



SALEM
CITY SCHOOLS

LOVE • ENGAGE • INSPIRE

2018-2024 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.

Approved 07/10/18

Teaching and Learning

Children First, Every Child Every Day!

| Instruction <i>"We believe that all students are important and can be successful."</i> | | Assessment <i>"We are committed to excellence in all that we do."</i> | |
|--|--|---|---|
| Desired Outcomes | Actions | Desired Outcomes | Actions |
| <ol style="list-style-type: none"> 1. All students will graduate with a board-approved diploma or its equivalent. 2. All graduates will exhibit college and career readiness by 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. By 2020, all teachers will record and report grades by learning standard. 5. The division will create and provide a more authentic learning environment and balanced assessment program. 6. The division will provide personalized learning opportunities to students in grades K-12. 7. 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 the 21st Century Global Economy. 8. The division will provide and support a variety of IB, AP, 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. | <ol style="list-style-type: none"> a. School counselors will identify students with credit deficits and develop plans to promote on-time graduation in grades 9-12. b. Each school will develop action plans to support students in need of emotional, social, or academic intervention. c. Develop ILOs for core disciplines in grades K-12 and align progress reports. d. The division will support and provide professional development that promotes cultural proficiency, personalized learning, authentic assessment, and standards-based learning. e. By 2022 the division will expand the one student:one device initiative (1:1) to grades 3-12. f. The division will provide instruction in goal setting to students in grades K-12. g. The division will adopt and implement a framework to support the development of social and emotional skills that include but are not limited to Habits of Mind, executive functioning, and learner agency. h. The division will continue its emphasis on student enrollment in IB and AP classes, and courses that are Dual Enrolled through VWCC. | <ol style="list-style-type: none"> 1. All students will meet or exceed personalized growth targets. 2. All students will meet or exceed state standards as assessed by the Virginia Standards of Learning Assessment Program. 3. Salem students will exceed the state and national average mean scores on the SAT and ACT annually. 4. The division will expand the development and use of 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). 6. Division staff will demonstrate increased awareness of the impact of culture on achievement in order to ensure deep equity. | <ol style="list-style-type: none"> a. The division will expand and support the use of Data Teams at each school to assist administrators and teachers in the use of data to inform instructional practice and improve student achievement. b. Staff will develop annual goals for the use of formative assessment strategies and descriptive feedback to increase student learning. c. The division will collect and report PALS data (grades K-2) and MAP data (grades 2-9). d. The division will administer the PSAT to students in the 10th grade annually and provide professional development to teachers based on PSAT data. e. Staff development will be provided on the development and use of authentic assessments and performance tasks that reflect individual differences to measure student achievement |

Climate and Culture

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

| Communication and Community Relations <i>“Student success is a shared responsibility among schools, parents and community partners.”</i> | | Safety and Organization Management <i>“Students learn best in a safe and disciplined environment provided by caring and respectful adults.”</i> | |
|--|--|---|--|
| Desired Outcomes | Actions | Desired Outcomes | Actions |
| <ol style="list-style-type: none"> 1. The division will maintain a 95% approval rating with parents, students, staff, and the community as measured by survey every two years. 2. By 2020, 90% of stakeholders will indicate their satisfaction with the method their child’s school uses to report student achievement. 3. The division will communicate the key components associated with Virginia’s “Profile of a Graduate”. 4. The division will communicate the benefits of cultural proficiency, personalized learning, authentic assessment, assessment for learning and standards-based learning. | <ol style="list-style-type: none"> a. The division and all schools will utilize a variety of communication strategies to ensure that parents and community stakeholders are provided with timely information regarding school programs and activities. b. The division and all schools will utilize a variety of communication strategies to communicate information related to standards-based grading, personalized learning, authentic assessment, assessment for learning, and cultural proficiency. | <ol style="list-style-type: none"> 1. Staff and students will report that the Salem City School Division provides a safe and disciplined learning environment that promotes learning. 2. The school calendar, transportation schedules, school schedules, and school facilities will reflect the division’s emphasis on personalized learning in a modern workplace. 3. By 2020, division salaries will rank first when compared to regional school divisions in each salary range and employment category. 4. The Salem City School Division will provide classroom environments that reflect and value cultural diversity. 5. The division will support students physical and mental well-being during times of acute stress and trauma. | <ol style="list-style-type: none"> a. All schools will implement Virginia’s Tiered Systems of Support. b. The division and all schools will annually review safety and crisis management procedures. c. The division will review research related to school schedules, calendars, and facilities and implement incremental changes to promote student health, well-being, and personalized learning. d. The division will fully implement the recommendation of the 2015 salary study. e. The division will provide programs of support and facilitate contact with community agencies for students and families dealing with trauma. |
| Career Education | | Technology | |
| Desired Outcomes | Actions | Desired Outcomes | Actions |
| <ol style="list-style-type: none"> 1. Students, parents, and teachers will be familiar with Career Pathway Plans of Study (CPPS). 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. 3. The division will promote, support and report enrollment in a variety of advanced career-centered learning opportunities. 4. The division will provide parents and students with information related to a variety of post-secondary education and training opportunities related to their areas of interest and aptitude. | <ol style="list-style-type: none"> a. The division will provide professional development and utilize a variety of communication strategies to provide information related to the use and benefits of Career Pathways b. The division will develop a transportation plan that supports student enrollment in a variety of advanced learning opportunities provided by business, industry, and postsecondary education partners. c. Evaluate and consider changes/updates/additions to Career and Technical Education opportunities. d. Salem High School will communicate and support CCAP and Upward Bound programs. | <ol style="list-style-type: none"> 1. The Salem City School Division will provide the necessary infrastructure, hardware and software to support the division’s expansion of personalized learning and the one student:one device digital conversion. 2. The Salem City School Division will provide multiple formal and informal learning opportunities related to online safety and digital citizenship. 3. The division will foster classroom environments that support innovation. 4. The division will support the implementation of technology and Computer Science standards in grades K-12. | <ol style="list-style-type: none"> a. Staff will be trained in the use of instructional technology to promote student engagement. b. Resources will be allocated for the purchase and maintenance of instructional technology and infrastructure to support its use. c. The division will support the continued development and availability of innovative courses and programs. d. All students will complete a formal program to address digital citizenship and online safety in grades K-6. |

