

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 September 24, 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/86244410183?pwd=Ev9O11HI21wwnl22RXhPggRQRD8GmI.1>

Passcode: 785927


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 August 18, 2025
2. Approval of Minutes of Regular School Committee Meeting held on September 8, 2025
3. Approval of Field Trip to Cardigan Mountain and Lodge, Alexandria, New Hampshire for New Liberty Innovation School students on October 21-22, 2025
4. Approval of FY25 Warrants:
 1. 08/20/2025 - \$5,716.28
 2. 08/27/2025 - \$2,229.74
 3. 09/03/3035 - \$13,509.38
 4. 09/17/2025 - \$8,000.00Approval of FY26 Warrants:
 1. 08/21/2025 - \$395,708.35
 2. 08/28/2025 - \$776,878.96
 3. 09/04/2025 - \$1,041,650.39
 4. 09/11/1015 - \$576,209.07
 5. 09/18/2025 - \$588,899.74

5. Student Representative Report

6. Superintendent's Report

1. College and Career Counseling Update
2. Playground Committee Update
2. Massachusetts School Building Authority (MSBA) Update
3. Finance and Operations Report

7. Subcommittee Reports

1. Finance Subcommittee
2. Personnel Subcommittee
3. Building & Grounds Subcommittee
4. Curriculum Subcommittee
5. Policy Subcommittee

8. Motions and Resolutions

1. Authorization for the Disposal of Surplus Materials

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, Vicepresidente



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”

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 24 de septiembre, 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/86244410183?pwd=Ev9O11HI21wwnl22RXhPggRORD8GmI.1>

Contraseña: 785927


1. Orden del día

1. Resumen de la Política de Participación Pública (Política del Comité Escolar n° 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**.

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 ordinaria del Comité Escolar celebrada el 18 de agosto de 2025.
2. Aprobación del acta de la reunión ordinaria del Comité Escolar celebrada el 8 de septiembre de 2025.
3. Aprobación de la excursión a Cardigan Mountain and Lodge, Alexandria, New Hampshire para los estudiantes de New Liberty Innovation School los días 21 y 22 de octubre de 2025
4. Aprobación de las órdenes de pago para el año fiscal 25:
 1. 20-ago-2025 - \$5,716.28
 2. 27-ago-/2025 - \$2,229.74
 3. 3-sep-3035 - \$13,509.38
 4. 17-sep-2025 - \$8,000.00Aprobación de FY26 Warrants:
 1. 21-ago-2025 - \$395,708.35
 2. 28-ago-2025 - \$776,878.96
 3. 4-sep-2025 - \$1,041,650.39
 4. 11-sep-1015 - \$576,209.07
 5. 18-sep-2025 - \$588,899.74

5. Informe del representante estudiantil

6. Informe del Superintendente

1. Actualización de la orientación universitaria y profesional
2. Actualización del Comité del Patio de Juegos
2. Actualización de la Autoridad de Construcción de Escuelas de Massachusetts (MSBA)
3. 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. Autorización para la eliminación de materiales sobrantes

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, August 18, 2025
Rm. 227, 29 Highland Ave.
Hybrid Meeting**

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

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

Members Absent: Amanda Campbell and Mary Manning

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.

Approval of Agenda

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

Public Comment

There was no public comment.

Approval of Consent Agenda

1. Approval of Minutes of Regular School Committee Meeting held on July 28, 2025
2. Approval of FY25 Warrants:
 1. 07/30/2025 - \$112,359.13
 2. 08/06/2025 - \$16,694.25
 3. 08/13/2025 - \$86,629.33Approval of FY26 Warrants:
 1. 07/24/2025 - \$264,258.70
 2. 07/31/2025 - \$535,415.12
 3. 08/07/2025 - \$363,263.83
 4. 08/14/2025 - \$419,275.34

Member Cornell made a motion to approve the consent agenda. Member Miranda seconded and it was so VOTED. Motion passed unanimously.

Student Representative Report

There was no report.

Superintendent's Report

Superintendent Zrike welcomed the teachers and students who will be returning to school the following week.

1. Update on Back to School (all priorities)

Superintendent Zrike presented a brief back to school update. Deputy Superintendent Carbone; Assistant Superintendent Pauley; Executive Directors Lowe, Doucette-Ly, Wingard and LeBlanc; Director of Human Resources, Dr. Conrad; and Diversity, Equity, Inclusion and Engagement Director, Laura Assade also presented back to school updates.

In response to Vice Chair Cruz, Deputy Superintendent Carbone said that the goal of 80% proficiency in foundational skills by 2029 for the PRISM (Partnerships for Reading Success — Massachusetts) grant was set by the Massachusetts Department of Secondary and Elementary Education (DESE). Interim goals can be set by the district. In response to another question, Deputy Superintendent Carbone said that the after-school PreK program is offered in-house in every building on a sliding scale and it includes partners that offer yoga, sports, art, etc.

Vice Chair Cruz also asked about how opportunities for staff to get licensed is being communicated. Dr. Conrad said Human Resources and principals provide this information. A network of support through various pathways is also being built to help in this effort. Vice Chair Cruz requested an update on the number of staff on waivers and those who are pursuing the different pathways.

Member Cornell requested to have the Director of Extended Academics & Enrichment Services, Taylor MacDonald, present to the School Committee an update on the Student Voice Project. In response to a question from Member Cornell, Superintendent Zrike said that the Carlton Innovation School does not yet have a digital learning specialist because this position was going to be phased in at the different schools. In response to another question, Assistant Superintendent Pauley said that the food program is fully funded using federal funds primarily as well as state funds. Member Cornell asked how screening for children aged between 3-5 is done. Executive Director Doucette-Ly responded that it was offered in two rounds last year to gauge their readiness for school and any needs for extra support. This year, there will be three rounds of screenings. In response to Mayor Pangallo, Executive Director Doucette-Ly said that the screenings are open to any child between the ages of 3-5 in Salem.

Superintendent Zrike commented that the School Committee has to work on the competency determination again for the school district. A policy change regarding this matter was made in the spring but there have been updates to the requirements from DESE. The policy needs to be reviewed to incorporate the changes by December 31st.

2. Massachusetts School Building Authority (MSBA) Update

Superintendent Zrike said the final design is scheduled for December 2025. The district needs to provide feedback to the MSBA on the educational program. The debt exclusion

vote is scheduled for some time in May 2026. The Building Committee is in the process of selecting a construction firm for the project.

5. Finance and Operations Report

Assistant Superintendent Pauley provided her report in the earlier portion of the meeting.

Subcommittee Reports

1. Finance Subcommittee

No report at this time.

2. Personnel Subcommittee

No report at this time.

3. Building and Grounds Subcommittee

Member Miranda said that the subcommittee met in early August to review the facilities rental form. The form was modelled after the Framingham Public Schools' template.

4. Curriculum Subcommittee

No report at this time.

5. Policy Subcommittee

No report at this time.

Motions and Resolutions

Announcements

Member Miranda brought up the matter of receiving a letter from the Hall of Fame earlier in August. Superintendent Zrike said the letter was about including teams for consideration for the Athletic Hall of Fame and this was referred to the Hall of Fame Committee. The Hall of Fame Committee had a meeting the previous week and they indicated that they are interested in including the teams but needed more time to vote before referring it to the Policy Subcommittee.

Adjournment

Vice Chair Cruz made a motion to adjourn at 8:08 pm. Member Miranda seconded and it was so VOTED. Motion passed unanimously.

Respectfully submitted by,

Shirley Dorai

Executive Assistant to the School Committee & Superintendent

**Minutes of the Regular Session
of the Salem School Committee
Monday, September 8, 2025
Rm. 227, 29 Highland Ave.
Hybrid Meeting**

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

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

Members Absent: Mayor Dominick Pangallo

Call of Meeting to Order

Mayor Pangallo called the meeting to order at 7:04 pm and informed the public that the docket contains the public participation procedure and how to access Spanish interpretation.

Approval of Agenda

Member Campbell made a motion to approve the agenda. 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 ABSENT

Motion passed with 6 votes in favor and 1 absent.

Public Comment

There was no public comment.

Approval of Consent Agenda

There were no items on the consent agenda.

Student Representative Report

Student Representative Sula introduced herself as a senior at Salem High School and provided more information about her background, academic and extra curricular participation as well as her aspirations for the future. Student Representative Sula provided updates on the freshman orientation, PSAT/SAT dates, AP results, new cafeteria options, preparations for spirit week and the start of fall sports.

Superintendent's Report

Superintendent Zrike said that the first meeting with the Student Advisory Group will take place on September 15th. Superintendent Zrike thanked everyone for the smooth start of the school year. The facilities team worked hard to prepare the buildings for students. The Collins Middle School welcomed about 150 students from Saltonstall. The Bates playground was opened recently. Superintendent Zrike said that enrollment has increased as there are 80 students more than last year at the same time. Some transportation matters are being addressed.

Assistant Superintendent Pauley said that families are now using trip finder apps to see where their students are on the bus. There was an issue with the app which has now since been resolved. Superintendent Zrike mentioned that the traffic congestion at the Collins Middle School has increased.

Superintendent Zrike provided a quick update about the high school building project. Since the last School Committee meeting, the Massachusetts School Building Authority (MSBA) voted to approve the project's preferred schematic report. The next step is to submit the final design. The MSBA will be changing the reimbursements for the project which means that the rates would be increasing beginning in January. The designs for the project will be displayed at all the schools. The MSBA also approved the \$2.5 million reimbursement for the Bates Elementary School roof project which is scheduled for next summer.

Superintendent Zrike commented that Lieutenant Governor Kim Driscoll visited Salem along with the Department of Public Health Commissioner to learn more about Cartwheel, tele mental health partner.

Member Miranda said that some parents voiced that certain crosswalks had no crossing guards. Superintendent Zrike asked families and School Committee members to email him about these locations so that he can follow-up. Superintendent Zrike informed the School Committee members that he would email a list of areas where crossing guards are present. Member Hoffman suggested having flashing lights on Jackson Street to indicate students crossing. Member Hoffman also suggested placing the new high school building designs for the project at the community center to inform the public.

Superintendent Zrike announced that Diversity, Equity, Inclusion and Engagement Director, Laura Assade, has been appointed to the Racial Imbalance Advisory Council by the Department of Elementary and Secondary Education (DESE).

1. Summer Programs Update

Deputy Superintendent Carbone provided a brief introduction of the summer programs. Director of Extended Academics & Enrichment Services, Taylor MacDonald, presented the summer programs update.

In response to Vice Chair Cruz, Ms. MacDonald said the students in the summer internship program were paid hourly.

2. Artificial Intelligence (AI) Guidance and Discussion

Deputy Superintendent Carbone provided a brief introduction of artificial intelligence. Executive Director of Instructional Technology, Marc LeBlanc, presented the artificial intelligence guidance and discussion.

Student Representative Sula commented that the student AI chat is helpful. Member Miranda mentioned that students should be aware that AI should not be used to replace real connections with humans. Member Miranda asked about mental health as well. Mr. LeBlanc said that there are modules for students that speak to social media and AI. Mr. LeBlanc further explained that there is a filter built into all Google products including Google Gemini where anything that a student writes into a chatbot that raises any suspicion about the mental health or well-being of a student, designated individuals at the school will get alerts. Deputy Superintendent Carbone added that some information about AI and school counselors can be added into professional development. Member Cornell said that at a recent training, there were professionals who were talking about how AI can help students on the autism spectrum to understand facial cues and tone.

Vice Chair Cruz said that the federal government is allowing acceptable use of federal grants for education which includes AI professional development. The AI task force from the White House released several initiatives regarding AI in education and one of them is a presidential challenge to allow educators and students to use AI to solve real world problems as part of civics projects. Vice Chair Cruz continued that there are about 60 or so signatories for an AI pledge in education and major companies are considering releasing curriculum and workforce development opportunities. Vice Chair Cruz also mentioned that there are ethical considerations in using AI.

Superintendent Zrike said that there are three policies in the pipeline that need to be voted on by the School Committee in the next two months which are requested by DESE. One of which is the middle school pathway policy on College, Career and Technical Education (CTE) for middle school exploration. The second is the review of the admissions criteria at the high school so that it matches the new guidelines. The third policy is the competency determination which needs to be revised to incorporate new guidance.

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

Member Campbell made a motion to refer the CTE middle school pathway, admission criteria at the high school level and competency determination to the Policy Subcommittee. 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 ABSENT

Motion passed with 6 votes in favor and 1 absent.

Motions and Resolutions

1. Approval of Salary Adjustment for Superintendent

Vice Chair Cruz said that according to the Superintendent's five year contract that was set in 2022, the School Committee needs to meet with the Superintendent annually to discuss compensation. This has not been done for the last three years. Vice Chair Cruz said that the Superintendent has requested a 7% increase to cover the last three years which would be an annual increase of 2.33% and this is less than what was received by non-union personnel as well as the bargaining units. Vice Chair Cruz added that Superintendent Zrike had a proficient rating the first year and exemplary ratings for the following two years for his evaluation. Vice Chair Cruz expressed appreciation for the selflessness of Superintendent Zrike for requesting less than what he deserves.

Vice Chair Cruz continued that the Personnel Subcommittee met to discuss and referred the matter to the School Committee which was taken up in an Executive Session.

Member Campbell made a motion to approve the 7% salary increase for Superintendent Zrike. 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 ABSENT

Motion passed with 6 votes in favor and 1 absent.

Vice Chair Cruz said that according to the Superintendent's contract, the School

Committee needs to meet annually before April 30th to discuss the Superintendent's compensation.

Announcements

Vice Chair Cruz said that the playground at the Early Childhood Center (ECC) looks fantastic and thanked the ECC staff.

Adjournment

Member Campbell made a motion to adjourn at 8:08 pm. 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 ABSENT

Motion passed with 6 votes in favor and 1 absent.

Respectfully submitted by,

Shirley Dorai

Executive Assistant to the School Committee & Superintendent



NEW LIBERTY INNOVATION SCHOOL

Welcome all. Challenge yourself. Create a positive impact.

Sep 16, 2025

RE: Request for Out Of State Trip

Dear Salem School Committee Members,

New Liberty Innovation School believes in getting students out into the world and experiencing nature through real life adventures. We are requesting permission to take a free trip through the Appalachian Mountain Club to Cardigan Mountain and Lodge in October. We will plan on going up on Tuesday, October 21st and returning on Wednesday, October 22nd. The Be Outdoors program will be offering equipment and a stay in the lodge at minimum cost to us. We will be able to bring 8-12 students and do two days of hiking and team building activities. We plan on using a district van to offer transportation to and from the lodge. The address where we will be staying is:
[774 Shem Valley Rd, Alexandria, NH 03222-6](#)

Our students have told us that getting outside of their own world and participating in these types of activities improves their mental health. We are eager to provide these kinds of experiences to our students and value partnerships that make this possible. Additionally, this opportunity builds a vital and positive school culture and is usually the highlight of the year for the students who go on the trip. While on the trip, our students will be working on the skills outlined in our Portrait of a Graduate: Communication, Collaboration, Critical Thinking, Creative Problem Solving, Self-Awareness and Cultural Competence.

Please let me know if you have any questions and we look forward to your approval.

Sincerely,

Jennifer Thomas, LICSW, SAC
School Adjustment Counselor

2 East India Square, Suite 200, Salem, MA 01970 | Phone 978 825-3470 | Fax 978 825-3475 | nlis.salemk12.org



SALEM HIGH SCHOOL

2025-2026

DARE TO GROW

College and Career Counseling (C3)

Our Story



Identity, Agency, Purpose



Changes and Impacts In SY 25

- One-on-one post secondary planning for course selection
- Implementation of workshops aligned with MyCap
- Utilize Naviance for planning and course requests
- Leverage community and university partnerships for advanced learning and work-based experiences





Attuned Assessment- 6 Key Initiatives

- Implement a research based set of learning and experiences for all students (i.e. a Tier 1 counseling curriculum).
- Prioritize information sharing from the SHS leadership team to the entire professional staff regarding the current student outcomes and gaps in performance and post-secondary attainment.
- Set specific metrics that measure both the inputs, outputs, and outcomes related to students' post-secondary preparation; create or strengthen systems to regularly monitor progress against those measures and to intervene as needed.
- Identify professional learning experiences regarding the rapidly evolving college admissions landscape and best practices for executing a comprehensive counseling program for students with diverse goals and pathways.
- Increase the amount of family programming to engage parents/guardians as partners in the post-secondary planning process.
- Collaboration between C3s and SACs should be deepened and led by a school administrator in service of meeting identified academic, social-emotional, and post-secondary goals for all students.



Advanced Coursework

Inputs	Baseline (SY 21)	2024-2025	SY26 Target
% of Juniors and Seniors who enrolled in advanced courses - all students	52%	76%	79%
% of Juniors and Seniors enrolled in advanced courses - Hispanic students	43%	60%	63%
% of Juniors and Seniors enrolled in advanced courses - Black students	29%	55%	60%
% of Juniors and Seniors enrolled in advanced courses - Students with Disabilities	26%	52%	60%
% of Juniors and Seniors enrolled in advanced courses - M	25%	37%	40%



Outputs - Applications, FAFSA,

Post-Graduation

Outputs	Baseline (SY 21)	2024-2025	SY26 Target
% of Freshmen and Sophomores who have selected courses for the following year aligned to post secondary planning and rigor	72%	97%	98%
% of Seniors who completed at least 3 college applications OR 3 workforce development applications	32% - college unknown - workforce	39% - college 30%- workforce	45% - college 45% - workforce
% of students whose postsecondary plan is either unknown or not education/apprenticeship or military.	35%	7%	5%
% of students who began the CTE pathway and completed it with certification	unknown	88%	90%
% of students who are employed or successfully enrolled in a 2-year or 4-year college by the Fall after graduation	52%	74%	77%



MyCAP Implementation

In SY 2025, C3 successfully designed and implemented a structured workshop model that closely aligns with the MyCAP Scope and Sequence– [ATLAS UNIT PLANNER](#)

Inputs	Baseline (SY 21)	2024-2025
% of 9th and 12th grade students who met with C3 for at least one 1:1 meeting by January 30, 2025	95% for freshmen 83% for seniors	87% freshmen and 95% for seniors
% of 10th and 11th grade students who met with C3 for at least one 1:1 meeting by June 2025	62% for sophomores 74% for juniors	88% for sophomores 94% for juniors
% of students demonstrating mastery of at least 75% of the knowledge and skills embedded in Tier 1 scope and sequence	Scope and sequence created in SY23 was implemented in SY24 (prior to then there was no comparable baseline)	74% of students
% of students who spend at least 5 hours learning the school's Tier 1 scope and Sequence	8.6 hours through Crew - 0 hours of push in workshop	92% through push in workshops with counselors and Crew





Priorities for SY 2025-2026



Driver: Student Engagement in Counseling: 95% of 9th and 12th grade students will meet with their counselor for grade-level individual post-secondary planning.

Interim Targets/November 15: 50% of 9th and 12th graders have a documented counselor meeting; all seniors complete graduation/postsecondary check-in.

Interim Targets/February 15: 75% of 9th and 12th graders have documented meetings; 100% of “at-risk” seniors have intervention plans.

Action Steps	Lead	Start	Complete
1. Create a grade level meeting calendar for grades 9 and 12.	MGS	September 1st	September 15th
2. Conduct senior check-ins with graduation plan + postsecondary planning.	Counselors	September 15th	November 15th
3. Track meetings in Naviance/Aspen and review weekly in supervision.	MGS	September 15th	June 30th
4. Provide targeted outreach to students without a meeting.	Counselors	February 15th	June 30th
5. Develop and monitor individual graduation intervention plans for seniors who are off-track.	MGS	November 15th	June 6th

Priorities for SY 2025-2026



Driver: Post Secondary Application: Increase the percentage of seniors who apply to at least 3 postsecondary institutions from 39% to 75% by June 2026.

Interim Targets/November 15: 50% of identified college-going seniors have submitted at least 1 application; 30% have applied to 3 or more schools.		Interim Targets/February 15: 70% of identified college-going seniors have submitted at least 2 applications; 60% have applied to 3 or more schools.	
Action Steps	Lead	Start	Complete
1. Provide professional development to counselors on application coaching and financial aid advising.	MGS	September 1st	November 15th
2. Host senior family engagement nights on applications, FAFSA, and affordability.	College and Career Team	September 2nd	March 30th
3. Coordinate and advertise college rep visits; ensure all seniors attend at least one that does not have 3 identified schools they are applying to.	MGS/Counselors	September 1st	June 6th
4. Implement weekly “application workshops” during crew/advisory.	Counselors	September 5th	June 6th
5. Track application progress in Naviance and review weekly in supervision.	MGS	August 25th	June 30th
6. Targeted interventions for seniors with <3 applications (1:1 counseling, parent outreach, peer application days).	Counselors	November 15th	June 6th

Priorities for SY 2025-2026



Driver: Post Secondary Pathway Awareness Measure: 90% of students will spend at least 5 hours learning about postsecondary pathways (college, career, military, workforce).

Interim Targets/November 15: At least 2 push-in lessons per grade completed either in class or in CREW.

Interim Targets/February 15: At least 4 push-in lessons completed either in class or in CREW toward 5-hour requirement; 75%+ participation documented across grades.

Action Steps	Lead	Start	Complete
1. Integrate 5 structured push-in lessons into annual scope & sequence from MyCAP in ATLAS.	MGS	September 15th	June 30
2. Deliver 2 push-in units per grade in fall semester.	Counselors	September 15th	January 15th
3. Collect Naviance usage and lesson participation logs.	MGS	October 1st	November 15th
4. Deliver 2 additional push-in units in winter semester.	Counselors	January 15th	May 1st
5. Review participation data during weekly supervision	MGS	September 15th	Ongoing
6. Ensure multilingual learners and students with disabilities have adapted postsecondary lessons and supports for equitable access.	Counselors + MLL/SPED Leads	September 15th	June 30

Priorities for SY 2025-2026



Driver: FAFSA Completion Rate: Increase FAFSA completion rate for seniors to 75% (baseline 68%).

Interim Targets/November 15: 40% of seniors have started FAFSA.		Interim Targets/February 15: 65% of seniors completed FAFSA; targeted follow-up plan created for non-completers.	
Action Steps	Lead	Start	Complete
1. Provide professional development for counselors on FAFSA changes and financial aid advising.	MGS	September 15th	November 15th
2. Host family FAFSA completion nights (with translation support, laptops, and on-site financial aid reps).	Counselors + Community Partners	October 1st	February 15th
3. Partner with College Affordable and local colleges for FAFSA workshops.	MGS	October 15th	June 30th
4. Track FAFSA completion weekly using state data portal; review in supervision.	MGS	October 16th	June 30th
5. Conduct targeted outreach (calls, texts, small group sessions) for seniors flagged as non-completers by January.	Counselors	January 1st	June 30th
6. Provide individualized support for high-need groups (first-gen, multilingual learners, students with complex family income structures).	Counselors and Community Partners	November 1st	June 30th

Structures and Shifts:



- With the hire of a dedicated 9th grade school counselor, expand intensive college and career exploration through Exploratory and Elective courses.
- With the new Multilingual Learner (MLL) school counselor, shift to differentiated small-group workshops rather than a full-class model to increase accessibility and engagement.
- Increase community workshops and face-to-face opportunities to help families better understand the college process and postsecondary pathways.
- Utilize OneGoal to strengthen areas of growth and identify/implement new strategies for areas showing only marginal improvement.
- Expand the weekly Curriculum common planning time counseling structure to evaluate the effectiveness of the MyCAP Scope and Sequence, make curriculum adjustments, and review student outcome data.

Structures and Shifts:



- Increase meeting time and face-to-face collaboration with Assistant Principals to ensure consistent, effective On-Track Conferencing and utilization of data for effective and individualized graduation and postsecondary plans.
- Expand partnerships with LEAP, College Affordable, One Goal, Salem State and additional partners to expand support for post secondary planning in one-on-one application process, financial aid support, and college essay writing.
- Implementation of a universal post secondary and credit tracking sheet for all counselors to combine data for better data analysis, team meeting and Tier 1 supports, and Risk Review meetings

SALEM HIGH SCHOOL

Where Scholars Graduate as Independent
Learners & Globally Engaged Individuals



SPS Early Childhood Playgrounds

9/24/25

Let's Talk about Play



As parents, we understand that...

- **SPS faces financial constraints**, and difficult decisions, like taking a building offline, may be on the horizon.
- **Even in tight budget years, our youngest learners need safe, inclusive spaces** for physical activity, social development, and sensory exploration.
- **Current playground conditions may expose the district to legal and reputational risk**, due to age-inappropriate structures and lack of ADA accessibility.
- **Playgrounds are often a family's first impression of a school**—and outdated or unsafe equipment sends the wrong message about our district's priorities.

Carlton

Kindergarten students use an open **asphalt area on school property** - no shade, no fixed equipment, and limited play value

Loose toys have been added recently

Grades 1-5 rely on a **nearby Park & Rec playground** – not managed by SPS. This will be **offline this year for renovations**.

No dedicated, age-appropriate play space exist for all students during school hours



Salem Early Childhood Center

This city playground includes swings and only one other piece of equipment that is usable, age-appropriate for 3-5 year olds, and commercial-grade. This playground is used by both the ECC and Bentley Pre-K.



HMLS

Mulch is not ADA accessible for students who use wheelchairs and present a choking hazard for some students with special needs.



Younger HMLS playground



Pathways playground

Exploring a Low-Cost Option - Loose Toys

These toys are significantly **less expensive** than installing new surfacing or **permanent equipment** and can offer **imaginative and sensory play opportunities**, especially for younger children. However, they:

- **Do not support gross motor development** such as climbing, balancing, or full-body movement
- Require daily setup and storage, adding **logistical burdens for teachers and staff**.
- Include items more **prone to wear and breakage**
- **Lack visual impact**, helping build excitement and pride in the school

Research consistently shows that well-designed, age-appropriate playgrounds lead to **sustained increases in physical activity**, even after the novelty wears off.

What do we suggest?

- If a school goes offline, we need to ensure that there is an appropriate play space available at any new location.
- Consider the pros and cons of using public playgrounds managed by Parks and Rec instead of SPS.
- Find funding to hire a development professional who can help secure funds for playgrounds and other projects. These projects can't wait.

What do we suggest?

- **Ensure continuity of play spaces:** If a school building goes offline, any relocation must include an appropriate, age-appropriate outdoor play area.
- **Evaluate the pros and cons of using public playgrounds** including accessibility, supervision, and wider community use.
- **Invest in long-term fundraising capacity.** A development professional could help secure grants and philanthropic support for playgrounds and other capital projects.
- **Act with urgency:** These projects directly impact student safety, inclusion, and engagement. They cannot be deferred.



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

September 24, 2025

RE: MSBA Update

School Committee Members,

Please find a few important updates to share with the School Committee regarding the Salem High School building project.

- **Salem High School Construction Manager selection:** Last week, the Construction Manager Selection subcommittee of the High School Building Committee conducted interviews with the four short-listed firms. In order of the interview sequence, these were: Skanska, Shawmut + WT Rich Joint Venture, Suffolk, and Gilbane. After the interviews were completed, the Committee deliberated and unanimously selected Shawmut + Rich.
- **Presentation to City Council:** Mayor, Superintendent and Committee Chairs provided an update to the City Council about the most updated design plans, projected building costs, timelines/deadlines and the tradeoffs of supporting the project/not supporting the projects.
- **Design Plans:** Have been provided to every school so that the proposed design can be featured in the lobby as students, families, staff and visitors enter the building. These plans were available as caregivers visited schools for Open House over the last two weeks.
- **Schematic Design:** We are in the process of finalizing our Schematic Design for MSBA review. The lead designer is meeting with SHS departments and administration to refine the plan in advance for December's submission.
- **Tabling:** Members of the Building Committee will be present at community events in the coming weeks and months to share information about the project with constituents.
- **Upcoming Meeting:** The next meeting is scheduled for this Thursday, September 25 from 6-8:15 pm in the School Committee Chambers.

Sincerely,

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



www.salemk12.org



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Authorization for the Disposal of Surplus Materials

Authorization is being sought for the disposal of the following materials and electronic equipment listed in the two tables below based on them being broken or obsolete.

Science Materials:

Name of the Curriculum Resource	ISBN or SERIAL NUMBER, quantity of resource	Reason for exiting resource	Current location of resource	Notes
Microscopes	0197073, 40	Out dated and some are broken	Collins Middle School	broken items can be discarded
Triple beam balance	700/800, 20	Out dated and some do not work anymore	Collins Middle School	broken items can be discarded
Buret clamp/ coated jaws	7-G37-N 27/16/CF, 200	No longer needed for current Amplify curriculum it was for IQWST	Collins Middle School	
Hot plates	64990165143, 20	We have newer ones from the new curriculum and some do not work	Collins Middle School	broken items can be discarded
Clam Lamp	31271, 200	It was for previous IQWST curriculum and not necessary for Amplify curriculum	Collins Middle School	
Arm blood pressure monitor IP21	16041200140806, 5	Not used for current curriculum	Collins Middle School	
Goggles/ safety glasses	EN166B ANI Z87.1, 100	Broken/scratched	Collins Middle School	broken items can be discarded
Dissolved Oxygen Portable Meters	810666003600, 3	Not longer used with current curriculum	Collins Middle School	

Dissecting trays	not found, 40	We do not do dissections with current curriculum	Collins Middle School	
Laboratory stand	unknown, 50	No longer used with current curriculum	Collins Middle School	
Density Columns	unknown, 60	No longer used in current curriculum	Collins Middle School	
vernier probes		many outdated vernier probes that are not compatible with our current technology	Saltonstall Elementary	

Technology Equipment:

Device	Amount
Projectors	70
Chromebooks	200
iPads	30
All-in-one Desktops	10
iMacs	20
Printers	6
Smartboard	1
Monitors	10
Desktops	10
Mac Mini	2
Macbooks	100