



**SALEM CITY SCHOOLS**  
**2022-2028 COMPREHENSIVE PLAN**

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## **SCHOOL BOARD MEMBERS**

**Mr. David Preston, Chairman**

**Mrs. Artice Ledbetter - Vice Chairman**

**Dr. Nancy Bradley**

**Mr. Andy Raines**

**Mrs. Teresa Sizemore-Hernandez**

**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

## 2022 Comprehensive Plan Review Committee Members

James Soltis	Stephanie Goodman
Jennifer Dean	Kendra Fagg
Johaira Salazar	Kyle Highfill
Jessie Howard	Mary Dick
Deanna McNaughton	Renee Shelor
Carrie Saunders	Pamela Coffey
Mary Gregory	Jennifer Harshbarger
Kelley Reese	Jenny Atkinson
Kirstine Barber	Jessica Creasy
Macel Janoschka	Melissa May
Bryan Buckles	Amy Johnston
Matt Kesler	Megan Price
Alix Tobasco	Rachel Fox
Mark Ingerson	Wes Lester
Gary Lupton	Cynthia Edwards
Mike Crawley	

# School Principals

## Elementary Principals

East Salem  
GW Carver  
South Salem  
West Salem

Hunter Routt  
Kristyn Schmidt  
Laura James  
Amanda Gibson

## Middle School Principal

Andrew Lewis

James Garst

## High School Principal

Salem High School

Scott Habeeb



## **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



## FAMILIES, COMMUNITY, CITY COUNCIL AND OTHER STAKEHOLDERS

Students in the Classroom  
(Teaching & Learning)

Instructional Staff  
School Administration

Central Office  
Administration

Division  
Superintendent

School  
Board

LOVE • ENGAGE • INSPIRE



## 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

Enrollment forecasts are provided by Forecast5 Analytics. Enrollment is expected to decrease over the next five years to a low of 3,658 students in FY 2027. The Division will continue to use non-resident applications to stabilize enrollment across schools and grade levels.

#### Enrollment Projection - Five Years

Grade	2022-23	2023-24	2024-25	2025-26	2026-27
K	266	235	249	247	245
1	235	269	237	252	247
2	251	240	275	243	252
3	279	257	246	281	243
4	265	280	257	247	281
5	278	272	287	264	247
6	293	293	287	303	264
7	268	301	301	294	303
8	336	275	308	308	294
9	313	363	297	333	308
10	327	310	360	295	333
11	309	315	299	347	295
12	300	295	301	286	347
K-12 Total	3,721	3,706	3,706	3,699	3,658

## 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 2023-2028 Capital Improvement Plan was completed and presented to the School Board in October of 2021. 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.



# 2022-2028 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/or career readiness by participating in advanced level coursework and/or by completing a sequence of CTE courses and demonstrating proficiency on an industry credential, state licensure exam and/or a national assessment.
3. The division will ensure that instruction is aligned with intended learner outcomes (ILOs).
4. The division will provide educational experiences that prepare students to engage in relevant, real-world problems.
5. The division will provide learning opportunities designed to promote the acquisition and growth of the 5C Skills (Communication, Collaboration, Creativity, Critical Thinking, and Citizenship) to students in grades K-12.
6. The division will foster the development of social and emotional skills to ensure that all students attain the skills they need to be successful members of society.
7. The division will provide and support a variety of AP, Dual Enrollment, elective courses and Career and Technical Education programs at Salem High School and through external educational and business partnerships to ensure that ALL students are engaged in coursework related to areas of individual interest and aptitude.

### 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. All students will meet or exceed state standards or demonstrate measurable growth as assessed by the Virginia Standards of Learning Assessment Program.
3. Salem 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 comprised 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).

**Climate and Culture**

*“We recognize and respect differences among staff and students.”*

<p align="center"><b>Communication and Community Relations</b> <i>“Student success is a shared responsibility among schools, families and community partners.”</i></p>	<p align="center"><b>Safety and Organization Management</b> <i>“Students learn best in a safe and disciplined environment provided by caring and respectful adults.”</i></p>
<p align="center"><b>Desired Outcomes</b></p> <ol style="list-style-type: none"> <li>1. The division will foster high levels of hope, engagement, and belonging for staff, students, and the community as measured by survey annually.</li> <li>2. The division will embrace and communicate to stakeholders the key components associated with Virginia’s “Profile of a Graduate.”</li> <li>3. The division will communicate the benefits of cultural proficiency, authentic assessment, 5C’s acquisition, assessment for learning, and standards-based learning..</li> <li>4. The division will communicate the availability of opportunities for business, community, industry, and higher education partnerships that promote career readiness.</li> <li>5. The division will maintain two-way communication with stakeholders to promote continuous improvement.</li> </ol>	<p align="center"><b>Desired Outcomes</b></p> <ol style="list-style-type: none"> <li>1. Staff and students will consistently report that the Salem City School Division provides a safe and disciplined learning environment that promotes learning.</li> <li>2. School facilities and student schedules will reflect the division’s emphasis on individualized learning in a modern workplace.</li> <li>3. By 2026, division salaries will rank first when compared to regional school divisions in each salary range and employment category.</li> <li>4. The Salem City School 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>
<p align="center"><b>Career Education</b></p>	<p align="center"><b>Technology</b></p>
<p align="center"><b>Desired Outcomes</b></p> <ol style="list-style-type: none"> <li>1. All students will participate in a variety of activities designed to provide 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 by 10% annually the number of students participating in Work-Based Learning Opportunities.</li> <li>5. The division will 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.</li> <li>6. The division will integrate the 5C skills necessary for career success into the curriculum.</li> </ol>	<p align="center"><b>Desired Outcomes</b></p> <ol style="list-style-type: none"> <li>1. The Salem City School 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 Salem City School Division will provide multiple formal and informal learning opportunities related to online safety and digital citizenship.</li> <li>3. The division will foster classroom environments that support creativity, innovation, and student achievement.</li> <li>4. The division will support the implementation of technology and Computer Science standards in grades K-12.</li> </ol>