

***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”

SCHOOL COMMITTEE RETREAT

Notice is hereby given that the Salem School Committee will hold a **School Committee Retreat on September 3, 2026 at 5:00 p.m.** This meeting will take place in person at Collins Middle School, Room 227, 29 Highland Ave., Salem, MA.

- 1. Call the Meeting to Order and Opening Remarks**
- 2. Review of School Committee Norms**
- 3. Listening Campaign and Family Engagement**
- 4. Discussion of Vice Chair Term**
- 5. Discussion and Planning of 2026-2027 School Committee Agenda**
- 6. Discussion of Strategic Plan**
- 7. 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.”



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Salem School Committee Retreat

September 3, 2026

5:00-8:00pm

Today's Agenda

1. Opening Remarks and Team Activator Activity
2. Review of School Committee Norms
3. Listening Campaign and Family Engagement
4. Discussion of Vice Chair Term
5. Discussion and Planning of the 2026–27 School Committee Agenda
6. 2026–29 Strategic Plan
7. Adjournment





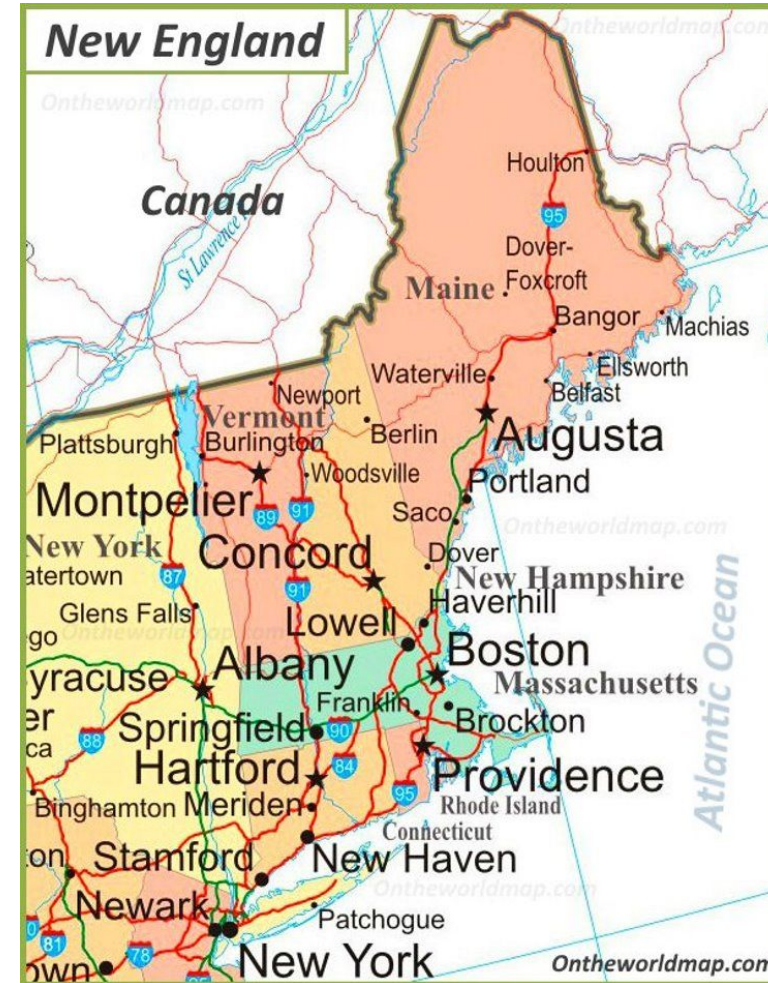
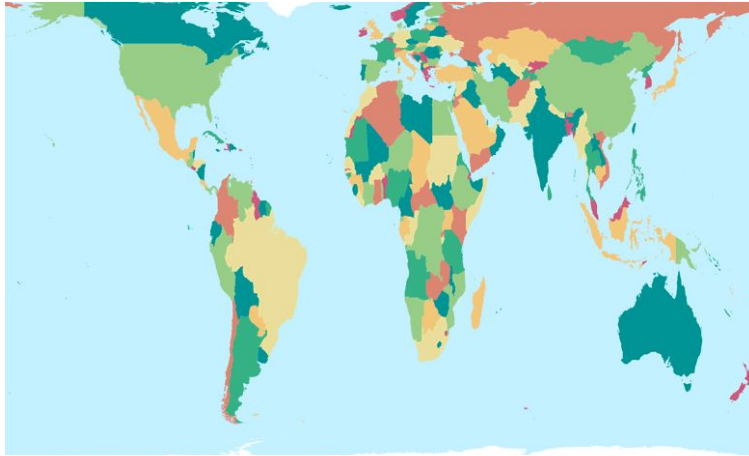
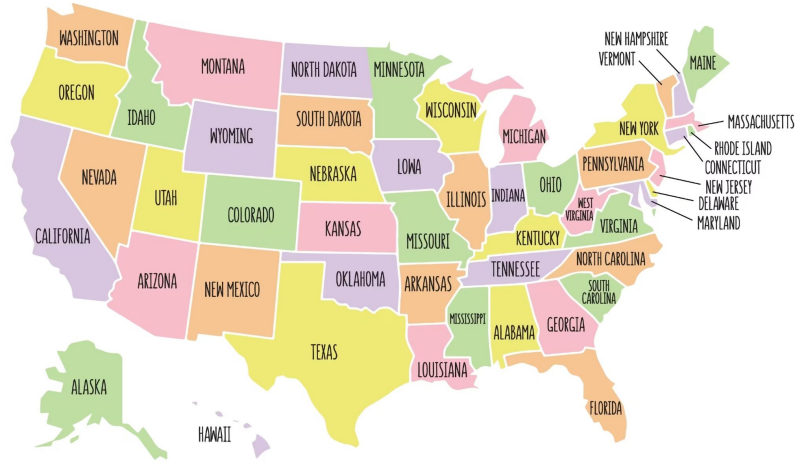
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Building Our Leadership Community

Mapping Our Stories



Mapping our Stories



Mapping our Stories

Framing:

- The purpose of this activity is to share stories or memories that have helped shape our identities
- There will be three rounds of prompts that participants will respond to
- Each response will be connected to a place that can be identified on the maps
- Take a few notes on a Post-It note and add it to the map (be sure to include your name on the Post-It note)



Mapping our Stories

Round 1 *(we'll skip this one today)*

Partner with 3 to 4 team members and share your response to one or more of the questions in prompt 1:

- 1) Identify a place on the map connected to your maternal ancestry/history and tell us more.
- 2) Identify a place on the map connected to your paternal ancestry/history and tell us more.
- 3) Identify a place on the map that is important to your identity and tell us more.



Mapping our Stories

Round 2

Switch the teams up to form a different group of 3 to 4 members and share your response to prompt 2:

Identify a place on the map where you have a significant memory and tell us more.



Mapping our Stories

Round 3

Switch the teams one more time up to form a different group of 3 to 4 members and share your response to prompt 3:

Identify a place on the map where you had a powerful learning experience and tell us more.



Mapping our Stories Debrief



Mapping our Stories Debrief

What is something you learned about a team member that you didn't know before?

How did you select the stories you shared with team members?



Mapping our Stories Debrief

Why is it important to reflect and share our stories?

How can this activity be applied to you own team or leadership practices?



Review of School Committee Norms

School Committee Norms (Spring 2026):

- Lead with Respect and Civility
- Ensure Equitable Participation
- Communicate Transparently and Prepare Thoughtfully
- Practice Humility and Accountability
- Build Trust Through Clear Processes
- Strengthen Collaboration with Administration



Listening Campaign and Family Engagement

- In September, each school will host a Family Engagement session with TW and a School Committee Member
- Agenda:
 - Introduction of Guests
 - Preview/Review of the 2026-27 Strategic Plan
 - Feedback – What’s working in SPS, Areas of Opportunity
- Schedule of Events

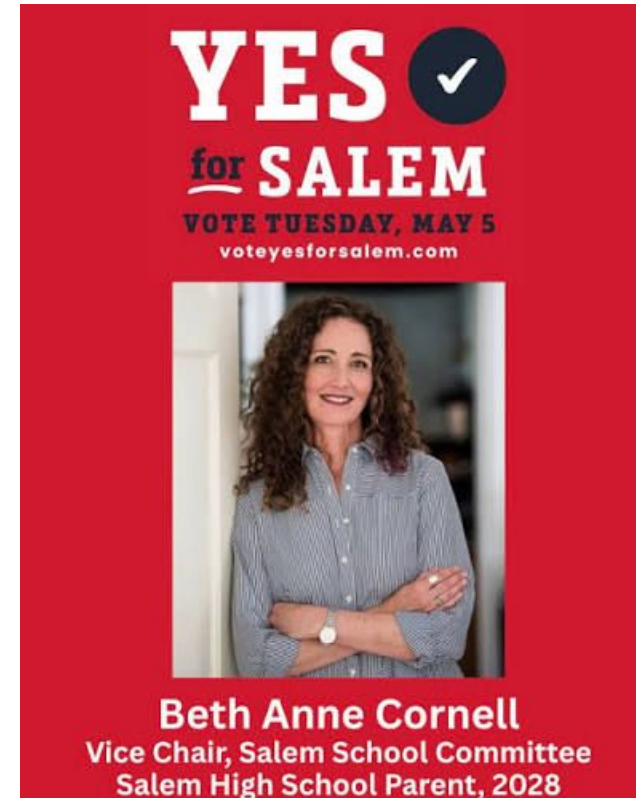
If there isn't a green "confirmed," I still need to finalize it with the principal

School	Time & Date	TW Listening Session/Meet&Greet
Bates	9/16/26, 5:30-7:00	4:30 w/Meg (confirmed)
BAIS	9/10/2026, 6-7:30	5:00 w/Veronica & Laura (confirmed)
Sarah Parker Remond	9/17/2026 5:30-7:30	4:30 w/Yamily & Laura
HMLS	9/23 5:30-7:30	4:30 (confirmed) w/Mayor Pangallo?
WHES	Kinder Popsicle & Greet 9/8 1:15-2:15 9/24 5:00-6:30PM - Open House along with PTO Fall festival	Sept 8 at 1:15 w/AJ (but no listening session scheduled) Listening Session w/TBD at 6:45 pm on 9/24
ECC	9/9 5:30 - 7:00	4:45-5:30 w/AJ
CMS	9/29 - 5:30-7:30	4:45 w/Beth Anne, Mary Manning, and Mayor Pangallo
NLIS	9/23 5:30pm to 7:30pm	Possibly at the end of the Back-to-School event (at 7:30) w/AJ
SPHS	09/17/2026 @ 5 PM to 7 PM	TW unavailable on that evening (SHS Building Committee Meeting) Need to schedule
SHS	9/17/26 6 - 8 (This is on calendar approved by SC)	TW possibly available on that evening (SHS Building Committee Meeting)... We will work on the timing of this with Principal Burns to see if it can happen during the BTS night. Beth Anne offered to join me. Need to schedule



Discussion of Vice Chair Term

- SC Discussion



Discussion and Planning of the 2026–2027 School Committee Agenda

- Link to the [SC agenda planning template](#) and notes
- Purpose of planning and sequence of topics
- Discussion of specific agenda items needed by month
- Discussion of additional topics

Proposed School Committee Schedule for Fall 2026 through Spring 2027
(additional agenda item ideas are listed below the table)

Date	Agenda Items (presenter)	Notes
August 24, 2026	1. Announcements and Highlights 2. Superintendent – Initial Update 3. Back to School Preparation Presentation 4. Massachusetts School Building Authority (MSBA) Update	2. Report from department heads
September 8, 2026	1. Supt's Announcements and Highlights 2. Superintendent – Entry Plan 3. PROTECT Act 4. Massachusetts School Building Authority (MSBA) Update 5. Finance and Operations Report	
September 22, 2026	1. Supt's Announcements and Highlights 2. 2026-2029 SPS Strategic Plan 3. Massachusetts School Building Authority (MSBA) Update 4. Finance and Operations Report	
October 5, 2026	1. Supt's Announcements and Highlights 2. 2026 MCAS Accountability Report 3. Massachusetts School Building Authority (MSBA) Update 4. Finance and Operations Report	
October 19, 2026	Possible: FY27 Budget Report	
November 9, 2026	Possible: SRO Update and Discussion	
November 23, 2026	Possible: Graduation Requirements	
December 7, 2026	Possible: Program of Study	
December 21, 2026	1. Supt's Announcements and Highlights 2. Superintendent - 100-day Report 3. 2027-2028 Salem Public Schools Calendars	





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Draft Strategic Plan and Innovation Agenda

School Committee Discussion
September 2026

Today's Objectives

1. Update the School Committee on the innovation & strategic plan
2. Collect School Committee input on:
 - *What excites you?*
 - *What gives you pause?*
3. Prepare for the 9.22 School Committee meeting

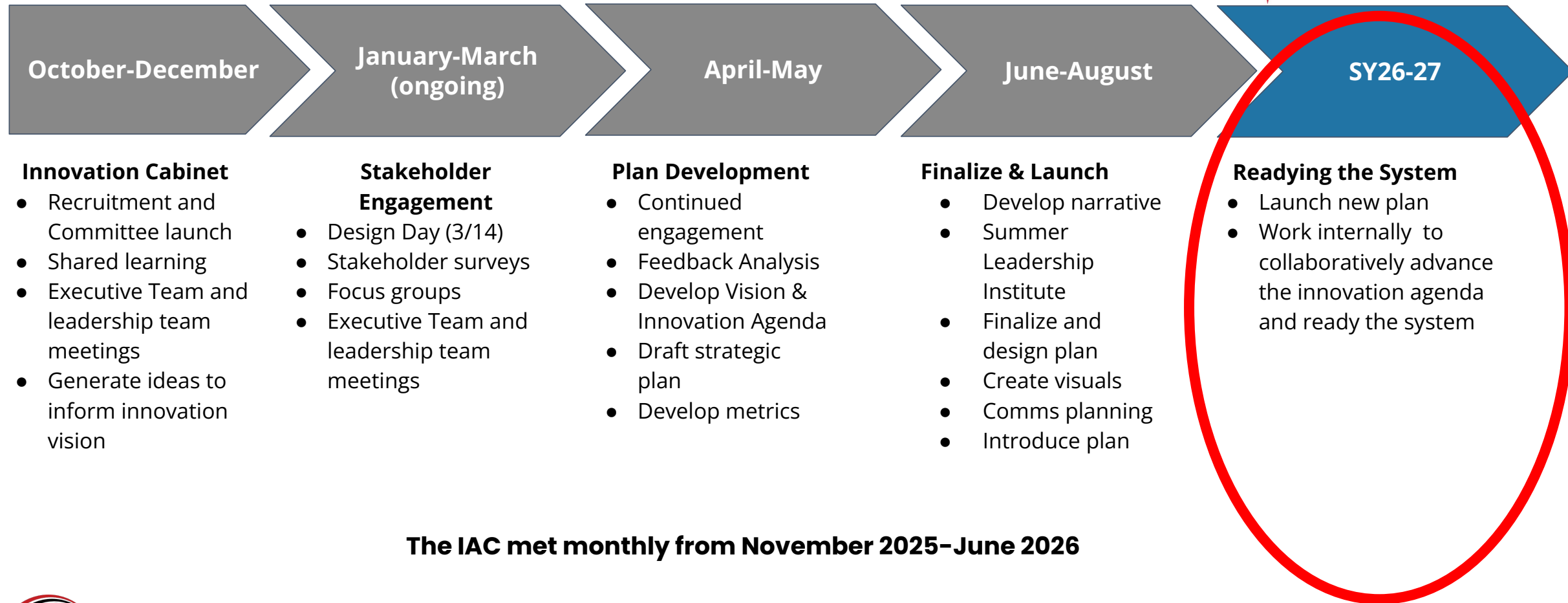


Looking Back: Our Charge

- Build 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 start us on our way



10-Year Innovation Agenda and Strategic Planning Timeline

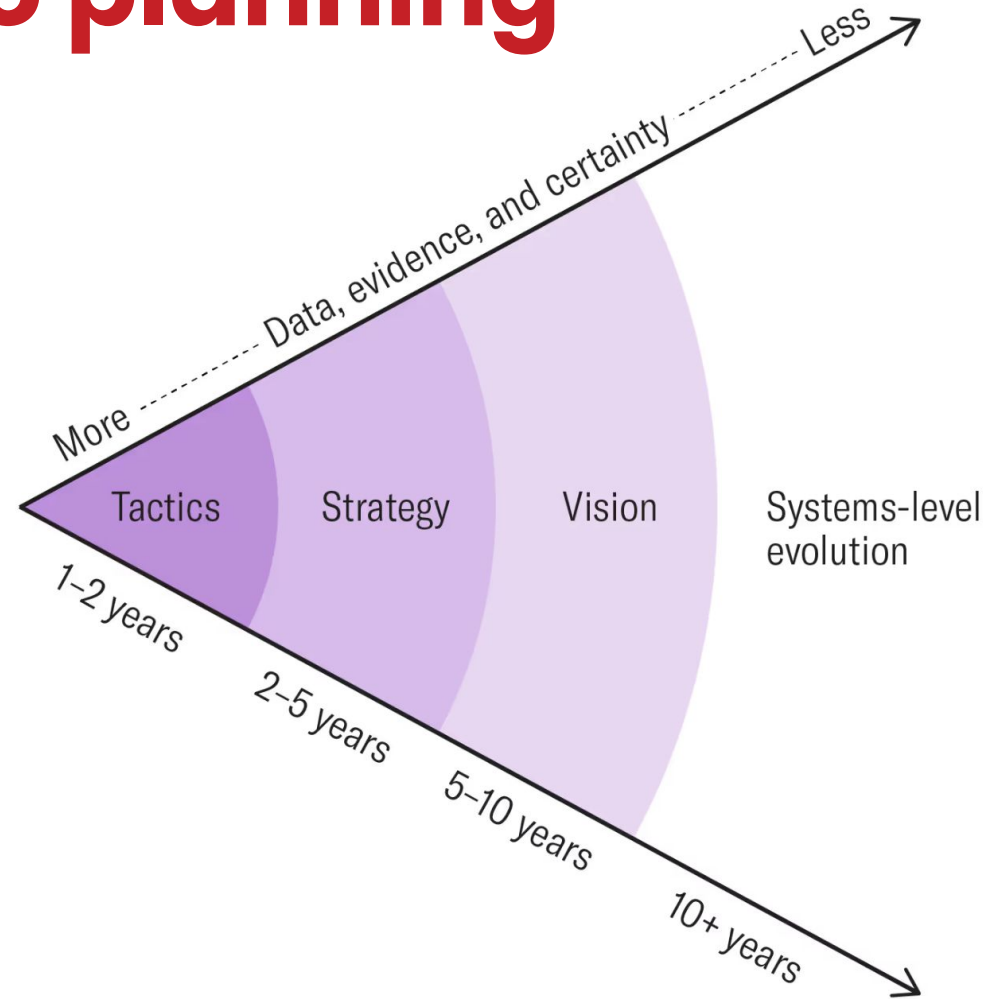


The IAC met monthly from November 2025–June 2026



Thinking 10 years out requires a different approach to planning

Extending from a traditional 3 year plan to a 10+ year time horizon helps us **shift mindsets** by creating the wider view necessary for **transformational change**.



Key inputs: Community and Stakeholder Feedback

- Innovation Advisory Committee
- Community survey (230 responses)
- Design Day (100+ people were there!)
- Empathy Interviews
- Executive Leadership Team
- District Leadership Team
- Parent Advisory Committee
- Principal Cabinet
- Teacher Advisory Group
- Student Advisory Group
- Ongoing stakeholder input since October



Design Day brought together more than 100 members of the community



2026 DESIGN DAY
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New plan builds on the 4 pillars in the 2023–26 Strategic Plan

2023–26 Pillars

- Elevate Learning
- Empower Educators
- Center Belonging
- Strengthen Our Foundation



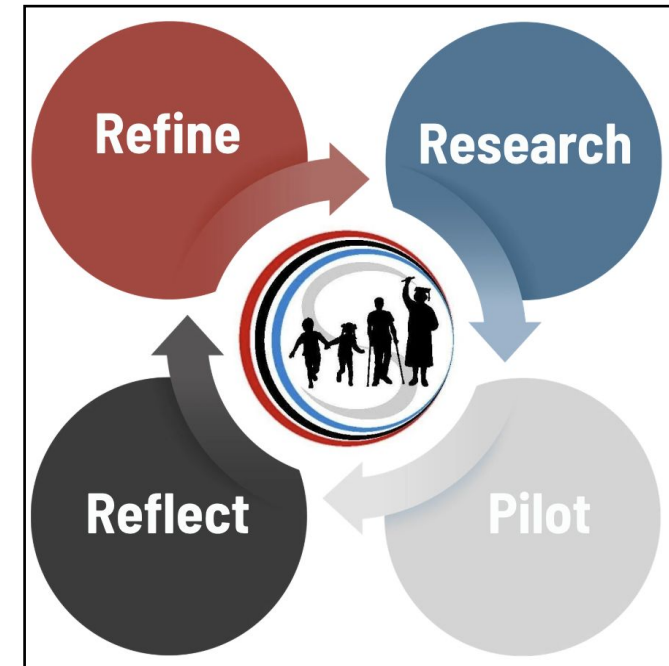
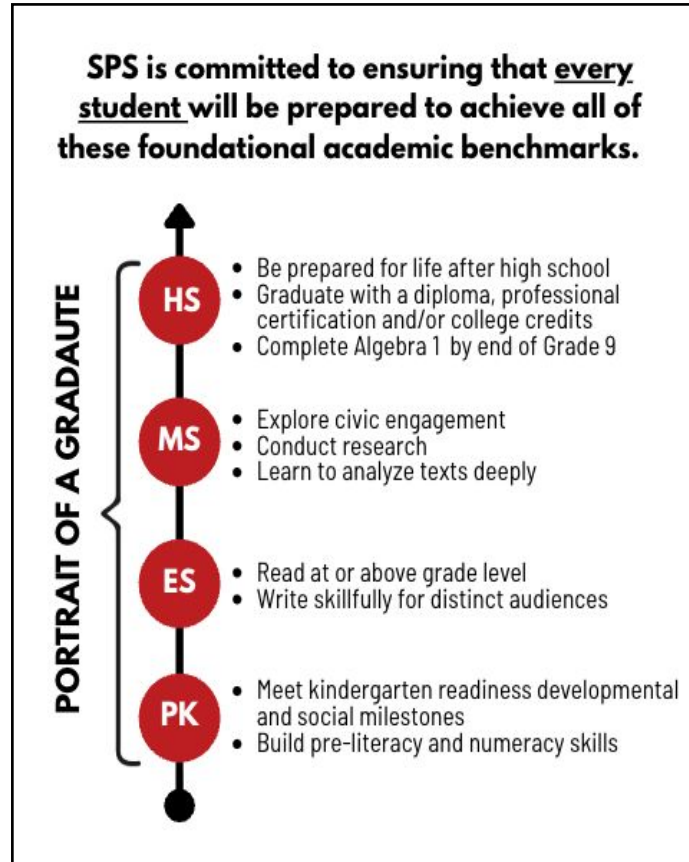
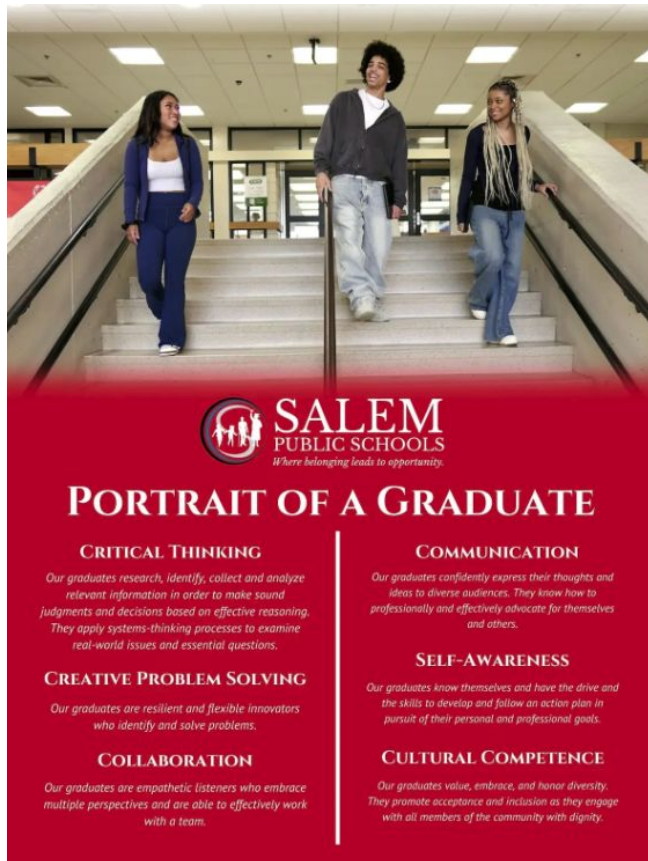
2026–29 Pillars

- Elevate
- Empower
- Belong
- Strengthen

Source: <https://salemk12.org/about/strategic-plan/>



2026–2029 Strategic Plan is designed to ready the system and accelerate innovation



Let's Get to Work: Your Feedback

***Your task:**
Use your
Notecatcher
to jot down
your thoughts:*

1. What **excites** you?
2. What **surprises** you?
3. What, if anything, **gives you pause**?
4. What, if anything, is a **glaring omission**?



2026–29 Strategic Pillars

Elevate

- 1.1 Implement** Salem's Instructional Vision to prepare all students to become independent, self-directed learners.
- 1.2 Provide** all students with high-quality, engaging and relevant learning experiences.
- 1.3 Enhance** the student experience to cultivate curiosity and prepare all learners for college and careers after high school.
- 1.4 Infuse** wellness, joy and identity into each day for every student.



Over the next 10 years Salem is committed to creating a system where all students will experience learning in ways that cultivate their curiosity, honors and grows their individual strengths and genius, and positions them to pursue pathways that are meaningful and rewarding after graduation.



2026–29 Strategic Pillars

Empower

2.1: Build a diverse educator workforce and pipeline that reflects the culture and lived experiences of our students and community.

2.2 Develop leadership practices that foster continuous growth, instructional coherence, and high expectations for all learners.

2.3 Build Salem Public Schools into a system where educators want to work, stay, grow, and lead.



Over the next 10 years Salem is committed to becoming the most desirable district for educators at all levels by empowering them to lead, design, and continuously improve student learning through flexible roles, meaningful collaboration, professional growth, increased autonomy, and stronger connections to the broader community.



2026–29 Strategic Pillars

Belong

3.1. Create and sustain inclusive school communities where everyone is known and supported.

3.2. Collaborate with members of the community to build a culture that enables all students, families and caregivers to be heard, connect, take action and lead.

3.3 Build community connection to and investment in the Salem Public Schools.



Over the next 10 years Salem will codesign and center strategies to ensure that Belonging remains visible in every classroom, school, program, and family interaction to empower the collective community to share ownership of our students' futures.



2026–29 Strategic Pillars

Strengthen

4.1 Build, sustain and grow clear and responsive internal systems.

4.2 Invest in the future of Salem Public Schools to enable continuous improvement and innovation.

4.3 Build a districtwide culture of continuous growth through relevant professional learning and meaningful feedback.



Over the next 10 years Salem is committed to building a future-ready system that enables and accelerates innovation by expanding where, when and how learning happens.



Let's Get to Work 2: Your Feedback

***Your task:**
Add
additional
thoughts,
ideas and
questions to
your notes*

1. What **excites** you?
2. What **surprises** you?
3. What, if anything, **gives you pause?**
4. What, if anything, is a **glaring omission?**



Let's Discuss

1. What **excites** you?
2. What **surprises** you?
3. What, if anything, **gives you pause?**
4. What, if anything, is a **glaring omission?**



Next steps through December

YOU ARE
HERE

September

October

November

December

2026-29 Plan Implementation

Listening Sessions

9/3 School Committee
retreat

9/15 IAC meeting

9/22 Present final plan to
School Committee

9/30 Finalize SIPs and DIPs

Share the strategic
plan & innovation
agenda at

Superintendent's
listening sessions
with partners &
community

12/18 Supt. Welch's First
100 Days report to the
School Committee

Prepare for mid-year
stepbacks to review
progress



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Thank you!



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Appendix

Members of Salem's Innovation Advisory Committee

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

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

The IAC was led by Chelsea Banks (cbanks@salemk12.org) and Heidi Guarino (heidi@edlabstrategies.com)



Adjournment

