

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 March 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/85230059842?pwd=STitLWEaqyHMG08Kwv3VbSPDxgwith.1>

Passcode: 338339

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 February 9, 2026
2. Approval of Minutes of the Special School Committee Meeting held on February 9, 2026

3. Approval of Field Trip to Canobie Lake Park, NH for Carlton 4th and 5th grade students on June 12, 2026
4. Approval of FY26 Warrants:
 1. 2/5/2026 - \$269,696.23
 2. 2/12/2026 - \$721,736.70
 3. 2/19/2026 - \$287,184.66
 4. 2/26/2026 - \$723,326.10
- 5. Student Representative Report**
- 6. Superintendent's Report**
 1. Future Location of New Liberty Innovation School and Salem Prep High School
 2. Essex North Shore Agricultural and Technical School Agreement
 3. Health Grant Update
 4. Superintendent Evaluation
 5. Massachusetts School Building Authority (MSBA) Update
 6. Finance and Operations Report
 1. Budget Transfer Request
 2. Budget Update
- 7. Subcommittee Reports**
 1. Finance Subcommittee
 2. Personnel Subcommittee
 3. Building & Grounds Subcommittee
 4. Curriculum Subcommittee
 5. Policy Subcommittee
- 8. Superintendent Search**
 1. Process and Timeline
- 9. Motions and Resolutions**
 1. Appointment of Interim Superintendent
 2. Ratification of the Interim Superintendent Contract
 3. Appointment of Interim Deputy Superintendent
 4. Ratification of the Interim Deputy Superintendent Contract
 5. Formation of Ad-Hoc Superintendent Search Subcommittee
 6. Formation of Superintendent Screening Committee
 7. Retain Collins, Jr. Center for Public Management as Search Consultant
 8. Naming of Saltonstall/Carlton Building to Sarah Parker Remond Innovation School - Third Reading
 9. Relocation of New Liberty Innovation School
 10. Relocation of Salem Prep High School
 11. Budget Transfer Request
- 10. Newsletter Items**
- 11. Announcements**

12. 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, vicepresidenta
A. J. Hoffman



María A. Manning
Verónica Miranda
Megan Stott

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

Por la presente se notifica que el Comité Escolar de Salem llevará a cabo una **Reunión Ordinaria del Comité Escolar el 9 de marzo de 2026 a las 7:00 p.m.** Esta reunión se llevará a cabo vía Zoom utilizando el siguiente enlace.

Enlace Zoom para participar:

<https://us06web.zoom.us/j/85230059842?pwd=STitLWEaqyHMG08Kwv3VbSPDxgwith.1>

Código de acceso: 338339

1. Llamado a Reunión

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

Leer en voz alta: *El Comité Escolar de Salem desea conocer la opinión del público sobre 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 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 a ser un ejemplo de diálogo público respetuoso y productivo para nuestros jóvenes estudiantes.*

2. Interpretación en español en vivo.

Ahora se proporciona interpretación en español para todas las reuniones regulares del Comité Escolar. Para escuchar esta reunión con interpretación en español, consulte las instrucciones a continuación:

1. Haga clic en **Interpretación** 

2. Haga clic en **Español**

3. (Opcional) Para escuchar solo el idioma interpretado, haga clic en **Silenciar el audio original.**

2. Aprobación del Orden del Día

3. Comentario Público

Si desea proporcionar un comentario, puede hacerlo ingresando a la reunión de Zoom y haciendo clic en el botón función de levantar la mano. Cuando sea tu turno de hablar, un anfitrión anunciará tu nombre y activará el sonido de tu línea y te permitirá hablar.

4. Aprobación de la Agenda de Consentimiento

1. Aprobación del Acta de la Reunión Ordinaria del Comité Escolar celebrada el 9 de febrero de 2026
2. Aprobación del Acta de la Reunión Especial del Comité Escolar celebrada el 9 de febrero de 2026
3. Aprobación de la excursión al parque Canobie Lake, NH, para los estudiantes de cuarto y quinto grado de Carlton el 12 de junio de 2026
4. Aprobación de los warrants del año fiscal 26:
 1. 05-feb-2026 - \$269,696.23
 2. 12-feb-2026 - \$721,736.70
 3. 19-feb-2026 - \$287,184.66
 4. 26-feb-2026 - \$723,326.10

5. Informe del Representante Estudiantil

6. Informe del Superintendente

1. Futura ubicación de la New Liberty Innovation School y la Salem Prep High School
2. Acuerdo de la Escuela Agrícola y Técnica de Essex North Shore
3. Actualización de la subvención para la salud
4. Evaluación del Superintendente
5. Actualización de la Autoridad de Construcción Escolar de Massachusetts (MSBA)
6. Informe de finanzas y operaciones
 1. Solicitud de transferencia de presupuesto
 2. Actualización del presupuesto

7. Informes de los Subcomités

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

8. Búsqueda de Superintendente

1. Proceso y cronograma

9. Mociones y Resoluciones

1. Nombramiento de Superintendente Interino
2. Ratificación del Contrato de Superintendente Interino
3. Nombramiento de Superintendente Adjunto Interino
4. Ratificación del Contrato del Superintendente Adjunto Interino
5. Formación del Subcomité de Búsqueda de Superintendente Ad-Hoc
6. Formación del Comité de Selección de Superintendentes
7. Retain Collins, Jr. Center for Public Management como consultor de búsqueda
8. El edificio Saltonstall/Carlton recibe el nombre de Sarah Parker Remond Innovation School - Tercera lectura
9. Reubicación de la Escuela de Innovación New Liberty

10. Reubicación de la escuela secundaria Salem Prep
11. Solicitud de transferencia de presupuesto

10. Artículos del boletín informativo

11. Anuncios

12. Aplazamiento

Respetuosamente presentado por,

Shirley 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

*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 março de 2026, às 19h**. Esta reunião será realizada via Zoom, utilizando o link abaixo.

Link do Zoom para participar:

<https://us06web.zoom.us/j/85230059842?pwd=STitLWEaqyHMG08Kwv3VbSPDxgwith.1>

Senha: 338339

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 em língua gestual, clique aqui.
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 recurso de levantar a mão. Quando for sua vez de falar, o apresentador anunciará seu nome e ativará o seu microfone para permitir que você fale.

4. Aprovação da Pauta de Consenso

1. Aprovação da Ata da Reunião Ordinária do Comitê Escolar realizada em 9 de fevereiro de 2026.
2. Aprovação da Ata da Reunião Especial do Comitê Escolar realizada em 9 de fevereiro de 2026.
3. Aprovação da excursão escolar ao Parque Canobie Lake, em New Hampshire, para alunos do 4º e 5º ano da escola Carlton em 12 de junho de 2026
4. Aprovação dos Mandatos de Compra do Ano Fiscal de 2026:
 1. 05-fev-2026 - \$269.696,23
 2. 12-fev-2026 - \$721.736,70
 3. 19-fev-2026 - \$287.184,66
 4. 26-fev-2026 - \$723.326,10

5. Relatório do Representante Estudantil

6. Relatório do Superintendente

1. Futura localização da New Liberty Innovation School e da Salem Prep High School
2. Acordo com a North Shore Agricultural and Technical School
3. Atualização sobre o Auxílio para Saúde
4. Avaliação do Superintendente
5. Atualização da Autoridade de Construção Escolar de Massachusetts (MSBA)
6. Relatório de Finanças e Operações
 1. Solicitação de Transferência Orçamentária
 2. Atualização do Orçamento

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. Busca por Superintendente

1. Processo e Cronograma

9. Moções e resoluções

1. Nomeação de Superintendente Interino
2. Ratificação do Contrato de Superintendente Interino
3. Nomeação de Superintendente Adjunto Interino
4. Ratificação do Contrato de Superintendente Adjunto Interino
5. Formação de Subcomissão Ad Hoc para Busca do Superintendente
6. Formação do Comitê de Seleção do Superintendente
7. Contratar o Collins, Jr. Center for Public Management como consultor de recrutamento.
8. Cerimônia de nomeação do edifício Saltonstall/Carlton para Escola de Inovação Sarah Parker Remond - Terceira Leitura
9. Mudança de localização da Escola de Inovação New Liberty
10. Mudança de localização da escola Salem Prep High School.

- 11. Solicitação de Transferência Orçamentária
- 10. Itens da Newsletter**
- 11. Anúncios**
- 12. 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 Regular Session
of the Salem School Committee
Monday, February 9, 2026
Hybrid 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 Miranda seconded and it was so VOTED. Motion passed unanimously.

Public Comment

There were no public comments.

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

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

Student Representative Report

Student Representative Sula said that Salem High School (SHS) has restarted the Science Experiential Learning program. The students also began a podcast with some of the school staff to talk about the different opportunities offered. Student Representative Sula added that it is Career and Technical Education (CTE) month at SHS where students have opportunities to explore future careers.

The Student Advisory Group will be working on creating an inclusive space for new students who enroll throughout the year. Superintendent Zrike added that the Marine Corps Junior Reserve Officers' Training Corps (JROTC) and Director of Extended Academics & Enrichment Services, Ms. Taylor MacDonald are rolling out a leadership seminar run by a professor from the Harvard School of Education for 15 high school students.

Superintendent's Report

Superintendent Zrike introduced Mr. Michael Collins, educator at Witchcraft Heights Elementary School and his students who were present at the meeting. Mr. Collins said that the students present are 3rd, 4th and 5th graders. Mr. Collins continued that in preparation for the students' visit to the Edward M. Kennedy Institute for the Senator for the Day! event, they were at the meeting to obtain first-hand experience on how a committee or council operates. Mr. Collins said that their student council has 23 members composed of eleven 5th graders, eleven 4th graders and one 3rd grader. They meet once a week and discuss many topics.

Superintendent Zrike mentioned that the following week is February vacation and that there will be vacation academies for PreK, Elementary and Middle School levels.

1. 2026-2027 Salem Public Schools New Liberty Innovation School (NLIS) and Proposed Sarah Parker Remond Elementary School Calendar (Strategy 4.2)

Superintendent Zrike said that the calendars for New Liberty Innovation School (NLIS) and the Proposed Sarah Parker Remond Elementary School are ready for a vote from the School Committee. Superintendent Zrike added that the Proposed Sarah Parker Remond Elementary School has a two-week break in December in their calendar.

2. Future of NLIS and Salem Prep High School

Superintendent Zrike presented the slides on the future of NLIS and Salem Prep High School (SPHS).

In response to a question on why the SPHS needs to be on the portfolio, Superintendent Zrike said that at this point, it would be disruptive to students and staff. Superintendent Zrike added that there has been no strong recommendations for any plan for the school as yet. Superintendent Zrike also highlighted the need for more conversations on the types of programs offered and also that it might not be financially in the district's best interest to dissolve the school as some of the students have very specific needs.

Member Miranda requested data on where the students from NLIS live. In response to Member Stott, Superintendent Zrike said that at their current location, the NLIS and SPHS students do not co-mingle a lot as they do not share educators or resources although they do have the same entrance. There are 27 students enrolled at SPHS and 60 at NLIS. Member Stott requested a polling of students' interest in participating in programs at SHS.

3. Carlton and Saltonstall Merger Update

Superintendent Zrike presented the update on the merger.

In response to Mayor Pangallo, Deputy Superintendent Carbone said that the merged school need not use the same type of curriculum for different subjects. The innovation plan will hopefully be completed before the end of this school year so that the school can have some working teams over the summer and give enough time for educators to prepare for any changes to the curriculum.

In response to Vice Chair Cornell, Deputy Superintendent Carbone and Superintendent Zrike said in terms of representation and inclusion, more folks have been invited to participate in the innovation and transition committees. Superintendent Zeike added that both committees have been getting the message out to all the stakeholders about everything that is being done. Member Miranda said that feedback was received from a parent that more lead time and deeper outreach was needed. Superintendent Zrike appreciated the feedback and said that the district will strive to do better in terms of getting more voices. Deputy Superintendent Carbone said that there might have been over-reliance on the google form for invitations to be on the committees and that more outreach could be done.

4. Superintendent Evaluation

Superintendent Zrike provided a summary of his evaluation and mentioned that it will be uploaded to the website later in the evening. Superintendent Zrike will be submitting his goal assessment as soon as it is completed.

Vice Chair Cornell will be coordinating the evaluation of the Superintendent. Vice Chair Cornell will be sending templates and examples to the rest of the School Committee for the evaluation process by the beginning of next week. Superintendent Zrike added that previous years' evaluations are already on the website.

5. Finance and Operations Report

Assistant Superintendent Pauley reminded everyone about budget season. Assistant Superintendent Pauley continued that during the last few weeks, the district has been preparing for and starting to engage with public stakeholder groups. A lot of analysis was done during the school reconfiguration process.

The first budget public forum will be online on February 11 at 6:30 pm to gather feedback on budget priorities. The second public forum will be held on February 25 at 6:30 pm and the SHS Library and on February 26, there will be an online budget forum for staff at 3:45 pm. Assistant Superintendent Pauley said that in addition to the forums, the district is reaching out to different advisory groups such as the English Learner Parent Advisory Council, Special Education Parent Advisory Council, Superintendent's Parent Advisory Council and the Student Advisory Group.

Assistant Superintendent Pauley added that comments, questions and reminders from the public about the budget can be emailed to spsbudget@salemk12.org.

Mayor Pangallo mentioned that earlier in the evening, there was a special meeting to set the groundwork around the current fiscal year budget process, Chapter 70, and the context of the school department's budget relative to the entire city's budget.

Subcommittee Reports

- 1. Finance Subcommittee**
No report at this time.
- 2. Personnel Subcommittee**
No report at this time.
- 3. Building and Grounds Subcommittee**
No report at this time.
- 4. Curriculum Subcommittee**
No report at this time.
- 5. Policy Subcommittee**
No report at this time.

Motions and Resolutions

- 1. 2026-2027 Salem Public Schools New Liberty Innovation School (NLIS) and Proposed Sarah Parker Remond Elementary School Calendar**
Member Stott questioned the benefit of having a separate calendar for the Proposed Sarah Parker Remond Elementary School as there are additional costs primarily for transportation as well as that it might be confusing to have one school which has different days from the rest of the district. Member Stott mentioned that it should be a continued conversation topic. Member Miranda expressed similar concerns and said that some of the aspects of the calendar seem better than the district calendar. Member Miranda also questioned if feedback from staff is solicited when creating the calendars.

Superintendent Zrike said feedback from staff who are part of the Teacher Advisory Group was received as well as a conversation with the Salem Teachers Union (STU) President about the calendar. Other than the Parent Advisory Council, not much feedback from families was received because everyone's schedules are different and it is difficult to arrive at a consensus. Superintendent Zrike added that it would be preferable to have the entire district on the same calendar to minimise cost and avoid confusion as many families have children in multiple schools as well. Superintendent Zrike continued that the best time to adjust the calendars is when the innovation plan expires in two years time.

Member Miranda inquired about the cost involved with having the different calendar.

Superintendent Zrike said that he would obtain the data. In response to Vice Chair Cornell, Superintendent Zrike said that families would like to have the calendar confirmed earlier rather than waiting for a few more weeks to know when the first day of school would be.

Vice Chair Cornell made a motion to approve the 2026-2027 Salem Public Schools New Liberty Innovation School (NLIS) and Proposed Sarah Parker Remond Elementary School calendars. Member Stott seconded and it was so VOTED. Motion passed with 5 votes in favor, 1 against from Member Miranda and 1 absent.

2. Naming of Saltonstall/Carlton Building to Sarah Parker Remond Elementary School - Second Reading

Member Stott inquired about adding “Innovation” to the school name because the word was added to the Bentley school name when it became an innovation school. Member Stott added that it would also indicate to incoming families that it is an innovation school. Member Miranda suggested not to include innovation in the name because certain aspects of the innovation plan might want to be spread throughout the district. Member Cornell mentioned that it is important how the school name is called as well as the pronunciation. Member Hoffman agreed and said that the full names of schools should be used. Member Byas commented that her son who is a current Carlton student has already been taught the pronunciation of the new school name at school and has been practicing it at home.

Vice Chair Cornell made a motion to approve the amended name of Sarah Parker Remond Innovation School for second reading. Member Miranda seconded and it was so VOTED. Motion passed unanimously.

3. School Committee Norms

Member Miranda said that at the recent School Committee retreat, norms were proposed for the School Committee. Member Miranda read the norms which consisted of *Lead with Respect and Civility, Ensure Equitable Participation, Communicate Transparently and Prepare Thoughtfully, Practice Humility and Accountability, Build Trust Through Clear Processes and Strengthen Collaboration with Administration.*

School Committee members thanked Member Miranda for raising this matter and Mayor

Pangallo commented that these norms will be sent to the staff and members of the different boards and commissions in the city with the suggestion that they consider something similar.

Vice Chair Cornell made a motion to adopt the School Committee norms. Member Miranda seconded and it was so VOTED. Motion passed unanimously.

4. School Committee Calendar Topics for 2026

Vice Chair Cornell made a motion to adopt the proposed school committee calendar topics for the 2026 calendar year. Member Stott seconded for discussion.

Member Stott mentioned that there will need to be some flexibility as matters which not on the list may arise. Member Hoffman commented that the discussion about School Resource Officers (SRO) needs to be earlier in the year. Mayor Pangallo agreed that flexibility is important.

Vice Chair Cornell made an amended motion to adopt the proposed school committee calendar topics for the 2026 calendar year with the understanding that items may be shifted or prioritized. Member Miranda seconded and it was so VOTED. Motion passed unanimously.

Announcements

Vice Chair Cornell said that the School Committee monthly newsletter was discussed at the recent retreat with the purpose of improving transparency and communication. The newsletter will not be overly detailed. Topics that would be highlighted are initial conversations about moving the NLIS and Salem Prep High School, innovation plan preparation and process, budget, norms, calendar of School Committee topics and the upcoming topics for the following month.

Mayor Pangallo said that there will be a meeting with the Massachusetts School Building Authority (MSBA) on February 25th for the finalization of the reimbursement rate and the construction costs. The MSBA funding will increase to about 46% for the project which is a \$208 million grant from the State. Mayor Pangallo added that the project roadshow continues with conversations with the Salem Common Neighborhood Association last weekend and a presentation for the Collins Middle School PTO next month. Mayor Pangallo continued that the "Mobile Mayor's Office" would be held on February 17th at Witchcraft Heights Elementary School to engage directly with the community.

Superintendent Zrike announced that Design Day which was supposed to be held on February 7th will be rescheduled after the February break due to the inclement weather. Member Miranda wished everyone Happy Black History Month.

Adjournment

Vice Chair Cornell made a motion to adjourn at 8:09 pm. Member Miranda seconded and it was so VOTED. Motion passed unanimously.

Respectfully submitted by,

Shirley Dorai

Executive Assistant to the School Committee & Superintendent

**Minutes of the Special Session
of the Salem School Committee
Monday, February 9, 2026
Rm. 227, 29 Highland Ave.**

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

Others in Attendance: Superintendent Stephen Zrike, Deputy Superintendent Carbone, Assistant Superintendent Pauley and City of Salem Finance Director James LeBlanc

Members Absent: Mary Manning and Veronica Miranda

Call of Meeting to Order

Mayor Pangallo called the meeting to order at 5:30 pm. There was a round of introductions of everyone present.

Financial Overview Presentation

City of Salem Finance Director James LeBlanc delivered a presentation on the overall financial overview of the city and school department. Mr. LeBlanc said that the governor's budget came out on January 28, 2026. The required local contribution is 69.52% and state aid is 30.48%. Mr. LeBlanc continued with the Chapter 70 and FY27 Budget Outlook presentation.

In response to Member Stott, Mayor Pangallo said it would be optimistic to hope for the state to correct the local contribution by FY 28 as the process could take longer. Superintendent Zrike added that not only is the formula broken, but that districts are facing declining enrollment although Salem has seen a slight increase. The increase is not among special education, multilingual or low-income student population though and this affects the amount of funds received from Chapter 70. Assistant Superintendent Pauley said that the Student Opportunity Act (SOA) had an inflation increment but the inflation was much higher than anticipated. Mayor Pangallo and Superintendent Zrike commented that Chapter 70 does not fully cover PreK students and that the City subsidizes this cost, especially with the district offering more PreK seats. City of Salem Finance Director James LeBlanc and Assistant Superintendent Pauley continued with the presentation and explanation of the expenses as well as enrollment.

There was a discussion about healthcare costs which are not part of the school budget. Assistant Superintendent Pauley mentioned that in some other districts, this cost is part of the school budget. There were comments that it would be worth exploring if the school budget should reflect the healthcare costs and the debt repayments for school projects in order to meet the target net school spending required by the state.

In response to another question, Assistant Superintendent Pauley said that grants are not reflected in the foundation budget calculations but they are reflected in the end of year report. Superintendent Zrike responded to a question about the impact of potentially not enrolling

students in Essex North Shore Agricultural & Technical School stating that the district will need to pay for students who are already enrolled there as well as the debt cost for their new building but that over time, these expenses would end. The money saved is realized by the City and the City could choose how it is spent. Superintendent Zrike commented that Salem pays less per student to Essex Tech compared to wealthier communities.

City of Salem Finance Director James LeBlanc said that the Chapter 70 formula used by the Massachusetts Department of Elementary and Secondary Education (DESE) dates back to 2007 and some of the issues from recent years are a result of the formula not being revised. Mayor Pangallo mentioned that some of the larger and more valuable properties in the City are tax exempt. Mayor Pangallo explained that DESE is aware of these issues and are now having listening sessions where municipalities can highlight problems associated with the local contribution cap for non-affluent communities, timing of when enrollment numbers are collected, inflation cost and tax-exempt properties. Vice Chair Cornell commented that Representative Cruz, Mayor Pangallo and Superintendent Zrike have been bringing this matter to the attention of the state. Vice Chair Cornell added that School Committee members have always been on board with any effort to revise Chapter 70. Superintendent Zrike commented that many other districts are now facing the same issues.

Superintendent Zrike added that it is very important for the Salem Public Schools (SPS) to be out of the 10% lowest performing districts based on the Massachusetts Comprehensive Assessment System (MCAS) achievement and growth. This benefits the students and it has fiscal implications for the district. During pre-pandemic years, SPS was in the bottom 10% but when the Bentley School became a charter school, SPS came out of the 10%. However, after the pandemic, SPS was back in the 10% for one year but for the last two years, SPS has improved performance and is now out of the 10%. Superintendent Zrike explained that when SPS is in the 10%, the charter cap increases from 9% to 18% and therefore more students can enroll in the charter schools where the cost is borne by the city. If more than 9% of Salem students attend charter schools now, the cost is borne by the state.

Assistant Superintendent Pauley said that the district will work with the city to figure out how much the city can increase the appropriation for the district. The district is also working on reducing expenses, maximizing efficiencies and increasing revenue to determine actual costs. This process will continue until mid-March. In response to a question, Assistant Superintendent Pauley said that the city's appropriation for the previous two years has been 4.8%, which is higher than what it has been historically.

Adjournment

Member Cornell made a motion to adjourn at 6:25 pm. Member Hoffman seconded and it was so VOTED. Motion passed unanimously.

Respectfully submitted by,

Shirley Dorai

Executive Assistant to the School Committee & Superintendent



CARLTON
INNOVATION SCHOOL

Lauren Weaver, Principal, Carlton Innovation School
Merry McKenna, Assistant Principal, Carlton Innovation School

Email: lweaver@salemk12.org
Email: mmckenna@salemk12.org

Dear Members of the Salem School Committee,

I am writing to seek permission and approval for the upcoming educational trip to Canobie Lake Park for the Carlton 4th and 5th graders scheduled for June 12, 2026.

This trip is designed to provide students with a unique learning experience, fostering team building and real-world applications of their classroom education. Canobie Lake Park offers various educational programs and interactive exhibits that align with our curriculum, making it an enriching opportunity for our students. It will also allow for community building amongst students as they engage with one another outside of Carlton. The following STE standards will be addressed:

- 5-PS2-1: Gravitational force exerted by Earth on objects is directed towards the Earth's center
- 5.3-5-ETS3-1: Examples of existing technologies (innovations) and the development of new technologies (inventions). Recognize that technology is any modification of the natural or designed world done to fulfill human needs and wants.
- 5.3-5-ETS3-2: Show how each part of a product or device relates to other parts in the product or device.

Students will experience and witness various rides that incorporate and operate using gravitational force. Examples would include roller coasters, spinning rides and rides that involve free fall and blast off simulations. One great example is the "Star Blaster" which exerts 3 G's of force when the ride blasts off from Earth then drops 80 feet.

Incorporating a STEM scavenger hunt will help students make real world connections and identify various rides that relate to gravitational force, inventions and innovations, as well as learning how devices have individual parts that relate to each other through simple sketches or drawings.

As a bonus, students can identify careers that help design, build and maintain the safety of these rides!

To ensure the safety and supervision of the students, we have a detailed plan in place, including transportation logistics and adult-to-student ratios. We believe this trip will contribute positively to the students' overall educational experience and create lasting memories.

I kindly request your approval for this excursion, and I am available to provide any additional information or address any concerns you may have. Your support is crucial in making this educational trip a reality for our students.

Thank you for your time and consideration.

Sincerely,

Lauren Weaver, Principal

Field Trip Request Form - Salem Public Schools

Last Updated June 7, 2017

Directions: All teachers and others seeking to take students on a field trip must obtain permission from the school principal. The school nurse must also review and sign off on each field trip. For local trips, please complete this form at least two weeks prior to the date of the proposed field trip. All overnight and/or out-of-state field trips require School Committee approval and must be submitted at least one month prior to the field trip.

I. General Information				
Name of School	Carlton Innovation School	Date of Request	Date of Field Trip	
Coordinator	Karen Weaver		June 12 2026	
Coordinator Contact Info	Phone: 978-740-1280 Email: kweaver@salemk12.org	Total Number of Students	Departure Time	Return Time
Grade Level(s)	4+5 (E2)	85	9am	4pm
Destination <small>Please identify that place AND the specific location and address for the trip.</small>	Canobie Lake Park 85 N Policy St Salem NH 03079	Location and Duration		
		<input type="checkbox"/> Local trip within Salem/North Shore <input type="checkbox"/> In-state – within MA <input checked="" type="checkbox"/> Out of state – travel to another state <input type="checkbox"/> Within the normal school day <input type="checkbox"/> Beyond normal school hours <input type="checkbox"/> Overnight trip		

II. Learning and Accessibility	
Instructional Alignment <input checked="" type="checkbox"/> Alignment: The trip is aligned to standards <input checked="" type="checkbox"/> Preparation Plan: Students will be prepared for trip <input checked="" type="checkbox"/> Post-Trip Plan: Students will synthesize learning <u>Comments:</u>	Accessibility and Inclusion for All Students <input checked="" type="checkbox"/> I understand district policy that all students have access to field trips <input checked="" type="checkbox"/> I will ensure that all students (e.g., students with disabilities, English language learners, etc.) have the appropriate supports they need for trip <u>Comments:</u>

III. School Nurse Review and Approval (School Nurse Signature Required)		
Has the school nurse been notified of this field trip?	Has the roster of students been shared and any medical concerns reviewed?	Will an on-site nurse be needed for this field trip?
<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
School Nurse Signature: <i>Natalie Pavia, RN</i>		Date: <i>1/28/26</i>

IV. Food Services		
Has the school's cafeteria manager been notified of this field trip?	Will the students be eating lunch at the school on the date(s) of the trip?	Are you requesting any bag lunches or other food for this trip?
<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No How many? <u>85</u>
<u>Comments:</u>		

V. Transportation (Please fax all SPS bus transportation requests to 978-825-5542)		
What is the means of transportation you will need for this trip?	<input type="checkbox"/> SPS Bus (local destinations only) <input checked="" type="checkbox"/> Private vendor (you arrange on own) <input type="checkbox"/> Specialized transportation needed	<input type="checkbox"/> Public transportation <input type="checkbox"/> Walking <input type="checkbox"/> Other: _____
If SPS Bus needed, please specify the following information:	Pick Up Time: Pick Up Location:	Return Time: Return Location:

VI. Parent Involvement & Background Checks (Call 978-740-1115 with questions)		
Will any parents or volunteers be participating in this trip?	Will any have "direct and unmonitored contact" with students?	CORI required for ALL parents & volunteers (please submit forms 1-2 weeks ahead). Fingerprints required for those who will have direct & unmonitored contact with students
<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	

VI. Principal Review and Approval (Required for ALL Field Trips)	
School Principal Signature: <i>[Signature]</i>	Date:



SALEM
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Where belonging leads to opportunity.

Updates

March 9, 2026



School Moves

- **Superintendent Recommendation:** Move Salem Prep and New Liberty to the Carlton School building for the 26-27 school year.
- **Salem Prep follow-up:**
 - Some students are attending Salem Prep because the placement at SHS was not an appropriate fit for them
 - There are concerns regarding the quality of the space at SHS
 - Might require revisions to multiple IEPs



Prepping for the Move

- School tour on Tuesday, March 3
 - New Liberty- *floor 1*
 - Salem Prep- *½ of floor 2*
 - Mirror adjustments in bathrooms
 - Dividers for Salem Prep floor
 - Shared spaces- gym and cafeteria
 - Separate entrance on Burnside





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Essex North Shore Agricultural Technical School Agreement



Reflections on Essex Tech Agreement

- Regional agreement can be found in the SC packet
- In FY26, the City of Salem is sending \$2,584,460 in tuition payments to Essex Tech (136 students)
- 83 out 136 students in grades 10-12 (61%)– are in programs that we offer at Salem High School. This represents approximately \$1.24 million in funding for pathways that we already invest in at Salem High School
- Consideration should be given to continued participation in the regional partnership
- Withdrawal or amendment to agreement can only be made with a vote from the city council with the following caveats:
 - Member is liable for unpaid operating costs
 - Member is liable for their portion of outstanding debt
- Prior to making any amendments, the School Committee should notify the DESE Commissioner and request a Reorganization Needs Conference (603 CMR 41.02)





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High School Graduation and Dropout Rates



Graduation Rates 2024-25

- Second highest rates in SPS & SHS history (Latino students)
- New Liberty (highest in history)
- Record rates for multilingual learners and low-income (tied)

	2019-20	2023-24	2024-25
District	73.9%	81.6%	86.3%
Salem High	80.9%	87.7%	89.5%
New Liberty	26.1%	38.9%	69.2%
Latino/Hispanic (SPS)	62.2%	77.1%	89.3%
Multilingual learners (SPS)	57.1%	61.5%	87%
Students with Disabilities (SPS)	67.3%	66.7%	72.2%
Low income (SPS)	68.2%	79.1%	84%

**For Salem Prep High School, its small enrollment makes it difficult to make annual comparisons, but its graduation and dropout rates factor into Salem's numbers*



Dropout Rates 2024-25

- Second lowest rates in SPS & SHS history (Latino)
- New Liberty (lowest in history)

	2019-20	2023-24	2024-25
District	3.4%	1.8%	1.7%
Salem High	2.1%	1%	1.1%
New Liberty	27.1%	15.6%	11.8%
Latino/Hispanic (SPS)	4.1%	1.6%	0.8%
Multilingual learners (SPS)	7.8%	2.5%	2%
Students with Disabilities (SPS)	4.3%	2.8%	4.1%
Low income (SPS)	4.6%	2	2.6%

**For Salem Prep High School, its small enrollment makes it difficult to make annual comparisons, but its graduation and dropout rates factor into Salem's numbers*





FOR IMMEDIATE RELEASE

Contact: Chris O'Donnell, Director of Communications
codonnell@salemk12.org | (978) 619-1455

Salem High Schools Post Highest Graduation Rate Since 2014-15

New Liberty Innovation School vaunts highest-ever graduation rate, lowest dropout rate

SALEM (Mar. 6, 2026) – The combined graduation rate of all three high schools at Salem Public Schools – New Liberty Innovation School, Salem Prep High School and Salem High School – increased by more than 4.7% from one year ago based on the statewide school graduation rates released by the Massachusetts Department of Elementary and Secondary Education (DESE) on Thursday, March 5th.

Salem's cumulative graduation rate jumped from 81.6% in 2023-24 to 86.3% in 2024-25. Salem High School's graduation rate was 89.5% and New Liberty Innovation School's graduation rate was 69.3%.

"These historically high graduation rates are yet another reflection of the dedication of our students and the commitment of our educators," said Mayor **Dominick Pangallo**, who chairs the Salem School Committee. "Salem Public Schools are excelling in so many ways, and we're all-in on our students' success in the classroom and beyond. I want to congratulate our scholars and thank the teachers, administrators, and community members who support them and help make these kinds of achievements possible. There's always more work to do, of

course, but this announcement is a strong validation that Salem Public Schools continues to be among the leading public school districts in our Commonwealth.”

Additionally, the District’s dropout rate – 1.7% – is the lowest figure since 2014-15 and exceeded the Strategic Plan’s goal of 2.0%. Over the last five years, the dropout rate has declined by a startling 67% (from 5.2% to 1.7%).

“It has been a constant on the part of our educators to make certain every student remains on track through extra support, strong relationships and communication with families,” said Superintendent, **Dr. Stephen Zrike**. “We’re proud of our students who understand the importance of obtaining a high school diploma as an important step to being college and career ready. Students have risen to the grade-level expectations and fully immersed themselves in the opportunities provided and the support offered.”

Notable is the consistent increase in Salem’s graduation rates from 2019-20, the Covid-19 pandemic year, in which Salem’s graduate rate was 73.9%.

The largest number of graduates attend Salem High School where the graduation and dropout rate were the second best in the school’s history: 89.5% of students graduated while 1% of the student body left school last year. Of note is that Latino/Hispanic students had the highest graduation rate at Salem High School with 90.1% of students graduating. This is a 21.5 percentage point increase since the 2019-20 school year. Further the graduation rate for multilingual learners has grown over this period by 28.3 percentage points (from 58.7% to 87%). Also of note, the multilingual graduation rate is the highest in Salem High School’s history.

"At Salem High School, our graduation rate reflects the relentless commitment of our scholars, families, and educators. Every graduate represents a young person that has overcome obstacles, discovered their strengths, and walked across the stage prepared for the college and career opportunities ahead of them," said Principal **Glenn Burns**. “The rising graduation rates are occurring alongside significant growth in career technical education pathways and advanced coursework enrollment, expanding opportunities for Salem High scholars to pursue rigorous academics and real-world career preparation after high school.”

New Liberty Innovation School, which posted a 69.2% graduation rate in 2024-25 – its highest figure on record – vastly improved from 38.9% in 2023-24. Also notable was its dropout rate improvement from 15% in 2023-24 to 11%, also its lowest on record, in 2024-25.

"This is a collective effort from District leadership and our support team to our educators and, most importantly, our students," said Principal **Jamaal Camah**. “They are always at the center

of our work; we are here to facilitate and guide them along their journey. There is still work to be done to ensure every student receives the education that best prepares them for life after high school. Graduation is not the goalpost; it is the 50-yard line. We are immensely proud of the all-encompassing effort from our entire District."

For Salem Prep High School, its small enrollment makes it difficult to make annual comparisons, but its graduation rates factor into Salem's rate of 86.3% and dropout rate of 1.7%.

About Salem Public Schools

Salem Public Schools is an urban public school district in Salem, Massachusetts, a small, diverse city with a proud maritime and immigrant history. Our leaders and our teachers are passionate about education and understand the urgency of improving student achievement with equity and social-emotional needs as the lens through which we view our work. We respect and value the racial, cultural, and linguistic diversity of our students and their families, and have a strong commitment to the Salem community. Salem Public Schools staff unconditionally serves each of our 4,000 students across 11 schools regardless of ability or language.

SalemK12.org

BYLAWS GOVERNING THE OPERATION
of the
ESSEX NORTH SHORE AGRICULTURAL AND TECHNICAL SCHOOL DISTRICT

These Bylaws are adopted pursuant to Chapter 463 of the Acts of 2004, as amended by Chapter 9 of the Acts of 2006, Chapter 304 of the Acts of 2008 and by Chapter 130 of the Acts of 2010 (collectively, the “Enabling Act”) by the representatives of the cities of Beverly, Gloucester, Peabody and Salem, the towns of Boxford, Danvers, Essex, Hamilton, Lynnfield, Manchester by the Sea, Marblehead, Middleton, Nahant, Rockport, Swampscott, Topsfield, and Wenham (each a “Member Municipality”) and also by representatives appointed by the Commissioner of Agriculture of The Commonwealth of Massachusetts (the “Commissioner of Agriculture”), as members of the Essex North Shore Agricultural and Technical School District School Committee.

PART I

THE DISTRICT

Section 1.1 Name

The name of the District shall be "Essex North Shore Agricultural and Technical School District" (hereinafter sometimes referred to as the “District”).

Section 1.2 Seal

The seal of the District shall bear the name of the District and shall otherwise be in such form as shall be approved by vote of the Committee.

PART II

THE REGIONAL DISTRICT SCHOOL COMMITTEE

Section 2.1 Composition of Committee

The powers and duties of the District shall be vested in and exercised by the Essex North Shore Agricultural and Technical School District School Committee (hereinafter sometimes referred to as the "Committee"). The Committee shall consist of twenty (20) members as follows: three (3) members to be appointed by the Commissioner of Agriculture, with the approval of the Governor and one (1) member from each other Member Municipality (each, a “Member”). Members shall be chosen as provided in Sections 2.2 and 2.3 and shall be entitled to vote as provided in Sections 2.4, 2.5 and 2.6, and shall serve until their respective successors are appointed and qualified. Upon the effective date of the withdrawal of any Member Municipality, the term of office of the Member representing such Member Municipality shall thereupon terminate.

Section 2.2 Appointments and Terms

The initial representatives from each of the Member Municipalities shall have terms that expire as follows: (i) the terms of the representatives from the City of Peabody, the Towns of Rockport,

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Nahant, Boxford, Lynnfield and Essex shall expire on December 31, 2012; (ii) the terms of the representatives from the City of Beverly, the Towns of Topsfield, Hamilton, Swampscott, Wenham, and Marblehead and of Agricultural Representative 1 shall expire on December 31, 2013, and (iii) the terms of the representatives from the Cities of Gloucester and Salem, the Towns of Danvers, Manchester-by-the-Sea, and Middleton and of Agricultural Representatives 2 and 3 shall expire on December 31, 2014. Members serve on a rotational basis to ensure institutional history, based on the terms laid out in initial bylaws adopted 1/6/11.

Within the sixty-day period prior to the expiration of the term of any Member, as determined above, the Commissioner of Agriculture, the Mayor of the City of Peabody, and the Mayor of the City or the Moderator of the Town which such Member represents shall with the consent of the School Committee of such city or town other than Peabody, reappoint such Member, or appoint a successor, for a term of three years beginning on the first day of January next following such appointment; and shall likewise make such appointment or reappointment every third year thereafter. The Committee shall be responsible for notifying in writing, the Mayor or Moderator and the school committee of a city or town at least sixty days prior to the expiration of the term of a Member representing such city or town; and the mayor or moderator shall be responsible for notifying the Committee in writing of the appointment or reappointment of any Member representing such city or town. The time of appointment and the term of a Member representing a municipality subsequently admitted to the District under Part VI of these by-laws shall be specified in the Amendment authorizing such admission.

For the purposes of this section, the consent of the School Committee of a Member Municipality shall mean, in the case of a Member Municipality which is part of a regional high school district, the consent of those members of the regional high school district committee who are residents of such Member Municipality.

Section 2.3 Vacancies

If a Member of the Committee dies, or resigns, or ceases to be a resident of the city or town which he or she represents, such office shall be deemed vacant; and the Committee shall notify the Commissioner of Agriculture, or the mayor or moderator represented by such Member, as appropriate, in writing of such vacancy. A vacancy shall be filled in the same manner as provided in Section 2.2 for regular appointments; and the term of a person appointed to fill a vacancy shall begin on receipt by the Committee of a written notification of his or her appointment from the Commissioner of Agriculture, the mayor or moderator concerned and shall expire on the same date as the term of his predecessor. If any Member fails to attend three successive regularly scheduled meetings of the Committee, the Committee shall so notify the Commissioner of Agriculture or the Mayor or Moderator of the Member Municipality concerned, as appropriate.

Section 2.4 Allocation of Votes

- A. Each Member serving on a Subcommittee or Ad Hoc Subcommittee shall be entitled to cast one vote. Only affirmative votes will move forward for consideration to the full

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Committee.

- B. Each Member shall in a full Committee vote or election be entitled to cast one vote. In addition, those Members representing Member Municipalities shall be entitled to cast one additional vote for each fifty students, or major portion thereof, who are residents of the Member’s municipality and who are enrolled as full-time students in grades 9 through 12, inclusive, in any school operated by the District as of October 1 of the preceding calendar year.

By way of illustration, additional votes for Member Municipalities with enrollments greater than 25 students shall be allocated as follows:

	<u>Enrollment</u>	<u>Additional Votes</u>
●	26 to 75	1
●	76 to 125	2
●	126 to 175	3
●	176 to 225	4
●	226 to 275	5
●	276 to 325	6
●	326 to 375	7

Section 2.5 Organization; Transaction of Business

- A. The annual meeting of the Committee shall be held on the second Thursday in January of each year, or on another mutually agreed upon date, at which time the Committee shall elect from its own membership a Chairperson, Vice Chairperson, and a Secretary to serve until the next annual meeting. The Superintendent-Director shall serve as the acting Chairperson at the annual meeting until these votes have been concluded. At the first meeting of the Committee or at any subsequent meeting, the Committee shall appoint a District Treasurer who shall not be a member of the Committee and who shall serve until the next annual meeting or until a successor is duly appointed and qualified for such office; may provide for the election, appointment, removal, and terms of such other officers and committees as it deems advisable, and prescribe their powers and duties; and shall adopt an initial budget pursuant to Section 4.1. Minutes of all meetings shall be made available on the District’s website. The Bylaws of the District shall be adopted or amended by a two-thirds vote of the Committee.
- B. At a Committee or subcommittee meeting, a majority of the duly-appointed and currently serving Members shall constitute a quorum for the transaction of business, but a lesser number shall be sufficient to adjourn and to call a special meeting. At the full school Committee meeting, a majority vote shall mean the vote of a majority of the total number of allocated votes which all the Members present are entitled to cast; a two-thirds majority vote shall mean the votes of two-thirds of the total number of allocated votes which all the

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members present are entitled to cast.

- C. The Chairperson shall preside at all meetings of the full Committee, shall appoint and serve as a member of all Ad Hoc committees and standing subcommittees, and shall perform such other duties as may be delegated to him/her by the Committee or required by law. He/she shall, in the name and on behalf of the District, sign all contracts and other instruments, the execution of which shall have been authorized by the Committee. The Chairperson shall be entitled to vote on all matters.
- D. If the Chairperson, Vice-Chairperson, and Secretary are absent or unable to perform their duties, the Committee shall appoint a temporary Chairperson to preside and to perform such other duties of the Chairperson as may specifically be delegated to him/her by the Committee. The Superintendent-Director or his/her designee will preside over the election of the temporary Chairperson.
- E. The Secretary shall keep the minutes of all meetings and maintain permanent records of the proceedings of the Committee. He/she shall be custodian of the District seal, all records of the District, and the Treasurer's bond. If the office of Secretary is vacant or if the Secretary is absent or unable to perform his/her duties because of disability, the Committee may appoint a temporary Secretary to hold such office and exercise the powers and perform the duties thereof until a Secretary is duly appointed or the Secretary who was disabled or absent resumes his/her duties.
- F. The District Treasurer shall receive all monies paid to the District or the Committee, and shall deposit the same in such banks as authorized by the Committee. He/she shall also pay out money in such amounts as have been approved by the Committee, provided that he/she shall pay no money from the treasury, other than court judgments, bonds, or notes which may become due and interest thereon, except upon an order or warrant signed by a majority of the Committee. He/she shall render reports of all receipts and disbursements monthly unless otherwise directed by the Committee and shall perform such other duties as the Committee may determine. The Treasurer shall give bond for the faithful performance of his/her duties in accordance with the law which shall be in such amount as may be required by law and in any additional amount, if any, as the Committee shall direct, the premium of such bond to be paid as an operating expense of the District. The Committee may appoint an Assistant Treasurer who need not be a member of the Committee and who shall, in the absence of the Treasurer, perform his/her duties and shall be subject to the requirements and penalties applicable to him/her.
- G. The Committee shall employ a Superintendent-Director of schools and fix his/her compensation. The Superintendent-Director shall act in accordance with General Laws, Chapter 71, Section 59, and shall perform such other duties consistent with this section as the Committee may determine. He/she shall also prepare such reports as may be required by the Massachusetts Department of Elementary and Secondary Education, or any successor thereto, and shall submit materials for the Committee's annual report to the Mayors and

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Boards of Selectmen of the District's Member Municipalities in sufficient time for printing in the Annual Reports of the Member Municipalities.

- H. Regular meetings of the Committee are generally held on the second Thursday of each month at 5:30 p.m. or at such other times as the Committee shall determine. All meetings shall be posted and advertised according to M.G.L. Chapter 30A, §§18-25; or any successor provision of the General Laws, as the same shall be amended from time to time. Meetings of the Committee shall conclude no later than 10:30 p.m. unless a quorum is present and votes by a two-thirds majority to continue beyond such time.
- I. Special meetings of the Committee may be held at the call of the Chairperson, if he/she shall deem it expedient, or shall be held upon the written request of three Members of the Committee. Notice of a special meeting shall be in writing, shall state the time, place and purpose of the meeting, and shall be emailed to each Member of the Committee not later than 48 hours, exclusive of Saturdays and Sundays and legal holidays, preceding the day on which such special meeting is to be held. At such special meeting, no business shall be considered other than that designated in the notice except by two-thirds vote as defined in Section 2.5 (A) of these By-Laws. Any member of the Committee may waive his/her notice of the time, place and/or purposes of any meeting of the Committee. Any such waiver shall be in writing and shall be filed with the records of the special meeting to which it relates.
- J. The order of business at regular meetings shall be generally as follows:
1. Call to Order
 2. Salute to the Flag
 3. Public Comment*
 4. Student Representatives Report
 5. Approval of Meeting Minutes
 6. Communications
 7. Superintendent-Director Report
 8. Principal Report
 9. Subcommittee Reports
(Finance, Policy, Personnel)
 10. Old Business
 11. New Business
 12. Warrant
 13. Discussion Items That Were Not Reasonably Anticipated by the Chairperson
(M.G.L. , Chapter 30A-Section 18-25)
 14. Adjourn

The most recently published edition of Robert's Rules of Order shall govern the conduct of the proceedings of the Committee except when those rules are in conflict with any policies and regulations approved by the Committee. Executive sessions of the Committee may be held for any purpose permitted by the General Laws, but only by a majority vote as such

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term is defined in Section 2.5(B) of these By-Laws. Otherwise, all meetings shall be open to the public.

- K. The official bulletin board of the District for purposes of General Laws, Chapter 30A, Section 20, shall be the website of the District and notices of all meetings shall be posted in accordance with Chapter 30A §20 of the General Laws (the Open Meeting Law) and 940 CMR 29.03 or any successor statute that may be in effect from time to time.
- L. The Committee may from time to time make policies, rules and regulations consistent with the laws of the Commonwealth or these Bylaws for the operation and conduct of the District, its schools and programs.

Section 2.6 Powers and Duties

The Committee shall have all the powers and duties conferred and imposed upon it by these by laws and such other additional powers and duties as are specified in the Enabling Act and any amendments thereto now or hereafter enacted or as may be specified in any other applicable general or special law.

Section 2.7 Process for Filling Vacant Offices

The following procedure will be employed for each office open, whether at the Committee's annual meeting or on the occasion that an office should be vacated during the course of the year.

1. The school committee designee acting as temporary Chairperson shall entertain nominations for each office, beginning with the Chairperson, from the membership. Nominations shall not require a second.
2. A motion to close nominations shall require a second, and must be voted on, as any other motion.
3. Should only one nomination for an office be submitted, the Chairperson may instruct the secretary to cast one ballot for the nominee.
4. If two or more nominees are submitted for any office, the election of an officer shall be conducted by a roll call vote, with all allocated votes recorded. The Chairperson need not vote unless his/her vote shall affect the outcome of the election.
5. The nominee receiving a majority of the allocated votes cast by those present and voting shall be declared the winner. Upon a majority vote of the Members, the vote may be taken by signed paper ballot which is recorded and read by the Secretary.

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PART III

APPORTIONMENT AND PAYMENT OF COSTS INCURRED BY THE DISTRICT

Section 3.1 Classification of Costs

For the purpose of apportioning assessments levied by the District against the Member Municipalities, costs shall be divided into three categories capital costs, operating costs and special operating costs.

Section 3.2 Capital Costs

Capital costs shall include all expenses in the nature of capital outlay such as the cost of acquiring land, the cost of constructing, reconstructing, and adding to buildings, and the cost of remodeling or making extraordinary repairs to a school building or buildings, including without limitation the cost of the original equipment and furnishings for such buildings or additions, plans, architects' and consultants' fees, grading and related structures and premises in operating condition, sewage disposal and any other items for which a school district may borrow money. Capital costs shall also include payment of principal of and interest on bonds, notes or other obligations issued by the District to finance capital costs.

Section 3.3 Operating Costs

Operating costs shall include all costs for daytime courses in grades 9-12 operated by the District and not included in capital costs as defined in Section 3.2 or Special Operating Costs as defined in Section 3.4 but including interest on temporary notes issued by the District in anticipation of revenue.

Section 3.4 Special Operating Costs

Special Operating Costs shall include, the net cost of evening, graduate and extension courses or any other types of courses which are offered by the District to persons other than pupils attending a regular District vocational school program in any of grades 9-12, net of any revenues collected by the District on account of such programs.

Section 3.5 Apportionment of Capital and Operating Costs

A. Capital and operating costs for every fiscal year shall be apportioned to the Member Municipalities on the basis of their respective pupil enrollment in the District schools; provided that, for the purpose of such apportionment each member municipality shall be deemed to have at least five students enrolled full time in grades 9-12 in the District schools each year. Each Member Municipality's share of capital and operating costs for each fiscal year shall be determined by computing the ratio which the enrollment of full time students in grades 9

BYLAWS GOVERNING THE OPERATION
of the
ESSEX NORTH SHORE AGRICULTURAL AND TECHNICAL SCHOOL DISTRICT

through 12 from such Member Municipality at such Member Municipality's expense in any school or schools operated by the District bears to the total number of full time students in grades 9-12 from all member municipalities at municipality expense in any school or schools operated by the District on October 1 of the fiscal year next preceding the fiscal year for which the apportionment is determined.

B. In the event that full time student enrollment in any of grades 9-12, inclusive, in the District school system has not been accomplished by October 1 of any such year, capital and operating costs shall be apportioned on the basis of enrollment in grades nine through twelve of pupils residing in each Member Municipality and receiving education at such Member Municipality's expense on October 1 of such year. The Committee by two-thirds vote (as defined in Section 2.5(B) of these By-Laws) may make adjustments in the apportionment formula set forth in this subparagraph B in the event the Committee determines that such formula does not apportion the initial operating costs consistently with the anticipated use of District school system. The fiscal year shall commence July 1 and end on June 30, or shall be such other fiscal year as may be established by statute for municipal corporations and regional school districts.

Section 3.6 Apportionment of Special Operating Costs

Special Operating Costs shall be apportioned to the Member Municipalities on the basis of the ratio which the enrollment of pupil hours of residents of each Member Municipality in courses described in Section 3.4 on November 1 and March 1 of the fiscal year next preceding the fiscal year for which the apportionment is determined bears to the total enrollment of pupil hours in courses described in Section 3.4 from residents of all member municipalities on such dates.

Section 3.7 Times of Payment of Apportioned Costs

Each Member Municipality shall pay to the District in each fiscal year its proportionate share, certified as provided in Section 4.3 of the capital, operating and special operating costs of the District. Except as otherwise provided in Section 4.1 the annual share of each member municipality shall be paid in such amounts and at such times that at least the following percentages of such annual share shall be paid on or before the dates indicated, respectively:

- End of the first fiscal quarter 25%
- End of the second fiscal quarter 75%
- End of the third fiscal quarter 100%

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PART IV

BUDGET

Section 4.1 Tentative Operating and Maintenance Budget

The Committee shall annually prepare a tentative operating and maintenance budget for the ensuing fiscal year, attaching thereto provision for any installment of principal or interest to become due in such year on any bonds or other evidence of indebtedness of the District and any other capital costs to be apportioned to the Member Municipalities. The Committee shall submit to the mayor of each member city and to the Chairperson of the finance or advisory committee of each member town a copy of such tentative operating and maintenance budget on or before February 15 which shall be itemized as follows or be in such further detail as the Committee may deem advisable:

1. Administration
2. Instructional Leadership
3. Classroom and Specialist Teachers
4. Other Teaching Services
5. Professional Development
6. Instructional Materials, Equipment, and Technology
7. Guidance Counseling and Testing
8. Pupil Services
9. Operations and Maintenance
10. Insurance, Retirement, and Other

Section 4.2 Final Operating and Maintenance Budget

The Committee shall adopt an annual operating and maintenance budget, including debt and interest charges and any other current capital costs as separate items, not later than April 30 before the ensuing fiscal year, and the said Committee shall apportion the amounts necessary to be raised in order to meet the said budget in accordance with the provisions of Part II. The amounts so apportioned to each Member Municipality shall be certified by the District Treasurer to the Treasurer of each Member Municipality, prior to April 30, of each year.

Section 4.3 Incurring of Debt

Whenever the Committee authorizes the incurring of debt, except for temporary debt in anticipation of revenue to be received from any source in accordance with Chapter 71, Section 16(g) of the General Laws, such debt may be incurred if two-thirds of the Member Municipalities do not vote disapproval within sixty days following the date on which such debt was authorized by the Committee, provided that said Member Municipalities which have not voted disapproval agree, within ninety days of the date on which such debt was authorized, to pay the total bond indebtedness authorized by the Committee without contribution by the

BYLAWS GOVERNING THE OPERATION
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Member Municipalities which voted disapproval of the amount of said debt. The Member Municipalities which have voted disapproval of such indebtedness shall have the right to retain their membership in the District as provided herein, except that they shall not be allowed to any added enrollment that might result solely from the expansion of facilities that occurs on account of such new indebtedness. Within seven days following the authorization of indebtedness by the Committee, the Committee shall cause written notice of the date that such indebtedness was authorized by the Committee, the amount of the indebtedness and of the general purposes for which it was authorized and of the procedure for approval to be followed, to the city council of each member city and the board of selectmen of each member town.

Section 4.4 Establishment of Surplus Account. Limitation of Operating Surplus

As required by the Enabling Act, there is hereby established on the books and accounts of the District, a capital reserve fund for the purpose of financing necessary facility maintenance and capital improvements. The capital reserve fund shall be subject to the limits on stabilization funds in section 16G 1/2 of chapter 71 of the General Laws.

PART V

LOCATION AND TRANSPORTATION

Section 5.1 School Location

The District school shall be located on the property occupied as of July 1, 2009 by the Essex North Shore Agricultural and Technical School in Danvers, Massachusetts, at the address 562 and 565 Maple Street, Hathorne, MA 01937.

Section 5.2 Transportation

The District shall be responsible for the transportation of its students in accordance with Sections 7A and 16C of the Chapter 71 of the General Laws. Transportation for non-resident students enrolled in the agricultural vocational programs shall be limited to students residing in municipalities within a 20 mile radius of the District, as determined by the Commissioner of the Department of Elementary and Secondary Education. The unreimbursed cost of transporting students, if any, shall be apportioned to the Member Municipalities as an operating cost, and shall otherwise be subject to the terms of the Enabling Act.

BYLAWS GOVERNING THE OPERATION
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PART VI

AMENDMENTS

Section 6.1 Limitation

These Bylaws may be amended by two-thirds vote of the Committee (as defined in Section 2.6(B) of these By-Laws), but no amendment shall be made which shall substantially impair the rights of the holders of any bonds, notes, or other obligations of the District then outstanding, or the rights of the District to procure the means for payment thereof, provided that nothing in this Section shall prevent the admission of a new municipality or municipalities to the District and the reapportionment accordingly of capital costs of the District represented by bonds or notes of the District then outstanding and of interest thereon. Any vote to amend these Bylaws may be taken at a regular or special meeting of the Committee, provided a copy of the proposed amendment has been emailed, to each Member at their assigned school email account at least five days prior to the regular or special meeting at which the proposed amendment is to be acted upon, provided further that the requirement for providing a written copy of the proposed amendment shall not apply if all Members of the Committee are present and vote in favor of the proposed amendment.

PART VII

ADMISSION OF ADDITIONAL MUNICIPALITIES TO THE DISTRICT

Any other municipality or municipalities may be admitted to the District upon adoption of an amendment to these Bylaws after following the procedure outlined in this Part. Upon request by such municipality or municipalities, the Committee may by two-thirds vote seek an amendment of the enabling legislation to permit the admittance of a new member on such terms as outlined in the legislation as amended and, in the bylaw, as amended. Prior to seeking such an amendment to the legislation, the Committee shall notify the Commissioner of Elementary and Secondary Education and request a Reorganization needs conference pursuant to 603 CMR 41.02.

BYLAWS GOVERNING THE OPERATION
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PART VIII

WITHDRAWAL

Section 8.1 Limitations and Procedure

The withdrawal of a Member Municipality from the District may be effected by an amendment to these by-laws in the manner hereinafter provided by this section. Any Member Municipality seeking to withdraw shall, by vote at an annual or special town meeting in the case of a town or by vote of the city council in the case of a city, request the Committee to draw up an amendment to these by-laws setting forth the terms by which such Member Municipality may withdraw from the District, provided (1) that the Member Municipality seeking to withdraw shall remain liable for any unpaid operating costs which have been certified by the Treasurer of the District to the Treasurer of the withdrawing Member Municipality including the full amount so certified for the year in which such withdrawal takes effect and, (2) that the said Member Municipality shall remain liable to the District for its share of the indebtedness of the District outstanding at the time of such withdrawal, and for interest thereon, to the extent and in the same manner as though the Member Municipality had not withdrawn from the District. Prior to making such an amendment to the Bylaws, the Committee shall notify the Commissioner of Elementary and Secondary Education and request a Reorganization needs conference pursuant to 603 CMR 41.02. Once the requisite procedures under 603 CMR 41.02 and 41.03 have been followed, the Committee shall seek any necessary amendments of the enabling legislation prior to amending these Bylaws as set forth above.

Section 8.2 Cessation of Term of Office

Upon the effective date of withdrawal the term of office of the Member serving on the Committee from the withdrawing Member Municipality shall terminate and the total membership of the Committee shall be decreased accordingly.

Section 8.3 Payments of Certain Capital Costs Made By a Withdrawing Municipality

Money received by the District from the withdrawing Member Municipality for payment of funded indebtedness or interest thereon shall be used only for such purpose and until so used shall be deposited in trust in the name of the District with a Massachusetts bank or trust company having a combined capital and surplus of not less than \$50,000,000.

Section 8.4 Apportionment of Costs After Withdrawal

The withdrawing Member Municipality's annual share of any future installment of principal and interest on obligations outstanding on the effective date of its withdrawal shall be fixed at the average percentage prevailing for such Member Municipality at the last three annual apportionments made next prior to the effective date of the withdrawal. The remainder of any such installment, after subtracting the shares of any Member Municipality or Municipalities

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that have withdrawn, shall be apportioned to the remaining Member Municipalities in the manner provided in Section 3.5 or as may be otherwise provided in the amendment providing for such withdrawal. Tuitions for students from a city or town that has withdrawn from the District, shall be determined in accordance with Chapter 74 of the General Laws.

PART IX

ADVISORY COMMITTEES

The Committee may, to assist it in the construction of any regional school building, appoint a building committee to advise it with respect to plans, specifications, appointment of architects, engineers, the letting of contracts, the supervision of construction, and any other assistance which the Committee may desire, and may appoint such other advisory committees as in its judgment may be necessary or as are required by law.

PART X

APPROVAL

These Bylaws shall be effective by two-thirds vote of the Committee (as defined in Section 2.6(B) of these Bylaws) in accordance with the Enabling Act duly adopted on the 6th day of October, 2011, and amended on this 12th day of November, 2020.



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Health Grant Update

March 9th, 2026



Whole School, Whole Community, Whole Child



1. Physical education and physical activity
2. Nutrition environment and services
3. Health services
4. Counseling, psychological, and social services
5. Social and emotional climate.
6. Physical environment
7. Employee wellness
8. Family engagement
9. Community involvement
10. Health education



Promoting Safe and Healthy Learning Environments: Elevating Student Voice and Well-Being

Awarded:

Goals of the Grant:

- 21st CCLC High School Internship
- Comprehensive Health and Physical Education
- Supporting Newcomer-Homeless Students
- Service-Learning and Social Emotional Learning/Academic Integration
- Youth Participatory Action Research

Option 2A — 21st CCLC High School Internship

Awarded for FY25 Only: \$60,000

Option 2B — Comprehensive Health and Physical Education

Awarded for FY25 (\$42,000) and FY26 (\$60,000)

Option 2F — Youth Participatory Action Research

Awarded for FY25 (\$73,400) and FY26 (\$76,600)

Total Awarded: \$312,000





Curriculum and Instruction



Health Scope and Sequence

Decision-Making	
Middle School	High School
<p>End of 8th Grade: I can Identify the problem and apply the D.E.C.I.D.E model to organize positives, negative and potential outcomes. I can also reflect how the process helped my decision-making and evaluate my decision.</p>	<p>I can independently make health-promoting, informed, responsible decisions and solve problems accurately, using the decision model and provide accurate and detailed supporting evidence when evaluating the decision.</p>

- PD time to collaborate on vertical alignment from 6th grade- high school.
- Health teachers developed skill-based assessments aligned with clear scoring criteria for Jump Rope.



Health Curriculum Selection and Professional Development



PD sessions topics include:

- Assessments in Health Education,
- Humanizing Pedagogy Strategies in Health Education, and
- Dedicated consulting time to develop skill-based units.

Upcoming professional development will focus on

- Trauma-Informed Strategies in Health Education
- Accessible Health Education: Designing Health Education for Students with Disabilities.



Health Curriculum Selection and Professional Development

Using the CHPE curriculum guide released by the Department of Education, health teachers thoughtfully evaluated curriculum options aligned with the MA CHPE Framework. **HealthSmart** curriculum is for **Middle and High School**.

Grades 6-8

Practice	Extent of Practice Development
Practice 1: Decision-Making and Problem-Solving	Strong
Practice 2: Self-Management and Goal Setting	Strong
Practice 3: Social Awareness, Relationship, and Communication Skills	Strong
Practice 4: Movement Skills	N/A
Practice 5: Self-Awareness and Analyzing Influences	Strong
Practice 6: Information and Resource Seeking	Strong
Practice 7: Self-Advocacy and Health Promotion	Moderate

Grades 9-12

Practice	Extent of Practice Development
Practice 1: Decision-Making and Problem-Solving	Strong
Practice 2: Self-Management and Goal Setting	Strong
Practice 3: Social Awareness, Relationship, and Communication Skills	Strong
Practice 4: Movement Skills	N/A
Practice 5: Self-Awareness and Analyzing Influences	Strong
Practice 6: Information and Resource Seeking	Strong
Practice 7: Self-Advocacy and Health Promotion	Strong

Strengths:

- The curriculum represents diverse identities and perspectives (including LGBTQIA+)
- The curriculum features a clear progression of learning and provides formal and informal assessments to measure learning.
- Pacing of lessons is flexible.
- Lessons utilize active and engaging learning strategies.
- Digital materials are ADA-compliant. Accessible print materials are available from the National Instructional Materials Access Center.
- The curriculum includes resources designed to build educators' knowledge.

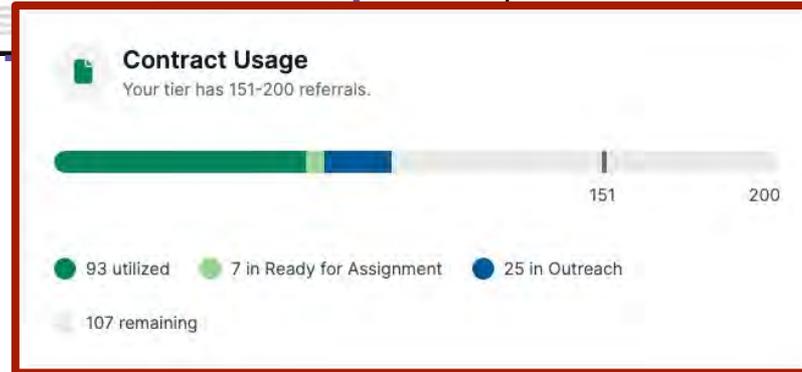
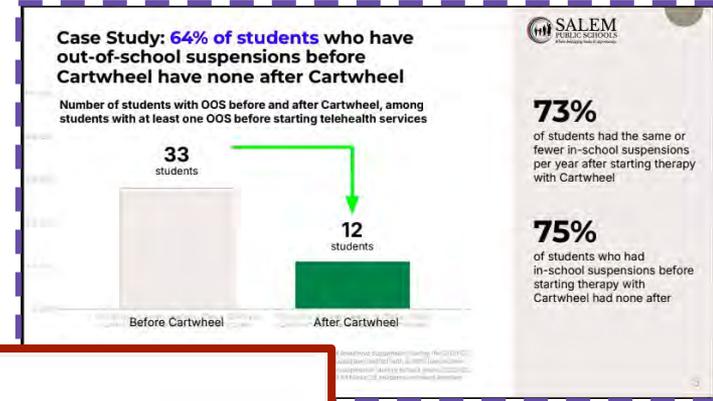
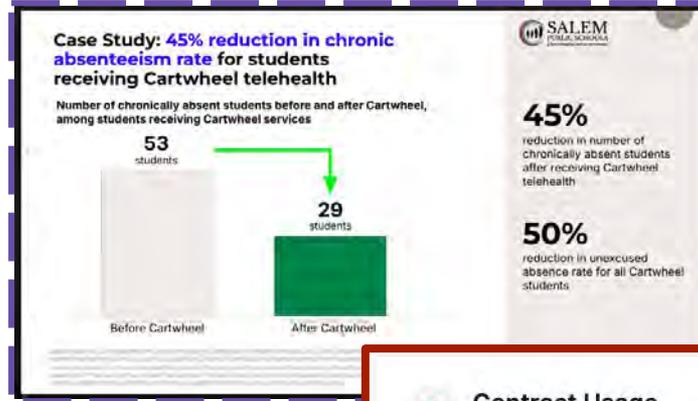




Supporting Mental Health



Supporting the Mental Health and Wellbeing of Newcomer, Homeless Students - Cartwheel Update





Youth Voice



Youth Voice Participation and Action Research

Cycle 1

Developmental Relationships



Cycle 2

Identifying an Issue, Research & Data Collection



Cycle 3

Taking Action

Search INSTITUTE

Developmental Relationships

Express Care
Show me that I matter to you.

Be dependable
Be someone I can trust.

Listen
Make me feel heard when we sit together.

Believe in me
Show me how you see and value me.

Challenge Growth
Push me to keep getting better.

Expect my best
Support me to live up to my potential.

Stretch
Push me to go further.

Provide Support
Help me complete tasks and achieve goals.

Navigate
Help me through hard situations and systems.

Empower
Help me build confidence to take charge of my life.

Share Power
Treat me with respect and give me a say.

Respect me
Treat me as an individual and treat me fairly.

Involve me
Include me in decisions that affect me.

Expand Possibilities
Connect me with people and places that broaden my world.

Imagine
Inspire me to see possibilities for my future.

Connect
Introduce me to people who can help me grow.

Be warm
Show me how you enjoy being with me.

Encourage
Praise me for my efforts and achievements.

Hold me accountable
Support me to take responsibility for my actions.

Reflect on failures
Help me learn from mistakes and setbacks.

Advocate
Stand with me when I need it and systems.

Set boundaries
Put limits in place that keep me safe.

Collaborate
Work with me to solve problems fairly.

Learn from me
Create opportunities for me to lead and share my ideas.

Broaden horizons
Expose me to new ideas, experiences, and places.

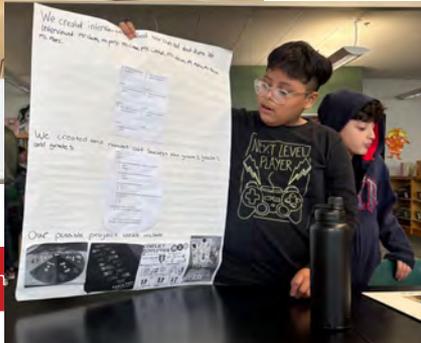
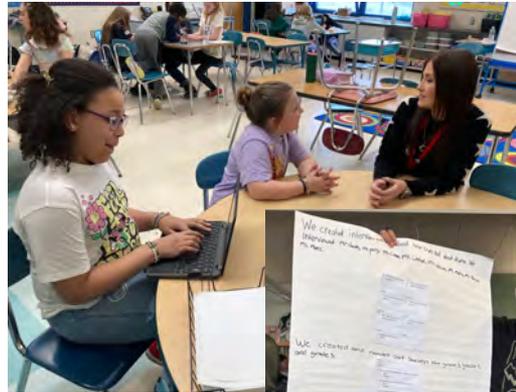
The Framework

Developmental relationships are the roots of thinking and resilience for young people, regardless of their background or circumstances. Through these relationships, young people discover who they are, cultivate abilities to address their needs, and learn how to engage with and contribute to the world around them. Just as trees rely on a system of roots to support and nourish them, young people need to experience developmental relationships in their families, schools, programs, and communities. However, not many young people enjoy these opportunities due to race, prejudice, and systemic exclusion based on their race, ethnicity, income, gender, sexual orientation, abilities, or other differences. Together, we can ensure that every young person experiences the developmental relationships they need to thrive.

The Developmental Relationships Framework was developed by Search Institute as a result of our research on developmental relationships.

searchinstitute.org

Helps to look at social problems, not just with the adult perspective, but from the perspective of the young people living through those problems.



**Student Voice Summit
2026**

May 21st, 5:00 PM Saltonstall
in the Auditorium



Youth Voice 21C Internship



21C Summer Interns

- 12 high school students
- 2 Summer Programs
- Weekly
- Observations, coaching and feedback
- Post secondary planning and networking opportunities

What is the 21C Internship Program?

- 21C Internship Program is designed to increase skill, knowledge and experience in the field of education.
- 21C Interns support SPS 21st CCLC programs as a near peer mentor, academic support, positive role model
- 21C Interns have the opportunity to practice leadership, professional communication and gain experience in the classroom.

21C School Year Interns

- 10 high school students
- 4 OST Program sites 3rd-8
- Monthly workshops
- Observations, coaching and feedback
- Post secondary planning and networking opportunities



Youth Voice Health Academy

Let's Connect to Wellness! Students will explore all areas of health and learn how to strive for overall wellness. Participants will engage in health-enhancing activities, including fitness classes, nutrition and cooking experiences, and strategies for emotional regulation. They will also connect with peers to promote positive change in health and wellness at Collins Middle School



HEALTH ACADEMY
YOUTH WELLNESS ADVOCACY GROUP

Driving Question: How can we gather and analyze student voice through a wellness survey to increase health enhancing behaviors in our school community?



Questions?





SALEM PUBLIC SCHOOLS

Where belonging leads to opportunity.

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

Superintendent

29 Highland Ave. Salem, MA 01970

978-740-1212

szrike@salemk12.org

March 4, 2026

RE: MSBA Update

School Committee Members,

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

- The School Building Committee met on **Thursday January 29th** and:
 - Reviewed the milestone schedule: on track.
 - Provided an update on the MSBA review process:
 - **Monday January 26th**: the MSBA review team shared their Total Project Budget, projecting a maximum grant value at \$207,979,114.
 - **Wednesday January 27th**: Dr. Zrike, Perkins & Will, Accenture and Rick Jones presented the project to the MSBA's Facilities Assessment Subcommittee. They had overwhelmingly positive comments.
 - **Thursday January 29th**: the Mayor, Lisa Golden, Perkins & Will and Accenture met with the MSBA to review transitioning the project to the next phase: **Design Development**
- The School Building Committee met on **Thursday February 26th** and:
 - Provided an update on the MSBA Board Meeting:
 - **Wednesday February 25th**: the MSBA Board voted to approve the Salem High School Project to replace the existing high school with a new facility serving grades 9 through 12 on the site of the existing school.
 - Discussion of next steps regarding the debt exclusion vote to fund the project and upcoming community events
- **May 5, 2026**: Local debt exclusion vote to fund the project
- **Upcoming Meetings**:
 - **Thursday, March 19th** from 6-8 pm in the School Committee Chambers
 - **Thursday, April 16th** from 6-8 pm in the School Committee Chambers
- Recordings of all meetings and presentations can be found on the [Salem High School Building Committee](#) website.

Sincerely,

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



www.salemk12.org



@SalemSchoolsk12



@SalemPublicSchools



To: Salem School Committee

CC: Dr. Stephen Zrike

From: Elizabeth Pauley, Camila Salazar

Date: March 6, 2025

Re: FY26

Below please find a transfer that is recommended for your consideration. The total amount requested for transfer is \$3,594.00. Because the transfer is across cost centers, we are asking for School Committee approval to make this transfer.

The rationale for this transfer is described briefly below.

I recommend approval of these transfers.

Account Name	Transfer to: Account Number	Amount	Transfer From: Account Name	Transfer From: Account Number
New Liberty - Stipends	13571620-5150	\$3,594.00		
		\$3,594.00	New Liberty - Contracted Services	13571621-5320
To help supplement end of year stipends.				

Elizabeth A. Pauley
 29 Highland Avenue
 Salem, Massachusetts 01970
 Tel: (978) 740-1222
 epauley@salemk12.org



2026 SUPERINTENDENT SEARCH

SEARCH PROCESS

- **March 9:** Appointment of Interim Superintendent and Interim Deputy Superintendent. Formation of Ad Hoc Superintendent Search Subcommittee and Superintendent Screening Committee. Designation of Search Consultant.
 - **March:** Ad Hoc Superintendent Search Subcommittee finalizes Superintendent Screening Committee make up. Applications open and reviewed.
 - **March 23:** School Committee approves Position Profile.
 - **March 24:** Job is posted.
 - **April 6:** School Committee appoints Superintendent Screening Committee members.
 - **Mid-April:** Job application deadline.
 - **Mid-April to Mid-May:** Superintendent Screening Committee reviews and interviews applicants.
 - **Mid-May:** Recommendation of finalists.
 - **Mid-May to Mid-June:** Finalist forums.
 - **End of June:** School Committee appoints Superintendent.
 - **July:** Contract negotiation and on-boarding.
 - **August:** New Superintendent starts.
-

MARCH 9TH ACTIONS

1. Appointment of Interim Superintendent
 2. Ratification of the Interim Superintendent Contract
 3. Appointment of Interim Deputy Superintendent
 4. Ratification of the Interim Deputy Superintendent Contract
 5. Formation of Ad-Hoc Superintendent Search Subcommittee
 6. Formation of Superintendent Screening Committee
 7. Retain Collins, Jr. Center for Public Management as Search Consultant
-



Edward J. Collins, JR Center for Public Management

John W. McCormack Graduate School of Policy and Global Studies

University of Massachusetts Boston

100 Morrissey Boulevard, Boston, MA 02125-3393

Web page: www.umb.edu/cpm Email: collins.center@umb.edu Phone: 617-287-4824

March 5, 2026

Salem Public Schools
School Committee
Salem, MA 01970

Dear Mayor Pangallo and School Committee Members:

The Edward J. Collins, Jr. Center for Public Management is pleased to present this proposal to the Salem Public Schools to assist with the recruitment for the position of Superintendent of Schools.

The Center was established in 2008 in the McCormack Graduate School of Policy and Global Studies to further the public service mission of the University of Massachusetts Boston. The Center provides technical assistance to municipalities, school districts, and state agencies on all aspects of public management. The Center has assisted many school districts, including Salem in recruitment efforts.

The Center has conducted more than 100 successful recruitments in Massachusetts for positions such as School Superintendents and Principals, Town Managers, Town Administrators, and key Department Heads. We understand that the manner in which a search is conducted as well as the outcome serves as a signal to residents of the District's open, non-political, and transparent approach to governance. Our approach is collaborative and inclusive.

The recruitment Project Manager will be Mary Flanders Aicardi. Mary leads the Center's Human Resources practice. She has been with the Center for more than 16 years and has 30 years of public sector human resources and labor relations experience. The Team will include William Lupini, Senior Associate, who has served over 25 years as Superintendent, and Monica Visco, Associate, who has served as Human Resources Director for multiple school districts during her career (biographies attached).

As you may know, transactions with the Commonwealth, including the University, are exempt from the provisions of Chapter 30B, the Uniform Municipal Procurement Act (Section 1 (b)(4)). The all-inclusive fee for the engagement is \$24,000.

Please let us know if you have any questions about this proposal. Thank you for your consideration. Please reach out to Mary Flanders Aicardi via email at mary.aicardi@umb.edu with any questions.

Sincerely,

Michael Ward, Director

Scope of Services Salem Public Schools Superintendent Recruitment Assistance

Project Approach

The following information is provided to illustrate the Center for Public Management (Center) approach to executive recruitment and what the Center believes are successful outcomes of each stage of a search. The Center believes that a significant risk in selection is choosing the best person from a mediocre pool of candidates. Therefore, the Center's principal effort is directed at giving its clients a pool of well-qualified candidates, thereby reducing this risk.

Task One: Project Kick Off Meeting

The Center will meet with the School Committee, or designated Sub-Committee, to kick off the project, refine the scope, discuss details and timelines.

Task Two: Preparing a Position Profile for Posting

The Center project team begins the search with a simple question: What criteria would the organization use to determine that the appointment was successful?

A common statement is that when organizations choose a leader, they choose a path. The Center project team needs to understand the path that the Salem Public Schools wishes to follow in order to identify and recruit a pool of candidates that can meet its needs.

The project team will individually interview each School Committee member to gain insight, understand, and document the major challenges and opportunities facing the District. The project team can then determine what type of experience, technical skills, and personal attributes candidates will need to be effective in the position. In addition, the Center will use information gathered from the administration, including the recently completed Strategic Plan and Position Profile completed for the most recent Superintendent search, to provide a true picture of the position to be used for recruitment purposes and guidance for the Screening Committee.

Outcome: A Position Profile Statement will be prepared for the Schools Committee's acceptance. Once accepted, the Profile will be used as the foundation for advertising and recruitment efforts.

Task Three: Networking and Recruitment of Candidates

The position will be advertised with a variety of career websites and organizations, with particular attention to avenues to recruit a diverse pool of candidates. At the same time, the recruitment team engages in extensive direct networking and recruiting using the Center's broad network and personal contacts. Often the best person for a job is not looking for a job, which is why our direct networking is a critical part of the process. The Center's approach is to find candidates that have faced challenges that are of similar

magnitude and complexity to those faced by the District. The Center will forward all resumes to the Screening Committee.

Outcome: At the conclusion of networking, the Center will compile resumes to be presented to the Screening Committee and recommend candidates who best meet the needs of the District. The Screening Committee will receive copies of all resumes submitted.

Task Four: Online Survey to Solicit Input from Community and Staff

The recruitment team will develop a simple survey to receive input from community members and staff asking them their opinions about the challenges facing the next Superintendent, priority issues, and characteristics to look for in selecting the next Superintendent. The survey will be provided to the District to be published on the District's webpage and shared broadly, preferably translated and published by the District in multiple languages. The recruitment team will collect and summarize the survey.

Outcome: A summary of feedback will be provided to the School Committee and Screening Committee to be used in their review and deliberations.

Task Five: Screening, and Presentation of Paper Candidates

The School Committee will be provided with a sample Screening Committee Charge to consider in guiding the work of the Screening Committee in its role of screening candidates and forwarding potential finalists to the School Committee.

While the position is being posted, the Center will meet with the Screening Committee to plan the review process. The Center will provide guidance to the Screening Committee on issues of confidentiality and avoiding social media searches. The Center will assist the Screening Committee in establishing a set of standardized questions to be asked of all candidates, in accordance with MCAD guidelines and will work with the Screening Committee to determine the logistics of interviews. The questions will be finalized by the Screening Committee prior to the review of applications.

After the resume deadline, the Center will provide a confidential link to Screening Committee members including all resumes received. The Center does not screen out any candidates. Along with the resumes, a summary Table will be shared for easy reference. The Center will ask each screening committee member to answer yes, maybe, or no to the question "do you want to interview this candidate." The approach helps frame the discussion.

The Center recommends and uses a consensus approach to deliberations of candidates to determine which candidates to invite for a preliminary screening interview. Doing so encourages discussion and allows for support of those candidates moving forward without a "score" and enables candidates from non-traditional and diverse backgrounds to be evaluated fairly.

Outcome. Candidates to be invited for a preliminary interview will be identified.

Task Six: Preliminary Interviews

After candidates are selected for a preliminary interview, the recruitment team will schedule and facilitate the preliminary interviews with the Screening Committee. At the conclusion of the interviews, the recruitment team will facilitate the deliberations to identify candidates to be moved to the next phase of the process to become potential finalists. (NOTE: The School Committee determines finalists, based on recommendations from the Screening Committee). Like the review of resumes, a consensus approach is taken to determine which candidates to advance to the next round of the process.

Outcome: Screening committee will identify potential finalists.

Task Seven: Reference Checking

Reference checks are extremely thorough. After receiving a signed release, the recruitment team will speak with employers, professional peers, and subordinates, systematically posing the same questions.

Outcome: The Center will provide a summary of references to the School Committee.

Task Eight: Finalist Forums with Community and Staff

The recruitment team will work with the School Committee to determine the schedule for holding public forums for finalists. The project team will facilitate the forums. It is anticipated that each candidate will make a brief presentation and then take questions as part of each session. At the beginning of each session, the project team will collect questions to be asked from participants ahead of time to streamline the process. The recruitment team will provide attendees with a brief feedback form that will be collected at the end of each forum. The District will be responsible for providing interpreters and translation of any materials or feedback forms.

Outcome: A summary of the forum feedback will be provided to the School Committee to be used in final deliberations.

Task Nine: Guidance on Final Interview and Selection

The recruitment team will help the School Committee plan the final interview process by providing guidance with the process and structuring the discussion, questions, and format. The recruitment team will be available to provide technical assistance with logistics and deliberation assistance at the final interviews. While the recruitment team is available to work to clarify issues, establish a framework, and facilitate communication, negotiating the conditions of employment is the sole responsibility of the School Committee. The Center will assist the Salem Public Schools with credit and criminal checks for the selected candidate, if requested.

Outcome: A well-organized final interview and selection process.

Responsibilities of the Collins Center

The Center project team will act at all times in an attentive, ethical, and responsible manner. The Center will assign a Mary Flanders Aicardi as the project manager, who will serve as the primary point of contact for the duration of the project.

Throughout the course of the project, the project manager shall facilitate completion of work and communicate with the client project liaison to discuss and resolve any issues with the timeline and to consider proposed modifications to the timeline.

Responsibilities of the Salem Public Schools

The Salem Public Schools will identify a project liaison to the Center for the duration of the work. The project liaison will have responsibility for communicating the nature and value of the project to employees and managers and for managing logistics throughout the project (e.g., scheduling and posting meetings, identifying meeting space, advertising forum, distributing surveys, providing translation and interpretation services, as well as having ownership and responsibility for any online meetings, web page postings, etc.).

The Salem Public Schools shall agree to provide necessary access to its employees, records, and agreed-upon data, and to respond to requests for information, comment, and scheduling in a timely manner.

The project liaison will work with the Center project manager to discuss and resolve any issues with the timeline and to consider any proposed modifications to the timeline.

For all steps in the workplan, delays in the schedule, requests for expansion of scope, or other significant unforeseen developments may lead to a renegotiation of scope, timeline, cost, or all three.

Professional Fees, Expenses and Payment Schedule

The all-inclusive professional fee is \$24,000. The fee does not include screening committee expenses, such as food and refreshments, or any candidate expenses. The payment schedule is as follows:

- \$12,000 when position recruitment materials are posted
- \$12,000 when project is complete

Anticipated Timeline

The anticipated timeline for the recruitment process is approximately four months. The cause of most delay is scheduling meetings with the Screening Committee. Often the people most willing to serve on a committee are the ones with the busiest schedule.

March	Initial Meeting with School Committee members and Development of Position Profile to use in recruitment efforts
March	School Committee vote on Charge to Screening Committee and applications for Screening Committee open and closes
March	Position Profile advertised and posted, and advertisement and recruitment efforts begins
March/April	Online Survey created and published for input from community and staff stakeholders
April	School Committee Appoints Screening Committee
April	Orientation Meeting – Screening Committee <ul style="list-style-type: none"> ▪ Review confidential Process ▪ Review Position Profile ▪ Finalize meeting and interview Dates ▪ Discussion of Interview questions and process to finalize
April	Vacancy Application Deadline
April	Resumes and survey summary forwarded to Screening Committee members through confidential link
April	Resume Review Meeting of Screening Committee <ul style="list-style-type: none"> ▪ Review Resumes and use consensus methods to determine which candidates to invite for a confidential preliminary interview ▪ Finalize questions if not already done
May	Initial Candidate Interviews by Screening Committee
May	Screening Committee Identifies candidates to be forwarded to School Committee for the next phase of the project
May	Reference Checking Process
May- June	Candidate Interviews with School Committee and other forums, as determined (staff, student, parent - community forums)
June	Decision by School Committee

Recruitment Team Biographies

MARY FLANDERS AICARDI, MPA, HUMAN RESOURCES PRACTICE LEADER

Mary Aicardi leads the human resources practice. She has been with the Center since 2009 and has more than thirty years of experience in public sector human resources administration and labor relations to the Collins Center. She served for more than eight years as the Personnel Director for the town of Watertown, Massachusetts, as the Interim Human Resources Director for the Town of Braintree, the Assistant Personnel Director for the Town of Barnstable and as a Volunteer Recruiter for a non-profit agency.

Aicardi has conducted more than 100 recruitments for the Collins Center and dozens more for other entities. She has conducted human resources audits and has reviewed and modernized classification and compensation plans for more than 150 municipalities. She has drafted numerous human resource policies and personnel plans. Aicardi has conducted training programs on a wide range of human resources topics, including leadership training, performance appraisal, progressive discipline, and sexual harassment prevention.

Aicardi holds a Master's Degree in Public Administration and a Bachelor's Degree in Political Science from the University of Massachusetts at Amherst. She is certified by the Massachusetts Commission Against Discrimination as a trainer of discrimination and sexual harassment prevention and received a Certification from Cornell University in Diversity Equity and Inclusion. Mary is a member of the Joint Labor Management Committee and served nine years as an elected Town Meeting Member in her hometown of Shrewsbury.

WILLIAM H. LUPINI, Ed. D, SENIOR ASSOCIATE

Dr. Lupini has worked as a school superintendent for over 25 years, having held the position in Massachusetts, New Hampshire, and Pennsylvania, with the majority of that time spent with the Public Schools of Brookline and the Beverly Public Schools. These experiences have taken place in cities, towns, and regional school districts, as well as career and technical schools and educational collaboratives. He has also served as a Director of Curriculum and Instruction, Assistant High School Principal, Program Specialist with the New Jersey Department of Education, and a Marketing Education Teacher.

Bill served as President of the Massachusetts Association of School Superintendents (MASS) and the Minority Student Achievement Network (MSAN) Governing Board. He was the 2015 Massachusetts "Superintendent of the Year" nominee. He has served on several statewide working groups in Massachusetts, including the Special Commission on Education Collaboratives, the Commission on Achievement Gaps, and the Next Generation MCAS Procurement Review Team.

Dr. Lupini has had diverse experiences in negotiating and designing educator evaluation systems, having done so in four (4) different school systems. He has a passion for leadership development, including coaching leaders in multiple school systems. He has extensive experience utilizing facilitative leadership, tight coupling, and defined autonomy to improve the performance of leadership teams and relationships between central office and building principals. In addition, he has led efforts to revamp special education services, including implementing cost saving measures while increasing services for students.

Bill teaches school law and other educational administration courses in several programs for aspiring administrators. Bill holds a Doctor of Education degree in Educational Leadership and Administration from Lehigh University, a Master of Education degree in Leadership, Administration, and Supervision from Rider University, and a Bachelor of Science Degree in Marketing and Business Education from Indiana University of Pennsylvania.

MONICA VISCO, ASSOCIATE

Monica joined the Collins Center in the summer of 2024 after retiring from her work as a Human Resource Director. In her more than 25 years in public sector human resources, she has worked for both general government and school department human resources department including Watertown Public Schools, the Town of Framingham, Nashoba Regional Public Schools, Marblehead Public Schools, Lexington Public Schools, and finally Wellesley Public Schools.

In these positions, Monica honed her skills in recruitment, policy development, collective bargaining, conflict resolution, payroll, benefits, diversity, and organizational structure. A longtime member of MASPA, MMHR, and MPDE, Monica continuously worked to improve her skills and stay current on relevant topics. Monica graduated from Northeastern University where she earned a Bachelor's degree in Criminal Justice.

Selected References

Please feel free to contact any former client. The following are a representative group

Kim Rajdeve Vice-Chairperson Lincoln School Committee schoolcomm@lincnet.org	Mayor Gary Christenson, Chair Malden School Committee mayor@cityofmalden.org
Lisa Belmarsh, Chair Weymouth School Committee Lis.belmarsh@weymouthschools.org	Margaret Raymon Driscoll, Chair Melrose School Committee Eoconnell@cityofmelrose.org
Jeannett Velez, Former Chair Chelsea School Committee Velez.jeanny@gmail.com	Kris Silverstein, Former President Beverly School Committee Ksilverstein@veverlyschools.org
Lucie St. Goerge, Former School Committee Member Sudbury Public Schools Lstgeo@verizon.net	Diana Fisher Gomberg, Chair School Committee of Directors EDCO Collaborative dfgomberg@gmail.com



Edward J. Collins, Jr. Center for Public Management

University of Massachusetts Boston
100 Morrissey Boulevard, Boston, MA 02125-3393
P 617.287.4824 | umb.edu/cpm

**PROFESSIONAL SERVICE AGREEMENT
SALEM PUBLIC SCHOOLS**

This Professional Service Agreement (“Agreement”) is made as of this ____ day, ____ 2026 (“Effective Date”) between the Salem Public Schools, Salem, MA (“District”), and the University of Massachusetts (“UMass Boston”), represented by its Edward J. Collins, Jr. Center for Public Management (“Center”), having an address of 100 Morrissey Blvd, Boston, MA 02125-3393 (“the Parties”).

The Center has technical expertise, resources, and capacity available to it, and the District wishes to engage the Center to provide the District with technical services. UMass Boston has determined that the proposed services to be provided are consistent with its research, economic development, educational, and public service missions.

Therefore, the Parties hereto mutually agree as follows:

1. Professional Services. The Center agrees to provide the professional services described in Exhibit A, which is attached hereto and incorporated herein by reference (“Services”). Trained personnel or sub-consultants of the Center shall render the Professional Services.

2. Term. The Center will use reasonable efforts to provide the Professional Services during the period from the date of this Agreement until December 31, 2026. Unless the parties agree to extend the term in writing, this Agreement shall expire at the end of the term or upon the completion of the Professional Services, whichever shall first occur.

3. Confidentiality/Privacy. The Center shall comply with all applicable state and federal laws and regulations relating to confidentiality and privacy. Notwithstanding the foregoing, the Center as part of the University of Massachusetts, is subject to the provisions of the Massachusetts Public Records Law.

4. Payments. The District agrees to pay to UMass Boston an all-inclusive fee of 24,000 for these services. This cost shall include all Center staff time and overhead. The Center will invoice the District as follows:

- \$12,000 when position recruitment materials are posted
- \$12,000 when project is complete

The District agrees to make payments upon receipt of invoices. The Center reserves the right to discontinue work if the District fails to pay invoices within thirty (30) days of receipt. Payments shall be made to “University of Massachusetts Boston” and shall be sent to:

Attn: Robert O’Keefe

Edward J. Collins Jr. Center for Public Management
University of Massachusetts Boston
100 Morrissey Blvd.
Boston, MA 02125-3393

5. Warranty Disclaimer. The Center shall perform the Services in a professional and workmanlike manner. The Center shall endeavor to perform the Services within the schedule set forth herein but is not liable for failure to meet the schedule. The foregoing warranties are in lieu of all other warranties, express, implied or statutory, including without limitation any implied or express warranties of merchantability, fitness for a particular purpose, or non-infringement of a patent or other intellectual property right.

6. Limitation of Liability. In no event shall UMass Boston be liable for any loss of profits, loss of use, loss of data, cost of cover, indirect, special, exemplary, punitive, incidental or consequential damages of any kind in connection with or arising out of this Agreement or the Services, even if UMass Boston has been advised of the possibility of

those damages. Notwithstanding the foregoing, in no event shall its liability arising out of this Agreement or relating to the Services exceed the amounts actually paid.

UMass Boston, as an agency of the Commonwealth, does not have the authority to and shall not indemnify any entity. UMass Boston agrees to pay subject to the Massachusetts Tort Claims Act, M.G.L. c. 258, for any loss, liability or expense, which arises out of or relates to UMass Boston's negligent acts or omissions with respect to its obligations hereunder, where a final determination of liability on the part of UMass Boston is established by a court of law or where settlement has been agreed to by UMass Boston. This provision shall not be construed to limit UMass Boston's rights, claims or defenses which arise as a matter of law or pursuant to any other provision of this Agreement. This provision shall not be construed to limit the sovereign immunity of UMass Boston.

7. Use of Names. The District agrees that it will not utilize the name or seal of the University in any advertising promotional material or publicity, without the express written consent of UMass Boston. Reciprocally, UMass Boston will not utilize the name or corporate seal of the District in any advertising promotional material or publicity, without the express written consent of the District.

8. Termination. This Agreement may be terminated by either of the Parties upon thirty (30) days written notice of termination to the other. If either of the Parties defaults in the performance of any of its material obligations under this Agreement, then the non-defaulting party may give written notice of the default to the defaulting party. Unless the default is corrected within thirty (30) days after the notice, the notifying party may terminate this Agreement immediately upon written notice. Upon termination of this Agreement by either party, UMass Boston will be reimbursed for all costs and non-cancelable commitments incurred in performance of the Professional Services prior to the date of termination in any amount not to exceed the total commitment set forth in Section 4 of this Agreement. Provided, however, that if professional services are not complete, then UMass Boston will return any pro rata share of payment to the District not otherwise expended, to the extent permissible.

9. Survival. The obligations of the parties under Sections 3, 4, 5, 6, 7, 8, and 9 survive termination of this Agreement.

10. Independent Contractor. Nothing contained in this Agreement shall be construed to constitute the Center or UMass Boston as a partner, joint venture, employee, or agent of the District nor shall either party have the authority to bind the other in any respect, it being intended that each shall remain responsible for its own actions.

11. Governing Law. This Agreement is governed by the laws of the Commonwealth of Massachusetts without regard to any choice of law rules. The Parties agree to exclusive jurisdiction and venue in the Massachusetts Superior Court in Suffolk County.

12. Entire Agreement. This Agreement constitutes the entire agreement between the Parties with respect to the Services, supersedes all prior oral and written agreements with respect to the subject matter, and can be modified only by a written instrument signed by both of the Parties which references this Agreement.

UMass Boston and the District have caused this Agreement to be executed by their duly authorized representatives as of the Effective Date.

District
BY: _____
NAME: _____
TITLE: _____

UMass Boston
BY:  _____
Michael Ward, Director
BY: _____
Shala Bonyun, Associate Director of ORSP

Exhibit A: Scope of Services Salem Public Schools Superintendent Recruitment Assistance

Project Approach

The following information is provided to illustrate the Center for Public Management (Center) approach to executive recruitment and what the Center believes are successful outcomes of each stage of a search. The Center believes that a significant risk in selection is choosing the best person from a mediocre pool of candidates. Therefore, the Center's principal effort is directed at giving its clients a pool of well-qualified candidates, thereby reducing this risk.

Task One: Project Kick Off Meeting

The Center will meet with the School Committee, or designated Sub-Committee, to kick off the project, refine the scope, discuss details and timelines.

Task Two: Preparing a Position Profile for Posting

The Center project team begins the search with a simple question: What criteria would the organization use to determine that the appointment was successful?

A common statement is that when organizations choose a leader, they choose a path. The Center project team needs to understand the path that the Salem Public Schools wishes to follow in order to identify and recruit a pool of candidates that can meet its needs.

The project team will individually interview each School Committee member to gain insight, understand, and document the major challenges and opportunities facing the District. The project team can then determine what type of experience, technical skills, and personal attributes candidates will need to be effective in the position. In addition, the Center will use information gathered from the administration, including the recently completed Strategic Plan and Position Profile completed for the most recent Superintendent search, to provide a true picture of the position to be used for recruitment purposes and guidance for the Screening Committee.

Outcome: A Position Profile Statement will be prepared for the Schools Committee's acceptance. Once accepted, the Profile will be used as the foundation for advertising and recruitment efforts.

Task Three: Networking and Recruitment of Candidates

The position will be advertised with a variety of career websites and organizations, with particular attention to avenues to recruit a diverse pool of candidates. At the same time, the recruitment team engages in extensive direct networking and recruiting using the Center's broad network and personal contacts. Often the best person for a job is not looking for a job, which is why our direct networking is a critical part of the

process. The Center’s approach is to find candidates that have faced challenges that are of similar magnitude and complexity to those faced by the District. The Center will forward all resumes to the Screening Committee.

Outcome: At the conclusion of networking, the Center will compile resumes to be presented to the Screening Committee and recommend candidates who best meet the needs of the District. The Screening Committee will receive copies of all resumes submitted.

Task Four: Online Survey to Solicit Input from Community and Staff

The recruitment team will develop a simple survey to receive input from community members and staff asking them their opinions about the challenges facing the next Superintendent, priority issues, and characteristics to look for in selecting the next Superintendent. The survey will be provided to the District to be published on the District’s webpage and shared broadly, preferably translated and published by the District in multiple languages. The recruitment team will collect and summarize the survey.

Outcome: A summary of feedback will be provided to the School Committee and Screening Committee to be used in their review and deliberations.

Task Five: Screening, and Presentation of Paper Candidates

The School Committee will be provided with a sample Screening Committee Charge to consider in guiding the work of the Screening Committee in its role of screening candidates and forwarding potential finalists to the School Committee.

While the position is being posted, the Center will meet with the Screening Committee to plan the review process. The Center will provide guidance to the Screening Committee on issues of confidentiality and avoiding social media searches. The Center will assist the Screening Committee in establishing a set of standardized questions to be asked of all candidates, in accordance with MCAD guidelines and will work with the Screening Committee to determine the logistics of interviews. The questions will be finalized by the Screening Committee prior to the review of applications.

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Reference checks are extremely thorough. After receiving a signed release, the recruitment team will speak with employers, professional peers, and subordinates, systematically posing the same questions.

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Task Eight: Finalist Forums with Community and Staff

The recruitment team will work with the School Committee to determine the schedule for holding public forums for finalists. The project team will facilitate the forums. It is anticipated that each candidate will make a brief presentation and then take questions as part of each session. At the beginning of each session, the project team will collect questions to be asked from participants ahead of time to streamline the process. The recruitment team will provide attendees with a brief feedback form that will be collected at the end of each forum. The District will be responsible for providing interpreters and translation of any materials or feedback forms.

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March	School Committee vote on Charge to Screening Committee and applications for Screening Committee open and closes
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June	Decision by School Committee

Salem Public Schools Superintendent of Schools (1032)

JOB POSTING

Job Details

Posting ID

1032

Title

Superintendent of Schools

Description

The Salem Public Schools is actively seeking experienced, qualified candidates for the position of Superintendent of Schools, effective July 1, 2020. The Salem School Committee has engaged The Collins Center for Public Management at the University of Massachusetts Boston to assist the district with this search process.

The Salem Public Schools (SPS) is a PK-12 school district with 3,718 students; district has one early childhood center, six elementary and K-8 schools, one middle school, and three high schools. The district has 708.4 FTE staff, including 338.5 FTE teachers. The SPS student population is 48.2% economically disadvantaged, 62.9% high needs, 23.6% students with disabilities, and 12.5% English language learners*

Salem's next Superintendent will lead a system that has begun the implementation of its 2017-2022 Strategic Plan that is built on four pillars of success: creating a vibrant K-12 teaching and learning ecosystem, nurturing staff leadership and empowerment, reimagining the high school experience, and strengthening family and community engagement. The district is well resourced with their average per pupil expenditure in the top 23% of all school districts in Massachusetts school funding (\$18,650.25). The success of the Strategic Plan will require the new Superintendent to create and sustain the conditions for success: providing effective internal and external communications, leveraging the excellent resources (both human and financial) of the district, advancing equitable and innovative policies at both the school and district level, and creating a healthy school and district climate and culture.

The qualifications for this position include: a minimum of a Master's degree (Doctorate preferred) in Administration, Education, or related field; successful administrative leadership experience and demonstrated leadership skills, preferably in an education setting; demonstrated understanding of Massachusetts General Law and Massachusetts Department of Elementary and Secondary Education (DESE) policies and procedures; and possession of a DESE license as Superintendent/Assistant Superintendent or eligibility for such license.

The Salem Public Schools is offering a competitive compensation and benefits package for this leadership position, commensurate with experience and qualifications. The start date for the interested candidate will be July 1, 2020. **If interested in this leadership position, please email a letter of interest, resume, and three letters of reference to Dr. Edward Gotgart, Collins Center for Public Management, UMass Boston, at Salemsuperintendentsearch@gmail.com.** Please note that applicants should not contact Salem School Committee members. For more information about the district, please check their website at: <https://www.salemk12.org/>. For further inquiries, please feel free to contact the Collins Center search consultant, Dr. Edward Gotgart at Edward.Gotgart@umb.edu.

The application deadline for this position is December 20, 2019 at 4:00 pm.

***DESE 2018-2019**

The Salem Public Schools maintains a nondiscrimination policy for students, employees and applicants for employment. All educational and employment determinations are based on an individual's qualifications and achievements without regard to race, color, religion, sex, age, national origin, ancestry, physical or mental disability, sexual orientation, veteran status, or any other basis prohibited by state and/or federal statute.

Shift Type

Full-Time

Salary Range

Salary Code

Per Year

Position Type

District Administration

External Job Application

Licensed Educators

Internal Job Application

Licensed Educators

Location **District Wide** Posting Status **Filled**
Minimum
Qualifications
Screening

SchoolSpring

Job Categories --
Job Type **Not provided**
Grade Level(s) --
Degree Preferred **Not applicable ("Degree Preferred" will not appear on job posting)**
Experience Preferred --
Work Eligibility **Not required to apply**
Employment Start Date **Start Immediately**

Job Application Timeframes

Internal Start Date **11/18/2019** General Start Date **11/18/2019**
Internal End Date General End Date

Job Pools

<i>Pool Name</i>	<i>Quantity</i>	<i>Requisition ID</i>	<i>Requisition Title</i>
Default	1		

Alternate Job Contact

<i>Name</i>	Dr. Edward Gotgart	<i>Title</i>	Collins Center for Public Management, UMass Boston
<i>Location</i>		<i>Phone</i>	
<i>Email</i>			

References

Automatically Send Reference Check **No** Reference Check Form