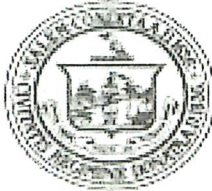


Mary A. Manning
Manny Cruz
Amanda Campbell



Beth Anne Cornell
AJ Hoffman
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: July 11, 2024

REGULAR SCHOOL COMMITTEE MEETING

Notice is hereby given that the Salem School Committee will hold a **Regular School Committee meeting on July 29, 2024 at 7:00 p.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/86726519780?pwd=WzOVDaNqhK2TvvkX72sLK1CpDH9EVH.1>

Passcode: 604894


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: 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.

II. Approval of Agenda

III. Public Comment

See above instructions for participating in public comment.

IV. Approval of Consent Agenda

A. Approval of minutes of Regular SC meeting held on June 17, 2024

B. Approval of Warrants:

1. FY24:

a. 7/10/24 - \$1,136,406.52

b. 7/17/24 - \$198,936.04

2. FY25:

a. 7/18/24 - \$81,260.92

C. Approval of the Carlton overnight trip to the Farm School in Athol, MA from 9/23-9/25 and 9/25-9/27

V. Superintendent's Report

- Update on strategic plan (all priorities)
- Recap of educator trip to the Dominican Republic (Priorities 2.2 and 3.3)
- Provide update on MSBA SHS building project (Priority 4.3)

VI. Student Representative Report

VII. Action Items: Old Business

VIII. Action Items: New Business

IX. Finance & Operations Report

X. Subcommittee Reports

- Finance Subcommittee
 - Personnel Subcommittee
 - Building & Grounds Subcommittee
 - Curriculum Subcommittee
 - Policy Subcommittee
- A. Policies with no substantial changes:
- Policy 2201 and Policy 2203

B. Policies for first reading:

- Policy 2202
- Policy 2500

XI. School Committee Concerns and Resolutions

XII. Adjournment

Respectfully submitted by,

Mindy Marino

Executive Assistant to the 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."

Mary A. Manning
Manny Cruz
Amanda Campbell



Beth Anne Cornell
AJ Hoffman
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 11 de julio de 2024

REUNIÓN REGULAR DEL COMITÉ ESCOLAR

Por la presente se notifica que el Comité Escolar de Salem celebrará una **Reunión regular del Comité Escolar el 29 de julio de 2024 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 a continuación.

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

<https://us06web.zoom.us/j/86726519780?pwd=WzOVDaNqhK2TvkX72sLK1CpDH9EVH.1>

Contraseña:604894


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 algún miembro de la comunidad de Salem desea participar en los comentarios públicos durante esta reunión, por favor haga clic en el siguiente enlace para inscribirse y enviar su comentario electrónicamente: Un miembro del personal del distrito recopilará todos los comentarios que se compartirán con los miembros antes del final de la reunión pública. Los comentarios también se resumirán en el acta de la reunión.

II . Aprobación de la Agenda

III. Comentario Público

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

IV. Aprobación de la Agenda Consensuada

- A. Aprobación del acta de la reunión regular del Comité Escolar celebrada el 17 de junio de 2024
- B. Aprobación de las órdenes de pago:

1. AÑO FISCAL 24

- a. 10-jul-24 - \$1,136,406.52
- b. 17-jul-24 - \$198,936.04

2. AÑO FISCAL 25:

- a. 18-jul-24 - \$81,260.92

C. Aprobación del viaje de una noche de Carlton a la Granja Escuela en Athol, MA del 23 de septiembre al 25 y del 25 de septiembre al 27.

V. Reporte del Superintendente

- a. Actualización del Plan Estratégico (todas las prioridades)
- b. Recapitulación del viaje de educadores a la República Dominicana (Prioridades 2.2 y 3.3)
- c. Proporcionar información actualizada sobre el proyecto de construcción de MSBA SHS (Prioridad 4.3)

VI. Reporte de la Representante Estudiantil

VII. Elementos de Acción: Asuntos Antiguos

VIII. Elementos de Acción: Asuntos Nuevos

IX. Reporte de Finanzas y Operaciones

X. Reportes de los Subcomités

- Subcomité de Finanzas
- Subcomité de Personal
- Subcomité de Edificios y Terrenos
- Subcomité de Planes de Estudios
- Subcomité de Política

A. Políticas sin cambios sustanciales:

- Política 2201 y Política 2203

B. Políticas para primera lectura:

- Política 2202
- Política 2500

XI. Inquietudes y Resoluciones del Comité Escolar

XII. Clausura

Sometido respetuosamente por,

Mindy Marino

Asistente Ejecutiva 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.”

The Salem Public Schools Carlton Innovation School

Lauren Weaver, Principal
Merry McKenna, Assistant Principal
10 Skerry Street, Salem, MA 01970

Email: lweaver@salemk12.org
Email: mmckenna@salemk12.org
Tel: (978) 740-1280 Fax (978) 740-1283

To: Salem School Committee

From: Lauren Weaver, Principal

Date: July 8th, 2024

Re: 5th Grade Field Trip to The Farm School

We would like to request permission to send our 5th grade (E2 Seniors) to The Farm School in Athol, MA from Monday September 23rd to Wednesday September 25th and Wednesday September 25th to Friday September 27th. There would be two different groups of students attending.

This is a highly regarded program and will provide an authentic and shared farm experience for our students. Carlton staff will have the opportunity to directly co-plan many of these sessions with the farm school staff in all content areas.

A few areas that will be addressed:

- Human impact on the environment
- Environmental changes affect organisms
- Weather/climate patterns
- Inherited (animal adaptations that allow for living in a specific environment)/acquired traits
- Energy derived from the sun
- Descriptive and reflective writing

Curriculum and instruction will be tailored to our instructional goals and will build upon the Carlton core values of curiosity, community, and effort in an entirely new context. We are very excited about this opportunity and it is something our Carlton students always look forward to as they enter their 5th grade year.

The Farm School uses a sliding scale for tuition. Based on our percentage of free/reduced lunch, they will be charging us a reduced rate of \$75.00. Our school community is committed to raising the funds for tuition, bus, and any warm weather clothing that may need to be provided. As always, our families will not be asked to pay for this or any other field trip at Carlton.

The Carlton nurse has approved this field trip. We will be hiring a nurse to go on the field trip with students if needed.

I have included the Salem field trip form. More information about The Farm School can be found at <https://farmschool.org>

We hope you will consider our request and approve this unique and meaningful experience.

Thank you,



Lauren Weaver, Principal

Field Trip Request Form - Salem Public Schools

Last Updated June 7, 2017

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

I. General Information				
Name of School	Carlton Innovation School	Date of Request	Date of Field Trip	
Coordinator	Amy Turra	7/16/24	Sep 23 - 25	
Coordinator Contact Info	Phone: 978 740 1280 Email: aturra@salemk12.org	Total Number of Students	Departure Time	Return Time
Grade Level(s)	5 th	20-25	8:30am	12:30pm
Destination <small>Please identify that place AND the specific location and address for the trip.</small>	The Farm School 488 Moore Hill Road Athol, MA 01331	Location and Duration		
		<input type="checkbox"/> Local trip within Salem/North Shore <input checked="" type="checkbox"/> In-state – within MA <input type="checkbox"/> Out of state – travel to another state <input type="checkbox"/> Within the normal school day <input type="checkbox"/> Beyond normal school hours <input checked="" type="checkbox"/> Overnight trip		

II. Learning and Accessibility	
Instructional Alignment <input checked="" type="checkbox"/> Alignment: The trip is aligned to standards <input checked="" type="checkbox"/> Preparation Plan: Students will be prepared for trip <input checked="" type="checkbox"/> Post-Trip Plan: Students will synthesize learning Comments:	Accessibility and Inclusion for All Students <input checked="" type="checkbox"/> I understand district policy that all students have access to field trips <input checked="" type="checkbox"/> I will ensure that all students (e.g., students with disabilities, English language learners, etc.) have the appropriate supports they need for trip 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 and any medical concerns reviewed?	Will an on-site nurse be needed for this field trip?
<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
School Nurse Signature: J. Morrissey notified		Date: Sep 23-25

IV. Food Services		
Has the school's cafeteria manager been notified of this field trip?	Will the students be eating lunch at the school on the date(s) of the trip?	Are you requesting any bag lunches or other food for this trip?
<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No How many? 20-25 1st Day lunch
Comments:		

V. Transportation (Please fax all SPS bus transportation requests to 978-825-5542)		
What is the means of transportation you will need for this trip?	<input type="checkbox"/> SPS Bus (local destinations only) <input checked="" type="checkbox"/> Private vendor (you arrange on own) <input type="checkbox"/> Specialized transportation needed	<input type="checkbox"/> Public transportation <input type="checkbox"/> Walking <input checked="" type="checkbox"/> Other: NRT (pick up @ 10:30 The Farm)
If SPS Bus needed, please specify the following information:	Pick Up Time: 9:00 am Pick Up Location: Carlton	Return Time: 12:30 pm Return Location: Carlton

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

VI. Principal Review and Approval (Required for ALL Field Trips)	
School Principal Signature: 	Date: 7/16/24

Field Trip Request Form - Salem Public Schools

Last Updated June 7, 2017

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

I. General Information				
Name of School	Carlton Innovation School	Date of Request	Date of Field Trip	
Coordinator	Kristin Ciarmataro	7/16/24	Sep 25 - 27	
Coordinator Contact Info	Phone: kciarmataro@salemk12.org Email: 978 740 1280	Total Number of Students	Departure Time	Return Time
Grade Level(s)	5 th	20-25	8:30	12:30 pm
Destination <small>Please identify that place AND the specific location and address for the trip.</small>	The Farm School 488 Moore Hill Road Athol, MA 01331	Location and Duration		
		<input type="checkbox"/> Local trip within Salem/North Shore <input checked="" type="checkbox"/> In-state - within MA <input type="checkbox"/> Out of state - travel to another state <input type="checkbox"/> Within the normal school day <input type="checkbox"/> Beyond normal school hours <input checked="" type="checkbox"/> Overnight trip		

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

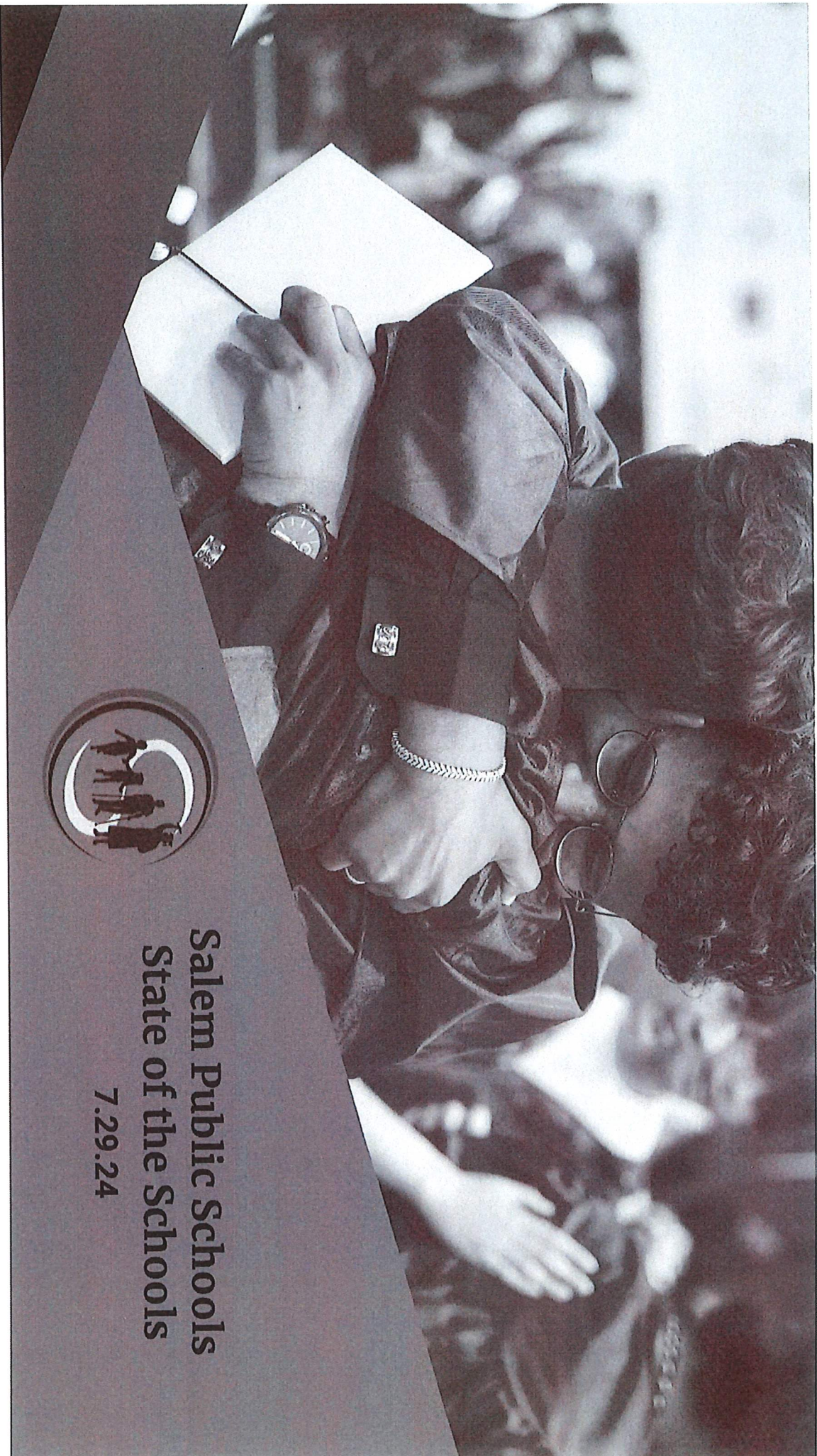
III. School Nurse Review and Approval (School Nurse Signature Required)		
Has the school nurse been notified of this field trip?	Has the roster of students been shared and any medical concerns reviewed?	Will an on-site nurse be needed for this field trip?
<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
School Nurse Signature: * RN needed for only 1 session		Date: Sep 25-27

IV. Food Services		
Has the school's cafeteria manager been notified of this field trip?	Will the students be eating lunch at the school on the date(s) of the trip?	Are you requesting any bag lunches or other food for this trip?
<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No How many? 20-25 1st Day Lunch
Comments:		

V. Transportation (Please fax all SPS bus transportation requests to 978-825-5542)		
What is the means of transportation you will need for this trip?	<input type="checkbox"/> SPS Bus (local destinations only) <input checked="" type="checkbox"/> Private vendor (you arrange on own) <input type="checkbox"/> Specialized transportation needed	<input type="checkbox"/> Public transportation <input type="checkbox"/> Walking <input checked="" type="checkbox"/> Other: NRT
If SPS Bus needed, please specify the following information:	Pick Up Time: 9:00 Pick Up Location: Carlton	Return Time: 12:30 pick up @ 10:30 Return Location: Carlton

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

VI. Principal Review and Approval (Required for ALL Field Trips)	
School Principal Signature: 	Date: 7/16/24



**Salem Public Schools
State of the Schools**

7.29.24

Who Are We?

- ★ **Belonging** – We believe all members of our community are valued and that our relationships are built on empathy and respect
- ★ **Equity** – We believe in promoting social justice to ensure an inclusive school community where all members are empowered and engaged
- ★ **Opportunity** – We believe all students should receive a personalized experience to achieve academic success, find joy in their learning, and have multiple choices for their post-secondary plans.

What We Believe

SPS Mission Statement

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

SPS Vision Statement

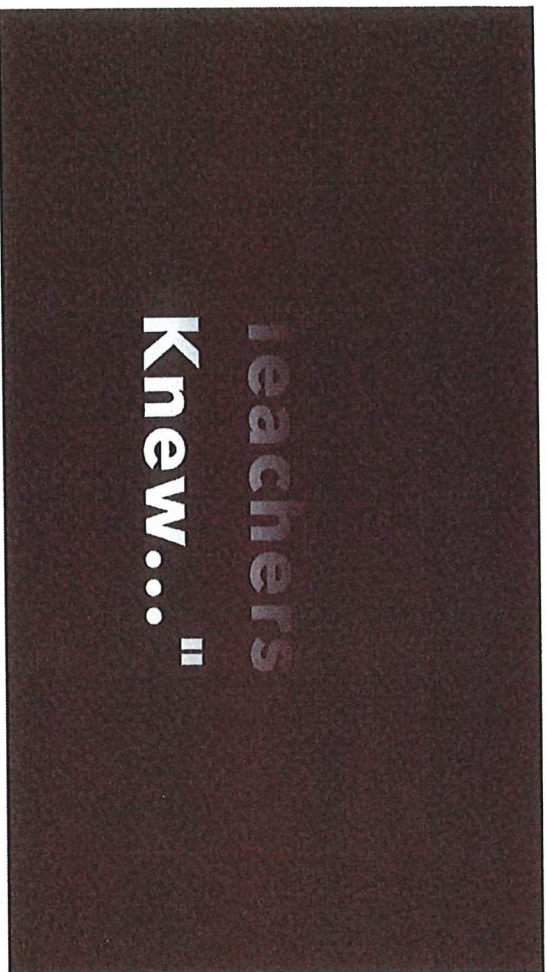
All students will be locally engaged, globally connected, and fully prepared to thrive in a diverse and changing world.

Equity Statement

Valuing equity means that we:

- *Reflect and embrace the greater diversity of our students and families*
- *Recognize that systems of oppression marginalize some populations and suppress some voices*
- *Bear a collective responsibility to recognize, interrupt, and transform educational inequities*
- *Champion access and inclusion for all students/families/staff*
- *Allocate resources so that the students/families/staff who need the most get the most*
- *Work to be an anti-racist and culturally responsive community*
- *Create a more just and equitable world for all our students.*

So Much to Celebrate!





SALEM PUBLIC SCHOOLS
Always Learning. Always Growing.

Professional Development Day
 2024 Pep Rally



Excuse Learning,
 Improve education,
 Earn your badge,
 Strong together and proud of it!

Game	Time	Location	Notes
10/12	7:00 PM	SALEM	Home
10/13	7:00 PM	SALEM	Home
10/14	7:00 PM	SALEM	Home
10/15	7:00 PM	SALEM	Home
10/16	7:00 PM	SALEM	Home
10/17	7:00 PM	SALEM	Home
10/18	7:00 PM	SALEM	Home
10/19	7:00 PM	SALEM	Home
10/20	7:00 PM	SALEM	Home
10/21	7:00 PM	SALEM	Home
10/22	7:00 PM	SALEM	Home
10/23	7:00 PM	SALEM	Home
10/24	7:00 PM	SALEM	Home
10/25	7:00 PM	SALEM	Home
10/26	7:00 PM	SALEM	Home
10/27	7:00 PM	SALEM	Home
10/28	7:00 PM	SALEM	Home
10/29	7:00 PM	SALEM	Home
10/30	7:00 PM	SALEM	Home
10/31	7:00 PM	SALEM	Home


MIHA DIVISION 5 SUPER BOWL

DAVEY DAY

SALEM VS FAIRHAVEN

10/24 @ COLLETT STADIUM AT 6:00 PM

GO WITH #



Strategic Plan (2023-26): Core Priorities

Priority One: Elevate Learning

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



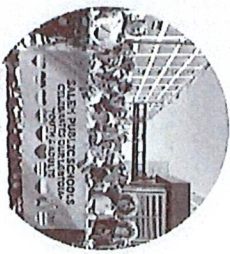
Priority Two: Empower Educators

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



Priority Three: Center Belonging

Build joyful, welcoming, and supportive school communities.



Priority Four: Strengthen Our Foundation

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



How Did We Do?

Priority 1 Measures of Success

- ✓ All grades/all subjects achieve >60 SGP on MCAS
- ✓ Increase meet/exceed ELA and math proficiency rates to 41% (grades 3-8 ELA MCAS), 39% (grades 3-8 math MCAS), 58% (grade 10 ELA MCAS) and 50% (grade 10 math MCAS)
- ✓ Increase to 55% the % of multilingual learners who demonstrate progress on the ACCESS assessment (as defined by DESE).
- ✓ Increase percent of students in grades 11 and 12 enrolled in advanced coursework to 65%
- ✓ Increase 4-year graduation rate to 88%
- ✓ At least 70% of families report confidence that their child is continuing to learn and succeed in school

Priority 2 Measures of Success

- ✓ Maintain or exceed an 85% annual retention rate for proficient/exemplary teachers of color as well as all teachers as defined by DESE.
- ✓ Increase the percentage of educators and staff who represent the racial, ethnic and linguistic diversity of students to 20% for teachers and to 25% for all staff.
- ✓ Increase annual teacher well-being and belonging composites to 68% for well-being and 75% for belonging.
- ✓ Increase positive perceptions of the amount and quality of feedback faculty receive to 60%.

Priority 3 Measures of Success

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

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

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

Priority 4 Measures of Success

- ✓ All departments receive at least an 80% positive response from principals/school leaders on the extent to which the Central Office departments are effectively supporting the needs of schools.
- ✓ Majority of staff report that they have adequate access to the materials and information they need to be effective in their jobs.
- ✓ Increase in efficiency through cross-department collaboration.
- ✓ Work orders are responded to within two business days.

Priority 1- Elevating Learning Scorecard

Measurable Outcome	3-year goal	Baseline	Actual	Progress Rating
Increase in Student Growth (SGP)	60 SGP	47	51	<input type="radio"/>
MCAS Proficiency Rates	Gr. 3-8: > 41% ELA; > 39% Math G. 10: > 58% ELA; > 50% Math	28% ELA; 21% Math 36% ELA; 25% math	32% ELA (STAR) 25% Math (STAR) TBD	<input type="radio"/>
Increase ACCESS Performance	55% demonstrating progress	43%	TBD	TBD
% Students enrolled and passing advanced coursework	65%	51.5%	75%	<input type="radio"/>
Increase graduation rates	88%	75.9%	80.6%	<input type="radio"/>
Parents Reporting Confidence	70%	TBD	TBD	TBD ⁸

Priority 2- Empowering Educators Scorecard

Measurable Outcome	3-year goal	Baseline	Actual	Progress Rating
Increase the retention rate for proficient/exemplary staff	85%	70.9%	79.3%	○
Increase the percentage of educators and staff who represent ethnic diversity of SPS students	20%- teachers 25%- staff	12.9%- teachers 17.9%- staff	17.3%- teachers 21.4%- staff	○
Increase annual staff well being and belonging composites	68%- well-being 75%- belonging	58%- well-being 65%- belonging	60%- well-being 63% belonging	○
Increase positive perceptions of the amount and quality of feedback faculty receive	60%	35%	36%	○

Priority 3- Centering Belongings Scorecard

Measurable Outcome	3-year goal	Baseline	Actual	Progress Rating
Reduce chronic absenteeism and dropout rate	18%- chronic 2%- dropout	24.9%- chronic 3.5%- dropout	20.1%- chronic 2.8%- dropout	<input type="radio"/>
Increase % of students who feel valued	70%	45%	47%	<input type="radio"/>
Families reporting that their child's school is a good fit	N/A	N/A	N/A	N/A
Improve risk ratio of discipline referrals for students of color and students with disabilities	1.2	2.33- SOC 5.96- SWD	2.33- SOC 5.69- SWD	<input type="radio"/>

Priority 4- Strengthening the Foundation Scorecard

Measurable Outcome	3-year goal	Baseline	Actual	Progress Rating
Central Office department support	80% favorable response	N/A	93%	<input type="radio"/>
Adequate staff access to materials and information	51%	N/A	68%	<input type="radio"/>
Increase in efficiency through cross-collaboration	TBD	TBD	TBD	TBD
Response to work orders within 2 days	100%	N/A	95%	<input type="radio"/>

Reflections

Top Successes	Top Challenges
<ul style="list-style-type: none"> ● Increase in staff diversification ● Improved teacher retention ● Improved attendance ● Decrease in dropouts and increase in graduation rates ● Access to advanced coursework ● Implementation of strong assessment system ● Deep dive in supporting MLs and middle school math instruction ● Data informed instruction as a districtwide system for improvement ● Improved STAR proficiency rates ● Enrollment growth 	<ul style="list-style-type: none"> ● Quality and quantity of feedback and coaching ● Staff attendance ● Flat performance across some schools, grade levels, etc. ● Consistent access to cognitively demanding work ● Disproportionality in discipline rates ● Student and staff sense of belonging

At the Precipice of a Breakthrough

- Keep strengthening “good” habits- mastery requires patience.
 - *It is only when one implements a system of continuous small improvements that one achieved a different outcome*
- It is not about goals, but rather it is about systems
 - *What we really need to change are the systems that cause the results. When you solve results at the results level, you only solve them temporarily. In order to improve for good, you need to solve problems at the systems level.*
 - *True long-term thinking is goal-less thinking. It's not about any single accomplishment. It is about the cycle of endless refinement and continuous improvement. Ultimately, it is your commitment to the process that will determine your progress.*

**Taken from the book Atomic Habits by James Clear*

Reflection for the
24-25 School Year

*“You do not rise to
the level of your
goals. You fall to the
level of your
systems.” -- James Clear*

**Taken from the book Atomic Habits by James Clear*

Our Charge

24-25 Key Drivers

- Monitor clear instructional priorities for literacy and mathematics using TNTP tools focusing on *Core action 3: Student Ownership*
- Strengthen frequency/impact of data meetings where both DCAs and formative assessments/student work are reviewed
- Engage educator voice in the development of school-based PD content and session facilitation
- Schedule dedicated opportunities throughout the year for staff to build community and belonging and to strengthen morale`
- Strengthen frequency/impact of observation/feedback (educator development)
- All leaders develop/implement Strong Start Playbook
- Attendance teams strengthen early intervention strategies to identifying and addressing chronic absenteeism
- Implement explicit SEL and at least 1 restorative practice (circles and/or impromptu conversations)

ADMINISTRATION 2000 ADMINISTRATIVE PERSONNEL POSITIONS 2200 LEGAL

COUNSEL 2202

The hiring of legal counsel is strictly a School Committee function and will be done by majority vote of the School Committee. Legal counsel will provide immediate legal advice to the School Committee and/or the superintendent at the School Committee's direction regarding the legal issues that may arise in the day-to-day operation of a school system, including, but not limited to:

- Personnel
- Policy
- State/Federal Guidelines and Mandates
- Contracts
- Grievances/Settlements
- Court/Arbitration Actions

Legal counsel ~~may~~**will** represent the School Committee in ~~personnel~~**teacher** negotiations, ~~as well as other units upon request~~. All legal communications are expected to be timely.

The length, composition and other particulars of the contract between legal counsel and the School Committee will be reviewed and negotiated annually, unless otherwise decided by the School Committee.

Reviewed: December 2016

ADMINISTRATION 2000 SCHOOL IMPROVEMENT PLANS 2500 EDUCATION

REFORM ACT OF 1993

The principals, in consultation with school councils, shall adopt educational goals for ~~each~~^{the} schools and shall annually formulate a School Improvement Plan to advance such goals. ~~The~~^s School's' educational goals must include the student performance standards adopted by the Massachusetts Board of Education and, ~~consistent with any educational policies established for the district,~~ shall assess the needs of the school in light of ~~those~~^{their} goals. The School Improvement Plan shall ~~reflect~~^{address} ~~the Salem~~ the system-wide goals adopted by the School Committee each year. The plan shall ~~include~~^{an assessment of}:

~~An assessment of~~^The impact of class size on student performance;

Student to teacher ratios and other factors and supportive adult resources;

~~May include a scheduled plan for reducing class size;~~

~~The allocation of~~^{Address} professional development funds in the annual school budget;

The enhancement of parental involvement in the life of the school;

~~Student~~^{safety} and discipline;

The establishment of a welcoming school environment characterized by tolerance and respect for all groups;

Extracurricular activities;

~~Strategies~~^{The development of means} for meeting the diverse learning needs of all children in the district ~~as many children as possible, including children with special needs currently assigned to separate programs within regular education programs at the school;~~

~~Such o~~^{Other} subjects as the principal in consultation with the school council shall consider ~~appropriate.~~

RELATIONSHIP TO SCHOOL COMMITTEE

Each ~~cs~~^{school} council's School Improvement Plan is to be submitted to the School Committee for review ~~—~~and approval each year. If the plan is not reviewed within thirty days of its submission, it will be considered to be automatically approved

~~School improvement plans must follow the guidelines and process outlined in Massachusetts State Law _____~~

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ADMINISTRATION 2000 SCHOOL IMPROVEMENT PLANS 2500 ~~PLANNING~~

Legal Reference: MGL 69:11

Reviewed: December 2016

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