Salem Public Schools
School Committee

Yamily Byas
Beth Anne Cornell, Vice Chair
AJ Hoffman

Mary A. Manning
Veronica Miranda
Megan Stott

Mayor Dominick Pangallo, Chair

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

REGULAR SCHOOL COMMITTEE MEETING

Notice is hereby given that the Salem School Committee will hold a **Regular School Committee meeting on October 19, 2026 at 7:00 p.m.** This meeting will take place in person at 29 Highland Ave., Rm. 227, Salem, MA.

In-Person shall be the primary method of public access to this meeting. A secondary method of public access may be provided, if technologically feasible through Salem Access Television, and/or remotely through Zoom/Google Meet. See below for the remote access Zoom link.

Zoom Link to participate:
https://us06web.zoom.us/j/81492714356?pwd=c9q7B0N6gZ58szuXoMj6PyGxWCDzsB.1
Passcode: 884131

1. Call of Meeting to Order

1. Summary of Public Participation Policy (School Committee Policy #6409).
Read aloud: *The Salem School Committee would like to hear from the public on issues that affect the school district and are within the scope of the Committee's responsibilities. Spanish interpretation is available for anyone who needs it. The members of the School Committee would like to remind the public that Salem Public School students regularly attend School Committee meetings. We encourage all meeting participants to model respectful and productive public discourse for our young learners.*

2. Live Spanish Interpretation.
Spanish language interpretation is now provided for all regular School Committee meetings. To listen to this meeting with Spanish language interpretation, please see instructions below:

1. Click **Interpretation**
2. Click **Spanish**
3. (Optional) To hear the interpreted language only, click **Mute Original Audio**.

2. Approval of Agenda

3. Public Comment

If you wish to provide a comment, you may do so by entering the Zoom meeting and clicking the raise hand feature. When it is your turn to speak, a host will announce your name and will unmute your line and allow you to speak.

4. Approval of Consent Agenda

1. Approval of Minutes of the Regular School Committee Meeting held on October 5, 2026
2. Approval of FY27 Warrants:
   1. 10/8/2026 - $806,122.84
   2. 10/15/26 - $1,037,746.17

5. Student Representative Report

6. Superintendent's Report

1. Announcements/Highlights
2. Establishing Metrics for Success: The 2026-29 SPS Strategic Plan
3. Massachusetts School Building Authority (MSBA) Update
4. Finance and Operations Report
   a. $1,000 gift to Horace Mann Laboratory School from the Cummings Foundation

7. Subcommittee Reports

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

8. Motions and Resolutions

1. Discussion and motion to approve school bus violation detection monitoring system (M.G.L. ch. 40, Section 71(c)(3))

9. Newsletter Items

10. Announcements

11. Adjournment

Respectfully submitted by,
Hadee Benoit
Interim Executive Assistant to the School Committee

"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
AJ Hoffman

Mary A. Manning
Veronica Miranda
Megan Stott

Alcalde Dominick Pangallo, presidente

"Conoce tus derechos según la Ley de Reuniones Públicas, M.G.L. c. 30A § 18-25 y
"Artículos 2-2028 a 2-2033 de la Ordenanza Municipal"

REUNIÓN REGULAR DEL COMITÉ ESCOLAR

Por la presente se notifica que el Comité Escolar de Salem celebrará una **reunión regular del Comité Escolar el 19 de octubre de 2026 a las 7:00 p.m.** Esta reunión se llevará a cabo de manera presencial en 29 Highland Ave., sala 227, Salem, MA.

La asistencia presencial será la forma principal de acceso del público a esta reunión. Se podrá ofrecer una forma secundaria de acceso al público, si es tecnológicamente factible, a través de Salem Access Television y/o de manera remota mediante Zoom o Google Meet. Consulte a continuación el enlace de Zoom para el acceso remoto.

Enlace de Zoom para participar:
https://us06web.zoom.us/j/81492714356?pwd=c9q7B0N6gZ58szuXoMj6PyGxWCDzsB.1
Código de acceso: 884131

1. **Apertura de la sesión**
   1. **Resumen de la política de participación pública (Política n.º 6409 del Comité Escolar).**
      Leer en voz alta: *El Comité Escolar de Salem desea escuchar las opiniones del público sobre temas que afectan al distrito escolar y que se encuentran dentro del ámbito de responsabilidades del Comité. Se ofrece interpretación al español para quienes la necesiten. Los miembros del Comité Escolar desean recordar al público que los alumnos de las Escuelas Públicas de Salem asisten regularmente a las reuniones del Comité Escolar. Animamos a todos los participantes en la reunión a dar ejemplo de un diálogo público respetuoso y productivo ante nuestros jóvenes estudiantes.*

   2. **Interpretación simultánea al español.**
      Ahora se ofrece interpretación al español en todas las reuniones regulares del Comité Escolar. Para escuchar esta reunión con interpretación al español, consulte las instrucciones a continuación:

      1. Haga clic en **Interpretación**
      2. Haz clic en **Español**
      3. (Opcional) Para escuchar únicamente el idioma interpretado, haz clic en **Silenciar audio original**.

2. **Aprobación del orden del día**

3. **Comentario público**
   Si desea hacer un comentario, puede hacerlo ingresando a la reunión de Zoom y haciendo clic en la función

de levantar la mano. Cuando sea tu turno de hablar, un moderador anunciará tu nombre y te activará el micrófono.

4. Aprobación del orden del día por consenso

1. Aprobación del acta de la reunión regular del Comité Escolar celebrada el 5 de octubre de 2026
2. Aprobación de las órdenes de pago del año fiscal 27:
    1. 8-oct-2026 - $806,122.84
    2. 15-oct-26 - $1,037,746.17

5. Informe del representante esudiantil

6. Informe del superintendente

1. Anuncios/Noticias destacadas
2. Establecimiento de indicadores de éxito: el Plan Estratégico de SPS para el periodo 2026-29
3. Actualización sobre la Autoridad de Edificios Escolares de Massachusetts (MSBA)
4. Informe de finanzas y operaciones
    a. Donación de 1.000 dólares a la Escuela Horace Mann por parte de la Fundación Cummings

7. Informes de los subcomités

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

8. Mociones y resoluciones

1. Debate y propuesta para aprobar el sistema de control de infracciones de los autobuses escolares **(M.G.L. ch. 40, Section 71(c)(3))**

9. Artículos del boletín informativo

10. Anuncios

11. Cierre

Presentado respetuosamente por,

Hadee Benoit
Asistente Provisional ejecutivo del Comité Escolar y del superintendente

"Las personas que necesiten ayudas y servicios auxiliares para comunicarse de manera efectiva —como un intérprete de lengua de señas, un dispositivo de ayuda auditiva, material impreso en formato digital o una modificación razonable en los programas, servicios, políticas o actividades— pueden comunicarse con el coordinador de la ADA de la ciudad de Salem al (978) 619-5630 lo antes posible y, a más tardar, dos días hábiles antes de la reunión, el programa o el evento."

Escolas Públicas de Salem
Conselho Escolar

Yamily Byas
Beth Anne Cornell, Vice-presidente
AJ Hoffman

Mary A. Manning
Veronica Miranda
Megan Stott

Prefeito Dominick Pangallo, Presidente

"Conheça seus direitos previstos na Lei de Reuniões Públicas, M.G.L. c. 30A § 18-25 e
"Artigos 2-2028 a 2-2033 da Lei Municipal"

REUNIÃO ORDINÁRIA DO COMITÊ ESCOLAR

Fica por meio deste avisado que o Conselho Escolar de Salem realizará uma **reunião ordinária do Conselho Escolar no dia 19 de outubro de 2026, às 19h.** Esta reunião será realizada presencialmente na 29 Highland Ave., Sala 227, Salem, MA.

A participação presencial será a principal forma de acesso do público a esta reunião. Uma forma secundária de acesso do público poderá ser disponibilizada, se for tecnologicamente viável, por meio da Salem Access Television e/ou remotamente pelo Zoom/Google Meet. Veja abaixo o link do Zoom para acesso remoto.

Link do Zoom para participar:
https://us06web.zoom.us/j/81492714356?pwd=c9q7B0N6gZ58szuXoMj6PyGxWCDzsB.1
Senha: 884131

1. Abertura da reunião

1. Resumo da Política de Participação Pública (Política nº 6409 do Conselho Escolar). Leia em voz alta: *O Conselho Escolar de Salem gostaria de ouvir a opinião do público sobre questões que afetam o distrito escolar e que se enquadram no âmbito das responsabilidades do Conselho. Há interpretação em espanhol disponível para quem precisar. Os membros do Comitê Escolar gostariam de lembrar ao público que os alunos das Escolas Públicas de Salem participam regularmente das reuniões do Comitê Escolar. Incentivamos todos os participantes da reunião a darem o exemplo de um diálogo público respeitoso e produtivo para nossos jovens alunos.*

2. Interpretação simultânea em espanhol.

Agora, todas as reuniões ordinárias do Conselho Escolar contam com interpretação para o espanhol. Para ouvir esta reunião com interpretação para o espanhol, consulte as instruções abaixo:

1. Clique em **Interpretação**
2. Clique em **Espanhol**
3. (Opcional) Para ouvir apenas o idioma interpretado, clique em **Silenciar áudio original**.

2. Aprovação da pauta

3. Comentários do público

Se você quiser fazer um comentário, entre na reunião do Zoom e clique no recurso "levantar a mão". Quando chegar a sua vez de falar, um moderador anunciará seu nome, ativará o áudio da sua linha e permitirá que você fale.

4. Aprovação da pauta de consentimento

1. Aprovação da ata da reunião ordinária do Conselho Escolar realizada em 5 de outubro de 2026
2. Aprovação das ordens de pagamento do exercício fiscal de 2027:
    1. 8-out-2026 - $806.122,84
    2. 15-out-26 - US$ 1.037.746,17

5. Relatório do representante dos alunos

6. Relatório do superintendente

1. Anúncios/Destaques
2. Definição de indicadores de sucesso: O Plano Estratégico da SPS para 2026-29
3. Autoridade de Edifícios Escolares de Massachusetts (MSBA) Atualização
4. Relatório Financeiro e Operacional
    a. Doação de US$ 1.000 à Escola Lab Horace Mann, feita pela Fundação Cummings

7. Relatórios das subcomissões

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

8. Moções e resoluções

1. Discussão e moção para aprovar o sistema de monitoramento para detecção de infrações envolvendo ônibus escolares (M.G.L., cap. 40, Seção 71(c)(3))

9. Notícias do boletim informativo

10. Avisos

11. Encerramento

Apresentado respeitosamente por,
Hadee Benoit
Assistente Executivo Interino do Conselho Escolar

"Pessoas que necessitem de recursos e serviços auxiliares para uma comunicação eficaz, tais como intérprete de língua de sinais, aparelho de auxílio auditivo, material impresso em formato digital ou uma adaptação razoável em programas, serviços, políticas ou atividades, podem entrar em contato com o Coordenador da ADA da cidade de Salem pelo telefone (978) 619-5630 o mais rápido possível e, no mínimo, dois dias úteis antes da reunião, do programa ou do evento."

Salem School Committee
Meeting Minutes

October 5, 2026

29 Highland Avenue, Room 227,
Salem, MA (with Zoom/SATV remote option)

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I. Call to Order

The meeting was called to order at 7:00 PM by the Chair. It was noted that one member was participating remotely via Zoom, requiring all votes to be conducted by roll call.

Attendance / Roll Call

Members Present: Member Cornell (Vice Chair), Member Hoffman, Member Manning, Member Miranda, Member Stot, Member Byas, Chair.
Administration Present: Dr. Tommy Welch (Superintendent), Kate Carbone (Deputy Superintendent), Sonia Lowe(Executive Director of Academics), Elizabeth Pauley (Assistant Superintendent of Finance and Operations), Finn Billings (Student Representative).

II. Approval of Agenda

Motion: To approve the meeting agenda.
Moved by: Member Cornell
Seconded by: Member Hoffman
Vote (Roll Call): Member Cornell: Yes; Member Hoffman: Yes; Member Manning: Yes; Member Miranda: Yes; Member Stot: Yes; Member Byas: Yes; Chair: Yes. **Motion passed 7-0.**

III. Public Comment

1. Melinda Baker (Parent, Sarah Parker Remond School):
Expressed concern regarding the fragmentation of the school calendar at Sarah Parker Remond and across elementary schools.

Noted that there are only five 2-week periods in the entire school year containing 10 full, uninterrupted school days due to frequent holidays, early releases, and half days for professional development/conferences.

Urged the committee to consider sustained instructional time and routine consistency when developing future school calendars, particularly given declining MCAS scores.

2. Abby Conway (Parent, Witchcraft Heights Elementary):

Raised questions regarding classroom technology integration and screen time, particularly in kindergarten and early elementary grades.

Requested district-wide guidelines on screen time caps, transparency on edtech apps used, and a debate on 1-to-1 device programs versus alternative approaches.

Recommended the book *The Digital Delusion* and urged the committee to address tech policies with urgency.

IV. Consent Agenda

A. Consent Agenda Items

The consent agenda originally contained:

Minutes of the September 22, 2026 School Committee Meeting.

Approval of High School CTE SkillsUSA Fall Leadership Conference field trip.

Approval of Salem High School trip to the Dominican Republic (February 2028).

Approval of Warrants dated September 23 and September 24, 2026.

Motion to Sever Item: Member Stot moved to split the consent agenda to pull the Dominican Republic trip for separate discussion due to missing application forms in the packet. Seconded by Member Miranda.

Motion to Approve Revised Consent Agenda (excluding Dominican Republic trip):
Moved by: Member Manning | **Seconded by:** Member Cornell
Vote (Roll Call): Member Manning: Yes; Member Miranda: Yes; Member Stot: Yes; Member Byas: Yes; Member Cornell: Yes; Member Hoffman: Yes; Chair: Yes. **Motion passed 7-0.**

B. Discussion & Vote on Pulled Item: Dominican Republic Field Trip (Feb 2028)

Discussion: Member Stot requested background on the trip structure. The trip organizer (art teacher) and Member Cornell explained that EF Educational Tours runs the trip. It is non-subject-specific to remain equitable and open to all high school students. Activities include cultural immersions, carnival mask making, pottery, and dancing lessons. Early approval is critical to lock in ~$3,000 in early EF scholarships and keep monthly

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payments affordable. The trip takes place during February vacation, so no school days are missed.

Motion: To approve the Salem High School EF field trip to the Dominican Republic for February 2028.

Moved by: Member Cornell | **Seconded by:** Member Hoffman
Vote (Roll Call): Member Hoffman: Yes; Member Manning: Yes; Member Miranda: Yes; Member Stot: Yes; Member Byas: Yes; Member Cornell: Yes; Chair: Yes. **Motion passed 7-0.**

V. Student Representative Report

Student Representative Finn presented the following updates:

- **Superintendent Advisory Meeting:** Scheduled for Thursday, October 8th, in Room 140 at 1:40 PM. Previous members and interested new students will meet Dr. Welch and Ms. McGee to discuss potential student projects.
- **Application Form Review:** Reviewed the draft student advisory application form, which gathers student perspectives, proposed district improvements, extracurricular involvement, and commitment to monthly meeting schedules.
- **Outreach to Alternative High Schools:** Requested contacts at Salem Prep and New Liberty to ensure student representation across all district high schools. Administration agreed to facilitate contact with the respective principals.

VI. Superintendent's Report

A. Announcements & District Highlights

- **National Principals Month:** Celebrating school leaders throughout October.
- **National Domestic Violence Awareness Month:** Recognized in connection with HAWC's annual breakfast.
- **National College & Career Awareness Month:** Highlighting post-secondary pathway planning and awareness across district campuses.
- **Hispanic/Latino Heritage Month Events:** Highlights include the 4th Annual Multicultural Potluck Dinner at Bentley Academy Charter School on Thursday at 6:00 PM.
- **Community Engagement Update:** School listening sessions are nearly complete; classroom visits continue with a goal of visiting 100% of classrooms.
- **Haunted Happenings Parade:** Celebrated district participation in the annual parade and community festivities.

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B. MCAS, ACCESS, and Accountability Results Presentation

Superintendent Welch, Deputy Superintendent Carbone, and Executive Director Lowe presented a comprehensive analysis of state accountability results, MCAS performance, student growth percentiles (SGP), and ACCESS testing for Multilingual Learners (MLs).

1. State Accountability Overview:

Salem earned the state designation of **"Substantial Progress Toward Targets"** with a 51st criterion-referenced percentile overall.

Bates, Collins Middle, Horace Mann, and Witchcraft Heights also achieved the "Substantial Progress" distinction individually.

Chronic Absenteeism: Chronic absenteeism dropped to 16.8%, putting Salem below the state average and second-lowest among all 26 Gateway Cities.

Advanced Coursework: Over 81% of 11th and 12th graders passed AP or Early College courses, placing Salem near the top among Gateway Cities.

2. Gateway City Benchmarks (Grades 3-8 & Grade 10):

Grades 3-8 ELA: 30% met/exceeded expectations (ranked 7th out of 26 Gateway Cities, tied with Methuen and Peabody; 10 points behind state average of 40%).

Grades 3-8 Math: 25% met/exceeded expectations (ranked 13th out of 26 Gateway Cities, tied with Worcester; 16 points behind state average of 41%).

Grades 5 & 8 Science: 30% met/exceeded expectations (ranked 4th out of 26 Gateway Cities, tied with Westfield; 11 points behind state average of 41%).

Grade 10 Rankings: ELA ranked 7th (43% proficient); Math ranked 4th (32% proficient); Science ranked 4th.

3. Deep-Dive Findings & Subgroup Disproportionality:

Disproportionality & Subgroups: Severe performance gaps persist for low-income students, students with disabilities, English learners, and high-needs students across all grade levels.

Lowest Performer Growth Floor: In Grade 10 ELA, lowest-performing students had an SGP of only 26.9. In Grade 10 Math, while the overall group SGP was ~70, the lowest-performing subset registered an SGP of only 20.6, indicating that the students furthest behind are growing at the slowest rates.

Writing / Idea Development: Early progress was shown in Grades 3-5 (reducing 0s and 1s) and Grade 7 (notable jump in 3.5-5 scores). Grade 10 writing scores declined, coinciding with higher participation in advanced coursework.

ACCESS for ELLs: 48% of Salem MLs met progress targets (outperforming the state average of 46%). Year-over-year comparison is cautioned due to WIDA 2020 standard alignment updates.

4. Priority Initiatives & Action Plan:

Daily Instructional Cycle: Focus on rigorous grade-level content, high cognitive demand, avoiding over-scaffolding, and ensuring active learning in every class every day.

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- **Tier 1 & Tier 2 Coherence:** Aligning intervention work directly to core classroom instruction, using pre-teaching and just-in-time prerequisite skill support (e.g., Eureka Math Catalyst).
- **High-Quality Tools:** Implementing a K-5 Writing Toolkit and structured literacy pathways.
- **Targeted Walkthroughs:** Conducting 3 rounds of structured walkthroughs (~100 classrooms per round) to evaluate instructional practice and provide immediate feedback.
- **Systemic Bottlenecks:** Central office commitment to address "boosters and blockers" identified in School Improvement Plans.

5. Committee Discussion & Feedback:

- **Member Cornell:** Expressed concern regarding low expectations and over-scaffolding for vulnerable students. Highlighted that the current 10th-grade cohort endured extreme disruption (5 principals in 5 years between middle and high school) and stressed tracking cohort human stories behind numbers.
- **Member Byas:** Asked for concrete examples of in-classroom vs. out-of-classroom support. Ms. Lowe detailed small-group pre-teaching routines in early literacy and Eureka Math Catalyst modules.
- **Member Miranda:** Inquired about dual-language outcomes at Bentley Academy (75% high-needs population) and immediate pivoting mechanisms. Deputy Superintendent Carbone and Member Cornell noted MCAS is not pedagogically aligned with dual-language models. Staffing turnover (3-year visas for international teachers from Spain/DR teaching 4 subjects) was identified as a major structural bottleneck requiring HR/union collaboration.

VII. Financial & Operations Update

Assistant Superintendent Elizabeth Pauley presented operational updates:

- **Grants Update:** As of late September, the district has secured $11,329,340 in federal, state (DESE), entitlement, competitive, and private grants, putting Salem on pace with previous fiscal years. A full FY27 grant/budget outlook will be presented in late fall.
- **Transportation:** Addressing route crowding and structural challenges on mini/large buses in partnership with NRT and Haley. Reinforcing student bus card "tap-on / tap-off" protocols to capture accurate ridership data.
- **Food & Nutrition Services:** Celebrating Hispanic Heritage Month with special culturally reflective menus (tamales, quesadillas, burrito bowls with local Mexican corn). October is Farm-to-School Month, with 50% of food locally sourced. Back-of-house composting is active across all 8 kitchens; front-of-house cafeteria composting (partnered with Black Earth) is live at Salem High, Collins, Horace Mann, and Sarah Parker Remond, with a goal of 100% cafeteria rollout by the end of the school year.
- **National School Lunch Week:** Invited committee members and local guest servers to join lunch service next week.

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Bus Camera Enforcement (Member Stot Request): Member Stot requested a public update on the status of automated school bus stop-arm camera enforcement under the state law passed last year. Administration committed to providing an update.

VIII. Subcommittee Reports, Motions & Announcements

Subcommittee Reports: None.
Newsletter Items: MCAS summary report will be consolidated for approval at the next meeting.

IX. Adjournment

Motion: To adjourn the meeting.
Moved by: Member Cornell | **Seconded by:** Member Hoffman
Vote (Roll Call): Member Miranda: Yes; Member Stot: Yes; Member Byas: Yes; Member Cornell: Yes; Member Hoffman: Yes; Member Manning: Yes; Chair: Yes. **Motion passed 7-0.**
The meeting was adjourned.

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SALEM PUBLIC SCHOOLS
Where belonging leads to opportunity.

2026-2029 Strategic Plan and Innovation Agenda: **Readying the System Metrics**

School Committee Presentation

October 19, 2026

Our Charge

- Build a **10-year vision and agenda for innovation** for the Salem Public Schools that will position our students for 2036 and beyond

- Develop a new 3-year **strategic plan** that will plant the seeds to start us on our way



10-Year Innovation Agenda and Strategic Planning Timeline



Innovation Cabinet
- Recruitment and Committee launch
- Shared learning
- Executive Team and leadership team meetings
- Generate ideas to inform innovation vision

Stakeholder Engagement
- Design Day (3/14)
- Stakeholder surveys
- Focus groups
- Executive Team and leadership team meetings

Plan Development
- Continued engagement
- Feedback Analysis
- Develop Vision & Innovation Agenda
- Draft strategic plan
- Develop metrics

Finalize & Launch
- Develop narrative
- Summer Leadership Institute
- Finalize and design plan
- Create visuals
- Comms planning
- Introduce plan

Readying the System
- Launch new plan
- Work internally to collaboratively advance the innovation agenda and ready the system

The IAC met monthly from November 2025-June 2026

A goal without regular monitoring is an aspiration. A goal we measure, examine, and act upon becomes a commitment.

Pillar	Strategy	Metrics
	1.1 **Implement** Salem's Instructional Vision to cultivate a love of learning in all students as they become independent, self-directed learners.	**Improve Foundational Educational Experiences for All Students** • Increase % of classrooms with 80% or higher student engagement • Increase % of CPPI classes scoring 6+ on the CLASS assessment • Increase % of 3rd graders proficient on MCAS ELA
	1.2 **Provide** all students with high-quality, engaging and relevant learning experiences.	**Reduce Learning Loss and Maintain Proficiency Levels** **Achievement** • Increase % of students proficient on MCAS • Increase % of students who achieve their individual performance progress targets **Growth** • Increase SGP to 60 for all students including lowest performing and high needs students **Increase Performance on Key Academic Benchmarks** • Decrease % of students who are scoring 2 ≤ on idea development (MCAS writing) • Increase % of 9th graders who pass Algebra 1
	1.3 **Enhance** the student experience to cultivate curiosity and prepare all learners for college and careers after high school.	**Increase 4-year High School Graduation Rate** **Increase Post-Secondary Planning** • Increase % of graduating seniors planning to attend college who complete and submit their college acceptance/rejection outcomes • % of students who choose to pursue a post-secondary career option and earn an industry recognized credential • Increase % of graduating seniors who are accepted to a postsecondary institution and confirm their enrollment/deposit **Increase Post-Secondary Persistence** • Increase % of SPS graduates who were accepted to a 2-year or 4 year college (or credentialed program) and who persist through the end of their first year.
	1.4 **Infuse** wellness, joy and identity into each day for every student.	• % of students who respond favorably to climate survey questions, disaggregated by subgroup • *TBD metrics on non-academic competencies in the portrait of a graduate*
	2.1: **Cultivate** a diverse educator workforce and pipeline that reflects the culture, languages, and lived experiences of our students and community.	• Increase the percentage of teachers and staff of color at each school
	2.2 **Develop** leadership practices that foster continuous growth, instructional coherence, and high expectations for all learners.	• Educators who meet their annual student learning goals
	2.3 **Build** Salem Public Schools into a system where educators want to work, stay, grow, and lead.	• Improve staff and teacher retention with a focus on subgroup trends

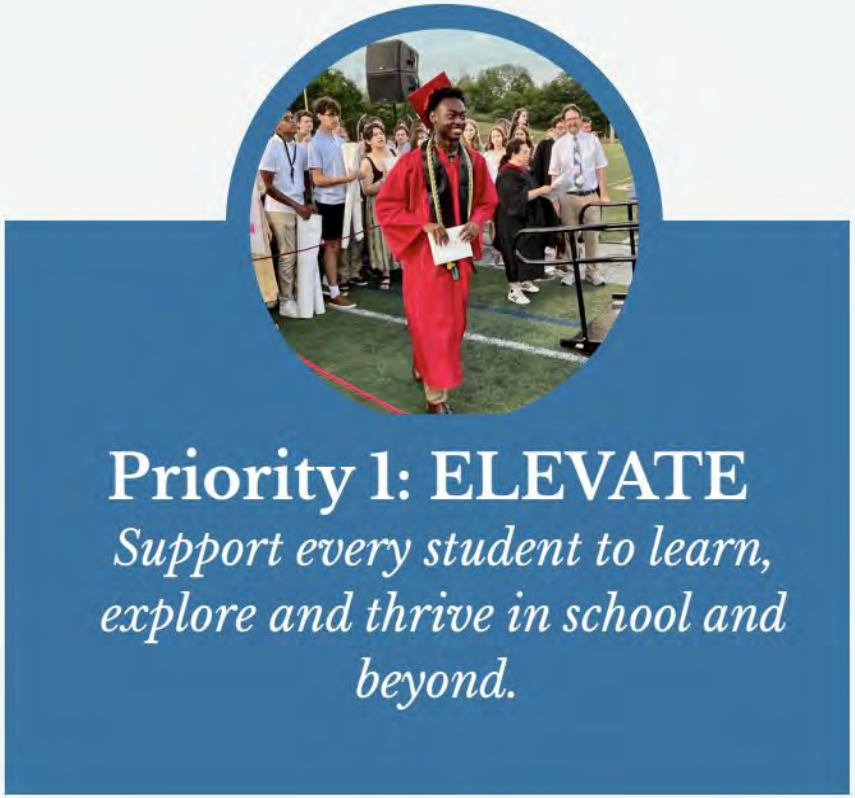
ELEVATE Metrics (1/3)

Metric 1 - Improve Foundational Educational Experiences for All Students

Metric 2 - Increase % of students proficient on MCAS

Metric 3 - Reduce learning loss and maintain proficiency levels

Metric 4 - Increase SGP to 60 for all students including lowest performing and high needs students



ELEVATE Metrics (2/3)

Metric 5 - Increase performance on key academic benchmarks

Metric 6 - Increase 4-year high school graduation rate

Metric 7 - Increase post-secondary planning

Metric 8 - Increase post-secondary persistence



Priority 1: ELEVATE

Support every student to learn, explore and thrive in school and beyond.

ELEVATE Metrics (3/3)

Metric 9 – *TBD metrics for assessing non-academic competencies of the Portrait of a Graduate*



EMPOWER Metrics

Metric 1 - Increase the percentage of teachers and staff of color at each school/department

Metric 2 - Educators who meet their annual student learning goals

Metric 3 - Improve staff and teacher retention with a focus on subgroup trends



BELONG Metrics

Metric 1 - Decrease risk ratios for student subgroups

Metric 2 - Decrease chronic absenteeism of students and educators

Metric 3 - Increase self-reported student, teacher and family sense of belonging

Metric 4 - Increase favorable responses on community survey



STRENGTHEN Metrics

Metric 1 - Increase favorable responses on central office & staff/teacher climate surveys

Metric 2 - Increase favorable responses on professional development survey

Metric 3 - *TBD but related to: developing systems for measuring "future readying" the system and innovation*

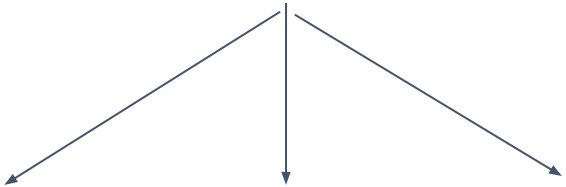


We cannot wait until the end of the year to discover whether we are making progress. We must monitor, respond, and adjust while there is still time to make a difference.

Next Steps:

Monitoring before the end of the year using interim targets.

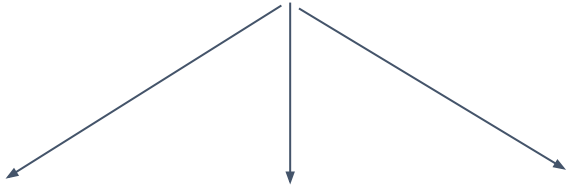
Metric	Year 1 Goal	Year 2 Goal	Year 3 Goal



Interim Targets		
November	February	July

An Example

Metric	Year 1 Goal
Increase the % of students M/E expectations on the ELA MCAS	Increase proficiency from 28% to 34%



Interim Targets		End of Year Target
November: ELA STAR proficiency ≥ 31%	**February:** ELA STAR proficiency ≥ 34%	**July:** ELA STAR proficiency ≥ 37%

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Questions & Discussion

Pillar	Strategy	Metrics
	1.1 **Implement** Salem's Instructional Vision to cultivate a love of learning in all students as they become independent, self-directed learners.	**Improve Foundational Educational Experiences for All Students** ● Increase % of classrooms with 80% or higher student engagement ● Increase % of CPPI classes scoring 6+ on the CLASS assessment ● Increase % of 3rd graders proficient on MCAS ELA
	1.2 **Provide** all students with high-quality, engaging and relevant learning experiences.	**Reduce Learning Loss and Maintain Proficiency Levels** **Achievement** ● Increase % of students proficient on MCAS ● Increase % of students who achieve their individual performance progress targets **Growth** ● Increase SGP to 60 for all students including lowest performing and high needs students **Increase Performance on Key Academic Benchmarks** ● Decrease % of students who are scoring 2 ≤ on idea development (MCAS writing) ● Increase % of 9th graders who pass Algebra 1
	1.3 **Enhance** the student experience to cultivate curiosity and prepare all learners for college and careers after high school.	**Increase 4-year High School Graduation Rate** **Increase Post-Secondary Planning** ● Increase % of graduating seniors planning to attend college who complete and submit their college acceptance/rejection outcomes ● % of students who choose to pursue a post-secondary career option and earn an industry recognized credential ● Increase % of graduating seniors who are accepted to a postsecondary institution and confirm their enrollment/deposit **Increase Post-Secondary Persistence** ● Increase % of SPS graduates who were accepted to a 2-year or 4 year college (or credentialed program) and who persist through the end of their first year.
	1.4 **Infuse** wellness, joy and identity into each day for every student.	● % of students who respond favorably to climate survey questions, disaggregated by subgroup ● *TBD metrics on non-academic competencies in the portrait of a graduate*
	2.1: **Cultivate** a diverse educator workforce and pipeline that reflects the culture, languages, and lived experiences of our students and community.	● Increase the percentage of teachers and staff of color at each school
	2.2 **Develop** leadership practices that foster continuous growth, instructional coherence, and high expectations for all learners.	● Educators who meet their annual student learning goals
	2.3 **Build** Salem Public Schools into a system where educators want to work, stay, grow, and lead.	● Improve staff and teacher retention with a focus on subgroup trends

	3.1. **Create** and **sustain** inclusive, joyful school communities where everyone is known, seen, and supported.	● Decrease Risk Ratios for student subgroups ● Decrease Chronic Absenteeism for students and educators
	3.2. **Collaborate** with members of the community to build a culture that enables all families, students and caregivers to be heard, connect, take action and lead.	● Increase self-reported student, teacher, and family sense of belonging
	3.3 **Build** community connection and commitment to the Salem Public Schools.	● Increase favorable responses on Community Survey
	4.1 **Develop, sustain and grow** clear, coherent and responsive internal systems to advance ongoing innovation districtwide.	● Increase favorable responses on Central Office & Staff/Teacher Climate Surveys
	4.2 **Invest** in the future of Salem Public Schools to enable continuous improvement and innovation.	● Increase favorable responses on Professional Development Survey
	4.3 **Build** a districtwide culture of continuous growth through relevant professional learning and meaningful feedback.	● *TBD metrics related to developing systems for measuring "future readying" the system and innovation*

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Superintendent

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October 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, October 15th** and reviewed:
  - Milestone Review Schedule: on track
  - Design Development Process: updates from the design team
  - Finance Working Group: update
  - Litigation update: the City was notified on October 1st of the new hearing date scheduled for **Thursday October 22nd** at 2:00 pm in Salem Superior Court. The hearing will review the city's Motion to Dismiss the litigation regarding the High School debt exclusion vote.

- **Upcoming Meetings:**
  - **Thursday, November 19th** from 6-8 pm (School Committee Chambers, CMS)
  - **Thursday, December 17th** from 6-8 pm (School Committee Chambers, CMS)

- Recordings of all meetings and presentations can be found on the Salem High School Building Committee website.