Guiding Principles for Transformative Change

THECB Summer Technical Assistance Institute
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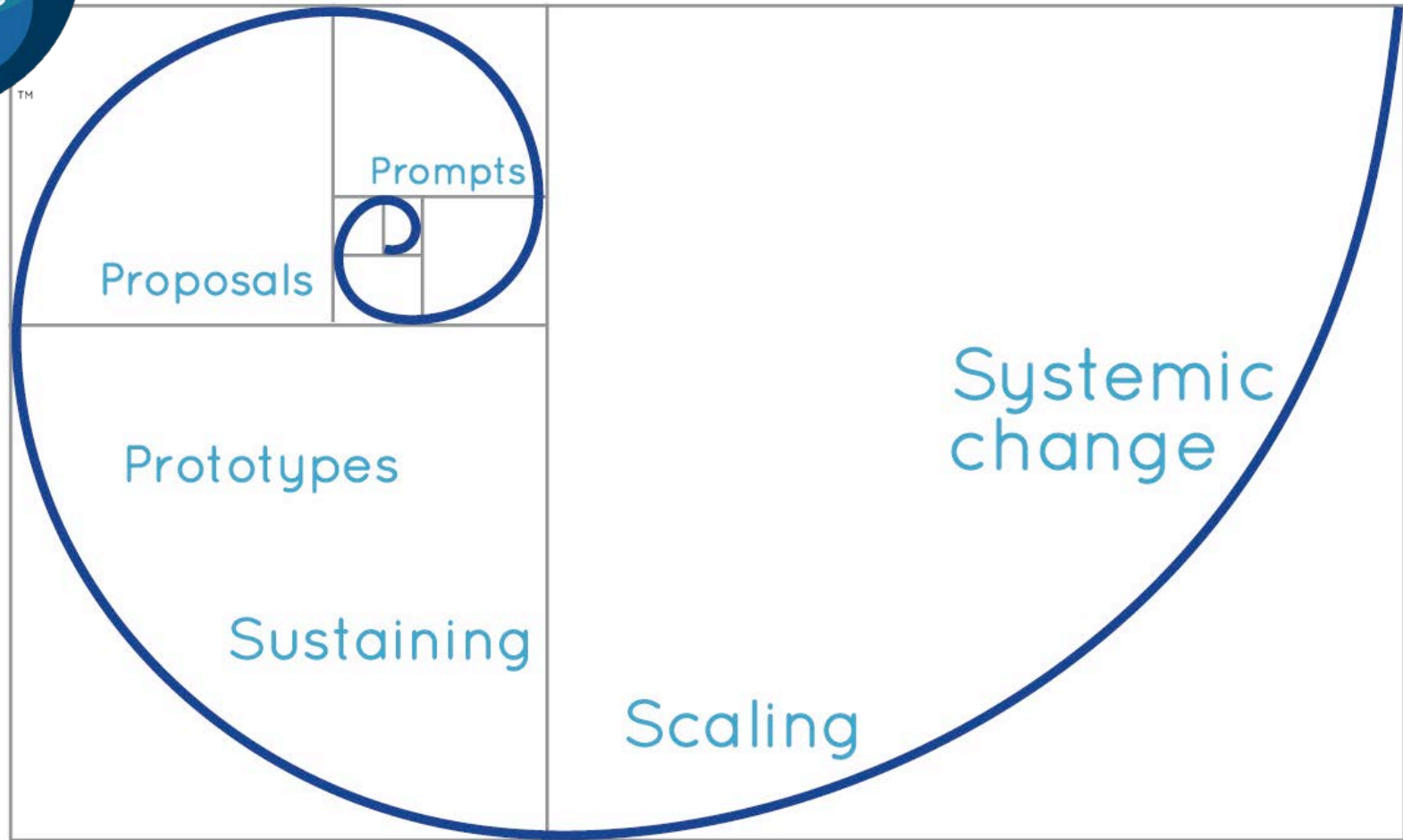Transformative Change Initiative

ILLINOIS

Transformative Change Initiative (TCI)

TCI is dedicated to assisting community colleges to scale up innovations that improve student outcomes and program, organization, and system performance.

Cycle of Innovation

Murray, R., Caulier-Grice, J., & Mulgan, G. (2010). *The Open Book of Social Innovation.* London, UK: The Young Foundation

Transformative Change

Raising the

individual, organizational, and system performance of community

colleges to unprecedented levels without sacrificing their historic

commitment to access and equity.

Spread and Endurance

Envisioning how innovation will **spread** and how it will **endure** is key to successful scaling in any context, and especially important in the education context.

Century, J., Rudnick, M., & Freeman, C. (2010). A framework for measuring fidelity of implementation: A foundation for shared language and accumulation of knowledge. *American Journal of Evaluation, 31*, 199-218.

Building a Framework for Scaling

Strategy Briefs

Learning Labs

Principle Workgroups

Evaluation Collaborative

Evaluations

Published Research

Integrating Knowledge from Research, Evaluation, and Practice

Spread

Leadership | Adoption & Adaptation | Evidence | Storytelling | Networks | Dissemination | Technology

Endure

How to Scale Transformative Change

Spread and Endure

Scaling of transformative change will occur when innovations are chosen for scaling that show the potential to spread and endure

Design Elements:

- Make strategic decisions about what to scale and how to engage in scaling
- Understand how reflective (double loop) learning plays a critical role in scaling
- Transfer lessons from scaling one innovation to other innovations so that the scaling process becomes systemic and endemic

Leadership

Scaling of transformative change will occur when leaders envision, encourage, and support innovation that supports all learners

Design Elements:

- Advocate for access, equity and opportunity for all students
- Create evidence- & performance-based organizations and systems
- Use democratic strategies to support people and performance
- Communicate how actions and attitudes support change

Adoption and Adaptation

Scaling of transformative change will occur when adoption and adaptation honor and influence the cultures of the settings involved

Design Elements:

- Create clear understanding of core elements of innovation
- Nurture shared understanding of intended effects
- Adapt to student needs, organizational cultures, and local contexts
- Evaluate adaptations to determine efficacy

Evidence

Scaling of transformative change will occur when evidence collected through ongoing and responsive evaluation is used strategically

Design Elements:

- Commit resources to collect, analyze, and share evaluation results
- Use a variety of evidence to measure processes, performance, perspectives, and impact
- Use evaluation to demonstrate the value of innovations
- Use evidence to inform decision making on all levels

Storytelling

Scaling of transformative change will occur if storytelling is used to facilitate learning about innovation and transformative change

Design Elements:

- Invite storytellers from a variety of backgrounds and ability to communicate with diverse audiences
- Encourage storytelling that features a variety of stakeholder groups, especially students and faculty
- Tell compelling stories that include rich description, local context, and critical facts (who, what, when, where, and why)

Networks

Scaling of transformative change will occur when individuals engage in networks to gain access to expertise, professional development, and other vital resources

Design Elements:

- Connect people with diverse perspectives and areas of expertise
- Improve communications and awareness of relationships
- Expand leadership, increase inclusion, and encourage collaboration
- Create a sense of shared identity and trust
- Operate with a high level of transparency

Technology

Scaling of transformative change will occur when effective and appropriate technology is used to strengthen resources and expertise

Design Elements:

- Connect people, resources, ideas, and data in new ways
- Create collaborative environments and provide access to a variety of perspectives
- Accelerate information-sharing to reduce costs
- Enable, energize, and support professional development and technical assistance

Dissemination

Scaling of transformative change will occur when dissemination is led by individuals with deep knowledge of their settings

Design Elements:

- Target and engage users at multiple levels and multiple times
- Help users rethink existing understandings of innovation
- Support the translation of innovation across different settings
- Disseminate evidence to show how innovation changes over time

Transformative Change Knowledge Center

- Guiding Principle Overviews
- Scaling Toolkit
- Strategy Briefs
- Podcasts
- Webinars
- And MORE
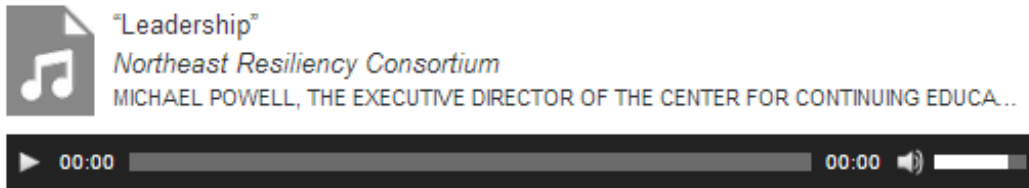
http://occrl.illinois.edu/projects/transformative_change

Acknowledgements

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Learn more…

    OCCRL: http://occrl.illinois.edu

    TCI: http://occrl.illinois.edu/projects/transformative_change