This course examines the theory, research, and practice of adult and organizational learning and change. The course focuses on bringing psychological and educational research to professional practice and bringing evidence-based practices and programs to schools and other human service settings through understanding the process of innovation implementation. The course seeks to develop student skills in methods and practices of effective innovation implementation; students will learn how to incorporate a new practice or program in the functioning of an individual, group, or organization.

**Course Objectives:**

Students will demonstrate knowledge of:

- a) stages of implementation;
- b) implementation research and evaluation purposes and methods;
- c) the role of innovation characteristics in implementation;
- d) the role of implementer characteristics, attitudes, and beliefs, in implementation;
- e) the determinants of implementer knowledge and skill;
- f) the impact of peer attitudes, beliefs and behaviors on the implementer;
- g) the impact of organizational factors on innovation implementation;
- h) the role of the organization’s external environment in the implementation process;
- i) issues related to fidelity and re-invention in the implementation process.

Students will demonstrate skill in developing comprehensive plans for implementation and sustainability of an innovation that include:

- a) strategies for building implementer and stakeholder support;
- b) appropriate strategies for training and technical assistance;
- c) strategies for financing innovation including obtaining external resources through grant funds;
- d) strategies for building an organizational structure and climate that supports innovation implementation;
- e) means of evaluating the implementation process and utilizing implementation evaluation data.
Course Requirements:

1. Class attendance – attend all classes and arrive on time
2. Completion of assigned readings prior to the relevant class
3. Participation in class discussions
4. Completion of a written Innovation Implementation Plan (approximately 20 pages; APA style; use attached Innovation Implementation Plan outline)
5. Class presentation of an Innovation Implementation Plan (30 minutes)

Required Reading:


Highly Recommended Reading:


Recommended Reading:


Class session topics and readings:

9/8
Introduction
Degrees of implementation
Implementation components
Stages of implementation
Reading: F – 1, 3, 4; R – 1, 4

9/14
Leadership for implementation and change
Sternberg’s WICS model
Leadership and values
The Change Agent
Reading: R – 2

9/21
Implementation evaluation and research
Data and data collection
Explaining implementation
Reading: R – 3

9/28 No class

10/5
Innovation characteristics
Adopter and implementer characteristics
Attitudes and beliefs
Reading: R – 5, 6, 7

10/12
Interview with Diane Janson, Director of Pupil Services, Piscataway Public Schools
Interview topics – strategies to develop support and capacity for innovations; barriers to innovation; “lessons from the field”

10/17-(Saturday) 9:15 AM to 4PM – Location TBA
Systems Thinking: Systems Changing – change simulation conducted with Dr. William Firestone and educational administration and policy graduate students

10/19
Developing implementer and other stakeholder support
Opinion leaders
Critical mass
Teacher buy-in
Administrator support
Participatory Intervention Model
Collaborative Strategic Planning
Reading:  R – 8, 9

10/26
Theories of learning and adult learning
Methods of developing implementer knowledge through effective training
Providing effective technical assistance
Reading:  F – 5, pp 35-47

11/2
Organizational characteristics and structures
Policy influences – federal and state
Reading:  R – 10;  F – 2, 6, 7

11/9
Financing innovation
Grant writing

11/16
Grantwriting continued: Interview with Stuart Grant, Senior Vice President, Community Investment, Central Jersey United Way
Reinvention vs. Fidelity
Reading:  F – 5, pp 47-55

11/23
Sustainability
Panel Interview with Dr. Brad Lerman and Dr. Phil Brown, Center for Applied Psychology, about issues related to sustaining evidence-based programs in schools.
Reading:  R – 11

11/30
Student presentations of Innovation Implementation Plans

12/7
Student presentations of Innovation Implementation Plans