SALEM SCHOOL BOARD

2018-2019 Goals*

Guiding Principles 2018-2019:

1. To continue to improve the delivery of all instruction, including non-traditional instruction methods, with priority on literacy and mathematics instruction, and to quantify the educational performance of all students through a multi-dimensional assessment model.

2. We will sustain an environment that is safe, secure and conducive to learning whereby students show respect to staff and fellow students and school district personnel model and expect such conduct and promote student self-worth.

3. We will infuse technology into every aspect of how the Salem School District operates and delivers services to students in the learning process, to teaching staff in the instructional process, to administrative staff in the way we do business, and to the community in outreach and informational efforts.

4. To foster community support and engagement through (i) coordinated and proactive communications, employing various methods and technologies, and (ii) creation and enhancement of partnerships with key community organizations.

5. To continue to employ methods of recruitment, training, compensation, evaluation and retention of Salem School District personnel to attract and retain employees committed to advancing the school district in areas of student achievement technological advancement and business operations including strategies for continuation of such efforts over time through leadership succession planning.

6. To fund Capital Improvement renovations to all district buildings in accordance with systematic evaluations of district facilities (including buildings, exterior facades, grounds and landscaping), recognizing such expenses are a necessary and ongoing (annual) budgetary expense if the community investment in such facilities is to be preserved.

Non-Capital Goals 2018-2019:

1. To continue to assess the role of the paraprofessional and work to enhance the value of the position (hiring practices including targeted recruitment, focus on certification, professional development opportunities, responsibilities, compensation and retention treatment, special education support) in order to maximize student success.

2. Using a plan developed by the Administration, support and implement full day kindergarten for all students in the fall of 2019, including the necessary funding for such effort in the 2019-2020 budget.
3. To continue to support a comprehensive re-evaluation of the structure of the instructional model at Salem High School, focusing on the structure of the school day, including:
   - Start time
   - Length of school day
   - Instructional schedule
   - Freshman academy

   with the goal of enhancing student performance and achievement through supportive learning opportunities; coordinated paths of instruction; student elective opportunities, supporting and enhancing co-curricular involvement in school life and expanding options for college credit/placement opportunities where available.

4. Evaluate the feasibility of implementing an electronic record management system for the district and begin implementation by July 1, 2020.

5. To create a comprehensive maintenance plan for the grounds and landscaping for all school district properties. The plan will include multiple years and costs, also the consulting with and use of specialized landscaping professionals.

**Capital Goals 2018-2019:**

1. Implement plans for the enhancement of Grant Field and related athletic facilities serving Salem High School by inclusion of funds in the 2019-2020 CIP for grandstands and press box; and further include the costs of new all-weather athletic surface for Grant Field in a bond scheduled for March 2019, with the field replacement in the summer of 2019 with related track replacement funded from retained unreserved fund balance in advance of, or coordinated with, the field replacement.

2. Continue work on the future renovation of the Woodbury Middle School by reviewing and approving design concepts, identifying a construction manager and preparing for presentation of a warrant article for construction funding” in March of 2020.

3. Undertake a comprehensive evaluation of the SAU office building, including both (i) the physical condition of its components and systems (e.g. roof, siding, HVAC) and (ii) its functional capacity to serve the District needs (e.g. size, parking location) in order to guide decision making for capital renovation expenditures and/or planning for a new facility.

*The Principles and Goals stated above are numbered for reference only and do not indicate preference or priority. The 2018-2019 Goals will be the basis for guiding the 2019-2020 budget process.*

Adopted 6/12/18