



CAMBRIDGE SCHOL COMMITTEE

(Official Minutes)

Special Meeting (Retreat)

February 6, 2026

Called for 9:00 am held in the Attles Conference Room, 459 Broadway, Cambridge for a Retreat for the purpose of developing a process and timeline for establishing a new district strategic plan and discussing plan priorities. This meeting is expected to end on or before 11:00 a.m.

Members Present: Member de Paula Santos (REMOTE), Vice Chair Dube, Member Harding (ABSENT), Member Hudson, Member Jaikumar, Mayor Siddiqui, Chair Weinstein

Also Present: Dr. Heather Francis, Executive Director of Academics; Dr. Chat Leith, Chief Accountability Officer; David Murphy, Superintendent of Schools (REMOTE); Mr. Damon Smith, Interim Chief Operations Officer; Ms. Ivy Washington, Chief Financial Officer

Chair Weinstein in the Chair.

A quorum of the School Committee being present, the Chair called the meeting to order at 9:10 a.m.

The first order of business was a roll call of members present: Member Jaikumar, PRESENT, Mayor Siddiqui, PRESENT; Member de Paula Santos, PRESENT; Vice Chair Dube, PRESENT; Member Harding, ABSENT; Member Hudson, PRESENT; Chair Weinstein, PRESENT

The Chair informed the Committee that members of the public were present and audio recording the meeting. The Chair noted that this meeting was a retreat, votes would not be taken, and there would be no public comment.

Chair Weinstein turned the floor to Superintendent Murphy who gave an overview of presentation slides which can be found on this [website](#).

During the Superintendent Murphy's remarks, he highlighted the goals of the discussion:

- Review threshold questions to be answered by the Committee
- Discuss potential components of the strategic plan
- Review potential processes for soliciting and incorporating broad community feedback in the strategic planning process.

He asked if the School Committee would like to revising or refine the foundational elements of the district current strategic plan:

- Core Values/Essential Beliefs
- Mission
- Vision
- Motto
- Portrait of a Graduate

He also asked for feedback regarding a three or five-year strategic plan.

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The Committee discussed the need to revisit the foundational elements of the current district plan.

Member Hudson shared that she did not wish to revisit the motto and vision and preferred to focus on improving student outcomes. **Member Dube** believed that a narrative vision of the district would be in ten years with goals and metrics would help inform their work. **Mayor Siddiqui** highlighted that during her previous tenure on the School Committee much effort was dedicated to drafting the motto, vision, mission and core values. She agreed that the current Committee did not need to devote a substantial amount of time revisiting this work. The group discussed the possibility of establishing an ad-hoc committee devoted to developing a strategic plan

Regarding the timeframe for the plan, members shared various perspectives. At the conclusion of the discussion topic, the group was hovering on the consensus for 4 years with 3 years at the point of reviewing the need for a successor plan.

The Committee divided into three smaller groups and met in for approximately 15 minute round-robin conversations with the following administrators:

- Dr. Francis and Dr. Leith
- Mr. Smith
- Ms. Washington

Chair Weinstein adjourned the meeting at 11:00 a.m.

Attest:



Katherine Christo
Executive Secretary to the School Committee