

Po Leung Kuk Ngan Po Ling College

**School Development Plan
2008 – 2013**

School Mission

1. We aim at providing students with a happy, harmonious and positive learning environment conducive to moral, academic, physical, social, personal and artistic development.
2. We nurture students with solid foundation for further studies and better career development.
3. We promote students' language proficiency in English, Chinese and Putonghua and skills in Information Technology.
4. We help students build up confidence, thinking skills, analytical skills and perpetual learning ability in order to better prepare them for the challenges in the 21st century.
5. We promote all round education in students' moral, intellectual, physical, social, emotional and aesthetic development.

Major Concerns

1. To further enhance teaching & learning effectiveness to achieve quality education outcomes.
2. To better prepare for the NSS curriculum.
3. To enrich EMI environment and enhance students' language proficiency.
4. To promote good school ethos for all round education in students' moral, intellectual, physical, social, emotional and aesthetic development.
5. To further elevate the social and educational image of the school.

SWOT Analysis

Strengthens

- Teaching staff of the school is mostly young, energetic and enthusiastic with strong adaptability. A team spirit has been built up among them.
- A number of staff with good sense of belonging to the school has accumulated good experience in teaching and education.
- As a school under Direct Subsidy Scheme (DSS), students are selected by Discretionary Places Allocation system. More quality students in academic or non-academic areas can be selected.
- The school has established good connections with overseas prestigious schools for academic cultural exchange among students, as well as for sharing of teaching and administration experience among teachers.
- Students have made outstanding achievements in external competitions, such as sports, music and language arts.
- The implementation of using English as medium of instruction across all subject curriculum adds strength to the school.
- Non-Chinese students could enrich the English speaking environment and build up a multi-cultural image for the school.
- The school is more financially flexible compared with subsidized schools. It can provide abundant facilities, resources and manpower for more effective teaching and learning in different aspects.
- The construction of new complex annex enables further curriculum development as well as more extra-curriculum activities, nurturing talented youths academically and non-academically.
- A sound school system has been established after 5-year operation.
- With decent school ethos, improvement on school intake and better public examination results, a pleasing school image has been established among parents and community members.
- The school also receives positive support from parents. They show eagerness to communicate with teachers and volunteer in school events. Hence, a harmonious parent-school relationship has been fostered.

Weaknesses

- The majority of teaching staff is young so they possess limited and domestic experience in both teaching and administration. There is also a lack of macro perspective of education development among middle managers.
- There is a high turnover rate among teaching staff in comparison with subsidized schools.
- An ideal English language environment has yet to be well-established.
- The school culture and sense of belonging are not strong enough among students.
- There are many well-established schools in local district. Having commenced for only a few years, the school has to face keen competition in terms of academic and non-academic achievements.
- The academic performance of students has to be improved and motivation for learning has to be strengthened.
- Significant differences in quality and learning ability among students can be observed.

Opportunities

- The school has flexibility in management and development.
- DSS schools are getting well-accepted by an increasing number of parents territory wide.
- The new annex adds strengths to school hardware and embarks on more diversified activities and curriculum.
- New Senior School (NSS) curriculum brings opportunities to the school.
- The Shatin-Central link of MTR which includes the Tokwawan Station will increase accessibility to the school.

Threats

- The change of territory-wide language policy means that all schools over Hong Kong can decide whether they use English or mother-tongue as medium of instruction. The EMI policy may no longer be an advantage of the school.
- Competition among established schools in local district is extremely keen.
- The declining birth rate these days results in a decreasing number of student population.
- The school structure of junior and senior levels is asymmetrical.
- The NSS system poses challenges to teachers.
- There is a significant number of students withdrawing from the school for overseas studies.

School Development Plan – Administration (2008 – 2013)

Major Concerns	Intended Outcomes /Targets	Strategies/ Tasks	Success Criteria	Method of Evaluation	Responsible Personnel	Time Scale				
						08/09	09/10	10/11	11/12	12/13
1. To polish up school organization structure and management of daily operation to enhance teaching and learning effectiveness, to better prepare for NSS as well as to better implement the whole school EMI policy.	(a) To enhance closer communication and participation in management	<ul style="list-style-type: none"> ➤ Utilize the formal and informal channels to ensure all staff has a thorough understanding of the school policies, mission, major concerns and priority of work. ➤ Encourage staff to express opinions related to school policies or practices. 	<ul style="list-style-type: none"> ➤ 70% of teaching staff and supporting staff understand the school direction and consider having ample opportunities to communicate with the school principal and school management parties. ➤ 70% of staff considers they have chances to voice opinions related to school policies or practices. 	<ul style="list-style-type: none"> ➤ Observation ➤ Records ➤ Minutes ➤ Survey 	<ul style="list-style-type: none"> ➤ School Principal ➤ Executive Committee members ➤ Committee heads 	✓	✓	✓	✓	✓

Major Concerns	Intended Outcomes /Targets	Strategies/ Tasks	Success Criteria	Method of Evaluation	Responsible Personnel	Time Scale				
						08/09	09/10	10/11	11/12	12/13
1. To polish up school organization structure and management of daily operation to enhance teaching and learning effectiveness, to better prepare for NSS as well as to better implement the whole school EMI policy.	(b) Effective staff development to promote professional knowledge in different specialties e.g. curriculum development, pastoral care, discipline and extra-curricular activities, education reform and global perspectives	<ul style="list-style-type: none"> ➤ Meetings are held for school-based strategies to meet the changes and needs of the school. ➤ Perpetual on-site and on-the-job or staff development for middle managers and teachers in different specialties. ➤ Fully utilize external/EDB staff development opportunities. 	<ul style="list-style-type: none"> ➤ 70% of teachers consider timely discussion and school-based strategies are worked out to meet the changes and needs of the school. ➤ 70% of staff considers the Staff Development sessions are useful and beneficial to their professional development. ➤ At least three staff development functions related to education development and policy in HK, curriculum development and pastoral care are organized every year. ➤ 70% of staff participates in external/EDB staff development programmes every year. 	<ul style="list-style-type: none"> ➤ Survey ➤ Records 	<ul style="list-style-type: none"> ➤ School Principal ➤ Executive Committee members ➤ Panel heads 	✓	✓	✓	✓	✓

Major Concerns	Intended Outcomes /Targets	Strategies/ Tasks	Success Criteria	Method of Evaluation	Responsible Personnel	Time Scale				
						08/09	09/10	10/11	11/12	12/13
1. To polish up school organization structure and management of daily operation to enhance teaching and learning effectiveness, to better prepare for NSS as well as to better implement the whole school EMI policy.	<p>(c) Quality appraisal system to promote the professional development and accountability among teachers and staff.</p> <p>(d) Enable staff to have a better understanding of their strengths and weaknesses as well as their training needs.</p>	<p>➤ Develop a fair, just and open appraisal system which includes a wide range of assessment items and is well received by the staff.</p>	<p>➤ A well organized staff appraisal system with participation of school administrators, middle management team and peers teachers and staff is in place.</p> <p>➤ 60% of staff consider the appraisal system enable them to understand their strengths and weaknesses.</p>	<p>➤ Survey</p> <p>➤ Records</p>	<p>➤ School Principal</p> <p>➤ Executive Committee members</p> <p>➤ Panel heads</p>	✓	✓	✓	✓	✓

Major Concerns	Intended Outcomes /Targets	Strategies/ Tasks	Success Criteria	Method of Evaluation	Responsible Personnel	Time Scale				
						08/09	09/10	10/11	11/12	12/13
1. To polish up school organization structure and management of daily operation to enhance teaching and learning effectiveness, to better prepare for NSS as well as to better implement the whole school EMI policy.	(e) Devise a self-evaluation mechanism for school improvements	<ul style="list-style-type: none"> ➤ Committees, subject panels and individuals get used to following the self-evaluation cycle at least twice a year. ➤ Work out and polish school-based indicators, evaluation criteria and working procedures for self-evaluation. 	<ul style="list-style-type: none"> ➤ The management teams are held responsible for coordinating the self evaluation procedures and devising a feedback system for school improvement. ➤ Staff sharing sessions are organized to better self-evaluation and school improvement. 	<ul style="list-style-type: none"> ➤ Records ➤ Documents ➤ Observation 	<ul style="list-style-type: none"> ➤ Principal ➤ Executive Committee members 	✓	✓	✓	✓	✓

Major Concerns	Intended Outcomes /Targets	Strategies/ Tasks	Success Criteria	Method of Evaluation	Responsible Personnel	Time Scale				
						08/09	09/10	10/11	11/12	12/13
1. To polish up school organization structure and management of daily operation to enhance teaching and learning effectiveness, to better prepare for NSS as well as to better implement the whole school EMI policy.	(f) Sound financial management and good budget control for resources allocation	<ul style="list-style-type: none"> ➤ Invite staff to participate in formulating budgets for different subjects, committees and school functions. ➤ Guidelines are given to all staff for budget control. ➤ Control is exercised for Fixed Assets procurement and cash flow. ➤ Tighter financial control with reference to well-performing DSS and subsidized schools. 	<ul style="list-style-type: none"> ➤ Annual Budget is prepared for Fixed Asset procurement and recurrent expenditure. ➤ 80% of the expenditures are within budget. ➤ 80% of the budgeted surplus can be achieved. ➤ An accounting system known to all teaching and non-teaching staff for budget control is operating ➤ Operation expenses excluding salary for teachers and staff should be less than double of that in well-performing DSS and subsidized schools 	<ul style="list-style-type: none"> ➤ Records ➤ Documents ➤ Financial statements ➤ Budgets to PLK 	<ul style="list-style-type: none"> ➤ Principal ➤ Executive Committee Members ➤ All teaching staff and non-teaching staff 	✓	✓	✓	✓	✓

Major Concerns	Intended Outcomes / Targets	Strategies/ Tasks	Success Criteria	Method of Evaluation	Responsible Personnel	Time scale				
						08/09	09/10	10/11	11/12	12/13
2. To further nurture school ethos and to strengthen the sense of belonging among students and teachers.	(a) To cultivate better sense of belonging among all school members. (b) To create positive and pleasant work atmosphere.	<ul style="list-style-type: none"> ➤ Create formal and informal channels for better communication. ➤ Workshop, meetings and collaboration in school functions to build up team spirits and staff ethos. ➤ Social activities will be periodically organized by staff welfare club. ➤ Middle managers act as lubricant among all staff. 	<ul style="list-style-type: none"> ➤ 70% of staff considers the relationship among school members, management parties and staff is harmonious. ➤ Demonstration of strong sense of belonging and team work among staff. ➤ Low turnover rate. 	<ul style="list-style-type: none"> ➤ Observation ➤ Survey 	<ul style="list-style-type: none"> ➤ Principal ➤ Executive Committee members ➤ Panel heads 	✓	✓	✓	✓	✓

Major Concerns	Intended Outcomes / Targets	Strategies/ Tasks	Success Criteria	Method of Evaluation	Responsible Personnel	Time scale				
						08/09	09/10	10/11	11/12	12/13
3. To elevate quality of students and the quality of education provisions for better school image	(a) To better promote school image	➤ More promotions and advertisement initiatives to promote achievements of students and the school.	➤ Better intake ➤ Information concerning school functions and achievements appears in mass media coverage	➤ Observation ➤ Survey ➤ Press release	➤ Principal ➤ Executive Committee members	✓	✓	✓	✓	✓

School Development Plan – Curriculum (2008-2013)

Major Concerns	Intended Outcomes / Targets	Strategies/ Tasks	Success Criteria	Method of Evaluation	Responsible Personnel	Time scale				
						08/09	09/10	10/11	11/12	12/13
1. To enhance teaching and learning effectiveness	<p>(a) To consolidate the academic foundation among students, to cater for learning difference and to achieve good academic results in external examination.</p> <p>(i) Students can demonstrate solid knowledge base in different KLAs via project work, assignments, test and examinations; as well as in classroom interaction.</p>	<ul style="list-style-type: none"> ➤ Better core curriculum designed by individual subjects (KSTL) with extended curriculum for various levels of high achievers. ➤ Better spiral and vertical curriculum planning ➤ Formative and summative assessments exercise proper control and get feedback from students to monitor students' progress. 	<ul style="list-style-type: none"> ➤ Over 90% pass in Chinese, English and Math TSA examinations ➤ Over 90% pass in HKDSE, HKCEE and ALE ➤ Value-added (+3) and high credit rate in HKCEE and ALE 	<ul style="list-style-type: none"> ➤ TSA Results ➤ HKCEE Results ➤ HKALE Results ➤ HKDSE Results ➤ CDC Records ➤ Value-added data ➤ 4C good example compilation and sharing ➤ Student project and assignment ➤ Teacher Observations 	<ul style="list-style-type: none"> ➤ All Teachers ➤ CDC Members 	✓	✓	✓	✓	✓

*Knowledge, Skills, Effective Teaching & Active Learning

Major Concerns	Intended Outcomes / Targets	Strategies/ Tasks	Success Criteria	Method of Evaluation	Responsible Personnel	Time scale				
						08/09	09/10	10/11	11/12	12/13
		<ul style="list-style-type: none"> ➤ Across different KLAS, quality assignment policy and better collaboration assignment mapping are to be worked out. ➤ Proper assignment submission control with stringent promotion and trial promotion policy ➤ Proper remedial and enhancement policy are worked out by individual subjects and collaborated by the CDC core group. ➤ Subject collaboration in lesson observation and exercise book inspection are worked out. 	<ul style="list-style-type: none"> ➤ 70% teaching staff feels that students are submitting quality assignments, and are satisfied with assignment policies in their KLAS. ➤ 70% teaching staff feels that lesson observations and exercise inspection can sharpen their teaching methodologies. 	<ul style="list-style-type: none"> ➤ CDC Questionnaires 	<ul style="list-style-type: none"> ➤ All Teachers ➤ CDC Members 					
						✓	✓	✓	✓	✓

Major Concerns	Intended Outcomes / Targets	Strategies/ Tasks	Success Criteria	Method of Evaluation	Responsible Personnel	Time scale				
						08/09	09/10	10/11	11/12	12/13
		<ul style="list-style-type: none"> ➤ Split class policy will be implemented. Students are streamed in accordance with their Math and English abilities in junior forms. ➤ Split classes are conducted for low achievers in core curriculum such as Chinese, English and Math. 	<ul style="list-style-type: none"> ➤ 70% teaching staff feel that split class policy can improve teaching effectiveness. 	<ul style="list-style-type: none"> ➤ CDC Questionnaires 	<ul style="list-style-type: none"> ➤ All Teachers ➤ CDC Members 					
						✓	✓	✓	✓	✓

Major Concerns	Intended Outcomes / Targets	Strategies/ Tasks	Success Criteria	Method of Evaluation	Responsible Personnel	Time scale				
						08/09	09/10	10/11	11/12	12/13
	(b) To integrate 4Cs elements (Communicate skills, current issues, critical thinking and creativity) and generic skills across all subject curriculum	➤ Across different KLAs, 4C curriculum are planned and properly integrated.	➤ Good examples are collected, shared and published.	➤ CDC Questionnaires	➤ All Teachers ➤ CDC Members	✓	✓	✓		
	(i) Students participate and excel in creative invention projects organized by external education organizations.	➤ Co-curricular activities related to 4C are devised in year plan and collaborated by the CDC core group.	➤ 70% teaching staff feel that students can apply what they learn in 4C curriculum.			✓	✓	✓	✓	✓
	(ii) Students demonstrate 4C and generic skills in assignments, project works, tests and exams and in everyday conversation, co-curricular and school based activities.	➤ 4C strategies of different subjects are evaluated and polished up twice a year.	➤ 70% teaching staff feel that they can integrate 4C elements with teaching.			✓	✓	✓		

Major Concerns	Intended Outcomes / Targets	Strategies/ Tasks	Success Criteria	Method of Evaluation	Responsible Personnel	Time scale				
						08/09	09/10	10/11	11/12	12/13
	(iii) Project and student works related to 4C and generic skills can be exhibited to the public in open day.	<ul style="list-style-type: none"> ➤ 4C related activities such as lunchtime forum and student presentations are conducted and collaborated. ➤ Project works on 4C are collaborated among subjects and supervised by the CDC core group. ➤ 4C generic skill elements are incorporated in assessments of different KLAs 	<ul style="list-style-type: none"> ➤ 70% responsible teachers are satisfied with 4C related activities. ➤ Project works on 4C curriculum are properly compiled by CDC function groups. ➤ 70% subjects incorporate 4C elements in assessments. 	CDC Questionnaires	<ul style="list-style-type: none"> ➤ All Teachers ➤ CDC Members 					
						✓	✓	✓	✓	✓

Major Concerns	Intended Outcomes / Targets	Strategies/ Tasks	Success Criteria	Method of Evaluation	Responsible Personnel	Time scale				
						08/09	09/10	10/11	11/12	12/13
	(v) High passing, value-added, credit and distinction rates are shown in public exams.	<ul style="list-style-type: none"> ➤ Common preparatory lessons are set in teacher time-tables to facilitate by-level collaboration for core subjects. ➤ Student evaluation and peer appraisal are conducted to reflect strengths and weaknesses of individual teacher for further improvement. 	<ul style="list-style-type: none"> ➤ 70% of teachers feel the common preparatory lessons helpful. ➤ 70% of teachers make use of the assessment information to improve teaching. 	<ul style="list-style-type: none"> ➤ Teacher Survey ➤ Teacher Observation 	<ul style="list-style-type: none"> ➤ CDC Members ➤ Subject panel members 	✓	✓	✓	✓	✓

Major Concerns	Intended Outcomes / Targets	Strategies/ Tasks	Success Criteria	Method of Evaluation	Responsible Personnel	Time scale				
						08/09	09/10	10/11	11/12	12/13
	<p>(d) To further promote an active and self-learning ethos among students.</p> <p>(i) Students demonstrate the qualities of active and motivated learners, such as preparing before lessons, enthusiastic participation in lessons, submitting high quality homework and searching for additional materials to broaden their horizon.</p>	<ul style="list-style-type: none"> ➤ Effective teaching strategies are implemented ➤ Discriminating teaching materials and assignments are devised to meet different needs of students. ➤ Bonus marks are set for high achievers in assessments. ➤ Scholarships for high achievers in external exams motivate students to excel. 	<ul style="list-style-type: none"> ➤ 70% of lesson observations attain 3.5 or above in overall performance marks ➤ Discriminating teaching materials and assignments are indicated in core subject curriculum. ➤ Bonus marks are indicated in core subject assessments. ➤ Scholarships are delivered for high achievers 	<ul style="list-style-type: none"> ➤ Lesson Observation Assessment Form ➤ Subject Curriculum Plan ➤ Observation of test and exam papers ➤ Records in Scholarship and Award Committee 	<ul style="list-style-type: none"> ➤ CDC members ➤ Exam Section members ➤ Subject panel members ➤ Scholarship and Award Committee members 					
						✓	✓	✓	✓	✓

Major Concerns	Intended Outcomes / Targets	Strategies/ Tasks	Success Criteria	Method of Evaluation	Responsible Personnel	Time scale				
						08/09	09/10	10/11	11/12	12/13
		➤ More collaboration and liaison with tertiary institutions are made.	➤ Qualities of active learning are demonstrated by students in everyday school life.				✓	✓	✓	✓
		➤ Students participate in more challenging external competitions.	➤ Students actively participate in the related learning activities.	➤ Teacher Observation ➤ Student Survey	➤ CDC members ➤ Exchange Program Committee members ➤ Internship Program Committee members	✓	✓	✓	✓	✓
		➤ Exchange and internship programmes are launched to broaden students' horizon	➤ 70% of participating students are satisfied with the related learning activities.			✓	✓	✓	✓	✓

Major Concerns	Intended Outcomes / Targets	Strategies/ Tasks	Success Criteria	Method of Evaluation	Responsible Personnel	Time scale				
						08/09	09/10	10/11	11/12	12/13
2. To better prepare for the NSS Curriculum	<p>(a) Working committees are set up to formulate a strategic plan for the preparation of NSS curriculum in different Key Learning Areas (KLAs) and Other Learning Experience (OLE).</p> <p>(b) NSS curriculum are being compiled and further polished up.</p> <p>(c) Resources are being allocated for the upcoming changes in NSS.</p> <p>(d) Teachers are well prepared for the changes incurred in the NSS.</p>	<p>➤ The NSS Working Committee with members from different KLAs and the Liberal Studies Working Committee with members taking care of different LS modules are set up.</p> <p>➤ Tentative curriculum have been compiled and will be further polished up by all subjects. Core curriculum together with the extended modules are being worked out by each subject.</p>	<p>➤ 70% of teachers feel that they are well prepared for the NSS in their KLAs and well collaborated across the KLAs.</p> <p>➤ Subject curriculum are worked out and compiled by NSS Working Committee.</p>	<p>➤ Teacher observation</p> <p>➤ Minutes of NSS working committees</p> <p>➤ Teacher surveys</p> <p>➤ Curriculum compilation</p>	<p>➤ NSS Working Committee members</p> <p>➤ LS Working Committee members</p> <p>➤ CDC members</p> <p>➤ Subject panel members</p>					

Major Concerns	Intended Outcomes / Targets	Strategies/ Tasks	Success Criteria	Method of Evaluation	Responsible Personnel	Time scale				
						08/09	09/10	10/11	11/12	12/13
	(e) Updated information of the preparation and planning work are disseminated to different stake holders.	➤ Curriculum combinations and choices of electives for different streaming in the Senior Secondary have been worked out.	➤ 70% of students agree that choices of electives for the Senior Secondary are diversified.	➤ Student survey ➤ Teacher observation ➤ Teacher survey ➤ E-service record	➤ CDC members ➤ Subject panel members ➤ NSS Working Committee members ➤ Staff Development Committee members	✓	✓	✓	✓	
➤ Parent survey has been conducted in F.2 and F.3 to solicit the opinion on the electives offered in the Senior Secondary.		➤ 70% of staff is satisfied the school-based staff development workshops.				✓				
➤ School-based and subject-based staff development workshops are conducted by the school and the EDB.		➤ 90% of staff has attended the EDB NSS seminars.				✓	✓	✓	✓	

Major Concerns	Intended Outcomes / Targets	Strategies/ Tasks	Success Criteria	Method of Evaluation	Responsible Personnel	Time scale				
						08/09	09/10	10/11	11/12	12/13
		<ul style="list-style-type: none"> ➤ Time-tabling team has been working on the feasibility of the initial combinations of subject in the Senior Secondary. 	<ul style="list-style-type: none"> ➤ Time tables are worked out for the Senior Secondary. 	<ul style="list-style-type: none"> ➤ Record of time-tabling section 	<ul style="list-style-type: none"> ➤ Time-tabling Section members ➤ CDC members ➤ NSS Working Committee members ➤ IT Committee members 	✓	✓	✓	✓	
		<ul style="list-style-type: none"> ➤ Deployment of human resources is tentatively worked out. 	<ul style="list-style-type: none"> ➤ Deployment of human resources is worked out. 	<ul style="list-style-type: none"> ➤ Teacher duty record and human resources allocation plan 						
		<ul style="list-style-type: none"> ➤ Information concerning the NSS has been uploaded to the school and EDB websites. 	<ul style="list-style-type: none"> ➤ Latest NSS information is disseminated through the school and EDB websites. 	<ul style="list-style-type: none"> ➤ School and EDB websites 		✓	✓	✓	✓	
						✓	✓	✓	✓	

School Development Plan – EMI Policy (2008-2013)

Major Concerns	Intended Outcomes /Targets	Strategies/ Tasks	Success Criteria	Method of Evaluation	Responsible Personnel	Time Scale				
						08/09	09/10	10/11	11/12	12/13
1. To better implement the whole school EMI policy and to enrich the language environment	(a) Students have their confidence in speaking English and are able to make presentation in front of the audience. (b) Strengthened EMI environment	1. English Morning Assembly ➤ ELAs’ individual presentation and announcement, class performance, teacher sharing, student promotion of activities and prize-giving ceremony ➤ Class Performance should be conducted in English. Performance should be diversified and interactive in nature. ➤ Teachers are required do their sharing in English, except teachers teaching Chinese Language and Chinese History.	➤ Enriched EMI environment	➤ Questionnaires ➤ Feedback from students ➤ Evaluation forms ➤ Interviews with students and teachers	➤ 2 English teachers for junior section ➤ 2 English teachers for senior section	✓	✓	✓	✓	✓

Major Concerns	Intended Outcomes /Targets	Strategies/ Tasks	Success Criteria	Method of Evaluation	Responsible Personnel	Time Scale				
						08/09	09/10	10/11	11/12	12/13
		<p>2. English Language Ambassadors (ELAs) Scheme</p> <ul style="list-style-type: none"> ➤ ELAs make presentations and announcements in morning assemblies ➤ Students come to ELAs for reading aloud practice in the covered playground at recess time for at least two times each month. ELAs will take turns to be on duty. ➤ ELAs are taking care of the lunchtime English Corner activities in Room 501 and Booth Games in the covered playground. 	<ul style="list-style-type: none"> ➤ Students are able to speak English around the campus all the time. ➤ 5% increase in the passing rate in oral quizzes, tests and examinations 	<ul style="list-style-type: none"> ➤ Daily participant count ➤ Feedback from students ➤ Interviews with students and teachers 	<ul style="list-style-type: none"> ➤ 2 English teachers for junior section ➤ 2 English teachers for senior section 	✓	✓	✓	✓	✓

Major Concerns	Intended Outcomes /Targets	Strategies/ Tasks	Success Criteria	Method of Evaluation	Responsible Personnel	Time Scale				
						08/09	09/10	10/11	11/12	12/13
		<p>2. English Language Ambassadors (ELAs) Scheme (cond't)</p> <ul style="list-style-type: none"> ➤ English Teachers train ELAs at lunchtime with materials which can help students improve their presentation skills, critical thinking skills and communication skills. ➤ Meetings will be held once a week. Activities of various kinds will be held to boost their confidence in speaking English. 								

Major Concerns	Intended Outcomes /Targets	Strategies/ Tasks	Success Criteria	Method of Evaluation	Responsible Personnel	Time Scale				
						08/09	09/10	10/11	11/12	12/13
		<p>3. English Lunchtime Individual Presentation</p> <p>➤ Students of each class will go to make individual presentation at lunchtime in Room 108. ELAs are responsible for listening to their younger brothers and sisters' presentation and give feedback to them.</p>	<p>➤ 5% increase in the passing rate in oral quizzes, tests and examinations</p>	<p>➤ Questionnaires</p> <p>➤ Feedback from students</p> <p>➤ Evaluation forms</p> <p>➤ Interviews with students and teachers</p>	<p>➤ F.1-F.7 ELAs</p> <p>➤ Programme-in-charge: Committee Chairperson</p>	✓	✓	✓	✓	✓

Major Concerns	Intended Outcomes /Targets	Strategies/ Tasks	Success Criteria	Method of Evaluation	Responsible Personnel	Time Scale				
						08/09	09/10	10/11	11/12	12/13
	(c) Students have confidence in reading and speaking English enhanced. Students have enriched their vocabulary power in English. Communicating in English is made an attractive and routine part of students' school life.	<p>Native English Teachers (NETs) Programme</p> <p>i) English Corner Activities</p> <ul style="list-style-type: none"> ➤ English Language Ambassadors will help conduct language activities in Room 501. <p>ii) English Booth Games</p> <ul style="list-style-type: none"> ➤ Materials are prepared by the teacher-in-charge, including quizzes, crosswords, tongue twisters, etc. English Language Ambassadors help to operate the booth. ➤ The booth will operate every lunchtime throughout the week except Wednesdays (Putonghua Speaking Days). 	<ul style="list-style-type: none"> ➤ Students participate proactively at each lunchtime 	<ul style="list-style-type: none"> ➤ Daily participant count ➤ Feedback forms to evaluate activities and collect further ideas from students 	<ul style="list-style-type: none"> ➤ 1 Native English Teacher (NET) 	✓	✓	✓	✓	✓

Major Concerns	Intended Outcomes /Targets	Strategies/ Tasks	Success Criteria	Method of Evaluation	Responsible Personnel	Time Scale				
						08/09	09/10	10/11	11/12	12/13
	(d) Students have their confidence in speaking English enhanced. Their communication skills and critical thinking skills can be improved.	1. English Debating Team <ul style="list-style-type: none"> ➤ Students are selected through teachers' recommendation and interviews. ➤ Meetings will be conducted to provide training for junior and senior students on debating skills ➤ Regular mock debates will be conducted for students. ➤ Students will also have chances to join inter-school debating competitions. 	<ul style="list-style-type: none"> ➤ Satisfactory results in inter-school debating competitions 	<ul style="list-style-type: none"> ➤ Observation of students' performance during mock debates and external competitions ➤ Feedback forms from students 	<ul style="list-style-type: none"> ➤ 2 Teachers with relevant experience 	✓	✓	✓	✓	✓
		2. Open Forum <ul style="list-style-type: none"> ➤ Open Forum on current affairs and school issues are organized during lunchtime. 	<ul style="list-style-type: none"> ➤ Students' speaking and presentation skills are improved. ➤ A passing rate of 90% in the Oral Paper in examinations is expected. 	<ul style="list-style-type: none"> ➤ Daily observation of students' work ➤ Feedback from students ➤ Comments given by teachers 	<ul style="list-style-type: none"> ➤ Chairperson of Civic Education Team ➤ Committee Chairperson 					

Major Concerns	Intended Outcomes /Targets	Strategies/ Tasks	Success Criteria	Method of Evaluation	Responsible Personnel	Time Scale				
						08/09	09/10	10/11	11/12	12/13
	(e) Students have their confidence enhanced in speaking English. Their communication skills and critical thinking skills can be improved. Elevated students' cultural awareness of Western Festivals and strengthened EMI Environment.	Festive Celebrations <ul style="list-style-type: none"> ➤ Halloween and Christmas celebrations ➤ Thematic Classroom Activities, English Lunchtime Activities, Lunchtime Presentation and English Corner Activities 	<ul style="list-style-type: none"> ➤ Students are participating proactively in these two celebrations. 	<ul style="list-style-type: none"> ➤ Daily participant count ➤ Feedback forms to evaluate activities and collect further ideas from students 	<ul style="list-style-type: none"> ➤ Native English Teachers 	✓	✓	✓	✓	✓
	(f) Students' vocabulary power can be enriched. Their communication skills and critical thinking skills can be improved.	Collaboration with all KLAs <ul style="list-style-type: none"> ➤ Across all KLAs, teachers are expected to require students to speak in good English in class and write in statements and paragraph forms in quizzes, tests and examinations. ➤ Students' language skills can be part of the formative and summative assessment. 	<ul style="list-style-type: none"> ➤ Students are able to write in accurate English and speak fluent English. 	<ul style="list-style-type: none"> ➤ Feedback from students ➤ Comments given by teachers 	<ul style="list-style-type: none"> ➤ All KLAs Person-in-charge ➤ Committee Chairperson 	✓	✓	✓	✓	✓

School Development Plan – Discipline (2008-2013)

Major Concerns	Intended Outcomes /Targets	Strategies/ Tasks	Success Criteria	Method of Evaluation	Responsible Personnel	Time Scale				
						08/09	09/10	10/11	11/12	12/13
<p>1. To further nurture good school ethos in line with Po Leung Kuk School Boards: Respect, Love, Diligence and Honesty.</p> <p>2. To strengthen the sense of belonging among students</p> <p>3. To promote harmonious school culture</p> <p>4. To instill proper values and elevate personal quality for better school image</p>	<p>(a) To improve the sense of identity and cohesiveness at class level</p> <p>(b) To establish good class ethos that is cohesive, supportive and participating</p>	<p>Class teacher works</p> <p>1. Strengthening the role and collaboration among class teachers at the same level so as to cultivate good class ethos and sense of belongings through class-based activities and daily routines.</p> <p>2. Core values, desirable behaviours and codes of conduct to be worked out by teachers</p>	<p>➤ Over 80% class teachers understand their role in cultivating the class ethos.</p> <p>➤ Core values, desirable behaviours and codes of conduct are worked out according to the current level situation.</p> <p>➤ Over 80% students are satisfied with the class ethos.</p> <p>➤ Over 80 % students understand the requirements and expectations of class teachers.</p>	<p>➤ Teachers' Questionnaires</p> <p>➤ Documents</p> <p>➤ Student's Questionnaires</p> <p>➤ Observations</p>	<p>➤ Discipline Team</p> <p>➤ Class coordinators</p> <p>➤ Class teachers</p>	✓	✓	✓	✓	✓

Major Concerns	Intended Outcomes /Targets	Strategies/ Tasks	Success Criteria	Method of Evaluation	Responsible Personnel	Time Scale				
						08/09	09/10	10/11	11/12	12/13
	(c) To improve the sense of identity and cohesiveness at class level	<p>By-level discipline Training and experiential camp</p> <p>1. Discipline training is provided to enhance self discipline, respect, perseverance, cohesiveness and goal setting. Specific training goals to be worked out according to characteristics of different levels.</p> <p>2. F.1-3: Foot drill Practice and ABC Day camp F.4 & 6: Intensive ABC training camp and follow-up day camp</p>	<ul style="list-style-type: none"> ➤ Training goals are set-up according to characteristics of different levels. ➤ Over 90% participation in discipline training ➤ Over 80% participants express positive learning outcome after training ➤ Over 80% teachers are satisfied with the positive training outcome. 	<ul style="list-style-type: none"> ➤ Teachers' Questionnaires ➤ Documents ➤ Student's Questionnaires 	<ul style="list-style-type: none"> ➤ Discipline Team ➤ Class coordinators 	✓	✓	✓	✓	✓
	(d) To instill the sense of responsibility, respect and safe and orderly school life	<p>Award and punishment system</p> <p>1. Review and updating of the award and punishment system so that concept of discipline and responsibility is conveyed efficiently to all stake holders</p>	<ul style="list-style-type: none"> ➤ School rules are reviewed and updated annually, with increasing participation of different stakeholders. ➤ Over 70% students accept and are satisfied with the award and punishment system. ➤ Over 70% staff are satisfied with the general discipline of the students 	<ul style="list-style-type: none"> ➤ Teachers' Questionnaires ➤ Documents ➤ Student's Questionnaires 	<ul style="list-style-type: none"> ➤ Discipline Team 	✓	✓	✓	✓	✓

Major Concerns	Intended Outcomes /Targets	Strategies/ Tasks	Success Criteria	Method of Evaluation	Responsible Personnel	Time Scale				
						08/09	09/10	10/11	11/12	12/13
	(e) Positive ethos are encouraged and appreciated through official school award system	Award scheme 1. Majors areas of positive ethos are included in the scheme: Moral, Intellectual, Physical, Social, Aesthetic and Family	➤ Over 60% student participation rate	➤ Documents	➤ Award Scheme Team	✓	✓	✓	✓	✓

School Development Plan – Guidance (2008-2013)

Major Concerns	Intended Outcomes /Targets	Strategies/ Tasks	Success Criteria	Method of Evaluation	Responsible Personnel	Time Scale				
						08/09	09/10	10/11	11/12	12/13
1. To further nurture school ethos 2. To strengthen the sense of belonging among students 3. To promote harmonious school culture 4. To instill proper values and elevate personal quality for better school image	(a) To develop students' self understanding	Individual Counseling 1. Polish up referral system 2. Identify students in need by collecting students' personal data 3. Work on cases referred by discipline committee, class teachers, and other staff	➤ Over 80% teachers are satisfied with the case referral system at the year end questionnaires. ➤ Over 80% students' personal data can be collected by the screening instruments. ➤ Improvement in behaviour is shown by referred students	➤ Teachers' Questionnaires ➤ Records ➤ Discipline Records ➤ Observation Feedback	➤ School Social Workers ➤ Class Teachers ➤ Discipline Committee					
	(b) To enhance students' capability of problem solving					➤ Over 80% of all student participants are satisfied with the programme design and arrangement.	➤ Students' Questionnaires ➤ Feedback	➤ School Social Workers	✓	✓

Major Concerns	Intended Outcomes /Targets	Strategies/ Tasks	Success Criteria	Method of Evaluation	Responsible Personnel	Time Scale				
						08/09	09/10	10/11	11/12	12/13
	(d) Develop students' personal growth by self reflection and communication with the class teachers	Life Education 1. Spiral curriculum on personal and social education for F.1 to F.5 students to meet developmental needs. 2. Experiential games and programs are designed by social workers and implemented via class teachers 3. Common preparation period among the class teachers and social workers for better collaboration 4. Liaison with external agencies to hold suitable assemblies and talks for students' special developmental needs - stress management - mental health - social relationship	➤ Over 80% scheduled curriculum completed by the class teachers ➤ Over 80% class teachers satisfied with the curriculum content and feel the curriculum goals have been achieved. ➤ Over 80% of all student participants are satisfied with the program design and arrangement.	➤ Students' Questionnaires ➤ Teachers' Questionnaires ➤ Observation Record	➤ Life Education Coordinators ➤ Class Teacher Coordinators	✓	✓	✓	✓	✓

Major Concerns	Intended Outcomes /Targets	Strategies/ Tasks	Success Criteria	Method of Evaluation	Responsible Personnel	Time Scale				
						08/09	09/10	10/11	11/12	12/13
	(e) To nurture students' sense of responsibility, caring and the attitude of treasuring and serving others through different types of community services.	Community Service 1. Training workshop and community services at least once a year for all students 2. Spiral curriculum with meaningful diversity of service is designed according to the developmental needs and abilities of students 3. Community Service Team is set up and ambassadors are trained to promote the culture of serving others.	➤ Over 80% of all class teachers are satisfied with the arrangement and outcome. ➤ Over 80% of the student participants acquire the communication skills with different target group through the community services.	➤ Students' Questionnaires ➤ Teachers' questionnaires ➤ Observation ➤ Feedback	➤ External Agency Coordinators	✓	✓	✓	✓	✓
	(f) Through diversified co-curricular and extra-curricular activities to deepen / internalize skills and knowledge related to the themes concerned	School-wide programmes 1. Thematic programmes to be held once a year on personal, social and emotional growth. 2. To collaborate with class teachers, subject teachers and guidance team members.	➤ Annual thematic programmes are held ➤ Over 70% students have positive feedback on the annual theme	➤ Questionnaires ➤ Observation	➤ School-wide Programme Team	✓	✓	✓	✓	✓

School Development Plan – Extra-curricular Activities

Major Concerns	Intended Outcomes /Targets	Strategies/ Tasks	Success Criteria	Method of Evaluation	Responsible Personnel	Time Scale				
						08/09	09/10	10/11	11/12	12/13
1. Further enhance the non-academic performance so as to promote the school image.	➤ 40 different kinds of extra-curricular activities being provided in the ECA sessions.	➤ Employ professional coaches to conduct the ECA training.	➤ The attendance of the students have to reach 70 % or above	➤ Document Records	➤ ECA Committee	✓	✓	✓	✓	✓
	➤ A number of school teams in Sports and Music Education got encouraging result in external competition.	➤ Train up potential students in sports and music education. ➤ Scholarship for students who have outstanding performance in external competition. ➤ Organize overseas training program to the potential athletes.	➤ 70% of staff are satisfied with the Student's effort, performance or awards received in the external competition.	➤ Questionnaire ➤ Students' participation in the training or competition.	➤ ECA Committee	✓	✓	✓	✓	✓
	➤ Joint-school variety show will be held.	➤ Joint-school variety show will be held in order to promote the school image.	➤ The number of audience in the concert hall reaches 70% of the seating capacity.	➤ Observation of teachers. ➤ Students' participation in the training or competition.	➤ ECA Committee		✓			✓

Major Concerns	Intended Outcomes /Targets	Strategies/ Tasks	Success Criteria	Method of Evaluation	Responsible Personnel	Time Scale				
						08/09	09/10	10/11	11/12	12/13
2. To strengthen the sense of belongings among students.	➤ Enrich the school life of students.	➤ Organize teachers and students inter-house competitions, including ball games, musical competition.	➤ 80% of ECA committee members consider the number of activities and the participation rate of the students and teachers as satisfactory. ➤ The number of activities and the participation rate of the students and teachers.	➤ Observation ➤ Students' participation in the competition.	➤ ECA Committee	✓	✓	✓		
		➤ Establish different kinds of academic clubs.				✓	✓	✓		
		➤ Establish Student Union to provide more diversified programs for students.						✓	✓	✓

Major Concerns	Intended Outcomes /Targets	Strategies/ Tasks	Success Criteria	Method of Evaluation	Responsible Personnel	Time Scale				
						08/09	09/10	10/11	11/12	12/13
3. Preparation of the New Senior Secondary Curriculum - Other Learning Experience.	➤ Introduced a more balanced development on the aspects of physical experience, aesthetic experience, moral and civic education, community service and career-related experience.	➤ Add 2 lessons of other learning experience into the time table.	➤ The time allocation of the Other Learning Experience can meet the requirement of the EDB.	➤ Observation ➤ Questionnaire	➤ ECA Committee		✓	✓	✓	✓
		➤ A more comprehensive curriculum for the other learning experience.					✓	✓	✓	✓
	➤ To polish up the non-academic report so as to be a student learning profile (SLP)	➤ With the use of IT- aided program, a more systematic student learning profile is complied for students.					✓	✓	✓	✓

School Development Plan – Information Technology (2008-2013)

Major Concerns	Intended Outcomes /Targets	Strategies/ Tasks	Success Criteria	Method of Evaluation	Responsible Personnel	Time Scale				
						08/09	09/10	10/11	11/12	12/13
➤ Improve Teaching and Learning effectiveness	(a) Provide a platform of e-Learning for teachers and students	➤ Upload enhancement materials to the intranet (e.g. WebCT) for student's distance and self learning	➤ Students learn actively through the online resources ➤ The higher achievers feel that the materials given to them are easily accessible.	➤ The hit rate of the platform ➤ Collect feedback from students through questionnaires and informal interviews	➤ I.T. Committee ➤ Subject Teachers ➤ I.T. Prefects		✓	✓	✓	✓
		➤ Provide an online forum for teachers and students to discuss academic problems	➤ The forum usage level is high ➤ Students learn through distance learning	➤ Forum record ➤ Collect feedback from students through questionnaires and informal interviews			✓	✓	✓	✓
	(b) Support curriculum reform and related changes	➤ Organize new teacher's training for the use of I.T. facilities	➤ Teachers are satisfied with the support given by the I.T. committee	➤ Feedback from teachers through questionnaires		✓	✓	✓	✓	✓
		➤ Give sufficient supports to teachers in using I.T. facilities								
(c) Increase teachers effectiveness in preparing teaching materials	➤ Upgrade the I.T. hardware and software to support teachers' needs	➤ Teachers are satisfied with the I.T. facilities provided	➤ Collect feedback from teachers through informal interviews		✓	✓	✓	✓		

Major Concerns	Intended Outcomes /Targets	Strategies/ Tasks	Success Criteria	Method of Evaluation	Responsible Personnel	Time Scale				
						08/09	09/10	10/11	11/12	12/13
2. Preparation for NSS	(a) Provide a good piece of evidence for student's Other Learning Experience (OLE)	➤ Provide a new reporting system for the non-academic report	➤ Students feel that the non-academic reports are well organized and are suitable to present their OLE.	➤ Collect feedback from students through questionnaires and informal interviews	➤ I.T. Committee	✓	✓	✓	✓	✓
	(b) Students can enroll ECA easily through the online system provided	Use the ECA enrollment system through the internet to continue the enrollment procedures for students enrolling ECA as previous.	➤ All students enroll ECA through the system	➤ Collect feedback from students through questionnaires and informal interviews		✓	✓	✓	✓	✓
	(c) Provide OLE for students	➤ Join outside School I.T. competitions/ awards such as the Hong Kong Olympiad in Informatics, Computer-assisted Project Design, photography competitions and I.T. Leader Award.	➤ Awards received in various outside schools IT competitions.	➤ Analyse the performance during and after the competition.	➤ I.T. Committee ➤ Computer Teachers	✓	✓	✓	✓	✓

Major Concerns	Intended Outcomes /Targets	Strategies/ Tasks	Success Criteria	Method of Evaluation	Responsible Personnel	Time Scale				
						08/09	09/10	10/11	11/12	12/13
3. To nurture school ethos and enhance the student's sense of belongings	(a) Build up relationship between parents, students and the school.	➤ Carry out parents' workshops on using I.T. services and instant messaging.	➤ At least 20 parents will join the workshops and parents are satisfied with the outcome of the workshops	➤ Collect feedback from parents through questionnaires after workshops and informal interview	➤ Computer Teachers ➤ I.T. Prefects	✓	✓	✓	✓	✓
		➤ Further enhance the usage of SMS System	➤ Parents satisfied with reporting speed and reporting effectiveness of using the SMS system	➤ Collect feedback from parents through questionnaires and informal interview	➤ I.T. Committee	✓	✓	✓	✓	✓

Major Concerns	Intended Outcomes /Targets	Strategies/ Tasks	Success Criteria	Method of Evaluation	Responsible Personnel	Time Scale				
						08/09	09/10	10/11	11/12	12/13
3. To nurture school ethos and enhance the student's sense of belongings	(b) Continue the I.T. prefect education such that the sense of belonging of students can be increased	➤ Promote interests and enhance knowledge of the students in I.T.	➤ Interest and knowledge in I.T. have been increased among I.T. prefects	➤ Collect feedback from I.T. prefect through online questionnaires and informal observation.	➤ I.T. Committee	✓	✓	✓	✓	✓
		➤ Assist teachers in I.T. Committee teachers for the maintenance work on I.T. facilities.	➤ I.T. facilities can be operated smoothly.	➤ Collect feedback from teachers through online questionnaires		✓	✓	✓	✓	✓
		➤ Support various IT related activities organized by the college.	➤ I.T. related activities can be run smoothly.	➤ Collect feedback from teachers through informal interviews.	➤ I.T. Committee ➤ I.T. Prefects	✓	✓	✓	✓	✓
		➤ Initiate/organize I.T related activities/ training in the college, such as I.T. Day and software trainings.	➤ 50% or above I.T. Prefect were involved in the training or I.T. related activities.	➤ Record the number and types of activities conducted. ➤ Feedback from online questionnaires.		✓	✓	✓	✓	✓
		➤ Join outside school I.T. competitions/ awards such as the Hong Kong Olympiad in Informatics, Computer-assisted Project Design, photography competitions and IT Leader Award.	➤ Awards received in various outside schools I.T. competitions.	➤ Analyse the performance during and after the competition.	➤ I.T. Committee ➤ Computer Teachers	✓	✓	✓	✓	✓

Major Concerns	Intended Outcomes /Targets	Strategies/ Tasks	Success Criteria	Method of Evaluation	Responsible Personnel	Time Scale				
						08/09	09/10	10/11	11/12	12/13
4. To improve school image	(a) Enhance school image and attract potential parents and students via our school web	➤ Carry out renovation of our school web and evaluation of the school web will be done time by time	➤ High hit rate of school web site	➤ Collect feedback from parents and teachers through questionnaires and informal interview.	➤ I.T. Committee ➤ Computer Teachers	✓	✓	✓	✓	✓
	(b) Provide better communication for non-Chinese parents and students in school function	➤ Fully utilize the use of simultaneous interpretation system in various school function	➤ Non-Chinese parents and students can actively participated in school functions	➤ Collect feedback from non-Chinese parents through questionnaires and informal interview after the school functions	➤ I.T. Committee ➤ Interpreters by our school teachers	✓	✓	✓	✓	✓
	(c) Improve school image through external competitions	➤ Join outside school I.T. competitions/ awards such as the Hong Kong Olympiad in Informatics, Computer-assisted Project Design, photography competitions and IT Leader Award.	➤ Awards received in various outside schools I.T. competitions.	➤ Analyse the performance during and after the competition.	➤ I.T. Committee ➤ Computer Teachers	✓	✓	✓	✓	✓

School Development Plan – Student Affairs (2008-2013)

Major Concerns	Intended Outcomes /Targets	Strategies/ Tasks	Success Criteria	Method of Evaluation	Responsible Personnel	Time Scale				
						08/09	09/10	10/11	11/12	12/13
1. To strengthen the sense of belonging among students	(a) Better sense of belonging among students towards the school	➤ Provide relevant and quality services and support to our students e.g. tuck shop, lunch box, school bus	➤ 70% of the students, parents and teachers satisfy with the services provided by the lunch box supplier and tuck shop vendor.	➤ Survey will be conducted among students, parents and teachers annually	➤ Lunch Box Supplier ➤ Tuck Shop Vendor	✓	✓	✓	✓	✓
		➤ Sale of folder or stationery with printed school logo by students in the commerce stream (e.g. set up booth or stall during lunch time).	➤ 70% of the students like the folder or stationery with printed school logo	➤ Survey	➤ Student Affairs Committee	✓	✓	✓		

Major Concerns	Intended Outcomes /Targets	Strategies/ Tasks	Success Criteria	Method of Evaluation	Responsible Personnel	Time Scale				
						08/09	09/10	10/11	11/12	12/13
2. To increase publicity and enhance school image	(a) Better promotion of school image via different media	➤ More promotions and advertisements to recognize and encourage academic achievement e.g. offering scholarship for outstanding academic achievement in External Examination.	➤ 15% of the students in our school can be awarded with scholarship.	➤ Records ➤ Documents	➤ Student Affairs Committee					
						✓	✓	✓		
	(b) More recognition from the general public	➤ Upload the list of candidates who get entry to the local or overseas university to our school web	➤ The list of university entrants is uploaded and viewed by visitors	➤ Records	➤ Student Affairs Committee ➤ I.T. Committee	✓	✓	✓	✓	✓
		➤ Name list and letters of congratulation will be sent to principals of primary schools	➤ Principals of these primary schools consider it as good practice	➤ Document ➤ Feedback from principals of primary schools	➤ General Affairs	✓	✓	✓	✓	✓
	➤ More liaisons with universities to get updated information of our students who obtain outstanding achievement in tertiary sectors e.g. Dean List of the Year	➤ Get updated information about high achieving Nganpolingians from universities	➤ Feedback ➤ Documents	➤ General Affairs	✓	✓	✓	✓	✓	

Major Concerns	Intended Outcomes /Targets	Strategies/ Tasks	Success Criteria	Method of Evaluation	Responsible Personnel	Time Scale					
						08/09	09/10	10/11	11/12	12/13	
3. To better prepare for the NSS	(a) Two sets of uniform will be remained for the junior and senior forms	<ul style="list-style-type: none"> ➤ Adjustments made to cater for the NSS system: F.1 – F.3: <i>Summer:</i> White short sleeves shirt with RED checkers <i>Winter:</i> PURPLE Long sleeves shirt SS1 – SS3: <i>Summer:</i> White short sleeves shirt with GREEN checkers <i>Winter:</i> CHECKERED Long sleeves shirt 	<ul style="list-style-type: none"> ➤ The adjustments in the school uniform will be fully implemented in line with the NSS in 2012-2013 and well- accepted by students and all stakeholders 	<ul style="list-style-type: none"> ➤ Observation 	<ul style="list-style-type: none"> ➤ Student Affairs Committee 		✓	✓	✓	✓	
4. To further nurture school ethos and healthy lifestyle	(a) Promote healthy life style	<ul style="list-style-type: none"> ➤ Jointly organize fruit day once per two months with Parent Teachers Association 	<ul style="list-style-type: none"> ➤ 70% of the students think that fruit day can help them to promote a healthy life style 	<ul style="list-style-type: none"> ➤ Survey 	<ul style="list-style-type: none"> ➤ Student Affairs Committee ➤ PTA executive committee members 	✓	✓	✓			
		<ul style="list-style-type: none"> ➤ Provide lunch box with the choice on nutrition. 	<ul style="list-style-type: none"> ➤ 70% of the students and parents think that it is a good practice to have the choice on nutrition 	<ul style="list-style-type: none"> ➤ Survey 	<ul style="list-style-type: none"> ➤ Student Affairs Committee 	✓	✓	✓			

Major Concerns	Intended Outcomes /Targets	Strategies/ Tasks	Success Criteria	Method of Evaluation	Responsible Personnel	Time Scale				
						08/09	09/10	10/11	11/12	12/13
5. Polish up the registration procedure	(a) A more systematic registration procedure can be developed	➤ The registration day will be held in July every year for the existing students so that their information, data and records can be processed earlier. A temporary class list can be generated in late July.	➤ The registration day can be held within one week after the closing ceremony. ➤ A temporary class list can be generated in late July every year.	➤ Records ➤ Documents	➤ Student Affairs Committee					
						✓	✓	✓	✓	✓

Major Concerns	Intended Outcomes /Targets	Strategies/ Tasks	Success Criteria	Method of Evaluation	Responsible Personnel	Time Scale				
						08/09	09/10	10/11	11/12	12/13
6. Streamline the school fee payment procedure	(a) A more systematic school fee payment procedure can be developed	Adjust the procedure of processing the Direct Debit Authorization Form:	➤ 90% of the students can return the completed Autopay Form before 7 July 2008	➤ Documents ➤ Records	➤ Student Affairs Committee					
		<ul style="list-style-type: none"> ➤ Distribute the Direct Debit Authorization Form to students in mid June 2008 ➤ Send all Direct Debit Authorization Form to the bank for confirmation before 7 July 2008 				✓				
		➤ Increase the 'Monthly Payment Limit' to \$5,000. No end date will be marked in the "Expiry Date" column so as to avoid repeated procedures for Direct Debit Authorization when student is promoted to higher forms or when there is increase in tuition fee.	➤ Majority of parents consider the practice as convenient and users friendly	➤ Records ➤ Documents	➤ Student Affairs Committee					
						✓				

Major Concerns	Intended Outcomes /Targets	Strategies/ Tasks	Success Criteria	Method of Evaluation	Responsible Personnel	Time Scale				
						08/09	09/10	10/11	11/12	12/13
		➤ The tuition fee in September will be transferred by AUTOPAY into the school account in late <u>August</u> . The date of AUTOPAY will be on the 5 th day of every month	➤ A smoother school fee collection procedure can be in pace with smaller amount of outstanding balance.	➤ Records ➤ Documents	➤ Student Affairs Committee	✓	✓	✓	✓	✓