

Charting the Course

Cohasset Public Schools
Strategic Plan | 2021-2024





Cohasset Public Schools

143 Pond Street
Cohasset, MA 02025
781-383-6111
www.cohassetk12.org

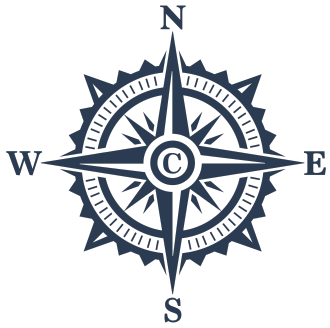


Facilitated and Prepared by
Teaching and Learning Alliance, Inc.
800 West Cummings Park
Suite 5900
Woburn, MA 01801
781-305-3540

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Cohasset Public Schools | 2021

Strategic Planning Committee Members

Dr. Patrick Sullivan, Superintendent

Dr. Leslie Scollins

Assistant Superintendent

Barbara Cerwonka

Director of Student Services

Sue Owen

Director of Finance & Operation

Lisa Radden

Director of Technology & Digital Learning

Brian Scott

Cohasset High School Principal

Tara Noyes

Cohasset High School Assistant Principal

John Mills

Cohasset Middle School Principal

Dr. Kate Salas

Cohasset Middle School Assistant Principal

Alexandra L. Sullivan

Deer Hill School Principal

Lisa Farrell

Joseph Osgood School Principal

Aleisa Gittens-Carle

METCO Director

Steve Rotondi

Athletic Director

Ashley Colleary

School Committee Member

Craig MacLellan

School Committee Member, Chair

Caroline Patterson

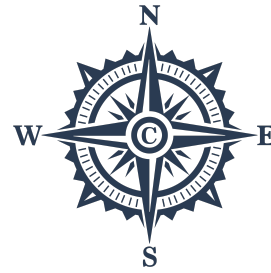
Cohasset High School Student

Mercedes O'Neil

Cohasset High School Student



COHASSET
MIDDLE-HIGH



Summary of the Strategic Planning Process

The strategic plan is a powerful tool that can assist a district in staying focused on what it is, what it wants to be, and how it can achieve its goals. It represents “the set of actions an organization chooses to pursue in order to achieve its objectives. These deliberate actions are puzzle pieces that fit together to create a clear picture of how the people, activities, and resources of an organization can work effectively to accomplish a collective purpose.” (Curtis & City, 2010, p. 20). The strategic planning process affords the opportunity to seek feedback from constituents that comprise the school district: students, parents, staff, administrators, school committee, and the community, in order to best serve the educational community in the future.

In the fall of 2020, members of the Cohasset Public Schools and community came together to develop a strategic plan that would serve as a road map for improvement for the 2021 through 2024 school year. The following three-step strategic planning process was employed to help guide the planning process:

Phase One

Phase One represents an important step in beginning the **building of a strong foundation** in the strategic planning process. In this phase, relevant data representing the performance of the Cohasset Public Schools was collected and community input and feedback was solicited. A series of forums were conducted with parents, community, school committee, staff and leadership. Ex-post facto data about the Cohasset Public Schools was also collected to be used in Phase Two of the process. This data guided the work of the Strategic Planning Committee in Phase Two and Three of the process.

Phase Two

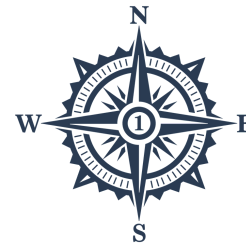
In **Phase Two**, a Strategic Planning Committee was established to begin the important work of analyzing internal and external data to guide the work in establishing a mission, core values, and a vision. The current strategic plan was also assessed to inform the **development of a new plan**. During Phase Two work, members of the Strategic Planning Committee analyzed internal and external data collected in order to identify common themes, referred to in the plan as compass points. The Strategic Planning Committee established a strategic objective for each compass point, developed strategic initiatives for each objective, and identified outcomes for each strategic objective. The Strategic Committee also revisited the vision in this phase to ensure it represented the mission of the Cohasset Public Schools. A theory of action was also developed.

Phase Three

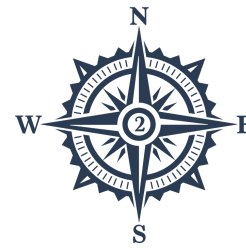
In the **final phase** of the strategic planning process, the Strategic Planning Committee discussed **how the newly developed contents of the strategic plan could be implemented** both vertically and horizontally in the organization to guide the change process over the next three years. Strategies were highlighted that would be employed to ensure that district improvement would focus on the identified compass points.

CPS Strategic Plan

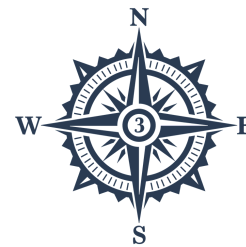
Planning Process 2021-2024



Building the Foundation



Building the Plan



Implementing the Plan

Mission: What We Do

The mission statement explains who we are and highlights our fundamental reason for existing. When others read the mission statement they should understand what our core role is as a district. The mission creates fundamental questions for all organizations to ask:

- What is it that we do as a school district?
- Who does the district serve?
- What are the core values of our school community?
- What are the strengths and challenges in our district?

The Strategic Planning Committee reviewed all collected data from parents, community, and staff and then engaged in a great deal of conversation regarding the aforementioned questions and developed the following mission statement:

Cohasset Public Schools
places students *first*. We provide an optimal teaching and learning environment by cultivating empathy, global citizenship, agency, inclusivity, and community engagement to *empower* students to realize continuous personal *growth* and *achievement*.



Core Values: What We Believe

The Cohasset Public Schools' core values should remain constant in an ever-changing world. These values provide the foundation for our work and influence how we conduct ourselves and engage with others. The following set of core values were established:

Placing Students First

Create and maintain an environment that places students first and is focused on the whole student



Continuous Personal Growth & Achievement

Encourage students to achieve their full potential socially, emotionally, and academically

Empower students to embody equity, cultural responsiveness, inclusivity, empathy, and global citizenship

Support students in developing agency (to act independently and make their own free choices) with an innovative and creative mindset

Creating an Optimum Teaching & Learning Environment

Provide personalized learning experiences that foster student voice, advocacy, and real-world application

Create a safe, compassionate, and empathetic learning environment to ensure every student feels included, valued, and respected in the school





Strong School - Community Engagement

Cultivate an environment of open communication, engagement, and collaborative learning opportunities among home, school, and community



Utilization of Resources to Support the Teaching, Learning, & Leading

Support optimal teaching, learning, and leading through responsible funding that provides academic excellence, appropriate staffing, state of the art facilities, and quality instructional materials



Vision: What We Aspire To Be

A vision statement represents an aspirational description of what an organization would like to achieve or accomplish in the mid-term or long-term future. It is intended to serve as a clear guide for choosing current and future courses of action. It is intended to be your compass – your North Star. The vision statement should be a brief, but concise statement that clearly exemplifies the district's vision for those it serves.

The Strategic Planning Committee developed the following vision statement:

Empower students to
improve communities





Theory of Action

An organization's theory of action represents a set of actions that will be implemented in order to improve the organization and help it reach its mission. The theory of action is closely related to the strategic objectives and how their implementation will lead to organizational improvement.

Cohasset Public Schools' Theory of Action:

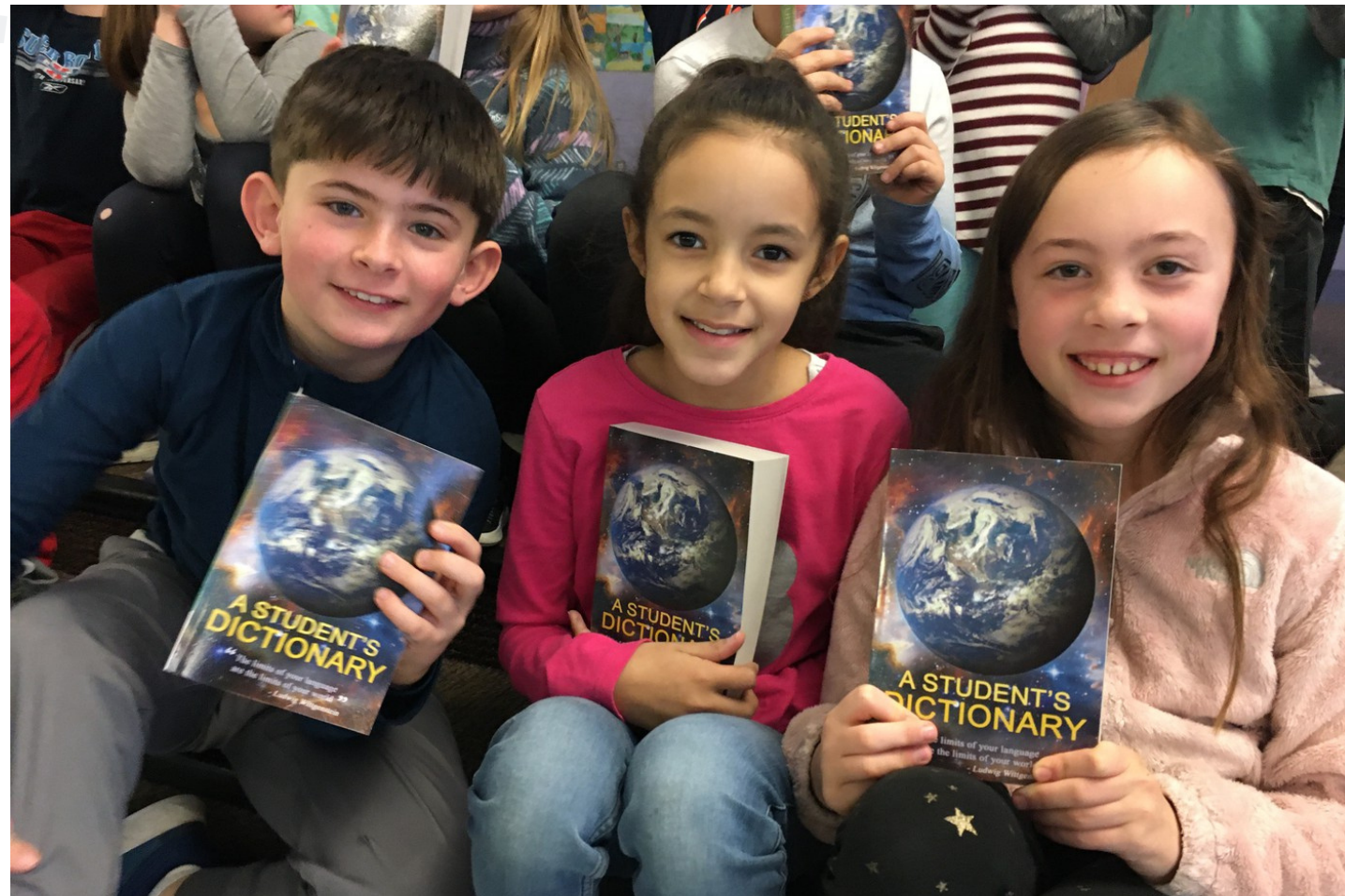
Through aligned and high-quality PK-12 curriculum and instructional practices, equitable opportunities for all students, effective communication, engagement, and partnerships between home, school / community, and effective resource allocation, ***we will provide an optimal teaching and learning environment that cultivates continuous student personal growth and achievement.***





Compass Points / Strategic Objectives: What We Want To Accomplish

After developing a mission, core values, and a vision, the Strategic Planning Committee began the work of developing the Compass Points that will serve as the core focus of district improvement for the next three years. Each Compass Point is highlighted in an action plan that includes a strategic objective, multiple strategic initiatives, outcomes, timeline and responsibility. The following four Compass Points and strategic objectives emerged from the process:





Compass Point #1: Teaching and Learning

Strategic Objective: Improve student learning through aligned & high-quality PK-12 curriculum, strong instructional practices, and personalized learning

Strategic Initiative	Outcome	Timeline	Initiative Leader(s) <small>*Point Person / People</small>
SI 1: Develop and implement aligned PreK-12 curriculum that includes rigorous, relevant, and culturally responsive content	Alignment of content, teaching, and learning	<p>2021 - 2022: Audit curriculum for culturally responsive content; begin process of creating curriculum guides PK-12</p> <p>2022 - 2023: Complete Curriculum Guides and begin working on vertically aligning curriculum PK -12</p> <p>2022 - 2023: Develop Common Assessments across the District</p> <p>2023 - 2024: Examine and evaluate curriculum from a vertical and horizontal perspective and make adjustments as needed</p>	Assistant Superintendent



Compass Point #1: Teaching and Learning

Strategic Initiative	Outcome	Timeline	Initiative Leader(s) <small>*Point Person / People</small>
SI 2: Create and implement a curriculum review cycle	Current, aligned, and effective curriculum content	2021 - 2022: Create a Curriculum Review Cycle and audit resource renewal dates aligned to each curriculum. Establish budget items that reflect Curriculum Review Cycle needs 2022 - 2023: Begin Implementing Review Cycle 2023 - 2024: Evaluate efficacy of Review Cycle	Assistant Superintendent





Compass Point #1: Teaching and Learning

Strategic Initiative	Outcome	Timeline	Initiative Leader(s) <small>*Point Person / People</small>
SI 3: Offer professional development that focuses on best practice in project-based learning strategies, designing lessons that offer more personalized learning opportunities, and culturally responsive teaching and learning	Teaching and learning opportunities that increase student voice / choice, engagement, and create authentic and culturally responsive learning practices	2021 - 2022: Create meaningful District-wide professional development through collaboration within our professional development team that offers project-based learning and / or personalized learning opportunities for students 2022 - 2023: Evaluate professional development opportunities 2023 - 2024: Reassess progress and needs based on outcomes regarding project-based and personalized learning	Assistant Superintendent



Compass Point #1: Teaching and Learning

Strategic Initiative

SI 4: Implement personalized learning and project-based learning into the curriculum, teaching, and learning

Outcome

Increased student voice / choice, engagement, and create authentic and culturally responsive learning practices

Timeline

2021 - 2022:

Audit student voice opportunities at each school and set plans for increasing student engagement and voice, which encompass culturally responsive learning practices

2022 - 2023:

Implement a plan for increased student voice and culturally responsive practices

2023 - 2024:

Assess progress and adjust plans as needed

Initiative Leader(s)

*Point Person / People

**Assistant
Superintendent**





Compass Point #1: Teaching and Learning

Strategic Initiative	Outcome	Timeline	Initiative Leader(s) <small>*Point Person / People</small>
SI 5: Develop a District-wide tiered system (MTSS) that supports students at different academic and social-emotional levels	Higher student achievement that reduces achievement gaps and student anxiety	<p>2021 - 2022:</p> <p>Re-establish a District-wide MTSS steering team</p> <p>Establish building-based professional development for MTSS</p> <p>Create consistent process and documents to be used across the District</p> <p>2022 - 2023:</p> <p>Analyze data based on interventions across the District, and create plans for revisions to process as needed</p> <p>2023 - 2024:</p> <p>Advocate for staffing and programs based on data</p>	Director of Student Services



Compass Point #1: Teaching and Learning

Strategic Initiative	Outcome	Timeline	Initiative Leader(s) <small>*Point Person / People</small>
SI 6: Develop a district-wide benchmarking system for collecting and analyzing data to inform instructional support	A more consistent MTSS process that utilizes data to inform the teaching and learning; strong academic success for all students	<p>2021 - 2022: Establish teams at each building to create common benchmarking assessments</p> <p>Begin the development of common benchmark assessments at each building</p> <p>2022 - 2023: Complete the development of benchmark assessments at each building</p> <p>Implement benchmark assessments and analyze data</p> <p>2023 - 2024: Evaluate the efficacy of benchmark assessments and make revisions as needed</p>	Assistant Superintendent



Compass Point #1: Teaching and Learning

Strategic Initiative

SI 7: Develop a vertically aligned computer science / digital learning curriculum, PreK-12

Outcome

Increased career / college readiness that fosters creativity, real-world application, and innovation

Timeline

2021 - 2022:
Develop vision for computer science positions and District-wide curriculum

2022 - 2023:
Increase staffing in computer science as dictated by the vision

2023 - 2024:
Continue to increase positions and create curriculum

Initiative Leader(s)

*Point Person / People

Director of Technology and Digital Learning





Compass Point #2: Social and Emotional Wellness

Strategic Objective: Promote equitable opportunities for, and social-emotional wellness of all students

Strategic Initiative	Outcome	Timeline	Initiative Leader(s) <small>*Point Person / People</small>
SI 1: Provide professional development that leads to the implementation of culturally responsive teaching, trauma-informed practices, and relationship-building with diverse populations	Better communication and relationships, and increased awareness between students and teachers; instruction that meets the needs of all students	<p>2021 - 2022: Establish professional development that helps the school community create programming to help build relationships.</p> <p>Establish formats for students to learn about diverse cultures and to increase inclusivity of school environments</p> <p>2022 - 2023: Establish / increase methods to measure the culture or relationships within the building</p> <p>2023 - 2024: Analyze results of measures and implement necessary changes</p>	Principals



Compass Point #2: Social and Emotional Wellness

Strategic Initiative	Outcome	Timeline	Initiative Leader(s) <small>*Point Person / People</small>
SI 2: Provide professional development for all staff that supports strong relationship-building with all students	Established and sustained positive teacher-student relationships	2021 - 2022: Establish professional development that helps the school community create programming to help build relationship 2022 - 2023: Continue to increase programming stressing relationships between students and teachers Measure the efficacy of these relationship practices 2023 - 2024: Continue to analyze data and create any needed changes to enhance relationship building moving forward	Principals



Compass Point #2: Social and Emotional Wellness

Strategic Initiative	Outcome	Timeline	Initiative Leader(s) <small>*Point Person / People</small>
SI 3: Develop and implement curriculum that is culturally responsive, relevant, and reflective of our global community	Students will be personally connected to their learning, resulting in optimal achievement and a sense of global citizenship	<p>2021 - 2022: Implement culturally responsive look fors in leadership learning walks</p> <p>Continue to provide professional development that fosters culturally responsive teaching methods</p> <p>Leadership provides frequent feedback to staff regarding efficacy of implementing culturally responsive teaching</p> <p>2022 - 2023: Establish measures to indicate the efficacy of culturally responsive teaching / practices throughout the District</p> <p>2023 - 2024: Analyze data from measures and implement needed changes</p>	Assistant Superintendent



Compass Point #2: Social and Emotional Wellness

Strategic Initiative	Outcome	Timeline	Initiative Leader(s) <small>*Point Person / People</small>
SI 4: Engage with community resources to support overall student wellness	Broader support network to promote overall student wellness	<p>2021 - 2022: Audit community resources being utilized for student wellness</p> <p>Empower Wellness Committee to create more community connections</p> <p>Continue to foster the relationship between CPS and Safe Harbors</p> <p>Implement and analyze Youth Risk Behavior Survey (YRBS) and other building-based surveys</p> <p>2022 - 2023: Continue to analyze data provided from the YRBS and other building-based surveys to measure student wellness</p> <p>2023 - 2024: Make needed changes to planning</p>	Director of Student Services



Compass Point #2: Social and Emotional Wellness

Strategic Initiative	Outcome	Timeline	Initiative Leader(s) <small>*Point Person / People</small>
SI 5: Establish a District-wide Social Emotional Learning (SEL) set of expectations that celebrate students	A sense of student safety, value, and pride	<p>2021 - 2022:</p> <p>Create a mechanism at each school to regularly celebrate student achievements in growth mind-set, relationship building, and responsible decision-making</p> <p>Highlight these celebrations at School Committee Meetings and in Social Media</p> <p>2022 - 2023:</p> <p>Measure the efficacy of each mechanism to celebrate students</p> <p>2023 - 2024:</p> <p>Make any needed adjustments to plans to celebrate all students</p>	Superintendent



Compass Point #3: Resources

Strategic Objective: Maximize the potential of students, staff, parents and community through effective resource allocation

Strategic Initiative	Outcome	Timeline	Initiative Leader(s) <small>*Point Person / People</small>
SI 1: Explore the expansion of staffing levels (teaching and leading)	A more diverse teaching staff; improved operations; stronger instructional leadership experiences	2021 - 2022: Create a District-wide strategy for recruiting a more diverse staff Begin to implement the strategy 2022 - 2023: Analyze the efficacy of the recruiting strategy 2023 - 2024: Make any needed adjustments / changes to the strategy	Superintendent



Compass Point #3: Resources

Strategic Initiative

SI 2: Explore the potential of a new middle school / high school facility & athletic compound

Outcome

Optimal teaching and learning environment to improve student achievement

Timeline

2021 - 2022:

Formulate and begin meetings as School Facilities Team

Apply through the Model School Building Association (MSBA)

2022 - 2023:

Gain approval for feasibility study from town

2023 - 2024:

Begin development of new middle and high school

Initiative Leader(s)

*Point Person / People

Superintendent





Compass Point #3: Resources

Strategic Initiative	Outcome	Timeline	Initiative Leader(s) <small>*Point Person / People</small>
SI 3: Create more versatile, inclusive learning spaces	Promotion of research-based and diverse learning opportunities that are accessible to all students	<p>2021 - 2022: Continue Technology Pilot Program and Learning Space Creation, working with CDW Design Thinking and Visioning</p> <p>Upgrade infrastructure and resources to support overall student wellness through a safe learning environment</p> <p>2022 - 2023: Begin to implement the technology and furniture as needed</p> <p>2023 - 2024: Analyze status of initiative and implement any needed changes</p>	Director of Technology and Digital Learning



Compass Point #3: Resources

Strategic Initiative	Outcome	Timeline	Initiative Leader(s) <small>*Point Person / People</small>
SI 4: Explore the potential of an autonomous technology / digital learning department	Better alignment of technology and educational objectives; more targeted resources to address specific school needs	<p>2021 - 2022:</p> <p>Further outline the roles and responsibilities of the Director of Technology and Digital Learning</p> <p>Work with CIO, Deputy CIO, and Town to develop ways to create a more autonomous School District technology team</p> <p>Develop three year technology plan</p> <p>2022 - 2023:</p> <p>Continue to expand resources as needed to facilitate technology integration</p> <p>2023 - 2024:</p> <p>Analyze efficacy of action steps on three year plan</p>	Director of Technology and Digital Learning



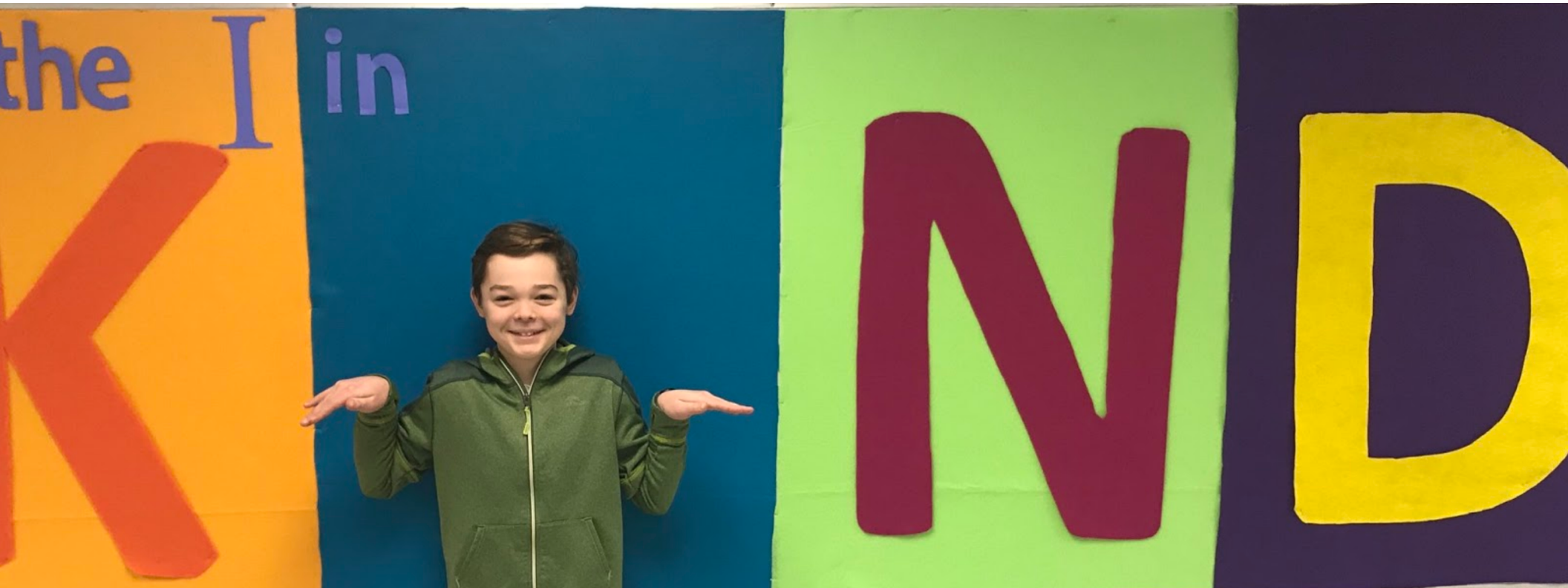
Compass Point #3: Resources

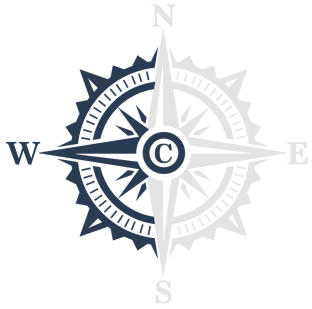
Strategic Initiative	Outcome	Timeline	Initiative Leader(s) <small>*Point Person / People</small>
SI 5: Develop more effective systems to maintain current facilities	Optimal teaching and learning environment to improve student achievement	<p>2021 - 2022:</p> <p>Analyze current state of facilities and capital needs</p> <p>Continue to work with Budget and Finance Subcommittee to address budget needs regarding facilities</p> <p>Create long-term plan for capital funding initiatives</p> <p>Continue to improve facilities processes</p> <p>2022 - 2023:</p> <p>Advocate for facility improvements</p> <p>2023 - 2024:</p> <p>Analyze progress concerning long-term plan</p>	Director of Finance and Operations



Compass Point #3: Resources

Strategic Initiative	Outcome	Timeline	Initiative Leader(s) <small>*Point Person / People</small>
SI 6: Explore models for providing optimal transportation for all students	Cost effective / service effective transportation system is employed	2021 - 2022: Explore outside transportation 2022 - 2023: Outsource transportation if feasible and appropriate 2023 - 2024: Analyze efficacy of transportation	Director of Finance and Operations





Compass Point #4: Communication and Engagement

Strategic Objective: Develop effective communication, engagement, and partnerships between home, school, and community

Strategic Initiative	Outcome	Timeline	Initiative Leader(s) <small>*Point Person / People</small>
SI 1: Increase learning opportunities for students through partnerships with community	Stronger connections and relationships between school and community; more opportunities to utilize community partnerships	<p>2021 - 2022: Audit learning collaborations with community across the District</p> <p>Create plan at each building to further collaborate with community</p> <p>Implement collaborative learning opportunities at each level</p> <p>2022 - 2023: Create measurement of efficacy of community engagement and analyze data</p> <p>2023 - 2024: Implement any needed changes</p>	Assistant Superintendent



Compass Point #4: Communication and Engagement

Strategic Initiative	Outcome	Timeline	Initiative Leader(s) <small>*Point Person / People</small>
SI 2: Expand opportunities for families to be more engaged in school practices	Improved communication and shared responsibility for student learning; better family understanding of teaching and learning practices; participating families will be equipped to support the learning taking place at home; shared resources and better home-school connection	2021 - 2022: Audit existing engagement with families Create plan for establishing deeper engagement of families at every building Implement engagement strategies 2022 - 2023: Create measure to analyze efficacy of established engagement strategies Analyze data 2023 - 2024: Implement needed changes to enhance school-family engagement	Superintendent



Compass Point #4: Communication and Engagement

Strategic Initiative	Outcome	Timeline	Initiative Leader(s) <small>*Point Person / People</small>
SI 3: Create a formalized adult volunteer program to best utilize community resources	Stronger, more diverse student learning experiences and better community ownership in the learning process	2021 - 2022: Audit adult volunteer opportunities across the District Create a formalized volunteer training program for adults 2022 - 2023: Expand offerings as appropriate 2023 - 2024: Analyze efficacy of volunteer program and make any needed changes / adjustments	Assistant Superintendent





Compass Point #4: Communication and Engagement

Strategic Initiative	Outcome	Timeline	Initiative Leader(s) <small>*Point Person / People</small>
SI 4: Create a District-wide athletic booster organization	Equitable, balanced, and consistent practices across all athletics	<p>2021 - 2022: Create a booster organization. Establish meetings, a mission / vision, core values, and beginning initiatives</p> <p>Communicate to stakeholders as appropriate</p> <p>2022 - 2023: Continue to meet regularly to further initiatives / goals</p> <p>2023 - 2024: Analyze progress and implement any needed changes / adjustments</p>	Athletic Director



Compass Point #4: Communication and Engagement

Strategic Initiative	Outcome	Timeline	Initiative Leader(s) <small>*Point Person / People</small>
SI 5: Leverage global community partnerships through technology to provide broader connections and experiences to students and families	Broader curriculum and enrichment opportunities to promote global connections	<p>2021 - 2022: Inventory ways we connected to a broader learning community during the pandemic</p> <p>Create plans at each building to continue / enhance the use of technology to increase connection to the global community</p> <p>2022 - 2023: Create a measure to determine the efficacy of the connections made and analyze the data</p> <p>2023 - 2024: Implement needed changes</p>	Director of Technology and Digital Learning



Charting the Course

Cohasset Public Schools
Strategic Plan | 2021-2024

Our Mission

Cohasset Public Schools places students first. We provide an optimal teaching and learning environment by cultivating empathy, global citizenship, agency, inclusivity, and community engagement to empower students to realize continuous personal growth and achievement.

Our Vision

Empower students to improve communities

Our Core Values

Placing Students First

Create and maintain an environment that places students first and is focused on the whole student



Continuous Personal Growth & Achievement

Encourage students to achieve their full potential socially, emotionally, and academically

Empower students to embody equity, cultural responsiveness, inclusivity, empathy, and global citizenship

Support students in developing agency (to act independently and make their own free choices) with an innovative and creative mindset

Creating an Optimum Teaching & Learning Environment

Provide personalized learning experiences that foster student voice, advocacy, and real-world application

Create a safe, compassionate, and empathetic learning environment to ensure every student feels included, valued, and respected in the school



Strategic Objectives 2021 - 2024



Compass Point #1: Teaching and Learning



Compass Point #2: Social and Emotional Wellness



Compass Point #3: Resources



Compass Point #4: Communication and Engagement



Strong School - Community Engagement

Cultivate an environment of open communication, engagement, and collaborative learning opportunities among home, school, and community

Utilization of Resources to Support the Teaching, Learning, & Leading

Support optimal teaching, learning, and leading through responsible funding that provides academic excellence, appropriate staffing, state of the art facilities, and quality instructional materials







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