

# Staff Development and the Process of Teacher Change

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*ABSTRACT: This article presents a model that describes the process of teacher change, particularly through staff development programs. The model suggests a temporal sequence of events that is hypothesized to typify the process from staff development to enduring change in teachers' perceptions and attitudes. Research evidence supporting the model is summarized and the conditions under which change might be facilitated are described. Several principles for enhancing the change process to improve staff development efforts are also outlined.*

High quality staff development is a central component in nearly every proposal for improving education. Because teachers today remain in their positions for longer periods of time, and fewer new teachers enter the field, improvements in our schools will clearly require enhancement of the professional skills of present staff members.

The proposed staff development programs vary widely in context and format, yet they generally share a common purpose. Specifically, staff development programs are designed to "alter the professional practices, beliefs, and understanding of school persons toward an articulated end" (Griffin, 1983, p. 2). In most cases, that end is the improvement of student learning. In other words, staff development programs are a systematic attempt to bring about change—change in the classroom practices of teachers, change in their beliefs and attitudes, and change in the learning outcomes of students.

This article presents a perspective on the nature of these three

areas of change and the conditions under which they take place. It examines the order of occurrence of these change events and how specific types of change might be facilitated and sustained. A model for viewing change in teachers is proposed in hopes of clarifying aspects of that change process. In addition, the implications of this model for the practice of staff development are considered in light of current research.

## Historical Context

Staff development efforts in American schools can be traced to the initiation of the Teacher Institutes in the early 19th century (Richey, 1957). But instead of a history characterized by steady progress based on advances in our knowledge and understanding, the history of staff development is characterized primarily by disorder, conflict, and criticism.

Nearly every major work on the topic of staff development has emphasized the failings of these efforts. For example, Corey (1957) stressed that while there was strong evidence of a growing need for continuing professional development among school persons, it was also apparent that "much of what goes for inservice education is uninspiring and ineffective" (p. 1). Davies (1967) offered an even stron-

ger condemnation in his testimony before the Senate Subcommittee on Education. He concluded, "Inservice education is the slum of American education—disadvantaged, poverty stricken, neglected, psychologically isolated, riddled with exploitation, broken promises, and conflict" (cited in Rubin, 1971, p. 38).

In recent years, advances in research on effective schools and the variables that contribute to instructional effectiveness have increased attention on the need for high quality staff development programs (see, e.g., Bloom, 1976; Brophy, 1979; McDonald & Elias, 1976; Medley, 1977). However, relatively few such programs have been forthcoming. In fact, as recently as 1983, Howey and Vaughan described the current practice of staff development as

... a potentially well-supported (in terms of resources) enterprise that is fragmented, not frequently engaged in on a continuing basis by practitioners, not regarded very highly as it is practiced, and rarely assessed in terms of teacher behavior and student learning outcomes (p. 97).

Other reports by Flanders (1980), Harris, Bessent, and McIntyre (1969), Howey and Joyce (1978), Lawrence (1974), McLaughlin and Marsh (1978), Rubin (1978), Wagstaff and McCullough (1973), and

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# Teacher Change And The Staff Development Process

**Ward Sybouts, Frederick C. Wendel**



## **Teacher Change And The Staff Development Process:**

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**The Practice of Constructivism in Science Education** Kenneth G. Tobin, 2012-11-12 This volume provides a needed elaboration of theories and potential applications of constructivism in science education Although the term constructivism is used widely there has been a dearth of materials to guide science educators concerning the potential of constructivism to influence what is done in the field In fact there has been a tendency for constructivism to be viewed as a method that can be used in a classroom This view tends to diminish the power of constructivism as a way of thinking about education and in particular about science education The chapters in this book address the need to document the theoretical roots of constructivism and to describe how practitioners have applied constructivist oriented beliefs in the practice of K 12 teaching of science and mathematics as well as teacher education Not only does this book contain different theoretical perspectives on constructivism but it also features a chapter that critiques constructivism as an epistemology Specific topics covered include cooperative learning the negotiation of meaning problem centered learning social construction of knowledge science in culturally diverse settings curriculum planning and implementation and instructional technology Issues associated with the preparation and enhancement of science teachers and the reform of science education are also explored

Changing Schools, Changing Practices Dr. Manfred Lang (Dipl.-Psychologe), 1999

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**The Training and Development of School Principals** Ward Sybouts, Frederick C. Wendel, 1994-12-08 The school principalship is one of the most demanding and misunderstood jobs in American education This professional reference offers practical advice on how to perform that job successfully The volume overviews the efficient management of resources the importance of strategic planning and the legal and business concerns that principals must face The book also emphasizes the role of the principal as a leader in the educational community

*Mentoring and Supervision for Teacher Development* Alan Reiman, Lois Thies-Sprinthall, 1998 This text synthesizes instructional supervision adult development teacher education and mentoring and ongoing professional development Also forges links between preservice teacher education mentoring and school based supervision Practical examples and case studies are drawn from extensive work with urban suburban and rural

school systems as well as a number of state national and international public school university consortia First book in the field to focus on mentoring Provides a unique framework for action reflection grounded in theory and 20 years of research to guide supervision and professional growth programs Ch 4 Distinct chapters discuss guided reflection Ch 13 and ethics relative to supervision Ch 15 Biographies highlight leaders in the field

**Handbook of Research on Teacher Education** John P. Sikula, Association of Teacher Educators, 1996 In 1990 the first edition of the Handbook of Research on Teacher Education offered a comprehensive introduction to research based reform in the classroom emphasizing the need to create effective educational models in direct response to the evolving needs of different school settings Six years later as research based reform continues to strike a balance between the academic theories and classroom realities of our nation s schools the second edition of the Handbook seeks to balance the transitory nature of a career in education with the long term commitment such a career entails

**Teacher Education Quarterly**, 1997 **Research on the Education of Our Nation's Teachers** David M. Byrd, D . John McIntyre, 1997-02-05 Aptly addresses state of the profession issues Thoughtful scholarly papers followed by multifaceted reflections and implications sections help the reader answer 21st century questions This yearbook should be must reading for teacher education faculty and students Elaine Jarchow Dean College of Education Texas Tech University Bravo These authors carve new mind sets in education by examining what is important to us purpose and vision what ideals norms and practices generate high quality intellectual growth for students and ourselves and what challenges and struggles help transform teaching learning and leading Mary John O Hair Associate Dean College of Education University of Oklahoma The Fifth Annual Yearbook of the Association of Teacher Educators focuses on a topic vital to the welfare of our country the education of our nation s teachers This volume provides you with the latest research and guidelines for improving the education of preservice and inservice teachers One of the most recent goals added to the Goals 2000 program emphasizes the professional development of teachers In order to be successful educational reform and increased student learning must be linked to the continued professional development of teachers This edition of the ATE Yearbook examines four aspects of teacher education context process curriculum and communication Each section focuses on one of these themes and includes a chapter that provides the framework and overview topic and subject studies and a closing chapter that discusses the theme s implications Researchers and practitioners examine the following topics Multicultural education and diversity Subject perspectives of new and experienced teachers School and university partnerships Local communities and global perspectives The information in this yearbook is designed to offer insight and spark debate about the current state of the continuum of professional development

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