This two-part document explores the person-centered approach to performance-based teacher education as used by Project Change at the State University of New York College at Cortland. Part one discusses the program and its evaluation. Developed as part of a graduate program in early childhood education, the project is characterized by the following features: (a) students direct their own learning; (b) courses are practicum-centered; (c) the program is performance-based; (d) the program is developmental; and (e) the program seeks to develop teachers who are open to change and capable of fostering change in others. Evaluation of the program is conducted by three methods: (a) constant process evaluation with feedback from staff and students; (b) comparative evaluation comparing project courses with other education courses at the college. Included in the evaluation are measures of student products and attitudes, and teacher behavior beyond the classroom; and (c) the Open Classroom Observation Inventory which documents the degree of openness in a teacher's classroom. Part two discusses philosophical and operational principles and competencies for a person-centered teacher education program based on a theory of human growth. A chart indicating competency objectives, assessment procedures, and illustrative student performance is included. (JS)
Project Change

A PERSON-CENTERED APPROACH TO COMPETENCY-BASED TEACHER EDUCATION

A Position Paper by

Project Change
Center for Educational Change

and

Early Childhood Teacher Education
State University of New York
COLLEGE AT CORTLAND
Cortland, New York 13043

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AN OPEN, PERSON-CENTERED APPROACH TO PERFORMANCE-BASED TEACHER EDUCATION

Thomas Lickona
Director, Project Change

For those persons who don't know where Cortland is, I'd like to provide a little background. Cortland is a quiet town nestled in the sleepy hills of Central New York, about 35 miles south of Syracuse and 20 miles north of Cornell University. It's in the heart of the Finger Lakes region, a very pretty area of the State -- a lot of good wine comes out of those parts. It's also a conservative, old-fashioned kind of town; the people there like to say that Cortland is a place where sex is still dirty and the air is still clean.

In 1970, the State University College at Cortland had the good fortune to be selected by the Early Childhood Branch of the Office of Education as a site for a regional graduate program in early childhood education. Our first task was to develop from scratch a Master's Degree program for teachers of 3-10-year-old children. Our second objective was to work in an 8-county area with programs for young children that showed evidence of wanting to change, to move in some new directions. So from the outset, a measure of our performance as a program has been our success or shortcomings in building bridges between the College and the schools -- in developing the College as a resource center that helps teachers out on the firing line and helps schools create good programs for young children.

Over the last two years we have developed a program for early childhood teachers on which we think we can hang the shingle "Performance-Based," although it hangs a little crooked from some points of view. We decided somewhere along the way that changing teacher education and changing classrooms for children really meant only one kind of change, applied to two kinds of situations.

We decided that the same principles that hold for children's learning and development also hold true for teachers' learning and development. Teachers, like children, learn at different rates and in different styles. As Ruth Flurry, Chief of New York State's Bureau of Child Development, wisely points out, all adults tend to learn new things best when they get some concrete experiences before lots of abstract reasoning, when what they do is largely self-initiated rather than laid on, when they are in control of their learning rather than someone else, and when the risk of failure is low and the

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1 This paper is adapted from remarks given at a Northeastern Conference on Performance-Based Teacher Education sponsored by the American Association of Colleges for Teacher Education, Teacher Corps, and the U.S. Office of Education.
chance of success high. Adult learners, like children, should be active rather than passive; pooling their resources rather than competing; experimenting and creating; making choices; taking a good deal of responsibility for their own learning. In short, we decided that a good teacher education program should be like a good experience-based classroom for children.

This straightforward notion is the broad philosophical foundation on which we've tried to build a competency-based program. Before describing some of the nuts and bolts of that program, I would like to briefly sketch some of the other general assumptions or objectives that define our educational world view.

(1) We believe that a good teacher education program should help teachers develop a new view of what schools are for. We agree with James Coleman that the primary purpose of schools should not be to "teach" children -- in the sense of didactically transmitting information and skills. We are much closer to Dewey's notion that true education is not direct teaching, but providing the conditions that support the development of the child -- through stages of intellectual and social-moral reasoning that are part of a natural growth pattern.

We agree with Bronfenbrenner's notion that schools should be a major force in improving the human ecology, in better integrating the lives of children and adults. That means a real effort to bring the community into the school, and the school out into the community. (This isn't always easy. One trucker, on his way to a school with a 100-foot steel girder, got stuck in the town's main intersection trying to negotiate the turn.)

We believe that schools should be organized to support the development of the child's sense of personal control over his environment -- the extent to which the child feels that he is in control of what happens to him, that he can make an impact on his environment, that he has the resources for success within himself. This is similar to the feeling that you are captain of your ship, master of your fate, and the opposite of the feeling that personal effort doesn't pay off, it's mostly a matter of luck, other people call the shots. The famous Coleman Report found that students who have a strong feeling of personal control are very likely to succeed in school, and that students who feel externally controlled are very likely to fail.

(2) We also think that a good teacher education program needs to be person-centered first and performance-based second. Coleman has also said that the trouble with schools is that they always try to solve problems directly. If a kid can't do math, you step up the math lessons; if he can't read, you work like the devil to teach him how to read.

The indirect approach is to try to support the development of the person as someone who sees himself as competent; then the competencies will come. (Obviously this is an interactive process; one doesn't feel competent if one has never done anything
well.) In teacher education, this means creating the conditions under which teachers will develop a different view of themselves and their profession, a new sense of the possibilities, a feeling, as one teacher in our program expressed it, that "I as a teacher can try almost anything I want -- I don't have to sit back and take anyone's word for anything." Increasing the teacher's sense of personal control becomes, from this perspective, a basic objective of teacher education. This is a kind of change that may take longer to create than specific performances on specific teaching tasks, but the effects of a change in the teacher as a person can be profound and far-reaching. As some sage has written, "To be educated is not to have arrived at a destination, but to travel with a different view."

Finally, we believe with Silberman that the ultimate goal of education should be to create a more humane society. This belief is a return to the theme that a good teacher education program needs to consider ends, not just means; it needs a vision of what it's all about. I think there is a growing recognition among people in the performance-based teacher education movement that teachers need this existentialist vision of learning, and that the opportunities to develop it need to be part and parcel of any good competency-based program. Without that kind of vision, performance-based teacher education can become a kind of sterile IPI for teachers, with the whole being less than the sum of its parts. As Arthur Combs has put it, what education and society both need is not more efficiency, but more humanity.

The early childhood program in practice consists of the following courses:

INSTITUTE IN PERSONAL LEARNING AND CLASSROOM DEVELOPMENT
LEARNING EXPERIENCES FOR YOUNG CHILDREN
PROGRAMS AND THEORIES IN EARLY CHILDHOOD EDUCATION
COPIING WITH INDIVIDUAL DIFFERENCES IN THE CLASSROOM
PIAGET AND DEVELOPMENTAL EDUCATION
AN INTEGRATED APPROACH TO READING, COMMUNICATION SKILLS, AND THE LANGUAGE ARTS
TEACHER STRATEGIES FOR CHANGE
ENVIRONMENTAL SYSTEMS AND THE CHILD
INDEPENDENT STUDY IN EARLY CHILDHOOD EDUCATION

These courses are defined by the following features.

#1. **Students direct their own learning.**

Students are free to choose from a wide range of "knowledge and behavioral competencies" the ones which best fit their interests and needs. In the course "Coping with Individual Differences," for example, a student first chooses the content areas (e.g., psychomotor development and self-concept development) in which to do his competency projects. He then selects a particular problem within each of those areas (e.g.,
a child he has observed is a sociometric isolate), and proceeds to
do a more refined diagnosis or observation of the problem, design
a strategy for coping with the problem, implement the strategy with
the child, and evaluate its effectiveness. This comprises a "be-
havioral competency" project. As a corresponding "knowledge compen-
tancy" project, the student might choose to prepare an annotated
bibliography relevant to his content area that would be useful to
other teachers. Or the teacher might opt to prepare a booklet of
suggested coping strategies that could be employed by a parent or
another teacher, or conduct a workshop in the behavioral competency
for members of the course or for the home-school staff.

A kindergarten teacher wrote recently that for her, the greatest
strength of the program is "being able to choose what you want to ex-
plode and having all the information and help and support you need to
expand in that area."

#2. Courses are practicum-centered.

The vast majority of persons in the early childhood courses
are part-time students who are full-time teachers in an area school.
Most, therefore, have their own classroom as a daily practicum site.
Class lectures and discussions are frequently organized around the
content areas in which students do their field competency projects.
There is an effort to integrate the practicum experience with
academic work rather than simply add practicum to theory.

#3. The program is performance-based.

Course requirements are met entirely by doing field competency
projects, e.g., developing a psychomotor program for an individual
child, setting up an open classroom interest center, generating and
using developmentally appropriate learning materials, or launching a
parent volunteer program or a teacher resource center in a school.
Since the students are spread far and wide throughout the region, the
four-person program staff is able to directly observe the performance
of only a small percentage of the graduate students (namely, the full-
time students who are supported by fellowships). Typically, we rely
on a form of student self-report: a slide presentation, a talk to the
class, or a detailed written description of the project that is sub-
mitted to the instructor. The common denominator is that credit is
earned by planning, carrying out, and documenting some kind of educa-
tional change. There are no examinations or term papers.

Moreover, there is no predetermined criterion of "performance
success" in the competencies that students choose to acquire. Our
feeling is that not only would it be impossible to specify in advance
a success criterion for all the varied projects that students do, but
it would most likely be stifling if we tried. The program at Cortland
strongly encourages teachers to break new ground in their own develop-
ment, in some cases to go out on a limb and risk failure. Beginning an
informal classroom in a school that has none or giving your first work-
shop at a conference are behaviors that would be harder to elicit with
some standardized criterion of success and failure staring the student
in the face at the very outset. If you are looking for real growth in
teachers, you should define competence as willingness to undertake something significant and new and see it through to some level of development, if not completion.

#4. The program is developmental.

In keeping with the conception of an open classroom as self-developing and open to multiple possibilities, the program is conceived as organic, with growth and change defined as absolutely central. This means a lot of staff soul-searching, or what the evaluators call "process evaluation." It also means asking students to share the responsibility of developing a good teacher education program. We find, to paraphrase Ford, that some student has a better idea. One staff member reacts this way: "It liberates all kinds of resources, and it takes the instructor off a hook he shouldn't be on. You are no longer solely responsible for making a course a good experience; everybody is responsible." A student's reaction: "The creation of a free atmosphere in which students feel they can make criticisms and contributions is a marvelous achievement."

Out of this shared responsibility for the quality of the program comes a mutual respect and a collegiality between students and staff that are based on something real. Under conditions of mutual esteem, it is natural for people to be on a first-name basis, and they are. As Dorothy Cohen has recently said, where there is respect in a relationship, affection often follows.

#5. The program seeks to develop teachers who are open to change as persons and capable of fostering change in others.

The course in the program which does the most to put this principle into practice, "Teacher Strategies," is described in detail in Ruth Nickse's paper on "How to Change Schools from the Inside." The objective of this course is to help the teacher develop into a leader of change in the school -- to become effective in dealing with everyone who affects the educational experience of children: fellow teachers, parents, the principal, the school psychologist, the Board of Education.

The emphasis on change is really the heart and soul of the Project's program. Underlying this emphasis is a belief that it should be possible to create the conditions under which change is a natural process -- in persons and in schools. As Ruth Flurry has pointed out, that is the way we start out -- the developing child is not only open to change, but reaches out for it. It ought to be possible for people to recapture this kind of growth competency -- if the conditions are right.

The teachers who shoulder the heaviest responsibility for changing their schools are ten outstanding teachers selected from the region each year as graduate fellows in the program. At the same time that they are full-time graduate students, they are part-time teachers in
their home schools. The single most important thing these teachers
do, we think, is to create a support system for teachers within their
schools -- and competence in doing this should be a major objective,
we think, of any performance-based teacher education program. Joseph
Featherstone has written that teaching is a lonely profession, and a
teacher trying to introduce change bears a double burden of loneliness.
Teachers need support; they need it from their principals, and they
need it from each other. In the past, they have been victims of the
myth of competence -- four years of teacher training, and you should
know what to do when you face a room full of kids. Performance-based
teacher education runs a grave risk of giving the competence myth new
life -- four years of performance-based teacher education and you'll
be competent to solve all the problems those 30 kids present.

The truth, as we see it, is that people develop most of their
competence on the job, and it's on the job, in the schools, that
teachers most need a support system for their ongoing professional and
personal development. Teachers who leave a college program with some
skill in and motivation for developing such a support system have left
with the most critical competence of all. The college, moreover, has
a responsibility to actively support the ongoing development of such
support systems in schools; it needs to follow-through with its graduates
as they undertake change within and beyond their classrooms. Too often
teacher education programs have been like many Headstart programs; there
is no follow-through and consequently no lasting growth.

The best evidence of the worth of the Strategies course is what teachers
have done and what they say about themselves. These are some of their
responses to the question "What have you gained from this course?"

"Courage to speak my mind in public at board
and school meetings. A deeper level of pro-
fessional commitment."

"A better understanding of the possibilities
available to change what needs changing. This
course is applicable to just about everything
I do in my professional life."

"I have gained a better understanding of how
the power structure in my school operates. I
learned that I'm capable of implementing
change -- that was a real shock to me!"

"I learned that you must believe totally in
your goal, have all the data, stick to your
topic, study each aspect without flinching,
and then charge ahead."

"I have gained confidence in my own ability to
help bring about change. I have acquired skills
in working with people in order to facilitate
change. I have a much better understanding of
the problems and process involved in change. I
have also learned patience and a better under-
standing of the needs of teachers as people.
I gained much courage."
What does evaluation look like in an open, person-centered performance-based program? In our program it takes three forms.

(1) There is the constant process evaluation already mentioned -- feedback from staff and students and ongoing change. There are course evaluations, written and verbal, both during and at the end of courses. Much of the most valuable feedback comes through the one-to-one meetings that each full-time student has regularly with his or her "staff associate." The informal personal and professional relationship that develops through these meetings is in many cases the most important part of the program, the glue that holds everything else together, in addition to providing for monitoring of the student's learning.

(2) There is a comparative evaluation underway -- comparing the new early childhood education courses with other education courses at the College. This study examines three dimensions of student learning and behavior:

(a) The products that students produce: the behavioral competencies they perform. This kind of evaluation simply points to the obvious evidence of tasks completed, work done. It recalls the story about the British head who was asked by two American psychologists for some data on the effectiveness of the open approach as practiced in his school. He got up, walked to his files, pulled out a huge leather portfolio filled with children's paintings, essays, poems, and plays they had written, plopped the portfolio on the table and said, "There, gentlemen, are my data."

(b) Student attitudes toward various aspects of their experience in a course (was it relevant, well-organized, open to student input, etc.) and toward their own sense of competence in the course content area (can they ask intelligent questions, discuss major issues, apply knowledge, etc.).

(c) Teacher behavior beyond the classroom, as measured by an instrument we developed called the Total Teacher Profile. It's designed to get raw descriptive data -- simple frequency counts -- on all of a teacher's professional activities that extend her sphere of influence.

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1 a monograph on this evaluation study, now completed is available at a cost of $2.50 from Project Change.
outside her own classroom: conferences attended, workshops given, committees chaired, meetings with the principal, any kind of informal sharing with colleagues, changes introduced in the school.

(3) The third phase of the program evaluation uses an Open Classroom Observation Inventory developed by Wallberg and Thomas to document the degree of openness in a teacher's classroom. Here we are looking directly at performance and at everything that is going on in the teacher's classroom: how are time, space, and materials organized? Are children involved in learning? Is there evidence of record-keeping? Use of the community as a resource? And so on.

In the end, of course, it is what students say about their experience in a program that counts the most. One of our graduates recently said that the program helped her develop because "there were people who cared, who allowed me to learn in my own way, and who expected excellence." While she was in the program, this teacher wrote, "I am having great difficulty charting my growth as a teacher apart from my growth as a person...I have discovered talents I never knew I had." That kind of statement reaffirms our belief in the Socratic notion that true education, with teachers or children, is not putting in, but drawing out. In the words of the Prophet, the wise teacher "does not bid you enter the house of his wisdom, but rather leads you to the threshold of your own mind."

I would like to close with something from Buckminster Fuller that returns to the idea that performance-based programs need to be person-centered. Buckminster Fuller writes in a moving photographic essay that

A child thinks in terms of wholes. He has big questions...he wants to understand the universe...But school tells him he has to take the parts first...A..B..C...1..2..3...And he never gets back to the wholes.

Teachers -- all adults -- also tend to think in terms of wholes, given the chance. They, too, frame questions that sweep across many realms of experience, given the chance -- questions like, "What is education for?" and "What kind of a society do we want to build?" Performance-based teacher education needs to nurture this tendency, not stifle it. It needs to avoid fragmentation and regimentation at all costs. It needs to give students enough freedom to fashion their own wholes, to synthesize their own educational world view that will sustain them in their mission to help children develop their fullest humanity.
Part II
PRINCIPLES AND COMPETENCIES
FOR A
PERSON-CENTERED TEACHER EDUCATION PROGRAM

This section delineates more explicitly the philosophical and operational principles underlying a person-centered approach to competency-based education as practiced by Project Change in its Master's Degree concentration in developmental early childhood education (for teachers of preschool and elementary school children).

Project Change's approach is offered as only one possible way of implementing competency-based teacher education. It is based on a particular theory of human growth. This approach has received highly positive evaluations from students in the program, support from a research evaluation of Project graduates, invitations to present at several national conferences on CBTE, and the 1973 Distinguished Achievement Award for Excellence in Teacher Education from the American Association of Colleges for Teacher Education.
Guiding Principles

PRINCIPLES OF PROGRAM DEVELOPMENT

1. The mandate to provide the learning conditions under which teachers develop professional competence has universal validity as a goal of competency-based teacher education; diverse means to that goal should, in an experimental and humanistic spirit, be encouraged.

2. The parameters defining the broad boundaries of what constitutes a sound competency-based program should pragmatically and ethically be a collaborative decision that respects the professional judgment and principles of the persons charged with responsibility of implementing the teacher education program.

PRINCIPLES OF TEACHING AND LEARNING

3. The approach to education that is most supportive of lasting growth is an organic, human development, and person-centered approach which emphasizes growth from within the person rather than behaviors modified from without in the manner of engineering. The organic model stresses creating the conditions, resources, experiences, and guidelines that maximize self-development. This necessitates allowing for choice on the part of the learner and precludes a linear sequence of instructional activities which are the same for all persons. Teachers opt, for example, to take different courses within the program, and to develop different competencies within the courses, depending upon initial level of development and personal interests.

4. The development of competence needs to be viewed in the context of the idea that teaching is an art, an expression and extension of the teacher as a person, rather than the implementation of a set of discrete technical skills. Consistent with this notion, competencies in professional practice are best seen as a synthesis of many behaviors expressed as a unity or "gestalt." In various individuals the components may be different and still form basically the same total competence pattern.*

5. In accord with a human development perspective, competency growth must be conceived as ongoing, extending well beyond the completion of the training program. Therefore it is important for a program to foster a desire and capability for continued professional development as well as to help support continuing teacher development (for example, through teachers' centers).

6. To enhance the student's internal sense of control over his own destiny, shown by research to profoundly affect learning, the program must involve students in decision making not only with regard to the individual path of learning but also with regard to the structure (options, requirements, resources, etc.) of the program itself. Students, in other words, must be encouraged to pass judgment on the "competence of the program" to support their development, and to assume an active responsibility for helping to improve the quality of their educational experience.
ASSESSMENT PRINCIPLES

7. From a human development perspective, competency achievement should not be assessed in terms of a single, predetermined criterion of "performance success." A program which encourages persons to become open to change, to break new ground in their own development and in some cases go out on a limb and risk failure, avoids confronting the learner in advance with a standardized criterion of success and failure. Competence is measured in relative rather than absolute terms. Both rate of competency development and final level of attainment will vary inevitably as a function of individual differences in initial level of capability, growth rates, interests and aspirations.

8. Assessing competency development with working teachers in a graduate-level program, as well as the program content itself, differs from what might be desirable or feasible in assessing learning with in-experienced students in controlled conditions. Working teachers bring to the program an existing classroom which often labors under some imposed constraints, real or perceived. Realistically and ethically, teachers will largely set the classroom conditions under which they will demonstrate a new competence.

9. Assessment procedures must be multiple when students are scattered over a wide geographical region (as they are in the case of Project Change, which has students from a 10-county region in Central New York). Given present manpower, on-site field observation of teacher behavior is not always possible as an assessment procedure, and must be supplemented by various forms of student documentation and self-report of competency achievement. Project research which directly observed a sample of teachers as well as those field visits which do occur indicates the general validity of self-report as a measure of actual teacher behavior.

10. To aid learning, evaluation should support rather than threaten the teacher. This means that the evaluator needs to function simultaneously as a resource person, and that this role and the role of facilitating the teacher's own self-evaluation, are emphasized in staff-student interaction.

The above principles guide the formulation of the competency objectives and program methods that follow.

* We are indebted for parts of competency statements #4 and #7, as well as for the concept of "illustrative performance," to the Competency-Guided Teacher Training Project at the University of Texas at Austin, in particular to Darryl Townsend, Project Coordinator, for making a monograph on their Project available.
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<tr>
<th>COMPETENCY OBJECTIVES</th>
<th>ASSESSMENT: Procedure and Conditions</th>
<th>ILLUSTRATIVE STORY</th>
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<tr>
<td>1. Demonstrates a capacity to do an in-depth investigation of a personal interest in the context of a rich learning environment requiring independent decisions about the effective use of time and resources; is able to function in a situation parallel to a good experience-based classroom.</td>
<td>Student submits Personal Investigation Plan early in Institute; discusses dev. of investigation in individual meetings with staff member and with staff and peers in regular small-group sessions; describes progress in weekly Personal Investigation Log submitted to staff member for reading and comments.</td>
<td>A second-grade Institute with the new personal interests enriches her program; she participates in the Institute staff to be offered: creative study, photography, aesthetic education. The student an overview for an in-depth...</td>
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<tr>
<td>1.1 Defines an area for personal investigation and reasons for choice.</td>
<td>Inferred through staff observation of student's activity during Institute, and from student's statements in conversation and in log.</td>
<td>These start-areas are combined sessions on &quot;procedure to equip the student valuable both in subsequent graduate... as: choosing a personal goals, developing finding and using sources, using staff sources effectively, using student's statements in conversation and in log.</td>
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<tr>
<td>1.2 Demonstrates &quot;internal locus of control&quot; by seeking information needed to make decisions, evaluating alternatives, and assuming personal responsibility for quality of own learning experience.</td>
<td>Same as for competency 1.2</td>
<td>After a period of many choices, creative writing study. She meets person in this avenue Investigation Plan goals that she holds Institute. She participates in instructor-led sessions and begins to speak creative writing in searching out...</td>
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<td>1.3 Uses human and other resources wisely (able to meet own needs)</td>
<td>Same as for competency 1.2</td>
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<td>1.4 Manages affective problems in learning (able to tolerate frustration, and restore personal equilibrium)</td>
<td>Same as for 1.2</td>
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ASSESSMENT: Procedure and Conditions

Student submits Personal Investigation Plan early in Institute; discusses dev. of investigation in individual meetings with staff member and with staff and peers in regular small-group sessions; describes progress in weekly Personal Investigation Log submitted to staff member for reading and comments.

Inferred through staff observation of student's activity during Institute, and from student's statements in conversation and in log.

Same as for competency 1.2

Same as for competency 1.2

A second-grade teacher enrolls in the Institute with the objective of developing new personal interests that can be used to enrich her program for children. Initially, she participates in "start-up workshops" by the Institute staff in the interest areas to be offered: creative writing, nature study, photography, moral development, and aesthetic education. These sessions give the student an overview of options available for an in-depth personal investigation.

These start-up workshops on "content" areas are combined with learning-to-learn sessions on "process competencies" designed to equip the student with learning skills valuable both in the institute and in subsequent graduate courses, competencies such as: choosing a project, defining realistic goals, developing a timetable for learning, finding and using available learning resources, using staff and other human resources effectively, reading, self-evaluation, communicating with others, and documenting one's learning through writing and other forms.

After a period of frustration in the face of many choices, the student decides on creative writing as an area for in-depth study. She meets with the staff resource person in this area and develops a Personal Investigation Plan which identifies the goals that she hopes to meet through the Institute. She participates in a series of instructor-led sessions in creative writing, and begins to spend time on her own in creative writing experiences and in searching out available resources.
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<tr>
<td>1.5 Provides ongoing evaluation of institute experience and actively contributes to creating environment that meets participants' needs.</td>
<td>Student submits weekly written evaluation of Institute, and makes suggestions for improvement during small-group cluster sessions and weekly &quot;class meeting&quot;; personally contributes ideas and materials to provisioning the environment.</td>
<td>Additional staff resource meetings with chosen creatively and written reflection. Investigative process of creating self as a learner.</td>
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<tr>
<td>1.6 Documents personal learning through writing and other forms of representation.</td>
<td>Personal Investigation Log (ongoing); written &quot;Profile of a Personal Investigation&quot; submitted at end of Institute; graphic display of personal learning project.</td>
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<td>2. Relates sensitively and supportively to peers; shares ideas and helps colleagues with the development of their personal learning project and their classroom teaching.</td>
<td>Does student serve as learning resource for fellow participants during Institute sessions? Display understanding of and tolerance for viewpoints of others during small-group discussions and class meetings?</td>
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<td>3. Develops a classroom which extends ideas and insights gained through personal learning into good learning experiences for children.</td>
<td>The staff member that the student has chosen to work with regularly keeps abreast of the teacher's classroom development through individual conferences and seminars on extending personal learning into curriculum for children. The teacher, as part of the Personal Investigation Log and Final Report, describes changes planned and implemented in his or her classroom, how these changes relate to defined developmental goals for children, and how they draw upon the process and content of the teacher's own personal investigation.</td>
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<td>3.1 Identifies parallels between own learning as adult and learning process in children and applies this understanding to development of own classroom.</td>
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After about six seminars on closing. In these exchanges ideas on how to extend experience into experiences for the teacher see the Institutes writing, for the activities. To read resource meet informally.

From her own writing, the importance as a source of need for planning the necessity of sharing value of sharing others engage decides that room need more time for class meeting |
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<td><strong>Student submits weekly written evaluation of Institute, and makes suggestions for improvement during small-group cluster sessions and weekly &quot;class meeting&quot;; personally contributes ideas and materials to provisioning the environment.</strong></td>
<td>Additional conferences with the staff resource person, cluster-group meetings with other teachers who have chosen creative writing as an area, and written reflections in her Personal Investigation Log help the student to clarify what she is learning about the process of creative writing and about herself as a learner.</td>
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<tr>
<td><strong>Personal Investigation Log (ongoing); written &quot;Profile of a Personal Investigation&quot; submitted at end of Institute; graphic display of personal learning project.</strong></td>
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<tr>
<td><strong>Does student serve as learning resource for fellow participants during Institute sessions? Display understanding of and tolerance for viewpoints of others during small-group discussions and class meetings?</strong></td>
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<tr>
<td><strong>The staff member that the student has chosen to work with regularly keeps abreast of the teacher's classroom development through individual conferences and seminars on extending personal learning into curriculum for children. The teacher, as part of the Personal Investigation Log and Final Report, describes changes planned and implemented in his or her classroom, how these changes relate to defined developmental goals for children, and how they draw upon the process and content of the teacher's own personal investigation.</strong></td>
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<tr>
<td><strong>From her own experiences in creative writing, the teacher comes to realize the importance of first-hand experiences as a source of ideas for writing, the need for plenty of uninterrupted time, the necessity of a supportive non-threatening learning situation, and the value of sharing one's efforts with others engaged in the same process. She decides that the children in her classroom need more concrete experiences, more time for writing activities, and a class meeting for sharing and discussing...</strong></td>
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</table>
Competency Objectives  | Assessment: Procedure and Conditions  | Illustrative Studies
---|---|---
3.2 Identifies appropriate developmental goals for own children ("What do you want your children to be?") in light of own learning experience and new knowledge about children. | (Described above: Individual conferences, seminars, Personal Investigation Log, and Final Report) | what they have done.
3.3 Extends the content area (e.g., creative writing, photography, nature study) of one's personal investigation into curriculum activities appropriate for own children. | | After attending In aesthetic education her children also need with other forms of creation art, dramatics, and movement begins to define her desire for her children: that they develop, through esteem for themselves.
3.4 Develops other relevant dimensions of classroom (spatial organization, use of time, provisioning of materials, role of teacher) needed to support the kind of learning the teacher now wants for his or her children. | | The participant gathers her curriculum and classroom experiences ideas from with particular dimensions such as spatial organization, and record-keeping meetings and the Personal Investigation Log shares the results of colleagues and staff.
3.5 Documents classroom development and the connections to personal learning in the Institute. | | They also make sense of implementation planning.

*When the Institute is offered during the summer session, the teacher's classroom development will consist of planning for implementation upon return to teaching in the fall. When the Institute is offered during the academic year, both planning and implementation can occur.*

As a graphic representation of classroom development and the connections to personal learning, the teacher does a display of her own creative writing projects by the children. She also does a "learning profile" of the children's learning that has been reported in greater detail in the teacher's Profile, submitted to her colleagues at the close of the Institute.
ASSESSMENT: Procedure and Conditions

(Described above: Individual conferences, seminars, Personal Investigation Log, and Final Report)

ILLUSTRATIVE STUDENT PERFORMANCE

what they have done.

After attending Institute workshops in aesthetic education, the teacher feels that her children also need broader involvement with other forms of creative expression -- with art, dramatics, and movement, for example. She begins to define her developmental goals for her children: that they be able to enjoy different forms of personal expression, and that they develop, through personal expression, esteem for themselves and others.

The participant gradually makes changes in her curriculum and classroom organization, incorporating ideas from Institute sessions dealing with particular dimensions of the classroom such as spatial organization, materials development, and record-keeping. Through cluster meetings and the Personal Investigation Log, she shares the results of her classroom changes with colleagues and staff. They in turn share their experiences and make suggestions for dealing with implementation problems that arise.

As a graphic representation of her personal investigation and classroom development, the teacher does a display showing the development of her own creative writing and creative writing projects by the children in her classroom. She also does a "learning tree" diagram showing the different kinds of personal growth & children's learning that have branched out from the creative writing experiences. All of this is reported in greater detail in narrative form in the teacher's Profile of a Personal Investigation, submitted to her staff advisor at the close of the Institute.
## Program Experience: TEACHER STRATEGIES FOR CHANGE (3hrs.)

### COMPETENCY OBJECTIVES

1. Demonstrates ability to take a leadership role in bringing about educational change.

   1.1 Demonstrates understanding of research on teacher as a person and professional

   1.2 Demonstrates knowledge of organizational theory, characteristics of organizations in general & school in particular, and problem-solving approach to change in the schools

   1.3 Carries out needs analysis of school and identifies area where change is needed and likely to be successful

   1.4 Completes field-force analysis (who is for and against this change and how strongly)

   1.5 Organizes support group to assist in implementing change

   1.6 Plans change in sequence of steps with support group

   1.7 Gains support of key persons or groups with power to affect success of change

   1.8 Creates favorable advance publicity for planned change

   1.9 Implements change

### ASSESSMENT

1. Progress log submitted to instructor on monthly basis (reflects understanding of change process and provides running account of steps carried out in accordance with indicated problem-solving competencies)

2. Individual conferences with students on progress log

3. "A Case Study of Change": final report submitted to instructor at end of semester; documents observable change successfully implemented (including supplementary documentation such as newspaper articles), as well as analysis of any failures.

### ILLUSTRATIVE STUDY

A third-grade teacher at a school where very little has occurred over the past year, morale is generally low, and teachers are searching on teachers and students to think that the ideological resistance as a tendency to be resistant against the possibility of change. Teaching of Havelock's Theory to Innovation in Education the idea that an apparent organization like the school might quite favorably to a new project. Given the fact that children are fighting and destructing over lunch hour (caused by community. His field crew identifies some persons who informed and involve who live across from and want to live across from and "don't want to live across from" and the grounds maintain the principal and the teachers seek the support of and organizes a task force to carry out the work of change. This group presents
### Program Experience: TEACHER STRATEGIES FOR CHANGE (3hrs.)

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<td>(1) Progress log submitted to instructor on monthly basis (reflects understanding of change process and provides running account of steps carried out in accordance with indicated problem-solving competencies)</td>
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<td>(2) Individual conferences with students on progress log</td>
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<tr>
<td>(3) &quot;A Case Study of Change&quot;: final report submitted to instructor at end of semester; documents observable change successfully implemented (including supplementary documentation such as newspaper articles), as well as analysis of any failures.</td>
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A third-grade teacher comes in from a school where very little change in program has occurred over recent years and morale is generally low. Exposure to research on teachers and principals leads him to think that the problem may not be ideological resistance to change so much as a tendency to be threatened by the prospect of change. The teacher's reading of Havelock's *The Change Agent's Guide to Innovation in Education* supports the idea that an apparently conservative organization like the school will respond quite favorably to a particular change if the proper strategy is used.

Given the nature of his school and the fact that children have little to do over lunch hour (causing problems such as fighting and destruction of property), the teacher decides there is a need for an adventure playground and a likelihood that such a project would be welcomed by a broad spectrum of people in the school and community. His field-force analysis identifies some persons who may be negative unless informed and involved: e.g., the residents who live across from the school play area and "don't want to look at any junk city") and the grounds' maintenance men. He enlists the principal and the superintendent to seek the support of these potential opponents and organizes a task force to plan and carry out the work of building the playground. This group presents its proposal to the Board...
### Program Experience: TEACHER STRATEGIES FOR CHANGE (3hrs.)

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<th>COMPETENCY OBJECTIVES</th>
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<td><strong>Teacher Strategies (cont.)</strong></td>
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1.10 Evaluates change and plans for steps in future to assure its permanence

2. Demonstrates a heightened sense of possibilities for teacher-initiated change and makes ongoing commitment to participation in a vehicle for raising the standards of the teaching profession and the quality of education in the schools

3. Demonstrates ability to inform public about educational change in persuasive and non-threatening way

4. Engages in effective efforts to disseminate expertise and information to professional colleagues (inservice education aimed at bringing more teachers into movement toward child-centered education)

Analysis of teachers' statements about personal leadership capacities (e.g., "I gained much confidence in my ability to bring about change"); record of teachers' involvement in change-oriented teacher organizations, centers, and so on.

Self-report on parent conferences (success in explaining program), talk to PTA, etc.

Written dissemination efforts; workshops given for other teachers (self-report); record of informal consultation with other professionals that resulted in some positive change.

Teacher says at en: acquired a 'can-do' rationalizing inactivity-centered group. An activity-oriented group found and been joined by a new teachers' center in the district.

Through a series of activity-centered program of group of parents, teacher writes article for Project Change (disseminated to state and other states), and making the transition classroom for the Education Conference.

Teacher writes article for Project Change (disseminated to state and other states), and making the transition classroom for the Education Conference.
Program Experience: TEACHER STRATEGIES FOR CHANGE (3hrs.)

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<th>ILLUSTRATIVE STUDENT PERFORMANCE</th>
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<tr>
<td>- Analyzed and plans for teacher participation in change activities (e.g., &quot;I gained much confidence in my ability to bring about change&quot;); record of teachers' involvement in change-oriented teacher organizations, centers, and so on.</td>
<td>Analysis of teachers' statements about personal leadership capacities (e.g., &quot;I gained much confidence in my ability to bring about change&quot;); record of teachers' involvement in change-oriented teacher organizations, centers, and so on.</td>
<td>Teacher says at end of course, &quot;I have acquired a 'can-do' attitude instead of rationalizing inaction; I now believe it is every teacher's right to influence education beyond the doors of her own classroom.&quot; Acting on that belief, she helps found and becomes co-director of a new teachers' center in her school district.</td>
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<tr>
<td>- Self-report on parent conferences (success in explaining program), talk to PTA, etc.</td>
<td>Self-report on parent conferences (success in explaining program), talk to PTA, etc.</td>
<td>Through a series of special sessions on activity-centered education, gains support of group of parents in school.</td>
</tr>
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<td>- Written dissemination efforts; workshops given for other teachers (self-report); record of informal consultation with other professionals that resulted in some positive change.</td>
<td>Written dissemination efforts; workshops given for other teachers (self-report); record of informal consultation with other professionals that resulted in some positive change.</td>
<td>Teacher writes article on parent involvement program she initiated in her school for Project Change Mini-Book-A-Month (disseminated to schools in New York &amp; other states), and gives workshop on making the transition to a child-centered classroom for the college's annual Education Conference.</td>
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<tr>
<td>- A volunteer group is organized to maintain the playground in the future.</td>
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Teacher and colleagues encourage and inform other teachers into group activities aimed at making a child-centered school a reality.

** * * *

Program of Education, which, impressed by the community support for the idea and the prospect of favorable publicity for the school, grants $2000 for the playground project. The playground is constructed, children enjoy it, and aggression declines over lunch hour. A volunteer group is organized to maintain the playground in the future.
### Program Experience: Field-Based Course in LEARNING EXPERIENCES FOR CHILDREN (3-6 hrs/year-long, located on-site in area school)

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<tr>
<td>1. Develops and implements &quot;child-centered curriculum&quot;</td>
<td>Classroom observation and consultation by instructor at request of student, observations from these visits feeding back into class course discussions.</td>
<td>A 4th-grade teacher begins &quot;opening up&quot; her 4th-grade classroom to a more child-centered approach to curriculum. A series of social studies about how the places and people in the community, both by going in the community and by people coming into the classroom, demonstrates children's interest in different ways, such as writing letters to old people's residences, meeting them individually, and some painting about a class newspaper's children's experiences.</td>
</tr>
<tr>
<td>1.1 Given a &quot;traditional&quot; curriculum unit, makes it more child-centered, i.e., more likely to develop thinking vs. rote learning, more responsive to individual differences, personal interests, the need for active experience, and so on.</td>
<td>Written essays or journals by students reflecting upon the meaning of reading on child-centered approach for their classroom teaching, with concrete examples of how their teaching is changing.</td>
<td>The teacher develops a social studies curriculum to develop children's interest in different ways, such as writing letters to old people's residences, meeting them individually, and some painting about a class newspaper's children's experiences.</td>
</tr>
<tr>
<td>1.2 Articulates the ways in which a given curriculum experience is a child-centered or not child-centered.</td>
<td>Curriculum Sharing Papers: either a series of short papers, or a longer single paper, describing in step-by-step fashion the development of a more child-centered approach to curriculum in one or more areas of the teacher's room/program. Sharing papers are written in such a way as to clearly document the growth of teaching competency and to be useful as a practical resource for other teachers, for whom copies of desired papers are duplicated. Sharing papers also become permanent resources for other teachers.</td>
<td>The teacher develops a social studies curriculum to develop children's interest in different ways, such as writing letters to old people's residences, meeting them individually, and some painting about a class newspaper's children's experiences.</td>
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<td>1.3 Plans and graphically represents possible extensions of a curriculum project.</td>
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<td>1.4 Implements a child-centered approach to a curriculum area and documents children's learning through written and graphic representation.</td>
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<tr>
<td>2. Develops the classroom structures that support implementation of child-centered curriculum.</td>
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Field-Based Course in **LEARNING EXPERIENCES FOR CHILDREN** (3-6 hrs.)
(year-long, located on-site in area school)

**STUDENT EXHIBITS**

Classroom observation and consultation by instructor at request of student. Observations from these visits feeding back into class course discussions.

Written essays or journals by students reflecting upon the meaning of reading on child-centered approach for their classroom teaching, with concrete examples of how their teaching is changing.

Curriculum Sharing Papers: either a series of short papers, or a longer single paper, describing in step-by-step fashion the development of a more child-centered approach to curriculum in one or more areas of the teacher's room/program. Sharing papers are written in such a way as to clearly document the growth of teaching competency and to be useful as a practical resource for other teachers, for whom copies of desired papers are duplicated. Sharing papers also become permanent resources.

**ASSESSMENT**

**ILLUSTRATIVE STUDENT PERFORMANCE**

A 4th-grade teacher decides to begin "opening up" her classroom by taking a more child-centered approach to the standard social studies unit. She plans a series of experiences involving the children in actively learning more about the places and people in their own community, both by going out to spend time in the community and by having various persons come into the school to talk about or demonstrate their work. The children choose which of their experiences in the community they would like to pursue in greater depth and, as a class, develop a photographic essay on their subsequent involvement with the old people's Reconstruction Home. Children individually extend this experience in different ways, some writing stories, some writing letters to people they have met, some painting pictures, some working on a class newspaper to tell other children in the school about their experiences.

The teacher documents this activity with a curriculum tree of what the whole did, with anecdotal 3x5 cards on the weekly activities of individual children, and with folders of their work. She develops a social studies community interest.
Program Experience: Field-Based Course in LEARNING EXPERIENCES FOR CHILDREN (3-6 hr)
(year-long, located on-site in area school)

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Learning Experiences (cont.)

2.1 Provides classroom climate in which children develop security, respect for themselves and each other, and a sense of community.

2.2 When discipline problems occur, takes steps to resolve conflict or stop anti-social behavior in a way that does not assault child's dignity or sense of worth.

2.3 Selects and creates learning materials that are challenging, enjoyable, and attractive -- and frequently used by children.

2.4 Schedules day so as to maximize opportunities for continuity and depth in children's involvement in a given area of learning.

2.5 Organizes behaviorally cued space that guides children toward appropriate use of classroom interest areas and materials.

2.6 Records in descriptive form the learning and behavior of individual children over time.

3. Enables children to have a voice in determining both curriculum content and the shape of classroom structures described above.

Within the College's Grass Roots' Teacher-Parent Resource Center.

As an alternative to a sharing paper, a student may demonstrate learning by doing a presentation to the class using media and/or materials, or by preparing a self-explanatory exhibit for the Teachers' Center which represents their curriculum development project.

Center in the room day in the week to work on projects in interest is such that to take children in field trips." Both teacher bring in a display that is placed they have community, and these lively group discus a feature on the corridor for the rest of the school contacts the local Group cohesiveness greatly enhanced, as well as general improve considerab
Field-Based Course in LEARNING EXPERIENCES FOR CHILDREN (3-6 hrs.)
(year-long, located on-site in area school)

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<tr>
<td>within the College's Grass Roots' Teacher-Parent Resource Center.</td>
<td>center in the room and devotes all of one day in the week to allowing children to work on projects in this area. Parental interest is such that several volunteer to take children in small groups on 'mini field trips.' Both children and the teacher bring in a variety of materials that reflect the diversity of people and places they have discovered in the community, and these serve to stimulate lively group discussions and to make a display that is placed for two weeks in the corridor for the interest of the rest of the school. The teacher also contacts the local newspaper, which runs a feature on the classroom projects. Group cohesiveness and class pride are greatly enhanced, and behavior problems as well as general interest in school improve considerably.</td>
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Program Experience: DEVELOPING AN INTEGRATED APPROACH TO COMMUNICATION SKILLS (6 hrs.)
(year-long)

COMPETENCY OBJECTIVES

1. Assesses own present program for developing children's ability to communicate, including a description of: (a) stated and implied objectives, (b) classroom provisions (room diagram, schedule, regularly used materials), (c) curriculum organization, (d) typical activities, (e) methods of evaluating program.

2. Designs a communication skills curriculum plan for own classroom based on self-diagnosed needs and geared to one of three levels of change: (1) Maintains basic curriculum & classroom structure but enriches with additional teaching-learning ideas; (2) leaves classroom structure intact but makes substantive change in one aspect of communication skills program (e.g., reading program); (3) develops an activity-oriented, child-centered classroom which emphasizes the communication process and integrates skill growth in this area with other classroom activities.

3. Implements curriculum plan.

ASSESSMENT

Student submits an assessment (6th week of course) of present program. Assessment must include

I. What are the major goals and objectives for developing communication?
   A. Skills
   B. Thought processes
   C. Attitudes
   D. Content

II. What classroom provisions have been made to meet these goals?
   A. room arrangement
   B. time schedule
   C. curriculum organization
   D. regular and exemplary activities
   E. use of special teachers (e.g. music, p.e. etc.)
   F. programs used

III. What methods are used for evaluation?
   A. cumulative record information
   B. standardized tests
   C. reporting systems to parents
   D. other records

ILLUSTRATIVE STUDY

A 1st-grade teacher present language arts course that it consists of a basal reader which she needs to somehow make more interesting. She needs to somehow design a "Level-I" program to a greater extent using both speaking and listening skills. She designs a "Level-I" reading program and makes substantive change in one aspect of communication skills program (e.g., reading program). She develops an activity-oriented, child-centered classroom which emphasizes the communication process and integrates skill growth in this area with other classroom activities.

In a visit to the instructor mode dictation and particular discussion. In a classroom experience, the teacher would be valuable if taped. Leading a class, the instructor arranges...
DEVELOPING AN INTEGRATED APPROACH TO COMMUNICATION SKILLS (6hrs.)
(year-long)

STUDIES

A teacher assesses her present language arts program and concludes that it consists almost entirely of a basal reader which she is required to use by her school. She decides that she needs to somehow incorporate children's personal oral language into the program to a greater extent and to use children's natural interests to stimulate both speaking and reading. She designs a "Level-I" program change, keeping the basal and her present classroom organization, but supplementing with language experiences that use individual and group dictation to strengthen the connection between spoken and written words, extend children's personal "word bank," and heighten general motivation to read. She also begins to use a class meeting after special events like field trips or a circus in town that several children attended, as a way of improving children's oral language and social communication.

In a visit to a student's classroom, the instructor models a language experience dictation and participates in a class discussion. In a conference after this experience, the teacher decides that it would be valuable for her to be videotaped leading a class discussion, and the instructor arranges for this.
Program Experience: DEVELOPING AN INTEGRATED APPROACH TO COMMUNICATION SKILLS (6 hrs.)
(year-long)

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**Communication Skills (cont.)**

4. Designs a procedure for documenting and evaluating communication skills program, including (a) restatement of objectives and (b) description of materials and strategies to be used for documentation and evaluation.

5. Carries out evaluation of new communication skills program (see ASSESSMENT for components)

IV. What are the most outstanding strengths and weaknesses of the present curriculum and program?

The student develops and submits a curriculum plan reflecting one of the levels of change mentioned above. This plan can be organized according to the outline used for the assessment or can follow Taba's 7-step design:

- step I: diagnosis of needs
- step II: formulation of objectives
- step III: selection of content
- step IV: organization of content
- step VI: organization of learning experiences
- step VII: determining what and ways and means to evaluate

After instituting the plan in the classroom the student submits an evaluation and documentation report (e.g. written report, slide-tape, videotape, photographic essay) based upon the curriculum plan.

The teacher engages the children using, in addition to each class disc, stories, anecdotes, descriptive language and other engaged in these new result of her evaluation and documentation of these segments for each sub-area. Because of teaching is based upon mastery and skill and not to maintain these segments and using the
DEVELOPING AN INTEGRATED APPROACH TO COMMUNICATION SKILLS (6 hrs.)

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- Step V: Organization of learning experiences
- Step VI: Organization of learning environments
- Step VII: Determining what and how to evaluate

The teacher evaluates her new program, in addition to progress of the children in the basal, the number of words in children's word bank, the number of times they take a book home or classroom library, the number of children who contribute at least once to each class discussion, as well as anecdotal description of children's language and other behavior. As a result of her evaluation, she decides to hold a class meeting each day to relegate the basal reader to a subordinate role in an expanded language-experiences program.

A fifth-grade teacher's assessment indicates a curriculum organization based on separate time allotments for each subject matter and skill. The teacher decides to maintain the present time allotments and using the same time allotments and strategies to be documented for the restatement of new content and skill development but largely ignore the development of thinking processes and attitudes. The teacher decides to maintain the present stress on skills by maintaining the same time allotments and using the same texts and materials in the classroom the student submits an evaluation and documentation report (eg. written report, slide-grams, photographic essay, tape, videotape, photographic essay) based upon the curriculum plan.

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Program Experience:  DEVELOPING AN INTEGRATED APPROACH TO COMMUNICATION SKILLS (6hrs.)  
(year-long)

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<td>Communication Skills (cont.)</td>
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programs in those areas, she provides extra developing a criterion file and an individual program, both of which children according to skill needs. To emphasize thinking problem-solving, she establishes a teaching activity hour each afternoon for activities replacing the social studies "periods." The evaluation indicates that the more interesting the social studies "periods" were. Moreover, it indicates a great deal of effort by the student and a teacher decision for afternoon time periods per day.
programs in those areas. In addition she provides extra skill emphasis by developing a criterion-referenced skill file and an individualized spelling program, both of which are used by the children according to their specific skill needs. To emphasize the development of thinking processes and attitudes she establishes a 2-hour block of time each afternoon for work on projects and activities replacing the time allotments for social studies, science, and health.

The evaluation of the new curriculum indicates that the activities are much more interesting to the children than the social studies, science and health "periods" were. Many of the projects indicate a great deal of thought and effort by the students. On these bases the teacher decides to expand the project and activity time to include the entire afternoon time period.