



TWGHs Chen Zao Men College

東華三院陳兆民中學

Annual School Plan

周年校務計劃

2007/2008

T.W.G.Hs. Chen Zao Men College

東華三院陳兆民中學

Annual School Plan

2007/2008

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T.W.G.Hs. Chen Zao Men College
東華三院陳兆民中學

I. Mission Statements of all T.W.G.Hs. Schools

The mission of the Tung Wah Group of Hospitals in education is to provide comprehensive and multifarious services to children and young people to enable them to exert their full potentialities and eventually, to serve the community.

We are committed to achieving an all-round development in our young generation through the provision of a congenial learning environment. It is hoped that our young people will be equipped with the necessary skills and knowledge and be given the opportunity to cultivate an independent mind in order that they will become good citizens with a willing commitment to worthy causes and a genuine concern for social affairs.

We firmly believe in the school motto: 'Diligence, Frugality, Loyalty & Faithfulness' as the guiding principle in the moral and intellectual development of our children and young people. We strive to promote proper values and a positive outlook on life and encourage them to lead a full and meaningful life.

東華三院辦學宗旨

東華三院一貫的辦學精神乃為社會提供完善及多元化的教育服務，作育英才，使兒童及青少年成長後能盡展所長，回饋社會。

為本港兒童及青少年進行「全人教育」，提供一個優良的學習環境，使能發揮潛能，日後成為具備知識技能、有獨立思考能力、勇於承擔責任和關注社會事務的良好公民。

培育兒童及青少年有正確的價值觀和積極的人生觀，并以校訓「勤儉忠信」為進德修業的依歸，勉勵他們拓展豐盛而有意義的人生。

II. Our School Value Statements:

1. Our school can provide an effective and happy learning and working environment.
2. Staff, students and parents can show mutual respect and love for each other, be frank and fair to each other and show active participation.
3. Every student has his/her specific strengths and can learn on his/her own.
4. Every student has a good character and can show civic responsibilities.
5. All staff will enhance continuously their professional standard.

本校的價值信念：

1. 學校能够提供一个高效能及愉快的學習及工作環境。
2. 教職員、學生及家長均抱著互重互愛、坦誠公正及主動參與的態度。
3. 每個學生都具有獨特的專長及自學能力。
4. 每個學生都具有良好的品格並奉行應有的公民責任。
5. 全體教職員均會不斷提升自己的專業水準。

III. School Mission Statements:

TWGHs Chen Zao Men College is an effective school that provides high quality and professional educational services as well as a happy learning environment for the students. We value the good partnership among staff, students and parents, and we emphasise on the individual development of our students. We aim to develop our students into good citizens who are independent and self-enhancing.

本校的宗旨：

東華三院陳兆民中學是一所高效能的學校，為學生提供高質素的專業教育服務及愉快的學習環境。我們重視教職員、學生及家長間的良好夥伴關係，更重視學生的個人發展。我們要培養學生成為獨立自主及積極求進的良好公民。

IV. C.O.R.E. Culture (兆民心)：

We	Care	對人關心，對事關注，推己及人
We are	Open-minded	開明開通，胸襟廣闊，放眼世界
We	Respect each other	尊重自己，尊重他人，易地而處
We	Endeavour	全心全意，盡己所能，悉力以赴

V. Major Concerns (in order of priority)

Major Concern 1:

To maintain sustainable development in the domain of Learning and Teaching through internalization of self-evaluation.

Strategies / Tasks	Time Scale	Success Criteria	Methods of Evaluation	People Responsible	Resources Required
1. Internalise our school-based lesson studies to maintain a sustainable development in the domain of Learning and Teaching through sharing of experiences in collaborative lesson preparation and peer lesson observation.	<ul style="list-style-type: none"> Throughout the year 	<ul style="list-style-type: none"> Teachers take initiative to be involved in the “lesson studies” and to share teaching experiences, strategies within panel. Teachers make use of the experiences and practices gained from lesson studies to reflect on their own strategies and make improvement in their day-to-day teaching Students find that there are more pupil-pupil and/or pupil-teacher interactions in classroom 	<ul style="list-style-type: none"> Programme plans of subjects Feedback from teachers Student questionnaires on teaching skill 	<ul style="list-style-type: none"> Subject heads 	<ul style="list-style-type: none"> All teaching staff members

Strategies / Tasks	Time Scale	Success Criteria	Methods of Evaluation	People Responsible	Resources Required
2. Develop a practice of “looking at the marked pupils’ work” in the language panels.	<ul style="list-style-type: none"> • Throughout the year 	<ul style="list-style-type: none"> • Language Teachers have made it a practice to look at students’ assignments marked by other teachers • Teachers are more willing to share the strategies of monitoring the learning of students • Teachers are able to reflect on their own strategies and self-evaluate for further improvement 	<ul style="list-style-type: none"> • Feedback from teachers • Feedback from Language Subjects heads 	<ul style="list-style-type: none"> • Language Subject heads 	<ul style="list-style-type: none"> • All teachers of the language panels

Strategies / Tasks	Time Scale	Success Criteria	Methods of Evaluation	People Responsible	Resources Required
<p>3. Strengthen the use of student learning portfolios as a means for students to evaluate their own learning. Guidance will be given at the beginning of the year in setting targets. Class periods will also be allocated for student doing reflection in the mid-term.</p>	<ul style="list-style-type: none"> • Throughout the year 	<ul style="list-style-type: none"> • Junior form students are able to set achievable realistic targets of improvement at the beginning of the year • Students are able to perform effective self-evaluation in the mid-year and end-of-year as revealed in their learning portfolios 	<ul style="list-style-type: none"> • Opinions of form teachers • Inspection of students' learning portfolios 	<ul style="list-style-type: none"> • S1: Cheng W.K. • S2: Au Yeung S.L. • S3: Chong K.W. 	<ul style="list-style-type: none"> • Form teachers of junior secondary

Major Concern 2:

To enhance the learning of English in school and make preparation for smooth switching back to adopting English as the Medium of Instruction.

Strategies / Tasks	Time Scale	Success Criteria	Methods of Evaluation	People Responsible	Resources Required
1. To enrich an English-learning environment through the following programmes: <ul style="list-style-type: none"> - Two Words A Day - English Speaking Day - English Ambassador - Lunch-time English Platform - Lunch-time English Speaking Groups - English Drama as a Core ECA 	<ul style="list-style-type: none"> • Throughout the year 	<ul style="list-style-type: none"> • Improvement in student achievement in tests and examinations in school 	<ul style="list-style-type: none"> • Results of tests and examinations in school and the HKCEE 	<ul style="list-style-type: none"> • English Panel : Ng YL • ECA coordinator: Law F.P. 	<ul style="list-style-type: none"> • Teaching Assistant to help in the Lunch time English Platform and Speaking Groups
2. To provide practical opportunities for using English informally in everyday situations: <ul style="list-style-type: none"> - Use English when requesting to meet teachers in staff room - Use English as classroom language other than Chinese and Putonghua lessons - Use English in ECA, notice board, announcement (only 2 daily announcement in Cantonese will be allowed, other announcement will be in English) 	<ul style="list-style-type: none"> • Throughout the year 	<ul style="list-style-type: none"> • Students are more confident in communicating in English • Students are accustomed to use English as daily classroom language • Students are able to understand the announcement in English 	<ul style="list-style-type: none"> • Feedback from teachers 	<ul style="list-style-type: none"> • All teachers • ECA coordinator: Law F.P. 	<ul style="list-style-type: none"> • All Staff members

Strategies / Tasks	Time Scale	Success Criteria	Methods of Evaluation	People Responsible	Resources Required
<p>3. To increase students' exposure in English learning through content-based learning in various subjects such as science and humanities in junior secondary:</p> <ul style="list-style-type: none"> - make good use of the examination paper "Application of English" to stimulate the interests of students in applying English to express ideas in answering questions related to subject matters 	<ul style="list-style-type: none"> • Throughout the year 	<ul style="list-style-type: none"> • Students are more familiar with English terms and expressions in subjects • Students are not hindered by the language when switching from CMI in Junior Secondary to EMI in Senior Secondary • Improvement in student achievement in those subjects using English as the medium of instruction in the H.K.C.E.E. 	<ul style="list-style-type: none"> • Performance of students in the said exam paper • Feedback from teachers 	<ul style="list-style-type: none"> • Subject panels using English as medium of instruction 	<ul style="list-style-type: none"> • One session in examination for "Application of English"

Major Concern 3:

To make good preparation for the implementation of the new Senior Secondary Curriculum.

Strategies / Tasks	Time Scale	Success Criteria	Methods of Evaluation	People Responsible	Resources Required
1. Teachers are deployed to try out the teaching of S6 LS and S1 Social Studies so that they will have hand-on experience in grasping the skills and strategies as required in the teaching of Liberal Studies.	• Throughout the year from 2004 to 2009	• At least eight teachers get the hand-on experience in the teaching of LS • Their teaching is well-received by students concerned • These teachers hold sharing meetings with other teachers	• Performance of students in the public exam • Feedback from students and teachers concerned	• Choi C.C., Principal	• Redeployment of human resources

Strategies / Tasks	Time Scale	Success Criteria	Methods of Evaluation	People Responsible	Resources Required
2. Senior form teachers who have not been much involved in supervising the project learning of S2 will be deployed to look after some of these projects	<ul style="list-style-type: none"> Throughout the year from 2007-2009 	<ul style="list-style-type: none"> All teachers have the hand-on experience in supervising students' projects Teachers have the confidence of taking up the role as facilitator rather than as instructor 	<ul style="list-style-type: none"> Feedback from teachers 	<ul style="list-style-type: none"> Chung W.O. 	<ul style="list-style-type: none"> Redeployment of human resources
3. S2 students are encouraged to have social services to the community. Time for voluntary work for each student should at least be 5 hours.	<ul style="list-style-type: none"> Throughout the year 	<ul style="list-style-type: none"> All S2 students have some experiences of voluntary work Students take the initiative to be involved in voluntary work when they progress to senior secondary 	<ul style="list-style-type: none"> Feedback from teachers and students 	<ul style="list-style-type: none"> Fung P.T. 	<ul style="list-style-type: none"> Payment for social workers of voluntary agencies for organizing the services and looking after our students when carrying out the services

Strategies / Tasks	Time Scale	Success Criteria	Methods of Evaluation	People Responsible	Resources Required
4. Teaching Assistants employed to help language teachers in carrying out School-based Assessment.	<ul style="list-style-type: none"> • Throughout the year 	<ul style="list-style-type: none"> • Language teachers agree that their administration work in SBA is lightened • TAs help in organizing language activities and preparing the supporting materials 	<ul style="list-style-type: none"> • Feedback from language teachers and students 	<ul style="list-style-type: none"> • Chinese and English Panel 	<ul style="list-style-type: none"> • Salary payment to Teaching Assistants
5. Full-time teachers employed to focus on improving the speaking and writing skills of students in both languages	<ul style="list-style-type: none"> • Throughout the year 	<ul style="list-style-type: none"> • Students show improvement in speaking skills and writing skills in both languages 	<ul style="list-style-type: none"> • Assessment of student performance by language teachers • Feedback from students 	<ul style="list-style-type: none"> • Chinese and English Panel 	<ul style="list-style-type: none"> • Salary payment to the teachers employed

Strategies / Tasks	Time Scale	Success Criteria	Methods of Evaluation	People Responsible	Resources Required
<p>6. A full-time teacher employed to relieve the workload of some teachers so that they can have time and joint effort in preparing the teaching materials of Liberal Studies in the New Senior Secondary Curriculum.</p>	<ul style="list-style-type: none"> • Throughout the year 	<ul style="list-style-type: none"> • Teachers involved in preparing the materials have a deeper understanding of the specified area in the curriculum • At least two sets of lesson plans with strategies and materials in each of the two specified areas are prepared 	<ul style="list-style-type: none"> • Feedback from teachers concerned 	<ul style="list-style-type: none"> • Coordinator of Liberal Studies 	<ul style="list-style-type: none"> • Salary payment to the teacher employed

VI. Use of Capacity Enhancement Grant 07/08

Strategies / Tasks	Time Scale	Success Criteria	Methods of Evaluation	People Responsible	Resources Required
<p>1. <u>Measures to improve the learning of English</u> Employment of one English teacher so as to facilitate the deployment of English teachers to assist in remedial teaching in S.1-3, especially after school and during Saturday mornings to help students weak in English.</p>	1.9.07 – 31.8.08	<ul style="list-style-type: none"> Improvement in students' performance as reflected by English teachers 	<ul style="list-style-type: none"> Questionnaires for staff and students Assessment of students' performance 	<ul style="list-style-type: none"> English Panel Head 	Teacher Salary (with MPF) at Point 20 = $\$25,250 \times 1.05 \times 12 =$ $\$318,150.00$
<p>2. <u>Employment of Full-time Teacher Assistants</u> Employment of 2 full-time Teacher Assistants to assist teachers in their non-teaching duties.</p>	1.9.07 – 31.8.08	<ul style="list-style-type: none"> Production of more and better quality teaching materials. Teachers are relieved of some of the workload in non-teaching areas. 	<ul style="list-style-type: none"> Development of teaching materials Feedback from teachers. 	<ul style="list-style-type: none"> Mr. Chung W.O. & Panel Heads of English, Technical, Mathematics and Science Subjects Mr. So Y.H. & Panel Heads of Chinese, Humanities, and Cultural Subjects 	2 T.A. Salary (with MPF) at point MOD8 = $\$10,060 \times 1.05 \times 12 \times 2 =$ $\$253,512.00$

Balance brought forward from 2006/2007 School Year		\$ 0	
2007/08 School Year	Income :	\$ 436,476.00	
	Estimated Expenditure :	\$ 571,662.00	
	Estimated Deficit :	\$ (135,186.00)	
Estimated Deficit by the end of 2007/2008 School Year		\$ (135,186.00)	(Covered by Accumulative Surplus in EOEBG)

VII. Use of Additional Time-limited Funding of Capacity Enhancement Grant 07/08

Strategies / Tasks	Time Scale	Success Criteria	Methods of Evaluation	People Responsible	Resources Required
<p>1. <u>Employment of Full-time Teacher Assistants</u> Employment of 2 full-time Teacher Assistants to assist language teachers in operating SBA or TSA such as offering help in organising language activities, keeping track of the students' learning portfolio.</p>	1.9.07 – 31.8.08	<ul style="list-style-type: none"> Language teachers agreed that they are relieved from the routine administration work of SBA or TSA. 	<ul style="list-style-type: none"> Questionnaires for staff and students Feedback from Language teachers. 	<ul style="list-style-type: none"> Mr. Chung W.O. & Panel Heads of English Subject Mr. So Y.H. & Panel Heads of Chinese Subject 	2 T.A. Salary (with MPF) at point MOD 8 = \$10,060 x 1.05 x 12 x 2 = \$253,512.00
<p>2. <u>Measure to relieve English teachers in SBA</u> Employment of one full-time English teacher to facilitate the implementation of SBA in English Language Subject. The English teacher will be deployed to train the speaking skills and facilitate group discussion of students, preparing them for the SBA.</p>	1.9.07 – 31.8.08	<ul style="list-style-type: none"> Students have more chance to practise the use of English languages. Students show improvement in their speaking and writing skill in English. 	<ul style="list-style-type: none"> Assessment of student performance by English teachers. 	<ul style="list-style-type: none"> Panel heads of English subject 	Teacher Salary (with MPF) at Point 15 = \$19,790 x 1.05 x 12 = \$249,354.00

Strategies / Tasks	Time Scale	Success Criteria	Methods of Evaluation	People Responsible	Resources Required
<p>3. <u>Measure to relieve Chinese teachers in SBA</u> Employment of one full-time Chinese teacher to facilitate the implementation of SBA in Chinese Language Subject. The Chinese teacher will be engaged in training the oral presentation and marking of additional writings from students, hoping to improve their speaking and writing skills</p>	1.9.07 – 31.8.08	<ul style="list-style-type: none"> Students have more chance to practise communication in Chinese languages Students show improvement in their speaking and writing skill in Chinese. 	<ul style="list-style-type: none"> Assessment of student performances by Chinese teachers. 	<ul style="list-style-type: none"> Panel heads of Chinese subject 	Teacher Salary (with MPF) at Point 15 = \$19,790 x 1.05 x 12 = \$249,354.00

Accumulative Surplus brought forward from 2006/2007 School Year \$ 542,455.48

2007/08 School Year
Income : \$ 654,732.00
Estimated Expenditure : \$ 752,220.00
Estimated Deficit : \$ (97,488.00)

Estimated Accumulative Surplus by the end of 2007/2008 School Year \$ 444,967.48 (Reserved for use in 2008/09 School Year)

VIII. Use of Teacher Professional Preparation Grant 07/08

Strategies / Tasks	Time Scale	Success Criteria	Methods of Evaluation	People Responsible	Resources Required
<p>1. <u>Employment of supply teacher</u> To provide relief for teachers attending NSS professional development programmes organized by the EDB.</p>	1.9.07 – 31.7.08	<ul style="list-style-type: none"> Teachers will acquire the knowledge and skills for implementation of the NSS curriculum 	<ul style="list-style-type: none"> Subject Panel Evaluation and Plan for implementation of NSS 	<ul style="list-style-type: none"> Head of Academic Board and Panel Heads 	Salary of the supply teachers = \$90798.75 [\$1153 per day per supply teacher i.e. \$1153 x 3 x 25 x 1.05]
<p>2. <u>Employment of Full-time GM Teacher</u> To relieve part of the over-loaded teaching duties of Mathematics teachers and to take over some science lessons of science teachers so that the overall deployment can be arranged to give teachers more space to make preparation for the implementation of the NSS curriculum and create opportunities for professional development.</p>	1.9.07 – 31.8.08	<ul style="list-style-type: none"> Teachers attend courses and are able to prepare lesson plans for Liberal Studies of the NSS curriculum. 	<ul style="list-style-type: none"> Liberal Studies Panel Evaluation on the quality of lesson plans prepared for the NSS curriculum 	<ul style="list-style-type: none"> Liberal Studies Panel Heads 	Salary of 1 GM = \$318,150.00 [Salary at Pt 20 \$25,250 x 12 x 1.05]

Accumulative Surplus brought forward from 2006/2007 School Year		\$ 529,487.74	
2007/08 School Year	Income :	\$ 380,000.00	
	Estimated Expenditure :	\$ 408,948.75	
	Estimated Deficit :	\$ 28,948.75	(Covered by Accumulative Surplus brought forward from 2006/07 School Year)
Estimated Accumulative Surplus by the end of 2007/2008 School Year		\$ 500,538.99	

N.B.: The Teacher Professional Preparation Grant is provided to school over a period of 4 years starting from 2005/06 school year and can be used up to the end of 2011/12 school year

IX. Use of Grant for School-based After-school Learning and Support Programme 07/08

Name of Activity	Objectives of the activity	Period/Date activity to be held	Estimated no. of grant beneficiaries#	Estimated expenditure (\$)	Success criteria	Method(s) of evaluation	Name of partner/service provider (if applicable)
Musical Instrument Training Classes	<ul style="list-style-type: none"> Widen the scope of learning experiences outside classroom Enhance the personal and social development of students. 	Oct 2007 to Aug 2008	16 students from S1-S3	Besides the share subsidized by the school, each student has to pay approximately \$1950 to the tutors. This fee will be borne by the grant. [16x1950 = \$31200]	<ul style="list-style-type: none"> Attendance rate of grant beneficiaries in training classes is over 85% Students has a higher self-esteem Students becomes more cooperative with others 	<ul style="list-style-type: none"> Feedback from students Feedback from tutor and teacher-in-charge 	<ul style="list-style-type: none"> Guitar Tutor: Kong Ming Chi Zheng Tutor: Chan Mei Fung Brass Band Tutor: Lee Sing Wan Clarinet tutor: Hau Chai Hsing Percussion tutor: Chiu On Tik Upper Brass tutor: Yip Chun Kit Flute tutor: Wat Nga Man

Name of Activity	Objectives of the activity	Period/Date activity to be held	Estimated no. of grant beneficiaries#	Estimated expenditure (\$)	Success criteria	Method(s) of evaluation	Name of partner/service provider (if applicable)
Sports Games Training Classes	<ul style="list-style-type: none"> Widen the scope of learning experiences outside classroom Enhance the personal and social development of students. 	Sept 2007 to Aug 2008	47 students from S1-S3	Besides the share of tutoring fees subsidized by the school, each student has to pay \$800 to the tutors. This fee will be borne by the grant. [47x800 =37,600]	<ul style="list-style-type: none"> Attendance rate of grant beneficiaries in training classes is over 85% Students has a higher self-esteem Students becomes more cooperative with others 	<ul style="list-style-type: none"> Feedback from students Feedback from tutor and teacher-in-charge 	<ul style="list-style-type: none"> Volley Ball Tutor: Lee Yuk Fung Basketball(Girls) Tutor: Chung Ming Tat Basketball (boys) Tutor: Chiu Wing Leung Athletic Training Tutor: Wong Hang

Note: # Grant beneficiaries – referring to target students in receipt of CSSA/SFAA full grant and disadvantaged students identified by the school.

Accumulative Surplus brought forward from 2006/2007 School Year		\$ 34,010.00	
2007/08 School Year	Income :	\$ 61,800.00	
	Estimated Expenditure :	\$ 68,800.00	
	Estimated Deficit:	\$ (7,000.00)	(Covered by accumulative surplus in School Year 2006/2007)

X. Professional Development Plan of Principal

Major Concerns for this year	Core Area (s) of Leadership Involved *(e.g. I, II, III,...)	Summary of Item and Content
1. School Self-evaluation	II	<ol style="list-style-type: none"> 1. Follow up proposals of the ESR 2. Internalise lesson studies in all subjects as ways of sustaining continuous improvement in teaching and learning
2. Continuous Professional development	I, II, III, IV, V, VI	<ol style="list-style-type: none"> 1. Act as learning co-ordinator of “Blue Line” to arrange sharing programmes for Principals’. 2. Attend seminars and sharing sessions organized by EMB and other institutions.
3. Serving the educational sector and promoting professional development	III, V, VI	<ol style="list-style-type: none"> 1. Conduct Staff Development Programmes both inside and for other schools 2. Act as External School Reviewer in carrying out ESR of another school.

* (I) Strategic direction & policy environment
(IV) Staff & resources management

(II) Learning, teaching & curriculum
(V) Quality assurance & accountability

(III) Teacher professional growth & development
(VI) External communication & connection

XI. Annual School Budget 2007/08

	Revenue	Expenditure
	HKD\$	HKD\$
<u>Government Subsidy</u>		
1. Expanded Operating Expenses Block Grant		
a. School & Class Grant		1,623,624.00
b. Noise Abatement / Lift Main / Air-Con Prep Rm of Lab Grants		200,000.00
c. Administration Grants		2,356,530.00
d. Curriculum / Subject / AL Subject / ASL Subject / Extensive Reading Scheme /Moral & Civic Education Grants		180,248.00
e. School-based Management Grants		--
f. Information Technology Grants		243,708.00
g. Student Support Grants		29,100.00
h. Capacity Enhancement Grant (Basic Provision)		571,662.00
i. Capacity Enhancement Grant5 (Add Time-limited Funding)		752,220.00
j. Composite Furniture and Equipment Grant		775,600.00
Expanded Operating Expenses Block Grant Total :	5,907,087.68	6,732,692.00
2. Teacher Relief Grant	138,515.00	88,000.00
3. Teacher Professional Preparation Grant	380,000.00	408,948.75
4. NSS Migration Grant	86,000.00	24,000.00
5. IMC one-off Grant	--	193,756.50
Government Subsidy Subtotal :	6,511,602.68	7,447,397.25
<u>School Funds</u>		
1. Tong Fai	127,600.00)
2. Trading Operation	36,400.00)
3. Tuckshop Rental	146,300.00)
4. Income from other sources	90,100.00)
5. Approved Collection for Specific Purpose (Air-con Charges)	202,200.00	70,000.00
School Fund Subtotal :	602,600.00	450,000.00
Total for the school year 2007/08:	7,114,202.68	7,897,397.25
<u>Estimated Surplus (Deficit) for the school year 2007/08</u>		
Government Subsidy :	(935,794.57)	
School Fund :	152,600.00	