

Teachers' Perspectives on Planning for School Improvement: Processes, Critical Factors, and Perceived Outcomes

ABSTRACT

Strategic planning and strategic action have been identified as valuable frameworks for school improvement. Therefore, school reforms in different parts of the world have mandated formal planning to support improvement. However, planning is only sometimes fully embraced and knowledge-based, raising questions about schools' efficacy in strategic planning and action processes. In that sense, developing a better understanding of strategic planning and action is critical. This study focuses on the school planning processes in Portuguese schools by exploring how three Portuguese schools engaged in strategic action planning processes. A qualitative approach was employed. School strategic processes, critical factors for high-quality strategic action and planning, and perceived outcomes of strategic action plans were identified. The findings indicate that schools have embraced strategic action plans, despite the difficulties encountered during the planning and implementing process. Planning was limited by deadlines, failing in teachers, and other stakeholders' participation. Limited financial support and human resources were identified as factors hindering plan implementation. Compromise to school mission was identified as the main factor facilitating planning and action. The results point to crucial challenges for policymakers and school leaders. It also has relevant implications for future research related to school improvement.

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Keywords: School improvement; Strategy; Strategic planning; Qualitative study.

1. INTRODUCTION

School improvement is at the center of diverse school reforms worldwide (Hajisoteriou et al., 2018; Harris et al., 2015; Leithwood et al., 2006). Planning is presented as a valuable tool for school improvement, especially when tied to a specific mission and vision, setting a school strategy for a specific context (e.g., Davies, 2006, 2007; Eacott, 2008, 2011; Quong & Walker, 2010; Schlebusch & Mokhatle, 2016; Wanjala & Rarieya, 2014).

The concept of strategy is relatively new in educational literature and is predominantly related to school planning (Carvalho et al., 2021a). In this paper, we adopted a schoolwide perspective where the strategy has

Perspectives On School Improvement

David Hopkins, Marvin Wideen



Perspectives On School Improvement:

School Improvement Zijian Li, Michael Williams, 2006 School improvement is at the centre of educational reform and is perceived by many as a key to social and economic advance. It contributes to determining the personal fulfilment and career paths of individual students and consequently engages the interest of parents and community members. It is an ever present commitment of teachers and managers in schools. Policy makers and politicians at international, national and local levels devote much time and effort to their search for better schools. School improvement has also attracted the attention of researchers and scholars in many countries. They have been drawn from various disciplines and fields within the educational studies community including psychology, sociology, history, evaluation and studies in curriculum and assessment. There is now an established body of findings from studies conducted in many contexts. This book brings together leading experts drawn from many countries and several continents reflecting diverse approaches to educational policy and practice, evaluation and research. Variations between countries and between local communities within countries are highlighted. The possibilities and difficulties inherent in transferring evidence from one educational system at a number of levels to another are clearly discussed. What emerges from the cross national and cross cultural evidence are several significant threads currently under active investigation including school structure and management, classroom organisation, school leadership, teacher training and staff development, curriculum and assessment, community involvement, lifelong learning and special provision for students with special educational needs. *School Improvement: International Perspectives* is written for national educational policy makers, teachers and student teachers, governing bodies and parents from various levels of schooling and university researchers and scholars.

Perspectives on School Effectiveness and School Improvement Michael Barber, Louise Stoll, 1997 This collection of papers presents the debate between supporters and critics of the school effectiveness movement. School effectiveness research explores the different contributions schools make to pupils' learning and the factors that make some schools more successful than others. Politically influential, helping to shape the education policies of the two main parties, it has also been used at a practical level to generate programmes and policies for school improvement. Members of the Institute of Education's School Effectiveness and Improvement Centre (ISEIC) which leads the field in research in this area contribute papers to this volume that both describe the research and reply to criticisms of it while other contributors from both within and outside the Institute provide philosophical, sociological and cross cultural critiques which are challenged in an Endpiece by Peter Mortimore and Pam Sammons.

Improving Schools and Educational Systems Alma Harris, Janet Hageman, Chrispeels, 2023-05-09 School improvement has become a dominant feature of educational reform in many countries. The pressure upon schools to improve performance has resulted in a wide range of improvement programmes and initiatives which can provide both inspiration and advice to everyone involved in school improvement. This book draws together the most effective school improvement projects from around the world in one comprehensive text including detailed

comparative analysis of a wide variety of initiatives Drawing on examples from the UK the USA Canada South Africa and Australia this book gives both an international snapshot and a coherent synthesis of initiatives that have given achievable results

School Effectiveness and School Improvement Alma Harris,2001 This comprehensive study furthers the debate on how to improve and raise achievement within schools

School Improvement Alma Harris,2013-02-01 This book aims to demystify the principles and practice of school improvement by demonstrating how successful classroom and school improvement occurs It outlines the conditions strategies and approaches that promote sustainable improvement and provides an overview of the main theoretical perspectives in this area This accessible text will be useful for practitioners working within schools and with schools offering clear guidance for those keen to raise standards and improve achievement

The What's In It For Schools series aims to make educational policy issues relevant to practitioners Each book in the series focuses on a major educational issue The author sets the issue in context looks at how it impacts on the daily lives of schools and teachers and raises key questions The books are grounded in sound theory recent research evidence and best practice and will make an excellent addition to any staffroom bookshelf

Studies in School Improvement Wayne K. Hoy,Michael DiPaola,2009-04-01 Studies in School Improvement is the eighth volume in a series on research and theory in school administration dedicated to advancing our understanding of schools through empirical study and theoretical analysis This selection of readings highlights a number of important factors in the stimulation and implementation of school improvement including transformational leadership change perspectives of teachers principals and the community strategies for instructional change learning environments and school culture dropout prevention professionalism trust relations between the teachers and the board as well as trust between students and teachers and admission decisions for educational leadership programs In addition a number of new reliable and valid measures are developed and presented for the first time instruments to assess 1 change perspectives of the faculty 2 professionalism of teachers and 3 trust relations between students and teachers These tools are valuable aids for both researchers and practitioners in their quest to understand and implement successful school improvement projects

Successful School Improvement Fullan, Michael,1992-06-01 This book examines the powerful concept of implementation or what actually happens in practice when innovations or reforms are attempted by demonstrating its uses in a variety of policy and programme applications

The Next Big Thing in School Improvement Ben White,Matthew Evans,Rebecca Allen,2021-10-22 This is a book about educational fads why they arise and how we might learn to live with them Those working in schools are subject to perpetual waves of novelty in the name of school improvement And yet in the long term very little actually changes Big ideas come and go leaving only faint clues as to their existence The trouble is that the appealing stories that take hold will never solve the fundamental problems of modern schooling The school system is too complex too diverse and too uncertain to be fixed by any Big Idea Before too long the Next Big Thing replaces the Last Big Thing The Next Big Thing in School Improvement brings together the unique perspectives of

a policy analyst a headteacher and a classroom teacher to explain why it is that the school system often resists our attempts to improve it Drawing on the recent history of English education policy a variety of disciplinary traditions and the emerging field of complexity science the authors present a new take on why the school system behaves in ways that defy our attempts to change it This is a book about finding a better way to improve our schools It is not the Next Big Thing but it does explain why there will inevitably be one and what to do when it arrives

Perspectives on School Improvement, 1981 *School Improvement* Jean Rudduck, Roland Chaplain, Gwen Wallace, 1996 This book provides a picture of how teaching learning and the organisation of secondary schooling might be improved Drawing on a wealth of data from interviews with 80 pupils it will help teachers to gain insight into pupils perceptions of school

School Effectiveness, School Improvement David Reynolds, 2004-11-01 The pressure on schools to improve and to raise achievement continues to be a dominant issue in both school and government policies *School Effectiveness and School Improvement* seeks to develop the debate further providing academics and practitioners alike with a summary and discussion of research on school effectiveness and school improvement up to the present new perspectives on these fields developed from other traditions of thinking and research a consideration of the role of organization theory an integrated view of these current perspectives and clear practical implications for policy and practice

Using Research to Lead School Improvement Scott C. Bauer, S. David Brazer, 2012 Key Features

International Perspectives in Educational Effectiveness Research James Hall, Ariel Lindorff, Pamela Sammons, 2020-08-10 This edited volume explores questions about what works how for whom when and why in education and considers how and to what extent such knowledge can be understood and extended across countries and different educational systems The book starts by presenting an overview of the history of educational effectiveness research and offers examples of current theories of educational effectiveness Next it provides exemplars of effectiveness studies that report on educational systems policies and practices from across six continents These studies vary in their research methods and outcomes illustrating a field of research that is conscious of its origins its agenda and its ambition to understand and improve the functioning of schools networks and education systems around the world The book brings these threads together within the final chapter and uses them to signpost directions for future research

International Perspectives in Educational Effectiveness Research is an excellent and timely addition to the educational effectiveness literature It offers a rigorous and insightful range of international perspectives that will be of interest to researchers policy makers and students of the field Professor Christopher Chapman University of Glasgow UK President Elect of the International Congress for School Effectiveness and Improvement This important new volume brings up to date the contributions of educational effectiveness research to the development of policy and practice in the field over the last 50 years Drawing together the ideas of many of the major researchers in the field it provides a comprehensive analysis of these earlier contributions leading to critical commentaries that point to areas for future attention The editors make use of expertise from a range of disciplines to

strengthen the themes that are addressed Most importantly the book emphasises the need to pay greater attention to the challenge of equity arguably the most significant challenge facing education systems internationally In this respect a particular strength of the book is the accounts provided from many different parts of the world These underline the importance of context a factor often previously overlooked in this field of research Given all of this I have no doubt that International Perspectives in Educational Effectiveness Research will become a major source for practitioners policy makers and researchers Professor Mel Ainscow Emeritus Professor of Education University of Manchester Professor of Education University of Glasgow UK

Continuous Improvement Erin Anderson, Sonya D. Hayes, 2023-09-01 Through this book we seek to describe improvement science in action for educators schools districts universities and communities This book is a venue for improvement research in education focused on the application of improvement science in educational settings Improvement science requires extensive engagement in rigorous work to implement sustainable change at a systemic level As the editors of this volume for the Leadership in School Improvement SIG book series we hope that these chapters written by researchers practitioners and leaders engaged in improvement science will help others begin their own improvement processes to achieve desired equitable and sustainable results for student success

ENDORSEMENTS

Continuous Improvement A Leadership Process for School Improvement brings together an impressive group of fieldleading improvement scholars with deep connections to educational practice to provide a powerful vision for what equity centered improvement science looks like in action The stories of improvement partnership and critical enabling conditions provide theoretically sound and practically useful guidance for anyone seeking to transform education organizations in service of more equitable learning opportunities for students Jennifer Lin Russell Vanderbilt Peabody College This is a moment of empowerment in education with movements for social justice and continuous improvement providing motivations and methods to interrogate disrupt and rebuild education systems to support the holistic development of all students This essential book provides compelling accounts of what it looks like and what is possible when educational professionals researchers and other stakeholders come together to seize this moment Donald Peurach University of Michigan s School of Education and Carnegie Foundation

Information Use in Local School Improvement Leigh Burstein, 1985

Alternative Perspectives on School Improvement David Hopkins, Marvin Wideen, 1984-01-01

Factors That Contribute to Successful Schools: A Caribbean Perspective Eulalie Daley Semper, 2014-10-17 This book explores various factors that contribute to successful schools in the Caribbean Based on my own personal and professional experience I define successful schools as those schools where high quality teaching takes place in a supportive environment In these schools spiritual leaders seek to work with educational stakeholders to develop and facilitate a culture of excellence Therefore I have decided to examine teacher development community involvement spiritual leadership servant leadership and an established culture of success as additional factors that can contribute to successful schools in the Antiguan context However this study can yield

valuable information that can be used to assess educational practices within different types of schools regionally and globally since one of its main aims is to explore stakeholders perceptions on the contributing factors to schools academic success In this book educational practitioners policy makers and institutional leaders will find principles of success that will affect principal leadership classroom learning and student achievement

Educational Management In Managerialist Times Thrupp, Martin, Willmott, Robert, 2003-08-01 For academics and students Education Management in Managerialist Times offers a critical guide to existing educational management texts and makes a strong case for redefining educational management along more socially and politically informed lines

International Encyclopedia of Education , 2009-04-17 The field of education has experienced extraordinary technological societal and institutional change in recent years making it one of the most fascinating yet complex fields of study in social science Unequalled in its combination of authoritative scholarship and comprehensive coverage International Encyclopedia of Education Third Edition succeeds two highly successful previous editions 1985 1994 in aiming to encapsulate research in this vibrant field for the twenty first century reader Under development for five years this work encompasses over 1 000 articles across 24 individual areas of coverage and is expected to become the dominant resource in the field Education is a multidisciplinary and international field drawing on a wide range of social sciences and humanities disciplines and this new edition comprehensively matches this diversity The diverse background and multidisciplinary subject coverage of the Editorial Board ensure a balanced and objective academic framework with 1 500 contributors representing over 100 countries capturing a complete portrait of this evolving field A totally new work revamped with a wholly new editorial board structure and brand new list of meta sections and articles Developed by an international panel of editors and authors drawn from senior academia Web enhanced with supplementary multimedia audio and video files hotlinked to relevant references and sources for further study Incorporates ca 1 350 articles with timely coverage of such topics as technology and learning demography and social change globalization and adult learning to name a few Offers two content delivery options print and online the latter of which provides anytime anywhere access for multiple users and superior search functionality via ScienceDirect as well as multimedia content including audio and video files

Perspectives on Teaching and Teacher Issues Linda B. Yurichenko, 2007 Teaching is a profession which is so enormous and so packed with significance that the issues related to it have a consistently high ranking with members of society in virtually every public opinion poll These issues include multicultural education teacher training and accreditation burnout teaching under conditions particular to a world wide certain country student behaviour and preparation computers in the classroom parental influence on the teaching process the changing curriculum and its meaning for teaching budgetary problems and a multitude of similar issues This book presents current issues and information in this field from educators and researchers around the globe

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