

Tsung Tsin Christian Academy
School Development Plan
2015/16 - 2017/18

A. School Vision and Mission

1. Vision Statement

We believe that every student is of great value and dignity, with great potentials, each of them can be taught and developed, and can be successful. Our school is committed to Christian conviction and serves our students and community with heart, wisdom and the spirit of ‘to serve but not to be served’.

2. School Mission

We are committed to the provision of a Christian education environment which is conducive to the holistic development of physical, intellectual, social and spiritual potentials of our students and preparation of a vocation to meet the challenges of the changing world.

B. School Goals

1. To provide quality Christian education and nurture student to develop Christian characters and equips them intellectually for the future world.
2. To attain high academic standard of the school, to prepare student for local and overseas assessments and public examinations and to enable each to succeed according to ability.
3. To provide a holistic student support programme for every student through guidance and discipline, extracurricular activities and services as well as school social work service.

C. School Motto

Faith, Hope, Love

D. Core Values of Education

Truth Transformation Care Aspiration

E. Holistic Review

Effectiveness of the previous School Development Plan (2012 – 2015)

Major Concerns	Extent of targets achieved	Follow-up action
1. To promote effective learning and teaching strategies	Partly achieved	A. It is always inspiring to learn from the experience of others, the school should promote sharing of good practices among subject panels. Subject coordinators should facilitate peer visit as a professional exchange among the subject teachers. B. The school should make a stronger effort to oversee the implementation of the subject plans and give timely feedback so as to foster the culture of continuous improvement in learning and teaching. C. The school should further explore the use of assessment data to enhance learning and teaching effectiveness.
2. To maximize students' potentials in a loving and caring environment	Mostly achieved	A. The school should continue to explore various means in order to develop students' potentials and prepare them to cope with future challenges. B. The school should further delegate higher order responsibilities to student leaders.

3. To strengthen staff collaboration and professional development	Mostly achieved	A. Make use of the staff appraisal system to enhance staff professional development. B. The school may consider setting up more channels (e.g. non-teaching staff representatives) for communication and staff collaboration.
4. To advance school's facilities to cater student learning needs	Mostly achieved	A. To continue maintaining a fully facilitated and refreshing school campus by conducting Major Repair Renovation. B. To continue developing an eco-school campus by cooperating with various subject projects.

F. Evaluation of the School's Overall Performance

PI Areas	Major Strengths	Areas for Improvement
1. School Management	<ol style="list-style-type: none">1. The School Sponsoring Body has set clear direction for school development and has been providing resourceful inputs for the realization of school goals and delivery of school major concerns.2. The management framework is well-structured with a clear line of reporting among Principal, Vice Principal, Directors of various Committees and Subject Coordinators who are in the possession of good knowledge of their own roles and responsibilities.3. Scope of work and working instructions for committees are well-defined and there is keen co-operation among them.4. Good practices, both teaching and non-teaching are disseminated and shared in Staff Meetings, Subject Department Meetings, and on Staff Development Days.5. A loyal and responsible supporting team in administration and technical support area. Timely and effective support is provided for the teaching team by the non-teaching staff.	<ol style="list-style-type: none">A. Transparency of the policy making process could be further enhanced.B. To enhance non-teaching staff's skills in handling administrative work.

<p>2. Professional Leadership</p>	<ol style="list-style-type: none">1. The school’s mission and vision is well shared among students and the teachers.2. To enhance effective and sufficient communication in the management team, Principal keeps frequent dialogue with the Vice Principal, School Improvement Team and Administrative Council through regular meetings.3. To enhance the ownership and empowerment, proper delegations are in progress from the management team to subordinates.4. Besides informal channels, teaching staff members are well involved in the discussion on school’s new measures every year through a scheduled staff development session.5. Systematic Staff Appraisal System is well established.	<ol style="list-style-type: none">A. As meetings are conducted regularly and frequently, the efficiency of meetings should be enhanced.B. Communications between Directors and Assistant Directors should be further enhanced as Assistant Directors do not sit in the School Improvement Team meetings in 2015-2016.
<p>3. Curriculum and Assessment</p>	<ol style="list-style-type: none">1. The curriculum framework is balanced and broad in coverage, providing students with opportunities for whole-person development. The NSS curriculum provides a wide range of subjects as well as numerous subject combinations to suit students’ various abilities and interests.2. The school has good preparation for the NSS. All stakeholders are well-informed of the curriculum and subject combination. Liberal Studies are introduced in the junior form syllabus in order to equip students’ generic skills in an early stage while Economics and BAFS arranged as well to enhance an early exposure to prepare the subject selection in senior form.3. The school has developed school-based curricula to cater for the needs of students. Modular design in junior form curricula facilitates a more effective and in-depth learning.4. There are clear and appropriate policies for assignment and assessment to ensure that they are serving the needs of learning and teaching.5. Different modes of assessment are applied to assess students’ knowledge,	<ol style="list-style-type: none">A. More interdisciplinary collaboration can further enhance cross-curricular activities.B. Further development on “Assessment for Learning” is required

	<p>skills and attitude.</p> <p>6. Measures like lesson observation, assignment inspection and constant evaluation of learning are adopted to monitor the curriculum implementation.</p> <p>7. The policy on medium of instruction is clear and transparent.</p>	
<p>4. Student Learning and Teaching</p>	<p>1. In general, most students are attentive and having a good learning attitude. They are highly disciplined, cooperative and they display potentials for further improvement.</p> <p>2. Most students show interest in their learning and participate actively in the class activities.</p> <p>3. The school has systematic reading schemes to promote reading.</p> <p>4. Teachers are experienced, well-qualified and professional. All English teachers and PTH teachers have attained the required standard for Language Proficiency Assessment.</p> <p>5. Peer observations among teachers are conducted as a kind of professional development to enhance professional dialogue.</p> <p>6. Learning activities, assignments, project learning and assessments are designed to foster students' acquisition and application of knowledge and generic skills.</p> <p>7. Teachers are friendly and have established a good rapport with students. They are enthusiastic about helping students to solve their learning problems after lessons.</p>	<p>A. More learning strategies can be explored so as to help students with low motivation and self-expectation.</p> <p>B. Elite classes, remedial classes and split classes can be considered as measures to cater for student diversity.</p> <p>C. More learning activities can be arranged in various subjects so as to promote active learning among students.</p> <p>D. There is room for development of proactiveness and creativity in student learning.</p> <p>E. A wider range of teaching strategies should be provided for students to strengthen their learning abilities.</p> <p>F. To further develop the habit of reading, exploration of variety in reading activity is needed.</p> <p>G. School should encourage students to take a more initiative role in their studies and participating in more learning activities outside school.</p>

		H. E-Learning components should be emphasized in teaching and learning. Subjects should explore more varieties in applying e-learning.
5. Student Support	<ol style="list-style-type: none">1. Students are obedient and well-behaved.2. Students have good rapport with their peers and teachers.3. Highly devoted teachers with professional trainings. Most counselling teachers have obtained Master degree (with practicum) in the area.4. Comprehensive system to assess students' performance in all aspects. The data is also assessable by class teachers, supporting teachers, and parents.5. Teachers are energetic and enthusiastic in building relationships with students6. The school provides a variety of platforms to show students' talents and stretch their potentials.7. The school provides opportunities for students to be student leaders.8. A variety of programmes (e.g. 12- Disciple Mentoring Scheme) which emphasizes love, care and mutual support has been launched to facilitate the personal growth of students. These programmes have been highly appreciated by both parents and students.	<ol style="list-style-type: none">A. The better integration of moral, civic, sex and environment education is needed.B. The merit system needs to be modified so that it can motivate students to strive for better values.C. To further boost junior form students' self-confidence to face challenges.D. More structured leadership training programme can be provided to help students' holistic growth.E. 12- Disciple Mentoring Scheme can now only serve junior form students; the extension of the Scheme to the senior forms can be explored.

<p>6. Partnership</p>	<ol style="list-style-type: none">1. The Parent-Teacher Association has been well established in its seventh year. The Executive Committee Parent Members are very supportive to the school.2. To treat parents as collaborative partners and to maintain frequent communication with them, the school arranges five Parents’ Day and Parents’ Night in a year. Besides, to let the parents of S.1 know the school’s policies and rationale well; and to equip them to be effective parents, a series of S.1 Parents’ Workshops are specially arranged in September and October for them.3. Two social workers station on the campus for the whole week while an educational psychologist stations on the campus two days a week. They provide strong support to the students who have personal growth difficulties or special education needs.4. We have close partnership with a variety of external organizations in academic, leadership training, religious affairs and co-curricular activities tasks.5. Alumni Association is dedicated, committed and willing to serve the school.	<ol style="list-style-type: none">A. To enhance an ownership of teacher members in the Parent-Teacher Association, a more stable teacher member team involved in the PTA is needed.B. Besides the strong support provided by the social workers and educational psychologist, teachers and parents’ involvement can be increased.C. It is anticipated to further develop the network with primary schools, secondary schools and the community.D. To provide more platforms for alumni’s involvement on campus.
<p>7. Attitude and Behaviour</p>	<ol style="list-style-type: none">1. The school is successful to build up the “love and care” culture in which many of our students are polite, humble and helpful. They are encouraged to become the servant leaders among various service teams which are compatible with the Christian beliefs that the school upholds.2. Students are positive towards our requirements on their behaviour and appearance3. Students are self-disciplined, neat and tidy. They are also kind, helpful and caring. They are obedient to the school rules.	<ol style="list-style-type: none">A. To encourage students to take more initiatives in varies aspects.B. To facilitate more students to become the servant leaders in future.C. Students can be more independent.

<p>8. Participation and Achievement</p>	<ol style="list-style-type: none">1. Students' performance in the public examination, TSA and Attainment Test is above average.2. Students participated in a wide range of extra-curricular activities. They obtained very good results in physical and aesthetic competitions.3. The school provides many students with opportunities to organize and lead the school programmes.4. Students voluntarily join different school events. It showed that our students had good team spirit and sense of belonging to the school.5. The school provides students with a variety of platform to serve the school in different areas.	<ol style="list-style-type: none">A. To further extend the potential of elite students to attain higher achievement.B. More guidance should be given to students so that they are able to strike a balance between academic and non-academic aspects.C. There is room for improvement in academic-related competitions.D. More platforms could be provided to recognize students' achievement and contribution.E. Specific roles, objectives and functions of each student team should be made clear and promoted to the teachers and students.F. The value behind the service should be emphasized to the student participants.
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G. SWOT Analysis

Our Strengths

- i. Our teachers are highly committed and are always ready to help. They are devoted to the teaching profession, and they care deeply about the holistic development of students.
- ii. The spiritual affairs are strongly supported by the school and the church.
- iii. Students are generally obedient, cooperative, self-disciplined and teachable.
- iv. Schemes and programmes are well established and structured for developing students' leadership.
- v. School activities are of a great variety, there are regular school activities such as service, mini show and lunch activities. There are a wide range of house activities which are well-developed.
- vi. Parents are well educated and most of them are supportive to school.
- vii. Fast and stable IT network infrastructure has been set up at school premises.

Our Weaknesses

- i. Our team is professionally-trained and well-qualified, though remains young, we are facing the challenges from the changing education system.
- ii. Majority of our students benefit from abundant resources from their families in which generally have high social-economic status. Yet, further development of students' independence and self-reliance need to be nurtured.
- iii. Some students show typical weaknesses of middle-class kids, e.g. self-centered, lack of self-control, emotionally unstable and having low sense of responsibility.
- iv. More parental support and guidance are needed.
- v. Some students are not well trained to organize activities independently, especially on interest clubs.
- vi. More training on the automation of administrative work for office staff, supporting staff and teachers are needed.
- vii. A systematic training programme is required for teacher and staff for the long term promotion of e-learning.

Our Opportunities

- i. The NSS curriculum emphasizes on inquiry activities and flexible curriculum planning, teachers have greater autonomy in achieving these curriculum.
- ii. Our teachers and staff are from diverse backgrounds and keen on continuous education which may bring in new knowledge and experiences to enrich the school's development.
- iii. More channels are being developed for students to voice out their opinions.
- iv. All-round extra-curricular activities are being promoted through OLE.
- v. We are having more active connection with parents.
- vi. Further co-operation with some Christian organizations is possible.
- vii. There are projects of beautifying the school premises.

Our Threats

- i. The NSS curriculum poses new challenges to schools, particularly in curriculum, pedagogy, assessment and class structure.
- ii. The values and trends in the society, namely the influence of the mass media and computer addiction affects the attitude and studies of students and pose great challenges to the teaching profession.
- iii. Some students having both learning and behavioural problems will give a negative impact to the learning atmosphere in classrooms.
- iv. More students who are weak in emotional control need more special care and it is demanding to teachers.
- v. Students put less effort and time on activities due to the busy schedule of NSS.
- vi. Some parents tend to over-protect their children when the school is exercising discipline.
- vii. Cost of the repair and maintenance work will be increased as the school premises getting dilapidated.

H. Major Concerns for a period of 3 school years (in order of priority)

1. To promote interactive learning and teaching strategies
2. To stretch students' potentials in a caring and challenging environment
3. To strengthen staff collaboration and commitment

School Development Plan (2015-2018)

Major Concerns	Targets	Time Scale (Please insert ✓)			Outline of Strategies
		Year 1	Year 2	Year 3	
1. To promote interactive learning and teaching strategies	1. Teachers are equipped with various teaching strategies to enhance the learning and teaching effectiveness.		✓	✓	1. Adopt differentiated instructions and tiered assignments to meet the different needs of students.
		✓	✓		2. Encourage students to take part in cultural activities and other external competitions and courses so as to develop their talents according to their interests.
	2. Peer lesson observation and collaborative lesson preparation are in place.	✓	✓	✓	3. Encourage sharing of school based curriculum materials within the subject panel and provide training to teachers for peer lesson observation, and collaborative lesson preparation.
	3. Effective learning is facilitated among students.	✓	✓	✓	4. Foster study habits and learning strategies that empower students to be effective learners.

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	4. Teachers take new initiatives of curriculum planning and implementation.	✓	✓	✓	5. Promote EDB training as well as local and overseas development opportunities to individual teacher / subject panel, with financial support.
	5. Effective feedback for learning.		✓	✓	6. Continual improvement of assessment in terms of frequency, marking and commenting.
			✓	✓	7. Make good use of assessment data for enhancement of learning.

Major Concerns	Targets	Time Scale (Please insert ✓)			Outline of Strategies
		Year 1	Year 2	Year 3	
2. To stretch student's potentials in a caring and challenging environment	1. Build up a team of student leaders with good virtues and commitment.	✓	✓	✓	1. Enhance and strengthen the role of student leaders among student body through greater involvement in activities.
	2. There are activities organized for students with special educational needs.	✓	✓	✓	2. Hold special programmes to support the emotional and social needs of students with special needs and / or nominate appropriate students to join external programmes.
	3. Students behave properly on different school and social occasions and at activities.		✓	✓	3. Highlight the importance of behave properly on different school and social occasions and ways of being courteous (by means of assembly, campaign, ...)

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	4. Constructive relationship is built between school and parents, alumni and the community, joining hand in hand to nurture students.	✓	✓	✓	4. Organize Info Days, Experience Days, inter-primary school competition and school tours to develop good relationship with the community and parents.
		✓	✓		5. Develop more communication channels for parents, alumni and the community.
	5. Rich variety of activities provides platform to nourish students' virtues and morality towards life.	✓	✓	✓	6. Structured and thematic programmes will be held.

Major Concerns	Targets	Time Scale (Please insert ✓)			Outline of Strategies
		Year 1	Year 2	Year 3	
3. To strengthen staff collaboration and commitment	1. Staff members are dedicated to Christian school education with good team spirit and collaboration.	✓	✓	✓	1. Organize staff development sessions, staff retreat and staff fellowships according to school major concerns, Christian education and needs of staff.
					2. Strengthen the communication and team spirit in committees.
	1. Teachers contribute ideas in decision making at school level.	✓	✓	✓	3. Through different platforms, teachers can contribute ideas and comments in response of decision making.

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	2. Middle managers participate in decision making on school policies.	✓	✓	✓	4. Strengthen the leadership of School Improvement Team and Administrative Council in school level decision making.
	3. Enhance comprehensiveness of the staff appraisal system.		✓	✓	5. Refinement of existing staff appraisal system to enhance staff professional growth and commitment.
	4. Effective feedback of staff appraisal to professional development.			✓	6. Formative feedback to individual staff during appraisal towards goal setting for professional growth.

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