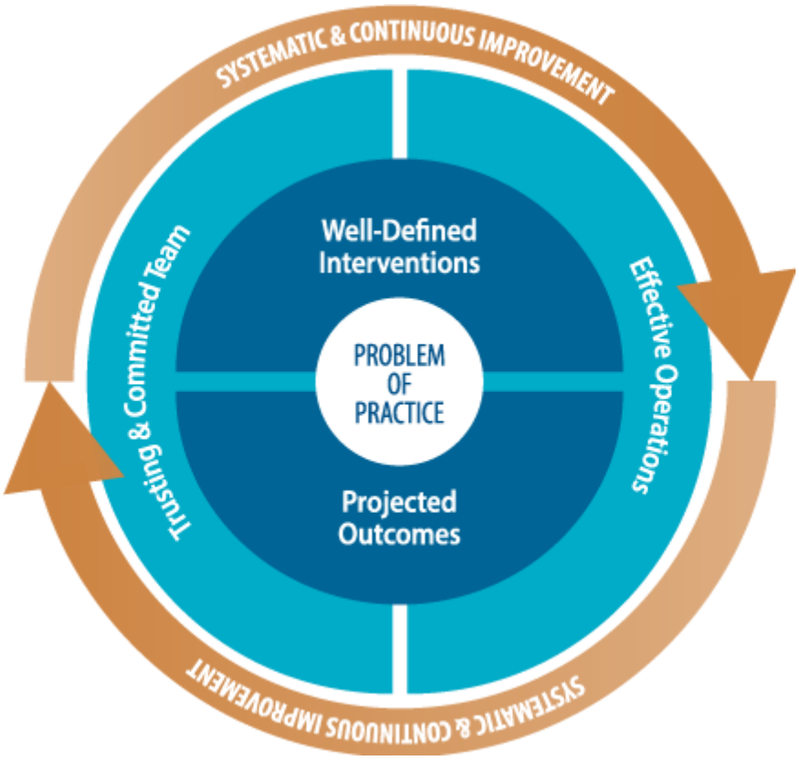
CHANGE MANAGEMENT FRAMEWORK

The Rennie Center launched the Massachusetts Teaching & Learning Network (MassTLN) initiative as a hub for three implementation networks to improve local educator effectiveness. The Rennie Center developed the ***Change Management Framework*** (CMF), a rigorous and structured approach to planning and implementing district and school improvement strategies

The CMF highlights a number of specific areas of focus, including: identification of a clear and actionable problem of practice; investigation of the evidence base, including conducting original research to unearth and evaluate best practice; engaging education leaders and practitioners to understand local challenges and build on-the-ground support through committed and trusting teams; and pursuing continuous, result-oriented testing of improvement strategies to assess progress over time and take corrective action as needed. This work is accomplished through the formation of networked improvement communities supported by Rennie Center staff and designed to facilitate peer learning, establish shared accountability, and enable scaling through demonstrations of success across diverse learning settings.



The Rennie Center's CMF is aligned with the six core principles of improvement research developed by the Carnegie Foundation for the Advancement of Teaching and informed by other leaders in the field including the Billions Institute, the Education Delivery institute, the Institute for Healthcare Improvement, and Judge Baker's Children's Center. One unique and critical aspect of Rennie's approach is an explicit emphasis on creating school-based cultures that embrace change to support structured planning processes. Trainings in interest-based practice and collaboration complement more conventional improvement approaches to help build local capacity and sustain work well beyond the duration of individual investments and projects.

THE WHAT: DEFINING THE PURPOSE OF IMPROVEMENT	
CORE ELEMENTS	**COMPONENTS**
1. IDENTIFY A SHARED PROBLEM OF PRACTICE (PoP)	**Identify** challenges and **causes** of the problem of practice (PoP) through collective and systematic analysis led by practitioners.
	Determine an inter-related set of hypotheses about **key drivers for improvement.**
	Build ownership and buy-in around PoP from practitioners and key stakeholders responsible for executing and managing drivers for improvement.
2. ESTABLISH PROJECTED OUTCOMES FOR BENEFICIARIES	**Determine quantifiable impact measures** that are specific, assignable, demonstrable, measurable and time-bound.
	Design process and **benchmarks**/indicators **for assessing progress** against desired impact.
	Establish verification mechanism using valid data collection tools.
3. DETAIL NATURE OF POTENTIAL INTERVENTION(S)	**Build a common understanding of the socio-political-cultural context** in which the implementation team will operate.
	Specify programmatic components rooted in research-based best practices.
	Design strategies that can be led by practitioners in well-supported learning communities to coordinate and achieve improvement practices.

THE HOW: DETERMINING THE METHODS FOR ACHIEVING IMPROVEMENT GOALS	
CORE ELEMENTS	**COMPONENTS**
1. BUILD A COMMITTED AND TRUSTING TEAM	**Guarantee that PoP is a shared priority** among team members.
	Agree on individual and organizational **roles and responsibilities.**
	Ensure diversity of practitioners and stakeholders to guide improvement processes.
	Establish, and continuously evaluate, **norms** of behavior and accountability.
	Create safe space for team interactions where learning is the goal.
2. ESTABLISH EFFECTIVE OPERATIONS	**Provide adequate** time, financial investment, human capital, and infrastructure **resources** for effective operational management.
	Delineate communication protocols to build and increase a shared knowledge base and support learning environment.
	Develop results-oriented **work-plan** including specific actions and timeframes.
3. SUPPORT SYSTEMATIC AND CONTINUOUS LEARNING CYCLES	**Establish** timeframes, methodology and protocols/**instruments for testing**.
	Conduct multiple, **iterative testing cycles.**
	Continuously assess learnings derived from testing until change can be deemed an improvement.