

# 2022-2025 Salem Academy and College 3-Year Strategic Plan



[www.salem.edu](http://www.salem.edu)  
[www.salemacademy.com](http://www.salemacademy.com)





The background of the entire page is a photograph of a park-like setting. In the foreground, there are branches of pink cherry blossoms. In the background, a stone fountain with multiple tiers is visible, surrounded by greenery and trees. The lighting suggests a bright, sunny day.

# Introduction

Salem Academy and College will Rise Together to establish the directions for the institution to ensure its future viability.

Salem Academy and College has been engaged in institutional planning since 2018. While planning has taken place respectively for the Academy and College during this period, a true institutional strategic plan with cross-cutting themes and priorities had never emerged.

Given Salem's overall current enrollment, increasing alignment between our institutions, and the shared campus and facilities, a joint three-year strategic plan has been developed to guide the transformation of the entire institution through 2025.

Maintaining the integrity of the institution's history while advancing the higher education landscape in the focus area of Health and STEAM, Salem Academy and College will evolve to meet the societal needs of the future.





Our Strategic Plan focuses on four themed strategic pillars:



**Health Leadership**  
**STEAM**

**Brand and Recognition**  
**Distinctive Campus Culture**

These themes and their associated implementation initiatives were developed through a collaborative and inclusive process involving the Salem Academy and College community including faculty, staff, students, alumnae, and our Board of Trustees.







The strategic pillars and initiatives are explicitly aimed at two major overarching priorities for the institution:

**Enrollment Growth**  
**Financial Stability**



Both of these goals are critical to Salem's ability to thrive in the coming years in a competitive educational landscape.

Aligned with each implementation initiative are specific projects that Salem Academy and College will work to achieve over the next 1-2 years to begin progress toward our goals.

These projects are the initial milestones for success toward a larger overarching goal or priority in the plan. These projects provide an initial direction for the institution to focus its efforts. It is expected that project timelines and foci may change during these three years with additional projects being added as others are completed or new opportunities are identified.









# **Strategic Pillar No. 1**

## **Health Leadership**

**Salem College will continue to be an institution grounded in the liberal arts and move its focus to provide a unique, rigorous, interdisciplinary education exclusively focused on developing the next generation of leaders in health.**

**The initiatives outlined here are focused on enrollment, revenue generation, improved planning and assessment and ensuring the human capital to execute the College's health leadership transformation.**



# Strategic Pillar No. 1

## Health Leadership

### **Implementation Initiatives**

- IMPLEMENT DISTINCTIVE HEALTH LEADERSHIP SCHOLARSHIP, CORE AND ACADEMIC PROGRAMS
- SECURE NON-TRADITIONAL AND INNOVATIVE DIVERSIFIED REVENUE STREAMS
- PERFORM SYSTEMATIC ONGOING ASSESSMENT AND EVALUATION
- RECRUIT AND RETAIN ENGAGING AND INNOVATIVE FACULTY AND STAFF







## **Strategic Pillar No. 2**

### **STEAM**

**Salem Academy has always been an institution that inspires, empowers, and catapults young women into college and lifelong success. This plan proposes Salem Academy develop expertise and relevance in a niche area for the institution.**

**Salem Academy will focus on Science, Technology, Engineering, Arts and Mathematics (STEAM) while also ensuring alignment with the College and the creation of unique leadership development for high school students.**



# Strategic Pillar No. 2

## STEAM

### Implementation Initiatives

- DEVELOP AND IMPLEMENT AN INTERDISCIPLINARY STEAM CURRICULUM
- SECURE NEW FUNDING AND COLLABORATIVE OPPORTUNITIES
- ALIGN ACADEMY AND COLLEGE EXPERIENCES
- HIRE STEAM FACULTY AND STAFF





# **Strategic Pillar No. 3**

## **Brand and Recognition**

**MAKE A DIFFERENCE**

**Essential to Salem Academy and College's success is creating a recognizable and desirable reputation across the educational landscape among key stakeholder groups including but not limited to prospective students and families, future employees, funding sources, partners and peers.**

**The initiatives below are designed to ensure that Salem Academy and College are competitive and known on the local, regional, and national levels as we transform and grow.**



# Strategic Pillar No. 3

## Brand and Recognition

### Implementation Initiatives

- MAKE CAPITAL INVESTMENTS TO CREATE INSPIRED LIVING LEARNING SPACES
- CREATE AN OUTCOME-DRIVEN MARKETING PLAN WITH A COMPELLING NARRATIVE AND ENGAGING VISION
- EXPAND LOCAL, REGIONAL AND NATIONAL PARTNERSHIPS





# **Strategic Pillar No. 4**

## **Distinctive Campus Culture**

**Salem Academy and College must find ways to be distinctive within the educational landscape to remain competitive. This distinctiveness must include curricular offerings, facilities and an unwavering commitment to student success and retention. One key element of those efforts is ensuring a campus community that promotes well-being and belonging for all students, faculty and staff.**





# Strategic Pillar No. 4

## Distinctive Campus Culture

### **Implementation Initiatives**

- ESTABLISH A TOP-NOTCH LEADERSHIP DEVELOPMENT ENVIRONMENT
- INCREASE ENROLLMENT AND RETENTION OF ALL STUDENT CONSTITUENCIES
- DEVELOP STREAMLINED AND ACCESSIBLE ADMINISTRATIVE SYSTEMS AND SUPPORT
- CREATE A COMMUNITY OF EQUITY CARE BELONGING AND WELL-BEING

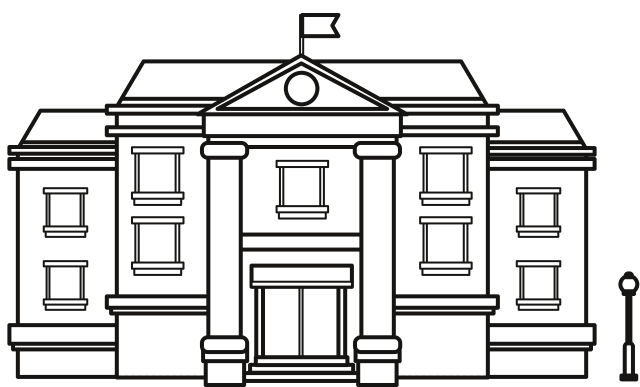




# Key Performance Indicators



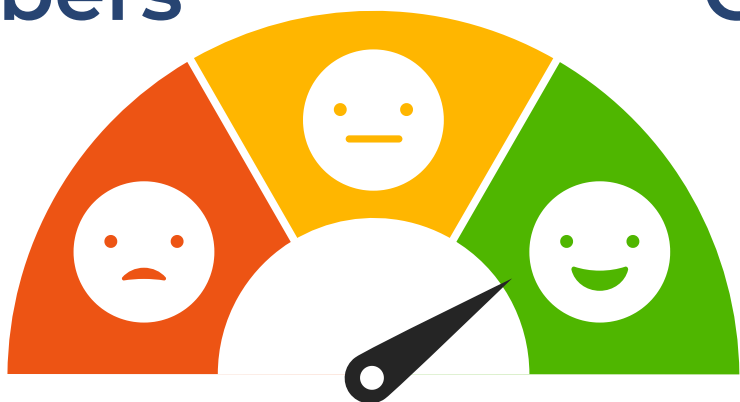
Enrollment numbers



Campus Climate



Endowment Draw



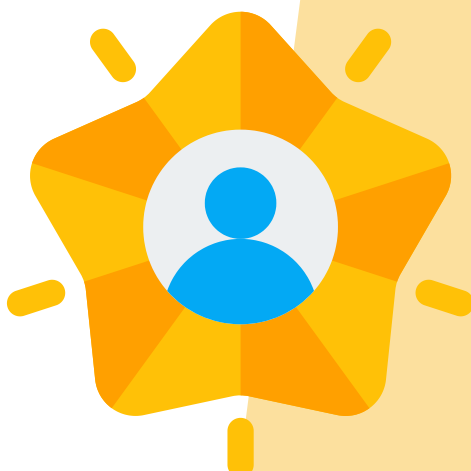
Employee Satisfaction



Alumnae Support



Tuition Net Revenue



Retention Data



Philanthropic Gifts



Newly Developed Partnerships



College Acceptance (Academy)



Graduate School Acceptance  
(College)



Technology Upgrades



