

MIINA HÄRMA GÜMNAASIUM DEVELOPMENT PLAN 2024–2028

INTRODUCTION

This development plan sets the goals and directions of Miina Härma Gümnaasium (from now on MHG) until 2028. The development plan is the basis for strategic decisions, formulating annual goals and preparing general work plans, and determines the main lines of development. An internal evaluation is carried out each academic year, summarised and used as a basis for setting objectives for the following academic year and preparing an action plan. Summaries of the academic year and new objectives are discussed in the Pedagogical Leadership team, the Parent Advisory Board and the Student Council. Proposals for adjustments and changes to the development plan are discussed in the Teachers' Committee. The proposed changes will be agreed upon by the Head of School with the Teachers' Committee, the Parent Advisory Board and the Student Council, and then approved by the City Government.

The development plan is based on the following documents:

- o The Basic School and Upper Secondary School Act
- o MHG curriculum
- o Tartu City Development Plan 2018-2025

GENERAL DATA

The school is run by the Tartu City Government.

Forms of operation of the educational institution:

- o basic education (RÕK)
- o secondary education (GRÕK)
- o IB Middle Years Programme (PYP)
- o IB Primary Years Programme (MYP)
- o IB Diploma Programme (DP)

The languages of instruction are Estonian and English.

The number of students is ~900, staff ~120, and pedagogical staff ~100.

MHG teaches Estonian and international students from grades 1 to 12 based on the national (RÕK) and international (International Baccalaureate, IB) curricula. MHG enrolls students from all over Tartu in the basic school and from all over Estonia in the secondary school. International students living temporarily in Estonia also study here. The list of 1st-grade students is formed based on the results of the entrance day; for the national curriculum, students are admitted to secondary school and IB DP based on the results of the entrance examinations. In 2010-2011, the school was accredited to teach students in the Diploma Programme (DP) at the upper secondary level under the International Curriculum, in 2013-2014 in grades 1-4 under the Primary Years Programme (PYP) and in 2018-2019 in grades 5-10 under the Middle Years Programme (MYP).

There are two parallel classes on the Estonian curriculum in the first three school levels, plus international classes. The upper secondary level has three parallel classes on the Estonian

curriculum, a preIB class in grade 10 and IB DP classes in grades 11 and 12. Pupils go to school in two shifts: grades 3-12 in the morning and 1-2 in the afternoon. The school has been experiencing a severe lack of space for many years.

SCHOOL PHILOSOPHY

MHG philosophy is a set of principles that guide how the school learns and teaches.

<https://miinaharma.ee/philosophy/?lang=en>

MHG PLAN OF ACTION UNTIL 2028

MAIN OBJECTIVE: SUPPORTING THE LEARNER DEVELOPMENT

1. SCHOOL CULTURE

OBJECTIVE: Every school member feels secure and carries school values.

Plan of action:

1.1 Shaping a shared value space

1.1.1 Implementing the Values Curriculum

1.1.2 Engaging the school community in a targeted way

1.2 Developing the learning environment

1.2.1 Developing a modern physical learning environment

1.2.2 Modernisation of the daily schedule

Evidence:

- The activities of the Values Curriculum have been carried out.
- Minimum of 3 whole-school events take place per school year, involving students from all levels and curricula.
- Parents' collaboration days for grades 1, 5, 10 are held annually.
- Parent workshops take place.
- National satisfaction and school environment survey of general education schools by the Ministry of Education and Research. Results (5-point scale, where 5 indicates full satisfaction; 100% scale, where "strongly agree" is combined with "rather agree" or "just about agree "):

Statement	Feedback from	Current results	Goal
TEACHERS' FEEDBACK	Teacher	2021 Answered 80 (89%)	2028 Answered 90%
School's reputation		4,3 Average in Estonia 4,3	maintain
Job satisfaction (I am satisfied with my job; I feel good at work)		4,3 Average in Estonia 4,3	maintain
Autonomy (I can do the job the way I think best, be myself)		4,3 Average in Estonia 4,4	maintain
Teachers have good relations with students.		4,5 Average in Estonia 4,4	maintain
Good relations with parents		99% Average in Estonia 88%	maintain
Good relations with colleagues		90% Average in Estonia 91%	maintain

All teachers are treated equally in our school.		60% Eesti keskmine 69%	increase
I can have a say in school decisions.		67% Average in Estonia 74%	increase
Satisfaction with physical space		3,3 Average in Estonia 4	increase
STUDENTS' FEEDBACK	Student	2023 answered grade 4 - 48 answered grade 8 - 45 answered grade 11 -79	2028 Grade 4 - 48 Grade 8 - 45 Grade 11 -79
		Purple represents results above average.	
School's reputation	Grade 4	4,3 Average in Estonia 4	maintain
	Grade 8	3,5 Average in Estonia 3,2	increase
	Grade 11	4 Average in Estonia 3,7	maintain
Satisfaction with school (school is interesting, I like going there and I feel good)	Grade 4	3,8 Average in Estonia 3,6	maintain
	Grade 8	2,9 Average in Estonia 2,9	increase
	Grade 11	3,6 Average in Estonia 3,3	increase
Autonomy (I can learn as I think is best and be myself)	Grade 4	3,9 Average in Estonia 3,7	maintain
	Grade 8	3,3 Average in Estonia 3,2	increase
	Grade 11	3,7 Average in Estonia 3,4	maintain
Learning environment and organisation of lessons (I am satisfied with the facilities, teaching equipment and timetable).	Grade 4	4,2 Average in Estonia 4	maintain
	Grade 8	3,4 Average in Estonia 3,4	hoida
	Grade 11	3,5 Average in Estonia 3,6	maintain
Connected (I get on well with my classmates, they help me when I need it)	Grade 4	4 Average in Estonia 3,7	maintain
	Grade 8	3,4 Average in Estonia 3,5	increase
	Grade 11	3,9 Average in Estonia 3,8	increase
There's an adult at school I can go to if I have a concern.	Grade 4	85,% Average in Estonia 69%	maintain
	Grade 8	56% Average in Estonia 54%	increase
	Grade 11	84% Average in Estonia 67%	maintain
The school day is exhausting for me	Grade 4	65% Average in Estonia 62%	degrease
	Grade 8	73% Average in Estonia 75%	degrease
	Grade 11	77% Average in Estonia 78%	degrease
PARENTS FEEDBACK	Parent	2021 Answered 179	2028 The number of people answering increases
Parent Advisory Board is active		82% Average in Estonia 73%	maintain

School management takes into account the opinion of the parent		67% Average in Estonia 63%	maintain
Parents working together on school-related activities		75% Average in Estonia 64%	maintain
I know what cooperation the school expects from me		66% Average in Estonia 71%	increase
I have different ways to express my opinion		85% Average in Estonia 79%	maintain

2. TEACHERS' PROFESSIONAL DEVELOPMENT

Objective: Teachers set goals, plan and analyse their work and give each student constructive feedback.

Plan of action:

2.1 Personal professional development

- 2.1.1 Collaborative planning
- 2.1.2 Preparation and analysis of work and unit plans
- 2.1.3 Learning (including collaborative training, IB training, learning communities etc.)
- 2.1.4 Development discussion with the direct leader

2.2 Supporting student development

- 2.2.1 Supporting and monitoring student development (including progress meetings with students and parents).
- 2.2.2 Explicit teaching of approaches to learning.
- 2.2.3 Giving constructive and meaningful feedback

Evidence:

- The timetable includes collaboration times for all subject groups.
- A questionnaire on teachers' personal professional development and collaborative teaching has been developed and analysed.
- Professional development training has been planned.
- Development interviews are held with all staff and pupils.
- National satisfaction and school environment survey of general education schools by the Ministry of Education and Research. Results (5-point scale, where 5 indicates total satisfaction; 100% scale, where "strongly agree" is combined with 'rather agree' or 'somewhat agree'):

Statements from the satisfaction survey	Feedback from	Current results	Objective
TEACHERS' FEEDBACK	Teacher	2021	2028
Connectedness (I get on well with colleagues, and I am supported when needed)		4,7 Average in Estonia 4,6	maintain
Self-efficacy (my preparation is sufficient; I feel confident and competent).		4,5 Average in Estonia 4,5	maintain
Development interviews are helpful to me.		74% Average in Estonia 72%	increase
Support for approaches to learning		4,3 Average in Estonia 4,3	maintain

Learner-centred teaching (checking prior knowledge, using tasks that are accessible, interesting and of varying difficulty)		3,5 Average in Estonia 3,7	increase
Individual recognition		4,5 Average in Estonia 4,6	Maintain (the difference between student and teacher results decreases)
STUDENTS' FEEDBACK	Student	2023 Brown represents results below average	2028
Feedback to support development	Grade 4	4,1 Average in Estonia 4	maintain
	Grade 8	3,7 Average in Estonia 3,3	increase
	Grade 11	3,3 Average in Estonia 3,2	increase
Teachers want to know how I'm doing at school	Grade 4	69% Average in Estonia 58%	increase
	Grade 8	40% Average in Estonia 34%	increase
	Grade 11	52% Average in Estonia 35%	increase
I can get extra support to study at school if I need it.	Grade 4	58% Average in Estonia 58%	increase
	Grade 8	61% Average in Estonia 69%	increase
	Grade 11	80% Average in Estonia 76%	increase
Individual recognition	Grade 4	3,7 Average in Estonia 3,5	increase (the difference between student and teacher results decrease)
	Grade 8	3,2 Average in Estonia 3,1	increase
	Grade 11	3,2 Average in Estonia 3	increase

3. A STUDENT WHO LEARNS CONSCIOUSLY

Objective: Students consciously apply approaches to learning and analyse their own learning experience to achieve the best possible results.

Plan of action:

3.1 Deliberate practice of learning skills

3.1.1 Self-management skills

3.1.2 Digital competences

3.1.3 Research skills

3.1.4 Thinking skills

3.1.5 Social skills

3.1.6 Communication skills

3.2 Best possible academic results

Evidence:

- Self-management skills: completing planning and reflection journal in grades 1-3; completing a self-analysis online platform in grades 4-9; delivering a meaningful learning course in grade 10.
- Research and self-management skills: Exhibition and Personal Projects, research and practical work, Extended essays (EE), Service as Action and CAS assignments are duly completed and submitted on time.
- Digital competencies are developed in the unit and course plans and implemented in lessons. Practical lessons are conducted using a variety of digital tools.
- The approaches to learning feedback will be given on a report card for grades 1-4.
- Feedback questionnaires on approaches to learning have been developed and are implemented in the 4th, 8th, and 11th grades.
- The number of students participating in national and international rounds of student competitions/olympiads is increasing; the number of students among the top three in regional rounds of olympiads is rising.
- Maintaining the level of results in the final examinations in basic school.
- MHG is among the top 10% of schools in national examination results.
- The added value of the upper secondary school is in line with or above expectations.
- HTM national general education school satisfaction and school environment survey. Results (5-point scale, where 5 indicates total satisfaction; 100% scale, where 'strongly agree' is combined with 'tend to agree' or 'just about agree'):

Statements from the satisfaction survey	Feedback from	Current results	Objective
STUDENTS' REEDVACK	Õpilane	2023	2028
Learning discipline (the class values learning and listens to the teacher).	Grade 4	3,3 Average in Estonia 3,4	increase
	Grade 8	2,8 Average in Estonia 3	increase
	Grade 11	3,6 Eesti keskmine	increase
How many times in the last two weeks have you been absent for no reason during a lesson?	Grade 4	9% Average in Estonia 14%	decrease
	Grade 8	28% Average in Estonia 17%	decrease
	Grade 11	3,2 Average in Estonia 3	increase
Motivation to learn (I can and and want to learn.)	Grade 4	2 Average in Estonia 2	increase
	Grade 8	3,3 Average in Estonia 2	increase
	Grade 11	3,7 Average in Estonia 3,5	increase
Self-directed learning (I look up things I'm interested in and teachers guide me)	Grade 4	2,9 Average in Estonia 2,1	increase
	Grade 8	3,4 Average in Estonia 3,2	increase
	Grade 11	79% Average in Estonia 69%	maintain

Self-efficacy (I can cope with tasks, I can finish school)	Grade 8	4,2 Average in Estonia 3,8	maintain
	Grade 11	4 Average in Estonia 4	maintain
How many digital skills for learning are taught at school?	Grade 4	71% Average in Estonia 76%	maintain
	Grade 8	51% Average in Estonia 58%	increase
	Grade 11	26% Average in Estonia 47%	increase
I like to exercise and work out in my free time	Grade 4	81% Average in Estonia 68%	maintain
	Grade 8	89% Average in Estonia 66%	maintain
	Grade 11	77% Average in Estonia 70%	maintain
Agency (telling teachers when I need help with a subject; asking questions in class).	Grade 4	3,7 Average in Estonia 3,5	increase
	Grade 8	3,4 Average in Estonia 3	increase
	Grade 11	3,2 Average in Estonia 3	increase

REVIEWING THE DEVELOPMENT PLAN

At the beginning of each academic year, a year plan for implementing the development plan will be drawn up, including an implementation plan.

At the end of each academic year, the implementation of the development plan is analysed, and a summary of the year is drawn up, reflecting the current state of implementation of the development plan. The Teachers' Committee and the Parent Advisory Board discuss the annual report. An internal evaluation was carried out in the school year 2022-2023 to identify the school's strengths and areas for improvement, which have been used to plan the new objectives and priorities in the development plan up to 2028.