

Gardner-Webb University

Digital Commons @ Gardner-Webb University

Instructional Modules for Professional learning
Responding to Opportunities and Valuing
Educators (IMPROVE)

College of Education

2022

Collective Teacher Efficacy

Annie McEntyre

Stephanie Revis

Helena Vanhorn

Gina Gold

Follow this and additional works at: <https://digitalcommons.gardner-webb.edu/improve>



Part of the [Curriculum and Instruction Commons](#), and the [Teacher Education and Professional Development Commons](#)

Collective Teacher Efficacy Professional Learning Module

Authors

Gina Gold - Gina holds a Bachelor of Arts in Elementary Education from UNC -Charlotte and a Masters of Elementary Education from Converse College. She is currently a Curriculum and Instruction doctoral student at Gardner-Webb University, NC.

Gina holds a teaching license in K-6 Certification, and holds National Board Certification as a Middle Child Generalist. She has been in education since 1995 as an Elementary School Teacher, AIG Specialist, Curriculum Coordinator, Technology Facilitator, Title 1 Facilitator and is currently the MTSS Coordinator for her school district.

Gina is currently researching the connections of Social Cognitive Theory to elementary classroom teacher perspectives that impact fidelity of Social-Emotional Learning practices and student resilience skills.

Annie McEntyre - Annie holds a Bachelor of Arts from the University of North Carolina-Charlotte in Elementary Education. She holds a Master's of Arts in Middle Grades Education from Gardner-Webb University, where she is currently a doctoral student working on her ED.D in Curriculum and Instruction.

Annie holds a teaching license in Elementary Education, Middle Grades Science and Mathematics, and High School General Science. She also has a STEM certification from NC State University.

Annie has been in education since 2011 and has taught elementary, middle, and high school science and mathematics classes. She currently works as a physical science teacher for Rutherford County Schools.

Annie is currently researching teacher perspectives and student achievement when utilizing project-based learning practices.

Stephanie Revis - Stephanie holds a Bachelor of Arts in History with Secondary ELA and SS certifications from UNC-Asheville and a Masters of Library and Information Science from East Carolina University. She is currently a Curriculum and Instruction doctoral student at Gardner-Webb University, NC.

Stephanie holds a teaching license in School Administration, 6-12 ELA & SS, K-12 Reading, K-12 Media Specialist, AIG, Middle School Literacy Coach Certification, and holds National Board Certification in ELA. She has been in education since 1996 as a middle school Teacher, 21st Century Literacy Coach, and currently serves as an Assistant Principal.

Stephanie is researching AIG identification policies and practices that support culturally diverse AIG programs.

Helena Vanhorn - Helena holds a Bachelor of Arts from Lenoir-Rhyne University in Birth through Kindergarten Education and an Elementary Education endorsement with concentration in Language Arts. She holds a Master's degree in Child Development from Appalachian State University and is currently a doctoral student at Gardner-Webb University.

Helena holds a teaching license in Birth through Kindergarten and Elementary Education and is the director of preschool programs in Caldwell County Schools, North Carolina. She has been in early childhood education since 1993 as an infant-toddler teacher, kindergarten teacher, preschool special education teacher, district preschool coordinator, and adjunct college instructor.

Helena is currently researching the impact of professional development on teacher efficacy among teachers in the private child care field.

Description

This professional learning module (PLM) was designed for those in leadership roles in educational organizations who desire to examine the effect of collective teacher efficacy for school improvement purposes. This module defines Collective Teacher Efficacy as it applies to educational settings and impacts student learning. School leaders will learn research-based conditions and practices that have been found to foster collective efficacy in schools. *Collective Teacher Efficacy Professional Learning Module* is aligned with the North Carolina Executive Standards for School Executives, Professional Standards for Educational Leaders, and Teacher Leader Model Standards.

Subjects

Collective Teacher Efficacy
Efficacy
School Culture

Shared Beliefs
Student Achievement
A. Bandura
J. Donohoo
J. Hattie

Terms of Use

The learning cycle featured in this project is based on the STAR Legacy Cycle developed by the IRIS Center (2013; <http://iris.peabody.vanderbilt.edu/>) and based on the work of Dr. John Branford and colleagues (National Research Council, 2000).

List of Resources

- ACOT. (2021, August 27). *What is the school leader's role in building collective efficacy?* YouTube. Retrieved July 9, 2022, from <https://www.youtube.com/watch?v=zdzWQRU4fnE>
- Asian male managers and employees are arguing about the wrong job. An angry supervisor blames his subordinates for doing the wrong job and arguing in the office. Free photo.* (n.d.). Vecteezy. Retrieved July 17, 2022, from <https://www.vecteezy.com/photo/6783296-asian-male-managers-and-employees-are-arguing-about-the-wrong-job-an-angry-supervisor-blames-his-subordinates-for-doing-the-wrong-job-and-arguing-in-the-office>
- Bandura, A. (1997). *Self-efficacy: The exercise of control*. New York: W.H. Freeman and Company.
- Bolling, R. N. (2021, April 7). *Supporting Teachers by Including Them in Decision-Making*. TeachHUB. Retrieved July 17, 2022, from <https://www.teachhub.com/professional-development/2021/04/supporting-teachers-by-including-them-in-decision-making/>
- Bransford, J. D., Brown, A. L., & Cocking, R. R. (2000). *How people learn: Brain, mind, experience, and school*. National Academy Press.
- Caskey, M. M. (2009, January 1). *Using the lesson study approach to plan for student learning*. Portland State University. Retrieved July 16, 2022, from https://works.bepress.com/micki_caskey/9/
- Caskey, M. M., & Carpenter, J. (2014, October). *Building teacher collaboration school-wide*. AMLE. Retrieved July 17, 2022, from <https://www.amle.org/building-teacher-collaboration-school-wide/>
- Corwin. (2019). *What is collective efficacy*. YouTube. <https://www.youtube.com/watch?v=FGA5zVux2OI>
- Cowin. (2021, April 12). *Demystifying collective efficacy: Corwin leaders coaching leaders podcast*. Youtube. <https://www.youtube.com/watch?v=ONiYiMOx-Ro>

- Creating Learning Modules*. (2022, April). Teaching with Technology – Spring 2022. Retrieved July 17, 2022, from <https://news.clarku.edu/bitsandbytes/teaching-with-technology-spring-2022/>
- Critical friends groups: Catalysts for school change*. (n.d.). Education World. Retrieved July 17, 2022, from https://www.educationworld.com/a_admin/admin/admin136.shtml
- Danielson, C. (2007, September 1). *The many faces of leadership*. ASCD. Retrieved July 2, 2022, from <https://www.ascd.org/el/articles/the-many-faces-of-leadership>
- Daskal, L. (2018, June 16). *10 ways successful leaders think differently*. Lolly Daskal. Retrieved July 9, 2022, from <https://www.lollydaskal.com/leadership/10-ways-successful-leaders-think-differently/>
- Demartini, J. (2021). *Smart goals will get you what you want: Demartini blog*. Demartini Institute. Retrieved July 16, 2022, from <https://drdemartini.com/blog/smart-goals-will-get-you-what-you-want>
- Developing collective efficacy*. (2019, September 22). Education and Training, Victoria State Government. <https://www.education.vic.gov.au/school/teachers/teachingresources/discipline/english/Pages/developing-collective-efficacy.aspx#:~:text=%E2%80%8BCollective%20efficacy%20refers%20to,team%20working%20for%20their%20students.>
- DeWitt, P. (2019, January 10). *Collective teacher efficacy*. Youtube. <https://www.youtube.com/watch?v=SaZci7S4d28>
- Diversity hands*. (n.d.). Delta News Hub. <https://news.delta.com/diversity-hands>
- Donohoo, J. (2016). *Collective efficacy: How educators' beliefs impact student learning*. SAGE Publications.
- Donohoo, J. (2017, October 25). *Collective teacher efficacy: The effect size research and six enabling conditions*. Jenni Donohoo. Retrieved June 13, 2022, from <https://www.jennidonohoo.com/post/collective-teacher-efficacy-the-effect-size-research-and-six-enabling-conditions>
- Donohoo, J. (2019, March 13). *PD models to support collective efficacy*. YouTube. Retrieved July 17, 2022, from <https://www.youtube.com/watch?v=2LIYHcqInkM>
- Donohoo, J., Hattie, J., & Eells, R. (2018, March 1). *The power of collective efficacy*. ASCD. <https://www.google.com/url?q=https%3A%2F%2Fwww.ascd.org%2Fel%2Farticles%2Fthe-power-of-collective-efficacy&sa=D>
- Duke football takes on the University of Kansas Jayhawks at the Brooks Field at Wallace Wade Stadium on September 25, 2021 at Durham, North Carolina. Photo Galleries*. (n.d.). Goduke.com. Retrieved July 17, 2022, from <https://goduke.com/galleries/football/inside-look-mataeo-durant/duke-football-takes-on-the-uni/1659/40072>

- Education Elements. (2021, December 8). *Responsive leadership: Addressing the urgent while progressing toward the important*. Youtube.
<https://www.youtube.com/watch?v=RGA-AiqnLkY>
- Eells, R.J. (2011). *Meta-analysis of the relationship between collective teacher efficacy and student achievement*. [Dissertation]. Loyola University eCommons. 133.
https://ecommons.luc.edu/luc_diss/133
- Engage NY. (2014, November 17). *What Is a teacher leader?* YouTube. Retrieved July 8, 2022, from <https://www.youtube.com/watch?v=R1i4RZQbuY>
- Ferlaszco, L. (2015, November 28). Response: 'Schools cannot thrive' without teacher leadership. *Education Week*.
<https://www.edweek.org/leadership/opinion-response-schools-cannot-thrive-without-teacher-leadership/2015/11>
- Fisher, D., & Frey, N. (2014, January). *Using teacher learning walks to improve instruction*. scsk12.org. Retrieved July 17, 2022, from
<http://www.scsk12.org/memo/files/files/learning%20walk2.pdf>
- Foltos, L. (2018, January 29). *Teachers learn better together*. Edutopia. Retrieved July 5, 2022, from <https://www.edutopia.org/article/teachers-learn-better-together>
- Fountas, I & Pinnell G (2020, February 6). *Six characteristics of effective intervention*. Pinnell Literacy Blog. Retrieved July 9, 2022, from
<https://fpblog.fountasandpinnell.com/6-characteristics-of-effective-intervention>
- Grey, T. (2015, June 18). *Collective teacher efficacy*. Youtube.
<https://www.youtube.com/watch?v=FUfEWZGLFZE>
- Grimm, E. D., Kaufman, T., & Doty, D. (2014, May 1). *Rethinking classroom observation*. ASCD. Retrieved July 17, 2022, from
<https://www.ascd.org/el/articles/rethinking-classroom-observation>
- Gruenert, S. & Valentine, J. (2006). *School culture typology worksheet*. MOspace Institutional Repository, University of Missouri System.
<https://mospace.umsystem.edu/xmlui/bitstream/handle/10355/3559/TypologyWorksheet.pdf?sequence=2&isAllowed=y>
- Gruenert, S. & Whitaker, T. (2017). *School culture recharged: Strategies to energize your staff and culture*. (1st ed.). ASCD.
- Haley-Speca, M. A., Saphier, J., & Gower, R. R. (2017). *The skillful teacher: The comprehensive resource for improving teaching and learning*. Research for Better Teaching, Incorporated.
- Hargreaves, A., & O'Connor, M. T. (2018). *Collaborative professionalism: When teaching together means learning for all*. Corwin.
- Hattie, J. (2009). *Visible learning: A synthesis of over 800 meta-analyses relating to achievement*. Routledge.

- Hattie, J., Masters, D., & Birch, K. (2016). *Visible learning into action: International case studies of impact*. London; New York Routledge, Taylor & Francis Group
- Higgins, S. (2018, November 2). *6 steps to create an effective interventions strategy*. Retrieved July 9, 2022, from <https://arbor-education.com/blog-6-steps-to-create-an-effective-interventions-strategy/>
- Holl, R. (n.d.). *Teacher clarity: Part 2 in a series on effect size*. www.learninga-z.com. Retrieved July 2, 2022, from <https://www.learninga-z.com/site/resources/breakroom-blog/teacher-clarity>
- Ingersoll, R. M., & Sirinides, P. (2018). *Leadership matters: Teachers' roles in school decision making and school performance*. ERIC. Retrieved July 17, 2022, from <https://files.eric.ed.gov/fulltext/EJ1173452.pdf>
- Kahlenburg, R. D., & Potter, H. (2018, November). Why teacher voice matters. *American Educator*, 10(40), 20-25.
- Katz, S., Malloy, J., & Dack, L. A. (2017). *The intelligent, responsive leader*. SAGE Publications.
- Katzenmeyer, M., & Moller, G. (2001). *Awakening the sleeping giant: Helping teachers develop as leaders*. SAGE Publications.
- Kiehl, K. (2013, November 15). *Building collective teacher efficacy to improve student learning: The literacy effect*. YouTube. Retrieved July 8, 2022, from <http://theliteracyeffect.com/2022/05/01/building-collective-teacher-efficacy-to-improve-student-learning/>
- Knowing your leadership type/style*. (n.d.). The Principal's Playbook. <https://www.theprincipalsplaybook.com/educational-leadership/known-your-leadership-type>
- Kouzes, J. M., & Posner, B. (2009, January). *To lead, create a shared vision*. Harvard Business Review. Retrieved July 16, 2022, from <https://hbr.org/2009/01/to-lead-create-a-shared-vision>
- Krithik, A. (2022, April 21). *Why setting up goals in work is important*. Lystloc. Retrieved July 16, 2022, from <https://www.lystloc.com/blog/why-setting-up-goals-in-work-is-important/>
- Leap4principals. (2018). *John Hattie - Collective teacher efficacy 2018*. YouTube. <https://www.youtube.com/watch?v=UCMV692itfg>
- Learning walks: Structured observation for teachers*. (2018, March 14). Edutopia. Retrieved July 5, 2022, from <https://www.edutopia.org/video/learning-walks-structured-observation-teachers>
- Logosnet. (2014). *Refining cohesive teams*. Group Cohesion. Retrieved July 1, 2022, from https://drive.google.com/drive/folders/1jy57xuJ0Or-GJC0iIEjN1E_z5weMwC6h

- Lumpkin, C. A., & Wilson, A. (2014). Key characteristics of teacher leaders in schools. *Administrative Issues Journal: Education, Practices, and Research*, 4(2), 59-67. DOI: 10.5929/2014.4.2.8.
- Machin, D. (2021, November 25). *Using the science of learning to build collective teacher efficacy*. Medium. Retrieved July 17, 2022, from <https://medium.com/eddi-educational-digest/using-the-science-of-learning-to-build-collective-teacher-efficacy-c0d9cbd044d4>
- Making decisions: Levels of consensus*. (n.d.). Education World. Retrieved July 17, 2022, from https://www.educationworld.com/a_admin/greatmeetings/greatmeetings026.shtml
- Mitchell, D. (2020, February 11). *Top 5 benefits to observing other teachers*. South Carolina ASCD. Retrieved July 5, 2022, from <https://www.scascd.org/post/top-5-benefits-to-observing-other-teachers>
- Nanaimo School Administrators Association. (2018, April 11). *The evolving role of principals and vice-principals*. Nanaimo Ladysmith Public Schools. https://www.sd68.bc.ca/wp-content/uploads/2017-18/NSAA_2018-19_budget_presentation-Business_Committee-April112018.pdf
- National Policy Board for Educational Administration. (2015). *Professional Standards for Educational Leaders*. Alliance for Advancing School Leadership. https://www.npbea.org/wp-content/uploads/2017/06/Professional-Standards-for-Educational-Leaders_2015.pdf
- National Research Council. (2000). *How people learn: Brain, mind, experience and school* (expanded edition). Committee on Developments in the Science of Learning. J. D. Bransford, A. L., Brown, A., & R. R. Cocking (Eds.), Washington, DC: National Academy Press.
- North Carolina Department of Public Instruction. (2011). *North Carolina Standards for School Objectives*. NC State Board of Education. https://files.nc.gov/dpi/north_carolina_standards_for_school_executives_1.pdf
- Pierce, S., & Kwan, P. (2019). *The importance of building collective teacher efficacy*. Leadership Magazine. Retrieved July 16, 2022, from <https://leadership.acsa.org/building-teacher-efficacy>
- Protheroe, N. (2008). *Teacher efficacy: What is it and does it matter?* NAESP. https://www.naesp.org/sites/default/files/resources/1/Pdfs/Teacher_Efficacy_What_is_it_and_Does_it_Matter.pdf
- Psencik, K., Brown, F., & Hirsh, S. (2022, February). How principals implement change effectively. *The Learning Professional: The learning forward journal*, 43(1), 32-36.
- Raghunandan, S. (2022, April 5). *Culture typology*. West Virginia Department of Education. <https://wvde.us/leadership-system-support/resources-trainings/culture-typology/>

- Robinson, V., Hohepa, M., & Lloyd, C. (2009). *School leadership and student outcomes: Identifying what works and why best evidence synthesis iteration (BES)*. New Zealand: Ministry in Education.
<https://www.educationcounts.govt.nz/publications/series/2515/60170>
- Rios, V. (2016). *Help for kids the education system ignores*. TED Talk. Retrieved July 9, 2022, from
https://www.ted.com/talks/victor_rios_help_for_kids_the_education_system_ignores
- Shafer, L. (2018, July 23). *What makes a good school culture?* Harvard Graduate School of Education.
<https://www.gse.harvard.edu/news/uk/18/07/what-makes-good-school-culture>
- Smart goals: Example. (2019, May 16). YouTube. Retrieved July 17, 2022, from
<https://www.youtube.com/watch?v=z571yxAJwFM>
- Sprague, J. & Walker, H. (2002, September). *Guide 1: Creating schoolwide prevention and intervention strategies*. Safe and Secure: Guides to Creating Safer Schools. Retrieved July 9, 2022, from <https://www.ojp.gov/pdffiles1/ojdp/book1.pdf>
- StandfordSCOPE. (2018, March 20). *Time matters: Teacher collaboration for learning and leading*. YouTube. Retrieved July 8, 2022, from
<https://www.youtube.com/watch?v=Ex1zfl-MsDk>
- Stebbins, P. (2019, October 19). *Collective teacher efficacy: Optimising your team's activity*. LinkedIn.
<https://www.linkedin.com/pulse/collective-teacher-efficacy-optimising-your-team-s-dr-pete-stebbins>
- Teacher swap at SAS. (2017, October 25). YouTube. Retrieved July 17, 2022, from
<https://www.youtube.com/watch?v=ePQBxdPDI7w>
- Teachers at meeting. (n.d.). Burst. Retrieved July 17, 2022, from
<https://burst.shopify.com/photos/search?utf8=%E2%9C%93&q=teachers+at+meeting+&button=>
- Teacher Leadership Exploratory Consortium. (2019). *Teacher Leader Model Standards*.
https://www.nea.org/sites/default/files/2020-07/teacher_leader_model_standards.pdf
- Theodore Roosevelt Quotes. (1858, October 27). BrainyQuote.
https://www.brainyquote.com/quotes/theodore_roosevelt_380703
- The IRIS Center for Training Enhancements. (2005). *How people learn: Presenting the learning theory and inquiry cycle on which the IRIS Modules are built*. Retrieved on July 11, 2022 from <http://iris.peabody.vanderbilt.edu/module/hpl/>
- Tschannen-Moran, M. (2020). *Research tools*. Megan Tschannen-Moran's Website.
<https://wmpeople.wm.edu/site/page/mxtsch/researchtools>
- Tunnell, K. (2022, May 4). *10 tangible strategies to build collective efficacy and reduce demoralization*. Educationadvanced.com.

<https://educationadvanced.com/resources/blog/10-tangible-strategies-to-build-collective-demoralization/>

University of Washington College of Education. (2017, September 13). *Research that matters: Teacher leaders have impact*. YouTube. Retrieved June 22, 2022, from https://www.youtube.com/watch?v=eW_niwsF08U

U.S. Department of Education. (2022). *ED school climate surveys (EDSCLS): Questionnaires*. National Center for Education Statistics. <https://nces.ed.gov/surveys/edscls/questionnaires.asp>

Ventura, M. (2022). 4 steps for creating stronger, more collaborative teacher teams. ASCD. Retrieved July 1, 2022, from <https://www.ascd.org/blogs/4-steps-for-creating-stronger-more-collaborative-teacher-teams>

Visible Learning. (2018, October 12). *Collective teacher efficacy (CTE) according to John Hattie*. Visible Learning. <https://visible-learning.org/2018/03/collective-teacher-efficacy-hattie/>

Weber, C. (2016). *Foundational principles of instruction and intervention systems*. Retrieved July 9, 2022, from <https://leadered.net/pdf/Foundational%20Principles%20of%20Instruction%20and%20Intervention%20Systems.pdf>

Weber, S. (2022, February 6). *Five characteristics of teacher leaders*. Teach Better. Retrieved July 2, 2022, from <https://www.teachbetter.com/blog/five-characteristics-of-teacher-leaders/>

Why your teachers should be collaborating. (2013, June 6). The Horizons Tracker. Retrieved July 17, 2022, from <https://adigaskell.org/2013/06/06/why-your-teachers-should-be-collaborating/>

Will, M. (2017, October 26). *Teacher leadership is linked to higher student test scores in new study*. Education Week. Retrieved July 2, 2022, from <https://www.edweek.org/teaching-learning/teacher-leadership-is-linked-to-higher-student-test-scores-in-new-study/2017/10>

Williamson, R., & Blackburn, B. (2018, November 12). *Building collaboration through shared decision-making*. MiddleWeb. Retrieved July 17, 2022, from <https://www.middleweb.com/39093/collaborating-through-shared-decision-making/>