The problem of collaboration in the all-institutional approach to teacher education in an undergraduate liberal arts program.

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THE PROBLEM OF COLLABORATION IN THE ALL-INSTITUTIONAL APPROACH TO TEACHER EDUCATION IN AN UNDERGRADUATE LIBERAL ARTS PROGRAM

A Dissertation Presented

By

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Submitted to the Graduate School of the University of Massachusetts in partial fulfillment of the requirements for the degree of

DOCTOR OF EDUCATION

December, 1973
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December, 1973
Preface

This dissertation is a result of a series of events which occurred while I was the program coordinator of a secondary education program in a small religiously oriented liberal arts college located in a middle class New England community. In 1969, after having taught in secondary schools for several years, I was invited by this institution to diagnose and make recommendations regarding their teacher preparation program.

This eventually led to a contract with the college. I began operationalizing these objectives from the role of program director. The intent of my design was to draw attention to vehicles of collaborative planning between the college and the local secondary schools.

As is often the case, everyone was enthralled with the idea, but very little thought had been given to the problem of process necessary to unfreeze the present forms of resistance which had built up between these groups. When I think back over the experience, probably the most helpful single element was the fact that at the outset I was willing to make myself vulnerable enough to admit to everyone concerned that I honestly did not know how to go about developing such a collaborative effort.

During my secondary school teaching experience, I developed a respect for the opinions of several of my
colleagues who had worked with student teachers from a variety of teacher preparation programs. Consequently, I felt, as a point of entry, it would be helpful to issue an invitation to these teachers to meet with me for the purpose of building a model teacher preparation program.

We met in groups according to subject area. A workshop was convened and continued over a period of two months. Sixty teachers attended the English workshop alone. More than forty attended the languages, social studies and sciences workshops. The agenda was based on a single question: Knowing what you do about the teaching of your subject area and having worked with a variety of student teachers, how would you go about constructing a teacher education program? The reader should keep in mind that ample orientation was given to each participant relative to the peculiar culture of the target college and it was from within this context that the ideas were generated.

During each of these preliminary workshop sessions I watched and carefully listened to each participant, intending eventually to select a representative group to work with me as adjunct professors in the implementation of the model program.

Upon the completion of our initial workshops, enough data had been assembled to begin work on a design. Three secondary school teachers from four subject areas (English, social studies, languages, and math-science) and the
college teacher preparation program director formed the collaborative team. Before proceeding further, however, it should be noted that up to this point our success resulted from two strategies: 1) exposing the need for help, thus shedding the "ivory tower" college reputation, and 2) including all future change agents in the early planning sessions.

My selection process for the rest of the team came from judgments of their effectiveness as classroom teachers as perceived by their students. In addition, they had to show evidence of collaborative effort within their own secondary school program.

Of importance is the fact that there was minimal input by the liberal arts college faculty, although they had been invited to attend most workshop sessions. The tension and controversy between the liberal arts and teacher education faculties persisted. Although they showed no resistance to what we were doing, they nevertheless were not about to change their attitudes, beliefs, and values about pre-professional work in an undergraduate program. I did not realize it at the time but the most difficult task of program change toward collaboration would come from this tension and controversy.

The reader can become more familiar with our present program by reading the overview in the Appendix. As you do, it should be strikingly clear that our efforts in
program design accentuated the student candidates' aspirations as the center of the program. A respect for understanding his uniqueness and development of learning communities to enhance this uniqueness was the essential role of both the in-service learning coordinator and the teacher educator in this collaborative effort.

As noted on page 18 (Appendix) of the overview, four areas of competence were felt to be important toward this end. They were: subject area, accurate comprehension of what other people are like, observations leading to accurate conceptions of purpose and process in learning, and finally, personal perceptions about appropriate methods for carrying out these purposes. These competencies were to be taught by a team effort. In addition, our plan was to assess student needs, develop an atmosphere (both off-campus and on) to make learning possible, and finally, assist and encourage individual active exploration and discovery.

As the program took shape and was implemented over the first year, the active involvement of members of the collaborative team was most encouraging. Their input was taken seriously and converted into programming, making this program not our program, but their program as well.

Finally, the overview suggests as a final outcome, the realization of two variables: 1) a person who is knowledgeable in the designated competencies, and 2) one who is
knowledgeable for the purpose of service to his fellow man. Knowledge is fairly easy to produce, but the latter variable, that of service, requires a clinical approach if one is to become sensitive to the needs of the ultimate client (the student) where the service is intended. One does not need to be reminded of the resistance in liberal arts colleges to programming, which encourages clinical work over the tradition of publishing, writing grants, or individual scholarly pursuits. There is very little credence for clinical or traditional programs in these colleges.

The necessity for collaboration and the evidence of collaborative input between our community schools and our teacher education program has progressed well. I am now faced with the problem of how to make these variables an institutional commitment within the context of a four year undergraduate liberal arts college when the very suggestion of service runs contrary to the perceived reason for existence.

The success of our collaborative efforts with the community schools quite clearly indicated the need for discovering interconnections within the liberal arts, without which our competency would be inadequate to effect the problems of education and those of the larger society. At the outset of the program, we found peculiar forms of resistance within the given liberal arts faculty. We soon discovered that in order to develop a true all-institutional
point of view pertaining to teacher education these conflicts had to be resolved within the context of our particular institution. Therefore a diagnosis was made to assess these problems before a point of entry could be established.

This diagnosis is the rationale for the following dissertation. It begins with a review of the research into the roots of the liberal arts - teacher education faculty controversy, followed by a scanning of several model programs, and concluding with a plan of attack based on recent research on the problem of change and the peculiar characteristics of the liberal arts college.

This dissertation was researched with the motivation of finding a way to bring this team of community consultants together with our liberal arts faculties in the college in which I am presently employed as the secondary education program director. However, it is my suspicion that although there are peculiar institutional characteristics within my present place of employment, many of the forms of resistance to all-institutional teacher education within undergraduate liberal arts colleges are similar. I see this dissertation having widespread value to those teacher education people operating within a similar context.

I would like to extend my sincere appreciation to the many persons who offered criticism, ideas and support for my work. I am most indebted to William V. Fanslow, Professor of Education and Chairman of my Committee, Dr. Horace
B. Reed, Dr. Ann Lieberman, Dr. Richard Clark, Dr. Robert Habbick, and my good friend Moshe Gilaldi, whose contributions made this study possible.

I am also grateful to my wife, Joyce, and children, Debi joy, Faith, and Jimmy, for their sacrifice and encouragement throughout my entire experience in higher education.

Finally, I feel greatly indebted to so many of my students whose lives have challenged me to seek for answers to their questions and enhance whatever level of intellectual potential I may possess.
THE PROBLEM OF COLLABORATION IN THE ALL-INSTITUTIONAL APPROACH TO TEACHER EDUCATION IN AN UNDERGRADUATE LIBERAL ARTS PROGRAM

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Purpose

This dissertation is intended to assist teacher educators in undergraduate liberal arts colleges who are contemplating methods for enhancing greater cooperation from the liberal arts faculties in a teacher preparation program.

The Problem

There is considerable controversy and tension between the educationalist and the academician in liberal arts colleges. This antagonism creates peculiar problems for collaborative planning resulting in fragmentation and polarization in the preparation sequence. In order to prepare teachers to think and act cooperatively with others, this controversy must be resolved and replaced with a program which reflects the collaborative model it intends to teach.
The Research

This dissertation is approached from three perspectives. The first is a review of recent literature relating to the historical roots of the teacher education - liberal arts controversy. Subsequent to this approach there is research into various inner struggles existing within both areas to show the total controversy. The Bowling Green Conference of 1960 (which was designed to deal with solutions to this tension), is researched to show some of the initial efforts at drawing guidelines for the development of cooperative models.

The second perspective centers around a review of several all-institutional model programs. An attempt is made to gather descriptive data from each model which directly effected the change process.

The final perspective deals with the peculiar problems effecting the change process within the liberal arts college. Considerable effort is made to describe the prevailing points of resistance to all-institutional efforts. As a result of his research the author offers a basis for several points of entry along with methods to find interconnections to other disciplines and leverage to sustain the effort. This is amplified through the suggesting of a conceptual model illustrating techniques to operationalize his research.
DEDICATION

To Joy and three beautiful children, of whom I am fortunate to be their father.
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INTRODUCTION
One of the major criticisms leveled against teacher educators is that they have failed to develop interconnections with other disciplines and have failed to train practitioners in the skill of working collaboratively with other disciplines. With the complex problems facing society, no single profession can hope to deal with them effectively. These problems include the control of drugs, the cleaning up of the waterways and the air, the development of effective urban transportation systems, the control of crime and violence, the control of the birthrate, economic development in underdeveloped regions, and the growing poverty of the less fortunate.

This dissertation is a discussion of the problem of working collaboratively in teacher education which plays a direct role in solving these problems. It is intended as a source for teacher educators who are interested in all-institutional planning in the preparation of teachers.

I shall consider this problem from three vantage points: first, a discussion of the historical roots leading to the differences between the "educationalist" and the "academician" and a look at the current prevailing attitudes in liberal arts colleges; second, I will present selected operationalized models in all-institutional planning, and finally, I will make suggestions based on research in projecting a plan of attack for future change agents.
CHAPTER I

THE IMPENDING CRISIS
The Problem

Fred T. Wilhelms, Executive Secretary of the Association for Supervision and Curriculum Development, focused on the problem this way in his keynote address at the annual meeting of the American Association of Colleges of Teacher Education in 1970:

Professional education and the subject-matter preparation of a teacher simply can not be acceptably done in near isolation from each other. We need people prepared in a special way just because they are going to be teachers. I know, given the typical liberal arts college that such a reconstruction will be an awesome task. But I think it's time to come out flatly for what the job requires. The arts faculty control some eighty percent of the prospective teacher's collegiate time. We have a right to demand, then, that they contribute proportionately to his fitness to become a teacher. They are not now doing so. I hope we can work this through with them, so that they will put new effort into reshaping both their offerings and the climate in which they work.

The isolation spoken of in this address is the result of a long and bitter struggle which has grown over a half century. The antagonism grows from three areas of contention: 1) an inner struggle for power and prestige, 2) the struggle to preserve liberal arts in its original form, and 3) an inability on the part of teacher education leaders to defend their position in a manner conducive to the attraction of the academicians.
The Inner Struggle

The inner struggle began in the 19th century when status in American higher education belonged to those departments in the university whose subject-matter was thought best to discipline the mind. Latin, Greek, mathematics and natural philosophy were among those most respected leading to a sense of power for those attached to these departments. They formed an "elite" group and they alone felt they had the gift of knowledge.

In the middle of the 19th century their domain was challenged by the physical sciences whose subject was characterized as functional and practical. Yet, given the problem of acceptance within the university, the physical sciences had to gain their respectibility as a discipline. They claimed that their subject was not academic in a theoretical manner, but in a practical sense. In other words, scientists claimed they could do as well or even better than the existing group. Their spokesman put it this way:

... for discipline as well as guidance, science is of chiefest value. In all of its effects, learning the meaning of things is better than the meaning of words. ... the study of the surrounding phenomena is immensely superior to the study of grammars and lexicon. (Spencer, 1969)

The arts eventually acknowledged the newcomer with token prestige.
After a period of time and when the dust had settled the social sciences came thundering on the scene with their proposal. They attempted to hypothesize on the same level of generalization as the physical scientist, even though the sophistication of the data was inferior to that which was presented by the physical scientist. Their spokesman presented this case:

We social scientists happen to live in a time in which some of the physical sciences have achieved comparatively great precision of theory and experiment, a great aggregate of instruments and tools, and an abundance of technological by-products. Looking about them, any social scientist might take this as the standard for self appraisal. ... it becomes evident to all who would look that they neither have the rugged physique nor pack the murderous wallop of their big brothers... (Merton, 1964, p. 6)

The problem of gaining prestige the major issue, the educationalists met with severe opposition in their attempt at establishing themselves as a legitimate discipline. Writing for the Phi Delta Kappan, William B. Lauderdale stated the problem this way:

In the same way that the physical scientists redirected their efforts away from emulation of the humanities in order to be productive as a distinct discipline, and for the same reasons that Merton is trying to redirect the efforts of the social scientists, educators will have to concern themselves less with respectability through mimicry and more with deriving course content and organization from unique logic of education as a subject area. (Lauderdale, 1962, p. 292)

It is this "logic of education as a subject area"
that educators have been struggling with. To this day in the liberal arts colleges across this country most academicians have not accepted the logic presented as empirically sound. Without the acceptance of these more powerful groups, collaboration is not probable.

The Myth of Liberal Arts

The second problem centers around a compulsion of the academicians to preserve the original concept of the liberal arts college. There is no room for "applied" or "technical" preparation on the undergraduate level. Their assumption is that the liberally educated man requires four years of liberal arts experiences to build a base of general factors of intelligence. Hypothetically, the student will be better prepared for applied work on the graduate level.

The term "liberal arts" carries with it many descriptions. In 1957, the faculty at Southwestern College in Memphis, described the term this way in their annual Bulletin:

Our purpose in a strong liberal arts emphasis is the development of mental powers and the building of character through instruction in scholarship, good manners and good morals through the humanities, physical sciences and the social sciences.

The preoccupation then, is on preserving the Greek
tradition by establishing an atmosphere of scholarship in order to become the "good man."

Contrary to this preoccupation, Silberman (1971) described the liberally educated man as one who can make himself understood. In a sense, teaching is the ultimate liberal art (Silberman, 1971, p. 381). In addition, he reinforced his position by stating:

The study of education should also be put ... at the center of the liberal arts curriculum .... For the study of education is the study of almost every question of importance in philosophy, history, and sociology. Our concept of education reflects our concept of the good man, and the good society, and as already argued, there can be no concept of the good life, the good man, and the good society apart from the concept of the kind of education needed to sustain it. (Silberman, 1971, p. 384)

It is a myth to think that liberal arts can have an impact in today's world apart from an understanding of what it will take to apply these skills. It may be effective in the college sub-culture, but hardly descriptive of a society which will demand that the intellectual be understood in a variety of ways. The needs of the teacher educator's ultimate client must be kept in mind if educators are to be prevented from a preoccupation with preserving a college society not at all like the client's world of existence.

Further investigation of the present condition of small liberal arts colleges in this country indicates that most are teacher education centers. In a recent survey by
the American Association of Colleges of Teacher Education (1970), the data revealed that fifty-two per cent of their graduates entered the teaching profession having either majored or taken a collection of education courses enabling them to receive certification. The reality of the situation is, that without teacher education programs, many liberal arts colleges would be hard pressed to pay their bills. The academicians have no choice but to accept them; but because they are in control of powerful positions, academicians see to it that educationalists are relegated to obscure committees with relatively little influence.

With more and more students looking for practical skills, liberal arts colleges are being forced to take a second look at their mission in today's world. Incoming students are interested in pedagogy and the dynamics of the faculty personalities. They are reconsidering the worth of investing their lives and money in a four year program which enhances dogma with little emphasis on practical skills. With education the only area of practical preparation, it is no wonder this field is growing in majors.

With the growing discontent in small liberal arts colleges, educationalists are being called to a new role of leadership. Traditional myths are now vulnerable to change. The time is ripe for all-institutional planning.
The Mystery of Teacher Education

Teacher educators have not done a particularly good job communicating their purpose. There has been a great deal of severe criticism from many writers who told the American public of their practices.

Lest there be any misunderstanding, let this point be made clear; to insist that the academic departments bear a large part of the blame for what James Koerner referred to as the 'Misunderstanding of American Education' is in no way to exonerate the departments of education. On the contrary, they deserve most of the abuse which critics like Koerner, Seaberg and Arthur Bester have heaped upon them. (Silberman, 1971, p. 379)

Koerner put it this way:

The profession is an intellectually inferior system of preparation for our nation's public school teachers. It is an indecorous thing to say and obviously offensive to most educators but the intellectual quality of the education faculties is the fundamental limitation of the field. ... On the whole then, the quality of instruction in education courses is perhaps lower than that of any other department. Only the extraordinary docility or uninterestedness of the education student permits a low level of instruction from being called more often to the public, as well as the campus attention. (Koerner, 1963, pp. 92, 96)

The inability of the educationalist to establish credibility has done more to prevent a working point of entry for all-institutional planning than probably anything else. The intellectual autonomy of the academicians is reinforced when they are left unchallenged by those
Who are in a position to face them with the realities of collaborative efforts.

The problem of inept teacher education faculties is not altogether the error of education people. Arthur Bester put it this way:

Although they became the object of severe criticism, they deserve praise as well, for fulfilling, however imperfectly, a responsibility which the liberal arts faculties simply refused to accept and indeed disparaged. (Bester, 1955)

Silberman defended the educationalist in this manner:

The academician turned his back for several reasons. Some were genuinely skeptical about whether education was a proper subject for a college community. Others were simply hostile, viewing the creation of education as a subject not worthy of concern of genuine scholars. For the academic professor to accept the legitimacy of the educationalists' claim is to admit that his own, or that of his graduate students, might be improved by the study of pedagogy - or that he should take his own teaching seriously. (Silberman, 1971, p. 425)

Understanding the sensitivity of the problem, George W. Denmark spoke of the difficult role the educationalist is asked to play:

Schools of education are particularly vulnerable to criticism because by definition they must stand between elementary and secondary schools on the one hand, and their academic colleagues in the college on the other. Such a position is of great importance in fostering a close liaison between schools and colleges concerned with the education of teachers. It is also one of considerable ambiguity and tension because it is rarely adequately understood or accepted by either group. Schools of education are seldom sufficiently practical and are rarely oriented to please their
public school associates. Neither are they sufficiently academically orientated to attain full status with their college colleagues in the liberal arts disciplines, the segment of higher education which dominates most of America's colleges. Yet, to properly discharge their liaison role between these agencies, essential to effective teacher preparation, they must not deliberately perpetrate much of this ambiguity. Those that abandon a commitment to the fundamental relationship to teacher education to the basic disciplines and the foundational knowledge will cause teacher education to become preoccupied with technical proficiency rather than the production of teaching scholars capable of diagnosing learning problems and clearly creating curricular and instructional alternatives to cope with them. On the other hand, those neglectful of the need for teachers who are able to reach out and teach young people in today's social milieu will make teacher education largely irrelevant to the world around it. (Denmark, 1971, p. 5)

The criticism brought to bear on teacher education faculties has resulted from the difficult role they are forced to play in this liaison position. Because of this vulnerability it is even more imperative that they seek out every avenue of collaboration to share the communication of its purpose in a manner understood by everyone involved in the preparation.

Resulting from these three basic areas of contention, the picture of cooperation on an interdisciplinary level within the undergraduate liberal arts college seems indeed very bleak. However, the opportunity is there, but the process will be difficult unless the change agent recognizes the obstacles contributing to the opposition. The problem facing the reconstructionalist is best described by Edgar King as he pointed to the prevailing attitudes facing the
reconstruction process:

1. Liberal arts is a pre-professional institution.

2. The objective of specialization is to prepare for even more intensive scholarship on the graduate level.

3. Faculty power blocks being what they are, the program too often is defined in terms of departmental strengths, rather than the content that would be most helpful to teachers in schools.

4. Most liberal arts faculty refuse to cooperate in teacher education programs because of their widespread notion that teachers are born rather than developed, putting their faith in genetics rather than programs of education.

5. 'Publish or perish' traditions of colleges deter scholars in liberal arts colleges from giving a high priority to helping with policies in teacher education.

6. A general disrespect for the shallow intellectual level of education faculties and courses, have become so traditional in some institutions that everyone willing to join on an interdisciplinary level is often held suspect.

7. A lack of college effort to develop a philosophy which includes the education program as an important component to its realization.

(King, 1969, pp. 15-16)
The Growth of Isolation

In order to shed additional insight on the problem, it is imperative to understand how these attitudes developed.

Normal schools were established in this country to train people from the lower socio-economic classes. As a result, institutions of higher learning looked on it with disdain. From the very beginning a controversy raged between the liberal arts institutions, which taught almost exclusively academic subject matter, and the normal schools that began to introduce practical skills.

The Yale Faculty Report (Yale Press, 1828), defended the classical liberal arts curriculum and rejected vocational elective curricula. This gave strength to the conservatives who believed that professional and classical education should be separate. The Yale faculty confirmed this by recommending the extinction of teacher education as a legitimate discipline in higher education.

Teacher qualification became the trademark of the normal schools, and the word "professional" became the symbol of a new gospel. Yet, the public continued to look with scorn on the teaching "profession" because of the low salaries and poor academic preparation.

The combination of industrial development and state-supported schools and the growing need for literacy proved
to be a blessing for the normal schools. But the curricu-
ulum remained the same - very elementary. Only the
rudiments of subject matter were taught, along with a few
techniques on the organization of materials and classroom
discipline. Sometimes a period of supervised teaching was
provided and gradually a knowledge of how learning takes
place was added to the curriculum.

As late as 1900, the typical normal school provided
only two years of work beyond the high school. Edgar W.
Knight reflected on this period:

When courses in pedagogy or education finally found
their way to the doors of the college or university, they were generally reluctantly admitted, assigned
to subordinate roles, and kept in humility as long
as possible. ... The pioneer professors in pedagogy
in these institutions were doubtless often effective
and were generally picturesque, but they were not al-
ways standardized and orthodox products of the
colleges or universities. Many of them had not
bowed to the knee of the gods of the graduate school.
They were innocent of the idolatry of doctoral dis-
sertations and the methods of scientific research.
Their methods were anecdotic and reminiscent of their
experience in teaching and managing schools. Organized
materials for pedagogical instruction were scarce
until 1900, and the practical experience of the early
professors of pedagogy formed a large part of the
materials of their courses. The standards of their
work which was limited to a few fields, were not
always high; probably little if any higher than the
normal school standards, and their claim to scientific
character could not always be supported.

These and other conditions caused courses of
pedagogy or education early to fall under the heavy
prejudice of other departments. They still suffer from
this affliction. (Knight, 1951, p. 310)

The tremendous growth of high schools demanded uni-
versity trained teachers for the academic subjects to be
taught. Gradually, the normal schools began to add liberal arts courses to their curricula, won the right to issue degrees, and eventually became four year teachers colleges. Huggins (1971, p. 74) points out in his description of this era that the older liberal arts institutions of higher education condemned this trend, but to no avail. It was at this point the liberal arts college hindered the growth of quality teacher preparation because they permitted the growth and development of professional education outside of professional circles by default. (Conant, 1963, p. 62) Someone had to do the job, and while the academicians were preserving their purity, another profession developed without intellectual guidance and respectability. Once this profession was allowed to enter the university it was felt that the entire university was threatened in its basic mission by providing a professional education program on the undergraduate level. Because of the invasion of the professional into the curriculum of colleges and universities, liberal education, in the classical sense of the term, became a myth.

The bitter struggles continued with both sides claiming cherished beliefs about their disciplines. Things did not get any better at the turn of the century. They got worse. When the Russians sent Sputnik I whizzing about over the earth in 1957, the division between the liberal arts and teacher educators erupted into an all-out campaign
of enormous proportions. Educators describing this era (Hedenfield and Stinnett, 1961, p. 4) indicated how extremists on one side proclaimed that "teachers were being taught 'how' to teach but not 'what' to teach, and that, really, if one knew his subject well enough, one could teach it." Extremists on the other side retorted that "if one really knows how to teach, one could teach anything." Saner folk on both sides pointed out that a good teacher ought to know 'what' to teach as well as 'how' to teach, but their voices went unheard.

So fast and furious did the charges and counter-charges fly, so bitter was the argument, that a nationally circulated magazine (Life, 1957) asked two men to answer the question: "How were our teachers being taught?" Author of Schools Without Scholars, John Keats replied, "Never worse!" and went on to say:

If Johnny can't read, write, and do mathematics, it may be due to the fact that his teacher can't do these things well herself. ...

In teachers college, they told her ... it was more important for Johnny to be well adjusted and happy than it was for him to be asked to use his head. In teachers college she spent far more time learning how to ventilate a classroom than she spent learning anything she might be asked to teach. (Keats, 1958)

Referring to the same issue, Robert H. Beck, Professor of History and Philosophy of Education at the University of Minnesota, claimed that teachers had never been trained better.
Contrary to a high vocal segment of public opinion, teachers colleges are not a waste of time for men and women enrolled in them... There is, in fact, good reason to believe that today's professionally trained teachers are the best teachers our schools have ever had...

Proof of this is found in the study of Professor Benjamin S. Bloom of the University of Chicago. He compared sample scores of millions of high school students taking General Education Development Tests in 1943 with those taking them in 1955. The GED has five sections - English composition, social studies, natural sciences, literature, and mathematics. Professor Bloom found that in all five areas the students' knowledge of the subject was greater than it had been twelve years earlier. (Beck, 1958)

Professor Beck made a strong case for teachers colleges. But, human nature being what it is, and because the Russians got their earth satellite into orbit before we did, it is likely that what Mr. Keats said is what most readers remembered.

Adding fuel to the fire, in 1958 Life magazine featured an editorial exploring the problems of education and blamed everything on John Dewey and disciples.

The Deweyites ... transformed conditioning techniques into ends unto themselves. As they tracked through United States education, teachers colleges assumed the dignity of lamaseries. ... In thousands of schools, teachers were denied the chance of learning more about their subjects in favor of compulsory education courses in 'how to teach'.

By their own trusted empirical test, the poor performance of their students has proven the educationalist wrong. United States high school students are plain ignorant of the things grammar-school students would have known a generation ago. Years of barren discussion courses in English have made a whole generation incoherent in the English language. By substituting 'projects' for study, the educationalists have soothed students' curiosity, but left them with little intellectual patience for solving
problems. Cut off from any but the most obvious contact with tradition, e.g., an occasional project visit to the local courthouse, the student has lost his sense of history, at a time when his country needs him most. Surely the history of the Crusades can give a young man a better grasp of the problems implicit in the United Nations or NATO, than dressing up as a Pakistani delegate in an imitation United Nations assembly at school. (Life, editorial, "The Deeper Problem in Education, 1958")

In response, Frederick C. Neff, Professor of Education at Rutgers University, along with many other educators, took issue with the Life article and responded:

Dewey is derided for advocating aimlessness in education. What he actually said was that 'acting with an aim is all one with acting intelligently.' Whereas it is claimed that Dewey de-emphasized subject-matter, he in fact said that 'what is needed is the new education that gives more attention, not less, to subject-matter and to progress and technique. But when I say more, I do not mean more quantity of the same old kind.' (Neff, 1958, pp. 130-131)

The controversy reached its peak in the late 1950's with the academicians openly proposing the abolition of teachers colleges, leaving one to assume that any housewife, truck driver or degree holder who had accomplished an arbitrary number of subject-matter credits had the right to teach regardless of whatever harm it might do to the youngsters.

As the controversy continued, both sides grew further apart. It reached the proportions of "either you are one hundred per cent for us or you must be dead set against us." As Hedenfield points out (1961), this sensitive feeling
was justified when one remembers how long scholars had been looking down their noses at teaching faculties. Justified or not, it only served to make a bad situation worse.

In 1959, Vice Admiral Hyman G. Rickover took his pot shots at the National Education Association, causing more sparks to fly. Rickover saw himself as the self-appointed critic of the state of public education. There were many areas where the admiral and the NEA disagreed violently, but also there were some areas in which they thought alike. The point is, neither of them would publicly admit it. Rickover expressed his feelings on teacher education in a testimony on Capitol Hill in August, 1959.

I would suggest that we aim at having teachers in the last three years of high school who have the equivalent of a first rate legal education; that would be a bachelor's degree plus three years post-graduate study in their chosen subject. Elementary teachers would need somewhat less knowledge of subject-matter and more of pedagogy. All teachers need some instruction in pedagogy and a good deal of practice teaching.

Obviously, the academicians applauded these suggestions.

With the advent of the space race, the tempo of the curricular quarrel picked up its pace. Sputnik I had hit the American public squarely in the face with a most uncomfortable fact; those Russians were not stupid or unimaginative peasants. They had beaten us into space and it must be the fault of our educational system. Michael
Wanting the best of two worlds, the educationalists managed to get the worst of both. They gained autonomy, but not academic recognition or status; with few exceptions, they have remained where they began, at the bottom of the academic pecking order. The reason in large measure, was that the educationists failed to understand the profound difference between a science or academic discipline and a profession, a mistake that has hindered both teacher education and educational research to this day.

The point is that education is not a science or discipline, and cannot be made into one. ... Despite their assertions the early educationalists developed no distinctive mode of inquiry and refused to limit what they claimed to be renaissance man. The result was that by their own actions educationalists became the outcast of the academic community.

(Katz, 1968)

The battle continued with both sides refusing to acknowledge the other's argument. The pressure became so intense both from the public and institutional administrators that something had to give.
Silberman wrote in 1971:

What is critical is dialogue. To suggest that a college have something to say is not to imply that there must be only one curriculum. There are many routes to liberal education given the temperament of the situation, a college would be wise to offer a number of routes from which they may choose, and to give them considerable leeway in deciding how to follow them. But each of these routes of curricula, must have coherance and purpose, each must reflect conviction about what is worth doing and being. (Silberman, 1971, p. 402)

Although this was recently written, nevertheless it reflects the necessity of sharing purpose through open dialogue. In 1953, this issue was brought to a head and open dialogue between these two faculties was proposed by prominent educators across the country. Theodore C. Blegen, of the University of Minnesota was in favor of a national conference to settle these widespread issues.

In an address he gave before the Centennial Conference on Teacher Training he made the following proposal:

The time has come in American education for scholars and subject-matter specialists and those who profess professional education to find common ground and grapple unitedly with the problems of education that are critical to the ongoing generations of our people. Misunderstandings, where they befog the scene, should be swept away. Weakness, where it is discerned, should lead, not to epithets, but to efforts to build strengths. Basis for mutual confidence and cooperation should be looked for. If there is alignment into enemy camps, why not mutually explore assumed reasons for hostility and make sure that we have, in truth, picked the right enemies to
fight. (Blegen, 1953, p. 21)

Catching the attention of other renowned educators, Dr. T. M. Stinnett, Executive Secretary of the National Commission on Teacher Education and Professional Standards, (NCTEPS), recommended a series of conferences designed on a national level to grapple with this problem. The results of this effort were realized in the now famous Bowling Green Conference of 1958. The conference produced harmony and cooperation that surprised many. An official later wrote:

As one looks back on the conference several factors stand out. The first is the dynamic drama and air of tension which existed as 1,000 participants arrived for the conference. ... This tension, of course, was heightened by gratuitous publicity screaming for conflict. It was obvious to the thought and feeling of the onlooker that one incendiary statement or one violently partisan headline would have blown the frail and untried craft of the conference completely out of the water before it got underway. Fortunately, however, the participants met each other openly and squarely, refusing to lose their tempers and insisting upon intellectual discussion of their differences and the problems of common concern. As the conference completed its first day one could almost hear a vast sigh of relief. The ground had been laid for fruitful discussion; a rapport had been established by which most controversial, difficult problems could be laid upon the top of the table and discussed openly and freely.

... As the conference progressed, the participants' innate fairness and devotion to the facts took over; there was an obvious shedding of stereotypes implanted by both sides, an honest acknowledgement of many errors and a great feeling of excitement in discovering a mutual concern and desire to get on with the business of improving our schools. (Stinnett, 1960, pp. 132-133)
tively on interdisciplinary methodology and curriculum design. Almost immediately the members reached unanimous consensus that teacher education is the responsibility of the entire institution of higher education and that everyone belongs in the act. No professor, no department, can stand aloof. This was stressed over and over again at the major conferences, at lunchtime conversations, and in private talks.

Lindley J. Stiles, Dean of the School of Education at the University of Wisconsin and chief spokesman for all-institutional efforts, put it this way to the conference members:

The education of teachers is too important to the nation to be left up to the jurisdiction of any single group, whether it be composed of professors of education whose central concern has always been for teacher education or the liberal arts professors, many of whom have recently begun to recognize, a long ignored obligation to help make policy in this area. Teacher education is properly, the responsibility of the entire institution. (Stiles, 1958, p. 153)

At a later conference, he gave attention to what he sees the all-institutional approach as representing:

The all-institutional approach to teacher education challenges all professors, regardless of their fields of specialization, to join the ranks of teacher educators to blend their intelligence and talents with those of their colleagues to find reliable hypotheses and sound knowledge upon which improvements are made in reflective thinking and sound value judgments are made, bolstered by basic research and experimentation. They will more likely result from cooperation than conflict. They stand a better chance of evolving from the contributions of the total institution than from
the prospective of a limited segment of the faculty. The development of high-quality programs of teacher education is one of the most pressing problems facing the American people today. It deserves and demands the joint cooperative effort and attention of the total faculty. (Stiles, 1958, p. 159)

Other noted educators endorsed these sentiments resulting from nation-wide investigation of the state of education. Conant later put all-institutional teacher preparation into the form of a strong recommendation:

I recommend that if the institution is engaged in educating teachers, the board of trustees should ask faculties whether in fact theirs is a continuing and effective all-college (or all-interdepartmental) approach to the education of all teachers; and if not, why not? Only through such an approach can requirements of the departments of instruction, which must be concerned with all students, not only future teachers, be coordinated with the needs of teacher education, both in teacher education and in programs of concentration. (Conant, 1963, p. 110)

As a result of the Bowling Green Conference and the endorsement of prominent educators of the day, a new feeling of cooperation developed. Many saw this as a new hope for the utopia of educational programming for the future. Although much of the progress at Bowling Green made for interesting speculation, it's topic of all-institutional planning was found on curriculum committee's agendas for the first time. Both educationalists and academicians no longer had to guess what to talk about. The major development of this conference produced guidelines which would later serve useful to change agents. (See Table I.)
CHAPTER II

SELECTED OPERATIONALIZED MODELS
Introduction

To many people the term "all-institutional" is a bit confusing. While addressing the participants of the "Five College Project," Dr. James B. Conant clarified the issue with the following comment:

When I speak of teacher education at a large university with many professional faculties, ... what I had in mind was cooperation between the various departments of arts and sciences and the faculty of education. What I meant when I spoke of the 'all-university approach,' was... a group of professors of many disciplines which would be committed to developing a point of view for that instruction as a whole. Since according to my proposal, each institution would be free to construct its own teacher education program and each interdisciplinary group would feel that it could do something new in the field of teacher education. (Five College Report, 1968, pp. 29-30)

As a result of the efforts of the Bowling Green Conference, and others, collaborative model programs sprang up all over the country. Foundations jumped on the bandwagon with financial support for programs willing to work legitimately at change. It is the purpose of this chapter to look at some of these models, to look at their organization and implementation procedures.

Although my interest is in teacher education on the undergraduate level within the single-purpose liberal arts college, I have decided to make no distinction in my selection of the following models. When all is said and done the problems of reorganization are similar no matter whether in
a larger university setting, on the undergraduate level, or in single-purpose colleges.

Patterns of Control for Policies and Undergraduate Programs of Teacher Education Below the General Faculty Level

Borrowing from the working paper of Lindley J. Stiles (Stiles, 1958), it might be helpful for the reader to become familiar with certain patterns of control for policies which exist in the cross section of models presently in operation today.

**Type I: Shared Control - By All Professors Who Contribute to the Preparation of Teachers.**

The plans classified under Type I make maximum provision for all-institution approach to teacher education. Participation of professors who help prepare teachers in policy making - either directly, as members of the school of education faculty or division of teacher education, or through selected representation on the council on teacher education - is automatic.

A. School of Education Organization on a Basis Analogous to the Graduate School.

All departments and professors who contribute to the preparation of teachers hold membership in the school of education in addition to their status in the school or college in which they are budgeted. Faculty members automatically have full voting rights in the school of education. Specialists in liberal studies assume responsibilities for liberal education programs of teachers; subject-matter departments plan programs for major and minor fields; professors of education are responsible for required
pedagogical sequence.

Examples: Temple University
          University of Wisconsin

B. All Institutional Council on Teacher Education -
   With Power to Approve Policies and Programs.

       Membership of the council is elected by respective
       schools or departments - including both subject-
       matter and pedagogical which contribute to the
       preparation of teachers. Liberal arts and subject-
       matter departments take responsibility for aspects
       of the teacher education programs in their
       specialties. The Council approves policies and
       programs.

       Examples: Carleton College
                  University of Illinois
       University of Oklahoma
                  University of Texas

Type II: Majority Control By Professors Budgeted in
         Schools of Education - With Participation by Selected
         Representatives of Other Schools and Colleges.

A distinguishing feature of the plans under this type
         is the retention of majority control by professors of
         education. However, the provisions they make to re-
         late the program of teacher education to the entire
         faculty, and to obtain participation in the faculty
         of the school of education from representatives of
         other schools, represent a strong step toward the all-
         institution approach.

A. School of Education Faculty Augmented By Selected
   Representatives from Other Schools.

       The majority membership of the school of education
       faculty is composed of professors whose central
       interest is teacher education. Representatives of
       other schools and colleges which help prepare
       teachers are appointed to represent their groups
       on the school of education faculty.

       Examples: University of California
                  University of Minnesota

B. Dual Professors Serve in Both Departments of
   Education and Subject-Matter Departments.
Dual professors are appointed to serve as liaison representatives of both subject fields and pedagogical areas. They endeavor to obtain consideration for both viewpoints in the formulation of policies and programs. The faculty of the school of education, which includes dual professors, is responsible, however, for policies and programs in both pedagogical areas and in liberal arts and subject matter.

Examples: Miami University
Stanford University
Syracuse University
University of California, Los Angeles

C. Advisory Council on Teacher Education with institution-Wide Representation.

Membership of the institution-wide advisory council is typically appointed on the advice of the dean of the school of education. Its function is to keep the faculty of the schools of education in touch with the attitudes and views of other schools and colleges which contribute to the preparation of teachers and to advise on policy decisions relative to teacher education. The faculty of the school of education, however, is the policy formulating body.

Examples: Grinnell College
Michigan State University
University of Michigan

Type III: Exclusive Control by Professors Budgeted in the School of Education.

Plans of organization under Type III make no formal provision for obtaining participation of subject-matter professors of education and of other schools and colleges to formulate policies for the program of teacher education.

A. Independent School of Education composed only of professors whose primary concern is teacher education, cooperation may be sought and recommendations are typically respected by professors of education who formulate proposals for general faculty approval.

Examples: College of William and Mary
B. Composite College of Education.

The independent college of education offers a total program for the preparation of teachers including liberal arts and subject-field courses as well as work in pedagogy. When the college of education is a part of a university structure, little or no relationship may prevail with the rest of the institution. This type is most commonly found in separate teachers colleges.

Examples: George Peabody College of Teachers  
Illinois State Normal University  
National College of Education  
New York University  
Teacher's College, Columbia University

Type IV: Exclusive Control by Liberal Arts Faculty.

These plans may exist either in an independent liberal arts or in a college of liberal arts in a university. The distinguishing feature is that they do not recognize teacher education as a professional field; consequently, no organizational patterns exist to provide for the formulation of policies unique to teacher education. Such plans are distinguished by the exclusive control of the work prospective teachers take as part of the liberal arts program. In universities, such arrangements inhibit the all-institution approach to teacher education; in liberal arts colleges, they deter the achievement of broad faculty interest and concern for developing policies and programs uniquely designed to prepare teachers.

A. Department of Education is Located in the Liberal Arts College in the University Structure.

Teacher education is not considered a field of professional preparation. Students who prepare for teaching are unselected. Often pedagogical courses are added to established liberal arts patterns, with limited consideration being given to the unique responsibility for teacher education. Policies are typically controlled by liberal arts professors. Professors of education are included
in this group.

Examples:  Duke University
           University of Colorado

B. Independent Liberal Arts Faculty Treats Teacher Education as an Aspect of Liberal Arts Program.

Teacher education is not considered a professional field. Education courses are offered as a supplement to the liberal arts program to help graduates meet certification requirements. Control is by liberal arts faculty, but professors of education are included on the liberal arts faculty.

Examples:  Hanover College
           Lawrence College
           Oberlin College
           Gordon College

Through the presentation of the following selected models I will be attempting to look at descriptive data which might shed light on the problem of all-institutional planning and implementation which could assist change agents of the future. The descriptive data will follow a pattern suggested by Seymore B. Sarason (1971). More specifically, the following areas of investigation will be sought after in the presentations:

1. Specific conditions giving rise to change.
2. Individuals and groups associated with those conditions.
3. Who (individuals or groups) formulated and initiated the need for change.
4. The action that was considered.
5. The degree to which problems were anticipated and vehicles developed for their prevention.
6. The degree to which problems were anticipated
and vehicles developed for their prevention.

7. The ways in which the changers were themselves affected by the process of change.

8. The clarity of and transformations in the criteria by which the changers and others judged the effort.
The Carleton College Model

I selected this model for my first presentation because it more closely approximates and resembles the small liberal arts atmosphere identified previously as a Type IV: B. Carleton College is a small liberal arts college located in Northfield, Minnesota. It has the reputation of being one of the nation's highest intellectual small colleges. This is substantially verified by its high admission standards.

Conditions Giving Rise to Change

Concerned about its role in teacher education, the college conducted a study in which faculty looked carefully for several years at whether or not it should consider such a role as part of the college program. After a series of faculty seminars, and particularly after a series of meetings with public school teachers, this group came to the conclusion that professional preparation was demanded by the schools and was probably necessary. Therefore, they set out to produce the best possible program for a small liberal arts college.
Individuals and Groups Associated with These Conditions

In 1955, they instituted a nine member teacher education committee representative of various academic divisions of the faculty. It was primarily responsible for: 1) coordinating subject-matter departments in their approach to teacher education, 2) for acting as a liaison between Carleton's teaching staff and classroom teachers in secondary schools, 3) for making available to Carleton students information and guidance on teaching in various subject-matter fields, and, 4) for promoting recognition of secondary school teaching as a responsible worthwhile career for Carleton students.

The committee consisted of full professors representing the three largest departments on campus. In addition, they invited an outside faculty consultant for the following purposes:

1. They could talk to him more freely.

2. He would be able to raise important questions because he would not know whose toes he was treading upon.

3. They would not have to worry about him after he was gone.

4. His independent reports, coupled with that of the college faculty would give the assessment more objectively than a report written by the Carleton faculty only.

The dean proposed the selection of an outstanding member of the teachers college faculty who would serve
as chairman of these seminar proceedings.

Action That Was Considered - Organizational Design

They began by introspection into their present program, attempting to take it apart, studying the contributions made by the subject-matter specialist and by the "educationalist."

Their second step was to study the effect of cultural economic and political patterns of the United States to the extent they effected the operation of a high school. These sessions developed into thirteen two-hour sessions. (In the first analysis this cooperative effort coupled with the appointment of prestigious faculty was basic to the success of this collaborative process.) Participation on this committee was not mandatory.

Because at the outset there was an indifferent attitude toward the teacher education faculty, they could not assume the lead in formulating policy which gave impetus to the rest of the faculty as a whole.

Discussions from the formal seminars touched off an exchange of ideas elsewhere. Other faculty, ordinarily in attendance at the seminars, also received abstracts of seminars on the importance of education. A high sense of dedication was expressed by the planning committee and the guest professor.
The final action considered by the education faculty was to display a willingness to sit back and let their colleagues from other disciplines do the talking.

The Degree to Which Problems Were Anticipated and Vehicles Developed for Their Prevention

1. Because they knew interaction was essential, they allowed for an extended thirteen week session. They knew it could not be done through the regular faculty meetings or committee meetings.

2. Each session was well planned to prevent rambling on insignificant issues. They planned the direction discussion might take and tried to anticipate information the group would need.

3. They were committed to expressions of deepest convictions or no controversial issue would be settled. An intellectual attack had to be made without which no amount of good will would serve a purpose.

4. A limited range of study circumscribed to the area of the preparation of secondary teachers of academic subjects in an undergraduate college.

5. They agreed at the outset that all issues would not be resolved.

6. The first six weeks was necessary to remove the ignorance of each other's position.

7. The need for an outside professional consultant to add objectivity to the investigation.

8. The endorsement of the dean to establish the atmosphere of psychological safety.

Changes Which Effected the Changers and the Program

1. The committee pointed out that the department of
education staff was not large enough and recommended that the administration add staff. A full-time person and two part-time members were hired.

2. Special methods courses of quality were being given less reluctantly than the in the old days by subject-matter departments. In one instance, prospective teachers declared these were the best courses they had in their entire college program.

3. Secondary school teachers had been invited to the campus by various departments, for dinner discussions on teacher education and also on the subject matter of their major interest.

4. During the study, the education department felt more a part of the college as a whole because it had a group of colleagues for consultation.

5. Important state, regional and national meetings on teacher education had been attended by faculty members other than those in the education department.

6. There have been an increase in the number of students preparing to enter secondary schools.

7. Local high school teachers, on the initiative of certain departments, have been invited to serve as consultants in teacher education. One member was made a full time faculty member.

Results of the Study and Recommendations for Other Colleges or Universities Contemplating Similar Studies

1. Collaborative programming is worth it if the administration of the college is concerned about the problems of teacher education and will give the necessary support to the faculty.

2. There must be a nucleus of faculty members other than professors of education who are interested in these problems. This nucleus need not be large but it must exist. It is not necessary that any members of the faculty be sympathetic
with contemporary trends in teacher education, but it is necessary that some be aware of the problems and willing to look for solutions.

3. A suitable consultant must be made available, who can give his full time to the project. This consultant should be reasonably familiar with contemporary education and with the problems involved in teacher education. He should also have an understanding of liberal education and be reasonably sympathetic with the aims of the liberal arts college.

4. Funds should be made available:  
   a) to provide an adequate stipend for a visiting consultant,  
   b) to bring in other consultants on a temporary basis to represent divergent points of view,  
   c) to free members of the faculty to visit schools, meet school teachers and administration in consultation.

It is the consensus of the Carleton evaluation committee that given these conditions, a study such as this can be profitably carried out on any campus, and that a series of such studies could do more to resolve some of our pressing problems in teacher education.

It was also concluded that the schism between the various departments in the disciplines and that of education is greatest in the large university because it is more evident that students are torn and troubled and confused by the differences existing within the faculty.

Comment

This is an encouraging report in that very few assumptions were made at the beginning. This led to an openness
on the part of everyone concerned. It is also interesting to note the importance of the off-campus influence in assessing the need for change. My feeling is that the public school component exposed the irrelevancy of the present program which gave everyone concerned a new point of identity. Once the needs were identified and a mutual respect had grown for each other, the programming became an easy project. The faculty involvement was enhanced as the autonomy of each faculty member was converted into creative planning and constructing solutions to problems.

Finally, I think it is important to note the success which resulted when the educators put away their egos and took a back seat in the opening sessions. One must be able to see himself if he expects to attract the attention of others. I am not sure that many of the educators I have met are capable of this transition. In addition, the change agent himself must be willing to change his ways as an outcome of asking others to contribute in the reconstruction process. It may very well result in the educator making the most extreme change and he should be willing to count this cost before he begins.
The Five College Project

One of the more promising explorations into the matter of shared control, is the attempt in New York State, over the period of 1965 - 1968, known as the Give College Project. This project was inspired by Dr. James B. Conant's book, *The Education of American Teachers.*

Specific Conditions Giving Rise to Change

State officials felt they would like to experiment with some of the ideas presented in Dr. Conant's book, particularly those involving placing greater responsibility for the preparation of teachers and certification, on the colleges and universities as compared to the traditional heavy reliance upon detailed requirements prescribed by the State Education Department. They were now interested in moving further in the direction of the following specific recommendations:

1. The colleges should be given the responsibility for deciding what constitutes adequate preparation, and thus, which students are adequately prepared for teaching.

2. A college can effectively discharge their responsibility only if it is totally involved in the formulation of what it believes to be the best program for the preparation of teachers. Those decisions therefore, should not be left solely to professors of education. Rather, they should
be vested in a committee on teacher education which represents academic fields as well as pedagogical ones. The committee should involve all appropriate faculty members in its policy making and should present its proposals to the entire faculty for final approval.

3. The liberal arts approach should be dominant throughout the four years academic preparation with the pursuit of one subject carried on an advanced level.

4. Initial professional requirements should be held at a minimum. The student teaching experience or internship should be the major aspect of the professional preparation, but still in need of strengthening.

It is interesting to note that this model started on a state level, in that the state was willing to relinquish its certification requirements as a point of motivation.

Individuals and Groups Associated with the Project

The project covered three years. It was funded in May, 1965 by the Danforth Foundation, St. Louis, Missouri, and an appropriation from the New York State Legislature. Dr. Conant accepted the role of consultant to the project, and Mr. John Hollister of the Educational Testing Service served as his liaison with participating colleges. The project committee selected Brooklyn College, Colgate University, Cornell University, State University College at Fredonia and Vassar College to participate in the new approach to the development of teacher education programs.
The Action that was Considered

The Five College Project focused on the question: With complete freedom from such external standards as certification requirements, what kinds of programs in teacher education can be developed from the all-institutional effort? The unique variable, as I mentioned earlier, is the lifting of state certification requirements as a restraint to innovative thinking. Each college had a different course of action. Specifics are located in the Appendix.

The Degree to Which Problems were Anticipated and Resolved

The results of the experiment were made available at a conference in Albany, New York, May 16, 17, 1968. The conference had three purposes (Report, p. 12):

1. To discuss the process involved in an all-university approach to teacher education.

2. To share and disseminate information on program development among both the participating colleges and among other institutions involved in teacher education.

3. To discuss possible evaluative information techniques.

Jean Kennedy, serving as the project consultant, observed that as long as there is a structure on which the
colleges can rely, they will do so even though they are given freedom from regulations, and given money to develop new and imaginative programs. Unless the state removes specificity from existing regulations, the college may continue to develop programs in teacher education less effective and less imaginative than the times call for.

The following is a specific summary of observations in regard to the colleges and the all-institutional process they employed (Report, p. 20):

1. Adequate criteria for evaluation of whether the all-university approach, as a process, had been met by each institution in the development of programs seemed wanting. Other than assurances from top echelon college administrators, we do not know what constitutes evidence of the success or failure of the all-institutional approach.

2. The college administrative structure may be too cumbersome, or the faculty interest so diverse, as to render the all-university approach difficult, if not impossible to implement. The all-institutional approach is not a universal solution to administrative problems, especially in large or complex institutions.

3. There is considerable variety in the faculty representation on the all-university committees. The committees ranged from membership of the concerned departments to membership by all departments. The term 'all-institutional' has widely diverse meanings. How exclusive is the faculty representation applied by the term 'all-institutional'?

4. Several colleges reported serious faculty conflict in the all-institutional committee deliberations. However, the colleges offered scant evidence that such faculty dialogue resulted in improved teacher education programs.
5. The all-institutional approach to teacher education does not necessarily have joint accountability and responsibility for the product or control of the program. The policy body may be broadly representative, but the policy administering function may be delegated to another, an unrepresentative group.

6. The program which took fullest advantage of the projects freedom from state prescriptions were the new programs developed by the colleges rather than revisions of their old programs.

7. The programs developed jointly by the colleges and the public schools differed substantially in concept and content from existing programs developed solely by the colleges.

8. There was reluctance to disturb the traditional time blocks for courses, student teaching, or clinical experiences.

9. More attention was given to the revision of education courses than for the liberal arts sequence.

10. Few of the colleges had given long-range consideration to the problems of evaluation in terms of performance of their candidates. Most colleges appeared willing to rely on the three-factor evaluation as proposed by Dr. Conant:
   a) A greater number of students will be attracted and will enter the program.
   b) These students will remain in the program.
   c) These students will enter and continue in the teaching profession.

11. All of the colleges agreed on the need for outside funds to improve teacher education, but there is little evidence that they would be willing to shift the internal funds for this purpose.

12. Judging from contemporary evaluative standards, the programs developed by the all-institutional process are of the same or better quality, and have faculty and administrative interest and commitment no less than that of the former teacher education programs on these campuses.

It is interesting to note the lack of institutional
commitment to the necessity of program change. My feeling, after having reviewed these proceedings carefully, was that the grant was more inviting than the idea of change. The Carleton model used, as a point of entry, a carefully planned need analysis of the school problems from which they developed their motivation. The colleges in the Five College Project did not give a great deal of evidence of this sort of analysis as we shall see later.

The Changes as Judged by the Effort - Evaluation

Evaluation and assessment are always critical components in experimentation. Alvin P. Lierheimer, Director of the Division of Teacher Education and Certification, gave his reactions to the project at a session of the final conference in May, 1968 (Report, p. 112). Lierheimer said that it is not so much a question of did the all-institutional approach to teacher education work, but rather, how did it work; just how it was observed by the staff, by Dr. Conant and by Jack Hollister. His personal hope more than anything else, was to see some attempts at doing an evaluation of the project itself. For example, an appraisal of how a teacher actually works when he is placed in a classroom. Another area of concern was the feeling of these institutions about curricula flexibility. Lierheimer concluded, at least as it appeared on the surface, that if courses now required for certification do not really make
a difference, maybe there is not significant reason for
the state to be as specific in its regulations. Con-
cluding his remarks on evaluation he stated:

But if every institution is its own expert maybe
we should rely on its judgement much more and ask
only: how did you reach your conclusions as far
as the curriculum and the program is concerned.
(Report, 1968)

In order to broaden our understanding of how this
project underwent evaluation, it might be helpful to
render a few remarks given in a discussion session rela-
tive to questions posed to each member institution. The
following is an abstract of the evaluation session
(Report, pp. 115-158):

Cornell:

Recently there has been an indication that the all-
institutional approach is somehow permeating the
whole instruction even to the extent charges of be-
coming a teachers college have been leveled. I
think it ought to be made clear that if we are going
to use the term we should know what it does and does
not mean. Certainly, in an institution like Cornell
there is no suggestion that this approach permeates
the whole institution or that it has mobilized the
entire campus in any way.

Question:

Are you satisfied with the situation at Cornell?

Cornell:

No, I am realistic enough to know that ninety
percent of the people in the academic departments
a difference, maybe there is not significant reason for the state to be as specific in its regulations. Concluding his remarks on evaluation he stated:

But if every institution is its own expert maybe we should rely on its judgement much more and ask only: how did you reach your conclusions as far as the curriculum and the program is concerned. (Report, 1968)

In order to broaden our understanding of how this project underwent evaluation, it might be helpful to render a few remarks given in a discussion session relative to questions posed to each member institution. The following is an abstract of the evaluation session (Report, pp. 115-158):

Cornell:

Recently there has been an indication that the all-institutional approach is somehow permeating the whole instruction even to the extent charges of becoming a teachers college have been leveled. I think it ought to be made clear that if we are going to use the term we should know what it does and does not mean. Certainly, in an institution like Cornell there is no suggestion that this approach permeates the whole institution or that it has mobilized the entire campus in any way.

Question:

Are you satisfied with the situation at Cornell?

Cornell:

No, I am realistic enough to know that ninety percent of the people in the academic departments
which train teachers are primarily interested in their own scholarship and we are willing to delegate their concern for teacher education to the other ten percent. In addition, in the professional schools, where they have nothing whatsoever to do with teacher education, they are engaged in training their own professors and not teachers. Therefore, I do not expect them to get involved.

Brooklyn:

I think we have taken a little different view of evaluation. In the past most subject-matter majors preferred to go on to graduate school, rather than into secondary school teaching. We hope as a result of this new program we will be able to appeal to a scholastically better class of students, for the following reasons: 1) we now have better math courses directed toward the teaching problems in the New York City schools; 2) because other departments are willing now to participate in some of the pedagogical courses and its lending an air of respectability to the students in education. On the basis of these hypotheses, we are now making a survey of students who are graduating and those who have been engaged in teaching over the last five years. We are trying to find out what kind of students they were, what successes they are having in the schools, what kind of performance they put forth in the classroom, what their attitudes are toward teaching, and their knowledgeableability of their subject area.

Question:

What differences will you be looking for? The differences in training is obvious, but what would you expect to find in the way of other differences?

Brooklyn:

First, we hope to appeal to a scholastically better class of students. Secondly, after they get out teaching, if in the opinion of the school administration they have been able to fit into their school's situation better, we can put our fingers on some of the reasons if there are any.
State University College at Fredonia:

I think it is entirely too premature to make judgments about evaluation. We do have a lot of involvement at the present time. I think the best thing to say at this time is that we intend on carrying the program forward, but to hold off assessment until more time has passed.

Brooklyn:

When this program ends we will probably stop talking to each other. Especially when the money runs out. I am surprised that no one has tried to evaluate the degree of freedom you have given us in terms of departing from state certification requirements, and whether this will effect teacher education. I feel we have not departed that much, and maybe the security of standards at some place may be an important necessity. I wonder whether this freedom will lead to license, or whether it will lead to going back to the same structure?

State University College at Fredonia:

This is an important consideration, because it leads to the question of what a state does with teacher education in the higher institutions.

Colgate:

I frankly can not see there is a good deal we have been doing with this support that will not be carried on without it, largely because I think the commitment is there. I would say that as a result of this study directly, or indirectly, the number of things an institution might be doing could be increased rather than decreased. I am referring to the ideas they have or the directions they would want to go. Then, go out and get the funds to implement those ideas.

Brooklyn:

I think the greatest value of the money which has
been spent is that it enabled people of different faculties to have time and opportunity to speak with each other about things of common concern. I do not think this will end.

State University College at Fredonia:

The state comptroller has a funny way of asking: "Why can't you do this thing without money? Isn't that your job as an institution?"

In response to the question of state requirements, we might ask ourselves, "Are there better guides than curricular ones that the state should hold to assure adequacy of preparation?" I think most of us right now, have lost more than a little confidence in the simplicity of curricular requirements. The question is, "All right, what are the standards then?" "What are the things a state uses to assure the public that there is some degree of adequacy in the preparation of teachers?"

State University College at Fredonia:

I hesitate to just assume that because our teachers have been employed they are, therefore, all right, and we have nothing to worry about. I think in this assessment criteria, you are talking about some way of finding out if the assessment report is on graduates and their teaching success and somehow cooperatively by the having been on the scene and having observed them, as well as having been observed by the employer. The other two things, it seems to me, are putting together a blend of quality students and quality faculty. If you could somehow put that into your assessment and then this concept of performance, cooperatively carried out by the university and the schools, I think you would have something that is a lot stronger than this weighing of student credits.

This project, with all of it's unique features and financial support, did in fact, produce a new dialogue but did not cause any radical reconstruction in their individual teacher education programs. Motivation ranged
from a personal commitment (Colgate), to philosophical ideals (Vassar), to a more humane atmosphere (Brooklyn). Some of these programs have continued to look at state certification requirements and basic curricular structure, but few really wanted to stray from the security of the framework.

In a recent letter from Dr. William E. Boyd, (Appendix, p. 103) the Chief of the Bureau of Teacher Education, he expressed to me his reflections of the project:

Although there were some positive aspects which came out of the Five-College Project, there was some disappointment evidenced, chiefly that, although Commissioner Allen suspended existing certification requirements for the participating colleges, the very existence of these regulations in their specificity seem to have a channeling effect on curricular planning. Many of the programs which came out of the Five-College Project almost exactly duplicated the curricular patterns required in the then current Commissioner's Regulations. This was one of the reasons why New York State moved to relax the internal specificity of certification requirements.

Although different from the Carleton model, nevertheless, the project was helpful in further understanding the complexity involved in the construction and implementation of an all-institutional teacher education program. The Five-College Report goes a step further, in that it was considerably interested in the evaluative aspect. From the research I presented, I hope the future change agent will be more informed on the issues inherent in assessment, which these colleges had difficulty gathering.
The Joint Commission to Improve the Education of Teachers in California 1960 - 1962

This model represents another attempt to collaborate all-institutional teacher education initiated on the state level. The presentation is from a working paper by Ernest L. Boyer (1965).

 Individuals and Groups Associated with the Model

The story behind this collaborative effort began when the Board of Directors of the California Council on Teacher Education met with officers of the Western College Association to look for ways to arrest the growing tension between "academicians" and "educationalists" on the campuses of the colleges and universities in California. The tension was the result of the nation's reaction to the Sputnik incident and the pressure of the public on state officials to find the reason for the deficiencies in our educational system which had apparently given the Russians this advantage in scientific technology.

 Specific Conditions Giving Rise to the Change

It was timed at this post-Sputnik anxiety era which
had crescendoed on many campuses in a clash over the nation's schools in general, and the training of teachers in particular.

The Action that was Considered

The action considered centered around a task of assumed statesmanship. Both the WCA and the CCTE officials agreed to begin the process by sponsoring jointly a blue ribbon team staffed by both professionals in education and leaders in the liberal arts. As conceived, the members of this interdisciplinary committee would meet together over an extended period and seek, first of all, to build bridges of understanding between themselves. These bridges centered around a personal understanding of the field and established a frame of reference from which to understand future developments.

The study team then proceeded to balance off, statewide, the rival and frequently acrimonious claims of general education, the academic major, and the training in the art of teaching.

The Degree to Which Problems were Anticipated

Problems seemed easily solvable as these groups met for the first time. The beginning session was marked by
caution and reserve, but fortunately, decency dominated as reservation yielded to cordiality. They found, as they had hoped, that beneath their prejudice was vested intellectual convictions shared by academicians and educationalists alike. The major obstacle was in getting these two groups to feel safe in open dialogue. Their specialization prevented them from listening to each other and engaging in dialogue. Only time could heal this problem. In many cases, it took several months.

The Basis for Choosing the Course of Action

The study team produced some basic agreements which were projected from the guidelines of the Bowling Green Conference. For example:

1. The preparation of good teachers is the function of the entire college or university.

2. They called for a five year program to fully develop the liberated teacher. (The five year program is eroding in most of the states of the country including California. Note Sarason, 1971, pp. 56-60.)

3. Additional in-service workshops to improve the skills of teaching.

4. Subject matter is of critical importance in the preparation program.

5. They urged the formation, in each college or university, of an institution-wide policy body committee or council to study the program as a whole and coordinate the process.
These agreements appeared logical, but as one looks into this project many of the older, established institutions found it terribly hard to convince their colleagues of their legitimacy. It seems important that planning committees of this sort prepare change agents for the obvious problems he is going to face in convincing others of the legitimacy of change. My research indicated that many disappointments resulted from an over-all disillusion at not being properly prepared for the variables that obstruct cooperative programs unique to professionals.

The Procedure Used

The procedure was directed toward the college deans and presidents for administrative support. (More and more of this emerges as an important point of entry.) In turn, the faculty was solicited to send a delegate to one of the regional conferences to discover how to develop a miniature joint commission on each campus. In many cases, these representatives were selected arbitrarily or because they represented a certain faculty status. The procedures within each participating institution in selecting the representatives was not a democratic one and was done rather hastily. (This procedure is hardly representative of people who see the importance of teacher education as an all-institutional effort.)
The Ways in which the Changes were Effected by the Process

The conference resulted in forty-seven of the fifty-seven institutions developing some form of all-institution committee on teacher education. Almost without exception each committee was imposed on the institution with a pre-designated design endorsed by the administration. As noted earlier, this is not the best change strategy when dealing with older, established institutions. As a matter of fact, it is not good under any circumstances if innovative collaboration is expected. (Schein, 1972, p. 51) These committees were given broad control and power in teacher education, but were limited to policy-recommending or an advisory role.

Changes that Resulted from the Efforts of the Changers

Reference from Boyer's working paper (Boyer, 1965, pp. 271-273) on this conference related the following evaluation:

1. As anticipated, not everyone welcomed the innovation. At some institutions apathy, or even confusion blocked the effort to form a collaborative program.

2. Failure resulted in some institutions because busy men from many departments could not find time to get together.
3. The greatest barrier was fear - fear that the college-wide approach would violate long-standing departmental autonomy and limit power and authority.

4. The bureaucratic structures became so cumbersome that very little action resulted. With few results members often lost interest.

5. Some of the institutions met with eventual success, even predicting that their campus-wide programming would play a major role in changing the state certification requirements. (As was the case in the Five College Project, very little change was effected for basically the same reasons.)
University of Florida Teacher Education

Model of Collaborative Programming

Gainsville, Florida

This model is offered to show the importance of the in-service component in the reconstructional process. My presentation is in the form of an abstract of a working paper prepared by Ralph White and J. B. Page (1958).

Specific Conditions Giving Rise to Change

Even before the Bowling Green Conference, the College of Education and Sciences made many attempts to find ways and means of working together to develop a program of teacher education. Both faculties generally recognized that each must share in this responsibility. However, when representatives of the two faculties would come together to discuss the problem there was always an uncertainty as to what the ground-rules were regarding the respective areas of responsibility. Consequently, there was always present some distrust of one another. In this atmosphere there naturally existed a defensive attitude on each member's part in making sure that his prerogatives were known by the other. Therefore, the various attempts made by the two colleges to develop a program to which both could subscribe usually resulted in failure. This failure was due in part to dif-
ferences in philosophy, and in part, to the lack of a clear frame of reference with which each could work without fear of encroachment from the other. Committees appointed to work on major issues could not succeed because each member of the committee thought it his duty to uphold the faculty represented.

Who Formulated and Initiated the Need for Change

Between 1954 and 1958 representatives from the College of Arts and Sciences and the College of Education participated with selected representatives from the public schools, in a state-wide conference on teacher education. At each of these conferences it was clearly established that it was important for various administrative units on a university campus to find ways and means of working together to build a sound and adequate program. Eventually, the deans of the various colleges agreed to have weekly meetings. As they met, the lines of communication opened leading to the formation of a joint committee representing the College of Arts and Sciences and the College of Education to suggest subject sequence for all the major areas for which the College of Arts and Sciences prepare teachers. These committees presented their recommendations to the joint committee of deans. Frequently, the deans did not accept all the recommendations. However, the lines were open.
Ralph Page gave the following summation of the process:

For thirty years, ... there has been friction between the two colleges. Neither side would trust the other any further than it absolutely had to. In 1956, the president of the university issued a fiat, outlining the area of responsibility of each college. On the basis of that fiat, the college started to make progress. We had a roadmap, 'but we were still running two buses.' A year later, the president took drastic measures to halt the feuding. He called the two deans together with their respective assistants, into a room and told them, in effect, not to come out unless they had reached an agreement — but to come out soon. (The Second Bowling Green Report, 1958)

The Ways in Which the Changers were Themselves Effected by the Change

Out of this initial confrontation, committees were established, leading to real progress. The committee learned that there are three essentials to cooperation:

1. There must be a mutual respect for each other.
2. Definite rules in the cooperative enterprise must be established.
3. Effective channels of communication must be established. (Working Paper, 1958, p. 92)

The above mentioned levels of cooperation was as difficult for the educationalists to maintain as for the academicians.

Comment

It is interesting to note the action by the president
of the university. I do not know if this is unprecedented, but it can be very effective in breaking a deadlock of stubborn professors bent on protecting their traditions.

For the future change agent, it may very well be beneficial to prepare his case for the president in a manner that might be useful in the event of deadlock. It not only brings the point home quickly, but carries with it an attitude that the safety of future employment lies with those who are willing to take the risk required in change.
Oklahoma State Model
Teacher Education Program

This final presentation was selected because it gives more attention to the role of individual committees which play such an important part in the all-university program at Oklahoma State University.

Specific Conditions Giving Rise to the Change

Officials at Oklahoma State University started looking at this business of cooperative leadership as far back as 1947. Resulting from many survey groups, they have accepted the challenge of reorganizing teacher education on the campus.

Individuals and Groups Associated with these Conditions of Change

An agency of the university for directing and coordinating teacher education was created - the Oklahoma State University Council on Teacher Education. The council followed these guiding principles in carrying out its functions:

1. Previous experiences were utilized and old programs and practices were evaluated on the basis of improvement.

2. The total resources of the university were
utilized for teacher education.

3. Programs of preparation were developed in terms of needs, practices and conditions as found in public schools. (Note that this component is again essential in reconstruction design.)

4. Production committees were designated for each of the training fields in which certificates were authorized by State School Boards of Education. These committees were composed of faculty members selected from the supporting academic disciplines and professional education, with representatives from the public schools serving as consultants. The committees were charged with the responsibility for developing complete and unified programs in their respective fields, which would include areas of preparation identified as general education, professional education and teaching specialization. (Working Paper, The Second Bowling Green Conference, 1958)

The Action that was Taken

After many months of study, discussion, and resolving of conflict between the points of view represented by members of the committees, each production committee presented a program of teacher preparation to the University Council on Teacher Education for review and adoption. In some instances the council would find the recommended program acceptable with little or no change, but in others, productive committees were given criticisms and asked to continue their deliberations concerning specified parts of the program. Whenever the committees felt that they had discharged their functions and the programs were found to be acceptable, official approval was given by the Council. As the agent of the university, the Council requested the
State Board of Education to make an official evaluation of the programs as the basis for approval. At present, thirty programs of preparation for teachers, administrators, and special-service personnel have been developed through this process.

Changes Effected by the Process of Change

The faculty has discussed proposals for changes in the undergraduate teacher education program. The proposals receiving substantial faculty support include:

1. An increase in requirement of upper division units from 45 to 60.
2. An increase in the number of units required for a degree from 186 to 192.
3. The requirement that elementary candidates complete either a) a second major, in addition to the education major, in social sciences, humanities, or science-mathematics to be identical to the first teaching area requirements for secondary candidates replacing the present academic minor, or b) a teaching minor in art, music, or physical education, in addition to the present academic minor.

Evaluation of the Changes and Others Judged by the Effort

Presently, each program of preparation has a supervising committee that is charged with the responsibility for continued evaluation and study of that program. These committees may, on their own initiative, or at the direction of
the University Council, recommend changes or modifications. No program is considered perfect or complete and all are subject to modification when evidence can be presented to justify the proposed change.

Comments

The characteristics of the programs no doubt result from the guiding principle that encourages experimentation in teacher preparation and grants considerable freedom to production committees in program development. Obviously, the programs are the results of many compromises among different points of view represented in the production committees and in the University Council on Teacher Education.
CHAPTER III

CONCLUSIONS - FUTURE CONSIDERATIONS
In my attempt to study the teacher education-liberal arts conflict in all-institutional planning I have presented background material on the history of the problem and several attempts made to operationalize models to resolve these differences. In this final chapter, I want to suggest a conceptual model dealing with the process of resolving the conflict and provide a possible vehicle for future change agents.

Diagnosis for Change

In order to effectively solve any problem one must be sure he has a firm understanding of the problem itself. Therefore, the initial step for a change agent is to concentrate his energies on a careful diagnosis of the peculiar variables within the given change target group responsible for the conflict. Sarason and Reihart agree that the success of expediting and sustaining change effectively will rest on how well the change agent can predict the behavior of those he intends to change.

Earlier in this dissertation I offered research on the Carleton College model of shared responsibility (p. 31), at which time I made reference to the enormous amount of time they devoted to crystalizing the problem. After three years of investigation, the attitudes of the investigating
committee were changed enough to both become sensitive to the problems of teacher educators and to convert their knowledge into actual curricular offerings within the college.

In my own college, previous to implementing our present model, I invested a full year of research into finding reasons for the conflict between the teacher preparation faculties and the combined faculties of our local community schools and our college liberal arts faculty. My hunch was that our program had become so insulated and provincial that outside involvement was constituted only as a necessary evil. My diagnosis was conducted through a series of workshops which brought together secondary school teachers and college faculties by subject areas. Our purpose was to investigate the issue, while seeking advice for reconstructing a model program which involved their efforts. I held workshops in four subject areas: languages, social studies, math-science and English. In retrospect, I am convinced that the very fact that I was willing to admit we had a problem opened the doors for others to help in finding the solution. In summary, our present success would not have been possible without understanding the basic problems as they related to our unique culture.

Because professionals have always been the agent by which society has dealt with its problems (Schein, 1972),
any attempt at collaboration with other professionals must begin with an understanding of the peculiar characteristics of what he is like and the forces around him that manipulate his behavior. If change is to be expected, a clear understanding should persist relative to why something has to be changed (diagnosis), what should be changed (goals), and what must be effected to bring it about (process). If the change agent discovers that change is necessary and he sets goals accordingly, he still must deal with a 'process' to reconstruct the attitudes, beliefs, and values of those individuals necessary to realize the new goals. This process will differ according to each change target area (college) and one must be able to understand and deal with the many forms of resistance of the given culture responsible for the behavioral patterns. These forces are literally the life-giving components to the psychological safety of the individuals responsible for teaching within the given society. To ignore this could bring catastrophic results. Therefore, a diagnosis of individual faculty need structures is essential if one is to deal with attitude change. Without it, one can not expect change to last very long.

There have been various kinds of diagnoses which were suggested in the assortment of working papers on all-institutional models. The Carleton College diagnostic team consisted of full professors clearly respected by the
entire faculty, a teacher education specialist, and an outside consultant from another college. This, of course, immediately gave respectability to their findings. The diagnosis took the form of studying the effect of cultural, economic and political patterns of the United States to see the extent to which they effected the operation of a high school. This approach incorporated the liberal arts faculty expertise as essential to preparing teachers to deal with these issues. The California experiment, prepared by the Joint Commission to Improve the Education of Teachers in California, used a team of representatives from a leading professional association to diagnose the problem of all-institutional cooperation. The University of Florida model used a team of representatives of both the arts and sciences and teacher education faculties. The Oklahoma State model included both faculties and, in addition, local community school teachers and state educational representatives. The general consensus shows that a diagnosis should include a broad representation of people responsible for the forces contributing to the problem.

Such a diagnosis is never easy and the change agent should be careful not to underestimate the work involved. It will require a high level of personal tolerance and frustration, a willingness to take severe risks knowing that his efforts could collapse without a moments notice.
Probably most important to keep in mind is that a good diagnostician will need objectivity, an openness to learn and a willingness to sit back and listen, and not ask others to change unless he himself is willing to. (Reichart, 1969) Because my concern in this dissertation is with collaborative planning in teacher preparation within the context of undergraduate liberal arts colleges, I would like to deal with some of the specific points of resistance to change which must be carefully investigated and understood as an agenda for this important diagnosis.

The Conflict of Pressure

Changing social values have caused the professional to be an advocate, to set about to improve society, not merely to service it, to become socially conscious, to be more of an initiator than a responder. As Schein concludes in his recent study for the Carnegie Commission, new roles are being asked of the professional, one of which is to work at creating change by fighting the bureaucratization and standardization that have developed in many professions. Certainly the academic profession is feeling this pressure. (Schein, 1972) The implications of this new role necessitates a different set of skills, a different self image, a different set of attitudes, values and beliefs about working together. These pressures of society on the pro-
fessional have been the object of recent research at specifying these pressures done by Mayhew 1970, Geddes and Spring 1967-68, Perrucci and Gerstle 1969, and Abercrombie 1967, 1968. It is these pressures which could form the very rationale for cooperative planning.

Conflict of Specialization

Moore (1970), concluded that the ultimate criteria of the professional educator is the achievement of autonomy which implies: 1) knowing better what is good for the client than anyone else because of extended technical and intellectual education or training, 2) subjecting one's decisions only to a review of colleagues, and 3) setting all of one's standards pertaining to jurisdiction of the profession and entry into it through peer-group associations. These characteristics give rise to professional "communities", implying a common sense of identity, self-regulation, life-time membership, shared values, a common language, clear social boundaries, and strong socialization of new members.

In the academic profession the university professor perceives his role as a sense of calling, a long period of education, specialized knowledge, a service orientation towards students, strong informal criteria for licensing by the granting of tenure by colleagues, assumed ethical
standards, autonomy, review only by colleagues, specific expertise rather than general wisdom, and lack of self-advertisement.

The future change agent bent on changing this character type would do well to understand that these established attitudes are often impervious to change because of the high personal investment of the professional in establishing the image of himself as a "specialist". Sam Leles (1968) concluded in a recent article that the role of the scholar/researcher develops internalized standards and a powerful sense of autonomy which ultimately becomes a major obstacle to collaborative enterprises. Consequently, the obvious conclusion is that in a world of a rapid knowledge explosion the professional is bound to resort to greater specialization, leading to greater autonomy, making him less sensitive or qualified for all-institutional cooperative planning. The Five College Project reflected these weaknesses in that after the state certification requirements were lifted and money was provided to work cooperatively toward an all-institutional teacher preparation program, very little actually resulted. Professors were already locked into their specialization and self-regulated environments which hindered a collaborative effort at reorganizing anything over a sustained period of time.
The Conflict of Preparation

Another conflict leveled against teacher education (Russell, 1962) is that they have failed to develop connections to other professions. This criticism is not exclusively directed toward the field of education but could be held true of all professions. The essence of the problem probably lies in the fact that we have failed to train faculty in the skill of working collaboratively with the faculty of other disciplines. This was evidenced in the Five-College Project and others. This deficiency of interpersonal collaboration in preparation has threatened both the educationalist and the academician, for neither possess skills required to function comfortably. Keeping in mind the problems of the city, the environment, of education, of health and of international relations, we will need to find ways to develop interpersonal teams, managed by competent project directors who can weld the various talents of the different professions together in a team effort. (Schein, 1972, p. 34)

In my own college, there has always been talk of "working together", and when one looks closely at the many committees operating within the college one would think we are succeeding. Yet, a closer look indicates that in reality not one inter-divisional course is presently offered nor is any course modeling interconnections of one
discipline to another. Consequently, although the suggestion for collaboration is strong and the motivation is above an optimal level, the failure to operationalize it clearly comes from not knowing where to start and how to process it, resulting from inadequate preparation to deal with such a strategy.

Role Conflict

I spoke earlier of the importance of understanding the psychological safety level of the professional as a good strategy for collaboration. Abraham Maslow maintains that people will always seek to maintain their psychological safety by avoiding role conflict. (Maslow, 1968) Role conflict, by its very definition, means trouble for the individual choosing between two incompatible demands on behavior. It means gaining the advantages of the one and foregoing the advantages of the other, or avoiding the disadvantages of the one and risking the disadvantages of the other. Theoretical discussions of role conflict have dealt largely with typologies of the conflict situation, i.e., the various ways in which conflict in role behavior may arise. (Gross, Mason, and McEachern, 1958, Chp. 17)

Role conflict is disruptive, tension-inducing, and over a prolonged period of exposure, productive of anxiety. Occasional investigation has tested this assumption.
(Gross, Mason, McEachern, 1958, pp. 274-80) The Joint Commission to Improve the Education of Teachers in California discovered when they attempted to implement their program on collaboration, that the single greatest deterrent to their success was the fear the faculty member had of having to give up familiar practices and accept new roles. Accepting a new role for the specialist means changing a need structure which is well established in self-regulated practices. Therefore, the change agent must create vehicles which will prevent his target group from seeing his plan as a conflict of their present interests. Once tension develops from role conflict objective thinking vanishes.

Conflict of Knowledge Explosion

Knowledge explosion, particularly in the sciences, has caused most of the traditional disciplines to become so sophisticated and differentiated into subdisciplines that it is even difficult for the college teacher to remain expert in more than one corner of the field. The knowledge explosion has three important consequences for the purpose of our study:

1. It acts as a strong stimulant to specialism; the task of a generalist in a world in which the knowledge base is getting larger becomes increasingly difficult.
2. It increases the likelihood of early obsolescence; to keep up in one's specialty becomes more difficult as the field changes ever more rapidly, leading either to absolute forms of practice or greater specialization in even narrower areas.

3. As specialization increases, it becomes harder for professionals to work together on interdisciplinary teams because greater differentiation of fields of specialization leads to sets of attitudes and concepts that can be easily shared only with fellow practitioners in the same or related disciplines. (Brown, 1970)

Therefore, one is faced with a paradox. On one hand society is generating problems requiring interdisciplinary team efforts for their solution. Yet at the same time, sets of professionals are less and less able to take part in interdisciplinary problem-solving efforts. The Carnegie Commission studies (Schein, 1972) indicate that this particular problem is essentially true of the academic professions, where it has been difficult to launch interdisciplinary efforts in an environment dominated by departments centered around disciplinary specialties.

In the small prestigious liberal arts colleges where writing and research is reinforced by the promoting forces, this specialization becomes so intense that faculty members build resistance to the teaching of a basic core course or general survey course in his own field, much less stand ready to share in an all-institutional effort with other faculties. For example, in 1971 at Gordon College, I suggested at a faculty workshop a strategy for cooperative planning in the presentation of a core course. My efforts
called for a team approach utilizing input from the media department, behavioral sciences and the education department as support for the faculty member normally commissioned to teach the course. Absolutely nothing resulted because the faculty member teaching the core course wanted to protect his own classroom domain. Yet when one looks at the verbiage in liberal arts college catalogs surrounding the importance of a core of curriculum as developmental to interdisciplinary thinking, one wonders why all core courses are not taught modeling such a process.

My point is that the knowledge explosion is causing greater individual specialization and college administrators are further enhancing it by promoting programs of recognition for faculty who continue to become more specialized rather than offering encouraging reinforcement for collaborative efforts. Until this is changed efforts at all-institutional planning will be subordinate to these individual efforts.

Conflict of Sociological Changes

As mentioned earlier, teacher preparation programs not only prepare their students to service society but also to rebuild it. When one speaks of reconstruction one must gain an awareness of the pressing problems from which these needs are manifested. Criticisms have been leveled by
sociologists to the effect that teacher preparation programs have failed to develop interconnections to other professions (Gage and Suce, 1951).

If the problems of the city, of the environment, of education, of health, and of international relations are to be worked on effectively, we will need to find ways to develop information cooperatively, for these problems are not exclusively those of the educationalist or the academician. These problems are duplicated in almost any example one can think of - the control of drugs, the cleaning up of the waterways and the air, the development of more effective urban transportation systems, the control of crime and violence, the control of the birth rate, economical development in underdeveloped regions, and so on.

A Committee on Basic Research in Education of the National Research Council posted the following major unresolved problems for education which require interdisciplinary efforts:

**Unresolved Problems:**

1. Designing better and more effective school systems.

2. Reducing conflict between school and community.

3. Teacher unionization.

4. Insufficient basic skill learning; hence, unemployable graduates.

**Relevant Disciplines:**

Psychology, sociology, economics, architecture, political science, law.

Sociology, political science, law, management.

Sociology, political science, law.

Psychology, economics, sociology, guidance counseling.
5. Lack of integration of cognitive attitudinal value, and skill components of education.

6. Genetic vs. environmental determinants of intellectual level.

7. Integration of what is taught in the home, through the mass media, and through the schools.

One logical approach to these problems in a society as complex as ours, is through a holistic understanding resulting from interconnectors of all disciplines. Fry and Lech (1971) conclude that because the traditional model of the educator put so much stress on the professional as an autonomous expert whom the student must trust because of his high degree of skill and high commitment as a professional ethic, we may well have trained out of most of our educators the attitudes and skills that are needed to work in a collaborative effort with others. This along with the reinforcement of professional associations and societies which have tightened their boundaries to maintain high standards, has reassured the public that the educator can be trusted to deliver his services responsibly.

At Gordon, I am presently attempting to deal with this problem by the formation of a volunteer ad hoc committee of liberal arts faculty who have had experience teaching on the secondary school level. My purpose is to bring together faculty from other disciplines who are already sensitive to
the problem of teaching on the secondary level, directed at dealing with some of these social problems from the perspective of their disciplines as part of our regular teacher preparation program.

The Conflict of Bureaucratization

Many efforts to collaborate have died a slow death at the hand of bulky, cumbersome, bureaucratic structures. They often destroy creativity and reduce the opportunity for change because too many decisions are required to actualize the action. Liberal arts colleges are infamous for bulky committees. In addition, these committees are battlegrounds to secure departmental strength. A change agent will need strong support to facilitate cooperative programming and it may not come until these struggles are understood. In most liberal arts colleges, educational faculties represent a large populus of students either majoring or minoring in education, but they hold very few prestigious positions on important committees. If all-institutional planning originates from the education department it must be able to lobby the support of those stronger influences who control the more prestigious controlling committees.

Bureaucratization and conservation in a liberal arts college result from a complex of forces. As these colleges mature they not only acquire a greater base for convergent
knowledge, but also tend to protect their boundaries or areas of jurisdiction by creating personal associations which, through peer control, defend institutional requirements, standards of entry, and ethical standards for its faculty (Moore, 1970; Schiff, 1970). In addition, professional associations normally create tight controls on their own members, thereby preventing outside control. It might be good for the change agent to keep in mind that this conservatism tends to be strongest in those professions that are still trying to legitimate themselves.

The problem of bureaucratization was clearly noticeable in the Five-College Project, particularly when the new programs necessitated moving classes, clearing schedules, changing paradigm structures without which implementation was impossible. Registrars protected the efficiency and control of tight schedules making it easier to get water out of a rock than to effect schedule change. At Gordon, for example, our block of practicums must be done over a winter term. Any practicum outside of this time would be nearly impossible to effect due to the myriad liberal arts course offerings which are hard and fast, and the institutional tradition which tends to put clinical experiences at a low priority level.

The problem then, for innovators, is how to stimulate the kind of all-institutional planning that will make the total college community responsive to the increasingly
complex problems inherent in clinical experiences which effect scheduling. Constant subdividing will not solve the problem if each new group takes a conservative role. Arthur D. Little, Dober, Paddock and Upton and the National Training Laboratories Institute of Applied Behavioral Sciences have indicated the need for compensating for conservative trends by new kinds of interpersonal groups whose norms at the outset encourage collaborative solutions that emphasize maximum concern for the ultimate user's willingness to train collaborative interprofessional teams.

The Process of Planned Change

Having touched upon the peculiar conflicts within liberal arts colleges demanding investigation as a prerequisite to effect all-institutional planning, we should turn our attention now to the process of change itself. Sarason concludes that the major problem most change agents face is the problem of the change process itself (1971, p. 20). Whenever most new programs are introduced the ideals are applauded by everyone, but the problem of internalizing them within a group of people not ready for them is often overlooked. With this in mind, I offer a model which reflects the efforts of a recent report by the Carnegie Commission on Professional Education (1972) led by E. H.
Schein. The reader should keep in mind that this model must be made adaptable to the unique environment projected for change. For example, because Gordon has a religious orientation the stages mentioned in the following model take on new dimensions which must be made adaptable to the many peculiar cultural norms of the college community. This, again, reinforces the necessity for a thorough diagnosis of the change target environment before implementing new models.

Stage 1 Unfreezing: Creation of the motivation for change.

Mechanisms: 1) Lack of confrontation or dis-confrontation of present beliefs, attitudes, values or behavioral patterns. 2) Induction of "guilt-anxiety" by comparison of actual with real states. 3) Creation of psychological safety by the reduction of threats or removal of barriers to change.

Stage 2 Changing: Development of new beliefs, attitudes, values, and behavior patterns on the basis of new information obtained and cognitive redefinition.

Mechanisms: 1) Identification with a particular source of information and redefinition through perceiving things as the source perceives them. 2) Scanning multiple sources of information and redefinition through new integration of information.
Stage 3 Refreezing: Stabilizing and integrating new beliefs, attitudes, values, and behavioral patterns into the rest of the system.

Mechanisms: 1) Integrating new responses into the total personality or culture. 2) Integrating new responses into ongoing significant relationships and into the total social system through reconfirmation by significant others.

In order to further clarify the above let us look into the significance of these terms:

Unfreezing: No matter how much pressure is put on a person or social system to change through disconformation and the induction of guilt-anxiety no change will occur unless the members of the system feel safe to give up old practices and learn something new. Without a feeling of psychological safety, the members of the system will increase in defensiveness in direct proportion to the amount brought to bear. (Report, p. 77)

This is essentially a problem of attitudes. Sarason makes reference to the failure of the Yale M. A. T. program as resulting from this very problem. The president apparently suggested the program strongly enough to his faculty to bring initial acceptance but he failed to take into account the attitudes of the liberal arts faculty members who continued to see teacher education as too pedestrian for their scholarly efforts. As a result, M. A. T. students felt like second class citizens and slowly the program eroded. Unfreezing requires taking into account the attitudes of the total faculty if that change is expected to be sustained.
Resistance could take the following forms:

In all of these cases one must consider the possibility that what the person is saying is that he presumably is feeling threatened and/or does not see how to get there from here, hence he tends to resist on an emotional level and develop rationalizations for the resistance. (Report, p. 78)

The essence of effecting unfreezing process is a proper balance of 1) disconforming forces that do not arouse discomfort, tension and threat, and 2) forces that create sufficient psychological safety to make it possible for a person to pay attention to the disconforming cues and develop a motivation for change. (Report, p. 77)

Therefore, change agents must take careful note of forces working toward unfreezing the system, and in particular, create a climate in which faculty and administration feel enough psychological safety to overcome the barriers in implementing the innovation. Creating a climate for change in small liberal arts colleges often results best from convincing the strongest active administrator to endorse the effort through suggesting tenure and promotion as a point of motivation. Keep in mind however, in order to get to this point the change agent should have an idea of the psychological safety needs of the administrator, making it safe for him to support the change.

Unfreezing will take time and in order to sustain it a system of continual reinforcement will be imperative. Redirecting behavior essentially means a new set of satisfiers to reconstruct need structures of those one is intending to change. To sustain it the faculty will need to feel safe
about the change and be able to predict the outcomes with as little conflict as possible.

**Changing**: The emphasis on change should not be on acquiring new information but on the development of new motivation without which the person or system will ignore new ideas or deny their validity.

The Commission points out two processes of searching out this technique:

1. Seeking out a model within which to identify, e.g., another teacher who is teaching in a different way or looking for a school system that is trying innovation that looks promising, or imitating a school that is similar to the one trying to change.

2. Scanning the entire information environment and selecting from that environment ideas that best fit the person or system trying to change.

Again, I remind the reader of the importance of knowing the peculiar forms of resistance within the given change target. The effectiveness of models of scanning information will rest on a good diagnosis of this problem. The presentation of new models or new information will have little success unless it serves to stimulate a new point of motivation in the group to be changed. To gain this point of motivation the change agent must be aware of earlier attempts at change with this group, the processes that were used and the degree to which attitudes were changed. For example, if theirs is a history of failure.
with new programs, the motivation level may be difficult to reach. At Gordon College, there have been so many attempts at change that most faculty usually throw up their hands at the suggestion of another new program. Some of the programs of the past were introduced by exciting innovators who departed a short time after, only to leave the programs to die and with them the credibility of change. Being knowledgeable of these attitudes helped me considerably to avoid repeating failures.

Identification: This is probably the most neglected area of those who have attempted change in the past. Often we select a service with which to identify but fail to account for the rate in which that service needs reconstruction to avoid becoming ineffective in a changing society. This requires scanning to prevent an imitation of other systems and one which allows for constant renewal. The Carnegie Report concluded that:

Among the key norms is that professionals must learn to be autonomous and to value autonomy. This norm applies especially to professors. Consequently, unless the norm itself is changed, only those innovations that faculty members have invented or delegated for themselves will be genuinely integrated into the curriculum. (Report, p. 80)

In order for change to be sustained it must become a total part of the person or institution. So many programs fail because of a neglect to develop strategies to integrate the new identity to the entire community. After spending
over $300,000 in the Five-College Project to help bring about change in all-institutional teacher preparation, some fourteen years later, hardly a trace of that experiment remains. Consequently, new identity will call for an organized set of principles which are consistently reinforced to redirect behavior, breaking from old practices and accepting new routes which are designed to bring a new identity. Sanford Reichart concluded from his study (1969) that probably the question of how to sustain change long enough to form a new identity is harder to answer than where to start.

Refreezing: Refreezing involves two basically different but equally important components. Whatever new responses are attempted it must fit into the total personality of the individual attempting it, and it must fit sufficiently enough into the culture of which that person is a member to be confirmed and reinforced by others. In other words, it is very difficult for an individual to sustain the change if it does not fit into other parts of himself, and it is equally difficult for an individual to sustain change which may fit his personality but which is incongruent with what others in his reference group or relevant social system expect of him or are willing to tolerate.

The phenomenologist refers to this refreezing process as the "personal differentiation of meaning." Essentially, refreezing will mean changing the personal perceptions of
others and yet helping them to feel adequate enough to adopt the change. Once the change is accepted and new identity forms the change agent must look for ways for it to effect the total system long enough for it to be considered the norm. (See Table V)

The primary purpose of this analysis is to force the change agent and members of the system to be changed, to identify and to analyze all the forces that act on a given system, and to avoid the temptation to limit their thinking to one or two forces even though they may be quite relevant. As one moves down the list of restraining forces, the change agent should assess the degree to which the faculty style, the manner of conducting classes, the way in which the jury system works on student projects that are assigned and the manner in which they are corrected and graded, and support and individual style or working. (Report, p. 88)

A Point of Entry

Given an understanding of a process, where does one begin to effect change? Although it appears redundant, the change agent must keep in mind that "points of entry" will be different in each system. These are a few which I have researched and found to have been effective:

A. The Academic Dean: If the dean is the most powerful influence within a given academic system, he could be
the key for setting a safe climate within which to foster support. For example, in many small religiously oriented liberal arts colleges students are highly sensitized to strong paternal approval. As a result, most of its faculty come from similar backgrounds which results in a strong loco-parental atmosphere. The dean in these small colleges often resembles a strong father figure to whom most of the college citizenry look to for self approval. He represents the strongest "significant other" relationship to its membership. Therefore, as a point of entry the dean would hold a strong influence in launching a new program. The relationship of a given faculty to their dean is not always one of rapport and the change agent must be sure of the tone before proceeding to use him as a point of entry. For example, Gordon's previous administration had very little faculty support which developed suspicion and retreat from administratively endorsed programs. Obviously, in this kind of atmosphere the dean would be the worst of all possibilities for a point of entry.

B. Money: In many small independent liberal arts colleges, money is a critical issue around which new programs live or die. If a new program has promise and is legitimate enough to qualify for grant money, it could very well attract immediate attention and support. One will be amazed at how quickly structure and tradition is hurtled when greenbacks are flashed in struggling small independent liberal arts colleges.
C. Resignation Pressure: The American Association of Colleges for Teacher Education recently announced the results of a survey (1970) conducted on teacher education interest in liberal arts colleges. It was not at all surprising to me to find that fifty-two per cent of the graduates of liberal arts colleges were involved in a teacher certification program. If, let us say, in a given system there is a strong enough student populus in education programs and one needs leverage to attract attention to all-institutional planning, the education faculty could recommend the college dissolve the department. The intent, of course, is to focus the attention of the "powers that be" in regard to their willingness to meet, to negotiate new programs in order to prevent an eventual confrontation with students.

D. Inviting Liberal Arts Faculty to Meet the Ultimate Climate: It would seem appropriate for teacher education faculty to ask various public school teachers to invite liberal arts faculty to their classes as guest teachers. This would appeal to the ego strength of liberal arts faculty members and provide attention to the problems of teaching on that level, out of which may come a new sensitivity for redesigning his courses to speak to these problems.

E. State Board of Education: The classic example of this approach was the Five College Project experiment which we covered briefly in Chapter II. If a given education program could gain notoriety from state officials, it could
give the public relations people a point of reference for attention in recruiting. If the state agency could be influenced to use the particular college as an experimental environment the attention might serve to awaken the interest level of other faculty.

F. Utilization of Experienced Liberal Arts Faculty: If the change agent seeks to collaborate teacher education and liberal arts faculties it would be advantageous to begin working with those liberal arts faculties who have had experience working in public schools. Within Gordon, this has served as an extremely useful point of entry. Most of these people are influential faculty members and are quick to identify with our problems in teacher preparation. This committee has served in an ad hoc role but nevertheless represents strong influences within their respective divisions. My influence as a teacher educator is typically ineffective in the college. However, as this committee becomes more and more informed, more leverage is established to the need for collaborative planning. They also have become my strongest influence in gaining a receptive platform with the rest of the college.

The committee on teacher education in the Carleton College experiment (p. 31) gave evidence of what an influential committee of this sort is capable of producing. At Carleton they saw to it that these faculty members promoted teacher education within their own divisions and within the
student body. This group, incidentally, held full professorships lending to attention on a high credibility level. In the other models of shared responsibility I mentioned in Chapter II, strong committees on teacher preparation resulted from the same point of entry.

G. Trustees: In addition to gathering the interest of sympathetic liberal arts faculty the change agent ought to consider the sympathy of its trustees. Often these influential people have a high interest in education resulting from the failures of their children to learn due to poor public school programs. If a conscientious teacher educator can speak to how his program plans to rectify these poor educational programs he may very well gain a strong point of entry.

H. Alumni: As I researched various models, I found surprisingly little evidence of having used graduates as a point of entry. My experience indicates that the arts and sciences faculty at Gordon are far more sensitive to listening to their graduates than me. Therefore, I have made it a point to encourage those who graduate and are fortunate enough to land teaching positions to come back on a yearly basis to feed back the strengths and weaknesses of our program as it effected their success or failure. Throughout these assessment sessions they visit the department in which they majored, making criticisms and offering suggestions which have, on occasion, effected some change in course com-
position. I have also used graduates as consultant instructors in our methods and practicum courses, bringing them even closer to arts and sciences faculty members. The pressure to pay more attention to teacher education brought by this group of alumni has opened new avenues of communication not possible by my department alone.

I. College Philosophy: In many small liberal arts colleges there is extensive care taken to preserve a distinctive philosophy which gives them a unique identity. For example, the evangelical liberal arts college takes many forms of behavioral standards unlike no other institution. Yet, because of this distinctiveness, they draw from a constituency who reflect similar values. It seems most probably that a person seeking collaborative planning as a new innovation would do well to show how this change will broaden the distinctiveness and enhance the growth of this philosophy. Most liberal arts colleges are committed to operationalizing a model in broadening its purpose and hire faculty with this thought in mind. A collaborative effort at teacher education within the context of the institution's "reason for being" could gain the support of the financial constituent who gives to preserve the distinctiveness. A survey conducted by the American Association of Higher Education (1970) concluded that the average age of the influential giver to liberal arts colleges is forty-three years of age. In most cases he gives to preserve a "trailing edge"
which he experienced as a student himself. Good psychology dictates that the change agent understand this "trailing edge" philosophy and use it as a rationale for a point of entry to change.

J. Workshop Seminars: Another possibility lies in bringing together faculty from various community public schools in open confrontation with liberal arts faculty centered around a topic of mutual interest. Usually when these groups get together inevitably the issues of teaching come up giving a platform for a discussion of methods. In addition, it provides an opportunity for these groups to become acquainted with each other and areas of interest out of which a mutual respect could be gained for future collaborative programs.

Linkage

Once the point of entry has proven successful, the next step is to look for vehicles to connect the success to other parts of the institution. In teacher education this linkage extends beyond the college to the community itself. The linkage must have a common core of understanding which everyone can assume is basic to its framework. Finding interconnections could be even more difficult than establishing a point of entry. For example, in the earlier stages of my program I brought representatives of various secondary
schools to the college to meet with our liberal arts faculty by subject area for the purpose of scanning our course offerings and our overall teaching concentration program. These sessions were very lively as liberal arts faculty protected their "right" to teach what they wanted while the secondary teachers told of the irrelevance of the content in our course offerings. Surprisingly, however, when the sparks settled, these groups reached a greater sensitivity to each other's frustrations. What we needed, however, was a vehicle to transfer the sensitivity into a curriculum change which only remotely took place. What we needed was a system to funnel these successful experiences into the rest of the institution. The model of the Oklahoma State program (p. 59) offers an interesting possibility. Their Council on Teacher Education organized production committees with the distinct responsibility of promoting programs in teacher education and were held accountable to the Council for the implementation and assessment of their effort. The Carleton model used a Council of full professors representing many disciplines with specific responsibilities for promoting linkage to other faculty members, students and community schools. This study indicates that linkage ought to be given to a responsible, creditable group who clearly understands the need for such a step and is committed to finding ways to make it the total personality of the total institution.
Leverage

Given a successful point of entry and a seemingly effective system of linkage, the process of making the change work over a long enough period of time to gain total institutional identification will demand leverage. Unless the effort is gaining momentum it is likely to be considered a flash in the pan experiment. Leverage could take the form of daily encouragement, or could also result from students who are responding to the new program with enthusiasm and renewed motivation. It could result through the efforts of extensive testing geared to show greater adequacy of skills. As is the case in most new programs, regardless of its success, someone will be skeptical and it is for this reason that leverage is necessary; for if it goes unchecked, skepticism could spread like a disease, causing irreversible damage.

Conclusion

An all-institutional approach to teacher education will not be an easy task in colleges where traditionally self-regulated faculty control curriculum committees. When one looks at the insurmountable conflicts within the liberal arts setting it becomes apparent that although an effort has good intentions, the probability is high that very few
liberal arts faculty will go beyond the listening stage and those that do have little chance of sustaining the change over a long enough period of time. Keep in mind however, that there are some very encouraging models (i.e., Temple, University of Wisconsin, Carleton College, and Oklahoma State) but these programs had the flexibility, administrative and financial support, to feed into it the ingredients to keep it healthy. As one surveys the teacher education programs in small liberal arts colleges across this country and thinks in the direction of all-institutional planning in teacher preparation, one is hard pressed to find any evidence of these ingredients or the desire to cultivate them. Consequently, the task is enormous and should not be undertaken by a person with a low frustration level.

The assessment committee of the Five College Project was quick to establish that there was a much higher probability of success in all-institution planning in new programs than those more firmly established. The very fact that liberal arts colleges have a long standing tradition of building monuments to the past make the personal reconstruction process a long one. The only hope I see for improvement is the current economic pressure in small liberal arts colleges to attract students. With college public relation directors pounding the streets for candidates some of these programs may have to become more practical and skill oriented. If this happens, teacher education change agents may have a golden
opportunity to develop all-institutional clinical programs across every major. Whatever happens, it seems to me that the needs of our citizenry require that we make every effort humanly possible to develop collaborative skills even in the face of the greatest diversity. If our teacher education candidates fail to see a holistic concept of preparation, indeed we could be preventing them from knowing how to analyze and deal effectively with the needs of the future generation. As a teacher educator in a liberal arts college, I have concluded that either every attempt must be made to find a platform to introduce a collaborative atmosphere or move to an environment where it is possible. For me at least, any other road leads to selling my integrity without which I have no identity as a person or as a concerned educator.
Table I


1. NCTEPS should continue to foster conferences patterned after the Bowling Green Conference, in order to bring together a balanced representation from the professional organizations and the learned societies in an effort to further the study of teacher education.

2. There is a strong need for better communication between all branches of education.

3. Intangible prestige value for the development of similar conferences at state and local levels has come from the National TEPS conference.

4. There has been great knowledge of and great respect for the professional educator gained by these conferences which must be used to build new cooperative programs.

5. Every scholar has some degree of responsibility for making sure that his department has a carefully planned program adapted to the needs of teachers and taught by colleagues who meet the highest standards of scholarship.

6. Since research advances our knowledge of the fundamental of each school's subject, of psychology, of child development and of social phenomena, the education of the teacher can never stop. The teacher must, in college and throughout his professional career, be in close contact with the scholars who are creating in their own fields.

7. A college of education has the responsibility of conducting research in the fundamentals of teaching and learning and translating the results of this research into the education of the teacher.

8. There should be an over-all committee in every teacher education institution to examine and appraise the program of teacher education and to make recommendations for changes.
9. Two way communication between the practitioners and those directly responsible for teacher education is of paramount importance.

10. The preparation of teachers should represent the cooperative efforts of those concerned with professional preparation and subject matter; for example, the college of arts and sciences.

11. Thorough and enlightened studies of methodology should be undertaken by scholars in methods.

12. Implicit in all discussions was a sense of urgent need for action. The sense of urgency should not result in ill-considered action.

13. The program of teacher education at each college should be developed by the entire faculty working through a committee on teacher education whose membership is broadly representative of the entire faculty.

14. Educators on all levels, should look for close understanding, cooperation, and support from the public, utilizing all possible organizations and avenues to introduce to the public the importance and needs of education.

15. Policies and standards for teacher education curricula should be by cooperating agencies representative of all groups concerned within the institution itself and its area. Each institution has problems peculiar to its own locality that must be considered when planning a program.

16. There should be a body of leaders representative of all segments concerned in the institution responsible for reviewing and recommending programs for teacher education and standards for admission to and retention in the program and completion of the degree requirements.

17. Teacher education is an all-institutional function, and the determination of policies should be the responsibilities of both subject-matter and education departments.

18. The total faculty should be involved in the development of the teacher education program, whether it be a single purpose institution or one with joint programs involving subject-matter courses for teaching. Heads of department should compose a committee
for this purpose; subject-matter teachers and professional training teachers should also participate, thus making the grass-roots decisions, rather than administrative policy decisions.

19. The administrative organization should facilitate effective cooperation between subject-matter departments and departments of education.

20. The administrative organization should facilitate resources required to promote the all-institutional effort.

21. Each institution is responsible for establishing the nature and design of its own teacher preparation program.

22. Representatives of the entire faculty, as well as administrators, superintendents, and supervising teachers, should help plan the content of, and the sequence within, a teacher preparation program.
Table II

LIST OF CO-SPONSORING AND COOPERATING ORGANIZATIONS

(Bowling Green Conference, 1958)

Co-sponsoring Organizations

- American Association for the Advancement of Science
- American Association of Colleges for Teacher Education
- American Council of Learned Societies
- Association of American Colleges, Commission on Teacher Education Council of Cooperation in Teacher Education,
  American Council on Education
- National Academy of Sciences - National Research Council
- National Association of State Directors or Teacher Education and Certification
- National Commission on Teacher Education and Professional Standards
- National Council for Accreditation of Teacher Education

Cooperating Organizations

- American Association of Health, Physical Education, and Recreation
- American Association for Jewish Education
- American Association of College Registrars and Admissions Officers
- American Association of Land Grant Colleges and State Universities and the State Universities Association, Committee on Teacher Education
- American Association of Physics Teachers
- American Association of School Administrators
- American Association of Personnel Administrators
- American Chemical Society
- American Geographical Society
- American Geophysical Society
- American Historical Association
- American Home Economics Association
- American Industrial Arts Association
- American Institute on Biological Sciences
- American Institute of Physics
- American Library Association
- American Medical Association
- American Personnel and Guidance Association
- American Philological Association
- American Philosophical Association
- American Society for Engineering Education
- American Sociological Association
- Association for Asian Studies
- Association for Childhood Education International
- Association for Higher Education
Association for Student Teaching
Association for Supervision and Curriculum Development
Association of Guidance Schools in the Association of American Universities
College Art Association of America
College Art Association, Inc.
Conference Board of the Mathematical Sciences, American Mathematical Society
Council for Basic Education
Council for Exceptional Children
Department of Audio-Visual Instruction
Department of Classroom Teachers
Department of Elementary School Principals
Department of Home Economics
Department of Rural Education
Federation of American Societies for Experimental Biology
Modern Language Association of America
Music Educators National Conference
National Art Education Association
National Association for Research in Science Teaching
National Association of Biology Teachers
National Association of Journalism Directors
National Association of Public School Adult Educators
National Association of Schools of Music
National Association of Secondary School Principals
National Association of Women's Deans and Counselors
National Aviation Education Council
National Catholic Educational Association
National Commission for the Defense of Democracy Through Education
National Commission on Safety Education
National Council for Social Studies
National Council for Independent Schools, Inc.
National Council of Teachers of English
National Council of Teachers of Mathematics
National Institutional Teacher Placement Association
National League of Teachers Association
National Science Teachers Association
National Society of College Teachers of Education
National Society of Professional Engineers
Scientific Manpower Commission
April 23, 1973

Table III

Mr. James P. Garvin
Secondary Education Department
Gordon College
Wenham, Massachusetts 01984

Dear Mr. Garvin:

In response to your letter of April 16, I am enclosing a copy of the report of the final conference of the Five College Project. Although there were some positive aspects which came out of the Five College Project, there was some disappointment evidenced, chiefly that, although Commissioner Allen suspended existing certification regulations for the five participating colleges, the very existence of those regulations, in their specificity, seemed to have a channeling effect on curricular planning. Many of the programs which came out of the Five College Project almost exactly duplicated the curricular patterns required in the then current Commissioner's Regulations. This was one of the reasons why New York State moved to relax the internal specificity of certification regulations.

I hope this booklet will be of some help to you. Good luck in your studies. Incidentally, if time permits, I would be glad to have from you a reference to the article in which you noted that there was disappointment which grew out of the project.

Sincerely yours,

William E. Boyd
Chief
Bureau of Teacher Education

WEB:pc
Enc.
Table IV

WORKING PAPERS AVAILABLE
ON ADDITIONAL ALL-INSTITUTIONAL
EFFORTS IN TEACHER EDUCATION

Arizona State College, Tempe, Arizona, by Charles K. Fauset and Charles W. Meister.

Ball State Teachers College, by Robert Cooper and Leslie Mauth.

Beloit College, by Charles von Eschen and Donald N. Murray

Brigham Young University, by Ashahel D. Woodruff and Leonard W. Rice.

Central Missouri State College, Professional Preparation by Marion S. Scott


Chatham College, by Frederick Aldrich and J. Cutler Andrews.

College of St. Catherine, by Sister Mary Ellen Cameron, C.S.J., and Sister Helen Margaret, C.S.J.

Colorado College, by J. Victor Hopper and Lloyd E. Werner.

East Carolina College, by Leo W. Jenkins and Edward J. Carter.

George Peabody College for Teachers, by Lalla Wlaker and Gilbert Wilson.

Hunter College, by Herbert Schueler and Beatrice Kenheim.

Indiana University, by Phillip Peak.

Iowa State Teachers College, by Esther Hult and Daryl Pendergraft.


Michigan State University, by F. B. Dutton and Miles Mountyar.
Ohio State University, by Paul R. Klehr and David Miller.


Pacific Lutheran College, by Anna Marn Nielson and Walter Schnackenberg.

Stanford University I, Five Year Program for the General Elementary Credential, by G. Wesley Sowards.

Stanford University II, Five Year Program for the General Secondary Credential, by Alfred H. Grommar.

University of Kansas, by Kenneth E. Anderson.

University of Minnesota, by John Borchert, Don Davies and William Edson.

University of Wyoming, by Harlan F. Bryant.

Washington University, by Robert J. Shaefer and Danna Jensen.
<table>
<thead>
<tr>
<th>Driving Forces Toward Collaboration</th>
<th>Present Level</th>
<th>Restraining Forces</th>
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</thead>
<tbody>
<tr>
<td><strong>A. Forces within the student.</strong></td>
<td></td>
<td>Attachment to traditional heroic models that emphasize individual creativity.</td>
</tr>
<tr>
<td>New values and assumptions, clients have a right to influence environment</td>
<td>←</td>
<td>Importance with low technological skills of client or other professionals.</td>
</tr>
<tr>
<td>Recognition of our lack of empathy for many classes of clients.</td>
<td>←</td>
<td>Our needs for prominence and recognition.</td>
</tr>
<tr>
<td>Recognition of complexity of problems and need to rely on other experts.</td>
<td>←</td>
<td>Emotional resistance or tension around the concept of sharing or collaboration.</td>
</tr>
<tr>
<td>Lack of confidence in one's own ability to solve problems.</td>
<td>←</td>
<td></td>
</tr>
<tr>
<td><strong>B. Forces within the college.</strong></td>
<td></td>
<td>Presence of some faculty who set an individualistic role model in their own work.</td>
</tr>
<tr>
<td>Presence of some faculty who provide a collaborative role model in their own work</td>
<td>←</td>
<td>Classroom practices that emphasize one-way communication from faculty experts to student non-experts.</td>
</tr>
<tr>
<td>Research on other funds for the development of collaborative models.</td>
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</table>
Workshops, seminars, T-groups, etc., that train students directly in the skills of working with others.

Project teams that require several students to work with each other.

C. Forces from within the profession.

Availability of career paths that emphasize collaborative roles.

Scholarly and research traditions that emphasize individual work and recognition.

Traditions within the profession that are communicated via alumni, written materials, faculty and visitors.

Availability of career paths that reward and emphasize individualistic, creative performance.
Table VI

FORCE-FIELD ANALYSIS OF WHY THE TEACHING-LEARNING SYSTEM OF A SCHOOL IS TYPICALLY INDIVIDUALLY ORIENTED

<table>
<thead>
<tr>
<th>Driving Forces Toward a Collaborative System</th>
<th>Present Level</th>
<th>Restraining Forces</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Forces within the student.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Desire to be more involved in determining his own curriculum and methods of evaluation.</td>
<td></td>
<td>Dependence feelings and resistance to taking on responsibility.</td>
</tr>
<tr>
<td>Fear of arbitrary control by faculty.</td>
<td></td>
<td>Habits of passivity built up through previous educational experiences.</td>
</tr>
<tr>
<td>New career concepts that involve new roles and new combinations of knowledge and skills.</td>
<td></td>
<td>Feelings of having nothing to contribute, actual lack of expertise relevant to the problem.</td>
</tr>
<tr>
<td>B. Forces within the college.</td>
<td></td>
<td>Lack of motivation to put in the extra work required in a collaborative model.</td>
</tr>
<tr>
<td>Faculty desire to get</td>
<td></td>
<td>Emotional resistance</td>
</tr>
</tbody>
</table>
better feedback on their own teaching.

Pressure from administration to obtain information for the purpose of evaluating teaching performance.

Administrative pressure to give students more power to reduce disruption and revolts.

Student projects that require collaboration.

to be evaluated by students.

Model of the faculty member as a professional who evaluates his own performance or subjects, only to peer evaluation.

Prior history of unsuccessful attempts to involve students.

Beliefs that students do not know what is best for them, hence, should not have a voice in curriculum content or teaching style.

Belief that learning is individual and should be individually evaluated.

Fear that power sharing or collaboration will lead to anarchy or total abdication by faculty.

Lack of personal experience in collaborative situations.
C. Forces within the profession.

Scope of projects that require collaborative skills.

Record keeping and grading systems organized around individual performance.

Job placement put emphasis on individual, not collaborative, skills in terms of what employers ask for on recommendations.
Table VII

FIVE-COLLEGE PROJECT CONFERENCE DATA SHEET

I. GENERAL INFORMATION

NAME OF COLLEGE: Brooklyn College (CUNY)
ADDRESS: Brooklyn, New York, 11210
PRESIDENT: Harold C. Syrett
COLLEGE CONTACT PERSON: Louis K. Rosenzweig
TEL. NO.: (212) 780-5136

COLLEGE ENROLLMENT:

A. Undergraduate: 18,384
B. Graduate: 4,993
C. Total: 23,377

ENROLLMENT IN TEACHER EDUCATION:

A. Undergraduate: 6,464
B. Graduate: 3,852
C. Total: 10,316

II. PROGRAM INFORMATION

A. Activities used to develop programs:

1. Review of literature: Survey of requirements for licensing mathematics teachers; recommendations of the Mathematical Association of America; publications of NCTEPS; recent books on teacher education, accrediting, academic preparation, and research.

2. Use of outside consultants: Mathematics teachers, department chairmen, and secondary principals; Dr. Conant, representatives from colleges and E.T.S.; representatives of the National Council of Teachers of Mathematics; the New York City Board of Examiners and Board of Education. This was not extensive for the English program.
3. Field visits to other programs: Committee members visited academic and vocational high schools, special high schools for gifted pupils, in New York City, New York State, and New Jersey.

4. Other: Many colleagues on the College staff were consulted, including the areas of science, psychology, social sciences, and the Office of Testing and Research.

B. Describe unique or innovative features of the programs developed under the Five-College Project:

1. Mathematics:

   (a) New courses were designed in which (1) methods of teaching are emphasized; (2) students teach some of the material in the course; (3) the relation of the course material to the high school curriculum is noted; (4) whenever possible, historical material is included to show the development of mathematical thought.
   (b) Professional courses were designed so that theory and practice are integrated throughout with particular reference to teaching in the urban schools.
   (c) The fifth year was designed to help the beginning teacher through his first year of teaching by instituting continued supervision and assistance from the college faculty, education and mathematics, and to further his mathematical education and his understanding of its educative process.

2. English:

   (a) Students would take literature "extensions" to discuss pedagogical issues and problems.
   (b) English assistants would serve under college instructors in correcting themes and perhaps instruct.

C. What major developments in your teacher education programs do you anticipate as a result of the Five-College Project?

The experimental program may serve as a prototype for the preparation of secondary school teachers in other subject matter areas.
D. How do you plan to finance those innovative elements which have been receiving subsidy during the past three years?

1. Brooklyn College will underwrite the expenses involved in the preparation for and teaching of the new courses in the program.

2. The College is currently exploring the possibility of a grant for the purpose of implementing the apprentice teacher phase of the program (on a paid basis).

E. Program materials available upon request:

1. Interim Report
   Yes  No
   X

2. College Publication(s) (mathematics only)
   X

F. All-University Committee for teacher education:

1. Date committed was activated: November, 1964

2. Total number on Committee: Six

3. Disciplines represented on Committee:
   (a) Mathematics: Education and Mathematics
   (b) English: English, Education and Psychology

4. (a) Length of term on Committee: 3 years
   (b) How elected: Nominated by the Department Chairman, and then appointed by the President of the College.

5. Functions, responsibilities and frequency of meetings: To develop programs through an All-University approach so that students successfully completing the program will be certified. Meetings usually held every 2 weeks; subcommittees met more often.

6. Future plans for the Committee: The Mathematics Committee will design a program for the preparation of teachers of mathematics for the Intermediate (Middle) School.

A. Internal:

The program will be evaluated by the College's Office of Testing and Research. The initial stage will include assessment of subject-matter competence and teaching effectiveness of graduates. Followup will consist of comparison of competence of graduates of new programs with graduates of the former program.

B. External:

1. Formal:
   Approached the other 4 colleges in the Project to determine interest in a joint evaluation.

2. Informal:
   Undecided:

IV. PROGRAM INFORMATION

<table>
<thead>
<tr>
<th>Programs developed under Project</th>
<th>Program Level</th>
<th>Program Status</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>under grad</td>
<td>5 yr.</td>
</tr>
<tr>
<td>1. Mathematics</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>2. English</td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Programs developed under Project</th>
<th>No. Students Enrolled</th>
<th>Do you maintain traditional programs in this field?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Mathematics</td>
<td>undetermined</td>
<td>Yes to be phased out</td>
</tr>
<tr>
<td>2. English</td>
<td>undetermined</td>
<td></td>
</tr>
</tbody>
</table>

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FIVE-COLLEGE PROJECT CONFERENCE
DATA SHEET

I. GENERAL INFORMATION

NAME OF COLLEGE: Colgate University
ADDRESS: Hamilton, New York, 13346
PRESIDENT: Vincent M. Barnett, Jr.
COLLEGE CONTACT PERSON: George E. Schlesser
                                 Raymond O. Rockwood
TEL. NO.: (315) 824-1000

COLLEGE ENROLLMENT:           ENROLLMENT IN TEACHER EDUCATION:
A. Undergraduate: 1,819       A. Undergraduate: 60
B. Graduate: 97              B. Graduate: 57
C. Total: 1,916              C. Total: 117

II. PROGRAM INFORMATION

A. Activities used to develop programs:

1. Review of literature: The Work Teams gathered relevant literature; reviewed and distributed it, then presented working papers for discussion and policy formulation by their Study Groups.

2. Use of outside consultants: Secondary school master teachers, administrators, teaching alumni, off-campus specialists from colleges and other agencies.

3. Field visits to other programs: Visits were made to other campuses and to relevant professional conferences and State and National meetings.

4. Other:
   1. Inventories were circulated to and discussions held with experienced teachers, administrators and teaching
agencies.

2. On-campus sessions with selected area teachers; contacts with teachers enrolled in Summer Institutes at Colgate.

B. Describe unique or innovative features of the programs developed under the Five-College Project:

- **English**: flexibility for individualized study; emphasis on literature, criticism and writing.
- **Mathematics**: emphasis on developing ability to communicate mathematics effectively and precisely; new courses developed.
- **Romance Languages**: recommendations: two-semester methods courses; appointment of a dual professor.
- **Social Studies**: concentration in one social science and either depth in one other or breadth in three other areas.
- **All Fields**: the establishment of a five-year program leading to the M.A.T. and permanent certification; a one-semester internship with pay recommended; use of interaction analysis and micro-teaching recommended and emphasis on professional leadership and education as a liberal discipline.

C. What major developments in your teacher education programs do you anticipate as a result of the Five-College Project?

Continuing all-university responsibility for policy and implementation; leadership by the Teacher Education Committee; intensified recruitment; improved quality of training through greater faculty understanding; continued evaluation.

D. How do you plan to finance those innovative elements which have been receiving subsidy during the past three years?

College tuition, Title V of the Higher Education Act, and funds from the Kettering Foundation. Further funds will be needed after 1969, especially for the implementation of the cooperative program with the schools.
E. Program materials available upon request:

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Interim Report</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>2. College Publication</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>(available after June, 1968)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

F. All-University Committee for teacher education:

1. Date Committee was activated: April, 1964
2. Total number on Committee: 17
4. (a) Length of term on Committee: 3 years
   (b) How elected: Appointed by the President of the University with approval of the Educational Policy Committee.
5. Functions, responsibilities and frequency of meetings: To formulate policy on teacher preparation programs at bi-monthly meetings.
6. Future plans for the Committee: Will continue as a permanent committee to formulate policy and to further define its role with respect to encouraging curriculum innovation, recruitment and evaluation.

III. EVALUATION AND ASSESSMENT

A. Internal:

   (1) Formal: climate of opinion (generalized attitude scale); power to attract able students (CEEB, SAT), power to hold able students.
   (2) Informal: evaluation of each course by the instructor; appraisal by the Teacher Education Committee of the effectiveness of its policies.

B. External:

   (1) Formal: plan careful record-keeping for later use by visiting committees and Middle States Association teams.
(2) Informal: outside consultants from colleges and other agencies during the planning and development process.

C. Other Evaluative or Assessment Techniques:

(1) Closed circuit television and interaction analysis.
(2) Taped open-ended, small group student interviews, to gather feedback information.

IV. PROGRAM INFORMATION

<table>
<thead>
<tr>
<th>Programs developed under Project</th>
<th>Program Level</th>
<th>Program Status</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>under grad</td>
<td>operational</td>
</tr>
<tr>
<td></td>
<td>5 yr.</td>
<td>under development</td>
</tr>
<tr>
<td></td>
<td>5th yr.</td>
<td>1970-71</td>
</tr>
<tr>
<td>1. Biological Sciences</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>2. English</td>
<td>X</td>
<td>1968-69</td>
</tr>
<tr>
<td>3. Mathematics</td>
<td>X</td>
<td>1968-69</td>
</tr>
<tr>
<td>4. Romance Languages</td>
<td>X</td>
<td>1968-69</td>
</tr>
<tr>
<td>5. Social Studies</td>
<td>X</td>
<td>1968-69</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Programs developed under Project</th>
<th>No. Students Enrolled</th>
<th>Do you maintain traditional programs in this field?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Biological Sciences</td>
<td>X</td>
<td>Yes</td>
</tr>
<tr>
<td>2. English</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>3. Mathematics</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>4. Romance Languages</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>5. Social Studies</td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>
I. GENERAL INFORMATION

NAME OF COLLEGE: Cornell University
ADDRESS: Ithaca, New York, 14850
PRESIDENT: James A. Perkins
COLLEGE CONTACT PERSON: William T. Lowe
TEL. NO: 607 275-4792

COLLEGE ENROLLMENT: (Sept. 1967)
A. Undergraduate: 9,618
B. Graduate: 4,019
C. Total: 13,637

ENROLLMENT IN TEACHER EDUCATION: (June, 1968)
A. Undergraduate: 110
B. Graduate: 50
C. Total: 160

II. PROGRAM INFORMATION

A. Activities used to develop programs:

1. Review of literature:
   (a) University Committee sub-groups examined all available program reports.

2. Use of outside consultants:
   (a) Some departments invited outside consultants.
   (b) Public school people served on every sub-group.

3. Field visits to other programs:
   (a) The number of visits varied from none in one department to twenty-five in another.

4. Other:
   (a) Interviews with students in existing programs
   (b) Conferences with New York State supervisors
   (c) Observation of Cornell classes
   (d) Follow-up study of graduates by questionnaire and review
B. Describe unique or innovative features of the program developed under the Five-College Project:

**English:** Integrated philosophy of education and educational psychology seminar.

**Social Studies:** Greater depth in one discipline; less breadth.

**Foreign Languages:** Use of freshman courses as teaching laboratory.

**All Fields (except sciences):** Reduction of required Education sequence from 18 hours to as few as 13.

**All Fields:** Seminar concurrent with practicum conducted by public school staff.

C. What major developments in your teacher education programs do you anticipate as a result of the Five-College Project:

1. Teacher education policies will be the responsibility of the University Committee.
2. All subjects and levels will be studied by the Committee.

D. How do you plan to finance those innovative elements which have been receiving subsidy during the past few years:

1. The University will provide financial support for all aspects of the program except student stipends. This is our major problem area, since, to date, we have been unsuccessful in obtaining support for these students.

E. Program materials available upon request:

<table>
<thead>
<tr>
<th>1. Interim Report</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>2. College Publication(s)</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>(except for mathematics)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

F. All-University Committee for teacher education:

1. Date Committee was activated: Sept., 1964 (before Project began)
2. Total number on Committee: 17


4. (a) Length of term on Committee: 3 years
(b) How elected:
   (1) Nominated by the Committee (3 candidates per vacancy)
   (2) Appointed by Vice President for Academic Affairs

5. Functions, responsibilities and frequency of meetings:
   (a) Responsible for all teacher education policy matters
   (b) Monthly meetings

6. Future plans for the Committee:
   (a) Evaluation of the recently developed programs
   (b) Examination, in turn, of the other curricula

III. EVALUATION AND ASSESSMENT

A. Internal:

1. Informal:
   Written reactions will be sought from all those involved

B. External:

1. Informal:
   Each sub-committee is being supported financially so that it can carry on its own evaluation. Procedures will vary.
### IV. PROGRAM INFORMATION

<table>
<thead>
<tr>
<th>Programs developed under Project</th>
<th>Program Level</th>
<th>Program Status</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>under grad</td>
<td>5 yr.</td>
</tr>
<tr>
<td>1. English</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>2. History &amp; Social Science</td>
<td>no</td>
<td>X</td>
</tr>
<tr>
<td>3. Science</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>4. Foreign Languages</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>5. Mathematics</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Programs developed under Project</th>
<th>Projection of No. Students Enrolled</th>
<th>Will we maintain traditional programs in this field?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. English</td>
<td>24</td>
<td>Yes</td>
</tr>
<tr>
<td>2. History &amp; Social Science</td>
<td>16</td>
<td>X</td>
</tr>
<tr>
<td>3. Science</td>
<td>30</td>
<td>X</td>
</tr>
<tr>
<td>4. Foreign Languages</td>
<td>20</td>
<td>X</td>
</tr>
<tr>
<td>5. Mathematics</td>
<td>12</td>
<td>X</td>
</tr>
</tbody>
</table>
I. GENERAL INFORMATION

NAME OF COLLEGE: State University College at Fredonia
ADDRESS: Fredonia, New York
PRESIDENT: Oscar E. Lanford
COLLEGE CONTACT PERSON: Dallas K. Beal
TEL. NO.: (716) 673-3311

COLLEGE ENROLLMENT:  
A. Undergraduate: 2,944  
B. Graduate: 321  
C. Total: 3,265

ENROLLMENT IN TEACHER EDUCATION:  
A. Undergraduate: 2,167  
B. Graduate: 311  
C. Total: 2,478

II. PROGRAM INFORMATION

A. Activities used to develop programs:

1. Review of literature:  
   (a) English: Review of the literature in English and English Education relative to programs for secondary teachers of English.  
   (b) N-3: Literature relative to teachers of children in nursery and primary grades; review of recent trends in periodical literature.

2. Use of outside consultants:  
   Consultants from professional organizations, from colleges and universities, ETS, State Education Department, and various school systems.
3. Field visits to other programs:
None in English.
N-3: Office of Economic Opportunity, State Education Department, and other colleges and universities.

4. Other: N-3: Written communications with Education Departments at the Federal, State and city level, with professional associations and with other colleges/universities offering early childhood and internship programs: establishment of liaison with public school personnel for future internship programs.

B. Describe unique or innovative features of the programs developed in the Five-College Project:

1. English: Intensive concentration in English, language, literature, and composition; Induction Period (two phases) during the summer after the junior year and the first semester senior year. Phase one consists of a summer assistantship where the student works as an assistant to an English teacher in a summer school session. Phase two consists of a full semester where student teaching constitutes a period of four days a week. On the fifth day the student has a seminar in teaching which includes an integrated study of methods and materials of English and educational psychology.

2. N-3: Program calls for extensive observation and participation from freshman year on. Program is accelerated in order to allow students to begin internship in their fourth year. Students are required to attend summer sessions during the summer following their first and third years. During the summer following their second year they are assigned a field experience. Summer field experience with young children in other than school settings.

C. What major developments in your teacher education programs do you anticipate as a result of the Five-College Project?

A substantial increase in the degree of cooperation between the College and public schools; also, the amount and quality total faculty participation will continue to have a bearing on future teacher education programs.
D. How do you plan to finance those innovative elements which have been receiving subsidy during the past three years?

Partly through adjustments in our own budget which have gradually increased in support of the All-College approach, and partly by financing from area public schools based upon services rendered by teaching assistants and interns.

E. Program materials available upon request:

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Interim Report</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>2. College Publication(s)</td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>

F. All-University Committee for teacher education:

1. Date Committee was activated: Fall, 1964
2. Total number on Committee: 9
3. Disciplines represented on Committee: Modern Language, English, Music, Political Science, Administration, Mathematics, Biology, Education
4. (a) Length of term on Committee: Indefinite
   (b) How elected: Appointed by President
5. Functions, responsibilities and frequency of meetings: Meetings held at least once a month and more often when proposals are being developed.
6. Future plans for the Committee: The Committee will become a permanent feature of the College committee structure.

III. EVALUATION AND ASSESSMENT

A. Internal:

1. Formal: Dr. Donald Medley of ETS assisted the N-3 Committee in establishing a design for comparing the effectiveness of the experimental program in Early Childhood Education with traditional programs in Elementary Education N-6; establishment of an initial year for a "dry run" in which evaluative procedures and instruments would be further developed and refined is planned.
2. Informal: Dr. Medley and Dr. Rolland Alterman assisted the Committee in the identification and tentative selection of appropriate evaluative devices and procedures.

B. External:

1. Formal: Pre-testing of students during the criterion year, 1969; subsequent administration of the selected tests in beginning of the third academic year and the end of the fourth academic year.

2. Informal: Students participating in the program and members of the college instructional staff who are engaged in the various activities of the Early childhood Education program will be requested to keep records and diaries of their experiences.

Other Evaluative or Assessment Techniques:

1. The hypothesis is made that: Students entering their internships from the proposed curriculum will be reported by supervisors as better prepared for work with young children than their counterparts entering student teaching from the present program.

   Means of testing hypothesis: Supervisory reports; observations of performances; reports of student readiness for selected teaching experiences; self-evaluation by students; kinescope records of teaching.

2. The hypothesis is made that: Students graduating from the proposed curriculum will be judged by practicing administrators to be superior to their counterparts from the present program as teachers of young children.

   Means of testing hypothesis: Written evaluations from principals and supervisors; interviews of administrators and supervisors; statements comparing graduates of the two programs as "ideal" teachers, as well as in terms of performance.
IV. PROGRAM INFORMATION

<table>
<thead>
<tr>
<th>Programs developed under project</th>
<th>Program Level</th>
<th>Program Status</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>under grad</td>
<td>5 yr.</td>
</tr>
<tr>
<td>1. Secondary English</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>2. Nursery - Grade Three</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>3. Chemistry - Biology</td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Programs developed under Project</th>
<th>No. Students Enrolled</th>
<th>Do you maintain traditional programs in this field?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Secondary English</td>
<td>15</td>
<td>Yes</td>
</tr>
<tr>
<td>2. Nursery - Grade Three</td>
<td>25</td>
<td>(Only N-6, N-9)</td>
</tr>
<tr>
<td>3. Chemistry - Biology</td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>
FIVE-COLLEGE PROJECT CONFERENCE
DATA SHEET

I. GENERAL INFORMATION

NAME OF COLLEGE: Vassar College
ADDRESS: Poughkeepsie, New York 12601
PRESIDENT: Alan Simpson
COLLEGE CONTACT PERSON: Miss Evalyn Clark
TEL. NO.: (914) 452-7000 Ext. 264

COLLEGE ENROLLMENT:  
A. Undergraduate: 1,650  
B. Graduate: 12  
C. Total: 1,662

ENROLLMENT IN TEACHER EDUCATION:  
A. Undergraduate: 185  
B. Graduate: 0  
C. Total: 185

II. PROGRAM INFORMATION

A. Activities used to develop programs:

1. Review of literature: Topics covered included preparation for teaching in liberal arts colleges, secondary secondary social studies, including literature on methods and materials, and experimental programs.

2. Use of outside consultants: Consultants were used from public schools and colleges. (See #4 below)

3. Field visits to other programs: Northwestern University, State University College at New Paltz, Oswego Conference on Teaching of Social Studies and Sciences, Albany Conference on Student Teaching, E.R.B. New York Conference on Teacher Education, Conference of directors of Five Colleges - both formal and informal.
4. Other: Three conferences were held October, December and January (1965-66) for secondary school principals, social studies teachers, directors of teacher education programs, and deans of graduate schools. Their purpose was to test and reformulate policies with regard to the requirements formulated by the committee on the Five-College Project and Committee on Teacher Education, in conjunction with the Arlington master teachers associated with the study.

B. Describe unique or innovative features of the programs developed under the Five-College Project:

1. Professional coursework reduced in order to allow additional fieldwork before the senior year.

2. An entire year of student teaching in senior year, with a semester each at junior and senior high.

3. Released time and honorarium for master teachers' participation.

4. Taping of classes conducted by a master teacher for study in the Methods Seminar, followed by field visits to this teacher.

5. Academic requirements increased to 48 credits minimum with 30 credit concentration in one social science and a structured combined minor in other specified social sciences; strong emphasis on Non-Western Area.

C. What major developments in your teacher education programs do you anticipate as a result of the Five-College Project?

Development of experimental M.A.T. programs in English and Social Studies; other M.A.T. programs in Foreign languages, the sciences and mathematics; Experimental undergraduate and fifth-year programs in elementary, comprising early childhood.

D. How do you plan to finance those innovative elements which have been receiving subsidy during the past three years?
The Vassar Trustees have approved support of a reduced budget for next year and are seeking outside funds.

E. Program materials available upon request:

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
</tr>
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<tr>
<td>1. Interim Report</td>
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<td>2. College Publication(s)</td>
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<tr>
<td>College catalogues, pamphlets in teacher education</td>
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</table>

F. All-University Committee for teacher education: Committee on Five-College Project

1. Date committee was activated: Became autonomous in September, 1965

2. Total number on Committee: 13 (7 average plus 6 regular consultants)

3. Discipline represented on Committee: History, Political Science, Education Psychology, Economics and Geography, consultants in Non-Western Studies, Philosophy, Sociology, Anthropology.

4. (a) Length of term on Committee: Indefinite
(b) How elected: Appointed by an elected committee on committees.

5. Functions, responsibilities and frequency of meetings:
   (a) Responsible to Committee on Teacher Education for policy-making and policy-execution in regard to secondary social studies program.
   (b) During intensive study met weekly, then on call, average monthly.

6. Future plans for the Committee: Continuation of present functions and responsibilities.

III. EVALUATION AND ASSESSMENT

Internal:

1. Informal: On-going evaluation, especially at the end of each semester's seminar; joint meetings of college teachers. school personnel, student
teachers, committee and often school administrators.

External:

2. Informal: Use of outside consultants is planned; plans are now under consideration.

Other Evaluative or Assessment Techniques:

Master teachers meet as group with Director of Project, Director of Secondary Education, and Arlington coordinator of Social Studies to evaluate student's performance in seminar and practice teaching.

IV. PROGRAM INFORMATION

<table>
<thead>
<tr>
<th>Programs developed under Project</th>
<th>Program Level</th>
<th>Program Status</th>
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<tbody>
<tr>
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<table>
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<th>Do you maintain traditional programs in this field?</th>
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<td>1. Social Studies</td>
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</tbody>
</table>
THE PREPARATION OF SECONDARY TEACHERS

The Gordon College Model

An Overview

Jim Garvin
Program Director
1973-74
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Purpose

This overview represents my experience in the development of a design and components of a teacher preparation program with a group of undergraduates in a small Christian liberal arts college located in a middle class traditional New England community. My personality and life experiences directed me to conceive a program which had its emphasis on learning experiences which would be made available contiguous with the students' personally perceived learning needs. Essentially, we wanted a program that would allow for students to design and work toward the building of their own conceptual model. We felt our major responsibility to be one of providing the opportunity and resources for making that model a reality.

There is good psychological precedent for such an approach entrenched quite consistently in the assumptions of a personal perceptual stance on human behavior as it relates to learning. It was these assumptions which gave this program direction.

Within the purpose of any program there should be a working definition of its goals. Because a decade of solid research has been unable to define good teaching we leave this to the student to discover through the structure of his experience. For the purpose of discussion, I present a definition I have come to see effective within the structure of my experience.

"He is a unique being who has learned to use himself effectively and efficiently to carry out his own and society's purposes in the education of others."

Limitations

It must be understood that this is not a treatise on psychology. My concern is centered upon psychological principles only
as they relate to a learning process in the fulfillment of our objec-
tives.

It should also be noted that this program was developed within the setting of a religiously oriented liberal arts college. Essentially, this means that students subscribe to a statement of faith commensurate with the college philosophy. I mention it because of the obvious implications lending to a particular value orientation which has made them service oriented. In addition, they are required to fulfill the core of liberal arts courses, major in their teaching subject area and in conjunction complete the education requirements.

Our preparation, due largely to our geographical location, has lent itself to middle class suburban schools. We make no apologies for this because we feel this to be our original purpose. Within this context we have developed and placed many students in our in-service schools. Having established our present program we are in the process of broadening our outreach.
Program Assumptions

. All students will fulfill the required liberal arts core with the understanding that these courses are crucial in the development of general factors of intelligence necessary for building adequate competencies for personal and academic growth.

. Students will begin the program with an interview by the program director to assess awareness of personal perceptions to the understood responsibilities of the program.

. Each student will follow the sequence of courses outlined in the program design.

. Each student must be willing to assume all responsibility for in-service appointments and learning activities by scheduling them responsibly in conjunction with other college commitments and assume arrangements for transportation.

. It will be the responsibility of each student to provide the program director with necessary program designs and reports at designated times with the approval of in-service learning coordinators.

. Students learn best when given alternatives, asked to make a choice, and given the opportunity and freedom to fulfill personal goals.

. Assessment and evaluation data will be gathered throughout each phase of the program from everyone concerned with the students' growth.

. Each phase of the program will begin on a concept level in an attempt to establish a meaningful frame of reference. The second level will encompass information giving experiences. The third level will expect student differentiation in the form of generalizations. The purpose of this design is to help students develop a personal construct of teaching.
Each student will assume the responsibility of drawing a conceptual design of the teacher he/she would like to become using the personal model outline. It should be understood that this will be refined after every course as a final examination. It is our purpose to enhance personal differentiation of material to the personal student needs through a development of the students' personal teaching model (Note page 24). This model will be read by each learning coordinator prior to additional course design. The final model will represent the students' construct of teaching and will be used as future reference to perspective employers.
Individualized Learning Approach in the Preparation of Secondary Teachers. Learning Competency Design

Assumptions

1. Each individual is a unique person, unlike no other; therefore, he must be given the opportunity to develop his uniqueness throughout his teacher preparation program.
2. Individual behavior is the direct result of his field of perceptions at the moment of behaving. More specifically, his behavior at any instant is the result of 1) how he sees himself, 2) how he sees the situations in which he is involved, and 3) the interrelations of these two.
3. The maturation of the effective professional worker requires changes in the student's perceptions—his feelings, attitudes, beliefs and understandings of himself and his world.
4. The individual's self concept is the center of his world, the point of origin for all behavior.

Crucial Areas in the Perceptual Organization of a Good Teacher

1. Rich, extensive, and available perceptions about his subject area.
2. Accurate perceptions about what other people are like.
3. Perceptions of self leading to adequacy.
4. Accurate perceptions about the purpose and process of learning.
5. Personal perceptions about appropriate methods for carrying out his purposes.

The Need for Commitment

This will call for a greatly increased responsibility on the part of the student for his own educational experience. A program dependent upon encounter and involvement as great as that called for in teacher preparation cannot teach students in spite of itself. It must enlist their active involvement in the following ways:

1. Personal Involvement with Ideas
2. Personal Involvement with the Program
3. Personal Involvement with Students
4. Personal Involvement with the Profession
5. Involvement with Fellow Students.

The Conditions for Effective Learning

1. The creation of student needs for understanding,
2. The development of an atmosphere which makes the exploration of personal meaning possible; and
3. Assistance and encouragement in the active exploration and discovery of personal meaning.
An Overview: Design and Components

Phase I - Foundations

**Purpose** - to provide opportunities both on and off campus from which the student can become acquainted with the basic responsibilities of teaching. Within these experiences we are arranging the sequence of activities to bring the student to a place of personal identity and commitment and to help him see his limitations and suggest alternatives.

**Organization** - The class meets as a group once a week over a three hour period. In addition to classwork each student will be given a list of all off campus resource people and locations available to each student throughout the course. More specifically, each student will be assigned an off campus advisor in his/her subject area as a point of reference for off campus work. Students will be asked to seek out his/her advisor early in the course and draw an itinerary of off campus activities understood to be helpful in the development of the perceived personal model. Students will also be assigned a senior student who will assist in helping the student to make contacts, become acquainted with the personal model development program, and provide peer assessment opportunities.

**Design and Components**

Program Director's Responsibilities as Learning Coordinator

- articulate the rationale for the perceptual approach to learning
- provide the opportunity and resources for students to develop their models.
coordinate all off campus work by selecting advisors and alerting them to the program
establish an agenda of learning experiences for on campus classroom work
interview each student after the completion of the student's first model design
work with the students and his/her advisors to establish periodic and final assessment of the students' work
conduct a final interview with each student to discuss the refined model and additional learning activities

Students' Responsibilities

to develop an understanding of the perceptual approach and be willing to assume the personal responsibilities involved
to conceptualize and organize in writing a personal teaching model from the design presented at the beginning of the course
meet with the program director upon completion of the model for the purpose of drawing an itinerary of activities most probable to begin building the model into reality
seek out the in-service advisor with the purpose of presenting the model: designing with him off campus activities most likely to assist in the development of the model
seek out the senior advisor for the purpose of additional direction and assessment of the model
from these sessions it is expected that students will draw learning goals for in-service work during the remainder of the course. Students will be expected to evaluate themselves at the end of the course in relation to the fulfillment of these goals
students will be expected to record all off campus activities on the designated lab sheets to be used as reference in the building of the model
students are expected to attend the learning sessions on campus. It will be the learning coordinators responsibility to make it worth their time. Opportunities for periodic student assessment of these activities will be made possible as a final examination each student will refine his/her personal conceptual model reflecting on the changes in perception effected by the learning experiences of this course
students will meet with the program director after the final model is completed to discuss future learning activities or the feasibility of termination

In-Service Learning Coordinators' Responsibilities

to serve as a point of reference for in-service activities
to advise and encourage students in the development of learning experiences within the context of their perceived model
to assess the progress and make suggestions relative to the most effective and efficient manner to build a workable model

. to assist the student in drawing specific goals for in-service work over the remainder of the course

. to advise the program director on necessary learning experiences, strengths and weaknesses of advisees

. to read and become familiar with the students' perceptual model

Senior Student Advisors' Responsibilities

. to be available to their advisees for the purpose of sharing experiences, in-service contacts and peer assessment

. to assist advisees with their development of learning goals for the remainder of this course

. to be available as a friend to share the stress of emotional adjustment by listening and providing encouragement

. read and become acquainted with the students' personal model

Desired Behavioral Outcomes

. to bring each student to confront himself and the needs of teaching in a manner most probable to help him decide on his future as a teacher candidate

. to form a working knowledge of the learning design and available resources for future learning activities

. to assess his present position on teaching through the differentiation of learned experiences in the final model

Assessment and Evaluation Techniques

. interviews with assigned advisors

. micro-teaching activities

. student evaluation of his completed goals

. lab sheets

. position papers in conjunction with classwork reading assignments

. final refinement of the conceptual personal model

. professional judgement of learning coordinator
Phase II - Educational Psychology

Purpose - to provide learning experiences designed to assist in understanding how the three major areas of learning theory, (S-R, psychoanalytical and field) relate in a practical way to the learning domains of the cognitive, affective, psychomotor and volitional components of teaching. Within this design an attempt will be made to show how these theories relate to the classroom problems of discipline, motivation, individual differences and evaluation. The hidden agenda is intended to provide activities to enhance personal confidence in the students' perceived ability to communicate and be communicated with in the teaching profession.

Organization - the group will meet once a week over a three hour period. Each session will be divided into two learning experiences: 1) information giving 2) group activities designed to reinforce information on an individual level. In addition to classwork, each student will assume off campus activities in the form of a project designed to draw classwork into the reality of the classroom.

Responsibilities

Learning Coordinators' Responsibilities

. to read and become aware of the students' previously refined personal model
. to develop a learning agenda for each class session
. to provide periodic opportunity for assessment of learned material and class success
. to alert all off campus advisors as to the purpose of our off campus component in this course
. be available for student conferences at the students' request

Students' Responsibilities

. to become aware and be willing to accept the responsibilities described in the purpose, organization and personal responsibilities
. attend each learning session with the understanding that each student will have a responsible role to play both as a learner and a helper. A portion of all class experiences will be designed to make students aware that their responsibilities go beyond themselves
. to read and be willing to take a position on required readings
. work with off campus advisors in establishing an intensive in-depth case study of a student in the secondary schools
. the final expectation of the course will be to have a written case study of off campus work and the refinement of the personal perceptual model as it was affected through the learning experiences of this course
. all off campus resources should be recorded on the designated lab sheets for future reference to the model development
In-Service Learning Coordinators' Responsibilities

- read and become aware of the students' refined personal conceptual model
- assign a student as a case study, providing whatever possible data and opportunities to develop an in-depth analysis of the case
- to advise and consent to all in-service activities
- to become aware of the total class design in the educational psychology course

Desired Behavior Outcomes

- students will become associated with understanding basic principles of the three major areas of learning theory as they relate to teaching
- students will be able to differentiate these components into their self concept and aspirations in the form of the final model design
- students should give evidence of growth in personal confidence
- students will learn the value and the design of components in the successful development of a learning community

Evaluation

- students will be asked to take a position of assigned readings
- a case study will be undertaken to assess the students' ability to assimilate classwork
- students will participate in a two week value clarification workshop to develop awareness of self and others. Evaluation will be in the form of observation and self-assessment.
- the personal conceptual model will be refined.
- lab reports
- professional judgement of learning coordinators
Phase III - Methods

Purpose - to provide learning experiences in the field which will assist the student in discovering methods appropriate to his style and personality. In addition, the course is designed to deal with the students' ability to cope and adapt to adverse conditions by providing a variety of different instructors and learning environments.

Organization - each student will be expected to meet on two afternoons a week with his group out in the secondary schools with a designated department head for the purpose of instruction. In addition to the instruction, each student will spend a minimum of two mornings a week in that school for various experiences related to the instruction. Every three weeks the instructor and the in-service school will be changed. Each instructor and learning environment will represent a different style of teaching and community. In addition, each subject area group will meet one evening every two weeks with the program director to reflect on learning experiences.

The particular learning competencies, designs and components will be developed by each in-service learning coordinator. Assessment will be developed by everyone involved in the learning experiences.

Student Responsibilities

. to clear individual schedules in order to allow for the development of the above mentioned organizational design for learning experiences
. to arrange for all off campus transportation
. to attend all sessions both on and off campus
. to assume all off campus responsibilities designated by in-service learning coordinators
. to attend and be prepared to give input at the final evaluation session which is designed to bring all learning coordinators together
. refine the personal conceptual model as it relates to methods

In-Service Learning Coordinators' Responsibilities

. read and establish an awareness of each student's frame of reference by reviewing the personal conceptual model
. design an agenda for all instructional classes
. facilitate in-service activities commensurate with instruction for each student over two mornings a week
. provide for weekly assessment sessions with each student
. provide the program director with a design, components, and assessment of student progress
. attend the final evaluation session for the purpose of meeting with the rest of the teaching team to discuss student progress. It should be understood that students will be asked to assess our effectiveness both as a learning coordinator and on our success in the organization of learning experiences
College Program Director's Responsibilities

- to meet with all field learning coordinators prior to the course to construct learning experiences most probable to assist students in discovering methods appropriate to their style and personality.
- In addition, to present information on each student in the form of personal observation and the written student personal conceptual models.
- meet with students according to subject area groups on a bimonthly schedule.
- to be at as many instructional sessions as possible to provide support and become aware of learning experiences.
- schedule the logistics of learning environments.
- to be responsible to the college for all activities undertaken by off campus learning coordinators.

Behavioral Outcomes

- each student will gain an awareness of a variety of methods for a variety of teaching situations.
- students will assume a stance on methods appropriate to his style and personality which should be reflected in the experience of the course through the in-service work and articulated in the refinement of the personal conceptual model.
- the student will fulfill all learning expectations of the various learning coordinators.

Assessment and Evaluation

- each learning coordinator will provide for assessment and present results at the final session.
- peer assessment sessions.
- personal interview with learning coordinators.
- reflective sessions with the program director.
- final oral evaluation session with all learning coordinators.
- refinement of the personal conceptual model.
- professional judgement of the learning coordinators.
Phase IV - Practicum

Purpose - to provide an opportunity for each student to assume the responsibility for teaching on a full time basis in a secondary school. At this point in their program they should be willing to handle the normal duties of their cooperating teacher in planning, instruction and evaluation.

Organization - students may select their own location and cooperating teachers whenever possible. Students are expected to spend ten weeks in their practicum schools within which 45 full days of attendance is expected. A full day is a minimum of six hours. Students are expected to comply with the policies governing the social and educational expectancies of these schools. A minimum of four observations will be made by the program director to assess student schedules and consult with cooperating teachers relative to the student's progress.

Students' Responsibilities

- to assume all responsibilities for transportation to practicum schools
- to clear academic schedules to allow for a ten week block of practice teaching
- to work with cooperating teachers in drawing a ten week itinerary of in-service experiences. This schedule should be duplicated with one copy given to the program director
- students will be asked to journalize personal reactions to the learning experience. These journals are to be made available to the program director prior to each observation in order to establish a base for helping students
- to become familiar with and responsible for recording information required for certification

Program Director's Responsibilities

- be the responsible agent to the college for all off campus activities
- communicate necessary information to the practicum schools relative to our expectancies. Portfolios on each student should be forwarded in advance of the program.
- once students are placed, establish a schedule for observations
- arrange for one visit of a liberal arts faculty member representing the student teaching subject area
- make available methods of assessment and evaluation

In-service Learning Coordinators' Responsibilities

- read and become aware of each students personal conceptual model
- relate as closely as possible all learning experiences around the task of fulfilling student aspirations
- work with the student in drawing up an itinerary of learning experiences covering 45 full school days
- support and instruct the intern throughout his program
- be available to the program director for professional judgement of the student's growth. This should be accomplished in conjunction with the four observation visits by the director.
Behavioral Outcomes

- that students gain an awareness of what full time teaching involves
- to assess their degree of effectiveness and limitations
- to become personally aware of the degree to which the crucial areas in perceptual organization of good teaching as stated in the behavioral assumptions have been reached

Assessment and Evaluation

- assessment on this level is left to the professional judgement of all participants in the learning experience. This includes co-operating teachers, interns, students and the program director
Phase V - Post Practicum Seminar

Purpose - to share experiences from practicum work, deal with a philosophy of education as it relates to the nature of man, and work on final refinement of the personal conceptual model.

Organization - the class meets one evening a week. Students are expected to bring materials used in their practicum experience for the purpose of sharing with fellow students. Often this session will be open for visitors from the community who are interested in teacher education.

Responsibilities

Because of the nature of this class, a highly unstructured atmosphere works best. Each participant assumes a role of sharing in the learning experience. Emphasis will be given to the final draft of the personal model. Toward the end of this session students will share the final draft and reflect on the growth from the first draft written in phase I. Students will also deal with a philosophy of education. Gordon represents and is committed to a Christian philosophy of life. Our intention is to deal with the development of this philosophy and ultimately to what extent this should affect thinking about curriculum and methods. It is our feeling that what one believes about the nature of man gives substance and direction to purpose and it is with purpose that one can find commitment.

Students are also expected on this level to serve as peer advisors to students on the phase I level.

Suggested Electives

Education 326 - Introduction to the Teaching of Reading
Education 433 - Teaching Reading in Content Areas
Education 435 - Analysis of Reading Difficulties
Education 319 - Human Growth and Development
Sociology 222 - Minority Groups
Sociology 319 - Social Problems
Sociology 322 - Urban Problems
Junior High School Major

The student will assume the regular program with the bulk of his in-service work in a variety of junior high schools. In addition to the required five phases, each student will take the following learning experiences.

Education 326 - Introduction to Learning Disabilities
Education 433 - Teaching Reading in Content Areas
Education 319 - Human Growth and Development
Sociology 322 - Minority Groups
Sociology 101 - Introduction to Sociology

Elective

Sociology 319 - Social Problems

In addition, each candidate will complete the teaching concentration program within the department of his subject area.
Program Design

Philosophy

Learning Competence

Learning Coordinators

Curriculum

Pedagogy

Evaluation

Philosophical Design

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<th>Theistic</th>
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<tr>
<td>Ontology</td>
<td>A world of knowledge and love</td>
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<tr>
<td>Epistemology</td>
<td>The personal meaning of knowledge and love</td>
</tr>
<tr>
<td>Ethics</td>
<td>Life style reflective of the ideal</td>
</tr>
<tr>
<td>Learner</td>
<td>Potentiality → Actuality as an experiencing organism The highest form of God's creation</td>
</tr>
<tr>
<td>Teacher</td>
<td>Facilitator</td>
</tr>
<tr>
<td>Curriculum</td>
<td>Subject matter to &quot;know&quot; and human experiences to &quot;love&quot;</td>
</tr>
<tr>
<td>Method</td>
<td>Contiguous with personal life style</td>
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<tr>
<td>Social Policy</td>
<td>Teach to reconstruct the social order by releasing human potential enough to cause individual fulfillment capable of transcending the social order to bring necessary renewal.</td>
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Program Design

Metaphysics - God

Man - Ultimate Creation

Unique Potential -- Actuality

Results From Learning Competency

Cognitive - Field Approach

Individualized

PROGRAM COMPONENTS

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<th>Competency Areas</th>
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<th>Climate</th>
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<td>Gordon</td>
<td>Atmosphere</td>
<td>Knowledge - (Cognitive)</td>
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<td>Student</td>
<td>For Individual</td>
<td>For Service (Field)</td>
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<tr>
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Learning Competence Program Paradigm
Definitions

Philosophical Definitions of Operation

Community - gives us our sense of being and belonging. Various groups within the community give us a name and function. They help us define ourselves and make a start on a long journey of finding our place and role in the world. It is also from this community that a student can receive a feeling of power, importance, competency and worth. Community also implies communication and all the benefits of which the group offers, none of which is probably more important than to be able to express who we are and what we are all about. Essentially, without communication of this kind we can not grow as persons.

Individuality - as the student draws from the learning community, he draws a sense of identity resulting in a will to communicate and a willingness to commitment. Consequently, the development of the individual is the most comprehensive goal of our times and must be preceded and accompanied by a deep growing experience of community. As the student experiences the value of his fulfillment, it is assumed he will model it in his teaching.

Freedom - since individuality is only possible within the community the positive definition of freedom is held to be central in the purposes of a free society. Freedom results from a sense of personal adequacy to cope with the activities of daily living.

Reflection - in each student's development every individual develops a capacity for self reflection. This enables him to transcend himself and become what the community, who fostered this reflection, perhaps never intended. Reflection enables us to envision an ideal that goes beyond any existing condition (dreaming). It can make the possessor dissatisfied with himself, what he formally was, and now is. It can also make him critical of his social environments.

Meaning - probably the greatest threat to happiness is the threat of meaningless, and education understood in its full philosophical sense is a search to find the relationship of events to my being.

Response - to learning should concern itself with the quality of a person's being as well as his becoming. It is related most closely to an activity which understands how to relate his head to his hands, theory to practice, feelings to reason, and individual to his community.

Responsibility - the quality in a person is in the primary meaning of willingness to respond to the demands of his time and situation. He is capable of caring passionately, with a concern for others-welfare and intuitive sympathy for their differences resulting from educational experiences.
Methods - in the simplest of terms, the problem of methods is this:
How can teachers best promote self discipline in their students?
How can they encourage them to care sufficiently for values of individuality, artistry in conduct and happiness to be able to realize all of these without them.

Education - this is a search not a state of being; a means not an end; the vehicle to fulfill ones potentiality in a manner which contributes to the evaluation of growth and the happiness of man. This results when each person is aided to become what he alone can be. Its perversion is the production of "specialist" who withdraw from or surrenders to their fellows.

Man - God's highest order of creation in the ontological order, capable of being both immanent and transcendent, knowing and loving. His supreme effort is to discover God's world which requires knowledge. Ultimately, to know God's world is to know God who is defined as "Love".

Definitions for Learning Competence

"Self as Instrument" - the teacher must be an intelligent human being using himself, his knowledge, and the resources at hand to solve the problems for which he is responsible. He is the person who has effectively learned to use himself as an instrument. Therefore, our process must show as much concern for the person as we do for competencies.

Learning - results from the persons field of perceptions. More specifically 1) how he sees himself, 2) how he sees the situations in which he is involved, and 3) the interrelations of the two. Learning is the discovery of personal meaning. Therefore, it is not the external facts which are important in understanding behavior, but the meaning of the facts to the behaver.

Self Concept - the individual self is the center of his world, the point of origin for all behavior. What he believes about himself affects every aspect of his life. Therefore, after he leaves our portals, the way he behaves will largely reflect how he has learned to see himself and his relationships to his students, his subject matter and to the profession of teaching itself.

Basic Need - personal adequacy - the most important thing about man is his existence, the fact that he is "being" and "becoming". The basic need for personal adequacy thus includes both striving for self-maintenance and for self-enhancement. It is the fundamental motivation of every human being from conception to death.
Effective Teaching - whether an individual will be an effective teacher depends upon the nature of his private world of perceptions. It follows, that the way a person sees himself is a vital concern of this teacher preparation program. If he sees himself as an adequate person, he will proceed with confidence blending into effectiveness.

Learning Theory - behavior in and of itself is only significant in terms of its meaning to the behaver. It is the result of the field of meaning, existing for him at the moment of action. How he behaves at any moment is a function of what is going on inside of him, especially his beliefs, feelings, values, attitudes, personal meanings, purposes and goals. Change in behavior without change in perception is unlikely to remain very long. The heart of the learning process is change in meaning; and when this occurs, the person will find his own best ways of expressing it. Learning, then, involves individual differentiation.
In-Service Consultants:

**English Program**

Mr. Herbert Hahn, Chairman: Manchester Jr. Sr. High School
Mr. Robert Keefe, Chairman: Ipswich High School
Mrs. Lois Kwantz: Georgetown Jr. Sr. High School
Mrs. Carin Spence: Georgetown Jr. Sr. High School

**Language Program**

Mr. Richard Jordon: Danvers High School
Mr. William Spencer, Chairman: Masconomet Regional High School
Mr. David Welch, Chairman: Ipswich High School

**Social Studies Program**

Mr. Richard Aehita, Chairman: Hamilton-Wenham Regional High School
Mr. Richard Hartling: Danvers High School
Mr. Stanley Keehlwetter: Pentucket Regional High School

**Science Program**

Mr. Harold Snow, Chairman: Danvers High School
Mr. Peter Paige, Chairman: Manchester Jr. Sr. High School
Mr. Steven Sawyer: Hamilton-Wenham Regional High School
This task is designed to gather your present frame of reference and personal convictions relative to the areas listed below. This should not be perceived as a test or research oriented paper. There are no right or wrong answers to this assignment. Our program is designed to allow for individual exploration into those areas you feel contiguous with your strengths. In order to know how to use our resources effectively in the development of these strengths we must have an honest appraisal of your perceptions in the areas listed below.

One last comment: we feel the student to be the most important of all resources. Our responsibility will be to assist you in becoming a useful instrument of communication. To do this effectively we must allow you to draw together your past experiences, decide on present options to fulfill your future aspirations. This is one of the methods we use to accomplish this task. You will be asked to refine this after every learning experience throughout your program with the purpose of allowing you the exercise of differentiating your position by reflecting back on your growth. Your models will be used by all learning coordinators as a guide to an approach which we hope will focus on your growth.

Please take whatever time necessary to communicate your perceptions.

Assume that you are in a position of selecting a teacher position tomorrow. With this in mind answer the following questions. Don't be afraid to dream...... or create!
A. What type of school interests you most? (public, private, alternative, free, other) Why?

B. What kind of students are you interested in teaching? (academically talented, academically and culturally disadvantaged, a cross section, or other) Why?

C. Where would you like to teach? (urban, rural, suburb, other) Why?

D. What subject area interests you most? Why do you feel it is necessary to know?

E. What are your feelings about education today? Does it need reform? Why?

F. How do you feel people learn best? How do you see yourself in the role of affecting this process?

G. Briefly, how would you define "a student"?

H. Briefly, how would you define "a teacher"?

I. Briefly, what do you see to be the purpose of education?

J. List some personal goals you feel important to develop your ideal?

K. List some resources you would feel important to develop this ideal?

L. Finally, describe a time when you felt really competent working in a human helping relationship.
List of Works Consulted


Albercrombie, Margaret. The Work of a University Education Research Project.


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Clark, Burton. The Distinctive College - Antioch, Reed, Swarthmore. Chicago: Aldine Publishing Co.


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ERIC DESCRIPTORS

022-7276 - Partnership in Teacher Education
028-154 - Cooperative Teacher Education
045-554 - New Directions in Teacher Education
048-124 - School-College Relationships
049-174 - Interdisciplinary Approach to Teacher Education
049-188 - Power-Authority and Decision Making in Teacher Education
050-048 - Comparative Analysis in Teacher Education
054-065 - The Future of Teacher Education
054-086 - Concept Models in Teacher Education