



SALEM
CITY SCHOOLS

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SALEM CITY SCHOOLS
2026-2032 COMPREHENSIVE PLAN

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SCHOOL BOARD MEMBERS

Mr. Andy Raines, Chair

Ms. Teresa Sizemore - Vice Chair

Mrs. Macel Janoschka

Mr. Chris King

Mr. Mike Crawley

Dr. Curtis Hicks, Superintendent

Salem City Schools does not unlawfully discriminate on the basis of race, color, national origin, disability, gender, or age in employment or in its educational programs and activities

2026 Comprehensive Plan Review Committee Members

Jeff Bird	Jennifer Harshbarger	Tiffani McDearmon
Kimberly Blair	Angela Honaker	Kenya Motley
Matthew Bolen	Emily Horne	Lindsay Murray
Alisa Burns	Sean Horne	Elizabeth Mutcherson
Megan Crew	Jessie Howard	Bonnie Reedy
Katie Crowder	Laura James	Michelle Rogers
Marcus Crowder	Randy Jennings	Christina Rose
Jennifer Dean	Amy Johnston	Ashlee Smith
Corley Farber	Gregory Johnston	Catherine Wells
Amanda Gibson	Gary Lupton	

School Principals

Elementary Principals

East Salem
GW Carver
South Salem
West Salem

Kenya Motley
Greg Johnston
Laura James
Amanda Gibson

Middle School Principal

Andrew Lewis

Matt Coe

High School Principal

Salem High School

Kelly Linkenhoker



OUR VISION

The vision of Salem City Schools is to place children first and to meet the needs of every child *every day*.

OUR MISSION

The mission of Salem City Schools is to provide a loving and engaging environment that inspires children to meet their full potential.

Love. Engage. Inspire

Salem City Schools Core Values

WE ARE COMMITTED TO EXCELLENCE IN ALL WE DO.

WE BELIEVE THAT ALL CHILDREN ARE IMPORTANT AND CAN BE SUCCESSFUL.

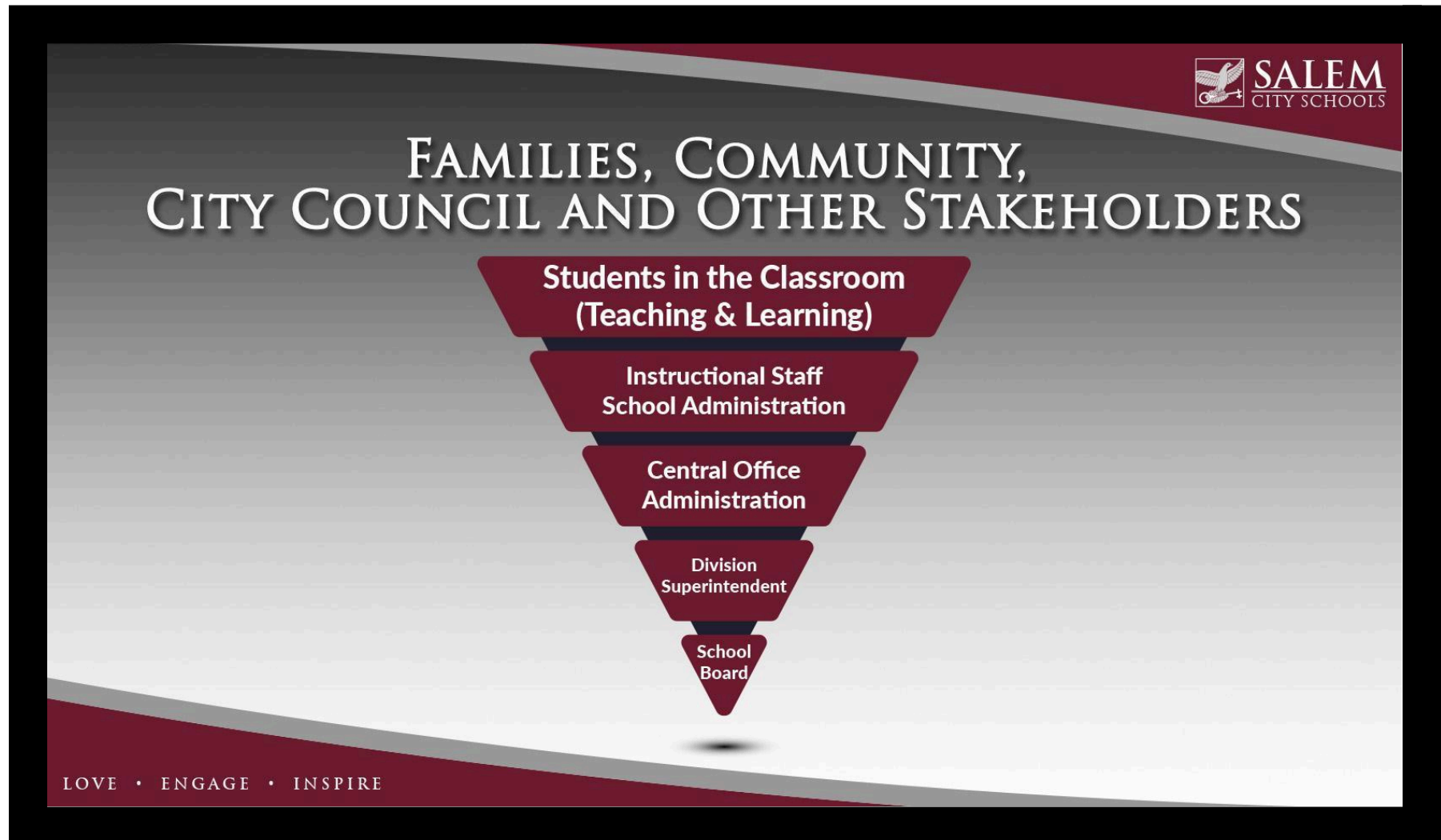
WE BELIEVE STUDENT SUCCESS IS A SHARED RESPONSIBILITY AMONG SCHOOLS, FAMILIES, AND COMMUNITY PARTNERS.

WE RECOGNIZE AND VALUE INDIVIDUAL DIFFERENCES AMONG STAFF AND STUDENTS.

WE BELIEVE STUDENTS LEARN BEST IN A SAFE AND DISCIPLINED ENVIRONMENT PROVIDED BY CARING AND RESPECTFUL ADULTS.

WE ARE COMMITTED TO PROVIDING EMPLOYEES WITH AN EXCELLENT WORK ENVIRONMENT AND A COMPETITIVE COMPENSATION PACKAGE.

Salem City Public Schools Organizational Model for Implementation of the Division Goals & Objectives



INTRODUCTION

The Standards of Quality for Public Schools in the Commonwealth of Virginia state, “Each local school board shall adopt a division-wide comprehensive, unified, long-range plan based on data collection, an analysis of the data, and how the data will be utilized to improve classroom instruction and student achievement. Each local board shall review the plan biennially and adopt any necessary revisions.”

The Salem City School Division uses a number of standing committees to inform the comprehensive planning process including but not limited to the Superintendent’s Communication Committee, the Superintendent’s Student Advisory Council, the Administrative Leadership Team, the Student Health Advisory Board, the Gifted Advisory Committee, and the Special Education Advisory Committee.

In addition, the division uses feedback from student, family and faculty surveys to develop division priorities. In 2018 climate surveys were completed by 827 families, 1640 students, and 188 faculty members. Climate surveys are compared to determine climate trends, and goals and objectives are developed to address areas that need improvement. In addition, families, students, and faculty are provided with open response opportunities to express areas of strength and opportunities for improvement.

As a result of these opportunities, the Comprehensive Plan is a reflection of feedback from more than 2500 stakeholders representing student, family, faculty, and community interests.

STANDARDS OF QUALITY REQUIREMENTS

The body of law governing the operation of schools in the Commonwealth of Virginia, known as the Standards of Quality (SOQ), sets forth the requirement that all school divisions must develop a six-year planning document that is evaluated and updated every two years. The SOQ requires that each plan address certain long-range topics in addition to the most current objectives of the school division. The required topics are an enrollment forecast, a plan for regional services, a technology plan, and a needs assessment.

School Division Objectives

The objectives of the School Division are distributed annually by the Superintendent. Those Division objectives become the basis for planning and action. The objectives of the Division are diligently addressed and monitored. Outcomes are analyzed and actions are carried forward into the future.

Enrollment Forecast

Grade	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
PK4	85	107	98	114	115	121	126	128	128	127	126	126	125	123
K	236	227	207	231	235	247	256	260	260	258	257	256	254	252
1	241	227	222	220	235	240	251	259	262	260	259	258	256	253
2	250	249	229	228	228	245	250	260	267	269	268	266	265	262
3	274	256	262	243	243	247	264	267	277	283	286	284	282	279
4	264	282	246	270	248	251	254	271	273	282	288	290	288	285
5	289	261	296	262	285	264	266	269	285	287	296	302	304	301
6	282	297	275	301	273	300	285	281	291	303	304	314	320	321
7	272	284	294	287	308	283	311	294	290	299	310	312	321	325
8	343	287	290	307	300	326	299	326	308	303	312	324	325	333
9	302	339	316	310	330	316	360	326	354	334	329	338	350	350
10	331	300	332	306	307	329	315	357	326	353	333	328	337	347
11	292	302	296	311	293	297	317	303	351	320	347	327	321	329
12	303	288	294	280	302	285	289	309	300	347	316	342	323	317
Totals:	3764	3706	3657	3670	3702	3751	3843	3910	3972	4025	4031	4067	4071	4077

Regional Services

Cooperation between school divisions is an effective means to provide services to small numbers of students which might otherwise be too expensive for a single school division to offer. The Division currently participates in a variety of regional programs including, but not limited to, The Roanoke Valley Governor's School, The Virginia Western Regional Career and Technical Education Academy, The Western Virginia Public Education Consortium, The Roanoke Valley Education Consortium, The Eastern States Consortium, ED Leader21, the Comprehensive Instructional Program (CIP), the Roanoke Valley Regional Board of Low Incidence Populations, the Roanoke Regional Alternative Education Program, etc. The division will continue to pursue opportunities to enhance our programs in a cost effective manner through regionalization when available.

Technology Plan

The Six-Year Technology Plan for Salem City Schools is a comprehensive document with goals and objectives that have been included in the Six-Year Comprehensive Plan. Due to the specific requirements for the Technology Plan and the detail necessary to meet the requirements, it is not included in its entirety in this report.

Needs Assessment

In addition to the comprehensive planning process, which includes feedback from students, staff, families, and community stakeholders, the Salem City School Division uses its annual Capital Improvement Plan and the annual operating budget process as mechanisms for needs assessment. The 2027-2032 Capital Improvement Plan was completed and presented to the School Board in October of 2025. The annual budget process begins in November. The annual budget process establishes funding priorities for the division, includes a thorough review of the budget for each school and the central office, and concludes in March when it is approved by the School Board.



SALEM CITY SCHOOLS 2026–2032 Comprehensive Plan

The mission of Salem City Schools is to provide a loving and engaging environment that inspires all children to reach their full potential.

Teaching & Learning

Instruction	Assessment
Desired Outcomes 1.Ensure all schools progress to or maintain a “Distinguished” rating in Virginia’s School Performance Framework. 2.Graduate all students with a board-approved diploma or its equivalent, including opportunities for credentials for post-secondary success. 3.Utilize vertical alignment and transitional support to ensure a seamless educational journey. 4.Implement High Quality Instructional Materials with fidelity in all content areas.	Desired Outcomes 1.Empower students to know and understand data to support their achievement of personal goals. 2.Ensure grading transparency and alignment with state standards. 3.Achieve in the top 10% on state and national assessments. 4.Implement common assessments with fidelity and use results to inform instruction.

Climate & Culture

Communication & Community Relations	Safety & Organization Management
Desired Outcomes • Streamline stakeholder engagement through unified technology. • Enhance transparency of communication about data and student progress. • Increase community business communication to support community partnerships. • Communicate grades and student progress in a timely and accurate manner.	Desired Outcomes • Support the physical and mental well-being of students and staff. • Prioritize safe, clean, and modernized learning environments. • Exceed regional school divisions in each salary range and in employment satisfaction categories. • Support and promote environments that are equitable, culturally competent, and responsive to student and family needs.

Career Education & Technology

Career Education	Technology
Desired Outcomes • Provide all students with a variety of opportunities designed to develop an understanding of careers and career pathways. • Ensure that every student graduates with a diploma and a Career Pathway Plan. • Expand, promote, and support enrollment in a variety of career-centered learning opportunities with a focus on work-based learning. • Provide families and students with information related to a variety of post-secondary education and training opportunities related to their areas of interest and aptitude.	Desired Outcomes • Maintain the necessary infrastructure, hardware, and software to support the school division. • Provide formal and informal learning opportunities related to online safety and digital citizenship. • Maintain an environment where instructional priorities drive the use of technology to support learning. • Support the implementation of technology and Computer Science standards in grades K-12.

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2026