



**SALEM CITY SCHOOLS  
2008-2014 COMPREHENSIVE PLAN**

**JULY 2008**

***Children First in Salem!***

**TABLE OF CONTENTS**

**STRATEGIC PLAN EVALUATION**

School Board..... 3  
Strategic Plan Committee..... 4  
Introduction..... 5  
Standards of Quality Requirements ..... 9  
Regional Services..... 11  
Division Goals, Objectives, & Strategies ..... 14

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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.

**2008-2014 COMPREHENSIVE PLAN COMMITTEE**

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				Luci	Wright

## INTRODUCTION

The Standards of Quality for Public Schools in the Commonwealth of Virginia state that “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.” This current plan represents the efforts of over seventy parents, teachers, and community leaders.

Sub-committees were established to address the identified needs of the school division: Teaching and Learning (Instruction), Teaching and Learning (Planning and Assessment), Career and Technical Education, Climate and Culture (Safety and Organizational Management), Climate and Culture (Communication and Community Relations), Staff Development, and Technology.

Each subcommittee was provided with the Core Values of the Division, the evaluation of the 2006-20012 Comprehensive Plan, and general information gathered through the 2007 Administrative Academy and subsequent Administrative Leadership Team meetings where possible goals and objectives were presented.

The areas of focus identified in this document will not be the only areas receiving attention in the next six years. As always, the business of the school division will move forward on all fronts. The Division will adhere to all policies and procedures prescribed by the Virginia Department of Education by the Standards of Quality and the Standards of Accreditation. In addition, the Division will meet or exceed student performance objectives associated with the Virginia Standards of Learning and the Federal No Child Left Behind Act. The Comprehensive Plan will be evaluated and updated regularly to

reflect the changing needs of our students, teachers, and community. The plan will be the basis for annual goals and objectives adopted by the School Board and the Division Superintendent, School Improvement Plans developed by each school, and individual growth objectives developed by employees and their evaluators. This document provides a roadmap that will guide annual Division, school, and employee plans that will lead to the success of every child, every day.

**VISION STATEMENT**

*Children First in Salem!*

**MISSION STATEMENT**

The mission of the Salem City Schools is to provide a nurturing environment that enables and encourages *ALL STUDENTS* to acquire the knowledge, skills, and values necessary to become successful, responsible contributors to society.

**CORE BELIEFS**

The core values identified by the School Board form the foundation of the City of Salem School Division. They will inform, guide, and direct all activities undertaken by the Board or its employees and are listed here:

1. Students come first.
2. We are committed to excellence in all that we do.
3. We believe that all students can be successful.
4. Student success is a shared responsibility.
5. We recognize and respect differences in students.
6. Children learn best in a caring, respectful, disciplined environment.
7. School programs and services must be responsive to our student needs and the needs of the broader community.
8. The quality of teaching and learning are the most important criteria in judging effectiveness of the school system.
9. We are committed to providing employees with an excellent work environment and a competitive compensation package.

## EDUCATIONAL PHILOSOPHY

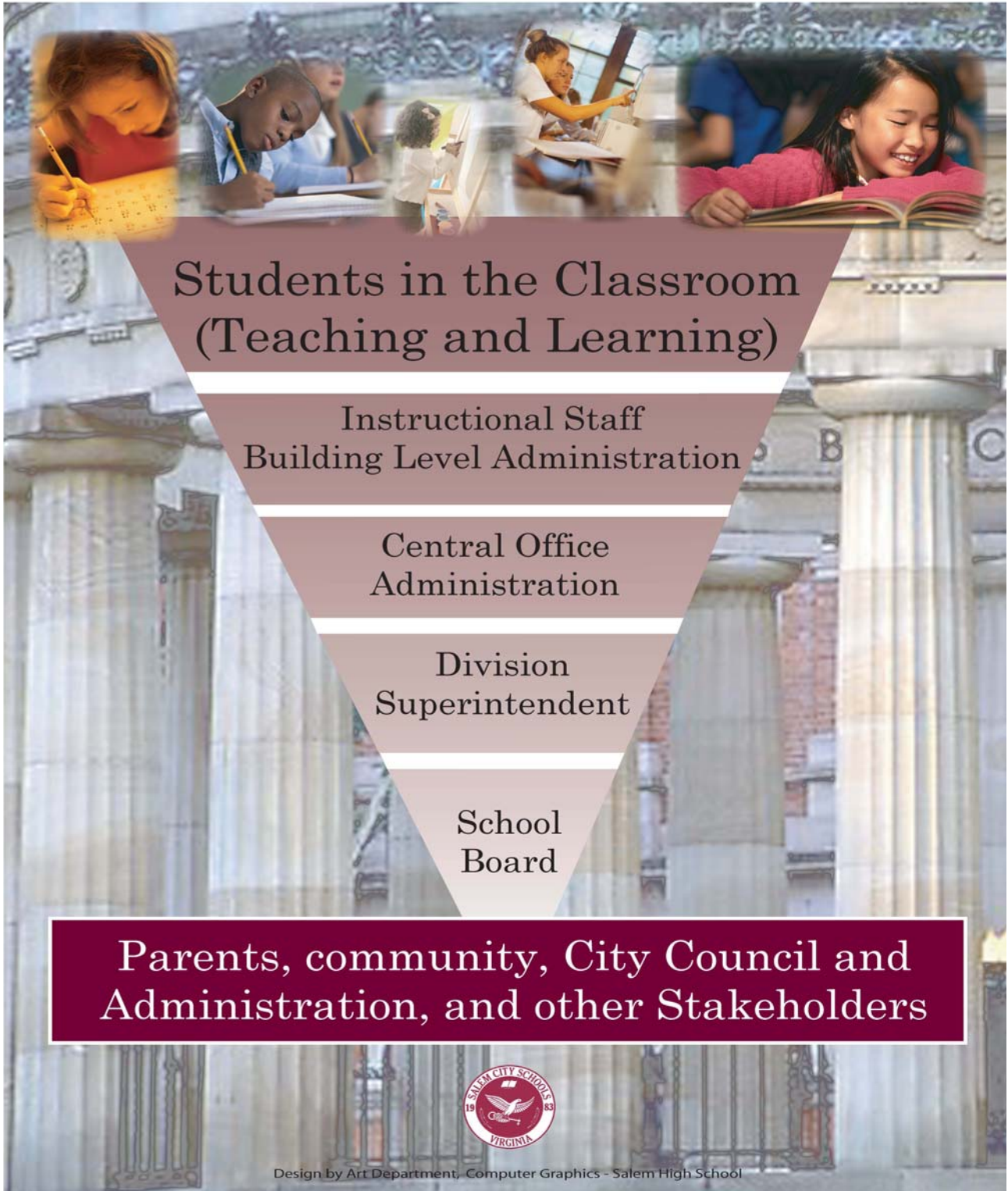
The Salem City School Board believes that all young people are of worth and that all young people can learn.

Therefore, it shall be the philosophy of the school division, in partnership with parents and community, to:

- Provide equal opportunity for all students to achieve maximum intellectual, social, emotional, and physical growth;
- Assist all students to acquire the knowledge, skills, and values to be competent in the world of work;
- Assist all students who have the desire and ability to acquire the knowledge, skills, and values to enter college or other post-secondary schooling;
- Assist all students to develop the knowledge, skills, and values to function as a citizen.

Further, it shall be the policy of the School Board to:

- Provide the necessary trained and dedicated leadership, personnel, equipment, and materials to assure an appropriate education for every student, regardless of race, color, sex, physical condition, or national origin.
- Treat all personnel equally with the highest degree of respect for professional educational rights and abilities;
- Administer funds to all schools fairly and equally, regardless of community location; and
- Give attention to school facilities to assure that the property and quality of equipment of all schools may be upgraded, repaired, or increased in order to be rendered comparable to the best schools in the nation and world.



Students in the Classroom  
(Teaching and Learning)

Instructional Staff  
Building Level Administration

Central Office  
Administration

Division  
Superintendent

School  
Board

Parents, community, City Council and  
Administration, and other Stakeholders



Design by Art Department, Computer Graphics - Salem High School

## 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.

These required topics are Enrollment Forecasts, Regional Services, Technology Plan, and 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. As demonstrated in this evaluation, the objectives of the Division are diligently addressed. Outcomes are analyzed and actions are carried forward into the future.

### Enrollment Forecast

The Salem School Division subscribes to a service provided by Information Management Systems of Rockford, Michigan to forecast enrollment trends. Enrollment forecasts provided by the University of Virginia Weldon Cooper Center are also reviewed each year for usefulness. Enrollment is expected to slightly decline over the next six years.

### Enrollment Projected Five Years

Grade	2008-09	2009-10	2010-11	2011-12	2012-13
K	284	244	249	247	245
1	273	287	246	251	249
2	304	280	295	253	258
3	301	309	285	300	257
4	260	302	310	286	301
5	292	267	310	318	293
6	337	313	286	332	340
7	296	340	316	289	335
8	325	295	338	315	288
9	333	358	325	373	347
10	348	320	344	312	358
11	302	317	291	313	284
12	273	266	279	256	276
K-12 Total	3928	3898	3874	3845	3831

### 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 Planning section of the Strategic Plan addresses regional cooperation. The objective was reviewed and found to be consistent with our desire to promote the regionalization of efforts, when appropriate, to benefit our youth.

### 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

Salem City Schools uses its annual Capital Improvement Plan process as a mechanism for needs assessment. The 2009-2014 plan was completed and presented to the School Board in November of 2007.

The School Division completed a division-wide facilities study in 2006, which identified approximately \$70 million in potential future renovation needs in four schools.

The annual operating budget also provides a forum for needs assessment in which budget needs are identified at the school level during the budget development process.

## REGIONAL SERVICES

Cooperation between school divisions is an effective means to provide services to students which might otherwise be too expensive for a limited number of students. The Regional Services subsection of the school division's Comprehensive Plan reflects our goal to promote the regionalization of efforts, as appropriate, to benefit school aged youth.

The regional programs in which Salem City Schools participates are:

- **Blue Ridge East Technology Consortium**

The Blue Ridge East Technology Consortium (BRETc) is funded by a federal Title II D grant, Enhancing Education Through Technology Ed Tech Program, beginning in 2002. The Consortium is composed of 21 Virginia school divisions working together with partners such as Blue-Ridge Public Television, the Southwest Virginia Education and Training Network (SVETN), Virginia Tech, and Radford University. The consortium's goal is to promote the use of technology-enhanced learning opportunities and provide on-going professional development experiences to enable teachers to effectively integrate technology into the curriculum to enhance classroom instruction.

- **Eastern States Consortium for Excellence**

The Eastern States Consortium for Excellence is an organization sponsored by the American Association of School Administrators (AASA). Its purpose is to bring together superintendents from high performing school divisions having student populations varying from 2,000 to 6,000 in order to share information on best practices in governing divisions of that size. The consortium includes the states of Indiana, Kentucky, Louisiana, Mississippi, Ohio, Virginia and West Virginia.

- **Jump\$tart Coalition for Personal Financial Literacy**

The Jump\$tart Coalition is a national effort to improve the personal financial literacy of students in grades K-college. The Salem City School Division participates in the Virginia Jump\$tart Coalition. Among other services, Jump\$tart identifies and screens financial literacy materials for use in the schools.

The addition of Financial Literacy to the list of courses required for graduation from Salem High School is one important element in our program of providing basic personal financial management skills to Salem students.

- **Roanoke Valley Regional Board of Low Incidence Population**

The City of Salem School Division participates in this program along with other school divisions in the Roanoke Valley. Those school divisions are Botetourt County, Craig County, Franklin County, Roanoke City, and Salem City. Students served are in the low incidence populations of autism spectrum disorders, severe and profoundly disabled, multiple disabilities, and the deaf and hard-of-hearing. A program serving multiply-disabled students is now located at both Andrew Lewis Middle School and Salem High School. Program costs are shared through an indexed reimbursement from the state.

- **Regional Governor's School**

Since the beginning of the Regional Governor's School in 1985, Salem students have participated in the program. Sophomores, juniors and seniors are eligible to apply, on a competitive basis, for admission to the Governor's School. Tuition costs for the program are supported by the City of Salem School Division.

- **Roanoke Valley Education Consortium**

The Roanoke Valley Educational Consortium provides opportunities for representatives from local colleges and school divisions to coordinate services with the public schools and colleges. Consortium members include the Superintendents of Schools from Roanoke City, Roanoke County, and the City of Salem; and the presidents of Hollins University, Roanoke College and Virginia Western Community College. The consortium plans and organizes an annual seminar on collaboration between higher education and public education.

- **Regional Alternative Education**

The Roanoke City and City of Salem Public Schools began a regional alternative education program in the 1994-95 school year. As a result of funding from the Virginia General Assembly under the Governor's Initiative Grants, this project was one of four pilot programs for the Commonwealth.

- **Regional Schools Contracting and Planning Committee (RSCPC)**

Salem City Schools joins with twenty other school divisions, WBRA Public TV, and the VA Department of Education in selecting instructional programming, developing joint projects, and supporting the use of instruction technologies.

- **Salem Educational Consortium**

Roanoke College, Salem City Government, and Salem City Schools have entered into an agreement to secure broad band-width internet access for all their entities. This cooperative venture will provide more internet access, at a lower cost, than any one of the participants could realize alone. Additionally, each party involved is able to consult with the others to share knowledge on instructional technology.

- **Salem/Roanoke County Vocational-Technical Partnership**

Salem City Schools and Roanoke County Schools have space available in some vocational programs that are not offered by the other division. They also have students whose interests coincide with those available spaces. This partnership is an agreement to share those programs with students across division lines. Shared programs will be available at no cost either to the students or the school division.

- **Western Virginia Public Education Consortium (WVPEC)**

Salem City Schools is part of a cooperative venture with eighteen other school divisions in Western Virginia, along with representatives from Virginia Tech and Radford University. WVPEC supports the participating divisions by providing services such as a regional job fair, a career switcher program, the Virginia Principals Assessment Center,

and a regional program for addressing curricular or instructional issues. WVPEC is housed on the West Campus of Radford University.

- **Salem Community College Access Program**

The City of Salem Community College Access Program (SCCAP) is a public/private partnership pilot program funded by the City of Salem and supported by the Virginia Western Community College Educational Foundation. The purpose of the City of Salem Community College Access Program (SCCAP) is to:

1. Provide opportunity for 2008 Salem High School graduates to attend Virginia Western Community College
2. Enable these students to continue their education in preparation for good, well-paying jobs within the region and/or transfer to a 4-year college
3. Provide an educated and well-qualified workforce
4. Provide an incentive for young people to remain in the area

- **VWCC Career and Technical Academy**

The VWCC Career and Technical Academy provides a regional center for the study of engineering, advanced mechatronics, culinary arts, and air conditioning and refrigeration. The CTE Academy is a career pathways focused half-day program designed for eleventh and twelfth grade students from Craig County, Botetourt County, Franklin County, Roanoke County, Roanoke City, and the City of Salem, who have creative, capable minds and a strong interest in applied academics.

The Academy will make every effort to stress critical skills and behaviors identified as being the most important skills and behaviors for success for workers in modern business integrating core academic, workplace readiness skills, and enhanced computer literacy into all curricula.

## 2008-2014 DIVISION GOALS AND OBJECTIVES

Goal 1: The Salem City School Division will provide an array of instructional opportunities and strategies for intervention and enrichment to meet the individual needs of each child in Salem City Schools.	Objective: 1.1 Increase the opportunities for students to access activities for enrichment and intervention		
Strategies	Timeline	Sponsor	Comments/Evaluation
Create a plan for secondary schools to annually increase student participation in during-the-day intervention opportunities by 15% with a goal of 80% participation from students who are failing at least one core course	2009-2014	Principals School Improvement Planning Team Directors of Instruction	
Explore and implement scheduling options in order to increase each school's ability to offer intervention/enrichment opportunities to students	2008-2014	Principals	
Explore creative solutions utilizing available technology to provide opportunities for students to recover credits in summer school and during the school day	2008-2014	Director of Secondary Instruction High School Principal	
Expand the availability and track the effectiveness of computer-based credit recovery opportunities for at-risk, homebound, and alternative education students	2008-2014	Director of Secondary Instruction	
Develop and conduct a parent and student survey to determine the need for after-school transportation and explore possible bus routes for after-school enrichment and intervention	2009-2010	Assistant Superintendent Directors of Instruction	
Prepare an annual report describing the intervention and enrichment opportunities available in each school, listing the students who were involved in each activity and the results of their involvement	2008-2014	Principals School Improvement Planning Teams Directors of Instruction	
Provide after school opportunities for enrichment and intervention	2009-2014	Principals	

**Goal 1: The Salem City School Division will provide an array of instructional opportunities and strategies for intervention and enrichment to meet the individual needs of each child in Salem City Schools.**

**Objective: 1.2 Improve teachers understanding of instructional strategies to improve reading comprehension**

Strategies	Timeline	Sponsor	Comments/Evaluation
Explore opportunities to provide staff development in the area of literacy and comprehension	2008-2010	Director of Elementary Instruction Staff Development Council School Professional Development Teams	
Analyze reading comprehension test data to determine strengths and weaknesses related to literacy	2009-2011	Principals	
Develop school literacy plans based on relevant data as a component of their school improvement plan as needed	2010-2011	Principals	
Develop a plan to assess students' reading comprehension in key elementary, middle, and high school grades	2010-2011	Director of Elementary Instruction Director of Assessment and Technology	

Goal 2: The Salem City School Division will use student performance data to make decisions in instruction, enrichment, and intervention.	Objective: 2.1 Expand on available assessment opportunities to improve and increase the collection of data for instructional decision making		
Strategies	Timeline	Sponsor	Comments/Evaluation
Expand the use of benchmark assessments to include grade levels and courses with SOL pass rates below 90% or AYP subgroup performance below the annual AMO.	2008-2011	Director of Secondary Instruction Coordinating Teachers Director of Assessment and Technology	
Establish category and group specific goals for student achievement as measured by SOL tests for every assessment administered at every school	2008-2009	Directors of Instruction Principals Coordinating Teachers Department/Grade Level Chairs	
Pilot the use of an assessment tool that provides information on student learning using a growth model in grades 6-8	2008-2009	Director of Secondary Instruction Director of Assessment and Technology	
Pilot the use of an assessment tool that provides information on student learning using a growth model in grades 3-5 in math and English	2009-2012	Director of Elementary Instruction Director of Assessment and Technology	
Evaluate data disaggregating software for administrators and teachers in order to provide access to accurate student data reports in a timely manner	2010-2014	Director of Assessment and Technology	

<b>Goal 2: The Salem City School Division will use student performance data to make decisions in instruction, enrichment, and intervention.</b>	<b>Objective: 2.2 Create a student performance record that contains student performance data along with other variables that will be recorded and communicated to teachers annually</b>		
<b>Strategies</b>	<b>Timeline</b>	<b>Sponsor</b>	<b>Comments/Evaluation</b>
Assemble a committee to develop a draft of a Student Performance Report to be included in the student information management system.	2008-2009	Director of Assessment and Technology Directors of Instruction Testing Coordinator Principals/Guidance Coordinators	
Utilize the Student Performance Report to communicate student performance data, strengths, weaknesses, learning goals, career goals, and individual needs to teachers in an effort to provide early intervention.	2010-2012	Principals Testing Coordinator Coordinating Teachers	
Evaluate the student performance report annually to determine the need to add additional data points to inform instruction.	2010-2012	Director of Assessment and Technology Directors of Instruction Principals	
Consider the Student Performance report as a component of an individualized learning plan for all students	2012-2014	Director of Assessment and Technology Directors of Instruction Principals	

Goal 2: The Salem City School Division will use student performance data to make decisions in instruction, enrichment, and intervention.	Objective: 2.3 Implement a division wide assessment model that focuses on student performance and growth relative to desired outcomes and deemphasizes the use of grades to rank students (assessment for learning focus)		
Strategies	Timeline	Sponsor	Comments/Evaluation
Update elementary report cards to reflect emphasis on performance-based criteria.	2008-2009	Director of Elementary Instruction	
Provide training for staff members on formative assessment.	2008-2010	Staff Development Council School Staff Development Committees	
Review grade distribution information, analyze grading practices, and develop updated guidelines for grade reporting	2008-2014	Directors of Instruction	
Examine grade distribution data in grades 6-12 and provide professional development opportunities in order to establish 90% pass rates for courses to parallel the established expectations for SOL assessment	2009-2010	Director of Secondary Instruction Secondary Principals	
Identify and develop written and online resources for a division wide assessment model.	2009-2010	Directors of Instruction Director of Assessment and Technology	
Utilize assessment methods and grading practices consistent with an emphasis on student performance and growth relative to desired outcomes and with reduced emphasis on ranking students.	2009-2014	Directors of Instruction Principals	
Incorporate school-based plans for improving assessment practices and for using assessment for learning within each school's School Improvement Plan	2009-2014	Principals	
Evaluate grade reporting methods at the secondary level with consideration to revising secondary report cards	2010-2011	Director of Secondary Instruction Principals	
Create a plan to increase the use of assessment to inform instruction	2009-2010	Directors of Instruction	

<b>Goal 3: The Salem City School Division will enhance partnerships and communication with all stakeholders.</b>	<b>Objective: 3.1 Develop and maintain communication methods that increase opportunities for all stakeholders to be informed in the school division and in the education of the children of Salem.</b>		
<b>Strategies</b>	<b>Timeline</b>	<b>Sponsor</b>	<b>Comments/Evaluation</b>
Train faculty and staff in the use of the parent portal application of the student information management system	2008-2009	Director of Assessment and Technology Staff Development Council Instructional Technology Resource Teachers	
Develop and implement guidelines for teachers regarding the use of the parent portal	2008-2009	Directors of Instruction Director of Assessment and Technology Principals	
Provide a useful and "web friendly" version of the Comprehensive Plan on the Division Web Page	2008-2009	Director of Secondary Instruction	
Expand the Code of Student Conduct to include other Required Notices as appropriate.	2008-2009	Director of Secondary Instruction Assistant Superintendent Director of Student Services	
Use available technology to disseminate relevant information to stakeholders.	2008-2014	Directors Principals Teachers	
Evaluate the use of the parent portal as a communication tool to refine its use	2009-2010	Director of Assessment and Technology	
Investigate and report on the need for an instant notification system.	2008-2009	Assistant Superintendent Director of Assessment and Technology	
Develop a database of business partners and schedule annual meetings and/or recognition events to enhance their understanding of and involvement in the school division	2009-2014	Director of Secondary Instruction Principals	
Conduct a survey of stakeholders to gauge their opinions on communication efforts and how they can be improved	2010-2011	Assistant Superintendent Director of Assessment and Technology	

**Goal 4: The Salem City School Division will promote character and work ethics excellence for all Salem students enrolled in Career and Technical Education classes.**

**Objective: 4.1 Create and sustain a high level of character and work ethics for Salem students through education, training, industry partnerships, and high expectations**

Strategies	Timeline	Sponsor	Comments/Evaluation
Establish and foster consistent collaboration between ALMS and SHS CTE teachers and their industry partners through an annual meeting to present student performance data and discuss industry needs	2008-2014	Director of Secondary Instruction	
Encourage CTE teachers to attend professional lectures, classes, forums, etc. that will address strategies to reinforce character building and work ethics.	2008-2014	Director of Secondary Instruction	
Emphasize employability skills as components of the student competency record ensuring that 100% of students are proficient in these skill areas	2009-2014	Director of Secondary Instruction CTE Department Chairs	
Implement lesson plans and/or activities that foster strong character and work ethics based on data and information provided by student competency records and industry partnerships	2009-2014	CTE Staff	

<b>Goal 5: The Salem City School Division will provide students with an understanding of Career and Technical programs and their relationship to career opportunities.</b>	<b>Objective: 5.1 Plan and support collaboration between teachers and their industry partners to ensure students are receiving the skills and information necessary to access career and technical training and employment</b>		
<b>Strategies</b>	<b>Timeline</b>	<b>Sponsor</b>	<b>Comments/Evaluation</b>
Coordinate an annual meeting with CTE Staff and industry partners to discuss program offerings, labor market trends, and skills required by community employers	2008-2014	Director of Secondary Instruction CTE Department Chairs	
Increase opportunities for CTE students to earn industry certification and/or industry credentials	2008-2014	Director of Secondary Instruction CTE Department Chairs	
Provide CTE Staff with opportunities to earn industry certifications and credentials necessary to provide certification options to students	2008-2014	Director of Secondary Instruction	
Provide a registration fair to student in the 8th grade, informing them of the career an technical programs available at SHS	2009-2010	Director of Secondary Instruction CTE Department Chairs	
Develop and implement a career day at Salem High School where students and parents would have an opportunity to learn more abut career options available to students and training available	2009-2014	Director of Secondary Instruction CTE Department Chairs Guidance Coordinator	
Evaluate and make recommendations for new courses and curriculum adjustments based on feedback from stakeholders, graduate follow up surveys, and labor market analysis.	2009-2014	Director of Secondary Instruction	
Develop a Career and Technical Education Event as a component of staff development for teachers in order to develop a system-wide understanding of the Career and Technical opportunities that exist in the Salem City School Division	2010-2011	Directors of Instruction Staff Development Council CTE Staff	

Goal 6: The Salem City School Division will provide a safe and orderly learning environment that emphasizes respect for individual differences and promotes physical and emotional well being.	Objective: 6.1 Utilize available technology and creative strategies and programs to ensure the safety, security, and physical and emotional health for staff and students		
Strategies	Timeline	Sponsor	Comments/Evaluation
Improve the ability of school administration to supervise and monitor common areas with the use of video surveillance	2009-2009	Assistant Superintendent	
Develop and distribute "Quick Reference" resources stickers to be used in emergency situations.	2008-2009	Assistant Superintendent	
Renovate elementary school entrances at East Salem and GW Carver to enhance the ability for the administration to control entrance to the buildings	2008-2012	Assistant Superintendent	
Evaluate the effectiveness of the DARE program and other prevention strategies using a student survey to measure the use of alcohol, tobacco, drugs, and other youth risk behaviors	2009-2014	Director of Secondary Instruction	
Implement staff wellness activities at each school that emphasize physical activity and health choices to promote wellness	2008-2014	Coordinating Teacher H/PE School Nurses Principals	
Implement a research based program to provide student athletes with the information and skills they will need in order to avoid drugs, alcohol, and youth risk behaviors	2009-2011	Director of Student Services Director of Secondary Instruction Athletic Directors	
Expand the provision of a research based program to address bullying and threatening behaviors in grades K-12	2010-2014	Director of Student Services Assistant Superintendent	
Utilize student, staff, and parent surveys to evaluate the effectiveness of safety and security measures and rules and regulations.	2008-2014	Director of Assessment and Technology Assistant Superintendent	

<b>Goal 7: The Salem City School Division will prepare students to become successful members of the 21st Century global community.</b>	<b>Objective: 7.1 Provide students with 21st century learning skills</b>		
<b>Strategies</b>	<b>Timeline</b>	<b>Sponsor</b>	<b>Comments/Evaluation</b>
Provide staff development to help teachers develop a better understanding of the skills students will need in order to be successful in a global economy.	2009-2010	Instructional Leadership Team Staff Development Council ITRTs	
Infuse 21st century learning skills into instruction	2010-2014	ITRTs Classroom Teachers	
Develop a systematic approach to assessing students awareness and mastery of 21st Century Skills	2010-2014	Director of Assessment and Technology ITRTs	

<b>Goal 8: The Salem City School Division will use innovative technology to provide engaging instruction.</b>	<b>Objective: 8.1 Evaluate and acquire administrative and instructional software to ensure that the school division is operating in a state of the art environment.</b>		
<b>Strategies</b>	<b>Timeline</b>	<b>Sponsor</b>	<b>Comments/Evaluation</b>
Evaluate and expand online instruction programs	2008-2010	Director of Assessment and Technology Director of Secondary Instruction	
Ensure that adequate resources are devoted to updating and upgrading instructional software	2008-2014	Director of Assessment and Technology Director of Business Services Technology Manager ITRTs	
Standardize the purchase of software to ensure equal access to programs and applications	2008-2014	Director of Assessment and Technology Technology Manager ITRTs	
Investigate traditional and virtual opportunities to increase instruction in World Languages at the elementary level.	2009-2011	Director of Elementary Instruction	

<b>Goal 9: The Salem City School Division will maintain and improve the hardware capabilities of the division to support instruction, communication, and safety.</b>	<b>Objective: 9.1 Maintain an infrastructure that supports the innovative use of technology for instruction, communication, and security.</b>		
<b>Strategies</b>	<b>Timeline</b>	<b>Sponsor</b>	<b>Comments/Evaluation</b>
Remain current on the latest hardware and hardware applications and make recommendations regarding their purchase and use in the schools	2008-2014	Director of Assessment and Technology Technology Manager ITRTs	
Ensure that adequate, flexible, and upgradeable hardware purchases are made and utilized	2008-2014	Director of Assessment and Technology	
Standardize hardware purchases to ensure that all children will have equal access to appropriate educational hardware	2008-2014	Director of Assessment and Technology	
Provide support and training to assist teachers and administrators in the use of new hardware to enhance student learning	2008-2014	ITRTs School Technology Committees	

<b>Goal 10: The Salem City School Division will provide staff development opportunities to faculty and staff to support innovative instructional practices.</b>	<b>Objective: 10.1 Implement use of a common language and understanding of terminology for instruction, intervention, enrichment, and assessment</b>		
<b>Strategies</b>	<b>Timeline</b>	<b>Sponsor</b>	<b>Comments/Evaluation</b>
Establish a cross-curricular, lateral team to develop resource materials that identify and explain common terminology for instruction, intervention, enrichment, and assessment	2008-2010	Director of Elementary Instruction Staff Development Council School Staff Development Committees	
Develop an array of training opportunities using a variety of delivery options - workshop, online, seminars etc. - for professional development	2008-2014	Director of Elementary Instruction Staff Development Council School Staff Development Committees	
Establish a procedure for training new staff on common language and terminology as a component of the New Teacher Academy	2009-2011	Director of Elementary Instruction Director of Personnel	
Evaluate and update staff development options based on new research and resources that are available	2010-2014	Director of Elementary Instruction Staff Development Council School Staff Development Committees	
Identify and select essential professional development modules for inclusion in a Moodle-based program for new teachers to ensure continuity of programs	2010-2014	Director of Elementary Instruction Staff Development Council School Staff Development Committees	

<b>Goal 10: The Salem City School Division will provide staff development opportunities to faculty and staff to support innovative instructional practices.</b>	<b>Objective: 10.2 Identify and provide training on instructional strategies for intervention and enrichment that include the use of technology for instruction</b>		
<b>Strategies</b>	<b>Timeline</b>	<b>Sponsor</b>	<b>Comments/Evaluation</b>
Establish a vertical team (K-12) for mathematics to identify and address critical needs and issues related to improving student mathematics achievement with emphasis on algebraic skill development	2008-2009	Director of Elementary Instruction Director of Secondary Instruction Coordinating Teacher for Mathematics	
Provide workshops and other training, particularly focusing on improvement of literacy and numeracy skills for all students	2008-2010	Director of Elementary Instruction Staff Development Council School Staff Development Committees	
Provide ongoing professional development programs focused on instructional strategies and the integration of technology for instruction, especially focusing on online resources and online learning options	2008-2014	Director of Elementary Instruction Director of Assessment and Technology Staff Development Council School Staff Development Committees	