
HULL PUBLIC SCHOOLS



*It Takes a Town:
The Renaissance of the Hull Public Schools*

STRATEGIC PLAN

2005-2010

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HULL PUBLIC SCHOOLS

Letter from the Superintendent

The Hull Public School District is pleased to present to the community of Hull the K-12 Strategic Plan. The purpose of the Strategic Plan is to provide direction for our schools for the next five years.

The issues that are addressed in the Strategic Plan came from the community questionnaire that was distributed last spring (2005). We received a great response to the survey and have used the results to formulate our plan.

The Strategic Planning Process involved much time and effort from volunteers. We spent many hours working with our consultant, Dr. Philip Devaux, plotting the future course for our schools. As you review our Mission, Vision, Core Values and our Action Plans, you will see the direction that your schools will pursue.

The level of involvement of staff, parents and citizens has been critical to this process. It is my hope that this involvement will continue as we work together to face the challenges in the years ahead.

Sincerely,

**Paula F. Delaney, D. Ed
Superintendent of Schools**

HULL PUBLIC SCHOOLS

Introduction

This five year Strategic Plan is the result of data gathered from the community and the school system in the spring of 2005. The purpose of the plan is to provide direction for the Hull system by identifying critical issues along with measurable action plans that will be implemented during the next five years. This Strategic Plan will be a central tool for planning and action.

A thirteen member committee comprised of teachers, parents, a school committee member, school administrators and town officials met twice each month from November 2004, to August 2005. A survey mailing (within electric bills), online website survey and focus groups were the community outreach vehicles to gather information. The final response totals are found in the full analysis of the survey responses in Appendix C. The survey responses included substantial narrative commentary on the open-ended section of the surveys, Appendix D.

It was determined that six primary areas would become the central areas of focus:

- Communication
- Curriculum and Instruction
- Assessment and Evaluation
- Human Resources and Professional Development
- Student Academic Support
- Finance and Asset Management

Each of these categories has specific action plans with completion dates and the resources that will be required. This plan is intended to be a “working document” with the flexibility to make revisions as needed.

HULL PUBLIC SCHOOLS

Strategic Plan Steering Committee

Catherine Bowes, School Committee Member

Lisa Canavan, Parent

Dr. Paula Delaney, Superintendent

Dr. Gerald Fournier, Assistant Superintendent

Marianne Harte, Parent

Raymond Joyal, Principal, Jacob School

Rhoda Kanet, Community Representative

Bonnie Lutze, Community Representative

Timothy MacKenzie, Social Studies Teacher, Hull High School

Kerri Sandler, World Languages Teacher, Memorial Middle School

Judeth Van Hamm, Community-School Liaison

Dennis Zaia, Member, Finance Committee

Leigh Ann Zarkauskas, Special Education Teacher, Memorial Middle School

Dr. Philip Devaux, Consultant

Devaux and Associates, Inc.

HULL PUBLIC SCHOOLS

MISSION

The Hull Public Schools will facilitate the development of students into independent thinkers and lifelong learners who are continually increasing their achievements, self-esteem and self-confidence in order to become socially responsible individuals.

VISION

We envision that the Hull Public Schools will:

- *Promote a vibrant identity.*
- *Become a model of rigorous and innovative instruction.*
- *Build an expanded core of learning.*
- *Exceed external expectations.*
- *Expand needed resources.*
- *Develop relationships critical to the mission.*

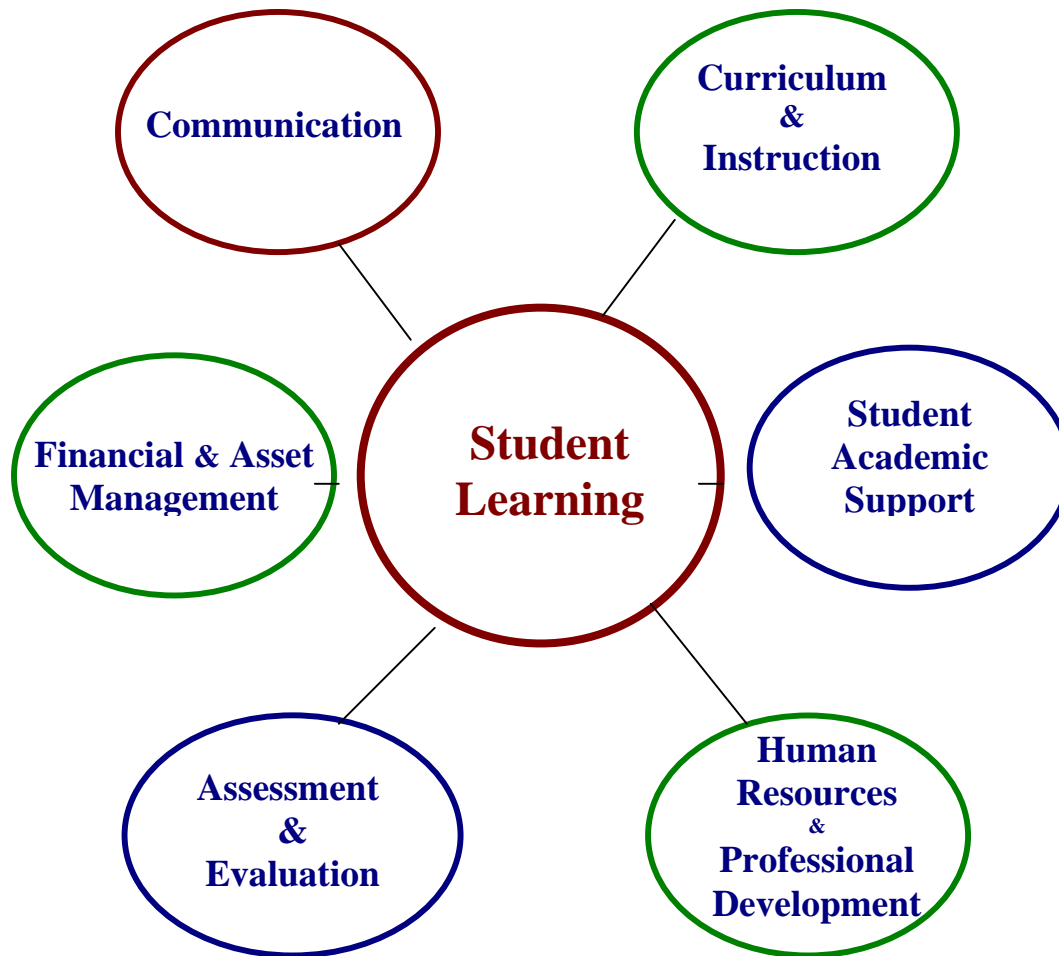
VALUES

- Equal access to educational opportunity for all.
- Recognition and acceptance of individual student differences.
- Awareness of fiscal responsibility.
- A safe and nurturing environment.
- High expectations for quality instruction.
- A supportive home and school relationship.
- Diverse methods of instruction.
- Positive and productive relationships among and between staff, students and community members.
- Broad based communication between all school and community stakeholders.
- Decision-making founded in the assessment and accountability of school programs and personnel.
- Standards-based accountability.

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MISSION

The Hull Public Schools will facilitate the development of students into independent thinkers and lifelong learners who are continually increasing their achievements, self-esteem and self-confidence in order to become socially responsible individuals.



Note: The Goal Areas are consistent with state accountability expectations

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Action Plan

I. GOAL: Communication

CRITICAL ISSUES	STRATEGIES/ACTIONS	RESPONSIBILITY	TIMELINE	Resources
1. Communicate effectively - Superintendent and community	1.1 Newspaper column	1.1 - Superintendent	Short Term	🕒
	1.2 Quarterly newsletter	1.2 – Superintendent	Short Term	🕒
	1.3 Community forums, coffees	1.3 - Superintendent	Short Term	🕒
	1.4 Website linked to superintendent's email	1.4 - Judi Saide		🕒
2. Communicate school events frequently to community	2.1 Regular column	2.1 – Assistant Superintendent, Principals, Asst. Principals	Short Term	🕒
3. Communicate regularly to parents from individual schools	3.1 School newsletters distributed every month	3.1 - Principals, Assistant Principals	June 2006	🕒 \$
4. Communicate effectively - administrators and staff	4.1 Superintendent Update, every two weeks	4.1 - Superintendent	June 2006	🕒
	4.2 Curriculum newsletter to staff	4.2- Assistant Superintendent		🕒
	4.3 Regular memos to staff	4.3 - Principals, Assistant Principals		🕒
5. Develop community support for schools	5.1 Present Strategic Plan to community groups	5.1 - Superintendent	June 2006	🕒
	5.2 Attend meetings of governmental bodies	5.2 - Superintendent	Short Term	🕒
	5.3 Use TV production and Cable to present school activities	5.3 - Peter Seitz, Judi Saide, HS teachers	Long Term**	🕒 \$
	5.4 Update school/teacher websites	5.4 Judi Saide	Long Term	🕒

*Short term: timeline 1-2 yrs. (completed by 2007)

**Long term: timeline 3-5 yrs. (completed by 2010)

Time = 🕒

Money = \$

HULL PUBLIC SCHOOLS

Action Plan

II. GOAL: Curriculum and Instruction

CRITICAL ISSUES	STRATEGIES/ACTIONS	RESPONSIBILITY	TIMELINE	Resources
1. Prepare Hull graduates for a career pathway	1.1 Increase student acceptance at quality colleges and universities.	1.1 - HS Administrators, Director of Student Services, HS Guidance Counselors	Long Term	🕒 \$
	1.2 Increase graduation requirement to 4 years in Math and Science	1.2 - School Committee	Short Term	🕒
	1.3 Provide Senior Internships	1.3, 1.4 - High School Admins, Guidance Counselors, Dir. of Student Services	Long Term	🕒 \$
	1.4 Administer Career Interest Inventories		Short Term	🕒 \$
2. Improve MCAS scores in math and ELA	2.1 Implement new mathematics program at the middle school	2.1, 2.2 - Assistant Superintendent Middle School Principal, Assistant Principal, mathematics and ELA teachers	Short Term	🕒 \$
	2.2 Set up meetings with teachers K-12 to articulate curriculum		Short Term	
3. Implement a new student writing skills program	3.1 District wide adoption of John Collins Writing Program	3.1 – Superintendent, Assistant Superintendent, Principals, Assistant principals, All faculty	Short Term	🕒 \$
4. Maintain currency in teaching and learning Strategies	4.1 On-site course: <i>Instruction for All Students</i>	4.1, 4.2 -Assistant Superintendent, Principals, Teachers	Short and Long Term	🕒 \$
	4.2. Teacher study groups			
5. Revise curriculum documents	5.1. Revise the current curriculum cycle	5.1. – Superintendent, Assistant Superintendent, Principals, Lead Teachers	Short Term	🕒
	5.2 Review and realign science curriculum in preparation of MCAS requirement	5.2. - Assistant Superintendent Principals, Science teachers	Long Term	🕒

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Action Plan

III. GOAL: Student Academic Support

CRITICAL ISSUES	STRATEGIES/ACTIONS	RESPONSIBILITY	TIMELINE	Resources
1. Reduce the high rate of students failing courses at High School	1.1 Create a procedure for “flagging students”	1.1, 1.2 - High School administration, Guidance Counselors	Short Term	⌚
	1.2 Provide intervention by contacting students and parents		Short Term	⌚
2. Reduce the high numbers of students in “warning” and “needs improvement” categories on MCAS	2.1 Create after-school/evening tutorial programs 2.2 Explore community resources for tutoring assistance 2.3 Explore HS students tutoring MS	2.1, 2.2, 2.3 - Assistant Superintendent, Principals	Long Term	⌚ \$
3. Increase the need for student /engagement “connectedness”	3.1. Explore advisor/advisee programs at Middle and High Schools	3.1 - Middle and High School Principals, Middle and High School Guidance Counselors	Short Term	⌚
4. Increase the number of after-school offerings	4.1. Survey students and parents 4.2 Increase the number of after-school programs/clubs	4.1, 4.2– Assistant Superintendent, Principals, Assistant Principals	Short Term	\$
			Long Term	\$
5. Increase the number of advanced placement courses offered, and improve students’ advanced placement exams scores	5.1. Review current AP offerings and enrollments 5.2. Determine needs for AP offerings	5.1, 5.2 - High School Principal, Assistant Principal, Lead Teachers	Short Term	\$
			Long Term	\$
6. Implement a safe schools initiative	6.1 Implement conflict resolution, anti-bullying programs	6.1 Director of Student Services, Assistant Superintendent, Principals, Guidance, Police Department, Mediation Program (Wellspring/NPFH)	Short Term and Long Term	⌚ \$

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Action Plan

IV. GOAL: Human Resources and Professional Development

CRITICAL ISSUES	STRATEGIES/ ACTIONS	RESPONSIBILITY	TIMELINE	Resources
1. Recruit and hire high-quality staff	1.1 Review and reinforce hiring procedures 1.2. Contact local colleges and Universities 1.3. Advertise early in spring	1.2, 1.2, 1.3 – Superintendent, Assistant Superintendent, Principals, Assistant Principals	June 2006	⌚ \$
2. Retain high-quality staff	2.1. Continue Pathwise Mentoring program 2.2 Target new hires for professional development 2.3 Conduct Exit Interviews	2.1, 2.2 – Assistant Superintendent, Mentor Coordinators, Lead Teachers 2.3 Superintendent	Short Term Short Term	⌚ \$ ⌚
3. Modify teacher supervision and evaluation procedures	3.1. Implement revised teacher evaluation tool and procedures 3.2 Assess effectiveness of new tool	3.1, 3.2 – Superintendent, Assistant Superintendent Principals Assistant Principals HTA subcommittee	Short Term Long Term	⌚ ⌚
4. Provide high-quality professional development	4.1. Establish Professional Development Committee 4.2. Provide training in Study Group Facilitation 4.3 Increase staff awareness of professional development opportunities	4.1 – Asst. Superintendent, Director of Student Services, Principals, Lead Teachers 4.2 - Assistant Superintendent 4.3 - Assistant Superintendent	Short Term Short Term Short Term	⌚ \$ ⌚ \$ ⌚
5. Promote concept of professional learning community	5.1. Review at Administrative retreat 5.2. Introduce to Lead Teachers	5.1 - Leadership Team 5.2 - Superintendent and Assistant Superintendent	June 2006 June 2006	⌚ \$ ⌚ \$

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Action Plan

V. GOAL: Assessment and Evaluation

CRITICAL ISSUES	STRATEGIES/ ACTIONS	RESPONSIBILITY	TIMELINE	Resources
1. Prepare for students' need to pass MCAS science as a graduation requirement	1.1. Review Science Curriculum K-12 1.2. Revise and add course offerings as necessary 1.3. Focus Professional Development on Science	1.1, 1.2, 1.3 - Assistant Superintendent, Principals, Lead Teachers, Science Teachers	Short Term	⌚ \$
2. Monitor and maintain annual Adequate Yearly Progress (AYP) on state MCAS exam	2.1. Focus on mathematics at the Middle School 2.2 Analyze MCAS scores using Performance Improvement Mapping (PIM) process 2.3 Create plans to address weaknesses	2.1, 2.2, 2.3 – Assistant Superintendent, Director of Student Services, Lead teachers, Classroom teachers	Short Term and Long Term	⌚ \$
3. Use varied assessments tools	3.1. Provide professional development on authentic assessment 3.2. Investigate alternative standardized tests	3.1, 3.2 - Assistant Superintendent, Principals, Lead Teachers	Long term	⌚ \$
4. Use common assessments for all students	3.1 Provide professional development in the use of rubrics (scoring guidelines) 3.2 Implement system wide rubrics	3.1 Assistant Superintendent 3.2 Assistant Superintendent, Lead Teachers, All Faculty	Long Term Long Term	⌚ ⌚

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VI. GOAL: Financial and Asset Management

CRITICAL ISSUES	STRATEGIES/ ACTIONS	RESPONSIBILITY	TIMELINE	Resources
1. Acquire an appropriate percentage of the town budget to support education	1.1 Present Strategic Plan to all community groups	1.1. - Superintendent	June 2006	🕒
	1.2 Begin budget process in October	1.2. – Superintendent, CFO	June 2006	🕒
	1.3 Attend Selectman Meetings and Advisory Board meetings	1.3. - Superintendent, School Committee	June 2006	🕒
2. Continue grant procurement efforts	2.1 Continue to pursue entitlement grants	2.1, 2.2 Assistant Superintendent	Long Term	🕒
	2.2 Investigate grants from private sources		Long Term	🕒
3. Provide oversight of student accounts	3.1 Work with Town Accountant to revise method of maintaining individual school accounts	3.1 Superintendent, CFO, Principals, Assistant Principals	June 2006	🕒
4. Provide budget oversight	4.1 Revise method of reporting actuals	4.1 Business Manager	Short Term	🕒
	4.2 Meet regularly with School Committee Budget Subcommittee	4.2 Superintendent, Business Manager, School Committee	Short Term	🕒

APPENDIX

Appendix A. Strategic Plan Glossary

Appendix B. Strategic Plan Survey

Appendix C. Strategic Plan Survey Data Summary

Appendix D. Strategic Plan Survey Narrative

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Appendix A Glossary of Terms

<u>action plans:</u>	specific, detailed actions, activities, accountability designations, resource allocations and timelines based upon data analysis which address a critical issue within a goal statement
<u>core principles:</u>	an essential element or quality that produces a specific effect
<u>core values:</u>	the underlying beliefs that shape decisions and choices of the districts
<u>critical issue:</u>	an especially important matter which will have an immediate impact on the mission/vision statements and goals of the school districts
<u>focus group:</u>	committed stakeholders working together to review or develop specific plans or elements of plans; generally meeting only once
<u>goals:</u>	outline in broad terms how the mission will be fulfilled
<u>mission:</u>	a clear concise statement of the district's purpose and intentions; it defines why an organization exists and provides the rationale for goal setting; it serves as a standard by which all plan components are judged
<u>stakeholders:</u>	those individuals or groups who have a stake or interest in the education of children in the community
<u>strategic plan:</u>	a long range guide detailing specific steps that an organization will take to achieve its mission
<u>strategic planning:</u>	a complex and ongoing learning process of organizational change oriented towards the anticipated future; it is based upon the analysis of internal and external data and it intends to focus effort and resources to reach its purposes
<u>strategy:</u>	a statement as to how the school districts will accomplish their goals
<u>timeline:</u>	the period of time expected to complete the strategy; short term equals 1-2 years and long term equals 3-5 years
<u>vision:</u>	describes the future attributes we expect to see in the school district

Appendix B. Strategic Plan Survey

Introduction: The following survey is divided into four parts, each one specific to one component of the overall Strategic Plan. **Participation in this survey is extremely important because it will directly influence the direction and priorities of the Hull Public Schools.** Thank you in advance for your assistance.

Respondent Profile: Select the **ONE** descriptor which best describes your perspective in completing the survey.

Parent: Pre-entry age child/children

Parent: Highest grade level of student(s)

Teacher: Elementary Middle High School Multiple Schools

School Administrator

Appointed or Elected Town Official

Business Owner

Student

Senior Citizen

Other Community Member

Respondent Residence Questions

Did you attend the Hull Public Schools? Yes No

For Parents: Student attending Hull schools Student attending non-Hull schools

Mission Statement

The following **Mission** Statement has been drafted to describe the **purpose** of the Hull Public Schools. A well-crafted Mission statement should clearly and succinctly describe the purpose and intentions of the school system.

The Hull Public Schools will facilitate the development of students into independent thinkers and lifelong learners who are continually increasing their achievements, self-esteem and self-confidence in order to become socially responsible individuals.

Please rate the **Mission Statement** in the following manner:

I fundamentally agree with the statement.

I fundamentally disagree with the statement.

Mission Statement: _____

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Vision Statement

The following **Vision** and **Core Values Statements** have been drafted to describe Hull's expectations for the future of its school system.

Please rate the **Importance** of each component according to the following scale.
(You may use the same rating more than once.)

1. Not Important 2. Somewhat Important 3. Very Important 4. Extremely Important

The Hull Public Schools seek to:

1 2 3 4	Promote a vibrant identity
1 2 3 4	Become a model of rigorous and innovative instruction
1 2 3 4	Build an expanded core of learning
1 2 3 4	Exceed external expectations
1 2 3 4	Expand needed resources
1 2 3 4	Develop relationships critical to the mission

Core Values Statement

We Value...

1 2 3 4	Equal access to educational opportunity for all.
1 2 3 4	Recognition and acceptance of individual student differences.
1 2 3 4	A safe and nurturing environment.
1 2 3 4	High expectations for quality instruction.
1 2 3 4	A supportive home and school relationship.
1 2 3 4	Diverse methods of instruction.
1 2 3 4	Positive and productive relationships among and between staff, students and community members.
1 2 3 4	Awareness of fiscal responsibility.
1 2 3 4	Broad based communication between all school and community stakeholders.
1 2 3 4	Decision-making founded in the assessment and accountability of school programs and personnel.
1 2 3 4	Data-driven analysis as the foundation of decision-making.
1 2 3 4	Standards-based accountability.

Vision and Core Values Comments: _____

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Action Plan: The following issues have been identified by the Steering Committee for consideration as essential elements of the **Action Plan**. The Action Plan will identify issues and commit resources of time and money as part of the strategies to address each issue.

Please respond to the two questions for each of the following statements.

1. In the left hand column, please circle the number, from 1 to 4, that best answers the question, "To what extent do you perceive that this statement is true of the Hull School System?"
2. In the right hand column, please circle the number, from 1 to 4, that best answers the question, "How important is this to the Hull School System?"

How True?	How Important?
1. This is not present in our school community.	1. Not Important to the Hull school system.
2. This is rarely evident in our school community.	2. Somewhat Important to the Hull school system.
3. This is somewhat evident in our school community.	3. Very Important to the Hull school system.
4. This is clearly evident in our school community.	4. Extremely important to the Hull school system.

How True?		How Important?
1 2 3 4	1. Hull graduates are well prepared for college.	1 2 3 4
1 2 3 4	2. Students understand and care about their environment.	1 2 3 4
1 2 3 4	3. Parents and teachers communicate effectively with each other.	1 2 3 4
1 2 3 4	4. Hull graduates are prepared to enter a career pathway.	1 2 3 4
1 2 3 4	5. The school district welcomes commentary from the public.	1 2 3 4
1 2 3 4	6. The district retains quality staff.	1 2 3 4
1 2 3 4	7. Students are motivated to read and demonstrate understanding.	1 2 3 4
1 2 3 4	8. Parents are actively involved in their child's education at home.	1 2 3 4
1 2 3 4	9. Elementary foreign language instruction advances mastery and fluency of the language.	1 2 3 4
1 2 3 4	10. Students are excited about learning.	1 2 3 4
1 2 3 4	11. Students feel emotionally safe in school.	1 2 3 4
1 2 3 4	12. The schools require community service from its students.	1 2 3 4
1 2 3 4	13. Hull students are prepared to be informed, participatory citizens.	1 2 3 4
1 2 3 4	14. Current class size supports quality instruction.	1 2 3 4
1 2 3 4	15. Appropriate quality homework is assigned to students.	1 2 3 4
1 2 3 4	16. The community is supportive of the schools.	1 2 3 4
1 2 3 4	17. Students are accepted at quality colleges and universities.	1 2 3 4
1 2 3 4	18. The district offers a wide variety of extracurricular activities.	1 2 3 4

HULL PUBLIC SCHOOLS

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How True?	How Important?
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2. This is rarely evident in our school community.	2. Somewhat Important to the Hull School System.
3. This is somewhat evident in our school community.	3. Very Important to the Hull School System.
4. This is clearly evident in our school community.	4. Extremely important to the Hull School System.

How True?		How Important?
1 2 3 4	19. Students demonstrate a practical and theoretical knowledge of math.	1 2 3 4
1 2 3 4	20. Administrators and staff communicate effectively with each other.	1 2 3 4
1 2 3 4	21. The schools receive an appropriate percentage of the town budget to support education of the highest quality.	1 2 3 4
1 2 3 4	22. Parents are actively involved in the schools.	1 2 3 4
1 2 3 4	23. Students feel physically safe in school.	1 2 3 4
1 2 3 4	24. The schools make good use of the community of Hull and its environment as a learning resource.	1 2 3 4

Comments: _____

Thank you for completing this important questionnaire!

Additional information on this project is available from Dr. Philip Devaux, Educational Consultant, who may be contacted at pdevaux@marblehead.com or 781-631-2428.

Please return this questionnaire to: School Survey, Superintendent's Office, 7 Hadassah Way, Hull, MA 02045. The deadline for return is April 25, 2005.