



# Guiding Principles for Scaling Transformative Change

Office of Community College Research and Leadership

# The Transformative Change Initiative

In 2012, the Office of Community College Research and Leadership (OCCRL) and The Collaboratory partnered to create the Transformative Change Initiative (TCI), which is dedicated to assisting community colleges to scale up innovations that improve student outcomes and program, organization, and system performance. We define transformative change as raising the individual, organizational, and system performance of community colleges to unprecedented levels without sacrificing their historic commitment to access and equity. Community colleges that are part of the TCI network are encouraged to innovate in ways that better serve all learners, and especially learners historically underserved by higher education.

TCI endorses the use of guiding principles that support the scaling of transformative change. These principles are not intended to dictate action, but rather enable informed decision making about the innovation and reform. They reflect theory about scaling, but they also reflect the input of community college educators and partners who are currently implementing reforms. Using a principle-driven approach puts individuals who know the complexity of their settings and understand the diverse student populations who enroll in their programs in the driver's seat for sustaining and scaling reform. Guiding principles create a blueprint for scaling innovation that results in more equitable outcomes for diverse learners, including enhanced education, economic and social impact.

Based on initial research, the TCI team introduced an initial set of seven guiding principles to frame the scaling of transformative change at the TCI Learning Lab in Orlando, Florida, in 2014. During the summer of 2014, the team engaged groups of practitioners in reviewing and revising these principles to ensure they reflect actual practice in the field—what community college practitioners and their partners are seeing and doing day-to-day to scale change.

## The Guiding Principles

The guiding principles that emerged from TCI follow:

### LEADERSHIP

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

### STORYTELLING

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

### TECHNOLOGY

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

### ADOPTION AND ADAPTATION

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

### NETWORKS

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

### SPREAD AND ENDURANCE

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

### EVIDENCE

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

### DISSEMINATION

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

## Next Steps

OCCRL will continue to study how transformative change is scaling in the community college context, and we will disseminate evidence-based information through our Scaling Transformative Change brief series and other papers and products. Additionally the principles are aligned with the Transformative Change Scaling Tool Kit, our blog posts, and other work available through our website, <http://occrll.illinois.edu/tci>.

Reflection and learning about transformative change is an evolving process. This set of guiding principles for scaling transformative change will continue to guide our research on the ways community colleges spread and sustain innovations during the current wave of reform. What we are learning about scaling will also shape our future research on the ways community colleges and their partners engage in reform. The lessons we learn will be shared with the TCI network and other educators and partners who seek more equitable educational experiences and outcomes for all students.

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