



CHELSEA SCHOOL DISTRICT

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Memorandum

To: Chelsea School District Board of Education
From: Michael J. Kapolka, Superintendent
Subject: District Goals 2026-2028 - Recommendation
Date: September 21, 2026

Dear Members of the Board of Education,

Based on the discussion and feedback from the Board over the past two months, we completed an additional review of the proposed District goals for the next two years. The revised goals maintain the three areas previously identified, Career and Technical Education, safety, security and well being, and K to 8 literacy, while providing greater clarity around the specific outcomes we are working toward and how progress will be measured throughout the two year cycle.

The revised goals also provide specific checkpoints throughout 2026 to 2028. This will allow us to regularly monitor progress, share updates with the Board, and make adjustments where needed while maintaining focus on the identified outcomes.

Goal #1: Career and Technical Education

By Spring 2028, the Chelsea School District will improve student access to Career and Technical Education by ensuring that at least 95% of interested students are able to enroll in their preferred CTE course selection at Chelsea High School.

Specific: Increase student access to preferred CTE course selections, options and opportunities.

Measurable:

- **Fall 2026:** Establish baseline data for the percentage of interested students successfully enrolled in their preferred CTE course selection and the percentage of eligible students who were unable to enroll in their preferred course.
- **Winter 2027:** Monitor CTE enrollment and access, including the percentage of students receiving their preferred course selection.
- **Spring 2027:** Track CTE enrollment and progress toward the 95% access target.
- **Fall 2027:** Track implementation and student participation in new CTE pilot programming during the 2027 to 2028 school year.
- **Spring 2028:** Achieve at least 95% access to preferred CTE course selections by the 2028 to 2029 school year.



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Achievable: The availability of countywide CTE funding, opportunities to utilize space on the WSEC campus, and pilot programming already underway provide a strong foundation for expanding student access and developing new CTE programming.

Relevant: Expands career connected learning opportunities that align with the countywide CTE millage as well as the District's Portrait of a Graduate competencies.

Time Bound: Fall 2026, establish baseline. Spring 2027, measure enrollment and access and develop pilots. During 2027 to 2028, implement new programming. By 2028-2029, achieve the 95% access target and evaluate outcomes.

Goal #2: Safety, Security and Well Being

By Spring 2028, Chelsea School District will strengthen student and staff safety and well being by completing independent reviews of the District's physical safety and security systems and mental health supports, and implementing at least 90% of the newly identified recommendations through those reviews.

Specific: Conduct independent, external reviews of the District's physical safety and security systems and mental health programming and supports. Use the findings to identify and implement high priority improvements.

Measurable:

- **Fall 2026:** Establish a baseline of current physical safety and security systems and mental health programming and supports.
- **Winter 2027:** Complete an independent physical safety and security audit and an independent mental health needs assessment and resource mapping of current K to 12 programming, services, and supports. Identify areas of strength, gaps in services and supports, and high priority recommendations from each review.
- **Winter and Spring 2027:** Develop implementation and resource allocation plans based on the findings and recommendations.
- **Fall 2027 through Winter 2028:** Track progress on identified recommendations throughout the 2027 to 2028 school year.
- **Spring 2028:** Implement at least 90% of identified high priority recommendations.

Achievable: The District has established safety and mental health personnel and programming, strong community partnerships, and access to dedicated safety and mental health funding, providing the capacity and resources to complete both external reviews and implement identified recommendations.



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Relevant: This goal directly supports the District's commitment to student and staff safety and well being by ensuring that physical safety systems and mental health supports are responsive to current needs and aligned with best practices.

Time Bound: Fall 2026, establish the baseline and review scope. By Spring 2027, complete the external reviews and identify recommendations. During 2027 to 2028, implement and monitor improvements. By Spring 2028, implement at least 90% of high priority recommendations and evaluate progress.

Goal #3: K to 8 Literacy

By Spring 2028, the Chelsea School District will strengthen literacy outcomes for all K to 8 students through high quality instruction and targeted interventions, with 85% of students demonstrating grade level proficiency and 75% meeting or exceeding growth, as measured by NWEA MAP.

Specific: Strengthen K to 8 literacy outcomes through high quality core instruction and targeted interventions. Increase both grade level proficiency and academic growth, with specific attention to students identified as at risk.

Measurable:

- **Fall 2026:** Establish baseline proficiency and growth data for all K to 8 students and identified at risk student cohorts.
- **Winter 2027:** Review midyear NWEA MAP growth, intervention participation, and progress of identified cohorts.
- **Spring 2027:** Measure annual proficiency and growth, evaluate intervention effectiveness, and identify areas requiring adjustment.
- **2027 to 2028:** Monitor fall, winter, and spring NWEA MAP data and intervention progress, with targeted monitoring of at risk cohorts.
- **Spring 2028:** Achieve 85% K to 8 grade level proficiency and 75% meeting or exceeding expected growth, as measured by NWEA MAP.

Achievable: The District's current K to 8 literacy performance, established curriculum and intervention systems, dedicated intervention staff, and ongoing professional learning provide a strong foundation for achieving the identified growth and proficiency targets.

Relevant: Strong literacy skills are foundational to student success across all content areas and directly support the District's continued focus on academic growth and achievement for all K to 8 students.



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Time Bound: Fall 2026, establish baseline data. Winter 2027, measure midyear growth and intervention progress. Spring 2027, evaluate annual growth and proficiency. During 2027 to 2028, monitor and adjust instruction and interventions. By Spring 2028, achieve the 85% proficiency and 75% growth targets.

Progress toward each of these goals will be monitored and communicated throughout the two year cycle. The SMART framework provides both the longer term outcome we are working toward and specific checkpoints that will allow the Board and administrative team to regularly review progress, identify areas requiring additional attention, and make adjustments where appropriate.