

Category 1: Mission, Vision, and Goals				
The Division works to formulate and implement the school division's mission, vision, and goals to promote student academic progress.				
OBJECTIVE	MANAGER	TIMELINE	EVALUATION CRITERIA	STATUS AS OF: October 2022
a) Implement the 2022-2028 Comprehensive Plan using Annual Division Goals and Objectives	Assistant Superintendents	2022-2028	Progress Reports: Fall 2022 and Spring 2023	In Progress:
b) Monitor economic trends and proactively develop Budget Priorities for FY 24	Director of Business	November 2022	Reports and Budget Presentations to the Board	In Progress:
c) Advocate for state and local funding to support a competitive salary and benefits package for Salem City School Division employees.	Superintendent School Board Director of Business Director of Human Resources	November 2022	Legislative Positions and Budget Priorities	In Progress:
Category 2: Planning and Assessment				
The Division 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.				
OBJECTIVE	MANAGER	TIMELINE	EVALUATION CRITERIA	STATUS AS OF: October 2022
a) Continue to refine progress reporting to promote a better understanding of academic progress for students and families.	Assistant Superintendents Principals	SY 2022-2023	Progress Reports	In Progress:
b) Conduct program reviews for the following: - Payroll, H.R. Software and Services - Autism Spectrum Services - Employee Evaluation	Directors of HR and Business Director of Student Services	March 2023	Reports to the Superintendent	In Progress:
c) Plan, develop, and implement performance based learning and assessment opportunities where appropriate.	Assistant Superintendents	SY 2022-2023	Performance Based Assessment Plan	In Progress:
d) Evaluate, revise, and promote school schedules and policies that support a more individualized educational approach for all students.	Assistant Superintendents Principals Director of Administrative Services	March 2023	Board Reports as Needed	In Progress:

Category 3: Instructional Leadership				
The Division fosters the success of all teachers, staff, and students by ensuring the development, communication, implementation, and evaluation of effective teaching and learning that leads to student academic progress and school improvement.				
OBJECTIVE	MANAGER	TIMELINE	EVALUATION CRITERIA	STATUS AS OF: October 2022
a) Teachers will work with students to identify, develop, and monitor personal growth goals.	Principals Teachers	October 2022	Student Goals	In Progress:
b) Continue to provide professional development to increase division capacity to provide differentiation strategies and implementation of the 5 C's.	Assistant Superintendents Principals	March 2022	Curriculum and Resources Documents	In Progress:
c) Expand business, community, industry, and higher education partnerships to promote career readiness.	Assistant Superintendent Workforce Coordinator High School AP for CTE Jobs for VA Graduates Counselor	SY 2022-2023	Progress Reports: Fall 2022 and Spring 2023	In Progress:
d) Implement a systematic approach to data collection and analysis, to select appropriate research based strategies to support student achievement.	Assistant Superintendents Principals Teachers	SY 2022-2023	Data Analysis/Student Achievement Reports	In Progress:
Category 4: Organizational Leadership and Safety				
The superintendent fosters the safety and success of all teachers, staff, and students by supporting, managing, and evaluating the division's organization, operation, and use of resources.				
OBJECTIVE	MANAGER	TIMELINE	EVALUATION CRITERIA	STATUS AS OF:
b) All schools will implement Virginia Tiered Systems of Support (VTSS) with fidelity to provide interventions and supports that promote positive student behaviors and mental health.	Principals Director of Student Services	March 2023	Progress Reports: Fall 2022 and Spring 2023	In Progress:
c) All schools will form a Division Equity and Inclusion team (DEI) to collect and analyze school-level data and to develop goals and strategies designed to ensure equity and inclusion for all students.	Principals Coordinator of EL and Preschool	August 2022	School Equity Scorecards	In Progress:
d) All schools will implement social and emotional supports to address student and staff well-being.	School Counselors Principals Director of Student Services	March 2023	Implementation Plan	In Progress:

e) Maintain a system wide mentoring program for first year teachers of color to support retention.	Director of Human Resources Director of Administrative Services	March 2023	Status Report	Ongoing:
f) Collaborate with City departments to review and update emergency plans and complete a joint exercise or practice drill.	Director of Administrative Services Principals	SY 2022-2023	Progress Reports: Fall 2022 and Spring 2023	In Progress:

Category 5: Communication and Community Relations

The Division fosters the success of all students through effective communication with stakeholders.

OBJECTIVE	MANAGER	TIMELINE	EVALUATION CRITERIA	STATUS AS OF:
a) Organize and host an opportunity for elementary students to interact and communicate with Board Members during a Board Work Session.	Assistant Superintendent of Instruction Elementary School Principals	December 2022	Board Meeting Minutes	In Progress:
b) Use student, staff, and community feedback from Gallup surveys to develop specific goals and objectives that promote hope, engagement, and well-being.	Assistant Superintendents Directors Principals	SY 2022-2023	Survey Data, Goals, Objectives, and Progress Reports	In Progress:
c) SCS will participate in the EAB Collaborative Cohort to develop strategies and supports to increase staff morale.	Assistant Superintendents Directors Principals	March 2023	Survey Data, Goals, Objectives, and Progress Reports	In Progress:

Category 6: Professionalism

The Division fosters the success of teachers, staff, and students by demonstrating professional standards and ethics, engaging in continuous professional development, and contributing to the profession.

OBJECTIVE	MANAGER	TIMELINE	EVALUATION CRITERIA	STATUS AS OF:
a) Revise and update legislative positions to include a proactive legislative agenda for consideration by elected representatives.	Board Chairman Superintendent Directors	November 2022	Adoption of Legislative Positions	In Progress:
b) Engage in annual reflection/self-assessment of Board effectiveness.	Board Chairman	March 2023	Participation in Board Development Activities	In Progress:
c) 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 Superintendents Directors	SY 2022-2023	Division participation in Meetings and implementation of selected initiatives	In Progress:

Category 7: Division-Wide Student Academic Progress for SY 21-22				
Division efforts result in acceptable, measurable division wide student academic progress based on established standards.				
OBJECTIVE	MANAGER	TIMELINE	EVALUATION CRITERIA	STATUS AS OF:
a) Students will meet or exceed score targets in M.A.P and PALs.	Assistant Superintendents Director of Student Services Strategic Improvement Team Principals Classroom Teachers	SY 2021-2022	Assessment Data Reported Annually	Pending: Requires Data from the Spring 2022 Assessment
b) Maintain 95% graduation and 100% completion rates.	High School Principal School Counselors Classroom Teachers Assistant Superintendent Director of Student Services	SY 2021-2022	Assessment Data Reported Annually	Pending: Requires Data from the Spring 2022 Assessment
c) All schools and the division will meet state accreditation requirements.	Principals Classroom Teachers Assistant Superintendents Directors	SY 2021-2022	Assessment Data Reported Annually	Pending: Requires Data from the Spring 2022 Assessment
d) Meet or exceed state and national averages on the PSAT (Juniors) and the SAT.	Classroom Teachers High School Principal Assistant Superintendents	SY 2021-2022	Assessment Data Reported Annually	Pending: Requires Data from the Spring 2022 Assessment
Category 7: Division-Wide Student Academic Progress for SY 22-23				
Division efforts result in acceptable, measurable division wide student academic progress based on established standards.				
OBJECTIVE	MANAGER	TIMELINE	EVALUATION CRITERIA	STATUS AS OF:
a) Students will meet or exceed score targets in M.A.P and PALs.	Assistant Superintendents Director of Student Services Strategic Improvement Team Principals Classroom Teachers	SY 2022-2023	Assessment Data Reported Annually	Pending: Requires Data from the Spring 2023 Assessment
b) Maintain 95% graduation and 100% completion rates.	High School Principal School Counselors Classroom Teachers Assistant Superintendent Director of Student Services	SY 2022-2023	Assessment Data Reported Annually	Pending: Requires Data from the Spring 2023 Assessment

c) All schools and the division will meet state accreditation requirements.	Principals Classroom Teachers Assistant Superintendents Directors	SY 2022-2023	Assessment Data Reported Annually	Pending: Requires Data from the Spring 2023 Assessment
d) Meet or exceed state and national averages on the PSAT (Juniors) and the SAT.	Classroom Teachers High School Principal Assistant Superintendents	SY 2022-2023	Assessment Data Reported Annually	Pending: Requires Data from the Spring 2023 Assessment