



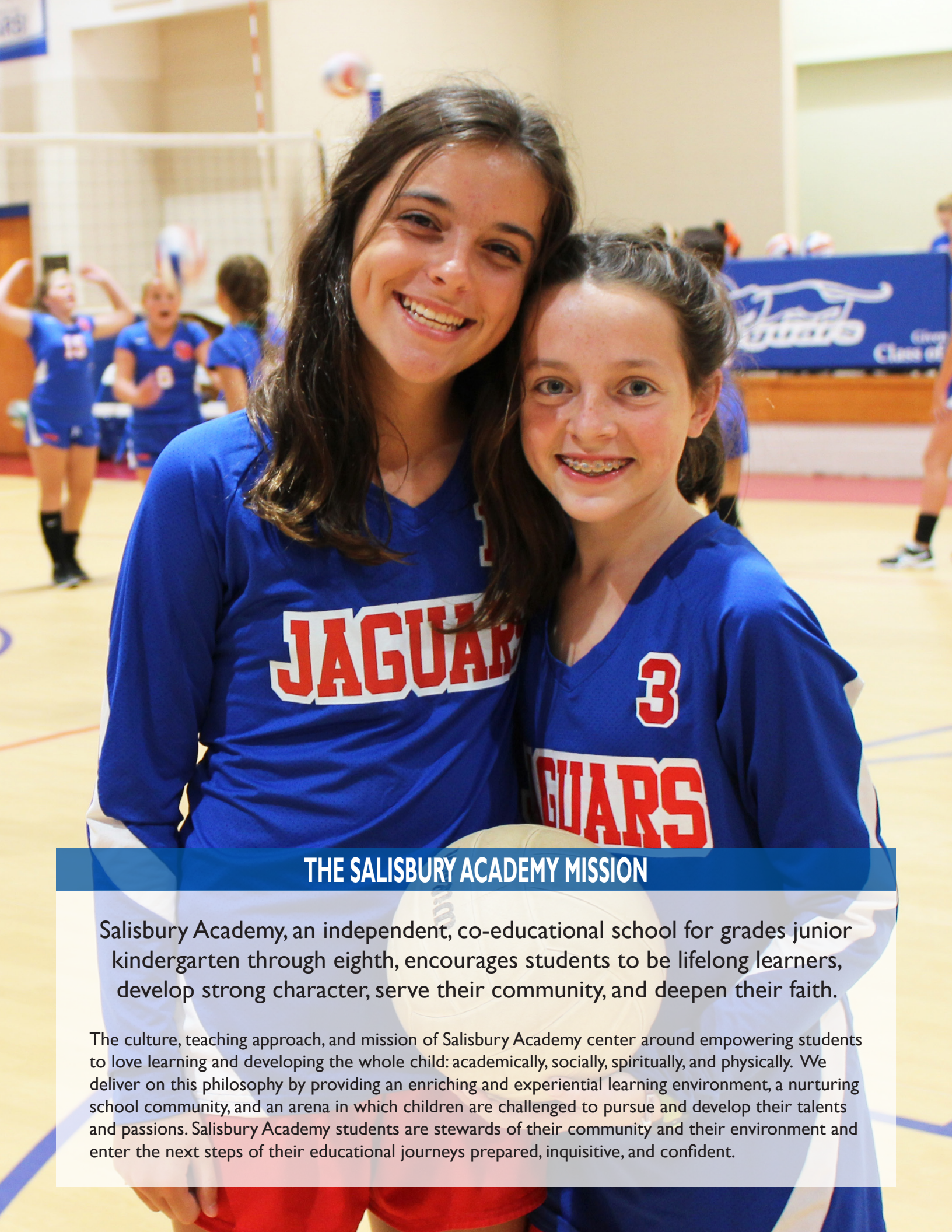
**FIRM FOUNDATIONS. EVOLVING EXCELLENCE.**

**THE STRATEGIC VISION FOR SALISBURY ACADEMY  
2019-2024**



Salisbury  
**Academy**  
ENGAGING MINDS · BUILDING FUTURES





## THE SALISBURY ACADEMY MISSION

Salisbury Academy, an independent, co-educational school for grades junior kindergarten through eighth, encourages students to be lifelong learners, develop strong character, serve their community, and deepen their faith.

The culture, teaching approach, and mission of Salisbury Academy center around empowering students to love learning and developing the whole child: academically, socially, spiritually, and physically. We deliver on this philosophy by providing an enriching and experiential learning environment, a nurturing school community, and an arena in which children are challenged to pursue and develop their talents and passions. Salisbury Academy students are stewards of their community and their environment and enter the next steps of their educational journeys prepared, inquisitive, and confident.



## STRATEGIC PLANNING: THE PROCESS



The creation of Salisbury Academy's Strategic Plan for 2019 was an in-depth, deeply-reflective, and collaborative process. Goals for the next 3-5 years of Salisbury Academy have been developed and refined through the research, conversation, visioning, and planning of the Board of Trustees, Strategic Planning Committee, faculty, and staff and would be incomplete without the valuable feedback from all Salisbury Academy stakeholders: parents, students, alumni and alumni families, faculty, staff, board, and community supporters.

Valuable insights for the strategic plan were collected through stakeholder surveys, monthly meetings by the Strategic Planning Committee, a Visioning Day Retreat, focus groups, board discussion, and faculty/staff strategic planning sessions.

## FIRM FOUNDATIONS. EVOLVING EXCELLENCE.

Salisbury Academy's dynamic, 25-year history of experiential discovery, teaching the whole child, and inspiring a love of learning is much in thanks to our stakeholders' enduring commitment to providing excellence in education.

In a constantly changing world, the future landscape for today's students and the skills that are critical to success in the world are also changing. The 2019 Strategic Plan is designed with a goal of not just meeting our students where they are but also anticipating the needs and opportunities that will present themselves as our students mature and advance on their educational journeys.

The four goals shared in this vision - People, Finance, Program, and Place - all work to fulfill this critical mission and allow continuation on our proven path to Engaging Minds and Building Futures at Salisbury Academy.

Sincerely,

Traci Williams  
*Strategic Planning Chair*

Ben Ott  
*Board Chair*

Beverly Fowler  
*Head of School*

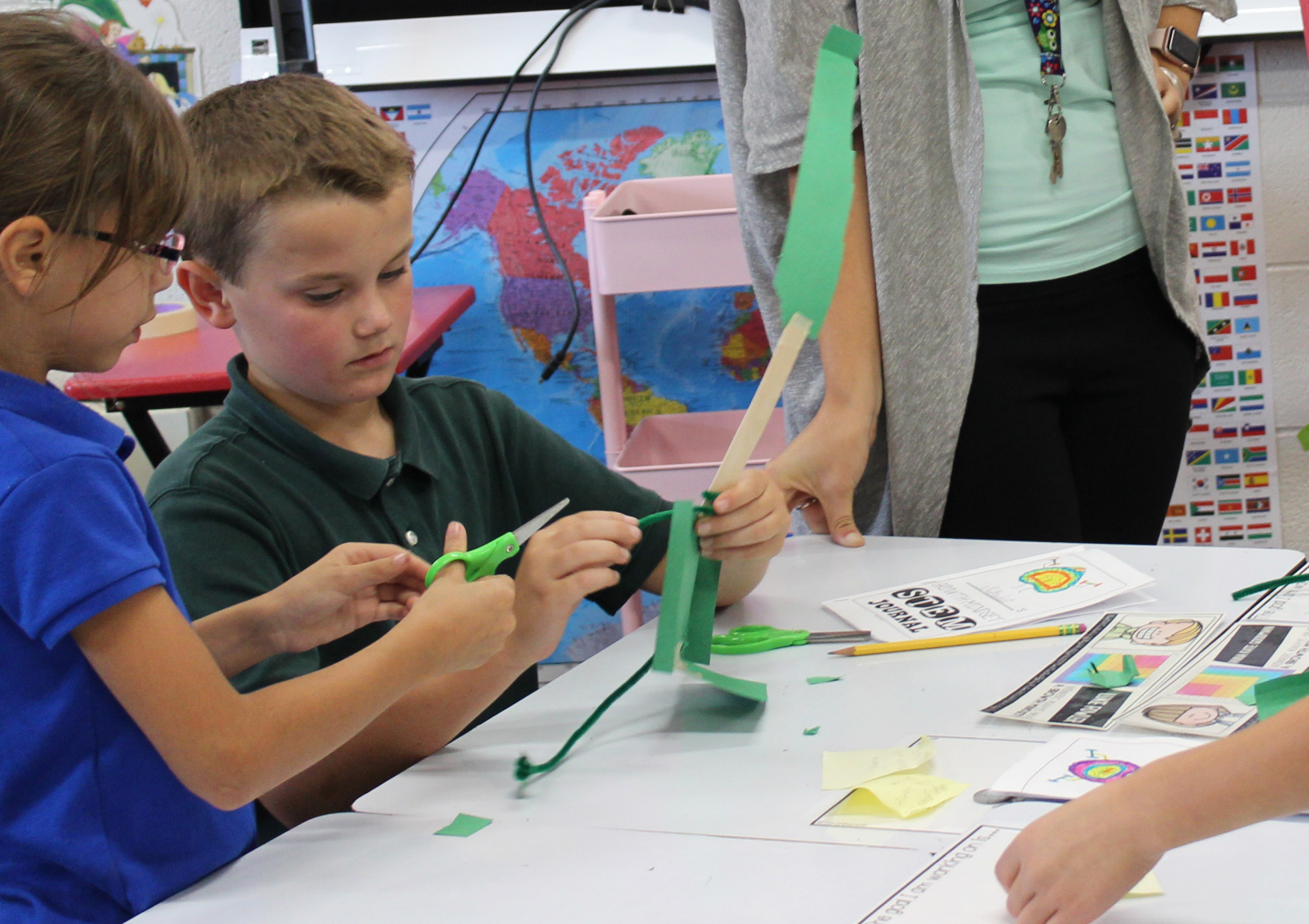




# GOAL I: PEOPLE

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## GOAL I: PEOPLE

Salisbury Academy will invest in the development of our faculty, staff, and connections within our community of learners to promote a culture of excellence and growth.

People are the heart of Salisbury Academy. Attracting and retaining mission-matched students, families, and faculty allows us to carry forth the Salisbury Academy mission and create a culture of innovation and community. We strive to be educational leaders, addressing the unique needs of individual students while continuing to build upon institutional strengths and recognizing each child's potential. We are committed to promoting lifelong learning and empowering each student and staff member in his or her journey of growth.

### IMPLEMENTATION STRATEGIES

- Provide competitive benefit options to recruit and retain a diverse faculty.
- Identify and prioritize professional development topics that are central to empowering student-centered learning models.
- Structure staffing to fulfill the goals of our strategic plan initiatives.
- Complete the Portrait of a Teacher process and align with our evaluation model.
- Sustain and advance relationships with our alumni; inform and engage alumni to support Salisbury Academy through comprehensive communication, connection, and opportunities for involvement.



**GOAL 2:  
FINANCE**

**Salisbury Academy**  
  
**Jaguars**





## GOAL 2: FINANCE

Salisbury Academy will develop a financial model that provides resources for today's needs and sustains and improves the school over time.

Fiscal planning provides flexibility and stability necessary to respond to the evolving landscape of education. We will continue to strive for accessibility and affordability. We will further enhance our campus and learning spaces in creative and responsible ways to support our exceptional program.

### IMPLEMENTATION STRATEGIES

- Provide a short- and long-term financial model aimed at reducing Salisbury Academy's tuition dependence and increasing our ability to respond to new and emerging educational opportunities.
- Strengthen and sustain increased philanthropic support to achieve the goals of this strategic plan including a future capital campaign and expanding endowment funding.
- Build cash reserve with a goal of allocating 1.5% of annual budget.







**GOAL 3:  
PROGRAM**





## GOAL 3: PROGRAM

Salisbury Academy will build on our program strengths in innovative ways that prepare students for the career and citizenship demands of a dynamic, rapidly-changing future.

Our goal is to cultivate flexible and curious learners: students who are inspired by the fast-changing landscape around them and empowered to own their academic, social, and emotional journeys. This requires getting core academic foundations right while integrating innovation, service, and arts to deliver an education that prepares students to be capable, committed, and engaged members of their local and greater communities.

## IMPLEMENTATION STRATEGIES

- Identify broader learning objectives as a result of our JK-8 curriculum map evaluation.
- Develop new education programs to serve new audiences.
- Build upon Salisbury Academy's learning support services.
- Explore opportunities for mastery-based learning.





**GOAL 4:  
PLACE**



## GOAL 4: PLACE

Salisbury Academy will create a campus environment that improves the efficiency, cohesion, and beauty of the campus and meets the goals of this strategic plan.

Salisbury Academy is a home to all students that provides an environment and campus to support their growth, interests, and fulfillment of potential. The Salisbury Academy buildings and grounds ensure our students' physical safety while offering indoor and outdoor spaces for exploration, inquiry, and movement.

### IMPLEMENTATION STRATEGIES

- Finalize campus master plan to accommodate education initiatives and future expansion.
- Continue renovation of main building using the Building and Grounds Committee's long-range plan.
- Maintain a safe environment for the school community through ongoing review of facilities, processes, procedures, and security needs.
- Advance Salisbury Academy's environmental initiatives through the expansion of sustainability efforts and added opportunities for student engagement with the outdoors.







## SALISBURY ACADEMY BOARD OF TRUSTEES

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Robert Anderson  
Jennifer Burks  
Heather Coulter  
Beverly Fowler  
Melody Lee  
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