



**SOUTH SHORE CHARTER PUBLIC SCHOOL
STRATEGIC PLAN**

Strategic Planning Committee

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Mission

Inspiring every student to excel in academics, service and life

South Shore Charter Public School is a rigorous college preparatory school that provides students in kindergarten through twelfth grade with a strong academic foundation. The school emphasizes innovative, differentiated teaching. Using a rich variety of instructional practices, teachers establish a learning environment that promotes intellectual curiosity, enables students to make interdisciplinary connections, and nurtures creativity. Students learn to be independent thinkers and problem solvers who can also work in groups. They develop their unique voices. They learn to listen and learn from one another. They develop a strong sense of ethical responsibility. An awareness of the environment permeates the curriculum, and it connects to learning about world cultures and other areas of academic study.

Service learning and community service are central to the SSCPS experience and are required of every student at every grade level.

Students accept the responsibility for their own learning and are active participants in their education. They collaborate in Exhibitions of Mastery, workshops, and various group-learning projects. They are active citizens in the SSCPS community and beyond.

Vision

By the year 2018, the South Shore Charter Public School aims to be the school of choice for families on the South Shore who seek an academically rigorous and distinctive education for their children in grades kindergarten through twelve. While maintaining a small school culture, SSCPS plans to grow modestly over the next five years. We envision a vibrant and creative community of students and educators who work together to produce an exciting and rigorous educational experience for each and every student.

Introductory Letter

As we chart our course over the next five years, our objective remains clear: to provide an outstanding tuition-free college preparatory education. Our admissions policy remains lottery-based and our waitlist continues to grow. We realize that the need to expand our school and to make our unique and rigorous model of education available to more students is great. We are proud to be a school of choice for families throughout the South Shore.

Our mission and educational philosophy is manifested in the implementation of the innovative curriculum that incorporates rigorous academic learning with the exploration of service learning. As we move forward, project-based learning and community service will continue to be essential elements of who we are and what is expected from our students.

In September 2012 the Massachusetts Department of Elementary and Secondary Education approved our charter amendment to expand our student enrollment from 540 to 610 over the next four years. The request was sought to increase our high school enrollment to 200 students with an annual graduating class of approximately 50. There will be some challenges as we expand our facility and program.

This strategic plan includes seven goals that serve as guideposts to SSCPS's future. These goals were developed through the input of our whole school community: students, faculty, parents, and board members. The intention of this plan is to state the school's aspirations for objectives and improvements over the next five years, and to ensure that they are connected to clear, accountable tasks.

As we complete our eighteenth year, we adhere to our core founding principles. George Eliot once wrote, "I desire no future that will break the ties of the past." We believe that our school's mission is to guide and inspire students from all of the diverse communities that make up the South Shore. We believe in academic rigor, we believe in preparing students for higher educational opportunities, we believe that there is no substitute for high quality teaching, and we believe that meaningful parent involvement is crucial to our success.

This is an exciting time to be part of the South Shore Charter Public School community. In 2015, SSCPS will be celebrating twenty years of educational innovation, excellence and service. We are proud of who we are today, and of how far we have come, and we are ready to embrace the opportunities that the future will bring. It is our expectation that this strategic plan will guide us through this journey.

Sincerely,

Alicia Savage, Director
David Whitemyer, Chair, Board of Trustees

Milestones

- 1995** The South Shore Charter Public School (SSCPS) was founded in Hull, Massachusetts as the first K-12 charter school in the Commonwealth.
- 1996** The school graduates its first class of three seniors at the Hull Bath House.
- 2000** SSCPS, located at three facilities in Hull, receives its first charter renewal from the Commonwealth of Massachusetts.
- 2002** One hundred percent of the graduating class gain acceptance into a university or college, a tradition that remains for each academic year thereafter.
- 2003** The school purchases property in Norwell and begins a renovation project to convert former office space into classrooms and common learning space.
- 2004** The school moves to its new location in Norwell resulting in an increase in enrollment applications by over 400%.
- 2005** SSCPS receives its second charter renewal from the Commonwealth of Massachusetts.
- 2008** A third grade SSCPS student raises \$5,000.00 for green initiatives including a vegetable oil powered van, which put our “Green School” reputation on the map.
- 2010** SSCPS receives national recognition being named *America’s Greenest School* and is awarded the first hybrid school bus.
- 2010** SSCPS receives its third charter renewal from the Commonwealth of Massachusetts.
- 2010** Alicia Savage appointed Executive Director.
- 2011** The High School Environmental Workshop receives national recognition winning first place and over \$80,000.00 in *Samsung’s Solve for Tomorrow* competition.
- 2012** SSCPS ranks first in the state for tenth grade MCAS scores in English.
- 2012** First National Merit Scholarship granted to SSCPS graduating senior.
- 2012** SSCPS granted an amendment to its charter from the Commonwealth to increase student enrollment from 540 to 610, thereby growing the high school to two hundred students.

STRATEGIC GOALS

The Faculty

SSCPS remains committed to attracting and retaining an excellent faculty, and will vigorously support its continuing education and professional development. The school will provide competitive compensation and career-ladder opportunities to attract newcomers and to provide incentives for present faculty to remain at the school.

1. Identify priorities for recruitment of new faculty and design strategies that attract teachers who reflect those priorities.
2. Formalize and publish a system of career-ladder opportunities for the current faculty.
3. Maintain a competitive salary-scale and benefits package to ensure that the to remain competitive with charter schools and local districts.
4. Fund and support faculty development in literacy, Science, Technology, Engineering and Math (STEM).
5. Codify and support a formal mentoring program for new teachers in their first three years at the school.
6. Continue to lobby for appropriate treatment of faculty and staff.
7. Increase time and space allocations to provide adequate collaborative time for faculty to collaborate across levels and disciplines.
8. Establish opportunities for faculty to work with other charter schools, professional associations and universities through advanced study, summer institutes, and regional and national meetings.

The Curriculum

The school will provide an enriched, challenging, and dynamic curriculum that will meet the educational needs of every student enrolled at SSCPS. The curriculum will provide the academic skills and knowledge that will enable students to succeed in college and in life. The Strategic Planning Committee acknowledges and affirms the community consensus that project learning and traditional classes have always been, and should continue to be, the cornerstones of the SSCPS curriculum.

1. Continue to support and enhance college preparatory curricula. SSCPS will help students develop the academic skills and independence needed for success in college. 50% of SSCPS graduates will obtain a bachelor's degree within six years of graduation from SSCPS.
2. Provide every student an education that maximizes his or her achievement. At minimum, ninety-six percent of incoming ninth graders will graduate from SSCPS within five years.
3. Provide ongoing academic opportunities through rigorous academic classes, including Advanced Placement and Honors level courses. Continue to require high school students to take two college-level courses. Fifty percent of SSCPS graduates will take at least one AP Level course.
4. Develop a K-12 curriculum in environmental education. Environmental themes will be infused into major content areas and projects/workshops when opportunities arise.
5. Support students to provide necessary practice and familiarity with standardized tests to ensure that the scores earned by SSCPS students match school performance and are 20% higher than scores earned at sending district schools measured using a three-year rolling average.
6. Develop a continuing sequence of college planning workshops for parents and students beginning in grade seven to educate families about the college process. The program will address college choices, admission requirements, financial planning, timetables, and other topics inherent to the college admissions process.
7. Maintain the current 80% or greater of acceptance rate into four-year colleges.
8. Develop rubrics and or other forms of assessment for Workshops/Projects and Exhibitions of Mastery.
9. Provide additional support for faculty to differentiate instruction, recalibrate curriculum, and expand language objectives for ELL students.

Student Life

The school is committed to attracting and retaining a vibrant and diverse student body and to providing a stimulating, distinctive experience for them in and out of the classroom. The school leadership, the Board of Trustees, and the entire SSCPS community reaffirm the school's historical commitment to fostering the intellectual, social, ethical, and emotional growth of all students throughout their years at the school.

1. Continue to attract and cultivate a student body from numerous sending districts throughout the south shore.
2. Design and enhance an athletic program for students in grades 7-12. The design will include a statement of goals and values for physical education, health, and team sports.
3. Encourage the development of programs that expand opportunities for interaction between students of all ages and grade levels.
4. Develop a pilot for an After School Homework Assistance Program for K- 8 students.
5. Create and distribute a manageably sized calendar of major events for the school year including student events that focus on student achievement.
6. Create an updated statement of its academic and social expectations for the conduct of students following extensive, formalized consultation among faculty, parents, students and interested community members,
7. Support students to formulate a statement of values for SSCPS.
8. Conduct a survey of graduates to document the value of an SSCPS education.
9. Continue the practice of all 7-12 grade students elect a student annually for a one-year term as a voting member of the Board of Trustees.

Facilities

SSCPS strives to provide its students, faculty, and staff with a safe, healthy, and pleasant learning environment. The school administration and Board of Trustees will conduct an assessment of the school's current and future facilities needs, and will begin the planning process for meeting those needs. Facilities planning and renovation and/or expansion plans will include consideration of sustainability and maintaining the small-school culture.

1. Create a committee to discuss and develop a facilities master plan, which considers multiple desired improvements to the school building and campus. Invite members of the school community to the public discussions.
2. Attempt to maintain the current student-to-teacher ratios when changing or renovating the school floor plan.
3. Develop a five-year budget, prioritized list, and estimated schedule for anticipated school repairs, improvements, and changes to the building.
4. Research and evaluate the purchase or lease of an additional property near the school's current location.
5. Evaluate current procedures for soliciting and selecting contractors and vendors, to ensure they meet with relevant requirements.
6. Begin planning for the replacement and/or renovation of the school's outdoor recreation spaces.
7. Commission a feasibility study on the options and limitations for making major changes and additions to the current facility.

Library/Informational Literacy

The school will improve information literacy and access to information resources across all grades. We will increase book collections and expand online resources, while seeking means to improve the library's physical space.

Note: The school has on file with the Massachusetts Department of Education a three-year technology plan, and the Strategic Planning Committee intends that the comments in this segment are consistent with the stipulations of the Technology Plan.

1. Recruit an AASL credentialed consultant to work with the faculty to develop a two year plan to ensure that the library and information literacy is designed as an integral part of teaching and learning in all content areas.
2. Preserve and improve the collection for all grade levels, from early literacy to mature readership.
3. Align and enhance technology to meet all requirements outlined in the Common Core State Standards including, “the use of technology to conduct research as well as to create, refine, and collaborate on writing.”
4. Integrate database research instruction into the K-12 curriculum.
5. Enhance and expand the current library/technology media spaces to foster discovery, reading, critical and creative thinking, and learning in an engaging setting.
6. Expand the slate of services and programming that promote reading and the pursuit of information for literacy, academic support, intellectual growth, and personal enjoyment.
7. Provide reliable access to electronic resources and innovative technology throughout the school allowing all students to “gather relevant information from multiple print and digital resources” as outlined in the Common Core State Standards.
8. Provide access to and training in innovative technology, electronic resources, and digital information for all faculty members.

Fund Raising and Development

The school will significantly increase philanthropic support, including capital and annual giving from all sources. The school should prepare to launch a capital campaign to support the school's longer-term institutional needs.

1. Define annual and capital financial needs from 2013-2018. Set goals and timetable for increased revenue.
2. Clarify reporting lines within the development program through conversion of current systems to a database.
3. Increase annual giving goal 50% over the next three years using a three-year rolling average.
4. Seek strategic partnerships with corporations and foundations.
5. Modify the mission and membership of the Educational Foundation to make capital fundraising the primary goal.
6. Charter an alumni association to connect the school to its graduates and history as well as to connect alumni to the school as it is today, and as it plans to be.
7. Define goals for institutional advancement and devise structures and strategies for meeting those goals.

Communications

SSCPS is committed to an open dialogue within its community of the families it serves and with the larger South Shore community. The school seeks to improve and increase its public relations efforts, facilitated by clear, concise, well-designed written communications; and through the development of relationships with local media.

1. Conduct a comprehensive audit of all communications standards, protocols, and habits, for both internal and external communications.
2. Develop clear graphic guidelines to inform all aspects of the school's written communication, website, social media outlets, and branding.
3. Establish an effective media relations program that strengthens the school's network of key constituents and enhances the school's image.
4. Implement an aggressive media relations program that enhances the school's image in the South Shore community, and improves recruitment efforts in all of SSCPS's sending districts.
5. Develop a social media strategy with the goal of sharing SSCPS stories, accomplishments, and upcoming events with students, parents, staff, alumni, media, and other charter schools.
6. Evaluate the goals of the school's website and strengthen its usefulness as a tool and portal of information for students, parents, media, and prospective families.
7. Increase the efforts of educating current and prospective families about SSCPS's mission statement and unique programs.
8. Communicate with school graduates to collect input and marketable referrals about the experience and effectiveness of a SSCPS education.