

*Ms. Mary A. Manning*  
*Mr. Manny Cruz*  
*Ms. Amanda Campbell*



*Ms. Beth Anne Cornell*  
*Dr. Kristin Pangallo*  
*Ms. Veronica Miranda*

***Mayor Dominick Pangallo, Chair***

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

DATE POSTED: November 2, 2023

**REGULAR SCHOOL COMMITTEE MEETING**

Notice is hereby given that the Salem School Committee will hold a **Regular School Committee meeting on November 6, 2023 at 7:00p.m.** This meeting will take place in person at 29 Highland Ave., Rm. 227, Salem, MA. You can also join via Zoom using the link below.

**Zoom Link to participate:**

<https://us06web.zoom.us/j/83625757750?pwd=TEdxeW83ZnZVeEJ4RnUzSldBTHVFZz09>

**Passcode: 647012**

**I. Call of Meeting to Order**


**A. Summary of Public Participation Policy (SC 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.*

**B. 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**.

**C. Instructions for Participating in Public Comment**

Should any member of the Salem community wish to participate in public comment during this meeting, please click on the following link to sign up and submit your comment electronically: <https://forms.gle/orwTnZctWdPHKojm6>. A district staff member will be compiling all comments which will be shared with members prior to the end of the public meeting. Comments will also be summarized in the meeting minutes. Please contact Krista Perry at [kperry@salemk12.org](mailto:kperry@salemk12.org) or 617-285-7567 with any questions or to report any technical difficulties you experience.

## **II. Approval of Agenda**

## **III. Approval of Consent Agenda**

- A. Approval of minutes of Regular SC meeting held on October 16, 2023
- B. Approval of Warrants: **10/18/23** - \$13,678.25; **11/2/23** - \$1,009,593.84

## **IV. Public Comment**

See above instructions for participating in public comment.

## **V. Student Showcase - Bentley Academy Innovation School**

## **VI. Superintendent's Report**

- A. Technology Update from Executive Director of Instructional Technology- Marc LeBlanc

## **VII. Student Representative Report**

## **VIII. Action Items: Old Business**

## **IX. Action Items: New Business**

- A. Deliberation and vote on approval to reappoint Dr. James Picone to the Essex Tech School Committee
- B. Deliberation and vote on approval to accept the donation of a 2024 Mustang GT from Ford Motor Company and McGovern Ford of Saugus, MA to the ACE program at Salem High School
- C. Letter received from Salem State students requesting the renaming of Saltonstall School

## **X. Finance & Operations Report**

## **XI. Subcommittee Reports**

- A. Policies for first reading:
  - 2100 Superintendent of Schools - no substantial changes
  - 2101 Administrative Goals - no substantial changes

## **XII. School Committee Concerns and Resolutions**

## **XIII. Adjournment**

Respectfully submitted by,

*Krista Perry*

Executive Assistant to the School Committee & 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.”*

**Sra. Mary A. Manning**  
**Sr. Manny Cruz**  
**Sra. Amanda Campbell**



**Sra. Beth Anne Cornell**  
**Dra. Kristin Pangallo**  
**Sra. Veronica Miranda**

**Alcalde Dominick Pangallo, Preside**

“Conozca sus Derechos según la Ley de Reuniones Abiertas, M.G.L. c.30A § 18-25 y Secciones de Ordenanzas de la Ciudad 2-2028 hasta 2-2033”

FECHA DE PUBLICACIÓN: 2 de noviembre de 2023

**REUNIÓN REGULAR DEL COMITÉ ESCOLAR**

Por la presente se notifica que el Comité Escolar de Salem celebrará una reunión **regular del Comité Escolar el 6 de noviembre de 2023 a las 7:00 p.m.** Esta reunión se llevará a cabo en persona en 29 Highland Ave., Rm. 227, Salem, MA. También puede unirse a través de Zoom utilizando el enlace de abajo.

Haga clic en el enlace a continuación para unirse al seminario web:

<https://us06web.zoom.us/j/83625757750?pwd=TEdxeW83ZnZVeEJ4RnUzSldBTHVFZz09>

Contraseña: [647012](#)


**I. Convocatoria a la Sesión Abierta**

**a. Resumen de la Política de Participación Pública (SC Política #6409)**

*Lectura en voz alta: El Comité Escolar de Salem desea escuchar al público sobre temas que afectan al distrito escolar y que están dentro del alcance de las responsabilidades del Comité. Se ofrecerá 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.*

**b. Interpretación al español en vivo**

La interpretación al español se provee en todas las reuniones del Consejo Escolar Regular. Para escuchar estas reuniones con la interpretación al español, por favor vea las instrucciones de abajo:

1. Pulse en **Interpretation** .
2. Pulse en **Spanish**
3. (Opcional) Para escuchar la lengua interpretada solamente, pulse **Mute Original Audio**.

**c. Instrucciones para Participar en el Comentario Público**

Si cualquier miembro de la comunidad de Salem desea participar en el comentario público durante esta reunión, por favor pulsar en el enlace de abajo para registrarse y someter su comentario electrónicamente: <https://forms.gle/orwTnZctWdPHKojm6>. Un miembro del

*Sra. Mary A. Manning  
Sr. Manny Cruz  
Sra. Amanda Campbell*



*Sra. Beth Anne Cornell  
Dra. Kristin Pangallo  
Sra. Veronica Miranda*

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personal reunirá todos los comentarios que serán compartidos con los miembros antes de finalizar la reunión pública. Los comentarios también serán resumidos en las minutas de la reunión. Por favor, póngase en contacto con Krista Perry en [kperry@salemk12.org](mailto:kperry@salemk12.org) o en el 617-285-7567 si tiene alguna pregunta o para informar de cualquier dificultad técnica que experimente.

**II. Aprobación de la Agenda**

**III. Aprobación de la Agenda Consensuada**

- a. Aprobación del acta de la reunión regular del SC celebrada el 16 de octubre de 2023
- b. Aprobación de las órdenes de pago: **18 de octubre de 23** - \$13,678.25; **2 de noviembre de 2023** - \$1,009,593.84

**IV. Comentario Público**

Favor de ver arriba para instrucciones sobre cómo participar en los comentarios públicos.

**V. Exhibición de los estudiantes- Bentley Academy Innovation School**

**VI. Reporte del Superintendente**

- a. Actualización tecnológica del Director Ejecutivo de Tecnología Educativa- Marc LeBlanc

**VII. Reporte de la Estudiante Representativa**

**VIII. Elementos de Acción: Asuntos Antiguos**

**IX. Elementos de Acción: Asuntos Nuevos**

- a. Deliberación y votación sobre la aprobación para volver a nombrar al Dr. James Picone para el Comité Escolar de Essex Tech
- b. Deliberación y votación sobre la aprobación para aceptar la donación de un 2024 Mustang GT de Ford Motor Company y McGovern Ford de Saugus, MA para el programa ACE en Salem High School
- c. Carta recibida de estudiantes de Salem State solicitando el cambio de nombre de la escuela Saltonstall

**X. Reporte de Finanzas y Operaciones**

**XI. Reportes de los Subcomités**

***Sra. Mary A. Manning  
Sr. Manny Cruz  
Sra. Amanda Campbell***



***Sra. Beth Anne Cornell  
Dra. Kristin Pangallo  
Sra. Veronica Miranda***

***Alcalde Dominick Pangallo, Preside***

“Conozca sus Derechos según la Ley de Reuniones Abiertas, M.G.L. c.30A § 18-25 y Secciones de Ordenanzas de la Ciudad 2-2028 hasta 2-2033”

A.Políticas para primera lectura:  
2100 Superintendente de Escuelas - sin cambios sustanciales  
2101 Objetivos administrativos - sin cambios sustanciales

**XII. Inquietudes y Resoluciones del Comité Escolar**

**XIII. Clausura**

Sometido respetuosamente por,

*Krista Perry*

Asistente Ejecutiva del Comité Escolar y del Superintendente

*“Las personas que requieran ayuda auxiliar y servicios para una comunicación eficiente tal como un intérprete de lenguaje de señas, un dispositivo asistente para escuchar, o material impreso en formato digital o una modificación razonable de programas, servicios, políticas, o actividades, puede ponerse en contacto con el Coordinador ADA de la Ciudad de Salem al (978) 619-5630 a la brevedad y no más de 2 días laborales antes de la reunión, programa o evento.”*

**DRAFT**  
**Salem Public Schools**  
**Salem School Committee**  
**Meeting Minutes**  
**October 16, 2023**

On October 16, 2023 the Salem School Committee held its regular School Committee meeting at 7:00 PM using a hybrid model.

**Members Present:** Mayor Dominick Pangallo, Ms. Mary Manning, Dr. Kristin Pangallo, Ms. Beth Anne Cornell, and Mr. Manny Cruz (Mr. Cruz arrives in person at 7:15pm)

**Members Present Virtually:** Ms. Amanda Campbell and Ms. Veronica Miranda

**Others in Attendance:** Superintendent Stephen Zrike, Deputy Superintendent Kate Carbone, Assistant Superintendent Elizabeth Pauley, Ms. Jennifer Doucette-Ly, Ms. Ellen Wingard, and Ms. Natalia Feliz

**Call of Meeting to Order**

Mayor Pangallo calls the meeting to order at 7:00 p.m. and requests a call of attendance. He explained the Public Participation Policy 6409 and also explained the availability of Spanish interpretation.

**Attendance**

Mayor Pangallo recognizes the attendance with members absent and joining virtually. Ms. Manning motions for approval and seconded by Dr. Pangallo.

Ms. Campbell	Present Virtually
Ms. Cornell	Present
Ms. Manning	Present
Dr. Pangallo	Present
Ms. Miranda	Present Virtually
Mayor Pangallo	Present

**Approval of Agenda**

Mayor Pangallo requested a motion to approve the Agenda. Ms. Manning motions for approval and seconded by Dr. Pangallo. A roll call vote is taken.

Ms. Manning	Yes
Ms. Cornell	Yes
Dr. Pangallo	Yes
Ms. Miranda	Yes
Ms. Campbell	Yes
Mayor Pangallo	Yes

Motion Carries 6-0

### **Approval of Consent Agenda**

Mayor Pangallo requested a motion to approve the Consent Agenda. Ms. Manning motions for approval and seconded by Dr. Pangallo. A roll call vote is taken.

Ms. Manning	Yes
Ms. Cornell	Yes
Dr. Pangallo	Yes
Ms. Miranda	Yes
Ms. Campbell	Yes
Mayor Pangallo	Yes

Motion Carries 6-0

### **Public Comment**

Mr. Benjamin Chertok, 21 Bertuccio Ave, notes that the help of all of the Salem Public Schools principles chorus has now been rescheduled to all of the schools district wide. Mr. Chertok also notes the upcoming fall concert featuring the North Shore men. This concert as well as all upcoming concert dates will be forwarded to all the School Committee members.

Ms. Ann Berman, 2101 Cranebrook Way, notes the student scholarship raffle is up and running. This is an escalating raffle. The more tickets sold, the higher the prize gets. Ms. Berman will leave this event flyer with the school committee secretary and will also be sharing with all central office staff as well. This is for the Salem Teachers Union that awards four scholarships to graduating Salem Public School seniors who sit for the AFL exam. This is a great opportunity. Event will be held this Saturday as well as November 4th in the Salem Common.

### **Student Showcase - Collins Middle School**

Mr. Gavin Softic introduces Mr. Greg Beach and some students to present Robotics at Collins Middle School. Mr. Beach notes the core content of the robotics course is engineering, programming, design, and construction. Right now 130 current students are serviced. 6th-8th graders. This is a project-based learning classroom which enables student flipped classroom and workshop models, collaboration, individual work, and mindfulness meditation. Some major projects students have begun are the simple gear train, self-driving car, rescue vehicle, dancing machine, and virtual reality coding, as well as a free build final project. Robotics future plans is a robotics II class for 7th grade featuring sensors and systems, a robotics III for the 8th grade featuring advanced coding and independent projects, and last a generative AI featuring an MIT Media Lab program. The following Collins Middle School students introduce themselves and explain what they had built in class: Xion, 8th grade, notes most proud of programming the car; Gianna, 8th grade, notes most proud of building the car which was challenging but fun; Natasha, 7th grade, most proud to make the robot which was challenging at first but became easier as she went on; Jacob, 8th grade, most proud he built the car with seating; and Zach, 8th grade, notes he programmed the brain.

### **Superintendent's Report**

A. Superintendent's Certificate for Academic Excellence (Strategy 1.1)

Superintendent Dr. Zrike notes this year's Certificate for Academic Excellence award is to Ms. Tilda Rieder. Tilda is recognized as an independent and critical thinker who has not only excelled academically but has applied her enthusiasm to STEM to build community and partnership at SHS. She is a reflective student who thinks globally and acts locally; she frequently challenges herself and her classmates to broaden their vision, expand their views and be open to new ideas and experiences. Tilda continued to find ways to build her knowledge not only Honors and AP courses but through multiple independent studies and college level coursework specifically in the science and technology field. Tilda expanded that knowledge to build a robotics club at SHS with innovation and sustainability to live far beyond her time at Salem High School. Tilda's continued perseverance to build science and technology knowledge that she uses not only for her future goals, but also to grow STEM practices and opportunities at Salem High School has a lasting positive impact.

B. Briefing from Food & Nutrition Services (Strategy 3.1, 4.1, 4.2)

Mr. Irvett Perrin and Ms. Michaela Short presented a briefing from the Food and Nutrition Services. First, the goal is to promote school food as a delicious and nutritious option for students through serving food that is culturally significant. Through food, we center belonging by prioritizing and attending to the mental health and wellness of every student. To align with SPS Strategic Priorities, our goal is to have all staff participate in professional development, promoting students' overall health and wellness, and updating kitchen equipment with a food service infrastructure grant. Some programs offered are the national school breakfast and lunch program, afterschool snack program, fresh fruit and vegetable program, and summer food service program.

Ms. Short notes all Salem Public School students are offered 5 food components daily and weekly. Meals including fruits, vegetables, grains, meats or meat alternatives, and milk. All schools also have an after school snack program available. For the current school year, this department is working with school leaders to expand the After School Snacks Program. Summer Food Service events included the kick off event on July 6th. Collaboration with community partners to create an event to celebrate the beginning of the summer and highlight all summertime nutrition assistance programs available for Salem residents. This year's goals is to increase meal participation, increase local food procurement, engage students and families, invest in new kitchen equipment and staff professional development, and possibly serve dinner at Salem High School.

Mr. Cruz asks if there are any opportunities for students interested in culinary arts to shadow the food services department?

Mr. Perrin notes this is a discussion he would like to revisit with Mr. Souza for future plans. This would not have been possible last year due to the turnover rate in this department and consistent employees.



Ms. Manning notes we should look into having more than one person on staff who has completed the choke safety training course. ]

Dr. Pangallo asks about the average price point for reimbursement and a certain amount on each meal?

Mr. Perrin notes we would want our food cost to be at or below 50% of \$4.08.

Ms. Miranda adds she would like to acknowledge prioritizing student voices and she is grateful of the care that goes into the foods and all of the different cultures.

C. Educator Recognition - Exceptional Latino Educator Award (Strategy 2.1, 2.4)

Dr. Zrike acknowledges Ms. Odillia Smith. Ms. Smith has been a Spanish educator at Collins Middle School for 27 years. Dr. Zrike notes Ms. Smith's commitment to education her at Salem Public Schools. The second educator recognized was Ms. Janet Garcia. Her ongoing commitment to Salem Public Schools and our students.

**Student Representative Report**

Ms. Feliz notes the Student Advisory board is scheduled to meet with Dr. Zrike this Tuesday, October 17th.

**Old Business**

none

**New Business**

A. Deliberation and vote on approval to dispose of outdated and/or defective technology equipment - Dr. Pangallo notes most items are to be disposed of but any items that can be donated will be.

Mr. Cruz asks Mr. LeBlanc where it states stripped for parts, are these parts sent to a certain recycling center? Mr. LeBlanc notes the company SPS works with is the same e-waste company that the City of Salem works with. This company also takes any hard drives through a shredder as well. Motion to approve made by Dr. Pangallo and seconded by Ms. Cornell. A roll call vote is taken.

Ms. Manning	Yes
Ms. Cornell	Yes
Dr. Pangallo	Yes
Ms. Miranda	Yes
Ms. Campbell	Yes
Mr. Cruz	Yes
Mayor Pangallo	Yes
Motion Carries 7-0	

**Finance & Operations Report**

none

**Subcommittee Reports**

none

**School Committee Concerns and Resolutions**

Mayor Pangallo notes Dr. Zrike was celebrated at the Latino’s for Education and Mayor Pangallo would like to recognize Dr. Zrike and his contributions to the Salem school district.

**Adjournment**

Ms. Cornell makes a motion to adjourn and seconded by Mr. Cruz. A roll call vote is taken.

Ms. Manning	Yes
Ms. Cornell	Yes
Dr. Pangallo	Yes
Ms. Miranda	Yes
Ms. Campbell	Yes
Mr. Cruz	Yes
Mayor Pangallo	Yes

Motion Carries 7-0

Meeting adjourned at 9:10PM.

Respectfully submitted by,

*Krista Perry*

Executive Administrative Assistant to the School Committee & Superintendent



# 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

To: Salem School Committee  
From: Stephen Zrike  
Re: **Bentley School Student Showcase**  
Date: November 6, 2023

To conclude their first math unit in Eureka Squared, Bentley third graders were asked to show their understanding of two key properties of multiplication, the commutative property and the distributive property. Students used various models and strategies taught throughout the unit and included key vocabulary such as factor and product to explain their thinking. Students will be explaining and showing their understanding in both English and Spanish at Monday's School Committee meeting. Thank you for welcoming our students!



[www.salemk12.org](http://www.salemk12.org)



[@SalemSchoolsk12](https://twitter.com/SalemSchoolsk12)



[@SalemPublicSchools](https://www.facebook.com/SalemPublicSchools)



**SALEM**  
PUBLIC SCHOOLS  
*Where belonging leads to opportunity.*

# Technology Plan 2023-2026

Department of Instructional Technology

Presented by

*Marc LeBlanc*  
*Executive Director of Instructional Technology*





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# Technology Plan Development

# Core Priorities of the Salem Public Schools 2023-2026 Strategic Plan

## Priority 1: Elevate Learning

*Build and maintain a district-wide culture of universally high academic expectations for every learner.*

- 1.1 Accelerate academic achievement for all students.
- 1.2 Integrate social and emotional learning supports across the curriculum and school day.
- 1.3 Dramatically increase access to high-quality education opportunities by expanding and strengthening the district and community's early childhood and elementary education programming. (PreK-5).
- 1.4 Enhance, modernize and strengthen the secondary school experience (grades 6-12) to ensure every student has access to rigorous learning aligned to Salem's Portraits of a Middle and High School Graduate.



## Priority 2: Empower Educators

*Make the Salem Public Schools an inclusive district where student-centered, innovative and highly-effective educators want to work, grow and stay.*

- 2.1. Attract, grow and develop excellent, committed educators who reflect the values and diversity of the community.
- 2.2. Engage educators in high-quality professional learning designed to strengthen instruction and prepare them to meet the needs of all students.
- 2.3. Provide constructive, actionable, formal and informal feedback.
- 2.4. Offer equitable incentives to entice talented educators to choose to stay and grow in the Salem Public Schools.



## Priority 3: Center Belonging

*Build joyful, welcoming and supportive school communities.*

- 3.1. Prioritize and attend to the mental health and wellness of every student.
- 3.2. Cultivate supportive, culturally-sustaining and anti-racist learning environments.
- 3.3. Provide opportunities to celebrate our cultural wealth and inspire all students to explore, learn and grow.
- 3.4. Elevate the voices of students, parents and families to tap into their funds of knowledge



## Priority 4: Strengthen our Foundation

*Develop consistent, reliable, sustainable systems and structures to disrupt inequities and support the work of the district.*

- 4.1. Review and strengthen all of the district's policies and systems with a focus on promoting social justice and equity.
- 4.2. Fully integrate practices and guidelines district-wide to build efficiencies and optimize impact.
- 4.3. Maintain, update and modernize all of the SPS buildings and facilities.



# Core Priorities of the Salem Public Schools 2023-2026 Strategic Plan

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# Core Priorities of the Salem Public Schools 2023-2026 Strategic Plan

## Priority 1: Elevate Learning

1.1  
Accelerate academic achievement for all students



## Priority 2: Empower Educators

2.2  
Engage educators in high-quality professional learning designed to strengthen instruction and prepare them to meet the needs of all students



## Priority 3: Center Belonging

3.4  
Elevate the voices of students, parents and families to tap into their funds of knowledge and encourage them to take action and lead.



## Priority 4: Strengthen our Foundation

4.2  
Fully integrate practices and guidelines district wide to build efficiencies and optimize impact.



# SPS IT Mission and Vision

*Salem Public School's Instructional Technology team believes in using technology to **foster independence** in learners as they access new knowledge and acquire the essential skills needed for life beyond the classroom. We believe that technology is an **essential tool** for enhancing teaching and learning through **engaging lesson design and data-informed practices**, and strive to support its use by educators and administrators as they **focus on our students' growth**. We believe that **families should have access to resources and communication tools** in support of their student's education.*



**STUDENTS** have the appropriate skills and independent, equitable access to the information they need for current and future success



**EDUCATORS** have clear pathways to the information and tools needed to create innovative high-rigor tasks for students

**FAMILY AND COMMUNITY** members have access to technology training and resources in support of their students' learning



**DATA** is accurate, accessible, comprehensible and can be utilized for transparency in decision making, all while maintaining appropriate confidentiality

# Salem Public Schools Technology Plan 2023-2026

# SPS IT Core Priorities



Priority 1: Elevate Learning

1.1  
Accelerate academic achievement for all students



Students	
<p><i>Students have the appropriate skills and independent, equitable access to the information they need for current and future success</i></p> <p><b>1</b></p>	Develop and deploy a vertically aligned set of technology competencies which are embedded in the current content curriculum maps.
	Provide all students with well-functioning and up-to-date technology that allows access to curriculum materials and assessment platforms
	Ensure that all learning spaces have robust Internet access for instruction

Priority 2: Empower Educators

2.2

Engage educators in high-quality professional learning designed to strengthen instruction and prepare them to meet the needs of all students



Administrators and Educators	
<i>2</i> <i>Educators have clear pathways to the information and tools needed to create innovative, high-rigor tasks for students</i>	Provide a well-designed, dynamic collection of educator technology competencies and corresponding learning pathways for teachers and administrators to select from when setting the professional technology goals for their schools
	Provide support and tools to educators and administrators in their learning via coaching, 1:1 and group training, and just-in-time (JIT) training

## Family and Community

*Family and community members have access to technology training and resources in support of their students' learning* 3

Provide multi-modal training and resources for families and community members to develop proficiency with technology platforms used by students

Work with existing community partners to co-develop a needs assessment and action plan to further strengthen quality technology outreach to families and community members

### Priority 3: Center Belonging

#### 3.4

Elevate the voices of students, parents and families to tap into their funds of knowledge and encourage them to take action and lead.



Priority 4: Strengthen our Foundation

4.2 Fully integrate practices and guidelines district wide to build efficiencies and optimize impact.



Data Informed	
<p><i>Data is accurate, accessible, comprehensible, and can be utilized for transparency in decision making, all while maintaining appropriate confidentiality</i></p> <p><b>4</b></p>	Create a self-service data aggregate system for educators and leaders to access pertinent holistic student information
	Organize a clear and predictable data strategy that reports on district initiatives and provides analysis
	Establish a data governance protocol to improve data accuracy while maintaining appropriate confidentiality



# Essential Resources



# Proposed 3 Year Budget Estimates

2024 - 2025	Equipment	Approximate Cost
Elementary Student Hardware	Kindergarten & 1st Grade Chromebooks	440 per unit \$341,000
Middle Student Hardware	Specials / Multilingual Learner and Special Educations Chromebooks	325 per unit \$74,750
High School Student Hardware	Incoming 9th Grade Chromebooks	440 per unit \$154,000
Educator Hardware	220 Educator Chromebooks	650 per unit \$143,000
Classroom Hardware	Classroom displays (WHES/BAIS)	2500 per unit \$162,500
<b>Yearly Total</b> Based on estimated enrollment totals and current costs		<b>\$736,650</b>

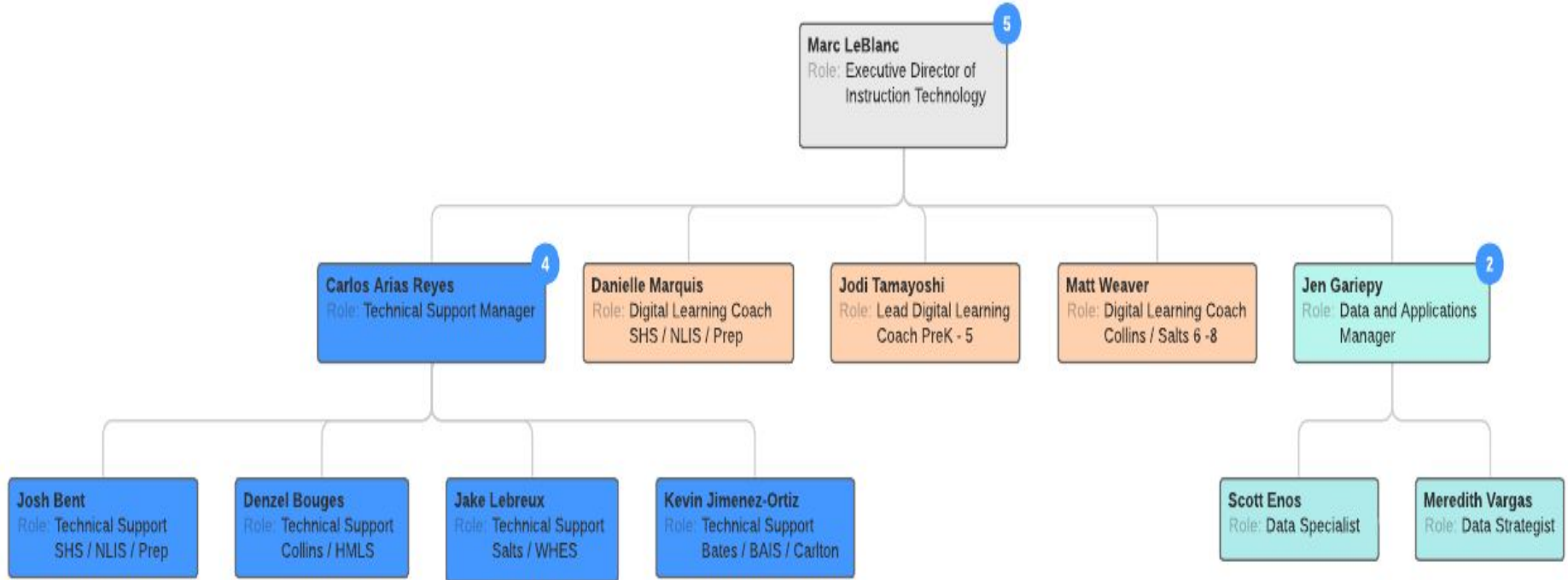
# Proposed 3 Year Budget Estimates

2025 - 2026	Equipment	Approximate Cost
Elementary Student Hardware	2nd and 3rd Grade Chromebooks	325 per unit \$260,000
Middle Student Hardware	8th Grade Chromebooks	325 per unit \$104,000
High School Student Hardware	Incoming 9th Grade Chromebooks	440 per unit \$154,000
Educator Hardware	220 Educator Chromebooks	650 per unit \$143,000
Classroom Hardware	Classroom displays (Carlton/HMLS)	2500 per unit \$115,000
<b>Yearly Total</b> Based on estimated enrollment totals and current costs		<b>\$767,000</b>

# Proposed 3 Year Budget Estimates

2026 - 2027	Equipment	Approximate Cost
Elementary Student Hardware	4th and 5th Grade Chromebooks	325 per unit \$260,000
Middle Student Hardware	7th Grade Chromebooks	325 per unit \$104,000
High School Student Hardware	Incoming 9th Grade Chromebooks	440 per unit \$154,000
Educator Hardware	220 Educator Chromebooks	650 per unit \$143,000
Classroom Hardware	Classroom displays (Bates/Salts)	2500 per unit \$87,500
<b>Yearly Total</b> Based on estimated enrollment totals and current costs		<b>\$748,500</b>

# Current Organizational Chart



# Future Personnel Opportunities

- Potential involvement of library spaces, time block and personnel for technology teaching and tier one support
- Rethinking of the role of Digital Learning Coach and what this looks like in a post COVID-19 education landscape
- Strategizing support of applications and data integrations as more resources become digital and data access becomes a premium commodity



# Goals and Related Action Steps



## Students

1

*Students have the appropriate skills and independent, equitable access to the information they need for current and future success*

<p>Develop and deploy a <b>vertically aligned set of technology competencies</b> which are embedded in the current content curriculum maps</p>	<ul style="list-style-type: none"><li>● Review existing state standards and choose priority standards</li><li>● Create a scope and sequence</li><li>● Review existing maps and choose alignment potentials</li><li>● Meet with coaches for feedback</li><li>● Create lessons</li><li>● Create 1-pager for principals with “look-fors”</li><li>● Plan a year long review with observation and data collection</li><li>● Consider report card options</li></ul>
<p>Provide all students with <b>well-functioning and up-to-date technology</b> that allows access to curriculum materials and assessment platforms</p>	<ul style="list-style-type: none"><li>● Establish a replacement cycle for student devices at all grade levels</li><li>● Determine key functions each student device must have</li><li>● Develop a budget line to reliably keep up with replacement cycle</li></ul>
<p>Ensure that <b>all learning spaces have robust Internet</b> access for instruction</p>	<ul style="list-style-type: none"><li>● Perform school-wide evaluation of WiFi in all learning spaces</li><li>● Identify where Internet is less than adequate</li><li>● Engage with the network team to plan for upgrades where needed</li></ul>



## Administrators and Educators

### 2 *Educators have clear pathways to the information and tools needed to create innovative, high-rigor tasks for students*

Provide a **well-designed, dynamic collection of educator technology competencies and corresponding learning pathways** for teachers and administrators to select from when setting their professional technology goal

- Develop admin and educator tech competencies and goals based on an annual data collection on admin and educator technology needs and interests
- Establish an annual evaluation of district needs based on new or sunseting technology subscriptions
- Incorporate changes to industry technology expectations

Provide **support and tools to educators and administrators in their learning** via coaching, 1:1 and group training, and just-in-time (JIT) training

- Establish a replacement cycle for administrator and staff devices, including classroom technology
- Inventory and maintain subscriptions of online productivity and professional management tools
- Add appropriate funding to accomplish the above investment items
- Develop learning modules that will support admin and educator learning goals

## Family and Community

3

*Family and community members have access to technology training and resources in support of their students' learning*

Provide **multi-modal training and resources for families and community members** to develop proficiency with technology platforms used by students

- Review existing resources and identify gaps in our existing technology trainings.
- Revise existing trainings to make them relevant and consistent.
- Develop a survey for FEFs to identify technology needs and trainings
- Create new resources and/or live training opportunities based on results
- Identify and develop technology competencies and training for FEFs

Work with existing community partners to co-develop a needs assessment and action plan to further strengthen **quality technology outreach to families and community members**

- Develop relationships with community partners and community members in an effort to identify technology training needs within Salem
- Collect data and perform outreach via surveys, attendance at school and city events
- Build skills training program that supports the work of community partners

# Data Management

**4** *Data is accurate, accessible, comprehensible, and utilized for transparency in decision making; all while maintaining appropriate confidentiality*

Create a **self-service data aggregate system** for teachers and leaders to access pertinent holistic student information

- Establish the features needed for a successful warehousing of data
- Identify data points for matching district initiatives and connect data sources to the data warehouse
- Provide the vendor with specifications for data visualization
- Test specifications with a small stakeholder group, for feedback and adjustments
- Define permissions for user roles in accordance with data governance protocol
- Provide guidance and professional development for all users for self service data access
- Collect ongoing feedback for next iteration

Organize a **clear and predictable data strategy** that reports on district initiatives and provides analysis

- Prepare a calendar based on the district strategic plan, and input from leadership stakeholders
- Refine the process for the collection and delivery of data requests with criteria for data analysis
- Explore standardized formatting options for data visualization
- Present data product to stakeholder for feedback, revisions and follow-ups

Establish a **data governance protocol** to improve data accuracy while maintaining appropriate confidentiality

- Identify all SIS data points and entry process
- Implement tools to automate data eliminating human error where practical
- Develop a list of standard operating procedures that show which parties are responsible for initial data entry, data changes and auditing
- Create activity change reports for auditing and review data entry practices and revisions on a regular basis
- Define permissions for user roles for use in all data systems
- Form a data advisory group consisting of stakeholders, at both district and school levels to guide all areas of data systems and structures

Metric	EOY 2024	EOY 2025	EOY 2024
At least 70% of families report confidence that their child is continuing to learn and succeed in school. <i>(Panorama parent survey - to be developed)</i>	50%	60%	70%
Increase annual teacher well being and belonging composites to 68% for well-being and 75% for belonging. <i>(Panorama staff survey)</i>	60% / 70%	64% / 73%	68% / 75%
Reduce district-wide chronic absenteeism to 18% and reduce dropout rate to 2% (Attendance data)	20% / 3%	19% / 2.5%	18% / 2%
60% of staff report that they have adequate access to the materials and information they need to be effective in their jobs. (To be added to Panorama)	50%	55%	60%

# Questions?





**CITY OF SALEM, MASSACHUSETTS**

Dominick Pangallo  
Mayor

Office of the Mayor

November 1, 2023

Salem School Committee  
29 Highland Avenue  
Salem, MA 01970

Dear colleagues,

I am pleased to reappoint Dr. James Picone as Salem's representative on the Essex North Shore Agricultural and Technical School Committee.

Dr. Picone has ably served as our community's representative since March 2018. He continues to be a strong voice for Salem on the committee, bringing his own expertise and background to the role, as well as his steadfast dedication to our community.

Pursuant to the by-laws of the Essex North Shore Agricultural and Technical School District, this appointment requires a ratification by the Salem School Committee. A ratification vote has been placed on the agenda for our November 6, 2023, regular meeting. I am happy to recommend ratification of Dr. Picone's reappointment.

Sincerely,

Dominick Pangallo  
Mayor



Ford Automotive Career Exploration (ACE) Program

FORD TRAINING EQUIPMENT DONATION AGREEMENT

This EQUIPMENT Donation Agreement ("Agreement"), entered into this , is by and between Ford Motor Company ("FORD"), whose address is 1555 Fairlane Drive, Allen Park, Michigan 48101, and ("SCHOOL") whose address is

RECITALS

- A. FORD is willing to donate to SCHOOL certain EQUIPMENT as defined below, in support of SCHOOL's automotive training in the FORD Automotive Career Exploration (ACE) Program.
B. SCHOOL is willing to receive the EQUIPMENT and use it for the purpose and in accordance with the terms and conditions of this Agreement.

NOW, THEREFORE, for the good and valuable consideration, the sufficiency of which is hereby acknowledged, the parties hereto agree as follows:

TERMS & CONDITIONS

- 1. "EQUIPMENT" shall mean complete vehicles, production sub-assemblies of vehicles (for example, but not specifically engines, transmissions, etc.), or other production items to support an automotive training program (for example, but not specifically VCMs, tools specific to FORD vehicles, etc.) as identified below:

Table with 3 columns: Part Number/VIN, Description, Quantity. The table is currently empty.

- 2. Donation.
(a) FORD hereby donates the EQUIPMENT specified above to SCHOOL, to be held and used by SCHOOL or its designees in accordance with the terms and conditions of this Agreement:
(b) All intellectual property including any trademarks and tradenames owned by FORD, including but not limited to intellectual property, trademarks and tradenames incorporated in or on the EQUIPMENT ("INTELLECTUAL PROPERTY") are, and will remain the exclusive property of FORD. SCHOOL shall not take any action that jeopardizes the INTELLECTUAL PROPERTY, and shall acquire no licenses or any other rights in the INTELLECTUAL PROPERTY. SCHOOL acknowledges and agrees that nothing in this Agreement shall be construed to be an assignment of any rights in any of Ford INTELLECTUAL PROPERTY, and that it will not assign, sublicense, transfer, or otherwise convey its rights or obligations under this Agreement.

- (c) **ALL EQUIPMENT IS USED. SCHOOL AGREES THAT THE EQUIPMENT IS BEING DONATED IN "AS IS" CONDITION AND FORD DISCLAIMS ANY AND ALL EXPRESS AND IMPLIED WARRANTIES.**
3. Location; Risk of Loss. Upon execution of this Agreement and upon delivery of the EQUIPMENT to SCHOOL, the EQUIPMENT shall become the property of SCHOOL, and SCHOOL shall bear the risk of loss of and damage to the EQUIPMENT and/or any personal injury (including death) or property damage caused by SCHOOL's use of the Training EQUIPMENT, in each case including loss or damage that occurs despite SCHOOL's or FORD's exercise of reasonable care.
  4. FORD expressly disclaims, and SCHOOL expressly releases FORD from any and all liability associated with the EQUIPMENT.
  5. Taxes, Fees and Other Permits. SCHOOL shall pay all occupational taxes and governmental charges imposed in connection with the use and operation of the EQUIPMENT.
  6. Delivery. FORD shall be responsible for delivery of the EQUIPMENT to SCHOOL [OR SCHOOL] shall pick up the EQUIPMENT at NA. FORD shall not be responsible for any delay in delivery or availability of the EQUIPMENT.
  7. Use of EQUIPMENT.
    - (a) SCHOOL may utilize the EQUIPMENT only for training programs. When the EQUIPMENT is no longer useful for training, SCHOOL shall properly dispose of the EQUIPMENT in such a manner as to ensure that the EQUIPMENT or any of its/their components can no longer be used or sold or have any value other than as scrap. The EQUIPMENT will be disposed of at SCHOOL's expense, including transportation to any scrap yard and any other associated fees. SCHOOL is entitled to collect and keep any funds received for the scrap value of the EQUIPMENT.
    - (b) The EQUIPMENT may not be installed or used on vehicles operated on public roads. SCHOOL shall not use or operate the EQUIPMENT in violation of any federal, state, local, or provincial law, rule, regulation or ordinance. The EQUIPMENT shall be operated at all times in a safe, careful and lawful manner and by legally qualified operators. Under no circumstances shall any such operators be presumed to be the agent, servant or employee of FORD, nor shall any of them be deemed to be under FORD's exclusive direction and control.
    - (c) In no event shall SCHOOL make the EQUIPMENT available to motor vehicle manufacturers or their agents, or motor vehicle suppliers or their agents, other than (i) SCHOOL's own authorized designees, or (ii) FORD and its designated agents.
    - (d) UPON COMPLETION OF USE OF THE EQUIPMENT FOR THE FOREGOING PURPOSES, SCHOOL SHALL PROMPTLY SCRAP THE EQUIPMENT (FULL CRUSH). SCHOOL WILL NOT RE-USE, DONATE, SELL OR OTHERWISE DISPOSE OF THE EQUIPMENT OR ANY COMPONENTS FROM EQUIPMENT WITHOUT FORD'S PRIOR WRITTEN CONSENT, WHICH FORD MAY WITHHOLD IN ITS SOLE DISCRETION.
  8. Confidentiality and Publicity. Except as required by law, SCHOOL shall not disclose or publicize to any third party: (i) any description of the EQUIPMENT, technical specifications or other information about the EQUIPMENT, (ii) the nature or terms of this Agreement, or (iii) the results of any testing, inspection or evaluation by SCHOOL without FORD's prior written consent. SCHOOL shall take the necessary steps to familiarize all appropriate employees and students of its obligations under this paragraph.



9. Force Majeure/Limitation of Liability.
- (a) FORD shall not be liable for any failure in performing any provision hereof due to fire or other casualty, labor difficulty, governmental restriction or any cause beyond FORD's control.
  - (b) **IN NO EVENT SHALL FORD BE LIABLE FOR ANY DAMAGE TO THE EQUIPMENT AND/OR ANY PERSONAL INJURY (INCLUDING DEATH) OR PROPERTY DAMAGE CAUSED BY SCHOOL'S USE OF THE TRAINING EQUIPMENT, OR FOR ANY LOSS OF PROFITS, OTHER CONSEQUENTIAL DAMAGES OR INCONVENIENCE DUE TO ANY THEFT, DAMAGE, LOSS, DELAY OR FAILURE OF DELIVERY OR DEFECT OR FAILURE OF THE TRAINING EQUIPMENT OR THE TIME CONSUMED IN RECOVERING, REPAIRING, SERVICING OR REPLACING THE SAME.**
10. Dispute Resolution. If either party initiates litigation on contractual causes arising from this Agreement, the other party shall have the right to initiate mediation with the Model Procedure for Mediation of Business Disputes of the Center for Public Resources ("CPR"). Each party will bear equally the costs of the mediation.
- (a) The parties will jointly appoint a mutually acceptable mediator, seeking assistance in such regard from CPR if they have been unable to agree upon such appointment within twenty (20) calendar days.
  - (b) The parties agree to participate in good faith in the mediation and negotiations related thereto for a period of thirty (30) calendar days.
  - (c) If the mediation is not successful, either party may initiate litigation. This Agreement shall be interpreted and construed in accordance with the laws of the State of Michigan, without regard to its conflicts of laws provisions.
11. Miscellaneous.
- (a) This Agreement constitutes the entire agreement between the parties and may only be amended, modified or supplemented by a written amendment executed by FORD and SCHOOL. In no event shall any course of dealing, custom or usage of trade modify, alter or supplement any of the terms or provisions contained herein.
  - (b) Failure by FORD to enforce any term, provision or condition hereof, or to exercise any of its rights hereunder, shall not be construed as thereafter waiving any such terms, provisions, conditions or rights.
  - (c) All notices specified or permitted herein shall be in writing, shall be given by postpaid U.S. mail, and shall be deemed given when mailed in a post box regularly maintained by the U.S. Postal Service sent to the address of the party listed above.
  - (d) Electronic Signature. A faxed signature or other electronically transmitted signature (i.e. via a .pdf file) on this Agreement will have the same legal force and effect as though it were the original of such signature

By its signature below, SCHOOL represents that such person is the duly authorized representative of SCHOOL and SCHOOL hereby accepts and acknowledges receipt of the EQUIPMENT listed above and has read, understands, and is in agreement with the terms and conditions of this Agreement.

**Signature Page Follows**

SCHOOL

\_\_\_\_\_  
Instructor's Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Instructor's Printed Name

\_\_\_\_\_  
SCHOOL Officer/Authorized Representative's Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
SCHOOL Officer/Authorized Representative's  
Printed Name

\_\_\_\_\_  
SCHOOL Officer/Authorized Representative's  
Title

EQUIPMENT Delivery Contact at SCHOOL:

Name:  
E-Mail:  
Phone:

Ford Motor Company (FORD)

**Name:**

**E-Mail:**

**Title:**

**Date:**

Ford Automotive Career Exploration  
Ford Training EQUIPMENT Acceptance Agreement  
Form 4650 – Rev: January 2019 (**Salem High School**)



# SALEM PUBLIC SCHOOLS

*Where belonging leads to opportunity.*

To: Salem School Committee Members

From: Salem State Students

Re: Letter received requesting the renaming of Saltonstall School

Date: November 3, 2023

As part of our coursework at Salem State University, we are enrolled in a course called Justice in Education. During this class, we examined the history of public education in Salem and how the Salem Public Schools came to be named. Through this work, we made the discovery that Saltonstall School is named after Leverett Saltonstall who advocated for school segregation in the 1830s.

We are writing this letter to voice our concerns about the history behind Saltonstall School's name and to recommend you take immediate action to rename the school.

It is our understanding that Saltonstall School is named for Leverett Saltonstall, the first mayor of the City of Salem. We appreciate the historical significance of the first person to serve in this role. However, prior to his term as mayor, Saltonstall wrote legal opinions that justified the racial segregation of Salem Public Schools. Saltonstall's legal writings on the topic are currently on display at the Peabody Essex Museum's *Let None Be Excluded* exhibit. Given his stance on school segregation, we do not believe that Leverett Saltonstall deserves to have an educational institution named after him.

We know from reputation, personal experience with field placements at Saltonstall, and demographic data that Saltonstall is a diverse elementary school. It is clear through Salem Public School statements, information posted on Saltonstall School's website, and Saltonstall's school climate that our community values diversity and inclusion. As future teachers and school counselors, we are concerned that the name of your school contradicts the school and district's





values. We ask that you consider the following individuals as potential namesakes for Saltonstall's renaming. We noticed in our research that most of Salem Public Schools are named after notable men in Salem History. Keeping in that spirit, we offer the following alternatives.

*Robert Morris* was born in Salem. He was the first Black man to be admitted to the Massachusetts State Bar. He represented Black children and families in their quest to integrate public schools during the same time period that Leverett Saltonstall championed educational segregation.

*Clarissa Lawrence* was one of the first Black teachers in Salem. She moved from Pennsylvania to Salem to access an integrated education. Ms. Lawrence graduated from the Salem Normal School (now Salem State University) and was the first Black teacher to be hired to teach in a predominantly White school in Salem. She founded the Salem Female Anti-Slavery Society.

*Charlotte Forten Grimke* was an abolitionist. She was the first Black woman to graduate from the Salem Normal School (now Salem State University). Ms. Forten Grimke, a teacher and abolitionist, is a well-known public figure in Salem's history.

*Sarah Parker Redmond* was directly impacted by the decision to segregate Salem Public Schools. In 1835, Ms. Redmond tested into Salem Public Schools, but following protests from the community was expelled just a week later. She moved out of Salem and became a well-respected physician and abolitionist.

We thank you for your consideration of this matter and look forward to your response.

Respectfully,

Stefany Corea, Community Education, Class of 2024

Liliana Huertes, Early Childhood Education, Class of 2026

Haley Carty, Early Childhood Education, Class of 2024

Natalia Yailaian, Elementary Education, Class of 2024



Sophia Munson, Early Childhood Education, Class 2027

Jessica Moore, Early Childhood Education, Class of 2024

Yuting Wang, English, Class of 2024

Yizhou Wang, English, Class of 2024

Dallis Colella, Early Childhood Education, Class of 2023

Ashley Chesna, Early Childhood Education, Class of 2026

Atiya Haynes, Psychology, Class of 2025

Courtesy Hargis, Education, Class of 2026

Asmine Prince, Early Childhood Education, Class of 2024

Casey Waldman, Psychology, Class of 2026

Megan Schumaker Murphy, Assistant Professor, McKeown School of Education, Salem State University

**ADMINISTRATION 2000 SUPERINTENDENT OF SCHOOLS 2100**

The School Committee shall employ a superintendent of schools and fix ~~their~~ ~~his/her~~ compensation. The superintendent shall manage the system in a fashion consistent with state law and the policy determinations of the School Committee.

The School Committee may award a contract to a superintendent of schools for a period not exceeding six years. The superintendent's compensation and benefits are spelled out in the employment contract for the superintendent of schools.

Legal Reference: MGL 71:37e, 37f, 41, 53, 59, 63  
71B: 3a, 76:19

**Reviewed October 20, 2023**

ADMINISTRATIVE GOALS 2101

It is the intent of the School Committee to employ qualified personnel to administer the school system efficiently and to require the superintendent of schools to organize the administration in a manner that will make clear the functions of each position and the relationships among them.

The superintendent will establish clear lines of communications with school officials and staff members and will form any staff councils or committees needed to provide for efficient conduct of school business. In order to engage in this process in an orderly and effective fashion, each individual and group will be given particular, clear-cut responsibilities. Channels will be established so that the recommendations and decisions of each group can be heard and reviewed ~~by the chief administrative officer concerned and, where appropriate, by the superintendent and the School Committee.~~

The expectation will be that the superintendent will develop a list of goals to be approved by the School Committee according to the School Committee calendar.

The organization and administration of the schools will balance responsibility with commensurate authority, subject to the reserved legal powers of the School Committee. This means that a staff member, when assigned a responsibility or a position, will be given the authority to make the decisions necessary to perform the assigned tasks.

For the schools to operate effectively, each ~~superintendent administrative officer~~ will be responsible and accountable for producing a plan of professional development for all staff members assigned to their area of operation in conjunction with the assistant superintendent of curriculum and instruction and at the direction of the superintendent. ¶

~~Legal Reference: MGL 71:37 - legal check needed on administrative goals 2101 ¶~~



**Reviewed on October 20, 2023**