

**THE FEASIBILITY OF THE ESTABLISHMENT OF
AN ENGLISH LANGUAGE TEACHER TRAINING CENTER:
PROBLEMS AND PROSPECTS**

A THESIS

**By
Singgih Widodo Limantoro
8212702001**



1182 / CTS
11 Feb 2005
F-Ps
Bi
BL
f-1
1 (satu)

**UNIVERSITAS KATOLIK WIDYA MANDALA SURABAYA
PROGRAM PASCASARJANA
PROGRAM STUDI MAGISTER PENDIDIKAN BAHASA INGGRIS
APRIL 2004**

**THE FEASIBILITY OF THE ESTABLISHMENT OF
AN ENGLISH LANGUAGE TEACHER TRAINING CENTER:
PROBLEMS AND PROSPECTS**

A THESIS

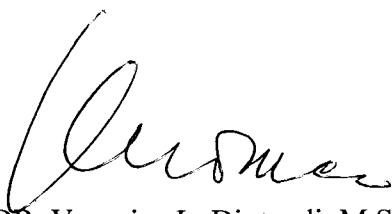
**Submitted to Widya Mandala Surabaya Catholic University
Master's Program in Teaching English as a Foreign Language
in partial fulfillment of the requirements for the
degree on Master of Arts**

**By
Singgih Widodo Limantoro
8212702001**

**UNIVERSITAS KATOLIK WIDYA MANDALA SURABAYA
PROGRAM PASCASARJANA
PROGRAM STUDI MAGISTER PENDIDIKAN BAHASA INGGRIS
APRIL 2004**

APPROVAL SHEET (2)

This thesis entitled ***The Feasibility of The Establishment of an English Language Teacher Training Center: Problems and Projects*** prepared and submitted by Singgih Widodo Limantoro (8212702001) was examined and approved by the following board of examiners on oral examination with a grade of on April 7, 2004.



Prof. DR. Veronica L. Diptoadi, M.Sc
Chairman



Prof. E. Sadtono, Ph.D
Member



DR Ignatius Harjanto
Member



Prof. E. Sadtono, Ph.D
Director of the Master's Degree Program

APPROVAL SHEET (1)

The thesis entitled ***The Feasibility of The Establishment of an English Language Teacher Training Center: Problems and Projects*** prepared and submitted by Singgih Widodo Limantoro (8212702001) has been approved to be examined by the board of examiners for acquiring the master's degree in Teaching English as A Foreign Language by the following advisor:



Prof. E. Sadtono, Ph.D
Thesis Advisor

ACKNOWLEDGEMENT

First of all, the writer would like to thank God for His Blessing. The writer would also like to express his deepest gratitude and appreciation to those who had given their invaluable guidance, time, and support that make the completion of his study as well as his thesis possible. The great appreciation and sincere gratitude especially go to:

1. Prof E. Sadtono, Ph.D, the writer's thesis advisors, who had patiently guided him and provided his invaluable time. The writer feels sincerely indebted towards his great support and encouragement and help.
2. DR Ignatius Harjanto, the Head of MPBI Department who had spent his invaluable time in giving ideas and support.
3. Prof DR Veronica L. Diptoadi, MSc, the writer's thesis proposal reader, who had spent her valuable time in giving great ideas, comments, and support.
4. All the writer's MPBI lecturers who had updated the writer's knowledge and broadened his horizon in the field of TEFL during his study. The writer would like to extend his sincere gratitude and appreciate to Prof E Sadtono, Ph.D, DR. Ignatius Harjanto, Prof DR Veronica L. Diptoadi, Prof Abdul Wahab, Ph.D, Prof DR Abbas Badib, DR Wuri Soedjatmiko, DR Agustinus Ngadiman, DR Wagiman Adisutrisno, DR Patrisius Istiarto Djiwandono, Djoko Wirawan, Ph.D, and Drs M.P Soetrisno, MA.
5. Drs. Jusuf Gunawan, MSc, Prof DR Soedjono Abipraja, Drs ec. Ferry Pawitra, Finolita, S.S, Novi, and Lengkonosari, who gave their great support and help.
6. Petra School-boards, JW Wahjoedi, A. Komala, Dra. Victoria J. Poedjianto, MPd, Drs. ec Bambang Herwanto, Drs. Albert Tupan, M.Ed, Soegianto Hidayat S.Kom, Yerly A. Datu, S.Pd, and Claudius Bona, S.S who gave invaluable support and incredible help.
7. My beloved ones, Feliana, Sharleen, and Stephen for their great support and encouragement.

At last, the writer would also like to thank those who gave useful comments and constructive criticism for the improvement of this thesis.

Surabaya, April 2004

ABSTRACT

Limantoro, Singgih Widodo (2004) *The Feasibility of The Establishment of an English Language Teacher Training Center: Problems and Prospects*. Unpublished S2 thesis. Master in TEFL Program of Widya Mandala Catholic University, Surabaya. Advisor: Prof E. Sadtono, PhD

Keywords : teacher training, feasibility study, problems, prospects, professional development.

The teaching of English at high-schools in Indonesia has not been very successful yet (Dardjowidjojo in Nur, 2003:169). Sadtono (1997) finds out that English proficiency among Indonesians is low due to many factors, such as large class size, lack of instructional resources, poor teacher salaries, and a limited amount of curriculum time for English. Moreover, many of our English teachers have not mastered the language they are teaching. Recent research indicates that many of them are still poor users of the language (Hamied in Dardjowidjojo, 2000) In most cases, English teachers are not familiar with the new curriculum. They use the new books but still apply the old concepts. These are some of the complex problems of the teaching of English in Indonesia. It is also not easy to pinpoint the real causes for those problems. Therefore, the writer would like to propose the idea of establishing an English language teacher training center with new teacher training scheme as one strategy to improve the teaching and learning conditions. For this purpose, the writer conducted a survey to support the feasibility study of the establishment of an ELT training center. He chose public and private senior high-schools in Surabaya as the subjects of this survey. The subjects of this survey consisted of some stakeholders of the establishment of the training center, namely, *SMU* English teachers, *SMU* principals, and school-boards/school-committees. This survey used both descriptive and prescriptive methods to see whether this training center project would be feasible or not by comparing the ideal criteria and the survey results. The result of the survey was that the establishment of an ELT training center was not feasible due to financial situation. As seen in the survey results, the majority of the school-boards had no strategic plan to establish a teacher training center, mostly, due to financial. On the other hand, it was theoretically feasible for some senior high-schools in Surabaya if they meet its ideal criteria for it, such as the availability of the strategic plan and the fund for establishing a teacher training center, the potential teacher trainees, the qualified trainers, the best/available time for training, the teaching and learning facilities for teacher training, the teacher performance appraisal, the monitoring and evaluation system, the real trainees' needs towards the activities/programs for teacher training, and the questions of sustainability. Therefore, any school-boards that could fulfill the criteria may establish their own teacher training center to upgrade their teachers. Moreover, the discussion of these survey results also intended to identify/anticipate the potential problems as well as the prospects of this teacher training center project. In addition, he also included the procedures for establishing the teacher training center to support the theory in this study.

ABSTRAK

Limantoro, Singgih Widodo (2004) Kelayakan Pendirian Pusat Pelatihan Guru Bahasa Inggris : Problema dan Prospek. Tesis S2 yang belum dipublikasikan. Magister dalam program pengajaran bahasa Inggris sebagai bahasa asing di Universitas Katolik Widya Mandala, Surabaya. Pembimbing: Prof. E. Sadtono, Ph.D

Kata-kata kunci: pelatihan guru, studi kelayakan, problema-problema, prospek, pengembangan profesional

Pengajaran bahasa Inggris di sekolah-sekolah menengah di Indonesia belum amat berhasil (Dardjowidjojo dalam Nur, 2003: 169). Sadtono (1997) menemukan bahwa kemampuan berbahasa Inggris orang Indonesia rendah karena berbagai faktor antara lain kelas besar, kekurangan sumber-sumber belajar, gaji guru rendah, dan waktu kurikulum untuk bahasa Inggris terbatas. Selanjutnya, banyak guru bahasa Inggris kita tidak menguasai bahasa yang mereka ajarkan. Penelitian terkini menunjukkan bahwa banyak guru bahasa Inggris itu masih sebagai pemakai bahasa Inggris yang buruk (Hamied dalam Dardjowidjojo, 2000). Dalam banyak hal, guru bahasa Inggris belum memahami kurikulum yang baru. Mereka memakai buku-buku baru tapi masih menerapkan konsep-konsep lama. Hal ini merupakan beberapa masalah yang kompleks tentang pengajaran bahasa Inggris di Indonesia. Juga tidak mudah menentukan penyebab-penyebab sesungguhnya untuk masalah itu. Oleh karena itu, penulis hendak mengusulkan ide pendirian suatu pusat pelatihan guru bahasa Inggris dengan pola pelatihan guru yang baru sebagai salahsatu strategi untuk menyempurnakan kondisi belajar mengajar tersebut. Untuk maksud itu, penulis melakukan suatu survey untuk mendukung studi kelayakan pendirian pusat pelatihan guru bahasa Inggris. Ia memilih SMU-SMU negeri dan swasta di Surabaya sebagai subyek survey ini. Subyek survey ini terdiri dari mereka yang mungkin akan terlibat dalam pendirian pusat pelatihan itu misalnya guru bahasa Inggris SMU, kepala-kepala SMU dan pengurus yayasan/komite sekolah. Survey ini menggunakan baik pendekatan deskriptif dan preskriptif untuk melihat apakah proyek pusat pelatihan ini dapat dilaksanakan atau tidak dengan cara membandingkan kriteria ideal dan hasil surveynya. Hasil surveynya menunjukkan bahwa pendirian pusat pelatihan guru bahasa Inggris tersebut tidak dapat dilaksanakan karena situasi keuangan. Seperti terlihat dalam hasil survey, mayoritas pengurus yayasan sekolah tidak memiliki rencana strategis untuk mendirikan suatu pusat pelatihan guru kebanyakan karena situasi keuangan Di lain pihak, pendirian pusat pelatihan guru tersebut secara teoritis dapat dilaksanakan untuk beberapa SMU di Surabaya jika mereka dapat memenuhi kriteria idealnya seperti ketersediaan rencana strategis dan dana untuk mendirikan suatu pusat pelatihan guru, peserta pelatihan guru, penatar yang baik, waktu yang paling cocok atau yang tersedia untuk pelatihan, fasilitas belajar mengajar untuk pelatihan guru, penghargaan kinerja guru, sistem evaluasi dan pemantauan, kebutuhan nyata peserta pelatihan terhadap program/kegiatan pelatihan guru, dan pertanyaan-pertanyaan tentang keberlanjutannya. Oleh karena itu, semua pengurus sekolah yang dapat memenuhi criteria dapat mendirikan pusat pelatihan guru sendiri untuk meningkatkan mutu para gurunya. Selanjutnya, diskusi hasil survey ini juga bermaksud mengidentifikasi atau mengantisipasi problema-problema dan prospek yang dapat terjadi dari proyek pusat pelatihan guru ini. Sebagai tambahan, ia juga menyertakan prosedur untuk mendirikan pusat pelatihan guru dalam studi ini.

Table of Content

Title (1).....	i
Title (2)	ii
Approval sheet (1)	iii
Approval sheet (2).....	iv
Acknowledgment	v
Abstract (English)	vi
Abstrak (Indonesian)	vii
Table of content	viii
List of Tables.....	x
List of Figures	xi
List of Appendices.....	xii
Chapter I INTRODUCTION	1
1.1 Background of the study	1
1.2 Research problems	5
1.3 Purpose of the study	6
1.4 Definition of key terms	8
1.5 Scope and limitation	9
1.6 Significance of the study	9
Chapter II REVIEW OF RELATED LITERATURE	11
2.1 The reality of ELT in Indonesia	11
2.2 Objectives of ELT training	13
2.3 Principles for ELT training	14
2.4 Observation for training and development	21
2.5 Teacher training	25
2.6 Trainees' profile	27
2.7 Needs assessment	31
2.8 Microteaching in an INSET	32
2.9 Supervision	33
2.10 Monitoring and evaluation	35
2.11 Teacher performance appraisal	38
2.12 Standards for teacher training	40
2.13 Professional development programs for teachers of English	42
2.14 Strategy training	48
2.15 Procedures for designing an ELT training center project proposal	53
2.15.1 Feasibility study	54
2.15.1.1 SWOT analysis	56
2.15.1.2 Environmental setting	57
2.15.1.3 Training process	57
2.15.1.4 Management and organization	59
2.15.1.5 Trainees' and trainers' profile	61
2.15.1.6 Funding	63
2.15.1.7 Supporting facilities	64

2.15.1.8 Identified problems and alternative solutions	65
2.15.1.9 Performance indicators	66
2.15.2 Proposed development plan	66
2.15.2.1 Action plan	68
2.15.2.2 Monitoring and evaluation	74
2.15.2.3 Project benefit	75
Chapter III RESEARCH METHODOLOGY	76
3.1 Research design	76
3.2 Subjects	77
3.3 Research instruments	78
3.4 Procedure of collecting data	79
3.5 Procedure of analyzing data	80
Chapter IV DATA ANALYSIS AND DISCUSSION	81
4.1 Survey results	81
4.2 Discussion	92
4.2.1 Problems	93
4.2.2 Prospects	100
Chapter V CONCLUSION AND SUGGESTIONS	118
5.1 Conclusion	118
5.2 Suggestion	121
BIBLIOGRAPHY	124
APPENDICES	130
Curriculum Vitae.....	186

List of Tables

Table		Page
3.1	Revenue and Expenditure	64
3.2	Development Plan	66
3.3	Performance/target indicators	66
3.4	Activities and scheduling for establishing and ELT training center	69
3.5	Detailed specifications: Domestic/overseas degree/non-degree training program	71
3.6	Detailed specifications: Civil work premises	72
3.7	Detailed specifications: Furniture	72
3.8	Detailed specifications: Equipment	72
3.9	Detailed specifications: Instructional materials	73
3.10	Detailed specifications: Program development	73
3.11	Detailed specifications: Technical assistance	73
3.12	Detailed specifications: Management cost	74

List of Figures

Figure		Page
2.1	Fish-bowling technique.....	23
2.2	‘PKG’ training scheme.....	26
2.3	Proposed training scheme	26
2.4	The differences between prescriptive approach and collaborative approach in clinical supervision	34
2.5	SWOT analysis.....	57
2.6	Training process.....	58
2.7	Structural organization of an ELT training center.....	60

List of Appendices

Appendix	Page
1 (a) List of public and private senior high-schools ('SMUs') in Surabaya that have taken the 2003 national exam average grades in English subject (social science program)	130
(b) List of public and private senior high-schools ('SMUs') in Surabaya that have taken the 2003 national exam average grades in English subject (natural science program)	134
2 The breakdown of the subjects (= respondents) by 'SMUs' (social science program) in Surabaya (2003)	138
3 <i>Angket untuk pengurus yayasan/komite sekolah</i> (= Questionnaires for school-boards/school-committees)	141
4 <i>Angket untuk kepala SMU</i> (= Questionnaires for senior high-school principals)	144
5 Questionnaires for SMU English teachers	147
6 (a) Teacher's observation sheet from Directorate General of Secondary Education, English PKG (Tupan, 1991: 73)	157
(b) Classroom observation sheet from Department of National Education, East Java (SMU inspector)	158
(c) Observation instrument for teaching and learning process from Department of National Education, East Java (SMU inspector)	159
(d) Lesson observation sheet (Morrow, 2000)	160
(e) Categories for observation (Doff, 1993: 123)	161
7 (a) Self-evaluation sheet (Gibbs and Habeshaw, 1989)	162
(b) Self-evaluation sheet (Jones, 1991)	163
(c) Self-evaluation sheet (Partington and Luker, 1984)	164
(d) Self-evaluation sheet (Tupan, 1991)	165
(e) Self-evaluation sheet (Morrow, 2000)	166
(f) Self-evaluation sheet (Doff, 1993: 125)	167
(g) Self-evaluation sheet: good and bad teaching (Doff, 1993: 122)	168
8 Strategy Inventory for Language Learning (Oxford, 1990: 293 – 300)	169

9	Assessment in Teacher Education by University of Cambridge Local Examinations Syndicate, International examinations for overseas teachers of English (Wallace, 1991: 134 – 135)	175
10	(a) Learning style survey worksheet (Graves, 2000: 251)	177
	(b) My best lesson / teaching idea worksheet (James, 2001: 250)	178
	(c) Our current professional practice worksheet: strengths, weaknesses, opportunities and benefits (James, 2001 : 248 – 249)	179
	(d) Reflecting on the nature of change in education (James, 2001: 242)	180
	(e) Innovation in our schools (James, 2001: 243)	181
	(f) What I most like about our training program is (James, 2001: 279)	182
	(g) Planning an informal presentation (James, 2001: 284)	183