

Creative Secondary School 2013 – 2014 Annual School Plan

Introduction

This annual year plan has been drafted by extracting key developments and tasks for 2013 – 2014 from the three year 2011 – 2014 school development plan (SDP 2011-14). The three year school development plan (SDP 2011-14) drew upon the review of the school's first school development plan (2006 – 2011), and was endorsed by the CSS Board of Directors in November 2011 and published on the school website. The length of the development plan was kept to three years to enable an earlier review of progress and a sharper focus on development outcomes. The SDP 2011 - 14 addresses four main areas of development:

1. Securing the school's distinctive positioning in Hong Kong
2. Further strengthening the school's curriculum and pedagogy
3. Facilitating students' achievement and progression into Higher Education
4. Developing the school campus to achieve our ambitions

The annual plan for 2013 – 2014 will be the third and final annual plan of this three year development process. Key development tasks have been extracted from the three year SDP and refined in the light of last year's development and the external reviews of the school's progress, in particular the EDB Comprehensive Review report of the school published in November 2012, the IAIE consultants visit and report published in April 2013 and the IB MYP evaluation report published in September 2013. Earlier drafts had already been presented to the CSS Board of Directors meeting in 18 June 2013 and then circulated to staff and other stakeholders in September 2013 for comment. This final draft will be presented to the November 2013 Board meeting for endorsement.

This annual plan aims to take the school forward towards meeting its major challenge of sustaining and consolidating its initial successful development. The 2012 - 13 theme of the year "Think Green, Live Green" will be considered for further development in the coming school year and a related theme for 2013 - 14 has been decided from a list of suggestions provided by CSS students. The theme of 2013 – 14 is "Create a Sustainable Future".

Cheung Siu Ming
Principal

30 September 2013

Creative Secondary School 2013 – 2014 Annual School Plan

1. Securing the school's distinctive positioning in Hong Kong

Strategic Task in 3 year plan	2013 – 14 tasks	Success criteria	Lead staff member
<p>Promote CSS as a distinctive option and a caring school for parents who aspire to a high quality, internationally-minded but locally rooted education for their children</p> <p>- review and update the school's vision and mission statement</p>	<p>1. Step up current PR programme to highlight vibrant quality of :- a) care, respect, trust in school community relationships (IE) b) learning & teaching, c) student development & achievement d) university destinations</p> <p>2. Intensive communication with existing parents & other stakeholders regarding school's strengths and benefits, including survey to be conducted by consultant.</p> <p>3. Complete the work of the working group to review mission statement, began in 2012-13</p>	<ul style="list-style-type: none"> • CSS perceived by the community at large as a quality DSS and IB school, with high percentage of students gaining admission to universities in HK and overseas. • Students are perceived by the community as positive, purposeful and personable individuals • External consultant survey report indicates continued strong support from CSS parents and stakeholders • A new set of statements that embraces the aspirations of stakeholders 	<p>Principal + PR team</p> <p>Principal + Board of Directors</p> <p>Principal + Mission Statement working group</p>
<p>Consolidate and promote the school's unique curriculum model of using the IBMYP to prepare students effectively for the IBDP or the HKDSE</p>	<p>1. Update all curriculum brochures, clarifying the benefits of each diploma option to existing and future parents,</p> <p>2. Explain the school's criteria for allocating students to HK or IB Diploma to junior secondary parents & students</p> <p>2. Make the school's tertiary education destinations and distinctive careers advice service more</p>	<ul style="list-style-type: none"> • The wider community recognizing the uniqueness of CSS and the benefits of the MYP and the two diplomas • More balanced uptake of two diplomas by students • Better parental and student understanding of the quality of the school's HE and 	<p>Vice Principal (Academic Advancement) + curriculum coordinators Principal + Head of Upper School</p>

Creative Secondary School 2013 – 2014 Annual School Plan

	<p>visible to parents</p> <p>3. Communicate external evaluation reports to parents</p>	<p>Career Advice service</p> <ul style="list-style-type: none"> • positive response from parents regarding IE, EDB CR & IB MYP report 	
<p>Continue to showcase CSS students' creative talents through drama productions, technology contests, musical performances and visual arts exhibitions;</p> <p>continue to build on successes of CSS sports teams</p>	<p>1. Continue to enhance current programme of Arts & Technology activities for the year 2013 – 2014 through concerts, drama productions & exhibitions</p> <p>2. Review and consolidate successes of sports teams</p>	<ul style="list-style-type: none"> • Successful staging of the stage production "Annie", concerts & Art exhibitions • Successful establishment of more sports teams with outstanding results 	<p>Arts & Technology Faculties</p> <p>PE faculty</p>
<p>Encourage the formation of a CSS alumni association to further strengthen the school's profile and to draw upon the talent of former students to highlight the school's successes</p>	<p>1. Invite new graduates of 2013 to maintain contacts established with 2012 graduates through social media and the school network</p> <p>2. Welcoming former graduates to return to school to offer seminars and workshops to existing students about getting ready for university & careers</p> <p>3. Encourage alumni to establish a constitution & run inaugural meeting</p>	<ul style="list-style-type: none"> • Active participation in alumni affairs by graduates of 2012 and of 2013 • Sharing sessions offered by former students well received by parents and existing students • An active alumni that contributes towards the improvement and promotion of the school to parents and the general public 	<p>Vice Principal + G & A team, with the support of CSS PTA and the established network of CSS graduates.</p>

Creative Secondary School 2013 – 2014 Annual School Plan

2. Further strengthening the school's curriculum and pedagogy

Strategic Task	2013 – 14 tasks	Success criteria	Lead staff member
Deliver planned Form 6 courses to enable the first and subsequent cohort of students to graduate with HKDSE and IBDP qualifications	<ol style="list-style-type: none"> 1. Consolidate good practice & continue to prepare students effectively for Diploma examinations. 2. Continuing to train and to deploy more teachers to teach both HK and IB Diplomas. 3. Deploy additional resources on targeted subjects, including all core HKDSE subjects. 	<ul style="list-style-type: none"> • Successful implementation and ongoing review of F5 & F6 IBDP/HKDSE courses • A majority of F5 & F6 teachers ready to or actually teaching both HK and IB Diplomas. • Students able to access both diplomas with a high percentage attaining the required level of success 	Vice Principal (academic) + IBDP and HKDSE coordinators + F6 teaching team
Establish a curriculum review cycle:	<ul style="list-style-type: none"> • Respond to recommendations from the MYP evaluation visit of Jun 2013 • Prepare for forthcoming implementation of MYP Next Chapter • Review current range of elective subjects offered in each of the two Diploma programmes 	<ul style="list-style-type: none"> • Curriculum review implemented so that strengths and areas of development are identified, and plans of action developed to meet further challenges in the MYP Next Chapter • Breadth & balance as well as appropriate levels of challenges established in both Diplomas offered at CSS 	Vice Principal (academic) + MYP team
Further enhance the HKDSE as a viable and attractive curriculum offered in the upper school	<ol style="list-style-type: none"> 1. Monitor the effectiveness of the new F4 structure introduced in 2012-3 for choosing elective subjects to further enhance the flexibility of HKDSE 	<ul style="list-style-type: none"> • Parents and students made aware of the strengths and benefits of selecting the HKDSE, leading to higher proportion of students selecting the HKDSE for 2014-15 	Vice Principal (academic), HKDSE coordinator & Heads of Middle & Upper School
Strengthen good pedagogical practices in the	<ol style="list-style-type: none"> 1. Continue and extend inter-disciplinary, inquiry-based 	<ul style="list-style-type: none"> • Able to respond to MYP evaluation visit report 	Vice Principal (academic), MYP & other

Creative Secondary School 2013 – 2014 Annual School Plan

<p>classroom, including inquiry-based learning, inter-disciplinary learning, differentiation, ESL strategies;</p>	<p>learning units in MYP</p> <ol style="list-style-type: none"> 2. Continue to focus on meeting individual student needs through differentiated classroom activities 3. Continue to develop school-wide approach to ESL 4. Continue to enhance the provision of CSL (Chinese as a second language) courses (note 1) 5. Develop a plan to deploy additional resources provided by EDB to promote moral and civic education (note 2) 	<p>recommendations on approaches to learning</p> <ul style="list-style-type: none"> • Students achieving more effective learning outcomes • Stronger and more consistent application of effective strategies to support ESL learners • NCS students who do not speak Chinese at home make good progress in their learning of Chinese, leading up to external exam qualifications • An inter-disciplinary team to be established to develop and begin implementation of initiatives within the school's current curriculum programmes, that would enhance students' awareness of and responses to their role as future citizens 	<p>Curriculum Coordinators and & Heads of Faculty</p>
<p>Establish a consistent provision of learning support to meet individual needs</p>	<ol style="list-style-type: none"> 1. Appoint Learning Support Coordinator to lead the school's efforts to consolidate & review existing learning support for students with individual needs, including their English language development to access the curriculum (note 3) 2. Further develop the learning support policy framework 	<ul style="list-style-type: none"> • Learning Support Coordinator with suitable expertise appointed and providing effective leadership • Effective implementation of policy with appropriate resourcing & good practices for learning support 	<p>Vice Principal (G & A) + Vice Principal (Academic)</p>

Creative Secondary School 2013 – 2014 Annual School Plan

<p>Sustain a high quality teaching team to deliver the above through professional development, retention and focused recruitment</p>	<ol style="list-style-type: none"> 1. Continue with HKDSE and IB training to increase number of teachers able to teach both. 2. Continue the successful practice of Teachers Teaching Teachers (TTT) 3. Continue to facilitate lesson observation & feedback as a key developmental process for both observers and those observed; 4. Maintain support programme for newly/recently qualified teachers 5. Develop suitable HR strategies including a revised salary structure to recruit, motivate and retain effective teachers & maintaining team morale 	<ul style="list-style-type: none"> • At least 50% of F5 & F6 teachers ready to or actually teaching both HKDSE and IBDP. • Positive feedback from both teachers delivering and learning from school-based workshops • Lesson observation accepted as a positive PD process that can identify professional development needs • NQ teachers feeling supported and getting more established professionally. • Staff team quality and morale maintained and improved - high level of cooperation, collegiality and collaboration amongst teaching staff further enhanced 	<p>Principal & both Vice Principals working with Heads of Faculties, Heads of School & Curriculum Coordinators</p> <p>Principal & School Board</p>
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Notes

1. The delivery and further development of Chinese Second Language courses will benefit from EDB 2013 – 2014 funding targeted for NCS students studying at CSS.

2. The school has received funds from EDB to implement programmes to promote moral and civic education. The school has the autonomy to decide on the duration, scope and approach of such programmes.

3. A key aspect of the work of the Learning Support coordinator & the LS team is to develop strategies to support students' access to the curriculum delivered through the medium of English, particularly in the lower school years of Form 1 and Form 2. This work will benefit from the school's final year of EDB funding to enhance English teaching & learning.

Creative Secondary School 2013 – 2014 Annual School Plan

3. Facilitating students' achievement and progression into Higher Education

Strategic Task	2013 – 2014 tasks	Success criteria	Lead staff member
<p>Enhance opportunities for students' ownership of school life and development of their leadership qualities:</p> <ul style="list-style-type: none"> - Facilitate the further strengthening of the CSS student council as the key representative body of student opinion and action - Explore avenues to enhance the status and profile of the six Houses, their captains and other representatives; continue to prioritise house-based activities 	<ol style="list-style-type: none"> 1. Consolidate the authority and develop the effectiveness of student leaders to speak and act on behalf of students' best interests. <ul style="list-style-type: none"> - Maintain and raise students' involvement in all aspects of school life - Strengthen students' sense of belonging to their Houses 	<ul style="list-style-type: none"> • Vibrant student union effectively representing students' voices and aspirations, and carrying out purposeful activities and projects in and beyond the school • Students taking ownership of school theme for 2013-4 and whole school events and projects • The six houses being effectively led by elected captains and representatives; strong participation in inter-houses events 	<p>Vice Principal (Guidance & Achievement) and G&A team</p>
<p>Enhance opportunities for senior students to broaden their outlook and international-mindedness:</p> <ul style="list-style-type: none"> - Encourage their participation in the HKAYP, the MUN, service, study and exchange visits overseas and other programmes to learn outside the classroom 	<ol style="list-style-type: none"> 1. Enhance students' awareness of their own culture & heritage, and civic responsibilities 2. Continue and raise the quality of participation in external events including HKSSSEN, MUN, IB student world conference and other activities; 3. Maintain and extend exchange programmes with schools outside HK 	<ul style="list-style-type: none"> • Inter-disciplinary programme initiated – involving Chinese, Liberal Studies, Humanities, Arts, PG, CCA - to deepen students' understanding of Chinese heritage and culture • High and sustained level of student participation in and commitment to activities that demonstrate international-mindedness • Exchange programmes being developed with 	<p>Vice Principal (Guidance & Achievement), and Heads of School and Student Development Coordinator and key Heads of Faculty – Chinese & Humanities & Arts</p>

Creative Secondary School 2013 – 2014 Annual School Plan

		greater numbers of students involved.	
<p>- Encourage high standards of achievement in all domains through greater promotion of the CSS scholarship scheme</p> <p>- Provide opportunities for senior scholars to act as role models for junior students e.g. reading buddies, peer counselling</p>	<ol style="list-style-type: none"> 1. Greater promotion of CSS scholarship scheme, including scholarships for HKDSE and extension of special scholarships; 2. Encouraging students to take up CAS and OLE opportunities to serve the school community; 	<ul style="list-style-type: none"> • A healthy rate of application to and success in both general and special CSS scholarship schemes. • A healthy proportion of upper school scholars taking up leadership and service roles within the school to benefit junior students 	Vice Principal (Guidance & Achievement), & Heads of School
- strengthen the role of house tutors in monitoring social as well as academic progress of students	<ol style="list-style-type: none"> 1. Workshop for new tutors 2. More focused tutors' meetings to strengthen their roles 3. Consolidate the practice of electronic registration to improve student attendance and punctuality more effectively 	<ul style="list-style-type: none"> • House tutors more knowledgeable about their tutees' potential and current progress • House tutors and administrative staff more effective in tracking and intervention, to support students in need 	Vice Principal (G & A) & Heads of School
<p>Review and further strengthen the school's careers and higher education preparation programme:</p> <ul style="list-style-type: none"> - invite more HE representatives to visit CSS - encourage students to visit universities or participate in summer schools in their last summer holidays 	<ol style="list-style-type: none"> 1. Continue provision of speakers and careers events for senior school students; 2. Prioritising time for senior school tutors to write student references and to support their university applications 	<ul style="list-style-type: none"> • Objectives achieved and positive feedback received from students and parents • Alumni and alumni parents serving as resources to support senior school students 	<p>Head of Upper School and Careers & HE Adviser</p> <p>Senior School Tutors</p>

Creative Secondary School 2013 – 2014 Annual School Plan

4. Developing the school campus to achieve our ambitions

Strategic Task	2013 - 14	Success criteria	Leadership
1. Enhance environmentally-friendly policies and practices in the use of the school campus	<ol style="list-style-type: none"> 1. Further promote environmental policies and practices through an environmental theme for 2013-4 and the adoption of effective monitoring of energy usage 2. Support the work of student groups and encourage more house involvement in green activities; 3. Freezing electricity and photocopying at last year's levels 	<ul style="list-style-type: none"> • Through effective software monitoring, higher awareness by staff and students matched by change of daily habits • Student body taking active ownership of campus environment • Student participation in environmental issues in the wider community • Significant efficiencies achieved in the school's use of electricity & paper 	Heads of School, School Services Committee,
<p>2. Facilitate a further growth of student's positive usage and ownership of the campus:</p> <p>– to support meetings, communications, activities such as clubs and societies, programmes.</p> <p>- to celebrate students' creativity through visual art, murals, photography and video displays around the campus</p>	<ol style="list-style-type: none"> 1. Provide Student Union and Houses with more noticeboard space and other means of promoting activities; 2. Encourage the formation of more student clubs and societies 3. Continue a programme of displaying student artwork around the campus 	<ul style="list-style-type: none"> • Houses and Student Union take responsibility for effective use of school campus to promote a richer school life • An enhanced and sustained CCA programme with more clubs & societies • Vibrant displays of students' creative works around the campus established and reviewed 	<p>Heads of School G and A team</p> <p>Visual Arts teachers + School Services Committee</p>
3. Establish multi-purpose Hall for PE/Drama	1. Complete building of new facilities according to plan	Facilities developed meet the learning needs of students in various faculties	Project Director & Principal
4. Develop ICT infrastructure and	1. Complete enhancement of	<ul style="list-style-type: none"> • Wireless access and web-based learning platforms 	Head of School

Creative Secondary School 2013 – 2014 Annual School Plan

<p>high quality AV multi-media facilities to support learning</p>	<p>wireless networking; extend student use of wireless mobile devices down to Form 3, establish more interactive whiteboards and other facilities to support learning, Develop Moodle and Google software platforms more effectively used to support learning</p> <p>2. Effectively deploy any secured QEF funding for enhancing AV facilities</p>	<p>for all staff and students, enabling ICT-supported learning to develop effectively across all areas of the curriculum</p> <ul style="list-style-type: none"> • Good quality audio-visual and multi-media facilities established to support learning, particularly in performing arts and languages, subject to successful bid for QEF funds 	<p>Operations, ICT team</p>
<p>5. Develop further use of spaces, with necessary re-allocation of spaces, in the Blocks B and C to meet the needs of teaching and learning</p>	<p>1. Complete enhancement of Visual Arts & Music facilities</p> <p>2. Establish three new classrooms on second floor of C block</p>	<ul style="list-style-type: none"> • Senior VA students able to work more effectively in enhanced studio in 6/F • Music practice & sound recording facilities developed • Room congestion eased for faculties using Block C. 	<p>Project Director & Principal</p>
<p>7. Maintain high degree of campus maintenance to ensure that CSS remains an attractive, inviting environment.</p>	<p>- successful deployment of secured Government budget for major repairs of campus</p> <p>- conduct regular campus audits to monitor the quality of the campus environment</p>	<ul style="list-style-type: none"> • Effect of adverse weather conditions on campus addressed • Visually pleasing campus that is complemented by students and parents 	<p>Project Director & Principal</p> <p>School Services Committee and SLT</p>