

Total: Overall Rating: Exemplary Progress Towards Goals: Met

Progress towards goals	Manny Cruz	Amanda Campbell	Veronica Miranda	Mary Manning	Dominick Pangallo	Beth Anne Cornel	AJ Hoffma	Average Score
Professional Practice	Exceeded	Met	Exceeded	Exceeded	Met	Exceeded	Exceeded	Exceeded
Student Learning Goals	Met	Exemplary	Met	Met	Exceeded	Significa	Significant Progress	Met
District Improvement	Exceeded	Met	Met	Exceeded	Met	Met	Significant progress	Met

Overall

Standard	Manny Cruz	AJ Hoffman	Amanda Campbell	Veronica Miranda	Mary Manning	Dominic Pangallo	Beth Corn
Standard 1 Instructional Leadership	Exemplary	Proficient	Exemplary	Exemplary	Proficient	Exemplary	Profi
Standard 2 Management & Operations	Exemplary	Exemplary	Proficient	Exemplary	Exemplary	Exemplary	Exen
Standard 3 Family & Community Engagement	Exemplary	Exemplary	Exemplary	Exemplary	Exemplary	Exemplary	Exen
Standard 4 Professional Culture	Exemplary	Exemplary	Exemplary	Exemplary	Exemplary	Exemplary	Exen
Overall	Exemplary	Exemplary	Exemplary	Exemplary	Exemplary	Exemplary	Exen

Rating**Exemplary**

Overall:

Steve, it has been a pleasure to work with you for nearly five years now. I am grateful to learn from your expertise and wisdom and appreciate your collaborative approach with school committee and with educators within SPS, as well as your commitment to providing all students with a high quality education. Your dedication to not just high achievement but also social emotional wellbeing for all students is remarkable. You are also so incredibly reflective and always seek feedback on your own

practice. I am so grateful for the opportunity to have worked with you - please know that I truly feel you have made such a positive, significant impact on not just the Salem Public Schools but also on me as an educator.

Standard I: Instruction Leadership

Strengths:

AC: Dr. Zrike's steadfast commitment to equitable student support is clear in the increase in student achievement that the Salem Public Schools has experienced in the 2024 assessment cycle, with double digit gains at the high school level and gains at the elementary and middle school level as well.

DP The achievements of Salem Public Schools in the most recent accountability data speaks to the exemplary level of instructional leadership demonstrated by Dr. Zrike. Salem now has the #1 academically performing public school district across all of Massachusetts' Gateway Cities. Our enrollment has increased by over 160 students over the last four years. In the Commonwealth, less than 15% of all public schools met or exceeded their accountability targets, but here in Salem 50% of them did so. Not one of our schools is now in the bottom 10% of schools statewide, and every one of them improved their accountability ranking compared to the state —two of them, Bates and Salem High School, with double-digit increases. Of the over 1,750 public schools in Massachusetts, the state only named 57 of them "Schools of Recognition" based on their exceptional performance. Two of those 57 were Salem schools — Horace Mann Laboratory School and, again, Salem High School.

Area of Growth:

Standard II: management and Operations

Dr. Zrike has effectively managed district operations, safety, human resources, and financial planning, ensuring a stable and efficient learning environment. His leadership has strengthened school safety, staff diversity, and resource allocation while navigating budget constraints and contractual obligations. Areas for continued focus include enhancing staff retention, refining scheduling systems, and ensuring long-term financial sustainability.

Area of Growth

Standard II: Family and Community Engagement

As a result of Dr. Zrike's exemplary approach to family and community engagement, communication has moved from one of the most common complaints from Salem families to an area of strength and pride. Families frequently note his speed in responding, his dedication to resolving issues. He has ensured that the translation and interpretation department is appropriately staffed and funded, and has developed structures and routines to provide quick updates, opportunities for connection with the community, and for sharing updates with school committee as well.

Standard IV: Professional Culture

Over the last two years, Salem has met or exceeded more accountability targets than any Gateway City in the Commonwealth.

Rates of chronic absenteeism have improved so that now in top 3 of Gateway City school districts in terms of overall attendance.

Steve is an active participant at school committee policy sub-committee meetings on a regular basis, where work is ongoing to provide policy level support specifically to the wide range of issues raised in IV-B. He provides input on areas in need of committee attention, then provides the backbone of implementation as strong as needed.

Dr. Zrike holds himself and those around him to high standards of professionalism and cultural responsiveness. He is excellent at building a coalition for decisions, ensuring that people feel connected to the process and that they have opportunities to share feedback and concerns.