

*Sir Ellis Kadoorie  
Secondary School  
(West Kowloon)*



**Annual School Plan  
2013/14**

# *Sir Ellis Kadoorie Secondary School*

## *(West Kowloon)*

### *Our School Vision*

Appreciating the cultural diversity of the students and reflecting on the changing demands of the modern world, the school aims at the holistic development of each individual student in order to enable them to become lifelong learners, and valuable members of the local and global community.

### *Our School Mission*

To develop in our students:

1. all-roundedness and multiple intelligences
2. respect for other cultures
3. a sense of social awareness and responsibility

### *Our School Motto*

**Carpe diem** – Seize the Day

### *School Values*

<b>S</b>	Synergy
<b>E</b>	Enthusiasm
<b>K</b>	Kindness
<b>S</b>	Self-discipline
<b>S</b>	Service
<b>W</b>	Wisdom
<b>K</b>	Knowledge

*Sir Ellis Kadoorie Secondary School*  
*(West Kowloon)*

**Annual School Plan**

**School Year 2013-2014**

**Major Concerns**

- 1. Effective Learning and Teaching**
- 2. Healthy Lifestyle and Cultural Harmony among students**
- 3. Capacity building in teachers**

## Annual School Plan 2013/2014

### 1. Major Concern: Effective Learning and Teaching

Targets	Strategies	Success Criteria	Methods of Evaluation	Time Scale	People in charge	Resources Required
➤ <i>To streamline the school administrative structure for holistic planning and better coordination</i>	➤ Assistant Principals' leadership role in specific domains of school work to be delineated	➤ Duties of APs specified in Duty List ➤ Duties carried out effectively and smoothly	➤ Teachers' observation ➤ Stakeholder Survey	➤ Whole year	➤ Pr	
	➤ Setting up a teacher-in-charge for the development of Learning and Teaching	➤ Post in Duty List ➤ Coordinate learning and teaching effectively	➤ Teachers' observation ➤ Stakeholder Survey	➤ Whole year	➤ AP ➤ HODs	
➤ <i>To modify the curriculum to cater for learner diversity and better interfacing between Junior and Senior Secondary</i>	➤ To implement Life and Society in Junior Forms	➤ L&S implemented in S1&2	➤ Scheme of work ➤ Dept. minutes	➤ Whole year	➤ AP ➤ L&S HOD	
	➤ To broaden the elective choices of Senior Secondary to cater for learner diversity	➤ More elective choices for S.4 (VA, Music, French, Hindi, Urdu, BAFS (Management), Applied Learning, Health Management and Social Care)	➤ Number of new subjects increases ➤ APASO	➤ Whole year	➤ AP ➤ HODs	➤ Subject Curriculum Grant ➤ DLG
	➤ To implement GCSE Chinese as a compulsory subject for NCS students	➤ Subject implemented in all levels	➤ Time-table ➤ Survey ➤ APASO	➤ Whole year	➤ AP ➤ GCSE (Chin) HOD	➤ DLG

	<ul style="list-style-type: none"> <li>➤ To develop a School-based curriculum for Class Periods</li> </ul>	<ul style="list-style-type: none"> <li>➤ Class period plan produced and implemented</li> </ul>	<ul style="list-style-type: none"> <li>➤ Survey</li> <li>➤ Record of Work</li> </ul>	<ul style="list-style-type: none"> <li>➤ Whole year</li> </ul>	<ul style="list-style-type: none"> <li>➤ AP OLE Team i/c</li> <li>➤ Class teachers</li> </ul>	
	<ul style="list-style-type: none"> <li>➤ To prepare for the implementation of the Moral and National Education</li> </ul>	<ul style="list-style-type: none"> <li>➤ Proposed plan for implementation of MNE in a multi-cultural environment</li> </ul>	<ul style="list-style-type: none"> <li>➤ Minutes of MNE</li> <li>➤ Proposed plan of work</li> </ul>	<ul style="list-style-type: none"> <li>➤ Whole year</li> </ul>	<ul style="list-style-type: none"> <li>➤ AP MNE Team i/c</li> </ul>	<ul style="list-style-type: none"> <li>➤ MNE Funding</li> </ul>
<ul style="list-style-type: none"> <li>➤ <i>To arouse students' interest and motivation in classroom learning</i></li> </ul>	<ul style="list-style-type: none"> <li>➤ Teachers have a clear, student-oriented teaching objective each lesson</li> </ul>	<ul style="list-style-type: none"> <li>➤ 70% of students have improved their learning attitude</li> <li>➤ Student-oriented teaching-objects found in 80% of all lessons observed</li> <li>➤ Diversified pedagogical practices found in 80% of all lessons observed</li> <li>➤ More assignments and more demanding assignments for better classes (D &amp; E)</li> <li>➤ Core and elective parts in all subjects</li> </ul>	<ul style="list-style-type: none"> <li>➤ APASO</li> <li>➤ Survey</li> <li>➤ Lesson observation records</li> <li>➤ Homework Policy</li> <li>➤ Minutes and syllabus of Subjects</li> <li>➤ Evaluation by subject teachers</li> </ul>	<ul style="list-style-type: none"> <li>➤ Whole year</li> </ul>	<ul style="list-style-type: none"> <li>➤ AP HODs</li> <li>➤ Subject teachers</li> </ul>	
	<ul style="list-style-type: none"> <li>➤ To employ diversified pedagogical practices to achieve the teaching objectives</li> </ul>					
	<ul style="list-style-type: none"> <li>➤ To help students develop good learning strategies and presentation skills</li> </ul>	<ul style="list-style-type: none"> <li>➤ All subjects include teaching those skills in curriculum</li> <li>➤ Programmes on Learning strategies are provided for focus levels</li> </ul>	<ul style="list-style-type: none"> <li>➤ Minutes of Dept. / Committee meetings</li> <li>➤ Survey</li> </ul>	<ul style="list-style-type: none"> <li>➤ Whole year</li> </ul>	<ul style="list-style-type: none"> <li>➤ AP HODs</li> <li>➤ Subject teachers</li> <li>➤ Academic Promotion Committee i/c</li> </ul>	<ul style="list-style-type: none"> <li>➤ DLG</li> </ul>
	<ul style="list-style-type: none"> <li>➤ To share good practices within and among</li> </ul>	<ul style="list-style-type: none"> <li>➤ Each teacher observes at least 2 lessons per year</li> </ul>	<ul style="list-style-type: none"> <li>➤ Peer lesson observation record</li> </ul>	<ul style="list-style-type: none"> <li>➤ Whole year</li> </ul>	<ul style="list-style-type: none"> <li>➤ AP Academic Promotion</li> </ul>	

	departments and tailored resources to cater for specific needs of students	➤ Each Subject produces a teaching package on one topic	➤ Dept. minutes		Committee i/c ➤ HODs ➤ All teachers	
➤ <i>To Enrich students' learning experience</i>	➤ To provide learning experiences outside the classroom to arouse students' interest in learning	➤ All subjects arrange at least one learning activity for students of each level outside the classroom.	➤ Minutes of Dept. ➤ Proposed plan of work	➤ Whole year	➤ HODs ➤ Subject teachers	➤ ECA Fund ➤ Jockey club ➤ LWL Fund ➤ OEP
	➤ To provide chances for students to celebrate their success in learning through exhibitions, demonstrations, performances, etc	➤ All subjects display the good work of students of each level through various means.	➤ Minutes of Dept. ➤ Proposed plan of work	➤ Whole year	➤ HODs ➤ Subject teachers	
	➤ To work closely with parents on the academic development of students	➤ 5 PTA meetings are arranged. ➤ 8 'Meeting with Principal' are arranged for the principal and parents to share their view on the academic development of students.	➤ APASO ➤ Survey ➤ Minutes of Dept.	➤ Whole year	➤ P ➤ PTA i/c	

2. Major Concern: Healthy Lifestyle and Cultural Harmony among students

Targets	Strategies	Success Criteria	Methods of Evaluation	Time Scale	People in charge	Resources Required
➤ <i>To develop a healthy lifestyle in students</i>	➤ To help students develop essential virtues (punctuality, responsibility, honesty, etc) through reading materials, assemblies and mass programmes	<ul style="list-style-type: none"> <li>➤ 50% of students joining “Early Bird Scheme” have their punctuality improved</li> <li>➤ 80% of junior form monitors and monitresses received training on duty and responsibility</li> <li>➤ On average 4 positive messages to students per month on responsibility and honesty etc. to be conducted in the morning assembly</li> <li>➤ At least 20 activities are organized to develop students’ essential virtues</li> </ul>	<ul style="list-style-type: none"> <li>➤ Records</li> <li>➤ Teachers’ observation</li> </ul>	➤ Whole year	<ul style="list-style-type: none"> <li>➤ HODs</li> <li>➤ Reading Team i/c</li> <li>➤ Guidance Team i/c</li> <li>➤ Discipline Team i/c</li> <li>➤ Careers Team i/c</li> <li>➤ Environmental Ed i/c</li> <li>➤ Health &amp; Sex Ed i/c</li> <li>➤ OLE Team i/c</li> <li>➤ MNE Team i/c</li> <li>➤ ECA Team i/c</li> <li>➤ Class Teachers</li> </ul>	<ul style="list-style-type: none"> <li>➤ Support from the staff of Guidance &amp; Discipline Section of EDB</li> <li>➤ Funding from School</li> </ul>
	➤ To strengthen moral and civic education through school-based student support programmes for Class Periods	<ul style="list-style-type: none"> <li>➤ At least 4 activities held in Class Periods to strengthen moral and civic education</li> <li>➤ At least 6 sets of reading materials of essential virtues prepared for class period</li> </ul>	<ul style="list-style-type: none"> <li>➤ Records</li> <li>➤ Feedback from students</li> </ul>	➤ Whole year		<ul style="list-style-type: none"> <li>➤ Funding from School</li> </ul>

<ul style="list-style-type: none"> <li>➤ To participate in the Healthy School Programme, including drug tests and various anti-drug activities</li> </ul>	<ul style="list-style-type: none"> <li>➤ 10% more students participated in the healthy school programme</li> <li>➤ 2 whole school activities and 5 activities for targeted students will be organized in the healthy school programme</li> <li>➤ 1 team of student helpers is set up to assist in the implementation of the healthy school programme</li> </ul>	<ul style="list-style-type: none"> <li>➤ Records</li> <li>➤ Teachers' observation</li> </ul>	<ul style="list-style-type: none"> <li>➤ Whole year</li> </ul>	<ul style="list-style-type: none"> <li>➤ Healthy School Programme i/c</li> <li>➤ Discipline Team i/c</li> <li>➤ Guidance Team i/c</li> <li>➤ MNE Team i/c</li> <li>➤ Health &amp; Sex Ed i/c</li> </ul>	<ul style="list-style-type: none"> <li>➤ Funding from School and the Narcotic Division</li> <li>➤ Manpower from the NGO (HKBGCA)</li> </ul>
<ul style="list-style-type: none"> <li>➤ To pave way for the organization of Student Union as a platform for developing students' leadership potential Student Activity Coordinating Association (SACA)</li> </ul>	<ul style="list-style-type: none"> <li>➤ At least 8 S.3 to S.5 students join SACA as committee members</li> <li>➤ At least 3 school events organized by SACA</li> <li>➤ SACA members participated in at least 1 workshop/ seminar</li> </ul>	<ul style="list-style-type: none"> <li>➤ Number of students joining SAA.</li> <li>➤ Records of the events held.</li> <li>➤ Records of workshop/ seminar held</li> </ul>	<ul style="list-style-type: none"> <li>➤ Whole year</li> </ul>	<ul style="list-style-type: none"> <li>➤ ECA Team i/c</li> </ul>	<ul style="list-style-type: none"> <li>➤ Funding from School</li> </ul>
<ul style="list-style-type: none"> <li>➤ To enhance more parental involvement in promoting the social and emotional growth of students</li> </ul>	<ul style="list-style-type: none"> <li>➤ At least 8 teacher-parent meetings were organized</li> </ul>	<ul style="list-style-type: none"> <li>➤ Records</li> </ul>	<ul style="list-style-type: none"> <li>➤ Whole year</li> </ul>	<ul style="list-style-type: none"> <li>➤ PTA Teacher i/c</li> </ul>	<ul style="list-style-type: none"> <li>➤ Funding from School and PTA</li> <li>➤ School social worker</li> </ul>

➤ <i>To cultivate cultural harmony among students</i>	➤ To decorate the school campus with multi-cultural colours	➤ At least 30 exhibits of multi-cultural colours were displayed in different parts of the school campus	➤ Records ➤ Teacher's observation	➤ Whole year	➤ Aesthetic Ed i/c ➤ VA HOD	➤ Funding from School
	➤ To enhance inter-cultural understanding through Class Period programmes and the Moral and National Education	➤ At least 4 sets of reading materials prepared for S.1, S.2 & S.3 students	➤ Records	➤ Whole year	➤ OLE Team i/c ➤ MNE Team i/c ➤ Class Teachers	
	➤ To enhance inter-cultural acceptance through talks, assemblies, seminars and mass programmes	➤ At least 2 activities about cultural harmony conducted ➤ 2 speeches by students and teachers on Chinese culture conducted	➤ Records	➤ Whole year	➤ Guidance Team i/c ➤ MNE Team i/c ➤ OLE Team i/c	➤ Funding from School
	➤ To develop appreciation and cooperation among various cultures through exhibitions, art fairs and performances	➤ One art exhibition, one dance performance and 4 lunch-time mini-concert	➤ Records	➤ Whole year	➤ Music HOD ➤ Aesthetic Ed i/c ➤ VA HOD ➤ ECA Team i/c	➤ Funding from School

### 3. Major Concern: Capacity building in teachers

Targets	Strategies	Success Criteria	Methods of Evaluation	Time Scale	People in charge	Resources Required
➤ <i>To facilitate the induction of teachers</i>	➤ To formulate a comprehensive induction programme for teachers	<ul style="list-style-type: none"> <li>➤ 4 induction &amp; training sessions arranged for new teaching staff</li> <li>➤ 70% of new teaching staff participating each time</li> </ul>	<ul style="list-style-type: none"> <li>➤ Record of participation</li> <li>➤</li> </ul>	➤ Whole year	➤ Staff Development Team i/c	
	➤ To implement mentorship scheme within the department or key learning area	<ul style="list-style-type: none"> <li>➤ Mentors arranged for new teaching staff</li> <li>➤ 4 meetings at regular intervals (beginning of term, before Half-yearly Exam, before Parents' Day, end of year)</li> </ul>	<ul style="list-style-type: none"> <li>➤ Record of participation</li> <li>➤ Survey and feedback from teachers</li> </ul>	➤ Whole year	<ul style="list-style-type: none"> <li>➤ Staff Development Team i/c</li> <li>➤ HODs</li> <li>➤ KLA i/c</li> </ul>	
	➤ To form learning circles under the guidance of experts from EDB	<ul style="list-style-type: none"> <li>➤ 2 meetings in each term</li> <li>➤ Lesson observation and post-lesson discussion arranged</li> <li>➤ 80% of target teachers participating each time</li> </ul>	<ul style="list-style-type: none"> <li>➤ Record of participation</li> <li>➤ Survey and evaluation from teachers</li> </ul>	➤ Whole year	➤ Staff Development Team i/c	
	➤ To enhance communication through informal gatherings	➤ 70% of teaching staff participated each time	➤ Record of participation	➤ Whole year	<ul style="list-style-type: none"> <li>➤ AP</li> <li>➤ Staff Welfare Team i/c</li> </ul>	➤ Staff Welfare Fund
➤ To strengthen teachers' professional development	➤ To identify and share good pedagogical practices among teachers (peer lesson observation,	<ul style="list-style-type: none"> <li>➤ All teaching staff attends peer lesson observation or open lessons, etc.</li> <li>➤ Two times per year</li> </ul>	<ul style="list-style-type: none"> <li>➤ Record of Participation</li> <li>➤ Survey and evaluation from teachers</li> </ul>	➤ Whole year	<ul style="list-style-type: none"> <li>➤ AP</li> <li>➤ HODs</li> </ul>	

	open lessons, etc)					
	<ul style="list-style-type: none"> <li>➤ To develop the school into a professional learning community with collaborative culture among teachers, e.g. peer lesson planning, enhancing self-evaluation and team work among teachers</li> </ul>	<ul style="list-style-type: none"> <li>➤ Collaborative lesson preparation arranged for smaller subject panels or different levels of larger panels</li> <li>➤ 70% of teachers share teaching materials and expertise</li> </ul>	<ul style="list-style-type: none"> <li>➤ Record of work</li> <li>➤ The no of teaching materials shared with subject dep.</li> <li>➤ Survey and evaluation from teachers</li> </ul>	<ul style="list-style-type: none"> <li>➤ Whole year</li> </ul>	<ul style="list-style-type: none"> <li>➤ HODs</li> <li>➤ Teachers in different subject panels.</li> </ul>	
	<ul style="list-style-type: none"> <li>➤ To enhance communication through professional dialogue at level meetings</li> </ul>	<ul style="list-style-type: none"> <li>➤ At least 1 level meeting for each level conducted to discuss class matters and academic performance of students</li> </ul>	<ul style="list-style-type: none"> <li>➤ Records of level meetings</li> <li>➤ Follow-up action taken for improvement</li> </ul>	<ul style="list-style-type: none"> <li>➤ Whole year</li> </ul>	<ul style="list-style-type: none"> <li>➤ AP</li> <li>➤ Level co-ordinator</li> <li>➤ Discipline Team i/c</li> <li>➤ Guidance Team i/c</li> <li>➤ Class teachers</li> </ul>	
	<ul style="list-style-type: none"> <li>➤ To consolidate more linkages with external organizations and experts for professional support</li> </ul>	<ul style="list-style-type: none"> <li>➤ Exchange programmes arranged with other schools by different functional teams/subject panels</li> <li>➤ Support programmes or projects conducted with external organizations and experts</li> </ul>	<ul style="list-style-type: none"> <li>➤ Record of participation</li> <li>➤ Survey and evaluation from teachers</li> </ul>	<ul style="list-style-type: none"> <li>➤ Whole year</li> </ul>	<ul style="list-style-type: none"> <li>➤ AP</li> <li>➤ HODs</li> <li>➤ Teachers-in-charge of Special committees</li> </ul>	