

Patrick Sullivan, Ed.D. Superintendent of Cohasset Public Schools Self-Assessment: Data Considered Regarding Standards and Indicators

[Fiscal Indicators](#)

[Safety Indicators: Safe Schools Committee Presentation](#)

[Cultural Indicators: Institutional Climate and Inclusion Assessment \(ICIA\) at Middle and High School](#)

[Cohasset Public School Fall School Re-Entry Road Map 2020 - 2021](#)

[Cohasset Public Schools School Start Data Review October 28, 2020](#)

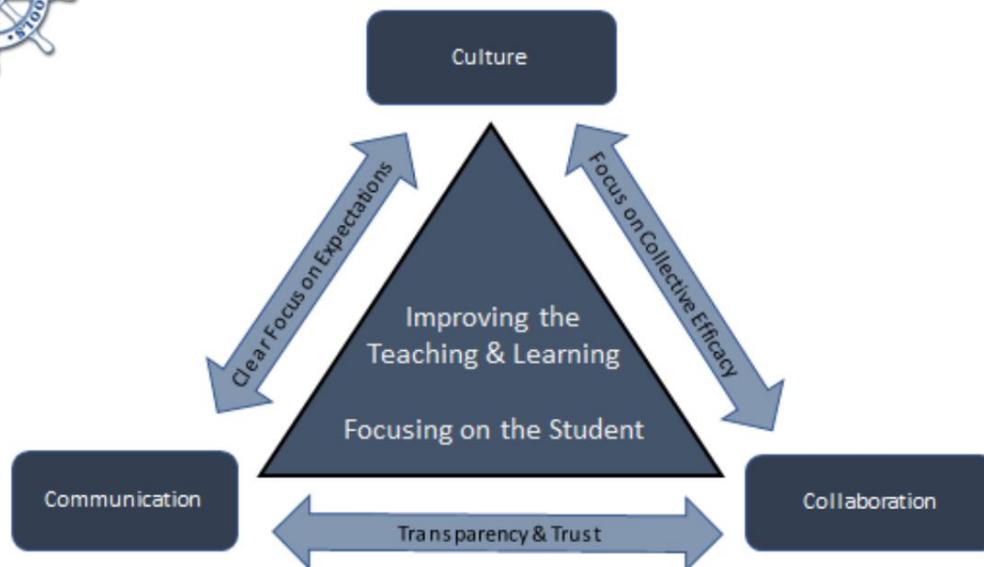
[District Targets for 2020 - 2021](#)

[Cohasset Public Schools Strategic Plan with Revisions for 2020-2021](#)

Superintendent of Schools 2020 – 2021 Goals



Leadership Vision: “Through the Eyes of a Student”



“This is important. You can do it. I won’t give up on you” (Saphier & Gower, 1997) are three key messages that guide my work as a leader. I believe in students, teachers and families; I believe not only in the potential within their collaborations, but in their willingness to fulfill that potential when provided with an environment that gets them excited about learning. I will continue to

collaborate with students, teachers, families and the community to ensure that we strive for maximum performance while educating the whole child.

It is important that as we implement our safety-conscious plans regarding bringing students back into our buildings that we remember the importance of "joy" within our schools. The Cohasset Public Schools are vibrant and warm places for staff to work and for students to learn, and as we move into the implementation of these plans, we will focus on keeping that warmth that makes Cohasset a special place as well as getting students back in the buildings as often and as safely as we can. We will continue to view everything "Through the Eyes of the Student," and we will keep stressing that "This is Important, You Can Do It, and We Will Not Give Up On You" throughout any changes that come our way.

Some of My Educational Beliefs and Vision Points:

- Supporting a student-centered approach throughout the District
- Educating the whole child and prioritizing Social-Emotional Learning (SEL)
- Promoting trust and transparency with all stakeholders
- Centering all of our work on a foundation of strong relationships
- Celebrating staff and student accomplishments
- Encouraging staff enthusiasm
- Increasing inclusion, empathy, bullying prevention, safety and cultural competency
- Increasing an inclusive and flexible approach to special education, which will reduce stigma and celebrate diversity
- Inspiring Project-Based Learning (PBL) opportunities for all staff and students
- Creating collective teacher efficacy through collaboration
- Collaborating with community-based organizations to improve the education of the students
- Promoting systems-thinking and strategic practices that build capacity to fulfill our District's Strategic Plan
- Increasing the collaboration and communication within the District Leadership Team
- Utilizing data to expand teaching materials and improve pedagogy and tiered supports
- Revising and creating systems and protocols throughout the District that execute the policies as established by the school committee
- Integrating meaningful technology and instructional pedagogy that effectively uses technology
- Cultivating innovative learning practices that foster communication, creativity, collaboration and critical thinking
- Listening to the voices of all stakeholders and involving them in decision-making processes
- Eliciting stakeholder input regarding vision for the Cohasset Public Schools
- Continuing the advancement of elementary literacy and numeracy
- Promoting proactive and clear communication at all levels
- Providing safety protocols and practices throughout the district
- Creating effective learning models and adjusting as needed during the time of the pandemic

Core Values and Goals: The vision statement, theory of action, strategic goals and key initiatives as stated in the strategic plan are as follows:

Executive Summary

Vision Statement					
The Cohasset Public Schools is a district committed to excellence. We hold high expectations for all students and staff and provide the support and resources that enable all to meet or exceed those expectations. We collaboratively support an academically challenging, safe, respectful, and student-centered learning environment in preparing them to be responsible citizens of a global and digital twenty-first century environment.					
Theory of Action					
If we hire, train, and retain the best teachers, incorporate best practices into the classrooms, attend to the emotional well-being and safety of our students and create effective vehicles for members of the community to work together, we will create environments under which students can excel.					
	Human Capital	Curriculum, Instruction, and Assessment	Social and Emotional Learning	Safety and Security	Communication and Collaboration
Strategic Goals	Recruit, retain, and develop exceptional teachers	Ensure that all students are able to achieve appropriate growth in learning	Promote the social and emotional well-being of students	Strengthen the safety and security of schools	Create vehicles that strengthen relationships among critical educational stakeholders
Key Initiatives	Commit to hire and retain exceptional teachers Develop opportunities for professional collaboration and teacher leadership	Encourage 21 st century skills that promote creativity, collaboration, critical thinking, innovation and problem solving Expand the use of differentiated instructional practices and delivering coordinated and specific tiered supports, and Define assessment practices that provide meaningful data to guides instructional changes and measure student growth	Identify areas of student need Build programs to provide social-emotional support to all students Develop tiered intervention strategies Build student resiliency to prepare students for college and careers beyond Cohasset High School	Strengthen the security of the physical plant and bus safety Improve school security procedures Foster an environment of social-emotional safety Increase awareness and readiness among students and staff Commit to ongoing assessment, funding, planning and training for school safety initiatives	Engage/collaborate critical stakeholders Create effective communication vehicles Collaborate where shared responsibilities overlap such as finance, facilities planning and facilities maintenance Develop community partnerships that enhance opportunities for student learning
Critical Supporting Platforms	A Digital Learning Plan that supports Understanding by Design (UbD) and provides the infrastructure, resources, and training for both teachers and students				
	A Professional Development Plan that is focused around Understanding by Design principles and teacher-created tools and strategies				
	Clearly commit to aligning educational goals with sound financial practices and budget requests supported by the School Committee; in concert with the town, maintain and improve the physical plant (inside and out) for the safety and benefit of all				

Superintendent, Patrick Sullivan, Ed.D. Goals for 2020 - 2021:

Goal #1: District Improvement Goal (Strategic Plan Goal 4)

Throughout the 2020-2021 school year, I will work with stakeholders to create a Road Map to Re-Entry document. I will implement the details of the Road Map, making needed data-based adjustments throughout the school year.

Key Actions:

- Collaborate with stakeholders to create the re-entry Road Map (by end of August, 2020)
- Create learning models at each level (by the end of August, 2020)
- Present Road Map to families, and staff for input (by the end of August, 2020)
- Present Road Map for School Committee Approval (by the end of August, 2020)
- Implement safety protocols, upgrade facilities to accommodate social distancing requirements, order Personal Protective Equipment (PPE) as required and needed, and analyze and upgrade HVAC and air flow as required and needed (summer and throughout the year)

- Implement training and professional development regarding protocols (by the end of September, 2020)
- Gather and analyze quantitative and qualitative data from families, staff, and students regarding the efficacy of the first six weeks of school (by October 28, 2020)
- Present data regarding start of school to School Committee, complete with data, analysis, conclusions, and recommendations (October 28 School Committee Meeting)
- On-going presentations and question and answer sessions to clarify practices, gather data, and answer questions with families, staff, and students (throughout the year)
- Create and implement needed adjustments based on the data gathered (throughout the year)

Benchmarks:

- Evidence of collaboration with stakeholders to create Road Map
- Cohasset Public Schools Fall School Re-Entry Road Map
- Learning models created and presented for each school
- HVAC and Air flow analysis and adjustments made
- Presentations created for families and staff
- Evidence of focus groups conducted with students
- Data gathered from stakeholders concerning the start of school
- Presentation to School Committee regarding Data Review
- Evidence of adjustments to practice based on data

Goal #2: District Improvement Goal (Strategic Plan Goals 1, 2, 3, 4, & 5)

Throughout the 2020-2021 school year, I will collaborate with stakeholders to develop and present a Three Year Strategic Plan for Cohasset Public Schools.

Key Actions:

- Identify Members of the Strategic Planning Committee (November 2, 2020)
- Present to School Committee regarding Strategic Plan Process and Overview (November 4, 2020)
- Work with consultants to create and deliver stakeholder surveys (November 5, 2020)
- Collect internal data (by November 6, 2020)
- Conduct forums (Parent / Guardian, SEPAC, PSO, CEF Forum: November 10, 2020; Staff / Leadership Forums: CMS & CHS = 11/9/2020, Deer Hill & Osgood = 11/16/2020; Municipal / School Committee Forum = 11/12/2020)
- Strategic Planning Committee meets: 1/13/21, T.B.D., T.B.D., T.B.D., and T.B.D.
- School Committee Meeting to meet to present final plan: 04/2021

Benchmarks:

- Formulated Strategic Planning Committee

- Presentation to School Committee regarding Strategic Plan Process and Overview
- Surveys to families, staff, and students
- Internal data collected and provided to consultant
- Forums conducted
- Meetings from Strategic Planning Committee with agendas
- Finalized Plan
- Presentation of Finalized Plan

Goal #3: Student Learning Goal (Strategic Plan Goal 3 & 4):

Throughout the 2020-2021 school year, I will focus the District on identifying and closing student learning gaps that have resulted from the impact of the pandemic

Key Actions

Host a meeting with parents to allow them to articulate concerns they may have regarding student learning due to the pandemic

Work with building leaders, Assistant Superintendent, and Director of Student Services to create a system for identifying overall and specific student learning gaps including some assessments to measure student progress throughout the year

Oversee the creation of systems that will identify specific students who are need of support due to learning gaps

Create a short and long-term action plan for helping students who need remediation

Utilize child study teams to support students as they fill their learning gaps

Utilize Professional Development Days to develop systems for helping students in need

Present action plan to school committee

Benchmarks

Superintendent's Coffee to discuss parent concerns

Evidence of systems created to help students

Evidence of Common Assessments

Short and Long-Term Action Plan

Evidence of Child Study work to fill learning gaps at each school

Professional Development time at the building-level to address student learning gaps

Action Plan presentation to school committee

Professional Practice Goal #4 (Strategic Plan Goal 5):

Throughout the 2020-2021 school year, I will collaborate with District and building leaders to create a cohesive instructional leadership team that continues to focus on building structures and practices regarding teaching and learning

Key Actions:

- Work with Leadership Team to implement Learning Walks at each building and to focus our work on the Teaching and Learning that is taking place throughout the District (throughout the year)
- Develop a vision and goals for our leadership for the year (by the end of October)
- Collaborate with Cohasset Police and Fire to strengthen our safety procedures, particularly as we are impacted by the pandemic (August – October)
- Deliver a strategic and thorough training process for staff regarding mandated trainings and trainings on safety protocols (August through the end of October)
- Focus on the following initiatives with each leader (throughout the year)
 - Academic Curriculum Development
 - Professional Development
 - Communications
 - Transportation (starts schools later / elementary, METCO)
 - SEL: Tiered Supports,
 - Cultural Competency
 - Learning Walks
 - Elementary Math - Implementation
 - Safety/ COVID-19 Protocols/ Staff Wellness
 - Remote Learning / Technology, particularly on developing the responsibilities of our new position of Director of Technology and Digital Learning
 - Identifying and addressing learning gaps that may have resulted as a result of the pandemic
- Strengthen Leadership Meetings by creating weekly leadership Zoom meetings that allow for frequent communication throughout the year and by developing in-person meetings that allow us to dive deeper into planning and delivery of (Business and Leadership Meeting) and by creating outcome-based meetings (throughout the year)
- Creating monthly visits to schools that are collaborative and outcome based and which include Learning Walks with the building leaders (throughout the year)
- Support the calibration of evaluation throughout the District (throughout the year)

Benchmarks:

- Evidence of collaboration with Police and Fire regarding safety procedures
- Training modules and presentations for safety
- Format for Learning Walks throughout the year (established in August)
- Evidence of Learning Walks taking place in each building
- Evidence of the initiatives taking place at each building
- Established Goals for the Principals that fit within our leadership team vision

- Evidence from monthly visits with principals
- Evidence of structure for the position of Director of Technology and Digital Learning
- Evidence of Evaluation discussion and calibration

Professional Practice Goal #5 (Strategic Plan Goal 2)

Throughout the 2020-2021 School Year, I will work with the new Director of Technology and Digital Learning to improve our in person and remote instruction and assessment.

Key Actions

- Collaborate with the Director of Technology and Digital Learning and the Assistant Superintendent to oversee the revitalization of the Digital Learning Committee (throughout the year)
- Collaborate with the Director of Technology and Digital Learning and the Assistant Superintendent to identify staff needs and to create, curate, and provide professional development for staff in the use of technology (throughout the year)
- Support in class and remote instructional technology needs (throughout the year)
- As part of the District Strategic Plan creation process, collaborate with District leaders to create a vision and action plan for what technology should look like in Cohasset classrooms for the next three years (throughout the year)
- Establish the responsibilities of and the instructional and systemic focus for the Director of Technology and Digital Learning and support her in the implementation of these responsibilities and systemic focus (throughout the year)

Benchmarks:

- Revitalized Digital Learning Committee with new Vision and Mission Statements and goals
- Comprehensive digital resource guide
- FY 22 Budget allocations for Technology
- Fluid FY 21 PD calendar to address ongoing or new support for staff for remote instruction
- Evidence of collaboration between the staff and the Director of Technology and Digital Learning
- Evidence that supports the focus of our technology efforts and our future technology vision
- Strategic Plan created that includes technology considerations