



**SALEM**  
CITY SCHOOLS

LOVE • ENGAGE • INSPIRE

**SALEM CITY SCHOOLS**  
**2024-2030 COMPREHENSIVE PLAN**

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## **SCHOOL BOARD MEMBERS**

**Nancy Bradley, Chair**

**Andy Raines - Vice Chair**

**Teresa Sizemore-Hernandez**

**Stacey Danstrom**

**Rachel Thompson**

**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

**2024 Comprehensive Plan Review Committee Members**

Jennifer Dean	Renee Turk
Gary Lupton	Kyle Highfill
Forest Jones	Mark Thompson
Macel Janoschka	Bryan Buckles
James Garst	Alisa Burns
Jennifer Harshbarger	Randy Jennings
Andrea Johnson	Jim Wallace
Kelly Linkenhoker	Amanda Gibson
Natalie DiFusco-Funk	Tawana Lynch
Matthew Coe	Christopher Taibbi
Lauren Cundiff	Jessica Creasy
Megan Crew	Megan Price

# School Principals

## Elementary Principals

East Salem  
GW Carver  
South Salem  
West Salem

Hunter Routt  
Christina Rose  
Laura James  
Amanda Gibson

## Middle School Principal

Andrew Lewis

Matthew 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.

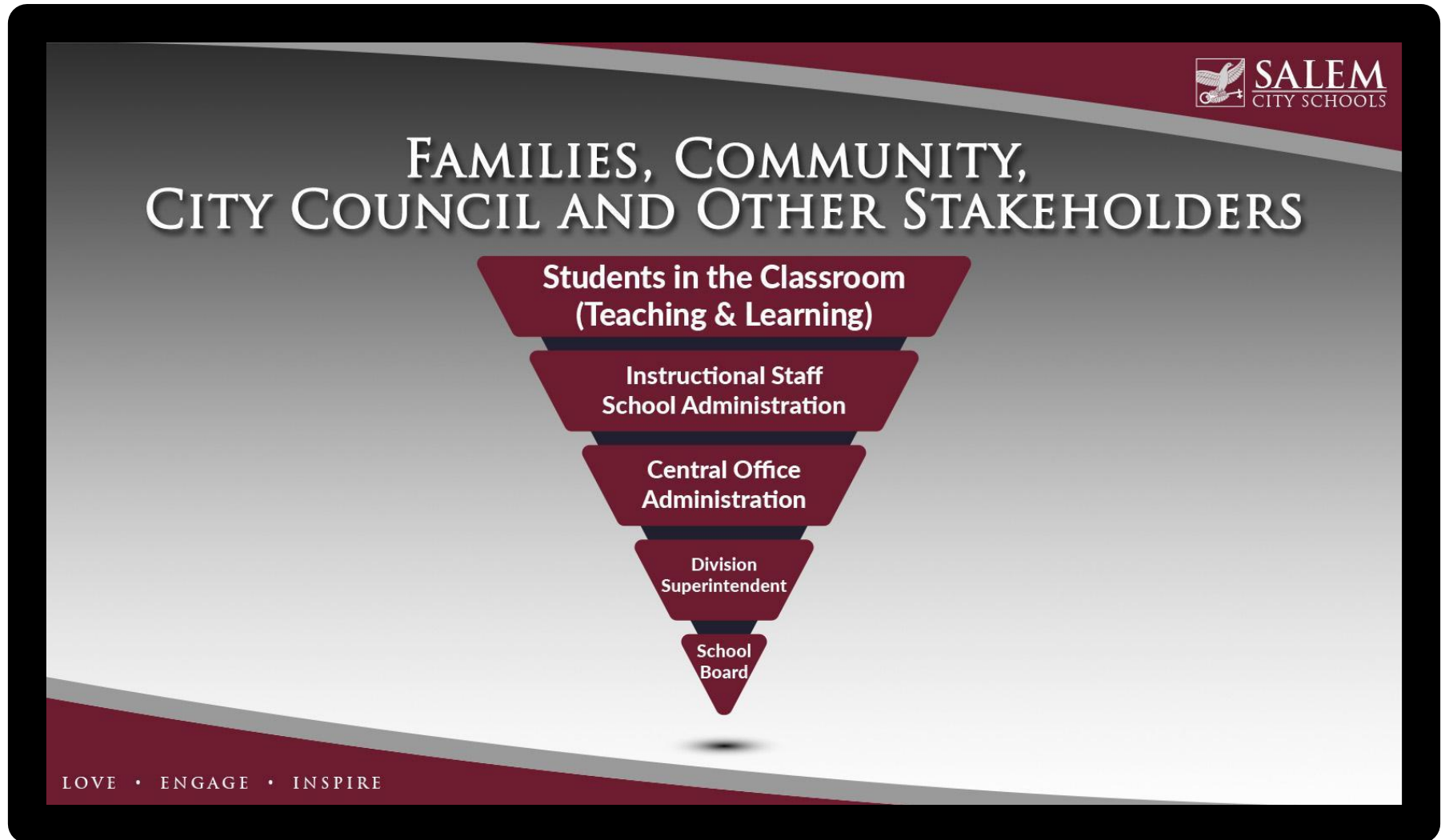
WE BELIEVE STUDENT SUCCESS IS A SHARED RESPONSIBILITY AMONG SCHOOLS, FAMILIES, AND COMMUNITY PARTNERS.

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 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 2023; 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, staff 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 forecasts are provided by Forecast5 Analytics. Enrollment is expected to decrease over the next five years to a low of 3,478 students in FY 2028. The Division will continue to use non-resident applications to stabilize enrollment across schools and grade levels.

#### Enrollment Projection - Five Years

	<b>Projection</b>				
Grade	2024-25	2025-26	2026-27	2027-28	2028-29
K	246	248	251	251	251
1	227	251	253	257	257
2	228	228	252	254	258
3	244	225	225	249	251
4	253	242	223	223	247
5	299	268	256	236	236
6	262	299	268	256	236
7	306	269	306	275	263
8	293	316	278	317	284
9	300	305	329	289	330
10	335	296	302	325	286
11	274	305	270	275	296
12	284	258	288	254	259
k-12 TOTAL	3,576	3,535	3,526	3,486	3,478

## 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, EDLeader21, the Comprehensive Instructional Program (CIP), 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 Four-Year Technology Plan for Salem City Schools is a comprehensive document with goals and objectives that have been included in the 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 2025-2030 Capital Improvement Plan was completed and presented to the School Board in October of 2023. 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.



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## 2024-2030 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 and Learning

*Children First, Every Child Every Day!*

#### Instruction

*"We believe that all students are important and can be successful."*

##### Desired Outcomes

1. All students will graduate with a board-approved diploma or its equivalent.
2. All graduates will exhibit college and career readiness by completing one or more of the following: advanced level coursework; a sequence of CTE courses and/or electives; external educational or business partnership; demonstrating proficiency on an industry credential, state licensure exam, or a national assessment designed to provide students with a pathway to postsecondary education and careers.
3. The division will ensure that instruction is aligned with state standards.
4. The division will provide learning opportunities designed to promote the acquisition and growth of the competencies outlined in Salem's Profile of a Graduate.

#### Assessment

*"We are committed to excellence in all that we do."*

##### Desired Outcomes

1. All students will meet or exceed individualized growth goals that are developed collaboratively with teachers.
2. The division will rank in the top 10% of divisions in Virginia by meeting or exceeding state testing accountability measures.
3. All students will show measurable growth each year and students will exceed the state and national average mean scores on appropriate national assessments when applicable.
4. The division will continue to develop and expand the balanced assessment plan consisting of summative, formative, and authentic assessments.
5. Students will demonstrate proficiency on assessments and/or industry credentials related to individual post-secondary goals identified in their student-selected Career Pathway Plan of Study (CPPS).

<b>Climate and Culture</b> <i>"We recognize and respect differences among staff and students."</i>	
<b>Communication and Community Relations</b> <i>"Student success is a shared responsibility among schools, families and community partners."</i>	<b>Safety and Organization Management</b> <i>"Students learn best in a safe and disciplined environment provided by caring and respectful adults."</i>
<b>Desired Outcomes</b> <ol style="list-style-type: none"> <li>1. The division will foster high levels of engagement for staff, students, families, and the community as measured by survey annually.</li> <li>2. The division will communicate to staff, students, families, and the community the key components associated with Salem's "Profile of a Graduate."</li> <li>3. The division will communicate the benefits of cultural proficiency, authentic assessment, Profile of a Graduate competency acquisition, assessment for learning, and standards-based learning.</li> <li>4. The division will seek and engage in partnerships with businesses, communities, industries, and higher education to enhance career readiness.</li> <li>5. The division will encourage open communication with staff, students, families, and the community to enhance ongoing improvement efforts.</li> </ol>	<b>Desired Outcomes</b> <ol style="list-style-type: none"> <li>1. The division will provide a safe and disciplined learning environment that promotes learning as reported by students and staff.</li> <li>2. School facilities and student schedules will reflect the division's emphasis on learning in a modern workplace.</li> <li>3. By 2030, division salaries will rank first when compared to regional school divisions in order to recruit and retain the most qualified staff.</li> <li>4. The division will support and promote environments that are equitable, culturally competent, and responsive to student and family needs.</li> <li>5. The division will support the physical and mental well-being of both students and staff.</li> </ol>
<b>Career Education</b>	<b>Technology</b>
<b>Desired Outcomes</b> <ol style="list-style-type: none"> <li>1. All students will participate in activities designed to provide exposure and an understanding of careers and career pathways.</li> <li>2. All students in grades 8-12 will select and successfully pursue a Career Pathway Plan of Study to ensure that every student graduates with a diploma and a plan.</li> <li>3. The division will promote, support, and report enrollment in a variety of career-centered learning opportunities.</li> <li>4. The division will increase the number of students participating in high-quality work-based learning opportunities by 10% annually.</li> <li>5. The division will provide families and students with information related to post-secondary education and training opportunities related to their areas of interest and aptitude.</li> <li>6. The division will integrate Profile of a Graduate competencies and assessments into the curriculum to ensure students' post-secondary education and career success.</li> </ol>	<b>Desired Outcomes</b> <ol style="list-style-type: none"> <li>1. The division will maintain the necessary infrastructure, hardware and software to support the division's expansion and/or maintenance of individualized learning and the one student: one device initiative.</li> <li>2. The division will provide multiple formal and informal learning opportunities related to online safety and digital citizenship.</li> <li>3. The division will promote the use of instructional strategies, practices, and resources developed with current, emerging, and accessible technology-based resources to support innovative instructional approaches in the classroom.</li> <li>4. The division will support the implementation of digital learning integration and Computer Science standards in grades K-12.</li> </ol>

