

REPORT TO THE SYNOD OF 2014

FROM: SALEM ACADEMY AND COLLEGE

Purpose/Mission/Values

Salem Academy Now in its third century of sustaining a community in which girls learn best, Salem Academy remains dedicated to fostering the intellectual, spiritual, social, and physical growth of young women. Founded in 1772 by the Moravian Church, the Academy flourishes today as a premier independent college-preparatory school that offers both a boarding program for girls as well as a day program. The school celebrates its diversity, affirms each student's uniqueness and recognizes our graduates' place in a global society. The Academy is committed to nurturing those values which encourage each student to take risks, show integrity, and discover her passion as she sets out on her life journey.

Salem College is an independent college committed to the liberal arts and quality professional preparation. Founded by the Moravian Church in 1772 as a school for girls, the College today encourages students to recognize and strengthen their human faculties and their capacities for service, professional life, and leadership. In light of evidence that such powers flourish when women live and learn within a community dedicated to their education, Salem affirms its commitment to women in a residential setting. As a result of the historical evolution of its mission, the College also educates adult women and men through the Martha H. Flier Center for Adults as well as our graduate programs in Education. The College provides a rigorous academic program which familiarizes students with the humanities, the natural and social sciences and the fine arts in addition to concentration in a chosen field.

The Academy and College continue to draw on our Moravian heritage in education, and our faculty and staff are committed to academic excellence and concern for both the intellectual and personal growth of our students. Through the honor code, we preserve a humane community in which each member is treated with dignity and respect. Located in the historic district of Old Salem in the city of Winston-Salem, the institution provides a unique environment where students experience the rewards of rigorous academic work, expand their capacity for creative, analytical, and ethical thought and prepare for positions of leadership and responsibility in a changing world.

Responsibilities

The institution supports the core mission and all services that sustain our purpose including

- maintaining our physical plant
- providing a supportive and appropriate work environment for faculty and staff
- providing academic and co-curricular programming that encourages students' academic, social, physical and spiritual growth
- maintaining institutional financial strength to support the mission of the institution

Summary of Activities since previous Synod

Some examples of institutional accomplishments since the prior Synod include the following:

The College

- **Achieved highest enrollment in history** In fall 2013 total enrollment reached a record of 1,185 students.
- **Continued our growth in the residential program for women** Residence halls are at capacity with overflow expected in fall 2014.
- **Launched an annual women's leadership conference with keynote speakers, workshops and professional networking opportunities:** Attendance has been outstanding, and expert speakers have provided inspiration and wisdom
- **Created a Women's Leadership (iLead) program** The leadership program now includes programming that is specific from the first through the senior year. Students can now work toward levels of recognition for their achievements.
- **Completed numerous facility upgrades** including
 - restoring of the 19th century fountain behind Main Hall
 - upgrading classroom technology and furnishings
 - installing new furnishings and upgrading Strong-Friendship and Babcock residence halls
 - remodeling of the physics lab
 - remodeling and upgrading the lily pond and patio
 - opening a new Design Museum in the Elberson Fine Arts Center
 - completing a feasibility study for a new science building
 - constructing a new student center and central plaza (spring 2014)
- **Enriched academic offerings for students**
 - new programs include a major in biochemistry as well as minors and certificate programs in areas ranging from finance to arts entrepreneurship
 - the new online MA program in school counseling is fully subscribed

The Academy

- **Expanded offerings in advanced coursework**
 - the selection of optional AP courses has been increased and new blended courses ('flipped' classrooms) have been added
 - a robotics program has been launched and participation in state competitions is planned for this year
- **Completed upgrades/expansion of facilities including**
 - renovating the Director of Residence Life apartment
 - remodeling the Academy library
 - remodeling the boarding students' kitchen
 - installing new furnishings and upgrades in Schaffner
- **Achieved outstanding scores on AP examinations** Academy girls continue to achieve outstanding results on AP tests including an *87% pass rate* on all AP exams this past year with *38%* of students achieving the highest possible score

Academy and College

- **Enhanced the Wellness Program at both the Academy and College** The program has now grown to include various components including a comprehensive recycling program, organic herb gardens to provide fresh herbs for meals, bicycles for student use, fitness trails, free classes in yoga and dance and various fitness challenges. Also offered are workshops on personal developmental topics such as negotiation skills, personal self-image and maintaining healthy relationships.
- **Increased awareness and celebration of the honor code** by posting the code in prominent locations throughout buildings at both the Academy and College
- **Achieved significant gains in financial strength** Careful budgeting, enrollment gains at the College, and the extraordinary generosity of friends and alumnae continue to propel our progress and promote excellence. Some recent examples of gifts to the endowment include
 - \$3 million dollars from Robert Elberson to the College
 - an historic, anonymous \$5 million dollar gift to the College
 - two \$1 million dollar gifts to the Academy
 - numerous additional gifts have enhanced scholarships and faculty development and have helped propel our strength and growth
- the annual percentage drawdown on the endowment has been reduced three times in the past five years
- the institution continues to maintain a balanced budget
- with the exception of the first year of the recession, annual increases to fulltime faculty and staff salaries have been included each year in the institutional budget
- **Increased the institution's physical footprint**
 - over the past three years, parcels of land in close proximity/adjacent to campus have been purchased to allow for future expansion
 - an architectural rendering of future buildings has been completed and provides a vision of future use for the newly acquired land north of campus

Future Directions

Because this is my final year as president, I can speak of Salem's future only from that perspective. It is likely that the current Strategic Plan will guide some of the institution's projects, but additional goals may be pursued as well.

- Salem will continue to celebrate our ties to our Moravian founders through our ceremonies, events, lovefeasts and other annual activities.
- We will focus on continued growth in enrollment, even more fiscal strength, and continued excellence in our academic and co-curricular programming.

- The new campaign will allow the Academy and College to grow our capacity to support talented students who wish to benefit from a Salem education, increase resources for faculty, staff and programs, and may lead to construction projects that enhance current facilities and build on newly acquired property in accordance with our values and ambitions.

In concluding this report, I want to express my profound gratitude to the wonderful people with whom I've had the privilege of working over the past eight years. It has been an extraordinary honor to serve the faculty, staff, students, alumnae and friends of Salem Academy and College.

Gratefully submitted,

Susan E. Pauly, President