



REPORT TO THE SYNOD OF 2022

FROM: SALEM ACADEMY AND COLLEGE

Mission, Purpose, and Values

Salem Academy traces its history to April 1772, when the Moravian congregation in Salem, North Carolina founded a school for girls in the town. The school flourished under the supervision of Salem's boards and because of the dedication of its teachers, and it was renowned for providing the girls who attended it with a rigorous education that was equal to the one provided to boys and young men of the time. The education that Academy students receive today is grounded in the Moravian tradition of respect for all members of our society, and each student is recognized for her individuality and is appreciated for her unique gifts.

Salem College also traces its roots to the founding of the school for girls and today is ranked by the American Council on Education as the thirteenth oldest college in the United States. It first awarded college degrees in 1890. The Salem College community comprises traditional-age residential students and adult women and men who study either through the Martha H. Fleer Center for Adults or as graduate students pursuing degrees in education and music. Recognized as an outstanding institution that is firmly grounded in the rigorous study of the liberal arts, the College reaffirms the individuality of its students and their potential to make significant contributions to humankind.

The Academy and College are located in the historic district of Old Salem in the city of Winston-Salem, North Carolina. Salem's leaders, administrators, and faculty have upheld the legacy that the school's founders established 246 years ago. Through its honor code, the institution has instilled in its students the importance of integrity and the dignity inherent in all human beings. The Academy and College provide 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 the rapidly changing world of the twenty-first century.

Responsibilities

The institution supports the core mission, our purpose, and our values by:

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

Summary of Activities

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

The College

- **Enrollment**
 - In fall 2021, total enrollment was 496, including 364 undergraduate and 132 graduate students. Of those enrolled, 40% are students of color. As of the fall, the College student/faculty ratio was 15:1, and the average class size was 9.
- **Curricular innovation**
 - Beginning its first phase of health leadership transformation, the College faculty have created four new undergraduate health related majors, 56 new and revised courses, and put more than a dozen academic programs on hiatus to help reshape the College's academic offerings.
 - Salem College will continue to be an institution grounded in the liberal arts, historically serving women, even as it undertakes a thematic pivot to focus its academic programs and student experience on developing the next generation of health leaders.
- **Strategic planning**
 - In fall 2021, President McGee created the Health Leadership Implementation Task Force to engage in critical tactical initiatives aligned with strategic institutional priorities to continue the College's institutional transformation. This work begins as Salem enters its 250th academic year and prepares to initiate a wide range of additional majors and co-curricular programs as well as shifts in student life, campus facilities and more.
- **Largest philanthropic gift in Salem's history**
 - An anonymous donor gave a \$5 million gift, which is the largest philanthropic gift in Salem's history, to support College transformation in the area of health leadership.

The Academy

- **Outstanding student performance**
 - The Academy's debate team participates in Coolidge Debate League tournaments. Debate members have placed and/or won in the novice team division. Competitions continue this spring.
 - Eight members of the fencing team placed in the top 20 positions at the Individuals Divisions Fencing tournament. This includes 3 Academy fencers in the top 5 spots.
 - Both robotics teams (#7444 Sisters of the Motherboard and #15333 Code Sisters), which involve 25 Academy students, advanced and competed in the NC FIRST Tech State tournament.
 - A sophomore was chosen as a National Center for Women & Informational Technology Regional Affiliate Award winner for Aspirations in Computing.
 - Three seniors were recognized as National Merit Commended students.
 - Student academic performance remains strong. This year, nominations have been made for the Morehead, the Park, the Belk, and the Jefferson scholarships.
- **Workshop with Gene Editing Institute**
 - Four scientists with the Gene Editing Institute of Delaware led a three-day workshop for Academy students during the 2022 January Term, providing students with a unique

opportunity to speak with and learn from professionals in this field.

- **Partnership with Love Out Loud for volunteer work**
 - In fall 2021, Academy students participated in service projects for 2 hours, twice a month through a partnership with Love Out Loud and served the following organizations: GreeNest, SPARK, Bless the Family, Crossnore, Crisis Control, Parenting PATH, SECU Family House, Family Services, and the Center for Exceptional Children.

Academy and College

- **Institutional pivot**
 - Salem's bold decision to undertake an institutional transformation in the midst of a global pandemic is what attracted a new president, Dr. Summer Johnson McGee, to join Salem College in July 2021. The decision to reclaim the meaningfulness of liberal arts education in the service of leadership development and to build the next generation of health leaders is incredibly promising. Salem's thematic focus was recently featured in Inside Higher Education as a way that a "liberal arts college could stand out from the pack."
- **Enhancement of diversity initiatives**
 - During the last year, Salem Academy and College established and began recruiting for a Vice President for Equity, Diversity, and Inclusion position, reporting to the President, who will have responsibility for developing and implementing a comprehensive institution-wide diversity, equity, and inclusion strategy that will inform Salem's focus on health leadership.
- **250th Anniversary Celebration**
 - Salem is in the midst of a year-long celebration to commemorate the 250th Anniversary of Salem Academy and College. The celebration is ongoing and began with initial events sponsored by the Anna Maria Samuel Project on Race, Remembrance and Reconciliation, a concert and dinner dance, and a 511 mile walk over 29 days from Bethlehem, Pennsylvania to North Carolina to recreate the journey undertaken by the institution's founders with 440 registered participants.
- **Fundraising**
 - Developing resources to support institutional transformation is critical and opportune as Salem celebrates its 250th anniversary. President McGee will initiate a major capital campaign this academic year to transform the campus in service of the institutional pivot.
- **Executive leadership**
 - A new but highly experienced executive leadership team has been brought to Salem with the arrival of its new president to guide Salem through its transformation, and to ensure its success and viability for the future.
- **Finances**
 - The institution is following a multi-part strategy to strengthen the institution's finances, which includes reduction of capital debt, an aggressive fundraising campaign, and significant investment in enrollment operations.
 - In fiscal year 2021, the institution benefited from over \$1.9 million in federal pandemic relief funds.
 - In 2021, the institution benefited from \$2.3 million in savings by refinancing and reducing its long-term debt, and the endowment increased by over \$13.9 million.
 - The institution is transitioning to a three-year business model, planning through 2024-25.

Future Direction and Opportunities

It has been my honor to serve as the 22nd president of Salem Academy and College since July 2021. Over the past three years, Salem Academy and College has embarked upon a remarkable path of revitalization resulting in significant improvement and transformation. Salem has honored its 250 year history by engaging in best practices, regular planning, goal development and execution, and the hard work of the campus community and stakeholders. Despite many institutional transitions and challenges, Salem College finds itself ready to embark upon a new path with strong financial resources. Now with a new leadership team and a permanent president for the first time in 3 years, Salem is poised for success in new and meaningful ways while simultaneously honoring traditions we have inherited from our Moravian forebears.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Summer J. McGee".

Summer McGee, Ph.D., CPH
President