

# **St. Paul's Convent School**

## **Three-Year School Development Plan 2018-2021**

### **(Revised in Nov 2020)**

#### **School Vision**

St. Paul's Convent School aims to provide a seamless bilingual education for girls in a happy and motivating learning environment so that they will learn to embrace the Paulinian heritage of truth, beauty, goodness, nobility and honour.

#### **Mission Statement**

St. Paul's Convent School aims to provide an all-round education based on Christian values that enhances the quality of life, both materially and spiritually, of our Paulinians so that they can contribute positively to their home, profession and society with charity, conscience, confidence, courage, creativity, competence and commitment.

#### **SWOT Analysis**

##### **Our Strengths**

- The low turn-over rate of strong, stable and professional team of staff
- Integrated and gradual transformation of changes that support the school's mission
- Strong school culture that impacts on students' values and character formation
- Exemplary students with multiple talents enhances all-round development
- Excellent English fluency of students enables them to excel academically
- Good home-school co-operation with strong parental support
- Good location: the school is situated in the centre of Hong Kong Island and is easily accessible by public transport
- Well established connections and network with Paulinians and other professionals

##### **Our Weaknesses**

- The present public examinations stress a summative approach, limiting creativity in learning and teaching
- Increased diversity in student ability due to the through-train policy with our primary school
- Diversity in teachers' learning capacity as reflected in their CPD hours
- Middle managers are more person-oriented than task-oriented in that they stress harmony and do not challenge staff sufficiently
- The limited land area of the school constrains students' outdoor activities

## **Our Opportunities**

- Strong international linkage and experience in hosting cultural exchanges that expand and enrich students' learning experience
- High English fluency enables students to be admitted to world renowned universities/ institutions
- Alternative programme in senior secondary section that enhances students' development, helping them to scale new heights
- Strong in a variety of innovations
- Selected by The Office of the Government Chief Information Officer (OGCIO) to be one of the eight pilot schools that run the Enriched IT Programme (EITP)
- Microsoft Innovative School and International Computer Driving Licence accreditation school
- UNESCO China Sustainable Development Education Excellent Team Award
- Awarded the Smart City, Smart People prize by “enet” and recognized as Outstanding STEM Education School
- Whole school Wi-Fi provision, a one to one iPad school

## **Our Threats**

- The unstable social and political climate trying to invoke the school
- The fluctuation of the highly contagious disease COVID-19
- The School is facing challenges from the International Baccalaureate market
- Many senior students are going abroad before graduation
- The strong science-biased choices of students are posing a threat to the survival of some humanities subjects in DSE
- Difficult to find successors to senior posts like principal and vice-principals

## Holistic Review

### Effectiveness of the previous Three Year School Development Plan (2015-2018)

Major Concerns	Targets/Intended outcomes	Extent of targets	Follow-up action
1. Enhancing a Quality School for a Successful and Sustainable Future	<ul style="list-style-type: none"> <li>• Implement the Improvement Measures of DSS schools designated by EDB</li> </ul>	Fully Achieved	<ul style="list-style-type: none"> <li>• Incorporated as routine work</li> <li>• Sustain the Governance Review Sub-committee under SMC</li> <li>• Execute the 6-year cycle to review different areas under the domains of Human Resources Management, Financial Management and School Fees Remission/ Scholarship Schemes, focusing on one area each year.</li> </ul>
	<ul style="list-style-type: none"> <li>• Prepare for the External School Review and MFA</li> </ul>	Fully achieved	<ul style="list-style-type: none"> <li>• Incorporate the use of teacher logbook as routine work</li> <li>• Sustain the Quality Enhancement Team to ensure the teaching and learning standard in the school</li> <li>• EDB MFA Team had concluded their audit in Sep 2020, appropriate follow up action will be taken in due course.</li> </ul>
	<ul style="list-style-type: none"> <li>• Offer a Quality School Environment for a Quality School Life</li> </ul>	Fully Achieved	<ul style="list-style-type: none"> <li>• Continue to provide a happy and stimulating bilingual learning environment</li> <li>• Sustain the green campus which includes the Smart Oasis to offer more space, new learning opportunities and experience to students</li> <li>• Maintain the full Wi-Fi campus to facilitate mobile learning and enhance connectivity</li> </ul>

Major Concerns	Targets/Intended outcomes	Extent of targets	Follow-up action
2. Enabling Paulinians to scale new heights in all areas	<ul style="list-style-type: none"> <li>Meet the diverse needs of Paulinians</li> </ul>	Achieved	<ul style="list-style-type: none"> <li>Enhance the school curriculum (local and alternative curriculum) to meet the diverse needs of the Paulinians</li> <li>Continue to allocate more resources to consolidate the foundations of students both in the junior and upper forms</li> </ul>
	<ul style="list-style-type: none"> <li>Provide enriched learning experiences in and beyond the school campus</li> </ul>	Achieved	<ul style="list-style-type: none"> <li>Sustain school-based e-learning, mobile learning and other IT resources</li> <li>Sustain and explore opportunities for more diverse exchange tours</li> <li>Continue to provide students with more balanced OLEs in areas of aesthetic, physical, civic and moral development</li> <li>Encourage students to participate in more competitions and offer them support</li> </ul>
	<ul style="list-style-type: none"> <li>Ensure successful entry of Paulinians to tertiary education</li> </ul>	Fully Achieved	<ul style="list-style-type: none"> <li>Continue the good work of the Careers team to ensure each Paulinian understands her own career aspirations, possible study pathways and the different options available to them</li> <li>Keep organizing students' trainings on writing their own personal statements, building SLPs and enhancing their interview skills</li> <li>Offer maximum subject choices to cater for Paulinians' diverse needs</li> <li>Maintain the leading edge of English Language proficiency and raise Chinese Language academic results</li> </ul>

<b>Major Concerns</b>	<b>Targets/Intended outcomes</b>	<b>Extent of targets</b>	<b>Follow-up action</b>
3. Maintaining a Professional teaching team towards sustainability	<ul style="list-style-type: none"> <li>• Enhance the effectiveness and efficiency of teachers through capacity building and professional development programmes</li> </ul>	Achieved	<ul style="list-style-type: none"> <li>• Continue to provide more staff development programmes on various aspects</li> <li>• Continue to encourage staff to join development programmes on knowledge and skills related to local and alternative curriculum, pedagogies and educational policies</li> <li>• Enhance the professional capacity of teachers in catering for students with SEN</li> <li>• Delegate staff for administrative work so as to release teachers from those work to improve their teaching and deliver better pastoral care to students</li> </ul>
	<ul style="list-style-type: none"> <li>• Ensure a smooth succession of professional teaching team</li> </ul>	Achieved	<ul style="list-style-type: none"> <li>• Continue to prepare teachers for the succession of Panel Heads and senior posts</li> <li>• Keep recruiting suitable candidates to substitute for retiring teachers</li> <li>• Review the staff establishment and needs of different departments</li> </ul>

## School Development Plan 2018-2021

The school theme for the next three years is “**Smart CITIES (Smart** signifies the intelligent use of resources in an efficient and effective way while **CITIES** represents a “**Cradle for Integrating Technology, Innovation, Entrepreneurship and Sustainability**”)”. The school will continue to create an interactive learning environment to embrace the latest learning technologies and pedagogies to uplift the ceiling of students’ achievements through assessment for learning and learning leadership.

The major concerns include:

Major Concern 1: Enhancing a Quality School for a Successful and Sustainable Future

Major Concern 2: Enabling Paulinians to scale new heights in all areas

Major Concern 3: Cultivating a positive school climate to support Paulinians’ character formation

Major Concerns	Targets/Intended outcomes	Strategies	Extent of targets achieved		
			18/19	19/20	20/21
1. Enhancing a Quality School for a Successful and Sustainable Future	<ul style="list-style-type: none"> <li>• Implement the Improvement Measures of DSS schools designated by the EDB</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen and support School Governance and Administration through the Governance Review Sub-committee under the SMC</li> <li>• Continue to review and improve the measures on the following aspects according to the reference recommended by the GRSC :                             <ul style="list-style-type: none"> <li>▪ Fee Remission and Scholarship Schemes</li> <li>▪ Governance and Internal Control</li> <li>▪ Financial Management</li> <li>▪ Human Resources Management</li> </ul> </li> </ul>	✓	✓	✓
			✓	✓	✓

Major Concerns	Targets/Intended outcomes	Strategies	Extent of targets achieved		
1. Enhancing a Quality School for a Successful and Sustainable Future	<ul style="list-style-type: none"> <li>Maintain a competition edge as a DSS school</li> </ul>	<ul style="list-style-type: none"> <li>Monitor the academic achievement of students and provide data for staff to plan for the daily teaching and supporting programmes to ensure the success for all Paulinians</li> <li>To offer enrichment and accelerated curriculum or personalized teaching and learning to cater for greater learning diversity</li> <li>Sustain the leading role on ICT / STEM / STEAM development by continue to work as an EITP school as selected by the OGCIO to nurture students to be competitive IT users and creators.</li> <li>Carry out ad hoc innovative initiatives with the collaboration of tertiary institutes, professionals or expert consultants in Scientific development, Robotics, Internet of Things, Organic Farming, Hydroponics, Aquaponics, Herbal Drink Development and Entrepreneurship etc</li> </ul>	✓	✓	✓
	<ul style="list-style-type: none"> <li>Enhance the effectiveness and efficiency of teachers through capacity building and professional development programmes</li> </ul>	<ul style="list-style-type: none"> <li>Uplift professionalism through more focused staff development programmes</li> <li>Continue to update the staff on knowledge and skills related to local and alternative curriculum, pedagogies and educational policies</li> <li>Enhance the professional capacity of teachers in catering for students with SEN</li> <li>Allow teachers to improve their teaching by releasing them from administrative work</li> </ul>	✓	✓	✓
	<ul style="list-style-type: none"> <li>Offer a Quality School Environment for a Quality School Life</li> </ul>	<ul style="list-style-type: none"> <li>Maintain the effective use of all classrooms, laboratories, KLA rooms, special rooms and the Smart Oasis for learning and teaching</li> <li>Maintain a full Wi-Fi campus to facilitate mobile learning and enhance connectivity</li> </ul>	✓	✓	✓

Major Concerns	Targets/Intended outcomes	Strategies	Extent of targets achieved		
			18/19	19/20	20/21
2. Enabling Paulinians to scale new heights in all areas	<ul style="list-style-type: none"> <li>Meet the diverse needs of Paulinians</li> </ul>	<ul style="list-style-type: none"> <li>Review and enhance the school curriculum (local and alternative curriculum) to meet the diverse needs of the Paulinians</li> <li>Allocate more resources to consolidate the foundations of students both in the junior and upper forms</li> </ul>	✓	✓	✓
	<ul style="list-style-type: none"> <li>Provide enriched learning experiences in and beyond the school campus</li> </ul>	<ul style="list-style-type: none"> <li>Sustain and expand school-based e-learning, mobile learning and other IT resources to extend learning beyond the classroom</li> <li>Sustain and explore opportunities for more diverse exchange tours</li> <li>Promote actively the practice of carrying out IT for interactive learning, reading to learn, Project learning and Moral and Civic Education</li> <li>Provide students with more balanced OLEs in areas of aesthetic, physical, moral and spiritual development</li> <li>Encourage students to participate in various competitions and offer them support</li> </ul>	✓  ✓ ✓  ✓  ✓	✓  ✓ ✓  ✓  ✓	✓  ✓ ✓  ✓  ✓



Major Concerns	Targets/Intended outcomes	Strategies	Extent of targets achieved		
			18/19	19/20	20/21
2. Enabling Paulinians to scale new heights in all areas	<ul style="list-style-type: none"> <li>Sustain a diverse and innovative curriculum and assessment that offer multiple pathways to students for tertiary education</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen the Careers service to ensure each Paulinian understands her own career aspirations, possible study pathways and the different options available to them</li> </ul>	✓	✓	✓
		<ul style="list-style-type: none"> <li>Organize students' trainings on writing their own personal statements, building SLPs and enhancing their interview skills</li> </ul>	✓	✓	✓
		<ul style="list-style-type: none"> <li>Offer maximum subject choices to cater for Paulinians' diverse needs</li> </ul>	✓	✓	✓
		<ul style="list-style-type: none"> <li>Maintain the leading edge of English Language proficiency and improve Chinese Language academic results</li> </ul>	✓	✓	✓
		<ul style="list-style-type: none"> <li>Extend foreign language courses on French, Spanish and German to provide chances for students to learn a third language</li> </ul>	✓	✓	✓
		<ul style="list-style-type: none"> <li>Develop more school-based curriculum such as Mingyi and Drama to cater for diverse needs</li> </ul>	✓	✓	✓

Major Concerns	Targets/Intended outcomes	Strategies	Extent of targets achieved		
3. Cultivating a positive school climate to support Paulinians' character formation	<ul style="list-style-type: none"> <li>To create a joyful school and positive learning environment to foster the personal growth of Paulinians</li> </ul>	<ul style="list-style-type: none"> <li>Introduce the Peer Mentoring programme that enhances Paulinians' interpersonal skills and helps to train up student mentors in school</li> <li>Continue with the "A Road to Positive Life" project which focuses on individual's potentials and character strengths that facilitate Paulinians' holistic development</li> <li>Strengthen the Big Sister Scheme, Prefects' Board and Six houses training programs to enhance students' leadership skills</li> <li>Strengthen the Civic and Moral Education and PSHE programmes to enhance the healthy mind and positive values of Paulinians that allow them to contribute fully to their home, school and society to the fullest</li> <li>Employ an extra school social worker to support the students in this area</li> </ul>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>

### Expected Upcoming Concerns for the New Normal

1. Enhancing a Quality School for a Successful and Sustainable Future
2. Enabling Paulinians to scale new heights in all areas
3. Cultivating a positive school climate to support Paulinians' character formation
4. Designing a contingency plan to have the least disruption in learning and teaching when there is a school suspension, cancellation of examinations or the threat of a pandemic
5. Adopting greater use of IT in learning and teaching and the daily school operation with due consideration of data security
6. Ensuring there is a constantly reliable, stable and safe IT infrastructure and network to cope with the wider use of e-Learning and Teaching like Zoom classes, Zoom meetings as there is a greater reliance on IT