



Annual Report

2021-22 / 5782



Contents

Carmel School Board Chairman's Report	1
Principal's Report	2
Head of Elementary Report	4
Financial Report	6
PTA and Development Report	8

Mission Statement

Carmel School Association is a Jewish International School committed to academic excellence through fostering intellectual curiosity, self-directed learning and the individual development of each child. Carmel is committed to teaching students about, and fostering a love for, Jewish values and traditions, and the Land and State of Israel, its language and culture.

Our personalised approach, with emphasis on growing caring, compassionate, global citizens, produces students who are independent thinkers and communicators and who will become leaders and contribute to the Jewish and wider world.

Board Chairman's Report

Dear Carmel Community,

There is no easy way to say that it has been another challenging year for the School.

The pandemic continued to provide surprises and in January we were faced with the onslaught of Omicron which put us back to online schooling and then returned us to face to face learning in April.

Our experience of dealing with education online enabled us to transition quickly and efficiently to ensure the children were able to continue their studies. This worked for most ages, although it was particularly challenging for the younger children.

The expansion of social distancing limitation and possibility of a lockdown also led to some families leaving Hong Kong and so reduced our enrollment. Compared to other international schools we suffered less in this regard and we received many messages of support from parents for how we were managing the situation.

We have not ignored the frustration experienced by families with younger children and provided a two month refund to pre-school parents to use in the coming year. This is the second year we have offered this discount.

As part of the effort to mitigate the enrollment reduction risk, the Board has increased its marketing efforts with enhanced use of social media and a facelift for the website. We would like to thank Nahum Shemesh, Alasdair Ong and the Marketing Committee of the Board for making this possible.

During this year the school received a joint accreditation visit from WASC (Western Association of Schools and Colleges) and the IB (International Baccalaureate). These are hugely important reviews to validate the educational offering of the School and to ensure we continue to be accredited. They are conducted by independent professionals in education and involve many hours of written and verbal submissions which start months before the actual visit for the review. At the end of the process there is a report issued to summarise issues and findings.

We are delighted to disclose that the report was full of praise for the School. Mrs. Friedmann will provide more details but

this was an immense achievement for the teachers, the administration and the Board of the School.

You will note that there are two signatures at the end of this report. This is because after 7 years as Chairman, Shay is stepping down and Russell will take over as Chairman of the Board. This provides continuity and Shay will remain involved in an ex-officio role.

We both wanted to express our commitment to the School as an institution and say how proud we are of the Staff and our supporters so we can weather these difficult times and emerge stronger in the coming years.



Shay Razon
Ex-Chairman



Russell Davidson
Chairman

Principal's Report

Dear Carmel Parents and Stakeholders,

I'm delighted to share with you all that the long-awaited, synchronised IB/WASC Evaluation visit in March of this year was an outstanding success. Prior to receipt of the full written reports, a verbal summary was provided on the last day of the five-day virtual visit by WASC Chair Tyler Sherwood and his team, together with the IB Chair, Angela Meikle and her team. Angela's opening comment, *'[Carmel] School provides effective and exceptional individualized academic, emotional and social support to ensure student success'* said it all!

In the year leading up to the visit, Carmel faculty and staff from our three school sections worked collaboratively across nine committees, focusing on all aspects of the School from coherent curriculum to student support. Each committee collected evidence from all three IB programmes (Primary Years, Middle Years and Diploma) and all sections of the School. Faculty worked collaboratively to produce, analyse and reflect upon *'... an absolutely, detailed, fantastic self-review...'* for submission to both the IB and WASC visiting teams.

The rigorous evaluation and final report celebrated every area of Carmel School under review: the Holly Rofé Preschool section, Carmel Elementary and Elsa High School. The visiting team highlighted that *'Carmel really truly is a student-centered school'* and celebrated *'how well [our] mission and vision is lived.'* Our Carmel School Board was recognized as showing a strong commitment to the IB philosophy and mission (*'the Board really lives that mission and vision'*) as were the Carmel PTA (*'everyone has a really high sense of what that mission and vision are and you can see that in everything you do.'*)

The curriculum, in addition to meeting all the IB requirements, was judged to be *'rigorous at all levels'*, and relevant to the students we serve: it is *'broad, balanced and sequenced in a way to support students' progression ... guided by the mission of the School and the needs of the students'*. They highlighted that this is supported by a dedicated, high-level Pastoral Care Team and a strong Child Protection Policy which ensures the safety and well-being of all students at the School. Furthermore, the sophisticated refinement of the Carmel Wellbeing Programme was mentioned in the context of their recognition of our exceptionally high level delivery of eLearning and the agility with which the School

transitioned between virtual and face-to-face learning.

Additionally, as part of the new IB Programme Evaluation requirements for the updated Standards and Practices (2020), we were required to outline, analyse and reflect upon a recent long-term schoolwide area of focus, or "Programme Development Plan" (PDP). Our ongoing commitment to the enhancement of the School's Design and Technology offering – covering facilities (e.g. the Patricia STEAM Centre, the Makerspace, the SMART Room, the Robotics Lab, Upcycled@Carmel), equipment (e.g. iPads, 3D printers, laser cutters), curriculum (e.g. STEAM Clubs, Coding, DP Design Technology) and the hiring of experienced specialist faculty – ensures that we continue to offer 21st-century learning opportunities to all of our students. According to the Visiting Committees, this PDP demonstrated *'a clear focus on positively affecting student experience'* and curriculum options *'through fostering a culture of interdisciplinarity, project-based learning and innovation'*, and its success lies in our through-school, holistic approach, building from the preschool and kindergarten through to the graduation, in 2022, of our first DP Design Technology cohort.

It was gratifying as well as a huge morale boost for faculty to witness the School receive such a high accolade from well-recognised world accrediting bodies, and to know that they were, and are, part of a high-performing educational institution – our small but vibrant, innovative and successful Jewish school here in Hong Kong.

As we complete another tough year and prepare for new challenges in the coming one, I am indebted to you, our parents and stakeholders for your commitment and generosity, and to our committed Board, led by our now retiring Chair Mr. Shay Razon – thank you Shay for your strategic and dedicated leadership and for giving the School so much of your time over the last seven years. Welcome to Mr. Russell Davidson, our long-term Honorary Treasurer and incoming Carmel Board Chair – I look forward to working with you in this new capacity, Russell. Congratulations and a special thank you to Mrs Nitsan Levi on completing so successfully her first year as Head of Carmel Elementary, where innovation and strong academics are clearly evident. Thank you to our ever more challenged and constantly creative COO Ms. Anna Wong and her team.

Parents, PTA, you have given us charge of the most precious thing in your lives – your children, and also your love and

support: working together all the stakeholders have made it possible for us to grow and excel. I thank HaShem for the privilege of leading such a special group of people, and I wish us all continued success.

May we go **מחיל אל חיל** - and reach new heights. Thank you all.

Stay safe and have a wonderful summer with your families



Mrs. Rachel Friedmann

Principal



Head of Elementary Report

Dear Carmel Elementary Families,

As we come to the end of my first year in this position, I am pleased to say that it is a privilege to be the Head of Carmel Elementary.

As a PYP school we provide a robust framework for learning which guides the path of every student. This together with our Jewish Studies programme, celebrations and tradition make Carmel the unique school it is.

Beyond the academic excellence we promote, Carmel Elementary strives to host a community that cares for each other. We continue to prioritise the wellbeing of our students, teachers and staff. As a community, we accept our responsibility to ensure our students are prepared for success in a world with new and evolving opportunities.

We value the community feedback, which we frequently receive, regarding the positive and friendly atmosphere which pervades the school.

The school year 2021-2022 has been a challenging year, with an extended period of eLearning as well as our habitual face-to-face learning. It wasn't an easy year for Hong Kong's students and school faculty. Yet despite all, I am pleased to note many academic and experiential successes in Carmel Elementary, whilst continuing to ensure the wellbeing as well as the educational needs of our students were met;

- During eLearning we provided online celebration of Jewish notable days such as Tu B'Shvat, Purim and Pesach as well as celebrating the Chinese New Year.
- We participated in a Mathletics competition during World Math Day and our Grade 3 students came in 2nd place out of all Hong Kong schools.
- The Reading week during eLearning was focused on our love for books and we created the Carmel Virtual Library in 3 different languages; Hebrew, English and Mandarin.
- We held a successful Sports day for our students who participated in their House teams.
- In Ohel Leah synagogue we celebrated the Siddur party for Grade 1. The students received their Siddur from Mrs. Friedmann and guest of honour Mr. Rafael Aharoni. Grade 2 students received their first Chumash with a celebration of the 6 days of Creation. Both events were meaningful and heartwarming.
- Our Student Council committees organized celebrations during the whole year and the students took an active

part to contribute to our school community.

- As a conclusion to their Elementary journey, Grade 5 students have presented their PYP Exhibition. The exceptional skills and knowledge helped them all to grow as inquirers, as researchers, as designers and as presenters.

I would like to thank our hard-working and caring staff who have made a huge contribution to the education of our students. Their commitment is outstanding and our students are the beneficiaries.

The student-centered and inquiry-based learning model at the heart of the programs aligns with our beliefs about the importance of student agency.

חֲנֹךְ לַנֶּעַר עַל פִּי דַרְכּוֹ גַם כִּי יִזְקֵן לֹא יִסּוּר מִמֶּנָּה:

"Educate the child according to his way, even when he will be old he will not deviate from it"

(Proverbs 22:6)

Our focus on knowing learners as individuals and nurturing their unique talents and interests builds a secure foundation for experiencing success.

Carmel Elementary will continue to foster curiosity for learning along with the development of social skills to prepare the students for the outside world!



Mrs. Nitsan Segev-Levi

Head of Elementary



Financial Report

This year, the global pandemic continued to impact all sectors in Hong Kong and schools were not immune. Online school became necessary again and this has placed a financial burden on the administration, as well as being a huge strain on teachers and students.

The financial impact is that student numbers decrease and costs are difficult to reduce. Carmel School has been committed to identifying new initiatives to expand the revenue base. At the same time, cost-saving measures have been implemented wherever possible. We thank our parents for their respect and understanding of the School's withdrawal policy.

Enrollment has been predominantly impacted by temporary absences and permanent departures of families who have moved overseas. However, we are happy to report that despite the challenging circumstances, Carmel School's enrollment figures have remained stable this year and are in fact slightly above budget. Furthermore, our recently formed 'Early Learning Afternoon Programme' at the Holly Rofe Early Learning Centre continues to grow, expanding

its catchment area beyond the community in the mid-levels area. Notwithstanding this positive outcome, we expect a challenging start to the next school year and have budgeted accordingly to remain financially prudent.

We are grateful for the steadfast support of the Ohel Leah Synagogue Trust, generous donations from our parent body and stakeholders and this year's one-off anti-epidemic grant from the Hong Kong Government.

As a consequence of the stable revenue and cost-cutting measures mentioned above, the School has managed to move from breakeven into a modest surplus this year.

We are optimistic that Carmel School, along with Hong Kong and the rest of the World, will return to full health and normal life soon.

Wishing you all a safe and healthy summer.

Russell Davidson

Board Honorary Treasurer

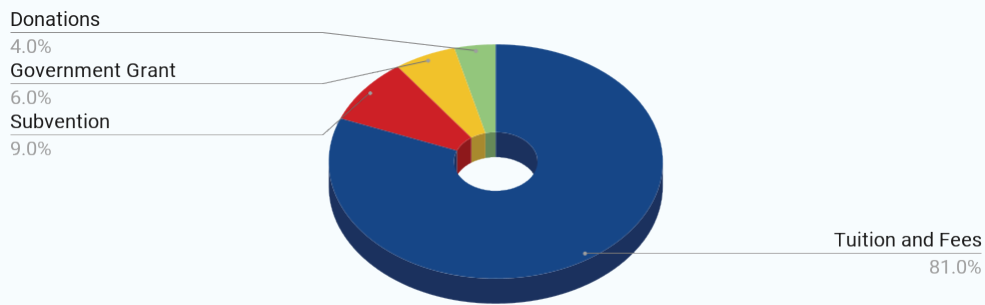
Financial Highlights

	Actual 2020-21	Forecast 2021-22	Variance
Total Enrollment	376 students	359 students	(4.5)%
Teacher:Student Ratio	1:5	1:4	
	HK\$m	HK\$m	
Total Revenue (Excluding Subvention and Fundraising)	63.0	64.3	2.1%
Total Expenses (Including Capex and Provision)	71.6	73.5	2.7%
Regular OLS Trust Subvention	6.6	6.6	-
Emergency OLS Trust Subvention	-	-	
Government Grant	5.2	3.3	
Breakdown for Fund Raising (Actual Received)			
Annual Fund	2.8	1.5	
Purim Basket Programme	0.1	0.1	
Other Donations	-	-	
Total Fundraising	2.9	1.6	(44.8)%
Net Surplus / Deficit	6.1	2.3	

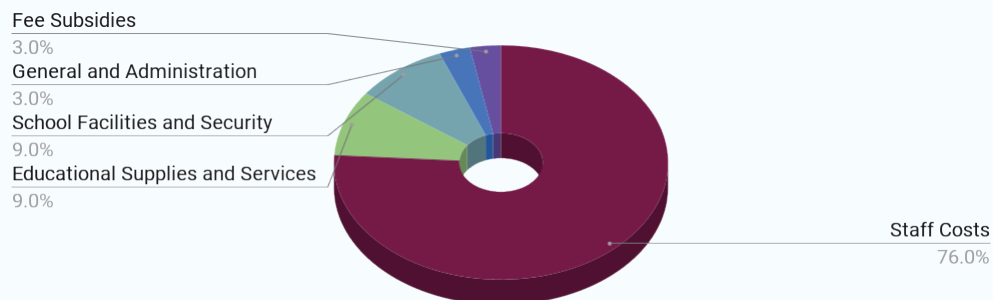
- 2020-21 extracts from the audited accounts for the year ended 31 July 2021
- 2021-22 extracts from full year forecast as of 31 May 2022, figures are subject to year-end adjustments
- Enrollment includes ELC and Tzutzik to G12 classes

Actual (2020-21)

Income



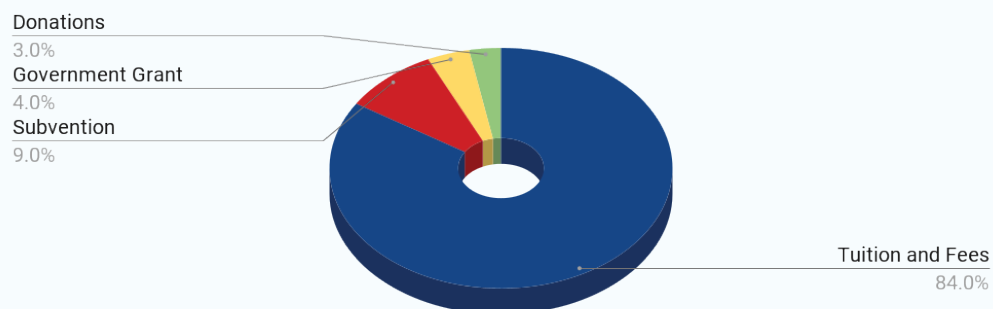
Expenditure



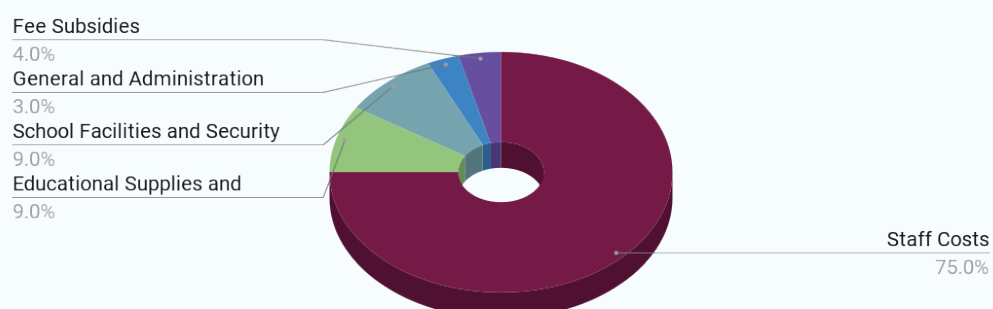
2020-21 extracted from the audited accounts for the year ended 31 July 2021
Enrollment includes ELC and Tzutzik to G12 classes

Forecast (2021-22)

Income



Expenditure



PTA Report

The PTA supported many events and initiatives throughout the year. Whether for fundraising or community 'friend-raising', the PTA plays significant role in the School's activities.

A special thank you to Michal Artzi and Yael Amit, our Board PTA Representatives, who together with their teams did a tremendous job this year supporting both our parent community and faculty.

PTA Events

Food and Beverage for Celebrations and Events
Graduation Photo Memorial
Teacher Appreciation Gifts
Year-End Fun Day

Development Report

I believe most will agree that the 2021-22 annual year proved to be the most challenging to navigate both emotionally and financially. Still, the Development Committee worked quietly and diligently to raise the much-needed funds that bridge the gap between tuition and costs.

Without being able to have any in person events such as Quiz night and a golf tournament, it has been quite a struggle but we are optimistic that next year will prove to be the light at the end of the tunnel.

We would like to thank the parent body, stakeholders and community members for supporting Carmel School. At this uncertain time we must all come together to maintain and strengthen the success of our children.

Tara Diestel
Development Committee



Carmel School Board

2021-22/5782

Chairman

Shay Razon

Executive Committee

Shay Razon

Russell Davidson (Honorary Treasurer)

Jason Webber

Board Members

Jason Budovitch

Russell Davidson

Tara Diestel

Agnes Effron

Seth Fischer

Frederick Mocatta

Shay Razon

Atara Sivan

Nahum Shemesh

Jason Webber

Jonathan Zeman

Michal Artzi (PTA Representative)

Yael Amit (PTA Representative)

Board Sub Committees

Finance Committee

Russell Davidson

Shay Razon

Seth Fischer

Jason Budovitch

Anna Wong

Rachel Friedmann

Frederick Mocatta

Premises & Facilities

Jonathan Zeman

Shay Razon

Adam Fingrut

Rachel Friedmann

Daniel Livingstone

Kyle Ford

Jason Webber

Anna Wong

IT and Marketing Committee

Shay Razon

Nahum Shemesh

Anna Wong

Kyle Ford

Alasdair Ong

Rachel Friedmann

Fundraising Committee

Tara Diestel

Education Committee

Atara Sivan

Rachel Friedmann

Nitsan Segev-Levi

Oversight & Risk Committee

Russell Davidson

Atara Sivan

Jason Webber

Welcome Committee

PTA Representatives

"The seeds of knowledge are in
learning; and in all your learning,
strive for understanding"

ראשית חכמה, קנה חכמה; ובכל-קנינה,
קנה בינה משלי ד', ז'

知识的种子是埋在学习中的 · 在学习过程
中要尽力去理解而发现种子。

Les germes de la connaissance sont
dans l'apprentissage; et dans tous vos
apprentissages, efforcez-vous de comprendre.

www.carmel.edu.hk

Excellence, Community, Tradition

Holly Rofé Early Learning Centre
70 Robinson Road
Mid Levels
Tel: +852 2249 7600
Fax: +852 2249 7690
ganeynu@carmel.edu.hk

Carmel Elementary Campus
10 Borrett Road
Mid Levels
Tel: +852 2964 1600
Fax: +852 2813 4121
broadmin@carmel.edu.hk

Elsa High School Campus
460 Shau Kei Wan Road
Shau Kei Wan
Tel: +852 3665 5388
Fax: +852 3665 5399
admissions@carmel.edu.hk