



2023–2024

# Salem School District

ANNUAL REPORT

Updated Spring 2024



Salem School District  
200 Hartford Road  
Salem, CT 06420





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For additional information regarding Salem School Districts performance from the CT State Department of Education please visit [edsight.ct.gov](https://edsight.ct.gov).



# CULTURE AND CLIMATE HIGHLIGHTS

99%

Students say they feel safe in the classroom

91%

Students feel they have an adult that cares about them

87%

Students feel they have an adult they can go to if something is bothering them

90%

Teachers feel safe at this school



84%

Staff feel respected by students

88%

Staff feel comfortable going to at least one member of the administrative team if they have a problem





# SCHOOL CLUBS AND ACTIVITIES

DURING SY2022-23, 51% OF SALEM STUDENTS PARTICIPATED IN A SCHOOL CLUB OR ACTIVITY

## FINE AND PERFORMING ARTS

Choral/Theater Club  
Jazz Band  
Orchestra Band  
Concert Band  
Symphonic Band

81%

Parents feel students like to come to school each day

## ATHLETICS

Soccer  
Cross Country  
Basketball  
Track  
Ski Club  
Volleyball

## ACADEMIC

NJHS  
Yearbook  
Student Council  
Broadcast  
Journalism

90%

Parents feel that Salem School District challenges their child academically

91%

Students feel that adults in the building care about them



# RETURN ON INVESTMENT



1/3/24

<https://www.niche.com/k12/salem-elementary-school-salem-ct/>

**Salem Elementary School**  
#1 in Best Public Middle Schools in New London County  
A Overall Grade • Public • PK, K-8 • SALEM, CT • [Add Your Review](#)

Report Card

About

Rankings

Academics

Map

Home Listings

Living in the Area

Students

Preschool

A

Overall Niche Grade

How are grades calculated?  
Data Sources

A

Academics

B-

Diversity

A

Teachers

Salem Elementary School is a highly rated, public school located in SALEM, CT. It has 386 students in grades PK, K-8 with a student-teacher ratio of 11 to 1. According to state test scores, 65% of students are at least proficient in math and 77% in reading.



NEW LONDON  
COUNTY

#1 of 21  
BEST PUBLIC  
MIDDLE SCHOOLS  
in New London  
County

#3 of 40  
BEST PUBLIC  
ELEMENTARY  
SCHOOLS  
in New London  
County

**Salem**  
#7 in Best Places to Raise a Family in New London County  
A- Overall Grade • ★★★★★ 7 reviews

Report Card

About

Real Estate

Map

Home Listings

Rankings

Crime & Safety

Residents

Working in the Area

Schools

Similar Places

Reviews

A-

Overall Niche Grade

How are grades calculated?  
Data Sources

A

Public Schools

—

Crime & Safety

B+

Housing

B-

Nightlife

A

Good for Families

B-

Diversity

Salem is a with a population of 4,186. Salem is in New London County and is one of the best places to live in Connecticut. Living in Salem offers residents a rural feel and most residents own their homes. Many families and young professionals live in Salem and residents tend to have moderate political views. The public schools in Salem are highly rated.





## SURROUNDING TOWN COMPARISON

SY2022-23 Top Step Teacher Salary	
District	Top Step
Region 18	\$99,624
<b>Salem</b>	<b>\$93,125</b>
Colchester	\$93,116
Montville	\$92,910
East Lyme	\$89,823

SY2022-23 Per Pupil Spending		
District	Per Pupil Spend CSDE Bureau of Fiscal Services	Median Income CSDE Division of Finance and Internal Operations
Region 18	\$23,081.30	\$74,149 (Old Lyme) \$76,154 (Lyme)
EL	\$20,688.74	\$49,485
Colchester	\$18,791.81	\$48,144
Montville	\$18,770.85	\$37,615
<b>Salem</b>	<b>\$19,177.55</b>	<b>\$51,289</b>

*Salem places a high value on teachers to get excellent outcomes for our students.*

# SALEM HIGH SCHOOL OPTIONS

HIGH SCHOOL OPTIONS FOR SALEM STUDENTS 84% OF SALEM RESIDENT HIGH SCHOOL STUDENTS ATTEND EAST LYME HIGH SCHOOL

84%

of Salem resident high school students attend East Lyme High School



16%

of Salem resident high school students attend the following high schools

- Science and Technology Magnet High School
- Lebanon Voag High School
- Marine Science Magnet High School
- Norwich Technical High School
- Grasso Technical High School



SCIENCE AND TECHNOLOGY MAGNET HIGH SCHOOL  
OF SOUTHEASTERN CONNECTICUT  
A Division of New London Public Schools





# FOCUS AREAS

## KEY ACTION STEPS AND STRATEGIES



### SAFE AND SUPPORTIVE SCHOOL CLIMATE

Creating safe and supportive environments emphasizes aspects of the school environment that encourage students to be more engaged in their school life and feel connected to important adults at school and at home. Key action steps/strategies under this focus area are:

- 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.
- Develop and implement a Safe School & District Climate plan to assess current school status, identify areas needing improvement, measurables to determine improvement, and appropriate timelines to reach those goals.
- Initiate connectedness audit for all students and make adjustments to programming based on data review.



### HIGH QUALITY TEACHING AND LEARNING

The rationale for this focus area is to keep the district's focus on specific strategies teachers can use in the classroom to increase student engagement. Key action steps/strategies under this focus area are:

- 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.)
- Develop and implement clearly articulated process for academic intervention and progress monitoring to better assist teachers in knowing the individual needs of their students.
- Increase alignment across grade levels by monitoring scope and sequence and grading practices for all academic subjects K-8.



### EFFICIENT OPERATIONS

This focus area emphasizes how the backend district operations and investments in human capital allow the district to make strides. Key action steps/strategies under this focus area are:

- Continue to review and modify staffing (including organizational charts/job descriptions) to best meet the needs of the Salem School District.
- Investigate and implement school scheduling models that are consistent with bargaining contracts while maximizing resources and programming for students.
- Align District and School Leadership Goals to the Strategic Plan.



### ADVOCACY: STATE, DISTRICT AND TOWN

We recognize our responsibility to advocate for the legislation, resources, and conditions to carry out our mission. Key action steps/strategies under this focus area are:

- Engage membership organizations (CABE, CCM, CAPSS, LEARN) to help increase advocacy for the needs of small school districts.
- Design and implement a legislative agenda to better advocate for the needs of the Salem School District.
- Advocate at local, regional, and state level for equitable education funding.

# STRATEGIC PLAN



## 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%

# SALEM SCHOOL DISTRICT

## SAFE AND SUPPORTIVE SCHOOL CLIMATE

### ACTION STEP/STRATEGY

- 1 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.
- 2 Develop and implement a Safe School & District Climate plan to assess current school status, identify areas needing improvement, measurables to determine improvement, and appropriate timelines to reach those goals.
- 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.



# DRAFT STRATEGIC PLAN

BOE APPROVED 12/5/2022

## HIGH QUALITY TEACHING & LEARNING

### ACTION STEP/STRATEGY

- 1** Develop Vision of the Graduate for Salem Schools.  
*(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 aimed at increasing engagement and performance.
- 5** Provide expanded learning opportunities for talented and gifted and enrichment opportunities for students.
- 6** East Lyme High Principals, Staff, and 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 Ed 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).

# SALEM SCHOOL DISTRICT

## 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 efficient vendor management (LEARN, Vancord, Family Services, etc.).

# DRAFT STRATEGIC PLAN

BOE APPROVED 12/5/2022

## 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.





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