

The Rennie Center’s Change Management Framework (CMF) is a rigorous and structured approach to planning and implementing district and school improvement strategies. The CMF is aligned with core principles of improvement research developed by leaders in the field such as the Carnegie Foundation for the Advancement of Teaching, the Billions Institute, the Education Delivery institute, the Institute for Healthcare Improvement, and Judge Baker’s Children’s Center.

The compilation of the CMF core elements and the philosophy behind their implementation and application are grounded in the expertise and practical experience of the Rennie Center’s research and practice teams in local schools, districts, and communities. The following document outlines the relevant references and glossary terms for each core element of the Change Management Framework.

CORE ELEMENT	REFERENCES	GLOSSARY
<p>Problem of Practice</p>	<p>Columbus City Schools. (n.d.). "Identifying a 'Problem of Practice'".</p> <p>Fixsen, D., Naoom, S., Blase, K., Friedman, R., Wallace, F. (2005). <i>Implementation Research: A Synthesis of the Literature</i>. Tamps, FL: University of South Florida, Louis de la Parte Florida Mental Health Institute, National Implementation Research Network.</p> <p>Wenger, E. (1999). <i>Communities of Practice: Learning, Meaning, and Identity</i>. Cambridge, MA: Cambridge University Press.</p>	<ul style="list-style-type: none"> • Key drivers for improvement • Change idea • Change package • Action Plan
<p>Projected Outcomes</p>	<p>Clyburn, G. (April 1 2010). "Networked Improvement Communities: the Time is Right for the Ties that Bind". <i>Carnegie Foundation for the Advancement of Teaching</i>. Retrieved from https://www.carnegiefoundation.org/blog/networked-improvement-communities/</p> <p>The Bill and Melinda Gates Foundation. (2017). "How We Work: EVALUATION POLICY". Retrieved from https://www.gatesfoundation.org/How-We-Work/General-Information/Evaluation-Policy#EvaluationDesignandMethods</p> <p>Institute for Healthcare Improvement. (2017). "Quality Improvement Essentials Toolkit". <i>Institute for Healthcare Improvement</i> Cambridge, MA. Retrieved from http://www.ihl.org/resources/Pages/Tools/Quality-Improvement-Essentials-Toolkit.aspx</p> <p>Penna, R. M. & Phillips, W. J. <i>Outcome Frameworks: An overview for Practitioners</i>. Rensselaerville, NY: The Rensselaerville Institute.</p>	<ul style="list-style-type: none"> • Data Collection Systems • Action Plan • Vision Statement • Value added measures • Benchmarks • Accountability
<p>Well-Defined Interventions</p>	<p>The Billions Institute. (2016). Skid Row School for Large-Scale Change. <i>Conference</i>.</p> <p>Blase, K., Kiser, L. & Van Dyke, M. (2013). <i>The Hexagon Tool: Exploring Context</i>. Chapel Hill, NC: National Implementation Research Network, FPG Child Development Institute, University of North Carolina at Chapel Hill.</p> <p>Dolle, J. (May 2 2014). "Is a Networked Improvement Community Design-Based Implementation Research?" <i>Carnegie Foundation for the Advancement of Teaching</i>. Retrieved from https://www.carnegiefoundation.org/blog/is-a-networked-improvement-community-design-based-implementation-research/</p> <p>Institute for Healthcare Improvement. (2017). "Quality Improvement Essentials Toolkit". <i>Institute for Healthcare Improvement</i> Cambridge, MA. Retrieved from http://www.ihl.org/resources/Pages/Tools/Quality-Improvement-Essentials-Toolkit.aspx</p> <p>QRIS National Learning Network. (2015). Glossary of Terms. Retrieved from http://qrisnetwork.org/glossary</p> <p>Rutherford, P., Nielsen, G. A., Taylor, J., Bradke, P. & Coleman, E. (June 2013). <i>How-to Guide: Improving Transitions from the Hospital to Community Settings to Reduce Avoidable Rehospitalizations</i>. Cambridge, MA: Institute for Healthcare Improvement. Available at www.IHI.org.</p> <p>Wenger, E. (1999). <i>Communities of Practice: Learning, Meaning, and Identity</i>. Cambridge: Cambridge University Press.</p>	<ul style="list-style-type: none"> • Core Components • Evidence Based Best Practices

<p>Trusting and Committed Team</p>	<p>Bryk, A. S., Gomez, L. M. & Grunow, A. (2010). Getting Ideas into Action: Building Networked Improvement Communities in Education, Carnegie Foundation for the Advancement of Teaching (Ed.). In <i>Frontiers in Sociology of Education</i>. Springer Publishing. Retrieved from https://www.carnegiefoundation.org/wp-content/uploads/2014/09/bryk-gomez_building-nics-education.pdf</p> <p>Bryk, A. S., Gomez, L. M., Grunow, A., & LeMahieu, P. (February 2015). <i>Learning to Improve: How America's Schools Can Get Better at Getting Better</i>. Cambridge, MA: Harvard Education Publishing.</p> <p>Marietta, G., d'Entremont, C. & Kaur, E. M. (2017). <i>Improving Education Together: A Guide to Labor Management Community Collaboration</i>. Cambridge, MA: Harvard Education Press.</p>	<ul style="list-style-type: none"> • Networked Improvement Community • Network Hubs • Community of Practice • Teaming
<p>Effective Operations</p>	<p>Bryk, A. S., Gomez, L. M. & Grunow, A. (2010). Getting Ideas into Action: Building Networked Improvement Communities in Education, Carnegie Foundation for the Advancement of Teaching (Ed.). In <i>Frontiers in Sociology of Education</i>. Springer Publishing. Retrieved from https://www.carnegiefoundation.org/wp-content/uploads/2014/09/bryk-gomez_building-nics-education.pdf</p> <p>Langley, G. J., Moen, R. D., Nolan, K. M., Nolan, T. W., Norman, C. L., & Provost, L. P. (April 2009). <i>The Improvement Guide: A Practical Approach to Enhancing Organizational Performance</i> (2nd ed.). San Francisco, CA: Jossey-Bass.</p> <p>Myung, J. & Kwar, A. (July 27 2014). "How to Spur Improvement Activity in Networks". <i>Carnegie Foundation for the Advancement of Teaching</i>. Retrieved from https://www.carnegiefoundation.org/blog/spur-improvement-activity-networks.</p>	<ul style="list-style-type: none"> • Rubric • Protocol • Work-plan • Knowledge Management Schedule
<p>Systemic and Continuous Improvement</p>	<p>Bryk, A. S., Gomez, L., Grunow, A., & LeMahieu, P. (February 2015). <i>Learning to Improve: How America's Schools Can Get Better at Getting Better</i>. Cambridge, MA: Harvard Education Publishing.</p> <p>Byrne, S. & Schaefer, C. (March/April 2006). "The Baldrige Program: SELF ASSESSMENT FOR CONTINUOUS IMPROVEMENT". <i>National Institute of Standards and Technology</i>. Retrieved from https://www.nist.gov/sites/default/files/documents/2017/05/09/PrincipalMarApr06Baldrige.pdf</p> <p>Langley, G. J., Moen, R. D., Nolan, K. M., Nolan, T. W., Norman, C. L., & Provost, L. P. (April 2009). <i>The Improvement Guide: A Practical Approach to Enhancing Organizational Performance</i> (2nd ed.). San Francisco, CA: Jossey-Bass.</p> <p>Moen, R. D. & Norman, C. L. (November 2010). "Circling Back: Clearing up myths about the Deming cycle and seeing how it keeps evolving". <i>The Deming Institute</i>. Retrieved from https://deming.org/files/circling-back.pdf.</p> <p>National Implementation Research Network. (n.d.). Glossary. Retrieved from http://nirn.fpg.unc.edu/learn-implementation/glossary</p> <p>National Institutes of Health. (August 10 2011). 4th Annual NIH Conference on the Science of Dissemination and Implementation: Policy and Practice. Retrieved from https://www.nih.gov/news-events/videos/dissemination-implementation-conference-workshop</p> <p>PDSA Cycle. (2016). <i>The W. Edwards Deming Institute</i>. Retrieved from https://deming.org/management-system/pdsacycle</p> <p>RTI Action Network. (n.d.). Glossary. <i>A Program of the National Center for Learning Disabilities</i>. Retrieved from http://www.rtinetwork.org/glossary</p>	<ul style="list-style-type: none"> • Fidelity • Long-term Sustainability • PDSA • Action/Inquiry/Rapid test cycles • Replication program • Continuous improvement