

Strategic Planning Phases *for* SALEM ACADEMY AND COLLEGE

PHASE I JANUARY 2018 – JUNE 2018

Salem trustees launch an **accelerated strategic planning process.**

Strategic Planning Steering Committee oversees structured process, **engaging almost 200 stakeholders.**

Trustees approve a revised vision statement and three strategic directions: **experiential learning, student success, & resource development.**

PHASE 2 FALL 2018

College Scenario Planning Task Force is appointed, including trustees, faculty, administration, and staff.

Charge of the Task Force is to **think broadly** and develop new models for the College for Board of Trustees' consideration.

CREDO, a national higher education consulting firm, is selected to support this work.

Academy Scenario Planning Committee is appointed.

Ian Symonds, national consultant to independent schools, is engaged to support this work.

PHASE 3 DECEMBER 2019

Board of Trustees authorizes a **College Design Team and an Academy Design Team** to begin creating a new model for each.

The Board also authorizes a **Trustee Steering Committee** to oversee the work of these two teams.

MARCH 2020

Academy move to original campus is announced.

APRIL 2020

Trustees approve resolution to **“build upon the values and excellence of the past and embrace relevance to the future** by focusing on health leadership in all areas of educational programming.”

Work of **Academy Design Team** continues.

PHASE 4 BEGINS NOW

Faculty and staff begin to build framework for **focus on health leadership.**

Presidential Search Committee starts work to recruit **Salem's next president.**

Academy Design Team work to be completed.

INAUGURAL PHASE FALL 2021

Entering first-year class is **first to experience health leadership focus**