



Queen Elizabeth School

School Development Plan

2018/19 - 2020/21

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School Mission

Our mission is to provide an all-round education to promote the moral, intellectual, physical, social and aesthetic development of students. Through a well-balanced curriculum and a positive learning environment, we offer students opportunities for realizing their potential to the full and growing in a sense of self-discipline, civic responsibility, concern and respect for others as well as commitment to the common good in their service to home, country and humanity.

School Motto

Vos Parate Ut Serviatis – Prepare yourself that you may serve

School Values

Quest for knowledge and skills

Endeavour to experience and serve

Strive for excellence and achievement

School Goals

Unleashing Students' Potential,
Enhancement of Students' Learning Outcome, and
Fostering Students' Whole-person Development

through

**Major Concern Programmes,
Programmes of Subject Departments and Functional Teams**

and

Each and Every Lesson

built on

Enhanced Curriculum Design, Pedagogy, Assessment
& Teachers' Professional Development



Cascading Effects with Whole-School Approach

Alignment
Engagement
Empowerment



Onwards with Strength and Vitality into a School of Excellence

Holistic Review

Effectiveness of the previous School Development Plan (2015/16 - 2017/18)

Major Concerns	Extent of targets achieved	Follow-up action
1. To fully develop students' academic potential through optimization of teaching strategies and promotion of self-directed learning	Mostly achieved	We will continue to enhance students' learning capacity and teachers' collaboration in the next SDP
2. To foster students' positive attitude and commitment to their personal development, school and community	Fully achieved	We will continue to promote students' positive values and attitudes in each level and foster their positive peer relationship, class spirit and sense of belonging to the school and the community

Evaluation of the School's Overall Performance

PI Areas	Major Strengths	Areas for Improvement
1. School Management	<ul style="list-style-type: none"> • Full support and shared goals from the School Management Committee (SMC) • Clear direction of development and school plans steered to align with the direction • Strong commitment of teachers to school missions and vision • Various channels like the School Development Committee (SDC), Heads of Departments (HODs) cum Functional Team Leaders meetings help enhance communication and collaboration • Financial and human resources well deployed • School self-evaluation practices well developed 	<ul style="list-style-type: none"> • Continually adopting a management model which best suits the needs of the students and the community, ultimately seeking self-improvement and pursuing excellence

PI Areas	Major Strengths	Areas for Improvement
2. Professional Leadership	<ul style="list-style-type: none"> • Highly committed and visionary Principal who proactively leads staff to embrace forthcoming challenges • Dedicated Assistant Principals working for the well-being of students and the school, with their scopes of work covering students’ learning and teaching, and whole person development. Also effectively serving as a bridge between the Principal and the staff, as well as coordinating the work among subject departments and committees. • Knowledgeable and experienced middle managers who are committed to and ready for the latest educational trend • Regular meetings to share vision and review for school development, students’ learning outcomes and whole-person development • Duties assigned to staff according to their abilities and school needs • Comprehensive staff appraisal cycle effective for further and continuous development of staff • Resources tapped from various sectors, such as, parents, alumni, charity organizations and social organizations, and deployed suitably to enhance the implementation of school measures 	<ul style="list-style-type: none"> • Middle managers be equipped and empowered to lead in school administration • New teachers be trained up to consolidate professional knowledge and to understand the school culture

PI Areas	Major Strengths	Areas for Improvement
3. Curriculum and Assessment	<ul style="list-style-type: none"> • Diversified curriculum designed in line with students' needs and development • Adoption of school-based curriculum which paves way for their future studies and holistic development • Broad & balanced academic and whole-person development curriculum framework • A broad base of assessment components to facilitate continuous and all-round assessment • Assessment for learning adopted to inform students' learning outcomes • Peer assessment implemented to cater for learners' diversity • Regular review of curriculum and students' assessment to inform learning and teaching effectiveness 	<ul style="list-style-type: none"> • Greater coordination and collaboration among KLAs to release students' pressure from studies and to facilitate students' application of knowledge and skills across the curriculum • Assessment for learning be more widely implemented especially with the promotion of the use of the Student Assessment Repository and Web-based Learning • Teaching staff be encouraged to use assessment data and information to promote learning and teaching • Curriculum be reviewed to enhance students' national identity and global citizenship

PI Areas	Major Strengths	Areas for Improvement
4.Student Learning and Teaching	<ul style="list-style-type: none"> • Students keen to learn and adaptive to a large variety of learning activities • Students, in general, showing a strong interest in learning as well as readily collaborating with peers to work for excellence • Students' performance in the HKDSE Exam going uphill in the past two years, injecting new strength and heightening spirit among students and teachers • Teachers having high expectation of students' academic pursuit • Teaching objectives and learning contents aptly adopted to stretch students' abilities • Well-designed lessons and learning activities to meet teaching objectives • Effective classroom management of teachers which enhances teaching effectiveness and an atmosphere conducive to learning • Good delivery and communication skills of teachers and students respectively • Ample opportunities for students' participation in learning activities as well as interaction among peers and with teachers 	<ul style="list-style-type: none"> • Professional collaboration and sharing of teachers be further enhanced • Students to unleash their potentials in various arenas • Students be provided with opportunities to showcase their skills and knowledge e.g. their verbal English skills

PI Areas	Major Strengths	Areas for Improvement
5. Student Support	<ul style="list-style-type: none"> • A strong team of caring and supportive staff • Establishment of the Whole-person Development Committee to address students' needs • Collaboration of various professionals, such as, educational psychologist and school social worker with the school to identify students' varied needs and to provide follow-up support • Holistic planning of the whole-person development of students which well caters for the developmental stages of students and the societal changes • Special learning programmes for high-achievers, low achievers, non-Chinese and students with special educational needs (SEN) • Extensive and comprehensive learning activities to train up students' leadership skills in a systematic approach (e.g. in the training of prefects, BBSS and Camp Wardens) • Good peer and teacher-student relationships • A liberal school environment based on mutual trust 	<ul style="list-style-type: none"> • Collaboration of teams and professionals be further strengthened • Support for SEN students be strategically enhanced through a special team

PI Areas	Major Strengths	Areas for Improvement
6. Partnership	<ul style="list-style-type: none"> • Strong support from parents, alumni and organizations beyond the school (e.g. non-governmental organizations, Zonta Club) which provides regular assistance in school functions, training for students, scholarships and funding • Parents education provided by Parents-Teachers' Association (PTA) which successfully connects parents for students' development and mobilize them for school functions • Dedicated alumni under Old Students' Association (OSA) offer support to school activities and bring alumni across generations back to their alma mater • Numerous local and overseas exchange programmes organized for students to extend their horizons and inspire them on certain global issues • Teachers encouraged to take part in the interflow programme to enhance their professional development • All stakeholders well informed of school events and administration through school webpage and Apps 	<ul style="list-style-type: none"> • Optimization of resource support from alumni and parents required

PI Areas	Major Strengths	Areas for Improvement
7. Attitude and Behaviour	<ul style="list-style-type: none"> • Mostly well-behaved and disciplined • Generally having a good self-concept • Motivated towards learning and having high expectation of themselves • Strong brotherhood and sisterhood across various levels of students • Taking pride in being a member of the school in senior forms 	<ul style="list-style-type: none"> • Development of their positive values other than academic pursuit required
8. Participation and Achievement	<ul style="list-style-type: none"> • Performance of students in public exams going uphill • Students serious about learning and performing with full strength in the internal assessments • Good participation in activities within and beyond classroom • Students with outstanding achievements honoured in various channels, such as school webpage, school newsletters, honour's board and assemblies • Students acquiring good leadership skills and self-confidence through participation in the activities 	<ul style="list-style-type: none"> • Students striking a balance between studies and acquisition of other generic skills and high standards of morality be further emphasised

SWOT Analysis

Our Strengths

- Serene campus environment with harmonious peer relationships
- Students possessing a strong sense of belonging to the school
- Students with good potential and strong motivation for learning
- Excellent HKDSE results and open competitions attainments
- Committed, knowledgeable and subject-trained teachers
- Staunch support from PTA, OSA as well as other alumni and parents

Our Weaknesses

- A large number of withdrawals from the electives in Secondary 5 and 6
- Reading habits and time management skills of students weakened
- Self-learning capacity of students reduced
- Moral value of students depreciated

Our Opportunities

- Implementation of WiFi 900
- New manpower and financial resources offered by the government
- External educational human resources and funding
- A growing number of scholarships and funds offered by school stakeholders
- A large number of new teachers in the past three years

Our Threats

- Teachers exhausted by teaching and non-teaching duties
- Influence from social media and mobile devices intensifying
- Greater learner diversity
- Increasing number of suspected SEN students

Major Concerns for 2018/2019 - 2020/2021

Major Concern 1: To further enhance students' learning capacity and teachers' collaboration

Major concern 2: To nurture students to be contributing members of the community in a caring and loving school environment

School Development Plan for 2018/2019 - 2020/2021

Major Concern 1: To further enhance students' learning capacity and teachers' collaboration

Targets		Outline of Strategies		Time Scale (Please insert ✓)		
				18/19	19/20	20/21
1.1	To engage students in active and meaningful learning	1.1.1	To boost students' learning capacity through self-directed learning skills	✓	✓	
		1.1.2	To broaden students' learning experiences	✓	✓	✓
		1.1.3	To enhance students' capability to apply knowledge and skills across the curriculum	✓	✓	✓
1.2	To help students develop a positive attitude towards learning and good study habits	1.2.1	To optimize learning support for average and weak students	✓	✓	✓
		1.2.2	To enable students to learn and utilize good study habits	✓	✓	
1.3	To promote a collaborative and learning culture in teaching	1.3.1	To enhance teachers' teaching skills through co-planning of lessons and sharing of teaching resources	✓	✓	
		1.3.2	To conduct cross-departmental lesson observation and sharing	✓	✓	✓

Major concern 2: To nurture students to be contributing members of the community in a caring and loving school environment

Targets		Outline of Strategies		Time Scale (Please insert ✓)		
				18/19	19/20	20/21
2.1	To create a harmonious and supportive school environment in which appreciation, respect and love are emphasized	2.1.1	To enable students to get access to values that cultivate them with love and care	✓	✓	✓
		2.1.2	To organize theme-based activities to promote a joyful and healthy school	✓	✓	✓
		2.1.3	To enhance mutual support among different stakeholders and the community		✓	✓
2.2	To reinforce connections among students of the same form and across levels by engaging students in inter-class and class-based programmes	2.2.1	To positively reinforce values such as a sense of belonging by adopting class management strategies	✓	✓	
		2.2.2	To encourage active participation of class teachers and students in inter-class activities	✓	✓	✓
2.3	To foster the sense of national identity and citizenship	2.3.1	To organize a wide range of learning activities for students to develop their sense of national identity	✓	✓	✓
		2.3.2	To provide more opportunities for students to serve the school and the community		✓	✓