

# Strategic Plan

Action Steps/Strategies have been reprioritized based on Retreat Workshop feedback.

BOE Approved: 12/5/22  
Revised Plan BOE Approved: 8/14/23

## Mission:

Salem inspires learning, creativity, critical thinking, personal integrity, and citizenship.

## Salem Board of Education Values:

**Collaboration:** We achieve more when we all work together as a cohesive team to provide excellent educational services and foster a thriving staff and community.

**Respect:** We value everyone and treat others with dignity and professionalism. We seek to be open minded in modeling working toward a common goal, demonstrating courtesy and kindness, inquisitiveness, and mindfulness, and therefore building trust.

**Leadership:** We seek to demonstrate leadership through our belief in our purpose, taking full responsibility in carrying out our role, being optimistic, valuing others' opinions and having confidence in our own, and fostering the growth of others. We encourage the leadership development of each individual Salem student and staff member.

**Ethical Culture:** We will act with uncompromising honesty and integrity in everything we do. We will build trust through responsible actions and honest relationships.

**Safe Learning Environment:** We commit to ensuring a safe environment for students and staff.

**Excellence:** We seek excellence in all aspects of the Salem School District, fostering an open and innovative culture, always focused on students' joy of learning and achievement.

**Advocacy:** We recognize our responsibility to advocate for the legislation, resources, and conditions to carry out our vision and mission.

Key District/School Based Qualitative Measures				
Social-Emotional Learning	2021-2022		2022-2023	2025 Target
Students - There is at least one adult at school that I can go to for help when something is bothering me.	88%		88%	95%
Students - I am taught how to manage my stress.	80%		81%	90%
Teachers - There are clear -cut policies at my school.	55%		38%	80%
Teachers - I feel that I am part of a school community (shared mission, values, efforts, and goals.)	67%		41%	80%
Teachers - I feel like my contributions are valued and important.	64%		52%	80%
Families - I know how my child is doing before I receive the report card.	81%		75%	90%
Families - My child is challenged academically.	82%		70%	90%
% of students participating in extracurricular activities.	45%		48%	60%
High Quality Teaching	2020-2021	2021-2022	2022-2023	2025 Target
Grades 3-8 SBAC Performance in Literacy % meeting/exceeding expectations (level 3 and 4 combined)	78%	72%	59%	85%
Grades 3-8 SBAC Performance in Math % meeting/exceeding expectations (level 3 and 4 combined)	66%	65%	53%	75%
Students - On most days in this school I feel interested.	NA	57%	48%	80%

**\*See Appendix for Student Cohort Performance Table**

Safe and Supportive School Climate	
Action Step/Strategy	
1.	Develop and implement a <a href="#">Safe School &amp; District Climate plan</a> to assess current school status, identify areas needing improvement, measurables to determine improvement, and appropriate timelines to reach those goals.
2.	Develop and implement student focus groups for elementary, middle and high school grades aimed at providing feedback on how to strengthen the school community and learning environments.
3.	Initiate connectedness audit for all students and make adjustments to programming based on data review.
4.	Professional development for all staff will be provided during monthly faculty meetings and the half days from the newly approved school calendar in the areas of stress management utilizing Yale University's RULER program.
5.	Implement RULER family engagement plan to foster social emotional learning home connection.
6.	Partner with East Lyme High Principal and administration to create more opportunities for Salem students making for a smooth transition to East Lyme High School.
7.	Introduce East Lyme connections in lower elementary grades to increase connectedness at ELHS.
8.	Administer annual school climate survey to all stakeholders and develop priorities and action steps based on analysis.
9.	Rearticulate and implement updated school security protocols and expectations consistent with RULER and the Salem School Emergency Management Plan.
10.	Align Student and Family Handbook and Student Athlete Handbook to RULER and current academic and behavioral expectations.

## High Quality Teaching & Learning

### Action Step/ Strategy

1. Develop Vision of the Graduate for Salem School. (Articulates and instills creativity, curiosity and innovation as well as the responsible use of social media and technology.)
2. Develop and implement clearly articulated process for academic intervention and progress monitoring to better assist teachers in knowing the individual needs of their students.
3. Increase alignment across grade levels by monitoring scope and sequence and grading practices for all academic subjects K-8.
4. Implement Professional Development and Teacher Evaluation Committee (PDEC) that focuses on providing high quality professional development for all grade levels and content areas aimed at increasing engagement and performance.
5. Provide expanded learning opportunities for talented and gifted and enrichment opportunities for students.
6. In collaboration with East Lyme High Principal, Grade level team meetings, as well as portions of monthly faculty meetings will be dedicated towards the alignment of the vision of a graduate at ELHS, also known as the Viking Voyage and Salem Schools Mission and Vision.
7. Review, update and publish all curriculum documents on the website.
8. Strengthen community partnerships to help bring learning to life.
9. Fully communicate and educate students and families on high school options (ie technical high schools, magnet, etc).
10. Develop and implement Board of Education ad hoc Curriculum Committee to provide governance and feedback on curriculum initiatives and priorities (including Curriculum Review Cycle as articulated in BoE Policy).
11. Strengthen and develop new teacher induction expectations for the Salem School District that support and align with TEAM (State Department of Education Induction process for new teachers).

## Efficient Operations

### Action Step/Strategy

1. Continue to review and modify staffing (including organizational charts/job descriptions) to best meet the needs of the Salem School District.
2. Investigate and implement school scheduling models that are consistent with bargaining contracts while maximizing resources and programming for students.
3. Align District and School Leadership Goals to the strategic plan.
4. Continue zero-based budgeting to maximize our resources and ensure fiscal responsibility.
5. Continue to provide a safe school environment by identifying areas of improvement in our school safety protocols (fire drills, lock down drills, and Run, Hide, Fight) and day-to-day operations while collaborating with the Town Emergency Management Director.
6. Support the development and capacity of the School Leadership Team to implement a communication plan for efficient and streamlined school communication (calendar at school and district level, website, social media, and internal communications).
7. Coordinate and align the PD delivery system that clearly supports district and school priorities.
8. Develop and implement a Capital Plan that incorporates strategic needs of Salem School, specifically increasing engagement and opportunities for talented and gifted and enrichment.
9. Provide leadership and management training and development for the new leadership team (Principal, AP, DSS, Business Manager, IT, Facilities).
10. Continue to work with the Board of Education Governance Team to design and implement feedback and accountability structures for all aspects of the Strategic Plan process.
11. Effective and fiscally provide efficient vendor management (LEARN, Vancord, Family Services, etc).

## Advocacy - State, District and Town

### Action Step/Strategy

1. Engage membership organizations (CABE, CCM, CAPSS, LEARN) to help increase advocacy for the needs of small school districts.
2. Design and implement a legislative agenda to better advocate for the needs of the Salem School District.
3. Advocate at local, regional, and state level for equitable education funding.
4. Continue to maintain and strengthen relationships with Town Boards.
5. Maintain and strengthen ELHS Coop agreement by realigning feedback and Coop meetings to help inform Salem School Budgeting as well as advocate for programming priorities at ELHS.
6. Continue to develop communication systems that showcase the value of the Salem School District.

**Student Cohort Performance Table**

	% At or Above Goal																			
	ELA/SBAC							Math/SBAC							Science/NGS					
Grade Level	2017 2018	2018 2019	2019 2020	2020 2021	2021 2022	2022 2023		2017 2018	2018 2019	2019 2020	2020 2021	2021 2022	2022 2023		2018 2019	2019 2020	2020 2021	2021 2022	2022 2023	
Grade 3	83%	84%	NA	75%	71%	60%		80%	91%	NA	65%	76%	64%		NA					
Grade 4	86%	74%		74%	70%	59%		94%	84%		74%	82%	75%		NA					
Grade 5	69%	87%		81%	58%	47%		46%	82%		54%	30%	29%		87%	NA	86%	75%	56%	
Grade 6	87%	78%		81%	73%	39%		67%	68%		54%	47%	23%		NA					
Grade 7	75%	65%		84%	79%	80%		49%	52%		83%	76%	65%		NA					
Grade 8	68%	79%		77%	83%	69%		56%	59%		64%	81%	62%		77%	NA	78%	83%	62%	