

# *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 June 22, 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/89193450559?pwd=HkA1EKiLPnMZzzq0dkQxFiZbbjtqpl.1>

**Passcode: 167967**


#### **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 June 8, 2026
2. Approval of Field Trip to the Annual JROTC Leadership Camp for Salem High School Students at Buzzards Bay, MA on June 29 - July 2, 2026
3. Approval of FY26 Warrants:
  1. 6/4/2026 - \$1,262,138.21
  2. 6/11/2026 - \$735,035.13

**5. Student Representative Report**

**6. Superintendent's Report**

1. Recognition of 2026 MIAA Unified Track and Field State Champions
2. Recognition of 2025-2026 Retirees
3. Technology Update
4. Finance and Operations Report

**7. Subcommittee Reports**

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

**8. Superintendent Search Update**

1. Discussion of Superintendent Interview Questions
2. Upcoming Interviews

**9. Motions and Resolutions**

1. Ratification of Executive Director of Special Education Contract

**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**  
**AJ Hoffman**

**Mary A. Manning**  
**Veronica Miranda**  
**Megan Stott**

## **Alcalde Dominick Pangallo, Presidente**

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

### REUNIÓN REGULAR DEL COMITÉ ESCOLAR

Por la presente se notifica que el Comité Escolar de Salem celebrará una **reunión regular del Comité Escolar 22 de junio de 2026 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 que aparece a continuación.

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

#### **Enlace de Zoom para participar:**

<https://us06web.zoom.us/j/89193450559?pwd=HkA1EKiLPnMZzzq0dkQxFiZbbjtqpl.1>

**Contraseña: 167967**


#### **1. Orden del día**

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

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

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

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

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

#### **2. Aprobación de la agenda**

**3. Comentarios públicos**

Si desea participar en la parte de comentarios públicos de la reunión, puede acercarse al podio para hablar durante esta sección de la reunión. Si desea hacer un comentario a través de Zoom, puede hacerlo entrando en la reunión de Zoom y haciendo clic en la función “levantar la mano”. Cuando sea su turno para hablar, un moderador anunciará su nombre, activará su línea y le permitirá hablar. 1. Aprobación del acta de la reunión regular del Comité Escolar celebrada el 8 de junio de 2026

**4. Aprobación del orden del día**

1. Aprobación de la excursión al campamento anual de liderazgo del JROTC para los estu­dian­tes de la escuela superior de Salem en Buzzards Bay, Massachusetts, del 29 de junio al 2 de julio de 2026
2. Aprobación de las órdenes de pago del año fiscal 26:
  1. 4 de junio de 2026 - 1 262 138,21 dólares
  2. 11 de junio de 2026 - 735 035,13 dólares

**5. Reporte del representante estudiantil**

**6. Reporte del superintendente**

1. Homenaje a los campeones estatales de deportes unificado de la MIAA de 2026
2. Homenaje a los retirados de 2025-2026
3. Novedades tecnológicas
4. Informe de finanzas y operaciones

**7. Reporte de los subcomités**

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

**8. Actualización sobre la búsqueda de un superintendente**

1. Análisis de las preguntas de la entrevista para el puesto de superintendente
2. Próximas entrevistas

**9. Mociones y resoluciones**

1. Ratificación del contrato del director ejecutivo de Educación Especial

**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 Conselho Escolar*

*Yamily Byas  
Beth Anne Cornell, Vice-presidente  
AJ Hoffman*



*Mary A. Manning  
Veronica Miranda  
Megan Stott*

## *Mayor 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 do Regulamento Municipal”

### REUNIÃO ORDINÁRIA DO CONSELHO ESCOLAR

Fica por meio deste avisado que o Conselho Escolar de Salem realizará uma **reunião ordinária do Conselho Escolar no dia 22 de junho de 2026, às 19h**. A reunião será presencial na Av. Highland, 29, sala 227, Salem, MA. Você também pode participar via Zoom usando o link abaixo.

A participação presencial será a principal forma de acesso do público a esta reunião. Poderá ser disponibilizada uma forma secundária de acesso ao público, caso seja tecnologicamente viável, por meio da Salem Access Television e/ou remotamente, por meio do Zoom/Google Meet. Veja abaixo o link do Zoom para acesso remoto.

#### **Link do Zoom para participar:**

<https://us06web.zoom.us/j/89193450559?pwd=HkA1EKiLPnMZzzq0dkOxFiZbbjtqpl.1>

**Código de acesso: 167967**


#### **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 serviço de interpretação em espanhol disponível para quem precisar. Os membros do Conselho Escolar gostariam de lembrar ao público que os alunos das Escolas Públicas de Salem participam regularmente das reuniões do Conselho 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 ordem do dia**

29 Highland Ave, Salem, MA 01970 Phone: 978-740-1212 Email: [sdorai@salemk12.org](mailto:sdorai@salemk12.org)

**3. Comentários do público**

Se você quiser deixar um comentário, basta entrar na reunião do Zoom e clicar no função de levantar a mão. Quando for a sua vez de falar, um moderador anunciará seu nome e ativará o som para permitir que você fale.

**4. Aprovação da pauta de consentimento**

1. Aprovação da ata da reunião ordinária do Conselho Escolar realizada em 8 de junho de 2026
2. Aprovação da excursão ao Acampamento Anual de Liderança do JROTC para os alunos da Escola de Ensino Médio de Salem à Buzzards Bay, MA, de 29 de junho a 2 de julho de 2026
3. Aprovação das ordens de pagamento do ano fiscal de 2026:
  1. 6/4/2026 - \$1,262,138.21
  2. 6/11/2026 - \$735,035.13

**5. Relatório do representante dos alunos**

**6. Relatório do superintendente**

1. Homenagem aos campeões estaduais de atletismo unificado da MIAA de 2026
2. Homenagem aos aposentados do ano escolar 2025-2026
3. Atualização sobre tecnologia
4. Relatório financeiro e operacional

**7. Relatórios das subcomissões**

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

**8. Atualização sobre o processo de seleção do superintendente**

1. Análise das perguntas da entrevista para o cargo de superintendente
2. Próximas entrevistas

**9. Moções e resoluções**

1. Ratificação do contrato do Diretor Executivo de Educação Especial

**10. Notícias do boletim informativo**

**11. Anúncios**

**12. Encerramento**

Apresentado respeitosamente por,

*Shirley Dorai*

Assistente executivo do Conselho Escolar e do Superintendente

*“As pessoas que necessitem de recursos e serviços auxiliares para uma comunicação eficaz, tais como intérprete de língua de sinais, aparelho de audição assistida, material impresso em formato digital ou adaptações razoáveis 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.”*

**Minutes of the Regular Session  
of the Salem School Committee  
Monday, June 8, 2026  
Hybrid Meeting**

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

**Others in Attendance:** Interim Superintendent Carbone and Interim Deputy Superintendent Pauley

**Members Absent:** None

**Call of Meeting to Order**

Vice Chair Cornell 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**

Member Miranda made a motion to approve the agenda. Member Hoffman seconded and it was so VOTED. The motion passed unanimously.

**Public Comment**

Lori Marena, History Educator at Salem High School (SHS)

Ms. Marena, an educator at SHS for 20 years as well as a Salem resident spoke on behalf of her colleagues who were present at the meeting and 62 other educators who signed a letter sent to the School Committee on May 30, 2026 in support of SHS Principal Burns outlining data showing that SHS has improved immensely under Principal Burns' leadership which included Advanced Placement (AP) scores, Massachusetts Comprehensive Assessment System (MCAS) data, college acceptance rates and rising student enrollment. Ms. Marena said that it is ironic being told that no one cares about the data except for Mr. Burns because the same data was mentioned numerous times at graduation including by the former Superintendent and current Massachusetts Secretary of Education. Ms. Marena continued that this dismisses his hard work and it devalues the dedication of every educator who works with students daily to prepare them for the future. Ms. Marena added that prior to Mr. Burns' arrival, teacher morale was at the lowest point in her two decades at SHS and that upon arrival, Mr. Burns worked hard in uniting the faculty and ensuring that educators were treated as professionals and had the support, supplies as well as funding needed to help students to succeed. Mr. Burns provided professional development, overhauled failing programs, increased classroom rigor and implemented grade level text.

Ms. Marena continued that Mr. Burns built deep roots with students and their families, meeting with every single student to build a positive relationship. Every student knows Mr. Burns as he attends nearly every SHS event. Ms. Marena had personally witnessed Mr. Burns' generosity

with students when they could not afford a prom ticket or a class t-shirt, things that he did not for recognition but because he wants every student to feel included. Ms. Marena went on to state that Mr. Burns is fully invested in Salem, having bought a house in Salem, raising his children who attend Salem Public Schools (SPS) and that his wife also works for SPS. Ms. Marena said that the decision to exclude Mr. Burns from the second round of interviews for the superintendent position is shocking. In her tenure at SHS, Ms. Marena had seen superintendents who lacked investment in the community and others who arranged back room deals to hire administrators. Ms. Marena said that moving forward, the faculty and staff at SHS would like full transparency. Ms. Marena questioned what happened to the consultant firm as they are no longer involved and stated that it felt like decisions were made before this process even began and that the trust in this process is now severely damaged. Ms. Marena said in conclusion that as SHS educators, they will always continue to support students, families and their leader, Mr. Burns.

Member Miranda made a motion to take the Sarah Parker Remond School and New Liberty innovation plans out of order. Member Byas seconded and it was so VOTED. The motion passed unanimously.

#### **Approval of Consent Agenda**

1. Approval of Minutes of the Regular School Committee Meeting held on May 25, 2026
2. Approval of Minutes of the Public Hearing held on June 1, 2026
3. Approval of Field Trip to Orlando, Florida for Salem High School Golf Team on August 27 - September 1, 2026
4. Approval of FY26 Warrants:
  1. 5/21/2026 - \$1,105,387.65
  2. 5/28/2026 - \$550,580.17

Member Hoffman made a motion to approve the consent agenda. Member Miranda seconded and it was so VOTED. The motion passed unanimously.

#### **Student Representative Report**

Interim Deputy Superintendent Pauley introduced Student Representative Finn Billings, a rising senior at Salem High School who was elected as the new Student Representative at the School Committee and the Chair of the Student Advisory Group for SHS, New Liberty Innovation School and Salem Prep High School. Student Representative Billings said that he was recently elected by his peers to replace former Student Representative Sula for the 2026-2027 school year and that including next year, he would have been on the Student Advisory Group for all four years at SHS. Student Representative Billings provided further information about his accomplishments and activities thus far which includes being reelected as the Vice President of the Class of 2027, participation in the Harvard Model United Nations, Hugh O'Brian Youth Leadership Ambassador,

robotics club, National Honor Society, acting in independent films, working at Salem Willows, athletics, ski club, unified partner in basketball, percussionist, pianist, taking part in the Harvard leadership program and taking Advanced Placement classes. Student Representative Billings said that the Student Advisory Group is working hard to put the word out to ensure that the Salem High community is aware of the historically large number of spots that will be open for new members next year, around 10 spots as opposed to the usual four or so positions in recent years. They want the group to represent the diversity and dynamic programs at school. The group is also looking forward to working with the new Superintendent. Student Representative Billings thanked Interim Superintendent Carbone and Interim Deputy Superintendent Pauley for their guidance, candor, commitment and continued support.

Member Miranda made a motion to take a five minute recess at 7:15 pm so that audio issues can be addressed. Member Hoffman seconded and it was so VOTED. The motion passed unanimously.

The meeting resumed at 7:22 pm.

### **Superintendent's Report**

Interim Superintendent Carbone said that the Student Advisory Group elected Finn Billings as the Chair, Liana Galvan as the Vice Chair, Faustina Isiguzo as the Secretary and Anne Bednar as the Communications Representative. Interim Superintendent Carbone added that it would be great to have Finn represent the student body at the School Committee meetings. Interim Superintendent Carbone proceeded to name a few of the many events and activities taking place at the schools including senior recognition night and solstice at Salem High School, recognition of the marching and jazz bands, rolling rally, unified track and field banquet, new teacher university graduation, the three high schools graduations, graduation of two and three-year-olds who are participants in the ParentChild+ home programs and Collins Middle School (CMS) Junior National Honor Society.

Interim Deputy Superintendent Pauley provided updates about the physical moves of the three schools, Carlton, New Liberty and Salem Prep to their new locations which began before the April break. During April break, after the School Committee declared some old and broken materials surplus, three dumpsters worth of paper, broken furniture and outdated materials were removed in line with trying to clear up space. In May, a memo was sent to the staff at New Liberty, Salem Prep, Carlton, and Saltonstall where it was outlined that there would be 10 boxes provided per classroom and five per office. More boxes were needed, and since late May, more than 800 boxes have been delivered. An online Questions & Answers session was hosted and the recording is available for specific questions regarding the move. Three hours of paid packing time is available. Principals have also freed up at least three hours of packing time. The goal is that by June 18th, everyone who has a classroom or an office would have shared with the Buildings and Grounds Department, a drawing of what they want their furniture to look like, and where the boxes should go. They should be packed by the last day of school. Anything that is not labeled or packed would be assumed as no longer needed.

The move for New Liberty and Salem Prep would happen first as they need to be out of the mall by June 30th. A walkthrough on June 30th is planned so as to be able to confirm with the landlord that everything has been left in good condition. Technology equipment such as computers and touch screens are being moved by professional movers. On June 24th and 25th, another set of professional movers would be moving the furniture and boxes and it will be stored in a staging area which will be the Carlton gym because the Carlton move won't be happening until later in the summer. Everything from Carlton will be moved to the new Sarah Parker Raymond School during the first week in August. The reason for the delay is because significant work is being done this summer in the Sarah Parker Remond building including interior upgrades most notably to the auditorium, painting the whole building, moving the basketball court, relining the parking lots, new signage as well as extensive work outside. In the first week in August, teachers will receive time from their principals for unpacking. Interim Deputy Superintendent Pauley continued that the teachers are making great progress with their packing. The buildings and grounds crew are doing regular walkthroughs with the principals to ensure that everything is on track and that there is a space for what's being moved.

Mayor Pangallo joined the meeting at 8:04 pm.

**1. Building and Sustaining Pathways to Teaching in Salem**

Interim Superintendent Carbone introduced Dr. Jill Conrad, Executive Director of Human Resources who provided the presentation on building and sustaining pathways to teaching.

Member Hoffman was supportive of the inclusion work and suggested that the strategic plan should foster and grow the LGBTQ+ staff with inclusion as well as feeling accepted in the workforce as well. In response to Member Miranda about whether the SWOT analysis was able to assess the culture amongst staff anonymously, Dr. Conrad said the sense of belonging is assessed through annual surveys but that it was not assessed through the SWOT analysis. Dr. Conrad added that this would be a part of the conversation at the Salem Pathways to Teaching Summit. In response to another question from Member Miranda about why some of the schools have a lower percentage of teachers of color, Dr. Conrad said that in the last three years, there was a lot of recruitment of teachers under emergency licensure and some of them have become licensed but not all of them have. Dr. Conrad added that there are also schools that do not have many vacancies because it has veteran staff or a cohesive staff. Dr. Conrad continued that this is a long-term goal. Interim Superintendent Carbone said that the district needs better data to look at where there have been opportunities to hire and how many staff of color have been hired into those positions. Dr. Conrad commented that a lot was done in the last two years to shore up teacher retention in general including the new teacher contract and paraprofessional contracts with new salaries and incentives. Dr. Conrad said that it is a multi-year planning effort because of the work that it takes to have people in the pipeline.

**2. Finance and Operations Report**

Interim Deputy Superintendent Pauley said that Member Hoffman, Interim Superintendent Carbone and Interim Deputy Superintendent Pauley herself will be

presenting the school department budget to the Salem City Council on June 10th, which is the next step in the FY27 budget process.

### **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 Update**

- 1. Presentation of Superintendent Candidate Finalists**  
Member Hoffman thanked the Superintendent Screening Committee made up of 15 diverse community members who spent long hours in thoughtful conversations. Member Hoffman continued that the process was confidential and that the three finalists selected were Dr. Jorge S. Allen, Mr. Andrew Bott and Dr. Thomas Welch. Member Hoffman provided a brief background of the three finalists.
- 2. Timeline**  
Heidi Guarino, who was supporting the School Committee in the work, provided a presentation for the next steps of the process.

In response to Member Miranda, Vice Chair Cornell said that the different constituents need to feel comfortable in terms of asking questions honestly and having an open conversation and therefore, School Committee members would probably not be present but that it was open to further conversation if members had different thoughts. Since the community forums are public and open to anyone, all would be welcome. In response to a follow-up question from Member Miranda, Vice Chair Cornell said that each stakeholder group would have a feedback form and Ms. Guarino will put together the responses to be provided to the School Committee members. In response to Member Stott, Vice Chair Cornell said that the community forums will be recorded and available through Salem Access Television (SATV) and YouTube. Ms. Guarino said that the public would generally submit questions in advance of the community forums. Interpretation would be provided in-person and online.

In response to Member Byas, Interim Superintendent Carbone said that the temperature at the venue was one of the reasons why the community forums are not being held at the Salem High School as the library is just too hot and uncomfortable in the afternoons. Interim Superintendent Carbone added that other forums were previously held at the Saltonstall School and it is within walking distance for many. In response to member Miranda's question about childcare for the community forums, Interim Superintendent Carbone said that it can be arranged. Member Stott voiced support for having the community forums at the Saltonstall School. Vice Chair Cornell also said that the community forums should be held at the Saltonstall School.

### **3. Discussion of Superintendent Interview Questions**

Ms. Guarino said that there were a total of 17 questions and that they have been consolidated under some specific themes. Ms. Guarino mentioned that Member Byas had the wonderful suggestion of asking her question in Spanish.

Vice Chair Cornell said that a general agreement to these questions is necessary but that it's still in this basic framework if the questions are changed a little as long as the substance of the question doesn't change. Member Stott received confirmation from Ms. Guarino that members could see the questions for the community forums in order to avoid any unnecessary duplication. Vice Chair Cornell mentioned that members can ask follow-up questions. Mayor Pangallo asked if another member can ask a follow-up question to a question initially posed by a different member. The School Committee's attorney's feedback was sought for this question.

In response to a query from Mayor Pangallo, Vice Chair Cornell said that a decision to remove a question from the list can be made at the interview, if needed. In response to Member Miranda, Mayor Pangallo said that when a question is asked in Spanish, it is the hope that the finalist would provide an answer in Spanish and that interpretation would be provided. In response to Member Hoffman, Mayor Pangallo said that if a question is cut, it is up to the School Committee if they want to replace the question.

### **Motions and Resolutions**

#### **1. Sarah Parker Remond School Innovation Plan**

Member Hoffman made a motion to approve the Sarah Parker Remond School innovation plan and the renewal of the innovation plan for the New Liberty Innovation School. Member Miranda seconded and it was so VOTED. The motion passed unanimously.

#### **2. New Liberty Innovation Plan Renewal**

This matter was addressed in the previous section of the meeting.

### **Newsletter Items**

Vice Chair Cornell mentioned the updates on the questions for candidates, schedule of finalists'

visits and the approval votes for the innovation plans.

### **Announcements**

Member Hoffman extended an invitation to march in the Pride parade on June 27th and wear t-shirts from the schools if possible. Member Hoffman said that plans for the painting of the crosswalks are still being finalized and that everyone will be informed once it is confirmed. Member Hoffman asked everyone who wanted to be a part of the project to email [ahoffman@salemk12.org](mailto:ahoffman@salemk12.org). Mayor Pangallo said that the information on the Superintendent search process will be on the district website at [salemk12.org/search](http://salemk12.org/search) and city website. Member Miranda added that the Juneteenth celebration events are available on the city's website and Facebook page which includes the flag raising and a party in the park.

### **Adjournment**

Vice Chair Cornell made a motion to adjourn at 8:55 pm. Member Hoffman seconded and it was so VOTED. Motion passed unanimously.

Respectfully submitted by,

***Shirley Dorai***

Executive Assistant to the School Committee & Superintendent

# Field Trip Request Form - Salem Public Schools

Last Updated: August 2024

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

I. General Information				
School	SALEM HIGH SCHOOL	Grade Level(s)	Date of Request:	Date of Field Trip:
Trip Planner	LTCOL T.J.GRACE	9-12	6/2/26	6/29
Contact Info	Phone: 248-495-8739	# of Students:	Depart:	Return:
	Email: TGRACE@SALEMK12.ORG	10	6/29	7/2
Destination	Name: Camp Edwards Army National Guard Base	Location and Duration		
Destination Address	102 Generals Blvd, Buzzards Bay, MA 02542	<input type="checkbox"/> Local trip (Salem/North Shore) <input checked="" type="checkbox"/> In-state – within MA <input type="checkbox"/> Out of state		
Funding Source	For Bus: 15 pax CTE van requested For other (admissions costs, etc.):	<input type="checkbox"/> Within the normal school day <input checked="" type="checkbox"/> Beyond normal school hours - <i>OVER SUMMER</i> <input type="checkbox"/> Overnight trip		

II. Learning and Accessibility	
<b>Instructional Alignment</b> <input type="checkbox"/> Alignment: The trip is aligned to grade-level standards. <input type="checkbox"/> Pre- and Post-Plan: Students will be prepared for the trip and will have the opportunity to synthesize new learning from the experience.  Comments:	<b>Accessibility and Inclusion for All Students</b> *District policy requires field trips to be accessible to all students. *Trip planners must ensure that all students (e.g., students with disabilities, multilingual learners, etc.) have the appropriate supports.  <input type="checkbox"/> I understand these requirements.  Comments:

III. School Nurse Review and Approval (School Nurse Signature Required)		
Has the school nurse been notified of this field trip?	Has the roster of students been shared? Have medical concerns been reviewed?	Will a nurse be needed for this field trip?
<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
School Nurse Signature: <i>[Signature]</i>		Date: 6/6/26

IV. Food Services		
Has the school's cafeteria manager been notified of this field trip?	Will students be eating lunch at school or on the field trip?	Are bag lunches needed for this trip?
<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input type="checkbox"/> At school <input checked="" type="checkbox"/> On field trip	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No How many? _____
Comments: Cadets fed via contracted food vendor...no cost to school		

V. Transportation		
Transportation needed:	<input type="checkbox"/> Bus (must submit a field trip request form by clicking the Tripfinder icon in Classlink at least 2 weeks before the trip. (Click <a href="#">here</a> for Tripfinder tutorial) Only principals, APs, and secretaries have access to submit requests. )	<input type="checkbox"/> Public transportation <input type="checkbox"/> Walking <input checked="" type="checkbox"/> Other: CTE: 15 PAX VAN
If traveling by bus:	Pick Up Time: Pick Up Location:	Return Time: Return Location:

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

VI. Principal Review and Approval (Required for ALL Field Trips)	
School Principal Signature: <i>[Signature]</i>	Date: JUN 26.

We are excited that your cadet will be attending the MCJROTC New England Leadership Camp. Below is some important information to help your family prepare for the trip.

- Camp dates: June 29–July 2
- Departure: Morning of June 29
- Return: Thursday, July 2
- Spending money: Cadets may bring up to \$50

This packet includes all of the forms and information you will need to help your cadet get ready for camp, including permission forms, medical paperwork, a facility map, the field meet form, and a gear checklist.

- Review the packet carefully
- Sign all forms marked with an X
- Return completed forms by June 15, 2026

On the morning of June 29, please review the following arrival information:

- Drop-off location: Salem High School (front of the school)
- Drop-off deadline: No later than 9:00 AM on June 29
- Cadets will report to the JROTC spaces for accountability
- Please arrive on time so the group can stay on schedule
- **Bring all required medications at arrival**
  - Place medications in a labeled Ziploc bag with the cadet's name
  - Medications must be in original containers with prescription labels attached

To help your cadet have a smooth and successful trip, please use the gear checklist in the packet when packing.

- Bring all required gear in a seabag (see packet for full gear list)
- Seabags will remain with the cadet on the bus
- Allowed electronics: phones, smartwatches, tablets, and chargers
- The MCJROTC staff is not responsible for lost or damaged electronics
- Cadets may bring snacks in their carry-on bags
- Please avoid snacks that may affect others with food allergies, including peanuts and tree nuts

We want the trip to get off to a smooth start, so please keep the following travel and meal information in mind:

- Travel time is approximately two hours
- Cadets should bring money to purchase lunch during the trip
- Estimated arrival at Camp Edwards: approximately 1:00 PM
- Cadets will contact home upon arrival
- Meals at camp include one MRE each day and two hot meals provided by a vendor

- Phone access will be limited to a brief period each evening
- Staff will ensure cadets contact home each day or as needed

When camp concludes, please review the return details below:

- Departure from Camp Edwards: Approximately 9:00 AM on July 2
- Return location: Salem High School
- Cadets will contact you when the group is about one hour away
- Please be at Salem High School when they return

The address for Camp Edwards is:

5244 Lee Street  
Sandwich, MA 02563

Thank you for your support in helping your cadet prepare for this experience. If you have any questions or concerns, please do not hesitate to contact the staff.

## Marine Corps Junior Reserve Officer Training Corps New England Leadership Camp

All Cadets attending the New England Leadership Camp being held at Camp Edwards, MA From 29 June -2 July 2026 are required to have all items listed below.

<u>ITEM</u>	<u>QUANTITY</u>	<u>COMMENTS</u>
● Sleeping Bag or Linen w/pillow	1	No sleeping on bare mattress
● Digital Blouse	2	
● Digital Trousers	2	
● Gortex Jacket	1	
● Combat Boots, MC	1 pair	
● Boot Bands	1 pair	
● Web belt	1	
● Brown Socks	4 pairs	
● Go Faster! (Running Shoes)	1 pair	No Vans/Converse/Hey Dude
● Shower Shoes! / Flip flops	1 pair	99 cents Walmart/Dollar Store
● Green T-Shirts	5	
● Cover	1	
● Sweat Top	1	
● Sweat Bottoms	1	
● Sleeping attire	1 Set	
● Appropriate Civilian Attire	1 Set	Clean Khaki Pants/Shorts and collared shirt
● Moon Beam (Flash Light) W/Batt	1	
● Water Source Flask/Stanley/Owala	1	Water Bottle: Yeti/Hydro
● Sun Screen	1	
● Watch	1	
● Lock	1	
● Medication	(As Needed)	
● Feminine Product	(As Needed)	
● Hygiene Kit: Soap, Shampoo, Shaving cream, Razor, Deodorant, Tooth Brush, Towel, Wash cloth or Loofah, Sunscreen, Chap-Stick		<b>(Any other items they may need).</b>

Notes: Instructor will provide any additional uniform items, First Aid Items and Mole skin. Road Guard Vest will be provided for safety while on base.

\*Cases of water will be provided, but I encourage Cadets to bring one. As well as any additional snacks.

\* Cell service is poor. Cadets will leave their cell phone in a secured box in the 1stSgt Room.

### EVENTS DESCRIPTIONS

Leadership Reaction Course: Is composed of 17 stations, with seven over land and ten over water, and is used for squad-level practical exercise. The facility is used to evaluate leadership potential and the Cadet's ability to complete the course as a team. The course develops self-confidence, builds leadership skills, 9 TAGMA PAM 350-2 • 21 September 2021 encourages teamwork, and develops technical and tactical proficiency.

The Obstacle Course: helps develop and test basic motor skills that are valuable for physical training and team interaction. It gives Cadets confidence in their mental and physical abilities. There are two types of obstacle courses; conditioning and confidence. Conditioning courses have low obstacles and must be negotiated quickly, while a confidence course has higher, more challenging obstacles.

The Rappelling Tower: Is a controlled descent down a vertical or steep surface such as a cliff, rock face, or building by sliding down a fixed rope. It is primarily used in mountaineering, rock climbing, caving, canyoning, and rescue operations.

The Indoor Simulated Marksmanship Trainer: (ISMT) focuses on small arms marksmanship, weapons familiarization and employment fundamentals, firing table practice, and supports call-for-fire and fire direction center training. The ISMT is an interactive audio/visual weapons simulator that provides basic and enhanced marksmanship training, weapons employment training, and tactical decision making for a variety of small arms and crew served weapons

New England Leadership Camp Field Meet: Is to provide an understanding of team work, Leadership, Comradery and FUN!!!! The Objective is to build bonds between Marine Corps JROTC school Cadets throughout the New England area. The Field meet will consist of the following events:

- Crunches
- Pull-ups
- Tug-O-War
- Sand bag Relay
- Ammo Resupply

JROTC CAMP PERMISSION AND MINOR LIABILITY WAIVER FORM

I, the parent or legal guardian: \_\_\_\_\_  
of \_\_\_\_\_  
(PLEASE PRINT NAME OF YOUR MINOR CHILD ABOVE)

I do hereby give my full permission for my child or legal ward to attend the Marine Corps JROTC New England Leadership Camp 2026 being held from June 30 to July 3, 2026. I understand that some of the activities or events at the camp can be dangerous if not performed correctly and an accident could occur that could result in personal injuries to my child. On behalf of my minor child or legal ward, and his or her personal representatives, heirs and assigns, I hereby release, discharge and waive all liability against the following people, organizations and entities: The United States of America, its agents, servants, or employees and all Marine JROTC Instructors, Chaperones, JROTC Cadets and their respective host high schools and municipalities and states in which they reside including the State of Massachusetts, Connecticut, New Hampshire, and Georgia and its employees and agents including any Army National Guard members from any and all claims of personal injuries or property damages or loss arising from or during my child's or ward's participation at the Marine JROTC New England Leadership Camp 2026. This release and waiver of liability also includes all claims arising from my child's or ward's physical activities or camp events and also extends to any rides on any motor vehicles, ships, or flights on any aircraft of any type during the Marine JROTC New England Leadership Camp 2026 to include any travel to, during and return from Camp Edwards, Cape Cod, MA.

I declare that my child or legal ward does not have any health or medical conditions that would limit his or her full physical participation and does not take any medication that has to be administered by a medical professional. My child or ward does have medical or health insurance to cover any type of physical injuries or illness that could occur during the Leadership Camp.

I have read and understood this waiver of liability and do hereby give my full permission for my child or ward to attend Summer Leadership Camp.

Parent/Guardian Signature: \_\_\_\_\_  
Print name of Parent/Guardian: \_\_\_\_\_  
Date: \_\_\_\_\_  
Phone Number: \_\_\_\_\_  
Name of Medical Insurance: \_\_\_\_\_

**AUTHORIZATION FOR TREATMENT | ADMINISTRATION OF MEDICATION  
INSURANCE INFORMATION**

**STUDENT INFORMATION/CONTACT INFORMATION**

**LAST Name:** \_\_\_\_\_ **FIRST Name:** \_\_\_\_\_

**Date of Birth (MM, DD, YY):** \_\_\_\_\_

**Full Address:**

\_\_\_\_\_  
\_\_\_\_\_

**Parent / Guardian:** \_\_\_\_\_ **Phone:** \_\_\_\_\_

**Secondary Contact:** \_\_\_\_\_ **Phone:** \_\_\_\_\_

*"I hereby authorize chaperons attending the Monty Tech MCJROTC Leadership Trip to arrange transportation to the hospital (via ambulance if necessary) in case of an accident or serious illness. I understand that all attempts will be made to reach me. I give permission to the Medical Personnel to share information relevant to my child's health with appropriate personnel/ drivers when needed to meet my cadet's health and safety needs. I give permission to exchange information with my cadet's primary care physician and specialist for the purpose of referral, diagnosis in treatment, as well as obtaining current immunization and physical exam status."*

\_\_\_\_\_  
**Parent/ Legal Guardian Signature**

\_\_\_\_\_  
**Date**

**MEDICATION PERMISSION**

**Yes No** I give permission for the Medical Personnel to administer to my cadet  
Diphenhydramine (Generic Benadryl) 25-50 mg by mouth.

**Yes No** I give permission for the Medical Personnel to administer to my cadet  
Diphenhydramine (Generic Benadryl) topical gel

**Yes No** I give permission for the Medical Personnel to administer to my cadet Docusate  
sodium (stool softener) 100-300mg by mouth.

**Yes No** I give permission for the Medical Personnel to administer to my cadet  
Dramamine  
50-100 mg by mouth.

**Yes No** I give permission for the Medical Personnel to administer TUMS (or generic  
equivalent) 1-2 Tabs.

**Yes No** I give permission for the Medical Personnel to administer ibuprofen 200-800 mg  
by mouth.

**Yes No** I give permission for the Medical Personnel to administer to my cadet  
Acetaminophen 325-975 mg by mouth.

**Yes No** I give permission for the Medical Personnel to administer to my cadet any  
prescribed and/or over the counter medication that my cadet takes.

\_\_\_\_\_

**Parent/ Legal Guardian Signature**

\_\_\_\_\_

**Date**

### **INSURANCE INFORMATION**

**Primary Insurance Co.:** \_\_\_\_\_ **ID/Group #:** \_\_\_\_\_

**Secondary Insurance Co.:** \_\_\_\_\_ **ID/Group# :** \_\_\_\_\_

**Subscriber's Name:** \_\_\_\_\_ **Date of Birth:** \_\_\_\_\_

**Address:**

\_\_\_\_\_

\_\_\_\_\_

**Phone:** (\_\_\_\_\_) \_\_\_\_\_

**JOINT BASE CAPE COD LIABILITY  
RELEASE AND INDEMNIFICATION**

In consideration for permission to enter and to use the facilities of Joint Base Cape Cod (JBCC), I hereby agree to assume all risk of injury to myself or damage to my property as a result of my being on and/or using the facilities of JBCC. I hereby release and hold harmless the United States, the Commonwealth of Massachusetts any municipality of the Commonwealth of Massachusetts, and/or any subdivision, agent, servant or employee of the United States or the Commonwealth of Massachusetts or any municipality of the Commonwealth of Massachusetts from any liability for damage or injury to my person and/or property while I am on or utilizing the aforementioned facilities.

I further agree on behalf of myself, my heirs, successors, legatees and assigns, to defend, indemnify, and otherwise hold harmless the United States, the Commonwealth of Massachusetts any municipality of the Commonwealth of Massachusetts, and/or any subdivision, agent, servant or employee of the United States of the Commonwealth of Massachusetts or any municipality of the Commonwealth of Massachusetts in any and all actions brought in law or equity which may be brought against them for damage or injury to any person or his/her property which may arise out of conduct, allegedly performed by myself or my agents, servants or employees be it intentional or negligent, grossly negligent or willful, wanton or reckless, arising out of my aforementioned permission to enter and use MMR or its facilities.

I HAVE BEEN ADVISED THAT INHERENTLY DANGEROUS CONDITIONS MAY EXIST ON JBCC AND ITS SURROUNDINGS BECAUSE OF ITS MILITARY USE.

I agree to comply with all JBCC regulations and the lawful orders of the military authorities on JBCC. I understand that my failure to do so will result in my being removed from JBCC. I further understand my use of JBCC is subject to the needs of the military to use said facilities.

**IF MINOR:** Parental Consent

I (the parent or guardian) \_\_\_\_\_ agree to the above release on behalf of my minor child \_\_\_\_\_ and consent to his/her participation in the events to be held on JBCC.

I HAVE READ THE PRECEDING RELEASE AND INDEMNIFICATION ABOVE AND UNDERSTAND ALL THE AGREEMENTS, MY ASSUMPTION OF RISK, LIABILITY AND THE WARNINGS CONTAINED THEREIN.

NAME: \_\_\_\_\_  
(INDIVIDUAL)

\_\_\_\_\_  
(PARENT OR GUARDIAN NAME)

SIGNATURE: \_\_\_\_\_

\_\_\_\_\_  
(PARENT OR GUARDIAN SIGNATURE)

ADDRESS: \_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
(PARENT OR GUARDIAN ADDRESS)

TELEPHONE: \_\_\_\_\_

\_\_\_\_\_  
(PARENT OR GUARDIAN TELEPHONE)

DATE: \_\_\_\_\_

\_\_\_\_\_  
(DATE)

WITNESS: LtCol T.J. Graves (usmc ret)

DESIGNATION: SMT, Salem HS MCJROTC

SSN: 1233534109

2026 NORTH Shore MCJROTC Leadership Camp  
NAME OF EVENT

<b>AIR TRANSPORTATION AGREEMENT</b>		DATE 28 Jun - 2 July
PLACE Joint Base Cape Cod	FULL NAME [Signature]	
PERMANENT ADDRESS [Signature]		
<p>For and in consideration of being permitted to fly as a passenger in aircraft operated by or on behalf of the United States of America, for and on behalf of myself, my personal representatives, heirs and assigns, I hereby release and discharge the United States, its agents, servants, or employees from any and all claims for property damage and/or personal injury or death resulting from or during said flight or flights or continuances thereof or from ground operations incident thereto.</p>		
SIGNATURE X		
WITNESS T.J. GRACE Lt Col USMC (ret)	WITNESS [Signature]	
NAME AND ADDRESS OF PERSON TO BE NOTIFIED IN EMERGENCY X		

DD FORM 1381, JUL 62

Page 1 of 1

### Custodial Parent or Guardian Permission for Non-Emancipated Passengers Under 18 Years of Age

X { I, \_\_\_\_\_, grant permission as the custodial parent  
(print full name)  
 or guardian for the individual named in the Air Transportation Agreement above to fly as a passenger in a UH-60 Black Hawk helicopter as part of the JROTC Army aviation flight orientation event organized by the school district for my cadet. I agree to the "hold harmless" considerations stated above.

\_\_\_\_\_  
(signature)

\_\_\_\_\_  
(date)

**2026 MIAA Unified Track and Field State Champions:**

Marisabel Diaz: State Champion - D1-1 Shot Put

Nile McManus: State Champion D1-7 Long Jump AND State Champion D1-10 100M

Mara Laskowski: State Champion - D1-1 Javelin

Erik Shehaj: State Champion - D1-6 Javelin

<b>Retirees 2025-2026</b>		
<b>Last Name</b>	<b>First Name</b>	<b>School</b>
Kershaw	June	Salem High School
McLaughlin	Susan	Bates Elementary School
Traxler	Allison	District
Linehan	Lisa	Witchcraft Heights Elementary School
Cohen	Donna	Salem High School
DeLorenzo	Janice	Witchcraft Heights Elementary School
Cullen	Patricia	Horace Mann
Kwapis	Beth	Witchcraft Heights Elementary School
Mailloux	Torin	Central Office
Caliri	Robert	Salem High
Gariepy	Jennifer	Central Office
Pasek-Tourville	Maureen	Central Office
Fazio	Cathy	District
Kobajlo	Rose	Salem High
Fredericksen	Louise	Salem High
Callahan	Donna	Carlton

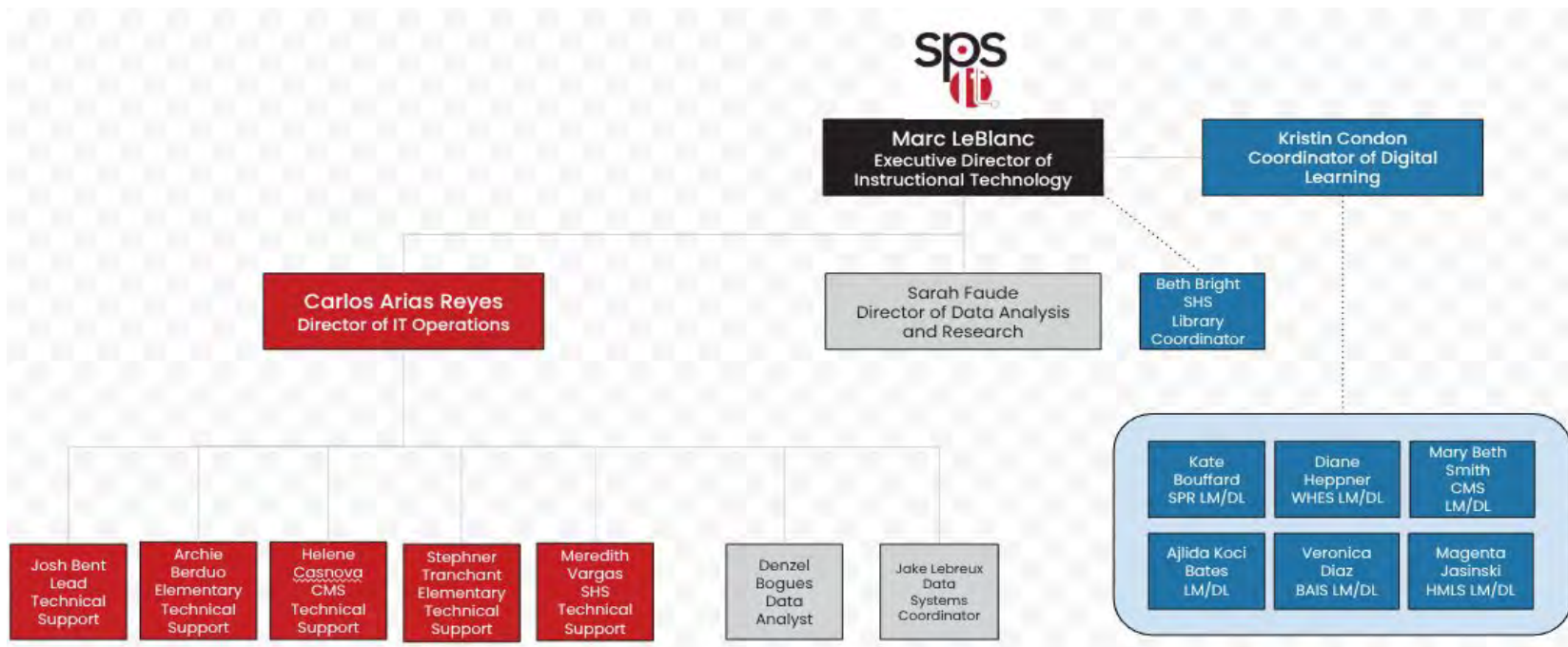


**SALEM**  
PUBLIC SCHOOLS  
*Where belonging leads to opportunity.*

# Instructional Technology Update

*June 22, 2026*

# Who We Are



# Technology Plan Assessment

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

1

- \* Established Library & Digital Skills classes in all K-8 schools
- \* All student technology is up to date
- \* Internet is robust in all learning spaces

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

2

- \* Monthly AI training series for educators
- \* Intranet resources for educator technical tasks established
- \* Training request category bring educators right to a trainer

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

3

- \* Tech Goes Home program provided families tech training and a free computer
- \* Family resources created and improved for accessing platforms

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


4

- \* Launched an interactive data dashboard that is updated in real time
- \* Created a data handbook
- \* Hired a Director of Data Analysis (starting soon)



# AI

- Technology Advisory Committee established - focus on AI
- AI vision statement and intranet page created
- Guidance documents for educators, students and AI suggested usage by grade band
- Approved tools for students and educators determined
- Monthly training sessions for educators are a variety of topics (10 sessions - more than 250 attendees)
- Bi-weekly AI corner for educators in the Teaching and Learning Newsletter


















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

### Educator's Guide to AI Use

Artificial intelligence (AI) is a powerful tool that can support teaching and learning, but it should never replace the essential human elements of education: direct instruction, personalized mentoring, and authentic human connection. This guide provides a framework for how educators can responsibly and effectively integrate AI into their professional practice. The core principle is that AI should **augment and enhance** what we do as educators, not replace it.

Educators should explicitly communicate to students whether AI use is encouraged, restricted, or prohibited for each assignment.

Category	DOs (Use AI Responsibly)	DON'Ts (Avoid Potential Risks)
<b>Professional Practice &amp; Efficiency</b> 	 Use AI for administrative tasks, such as generating rough drafts of emails, summarizing meetings, or organizing data.	 Use AI to generate content without proper citation and attribution; always model transparency.
<b>Instructional Support</b> 	 Use AI for lesson planning and content creation, including brainstorming ideas, creating differentiated assignments, quizzes, and rubrics.	 Use AI-generated content as a final product without thorough, human review for accuracy and appropriateness.
<b>Student Work &amp; Feedback</b> 	 Leverage AI for a "first pass" on tasks like checking grammar or structure.	 Use AI for grading or giving feedback without review; you must always provide your own thoughtful, human-centered feedback.
<b>Ethics, Privacy &amp; Bias</b> 	 Be transparent about your own use of AI (e.g., when creating a lesson plan) to model responsible use for students.	 Input confidential or personally identifiable student information (names, grades, sensitive data) into public AI tools.
<b>Policy &amp; Compliance</b> 	 Only use AI tools that have been vetted and approved by your school, which are confirmed to comply with data privacy laws like FERPA and COPPA.	 Rely on AI to be free of bias; you must critically review all AI outputs for fairness and equity.

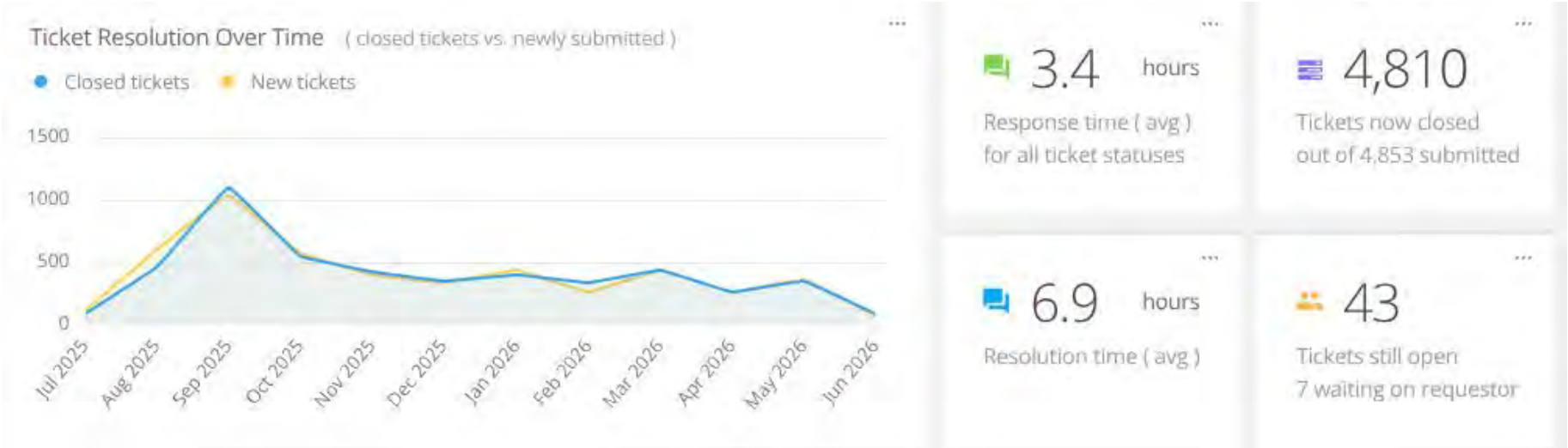


# Library & Digital Skills

- Special in almost every school (every school in 2026 - 2027) where students visit the library once a week in PreK - 8
- Weekly opportunity to check out books with assistance from the full-time librarian
- Learning age appropriate digital skills to use in core classes
- Digital citizenship and safety a focus in all grade levels



# Technical Support



Data as of June 4th, 2026

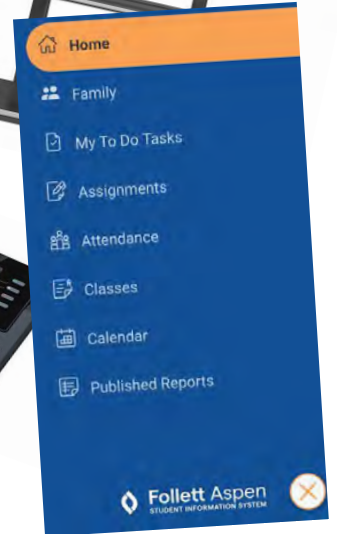


# Data & Applications

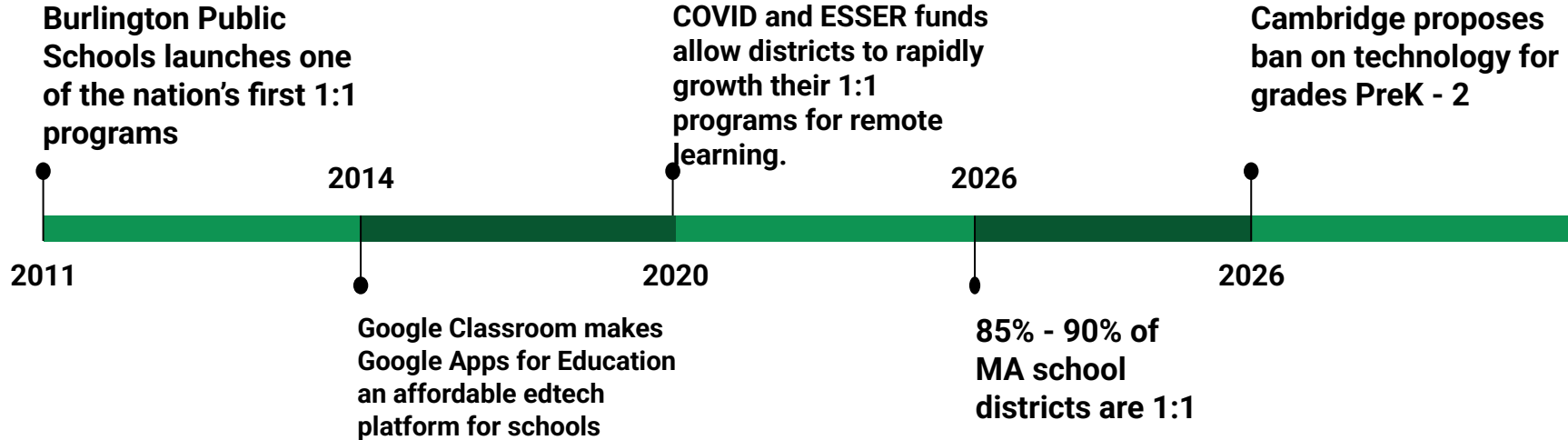


# Summer Projects

- New Chromebooks for incoming 6th and 9th graders
- New Chromebooks for Kindergarten and 1st grade classrooms
- Interactive displays at both Sarah Parker Remond and Bentley
- New phone system roll out
- New staff attendance and time sheet platform
- Launch of Aspen's mobile friendly site
- Curriculum work for Library & Digital Skills
- Edits to academics systems
  - District common assessment changes
  - JumpRope standards edits



# Screen-time - A New / Old Challenge



# Screen Time / Screen Effectiveness

## 2026 - 2027

- Considered reducing of the amount of devices in Kindergarten and Grade 1 - more discussion is needed
- Analyze screen time for students in all grades using a new tool
- Create and provide guidance to educators around active vs. passive screen use and limits per day
- Conducting walkthroughs to check for effective tech use



# Research

[Screens In Balance - Consortium for School Networking](#)

[Digital Ecosystems, Children, and Adolescents - American Academy of Pediatrics](#)

[The Surprising, Research-Backed Benefits of Active Screen Time - edsurge](#)

[Teaching Tech: Navigating Learning and AI in the Industrial Revolution - edsurge](#)

[Screen Time and Children - American Academy of Child & Adolescent Psychiatry](#)

[A Statement on EdTech and Education Policy during the Pandemic - fairplay](#)

## Are there Screen Time Guidelines for school?

The short answer is no. Rather than focusing on time, the Department of Education stresses the importance of **active** versus **passive** use of technology.

[Screen Time at School - American Academy of Pediatrics](#)



# Questions



# FY26 Capital Budget:

- Roof Replacement/Repairs: (Bates Roof)
- ADA Repairs
- Gym Floor Replacement
- Painting (Horace Mann, part of Saltonstall)
- Generator/Life Safety
- MEP/HVAC
- Technology
- Bates Playground



# Busy Summer In SPS

## **Summer School Locations:**

Collins, Horace Mann, Witchcraft, & and Salem High

## **School Moves**

Nlis/Prep to Carlton

Carlton to Sarah Parker Remond

All schools: internal moves

## **Deep Cleaning/Maintenance**



# FY27 Capital Budget:

Project/Request	Unique Project Code	Department	FY2027 Plan	FY2027 Funding Source	Note
Witchcraft Boiler Replacement	25027192	School	\$ 1,000,000	State and / or Federal Funding	No City funding currently identified for FY27. Pursuing state/federal funding. If that does not materialize, will revisit at mid-year or as FY28 item with City funding.
Playgrounds	25027193	School	\$ 400,000	GF Bond	
Security/Life Safety	25027194	School	\$ 700,000	GF Bond	
Technology	25027195	School	\$ 810,000	GF Bond	
MEP & HVAC	25027196	School	\$ 600,000	GF Bond	
Painting School Buildings	25027198	School	\$ 150,000	Fund 2000	
ADA Work/Repairs	25027201	School	\$ 25,000	Fund 2000	
Grounds	25027203	School	\$ 125,000	Fund 2000	
Vehicles	25027204	School	\$ 100,000	Fund 2000	
Interior upgrades BAIS, Saltonstall, HMLS	25027205	School	\$ 200,000	Fund 2000	
		City Total:	\$ 3,110,000		
		State/Fed:	\$ 1,000,000		



# FY27 Capital Projects:

- Playgrounds:
  - Replace the Horace Mann Early Childhood playground
- Security/Life Safety:
  - New Fire panels at Bates & Horace Mann;
  - New PA systems at Bentley & Witchcraft Heights.
- Technology: New Chromebooks & Touchview screens
- MEP & HVAC
  - Lighting at Bentley (LEDS);
  - Air conditioning at Bentley;
  - HVAC repairs districtwide (CMS).



# FY27 Capital Projects:

- Painting: Sarah Parker Remond & Bentley
- ADA Work/Repairs: backlogged repairs & playground accessibility
- Grounds:
  - Repaving Bentley;
  - New Signage at Sarah Parker Remond.
- Vehicles: New Rack Body vehicle for Buildings & Grounds
- Interior upgrades:
  - Bentley vestibule;
  - Restroom partitions at WHES;
  - Glass divider at Horace Mann;
  - Misc interior upgrades at Saltonstall.



## Superintendent Interview Questions

For School Committee Discussion

June 8, 2026

#	Theme	Question	Asked By
1	Equity and Opportunity	Equity often requires difficult choices. How do you approach decisions about allocating resources, opportunities, and supports across students, schools, and programs when needs exceed available resources?	Dominick
2	Academic Excellence, College, Career, and Life Readiness	Salem has worked hard to build a culture of high expectations for all students while also offering strong college and career pathways. How would you ensure students experience a coherent educational journey from elementary through high school and graduate prepared for success in college, careers, and life?	Beth Anne
3	Family and Community Partnership	Salem views education as a community mission. How would you build strong partnerships with families, staff, city leaders, and community organizations, and how would you ensure that families from all backgrounds have meaningful opportunities to shape district decisions?	Yamily <i>(In Spanish)</i>
4	Supporting Students Who Need It Most	Tell us about your experience supporting students who face significant barriers to success, including students from marginalized communities and those at risk of disengagement. How would you ensure Salem's systems identify needs early and provide effective support?	AJ
5	Fiscal Stewardship	School districts across Massachusetts face significant fiscal challenges. Tell us about your approach to budgeting and resource allocation, and share an example of how you have navigated a period of financial constraint.	Dominick
6	Leadership and Accountability	How do you balance supporting principals and school leaders with holding them accountable when student outcomes, school climate, or equity goals are not being consistently met?	Veronica

7	Vision, Future Readiness, and the High School Project	Salem has a strong foundation and an ambitious future, including a transformative high school project that will impact the community for generations. What should Salem's schools look like ten years from now? How can the superintendent ensure that long-term investments remain educationally sound, fiscally responsible, and responsive to community needs?	Meg
8	Communication and Trust	Describe a time when feedback from families, staff, or community members caused you to rethink your initial approach to an issue. How did you communicate your decision, and what did the experience teach you about leadership?	Veronica

**AGREEMENT**  
**BY AND BETWEEN THE**  
*Salem Public Schools*  
**and**  
*Jennifer Doucette-Ly*

This agreement entered into by the Salem School Department (hereinafter "the District") with **Jennifer Doucette-Ly of Salem, MA 01970** (hereinafter "the Executive Director"), as the Executive Director of Special Education.

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

**Section 1. Appointment and Term**

The District does hereby employ Jennifer Doucette-Ly to serve as Executive Director for a term commencing on **July 1, 2026** and terminating on **June 30, 2029**.

**Section 2. Duties and Responsibilities**

The Executive Director, subject to the supervision and direction of the Superintendent/Deputy Superintendent, shall perform faithfully to the best of her ability, the duties of Executive Director.

The duties and responsibilities of said position shall include but not be limited to those duties and responsibilities as prescribed by Massachusetts General Laws, Chapter 71, as amended by chapter 71 of the Acts of 1993 as well as the attached job posting. In addition, said duties and responsibilities shall include those that the Superintendent/Deputy Superintendent may from time to time, assign to the Executive Director. During the term of this agreement, the Executive Director shall devote her full time, skill, labor and employment to the position.

**Section 3. Salary**

- A. The Executive Director shall receive a salary of not less than **\$160,000** for the first year of this agreement, which shall be the period commencing **July 1, 2026** and ending **June 30, 2029**.
- B. For each year of this contract thereafter, the Executive Director and the Superintendent/Deputy Superintendent shall meet to discuss the base salary for the next coming fiscal year. The base salary shall increase between 0-3% annually based on an overall evaluation of proficient or exemplary.
- C. During the life of this agreement the Executive Director's salary shall not be decreased.

**Section 4. Certification**

The Executive Director shall furnish and maintain throughout this agreement, a valid certificate qualifying her to act as a Special Education Administrator as required by Massachusetts General Laws, Chapter 71, Section 38G, as most recently amended. In the event said Executive Director fails to furnish or to maintain such valid certification it is agreed that such failure is "good cause" for the termination of this Agreement and of employment hereunder.

**Section 5. Budget Responsibility**

During the term of this Agreement, the Executive Director shall adhere to the provision of Massachusetts General Laws, Chapter 44, Section 31 (Liabilities in Excess of Appropriations), and failure to do so shall be deemed, at the option of the Superintendent/Deputy Superintendent, "good cause" for termination of this Agreement.

**Section 6. Evaluation**

- A. The Superintendent/Deputy Superintendent shall annually evaluate the performance of the Executive Director. The evaluation procedure shall be consistent with the evaluation of administrators per 603 CMR 35.00.
- B. A goal setting conference shall be held by the Superintendent or Deputy Superintendent with the Executive Director no later than October 15th of each year. A mid-year conference to discuss progress toward goals shall be held not later than February 1st and an end of the year conference to discuss formal written evaluation and progress toward goal attainment shall be held not later than June 30.

**Section 7. Work Year**

The work year for this position will be twelve months, commencing July 1st through June 30th, exclusive of Saturdays, Sundays and legal holidays.

**Section 8. Work Day**

The Executive Director recognizes that her responsibilities and conduct are not determined by prescribed hours and conditions, and that she will perform the directed and implied duties of her position as determined by the Superintendent/Deputy Superintendent and the School Committee, and will expend the time and effort necessary to effectively achieve the goals and purposes of the Salem Public Schools.

**Section 9. Performance**

The Executive Director shall satisfactorily fulfill all aspects of this contract. Any exception hereto shall be by mutual agreement between the Executive Director and the Superintendent or Deputy Superintendent, and shall be memorialized in writing.

**Section 10. Other Activities**

The Executive Director may accept speaking, writing, lecturing, or other engagements of a professional nature, provided (a) they do not derogate from her duties as Executive Director and (b) the Executive Director has received prior approval of the Superintendent or Deputy Superintendent to undertake such engagements.

**Section 11. Paid Leave**

- A. The Executive Director shall receive eighteen (18) sick days per year, which shall be cumulative year to year. The full 18 days of paid sick leave shall be available to the Executive Director effective with the commencement of this contract. There shall be no sick leave buy back provision for any unused sick days during the life of this contract.
- B. The Executive Director shall receive three (3) personal days per year, which may not be carried into the next year.
- C. The Executive Director shall be entitled to twenty-five (25) days of vacation in each year of this agreement. Said vacation leave shall be taken with the prior formal approval of the Superintendent. Up to ten (10) vacation days may be carried over each year not to exceed a total of thirty-five (35) days for use in a given contract year.

**Section 12. Family & Medical Leave Act of 1993.**

Nothing provided for or set forth herein shall be understood to limit or in any way interfere with rights the Executive Director may have under the Family & Medical Leave Act of 1993, or any other applicable state or federal statute.

**Section 13. Bereavement Leave**

The Executive Director shall be granted leave without loss of pay in the event of a death. Such leave shall be up to five (5) workdays for any death in the Executive Director's immediate family. For the purposes of this

paragraph, "immediate family" shall mean and include, parent, sibling, spouse, child, grandparent, grandchild, or any permanent member of the Executive Director's household. The Executive Director shall be granted three (3) days without loss of pay for the death of a mother-in-law, father-in-law, sister-in-law, or brother-in-law. The Executive Director shall be granted one (1) day of leave without loss of pay for the death of an uncle, aunt, niece, or nephew. It is further understood that step relations are covered by this paragraph.

**Section 14. Unpaid Leave**

Upon the written request of the Executive Director the Superintendent/Deputy Superintendent may, solely at her/his discretion, grant unpaid leave to the Executive Director. The amount of such leave shall be solely determined by the Superintendent. The Superintendent/Deputy Superintendent's disposition of such a request shall be final, and shall not be subject to appeal by the Executive Director.

**Section 15. Court Appearances.**

Any appearance made by the Executive Director in a court of the Commonwealth, or at any other legal proceeding, as a result of his official position with the Salem Public Schools, when such appearance shall be made either pursuant to a duly issued subpoena or at the direction of the Superintendent, shall be deemed work time, and shall therefore not be charged to any other paid leave provided under this Agreement. A court appearance by the Executive Director in any other matter shall be deemed personal business.

**Section 16. Health, Life & Disability Insurance**

The Executive Director shall be eligible for such health and other insurance coverage as is available to other non-bargaining unit administrators in the Salem Public Schools. The cost of such insurance to the Executive Director shall be consistent with the cost of said insurance to other non-bargaining unit administrators in the Salem Public Schools.

**Section 17. Travel**

The Executive Director shall be entitled to attend conferences every year, up to a total of \$1,000 reimbursement, commencing in year one of this contract. Travel outside the City of Salem for business purposes shall be reimbursed at the rate established by the City of Salem.

**Section 18. Tuition Reimbursement/Professional Development**

The Executive Director shall be entitled to up to \$1,000 per year in tuition reimbursement and/or professional development.

**Section 19. Discharge**

During the term of this agreement the Executive Director shall be subject to discharge for good cause. "Good cause" as used here shall mean any grounds put forth by the Superintendent/Deputy Superintendent that are rationally related to the Salem Public Schools' effective operation, and that are not arbitrary, irrational, unreasonable, or in bad faith. However, termination of employment because of the expiration of this Agreement shall not be considered dismissal for the purposes of General Laws, Chapter 71, Section 41. If it is so deemed to be a dismissal, then the parties agree that termination of employment as a result of the expiration of this Agreement is "good cause" under said Chapter 71, Section 41.

Within thirty (30) calendar days of discharge of the Executive Director by the Superintendent, she may seek review of such action by filing a request for arbitration with the American Arbitration Association. The arbitration shall be conducted in accordance with the Voluntary Labor Arbitration Rules of the American Arbitration Association. The arbitrator shall issue his written decision within thirty (30) calendar days from the date of the close of hearing. The remedial authority of the arbitrator shall be limited to an award of back pay damages for the balance of the contract year after the discharge date and shall not include authority to reinstate

the Executive Director. The expense and fees of the arbitration proceeding shall be borne equally between the parties.

**Section 20. Resignation**

In the event that the Executive Director desires to terminate this agreement before its expiration, she is required to give the Superintendent/Deputy Superintendent written notice to terminate at least ninety (90) days or a period that is mutually agreed upon prior to vacating the position.

**Section 21. Dispute Resolution**

Dispute resolution is limited to the statutory protections provided in Massachusetts General Laws, Chapter 71, providing for arbitration only in cases of demotion or discharge.

**Section 22. Committee Protection**

The Superintendent and the Committee and the Executive Director agree that the several individual members of the Committee shall not be sued personally for any alleged violation of the terms and conditions of this Agreement. Further, it is agreed that no claim shall be made against an individual member of the Committee in his/his personal capacity for any alleged violation of this Agreement.

**Section 23. Indemnification**

The parties hereto understand and acknowledge that their duties and responsibilities in the event of a legal proceeding brought against the Executive Director individually or in his/her capacity as an agent or employee of the Salem Public Schools shall be governed by the provisions of Chapter 258 of the General Laws.

**Section 24. Entire Agreement**

This Agreement embodies the whole Agreement between the Salem School Department and the Executive Director and there are no inducements, promises, terms, conditions, or obligations made or entered into by any party of this Agreement than those contained herein. This Agreement may not be altered, amended or modified, except in writing, signed by the Superintendent and the Executive Director with approval of the School Committee. If any part or provision of this agreement is invalid, it shall not affect the remainder of said Agreement, but said remainder shall be binding and effective against both parties.

**Section 25. Severability**

It is understood and agreed by the parties that if any part, term or provision of this Agreement is held by the courts to be illegal or in conflict with any law of the Commonwealth of Massachusetts, the validity of the remaining portions shall not be affected, and the rights and obligations of the parties shall be construed and enforced as if the contract did not contain the particular part, term, or provisions held to be invalid.

**In Witness Whereof**, the parties have hereunto signed and sealed this Agreement in duplicate, this \_\_\_\_ day of \_\_\_\_\_, 2026.

FOR THE SALEM SCHOOL COMMITTEE

FOR THE Executive Director

\_\_\_\_\_  
Dominick Pangallo, Chairperson

\_\_\_\_\_  
Jennifer Doucette-Ly