What is the authority of research in the context of implementation? What happens after that nexus of research and practice leads to changes in policy that influence the work of schools? The Opening Address will examine the interaction of research, policy and implementation in contexts of ambiguous information, competing interests, changing leadership and fragmented decision making. It will discuss how notions of effectiveness are communicated to, and understood by practitioners, the dynamics of culture, politics and the change process at work in schools and districts, and the implications for how we think, structure and communicate research and the idea of effectiveness.