

*Sir Ellis Kadoorie
Secondary School
(West Kowloon)*



**School Development Plan
2015/16-2017/18**

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

S	Synergy
E	Enthusiasm
K	Kindness
S	Self-discipline
S	Service
W	Wisdom
K	Knowledge

Holistic Review

Effectiveness of the previous School Development Plan

Major Concerns	Extent of Targets Achieved, e.g. Fully Achieved; Partly Achieved; Not Achieved	Follow-up Action, e.g. Incorporated as routine work; Continue to be major concerns in the next SDP; Others	Remarks
1. Effective Learning and Teaching	Partly Achieved	Continue to be major concerns in the next SDP	
2. Healthy Lifestyle and Cultural Harmony among Students	Partly Achieved	Continue to be major concerns in the next SDP	To develop students' life-planning skills for better integration and cultural harmony in the next SDP
3. Capacity building in teachers	Partly Achieved	Incorporate into the major concerns on learning and teaching in the next SDP	

School Development Plan 2015/16-2017/18

Part A Evaluation of School's Overall Performance

Area	Major Strengths	Areas for Improvement
1. School Management	<ul style="list-style-type: none"> ● The school managers are open-minded and supportive ● Formulation of school policies based on staff's views and data collected ● Striving for various community resources for students 	<ul style="list-style-type: none"> ● Formulation of succession planning in various key areas of duties
2. Professional Leadership	<ul style="list-style-type: none"> ● The school managers and middle managers have an amicable working relation with teachers ● The experienced middle managers provide effective guidance to lead their departments/committees 	<ul style="list-style-type: none"> ● Nurturing new middle managers to take up leadership roles ● Strengthening professional dialogue between teachers of different groups
3. Curriculum and Assessment	<ul style="list-style-type: none"> ● Provision of various choices of other languages and graded level of Chinese curricula for NCS students ● Provision of wide choices of NSS electives and Applied Learning programmes ● Provision of a well-organised school-based curriculum complemented by co-curricular activities and programmes of different committees ● A good range of measures to cater for the learning needs of the students 	<ul style="list-style-type: none"> ● Introduction of Business fundamentals and Spanish in junior levels ● Strengthening the Chinese learning environment for the NCS students ● Incorporation of careers life planning in various subject departments/committees ● Strengthening the enhancement programme for brighter students across different subjects/levels ● Adoption of mark-based marking to prepare students for public exams
4. Student Learning and Teaching	<ul style="list-style-type: none"> ● Streaming of students according to their learning capabilities 	<ul style="list-style-type: none"> ● Experiential and collaborative learning to be enhanced

	<ul style="list-style-type: none"> ● Students with good spoken English and willing to express ideas ● Learning circle serving as a platform for sharing among young teachers 	<ul style="list-style-type: none"> ● Learning circles for teachers to be continued and sustained ● Developing collaborative cultures among teachers e.g. peer lesson preparation
5. Student Support	<ul style="list-style-type: none"> ● Stakeholders, EDB and community resources have been solicited to create various opportunities to students ● A good spectrum of positive and healthy programmes to engage students in school life 	<ul style="list-style-type: none"> ● Provision of individual guidance on life planning ● Embracing cultural diversity to enhance inter-cultural understanding ● Strengthening of student leadership training programme across different committees/schools
6. Partnership	<ul style="list-style-type: none"> ● Very strong collaboration with different NGOs, EDB and tertiary institutes. e.g. IVE, HKU-SPACE ● PTA showing great support and trust to the school ● Provision of sufficient channels for parents to express views to school 	<ul style="list-style-type: none"> ● Strengthening our linkage with target primary schools ● Increasing parental involvement in promoting students' personal development and academic studies
7. Attitude and Behaviour	<ul style="list-style-type: none"> ● Students having a good self-concept and inter-personal relationship ● Improvement in the General Behaviour of the students ● Students understanding their roles in learning 	<ul style="list-style-type: none"> ● Developing students' self-directed learning and sense of responsibility
8. Participation and Achievement	<ul style="list-style-type: none"> ● Great variety of activities organized in collaboration of NGOs for widening the scope of horizons of our students including internship programmes ● Outstanding achievements made in the areas of sports, performing arts, public presentation, essay writing etc 	<ul style="list-style-type: none"> ● Basing on the strengths of our students, further careers-related experiences/opportunities to be arranged for students ● Young alumni are to be invited to share their learning/life experiences with the students

Part B SWOT Analysis

Our Strengths

- An English-rich learning environment for students from various cultures
- Students are expressive and good at performing arts, languages and sporting activities
- The school management and middle managers are open-minded, supportive and have amiable working relationships with staff & outside organizations.

Our Weaknesses

- Wide spectrum of learner diversity and most students lack exposure to local community
- Passive learning attitudes among some students and inadequate sense of responsibility and self-confidence in students
- Frequent absence of students and lacking of family support for students

Our Opportunities

- Support from NGOs, Alumni, District communities and institutes
- Introduction of grants to enhance support of NCS Chinese learning and careers life planning
- Organizing various joint-schools programmes

Our Threats

- Insufficient parental involvement in promoting the social, emotional and academic growth of students
- New teachers not familiar with the multi-cultural environment of the school
- Territory-wide reduction in the P.6 student population

Major Concerns for a period of 3 school years

Theme: Multiple Pathways to Glory

1. Excelling effective learning and teaching
2. Excelling students' core values and potential

Part C Major Concerns for the coming 3 academic years 2015-2018

Theme: Multiple Pathways To Glory For Students

25-6-2015 amended

Major Concerns	Targets	Time Scale			Strategies
		Year 1	Year2	Year3	
1. Excelling effective learning and teaching – Promote self-directed learning and enhance teaching effectiveness	A To promote self-directed learning through experiential learning	✓	✓	✓	– Understanding the learning styles and difficulties of students – Assisting students in developing and setting their learning goals and developing their learning strategies leading to their academic plans – Providing subject related life planning and career opportunities in collaboration with NGOs or tertiary institutes – Enhancing parental involvement in promoting students’ learning
	B To enhance the learning of Chinese for better social integration and career opportunities	✓	✓	✓	– Helping students to make an informed-decision – Providing of graded levels of curricula catering for students’ diverse abilities

					<ul style="list-style-type: none"> - Providing an inclusive learning environment to enhance students' learning of Chinese
	C To develop self-directed learning via e-learning		✓	✓	<ul style="list-style-type: none"> - Upgrading the existing IT infra structures - Establishing an efficient WIFI system for e-learning
	D To enhance the culture of sharing and collaboration among teachers of the same department/KLAs	✓	✓	✓	<ul style="list-style-type: none"> - Maintaining mentorship scheme and learning circle for new teachers - Conducting subject level meetings on academic related matters - Strengthening collaborative planning and teaching

Major Concerns	Targets	Time Scale			Strategies
		Year 1	Year2	Year3	
2. Excelling students' core values and potential – Establish students' positive views of life – Develop students' potential capacities	A To cultivate students' positive values	✓	✓		– Developing students' core values (self-disciplined, responsibilities, respect others, etc.)
	B To develop healthy school life	✓	✓	✓	– Participating in the Healthy School Programme, including drug tests and various anti-drug activities
	C To offer life -wide learning so as to broaden students' horizons	✓	✓	✓	– Providing various leadership training programmes – Providing various exposures in collaboration with NGOs and tertiary institutes
	D To assist students to do life planning		✓	✓	– Assisting students to set life goals via individual/group guidance – Exposing students to various career opportunities – Providing of work experiences via immersion programmes with NGOs