Pui Kiu College

Development Plan

(2005-2010)

A. Our Mission
B. Management & Organization
C. Learning & Teaching
D. Student Support
E. Student Performance
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A. Our Mission

21st century will see the renaissance of the great Chinese people. China, rooted in its deeply ingrained culture from the previous ages, will move towards a bright and glorious future. With steady progresses on the political, economic, technological and cultural fronts and endowed with tremendous national power and vast markets, China will further display her boundless vitality and potential on the international stage. Surely, she will also exert greater impetus towards the development of human civilization. Hong Kong is the melting-pot where Chinese and Western cultures integrate harmoniously. Geographically and culturally, it is in the best strategic position to play a pivot role. In this ever-changing world, Hong Kong has found her appropriate position and role.

Now is the era for China and the West to work hand in hand to build a new culture. Now is the era with abundant opportunities and challenges. In the past fifty-eight years, Pui Kiu Middle School have persisted in maintaining the provision of education in the national viewpoints as well as appreciation of our Chinese heritage, whilst we have made key efforts in placing importance in the all-round development in students, thus developing a great number of people for the society. The success of our work is evident to all. Fully capitalizing on the fusion of Chinese and Western cultures in Hong Kong and the close connections that our school has with the Mainland China and overseas, our new "through-train" school, Pui Kiu College, which comprises strong Chinese and Western cultural characteristics, are committed to provide students with broad learning experiences. We shall cultivate students to achieve proficiency in English and Chinese and encourage them to explore the multi-faceted cultures of the world. Our students are nurtured to become a new generation that is deep-thinking, astute, inquiring and truth-seeking, firm in Chinese cultural foundation and with world cultural qualities and horizons, rich in Chinese sentiments and capable of grasping opportunities to give their best and contribute to China's integration with the world.

B. Management & Organization

Facing rapid 21st century changes, the management structure of Hong Kong schools needs to undergo groundbreaking transformations to meet not only the needs of the new education reform, but also to fulfill our didactic goals and aspirations. The following are some distinctive features of Pui Kiu College's management structure:

1. A school culture which emphasizes teamwork and active, self-directed enterprising；

2. To capitalize on management flexibility of the Direct Subsidy Scheme and to implement school-based salary system;

3. Allow teachers to be fully involved in the design and organization of school operations with aim of exposing them to diverse opportunities, in addition to promoting a culture of open innovation and teamwork ；

4. Supports teachers' professional development and encourages research on teaching methodologies. Values academic exchanges with educators from overseas and mainland China with view of promoting the culture of life-long learning;

5. Encourages active teacher and parent participation in school operations and affairs;

6. Develop and maintain a close-knit, friendly relationship with the community; the school maintains open discourse and correspondence with society at large;

7. Fully utilize IT technology to enhance school management and infrastructure, strengthening communications and correspondence among school staff;

8. Emphasis on continuous development and value-added; the school management structure must synchronically facilitate implementation of school policies

B1. Leadership

1.1 Establish and Clarify the School Council's Responsibilities

The school council composed of from seven to thirteen members. The school council will invite professionals and Pui Kiu Middle School alumni to act as members of the Council. The school council will also invite parent and teacher representatives to join in the future. We aim to set up a legislative school council within 3 years and clarify the responsibilities of the School Council to ensure its leadership role in the school.

1.2 Establish and Clarify the Principal's Leadership Responsibilities

The school principal is the key figure in creating and promoting the school culture. We must enact principal's duties and entrust him/her with well-defined responsibilities. The principal is obliged to submit a School Report to the Council every year, which should consist of the self-assessment, inspection and reflection of the school executive management.

B2. Planning and Administration

With regards to planning and administration, our school strives to implement school-based management. We shall strive to develop an active and enterprising school culture founded upon complete staff participation with aim of mobilizing all school staff to promote and actualize school ideals and aims together. Here are some notable issues regarding planning and administration:

2.1 To develop a system comprised of well-defined responsibilities which is also advantageous for the staff to participate in decision-making process.

2.1.1 Strengthen the school council's instruction and inspection management structure

The School Council conducts at least 2 council meetings every year. The agenda includes inspection of the school's annual report, reviewing school affair progress, exploring and reassigning resources used to support the development of the school and determining the long-term targets of school development etc.

2.1.2 To develop an open school management structure

Establish procedures and course of action for editing of the annual school report such that teachers' make active contributions to the process of policy design and implementation, thus enhancing their sense of participation and ownership. At the end of the school term, the annual school report must be complete, explicating the school's development and affairs to both the school council and the general public.

2.1.3 To develop an organization with well-defined staff responsibilities which are commensurate with the school's mission and ideology. The organization will be responsible for planning and promoting the implementation of various tasks (please refer to the appendix for a schematic representation of the management structure).

2.2 Draft and publish a school policy and procedure handbook

The school must develop various policies and procedures within the first three years of establishment. This includes policies and procedures for administration, finance and accounting, enrolment capacity and registration, course subjects, extra-curricular activities, student discipline, counseling work, parent and public relations, crisis management etc.

2.3 Promote the Computerization of Administrative Management

By utilizing the school administration and management computerized system, we aim to develop a school intranet to store and manage various school administration and student information, strengthen communication with parents, and simplify clerical work.

【Timeline for Leadership Establishment】

	05/06	06/07	07/08	08/09	09/10
Organizing the school council	Y	Y	Y		
Develop the constitution of school council	Y	Y			
Develop school organizational structure	Y	Y			
School policy and procedure handbook	Y	Y	Y		
Establish procedures for annual school development plan and school annual report publication	Y	Y	Y	Y	Y
Formation of school culture	Y	Y	Y	Y	Y
Hiring and training of teaching staff	Y	Y	Y	Y	Y
Computerization of Administrative Management	Y	Y			

B3. Teaching Staff Management

Building and maintaining a team of highly enterprising teaching staff will be crucial if our school is to become one of the top-notch schools of Hong Kong. The management of teaching staff consists of three stages: hiring, growth and retirement.

3.1 Hiring

We are concerned with the profile of our teaching staff - namely its age, sex, subject specialization, academic qualifications, personality and ability composition. We aim for a balanced composition.

3.2 Growth

We believe it is important for teachers to adopt and exemplify the spirit of lifelong learning. In order to enhance the professional development of the teaching staff, we will conduct the following measures:

3.2.1 To develop a school-based salary system in which remunerations are correlated to duty, workload and performance with the exception of the principal, the vice principal, the assistant principal and senior teachers which are entrusted with certain exclusive duties, all teachers will also have a chance to participate in the organization of various task forces and projects, enabling each teacher to have a wide range of opportunities to develop in multiple areas, thus creating more opportunities for promotion, which in turn, will strengthen their morale and motivation. Duty allowances may be awarded on top of the basic salary of the teacher; the amount of the allowance may be calculated according to the administrative duties and teaching performance of the teacher.

3.2.2 Professional Development

Arrange periodic time schedules for teachers to prepare for classes together, undergo professional exchange, allowing them to combine theory and practice with aim of enhancing teaching and learning. At the same time, hold monthly staff meetings and

invite guests from various sectors and professions to hold seminars in order to broaden the horizons of teachers. Visits for teachers to mainland China or overseas should be organized annually. In addition, the school will conduct teacher exchange programs with sister schools to let our teachers have greater exposure, experience and insights. The school will also encourage teachers to actively participate in local and overseas professional development activities, promoting reflections on teaching. To implement a mentor system in which experienced teachers will assist newcomers, providing psychological assistance and support. Funds should be reserved every year for teachers to participate in school development related training and study.

3.2.3 Decrease the Non-academic Duties of Teachers

The school will hire teaching assistants to help organize teaching materials and to lend a hand in non-academic affairs, thus allowing teachers to have more time for conducting teaching research.

3.2.4 Teaching Research Activities

Encourage teachers to conduct research on teaching, for example exploring the effectiveness of certain teaching methodologies or pedagogical practices in Hong Kong schools. We believe that teaching research activities have a positive effect on the professional development of the teachers.

3.2.5 Staff Appraisal System

Establishing an effective staff appraisal system is our strategic focus in staff management. Details are as follows:

(i) Enact a Table Specifying Teachers' Duties and Responsibilities
Here's general content of the staff responsibilities table:

- Plan and organize teaching
- Encouraging students
- Student-teacher relationship
- Allocating and Using Resources
- Teaching skills(class management, education theory and teaching methodology)
- Professional development

- Team spirit
- Parent-teacher relationship

(ii) Create a teacher handbook

Strive to create procedures and regulations for teachers to follow; this system should endorse and facilitate professional development of teachers, while actively involving them in school administrative affairs. With a regulation system, it is much easier to initiate appraisal activities. We aim to complete teacher handbook work within the first three years.

(iii) Teacher Assessment System

After finalizing standardized regulations and procedures and enacting the teacher responsibilities table and teacher's handbook, we will begin conducting staff appraisal annually. There are various methods of assessment and appraisals:

- Class observation
- Self-assessment
- Peer assessment
- Parent assessment
- Student assessment
- Student performance
- Teaching design

3.3 Retirement

We will continue the tradition of our school and establish a 'retired teachers association' and arrange various social activities to enrich the lives of our retired staff.

【Timeline for Establishing a Teacher Management System】

	05/06	06/07	07/08	08/09	09/10
Build up and enact a teacher's responsibilities and duties table	Y				
Design staff appraisal system	Y	Y			
Write a teacher's handbook	Y	Y	Y		
Develop a school-based salary system in which remunerations are correlated to duty, workload and performance		Y	Y	Y	Y
Teachers' award system		Y	Y	Y	Y
Organize teaching research activities	Y	Y	Y	Y	Y
Implement teaching staff appraisal system	Y	Y	Y	Y	Y
Professional Development	Y	Y	Y	Y	Y

B4. Financial management

We aim to establish a financial management system within 3 years. We shall fully exploit the independency and flexibility of resource allocation afforded by the government's direct subsidy scheme, and employ these resources to fully further school developments.

4.1 Various task forces and departments will draft budget plans according to the principles and developmental direction of the school and submit them to the principal for examination and approval

4.2 The principal shall integrate the budget plans submitted by all task forces and departments in the annual school plan into a summative financial budget plan, to be submitted to the school council

4.3 The school council will examine the budget plans included in the school annual plan, and will employ applicable accounting procedures to supervise and manage the school's expenses.

4.4 Formulate an annual financial expense report each year; after it has been examined by an accountant, the report will be submitted to the school council for further investigation and approval.

B5. Resources and School Dormitory

To fulfill our school mission, not only will we purchase educational equipment required by the Education and Manpower Bureau within these 3 years, we will also :

5.1 Set up a Computer assistance learning room(Primary school), multimedia computer room(Secondary school), multimedia learning room, computer assisted laboratory, computer assisted arts room, multimedia music room, language learning Centre, IT teaching resource stack, international visual conference network, teaching

resource production Centre, set up a digital campus to enhance teaching activities and sharing of experiences among teachers, students and parents inside and outside the classroom.

5.2 Establish a special large networked-media library, install a network library management system to computerize the management of books. Establish a network library inside the library, install a multimedia visual-audio system, providing students with a pleasant environment for reading and learning.

5.3 Construct a swimming pool and a canteen

5.4 To build a green and tidy campus, post famous quotes, paintings, calligraphy on the walls of the campus and decorate the campus with clay sculptures in order to subtly inculcate students with emollient aesthetical awareness.

5.5 The principal will allocate school resources according a transparent and fair decision making process; after consultations with teachers, resources will be allocated fairly according to the priorities of the work plans.

5.6 Develop a school property management system and conduct periodic inspection of school properties.

C. Learning and Teaching

C 1 Curiculum Content

Through the organization and planning of our curriculum, we strive to systematically nurture our students to develop fully in the areas of morality, intellect, physiques, cooperation and aesthetics. We will provide sufficient resources, opportunities and conditions with aim of nurturing them to be trilingual and illiterate, whilst equipping them with the skills and mindset to handle modern technology. In addition, by formulating a balanced curriculum, an efficient class management system and suitable teaching strategies, we aim to foster their ability towards self-learning and to develop a hard-working attitude, learn to communicate and care for others, and also be equipped with a sense of belonging, responsibility and pride towards the society and nation, have a globalized vision to handle the streaming changes and interdependence of a 21st century society, to become a lifelong learner who is happy to learn, able in communicating, brave to undertake and willing to be creative.

We believe a sound linguistic foundation not only enables one to think and communicate rationally, it also permits one to build social awareness requisite for good interpersonal relationships. Moreover, mastery of language is a crucial tool for lifelong learning, a process which leads to broadening of horizons and knowledge. Therefore, in terms of curriculum design and teaching activities, our key strategy and goal will focus on all-round integration of linguistic training and the nurturing of language ability.

To implement our education goal mission, our curriculum proposal will focus on the following features :

1.1 Combining Language and Thinking Training with Interests Curriculum Design

Curriculum Learning---

- Primary school, every week about 2/5th of instructional time is allotted for our English based curriculum; another 2/5th of the time is used for our Chinese based curriculum, and the remainder 1/5th is used for Mathematics. General education, moral and civic education, logic

and learning methods, reading and self-study, IT education etc. will all be integrated into the curriculum activities.

Secondary – Chinese, English, Mathematics, History, Chinese history, Geography, Integrated Science

- Integrated Subject activities: Everyday time will be allocated for physical education, music, arts, social service and growth education activities, allowing students to fully develop their potentials and interests in various disciplines. At the same time we can also use technology and scientific inquiry, philosophical inquiry, life sciences, daily life skills etc. as themes to broaden the knowledge scopes of our student whilst satisfying their learning needs.

Language of Instruction---

To provide students with a rich language learning environment, English or Putonghua will be used in all learning activities as the medium of instruction.

Teachers should be equipped with good language abilities regardless of whether the subject they teach is a language subject or a non-language related subject. In the process of teaching and learning, the nurturing of language ability is emphasized.

1.2 Omni-directional Learning

Breaking the traditional barriers of subject and curricula design, our school aims to organize expand and impart knowledge and skills required for each subject according to our students' mental development. Inter-subject integrated activities, for example employment/starting up a business, survival/'', community cooperation/social service, are fully promoted, allowing our students to fully participate and integrate knowledge and action. We also put great value on physical training; all students must meet basic physical requirements. Students can also enter uniform/social service groups and receive disciplined and physical training, enabling the student to develop a keen sense of responsibility in addition to enhancing their awareness of team spirit.

1.3 Digital technology

We will fully utilize the newest IT educational resources, for example, the computer aided learning Centre, the multimedia learning Centre, multimedia library, computer Centre and visual audio Centre, international video conference Centre, computer aided arts room, multimedia music room, computer aided laboratory, multimedia classrooms, educational materials production Centre etc. to enhance teaching effectiveness and our students' interests in various subjects We will fully utilize Information technology and adopt a wide range of educational materials to provide our students with a more suitable learning environment and richer learning content.

1.4 Reading based curriculum

Nurturing reading interest and ability is regarded as the main focus of the English and Chinese language curriculum. We shall guide our students to learn different reading strategies. Through reading, we hope students will learn how to initiate their own learning and develop an interest towards learning. We will create a centralized curriculum structure which provides practical guidance and requirements tailored for a range of cognitive learning stages and a wide spectrum of learning characteristics. Furthermore, we aim to create a ubiquitous reading culture and arouse interests in reading through systematic coordination of different subjects and activities. Reading is the most crucial means of gaining knowledge; therefore, classroom activities and coursework design should require students to think through reading, enabling the student to nurture a spirit of self-learning through reading.

In addition, our curriculum is designed according to the following beliefs and tenets:

Student-based: The design of the curriculum should always put the student's learning and development as the number one main concern. We should provide a wide range of learning opportunities, guiding them to become an active learner according to their individual potentials, characteristics and learning preferences.

Emphasis on curriculum design and assessment; teaching research should be the basis of curriculum development; our practical and experimental experiences will serve as the referential basis for reflection and betterment.

Redesign the holistic learning experience of 12 years of primary and secondary education according to the psychological and physical characteristics of the learner. By creating a

rich language learning environment, our school strives to strengthen reading as a lifelong habit. Our curriculum will be tailored according to our students' needs and progress at different learning stages, with hope of promoting Omni-directional learning and allowing students to be fully engaged in effective learning.

- The content of our schools in-class education and extracurricular education should be closely linked with the exigent social environment; the objective is to create a comprehensive and coherent learning experience for our students.

Learning experiences can be accumulated throughout the learning process bot inside or outside of the classroom. It can also be acquired by working in the society. Learning experiences achieved through different mediums can act as complements to traditional academic schooling. The Chinese maxims 'To act and then acknowledge,' 'strive for consistency of the mind and body', are the key tenets underpinning this institution, both of which we intend to impart to the next generation. With an eye on the needs, interest and experience of our students, we will boldly tailor our curriculum, integrate different cross-disciplinary subjects and hold student-based integrated activities. Under the careful guidance of the teacher, students will be exposed to a wide range of hands-on daily life activities, with hope of exposing them to all facets of society while endowing them with practical knowledge and skills. Besides integrated subject activities, we will also organize a full repertoire of extra-curricular activities and study groups, allowing the students to have more chances for learning, thus enhancing their learning experiences and their efficiency in learning.

We aspire to nurture our students to be self-respectful and self-disciplined with a desire for positive self-betterment by endowing them with ownership responsibilities and opportunities to manage campus affairs and order.

We will carefully organize and plan our curriculum and activities, with hope of fully engaging our students' in learning activities and allowing them to develop self-initiative and pro-activism, which in turn may further stimulate their learning motivation and interests. Besides knowledge based learning, we put great emphasis on fostering a positive, enthusiastic outlook towards life, in addition to team spirit and

concern and appreciation for others and the world and large. With a newly designed curriculum, we shall strive to break the pre-conception barriers between conventional and non-conventional curriculum by integrating in-school knowledge based learning and extracurricular activities (e.g. educational activities held jointly with social organizations), which in turn will foster citizenship. Our ultimate aim is to providing a comprehensive, Omni-directional learning experience which caters to the holistic developmental needs of our students.

We also stress the importance of a pleasant learning environment in which our students can enjoy a joyful and fruitful learning experience. By maintaining close contact between students and teachers, close-knit coordination and collaboration between parents and school, a strict and rigorous school spirit and discipline, a clean school environment, and the practice of approving, imitating, affecting and interacting as methods to influence the behavior and values of the students, we aim to create a safe learning environment and inculcate positive ethical values in a subtle but ubiquitous fashion. For example, through planting trees and flowers around the campus and lunch time music appreciation and performances, we aim to harmonize our students' temperament. By posting fine quotes from famous people, we aim to provide inspiration and willpower. By displaying paintings and calligraphy, pottery and sculptures, we hope to nurture students' appreciation for aesthetics and art. School decorations of artworks which symbolize the mission of our school will also help students remember the school teachings amid the aesthetic atmosphere, thus providing incentive to work hard, self-respect and self-discipline. On the other hand, teaching personnel are required to be punctual and disciplined, responsible, enthusiastic, respectful, and should be compassionate, full of ideals, passionate about learning, professional - an all-rounded model for our students. We strive to develop a cooperative, active, enterprising school culture and learning atmosphere which will allow our students grow and develop to their full potential; furthermore, they will learn to treasure, appreciate, and communicate concern for others in addition to developing an enthusiasm towards learning and pursuit for excellence.

C2 Class Time Allocation

These are the major principles in concern in terms of class time allocation:

Morning assembly for the whole school in the morning to nurture our students' discipline and team spirit.

There will be a special slot of time allocated to inter-subject activities, including physical education, music, arts, social services, personal growth education, thus allowing our student's potential and interests to have a wide range of development.

In the primary section, 2/5th of the time each week will be allocated to the English based curriculum; 2/5th of the time will be allocated to the Cantonese based curriculum. 1/5th of the time will be allocated o Mathematics. With this arrangement, we aim to provide an environment advantageous for language learning and for organizing different learning activities.

Allocate routine reading sessions to help students to develop a habit for reading Secondary students will have self-study sessions where students may reflect upon their learning, organize their learning materials, learn time management skills and nurture a habit of self-study.

C3 Teaching Strategy

1. Actively develop a school-based curriculum according to the needs and particular situation of the student. Fully utilize the school's resources and at the same time tailor our teaching strategies so that our aim of teaching according to one's ability could be achieved.

- We aim to put our students as our first priority by adopting interactive learning method with an emphasis on techniques of inquiry and create a lively class atmosphere to raise the interests of our students and arouse their interest in learning.

- An emphasis on the promotion of cross-disciplinary curriculum which will allow students to have more chances in fully grasping the knowledge learned, and applying it in various corresponding learning activities creatively.

- Reading is not only the key to opening the gateway of knowledge, but is also a critical start point for lifelong learning. We highly value the culture of reading; and through full utilization of library resources to be used in conjunction with various subject-based learning activities, we shall strive to create a suitable environment for developing an self-motivated habit of reading among the students and nurturing an independent and diligent attitude towards learning.

- Utilize IT resources effectively in teaching and learning to enhance teaching and learning efficiency. To meet the educational needs of the 21st century, we shall systematically assemble a multi-media teaching and learning resource pool.

- We also stress the effectiveness of an active curriculum. We aim to provide a plethora of hands-on, activity-based learning experiences such that our students may learn knowledge from actual practice, experimentation and experience.

- Through careful design of the curriculum and utilization of resources available, we shall cater to the differing learning needs of our students by allowing each student to understand their own characteristics and strengths and providing space for them to display their potentials. This in turn, may motivate the student to pursue for new personal breakthroughs while triggering their desire to achieve excellence. Small class education, transitional/adaptation courses during the start of the term, personal care from the mentor, and learning development assessment proposals

- all aim to cater to our students' individual needs, leading to true actualization of student-based education ideals.

C 4 Teaching assessment

Coursework assessment

• Coursework assessment aims to enhance student's understanding, grasping power and creativeness. Unnecessary drilling will be avoided as our goal is to develop an assessment policy that enhances learning, not regurgitation.

• From Primary one onwards, we will provide every student with a study file, recording their own growth experience. With the exception of grade records, every subject should report the student's learning style, habits and performance every year, allowing the student, teacher and parent to understand and undergo learning and teaching reflections.

• We strongly value immediate feedback in assessing coursework, and swift, clear follow-up work.

• Coursework should aim for diversification, so that it can reflect the ability and level of the student more fully and objectively.

• Coursework should be comprised of a balance of progress and summative assessments, allowing the students and teachers to adjust their teaching progress and plans with flexibility.

• Provide resources to students preparing to enter local and overseas examinations; allowing the student to have a wider range of choices and post-secondary options.

Teaching Assessment

- Each subject group must formulate clear guidelines and requirements. Subject teachers of the same grade should periodically review the formulation of the curriculum, teaching progress, classwork quality and follow up work; in addition, they should keep a close eye on the learning progress of the students and in turn learn reflect upon teaching efficiency.

- The special concern groups under the Curriculum Development committee is responsible for holding periodic research studies to investigate students' and teachers' strengths and weaknesses. After reviewing the teaching methods, they should make appropriate amendments to the teaching strategy, with aim of improving the school-based curriculum's planning and enactment through the promotion of a well-established, structured assessment system.

- A fair and just assessment system can have a positive effect on enhancing teaching efficiency. Through cautious planning, practice and participation of the teachers, we aim to perfect the system progressively. We shall full implement classroom teaching assessment, self-assessment and peer assessment as teaching assessment methods with emphasis on review, exchange and mutual enhancement.

- Integrating the rewards and assessment systems to best encourage students ad teachers to strive for excellence and to promote more effective learning and teaching.

- Using mainland and overseas general language examinations as a reference standard for assessing the level of teaching and learning.

C5 Teaching research

If we are to deliver high quality, effective education, a high quality staff team must be our first priority. An emphasis on teaching research and enhancing our teacher's knowledge and professionalism is a virtuous element of our school's founding mission; it is also a key concern.

We aim to raise the professionalism and conduct of our teachers by providing them external training, school based training and by forming a sound management structure and positive school culture; only then can we nurture a team of teachers with a sense of belonging, confidence and achievement. Our staff team should be endowed with a team spirit and a willingness to contribute and excel. The following are our main concerns regarding staff development:

- Staff must be required to prepare for class together, conduct class observations and exchange views with view of building up an open, practical, cooperative and enterprising atmosphere amongst the teaching staff. This will then strengthen the relations and understanding between colleagues, increase the transparency of the work process, facilitate exchange of insights, and can assist in raising teaching quality and effectiveness.

- Emphasis on teacher training. The school will organize suitable training courses, enabling teachers to be prepared for the challenges ahead. We shall periodically hold education seminars, invite specialists to talk about their experiences, or invite front line teaching staff to share their work experience. This will provide teachers opportunity to reflect, introspect and solve their teaching difficulties, thus enhancing our staff's professionalism.

- Actively exchange ideas with peers from the education sector in both local and non-local districts. Our school benefit greatly from collective reflection and open discourse. Teachers should be arranged to go on retreats and visits to other schools with aim of

adopting strengths of others and improving on weaknesses; this should also help our teachers to raise their own quality of teaching.

- Encourage and sponsor teachers to participate in educational talks and academic seminars organized by the EMB or other groups. The school should facilitate exchange of views, with hope of widening our teachers' horizons. Teachers should be encouraged to continue their studies, refreshing their knowledge and teaching

- methods so as to maintain innovative and energized about their line of work.

- In a structured administrative structure, we must strive to involve teachers in different levels of decision making, and fully mobilize our staff's initiative and reactiveness; this will not only endow our teachers with a sense of ownership, it will also give them opportunity to improve upon their teaching and professional qualities and abilities.

- Actively seek for resources and flexible allocation ; we must set up a serious research action plan for funding/resource and establish a functional feedback system. Again, we must exchange and share views with peers with view of promoting further development in the education sector.

C6 PromotionalProcedures

Content	05/06	06/07	07/08	08/09	09/10
Establish curriculum structure and administrative organization, clarifying the powers, responsibilities and division of labor of teaching staff. The subject teachers will be responsible for policy discussion and decision-making. Formulate concrete and consistent targets in teaching plans in addition 3 year plans for each subjects' development. These plans will be reviewed in the latter half of the term. Tailor school-based curriculum according to students' situation and needs, reviewing and revising it each year with aim for continuous perfection.	Y				
Curriculum planning and teaching activities must be well on track ; a routine of interdisciplinary exchanges and individual subjects' departmental culture should be formed; both should make substantial contributions to each subject's teaching and resource allocation	Y	Y	Y		
Perfect the assessment system; enhance the communication of different departments and development of the education sector at large through fair and practical assessment.	Y	Y	Y	Y	Y

D. Student Support and School Spirit

Our school has always valued national and civic education; hence we shall continue to strive and nurture students' self-discipline and independency; we must aim to integrate training and counseling and build up a positive school spirit, thus providing students with an resourceful, effective, and supportive environment for learning. The following are the details of our work in this area:

D1. Counseling work

1.1. Emphasis on national and civic education; building up a positive school spirit

Aim: Set clear definition of good ethics; establish a pastoral school culture; Nurture students' self-disciplinary and independent skills.

Measures:

- Set-up a Moral education concern group, which will organize the whole school's moral education work, including inspection of curriculum and various mechanisms; design a scheme of work which nurtures students' knowledge and appreciation of their own Sino-cultural roots and endows them with global vision

- Organize students for trips, visits, inspection and exchange to mainland China and overseas; widen students' horizons and broaden their knowledge, nurture their knowledge and pride towards their motherland. Hold regular flag raising ceremonies in which all teachers and students must participate with view of raising their awareness of civic and national education. Arrange morning assemblies, at which time principal(s), teacher and students will go on stage to offer their experiences, to train students' discipline

- Establish an efficient class teacher system which enables the class teacher to assert his/her own leadership and initiative in order to cultivate and strengthen class spirit, establish group awareness, promote moral education, maintain good relationships with parents and to enhance learning effectiveness

- Every student will have a teacher acting as his/her mentor throughout their learning stages, assisting them to combat difficulties met during their development

stages; mentors will help explore their strengths, accompany them in their growth stages and finally, gradually assist students in learning self-discipline and autonomous

1.2 Promote student-based positive discipline

Aim: The school's purpose is to guide and change students so they may develop healthily in a positive environment. Therefore we promote 'student-based' positive discipline to nurture the full development of the student.

Measures:

- Establish clear targets; promote unfailing, all-round student-based positive discipline.

- Emphasis on the teacher's counseling technique's training and development; teachers should periodically share their experiences, build up a database of cases, and strive to find and accumulate efficient methods in counseling.

- Invite other professionals, for example education psychologists, doctors as advisors, provide suggestions for school facilities, system and measures to enable better coordination of the psychological and physical growth of the student.

- Enact various counseling and education for students based on their stages of growth; for example Sex education, emotional counseling and interpersonal relationship counseling etc.

- Maintain close contact with parents and the school social worker; discuss and plan corresponding activities together.

1.3 Emphasis on nurturing the student's ability

Aim: Develop a group spirit, nurture the student's self-autonomy, competence and leadership; allow students to improve and train their abilities through activities and work.

Measures:

- Establish class organizations, develop various inter-class activities and competitions, thus enhancing the student's group awareness.

• Establish student-run organizations (for example: Student society, Executive committee, school houses); provide chances for students to develop their talents, so they may learn how to lead and plan; furthermore we must nurture their leadership talents by allowing them to accumulate work and life experiences

• Organize a prefect body which will assist the school in maintaining school order and hygiene. All grades, school clubs and school bodies should set up executive committees, allowing the students to learn to be autonomous and responsible

• Every student should have the chance to participate in different leadership and service roles, aim for knowing oneself and self-perfection through work.

D2 Individual, Social and Cultural Development

Aim: Provide students with various experiences; cultivate the student's interest in and knowledge of sports, arts and social activities; foster creativity and cognitive thinking skills, whilst allowing them to find enjoyment and satisfaction through learning activities.

Measures:

• Besides developing the student's potential in arts and sports through inter-subject activities, a personal growth class which includes calligraphy, chess, etiquette, debate, dancing, cooking, and various talks, visits and social services etc., will also be provided every week. By allowing the students to have a chance to participate in various branches of learning, we aim to subtly influence students by broadening their horizons, nurturing their citizenship and cultural and aesthetic knowledge.

• Establish and organize uniform groups; through disciplined training and skill developing activities, students will become earnest and responsible. They will also learn instrumental teamwork skills when engaged through disciplinary group work experiences.

• Educational activities should be planned on Chinese and western festivals; we will hold periodic theme activities, for example Environmental week, Fun day for the disabled.

• Organize students to participate in intra and inter-school competitions, allowing students to display their talents.

D3 Provide support to students with special education needs and financial difficulty

Aim: Promote education based on love and caring; provide support to students with special educational needs and financial difficulty.

Measure:

- Attend to the special needs of students, for example students of different ethnic groups with divergent cultural backgrounds. We therefore aim to promote equality and tolerance.

- The school trustee board will provide financial assistance to students with such needs, for example financial assistance, activity subsidy etc.

- Teach according to ability by catering to individual situations and needs

- Distinguish students that have learning difficulties in primary one, and transfer them to the school social worker for counseling. Other students can also be provided transferal services when necessary.

- Ask for the advice of education psychologists; arrange for candid communication with parents to work out the best way to help the student together.

D4 School Atmosphere

4.1 Morale

Aim: Value the teacher's performance and the progress of the students; provide encouragement; increase morale for pursuing for excellence while reinforcing staff unity

Measures:

- The principal and administrative staff should frequently display care for teachers' work, complimenting teachers with good performance and results.

- The school should encourage teachers to undergo further professional studies and keep a keen eye on current educational development; staff should be encouraged to voice their opinions and commit to education reforms.

- The school should periodically organize teachers for educational visits and exchanges to mainland China and other countries, this can also serve as a reward for teachers.

- Set up a reward scheme and reward students with exceptional performance.

- Frequently appraise students and teachers and publicly announce the achievements of teachers and student alike.

- Emphasis on nurturing students' sense of belonging towards the school, thus allowing teachers and the students to feel as though they are masters of the school.

4.2 Interpersonal Relationships

Aim: Promote mutual respect, mutual caring, and value the nurturing of teacher-student relationship. Develop a harmonious and orderly school culture.

Measures:

- Administrative staff should respect the professionalism of teachers and attend to the growth and development of the teachers. Teachers should respect students' rights and, in turn, attend to the development of the students. Teachers and students should respect decisions made by the school and support the work of the administrative staff.

- Establish a "Staff Welfare Committee" which shall initiate agendas to enhance staff welfare and organize regular social and recreational activities for the staff .

- In light of the principals of "person-based" and "student-based" education, teachers must remember to act as role-models for students rather than simply be one-way lecturers The school strongly stresses teacher-student relationships – its promotion and development.

- Strengthen teacher student relationship; we greatly value teacher and student cooperative work and activities as this will not only enhance our students' basic skills, but will also provide a holistic, Omni-directional learning experience

- Students should learn to communicate, cooperate and tolerate through various learning activities; they should learn to respect differences among people ad to care, be responsible , autonomous and self-disciplined.

【Implementation Schedule】

	05/06	06/07	07/08
Counseling work	--Establish student affairs working groups --Establish a Class Teacher System --Establish a Mentoring System --Establish counseling system and regulations --Establish moral education concern group --Establish a prefect plan --Actual enactment of counseling work sharing and training; formative, experimental stage in determining policies of positive discipline	--Establish a House System, promote 'Peer Guidance Scheme' --Establish various service plans --Sharing and training of counseling work	--Establish a school student government organization --Further sharing and training of counseling work
Personal, social and cultural development	--Plan and organize inter-disciplinary activities --Establish social development class which promote the student's full personal development	--Establish various school clubs and uniform groups --Review and continue to develop inter-disciplinary activities and social development classes	--Continue to improve upon interdisciplinary activities, social development class, uniform groups and various club activities
Provide support to those with special education needs and financial difficulties	--Establish financial assistance fund to assist those students with financial difficulties --Cooperate with social workers, parents, EMB, relevant educational institutions and child psychologists to formulate counseling plans for those with special educational needs, and develop a referral system		
School atmosphere	--Establish "Staff Welfare Committee"	--Establish various reward scheme	

D5.Communication with parents and society

5.1 Parent connections

Aim: Strengthen communications with parents; encourage parents to participate in school affairs; accept criticisms and suggestions made by parents on areas concerning school and administrative affairs. Organize parent courses and child-parent activities; promote and encourage lifelong learning; strengthen relationship ties between parent and children.

Measures:

- In our inaugural founding year, the school should organize parent volunteers to assist in the management of the library and catering services etc. In the second year a parent teacher association (PTA) should be established to facilitate further parent participation and to organize relevant activities.

- The school should hold periodically parent meetings, furthermore the school must plan and organize theme talks, where the school invites professionals or intellectuals to give talks and cooperate with parents to educate their children. Holding courses for parents will certainly inculcate the habit of lifelong learning among our parents.

- Organize get-together activities, for example new year's celebration activities, and picnic activities etc.

- Strongly promote parent-child activities; invite parents to lend a hand in cross-disciplinary and extra-curricular activities.

- By using information technology, set up websites and a communication system; strengthen communication with parents through the internet, and at the same time collect the opinions of parents, maintaining close and pleasant communication with parents

5.2 Maintaining Social Ties

Aim: By managing community and social resources, we will assist teachers in raising their professional qualifications and ability with aim of enhancing the full development of the student. Conversely, the school will also provide resources for community events. We must actively enact the spirit of 'full school integration into community and in turn, the community supports the school' with hope of turning our school into a 'community school'. At the same time, we must educate students to serve the society and give generously back to society.

Measures:

- Value inter-school communications; organize exchange and visits.

- Contact community groups to establish collaborative partnerships; for example the community provides resources and activities for the school, and the school provides personnel and volunteer services for the community. Co-organize courses and performing arts programmes with community groups; open these events to the public so the community may participate.

- Maintain close contact with the police force; invite the police to visit the school, provide talks; in addition, we should organize a Junior Police Call wing within school.

- Arrange suitable students to participate in volunteering services and community activities, for example elderly performance, fund raising activities, cleaning activities etc.

【 Implementation Schedule】

	05/06	06/07	07/08
Parent connections	--Organize parent volunteers --Establish a network and a channel to communicate with parents --Promote parenthood	--Organize a parent teacher association --Promote parenthood education; organize interactive social events and other parent-child activities	
Social connections	--Explore plans for establishing collaborative partnerships with the community	--Organize exchange and visits to other schools --Organize students to participate in volunteer services and community services	--Establish collaborative partnerships with community groups

E. Student performance

One of our school's founding principles is to provide student-based education and serve students; therefore our student's performance is an important measure of whether we have successfully achieved our school goal and target. We hope that students can achieve the following in both academic and non-academic spheres:

E1. Student Academic Performance

We hope that the design of subject courses can enable students to grasp various basic knowledge and learning methods whilst nurturing a respectful, serious, enthusiastic and active attitude towards learning. We hope that students can also learn self-respect, self-discipline and self-improvement during the learning process, in addition to learning how to communicate, care for, tolerate and cooperate with others. Students should attain the essential elements and skills of life-long learning in order to build a strong foundation for continuing education in the future.

Students are expected to perform and attain the following:

- Grasp and demonstrate illiterate and trilingual abilities; have good language communication skills.
- Able students may choose to learn a second foreign language; this may enhance their appreciation for languages and broaden their horizons.
- Grasp basic mathematical knowledge and have strong logical-cognitive abilities.
- Grasp basic scientific knowledge with a spirit of inquiry; students should be able to utilize existing knowledge and skills to derive and develop correct values.
- Grasp basic knowledge in the humanities, enhance cognitive skills (especially critical thinking skills), problem solving skills and creativity. Students should understand culture, be conscientious of social and world affairs, serve the community, develop a broad, open world view and a positive attitude towards life.

- Students should train and develop their physiques and lead a healthy lifestyle
- Able to create and appreciate artworks
- Able to grasp the basic knowledge and skills of information technology and adapt to the modern needs of society.
- Students should value knowledge and learning, nurture a self-motivated interest and habit in reading
- Students should be able to concentrate, respond actively, and participate enthusiastically in various learning activities during class.
- Grasp and apply effective learning methods
- Learn to communicate and care for others through learning; students should be able to learn through interaction with teachers and peers, whilst actively developing good relationships with teachers and students; student must be able to respect others, and cooperate with others in learning activities.
- Is confident, interested and active in learning.

E2 Student's performance in non-academic related areas

On the whole, our students should:

1. Have a broad global vision; be concerned with world affairs and can respect different races and culture

2. Be equipped with a profound knowledge of Chinese culture and a nationalistic pride

3. Promote and appreciate harmonious cultures; willing to build up a harmonious school campus together

4. Have a quick and acute mindset and is interested in learning; they should be observant in behavior, and be willing to bear responsibility.

5. Know how to plan their own learning and development targets; he/she should be equipped with good self-care and cooperative skills to achieve the corresponding aims.

6. Personal traits and behavioral guidelines:

Personal: hygienic, responsible, self-disciplined, reflective, rational, firm, and hard-working

Family: Love towards parents, respect and love towards siblings

Friends and school: Respect, tolerance, appreciation, sharing, fraternity, cooperation, getting along

Society and nation: Willing to bear responsibility, happy to contribute, a pursuit for justice and equality

World: Respect for cultural differences, appreciations for foreign cultures, a sense of brotherly love, and a care for those in need.

F. Self-assessment system and its implementation

1. Aim:

To build a systematic structure to assess the quality and effectiveness of various important school projects, with view of facilitating efficient, continuous development of the school.

2. Principles:

The goal of a self-assessment criteria system is to review our work progress. Therefore, we should choose items which can reflect our school's founding ideals and characteristics as referential standards. At the same time, in planning for strategic improvement of our school, we should choose items of prime, immediate concern to formulate our standards so as to streamline the process of reviewing pros and cons.

- The whole school participates; everyone is responsible
- Continuous, formulation of structural mechanisms with aim of developing a salient culture
- The assessment procedures should be simple, feasible, practical and should avoid begin too complex.

3. Self-assessment mechanism

Following a year end summative conclusion, the principal will draft an annual school report to be used as the referential basis for drafting next years' school proposal plan. The annual report will then be submitted to the school trustee board for scrutiny and approval.

4. Promoting strategies:

Gradually define the main focuses of assessment on different levels according to the development of school human resources.

Assessment should be closely related to the year's key developmental concerns and issues Gradually develop a more complete assessment system. Including: Formulating principles that define success that is highly consistent with our aim, collect related data on quantity and quality, sort out and analyze the results, reflect and formulate related follow up measures and formulate the development plan.

Besides periodical group meetings, there will also be intradepartmental group class preparation sessions and frequent interchange of ideas to review the work progress and effectiveness.

The integration of school-based assessment and staff appraisal system After sufficient accretion of human resources, staff assessment work will be assigned to specialists for monitoring, thus enhancing the effectiveness of assessments while ensuring safe storage of collected data.

【Implementation Schedule】

	05/06	06/07	07/08
According to the school's founding mission and ideology, prioritize issues and items of concerns from tasks to be completed, using EMB's 'School Performance Indicators' as a reference to formulate assessment standards.	Y		
Establish assessment mechanisms and standards	Y		
Collect information, report and follow up	Y	Y	Y
Edit, amend to perfect self-assessment system		Y	Y