

# **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 January 5, 2026 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/86377470573?pwd=rKar5r9ffwadhSa68YBiKzpP6CLxOw.1>

**Passcode: 107215**

#### **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 Special School Committee Meeting held on December 22, 2025
  2. Approval of FY26 Warrants:
    1. 12/11/2025 - \$578,676.03
    2. 12/18/2025 - \$352,449.32
    3. 12/24/2025 - \$823,425.96
- 5. Student Representative Report**
- 6. Superintendent's Report**
  1. Welcome New School Committee Members
  2. Carlton/Saltonstall Merger Update
  3. Human Resources Update
  4. Superintendent Evaluation
  5. Massachusetts School Building Authority (MSBA) Update
  6. Finance and Operations Report
- 7. Subcommittee Reports**
  1. 2026-2027 Subcommittee Assignments
  2. Finance Subcommittee
  3. Personnel Subcommittee
  4. Building & Grounds Subcommittee
  5. Curriculum Subcommittee
  6. Policy Subcommittee
- 8. Motions and Resolutions**
- 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, Presidente***

“Conozca sus derechos bajo la Ley de Reuniones Abiertas, M.G.L. c.30A § 18-25 y Secciones 2-2028 a 2-2033 de la Ordenanza Municipal”

### **REUNIÓN ORDINARIA DEL COMITÉ ESCOLAR**

Se notifica que el Comité Escolar de Salem celebrará una **reunión ordinaria el 5 de enero de 2026 a las 7 PM**. Esta reunión se realizará presencialmente en 29 Highland Ave., Sala 227, Salem, MA. También puede unirse por Zoom utilizando el enlace de abajo.

Enlace Zoom para participar:

<https://us06web.zoom.us/j/86377470573?pwd=rKar5r9ffwadhSa68YBiKzpP6CLxOw.1>

Código de acceso: 107215

#### **1. Llamado a Reunión**

##### **1. Resumen de la Política de Participación Pública (Política del Comité Escolar N.º 6409).**

Lea en voz alta: *El Comité Escolar de Salem desea conocer la opinión del público sobre los asuntos que afectan al distrito escolar y que son de su competencia. Hay interpretación al español disponible para quien la necesite. Los miembros del Comité Escolar recuerdan al público que los estudiantes de las Escuelas Públicas de Salem asisten regularmente a las reuniones del Comité Escolar. Animamos a todos los participantes a ser un ejemplo de diálogo público respetuoso y productivo para nuestros jóvenes estudiantes..*

##### **2. Interpretación en español en vivo.**

Se ofrece interpretación al español en todas las reuniones regulares del Comité Escolar. Para escuchar esta reunión con interpretación al español, consulte las instrucciones a continuación:

1. Hacer clic en **Interpretation**
2. Hacer clic en **Spanish**
3. (Opcional) Para escuchar solo el idioma interpretado, haga clic en **Mute Original Audio**. (Silenciar audio original).

#### **2. Aprobación del Orden del Día**

#### **3. Comentario Público**

Si desea participar en la parte de comentarios públicos de la reunión, puede usar el podio para hablar durante esta sección de la reunión. Si deseas hacer un comentario por Zoom, puedes hacerlo accediendo a la reunión y haciendo clic en la función de levantar la mano. Cuando sea su turno, un moderador anunciará su nombre, activará el sonido de su línea y les permitirémos hablar.

- 4. Aprobación de la Agenda de Consentimiento**
  1. Aprobación del Acta de la Reunión del Comité Escolar Especial celebrada el 22 de diciembre de 2025
  2. Aprobación de los órdenes de pago del año fiscal 26:
    1. 11/dic/2025 - \$578,676.03
    2. 18/dic/2025 - \$352,449.32
    3. 24/dic/2025 - \$823,425.96
- 5. Informe del Representante Estudiantil**
- 6. Informe del Superintendente**
  1. Bienvenidos nuevos miembros del Comité Escolar
  2. Actualización sobre la fusión de Carlton y Saltonstall
  3. Actualización de Recursos Humanos
  4. Evaluación del Superintendente
  5. Actualización de la Autoridad de Construcción Escolar de Massachusetts (MSBA)
  6. Informe de finanzas y operaciones
- 7. Informes de los Subcomités**
  1. Asignaciones del subcomité 2026-2027
  2. Subcomité de Finanzas
  3. Subcomité de Personal
  4. Subcomité de Edificios y Terrenos
  5. Subcomité de Currículo
  6. Subcomité de Políticas
- 8. Mociones y Resoluciones**
- 9. Anuncios**
- 10. Aplazamiento**

Respetuosamente presentado por,

***Sbirley Dorai***

Asistente Ejecutivo del Comité Escolar y Superintendente

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

# *Escolas Públicas de Salem*

## *Comitê Escolar*

**Amanda Campbell**  
**Beth Anne Cornell**  
**Manny Cruz, Vice-Presidente**



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

### ***Prefeito Dominick Pangallo, Presidente***

“Conheça seus direitos de acordo com a Lei de Reuniões Abertas, M.G.L. c.30A § 18-25 e Artigos 2-2028 a 2-2033 da Lei Municipal”

### **REUNIÃO ORDINÁRIA DO COMITÊ ESCOLAR**

Por meio deste, fica notificado que o Comitê Escolar de Salem realizará sua **Reunião Ordinária no dia 5 de janeiro de 2026, às 19h**. A reunião será presencial, no endereço **29 Highland Ave., sala 227, Salem, MA**. Também é possível participar via Zoom, utilizando o link abaixo.

**Link do Zoom para participar:**

<https://us06web.zoom.us/j/86377470573?pwd=rKar5r9ffwadhSa68YBiKzpP6CLxOw.1>

**Senha: 107215**

#### **1. Abertura da sessão**

##### **1. Resumo da Política de Participação Pública (Política nº 6409 do Comitê Escolar).**

Ler em voz alta: *O Comitê Escolar de Salem gostaria de ouvir a opinião do público sobre assuntos que afetam o distrito escolar e que estejam dentro do escopo das responsabilidades do Comitê. Haverá interpretação em espanhol disponível para quem precisar. Os membros do Comitê Escolar gostariam de lembrar ao público que os alunos da rede pública de Salem comparecem regularmente às reuniões do Comitê. Encorajamos todos os participantes das reuniões a serem exemplos de diálogo público respeitoso e produtivo para nossos jovens alunos.*

##### **2. Interpretação simultânea em espanhol.**

Agora, a interpretação em espanhol é oferecida em todas as reuniões regulares do Conselho Escolar. Para ouvir esta reunião com interpretação em espanhol, consulte as instruções abaixo:

1. Clique **Interpretation** 
2. Clique **Spanish**
3. (Opcional) Para ouvir apenas a interpretação, clique em **Mute Original Audio**. (Silenciar áudio original)

#### **2. Aprovação da Pauta**

**3. Comentário Público**

Se desejar participar da sessão de comentários públicos, você poderá se dirigir ao púlpito para falar durante esta parte da reunião. Se desejar fazer um comentário via Zoom, basta entrar na reunião e clicar no ícone de levantar a mão. Quando chegar a sua vez de falar, o anfitrião anunciará seu nome, ativará o seu microfone e permitirá que você fale.

**4. Aprovação da Pauta de Consenso**

1. Aprovação da Ata da Reunião Especial do Comitê Escolar realizada em 22 de dezembro de 2025.
2. Aprovação dos Mandatos de Compra do Ano Fiscal de 2026:
  1. 11/dez/2025 - \$578,676.03
  2. 18/dez/2025 - \$352,449.32
  3. 24/dez/2025 - \$823,425.96

**5. Relatório do Representante Estudantil**

**6. Relatório do Superintendente**

1. Bem-vindos, novos membros do Conselho Escolar
2. Atualização sobre a fusão Carlton/Saltonstall
3. Atualização de Recursos Humanos
4. Avaliação do Superintendente
5. Atualização da Autoridade de Construção Escolar de Massachusetts (MSBA)
6. Relatório de Finanças e Operações

**7. Relatórios das Subcomissões**

1. Atribuições das Subcomissões 2026-2027
2. Subcomissão de Finanças
3. Subcomissão de Pessoal
4. Subcomissão de Edifícios e Terrenos
5. Subcomissão Curricular
6. Subcomissão de Políticas

**8. Moções e Resoluções**

**9. Anúncios**

**10. Adiamento**

Respeitosamente apresentado por,

***Shirley Dorai***

*Assistente Executivo do Comitê Escolar e do Superintendente*

*“Pessoas que necessitem de auxílios e serviços auxiliares para uma comunicação eficaz, tais como intérprete de língua gestual, dispositivo de audição assistida ou material impresso em formato digital, ou ainda de uma adaptação razoável em programas, serviços, políticas ou atividades, podem contactar o Coordenador da ADA da Cidade de Salem através do número (978) 619-5630 o mais brevemente possível e, pelo menos, com 2 dias úteis de antecedência da reunião, programa ou evento.”*

**Minutes of the Special Meeting  
of the Salem School Committee  
Monday, December 22, 2025  
Rm. 227, 29 Highland Ave.  
Hybrid Meeting**

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

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

**Members Absent:** Mary Manning

**Call of Meeting to Order**

Mayor Pangallo called the meeting to order at 7:00 pm.

**Approval of Minutes of Regular School Committee Meeting held on December 15, 2025**

Member Cornell made a motion to approve the minutes of the regular School Committee meeting held on December 15, 2025. Member Campbell seconded and it was so VOTED. Motion passed unanimously.

**Recognition of School Committee Members Manny Cruz and Amanda Campbell**

Mayor Pangallo expressed words of appreciation for Vice Chair Cruz and Member Campbell. Mayor Pangallo continued that they both served during the pandemic which was a challenging time. Mayor Pangallo hoped that they would continue to be engaged with the district.

Member Cornell commented on all the achievements and endeavors of Vice Chair Cruz and Member Campbell since they first started serving on the School Committee in 2018. Member Miranda expressed appreciation to Vice Chair Cruz and Member Campbell for their support. Superintendent Zrike commented that Vice Chair Cruz and Member Campbell have deep expertise on K-12 education and cared about student voice as well as advocacy.

Mayor Pangallo acknowledged Senator Joan Lovely as well as former School Committee members, Ana Nuncio and Dr. Kristin Pangallo who were in the audience. Mayor Pangallo said Lieutenant Governor Kim Driscoll who also previously served on the School Committee with Vice Chair Cruz and Member Campbell was not able to attend but sent her regards and appreciation for their service. Mayor Pangallo read the citations provided to Vice Chair Cruz and Member Campbell from the City of Salem. Senator Lovely thanked everyone who has ever served on a School Committee as well as the two honorees, Vice Chair Cruz and Member Campbell. Senator Lovely read the citations for Vice Chair Cruz and Member Campbell from the Commonwealth of Massachusetts State Senate. Tokens of appreciation were also presented to Vice Chair Cruz and Member Campbell.

Member Campbell related how and why she became a School Committee member. Member Campbell said that it has been a privilege to serve on the School Committee alongside all the other members. Member Campbell noted the difference between believing in equity and enacting it, as one requires only words whereas the other requires sustained actions, discomfort and accountability. Enacting equity means moving beyond intention and into practice, questioning whose voices are being centered, whose experiences are being prioritized and who is bearing the consequences of decisions. Equity must be demonstrated consistently through the choices made and having ongoing conversations with the community. Member Campbell hoped that the School Committee holds itself to the standard of deep listening, meaningful partnership with the communities most impacted by every decision, recognizing that the strongest outcomes are built with communities and not merely for them.

Vice Chair Cruz thanked everyone for their kind words as well as their dedication to the students, educators and families of the Salem Public Schools. Vice Chair Cruz related his personal experience studying at the Salem Public Schools as well as running for office and thanked all the educators, community members and family who supported him in his personal growth. Vice Chair Cruz hoped that the School Committee will continue to be reflective and build bridges of understanding between each other, families, educators and students. Vice Chair Cruz said that in order to encourage more families who speak different languages to attend meetings and engage in the process, space needs to be created for them where they feel safe and comfortable. Vice Chair Cruz added that it is not enough just to recruit diverse educators but there is a need to retain them; and that in order for the School Committee to reflect the diverse experiences of students and educators, members of the School Committee from those backgrounds need to be supported and given opportunities for leadership. Vice Chair Cruz said that he would continue to help and support the district.

#### **Graduation Requirements and Competency Determination Policy**

Superintendent Zrike said that the Competency Determination (CD) which is based on the guidance from the Massachusetts Department of Elementary and Secondary Education (DESE) replaces the requirement for students to pass the Massachusetts Comprehensive Assessment System (MCAS) tests in order to receive a high school diploma.

Deputy Superintendent Carbone said the draft policy was presented to the Curriculum Subcommittee. Deputy Superintendent Carbone continued that there is some overlap between the local graduation requirements and the Competency Determination but that the graduation requirements cannot replace the CD. The CD requires students to show mastery of skills in English Language Arts, Math and Science. The graduating class of 2027 need to show mastery of skills in US History as well. Students also need to show satisfactory completion of the coursework. Deputy Superintendent Carbone said the policy outlines the components of the CD, grading scales based on the high school the student attends, final exam, practices supporting students with disabilities and students who enroll after 9th grade as well as the appeals process. Deputy Superintendent Carbone added that School Committee approval is needed for this policy so that it can be submitted to DESE by December 31, 2025.

Superintendent Zrike commented that the district may receive feedback from DESE.

Member Campbell said that the Curriculum Subcommittee unanimously recommended to move forward with the CD and refer it to the Policy Subcommittee. Member Cornell said that the Policy Subcommittee did not make any additional comments.

In response to Mayor Pangallo, Superintendent Zrike and Deputy Superintendent Carbone said that this is similar to what other districts are doing.

Member Campbell made a motion to approve and adopt the graduation requirements and competency determination policy, and suspend the rules for three readings of the policy. Member Cornell seconded and it was so VOTED. Motion passed unanimously.

**2026-2027 Program of Studies for Salem High School, New Liberty Innovation School and Salem Prep High School**

Superintendent Zrike said that this is the first time that all three high schools have submitted their Programs of Studies for review. Deputy Superintendent Carbone added that at the recent Curriculum Subcommittee meeting, the principals of the three high schools presented slides outlining recommended changes to the programs of studies. Deputy Superintendent Carbone said that this is the first year that the Salem Prep High School has a program of Studies and the second year for the New Liberty Innovation School. There were not any substantive changes.

Member Campbell said that the Curriculum Subcommittee unanimously approved the programs of studies to be brought forward to the School Committee. Member Campbell added that it is equity in action to show students and families the consistency across all three high schools.

Member Campbell made a motion to approve the 2026-2027 Program of Studies for Salem High School, New Liberty Innovation School and Salem Prep High School. Member Cornell seconded and it was so VOTED. Motion passed unanimously.

**Adjournment**

Vice Chair Cruz made a motion to adjourn at 7:46 pm. Member Campbell seconded and it was so VOTED. Motion passed unanimously.

Respectfully submitted by,

***Shirley Doria***

Executive Assistant to the School Committee & Superintendent



# Carlton and Saltonstall Merger Planning and Details

## *January 5, 2026*



# Goal

The purpose of the merger is to create a unified school community centered on our four key strategic priorities:

- **Priority I: Student Achievement.** Elevate student learning through shared resources.
- **Priority II: Staff Empowerment.** Position educators for success in a new environment.
- **Priority III: Culture.** Build a shared identity with a culture of belonging and strong family partnerships.
- **Priority IV: Operational Excellence.** Ensure a safe, welcoming, and well-organized school.



# Initial Actions- December 2025

Action	Date (s)
School Committee vote	<i>Monday, Dec. 15</i>
Discussion with students- restorative circles	<i>Tuesday, Dec. 16</i>
Leadership announcement	<i>Wednesday, Dec. 17</i>
Transition and innovation committee interest form shared	<ul style="list-style-type: none"><li>• <i>Wednesday, Dec. 17</i></li><li>• <b>Deadline: Jan. 9</b></li><li>• <b>Invites: no later than Jan. 16</b></li><li>• <b>First meeting of each committee: before end of January</b></li></ul>
Meeting with school PTO leadership	<i>Weeks of Dec. 15 and Dec. 22</i>



# Transition and Innovation Committees

## Transition Committee

*17 currently interested*

- Led by Principal Weaver
- Create opportunities to collect input from both school communities
- Recommend events, traditions and experiences that should continue
- Design opportunities for the community to come together- tours, meet-and-greet events, community activities, etc
- Focus on social-emotional learning supports, counseling, and activities to help transitioning students

## Innovation Committee

*10 currently interested*

- Led by Principal Jellison
- Create opportunities to collect input from both school communities
- Adapt the "Continuous Progress" model for the new context
- Coordinate with DESE on approval processes
- Present final recommendations before April vacation

*\*\*Please note that each committee will include two caregivers, two staff members, the committee lead, a school committee members and a representative from the SPS central office.*



# School Naming

- The naming or renaming of schools is ultimately the responsibility of the School Committee
- The Committee has invited community suggestions that align with the district's core values
- Members of the public can submit naming ideas to [reconfiguration@salemk12.org](mailto:reconfiguration@salemk12.org) no later than 4pm on Friday, January 16, 2026 (note the extension, 7 submissions thus far)
- The Committee will discuss naming at the January 26th meeting



# Transfer Requests

- A transfer period will be offered to Carlton and Saltonstall families between – *January 12–February 6*.
  - Families will be notified by February 27 about the result of their request for the 2026-27 school year.
- Each elementary school will have an established number of available seats by grade level. If the number of students requesting a particular grade exceeds the number of available seats, a lottery will be conducted to determine seat placement.
- A few details regarding the lottery:
  - Siblings will receive preference
  - Socio-economic targets for the 2026-27 school year (established by the School Committee in February) will apply



# Staffing

- Staff meetings at each school this week
- We are interested in learning staff preferences for assignment
- Partnering with our 3 bargaining units to follow specific staffing language in contracts
- Plan to finalize staffing by February vacation week: *Friday, February 13th*



# Additional Logistics and Details

- **Bell Schedule:** The school day will begin at either **8:30 or 8:35 AM** and end at **3:05 or 3:10 PM**, depending on the bus schedule
- **Assignment:** School assignment is now closed at Saltonstall and Carlton
- **Enrollment:** New school will limit Kindergarten to 3 classrooms for the 2025-26 school year
- **Class composition:** Class lists for the 2026-27 school year will include a balance of students from both schools
- **Traffic and Parking:** A traffic and parking review will be launched in consultation with the city, with a report out this spring
- **Before and After School Programming:** Details on expanded before/after school programs are forthcoming



# Next Steps and Accountability

- The District Executive Team will meet twice monthly to monitor the transition project plan
- Monthly updates to the school committee
- A merger savings update and capital investment budget will be provided to the community
- Success metrics (through the fall) will include— *achievement, attendance, conduct, student (grades 3-5), staff and family perception data*
- Regular FAQs and progress updates will continue throughout the spring





“Often when you think you’re at the  
end of something, you’re at the  
beginning of something else.”

--Mister Rogers





# HR and Staffing Update SY 2025-26 *(updated)*



*School Committee  
January 5, 2026*



# HR Work By the Numbers

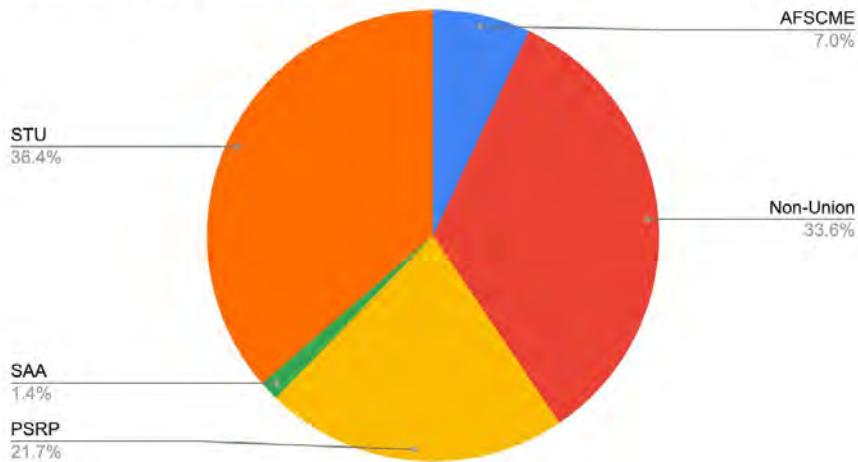
*Over the past year (Dec 2024-Dec 2025)*

- **3** career fairs (1 virtual)
- **394** job postings (*incl summer, after school, internal, etc.*)
- **206** new employees hired (*57 were teachers*)
- **175** staff transfers
- **73** student teachers/pre-pract
- **35** student interns (Read, 21C, MassHire, etc.)
- **737** CORI background checks
- **651** fingerprint results
- **453** ID badge transactions
- **49** licensure waivers
- **71** leave requests
- **86** employment verifications
- **27** loan forgiveness forms
- **55** STU salary advancement requests
- **353** letters of reasonable assurance
- **121** resignations
- **11** retirements
- **67** investigations
- **15** dismissals
- **80** non-renewals (*42 due to licensure, 34 reappointed*)
- **21** RIF (Reduction in Force) letters (*10 reappointed to new positions*)
- **60** unemployment claims



# SY 25-26 New Hires (7/1/25-12/31/25)

SY25-26 New Hires by Group



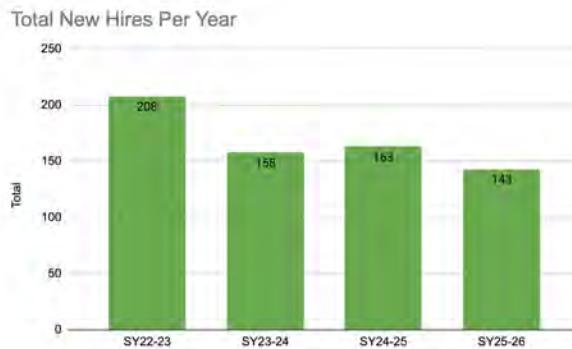
SY25-26 New Hires by School/District



**Total New Hires for SY 25-26 as of 12/31/25: 143**

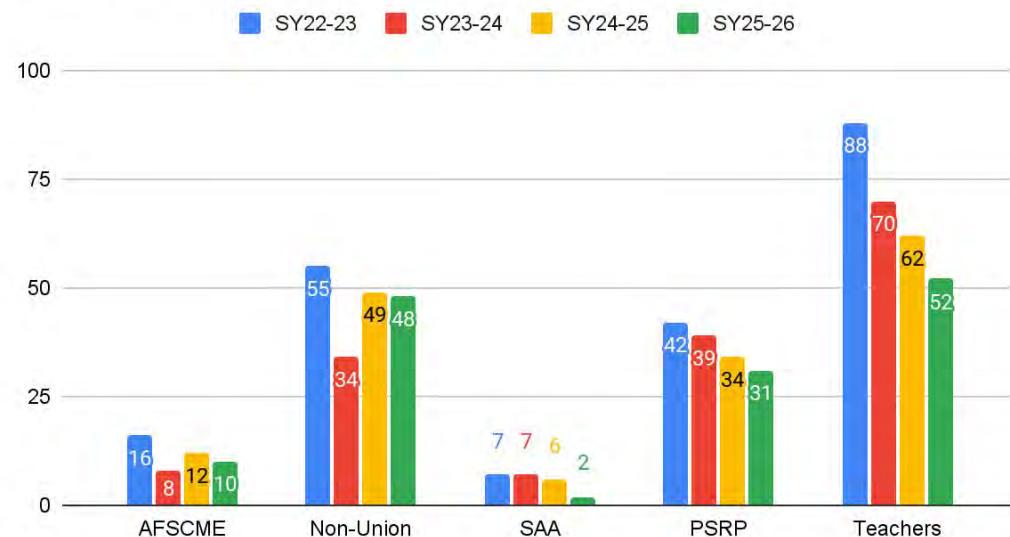


# New Hires: Year-to-Year Comparison



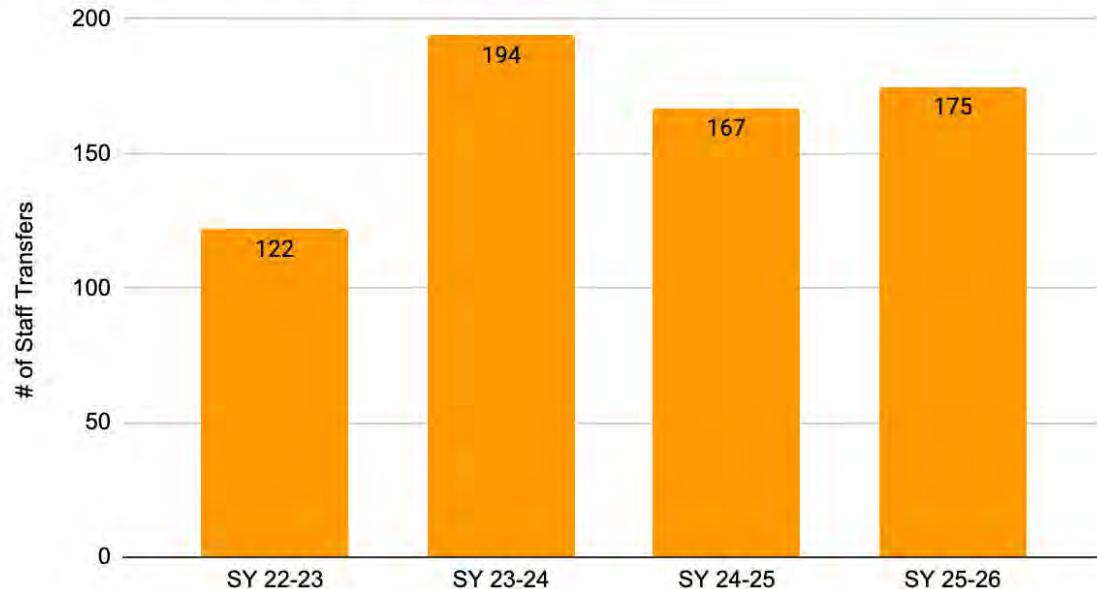
We had about 20 fewer new hires this year than last year.

## New Hires 7/1 to 12/15



# Staff Transfers: Comparison

# of Staff Transfers (July to Dec)

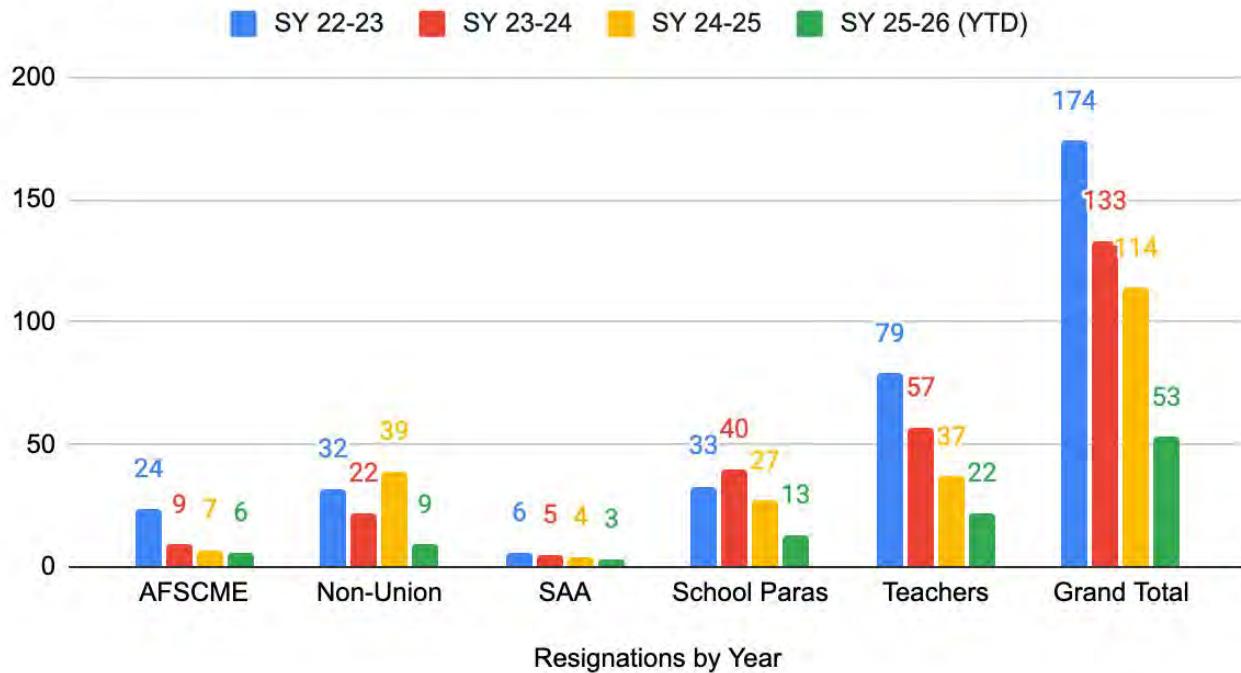


We continue to see a fair amount of staff transfers (moving from one position to another).



# Resignations: Comparison

## Resignations by Group and Year

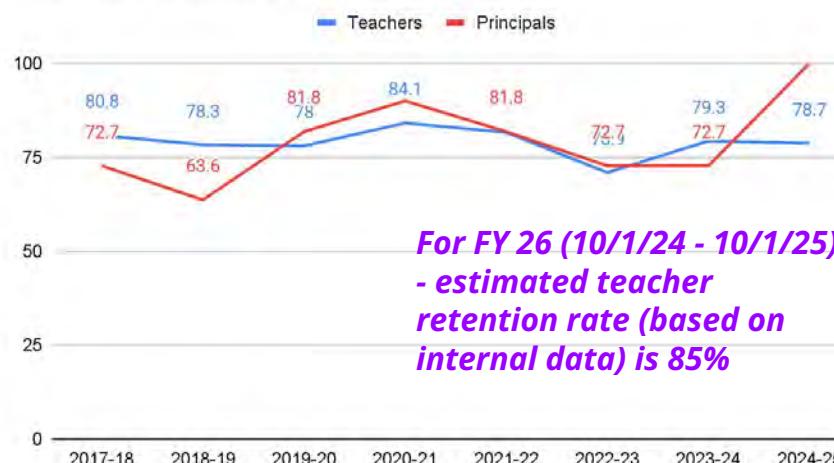


Since 2022 we have seen a steady decline in the overall # of resignations across all groups - a positive sign for our staff retention rates!



# Teacher Retention: DESE Data

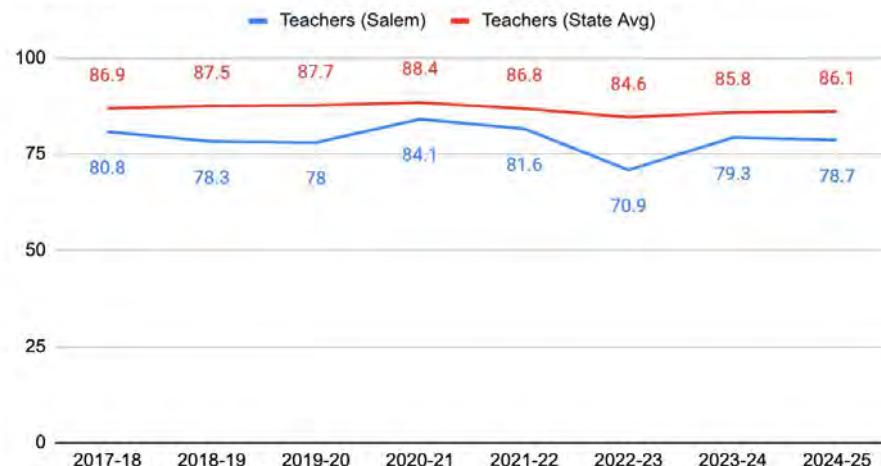
## Educator Retention, 2018-2025



**Salem retained slightly fewer teachers between 10/1/23 and 10/1/24, but 100% of principals were retained!**

*DESE calculation and published data are based on EPIMS reported educators only (not all employed staff) and calculated based on the Oct 1 EPIMS data (employed one year to the next, lagging by 1 year). The most recent data was published on April 3, 2025 and is based on educators employed on 10/1/23 and retained as of 10/1/24.*

## Teacher Retention: Salem v State Avg., 2018-2025



**Salem's teacher retention rate remains below the state average, although we've reduced the gap since 2022**

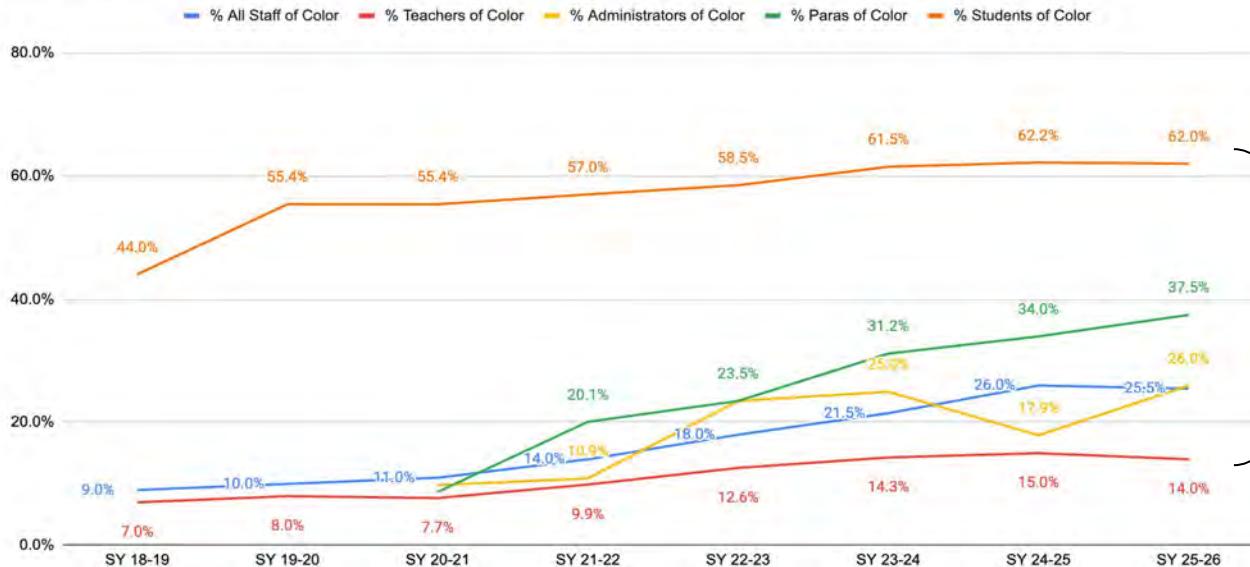


# Our Greatest Staffing Challenge

	Students of Color	Staff of Color	Teachers of Color
%	62%	25.5%	14%

Based on SY25-26 YTD  
internal staffing data

Staff of Color v. Students of Color, FY19 - FY26



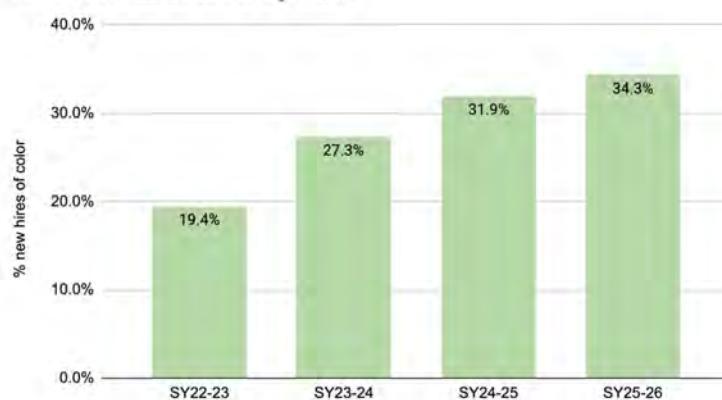
The critical gap



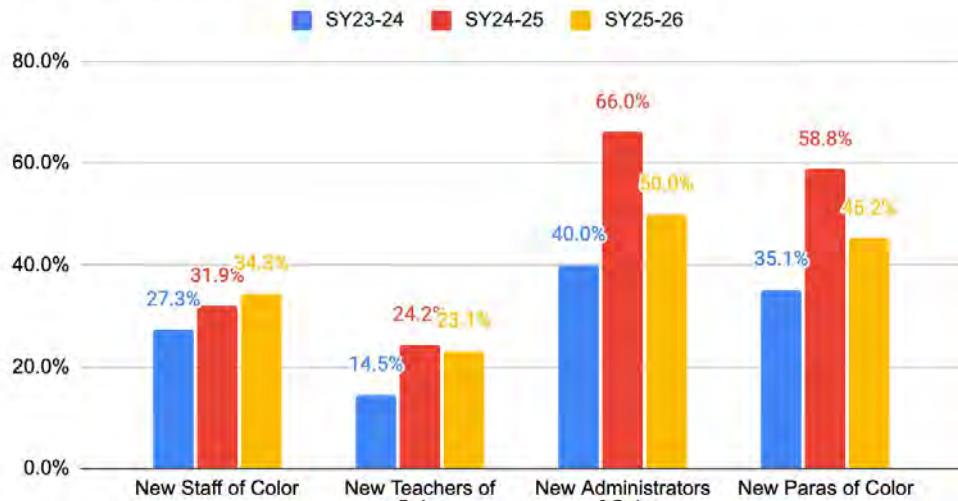
Salem Public Schools

# New Hire Diversity

% New Hires of Color by Year



% New Hires of Color by Role



*We continue to recruit and staff members of color, although more work is needed to increase the #s of new hire teachers of color.*



# Retention Rates for Staff of Color (rev)

Retaining our staff and teachers of color has been a challenge, however, we continue to see good signs of improvement, including for administrators

Retention Rates for Staff of Color			
	10/1/22-10/1/23	10/1/23-10/1/24	10/1/24-10/1/25
All Staff of Color	54.6%	66.7%	79%
Teachers of Color (based on all STU members)	51.3%	78.7%	79.7%
Paras of Color		61.1%	79.2%
Admin of Color		50%	66.7%

**Reminder: Our Strategic Plan goal for Teachers is 85%**

*Note: These data are based on internal employment data. Published DESE data are based solely on EPIMS-reported staff/teachers.*



# Looking Ahead - Goals and Plans

**Strategic Plan  
Goals (2023-2026)**



**25%  
Staff of Color**

**20%  
Teachers of Color**

**85%  
Retention Rate for  
Teachers of Color**

*Current rates:*

**25.5%**

**14%**

**79.7% (internal estimate)**

## Key Strategies

- Continue to build successes (early hiring, Talent Fellows, invest in, incentivize and support aspiring and new teachers, including teachers of color) as well as international recruitment of teachers on J1 Visas from the DR
- Expand Salem Pathways to Teaching: new grant funded initiatives (Early College, RTAP, TDEP, etc.) to develop more coherent, sustainable strategy and system to secure Pathways to Teaching for existing SPS students, recent graduates, employees, parents, and others (SP2T Coordinator to start 1/12/26!!)
- Improve staffing/pathways data system, including more school-level analyses and targets
- Continue building school leader capacity to recruit and retain staff of color
- Continue to support educators working toward licensure
- Continue building the culture and conditions so that SPS is a place where educators of color choose to work, stay, and grow



## **2026-2027 Subcommittee Assignments**

	<b>Building &amp; Grounds</b>	<b>Curriculum</b>	<b>Finance</b>	<b>Personnel</b>	<b>Policy</b>
<b>CHAIR</b>	Yamily Byas	Veronica Miranda	AJ Hoffman	Beth Anne Cornell	Megan Stott
<b>Member 2</b>	Veronica Miranda	AJ Hoffman	Megan Stott	Veronica Miranda	Beth Anne Cornell
<b>Member 3</b>	Mary Manning	Yamily Byas	Beth Anne Cornell	AJ Hoffman	Mary Manning