

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 2026-2032 Comprehensive Plan using Annual Division Goals and Objectives.	Superintendent Deputy Superintendent Directors Principals	2026-2032	Progress Reports: Fall 2026 and Spring 2027
Collaborate with each school to create and refine a school-specific strategic plan that aligns to the division's mission, vision, and goals.	Deputy Superintendent Principals	Summer/Fall 2026	School Strategic Plans
Monitor economic trends and proactively develop Budget Priorities for FY 28.	Superintendent Chief Financial Officer	November 2026 – March 2027	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 2026 – March 2027	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
Continue embedding the Profile of a Graduate (POG) into instructional and assessment systems by deepening alignment with current practices and refining the balanced assessment framework.	Deputy Superintendent Principals Coordinators of Instruction	SY 26-27	SCS Balanced Assessment Plan POG Alignment Evidence
Refine the division's approach to standards based grading to ensure consistency, communication, and understanding.	Deputy Superintendent Principals Coordinators of Instruction	SY 26-27	Professional Development Outcomes Student Achievement Outcomes
The school division will increase inclusive practices by ensuring that at least 82% of students with disabilities are educated in the general education classroom for 80% or more of the school day.	Deputy Superintendent Director of Student Services Coordinator of Special Education Principals	SY 26-27	State Performance Indicators December 1st Report
Within one year of exiting high school, maintain or exceed 82% of students with disabilities enrolled in higher education, a post-secondary training program, or competitively employed.	Deputy Superintendent Director of Student Services Coordinator of Special Education Principals Special Education Teachers	SY 26-27	State Performance Indicators December 1st Report
Implement student data-tracking and goal-setting practices and reporting to increase student ownership of academic progress.	Deputy Superintendent Director of Student Services Coordinator of Special Education Principals	SY 26-27	Sample Student Data Tracking

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 instruction, including implementation fidelity of core and supplemental programs.	Deputy Superintendent Principals Coordinators of Instruction	SY 26-27	PD Plans Lesson Plans Observation Data
Utilize the PLC process to increase student growth and achievement.	Deputy Superintendent Coordinator of Assessment & Accountability Principals Coordinators of Instruction	SY 26-27	School and Division PLC plan PD Day Agendas
Develop division-wide vertical alignment across grade levels and schools to ensure instructional continuity and student readiness at transition points.	Deputy Superintendent Coordinator of Assessment & Accountability Principals Coordinators of Instruction	SY 26-27	Pacing Guides
Support implementation of Virginia Computer Science standards through curriculum alignment and professional development to include division-wide digital citizenship and online safety learning opportunities for students, staff, and families	ITRTs	SY 26-27	Pacing Guides

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
Develop, implement, and monitor effective behavior management programs for students experiencing social, emotional, or complex behavioral challenges.	Director of Student Services Coordinator of Special Education Behavior Analyst Principals	SY 26-27	Behavior Plans Behavior Plan Outcomes Student Behavior/Achievement Outcomes
Ensure an optimum level of school safety by maintaining and expanding CoramAI weapons detection, the Raptor Emergency Management System, and the threat assessment process across all facilities to support emergency operations and student mental health.	Director of Administrative Services Chief Financial Officer	SY 26-27	Implementation Report CIP Plan Updates
Increase employee retention and satisfaction by maintaining competitive compensation and promoting higher levels of employee appreciation and recognition.	Executive Director of Human Resources Principals	SY 26-27	List of Strategies Internal Communications Attendance Reports
Monitor and refine the "off and away" cell phone and smart device policy across all grade levels to ensure consistent enforcement.	Director of Administrative Services Deputy Superintendent Principals	SY 26-27	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
Provide staff and the community with relevant information in a timely manner to promote ongoing stakeholder engagement, utilizing Parent Square.	Superintendent Deputy Superintendent Directors Principals	SY 26-27	Communication Examples/History Platform Analytics
Increase community and business partnerships by expanding outreach and communication strategies that support career pathways, work-based learning, and community investment in education.	Superintendent Deputy Superintendent Principals	SY 26-27	Partnership Agreements Community Event Participation Records
Ensure timely, accurate, and consistent communication of student grades and academic progress through division-wide monitoring practices and communication expectations.	Deputy Superintendent Coordinators of Instruction Principals Teachers	SY 26-27	Communications on progress
Expand family and student access to postsecondary planning resources, career opportunities, and workforce readiness information.	Coordinator of Assessment and Accountability	SY 26-27	Communication Samples

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 focused professional development in the PLC process to ensure equitable access to grade-level content for all learners.	Deputy Superintendent Directors Principals	SY 26-27	PD Plans Observation Data Student Achievement Outcomes
Use communication strategies that are inclusive of the language, cultural, social, and literacy needs of all stakeholders.	Deputy Superintendent Supervisor of State and Federal Programs Principals	SY 26-27	Communication Logs PD Plans EL Family Engagement Records

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 Deputy Superintendent Directors	November 2026	Adoption of Legislative Positions
Engage in annual reflection/self-assessment of Board effectiveness.	Board Chairman	January 2027	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 Deputy Superintendent Directors Principals	SY 26-27	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 division-wide student academic progress based on established standards.

OBJECTIVE	MANAGER	TIMELINE	EVALUATION CRITERIA
By the end of the 2026–2027 school year, the division will reduce the percentage of students in the High Risk band on VALLSS by at least 10%, while increasing the percentage of students in the Low Risk band by at least 10%. Progress will be measured through fall, midyear, and spring VALLSS screening data.	Deputy Superintendent Reading Specialists Principals Classroom Teachers	SY 26-27	VALLSS Assessment Data Reported Fall, Midyear, and Spring
Maintain 95% graduation and 100% completion rates.	High School Principal School Counselors Classroom Teachers Deputy Superintendent Director of Student Services	SY 26-27	Assessment Data Reported Annually
All schools and the division will meet state and federal accreditation requirements.	Principals Classroom Teachers Deputy Superintendent Directors Coordinator, Assessment & Accountability	SY 26-27	Assessment Data Reported Annually
All schools will progress to or maintain a Distinguished or On Track rating in Virginia's School Performance and Support Framework (SPSF), with a division goal of 100% of schools rated Distinguished by 2028.	Classroom Teachers Principals Deputy Superintendent Coordinator of Assessment & Accountability	SY 26-27	SPSF Rating Reports Assessment Data Reported Annually
Achieve in the top 10% on state and national assessments in Reading, Mathematics, and Science SOL scores, aligning with the School Performance and Support Framework's mastery metrics.	Classroom Teachers Principals Deputy Superintendent Coordinator of Assessment & Accountability	SY 26-27	SOL Score Reports State/National Percentile Rankings
Teachers across all content areas and grade levels will score in the upper quartile on the Comprehensive Instructional Program (CIP) percentile ranking, as measured by CIP consortium assessment data.	Classroom Teachers Principals Deputy Superintendent Coordinator of Assessment & Accountability	SY 26-27	CIP Reports