



# **Po Leung Kuk Ngan Po Ling College**

## **School Development Plan 2003 – 2008**

**26 July 2004**

## School Mission

1. We aim at providing students with a happy, harmonious and positive learning environment conducive to moral, academic, physical, social, personal and artistic development.
2. We nurture students with solid foundation for further studies and better career development.
3. We promote students' language proficiency in English, Chinese and Putonghua and skills in Information Technology.
4. We help students build up confidence, thinking skills, analytical skills and perpetual learning ability in order to better prepare them for the challenges in the 21<sup>st</sup> century.
5. We promote all round education in students' moral, intellectual, physical, social and aesthetic development.

### \* Note:

As discussed with the Po Leung Kuk School Board, a community college is being operated at Po Leung Kuk Vicwood K.T. Chong Sixth Form College (保良局莊啓程預科書院); and a new community college will be jointly operated by the HK University and Po Leung Kuk in Causeway Bay. Thus, in the year 03-08, operating a Community College is no longer the school mission of Po Leung Kuk Ngan Po Ling College as stipulated in the school proposal submitted to the Education and Manpower Bureau in the Year 2001.

## SWOT Analysis

### 1. Strengths

- The school has an effective and efficient management team. All members are experienced professionals who share a common vision to provide students with high quality education. They can effectively plan and implement school programmes related to development and quickly respond to any measures to enhance the quality of education. They are able to set up a role model and effectively lead and support their subordinates to implement the school's mission and vision.
- Teachers are energetic and enthusiastic. They are able to incorporate the modern educational theories and technologies to the whole-person development of students. They are cooperative and eager to share their teaching methods and resources.
- The school endeavours to enhance students' bilingual and trilingual proficiency, to prepare them for further studies and career development.
- All teachers and staff can participate in formulating school policies and they have a strong sense of belonging to the school.
- The school has implemented a school-based evaluation system in order to enhance the quality of teaching and learning.
- The use of English as the medium of instruction starting from junior forms is widely accepted by parents.
- The school has the new millennium design which provides students with an effective learning environment. Each classroom is equipped with a computer and a LCD projector for IT teaching.
- Teachers have a good communication with parents and can effectively care for students' personal growth.

### 2. Weaknesses

- The school is developing at a high pace. Although most of the outcomes are satisfactory, there is room for improvement.
- Learning abilities among students vary and this increases the difficulty in catering for individual needs.
- Students lack initiative to learn. They often rely on their teachers to guide them in the process.
- Students do not often speak English and Putonghua outside classrooms. More strategic policies should be implemented to encourage them to speak English and Putonghua.

### 3. Opportunities

- The school has planned to build a 3-storey annex which comprises an indoor swimming pool, a number of classrooms and multi-purpose rooms inside the school campus. This can develop students' potential in swimming and provide more rooms for small class teaching.
- The school is planning a school-based project learning curriculum to be implemented in S.1 (2004-2005) onwards so that students can effectively acquire the project skills.

- The school will join the School Development Project (2004-2005) organized by the Chinese University of Hong Kong. This external review together with the school self-evaluation will enhance school development and accountability.
- The establishment of the Parent-Teacher Association will encourage parents to actively participate in school management.

#### 4. Threats

- The school is situated in Kowloon City. There are many reputable schools and the competition is keen.
- The overall decreasing birth rate in Hong Kong will increase the difficulty of student recruitment.
- Students' values and attitudes are greatly affected by the society of Hong Kong.

### School Development Plan – Administration (2003 – 2008)

Major Concerns	Intended Outcomes /Targets	Strategies/ Tasks	Success Criteria	Method of Evaluation	Responsible Personnel	Time Scale				
						03/04	04/05	05/06	06/07	07/08
1. Develop school organization structure and management of daily operation	(a) Establish a well accepted organization network which enhances participation in management and sense of ownership among teachers and staff.	➤ Establish formal or informal channels to ensure all staff have a thorough understanding of the school policies, mission, major concerns and priority of work.	➤ There are staff meeting, subject meeting and class teachers' meeting every month.	<ul style="list-style-type: none"> <li>➤ Observation</li> <li>➤ Records</li> <li>➤ Minutes</li> </ul>	<ul style="list-style-type: none"> <li>➤ School Principal</li> <li>➤ Executive committee members</li> <li>➤ Committee heads</li> </ul>	✓	✓	✓		
	(b) Subject panels and committee can closely communicate with the school principal and School Management Parties.	➤ Establish clear policy-making procedures so that staff can share views and offer suggestions.	➤ 70% of teaching staff and supporting staff understand the school direction and consider having ample opportunities to communicate with the school principal and school management parties.				✓	✓	✓	
	(c) The duties and responsibilities of all subject panels and committees are well defined.	➤ Encourage staff to express opinions related to school policies or practices.	➤ 70% of staff consider their duties and responsibilities are well defined.	➤ Survey		✓	✓	✓	✓	✓
		➤ Job specifications are clearly spelt out in school documents.	➤ Procedure manuals, work files and records of school functions of previous years are properly placed.			✓	✓	✓		

Major Concerns	Intended Outcomes / Targets	Strategies/ Tasks	Success Criteria	Method of Evaluation	Responsible Personnel	Time scale				
						03/04	04/05	05/06	06/07	07/08
1. Develop school organization structure and management of daily operation (cont'd)	(d) The school has clear guidelines for staff to perform various assigned duties and to handle daily matter systematically.	➤ Work out procedural manuals for various operations of the school.	➤ School administration files, panel files and committee files are properly arranged.	➤ Records ➤ documents	➤ School Principal, ➤ Executive committee members ➤ Committee heads		✓	✓		
	(e) Establish a systematic filing system.	➤ Work out effective filing system through computerization and systematic hard copies filing system.					✓	✓		
	(f) Teachers or staff are aware of their roles and duties in keeping safety measures and crisis management.	➤ Set up a crisis management team to formulate measures according to the safety guidelines; to monitor safety in areas within the school premises; and to conduct various drills. Staff and students fully understand and follow the safety rules.	➤ A crisis management committee is organized for possible school crisis.	➤ Observation	➤ Crisis Management Committee	✓	✓	✓		
		➤ Establish a mechanism to deal with crisis and emergencies.	➤ 70% of staff understand their role in school crisis.	➤ Survey		✓	✓	✓		
		➤ Compile a crisis management manual with clear procedures and instructions to ensure effective and timely actions will be taken once crisis arise.	➤ Crisis management manuals are placed in staff room and general office for staff's reference.	➤ Records ➤ Documents			✓	✓		

Major concerns	Intended Outcomes / Targets	Strategies/ Tasks	Success Criteria	Method of Evaluation	Responsible Personnel	Time scale				
						03/04	04/05	05/06	06/07	07/08
2. Human Resources Management	(a) The work relationship between the school managers, the middle managers and the staff is harmonious.	<ul style="list-style-type: none"> <li>➤ Create formal and informal channels to better communication.</li> <li>➤ Build up team spirits and staff ethos</li> </ul>	<ul style="list-style-type: none"> <li>➤ 70% of staff consider the relationship among school members, management parties and staff is harmonious</li> </ul>	<ul style="list-style-type: none"> <li>➤ Survey</li> <li>➤ Observation</li> </ul>	<ul style="list-style-type: none"> <li>➤ Principal</li> <li>➤ Executive committee members</li> <li>➤ Panel heads</li> </ul>	✓	✓	✓		
	(b) The staff find it meaningful to work in the school and that a strong sense of belonging can be developed.	<ul style="list-style-type: none"> <li>➤ Social activities will be periodically organized by staff welfare club.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Demonstration of strong sense of belonging and team work among staff</li> </ul>			✓	✓	✓	✓	✓
	(c) Create a positive and pleasant work atmosphere.	<ul style="list-style-type: none"> <li>➤ Workshop, meetings and collaboration in school functions to build up teams.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Low turnover rate</li> </ul>			✓	✓	✓	✓	✓
		<ul style="list-style-type: none"> <li>➤ Middle managers act as lubricants among all staff.</li> </ul>	<ul style="list-style-type: none"> <li>➤ At least three staff development functions related to education development and policy in HK, curriculum development and pastoral care are organized every year.</li> </ul>			✓				

Major Concerns	Intended Outcomes / Targets	Strategies/ Tasks	Success Criteria	Method of Evaluation	Responsible Personnel	Time scale				
						03/04	04/05	05/06	06/07	07/08
2. Human Resources Management (cont'd)	(d) The school management and middle managers have a good grasp of professional knowledge. They are visionary and creative.	➤ Staff Development programmes for classroom management and effective roles of class teachers	➤ 70% of staff consider the Staff Development sessions are useful and beneficial to their professional development	➤ Survey ➤ Records	➤ Principal ➤ Executive Committee Members ➤ Panel heads	✓	✓			
	(e) The school can work out effective school-based strategies to meet the changes and lead the school for development.	➤ Development programs on school based management, learning culture and inviting school ethos	➤ A well organized staff appraisal system with participation of school administrators, middle management team and peers teachers and staff is in place.			✓	✓			
	(f) Teachers in different specialties e.g. in curriculum development, pastoral care, discipline and extra-curricula activities, can be proactive and responsive in devising plans to cater for changing needs of the students.	➤ Perpetual on site or staff development for teachers in different specialties.	➤ 60% of staff consider the appraisal system enable them to understand their strengths and weaknesses				✓	✓	✓	✓



Major Concerns	Intended Outcomes / Targets	Strategies/ Tasks	Success Criteria	Method of Evaluation	Responsible Personnel	Time scale				
						03/04	04/05	05/06	06/07	07/08
.2. Human Resources Management (cont'd)	(g) Develop a staff appraisal system to promote the professional development and accountability of the staff; and serve as a staff management policy.	➤ Develop a fair, just and open appraisal system which includes a wide range of assessment items and is well received by the staff.	➤ 60% of staff consider the appraisal system enable them to understand their strengths and weaknesses	➤ Survey ➤ Records	➤ Principal ➤ Executive committee Members ➤ Panel heads	✓	✓	✓		
	(h) Enable staff to have a better understanding of their strengths and weaknesses as well as their training needs.	➤ Establish a mechanism to timely review the appraisal system and make appropriate revision to gear the needs and development plan of the school.					✓	✓	✓	✓

Major Concerns	Intended Outcomes / Targets	Strategies/ Tasks	Success Criteria	Method of Evaluation	Responsible Personnel	Time scale				
						03/04	04/05	05/06	06/07	07/08
3. Self-Evaluation framework and mechanism	(a) Devise a self-evaluation mechanism for the school as a whole, subject panels, committees and individuals.	➤ Develop scopes of self-evaluation	➤ The scope of self-evaluation, the school based indicators, evaluation criteria and working procedure are worked out	➤ Records ➤ Documents	➤ Principal ➤ Executive committee members	✓	✓	✓		
	(b) Analyze self-evaluation findings to refine the development plan of the school and achieve self improvement.	➤ Work out and polish school-based indicators, evaluation criteria and working procedures	➤ A designated team is held responsible for co-coordinating the self evaluation procedures and devising a feedback system for school improvement	➤ Records ➤ Observation			✓	✓	✓	
	(c) Make good use of self-evaluation analysis to implement appropriate staff training programmes.	➤ Set up a self-evaluation team	➤ External bodies render help in the self-evaluation process	➤ Records ➤ Documents			✓	✓		
		➤ Liaise with external professional bodies to seek for professional input for the self-evaluation process.	➤ Staff workshops are organized to better self-evaluation and school improvement.	➤ Records ➤ Documents ➤ Observation			✓	✓	✓	

Major Concerns	Intended Outcomes / Targets	Strategies/ Tasks	Success Criteria	Method of Evaluation	Responsible Personnel	Time scale				
						03/04	04/05	05/06	06/07	07/08
4. Financial Management and Allocation and Use of Resources	(a) Deploy resources according to the needs of school development.	➤ Invite staff to participate in formulating budgets for different subjects, committees and school functions.	➤ Annual Budget is prepared for Fixed Asset procurement and recurrent expenditure	➤ Records ➤ Documents	➤ Principal ➤ Executive committee members ➤ All teaching staff and non-teaching staff  ➤ Financial statements ➤ Budgets to Po Leung Kuk	✓	✓	✓	✓	✓
	(b) Exercise good budget control over recurrent expenditure and procurement of fixed assets.	➤ Guidelines are given to all staff for budget control.	➤ 80% of the expenditures are within budget			✓	✓	✓	✓	✓
	(c) Devise proper inventory control mechanism.	➤ Prepare monthly Income & Expenditure Accounts and submit the statements to Po Leung Kuk Education Affairs section for scrutiny.	➤ 80% of the budgeted surplus can be achieved			✓	✓	✓	✓	✓
	(d) Maintain proper cash control system.	➤ Devise clear procedures for procurement of fixed assets	➤ An accounting system known to all teaching and non-teaching staff for budget control is operating			✓	✓			
		➤ Devise a system for proper cash receipt and payment and control of cash flow.				✓	✓			

**School Development Plan – Curriculum (2003 – 2008)**

Major Concerns	Intended Outcomes / Targets	Strategies / Tasks	Success criteria	Evaluation methods	Responsible Personnel	Time scale				
						03/04	04/05	05/06	06/07	07/08
1. To strengthen foundation in learning and enhance learning skills	(a) Enhance students' abilities to speak and listen to English and Putonghua and their proficiency in handling written texts  (i) Students will be able to articulate themselves eloquently in English and Putonghua	➤ Requirement of English and Putonghua usage in all EMI classes	➤ 100% of respective language usage.	➤ Observation	➤ All language teachers		✓	✓	✓	✓
		➤ Exchange Tour to English-speaking and Putonghua-speaking countries	➤ Students are more motivated to use the respective language.			✓	✓	✓	✓	✓
		➤ Devise enhancement and remedial programme to develop students' abilities e.g ✓ Morning reading programme ✓ Morning presentation programme ✓ Holding one Putonghua Day and English Day per week respectively	➤ Improvement shown  ➤ Students are more confident in speaking aloud publicly ➤ Students are more confident in expressing themselves publicly ➤ Students speak in respective language even when interacting among themselves and with students	➤ Comparing students results before and after joining the programme.	➤ All language teachers  Chinese and English IC  ➤ All teachers and student ambassadors	✓	✓	✓	✓	✓
		➤ Observation	✓							
				✓		✓	✓	✓	✓	
(ii) Promote reading culture and arouse students' interest in reading and develop a good habit of reading	➤ Devise enhancement and remedial programme to strengthen students' language abilities e.g ✓ Participate in 'A Daily Piece' (每日一篇), organized by the CUHK (Chinese)	➤ Students have to read online at least 4 times a week	➤ Teachers monitor students' progress.	➤ All Chinese teachers	✓	✓	✓	✓	✓	

Major Concerns	Intended Outcomes / Targets	Strategies / Tasks	Success criteria	Evaluation methods	Responsible Personnel	Time scale				
						03/04	04/05	05/06	06/07	07/08
1. To strengthen foundation in learning and enhance learning skills (cont'd)	(ii) Promote reading culture and arouse students' interest in reading and develop a good habit of reading (cont'd)	➤ Devise enhancement and remedial programme to strengthen students' language abilities e.g ✓ Students read intensively by means of Morning Reading Session	➤ Students have developed an interest in reading	➤ Observation	➤ All class teachers	✓				
		✓ Establishment of 'Class Library'- each student contributes one book and share with classmates.	➤ Students read 2 books every month	➤ A very brief report to be handed in once after finishing a book	➤ All language teachers		✓	✓	✓	✓
		✓ Organize reading award scheme to award students for quality and quantity reading	➤ Students should able to read 6 books after one year	➤ Monitoring students' reading reports	➤ Librarian		✓	✓	✓	✓
	(iii) Students attain territory-wide recognized language proficiency.	➤ Quality teaching by means of both skills and knowledge based approach.	➤ A passing rate of over 70% in internal and external examinations for Chinese and English.	➤ Comparing students' examination results	➤ All language teachers					✓
		(b) Develop students' mathematical thinking and science literacy	➤ Organize Mathematics Group and project works	➤ Students carry out the projects concerning their daily lives.	➤ Observation	➤ All Mathematics teachers		✓	✓	✓
	➤ Enhance teaching skills and collaboration in Maths teaching		➤ A passing rate of over 70% and 80% in internal and external examinations respectively	➤ Comparing students' examination results			✓	✓	✓	✓
	➤ Devise enhancement and remedial programmes to develop students' language abilities		➤ Improvement shown	➤ Comparing students results before and after joining the programme.			✓	✓	✓	✓

Major Concerns	Intended Outcomes / Targets	Strategies / Tasks	Success criteria	Evaluation methods	Responsible Personnel	Time scale								
						03/04	04/05	05/06	06/07	07/08				
1. To strengthen foundation in learning and enhance learning skills (cont'd)	(b) Develop students' mathematical thinking and science literacy (cont'd)	➤ Develop students' creativity and exploratory skills by scientific invention projects in S.1	➤ Projects are conducted	➤ Observation	➤ IS panel	✓	✓	✓	✓	✓				
		➤ Develop students' problem solving skills by problem-based science projects in higher forms	➤ Problem-based science projects are conducted				✓	✓	✓	✓				
		➤ Join inter-school science competitions	➤ Students take part in science competitions			✓	✓	✓	✓	✓				
		➤ Organize visits, talks and science quiz competitions to increase students' awareness of science	➤ Visits, talks and science quiz competitions are conducted			➤ Observation ➤ Questionnaires		✓	✓	✓	✓			
		➤ Cultivate students' habit of reading science articles	➤ Students read one science article every 2 weeks			➤ Observation ➤ Reflection journals		✓	✓	✓	✓			
		➤ Provide a specialized science curriculum of Physics, Chemistry and Biology in S.3 and develop the science curriculum in accordance with HKCEE requirement	➤ Physics, Chemistry and Biology subjects are provided in S.3			➤ Science panel meetings			✓	✓	✓			
		➤ Participate in EMB Seed Projects to improve teaching and learning through collaborative research	➤ Finish the report of the study			➤ Observation			✓	✓	✓			
		➤ Better training and professional development for all science teachers	➤ A passing rate of over 70% in internal and external examinations			➤ Comparing students' examination results					✓			
					➤ Science panels									

Major Concerns	Intended Outcomes / Targets	Strategies / Tasks	Success criteria	Evaluation methods	Responsible Personnel	Time scale						
						03/04	04/05	05/06	06/07	07/08		
1. To strengthen foundation in learning and enhance learning skills (cont'd)	(c) Deepen students' understanding of the history, culture, natural and human environments of China by the introduction of the IH subject	➤ Develop a school-based Integrated Humanities(IH) curriculum for S.1 and S.2	➤ S.1 and S.2 curriculum are revised	➤ Evaluation meetings	➤ IH panel and curriculum IC	✓	✓					
		➤ Design a school-based IH curriculum at S.3 and HKCEE levels	➤ Set up IH curriculum committee				✓	✓				
		➤ Revise S.1-S.5 curriculum						✓	✓	✓		
		➤ Invite EMB to give advice to assist for the revision of the IH curriculum	➤ Examine the curriculum with EMB representatives			➤ Preparation meetings	➤ IH IC and curriculum IC			✓	✓	✓
		➤ Establish online teaching resources bank (lesson plan, teaching materials, worksheet)	➤ Upload not less than 16-week(1 term) teaching materials to school intranet every year	➤ Observation	➤ IH IC	➤ IH IC		✓	✓	✓	✓	
		➤ Set up common preparation lesson for IH teachers	➤ One lesson a week				➤ Curriculum IC			✓	✓	✓
		➤ Attend IH related seminar/workshop	➤ IH teachers should attend at least once a year.						✓	✓	✓	✓
		➤ Better understand the community and HK	➤ Hold at least 2 field studies/ visit a year for S.1/S.2 students	➤ A brief report to be handed to IH teachers	➤ IH panel	➤ IH panel		✓	✓	✓	✓	
		➤ Participation in community/voluntary work	➤ S.2 and S.3 students should participate in community/ voluntary work once a year						✓	✓	✓	
		➤ Better understand China and strengthen national identity	➤ Hold a field trip to Shenzhen/ Guangdong province once a year for S.2/S.3 students				➤ Observation			✓	✓	✓
➤ Help develop school-based lesson and co-curricular project learning	➤ Content of project lessons and project learning are revised	➤ Evaluation meetings	➤ IH teachers, Librarian and curriculum IC		✓	✓	✓	✓				

Major Concerns	Intended Outcomes / Targets	Strategies / Tasks	Success criteria	Evaluation methods	Responsible Personnel	Time scale				
						03/04	04/05	05/06	06/07	07/08
1. To strengthen foundation in learning and enhance learning skills (cont'd)	(d) Enhance skills learning— Students will be able to master thinking skills and project skills.	➤ Conduct one library period every week to train S.1 students' library skills, reading skills and high-order thinking skills	➤ The library period is conducted	➤ Observation ➤ Records	➤ Librarian	✓				
		➤ Design a school-based project learning curriculum for S.1 students (04/05 onwards)	➤ Project learning teaching schedule and related materials are produced	➤ Preparation of meetings ➤ Outcomes to be followed by Curriculum IC	➤ Librarian ➤ IH teachers	✓				
		➤ Conduct a trial-run on the school-based project lesson and co-curricular project learning in S.1 (IH)	➤ The project lesson and project learning are conducted	➤ Observation	➤ Librarian ➤ IH teachers ➤ Curriculum IC		✓			
		➤ Revise and conduct the school-based project lesson and co-curricular project learning	➤ The project lesson and project learning are revised	➤ Evaluation meetings			✓	✓	✓	✓
		➤ Coordinate and consolidate project learning (S.2 (IS) and higher forms)	➤ Mapping of co-curricular projects	➤ Preparation and evaluation meetings	➤ Curriculum Committee		✓	✓	✓	✓
		➤ Staff development on project learning	➤ A staff development on project learning is conducted				✓			
		➤ Develop and conduct a trial run on thinking skills in Life Education curriculum	➤ Development of thinking skills	➤ Observation ➤ Evaluation meetings	➤ Curriculum IC	✓	✓	✓		
		➤ Staff development on thinking skills	➤ A staff development on project learning is conducted						✓	
		➤ Coordinate and consolidate thinking skills learning	➤ Development of thinking skills in various subjects is coordinated	➤ Preparation and evaluation meetings	➤ Curriculum Committee				✓	✓



Major Concerns	Intended Outcomes / Targets	Strategies / Tasks	Success criteria	Evaluation methods	Responsible Personnel	Time scale				
						03/04	04/05	05/06	06/07	07/08
1. To strengthen foundation in learning and enhance learning skills (cont'd)	(e) Develop school-based monitoring and evaluation of curriculum implementation	➤ Conduct a trial run on collaborative preparation of lessons, lesson observation, assignment inspection and evaluation of teaching effectiveness by analysis of questionnaires responded by students and teacher	➤ All measures are conducted as planned	➤ Questionnaires ➤ Evaluation meetings	➤ Curriculum committee	✓	✓	✓		
		➤ Develop and implement a sound evaluation mechanism to monitor and evaluate curriculum implementation	➤ The mechanism is revised	➤ Evaluation meetings	➤ Curriculum committee				✓	✓

### School Development Plan – Guidance (2003-2008)

Major Concerns	Intended Outcomes / Targets	Strategies / Tasks	Success criteria	Evaluation methods	Responsible Personnel	Time scale				
						03/04	04/05	05/06	06/07	07/08
1. Encourage a balanced development in personal growth	(a) A balanced development in personal growth, including better social relationship, emotional control, parent-child relationship and social awareness	➤ Reinforce positive behaviors through implementing the award schemes.	➤ 70% of teachers are satisfied with the behaviour of discipline of students	➤ Teachers' questionnaires	➤ Guidance & Discipline Teams	✓	✓	✓	✓	✓
		➤ The system of award and punishment shall be fully communicated to teachers, parents and students before the implementation of school rules and regulations.. ➤ Promote good conduct and properly handle students' misbehaviors.				✓	✓	✓	✓	✓
		➤ Provide life education and civic education across the curriculum so as to instill correct concepts to facilitate students' future development in body and mind.	➤ 70% students are satisfied with school life and learning environment	➤ Students' Inventory	➤ Class teachers ➤ Students	✓	✓	✓	✓	✓
		➤ Implement the dual-class-teacher scheme and enhance the role of class teachers in providing advice and guidance to students at S1 to S4 levels				✓	✓	✓	✓	✓

Major Concerns	Intended Outcomes / Targets	Strategies / Tasks	Success criteria	Evaluation methods	Responsible Personnel	Time scale				
						03/04	04/05	05/06	06/07	07/08
2. National Education	Students show respect for the National Anthem and the National Flag  Students acquire more knowledge about the development of China	➤ Teach students how to sing the National Anthem and explain them the theme.	➤ National flag hoisting ceremonies are held for school commencement, closing ceremony, celebrations of the National Day and HKSAR Establishment Day	➤ Minutes ➤ Documents ➤ Observation	➤ Civic and National Education Team		✓	✓	✓	✓
		➤ Broadcast patriotic songs during lunch time.	➤ All students know how to sing national anthem				✓	✓	✓	✓
		➤ Involve students in flag-hoisting ceremony on various occasions.	➤ At least one school wide programme is held to foster national understanding			✓	✓	✓	✓	✓
		➤ Collaborate programmes related to the development of China.					✓	✓	✓	✓
3. Promote the sense of belonging to our community	(a) Students have a sense of responsibility and are willing to contribute and serve others.	➤ Each student has to perform community services at least once a year	➤ 60% of students are satisfied with the quality and quantity of the community service performed	➤ Questionnaires	➤ Community Services Team ➤ Integrated Humanities subject panel	✓	✓	✓	✓	✓
		➤ Train up the upper form students eg. S6 students to be the leader of community service and help the guidance committee to coordinate guidance activities/ programs					✓	✓	✓	✓
		➤ Set up social services club to encourage students to perform community services throughout the year.					✓			

Major Concerns	Intended Outcomes / Targets	Strategies / Tasks	Success criteria	Evaluation methods	Responsible Personnel	Time scale				
						03/04	04/05	05/06	06/07	07/08
4. Improve communication between parents and teachers.	Parents and school develop trust and rapport with each other to help enhance students' healthy development in school and family.	<ul style="list-style-type: none"> <li>➤ Set up Parent-Teacher Association to encourage parents to actively participate in school functions.</li> </ul>	<ul style="list-style-type: none"> <li>➤ 50% of parents are satisfied with the parent-teacher activities organized and the role of being partners to school</li> </ul>	<ul style="list-style-type: none"> <li>➤ Questionnaires</li> </ul>	<ul style="list-style-type: none"> <li>➤ Parent-Teacher Association IC</li> </ul>		✓	✓	✓	✓
5. Provide proper counselling to students in need	Identify students in need and offer suitable internal or external counseling services for those students	<ul style="list-style-type: none"> <li>➤ Set up referral system and refer students in need to social worker or external organizations.</li> </ul>	<ul style="list-style-type: none"> <li>➤ 60% consider that students in need are satisfied with the services given</li> </ul>			<ul style="list-style-type: none"> <li>➤ Observation</li> <li>➤ Documents</li> </ul>	<ul style="list-style-type: none"> <li>➤ Class teachers</li> <li>➤ Guidance and counseling team</li> </ul>	✓		
		<ul style="list-style-type: none"> <li>➤ Collect students' personal data including students' family background, life attitude, emotion and physical condition to identify students in need.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Students in need have ample channels to seek help in school</li> </ul>	✓	✓			✓	✓	✓
		<ul style="list-style-type: none"> <li>➤ Organize parents meetings to closely liaise and cooperate with the parents of the students in need.</li> </ul>		✓	✓			✓	✓	✓

Major Concerns	Intended Outcomes / Targets	Strategies / Tasks	Success criteria	Evaluation methods	Responsible Personnel	Time scale				
						03/04	04/05	05/06	06/07	07/08
6. Help students in career planning	(a) Prepare S.5 students for further study or job seeking after graduation.	➤ Conduct a survey among S.5 students to collect the information about their preferred working fields so as to facilitate organization of relevant career programmes.	➤ Students understand the careers path for further studies of career development	➤ Documents ➤ Questionnaires ➤ Observation	➤ Careers guidance team		✓	✓	✓	✓
		➤ Teach interview skills in life education lessons.					✓	✓	✓	✓
		➤ Conduct tests in helping students to know more about themselves to facilitate personal and life wide career planning.					✓	✓	✓	✓
		➤ Organize exhibitions to introduce different work fields such as catering, tourism etc.					✓	✓	✓	✓
		➤ Organize visits to companies					✓	✓	✓	✓
		➤ Organize talks or board exhibitions on further studies (especially overseas studies and procedure on S.6 admission)					✓	✓	✓	✓

Major Concerns	Intended Outcomes / Targets	Strategies / Tasks	Success criteria	Evaluation methods	Responsible Personnel	Time scale				
						03/04	04/05	05/06	06/07	07/08
6. Help students in career planning (cont'd)	(b) Help S.3 students opt subjects for S.4.	➤ Organize talks for S.3 students on selection of subjects in S.4	➤ 70% of S4 students feel they have made appropriate choices of subjects.	➤ Questionnaires	➤ Class teachers ➤ Guidance of Counseling Team			✓	✓	✓
	(c) Prepare S.7 students for further studies or job seeking after graduation	➤ Organize talks on application of JUPAS and on undergraduate programmes offered by different universities.	➤ 60% of S4 graduates and S6 students know how to make choices related to their careers development					✓	✓	✓
		➤ Conduct board exhibition for courses offered by overseas universities and colleges						✓	✓	✓
		➤ Teach students interview skills and skills in writing application letters and resumes						✓	✓	✓
7. Support to new students	Facilitate students to adapt to their new school lives.	➤ Organize orientation programmes to help students to understand the school environment in advance	➤ 70% of S1 Students find school life fulfilling and enjoyable			✓	✓	✓		
		➤ Conduct parents' meetings for new students' parents to help them better understand the school policies and system		✓	✓	✓	✓	✓		
8. Support to school leavers	Students are prepared for their exit	➤ Career guidance for further studies & career development	➤ School leavers obtained sufficient information	➤ Observation ➤ Records	➤ Career teachers		✓	✓	✓	✓

**School Development Plan – Discipline (2003-2008)**

Major Concerns	Intended Outcomes/ Targets	Strategies/Tasks	Success criteria	Evaluation methods	Parties responsible	Time scale				
						03/04	04/05	05/06	06/07	07/08
1. Fostering an orderly and safe learning environment	(a) Good personal habits are cultivated: politeness, respect, responsibility, punctuality and personal appearance.	➤ Discipline and routine training.	➤ Students are polite and tidy, have low punishment rate, satisfactory attendance record, lateness record and classroom discipline.	➤ Questionnaires ➤ Statistics from student attendance	➤ Discipline Committee ➤ All teachers	✓	✓	✓		
		➤ Whole school approach to discipline and guidance	➤ Teachers understand and perform discipline and guidance work confidently			➤ Executive Committee ➤ Discipline and Guidance Committee	✓	✓	✓	✓
		➤ Enhance the acceptability of award and punishment system.	➤ Rules and regulations are accepted by different stakeholders	➤ Discipline Committee	✓		✓	✓	✓	✓
		➤ Developing student self-monitoring organizations, e.g. prefects	➤ Assertive and respected prefects who understand their role and authority and are effective in student discipline management		➤ Questionnaires		✓	✓	✓	✓
	(b) To establish good class ethos: cohesive, supportive and participating	➤ Enhance role of class teachers (2-class teacher policy)	➤ 70% class teachers are satisfied with the class ethos and school ethos	➤ Executive Committee ➤ Discipline and Guidance Committee	✓		✓	✓	✓	✓

Major Concerns	Intended Outcomes/ Targets	Strategies/Tasks	Success criteria	Evaluation methods	Parties responsible	Time scale				
						03/04	04/05	05/06	06/07	07/08
1. Fostering an orderly and safe learning environment (cont'd)	(b) To establish good class ethos: cohesive, supportive and participating (cont'd)	➤ Strengthening collaboration among class teachers at their same level	➤ A clearly defined structure of class management structure developed ➤ Coordination of class teachers in the same form	➤ Documents ➤ Minutes	➤ Class teacher coordinators	✓	✓	✓	✓	
	(c) sustain an orderly and safe school environment	➤ Formulation of student routine requirements, duty and campus monitoring system	➤ Structure and system of campus monitoring completed	➤ Documents		✓	✓	✓		
	(d) Good school reputation/ school ethos	➤ In-school requirement and trainings on personal appearance/ behaviour/ voluntary services outside school	➤ Student-in-take upgraded	➤ Number of admission/enrollment ➤ Questionnaires from parents	➤ Discipline and guidance committee	✓	✓	✓	✓	
		➤ Monitoring of student behaviour outside school	➤ Staff is deployed for patrolling duty on a regular basis	➤ A number of misbehaviour reports	➤ Discipline Committee	✓	✓	✓	✓	
2. Personal development: good virtues among students	Cultivation of confidence, good citizenship and acceptance of multicultural interaction	➤ Leadership training ➤ Preventive mass programmes	➤ Annual programme conducted	➤ Participation rate of programmes ➤ Questionnaires	➤ Discipline and guidance committee		✓	✓	✓	✓



**School Development Plan - Extra-Curricular Activities (2003—2008)**

Major Concerns	Intended Outcomes / Targets	Strategies / Tasks	Success criteria	Evaluation methods	Parties responsible	Time scale				
						03/04	04/05	05/06	06/07	07/08
1. Develop sports and aesthetic skills and cultivate healthy hobbies.	(a) To diversify the interests of students and to help them develop their potential in different aspects of skills, intelligence and learning.	<ul style="list-style-type: none"> <li>➤ Introduce different kinds of activities in accordance with the interest of students.</li> <li>➤ Each student should participate in 2 different activities in one semester.</li> </ul>	<ul style="list-style-type: none"> <li>➤ The attendance of the students have to reach 70 % or above</li> </ul>	<ul style="list-style-type: none"> <li>➤ Attendance of students in the courses.</li> </ul>	➤ ECA committee	✓	✓	✓		
	(b) 40 different kinds of extra-curricular activities being provided in the ECA sessions	<ul style="list-style-type: none"> <li>➤ Employ qualified coaches to conduct the ECA training.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Students can learn effectively in the ECA sessions.</li> </ul>	<ul style="list-style-type: none"> <li>➤ 60 % of the students show great interest in the ECA activities.</li> </ul>		✓	✓	✓	✓	✓

Major Concerns	Intended Outcomes / Targets	Strategies / Tasks	Success criteria	Evaluation methods	Parties responsible	Time scale				
						03/04	04/05	05/06	06/07	07/08
2. Develop the leadership talents of the students	(a) Students demonstrate a sense of responsibility, positive attitudes and habits in a wide range of activities.	➤ Establish 4 houses (Red, Yellow, Blue, Green) and organize inter-house competitions, including ball games, musical competition.	➤ Students initiate or organize different kinds of activities or competitions in the school.	➤ Observation and comment from the house-advisors.	➤ House advisor		✓	✓	✓	✓
		➤ Develop the ethos in different houses.						✓	✓	✓
	(b) Students demonstrate their leadership abilities in organizing activities	➤ Establish Student Union to provide chances for students to develop their leadership skills.	➤ Students can organize different kinds of activities independently	➤ Observation of the SU-advisor	➤ SU advisor			✓	✓	✓
		➤ Provide leadership training to the students	➤ 50% of student leaders in school	➤ By questionnaires ➤ By observation from teachers	➤ ECA committee		✓	✓	✓	✓

Major Concerns	Intended Outcomes / Targets	Strategies / Tasks	Success criteria	Evaluation methods	Parties responsible	Time scale				
						03/04	04/05	05/06	06/07	07/08
3. Promote school image through external competitions.	A number of school teams in Sports and Music Education being set up with active students' participation	<ul style="list-style-type: none"> <li>➤ Select and train up potential students in athletics, volleyball &amp; swimming teams; school choir, and Chinese musical and Western musical teams.</li> </ul>	<ul style="list-style-type: none"> <li>➤ 70 % of staff are satisfied with the participation rate in the inter-school or external competition</li> <li>➤ 70% of staff are satisfied with the student's effort, performance or awards received in external competitions.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Questionnaires</li> <li>➤ Students' participation in the training or competition.</li> </ul>	➤ ECA committee	✓	✓	✓	✓	✓
4. Provide performance opportunities to boost confidence esteem	An annual school performance is organized to examine students' talents in aesthetic skills and performance art	<ul style="list-style-type: none"> <li>➤ Annual School Concert or drama performance will be organized in order to promote the school image.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Students' ability to perform in public/school</li> </ul>	<ul style="list-style-type: none"> <li>➤ Observation of teachers.</li> </ul>	➤ All TIC of school teams		✓	✓	✓	✓
5. To raise language standard of students through different kinds of language courses in the ECA session.	To arouse students' interest in learning different kinds of languages	<ul style="list-style-type: none"> <li>➤ Provide different kinds of language courses. (E.g. IELTS, French, Japanese and Putonghua)</li> <li>➤ Certificates will be provided to students who can satisfy the set requirement.</li> <li>➤ Assist students to take part in some external language tests.</li> </ul>	<ul style="list-style-type: none"> <li>➤ 20 % of the students' population take part in language electives.</li> </ul>	<ul style="list-style-type: none"> <li>➤ The attendance of the students and the percentage of students who get the certificates.</li> </ul>	➤ ECA committee	✓	✓	✓	✓	✓

### School Development Plan – Information Technology (2003 – 2008)

Major Concerns	Intended Outcomes/ Targets	Strategies/Tasks	Success Criteria	Evaluation	Personnel Responsible	Time Scale				
						03/04	04/05	05/06	06/07	07/08
1. Develop college network infrastructure	(a) Develop a fast and easy ways to manage network infrastructure.	<ul style="list-style-type: none"> <li>➤ Connect Network from 7th to 5th Floor and 7th to 1st Floor through Optical Fibre.</li> <li>➤ Link the connections from the switch to nodes by UTP Cable (Cat6), with the extendibility from 100MBps to 1GMps in the future.</li> <li>➤ Network all classrooms and special rooms with computer nodes.</li> </ul>	<ul style="list-style-type: none"> <li>➤ All nodes can be connected in a normal speed, i.e. 100MBps.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Record the number of connection failure.</li> </ul>	<ul style="list-style-type: none"> <li>➤ IT Committee</li> </ul>	✓				
		<ul style="list-style-type: none"> <li>➤ Cover the cable unreachable zones such as basketball court and covered playground by wireless LAN.</li> </ul>	<ul style="list-style-type: none"> <li>➤ The mentioned zones can be connected to the LAN through wireless technology.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Record the connection speed and availability of each zone.</li> </ul>		✓				
	(b) Allocate resources for network, hardware and software.	<ul style="list-style-type: none"> <li>➤ Equip classrooms with Computer and LCD Projectors.</li> <li>➤ Open and support computer rooms during lunch and after school.</li> </ul>	<ul style="list-style-type: none"> <li>➤ IT equipment can be fully utilized.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Feedback from teachers through online questionnaires.</li> <li>➤ Record the usage of computers by students.</li> </ul>	<ul style="list-style-type: none"> <li>➤ IT Committee</li> <li>➤ Technicians</li> <li>➤ IT Prefects</li> </ul>	✓	✓	✓	✓	✓
2. Promote the quality of teaching and learning and work in line with the balanced education vision.	(a) Support curriculum reform and related changes	<ul style="list-style-type: none"> <li>➤ Provide collaborative learning and creative learning area in the Intranet.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Students can learn collaboratively and creatively.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Collect feedback from teachers through informal interviews.</li> </ul>	<ul style="list-style-type: none"> <li>➤ IT Committee</li> <li>➤ Subject panels</li> </ul>	✓	✓	✓	✓	✓
		<ul style="list-style-type: none"> <li>➤ Organize school-based IT training courses for teachers.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Teachers can effectively use IT facilities in the school.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Collect feedback from teachers through online questionnaires.</li> </ul>	<ul style="list-style-type: none"> <li>➤ IT Committee</li> </ul>	✓	✓	✓	✓	✓
	(b) Initiate IT Prefect Education	<ul style="list-style-type: none"> <li>➤ Promote interests and enhance knowledge of the students in information technology.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Interest and knowledge in IT have been increased among IT prefects</li> </ul>	<ul style="list-style-type: none"> <li>➤ Collect feedback from IT prefect through online questionnaires and informal observation.</li> </ul>		✓	✓	✓	✓	✓

Major Concerns	Intended Outcomes/ Targets	Strategies/Tasks	Success Criteria	Evaluation	Personnel Responsible	Time Scale				
						03/04	04/05	05/06	06/07	07/08
2. Promote the quality of teaching and learning and work in line with the balanced education vision (cont'd)	(b) Initiate IT Prefect Education (cont'd)	➤ Assist teachers in IT Committee teachers for the maintenance work on IT facilities.	➤ IT facilities can be operated smoothly.	➤ Collect feedback from teachers through online questionnaires	➤ IT Committee ➤ IT Prefects		✓	✓	✓	✓
		➤ Support various IT related activities organized by the college.	➤ IT related activities can be run smoothly.	➤ Collect feedback from teachers through informal interviews.			✓	✓	✓	✓
		➤ Initiate/organize IT related activities/training in the college, such as IT Day and software trainings.	➤ 50% or above IT Prefect were involved in the training or IT related activities.	➤ Record the number and types of activities conducted. Feedback from online questionnaires.				✓	✓	✓
		➤ Join outside school IT competitions/awards such as the Hong Kong Olympiad in Informatics, Computer-assisted Project Design and IT Leader Award.	➤ Awards received in various outside schools IT competitions.	➤ Analyse the performance during and after the competition.	➤ IT Committee ➤ Computer teachers		✓	✓	✓	✓
	(c) Build up relationship between parents, students and the school.	➤ Conduct parent-child workshops such as the use of software and digital video editing.	➤ At least 20 families have joined the workshop(s)	➤ Collect feedback from parents and students from online questionnaires and informal observation.	➤ Computer teachers and IT Prefects		✓	✓	✓	✓
	(d) Prepare students to be valuable human capital amidst the rapidly emerging technologies, enable students to develop technological capability, understanding and awareness to become competent and confident members of the world of technology and the society at large.	➤ Offer school-based IT curriculum such as graphical communication.	➤ Elective courses related to IT are provided to lower form.	➤ Collect opinion from students and teachers from online questionnaire and informal observation.	➤ Graphical communication teachers		✓	✓	✓	✓
		➤ Offer school-based IT curriculum electives such as CCNA and MCP.	➤ Elective courses related to IT are provided to senior form.		➤ Outside professionals and/or teacher- trainers				✓	✓
		➤ Organize Digital Day in the school.	➤ 20% or above subjects were involved in the Digital Day.	➤ Collect opinion from students and teachers from online questionnaire and informal observation.	➤ IT committee, subject panels and IT prefects		✓	✓		
		➤ Initiate and coordinate IT week in the school.	➤ 70% or above subjects were involved in the IT week.	➤ Enquire involved subject-in-charge.					✓	✓

Major Concerns	Intended Outcomes/ Targets	Strategies/Tasks	Success Criteria	Evaluation	Personnel Responsible	Time Scale				
						03/04	04/05	05/06	06/07	07/08
2. Promote the quality of teaching and learning and work in line with the balanced education vision (cont'd)	(e) Enhance the use of information technology for interactive teaching.	➤ Provide technical support to teachers for conducting IT aided teaching and learning.	➤ Lessons can be run smoothly.	➤ Collect feedback from teachers through informal interviews.	➤ IT Technicians ➤ IT prefects	✓	✓	✓	✓	✓
		➤ Provide technical support to subject panels for developing and maintaining subject webpages.	➤ Subject webpages can be produced and updated.	➤ Collect opinions from subject panels through informal interviews.				✓	✓	✓
3. Computerize school management and administration procedure.	(a) Enhance efficiency in school administration by the use of WebSAMS	➤ Organize school information related to subjects, classes, facilities and calendars.	➤ General school information can be organized through WebSAMS.	➤ Collect opinions from School Management Module in-charge through formal meetings.	➤ General Affairs Committee	✓	✓	✓	✓	✓
		➤ Update staff information	➤ Staff information is updated.	➤ Collect opinions from Staff Management Module in-charge through formal meetings.		✓	✓	✓	✓	✓
		➤ Organize and maintain students' general information, attendance, activities, award and punishment records.	➤ Students' general information, attendance, activities, awards and punishment records are organized and maintained.	➤ Collect opinions from different Modules in-charge through formal meeting.	➤ Discipline Committee, ➤ Extra-Curricular Activities Committee	✓	✓	✓	✓	✓
		➤ Maintain and create the student assessment records effectively.	➤ Student assessment records are effectively created and maintained.	➤ Collect feedback from Assessment Module in-charge.	➤ Curriculum Development Committee ➤ IT Committee		✓	✓	✓	✓
		➤ Plan and create timetable that satisfied school-based criteria.	➤ Timetables can be compiled in accordance with school-based criteria.	➤ Collect informal feedback from teachers.				✓	✓	✓
	(b) Enhance communication between students, parents and teachers.	➤ Set up intranet system for parents, students and the school to enhance communication	➤ 70% of parents using the Intranet satisfied with the communication between parents, students and the school.	➤ Collect feedback through ➤ online questionnaires	➤ IT Committee		✓	✓	✓	✓