

Report on the 2010-2011 Development Plan

Li Po Chun United World College of Hong Kong

Achieved: 54
 Partially Achieved: 26
 Not Achieved: 11
Total: 91

I am delighted to report that in 2010-2011, 88% of the objectives outlines in the Development Plan were achieved (fully or partially). This an excellent result given the ambitious nature of many of the 91 goals that the College set for itself (compared with 93 last year). Those objectives which were not achieved suffered from a variety of factors as outlined in the analysis below. Many of the partially achieved objectives are of an ongoing nature, and it is anticipated that progress shall continue during the 2011-2012 year.

Arnett Edwards
Principal
 September 2011

	Objectives	Progress and/or Outcome	Achieved ?
Governance			
1	Establish a Search Committee to appoint a Principal	The Board appointed a Search Committee and succeeded in appointing a new Principal by the due date.	✓
2	Oversee the successful completion and opening of the Assembly Hall	Construction of the Assembly Hall was completed and was used publicly for the first time at the Year 12 Graduation ceremony in May 2011. The official opening is scheduled to coincide with the UWC meetings in October.	partial
3	Monitor options for diversifying and enhancing external sources of funding	Ongoing monitoring on the investment portfolio resulted in changes to funds management.	✓
4	Plan towards hosting the UWC Council meeting at LPCUWC in October 2011	Planning is well underway for hosting these meetings. The former Principal liaised with the International Office and established the framework for the meetings, and the incoming Principal was briefed on the implementation.	partial
5	Continue to encourage board members to visit the College on as many occasions as possible.	Board members received invitations to many College events. A substantial number attended several social events through the year as well as the graduation dinner and end-of-term	✓

	Objectives	Progress and/or Outcome	Achieved ?
		functions and farewells.	
6	Review and update policies on a regular cycle	The regular cycle of policy review and reapprovals was undertaken. Substantial revisions were made to several policies to conform to EDB and DSS requirements.	✓
Academic Staff			
1	Introduce a 30 mins (approx.) professional development section to every staff meeting.	This was achieved, although the number of staff who volunteered to share professional development insights was disappointing. Most sessions were conducted by the Principal or the Director of Studies.	✓
2	Hold a professional development session for staff under the leadership of a trained counsellor.	This was achieved with the visit of a professional counsellor who led the staff through several exercises to raise awareness of counselling issues.	✓
Support and Minor Staff			
1	1. To best achieve fairness among all categories of non-teaching staff.	This is an on-going task. Re-distribution of works in the cleaning team and employment of new additional staff like the new IT technicians and new accountant would relief pressure at different administrative areas.	partial
2	To emphasis the importance of occupational safety at work and to provide as many items of equipment as possible to meet the work requirements.	Occupational safety training and first-aid training courses were arranged for some non-teaching staff. Strong message of safety request at work was forwarded to non-teaching staff, especially to maintenance and security staff.	✓
3	To review systems of operation from time to time and look for opportunities to give more scope of responsibility and support to the non-teaching staff.	Ongoing process.	partial
UWC Issues			
1	Work in partnership with the UWCGO to diversify the applicant pool within Hong Kong.	The admissions procedures have been refined and articulated, and the UWCGO has undertaken to publicise UWCs in a wider range of local schools.	✓
2	Monitor the initiatives of the UWC International Board and Council, and respond accordingly in a timely, proactive and consultative manner.	The Principal provided regular reports of UWC meetings and initiatives to board members and teachers, accompanied by advice about actions required and/or follow-up discussions	✓

	Objectives	Progress and/or Outcome	Achieved ?
		as required.	
3	The Principal should attend regional meetings of UWC National Committees, as well as the Council, whenever possible to strengthen relationships and understandings between the College and NCs.	The Principal attended the two UWC Heads' meetings as well as the African Regional NCs meeting in Addis Ababa. Further liaison was established through the principal's membership of and participation in the UWC NCDC (National Committees Development Committee).	✓
4	The College will investigate the academic, residential and social implications of accepting an increasing proportion of younger students into the College, and respond accordingly.	A survey was undertaken and the results were presented to the Board. The Board decided not to change the entry requirements relating to the age of students.	✓
5	Prepare as appropriate for the self-review visit.	In addition to input provided at several staff meetings by the Chair of the Board and the Principal, a two week period was allocated in May 2011 to begin group self-evaluations. Draft reports were placed on the College network. A sound start was made for the start of the 2011-12 academic year, during which further time was set aside for group self-evaluations.	partial
Whole College Initiatives			
1	Continue to promote policies and programs that will encourage healthy lifestyle choices by students, especially with respect to sleep.	This was done, and anecdotal evidence suggests that sleep deprivation is a much less significant concern than it was a few years ago.	✓
2	Continue to promote policies and programs that will encourage mixing between students from all backgrounds.	This was done.	✓
3	Investigate inequities in teaching loads (especially with respect to time and student numbers), and frame recommendations accordingly.	A very thorough and comprehensive survey was undertaken by the Principal detailing the variations in workload. However, the data took so long to gather that accurate information was only accumulated in mid-May 2011, by which time it was too late to act upon the information gathered.	Partial
4	The College will investigate the academic, residential and social implications of accepting an increasing proportion of younger students into the College, and respond accordingly.	A survey was undertaken and the results were presented to the Board. The Board decided not to change the entry requirements relating to the age of students.	✓

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Academic Administration and Support			
1	To analyse class sizes over the last few years in order to review subject offerings.	Subjects offered for first year students to select have been revised taking into consideration class sizes.	✓
2	To employ two full-time technical support staff, including one IT administrator and one technician.	Two technical support staff were hired in Nov 2010 to support the IT needs of the College.	✓
3	To review and budget for appropriate online resources for student academic research. To review and budget for improvement to the library physical appearance and facilities.	Quotations on online resources were obtained but there was no budget for them. Improvement was made in the library regarding the partition added to keep books away from student access when the librarian is not on duty. This aims to reduce the loss of library books.	partial
4	To work with staff to increase awareness of EAL issues in the classroom and in college life, particularly for arriving Year 1 students.	Asma Syed, who heads up the ESL department at Renaissance College provided an in service training to staff in Oct on "Working Effectively in linguistically Diverse Contexts" to help to increase awareness of EAL issues. A proposal to hire a part time EAL teacher has been submitted.	✓
5	To monitor the implementation of the TOK programme through consultation with the TOK coordinator.	Some consultation happened but there was not much implementation. The integration of TOK only happened in a few subjects.	partial
Information Technology			
1	To employ two full-time technical support staff, including one IT administrator and one technician.	Two IT staff, Senior IT Administrator and Senior IT Technician, was employed.	✓
2	To thoroughly review the network architecture before installing 3 new servers in order to provide a more effective and stable network.	The network was reviewed and the three new servers were installed.	✓
3	To provide a more stable and faster intranet and internet connection within the college.	The Internet speed has been upgraded to 50Mbps.	✓
4	To increase effective communication between teachers and students by the use of collaborative software such as ManageBac, Live@eduSkydriveetc, Google Docs and other appropriate Web2.0 resources.	College email service was migrated to Live@edu. ManageBac has been in use by some departments. Other collaborative software is used by individual staff but not a College wide communication platform.	partial
5	To use ManageBac to effectively manage CAS (QC), Group 4 Internal Assessment, and exam registration with IBIS.	ManageBac is used for CAS (QC), Group 4 internal assessment, but not for exam registration with IBIS.	partial
Library and Media Centre			
1	Cull out of date and damaged library materials (especially the video collection which is no longer used) to provide	Part of the collection was reviewed. Not all.	partial

	Objectives	Progress and/or Outcome	Achieved ?
	space for up-to-date resources. Involve Heads of department and Teachers in assessing the collection.		
2	Evaluate the reference section, purchase up-to-date resources, consider buying electronic reference books.	Quotation obtained from vendors on e-books. Decision not made on which format the school would prefer.	partial
3	Encourage department heads to use library system to check out textbooks.	Humanities and Science Dept used the old library system for textbooks circulation.	✓
4	Expand shelving space for the library collections to allow relocation of reference section into book section and also extend the collection.	Expand shelf space is not feasible; students and teachers prefer to keep the table space for private study.	x
5	Join Hong Kong University Library, to allow access to the comprehensive language and social science collections. Remodeling present entrance/reference area to create more open study space.	Circulation desk has been remodelled. Membership to HKU library has been applied for.	✓
6	Monitor the effect of the partition and librarian working from the issue desk on the number of stolen books.	Updated report will be ready in August.	✓
7	Plan to convert computer and magazine area into a lounge area for small group discussion or tuition.	Don't have budget to do the conversion.	x
8	Plan to redecorate library in summer of 2011 with suitable colours (including mending or removing broken fixtures) and remodeling of entrance area.	Don't have budget to do the decoration.	x
Languages			
1	To prepare fully for the upcoming changes in A1, B and Ab Initio offerings.	The Department members have attended workshops and spent PD time working on these preparations. Specific time was set aside after the end of the academic year. Further planning is needed and ongoing.	partial
2	To ensure that professional development needs of the department are met in preparation for these changes.	All members of the Department who know which courses they will teach in the next academic year have attended preparatory workshops, and two members of the Department have undergone training as workshop leaders.	✓
3	To revisit our text and resources collection and make the necessary changes	A complete overhaul of the texts and resources has taken place, and the inventory has been updated. New resources have been added and will continue to be added.	partial
4	To sense student interest and adjust staffing needs accordingly at the end of the year.	Student interest has been planned for and will be assessed in September. The need for Literature and Performance in future will be studied.	✓

	Objectives	Progress and/or Outcome	Achieved ?
Humanities			
1	To improve the IA grades of Business & Management and Economics.	IA in B&M has been moderated down by 4-5 marks, thus affecting the grades of the students. The average grade for this year is 4.6 which is lower than 5.11 of last year. This may be partially due to having the weaker students taking B&M this year. On the other hand IA in Economics has only been moderated down by 1 mark this year (back to normal) which is much better than last year. Students attained an average grade of 6.14 in HL (last year 5.62) and 6.13 in SL (last year 5.67)	partial
2	To successfully guide the first batch of Political Thought students towards the completion of their IA by China Week.	The curriculum was designed to facilitate this and this was accomplished.	✓
3	More E resources available for Political Thought students.	More E resources have been made available on the network for students.	✓
4	To improve the effectiveness of team teaching in History.	A lot of informal chats (in and out of office hours) have happened over the year to allow for collaboration.	✓
5	To improve the grades of P2 in History and P3 in Economics.	Significant improvements had been made in P2 in History – average grade is 5.23 which is much higher than 3.95 of last year (over 30% improvement made) and in P3 in Economics – average grade is 6.09 as compared to 5.24 of last year (16% improvement made).	✓
6	To use Google survey to obtain feedback from students to improve teaching.	This has been done by nearly all staff in the department in one way or the other.	✓
7	To use lessons more creatively to help or motivate students to learn.	For example in Economics, lessons have been used more creatively in having students doing research in the library, helping weaker students after the mock exam, preparing for presentations, working on commentaries	✓
Sciences			
1	To introduce and trial the ManageBac platform as an interface for more effective communication with students and to utilise it as tool for efficient collection, storage and sampling (for moderation) of student IA work in group 4 subjects. This will be introduced on a voluntary basis for staff with the intention of eliminating bugs and moving toward full implementation for all Group 4 classes in 2011-12.	Managebac was used by 4 staff on a trial basis to manage the IA marking, recording and storage of student practical work. It was also used as a means of providing soft copies of relevant documents and communicating with students.	✓

	Objectives	Progress and/or Outcome	Achieved ?
2	To analyse and review the achievement, predicted and exam grades of the students 2008-10 in group 4 subjects. The objective being to review the process of awarding predicted grades and ensure that we are not providing the students with inflated predicted grades that may in the long term damage the prospects of our students gaining entry to university.	The analysis was completed and it was evident that in the Science department we were not over-predicting grades for our students. The exercise was useful in raising awareness among the department members of this important issue.	✓
3	The HoD to develop a department handbook that contains all the information relevant to the courses, policies and procedures of the College and particularly the Science Department. The aim being to have a booklet that could be given to staff new to the department to enable them to quickly become familiar with how the department runs.	This is a work in progress. Some material has been written and collated, but as yet is not in a form that could be distributed to incoming teachers.	x
4	To improve the performance of students in the Environmental Systems and Societies subject. The feedback on the IA component suggested that the program needs improvement to ensure student success in the coming year. To maintain the high standard of IB results established in all group 4 subjects.	Some work was done in this regard; however, the IA grades in ESS were once again downgraded below expectations and thus further refinement of the ESS IA program will be necessary.	Partial
Mathematics			
1	Teaching materials will be either saved or scanned and then stored on the network servers according to different staff and/or subject headings. Students will be encouraged to access these, especially mark schemes and solutions, to encourage self-access learning and to save both paper and time. Resourceful teaching websites will be introduced to the department.	Subfolders under Mathematics on the college network have been added for individual staff/subjects for uploading learning and teaching materials and successfully migrated to the new Windows servers, allowing easy access to current students with both Macs and PCs.	✓
2	(CBL/CBR) Sensors will be borrowed from the Science Department to allow Studies students to collect and analyze real data for their project so as to enhance students' learning experience through the use of technology.	TI CBL/CBR sensors were purchased using savings from the purchase of TI SmartViewlicences and trialled for data collection for a number of Studies IA projects.	✓
3	A collaborative development and dissemination of standardization matrices and common mark schemes for each new task assigned will continue in order to achieve consistency amongst individual marking.	New tasks were assigned to current students from both year groups with properly designed/developed solutions/standardization matrices, followed by internal moderation meetings during the assessment	✓

	Objectives	Progress and/or Outcome	Achieved ?
		process to ensure consistent marking amongst different teachers.	
4	With the revised seven-block timetable, the departmental teaching plans will be adjusted to allow for a designated cancellation of one period for SL and Studies classes. Last year's teaching sequences are fine-tuned to allow for a more effective and efficient delivery.	Current teaching plans were properly adjusted and refined for successful completions of the second year courses before the IB finals and the right number of topics with the first years, guaranteeing sufficient time to complete the rest of the courses in their second year.	✓
Visual Arts			
1	To continue to develop a system of 'Studio Managers' to oversee and encourage the productive and considerate use of shared studios, whilst developing independent responsibility in all Visual Arts students. Alongside this, all non-Visual arts students will be encouraged to have consideration for the Visual Artists working space.	The 'Studio Manager' system was not formalized this year, but several students took the initiative. Room 009 operated well with 27 students, Room 008 less well with 8 students.	Partial
2	To redevelop studio space in Room 003 (Pottery Room) so that studio space is made available for one Year One teaching group alongside the technician's area.	Achieved due to excellent work by the technician. There are now 8 individual work spaces, and the technician's area, partially divided.	✓
3	To reclaim the use of essential teaching spaces and resource areas (Rooms 002 and 108) 'temporarily' lost to other subject areas because of a lack of sufficient teaching rooms in the academic block.	Room 002 continued to be used by one language class in the same block as a VA class; Room 108 continued to be used by small (ie. less than 6 students) language and humanities classes.	x
4	To offer Visual Arts activities to all students (eg. gallery trips, QuanCais) as well as further promoting those activities Visual Arts students are involved in (eg. exhibitions, gallery openings, open studios, art school visits, etc.) to all in the community.	Exhibition openings in particular attracted many more students, AFNA members were involved in many activities, and all first years attended a talk by a professor from SCAD (nearly opened college of art and design in HK).	✓
5	To consolidate student numbers in the subject, and to prepare the class of 2011 for further success on the course.	Student numbers increased to 21 in the first year and 17 in the second year (previously 17 & 10, 10 & 8). Average grade was 6.0.	✓
6	To keep the department stocked with sufficient materials and equipment for the increased (more than 100% since 2008 – 2009) numbers of students whilst remaining within the decreased (approx. 8%) budget in the first year of direct control of this particular budget.	The department was kept stocked with sufficient materials but only by 'borrowing' from other unspent class materials budgets.	partial
Theatre			
1	To organise Chinese theatre workshops and speakers on campus.	Workshops arranged off campus. Would still like to do more on campus.	partial

	Objectives	Progress and/or Outcome	Achieved ?
2	As well as maintaining links with Shatin College and a local Secondary school, to widen the range of community groups worked with (for instance, performing the Commedia dell'Arte production at the Tai Po old peoples centre). It is anticipated that offering the auditorium facilities to local community groups may help to build community relationships and collaboration.	Performances continue at Shatin College and a local school on Heng On. Tai Po elderly centre was closed to outsiders due to sickness. There was a similar outcome at Pinehills Centre. To be continued.	✓
3	It is anticipated that the move to the auditorium will take place in November 2010. Theatre students will help move resources to the new spaces. Theatre students will also be trained to run the auditorium (alongside the Quan Cai AV and Lighting teams) in the areas of Front of House as well as stage management, lighting and sound.	Due to delays in the construction of the auditorium, this will take place in August 2011.	x
4	To facilitate advanced planning for student led Independent Project performances and workshops and to help students to see where they may increase collaboration in projects. The success and enjoyment of student projects motivates Theatre students (and others) to recommend the subject to new students and thus keep the programme well subscribed to (particularly where the proposed introduction of Literature and Performance by the Languages Department may impact negatively on Theatre).	Achieved, however more advanced planning to take place next year.	✓
Theory of Knowledge (TOK)			
1	Continued implementation of the New Syllabus.	Continued implementation.	✓
2	To procure more video cameras for the assessed oral component.	No more purchased.	x
3	Increased staffing for TOK to enable smaller discussions groups.	One additional staff.	✓
4	The TOK library needs to be increased to enable students access to a wider range of written material.	Ongoing.	partial
QuanCai			
1	Introduction of Google questionnaire as means for students to choose activities.	Successfully achieved for Year 1 and 2.	✓
2	More effective dissemination of information to enhance appropriate student activity choices.	Very comprehensively done including updated information on the College website and enhanced access to information during Orientation Week.	✓
3	To enhance use of ManageBac,	Use of ManageBac is comprehensive.	partial

	Objectives	Progress and/or Outcome	Achieved ?
	particularly in the areas of student journaling, increased quality evidence and staff monitoring/use of the application.	Quality of reflections still to be improved.	
4	To facilitate increased and enhanced Student Leader workshops/training.	Successfully completed with increase to 2 workshops (and 3 planned for 2011-12)	✓
5	Consult appropriate staff on feasibility of integration of China and Project Weeks with the QuanCai programme.	No done this year due to uncertainty as to the status of both China and Project Week.	x
6	To emphasise need for staff/student communication/collaboration in establishment and running of activities (eg. On a simple level, copying both parties into email communications).	Achieved.	✓
7	Explore and revisit 'outsourcing' opportunities for implementation in 2011-12, particularly in the areas of outdoor pursuits).	Outsourcing is increasing in an unobtrusive and successful manner (in Dragon and Lion Dance and Kayaking and Hiking activities).	✓
Residences			
1	HoR will investigate opportunities for Professional Development concerning the role of the tutor.	One PD session for all staff was organized by School counsellor. Additionally 5 staff went on a emotional First Aid workshop and HoR was given time off to join a ACT workshop in October 2011	partial
2	The need to become a more environmentally friendly campus will remain a main focus of the residences.	Although every week reminders and suggestions about saving water, energy and the environment were issued, there were no major changes.	partial
3	Given the changes in the Hong Kong schooling system, a large majority of students will enter the college at a younger age. The residential team will review the college rules and evaluate the need for changes.	HoH team met and agreed that the college rules should remain unchanged, except for the addition and emphasize on the UWC Code of Conduct.	✓
4	Given the changes in the Hong Kong schooling system, a large majority of students will enter the college at a younger age. Importance of second years as mentors will be stressed and training organized.	Second years, especially the Peer Supporters were reminded of the importance of their role as mentors. No special training was organized.	partial
University Guidance			
1	To increase the frequency of the workshops on writing a UCAS Personal Statement, writing a US Personal Statement and selecting a US University or College.	Several workshops were held for second year students in the first term and several more for first year students in the second term.	✓
2	To introduce new workshops using personality indexes and career selection tools to help students make informed decisions regarding further-education	While research was done, time did not allow for the workshops to happen this year.	x

	Objectives	Progress and/or Outcome	Achieved ?
	choices.		
3	To invite alumni and prominent members of the local community to the college to discuss their university experience and their career path.	A career day was organized by alumni and several alumni participated in UWC day.	partial
4	To initiate a Li Po Chun College internet site where recent graduates can discuss their university experiences with current students.	Resources were not available to achieve this goal.	x
5	Learn how to update and then update the Big University Guide.	Resources were not available to achieve this goal.	x
Administration			
1	To stay vigilant to guard against communicable diseases in the New School Year.	No major outbreak of diseases. The common ones were URTI and flu which were under control.	✓
2	To safeguard the College by following up-to-date government guidelines/regulations and by making sure that the insurance cover is provided/sufficient.	Ongoing task.	✓
3	Not only to emphasis the efficiency of the maintenance/security output, but also on the quality and safety requirements.	Ongoing task. Room for improvement on the quality output and occupational health & safety observations.	partial
4	To follow up closely the development of the Assembly Hall and the Major Repairs Grant projects with the government, architects, contractors.	Although some issues on the performance of the contractors arose from the Assembly Hall project, the completed Assembly Hall is highly welcome and appreciated by the College community. The Major Repairs Grant project was completed with satisfaction.	✓