

**Minutes of the
Salem School Committee Workshop
Wednesday, April 1, 2026
Rm. 227, 29 Highland Ave.**

Members Present: Mayor Pangallo, Vice Chair Cornell, Yamily Byas, AJ Hoffman, Veronica Miranda and Megan Stott

Others in Attendance: Interim Superintendent Carbone and Dean of Innovation Chelsea Banks

Members Absent: Yamily Byas and Mary Manning

1. Call the Meeting to Order

Mayor Pangallo called the meeting to order at 8:00 am.

2. Presentation and Discussion of Making a 10-Year Vision and Innovation Plan with Margo Roen from Imagine Network

Margo Roen from Imagine Network presented slides about the vision and innovation work in Salem Public Schools. Heidi Guarino from EdLab Strategies explained the connection between the three year Strategic Plan and the 10-Year Vision planning. Member Miranda spoke about the Innovation Advisory Committee and the work that is being done.

Comments provided at the workshop included rethinking the school calendar in general which was made for a community that does not exist anymore as more and more caregivers prefer a longer or continuous school year. Other comments were about preparing students to be responsible users of technology and how engagement involves more than just the school community or alumni but others in the community. Planning time for teachers is also important so that they can be innovative.

A question was raised if the PreK community were involved with this effort and the response was that some members were present at the Design Day event which was held on March 13, 2026. A School Committee member made a comment that the Children's Alliance Director, Sarah Roy, who is part of the Salem Youth Commission should also be involved in this effort. Another member highlighted that the 10-Year Vision would include young adults who are out of high school as well. The need for metrics in the strategic plan was mentioned as it would be very helpful for principals.

The Dean of Innovation at Collins Middle School mentioned that new leaders need to know the work that has already been done and in process so that they can continue the work towards established goals. It is also important for the candidate for the position of

Superintendent to know what the community is aspiring to and their goals. The potential leader would need to empower people to test new ideas and innovate. Margo Roen commented that it is messy but it is critical work.

Member Miranda and Interim Superintendent Carbone left the meeting at 8:48 am.

3. Adjournment

Member Hoffman made a motion to adjourn at 8:55 am. Member Stott seconded and it was so VOTED. Motion passed unanimously.

Respectfully submitted by,

Shirley Dorai

Executive Assistant to the School Committee & Superintendent



Salem Public Schools School Committee Meeting Overview
April 1, 2026

It's an Exciting Time in Salem

- ✦ **Strong foundation from which to build**
- ✦ **Community conversation shaping the future of learning**
- ✦ **Culture of being student-centered**
- ✦ **Transition period**



Thanks for Having Me Today

A bit about Imagine Network



Our Founder

Margo Roen is a former high school teacher and school leader, school district Deputy Superintendent, and state education leader. She brings her experience as a practitioner and systems leader, as well two decades of learning what works and doesn't work in system innovation, to the design and delivery of Imagine Network.

Imagine Network is an education nonprofit founded in 2024 and designed to support strategy and innovation leaders in school systems across the country

- ◆ **Our vision: Students experience a public education system that is **flexible and innovative**, allowing them to thrive locally and compete globally.**
- ◆ **What this looks like...**
 - **Students are the architects of their own learning journeys,**
 - **Education systems are adaptive and responsive, and**
 - **Communities foster economic mobility and thriving learners.**



Our Mission

Imagine Network spurs systemic innovation with rigor, at scale, in collaboration with others. Our community of leaders builds the skills and mindsets needed to create a future-ready learning environment for students in collaboration with others.





We invite you to think at a different altitude.

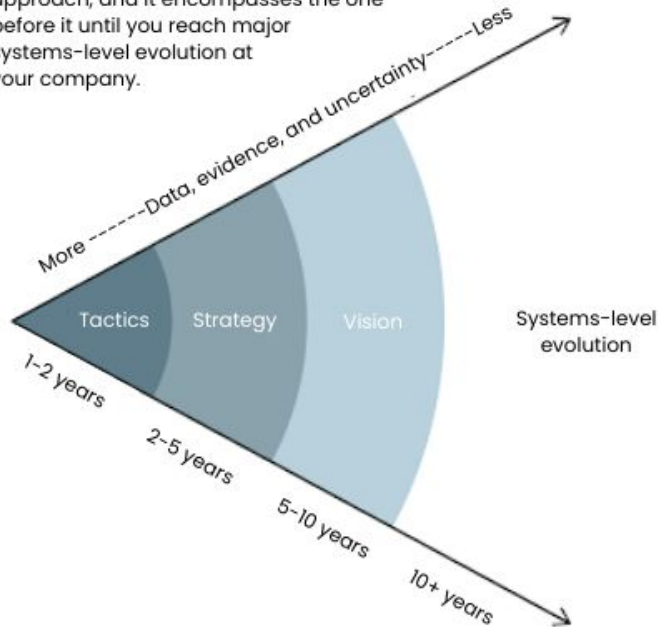


- ◆ Longer term
- ◆ Broader view
- ◆ Boundless possibilities
- ◆ Clear connections

Leading for the Long View – Time Cone vs. Timeline

A Futurist's Framework for Strategic Planning

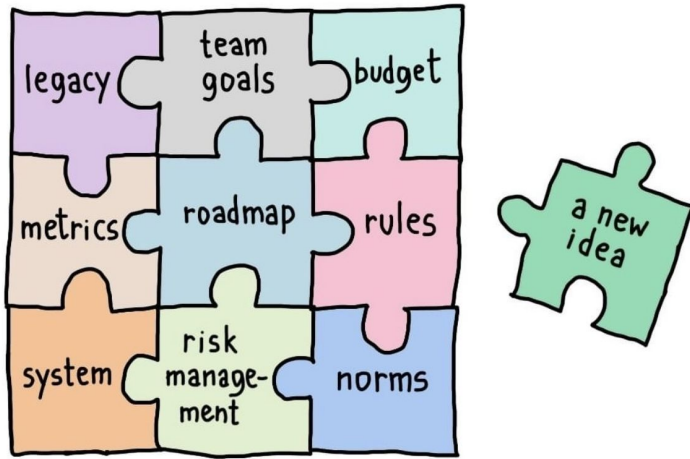
Instead of arbitrarily assigning goals on a quarterly or yearly timeline, use a cone instead. First, identify highly probable events for which there's already data or evidence, and then work outward. Each section of the cone is a strategic approach, and it encompasses the one before it until you reach major systems-level evolution at your company.



Key Shifts:

- ✦ **Avoid fixed long-term timelines:** Rigid plans like "Strategy 2030" can create false control and lead to reactive, resource-draining tactics
- ✦ **Balance short-term and long-term planning:** Combine immediate actions with a forward-looking vision to adapt to change and stay resilient
- ✦ **Use "time cones" instead of linear timelines:** Plan with flexibility by categorizing actions into tactics, strategy, vision, and systems-level evolution

innovation



Irina
Blok

As stewards of SPS, it is your job to help the system **practice thinking long-term, build confidence with uncertainty, and align today's decisions with the futures** students will actually inherit.

Why futures thinking?



Futures-thinking starts with the **outside-in perspective**, looking at the macro forces such as environmental, economic, or demographic changes that will meaningfully shape our world.

This contrasts with the inside-out approach of most planning or forecasting efforts that moves from the inside-out, beginning with the industry or organization.

'Educators Must
Prepare Students To
Thrive In A World That
Doesn't Exist Yet.'



MidJourney + McBain

Easy, right?



What If...

We Moved From **'Preparing'** Young People For The Future As We Know How Their Lives Will Unfold?

To...

Cultivating Learners Who Can **'Shape'** Their Futures?





Systemic innovation is key to unlocking the future, aligning a longer term vision for student learning that builds off of today's foundations and *evolves* in alignment with a future direction



“In my experience, with just a handful of exceptions, organizations may start with the intention of working from the outside-in — whether it’s listening to customers, using design thinking to inform ideas, or doing futures work.

However, the gravitational pull of the inside, of the day-to-day realities, makes it very hard. The human system is really difficult.”

—Lisa Kay Solomon,
Leading for the Long View





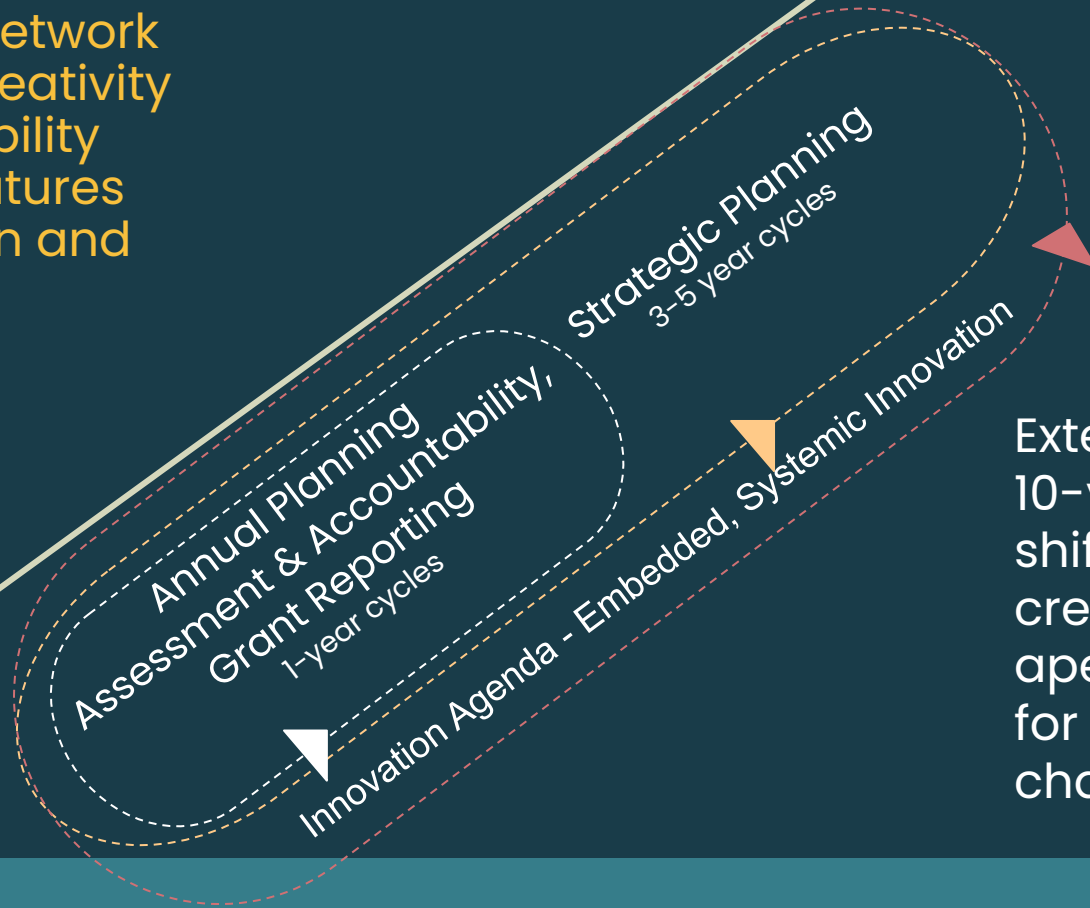
Our Approach



Future in Focus

Imagine Network
unlocks creativity
and possibility
through futures
exploration and
design

10+ years in the
future

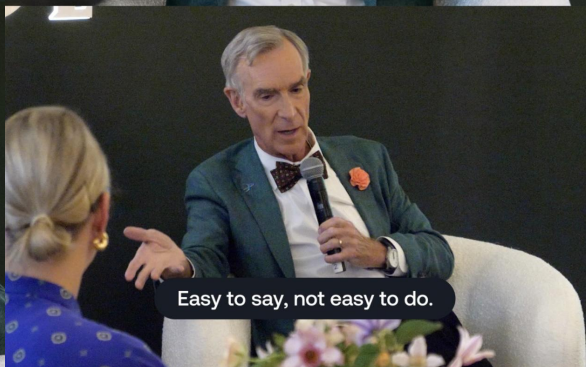
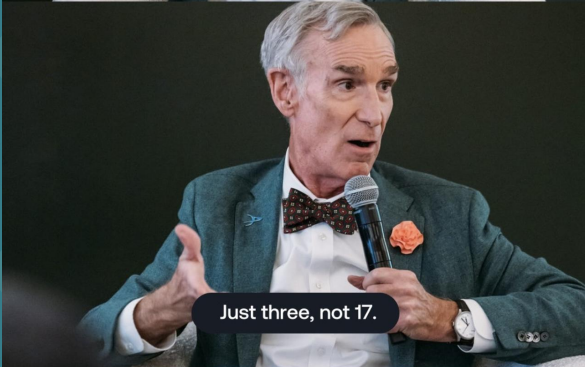
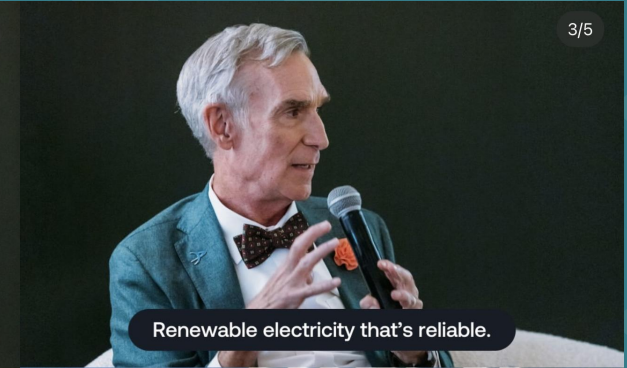
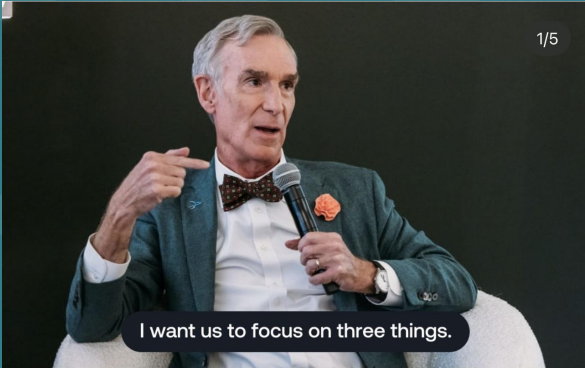


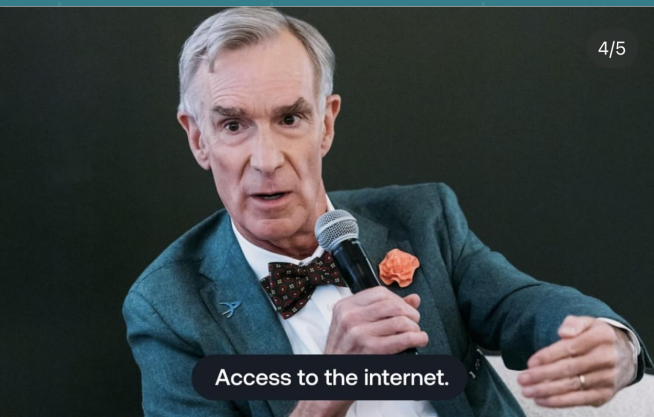
Extending to a
10-year time horizon
shifts mindsets and
creates the wider
aperture necessary
for transformational
change



Create a North Star

Articulate a shared vision for student success in the next 10+ years and identify the shifts necessary to move in that direction to galvanize and ground innovation tied to equity





Access to the internet.



This gives access to education

to everybody in the world.



This is how we improve the quality

of life for everyone on Earth.

What do you notice about his vision?

What do you notice about his messaging?





Shape the Path

Building off of a strong foundation, identify innovation priorities to advance learner-centered solutions aligned to the future vision

There is a universe of potential pathways to explore.

Articulating *what* to prioritize and *how* is key to shaping the future of the system and of student learning in your city.







An Example





Learning from St. Jude's Imagine Academy

NOT ALLOWED
NO VISITORS
NO PRESCHOOL
NO CHILDREN UNDER 10 YEARS
NO FOOD OR DRINK
NO BAGS OR BULGAMING COLLARS
NO WEAPONS ON
PROPERTY
NO PHOTOGRAPHY
NO VIDEO RECORDING



The St. Jude Approach: The What & How

The St. Jude Imagine Academy school is committed to medical industry standards for **continuous improvement and iteration** where they innovate, yet always test change before implementing full scale. They call this process ***Quality Improvement.***

- ◆ Each team member is responsible for **designing and executing** Quality Improvement rounds
- ◆ In the rounds, they conduct PDSA cycles to either **act, abandon or adjust** an idea
- ◆ Internal “Applications of Improvement” experts are a resource to ensure rigor and capacity building is embedded





Salem's Long View



Innovation Advisory Committee

Principal	Bethann Jellison (Salts)
Elementary	Kelly Quinn (Bentley) Janet Garcia (Bentley)
MS Teacher	Karen Tucker (CMS)
HS Teacher	Megan Murtagh (NLIS)
HS Teacher	Tristan Brosnan (SHS)
Paraprofessional	Nasser Shams (WHES)
Central Office	Elizabeth Pauley Carlos Arias Reyes
Parent	Sarah Vozzo (CMS and SHS)

Parent	Wilma Avila (PK)
Student	Guywintz Jules (SHS Gr. 12)
Student	Kimberly Matul Macario (SHS Gr. 9)
SC Member	Veronica Miranda
Community	Linda Saris or Kayla Dorst (LEAP)
Community	Rick Jones (Architect and parent; chair of the HS Building Committee)
Higher ed	Laurie McCarty (SSU)

IAC Charge

- Collaborate on a **10-year vision and agenda for innovation** for the Salem Public Schools that will position our students for 2035 and beyond
- Develop a new 3-year **strategic plan** that will plant the seeds to get us there

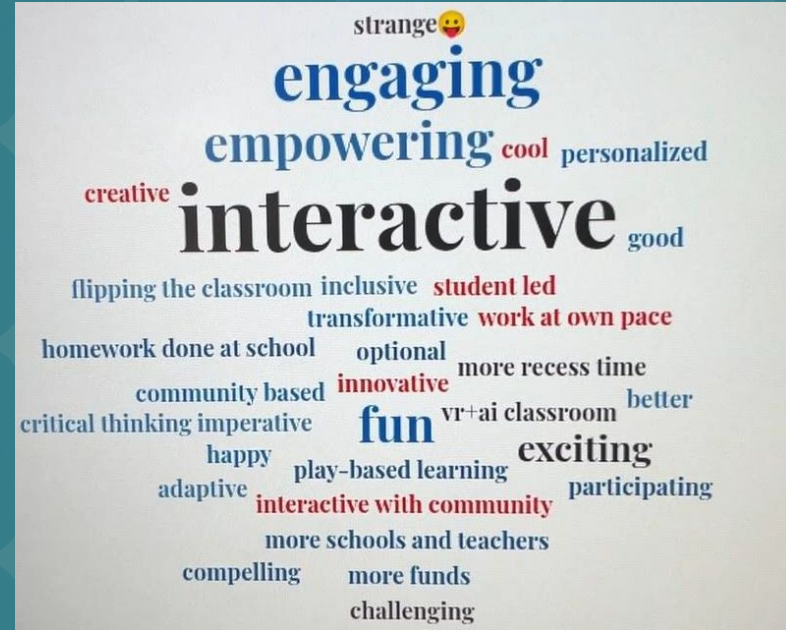


Input Opportunities

- Design Day
- Focus groups with parents, teachers, students
- Executive Leadership Team
- District Leadership Team

Upcoming

- Community survey
- Spanish-language Design Day
- Focus groups
- School Committee retreat and interviews
- Continued district leadership engagement



Emerging Themes (Sneak Peek!)

PreK: Ensure equitable access and center play as the foundation of early learning

Foundation: Expand learning beyond school walls through real-world, community-based experiences

Relevance: Provide hands-on, personalized learning, including academics, arts, & extracurriculars

Tech: Leverage technology to support creativity, collaboration, and deeper learning

Belonging: Build inclusive, multicultural environments rooted in relationships and mentorship

Student Vision: Design holistic, personalized, and career-connected learning experiences

SHS: Create opportunities and spaces for students to explore interests and passions

Engagement: Strengthen school communities through alumni connection and involvement

Timeline

October-December

**January-March
(ongoing)**

April-May

June-July

Innovation Cabinet

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

Stakeholder Engagement

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

Plan Development

- Stakeholder surveys
- Focus Groups
- Feedback Analysis
- Develop Vision
- Draft strategic plan
- Develop metrics

Finalize & Launch

- Develop narrative
- Finalize and design plan
- Create visuals
- Comms planning

The IAC will meet monthly from November 2025–June 2026



Our Charge for You

- **Inform & Advance the Work:** Elevate & refine our community's vision with us to set a bold vision and plan for shaping our future
- **Superintendent Search:** Find & select a leader with the mindset and skill set to lead this work into the future





◆ Thank You ◆
www.imagineedu.org

