Redefining a New Professionalism

Elizabeth A. Clark, Ed.D.
Associate Superintendent
Curriculum and Instruction
“Today we have thousands of individuals who give physical and mental energy to their work but don’t invest their souls and spirit in it.”
What is needed?

Leaders at all levels of the organization who have a profound and deep understanding of how to ignite the spirit of those they lead to fully engage all of the energies in the work.
Will the leaders in this room please stand.
It’s All About Leadership

Leaders are the designated “keepers of the vision.”
Need for Leadership Development

“The pace of change in American society is far outstripping the capacity of schools to keep up.”

Phillip Schlechty
“Student learning is the content of leadership. It is what we talk about, struggle with, decide about, plan for. Unless the reciprocal learning processes of leadership include student learning, we will have only process for the sake of process.”
Transformational Leaders

What do these leaders do to create organizations where each person within the organization is willing and able to engage heart, head, and hands with a spirit of connectedness and enthusiasm?
Leaders facilitate the growth and development of people from dependent to interdependent by building shared commitment to mission, vision, and values.

As trust is gained, synergistic results are achieved and the collective “we” moves closer to advocacy levels.
Duality of Professionalism

1. Having **competence** or expertise in a particular field of study
2. Possessing professional **virtue** or ethics.
Four Dimensions of Professional Virtue

1. Commitment to Exemplary Practice
2. Commitment to Practice Toward Valued Social Ends
3. Commitment to the Practice Itself
4. A Commitment to the Ethic of Caring
Characteristics of Exemplary Practice

- Models “cutting edge” practices
- Knows the latest research
- Engages in personal reflection
- Experiments with new approaches comfortably
- Collaborates and shares with others
- Mentors and coaches other professionals
Characteristics of Practice Toward Valued Social Ends

- Represents a service to students, parents, peers, and to agreed-upon school values and purposes
- High goal focus
Stages of Successful Implementation

- Clarity
- Acceptance
- Support
- Internalization
- Advocacy
- Goal Focus
Characteristics Associated with Commitment to the Practice

- Ability to see the big picture
- Ability to see relationships between issues and policies as they relate to the practice
- Ability to view the practice as a collective community instead of an individual exercise
- Ability to work interdependently
- Ability to commit to something larger than self
Characteristics Associated with the Ethic of Caring

- View people holistically instead of simply seeing them from the technical or task perspective
- Value relationships and seeks to deepen them
- Is trusting and trustworthy
- Define the work place by how people are regarded and treated
Teaching had 6-10 times as much impact on achievement as all other factors (Mortimore and Sammons, 1987).

Three years of effective teaching accounts on average for an improvement of 35 to 50 percentile points and the effects are enduring (Sanders and Horn, 1994).

Five years if instruction is from an above-average teacher could eliminate the achievement gap (Haycock, 2005).

The best teachers in a school have six times as much impact as the bottom third of teachers (Haycock & Huang, 2001).

Improved classroom instruction is the prime factor to produce student achievement gains (Odden & Wallace, 2003).
Building shared responsibility for student learning is an ongoing journey that requires leadership at all levels, organizational and personal alignment, planning and effective teaching.
“We will see real and lasting reform— and significant, sustained improvement of student results— only when individuals, guided by a clear moral purpose, come together to challenge the assumptions of the system as we have come to know it.”

Anne Conzemius and Jan O’Neill
Virtue is a habit—a practice, that when followed can lead us into a new way of becoming.” — Thomas Aquinas
Leaders must behave in ways that are viewed as being excellent or virtuous by those they lead.

Leaders must be good stewards of the people’s trust and confidence in order to evoke high levels of trust and commitment.
Imagine...
...their future is our legacy.
Teacher You Make a Difference