

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.				
OBJECTIVE	MANAGER	TIMELINE	EVALUATION CRITERIA	STATUS AS OF: April 9, 2019
a) Implement the 2018-2024 Comprehensive Plan using Annual Division Goals and Objectives	Assistant Superintendent Directors of Instruction	2018-2024	Progress Reports: Fall 2019 and Spring 2020	Proposed
b) Monitor economic trends and proactively develop Budget Priorities for FY 21	Director of Business	November 2019	Reports and Budget Presentations to the Board	Proposed
c) Advocate for state and local funding to support a competitive salary and benefits package for Salem City School Division employees.	Director of Business Director of Human Resources School Board Superintendent	November 2019	Legislative Positions and Budget Priorities	Proposed
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.				
OBJECTIVE	MANAGER	TIMELINE	EVALUATION CRITERIA	STATUS AS OF: April 9, 2019
a) Monitor and refine improvements to progress reporting for parents and students aligned to the Intended Learner Outcomes.	Directors of Instruction Principals	SY 2019-2020	Progress Reports	Proposed
b) Pilot the use of a standards based progress report at the secondary level	Directors of Instruction Assistant Superintendent Principals	SY 2019-2020	Progress Reports	Proposed
c) Conduct program reviews for the following: - Food Services - Shared Maintenance	Director of Administrative Services	March 2020	Reports to the Superintendent	Proposed
d) Plan, develop, and implement performance based learning and assessment opportunities.	Directors of Instruction	SY 2019-2020	Performance Based Assessments	Proposed
e) Monitor and adjust schedules as needed to facilitate personalized learning and student well-being.	Assistant Superintendent Directors of Instruction Principals Director of Administrative Services	March 2020	Board Report	Proposed
f) Plan, develop, and support with professional development the use of Instructional Assistants to support student learning.	Director of Student Services Directors of Instruction Director of Human Resources	March 2020	Report to the Superintendent	Proposed
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.				
OBJECTIVE	MANAGER	TIMELINE	EVALUATION CRITERIA	STATUS AS OF: April 9, 2019
a) Teachers will work with students to identify, develop, and monitor personal growth goals.	Directors of Instruction Principals Teachers	October 2019	Student Goals	Proposed

b) Continue to provide professional development to increase division capacity to provide personalized learning strategies promote design thinking, and expand student access to computer science, keyboarding, and coding.	Assistant Superintendent Director of Human Resources Directors of Instruction Principals	March 2020	Curriculum and Resources Documents	Proposed
c) Monitor and refine simulated work-place program for career and technical program.	Assistant Superintendent Director of Instruction and Career Readiness High School Principal	SY 2019-2020	Plans and Progress Reports	Proposed
d) Expand the business, community, industry, higher education partnerships to promote career readiness.	Assistant Superintendent Director of Instruction and Career Readiness High School Principal	SY 2019-2020	Plans and Progress Reports	Proposed
e) Provide training and support for the implementation of Intended Learner Outcomes and the use of ILO progress reports in grades 6-12.	Assistant Superintendent Directors of Instruction Principals ITRTs	October 2019	Plans and Progress Reports	Proposed
f) Research and develop a K-12 approach to experiential learning.	Director of Instruction and Career Readiness Director of Instruction and Innovation	SY 2019-2020	Plans and Progress Reports	Proposed

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.

OBJECTIVE	MANAGER	TIMELINE	EVALUATION CRITERIA	STATUS AS OF: April 9, 2019
a) Optimize the use of transportation routing system to maximize instructional time, promote efficiency, and promote student participation in extracurricular activities.	Assistant Superintendent Director of Administrative Services Coordinator of Transportation	March 2020	Administrative Feedback Board Evaluation	Proposed
b) Collaborate with City Departments to review and update emergency plans and complete a joint exercise or practice drill.	Director of Administrative Services Director of Student Services	SY 2019-2020	Completed Exercise/Drill/Site Evaluations	Proposed
c) Plan, support, integrate, and provide professional development in the implementation of Virginia Tiered System of Supports (VTSS); Equity (cultural proficiency); and Trauma Competent Care Training.	Directors of Instruction Director of Human Resources Director of Student Services Director of Administrative Services Principals	March 2020	Board Report	Proposed
d) Actively monitor implementation of new Food Service Management Services contract.	Director of Administrative Services Director of Business	March 2020	Board Report	Proposed

Category 5: Communication and Community Relations				
The Division fosters the success of all students through effective communication with stakeholders.				
OBJECTIVE	MANAGER	TIMELINE	EVALUATION CRITERIA	STATUS AS OF: April 9, 2019
a) Organize and host an opportunity for elementary school students to interact and communicate with Board Members during a Board Work Session	Director of Instruction and Innovation School Principals	December 2019	Board Meeting Minutes	Proposed
b) Provide timely and effective communication through multiple sources including but not limited to division goals and objectives, Profile of a Graduate, progress reporting, career pathways, school safety, and student achievement.	Assistant Superintendent Directors	SY 2019-2020	Communications	Proposed
c) Communicate the availability of business, community, industry, and higher education partnerships that promote career readiness.	Assistant Superintendent Director of Instruction and Career Readiness High School Principal High School Counselors	November 2019	Plans and Progress Reports	Proposed
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.				
OBJECTIVE	MANAGER	TIMELINE	EVALUATION CRITERIA	STATUS AS OF: April 9, 2019
a) Revise and update legislative positions to include a proactive legislative agenda for consideration by elected representatives	Board Chairman Superintendent Directors	November 2019	Adoption of Legislative Positions	Proposed
b) Engage in annual reflection/self-assessment of Board effectiveness	Board Chairman	March 2020	Participation in Board Development Activities	Proposed
c) Participate actively in regional, national, and international consortiums to promote personalized learning.	Superintendent Assistant Superintendent Directors	SY 2019-2020	Division participation in Meetings and implementation of selected initiatives	Proposed
Category 7: Division-Wide Student Academic Progress for SY 19-20				
Division efforts result in acceptable, measurable division wide student academic progress based on established standards.				
OBJECTIVE	MANAGER	TIMELINE	EVALUATION CRITERIA	STATUS AS OF: April 9, 2019
a) Students will meet or exceed score targets in M.A.P and PALs.	Directors of Instruction Director of Student Services Strategic Improvement Team Principals Classroom Teachers	SY 2019-2020	Assessment Data Reported Annually	Proposed

b) All students will meet or exceed proficiency standards required for graduation.	Directors of Instruction Director of Student Services Principals Classroom Teachers	SY 2019-2020	Assessment Data Reported Annually	Proposed
c) Improve the SHS graduation rate annually with a goal of 95% graduation and 100% completion.	Assistant Superintendent Director of Instruction and Career Readiness Director of Student Services High School Principal Guidance Counselors	SY 2019-2020	Assessment Data Reported Annually	Proposed
d) Meet or exceed state and national averages on SAT and ACT scores.	Assistant Superintendent Directors of Instruction High School Principal School Counselors	SY 2019-2020	Assessment Data Reported Annually	Proposed

Category 7: Division-Wide Student Academic Progress for SY 18-19

Division efforts result in acceptable, measurable division wide student academic progress based on established standards.

OBJECTIVE	MANAGER	TIMELINE	EVALUATION CRITERIA	STATUS AS OF: April 9, 2019
a) Students will meet or exceed score targets in M.A.P and PALs.	Director of IT and Accountability Strategic Improvement Team Principals Classroom Teachers	SY 2018-2019	Assessment Data Reported Annually	In Progress: Requires data from the Spring 2018 Assessment
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.	Director of IT and Accountability Director of Student Services Strategic Improvement Team Principals Classroom Teachers	SY 2018-2019	Assessment Data Reported Annually	In Progress: Requires data from the Spring 2018 Assessment
c) Improve the SHS graduation rate annually with a goal of 95% graduation and 100% completion.	Assistant Superintendent Director of IT and Accountability Director of Student Services High School Principal Guidance Counselors	SY 2018-2019	Assessment Data Reported Annually	In Progress: Requires data from the Spring 2018 Assessment
d) Meet or exceed state and national averages on SAT and ACT scores.	Assistant Superintendent Director of IT and Accountability High School Principal Guidance Counselors	SY 2018-2019	Assessment Data Reported Annually	In Progress: Requires data from the Spring 2018 Assessment