



The ELCHK Yuen Long Lutheran Secondary School

Three-year School Plan 2022-2025

A. School Mission

Our school is a Christian school founded by the Evangelical Lutheran Church of Hong Kong in 1959, which has been established for 64 years. We strive to provide students with holistic Christian education to develop their God given potential to the fullest extent, nurture them to become enthusiastic learners and responsible citizens so as to glorify God and benefit mankind. Our mission is as follows:

1. Bearing witness to Jesus Christ
 - (1) To build a Christian school with love and care, and nurture students with holistic Christian education so as to bear witness to Jesus Christ and to glorify God.

2. Offering quality education
 - (1) To create a quality learning environment.
 - (2) To build a bilingual and trilliterate language environment and develop students' multiple intelligences.
 - (3) To implement effective learning and arouse students' interest in learning.
 - (4) To create an atmosphere of caring and mutual respect, so as to promote the spirit of loving and helping one another, and to nurture correct values and attitudes.
 - (5) To cultivate students' sense of belonging to school and the community.

3. Nurturing new talents
 - (1) To foster students' enthusiasm for life and striving for excellence.
 - (2) To guide students to understand the importance of life-long learning and equip them with analytical, creative, critical thinking, information technology, problem-solving and self-learning skills.
 - (3) To cultivate students' open-mindedness and passion to a new phenomenon, a precise grasp of the new trends and the adaptability to changes.
 - (4) To teach students sophisticated interpersonal skills and to nurture them with life-long values so that they can be cooperative in communal life and become responsible citizens.

B. School Motto

Rectify Mind Cultivate Person

SWOT Analysis 2022

Our Strengths	Our Opportunities
<ul style="list-style-type: none"> ◆ High transparency in The Incorporated Management Committee was shown. Members trusted each other and supported the development of school. ◆ Members of the Parents and Teachers Association, other parents and members of Alumni Association strongly supported our school. ◆ Stable partnership was established with sponsoring body, churches, local primary schools and school institutions. A good reputation was established in community. ◆ School policies and school management were supported by teachers. Colleagues cared for and had a good relationship with each other as well as students. Teachers valued the professional development. ◆ Members of Executive Committee kept abreast of the development of technology. Members were open-minded and flexible about changes as well as committed to making progress in school policies. ◆ All students were in Band 1. Quality of students was constantly improving. ◆ Public exam results were exceptional in recent years, and the percentage of university entrance was high. Diverse development was emphasized and students got excellent performance in different aspects outside school. ◆ School laid a foundation of academic development, student growth and globalization. 	<ul style="list-style-type: none"> ◆ Sponsoring body promoted the bonds among the four affiliated schools in Yuen Long, which facilitated the interaction and infiltration of values. ◆ After the social movement and epidemic, society put more emphasis on Values Education, which enabled the school to put the mission into practice. ◆ Due to the epidemic, applying IT into education became more prevalent, which enabled the school to make teaching more flexible. ◆ Parents with high socioeconomic status view had a different expectation of their children’s education, which enabled the school to implement school policies of higher quality. ◆ The low birth rate across the globe was conducive to establish connections for the Principal Nomination Scheme and with potential sister schools. ◆ The school froze part of the posts of Senior Graduate Master, therefore, more colleagues and supporting staff could be employed to promote the development of school. ◆ The review and support on curriculum development announced by The Education Bureau in 2021 enabled the school to promote more diverse teaching and personal development strategies.

Our Weaknesses	Our Threats
<ul style="list-style-type: none"> ◆ The epidemic delayed the teaching progress and undermined students' knowledge foundation. ◆ The pandemic intensified students' negative emotions, exposing students' weakness in affective and social performance. ◆ Students from underprivileged families had low social and economic status and their confidence had to be improved. ◆ Teacher with different years of teaching experience had an obviously different understanding of teaching and students' development. 	<ul style="list-style-type: none"> ◆ The population of school-age children declined, which affected the school admission strategy. ◆ The mass migration wave accelerated the loss of teachers and students, which affected the school's development preparation. ◆ There was a growing concern over student suicides, teenagers' mental health issues and learning differences. Teachers were more stressed when taking care of students' learning and developmental needs. ◆ It was more challenging in cultivating students' values due to the mass information in society.

Three-year School Plan

Theme: Excellence with Love

Major Concern 1: Cultivating the “Happydemic” Atmosphere and Fostering Talented, Virtuous and Blessed Lutheranians

Major Concern 2: Implementing Globalized Pedagogical Approaches and Broadening Students' International Perspectives

2022-2025 Three-year School Plan
Theme: Excellence with Love

Major Concern 1 : Cultivating the “Happydemic” Atmosphere and Fostering Talented, Virtuous and Blessed Lutheranians						
Target	Strategies	Timetable			Index/Success Criteria	Person in charge/ Resource/Foundation
		22-23	23-24	24-25		
1. To deepen the overall planning and promotion of Values Education	1.1 A task force which is responsible for Values Education is formed to coordinate the planning and teaching of the six Lutheranians’ virtues and the ten priority values and attitudes proposed by the Education Bureau in different subject departments.	✓	✓	✓	<ul style="list-style-type: none"> ◆ At the beginning of each academic year, the task force completed the coordinating work on the plan of each department. At the end of the academic year, it provided feedback on the evaluation report of each department. ◆ 80% of teachers had a positive attitude towards the promotion of Values Education and believed that it facilitated students’ growth. ◆ 80% of students believed that the promotion of Values Education by the school helped them understand values and grow. ◆ At least 2 parent talks related to Values Education were held every year, and 80% of the attending parents had a positive attitude towards the talks. ◆ At least 5 Values Education Home Letters of the “Taste of Life” series were written every year. 	<ul style="list-style-type: none"> ◆ A Task Force formed by Vice-principals Mr. KF Tam and Ms. CL Tang, Teachers Ms. LY Lam, Mr. LP Chan, Ms. HH Chan, Mr. KH Lui and Ms. FY Wong ◆ Heads of Departments and Committees ◆ The foundation was laid in the past three years (especially in 2021-22). ◆ Parent talks held by teachers, social workers or scholars
	1.2 Activities on the theme of relevant values are organized by each major committee.	✓	✓	✓		
	1.3 The elements of Values Education are infiltrated and related activities are organized by different subjects.	✓	✓	✓		
	1.4 Parent talks are held and Values Education Home Letters of the “Taste of Life” series are written to foster Lutheranians.	✓	✓	✓		

Target	Strategies	Timetable			Index/Success Criteria	Person in charge/ Resource/Foundation
		22- 23	23- 24	24- 25		
2. To strengthen the connection with other parts of school sponsoring body (churches, houses, schools) in the district	2.1 Cooperate with ELCHK Tin Yiu Life Lutheran Church to train Student Fellowship Members, and co-organize the S1 Blessing Ceremony, Inauguration of Student Leaders and Speech Day.	✓	✓	✓	<ul style="list-style-type: none"> ◆ Retreat was held annually. 80% of the participants believed that it could enhance their understanding of the core beliefs of the ELCHK. ◆ 80% of relevant personnel of the school sponsoring body and colleagues were satisfied with the arrangement and believed that it could facilitate the infiltration of the school sponsoring body's relevant values. ◆ 80% of S2 and S4 students believed that the service year's activities helped them understand the meaning of service. ◆ An exchange student programme was co-organized with ELCHK Lutheran Academy every year. 80% of students had a positive attitude towards the measures and believed that the measures facilitated their learning and growth. ◆ Every year, teachers and students were arranged to provide voluntary teaching services for students in ELCHK Lutheran School. 80% of the students had a positive attitude towards the measures and believed that the measures facilitated their learning and growth. 	<ul style="list-style-type: none"> ◆ ELCHK Tin Yiu Life Lutheran Church and religion cooperation: Religion Committee ◆ Cooperating with Evangelical Lutheran Church Social Service - Hong Kong and organizing the Service Year: Extra-curricular Activities Committee ◆ The Exchange between schools: Academic Affairs Committee ◆ The foundation was laid in the past two three-year cycles for future planning and explanation.
	2.2 Invite the pastor from The Evangelical Lutheran Church of Hong Kong (ELCHK) to lead the retreat and use the core beliefs of the ELCHK to train up the teaching team.	✓	✓	✓		
	2.3 Equip student leaders to plan service-learning activities through leadership training activities and community services led by the professional instructors from the Evangelical Lutheran Church Social Service - Hong Kong.	✓	✓	✓		
	2.4 Gradually designate S2 and S4 as service years, with all students in the two forms being involved in social services.	✓ (S2)	✓ (S4)	✓ (S2, S4)		

Target	Strategies	Timetable			Index/Success Criteria	Person in charge/ Resource/Foundation
		22- 23	23- 24	24- 25		
	2.5 Cooperate with ELCHK Lutheran Academy to organize the exchange programme.	✓	✓	✓		
	2.6 Cooperate with ELCHK Lutheran School to promote voluntary teaching services in primary schools.	✓	✓	✓		
3. To broaden and deepen the scope of career planning	3.1 Enrich University Dream Flyers Programme by establishing a parent talent pool.		✓	✓	<ul style="list-style-type: none"> ◆ The parent talent pool was gradually developed. 80% of the students who participated in related activities believed that the talent pool helped enhance their understanding of career and subject selection. ◆ By 2025, accumulatively 50% of teachers and 60% of students participated in exchange activities. 80% of teachers and students had a positive attitude towards the measures and believed that the measures helped them understand the country. ◆ 2 events on the development of the Greater Bay Area were arranged every year. 80% of teachers and students had a positive attitude towards the activities and believed that the activities helped them understand the development of the Greater Bay Area. 	<ul style="list-style-type: none"> ◆ Parents and Teachers Association - Vice-principal Ms. CL Tang, Teacher Mr. KH Chan ◆ National Security Education Working Group ◆ We already have three sister schools in the Mainland.
	3.2 Co-organize teacher-student exchange activities with sister schools in the Mainland.	✓	✓	✓		
	3.3 Strengthen teachers' and students' understanding and related experiences of the development of the Mainland (especially the Greater Bay Area).	✓	✓	✓		

Target	Strategies	Timetable			Index/Success Criteria	Person in charge/ Resource/Foundation
		22- 23	23- 24	24- 25		
4. To provide room for students to refresh themselves	4.1 Organise 6 Refreshing Days every school year. Allow classes, forms or clubs to run activities in the afternoon, where lessons will be cancelled.	✓	✓	✓	<ul style="list-style-type: none"> ◆ 90% of class teachers believed that the afternoon activities on Refreshing Days could enhance students' affective and social performance. ◆ 90% of students had positive feedback on the measures and believed that the measures facilitated their learning and growth. ◆ At the beginning of each academic year, each department put forward proposals to optimize the policy based on its effectiveness. 	<ul style="list-style-type: none"> ◆ Student Affairs Committee (Vice-principal Ms. CL Tang), Academic Affairs Committee, Class Management Director, Heads of Departments ◆ Based on the foundation
	4.2 Include only Chinese Language, English Language, Mathematics and Integrated Science in junior form uniform form tests. Other subjects can assign quizzes on other school days.	✓	✓	✓		
	4.3 Ease the burden of homework by limiting the number of assignments and quizzes per day: 4 for junior forms and 5 for senior forms.	✓	✓	✓		
	4.4 Adjust teaching strategies in junior forms so as to align with the principle of easing the burden of homework and assessments.	✓	✓	✓		

Target	Strategies	Timetable			Index/Success Criteria	Person in charge/ Resource/Foundation
		22- 23	23- 24	24- 25		
5. To cultivate a Positive Campus Culture	5.1 Organize Thanksgiving Day and allow different stakeholders to participate.	✓	✓	✓	<ul style="list-style-type: none"> ◆ 90% of participants had positive feedback on Thanksgiving Day and believed that it facilitated students' growth. ◆ 90% of teachers showed appreciation towards students on eClass. ◆ 80% of students had positive feedback on "Happydemic" assembly and believed that it facilitated students' growth. ◆ 80% of students had positive feedback on the class ethos and knew how to appreciate themselves and others. ◆ 90% of students finished writing and sending their home letters to their parents. 	<ul style="list-style-type: none"> ◆ Class Management Director coordinates Thanksgiving Day. ◆ Student Affairs Committee (Vice-principal Mr. M Thung) promotes positivity and recognition. ◆ Counselling Committee coordinates the talks in assembly and writing of home letters. ◆ There was similar experience in the previous 3-year cycle and 2021-2022.
	5.2 Encourage teachers to show appreciation towards students on eClass.	✓	✓	✓		
	5.3 Promote a positive class ethos and encourage self-appreciation and peer-appreciation.	✓	✓	✓		
	5.4 Arrange talks in assembly with "Happydemic" as the theme.	✓	✓	✓		
	5.5 Students write a home letter to show their appreciation for their parents.	✓	✓	✓		

Target	Strategies	Timetable			Index/Success Criteria	Person in charge/ Resource/Foundation
		22- 23	23- 24	24- 25		
6. To cultivate “Happydemic” atmosphere among teachers	6.1 Joyful Thursday and Friday are set up for teachers and staff.	✓	✓	✓	<ul style="list-style-type: none"> ◆ Reviews of teacher-related policies of “Happydemic” were finished and suggestions were put forward accordingly. ◆ 80% of teachers and staff had positive feedback on school’s awareness of well-being. 	<ul style="list-style-type: none"> ◆ Staff Development and Wellness Committee ◆ Principal, Vice Principals and Assistant Principals
	6.2 Subject departments and committees introduce the Adjustment Mechanism and adjust the workload based on the plan in 2018-2019.	✓	✓	✓		
	6.3 Staff Development and Wellness Committee and Recreation Club review and optimise teacher-related policies of “Happydemic”.	✓	✓	✓		
	6.4 Well-being is added to teachers and staff’s year-end evaluation and job meetings.	✓	✓	✓		

幸福感(Well-being)可分為靈(spiritual)、身(physical)、智(intellectual)、人(relational)及情(emotional)五方面。

Major Concern 2: Implementing Globalized Pedagogical Approaches and Broadening Students' International Perspectives

Target	Strategies	Timetable			Index/Success Criteria	Person in charge/ Resource/Foundation
		22-23	23-24	24-25		
1. To deepen the culture of lesson studies	1.1 Each subject panel continues to conduct lesson studies focusing on active learning.	✓	✓	✓	<ul style="list-style-type: none"> ◆ A Staff Development Day was arranged each year for teachers to share the analysis of the subject-based Student Feedback Questionnaire and the results of the optimisation. ◆ In 2023-24, the successful experiences of lesson studies were concluded and shared in school. ◆ All colleagues completed the professional lesson study and principal lesson observation in the 2-year cycle. ◆ 90% of the colleagues believed that the measures were effective in enhancing the professionalism and effectiveness of teaching. 	<ul style="list-style-type: none"> ◆ Academic and Curriculum Development Committee, Staff Development and Wellness Committee ◆ Principal, Head of Departments, KLA Coordinator(s) ◆ A continuation of the last three years' attempts and the 2021 Focused Vision Report
	1.2 Professional Lesson Observation Team, led by KLA coordinators, is set up to strengthen professional exchanges and facilitate follow-ups of effective cross-curriculum lessons among teachers.	✓	✓	✓		
	1.3 Each subject panel analyzes, reviews and optimizes the lesson based on the lesson study feedback form.	✓	✓	✓		
	1.4 Lesson observations done by the Principal and newly-employed teachers' lesson observations done by the Heads of Departments are completed in the three steps of "explanation, observation and evaluation" in order to address the delivery of difficult teaching points and strengthen professional growth.	✓	✓	✓		

Target	Strategies	Timetable			Index/Success Criteria	Person in charge/ Resource/Foundation
		22- 23	23- 24	24- 25		
2. To increase students' learning flexibility and adopt the Blended Learning Model	2.1 Adopt online learning in the forms of tutorial and individual or small group pull-out session.	✓	✓	✓	<ul style="list-style-type: none"> ◆ 90% of the students involved believed that the measures facilitated their learning. ◆ In 2025, 100% of the subjects arranged online assessments in both junior and senior forms. ◆ An average of 50 students participated in the online English oral practice programme with external English tutors every year. ◆ At least an average of 50 students participated in the online oral practice programme with external Japanese, German and Korean tutors every year. 	<ul style="list-style-type: none"> ◆ Heads of Departments ◆ English Environment Committee ◆ International Cultural Exchange Committee ◆ There was similar experience in the past. ◆ Disburse approximately \$300,000 to support the after-school online oral practice programme. ◆ Based on the foundation
	2.2 Promote the use of online assessment on weekdays.	✓	✓	✓		
	2.3 Launch the after-school online oral practice programme, with external English, Japanese, German and Korean tutors.	✓	✓	✓		

Target	Strategies	Timetable			Index/Success Criteria	Person in charge/ Resource/Foundation
		22- 23	23- 24	24- 25		
3. To introduce a diversified assessment model	3.1 Each subject panel introduces a diversified assignment mode (e.g. non-writing mode and experiential mode).	✓	✓	✓	<ul style="list-style-type: none"> ◆ 90% of students had a positive attitude towards the measures and believed that the measures facilitated their learning. ◆ In 2025, junior and senior forms' percentage of continuous assessment in the overall results increased to 70% and 60% respectively. ◆ The assignment submission method chosen by junior form students according to their strengths accounted for at least 50% of the continuous assessment. 	<ul style="list-style-type: none"> ◆ Academic and Curriculum Development Committee, Heads of Departments ◆ Over the past two years, the percentage of continuous assessment gradually increased and diversified assignments were gradually introduced.
	3.2 Junior form students are allowed to choose an assignment submission method according to their strengths.	✓	✓	✓		
	3.3 Junior and senior forms' percentages of examination in the overall results are lowered to 30% and 40% respectively.	✓	✓	✓		

Target	Strategies	Timetable			Index/Success Criteria	Person in charge/ Resource/Foundation
		22- 23	23- 24	24- 25		
4. To launch a qualitative feedback system for academic results	4.1. Optimise the presentation of students' academic results in report cards to qualitatively show students' learning performance.		✓	✓	<ul style="list-style-type: none"> ◆ In 2024, the optimized report card system was launched successfully. 	<ul style="list-style-type: none"> ◆ Academic and Curriculum Development Committee (Assistant Principal Mr. YM Chan), Academic Affairs Committee, Parents and Teachers Association ◆ Related modules were purchased on eClass.
5. To enhance the STEM atmosphere	5.1. Set up a STEM Development Working Group and assign STEM Development Director to assist the promotion of STEM development. 5.2. Introduce VR/AR technology in the teaching of each subject. 5.3. Organize STEM Expo(s). 5.4. Promote programming as a fourth language and optimize the curriculum and after-school activities of programming and artificial intelligence in junior forms. 5.5. Set up a team of STEM student leaders.	✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓	<ul style="list-style-type: none"> ◆ 90% of colleagues were satisfied with VR/AR being the teaching support. ◆ By the end of 2023, the review and optimization of junior forms Computer Literacy were finished. In 2024, the optimised curriculum was implemented. ◆ 90% of students had a positive attitude towards the measures and believed that the measures facilitated their learning. ◆ 90% of STEM student leaders were satisfied with the STEM support provided by the school. 	<ul style="list-style-type: none"> ◆ Academic and Curriculum Development Committee, STEM Development Working Group, Science Panels, Heads of Departments ◆ Foundation of programming was laid in the past three years and a pilot STEM Expo was organized in 2021-2022.

Target	Strategies	Timetable			Index/Success Criteria	Person in charge/ Resource/Foundation
		22- 23	23- 24	24- 25		
6. To strengthen the practice of talent search in Gifted Development Programme	6.1. Encourage more students to participate in off-campus programs, competitions, courses or talks for the gifted.	✓	✓	✓	<ul style="list-style-type: none"> ◆ Each subject panel held at least 4 courses/ competitions/ external courses/ talks for the gifted to students in junior and senior forms. ◆ 50% of S1-S5 students participated in 1 course/ competition/ external course/ talk for the gifted. ◆ 90% of colleagues were satisfied with the support. ◆ 90% of students had a positive attitude towards the measures and believed that the measures facilitated their learning. 	<ul style="list-style-type: none"> ◆ Gifted Education Director, Heads of Departments ◆ Foundation of the development of Gifted Education was laid in 2021-2022.

Target	Strategies	Timetable			Index/Success Criteria	Person in charge/ Resource/Foundation
		22- 23	23- 24	24- 25		
7. To strengthen global interactions and optimize the arrangements of studying abroad	7.1. Organize on-site and online real-time overseas exchange sessions to engage more students.	✓	✓	✓	<ul style="list-style-type: none"> ◆ At least 4 on-site/ online live overseas exchange sessions were organized every year, with a minimum of 100 student attendances. ◆ At least 2 courses/ exchange activities were co-organized with sister schools overseas every year. ◆ The number of student attendances participating in online courses provided by overseas universities in senior form was not less than 80. ◆ At least 1 talk on overseas studies was organized every year. ◆ 90% of colleagues were satisfied with the support. ◆ 90% of students had a positive attitude towards the measures and believed that the measures facilitated their learning and growth. 	<ul style="list-style-type: none"> ◆ Career Guidance Committee, International Cultural Exchange Committee, National Security Education Working Group ◆ Some foundation was laid in the past but the development halted a few times due to the pandemic. The scale will be re-established in the future.
	7.2. Co-organize courses and exchange activities with sister schools overseas.	✓	✓	✓		
	7.3. Encourage students to take online courses provided by overseas universities.	✓	✓	✓		
	7.4. Organize talks on overseas studies and enhance the related support.	✓	✓	✓		
	7.5. Encourage more students to enroll in foreign language courses and obtain accredited qualifications.	✓	✓	✓		