

**Salem Public Schools
School Committee**

**Amanda Campbell
Beth Anne Cornell
Manny Cruz, Vice Chair**



**AJ Hoffman
Mary A. Manning
Veronica Miranda**

Mayor Dominick Pangallo, Chair

“Know Your Rights Under the Open Meeting Law, M.G.L. c.30A § 18-25 and
City Ordinance Sections 2-2028 through 2-2033”

REGULAR SCHOOL COMMITTEE MEETING

Notice is hereby given that the Salem School Committee will hold a **Regular School Committee meeting on August 19, 2024 at 7:00 p.m.** This meeting will take place in person at 29 Highland Ave., Rm. 227, Salem, MA. You can also join via Zoom using the link below.

Zoom Link to participate:

**<https://us06web.zoom.us/j/88020288255?pwd=Uc1j0hcv0uynfUICHczPUQGVzBjIR2.1>
Passcode: 750368**


1. Call of Meeting to Order

1. Summary of Public Participation Policy (School Committee Policy #6409).

Read aloud: *The Salem School Committee would like to hear from the public on issues that affect the school district and are within the scope of the Committee’s responsibilities. Spanish interpretation is available for anyone who needs it. The members of the School Committee would like to remind the public that Salem Public School students regularly attend School Committee meetings. We encourage all meeting participants to model respectful and productive public discourse for our young learners.*

2. Live Spanish Interpretation.

Spanish language interpretation is now provided for all regular School Committee meetings. To listen to this meeting with Spanish language interpretation, please see instructions below:

1. Click **Interpretation** .
2. Click **Spanish**
3. (Optional) To hear the interpreted language only, click **Mute Original Audio**.

3. Instructions for Participating in Public Comment

Should any member of the Salem community wish to participate in public comment during this meeting, please click on the following link to sign up and submit your comment electronically: A district staff member will be compiling all comments which will be shared with members prior to the end of the public meeting. Comments will also be summarized in the meeting minutes.

2. Approval of Agenda

3. Public Comment

See above instructions for participating in public comment.

4. Approval of Consent Agenda

1. Approval of Minutes of Regular School Committee meeting held on June 17, 2024
2. Approval of Minutes of Regular School Committee meeting held on July 29, 2024
3. Approval of Warrants:
 1. **FY24:**
 - a. 7/24/2024 - \$207,813.94
 - b. 7/31/2024 - \$107,383.88
 - c. 8/7/24 - \$125,779.43
 - d. 8/14/2024 - \$53,249.80
 2. **FY25:**
 - a. 7/25/24 - \$342,008.58
 - b. 8/1/2024 - \$288,306.45
 - c. 8/8/2024 - \$445,801.83
 - d. 8/15/2024 - \$566,992.21

5. Superintendent's Report

1. Update on Strategic Plan (All Priorities)
2. Back-To-School Update
3. Finance and Operations Report - Unused Buses

6. Student Representative Report

7. Subcommittee Reports

1. Finance Subcommittee
2. Personnel Subcommittee
3. Building & Grounds Subcommittee
4. Curriculum Subcommittee
5. Policy Subcommittee
 1. Policies for Second Reading:
 - a. Policy 2202
 - b. Policy 2500

8. Motions and Resolutions

1. Motion to Declare Unused Buses as Surplus

9. Announcements

10. Adjournment

Respectfully submitted by,

Shirley Dorai

Executive Assistant to the School Committee and Superintendent

“Persons requiring auxiliary aids and services for effective communication such as sign language interpreter, an assistive listening device, or print material in digital format or a reasonable modification in programs, services, policies, or activities, may contact the City of Salem ADA Coordinator at (978) 619-5630 as soon as possible and not less than 2 business days before the meeting, program, or event.”

Escuelas Públicas de Salem Comité Escolar

*Amanda Campbell
Beth Anne Cornell
Manny Cruz, Vice Chair*



*AJ Hoffman
Mary A. Manning
Veronica Miranda*

Alcalde Dominick Pangallo, Preside

“Conozca sus derechos bajo la Ley de Sesiones Públicas, M.G.L. c.30A § 18-25 y Secciones 2-2028 a 2-2033 de la normativa municipal”

REUNIÓN REGULAR DEL COMITÉ ESCOLAR

Por la presente se notifica que el Comité Escolar de Salem celebrará una **reunión regular del Comité Escolar el 19 de agosto de 2024 a las 7:00 p.m.** Esta reunión **se llevará a cabo en persona en 29 Highland Ave., Rm. 227, Salem, MA.** También puede unirse a través de Zoom utilizando el enlace de a continuación.

Enlace Zoom para participar:

<https://us06web.zoom.us/j/88020288255?pwd=Uc1j0hcv0uynfUICHczPUQGVzBjIR2.1>
Passcode: 750368


1. Orden del día

1. Resumen de la Política de Participación Pública (Política del Comité Escolar nº 6409).

Lectura en voz alta: *Al Comité Escolar de Salem le gustaría escuchar al público sobre temas que afectan al distrito escolar y que están dentro del ámbito de las responsabilidades del Comité. Habrá interpretación al español para quien lo necesite. Los miembros del Comité Escolar desean recordar al público que los estudiantes de las Escuelas Públicas de Salem asisten regularmente a las reuniones del Comité Escolar. Animamos a todos los participantes de la reunión a modelar un discurso público respetuoso y productivo para nuestros jóvenes estudiantes.*

2. Interpretación en directo al español.

Ahora se ofrece interpretación en español para todas las reuniones regulares del Comité Escolar. Para escuchar esta reunión con interpretación al español, por favor vea las instrucciones a continuación:

1. Haga clic en **Interpretation** .
2. Haga clic en **Spanish**
3. (Opcional) Para escuchar sólo el idioma interpretado, haga clic en **Mute Original Audio**.

3. Instrucciones para participar en los comentarios públicos

Si algún miembro de la comunidad de Salem desea participar en el comentario público durante esta reunión, por favor haga clic en el siguiente enlace para inscribirse y enviar su comentario electrónicamente: Un miembro del personal del distrito recopilará todos los

comentarios que se compartirán con los miembros antes del final de la reunión pública.
Los comentarios también se resumirán en el acta de la reunión.

2. Aprobación del orden del día

3. Comentarios del público

Consulte las instrucciones anteriores para participar en los comentarios públicos.

4. Aprobación del orden del día

1. Aprobación del Acta de la reunión regular del Comité Escolar celebrada el 17 de junio de 2024.
2. Aprobación del Acta de la reunión regular del Comité Escolar celebrada el 29 de julio de 2024
3. Aprobación de las órdenes de pago:
 1. **Año Fiscal 24:**
 - a. 24-jul-2024 - \$207,813.94
 - b. 31-jul-2024 - \$107,383.88
 - c. 7-ago-24 - \$125,779.43
 - d. 14-ago-2024 - \$53,249.80
 2. **Año Fiscal 25:**
 - a. 25-jul-24 - \$342,008.58
 - b. 1-ago-2024 - \$288,306.45
 - c. 8-ago-2024 - \$445,801.83
 - d. 15-ago-2024 - \$566,992.21

5. Informe del Superintendente

1. Actualización del Plan Estratégico (todas las prioridades)
2. Actualización sobre el regreso a la escuela
3. Informe de Finanzas y Operaciones - Autobuses no utilizados

6. Informe del representante estudiantil

7. Informes de los subcomités

1. Subcomité de Finanzas
2. Subcomité de Personal
3. Subcomité de Edificios y Terrenos
4. Subcomité de Planes de Estudios
5. Subcomité de Política
 1. Políticas para segunda lectura:
 - a. Política 2202
 - b. Política 2500

8. Mociones y resoluciones

1. Moción para declarar excedentes los autobuses no utilizados

9. Anuncios

10. Clausura

Respetuosamente presentado por,

Shirley Dorai

Asistente Ejecutiva del Comité Escolar y del Superintendente

“Las personas que necesiten ayudas y servicios auxiliares para una comunicación eficaz, como un intérprete de lenguaje de señas, un dispositivo de ayuda auditiva o material impreso en formato digital, o una modificación razonable en los programas, servicios, políticas o actividades, pueden ponerse en contacto con el Coordinador de la ADA de la Ciudad de Salem en el (978) 619-5630 lo antes posible y no menos de 2 días hábiles antes de la reunión, programa o evento..”

**Minutes of the Regular Session
of the Salem School Committee
Monday, June 17, 2024
Rm. 227, 29 Highland Ave.
Hybrid Meeting**

Members Present: Mayor Dominick Pangallo, Manny Cruz, Mary Manning, AJ Hoffman, Beth Anne Cornell and Veronica Miranda

Others in Attendance: Superintendent Stephen Zrike, Deputy Superintendent Kate Carbone and Assistant Superintendent Pauley

Members Absent: Amanda Campbell

Call of Meeting to Order

Mayor Pangallo called the meeting to order at 7:06 pm and mentioned that the public can join the meeting online via Zoom using the link on the posted agenda.

Approval of Agenda

Vice Chair Cruz made a motion to approve the agenda. Member Miranda seconded and it was so VOTED. Motion passed unanimously.

Public Comment

Mayor Pangallo explained the public participation process as well as the availability of Spanish interpretation. There were no comments.

Approval of Consent Agenda

Mayor Pangallo introduced the consent agenda:

- Approval of minutes of Regular SC meeting held on June 3, 2024
- Approval of Warrants: 6/6/24 - \$549,282.18; 6/13/24 - \$711,762.69
- Approval of the Salem High School Golf Team to Walt Disney World in Orlando, FL from 8/15/24 - 8/20/24

Vice Chair Cruz made the motion to approve the consent agenda. Member Miranda seconded and it was so VOTED. Motion passed unanimously.

Recognition of FY 24 Retirees

Superintendent Zrike recognized educators and staff who recently retired after serving the Salem Public Schools for 15 - 34 years. Superintendent Zrike lauded their dedication and commitment to the students and families. Mayor Pangallo echoed Superintendent Zrike and

thanked them for being role models to younger educators. Mayor Pangallo read the names of the following retirees:

Cynthia Hatcher - 32 years
Karyn Reardon - 34 years
Adriana Martin - 22 years
Janice Fischer - 15 years
Anne Linger - 23 years
Catherine Stavrakas - 13 years
Paige Covello - 25 years
Patricia Mento - 29 years
Hope Flynn - 30 years
Ellen Finn - 25 years
Thomas Boucher - 31 years
Skender Karagozi - 16 years
Andrea Corriveau - 18 years

The following retirees who were present at the meeting received the city seal and a token of appreciation from Mayor Pangallo and Superintendent Zrike followed by a group photo:

Ellen Mandel-Steiner - 15 years
Melinda Marino - 27 years
Patricia Barton - 36 years
Paula Geist - 18 years
Jody Cicchetti-Randazzo - 20 years
Judith Borden - 34 years

Superintendent's Report

Superintendent Zrike wished everyone a wonderful summer break as the next day will conclude the 2023-2024 school year. Superintendent Zrike also thanked everyone for the successful school year and provided a reminder that the next school year will begin after Labor Day except for Carlton Innovation School. Superintendent Zrike said that summer resources for both math and ELA are available on the website. The summer reading challenge will have the name of a student drawn from each school with the prize being a ride to school with Derby, the Police Community Resource Dog Derby. Superintendent mentioned the upcoming PRIDE parade as well as the painting of crosswalks led by Member Hoffman.

A. Class Rank Discussion (Priority 1.4)

Superintendent Zrike invited Salem High School Principal Burns and Ms. Meghan Grosskopf Sousa, College and Career Center Director to the podium for the presentation on class rank. The presentation highlighted inequities and the reasons why eliminating class rank will be beneficial to students. Responses were provided for clarifying questions from School Committee members. Vice Chair Cruz asked for some information about feedback from students of how the competitiveness and class ranking had

impacted them. Principal Burns said that the feedback was received from students directly, surveys and other means. Principal Burns said that in previous years there were families that requested the school to recalculate the students' Grade Point Average (GPA) because the scores were very close.

B. Summer Work Project Update (Priority 4.3)

Superintendent Zrike invited Assistant Superintendent Pauley and Facilities Director, Zisis Alepakis to present the facilities summer work update. In response to a question from Member Miranda, Mr. Alepakis said that there are 32 staff members in the facilities department. In response to another question, Superintendent Zrike said that it is possible for parents to volunteer in some instances but for the most part this is not the case due to liability. Mr. Alepakis responded to the next question that in terms of facilities, Salem High School utilizes more funds and labor due to its size which is 465,000 square feet. Each custodian usually is in charge of about 40,000 square feet of cleaning space. There are currently six custodians at Salem High School. Mr. Alepakis continued that the second is Bentley Academy Innovation School because of the age of the building and the lack of adequate maintenance over the years. Bentley does not have air conditioning and requires a substantial amount of work.

Member Manning inquired why the Bertram Field Building needed to be painted already because it only opened recently. Mr. Alepakis responded that the building has had heavy usage in the two years since it opened. Member Manning requested that the Building and Grounds Subcommittee be informed about any updates regarding the kindergarten playground at Bates School. Member Manning asked that the Braille signage at Bentley Academy Innovation School be reviewed to make sure it meets the needs of the school since it is a dual language school.

Student Representative Report

None

Old Business

None

New Business

None

Finance and Operations Report

A. Budget Transfers totaling \$153,978.70

Assistant Superintendent Pauley said that this is the last set of transfers for FY 24 and that it is part of balancing the budget at the year end. The transfers were for unspent funds from personnel lines to non-personnel lines.

Vice Chair Cruz made a motion to approve the budget transfers totalling \$153,978.70. Member Cornell seconded and it was so VOTED. Motion passed unanimously.

Subcommittee Reports

None

School Committee Concerns and Resolutions

None

Adjournment

Vice Chair Cruz made a motion to adjourn. Member Cornell seconded and it was so VOTED. Motion passed unanimously.

Meeting adjourned at 8:27 pm.

Respectfully submitted by,

Shirley Dorai

Executive Assistant to the School Committee & Superintendent

DRAFT

**Minutes of the Regular Session
of the Salem School Committee
Monday, July 29, 2024
Rm. 227, 29 Highland Ave.
Hybrid Meeting**

Members Present: Mayor Dominick Pangallo, Manny Cruz, Mary Manning, AJ Hoffman, Veronica Miranda

Others in Attendance: Superintendent Stephen Zrike, Deputy Superintendent Kate Carbone, and Assistant Superintendent Elizabeth Pauley

Members Absent: Amanda Campbell and Beth Anne Cornell

Call of Meeting to Order

Mayor Pangallo called the meeting to order at 7:06 pm and explained the Public Participation Policy 6409 as well as the availability of Spanish interpretation.

Approval of Agenda

Vice Chair Cruz made a motion to approve the agenda. Member Miranda seconded and it was so VOTED. Motion passed unanimously.

Public Comment

Grant Schmechel - Instructional Paraprofessional at Collins Middle School

Mr. Schmechel said that he has been living and working in Salem for four years. Mr. Schmechel continued that instructional paraprofessionals have to substitute for teachers frequently and this meant that they miss important meetings for their students and do not know when support plans were changed until way after the fact. Mr. Schmechel said that some students even forgot that he is supposed to support them. Mr. Schmechel stressed that Salem paraprofessionals need to be paid more and be able to afford to live in the city they work in.

Kristina Dragani - Carlton Innovation School PTO Vice-President

Ms. Dragani said that her family had lived in Salem for over 20 years and her son attends the Carlton School. Ms. Dragani also has experience working as a teacher. Ms. Dragani spoke about the role of paraprofessionals and the amazing work they do. Ms. Dragani added that teachers and paraprofessionals deserve better pay, sustainable work load, and extended parental leave. Ms. Dragani said investing in teachers and staff benefits all students as well as families to achieve learning goals, decrease absence rates, and increase quality of education.

O'Malley Barton - Salem High School Teacher and Salem Teachers Union (STU) Treasurer

Ms. Barton highlighted the overwhelming workload placed on educators and the lack of compensation for the requested work. Ms. Barton continued that the current demands on

educators is unsustainable and negatively affect their ability to deliver their best. This includes increasing non-instructional duties and substitute work. Ms. Barton added that Salem educators are among the lowest paid on the North Shore. Ms. Barton said that the district is facing challenges in attracting and retaining highly qualified educators due to insufficient compensation.

Jessica Tang - American Federation of Teachers (AFT) Massachusetts President

Ms. Tang said that in the national context, there is increasing teacher shortages, rising inflation which cuts away Cost of Living Adjustment (COLA) increases, higher healthcare cost and rising housing cost. Ms. Tang continued that Salem Public Schools paraprofessionals make \$30,000 a year which is less than the median income of \$40,000 in Salem. Ms. Tang said educators are faced with difficult choices and they need a contract that creates sustainable working conditions.

Ann Berman - STU President

Ms. Berman said that an adequate wage allows workers to meet their basic needs, support their families, and live with dignity. Ms. Berman added that many educators struggle to make ends meet. The proposed wage increase for the Paraprofessional and School Related Personnel (PRSP) Unit and Teacher Unit is a step towards equity and sustainability. Ms. Berman elaborated on some key points of the proposal which included a living wage standard, regular adjustments, and better working conditions. Ms. Berman concluded that together we can build a district where hard work is rewarded with a fair wage, educators and students can thrive, students have stability, as well as where the society reflects justice and equality.

Mayor Pangallo called for a recess at 7:25 pm. Vice Chair Cruz made a motion to recess. Member Miranda seconded and it was so VOTED. Motion passed unanimously.

The meeting resumed at 7:28 pm.

Approval of Consent Agenda

- A. Approval of minutes of Regular School Committee meeting held on June 17, 2024
- B. Approval of Warrants:
 - 1. **FY24:**
 - a. **7/10/24** - \$1,136,406.52
 - b. **7/17/24** - \$198,936.04
 - 2. **FY25:**
 - a. **7/18/24** - \$81,260.92
- C. Approval of the Carlton overnight trip to the Farm School in Athol, MA from 9/23-9/25 and 9/25-9/27

Mayor Pangallo said that Item A of the consent agenda is not ready and only items B as well as C are before the School Committee for approval.

Vice Chair Cruz made a motion to table Item A of the consent agenda. Member Miranda

seconded and it was so VOTED. Motion passed unanimously.

Vice Chair Cruz made a motion to approve Items B and C of the consent agenda. Member Miranda seconded and it was so VOTED. Motion passed unanimously.

Superintendent's Report

Superintendent Zrike introduced Shirley Dorai, Executive Assistant to the School Committee and Superintendent, whose first day at Salem Public Schools was August 29, 2024. Superintendent Zrike said that Ms. Dorai comes with many years of experience in public education and most recently in a similar role at Malden Public Schools.

1. Update on Strategic Plan (All Priorities)

Superintendent Zrike said that the strategic plan update will be presented at the next meeting so that all the School Committee members can hear about additional information.

2. Recap of Educator Trip to the Dominican Republic

Superintendent Zrike spoke about the educator trip to the Dominican Republic earlier in the year. Educators were able to learn about the education system in the Dominican Republic that informs the experience of many Salem Public Schools students and their parents. Superintendent Zrike thanked the Director of Diversity, Equity, Inclusion & Engagement, Laura Assade, for her effort in organizing the trip.

Ms. Assade said that she worked closely with Ms. Clara Benedicto, a retired educator who worked and lives in the Dominican Republic. Ms. Benedicto served as their guide for the trip. Ms. Benedicto joined the meeting remotely from the Dominican Republic. In addition to Ms. Assade, the others who went on the trip were Superintendent Zrike, Ms. Sarah Campbell, Ms. Anjala McAweeney, Ms. Arabelis Luciano and Ms. Evelyn Marin. Ms. Assade proceeded with the presentation of the educator trip to the Dominican Republic. Ms. Benedicto spoke about the education system in the Dominican Republic and the role of the Ministry of Education. Ms. Sarah Campbell, Ms. Anjala McAweeney and Ms. Arabelis Luciano also spoke about what they experienced and learned from the trip.

Member Miranda asked about the length of the school day. Ms. Assade and Ms. Benedicto responded that families enroll their children in an educational program that best suits their needs which includes different lengths of school days. Vice Chair Cruz thanked Ms. Benedicto and commented that this was a great opportunity. Vice Chair Cruz hoped that more educators will take advantage of such opportunities in the future. In response to a question from Vice Chair Cruz, Ms. Benedicto said that students are in school for 9 months of the year and that not all schools offer multilingual education for students as different schools offer different learning opportunities.

Superintendent Zrike hoped that more teachers and staff can have the opportunity to participate in these trips. Superintendent Zrike added that funding is a challenge and that the trip was made possible through funds from the Salem Education Foundation, funds from the district and educators paying out-of-pocket. Superintendent Zrike said that there is a need to look for investments to help subsidize the costs of educational trips. Superintendent Zrike also mentioned that the district would like to find a way to recruit educators from the Dominican Republic to work at Salem Public Schools. Vice Chair Cruz and Superintendent Zrike had some conversation with the Framingham Public Schools as they recruited some educators from Brazil because many of their students were from Brazil.

Vice Chair Cruz said that community members can get involved in advocacy which is necessary for reciprocity agreements with the state regarding this matter. Vice Chair Cruz also said that there is a need for strategic conversations about the development of multilingual programs in the city. Vice Chair Cruz spoke about his visit to the Framingham Public Schools, in particular to their two dual language schools. The Framingham Public Schools had set up an office for recruitment aimed at helping educators from Brazil to obtain visas and be able to teach for a certain length of time. Some of the educators have since received a different status and are able to continue staying in Framingham, providing sustainability for the programs as well as students. Vice Chair Cruz highlighted that there are some creative opportunities in terms of professional development, recruitment and curricula that can be explored.

3. Provide Update on MSBA SHS Building Project (Priority 4.3)

Assistant Superintendent Pauley said that an Owner's Project Manager (OPM) has been selected to steward this project going forward until the conclusion of the project. Assistant Superintendent Pauley explained that in early spring, an OPM Selection Committee was formed by the Salem High School (SHS) Building Committee and a Request for Proposal was released. Site visits were done with 19 firms and 10 of the firms submitted applications. Four firms were then shortlisted and subsequently hour-long interviews were conducted with the SHS Building Subcommittee. The firm, ANSER was selected based on their robust community engagement plan and significant experience leading Massachusetts School Building Authority (MSBA) projects including building reconfiguration. Approval was sought and received from the MSBA's Owner's Project Manager (OPM) Review Panel. The next step is to select a Designer. Assistant Superintendent Pauley said that there is a Designer Subcommittee that would be soliciting and interviewing candidates with the goal of selecting a Designer by the end of October. Together with the OPM and Designer, a feasibility study can be formally launched resulting in consensus about the type of building, whether it will be grades 9-12 or 7-12 building.

Vice Chair Cruz questioned whether MSBA provided any guidance on supplier diversity such as minority owned or women owned firms. Assistant Superintendent Pauley said that she will gather that information. Superintendent Zrike said that the next meeting for the SHS Building Committee is August 15, 2024. Member Manning suggested that the School Committee representative on the SHS Building Subcommittee provide periodic reports at the School Committee meeting regarding the project.

Student Representative Report

None

Old Business

None

New Business

None

Finance and Operations Report

None

Subcommittee Reports

Personnel Subcommittee

Vice Chair Cruz said that the 9th negotiation session was held earlier in the evening with the STU. Vice Chair Cruz added that it has been a collaborative process with positive dialog. Vice Chair Cruz requested Superintendent Zrike to share the Personnel Subcommittee's responses to the STU proposals with other members of the School Committee. Vice Chair Cruz said that another Executive Session would be needed next month to update the School Committee about the negotiations.

Policy Subcommittee

A. Policies with no substantial changes:

- Policy 2201 and Policy 2203

Member Manning said that there were no substantial changes in Policy 2201 and 2203.

B. Policies for first reading:

- Policy 2202
- Policy 2500

Member Manning said that Policy 2202 is just changing the wording so that legal counsel can represent the School Committee in personnel negotiations. As for Policy 2500, the changes have to do with Principals in consultation with School Councils adopting educational goals for School Improvement Plans.

Vice Chair Cruz made a motion to approve Policy 2202 and 2500 for a first reading. Member Miranda seconded and it was so VOTED. Motion passed unanimously.

School Committee Concerns and Resolutions

None

Adjournment

Vice Chair Cruz made a motion to adjourn at 8:34 pm. Member Miranda seconded and it was so VOTED. Motion passed unanimously.

Respectfully submitted by,

Shirley Dorai

Executive Assistant to the School Committee & Superintendent

DRAFT



**Salem Public Schools
State of the Schools**

8.19.24

Who Are We?

- ★ **Belonging** – We believe all members of our community are valued and that our relationships are built on empathy and respect
- ★ **Equity** – We believe in promoting social justice to ensure an inclusive school community where all members are empowered and engaged
- ★ **Opportunity** – We believe all students should receive a personalized experience to achieve academic success, find joy in their learning, and have multiple choices for their post-secondary plans.

So Much to Celebrate!



SALEM PUBLIC SCHOOLS
Where belonging leads to opportunity

**Professional Development Day
2024 Pep Rally**

Elevate learning.
Empower educators.
Create belonging.
Strengthening our foundation.



MIAA DIVISION 6 SUPER BOWL
GAMEDAY
SALEM VS FAIRHAVEN
AT GILLETTE STADIUM AT 3:00 PM
SCAN TO WATCH ONLINE
#COMITC

Strategic Plan (2023-26): Core Priorities

Priority One: Elevate Learning

Build and maintain a district-wide culture of universally high academic expectations for every learner.



Priority Three: Center Belonging

Build joyful, welcoming, and supportive school communities.



Priority Two: Empower Educators

Make the Salem Public Schools an inclusive district where student-centered, innovative, and highly-effective educators want to work, grow, and stay.



Priority Four: Strengthen Our Foundation

Develop consistent, reliable systems and structures to disrupt inequities and support the work of the district.



How Did We Do?

Priority 1 Measures of Success

- ✓ All grades/all subjects achieve >60 SGP on MCAS
- ✓ Increase meet/exceed ELA and math proficiency rates to 41% (grades 3-8 ELA MCAS), 39% (grades 3-8 math MCAS), 58% (grade 10 ELA MCAS) and 50% (grade 10 math MCAS)
- ✓ Increase to 55% the % of multilingual learners who demonstrate progress on the ACCESS assessment (as defined by DESE).
- ✓ Increase percent of students in grades 11 and 12 enrolled in advanced coursework to 65%
- ✓ Increase 4-year graduation rate to 88%
- ✓ At least 70% of families report confidence that their child is continuing to learn and succeed in school

Priority 2 Measures of Success

- ✓ Maintain or exceed an 85% annual retention rate for proficient/exemplary teachers of color as well as all teachers as defined by DESE.
- ✓ Increase the percentage of educators and staff who represent the racial, ethnic and linguistic diversity of students to 20% for teachers and to 25% for all staff.
- ✓ Increase annual teacher well-being and belonging composites to 68% for well-being and 75% for belonging.
- ✓ Increase positive perceptions of the amount and quality of feedback faculty receive to 60%.

Priority 3 Measures of Success

- ✓ Reduce district-wide chronic absenteeism to 18% and reduce dropout rate to 2%.*
- ✓ Increase to 70% the percentage of students in grades 3-12 who report feeling like valued members of their school community.
- ✓ At least 70% of families feel that their child's school is a "good fit," representing their perceptions of how well a school matches their child's developmental needs.
- ✓ Achieve a risk ratio of no less than 1.2 for students of color and students with disabilities.**


* Chronic absenteeism is defined as a student missing 10% or more of the school days in an academic year.

**A risk ratio of 2.0 or greater indicates a risk of overrepresentation in disciplinary referrals, while a risk ratio of less than 1.0 indicates possible underrepresentation.





Priority 4 Measures of Success

- ✓ All departments receive at least an 80% positive response from principals/school leaders on the extent to which the Central Office departments are effectively supporting the needs of schools.
- ✓ Majority of staff report that they have adequate access to the materials and information they need to be effective in their jobs.
- ✓ Increase in efficiency through cross-department collaboration.
- ✓ Work orders are responded to within two business days.




Priority 1- Elevating Learning Scorecard

Measurable Outcome	3-year goal	Baseline	Actual	Progress Rating
Increase in Student Growth (SGP)	60 SGP	47	51	
MCAS Proficiency Rates	Gr. 3-8: > 41% ELA; > 39% Math	28% ELA; 21% Math	32% ELA (STAR) 25% Math (STAR)	
	G. 10: > 58% ELA; > 50% Math	36% ELA; 25% math	TBD	
Increase ACCESS Performance	55% demonstrating progress	43%	TBD	TBD
% Students enrolled and passing advanced coursework	61%	51.5%	61%	
Increase graduation rates	88%	75.9%	80.6%	
Parents Reporting Confidence	70%	TBD	TBD	TBD ⁶




Priority 2- Empowering Educators Scorecard

Measurable Outcome	3-year goal	Baseline	Actual	Progress Rating
Increase the retention rate for proficient/exemplary staff	85%	70.9%	79.3%	
Increase the percentage of educators and staff who represent ethnic diversity of SPS students	20%- teachers 25%- staff	12.9%- teachers 17.9%- staff	17.3%- teachers 21.4%- staff	
Increase annual staff well being and belonging composites	68%- well-being 75%- belonging	58%- well-being 65%- belonging	60%- well-being 63% belonging	
Increase positive perceptions of the amount and quality of feedback faculty receive	60%	35%	36%	

Priority 3- Centering Belonging Scorecard

Measurable Outcome	3-year goal	Baseline	Actual	Progress Rating
Reduce chronic absenteeism and dropout rate	18%- chronic 2%- dropout	24.9%- chronic 3.5%- dropout	20.1%- chronic 2.8%- dropout	
Increase % of students who feel valued	70%	45%	47%	
Families reporting that their child's school is a good fit	N/A	N/A	N/A	N/A
Improve risk ratio of discipline referrals for students of color and students with disabilities	1.2	2.33- SOC 5.96- SWD	2.33- SOC 5.69- SWD	

Priority 4- Strengthening the Foundation Scorecard

Measurable Outcome	3-year goal	Baseline	Actual	Progress Rating
Central Office department support	80% favorable response	N/A	93%	
Adequate staff access to materials and information	51%	N/A	68%	
Increase in efficiency through cross-collaboration	TBD	TBD	TBD	TBD
Response to work orders within 2 days	100%	N/A	95%	

Reflections

Top Successes	Top Challenges
<ul style="list-style-type: none">● Increase in staff diversification● Improved teacher retention● Improved attendance● Decrease in dropouts and increase in graduation rates● Access to advanced coursework● Implementation of strong assessment system● Deep dive in supporting MLs and middle school math instruction● Data informed instruction as a districtwide system for improvement● Improved STAR proficiency rates● Enrollment growth	<ul style="list-style-type: none">● Quality and quantity of feedback and coaching● Staff attendance● Flat performance across some schools, grade levels, etc.● Consistent access to cognitively demanding work● Disproportionality in discipline rates● Student and staff sense of belonging

Reflection for the 24-25 School Year

“You do not rise to the level of your goals. You fall to the level of your systems.” -- James Clear

**Taken from the book Atomic Habits by James Clear*



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Back To School Update

*School Committee
August 19, 2024*



Strategic Priorities



Priority 1: Elevate Learning.

Build and maintain a district-wide culture of universally high academic expectations for every learner.



Priority 2: Empower Educators.

Make the Salem Public Schools an inclusive district where student-centered, innovative, and highly effective educators want to work, grow, and stay.



Priority 3: Center Belonging.

Build joyful, welcoming, and supportive school communities.



Priority 4: Strengthen our

Foundation. Develop consistent, reliable systems and structures to disrupt inequities and support the work of the district.



Our Work

Key Drivers

- Monitor clear instructional priorities for literacy and mathematics using consistent tool focused on student ownership and SEI strategies (Priority 1)
- Strengthen routines/systems around data informed instruction (Priority 1)
- Engage educator voice in the development of school-based PD (Priority 2)
- Schedule dedicated opportunities throughout the year for staff to build community and belonging (Priority 2)
- Strengthen frequency/impact of observation/feedback (Priority 2)
- Develop and implement Strong Start Playbook across schools (Priority 3)
- Fine tune early intervention strategies to identify and address chronic absenteeism (Priority 3)
- Implement explicit social emotional learning and restorative practices (Priority 3)



Teaching & Learning



Summer Leadership Institute

- Attended by 80+ leaders including members of our Ops & Finance teams and instructional coaches
 - Focus areas: Strong Start Playbooks, Observation & Feedback, and Monitoring outcomes

\$1M Grant Awarded to Salem PreK Partnership

- FY2025 Commonwealth Preschool Partnerships Initiative Implementation (CPPI) Grant
- 2 new partners added: Pathways for Children and Angela's Preschool & Daycare
- Will expand the City Connects (CCNX) model to the PreK space—2 CCNX Coordinators to work across SPS and Partner PreK spaces
- Strengthening proactive supports and special education services
- Relaunching Children's Cabinet
- Conducting Needs Assessment w/ support from Rennie Center
- Taking steps to initiate a single point of entry for early ed services

Secured Grant Funding to Build out Gr. 6-8 College/Career Programming

- Read Trust supporting this work
- Cross functional collaboration—middle school leadership (Chelsea Banks), Student Supports (Mia Riccio), DESE, LEAP for Education

Continuing to Advance District Data Practices

- Built school and district interim measures toward meeting Strategic Planning goals
- Each school and department has a “monitoring hub”
- E-Team will assess progress end-of-year strategic goals in Oct., Jan., and March



Academics

2024-2025 Department Theme: *From Striving to Thriving*

Monitor Curriculum



Support Instruction



Celebrate Families



Support Educators



K-5 Amplify Science curriculum

K-12 Math program and curriculum review

Focus on closing gaps for multilingual learners

Focus on writing and academic discourse

New 21 C site at Horace Mann

ELPAC regularly presents to School Committee and Family Nights




Targeted feedback to coaches in support teachers

Centralized math professional development



Special Education

2024-2025 Special Education: *Elevating Instruction for All Learners*

Capacity Building 	Supporting All Learners 	Community and Caregiver Support 
<ul style="list-style-type: none">• Implement new IEP by training over 200+ educators and administrators.• Education partnerships for staff to acquire licensure modules at no cost• Expanded training opportunities for paraprofessionals	<ul style="list-style-type: none">• Expanded Role: Director of Alternative Placements and Services• Bilingual special education administrator• Bilingual service providers• Ongoing partnerships with Blue Engine and Landmark to provide training for inclusion instruction.	<ul style="list-style-type: none">• Expand community engagement through caregiver learning opportunities• Multilingual partnership to support parents new to the IEP process



Student Support Services

2024-2025 Student Support Services Department Theme *Expand, Align, and Streamline*

Expand Best Practices

PreK Partner Program City Connects

6-12 Comprehensive & Coordinated College, Career, and Counseling Programming (Pathways Coordinator)

Restorative Practices

Decrease Absenteeism - maintain momentum

Align and Streamline Systems and Resources

Department leadership transition

Redistribution of Attendance and Outreach Specialist responsibilities

Student Success Advisor (formerly behavior specialist)

Utilize SNAP health platform



Technology

2024-2025 Department Theme:

To foster a COMMUNITY of collaboration between the schools and the technology department to attain maximum student success

Technical Support



Updating Chromebooks for students in 4th, 5th & 9th grade.

Updating classroom display devices to interactive TVs at HMLS (completed), Bates & WHES

Updated most multifunction copiers, district-wide

Data and Applications



Updated preferred names in applications for staff & students

New data integrations for health and transportation

Launched student companion for tracking reading interventions

Digital Learning & Library Services



Hired a Director of Digital Learning & Library Services

Hired two new Library & Digital Learning Specialists (Bates, HMLS) and transitions two others (BAIS, CMS).

Created priority standards and curriculum maps for new Library & Digital Skills specialist classes.



Human Resources

2024-2025 Department Theme *Increase operational efficiency to meet strategic staffing goals*

Highlights	Talent Recruitment & Staffing	Talent Retention	Tracking Progress
<p>Launching new, online Required Annual Training system (more efficient, more engaging content)</p> <p>Talent Finder Fellows (TFFs) - teachers working part-time (spring/summer) to help w/recruitment</p>	<p>Over 100 new hires (45 are new teachers)</p> <p>Approx 18% of the new hires are racially and ethnically diverse</p> <p>139 internal staff transfers</p>	<p>Continuation “one-stop” onboarding process (80% of new hires now fully onboarded)</p> <p>Partnerships to support new/unlicensed educators to become fully licensed (and build pipelines)</p>	<p>Seeking feedback from employees</p> <p>Continuing to work toward improved data systems & integration</p> <p>Monitoring key performance metrics to track progress</p>



Human Resources *(Vacancies as of 8/16/24)*

Teaching Role	# of openings	Schools
Classroom Teachers	2	BAIS (DL K Teacher), SHS (Biology)
Special Education Teachers	3	ECC, SHS, CMS

Other Open Positions	# of openings	Schools
Paraprofessionals	8	Intensive Instructional (ECC, HMLS, WHES, CMS, SHS) Bilingual Paraprofessional (WHES)
School Related Personnel (Beh. Sp., FEF, B-sub)	2	Saltonstall (Building Substitute); District Sp.Ed. (Behavior Specialist)
Tutors (Full-time, Math)	1	SHS
Other	8	Long-term Subs (Carlton, Saltonstall); Recruitment & Intake (NLIS); Clerk (SHS); School Psychologist (District); PreK-5 Dir of Student Support (District); Early Learning Coach



Diversity Equity Inclusion & Engagement

2024-2025 Department Theme

Increase operational efficiency to meet strategic plan goals, Create opportunities for collaboration between DEIE, Departments & Schools

<u>Priority 2: Empower Educators</u>	<u>Priority 3: Centering Belonging</u>	<u>Priority 4: <u>Strengthening our Foundation</u></u>
<ul style="list-style-type: none">• Family Engagement team to provide PD for educators• Educator engagement on DEIE initiatives• Cross collaboration with parents & Departments	<ul style="list-style-type: none">• Creating a reporting tool for students & educators share and report concerns• Continue to build and grow affinity spaces• Identify, engage & invest in educators	<ul style="list-style-type: none">• Establish systems and routines for more streamline enrollment & assignment process• Support schools with more efficient communication between Parent Information Center & building leaders



Enrollment

School	Aug. 2023 #s	Aug. 2024 #s
Bates	384	409
Bentley	285	296
Carlton	253	256
Early Childhood Center	124	108
Horace Mann	300	280
Witchcraft	450	448
Saltonstall	400	414
Collins	653	626
New Liberty	51	42
Salem Prep	19	26
Salem High School	925	920



Total Aug. 2023
3930

Total Oct. 1, 2023
3811

Total Aug. 2024
*3825

**Data as of- 8/16/24
(15 students still
awaiting assignment)*



Transportation

- ✓ **Large increase in applicants:** ~1576 applicants; several buses are almost full.
- ✓ **Bus Routes** have been created & tested.
 - Next Steps: routing recently enrolled students & incoming Kindergarten, doing dry runs, & making final adjustments to the routes.
- ✓ **Drivers:** All fixed gen ed and special ed routes will be covered by NRT.
- ✓ **Families Notified:** Families will be notified about bus information this week.



Transportation

- **Wayfinder:** For the fall, Wayfinder tablets and RFID card readers were installed across all 13 of our big buses.
- **Stopfinder:**
 - GPS bus tracking app that allows families to follow their student's bus and be notified about when the bus is approaching the bus stop.
 - Families can see their student's bus schedule, receive bus ETAs, set up Geo Alerts, communicate with the transportation department, and view their student's bus attendance.
- **2 SPS bus drivers:** will cover extracurriculars, trips, & student experiences.
- **Multi-Function Vehicles:** schools/departments can request one of our 3 vans/minibuses to use for extracurricular activities and other transportation needs. New for the 24-25 SY: ALL 3 minibuses have been converted to multi-function vehicles so no more 7D license requirements.



Food Service

Updates for SY24-25:

- **Adding local vendors:** adding a new local produce vendor: [The Produce Connection](#)
- **Continuing the dinner program @Salem High**
- **Rolling out composting** districtwide
- **Expanding student voice** through student recipes program & Harvest of the Month Taste Testing
- **Providing Ongoing Staff Training:** Management Institute (8/13-8/15), Servsafe Managers Certification, “Offer v. Serve” training (8/27)



Facilities

- ✓ A busy summer!
 - ✓ Nearing completion of large projects, including Bates boilers & controls, Witchcraft controls, Witchcraft playground
- ✓ Back-to-school walkthroughs scheduled this week to ensure buildings are ready
- ✓ Monthly school walkthroughs with Principals & Operations Hero to manage projects

We are putting finishing touches on all buildings and are excited to welcome back students and staff!



Facilities - MSBA Update

Owner's Project Manager (OPM):

- ✓ **June 2024** - Fully executed contract with Anser Advisory
 - Anser joins School Building Committee meetings
 - June 20th, August 16th, Next meeting September 19th

Designer Selection Timeline:

- ✓ **July 2024** - Established Designer Selection Subcommittee
 - Ad placed in the Central register by July 31st
- ✓ **August 2024**
 - Designer Site/SHS Visit - August 7th
 - Applications due to the District - August 28th



Facilities - MSBA Update

Designer Selection Timeline:

✓ September 2024

- Subcommittee reviews applications - September 5th
- Applications due to the MSBA - September 5th
- Applications review with the MSBA - September 24th
 - Determine shortlist of 3-4 firms for interviews

✓ October 2024

- Interviews for the Designer
- Selected Designer joins the team



Facilities - Safety & Security

✓ August 2024

○ Safety Summit - August 7th

- District-wide tabletop exercise (TTX)
- Participants included School Resource Officers (SROs) & police officers, district & school leaders, after school partners, teachers and family support staff
- District strengths and challenges identified
- Resulted in 18 recommendations

✓ September 2024

- Coordinate required safety drills with all schools
- Conduct monthly safety walkthroughs with principals



Business Office

New Tools for Budgeting: all budget managers have access to a common tool for tracking spending

Staff Changes:

- ✓ Linda Richard is retiring after 23 years as Benefits Coordinator
- ✓ New Benefits Coordinator, Payroll Coordinator & Payroll Assistant have been hired





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BACK TO SCHOOL FAIR

WEDNESDAY, AUG. 28, 2024

4:00 - 8:00 P.M.

SALTONSTALL SCHOOL - PLAYGROUND



VOLUNTEERS/SPONSORS NEEDED
TRANSPORTATION WILL BE INCLUDED

REGISTER HERE



GIVEAWAY

Backpacks,
Food &
Resources

For more information Contact:

Laura Assade

Lassade@salemk12.org

781-771-8148



Salem Public School

Questions and Discussion





SALEM PUBLIC SCHOOLS

Where belonging leads to opportunity.

To: Salem School Committee
Cc: Dr. Stephen Zrike
From: Elizabeth Pauley & Vanessa Fagundes
Date: 8/19/24
Re: Disposal of Surplus Buses

We are requesting permission to designate 8 buses as surplus, so that we may dispose of or sell these unused vehicles.

The district owns 17 buses and of these, 8 have been unused since 2021. When the district partnered with NRT for its transportation routes, NRT agreed to provide the buses for our daily routes. Salem's buses either were unused, or used in the event that one of the NRT buses were unavailable. Over the years, the majority of the buses have not been used: partly because of the age of the vehicles, many of which are in need of repair, and partly because to drive them, drivers need a specialized license. It has historically been the district's practice to not use a school bus fleet that is older than 7 years. All 8 surplus buses are from 2012 - 2016. Currently, there are no SPS employees licensed to operate a large school bus.

We hope to be able to auction the buses and use funds toward smaller, more energy efficient vehicles that can be driven by staff with a 7D or regular driver's license. Smaller vehicles will be better suited to the transportation needs that SPS provides its students.



ADMINISTRATION 2000 ADMINISTRATIVE PERSONNEL POSITIONS 2200 LEGAL

COUNSEL 2202

The hiring of legal counsel is strictly a School Committee function and will be done by majority vote of the School Committee. Legal counsel will provide immediate legal advice to the School Committee and/or the superintendent at the School Committee's direction regarding the legal issues that may arise in the day-to-day operation of a school system, including, but not limited to:

- Personnel
- Policy
- State/Federal Guidelines and Mandates
- Contracts
- Grievances/Settlements
- Court/Arbitration Actions

Legal counsel ~~may~~**will** represent the School Committee in ~~personnel~~**teacher** negotiations, ~~as well as other units upon request~~. All legal communications are expected to be timely.

The length, composition and other particulars of the contract between legal counsel and the School Committee will be reviewed and negotiated annually, unless otherwise decided by the School Committee.

Reviewed: December 2016

ADMINISTRATION 2000 SCHOOL IMPROVEMENT PLANS 2500 EDUCATION

REFORM ACT OF 1993

The principals, in consultation with school councils, shall adopt educational goals for ~~each~~the schools and shall annually formulate a School Improvement Plan to advance such goals. ~~The~~ School's educational goals must include the student performance standards adopted by the Massachusetts Board of Education and, ~~consistent with any educational policies established for the district,~~ shall assess the needs of the school in light of ~~those~~their goals. The School Improvement Plan shall ~~reflect~~ address ~~the Salem~~ the system-wide goals adopted by the School Committee each year. The plan shall ~~include~~ an assessment of:

~~An assessment of~~ The impact of class size on student performance;

Student to teacher ratios and other factors and supportive adult resources;

~~May include a scheduled plan for reducing class size;~~

~~The allocation of~~ Address professional development funds in the annual school budget;

The enhancement of parental involvement in the life of the school;

~~Student~~ safety and discipline;

The establishment of a welcoming school environment characterized by tolerance and respect for all groups;

Extracurricular activities;

~~Strategies~~The development of means for meeting the diverse learning needs of all children in the district ~~as many children as possible, including children with special needs currently assigned to separate programs within regular education programs at the school;~~

~~Such o~~Other subjects as the principal in consultation with the school council shall consider appropriate.

RELATIONSHIP TO SCHOOL COMMITTEE

Each ~~es~~chool council's School Improvement Plan is to be submitted to the School Committee for review ~~—~~and approval each year. If the plan is not reviewed within thirty days of its submission, it will be considered to be automatically approved

~~School improvement plans must follow the guidelines and process outlined in Massachusetts State Law — §~~

Page 1 of 2

ADMINISTRATION 2000 SCHOOL IMPROVEMENT PLANS 2500 ~~PLANNING~~

Legal Reference: MGL 69:11

Reviewed: December 2016

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