting Results to Expand Engagement** ● Reporting Results Internally and Externally ● Updating Your Key Communications Tools to Share Progress with Your Residents and Other Stakeholders ● The Importance of Documenting CEG Processes	Update Your Pitch Deck to Include Meaningful Measures Develop a 1-Pager Fact Sheet	Category 7, Category 3
MON., APR 15, 2024	**Session 7B** Online 9:00 – 10:00 am PT (1 hour)	**The Value of Branding and Pitch Decks** ● What is a Brand and How to Use It in Your Community Collaboration Efforts ● How to Build an Effective and Concise Presentation for Various Audiences in Your Community		
WED., MAY 1, 2024	**Session 8A** Online 9:00 – 11:00 am PT (2 hours)	**Motivation and Maintaining Resource Flow** ● Leadership Structure and Systems: Adding Processes for Sustainability of Time, Talent, and Treasure (Engagement, Expertise, and Expenses Covered) within Your CEG ● Leadership Cycles of Learning *Request for 3rd Level Community of Excellence Assessment & Recognition Form – DUE May 15th*	Continue Drafting Your Comprehensive Five-Year Plan	Category 2, Category 5, Category 6
MON., MAY 20, 2024	**Session 8B** Online 9:00 – 10:00 am PT (1 hour)	**Telling Meaningful Stories That Motivate** ● Structuring Your Messages for Maximum Impact Understanding the Role of Stories in Engaging Residents and Other Stakeholders in Your Community Collaboration Efforts		
WED., JUN 5, 2024	**Session 9A** Online 9:00 – 11:00 am PT (2 hours)	**Leadership Learning for Sustainability of Your Initiative** ● Ensuring Your Leadership Capability and Capacity for the Future: Introduction to Learning Management Systems ● Leadership Succession Planning ● Your Performance Improvement System	Complete COE Progress Self-Assessment Community Profile Category 1-3 Updates and Completing all questions of Categories 4-7.	Category 1, Category 4, Category 5, Category 6

MON., JUN 17, 2024	**Session 9B** Online 9:00 – 10:00 am PT (1 hour)	**Balanced Processes for Prioritization and Segmentation** ● Meeting People Where They're at While Practicing Inclusivity ● Digging Deeper to Better Know Your Community's Current Story		
WED., JULY 10, 2024	**Session 10A** Online 9:00 – 11:00 am PT (2 hours)	**Ongoing Self-Awareness Supports a Sustained Collaborative Culture** ● Self-Awareness of Your CEG's Processes and Accomplishments: Identifying Your Promising Practices in All COE Framework Categories ● Your Culture of Belonging and Continuous Improvement Across Diverse Perspectives *Application for 3rd Level Community of Excellence Assessment & Recognition – DUE July 1st*	Submit Application for 3rd Level	Category 1, Category 4, Category 6, Community Culture and Values
MON., JUL 15, 2024	**Session 10B** Online 9:00 – 10:00 am PT (1 hour)	**Leadership Models in Community Development** ● Hierarchy and Distributed Leadership Examples ● Structure Options as Promising Practices for Your Community Excellence Group		
WED., AUG 7, 2024	**Session 11A** Online 9:00 – 11:00 am PT (2 hours)	**Expanding Engagement Through Communication** ● Refining Your Communications Processes ● Broadening Awareness of Your Communities of Excellence Initiative with an Integrated Communications Plan ● Welcoming Later Adopters *Integrated Communications Plan Matrix Template*	Complete the Integrated Communications Plan Matrix to project activity for the next six months Prepare Presentation of Pitch Deck Updated with Your Five-Year Plan	Category 3, Category 5
MON., AUG 19, 2024	**Session 11B** Online 9:00 – 10:00 am PT (1 hour)	**Developing Your Website and Online Platforms** ● Designing Your Online Front Lobby for Easy Access and Engagement ● Coordinating Your Digital Platforms		
WED., SEPT 4, 2024	**Session 12** Online 9:00 – 11:00 am PT (2 hours)	**Celebrating Along Your Journey is a Promising Practice** ● Celebrating Your Progress and Plans by Sharing with Your Cohort: Final 7-Minute Presentations ● Summary of Community Development Principles of Practice	Present Your 7-Minute Overview of Your Communities of Excellence Initiative	Category 7