



## Structured Manager Training Programmes (2020/21)

### Programme A: For Participants who are NOT FAMILIAR with Education and School Operation

#### 有系統校董培訓課程 (2020/21)

#### 課程甲：為不熟悉教育及學校運作的人士舉辦

### Preamble 前言

Under the school-based management (SBM) spirit, aided schools are given more autonomy and greater funding flexibility to manage the operation and resources of the schools for the provision of quality education. In return, schools are expected to be more transparent and accountable for their operation and key stakeholders should be involved in the decision-making process. As members of the incorporated management committees (IMCs), school managers play an important role in leading and steering the school for continuous development and improvement, as well as providing an all-round education for students. This Programme A is designed to help serving and potential managers, who are not so familiar with education and school operation, perform their roles more effectively under the SBM governance framework as stipulated in the Education Ordinance.

在校本管理精神下，資助學校在運作上享有更大自主權，亦可靈活運用資源，以給予學生優質教育。與此同時，學校須增加透明度，加強問責機制，並容許主要持分者參與校政決策。身為法團校董會成員，校董須帶領學校持續發展和改進，並推動學生全人發展，角色至為重要。課程甲旨在協助不熟悉教育及學校運作的現任或擬任校董，按《教育條例》訂明的校本管理管治架構，有效履行其校董職責。

### Programme Objectives 課程目標

The aims of the programme are: (i) to enable participants to have a better understanding of their roles and responsibilities as school managers under the spirit of SBM; and (ii) to equip participants with the basic knowledge and skills essential to school managers and enable them to communicate and work in collaboration with other members of the IMCs for the benefits of the students

本課程旨在：(i) 讓學員在校本管理精神下對校董的角色及職責有更透徹的了解；及 (ii) 讓學員具備校董基本知識和技巧，好能與法團校董會其他成員溝通、合作，為學生尋求福祉。

### Target Participants 課程對象

The target participants of the programme are serving or potential school managers of aided schools who are not working in the education-related fields or not familiar with education and school operation in Hong Kong. 課程對象為資助學校現任或擬任校董；課程適合非任職於教育界別，或不熟悉教育及學校運作的人士修讀。

### Teaching Team 教學團隊

#### Programme Co-ordinators 課程主任

Professor Kwan Yu Kwong Paula 關譽綱教授

Co-Director, Hong Kong Centre for the Development of Educational Leadership,

The Chinese University of Hong Kong 香港中文大學香港教育領導展中心聯席總監

Professor Wong Heung Sang Stephen 王香生教授

Co-Director, Hong Kong Institute of Educational Research,

The Chinese University of Hong Kong 香港中文大學香港教育研究所聯席總監

Dr. Tam Wai Ming 譚偉明博士

Honorary Professional Consultant, Department of Educational Administration and Policy,

The Chinese University of Hong Kong 香港中文大學教育行政與政策學系名譽專業顧問

#### Teaching Staff 教學人員

Mr. Lo Sai Kwong 羅世光先生

Dr. Tam Wai Ming 譚偉明博士

Dr. Tsang Wing Hong 曾永康博士

Mr. Wong Chun Man 黃循萬先生

Ms. Yau Oi Yuen 邱藹源女士

## Programme Content 課程內容

The programme lasts for 15 hours in total and comprises the following 10 modules in 5 sessions. An online manager learning programme comprising 3 parts (i) essence of school-based management; (ii) legal matters related to school governance; and (iii) school policy and development is provided as fundamental learning activity.

課程總課時 15 小時，分為 5 個課節共 10 個單元。另有一套校董網上學習課程供基礎學習之用，內容包含三部分：(i) 校本管理的要旨、(ii) 學校管治的法律議題及 (iii) 學校的政策與發展。

Course 班別			Module Title 單元題目
Please note that the session dates are not aligned with module numbers. For example, the last session of course A2 will be held on 22 April 2021 on Modules 3 & 4. 請留意，上課日期並非按單元次序。例如：A2 課程的最後一個課節日期為 2021 年 4 月 22 日，課題為單元三及四。			
A1	A2	A3	
Online 網上	Online 網上	NT 新界	
ZOOM 網上即時授課	ZOOM 網上即時授課	ELB, CUHK 香港中文大學	
Tue (二) 18:30–21:30	Thu (四) 18:30–21:30	Sat (六) 9:30–12:30	
<u>Session 課節 1</u>  5 January 2021  2021 年 1 月 5 日	<u>Session 課節 1</u>  4 March 2021  2021 年 3 月 4 日	<u>Session 課節 1</u>  8 May 2021  2021 年 5 月 8 日	Module 1: The policy and latest development of School-based Management (SBM); responsibilities and operation of incorporated management committee (IMC) 單元一：校本管理政策及其最新發展；法團校董會的職責與運作
			Module 2: Roles, functions, responsibilities and code of ethics of school managers 單元二：校董的角色、職能、責任和道德操守
<u>Session 課節 4</u>  26 January 2021  2021 年 1 月 26 日	<u>Session 課節 5</u>  22 April 2021  2021 年 4 月 22 日	<u>Session 課節 2</u>  15 May 2021  2021 年 5 月 15 日	Modules 3 & 4: Financial management and control 單元三及四：財務管理與監控
<u>Session 課節 2</u>  12 January 2021  2021 年 1 月 12 日	<u>Session 課節 2</u>  11 March 2021  2021 年 3 月 11 日	<u>Session 課節 3</u>  22 May 2021  2021 年 5 月 22 日	Modules 5 & 6: Principles, policy and planning of human resource management in schools 單元五及六：學校人力資源管理的理念、政策與規劃
<u>Session 課節 3</u>  19 January 2021  2021 年 1 月 19 日	<u>Session 課節 3</u>  18 March 2021  2021 年 3 月 18 日	<u>Session 課節 5</u>  5 June 2021  2021 年 6 月 5 日	Modules 7 & 8: Compliance with rules and regulations; formulation of school policies in prevention of delinquent behaviour in schools 單元七及八：與學校運作相關的法理依據及規則；制訂防止校內違規行為的政策
<u>Session 課節 5</u>  2 February 2021  2021 年 2 月 2 日	<u>Session 課節 4</u>  25 March 2021  2021 年 3 月 25 日	<u>Session 課節 4</u>  29 May 2021  2021 年 5 月 29 日	Module 9: The latest education initiatives related to school operation* 單元九：與學校運作相關的最近教育議題
			Module 10: Enhancement of complaint handling mechanism in schools and crisis management, home-school co-operation 單元十：優化學校處理投訴機制及危機管理、家校合作

\* The topic “Assessment for Learning” in module 9 will be delivered by a representative from the Education Bureau.  
單元九其中一個課題「促進學習的評估」由教育局代表擔任講者。

## Medium of Instruction 教學語言

Cantonese will be the major medium of instruction, with English as a supplement. The training materials will be in Chinese (supplemented by English, if applicable).

教學語言以粵語為主，輔以英語。課程資料以中文為主（或輔以英語，如適用）。

## Attendance Certificates 出席證明

Participants who have attained at least 80% attendance rate will be awarded a Certificate of Attendance by the Chinese University of Hong Kong. Upon request, a certifying letter of attendance will be issued to participants who have got an attendance of less than 80% of the course.

出席率達百分之八十或以上的學員，將獲香港中文大學頒發出席證明。出席率少於百分之八十的學員可申請出席證明信。

Participants who have satisfactorily completed the online manager learning programme will be awarded a Completion Certificate by the Chinese University of Hong Kong.

學員完成校董網上學習課程，且獲滿意成績，將獲香港中文大學頒發完成證明。

## Teaching Timetable and Closing Date for Application 上課時間表及截止報名日期

A total of 3 courses will be offered from January to June 2021. Participants may choose to enrol in any one of the following courses: 課程將於 2021 年 1 月至 6 月期間開辦，合共 3 班。學員可選擇報讀以下任何一個班別：

Course 班別	Date 日期	Day 星期	Time 時間	Venue 地點	Application Deadline 截止報名日期
A1	5 January to 2 February 2021 2021年1月5日至2月2日	Tue 二	6:30–9:30 p.m. 下午6:30–9:30	ZOOM online teaching ZOOM 網上授課	20 December 2020 2020年12月20日
A2	4 March to 22 April 2021 2021年3月4日至4月22日	Thu 四	6:30–9:30 p.m. 下午6:30–9:30	ZOOM online teaching ZOOM 網上授課	18 February 2021 2021年2月18日
A3	8 May to 5 June 2021 2021年5月8日至6月5日	Sat 六	9:30 a.m.–12:30 p.m. 上午9:30–下午12:30	<b>ELB, CUHK</b> 香港中文大學 <b>NT新界</b>	20 April 2021 2021年4月20日

**HWPS** = C.C.C. Heep Woh Primary School (Cheung Sha Wan) 中華基督教會協和小學（長沙灣）（Address 地址：18 Tonkin Street, Cheung Sha Wan, Kowloon, Exit A2 of MTR Cheung Sha Wan Station 九龍長沙灣東京街 18 號，港鐵長沙灣站 A2 出口）

**ELB, CUHK** = Esther Lee Building, The Chinese University of Hong Kong 香港中文大學利瑤璧樓（Address 地址：Shatin, New Territories, Exit A of MTR University Station 新界沙田，港鐵大學站 A 出口）

## Application Procedures 申請手續

Applications can be made via the following means:

參加者可循以下兩項途徑申請：

- (1) Applying online on the dedicated webpage of the Programme Website:  
於下列課程網頁直接遞交申請，課程網頁網址為：  
<https://www.hkier.cuhk.edu.hk/schoolmanager/>
- (2) Downloading the application form and sending the completed form to Hong Kong Centre for the Development of Educational Leadership by fax (fax number: 3942 1037).  
於上述課程網頁下載申請表格，填妥表格後傳真至香港教育領導發展中心收，傳真號碼為 3942 1037。

In addition, programme details are also available at:

另外，課程資料亦可見於：

- The EDB website: <http://www.edb.gov.hk/en/sch-admin/sbm/about-sbm/corner-manager-courses.html>  
[ School Administration and Management > School-based Management > Training Courses for School Managers ]  
教育局網頁 [ 學校行政及管理 > 校本管理 > 校董培訓課程 ]  
<https://www.edb.gov.hk/tc/sch-admin/sbm/about-sbm/corner-manager-courses.html>  
or  
或
- Training Calendar of the EDB:  
教育局培訓行事曆：  
<https://tcs.edb.gov.hk/tcs/publicCalendar/start.htm>

Admission notices, together with the information relating to the online manager learning programme, will be sent to the email addresses of successful applicants stated in the application forms within one to two weeks before the course commences. **Priority will be given to applicants who are serving school managers.**

獲取錄者將於上課前一至兩星期內收到取錄通知書（連同校董網上學習課程的資訊），該通知書會發送至填報於申請表格內之電郵地址。現任校董將獲考慮優先取錄。

## Enquiries 查詢

Hong Kong Centre for the Development of Educational Leadership, Hong Kong Institute of Educational Research,  
The Chinese University of Hong Kong  
香港中文大學香港教育研究所香港教育領導發展中心

Telephone 電話 3943 0335, 2603 6907  
Fax 傳真 3942 1037  
Email 電郵 [leaders@fed.cuhk.edu.hk](mailto:leaders@fed.cuhk.edu.hk)  
Programme Website 課程網址 <https://www.hkier.cuhk.edu.hk/schoolmanager/>