Hong Kong Academy is a dynamic learning community that provides a rigorous international education characterized by mutual benefit and support. As an educational leader, HKA empowers learners to pursue pathways to individual excellence by fostering creativity, communication and problem-solving skills. HKA learners develop an evolving understanding of our changing world, leading them to engage in responsible action motivated by their interests, strengths and ongoing reflection. HKA is committed to maintaining a diverse, collaborative and captivating learning environment in which students become adaptable, confident and tolerant, equipping them for the future.

HKA STRATEGIC PRIORITIES 2014-2019
In order to ensure that the Hong Kong Academy Mission is embedded into the school’s day-to-day practices and that resources are allocated appropriately, the Trustees have undertaken a comprehensive strategic planning exercise to determine the school-wide priorities for the next five years. This effort commenced with a series of focus group discussions facilitated by an external consultant (Littleford & Associates: www.jlittleford.com). The focus groups included all community stakeholders including parents, students, faculty/staff, administration, and the Board of Trustees.

After the focus groups were complete, representatives from the Board of Trustees, the Administration Leadership team, and Littleford & Associates met during a weekend retreat to digest and prioritize the feedback. Ultimately those involved reached consensus on the five Strategic Priorities listed below. Each priority is supported by underlying Strategic Policies, Action Plans and Success Metrics that will be monitored on an ongoing basis by the Administration and Board of Trustees.

I  Academic Rigor in an Inclusive Environment (inclusion/diversity considerations include learning styles, ethnicity, socio-economic, gender, and unique talents/skills)

II Recruiting, Developing and Retaining High Quality Faculty and Staff

III Maintaining HKA’s unique and inviting “Community Feeling”

IV Educational Leadership

V Financial Sustainability

Hong Kong Academy Educational Foundation Ltd. is a Hong Kong Company formed in July 2000 to “establish, maintain, and operate one or more non-profit-making institutions for the education of Hong Kong children”.

Management and oversight of the Foundation is vested in the Board of Trustees.

The Trustees, as fiduciaries, have a legal and financial responsibility for Hong Kong Academy. The primary responsibilities of the Board of Trustees are to (a) hire and support the Head of School, (b) ensure financial sustainability of the school, and (c) uphold the Hong Kong Academy Mission.
The purpose of the Hong Kong Academy Strategic Plan is to ensure that the school stays true to its mission. The plan lays out a thoughtful pathway to achieving the school’s strategic policies and priorities and provides a constructive platform for evaluating the school’s success in achieving its goals.
RATIONALE
A school is evaluated on the strength of its programme and the extent to which the curriculum reflects the culture of learning. In order to be considered a great school, we need to be clear what learning the students will have access to, how learning happens, and how we know that learning has occurred. HKA is a school committed to developing an inclusive learning environment to support its intentionally diverse student body, and the components of the curriculum need to be constantly reviewed to ensure that students are provided with equal access to learning, that learning is challenging and that all students can experience success.

STRATEGIC POLICY
The written, taught and learned curriculum shall be designed, reviewed and assessed to ensure access and success for all HKA learners.

SCOPE
- Develop clear working curricular definitions that are accessible for different stakeholders that incorporate the facets of rigor and inclusion as part of the ongoing programme articulation.
- Establish measurable indicators for the educational objectives inherent in HKA’s Mission, Vision and Core Values and the School’s ‘Guiding Statements’.
- Use the measurable indicators to determine the successful implementation of the HKA Mission.
- Advance the educational programme to provide all students with access to the knowledge and skills they will need to thrive in a complex and changing world.
- Develop an inclusive learning environment to support the school’s commitment to intentional diversity: ethnicity, socio-economic, learning and individual talents.

KEY PERFORMANCE INDICATORS
- Alignment of the HKA written curriculum with the IB Programme objectives including a glossary of curricular terms and phrases that define what and how they impact learning.
- Online access to the written curriculum that is audience-specific: teachers, parents, prospective families.
- Identified measures of academic rigor used to generate evidence about the effectiveness of the programme to support all students that are regularly reviewed and shared with stakeholders.
- Students who demonstrate a strong sense of self-awareness and self-advocacy, evidenced by their ability to communicate, think, innovate, collaborate, organize and research.
- A learning culture characterised by making thinking visible in terms of expectations, routines and structures, language, opportunities, modelling, attitudes, interactions and relationships, and the physical environment.
- Differentiated learning experiences and differentiated instructional strategies that support access to learning for all.
RATIONALE
Human resources are our most valuable resource and have the greatest impact on the quality of the programme. In a region where international schools are rapidly growing in number and drawing upon the same pool of faculty and staff, our ability to attract and maintain high quality staff requires competitive salaries and benefits, strong branding and messaging and continued commitment to high quality professional development.

STRATEGIC POLICY
Quality international and local faculty and staff members shall be recruited, nurtured and retained to ensure mission integrity.

SCOPE
- Continue to hire, develop and retain a diverse core of enthusiastic, well-qualified and experienced teachers to provide a teaching and learning environment that is challenging, engaging and relevant, and which encourages students to achieve their potential in line with the KKA mission.
- Maintain competitive salaries and benefits in an increasingly competitive market to ensure that the school is staffed and guided by a team of well-qualified, competent and motivated professionals.
- Promote excellence in teaching and learning by supporting faculty to develop and advance their professional practice.

KEY PERFORMANCE INDICATORS
- Strong branding and awareness of the mission made accessible to prospective faculty and staff through an increasing collection of stories about HKA students.
- A broad spectrum of faculty and staff in terms of background, experience and professional qualifications.
- Salaries and benefits maintained between the 50th and 75th percentile level of benchmarked schools.
- Annual teacher retention levels over 80% and a close correlation between offers of employment made and job acceptances.
- A comprehensive appraisal process that serves as a basis for faculty and staff to promote personal growth and develop an inclusive and rigorous culture of learning for all students.
- 2% of operating budget available to support school-wide professional development priorities and a review process to assess the impact on improved student learning.
RATIONALE
Hong Kong Academy is first and foremost a community of students, faculty and families. Those who join the HKA community intentionally choose the school based on its mission, the strong sense of collaboration among all groups, and the desire to contribute and participate. The school must nurture and sustain these relationships in service to the school’s mission and values and garner the community’s full support, in terms of time, expertise and/or finances.

STRATEGIC POLICY
Institutional development and community engagement shall support the school’s mission.

SCOPE
- Develop an effective and sustainable communications platform to enhance dialogue between home and school, among parents, and between the current school community and alumni/former families.
- Maintain existing events and introduce new events specifically designed to promote community feeling and to engage with the wider Sai Kung and Hong Kong community.
- Develop Parent Affinity Groups to nurture a sense of community across grade levels and distance.
- Build a Culture of Philanthropy to engage all members of the school community, both current and former, in partnership to support and enhance the teaching and learning environment.
- Introduce and sustain an Annual Fund as part of a broader fundraising strategy.
- Develop events, networks, and media platforms to support connections both between the school and alumni/former families and among alumni/former families themselves.
- Develop events, processes, and communications that promote a sense of “one school” for and with faculty, students and parents to maintain and strengthen the sense of community with each other and within the whole school.

KEY PERFORMANCE INDICATORS
- Accessibility of information for parents and other members of the community; routinely updated and accurate information in database; acceptable “open rates” on email communications; “green”/paperless communications as much as possible; updated documentation and handbooks; student participation in creation of school’s media.
- 3-5 new events and 1-3 existing annual events with 30% participation rates per event; successful morphing and/or retiring of events that no longer meet the community’s needs; community engagement in developing and rolling out events; partnerships with Sai Kung community organizations and representatives for mutual benefit.
- Affinity Groups with sustainable programming.
- Ongoing Parent; Alumni; Former Family; Student and Faculty engagement in the school’s Culture of Philanthropy; Annual Fund participation at 30%; charitable contributions reaching and being maintained at 2-3% of overall budget.
- Routine alumni events; routine alumni communications; HKA Alumni Ambassadors Programme in support of admissions; family relocation support; college and university advising; and career mentoring.
- A strengthened sense of community among all stakeholders fostered through a common understanding of the mission and vision and how this translates into programme development, everyday practices, school activities and events, and communications.
RATIONAL
As an educational leader, HKA is committed to supporting and developing individuals with the skills and the inclination to promote meaningful and positive change. Our unique programme is internationally recognised and serves as a model for educational innovation and improvement of practice. Our location allows us to be an active member of our local community and provides authentic service learning opportunities for students. Our building, designed to rigorous environmental standards, is in and of itself an expression of the school’s leadership, and the facility affords us many pioneering opportunities to consider our environmental footprint and the sustainable practices we choose to adopt.

STRATEGIC POLICY
Innovative and sustainable practices will be researched, developed and implemented through student, parent, faculty and staff action to support the school’s commitment to being an educational leader.

SCOPE
- Promote educational leadership that fosters internal organizational growth and change and contributes to the development of student learning for the wider educational community.
- Build leadership capacity by supporting students to be self-managing, self-monitoring and resilient and leads to sustainable student action.
- Serve as model of excellence for aspiring teachers and experienced teachers.
- Become an educational leader in the area of environmental sustainability as part of the ongoing campus development and curriculum innovation around human behaviour.

KEY PERFORMANCE INDICATORS
- Increasing levels of faculty and staff involvement in leadership initiatives that support the growing needs of the HKA instructional programme as well as broader educational research and development.
- Ongoing recognition and celebration of faculty, staff and student commitment to innovative and creative projects within HKA and the broader community.
- A teacher training centre designed to provide theoretical and practical opportunities to enter the profession and increasingly active involvement with organizations that support the HKA mission.
- Completion of the outstanding environmental enhancements to maintain the BEAM platinum rating for building design and construction.
- Completion of the action items outlined in the sustainability strategy: water and energy use; waste and procurement; heritage, inclusion and participation; travel and traffic; health and well being; buildings and grounds.
RATIONALE
Financial sustainability for HKA will ensure the school has the means and resources available now and in the future to achieve its mission. The fundamental requirements to achieve financial sustainability include: 1) HKA should operate annually within its means. Operating expenses must be appropriately controlled and matched to expected levels of enrolment and tuition and fee revenue. A reasonable operating surplus should be targeted each year. 2) Development revenue and other income should adequately supplement tuition and fees. 3) Capital projects funding should be adequate to meet ongoing debt obligations and to ensure school facilities are properly maintained and enhanced to meet the requirements of the School. 4) Cash reserves should be maintained at adequate levels and grown over time to ensure HKA can continue to operate through any unexpected operating shocks.

STRATEGIC POLICY
Financial planning and resource allocation procedures shall be adequate to ensure the short and long-term financial sustainability of the school.

SCOPE
- Develop an operating surplus that enables the school to provide a high quality educational experience for students and build for the future.
- Establish additional sources of income that will provide other revenue streams for school operations and capital projects.
- Ensure adequate provision of capital funds to meet all long-term debt and planned expenditures for the campus.
- Provide for an adequate unencumbered cash reserve to meet potential economic challenges or other unforeseeable circumstances.

KEY PERFORMANCE INDICATORS
- A financing model to create an operating surplus of 5-7% of revenues.
- Advancement (Annual Fund 2-3%) and other income to contribute to operations budget (4-5% of income), capital budgets and educational endowments.
- A facilities funding model that ensures adequate capital funds available to meet all long term debt and planned expenditures on plant and equipment.
- An adequate unencumbered cash reserve to meet potential economic shocks or other unforeseeable circumstances. Reserve to be based on 33% of annual operations expenses and 1 year of projected capital expenditure.

“Planning is bringing the future into the present so that you can do something about it now.”
— Alan Lakein