



## **Salem City Public Schools Division Goals and Objectives for School Year 2010-2011**

The goals and objectives jointly established by the School Board and the Superintendent each year serve two primary purposes: 1) to implement the Six-Year Strategic Plan and other Board priorities by focusing the efforts of the Superintendent, the Board, staff, and students in the coming school year; and 2) to form the basis for the Board's annual evaluation of the Superintendent.

The goals and objectives established do not constitute a comprehensive listing of the Superintendent's duties in any given year. Neither do the goals and objectives provide an overview of the activities of the school division as a whole.

The Board recognizes that many daily tasks and most major functions that are required or previously incorporated into routine practice are not expressly stated. Moreover, unanticipated events often present significant challenges that must be met.

The Superintendent will report on the progress made toward the goals and objectives in October and March of each school year. The March Progress Report precedes the annual evaluation of the Superintendent and provides the basis for new goals and objectives each April.

### **Division Core Values**

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:

- Students come first.
- We are committed to excellence in all that we do.
- We believe that all students can be successful.
- Student success is a shared responsibility.
- We recognize and respect differences in students.
- Children learn best in a caring, respectful, disciplined environment.
- School programs and services must be responsive to our student needs and the needs of the broader community.
- We intend to build upon Salem's Value that children are important
- The quality of teaching and learning are the most important criteria in judging effectiveness of the school system.
- We are committed to providing employees with an excellent work environment and a competitive compensation package.

## **Division Goals for 2010-2012**

Division Goals and Objectives for 2010-2012 (the two-year implementation cycle of the Six-Year Comprehensive Plan) surround three central themes that connect the Annual Goals to the Comprehensive Plan: 1) Teaching and Learning; 2) Climate and Culture; and 3) Professional Development and Technology.

### ***Teaching and Learning***

- Provide an array of instructional strategies and opportunities for intervention and enrichment to support the individual needs of every child in Salem City Schools.
- Sustain and expand the division's capacity for assessing, monitoring, and analyzing student performance data in order to promote academic success for every child.
- Continue to provide high quality Career and Technical Education programs to prepare students for work and continued education in the 21st Century.

### ***Climate and Culture***

- Sustain and expand on the division's climate and culture that emphasizes respect for individual differences, promotes physical and emotional well-being, and provides a safe and engaging environment.
- Continue to cultivate communication methods to provide increased opportunities for parents to be informed about our schools and to be more engaged in the education of their children.

### ***Professional Development and Technology***

- Actively research and selectively implement emerging instructional technology and monitor how the resulting new instructional methods impact the design and function of school facilities.
- Provide the resources and expertise necessary to demonstrate that Professional Development and Technology are essential in meeting the Goals and Objectives of the division.

## **Objectives**

Objectives for the accomplishment of the strategic goals and the ongoing operation of the school division are presented here. The objectives for 2010-2011 are measurable and are organized in a tabular format using the five categories reflected in the procedures for the Superintendent's evaluation.

**Category One: Planning and Assessment**

**This category includes responsibilities for assessing instructional programs and personnel and for planning responsive improvement plans to promote student learning.**

<b>OBJECTIVE</b>	<b>MANAGER</b>	<b>TIMELINE</b>	<b>EVALUATION CRITERIA</b>	<b>STATUS AS OF: March 8, 2011</b>
1. Implement the 2010-2016 Comprehensive Plan using Annual Division Goals and Objectives	Superintendent	2010-2016	Progress Report regarding 2009-2010 Board Goals and Objectives by Superintendent in October 2010 and March 2011	<b>Complete and Ongoing:</b> The Comprehensive Plan was adopted in June 2010, progress was reported in January 2011, and formal evaluation will be in 11-12.
2. Support, encourage, and monitor the successful transition of leaders into new positions for SY 2010-2011.	Superintendent and Involved Members of the Leadership Team	SY 2010-2011	Completed Administrator Evaluation Instruments	<b>Complete and Ongoing:</b> Transition Plans were implemented, mid-year Evaluation Conferences in January, and summative evaluations in May/June.
3. Monitor economic trends, make full and effective use of Year 2 Federal Stimulus Funds, and plan proactively for FY 12.	Director of Business Services	SY 2010-2011	Reports and Budget Presentations to the Board	<b>In Progress:</b> Ed. Jobs Fund report in September in September, state revenue finalized in March, on track for Adoption on March 22, 2011.
4. Establish category and group specific goals for student achievement as measured by SOL tests for every assessment administered at every school.	Directors of Instruction; Director of Assessment; and Principals	September 2010	Disaggregation Report of 2009-2010 Data and Corresponding Goals for 2010-2011 Presented at September Board Meeting	<b>Complete:</b> All six schools made reports to the Board. The Comprehensive Plan establishes the Virginia Index of Performance as an ongoing benchmark.
5. Support continued research and planning by Design Teams at South Salem and Salem High School in preparation for the future renovation projects.	Assistant Superintendent	February 2011	Design Team Status Report Presented to Superintendent	<b>In Progress:</b> Design work with multiple options for South Salem and Master Plan work for Salem High School are budgeted and underway.
6. Monitor enhancements to the middle school programs for students with autism spectrum disorders and the new Regional Program hosted at G.W. Carver Elementary School	Director of Student Services; Middle School Principal; G.W. Carver Principal	SY 2010-2011	Summary Report and Recommendations Presented to Superintendent	<b>Complete and Ongoing:</b> An increase in enrollment in the ALMS program is expected in SY 11-12 that will have associated staffing implications.

7. Examine SAT results from previous year and make recommendations	Director of Assessment; Director of Secondary Instruction	November 2010	Report Presented to Board	<b>Complete and Ongoing:</b> Report to presented to Board during October 2010 Board Meeting.
8. Consider opportunities for high school students to earn physical education credit for successful completion of Board approved extracurricular programs.	Director of Secondary Instruction; Principal; Chair of the School Health Advisory Board	December 2010	Annual Curriculum and Recommended Course Report to the Board	<b>Complete:</b> Changes to H/PE requirements were considered but not recommended. Online and summer course offerings proved a viable alternative.
9. Improve Adult Basic Education (ABE) opportunities for Salem residents by collaborating with the Virginia DOE to help provide increased leadership in a Regional ABE program.	Director of Secondary Instruction; Supervisor of ABE	November 2010	Summary Report and Recommendations Presented to Superintendent	<b>Complete and Ongoing:</b> Regional Program Manager for ABE in place, classes are ongoing, and the DOE may be interested in expanding the ABE region.
10. Provide online professional development opportunities for teachers new to Salem Schools to provide a head start regarding current instructional practices and expectations in Salem City Schools.	Director of Personnel Services and Directors of Instruction	November 2010	Review of online opportunities during annual discussion with all new teachers.	<b>Complete and Ongoing:</b> New Moodle Site shared with new teachers at New Teacher Academy in August. Will be refined and expanded for SY 11-12.
11. Research and expand opportunities for students to improve peer interactions in an age-appropriate manner at each school.	Director of Student Services; Directors of Instruction; Principals	SY 2010-2011	Summary Report and Recommendations Presented to Superintendent	<b>Complete and Ongoing:</b> Board received a report in January (Bully Prevention Month) summarizing both a long history and new approaches.

**Category Two: Instructional Leadership****This category focuses the areas of personnel, curriculum, and staff development.**

<b>OBJECTIVE</b>	<b>MANAGER</b>	<b>TIMELINE</b>	<b>EVALUATION CRITERIA</b>	<b>STATUS AS OF: March 8, 2011</b>
1. Maintain and expand the provision and use of Intervention and Enrichment opportunities provided to all students in all schools to ensure an instructional focus on <i>every child, every day</i> .	Directors of Instruction; Principals	February 2011	Summary Report and Recommendations Presented to Superintendent	<b>Complete and Ongoing:</b> October 6, 2010 two-hour early dismissal and 2011 P/T Conferences focused on Intervention and Enrichment planning.
2. Continue Action Research regarding Formative Assessment to evaluate and make recommendations regarding assessment and grading practices.	Directors of Instruction; Principals; Principals; Content Coaches	SY 2010-2011	Summary Report and Recommendations Presented to Superintendent	<b>Complete and Ongoing:</b> Assessment FOR Learning has been a three-year focus and is now an integral part of the Instructional Philosophy at all schools.
3. Review and make recommendations regarding the number and types of models used to provide instruction in collaborative settings to ensure differentiation of instruction and to maximize use of instructional staff	Directors of Instruction; Director of Student Services; Principals	February 2011	Summary Report and Recommendations Presented to Superintendent	<b>Complete and Ongoing:</b> 2010 Leadership Academy training resulted in school-based goals to expand and improve the use of multiple collaborative models.
4. Maintain longitudinal process of tracking graduation rates, diploma types and grade-level retention rates at Salem High School, report results, and make recommendations for improvement	Director of Secondary Instruction; Principal	November 2010	Report Presented to Board	<b>Complete and Ongoing:</b> Report to presented to Board during October 2010 Board Meeting.
5. Continue to expand the availability and track the effectiveness of computer-based credit recovery opportunities for at-risk, homebound, and alternative education students	Director of Secondary Instruction; Directors of Assessment & Technology and Student Services; Assistant Superintendent	SY 2010-2011	Net increase in number of credits earned by students using emerging technologies	<b>In Progress:</b> Summer opportunities were reported to the Board in August as part of the summer school report. School year efforts will be evaluated in July.
6. Increase the Cohort Graduation Rate	Director of Secondary Instruction; High School Principal	SY 2010-2011	Annual DOE Cohort Graduation Rate Report	<b>Complete and Ongoing:</b> Report to presented to Board during October 2010 Board Meeting.

7. Maintain a vertical team (K-12) to examine and make recommendations to improve mathematics instruction and student outcomes in mathematics, including the percentage of seniors successful in a rigorous math course	Directors of Instruction; Principals; Instructional Coach for Mathematics	SY 2010-2011	Summary Report and Recommendation Presented to Superintendent	<b>Complete and Ongoing:</b> Salem hosted mathematics teachers from Eastern States Consortium. Efforts will flow into SY 11-12 Student Growth Initiatives
8. Design an opportunity for all 4th grade students to enhance memory and brain development using motion and music.	Director of Elementary Instruction; Elementary Principals	SY 2010-2011	Performance to showcase new skills for parents of involved students	<b>Complete:</b> Culminated with fourth graders from all four schools performing at SHS in February 2011.
9. Increase opportunities for: a) CTE students to earn industry certification; b) CTE teachers to become qualified to administer industry assessments; and c) for students to be involved in CTE Student Organizations.	Director of Secondary Instruction	February 2011	Summary Report of CTE Enrollments and Achievement Presented to Superintendent	<b>Complete and Ongoing:</b> Report to presented to Board during February 2011 Board Meeting.
10. Promote access to and success in a rigorous curriculum and increase participation in IB testing.	Director of Secondary Instruction; High School Principal; Coordinating Teacher for IB	February 2011	Summary Report of IB and DE Enrollments and Achievement Presented to the Superintendent	<b>Complete and Ongoing:</b> Report to presented to Board during February 2011 Board Meeting.

### Category Three: Safety and Organizational Management for Learning

This category refers to responsibilities for the management and oversight of the organization's operations and climate, with particular attention to ensuring safety and meaningful learning.

OBJECTIVE	MANAGER	TIMELINE	EVALUATION CRITERIA	STATUS AS OF: March 8, 2011
1. Complete the Phase 2 renovation of select classrooms at West Salem and East Salem Elementary Schools.	Assistant Superintendent	August 2010	Completed Capital Improvement Project	<b>Complete:</b> A total of 20 classrooms at East and 22 classrooms at West Salem have been fully renovated and updated the past two summers.
2. Administer the biennial School Climate Survey to assess student, staff, and parent perceptions regarding the school division.	Directors of Instruction	SY 2010-2011	Report Presented to Board	<b>Deferred:</b> School Climate Survey was re-administered in spring 2010 as part of Comprehensive Plan. Biennial measure will now be conducted in even years.
3. Review of School Crisis Plans, Safety Audits, and Fire Inspections during a Board Work Session.	Assistant Superintendent	August 2010	Board Meeting Minutes	<b>Complete:</b> The Board reviewed the required plans during the August Work Session.
4. Collaborate with City Departments to review and update Emergency Plans and complete a joint exercise or practice drill.	Assistant Superintendent	SY 2010-2011	Completed Exercise/Drill	<b>In Progress:</b> Annual planning meeting with SPD leadership was held in September. Drills for SY 10-11 will include specialized training for bus drivers.
5. Review and consider the efficacy of installing a digital video surveillance system at Andrew Lewis Middle School	Assistant Superintendent; Middle School Principal	SY 2010-2011	Summary Report Presented to Superintendent	<b>In Progress:</b> An approved component of the Capital Improvement Plan.
6. Initiate a two-year pilot to enhance the current Pledge Program by providing random testing for up to 10% of the students who participate.	Assistant Superintendent; Director of Secondary Instruction; Director of Student Services	SY 2010-2011	Summary Report Presented to Superintendent	<b>Complete and Ongoing:</b> The enhanced Pledge Program was thoughtfully planned, thoroughly communicated, and has been well received.

### Category Four: Communication and Community Relations

This category refers to the use of a systematic method of two-way communication to promote understanding, support, and continuous improvement of the organization's programs and services within the schools and the larger community.

OBJECTIVE	MANAGER	TIMELINE	EVALUATION CRITERIA	STATUS AS OF: March 8, 2011
1. Cultivate relationships with providers of services to preschool-age children to improve readiness for kindergarten	Director of Elementary Instruction	March 2011	Resources and information available online and/or training opportunity for area preschools	<b>In Progress:</b> Director of Elementary Instruction has established communication with area providers. Development of new resources deferred.
2. Provide increased opportunities for parents of preschool and elementary children to learn about the curriculum and how to better support student learning at home	Director of Elementary Instruction; Elementary Principals; Content Coaches	SY 2010-2011	"Curriculum Nights" or similar programs for parents and their students at each school	<b>Complete and Ongoing:</b> Parental involvement is always featured in school plans. SY10-11 emphasis on teaching parents about what we teach and how we teach were well received.
3. Participate actively in both the Salem/Roanoke County and the Regional Chamber of Commerce	Superintendent; Director of Secondary Instruction; Board Members	SY 2010-2011	Division presence at appropriate Chamber Functions	<b>Complete and Ongoing:</b> Division membership was renewed in both organizations.
4. Migrate the communication of Division activities and accomplishments from a publication to a web-based "Fast Facts" document	Communications Director and Directors of Instruction	SY 2010-2011	Transition to an online "Fast Facts" and other web-based resources for the community	<b>Complete and Ongoing:</b> Fast Facts is now available online at: <a href="http://salem.k12.va.us/salemdiv/fastfacts/fastfactsmenu.html">http://salem.k12.va.us/salemdiv/fastfacts/fastfactsmenu.html</a>
5. Organize and host an opportunity for secondary school students to interact and communicate with Board Members during a Board Work Session	Director of Secondary Instruction; Secondary School Principals	SY 2010-2011	Board Meeting Minutes	<b>Complete:</b> Conversation with Middle and High School Students as part of the December 2010 Work generated ideas for SY 11-12 Division Goals.
6. Evaluate procedures, use, and effectiveness of current parent notification system	Director of Secondary Instruction; Technology Manager	SY 2010-2011	Summary Report Presented to Superintendent	<b>Complete and Ongoing:</b> Parent feedback was positive, but functionality did not meet expectations. A new vendor was selected beginning 12/15/10.

**Category Five: Professionalism**

**This category speaks to the basic responsibilities of all professional educators to commit to professional ethics and growth and to compliance with the division's policies and procedures.**

<b>OBJECTIVE</b>	<b>MANAGER</b>	<b>TIMELINE</b>	<b>EVALUATION CRITERIA</b>	<b>STATUS AS OF: March 8, 2011</b>
1. Engage in annual reflection/self-assessment of Board effectiveness	Board Chairman	SY 2010-2011	Participation in Board Development Activities with the Virginia School Board Association	<b>Complete:</b> Self-Evaluation completed as part of the Board Development Work Session on January 28, 2011.
2. Review established Core Values of the Board/Division and update as appropriate	Board Chairman	SY 2010-2011	Report or Recommendation presented to the Board.	<b>In Progress:</b> All schools and the Board participated in a review and update activity. First review provided at the February 2010 Board Meeting.
3. Participate actively in conversation and advocacy opportunities during the reauthorization of the Elementary and Secondary Education (NCLB) Act	Superintendent; All Division/School Leaders, Board Members	SY 2010-2011	Division presence at meetings of involved professional organizations	<b>Complete:</b> The Board adopted Legislative Positions. The Chair and Superintendent met with representatives to communicate the positions.
4. Participate actively in the Eastern States Consortium for Excellence	Superintendent	SY 2010-2011	Division presence at Eastern States Consortium Meetings and implementation of selected initiatives	<b>Complete &amp; Ongoing:</b> Salem Schools hosted the fall meeting of the E.S.C. and the Superintendent is registered for February and May Consortium meetings.
5. Host an external review team and achieve District Accreditation with AdvancED (formerly the SACS/CASI).	Leadership Team	March 2011	Receipt of AdvancED District Accreditation for Salem City Schools	<b>Complete:</b> The AdvancED district visit culminated at the November 3, 2010 Special Board Meeting recommending full accreditation for SCS.