



## Cohasset Public Schools

143 Pond Street

Cohasset, MA 02025

*Empower Students to Improve Communities*

### **Cohasset School Committee Meeting**

#### **Special School Committee Meeting Minutes**

Tuesday, July 20, 2021

Zoom Video Call

Virtual Access via Zoom and Facebook

6:00 P.M.

#### **In Attendance:**

Craig MacLellan, Chairman

Ashley Colleary

Lance Dial

Lydia St. Onge

#### **Also, in Attendance:**

Dr. Patrick Sullivan, Superintendent

Dr. Leslie Scollins, Assistant Superintendent

Susan Owen, Director of Finance & Business

Barbara Cerwonka, Director of Student Services

Scott Borstel, Director of Innovations, TLA

Brian Scott, Principal, CHS

Tara Noyes, Assistant Principal, CHS

John Mills, Principal, CMS

Lisa Farrell, Principal, Osgood

**Call to Order and Roll Call** – Chairman Craig MacLellan called the meeting to order at 6:02 pm. All votes will be taken by roll call vote. This meeting is being live streamed on Cohasset 143TV and Facebook. **Roll Call: Ashley Colleary-Present, Lance Dial-Present, Lydia St. Onge-Present, Chairman Craig MacLellan-Present.**

**Introduction of the Strategic Plan** - Chairman MacLellan stated there are three (3) things to note that the outset of discussion:

1. The strategic plan reflects the product of collaboration that incorporates the input from all categories of stakeholders throughout the district.
2. This will be an evolving process, as we implement the strategic plan. The implementation obviously, is the real task at hand over the next three (3) years, and it is our hope that the community is consistent with our mission to the school committee last week, that the community will actively participate in the implementation of this process.
3. It is important to state expressly at the outset that this strategic plan is absolutely the road map of the direction in which we will be moving the public schools here in Cohasset in the next three (3) years. So, it will be actively reflected in both the superintendent's goals, in the school committee's goals, also in all facets of the learning product here. Chairman MacLellan will turn the meeting over to Superintendent of Cohasset Public Schools, Dr. Patrick Sullivan, who will present the entire Strategic Plan to the community.

Superintendent, Patrick Sullivan stated this very important process and also wants to acknowledge Dr. Scott Borstel and his Teaching Learning Alliance, (TLA) and their staff work that they did for us and Dr. Scott Borstel will talk a little about, maybe who he was with, but he was joined with some really wonderful



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educators who helped guide us give us a perspective on the path that we should take to formulate in what he believes is a really comprehensive and exciting plan. Superintendent Patrick Sullivan also wants to thank all of everyone who's involved with this. The parents who contributed by coming to forums and who've contributed by answering the survey questions. The staff, and our staff and leadership and students who are part of our Strategic steering team or Strategic Team. They did a wonderful job and some of those leaders are here today.

The Strategic Plan is really a plan that for Cohasset Public Schools will be a three (3) year plan which guides the direction of the district and it's composed of a few elements, that are really important: Our mission, which of course is what we do, and we'll get into that, and actually show the mission. The mission is really who we are, and it's our fundamental reason for existing. Followed by core values, and your core values are really constant, and their what we believe those don't shift. It's what we believe in, and who we are, and what we do. Our vision is really what we aspire to be, and it gives us sort of a clear guideline. To create our initiatives, and our actions steps. Theory of Action. In other words, if we put into theory, we put into action certain steps, where will we lead? It's basically the steps we need to put in place, to reach our mission, and then in this plan, it's well organized into compass points, and strategic initiatives. We choose the compass rose and we narrowed it down to four (4) major compass points, and under those compass points, these will drive us for the next three (3) years. Each compass point is highlighted in an action plan, that includes a strategic objective, multiple strategic initiatives under that objective, outcomes timeline, and then a point person.

Dr. Scott Borstel is the Director of Innovations and school leadership for the Teaching and Learning Alliance, TLA which is a non-profit in Woburn, MA. Dr. Scott Borstel stated it was a privilege for TLA to be awarded this contract to facilitate the Strategic Planning process in Cohasset, and there were three (3) consultants along with himself.

Dr. Scott Borstel presents **Phase III: Implementing The Plan... Strategic Planning Process Overview**

Dr. Gary Maestas, and Ed Lee and the three (3) of us, what we really did was build the structures to facilitate this work, but the content that you see in this wonderful plan, the community, and the strategic committee did the heavy cognitive lifting. So, what you see in this wonderful plan that's going to be present to you shortly is the result of a community effort from a lot of people and their hard work. We started this process last August 2020. The three (3) consultants from TLA met with the Leadership Team and we outlined with the process was going to look like with Dr. Patrick Sullivan and his team.

Scott Borstel presents **The CPS Strategic Planning Process; Phase I, Phase II, & Phase III.**

Dr. Scott Borstel gives an overview of the process of developing the strategic plan over the 2020 – 20221 school year.

Dr. Scott Borstel presents **The Strategic Planning Process...Phase I: Building the Foundation.** The team collected a great deal of data that he categorized into three (3) categories. Dr. Borstel also did focus groups with community, and parents, with municipal government leaders, and with the school committee. Then we also administered a pretty, a very comprehensive Google survey, in which you had over 450 responses to a community of your size. That's an incredible response! Particularly, in the middle of a pandemic, and this data that we collected in the first phase, we kept going back to throughout phase II, to make sure that the development of the plan was not something that just the seventeen (17) people in the room wanted, but was an actual reflection of all of the constituents within the community. We kept anchoring back the run with the skipper theme, but we kept anchoring back in the day that was collected in



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Phase I, to make sure we're developing around mission, core values, etc. This was reflective of what we had analyzed in the data from Phase I. In Phase II, this was the real work.

Dr. Scott Borstel presents **Phase II: Building the Plan...**

In Phase II of a strategic planning committee, was developed by the district that was representative of students, school committee leadership, both building based, and central office based. There were seventeen (17) who did the work, along with TLA consultants there were twenty (20) of us. We met about five (5) times, from January to June. In that time, we started in the first meeting, really looking closely at all the data that had been collected in Phase I. We paused our meetings, and then, sub-grouped teams went off and did some data mining activity to really analyze and synthesize all the data that had been collected from Phase I to look for trends and patterns that would be used in this second phase. Once they thoroughly analyzed, synthesized and discussed the data as a strategic planning committee. He then started out by developing a district mission, and core values, which will be presented to meeting by Dr. Patrick Sullivan and Dr. Leslie Scollins this evening. After that, we then, developed from the data four (4) common patterns, or trends that developed that we called, compass points, using the compass road as the symbol. Developed four (4) compass points and strategic objectives for each compass point. From there, of the strategic objectives, and did a strategic initiative the outcomes for each of those initiatives. A timeline for completion, and the person, or person's that work. The final phase, the final step in this second phase of actually building the plan, was to develop Cohasset's Vision and its Theory of Action, and that was work that went on from January 2021 through mid-June 2021, as part of Phase II.

Scott Borstel is presenting his dashboard, **Phase III. Implementing the Plan...**

The third and final phase, which was phase III, is the implementing of the plan, and as Chairman Craig MacLellan started this meeting, it warmed my heart to hear him start off tonight by saying, that this plan will serve as your compass, as you chart your way over the next three (3) years, because that's really what it's intended to do! It's intended to drive the work from the school committee, right down to the classroom, and everything in between and so, what we talked about in the very last meeting, of our developmental plan is how do you make the document come alive over the next three (3) years? How does it find its way into your school improvement plans, at your four schools? How does it find its way into school committee goals, annually? That, then becomes the superintendent and his team's goals, that then, becomes school principals' goals, and then reflected in classroom teacher evaluation goals. Finally, the final piece is tonight's presentation to the school committee for approval which then starts the real work of the leadership team, continuing the conversation.

Dr. Leslie Scollins presents "Charting the Course." Superintendent Patrick Sullivan thinks the designers did a great job, happy with the way this dashboard looks. This is what will be present on school's website, and it will be able to be accessed by people in a very nice way.

Superintendent Patrick Sullivan presents Summary **of the Strategic Planning Process. Phase One, Phase Two, Phase Three.**

The Mission dashboard is presented by Dr. Patrick Sullivan. The mission is really what we do and as stated before, the mission is absolutely the reason we exist. It's everything that we are as an organization and in this particular case, the mission creates fundamental questions for all organizers to ask and these are some of the questions that we ask as we were creating this. What is it that we do? School district? Who does the district serve? What are the core values of our school community and what are the strengths and challenges in our district? We spend a lot of time looking at the data from multiple sources that were outlined by Dr. Scott Borstel and what we came up with as a group is a mission that very proud of.



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#### ***Cohasset Places Students First.***

Superintendent Patrick Sullivan presents - **Core Values: What We Believe**

1. Placing students first
2. Continuous personal growth & Achievement
3. Creating an optimum teaching & learning environment
4. String school community engagement
5. Utilization of resources to support teaching learning and leading

Dr. Leslie Scollins presents - **Vision: What We Aspire To Be**

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#### **Compass Points/ Strategic Objectives:**

1. Teaching and Learning
2. Social Emotional Wellness
3. Resources
4. Communication and Engagement

#### **School Committee Comments and Communication**

Assistant Superintendent Leslie Scollins would like to note we want our students to all feel safe, feel successful, and that they are getting what they need, so this will allow us to align our program and tighten it up! Making sure that its more consistent across all the buildings. Looking forward to that!

The committee asks questions and engages in discussion.

#### **Public Comments**

Abigail Sullivan, 87 Pleasant Street - Thank you for all your work. How can we hear more about how this looks in each school? Will this be shared regularly at school committee meeting. Although the strategic initiatives are excellent, it is really the details at the ground level that makes this come alive. Looking forward to seeing it all come to life!

Kimberly, 15 Farm Road - Will copy of this PowerPoint be shared and distributed separately from video for slower community digestion. Chairman MacLellan replies, Yes, this will be, absolutely! In fact, Vice Chairman Kerry Thompson was just remarking to me offline, that we should, and will post this on Facebook after its been presented, and so we'll get it out every possible way. Believe the school committee will endeavor to ensure that every single stakeholder has opened unfettered access to this document. It's that important. Superintendent Patrick Sullivan also commented once this is approved, and once we have that, we'll absolutely put this in place. This will be on our website prominently, as well as sent out, and referenced often.

Abigail Sullivan, 87 Pleasant Street. She thinks it's a great idea to reach out to families at the Farmer's Market. Great to involve families of young kids who are entering kindergarten this year or in a few years.

Dr. Leslie Scollins answers question to viewer. Creating plans toward Spring. Looks forward to working with school council. Families will be able to see this; this is our roadmap.



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Superintendent Patrick Sullivan stepped in to comment to viewer. We want to implement how this roadmap will be unpacking this year, with our staff, at every level will be referencing it as they set their goals, which of course will be evaluated at the end, by the principals.

Megan Barry, 11 Tad Lane - Has there been any update in the past week from the town select board, or town manager on the appointment of the additional six (6) positions on the new school facility committee?

Chairman MacLellan response: We will preface this with the fact that, not targeting any particular individual with these comments, but in personal opinion, this process has moved way too slow. We're starting to get much more aggressive about it and that's no secret. We're not trying to keep it a secret!

Kimberly, 15 Farm Road - Will further aversions and revisions of the plan reference compatibility and compliance with federal and state curriculum frameworks?

Superintendent Patrick Sullivan responded. We're all that it is, a given. We have to be compliant with state and federal frameworks and what we're trying to strive for is actually, is not only doing that, but to that high achieving providing a rigorous curriculum that not only meets those frameworks, but really challenges students and develops the whole child. That is an important thing to us and that's not meant to lessen our feelings about academic rigor. So please don't take that the wrong way! It's just that is everything that we're doing! We're going to meet those guidelines for sure.

Kristen Dean, 23 Summer Street - Thank you for your thoughtful, comprehensive development on this and on behalf of our children. Looks forward to participating and is ready. What is the pathway to participation on the sub-committees that are developing under some of the compass points.

Superintendent Patrick Sullivan answers. There will be opportunities in many, many ways. There will be some district teams we're talking about. We have the safe schools committee, but we might expand that a little bit more, to involve ways to engage families more. There will be opportunities like that. Also, there will be opportunities from a learning perspective, to be on some of the teams as we move forward, with some of our learning initiatives. School councils are always a good place to get involved, and remember school council is involved, and even parent's, amongst all the things parents do is to create district improvements. Dr. Leslie Scollins answers to question to participant. We're creating plans toward Spring. Look forward to working with school council. Families will be able to see this; this is our roadmap.

Superintendent Patrick Sullivan presents the summary to Chairman MacLellan but will continue working on Farmers Markets to communicate with families to present to in the school committee meetings scheduled for August 26, 2021 and on September 2, 2021.

**Motion by Lance Dial to approve The Strategic Plan as presented by Dr. Patrick Sullivan and Dr. Leslie Scollins, seconded by Ashley Colleary.**

**Roll Call Vote: Ashley Colleary - Aye, Lance Dial - Aye, Paul Kearney is absent, Lydia St. Onge - Aye, Craig MacLellan - Aye. The motion carries us by a vote of four (4) Ayes and one (1) member who is absent. The Strategic Plan is approved.**

**Motion to adjourn made by Lydia St. Onge, seconded by Lance Dial.**

**Roll Call Vote: Ashley Colleary - Aye, Lance Dial - Aye, Lydia St. Onge - Aye, Craig MacLellan - Aye. The motion carries with a vote of four (4) to one (1) committee member who is not present.**

**The meeting adjourned at 7:52 p.m.**



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#### **Documents presented at the meeting**

(1) Teaching & Learning Alliance presentation by Dr. Scott Borstel, Director of Innovations

(2) The CPS Strategic Planning Process; Phase I, Phase II, & Phase III

Presentation by TLA

(3) Charting The Course - Strategic Planning 2021-2024

Presentation by Superintendent Patrick Sullivan and Assistant Superintendent Leslie Scollins

Dashboard and link to presentation was forward to school committee members by Superintendent

Patrick Sullivan