



## **School Committee**

### MINUTES OF THE CHELSEA SCHOOL COMMITTEE MEETING

June 1, 2017

**APPROVED 8-23-2017**

The Chelsea School Committee met on Thursday, June 1, 2017, in the City Council Chambers, City Hall, 500 Broadway, Chelsea.

**Members Present:** Jeannette Velez, Ana Hernandez, Kelly Garcia, Richard Maronski, Yessenia Alfaro-Alvarez, Robert Pereira, Diana Maldonado and Rosemarie Carlisle

**Also Present:** Superintendent of Schools Dr. Mary M. Bourque, Assistant Superintendent Linda Breau, Chief Academic Officer Sarah Kent, Executive Director for Administration and Finance Gerry McCue Human Resource Director Tina Sullivan, Assistant School Business Manager Michael Mason and School Business Manager and Clerk to the School Committee Barbara Martin.

**The meeting was called to order at 7:00p.m.**

#### **Pledge of Allegiance:**

Member Kelly Garcia called for a moment of silence for former Chelsea High School student Norma Canelas.

**School Committee Minutes:** The minutes of the May 4, 2017 School Committee Meeting were unanimously approved.

#### **Special Presentations:**

Dr. Bourque announced the 2016 Students of the Year:

Chelsea High School- Litzy Rodriguez  
Browne Middle School- Maria Carmen Raudles  
Wright Science & Technology Academy-Oscar Amaya  
Clark Ave Middle School- Jennifer Chonay Barillas  
Berkowitz Elementary School- Elyas Vega  
Hook Elementary School- Anthony Torres

Kelly Elementary School- Holly Hatleberg  
Sokolowski Elementary School- Nathan Hem

Each student was presented with a citation and a book award presented by their teacher or principal and a member of the School Committee.

Dr. Bourque then called upon Clark Ave Middle School student Nataly Lopez to accept her citation. Nataly's design is on the cover of the 2017-2018 Budget Book

Next, Dr. Bourque announced the 2017 Retirees:

Lee Binda	Marilyn Nappi
Roseanna Cataldo	Lisa Graham
Joan Foley	Susan Brophy
Nancy Stilwell	Mary Peabody
Joanne Verette	Diane Blengs
Mary Leverone	Pamela Bynog
Debra Krinsky	Catherine Doherty
Betty Boyd	Marion Cameron
Leonor Gonzalez	Paulina Reyes
Donna Lemieux	Diane Miller
Brigitte Bryce	

Each retiree was presented a citation by a member of the School Committee

At this time Chairman Velez called for a recess to allow audience members to leave if they wished.

**Public Comment:** Frank Nitti, Energy Manager for the City of Chelsea spoke in favor of the upcoming motion on the policy to purchase only fuel efficient vehicles for the District.

**Student Achievement:** Dr. Bourque reported that the District has applied for two grants:

- Barr Foundation Grant (2 years @ \$750,000.00 per year) – if approved will go to Chelsea High School to improve academic achievement.
- DESE Turnaround Grant (\$1,000,000.00) - if approved will go to Chelsea High School for the new block schedule, which includes intervention block to help with social and emotional needs.

Dr. Bourque then called upon Chief Academic Officer Sarah Kent to review the Indicators of Success:

Monthly:

Indicator 2- Daily Attendance improved .2%, off 1.6% from target.

Indicator 8- Dropout Rate 20 students dropped out during May. Year to date there is a .83% increase over last year.

Mobility-Year to date is 20.2%-(723 in and 565 out)

Quarterly:

CHS Failing Grades- Grade 9 55.9% up .50% from Quarter 2  
Grade 10 57.9% down 2.40% from Quarter 2

Questions and discussion ensued. A copy of the presentation is enclosed and forms a part of these minutes.

Next, Dr. Bourque presented the District Accelerated Improvement Plan. Questions and discussion ensued. A copy of the presentation is enclosed and forms a part of these minutes.

**Personnel Report:** Dr. Bourque commended the personnel report to the record.

**Enrollment Report:** Dr. Bourque commended the enrollment report to the record. As of May 26, 2017 the district-wide enrollment was 6, 600 students, including 148 students in out-of-district placements. In addition, there are 23 Chapter 768 students for whom the district has financial responsibility.

Next, Dr. Bourque presented the Committee an artist rendering of a mural that Chelsea High School students have proposed for a wall in the High School. Questions and discussion ensued. A motion to approve the mural will be taken at the next School Committee meeting on June 16<sup>th</sup>. A copy of the drawing is enclosed and forms a part of these minutes.

Dr. Bourque then presented the dates and times for the monthly school committee meetings as well as the sub-committee meetings for 2016-2017.

Next, Dr. Bourque made the following announcements:

6-11	Chelsea High School Graduation - 1:00 p.m.
6-22	Last day of school for students- PK-Grade 8
6-13	Last day of school for teachers- PK-Grade 8
6-30	Last day of school for students & teachers CHS

**Committee Reports:**

- Student Representative- Congratulated the Students of the Year  
Happy and Proud for the 2017 Graduating Class  
Hopes District is awarded the DESE Turnaround Grant

At this time Dr. Bourque and Chairwoman Velez presented Student Representative Rucellie with an engraved pen and pencil set and thanked her for her service.

**New Business:**

- Mr. Pereira moved to accept the 2017-2018 Parent and Student Handbooks changes for each of the nine schools. On a voice vote the motion was approved unanimously.

- Mr. Pereira moves to approve the Non-Bargaining Salary & Wage Schedules for 2017-2018.  
Chairman Velez called for a roll call vote.

Jeanette Velez	Y
Rosemarie Carlisle	Y
Ana Hernandez	Y
Kelly Garcia	Y
Shawn O'Regan	AB
Richard Maronski	Y
Yessenia Alfaro-Alvarez	Y
Robert Pereira	Y
Diana Maldonado	Y

Having eight votes in the affirmative and one absent the motion was approved.

- Consideration and action to adopt a policy relative to the purchase of fuel-efficient vehicles.  
Chairman Velez called for a roll call vote.

Jeanette Velez	Y
Rosemarie Carlisle	Y
Ana Hernandez	Y
Kelly Garcia	Y
Shawn O'Regan	AB
Richard Maronski	Y
Yessenia Alfaro-Alvarez	Y
Robert Pereira	Y

Diana Maldonado	Y
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Having eight votes in the affirmative and one absent the motion was approved.

- Consideration and action to accept the following grants for the 2016-2017 school year:

STATE  
 Youth Opioid Prevention Grant- \$15,000 (through the MA Attorney General's Office).

FEDERAL  
 Teen Pregnancy Prevention: Partners for Youth Success Grant- \$38,170

Chairman Velez called for a roll call vote.

Jeanette Velez	Y
Rosemarie Carlisle	Y
Ana Hernandez	Y
Kelly Garcia	Y
Shawn O'Regan	AB
Richard Maronski	Y
Yessenia Alfaro-Alvarez	Y
Robert Pereira	Y
Diana Maldonado	Y

Having eight votes in the affirmative and one absent the motion was approved.

- Consideration and action to appoint Michael Mason as School Business Manager effective August 16, 2017.

Chairman Velez called for a roll call vote.

Jeanette Velez	Y
Rosemarie Carlisle	Y
Ana Hernandez	Y
Kelly Garcia	Y
Shawn O'Regan	AB
Richard Maronski	Y
Yessenia Alfaro-Alvarez	Y
Robert Pereira	Y
Diana Maldonado	Y

Having eight votes in the affirmative and one absent the motion was approved.

- Consideration and action to approve the Seaport Academy Day Program to be located at 285 Commandant's Way, Chelsea.  
Chairman Velez called for a roll call vote.

Jeanette Velez	Y
Rosemarie Carlisle	Y
Ana Hernandez	Y
Kelly Garcia	Y
Shawn O'Regan	AB
Richard Maronski	N
Yessenia Alfaro-Alvarez	ABSTAIN
Robert Pereira	N
Diana Maldonado	N

Having four votes in the affirmative, three no votes, one abstention and one absent the motion was not approved.

- Consideration and action to approve a budget transfer in the amount of \$3,982.63 from Special Education Contracted Service to System-wide Computer Education.

Chairman Velez called for a roll call vote.

Jeanette Velez	Y
Rosemarie Carlisle	Y
Ana Hernandez	Y
Kelly Garcia	Y
Shawn O'Regan	AB
Richard Maronski	Y
Yessenia Alfaro-Alvarez	Y
Robert Pereira	Y
Diana Maldonado	Y

Having eight votes in the affirmative and one absent the motion was approved.

- Consideration and action to approve a budget transfer in the amount of \$100,000.00 from Attendance Officers Salary, CHS Health PE Salary and Browne Contracted Services lines to Special Education Translator line.

Chairman Velez called for a roll call vote.

Jeanette Velez	Y
Rosemarie Carlisle	Y
Ana Hernandez	Y
Kelly Garcia	Y
Shawn O'Regan	AB
Richard Maronski	Y

Yessenia Alfaro-Alvarez	Y
Robert Pereira	Y
Diana Maldonado	Y

Having eight votes in the affirmative and one absent the motion was approved.

- Consideration and action to approve a budget transfer in the amount of \$30,000.00 from Pre K Teacher Salary line to Homeless Transportation line.

Chairman Velez called for a roll call vote.

Jeanette Velez	Y
Rosemarie Carlisle	Y
Ana Hernandez	Y
Kelly Garcia	Y
Shawn O'Regan	AB
Richard Maronski	Y
Yessenia Alfaro-Alvarez	Y
Robert Pereira	Y
Diana Maldonado	Y

Having eight votes in the affirmative and one absent the motion was approved.

- Consideration and action to approve a budget transfer in the amount of \$149,500.00 from ELC Special Education Salary line to Special Education Collaborative Tuition

Chairman Velez called for a roll call vote.

Jeanette Velez	Y
Rosemarie Carlisle	Y



Ana Hernandez	Y
Kelly Garcia	Y
Shawn O'Regan	AB
Richard Maronski	Y
Yessenia Alfaro-Alvarez	Y
Robert Pereira	Y
Diana Maldonado	Y

Having eight votes in the affirmative and one absent the motion was approved.

- Consideration and action to approve a budget transfer in the amount of \$450,500.00 from Telephone Equipment, Performance Pay/Salary Adjustment, Browne Special Education Salary, Kelly School Salary, Clark Principal, and Hooks Salary lines to Health Insurance line.  
Chairman Velez called for a roll call vote.

Jeanette Velez	Y
Rosemarie Carlisle	Y
Ana Hernandez	Y
Kelly Garcia	Y
Shawn O'Regan	AB
Richard Maronski	Y
Yessenia Alfaro-Alvarez	Y
Robert Pereira	Y
Diana Maldonado	Y

Having eight votes in the affirmative and one absent the motion was approved.

- Consideration and action to approve a budget transfer in the amount of \$163,800.00 from Pre K Salary, Elementary After School Stipends, PPS

Chairman Velez called for a roll call vote.

Jeanette Velez	Y
Rosemarie Carlisle	Y
Ana Hernandez	Y
Kelly Garcia	Y
Shawn O'Regan	AB
Richard Maronski	Y
Yessenia Alfaro-Alvarez	Y
Robert Pereira	Y
Diana Maldonado	Y

Having eight votes in the affirmative and one absent the motion was approved.

- Contracted Services, and Berkowitz Salary lines to Computer Education Equipment line. Consideration and action to approve a budget transfer in the amount of \$1,101,500.00 from WSTA, CHS, Clark, Kelly, Berkowitz, Browne, Sokolowski Salary, Rent, New Textbook, Middle School After School, Custodial Supplies, Grounds Supplies and CHS Contracted Services lines to Special Education Transportation.

Chairman Velez called for a roll call vote.

Jeanette Velez	Y
Rosemarie Carlisle	Y
Ana Hernandez	Y
Kelly Garcia	Y
Shawn O'Regan	AB
Richard Maronski	Y

Yessenia Alfaro-Alvarez	Y
Robert Pereira	Y
Diana Maldonado	Y

Having eight votes in the affirmative and one absent the motion was approved.

- Consideration and action to accept the recommendation of the Superintendent to approve a one day trip to Fun Town/Splash Town in Saco Maine for the end-of-summer REACH program celebration. Explanation: Approximately 90 students are planning to make a trip to Fun Town/Splash Town on August 4, 2016 from 9:30 a.m. to 4:30 p.m. They will be chaperoned by 10 staff members to be named later. Out-of-state field trips must be approved by the School Committee. On a voice vote the motion was approved unanimously.

**Communications:** The following Use of School Property requests were accepted and filed:

EDCO  
 Shore Educational Collaborative  
 CAPIC After School Program  
 MB Soccer Academy LLC

**Adjournment:** The meeting adjourned at 9:10 p.m.

**Recorded by**

**Barbara A. Martin**  
**Business Manager**  
**Clerk to the Chelsea School Committee**



## May 2017

### Monthly:

2. District-Wide daily attendance rate will be 95%. (p. 3)
8. The CPS dropout rate will decrease by 2% per year. (p. 6)

### Quarterly Updates:

4. 85% of grade 4 students will exit grade 4 and enter grade 5 with a 3 or better in ELA, Math and Science. (p. 4)
5. 85% of grade 8 students will exit grade 8 and enter grade 9 with a C or better in ELA, Math and Science. (p. 5)

### Winter/Spring:

3. 75% of Kindergarten students will score in the Proficient or In Progress range on the Nonsense Word Fluency Correct Letter Sounds (NWF-CLS) DIBELS subtest. (p. 4)

### Annual:

1. All CPS Schools will be on track to be Level 2 or better in the State's accountability system. (p. 2)
6. 85% of High School Students in AP courses will attain a 3, 4, or 5. (p. 5)
7. The CPS four-year graduation rate will increase by 2% per year; the five year graduation rate will increase by 2% per year. (p. 6)
9. All students will graduate from Chelsea High School with a plan for college, career and life. (p. 7)
10. Annual staffing data will show improved teacher retention. (p. 8)

### Appendix: Additional Relevant Data:

- Mobility (p. 9)
- Mobility Rate (p. 9)
- CHS Grade 9 & 10 Failing Grades (p. 10)
- CHS Grade 9 & 10 Retention (p. 10)



**Indicator 1:** All CPS Schools will be on track to be Level 2 or better in the State's accountability system.

**PARCC/MCAS**

School	ELA CPI 2016	ELA CPI 2017	ELA SGP 2016	ELA SGP 2017	Math CPI 2016	Math CPI 2017	Math SGP 2016	Math SGP 2017	Science CPI 2016	Science CPI 2016
Berkowitz	69		61		73.6		38			
Hooks	73.6		74		94.7		61			
Kelly	66.6		47		74.4		46			
Sokolowski	65		53		75.8		55			
Browne	59.2		46		48		31		36.4	
Clark	69.4		40		60.5		29		51.7	
WSTA	64.8		38		55.2		29		45.4	
CHS	83		55		62.3		26		65.6	



**Indicator 2: District-Wide daily attendance rate will be 95%.**

	%2016	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May		June
										MTD	YTD	
Grade 1	95.1%	95.9%	96.0%	95.6%	94.4%	93.7%	93.2%	94.8%	94.9%	95.5%	95.0%	
Grade 2	95.7%	95.9%	95.9%	95.8%	94.1%	94.0%	92.6%	95.0%	95.1%	95.6%	95.1%	
Grade 3	95.5%	95.9%	95.8%	95.8%	93.8%	94.9%	92.9%	95.1%	95.5%	95.6%	95.3%	
Grade 4	96.1%	96.4%	96.4%	96.0%	93.9%	94.7%	92.0%	95.8%	95.7%	96.0%	95.4%	
Grade 5	95.6%	95.7%	96.3%	96.1%	93.9%	95.1%	92.8%	95.7%	96.0%	95.2%	95.3%	
Grade 6	95.6%	96.3%	95.8%	95.9%	94.3%	94.5%	91.6%	95.0%	95.6%	95.7%	95.1%	
Grade 7	95.4%	95.5%	96.2%	95.9%	94.5%	94.8%	91.9%	95.0%	95.6%	95.3%	95.2%	
Grade 8	94.0%	95.1%	95.0%	95.0%	93.8%	94.5%	91.5%	94.5%	95.2%	95.3%	94.6%	
Grade 9	89.1%	89.8%	90.9%	89.4%	89.2%	89.0%	85.7%	89.0%	87.3%	89.6%	89.1%	
Grade 10	90.4%	92.4%	91.8%	90.1%	89.6%	90.0%	85.5%	90.1%	87.0%	90.4%	90.0%	
Grade 11	90.6%	91.6%	91.4%	90.4%	89.4%	88.9%	85.9%	89.4%	87.8%	89.4%	89.8%	
Grade 12	90.8%	93.2%	92.1%	90.1%	90.4%	88.9%	84.9%	86.4%	85.2%	87.2%	88.7%	
Post-Graduate	74.6%	72.1%	98.3%	100%	100%	100%	n/a	n/a	n/a	100%	86.9%	
Kindergarten	94.1%	93.9%	94.0%	92.3%	91.7%	91.5%	89.7%	93.1%	92.9%	94.2%	92.7%	
Grade PreK	93.7%	94.6%	93.4%	92.8%	92.1%	91.9%	91.2%	92.9%	95.1%	94.3%	93.1%	
District Total	93.0%	94.6%	94.6%	93.9%	92.7%	92.8%	90.4%	93.3%	93.1%	93.9%	93.4%	



**Indicator 3:** 75% of Kindergarten students will score in the Proficient or In Progress range on the Nonsense Word Fluency Correct Letter Sounds (NWF-CLS) DIBELS subtest.

	2015-2016	2016 - 2017
Winter (% students)	49%	44%
Spring (% students)	61%	

**Indicator 4:** 85% of grade 4 students will exit grade 4 and enter grade 5 with a 3 or better in Reading, Writing, Math and Science.

	2015-2016 (% students)	Quarter 1 (% students)	Quarter 2 (% students)	Quarter 3 (% students)	Final Grade (% students)
Reading	65.6%	39.9%	47.7%	52.1%	
Writing	55.0%	23.6%	33.1%	37.0%	
Math	76.0%	42.7%	51.9%	52.2%	
Science	53.7%	74.4%	77.9%	76.6%	



**Indicator 5:** 85% of grade 8 students will exit grade 8 and enter grade 9 with a C or better in ELA, Math and Science.

	2015 - 2016 (% students)	Quarter 1 (% students)	Quarter 2 (% students)	Quarter 3 (% students)	Final Grade (% students)
ELA	73.6%	57.0%	56.7%	63.0%	
Writing	78.3%	86.7%	68.0%	72.9%	
Math	57.1%	69.1%	60.0%	61.5%	
Science	59.3%	62.0%	51.6%	60.3%	

**Indicator 6:** 85% of High School Students in AP courses will attain a 3, 4, or 5.

	2015 - 2016	2016 - 2017
# of students enrolled in AP courses	428	454
# AP tests taken	400	
# of tests scored 3, 4, or 5	128	
% of tests scored 3, 4, or 5	32%	





**Indicator 7:** The CPS four-year graduation rate will increase by 2% per year; the five year graduation rate will increase by 2% per year.

	2014-2015	2015-2016
4 year graduation rate	63.6%	62.9%
5 year graduation rate	67.1%	

**Indicator 8:** The CHS dropout rate will decrease by 2% per year.

Data for each year is period to date

	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Oct. 1 <sup>st</sup> Enrollment*	1369	1353	1330	1372	1408	1527	1536	1556
# of Drop-Outs	111	80	120	89	83	110	83	97
Drop-Out %	8.11%	5.91%	9.02%	6.49%	5.90%	7.20%	5.40%	6.23%

\*CHS enrollment as of 9/30/16

CHS Programmatic Breakdown this year to date

CHS Enrollment	Regular Ed Students	Sped Students	ELL Students
Oct. 1 <sup>st</sup> Enrollment*	927	141	488
# of Drop-Outs	38	5	54
Drop-Out %	4.1%	3.5%	11.1%

\*CHS enrollment as of 9/30/16



**5/1/2017-5/29/2017 DROPOUT NOTES:**

- 20 students have withdrawn
- 5 to an Adult Ed Program, 8 Plans Unknown, 7 Location Unknown
- Regular=8, SpEd=2, LEP=10
- Grade 9 = 4
- Grade 10 = 6
- Grade 11 = 4
- Grade 12 = 6

**Indicator 9:** All students will graduate from Chelsea High School with a plan for college, career and life.

Plan	Class of 2016	Class of 2017
Attend 2 or 4 year college	71%	
Enter directly into workforce	15%	
Enter military	4%	
Enter certificate program	5%	
Take gap year and/or enroll in Year Up or City Year Program	3%	
Enter a trade school	1%	
total:	99%	



**Indicator 10: Annual staffing data will show improved teacher retention.**

**Retention**

	2015- 2016		2016 - 2017	
Total teachers in CPS	443.75	100%		
Teachers who left CPS	77	17.4%		
Teachers who retired or were terminated	32	7.2%		
Teachers who left on their own*	45	10.2%		

\* reasons for leaving included: moving back home, new job in another district, returning to school, health

**Promotions**

	2015- 2016		2016 - 2017	
Paraprofessional to teacher	6			
Teacher to administrator	3			
Administrator promotion	3			
Substitute to paraprofessional	2			
<b>Total promotions</b>	<b>14</b>			



**APPENDIX:**

Mobility:

	2015-16 Total		Sept		Oct		Nov		Dec		Jan		Feb		Mar		Apr		May		June		TOTAL	
	In	Out	In	Out	In	Out	In	Out	In	Out	In	Out	In	Out	In	Out	In	Out	In	Out	In	Out	In	Out
ELC (K only)	61	25	46	10	16	4	7	4	4	6	7	5	3	5	2	6	6	1	4	5	5		97	45
Elementary	172	127	58	39	21	16	13	13	20	29	25	21	19	8	29	25	20	8	7	6		212	165	
Middle School	153	135	43	34	23	11	15	8	12	10	15	10	11	7	14	18	12	2	7	7		152	107	
High School	201	202	77	76	35	31	24	1	12	24	28	27	28	13	38	37	11	13	9	26		262	248	
District Total	587	489	223	159	95	62	59	26	50	70	73	61	63	30	87	86	44	27	28	44		723	565	

\*District-wide mobility rate (sum of transfers in and transfers out divided by October 1<sup>st</sup> enrollment (6374)) is 20.2% year to date.

**Student Mobility Rate September 1 – June 30 (10-month calculation)**

Year	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Rate	32.0	32.4	33.7	33.5	23.9	36.0	28.6	37.5	23.6	32.0	28.5	25.0	24.8	17.0	20.0	17.6	20.6
Year	2014	2015	2016														
Rate	17.0	18.7	17.0														



**CHS Failing Grades**

2016-2017	Quarter 1	Quarter 2	Quarter 3	Final Grade
Grade 9 Total # Students	442	441	465	
G9: One failing grade	90	83	77	
G9: Two failing grades	45	63	63	
G9: Three failing grades	35	49	52	
G9: Four or more failing grades	80	50	68	
G9: Total percent	56.6%	55.4%	55.9%	
Grade 10 Total # Students	436	431	428	
G10: One failing grade	85	66	64	
G10: Two failing grades	42	70	54	
G10: Three failing grades	35	68	51	
G10: Four or more failing grades	84	53	77	
G10: Total percent	56.4%	59.9%	57.5%	

**CHS Retention**

	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Grade 9 retained	23%	13.6%	18.7%	34.9%	30.1%	15.6%	
Grade 10 retained	20%	11.8%	16.9%	12.9%	18.1%	11.3%	



**Chelsea Public Schools**  
**District Accelerated Improvement Plan**  
**2017-2018**

**Thematic Goal**

Design, implement, and monitor a comprehensive and coherent instructional system embedded in a trauma sensitive learning environment to accelerate student growth across the school district.

**Theory of Action**

In 2017-2018, if the Chelsea Public Schools educators strengthen Tier I instruction in each classroom through:

- *alignment to the MA Frameworks*
- *creating a positive classroom climate*
  - *ensuring purposeful teaching*
  - *assessment*
- *promoting the development of social-emotional skills*

then Chelsea Public Schools will have a comprehensive and coherent instructional system that will accelerate student achievement and foster resiliency.

**Essential Questions**

- How can we provide high quality instruction that meets the needs and challenges all students to impact student achievement?
- How can we create a focused, rigorous, and engaging learning environment in every classroom to impact student learning?
- How can we promote the development of the core SEL competencies from CASEL to impact student achievement?
- How can we create emotionally and physically safe and supportive classrooms that impact student learning?

Strengthen Tier I Instruction	
<b>Strategic Objective</b>	Create classroom climates and school environments that provide opportunities for students to grow in the areas of engagement, motivation, persistence and collaboration.
<b>Strategic Initiatives</b>	Provide standards aligned, student-centered instruction rooted in teaching for understanding and responsive to learner differences.
<b>SMART Goals</b>	By the end of the 2017-2018 school year, Chelsea educators will effectively deliver MA frameworks aligned lessons and purposeful teaching in order to impact student growth and achievement. Growth will be measured through learning walks, observations and feedback, targeted professional development offerings, and student performance.
<b>District Identified Indicators</b>	<p>Instructional Indicators*</p> <ul style="list-style-type: none"> <li>● Alignment to MA Frameworks</li> <li>● Focused Instruction</li> <li>● Instructional Strategies</li> <li>● Cognitive Engagement</li> <li>● Higher Order Thinking</li> </ul> <p>* As described by <i>SchoolWorks Classroom Observation Manual</i></p>
<b>Benchmarks</b>	<p>CASEL SEL Competencies**</p> <ul style="list-style-type: none"> <li>● Self Awareness</li> <li>● Self Management</li> <li>● Social Awareness</li> <li>● Relationship Skills</li> <li>● Responsible Decision Making</li> </ul> <p>**<i>Collaborative for Academic, Social, and Emotional Learning, <a href="http://www.casel.org">http://www.casel.org</a></i></p> <p>By mid-September, administrators will be provided with professional development opportunities to support integrating the development of the CASEL SEL competencies into the day to day operation of their school.</p> <p>Quarterly, school teams will progress monitor professional development and student performance in relation to both strategic initiatives per individual school AIP and turnaround plan benchmarks.</p> <p>Spring 2017 SQR data will be used as baseline data. A first round of internal formative learning walks will be conducted by mid-November. Data collected throughout the year will be used to show growth and inform areas of development.</p> <p>By February, all educators will build their capacity to integrate social-emotional learning to support student growth in the CASEL SEL competencies.</p> <p>A second round of internal formative learning walks using the SQR tool will be conducted by the end of February. Data will be used to show growth and inform areas to improve.</p> <p>By the spring of 2018:</p> <ul style="list-style-type: none"> <li>● By November, March and June, administrators will complete a self-assessment to measure growth in their ability to lead the integration of CASEL SEL competencies into the day to day operation of their school.</li> <li>● All schools, and therefore the district will show growth from their SQR 2017 data by increasing ratings of 3&amp;4 by 50% in Classroom Visit Tool indicators 1, 5-8 or reaching 100%.</li> <li>● All schools and, therefore, the district will show growth from their SQR 2017 data by reaching 100% rating of 3&amp;4 in Classroom Visit Tool indicators 2-4.</li> </ul>