

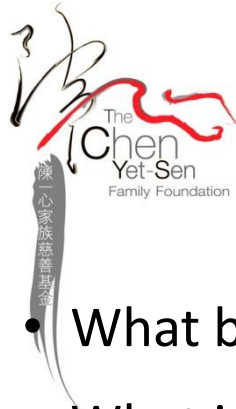
The School Library can be the most
important internal influence on school
quality

学校图书馆可以成为影响学校质量最重
要的内部因素

James Henri

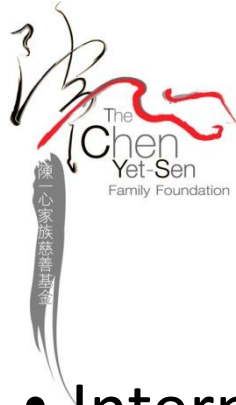
Hefei, October 2015

合肥, 2015年10月



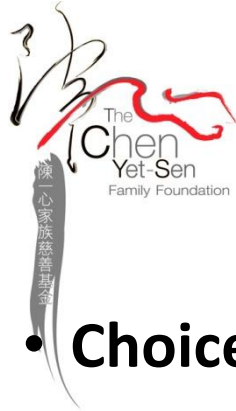
Overview 概览

- What benefits can a great school library deliver? 优秀的学校图书馆可以带来什么好处?
- What is a school library? 什么是学校图书馆?
- Who are the stakeholders? 谁是利益相关方?
- What is the relationship between the school and the library? 学校与图书馆的关系如何?
- How can you kill a school library? 你如何“杀死”学校图书馆?
- What are the essential ingredients behind a good school library? 优秀的学校图书馆，必须具备哪些基本要素?
- What are the key performance indicators (KPIs)? 关键绩效指标是什么?
- CYSFF lessons learned regarding school library development in China 陈一心家族慈善基金从中国学校图书馆的发展中学到的经验



What benefits can a great school library deliver? 优秀的学校图书馆能带来什么好处?

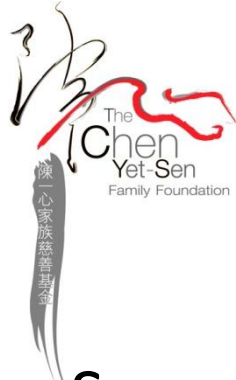
- International test scores show that the two powerful influences on scores are 国际考试分数表明，两大重要影响因素分别是：
 - (i) Poverty (negative) 贫穷（减分）
 - (ii) A quality school library (positive) 优质学校图书馆（加分）
- You can think about both these as food: 你可以把它们比作粮食：
 - (i) food for the body and 身体粮食
 - (ii) food for the mind. 精神粮食



What benefits can a great school library deliver? 优秀的学校图书馆能带来什么好处?

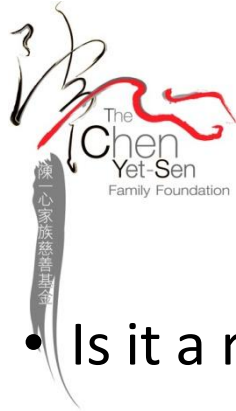
• Choices:选择:

- (i) Access to the world of information (currency and depth) 获得世界上的信息
- (ii) A range of perspectives on everything 对事物的不同视角
- (iii) Collegial and enquiry pedagogies (that save teacher time)
学院派和探究式的教学法（节省教师时间）
- (iv) Almost unlimited access to compelling stories 几乎无限地获得引人入胜的故事资源
 - A hunger for learning 对学习的饥渴
 - Imaginative, creative and innovative thinkers 富有想象、创意和创新的思考者
 - Digital citizens 数字公民
- (i) The skills required for interdependent and life-long learning 独立自主及终生学习所需要的技能
- (ii) Freedom from copy and paste learning 不受黏贴复制型学习的影响



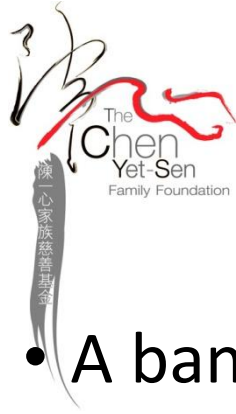
What benefits can a great school library deliver? 优秀的学校图书馆能带来什么好处?

- Space for reflection 反思的空间
- Space to MAKE information “制造” 信息的空间
- Opportunities to shift black and white learning to rainbow learning
将黑白学习转为彩虹学习的机会
- Great learners and great adults for the future
未来的优秀学习者和优秀成人
- A strong participatory role for the wider community
参与社区的强大角色



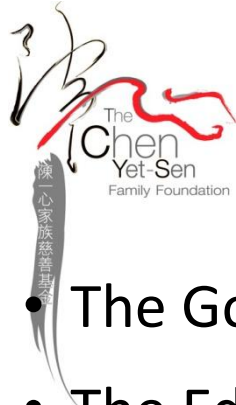
What is a school library? 学校图书馆是什么?

- Is it a room? 是一间房?
- Is it a collection of books? 是藏书阁?
- Is it organized information? 是有组织的信息?
- Does it have qualified staff? And what is “qualified”? 有合格职工吗? 怎样才叫“合格”?
- Does it enable time for exploration? 允许探索的时间吗?
- Does it meet teacher information needs? And what are they? 达到教师的信息需求了吗? 什么需求?
- Does it enable students to learn? 帮助学生学习了么?
- Does it enable students to “learn to learn”? And what does that mean? 帮助学生“学会学习”了么? 这意味着什么?



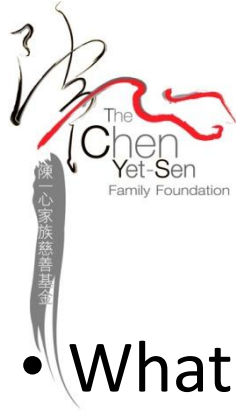
What is a school library? 学校图书馆是什么?

- A bank or a food market? 银行或食物市场?
- A laboratory? 实验室?
- Many things in a single space? 摆放许多东西的单一空间?
- A refuge? 避难所?
- A privilege or a right? 特权或权利?



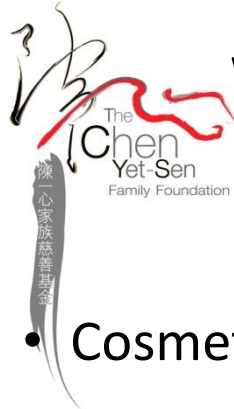
Who are the stakeholders? 利益相关方是谁?

- The Government? 政府?
- The Education Authority? 教育局?
- The broad community? 广大社区?
- Parents? 家长?
- Alumni? 校友?
- School leadership? 学校领导层?
- Teachers? 教师?
- Students? 学生?
- Publishers, booksellers, vendors ?出版社, 卖书商, 厂商?
- Architects 建筑师?



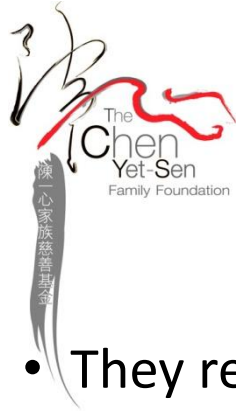
What is the relationship between the school and the library? 学校与图书馆关系如何?

- What do we mean by “relationship”? “关系”指的是
 - (i) Location? 位置?
 - (ii) Look and feel? 外观及感受?
 - (iii) Usage? 用途?
 - (iv) Funding? 资金?
 - (v) Purpose (Foundation or glitter)? 目的（基金会或对外宣传的资本）?
 - (vi) Access? 准入?
 - (vii) Power and influence? 权力和影响?



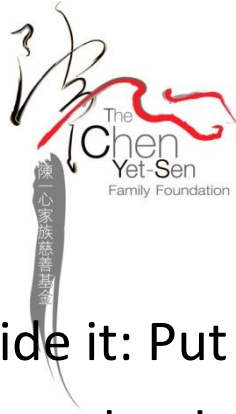
What is the relationship between the school and the library? 学校和图书馆关系如何?

- Cosmetic or functional? 外观或功能性?
- Is it the library inside the school or school inside the library 是学校里的图书馆还是图书馆里的学校?
 - (i) How does a distributed library differ from a centralized one? 分散式的图书馆和集中式的图书馆有什么区别?
 - (ii) If information is everywhere in the school what role a librarian? 如果学校里信息无处不在，那图书馆员的角色是什么?
- School design: Which comes first classrooms or library 学校设计：谁排第一，教室？图书馆？
 - (I) Design 设计
 - (II) Staffing 人员
 - (iii) Building an information and recreational base 建立信息和娱乐基础
- Status of the teacher librarian? 图书馆老师的地位?



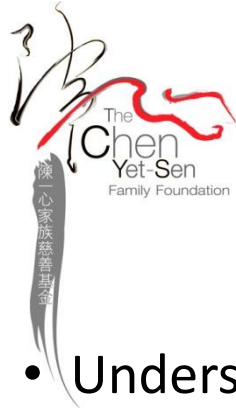
What do we know about schools without libraries? 没有图书馆的学校是怎样的？

- They rely on teacher knowledge 依赖教师的知识
- They restrain teacher learning 限制教师的学习
- They rely on textbooks 依赖教科书
- They provide little variety 缺乏多样性
- They find it difficult to foster imagination and experimentation 无法培育想象力和实验精神
- They require high levels of student discipline and rote learning 需要高度的学生纪律性和死记硬背式的学习
- They limit learning 限制学习
- They make teaching unrewarding 教书变得毫无成就感
- They often reflect poverty 贫穷的象征



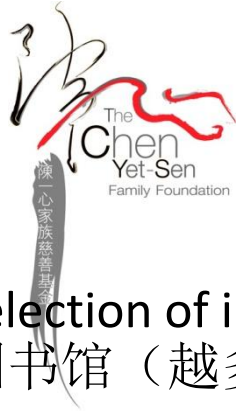
How can you kill a school library? 如何“杀死”图书馆？

- Hide it: Put it on the top floor 把它藏起来：放在顶楼
- Shut the door and have many good-behavior and access rules 关上大门，设立许多行为规则和进出规则
- Growl and frown all the time 总是咆哮和皱眉
- Don't turn on heating and cooling 不开暖气，也不开空调
- Don't dust or clean and don't provide good seating 不除尘不清洁，也不提供舒适的座椅
- Staff it with cooks and gardeners or with teachers who don't want to learn 厨师和园艺匠或者不想学习的教师充当图书馆员
- Tell the staff to stay behind the desk 让图书馆员总是呆在桌子后面。
- Appoint teacher librarians and then expect them to still teach many subject classes 任命图书馆老师，却依然要他们上许多专业课
- Fill it with horrid books and technology that doesn't work 填满可怕的书和无法使用的技术



What are the essential ingredients behind a good school library? 优秀图书馆必须具备哪些基本要素?

- Understanding that teacher librarians do not teach subjects they teach “how to learn” 必须理解，图书馆老师不教专业课，只教“如何学习”
- Understanding that the teacher librarians significant client group is the teachers 必须理解，图书馆老师的重要客户群是教师
- Expect to find the teacher librarian everywhere in the school 图书馆老师必须活跃于学校的各个角落
- Allocation of significant money and staff 配以足够的资金和人员
- A school culture that encourages wide reading and problem solving 鼓励广泛阅读和解决问题的学校文化
- A Principal who encourages a collegial approach to learning and loves great stories 鼓励学院式学习和热爱好故事的校长
- School leadership who model high levels of literacy 学校领导层是高水平读写能力的榜样



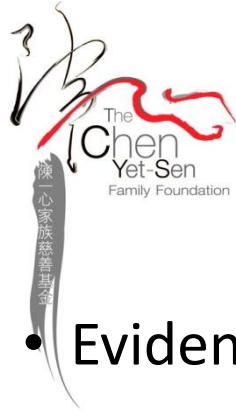
What are the essential ingredients behind a good school library? 优秀学校图书馆必须具备哪些基本要素?

- Selection of inspirational staff to manage the library (the more staff the better) 选择有追求的员工来管理图书馆（越多员工越好）
- Involvement of library staff in the important school committees 让图书馆职员参与重要的学校委员会
- The leading teacher librarian must be at least a Faculty Head 首席图书馆老师必须至少是系主任级别
- Expectation that teachers can manage the library when all the library staff are at the movies. 当所有图书馆职员在看电影的时候，教师可以自己管理图书馆
- School expectation that the library is used every part of the school day 学校期望在学校的一天里，图书馆在每一个时间段都有被利用到
- High quality collection developed with the client's needs in mind 以客户的需求为出发点，才可以建立高质量的馆藏
- Collection displayed in a pleasing and useful way 馆藏以令人愉悦和实用的方式展示
- Professional services 专业服务
- Parental involvement in reading 让家长参与阅读



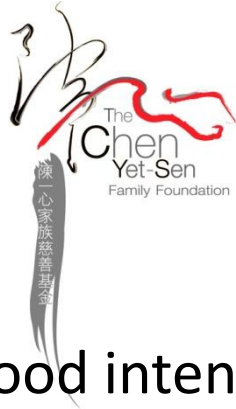
What are the key performance indicators (KPIs)? 关键绩效指标是什么?

- Evidence that teachers and students are reading for: 师生阅读是为了以下目的的证据:
 - (i) Learning 学习
 - (ii) For enjoyment 愉悦
 - (Free Voluntary reading) 独立自主阅读
- Evidence across the whole school that reading is very important 全校上下均有证据表明，阅读十分重要
- Evidence that reading is celebrated 学校重视阅读的证据
- Evidence that the school community has bought into a whole school reading culture 学校社区带来全面的学校阅读文化的证据



What are the KPIs? 关键绩效指标是什么?

- Evidence that the collection matches school needs 馆藏满足学校需求的证据
- Evidence that library staff are highly competent and are enabled to further their skills on a regular basis 图书馆职员十分称职，学校定期帮助他们提高技能的证据
- Evidence that the school leadership places a high value on the role of the school library and rewards those teachers who immerse their teaching in wide information and who design at least one inquiry topic per Term. 学校领导层十分重视学校图书馆的角色，并每学期至少奖励一名将教学与广泛信息相结合，每学期设计一个探究主题的教师
- Teachers can be seen in the library 图书馆里可以见到教师的身影



CYSFF lessons learned regarding school library development in China 陈一心家族慈善基金从中国学校图书馆发展中学到的经验

- Good intentions are a good beginning BUT they must be supported by a plan and quality implementation guided by experts.
好的意图是好的开始，但必须有详细规划的支持，及专家指导的高质量落地
- Experts must be experts NOT self-promoters! 专家必须是真正的专家，而非自我推销者
- Visit often, very often. 经常性的考察
- Investing significant time in finding good partners is essential. 花许多的时间寻找合适的合作伙伴极其重要
- Training is essential. 培训非常必要
- Providing a mentoring program is essential. 项目辅导非常必要



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- Don't invest time and resources on schools that don't have: 对于不满足以下条件的学校不要投入时间和资源:
 - (i) A supportive Local Education Authority 地方教育局的支持
 - (ii) Fabulous inspiration principals who model great learning and who can solve problems 志存高远的校长，在学习方面以身作则，并善于解决问题
 - (ii) Parents who care about their children's future 关心孩子前途的家长
- Foster communities of practice. 培育实践性的社区
- Aim high. Aim very high. 目标远大，非常远大
- Don't listen to negative voices. 别理会负面声音



Your reflections and Q and A 您的反思和问题

- Do you have ONE takeaway?
你有带走的想法吗?