

# Blueprint on The Way Forward

*(English Version Only)*

January 2012

## 1. Introduction

Established in 2000, HKUGA Education Foundation (EF) now enters its 11th year, and building on success, goals, strategies and tactics are to be mapped out to chart its course for further development in the next 5 to 10 years. The Executive Committee (EXCO) of 2010 & 2011 collected the opinions and suggestions of the members of EXCO, Incorporated Management Committees (IMCs) and sub-committees, as well as EF Members and supporters through a series of meetings, forum, workshop, and discussion at AGM dinner in the period of July – December, 2011.

Based on the views and suggestions expressed and the general consensus reached, the newly-elected EXCO of 2012 & 2013, in its first meeting on 16 January, 2012 further discussed and finally adopted this draft as the final version, which would serve as the guidelines for its work planning and implementation in its two-year term. It was envisaged that this blueprint would be reviewed from time to time during the process of implementation.

The current EXCO earnestly invites all EF Members, Associates and supporters to continue to give their support, and to voice their further comments and suggestions whenever they think fit, so that EF may move forward as a united whole to achieve our goals in the years to come.

## 2. A brief review of the past ten years

(a) We have successfully built a through-train model of 12 years of primary to secondary education under the Direct Subsidy Scheme.

(b) HKUGA Primary School, established for ten years, has become a recognized quality school popular among parents.

(c) HKUGA College has reached full capacity in 2011-12 with S1 – S6 students.

(d) We have further enhanced our brand name and network in the education sector by organizing a number of well-received conferences and seminars in the last few years.

### 3. Mission

We strive to provide the best quality through-train 12-year education to nurture and develop the potentials of individuals of diverse talents and cultural backgrounds in preparing our younger generation as global citizens in the 21st Century. We are dedicated to serving the local community and contributing to Hong Kong's successes by:

- supporting our schools to foster a warm, caring and vibrant learning and teaching environment;
- broadening the horizon and fulfilling the aspirations of all students, and nurturing future leaders;
- building community-wide networks to support students' education and learning;
- promoting the sharing of expertise and good practices among schools;
- making contributions to Hong Kong's education development by participating in debates and presenting views on education policies and issues

### 4. Core Values

The Foundation Members and supporters share the following core values:

- Friendship and care
- Integrity and trust
- Passion for education
- Commitment to serve the society
- Professionalism
- Embracing diversity
- Respect for cultural differences
- Love of the motherland and Hong Kong

## 5. The major objectives and goals in the next 5 to 10 years

(a) Major objective: We adopt a School Plus Model --

- As a school sponsoring body, we give full support to our two schools to develop into outstanding schools, and
- As an education organization, we make contributions to quality education through the provision of unique educational services to the community.

(b) Three major goals:

Goal 1: To develop HKUGA Primary School and HKUGA College into outstanding schools, providing well-rounded education in line with the Foundation's mission.

Goal 2: To promote good educational practices and to make contributions to educational policy development.

Goal 3: To enhance interface between the school sector/education community and the rest of the society and the world, and to contribute to the student and teacher development of Hong Kong.

## 6. Strategies

We adopt the strategies of focus, differentiation and steady growth by:

- Leveraging our strengths.
- Providing support to the two schools.
- Focusing the use of our resources on the selected niche areas.
- Defining achievable goals and optimizing the use of our capabilities.
- Aiming at long-term and solid influence on the local education scene.
- Providing unique and innovative services which meet specific social needs, and which can differentiate EF from other education organizations by capitalizing on our strengths in chosen areas.
- Planning specific and manageable projects of well-defined objectives and with implementation details for successful completion.
- Defining measurable assessment criteria for evaluation of project upon completion.

## 7. Tactics

We adopt the following tactics to achieve the three main goals:

**For Goal 1:** To develop HKUGA Primary School and HKUGA College into outstanding schools, providing well-rounded education in line with the Foundation's mission.

### **Main tactic: Building the school governance model**

(1) Define clearly the working relationship among EF, IMC and school senior management, and set up an effective school governance system for the benefits of all major stakeholders.

(2) Respect the authority of the IMC, observe the lines of responsibilities of the school senior management, and empower them in the daily school operations with accountability.

(3) Give support to the IMC and the school senior management in:

- formulating clearly-stated school vision and mission;
- building a stable and professional teacher team for sustainable development;
- providing resource support;
- developing the Key Performance Indicators (KPI) or measurable performance targets in order to have consensus on what school achievements mean;
- Conceptualizing the successful school models.

**For Goal 2:** To promote good educational practices and to make contributions to educational policy development.

### **Main tactic: Conducting theme-based research**

(1) Adopt a school-based approach to identify the themes for action research on the good teaching and learning practices as well as the unique experiences of the two schools for sharing with stakeholders.

(2) Identify suitable themes and topics for educational policy research.

(3) Tap the pools of talent in both the educational and non-educational sectors to draw input and support.

(4) Aim at having high and long term impact on the local educational scene.

**For Goal 3:** To enhance the interface between the school sector/ education community with the rest of the society and the world, and to contribute to the student and teacher development of Hong Kong.

**Main tactic: Organizing projects for local schools**

(1) Utilize our network to help the students from disadvantaged backgrounds in the school community.

(2) Deploy appropriate resources to develop unique training programs for school principals and teachers.

(3) Enhance the interface between the education and the non-education sectors in knowledge exchange and experience sharing.

(4) Promote exchanges, networking and collaboration in the education sector of Hong Kong, the mainland and overseas.

## **8. Niche Areas**

We have initially identified the following niche areas in serving the local education sector:

(1) life and career education for senior secondary students.

(2) values/moral/civic education for primary and secondary students.

(3) professional development programs for school principals and teachers.

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