



10 October 2005

## 2004/2005 Newsletter No. 3

Dear Colleagues,

Warmest greetings from the Executive Committee to you all, especially to the new principals.

I am sure by now you must have steered the ship off the dock onto well chartered waters for the current school year. Before you get tied down by your busy schedules and massive undertakings, I would like to share with you the following matters:

1. **New Membership Drive**

The annual membership drive is now under way. To the new principals and colleagues who are not members yet, you are cordially invited to join us as a new member. Please fill in the membership form attached – full membership for current and new principals.

2. **Membership Renewal**

Please fill in the enclosed membership form for your renewal. We are grateful for your support in the past year and look forward to having you again as an active, enthusiastic member.

3. **Associate Membership Drive**

We have communicated with Vice-Principals in a separate letter to invite them to join us as an Associate Member. Please encourage and support your Vice-Principal to join our Association.

4. **Annual General Meeting**

Please mark in your calendar the date, Thursday, 8 December 2005 (from 9:00 a.m. till lunch time) for our Annual General Meeting. Details will be announced in a separate letter later.

5. **Happy Hour Forum for Associate Members**

After the talk on “The role of Vice-Principals in the New Academic Structure for Senior Secondary Education and Higher Education (3+3+4 system)” in April 2005, we are organizing another sharing session on “Staff Management: How to work with staff in the capacity of a Vice-Principal”. Mr. Wong Kwai Lam 黃桂林先生, an expert in human resources training and mass media, will share with us his valuable experience in human resources management. Invitation has been sent to your Vice-Principal in a

separate letter. Please encourage your Vice-principal to participate in the program.

## 6. **Professional Development for Principals**

(A) I think most of you still remember the very inspiring Annual Conference “Building a Bridge over the Troubled Waters – The Qualities of a Principal of Today (神間氣定渡索橋 - 談校長領導素養)” last June. Over one hundred principals gathered together and shared their views on the ‘qualities’ of principals of today. The only deficiency of the Annual Conference, most of us believe, was the short duration of the Conference.

As a continuation of the Conference, a series of Seminars and a whole-day workshop were organized in October 2005, and the theme was “Leading a Learning Community in Changing Times – School Principals’ Personal and Professional Development Program”. When the program was announced, there was a very positive response from the principals. Within a very short period of time, over 140 principals enrolled in the program. The program began on October 3 and is now under way. As a participant and having gone through the first two seminars, I found the course both useful and interesting. We owe a lot of thanks to the Baptist University and EMB for their support of the program.

(B) We are planning for an educational trip to Shanghai with the objective of affording an opportunity for the participating school leaders to have an in-depth understanding of the schools in Shanghai. We will have the details for you very soon.

## 7. **Recent Issues on Educational Development**

(A) In our last Newsletter, we reported on our meeting in late April with Mrs. Fanny Law and Mr. Andrew Poon on the External School Review. We are pleased to note that EMB has initiated some modifications on the ESR process. One of our member schools, which had their ESR in September, has commented that workload on preparing documents was greatly reduced. Both the school and the teachers did not feel as much pressure in the process as previously experienced by others. We always support the notion of self-improvement and self-reflection and sincerely wish the modified ESR could genuinely serve the purposes of school development and improvement.

(B) We met with Professor Arthur Li of EMB in late August and shared with him our views on different educational issues. Among the many issues we have discussed, we had expressed our concerns on the "School-based After-School Learning and Support Programs", specifically on (i) Schools were given only a very short period of time to formulate their plans; and (ii) Some schools were successful in their applications, while others, especially the ones with many students coming from the less privileged classes, failed without very obvious reasons.

(C) We also conveyed to Prof. Li the difficulties currently faced by many principals. At present there are drastic changes occurring in the educational field. We noted the

change in the concept of school management with the adoption of the IMC, and the significant changes in the mode of learning-teaching, in the assessment and in the curriculum design with the implementation of the “3+3+4” system. We recognized that there are various recurrent and non-recurrent grants earmarked for schools to facilitate the smooth transition from the old system to the new one. But we strongly voiced our concern that there is apparently no specific attention or assistance given to the principals, who are certainly the anchor-persons in these changes.

When we are requested to change our role, to become and perform as the CEO of a school and the leader of the curriculum change, we have to question whether we have enough support from within and without. Are we well equipped for the job? Do we have sufficient capacity to improve ourselves in order to lead the changes? Prof. Li acknowledged and showed keen concern on the points we raised and indicated that he would invite opinions from our members on how EMB could support the principals during this time of reform.

- (D) We have sent a letter to Dr. Patrick Ho, Secretary for Home Affairs, in May 2005, requesting an exemption from the requirement of the Bill, “Legislating against Racial Discrimination”, as we believe the Bill might exert serious demand on the limited school resources and render very adverse impact on the school administration.

In closing, I will write soon on the Annual General Meeting, and wish each one of you a happy building of bridges to lead your school through an enjoyable, fruitful and rewarding school year.



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Ms. Lee Suet Ying  
Hon. Secretary