

*Learn. Grow. Inspire.
Together*



Cohasset Public Schools
Strategic Plan

**2025
2030**



Cohasset Public Schools

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Cohasset, MA 02025
cohassetk12.org

Facilitated and Prepared By



TEACHING &
LEARNING ALLIANCE

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Dear Cohasset Public Schools Community,

It is with pride, gratitude, and a deep sense of purpose that I share with you the Cohasset Public Schools 2025-2030 Strategic Plan. This plan reflects the collective voice of our community—students, educators, families, and town partners—who came together to articulate a shared vision for the future of our district. It is both a compass and a call to action, grounded in our commitment to putting students first and inspiring purposeful growth, character, and authentic scholarship.

Throughout the strategic planning process, we asked ourselves fundamental questions: Who are we as a school district? What do we value most? Where are we strongest, and where must we grow? Guided by these questions, data, and your input through surveys and forums, the Strategic Planning Committee developed a clear and aspirational mission, core values that reflect our identity, and a vision that dares to imagine students not only achieving success—but actively improving the communities around them.

At the heart of this plan is our belief that every student has the capacity to thrive when we create the conditions for deep learning, belonging, wellness, and engagement. The plan outlines four “compass points” that anchor our goals and define the work ahead. Each strategic initiative within these areas is designed to be actionable, measurable, and centered on what matters most: our students and staff.



Teaching, Learning, and Leading



Wellness



Community Engagement



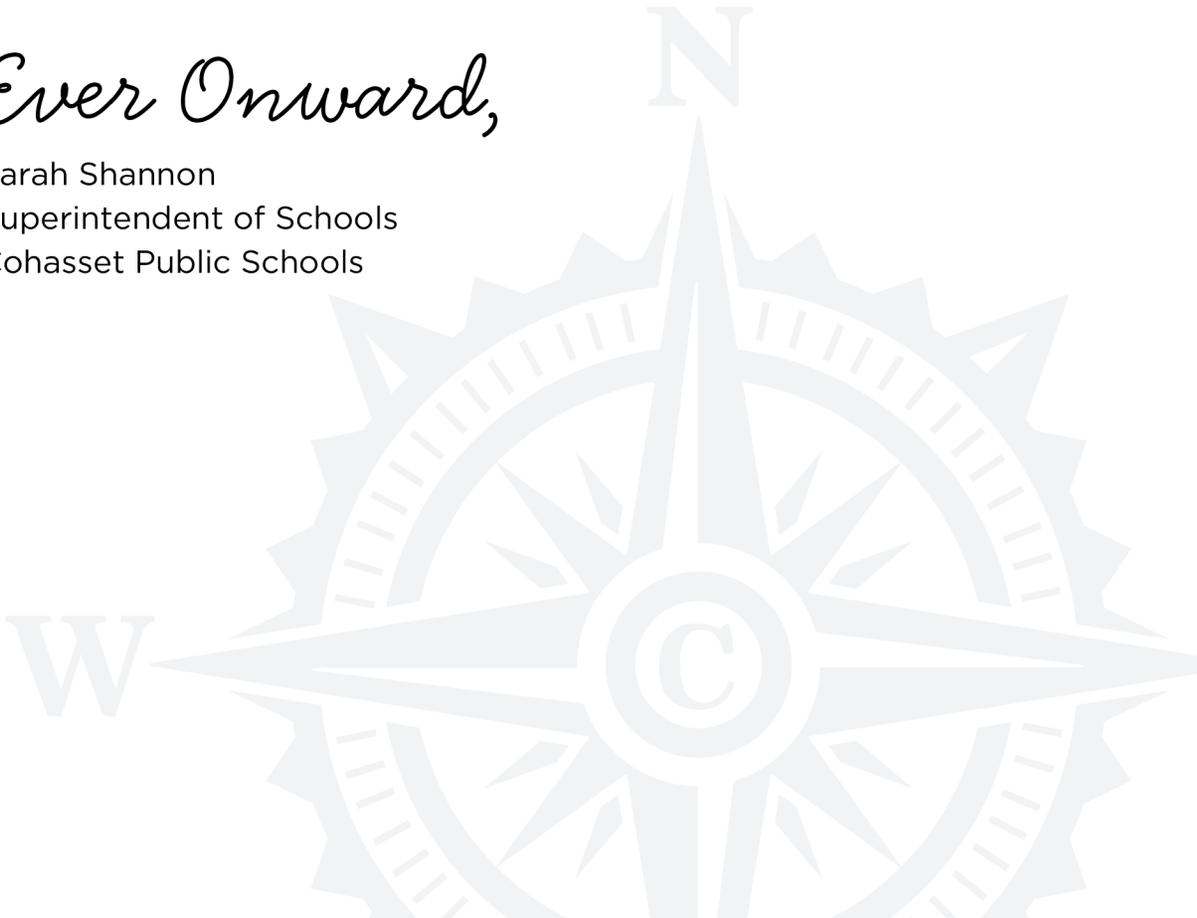
Resources

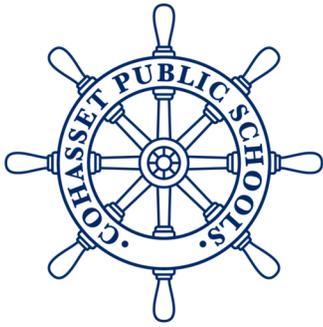
This work will not happen overnight. It is a multi-year journey that will require the same kind of collaboration, dedication, and creativity that brought this plan to life. It will ask us to think boldly, act intentionally, and lead with both heart and strategy. As always, we will move forward together—with transparency, open communication, and a shared commitment to continuous improvement.

Thank you for your partnership, your trust, and your belief in what's possible for our schools. We are excited to embark on this journey with you.

Ever Onward,

Sarah Shannon
Superintendent of Schools
Cohasset Public Schools





Strategic Plan Committee Members

Sarah Shannon

Superintendent

Leslie Scollins

Assistant Superintendent

Rock Roberts

Director of Data, Curriculum & Evaluation

Michael Stapleton

Director of Student Services

Brian Scott

High School Principal

John Mills

Middle School Principal

Alexandra L. Sullivan

Deer Hill School Principal

Amy Gaudette

Joseph Osgood School Principal

Aleisa Gittens-Carle

METCO Director

Robert Erlandsen

Middle School Science Teacher

Karin Johnston

Grade 5 Teacher

Edward Savage

High School Science Teacher

Malone Yemini

Grade 9 Student

Gabriella Madden

Grade 10 Student

Kaitlyn Kenealy

Grade 9 Student

Padraig Foley

Grade 11 Student

Dylan Jewell

Grade 10 Student

Charlotte Tabaczynski

Grade 8 Student

Stephanie Williams

Grade 9 Student

Dominique Vecchiolla

Grade 9 Student

Keira Lynch

Grade 9 Student

Madden Wosneski

Grade 11 Student

Garisbel McDonough

Parent - 2nd Grader

Jessica Brooks

Parent - 2nd Grader

Danielle Topalain

Parent - 1st & 3rd Grader

Allison Corbett

Parent - 12th & 8th Graders

Jennifer Lesky

School Committee Member

Craig MacLellan

School Committee Chair



Facilitated and Prepared by
Teaching and Learning Alliance, Inc.



RED SOX
2004
WORLD
CHAMPIONS

DUKE



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 Winter/Spring of 2025, 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 2025-26 through 2029-30 school year. The following three-step strategic planning process was employed to help guide the planning process:

Phase One

Building the Foundation

Phase Two

Building the Plan

Phase Three

Implementing the Plan

Phase One represented 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 of the process.

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 pillars. The Strategic Planning Committee established strategic focus areas for each pillar, key actions for each objective, and identified outcomes for each strategic initiative. The Strategic Planning 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.

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 strategic focus areas.



Our Mission

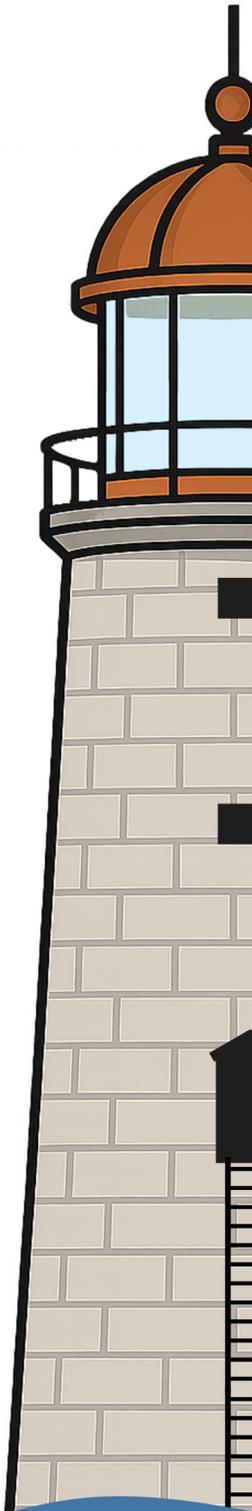
What we do

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:

**We place students first.
Together, we inspire character,
purposeful growth, and a
commitment to authentic
scholarship for the fulfillment of
our collective potential.**





Our Vision

What we aspire to be

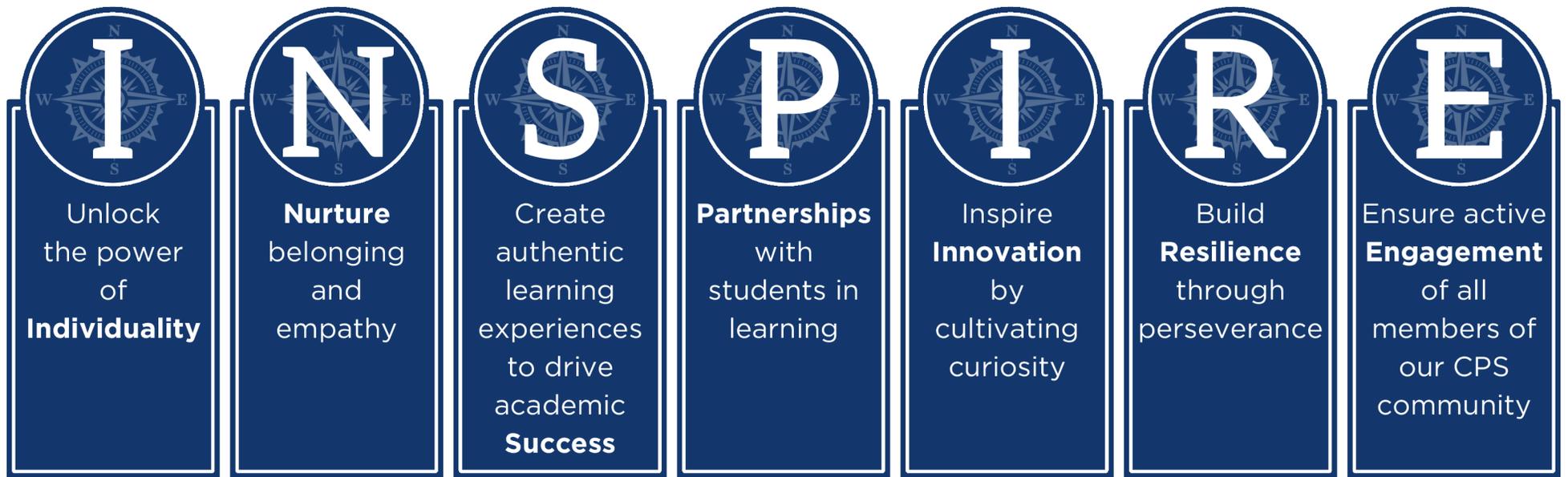
A **Vision Statement** represents an aspirational description of what an organization would like to achieve or accomplish in the mid-term or long-term future. It is intended to serve as a clear guide for choosing current and future courses of action. It is intended to be our compass – our North Star.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

**Students
improving
communities**

Our 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:



Theory of Action

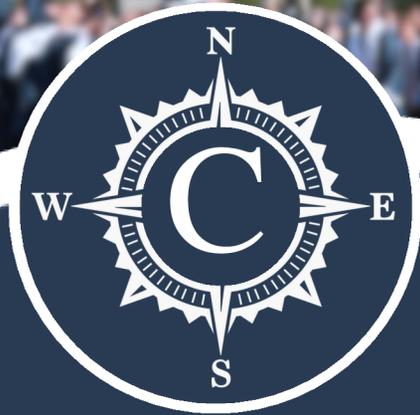
An organization's **theory of action** represents a set of actions that will be implemented in order to improve the organization and help it reach its mission. The theory of action is closely related to the strategic objectives and how their implementation will lead to organizational improvement.

If we put students first by providing inclusive, District defined curriculum and data supported instruction; supporting academic, physical, and emotional well-being; and fostering innovation through strong community partnerships and aligned systems,

then we will cultivate character, meaningful growth, and a deep commitment to learning across the Cohasset Public Schools community.



Vision of a Graduate



Inspiring Character

The Cohasset Graduate always strives to act with integrity, demonstrating respect to themselves and others. They collaborate inclusively, identifying ethical solutions to problems that consider the personal, interpersonal, communal, and institutional impact of such solutions.



Purposeful Growth

The Cohasset Graduate lives purposefully, recognizing that there is no one path to success. They engage in a process of continuous self-reflection as they journey towards fulfillment.



Scholarship Serving the Greater Good

The Cohasset Graduate thinks inquisitively, seeking continuous understanding by employing a self-disciplined, open-minded, patient, and resilient approach to learning. They promote empathy, committed to advancing global citizenship by making our planet more peaceful, sustainable, and just.

*Find your
Compass*



Focus Areas and Strategic Objectives

2025 - 2030

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



1

Teaching, Learning, and Leading

Enhance success for all by delivering inclusive, high-quality, aligned curriculum, authentic project-based learning, robust Multi-Tiered Systems of Support (MTSS), and innovative approaches to education.

2

Wellness

Foster belonging along with physical and mental health through inclusive, culturally responsive practices that cultivate self- and social-awareness and care.

3

Community Engagement

Strengthen school-community partnerships through community service, communication, and collaborative projects.

4

Resources

Continuous assessment to ensure that the policies, processes, and facilities as well as fiscal and human resources protect, support and improve the Cohasset Public Schools.



Compass Point #1

Teaching, Learning, and Leading

Objective: Enhance success for all by delivering inclusive, high-quality, aligned curriculum, authentic project-based learning, robust Multi-Tiered Systems of Support (MTSS), and innovative approaches to education.

Theory of Action: If we can deliver inclusive, high-quality, aligned curriculum, authentic deeper and project-based learning, robust Multi-Tiered Systems of Supports, and innovative approaches to education, our students will be highly engaged, curious, and successful, while realizing their personal and academic potential.

Initiative	Outcome	Timeline	Responsibility
Expand deeper and project based learning opportunities to all students K-12	<ul style="list-style-type: none">• Students experience at least two deeper and/or PBL opportunities each year through grades K-12• Increase student learning interests and academic motivations• Expand experiential and authentic student learning experiences• Increased curiosity, engagement, and drive to learn	2025 - 2030	Superintendent, Assistant Superintendent, Principals



Compass Point #1: Teaching, Learning, and Leading

Initiative	Outcome	Timeline	Responsibility
<p>Continue to develop effective Multi-Tiered Systems of Support (MTSS) in grades PK-12 to support students' academic and social-emotional needs.</p>	<ul style="list-style-type: none"> • Meeting the needs of all students • Strengthen the culture of shared responsibility and ownership across all district classrooms • Consistent experiences across grade levels • Closing the academic achievement and belonging gaps for historically marginalized student populations 	<p>2025 - 2030</p>	<p>Superintendent, Assistant Superintendent, Director of Student Services, Principals</p>
<p>Evaluate and create consistent grading/homework policies and practices</p>	<ul style="list-style-type: none"> • Aligned and clear academic expectations for students • Grading policies and processes reflect learning • Supports student learning, wellness, and achievement 	<p>2025 - 2028</p>	<p>Superintendent, Assistant Superintendent, Principals</p>
<p>Evaluate and create plan for appropriate uses for AI</p>	<ul style="list-style-type: none"> • Maximize using AI resources responsibly • Minimize inappropriate use of AI • Prepare students for a future with AI in it 	<p>2025 - 2027</p>	<p>Superintendent, Assistant Superintendent, Principals</p>
<p>Explore elementary world language options</p>	<ul style="list-style-type: none"> • Potential exposure to languages starting in elementary school 	<p>2028 - 2030</p>	<p>Assistant Superintendent, Principals, World Language Department Chair</p>



Compass Point #2

Wellness

Objective: Foster belonging along with physical and mental health through inclusive, culturally responsive practices that cultivate self- and social- awareness and care.

Theory of Action: If we foster belonging along with physical and mental health through inclusive, culturally responsive practices that cultivate self- and social-awareness and care, our students and staff will be able to be their authentic and best selves, contribute fully to our community, and manage their own wellness. They will also be more engaged and successful in their endeavors.

Initiative	Outcome	Timeline	Responsibility
<p>Define what District, school, and student success means for the Cohasset Public Schools</p>	<ul style="list-style-type: none"> • Shared and clear expectations for success • Balanced perspective of what success is and can be • Celebrating individual successes • Decrease academic and social pressure 	<p>2025 - 2027</p>	<p>Superintendent, Assistant Superintendent, Director of Student Services, Principals</p>
<p>Identify and understand the stress students and staff experience and build a plan to support them in finding balance and wellness</p>	<ul style="list-style-type: none"> • Reduce and balance stress levels for students and staff • Embrace “good stress” and build capacity to manage other stress 	<p>2025 - 2030</p>	<p>Superintendent, Assistant Superintendent, Director of Student Services, Principals</p>

Compass Point #2: Wellness

Initiative

Transform our educational environment into a space where every student feels seen, valued, and connected.

Engage students in authentic dialogue that celebrates their stories

Outcome

- Intentional practices of gratitude, kindness, cultural celebration, and recognition of each individual's unique experiences and story.
- Increase belonging and empathy
- Increase belonging and empathy
- Adults and students are able to engage in productive discourse across difference, when conflict is present, and in the face of tension
- Develop healthy and proactive communication;
- Improved staff/student relationships and increased sense of belonging

Timeline

2025 - 2030

2025 - 2028

Responsibility

Superintendent,
Assistant Superintendent,
Director of Student Services,
Principals

Superintendent,
Assistant Superintendent,
Principals





Compass Point #3

Community Engagement

Objective: Strengthen school-community partnerships through community service, communication, and collaborative projects.

Theory of Action: If we strengthen school-community partnerships through community service, communication, and collaborative projects, then our students will engage in more authentic and relevant social and learning experiences that facilitate their improving communities; families and the community will feel more connected to our schools; and student, staff, and family voice will be evident in our work.

Initiative	Outcome	Timeline	Responsibility
<p>Create community norms and agreements</p>	<ul style="list-style-type: none"> • Shared and clear expectations members of our community (students, parents, colleagues) 	<p>2025 - 2027</p>	<p>Superintendent, Principals</p>
<p>Create a community expert/resource database to support project-based learning opportunities local field trips, and integrated curriculum</p>	<ul style="list-style-type: none"> • Increased community relationships and partnerships • Exposure to authentic and realistic experiences • Exposure to experts, different cultures, diverse perspectives • Enhanced connections with community and professionals in the field 	<p>2025 - 2028</p>	<p>Superintendent, Assistant Superintendent, Principals</p>

Compass Point #3: Community Engagement

Initiative	Outcome	Timeline	Responsibility
<p>Develop and implement a communication plan</p>	<ul style="list-style-type: none"> • Increase community understanding and awareness of the District, schools, students, and programs • Increase student, staff, and community pride 	<p>2025 - 2027</p>	<p>Superintendent, Assistant Superintendent, Principals</p>
<p>Explore additional opportunities for CPS students to interact across grade-levels, schools, and intergenerational community members</p>	<ul style="list-style-type: none"> • Cross-generational learning experiences and collaboration 	<p>2025 - 2030</p>	<p>Superintendent, Assistant Superintendent, Principals, Teachers, Students</p>
<p>Continue to build new structures and opportunities to elevate student voice</p>	<ul style="list-style-type: none"> • Increased input from and engagement by students • Students taking increased ownership in their learning and school experiences 	<p>2025 - 2027</p>	<p>Superintendent, Assistant Superintendent, Principals, Teachers</p>
<p>Increase engagement at school and District events</p>	<ul style="list-style-type: none"> • Broaden understanding of CPS • Stronger community culture and connectedness • Improve school and community culture • Increased family opportunities • An enhanced METCO experience for families from both Boston and Cohasset 		<p>Superintendent, Assistant Superintendent, Principals</p>



Compass Point #4

Resources

Objective: Continuous assessment to ensure that the policies, processes, and facilities as well as fiscal and human resources protect, support and improve the Cohasset Public Schools.

Theory of Action: If we continuously assess our policies, processes, facilities, as well as our fiscal and human resources, then we will be able to financially support our district goals and continue to excel.

Initiative	Outcome	Timeline	Responsibility
<p>Develop and implement long-term financial plan</p>	<ul style="list-style-type: none"> Financial stability and sustainability that is approved and endorsed by the School Committee and funded by the Town of Cohasset 	<p>2025 - 2026</p>	<p>Director of Finance & Operations, Superintendent</p>
<p>Develop a Professional Development plan that is aligned to the strategic plan and incorporates educator voice.</p>	<ul style="list-style-type: none"> Educators are prepared to implement the strategic objectives Increased opportunities for professional learning communities Additional teacher leadership opportunities 	<p>2025 - 2026</p>	<p>Superintendent, Assistant Superintendent, Principals</p>

Compass Point #4: Resources

Initiative	Outcome	Timeline	Responsibility
<p>Optimize learning spaces and environment at all schools</p>	<ul style="list-style-type: none"> • Updated and maintained learning environments for students • Ongoing maintenance of current facilities 	<p>2025 - 2026</p>	<p>Superintendent, Director of Finance & Operations, Director of Facilities</p>
<p>Facilitate acceptance into the MSBA project pipeline to build a new Cohasset Middle and Cohasset High School</p>	<ul style="list-style-type: none"> • New middle and high school facility 	<p>2025 - 2030</p>	<p>Superintendent, Director of Finance & Operations, Director of Facilities, CMS & CHS Principals</p>
<p>Review and update hiring practices and human resources processes</p>	<ul style="list-style-type: none"> • Clear and consistent hiring and onboarding practices • More diverse staff 	<p>2025 - 2027</p>	<p>Superintendent; Assistant Superintendent; Director of Finance & Operations; Human Resource, Finance, and Operations Coordinator</p>
<p>Review and update District policies, procedures, and processes</p>	<ul style="list-style-type: none"> • Clear, consistent, and current updates policies, procedures, and processes 	<p>2025 - 2028</p>	<p>Superintendent; Assistant Superintendent; Director of Finance & Operations; Human Resource, Finance, and Operations Coordinator</p>



Cohasset Public Schools

Strategic Plan

2025-2030



Our Mission

We place students first. Together, we inspire character, purposeful growth, and a commitment to authentic scholarship for the fulfillment of our collective potential.

Our Vision

Students improving communities

Our Core Values



Unlock the power of **Individuality**



Nurture belonging and empathy



Create authentic learning experiences to drive academic **Success**



Partnerships with students in learning



Inspire **Innovation** by cultivating curiosity



Build **Resilience** through perseverance



Ensure active **Engagement** of all members of our CPS community

Strategic Focus Areas

Priorities that will serve as the core focus of district improvement for the next five years.



Teaching, Learning, and Leading



Wellness



Community Engagement



Resources

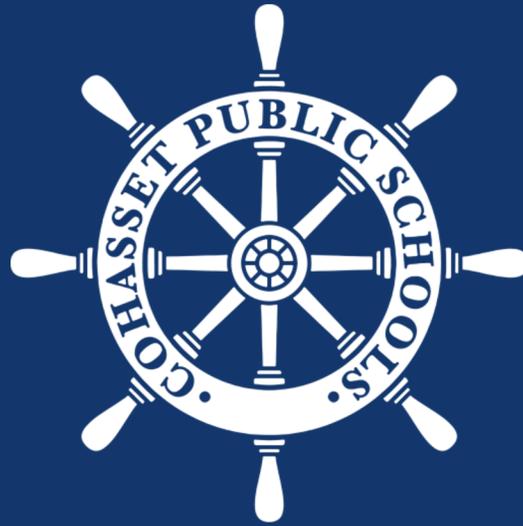
Learn. Grow. Inspire.

Together



Class of 2022
Reserved Seating

Dan Leahy



Cohasset Public Schools

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