



YMCA of Hong Kong Christian College

**School Development Plan
2011/2012 – 2013/2014**





YMCA of Hong Kong Christian College

港青基信書院

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SCHOOL VISION, MISSION AND VALUES

VISION

We envision our school as a learning community where quality education, based on Christian beliefs and values, is offered in a joyful and stimulating setting. We believe that the foundation of this learning community and the quality education process is based on the joint partnership among teachers, parents and students.

MISSION

We are determined to develop our school based on the **CARES** principles where:

C stands for CREATIVITY & CRITICAL THINKING

We foster an environment that encourages the development of creativity and critical thinking.

A stands for ACHIEVEMENT

We believe that every student has gifts from God and potential for development and we aim to draw the best from the student in order to achieve his/her full potential.

R stands for RESILIENCE & RESPONSIBILITY

We help each student to develop resilience and responsibility: to stand strong amidst adversities and to act as a responsible citizen.

E stands for ENGLISH PROFICIENCY, EMPOWERMENT & EXCELLENCE

We empower our students and staff to strive for excellence through an English-speaking environment in school.

S stands for SERVICE & SPIRIT

We place special emphasis on community service to reflect the Christian spirit of service to the less advantaged and the least of the least.

Our Long Term Development Goal is to build an EMI learning and caring community with international flavour which caters for international as well as local students. We aim to help students excel in education in terms of added value and critical learning.



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SCHOOL VISION, MISSION AND VALUES

VALUES

In our daily interactions with every member of the school community – students, colleagues and support staff – we will endeavour to:

Build a community that cares

- Value each and every person equally and treat everyone fairly and justly.
- Work together and recognize that every individual has something to contribute: “None of us is as good as all of us!”
- Encourage one another to build on previous achievements and praise positive steps in the right direction.
- When mistakes are made, try to discover the reasons why, empathize and take reasonable and appropriate action.
- To choose to be positive in the way that we view our community and actively express praise and gratitude.

Serve one another in love

- Care for each other in very practical ways.
- Adopt an attitude which continually asks, “How can I help you?”

Respect ourselves and others

- Celebrate our different cultures.
- Respect each other’s points of view, opinions and beliefs, and tolerate our differences.
- Don’t hold grudges and forgive each other quickly.

Be responsible

- Take full responsibility for all that we say and do.
- Make carefully considered decisions and follow through with determination.
- Be reflective and committed to ongoing personal and professional improvement.
- “No complaining without a positive solution!” Be 100% committed to being ‘part of the solution’ rather than choosing to complain about difficulties we encounter.

Act with integrity

- Strive for professional excellence at all times.
- Recognize and fulfill our vocational responsibility as stewards of students’ potential.
- Protect the children who have been placed in our care.
- Be a role model and ensure that our words and actions are consistent.
- Do not listen to or spread gossip about students or colleagues.

These values can be summed up in the **golden rule**, first expressed more than 2,000 years ago by Jesus, who said, “In everything, do to others what you would have them do to you.” (Matthew 7:12.) Or, as expressed in The Message version, “Here is a simple, rule-of-thumb guide for behaviour: Ask yourself what you want people to do for you, then grab the initiative and do it for them. Add up God’s Law and Prophets and this is what you get.”



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MAJOR CONCERNS FOR 2011/2012 – 2013/2014

- Empower students in line with the school's vision, mission and values by promoting positive values, attitudes, behaviour and respect for others in a multi-cultural environment
- Continue to raise academic standard
- Cater for the learning diversity of students by introducing International General Certificate of Secondary Education and UK General Certificate of Education (A-Level) curricula and further developing the curriculum of Hong Kong Diploma of Secondary Education
- Enhance student's sense of ownership of learning
- Develop online learning platform to further engage parents in their children's learning
- Strengthen the administrative process with the aim of facilitating greater school effectiveness



Holistic Review: Effectiveness of the previous School Development Plan

Major Concerns	Extent of targets achieved, e.g. : Fully Achieved ; Partly achieved ; Not achieved	Follow-up action, e.g. : Incorporated as routine work ; Continue to be major concerns in the next SDP ; Others	Remarks
<p>1. To promote learning and teaching through a student-centred approach</p> <ul style="list-style-type: none"> To enable teachers to further develop students centred teaching methodology through training, resulting in improved academic attainment of students. To explore the implementation of non-local curricula in addition to NSS to better meet non-local students' needs for university admission. To further promote extensive reading. 	<p>Fully Achieved (a series of staff development programmes were arranged)</p> <p>Fully Achieved (IGCSE and UK GCE A-level curricula were introduced and implemented)</p> <p>Fully Achieved (a daily 20 minute silent reading session were introduced)</p>	<p>Staff development programmes for further enhancing teaching and learning effectiveness will be continued</p> <p>The newly introduced curricula will be further improved to meet with the various learning needs of students.</p> <p>Strategies will be in place for further promoting student reading</p>	



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Major Concerns	Extent of targets achieved, e.g. : Fully Achieved ; Partly achieved ; Not achieved	Follow-up action, e.g. : Incorporated as routine work ; Continue to be major concerns in the next SDP ; Others	Remarks
<p>2. To strengthen the administration system to keep up with changes in educational needs</p> <ul style="list-style-type: none"> To ensure a holistic approach to the new senior secondary (NSS) curriculum reform. To develop a whole-school approach to School Development and Accountability projects. To maximize the time available for core teaching and learning activities. 	<p>Fully Achieved (Various strategies were implemented to facilitate the development of NSS curriculum)</p> <p>Fully Achieved (Quality Assurance Committee was established to conduct different self-evaluation activities)</p> <p>Fully Achieved (A new School Structure was established and functional)</p>	<p>Continue to strengthen and modify the developed curricula and programmes to further raise the achievement of students.</p> <p>Based on the experience and findings of CR to further reinforce the importance of School self-evaluation mechanism</p> <p>Continue to review the performance of the committees/teams</p>	



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<ul style="list-style-type: none"> • To ensure efficient communication amongst staff. • To review formal assessment arrangements / framework. 	<p>teams/committees were restructured)</p> <p>Fully Achieved (Meeting structure and formal/informal communication channels were established)</p> <p>Fully Achieved (Performance appraisal was reviewed and newly elements were included.)</p>	<p>Continue to encourage utilizing various communication channels to share their views on school operations and policies.</p> <p>Review and monitor the appraisal system regularly</p>	
Major Concerns	Extent of targets achieved, e.g. : Fully Achieved ; Partly achieved ; Not achieved	Follow-up action, e.g. : Incorporated as routine work ; Continue to be major concerns in the next SDP ; Others	Remarks
<p>3. To empower our students in line with the school vision and mission and promote students' positive values and attitudes</p> <ul style="list-style-type: none"> • To further cultivate students' positive values and attitudes. 	<p>Fully Achieved (Various strategies/tasks were accomplished)</p>	<p>Strengthen students' positive values and attitude through the delivery of the mission-drive PSE programmes and uphold the school's core values</p>	



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SWOT Analysis

Our Strengths

- The international and multi-cultural environment provides students various experience in studying and interacting with students and teachers from different background
- Christian ethos provides school and teachers a clear direction in nurturing students.
- The tailor-made SGDS provides an in-depth and all-round pastoral system to further support students and parents
- With the support YMCA of Hon Kong, the school sponsoring body, more richness in cultural diversity and integration can be obtained through its network with the global community
- Offer local (HKDSE) and international curricula (IGCSE and GCE A-level) to cater for various students' individual education needs.
- The green and spacious school site provides students a nice environment for different learning activities (i.e. academic, sports, music, visual arts and performing arts)
- The flexibility of DSS system provides School opportunities in formulating various creative strategies in educating students.
- Students dedicated in participating in different extra-curricula activities are achieved outstanding performances in the inter-school competitions.

Our Weaknesses

- Teaching staff required to spent tremendous effort in designing an appropriate curriculum to integrate the features of the local and international curricula.
- School needs to allocate additional resources in order to develop a tailor-made pastoral programme and PSE programme to cater for students' various cultural background
- A series of systematic professional staff training needs to be arranged, especially the young and newly recruited teachers in order to support them in settling in a multi-cultural and international learning environment

Our Opportunities

- The English standard of students, the multi-cultural setting of the School and a variety of curriculum make the School become unique in the



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district

- DSS system offers school flexibility in student admissions, staff recruitment and curriculum design
- Parents of primary schools interested in sending their children to the international style setting school.
- Our Integrated Curriculum and offer of HKDSE and GCE A-Level attracts a wider range of students and parents to the school.

Our Threats

- New EDB guidelines are tightening the autonomy and flexibility of the operation of DSS schools
- The current EDB policy restricted the School's future expansion by admitting more students who desire for the international style and EMI education.
- Turnover of students due to family relocation



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Major Concerns for a period of 3 school years

- 1. To continue to raise academic standards and students' ownership of learning**
- 2. To cultivate the YHKCC model of all rounded education to further strengthen the student development programme**
- 3. To foster the administration system in order to support the learning and teaching activities.**



School Development Plan (3-school-year period)

Major Concerns	Targets	Time Scale (Please insert ✓)			A General Outline of Strategies
		Year 1	Year 2	Year 3	
1 To continue to raise academic standards and students' ownership of learning	<ul style="list-style-type: none"> Further improve quality of Learning and Teaching 	✓	✓	✓	<ul style="list-style-type: none"> Consolidation of last year's strategies, including continuing regular CPD, Student-Centered Teaching and Learning, Collaborative Lesson Planning and Peer Observation. External assessment of quality of learning and teaching. Introduce Mentoring Programme for newly qualified and less experienced teachers.
	<ul style="list-style-type: none"> Improve public examination results 	✓	✓	✓	<ul style="list-style-type: none"> Set target/expected grades for students Provide additional support after school



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	<ul style="list-style-type: none"> Further develop the second language curriculum 	✓	✓	✓	<ul style="list-style-type: none"> Improve the Elementary Chinese curriculum by developing school-based teaching materials and provide training for staff. Continue to support and encourage the other languages learning in school including French, Spanish and Japanese.
	<ul style="list-style-type: none"> Further develop the HKDSE and GCE curricula 	✓	✓	✓	<ul style="list-style-type: none"> Offer training to HKDSE and GCE teachers Utilize the resources provide by CIE/Edexcel
	<ul style="list-style-type: none"> To raise students' and parents' academic awareness through further development and enhancement of school facilities 	✓	✓		<ul style="list-style-type: none"> To further design and launch the virtual learning environment (mYnet) to students and parents



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Major Concerns	Targets	Time Scale (Please insert ✓)			A General Outline of Strategies
		Year 1	Year 2	Year 3	
2 To cultivate the YHKCC model of all rounded education to further strengthen the student development programme	<ul style="list-style-type: none"> Improve students' study and learning skills 	✓	✓	✓	<ul style="list-style-type: none"> Strengthen the PSE programme by integrating the introduction of learning skills
	<ul style="list-style-type: none"> Increase opportunities for students to present their academic work and achievements 	✓ ✓ ✓	✓ ✓	✓ ✓	<ul style="list-style-type: none"> Provide opportunities to present the projects and reports prepared by students (i.e. artwork) Further promote the Personal Best programme and demonstrate the outstanding work to students Publicly recognise students' outstanding academic achievements



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	<ul style="list-style-type: none"> Development of Student Leadership Programme 	✓			<ul style="list-style-type: none"> Further strengthen the House System Further develop the Student Council Redevelop the Prefect System Establish a Student Ambassador Team
	<ul style="list-style-type: none"> To continuously provide additional sporting experiences for students 	✓	✓	✓	<ul style="list-style-type: none"> To participate in the International Schools Sports Federation's competitions To setup a cricket club To setup a netball club To further improve the sport facilities (i.e. cricket cage, replacement of astro turf, repaint the basketball court)
	<ul style="list-style-type: none"> To raise students' awareness and understanding of different cultures 	✓	✓	✓	<ul style="list-style-type: none"> To organize and participate in different cultural celebration programmes To promote different country's festivals



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	<ul style="list-style-type: none"> To consolidate various service programmes in order to develop and provide a systematic service learning opportunity to the students 	✓	✓	✓	<ul style="list-style-type: none"> To further enrich the content of the service programmes, such as Service Outreach Programme, seasonal community service, in-school service experience.
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Major Concerns	Targets	Time Scale (Please insert ✓)			A General Outline of Strategies
		Year 1	Year 2	Year 3	
3 To foster the administration system in order to support the learning and teaching activities.	• Improve examination procedures and processes	✓	✓		• To refine examination procedures and processes and publish an Examination Handbook for staff.
	• Introduce 'student reflection'	✓			• To continue to organize Student-Teacher Conference • To enhance student's self evaluation programme
	• To continue to strengthen the HR policies in staff management	✓	✓		• To enhance communication and transparency in policy setting and staff recruitment
	• To continue to strengthen operations in the Finance Division	✓	✓		• To introduce new computer software to enhance the job efficiency • To further utilize the electronic payment system • To redesign the job responsibility of Office Staff



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	<ul style="list-style-type: none"> To continue to raise the reputation of the school in the community 	✓	✓	✓	<ul style="list-style-type: none"> To review and improve marketing strategies To obtain external accreditation
	<ul style="list-style-type: none"> To evaluate selected school policies 	✓	✓	✓	<ul style="list-style-type: none"> To different school policies regularly