



# YMCA of Hong Kong Christian College

School Development Plan  
2014/2015 – 2016/2017





## SCHOOL VISION, MISSION AND VALUES

### Vision

The school is 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 is the partnership among teachers, parents and students.

### Mission

#### **C**REATIVITY & CRITICAL THINKING 發揮創造力及創意思維

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

本校積極為學生締造一個理想的學習環境，使學生可學習獨立思考及發揮創意。

#### **A**CHIEVEMENT 成就及成就感

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.

本校深信每位港青基信書院的學生，都有其上帝賦予的恩賜與潛能。我們將透過學習引發他們各方面的潛能。

#### **R**ESILIENCE & RESPONSIBILITY 培養生活適應力及責任感

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

本校將協助各學生培養他們的適應力，去面對社會各種挑戰和突如其來的變化，且培養學生的責任感，令他們成為良好的公民。

#### **E**NGLISH PROFICIENCY, EMPOWERMENT & EXCELLENCE 優異的英語能力、盡展潛能及追求卓越

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

本校期望學生及教職員在校內英語環境的薰陶下，竭盡所能，追求卓越，盡展所長。

#### **S**ERVICE AND SPIRIT 本著基督教信仰服務社會

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

本校本著基督教服務人群的精神，強調學生對社會的貢獻，鼓勵他們扶助社會上的弱勢社群和有需要的人士。

### Values





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**SCHOOL MOTTO AND SCRIPTURE**

**Fides et virtus**  
 (Faith and Strength)

School Motto 校訓

篤信 剛毅

**I have come that they may have life, and have it to the full.**  
 (John 10:10)

School Scripture 經訓

我來了, 是叫人得生命, 並且得的更豐盛。  
 (約翰福音十章十節)



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## Holistic Review

### I. Effectiveness of the previous School Development Plan

Major Concerns	Extent of targets achieved	Follow-up action	Remarks
<b>1. To continue to raise academic standards and students' ownership of learning</b>			
<ul style="list-style-type: none"> <li>Further improve quality of Learning and Teaching</li> </ul>	Partly Achieved	<ul style="list-style-type: none"> <li>A series of Staff Development Programmes for enhancing L &amp; T effectiveness will be continued.</li> <li>Programmes to support students who are facing challenges in studies will be arranged.</li> <li>Continued to be Major Concerns in the next SDP and ASP</li> </ul>	
<ul style="list-style-type: none"> <li>Improve public examination results</li> </ul>	Partly Achieved	<ul style="list-style-type: none"> <li>Continue to strengthen the learning support given to students</li> <li>Continued to be Major Concerns in the next SDP and ASP</li> </ul>	
<ul style="list-style-type: none"> <li>Further develop the second language curriculum</li> </ul>	Partly Achieved	<ul style="list-style-type: none"> <li>The programme for Elementary Chinese and French were well developed, refinement is needed to accommodate the changes of external environment</li> <li>Continue development is needed for Spanish as it is a new subject which was started 3 years ago.</li> </ul>	



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		<ul style="list-style-type: none"> <li>Incorporated as routine work</li> </ul>	
<ul style="list-style-type: none"> <li>Further develop the HKDSE and GCE curricula</li> </ul>	Achieved	<ul style="list-style-type: none"> <li>The subjects under each curriculum were satisfactorily developed.</li> <li>Refinement is needed to accommodate the changes of the syllabus and examination requirement</li> <li>Incorporated as routine work</li> </ul>	
<ul style="list-style-type: none"> <li>To raise students' and parents' academic awareness through further development and enhancement of school facilities</li> </ul>	Achieved	<ul style="list-style-type: none"> <li>Online communication platform, mYnet, was launched.</li> <li>Continuous improvement and introduction of new modules are needed</li> </ul>	



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Major Concerns	Extent of targets achieved	Follow-up action	Remarks
<b>2. To cultivate the YHKCC model of all rounded education to further strengthen the student development programme</b>			
<ul style="list-style-type: none"> <li>Improve students' study and learning skills</li> </ul>	Achieved	<ul style="list-style-type: none"> <li>Skills were included and delivered through the PSE programme.</li> <li>Incorporated as routine work.</li> </ul>	
<ul style="list-style-type: none"> <li>Increase opportunities for students to present their academic work and achievements</li> </ul>	Achieved	<ul style="list-style-type: none"> <li>Students' work were displayed and demonstrated to others in different occasions.</li> <li>Incorporated as routine work.</li> </ul>	
<ul style="list-style-type: none"> <li>Development of Student Leadership Programme</li> </ul>	Achieved	<ul style="list-style-type: none"> <li>Various student leadership bodies were established and will continue to be developed.</li> <li>Incorporated as routine work.</li> </ul>	
<ul style="list-style-type: none"> <li>To continuously provide additional sporting experiences for students</li> </ul>	Achieved	<ul style="list-style-type: none"> <li>New sports (i.e. cricket, softball, netball, indoor rowing) were introduced to students and the corresponding sport teams were setup.</li> <li>Students were given opportunities to experience other sports during the LWL week and enrichment week, e.g. dragon boating, bowling, archery, canoeing, rock climbing, etc</li> <li>Incorporated as routine work.</li> </ul>	



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<ul style="list-style-type: none"> <li>To raise students' awareness and understanding of different cultures</li> </ul>	<p>Achieved</p>	<ul style="list-style-type: none"> <li>International Fun Fair with elements of understanding and celebrating different cultures was launched.</li> <li>Corresponding ECA clubs were set up.</li> <li>Cultural Exchange and Language Immersion tours were organized.</li> <li>Incorporated as routine work.</li> </ul>	
<ul style="list-style-type: none"> <li>To consolidate various service programmes in order to develop and provide a systematic service learning opportunity to the students</li> </ul>	<p>Achieved</p>	<ul style="list-style-type: none"> <li>Service Outreach Week was launched</li> <li>Provided various services opportunities to students inside and outside school.</li> <li>Incorporated as routine work.</li> </ul>	



Major Concerns	Extent of targets achieved	Follow-up action	Remarks
<b>3. To foster the administration system in order to support the learning and teaching activities.</b>			
<ul style="list-style-type: none"> <li>Improve examination procedures and processes</li> </ul>	Achieved	<ul style="list-style-type: none"> <li>Two staff were designated for administering and handling both internal and external examination matters</li> <li>Clear guidelines and procedures were designed and implemented.</li> <li>Incorporated as routine work.</li> </ul>	
<ul style="list-style-type: none"> <li>Introduce ‘student reflection’</li> </ul>	Achieved	<ul style="list-style-type: none"> <li>A routine was setup to help students to establish, implement and review learning goals/targets.</li> <li>Twice a year, Teacher-Student Conferences were introduced for students and teachers to discuss in depth the learning progress in the middle of each semester.</li> <li>Mid-semester progress report was produced to provide students information of their learning progress</li> <li>Incorporated as routine work.</li> </ul>	
<ul style="list-style-type: none"> <li>To continue to strengthen the HR policies in staff management</li> </ul>	Achieved	<ul style="list-style-type: none"> <li>Policy Manual—HR section was completed</li> <li>Regular reviews were conducted</li> </ul>	



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		<ul style="list-style-type: none"> <li>Incorporated as routine work.</li> </ul>	
<ul style="list-style-type: none"> <li>To continue to strengthen operations in the Finance Division</li> </ul>	Achieved	<ul style="list-style-type: none"> <li>Policy Manual—Finance section was completed</li> <li>Additional manpower was in place to support the daily operation.</li> <li>Incorporated as routine work.</li> </ul>	
<ul style="list-style-type: none"> <li>To continue to raise the reputation of the school in the community</li> </ul>	Achieved	<ul style="list-style-type: none"> <li>Various school events for the YHKCC community and the public were organized.</li> <li>Number of positive media attention increased</li> </ul>	
<ul style="list-style-type: none"> <li>To evaluate selected school policies</li> </ul>	Achieved	<ul style="list-style-type: none"> <li>A number of school policies were reviewed by the Quality Assurance Committee and the School Leadership Team.</li> <li>Incorporated as routine work.</li> </ul>	



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## II. Evaluation of the School's Overall Performance

PI Areas	Major Strengths	Areas for Improvement
1. School Management	<ul style="list-style-type: none"> <li>Distributed Leadership</li> <li>Trustworthy and with individual specialization Open and Transparent</li> </ul>	<ul style="list-style-type: none"> <li>Development of middle managers</li> <li>Monitoring of development</li> </ul>
2. Professional Leadership	<ul style="list-style-type: none"> <li>Fully understand and familiar with the needs of the school and its operations</li> <li>Dedicated and reliable</li> <li>Mutual respect among stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Further interwoven the eastern and western cultures</li> <li>Student participation in school operation</li> </ul>
3. Curriculum and Assessment	<ul style="list-style-type: none"> <li>Unique and able to cater for the needs of students</li> <li>Various examinations to help students to obtain international recognised qualifications</li> </ul>	<ul style="list-style-type: none"> <li>Further development of the school-based curriculum in order to cater for the ever-changing external environment</li> </ul>
4. Student Learning and Teaching	<ul style="list-style-type: none"> <li>Dedicated and caring staff</li> <li>Willing to support students</li> <li>Students are confident, willing to take new challenges and good communication skills</li> </ul>	<ul style="list-style-type: none"> <li>Mutual support among students</li> </ul>
5. Student Support	<ul style="list-style-type: none"> <li>A unique and effective pastoral care system</li> <li>Professional and dedicated staff to further support students with educational needs</li> </ul>	<ul style="list-style-type: none"> <li>Continue to develop programmes to support students who are in need</li> </ul>
6. Partnership	<ul style="list-style-type: none"> <li>Parents and Alumni are willing to offer support</li> <li>Close network with the community</li> </ul>	<ul style="list-style-type: none"> <li>Continue to strengthen the collaboration between parents, teachers, students and alumni</li> </ul>
7. Attitude and Behaviour	<ul style="list-style-type: none"> <li>Students enjoyed to be members of the</li> </ul>	<ul style="list-style-type: none"> <li>Time management skills</li> </ul>



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	<p>YHKCC</p> <ul style="list-style-type: none"><li>• Students are energetic, nice and friendly</li></ul>	<ul style="list-style-type: none"><li>• Understanding of cultural difference</li></ul>
<p>8. Participation and Achievement</p>	<ul style="list-style-type: none"><li>• Actively participate in sports, music, performing arts, visual art and other ECA activities</li><li>• Very pleasing results and performance in sports and performing art</li></ul>	<ul style="list-style-type: none"><li>• Continue to raise academic standard</li><li>• Student's time management skills</li></ul>



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### III. SWOT Analysis

#### **Our Strengths**

- An international and multi-cultural environment provides students opportunities to understand and appreciate different cultures.
- Christian ethos and values provide school and teachers a clear direction in educating and nurturing students.
- The School Management Committee is very supportive to the school operations
- A group of professional and dedicated teachers devoted themselves to support the development of students.
- Small class size and low Teacher-student ratio
- An extensive pastoral care system with 2 class teachers per class from F1 to F4, 2 Heads of Year per year group who are led by 2 Leadership Team members, Head of SGDS, supported by 2 social workers, 1 educational psychologist, 2 SEN coordinators as well as an EAL coordinator, provide an in-depth and all-round support to the students' growth.
- An open-minded and transparent management encourages teachers and students to further participate in school management and operations.
- The diversity of curriculum caters for different further studies and careers needs of our students.
- Students are enjoying studying in the school, participating in different extra-curricular activities and are always proud to be part of the YHKCC community.

#### **Our Weaknesses**

- Teaching staff have spent tremendous effort in supporting students in relation to the academic studies as students come from different background and education system.
- 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
- Indoor sports facility is needed in order to support the development of sports programmes.



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### **Our Opportunities**

- The multi-cultural environment creates a platform for students to communicate with peers with different experience, cultural and daily routine.
- The English standard of students, the multi-cultural setting of the School and a variety of curriculum made the School very unique in the Tung Chung, even Hong Kong.
- Increasing number of Parents and families interested in a true international style learning environment.
- The flexibility of DSS system provides School opportunities in formulating various creative strategies in educating students.
- DSS system continues offering school flexibility in student admissions, staff recruitment and curriculum design.
- Increasing number of overseas, mainland and local students and teachers visiting the YHKCC due to our uniqueness.
- The new development of Tung Chung will certainly improve the transportation system around the school.

### **Our Threats**

- New EDB guidelines for DSS schools may tighten the autonomy and flexibility of the operation of DSS schools.
- The decrease in birth rate in Hong Kong and the current EDB policy restricted the School to further expand by admitting more students who desire for the international style education.
- Turnover of students due to family relocation.



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## **MAJOR CONCERNS FOR 2014/2015 – 2016/2017**

- To support and facilitate students to explore and release their potentials
- To cultivate and train up the future leaders with Global perspectives
- To enhance the effectiveness and efficiency of School operations in order to meet with the rapid-changing external environment



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### School Development Plan (3-school-year period)

Major Concerns	Targets	Time Scale			A General Outline of Strategies
		14/15	15/16	16/17	
<ul style="list-style-type: none"> <li>To support and facilitate students to explore and release their potentials</li> </ul>	<ul style="list-style-type: none"> <li>Continue to raise academic standard</li> </ul>	✓	✓	✓	<ul style="list-style-type: none"> <li>Introduction of various learning support strategies</li> <li>External assessment of quality of learning and teaching</li> <li>Continue with the Mentoring Programme for newly qualified teachers and experienced teachers with less teaching experience.</li> <li>Develop Student Learning Profile</li> </ul>



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	<ul style="list-style-type: none"> <li>• Improve public examination results</li> </ul>	✓	✓	✓	<ul style="list-style-type: none"> <li>• Continue to set high expectation for students</li> <li>• Regularly review target/expected grades for students and provide necessary support</li> <li>• Continue with the worldwide recognized benchmark test at different year groups to early identify the individual learning needs of students</li> <li>• Set progressive targets for academic departments</li> </ul>
	<ul style="list-style-type: none"> <li>• Further strengthen the professional development support for teachers</li> </ul>	✓	✓	✓	<ul style="list-style-type: none"> <li>• Introduction of various staff development programmes and activities in order to address to the developmental needs of teachers</li> <li>• Set-up Staff Development Fund to support teachers to take training courses locally or overseas</li> <li>• Further strengthen the new teacher induction programme</li> </ul>



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Major Concerns	Targets	Time Scale			A General Outline of Strategies
		14/15	15/16	16/17	
<ul style="list-style-type: none"> <li>To cultivate and train up the future leaders with Global perspectives</li> </ul>	<ul style="list-style-type: none"> <li>Cultivate and nurture students by emphasis on 5 core values</li> </ul>	✓	✓	✓	<ul style="list-style-type: none"> <li>Revamp school rules and student policies in line with 5 core values</li> <li>Using 5 core values as themes in school assemblies and PSE programme</li> </ul>
	<ul style="list-style-type: none"> <li>Further strengthen the student leadership bodies: Student Council, House, Student Ambassadors and Prefects</li> </ul>	✓	✓	✓	<ul style="list-style-type: none"> <li>Provide various training to students</li> <li>Encourage student leaders to participate in school operations</li> <li>Empower student leaders to raise ideas and put it in actions</li> </ul>
	<ul style="list-style-type: none"> <li>Strengthen their awareness in both local and global affairs</li> </ul>	✓	✓	✓	<ul style="list-style-type: none"> <li>Organise various talks and seminars for students</li> <li>Strengthen teachers' understanding in international-mindedness</li> <li>Offer various local and overseas trip to let students to experience and understand different environments and its cultures</li> </ul>



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Major Concerns	Targets	Time Scale			A General Outline of Strategies
		14/15	15/16	16/17	
<ul style="list-style-type: none"> <li>To enhance the effectiveness and efficiency of School operations in order to meet with the rapid-changing external environment</li> </ul>	<ul style="list-style-type: none"> <li>Refine and improve the current administrative system</li> </ul>	✓	✓	✓	<ul style="list-style-type: none"> <li>To review the current system in order to increase the efficiency</li> <li>Reduce unnecessary admin work in order to create time to focus on student learning and teaching</li> </ul>
	<ul style="list-style-type: none"> <li>Further develop the online communication and learning platform</li> </ul>	✓	✓		<ul style="list-style-type: none"> <li>To explore the possibility to develop mobile version for mYnet</li> <li>To introduce various modules to strength the communication between teachers, students and parents through mYnet</li> </ul>
	<ul style="list-style-type: none"> <li>To review the current operation with the aim of further strengthen the internal control and governance</li> </ul>	✓	✓		<ul style="list-style-type: none"> <li>Continue to conduct various surveys to collect views from stakeholders</li> <li>QAC and the Leadership Team to review and revise the current policies and to conduct internal audit</li> </ul>