

Project Title: Training for Effective Primary School Vice-principal (提升副校長領導才能 促進學校運作效能)

Project Number
2010/0226
(Revised)

Name of Organization: The Hong Kong Institute of Education Jointly Organized with Anglican (Hong Kong) Primary Schools Council

(1) Goals: To bring benefits to the participants, the participating schools, the school sponsoring body, and the educational community at large.

Objectives: (i) To offer both practical training and academic study across different aspects of job-related performance for primary school vice-principals; and (ii) Through the development of a shared vision and mission with the school sponsoring body and global perspectives on education change, promote a cadre of committed and competent senior managers who are capable of taking up the duties of vice-principals in Hong Kong primary schools.

(2) Targets:

Expected number of beneficiaries: One hundred either serving or aspiring vice principals from the 48 Anglican primary schools with rich teaching experience and strong academic and administrative backgrounds.

(3) Implementation Plan:

(i) Duration: Oct 2011 to Sep 2012

(ii) Process / Schedule:

Theme	Content	Date
Preliminary work on Needs Analysis	A Focus group meeting with various stake holders (including principals and vice-principals) to ascertain the content of the training	Jan 2011 – Feb 2011
Preparation work	Commencement date of the programme	Oct 2011
Seminars and Talks (1)	12X3 hours Seminar sessions to be held at HKIEd (2 cohorts)	Nov 2011 to Dec 2011
Seminars and Talks (2)	A 2-day-1-night retreat at HKIEd Guest Lodge or Hotel/Guest House facilities at Hong Kong/Shenzen area (16 hours of various activities, 6 hours of which are group activities x 10 groups)	Jan 2012 to Feb 2012
Action Learning	A school-based strategic action plan is to be drafted up by individual participant and carry them out with the supervision of Project Staff	Jan 2012 till Jul 2012
Shadowing/Coaching/Mentoring	Each participant will attend two sessions of a two-day attachment in a group of 4 at: a) an Anglican primary school and a non-Anglican primary school (one day each). b) an NGO/commercial firm (two days)	Jan 2012 till Jul 2012
Follow Up Work	Post-event of the programme related administrative work	End of Sep 2012

(iii) Collaboration with other parties / partners: The Anglican (Hong Kong) Primary Schools Council

(4) Products:

(i) Deliverables/outcomes:

(a) To attain the aims as outlined in paragraph 5, the project will set a training model for other primary vice-principals in Hong Kong. (b) Research-based and field-tested performance standards for vice-principals in Hong Kong primary schools that can be used for (i) the selection and appointment of senior primary teachers to the post of vice-principal; (ii) developing training programmes for aspiring primary vice-principals; and (iii) the performance appraisal of primary vice-principals. (c) Serving principals will participate in the project as tutors and will be developed as trainers to provide in-house training to their own teachers. (d) The case studies created specifically for this course will be turned placed in the public domain and disseminated via the homepage of the SPSM Learning Community. (e) A learning community whose on-going professional activities (such as regular seminars, professional-sharing meetings, on-line publications, etc.) will also accommodate the needs of the vice-principals in other Hong Kong primary schools.

(5) Budget: \$1,657,000 is to be funded by QEF. The breakdown is \$628,230 (staffing), \$ 864,500(service \$1,064,500-\$200,000*), \$128,015 (general expenses), \$36,255 (contingency) respectively.

*\$200,000 course fee will be contributed by participants.

(6) Evaluation:

(i) Performance indicators: A questionnaire survey and teaching of evaluation will be conducted.

(ii) Outcomes indicators: Individual/small group Action Learning Project, Shadowing/Coaching/Mentoring, and Fostering a Learning Community for the SPSM for the future.