



Our Lady's College

School Development Plan

2019/20 - 2021/22

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Our Lady's College

1. School Vision & Mission

Mission Statement

Our School was founded by the Institute of the Daughters of Mary Help of Christians (FMA). We have been educating the students according to the principles of Catholic education and the spirit of our Founders: St. John Bosco and St. Mary Mazzarello. Imbued with a joyful and family ambience, we carry out the Preventive System (Reason, Religion and Loving-kindness) which aims to nurture the students' integral development of the spiritual, moral, intellectual, cultural and social aspects. We stimulate them to apply the acquired knowledge and the internalized values to life, to face reality with integrity and to serve society with dedication.

School Emblem

Crown, Sceptre :	Our Lady, Queen of Heaven and Earth—the Guide, the Teacher and the Mother of all those entrusted to her care
Lily :	Purity – a pure heart strengthens the unity of mind, thus rendering it capable of assimilating all that is True, Good and Beautiful
Rose :	Charity – care, understanding and self-giving for the love of God and fellowmen, nurturing the flower of love and spreading the joy of love in action
Puritas et Caritas :	Purity and Charity
OLC :	Our Lady's College

2. Holistic Review

Effectiveness of the previous School Development Plan (2016/17-18/19)

Major Concerns	Extent of targets achieved	Follow-up action
1. To develop students to be active learners	Partly achieved	<ul style="list-style-type: none"> • Strengthening student engagement in the learning process will continue to be a major concern in the coming School Development Plan. • Promoting greater use of e-learning will also continue to be a major concern in the next School Development Plan so as to boost learning effectiveness and support self-directed learning. • While equipping students with learning skills and effective study habits will be incorporated as routine work, a greater emphasis will be laid on providing students with opportunities for application and consolidation.
2. To enhance students' learning effectiveness through raising their language proficiency	Partly achieved	<ul style="list-style-type: none"> • Enhancing students' English language proficiency will continue to be a major concern in the coming School Development Plan so as to develop further develop students' confidence and competence in using English in daily interactions and learning through the English medium of instruction. • The promotion of reading across the curriculum will be incorporated as routine work.
3. Cultivate positive values through life education	Partly achieved	<ul style="list-style-type: none"> • Enhancing students' positive values and attitudes will continue to be a major concern in the coming School Development Plan. A whole-school approach will be adopted to internalize Catholic core values, the Salesian educational values and the school motto. • The role of teachers in pastoral care will be strengthened to create a harmonious learning environment. • More opportunities will be provided for unleashing students' potential.

3. Evaluation of the School's Overall Performance

Domains	Areas	Major Strengths	Areas for improvement
Management and Organization	School Management	<ul style="list-style-type: none"> The school has a clear direction of development. The school development plans are formulated in line with the school's vision and mission, the trends in education policies and the needs of the school. Subject panels and functional units formulate their programme plans in accordance with the school's major concerns, devise strategies, implement and review their programme plans as scheduled The school has a clear work schedule for school self-evaluation and data and opinions of stakeholders are collected and reported systematically. The school's organization structure is clear; the duties of various committees and teams are well-defined. Daily operation of the school is smooth, with clear procedures and guidelines for the school administration and operation. 	<ul style="list-style-type: none"> Though the revamped school organization structure has created more room for the middle-level teaching staff to take up a more active role in school governance, the transparency of the school management in its decision-making process needs to be further enhanced. This could be done through more extensive consultation and timely dissemination of information and collection of feedback and opinions from stakeholders. The monitoring of the implementation of school-level duties needs to be further strengthened.
	Professional Leadership	<ul style="list-style-type: none"> The school's vision and development plan are clearly defined and effective guidance is provided for the implementation of the school development plan and programme plans. An amicable working relationship is established between the school management including the Principal, Vice-principals, heads of subject panels and functional units and teachers. The school management is able to deploy resources and teaching staff effectively. 	<ul style="list-style-type: none"> Collaboration and coordination among subject panels and functional units could be further enhanced. Leadership opportunities and capacity building programmes should continue to be provided so as to develop a pool of potential successors.

Domains	Areas	Major Strengths	Areas for improvement
Teaching and Learning	Curriculum and Assessment	<ul style="list-style-type: none"> The school curriculum is developed in close alignment with the educational development trends and the school's vision and mission. A variety of learning modes and opportunities are provided to cater for students' diverse learning needs. Diversified modes of assessment are adopted to monitor curriculum implementation. Students' performance data in internal and external assessments are collected systematically to inform teaching and learning. A well-established mechanism for monitoring curriculum implementation is in place, comprising class observation and student work inspection. 	<ul style="list-style-type: none"> Teachers should be encouraged to make better use of assessment data to identify students' learning needs and adjust their teaching plans and strategies accordingly. To facilitate self-improvement and professional growth, subject panel heads should be encouraged to adopt the role of a critical friend, offering honest, candid feedback to panel members while being supportive and friendly.
	Student Learning and Teaching	<ul style="list-style-type: none"> The learning atmosphere in lessons is generally good. Most students are attentive and cooperative. They learn well under teachers' guidance and are able to follow teachers' instructions. Teaching on learning skills and strategies is incorporated into the subject curricula. Students are able to use a variety of resources, such as the Internet and the library, in learning. A variety of learning activities are arranged to engage students. 	<ul style="list-style-type: none"> A greater effort should be devoted to enhancing students' engagement and initiative in the learning process. Some students are weak at applying the knowledge and skills taught in lessons. More opportunities should be offered for students to apply and consolidate their learning. Teachers should enhance their feedback management strategies to help students' identify their strengths and areas for improvement. The use of e-learning tools and platform should be further promoted to promote self-directed learning and enhance student engagement.
School Ethos and Student Support	Student Support	<ul style="list-style-type: none"> The school community is filled with family spirit which helps nurture students' personal growth. Good teacher-student rapport helps create a favourable learning atmosphere. Ample support is provided for students with Special Education Needs. Life-wide learning activities are planned and organized to enrich the learning experiences of students. Activities such as service learning, visits, workshops, interactive 	<ul style="list-style-type: none"> More diversified parent education activities can be organized to help parents enhance the knowledge and skills needed for educating their children. Various tools and means should be used to identify students' strengths. More should be done to encourage students to explore their direction for development and persevere in actualizing their goals. More strategies have to be explored to help students with low motivation and support students with emotional

		<p>dramas which help to promote students' whole-person development.</p> <ul style="list-style-type: none"> • Study tours and exchange programmes have been organized for students to widen their horizons and strengthen their languages abilities. 	<p>problems.</p>
	Partnership	<ul style="list-style-type: none"> • The school has a good relationship with parents and there are ample of communication channels such as Parents' Days and Nights, school website, Apps and newsletters. • The PTA is supportive of school policies and acts as a bridge between the school and parents. • Our alumni care about the development of the school and offer support through sponsorships, scholarships and the mentorship programme. • The school has established close links with the district community and external bodies to provide support for implementing measures to meet the school's development needs. 	<ul style="list-style-type: none"> • The PTA can further develop the potential of parents and encourage more parents to assist the school in different aspects. • The school should further extend its alumnae network to support different aspects of development. • The school can further establish links and collaborations with local and overseas organizations to facilitate school development, widen students' horizons and enrich their learning experiences.
Student Performance	Attitude and Behaviour	<ul style="list-style-type: none"> • Students are polite, cooperative, self-disciplined and show a strong sense of belonging to the school. • Students get along well with their peers. They are able to build good interpersonal relationships. • Students are keen to serve the school and the community. Their love and concern for others is evident in their active involvement in service learning. 	<ul style="list-style-type: none"> • The learning motivation and attitude of students should be further enhanced. • The school can further enhance students' self-management skills and foster their positive values. • Students have to be better equipped to face the challenges of our society.
	Participation and Achievement	<ul style="list-style-type: none"> • Students participate actively in a wide range of ECA and inter-school competitions. • Students can gain confidence and recognition through obtaining group and individual awards. • Students are given opportunities to plan and to organize school activities, which enhances their leadership abilities, self-confidence and social skills. 	<ul style="list-style-type: none"> • The school should continue to provide students with more access to a wide variety of activities and competitions so that their interests and potential can be fully developed. • More students should be encouraged to participate in activities and competitions. • Leadership training programmes should continue to be provided to students to develop their leadership qualities.

4. SWOT Analysis

Our Strengths

- The School has a well-established tradition and culture.
- The Catholic core values, Salesian Preventive Education System and School Motto provide a clear direction for educating the students.
- The school community is imbued with family spirit. It maintains a good rapport with stakeholders. Alumnae are highly supportive of school development.
- The School provides whole-person development with equal emphasis on academic development, other learning experiences and spiritual formation.
- The teaching staff are dedicated, caring and supportive of school policies.
- Students are well-behaved and receptive to teachers' guidance.

Our Weaknesses

- Some students lack motivation and confidence to develop their potential.
- Some students are from low socio-economic status; they lack clear goals for future development.

Our Opportunities

- Grants and education initiatives from the government provide the school with additional resources.
- The EDB offers a wide range of training programmes to enhance teachers' professional development.
- The fine-tuning of the senior secondary curriculum eases the workload of teachers and students.
- School-based support programmes provided by external educational bodies strengthen teachers' capacity.

Our Threats

- The declining student population and increasing learner diversity pose a great challenge to the school community.
- Students are susceptible to the undesirable trends and distorted values promulgated by social media.
- Family problems have a negative impact on students' psychological health and their learning at school.

5. Major Concerns for a period of 3 school years

1. To enhance learning and teaching effectiveness
2. To enhance positive character formation of students

School Development Plan (2019/20 – 2021/22)

Major Concern 1: To enhance learning and teaching effectiveness

Targets	Time Scale			Outline of Key Strategies
	19/20	20/21	21/22	
1.1 To enhance student engagement in the learning process	✓	✓	✓	1.1.1 Fine-tune the following to cater for S1-S3 students with diverse learning needs a) Curriculum b) Assignments c) Assessment d) Feedback Management
	✓	✓	✓	1.1.2 - Optimize the use of e-learning strategies to activate students' enthusiasm in learning - Equip S1 students with basic IT skills to facilitate online learning
	✓	✓	✓	1.1.3 Promote intra-panel and intra-KLA sharing of good practices through collaborative lesson planning and peer observation
1.2 To enhance students' English language proficiency	✓	✓	✓	1.2.1 Enrich the English speaking environment a) Strengthen the role of student leaders in promoting the use of English among students b) Enrich the use of English in and out of the classroom c) Promote the use of English in teacher-student interactions outside the classroom
	✓	✓	✓	1.2.2 Enhance students' English learning capacity a) - Refine the LAC support measures to enhance students' English language skills for humanities and science subjects - Introduce LAC lessons at S1
	✓	✓	✓	b) Allocate marks for effective communication in assessments for EMI content subjects in S1-3 c) Review and enhance the MOI support for fine-tuned classes and students switching from fine-tuned classes to regular classes
	✓	✓	✓	d) Promote RaC through cross-curricular reading activities and the morning reading period
1.3 To better equip students with learning skills	✓	✓	✓	1.3.1 Help S1 – S2 students develop effective study habits
	✓	✓	✓	1.3.2 Foster S1 – S2 students' cross-disciplinary learning skills through organizing workshops
	✓	✓	✓	1.3.3 Reinforce the target learning habits and skills in the subject curricula to provide students with opportunities for application and consolidation

Major Concern 2 : To enhance positive character formation of students

Targets	Time Scale			Outline of Key Strategies
	19/20	20/21	21/22	
2.1 To internalize Catholic core values, Salesian education values and the school motto	✓	✓	✓	2.1.1 Enhance teachers' understanding of Catholic core values, Salesian education values and the school motto through professional development programmes
	✓	✓	✓	2.1.2 Reinforce the core values through refining the S1 – S3 Ethics and Religious Education (ERE) curriculum and organizing religious formation activities
		✓	✓	2.1.3 Infuse the core values in the S1 – S3 subject curricula
		✓	✓	2.1.4 Instill the core values in learning activities and conduct debriefing sessions
2.2 To foster family spirit in the school community	✓	✓	✓	2.2.1 Strengthen the role of class teacher in pastoral care a) Refine the curriculum of S1 – S3 Class Teacher Period b) Cultivate self-discipline; communicate to students the core values the school rules are built on and the school's expectations on students' behaviour c) Develop students' endeavors to be well-groomed and well-mannered d) Enhance collaboration of class teachers by sharing experience on effective class management e) Reinforce support and guidance for students to enhance their self-esteem
	✓	✓	✓	2.2.2 Create a harmonious school community a) Develop a code of conduct for members of the school community to cultivate a positive school culture b) Develop teachers' endeavors to be the role model in living out loving-kindness and empathy c) Provide opportunities for students to cooperate and collaborate with fellow students and teachers through organizing school activities d) Organize more professional training for teachers to enhance their sensitivity towards students' needs
2.3 To promote appreciation of individual strengths	✓	✓	✓	2.3.1 Cultivate students' positive self-concept through organizing character formation programmes and activities
	✓	✓	✓	2.3.2 Unleash students' potential through activities or competitions and service learning programmes
	✓	✓	✓	2.3.3 Provide different platforms for students to showcase their achievements
	✓	✓	✓	2.3.4 Develop student leadership qualities by organizing leadership training programmes

Endorsed by
The Incorporated Management Committee of
Our Lady's College

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