

Yuen Long Merchants Association Secondary School
School Development Plan (3 years plan - 2018-2019 to 2020-2021)

SWOT Analysis

Strengths – Internal Factors	Weaknesses – Internal Factors
<ol style="list-style-type: none"> 1. There is close partnership among the stakeholders. Parents appreciate what the school does for their children; the alumni, teachers and students have a strong sense of belonging. 2. Students are receptive to advice and guidance. They can find strong peer support. Senior students managed to play a leading role in both the academic and non-academic aspects. 	<ol style="list-style-type: none"> 1. Many students lack family support and are deficient of social and cultural capital. 2. Students do not have good time management. 3. Students are passive and lack of self-regulated skills.
Opportunities – External Factors	Threats – External Factors
<ol style="list-style-type: none"> 1. Reforms on curriculum and assessment help to reinforce training in the use of language, communication skills, critical thinking and power of analysis, IT, metacognition and catering for learner diversity. 2. There are professional experts that render support to schools through projects such as QSHK projects. 3. There are many more chances than before for students to acquire a global outlook. 4. Parents and students desire for more whole-person activities as well as life-wide learning. 	<ol style="list-style-type: none"> 1. The changing roles expected of teachers put strain on them and they are overloaded with duties concerning teaching, personal work, student development programs and liaison with parents and other institutions. 2. Vastly diverse views and debates over societal issues confuse the students' life values. 3. Misuse of and distraction from electronic gadgets interferes with students' study and socialization.

Major Concerns	Targets	A General Outline of Strategies	Time Scale		
			2018-19	2019-20	2020-21
1. Foster students to be self-regulated and deep learners	<ul style="list-style-type: none"> To shift students' learning approaches from surface to deep 	<ul style="list-style-type: none"> To refine Junior Form Curriculum for <ul style="list-style-type: none"> enhancing students' interests on learning and understandings on how learning is related to daily life emphasizing learning skills of different levels in addition to subject content knowledge strengthening of reading literacy and metacognitive abilities assisting students in adapting to different learning stages To guide students to learn in scaffolding lessons with use of strategic teaching arrangements To provide effective feedback for students' reflection by both looking backward and looking forward 	✓	✓	✓
	<ul style="list-style-type: none"> To enhance students' confidence with higher aspiration for learning 	<ul style="list-style-type: none"> To engage students with diverse needs by different types of learning activities inside and outside classrooms To enhance the learning and teaching effectiveness of small group teaching in various subjects To assign learning tasks with different level of difficulties and provide choices for students of different abilities To adopt assessment strategies to enhance learning motivation 	✓	✓	
	<ul style="list-style-type: none"> To strengthen students' study habits and skills 	<ul style="list-style-type: none"> To guide students to prepare their personalized notes, develop their own revision strategies with effective time management and do effective self-reflection. 	✓	✓	

Major Concerns	Targets	A General Outline of Strategies	Time Scale		
			2018-19	2018-19	2018-19
2. Cultivate students' positive values, and enhance students' learning motivation	<ul style="list-style-type: none"> To cultivate students' positive values: self-strengthening, restrain, graceful and responsibility 	<ul style="list-style-type: none"> To develop a school-based Personal Growth curriculum To enhance the learning elements of extra-curricular activities with emphasis on service learning To revitalize the function of the school assemblies in developing the positive value of students. To implement a mentorship program for the students To recognize the performance of students through awards and sharing with different means To enrich the extra-curricular life of junior form students and provide equal opportunities for them to participate To refine the award and recognition system 	✓	✓	✓
	<ul style="list-style-type: none"> To enhance students' motivation, sense of achievement and confidence 				
	<ul style="list-style-type: none"> To develop students' self-management skills 				
	<ul style="list-style-type: none"> To develop student's sense of serving the community 				
3. Enhance the synergy among teachers	<ul style="list-style-type: none"> To align visions and understanding and enhance collaboration among teachers for fostering students to be active learners 	<ul style="list-style-type: none"> To facilitate teachers' paradigm shift by both internal sharing and external training To enhance communication among various school committees To develop a coherent supporting network for student development and learning among academic and pastoral care committees. To facilitate teachers to devise individual professional development plans to incorporate the areas of student active learning 	✓	✓	✓

Major Concerns	Targets	A General Outline of Strategies	Time Scale		
			2018-19	2018-19	2018-19
	<ul style="list-style-type: none"> To strengthen professional leadership of middle managers 	<ul style="list-style-type: none"> To strengthen curriculum leadership of subject panel heads by various training to <ul style="list-style-type: none"> – develop student-centered lesson observations and book inspections – monitor vertical planning of curriculum and assessment To strengthen leadership of functional groups by various training to <ul style="list-style-type: none"> – develop activities with stronger learning elements – establish an effective database system – facilitate students to do reflection by both looking backward and forward To strengthen the culture of evaluation by various training to <ul style="list-style-type: none"> – make good use of quantitative data – capture qualitative evidence – formulate follow-up plan 	✓	✓	✓
	<ul style="list-style-type: none"> To optimize the use of human resources to enhance teachers' capacity 	<ul style="list-style-type: none"> To restructure the functional committees to improve the coherence, efficiency and effectiveness To use extra funding to employ more teachers and teaching assistants 	✓	✓	✓