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.

<table>
<thead>
<tr>
<th>OBJECTIVE</th>
<th>MANAGER</th>
<th>TIMELINE</th>
<th>EVALUATION CRITERIA</th>
<th>STATUS AS OF: May 10, 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Revise and Implement the 2016-2022 Comprehensive Plan using Annual Division Goals and Objectives</td>
<td>Superintendent</td>
<td>2016-2022</td>
<td>Progress Reports: Fall 2016 and Spring 2017</td>
<td>Adopted</td>
</tr>
<tr>
<td>b) Monitor economic trends and proactively develop Budget Priorities for FY 18</td>
<td>Director of Business</td>
<td>November 2016</td>
<td>Reports and Budget Presentations to the Board</td>
<td>Adopted</td>
</tr>
<tr>
<td>c) Advocate for state and local funding to support a competitive salary and benefits package for Salem City School Division employees.</td>
<td>School Board Superintendent Leadership Cabinet</td>
<td>March 2017</td>
<td>Legislative Positions and Budget Priorities</td>
<td>Adopted</td>
</tr>
</tbody>
</table>

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.

<table>
<thead>
<tr>
<th>OBJECTIVE</th>
<th>MANAGER</th>
<th>TIMELINE</th>
<th>EVALUATION CRITERIA</th>
<th>STATUS AS OF: May 10, 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Expand the communication and use of grading programs that communicate and reflect standards-based learning outcomes.</td>
<td>Assistant Superintendent of Instruction Director of Instruction Elementary Principals</td>
<td>September 2016</td>
<td>Communication Plan including an online FAQ</td>
<td>Adopted</td>
</tr>
<tr>
<td>b) Conduct program reviews for the following: - Pledge Program - Coaching Contracts - Balanced Literacy Model - Balanced Numeracy Model - Shared Maintenance Services with City - IB/Dual Enrollment/AP</td>
<td>Assistant Superintendent of Instruction Assistant Superintendent of Instruction Director of Instruction Director of Student Services Supervisor of Human Resources Director of Business</td>
<td>March 2017</td>
<td>Reports to the Superintendent</td>
<td>Adopted</td>
</tr>
<tr>
<td>c) Develop and implement performance based learning and assessment opportunities in grades 3-6 in math and reading.</td>
<td>Director of Instruction Supervisor of IT and Accountability</td>
<td>SY 2016-2017</td>
<td>Performance Based Assessments</td>
<td>Adopted</td>
</tr>
<tr>
<td>d) Evaluate the need for schedule changes to facilitate personalized learning.</td>
<td>Assistant Superintendent of Instruction Director of Instruction Supervisor of IT and Accountability Principals</td>
<td>January 2017</td>
<td>Board Report</td>
<td>Adopted</td>
</tr>
<tr>
<td>e) Consistently implement and monitor attendance procedures at all schools.</td>
<td>Assistant Superintendent Director of Student Services</td>
<td>March 2017</td>
<td>Board Report</td>
<td>Adopted</td>
</tr>
<tr>
<td>f) Provide professional development for the use of PSAT results for instructional practices.</td>
<td>Supervisor of IT and Accountability</td>
<td>January 2017</td>
<td>PSAT Resources</td>
<td>Adopted</td>
</tr>
</tbody>
</table>
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.

<table>
<thead>
<tr>
<th>OBJECTIVE</th>
<th>MANAGER</th>
<th>TIMELINE</th>
<th>EVALUATION CRITERIA</th>
<th>STATUS AS OF: May 10, 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Continue to provide students and parents with descriptive feedback through the use of formative assessment practices, grade reporting, and direct communication to facilitate learning.</td>
<td>Principals Teachers</td>
<td>SY 2016-2017</td>
<td>Observation Report Cards</td>
<td>Adopted</td>
</tr>
<tr>
<td>b) Create a progress report to reflect standards based grading practices.</td>
<td>Assistant Superintendent of Instruction Director of Instruction</td>
<td>December 2016</td>
<td>Progress Report</td>
<td>Adopted</td>
</tr>
<tr>
<td>c) Pilot a school-based 1:1 Chromebook initiative at 5th grade to provide equity of access to learning tools and customizable learning opportunities.</td>
<td>Assistant Superintendent of Instruction Director of Instruction Elementary School Principals Technology Manager Supervisor of IT and Accountability ITRTs</td>
<td>SY 2016-2017</td>
<td>Board Report</td>
<td>Adopted</td>
</tr>
<tr>
<td>d) In an effort to promote a growth mindset, each student will create a learning goal.</td>
<td>Principals Teachers</td>
<td>October 2016</td>
<td>Student Goals</td>
<td>Adopted</td>
</tr>
<tr>
<td>e) Provide professional development to increase the divisions capacity to provide personalized learning opportunities.</td>
<td>Assistant Superintendent of Instruction Director of Instruction Supervisor of IT and Accountability Principals</td>
<td>March 2017</td>
<td>Curriculum and Resources Documents</td>
<td>Adopted</td>
</tr>
<tr>
<td>f) Provide professional development in the use of standards based learning practices at all schools.</td>
<td>Assistant Superintendent of Instruction Director of Instruction</td>
<td>SY 2016-2017</td>
<td>Curriculum and Resources Documents</td>
<td>Adopted</td>
</tr>
<tr>
<td>g) Provide professional development in the area of cultural proficiency to improve student achievement.</td>
<td>Assistant Superintendent of Instruction Director of Instruction Director of Student Services Principals</td>
<td>SY 2016-2017</td>
<td>Curriculum and Resources Documents</td>
<td>Adopted</td>
</tr>
<tr>
<td>h) Communicate and support the use of rubric based grading system in grades K-5. (4,3,2,1)</td>
<td>Assistant Superintendent of Instruction Director of Instruction Supervisor of IT and Accountability</td>
<td>September 2016</td>
<td>Communication Plan including an online FAQ</td>
<td>Adopted</td>
</tr>
<tr>
<td>i) Support the systematic collection and evaluation of data to inform instruction and report student growth at each school.</td>
<td>Assistant Superintendent of Instruction Director of Instruction Supervisor of IT and Accountability Principals</td>
<td>SY 2016-2017</td>
<td>Meeting Schedule Data Processes Document</td>
<td>Adopted</td>
</tr>
</tbody>
</table>
### 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.

<table>
<thead>
<tr>
<th>OBJECTIVE</th>
<th>MANAGER</th>
<th>TIMELINE</th>
<th>EVALUATION CRITERIA</th>
<th>STATUS AS OF: May 10, 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Implement the use of transportation routing system to maximize instructional time.</td>
<td>Assistant Superintendent Transportation and Operations Specialist</td>
<td>September 2016</td>
<td>Administrative Feedback Board Evaluation</td>
<td>Adopted</td>
</tr>
<tr>
<td>b) Collaborate with City Departments to review and update Emergency Plans and complete a joint exercise or practice drill.</td>
<td>Assistant Superintendent Director of Student Services</td>
<td>SY 2016-2017</td>
<td>Completed Exercise/Drill</td>
<td>Adopted</td>
</tr>
<tr>
<td>c) Administer the School Calendar Survey to parents</td>
<td>Assistant Superintendent Assistant Superintendent of Instruction Principals</td>
<td>January 2017</td>
<td>Board Report</td>
<td>Adopted</td>
</tr>
<tr>
<td>d) Provide the training and support necessary to maximize the use of TalentED Records</td>
<td>Supervisor of Human Resources Director of Business</td>
<td>SY 2016-2017</td>
<td>Training Schedules</td>
<td>Adopted</td>
</tr>
<tr>
<td>e) Plan and support the implementation of Virginia Tiered System of Supports/ Positive Behavioral Interventions and Supports (PBIS) in all schools to the extent appropriate.</td>
<td>Assistant Superintendent of Instruction Director of Instruction Director of Student Services Supervisor of IT and Accountability Principals</td>
<td>March 2017</td>
<td>Board Report</td>
<td>Adopted</td>
</tr>
</tbody>
</table>

### Category 5: Communication and Community Relations

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

<table>
<thead>
<tr>
<th>OBJECTIVE</th>
<th>MANAGER</th>
<th>TIMELINE</th>
<th>EVALUATION CRITERIA</th>
<th>STATUS AS OF: May 10, 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Organize and host an opportunity for secondary school students to interact and communicate with Board Members during a Board Work Session</td>
<td>Director Instruction School Principals</td>
<td>December 2016</td>
<td>Board Meeting Minutes</td>
<td>Adopted</td>
</tr>
<tr>
<td>b) Communicate and support High School Innovation Implementation Grant</td>
<td>Assistant Superintendent of Instruction High School Principal High School Counselors</td>
<td>SY 2016-2017</td>
<td>Board Report</td>
<td>Adopted</td>
</tr>
<tr>
<td>c) Communicate division goals and initiatives through: - Blog - Web page - Emails</td>
<td>Superintendent Leadership Cabinet</td>
<td>SY 2016-2017</td>
<td>Communications</td>
<td>Adopted</td>
</tr>
</tbody>
</table>
### 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.

<table>
<thead>
<tr>
<th>OBJECTIVE</th>
<th>MANAGER</th>
<th>TIMELINE</th>
<th>EVALUATION CRITERIA</th>
<th>STATUS AS OF: May 10, 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Revise and Update Legislative Positions to include a proactive Legislative Agenda for consideration by elected representatives</td>
<td>Board Chairman, Superintendent, Leadership Cabinet</td>
<td>October 2016</td>
<td>Adoption of Legislative Positions</td>
<td>Adopted</td>
</tr>
<tr>
<td>b) Engage in annual reflection/self-assessment of Board effectiveness</td>
<td>Board Chairman</td>
<td>March 2017</td>
<td>Participation in Board Development Activities</td>
<td>Adopted</td>
</tr>
<tr>
<td>c) Participate actively in the Eastern States Consortium for Excellence and AASA Personalized Learning Consortium</td>
<td>Superintendent, Assistant Superintendent of Instruction</td>
<td>SY 2016-2017</td>
<td>Division participation in Meetings and implementation of selected initiatives</td>
<td>Adopted</td>
</tr>
</tbody>
</table>

### Category 7: Division-Wide Student Academic Progress for SY 16-17
Division efforts result in acceptable, measurable division wide student academic progress based on established standards.

<table>
<thead>
<tr>
<th>OBJECTIVE</th>
<th>MANAGER</th>
<th>TIMELINE</th>
<th>EVALUATION CRITERIA</th>
<th>STATUS AS OF: May 10, 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Students will meet or exceed score targets in M.A.P and PALs.</td>
<td>Supervisor of IT and Accountability Strategic Improvement Team Principals Classroom Teachers</td>
<td>SY 2016-2017</td>
<td>Assessment Data Reported Annually</td>
<td>Adopted</td>
</tr>
<tr>
<td>b) Increase the percentage of students passing the SOL or alternate assessment test at each grade level and in each content area annually with a goal of 90% overall pass rate.</td>
<td>Supervisor of IT and Accountability Strategic Improvement Team Principals Classroom Teachers</td>
<td>SY 2016-2017</td>
<td>Assessment Data Reported Annually</td>
<td>Adopted</td>
</tr>
<tr>
<td>c) Improve the SHS graduation rate annually with a goal of 95% graduation and 100% completion.</td>
<td>Assistant Superintendent of Instruction Supervisor of IT and Accountability High School Principal Guidance Counselors</td>
<td>SY 2016-2017</td>
<td>Assessment Data Reported Annually</td>
<td>Adopted</td>
</tr>
<tr>
<td>d) Administer the PSAT to all 10th graders.</td>
<td>Assistant Superintendent of Instruction Supervisor of IT and Accountability High School Principal Guidance Counselors</td>
<td>October 2016</td>
<td>Assessment Data Reported Annually</td>
<td>Adopted</td>
</tr>
<tr>
<td>e) Meet or exceed state and national averages on SAT and ACT scores.</td>
<td>Assistant Superintendent of Instruction Supervisor of IT and Accountability High School Principal Guidance Counselors</td>
<td>SY 2016-2017</td>
<td>Assessment Data Reported Annually</td>
<td>Adopted</td>
</tr>
</tbody>
</table>