



POPE PAUL VI COLLEGE

Annual School Plan

2013-2014

SCHOOL MISSION

Pope Paul VI College, established in 1969, is a Catholic EMI subsidized secondary school for girls. Its sponsoring body is the Missionary Sisters of the Immaculate (P.I.M.E. Sisters).

Our school aims to develop the full potential of the students by means of an integrated education based on Christian values, especially universal love and service. We help our students to acquire knowledge and skills, learn to think critically and independently and live a meaningful life so that they can make their contribution to society and the world as responsible individuals.

Our school motto is **“Love and Service”**.

SCHOOL'S MAJOR CONCERNS

1. To enable students to persevere in face of challenges and adversities through various learning experiences
2. To equip students with effective learning skills so that they become proactive learners
3. To facilitate teachers' professional sharing and training in order to address students' educational needs

1. Major Concern: To enable students to persevere in face of challenges and adversities through various learning experiences

Strategies / Task	Time Scale	Success Criteria	Method of Evaluation	People Responsible	Resources Required
1. Reading, writing or/ and spoken tasks focusing on how people overcome difficulties and adversities in real life will be implemented in the curriculum or across the curriculum.	Throughout the year	Students' understanding towards others' challenges in life is displayed in the works submitted or presented.	Teachers' and students' feedback	Panel Chairpersons of the English Department, History Department, Religious and Moral Education Department, Music Department, Putonghua Department and the Reading Promotion Committee	
2. Camping, outing, field trips involving demanding tasks will be organized to let students experience what they are expected to do and how they should complete the tasks required.	October 2013 March 2014 April 2014	Good quality of tasks are submitted by students and positive attitudes of students are demonstrated.	Feedback from students and observation by teachers	Panel Chairpersons of the Religious and Moral Education Department & Counselling Team, English Department, Geography Department	
3. Web-based courses will be offered to the high-achievers to facilitate their needs at their own pace.	November 2013- August 2014	At least one level of works will be completed by students and certificates will be issued to these students	Progressive reports to be viewed online by teacher-in-charge in Gifted Education Task Group	Panel Chairpersons in the Science Key Learning Area, Panel Chairperson of the Mathematics Departments and the Academic Committee	Support from the EDB

Strategies / Task	Time Scale	Success Criteria	Method of Evaluation	People Responsible	Resources Required
4. After-school tutorials and training sessions will be scheduled to give extra support to both the more able and the less able students to help them face their learning need and difficulties.	Throughout the year	The majority of the target students agree that the help offered supports their learning needs.	Students' reflections and teachers' feedback	All Department Heads	
5. Inter-school competitions, projects and Award Scheme will be organized to give students more opportunities to face more challenging and demanding tasks involved.	Throughout the year	The majority of the students participating in the events agree that the learning experiences help them gain more confidence in learning when facing adversities in life.	Students' and teachers' feedback	Panel Chairpersons of the English Department, Chinese Department, Music Department, ICT Department, IS Department, P.E. Department	Support from the NGOs and government grant
6. Gifted students will be further supported with challenging tasks and activities organized in workshops and courses.	January-May 2014	The majority of the targeted students agree that the courses and workshops offer sufficient opportunities to further enhance their learning.	Students' feedback and tutors' observation	Panel Chairpersons of the English Department, Chinese Department and Mathematics Department	Support from the service providers and government grant

Strategies / Task	Time Scale	Success Criteria	Method of Evaluation	People Responsible	Resources Required
7. A leadership training programme including an adventure-based camp and workshops will be organized for all the student leaders to develop their leadership skills, problem-solving strategies and positive attitudes.	September 2013 to November 2013	80% of the participants agree that the leadership training program can help them understand more strategies to cope with challenges in life.	Questionnaire	Committee Head of Discipline Committee, Counselling Team, Extra-curricular Activities Section	
8. All S.3 students are divided into groups to plan and implement social service projects called 'Eyes on the Community' with the professional help of social workers.	September 2013 to May 2014	60% of the participants agree that the learning experiences enhance their problem-solving strategies and help them cultivate positive attitudes towards challenges in life.	Questionnaire	Extra-curricular Activities Section	The Boys' and Girls' Clubs Association of Hong Kong

Strategies / Task	Time Scale	Success Criteria	Method of Evaluation	People Responsible	Resources Required
<p>9. Student Health Captains are trained to organize a range of learning activities to promote healthy life and positive values. A whole school approach Award Scheme is implemented.</p>	<p>October 2013 to May 2014</p>	<p>60% of the students agree that the learning experiences help them enhance their health knowledge and the awareness towards healthy life and 60% of the students get an award.</p>	<p>Questionnaire and students' record</p>	<p>Healthy School Promotion Workgroup</p>	
<p>10. A team of Life Skills Ambassadors will be trained to organize a range of learning activities to promote positive values in a programme called 'Life Skills Ambassador Programme'. A joint-school training camp, a mentorship program, positive psychology workshops, life planning workshops, financial management workshops and company visits will be included in the programmes.</p>	<p>October 2013 to August 2014</p>	<p>60% of the students agree that the learning experiences help them enhance their awareness towards positive psychology, life planning, financial management and good interpersonal relationship.</p>	<p>Questionnaire</p>	<p>Vice-principal II</p>	<p>Women's Foundation</p>

Strategies / Task	Time Scale	Success Criteria	Method of Evaluation	People Responsible	Resources Required
11. Outdoor activities and sports activities will be organized to promote good habits in doing exercises.	Throughout the year	60% of the students get an award in SportACT Award Scheme.	Students' record	Physical Education Department	
12. Fifty students in S.1 and S.2 will be invited to join a research project called 'Play for Smart—An Adolescent Health Developmental Programme'. Eighteen sessions will be arranged to participants to have regular physical exercises every Tuesday after school to promote healthy life and perseverance.	October 2013 to May 2014	80% of the participants agree that the learning experiences help them develop good habits in doing exercises and cultivate in them perseverance.	Questionnaire	Vice-principal II	The University of Hong Kong

2. Major Concern: To equip students with effective learning skills so that they become proactive learners

Strategies / Task	Time Scale	Success Criteria	Method of Evaluation	People Responsible	Resources Required
1. Extended tasks will be provided before or after the lessons to encourage students to take more initiative towards learning and apply their skills learnt in various types of assessments.	Throughout the year	More than a half of students will attempt the extended tasks provided and good quality of work or higher grades will be demonstrated or attained in their assessment tasks submitted.	Teachers' feedback Students' results in assessment tasks	Panel Chairpersons of the English Department, Chinese Department, Mathematics Department, Economics Department, BAFS Department, Biology Department, Chemistry Department	
2. Six workshops of different nature on study skills catering for the needs of the Junior Formers will be arranged to further support students with effective learning skills across the curriculum.	September 2013 & February 2014	The majority of the students participating in the workshops agree that skills learnt will benefit their learning.	Feedback from students and teachers	The Academic Committee	Support from the service provider and government grant

Strategies / Task	Time Scale	Success Criteria	Method of Evaluation	People Responsible	Resources Required
3. Cross-curricular Project-based Learning will be implemented in the Junior Forms to continuously support students with more study skills and thus a smooth transition will be achieved in the Senior Forms.	Throughout the year	Most of the skills learnt will be shown in students' end-products.	Feedback from teachers and students	The Academic Committee	
4. More pre-learning activities, while-learning activities and post-learning activities will be implemented to ensure that students' study skills will be further developed.	Throughout the year	The majority of the students agree that study skills developed will benefit their learning	Feedback from teachers and students	The Academic Committee	

3. Major Concern: To facilitate teachers' professional sharing and training in order to address students' educational needs

Strategies / Task	Time Scale	Success Criteria	Method of Evaluation	People Responsible	Resources Required
1. Regular professional sharing sessions will be scheduled to enhance teaching and learning and curriculum development.	Throughout the year	Teachers' professional knowledge, their own tried-outs, good practices and experiences are shared in the lessons via peer lesson observations and cross-curricular lesson observations, after attending seminars or workshops.	Teachers' feedback	Panel Chairpersons of all Departments	
2. More teachers will receive training on Gifted Education and Special Educational Needs to further facilitate not only the more able learners, but also the less able ones and the twice-exceptional learners.	Throughout the year	At least one teacher-representative from each Key Learning Area receive relevant training in either area.	Attendance rate of teacher-representatives	Panel Chairpersons of all Department	Support from the EDB and the HKAGE
3. Six workshops of different nature on study skills catering for the needs of the Junior Formers will be arranged to further support students with effective learning skills across the curriculum.	September 2013 & February 2014	Teacher-representatives attend one workshop and share with their own members in their departmental sharing sessions.	Sharing sessions arranged by the Panel Heads	Panel Chairpersons of all Departments	Support from the service provider and government grant

Strategies / Task	Time Scale	Success Criteria	Method of Evaluation	People Responsible	Resources Required
4. Both high-achievers and low-achievers will be provided with further support with the teams of teachers developing materials catering for different learners' needs.	Throughout the year	Learning attitudes of students are improved and students' internal and external assessments are upgraded.	Teachers' observation and students' performance of the target groups	Panel Chairperson of the English Department	
5. Cross-curricular teacher professional sharing sessions will be organized to share good practices to help students develop study skills.	Throughout the year	Sharing sessions arranged help teachers gain more good ideas to support students' learning and their teaching.	Teachers' feedback	The Academic Committee	
6. A joint-school staff development programme with the theme of NSS review and planning will be arranged.	October 2013	70% of the participants agree that the programme can stimulate their reflections on curriculum & assessment planning, teaching process, revision strategies & enable them to make improvements.	Questionnaire	The Staff Development Committee	
7. A seminar on 'Assessment for learning' will be held.	March to April 2014	70% of the participants agree that the seminar help them reflect on their existing practice	Questionnaire	The Staff Development Committee	
8. School-based experience sharing sessions focusing on handling students' needs and classroom management skills will be organized.	Throughout the year	70% of the participants agree that the sharing sessions can better equip them to give appropriate advice to students when needed.	Questionnaire	The Staff Development	

School-based After-school Learning and Support Programmes 2013/14
School-based Grant - Programme Plan

Appendix 1

Project Coordinator: Mrs. Alice Au

A. The estimated number of benefitting students (count by heads) under this Programme is 306 (including A. 98 CSSA recipients, B. 193 SFAS full-grant recipients and C. 15 under school’s discretionary quota)

B. Information on Activities to be subsidised/complemented by the grant.

*Name / Type of activity	Objectives of the activity	Success criteria (e.g. learning effectiveness)	Method(s) of evaluation (e.g. test, questionnaire, etc)	Period/Date activity to be held	Estimated no. of participating eligible students [#]			Estimated expenditure (\$)	Name of partner/service provider (if applicable)
					A	B	C		
Language Training English Summer Enhancement Course (S.1)	<ul style="list-style-type: none"> - To boost students’ confidence in learning English - To consolidate students’ foundation in English and prepare them better for academic subjects taught in English 	<ul style="list-style-type: none"> - Participants become more confident in learning English - Their learning attitudes are good and able to follow the tutor’s instructions. - Students’ attendance rate is over 80% 	<ul style="list-style-type: none"> - Tutor’s written feedback - Students’ attendance record 	12/8/2013-23/8/2013	1	9	5	5,750	Ms. Wong Chi Ming

*Name / Type of activity	Objectives of the activity	Success criteria (e.g. learning effectiveness)	Method(s) of evaluation (e.g. test, questionnaire, etc)	Period/Date activity to be held	Estimated no. of participating eligible students [#]			Estimated expenditure (\$)	Name of partner/service provider (if applicable)
					A	B	C		
Adventure Activities S.1 Adventure-based Camp	<ul style="list-style-type: none"> - To enhance students' self confidence & cultivate their sense of responsibility - To strengthen students' problem solving skills - To foster mutual support among classmates 	75% of the participants find the program useful	<ul style="list-style-type: none"> - Questionnaire - Advisor's observation 	4/10/2013 5/10/2013	16	38	0	17,640	Jockey Club Cheung Chau Don Bosco Youth Centre
Learning Skills Training – Reading Strategies (S.1):	<ul style="list-style-type: none"> - To equip students with different kinds of reading strategies - To prepare students better for academic subjects and to help them become independent, self-directed learners 	80% of the participants find the workshops useful	<ul style="list-style-type: none"> - Teachers' observation - Questionnaire 	16/9/2013 17/9/2013	16	38	0	9,800	Edvenue Limited

*Name / Type of activity	Objectives of the activity	Success criteria (e.g. learning effectiveness)	Method(s) of evaluation (e.g. test, questionnaire, etc)	Period/Date activity to be held	Estimated no. of participating eligible students [#]			Estimated expenditure (\$)	Name of partner/service provider (if applicable)
					A	B	C		
Learning Skills Training – Mathematics Olympiad Course (S.1)	- To enrich the S.1 abler students with more subject knowledge and problem solving techniques in Mathematics	Students can learn more skills and knowledge from the course other than the normal lessons in school	- Questionnaire	October 2013 to April 2014	2	4	0	4,410	MathsLab Education Centre
Learning Skills Training – Creative Thinking (S.2):	- To develop students' creative thinking skills	80% of the participants find the workshops useful	- Teachers' observation - Questionnaire	10/2/2014 17/2/2014	15	24	0	7,800	Edvenue Limited
Learning Skills Training – Critical Thinking (S.3)	- To equip students with critical thinking skills - To enhance students' capabilities in learning Liberal Studies	80% of the participants find the workshops useful	- Teachers' observation - Questionnaire	21/2/2014 25/2/2014	12	29	0	8,200	Edvenue Limited
Self-confidence Development Careers Planning (S.4)	- To boost students' confidence in Careers Planning	80% of the participants find the workshops useful	- Teachers' observation - Questionnaire	30/9/2013 3/10/2013	21	36	0	11,400	Edvenue Limited

*Name / Type of activity	Objectives of the activity	Success criteria (e.g. learning effectiveness)	Method(s) of evaluation (e.g. test, questionnaire, etc)	Period/Date activity to be held	Estimated no. of participating eligible students [#]			Estimated expenditure (\$)	Name of partner/service provider (if applicable)
					A	B	C		
Self-confidence Development Strategic Thinking (S.5)	<ul style="list-style-type: none"> - To equip students with strategic thinking skills for JUPAS - To boost students' confidence in learning and JUPAS application 	80% of the participants find the workshops useful	<ul style="list-style-type: none"> - Teachers' observation - Questionnaire 	6/1/2014 10/1/2014	21	30	0	10,200	Edvenue Limited
Self-confidence Development Interview Preparation (S.6)	<ul style="list-style-type: none"> - To equip students with interviewing skills - To boost students' confidence in attending interviews 	80% of the participants find the workshops useful	<ul style="list-style-type: none"> - Teachers' observation - Questionnaire 	3/10/2013 18/10/2013	13	36	0	9,800	Edvenue Limited

*Name / Type of activity	Objectives of the activity	Success criteria (e.g. learning effectiveness)	Method(s) of evaluation (e.g. test, questionnaire, etc)	Period/Date activity to be held	Estimated no. of participating eligible students [#]			Estimated expenditure (\$)	Name of partner/service provider (if applicable)
					A	B	C		
Self-confidence Development Cyberteen-Personal Growth Group: BBQ Gathering & Adventure Based Camp	<ul style="list-style-type: none"> - To enhance students' self confidence & cultivate their sense of responsibility - To strengthen students' problem solving skills and communication skills - To foster mutual support among group members and mentors 	75% of the participants find the program useful	<ul style="list-style-type: none"> - Questionnaire - Advisor's observation 	December 2013	7	8	0	8,250	Caritas Junior Police Call
Art / Cultural Activities Love and Service Band	<ul style="list-style-type: none"> - To develop students' potential in playing musical instruments - To boost students' self-confidence - To cultivate students' co-operation with others 	<ul style="list-style-type: none"> - Participants are able to play the musical instruments individually and together with all other band members - Participants become more confident and develop team spirit 	- Instructor's assessment	Late-Sept 2013 to Aug 2014	4	11	7	26,250	Qin Music Company

*Name / Type of activity	Objectives of the activity	Success criteria (e.g. learning effectiveness)	Method(s) of evaluation (e.g. test, questionnaire, etc)	Period/Date activity to be held	Estimated no. of participating eligible students [#]			Estimated expenditure (\$)	Name of partner/service provider (if applicable)
					A	B	C		
Art / Cultural Activities Zheng Class	<ul style="list-style-type: none"> - To develop students' potential in playing Zheng - To boost students' self-confidence - To cultivate students' co-operation with others 	<ul style="list-style-type: none"> - Participants are able to play the Zheng individually and together with all other members - Participants become more confident and develop team spirit 	- Instructor's assessment	Mid-Oct 2013 to May 2014	1	6	3	6,800	Green Hill Anglo-Chinese Arts Performance Troupe
Leadership Training 5-day service trip to Yunnan	- To strengthen the leadership skills of the coordinators of Civic Education Assistants	- Participants leadership skills have been strengthened	- Advisor's observation	26/6/2014 to 30/6/2014	2	0	0	6,000	
Total no. of activities: <u> 13 </u>				[@] No. of participation counts	131	269	15		
				^{**} Total no. of participation counts	415				

Note:

* Name/type of activities are categorized as follows: tutorial service, learning skill training, languages training, visits, art /culture activities, sports, self-confidence development, volunteer service, adventure activities, leadership training, and communication skills training courses.

@ Participation counts: refers to the aggregate no. of benefitted students participating in each activity listed above.

**Total no. of participation count: the aggregate of (A) + (B) + (C)

Eligible students: students in receipt of CSSA (A), SFAS full grant (B) and disadvantaged students identified by the school under the 10% discretionary quota (C) .

Means by which teachers have been consulted: Subject Panel Meetings and Staff Meetings, plans proposed by Subject Panel Chairpersons

No. of operating classes: 27

Chinese Language

Task Area	Major Area(s) of Concern	Implementation Plan	Benefits Anticipated	Implementation Schedule	Resources Required	Success Criteria	Method(s) of Evaluation	People responsible
Curriculum development and coping with diverse learning needs of students	<ul style="list-style-type: none"> - To search and prepare teaching materials to enrich the data bank of the Department - To organize and conduct tutorial classes to cope with learner diversity 	<ul style="list-style-type: none"> To employ a full-time teaching assistant to: <ul style="list-style-type: none"> - search and prepare teaching materials to enrich the data bank of the Department - help handle clerical work of the Department - organize and conduct tutorial classes for the two non-Chinese speaking students 	<ul style="list-style-type: none"> - The teaching data bank of the Department will be enriched. - Teachers' workload in preparing teaching materials will be relieved - The reading and speaking skills of the two non-Chinese speaking students will be enhanced. 	From 1-9-2013 to 31-8-2014	Salary of the teaching assistant – \$12,620 per month (including 5% MPF) for 12 months Total: \$151,440	<ul style="list-style-type: none"> - Most teachers of the Chinese Language Department agree that the TA help relieve their workload - The reading and speaking skills of the two non-Chinese speaking students are enhanced. 	<ul style="list-style-type: none"> - Performance appraisal of the teaching assistant - Assessment of the performance of the two non-Chinese speaking students in Chinese Language 	Panel Chairperson (Mrs. J. Wong) and teachers of the Chinese Language Department

English Language

Task Area	Major Area(s) of Concern	Implementation Plan	Benefits Anticipated	Implementation Schedule	Resources Required	Success Criteria	Method(s) of Evaluation	People Responsible
Curriculum development and coping with diverse learning needs of students	To provide assistance to teachers and give remedial support to the weaker students	<p>To employ a full-time teaching assistant to:</p> <ul style="list-style-type: none"> - assist teachers in preparing teaching materials and clerical work - assist teachers in organizing and conducting English-learning activities - conduct remedial classes after school and during summer holidays - assist in the daily operation of the English Learning & Teaching Support Centre (ELTS Centre) 	<ul style="list-style-type: none"> - Teachers can be relieved of some of their work load and can spare more time in preparing their lessons and taking care of the special learning needs of students - The weaker students will be given more remedial support - The ELTS Centre will be well managed and utilized 	From September 2013 to August 2014	<p>Salary of the teaching assistant: \$13,104 per month (including 5% MPF) for 12 months</p> <p>Total: \$157,248</p>	<ul style="list-style-type: none"> - Teachers' workload is relieved and most of the English teachers find the teaching assistant helpful - The learning needs of the weaker students are taken care of. - Positive students' response to the services provided by and activities organised in the ELTS Centre 	<ul style="list-style-type: none"> - Performance appraisal of the teaching assistant - Feedback from students 	<p>Mrs. Helena Lam – Deputy Panel Chairperson of the English Department</p> <p>Ms Denise Lovelace – Native English Speaking Teacher</p>

Mathematics

Task Area	Major Area(s) of Concern	Implementation Plan	Benefits Anticipated	Implementation Schedule	Resources Required	Success Criteria	Method(s) of Evaluation	People responsible
Curriculum development and coping with diverse learning needs of students	To provide assistance to teachers and give remedial support to the weaker students	To employ a full -time teaching assistant to : - assist teachers in preparing teaching materials for the subject - assist teachers in organizing and conducting subject-related activities - supervise the weaker students to finish their homework - help students solve their problems in learning Mathematics after lessons	- Teachers can be relieved of some of their workload and can spare more time in preparing their lessons and taking care of the special learning needs of students - The weaker students will be given more remedial support	From 16 th September 2013 to 31 st August 2014	Salary of the teaching assistant - \$ 12,620 per month (including 5% MPF) for 12 months Total: \$145,129	- Most of the Mathematics teachers find the T.A. helpful - The learning needs of the weaker students are taken care of	- Feedback from teachers and students - Performance appraisal of the T.A.	Mrs. R. Chan – Panel Chairperson of the Mathematics Department

Physical Education

Task Area	Major Area(s) of Concern	Implementation Plan	Benefits Anticipated	Implementation Schedule	Resources Required	Success Criteria	Method(s) of Evaluation	People Responsible
Skills enhancement programme for the School Sports Teams	<ul style="list-style-type: none"> - To relieve teachers' workload in after-school training of the various sports teams - To improve students' skills in various sports and develop their sportsmanship 	<p>To employ professional instructors to train the following school teams:</p> <ul style="list-style-type: none"> - Basketball Team (twice a week) - Volleyball Team (twice a week) - Handball Team (once a week) - Athletics Training (8 sessions, each session lasts 1.5 hours) <p>* Each training session of the Basket/Volley/Handball Teams lasts 2 hours</p>	<ul style="list-style-type: none"> - Teachers' workload in after-school training of the various sports teams can be relieved so that they can concentrate more on their normal teaching duties - Students' sportsmanship and skills in various sports will be enhanced 	From September 2013 to July 2014	<p>Training fees for the instructors:</p> <ul style="list-style-type: none"> - Basket Team: \$21,000 - Volleyball Team: \$21,000 - Handball Team: \$15,750 - Athletics Training: \$2,500 <p>Total: \$60,250</p>	<ul style="list-style-type: none"> - Most of the students in various school sports teams find the training programmes helpful in improving their sports skills - The Ball Teams show improved performance in inter-schools competitions 	<ul style="list-style-type: none"> - Feedback from PE teachers and students - Observation of students' performance 	Ms Y.P. Ho – Panel Chairperson of the PE Department

Pastoral Assistant

Task Area	Major Area(s) of Concern	Implementation Plan	Benefits Anticipated	Implementation Schedule	Resources Required	Success Criteria	Method(s) of Evaluation	People Responsible
Providing pastoral care for students	<ul style="list-style-type: none"> - To help students develop positive values through understanding more about the Catholic faith - To reduce teachers' workload so that they can spare more time to enhance their teaching effectiveness 	<p>To employ one full-time Pastoral Assistant to work in collaboration with the teachers in charge of religious activities to:</p> <ul style="list-style-type: none"> - provide pastoral care for students - promote religious activities and evangelization in the school - organize faith-formation programmes for the Catholic students 	<ul style="list-style-type: none"> - The spiritual needs and growth of students are taken care of - The religious atmosphere of the School will be further enhanced. - Teachers in charge of religious activities will be benefited from reduced workload, which enables them to enhance the effectiveness of learning and teaching in other areas 	From October 2013 to August 2014	<p>Salary of the full-time Pastoral Assistant- \$13,440 per month (including 5% MPF) for 11 months</p> <p>Total: \$147,840</p>	<ul style="list-style-type: none"> -Positive feedback from teachers and students regarding the work of and service provided by the Pastoral Assistant -Positive students' response to the activities organized by the Pastoral Assistant -The workload of the teachers in charge of religious activities is lightened, giving them greater capacity for enhancing the effectiveness of learning and teaching 	<ul style="list-style-type: none"> -Feedback from the teachers concerned - Feedback from students joining the activities organized by the Pastoral Assistant 	Teachers in charge of religious activities and Panel Chairperson of the Religious & Moral Education Department

Total Expenses: \$661,907 (the deficit will be topped up by the surplus of the Expanded OEBG)

The CEG Plan has been endorsed by the Incorporated Management Committee.