Category 1: Strategic Leadership

The Division creates, monitors, and facilitates the process of strategic improvement, and seeks to ensure the division's mission, vision, and goals are fulfilled in a manner that enables all students to be career and college ready and globally competitive.

OBJECTIVE	MANAGER	TIMELINE	EVALUATION CRITERIA	
Implement and monitor the 2024-2030 Comprehensive Plan using Annual Division Goals and Objectives.	Superintendent Assistant Superintendent Directors Principals	2022-2030	Progress Reports: Fall 2024 and Spring 2025	
Collaborate with each school to create a school-specific strategic plan that aligns to the division's mission, vision, and goals.	Assistant Superintendent Principals	Summer/Fall 2024	School Strategic Plans	
Monitor economic trends and proactively develop Budget Priorities for FY 26	Superintendent Chief Financial Officer	November 2024- March 2025	Reports and Budget Presentations to the Board	
Advocate for state and local funding to support a competitive salary and benefits package for Salem City School Division employees and ensure appropriate staffing to meet division goals.	Superintendent School Board Chief Financial Officer Executive Director of Human Resources	November 2024-March 2025	Legislative Positions, Budget Priorities, & Funding Request	

Category 2: Planning and Assessment
The division strategically gathers, analyzes, and uses a variety of data to guide planning and decision-making consistent with established guidelines, policies, and procedures that result in student academic progress and improved student outcomes.

OBJECTIVE	MANAGER	TIMELINE	EVALUATION CRITERIA	
Develop and implement instructional practices and a balanced assessment system to ensure that instruction and assessment are aligned to standards and desired student outcomes articulated in the POG.	Assistant Superintendent Principals Instructional Coaches	SY 24-25	SCS Balanced Assessment Plan	
Monitor and refine the division's approach to data collection and analysis, to select appropriate research based strategies to support student achievement.	Assistant Superintendent Principals Instructional Coaches	SY 24-25	Professional Development Outcomes Student Achievement outcomes	
Plan and implement the Salem Literacy Plan K-8.	Assistant Superintendent Principals Reading Specialists/Teachers	SY 24-25	Pacing Guides Lesson Plans Reading SOL and VALLSS Results	

Category 3: Instructional Leadership

The division fosters the success of all teachers, staff, division leaders, and students by ensuring the development, communication, implementation, and evaluation of instructional systems that promote high student achievement and professional development and growth for staff.

OBJECTIVE	MANAGER	TIMELINE	EVALUATION CRITERIA	
Provide teachers with professional development training in evidence-based literacy instruction.	Assistant Superintendent Principals Instructional Coaches	SY 24-25	Reading PD Plans Lesson Plans Observation	
Implement mental health-related initiatives to provide professional development for staff and improve the division's capacity to meet the mental health needs of both students and staff.	Executive Director of Human Resources Coordinator of Student Services	SY 24-25	School and Division Professional Development Plans PD Day Agendas	
Collaborate with instructional coaches/data analysts, department chairs building-level administrators, and teachers to develop professional development plans to address new standards implementation as well as areas of need.	Assistant Superintendent Principals Instructional Coaches	SY 24-25	School and Division Professional Development Plans PD Day Agendas	
Evaluate and further develop the Mentor Cohort program to meet staff professional development needs.	Assistant Superintendent Principals Instructional Coaches	Summer/Fall 24	Mentor Cohort PD Plans	
Increase the capacity of division special education staff in high-leverage instructional practices through a monthly PLC-professional learning community.	Director of Student Services Coordinator of Special Education Instructional Coaches	SY 24-25	Survey Data PD Plans Meeting Agendas Lesson Plans Observations	

Provide individualized professional development for instructional assistants.	Director of Student Services Coordinator of Special Education	SY 24-25	IA PD Day Agendas	
Develop and implement an IEP/IEP services audit program to monitor and ensure appropriate IEP development and implementation.	Director of Student Services Coordinator of Special Education Principals	SY 24-25	Audit Schedule Audit Outcome Report	

Category 4: Organizational Leadership and Resource Management

The division fosters the safety and success of all teachers, staff, division leaders, and students by supporting, managing, and evaluating the division's organization, operation, and use of resources.

OBJECTIVE	MANAGER	TIMELINE	EVALUATION CRITERIA	
Collect and analyze behavior data and provide school administration and school staff with training in classroom management and Tier 1 instruction.	Coordinator of Student Services Behavior Analysts Principals	SY 24-25	Tier 1 Professional Development Plan Professional Development Activities	
Develop, implement, and monitor effective behavior management programs for students who are experiencing social and emotional difficulties and other complex or severe behaviors.	Coordinator of Student Services Behavior Analysts Principals	SY 24-25	Behavior Plans Behavior Plan Outcomes Student Behavior/Achievement Outcomes	
Provide Threat Assessment Training to all members of the Threat Assessment Team using the updated DCJS curriculum.	Director of Student Services Coordinator of Student Services	Summer/Fall 2024	Training Schedule Training Outcomes	
Investigate opportunities to improve building security.	Director of Administrative Services Chief Financial Officer	Summer/Fall 2024	Demonstration Schedule CIP Plan Implementation Schedule	
Implement mental health related initiatives to provide professional development for staff and improve the division's capacity to meet the mental health needs of students.	Director of Student Services Coordinator of Student Services School Social Workers Third Party Providers School Counselors	SY 24-25	Professional Development Plan Professional Development Activities	
Develop, communicate, implement, and monitor strategies to promote higher levels of employee attendance.	Executive Director of HR Principals	SY 24-25	List of Strategies Internal Communications Attendance Reports	

Develop, communicate, implement, and monitor strategies to limit cell phone use in schools.	Director of Administrative Services Assistant Superintendent Principals	SY 24-25	School Policies Communications Committee Recommendations	

Category 5: Communication and Community Relations
The superintendent fosters the success of all students through proactive, responsive, and professional communication with the board, staff, families, and other stakeholders.

OBJECTIVE	MANAGER	TIMELINE	EVALUATION CRITERIA	
Further develop and communicate the Salem City Schools Profile of a Graduate.	Superintendent Assistant Superintendent Principals	SY 24-25	Completed Profile Division Communication Outcomes	
Use student, staff, and community feedback from surveys to develop specific goals and objectives that promote continuous improvement.	Assistant Superintendent Principals	SY 24-25	School Strategic Plans Superintendents Communication Minutes Employee Recognition Events Survey Results	
Provide staff and the community with relevant information in a timely manner to promote ongoing stakeholder engagement.	Superintendent Assistant Superintendent Directors Principals	SY 24-25	Communication Examples/History	

Category 6: Culturally Responsive and Equitable Division Leadership
The superintendent establishes and implements division goals, priorities, and strategies centered in equity and culturally responsive practices to support achievement for all students.

OBJECTIVE	MANAGER	TIMELINE	EVALUATION CRITERIA	
Provide professional development in differentiated instruction.	Assistant Superintendent Directors Principals	SY 24-25	Professional Development Plans	
Use communication strategies that are inclusive of the language, cultural, social and literacy needs of all stakeholders.	Assistant Superintendent Coordinator of EL Principals	SY 24-25	Communication Logs/Professional Development Plans	

Category 7: Professionalism

The division fosters the success of teachers, staff, and students by demonstrating behavior consistent with legal, ethical, and professional standards, engaging in continuous professional development, and contributing to the profession.

OBJECTIVE	MANAGER	TIMELINE	EVALUATION CRITERIA	
Revise and update legislative positions to include a proactive legislative agenda for consideration by elected representatives.	Board Chairman Superintendent Assistant Superintendent Directors	November 2024	Adoption of Legislative Positions	
Engage in annual reflection/self-assessment of Board effectiveness.	Board Chairman	January 2025	Participation in Board Development Activities	
Participate actively in regional, state, and national educational organizations to ensure that division staff are using the most recent research on educational practice.	Superintendent Assistant Superintendent Directors Principals	SY 2024-2025	Division participation in Meetings and implementation of selected initiatives	

Category 8: Division-Wide Student Academic Progress

The superintendent's leadership results in acceptable, measurable, and appropriate divisionwide student academic progress based on established standards.

OBJECTIVE	MANAGER	TIMELINE	EVALUATION CRITERIA	
Students will meet or exceed VALLSS score targets.	Assistant Superintendent Director of Student Services Strategic Improvement Team Principals Classroom Teachers	SY 24-25	Assessment Data Reported Annually	
Maintain 95% graduation and 100% completion rates.	High School Principal School Counselors Classroom Teachers Assistant Superintendent Director of Student Services	SY 24-25	Assessment Data Reported Annually	
All schools and the division will meet state and federal accreditation requirements.	Principals Classroom Teachers Assistant Superintendent Directors	SY 24-25	Assessment Data Reported Annually	

Achieve in the top 10% among school divisions on state assessment scores.	Classroom Teachers Principals Assistant Superintendent	SY 24-25	Assessment Data Reported Annually	