

LQGHSHQGHQW OHJDO SHUVRQ ZKIDFKL IHL FFDXKGRQV W WKH FK QROD DQ UJDOV LR
UHODWLRQVKLS EHWZHHQ LQGLYLGLXNDVHQ W KDHP LQLDQLG R W WKH KR UJD
HPSOR\PHQW FRQWUDFW FRQWDLQQWVW KM LHZJ KW D QDQGV B W D YJD W V R G V V
RI ERWK SDUWLHV DQG JXDUDQFH FRFVW B W LFT D D O HW W B W Q W RW RE RGVK V
SDUWLHV ZKLFK LV LQ UHDOLW\ FRQGHVFLYDHW R QWIRHU SURRMTSUWIKRHO RI
WKH OHJDO VWDWXV RI WKH WZRLSDUHW WLV D WLVROO F D W W X V D Q V D D O X
LV FRQGXFlyH WR WKH SURWHFWULR QXDMWKRIOW KHW VPHDMH WLLR Q W D Q D Q
LQWHUHVWV RI W H B F K R U L P S U R Y F R I Q B C H E D M Q R I R I V G K H J S Q E O D D I O W \ S H U V F
UHVSRQVLELQW\ RI WHDFKHUV VPHHHH S O B \ K H V G W R F R Q K H U B K W D Q
UHVRXUFHV RI WHDFKHUV WKH H S O W D E R Z L W K P I X W W R E H D V R E M H F W W F
GQDPLF WHDP RI WHDFKHUV E U H B Q W W K H D W O V D G L V L R Q Q G B U V W R V I B Y F R I G V
WHDFKHU DSSRLQWPHQW HQKDOFH FRKQW UGR V H K I Q D W R B Q R I Q D W K H G H U
WHDFKLQJ H[SHULHQJER QM YDQJ R S V S U R V I P D Q K H H R I V F K R R O R H Q D G H U V I
DXWRQRP\ RI WKH P F W K B R D W L R Q W K M D K F K B R V N D R I V W U L F W V X S H U Y L V R U \
WKH WHDFKHUV L D Q H I L R D Q R H H D W K R W K D F K M K H \ D U H V X E M H F W W R V X
DSSRLQWPHQW V\WHP FDQ EH R G L Y W G S I G H L Q X E M H R W M U Q U P X O W L S O H Z
UHFUXLWPHQW L W W D D Z D D Q G G L W F X L F J Q D W L F R Q F D W L R Q D O D G P L Q L V W U D V
GSHHQGLQJ RQ WKH EHKDYLRU R G X V F D M L R D Q D O E R B D Q R J M P K H Q W V F K
DSSRLQWPHQW > @ V F K R R O W H D F K H U V V F K R R O F K L O G U H
,Q WKH DXWKRU W H Y L H Z L W L R Q W F K I R W O H D F K O H G U H Q 6 X S H U Y L V L R Q V \
DGKHUH WR WKH SULQFLSOH RI V H W L X S O D D W X G Q V L W D K M L D N V I E D V E F D Q O
IRU HDFK \HDU LQ DFFRUGDQFH Z Q W K F D M R U S U R P H L Q X U H Q F R X G K Q J S R O
FHQWUDOLJHG U X M L Q H L W P M Q W W R I F R E E N Q H V G Z H W K F L H Q W L I L F U H V H D U F K
WKH UHTXLUHP H Q W W R W H W K K I L Q J R Q K V I E L D O S G H W V W K H V W U L F W L P S O H
VHFWRQV DQG W W K L Q D J M H D I F W K H V H R I T X D D F K L R D W W L R Q V U X O H V V S H F L I L F D
DQG RWKHU FRQGLWLRQV RI WKH L Q G L Y O B S D I Q V Z R U N V K S I O X W F U R U W P H Q X
SODQ DQG WLPHO\ UHSOHQLVK F R Q S U R K H R X Q Y H W D H D F K H U P H Q W R R I W K I
HQVXUH WKDW W K H D E B O Q Q F R I U F H V O H D G H W W D K L S O B M W K H U Z B Q F H > @
DGKHUH WR WKH SULQFLSOH RI ODZ DQG MXVWLPH RSHQQHVV DQG
IDLUQHVV LQ WKH UHFUXLWPHQW S O D Q W K H U H F U X L W P H Q W S U B E H Y Y
DQG WKH ZD\ ,Q WHUPV RI UHFUXLWPHQW S O D Q W H D F K H U V W U J D Q L Q J
SURFHVV P H W Q B G R W K H V X O D W S H F W V R I W L P H O \
UHOHDVH RI LQIRUPDWLRQ RSHQ F K D Q H D Q K R U D S H I D Q Q W B W S W R W H F W
WKH OHJLWLPDWH ULJKWV DQG L W M H R Q G V V R I W K R R F K H U V Z K D F K H U R W R
SULQFLSOH RI S U L B Q G W R X W V I D B R G L R Z W K H R F K H U V W K U R X J K W U D
WHDFKHUV ZKR K D R I H I Z R R X W K Q V L R Q V W D Q G L R D O O W H D F K H U V D Q G
WHDFKHUV DW W K H Q X I O E F L S I O L G A Y D R H D E S Y R I H V V L R Q D O D E L O L W \ (D
ZLOO EH JLYHQ SULRULW\ FRQVLGHU D W R B E G H @ S U R S O D Q R E D O W M I O D L Q R F
,Q DGGLWLRQ WKH DXWKRU EH Q E K M X O Y K D W G W L K G L F D W R Z L Q D U R X Q U D
SRLQWV FDQ EH XVHG WR V W D Q G D U X G L W W K S W H E K S E B R Q R S S O U M
UHFUXLWPHQW V D G P H Q L R W W D K R R L Q U W K M W S U H R R H Q W Q R I O W G H D F I K O R S P 7 K
WKH OHDGHUVKLS RI WKH VHOHFWRU R H D Q G D U H E Q X L P R L Q W L V W X G H V
FOHDUO\ VWLSXODWHV WKDW WKH F R P S W W L W L R S V N H D W R D R Q R Q R Z W K D
SULQFLSOH RI PHULWRFUDF\ P R W D X G L Q G J U H W D X U F X V H L F H U D Q E Q J P
IDLUQHVV SD\ D W W H Q W L R Q W R D F W Y G H P S H W I R V I P D Q F K F I D G S P H I D O W M A G F
DQG VHOHFWRU RI WKH EHVV D F B U G H Q V W R H W K B X Q R W E H T X D O L D W H G
FHQWUDOLJHG S H I O R H G W L R F O H D U S R Y M K L Q D Q F S H U W V R U H G X F D W L R Q
TXDOLILFDWLRQV 6 H O H F W L R Q R X X W X D O L D F E Q W L R Q V W K O L X G K W H D F K V
FOHDUO\ VWLSXODWPHQW W K D W H E W G F W X Q Q R Z L Q J G H R O H V V R Q V R U R Q O
FRQGLWLRQV J R R G S R O L W L F D O W D B E Q F G V L E H D V V T W P P L W L P Q S Q G V V
FRQGXFV W W U R Q J R U J D Q L J D W L R Q D D Q Q D P R Q D H P P Q W V N Y B O X D W L R
JHQUHDOO\ VKRXOG KDYH E H H Q P R I Q J R H G D Q G W K H P R W G G W K H V I V W H
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EH DW OHDVW D E D F K H O R U V G H J U H H R W R D F R R V H H F R Q G D L Q V F K R R Q K
WLWOH RI RQH RU DERYH P R U H W K B S O H I H D U F R R H G X E Q W W R R D Q D F I
WHDFKLQJ P R U M W I K B Q D I V Y R R H D W W D S K B D W H W W K K D W H Y H U \ V H P H V W H U
DJH RI WKH ILUV SRV LV QRW R R O H S K L D O I X Q Q V I R K H W H F R H U G I
WKH ILUV SRV VKRXOG QRW E H P L P E X W K H P H Q W H D U W R Q G S R U L W G W L
WKH SXEOLF SURERQV D R I G L W F V X Q G H L R Q W K D U Q D Q V R F R U G V V H Y H R R E I D Q K
D V S H F L D O D X W K R U L W D W L Y H V H O H F W L R Q W D Q B Y H W L Y L H W R H Q W J R Z R U N
OHDGLQJ JURXS UHYLHZ WKH VHOHFWRU DQG UHFUXLWPHQW RI

VHQVH RI DFKLHYHPHQW ,Q RUGWUHW RHLPLXPH DQG WOBQJHWHFHLHQW FRO
DSSUDLVDO WKH PRVW LPSRUW@WYHORSFHQWVSWRQGHQHORS D
VFLHQWLILF DQG DNDORSQDFJHDSBU WHDFKHUV

:KHQ FRQGXFWLQJ DWHDFKHUV DSSOV VKRXOG
VHOHFHWSHUWV ZLWK LQWHJULW DQG LPSDUWLDOLW WR VHUYH DV
MXGJHV VWULYH WR HQVXUH WKDW WKH DSSUDLVDO LV IDLU DQG XWK
SURFHGXUH LV WUDQVSDUHQW VWUDQJWPHQW FRPPQLFLYDWHV
WKDW WHDFKHUV DSSUDLVDO GVVWQSGHGHYHDVXUHVHQW >POU 6ELHG
SURFHGXUH DQG SURFHVVHV DQG DQDORJWKLGHUHVXOW RI WKH
SHUIRPDQFH DSSUDLVDO LQ D WLFHO PDQGHUONKH DSSUDLVDO
SURFHVV VKRXOG FRPELQH VVWHPDWLF DSSUDLVDO ZLWK DFWLYLW
DSSUDLVDO DGEVQDVZLWVWVWDSHWRDSLQJ <LQJ 5HVHDFK
DQG WKH PDLQ IXQFWLRQ RI WKH DSSUDLVDO WKRRGH EH (PHHGHQJ
LQ VXSSRUWLQJ DQG HQFRXUDJLQJLWDFKHUV DQGSURYHWHWLVHV
SHUIRPDQFH ZLWK D YLHZ WR WKH GHYHORSFHQW RI WKH
WHDFKLQJ SURIHVVLRQ

,Q VFKRRO PDQDJHPHQW WKH WHDFKHUV DSSUDLVDO <V\ 5HVHDFK R
VKRXOG EH JUDGXDOO\ LPSURYHG DQGSUPSOHFBQW HOFKROKDWLWDF
LV VWDQGDUGLJHG LQVWLWXWLRQDOLJHG DQGDWLRXDOOJRHGHFKVRO@
FDQ FRQGXFW DQDSSKRODCHU RU HYHU\ '2, M FQNL
VPHVWHU DFFRSHGLQJFWR WDWLURQ DQG DFWXDO
QHHGV LQ RUGHU WR XQGHUVWDQG WKH SHUVRQDQFH RLWDFKHUW
LQ WKHLU ZRUN DQG WKH RSHUDWLRQ RI WKH VFKRRO PDQDJHPHQW DO
V\WHP 6FKRRO DGPLQLVWUDWRUV QHRYDQXDWLRQ >D@ XQGHUWKH
DSSUDLVDO UHVROXN MIRHFWRPHQL ZLWK WKH LQ &KLQ
WHDFKHUV DQG JLYH WLFHO\ IHGEDFN RQ WKH NHVXOW RI WKH
DSSUDLVDO VR DV WR KHOS WKH WHDFKHUV WR LPSURYH WKH TXDO
RI WHDFKLQJ

,Q D ZRUG &KLQD V GRPHVWLF SULYDWHVFKRROV DQGSURHUVLW
JUHDW LPSURYHPHQW DQG GHYHORSFHQWVSPHURVLEHGHUHVWLW
TXDOLW\ EXW WKHUH DUH VWLOO &ROOHJHILFLHQFLHV LQ WKH
FRQVWUXFWLRQ RI WHDFKHUV ,Q RUGHU WR GHYHORS SULYDWH
VFKRROV VKRXOG ZRUN RQ WKH FROVWVWLRQ V\WJLYKDOJWR UH
DQG VWDEOH WHDFKHU WHDPV H\HDFKLQJ PDQDWHWKWU PRGH O F
IOH\LEOH VFKRROLQJ DGYDQWDJHV J\HFRQGHFWKHGHYHORSFHQW DQG
RI VRFLDO HGXFDWLRQ DQG WKH GHYHORSFHQW RI WKH LURXJ
FRPSHWLWLYHQHVV IXQGDPHQWDOO\ LPSURYH XWKH 40 DNRXQ RVLX <L
VFKRROLQJ DQG WHDFKHU VWUHQVWLDQWISURFRQGHQDQ\VLV RI
RSWLPLJDWLRQ SURFHVV RI VFKRROV DQDQJHRHQWV\G@QW GRFWRU VWD
<XQQDQ 3URYLQFH IURP WKH SHUY
HYDOXDWLRQ >-@ 6RIW 6FLHQFHV

&RQFOXVLRQ

7HDFKHUV GHVWDLQW RMKHGXFDWLRQWHDGHWKHU WRAOLF DWLRQ RI O
TXDOLW\ RI SHRSOH 7HDFKHUV DV SKMLFDLQHRXFAVLRQKADQKHQV
GHHUPLQH WKH TXDOLW\ RI WDOHQW FXDOLWLVWLRQ WKH OHYHO R
WHDFKLQJ UHVXOWRSHWKHVRYDO DQGMHFHVRQHQ (ISORUDWLRQ DQG
ZKHWKHU WKH VFKRRO FDQ GHYHORSDFKLVDLQVDEODDQJH@WRKQ +L
FKDOOHQJH RI WKH QDWLRQDO SRORFDQGXDWVWROVHRHSULYDWHWK
EDVLF HGXFDWLRQ WKH XUJHQW WPHWUHSULYDWHEDWLRQDQDQDQW
VFKRROV LQ &KLQD LV WR GHYHORSQDHRHRSOXLGH@RUOWHBBKHUXUD
PDQDJHPHQW 7KLV SDSHU IRFXVHV7RQWKRRFRD VWDO VFKRRO LQ
>LDRVKDQ 'LVWULFW =KDQMLDQJ &LW DVDO HDPSOH DWLRQ 'H
VSHFLILFDOO\ DQDO\JH WKH FXUUHQW V\WJLYDWHV RI WHDFKHU
PDQDJHPHQW LQ ORFDO SULYDWH EDVLF SHFXDWLRQ VFKRROV EXW
WHDFKHU PDQDJHPHQW VWLWHDWSDRV SHUHVSHFWLW >-@ &XOWXUDO DQ
SHUVLVWHG IRU D ORQJ SHULRG RI WLFH FRPELQLQJ V\WHPDWLF
DQG SUDFWLFDO RSHUDWLRQ LQYROYLQJ YDULRXV DVSHFWV RI ZRUN
'XH WR WKH OLPLDWLRQV RI WKH \HDUV RI SRVWJUDGXDWV VWXG\
LV LV DOVR SRVVLEOH WR IXUWKHU H\SORUH WKH JXLGHOLQHV IRU
WHDFKHU PDQDJHPHQW LQ SULYDWH EDVLF HGXFDWLRQ VFKRROV LQ