

An Analysis of Successful Management Strategies for a Preschool without Outdoor Playground

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Abstract

One of the major managerial dilemmas facing early childhood education institutions in the Taipei Metropolitan area is the unavailability of adequate outdoor spaces due to its high population and building density. This case study analyzes the successful management strategies adopted by a kindergarten in Taipei County, an early childhood education institution with high recognition from both governing authority and parents despite its lack of an outdoor playground. By interviews, observations and documentation analysis, this study investigates how the indoor activity areas for learning and playing are laid out and utilized, and what successful management strategies have been employed.

Research findings include (1) Based on the child-centered principle, the indoor playground is designed with versatility, decorated with natural scene of sun, water and sand, effectively overcoming the limitations of the space. (2) Successful management strategies employed include adhering to the belief of children's interests to offer quality education; effectively developing extra resources and public relation; and systematically planning and carrying out professional development and parent education programs. (3) Active teacher-child interaction was found in their thematic instructional events. In addition, the managerial team collaborated closely with government, teacher-training institutions and private sectors for their mutual interests and eventually reached the win-win situation.

Key Words: outdoor playground, kindergarten, preschool, management strategies.

無戶外遊戲空間之托兒所 成功經營策略探討

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摘要

台灣都會型幼托園所常因地狹人稠，建築密度高，戶外遊戲空間少，成為幼托園所經營之困境。永育兒童城托兒所（以下簡稱永育托兒所）無戶外遊戲空間卻屢獲評鑑績優，並獲得幼兒家長青睞。本研究以訪談、觀察與文件資料分析之方式，探討永育托兒所之遊戲空間規劃與使用現況，以及該園所在目前競爭激烈的現實環境中之經營策略。研究結果發現：（一）永育托兒所在空間規劃與使用現況方面：以幼兒為本位設計舒適寬敞的教學環境，營造多元使用之遊戲空間；突破無戶外遊戲空間之限制，營造出有陽光、水、沙的自然遊戲空間。（二）其因應內外部環境之經營策略方面：堅持幼兒教育理念，自我省思檢討週邊環境之弱勢，尋求方法突破困境；善用團體資源，對內提升教學品質，對外營造知名度；全園性活動的推展有明確流程進行與嚴格的品質管制。（三）遊戲空間及師生互動方面：教師能關切幼兒的需求與興趣，共同討論，發展主題教學。此外，永育經營者經常提供教師進修機會，並能以互惠方式與政府、師資培育機構及民間機構合作，營造雙贏的局面。

關鍵詞：戶外空間、幼兒園、托兒所、經營策略