



**DELIA MEMORIAL SCHOOL
(BROADWAY)**

**School Development Plan
2007/2012**

DELIA MEMORIAL SCHOOL (BROADWAY)

School Vision & Mission

Vision and Mission:

- We envision DELIA MEMORIAL SCHOOL (BROADWAY) to become “**OUR HOME**”. Of which, students are **O**pen-minded, strive to **U**nderstand people of different cultures and places with mutual **R**espect. Thereafter, achieving a society of **H**armony is Broadwayers’ **O**bligation by fulfilling the virtues of **M**orality and **E**quality.
- The school devotes to actualize the vision in accordance with the spirit of school motto “Harmony in Diversity”. The school is committed to cater appropriate education for students with diverse needs in knowledge, skills and attitude, despite their ethnicities, beliefs and socio-economic background.

抱負與使命：

- 「大家庭」是地利亞修女紀念學校(百老匯)的辦學抱負，旨在培育學生以開放及互相尊重的態度去了解並欣賞不同文化與地域的人。從而以責任感、道德心和平等觀來創造和諧社會。
- 學校本著「和而不同」的校訓精神，致力實現「大家庭」的辦學抱負。不論種族、信仰和貧富，學校積極針對學生在知識、技能與人格等不同學習需要、為他們提供適切的培育。

MAJOR CONCERN 2007/08

Management and Organization

1. Define LACs and Subject Panels and published in Handbook for reference
2. Define administrative structure and what documents to be examined
3. Establish “Alarm System” for 3 different perspectives of 20C50 and examine reports according to agreed schedule
4. Define steps of handling critical situation and published in Teacher Handbook for easy reference
5. Practice safety measures such as fire drill and display precautions such as fire route in classrooms
6. Competence and Attitude
 - ✧ Establish “Group Appraisal System” and monitor the applicability
 - ✧ Establish Staff Development Fund and encourage participation of life-long learning
 - ✧ Invite scholars to share ideas for school development
 - ✧ Organize group learning activities
 - ✧ Encourage peer observation
7. Avoid wastage of resources
 - ✧ Reconstruct systems of storage, borrow and return
 - ✧ Centralize printing system
 - ✧ Indicate resources needed in development plan
8. Contrast Teacher Assistant and Associate Teacher
9. Keep track the maintenance records

Learning and Teaching: Curriculum

- ✧ Formulate policy to monitor the works of Subject Panels
- ✧ LAC Heads coordinate and assist Panel Chairs to formulate objectives and measurements in response to Major Concern

Learning and Teaching: Teaching and Student Learning

Academic Department and LAC provide support to ...

- ✧ Implement interactive teaching strategies
- ✧ Develop varieties of teaching and learning methods among teachers

Assessment Planning and Implementation

Review assessment policy : purpose / frequency / depth / etc

Discipline and Guidance

- ✧ Establish systems of reward and punishment
- ✧ Enforcement of the systems
- ✧ Ensure consistency of the systems

Home School Cooperation

Invite parents to join meetings of different level

Management and Organization

Major Concerns	Intended Outcomes / Targets	Strategies	Time Scale (Please insert ✓)				
			07/08	08/09	09/10	10/11	11/12
Management Framework	Clarify the roles of Learning Area Committee (LAC) and Subject Panels	Define LACs and Subject Panels and published in Handbook for reference	✓				
	Define French status in NSS				✓		
	Follow closely the administrative works in subject panels	Define administrative structure and what documents to be examined	✓				
Planning and Development	Impose school fees	<ul style="list-style-type: none"> ✧ Evaluate the possible outcomes of imposing school fees ✧ Examine strategies of imposing school fees 					✓
	Materialize 20C50 policies	✧ Match up 20C50 policies with NSS					✓
		✧ Establish “Alarm System” for 3 different perspectives of 20C50 and examine reports according to agreed schedule	✓				
		✧ Follow 20&C critical cases in FORM meeting and arrive at remedies			✓		
		✧ LAC concludes assessment policy to achieve “assessment for learning” and “assessment of learning”			✓		
	Materialize 40 students entering local university degree programs	<ul style="list-style-type: none"> ✧ Provide Distinction Courses for elites ✧ Provide remedial programs in weak area ✧ Stream students according to abilities ✧ Provide courses that fit students’ aptitudes and abilities ✧ Establish “System of Convection” of various abilities in different streams and classes 					✓

Major Concerns	Intended Outcomes / Targets	Strategies	Time Scale (Please insert ✓)				
			07/08	08/09	09/10	10/11	11/12
Administrative Affairs	Establish SAC crisis management team	Define steps of handling critical situation and published in Teacher Handbook for easy reference	✓				
	Familiarize students with safety measures	Practice safety measures such as fire drill and display precautions measures such as fire route in classrooms	✓				
Competence and Attitude	Consolidate school practices with school motto and school mission	<ul style="list-style-type: none"> ✧ Establish “Group Appraisal System” and monitor the applicability ✧ Establish Staff Development Fund and encourage participation of life-long learning ✧ Invite scholars to share ideas for school development ✧ Organize group learning activities ✧ Encourage peer observation 	✓				
	Reinforce Teacher Handbook and institutionalize all necessary routines	Clearly define routines and work plans					✓
	Avoid wastage of resources	<ul style="list-style-type: none"> ✧ Reconstruct systems of storage, borrow and return ✧ Centralize printing system ✧ Indicate resources needed in development plan 	✓				
Distribution of Work	Define the role of Teacher Assistant	Contrast Teacher Assistant and Associate Teacher	✓				
Staff Development and Appraisal	Encourage peer observation	Refer to “Competence and Attitude” section					✓
	Establishment of Staff Development Fund			✓			
	Implement Group Appraisal System						✓

Major Concerns	Intended Outcomes / Targets	Strategies	Time Scale (Please insert ✓)				
			07/08	08/09	09/10	10/11	11/12
Provision and Management of Teaching Resources	Digitalize all borrowing record	<ul style="list-style-type: none"> ✧ Encourage teachers to use computer for daily communication and reserve resources etc. ✧ Provide training to facilitate the uses of multimedia 		✓			
	Digitalize maintenance record	Keep track maintenance records	✓				
Self-evaluation Mechanism	Build up SSA cycle	Evaluate SSA cycle and suggest remedies					✓

Learning and Teaching: Curriculum

Major Concerns (in order of priority)	Intended Outcomes / Targets	Strategies	Time Scale (Please insert ✓)				
			07/08	08/09	09/10	10/11	11/12
Curriculum Planning and Organization	Establish monitoring policies and development strategies	<ul style="list-style-type: none"> ✧ Formulate policy to monitor the works of Subject Panels ✧ LAC Heads coordinate and assist Panel Chairs to formulate objectives and measurements in response to Major Concern 	✓				
Allocation of learning time	Consolidate students' reading habit	<ul style="list-style-type: none"> ✧ Examine the effectiveness of reading lesson ✧ Strengthen the role of library in building up students' learning habit ✧ Revise policy of eliciting reading atmosphere ✧ Provide extra resources to encourage class based measures that arouse reading 					✓

Major Concerns (in order of priority)	Intended Outcomes / Targets	Strategies	Time Scale (Please insert ✓)				
			07/08	08/09	09/10	10/11	11/12
Coordination and collaboration in curriculum	Establish class size policy and split class practices	Review the effectiveness of 5 classes in S1 and split classes in S5					✓
	Enforce good teaching practices	<ul style="list-style-type: none"> ✧ Review the practice of co-teaching arrangement and suggest guidelines for split classes, S4-6 streaming ✧ Use of LAC to facilitate coordination, discussion and sharing and examine how to support/monitor Ts to follow the goals 					✓
Catering for learner differences	Develop school based curriculum in Chinese, Mathematics and French	<ul style="list-style-type: none"> ✧ Develop CSL to S5/S6 level so that students can excel in GCSE ✧ Develop Math programs to meet the needs of students ✧ Examine the French development to match up with NSS 					✓

Learning and Teaching: Teaching and Student Learning

Major Concerns (in order of priority)	Intended Outcomes / Targets	Strategies	Time Scale (Please insert ✓)				
			07/08	08/09	09/10	10/11	11/12
Planning and organizing teaching	Strengthen French Panel and establish development to match with NSS	Restructure French Panel and provide resources for upgrading teaching aids and resources		✓			

Major Concerns (in order of priority)	Intended Outcomes / Targets	Strategies	Time Scale (Please insert ✓)				
			07/08	08/09	09/10	10/11	11/12
Class interaction	Consolidate students' strength of active participation	Academic Department and LAC provide support to ... ✧ Implement interactive teaching strategies ✧ Develop varieties of teaching and learning methods among teachers	✓				
Class management		FORM Committee provide supports to teachers in handling class affairs			✓		
Professional knowledge	Refer to "Competence and Attitude" section						✓
Learning attitude		Investigate the discrepancies between students' learning and teachers' teaching in SSE					✓
		Match teachers' contributions with students' learning goal					✓
Learning strategies		✧ Establish homework policy ✧ Build up good reading/learning habit ✧ Ask parents to help		✓			
Learning performance		✧ Consolidate project learning ✧ Supportive measures and policy in homework ✧ Make writing meaningful		✓			

Assessment Planning and Implementation

Major Concerns (in order of priority)	Intended Outcomes / Targets	Strategies	Time Scale (Please insert ✓)				
			07/08	08/09	09/10	10/11	11/12
Assessment policy and system	Establish an assessment policy which help assess students' performance, give feedback to students' learning, monitor students' academic development	Review assessment policy : purpose / frequency / depth / etc	✓				
Assessment practices		Consolidate Project Learning experiences for the past three years			✓		
<ul style="list-style-type: none"> • Grading, marking and giving feedback • Managing assessment information • Functions of assessment information 		How to judge marking quality? Can they help learning? How to disseminate good practices of assessment?		✓			
		Establish students' learning portfolio Investigate how technology helps such as Xerox technology and eClass			✓		
		Disseminate S1 Management Committee practices					✓

Student Support & School Culture

Major Concerns (in order of priority)	Intended Outcomes / Targets	Strategies	Time Scale (Please insert ✓)				
			07/08	08/09	09/10	10/11	11/12
Congruent vision, goals and policies	Everyone in school feels at HOME	<ul style="list-style-type: none"> ✧ Develop HOUSES in school ✧ Develop and elaborate class size policy ✧ Develop Staff Development Plan to tackle diversified abilities 					✓

Major Concerns (in order of priority)	Intended Outcomes / Targets	Strategies	Time Scale (Please insert ✓)				
			07/08	08/09	09/10	10/11	11/12
Organization, coordination and monitoring of work		The development and monitoring of the following systems ✧ Induction program ✧ Mentor system ✧ Deployment of Associate Teacher ✧ Dual Class Teachers System ✧ Group Appraisal System ✧ Self Evaluation Cycle					✓

Discipline and Guidance

Major Concerns (in order of priority)	Intended Outcomes / Targets	Strategies	Time Scale (Please insert ✓)				
			07/08	08/09	09/10	10/11	11/12
Formulation and enforcement of school rules and system of reward and punishment	Establish clear and widely accepted school rules that everyone follows	✧ Establish systems of reward and punishment ✧ Enforcement of the systems ✧ Ensure consistency of the systems	✓				

Major Concerns (in order of priority)	Intended Outcomes / Targets	Strategies	Time Scale (Please insert ✓)				
			07/08	08/09	09/10	10/11	11/12
	Build up shared belief and value among teachers in the reward and punishment systems	<ul style="list-style-type: none"> ✧ Review the Mobile Phone Policy ✧ Establish students' behaviour code ✧ Define teachers' role in handling students' behavioural problems ✧ Build up better channel of communication with parents ✧ Review HDL 		✓			
	Build up a recognized team of student leaders	Build up a widely covered nomination and authorization system of student leaders and selection and appointment of prefect	✓				
Support to students on admission and leaving school		<ul style="list-style-type: none"> ✧ Establish the record of alumni ✧ Carry out study concerning alumni's development after schooling ✧ Establish linkage and channel of communication with alumni 			✓		

Extra-curricular Activities

Major Concerns (in order of priority)	Intended Outcomes / Targets	Strategies	Time Scale (Please insert ✓)				
			07/08	08/09	09/10	10/11	11/12
Aims and planning of programmes activities	Make school life colourful and consolidate students' sense of belonging	<ul style="list-style-type: none"> ✧ Launching HOUSE system ✧ Carry on the varieties of activities being launched ✧ Develop life education plan 		✓			

Home School Cooperation

Major Concerns (in order of priority)	Intended Outcomes / Targets	Strategies	Time Scale (Please insert ✓)				
			07/08	08/09	09/10	10/11	11/12
School policy and communication channels	Involvement of parents in school affairs	Invite parents to join meetings of different levels	✓				
Roles and functions of Parent-Teacher Association		Active involvement of PTA in school affairs					✓

Student Performance Domain

Major Concerns (in order of priority)	Intended Outcomes / Targets	Strategies	Time Scale (Please insert ✓)				
			07/08	08/09	09/10	10/11	11/12
	Establishment of Learning Portfolio	Review existing system and develop Learning Portfolio				✓	