

A photograph of the W F Joseph Lee Primary School building, a multi-story structure with a modern, curved design and multiple balconies. The building is white with blue and yellow accents. In the background, a tall residential building is visible. The foreground shows some greenery and a paved area.

W F Joseph Lee Primary School

School Development Plan

2017-2020

Table of contents

A. School Information	2
1. School Vision:	2
2. School Mission:	2
3. School Goals:.....	2
4. School Motto:	2
5. Core Values of Education:.....	3
B. Holistic Review	4
1. Effectiveness of the 2014-2017 School Development Plan	4
2. Evaluation of the School’s Overall Performance (2014-2017)	6
C. SWOT Analysis.....	10
Our Strengths	10
Our Weaknesses	10
Our Opportunities	11
Our Threats	11
Major concerns for school years 2017-2020 (in order of priority).....	11
D. School Development Plan (2017-2020).....	12
Major concern 1 : Enhance teaching effectiveness in order to develop students to be self-directed learners.	12
Major concern 2 : Develop a distinctive school culture through the development of positive education.	13
Major concern 3 : Build a whole school capacity and show good practices to serve the community.	14

A. School Information

1. School Vision:

“The school is an Exemplary Learning Organization wherein every member achieves one’s best”

Our students as Beacons of Light

Our teachers and staff as exemplary mentors and role models

Our school as a learning institution for all

2. School Mission:

We pledge to provide our students with learning opportunities to lay a sound foundation in developing their multiplicity of capabilities so that they are intellectually individual thinkers.

We pledge to develop students to their fullest potential in all areas: ethics, intellect, physique, social skills and aesthetics.

We pledge to develop students into responsible future members of society worthy of respect.

3. School Goals:

To sustain responsible teaching and successful learning by:

“Staff Development Programmes and Role Modelling”

Good Habit Forming and Character Building

Academic Excellence

Teaching efficiency – to work smarter, not harder

Customer intimacy – raving stakeholders

4. School Motto:

“Wisdom-Faith-Love”

5. Core Values of Education:

“All for our Children”

Ethical, responsible, responsive

Everyone has the right to be respected

Everyone is valuable, lovable and doable

Everyone is to put his best foot forward

Trusting and trustworthy relationships

Walk and talk the 7 habits advocated by Stephen Covey;

1. Be proactive
2. Begin with the End in Mind
3. Put First Thing First
4. Think Win-Win
5. Seek First to Understand, Then to Be Understood
6. Synergize
7. Sharpen the Saw

B. Holistic Review

1. Effectiveness of the 2014-2017 School Development Plan

Major Concerns	Targeted Achievements	Extent of targets achieved	Follow-up action	Goals for next SDP
1. Enhance teaching effectiveness in order to develop students to be independent learners	1.1 To ensure student-centred instruction when planning lessons and learning activities 1.2 To enhance teaching and learning (T&L) effectiveness by applying differentiated learning strategies in a holistic curriculum 1.3 To enhance students' self-learning habits through the process of mastering the knowledge, skill and attitude of learning in each subject 1.4 To enhance the effectiveness of independent learning by incorporating e-learning tools and strategies into classroom instruction 1.5 To empower teachers to be accountable for the effectiveness of their teaching duties	Achieved and to be further developed	<ul style="list-style-type: none"> ➤ Teachers further refine strategies to cater for learner differences and enhance the effectiveness through lesson observation. ➤ Promote the culture of peer lesson observation so as to share more frequently the learning and teaching strategies applied. ➤ Teachers should be equipped with the use of e-learning tools and it is suggested to apply the e-learning tools more systematically among all subjects in the coming years. 	Goal 1
2. Develop a distinctive school culture through the development of a reflective school ethos and deliberate cultivation of the “16 Habits of Mind”	2.1 To establish good school culture by infusing students with the ethics of our school motto “Wisdom, Faith, Love” and develop a reflective school ethos 2.2 To strengthen leadership training and the team-spirit of staff and students	Achieved and some of them need to be refined	<ul style="list-style-type: none"> ➤ IAIE with infusion of positive education will be fully implemented in the 2017-2020 School development plan (SDP) to turn the tables on the relatively high value of negative affection of students. ➤ A reflective school ethos has 	Goal 2

Major Concerns	Targeted Achievements	Extent of targets achieved	Follow-up action	Goals for next SDP
	2.3 To enhance home-school cooperation by organizing parent education programs so as to nurture good learning habits.		<p>gradually developed. Steps will be designed to further develop on “strive for excellence in personal growth of students”.</p> <ul style="list-style-type: none"> ➤ A framework of service learning will be refined to further develop the awareness on social caring of students and to experience “Life” and team-spirit. ➤ A framework of parents education programs will be refined to strengthen home-school cooperation. 	
3. Build a vigorous and vibrant learning community for all our stakeholders	<p>3.1 To empower middle managers to build Teams of Learners</p> <p>3.2 To empower students to be confident and autonomous learners</p> <p>3.3 To promote a learning culture among parents and alumni</p>	Achieved	<ul style="list-style-type: none"> ➤ we have built a strong relationship between different stakeholders, in order to strengthen the relationship between the school and the community, we should increase the partnership with the external institution. 	Goal 3

2. Evaluation of the School's Overall Performance (2014-2017)

Performance Indicator Areas	Major Strengths	Areas for Improvement
1. School Management	<ul style="list-style-type: none"> • The school has employed enough manpower to further the subject-specialized teaching. • The New Annex has completed and it provides us with enough place and we can organise regular swimming lessons in the swimming pool. • The administration efficiency was enhanced by the e-admin system. 	<ul style="list-style-type: none"> • Most of the middle managers are young and some were newly appointed. More training sessions and mentorship programme should be provided to strengthen the leadership of middle managers. • Specific workshops for both of the management team and teachers have to be arranged to enhance their understanding and skills in preparing self-evaluation and development plan of the school. • Administrative work needs to be more detailed and clear.
2. Professional Leadership	<ul style="list-style-type: none"> • Most teachers were committed to continuous development. • In line with the objectives of the school year, talks and workshops were organized for staff training. • We held seven professional development meetings (learning circle) for teachers per year. • Regular team planning sessions were scheduled into the weekly timetable to enhance teachers' professionalism. 	<ul style="list-style-type: none"> • Nurture prospective middle managers by assigning them to additional duties and positions where they can gain experience and prosperity. • Mentors should be better trained so that they can take up the role of coaching and supporting novice teachers. • Improve the teacher profession development by teacher training and workshops.
3. Curriculum and Assessment	<ul style="list-style-type: none"> • The school curriculum is balanced with the concept of multiple intelligences (MI) and Potential Realization Programme (PRP) infused in the student learning. 	<ul style="list-style-type: none"> • The use of self-directed learning strategies can be applied more flexibly among different subjects to suit students' learning needs.

Performance Indicator Areas	Major Strengths	Areas for Improvement
	<ul style="list-style-type: none"> ● Integrated curriculum has been promoted to make connections in knowledge and skills learnt from different subjects through STEM education. ● More formative assessment has been adopted and teachers paid more emphasis on formative assessments so that students are better informed about their learning performance. The data obtained from assessments has been analyzed and followed up through lesson designs and PRP programs. 	<ul style="list-style-type: none"> ● Integrated curriculum can be further applied to different combination of subjects in order to cater the learning needs and interest of students. ● Make better use of assessment to inform curriculum and teaching.
4. Teaching and Learning	<ul style="list-style-type: none"> ● Peer lesson observation, team planning and learning circle periods have been held regularly for teachers to plan, review and share the effectiveness of the teaching design. ● Different workshops about e-learning have been organized for teachers and teachers of all subjects have attempted different e-learning tools to enhance the effectiveness of independent learning. ● Teachers mastered questioning skills and promoted the use of self-directed learning strategies. ● The majority of our students are highly proficient in English. 	<ul style="list-style-type: none"> ● E-learning can be applied more systematically among all subjects. ● Teachers should think of better strategies to enhance effective learning for students with diverse needs and abilities. ● Teachers should be more flexible and should encourage students to think out of the box. ● Teachers can further develop students with self-learning and lifelong learning skills.
5. Student Support	<ul style="list-style-type: none"> ● Theme-based morning sharing and assemblies are regularly held to nurture our students. ● The SBST has operated in a systematic way to refer and follow up students with special educational needs. 	<ul style="list-style-type: none"> ● IEPs for students with special educational needs can be carried out as after-school programs for both weaker and gifted students. ● Social integration of students should be further enhanced through buddy scheme, house league and

Performance Indicator Areas	Major Strengths	Areas for Improvement
	<ul style="list-style-type: none"> • Talented Pool has been set up for identification of talented and gifted students. They are provided with different enrichment courses for special training. • Remedial support for weaker students has been done in the language lessons by pulling them out for small and focus group teaching. 	<p>focus group for students with special needs in social skills.</p>
6. Partnership	<ul style="list-style-type: none"> • Many parents have served as school volunteers. • The school has strong links and active collaboration with local communities and charities. • The school has organized a lot of activities for teachers, parents and students to participate. • Parent Teacher Association has established a good communication channel for parents to communicate with the school. 	<ul style="list-style-type: none"> • A better alumni network for service of the school should be built up. • Home-school cooperation should be enhanced by organizing parent education programs to reinforce their understandings on school vision and mission.
7. Student Attitude and Behaviour	<ul style="list-style-type: none"> • A distinct good school culture has gradually developed with infusion of school motto “Wisdom, Faith, Love”. • The Green school policy has been effectively in our school. • Trainings of leadership and serving the others have been diversely provided to students in different domains across all grades. 	<ul style="list-style-type: none"> • Inter-class and inter-house activities or competitions can be arranged for enhancing the sense of belonging of students. • More efforts are needed to provide support and guidance for the misbehaviour of students. • The standard in handling misbehaviour of students should be clearly defined and explained to teachers and students.

Performance Indicator Areas	Major Strengths	Areas for Improvement
		<ul style="list-style-type: none"> Positive reinforcement and active and constructive response should be carried out by both teachers and students.
8. Student Participation and Achievement	<ul style="list-style-type: none"> There were a lot of subject activities for all students to participate, such as poetry cafe, Maths & Science Fair, CNY carnival (Music, PE & VA). School teams performed well and gained good results in competitions. Odyssey of Mind team & Cheerleading team were especially invited to attend overseas competition and gained good results. In 2016-2017, we have combined all subjects' effort (music, dance, drama and technology) to create a musical. Moreover, learning outcome sharing (Classroom exhibition, Arts exhibition & Firefly stage performance) were held too. It showed our students' learning outcome and reflected the growth and development to our stakeholders. Art Booklet & Student Awards Booklet were distributed to all stakeholders. It showed that we have very high students' participation and achievement. 	<ul style="list-style-type: none"> We should continue to arrange P5 & 6 overseas excursions. We also suggested to arrange more overseas excursions for different school teams. It aims to broaden students' and teachers' exposure and experiences.

C. SWOT Analysis

Our Strengths

1. We have adequate and sufficient financial support for groups to practise their program.
2. We have adequate and sufficient manpower to foster the growth of school.
3. Team planning provides great opportunity for teachers to share good teaching practices.
4. A data base is provided to teachers and parents with regard to SSPA as reference.
5. The students, parents and teachers have ample chances to join the activities arranged by Wofoo Social Enterprises (WSE).
6. The ratio of teachers and students is lower than those of subsidized schools, and teachers can have more places to take care of students' learning needs.
7. More non-teaching staff are employed to support the administrative work.
8. There are frequent in-service training in learning circle periods to equip teachers with the skills and knowledge that fit the needs of our school.
9. Weekly team planning has been arranged for all subjects so as to allow teachers to plan ahead on the teaching schedule and progress.
10. The activities organized by different subject departments allow students to apply the skills and knowledge learnt in the lessons.
11. Enough performance platform was established to provide opportunities for students to show their talent and build up their confidence.
12. Whole school approach is being adopted for discipline and guidance – All teachers take the role to provide discipline and guidance to all students.
13. Excursion learning activities were regularly arranged to boarden the students' vision. (GS & Sci mainly).

Our Weaknesses

1. The admin structure was not specific enough. It should be clearer and the job description can be more specific.
2. The middle managers are lack of admin experience, more training courses should be provided.
3. Teachers were too busy with daily affairs. More room and guidance should be given to them to execute and evaluate the effectiveness whenever new policy is adopted.
4. Teaching tended to be rather “teacher-centred”. Teachers should be more aware of student-centered learning and teaching strategies.
5. The teaching effectiveness was not that satisfactory. Other than peer lesson observation, more lesson study should be incorporated with the use of team planning sessions.
6. The education on environmental protection was not too strengthened. Awareness of environment protection of students should be further enriched.
7. The data shown at the APASO survey informs us that the student's negative affection is high. Sense of House League's belonging of students can be further enhanced.

Our Opportunities

1. We have a variety of social connections through participating different functions and activities coordinated by the Wofoo groups.
2. Our students have learnt/ experienced self-directed learning through pre-lesson preparation and note-taking in order to enhance their self-learning habits.
3. More and more students applied for P1 admission in our school.
4. The new annex has completed and opened, more places are provided for different activities.
5. The E-admin system is introduced to reinforce the admin efficiency.
6. The initiate of e-learning in different subject providing more e-learning elements in their teaching design.
7. The collaboration among different subjects can be further promoted with the start of STEM programme.
8. The use of self-directed learning strategies can be further strengthened after reviewing the effectiveness.
9. IAIE and positive education can be promoted to cultivate a love and caring atmosphere and culture in our school.
10. Resources can be reallocated to recruit or invite outsiders to provide training of positive education for teachers, students and parents.
12. All stakeholders are open to learn, so new ideas and concepts can be nurtured.

Our Threats

1. Up to now, we have inadequate mature and devoted alumni who are adults to establish the statutory alumni association of our school.
2. The school needs a leader to master the whole picture of curriculum which includes written, taught and assessed curriculum.
3. Teachers, students and parents feel high pressure in students' academic achievement.
4. The pick-up points of the school bus after school activity were less than the original ones. It might lead to safety problems if neglected.

Major concerns for school years 2017-2020 (in order of priority)

Major concern 1: Enhance teaching effectiveness in order to develop students to be self-directed learners.

Major concern 2: Develop a distinctive school culture through the development of positive education.

Major concern 3: Build a whole school capacity and show good practices to serve the community.

D. School Development Plan (2017-2020)

Major concern 1 : Enhance teaching effectiveness in order to develop students to be self-directed learners.

Targets	A General Outline of Strategies	Timeline		
		Year 1 2017/18	Year 2 2018/19	Year 3 2019/20
1.1 To enhance students' self-learning habits through the process of mastering the knowledge, skill and attitude of learning in each subject and incorporating e-learning tools and strategies into classroom instruction.	1.1.1 To promote e-Learning through a whole-school approach. Educate students in the prudence of using technology	✓	✓	✓
	1.1.2 To enhance learning and teaching using innovative teaching and learning methodologies	✓	✓	✓
	1.1.3 To extend learning and teaching beyond the classroom. Promote independent learning through pre-lesson preparation, data searching and extended reading in order to enhance students' self-learning habits and peer learning	✓	✓	✓
1.2 To equip teachers with necessary skills to implement e-learning	1.2.1 To prepare and collect resources and latest information on e-platform for sharing	✓	✓	✓
	1.2.2 To arrange school-based / subject-based workshops and sharing sessions	✓	✓	✓
	1.2.3 To arrange school visits to exchange ideas on how e-learning is implemented and integrated into the school-based curriculum effectively		✓	✓
1.3 To strengthen the ability to integrated and apply knowledge and skills and nurture problem solving skills through cross-subject collaboration	1.3.1 To develop teachers' capacity to promote STEM education.	✓	✓	✓
	1.3.2 To implement of STEM Programme using problem-based learning approach	✓	✓	✓
	1.3.3 To promote theme-based learning activities		✓	✓

Major concern 2 : Develop a distinctive school culture through the development of positive education.

Targets	A General Outline of Strategies	Timeline		
		Year 1 2017/18	Year 2 2018/19	Year 3 2019/20
2.1 To establish positive school culture by infusing students and staff with positive education and develop an inviting school ethos	2.1.1 Introduce 24 character strengths and 6 Virtues to students and staff and instill common vision among stakeholders	✓		
	2.1.2 Moral education will be structured under the framework of 24 character strengths and 6 virtues. Use the data from EDB’s APASO to inform the school’s planning and evaluation.	✓	✓	✓
	2.1.3 To implement Invitational Education (IE) project by honing 2 to 3 domains of invitational theory each year Use the data from Inviting School Survey to inform the school’s planning and evaluation	✓	✓	✓
2.2 To enhance the sense of belonging of students and staff	2.2.1 To organize different activities for students to enhance their sense of belonging of their classes and houses	✓	✓	✓
	2.2.2 To organize various events for staff to develop a cohesive and mutually supportive relationship under positive atmosphere	✓	✓	✓

Major concern 3 : Build a whole school capacity and show good practices to serve the community.

Targets	Strategies	Time Scale		
		Year 1 2017/18	Year 2 2018/19	Year 3 2019/20
3.1 To nurture students to become compassionate individuals	3.1.1 To arrange different sharing sessions for students to train up their presentation skills so as to enhance their confidence.	✓	✓	✓
	3.1.2 To broaden students' horizons by participating in study tours and joining competitions so as to train our students to be open-minded citizens.	✓	✓	✓
	3.1.3 To organize service learning activities to train our students to be grateful.	✓	✓	✓
3.2 To develop teachers to be life-long learners and teacher leaders, and be able to serve.	3.2.1 To provide training opportunities for teachers (attending courses / workshops / seminars / international conferences) and develop among them a common language of 'learning and leading'.	✓	✓	✓
	3.2.2 To create a learning platform for teachers and encourage them to share their experiences to the education community.	✓	✓	✓
3.3 To build in a caring force among parents in collaboration with school to serve the community.	3.3.1 To enhance parents' necessary serving skills by organizing parent education workshops / programs.	✓	✓	
	3.3.2 To organize a caring parent volunteer group to participate in different activities in collaboration with the school and serve the community.	✓	✓	✓
3.4 To share our good practices and build up a strong collaborative network with the society.	3.4.1 To develop good practices in teaching and learning as well as student performance in all areas.	✓	✓	✓
	3.4.2 To organize or co-organize open events with networking partners and share our good practices to the community.		✓	✓