

**Minutes of the Regular Meeting  
of the Massachusetts Board of Elementary and Secondary Education**

**September 22, 2009  
8:35 a.m. – 1:05 p.m.**

**Department of Elementary and Secondary Education  
75 Pleasant Street  
Malden, MA**

Members of the Board of Elementary and Secondary Education Present:

**Maura Banta**, Chair, Melrose  
**Harneen Chernow**, Vice Chair, Jamaica Plain  
**Gerald Chertavian**, Cambridge  
**Michael D'Ortenzio Jr.**, Chair, Student Advisory Council, Wellesley  
**Thomas E. Fortmann**, Lexington  
**Beverly Holmes**, Springfield  
**Jeff Howard**, Reading  
**Ruth Kaplan**, Brookline  
**Dana Mohler-Faria**, Bridgewater  
**Paul Reville**, Secretary of Education, Worcester  
**Sandra L. Stotsky**, Brookline

**Mitchell D. Chester**, Commissioner of Elementary and Secondary Education, Secretary to the Board

Chair Maura Banta called the meeting to order at 8:35 a.m.

**Comments from the Chair**

Chair Banta said she and Commissioner Chester participated in a meeting of the commissioners and board chairs of Early Education and Care, Elementary and Secondary Education, and Higher Education, convened by Secretary Reville, on school and college readiness. The chair also participated in an Achieve/American Diploma Project meeting in Washington, D.C., where Joanne Weiss from Secretary Duncan's office made a presentation on global competitiveness in relation to the four assurances in the Race to the Top application. Chair Banta noted that graduation requirements in 19 states include a mandated course of study, while in Massachusetts MassCore is a recommended course of study for high school students.

Chair Banta appointed Board members Gerald Chertavian, Michael D'Ortenzio Jr., Tom Fortmann, Jeff Howard, and Ruth Kaplan to serve with her on the Board's Budget Committee. The chair asked Board member Jeff Howard to give an update on the work of the Proficiency Gap Committee. Dr. Howard said a lot of progress has been made, and four subcommittees have been formed: English Language Learners (headed by Miren

Uriarte), Community Engagement (Karen Mapp), Early Literacy (EEC Commissioner Sherri Killins), and Instructional Leadership. Dr. Howard said the focus is on the 15 to 30 lowest performing schools in the state. He said the subcommittees will complete their work by November 30<sup>th</sup>, and the committee's report will follow.

### **Comments from the Commissioner**

Commissioner Chester said he has substantial concerns about the Fall River School District, where the Department has been engaged for a number of years. The Department has asked the school committee to address nine conditions in their Recovery Plan, which the committee has agreed to do by the end of September. The commissioner said the children of Fall River deserve a much better education than they have been receiving, and the Department will continue to work with the school committee, the administration, and the teachers' association to see to it that they meet their responsibilities.

### **Comments from the Secretary**

Secretary Reville said the commissioners' and chairs' retreat among EEC, ESE, and DHE, as well as the UMass President, produced an excellent conversation around common interests and goals. The secretary said the group chose two areas in which to focus its work: (1) school readiness, and the connection between early childhood and primary grades; and (2) college readiness. Secretary Reville said that work on the state's Race to the Top application was proceeding well, and that there has been a lot of encouragement in Washington, D.C. The secretary said the Patrick Administration submitted its legislation on readiness and on the smart cap lift for charter schools, and the bills were heard at a September 17<sup>th</sup> hearing. Secretary Reville said there is reason to be concerned about the budget as revenues lag, and that the FY11 budget may be more challenging to balance.

### **Comments from the Public**

- State Senator Bruce Tarr addressed the Board on the Gloucester Community Arts Charter School.
- State Representative Ann-Margaret Ferrante addressed the Board on the Gloucester Community Arts Charter School.
- Gloucester Mayor Carolyn Kirk addressed the Board on the Gloucester Community Arts Charter School.
- Gloucester School Committee vice-chairman Val Gilman addressed the Board on the Gloucester Community Arts Charter School.
- Gloucester Superintendent of Schools Christopher Farmer addressed the Board on the Gloucester Community Arts Charter School.
- Gloucester School Committee chairman Greg Verga addressed the Board on the Gloucester Community Arts Charter School.
- Gloucester parent Jane Cunningham addressed the Board on the Gloucester Community Arts Charter School.

- Gloucester parent Roger Garberg addressed the Board on the Gloucester Community Arts Charter School.

### **Gloucester Community Arts Charter School**

Secretary Reville thanked the individuals who testified during public comment on the issue of the granting of a charter to the Gloucester Community Arts Charter School. Secretary Reville said that he made a mistake in sending the February 5, 2009 email to Commissioner Chester, and apologized to the citizens of Gloucester and the members of the Board. The secretary said the email represented only a snippet of an ongoing conversation on this matter. He said as secretary and as a Board member, he has many conversations with the commissioner. Secretary Reville said that before he sent the February 5, 2009 email, the commissioner told him he viewed two of the charter proposals as non-starters, but one was worthy of further consideration. The secretary also noted the commissioner's independence, citing Commissioner Chester's proposal to add a fiscal trigger to the charter approval recommendation, which the secretary and members of the Administration opposed. Secretary Reville said he communicated his opinion to the commissioner that he thought the Gloucester prospectus was viable and that there was merit in granting the charter. Secretary Reville said the commissioner works for the Board, not for the secretary. He asked Board members to raise their hands if any had received any communication from him or from the Governor on whether to award this charter. No Board members raised their hands. Secretary Reville said he continues to be impressed with the Gloucester Public Schools and is seeking a "third way" to resolve the charter school matter.

Commissioner Chester said he remains troubled by the perception that lingers about the process of granting this charter. The commissioner said he assessed the merits of the application in conjunction with the enormous amount of input received. He said he had visited two charter schools with an arts focus that had troubling academics, and that the focus on academics was one of the most compelling aspects of this application. He said there is no lack of pressure on the commissioner from all sides. Commissioner Chester said, in the end, he made up his own mind on the Gloucester charter proposal and made his recommendation based on its merits.

Chair Banta thanked members of the Gloucester community for attending the Board meeting. The chair said she and the commissioner received a letter from Governor Patrick the previous evening. She assured the people of Gloucester on behalf of the Board that the community is respected and heard. Chair Banta announced that the Board would convene a meeting in Gloucester and invite the school committee, officials, and the charter school to discuss issues raised today and possible next steps.

### **Approval of the Minutes**

Board member Sandra Stotsky asked that two sentences be inserted into the minutes in the second paragraph on page 4.

**On a motion duly made and seconded, it was:**

**VOTED: that the Board of Elementary and Secondary Education approve the minutes of the August 13, 2009 special meeting as amended.**

The vote was unanimous.

### **Annual Meeting: Election of Vice-Chair**

Under the Board's by-laws, the September meeting is the annual meeting of the Board, at which the vice-chair is elected. Chair Banta called for nominations, and Vice-Chair Harneen Chernow was nominated.

**On a motion duly made and seconded, it was:**

**VOTED: that the Board of Elementary and Secondary Education elect Harneen Chernow to serve as Vice-Chair of the Board, in accordance with Article I of the By-Laws.**

The vote was unanimous.

### **Charter Schools: Policies, Procedures, and Regulations**

Commissioner Chester said he is recommending changes in the regulations on charter schools, and that Board approval would launch a public comment period. The proposed changes relate to three areas: (1) the recommendations of the co-chairs of the Joint Committee on Education around census, Board member attendance at public hearings, and locations of public hearings; (2) proposed changes to the Board's process for deliberating on charter school decisions; and (3) additional recommendations for amendments to regulations to improve the accountability system for charter schools.

Ms. Kaplan suggested that the regulation on Board member attendance at the public hearings should require the member to report back to the Board. Ms. Kaplan also asked about the role of the charter school office. Chair Banta agreed that the Board could use clarity around the role of Board members at public hearings, but questioned whether it had to be in the regulations. The chair also said that the commissioner is the CEO, and the Board does not need to get into staff recommendations made to the commissioner. Dr. Fortmann agreed that the Board deals with the commissioner. Dr. Fortmann said he has attended a number of public hearings, and he agrees it makes sense for a Board member to report back to the full Board. Dr. Howard said he understood the impulse to want to review staff recommendations, but that the Board has to rely on the commissioner to consider and sort through staff analysis and present his recommendation.

Commissioner Chester agreed that whether through procedures or regulations, it should be clear that a Board member who attends a public hearing should report back to the Board. On the issue of staff recommendations, he said the memos he receives from Department staff are intended to be a starting point, not the end point. The commissioner also reiterated that his recommendation on the Gloucester charter school was based solely on its merits, and not on any perceived deficiencies in the Gloucester Public Schools.

Vice-Chair Chernow said she is not comfortable relying on U.S. Census data that is produced once every 10 years. Associate Commissioner Jeff Wulfson clarified that it is the Department's practice to not refer to the decennial count, but to the annual estimates from the Census Bureau (with a 2-3 year lag). Vice-Chair Chernow raised a concern about the Board delegating to the commissioner charter school amendments that might include large scale changes. She said this is a complicated moment to delegate more authority over charters to the commissioner. Commissioner Chester said if the Board delegates this authority to the commissioner, he would notify the Board before taking action on any amendments and the Board could decide to address the matter itself. Mr. D'Ortenzio Jr. asked whether a single Board member could ask to bring an amendment to the Board. Chair Banta said yes.

Dr. Stotsky requested additional information on declining enrollments in schools across the Commonwealth.

**On a motion, as amended, duly made and seconded, it was:**

**VOTED: that the Board of Elementary and Secondary Education authorize the Commissioner, in accordance with General Laws c. 15, § 1F, paragraph 3, to act on behalf of the Board in: (a) granting charter renewals that do not involve conditions or probation; and (b) approving charter amendments that do not involve changes in grade span, maximum enrollment, or districts served; provided that the Commissioner shall report to the Board on all charter renewals and charter amendments that have been so approved.**

**Further, that the Commissioner shall notify the Board in advance of all such intended actions, and a Board member may request that the Commissioner place the charter matter(s) on the agenda of the Board for discussion and action.**

**Further, that charter school matters on which the Board continues to take direct action shall be presumed to be matters that the Board discusses and decides at a single meeting notwithstanding Article II, Sec. 7 of the Board's By-Laws, provided that the Commissioner may recommend or the Board on its own initiative may determine that action on a particular matter shall be deferred until a subsequent meeting.**

The vote was unanimous.

Ms. Kaplan asked that Section 1.04(3)(b) of the proposed regulations be amended to provide that a Board member who attends a public hearing shall report back to the Board on the hearing. The Board assented to this amendment to the proposed regulation.

**On a motion, as amended, duly made and seconded, it was:**

**VOTED: that the Board of Elementary and Secondary Education, in accordance with G.L. c. 69, § 1B, hereby authorize the Commissioner to proceed in accordance with the Administrative Procedure Act, G.L. c.30A, § 3, to solicit public comment on the proposed amendments to the Regulations on Charter Schools, 603 CMR 1.00, as presented by the Commissioner.**

The vote was unanimous.

Board members Dana Mohler-Faria and Ruth Kaplan had to leave the meeting at 10:45 a.m.

## **2009 MCAS Results**

Commissioner Chester said that he released the statewide 2009 MCAS results on September 2, 2009 at Brockton High School before an audience of the school's junior class. Dr. Fortmann also attended the announcement. Commissioner Chester presented an overview of the results and cited the impressive progress made at Brockton High, the largest high school in the state with over 4,000 students, two-thirds of whom qualify for free or reduced-price lunch, three-quarters of whom are students of color, and one-third of whom are from families where English is not the first language spoken. The commissioner said that the school leadership at Brockton High has created a climate of "schooling is our business" where students are supported but also held accountable.

Chair Banta said she was impressed by the progress seen in the 2009 results, and was particularly struck by the difference between the performance of limited English proficient (LEP) students and formerly limited English proficient (FLEP) students. Dr. Fortmann said he is glad the Department is tracking FLEP performance. Dr. Fortmann said that Brockton High is a very impressive school, and he saw students throughout the building who were engaged in their learning. Dr. Howard said the reality of what is happening at Brockton, given the demographics, renders this a moral question for the rest of the state. Dr. Howard said there are three metrics of importance to demonstrate that: (1) these students can learn English (MEPA); (2) these students can learn the content (MCAS); and (3) these students can move on to and succeed in postsecondary education.

Dr. Stotsky suggested pulling out LEP and FLEP as a demonstration of progress being made. She also suggested separating the *Advanced* category from the *Proficient* category when reporting results, as the state falls down on international assessments in the percent of students scoring *Advanced*.

Vice-Chair Chernow asked whether the data on MCAS and competency determination attainment could be overlaid with college admission and retention. She also asked what is done for students who do not pass the Science and Technology/Engineering (STE) test. Commissioner Chester and Director of Student Assessment Kit Viator responded that the Department has notified districts and has developed a number of strategies including extra help in coursework, online courses, and additional test opportunities.

Mr. Chertavian said the MCAS results are a validation of the importance of high standards for all students, coupled with support, and that educational leadership is a leverage point. He noted that improving the performance of English language learners would have a great impact. Mr. Chertavian said the numbers do not show students who have dropped out. Secretary Reville said that scaling up of high quality educational leadership is a huge challenge. The secretary added that the Dropout Commission will issue its report shortly calling for focused intervention.

### **School and District Accountability Redesign**

Commissioner Chester said he is recommending that the Board take two actions: (1) to approve proposed amendments to the current regulations on underperforming schools and districts, and thereby launch a public comment period; and (2) to allow the Department to proceed with two major reviews at two charter schools that fall within the same nine-month period.

#### ***Proposed Amendments to Regulations on Underperforming Schools and School Districts, 603 CMR 2.00***

Deputy Commissioner Karla Baehr presented the latest version of the redesigned accountability and assistance framework – the triangle and a graphic that describes Levels 3-5. Deputy Commissioner Baehr said the Department has developed a rubric for school principals to use to assess where they are on the essential conditions. The deputy commissioner said there is a balance between accountability and meaningful assistance by the Department.

Dr. Stotsky asked about the section of the regulations on low-performing math programs. She said she would like to see language about reading curriculum programs, math curriculum programs, and teacher qualifications. Deputy Commissioner Baehr said this is the current regulation of the Board, and the Department is not looking to add to it. The proposed conditions for school effectiveness address this, and the descriptions and indicators address reading in more detail.

Dr. Fortmann said that section 2.08 has never been invoked, and it was aimed at content knowledge. Dr. Fortmann said that 2.08(1) may need clarification regarding elementary math MCAS. He cited condition (3)(b) and asked whether a principal should have that authority at any level, not just at levels 4 and 5. Deputy Commissioner Baehr said

principals can and should have that authority, but that it should be mandated at levels 4 and 5.

Vice-Chair Chernow asked how this relates to collective bargaining, and said a lot of public comment should be expected. She asked whether there was a purposeful shift from the Board's role to the commissioner's role. Commissioner Chester said this is purposeful, noting that in the recent past the Board could have as many as 60 school improvement plans to approve. The commissioner said the Board's role is to approve the overall approach and standards and to examine evidence of improvement and progress based on the approved standards.

Secretary Reville said this is well-crafted and will be more effective than the current system. The secretary said a concern is over-identification, and that we have to ensure we have the capacity to provide technical assistance to schools and districts that are identified in Levels 4 and 5.

Dr. Stotsky asked about the definition of receiver, and who pays for the receiver. She asked whether the section on low performing math programs could be eliminated. Commissioner Chester said it made sense to keep the low performing math section as a tool, but that it is the Board's prerogative. The receiver is in statute, and a receiver would have the authority of the superintendent and school committee. The receiver would work closely with the Department and the community. The superintendent could be the receiver, to create the conditions to make necessary changes. Deputy Commissioner Baehr said we could add the definition of a receiver per (3)(b) on page 12.

Secretary Reville had to leave the meeting at 12:45 p.m.

Ms. Holmes said she would prefer that the term "subgroup" not be used. Deputy Commissioner Baehr said the Department will take that under advisement. Dr. Howard asked whether the section on principal staffing authority is intended to override collective bargaining agreements at Levels 4 and 5. Deputy Commissioner Baehr said these regulations are intended to be consistent with current statutes.

The commissioner said that reading/ELA could be incorporated in a parallel fashion to the section on math programs, if that is the will of the Board.

Dr. Stotsky moved to delay sending the proposed regulations out for public comment until the Board made the three changes and added reading. The motion did not receive a second. Commissioner Chester said the Department would send the regulations out with the three revisions and some minor edits as needed. The commissioner said in October he would bring back a separate proposal on reading, which would be on a separate regulatory track.

**On a motion duly made and seconded, it was:**

**VOTED:** that the Board of Elementary and Secondary Education, in accordance with G.L. c. 69, §§ 1B, 1J, 1K, and c. 71, § 38G, hereby authorize the Commissioner to proceed in accordance with the Administrative Procedure Act, G.L. c.30A, § 3, to solicit public comment on the proposed amendments to the Regulations on Under-Performing Schools and School Districts, 603 CMR 2.00, as presented by the Commissioner. The proposed new regulations would be titled **Regulations on Accountability and Assistance for Schools and School Districts.**

The vote was unanimous.

### *Scheduling of Comprehensive Reviews*

**On a motion duly made and seconded, it was:**

**VOTED:** that the Board of Elementary and Secondary Education, in accordance with General Laws chapter 15, section 55A, hereby allow multiple comprehensive audits or reviews of Lowell Community Charter Public School and Lowell Middlesex Academy Charter School, as presented by the Commissioner.

The vote was unanimous.

### **Race to the Top: Planning for Federal Funding Competition**

Commissioner Chester provided an overview of the state's Race to the Top Application and work with the Department's consultant, Bridgespan. The Department has identified four working groups related to the four assurances outlined in the application: high standards and assessments, educator policy, school turnaround, and data systems to support instruction. The Department is also currently engaging stakeholder groups to obtain their input. The commissioner said he will place this topic on each Board agenda through the end of the year.

### **Process and Timelines for FY2011 Budget**

Commissioner Chester said that Chair Banta has appointed a budget committee, and that the committee will meet before the Board's October regular meeting. The commissioner said that last year, the Board created two budgets – a maintenance budget and a budget that identified the Board's priorities if additional revenue became available. He said it is unclear what the fiscal climate will look like, but the starting point will be the Board's priorities. Commissioner Chester said he is looking forward to seeing the recommendations of the Proficiency Gap Committee. He said the budget process to identify Board priorities may not have resulted in getting what was asked for, but it is a

critical process that provides him with direction from the Board on which priorities he should advocate.

### **Advisory Council Appointments and Annual Reports**

Commissioner Chester presented proposed appointments and reappointments of members to the Board's advisory councils and the councils' annual reports. The commissioner said the Department created a chart showing the advisory councils' recommendations relating to priority areas. He said the Department is looking for people from a diversity of roles and backgrounds to serve on the councils, and invited Board members to suggest additional names.

Dr. Stotsky said that only one parent was listed on the Parent and Community Education Advisory Council among many professionals, and asked whether the Department could be more active in recruiting parents. The commissioner said the Department would get information on which members on that council are parents of children currently attending public schools.

The Board will vote on the appointments at the October 27, 2009 regular meeting.

### **Statement from Chair**

Chair Banta said that she would contact members to get dates that would work for the scheduling of the Budget Committee meeting. The chair also said she is committed to scheduling a meeting in Gloucester as soon as possible, and that she hopes the entire Board can attend.

### **Next Meeting**

The next meeting of the Board of Elementary and Secondary Education is scheduled for Tuesday, October 27, 2009 at the Department of Elementary and Secondary Education in Malden. The Board will hold a special meeting on Monday evening, October 26, 2009.

### **On a motion duly made and seconded, it was:**

**VOTED: that the Board of Elementary and Secondary Education adjourn the meeting at 12:30 p.m., subject to the call of the chair.**

The vote was unanimous.

Respectfully submitted,

Mitchell D. Chester  
Commissioner of Elementary and Secondary Education  
and Secretary to the Board

**Minutes of the Special Meeting  
of the Massachusetts Board of Elementary and Secondary Education**

**September 21, 2009  
6:05 p.m. – 8:30 p.m.**

**Massachusetts Department of Elementary and Secondary Education  
75 Pleasant Street  
Malden, MA**

Members of the Board of Elementary and Secondary Education Present:

**Maura Banta**, Chair, Melrose  
**Harneen Chernow**, Vice Chair, Jamaica Plain  
**Gerald Chertavian**, Cambridge  
**Michael D'Ortenzio Jr.**, Chair, Student Advisory Council, Wellesley  
**Thomas E. Fortmann**, Lexington  
**Beverly Holmes**, Springfield  
**Jeff Howard**, Reading  
**Paul Reville**, Secretary of Education, Worcester  
**Sandra L. Stotsky**, Brookline

**Mitchell D. Chester**, Commissioner of Elementary and Secondary Education, Secretary to the Board

Members of the Board of Elementary and Secondary Education Absent:

**Dana Mohler-Faria**, Bridgewater  
**Ruth Kaplan**, Brookline

Chair Maura Banta called the meeting to order at 6:05 p.m.

**Board Planning Committee**

Chair Banta said that the planning committee met and talked about what Board members heard and discussed at the August 13, 2009 Board retreat. The planning committee included Board members Maura Banta, Harneen Chernow, Gerald Chertavian, Beverly Holmes, and Tom Fortmann.

Dr. Fortmann presented the report of the planning committee. He said the committee was asked to review and summarize the priorities, and that was done in the context of the Commissioner's Working Goals & Priorities. Dr. Fortmann said the Board's discussion

had converged on three high level items: (1) educator quality or effectiveness; (2) English language learners; and (3) family engagement and student support.

Educator effectiveness was the most consistent and frequent theme that was raised at the retreat, was an overarching theme, and will be part of the Race to the Top application. English language learners have the largest proficiency gap, overlap with Latino students, and have the greatest potential for gain. Family engagement has the potential for impact while at the same time having a modest budget impact. Dr. Fortmann noted that the issues of ELLs and family engagement are under active study by the Proficiency Gap Committee. Given this, the planning committee recommends that the Board focus on educator effectiveness.

Dr. Fortmann said the commissioner agreed to provide the Board with a framework for educator effectiveness and a progress report on working goals and priorities. In the future the Board will also address benchmarks.

Dr. Fortmann said the planning committee also discussed the advisory councils, and noted that with 17 councils, there are too many to engage. The committee's recommendation is to ask key councils to report on specific items of high interest to the Board. Dr. Fortmann said the planning committee agreed on three other recommendations: (1) the commissioner should refine option #2 from the May 2009 charter school memo; (2) the Board should schedule another retreat in January or February 2010; and (3) the Board should initiate a discussion with the co-chairs of the Joint Committee on Education.

### **Educator Effectiveness**

Commissioner Chester said no single factor is more determinative to success than the quality of educators – leaders and teachers – who work with students. The commissioner said that enhancing that effectiveness will go far toward closing gaps. He said this is an area where we have much to be proud of and also much work to do.

Commissioner Chester said the Department's goal is to create a creative, systematic framework and to share it with the Board. Tonight's discussion will be the first of an ongoing discussion that relates to the state's Race to the Top application.

Associate Commissioner David Haselkorn made a presentation to the Board on educator effectiveness summarizing core propositions and identifying strengths and weaknesses of the current system.

Mr. D'Ortenzio Jr. asked about the five-year bubble for licensing. Associate Commissioner Haselkorn said licenses must be renewed every five years. Dr. Stotsky asked how many of 91 sponsoring organizations are district-based. Associate Commissioner Haselkorn said 61 are institutions of higher education (IHEs), and 30 are district-based. He said 92 percent of program completers come from IHEs, and 59 percent of sponsored, approved programs have zero completers this year.

Secretary Reville said there are a variety of levers to improve the quality of teaching. He said the challenges are to think about the application of levers across the system or in key categories (e.g., urban schools), and determining which are of the highest value added. Mr. Chertavian said that some things lend themselves well to measurement, and we should think about a sense of scale and what goals we are trying to reach in defining the problem. Commissioner Chester said the ability of the faculty to move student achievement is the ultimate metric. Dr. Howard said that gains made in standards and assessment and teacher quality are intricately united. He said this issue speaks to the powerful role of accountability. Dr. Howard said it would be interesting to have a case study of some initiative, to see how these tools interact and to get a feel for them in real life. Secretary Reville said that tonight's presentation was a good representation of various tools that can help to begin to develop a matrix of the kinds of schools and challenges across the system, and to ask where to focus (e.g., compensation, preparation, tenure during the first three years).

Commissioner Chester said the update on Fall River and the discussion of changes in the accountability system, on the Tuesday morning agenda, would make a good case study.

Vice-Chair Chernow said it would be helpful to have a picture of the current workforce. She asked how to address teacher quality when chronically underperforming schools are concentrated in nine or so districts. Commissioner Chester said schools in areas that are more heavily impacted by poverty have a greater challenge.

Chair Banta asked whether there are other states that Massachusetts should be emulating on this issue. Associate Commissioner Haselkorn said New Mexico has implemented a tiered system of licensing, but that we also need to look at international competitors. Associate Commissioner Haselkorn said no state has devised a perfect system.

Associate Commissioner Haselkorn said the proposed strategic goal is: Every classroom in the Commonwealth staffed by an effective educator, in schools and districts organized to support student achievement and success. Commissioner Chester said the state must work hard to find a dialogue that honors and relies on hard working professionals in the teaching force, while addressing places that are not measuring up and improving the trajectory of learning there.

Vice-Chair Chernow said she appreciated having focused attention on this issue. The vice-chair said this dovetails with the new accountability system. Dr. Stotsky said it would be useful to have information on teacher turnover, why teachers leave, and demand/supply. Mr. Chertavian said the direction and strategy have been laid out, and he hopes there will be a process to see how the data are distilled and what the leverage points are. Commissioner Chester said the state has a number of levers it can operate to influence educator effectiveness. This year, the work will be to look at the continuum and build a more intentional approach to support policy.

**On a motion duly made and seconded, it was:**

**VOTED: that the Board of Elementary and Secondary Education adjourn the meeting at 8:30 p.m., subject to the call of the chair.**

The vote was unanimous.

Respectfully submitted,

Mitchell D. Chester  
Commissioner of Elementary and Secondary Education  
and Secretary to the Board