St. Paul's Convent School
School Development Plan 2021/2022-2023/2024

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

- Our teaching team is composed of experienced, dedicated and professional teachers who are receptive to changes.
- Integrated and gradual changes support the school's mission and vision.
- Growing Catholic population strengthens the school culture.
- Strong school culture 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.
- Multiple pathways are offered to students so as to prepare for entry into tertiary education locally or abroad.
- 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.
- State-of-the-Art facilities to support learning and innovative projects.
- Well established connections and network with Alumni, professionals and partnerships with universities and other educational institutions.

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 space in the school constrains students' outdoor activities.
- Strict compliance of systems and procedures create a lot of restrictions and workload for staff
- The lack of subsidized Provident Fund decreases our competitiveness in the recruitment of staff and teachers.

Our Opportunities

- Strong international network and experience in hosting cultural exchanges that expand and enrich students' learning experience.
- The numerous open competitions in STEM/STEAM help the school to explore greater opportunities and development for students' learning and growth.
- High level of English fluency enables students to be admitted to world renowned universities/ institutions.
- Alternative programme in senior secondary section meets students'aspirations and enhances their development, helping them to scale new heights.
- Strong in a variety of innovations led by Professors and experts in the area.
- Sponsored 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) from 2015 to 2023.
- Whole school Wi-Fi provision, a one to one iPad school and Edmodo Enterprise Partnership with NetDragon for global exchanges.
- Receiving UNESCO China Sustainable Development Education Excellent Team Award and etnet Smart City, Smart People Category of Outstanding STEM Education School.
- Strong partnership with professionals and organizations for collaborative projects providing more learning experience and opportunities for our students.

Our Threats

- The School is facing challenges from the IB market.
- A large number of students are leaving the school before graduation.
- Experienced teachers are leaving or retiring from the profession.
- Great difficulty to find successors for senior posts like principal and vice-principals.
- The strong science-biased choices of students are posing a threat to the survival of some humanities subjects.
- Unable to meet/ satisfy students' choice for the alternative curriculum due to the limited number set down by EDB.
- Financial cut from EDB due to the decrease in student number.
- Less attractive in remuneration and welfare package for recruitment of teaching staff.

Holistic Review on the Effectiveness of the Previous Three Year School Development Plan (2018/2019-2020/2021)

Major Concerns	Targets/Intended outcomes	Extent of targets	Follow-up action
1. To provide a diverse and innovative curriculum and assessment that offer multiple pathways to students to prepare them for successful entry into tertiary education, either locally or abroad	• To offer a diverse school curricular and subject choices	Fully Achieved	• To continue to offer multiple curricula – DSE, IGCSE, GCE/IAL and BTEC with diverse subject choices • To explore new BTEC courses or school-based Applied Learning courses to students to cater for their learning needs and broaden their study pathway • To optimize the four core senior secondary subjects to nurture students with the "21st century skills for the future"
	• To help students to explore multiple pathways for further education through a better understanding of their career aspiration	Fully Achieved	• To offer individual counselling and guidance services to students on further studies • To conduct outsourced or in-house careers workshops to prepare students on their application to universities • To arrange job shadowing programme and outreach programme • To foster Careers Education through the PSHE class

Major Concerns	Targets/Intended outcomes	Extent of targets	Follow-up action
2. To prepare students for the fast changing technological world through STEM / STEAM: fostering collaborative learning through an inter-disciplinary approach	• To develop among students a solid knowledge base in Science, Technology, Engineering and Mathematics (STEM/STEAM) and to enhance their interest for further studies and careers in meeting the changes and challenges of the contemporary world	Achieved	• To optimize the four core senior secondary subjects to create space for developing school-based programmes focusing on the collaborative study of "21st century skills in future" and STEM/AI-related researches and projects etc. • To embed and strengthen STEM /STEAM education into the teaching and learning of related subjects • To unleash students' potentials by encouraging and supporting them to join local, national and international competitions in STEM areas to • To promote and sustain STEM related ECAs • To explore the possibilities of AR / VR / AI / ML apps that could facilitate teaching and learning • To continue to engage students in meaningful themes of group project involving AR/VR/AI/ML technologies • To encourage students to apply their skills in daily life and to participate actively in various competitions
	• To make use of Enriched Information Technology Programme (EITP), Business and Technology Education Council (BTEC) Programme and Applied Learning (ApL) course to develop students' potentials and talents	Achieved	• To optimize the four core senior secondary subjects for lesson time to foster students' IT and media literacy • To continue to offer related programmes under the guidance and teaching of professional tutors and to let students have more time to learn and practise their skills for competition, performance or self-enhancement • To extend related learning to cater for students' diverse interests and aspirations through DIP classes and summer programs/tours

Major Concerns	Targets/Intended outcomes	Extent of targets	Follow-up action
3. To continue uplifting the academic ceilings of Paulinians through reading and challenging them with higher-order thinking questions	• To improve students' learning through reading	Achieved	• To engage students in cross-cultural activities/ projects that requires in-depth reading • To continue to create an ideal reading environment in the school campus for students to do their research and facilitates their self-initiated learning • To continue in encouraging the reading habit of students
	• To challenge students with higher order thinking skills	Achieved	• To optimize the four core senior secondary subjects to create space for developing students' higher-order thinking skills by engaging them in STEM/AI-related research and studies • To arrange Advanced Thinking Skills Workshops for students to strengthen their higher-order thinking skills to analyze and evaluate information • To continue to remind teachers of the importance in using different levels of questionings in their lessons • To continue to foster good teaching pedagogy through peer observation with follow-up discussion

Major Concerns	Targets/Intended outcomes	Extent of targets	Follow-up action
4. To take advantage of the One Belt One Road (OBOR) policy to broaden the global outlook of our Paulinians	• To arouse students' awareness of the OBOR route and countries and enhance their understanding of the Belt and Road Initiative through projects and learning activities	Partly Achieved	• In view of the global pandemic situation and the New Normal in education, this major concern would be replaced with new theme to catch up with the latest developments and trends in educational sector such as implementing National Security Education across the formal and informal curriculum
5. To strengthen the implementation of the school theme SMART CITIES by focusing more on the entrepreneurial aspect	• To engage students in meaningful events / programmes that nurture their entrepreneurial spirits and enhance their understanding towards authentic business context	Achieved	• To optimize the four core senior secondary subjects to create space to develop in students the "21st century skills for the future" by engaging them in projects and programmes with entrepreneurial elements • To encourage and support students to participate in entrepreneurship-related visits, talks, seminars, workshops and competitions • To continue to offer the Young Investors Programme for students to acquire the skills to save and invest for their future in a fun team environment • To work in synergy with trusted partnership and professionals • To keep track of the latest development of the GBA Region with a view to exploring the opportunities and the talents required

School Development Plan (2021/2022– 2023/2024)

Major Concerns	Target	Time Scale (Please insert ✓)			Outline of Strategies
		21/22	22/23	23/24	
1. To sustain a diverse and innovative curriculum (IGCSE, IAL, DSE, BTEC, ApL, EITP) and assessment that offer multiple pathways to students so as to prepare them for successful entry into tertiary education either locally or abroad	• To optimize the four core senior secondary subjects to create space for students to broaden their studies and embark on other pursuits of interest		✓	✓	• To make use of the optimized lesson time to develop the "21st century skills for future" for students by strengthening the learning of ethics and development of up-to-date school-based programmes to elicit students' ability in STEM/AI-related studies, to cater for their learning interests in psychology and to broaden their horizons of career-related pathways
	• To offer a diverse school curriculum to cater for students' needs in terms of further studies and career aspirations	✓	✓	✓	• To continue to offer multiple curricular and explore the possibilities of offering new BTEC courses, AS subjects & ApL programmes • To conduct F2 and F4 Parents' Day to enhance parents' and students' understanding of the related curriculum in order to make the best subject choices
	• To sustain excellent standards in English	✓	✓	✓	• To offer English EFL as well as ESL curriculum for F.3-F.4 students, IELTS for F5ST (IAL) students, and optional ESL speaking test for F4 students etc.
	• To strengthen Chinese proficiency and the understanding of Chinese culture *to* all students	✓	✓	✓	• To extend the Chinese reading scheme and provide additional lessons on Chinese culture, history and China's recent development • To offer CSL and IGCSE Chinese curriculum to F.1-F.4 Non-Chinese speaking students and to provide more Chinese cultural experiences to students etc.

Major Concerns	Target	Time Scale (Please insert ✓)			Outline of Strategies
		21/22	22/23	23/24	
1. To sustain a diverse and innovative curriculum (IGCSE, IAL, DSE, BTEC, ApL, EITP) and assessment that offer multiple pathways to students so as to prepare them for successful entry into tertiary education either locally or abroad	• To continue to offer a third language to promote a global outlook and experience for students	✓	✓	✓	• To continue to collaborate with the Language Department of the University of Hong Kong to offer Foreign Languages to students • To offer language immersion programmes in France, Spain and Germany for the language students etc.
	• To enrich other learning experiences and extend life-wide learning (provided the COVID-19 situation has improved and the quarantine requirements lifted)	✓	✓	✓	• To sustain various overseas visits and camps as well as to organize study/experiential tours to the Pearl River Delta Region, Sister Schools and Net Dragon Headquarters etc. to enhance their understanding of environmental harmony and National Education in China, to promote interflows between Sisters schools in the Mainland and to promote the use of technologies such as AR and VR in learning and teaching etc.
	• To help students to explore multiple pathways for further education through a better understanding of their career aspirations starting from junior secondary years and extending to senior secondary years	✓	✓	✓	• To offer individual counselling to students; arrange talks for both parents and students on the education and admission methods in different universities etc. • To sustain collaboration with the PTA and SPCS Alumni Association to offer various job shadowing and mentorship programmes to students in career-related OLEs • To sustain collaboration with Caritas in serving the community through outreach programmes (depending on the pandemic situation)

Major Concerns	Target	Time Scale (Please insert ✓)			Outline of Strategies
		21/22	22/23	23/24	
1. To sustain a diverse and innovative curriculum (IGCSE, IAL, DSE, BTEC, ApL, EITP) and assessment that offer multiple pathways to students so as to prepare them for successful entry into tertiary education either locally or abroad	• To help students to apply for further studies through JUPAS, Non-JUPAS and UCAS	✓	✓	✓	• To organize visits to various universities and talks / workshops on university application and on writing of personal statements and interview skills etc. • To invite alumni to offer sharing sessions and to assist students in completing their applications to universities in the Mainland and overseas • To complete the SLP for the JUPAS application.
	• To make full use of the online learning platforms and latest technology to maintain the efficiency and quality of teaching under the new Normal	✓	✓	✓	• To upgrade/improve the services of the existing wifi and online learning platforms and to facilitate teachers in arranging extra online lessons on need basis etc.
	• To resume the blended time-table / summer online timetable as a back-up when whole day face to face classes are suspended	✓	✓	✓	• To encourage and monitor closely the EDB requirement for whole day school • To always maintain a safe environment in school and raise the awareness of precautionary measures to be taken by staff, students, visitors and parents

Major Concerns	Target	Time Scale (Please insert ✓)			Outline of Strategies
		21/22	22/23	23/24	
2. To prepare students for the fast changing technological world through STEM/STEAM: fostering collaborative learning through an inter- disciplinary approach	• To optimize the four core senior secondary subjects to create space for students to develop the "21st Century skills for future"		✓	✓	• To make use of the optimized lesson time to develop school-based programmes focusing on the collaborative study of 21st Century skills and STEM/AI-related researches and projects etc.
	• To appreciate the value of collaboration • To develop among students a solid knowledge base in Science, Technology, Engineering and Mathematics (STEM/STEAM) and to enhance their interest for further studies and careers in meeting the changes and challenges of the contemporary world	✓	✓	✓	• To embed and strengthen STEM /STEAM education into the teaching and learning of related subjects and to promote and sustain STEM related ECAs • To encourage and support students to join local, national and international competitions in STEM areas • To explore the possibilities of AR/VR/AI/ML apps and to investigate meaningful themes of group project involving AR/VR/AI/ML technologies and apply their skills in daily life etc.
	• To explore and develop students' potentials and talents under the guidance and teaching of professional tutors • To let students have more time to learn and practise their skills for competition, performance or self-enhancement	✓	✓	✓	• To extend STEM education to cater for students' diverse interests and aspirations through DIP classes and organize STEM related summer programs/tours • To organize visit to AR/VR/AI labs of developers and collaborate with professionals, institutions and universities • To organize workshops for teachers etc.

Major Concerns	Target	Time Scale (Please insert ✓)			Outline of Strategies
		21/22	22/23	23/24	
3. To continue uplifting the academic ceilings of Paulinians through reading and challenging them with higher-order thinking questions	• To optimize the four core senior secondary subjects to create space for students to broaden their studies and embark on other pursuits of interest for advancement		✓	✓	• To make use of the optimized lesson time to develop students' higher-order thinking skills by engaging students in STEM/AI-related research and studies etc.
	• To further improve students' learning through reading to learn	✓	✓	✓	• Language teachers to take an active role to encourage the reading habit of students • To encourage students to engage in cross-cultural activities/ projects that requires in-depth reading • To create an ideal reading environment in the school campus to provide a safe and comfortable environment for students to read, do their research and start their self-initiated learning • The automated process of borrowing/returning library books will enhance the reading habits of students
	• To continue to challenge students with higher order thinking skills	✓	✓	✓	• To organize different STEM-related courses with high-order thinking and questioning skills and to arrange Thinking Skills Workshops for students • To train students how to explore and present ideas through the Ted-Ed Club • To remind teachers of the importance in using different levels of questionings in their lessons • To foster good teaching pedagogy through peer observation with follow-up discussion etc.

Major Concerns	Target	Time Scale (Please insert ✓)			Outline of Strategies
		21/22	22/23	23/24	
4 To enhance Paulinians' sense of national identity and law-abiding awareness through a whole-school approach and cross-subject collaboration by implementing National Security Education in both the formal and informal curriculum	• To align with the policies of EDB on the transition from Liberal Studies (LS) to Citizenship and Social Development (CS)	✓	✓	✓	• To ensure that the LS panel head will coordinate and monitor the implementation of CS at school accordingly • To encourage teachers to attend appropriate training to acquire a correct understanding on the curriculum content and arrangement of the subject • To make use of the resources and support provided by the EDB and to ensure learning and teaching materials used are in line with the aims, goals and contents prescribed by the CDC and appropriate for students' ability and learning needs etc
	• To strengthen the learning and understanding of National Identity, National Security Law (NSL) and Media and Information Literacy	✓	✓	✓	• To form a dedicated team to coordinate and monitor the implementation of NSE at all levels • To adopt a whole school cross-curricular approach to the learning of "One Country, Two Systems" concept by infusing and enriching relevant subject curriculum contents and extra-curricular activities • To encourage teachexrs to attend appropriate training to acquire a correct understanding and knowledge of the National Identity, NSL and Media and Information Literacy etc.
	• To optimize the four core senior secondary subjects to create space for students to better understand self and appreciate Chinese cultural and development		✓	✓	• To make use of the optimized lesson time to strengthen the learning of ethics/values education and Chinese culture and development in the school-based programmes etc.

Major Concerns	Target	Time Scale (Please insert ✓)			Outline of Strategies
		21/22	**22/23**	**23/24**	
4 To enhance Paulinians' sense of national identity and law-abiding awareness through a whole-school approach and cross-subject collaboration by implementing National Security Education in both the formal and informal curriculum	• To infuse National Security Education (NSE) in both the formal and informal curriculum to guide students to a better understanding of the NSL and its implication for the HKSAR	✓	✓	✓	• To review the subject curriculum and infuse relevant aspects of NSE in both the formal and informal curriculum • Enrich the curriculum contents of KLAs by infusing the relevant concepts proposed by EDB • To prepare whole school staff development programmes on understanding the NSL and its implications for teaching and learning and to provide separate staff development sessions for Key Learning Areas (KLA) on how they can infuse and enrich NSE in their respective curriculum • To remind all teaching and non-teaching staff of the need to uphold professional ethics at all times, and the profound impact of their words and deeds on students • Make it clear to teachers that they should not promote personal political views or twisted values to students or make seditious remarks directly or indirectly.

Major Concerns	Target	Time Scale (Please insert ✓)			Outline of Strategies
		21/22	22/23	23/24	
4 To enhance Paulinians' sense of national identity and law-abiding awareness through a whole-school approach and cross-subject collaboration by implementing National Security Education in both the formal and informal curriculum	• To explain to students the concepts related to national security, the legislative background, as well as the provisions and significance of the National Security Law (NSL) to ensure that students have accurate information, a clear understanding and a correct interpretation of the Law	✓	✓	✓	• To adopt a multi-pronged and coordinated approach to promote NSE through lessons, activities and workshops covering concepts and significance of national security • To ensure that the learning and teaching materials and resources used are in line with the aims, goals and contents prescribed by the CDC for different key stages and appropriate for students' ability and learning needs • To compile teaching resources related to the Constitution and Basic Law Education and NSE for teachers' reference
	• To help students understand the latest development of the country, and enhance their sense of national identity	✓	✓	✓	• To develop students' appreciation of Chinese Culture and their awareness of the economic growth of China through the formal and informal curriculum • To organize regular school activities and programmes in accordance with the schedules of the EDB so that national education is made part of school life • To encourage students to participate in activities and competitions which enable them to have a better understanding of their country and its development. • To enrich the Library with learning resources which are in line with the aims and goals of national education and NSE • To encourage students to participate in activities in line with national education and NSE both inside and outside school etc.

Major Concerns	Target	Time Scale (Please insert ✓)			Outline of Strategies
		21/22	22/23	23/24	
4 To enhance Paulinians' sense of national identity and law-abiding awareness through a whole-school approach and cross-subject collaboration by implementing National Security Education in both the formal and informal curriculum	• To develop students into law-abiding nationals and citizens who respect the rule of law and shoulder the responsibility of safeguarding national security	✓	✓	✓	• To review the school's expectation of proper student behaviour, the need to obey rules and regulations and the importance of respect for others as stated in the Student Handbook • To set up a Flag Hoisting Troop and ensure that the raising of the National Flag and the singing of National Anthem are carried out on designated dates and ceremonies and to remind students of the proper protocols during the ceremonies • To establish close communication with parents and work closely with the school social workers on related areas • To prepare a special programme for the celebration of National Security Education Day to remind students of the need to uphold national security etc.

Major Concerns	Target	Time Scale (Please insert ✓)			Outline of Strategies
		21/22	22/23	23/24	
5 To strengthen the implementation of the school theme SMART CITIES by focusing more on the entrepreneurial aspect	• To optimize the four core senior secondary subjects to create space for students to broaden their studies and embark on other pursuits of interest in entrepreneurial aspects		✓	✓	• To make use of the optimized lesson time to develop in students the 21st Century skills for the future by engaging them in programmes related to STEM, psychology, media & IT literacy and well-being strategies
	• To equip students with knowledge and skills on how to successfully develop products and services to solve challenging problems in the world under time constraints and limited resources • To offer practical experience to students for applying entrepreneur skills in organizing and carrying out entrepreneurial activities	✓	✓	✓	• To offer the Young Investors Programme for students to acquire the skills to save and invest for their future in a fun team environment • To offer students the opportunity to explore the possibility in applying patents for their products • To encourage and support students to participate in Entrepreneurship related visits, talks, seminars, workshops and competitions • To work in synergy with trusted partnership and professionals • To keep track of the latest development of the GBA Region with a view to exploring the opportunities and the talents required. Focus will be drawn to the training needs of our students.