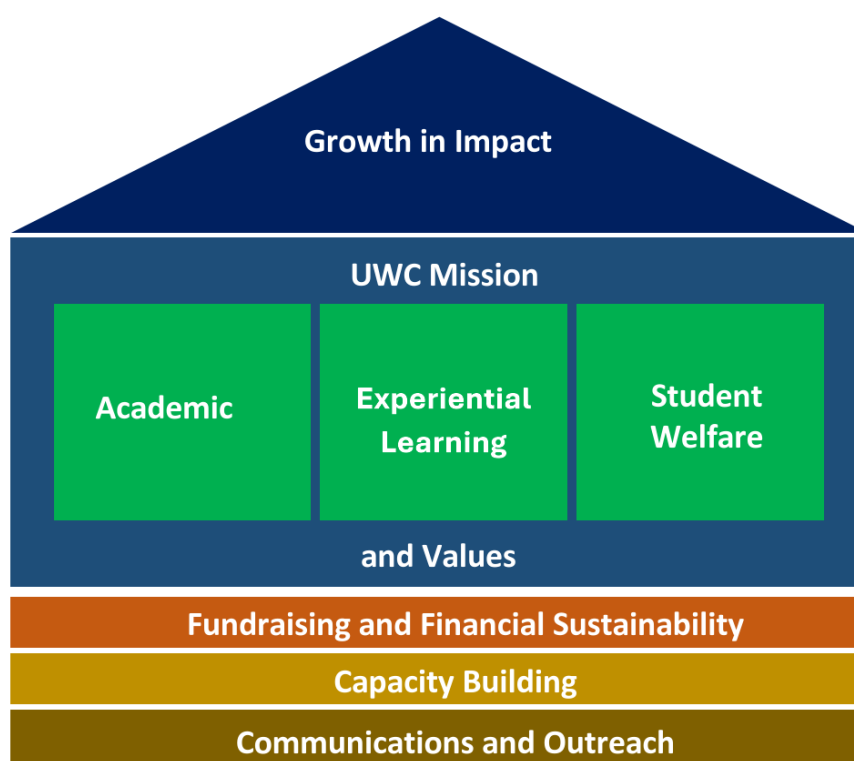


Strategic Plan 2019 onwards



“Breaking Boundaries/Building Bridges”

Domain	Objective
A) Growth in Impact	1. To have more young people from across Hong Kong positively engaged with the UWC Mission and values 2. To further deepen the impact that UWC education has on the students and staff at the college.
B) UWC Mission and Values	1. To continue to promote and develop the Peace facet of the Mission of UWC. 2. To continue to promote and develop the Sustainability facet of the Mission of UWC. 3. To continue to promote and develop the UWC values in all aspects of college life.
C) Academic	1. To develop a Concept-based Learning approach across the college 2. To further utilize IT as a tool for learning. 3. To further develop approaches to learning for students with a range of different needs. 4. To promote the collective growth of teachers through the development of learning communities

D) Experiential Learning	1. To continue to develop experiences with a focus on Peace and Sustainability. 2. To increase the focus on technology & entrepreneurship in the XP programme 3. To continue to develop reflection in the XP programme 4. To continue the focus on wellbeing in all its forms in the XP programme
E) Student Welfare	1. To promote Positive education 2. To continue to advance the Well being of staff and students 3. To continue to nurture positive relationship building within the college community
F) Fundraising and Financial Sustainability	1. Enhancement of Steady streams of Income 2. Financial sustainability for an aging infrastructure 3. Working towards the optimal balance between scholarship amount and affordability
G) Capacity Building	1. Developing the Staffing capacity of the college 2. Developing the Infrastructure the college
H) Communications and Outreach	1. Improving outreach and marketing to prospective feeder/partner local schools and student applicants 2. Enhancing communication strategies with alumni, students and staff, and other stakeholders 3. Strengthening engagement approaches to donor relations 4. Developing media and community relations 5. Reinforcing College's role within the UWC movement

A) Growth in Impact

A1) To have more young people from across Hong Kong positively engaged with the UWC Mission and values

- The college to continue to develop and enhance a range of “short programmes for young people across Hong Kong;
 - Continuation of Initiative for Peace and Sino-Japan Youth Conference
 - Further development of PeaceMaker Outreach Programmes
 - The promotion and establishment of Sustainability Outreach programmes
 - To continue the links established with a range of local schools in joining a range of activities notably Quan Cai activities
 - To continue to seek other opportunities to work with different organisations to promote UWC mission and values.
- To collect data on the impact of the programmes that the college operates
 - Qualitative data (e.g Impact stories; reflections)
 - Quantitative data (database of participants; quantitative impact data)

A2) To further deepen the impact that UWC education has on the students and staff at the college

- Utilising the strategic plan so that the UWC experiences as outlined in the UWC Educational model are deepened
 - Strategic Plan has a focus on deepening student and staff experiences
 - Adapting to the changing nature of young people attending the college
- To collect data on the impact of the UWC education has on the students and staff at the college:
 - Participation and analysis of UWC Harvard Impact Study
 - College surveys with students; staff and parents
 - Qualitative impact stories from students; staff; parents and alumni

B) UWC Mission and Values

UWC Mission

UWC makes education a force to unite people, nations and cultures for peace and a sustainable future.

UWC Values

- International and intercultural understanding
- Celebration of difference
- Personal responsibility and integrity
- Mutual responsibility and respect
- Compassion and service
- Respect for the environment
- A sense of idealism
- Personal challenge
- Action and personal example

B1) To continue to promote and develop the Peace facet of the Mission of UWC

- Consider how peace can be integrated into the day-to-day of residential life.
- Encouraging and promoting the creation of peace themed Quan Cai (QC) experiences.
- Encouraging staff & students to 'think peace values' in their planning and delivery of the XP programme in general.
- Focusing on integrating all aspects of UWC education with the Peace Education Centre where appropriate.
- Consider how outreach activities based on peace can be developed.

B2) To continue to promote and develop the Sustainability facet of the Mission of UWC.

At LPCUWC, sustainability informs all aspects of college community life. This includes:

- Commitment to the 3 “R”s
 - Reduce consumption, waste and pollution
 - Reuse what we have
 - Recycle everything we can
- Striving to buy and use environmentally friendly products and practices
- Learning about sustainability issues
- Conserving energy, water and other resources
- Committing to sustainable and ethical investments whenever possible

“Students need to become stewards of the Earth and of future generations.” Kurt Hahn

- Encourage staff and students to consistently practice the above in all aspects of the College.

B3) To continue to promote and develop the UWC values in all aspects of college life

- Encourage staff and students to make explicit the links to UWC values in their everyday academic teaching and learning.

C) Academic

C1) To develop a Concept-based Learning approach across the college

- To develop a concept-based approach to cater for the diverse learning needs and style of individual students
- To equip students with 21st century skills by encouraging students to gain and process facts through thinking conceptually and move away from pure factual retention
- To promote trans-disciplinary integration of learnt skills through the emphasis of “big ideas”
- To enable students to become independent self-learners

C2) To further utilize IT as a tool for learning

- To make effective use of the new IT facilities within the Peace Education Centre to promote the appreciation and understanding of the diverse cultures through a blend of VR experiences and face-to-face sharing with students from these regions
- To set up the Peace Education Centre as a learning hub by integrating learning experiences both inside and outside the classrooms through the use of remote education opportunities with other cities and countries
- To enable students to prepare for instructional content through the use of flipped classroom which free up class time for in-depth discussion on key concepts
- To explore how students will develop the skills and understanding of emerging technologies (e.g. ABC; Artificial intelligence; Big Data; Coding) to apply to academics and UWC Mission and values.

C3) To further develop approaches to learning for students with a range of different needs

- To equip staff of new knowledge and pedagogies to address the learning needs and challenges of their students
- To promote the collective growth of teachers through the development of learning communities which promotes the development of concept-based learning
- To extend the learning community to include other IB/UWC teachers through contributing to external learning hubs or establishing our own
- To enable staff to become expert teachers in their own field

D) Experiential Learning

D1) To continue to develop experiences with a focus on Peace and Sustainability

- To reinforce awareness of the need to be mindful of Peace and Sustainability in the XP programme.
- Enhance the Student Leadership programme to incorporate Peace and Sustainability themes.
- To review proposed Quan Cai experiences and trips with a focus on peace and sustainability.
- To consider ways to integrate the operation of the Peace Centre with the XP programme.

D2) To increase the focus on technology & entrepreneurship in the XP programme

- To consider the role that technology and entrepreneurship can have in the XP programme.
- To further develop Quan Cai experiences which develops competencies in technologies and entrepreneurship.

D3) To continue to develop reflection in the XP programme

- To continue to develop reflection in all aspects of the XP programme including:
 - the introduction of structured feedback from participants/users on Staff and Student Leaders performance in Quan Cai experiences and trips.
 - The reflection to be developed and monitored by the XP Committee with the aim of improving the quality of leadership and supervision in the XP programme.

D4) To continue the focus on wellbeing in all its forms in the XP programme

- To continue the focus on wellbeing in all its forms in the XP programme (e.g. promoting wellbeing themed experiences in the QC programme).
- Emphasis on, 'character' in Student Leadership training as a component of the development of the whole person in the XP programme.

E) Student Welfare

E1) To promote Positive education

To develop through a number of different approaches a ***positive college and community culture***:

- integration of different wellbeing practices in all domains of the college.
- exploring how technology can be utilised to support staff and students in developing a positive mindset.
- To consider ways to promote positive mindset with all staff at the college.

E2) To continue to advance the Well being of staff and students

- Well-being of staff and students within the college community is further developed through:
 - continuing the the work undertaken on Sleep
 - Developing further approaches to exercise
 - Working with external partners on nutrition
 - Need to continue.
 - Consideration of how structures within the college promote the well-being of staff and students.

E3) To continue to nurture positive relationship building within the college community

Development of further positive conduct of all within our community to include:

- Activities that further develop positive relationships within the community of LPCUWC
- Reviewing the Rules for the Student Community
- Use of technology to facilitate procedures within the community

F) Fundraising and Financial Sustainability

F1) Enhancement of Steady streams of Income

- Fundraising streams of Income:
 - Increase in alumni class/individual donation
 - Long term regular donors (donation commitments from 3-5 years)
 - Increase in corporate partnerships for tuition or residential scholarships or in-kind support (i.e. roundtrip airfare, service trip sponsorship)
- Alternative sources of income
 - Income stream from solar panel project
 - Income stream from alternative programmes (e.g. short courses)
 - Other sources of income: e.g. renting of facilities
- Consideration of enhancing endowment funds to provide a steady stream of income.

F2) Financial sustainability for an aging infrastructure

- Seeking of grants to support aging infrastructure and sustainability (e.g. EDB Capital Enhancement Grant).
- Fundraising for specific upgrading/enhancement of facilities.
- Consideration of a sinking fund to support aging infrastructure.

F3) Working towards the optimal balance between scholarship amount and affordability

- Identification of the long term sustainable balance between scholarship amount and fee income.
- Maintaining careful monitoring of college expenditure.

G) Capacity Enhancement

G1) Developing the Staffing capacity

- To develop existing staff (teachers and support staff) through a range of professional activities with a focus on:
 - Academic - including pedagogical; ICT (e.g. Virtual Reality and Artificial intelligence)
 - Student Welfare - including wellness/mental health; safeguarding;
 - Experiential Learning (reflection; project management)
 - Staff welfare and support
- To develop all staff to be reflective learners in all the practices that they undertake which includes:
 - Reviewing constructive feedback from a range of stakeholders including peers; line-managers and students
 - Utilising a range of data to inform practice
- Development of leadership capacity of staff through training and development opportunities which includes:
 - Development of leadership training programme within the college
 - Working with the UWC International office on leadership development
 - Continue to develop student leadership capacity in the college
- Enhance, subject to funding availability, the number of people working with students to develop the UWC mission
 - Consider further approaches on the use of volunteers including through the UWC Graduates Organisation
 - Consider opportunities for collaboration with further external agencies to support students e.g. local university's.
 - Consider opportunities to enhance capacity through internships and head-count where there is a clearly identified need.

G2) Developing the Infrastructure of the college

- Recognising that the college is aging that systematic approaches are required in terms of the repair and maintenance of the college
 - A regular repair and maintenance schedule is developed across campus for the replacement and upgrade of equipment and facilities
 - To develop income streams to support the repair and maintenance of the college as detailed in the Financial Sustainability section.
- To build on the enhancement of facilities that is taking place in the academic block which could include:
 - Consideration of new facilities to support Student Welfare and XP programme (subject to funding)
 - Upgrade of facilities in the residences for both staff and students (subject to funding)

G3) Sustainability

- In developing facilities in the college to consider carefully the impact on the environment which includes:
 - Looking towards the college reducing the use of non-sustainable resources
 - Looking carefully at sourcing of materials chosen

H) Communications and Outreach

H1) Outreach for Admissions

- Continued work and development of outreach activities with different individuals/ organisations for sources of students from different backgrounds (e.g socio-economic; ethnic minorities)
 - Alumni (including with UWCGO/Hong Kong Committee)
 - Parents
 - Targeted schools
 - Young people attending activities at the college
 - Organisations (e.g. Summerbridge)
 - Alumni as parents
- Development of marketing material for admissions aimed at specific target groups.
 - Targeted use of social media
 - Further development of materials in Chinese and English

H2) Further enhance the communication strategy with alumni

- Consider further strategies for communication and involvement of alumni both in Hong Kong and overseas:
 - Principal's Bi-Annual Letter
 - 10 Year and 20 Year reunions
 - Alumni Focus Group
 - Alumni Impact Video

- Social Media
- Involvement to include:
 - Support for range of college activities
 - Support for peer-to-peer (alumni to alumni) engagement/communications
 - Support for connecting with potential donors
- Coordination of communication strategies between LPCUWC; Hong Kong Committee and UWCGO

H3) Further Development of Communication Methods/Strategies with other different stakeholders (besides alumni)

- Stakeholders:
 - Internal:
 - Staff
 - Students
- External
 - Parents
 - Donors
 - Media
 - Organisations that support the college
- Communication strategies:
 - Social Media (facebook; Linked In; Instagram)
 - Bi-Annual Principal's Letter
 - Monthly newsletter
 - College Website
 - Collaboration with UWC Hong Kong and UWCGO
 - Collaboration with UWCIO Communications

H4) Further develop the college's role within the UWC movement

- Working with the UWC International Board and International Office in a number of areas of development with a focus on "UWC Strategy; 2018 and Beyond".
- Engaging with National Committees in a range of activities:
 - Connecting with LPC alumni that are working in National Committees
 - Furthering enhancing relationships with National Committees to ensure good quality applicants
 - To make connections with National Committees where students undertake Project Week activities
 - Supporting where possible National Committees in the region in terms of selection; fundraising and UWC short course.

- Working together with the UWC Hong Kong Committee and UWC Graduates Organisation to maximise the impact of UWC in Hong Kong
 - Maximise opportunities for outreach activities with admissions to UWC
 - Coordinate communication activities so that different stakeholders are aware of the coordinated activities of the three groups.
 - Maximise fundraising opportunities
 - coordinate the marketing of UWC movement in Hong Kong.