La Salle College   *Strategic Plan 2016 – 2019*

fides et opera

Preamble

La Salle College, Kowloon, is a Lasallian school in the 'Lasallian' tradition.

The Lasallian School offers a Catholic education that is marked by a distinctive spirit. This spirit is rooted in the Gospel of Jesus Christ and in the spirituality and educational philosophy of Saint John Baptist De La Salle (1651 – 1719), founder of the Brothers of the Christian Schools. De La Salle was convinced that without a Christian education the poor children of his native Rheims (France) would be lost both to the Church and society. This conviction led him to organize a group of teachers and to establish Christian Schools that would meet the needs of these children. Over a period of thirty years, De La Salle founded schools in several French cities and towns and instructed teachers and students from various socio-economic levels. By the time of his death, De La Salle had established primary and secondary schools, teacher training centers, and boarding schools.

John Baptist de La Salle was an educational innovator both in the development of teacher training programmes and in his curricular and pedagogical practices. De La Salle recognized that teachers have a providential, grace-filled, and pivotal role in the actions and achievements of students. Because of this pivotal role, De La Salle provided teachers with extensive pedagogical preparation and on-going supervision in order to fulfill their God-given ministry. In consultation with his teachers, De La Salle designed a curriculum and wrote practical and effective textbooks infused with gospel values. The Christian schools were primarily for the poor, yet all socio-economic levels were welcomed. Social segregation, which was the practice of the day, was not permitted in the Christian Schools. All students were treated with the same dignity and respect.

De La Salle envisioned teachers as ministers of grace who exercised their vocation daily by instructing youth in the principles of the Gospel as well as in the various academic and vocational subjects. He regarded the school as a community of believers working cooperatively to achieve a shared mission. The schools were to be effectively managed so as to achieve the intellectual, cultural, religious and vocational formation of the student through a curriculum suited to their needs and based on Christian values.

The Lasallian School, then, was founded to be a Christian school whose purpose is "to give a human and Christian education to the young." La Salle College, Kowloon is such a school with the same mission and purpose.

Vision Statement

To inspire and challenge students to achieve excellence in all things.

Mission Statement

Faithful to the founder, St. John Baptist De La Salle, La Salle College –

- is committed to providing a high quality human and Christian education
- values each boy regardless of ethnicity, religion, wealth, or status
- provides special attention to those less gifted
- seeks to empower all students to realize their potential through academic study, sport, and the arts
- develops a civic, service, and leadership oriented culture with its community of parents, friends, and alumni.

Values

If young men are honest with themselves and others they will grow to be good men in the fulfilment of God's plan for them. If young men at La Salle College respect themselves, others, and property, they will grow, aware of their responsibility to others and the environment. They will learn that rights are earned, and that honesty and respect are two core values of the 'social contract' upon which all modern societies depend. In this way La Salle College incorporates the five (5) key values of the Hong Kong Secondary School curriculum - *responsibility, commitment, perseverance, respect for others, and national identity.*

Motto

La Salle College has two mottos, one in Latin, the other Chinese. The Latin motto *Fides et Opera* - faith and works – means that at La Salle College we are motivated by faith and good works. The Chinese motto 克己復禮 is from the Analects 《論語》of Confucius 《孔子》 – to subdue one's selfish desires and return to propriety (appropriate or fitting conduct).

Competencies

La Salle College believes that to prepare students for the future the curriculum must embed key competencies – the skills required to live, learn, work, and contribute as active members of society. The key competencies embedded in the La Salle College curriculum are:

- Thinking   - using creative, critical, and metacognitive processes to make sense of information, experiences, and ideas.
- Using language, symbols, texts   - using and making meaning of the codes in which knowledge is communicated.
- Managing Self   - self-motivation, a 'can do' attitude.
- Relating to Others   - interacting and collaborating effectively with a diverse range of people in a variety of contexts.
- Participating and Contributing   - being actively involved in communities.
- Problem Solving   - in groups and individually solving problems

Guiding Principles

La Salle College in implementing the Hong Kong Secondary School curriculum is guided by the cardinal principle that its work must be in the best interest of its students guided by the following

(1) Decisions and practices are premised on the beliefs that all students have the ability to learn.
(2) Students are provided with a wide range of different learning experiences for holistic development.
(3) Diversified learning, teaching, and assessment are used to suit the different needs, interests, and abilities of students.
(4) All students are provided with an enabling environment conducive to their development as self-regulated life-long learners.
(5) Planning and strategies are built on existing strengths and implemented at the right pace, taking into account the readiness of teachers, the school context and the characteristics of the students.
(6) Due consideration is given to local contexts and needs. Capacity is built up through staged experiential approaches and periodic review.
(7) The change process is monitored making use of critical milestones and evidence to ensure timely and quality support for teachers.

Learning Goals

La Salle College in implementing the Hong Kong Secondary School curriculum has adopted the following learning goals for each student:

- to be bi-literate and trilingual with adequate proficiency;
- to be an informed and responsible citizen with a sense of global and national identity;
- to respect pluralism of cultures and views, and be a critical, reflective and independent thinker;
- to acquire IT and other skills as necessary for being a life-long learner;
- to understand their own career/academic aspirations and develop positive attitudes towards work and learning; and
- to lead a healthy life style with active participation in aesthetic and physical activities.

Curriculum Aims

La Salle College in implementing the Hong Kong Secondary School curriculum aims to

- establish a vibrant, flexible, diverse, and enabling learning environment that will widen the knowledge base of every student,
- provide multiple progression pathways for future studies and career development in an ever changing society
- enable students to achieve enhanced literacy and numeracy knowledge and competence in critical thinking, independent learning, and interpersonal, moral, civic, physical, and aesthetic development (La Salle College also includes spiritual development)

Strategic Planning Strands

In this Strategic Plan the College has chosen to use the four Domains of the Education Bureaus Performance Indicator Framework (PIF) plus a fifth, Catholic & Lasallian Character, where Goals for the period 2016 - 2019 are identified and targets with associated expected outcomes set. These targets, it is believed, will deliver the outcomes necessary for the College to deliver its mission and vision for the boys in its care.

Strategic Strand	Goals/Priorities
1. Catholic & Lasallian Character	1.1. To foster Lasallian values of faith, service, and community, and other Christian values such as love, hope, and respect. 1.2. To strengthen the understanding of Lasallian charism and Lasallian leadership among staff and students. 1.3. To foster the gospel value of service to others, and civic responsibilities. 1.4. To promote within La Salle College the catholic faith, the sacraments, and an active, vibrant worshipping community, while accepting all beliefs.
2. Teaching & Learning	2.1. To develop students' critical and creative thinking skills. 2.2. To enhance student language proficiency. 2.3. To foster a self-directed learning culture; a learning to learn culture. 2.4. To strengthen practices at both whole school and class teacher level in the use of data to inform teaching practice. 2.5. To ensure differentiated learning strategies are used in all classes. 2.6. To support all staff to become confident capable users of emerging mobile ICT technologies. 2.7. To develop professional development that is linked to individual improvement plans. 2.8. To enhance the reading and writing strategy for academic writing frames across the curriculum 2.9. To design and implement Phase Two of the College IT eLearning Implementation Plan for BYOD and eLearning. 2.10 To review the curriculum in both junior and senior forms to better align with school needs.
3. Student Performance	3.1. To foster students' self-awareness and an awareness, respect for, and tolerance of difference. 3.2. To help students establish and maintain positive relationships with peers and acquire appropriate social skills. 3.3. To help students master a healthy and balanced lifestyle, build resilience against adversity, and manage stress. 3.4. To nurture a positive learning attitude among students. 3.5. To stretch the potential of gifted and talented students.
4. Student Support	4.1. To provide career assistance to students from F1 – F6 to identify goals and interests so as to optimize higher education and career choices. 4.2. To ensure students have access to a comprehensive and well- established co-curricular programme to harness their creativity, independence of thought, interest in others and the world around them. 4.3. To nurture integrity, self-discipline, empathy, kindness, and interpersonal skills. 4.4. To promote and develop student leadership.
5. Management & Organisation	5.1. To ensure the physical facilities are at a high standard to support curriculum objectives and priorities. 5.2. To maintain the ICT Infrastructure to enable all staff and students have access to reliable, sustainable, efficient, and appropriate ICT equipment, systems and services that meet their current and emerging e-Learning and e-Administrative needs. 5.3. To ensure the school's Administration and Panels have ready access through ICT to a wide and well-focused range of learning resources that are selected, organised, and managed to be responsive to their needs and relevant to the Hong Kong Curriculum and Administration. 5.4. To develop a 10 Year Maintenance Plan 2016-2026. 5.5. To develop office administration systems. 5.6. To develop a sustainable Personnel Plan 2016-2022

NB: Dates in this Plan are recorded as academic years e.g. 2016 refers to the end of the 2016/17 academic year

1. Catholic & Lasallian Character

> Goal 1.1. To foster Lasallian values of faith, service, and community, and other Christian values such as love, hope, and respect
> Goal 1.2. To strengthen the understanding of Lasallian charism and Lasallian leadership among staff and students
> Goal 1.3. To foster the gospel value of service to others and civic responsibilities
> Goal 1.4. To promote within La Salle College the catholic faith, the sacraments, and an active, vibrant worshipping community accepting of all beliefs

Goal 1.1

To foster Lasallian values of faith, service, and community, and other Christian values such as love, hope, and respect.

Target/Goal	Action/Strategy	Who	When	Reporting
1.1.1 All staff and students to know and be aware of the Lasallian/Christian values that the College promotes	1. Develop banners, posters, slogans, Brothers' quotations, Brothers' photos, etc. and catchphrases promoting La Salle as a Lasallian school based on values of honesty and respect. 2. A Programme on Lasallian values and Lasallian Spirit is implemented in the F1 Religious Education programme.	Pastoral Assistant RS Panel Head	As appropriate each year 2016 onwards	
1.1.2 All students acknowledge their right to be respected and their responsibility to respect others	1. A *Health Promoting School Programme* of student led activities is developed to address values such as respect for others, courtesy and other issues identified from time to time. [See 3.3.2]	Principal & Health & Environmental Promotion Team	2016 onwards	

Goal 1.2

To strengthen the understanding of Lasallian charism and Lasallian leadership among staff and students

Target	Action	Who	When	Reporting
1.2.1 For all staff to have an on-going understanding of Lasallian charism	1. Before the start of every Staff Meeting, the Principal/Lasallian Coordinator (LC) will read something from the Founder's writings related to the schools/ teachers. 2. At least one Staff Development Day a year be allocated to Lasallian formation.	Principal & LC Principal & LC	Every Staff Meeting 2016 onwards	
1.2.2 To develop Lasallian leadership among staff & students	1. LYM leaders are to participate in Lasallian Leadership training. 2. The Lasallian Youth Ministry team to develop an Annual Plan for the development of Lasallian Youth Leaders engaged in Faith, Service, and Community events.	LYM & LC LYM & LC	2016 onwards 2016 onwards	

Target	Action	Who	When	Reporting
	3. To develop a Lasallian Formation Plan 2016-2022. 4. To identify external formation opportunities for staff at all levels and to have 1 staff member attend at Lasallian formation programme annually.	LC Principal & LC	2016 2016	
1.2.3 To reinforce the sense of belonging to the Lasallian Family, local and worldwide	1. LYM and CathSoc to organise a Games Day / Camp with local Brothers' schools once a year. 2. To develop an Exchange Programme with local Brothers' schools and/or Brothers' schools worldwide once a year.	Pastoral Assistant, LYM, LC & CathSoc LC & ExchangeProgTeam	2016 onwards 2016 onwards	
1.2.4 To promote vocations to the Brothers and Priesthood.	1. To speak about the vocation of Brother and priest at each monthly mass. 2. To pray for vocations at appropriate opportunities.	LC Pastoral Assistant	2016 onwards 2016 onwards	

Goal 1.3
To foster the gospel value of service to others and civic responsibilities.

Target/Goal	Action/Strategy	Who	When	Reporting
1.3.1 To provide social justice exposure opportunities for students	1. Coordinate with the LEAD District to provide social justice exposure opportunity for students each year.	Pastoral Assistant	2016 onwards	
1.3.2 Students F1 to F6 have at least one experience of serving the poor each year	1. Arouse students' awareness of livelihood issues around the world through talks and sharing by charitable organizations eg lunchtime garden presentation, RS class speakers. 2. All students are to participate in a service of the poor activity each year including: - F1 at home service (RS Panel) - F2 Service Learning Programme (RS Panel) - F3 Service Programme (RS Panel) - F4-F6 Voluntary Service activity	Pastoral Assistant Pastoral Assistant & RS Panel Head	2016 onwards 2016 onwards	

Goal 1.4
To promote within La Salle College the Catholic faith, the sacraments, and an active, vibrant, worshipping community, while accepting of all beliefs

Target/Goal	Action/Strategy	Who	When	Reporting
1.4.1				

Target/Goal	Action/Strategy	Who	When	Reporting
To provide sacramental programmes each year for baptism, reconciliation and Eucharist	1. In Sept each year students are surveyed and invited to join a sacraments of initiation programme. 2. Promote the catechumenate in the acceptance of enrolment process and follow up in school for a catechumenate class each year.	Pastoral Assistant Pastoral Assistant	2016 onwards Sept annually	

1.4.2
To increase student participation and engagement in the traditions and practices of both the Lasallian tradition and the Catholic Church
	1. All Catholic boys will have the opportunity to participate in the Sacrament of Reconciliation at least once a year.
	2. All Catholic boys (and one whole Form) will have the opportunity to attend a monthly mass.
	3. All Catholic boys are required to attend the Catholic Boys Retreat once a year
	4. Greater participation and engagement through better attendance, singing, and more boys doing things in each of the following:
	    - Opening Mass
	    - La Salle Day
	    - Ash Wednesday
	    - Assembly prayer
	    - Lasallian prayer
	    - Assumption Day
	    - All Saints and All Souls day
	    - Advent/Christmas
	    - Lasallian Saints
	    - Marian devotions in May, October
	5. Promotion of Lenten fast and abstinence regulations.
	6. Students able to compose and use suitable prayers.
	7. Joint Liturgy Committee formed from CathSoc and LYM for Founders Day mass.
		Pastoral Assistant
		
		Pastoral Assistant
		
		Pastoral Assistant
		
		Pastoral Assistant
		
		Pastoral Assistant
		Pastoral Assistant
		Pastoral Assistant
			Advent & Lent
			
			2016 onwards
			
			2016 annually
			
			2016 annually
			
			2016 annually
			2016 annually
			2016 annually	

1.4.3 To increase awareness of and promote the Catholic faith among staff	1. To have a session each year for all new staff to introduce the Catholic faith. 2. Develop Catholic symbols and images throughout the College. 3. To provide a Retreat for Catholic and others once a year	Principal Principal/PastAsst Principal/PastAsst	Sept-2016 2016 onwards 2016 annually	
1.4.5 Non-Catholic faiths are recognized	1. Significant Non-Catholic religious festivals are recognised in some way in the College.	Principal / Pastoral Assistant	Annually	

2. Teaching & Learning

Goal 2.1. To develop students' critical and creative thinking skills.
Goal 2.2. To enhance student language proficiency.
Goal 2.3. To foster a self-directed learning culture; a learning to learn culture.
Goal 2.4. To strengthen practices at both whole school and class teacher level in the use of data to inform teaching practice.
Goal 2.5. To ensure differentiated learning strategies are used in all classes.
Goal 2.6. To support all staff to become confident capable users of emerging mobile ICT technologies.
Goal 2.7. To develop professional development that is linked to individual improvement plans.
Goal 2.8. To enhance the reading and writing strategy for academic writing frames across the curriculum
Goal 2.9. To design and implement Phase Two of the College IT eLearning Implementation Plan for BYOD and eLearning.
Goal 2.10 To review the curriculum in both junior and senior forms to better align with school needs.

Goal 2.1
To develop students critical and creative thinking skills

Target/Goal	Action/Strategy	Who	When	Reporting
2.1.1 Staff to implement higher level thinking strategies in their classes	1. The College to implement professional development workshops on higher order thinking and questioning skills 2. Exam questions where applicable are to be designated to open-ended questions (approx. 20-30% of marks). 3. Markers Reports are to include a comments on the open ended questions.	Principal Panel Heads Panel Heads	2016 onwards 2016 onwards 2016 onwards	
2.1.4 ALL students are encouraged to read the newspaper daily	1. Students are encouraged by SA and Form Teachers to subscribe to the newspaper through the SA subscription service. 2. The News Headlines Boards are promoted and updated weekly.	VP Academic/ Form Teachers/ Eng Panel Head	2016 onwards 2016 onwards	

Goal 2.2
To enhance student language proficiency

Target/Goal	Action/Strategy	Who	When	Reporting
2.2.1 All students comfortable and competent to speak English, Chinese, and Putonghua fluently	1. Identifying programmes and activities to be implemented each year to improve language competency.	VP Academic	2016onwards	
2.2.2				

Target/Goal	Action/Strategy	Who	When	Reporting
100% of students pass English & Chinese in the TSA and HKDSE	1. LSPS P6 and LSC TSA, HKDSE and exam data and markers reports is used to identify and track weaker students and to form the split class, enhancement class and differentiated strategies. 2. Split classes use diagnostic tests and modified curriculum to catch up and return student to main class. 3. Apply TSA and HKDSE type questions in internal examinations.	Panel H & SEN Panel H & SEN Panel H	2016 onwards 2016 onwards 2016 onwards	
2.2.3 To cultivate a Reading habit / environment	1. All students are to be provided a Recommended Reading List at the beginning of the year with a copy available to parents via e-class. 2. Sustained Silent Reading to be monitored by VP's and guidelines set 3. All students to maintain a reading log with a critical reflection after each text.	English Panel H VP's Librarian	2016 onwards 2016 onwards 2016 onwards	

Goal 2.3
To foster a self-directed learning culture; a learning to learn culture

Target/Goal	Action/Strategy	Who	When	Reporting
2.3.1 To develop a self-directed learning culture	1. Provide Professional Development for full use of the LMS.	Principal VP Academic	2016 onwards	
2.3.2 To develop research skills	1. All boys to be taught research skills in F1 library time and in subject classes including e.g. ebooks, online research etc.	Librarian & Teachers	2016 onwards	

Goal 2.4
To develop the use of data to inform teaching practice

Target/Goal	Action/Strategy	Who	When	Reporting
2.4.1 To provide teachers with student achievement data	1. Achievement data is gathered, stored, archived, and analysed in a way that is accessible and used to inform teaching and learning by identifying what data is to be collected, how it is to be collated and to whom it is to be distributed - LSPS F6 Rank and End of Year Assessment - F6 Attainment Test Scores - F1-F3 UNSWICAS Scores	Principal / VP Academic	2016 onwards	

Target/Goal	Action/Strategy	Who	When	Reporting
	- F3 TSA - F6 HKDSE 2. Provide teachers F1-F6 relevant diagnostic data including literacy levels, numeracy, SEN at the beginning of the academic year to inform practice and assist in identifying student needs differentiation within each class.	Principal / VP Academic	2016 onwards	
2.4.2 To provide Panel Heads with AfoL skills to improve their leadership of teachers in the use of data to improve teaching	1. Panel Heads formed as a pilot group for AfoL (Assessment for Learning) training to become trainers. 2. To evaluate the role of CA and assessment and to revise the College Assessment Policy accordingly.	Principal / VP Academic Principal / VP Academic	2016 onwards 2016 onwards	

Goal 2.5
To ensure differentiated learning strategies are used in all classes

Target/Goal	Action/Strategy	Who	When	Reporting
2.5.1 To ensure all students have access to learning regardless of ability	1. Provide professional development for teachers on differentiated learning including scaffolds, modelling text types, writing frameworks. 2. To annually edit Unit Lesson Plans in all courses for differentiated instruction. 3. To review split classes after mid and end of term exams to ensure students are split based on need and best use of supporting resources. 4. Higher order thinking strategies and differentiated learning strategies as a school wide goal in teacher appraisal.	Principal Principal Panel Staff Principal	2016 onwards 2016 onwards 2016 onwards 2016onwards	
2.5.2 To develop teacher competency in differentiated teaching	1. Promote peer observation and random sampling lesson observation. 2. Provide school wide professional development on differentiated learning and appraisal targets	VP Academic VP Academic	2016 onwards 2016 onwards	
2.5.3 To design and implement a Chinese Language curriculum for the NCS students based on the CLCSLLF	1. Continually revise the Chinese Language curriculum for the NCS students based on the CLCSLLF. 2. Set learning targets using the Chinese Language Assessment Tool	NCS Chinese Language Coord NCS CLC	2016 2016	

Goal 2.6
To support all staff to become confident capable users of emerging mobile ICT technologies

Target/Goal	Action/Strategy	Who	When	Reporting
2.6.1 To identify IT professional development needs and offer appropriate opportunity	1. IT professional development needs will be identified and appropriate PD and on-going support for using IT in Curriculum and Administration areas offered.	VP Academic	2016 onwards	

Goal 2.7
To develop professional development that is linked to individual improvement plans

Target/Goal	Action/Strategy	Who	When	Reporting
2.7.1 To develop a school wide Professional Development Plan 2016-2022	1. A Professional Development Plan is developed to meet the needs of staff in meeting the expectations of improving student outcomes.	Principal	2016	
2.7.2 To establish an annual appraisal process, requirements and documentation aligned to improved performance outcomes from all staff including improved teaching and learning strategies of teaching staff	1. Appraisal process and documentation to include each staff member keeping from year to year a cumulative portfolio of evidence around identified individual needs and compliance checks in consultation with appraiser. 2. Appraisal process and documents to include established compliance and school based expectations. 3. Appraisal process to include self and student evaluations.	Principal Principal Principal	2016 2016 2016	
2.7.4 To develop a systematic Staff Induction Programme in the College Professional Development Plan	1. An *Induction Programme* for new staff be written and implemented which includes a system of mentoring and coaching of new staff as part of the Staff Professional Development Plan 2016-22.	Principal	2016	

Goal 2.8
To develop a reading & writing strategy for academic writing across the curriculum.

Target/Goal	Action/Strategy	Who	When	Reporting
2.8.1				

Target/Goal	Action/Strategy	Who	When	Reporting
To develop a 'Reading & Writing Across the Curriculum' Plan	1. Identify a team, the text-types to focus on, and a plan for continued develop of reading and writing professional development across all subjects F1-F6	Principal	2016	
2.8.2 To teach the text-types in all subjects across all levels	1. The writing team work with each Panel to continually develop the training needs for each Panel in the teaching of academic writing.	Academic Writing Team	2016	
2.8.3 To appraise the teaching of writing frames and text-types by all teachers in all subjects.	1. Teaching of text-types as scaffolds for writing to be appraised by Panel Heads, VP, and Principal as a school wide goal each year	Principal	2016	

Goal 2.9

To design and implement Phase Two of the College IT eLearning Implementation Plan for BYOD and eLearning.

Target/Goal	Action/Strategy	Who	When	Reporting
2.9.1 To design the College IT eLearning Implementation Plan 2016-2022	1. Design the IT Implementation Plan for BYOD and eLearning	Principal & eLIPC	2016	
2.9.2 To implement a PD Plan to enhance teacher competence in eLearning and move teachers through phases: adoption, adaption, creation	1. Identify the LMS platform and organize whole staff training 2. Panel Heads make use of Panel PD to develop and share resources and strategies that use eLearning tools 3. Panel Heads organize visits to other schools and develop network sharing	Principal & eLIPC Panel Head Panel Head	2016 2016 2016	

Goal 2.10

To review the curriculum in both junior and senior forms to better align with school needs.

Target/Goal	Action/Strategy	Who	When	Reporting
2.10.1 To review the curriculum in the light of the implementation of DSE examinations	1. Identify the needs of the students through surveys 2. To review the course structure in both junior and senior forms to suit school-based needs	Principal & Academic Council	2016	

3.   *Student Performance*

Goal 3.1.   To foster students' self-awareness and an awareness, respect for, and tolerance of difference
Goal 3.2.   To help students establish and maintain positive relationships with peers and acquire appropriate social skills
Goal 3.3.   To help students master a healthy and balanced lifestyle, build resilience against adversity, and manage stress
Goal 3.4.   To nurture a positive learning attitude among students
Goal 3.5   To stretch the potential of gifted and talented students

Goal 3.1
To foster students' self-awareness and an awareness, respect for, and tolerance of difference

Target/Goal	Action/Strategy	Who	When	Reporting

3.1.1
All students demonstrate self-awareness and awareness, respect for, and tolerance of difference
	1. Deans and/or College SMT plan for and monitor fortnightly Form Assemblies that include formation in awareness of self, others, and respect/tolerance of difference.
	2. The College Moral & Civic Education programme to include topics on self-awareness, and respect/tolerance of difference.
	3. Provide student recognition including:
	    Good Student Award
	    Colours Awards to recognize elite attainment in Sport, Academic, Cultural and Service
	    Certificates of Merit given at Form Assemblies
	    Most Improved Student Awards at Annual Prize-giving
		VP Pastoral
		
		VP Pastoral
		
		Principal /
		VP Pastoral
		VP Academic
			2016 onwards
			
			2016 onwards
			
			2016 onwards	

Goal 3.2
To help students establish and maintain positive relationships with peers and acquire appropriate social skills

Target/Goal	Action/Strategy	Who	When	Reporting
3.2.1. Students learn etiquette for different occasions	1. The College Moral & Civic Education programme to include topics on social skills.	VP Pastoral	2016 onwards	
3.2.2 To develop a student led initiatives	1. See *'Health Promoting School Plan '. [See 1.1.2]* 2. Include in the Health Promoting School campaign a zero tolerance of vulgar language.	Principal Principal	2016 onwards 2016 onwards	

Goal 3.3

To help students master a healthy and balanced lifestyle, build resilience against adversity, and manage stress

	Action/Strategy	Who	When	Reporting
3.3.1. To develop a systematic assessment and monitoring of student support services for student health and well being	1. Develop a systematic assessment and monitoring service for students in need of health, learning, and/or behaviour support services.	Principal / SENCO	2016 onwards	
3.3.2. All of F1 students engage in at least one sport	1 All Form 1 students take up 1 Sport, 1 Cultural Club and 1 Service Club as an ECA. 2 Sports Clubs to provide one active session for members each month (approx. 7-8 per year).	ECA Coordinator Sports Master	2016 onwards 2016 onwards	
3.3.3. All students have access to resilience training and stress management training	1. Provide Outward Bound or Outward Bound type experiences to students as needed. 2. The College Moral & Civic Education programme covers topics on resilience and stress management.	VP Pastoral VP Pastoral	2016 onwards 2016 onwards	

Goal 3.4

To nurture a positive learning attitude among students

Target / Goal	Action / Strategy	Who	When	Reporting
3.4.1. To attain a 100% attendance/explained attendance rate	1. Develop a systematic process for checking, tracking and reporting attendance between home and school.	VP Pastoral	2016 onwards	
3.4.1 All students motivated to learn actively in class	1 Develop professional development workshops on interactive teaching methods. [See also 2.1.3 and 2.5.1]	Principal	2016 onwards	

Goal 3.5

To stretch the potential of gifted and talented students

Target / Goal	Action / Strategy	Who	When	Reporting
3.5.1 All gifted and talented students are identified and opportunities for enhancement provided.	1 Develop a Gifted & Talented Development Plan 2016-2022. 2 Develop ILP's for all identified gifted & talented students.	GTC GTC	2016 onwards 2016 onwards	

4. *Student Support*

> Goal 4.1. To provide career assistance to students from F1 – F6 to identify goals and interests so as to optimize higher education and career choices
> Goal 4.2. To ensure students have access to a comprehensive and well- established co-curricular programme to harness their creativity, independence of thought, interest in others and the world around them
> Goal 4.3. To nurture integrity, self-discipline, empathy, kindness, and inter-personal skills
> Goal 4.4. To promote and develop student leadership

Goal 4.1
To provide career assistance to students from F1 – F6 to identify goals and interests so as to optimize higher education and career choices

Target/Goal	Action/Strategy	Who	When	Reporting
4.1.1 To develop a comprehensive F1-F6 Careers Plan	1. Develop a comprehensive Career Education Plan outlining all programmes and initiatives for each year level. 2. Implement career education programmes in each Form as per the Careers Plan.	Careers Coordinator (CC) CC	2016 onwards 2016 onwards	
4.1.2 To have 80% of students complete a job shadowing experience by the end of F5	1. To coordinate with OBA and PTA job shadowing opportunities for students up to and including F5. 2. To develop a job shadowing register to monitor and follow up on students who have not completed a job shadowing.	CC CC	2016 onwards 2016 onwards	
4.1.3 To provide students with a wide breadth of career and tertiary options	1. Implement the career education programme in each Form as per the Careers Plan. [see 4.1.1] 2. Provide a careers talk for all students F3 – F6 each year. 3. Engage Old Boys in provision of work experience, practice interviews, and careers talks. 4. Provide F3 with the EDB Work Choice programme for use from F3 to F6. 5. Provide Skill Assessment for all F6 to determine their suitable careers. 6. Develop an onsite Careers/Tertiary Expo every two years. 7. Organise students to attend exhibitions, conferences, lectures, information programmes etc. provided by Hong Kong and other tertiary institutions.	CC CC CC CC CC Principal / CC CC	2016 onwards 2016 onwards 2016 onwards 2016 onwards 2016 onwards 2018, 20 2016 onwards	
4.1.4	1. Provide subject/pastoral support for NCS students	NCS CLC / GC	2016 onwards	

Target/Goal	Action/Strategy	Who	When	Reporting
To strengthen NCS student support across all subjects	2. Assist with resources, funding and the NCS Examination subsidy for GCSE IGCSE AS and A-level Examinations			
4.1.5 To inform and engage stakeholders	1. Develop communication/seminars with/for students and parents and also NCS specific communications/seminars	GC/NCS CLC Principal	2016 2016	

Goal 4.2

To ensure students have access to a comprehensive and well- established co-curricular programme to develop creativity, independence of thought, interest in others, and the world around them.

Target/Goal	Action/Strategy	Who	When	Reporting
4.2.1 To provide exchange opportunities so that at least 50% of boys by the end of F5 have completed an exchange programme	1. To provide school based and to promote government based exchange/tour programmes so that 30% of F1-F3 will have had an opportunity of an international exchange programme by the end of F3. 2. To provide school based and to promote government based exchange/tour programmes so that 50% of F5 will have had an opportunity of an international exchange programme by the end of F5. 3. Develop a register to record student attendance of exchange programmes conducted by the College or others. 4. 30% of students to have taken part in a 3rd world exposure by the time they leave school.	Exchange Prog Coordinator EPC EPC EPC EPC	2016 onwards 2016 onwards 2016 onwards 2016 onwards	
4.2.2 To ensure 100% of boys have had an overnight outdoor education / adventure exposure by the end of F2	1. Develop a register to record student attendance at an outdoor education/adventure programme. 2. Provide an overnight outdoor education programme for all F2 boys who have not attended an outdoor education/adventure programme.	ECA Coordinator ECAC VP Pastoral	2016 onwards 2016 onwards	
4.2.3 To provide a comprehensive and divers ECA programme to develop creativity, independence, leadership, confidence, resilience, and innovation	1. Review ECA programmes annually in light of target/goal. 2. Develop new ECA activities from time to time to meet student needs.	ECAC VP Pastoral	2016 onwards 2016 onwards	

Goal 4.3

To nurture integrity, self-awareness, self-discipline, empathy, kindness, and inter-personal skills

Target/Goal	Action/Strategy	Who	When	Reporting
4.3.1 To develop moral and civic education	1. To review and implement the Moral & Civic Education Period and Moral & Civic Education curriculum F1 –F6.	VP Pastoral	2016 onwards	
4.3.2 To develop and implement Relationships and Sex Education Programme	1. To review and implement the F1-F6 Sex Education and Relationships programme to include all aspects of Relationships and Sex Education covered by various school programmes including Religious Studies, Science, Moral & Civic Education and assembly programmes.	VP Pastoral	2016 onwards	
4.3.3 To engage all teachers in the implementation of the College student discipline and pastoral care programme	1. To design and implement professional development workshops for teachers to identify student's pastoral needs, and the appropriate skills to respond to student needs. 2. To review and implement professional development workshops on classroom management.	Principal / VP Pastoral Principal / VP Pastoral	2016 onwards 2016 onwards	

Goal 4.4

To promote and develop student leadership

Target/Goal	Action/Strategy	Who	When	Reporting
4.4.1 40% of students have been office bearers of SA / Clubs / Teams etc. by the end of F6.	1. Check registrations to ensure 40% of F6 students have been office bearers by the end of F6 and direct students accordingly.	VP Pastoral / ECAC	2016 onwards	
4.4.2 100% of F1- F4 students join ECA Clubs /Societies/Teams etc.	1. Check registrations to ensure 100% of F1 students have joined at least 3 Clubs/Societies etc. and F2-F4 have joined at least 2 ECA clubs/societies/teams etc.	ECAC	2016 onwards	
4.4.3 70% of F5 students are to have been leaders at some level in the school	1. VP Pastoral to collect data from F5 to check that at least 70% of F5 have had leadership responsibility in something at some level and direct boys if needed.	VP Pastoral	2016 onwards	
4.4.4 To provide all F4 with leadership training	1. Organise a leadership seminar for all F4 at the beginning of the year.	VP Pastoral	2016 onwards	

5. *Management & Organization*

> Goal 5.1: To ensure the physical facilities are at a high standard to support curriculum objectives and priorities
> Goal 5.2: To maintain the ICT Infrastructure to enable all staff and students have access to reliable, sustainable, efficient, and appropriate ICT equipment, systems and services that meet their current and emerging e-Learning and e-Administrative needs
> Goal 5.3: To ensure the school's Administration and Panels have ready access through ICT to a wide and well-focused range of resources that are selected, organised, and managed to be responsive to their needs and relevant to the Hong Kong Curriculum and Administration.
> Goal 5.4 To develop a 10 Year Maintenance Plan 2016-2026
> Goal 5.5 To develop office administration systems.
> Goal 5.6 To develop a Personnel Plan 2016-2022

Goal 5.1
To ensure the physical facilities are at a high standard to support curriculum objectives and priorities

Target	Action / Strategy	Who	When	Reporting
5.1.1 To provide the efficient storage and availability of all learning, teaching administration resources.	1. Teaching Schemes, units of work, assessment tasks, past Exam papers and other learning resources stored efficiently and readily accessible by all teachers. 2. Central Archiving systems, policy, procedures and hardware developed to store all College documentation – including digital, video, and hardcopy texts.	Principal Principal	2016 onwards 2016 onwards	

Goal 5.2
To maintain the IT infrastructure to enable all staff and students **access to** reliable, sustainable, efficient, and **appropriate IT equipment**, systems, and services that meet their current and emerging e-Learning and e-Administrative needs

Target	Action	Who	When	Reporting
5.2.1 To develop and implement an IT and eLearning Implementation Plan	1. Develop and implement a 5-10 year IT and eLearning Implementation Plan including proposed equipment upgrades and professional development needs and funding	IT & eLearning Coordinator	2016	
5.2.2 To provide further access to IT resources to teachers and students	1. Make the Computer Rooms and Library available as 'Learning Centres' from 8:00am to 4:30pm. 2. Provide off-site access to school ICT resources for staff and students. (5.3.1)	Principal Principal	2016 2016	

Goal 5.3

To ensure the school's Administration and Panels have ready access through IT to a wide and well-focused range of **learning resources** that are selected, organised, and managed to be responsive to their needs and relevant to the Hong Kong Curriculum and Administration

Target	Action	Who	When	Reporting
5.3.1 To make more effective use of IT systems and resources	1. Design and implement a LMS 2. Improve Remote access facilities for staff and students.	IT and eLearning Coordinator	2016	
5.3.2 To develop digital based units of work and curriculum materials	1. All Unit & Lesson Plans will incorporate IT and eLearning	VP Academic	2016	

Goal 5.4

To develop a 10 Year Maintenance Plan 2016-2026

Target	Action	Who	When	Reporting
5.4.1 To develop and maintain a 10 Year Maintenance Plan	1. Develop a 10 Year Maintenance Plan 2016-2016	Principal	2016	

Goal 5.5

To develop office administration systems

Target	Action	Who	When	Reporting

5.5.1
To develop office administration systems and associated policies and documentation
	1. Design and implement office administration systems including:
	  - Office Administration Manual
	  - Policies
	  - JD and KPI
	  - Appraisal system
		Principal	2016	

Goal 5.6

To develop a 5-10 Year Personnel Plan

Target	Action	Who	When	Reporting
5.7.1 To develop a sustainable Personnel Plan	1. To develop a 5-10 Year Personnel Plan.	Principal	2016	