

















Salem Public Schools Strategic Plan – A Year in Review 2017-2018

Pillar #1: Create a Vibrant K-12 Teaching & Learning Ecosystem		Implementation Level
Goal #1: Ensure that all Salem teachers employ the most effective, engaging, and relevant instructional practices to promote high levels of student learning for all students.		
Strategy	Highlights	Dashboard
Strategy #1: Establish high expectations for learning, district-wide, to advance the core belief that all Salem students can learn at high levels.	SY18 - Launched Early College initiative with SSU and LEAP; 48 students enrolled for coming school year	
Strategy #2: Continue efforts to ensure that all classrooms employ effective standards-based and data-driven instruction.	SY18 – Began standards-based practice and report card at SHS for Grade 9 SY19 - Began standards-based practice work for Grade 10	
Strategy #3: Launch a district-wide initiative to ensure that all classrooms employ student-centered, personalized learning strategies to tailor instruction and supports to each student’s individual needs, skills, and interests.	SY18 - Launched City Connects in pre-K – 8 th grade to partner with teachers to develop deeper understanding of all students’ academic, social, emotional and physical strengths SY18 – Offered additional PD on personalized learning instruction – 60 teachers voluntarily attended evening course	
Strategy #4: Ensure all classrooms employ student engagement strategies which enable students to both gain real-world experience and apply their knowledge to collaboratively solve complex, real-world problems.	SY18 - Continue to strengthen the Project Lead The Way (PLTW) model at CMS SY19 – Expand PLTW to Salem High with support of Read Trust grant SY19 – Partner with Salem Sound Coast Watch for 5 th grade environmental curricula	
Goal #2: Strengthen Salem’s K-12 curriculum to ensure that all students are locally engaged, globally connected, and fully prepared for the future.		
Strategy	Highlights	Dashboard
Strategy #1: Continue to develop robust curricula in all core and non-core areas.	SY18 - Launched K-8 social studies curricula Social studies framework approved by DESE SY18 – Launched inquiry-based science curricula Grades 4-8 SY19 – Start new inquiry-based science curricula Grades K-3	











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<p>Strategy #2: Include 21st century skills and competencies, real-world experiences and applications, relevant connections to students' lives, interdisciplinary learning, and global connections.</p>	<p>SY19 - Provide opportunities for intern/externships and job shadows for high school students, target goal of 25-30 students per semester</p>	
<p>Strategy #3: Design, develop, and implement a suite of curriculum-aligned formative, benchmark, and summative assessments to assess student learning across the curriculum.</p>	<p>SY18 – Implemented a standards-based formative & summative assessment platform (SchoolCity)</p>	
<p>Goal #3: Ensure effective and purposeful technology use in schools and classrooms to support student learning.</p>		
<p>Strategy</p>	<p>Highlights</p>	<p>Dashboard</p>
<p>Strategy #1: Provide access to key technology tools and resources that strengthen teaching and learning.</p>	<p>SY18 – Hired Director of Digital Learning SY18 – Upgraded all staff devices at SHS SY18 – Piloted new Learning Management System (LMS) in Innovator Classrooms at SHS SY19 – Launch LMS at SHS SY19 – Provide PD to assist teachers on how to leverage Google Classroom (LMS) and other technology for blended & personalize learning</p>	
<p>Strategy #2: Enhance students' capacities to apply knowledge and solve complex problems utilizing technology.</p>	<p>SY18 – Launched 1:1 at CMS SY19 – Begin 1:1 for 9th Graders at SHS SY19 Begin 1:1 for Saltonstall SY19 – Initiate Schoology (LMS) for students and teachers</p>	
<p>Strategy #3: Support all schools with efforts to expand their technical and human capacity for the integration and use of technology across the curriculum.</p>	<p>SY18 – Hired Director of Digital Learning SY19 – Increased PD offerings to support schools SY19 – Continue to partner with City of Salem IT to solidify a 5-yr. strategic technology plan for the district</p>	
<p>Goal #4: Foster a culture of innovation that provides equitable access to powerful learning experiences.</p>		
<p>Strategy</p>	<p>Highlights</p>	<p>Dashboard</p>
<p>Strategy #1: Create policies that provide equity across the district.</p>	<p>SY18 – Revised Student Assignment Policy to increase the enrollment equity and balance SY18 – Restructured schools to better ensure equity in terms of school quality and enrollment (closed NBS & relocated</p>	

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	HMLS) SY18 – Began annual Equity Reviews with support of NellieMae/Everyday Democracy	
Strategy #2: Research innovative strategies, programs, or whole school models and assess their alignment to our district needs.	SY18 – Convened working group to research and review dual language models and review current world language curriculum at all grades SY18 – Established ELL and Bilingual Education Department	
Pillar #2: Reimagine the High School Experience		
Goal #1: Redesign programming and the instructional core around student-centered learning principles to better prepare students for college and career in the 21st century.		
Strategy	Highlights	Dashboard
Strategy #1: Support all students in the acquisition of rigorous core knowledge, skills, habits and attitudes needed for success in post-secondary education and the workplace.	SY18 – Adoption of the Seal of Biliteracy SY18 – PSATs and SATs for all SHS students	
Strategy #2: Connect learning to the community and real-world experiences through internships and community service projects.	SY18 – Hired internship/externship coordinator SY18 – Initiated networking to identify employers and guidelines to support internships in the field work	
Strategy #3: Strengthen personalized learning approaches that will accelerate and deepen student learning by tailoring instruction/supports to each student’s individual needs, skills, and interests.	SY18 – Initiated <i>Invitation to Innovate</i> and selected 12 teachers who received supports to create lab classrooms: <ul style="list-style-type: none"> • Project-based learning • Student voice/choice relating to social justice or civic engagement • Challenging students to solve complex problems using technology Classrooms will be open to other SHS faculty for peer observations	
Strategy #4: Prepare students who may choose to enter the workforce directly after high school with levels of skill and knowledge in a particular career area that will be valued in the marketplace.	SY18 – Applied for and received approval for Medical Assisting certificate program SY18 – Received 1 st ever Capital Skills grant totaling nearly \$150,00 for Medical Assisting and Building Maintenance programs	

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Strategy #5: Enhance students' capacity to apply knowledge and solve complex problems utilizing technology.	See Strategy #3 and #4, above	
Goal #2: Implement structures and processes that will ensure that every student has a voice and opportunities for authentic leadership in and out of school.		
Strategy	Highlights	Dashboard
Strategy #1: Ensure authentic and ongoing student voice and ownership in policy and school governance.	SY18 – Student representatives on SHS principal hiring screening committee SY18 – Students representatives on High School Redesign team and associated sub-committees	
Strategy #2: Ensure authentic and ongoing student voice and ownership in the classroom.		
Strategy #3: Ensure authentic and ongoing student voice and ownership in operations.	SY18 – Student organized peaceful demonstration on school safety during school day	
Strategy #4: Ensure authentic and ongoing student voice and ownership in school climate and culture.	On-going implementation of Panorama survey	
Goal #3: Create a college and career going culture throughout Salem high schools by facilitating college and career awareness activities.		
Strategy	Highlights	Dashboard
Strategy #1: Build a college and career going culture throughout Salem high schools.	SY18 – Hired Director of College and Career Readiness SY18 – Updated role and focus of guidance/career counselors SY18 – Made CTE director full time SY19 – Renovate and modernize College and Career Center	
Strategy #2: Provide ongoing (adult) support to students in small groups.	SY18 – Created maker space and project team work space in SHS library to support project-based learning	
Strategy #3: Redesign curriculum so that lessons are making important career and life connections. Add relevance to lessons.	SY18 – Invitation to Innovate supported 12 SHS teachers to create Lab Classes that focus project-based learning, student voice and choice, leveraging technology to problem solve	
Strategy #4: Engage parents in students' college and career plans and their ongoing progress.	SY18 – Continued and increased number of families participating in college readiness program with Inversant	
Strategy #5: Build the systems and structures to support internships.	SY18 – Hired intern/externship coordinator SY18 – Created structure and network to support and provide opportunities for	

Goal #1: Engage all staff in shaping their own professional growth and development in order to best serve Salem's children.		
Strategy	Highlights	Dashboard
Strategy #1: Seek guidance from all staff in professional development so that all staff have a stronger voice.	SY18 - Transitioned to teacher engaged process for PD. Teachers developed and presented PD including 60 3-day mini courses	
Strategy #6: Provide a system of early intervention so that all middle school students are prepared for high school.	SY18 - Opened PD to paraprofessionals SY18 - Professional learning	
	communities established for clerical staff, family engagement facilitators and City Connects staff	
Strategy #2: Create a core professional development program that is differentiated for new teachers, with increasing opportunities (as proficiency/experience increases) to self-select professional development to meet their own professional interests and district needs.	SY18 - Partnered with TNTF to secure a \$150,000 NellieMae grant to: <ul style="list-style-type: none"> Rethink new teacher development strategy to support 1st & 2nd year teachers in SPS to redesign based on best practices Develop effective recruitment and retention strategies 	
Strategy #3: Identify and encourage expert staff (in-district) to create and implement professional for their colleagues. Identify areas where outside professional development support is needed and proactively pursue those partners.	SY18 - PD was developed and delivered in response to teacher interest by peers. SY18 -- Industry experts from MassMentoring, SSU, Landmark, Every Day Democracy, North Shore Community Health Services provided high level PD throughout the year	
Strategy #4: Create more time and opportunities for staff collaboration.	SY18 - Additional Common Planning Time (CPT) added in several content areas in grades 10 & 12	
Strategy #5: Leverage universities and valued partners to enhance professional development.	SY18 - Partnered with SSU and financially supported teachers pursuing Teacher Leader certificate; aligned teacher capstones with specific school needs to benefit teacher and district; completion of program also supports pursuit of CAGS	
Goal #2: Build a leadership pipeline from within the Salem Public Schools.		
Strategy	Highlights	Dashboard




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Strategy #1: Provide staff in SPS with multiple pathways to authentic leadership opportunities that are clearly defined.	SY18 – Partnered with SSU and financially supported teachers pursuing Teacher Leader certificate; aligned teacher capstones with specific school needs to benefit teacher and district; completion of program also supports pursuit of CAGS	
Strategy #2: Develop district-wide internal leadership program for adults.	To be developed	
Strategy #3: Develop clear criteria for leadership roles.	To be developed	
Goal #3: Intentionally recruit, select, onboard, develop and support new and existing staff as well as increase diversity of our staff to drive positive student outcomes and achievement.		
Strategy	Highlights	Dashboard
Strategy #1: Establish data practices and strengthen systems to qualify trends in hiring, development, turnover, satisfaction, and strengths/gaps in existing employee base.	SY18 – Continue to improve data tracking, analysis and reporting in all areas of Human Capital SY18 – Leveraged TalentEd as a resource to provide higher level of tracking and information sharing among schools	
Strategy #2: Significantly increase the diversity of the district’s talent pool to reflect the student populations.	SY18 – Intentionally recruited & hired bilingual and bicultural staff in Transportation Department SY18 – Increased diversity in district leadership SY18 – Revised the Family Engagement Facilitator (FEF) job description to require biliteracy SY19 – Focus on diversity recruitment & retention through Nellie Mae initiative	
Strategy #3: Establish adult culture of performance and commitment with clear ties to student achievement.	Continue use of data cycles and SIP to guide work and positive outcomes for all students	
Strategy #4: Articulate and communicate value of working in SPS to new and existing staff.	SY18 – Increase participation in hiring fairs, used social media to help promote opportunities, developed new marketing materials to support efforts; used school leaders to help market SPS at hiring fairs	
Strategy #5: Build capacity, resources, and talent in the Human Capital Department to drive planning, implementation, and measurement.	SY18 – Leveraged TalentEd as hiring platform SY19 – Hired new Director of Human Capital	

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Strategy #6: Build capacity and talent in district leadership and school leadership to be effective human capital managers through coaching, selection, professional development, and accountability.	SY18 – Devoted three District Leadership Team meetings that focused on: <ul style="list-style-type: none"> Retention of staff Preparing for / interviewing for new hires including 4 agreed upon competencies for all SPS hires Evaluation – how to effectively evaluate 	
Strategy #7: Create talent pipeline/training for student teachers.	SY18 – Established a single point of entry and coordinator to support student teachers in schools and support schools hosting student teachers	
Goal #4: Increase the cultural competence of all staff.		
Strategy	Highlights	Dashboard
Strategy #1: Create a district-wide definition and vision of cultural competence.	SY18 – Began dialogue in various leadership teaming structures across district	
Strategy #2: Create an intentional trajectory of professional development for all teachers around mindset and cultural competence.	SY18 – Spanish for educators PD SY18 – Dominican Republic PD SY18 – All PD sessions from ELL department included cultural competency focus	
Pillar 4: Strengthen Family & Community Engagement		
Goal #1: Make family and community engagement an essential element of Salem Public Schools' work.		
Strategy	Highlights	Dashboard
Strategy #1: Ensure that all SPS staff have the competencies and skills needed to respectfully engage our families and the community.	SY18 – Reflection and conversation on equity, bias incorporated into Leadership Institute, DLT and PD sessions SY18 – Worked with schools to create environments that are welcoming, inclusive for all students and families SY19 – Established a department of Equity and Engagement	
Strategy #2: Create different types of family & community engagement so that everyone is able to participate and is interested in doing so.	SY18 – Family engagement goals were required area of focus in all School Improvement Plans (SIP) SY18 – Academic Parent Teacher Teams at Bates SY19 – School Committee approved adding full-time, bilingual FEFs at the majority of our schools	
Strategy #3: Build systems that simplify access to schools for families and the community in	SY18 – Opened Aspen Parent Portal for all families with students grades 9-12 SY18 – Created an Authentic	

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order to serve all students well.	Engagement Steering Committee SY18 – Began Equity Reviews for all schools SY19 – Open Aspen Parent Portal for families with students in grade 6-8 FY19 – Redesign district website to improve navigation and make it mobile-app responsive SY19 – Incorporate interactive K-8 curriculum maps as part of district’s website	
Goal #2: Harness the power of the community to share ownership of children’s holistic well-being and growth every day.		
Strategy	Highlights	Dashboard
Strategy #1: Leverage community resources and school expertise to provide access to out of school opportunities including summer, after school, and early education.	SY18 – Implement City Connects to help to coordinate and connect all students and their families to resources in and out of school time SY19 – School Committee supported ECC Director position to be full year SY18/19 – Continue work of the Children’s Cabinet and Our Salem Our Kids movement for a citywide approach to support and nurture children	
Strategy #2: Work with after school/out-of-school-time partners to align academic and social emotional curriculum with the district.	SY18 – Redesigned RFP for afterschool service providers to assure equity and access for all children SY18 – Strengthened & expanded childcare options in district with YMCA at SHS	
Strategy #3: Enable efficient resource sharing and professional development across early childcare providers in Salem.	SY18 – Supported the consolidation of Pathways classrooms to 79 Willson Street to help strengthen program and provide expansion opportunities	
Strategy #4: Support the development of a coalition of invested funders, business and community leaders, and faith leaders who can help create and fund an infrastructure for early childhood education & out-of-school time in Salem.	SY18 – Partnered with Salem YMCA and United Way on DRIVE to gain a deeper understanding of the early childhood arena in Salem and how SPS can best collaborate and support for kindergarten readiness	