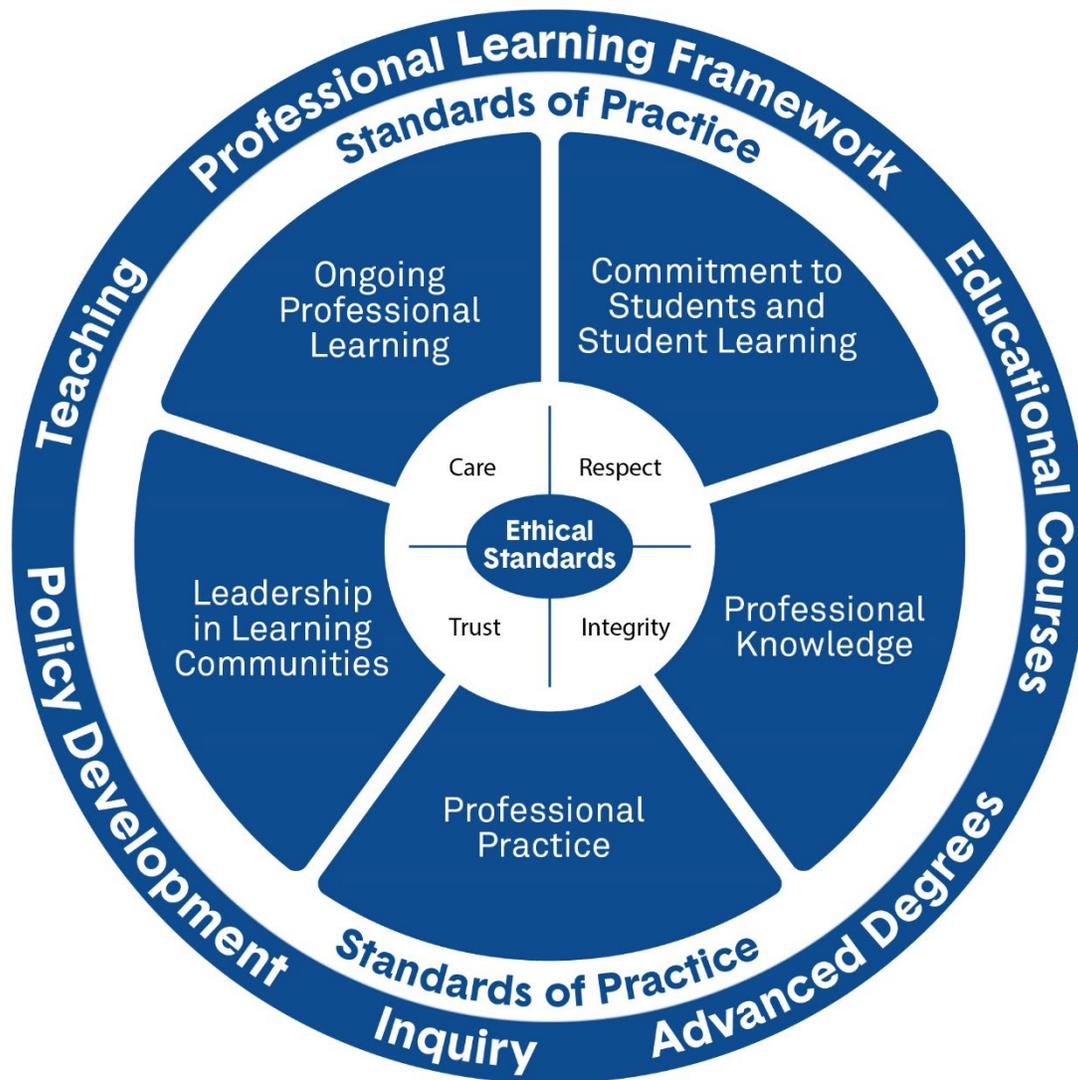




Additional Qualification Course Guideline Technological Studies Teaching Hospitality and Tourism – Culinary Arts and Management

Schedule F – Teacher’s Qualification Regulation
February 2021



Cette publication est également disponible en français sous le titre de
Hôtellerie et tourisme — Arts culinaires et gestion hôtelière

Table of Contents

1.	Introduction	1
	AQ Course Implementation	2
	Provincial Context	3
2.	Professional Identity and the Image of the Learner	3
3.	Regulatory Context	5
4.	Foundations of Professional Practice	6
	Teacher Education Resources	7
5.	Pedagogical Inquiry Framework	7
	A. The Ethical Standards for the Teaching Profession and the Standards of Practice for the Teaching Profession:	8
	B. Guiding Concepts for Pedagogical Inquiry	9
	C. Ontario Context: Curriculum, Policies, Legislation, Frameworks, Strategies and Resources	12
	D. Theoretical Foundations of Teaching Hospitality and Tourism - Culinary Arts and Management	12
	E. Program Design, Planning and Implementation	14
	F. Learning Environments and Instructional Strategies	15
	G. Reflecting, Documenting and Interpreting Learning	17
	H. Shared Responsibility for Learning	17
6.	Research, Professional Learning and the Scholarship of Pedagogy	18
7.	Instructional Design and Practices in the Additional Qualification Course: Teaching Hospitality and Tourism - Culinary Arts and Management	19
	Experiential Learning	20
8.	Assessment and Evaluation of Candidates	21
10.	Demonstrated Knowledge and Skill in Teaching Hospitality and Tourism - Culinary Arts and Management	24
	Health and Safety and Nutrition	24
	Food Preparation and Presentation	25

Administrative and Management Strategies and Practices	26
Technical Knowledge: Fundamentals/Foundations	26
Facilities and Equipment	27
Industry Practices and Society	27
Industry Practices and the Environment	28
Technical Literacy and Numeracy	28
Professional Practices and Career Opportunities	29
Appendix 1	32
Appendix 2	34
Appendix 3	35

Additional Qualification Course Guideline Teaching Hospitality and Tourism - Culinary Arts and Management

1. Introduction

The Schedule F Teaching *Hospitality and Tourism - Culinary Arts and Management* Additional Qualification course guideline provides a conceptual framework (Figure 1) for providers and instructors to develop and facilitate the Schedule F *Teaching Hospitality and Tourism - Culinary Arts and Management* course. This guideline framework is intended to be a fluid, holistic and integrated representation of key concepts associated with Teaching Hospitality and Tourism - Culinary Arts and Management.

The Additional Qualification (AQ) guideline *Teaching Hospitality and Tourism - Culinary Arts and Management* is organized using the following conceptual framework,

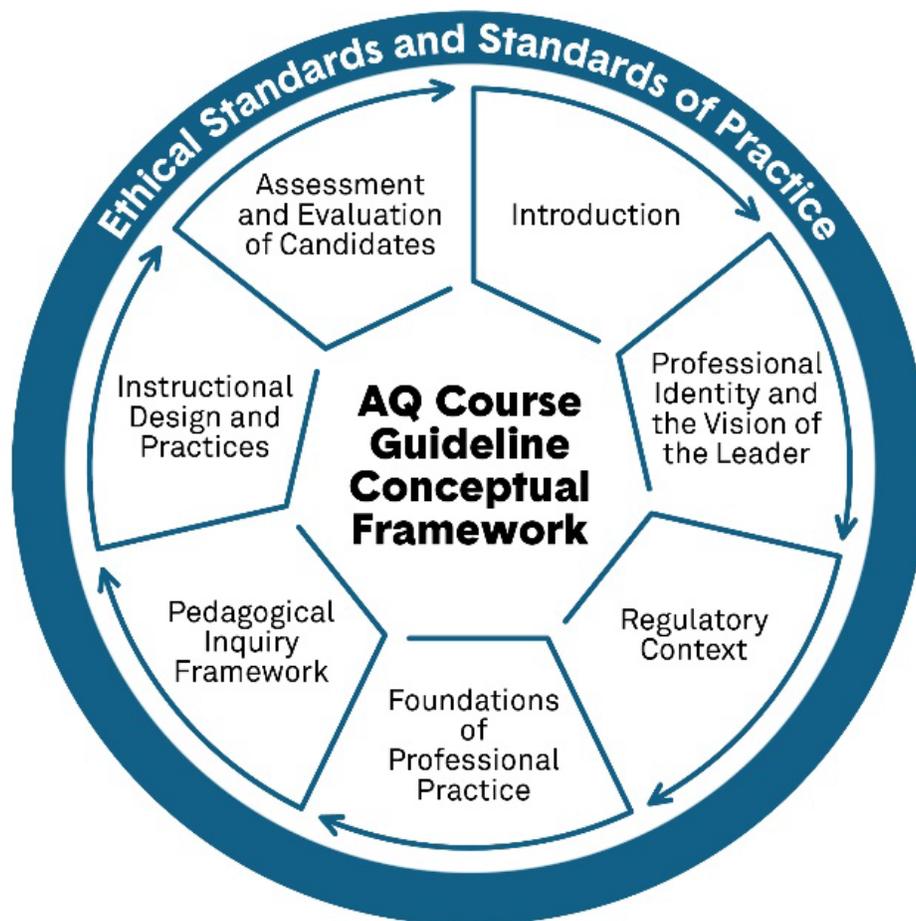


Figure 1: Conceptual Framework

Teachers are able to take the Additional Qualification course: *Teaching Hospitality and Tourism - Culinary Arts and Management* if they hold a technological education qualification at Grades 9 and 10 or Grades 11 and 12 in the broad-based area of *Teaching Hospitality and Tourism - Culinary Arts and Management*.

The Additional Qualification Course: *Teaching Hospitality and Tourism - Culinary Arts and Management* employs a critical, pedagogical lens to explore in a holistic and integrated manner theoretical foundations, learning theory, program planning, development and implementation, instructional design and practices, assessment and evaluation, the learning environment, research and ethical considerations related to teaching and learning across the divisions. Through these explorations, candidates strengthen professional efficacy by gaining in-depth knowledge, refining professional judgment and generating new knowledge for practice.

Teachers qualified in *Teaching Hospitality and Tourism - Culinary Arts and Management* facilitate active inquiry-based learning by combining knowledge of student development and learning with knowledge and understanding of subject matter, pedagogy and technological expertise. Successful candidates of this AQ will demonstrate technical proficiency in each of the technologies identified in *Part 8, Demonstrated Competence in Teaching Hospitality and Tourism - Culinary Arts and Management*.

AQ Course Implementation

Course providers, instructors and developers will use this AQ guideline framework to inform the emphasis given to key guideline concepts in response to candidates' diverse professional contexts, knowledge, skills and understandings.

Critical to the holistic implementation of this course is the modeling of a positive learning environment that reflects care, diversity and equity. This course supports the enhancement of professional knowledge, ethical practice, leadership and ongoing professional learning.

The Ontario College of Teachers recognizes that candidates working in the publicly funded school system, independent/private institutions or First Nations schools will have a need to explore topics and issues of particular relevance to the context in which they work or may work.

Provincial Context

The French language and the English language communities will also need to implement these guidelines to reflect the unique contextual dimensions and needs of each community. Each of these language communities will explore the guideline content from distinct perspectives and areas of emphasis. This flexibility will enable both language communities to implement *Teaching Hospitality and Tourism - Culinary Arts and Management* as understood from a variety of contexts.

In this document, all references to “candidates” are to teachers enrolled in the Additional Qualification course. References to “students” indicate those enrolled in school programs.

2. Professional Identity and the Image of the Learner

The professional identity of the AQ course instructor and course candidates conveyed in this AQ course guideline reflects the vision of the educator articulated in the *Ethical Standards for the Teaching Profession*, the *Standards of Practice for the Teaching Profession* and the *Professional Learning Framework for the Teaching Profession*.

This vision of the educator (Figure 2) positions professional educators as innovative scholars and practitioners, critical pedagogues who forward social and ecological justice, as well as:

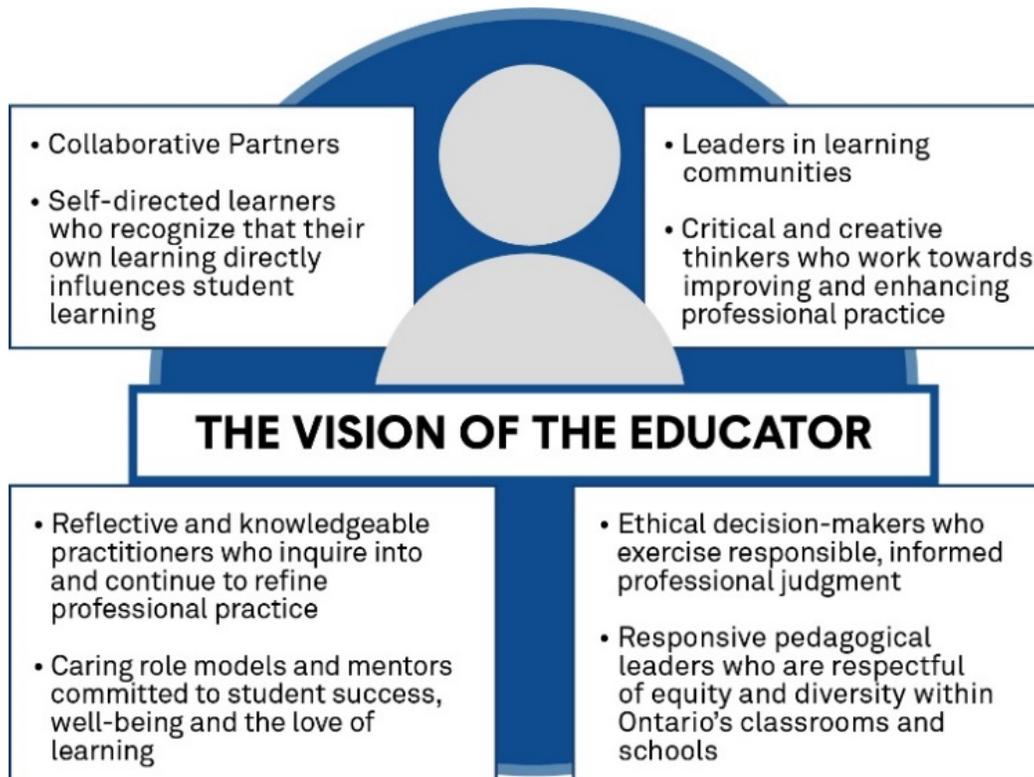


Figure 2: Image of the Educator¹

The image of the student conveyed in this AQ (Figure 3) is of a learner who is empowered, independent, a democratic citizen, knowledgeable, creative, collaborative, a critical thinker, ethical, reflective, accepting, inclusive, courageous, self-efficacious, a problem-solver, and whose voice and sense of efficacy are integral to shaping the teaching and learning process.

¹ *Note.* From “The Foundations of Professional Practice,” by Ontario College of Teachers, 2012, p. 17. Copyright 2012 by Ontario College of Teachers. Reprinted with permission.

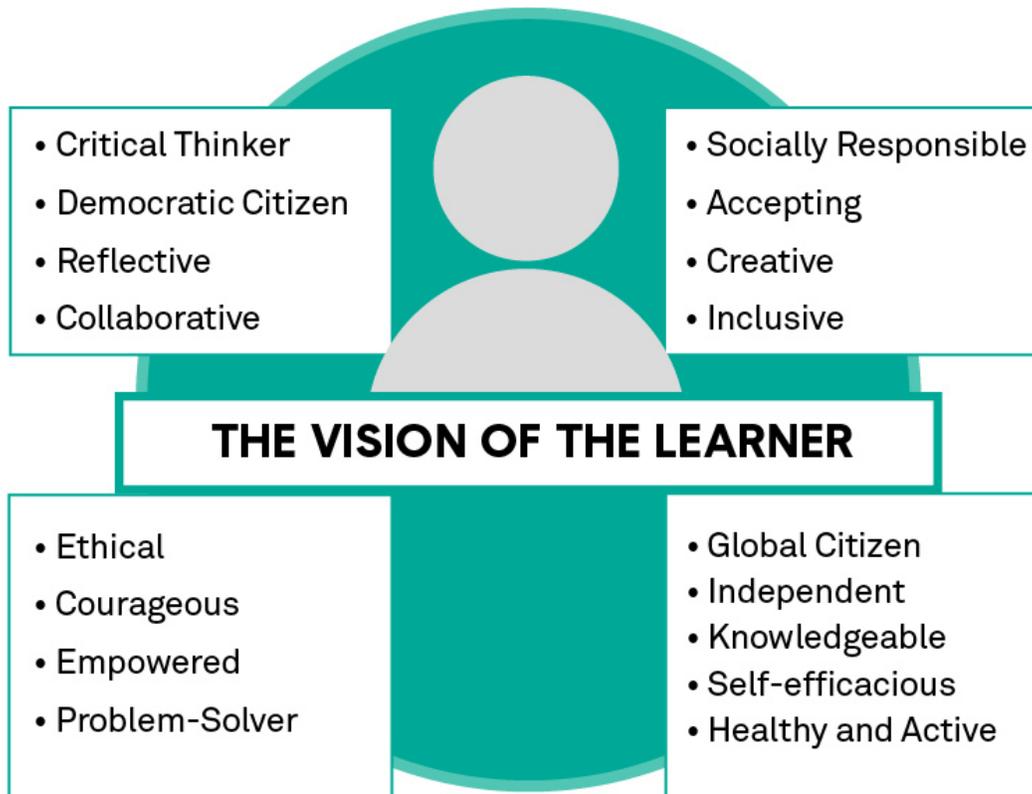


Figure 3: Image of the Learner

3. Regulatory Context

The College is the self-regulating body for the teaching profession in Ontario. The College's responsibility related to courses leading to Additional Qualifications includes the following:

- to establish and enforce professional standards and ethical standards applicable to members of the College
- to provide for the ongoing education of members of the College
- to accredit Additional Qualification courses and more specifically,

The program content and expected achievement of persons enrolled in the program match the skills and knowledge reflected in the College's "Standards of Practice for the Teaching Profession" and the "Ethical Standards for the Teaching Profession" and in the program guidelines issued by the College. (Regulation 347/02, Accreditation of Teacher Education Programs, Part IV, Subsection 24).

Additional Qualifications for teachers are identified in the *Teachers' Qualifications Regulation* (Regulation 176/10). This regulation includes courses that lead to Additional Qualifications, the Principals' Development Qualification, the Principal's Qualifications, the Primary Division, the Junior Division and the Supervisory Officer's Qualifications. A session of a course leading to an Additional Qualification shall consist of a minimum of 125 hours as approved by the Registrar. Accredited Additional Qualification courses reflect the *Ethical Standards for the Teaching Profession*, the *Standards of Practice for the Teaching Profession* and the *Professional Learning Framework for the Teaching Profession*.

The AQ course developed from this guideline is open to candidates who meet the entry requirements identified in the *Teachers' Qualifications Regulation*.

Successful completion of Additional Qualification: *Teaching Hospitality and Tourism - Culinary Arts and Management*, listed in Schedule F of the *Teachers' Qualifications Regulation*, is recorded on the Certificate of Qualification and Registration.

4. Foundations of Professional Practice

The *Foundations of Professional Practice* conveys a provincial vision of what it means to be a teacher in Ontario. This vision lies at the core of teacher professionalism. The *Ethical Standards for the Teaching Profession* and the *Standards of Practice for the Teaching Profession* (Appendix 1) are the foundation for the development and implementation of the Additional Qualification course. These nine standards, as principles of professional practice, provide the focus for ongoing professional learning in the Additional Qualification Course: *Teaching Hospitality and Tourism - Culinary Arts and Management*. In addition, the *Professional Learning Framework for the Teaching Profession* is underpinned by the standards, articulates the principles on which effective teacher learning is based and acknowledges a range of options that promote continuous professional learning.

The ongoing enhancement of informed professional judgment, which is acquired through the processes of lived experience, inquiry and critical reflection, is central to the embodiment of the standards and the *Professional Learning Framework for the Teaching Profession* within this AQ course and professional practice.

The *Ethical Standards for the Teaching Profession* and the *Standards of Practice for the Teaching Profession* serve as guiding frameworks that

underpin professional knowledge, skills and experiences that teachers require in order to teach effectively within and contribute to an environment that fosters *respect, care, trust and integrity*.

Teacher Education Resources

The College has developed resources to support the effective integration of the standards within Additional Qualification courses. These teacher education resources explore the integration of the standards within professional practice through a variety of educative, research and inquiry-based processes. These resources can be found on the [College web site](#).

These teacher education resources support the development of professional knowledge, judgment and efficacy through critical reflective praxis. The lived experiences of Ontario educators are illuminated in these teacher education resources and serve as key supports for AQ courses.

5. Pedagogical Inquiry Framework

The pedagogical inquiry framework (Figure 4) for *Teaching Hospitality and Tourism - Culinary Arts and Management* supports a holistic, integrated, experiential and inquiry-based AQ course. This pedagogical inquiry framework supports the professional knowledge, judgment, critical pedagogies and practices of course candidates.

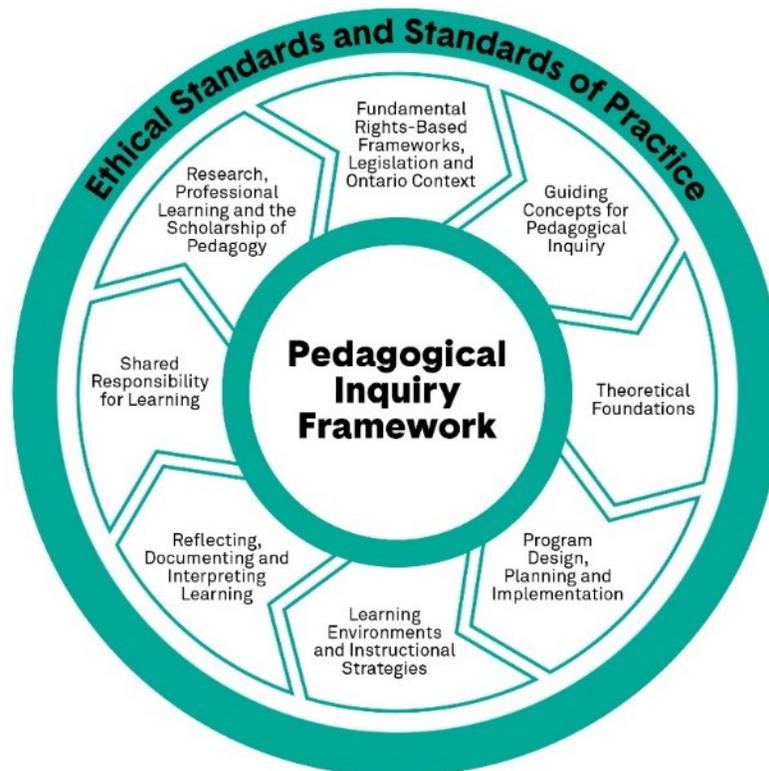


Figure 4: Pedagogical Inquiry Framework for *Teaching Hospitality and Tourism - Culinary Arts and Management*

A. The Ethical Standards for the Teaching Profession and the Standards of Practice for the Teaching Profession:

The *Ethical Standards for the Teaching Profession* and the *Standards of Practice for the Teaching Profession* represent a collective vision of professional practice. At the heart of a strong and effective teaching profession is a commitment to students and their learning. Members of the Ontario College of Teachers, in their position of trust, demonstrate responsibility in their relationships with students, parents, guardians, families, colleagues, educational partners, other professionals, the environment and the public.

The holistic integration of the standards within all course components supports the embodiment of the collective vision of the teaching profession that guides professional knowledge, learning and practice. The following principles and concepts support this holistic integration within the AQ course:

- understanding and embodying care, trust, respect and integrity
- fostering commitment to students and student learning
- integrating professional knowledge
- enriching and developing professional practice
- supporting leadership in learning communities
- engaging in ongoing professional learning.

Course candidates will continue to critically inquire into professional practices, pedagogies and ethical cultures through professional dialogue, collaborative reflection and the lenses of the *Ethical Standards for the Teaching Profession* and the *Standards of Practice for the Teaching Profession*.

B. Guiding Concepts for Pedagogical Inquiry

The following theoretical concepts are provided to facilitate the holistic design and implementation of this AQ course through pedagogical and professional inquiries.

This Additional Qualification course supports critical reflective inquiry and dialogue informed by the following concepts which will be critically explored through equitable, holistic and interrelated processes:

- critically exploring assumptions, beliefs and understandings associated with teaching and learning within the context of this AQ
- critically exploring the professional identity and practices associated with the views of teachers as co-inquirers, teacher scholars and teacher researchers working alongside student researchers in the co-creation of democratic, knowledge-rich learning environments
- critically exploring and interpreting Ontario's curriculum, policies, frameworks, strategies and guidelines related to the Broad Based Technology
- collaboratively examining and integrating the meaningful and respectful inclusion of First Nations, Métis and Inuit ways of knowing, cultures, histories and perspectives in teaching and learning processes as valid means to understand the world
- critically exploring multiple ways of knowing and being in community

- applying critical pedagogy as a theoretical foundation for the design, assessment and implementation of practices and/or programs
- critically exploring pedagogical processes and assessment and evaluation practices that link curriculum to student interests, strengths, inquiries, needs, resiliency, well-being and mental health
- critically examining processes, practices and policies to create and sustain holistic learning environments that nurture the identities of students and their intellectual, social, emotional, physical, linguistic, cultural, spiritual and moral development
- engaging and collaborating with school personnel, parents/guardians/ families, caregivers, the community, local business and industry as it relates to *Teaching Hospitality and Tourism - Culinary Arts and Management*
- critically exploring engagement processes and practices intended to foster collaboration with students, in-school personnel, parents/guardians/ families and the community to support the learning, identity, resiliency and well-being of the school community
- critically exploring and integrating a variety of resources, including technological and communication resources, to enhance professional knowledge in support of student learning, independence, well-being and agency
- critically exploring professional practice through ongoing collaborative inquiry, dialogue, reflection, innovation and critical pedagogy
- critically examining the ethical principles, ethical knowledge and ethical actions that contribute to collective ethical pedagogy and leadership
- critically exploring and integrating environmentally sustainable practices, policies and pedagogies
- critically examining processes to foster responsible and active environmental stewardship, social justice and democratic citizenship
- collaboratively exploring the co-construction of communities of inquiry committed to critical pedagogy, ongoing professional learning and collective professional efficacy
- critically exploring innovative practices for integrating information and communication technology to enhance teaching and learning

- critically examining the processes involved in creating and sustaining safe, healthy, equitable, holistic and inclusive learning environments that honour and respect diversity, facilitate student learning, foster student voice, encourage critical thinking and promote social justice
- critically examining qualitative and quantitative research associated with professional practices, policies and pedagogies in support of student learning, empowerment and agency
- critically exploring and integrating educational processes, practices and policies that support students' well-being, resiliency, efficacy and mental health
- critically exploring and integrating inclusive processes for fostering interprofessional collaboration that support the collaborative development and implementation of Individual Education Plans (IEPs) and Transition Plans for students that include the voices of all those involved
- critically examining processes, practices and policies that contribute to a school and/or system culture of inquiry that promotes openness to innovation, change, culturally inclusive pedagogies and the democratization of knowledge
- critically exploring and integrating emerging technologies that support *Teaching Hospitality and Tourism - Culinary Arts and Management*
- critically reflecting on health and safety risks associated with *Teaching Hospitality and Tourism - Culinary Arts and Management*
- critically applying knowledge and skills to create and maintain a safe learning environment that addresses program needs: curriculum, material handling, tool handling and equipment storage, supervision, safety standards and practices that are respectful of the environment
- collaboratively exploring and integrating technological literacy related to *Teaching Hospitality and Tourism - Culinary Arts and Management*
- designing and managing portfolios as well as developing written technical reports
- critically exploring and integrating mathematical literacy in *Teaching Hospitality and Tourism - Culinary Arts and Management*

- collaboratively exploring business management and entrepreneurial practices related to *Teaching Hospitality and Tourism - Culinary Arts and Management*
- collaboratively and critically inquiring into practice through reflection, active engagement and innovation
- critically reflecting on the various professional practices and career opportunities associated with *Teaching Hospitality and Tourism - Culinary Arts and Management*
- critically exploring and integrating differentiated instruction, universal design and experiential learning to support student growth and development
- critically analyzing individual and systemic manifestations of power and privilege and their implications for teaching and learning.

C. Ontario Context: Curriculum, Policies, Legislation, Frameworks, Strategies and Resources

The Additional Qualification Course: *Teaching Hospitality and Tourism - Culinary Arts and Management* is aligned with current [Ontario curriculum](#), relevant legislation, government policies, frameworks, strategies and resources. These documents inform the design, development and implementation of the Additional Qualification Course: *Teaching Hospitality and Tourism - Culinary Arts and Management*.

Course candidates are also encouraged to critically explore the policies, practices and resources available at provincial, school and board levels that inform teaching and learning related to *Teaching Hospitality and Tourism - Culinary Arts and Management*.

D. Theoretical Foundations of Teaching Hospitality and Tourism - Culinary Arts and Management

The exploration of the following guiding concepts will be facilitated through equitable, holistic and interrelated inquiry processes:

- critically exploring various theoretical frameworks underpinning this AQ, the principles fundamental to these frameworks and their practical applications in supporting student learning
- critically exploring and integrating theories of development and identity formation to inform practice and support student well-being, efficacy and agency

- critically exploring the relevance of critical pedagogy and constructivist theories as theoretical foundations for this AQ
- critically exploring current theoretical research, literature and scholarship related to this AQ
- critically exploring the *Ethical Standards for the Teaching Profession* and the *Standards of Practice for the Teaching Profession* as theoretical foundations for teacher professionalism within the Additional Qualification Course: *Teaching Hospitality and Tourism - Culinary Arts and Management*
- critically reflecting on teaching practice and engaging in professional dialogue regarding the relationship between theory and practice, as well as between practice and theory
- critically exploring critical pedagogy that is committed to curriculum design using students' inquiry questions, passions and interests
- critically exploring Ontario curriculum, resources and government policies, frameworks and strategies related to *Teaching Hospitality and Tourism - Culinary Arts and Management*
- critically exploring and integrating learning theories and the individual learning strengths, styles and needs of students
- critically and collaboratively inquiring into the dimensions associated with creating and sustaining safe, inclusive, accepting and engaging learning environments
- critically exploring and integrating holistic and inclusive educational programs that build on learners' abilities and empower them to reach their learning goals
- critically exploring the significance of relevant legislation including the Ontario Human Rights Code, the Canadian Charter of Rights and Freedoms, Safe Schools Act, Accepting Schools Act, Ontarians with Disabilities Act, Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), the Accessibility for Ontarians with Disabilities Act (AODA) and associated responsibilities of professional practice
- critically exploring teachers' legal obligations and ethical responsibilities according to current provincial legislation and practices
- critically exploring innovative practices for integrating artistic expression to enhance teaching and learning

- critically exploring and integrating problem solving processes, methods and approaches as they relate to *Teaching Hospitality and Tourism - Culinary Arts and Management*
- critically exploring and integrating the fundamental technological concepts associated with *Teaching Hospitality and Tourism - Culinary Arts and Management*.

E. Program Design, Planning and Implementation

The exploration of the following guiding concepts will be facilitated through equitable, holistic and interrelated inquiry processes:

- critically exploring and deepening understanding of how the *Ethical Standards for the Teaching Profession* and the *Standards of Practice for the Teaching Profession* can inform a program planning framework
- critically exploring the influence of society's diverse and changing nature on student learning, resiliency and well-being
- critically exploring and deepening understanding of program design, planning, development and implementation strategies and frameworks related to *Teaching Hospitality and Tourism - Culinary Arts and Management*
- critically exploring the philosophical underpinnings that strengthen teachers' professional efficacy to support curricular and interdisciplinary integration
- critically exploring various approaches to curricular integration through diverse planning models, content and resource development, pedagogical practices and the implementation of equitable assessment and evaluation practices
- critically exploring and deepening understanding of differentiated instruction, universal design and the tiered approach in program planning, development and implementation
- critically exploring learning resources that support student learning and engagement (for example, print, visual and digital)
- critically exploring the types of secondary school pathways (including apprenticeship, college, university and workplace) and their relationship to students' post-secondary goals and career opportunities

- critically exploring how students' lived experiences, identities, narratives, development, strengths, inquiries, interests and needs can inform program planning, development and implementation
- critically exploring the integration of culturally inclusive pedagogies within program design, planning and development
- critically exploring strategies that support learners' resiliency, well-being, self-regulation and mental health
- critically exploring planning and instructional processes that honour students' learning styles, voice, strengths and experiences
- critically exploring pedagogical documentation and utilizing a variety of assessment processes to inform program planning, support student learning and foster student engagement
- facilitating shared leadership in the implementation of local and provincial guidelines and policies that support safe and effective learning environments
- critically inspecting and reporting on the learning environment, facilities, equipment needs, resources and state of maintenance and repair for delivering *Teaching Hospitality and Tourism - Culinary Arts and Management*
- critically applying the theoretical foundations of *Teaching Hospitality and Tourism - Culinary Arts and Management* by incorporating the broad-based pedagogical approach that embeds problem solving and fundamental technological concepts
- fostering leadership and shared responsibility for the safe, ethical and legal use of technology in *Teaching Hospitality and Tourism - Culinary Arts and Management* programs.

F. Learning Environments and Instructional Strategies

The exploration of the following guiding concepts will be facilitated through equitable, holistic and interrelated inquiry processes:

- critically exploring processes for the creation of inclusive and vibrant learning environments that reflect the *Ethical Standards for the Teaching Profession* and the *Standards of Practice for the Teaching Profession*
- creating and sustaining positive, ethical, equitable, accepting, inclusive, engaging and safe learning environments

- critically exploring processes for engaging all members of the community, supporting dialogue and collegiality and nurturing a sense of belonging
- critically exploring processes for fostering a collaborative community of empowered and engaged learners
- fostering engaging, trusting and inviting learning environments that promote student voice, leadership, critical inquiry and self-regulation
- critically exploring a variety of instructional strategies to support student learning, resiliency and well-being
- cultivating safe, ethical, legal and respectful practices in the use of information and communication technologies to support pedagogical practices
- critically exploring inclusive and innovative learning environments that integrate a variety of instructional strategies to respond the interests and needs of all learners (for example, universal design, experiential learning, differentiated instruction, inquiry and the tiered approach)
- critically exploring processes that engage students as active, democratic and global citizens in supporting environmental, social and economic sustainability
- critically exploring the professional identity, knowledge and leadership practices of educators as described in the *Ethical Standards for the Teaching Profession*, the *Standards of Practice for the Teaching Profession*, the *Professional Learning Framework for the Teaching Profession* and the *Foundations of Professional Practice*
- exploring methods for consensus-building, participatory democracy and student empowerment at the school and community levels
- fostering shared leadership and responsibility for the safe and effective management of a variety of technical learning environments
- promoting a shared commitment and responsibility towards planning, organizing and implementing effective health, safety, sanitation and environmental standards in the *Teaching Hospitality and Tourism - Culinary Arts and Management* facility
- cultivating a culture of shared leadership and responsibility towards facility design and maintenance practices as per industry standards

- fostering a culture of collective understanding and compliance with workplace health and safety legislation and standards related to *Teaching Hospitality and Tourism - Culinary Arts and Management*.

G. Reflecting, Documenting and Interpreting Learning

The exploration of the following guiding concepts will be facilitated through equitable, holistic and interrelated inquiry processes:

- critically exploring fair, equitable, transparent, valid and reliable assessment and evaluation methods that honour the dignity, emotional wellness, identity and development of all students
- critically exploring feedback processes that empower and inspire students to positively reflect on and identify goals for their learning
- fostering an examination of feedback that engages students in the critical analysis and interpretation of the learning process
- critically exploring equitable and inclusive processes for reflecting, documenting and interpreting learning
- critically exploring and integrating assessment, evaluation and reporting practices that align with the principles and processes of Ontario's curriculum, frameworks and policy documents
- critically exploring assessment practices for the following three purposes: to provide feedback to students and to adjust instruction (*assessment for learning*); to develop students' capacity to be independent, autonomous learners (*assessment as learning*); to make informed judgements about the quality of student learning (*assessment of learning*).

H. Shared Responsibility for Learning

The exploration of the following guiding concepts will be facilitated through equitable, holistic and interrelated inquiry processes:

- critically exploring a variety of effective communication and engagement strategies for authentic collaboration with parents/guardians/families, school/board personnel and community agencies
- fostering partnerships with parents/guardians/families that honour and value shared decision-making, advocacy and leadership

- critically and creatively exploring processes to encourage and honour student voice and identity in the learning process through shared decision-making and leadership
- critically exploring strategies and opportunities for professional collaboration that support student learning, resiliency, well-being and leadership
- critically exploring and openly addressing biases, discrimination and systemic barriers in order to support student learning, resiliency, well-being and inclusion
- critically exploring and analyzing positive, inclusive educational and professional cultures in which perspectives are freely-expressed and critically analyzed
- understanding and respecting the importance of shared responsibility and partnership that promote social and ecological justice as conveyed in the *Foundations of Professional Practice*
- critically exploring professional collaboration within interdisciplinary teams to support student learning, resiliency, self-advocacy and transitions
- collaboratively designing strategies for establishing links between the school community, industry and the *Teaching Hospitality and Tourism - Culinary Arts and Management* program
- critically exploring and integrating sector-specific learning opportunities in other curriculum areas.

6. Research, Professional Learning and the Scholarship of Pedagogy

The exploration of the following guiding concepts will be facilitated through equitable, holistic and interrelated inquiry processes:

- critically exploring and reflecting on past, current and evolving practices in *Teaching Hospitality and Tourism - Culinary Arts and Management*
- critically exploring professional practice through ongoing inquiry into theory and pedagogy/andragogy
- engaging in transformational professional learning through research, scholarship and leadership

- critically exploring critical pedagogy that integrates research and the scholarship of pedagogy/andragogy into teaching practice
- engaging in research and the scholarship of critical pedagogy/andragogy to advance communities of practice
- critically exploring knowledge-creation and mobilization to enhance professional practice and leadership
- critically exploring ethical responsibilities in research and scholarship that honour and embody the *Ethical Standards for the Teaching Profession*.

7. Instructional Design and Practices in the Additional Qualification Course: Teaching Hospitality and Tourism - Culinary Arts and Management

The instructional design and practices (Figure 5) employed in this AQ course reflect adult learning theories, effective andragogical processes and experiential learning methods that promote critical reflection, dialogue and inquiry.

Candidates collaboratively develop with course instructors the specific learning inquiries, learning experiences, holistic integration processes and forms of assessment and evaluation that will be used throughout the course.

In the implementation of this Additional Qualification course, instructors **facilitate** andragogical processes that are relevant, meaningful and practical to provide candidates with inquiry-based learning experiences related to program design, planning, instruction, pedagogy, integration and assessment and evaluation. The andragogical processes include but are not limited to: experiential learning, role-play, simulations, journal writing, self-directed projects, independent study, small group interaction, dialogue, action research, inquiry, pedagogical documentation, collaborative learning, narrative, case methodologies and critical reflective praxis.

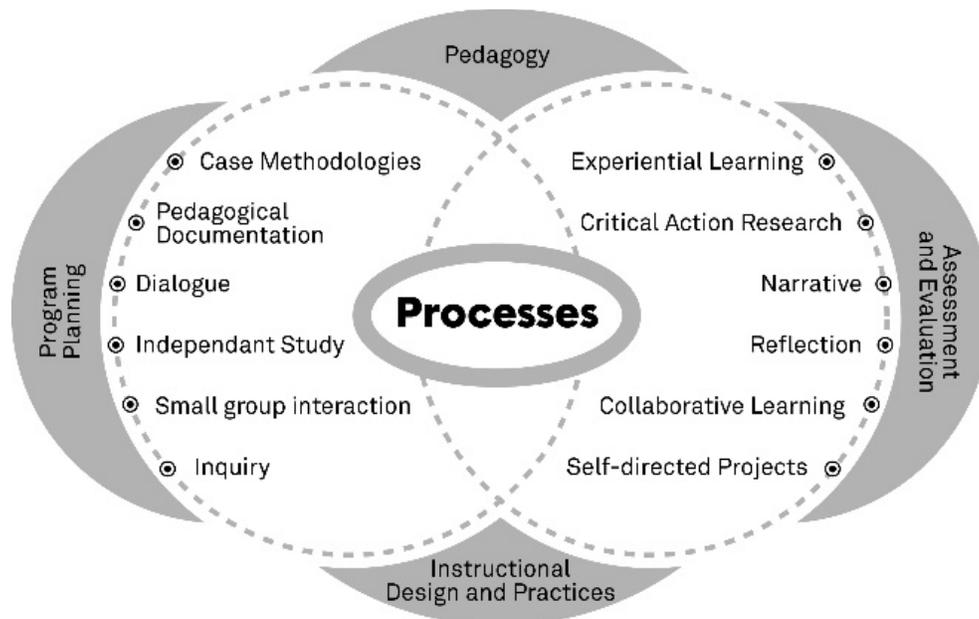


Figure 5: Instructional Processes

Instructors **embody** the *Ethical Standards for the Teaching Profession* and the *Standards of Practice for the Teaching Profession*, honour the principles of adult learning, respect candidates' experience, recognize prior learning, integrate culturally inclusive practices and respond to individual inquiries, interests and needs. Important to the course are opportunities for candidates to create support networks, receive feedback from colleagues and instructors and share their learning with others. Opportunities for professional reading, reflection, dialogue and expression are also integral parts of the course.

Instructors **model** critical inquiry, universal design and differentiated instruction and assessment practices that can be replicated or adapted in a variety of classroom settings.

Experiential Learning

Candidates will be provided with opportunities to engage in experiential learning related to key concepts and aspects of *Teaching Hospitality and Tourism - Culinary Arts and Management* as collaboratively determined by both the instructor and course candidates. The intent of the experiential learning opportunities is to support the application and integration of practice and theory within the authentic context of teaching and learning. Candidates will also engage in critical reflection and analysis of their

engagement in experiential learning opportunities and inquiries related to *Teaching Hospitality and Tourism - Culinary Arts and Management*. The professional judgment, knowledge, skills, efficacy and pedagogical practices of candidates will be enhanced and refined through experiential learning and critical inquiry.

The College's standards-based resources help to support experiential learning through various professional inquiry processes. These resources can be found on the [College web site](#).

8. Assessment and Evaluation of Candidates

At the beginning of the course, candidates will collaboratively develop with course instructors the specific learning inquiries, learning experiences and forms of assessment and evaluation that will be used throughout the course. Instructors will provide opportunities for regular and meaningful feedback regarding candidates' progress throughout the course.

A balanced approach to candidate assessment and evaluation is used. It includes the combination of self, peer and mutual (instructor and candidate) assessment, as well as instructor evaluation. The assessment and evaluation strategies reflect effective, collaborative and inquiry-based practices. A variety of assessment approaches will be used that enable candidates to convey their learning related to course inquiries. The course provides opportunities for both formative and summative assessment and evaluation.

Central to candidates enrolled in Additional Qualification courses is the opportunity to be engaged in relevant and meaningful inquiries. Assignments, artefacts and projects enable candidates to make connections between theory and practice. At the same time, assignments also allow candidates flexibility, choice and the opportunity to design individual inquiry opportunities.

Learning processes support an in-depth exploration of concepts and inquiries. These processes occur over the duration of the course and are reflective of critical thinking and reflection as the candidate gains knowledge and skills over the duration of the course.

The evaluation practices will also support significant and in-depth critical inquiries utilizing a variety of processes over the duration of the course. These inquiry-based assessment processes provide opportunities for candidates to illustrate a depth of professional knowledge, skills, pedagogies, ethical practices and instructional leadership.

A final culminating experience in the course is recommended. This synthesis experience will reflect the in-depth knowledge and understanding gained as a result of engagement in this AQ. It will also include critical reflections and an analysis of a candidate's learning over time.

The following processes are provided to guide assessment practices within this AQ course and are reflective of experiential learning and critical pedagogies. This list is not exhaustive.

- | | |
|---|--|
| <p>a) Pedagogical Leadership: co-constructing, designing and critically assessing culturally inclusive learning opportunities that integrate student voice, strengths, interests and needs. The learning opportunities will incorporate a variety of technologies and resources and are reflective of Ministry of Education curriculum</p> | <p>exploration of various action research approaches</p> |
| <p>b) Pedagogical Portfolio: creating a professional portfolio that critically analyzes teaching and learning philosophies, assumptions, practices and pedagogies designed to inform ethical and democratic learning environments</p> | <p>e) Case Inquiry: critically reflecting on and inquiring into professional practice through case writing and/or case discussion</p> |
| <p>c) Pedagogical Documentation: assembling visible records (for example, written notes, photos, videos, audio recordings, artefacts and records of students' learning) that enable teachers, parents/guardians/families and students to discuss, interpret and reflect upon the learning process</p> | <p>f) Transition Plan: critically reflecting on and analyzing a student transition plan and generating recommendations for enhancement</p> |
| <p>d) Critical Action Research: engaging in individual and/or collaborative action research that is informed by the critical</p> | <p>g) Narrative Inquiry: collaboratively and critically analyzing narratives of teaching and learning through a number of lenses (for example, professional identity, professional efficacy, ethical leadership and critical pedagogies) utilizing the processes of narrative writing and/or narrative discussion</p> |
| | <p>h) Innovative Learning Experience: designing and facilitating an engaging, innovative learning experience that reflects differentiated instruction, universal design and the tiered approach</p> |
| | <p>i) IEP Development: collaboratively developing an IEP with the family, student and school team</p> |

- j) **Partnership Plan:** designing a comprehensive plan that engages students, families and the school and local communities in collaborative partnerships that support student learning, growth, resiliency and well-being
- k) **Critical Reflection:** critically analyzing educational issues associated with this AQ utilizing scholarly research through multiple representations (for example, narratives, written documentation and images or graphics)
- l) **Visual Narrative:** creating a visual narrative (for example, digital story) that helps to support the collective professional identity of the teaching profession and advances professional knowledge and pedagogy.

10. Demonstrated Knowledge and Skill in Teaching Hospitality and Tourism - Culinary Arts and Management

Successful candidates will be able to demonstrate technical knowledge and skill in the following:

Health and Safety and Nutrition

Technical Knowledge: Fundamentals/Foundations

Be able to demonstrate an understanding of:

- the chemical and physical changes that take place during various cooking methods (for example, conduction, steaming, induction, poaching, roasting, frying, sauté, baking).

Be able to demonstrate an understanding of:

- chemical changes in food preparation
- physical changes in food preparation
- leavening agents
- immersion circulation.

Be able to identify and describe:

- food borne illness, chemical food contamination.

Be able to identify:

- health and safety issues that must be considered in workplaces in the hospitality and tourism sector (for example, issues concerning trip and fall, exposure to chemicals, the effects of fatigue, and workplace ergonomics).

Be able to demonstrate an understanding of:

- risk control (for example, safety precautions, employee training, maintenance programs, health and safety plans, emergency response plan).

Technical Proficiencies: Skill Proficiencies

Be able to analyze and report on:

- the chemical and physical changes that take place during various cooking methods (for example, conduction, steaming, induction, poaching, roasting, frying, sauté, baking).

Be able to research on the:

- chemical changes and physical changes in food preparation, physical changes
- chemical and physical changes in leavening agents and during immersion circulation.

Be able to research and report on:

- food borne illness, chemical food contamination.

Be able to research and report on:

- health and safety issues that must be considered in workplaces in the hospitality and tourism sector (for example, issues concerning trip and fall, exposure to chemicals, the effects of fatigue, and workplace ergonomics).

Be able to advocate, follow and model:

- risk control (for example, safety precautions, employee training, maintenance programs, health and safety plans, emergency response plan).

Food Preparation and Presentation

Technical Knowledge: Fundamentals/Foundations

Be able to demonstrate an understanding of:

- the ways in which a standardized recipe helps to control various factors related to food preparation (for example, quality, consistency and cost).

Technical Proficiencies: Skill Proficiencies

Be able to identify and prepare:

- cleaning procedures and techniques.

Be able to research and report on:

- the relationship between various cuisines (for example, Aboriginal, halal, kosher, vegan, Thai) and the service style related to these cuisines

Administrative and Management Strategies and Practices

Technical Knowledge: Fundamentals/Foundations

Be able to define:

- different skills required for various types of food service operations.

Be able to explain:

- punctuality
- reasons for dress code and uniform policies
- labour laws and working conditions.

Be able to assess and compare:

- different types of food service operations.

Be able to describe:

- back of the house and front of the house
- methods using in order taking
- methods used to track and evaluate profits.

Be able to recognize:

- benefits of hospitality software
- inventory and tracking software
- types of food service operations (franchise, local restaurants, chains, commercial and institutions).

Technical Proficiencies: Skill Proficiencies

Be able to differentiate:

- taking orders by writing or by computer (point of sale [P.O.S.] systems)
- ways profit and loss are calculated.

Be able to assess and compare:

- benefit packages for employees
- orientation procedures between different types of hospitality operations (for example, franchises, small family run restaurant).

Be able to differentiate between:

- manual order taking (pen and pad) versus point-of-sale systems.

Be able to design, create and present:

- work schedules.
- production schedules

Facilities and Equipment

Technical Knowledge: Fundamentals/Foundations

Be able to identify and prepare:

- cleaning procedures and techniques.

Be able to demonstrate and understanding of:

- current technology being used in the food and beverage outlets (for example, point-of-sale systems, temperature monitoring systems, communication software, office software).

Technical Proficiencies: Skill Proficiencies

Be able to assess and compare:

- procedures between different types of hospitality operations (for example, franchises, small family run restaurant).

Be able to differentiate between:

- manual order taking (pen and pad) versus point-of-sale systems.

Be able to design:

- a plan to purchase equipment for food and beverage sector including designing a budget and understanding purchasing policies (for example, number of quotes required).

Industry Practices and Society

Technical Knowledge: Fundamentals/Foundations

Be able to identify and describe:

- current technology being used in the Hospitality and Tourism industry (for example, point-of-sale systems, temperature monitoring systems, communication software, office software, internet/intranet, reservations

systems, customer relationship management systems, database marketing) to effectively meet the needs of customers.

Technical Proficiencies: Skill Proficiencies

Be able to describe:

- common ethical standards in customer service in the food and beverage services sector (for example, standards relating to privacy, confidentiality, and business ethics).

Industry Practices and the Environment

Technical Knowledge: Fundamentals/Foundations

Be able to research and compare:

- recycling, composting and how this can be done to minimize the carbon food print of hospitality (for example, fat recycling, composting).

Be able to list and describe:

- sustainable food practices and providing local food solutions to menus

Technical Proficiencies: Skill Proficiencies

Be able to create a plan for:

- recycling and controlling waste.

Be able to list and describe:

- sustainable food practices and providing local food solutions to menus.

Technical Literacy and Numeracy

Technical Knowledge: Fundamentals/Foundations

Be able to demonstrate an understanding of:

- culinary verbiage, common front of the house and back of the house language.

Be able to understand:

- communication techniques like Twitter, email, Facebook and other various forms of social media.

Be able to list and describe:

- ordering procedures.

Be able to identify and recognize:

- culinary training techniques based on service types

Technical Proficiencies: Skill Proficiencies

Be able to calculate:

- profit and loss, waste and inventory shrinkage, production schedules
- standardized recipes, scheduling and labour costs using various computer generated software.

Be able to differentiate between:

- manual order taking (pen and pad) versus point-of-sale systems.

Be able to assess and compare:

- taking orders by writing or by computer (Point of Sale [P.O.S.] systems)
- ways profit and loss are calculated,

Be able to model:

- culinary terms in their correct context
- use descriptive verbiage to describe menu items
- use terminology to communicate various cooking methods using menus.

Be able to create and design:

- standardized recipes, recipe templates, electronic menus.

Be able to assess and compare:

- origin of cooking terms
- how cooking terminology affects menus.

Professional Practices and Career Opportunities

Technical Knowledge: Fundamentals/Foundations

Be able to identify and describe:

- the various sectors of tourism and what jobs are available in culinary within those industries.

Be able to identify and describe:

- hospitality recruiting companies
- internships programs at major hotels
- summer job opportunities at resorts and hotels.

Be able to explain:

- the various careers in the hospitality sector.

Be able to identify and describe:

- colleges and universities offering hospitality programs.

Be able to demonstrate an understanding of:

- job interviews techniques, job training.

Be able to recognize:

- skills required for specific job/positions
- personal traits that match the hospitality industry.

Be able to explain:

- the role between employees, management and supervisors.

Technical Proficiencies: Skill Proficiencies

Be able to assess and compare:

- job opportunities in the sector of tourism, careers and skills required in the Hospitality and Tourism sector.

Be able to use:

- online job application processes.

Be able to evaluate:

- benefits of hospitality recruiting companies, internship programs and summer job opportunities.

Be able to assess and compare:

- the sectors of the hospitality and tourism sector that are prominent in the their local community and/or region and those that are prominent in the province as a whole.

Be able to demonstrate proficiency in:

- utilizing diverse communication strategies to respectfully honour and respond to all individuals.

Appendix 1

The Ethical Standards for the Teaching Profession

The *Ethical Standards for the Teaching Profession* represent a vision of professional practice. At the heart of a strong and effective teaching profession is a commitment to students and their learning. Members of the Ontario College of Teachers, in their position of trust, demonstrate responsibility in their relationships with students, parents, guardians, colleagues, educational partners, other professionals, the environment and the public.

The Purposes of the Ethical Standards for the Teaching Profession are:

- to inspire members to reflect and uphold the honour and dignity of the teaching profession
- to identify the ethical responsibilities and commitments to the teaching profession
- to guide ethical decisions and actions in the teaching profession
- to promote public trust and confidence in the teaching profession.

The Ethical Standards for the Teaching Profession are:

Care

The ethical standard of *Care* includes compassion, acceptance, interest and insight for developing students' potential. Members express their commitment to students' well-being and learning through positive influence, professional judgment and empathy in practice.

Trust

The ethical standard of *Trust* embodies fairness, openness and honesty. Members' professional relationships with students, colleagues, parents, guardians and the public are based on trust.

Respect

Intrinsic to the ethical standard of *Respect* are trust and fair-mindedness. Members honour human dignity, emotional wellness and cognitive development. In their professional practice, they model respect for spiritual and cultural values, social justice, confidentiality, freedom, democracy and the environment.

Integrity

Honesty, reliability and moral action are embodied in the ethical standard of *Integrity*. Continual reflection assists members in exercising integrity in their professional commitments and responsibilities.



The Standards of Practice for the Teaching Profession

The *Standards of Practice for the Teaching Profession* provide a framework of principles that describes the knowledge, skills and values inherent in Ontario's teaching profession. These standards articulate the goals and aspirations of the profession. These standards convey a collective vision of professionalism that guides the daily practices of members of the Ontario College of Teachers

The Purposes of the Standards of Practice for the Teaching Profession

- to inspire a shared vision for the teaching profession
- to identify the values, knowledge and skills that are distinctive to the teaching profession
- to guide the professional judgment and actions of the teaching profession
- to promote a common language that fosters an understanding of what it means to be a member of the teaching profession.

The Standards of Practice for the Teaching Profession are:

Commitment to Students and Student Learning

Members are dedicated in their care and commitment to students. They treat students equitably and with respect and are sensitive to factors that influence individual student learning. Members facilitate the development of students as contributing citizens of Canadian society.

Professional Knowledge

Members strive to be current in their professional knowledge and recognize its relationship to practice. They understand and reflect on student development, learning theory, pedagogy, curriculum, ethics, educational research and related policies and legislation to inform professional judgment in practice.

Professional Practice

Members apply professional knowledge and experience to promote student learning. They use appropriate pedagogy, assessment and evaluation, resources and technology in planning for and responding to the needs of individual students and learning communities. Members refine their professional practice through ongoing inquiry, dialogue and reflection

Leadership in Learning Communities

Members promote and participate in the

creation of collaborative, safe and supportive learning communities. They recognize their shared responsibilities and their leadership roles in order to facilitate student success. Members maintain and uphold the principles of the ethical standards in these learning communities.

Ongoing Professional Learning

Members recognize that a commitment to ongoing professional learning is integral to effective practice and to student learning. Professional practice and self-directed learning are informed by experience, research, collaboration and knowledge.



Appendix 2

Accessibility for Ontarians with Disabilities Act (AODA) Text:

Figure 5: Instructional Design and Practices from page 20 of this PDF

Figure 5 is a graphic representation of the possible andragogical instructional processes implemented in Additional Qualification courses. At the centre is a Venn diagram. In the right side of the Venn diagram, candidates are invited to explore the use of Experiential Learning, Critical Action Research, Narrative, Reflection, Collaborative Learning and Self-directed projects. In the left side of the Venn Diagram, candidates are invited to explore the use of Case Methodologies, Pedagogical Documentation, Dialogue, Independent Study, Small group interaction and Inquiry. These inquiry-based learning experiences interconnect at the centre to form a multiplicity of multifaceted processes that can enhance professional practice. The inquiry-based learning experiences outlined in the Venn diagram are related to the following four areas: Pedagogy, Assessment and Evaluation, Instructional Design and Practices and Program Planning, which surround the Venn diagram in an outer circle.

Appendix 3

College Standards-Based Resources

Information pertaining to the following standards-based resources, which support learning through professional inquiry, is available through the [College web site](#).

- Allard, C.C., Goldblatt, P.F., Kemball, J.I., Kendrick, S.A., Millen, K.J., & Smith, D. (2007). Becoming a reflective community of practice. *Reflective Practice*, 8(3), pp. 299-314.
- Cherubini, L., Kitchen, J., Goldblatt, P., & Smith, D. (2011). Broadening landscapes and affirming professional capacity: A metacognitive approach to teacher induction. *The Professional Educator*, 35(1), pp. 1-15.
- Cherubini, L., Smith, D., Goldblatt, P.F., Engemann, J., & Kitchen, J. (2008). *Learning from experience: Supporting beginning teachers and mentors* [Resource kit]. Toronto, ON: Ontario College of Teachers.
- Ciuffetelli Parker, D., Smith, D., & Goldblatt, P. (2009). Teacher education partnerships: Integration of case studies within an initial teacher education program. *Brock Education*, 18(2), pp. 96-113.
- Goldblatt, P.F., & Smith, D. (2004). Illuminating and facilitating professional knowledge through casework. *European Journal of Teacher Education*, 27(3), pp. 334-354.
- Goldblatt, P.F., & Smith, D. (2005). (Eds.). *Cases for teacher development: Preparing for the classroom*. Thousand Oaks, CA: Sage Publications.
- Killoran, I., Zaretsky, H., Jordan, A., Smith, D., Allard, C., & Moloney, J. (2013). Supporting teachers to work with children with exceptionalities. *Canadian Journal of Education*, 1(36), pp. 240-270.
- Ontario College of Teachers. (2003). *Standards in practice: Fostering professional inquiry*. [Resource kit]. Toronto, ON: Author.
- Ontario College of Teachers. (2006). *The ethical standards and the standards of practice for the teaching profession*. [Poster]. Toronto, ON: Author.
- Ontario College of Teachers. (2008). *Living the standards*. [Resource kit]. Toronto, ON: Author.
- Ontario College of Teachers. (2009). *Learning from experience: Supporting beginning teachers and mentors*. [Resource kit]. Toronto, ON: Author.
- Ontario College of Teachers. (2010). *A self-reflective professional learning tool*. Toronto, ON: Author.
- Ontario College of Teachers. (2010, December 8). *Voices of wisdom*. [Video]. YouTube. https://www.youtube.com/watch?v=AbxCtmteQ-U&feature=emb_logo
- Ontario College of Teachers & College of Early Childhood Educators. (2014). *Exploring interprofessional collaboration and ethical leadership*. Toronto, ON: Ontario College of Teachers.
- Ontario College of Teachers. (2014). *Exploring ethical professional relationships*. Toronto, ON: Author.
- Ontario College of Teachers. (2014). *Inquiring into the ethical dimensions of professional practice*. Toronto, ON: Author.
- Ontario College of Teachers. (2014). *Knowledge keepers discussion guide*. Toronto, ON: Author.
- Ontario College of Teachers. (2016, July 6). *Acting on our ethics: Caring for Anishinaabe children*. [Video]. YouTube. <https://www.youtube.com/watch?v=6D4m-7p05Ws>

- Ontario College of Teachers. (2016, July 8). *Acting on our ethics: Caring for Haiti*. [Video]. YouTube. <https://www.youtube.com/watch?v=aWM4ygXisbQ>
- Ontario College of Teachers. (2016). *Foundations of professional practice*. Toronto, ON: Author.
- Ontario College of Teachers. (2016). *Professional learning framework for the teaching profession*. Toronto, ON: Author.
- Ontario College of Teachers. (2017). *Exploring the ethical standards for the teaching profession through Anishinaabe art*. [Discussion guide]. Toronto, ON: Author.
- Ontario College of Teachers. (2017). *Exploring the ethical standards for the teaching profession through Anishinaabe art*. [Posters]. Toronto, ON: Author.
- Ontario College of Teachers. (2017). *Exploring the standards of practice for the teaching profession through Anishinaabe art*. [Discussion guide]. Toronto, ON: Author.
- Ontario College of Teachers. (2017). *Exploring the standards of practice for the teaching profession through Anishinaabe art*. [Posters]. Toronto, ON: Author.
- Ontario College of Teachers. (2017). *Strengthening a vision: A critical discourse on the ethical standards for the teaching profession*. Toronto, ON: Author.
- Ontario College of Teachers. (2018). *Acting on our ethics: Exploring caring for Haiti*. [Discussion guide]. Toronto, ON: Author.
- Ontario College of Teachers. (2018). *Anishinaabe vision of the learner and the educator*. [Poster]. Toronto, ON: Author.
- Ontario College of Teachers. (2018). *Exploring leadership practices through case inquiry*. Toronto, ON: Author.
- Ontario College of Teachers. (2020). *A Rotinonhsyón:ni representation of the ethical standards for the teaching profession*. Toronto, ON: Author.
- Ontario College of Teachers. (2020). *A vision of the educator and learner*. [Poster]. Toronto, ON: Author.
- Ontario College of Teachers. (2020). *Exploring ethical professional practice: Ecological consciousness and eco justice*. [Posters]. Toronto, ON: Author.
- Ontario College of Teachers. (2020). *Exploring ethical professional practice: Ecological consciousness and eco justice*. [Resource Cards]. Toronto, ON: Author.
- Smith, D. (2010). Developing leaders using case inquiry. *Scholar-Practitioner Quarterly*, 4(2), pp. 105-123.
- Smith, D. (2012). Supporting new teacher development using narrative based professional learning. *Reflective Practice*, 13(1), pp. 149-165.
- Smith, D. (2012). Teaching and learning through e-learning: A new additional qualification course for the teaching profession. In, Barbour, M. (Ed). *State of the nation: K-12 online learning in Canada*. Victoria, BC: Open School BC.
- Smith, D. (2013). A dialogic construction of ethical standards for the teaching profession. *Issues in Teacher Education*, pp. 49-62.

- Smith, D. (2013). The power of collective narratives to inform public policy: Re-conceptualizing a Principal's Qualification Program. *International Journal of Leadership in Education*, 16(3), pp. 349-366.
- Smith, D. (2014). Fostering collective ethical capacity with the teaching profession. *Journal of Academic Ethics*, 12(4), pp. 271-286.
- Smith, D. (2015). Exploring inter-professional collaboration and ethical practice: A story of emancipatory professional learning. *Reflective Practice: International and Multidisciplinary Perspectives*, 16(5), pp. 652-676. doi: 10.1080/14623943.2015.1071246.
- Smith, D. (2015). Exploring leadership development with supervisory officers through case inquiry. *Reflective Practice*, 16(4), pp. 559-574.
- Smith, D. (2015). Pedagogies for teacher education policy development in Canada: Democratic dialogue in international teacher education: Promising pedagogies, Part C. *Advances in Research on Teaching*, 22C, pp. 253-279. Emerald Group Publishing Limited. doi: 10.1108/S1479-368720150000022012.
- Smith, D., Allard, C., Flett, J., Debassige, D., Maracle, B., Freeman, K., & Roy, S. (in press.) *Nourishing the teaching spirit: Collaborative development of indigenous teacher education additional qualification course guidelines*.
- Smith, D., & Goldblatt, P.F. (Eds.). (2006). *Casebook guide for teacher education*. Toronto, ON: Ontario College of Teachers.
- Smith, D., & Goldblatt, P.F. (Eds.). (2009). *Exploring leadership and ethical practice through professional inquiry*. Québec City, QC: Les Presses de l'Université Laval.
- Smith, D., Kelly, D., & Allard, C. (2016). Dialogic spaces: A critical policy development perspective of educational leadership qualifications. *International Journal of Leadership in Education*, 20(4), pp. 393-415. doi: 10.1080/13603124.2015.1116608.
- Smith, D., & Qua-Hansen, J. (2015). Democratic dialogue as a process to inform public policy: Re-conceptualizing a supervisory officer's qualification program. *International Journal of Education Policy and Leadership*, 10(1), pp. 1-32.



**Ontario
College of
Teachers**

Setting the
Standard for
Great Teaching

For additional information:
Ontario College of Teachers
101 Bloor Street West
Toronto ON M5S 0A1

Telephone: 416.961.8800
Toll-free in Ontario:
1.888.534.2222
Fax: 416-961-8822
E-mail: info@oct.ca
oct.ca



oct-oeeo.ca/fb



oct-oeeo.ca/pi



oct-oeeo.ca/tw



oct-oeeo.ca/yt



oct-oeeo.ca/ig



oct-oeeo.ca/li