

**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”

REVISED

REGULAR SCHOOL COMMITTEE MEETING

Notice is hereby given that the Salem School Committee will hold a **Regular School Committee meeting on July 28, 2025 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/87970773200?pwd=xm3JuyAyq8xFzGFyjbax058NozQxFU.1>
Passcode: 185955

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**.

2. Approval of Agenda

3. Public Comment

If you wish to participate in the public comment portion of the meeting, you may come up to the podium to speak during this section of the meeting. If you wish to provide a comment via Zoom, you may do so by entering the Zoom meeting and clicking the raise hand feature. When it is your turn to speak, a host will announce your name and will unmute your line and allow you to speak.

4. Approval of Consent Agenda

1. Approval of Minutes of Regular School Committee Meeting held on June 17, 2025
2. Approval of Minutes of School Committee Retreat held on June 21, 2025
3. Approval of Field Trip for Carlton 5th Graders to The Farm School in Athol MA from September 22 - 24, 2025 for one group and September 24 - 26, 2025 for the second group.
4. Approval of FY25 Warrants:
 1. 06/19/2025 - \$494,163.25
 2. 06/26/2025 - \$1,481,713.55
- Approval of FY26 Warrants:
 1. 07/09/2025 - \$843,763.69
 2. 07/16/2025 - \$359,154.47
 3. 07/17/2025 - \$70,618.07
 4. 07/23/2025 - \$78,759.09

5. Student Representative Report

6. Superintendent's Report

1. Update on Strategic Plan (all priorities)
2. Teacher Diversification and Pipeline
3. Massachusetts School Building Authority (MSBA) Update
4. Finance and Operations Report

7. Subcommittee Reports

1. Finance Subcommittee
2. Personnel Subcommittee
3. Building & Grounds Subcommittee
4. Curriculum Subcommittee
5. Policy Subcommittee
6. School Committee Retreat Report

8. Motions and Resolutions

1. Change in School Committee Meeting Date in September 2025
2. Resolution for July 4, 2025

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 Pùblicas de Salem
Comité Escolar*

*Amanda Campbell
Beth Anne Cornell
Manny Cruz, Vicepresidente*



*AJ Hoffman
Mary A. Manning
Veronica Miranda*

Alcalde Dominick Pangallo, Preside

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

REVISADA

REUNIÓN REGULAR DEL COMITÉ ESCOLAR

Por la presente se notifica que el Comité Escolar de Salem celebrará una **Reunión regular del Comité Escolar el 28 de Julio, 2025 a las 7:00 p.m.** Esta reunión **tendrá lugar 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/87970773200?pwd=xm3JuyAyq8xFzGFyjbax058NozQxFU.1>

Passcode:185955

1. Orden del día

1. Resumen de la Política de Participación Pùblica (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 Pùblicas 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**.

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 2025
2. Aprobación del Acta del Retiro del Comité Escolar celebrado el 21 de junio de 2025
3. Aprobación del Viaje de Estudio para los alumnos de 5to Grado de Carlton a The Farm School en Athol MA del septiembre 22 - 24, 2025 para un grupo y septiembre 24 - 26, 2025 para el segundo grupo.
4. Aprobación de las órdenes de pago para el año fiscal 25:
 1. 06/19/2025 - \$494,163.25
 2. 06/26/2025 - \$1,481,713.55

Aprobación de las órdenes de pago para el año fiscal 26:

1. 07/09/2025 - \$843,763.69
2. 07/16/2025 - \$359,154.47
3. 07/17/2025 - \$70,618.07
4. 07/23/2025 - \$78,759.09

5. Informe del representante estudiantil

6. Informe del Superintendente

1. Actualización del Plan Estratégico (todas las prioridades)
2. Diversificación del personal docente
3. Actualización de la Autoridad de Construcción de Escuelas de Massachusetts (MSBA)
4. Informe financiero y operativo

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

8. Mociones y resoluciones

1. Cambio de la fecha de reunión del Comité Escolar en septiembre de 2025
2. Resolución para el 4 de julio

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,
2025
Rm. 227, 29 Highland Ave.
Hybrid Meeting**

Members Present: Mayor Dominick Pangallo, Vice Chair Cruz, Amanda Campbell, Beth Anne Cornell, AJ Hoffman, Mary Manning and Veronica Miranda

Others in Attendance: Superintendent Stephen Zrike and Assistant Superintendent Pauley

Members Absent: None

Call of Meeting to Order

Mayor Pangallo called the meeting to order at 7:00 pm and informed the public that the docket contains the public participation procedure and how to access Spanish interpretation.

Vice Chair Cruz made a motion to take the Recognition of Retirees out of order. Member Cornell seconded. A roll call vote was taken.

Member Campbell voted YES

Member Cornell voted YES

Vice Chair Cruz voted YES

Member Hoffman voted YES

Member Manning voted YES

Member Miranda voted YES

Mayor Pangallo voted YES

Motion passed unanimously.

Recognition of Retirees

Superintendent Zrike read the names of all the retirees:

Susan Fair

Ellen Kaslauskas

Beth Kontos

Sally Lincoln-Vogel

Elizabeth Ryan

Luz Villarreal

Kathleen Wood

Judee Davis

Kelly Regan-Miskis

Margaret Russo

Alice Ryan

James Gangi
Maureen Beaudet

Mayor Pangallo provided citations from the City of Salem. The retirees were presented with citations and awards. Mayor Pangallo, Vice Chair Cruz and Superintendent Zrike thanked the retirees.

A brief recess was called at 7:12 pm. The meeting resumed at 7:15 pm.

Approval of Agenda

Member Campbell made a motion to approve the agenda. Member Cornell seconded. A roll call vote was taken.

Member Campbell voted YES

Member Cornell voted YES

Vice Chair Cruz voted YES

Member Hoffman voted YES

Member Manning voted YES

Member Miranda voted YES

Mayor Pangallo voted YES

Motion passed unanimously.

Public Comment

Rauny Batista de la Cruz, Salem High School (SHS) Student

Rauny suggested that one way of dealing with understaffing in schools is to have current students help teachers in a student teacher apprenticeship system. Rauny said it will also help with teacher and student interactions as well as language barriers.

Annie Bednar, SHS Student

Annie spoke about how budget cuts caused Mrs. Napierkowski losing her job. Annie continued speaking about Mrs. Napierkowski's contributions and how she helps students. Annie requested the School Committee to reconsider their decision.

Emma Clark, SHS student read the note submitted by Emi Whitfield

Emi wrote how she got to know Ms. Napierkowski and the impact she has had on students.

Alannah Heenan, former SHS student read a letter from a former faculty member who is also a parent of two SHS graduates, Manna Whitfield

Ms. Whitfield wrote about her experience in Salem and how the performing arts program had a profound effect on students. She also highlighted the contribution of Ms. Napierkowski.

Julia Rebello, former SHS student who read notes from former SHS students, Fiona Bautista and Carla Zoquier-Urbaez

Julia expressed regret that employees were affected by budget cuts. She read notes from Fiona and Carla who wrote about the influence Ms. Napierkowski had on students and the music program.

Brooks Workman, SHS Marching Band Student

Brooks spoke about how Ms. Napierkowski supported him in music.

Anais Acevedo, Salem resident and one of the House of Promise Church leaders

Ms. Acevedo commented on the proposed ban on religious groups using spaces at Salem Public Schools. Ms. Acevedo explained the work that the House of Promise and other churches do for the benefit of the community. Ms. Acevedo asked the School Committee to reconsider this proposal.

Pastor Kendra Key, Calvary Christian Church

Pastor Key said that the proposed policy change for leasing and renting school spaces as it is currently written would violate the first amendment's free exercise clause which ensures that religious organizations receive the same benefits and resources that any other community organization would receive. Pastor Key suggested adding to the policy that Salem Public Schools (SPS) does not endorse, support or assume responsibility for the beliefs, viewpoints or standards of any organization that leases or uses its facilities. Pastor Key continued to explain the partnership that can be cultivated.

Savannah Muasya, SHS Student

Savannah said she was devastated to hear that the Calvary Christian Church might not be able to have meetings at Salem Public Schools as originally planned. Savannah asked the School Committee to reconsider their decision.

Pastor Sterling Key, Calvary Christian Church

Pastor Key works in recovery at the church. Mr. Key said that the churches add value to the school system as they look for ways to help. Mr. Key suggested that his church could bring their equipment such as the sound system and lights, and leave it behind so that students can use them. Mr. Key also suggested that the church could help with the cost of getting new carpets as well as repairs to the seats. Mr. Key elaborated on the work that the church does in the city.

Tracy Philok, House of Promise Church Member

Ms. Philok spoke about her own experience with the House of Promise Church and the importance of the safe space they provide. Ms. Philok requested that the safe space not be taken away.

Juiana Sousa Brbrea, Peabody High School Student

Joanna who is from the House of Promise Church spoke about her work at the church and her personal experience. Joanna requested the School Committee to reconsider their decision regarding rentals to religious groups.

House of Promise Church Member

The member spoke about her experience and how the House of Promise Church has helped her. She asked the School Committee to reconsider their decision regarding rentals to religious groups.

Rahdlen Pena, House of Promise Church Member

Mr. Pena spoke about his personal experience. Mr. Pena asked the School Committee to reconsider their decision regarding rentals to religious groups.

Pedro Fabre, Salem Resident

Mr. Fabre spoke about his background and experience. Mr. Fabre requested the School Committee to reconsider their decision regarding rentals to religious groups.

Denia Bone, Former Salem Resident

Ms. Bone who is one of the leaders at the House of Promise Church spoke about the work of the church and hoped that Salem continues welcoming everyone.

Nayan Sapers, Junior at Harvard and co-founder of the student-led CPR Ambassador Program Nayan requested the School Committee to support state bills S.447, S.456, H.750, H.556 and H.572, which would require hands-only CPR and AED training for all Massachusetts high-school students.

Wyn Stevick, SHS Student

Wyn spoke about Ms. Napierkowski and her efforts on behalf of the students.

Approval of Consent Agenda

1. Approval of Minutes of Regular School Committee meeting held on June 2, 2025
2. Approval of Field Trip for Salem High School (SHS), Marine Corps JROTC Summer Leadership Camp held at Camp Edwards, Joint Base Cape Cod, 1 Connery Ave, Buzzards Bay, MA from June 30 - July 3, 2025
3. Donation for Transportation
4. Donation from Salem State University for Teacher Stipends
5. Approval of FY25 Warrants:
 1. 06/05/2025 - \$460,301.10
 2. 06/12/2025 - \$692,254.64

Vice Chair Cruz made a motion to approve the consent agenda with the removal of #2 to be voted on separately. Member Cornell seconded. A roll call vote was taken.

Member Campbell voted YES

Member Cornell voted YES

Vice Chair Cruz voted YES

Member Hoffman voted YES

Member Manning voted YES

Member Miranda voted YES

Mayor Pangallo voted YES

Motion passed unanimously.

Vice Chair Cruz made a motion to approve consent agenda #2, field trip for Salem High School (SHS), Marine Corps JROTC Summer Leadership Camp held at Camp Edwards, Joint Base Cape

Cod, 1 Connery Ave, Buzzards Bay, MA from June 30 - July 3, 2025. Member Cornell seconded. A roll call vote was taken.

Member Campbell voted YES

Member Cornell voted YES

Vice Chair Cruz voted YES

Member Hoffman voted YES

Member Manning voted YES

Member Miranda voted YES

Mayor Pangallo voted YES

Motion passed unanimously.

Student Representative Report

Student Representative Qualkenbush informed the School Committee that he graduated on June 6th and that he will be starting at Boston university in the fall. Student Representative Qualkenbush spoke about his experience being on the School Committee. Superintendent Zrike announced that the Chair of the Student Advisory Group for next year is Sindi Sula and Vice Chairs are Alexia Coleman and Nevin Lebron. Mayor Panagallo and Superintendent Zrike presented Student Representative Qualkenbush with a souvenir and citation. Vice Chair Cruz presented Student Representative Qualkenbush with a recognition from the Massachusetts House of Representatives.

Superintendent's Report

Superintendent Zrike said that he was proud that there were students who spoke on three different topics at the meeting. Superintendent Zrike continued to provide updates on the last week of school, summer reading, community reads, parent survey, Summer Eats Program and North Shore PRIDE festival on June 28th.

1. Recognition of Retirees

This matter was addressed earlier during the meeting.

2. Recognition of Student Representative

This was addressed in the previous section.

3. Summer Work Projects

Assistant Superintendent Pauley said that as part of the Summer Eats Projects, adults who accompany their children can also have a meal at the Mary Jane Lee Park location. Assistant Superintendent Pauley continued providing an update on the summer projects.

In response to Member Miranda, Assistant Superintendent Pauley said that the Bertram track is in need of repairs and that she will follow-up on any track preventative maintenance measures that can be taken as well as the typical lifespan of the track. In response to Member Hoffman, Assistant Superintendent Pauley said that it is normal wear and tear to the field that necessitates the repairs. Superintendent Zrike added that the sound system at the track will also be replaced. In response to Member Campbell,

Assistant Superintendent Pauley said that signage at Bentley will need to be updated and that Member Campbell's suggestion to have signage in dual language will be noted.

4. Massachusetts School Building Authority (MSBA) Update

Superintendent Zrike spoke about how the building project started. Mr. Rick Jones, Co-Chair of the Salem High School Building Committee provided a presentation on the work being done.

In response to Student Representative Qualkenbush, Mr. Jones said the library is called the media center. In response to Member Campbell, Mr. Jones said he will find out about the seating capacity for the cafe as well as the proximity of the cafe to the lobby for security purposes. In response to Mayor Pangallo, Mr. Jones said that there will be no loss of parking with the new design and the field house will be the same size as the current field house. In response to Superintendent Zrike, Mr. Jones said the new construction will not be disruptive to students' learning and that the project will be complete in Fall 2030. Construction will begin in January 2028. It was also emphasized that any questions or concerns can still be brought up because the project is not finalized yet.

In response to Mayor Pangallo, Superintendent Zrike said that when construction starts at the Career and Technical Education Program space, the students will be housed elsewhere. Ms. Margaret Wood, Anser Advisory, Owner's Project Manager, responded to a question raised by Vice Chair Cruz stating the Junior Reserve Officers' Training Corps (JROTC) space was planned to be placed on the second floor of the new high school building because ground floor space was already being utilized for various other purposes. Ms. Wood added that the locker rooms are also located on the second floor. Ms. Wood continued that the longest distance a student travels from one class to the next in the current building is over 800 feet and in the new building, it will be a little over 600 feet. Member Cornell explained that there is still time for certain things in the plan to be changed if something comes to light but that there are other things that might not be able to be changed due to constraints and limitations. Student Representative Qualkenbush asked if the existing ceiling that has student signatures can be preserved. Mr. Jones responded that salvaging the ceiling will not be possible but perhaps it can be memorialized through photo documentation or some other means.

5. Finance and Operations Report

1. Budget Transfer Requests

Assistant Superintendent Pauley explained the two budget transfer requests which were brought to the School Committee for a vote.

Member Miranda made a motion to approve the two budget transfer requests.

Member Cornell seconded. A roll call vote was taken.

Member Campbell voted YES

Member Cornell voted YES

Vice Chair Cruz voted YES

Member Hoffman voted YES
Member Manning voted YES
Member Miranda voted YES
Mayor Pangallo voted YES
Motion passed unanimously.

Subcommittee Reports

1. **Finance Subcommittee**
No report at this time.
2. **Personnel Subcommittee**
No report at this time.
3. **Building and Grounds Subcommittee**
No report at this time.
4. **Curriculum Subcommittee**
No report at this time.
5. **Policy Subcommittee**
Vice Chair Cruz said a demand letter was received from the Massachusetts Family Institute regarding Policy 3204: Lease and Rental of School Facilities which is due for the third reading. Vice Chair Cruz continued that the subcommittee will meet on the policy. Vice Chair Cruz added that FOX News and the Boston Herald had also received the letter. Vice Chair Cruz was glad that these news organizations have taken an interest in the Salem Public Schools and hoped that they will balance their coverage by learning more why Salem is the #1 gateway city in the commonwealth for public education. Vice Chair Cruz stated that with regards to policies, the School Committee thinks ahead to the next school year about the impact of policy decisions and practices that affect all students. Vice Chair Cruz went on to explain the process before a policy is adopted and that more meetings will be held to examine this particular policy. Vice Chair Cruz also explained the public comment section of School Committee meetings. Vice Chair Cruz invited community members to reach out and engage with members of the School Committee over matters of mutual interest.

Motions and Resolutions

1. **Education Program for Submission to MSBA for New Salem High School Project**
Member Cornell made the motion to approve the education program for submission to MSBA for the New Salem High School Project. Member Campbell seconded. A roll call vote was taken.
Member Campbell voted YES
Member Cornell voted YES

Vice Chair Cruz voted YES
Member Hoffman voted YES
Member Manning voted YES
Member Miranda voted YES
Mayor Pangallo voted YES
Motion passed unanimously.

2. Policy 3204: Lease and Rental of School Facilities - Third Reading

Mayor Pangallo said that this policy will be further deliberated by the Policy Subcommittee.

3. Policy 6402: Time and Location of School Committee Meetings - Third Reading

Member Cornell made a motion to approve Policy 6402: Time and Location of School Committee Meetings for third reading. Member Miranda seconded. A roll call vote was taken.

Member Campbell voted YES
Member Cornell voted YES
Vice Chair Cruz voted YES
Member Hoffman voted YES
Member Manning voted YES
Member Miranda voted YES
Mayor Pangallo voted YES
Motion passed unanimously.

Announcements

Member Miranda highlighted the Juneteenth celebration. Mayor Pangallo provided more information about the celebration.

Adjournment

Member Campbell made a motion to adjourn at 9:29 pm. Member Cornell seconded. A roll call vote was taken.

Member Campbell voted YES
Member Cornell voted YES
Vice Chair Cruz voted YES
Member Hoffman voted YES
Member Manning voted YES
Member Miranda voted YES
Mayor Pangallo voted YES
Motion passed unanimously.

Respectfully submitted by,

Shirley Dorai

Executive Assistant to the School Committee & Superintendent

**Minutes of the
Salem School Committee Retreat
Saturday, June 21, 2025
Rm. 227, 29 Highland Ave.**

Members Present: Mayor Pangallo, Vice Chair Cruz, Amanda Campbell, Beth Anne Cornell, AJ Hoffman, Mary Manning, and Veronica Miranda

Others in Attendance: Superintendent Stephen Zrike and Facilitator Paul Mills

Members Absent: None

1. Call the Meeting to Order

Mayor Pangallo called the meeting to order at 9:08 pm.

2. Review current and projected enrollment, utilization and building conditions of SPS elementary facilities.

Superintendent Zrike and facilitator, Mr. Paul Mills from Cannon Design provided the welcome address and a review of the agenda. The meeting proceeded with an activity to choose images representing current circumstance and aspirations. The common themes were community, hope and unique identity.

3. Study potential elementary school facility scenarios, including status quo, consolidations, and alternate grade band configurations.

The members looked at the data presented. There was a discussion on how to keep more students at Salem Public Schools. Suggestions included having 8th grade students speak to elementary students about their experience and also to hold a middle school expo. The dual language program expansion was also discussed. There was a comment about the need for universal screenings, school identity, district branding, more choices at elementary schools for sports, experiences and after-school programs.

4. Discuss actions, next steps, information requests and timeline for future deliberations about the future state of SPS elementary schools.

School Committee members discussed different options as well as community perception of school consolidation. Among the ideas discussed was building a new elementary school as well as combining and/or consolidating schools.

All School Committee members engaged in an activity to explore options facilitated by Mr. Mills. Suggestion about giving an opportunity for the community to weigh in and propose an option was also mentioned. Other comments included assigning dollar amounts to each proposal, timing of publicizing the proposals, begin community engagement in the fall as well as having a preliminary report from the retreat sometimes in the summer.

5. **Adjournment**

Member Cruz made a motion to adjourn at 2:08 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



CARLTON INNOVATION SCHOOL

Lauren Weaver, Principal
Merry McKenna, Assistant Principal
10 Skerry Street, Salem, MA 01970

Email: lweaver@salemk12.org
mmckenna@salemk12.org
Tel: (978) 740-1280 Fax: (978) 740-1283

June 27, 2025

Dear Members of the Salem School Committee,

We would like to request permission to send our 5th grade (E2 Seniors) to The Farm School in Athol, MA from Monday, September 22nd to Wednesday, September 24th and Wednesday, September 24th to Friday, September 26th. There would be two different groups of students attending each session.

This is a highly regarded program and will provide an authentic and shared farm experience for our students. Carlton staff will have the opportunity to directly co-plan many of these sessions with the farm school staff in all content areas.

A few areas that will be addressed:

- Human impact on the environment
- Environmental changes affect organisms
- Weather/climate patterns
- Inherited/acquired traits (animal adaptations that allow for living in a specific environment)
- Energy derived from the sun
- Descriptive and reflective writing

Curriculum and instruction will be tailored to our instructional goals and will build upon the Carlton core values of curiosity, community and effort in an entirely new context. We are very excited about this opportunity and it is something our Carlton students always look forward to as they enter their 5th grade year.

The Farm School uses a sliding scale for tuition. Based on our percentage of free/reduced lunch, they will be charging us a reduced rate of \$75.00 per student. As always, our families will not be asked to pay for this or any other field trip at Carlton.

The Carlton nurse has approved this field trip. We will be hiring a nurse to go on the field trip with students if needed.

I have included the Salem field trip form. More information about The Farm School can be found at <https://farmschool.org>.

We hope you will consider our request and approve this unique and meaningful experience.

Thank you,

Lauren Weaver, Principal

Field Trip Request Form - Salem Public Schools

Last Updated June 7, 2017

Directions: All teachers and others seeking to take students on a field trip must obtain permission from the school principal. The school nurse must also review and sign off on each field trip. For local trips, please complete this form at least two weeks prior to the date of the proposed field trip. All overnight and/or out-of-state field trips require School Committee approval and must be submitted at least one month prior to the field trip.

I. General Information

Name of School	Carlton Innovation School	Date of Request	Date of Field Trip	
Coordinator	Lauren Weaver	6/27/25	9/22-24, 2025	
Coordinator Contact Info	Phone: 978 740 1280 Email: lweaver@salemk12.org	Total Number of Students	Departure Time	Return Time
Grade Level(s)	5th	20-25	8:30am	12:30pm
Destination <i>Please identify that place AND the specific location and address for the trip.</i>	The Farm School 488 Moore Hill Rd Athol MA 01331	Location and Duration <input type="checkbox"/> Local trip within Salem/North Shore <input checked="" type="checkbox"/> In-state – within MA <input type="checkbox"/> Out of state – travel to another state <input type="checkbox"/> Within the normal school day <input type="checkbox"/> Beyond normal school hours <input checked="" type="checkbox"/> Overnight trip		

II. Learning and Accessibility

Instructional Alignment	Accessibility and Inclusion for All Students
<input checked="" type="checkbox"/> Alignment: The trip is aligned to standards <input checked="" type="checkbox"/> Preparation Plan: Students will be prepared for trip <input checked="" type="checkbox"/> Post-Trip Plan: Students will synthesize learning <u>Comments:</u>	<input checked="" type="checkbox"/> I understand district policy that all students have access to field trips <input checked="" type="checkbox"/> I will ensure that all students (e.g., students with disabilities, English language learners, etc.) have the appropriate supports they need for trip <u>Comments:</u>

III. School Nurse Review and Approval (School Nurse Signature Required)

Has the school nurse been notified of this field trip?	Has the roster of students been shared and any medical concerns reviewed?	Will an on-site nurse be needed for this field trip?
<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<i>School Nurse Signature:</i> <u>Natalie Parvin</u>		<i>Date:</i> <u>7/7/25</u>

IV. Food Services

Has the school's cafeteria manager been notified of this field trip?	Will the students be eating lunch at the school on the date(s) of the trip?	Are you requesting any bag lunches or other food for this trip?
<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No How many? <u>20-25</u> <u>1st Day lunch</u>
<i>Comments:</i>		

V. Transportation (Please fax all SPS bus transportation requests to 978-825-5542)

What is the means of transportation you will need for this trip?	<input checked="" type="checkbox"/> SPS Bus (local destinations only) <input type="checkbox"/> Private vendor (you arrange on own) <input checked="" type="checkbox"/> Specialized transportation needed	<input type="checkbox"/> Public transportation <input type="checkbox"/> Walking <input type="checkbox"/> Other: _____
If SPS Bus needed, please specify the following information:	<i>Pick Up Time:</i> <u>8:30am</u> <i>Pick Up Location:</i> <u>Carlton</u>	<i>Return Time:</i> <u>12:30</u> <i>Return Location:</i> <u>Carlton</u>

VI. Parent Involvement & Background Checks (Call 978-740-1115 with questions)

Will any parents or volunteers be participating in this trip?	Will any have "direct and unmonitored contact" with students?	CORI required for ALL parents & volunteers (please submit forms 1-2 weeks ahead). Fingerprints required for those who will have direct & unmonitored contact with students
<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	

VI. Principal Review and Approval (Required for ALL Field Trips)

<i>School Principal Signature:</i>	<i>Date:</i> <u>6/27/25</u>
------------------------------------	-----------------------------

Field Trip Request Form - Salem Public Schools

Last Updated June 7, 2017

Directions: All teachers and others seeking to take students on a field trip must obtain permission from the school principal. The school nurse must also review and sign off on each field trip. For local trips, please complete this form at least two weeks prior to the date of the proposed field trip. All overnight and/or out-of-state field trips require School Committee approval and must be submitted at least one month prior to the field trip.

I. General Information

Name of School	Carlton Innovation School	Date of Request	Date of Field Trip	
Coordinator	Lauren Weaver	6/27/25	9/24-26, 2025	
Coordinator Contact Info	Phone: 978 740 1280 Email: lweaver@salemk12.org	Total Number of Students	Departure Time	Return Time
Grade Level(s)	5th	20-25	8:30a	12:30p
Destination <i>Please identify that place AND the specific location and address for the trip.</i>	The Farm School 488 Moore Hill Rd Athol MA 01331	Location and Duration		
		<input type="checkbox"/> Local trip within Salem/North Shore <input checked="" type="checkbox"/> In-state – within MA <input type="checkbox"/> Out of state – travel to another state <input type="checkbox"/> Within the normal school day <input type="checkbox"/> Beyond normal school hours <input checked="" type="checkbox"/> Overnight trip		

II. Learning and Accessibility

Instructional Alignment	Accessibility and Inclusion for All Students
<input checked="" type="checkbox"/> Alignment: The trip is aligned to standards <input checked="" type="checkbox"/> Preparation Plan: Students will be prepared for trip <input checked="" type="checkbox"/> Post-Trip Plan: Students will synthesize learning <u>Comments:</u>	<input checked="" type="checkbox"/> I understand district policy that all students have access to field trips <input checked="" type="checkbox"/> I will ensure that all students (e.g., students with disabilities, English language learners, etc.) have the appropriate supports they need for trip <u>Comments:</u>

III. School Nurse Review and Approval (School Nurse Signature Required)

Has the school nurse been notified of this field trip?	Has the roster of students been shared and any medical concerns reviewed?	Will an on-site nurse be needed for this field trip?
<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<i>School Nurse Signature:</i> Natalie Parmer		Date: 7/7/25

IV. Food Services

Has the school's cafeteria manager been notified of this field trip?	Will the students be eating lunch at the school on the date(s) of the trip?	Are you requesting any bag lunches or other food for this trip?
<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No How many? 20-25 1st Day lunch
<u>Comments:</u>		

V. Transportation (Please fax all SPS bus transportation requests to 978-825-5542)

What is the means of transportation you will need for this trip?	<input checked="" type="checkbox"/> SPS Bus (local destinations only) <input type="checkbox"/> Private vendor (you arrange on own) <input checked="" type="checkbox"/> Specialized transportation needed	<input type="checkbox"/> Public transportation <input type="checkbox"/> Walking <input type="checkbox"/> Other: _____
If SPS Bus needed, please specify the following information:	Pick Up Time: 8:30a Pick Up Location: Carlton	Return Time: 12:30pm Return Location: Carlton

VI. Parent Involvement & Background Checks (Call 978-740-1115 with questions)

Will any parents or volunteers be participating in this trip?	Will any have "direct and unmonitored contact" with students?	CORI required for ALL parents & volunteers (please submit forms 1-2 weeks ahead). Fingerprints required for those who will have direct & unmonitored contact with students
<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	

VI. Principal Review and Approval (Required for ALL Field Trips)

School Principal Signature:	Date: 6/27/25
-----------------------------	---------------



SALEM
PUBLIC SCHOOLS
Where belonging leads to opportunity.

State of Schools School Committee July 28, 2025



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.

Portrait of a Graduate

INDEPENDENT LEARNERS & GLOBALLY ENGAGED CITIZENS



Critical Thinking

Our graduates research, identify, collect and analyze relevant information in order to make sound judgments and decisions based on effective reasoning. They apply systems-thinking processes to examine real-world issues and essential questions.



Creative Problem Solving

Our graduates are resilient and flexible innovators who identify and solve problems.



Collaboration

Our graduates are empathetic listeners who embrace multiple perspectives and are able to effectively work with a team.

Portrait of a Graduate

INDEPENDENT LEARNERS & GLOBALLY ENGAGED CITIZENS



Communication

Our graduates confidently express their thoughts and ideas to diverse audiences. They know how to professionally and effectively advocate for themselves and others.



Self-Awareness

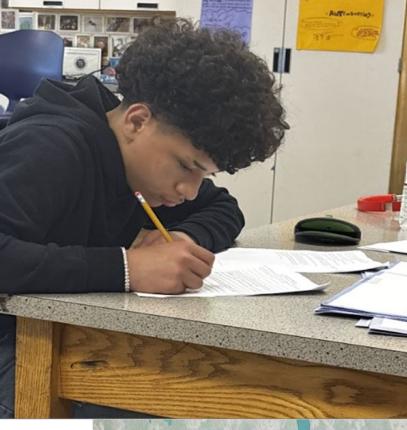
Our graduates know themselves and have the drive and the skills to develop and follow an action plan in pursuit of their personal and professional goals.



Cultural Competence

Our graduates value, embrace, and honor diversity. They promote acceptance and inclusion as they engage with all members of the community with dignity.

A System in Pursuit of Excellence



 dese

Schools of Recognition

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 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 Three: Center Belonging

Build joyful, welcoming, and supportive school communities.



Priority Four: Strengthen Our Foundation

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



Priority 1- Elevating Learning Scorecard

Measurable Outcome	3-year goal	2025 EOY Target	Actual Spring 25	Progress Rating
Increase in Student Growth (SGP)	60 SGP	Gr. 3-8: 47 Gr. 10: 45.5	52 61 (MCAS)	 
MCAS Proficiency Rates	Gr. 3-8: > 41% ELA; > 39% Math Gr. 10: > 58% ELA; > 50% Math	36.6% ELA 34.2% Math 50.6% ELA 41.6% math	37% ELA 32% Math 50% ELA (MCAS) 43% math (MCAS)	   
ACCESS Performance	55% demonstrating progress	51%	62%	
% Advanced coursework	65%	60.5%	71%	
Increase grad rates	88%	83.9%	81.6%	
Parent Confidence	70%	TBD	TBD	TBD

Priority 2- Empowering Educators Scorecard

Measurable Outcome	3-year goal	2025 EOY Target	Actual Spring 25	Progress Rating
Increase the retention rate for proficient/exemplary staff	85%	81.3%	78.7%	
Increase the percentage of educators and staff who represent ethnic diversity of SPS students	20%- teachers 25%- staff	17.5%- teachers 22.5%- staff	15.2%- teachers 21.2%- staff	 
Increase annual staff well-being and belonging composites	68%- well-being 75%- belonging	64.6%- well-being 71.6%- belonging	63%- well-being 67% belonging	 
Increase positive perceptions of the amount and quality of feedback faculty receive	60%	51.6%	47%	

Priority 3- Centering Belonging Scorecard

Measurable Outcome	3-year goal	2025 EOY Target	Actual Spring 25	Progress Rating
Reduce chronic absenteeism and dropout rate	18%- chronic 2%- dropout	20.3%- chronic 2.5%- dropout	19.3%- chronic 1.8%- dropout	
Increase % of students who feel valued	70%	61.6%	49%	
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	1.57- SOC 2.76- SWD	1.30- SOC 1.55- SWD	

Priority 4- Strengthening the Foundation Scorecard

Measurable Outcome	3-year goal	2025 EOY Target	Actual Spring 25	Progress Rating
Central Office department support	80% favorable response	70%	98%	
Adequate staff access to materials and information	51%	45%	65%	
Increase in efficiency through cross-collaboration	TBD	TBD	TBD	TBD
Response to work orders (5607) within 2 days	100%	90%	100%	

Reflections

Top Successes

- Improved STAR proficiency rates year over year
 - Grades 3-6 met proficiency targets in **Math**
 - Grades 3,5,6 met proficiency targets in **ELA**
- High school achievement
- Math assessment growth in all grades 3-8
- A targeted focus on writing- coordinated writing plan including 3 on-demand tasks
- Coordinated math plan implemented
- 6/8 of our schools met the ACCESS target of 55%+, improvement at MS and HS level
- Increases in amount/quality of feedback
- Improved implementation of data informed instruction
- Steady gain in chronic absenteeism (without buyback)
- Historic decrease in dropouts and increase in grad rates

Top Challenges

- Subgroups (MLs and SWDs) achieve proficiency at significantly lower rates
- Stagnation in ELA data in pockets across system (see DCA data)
- Cliff in performance from Pre-K to early childhood grades (K-3)
- Stagnation of teacher diversification and retention
- Student sense of belonging and well being
- Ensuring that all students have a defined and rigorous college or career plan

Priorities

<i>Priority 1</i>	<i>Priority 2</i>	<i>Priority 3</i>
<ul style="list-style-type: none">• Strengthen academic monitoring & lesson Internalization• Data meetings• Early Literacy	<ul style="list-style-type: none">• Amount and quality of feedback• PD Input• Retention and diversification of educators	<ul style="list-style-type: none">• Explicit SEL• Chronic absenteeism• Post-secondary planning (HS and MS)

The Work Ahead

- ★ *If a classroom does not operate as if the young people in it were capable of greatness, it will never be a just classroom. But operating as if young people are capable of greatness does not mean pandering. It means loving young people enough to push them, with warmth, grace, and humanity, to work harder than they may be inclined to.*
- ★ *Different teachers with good conscience answer the call of equity in different ways, but if students attend schools that do not foster in them excellence in reading, writing, science, and math, and therefore leave them unprepared to achieve excellence and leadership in their chosen field, we have not created a more socially just world, no matter how committed to action we may be. Equity starts with achievement. (xxiii-xxv)– Teach Like a Champion*

Diverse Pipelines Update

July 28, 2025



Accomplishments

- 3-time recipient of **Teacher Diversification Grant**
- 1 of 7 districts selected for **Registered Teacher Apprenticeship Program**
- New partnership with Middlesex Community College
- New relationship with the Autonomous University of Santo Domingo (UASD)

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.

- 2.1. Attract, grow and develop excellent, committed educators who reflect the values and diversity of the community.
- 2.2. Engage educators in high-quality professional learning designed to strengthen instruction and prepare them to meet the needs of all students.
- 2.3. Provide constructive, actionable, formal and informal feedback.
- 2.4. Offer equitable incentives to entice talented educators to choose to stay and grow in the Salem Public Schools.



Current State

- Over a threefold increase in paraprofessionals of color
- Nearly tripled the percent of teachers of color
- Percent of administrators of colors increased while total administrator FTEs decreased

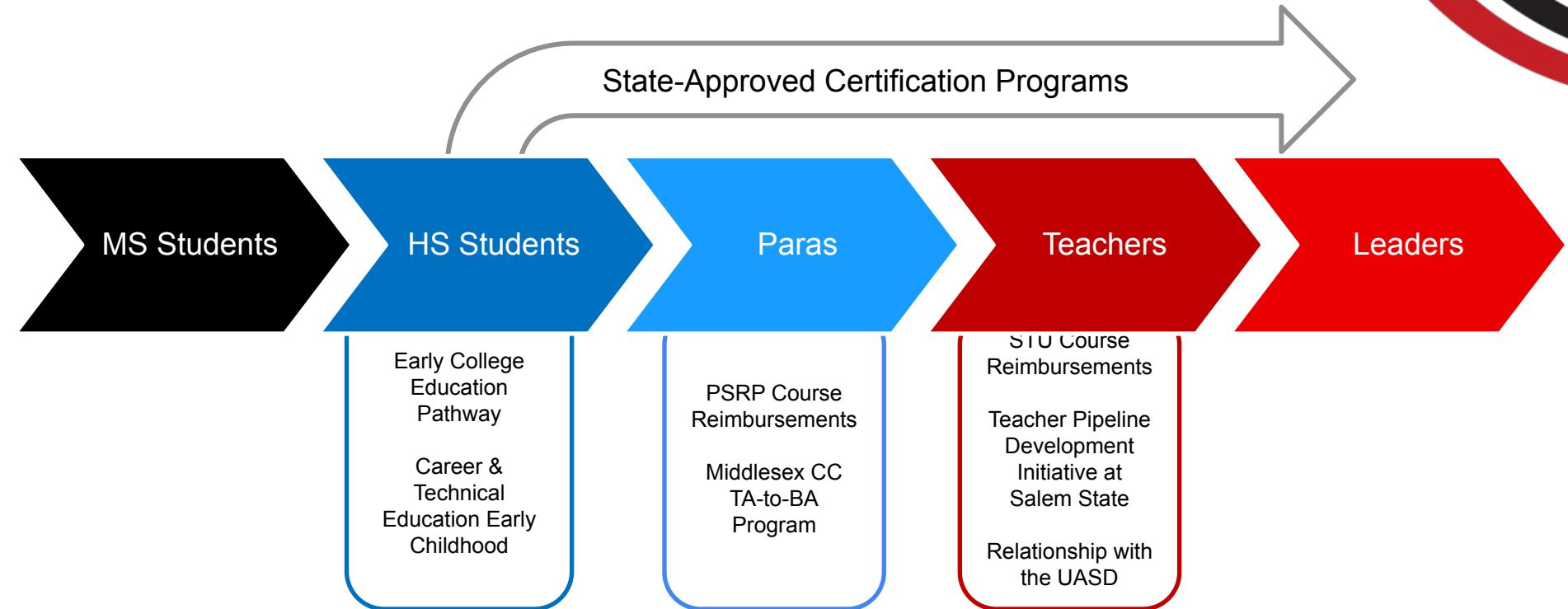
% SPS Staff of Color by Job Classification

Year	Teachers	Paras	All Staff
20-21	5.7%	9.1%	10.8%
21-22	9%	20.5%	14.3%
22-23	12.9%	25.8%	17.9%
23-24	17.3%	28.6%	21.4%
24-25	15.2%	28.4%	21.2%

Accessible via [DESE Staffing Reports](#)
[by Race/Ethnicity](#)



Pipeline Entry Points



Initiative Map

Salem
Public
Schools

Higher
Education
Partners

Foundations
and
Non-Profits



In-District Programming

- **Early College:** Education Pathway
 - Coursework from Salem State University
- **Career & Technical Education:** Early Education & Care
 - Graduation with industry credential
- Workshops (e.g., Latinos for Education advocacy training for 10th graders)
- Experiential learning (e.g., budding SHS partnership with Horace Mann)



70
students



49
students



Partnership with Higher Education

- **Practicum:** supervised teaching experience for teacher candidates
- **InSPIRED Tutors:** pre-practicum opportunity for aspiring educators of color
 - Open only to SSU students, hired by SPS
 - Placement at a school
 - Paid at BA rate, 19 hours/week
- **Teacher Pipeline Development Initiative:** fully online coursework
 - SPS employees with BA can earn initial licensure in graduate-level degree program
 - Participating districts have designated liaisons to assist SPS staff
- **Early College Education Pathway:** college credit for SHS students
- **TA-to-BA Program:** support with degree completion for paraprofessionals



3 SPS paras
in SY 25-26

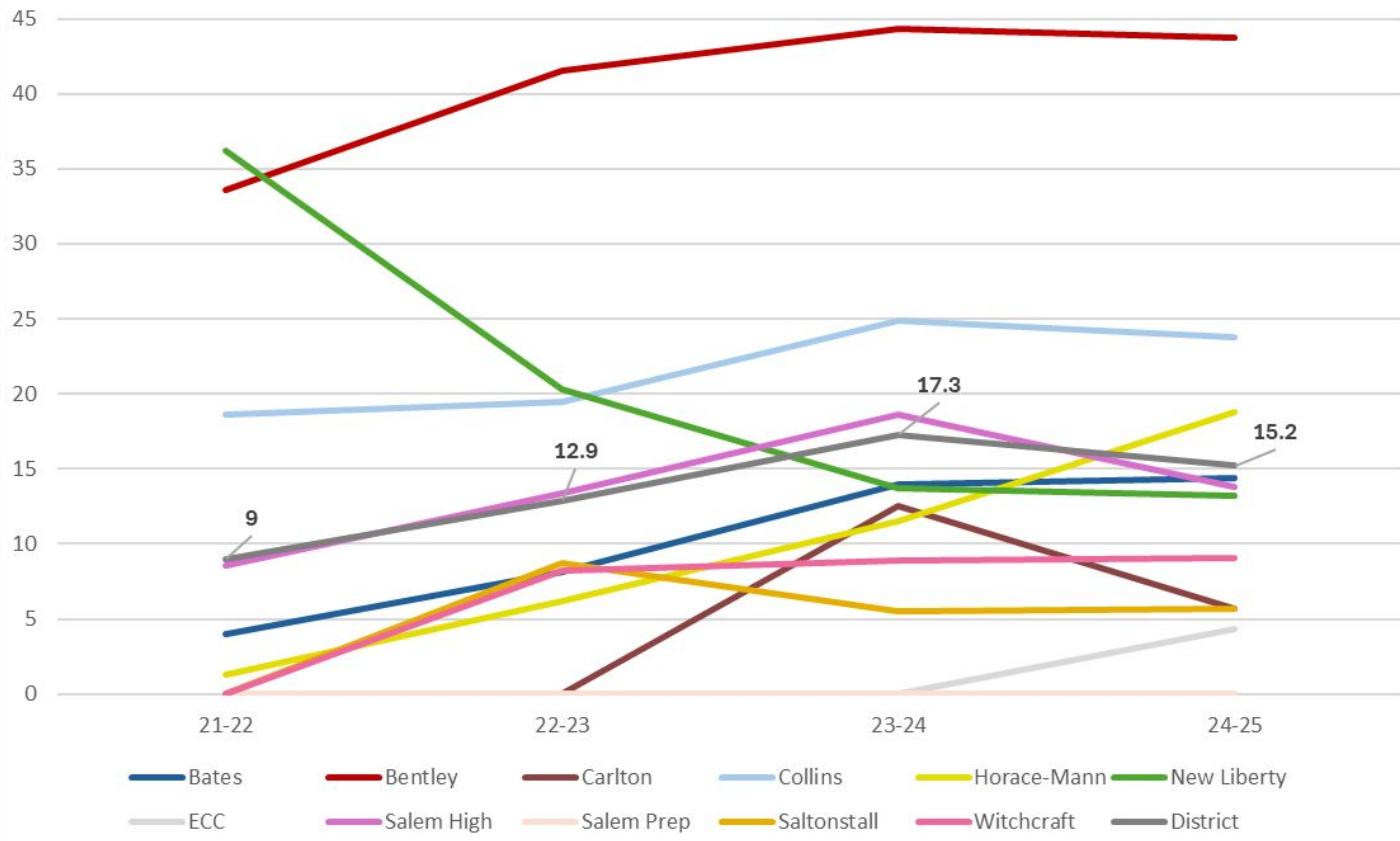
Foundations and Non-Profit Partners



- Support for Early College students on college application process and job skills
- Advocacy trainings for grade 10 students and communications materials about career in education
- Investments in SPS Early College Education Pathway and in Middlesex CC program for paraprofessionals
- Grant to conduct landscape analysis with TNTP-The New Teacher Project in 2021



% Teachers of Color in Salem



Considerations for the Committee:

- Which pipeline initiatives have resulted in diverse teacher/administrator hires?
- How diverse is our applicant pool? By position and by school?
- At what rate are educators and staff of color leaving or transferring? By school?
How do we build an infrastructure for more timely access and accuracy of this data?
- If Salem is to meet its 2026 goals, how might we engage in more targeted efforts (e.g., school-specific goals)?
- What is the best process for the School Committee to continue to advise on matters of educator diversity (e.g., local educator diversity council)?
- Do we have the infrastructure to actively recruit SPS graduates?

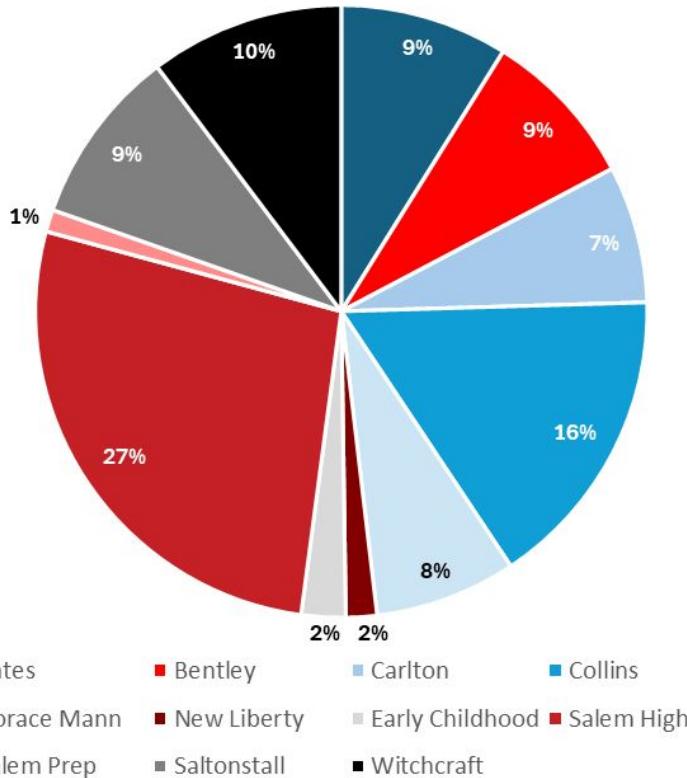


Appendices

SPS Strategic Plan Goals

Metric	Goal by 2026	Actual as of 2025
Staff of Color	25%	21.2%
Teachers of Color	20%	15.2%

Teacher Distribution by School in 24-25



Accessible via
[DESE Staff Retention Report](#)
(counts not unduplicated)

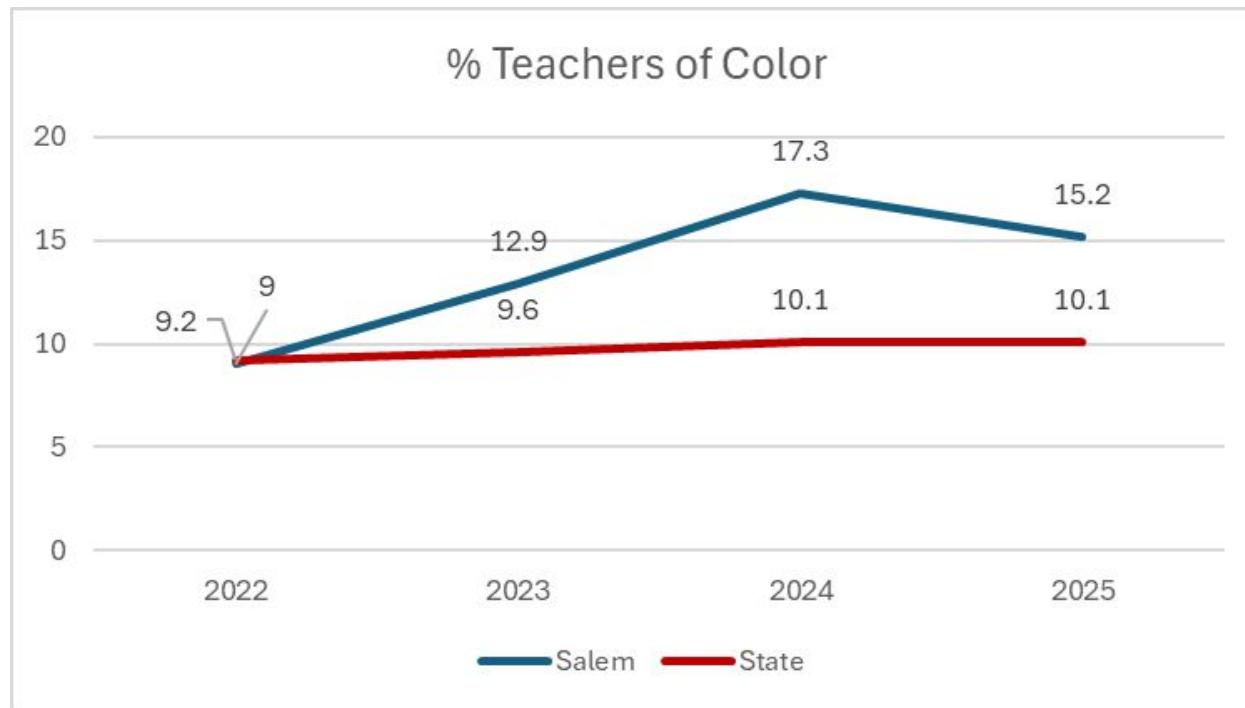


Impact of Teacher Diversification Grants

dese MASSACHUSETTS
Department of Elementary
and Secondary Education

Change from
2022 to 2025?

Salem: +6.2%
State: +0.9%

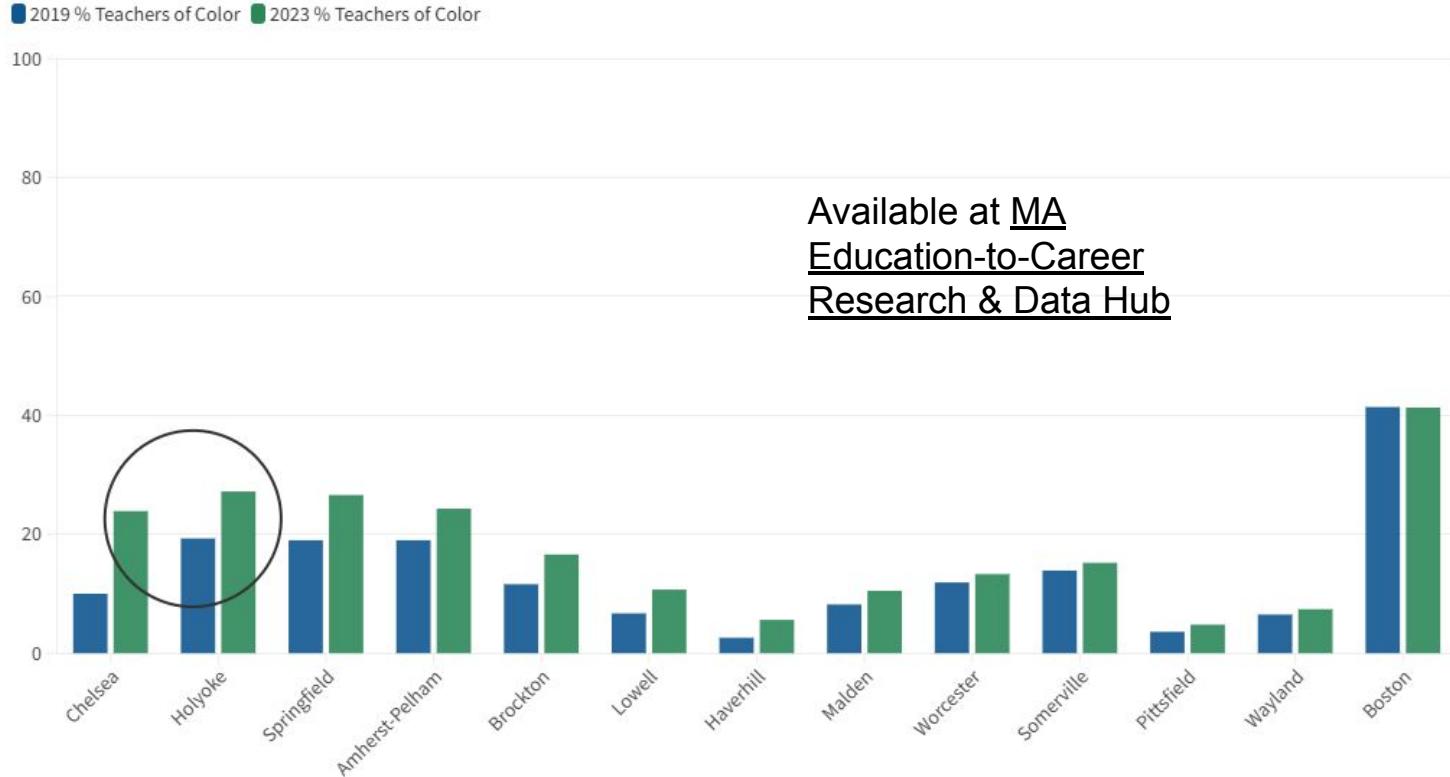


Salem Public Schools

Insights from the Teacher Diversification Program Districts

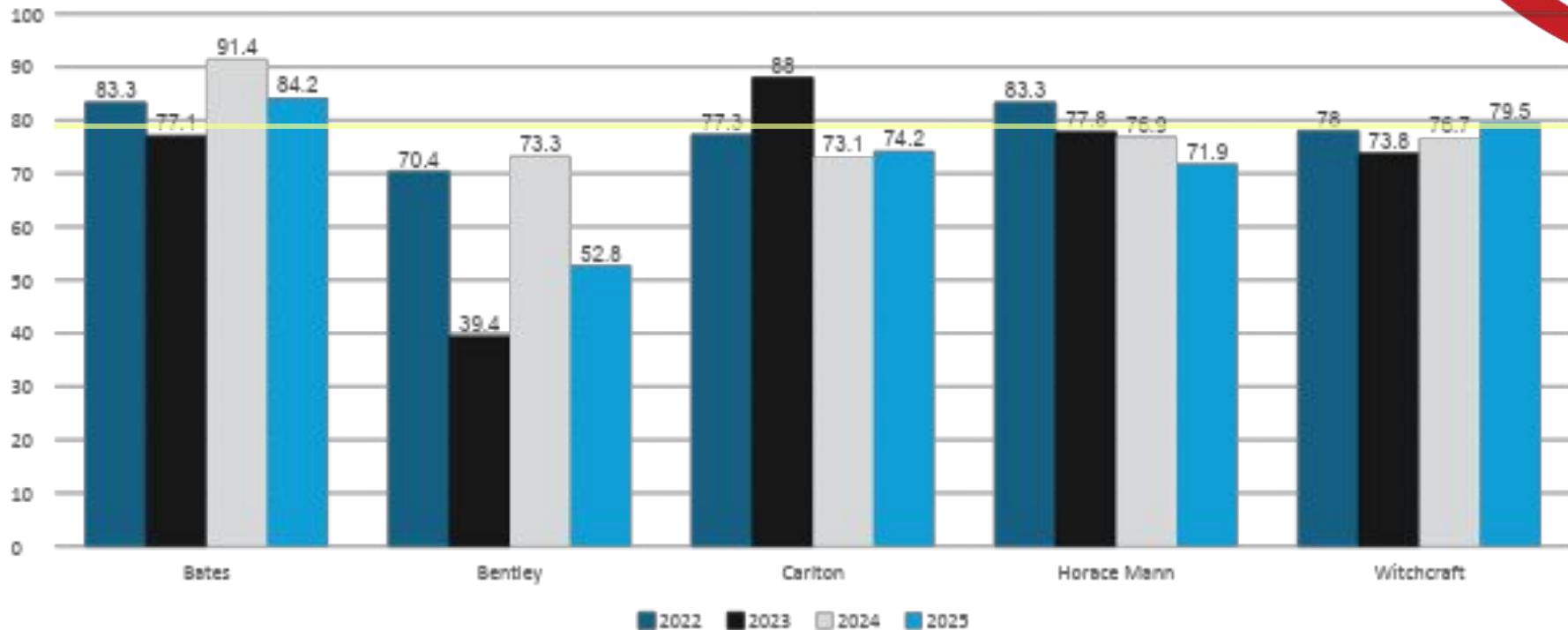


Changes in percentage of teachers of color between 2019 to 2023 varied by TDG districts.

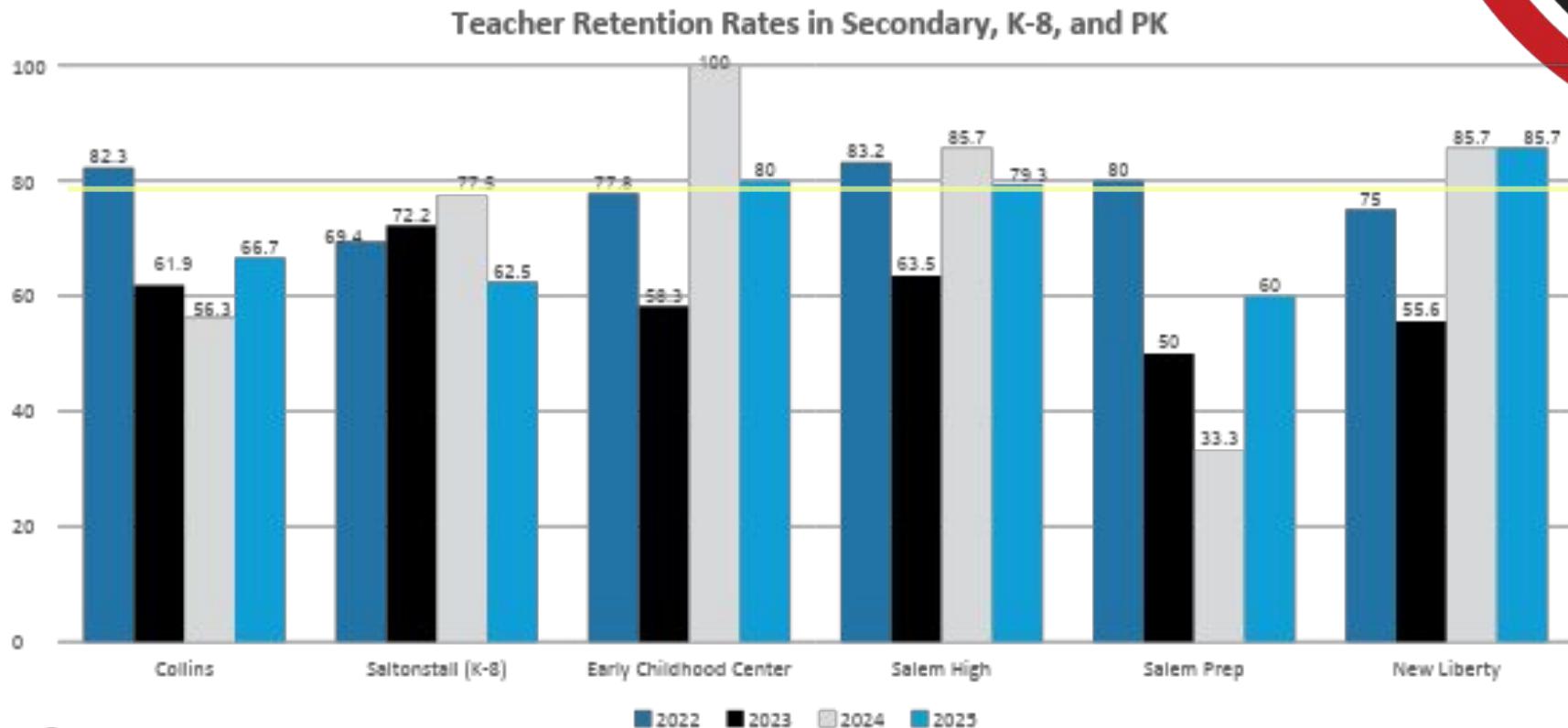


All but Bates and Witchcraft below district average of 78.7% for 2025.

Teacher Retention Rates in Elementary



Salem High, New Liberty, and ECC above district average of 78.7% for 2025.





SALEM

PUBLIC SCHOOLS

Where belonging leads to opportunity.

Stephen K. Zrike, Jr., Ed.D.

Superintendent

29 Highland Ave. Salem, MA 01970

978-740-1212

szrike@salemk12.org

July 28, 2025

RE: MSBA Update

School Committee Members,

There has been a great deal of activity with the new building at Salem High School over the last few weeks. On July 16th, I gave a presentation with our design team to the Facilities Assessment Subcommittee (FAS) of the Massachusetts School Building Authority.

We had an opportunity to share our proposed educational program and our preliminary design ideas. We explained our need for a newly constructed, 9-12 building and clarified aspects of the proposed plan that falls outside of the MSBA's recommended standards. The FAS examined the extent to which our project aligns with the district's educational goals and MSBA space guidelines. It is a key checkpoint in the MSBA's process to ensure that the school project is educationally sound and fiscally responsible. As part of the discussion period, the following topics were discussed:

- Size and distribution of the proposed special education spaces and DESE review process
- Opportunity to use the updated educational program as a resource for community outreach and engagement
- Importance of continued faculty and student feedback as well as involvement as the design progresses
- Suggestion to create more interdisciplinary, project-based learning opportunities for second semester seniors
- Appreciation for the proposed layout and flexibility of classroom neighborhoods
- The proposed project's relationship to the adjacent Horace Mann School, including site coordination, parking, and academic collaboration opportunities
- Differences in size and prominence between entries for bus and parent drop-off and associated gathering spaces for students
- Opportunities to further refine ground floor program and adjacencies
- Appreciation for the site plan and use of green space
- Interior connections and potential to create transparency between the gym and cafeteria
- Outdoor learning spaces and public access through the site
- Integration of CTE and early college program offerings
- Benefits of procuring a construction manager and schedule considerations associated with construction logistics and site phasing
- Sustainability goals and design factors for building systems
- Review of the District's decision factors for selection of new construction following prior building renovations; and,
- The importance of an efficient design as it relates to design enrollment, program offerings, and project cost.

We expect the full Board of the MSBA to vote on and approve this Preferred Schematic report on Wednesday, August 27.

Additionally, on Friday, July 25 we met with staff from the MSBA to discuss achieved milestones, progress of the proposed project, the preferred solution, and the project timeline for the coming months.



www.salemk12.org



@SalemSchoolsK12



@SalemPublicSchools



What is Next: The next step in the process is the continued review of our schematic design submittal (this includes the basis of the project cost). We are expecting feedback on our design in the coming weeks so that we can prepare for a December submission and final MSBA Board approval at their regularly scheduled February 2026 meeting. We will also be launching into a robust community engagement process so that Salem residents can better familiarize themselves with the details of this exciting project!

Sincerely,

Stephen K. Zrike, Jr., Ed.D.

6/21 SCHOOL COMMITTEE RETREAT SUMMARY



SALEM
PUBLIC SCHOOLS
Where belonging leads to opportunity.

TIMELINE OF RECENT SCHOOL COMMITTEE INITIATIVES

Sept 2021- Feb 2022	June 2022	Sept 2021	April 2022	Dec 2022	Summer 2024	Nov 2024	Feb 2025
Master Facility Plan: Community Engagement	Master Facility Plan: Completion + Recommendations	District-wide Pre-K Expansion	Mass School Building Association (MSBA) Application for SHS	MSBA Approval	Salts/Collins Middle Schools Merger: Community Engagement	Salts/CMS Merger Vote	SHS 9-12 Grade Configuration Vote

RETREAT GOALS

- Initiate strategic discussion about Salem elementary school programs and facilities.
- Review elementary school options considered in the 2022 School Facility Master Plan
- Review current conditions, projected enrollment, school capacity, and facilities
- Re-explore potential options for future implementation
- Set goals for critical next steps

RETREAT OUTCOMES

School Committee members committed to:

- Investing in and expanding our most sought after programs:
 - Dual Language
 - Early Childhood
 - Innovative Teaching and Learning Models
- Identifying an in-district location for our alternative high schools: New Liberty Innovation School and Salem Prep
- Making the most efficient use of facilities district-wide
- Exploring the learning, extracurricular, and financial benefits of uniformly-sized elementary schools throughout the district
- Modifying the intra-district school choice policy to improve community engagement, maintain district-wide socioeconomic balance, and address rapidly increasing transportation costs

School Committee Meeting Dates 2025-2026

Time: 7:00 PM

Location: 29, Highland Avenue, Room 227, Salem, MA 01970 and via Zoom

Regular Session Meeting Dates (Mondays unless otherwise stated):

- 1) **July 28, 2025**
- 2) **August 18, 2025**
- 3) **September 8, 2025**
- 4) **September 22, 2025** - (Proposal to change to Wednesday, September 24, 2025)
- 5) **October 6, 2025**
- 6) **October 20, 2025**
- 7) **November 3, 2025**
- 8) **November 17, 2025**
- 9) **December 1, 2025**
- 10) **December 15, 2025**
- 11) **January 5, 2026**
- 12) **January 26, 2026**
- 13) **February 9, 2026**
- 14) **March 9, 2026**
- 15) **March 23, 2026**
- 16) **April 6, 2026**
- 17) **April 27, 2026**
- 18) **May 11, 2026**
- 19) **May 26, 2026 (Tuesday)**
- 20) **June 8, 2026**
- 21) **June 22, 2026**