So, Where are We Headed?

What Can We Control?
The Myth of Linearity

McNulty, 2011
Non-Linear Path of School Improvement

Percent Proficient

Never  |  Seldom  |  Moderate  |  Extensive

Degree of Implementation

McNulty, 2011
Mean Scores in Science

Note-Taking

Faculty

Less than 10%  Over 90%

McNulty, 2011
Clearly Posted Objectives for Every Lesson

McNulty, 2011
‘Big Ideas’ & Essential Questions

Percent Proficient
Less than 10%  Over 90%

McNulty, 2011
Managing & Evaluating Complex Change

Leadership
Vision
Infrastructure & Data
Resources
Knowledge, Skills, & Self-Efficacy
Incentives
Implementation Plans

Gibbons & Coulter
Leadership

You Aren’t a Manager but an Instructional Leader
Using Data

McNulty and Besser, 2011
Key Responsibilities

1. Communicate a Vision of High Standards
2. Hospitable Environment
3. Encourage Leadership of Others
4. Focus on Improving Instruction & Results
5. Improve Outcomes Through Coordination
Managing Complex Change

Knowledge, Skills, & Self-Efficacy

Vision

Infrastructure & Data

Implementation Plans

Incentives

Resources

Gibbons & Coulter
Dream Big But Have a Roadmap.....
Why Have a Vision?

• Helps Staff Understand Benefits
• Provides Clear Plan of Supports
• Leads to Initiative Braiding
• Defines School Culture
Consider How You Will Build:

1. Teams
2. Routines
3. Problem Solving Processes
4. Technical Support
5. Technical Assistance
Managing Complex Change

Leadership
Knowledge, Skills, & Self-Efficacy
Incentives
Implementation Plans
Vision
Resources

Gibbons & Coulter
Considerations

• What Do You Have?
• What is Needed?
• Funding
• Revamping Current Status Quo
Managing Complex Change

Leadership
Knowledge, Skills, & Self-Efficacy
Incentives
Vision
Infrastructure & Data
Implementation Plans

Gibbons & Coulter
Professional Learning

Building Capacity for RtI Implementation & Sustainability
Knowledge
✓ Data
✓ Instruction
✓ Matching Supports

Self-Efficacy
Managing Complex Change

Leadership

Vision

Infrastructure & Data

Resources

Incentives

Implementation Plans

Gibbons & Coulter
Incentives
Incentives for Your Staff

No Incentives = Slower Change

It’s Not Always About Spending Money
Managing Complex Change

Leadership

Vision

Infrastructure & Data

Resources

Knowledge, Skills, & Self-Efficacy

Implementation Plans

Gibbons & Coulter
Implementation Plan
# Implementation Plan

- Describes Implementation Process
- Provides a Context for Activities
- Short and Long Term Goals

<table>
<thead>
<tr>
<th>Activities</th>
<th>Costs</th>
<th>Expected Difficulties</th>
<th>Schedules</th>
<th>Responsibilities</th>
</tr>
</thead>
</table>

For Examples:  
[www.rtinetwork.org](http://www.rtinetwork.org)  
[www.nasdse.org](http://www.nasdse.org)
Stages of Implementation

- Exploration
- Installation
- Initial Implementation
- Full Implementation
- Innovation
- Sustainability

Fixsen, et al. (2007)
Implementation

Keep in Mind:

• It Will Take Time…More Than you Think

• What are the Negotiables & Non-Negotiables?

• How Will you Communicate the Plan to Staff?

• How Will you Evaluate the Plan?

• You Will Probably Need to Modify the Plan
Managing Complex Change

Leadership
Vision
Infrastructure & Data
Resources

Knowledge, Skills, & Self-Efficacy
Incentives

Gibbons & Coulter