

MASSACHUSETTS ASSOCIATION OF SCHOOL COMMITTEES

ONLINE SURVEY SUMMARY HULL, MASSACHUSETTS

June 14, 2017

The Massachusetts Association of School Committees conducted an online survey on behalf of the Hull School Committee. While the survey does not close until June 15th, I am providing a preliminary review of the results collected to date. We collected 196 responses to the on-line survey.

Question 1 of the survey asked each participant to identify themselves as Parent, Employees, Residents, Students, or Other. The breakdown is as follows:

Parent/Guardian	71	36.22%
Employee	35	17.86%
Resident	66	33.67%
Students	4	2.04%
Other	20	10.20%

Question 2 of the online survey asked “What are the strengths and assets of the HPS that you would like the next superintendent to preserve and/or enhance?” The phrase or word most commonly used were: Students, Teachers, Community, Continue, Programs, High School, Arts, Administration, and School System. I can provide a more comprehensive review next week.

Question 3 of the online survey asked “What do you believe is the Number One priority for the next Superintendent in the first 6 months?” The phrase or words most commonly used were: Students, Community, Enrollment, Teachers, Staff, Education, Budget, Meet, School System, Leadership, School Committee, Continue, and Reduce.

Question 4 of the online survey asked “What are the most important goals and outcomes for the HPS that the next Superintendent must pursue and reach?” The phrase or words most commonly used were: Enrollment, Academic, Maintaining, Education, Students, Teachers, Improve, School Consolidation, High School, Middle School, and Special Needs.

Question 5 of the online survey asked participant to identify the “Five most significant current or future issues that the new superintendent will need to address”. The top five responses were:

1. Financial Management	100 responses
2. Enrollment	93 responses
3. Communication with Parents and Community	78 responses
4. Educational Leadership Skills	69 responses
5. Curriculum Development and Instruction	68 responses

The top three items identified by parents (71 total responses) are:

Enrollment	40 responses
Curriculum Development and Instruction	32 responses
Communication with Parents and Community	30 responses

The top four items identified by employees (35 total responses) are:

Special Education and English Language Learners	18 responses
Enrollment	13 responses
Educational Leadership Skills	13 responses
School Climate and Culture	13 responses

The top three items for Residents without children in the schools (66 total responses) are:

Financial Management	39 responses
Communication with Parents and Community	29 responses
Enrollment	28 responses

The top three items for students (4 total responses) are:

Curriculum Development and Instruction	3 responses
Enrollment	3 responses
Financial Management	3 responses

The top four items identified by the group “other” (20 total responses) are:

Financial management	12 responses
Enrollment	9 responses
Communication with Parents and Community	8 responses
Educational Leadership Skills	8 responses

Question 6 of the survey asked participants to select five (5) skills and abilities of job applicants that are the most important to the Hull Public Schools. The top 5 selected are:

1. Development and implementation of budget	91 responses
2. Excellent Communication Skills	87 responses
3. Success in Improving/Maintaining High Academic Performance	80 responses
4. Success in Acquiring Outside Funding	62 responses
5. Knowledge to develop both Long Term and Short Term Goals	50 responses

The top three items identified by parents are:

Success in improving/maintaining high academic performance	30 responses
Development and implementation of the budget	30 responses
Excellent communication skills	27 responses

The top three items identified by employees are:

Excellent communication skills	18 responses
Success in improving/maintaining high academic performance	15 responses
Understands and recognizes good teaching	13 responses

The top three items identified by residents without children in the schools are:

Development and Implementation of a budget	38 responses
Success in improving/maintaining high academic performance	27 responses
Excellent communication skills	26 responses

The top four items identified by students are:

Experience in curriculum development	3 responses
Excellent communication skills	3 responses
Understands and recognizes good teaching	2 responses
Strong organizational skills	2 responses

The top two items identified by the group “Other” are:

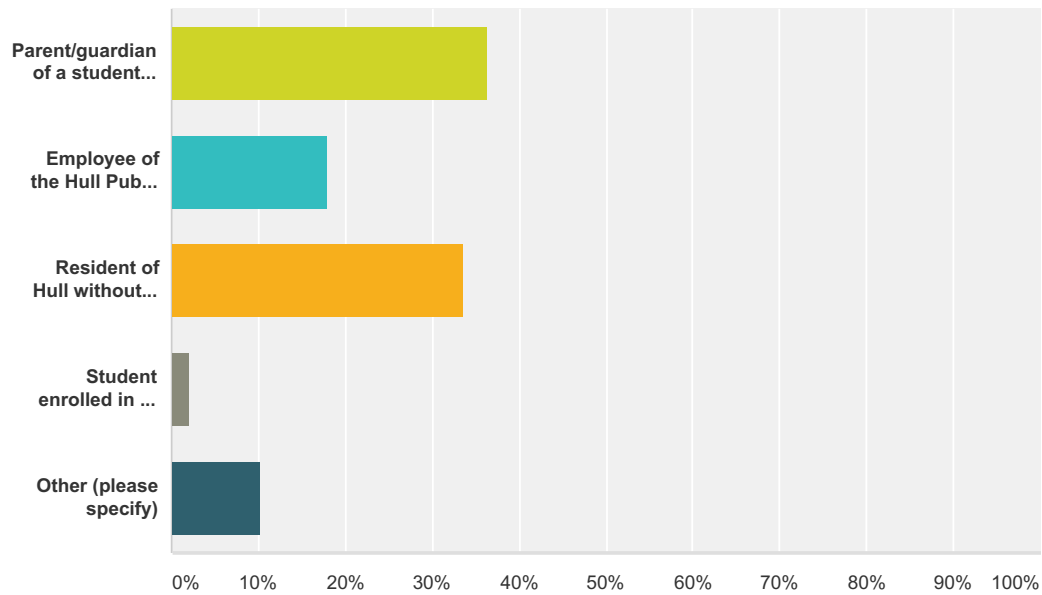
Excellent communication skills	13 responses
Development and implementation of budget	12 responses
Excellent community relations	7 responses

Question 7 asked “What questions would you like the Search Committee to ask of superintendent candidates?” The most identified topics are: Declining enrollment, Hull school system, community. Students, school budgets, community, and accomplishments. The full text of the questions submitted will be provided to the search committee and school committee.

Question 8 asked “Please add any additional comments?” The most commonly identified words are: Community, Hull, Education, Town, Believe, Parents, Promoting, Assistant Superintendent, Staff, and Teachers. The full text of the comments will be provided to the School Committee.

Q1 Please select the category that best describes you:

Answered: 196 Skipped: 0



Answer Choices	Responses	
Parent/guardian of a student enrolled in the Hull Public School District	36.22%	71
Employee of the Hull Public School District	17.86%	35
Resident of Hull without children enrolled in the schools	33.67%	66
Student enrolled in the Hull Public School District	2.04%	4
Other (please specify)	10.20%	20
Total		196

Q2 What are the strengths and assets of the Hull Public Schools that you would like the next superintendent to preserve and/or enhance?

Answered: 167 Skipped: 29

**Q3 What do you believe is the Number ONE
priority for the next superintendent in the
first 6 months?**

Answered: 174 Skipped: 22

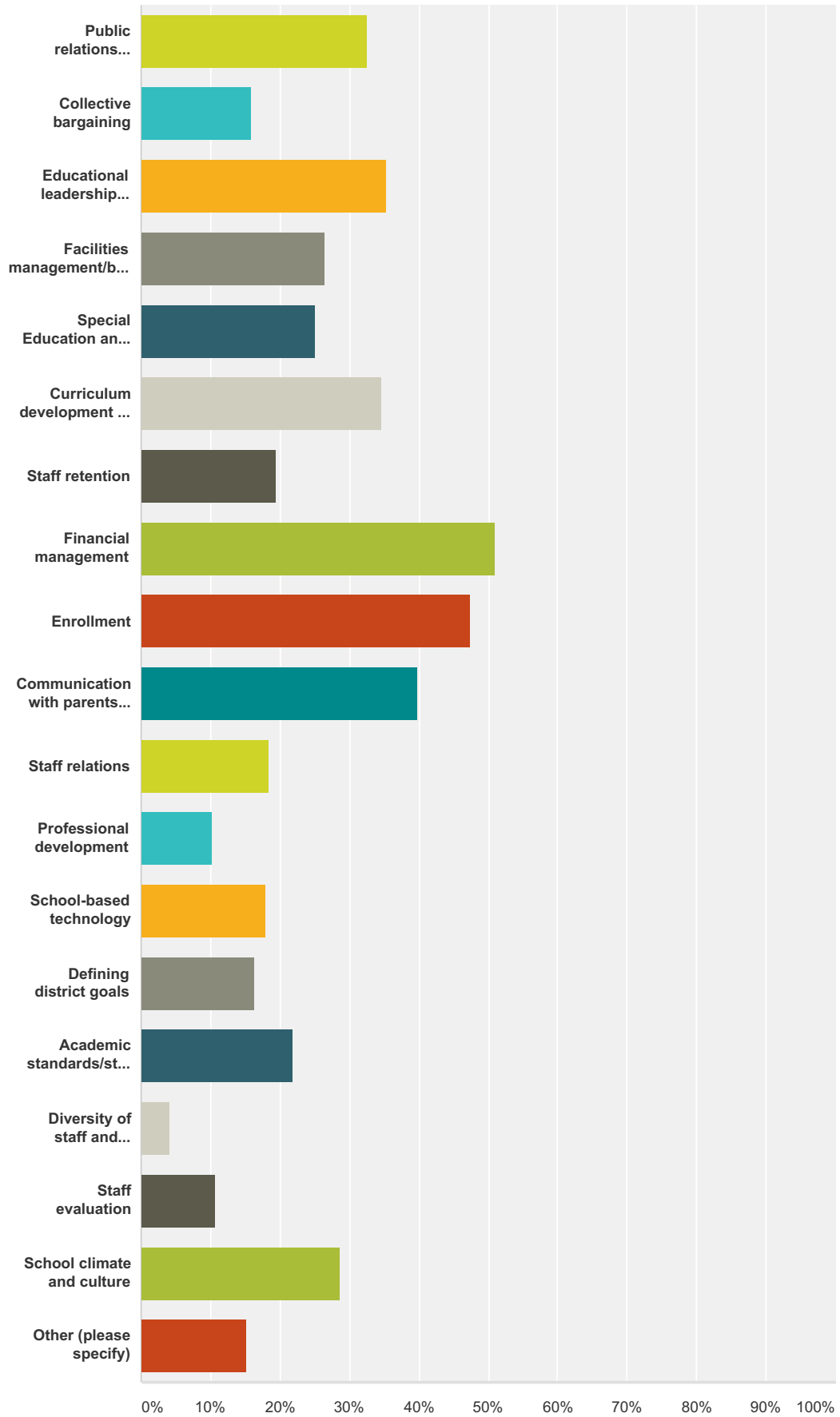
Q4 What are the most important goals and outcomes for the Hull Public Schools that the next superintendent must pursue and reach?

Answered: 162 Skipped: 34

Q5 Please select up to five (5) of the most significant current or future issues that the new superintendent will need to address:

Answered: 196 Skipped: 0

Hull Public Schools Superintendent Search Survey

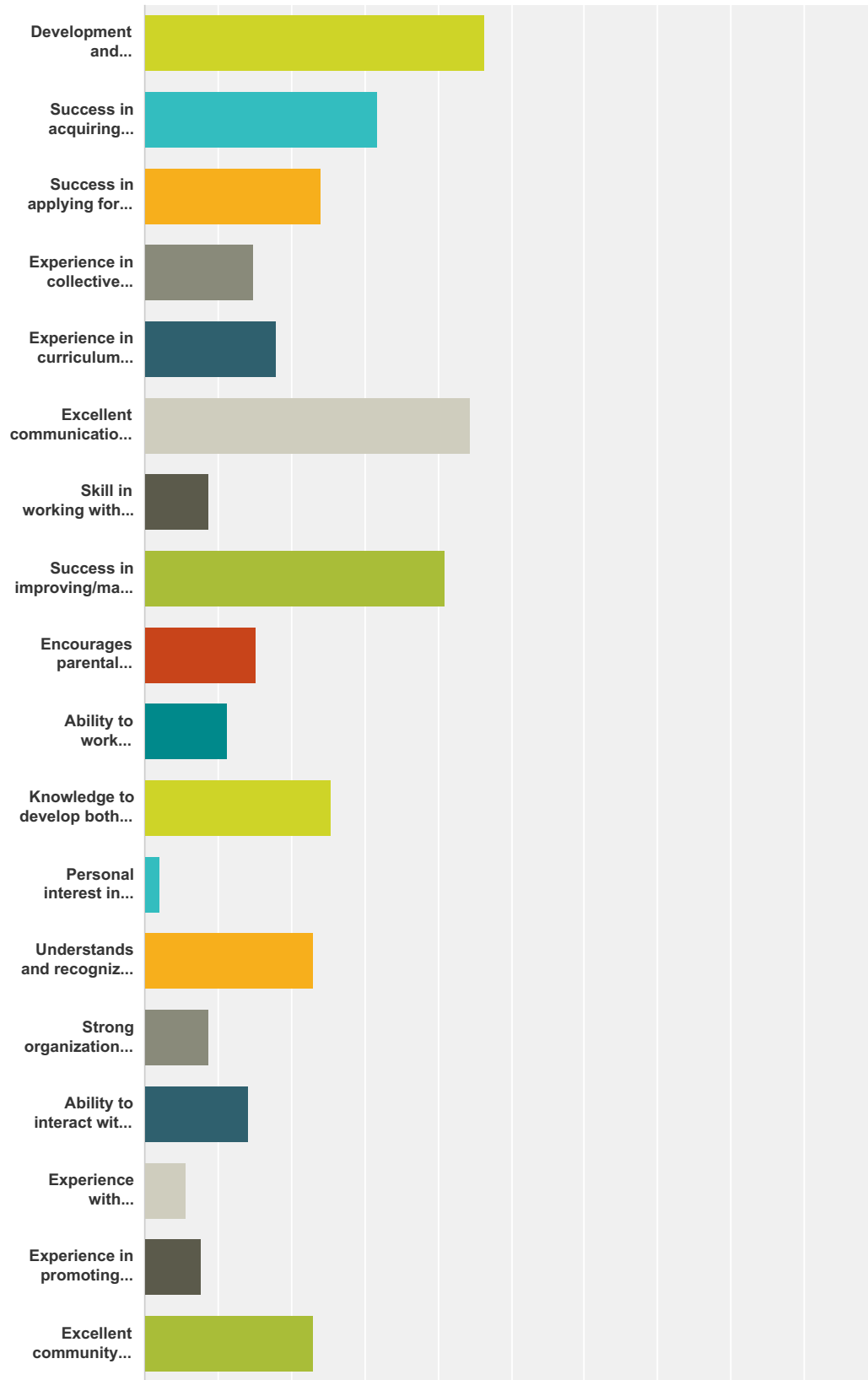


Hull Public Schools Superintendent Search Survey

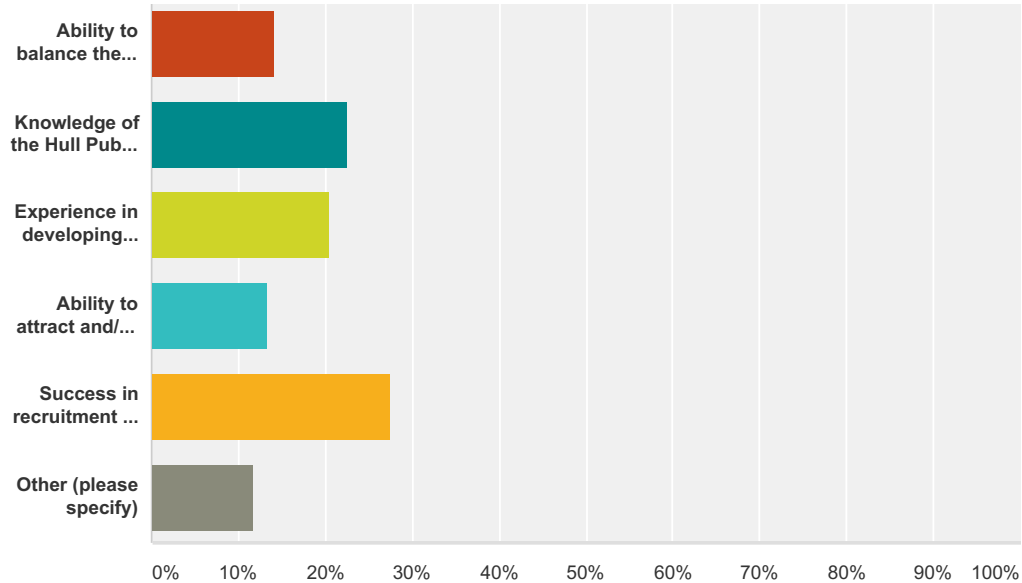
Answer Choices	Responses	
Public relations (including political coalition building)	32.65%	64
Collective bargaining	15.82%	31
Educational leadership skills	35.20%	69
Facilities management/building construction	26.53%	52
Special Education and English Language Learners	25.00%	49
Curriculum development and instruction	34.69%	68
Staff retention	19.39%	38
Financial management	51.02%	100
Enrollment	47.45%	93
Communication with parents and community	39.80%	78
Staff relations	18.37%	36
Professional development	10.20%	20
School-based technology	17.86%	35
Defining district goals	16.33%	32
Academic standards/student assessment	21.94%	43
Diversity of staff and student body	4.08%	8
Staff evaluation	10.71%	21
School climate and culture	28.57%	56
Other (please specify)	15.31%	30
Total Respondents: 196		

Q6 Please identify up to five (5) skills and abilities of job applicants that are most important to the Hull Public Schools:

Answered: 196 Skipped: 0



Hull Public Schools Superintendent Search Survey



Answer Choices	Responses	
Development and implementation of budget	46.43%	91
Success in acquiring outside funding	31.63%	62
Success in applying for grants	23.98%	47
Experience in collective bargaining	14.80%	29
Experience in curriculum development	17.86%	35
Excellent communication skills	44.39%	87
Skill in working with diverse groups	8.67%	17
Success in improving/maintaining high academic performance	40.82%	80
Encourages parental involvement	15.31%	30
Ability to work cooperatively with the school committee	11.22%	22
Knowledge to develop both short and long term district goals	25.51%	50
Personal interest in continuation of professional development	2.04%	4
Understands and recognizes good teaching	22.96%	45
Strong organizational skills	8.67%	17
Ability to interact with students	14.29%	28
Experience with educational technology	5.61%	11
Experience in promoting professional development for all staff	7.65%	15
Excellent community relations	22.96%	45
Ability to balance the needs of multiple municipal stakeholders	14.29%	28
Knowledge of the Hull Public Schools and the community of Hull	22.45%	44
Experience in developing innovative educational partnerships	20.41%	40

Hull Public Schools Superintendent Search Survey

Ability to attract and/or lead a high performing administrative team	13.27%	26
Success in recruitment and retention of high quality staff	27.55%	54
Other (please specify)	11.73%	23
Total Respondents: 196		

**Q7 What questions would you like the
Search Committee to ask of superintendent
candidates?**

Answered: 127 Skipped: 69

**Q8 Please add any additional comments.
Thank you for participating in our survey.**

Answered: 83 Skipped: 113

**Q2 What are the strengths and assets of the
Hull Public Schools that you would like the
next superintendent to preserve and/or
enhance?**

Answered: 167 Skipped: 29



A word cloud of responses to the question. The words are arranged in a circular pattern, with larger words indicating higher frequency. The words are: Focus, School System, Fiscal, Administration, Consolidation of Schools, High School, New Superintendent, Arts, Declining Enrollment, Continue, Academic Performance, Community, Able, Students, Middle School, Teachers, Great Strides, Programs, Small Town, Standards, Band, Support, K-12, Positive, Remain, and Teaching Future.

Focus Past School System Fiscal
Administration Consolidation of Schools
High School New Superintendent Arts
Declining Enrollment Continue
Academic Performance Community Able
Students Middle School Teachers
Great Strides Programs Small Town
Standards Band Support K-12 Positive Remain
Teaching Future

**Q3 What do you believe is the Number ONE
priority for the next superintendent in the
first 6 months?**

Answered: 174 Skipped: 22

A word cloud of responses to the survey question. The words are arranged in a circular pattern, with 'School System' and 'Community' being the most prominent. Other significant words include 'Students', 'Education', 'Budget', 'Staff', 'Teachers', 'Leadership', 'Continue', 'Funding', 'Meet', 'Hull cannot Afford', 'Look', 'Enrollment', 'Trust', 'Transparency', 'Concerns', 'Perception', 'Reduce', 'Assess', 'Presence', 'Course', 'Department', 'Fiscal Responsibility', 'Connection', 'Population', and 'School Department'.

Leadership Population Continue Funding Meet
School System Hull cannot Afford
Connection Teachers Fiscal Responsibility Staff
School Department Community Look
Students Trust Enrollment
Transparency Education Concerns Budget
Course School Committee Perception Reduce
Presence Assess

**Q7 What questions would you like the
Search Committee to ask of superintendent
candidates?**

Answered: 127 Skipped: 69

South Shore Regards Accomplishments Knowledge
Costs Ensure School Budgets Forward
School System Committed
Community Process Students Deliver
Hull Activities Education Consolidation
Superintendent Classroom
Declining Enrollment Intend Job Questions
Address Relationship School Facilities

**Q8 Please add any additional comments.
Thank you for participating in our survey.**

Answered: 83 Skipped: 113

Staff Field Teachers Maintain
New Superintendent Thank You for Reaching
Education Survey Town Judy Kuehn
Community Assistant Superintendent
Hull Kids Candidates Independent
School
Committee Willing to Work
Believe Good Luck Parents Input
Next Superintendent Tolerance Promoting

Questions from Parents

Personal Skills

Why do they want to take on this incredibly demanding and sometimes thankless position? How would they handle being verbally ganged up on and see if their answer reflects a person that has compassion and clarity to comprehend that people will be mad and at times they will be right and at times they will be wrong, but they are usually really upset and it's usually because they care so much. What scenarios can they provide as examples of how they handled big challenges in leadership positions they have held? What is their level of education and do they intend to implement policies that will enhance student success and safety, as opposed to just going along with what is comfortable? Change isn't easy but it works sometimes.

Why do you want to be a Superintendent? What is your number one priority? How will you make the Hull schools better? How will you attract new enrollment?

Goals for the school. What are the motivations to become superintendent? Would s/he do it for less money than previous superintendent.

What unique trait/asset can you bring to the Hull Public School System to build a stronger school system?

Are you available to attend most activities (sports, concerts, fundraisers etc.) outside of the regular school hours?

Leadership Skills

How do you coach your team?

How involved with the students will he or she be.

Philosophy of Education Vision for the school district

How do you envision your involvement in teacher evaluation?

What their long term goals are for the school system

What are their thoughts on managing the union and CBA process to eliminate rancor, produce efficiency and fairness (to tax payer and teacher) in process and promote quality education and true professional development?

What would you do if a teacher was repeatedly filing extreme and frivolous charges through Hull PD against students? What would you do if a child reported harassment or bullying by a teacher?

What are your career aspirations? How does our community play in these goals? What part of this town and this position drew you to applying for this role?

What are some ways to retain and recognize the best teaching currently found in the district, while fostering a culture of continued professional improvement in the classroom?

How do you ensure that the teachers aren't working against the schools on regards to testing?

Special Education

How do you plan to address the lack of support for special needs children? How do you feel about the lack of time spent outside the classroom? Would you consider re-introducing 'shop' and 'home economics'?

What pressure will you apply to keeping special education from being the driving force in education?

What is his/her back ground knowledge in autistic children?

Continued Improvement

The subjective reputation of the schools has greatly improved in the last 5 years due to many objective academic improvements. How are you doing to continue this path of success over the next 5 years to continue our excellent academic progress while changing how the uninformed view the reputation of Hull Public Schools.

How important is The Arts Education?

What can you do differently?

Past examples of major accomplishments

What are there long term goals. Experience in education and with town of Hull

District Assessment

What would you change and why? What weaknesses do you see in HPS and how would you address?

How can we make Hull Schools more attractive to families looking to move?

How do you intend to help attract young families to our town? What can be done to build a positive, lasting relationship with the town's elders?

How do we convince potential homeowners that Hull is a great place to educate their children?

What is your vision for the Hull Public Schools over the next decade? How do you rally the town and school community around that vision?

How can you bring more programming for extracurricular activities into the school district?

What is your stance on standardized testing moving forward and what are other options to assess student learning and teaching outcomes?

Proven success in increasing graduation rates with clear next steps (college, military, etc)? -Forward facing to students, staff, and community? -Agreement that not all kids will be straight A students, or excited about traditional learning. And what will be done to reach those kids where they are to help them be successful (art, athletics, etc)? - strength to stand up to opposers in the community that want to see taxes deferred to seniors or other programs instead of our kids? -enlistment of non-committee members when appropriate. Specifically for fundraising, coaching, etc

Can you please discuss how you would work collaboratively with the town and identify potential avenues to attract and retain more families to town/schools. What educational partnerships could you help identify to take advantage of our unique location and separate us from many other districts in the commonwealth by identifying and developing a unique educational experience due to our location near Boston surrounded by water.

Experience with declining enrollment and suggestions for addressing/reversing

Why do you want to be superintendent in Hull, what specifically do you know about Hull public schools and their track records? How can YOU improve Hull schools? What distinguishes YOU among other applicants.

Character

Do you think it is acceptable/ethical to ask a teacher to change the grade of student as a favor to an elected town official?

Budget/Finance

What are your experiences in reducing overhead and administrative costs? How did you re-purpose those funds saved? Do you think Schools or the town should maintain School buildings and grounds? How would you prioritize building maintenance vs. teaching costs? How would you go about benchmarking our schools vs. others in both cost and performance?

Have you ever worked in a community similar to Hull in age demographic and to describe the successes and failures in overcoming budgetary resistance from those who do not have student-aged children?

After having spent time looking at the Hull system, what are their perceived initial goals to continue the success of the school systems. How can they show success in managing school budgets in a fiscally challenging environment, and working with general government administration to create valuable savings w/o losing school system autonomy?

What are their thoughts on managing the union and CBA process to eliminate rancor, produce efficiency and fairness (to tax payer and teacher) in process and promote quality education and true professional development?

Public Relations

What are your plans for publicizing Hull public schools and highlighting the attributes of our district and what distinguishes Hull from other districts?

Do you have any plans or ideas about collaborating with another academic or research institution to offer more programs that capitalize on Hull's unique geography and location?

What are your plans for communicating with the community and local media? Do you have any suggested changes to Hull's current curriculum at any grade level(s)?

Questions from Staff

Personal Skills

What would your goals be for the Hull Public Schools? What skills do you have in settling contracts, specifically that of the paraprofessionals? What ideas do you have regarding boosting low enrollment? What prior accomplishments are you proud of that speak to the responsibilities of a superintendent? How would you support the staff?

1. What are your short-term and long-term goals if hired as superintendent? 2. What are your 5 biggest strengths, and how will they aid in your success as superintendent? 3. What is something unique that you could bring to the Hull Public School System as superintendent?

Leadership Skills

What determines a "successful" graduate of Hull Public Schools? How would you strengthen the bond with the faculty in order to assist them in providing the best possible education to the students?

How do you develop positive relations among employees, students, and parents?

I would like to see situational questions that explores the leadership abilities of the superintendent.

How would he or she support the staff members?

Special Education

Experience with special education budget as that is a very large part of school budget.

What are some creative staffing solutions you could implement in order to better staff our special education population in such a small district with such a small budget?

What is your experience working with special education: both learning delays and social emotional needs? ~ what interest you in working here in Hull: are we a stepping stone to bigger or ending career at a not so intense larger district or ?

What their experience is working in a community that has a large number of students with special and emotional needs. How to support keeping students in the district that have high needs versus sending them out of district. What has been their relationship with the teacher union?

Understanding of special education and how it relates to funding and implementing state-mandated standards.

Continued Improvement

What are the desired outcomes for staff and students? What are the desired outcomes for the town? How will these goals be achieved?

District Assessment

Based on the enrollment figures in front of you (provide them) Where do you see this district in 5 years? 10 years?

How would you prioritize monies for direct services to all students in our school?

What they can do to improve the school

Why do you want to be the superintendent of Hull? With the drop out rate down, what is your plan to keep it down? How can you support the staff who work with drop out risks?

Budget/Finance

How would you build public support for the funding needed to run the schools? What do you consider to be your greatest strengths as a potential Superintendent?

Public Relations

What experience have you had in drawing potential students to a public school system?

Curriculum and Instruction

What is your experience or knowledge of music education?

What determines a "successful" graduate of Hull Public Schools? How would you strengthen the bond with the faculty in order to assist them in providing the best possible education to the students?

How would you show support for arts education?

Questions from Residents

Personal Skills

What do you consider to be your strongest attributes and how do you see them being applied to this job to make Hull Public Schools successful, if you were to be chosen?

What was your greatest achievement at your last position, and how did it affect the students?

What is their world view of education and community involvement in shaping the education model?

Please tell us about your experience with being a change agent and how you were able to persuade an opposing faction's view to your side.

What would be your first major task taking this job? What in your background has most prepared you for this position?

An example where you personally led change and what was your role?

What evidence can you provide to demonstrate your skills and ability to deliver the above with efficiency and effectiveness?

Please give examples of difficult or innovative solutions that you were able to implement and how you did it? Please give examples of how you convinced the wider community to back decisions surrounding the schools, not just the parents of school children? What would they do in their first 100 days in the role? Or - how would they prioritize their work, what quick wins will they deliver? What do they think their biggest achievement will be as Hull Superintendent? What evidence can they provide that they can deliver this?

Please provide examples of how you would work with diverse community stakeholders with different interests and objectives? Share examples of your working style/approach? Share examples of budget planning/long and short scenario planning? Help us understand your leadership style/and approach to teacher support/training/development.

How have you improved the quality of education in your last roles. Be specific.

Describe the three most successful educators you have mentored and helped develop. Where did you work with them and what were your roles? Where are these people now? And what do you think they would say about you if we asked them for a reference? Finally, when was the last time you visited or spoke with these people?

How committed are you to this town? Will you live here?

Leadership Skills

Why do you want to be the superintendent of the Hull Public School System?

Do you feel you can balance the needs, opinions, and input from your teachers, parents, students, community, and school committee members?

Explain how you have managed conflicting (and diminishing) financial and staff resources to obtain your goals.

How to turn around the perception that Hull Secondary School programs are inferior to Hingham or Cohasset.

What ways can you encourage administrators to challenge their staff to be creative while developing learning objectives? How do you ensure that students that fall behind get back in line with their learning consistent with their grade level? What do you believe are the most important areas that the school system needs to improve to provide a competitive education? What makes you want to become a superintendent in a community that has a significant declining enrollment in the public schools? How do you turn that into a positive situation?

What will you do to make the parents and teachers feel like that you support them?

Why Hull? Are you up for the challenge?

How will you go about building support for Hull Public Schools? (in greater community, with faculty, and with local government) Do you see your plans for achieving your vision as evolutionary or revolutionary? Tell us about innovative/disruptive programs that have been effective in changing the paradigm for small public school districts? How can our community support you in your mission as superintendent?

Special Education

Out of district placement accounts for a good amount of our budget. Based on your experience(s) please share programming or ideas you have around how we can meet more of our students' academic and social/emotional needs within our district?

Continued Improvement

Would you support participating with South Shore Voc Tech, currently students do not have this option.

District Assessment

Are they committed to a middle school model and would they be willing to have our middle school evaluated by the New England League of Middle Schools?

How do we address declining enrollment issue - how to we give same level of education for lower costs to the Town?

What is your position on joining the South Shore Vocational School district?

Are you open to restructure of Hull school system to better accommodate current student enrollment thereby eliminating wasteful use of building space and spending?

Other than recognizing our students need the best education available, what is your opinion on school consolidations?

Would the candidate consider looking into other districts handling of reduced enrollments, and adapting measures they have found successful for Hull?

How are you going to accept and deal with the future declining student enrollment in the schools?

What do you see as the most glaring issues that should be addressed in our school system?

What are the most difficult challenges facing our students in regards to their education and eventual career opportunities?

Are you willing to do an Independent study of the school facilities and IF consolidation is recommended to work to implement such a plan?

What specific suggestions to you have for attracting move families to enroll children in the Hull Public Schools?

What steps would you take to implement your suggestions for attracting students?

How would you go about communicating the plan and vision of the Hull Public Schools to the community as a whole; not just to parents with children in the schools?

What is your assessment of the specific challenges facing the Hull Public Schools and provide some information on how you would respond to those challenges?

17 years into the 21st Century how do you proactively look to help the schools and children to look to the future and be innovative with teaching, learning and re-engineering the learning environment with reduced space. An entrepreneur within the educational space.

Budget/Finance

What experience do you have constructing budgets? What is your experience auditing spending? What is your success rate in writing grants or proposals in order to secure outside funding for school needs; whether it be foundations, grants or loans?

How will s/he deal with declining enrollment to make the best use of school facilities and the school budgets

What innovative ideas will you bring to reduce costs to Hull tax payers while improving academic achievement?

How do you balance fiscal responsibility with quality education?

How would you reduce costs while increasing results?

Their opinion of the current budget when compared to the amount of students. Should be able to articulate a plan on how to get a new playing field built without an increase in taxes

What are first things you would do if hired? How would you facilitate community involvement? What are your budget priorities?

How can they achieve educational excellence within a budget. It needs to be a leader that can understand the concerns of Hull citizens, many who do not have children in the schools and but maintain high success of the students within. Possibly someone that can attract more families to Hull public schools.

What would you do to change the declining enrollment? Specifically.

How will you handle public opinion that believes the schools take too much of the towns budget?

Public Relations

Ability to work with the entire community, not just those that have school age children. We all pay taxes and her or his salary.

Hull is a very small town. How will you manage relationships with the school committee and the general public? Will you be living in the town and if you have children will they be attending hull public schools?

Do you have experience in changing public attitudes? Towards long-term community issues?

Do you have any experience building consensus in a town where the political process is challenging?

Curriculum and Instruction

Questions from Others

Personal Skills

WHY do you want the position? Is it for the money or do you plan on making Hull your home?

What makes you the best person for this position and why? Explain how this small community can be enriched by you in the schools! How important is it for you that all children get an education, including all with learning challenges? How can you provide for them?

Accomplishments from previous jobs with proof.

Leadership Skills

What would your short and long term goals be for the Hull school department?

Special Education

Continued Improvement

Please ask how they challenge themselves to learn new educational tools or insights. Ask for an example of their innovation in finding an alternative approach to resolve a protracted problem. I think a superintendent must not be an inflexible thinker, above all. She or he must listen, think, and lead.

District Assessment

What would you do to move the HPS forward?

Please present us with some out of the box ideas for dealing with the realities of a shrinking student population while still being able to maintain an expansive curriculum. How would you immediately incorporate our ocean front location into the curriculum in a meaningful way at all grade levels.

What does each candidate see as the most pressing problem(s) facing the HPS, and how would (s)he propose to address/solve said problem(s)?

Have you ever dealt with a school system facing declining enrollment? What was the most important Professional Development you have developed for your staff? How would you go about improving Hull's Public School's image?

What do you see as the top critical changes needed

Budget/Finance

Public Relations

how will you feel about being in the spotlight in this small community, how will you keep open lines of communication

Describe a situation in which you made a difficult financial decision that required teacher and community voice? What leadership moves have you made that demonstrate that the students come first? An influential parent wants you to place their child with a certain teacher. What is your response?

What methods will you employ to reach out to community members who have no children in the schools to encourage them to support our district?

Curriculum and Instruction