

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”

REVISED

REGULAR SCHOOL COMMITTEE MEETING

Notice is hereby given that the Salem School Committee will hold a **Regular School Committee meeting on March 23, 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/85016335360?pwd=DDwIuDaCKY9ZtuhD3alOvDw0y7J3JN.1>

Passcode: 183775


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. Citations and Acknowledgements

1. Salem High Boys Basketball Team
2. Superintendent Zrike

3. Approval of Agenda

4. 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.

5. Approval of Consent Agenda

1. Approval of Minutes of the Regular School Committee Meeting held on March 9, 2026
2. Approval of Field Trip to Canobie Lake Park, NH for Bates 5th grade students on June 12, 2026
3. Approval of FY26 Warrants:
 1. 3/5/2026 - \$254,565.85
 2. 3/12/2026 - \$774,727.99

6. Student Representative Report

7. Superintendent's Report

1. School Choice Recommendation SY26-27
2. Carlton and Saltonstall Merger Update
3. Strengthening Belonging: Addressing Inequities in Discipline Practices
4. Massachusetts School Building Authority (MSBA) Update
5. Finance and Operations Report

8. Subcommittee Reports

1. Finance Subcommittee
2. Personnel Subcommittee
3. Building & Grounds Subcommittee
4. Curriculum Subcommittee
5. Policy Subcommittee
6. Ad-Hoc Superintendent Search Subcommittee

9. Motions and Resolutions

1. Field Trip to Costa Rica for Salem High School students from April 17-25, 2027
2. Superintendent Evaluation
3. Resolution in Support of the Salem High School Building Project and the May 5, 2026 Debt Exclusion Ballot Question
4. School Choice Recommendation SY26-27
5. Motion to reconsider the immediate adoption of Policies AA, AC, AC-R, ACA, ACE and ADC, and hold the implementation of the policies until the completion of the full Policy Manual review
6. Motion to approve the recommendation of the Policy Subcommittee for Section A of the Policy Manual and hold implementation of the policies until the completion of the full Policy Manual review for first reading
7. Superintendent Position Profile

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, Vicepresidente
Megan Stott*



*AJ Hoffman
Mary A. Manning
Veronica Miranda*

Alcalde Dominick Pangallo, Presidente

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

REVISADA

REUNIÓN REGULAR DEL COMITÉ ESCOLAR

Por la presente se notifica que el Comité Escolar de Salem celebrará una **reunión regular del Comité Escolar el lunes 23 de marzo de 2026 a las 7:00 p. m.** Esta reunión se llevará a cabo en persona en **29 Highland Ave., Rm. 227, Salem, MA.** Esta sesión también se transmitirá a través de Zoom para que el público pueda verla. Habrá interpretación disponible en español y portugués en Zoom.

Enlace de Zoom para participar:

<https://us06web.zoom.us/j/85016335360?pwd=DDwluDaCKY9ZtuhD3alOvDw0y7J3JN.1>

Contraseña: 183775


1. Orden del día

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

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

2. Interpretación en directo al español.

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

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

2. Citations and Acknowledgements

1. Equipo masculino de baloncesto de Salem High
2. Superintendente Zrike

3. Aprobación del orden del día

4. Comentarios públicos

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

5. Aprobación del orden del día

1. Aprobación del acta de la reunión regular del Comité Escolar celebrada el 9 de marzo de 2026
2. Aprobación de la excursión al Canobie Lake Park, en New Hampshire, para los estudiantes de 5.º grado de Bates en junio 12 de 2026
3. Aprobación de las órdenes de pago del año fiscal 2026:
 1. 5-mar-2026 - \$254,565.85
 2. 12-mar-2026 - \$774,727.99

6. Reporte del representante estudiantil

7. Reporte del superintendente

1. Recomendación sobre la política de Elección de Escuela para el año fiscal 2026-2027
2. Últimas noticias sobre la fusión de Carlton y Saltonstall
3. Fomentar el sentido de pertenencia: abordar las desigualdades en las prácticas disciplinarias
4. Actualización sobre la Autoridad de Edificios Escolares de Massachusetts (MSBA)
5. Informe de finanzas y operaciones

8. Reporte de los subcomités

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

9. Mociones y resoluciones

1. Viaje de estudios a Costa Rica para los estudiantes de Salem High, del 17 al 25 de abril de 2027
2. Evaluación del superintendente
3. Resolución en apoyo del proyecto de construcción de Salem High y Pregunta en la papeleta sobre la exclusión de la deuda el 5 de mayo de 2026
4. Recomendación sobre la política de Elección de Escuela para el año 2026-2027
5. Moción para reconsiderar la aprobación inmediata de las políticas AA, AC, AC-R, ACA, ACE y ADC, y suspender la aplicación de las políticas hasta que se haya completado la revisión íntegra del Manual de políticas
6. Moción para aprobar la recomendación del Subcomité de Políticas relativa a la sección A del Manual de políticas y suspender la aplicación de las políticas hasta que se haya completado la revisión del Manual de políticas para la primera lectura
7. Perfil del puesto de superintendente

10. Artículos del boletín Informativo

11. Anuncios

12. Cierre

Respetuosamente presentado por,

Shirley Dorai

Asistente ejecutivo del Comité Escolar y del Superintendente

“Las personas que necesiten ayudas y servicios auxiliares para una comunicación eficaz, como intérpretes de lengua de signos, dispositivos de ayuda auditiva, material impreso en formato digital o modificaciones razonables en programas, servicios, políticas o actividades, pueden ponerse en contacto con el coordinador de la ADA de la ciudad de Salem en el (978) 619-5630 lo antes posible y con al menos dos días hábiles de antelación a la reunión, el programa o el evento.”

Escolas Públicas de Salem Comitê Escolar

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



*Maria A. Manning
Verônica Miranda
Megan Stott*

Prefeito Dominick Pangallo, Presidente

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

REVISADO

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 23 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/85016335360?pwd=DDwIuDaCKY9ZtuhD3alOvDw0y7J3JN.1>

Senha: 183775

1. Abertura da Sessão

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

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

2. Interpretação Simultânea em Espanhol.

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

1. Clique **Interpretação** 

2. Clique **Espanhol**

3. (Opcional) Para ouvir apenas a interpretação, clique em **Silenciar Áudio Original**.

2. Citações e Agradecimentos

1. Time de basquete masculino da Salem High
2. Superintendente Zrike

3. Aprovação da Pauta

4. Comentário Público

Se desejar fazer um comentário, você pode fazê-lo entrando na reunião do Zoom e clicando no ícone de “levantar a mão”.

Quando for sua vez de falar, o apresentador anunciará seu nome, ativará o seu microfone e permitirá que você fale.

5. Aprovação da Pauta de Consenso

1. Aprovação da Ata da Reunião Ordinária do Conselho Escolar realizada em 9 de março de 2026.
2. Aprovação da excursão escolar ao Canobie Lake Park, NH, para os alunos do 5º a Bates em 12 de junho de 2026
3. Aprovação dos Mandatos de Compra do Ano Fiscal de 2026:
 1. 05-mar-2026 - \$ 254.565,85
 2. 12-mar-2026 - \$774.727,99

6. Relatório do Representante Estudantil

7. Relatório do Superintendente

1. Recomendação de Escolha Escolar Ano Letivo 2026-2027
2. Atualização sobre a fusão entre Carlton e Saltonstall
3. Fortalecendo o senso de pertencimento: abordando as desigualdades nas práticas disciplinares.
4. Atualização da Autoridade de Construção Escolar de Massachusetts (MSBA)
5. Relatório de Finanças e Operações

8. Relatórios das Subcomissões

1. Subcomissão de Finanças
2. Subcomissão de Pessoal
3. Subcomissão de Edifícios e Terrenos
4. Subcomissão Curricular
5. Subcomissão de Políticas
6. Subcomissão Ad Hoc para Busca de Superintendente

9. Moções e Resoluções

1. Viagem de estudos à Costa Rica para alunos da Salem High School, de 17 a 25 de abril de 2027.
2. Avaliação do Superintendente
3. Resolução em apoio ao projeto de construção da Salem High School e ao dia 5 de maio de 2026. Questão de exclusão de dívida na cédula eleitoral
4. Recomendação de Escolha Escolar Ano Letivo 26-27
5. Moção para reconsiderar a aprovação imediata das Políticas AA, AC, AC-R, ACA, ACE e ADC, e suspender a implementação dessas políticas até a conclusão da revisão completa do Manual de Políticas
6. Moção para aprovar a recomendação da Subcomissão de Políticas relativa à Seção A do Manual de Políticas e suspender a implementação dessas políticas até a conclusão da revisão completa do Manual de Políticas para a primeira leitura

- 7. Perfil do Cargo de Superintendente
- 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, March 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

Adelaide Solomon-Jordan

Ms. Solomon-Jordan said that the naming of the school after Sarah Parker Remond is exciting for the descendents of the family. Ms. Solomon-Jordan continued that this has been overdue acknowledgement for the Remond family.

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

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

Student Representative Report

Student Representative Sula was unable to attend the meeting. Superintendent Zrike said he had his last meeting with the Student Advisory Group and they discussed a later start time at Salem High School which would require further conversations as it would affect other activities and traffic among other things. Other items discussed included dinner options, budget, welcoming newcomer students and superintendent transition. Assistant Superintendent Pauley and Director of Diversity, Equity, Inclusion & Engagement, Laura Assade would continue working with the students. The students also discussed the upcoming elections for the Student Advisory Group and revising their by-laws. Superintendent Zrike said that it would be good if the School Committee members could attend the meeting with the Student Advisory Group which takes place on the first Monday of every month from 1:00 - 2:30 pm.

Superintendent's Report

1. Future Location of New Liberty Innovation School and Salem Prep High School

Superintendent Zrike presented the slides about the recommendation of moving the New Liberty Innovation School (NLIS) and Salem Prep High School to the Carlton building for the 2026-2027 school year.

In response to Member Byas whether this move would be permanent, Superintendent Zrike said that his recommendation is for the next school year but that the School Committee would need to discuss long-term plans. Superintendent Zrike added that there are conversations about moving NLIS to Salem State University but the resources needed are unavailable at the moment. Superintendent Zrike continued that moving NLIS and Salem Prep High School to the Carlton building would mean a savings of \$330,000 on the lease of the mall space and that there is an urgency to move. In response to Member Stott, Assistant Superintendent Pauley said that there is a financial advantage and programmatic advantage for the move.

Superintendent Zrike said that there needs to be a conversation about the alternative programs throughout the course of next year because the needs of students have shifted and continue to shift, and that there is no alternative program at the middle school level.

2. Essex North Shore Agricultural and Technical School Agreement

Superintendent Zrike presented slides on the Essex North Shore Agricultural and Technical School (Essex Tech) agreement.

In response to Vice Chair Cornell, Superintendent Zrike said that Essex Tech has moved to a non-weighted lottery system for the first time for student enrollment. Superintendent Zrike continued that Essex Tech serves 17 communities and Salem has 52 seats which is about 10%. Essex Tech set the Salem student enrollment target based on how large Salem is relative to the other 16 communities. Superintendent Zrike said that there has been a decline of students from Salem who have enrolled at Essex Tech. Historically, there have been lots of inequities as the demographics of Salem students going to Essex Tech was not reflective of the overall population in terms of multilingual

students, students with disabilities and low income students. Mayor Pangallo commented that the lottery number of about 52 seats is a minimum and not a maximum, making this problematic from a financial planning standpoint because it is difficult to predict how many students would be going to Essex Tech. Superintendent Zrike explained that if the district is not part of a regional agreement, the students can only go to vocational schools in programs not offered by the district. Superintendent Zrike said that it is a little unusual that Salem has its own programs and is part of a regional agreement.

Vice Chair Cornell inquired about the potential of adding programs at the new high school when it is built. Superintendent Zrike said that the district would need to apply to the Massachusetts Department of Elementary and Secondary Education (DESE) in order to do so. If it is a program that is offered at Essex Tech, their approval is also needed. Vice Chair Cornell requested data about the programs that Salem students are enrolled in at Essex Tech.

Superintendent Zrike proceeded to share some slides about the 2024-2025 high school graduation rates. In response to Member Miranda, Superintendent Zrike said that knowing the students by name, providing individual attention to students to reengage them, having support programs, mindset and culture shifts around expectations for students has helped with the improvements in graduation rates.

3. Health Grant Update

Deputy Superintendent Carbone introduced Executive Director of Student Support Services, Ellen Wingard, Executive Director of Academics, Sonia Lowe and Health Coordinator, Alyssa Smith Irving, who presented slides about the health grant.

In response to Member Stott, Ms. Wingard said that the telebehavioral contract usage which was 200 is on track with the anticipated number. Ms. Wingard said that referrals can be made by the School Adjustment Counselors and City Connects Coordinators but since July 2025, families can also self-identify. The service is insurance-based but families who are underinsured or do not have insurance, can access the service *pro bono* based on the Cartwheel Health Services contract. The district has partners in the community for in-person services. Ms. Wingard continued that for the first two years of the contract, the number contracted for was 250 and the district just barely reached that number, so the number was adjusted to 200 because that was what the district could afford based on the grant and the district was not reaching the 250 target. In order to expand the services, more funds would need to be secured.

In response to Member Miranda, Ms. Wingard explained that the grant helps to pay for the extra funds that Cartwheel needs to recruit therapists, case manager who works with the district, rapid access, professional development, parent workshops and consultation for psychiatric issues. Ms. Wingard added that they generally do not do individual telebehavioral health for students below third grade but they do provide parent guidance. Member Miranda was curious about what the community wants or

parent workshops requested. In response to another question from Member Miranda, Ms. Wingard said that there is a list of therapy providers in the area on the website and that when families express a need, the district helps to match them with the right organization. As to the question about whether the 21st Century program interns are paid stipends, Ms. Lowe responded that the interns are paid stipends of \$16/hour. Member Hoffman thanked the district for this work that helps families.

Member Cornell requested data on the demographics of students and families who are accessing the service. Ms. Wingard said that she would obtain the data which is available through the dashboard. In response to Mayor Pangallo, Ms. Wingard said that DESE chose Lighthouse Wellness and Health Education Consulting as well as the Walker School as vendors to help support the work. The Walker School helps support newcomers and students experiencing homelessness whereas Lighthouse is supporting comprehensive health and physical education.

4. Superintendent Evaluation

Superintendent Zrike provided his assessment of goals for the last school year. Vice Chair Cornell said that the evaluations from almost all of the School Committee members have been collected and it will be presented at the next School Committee meeting.

5. Massachusetts School Building Authority (MSBA) Update

Superintendent Zrike said that the MSBA and the Carlton/Saltonstall merger updates will be provided at alternating School Committee meetings. Superintendent Zrike announced that he will have a meeting with Spanish speaking families at Saltonstall and Carlton on Thursday, March 12th. Superintendent Zrike added that on February 25th, the MSBA Board voted to approve Salem High School project to replace the existing high school. The next step is the debt exclusion vote to fund the project scheduled for May 5, 2026.

6. Finance and Operations Report

1. Budget Transfer Request

Assistant Superintendent Pauley requested approval to transfer \$3,594.00 between cost centers for NLIS.

2. Budget Update

Assistant Superintendent Pauley said since the last School Committee meeting on February 9th, three public budget forums were held. Budget presentations were also held with the Special Education Parent Advisory Council, English Learner Parent Advisory Council, Superintendent's Parent Advisory Committee, Student Advisory Committee and the Superintendent's Teacher Advisory Committee. The district is compiling and answering the questions posed by the attendees at the forums so that it can be posted online for those who could not attend. The district is still accepting questions, comments and feedback at spsbudget@salemk12.org. A final round of meetings are being scheduled for the Finance Subcommittee, principals and department heads. A proposal will be

presented to the School Committee on April 6th and the Public Budget Hearing will be held on April 13th.

Superintendent Zrike spoke about Design Day scheduled for March 14th. Superintendent Zrike also did a shoutout to the Boys Basketball Team, Drama Program, Alexia Coleman and Grant Dwyer.

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.

Superintendent Search

- 1. Process and Timeline**
Mayor Pangallo presented slides on the superintendent search process and timeline. Mayor Pangallo added that there will be a page on the website at salemk12.org/search which will contain the information about the superintendent search. Mayor Pangallo mentioned that the plan is to find the next leader of the Salem Public Schools before the start of the next school year.

Member Stott expressed concern over the tight timeline but was confident that these dates can be met. Mayor Pangallo acknowledged the quick timeline but noted that it is worth the effort to do it now instead of waiting for one and a half years. Mayor Pangallo said that there is a lot happening in the district and the ownership of these projects should not be for an Interim Superintendent. Vice Chair Cornell noted that the Collins Center managed the superintendent search well based on their work when Superintendent Zrike was hired. Member Cornell added that the search is guided by the School Committee but owned by the search firm, helping to engage all community stakeholders. Mayor Pangallo said that William Lupini from the Collins, Jr. Center for Public Management was present at the meeting to answer questions and his contact information could be provided to the School Committee members.

Motions and Resolutions

1. Appointment of Interim Superintendent

Mayor Pangallo said that the appointment of the Interim Superintendent would be for the rest of the school year and thanked Deputy Superintendent Carbone and Assistant Superintendent Pauley for stepping up on short notice.

Mayor Pangallo continued that the amendment to the contract agreement is for Deputy Superintendent Carbone to be the Interim Superintendent effective March 27th, 2026 through July 31st, 2026, at which point Ms. Carbone shall return to the position of Deputy Superintendent unless the parties agree to an extension of the agreement. Ms. Carbone is subject to the supervision and direction of the School Committee and shall receive an annualized salary of \$245,000 prorated. Upon execution of the agreement as of August 1st, 2026, Ms. Carbone shall be paid in accordance with the terms of the original contract.

Vice Chair Cornell made a motion to appoint Deputy Superintendent Carbone as Interim Superintendent and to ratify the Interim Superintendent contract. Member Miranda seconded and it was so VOTED. Motion passed unanimously.

2. Ratification of the Interim Superintendent Contract

Addressed in the previous section.

3. Appointment of Interim Deputy Superintendent

Mayor Pangallo said the amendment to the contract agreement is for Assistant Superintendent Pauley to be the Interim Deputy Superintendent effective March 27th, 2026 through July 31st, 2026, as of August 1st, 2026, Ms. Pauley shall return to the position of Assistant Superintendent for Finance and Operations unless the parties mutually agree to extend the agreement. Subject to the supervision and direction of the Superintendent, Ms. Pauley shall serve the duties of the Interim Deputy Superintendent for the term of the agreement and shall receive an annualized salary of \$205,000 prorated to the start date upon execution of the agreement.

Member Miranda made a motion to appoint Assistant Superintendent Pauley as Interim Deputy Superintendent and to ratify the Interim Deputy Superintendent contract. Vice Chair Cornell seconded and it was so VOTED. Motion passed unanimously.

4. Ratification of the Interim Deputy Superintendent Contract

Addressed in the previous section.

Deputy Superintendent Carbone said that Assistant Superintendent Pauley and herself are looking forward to serving in the roles and have already started to transition. Deputy

Superintendent Carbone thanked Superintendent Zrike for leaving the district on solid footing and said that together as a team, the district will move forward. Deputy Superintendent Carbone added that the number one goal is to ensure that all students and staff have a smooth, productive and joyful end of the school year. Deputy Superintendent Carbone thanked the School Committee for entrusting them with this important work.

5. Formation of Ad-Hoc Superintendent Search Subcommittee

Mayor Pangallo clarified that the vote is to form the subcommittee and that the appointment of members is at the discretion of the Chair.

Vice Chair Cornell made a motion to form the Ad-Hoc Superintendent Search Subcommittee. Member Miranda seconded and it was so VOTED. Motion passed unanimously.

Mayor Pangallo appointed Members Byas, Hoffman and Miranda to the Ad-Hoc Superintendent Search Subcommittee.

6. Formation of Superintendent Screening Committee

Mayor Pangallo said that the specific number of the Superintendent Screening Committee members and the process for selecting them is going to be at the recommendation of the ad hoc committee but that this is a vote to establish it and charge it with the responsibility of screening the applicants for the selection of finalists for the School Committee's consideration.

Vice Chair Cornell made a motion to form the Superintendent Screening Committee. Member Byas seconded and it was so VOTED. Motion passed unanimously.

7. Retain Collins, Jr. Center for Public Management as Search Consultant

Vice Chair Cornell made a motion to retain the Collins, Jr. Center for Public Management as Search Consultant. Member Miranda seconded and it was so VOTED. Motion passed unanimously.

8. Naming of Saltonstall/Carlton Building to Sarah Parker Remond Innovation School - Third Reading

Vice Chair Cornell made a motion to name the Saltonstall/Carlton Building to Sarah Parker Remond Innovation School for third reading. Member Miranda seconded. It was opened for discussion.

Member Miranda raised concerns about adding the word innovation to the name of the schools as it sends a signal that this school is somehow better than the others. Member Miranda continued that as a district, innovation is being piloted across all schools and that adding the word innovation takes away from the purpose of this renaming, which is

to honor Sarah Parker Remond. Over time, long names often get shortened and the school might end up being simply called the Innovation School. Member Miranda added that innovation status is a governance structure and it does not require the word to be in the name, and school models may evolve over time but Sarah Parker Remond's legacy will remain meaningful for generations. Member Miranda supported naming the school as the Sarah Parker Remond School.

Vice Chair Cornell said that the innovation status is not a permanent status as the School Committee votes on the status every few years. Vice Chair Cornell added that it does not make sense to change the names of the other schools that have had the word innovation in their names but that the district should stop institutionalizing the word innovation in a building name because it is not permanent.

Member Hoffman said that if the school name was written multiple times in a document, an abbreviation could be used.

Member Miranda made a motion to amend the name of the Saltonstall/Carlton Building to Sarah Parker Remond School for third reading. Vice Chair Cornell seconded and it was so VOTED. Motion passed unanimously.

9. Relocation of New Liberty Innovation School

Vice Chair Cornell made a motion to relocate the New Liberty Innovation School to the Carlton building at 10 Skerry Street, Salem. Member Hoffman seconded and it was so VOTED. Motion passed unanimously.

10. Relocation of Salem Prep High School

Vice Chair Cornell made a motion to relocate the Salem Prep High School to the Carlton building at 10 Skerry Street, Salem. Member Hoffman seconded and it was so VOTED. Motion passed unanimously.

11. Budget Transfer Request

Vice Chair Cornell made a motion to approve the budget transfer request. Member Hoffman seconded and it was so VOTED. Motion passed unanimously.

Newsletter Items

Vice Chair Cornell proposed to update the community on the Sarah Parker Remond School, graduation and dropout rates improvement, process as well as timeline for the superintendent search and announcement about the Interim Superintendent and Interim Deputy Superintendent. Superintendent Zrike suggested adding the New Liberty Innovation School and Salem Prep High School relocation.

Announcements

Member Miranda said that she met with the administration and educator leaders about creating a school community safety team as some other districts have already or are in the process of creating one as well. Creating a school safety team is a first step to bringing more people into this collective work in ensuring that students and families feel supported. Member continued that some students and families live in fear every day. Creating a safe school and learning environment is critical. Member Miranda added that the district is fortunate to have educators who are interested in organizing around this effort. The school safety team's purpose is to educate about the challenges and opportunities in the community, prepare to respond to federal agents agencies near schools, provide support to families who have been impacted by surges, raids, detentions, deportation and harmful actions in the community as well as to organize school communities to defend themselves in cases of future escalations by the federal government.

Member Stott volunteered to be the point person on the School Committee to receive comments or concerns about problem areas caused by snow. Member Stott added that hopefully the City Council will be having an ad hoc meeting to review the priority routes and locations for snow removal as we are concerned about students safely getting to school in modes of transportation other than cars. Member Stott will pass along the comments and concerns to the City Council but added that anyone is welcome to reach out directly to City Council as well.

Adjournment

Member Hoffman made a motion to adjourn at 8:51 pm. Member Vice Chair Cornell seconded and it was so VOTED. Motion passed unanimously.

Respectfully submitted by,

Shirley Dorai

Executive Assistant to the School Committee & Superintendent

Attachments: Superintendent Goals
Memorandum of Agreements

Summative Review of Superintendent’s Annual Plan 2026

**Please note that additional evidence and artifacts can be furnished to School Committee members upon request.*

Reflections on Student Learning Goal	Evidence
<p>Student Learning Goal <i>To develop and monitor the progress of an explicit early literacy strategy (K-3) that supports evidence-based, culturally and linguistically sustaining practices to achieve improved rates of literacy proficiency. This must be inclusive of strong tier one instruction that is accompanied by a robust multi-tiered system of support (MTSS).</i></p> <p>Summary of Steps Taken Below:</p> <ul style="list-style-type: none"> ● The New Teacher Project (TNTP) developed asynchronous modules focused on teaching teachers how to deliver efficient and quality foundational reading instruction using the Enhanced Core Reading Instruction (ECRI) routines that we purchased for all schools. ● Our team observed 80+ classrooms with TNTP, principals, and coaches in two rounds of walkthroughs so far this year to monitor implementation, celebrate success and identify gaps. Observational evidence of strong growth between the first two walkthroughs can be seen below: <ul style="list-style-type: none"> ○ Inclusive Student Experience: Does this lesson recognize, center, and affirm diverse identities, perspectives, and experiences? <ul style="list-style-type: none"> ■ Checkpoint 1: 48% Yes or Mostly ■ Checkpoint 2: 77% Yes or Mostly ○ High-Quality Text: Is the lesson focused on a high-quality text(s)? <ul style="list-style-type: none"> ■ Checkpoint 1: 100% Yes or Mostly; 29% Yes ■ Checkpoint 2: 100% Yes or Mostly; 88% Yes ○ Student Ownership: Are all students responsible for doing the thinking in this classroom? 	<ul style="list-style-type: none"> • Agendas from professional learning for paraprofessionals, teachers and school leaders. <ul style="list-style-type: none"> ○ <u>Slide deck from Bentley’s November Professional Development session</u> ○ <u>January Professional Development Session Outline</u> ○ <u>Asynchronous Modules</u> to support Foundational Skills instruction <ul style="list-style-type: none"> • <u>Dual Language Modules</u> ○ <u>December Principal’s Huddle slide deck</u> ○ <u>February’s Literacy Coaches Meeting slide deck</u> • Instructional coaching plans designed to provide support to educators. <ul style="list-style-type: none"> ○ <u>ECRI Internalization Meeting template</u> • School and department improvement plans including

<ul style="list-style-type: none"> ■ Checkpoint 1: 14% Yes or Mostly ■ Checkpoint 2: 29% Yes or Mostly ● TNTP reviewed elementary school improvement plans focusing specifically on the foundational reading actions and provided feedback for revision. ● During monthly literacy coach job-like meetings, coaches reflect on the data from walkthroughs and plan coaching cycles with teachers to address gaps in practice. ● We are about to start a landscape analysis of tier 2 literacy supports across all elementary schools that will inform shifts in structures and practice for next year. ● We contracted TNTP to develop specific materials for our dual language (DL) school to support the teaching of Spanish literacy. ● The PD was differentiated to meet the needs of our educators. For example, PD was developed specifically for Bentley to customize the content for a DL context. ● Contracted with TNTP to develop and facilitate two half day professional development sessions aligned to the Massachusetts Department of Elementary and Secondary’s Early Literacy Observation Tool. ● Launched monthly virtual elementary principal huddles as a way to keep principals informed on key early literacy priorities and plan for school-based next steps. 	<p>data on progress toward meeting school and department goals.</p> <ul style="list-style-type: none"> ○ <u>Example of SIP</u> that includes action steps to drive Early Literacy improvement
<p>Student Learning Goal: Strong Progress</p>	

<p>Professional Growth Goal <i>To develop a more intentional plan and map for attracting, growing and developing excellent, committed educators who reflect the values and diversity of the community.</i></p>	
<p>Reflections on Professional Growth Goal</p>	<p>Evidence</p>
<p>Summary of Steps Taken Below:</p> <ul style="list-style-type: none"> ● We have two significant grants that are driving 	<ul style="list-style-type: none"> ● This report includes the full time equivalent (FTE) and percentage of educators by race/ethnicity and

<p>our work in this area.</p> <p><i>RTAP (Registered Teacher Apprenticeship Program):</i> The Registered Teacher Apprenticeship Program (RTAP) is a job-embedded pathway to an initial license in Massachusetts. Authorized through the MA Division of Apprentice Standards and coordinated by the MA Department of Elementary & Secondary Education (DESE), registered teacher apprentices are paid employees who earn while they learn, completing approved coursework with an Educator Preparation Provider (EPP) while gaining supervised, in-class experience. The program is designed to expand access for aspiring educators and to strengthen local pipelines for hard-to-staff roles. In Salem’s case, we are collaborating with the Salem Teachers Union to support 3 paraprofessionals who are working with mentor teachers and taking classes at Salem State to obtain their special education certification.</p> <ul style="list-style-type: none">○ Through the RTAP funding, we have been able to hire a new Pathways Teaching Coordinator who is launching a steering committee to plan a pipeline summit and to develop a strategic plan.○ <i>TDEP (Transforming Diverse Educator Pathways):</i> We received \$73,000 from DESE that supports:<ul style="list-style-type: none">■ Improving our teacher pathways data system (we are developing a data dashboard for the teacher pathways work)■ Expanding and strengthening teacher pathways (supports some diversity recruitment, building out a parent-to-para pathway, and holding teacher pathways summit	<p>gender across the State. The information is as of October 1st of the school year selected (2025-26). The dropdowns can be used to view data by different categories. While we have not hit our strategic goals as of yet, we have made substantial progress as noted below:</p> <ul style="list-style-type: none">○ In the 20-21 school year, 10.8% of our overall staff were people of color. Today, 22.7% of our staff are people of color.○ In the 20-21 school year, 5.7% of our teachers were people of color. Today, 17.1% of our teachers are people of color. <ul style="list-style-type: none">● Please find the presentation shared with the School Committee on January 5, 2026.● Please see the informational flyer for our paraprofessional to teacher program with Middlesex Community College.● Please see invitation and information about our BILPOC (Black, Indigenous, Latinx, and/or People of Color) Affinity Group here.
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<ul style="list-style-type: none">■ Expanding international teacher pathways/diversification - supports the next round of recruiting teachers from the Dominican Republic (DR) and supports the DR cultural exchange trip/expenses● We continue to strengthen our Grow Your Own pathway for current SPS students through our early college designation with Salem State that is focused on education. We are currently exploring how to leverage a significant donation to defer the cost of tuition for Salem High graduates who are interested in pursuing teaching.● We established a new pathway with Middlesex Community College and the Smith Family Foundation. This pathway is designed for paraprofessionals who are interested in earning their degree in Elementary Education and taking the next step toward becoming a teacher.● We have established a partnership with the Dominican Republic’s Ministry of Education. We have 2 teachers from the DR here at Bentley on J1 visas (they are doing great!!). In April, another Salem team will be visiting the island to recruit educators. We plan to continue strengthening the partnership by providing coaching, professional learning, and technical support related to the country’s approach to special education services.● Our BILPOC (Black, Indigenous, Latinx, and People of Color) affinity group continues to meet monthly with growing engagement. This group fosters a sense of belonging, provides opportunities for personal and professional growth, and offers a platform for participants’ voices to influence and enhance organizational culture. They also provide emotional support, help navigate challenges related to systemic inequities, and	
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<p>strengthen networks that promote equity, inclusion, and advocacy within the broader community.</p> <ul style="list-style-type: none"> • We are in the process of supporting two leaders of color to engage in the Lynch Leadership Academy to strengthen the bench of prospective school leaders of color who have the skillset to substantively transform the student experience in SPS schools. 	
Professional Growth Goal: Some Progress	

District Goal	
<i>To fully implement and report on the district's progress toward its strategic priorities, initiatives and goals.</i>	
Reflections on District Goal	Evidence
<p>The strategic plan continues to drive our improvement efforts in the Salem Public Schools. This plan remains an important framework for our decision-making. It informed our approach to the budget process, school reconfiguration, contract negotiations, and policy decisions. By grounding our work in shared values and priorities, it helps ensure we are thoughtful and strategic in how we allocate people, time, and resources.</p> <p>This year most of my efforts to engage the community regarding the strategic plan have centered around the high school building project and elementary reconfiguration. I have presented to PTOs, school faculty, neighborhood groups, the City Council, Latino Leadership Coalition, Salem State, Church groups, Salem Partnership, at the Senior Center and at a variety of community events throughout the city. We hosted multiple forums and conversations around the elementary redesign process that was accessible to all families in Salem.</p> <p>Once again this year, both individual schools and district departments participated in step backs to review midcourse (January/February) what was working, what was not, and to adjust their approach accordingly. This serves to directly inform the FY26 budget process, ensuring that resources are used thoughtfully given fiscal constraints.</p>	<ul style="list-style-type: none"> • Strategic Plan • Copies of our school-based, and district-based improvement plans <ul style="list-style-type: none"> ◦ These plans show the alignment between school and district improvement plans and the district's strategic plan. • DIP and SIP step back Guidance Part I and Guidance Part II <ul style="list-style-type: none"> ◦ Midcourse reviews to assess what is working, what is not, and to adjust the approach accordingly (see Collins as an example). • 2026 Strategic Plan Monitoring (quarterly) • Innovation Committee Documents <ul style="list-style-type: none"> ◦ SPS Innovation Advisory Committee Overview ◦ Proposal to Read Trust • College and Career Updates

Salem Public Schools has begun a new strategic planning process to build on the district’s current plan, which runs through August 2026. This effort reflects our commitment to rethinking education in ways that challenge traditional approaches and more directly address long-standing inequities in student outcomes.

The SPS Innovation Advisory Committee (SIAC) is serving an important role during this phase of the work. The committee is currently participating in shared learning to build a common understanding of what innovation should look like for Salem Public Schools across the district. At the same time, (SIAC) is helping to shape and support meaningful stakeholder engagement efforts that will inform both the district’s next strategic plan and its innovation priorities.

As part of this work, the committee is reviewing and reflecting on community feedback gathered through several channels, including a collaboratively developed survey, an open “Design Day,” and targeted focus groups. Through these efforts, Salem Public Schools is working not only to adapt to change but also to lead it—creating a more equitable, engaging, and forward-looking learning environment for all students.

This year, an action and goal were added to focus on implementing the priorities identified in Attuned’s analysis of our high school college and career preparation efforts. To date, I have received two updates (found in the adjacent column) outlining progress toward the goals identified in the Attuned report. While progress has been made, continued work is needed to ensure that all of our students are competitive with their peers across the Commonwealth. All students should have a genuine opportunity to attend a two-year or four-year college and/or enter the workforce.

- [SC presentation- October 2025](#)
- [Mid-year Update- February 2026](#)

District Goal: Progress

MEMORANDUM of AGREEMENT

This MEMORANDUM of AGREEMENT is made by and between the Salem Public Schools, hereinafter referred to as the "District" and Mary Kate Carbone, current Deputy Superintendent for Salem Public Schools.

In consideration of the promises herein contained, the parties hereto mutually agree as follows:

The Agreement in effect between the District and Ms. Carbone dated July 1, 2024-June 30, 2027 is hereby amended as follows:

Section 1. Employment

The Salem School Committee agree to employ Mary Kate Carbone as Interim Superintendent for Salem Public Schools, and she accepts employment on the terms and conditions articulated below for the period of time of March ____, 2026-July 31, 2026. As of August 1, 2026, Ms. Carbone shall return to the position of Deputy Superintendent unless the Parties mutually agree to extend this Amendment.

Section 2. Duties and Responsibilities

Ms. Carbone, subject to the supervision and direction of the School Committee, shall perform faithfully to the best of her ability, the duties of Interim Superintendent for the term per Paragraph 1 above.

Section 3. Salary

A. The Interim Superintendent shall receive an annual salary of \$245,000 pro-rated upon execution of this agreement for March ____, 2026-July 31, 2026 only. As of August 1, 2026, Ms. Carbone shall be paid in accordance with the agreed to terms of the original 2024-2027 contract.

IN WITNESS THEREOF, the parties having accepted these amendments they or their authorized representatives affix their hands and seals to three copies of this Memorandum of Agreement, each to be considered as an original.

For the District:

Beth Ann Cornell
Chair

Date

By the Administrator:

Mary Kate Carbone

Date

MEMORANDUM of AGREEMENT

This MEMORANDUM of AGREEMENT is made by and between the Salem Public Schools, hereinafter referred to as the "District" and Elizabeth Pauley, current Assistant Superintendent for Finance and Operations.

In consideration of the promises herein contained, the parties hereto mutually agree as follows:

The Agreement in effect between the District and Ms. Pauley dated July 1, 2024-June 30, 2027 is hereby amended as follows:

Section 1. Employment

The Superintendent of Schools and the Salem School Committee agree to employ Elizabeth Pauley as Interim Deputy Superintendent for the public schools for the City of Salem, and she accepts employment on the terms and conditions articulated below for the period of time of March ____, 2026-June 30, 2026. As of July 1, 2026, Ms. Pauley shall return to the position of Assistant Superintendent for Finance and Operations unless the Parties mutually agree to extend this Amendment.

Section 3. Duties and Responsibilities

Ms. Pauley, subject to the supervision and direction of the Superintendent, shall perform faithfully to the best of her ability, the duties of Interim Deputy Superintendent for the term per Paragraph 1 above.

Section 4. Salary

A. The Interim Deputy Superintendent shall receive an annual salary of \$205,000 pro-rated to start date upon execution of this agreement for the 2025-2026 contract year only.

IN WITNESS THEREOF, the parties having accepted these amendments they or their authorized representatives affix their hands and seals to three copies of this Memorandum of Agreement, each to be considered as an original.

For the District:

Beth Ann Cornell
Chair

Date

By the Administrator:

Elizabeth Pauley

Date



Susan Faria Smith, Principal, Bates School
Craig Macarelli, Assistant Principal, Bates School

Email: sfaria-smith@salemk12.org
Email: cmacarelli@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 Bates 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 Bates. 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,

Susan Faria Smith, Principal



MEMORANDUM

To: Salem School Committee

From: Steve Zrike, Superintendent

Date: March 23, 2026

Re: Salem's Participation in MA's Inter-District Non-Resident School Choice Program for 2026-27

Under the school choice law, G.L. c.76, § 12B, all school districts in Massachusetts are presumed to participate in and to admit non-resident students through school choice. [See G.L. c. 76, § 12B\(d\)](#). A few key aspects of the law:

- A receiving district can withdraw from school choice only if a School Committee holds a public hearing on this issue and then votes to withdraw from the school choice program prior to June 1st.
- A School Committee that intends to continue participating in non-resident school choice is not required to hold a hearing or to vote because the law contains a presumption that all school districts will participate in non-resident school choice.
- As you know, last year Salem continued school choice, with the exception of grades 6-8. During the previous four years, the School Committee has opened non-resident school choice to all grades.

For next year, the recommendation is to continue Salem's participation in the Inter-district non-resident School Choice program, with some limitations.

Incoming Grades 9-12, Salem High School

- Allow up to 10 students to enter at each grade level (up to 10 at the 9th grade, 10 at the 10th grade, 10 at 11th grade, and 10 at 12th grade). *Note: This does not include Salem Prep High School unless a student makes the choice to enroll in Salem High School is placed there based on their IEP. This also does not include New Liberty Innovation School unless a student makes the choice to enroll in Salem High School ultimately meets the New Liberty Innovation School student profile.*

Incoming Grades K-5

- Allow up to 10 students to enter at each grade level (except Kindergarten in grade 5). However, I recommend that we exclude the Sarah Parker Remond school from placements as they focus on establishing the new school.

Grades 6-8

- I recommend that we not accept non-resident school choice students at the middle school level. With the recent transition of middle school students from Saltonstall, we want to continue prioritizing a smooth and stable experience for students, staff, and families. Additionally, class sizes at the middle school remain larger and more fully enrolled than at other grade levels.

Conditions for Participation:

1. A non-resident school choice application is required for each student applying and must be received by the deadline in order to be considered in the priority round lottery. **Applications**





must be received by Friday, June 12, 2026 in order to qualify for the priority round lottery.

Notification of acceptance, rejection or waitlist status will be sent to priority round lottery applicants by July 1, 2026. Those applying after the priority round deadline will be considered on a first come, first serve basis, based on availability, or placed accordingly at the end of that grade's waitlist. Applications for non-resident school choice will **close for the school year on Monday, August 2, 2026**. Non resident school choice applications received after Monday, August 2, 2026 will not be considered for 2026-27.

2. The number of available spaces per grade level does not guarantee placement within a specific school. Once accepted in a specific grade level, the criteria of the district's student assignment policy will be used to assign students to specific schools.
3. Resident students shall be given priority for all placements based on the district's choice-based student assignment policy.
4. Applications from siblings of non-resident choice students already enrolled in Salem Public Schools (via the Inter-District non-resident school choice program) and who will remain in the non-resident school choice program during that school year will, by law, receive priority in placement. Such students will be accepted first, **IF** space is available in the grade they are seeking.
5. Should the number of applications exceed the number of vacancies after the placement of siblings, the remaining vacancies will be filled by a random drawing. All applicants not accepted through the random drawing will be randomly selected and placed, in the order of their selection, on a waitlist.
6. Students currently receiving special education services will be required to provide a current proposed and last-accepted IEP prior to the enrollment process for IEP planning and implementation purposes. However, an applicant is not required to provide an IEP or disclose disability status to Salem Schools during the application process. Salem Schools do not consider whether students have a disability or the nature of their disabilities in determining whether to admit them under school choice, and similarly do not rescind any offers of admission on the basis of a student's disability or disability-related needs.
7. With respect to students requiring special needs, in accordance with current law, the district will charge the sending district of the non-resident student the actual cost of educating any special needs student accepted as part of the choice program, including the cost of a substantially separate program or private Chapter 766 day or residential school placement, if applicable.
8. The District may not deny an application for non-resident School Choice based on a record of a serious discipline problem within the non-resident district (see [April 2019 DESE Advisory](#)). If an application indicates the student has been suspended or expelled, the District may proceed with its own disciplinary process once the student begins attending the Salem Public Schools.
9. Transportation is not available for non-resident school choice students through the Salem Public Schools. Therefore, it is the responsibility of the parents/guardians to provide daily roundtrip transportation and to ensure students arrive at school every day on time and are promptly picked-up after school.
10. Non-resident School Choice students may fully participate in all school activities including after school programming and are subject to the same rules, and guidelines as resident students.
11. Former residents of the Salem Public Schools who move out of the District but wish to have their children remain as students in Salem Schools do not have a unique claim to the seats their children vacated and must apply for non-resident school choice as any other non-resident, except as provided in School Committee Policy 5102.01, which allows a student to continue attendance



in Salem Public Schools under two circumstances outside of non-resident school choice: 1) with principal permission in consultation with the superintendent, to continue attendance for purposes of completing the school year, provided that the period of time since the relinquishment of residence and the end of the school year does not exceed three (3) calendar months (note: in situations of hardship, a family may appeal to the superintendent to waive this condition); or 2) a student who has continuously attended a Salem elementary for three (3) continuous school years or a middle or high school for two (2) continuous years may complete his or her schooling to the highest grade level offered at the respective elementary, middle, or high school, regardless of the residence of his or her parents. Students who do not qualify for the above exceptions may seek to remain in the district via the inter-district school choice program, should Salem participate in the program in the following year.

Non-resident School Choice Data

	KF	Gr. 1	Gr. 2	Gr. 3	Gr. 4	Gr. 5	Gr. 6	Gr. 7	Gr. 8	Gr. 9	Gr. 10	Gr. 11	Gr. 12	Total
Bates	1	1	2	1	3									8
Bentley	3	1	3		3	2								12
Carlton		3	1	1	1	1								7
ECC														0
HLMS	1	3		2										6
Salts	1	1												2
WHES	4		2	2	3	2								13
Collins							6	4	3					13
SHS										5	4	13	8	30
NLIS													3	3
Salem Prep (N/A)														0
	10	9	8	6	10	5	6	4	3	5	4	13	11	94

Current Total = 94 Students

- We currently have a total of 94 non resident school choice students who are registered in the Salem Public Schools. We are expected to receive \$792,596 of non-resident school choice revenue in FY27.
- Annual non-resident School Choice Enrollment:



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- During the 25-26 school year, we accepted 41 choice students (grades KF-12).
- During the 24-25 school year, we accepted 21 choice students (grades KF-12).
- During the 23-24 school year, we accepted 32 choice students (grades KF-12).
- During the 22-23 school year we accepted 9 choice students (grades 1-12).
- During the 21-22 school year we accepted 40 choice students (grades 1-12).
- During the 20-21 school year we accepted 21 choice students (high school only).
- During the 19-20 school year we accepted 21 choice students (high school only).



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Sarah Parker Remond School

Merger Updates
March 23, 2026



Priorities for Implementation

The goal is to create a unified school community centered on our four key strategic priorities:



Priority I: Student Achievement.

Elevate student learning through shared resources.



Priority II: Staff Empowerment.

Position educators for success in a new environment.



Priority III: Culture.

Build a shared identity with a culture of belonging and strong family partnerships.



Priority IV: Operational Excellence.

Ensure a safe, welcoming, and well-organized school.



General Updates

Human Resources: All staff affected by the merger have been verbally notified of their status. Written notifications will be issued in mid April.

Technology: Determined technology needs for SPR and moves from Carlton, NLIS and Prep.

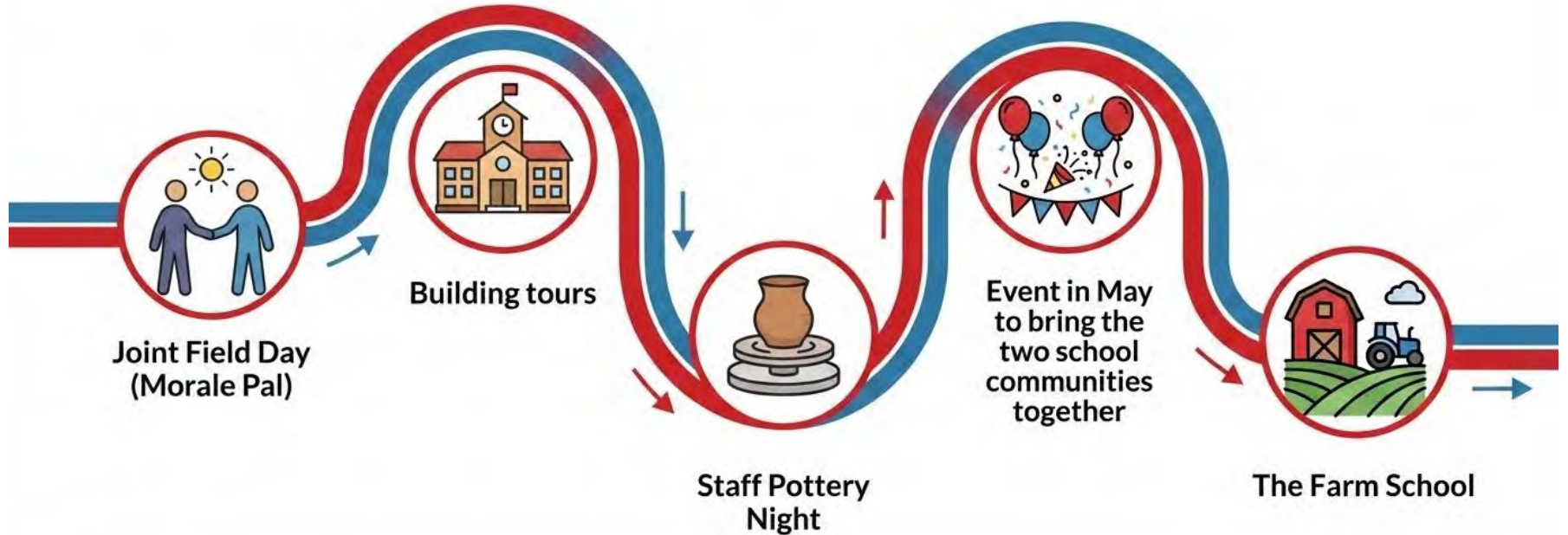
Library Collections: Analysis of both Carlton and Salts library collections for “weeding” and acquisitions.

DESE Notifications: Submitted forms to DESE about the school merger and the new name of the school and changed the NLIS/Prep address.

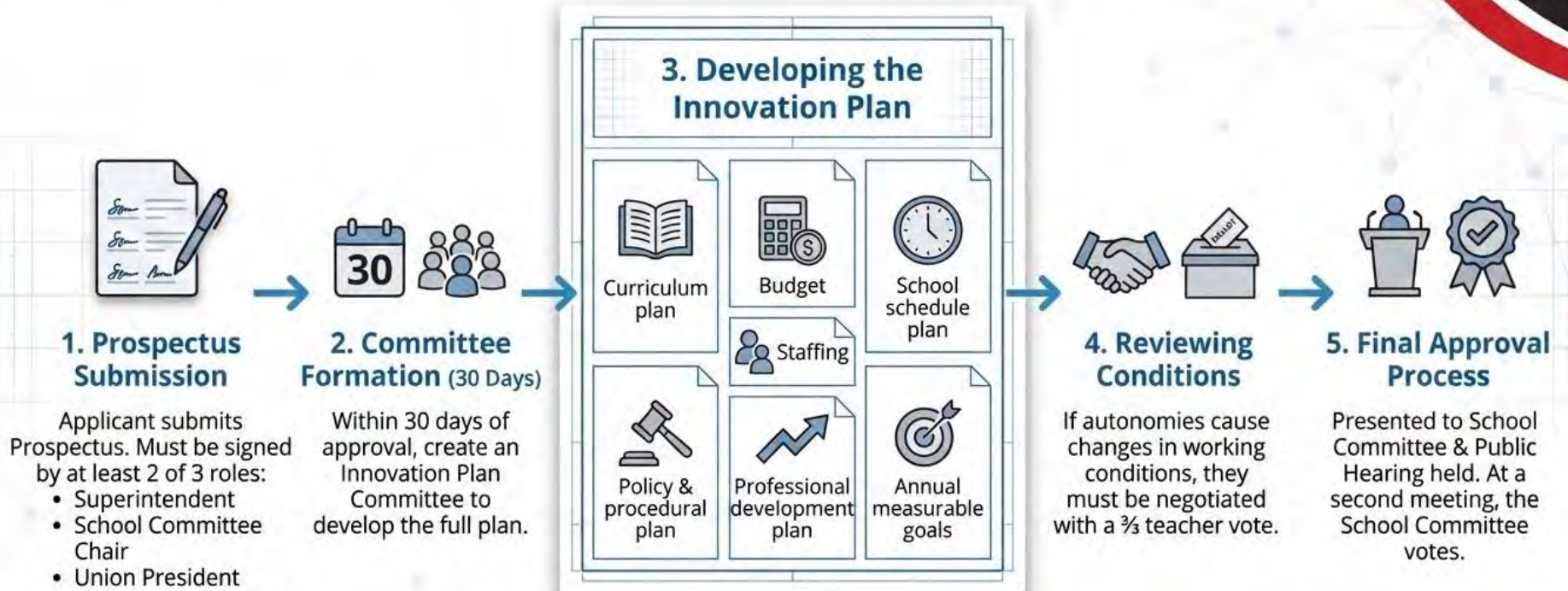
Website/Social Media Handles: Chris is working on the back-end to plan for a new website for the Sarah Parker Remond School and adjusting the social media handles.



Transition Committee Roadmap



What is an Innovation Plan & Required Process



Innovation Plan Working Group

FAMILY COFFEE HOURS:

3/24–9:00-10:00 @ Carlton
3/30–3:30-4:30 @ Carlton
3/30–7:00-7:45 @ Saltonstall

Principals Weaver
and Jellison are
facilitating.

JOINT STAFF MEETING:

March 25 with discussion session



Shared details about innovation plan elements with staff and families.



Offering drop-in coffee hours for those who have questions or feedback.



Expecting to have Prospectus to Screening Team sometime this week.



Curriculum Materials

ELA

- MyView will be used in grades K-3 and Benchmark in grades 4-5.

Math

- General consensus is desire to explore a new math curriculum.
- Curriculum Review team formed separate from the Innovation Team. Team includes content teachers from both schools and represents a variety of roles (e.g. classroom teachers, special ed and ML teachers, instructional coach, math specialists, etc.)
 - Researching reviews done by DESE and EdReports.
 - Narrowing down to 2-3 possibilities and obtaining sample to thoroughly review prior to making a selection.



Facilities

Moving Plan

- A week-by-week moving plan has been drafted and will be shared with the union later this week. Draft plan includes...
 - Directions for staff, when boxes will arrive, etc.
 - Proposal for paid and flex hours to be offered to support staff in the packing and unpacking process

Capital Requests—*contingent upon funding*

- Requests made to make improvements in the facility and beautify the space
 - *Auditorium*—Requested a new rug and enhancements to the sound and projector systems
 - *Other*—Grounds work including redoing the parking lot, signage and interior painting



Summer Staff Retreats

4 day summer staff retreat–August 2026

Providing funding



Team building–Ropes Course



Stipends for staff



Tee shirts



Refreshments

Goals–engage full staff in collaborative planning



Mission & Vision



Plan early implementation steps of new Innovation Plan



Norm on shared expectations



Plan for opening day





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PUBLIC SCHOOLS
Where belonging leads to opportunity.

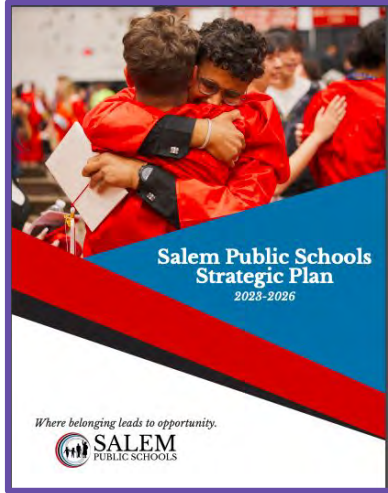
Strengthening Belonging

*Addressing Inequities in
Discipline Practices*

March 23, 2026



CENTER BELONGING



Achieve a risk ratio of no less than **1.2** for students of color and students with disabilities.



Salem Public Schools

Priority 3 Measures of Success

- ✓ Reduce district-wide chronic absenteeism to 18% and reduce dropout rate to 2%.*
- ✓ Increase to 70% the percentage of students in grades 3-12 who report feeling like valued members of their school community.
- ✓ At least 70% of families feel that their child's school is a "good fit," representing their perceptions of how well a school matches their child's developmental needs.
- ✓ Achieve a risk ratio of no less than 1.2 for students of color and students with disabilities.**

* Chronic absenteeism is defined as a student missing 10% or more of the school days in an academic year.

**A risk ratio of 2.0 or greater indicates a risk of overrepresentation in disciplinary referrals, while a risk ratio of less than 1.0 indicates possible underrepresentation.

Goals

Disrupt

- Exclusionary measures
- Harm to student's mental and physical health
- School to prison pipeline
- Disproportionality

Improve

- Belonging for ALL
- Student mental health
- Academic achievement
- Post secondary outcomes



Discipline Referrals



- Educators record office supported behavior referrals in Aspen Conduct Workflow
- Range of incidents - codes align with required DESE reporting
- Some schools more accurate with recording incidents
- Some special education programs use Aspen to track significant behaviors related to the student's disability



School Incident Data Insights (2025-2026)

Overview of patterns, demographic disparities, and primary locations (Aug 2025 – Mar 2026).

Student Demographics & Risk Ratios

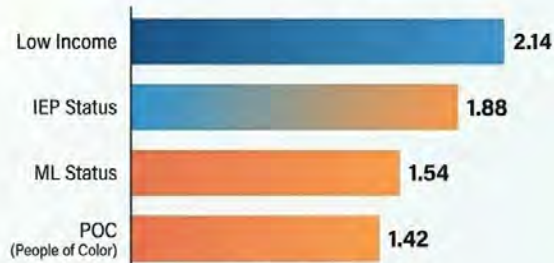
3,299

Total Reported Incidents

Volume recorded across all schools during the 2025-2026 period.

Low-Income Students Face Highest Risk

Risk ratio is the highest across all demographic categories.



High Gender Disparity in Incidents



2,301

Male Students



1,033

Female Students

Male students account for over double the incidents of female students.

Incident Locations & Primary Offenses

Classrooms are the Primary Incident Hub



2,249

Incidents Occurred within Classrooms

Dwarfing all other school locations.

Salem High Reports Highest Volume



1,361

Incidents at Salem High

The most of any school in the data set.

Attendance & Conduct Lead Offenses



Skipping Class

1,008



Disorderly Conduct

676

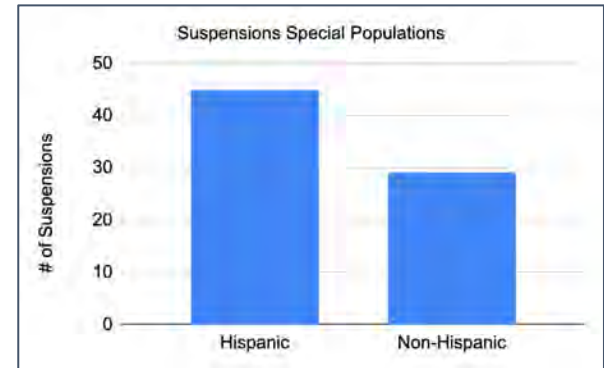
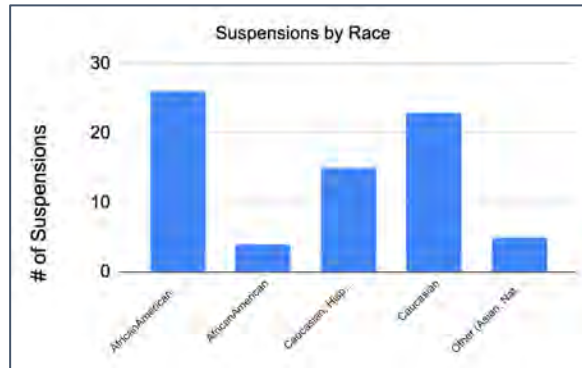
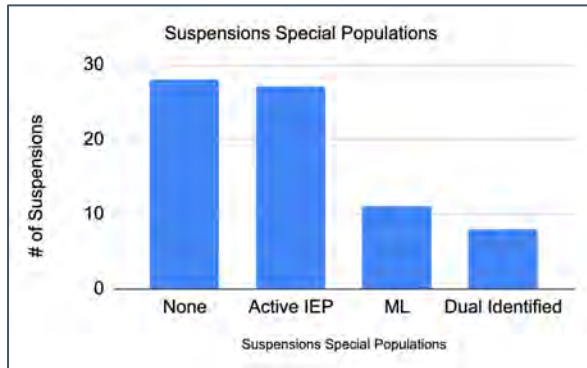
Most frequent incident types.



Suspension Data

3.19.26

Suspension Count as of 3.19.26		Top Reasons for Suspensions	
In school	17	Physical Altercation	22
Out of School	85	Disorderly Conduct	19
Emergency Removals	60	Fighting	12



What's Risk Ratio?

- **Risk ratio in education** refers to the likelihood of specific educational outcomes for different student groups.
- RRs help determine if **racial/ethnic groups experience similar outcomes** or if certain groups face higher risks.
- It measures **disproportionality** by comparing the risk levels between groups based on race, ethnicity, gender, socioeconomic status, or disability.
- A risk ratio of **1.0** indicates equal representation, less than 1.0 means **underrepresentation**, and more than 1.0 signifies **overrepresentation**.

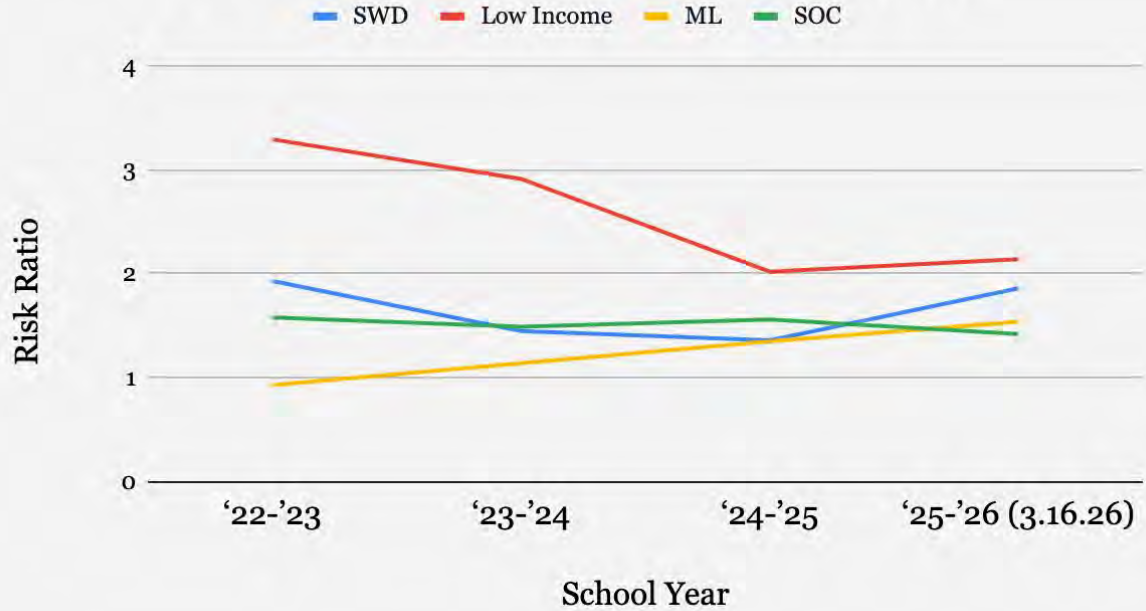


Strategic Plan Goal = <1.2

A risk ratio > 1.0 indicates a risk of overrepresentation in disciplinary referrals.

A risk ratio < 1.0 indicates possible underrepresentation.

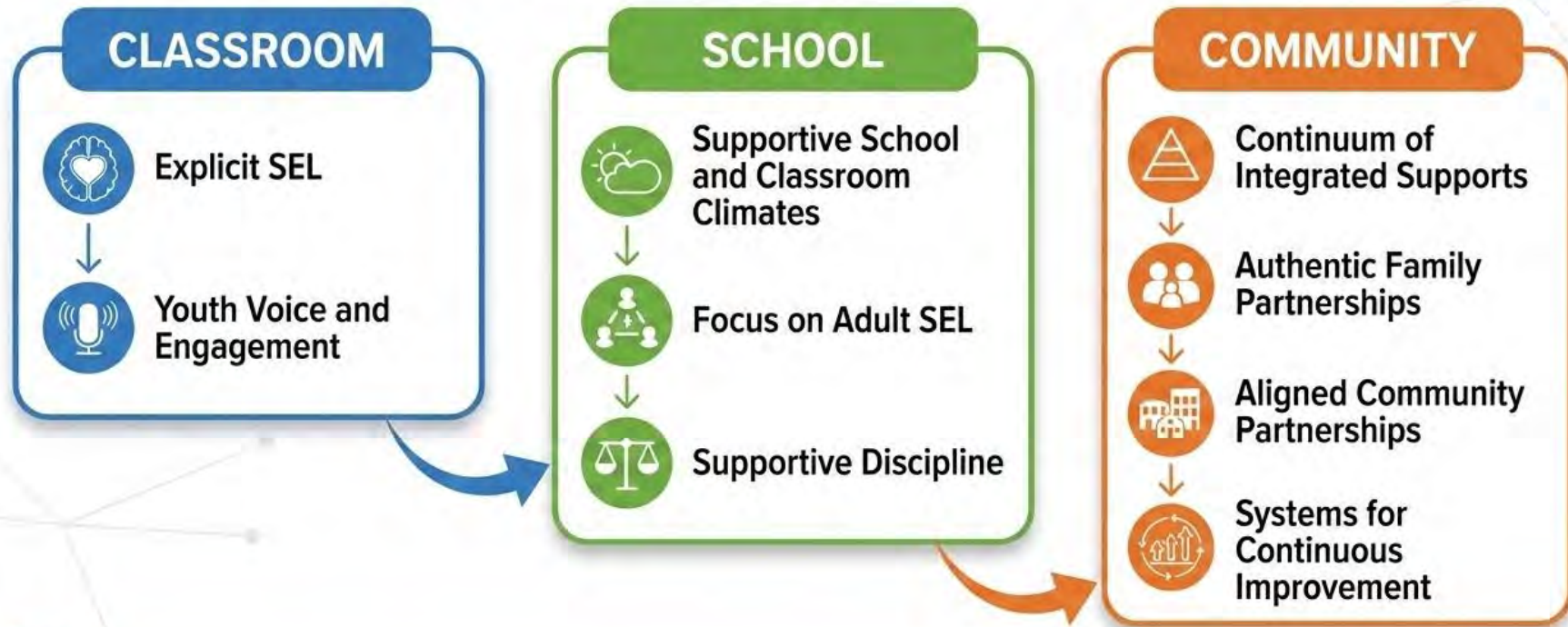
Risk Ratio - Discipline Referrals 2022-2026



School Year	SWD	Low Income	ML	SOC
'22-'23	1.93	3.29	.93	1.58
'23-'24	1.45	2.91	1.14	1.49
'24-'25	1.36	2.02	1.35	1.56
'25-'26	1.86	2.14	1.54	1.42

Prevention: Focus SEL Indicators - 2023-2026

Based on CASEL's Indicators for Schoolwide SEL



Responding to the Data

Student Lens

- SSTs review data
- Seek root cause
- Implement interventions
- Partner with families
- Support educators with trauma informed, culturally sustaining supports



School and Classroom Lens

- Identify trends in schoolwide data
- Ensure coaching and feedback to educators
- Provide professional development
- Set specific SIP Goals



Added Strategies for Reducing SWD Discipline

Proactive (Training/PD)	3. Monthly PD focused on behavior management for high-incident students, facilitated by a BCBA and a sub-separate teacher.	4. Access to asynchronous and synchronous PD around behavior intervention, ASD, and trauma-informed practices.
Responsive (Specialists/Case Review)	1. Added behavior specialists to high incident programs.	2. Clinical Case Review.
	Targeted/Intensive Support (High-incident focus)	System-Wide Capacity (All Staff)



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 19, 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, March 19th** and:
 - Reviewed the milestone schedule: on track.
 - Update on MassSave Funding
 - Update from the Finance Working Group
 - Discussion of next steps regarding the debt exclusion vote to fund the project and upcoming community events to share information about the new high school
- **March 29, 2026:** SHS Open House 12:00 - 4:00 pm.
 - Learn about and see the current conditions of Salem High School and why a new, robust building is needed!
 - [SHS Open House \(PORT\)](#)
 - [SHS Open House \(SPAN\)](#)
 - [SHS Open House Flyer](#)
- **May 5, 2026:** Local debt exclusion vote to fund the project
- **Upcoming Meetings:**
 - **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.





Salem High School 2027 Costa Rica Trip

Led By: Kristen McCarthy

Tour: Adventure in Costa Rica (9 Days)

Flexible Travel Window: April 16th- 26th, 2027

Requested Dates: April 17th- 25th, 2027

Itinerary:

https://cdn.brandfolder.io/RV7K8308/at/pj28v6bswqgp5h9rn2v68w7/CCC_2026.pdf





Journeys that travel with them for the rest of their lives



94% of EF travelers say the tour expanded their knowledge of the world

84% felt the tour helped them grow as a person

84% felt inspired by their tour


THE HIGHLIGHTS

Our trip

Begin your visit in Tortuguero, gateway to the Tortuguero National Park. Enjoy a boat tour through the Tortuguero Canals



Experience the thrill of a ziplining adventure through the Costa Rican canopy

 Consult our tour page for full details


THE HIGHLIGHTS

Our trip

Enjoy a whitewater rafting excursion



Take a kayaking trip along Lake Arenal

 Consult our tour page for full details


THE HIGHLIGHTS

Our trip

Continue on to Guanacaste, where you'll feel the sand between your toes as you become immersed in this natural wonderland



Enjoy a boat tour at Palo Verde National Park

 Consult our tour page for full details

TOUR DATES

The details

Dates to block off

04/16/2027

04/17/2027 - 04/25/2027

04/26/2027

Earliest departure

Requested dates

Latest return

Initial flexibility helps build the best on-the-ground experience for our group



Dates will be confirmed 2-3 months prior to departure

Our dedicated Tour Director leads the way

- Meets our group at the airport and stays with us until we depart
- Expertly trained guides who help navigate the local customs, culture & language
- Extensive knowledge of our destination
- Manage everything from hotel check-in to facilitating meals to handling tickets
- A teacher at heart who will deliver engaging commentary and facilitate hands-on learning



WHAT'S INCLUDED

The details



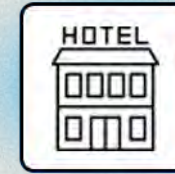
Full-time Tour Director
who's with us every
step of the way



All transportation,
including round-trip
flights



breakfast and dinner daily,
lunch days 2-8
featuring regional
cuisine



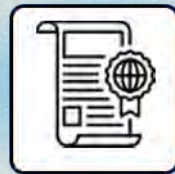
**Overnight stays in
hotels** with private
bathrooms



**Expert-led
sightseeing tours** in
iconic destinations



Tickets to
bucket-list
experiences and
attractions



The option for
students to receive
academic credit



**Experiential
learning** that
expands worldviews



Traveler support
and resources



24 hour
**emergency
assistance**

WHAT YOU'RE RESPONSIBLE FOR

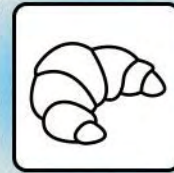
The details



Passports (and any necessary visas)



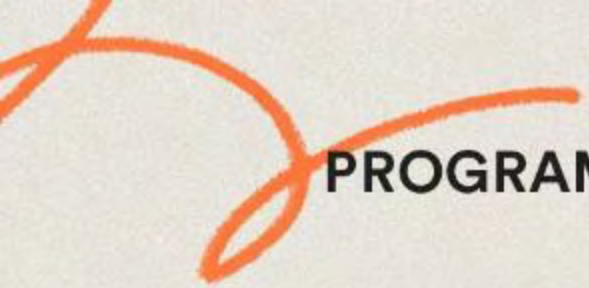
Baggage fees (for checked luggage)



Snacks and some meals



Rooming upgrades



PROGRAM COST

The details

\$95 to enroll on our travel-based learning program. Customize your payments.

\$277 Monthly

\$277 \$3,689 Total

total cost (\$4,609 for adults)

This pricing includes a **\$200 Enrollment Discount** if enrolled by our deadline:

Plus, you can cancel for any reason up to 7 days after enrollment for a full refund

*Prices includes \$95 enrollment fee – Contact EF’s Traveler Support Team for additional payment options



EF leads the way in travel-based learning

- 60 years of experience and success
- Experts in providing real-world experiences that enhance classroom learning
- Global education organization accredited by the same organizations as most U.S. schools

Nearby schools travel with EF: Danvers High School, Higgins Middle School, Sagus Middle High School





One educational tour.

Growth that lasts a lifetime.

- Unlike other trips, an EF tour is a unique experience where learning meets life
- Every EF itinerary includes hands-on, immersive learning that leads to self-discovery and prepares travelers for the future
- The EF educational philosophy helps students build essential skills like empathy, resilience, independence, and confidence
- It all adds up to ah-ha! moments of growth for your student

From travel to transcript



- As an accredited institution, EF offers academic courses that connect directly to your student's tour experience
- Students can earn The EF | Nobel Prize Museum Global Citizen Certificate and/or high school credit (**offered at no additional cost**)
- They can also earn 3 college credits for just \$550 – a fraction of typical tuition
- Each course has engaging assignments before, during, and after tour – like journaling abroad or filming friends trying local foods
- EF will share more details after enrollment

EF puts safety first. And second. And third.

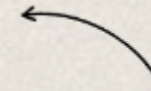
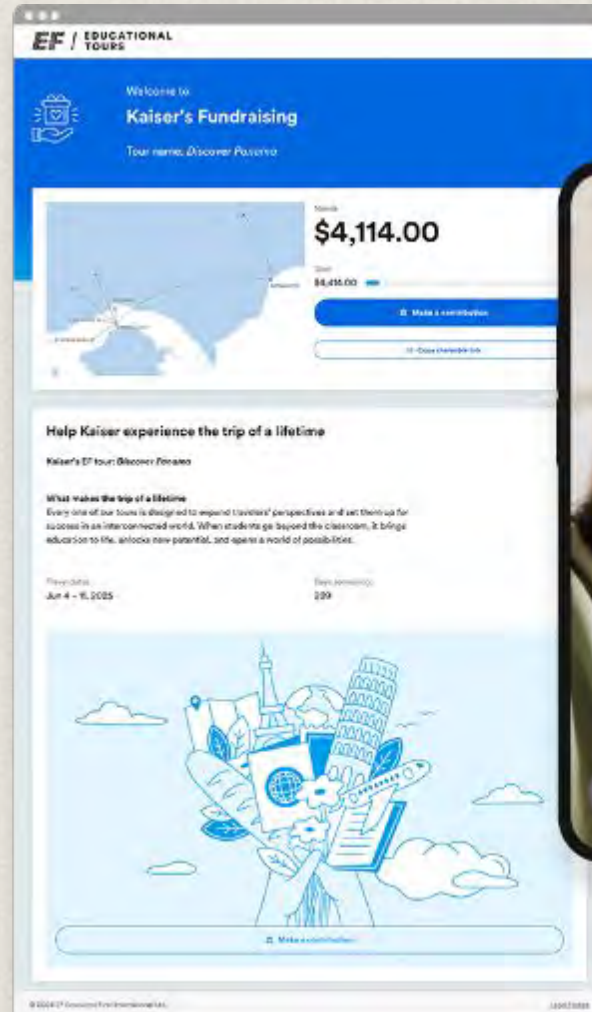
Safety & Incident Response Team available 24/7, 365 days a year and trained to react quickly if travelers need help

- EF has **unmatched worldwide presence**, including staff on the ground in over 115 countries
- **Mandatory safety training** for teachers and **background checks** for adult travelers
- **Best-in-the-industry experience** means EF is ready, whatever happens
- **Peace of Mind Program** is built into every tour and allows groups to change dates and destinations



The navy dots are every place EF has an office!

Personalized fundraising page to share with family and friends



Global Citizens Scholarship gives 100 students a year \$1,000 off their EF tour

Complete a short form and submit a 2-3 minute video to apply



BOOK WITH CONFIDENCE

The details



COVERAGE

This is already included in our tour!

+\$250

+\$400

GLOBAL TRAVEL PROTECTION

GLOBAL TRAVEL PROTECTION FLEX

GLOBAL TRAVEL PROTECTION PLUS

Program cancellation

Any reason up to one year before departure, full refund less \$95

Any reason up to 60 days before departure for a full refund, less \$95 + cost of protection plan

Any reason up to 24 hours before departure for a full refund, less \$95 + cost of protection plan

Program interruption



Illness & accident



Baggage & property



Flight delay



Emergency evacuation



Baggage tracking service





SUPPORT

Meet EF

EF Traveler Support is always here to help

This team is your go-to resource for everything about our trip. Reach out for one-on-one support.

Call 800-665-5364

Email or chat

eftours.com/contact-us





Questions?

EF is here to answer any what-ifs or how-tos.

Contact Traveler Support at

800-665-5364

or

eftours.com/contact-us

Enrollment Link:

eftours.com/3019755RJ



Resolution in Support of the Salem High School Building Project and the May 5, 2026 Debt Exclusion Ballot Question

WHEREAS: Salem Public Schools is a diverse and welcoming community that promotes the academic, social, emotional, and physical development of each student through the equitable delivery of challenging, relevant, and joyful learning experiences. We empower all students to chart a personalized path to success that includes a commitment to the common good; and

WHEREAS: Salem Public Schools is the top performing Gateway City school district in Massachusetts, with academic achievement and attendance rates exceeding pre-pandemic levels and a growing enrollment; and

WHEREAS: Salem Public Schools has established new programs for career education, community-wide PreK, and middle school learning that have become models across Massachusetts, and has made made strong progress in educator diversity and retention, as well as high school graduation rates; and

WHEREAS: Salem High School is committed to equipping students with transferable skills by providing a student-centered education grounded in a culture of high expectations, equity, and access for all; and

WHEREAS, Salem High School was constructed in 1976 and, due to aging infrastructure and outdated systems, no longer meets many current building and safety codes or educational standards; and

WHEREAS, major systems within the building—including HVAC, electrical, building envelope, and life safety systems—are failing or no longer functioning as intended, and the building's infrastructure is unable to adequately support modern learning environments; and

WHEREAS, classrooms and learning spaces in the current facility are undersized by today's state standards and do not adequately support the needs of contemporary instruction, including the growing Career and Technical Education programs that prepare students for high-demand careers; and

WHEREAS, the Salem High School Building Committee, working in partnership with the Massachusetts School Building Authority (MSBA), conducted an extensive review of options including addition and renovation, full renovation, code-only renovation, and new construction, ultimately determining that a new high school facility is the most effective long-term solution for the City and its students; and

WHEREAS, the proposed project will create a safe, equitable, inclusive, and modern learning environment that prepares Salem students for college, careers, and lifelong success while supporting innovative teaching and learning aligned with the Salem Public Schools District Master Plan; and

WHEREAS, the new facility will include modern academic spaces, improved Career and Technical Education facilities, and large public spaces designed to serve as a community resource for meetings, athletics, performing arts, and civic activities; and

WHEREAS, the project incorporates sustainable design and energy-efficient systems that will reduce emissions, lower operating costs, and help Salem meet its community climate goals; and

WHEREAS, the total project cost is estimated not to exceed \$447 million, including construction, design, technology, furniture, and contingencies; and

WHEREAS, the Massachusetts School Building Authority is expected to provide approximately \$208 million in grant funding toward the project, representing a significant investment from the Commonwealth and reducing the local taxpayer share; and

WHEREAS, without approval of the proposed project, Salem will need need to undertake a phased code renovation of the existing building that could cost taxpayers significantly more over time while delivering fewer educational and community benefits; and

WHEREAS, the City of Salem will hold a special election on May 5, 2026, at which voters will consider a debt exclusion ballot question allowing the City to finance the construction of the new Salem High School through a 30-year bond as permitted under Massachusetts law; and

NOW, THEREFORE, BE IT RESOLVED, that the Salem School Committee express their strong support for the Salem High School Building Project and the opportunity it provides to invest in Salem's students, educators, and community; and

BE IT FURTHER RESOLVED, that the Salem School Committee support the passage of the debt exclusion ballot question to appear before voters at the May 5, 2026 special election; and

BE IT FURTHER RESOLVED, that the Salem School Committee encourage Salem residents to participate in the democratic process by voting in the May 5 special election and supporting the investment in a new Salem High School for current and future generations of Salem students.

First Motion:

Motion to reconsider the immediate adoption of Policies [AA](#), [AC](#), [AC-R](#), [ACA](#), [ACE](#) and [ADC](#), and hold the implementation of the policies until the completion of the full Policy Manual review.

These policies were adopted by the School Committee for third reading on December 15, 2025.

Second Motion:

Motion to approve the recommendation of the Policy Subcommittee for Section A of the Policy Manual and hold implementation of the policies until the completion of the full Policy Manual review for first reading.

Details of Section A policies:

1. [ACAB](#): Reviewed by school district's attorney and recommended for adoption **NEW**. Policy Subcommittee recommends adoption.
2. [ADDA](#): Reviewed by school district's attorney and recommended changes provided in [DRAFT ADDA](#) to replace Salem Policy [4119](#). Policy Subcommittee added wording for Sex Offender Registry Information (SORI) in DRAFT ADDA and recommends adoption.
3. [ADDA-R](#): Reviewed by school district's attorney and NOT recommended for adoption as it is essentially a protocol for implementing ADDA. **NEW**. Policy Subcommittee does NOT recommend adoption.
4. [AD](#): Reviewed to add more information as provided in [Draft AD](#) to replace Salem Policy [6101](#). Policy Subcommittee wants to review this policy again as some information needs to be revised.
5. [ADF](#) Wellness: Salem Policy [5711](#); [ADFA](#) Nutrition: Salem Policy [5711.02](#); [ADFB](#) Physical Activity: Salem Policy [5711.03](#); and [ADFC](#) Social and Emotional Health: Salem Policy [5711.04](#). Director of Nursing and Health Services suggested that **ADF**, **ADFA**, **ADFB** and **ADFC** to be replaced with [Draft ADF](#). Policy Subcommittee recommends Adoption of Draft ADF.
6. [A](#) Foundations and Basic Commitments: **NEW**. Policy Subcommittee does NOT recommend adoption.
7. [AB](#) The People and their School District: **NEW**. Policy Subcommittee does NOT recommend adoption.
8. [AE](#) Commitment To Accomplishment: **NEW**. Policy Subcommittee does NOT recommend adoption.

The Salem Public Schools is actively seeking experienced, qualified candidates for the position of Superintendent of Schools, effective August 17, 2026. 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 3,889 students. The District currently has one early childhood center, six elementary schools, one middle school, and three high schools. Moreover, the District has 762.3 FTE staff, including 364.9 FTE teachers. The SPS student population is 68.8% High Needs, 17.5% English Language Learners, 30.2% First Language not English, 57.1% Low Income and 26.3% Students with Disabilities. In addition, the student population is 47.9% Hispanic/Latino, 37.7% White, 6.5% Black/African-American, 4.8% Multi-Race and 2.6% Asian.*

Salem's next Superintendent will lead a system that has embraced the implementation of its 2023-2026 Strategic Plan that is built on four (4) key priorities:

- Elevate Learning. Build and maintain a district-wide culture of universally high academic expectations for every learner.
- Empower Educators. Make the Salem Public Schools an inclusive district where student-centered, innovative, and highly-effective educators want to work, grow, and stay.
- Center Belonging. Build joyful, welcoming, and supportive school communities.
- Strengthen our Foundation. Develop consistent, reliable systems and structures to disrupt inequities and support the work of the district.

Access to the current Strategic Plan can be found [here](#).

In addition, the District has developed a number of additional key resources to guide the future work of the Salem Public Schools. These include the following:

- [Portrait of a Graduate](#)
- [Early Education Strategic Plan](#)
- [Innovation at Work in Salem Public Schools](#)
- [Student Opportunity Act Plan](#)

The District is well resourced, with an average per pupil expenditure of \$25,712.55 (DESE 2024 data). The success of the Strategic Plan and other future endeavors 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 and sustaining 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 in the areas identified in the District's Strategic Plan, preferably in an education setting;

- Demonstrated understanding of Massachusetts General Law and Massachusetts Department of Elementary and Secondary Education (DESE) policies and procedures;
- Experience with bilingual education and a commitment to equitable access to programs;
- A commitment to family and community engagement; and
- Possession of a DESE license as Superintendent/Assistant Superintendent or eligibility for such license.

Multilingual and multicultural candidates are strongly encouraged to apply for this position.

The Salem Public Schools will negotiate a competitive compensation and benefit package, commensurate with experience and qualifications. The anticipated starting salary range is \$230,000 to \$255,000, along with a competitive benefits package. The expected date of hire for the successful candidate is August 17, 2026.

To apply for this position, please email a letter of interest, resume, and contact information for three (3) references to Mary Flanders Aicardi, Collins Center for Public Management, University of Massachusetts Boston, at collinscenterrecruit@umb.edu. Please use the following format for the subject line: SALEM - Last Name.

Please note that applicants should not contact Salem School Committee members or district staff directly. All applications must be submitted to the Collins Center Recruitment email. 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 recruitment team:

- Mary Flanders Aicardi (Mary.Aicardi@umb.edu)
- Monica Visco (Monica.Visco@umb.edu)
- Bill Lupini (William.Lupini@umb.edu)

The initial phase of this search process will be confidential. Candidates being considered as finalists will undergo a complete background check, including reference checks by the recruitment team.

The application deadline for this position is Friday, April 16, 2026.

***Department of Elementary and Secondary Education Data (2025-2026)**

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.