



YMCA of Hong Kong Christian College



School Development Plan 2017/2018 – 2019/2020



A. SCHOOL VISION, MISSION, VALUES, MOTTO & SCRIPTURE

Vision

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

Mission

We are determined to develop our school based on CARES principles.



We are committed to educating and nurturing each and every student, helping them to excel in their learning and develop the 14 intellectual character dispositions in the YHKCC Learner Profile.



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5 Core Values



School Motto And Scripture

Fides et virtus
(Faith and Strength)

School Motto 校訓

篤信 剛毅

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

School Scripture 經訓

我來了，是叫人得生命，並且得的更豐盛。
(約翰福音十章十節)



B. Holistic Review

I. Effectiveness of Previous School Development Plan

Major Concerns	Status of Targets	Follow-up Action
1) To further enhance teaching and learning effectiveness		
<ul style="list-style-type: none"> ▪ Continue to raise academic standards 	Completed and On-going	<ul style="list-style-type: none"> ▪ YHKCC Learner Profile has been developed ▪ Further enhance students' learning skills through the learning dispositions ▪ Strengthen students' learning attitudes
<ul style="list-style-type: none"> ▪ Improve public examination results 	Achieved and on-going	<ul style="list-style-type: none"> ▪ Strengthen students' understanding of the examination requirements ▪ Strengthen students' examination skills
<ul style="list-style-type: none"> ▪ Further strengthen the professional development support for teachers 	Completed and on-going	<ul style="list-style-type: none"> ▪ Establish new staff development programmes to further support the diverse needs of teachers



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Major Concerns	Status of Targets	Follow-up Action
2) To provide an education which is 21st century relevant		
<ul style="list-style-type: none"> ▪ Cultivate and nurture students by emphasizing the 5 core values 	On-going	<ul style="list-style-type: none"> ▪ Continue to nurture our students both the 5 core values and learning disposition by organizing various programme and talks ▪ Strengthen the PSHE programme ▪ Further integrate the 5 core values into daily school life
<ul style="list-style-type: none"> ▪ Further strengthen the student leadership bodies: Student Council, House, Student Ambassadors and Prefects 	Achieved	<ul style="list-style-type: none"> ▪ Further empower student leaders ▪ Strengthen the mentorship programme between Senior and Junior Form students
<ul style="list-style-type: none"> ▪ Strengthen students' awareness of both local and global affairs 	In progress	<ul style="list-style-type: none"> ▪ Continue to strengthen programmes designed to enhance students' awareness of local and global public affairs



Major Concerns	Status of Targets	Follow-up Action
3) To align and refine the organizational culture		
<ul style="list-style-type: none"> ▪ Refine and improve the current administrative system 	Achieved	<ul style="list-style-type: none"> ▪ Various systems designed to reduce unnecessary administrative work developed ▪ Further review and improve the work flow and efficiency of administrative work ▪ Increase manpower on the administrative side to increase time for learning and teaching activities
<ul style="list-style-type: none"> ▪ Further develop the online communication and learning platform 	Achieved	<ul style="list-style-type: none"> ▪ Online grade books, resources corner, SGDS, ECA and University application modules developed ▪ Continue to develop new modules
<ul style="list-style-type: none"> ▪ Review current operations with the aim of further strengthening internal control and governance 	Completed	<ul style="list-style-type: none"> ▪ Participated in EDB's pilot scheme of the Management and Financial Audit ▪ The first cycle of the internal control was successfully completed by the Governance Review Sub-committee ▪ The first External School Review was completed



II. Evaluation of School's Overall Performance

PI Areas	Major Strengths	Areas for Improvement
1. School Management	<ul style="list-style-type: none"> ▪ Distributed leadership ▪ Trustworthy and with individual specializations ▪ Open, transparent and caring 	<ul style="list-style-type: none"> ▪ Further strengthen the middle leaders ▪ Support newly appointed senior leaders
2. Professional Leadership	<ul style="list-style-type: none"> ▪ Fully understand the needs of the school and familiar with its operations ▪ Dedicated and reliable ▪ Mutual respect among stakeholders 	<ul style="list-style-type: none"> ▪ Further nurture and inspire individuals in school based on the school's vision, mission and values
3. Curriculum and Assessment	<ul style="list-style-type: none"> ▪ Unique and able to cater for the needs of students ▪ Curriculum designed based on the background and diversity of the student body ▪ Formative assessment approach used effectively across key learning areas 	<ul style="list-style-type: none"> ▪ Continuous improvement and regular review of the curricula is needed to fulfil the new requirements of both Hong Kong and UK curricula.
4. Student Learning and Teaching	<ul style="list-style-type: none"> ▪ Student-centered learning approaches and Assessment for Learning techniques adopted ▪ Students are eager to learn ▪ Teachers are willing to try different new teaching strategies 	<ul style="list-style-type: none"> ▪ Continue to support low-achievers ▪ Continue to develop student-centered teaching approaches ▪ Further develop students' 21st century learning skills



	<ul style="list-style-type: none"> ▪ Students generally serious about their learning 	
5. Student Support	<ul style="list-style-type: none"> ▪ Unique and effective pastoral care system ▪ An experienced and professional SGDS team to further support students ▪ A dedicated Student Support Team to work with students with special learning needs ▪ School's mission and core values integrated well into the daily experiences of students 	<ul style="list-style-type: none"> ▪ Continue to strengthen the values education ▪ Further equip students with the skills, characters and attitudes needed for the 21st century
6. Partnership	<ul style="list-style-type: none"> ▪ Strong network with the local community ▪ Students actively support local and global community events 	<ul style="list-style-type: none"> ▪ Continue to strengthen collaboration between parents, teachers, students and alumni
7. Attitude and Behaviour	<ul style="list-style-type: none"> ▪ Students enjoy being members of the YHKCC ▪ Students are energetic, pleasant and friendly ▪ Students generally are caring, willing to offer help and possess positive values and attitudes 	<ul style="list-style-type: none"> ▪ Continue to nurture students to be well-mannered, internationally minded, glo-cal citizens with a strong cultural identity



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8. Participation and Achievement	<ul style="list-style-type: none">▪ High participation rates in sports, music, performing arts, visual arts and other ECA activities▪ Significant improvement in academic performance▪ Students are always willing to serve▪ Students are generally confident	<ul style="list-style-type: none">▪ Further discover and develop students' potential in various areas▪ Continue to improve the overall academic performance
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III. SWOT Analysis

Strengths

- An international and multi-cultural environment provides students with plentiful opportunities to understand and appreciate different cultures
- The Christian ethos and values provided by the school and teachers provide a clear direction for educating and nurturing students
- The school's Core Values are well integrated in the daily lives of students
- The School Sponsoring Body and the School Management Committee is very supportive to the school leadership and management
- A dedicated teaching team devoted to educating and nurturing students to learn and grow in an international environment
- Small class sizes and a low teacher-student ratio



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- A wide range of subjects offered under both Hong Kong (HKDSE) and British Curricula (IGCSE and GCE A-level) catering for different further study paths and the career needs of students
- An extensive pastoral care system with two class teachers per class in Forms 1 to 4 and two Heads of Year per year group, led by two Leadership Team members (Assistant Principals (SGDS)), and supported by two social workers, an educational psychologist, an SEN Coordinator and two EAL teachers, providing in-depth and all-round support for students' growth
- An open-minded and transparent management culture encourages teachers and students to further participate in school management and operations
- Students enjoy studying in the school, participating in different extra-curricular activities and are always proud to be part of the YHKCC community
- A well-resourced green school campus facilitates different kinds of learning activities

Weaknesses

- Academic departments and teachers spend endless effort to reviewing and updating teaching materials and learning activities due to the ever-changing curricula and syllabi
- The physical location of school could hinder further support for students who desire a YHKCC education but live a long way from the school
- Limited indoor areas may affect some learning programmes, especially during adverse weather conditions
- Some government rules and regulations hinder the school from further developing the appropriate curriculum to cater for the needs of our students



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Opportunities

- The multi-cultural environment creates a platform for students to gain additional learning and life experiences from peers, staff and involvement in school programmes
- The strong English standard of students, the multi-cultural setting and the variety of curricula offered make the YHKCC unique in the Tung Chung area and even in Hong Kong
- An increasing number of parents and families are interested in a truly international style learning environment
- The flexibility of the DSS system provides the school with the opportunity to formulate various creative strategies to educate students
- The DSS system offers the school autonomy in terms of student admissions, staff recruitment and curriculum design
- The unique nature of the YHKCC is attracting an increasing number of visitors, including students and teachers from overseas, mainland China and the local community
- New developments in Tung Chung and Lantau will certainly improve the transportation system around the school

Threats

- New EDB guidelines for DSS schools are gradually tightening the autonomy and flexibility of operations in DSS schools
- The decrease in the birth rate in Hong Kong and the current EDB policy has restricted the school from expanding further; the school could admit more students who desire an international style education
- The turnover of students due to family relocation



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C. MAJOR CONCERNS FOR 2017/2018 – 2019/2020

1. To further enhance teaching and learning effectiveness
2. To provide an education which is 21st century relevant
3. To align and refine the organizational culture



D. School Development Plan (3-school-year period)

Major Concerns	Targets	Time Scale			General Outline of Strategies
		17/18	18/19	19/20	
1. To further enhance teaching and learning effectiveness	<ul style="list-style-type: none"> ▪ Enhance students' learning skills and strengthen their learning effectiveness 	✓	✓	✓	<ul style="list-style-type: none"> ▪ Introduce and integrate the YHKCC Learner Profile ▪ Strengthen the implementation of student-centered learning approaches ▪ Focus on students' responsibilities in learning ▪ Cultivate a Growth Mindset



	<ul style="list-style-type: none"> • Improve public examination results 	✓	✓	✓	<ul style="list-style-type: none"> ▪ Continue to set high expectations for students and academic departments ▪ Make good use of internal and external statistics to help students set targets and review their performance ▪ Set progressive targets for academic departments
	<ul style="list-style-type: none"> ▪ Further strengthen the professional development programme and support for teachers 	✓	✓	✓	<ul style="list-style-type: none"> ▪ Introduce a newly designed staff development programme ▪ Equip teachers with up-to-date IT skills for promoting IT in learning ▪ Organize and support various staff social welfare events to further integrate teachers and provide them with opportunities to balance work and life



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Major Concerns	Targets	Time Scale			General Outline of Strategies
		17/18	18/19	19/20	
2. To provide an education which is 21st century relevant	<ul style="list-style-type: none"> ▪ Further integrate the 5 Core Values into students' daily school lives 	✓	✓	✓	<ul style="list-style-type: none"> ▪ Integrate the Core Values into the curriculum and daily lessons ▪ Integrate the Core Values into student activities, including sports, competitions, outside school events, etc. ▪ Strengthen the Mentorship Programme ▪ Strengthen the Spiritual Development Programme



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	<ul style="list-style-type: none"> Enhance students' responsibilities in planning for their future 	✓	✓	✓	<ul style="list-style-type: none"> Strengthen the PSHE programme Guide students in exploring and discovering their interests while they are in Junior forms Revamp the FUTURES Programme to support students in discovering their dreams and passions
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	<ul style="list-style-type: none"> ▪ Strengthen students' awareness of both local and global affairs 	✓	✓	✓	<ul style="list-style-type: none"> ▪ Continue to develop students' understanding of international-mindedness ▪ Encourage teachers to include local and/or global affairs in their daily teaching ▪ Offer various local and overseas trips so that students can experience and understand different environments and their cultures ▪ Organize various cultural exchange activities for students to reach out
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Major Concerns	Targets	Time Scale			General Outline of Strategies
		17/18	18/19	19/20	
3. To align and refine the organizational culture	<ul style="list-style-type: none"> Simplify and streamline current administrative systems 	✓	✓		<ul style="list-style-type: none"> Further reduce/combine administrative tasks to create extra room for learning and teaching and the pastoral care programme
	<ul style="list-style-type: none"> Strengthen the online communication and learning platform 	✓	✓		<ul style="list-style-type: none"> Continue to refine the current online learning platform Develop a mobile version for the VLE