專題論壇Ⅰ
ForumⅠ

台北美國學校教師評鑑模式的概覽與歷史

Overview and History of Teacher Evaluation Model: Taipei American School

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Why do we need evaluation?
我們為何需要教師評鑑?

- To satisfy the human need for improvement
- 為了求進步
- To satisfy the school need for accountability
  為了使學校更完善

What questions should an evaluation system answer?
良好的評鑑系統可以得到哪些答案?

1. How can I do better?

   我怎樣可以做得更好?

2. Is this the best that there can be for this institution?

   對學校而言, 這是否是最好的?

3. Are we doing the best we can for our students?

   我們是否盡全力爲學生付出?

Who should be evaluated?
被評鑑的對象是誰?

Everyone in the institution should be held accountable: superintendent, governing authority, teachers, staff members

所有學校的相關人員: 總校長, 學校董事會, 所有教師與職員

Superintendent Evaluation 總校長評鑑

1. INTERACTIONS WITH FACULTY 與教師的互動

a. Ability to relate to teaching staff. 能與教師保持聯繫
b. Communicates effectively with teaching staff 與教師間的溝通能力
c. Understands climate of school as relates to faculty morale
    充分了解學校的氣氛, 因為這關係到學校教師的士氣
d. Visible and accessible to faculty 教師可以常見到並與總校長互動
e. Ability to retain good faculty 留任優秀教師的能力
f. Ability to recruit new faculty   聘僱新教師的能力
g. Success in expanding venues for TAS recruiting 成功擴展教師聘用的場合
h. Ability to use data and research to evaluate faculty compensations levels
    能運用資料與分析方式來評鑑教師應得的薪資福利
i. Ability to make faculty feel respected 能得到教師的尊重
j. Ability to link Professional Development funding to student learning needs
    能將教師專業發展的經費有效運用在學生學習需求上
k. Ability to implement rigorous teacher evaluation processes and identify
    problem areas 能實行嚴格的教師評鑑並發現問題所在
l. Success in aligning faculty recognition and celebration events with faculty
    preferences and needs 成功將教師的喜好和需要與教師表揚, 慶祝活動相結合

2. INTERACTIONS WITH ADMINISTRATORS
   與學校行政管理人員的互動

a.　Ability to relate to administrative team 能維持良好的溝通
b.　Ability to motivate administrators to high levels of professionalism and commitment to TAS 能夠引導激發行政管理人員的高度專業力並使其對更全心致力於學校的事務
c.　Success in evaluating appropriateness of current admin organizational structure 能成功評鑑現有的行政管理組織結構
d.　Success in building cohesive administrative team 成功凝聚的向心力
e.　Ability to recruit new administrators 能聘任新的行政管理人員
f.　Ability to retain good administrators 能留任優秀的行政管理人員
g.　Ability to delegate appropriately to administrative team members 能適當地授權
h.　Visible and accessible to Admin Team members 行政管理人員能常見到並與總校長互動
i.　Ability to have Admin Team members feel ownership of their areas of responsibility 能讓行政管理人員各有所司
j.　Ability to assure accountability of each Admin Team member for their areas of responsibility 能讓行政管理人員克盡厥職

Conclusions 結論

1.   Evaluation is a response to a human need

    評鑑是基於需求

2.   Evaluation is a response to a moral institutional requirement

    評鑑是基於對教育單位的道德要求

3.   Education has a responsibility to have students at the center of all we do

    教育的責任是將學生放在第一位