

**Salem Public Schools
School Committee**

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



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

Mayor Dominick Pangallo, Chair

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

REGULAR SCHOOL COMMITTEE MEETING

Notice is hereby given that the Salem School Committee will hold a **Regular School Committee meeting on October 20, 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/89509838688?pwd=IapJuUWoLb9mfnLcl2lR6zM5kTK8TU.1>

Passcode: 839293

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 October 6, 2025
 2. Approval of Field Trip to SkillsUSA Fall State Leadership Conference, Marlborough, MA for Salem High School Students on November 23-24, 2025
 3. Approval of FY26 Warrants:
 1. 10/02/2025 - \$1,251,512.12
 2. 10/09/2025 - \$1,250,799.20
 3. 10/16/2025 - \$920,487.81
- 5. Student Representative Report**
- 6. Superintendent's Report**
 1. Massachusetts Comprehensive Assessment System (MCAS) Update - Part 2
 2. Collins Middle School Update and Middle School Pathway Exploration in Alignment with Career and Technical Education (CTE) Regulations Policy - Draft
 3. Recruitment, Admission, and Retention for Career and Technical Education (CTE) Programs Policy - Draft
 4. Massachusetts School Building Authority (MSBA) Update
 5. Finance and Operations Report
 1. Angela's Preschool & Daycare License Renewal
- 7. Subcommittee Reports**
 1. Finance Subcommittee
 2. Personnel Subcommittee
 3. Building & Grounds Subcommittee
 4. Curriculum Subcommittee
 5. Policy Subcommittee
- 8. Motions and Resolutions**
 1. Middle School Pathway Exploration in Alignment with Career and Technical Education (CTE) Regulations Policy - Draft
 2. Recruitment, Admission, and Retention for Career and Technical Education (CTE) Programs Policy - Draft
 3. Approval for Alcohol to be Served at the Hall of Fame Induction Ceremony at the Veteran's Memorial Field House at Salem High School on November 18, 2025 during After School Hours.
 4. Angela's Preschool & Daycare License Renewal
- 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”

REUNIÓN REGULAR DEL COMITÉ ESCOLAR

Por la presente se notifica que el Comité Escolar de Salem celebrará una **Reunión regular del Comité Escolar el 20 de octubre, 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/89509838688?pwd=IapJuUWoLb9mfNLc12IR6zM5kTK8TU.1>

Contraseña: 839293

1. Orden del día

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

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

2. Interpretación en directo al español.

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

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

2. Aprobación de la agenda

3. Comentarios del público

Si desea participar en la parte de comentarios públicos de la reunión, puede acercarse al podio para hablar durante esta sección de la reunión. Si desea hacer un comentario a través de Zoom, puede hacerlo entrando en la reunión de Zoom y haciendo clic en la función “levantar la mano”. Cuando sea su turno para hablar, un moderador anunciará su nombre, activará su línea y le permitirá hablar.

4. Aprobación del orden del día

1. Aprobación del acta de la reunión regular del Comité Escolar celebrada el 6 de octubre de 2025.
2. Aprobación de la excursión a la Conferencia Estatal de Liderazgo de SkillsUSA, Marlborough, otoño. MA para estudiantes de secundaria de Salem los días 23 y 24 de noviembre de 2025
3. Aprobación de las órdenes de pago del año fiscal 2026:
 1. 2-oct-2025 - \$1 251 512,12
 2. 9-oct-2025 -\$1 250 799,20
 3. 16-oct-2025 - \$920 487,81

5. Informe del representante estudiantil

6. Informe del Superintendente

1. Actualización del Sistema de Evaluación Integral de Massachusetts (MCAS) - Parte 2
2. Actualización sobre la escuela intermedia Collins y exploración de caminos educativos en consonancia con Carreras vocacionales y Técnicas Política sobre reglamentos de educación en Carreras Tecnicas y Vocacionales (CTE) - Borrador
3. Reclutamiento, admisión y retención para la educación en Carreras Tecnicas y Vocacionales (CTE) Política de programas - Borrador
4. Actualización de la Autoridad de Edificios Escolares de Massachusetts (MSBA)
5. Informe financiero y operativo
 1. Renovación de la licencia de la guardería Angela's Preschool & Daycare

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. Exploración de itinerarios educativos en la escuela secundaria en consonancia con Carreras Tecnicas y Vocacionales (CTE) Política sobre reglamentos de educación en Carreras Tecnicas y Vocacionales (CTE) (CTE) - Borrador
2. Reclutamiento, admisión y retención para la educaciónen Carreras Tecnicas y Vocacionales (CTE) (CTE) Política de programas - Borrador
3. Aprobación para servir alcohol en la ceremonia de inducción del Salón de la Fama en Veterans's Memorial Field House en Salem High School el 18 de noviembre de 2025 durante el horario extraescolar
4. Renovación de la licencia de guardería Angela's Daycare & Preschool

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, October 6, 2025
Rm. 227, 29 Highland Ave.
Hybrid Meeting**

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

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

Members Absent: Amanda Campbell

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

Member Campbell ABSENT

Member Cornell voted YES

Vice Chair Cruz voted YES

Member Hoffman voted YES

Member Manning ABSENT

Member Miranda voted YES

Mayor Pangallo voted YES

Motion passed with 5 votes in favor and 2 absent.

Public Comment

There was no public comment.

Approval of Consent Agenda

1. Approval of Minutes of Regular School Committee Meeting held on September 24, 2025
2. Approval of Field Trip to Hershey and Philadelphia, PA for Salem High School Music students on May 15-18, 2026
3. Approval of Field Trip to Cape Cod Fairgrounds for Salem High School Varsity Boys Cross Country Team on October 12-13, 2025
4. Approval of FY26 Warrants:
 1. 09/25/2025 - \$732,520.30

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

Member Campbell ABSENT

Member Cornell voted YES

Vice Chair Cruz voted YES

Member Hoffman voted YES

Member Manning ABSENT

Member Miranda voted YES

Mayor Pangallo voted YES

Motion passed with 5 votes in favor and 2 absent.

Student Representative Report

Student Representative Sula mentioned some of the SAT and Preliminary SAT dates at the Salem High School. Student Representative Sula informed the School Committee that she joined the State Student Advisory Council to the Board of Elementary and Secondary Education (BESE). Student Representative Sula said that the Advisory Council heard about projects for seniors, assessments and tests that might be implemented, portfolios for work, competency determinations in high schools as well as classes, internships and activities that neighboring school districts are conducting.

Superintendent's Report

Superintendent Zrike spoke about the MCAS achievement and accountability which was divided into two parts. The first part for Grades 3-8 was presented at the meeting and the second part for high school grades will be presented at the next meeting.

1. Massachusetts Comprehensive Assessment System (MCAS) Update

Superintendent Zrike presented the update. In response to Member Miranda, Superintendent Zrike said dual language schools are not compared to other dual language schools but rather, they are compared to all other schools.

Deputy Superintendent Carbone and Executive Director of Academics, Sonia Lowe, continued the presentation. Member Cornell asked to compare the district's disproportionality with other gateway cities.

In response to Member Cornell, Deputy Superintendent Carbone said that the schools are using the same materials except for some schools such as the innovation schools. Deputy Superintendent Carbone continued that there are probably differences as to the degree in which these materials are used in different classrooms. In response to Vice Chair Cruz, Superintendent Zrike said that the district is looking to learn from other schools who have the same demographics and good results.

In response to Member Hoffman, Deputy Superintendent Carbone said civics is being taught in schools from elementary to middle school. In response to Member Miranda, Deputy Superintendent Carbone said that all MCAS assessments are computer based.

Superintendent Zrike announced that there are two consultants working on the elementary school reconfiguration to gather data from stakeholders. They will present their findings to the School Committee in November. Superintendent Zrike also said that this is the last year of the strategic plan as it ends in 2026. There are funds to work on a new strategic plan with the same consultant who helped with the current plan. There are also stipends available for those who engage in this effort with the goal of delivering an updated strategic plan by the end of this school year for the start of the 2026-2027 school year. Superintendent Zrike added that a safety webinar was scheduled for the community on the following day in collaboration with the Salem Police Department.

Another matter highlighted by Superintendent Zrike is that the district is in preliminary discussions with Salem State College about potentially relocating the New Liberty Innovation School to the Salem State campus. Mayor Pangallo added that it would be a great opportunity for the students. Member Cornell suggested that the November School Committee meeting should be advertised so that the community is aware.

Member Manning joined the meeting at 7:40 pm.

2. Massachusetts School Building Authority (MSBA) Update

Superintendent Zrike provided the update. Superintendent Zrike added that the design for the new high school building is on display at the schools and Central Office.

In response to Member Hoffman, Mayor Pangallo said that the High School Building Committee is currently discussing the types of fields, turf, grass, lights, scoreboard, bleacher storage as well as bathroom access.

3. Finance and Operations Report

Assistant Superintendent Pauley presented an update on operations.

1. Budget Transfer Request

Assistant Superintendent Pauley explained that the transfer is from a personnel line to a non-personnel line for \$6,000.

Superintendent Zrike announced that Operations Hero, the facilities application, is going to be made available for high school students through the ClassLink site so that they can report on anything that might need to be fixed. Assistant Superintendent Pauley added that this initiative will be rolled out in October once the guidance for the high school students is finalized.

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 Cornell reminded everyone that the Massachusetts Association of School Committees (MASC) is working with the subcommittee to review the policy manual. The liaison from MASC provided the subcommittee with the first update at the most recent meeting. MASC is working on reconfiguring the numbering system as well as suggestions to adopt Massachusetts General Law language. Member Cornell added that the MASC liaison will be at a future School Committee meeting to explain a new approach to reviewing and updating policies because it will not happen one policy at a time but rather in sections unless there are policies which are of particular concern or interest to the School Committee or the public.

Motions and Resolutions

1. Budget Transfer Request

Member Cornell made a motion to approve the budget transfer request. Member Miranda seconded. A roll call vote was taken.

Member Campbell ABSENT

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 with 6 votes in favor and 1 absent.

Announcements

Mayor Pangallo said that the City Council had approved the bond order of \$3.6 million for the Bates Elementary School's roof repair project and it now awaits a second vote which is scheduled to take place later in the week. This project is in the accelerated repair program with the MSBA. Mayor Pangallo also thanked everyone who participated in the recent haunted happenings parade. Member Cornell said that the air conditioning is always on in the Bertram locker room and bathrooms.

Adjournment

Member Miranda made a motion to adjourn at 8:09 pm. Member Cornell seconded. A roll call vote was taken. A roll call vote was taken.

Member Campbell ABSENT

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 with 6 votes in favor and 1 absent.

Respectfully submitted by,

Shirley Doria

Executive Assistant to the School Committee & Superintendent

Field Trip Request Form - Salem Public Schools

Last Updated: August 2024

irections: All educators 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				
School	Salem High School	Grade Level(s)	Date of Request:	Date of Field Trip:
Trip Planner	Jeff Stuart	10-12	1-16/2025	11/23-11/24/2025
Contact Info	Phone: 781-706-1842 Email: jstuart@salemk12.org		# of Students:	Depart: 7am Return: 9pm
Destination	Name: Fall State Leadership Conference Location: Best Western Royal Plaza Hotel		Location and Duration Fall State Leadership Conference Location: Best Western Royal Plaza Hotel 181 Boston Post Road, West - Marlborough, MA 01753 Overnight 11/23-22/24/2025	
Destination Address	Best Western Royal Plaza Hotel 181 Boston Post Road, West - Marlborough, MA 01753		<input type="checkbox"/> Local trip (Salem/North Shore) <input checked="" type="checkbox"/> In-state – within MA <input type="checkbox"/> Out of state <input type="checkbox"/> Within the normal school day <input type="checkbox"/> Beyond normal school hours <input checked="" type="checkbox"/> Overnight trip	
Funding Source	For Bus: CTE	For other (admissions costs, etc.):		

II. Learning and Accessibility

Instructional Alignment

Alignment: The trip is aligned to grade-level standards.
 Pre- and Post-Plan: Students will be prepared for the trip and will have the opportunity to synthesize new learning from the experience.

Comments: yes

Accessibility and Inclusion for All Students

*District policy requires field trips to be accessible to all students.
 *Trip planners must ensure that all students (e.g., students with disabilities, multilingual learners, etc.) have the appropriate supports.

I understand these requirements. yes
 Comments:

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? Have medical concerns been reviewed?	Will a nurse be needed for this field trip?
<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

School Nurse Signature:

R. L. King RN

Date: 10/16/25

IV. Food Services

Has the school's cafeteria manager been notified of this field trip?	Will students be eating lunch at school or on the field trip?	Are bag lunches needed for this trip?
<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> At school <input checked="" type="checkbox"/> On field trip	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No How many? _____
Comments:		

V. Transportation

Transportation needed:	<input checked="" type="checkbox"/> Bus (must submit a field trip request form by clicking the Tripfinder icon in Classlink at least 2 weeks before the trip. (Click here for Tripfinder tutorial) Only principals, APs, and secretaries have access to submit requests.)	<input type="checkbox"/> Public transportation <input type="checkbox"/> Walking <input type="checkbox"/> Other: 8 passenger van
If traveling by bus:	Pick Up Time: 7:00 am Pick Up Location: Salem High School	Return Time: 9:00 pm Return Location: Salem High School

VI. Parent Involvement & Background Checks

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:

A. L. King

Date: 10/16/25

SkillsUSA Fall State Leadership Conference

Location: Best Western Royal Plaza Hotel

181 Boston Post Road, West - Marlborough, MA 01753

11/23/2025 - 11/24/2025

8 Students attending

Salem Public Schools 2025 MCAS & ACCESS Results

School Committee Meeting
October 20, 2025



Salem Public Schools





Performance and Attendance

Chronic Absenteeism

DESE definition of chronic absenteeism = a student missing at least 10% of their enrolled days in a school year, including excused and unexcused.



The **dotted red line** indicates our strategic plan goal of **18%** chronic absenteeism.

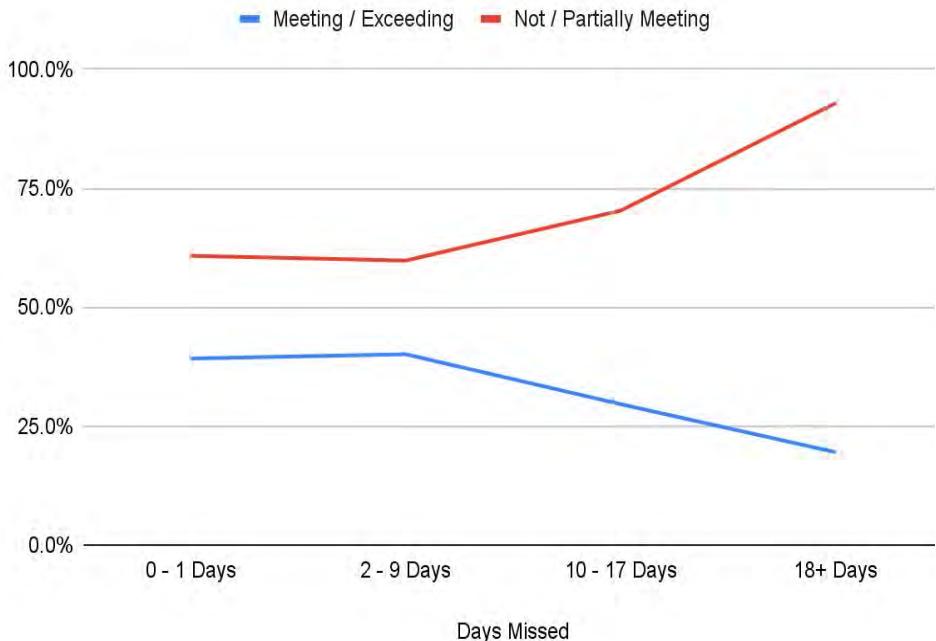
Chronic absenteeism decreased from **34% to 19.2%** from the **2021-22 to 2024-25 SY** (**-15% decrease**)

Our chronic absenteeism rates continue to improve such that Salem Public Schools has the third lowest rate of chronic absenteeism out of 26 Gateway cities.

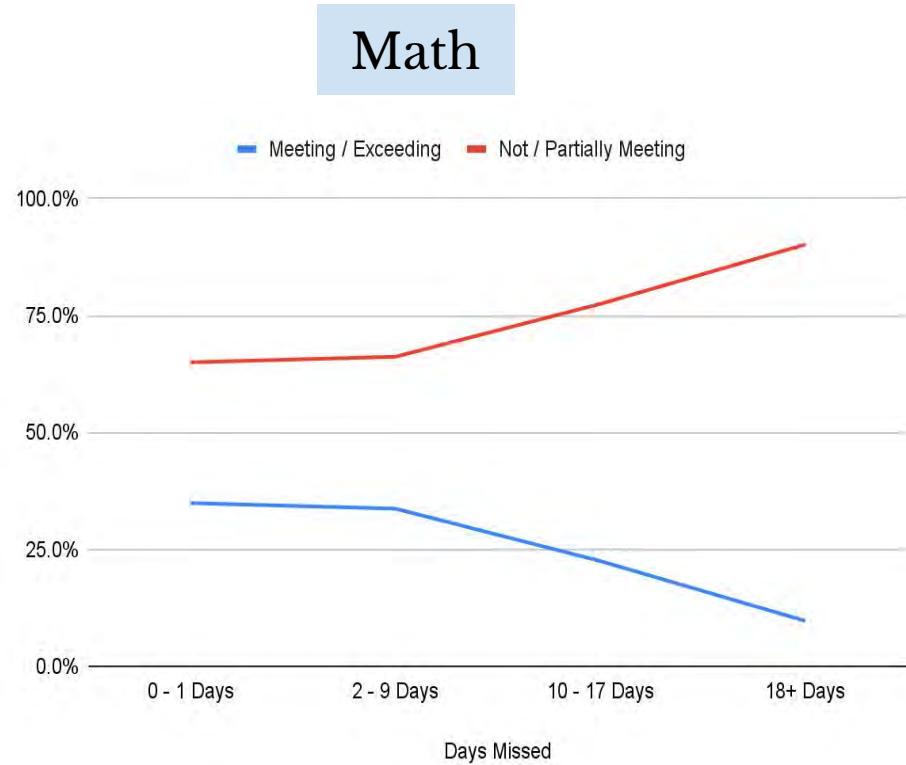
Chronic Absenteeism & MCAS Performance

Achievement begins to significantly decline after ~9-10 out of school. Specifically, as absences accumulate, fewer of these students **meet or exceed expectations** on MCAS and most end up in the **not meeting expectations** category.

ELA



Math

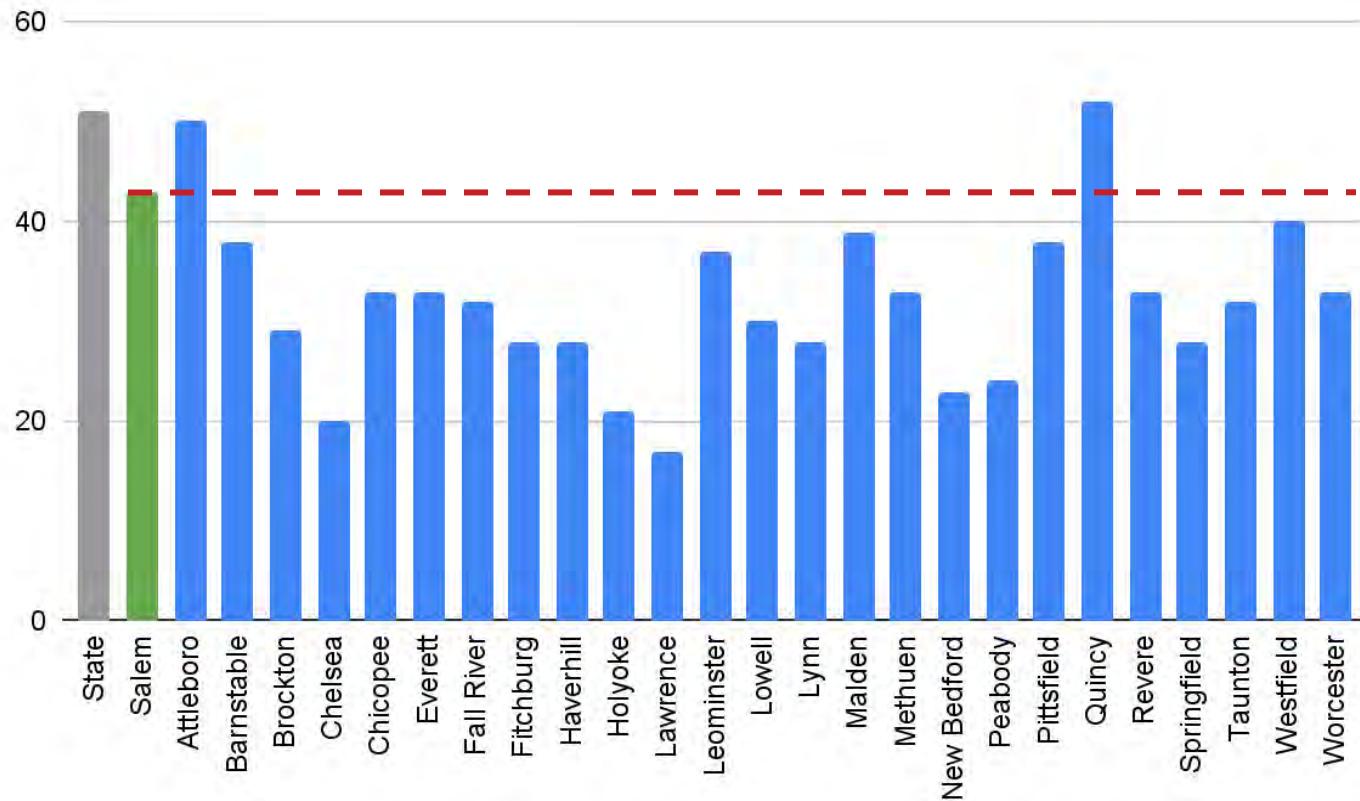




District-level MCAS Results

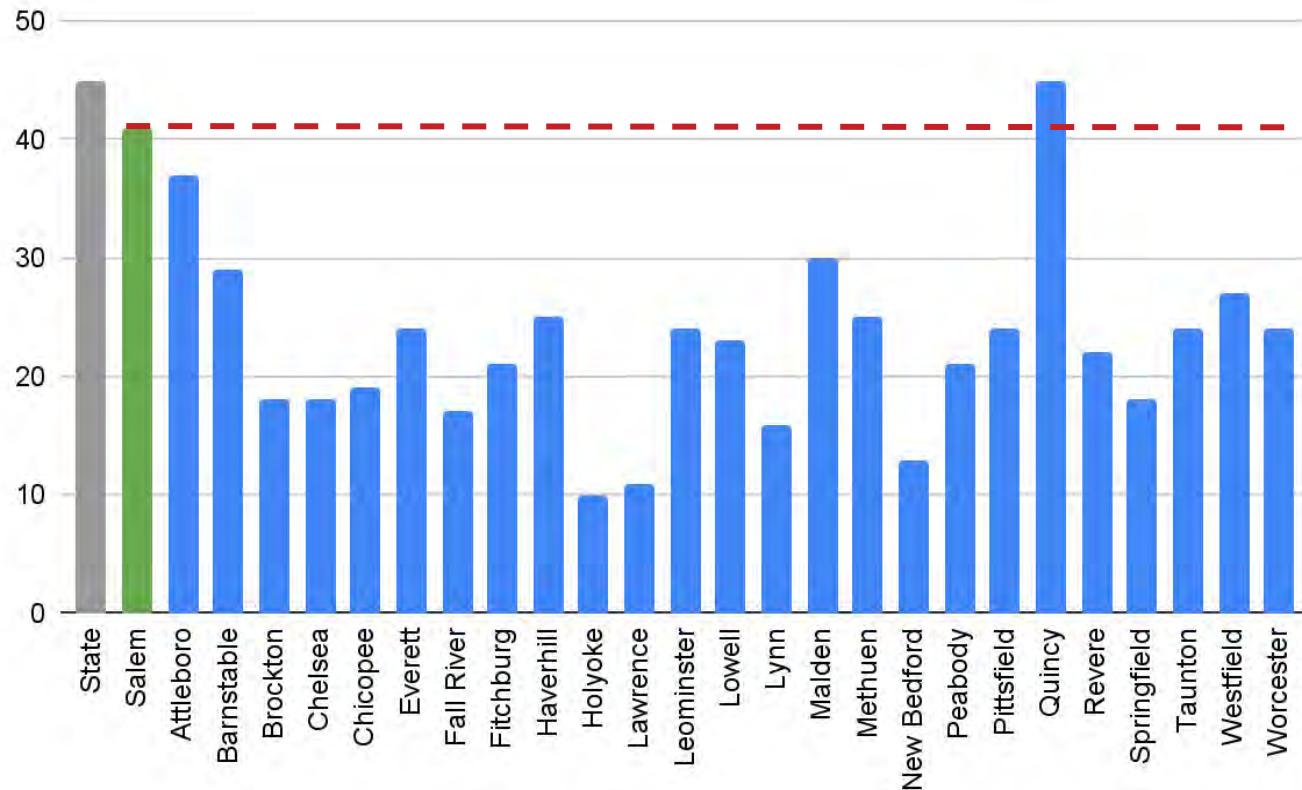
Grade 10 ELA Gateway Comparisons

Performance on grade 10 ELA **exceeded** that of 23 out of 25 other Gateway Cities.



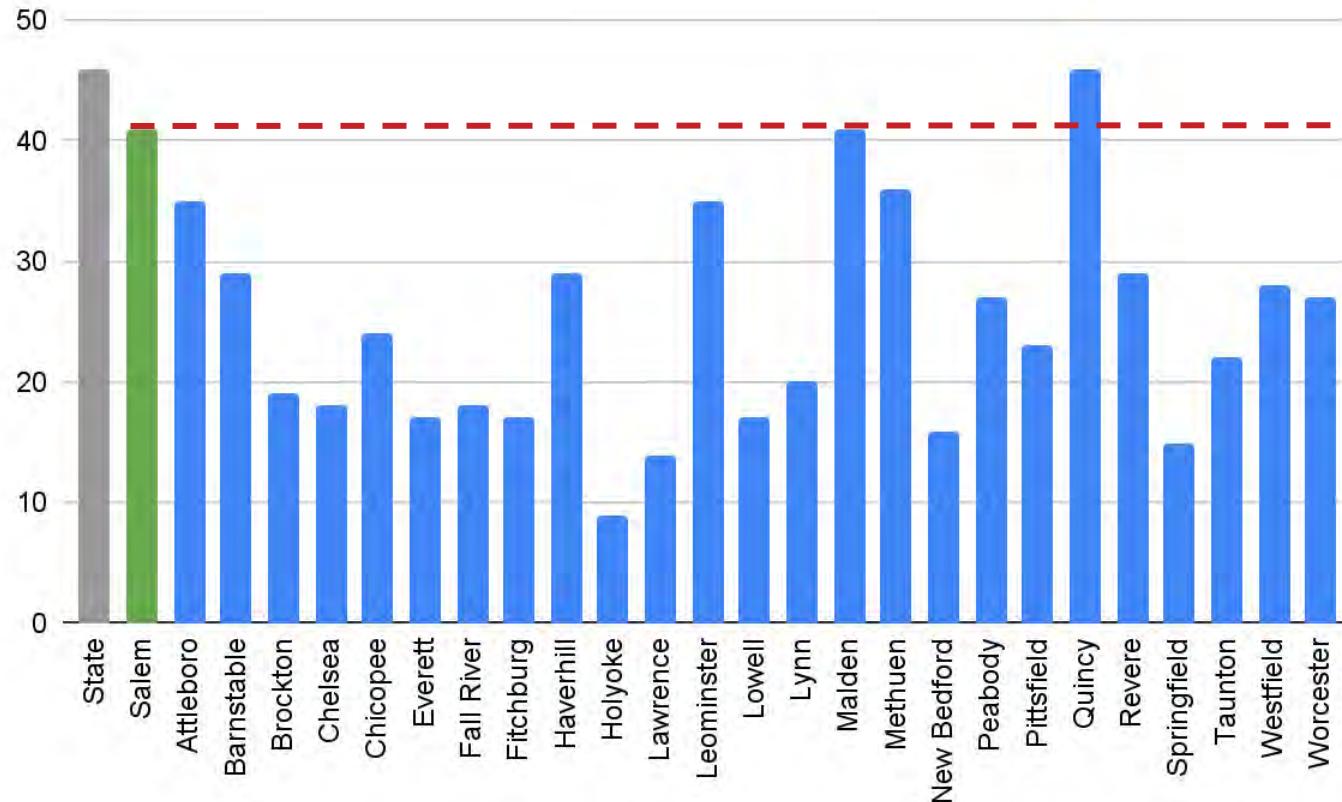
Grade 10 Math Gateway Comparisons

Salem performed **better** than every other Gateway City except for Quincy on in grade 10 math.



Comparison to Gateway Cities 10 Science

Salem performed **better** than every other Gateway City except for Quincy on in grade 10 Science.





MCAS Results

Salem High Schools

MCAS Essay Writing

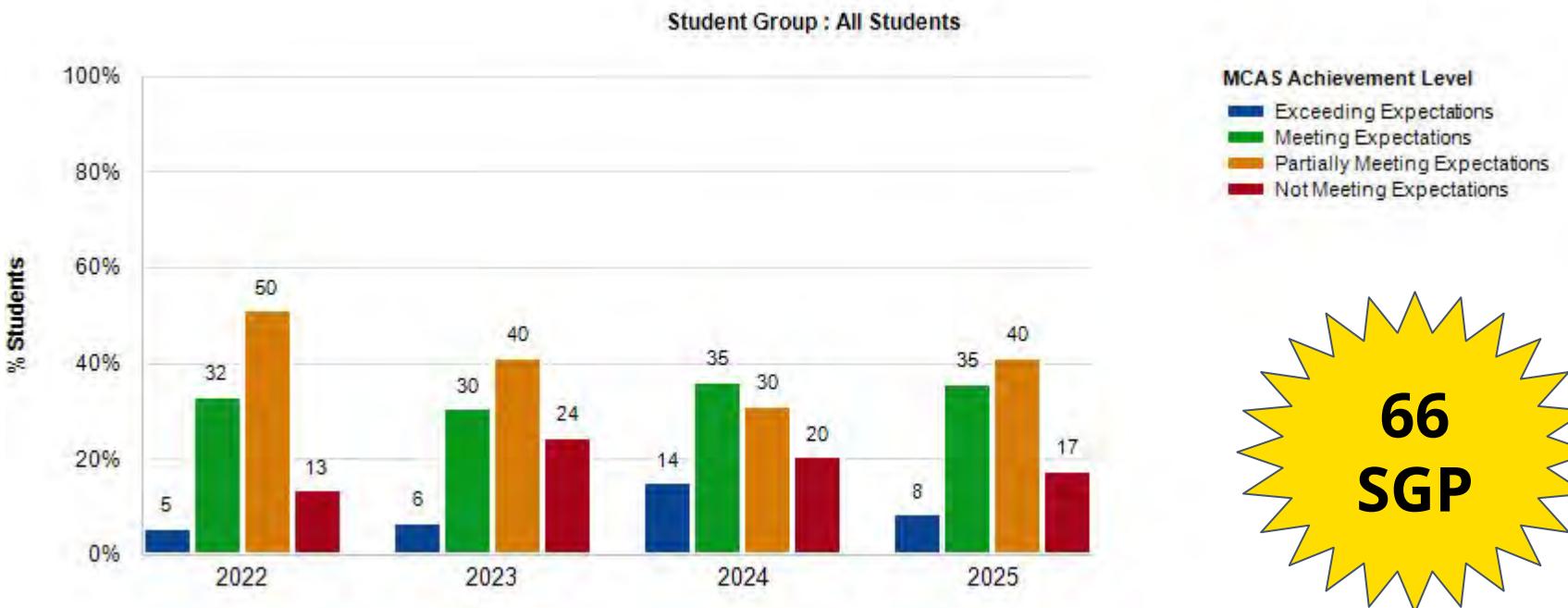
Idea Development is scored out of 4 in grades 3-5 and out of 5 in grades 6-8 and 10

Grade	% 0-1 Points	% Max Points
Grade 3	85%	1%
Grade 4	76%	2%
Grade 5	56%	3%
Grade 6	46%	10%
Grade 7	43%	3%
Grade 8	35%	7%
Grade 10	22%	25%

We see relative strength in idea development as students enter middle and high school. However, Idea development in the early grades is of particular concern as it reflects our students ability to communicate complex ideas in writing effectively, a critical skill for future successes.

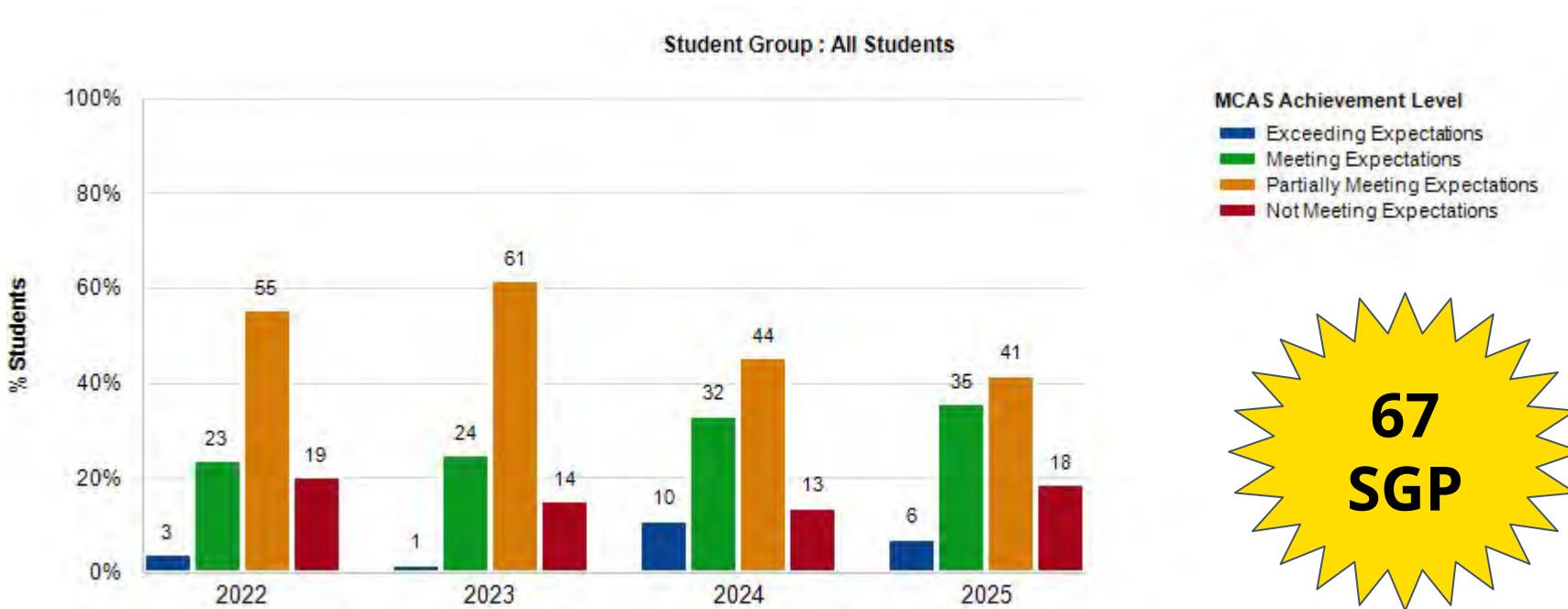
ELA 10th Grade

While there was a slight decrease in the number of students exceeding, there was a decrease in the number of students not meeting in grade 10 ELA. High growth was achieved with 66 SGP.



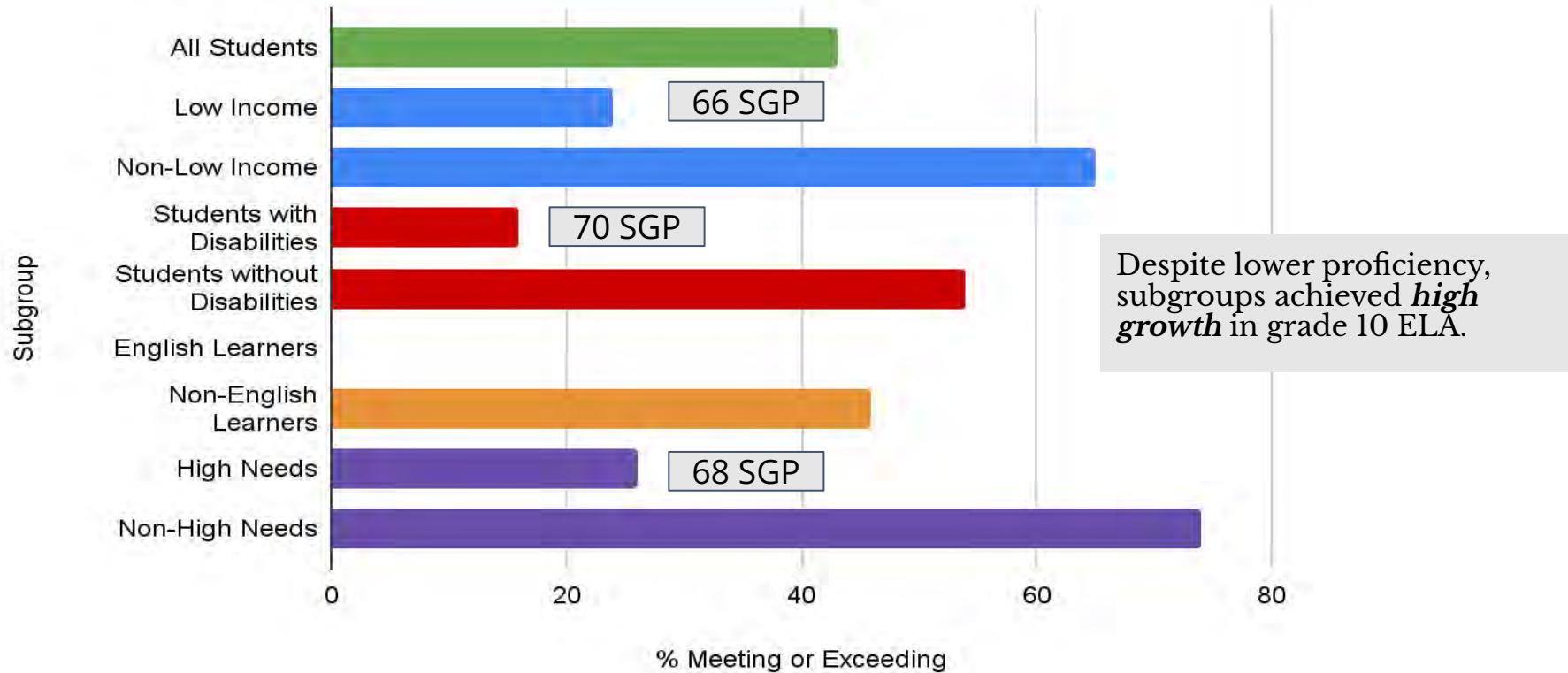
Math 10th Grade

While the number of students meeting increased slightly, the number of students not meeting also increased in grade 10 math. High growth was achieved with 67 SGP.



ELA Subgroup Achievement Grade 10

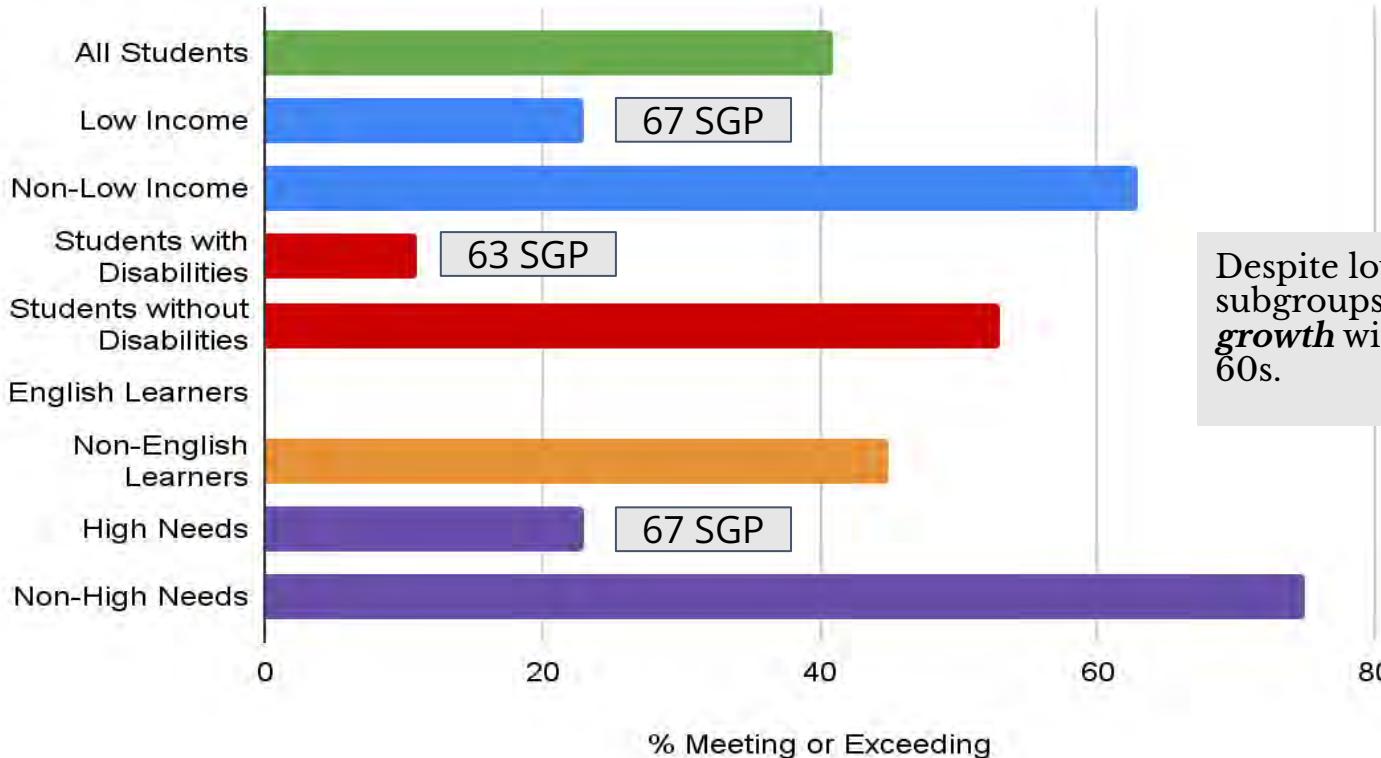
SGP is not available for English Learners as the sample size was too small to calculate. Students need two year's worth of data to calculate an SGP.



Math Subgroup Achievement Grade 10

SGP is not available for English Learners as the sample size was too small to calculate. Students need two year's worth of data to calculate an SGP.

Subgroup



Despite lower proficiency, subgroups achieved **high growth** with SGPs in the 60s.

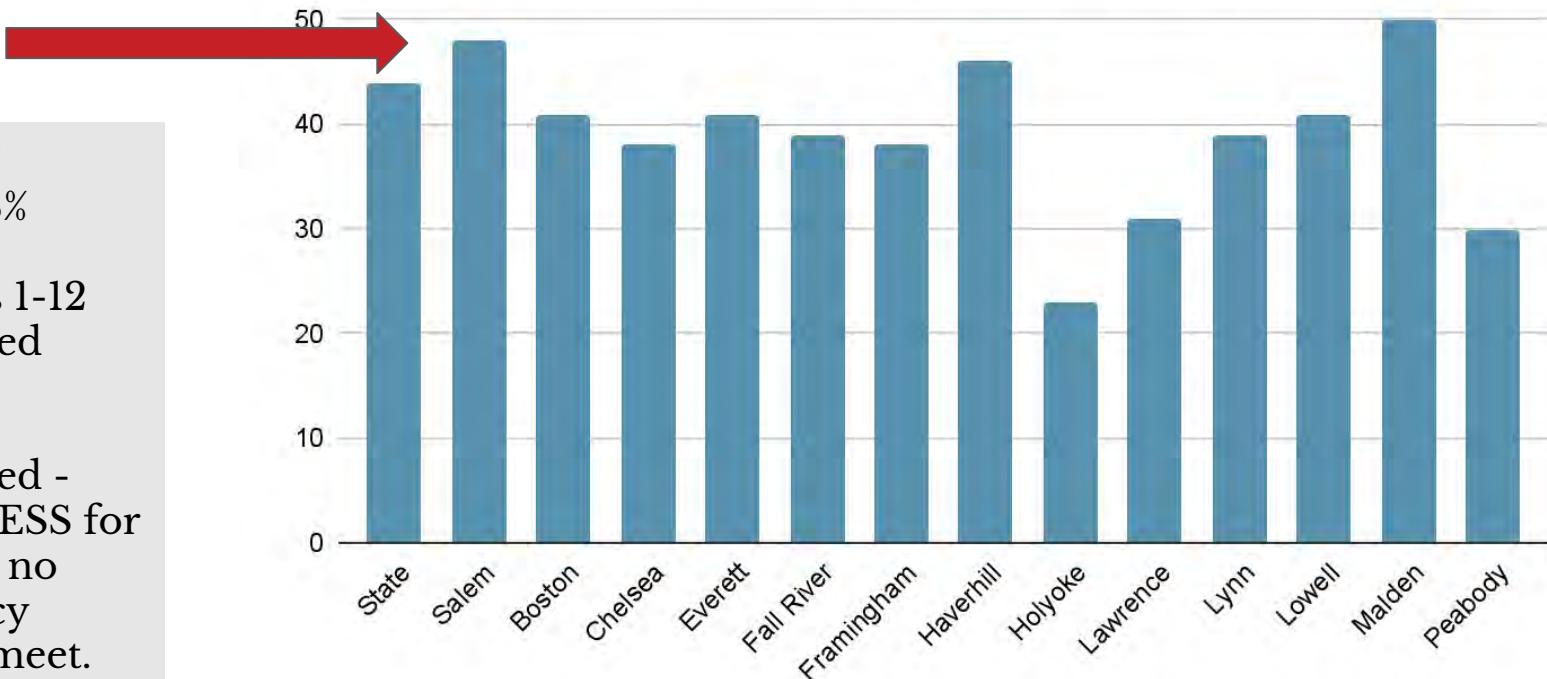


ACCESS Results

Grades K-12

ACCESS 2025 Results

Percentage of Students Meeting Proficiency Targets 1-12



State: 43%
Salem: 48%

All grades 1-12
represented

K not
represented -
took ACCESS for
first time, no
proficiency
target to meet.

ACCESS 2025 Results: 9-12

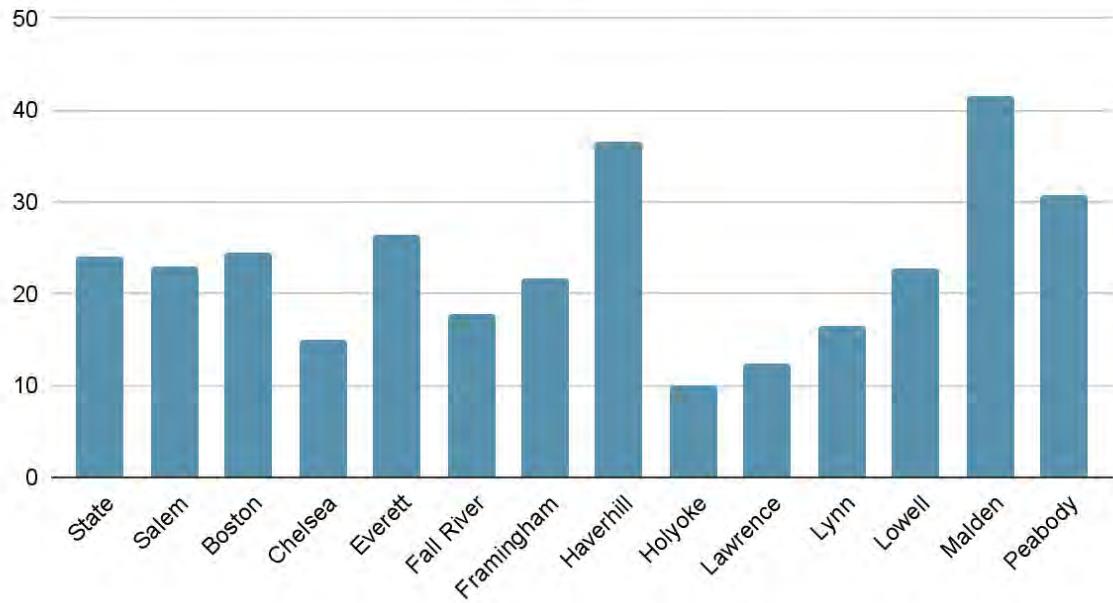
State: 24%
Salem: 23%

Salem performing similar to State, Boston, and Lowell

Salem outperforms Chelsea, Fall River, Holyoke, Lawrence, and Lynn

Salem is outperformed by Everett, Haverhill, Malden, and Peabody

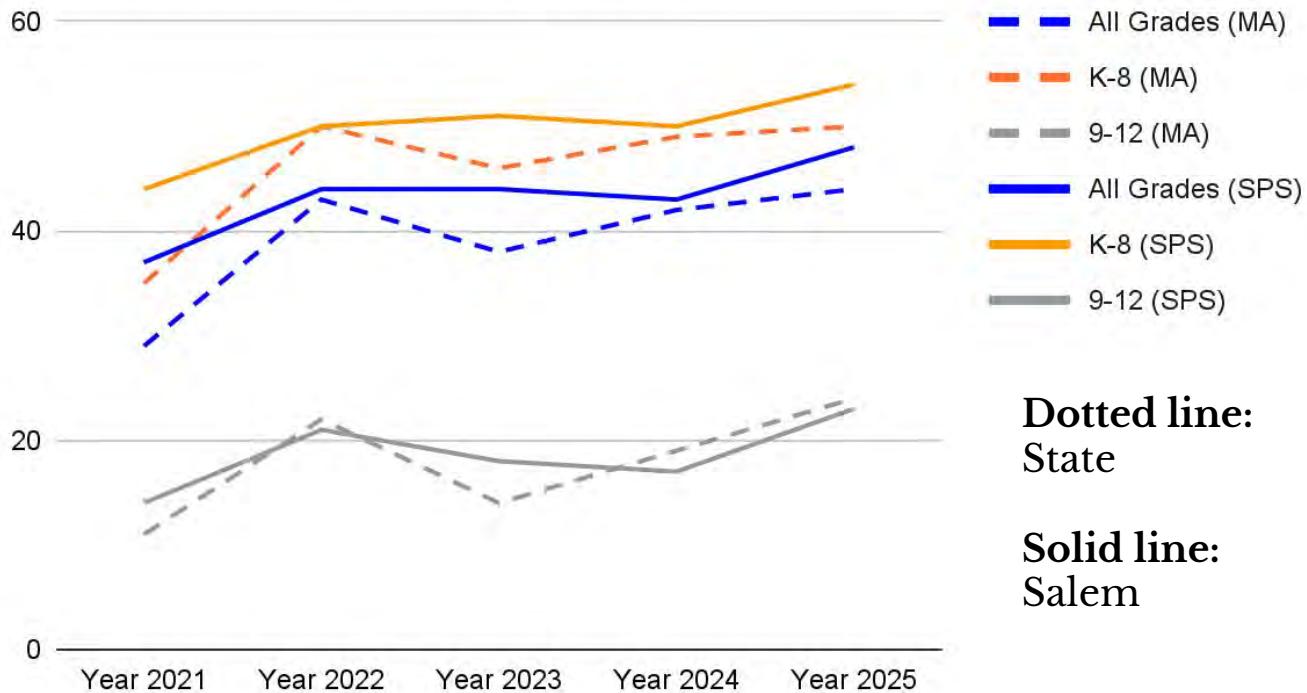
Percentage of Students Meeting Proficiency Targets 9-12



Five Years of Progress

- Salem continues to improve since 2021
- Salem is matching or performing better than the state every year for All Grades and for K-8
- Salem 9-12 is 1% point way from State average 2025

State vs. Salem Students Meeting Proficiency



Highlights & Opportunities

Highlights:

Horace Mann: Highest performing school (67% of students meeting progress target), 5/7 of MLs in subseparate setting making progress. Their close collaboration with HMLS's special educators in subseparate settings has been ongoing since 2023. Horace Mann continues to improve on ACCESS every year.

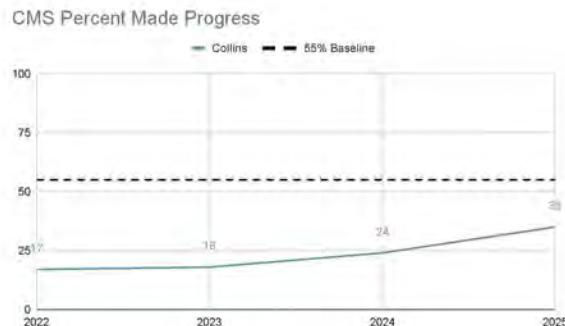
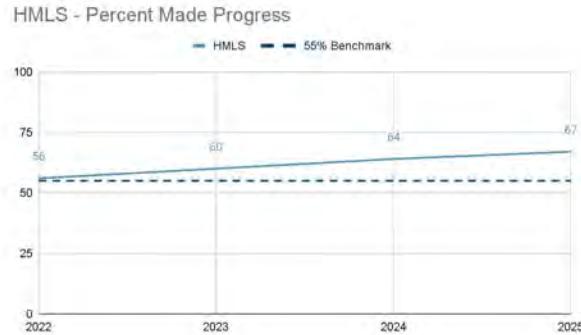
Collins: Improving under target, but significant growth: 11% growth from 2024 to 2025.

Opportunities for Growth:

Salem High School: Learn from neighbors like Malden and Peabody

Investigate ELD curriculum upgrade in grades 6-12 (such as LIFT).

Continued focus on ELD: We are not yet at 55%, ELD instruction should remain steady. No correlation/causation between ACCESS and MCAS.



Implications & Opportunities

Data Informed Instruction: Regularly use student work to gauge what students need next.

Lesson Internalization: Zoom in to prioritize the most important tasks/activities.

Academic Monitoring: Actively look at student work in real time and give quick feedback to clear up confusion right away.

Student Writing: Continue a districtwide focus on writing PK-12. We have significantly increased the frequency of writing in classes and are ready to make the next push to raise expectations for student writing and respond with targeted feedback.

Big Rocks





Middle School Update

October 20, 2025

Today's Update



MS CTE Policy Update

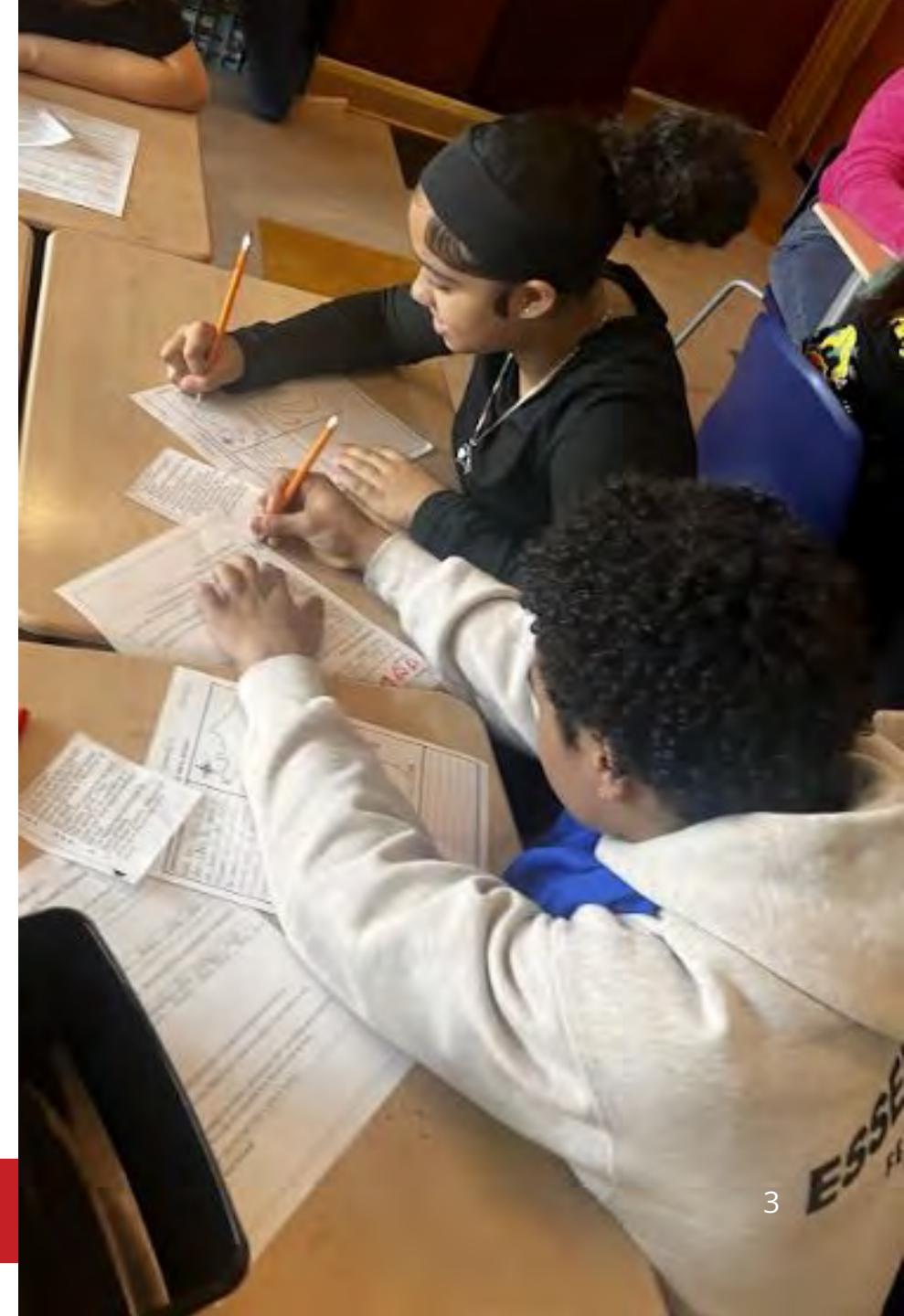


Overall CMS Update



MS CTE Policy

- **Context:** Change in CTE Admissions policy
- **Strong Foundation:** Launched MyCAP planning (DESE & Read Trust funded) & expanding Learner Profiles and Capstone projects last year
- **Policy:** Codifies collaboration across schools (including tours) and exposure activities to empower MS students in HS choice process
- **Aligned Practice:** Our current practice predominantly met expectations from DESE, and the work is very aligned to our vision for middle school more broadly



Middle School Vision

A wide-angle photograph of a school stadium during the day. The foreground shows the backs of many students sitting in dark-colored bleachers. In the background, a large, white, two-story press box sits atop the bleachers. The sky is clear and blue, with the sun low on the horizon, creating a bright glow. A tall metal pole stands on the right side of the frame. The overall atmosphere is one of a school assembly or outdoor event.

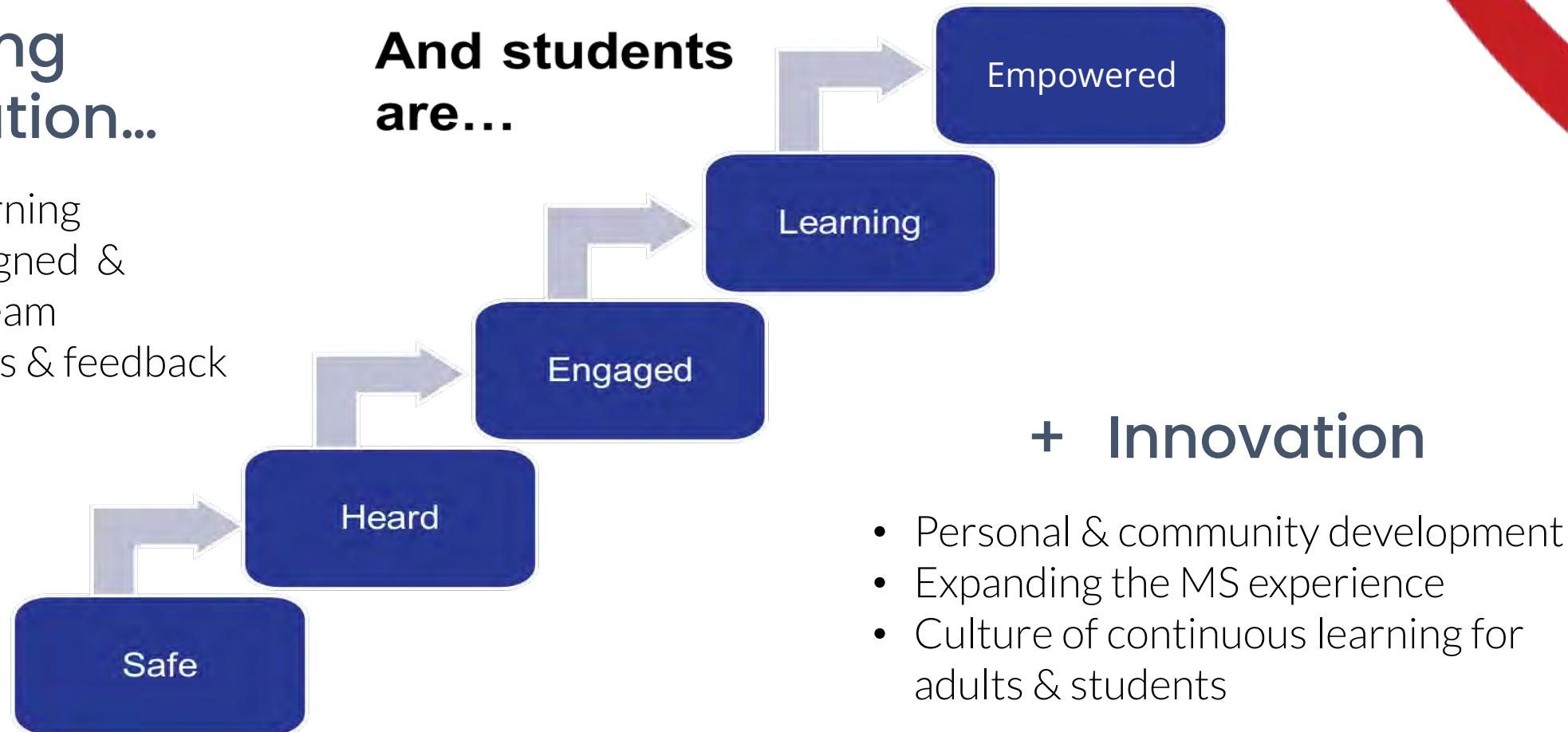
Powered by relationships, trust, and a **sense of belonging**, I've developed my identity, skills, and mindsets that **empower** me to navigate my learning and chart my course and engage with my community to reach my academic and life **potential**.

Transforming Collins Middle School

Strong Foundation...

- Culture of learning
- Building an aligned & empowered team
- Strong systems & feedback

Students feel...





New Video Capturing MS Experience

[https://www.wpsinstitute.org/
community-innovation](https://www.wpsinstitute.org/community-innovation)



ETHAN
8th Grade
Collins Middle School



The results are showing this growth

Accountability

+12%

Accountability Percentile
Growth from 9% to 21%

Academics

+13%

ELA Proficiency, with SGP of
58 overall

Student Experience

-50%

Reduced chronic
absenteeism from 35% to
17% over 3 years

74%

Of 2024-25 targets met, vs.
33% in 2022-23

+9%

Science Proficiency, meeting
or exceeding every target

2x

Doubled the number of 8th
graders reporting, “Most of
the time I love school”



Continued Growth in 2025-26 towards a learner-driven middle school



One Salem Middle School

- Strong integration of Saltonstall students & staff
- New, maximized schedule



Scaling the Expanded Student Experience

- Deepening partnerships
- Expansion in 6th & 7th grade for all students
- Refining & aligning 8th



Piloting Personalized Learning

- Math, literacy, and personalized learning labs
- Differentiation & acceleration



Driving towards a learner–driven middle school experience



Continually improving daily instruction to raise rigor and student ownership with increased feedback



Diving deeper into personalization, partnerships, and project-based learning to build skills, identity, & community



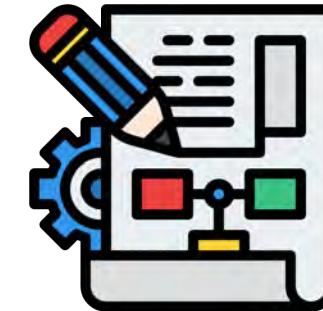
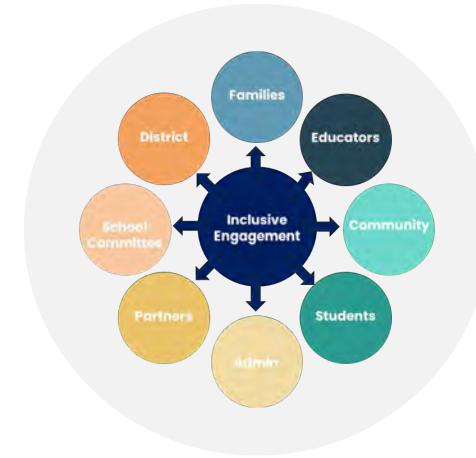
Integrating innovation planning into the new district strategic plan

To take the next steps forward as a school and as a district, we must build upon this strong foundation to think critically about the underlying systems & what comes next



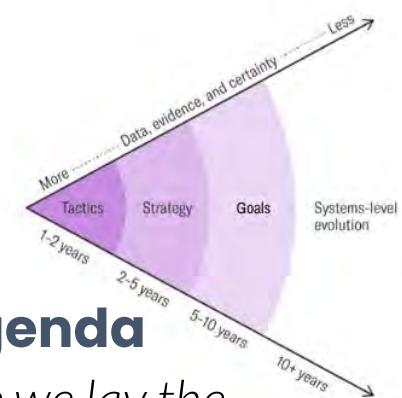
Strategic Innovation Advisory Committee

Diverse group (to be selected this week) to learn & lead year of engagement to inform new plan



Three Year Strategic Plan

What do we do next?



Innovation Agenda

How do we ensure we lay the foundation to shape the future & prepare our students for our dramatically changing world?





October 17, 2025

RE: Career Technical Education Policies

School Committee Members,

Both of the policies below were reviewed by the Policy Subcommittee and are now coming forward to the full School Committee for approval:

Middle School Pathway Exploration Policies

Districts with middle schools whose students have access to career technical education (CTE) programs through their high schools or through their municipality's membership in a regional CTE district must develop a middle school pathway exploration policy by **Saturday, November 1**, in alignment with the [CTE regulations](#) that the Board of Elementary and Secondary Education amended on May 20. This policy must be submitted to the Department of Elementary and Secondary Education for review. In your packet, please find a copy of our proposed middle school exploration policy for review and approval.

Recruitment, Admission, and Retention Policies for High School CTE

Each high school career technical education (CTE) school and program must submit its recruitment, admissions, and retention policy to DESE by **Saturday, November 1**, in alignment with the [CTE regulations](#) that the Board of Elementary and Secondary Education amended on May 20. In your packet, please find a copy of our proposed recruitment, admissions, and retention policy for review and approval. Please note that this is almost identical to our current policy, except that we more extensively explain our blind lottery for admission and the guidance used for the program selection once a student is enrolled in exploratory.

Sincerely,

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

Middle school CTE Pathway guidance

Salem Public Schools

Middle School Pathway Exploration Policy

2025/2026

Overview:

Salem Public Schools' Middle School Pathway Exploration Policy ensures every student can pursue the optimal pathway for their future by integrating learning, experiences, reflection, and mentorship so that they are well-informed and empowered about the options available to them. In compliance with Massachusetts state regulations (603 CMR 4.00), this policy outlines how SPS ensures that all middle school students have equitable access to the information and hands-on exposure to Career and Technical Education (CTE) programs offered within Salem as well as at regional, agricultural, and other public high schools that supports informed decisions about high school course selection and future career pathways.

Through a combination of integrated and aligned classroom instruction, career fairs, CTE program presentations, guided tours, and the use of MyCAP (Massachusetts Career and Academic Planning), SPS connects early career and interest exploration to secondary and postsecondary academic planning. This structured approach is designed to help students identify interests, develop skills, and prepare for success in high school CTE programs and beyond. The policy also establishes procedures for record-keeping, collaboration with CTE programs, and ongoing monitoring to ensure consistent implementation across the district.

Salem Public Schools aims to:

- Integrate career-connected learning experiences that develop all students' self-awareness, technical skills, essential professional competencies, and agency for decisions.
- Ground experiential, project- and problem-based, academic, and community-based learning in students' academic planning, personal interests, and postsecondary aspirations (MyCAP) in order to inform their pathway and career exploration.
- Expose middle school students to a diverse array of career pathways, including Career and Technical Education (CTE) programs.
- Provide equitable access for all students to information, tours, and hands-on experiences that support informed decisions about high school and future careers.

High School Pathway Options Available to Students:

Salem students have access to the following high school CTE options:

- **In-District - Salem High School:** CTE Programs include Automotive Technology, Carpentry, Electrical, Medical Assisting, Culinary Arts, Programming and Web

Development, Early Education and Care, Facilities Management, and Graphic Design & Visual Communications. Students have the opportunity to earn industry-recognized credentials, such as CCMA certification for Medical Assisting, ServSafe for Culinary Arts, OSHA 10 or 30 for all applicable programs, and numerous other certifications that support career readiness.

- **Regional and Agricultural Schools - Essex North Shore Agricultural & Technical School:** CTE Programs include Agriculture & Horticulture, Automotive Technology, Carpentry, Culinary Arts, Electrical, Health Assisting, Information Technology, and Veterinary Science. Students can earn industry-recognized credentials such as ServSafe, OSHA 10/30, and other certifications that prepare them for postsecondary education, apprenticeships, and careers in their chosen fields.

These programs connect to students' secondary and postsecondary planning by aligning high school coursework with career pathways, industry certifications, and postsecondary options, including college, apprenticeships, and employment.

Middle School Career Exploration:

Salem Public Schools integrates CTE awareness and college and career exploration into middle school through multiple modalities, including the following annual activities:

- **MyCAP Foundation:** Middle school students participate in MyCAP (Massachusetts Career and Academic Planning) to explore interests, strengths, and potential career pathways. MyCAP is used to connect students' overall academic and social-emotional learning to their academic planning and postsecondary goals, explicitly including exploration of high school college and career pathways and CTE programs.
- **Awareness Opportunities:** Beginning in sixth grade, students have explicit career-connected learning integrated into their middle school experience. SPS also ensures that there are explicit opportunities to build awareness about college and CTE pathway options including:
 - Presentations by high school CTE instructors and student ambassadors at middle schools.
 - Pathway fairs and workshops.
 - Career-connected learning through virtual and/or in-person career panels and projects.
 - By October 15th of each school year, SPS will post and update their website with information regarding high school pathway opportunities. Information shared by CTE partner schools will be posted to the website alongside all other pathway opportunities.
 - Dissemination of program information via mail, email, and the district's public website by October 15 each school year.
- **Middle School CTE Tours:** Salem Public Schools is committed to providing middle school students with equitable opportunities to explore Career and Technical Education (CTE) programs. In alignment with revised CTE regulations, the district will provide:

- **Access to Tours During School Hours:** When a CTE school or program offers tours during regular school hours, middle school students will be permitted to attend. Attendance at such tours, once confirmed by the hosting CTE program, will be recorded as an excused absence.
- **Student-Initiated Tours:** If students arrange tours directly with a CTE school or program outside of organized opportunities, the absence will be recorded as *excused* once the hosting program verifies attendance.
- Consistent with School Committee Policy and SPS procedures, student participation in the tour will be dependent upon receipt of a permission slip signed by the student's parent or guardian.

Collaboration with CTE Schools:

Salem Public Schools will actively collaborate with CTE schools and programs. The middle school principal(s) shall annually designate and share the contact information for a City Connects Coordinator or other school-based counselor to serve as the technical coordinator and liaison of this work, including:

- **Annual Planning:** SPS will coordinate with CTE partner schools to establish an annual plan for information sharing, awareness opportunities, tours, and the application process.
- **Information Sharing:** At the request of the CTE partner school, SPS will provide relevant student information to authorized school personnel of the CTE programs, including students' names, addresses, and email addresses of all enrolled seventh and eighth grade students by October 15th.
 - SPS will give public notice of this information release and provide all families with reasonable time to opt-out in advance.
- **Admissions Records:** Upon request of students and families or CTE school partners, SPS will provide relevant information to CTE schools for students who have applied. This may include:
 - Academic records and transcripts
 - Attendance and discipline records
 - Career interests and MyCAP survey information

Salem High School Career and Technical Education Admission Policy

2025/2026

I. INTRODUCTION

The Career and Technical Education (CTE) programs at Salem Public Schools provide students in grades nine through twelve with hands-on learning opportunities across various vocational pathways. Because space in our programs is limited, an admission process is required.

Each vocational-technical program (shop) is designed and equipped to safely accommodate only a specific number of students. As a result, we may not be able to accept all interested applicants. To ensure fairness, Salem Public Schools uses a lottery-based admission process for entry into CTE.

Once admitted to CTE, students participate in an exploratory program that introduces them to our Chapter 74-approved programs. Through career awareness activities, student assessments, and educational and career planning, students learn about each pathway before making a program selection. If a particular program becomes oversubscribed, student placement is determined based on their performance and experiences during the exploratory phase.

II. EQUAL EDUCATIONAL OPPORTUNITY

In compliance with state and federal laws, the Salem Public Schools maintains a non-discrimination policy. No child shall be excluded from or discriminated against in admission to Salem Public Schools, or in obtaining the advantages, privileges, and courses of study of our schools, regardless of race, color, religion, sex, sexual orientation, age, gender identity, genetic information, national origin, ancestry, homelessness, physical or mental disability, veteran status, or any other basis prohibited by state and/or federal statute. This policy provides equal access to courses and programs, counseling services, physical education and athletics, vocational education, instructional materials, and extracurricular activities.

If there is a student of limited English proficiency, a qualified staff member of Salem High School will assist the applicant in completing the necessary forms and assist in interpreting during the entire application and admission process. This will be done upon the request of the applicant.

A student with a disability may voluntarily self-identify for the purpose of requesting reasonable accommodations during the entire application and admission process.

Information on limited English proficiency and/or disability submitted voluntarily by the applicant, for the purpose of receiving assistance and accommodations during the entire application and

admission process, will not affect the applicant's admission to the vocational-technical education program.

III. ELIGIBILITY

Students enrolled in Salem Public Schools are eligible to apply for admission to the Career and Technical Education (CTE) programs. Any rising or current 8th, 9th, 10th, 11th, or 12th grade student who is a resident of Salem may apply.

- Students may only be admitted if they have been promoted to the grade they are seeking to enter; admission is conditional upon this promotion. If a student is not ultimately promoted to the grade for which they applied, their admission will be rescinded.
- Resident students who meet the minimum requirements will be admitted before non-resident applicants who are not participating through intra-district choice.
- When overall CTE enrollment exceeds available space, admission to the program is determined through a lottery process.
- Once admitted, placement into individual technical programs is determined by a selection process that considers only the student's performance and experiences during the exploratory phase, including attendance, participation, and demonstrated skills.

This policy ensures that admission and placement are fair, transparent, and based on both eligibility and demonstrated readiness for CTE programs.

Transfer Students:

Transfer students are students who have moved to Salem from another district.

- Grades 11 and 12: Transfer students entering grades 11 or 12 may apply for direct admission into a specific technical program if they were previously enrolled in the same Chapter 74-approved program at their former school and Salem High School offers that program. Admission will be based on the availability of open seats in the requested program. Students entering grades 11 or 12 without prior CTE experience may be admitted to a Level 1 program on a space-available basis.
- Grade 10: Transfer students entering grade 10 may select from available programs or choose to participate in the exploratory rotation before making a program selection.

- Grade 9: Transfer students entering grade 9 are eligible to apply for admission to the technical programs and will participate in the regular CTE admission lottery process.

McKinney – Vento:

Students who are homeless will be admitted to the vocational-technical program at Salem High School according to the criteria contained in this admission policy.

Home School:

Students enrolled in Salem High School who have previously been homeschooled will be admitted using the criteria outlined in this Admission Policy. Students who are active homeschoolers are not eligible for CTE programming.

IV. ORGANIZATIONAL STRUCTURE

Salem High School is a public comprehensive school with Chapter 74-approved vocational-technical education programs serving the City of Salem.

Salem High School is accredited by the New England Association of Schools and Colleges. Salem is committed to providing quality Vocational-Technical education programs.

It is the responsibility of the Salem Public Schools superintendent, Salem High School principal, and CTE director to supervise the administration of the policies and procedures required to admit and enroll applicants in conformity with this admission policy.

Salem has an admission committee appointed by the principal and CTE director. The committee consists of a member of the administration, guidance, special education, vocational-technical, and academic departments. Responsibilities of the admissions committee include:

- a. Yearly review of admissions policy
- b. Development and implementation of admissions policy
- c. Processing of applications
- d. Acceptance of students according to the admission policy
- e. Establishment and maintenance of a waiting list of acceptable candidates

The principal does not participate in the processing of applications, ranking of students, acceptance of students, or establishment of a waiting list. A decision not to admit a student to a

vocational-technical program may be appealed to the principal, as described in Section VII under the Appeal Process.

Salem Public Schools does participate in the Massachusetts Inter-District School Choice Program (M.G.L. c. 76, § 12B). If applicable, families should contact the Superintendent's Office for more details.

School: Salem High School (SHS), 77 Willson Street, Salem, MA 01970

Superintendent: Stephen Zrike, 29 Highland Ave, Salem, MA 01970

Email: Szrike@SalemK12.org

Principal: Glenn Burns, 77 Willson Street, Salem, MA 01970

Email: Gburns@SalemK12.org

Director of CTE: Mario Sousa, 77 Willson Street, Salem, MA 01970

Email: Msousa@SalemK12.org

The Superintendent is responsible for overseeing the administration of all policies and procedures used to admit and enroll students in CTE programs, ensuring compliance with state and federal laws, regulations, and DESE guidance.

V. RECRUITMENT PROCESS

Salem Public Schools actively promotes awareness of the Career and Technical Education (CTE) programs offered at Salem High School using a variety of outreach methods to ensure that students and families are well-informed about available opportunities:

- Middle School Presentations – During the first semester, vocational staff and students visit eighth-grade classrooms in local schools to provide an informational slideshow and video presentation about CTE programs.
- Fall Open House – Each fall, Salem High School hosts an open house where prospective students and their families can tour facilities, meet instructors, and learn about all available CTE pathways.
- Student Tours – In the spring, seventh- and eighth-grade students from Salem Public Schools, Salem Academy Charter School, and other educational institutions attended by Salem residents are invited to tour Salem High School and explore the CTE programs firsthand.

- Program Brochures – Informational brochures highlighting each vocational-technical program are distributed to middle and high schools to help families learn about available options.
- Online Information – Details about all Chapter 74-approved programs are available on the Salem Public Schools website: [Salem CTE](#).
- Individual Visits – Parents and guardians may schedule personalized meetings or tours with the Director of CTE and vocational teachers at a mutually convenient time.

VI. APPLICATION PROCESS

APPLICATION PROCESS FOR ADMISSION TO THE NINTH- AND TENTH GRADE CTE PROGRAMS:

Students interested in Salem High School's vocational-technical education programs must follow these steps.

Obtain an Application:

Applications are available starting November 1 for the following school year. You can get an application from your middle school counselor, the Salem High School College and Career Center, or the Salem High School website.

Submit the Completed Application:

All applications must be submitted to their middle school counselor or the Salem High School College and Career counselor by February 15.

Enrollment Process:

Incoming 9th Grade: Accepted students will participate in a full-year exploratory program to experience multiple vocational pathways before selecting a final program of study.

Incoming 10th Grade: Students who did not complete the exploratory program in 9th grade may:

1. Be placed into an open vocational program (if available).
2. Be placed on a waiting list, or
3. Choose to participate in a half-year exploratory program as a 10th grader.

APPLICATION PROCESS FOR ADMISSION TO THE ELEVENTH- AND TWELFTH GRADE CTE PROGRAMS:

Any student going into the eleventh or twelfth grade CTE programs must have satisfactorily completed all subsequent levels of their course of study.

Late Applications:

Applications received after the deadlines will be accepted, and students will be presented with remaining openings or placed on the waitlist for full programs.

Transfer Students:

Transfer students who were previously enrolled in a state-approved Chapter 74 program may apply to that program or a similar program by completing an application, selecting the applicable course from our program of studies, and providing a copy of their competencies from their previous program. Admissions into the selected program will be on a space-available basis.

Withdrawn Students:

Students who withdrew from Salem High School's career and vocational-technical programs may reapply to the programs and will be evaluated using the criteria outlined in the admission policy, on a space-available basis.

VII. SELECTION CRITERIA AND PROCESS

Ninth-grade students who applied and were admitted to a CTE program at Salem High School are eligible to participate in the full-year vocational-technical exploratory program. This program is designed to help students discover their interests, strengths, and career goals while exploring a variety of Chapter 74-approved technical programs.

Structure of the Exploratory Program:

The exploratory program is divided into three cycles:

- **Cycle One – Exploratory (September - March)**
Admitted students rotate through all available CTE programs and receive an introduction to each pathway.
- **Cycle Two – Round-Robin (April - May)**
Students participate in a one-day round-robin visit to all CTE programs, allowing them to revisit programs, ask questions, and finalize their top choices. At the end of this cycle, students identify and submit their first, second, and third program choices for further consideration.

- **Cycle Three – Focused Program Immersion (May - June)**

After Decision Day and placement, students spend the remainder of their freshman year fully engaged in their chosen CTE program, developing foundational technical skills and preparing for advanced coursework in grades 10–12.

Decision Day & Program Placement:

At the conclusion of Cycle Two, Salem High School hosts a Decision Day for ninth-grade exploratory students. During this event:

- Students submit their first, second, and third program choices.
- Multilingual staff are available to assist students and families.
- Students are placed into programs based on choice and available seats.
- If a program has more applicants than available seats, placement is determined based on students' exploratory program Safety, Skill Development, Employability, and Career Planning grades
- Students who are not placed in their top choices may be offered seats in programs with remaining openings.
- A waitlist is maintained for oversubscribed programs for one school year.

Placement into a CTE program is based on:

- Student choice – students submit their preferred programs in order of interest.
- Exploratory performance – grades and demonstrated skills in the exploratory program are considered.
- Attendance – consistent attendance during exploratory cycles is taken into account.
- Program seat availability – students are placed in programs that have openings.

Students are expected to:

- Actively participate in all exploratory cycles
- Maintain strong attendance
- Complete all required assignments and activities

This criterion supports student success in their chosen program and ensures fair and thoughtful placement for all admitted ninth-grade students.

Standard/Criteria	Level 1 – Needs Improvement	Level 2 – Emerging	Level 3 – Proficient	Level 4 – Mastery
Safety & Employability (PPE, shop rules, work habits, professionalism, attendance)	Frequently disregards safety rules or employability expectations; often late, absent, or skipping; unprepared for class.	Inconsistently follows safety and employability expectations; occasionally unprepared; some attendance or punctuality issues.	Consistently follows safety procedures, uses PPE correctly, demonstrates professional behavior, and maintains strong attendance with no skipping.	Models safe practices and professionalism for peers; demonstrates leadership in the shop/class; shows perfect attendance and reliability as if in a real workplace.
Technical & Academic CTE Skills (Hands-on and applied academics)	Struggles to complete tasks even with support; limited accuracy or understanding of technical and academic skills.	Completes some tasks with support; accuracy and understanding are developing but inconsistent.	Independently completes assigned tasks with accuracy; demonstrates steady growth in technical and academic skills.	Consistently exceeds expectations; applies skills to solve problems, extend learning, or support peers.
Career Reflection (Exploration, self-awareness, and future goals)	Rarely reflects on program experiences; unable to connect learning to personal interests or goals.	Provides basic reflections; limited or unclear connection between experiences and personal goals.	Reflects thoughtfully on program experiences; makes clear connections to interests, strengths, and postsecondary goals.	Provides in-depth reflections; articulates strong connections between program experiences and long-term career/college pathways.

Continued Enrollment Requirements:

Students may continue in their selected technical program each year only if they are promoted to the next grade level. Students who are not promoted due to failure or insufficient credits will forfeit their seat in the program.

Transfer Process:

Students who wish to transfer from one CTE program to another may submit a transfer request. Transfers will be considered based on the availability of openings in the requested program. Each applicant will participate in an individual interview and counseling session to assess the appropriateness of the transfer for their skills, interests, and academic progress.

VIII APPEALS PROCESS:

Admissions Appeals:

If an applicant is not accepted into the vocational-technical program or is placed on a waitlist, the applicant or their parent/guardian may request that the Superintendent of Salem Public Schools review the decision.

- Appeals must be submitted in writing within seven (7) school days of receiving notice of non-admittance
- The Superintendent will review the appeal and respond in writing within seven (7) school days, indicating whether the decision to deny admission or place the student on a waitlist will stand or be overturned.
- In reviewing the appeal, the Superintendent may consider factors such as application completeness, eligibility, and supporting documentation.
- The Superintendent's decision is final.

Superintendent: Stephen Zrike, 29 Highland Ave, Salem, MA 01970

Email: Szrike@SalemK12.org

Program Selection/Placement Appeals:

Students who are admitted but disagree with their program placement may appeal the placement decision to the Principal of Salem High School.

- Appeals must be submitted in writing within seven (7) school days of receiving notice of program assignment.
- The Principal will review the appeal, taking into account exploratory course performance, attendance, and program availability, and will respond in writing within seven (7) school days.
- The Principal's decision is final.

Principal: Glenn Burns, 77 Willson Street, Salem, MA 01970

Email: Gburns@SalemK12.org

Process Considerations:

- Application deadlines are set to allow sufficient time for appeals before final placements are made.
- Applicants will be notified of any missing application information or requirements that may impact placement.
- Students experiencing homelessness may not be denied consideration or placement due to an inability to provide requested records.

This two-tiered appeals process ensures that both admission and placement decisions are conducted in accordance with Salem Public Schools' CTE policies, while providing students and families an opportunity for review when appropriate.

IX. RETENTION STRATEGIES

Salem Public Schools is committed to retaining students in CTE programs and ensuring equitable access. Strategies include:

- Monitoring Progress: Regular tracking of grades, attendance, and engagement.
- Targeted Support: Tutoring, study skills support, and intervention for students at risk.
- Mentorship: Guidance from instructors, counselors, and peer mentors.
- Inclusive Practices: Accommodations for students with disabilities and support for English language learners.
- Family Engagement: Regular communication and opportunities for family involvement.
- Pathway Alignment: Guiding students to programs that match their skills and interests to promote engagement and success.

These strategies help students succeed academically and remain engaged in their chosen CTE pathways.

X MAINTENANCE OF RECORDS:

The Salem High School CTE Office maintains detailed records to document all aspects of the admissions process, including:

- Admission criteria used to accept or deny a student
- Lottery results, if applicable, including the order in which students were drawn

Records are stored securely and can be provided to the Massachusetts Department of Elementary and Secondary Education (DESE) upon request. Additionally, documentation regarding a student's admission decision is available to the student and their family in compliance with state and federal student privacy laws.

This process ensures transparency, accountability, and compliance with all applicable laws and regulations.



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

October 17, 2025

RE: MSBA Update

School Committee Members,

Please see the following important updates regarding the Salem High School building project:

- **Accenture** began the meeting on October 16th with their usual recap of the milestone schedule, noting that the Schematic Design submission, the last submission of the Feasibility Process, which confirms the project cost, is on track for the due date of December 17th to the MSBA.
- **Introduction of the Shawmut Rich Partnership (SRP) team members:**
 - Tom Larco from Shawmut
 - Davida Flynn from WT Rich
 - They introduced themselves and shared how they will be supporting us throughout the duration of the project.
- **The Design Team** presented updates on the extensive design development since the last meeting. The updates included:
 - The numerous meetings held across departments at the high school; which included a review of the design layout. During these presentations, the team has gathered feedback from the departments regarding equipment, reuse and overall design.
 - Additional meetings are scheduled as the team moves towards completing the final design for the Schematic Design submission.
 - Building plan updates to the site and athletic field design including building massing and facade studies update.
 - A recording of the meeting and presentation can be found on the [Salem High School Building Committee](#) website.
- **Upcoming Meeting:** The next meeting is scheduled for Thursday, November 6th from 6-8 pm in the School Committee Chambers.

Sincerely,

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



www.salemk12.org



@SalemSchoolsK12



@SalemPublicSchools



To: Members of the Salem School Committee
CC: Dr. Stephen Zrike
From: Elizabeth Pauley
Date: October 17, 2025
Re: October Operational Updates

Below please find selected updates from operational departments:

Buildings & Grounds:

Collins PA system replacement: Collins Middle School was experiencing ongoing issues with the PA System, including bells and announcements that were faint and too hard to hear. After we brought a repair company in, we learned that the parts for the existing system had become obsolete. Consequently, we replaced the system with a new, user friendly PA system during the 10/11-10/13 weekend. This new system has resolved most of the issues the school had been experiencing. Buildings and Grounds staff are now troubleshooting the Central Office side of the building to make sure announcements can be heard.

The company is also providing quotes for the other buildings, and funding permitting, we plan to replace PA systems preventatively, beginning with Bentley and Witchcraft. (Carlton's PS system was replaced in 2023.)

Work Orders in September: During the month of September Buildings and Grounds' staff responded to and closed all work orders within 48 business hours. For reference, there were 277 work orders opened and closed within 48 hours. (This is a measure in the SPS Strategic Plan.)

Angela's Daycare License Renewal: In December 2023, SPS signed a [license](#) with Angela's Daycare. This agreement commenced on December 1, 2023 and expires on November 30, 2025, with the option to renew for up to two additional years in one-year increments. SPS is planning to send a renewal letter but wanted first to discuss this with the School Committee (as part of an ongoing conversation about leases, licenses, and MOUs).

On Monday evening, I will ask the committee whether they would like to review and approve this extension, refer it to the Facilities Subcommittee, or delegate this to the Superintendent. Along with these considerations, we will ask for the Committee's preference on whether to align the timing of the license to the school year calendar. This would mean that the license would expire on June 30, 2026.

I look forward to the discussion.

**License Agreement
between
the Salem Public Schools
and
Angela's Preschool & Daycare**

THIS License is entered into on this 1st day of December 2023 by and between the SALEM PUBLIC SCHOOLS, hereinafter called the "LICENSOR," and ANGELA'S PRESCHOOL & DAYCARE, hereinafter called the "LICENSEE."

1. Premises. In consideration of the covenants and agreements to be performed by the LICENSEE as set forth herein, the LICENSOR does hereby grant a License unto the LICENSEE, and the LICENSEE takes and accepts from the LICENSOR, upon the terms and provisions of this License, the space within Salem High School at 77 Willson Street, Salem, Massachusetts identified as classroom 118, classroom 119, classroom 124, classroom 125, and the playground space outside of classroom 125.
2. Term: This agreement shall commence on December 1, 2023 and shall terminate on November 30, 2025, with the option to renew, at the sole discretion of the LICENSOR, for up to two additional years in one-year increments. LICENSEE may be open year-round and will not necessarily follow the school calendar.
3. Fee. The fee for the License shall be waived in lieu of other valuable consideration in the form of priority and subsidized rates for high school, school district staff, and provide access and support to daycare for Salem High School scholars, and the establishment of a collaborative partnership with the Salem High School Early Education program whereby high school students may work at the premises as part of their course of studies.
4. Taxes. The LICENSEE hereby covenants with the LICENSOR that the LICENSEE shall pay all Sales and Use Taxes due to the business conducted on the premises.
5. Utilities. The LICENSOR shall pay all charges for electricity, water, oil, gas, sewage services furnished through the Licensed premises.
6. Licenses and Permits. All occupational licenses and other licenses, permits, and variances necessary in the operation of the business to be carried on at the premises shall be obtained, maintained, and paid for by the LICENSEE.
7. Use. The LICENSEE hereby covenants with the LICENSOR that the premises shall be used solely as a preschool and daycare program and shall comply with all federal, state, and local laws, by-laws, orders, and regulations.

8. Assignment. Since the LICENSEE'S personal integrity, character, and ability with the LICENSOR were essential factors that induced the LICENSOR to enter into this License with the LICENSEE, the LICENSEE hereby covenants with the LICENSOR that the LICENSEE shall not assign, transfer, or sublet all or any portion of the demised premises, equipment or the doing business to any other person or entity during the term of the License, without the prior written approval of the LICENSOR.

It is further agreed that if at any time during the term of this License the LICENSEE shall make any assignment for the benefit of creditors, or be decreed insolvent or bankrupt according to law, or a receiver shall be appointed for the LICENSEE, then the LICENSOR may, at its option, terminate the License, exercise of such option to be evidenced by notice to that effect served upon the assignee, receiver, trustee or other people in charge of the litigation of the property of the LICENSEE or the estate or any liability then accrued by reason of any agreement or covenant herein contained on the part of the LICENSEE, or the LICENSEE'S legal representatives.

9. Maintenance and Repairs. LICENSEE hereby covenants with the LICENSOR that the LICENSEE shall, at its sole cost and expense, keep the demised premises in a good state of repair. The LICENSOR will be responsible for all repairs (including but not limited to structural and non-structural repairs) and maintenance, including painting the interior and exterior of the building, maintaining the roof of the building, all windows, doors, and openings, all electrical, heating, plumbing, air conditioning and other systems installed within the building, septic systems, the parking area, shrubbery, lights, signs, accessories, appurtenances, and equipment. The LICENSOR shall keep the parking area and walkways free of obstructions, snow, and ice, and the grass and lawn areas surrounding the building shall be cut and maintained by the LICENSOR.

The LICENSEE shall not make any alterations, additions, and improvements to the demised premises without the prior written approval of the LICENSOR. All erections, alterations, additions, and improvements, whether temporary or permanent in character, which may be made upon the demised premises either by LICENSOR or LICENSEE, shall be the property of the LICENSOR and shall remain upon and be surrendered with the Licensed premises as a part thereof at the termination of this License, without compensation to the LICENSEE.

10. Insurance. LICENSEE hereby covenants and agrees at all times during the term hereof to obtain, maintain and keep in force general public liability insurance against claims and whatever nature for personal injury, death, or property damage occurring on, in, or about the demised premises, with the Salem Public Schools listed as an additional insured, and Worker's Compensation Insurance covering all of the LICENSEE's employees, with responsible companies qualified to do business in Massachusetts, and to deposit promptly with the LICENSOR upon demand certification for such insurance bearing the endorsement that the policies will not be canceled until after thirty (30) days written notice to the LICENSOR, said insurance is in the following minimum amounts:

Bodily Injury, per occurrence: \$1,000,000.00

Bodily Injury, aggregate: \$2,000,000.00

Property Damage, per occurrence: \$100,000.00 Worker's

Compensation: As required by law

Teacher's Professional Liability: \$1,000,000.00 per occurrence

\$2,000,000.00 aggregate

LICENSEE may obtain, maintain, and keep in force fire and/or extended coverage insurance, the cost of same to be borne solely by LICENSEE, to cover LICENSEE'S own personal and other property which may be brought into the building.

11. Indemnification. The LICENSOR and LICENSEE covenant that the LICENSEE shall have sole and exclusive control and possession of the premises detailed in paragraph 1, above, and the LICENSOR shall not be responsible for the loss of or property damage or injury to persons, occurring in or about the premises, by reason of any existing or future condition, defect, matter or thing in the space designated in said premises. The LICENSEE agrees to indemnify and save the LICENSOR harmless from all claims and liability for losses or damage to property, or injuries to persons, however, and wherever occurring in or about the premises detailed in paragraph 1, above, and to reimburse the LICENSOR for costs of all legal actions and attorneys' fees.
12. Fire or Other Unavoidable Casualties. In the event that the premises or any part thereof during the term, be destroyed or damaged by fire or other unavoidable casualties, so that the same shall be thereby rendered unfit for use as above, then, and in such case, the agreement herein before reserved, or a just and proportional part thereof, according to the nature and extent of the injuries sustained, shall be suspended or abated until the said premises shall have been put in proper condition for use as above by the said LICENSOR, at the LICENSOR'S expense or if destruction or damage is at least fifty percent (50%) or more these premises shall thereby be determined to be unfit for normal operating conditions and ended at the election of said LICENSOR or the LICENSEE or their respective legal representatives.
13. Notices. All notices and demands, legal or otherwise, incidental to this License shall be in writing. If the LICENSOR or its agent desires to give or serve upon the LICENSEE any notice or demand, it shall be sufficient to send a copy thereof by certified mail, addressed to the LICENSEE at the demised premises, or to deliver in hand to the LICENSEE a copy thereof. Notices from the LICENSEE to the LICENSOR at the Superintendent's Office, Salem Public Schools, 29 Highland Avenue, Salem, MA, or to such party or place as the LICENSOR may from time to time designate in writing.
14. Default. In case of violation or default in performance by the LICENSEE of any of the covenants, agreements, and conditions of this License, and upon failure to discontinue such violation or cure such default in performance within ten (10) days after notice thereof given to the LICENSEE, this License shall thereafter, at the option of the LICENSOR,

become null and void. The LICENSOR may re-enter without further notice or demand, and the LICENSEE shall be liable for all loss or damage resulting from such violation or default in performance aforesaid.

15. Waiver. No waiver by the LICENSOR of any violation or default in performance by the LICENSEE shall constitute or be construed as a waiver of any other violation or default in performance, nor shall lapse of time after violation or default in performance by the LICENSEE before the LICENSOR shall exercise its option under the previous paragraph, operate to defeat the right of the LICENSOR to declare this License null and void and to re-enter upon the demised premises after the said violation or default in performance.
16. Entire Agreement. This agreement constitutes the parties entire understanding and supersedes any prior oral or written representations of the parties. This License may not be modified or amended except in writing which both parties sign.
17. Termination: If, at any time during the term of this Agreement, LICENSOR determines that the current Salem High School facility must cease operations, LICENSOR may terminate the Agreement by giving written notice thereof to the LICENSOR specifying the effective date of termination. Upon the date so specified, this Agreement shall terminate.
18. Governing Law. This License shall be governed by and construed in accordance with the laws of the Commonwealth of Massachusetts. If any provisions of this License shall to any extent be invalid, the remainder of this License shall not be affected.

WITNESS our hands and seals on the date above set forth.

LICENSOR:

Salem Public Schools

By: Stephen Zrike

Dr. Stephen Zrike
Superintendent, Salem Public Schools

LICENSEE:

Angela's Preschool & Daycare

By: Kelly Hiraldo

Kelly Hiraldo
Angela's Daycare

By: Elizabeth Rennard

Beth Rennard
City Solicitor

By: Anthony P. Delaney

Anthony P. Delaney
Chief Procurement Officer

By: Anna Freedman

Anna Freedman
Finance Director

By: Dominick Pangallo

Dominick Pangallo
Mayor



CITY OF SALEM, MASSACHUSETTS

PURCHASING DEPARTMENT

93 WASHINGTON STREET, 2ND FLOOR

SALEM, MA 01970

TEL. (978) 619-5696

ADELANEY@SALEM.COM

DOMINICK PANGALLO
MAYOR

ANTHONY P
DELANEY
CHIEF PROCUREMENT
OFFICER

RENEWAL

October 8, 2025

Kelly Hiraldo
ANGELA'S PRESCHOOL & DAYCARE
ctremblay@angelaschildcare.com

Re: Contract No. License Agreement between the Salem Public Schools and Angela's Preschool & Daycare

Ms. Kelly Hiraldo:

Pursuant to Contract License Agreement between the Salem Public Schools and Angela's Preschool & Daycare, effective December 1, 2025, the City of Salem wishes to extend the services through November 30, 2026, with all original terms and conditions remaining.

By signing below, you are formally acknowledging that the terms and conditions and pricing as referred to in the original contract are valid for the extension period.

Please provide a current Certificate of Insurance. You may email it to Eva Allocca at eallocca@salem.com.

ANGELA'S PRESCHOOL & DAYCARE

Authorized Signature

Name/Date

CITY OF SALEM:

Anthony P. Delaney
Chief Procurement Officer



SALEM PUBLIC SCHOOLS

Where belonging leads to opportunity.

Reilly Christie

Director of Athletics

77 Willson St. Salem, MA 01970

978-265-4044

rchristie@salemk12.org

Dear Members of the Salem School Committee,

On behalf of the Salem High School Hall of Fame Committee, I am writing to formally request permission to serve alcohol at the upcoming Hall of Fame Induction Ceremony.

The Hall of Fame Committee recently held a meeting and voted to host this year's induction event in the Veteran's Memorial Field House at Salem High School. The event will take place after school hours on Tuesday November 18th and will be open only to invited guests and honorees. As part of our planning, the committee also voted in favor of allowing alcohol to be served at the event in a responsible and controlled manner.

We would like to note that previous Hall of Fame induction ceremonies have included alcohol service without issue. This tradition has contributed to creating a celebratory and respectful atmosphere for inductees, their families, and alumni attending the event. The committee is committed to ensuring that all guidelines regarding alcohol service on school property are strictly followed, including the use of a licensed caterer and compliance with all local and state regulations.

We respectfully request the School Committee's approval to continue this long-standing aspect of the Hall of Fame celebration at our on-campus venue. The Hall of Fame Committee believes that hosting the event in the Field House provides a meaningful connection to the school while still maintaining the formality and professionalism of the occasion.

Thank you for your consideration and continued support of the Salem High School Hall of Fame. We would be happy to provide any additional details or meet with the committee to discuss logistics or safety protocols.

Regards,

Reilly Christie

Reilly Christie
Athletic Director
Salem High School
Go Witch!



www.salemk12.org



@SalemSchoolsK12



@SalemPublicSchools