

Salem Public Schools School Committee

Yamily Byas
Beth Anne Cornell, Vice Chair
AJ Hoffman



Mary A. Manning
Veronica Miranda
Megan Stott

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 February 9, 2026 at 7:00 p.m.** This meeting will take place via Zoom using the link below.

Zoom Link to participate:

<https://us06web.zoom.us/j/84510020911?pwd=EXcaCkT7msK74pKD4uGa9cuLSTTkAF.1>

Passcode: 971592

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 provide a comment, 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 the Regular School Committee Meeting held on January 26, 2026
2. Approval of Minutes of the School Committee Retreat held on February 2, 2026

3. Approval of FY26 Warrants:
 1. 1/22/2026 - \$797,458.14
 2. 1/29/2026 - \$685,395.35

5. Student Representative Report

6. Superintendent's Report

1. 2026-2027 Salem Public Schools New Liberty Innovation School (NLIS) and Proposed Sarah Parker Remond Elementary School Calendar (Strategy 4.2)
2. Future of NLIS and Salem Prep High School
3. Carlton and Saltonstall Merger Update
4. Superintendent Evaluation
5. Finance and Operations Report

7. Subcommittee Reports

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

8. Motions and Resolutions

1. 2026-2027 Salem Public Schools New Liberty Innovation School (NLIS) and Proposed Sarah Parker Remond Elementary School Calendar
2. Naming of Saltonstall/Carlton Building to Sarah Parker Remond Elementary School - Second Reading
3. School Committee Norms
4. School Committee Calendar Topics for 2026

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

Yamily Byas
Beth Anne Cornell, Vicepresidente
Megan Stott



AJ Hoffman
Mary A. Manning
Veronica Miranda

Alcalde Dominick Pangallo, Presidente

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

REUNIÓN REGULAR DEL COMITÉ ESCOLAR

Por la presente se notifica que el Comité Escolar de Salem celebrará una **reunión extraordinaria del Comité Escolar el lunes 9 de febrero de 2026 a las 7:00 p. m.** Esta reunión se llevará a cabo en persona en **29 Highland Ave., Rm. 227, Salem, MA.** Esta sesión también se transmitirá a través de Zoom para que el público pueda verla. Habrá interpretación disponible en español y portugués en Zoom.

Enlace de Zoom para participar:

<https://us06web.zoom.us/j/84510020911?pwd=EXcaCkT7msK74pKD4uGa9cuLSTTkAF.1>

Contraseña: 971592

1. Orden del día

1. **Resumen de la Política de Participación Pública (Política del Comité Escolar n° 6409).**

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

2. **Interpretación en directo al español.**

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

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

2. **Aprobación del orden del día**

3. **Comentarios públicos**

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.

29 Highland Ave, Salem, MA 01970 Phone: 978-740-1212 Email: sdorai@salemk12.org

4. Aprobación del orden del día

1. Aprobación del acta de la reunión regular del Comité Escolar celebrada el 26 de enero de 2026.
2. Aprobación del acta de la reunión del Comité Escolar celebrada el 2 de febrero de 2026.
3. Aprobación de las órdenes de pago para el año fiscal 2026:
 1. 22-ene-2026 - \$797 458,14
 2. 29-ene-2026 - \$685 395,35

5. Reporte del representante estudiantil

6. Reporte del superintendente

1. 2026-2027 Escuelas Públicas de Salem, Escuela de Innovación New Liberty (NLIS) y propuesta del calendario escolar de la escuela primaria Sarah Parker Remond (Estrategia 4.2)
2. El futuro de NLIS y Salem Prep High School
3. Actualización sobre la fusión entre Carlton y Saltonstall
4. Evaluación del superintendente
5. Reporte financiero y operativo

7. Reporte de los subcomités

1. Subcomité de Finanzas
2. Subcomité de Personal
3. Subcomité de Edificios y Terrenos
4. Subcomité de Plan de Estudios
5. Subcomité de Políticas

8. Mociones y resoluciones

1. 2026-2027 Escuelas Públicas de Salem Escuela de Innovación New Liberty (NLIS) y propuesta del Calendario escolar de la escuela primaria Sarah Parker Remond
2. Cambio de nombre del edificio Saltonstall/Carlton a Escuela Primaria Sarah Parker Remond - Segunda lectura
3. Normas del Comité Escolar
4. Temas del calendario del Comité Escolar para 2026

9. Anuncios

10. Cierre

Respetuosamente presentado por,

Shirley Dorai

Asistente ejecutivo del Comité Escolar y del Superintendente

“Las personas que necesiten ayudas y servicios auxiliares para una comunicación eficaz, como intérpretes de lengua de signos, dispositivos de ayuda auditiva, material impreso en formato digital o modificaciones razonables en 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 con al menos dos días hábiles de antelación a la reunión, el programa o el evento.”

Escolas Públicas de Salem Comitê Escolar

*Yamily Byas
Beth Anne Cornell, Vice-presidente
A.J. Hoffman*



*Maria A. Manning
Verônica Miranda
Megan Stott*

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

Fica por este meio notificado que o Comitê Escolar de Salem irá realizar uma **Reunião ordinária do Comitê Escolar em 9 de fevereiro de 2026, às 19h**. Esta reunião será **realizada via Zoom, utilizando o link abaixo**.

Link do Zoom para participar:

<https://us06web.zoom.us/j/84510020911?pwd=EXcaCkT7msK74pKD4uGa9cuLSTTkAF.1>

Senha: 971592

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 pública sobre assuntos que afetam o distrito escolar e que estejam dentro do escopo das responsabilidades do Comitê. Há interpretação em espanhol disponível para quem precisar. Os membros do Conselho Escolar gostariam de lembrar ao público que os alunos da rede pública de Salem comparecem regularmente às reuniões do Conselho. Encorajamos todos os participantes a demonstrarem um diálogo público respeitoso e produtivo para nossos jovens alunos.*

2. Interpretação Simultânea em Espanhol.

Agora, há interpretação em espanhol disponível para todas as reuniões regulares do Conselho Escolar. Para ouvir esta reunião com interpretação em espanhol, consulte as instruções abaixo:

1. Clique **Interpretação** 
2. Clique **Espanhol**
3. (Opcional) Para ouvir apenas a interpretação, clique em **silenciar áudio original**.

2. Aprovação da Pauta

3. Comentário Público

Se desejar fazer um comentário, você pode fazê-lo entrando na reunião do Zoom e clicando no ícone de levantar a mão. Quando for sua vez de falar, o apresentador anunciará seu nome e ativará o seu microfone e permitirá que você fale.

4. Aprovação da Pauta de Consenso

1. Aprovação da Ata da Reunião Ordinária do Conselho Escolar realizada em 26 de janeiro de 2026.

29 Highland Ave, Salem, MA 01970 Telefone: 978-740-1212 E-mail: sdorai@salemk12.org

2. Aprovação da ata da reunião do Conselho Escolar realizada em 2 de fevereiro de 2026.
3. Aprovação dos Mandatos de Compra do Ano Fiscal de 2026:
 1. 22-jan-2026 - \$797.458,14
 2. 29-jan-2026 - \$685.395,35

5. Relatório do Representante Estudantil

6. Relatório do Superintendente

1. Calendário da Escola de Inovação New Liberty (NLIS) para 2026-2027 e calendário da Escola Primária Sarah Parker Remond (Estratégia 4.2) proposto
2. Futuro da NLIS e da Salem Prep High School
3. Atualização sobre a fusão entre Carlton e Saltonstall
4. Avaliação do Superintendente
5. Relatório de Finanças e Operações

7. Relatórios das Subcomissões

1. Subcomissão de Finanças
2. Subcomissão de Pessoal
3. Subcomissão de Edifícios e Terrenos
4. Subcomissão Curricular
5. Subcomissão de Políticas

8. Moções e Resoluções

1. Calendário da Escola de Inovação New Liberty (NLIS) para 2026-2027 e calendário da Escola Primária Sarah Parker Remond proposto
2. Nomeação do edifício Saltonstall/Carlton para Escola Primária Sarah Parker Remond - Segunda leitura
3. Normas do Comitê Escolar
4. Tópicos do calendário do Comitê Escolar para 2026

9. Anúncios

10. Adiantamento

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 Regular Session
of the Salem School Committee
Monday, January 26, 2026
Virtual Meeting**

Members Present: Mayor Pangallo, Vice Chair Cornell, Yamily Byas, AJ Hoffman, Veronica Miranda and Meg Stott

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 and informed the public that the docket contains the public participation procedure and how to access Spanish interpretation.

Approval of Agenda

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

Vice Chair Cornell voted YES

Member Byas voted YES

Member Hoffman voted YES

Member Manning ABSENT

Member Miranda ABSENT

Member Stott voted YES

Mayor Pangallo voted YES

Motion passed with 5 votes in favor and 2 absent.

Member Miranda Joined at 7:03 pm.

Public Comment

Adam Rinne, PTO President at Saltonstall School

Mr. Rinne suggested Forten Point Elementary School for the name of the merged school because it reflects the neighborhood and connection to the legacy of Charlotte Forten.

Approval of Consent Agenda

1. Approval of Minutes of Special School Committee Meeting held on January 5, 2026
2. Approval of Minutes of Regular School Committee Meeting held on January 5, 2026
3. Approval of FY26 Warrants:
 1. 12/31/2025 - \$661,458.55
 2. 1/15/2026 - \$977,307.12

Vice Chair Cornell made a motion to approve the consent agenda. Member Hoffman seconded. A roll call vote was taken.
Vice Chair Cornell voted YES
Member Byas voted YES
Member Hoffman voted YES
Member Manning ABSENT
Member Miranda voted YES
Member Stott voted YES
Mayor Pangallo voted YES
Motion passed with 6 votes in favor and 1 absent.

Student Representative Report

Student Representative Sula noted that Salem High School (SHS) had their mid-terms last week. Student Representative Sula said that the Student Advisory Group met with newcomer students to get their perspective on supports needed and there will be an update once the group has had a chance to meet.

Superintendent's Report

Superintendent Zrike mentioned that there would be another snow day on Tuesday, January 27th. Superintendent Zrike commended the custodial crew for their hard work in clearing the snow. The snow day challenge had a good response and there would be another challenge for Tuesday, January 27th. Superintendent Zrike recognized and congratulated Ms. Evie Oquendo, Collins Middle School Physical Education teacher, the first female to have her number retired in Salem Public Schools (SPS) history. A ceremony for her jersey retirement was held on January 23rd.

1. 2026-2027 Salem Public Schools Calendars (Strategy 4.2)

Superintendent Zrike provided the presentation on the 2026-2027 Salem Public Schools (SPS) calendar. In line with the latest Salem Teacher Union (STU) contract, the earliest that schools can begin for students is the Thursday before Labor Day. The New Liberty Innovation School and the merged Saltonstall/Carlton School calendars will be provided at the next meeting.

In response to Vice Chair Cornell, Superintendent Zrike said that the staff at the merged Saltonstall/Carlton school would be working together on the calendar as they have the autonomy as an innovation school. In response to a question from Member Stott, Superintendent Zrike said that the concern about switching the Professional Development (PD) half day from Wednesday, October 21 to Friday, October 30, 2026 is that student attendance may be affected.

In response to Member Miranda, Superintendent Zrike said that the cost of having separate calendars is transportation and the reason for having separate calendars is that the innovation school plans are based on trimesters. Superintendent Zrike mentioned that from the district perspective, it would be easier if all the schools followed the same

calendar, not only in terms of cost but in terms of communication and organization.

Student Representative Sula suggested switching the PD half day from Wednesday, October 21 to Friday, October 30, 2026 because of traffic concerns for students and getting home late or being able to get to after-school activities or work on time.

In response to Vice Chair Cornell, Deputy Superintendent Carbone said that as part of the innovation plan process, one of the autonomies is the school calendar for educators and students. Deputy Superintendent Carbone added that it is not an autonomy that every innovation school must follow. In response to a follow-up question from Vice Chair Cornell, Superintendent Zrike said that educators in the Teachers Advisory Group had mixed feelings about the PD half day on Wednesday, October 21st for the reasons mentioned earlier. Vice Chair Cornell and Member Stott voiced support for changing it to October 30th.

2. 2026-2027 Enrollment Targets for Student Assignment (Strategy 4.1)

Superintendent Zrike explained the enrollment targets.

In response to Member Miranda, Deputy Superintendent Carbone said that the PreK program at the Early Childhood Center (ECC) does not attract as many lower income families because transportation and summer programming are not offered. Superintendent Zrike said that partner programs offer longer days and transportation. Member Miranda requested data on children who are with the partner programs to identify children who might be falling through the gaps. Deputy Superintendent Carbone said that the information can be gathered.

In response to Member Cornell, Deputy Superintendent Carbone said that the district is working on supporting the different needs of families through shared resources, similar curriculum, coaching and PD opportunities. Deputy Superintendent Carbone added that good communication across programs is also important because if the needs of the families cannot be met at SPS, they can be referred to another provider. Superintendent Zrike commented that the purpose of the Commonwealth Preschool Partnership Initiative (CPPI) grant is that there is an equal high standard across all the programs. Deputy Superintendent Carbone said that areas where additional support is needed such as coaching can be identified now because of good data systems.

Member Hoffman said parents are worried they will lose childcare in the summer because the programs have a very long waitlist. Member Hoffman added that it might be worth looking into how to fill that gap in the summer.

3. Educator Self-Selected Professional Development (Strategy 2.2)

Deputy Superintendent Carbone presented the slides on the educator self-selected PD. Superintendent Zrike commented that members of the Teachers Advisory Group often highlight the importance of teachers having choice and autonomy with regard to professional learning. Superintendent Zrike said that this opportunity has been well

received by the faculty at Salem Public Schools.

4. Superintendent Evaluation

Superintendent Zrike said that he aims to email his self-appraisal to the School Committee and provide it to the public by the end of the week.

5. Massachusetts School Building Authority (MSBA) Update

Superintendent Zrike provided an update of the school building project.

6. Finance and Operations Report

1. Capital Expenditure 2026-2027

Member Byas said that the presentation will highlight the priorities for the capital expenditure next year. Assistant Superintendent Pauley presented the slides for the capital expenditure 2026-2027 request. Assistant Superintendent Pauley said that the next step involves the district meeting with the city finance team to review the proposals and see what is possible.

In response to Member Stott, Assistant Superintendent Pauley said that the district normally receives \$25,000 and the funds are generally used for work such as installing ramps, Braille signage and sinks that can be accessed by students in wheelchairs. Assistant Superintendent Pauley continued to explain the budget process which begins with input from principals, work orders received and multi year plans. The information is presented to the School Committee and then sent to the City's Finance Office prior to a meeting with them to determine priorities and the amount that will be received. The final package is presented to City Council with the district budget in May after the School Committee approves the general fund budget.

With regards to the ECC playground, Assistant Superintendent Pauley said that \$25,000 of the \$535,000 requested for play spaces is for the ECC playground planning process. Once the planning process is done, a request for the ECC playground will be brought to the School Committee with the next set of capital requests. Superintendent Zrike added that this does not mean that the ECC would necessarily remain at the current site as the School Committee needs to have discussions about the ECC potentially moving to another location. In response to another question from Member Stott, Assistant Superintendent Pauley said that the district is working closely with the City on the Energy Service Company (ESCO) projects and part of this year's investment in the Bentley building is to switch over to LED lighting. All the other school buildings already have LED lighting. Assistant Superintendent Pauley continued there needs to be a longer term larger investment in Bentley's Heating, Ventilation, and Air Conditioning (HVAC) system. Since their current window units will not last another year, more energy efficient window units will be purchased. Other work

being done in an effort for greener buildings includes replacing the roof at the Horace Mann Laboratory School which will help with their HVAC system.

In response to Member Hoffman, Assistant Superintendent Pauley said that through Representative Cruz's effort, about \$20,000 - \$25,000 was received about a year ago for equipment at the ECC playground and the principal together with the educators used the funds to purchase bikes and toys that can be put away. Assistant Superintendent Pauley added that the vision is to have climbing structures and other playground equipment that is developmentally appropriate and accessible for young children. The ECC playground is a City owned park and the City is working on bringing more shade. Superintendent Zrike said the issue is that there is not an age appropriate playground structure for the ECC. Mayor Pangallo said that a grant of \$60,000 was received for the shade structure but since it is not enough, the City is going to identify a funding source to close the gap in order to get it installed whether or not the ECC continues to be in that location because it is still a City park and will continue to be used by children.

Subcommittee Reports

1. **Finance Subcommittee**
No report at this time.
2. **Personnel Subcommittee**
No report at this time.
3. **Building and Grounds Subcommittee**
This item was addressed in the earlier portion of the meeting.
4. **Curriculum Subcommittee**
No report at this time.
5. **Policy Subcommittee**
No report at this time.

Motions and Resolutions

1. **2026-2027 Salem Public Schools Calendars**
Member Cornell made a motion to approve the 2026-2027 Salem Public School calendars contingent upon changing the half PD Day from October 21, 2026 to October 30, 2026. Member Miranda seconded. A roll call vote was taken.
Vice Chair Cornell voted YES
Member Byas voted YES
Member Hoffman voted YES
Member Manning ABSENT

Member Miranda voted YES
Member Stott voted YES
Mayor Pangallo voted YES
Motion passed with 6 votes in favor and 1 absent.

2. 2026-2027 Enrollment Targets for Student Assignment

Member Cornell made a motion to approve the 2026-2027 enrollment targets for student assignment. Member Byas seconded. A roll call vote was taken.

Vice Chair Cornell voted YES
Member Byas voted YES
Member Hoffman voted YES
Member Manning ABSENT
Member Miranda voted YES
Member Stott voted YES
Mayor Pangallo voted YES
Motion passed with 6 votes in favor and 1 absent.

3. Naming Saltonstall/Carlton Building

Superintendent Zrike commented that the list of suggested names from the community is provided in the packet and it should have included Forten Point Elementary School.

Mayor Pangallo thanked the community for their thoughtful suggestions. Member Stott said that the suggestions and reasons provided were a great learning and communication experience. Member Stott added that the practice of naming buildings after people should change but that this is an opportunity to honor a woman of color from Salem's history, Sarah Parker Remond. Member Miranda agreed with Member Stott and highlighted that there is a historical connection between Leverett Saltonstall and Sarah Parker Remond, where his opinion in the 1830s about separate but equal schools directly impacted Sarah Parker Remond. Member Miranda continued that there was not much information on Clarissa Lawrence. Vice Chair Cornell commented that she was also leaning towards Sarah Parker Remond but also liked the idea of Forten Point as it connects students, diversity and place. Student Representative Sula mentioned that Salem students have mostly been taught about the witch trials but there is so much more culture, diversity and community in Salem. Student Representative Sula also said that it will be a turning point for the City to move past the racial injustices to something more progressive.

Director of Diversity, Equity, Inclusion & Engagement, Laura Assade said that the name Remond is pronounced as Reh-mond. Member Hoffman liked the suggestion of Sarah Parker Remond. Member Hoffman continued that diversity is often talked about but that the focus should be more on inclusion. Vice Chair Cornell mentioned that the name Remond Point flows much better with the correct pronunciation.

Member Miranda voiced concerns that adding a location to the name of a person of

color diminishes the significance of the person and that adding a location to the name solidifies that the community stays in the building when there have been discussions about moving the dual language program to that building. Member Hoffman commented that the history of whatever name is chosen for the school should be taught. Member Stott expressed support for the full name because just a single name does not convey who the school was named after. Member Stott stressed the importance of pronouncing the name correctly. Member Stott added that thought should be given to the possible variations of the name. Mayor Pangallo agreed that the Sarah Parker Remond name is the most appropriate fit because of the history. Mayor Pangallo added that her full name should be used because she had a brother who was also a noted abolitionist. Remond Park was intentionally named for both the siblings.

Member Miranda made a motion to name the Carlton/Saltonstall building as the Sarah Parker Remond Elementary School for first reading. Member Cornell seconded. A roll call vote was taken.

Vice Chair Cornell voted YES

Member Byas voted YES

Member Hoffman voted YES

Member Manning ABSENT

Member Miranda voted YES

Member Stott voted YES

Mayor Pangallo voted YES

Motion passed with 6 votes in favor and 1 absent.

4. Capital Expenditure 2026-2027

Vice Chair Cornell made a motion to approve the capital expenditure request for 2026-2027. Member Miranda seconded. A roll call vote was taken.

Vice Chair Cornell voted YES

Member Byas voted YES

Member Hoffman voted YES

Member Manning ABSENT

Member Miranda voted YES

Member Stott voted YES

Mayor Pangallo voted YES

Motion passed with 6 votes in favor and 1 absent.

Announcements

Member Hoffman raised the topic of whether meetings should be held to discuss processes, procedures and plans in place to protect families, trans and non-binary students if United States Immigration and Customs Enforcement (ICE) officials come to Massachusetts. A suggestion was made about having a community dinner. Director of Diversity, Equity, Inclusion & Engagement, Laura Assade commented that inquiries regarding this matter have been received over the past couple of weeks and that the Welcome Center has been supporting families and educators with the help of partner organizations. Know Your Rights information and Bystander training are

being provided. Ms. Assade continued that having conversations online would provide a safe and supportive environment for families. Ms. Assade said that a list of resources can be shared with the School Committee members. Member Miranda expressed interest in further discussions with the Police Department on this topic. Mayor Pangallo mentioned that this topic is not on the current agenda and that any discussions on this topic should be on the agenda for a future meeting.

Adjournment

Vice Chair Cornell made a motion to adjourn at 9:00 pm. Member Hoffman seconded. A roll call vote was taken.

Vice Chair Cornell voted YES

Member Byas voted YES

Member Hoffman voted YES

Member Manning ABSENT

Member Miranda voted YES

Member Stott voted YES

Mayor Pangallo voted YES

Motion passed with 6 votes in favor and 1 absent.

Respectfully submitted by,

Shirley Dorai

Executive Assistant to the School Committee & Superintendent

**Minutes of the
Salem School Committee Retreat
Monday, February 2, 2026
Rm. 227, 29 Highland Ave.**

Members Present: Mayor Pangallo, Vice Chair Cornell, Yamily Byas, AJ Hoffman, Veronica Miranda and Megan Stott

Others in Attendance: Superintendent Stephen Zrike and Deputy Superintendent Carbone

Members Absent: Mary Manning

1. Call the Meeting to Order

Mayor Pangallo called the meeting to order at 6:07 pm.

2. Discussion of School Committee Norms

Member Miranda presented the slides on the School Committee norm themes. School Committee members worked in smaller groups to discuss the norms and then came together to voice their thoughts. Points raised included being respectful, hearing everyone's opinion, avoiding lobbying, impact of unwritten rules, number of times each member is allowed to talk, asking for information prior to the meeting so that the administration has time to prepare, informing the Superintendent about visits to schools, not belittling of staff or other members, importance of apologizing, transparency, communication, centering marginalized voices, not assuming what others may feel or think, equity and accountability.

3. Discussion and Planning of 2026 School Committee Schedule

The topic of having one meeting a month instead of two meetings was raised. Points about why this would be better in terms of time spent on preparing for meetings was highlighted. Reasons for having two meetings a month except for the summer or shorter months included better engagement with the community and a consistency as well as quicker facilitation of three readings for policies and other items which may require three readings.

Having an earlier meeting time of 6:00 pm instead of 7:00 pm was also discussed. There were also suggestions to have subcommittee meetings in the chambers and rotate the location of School Committee meetings.

4. Discussion and Planning of 2026 School Committee Agenda

There was a discussion about having regular meetings and special meetings where only specific items would be discussed. School Committee members engaged in an exercise to

identify topics that were top, medium and least priority.

The order of importance identified by School Committee members were as follows:

1. Dual language location and long-term planning
2. Community engagement
3. Essex North Shore Agricultural & Technical School contract and overlapping programs
4. Bentley building investment
5. Salem Prep High School and New Liberty Innovation School location and long term goals
6. Future planning for Salem Public Schools including mergers and changes
7. Updates on support for college application process, metrics, exit surveys and college acceptances
8. Commonwealth Preschool Partnership Initiative (CPPI) and PreK partnerships in light of the strategic plan
9. New strategic plan and closeout of old strategic plan
10. Progress on discipline disparities, educator diversity and chronic absenteeism
11. Transportation contract

The subject of leases was also raised.

5. Discussion and Planning of School Committee Communication Practices

A suggestion was made for a communication chart so that School Committee members and families would know the process for raising matters to the relevant officials in order for it to be addressed.

The topics identified for the next meeting were School Committee norms, agenda items for the 2026 calendar year and newsletter.

6. Adjournment

Vice Chair Cornell made a motion to made a motion to adjourn at 8:48 pm. Member Miranda seconded and it was so VOTED. Motion passed unanimously.

Respectfully submitted by,

Shirley Dorai

Executive Assistant to the School Committee & Superintendent

Salem Public Schools

2026 - 2027 Calendar

New Liberty Innovation School

2026

Open House
September 23, 2026

- Q1- 9/3/26 - 10/30/26**
Report cards out 11/06/26
- Q2- 11/2/26 - 01/22/27**
Report cards out 01/29/27
- Q3 - 1/25/2027 - 4/9/27**
Report cards out 04/16/27
- Q4 - 4/12/27 - 6/18/27**
Report cards out 06/18/27

October

M	T	W	T	F
			1	2
5	6	7	8	9
12	13	14	15	16
19	20	21	22	23
26	27	28	29	30

August

M	T	W	T	F
3	4	5	6	7
10	11	12	13	14
17	18	19	20	21
24	25	26	27	28
31				

September

M	T	W	T	F
	1	2	3	4
7	8	9	10	11
14	15	16	17	18
21	22	23	24	25
28	29	30		

November

M	T	W	T	F
2	3	4	5	6
9	10	11	12	13
16	17	18	19	20
23	24	25	26	27
30				

December

M	T	W	T	F
	1	2	3	4
7	8	9	10	11
14	15	16	17	18
21	22	23	24	25
28	29	30	31	

2027

January

M	T	W	T	F
				1
4	5	6	7	8
11	12	13	14	15
18	19	20	21	22
25	26	27	28	29

February

M	T	W	T	F
1	2	3	4	5
8	9	10	11	12
15	16	17	18	19
22	23	24	25	26

March

M	T	W	T	F
1	2	3	4	5
8	9	10	11	12
15	16	17	18	19
22	23	24	25	26
29	30	31		

April

M	T	W	T	F
			1	2
5	6	7	8	9
12	13	14	15	16
19	20	21	22	23
26	27	28	29	30

May

M	T	W	T	F
3	4	5	6	7
10	11	12	13	14
17	18	19	20	21
24	25	26	27	28
31				

June

M	T	W	T	F
	1	2	3	4
7	8	9	10	11
14	15	16	17	18
21	22	23	24	25
28	29	30		

- School Closed: Holiday or Vacation
- All schools closed - Staff Professional Development
- Early Release Day - Staff Professional Development
- New Hire Orientation
- Early Release before break or end of year
- First day
- Student Led Conferences
- Snow Days as Needed

August

- 24-28 New Hire Orientation
- 31 Professional Development Days (full)

September

- 1 - 2 Professional Development Days (full)
- 3 - 4 First and second day, grades 9-12
- 7 Labor Day
- 9, 16, 23, 30 Professional Development Day (half)

October

- 12 Indigenous Peoples' Day
- 7, 14, 21, 28, 30 Professional Development Day (half)

November

- 3 Professional Development Day (full)
- 4, 18 Professional Development Day (half)
- 11 Veterans Day
- 12 Student Led Conferences
- 25 Thanksgiving Early Release
- 26-27 Thanksgiving Break

December

- 2, 9, 16 Professional Development Day (half)
- 23-31 Winter Break

January

- 1 Winter Break
- 18 Martin Luther King, Jr. Day
- 6, 13, 20, 27 Professional Development Day (half)

February

- 3, 10, 24 Professional Development Day (half)
- 15-19 February Break
- 27 Dominican Independence Day

March

- 3, 10, 17, 24, 31 Professional Development Day (half)

April

- 7, 14, 28 Professional Development Day (half)
- 29 Student Led Conferences
- 19-23 April Break

May

- 5, 12, 19, 26 Professional Development Day (half)
- 31 Memorial Day

June

- 2 Graduation
- 9 Professional Development Day (half)
- 18 Last Day of School (Early Release)
- 19 Juneteenth Independence Day
- 21 - 25 Snow days as needed

Salem Public Schools

2026 - 2027 Calendar

Sarah Parker Remond (Version 1)

2026

August					September				
M	T	W	T	F	M	T	W	T	F
3	4	5	6	7		1	2	3	4
10	11	12	13	14	7	8	9	10	11
17	18	19	20	21	14	15	16	17	18
24	25	26	27	28	21	22	23	24	25
31					28	29	30		

October					November					December				
M	T	W	T	F	M	T	W	T	F	M	T	W	T	F
			1	2	2	3	4	5	6		1	2	3	4
5	6	7	8	9	9	10	11	12	13	7	8	9	10	11
12	13	14	15	16	16	17	18	19	20	14	15	16	17	18
19	20	21	22	23	23	24	25	26	27	21	22	23	24	25
26	27	28	29	30	30					28	29	30	31	

2027

January					February					March				
M	T	W	T	F	M	T	W	T	F	M	T	W	T	F
				1	1	2	3	4	5	1	2	3	4	5
4	5	6	7	8	8	9	10	11	12	8	9	10	11	12
11	12	13	14	15	15	16	17	18	19	15	16	17	18	19
18	19	20	21	22	22	23	24	25	26	22	23	24	25	26
25	26	27	28	29	29	30	31			29	30	31		

April					May					June				
M	T	W	T	F	M	T	W	T	F	M	T	W	T	F
			1	2	3	4	5	6	7		1	2	3	4
5	6	7	8	9	10	11	12	13	14	7	8	9	10	11
12	13	14	15	16	17	18	19	20	21	14	15	16	17	18
19	20	21	22	23	24	25	26	27	28	21	22	23	24	25
26	27	28	29	30	31					28	29	30		

- School Closed: Holiday or Vacation
- All schools closed - Staff Professional Development
- Early Release Day - Staff Professional Development
- New Hire Orientation
- First day/last day of school (K)
- First day (Grades 1-5)
- Early Release before break or end of year
- Snow Days as Needed

August	24-27	New Hire Orientation
	28-1	Professional Development Days (full)
September	2	First Day (Grades 1-5)
	7	Labor Day
	8	First Day (K)
October	12	Indigenous Peoples' Day
	30	School Closed
November	3	Professional Development Day (full)
	11	Veterans Day
	13	Professional Development Day (1/2)
	25	Thanksgiving Early Release
	26-27	Thanksgiving Break
December	9-10	Student-Led Conferences (Early Release Day)
	21-31	Winter Break
January	1	Winter Break
	18	Martin Luther King, Jr. Day
February	12	Professional Development Day (half)
	15-19	February Break
	27	Dominican Independence Day
March	15	Caregiver Conferences (No school for students)
	16	Caregiver Conferences (Half day for students)
April	19-23	April Break
May	19	Professional Development Day (Half)
	31	Memorial Day
June	15	Last Day of School (K)
	22	Last Day of School (Grades 1-5) (Early Release)
	19	Juneteenth Independence Day
	23-29	Snow days as needed





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Carlton and Saltonstall (Sarah Parker Remond Elementary Merger Updates *February 9, 2026*



Priorities for Implementation

The goal 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.



Updates

New school name: Sarah Parker Remond Elementary School



- Pronunciation 
- *Innovation* in the name? 



Transfer Request Window: Closed Friday, Feb. 6 (16 requests)



Staffing: Finalizing initial staffing lists, plan is to share as much information with schools prior to Friday, Feb.13



District walkthrough: Scheduled for week of Feb. 23



Project plan check-ins: Every two weeks with Executive team



Informational meeting for Spanish-speaking families: TBD



Open house: Feb. 5



Transition Committee

Vision: Unite the two school communities through a transparent, collaborative process that ensures the emotional well-being of every student, caregiver, and staff member.

Mission: Co-create an inclusive culture rooted in shared values, consistent and familiar routines, and a collective commitment to excellence.

Success Indicators

- **Students** feel a sense of familiarity and ownership
- **Staff** are motivated to engage in collaborative planning and feel included in important decisions
- **Caregivers** are well-informed, hopeful for the 26-27 school year, and equipped to support their child(ren)

Progress to Date: Established "Common Agreements" for the committee keeping a collaborative mindset and equity at the core of the work, and established success criteria for the collective work together.



Transition Committee

Committee Plan

Working Groups

Bucket 1: Students



Bucket 2: Staff



Bucket 3: Caregivers
and Families



Meeting Trajectory



2/25/2026:

Brainstorm ideas and commit to 2–3 high-impact actions per bucket.



3/18/2026: Detail planning for the execution of events and actions.



3/25/2026: Develop comprehensive community communication plan.



Innovation Team

- 1st meeting on Jan. 29, next meetings are Feb. 10 & 26 and March 10
- Reviewed comparative data for Carlton and Saltonstall (school demographics and MCAS performance).
- Engaged in a “notice and wonder” activity, highlighting that, despite differences in student demographics, both schools demonstrated similar performance levels.
- Started a conversation about curriculum given that the two schools use different resources across content areas and will have to make some decisions about a shared curriculum for the merged school.
- The team only had enough time to start this discussion and focused on ELA but will revisit this review in upcoming meetings.

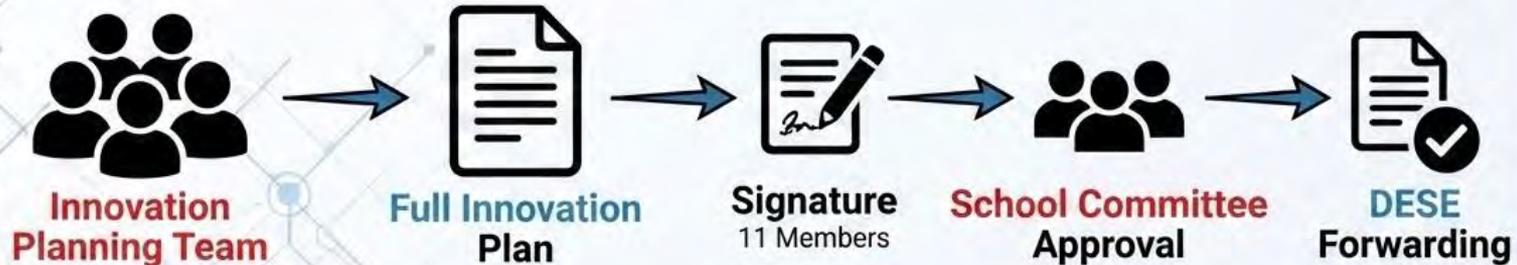


Innovation Team

Stage 1: Prospectus Submission & Approval



Stage 2: Innovation Plan Development & Final Approval





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New Liberty Innovation School and Salem Prep High School Next Steps

February 9, 2026



Future Locations of New Liberty and Salem Prep

- Significant concerns about the conditions at the mall- maintenance, cleanliness and safety/security
- 4-year exploration of new spaces

New Liberty Innovation School

- Interest in moving NLIS to Salem State
 - 1st high school on a 4-year college campus
 - Aligned to commitment to higher education and workforce development
 - Fiscal constraints
 - Temporary location needed- *Current Carlton School*



Salem Prep High School

- Continued examination of the school- overlap with existing programs, no outside tuitions & consultation with DESE
- Option to move program to current *Carlton School* or to *Salem High School (separate entrance)*
 - Access to SHS programs, resources and services vs. separation



**SALEM PREP
HIGH SCHOOL**



Self-Evaluation Form: Superintendent Self-Appraisal

Name: Steve Zrike
Superintendent, Salem Public Schools

Date: February 9, 2026

Standard I: Instructional Leadership

The education leader promotes the learning and growth of all students and the success of all staff by cultivating a shared vision that makes powerful teaching and learning the central focus of schooling.

Comments:

This standard is directly aligned to Priority #1 (Elevating Learning) from our strategic plan. Last year, we made it a priority to focus on our commitment to impactful teaching and learning across the system. Our dedicated educators have worked tirelessly to accelerate academic outcomes and to move as many students towards proficiency. They have remained open-minded to coaching and receptive to professional learning in their efforts to better serve our students.

In the last year, our instructional priorities have centered around 4 key areas of focus:

- Participating in data informed instruction;
- Shifting academic ownership/thinking to students (with a keen focus on discourse to support English language development);
- Supporting educators to internalize their lesson to ensure that they understand the most important parts of the lesson;
- Strengthening academic monitoring so that educators are prepared to monitor and respond to off-track learning in real time.

With these high leverage commitments driving our efforts, we have accomplished the following academic improvements over the last year:

- At the Grades 3–8 level, students demonstrated strong gains across all tested areas—ELA, Math, and Science. The most significant improvement was in English Language Arts, with an 8-point increase in the percentage of students meeting or exceeding expectations and a 5-point rise in the student growth percentile. This progress reflects the impact of high-quality instruction, a sustained focus on writing across the curriculum, and our shared commitment to rigorous, standards-aligned learning experiences.
- Math and Science also showed positive momentum in Grades 3–8. The percentage of students reaching proficiency increased by 2 points in Math and 3 points in Science, indicating steady and measurable growth in these essential subject areas. (See high-level Grades 3–8 results below.)
- Our middle school students posted especially impressive results on this year’s MCAS, with double-digit gains in both ELA achievement and growth. The percentage meeting or exceeding expectations rose from 20% to 33% (a 13-point increase), and the student growth percentile climbed from 47 to 59. Students also made gains in Math and Science, with Math proficiency increasing from 16% to 19% and growth inching up from 49 to 50. Science showed particularly strong

improvement, with proficiency rising from 23% to 29%—a 6-point gain.

Together, these outcomes signal that our emphasis on meaningful, project-based, and deeper learning experiences at the middle level is taking hold.

- At the high school level, proficiency rates in ELA, Math, and Science dipped slightly following last year’s historic gains. ELA proficiency shifted from 50% to 43%, Math from 42% to 41%, and Science from 44% to 41%. However, student growth data paint a more positive picture. In ELA, the student growth percentile increased from 57 to 66, and in Math from 65 to 67, indicating that our high school students are making stronger academic progress than their peers statewide who began at similar achievement levels in Grade 8.
- Over half of Salem schools (5 out of 8) made substantial progress toward their targets in 2025 (Bates, Collins, Saltonstall, Witchcraft and Salem High School).
- 6 out of 8 schools improved their percentile rank in two consecutive years (Bates, Bentley, Collins, Saltonstall, Witchcraft and Salem High School).
- In both ELA and Math for Gr. 3-8, students in the high-needs subgroup, students with disabilities, and low-income students had SGPs ranging from the high 40s to the mid-50s. Current English Learners (ELs) had SGPs in the high 40s in both subjects. For grade 10, these same subgroups—students with disabilities, low-income, and high-needs—showed stronger growth in both ELA and math, with SGPs consistently in the mid-to-high 60s.
- In Gr. 3-8, students who were formerly classified as English Learners showed exceptional growth, with SGPs in the 60s and 70s for ELA and in the high 50s for math, outperforming all other subgroups.
- In 2025, our achievement gaps with the state in all high school content areas and Grades 3-8 ELA are smaller than they were before the pandemic..
- We are encouraged that as a district we met 62% of our improvement targets of the last two years. During this period, Salem has met or exceeded more accountability targets than any Gateway City in the Commonwealth.
- Salem Public Schools’ student progress towards English proficiency (ACCESS) was 5-percentage points higher than 2024 and 4-percentage points higher than the state average.
- Our rates of chronic absenteeism continue to improve as we had the third lowest rate of absenteeism out of 26 Gateway City school districts.
- 73% of our students passed an advanced course in 11th or 12th grade (3rd among Gateways).

Once again, our progress is the product of intentional, high-quality instruction delivered by talented and committed educators. The evidence shows that our system is strengthening and that student learning is accelerating more rapidly than in comparable communities.

Standard II: Management and Operations

Promotes the learning and growth of all students and the success of all staff by ensuring a safe, efficient, and effective learning environment, using resources to implement appropriate curriculum, staffing, and scheduling.

Comments:

In its final year, the SPS [strategic plan](#) continues to drive our efforts to improve. Even with fiscal challenges, we have been able to uphold a high level of service and maintain a strong student experience for Salem's youth. Developing the FY26 budget was especially challenging as we honored the historic investment made in educator compensation while contending with state aid increases that did not keep pace with inflation, and uncertainty at the federal level. As a result, we were forced to eliminate 56.5 positions across the District. Throughout this process, we made decisions guided by our strategic priorities and informed by feedback from families, staff, and School Committee members. We focused on filling existing vacancies, adjusting staffing in areas where enrollment has declined, and, when possible, reducing non-student-facing roles. Importantly, class sizes were largely preserved, we maintained our investment in key programs like pre-kindergarten, advanced coursework, and career/technical offerings, caseloads for multilingual learners and students with disabilities remained below those of demographically similar districts, participation fees were not introduced, and reductions were made equitably across schools and departments.

Moving into the 2025-26 school year, we knew that we still had work to do in an effort to provide long term fiscal sustainability to the Salem Public Schools. To this end, we launched a process to explore school reconfiguration options at the elementary level. We partnered with a consultant team and hosted multiple community conversations to weigh a variety of school consolidation plans. While the discussions were challenging given the strong feelings that communities have about their schools, I believe that we offered the School Committee extensive data and thoughtful scenarios to consider. In the end, we believe we took an important step toward stewarding a more responsible portfolio of schools and, most importantly, ensuring that the student experience remains strong and uncompromised.

I am very proud of the smooth transition of students from Saltonstall to Collins Middle School. In collaboration with staff and the community, we successfully shifted grades 6-8 from Saltonstall to Collins. Thus far, this has proven to be a highly successful move, with positive feedback from students, educators, and families. Many have shared how well the new students are thriving in a school environment specifically designed to meet the developmental and academic needs of middle-grade learners.

A significant part of my work has remained being actively engaged in the Salem High School building project. I was involved in supporting the development of the Preferred Schematic report and the Schematic Design submission through discussions with the school building committee, SPS staff and multiple presentations to the Massachusetts School Building Association. As we prepare for a May debt exclusion, I am excited about sharing a proposed building plan to the community that is forward thinking and addresses Salem's programmatic and educational needs.

In the last year, we have also made multiple facility and safety enhancements across the school district. See below:

- Introduced the Sandy Hook Promise's Say Something' Anonymous Reporting System, The [Say Something Anonymous Reporting System](#) trains youth and adults how to recognize warning signs -- especially within social media -- of

individuals who may be in crisis, and to tell a trusted adult directly or via the anonymous reporting system.

- Implemented a new visitor management system to enhance safety across all schools.
- Repaired the track and installed a new sound system at Bertram Field.
- Installed a new, portable gym floor at Salem High School.
- Repaved the parking lot at Horace Mann.
- Opened a new playground at Bates Elementary School.
- Built a new safety vestibule at Saltonstall School.

Finally, during the 2025-26 school year, we have prioritized explicit social-emotional teaching and learning as an important lever for ensuring a safe, efficient, and effective learning environment. *“Explicit SEL instruction refers to consistent opportunities for students to cultivate, practice, and reflect on social and emotional competencies in ways that are developmentally appropriate and culturally responsive. These opportunities provide dedicated time to focus on social and emotional competencies (Mahoney et al., 2020).*

To this end, we have asked schools and educators to take the following steps:

- Utilize a customizable scope and sequence for your school using a district provided tool that:
 - Includes bullying prevention, instruction on consent/boundaries, identifying trusted adults
 - Uses evidenced based curricula materials to explicitly teach the [Priority Supporting Skills](#)
 - Is developmentally appropriate for each grade level
- K-8 uses DESSA to assess SEL competencies 2x’s/year to:
 - Identify areas to strengthen foundational and tier 1 SEL explicit instruction
 - Access evidence based curriculum to teach explicit SEL
 - Build SEL intervention groups for students who require additional instruction (Tier 2)
- Ensure time in schedule to explicitly teach SEL competencies and supporting skills identified in the scope and sequence

Already this year, we have seen a decline in discipline disparities, an improvement in attendance rates (daily and chronic) and data that suggests improved belonging on the part of students.

Standard III: Family and Community Engagement

Promotes the learning and growth of all students and the success of all staff through effective partnerships with families, community organizations, and other stakeholders that support the mission of the school and district.

Comments:

In the last year, I continued to spend extensive time engaging families and the community around major initiatives and projects in the Salem Public Schools. I use Facebook Live, a weekly newsletter, office hours and conversations at multiple events that I attend to share and receive information from families.

Our teacher, student and parent advisory groups have consistently met monthly and have offered invaluable perspectives on a variety of topics- elementary school consolidation, budget, the high school building project, report cards, conferences, etc. Additionally, I meet 2-3 times annually with the multilingual learner advisory and special education advisory groups. This input has also led to tangible changes across our system over the last year. As examples, stakeholder input has resulted in shifting to student-led conferences, establishing a Finance/Budget group of families, adding a spice bar to our cafeterias, developing a system for welcoming newcomers, allowing students to provide input on facility issues, developing educator informed guidelines/criteria for innovation and professional learning, etc.

This past year, most of my efforts to engage the community have been around the high school building project and elementary reconfiguration. I have presented to PTOs, school faculty, neighborhood groups, the City Council, Latino Leadership Coalition, Salem State, Church groups, Salem Partnership, at the Senior Center and at a variety of community events throughout the city. We hosted multiple forums and conversations around the elementary redesign process that was accessible to all families in Salem. I am particularly proud of the meeting we held in Spanish where interpretation was in English. This should be a model of what future high leverage engagement can look like in our system.

Given the fear and anxiety expressed by students and families in light of the escalation of federal Immigration and Customs Enforcement (ICE), we established guidance and supports to reinforce our commitment to ensuring that every student who lives in Salem has access to our public schools regardless of race, religion, ethnicity, gender, gender identity, sexual orientation, or immigration status. More specifically, we have offered private and confidential sessions for students and families in collaboration with Open Door Immigration, organized a webinar for families in partnership with Welcome Immigrant Network and have worked closely with families who have had members detained by ICE.

Salem Public Schools has launched a new strategic planning process that builds on the district's existing plan, which concludes in August 2026. This work reflects our commitment to reimagining education in ways that disrupt traditional practices and directly address persistent inequities in student outcomes.

The SPS Innovation Advisory Committee (SIAC) is playing a central role in this phase of the work. Right now, the committee is engaged in collective learning to develop a shared understanding of what innovation means for Salem Public Schools at all levels. In parallel, SIAC is actively supporting the design and implementation of meaningful stakeholder engagement to inform both the district's next strategic plan and its innovation agenda.

This includes reviewing and discussing community input as it is collected through multiple avenues, such as a collaboratively designed survey, an open “Design Day,” and targeted focus groups. Through this ongoing work, Salem Public Schools is positioning itself not only to respond to change, but to lead it—building an equitable, engaging, and future-ready learning system for every student.

Standard IV: Professional Culture

Promotes success for all students by nurturing and sustaining a school culture of reflective practice, high expectations, and continuous learning for staff.

Comments:

Salem Public Schools is dedicated to creating a welcoming and inclusive district that attracts, develops, and retains student-focused, forward-thinking, and highly skilled educators. We believe every member of our staff plays an essential role in educating students, and we are committed to ensuring they feel supported, respected, and empowered in their professional work.

To better understand the strengths and challenges faced by our schools, I have begun substituting as a teacher or paraprofessional at least once a month. While I visit schools regularly to observe classroom instruction, it does not afford me the opportunity to truly “walk in the shoes” of our employees and to understand more deeply the nuances of the work at different grade levels and across programs in the schools. It has been a rewarding and incredibly eye-opening experience to hear directly from students and staff about how I/the school system can better support this work.

I am proud that our retention rates for school leaders and district administrators have remained strong (100% of school principals returned for the 3rd year in a row). The retention rates for teaching staff have improved each year since COVID to what is projected to be a high for the current school year. This stability has contributed significantly to improved outcomes and is essential if we are to sustain improvement and growth over the coming years.

Please find additional efforts made to more effectively nurture a district culture of reflective practice, high expectations, and continuous learning for staff.

Teaching, Learning, and Student Support

- Designed principal professional development focused on lesson internalization and monitoring student progress. We have developed a cadence of school visits aimed at monitoring and coaching schools around these priorities.
- Our focus on the teacher advisory group this year is to create– innovative leadership and learning opportunities to keep educators engaged and differentiated professional development that is timely and relevant.

Culture and Belonging

- Developed [Magic Moments recognition](#) to celebrate staff who embody our District’s core values.

- Continued to communicate internally with the monthly teaching and learning newsletter, the weekly “Zrike’s 3 for the Week,” and office hours for staff to meet with me.

Human Resources and Talent

- Continued to have a strong and positive relationship with the three unions with whom we work (AFSCME, STU and SAA). While we do not agree on everything, there is regular dialogue, mutual respect and a commitment to support our staff so that students receive the experience they deserve.
- Led by our Director of Diversity, Equity, Inclusion & Engagement we continue to provide affinity spaces for our staff of color to be in community with each other and to communicate what they need to better serve our students.
- While the percentage of teachers of color has stagnated, our overall percentage of staff of color has grown above 25%.
- We have established multiple pipelines to grow the diversity of our teaching force– a “grow your own” early college partnership with Salem State, a registered teacher apprenticeship model with Salem State, a paraprofessional apprenticeship program with Middlesex Community College and leadership coaching through Boston College’s Lynch Leadership Academy.

Operations, Facilities and Budget

- Facilitated staff only information sessions about the budget and met with potentially impacted staff about proposed elementary school merger options as well as recognized the staff at schools with extraordinary achievement over the last two years.
- Continued the practice of hosting quarterly central office meetings focused on ensuring that the staff understand key aspects of our strategic plan, ask questions, share concerns, and offer suggestions.

Educators are the foundation of our school system, and ongoing investment in their development directly enhances student learning and engagement..

Areas of Growth

Comments:

As we look to the future, more work is needed for continuous improvement in the Salem Public Schools. Please see a list of items that need to be prioritized in the coming year.

Teaching, Learning, and Student Support

- Strengthen our focus on inclusion opportunities for students who are assigned to substantially separate classrooms.
- Develop systems to improve academic and social emotional transition from elementary/middle school and middle school to high school.
- Strengthen the support model for court-involved middle school students that are excluded from school.
- Establish a transitional kindergarten classroom for students who are struggling with the adjustment from preschool or home to kindergarten.

- Explicitly review and respond to discipline data that reveals disproportionality based on student race, disability, gender, and language learning level.
- Refine our grading practices (particularly at the high school level) to ensure that there is increased clarity about grading practices and less unevenness in implementation.
- Ensure that students at all grade levels have increased access to career-connected learning.
- Continue to ensure that our college and career counseling efforts are truly preparing first-generation college goers for success after Salem Public Schools.
- Communicate guidance and offer training to students, staff, and families around the appropriate and inappropriate use of artificial intelligence.

Culture and Belonging

- Increase accountability for consistent implementation and adherence to SEL practices.
- Ensure that the new strategic plan cultivates innovation that leads to joyful and meaningful learning that positively impacts student outcomes.
- Find ways to expand high-interest, after-school offerings at the elementary level.
- Lead a well-coordinated effort to establish a new shared culture at the Sarah Parker Remond School.

Family and Community Engagement

- Help to support the continued transformation of the Parent Information Center into a hub that connects families to community resources. For this reason, the Parent Information Center has changed its name to the Family Welcome Center during the summer to convey a welcoming and accessible atmosphere.
- Continue to discuss and engage the community around future changes to the portfolio of schools in Salem.

Human Resources and Talent

- Develop a clear plan for breaking through on stagnated percentage of teachers of color, support leaders who have not prioritized the diversification of their staff over the last five years and hold them accountable.
- Leverage the position of Salem Pathways to Teaching Coordinator to improve communications about professional growth and advancement opportunities for our staff.

Operations, Facilities and Budget

- Find creative ways to navigate budget challenges so as to mitigate impacts on school based staffing.
- Steward the continued refinement of the new Salem High School design and construction plans.
- Prioritize investment in high need facilities– Bentley, NLIS/Salem Prep and the newly merged Sarah Parker Remond School.

Final Reflection

It is a privilege to lead a school system that has doubled down on the core values of belonging, equity, and opportunity. We are fortunate to have so many dedicated and

committed educators who are relentless in their pursuit of excellence. Their flexibility, expertise and dedication is truly transforming the life experiences of the almost 4,000 students who attend the Salem Public Schools. Thank you in advance for reviewing my self-appraisal and for input on my leadership.

Proposed School Committee Norms

Lead with Respect and Civility

We speak to and about one another with respect, focus on ideas rather than individuals, and treat staff, colleagues, or community members with kindness and thoughtfulness.

Ensure Equitable Participation

We make space for all voices, check in with members who are quieter, center marginalized perspectives, and avoid dominating conversation or engaging in argumentative repeated back and forth exchanges.

Communicate Transparently and Prepare Thoughtfully

We provide information in advance, avoid discrediting or targeting anyone, and come to meetings prepared so that discussions can be productive and informed.

Practice Humility and Accountability

We normalize apologies, own our mistakes, and manage our own discomfort without placing it on others. We reserve judgment and avoid jumping to conclusions.

Build Trust Through Clear Processes

We recognize that unwritten rules can be harmful; we commit to clear, consistent procedures and open communication to prevent misunderstandings and ensure fairness.

Strengthen Collaboration with Administration

We maintain respectful, direct relationships with the Superintendent, share questions in advance when possible, and inform leadership about school visits to support coordination and mutual trust.

ITEMS	FEB 9	MAR 9	MAR 23	APR 6	APR 27	MAY 11	MAY 26	JUNE
STANDING ITEMS	SC Business Merger Update SHS Building Update	SC Business Merger Update	SC Business Merger Update School Choice Discussion	SC Business Merger Update SHS Building Update	SC Business Merger Update Budget Vote	SC Business Merger Update SHS Building Update	SC Business Merger Update	SC Business Merger Update SHS Building Update
MANDATORY REVIEWS/ UPDATES/ VOTES	Calendar Vote	Health Grant Update		Initial Budget Presentation		RTAP Pathways & Pipelines to Teaching update	Technology	Preview Summer Projects
DISCUSSION TOPIC	Salem Prep and NLIS (location, future goals) Future of the former Carlton building Norms draft Calendar Topic Approval	Essex Tech Agreement (not all SC are clear on the details of this discussion)	Progress report on the discipline disparity		Updates on support for our scholars in the college application process. Do we have metrics to determine success in this area (and exit surveys from students?)		Dual-language location & long-term planning Bentley building investments Middle school dual language progress	Dual-language location & long-term planning Bentley building investments Middle school dual language progress

ITEMS	JUNE 22	AUG	SEPT A	SEPT B	OCT A	OCT B	NOV A	NOV B	DEC A	DEC B
STANDING ITEMS	SC Business Merger Update	SC Business Mergere Update SHS Building Update	SC Business Merger Update SHS Building Update	SC Business Merger Update	SC Business Merger Update SHS Building Update	SC Business Merger Update	SC Business Merger Update SHS Building Update	SC Business Merger Update	SC Business Merger Update SHS Building Update	SC Business Merger Update
MANDADORY REVIEWS/ UPDATES/ VOTES	Retiree Recognition	Update on Back to School			Accountability MCAS ACCESS Absenteeism					
DISCUSSION TOPIC		Extra-curricular activities: Oversight based on equity and inclusion.	Calendar review for remainder of 2026	Educator diversity initiatives review and discussion		CPPI and the PreK Partnership		SRO Update and Discussion		Presentatio n from CMS: 3 year look back