

**BOARD OF TRUSTEES
SALEM STATE UNIVERSITY
SALEM, MASSACHUSETTS**

MINUTES OF THE MEETINGS OF

April 10, 2013 and May 8, 2013

MEETING OF THE BOARD OF TRUSTEES

April 10, 2013 – 5:00 p.m.

*Marsh Hall, Room 210, Central Campus, Loring Avenue
Salem State University
Salem, Massachusetts*

AGENDA

I. Call to Order

II. Consent Agenda: Approval of Minutes & Committee Reports

III. Committee Actions

- ▶ Academic Affairs – Action Needed.....*Trustee Abdo*
- ▶ Finance & Facilities – Action Needed.....*Trustee Quiroga*

IV. Report of the President

V. Report of the Chair

VI. Old Business

- ▶ Master Vision Presentation.....*President Meservey, Vice President Soll and Sasaki Associates*
- ▶ FY2013-14 Student Fees.....*Vice President Soll*
- ▶ Strategic Plan draft.....*President Meservey*
- ▶ Energy Performance Contract (if needed).....*Vice President Soll*
- ▶ Dept. of Higher Education Topics (Presidential Compensation and Evaluation Guidelines; Search, Selection, Appointment and Removal Guidelines; Compensation and Evaluation Guidelines).....*Chair Scott*

VII. New Business

VIII. Open Forum

IX. Executive Session (if necessary)

X. Adjournment

MEETING OF THE BOARD OF TRUSTEES
April 10, 2013

PRESENT: Trustees Abdo, Bertrand, Burns, Lancome, Quiroga, Scott (Chair), Segal, and Stringer; President Meservey; Executive Vice President Cahill and Secretary to the Board Fleischman.

ABSENT: Trustees Ansara, Davis and Mattera

Individuals also present and participating in the meeting: Francois Gadenne, Advisory Member of the Finance & Facilities Committee; Provost and Vice President for Academic Affairs Kristin Esterberg; Vice President for Finance & Facilities Andrew Soll, and Vice President, Marketing and Communications Tom Torello.

The provisions of General Laws, Chapter 30A, having been complied with and a quorum of the Board being present, the Board of Trustees of Salem State University held a meeting in Marsh Hall, Room 210, Central Campus, Loring Avenue, Salem, Massachusetts, on April 10, 2013, with Pamela C. Scott, Chair, presiding.

* * *

I. CALL TO ORDER

Call to Order

Chair Scott called the meeting to order at 5:03 p.m.

The chair invited President Meservey to make an acknowledgement of a member of the staff in attendance: Cassie Kao, Assistant Secretary to the Board, who will be leaving the position later in the month to take up a position with Student Life. President Meservey thanked Ms. Kao for her support of the Board and the President’s Office and expressed gratitude for her efforts on behalf of both offices. Chair Scott then resumed the meeting by welcoming the newest member of the Board, Trustee Diane T. Stringer who was sworn in that day. Trustee Stringer thanked Chair Scott and expressed her enthusiasm for having received the appointment.

* * *

II. CONSENT AGENDA

Acceptance of the Consent Agenda

Chair Scott read the items contained on the Consent Agenda (Attachment A) and asked for any objections or modifications. Hearing none, she asked for a motion to accept the agenda as presented.

Upon a motion duly made by Trustee Abdo and seconded by Trustee Lancome, it was unanimously

VOTED: To approve the Consent Agenda for the Meeting of April 10, 2013. (CA-13-03)

* * *

III. OLD BUSINESS – Part 1

Master Vision: Chair Scott moved the first item under Old Business to this point in the meeting in consideration for the consultants and members of the Salem State Foundation and Assistance Corporation boards and the Department of Capital Asset Management & Maintenance (DCAMM) who were present to hear the Master Vision Project presentation. She turned the meeting over to President Meservey who introduced the presentation and asked VP Soll to introduce the principals from Sasaki Associates: Tyler Patrick and Vinicius Gorgati (Attachment B).

President Meservey described the university's efforts in working with Sasaki Associates to develop the Master Vision in partnership with DCAMM. The plan will be presented to several groups across campus and to the neighborhood groups for feedback in the coming months. She turned it over to Vice President Soll who subsequently turned it over to Messrs. Patrick and Korgotin.

Mr. Patrick walked through the presentation, beginning by outlining the primary objectives: identifying academic space needs; supporting student life needs; supporting the goal of accommodating 50% of students living on campus; providing more parking; creating a welcoming environment on campus; creating campus opportunities for downtown Salem; and uniting the various campuses. There is a need for social space for students. Faculty office space is limited and of uneven quality; there is a lack of conference space. He discussed looking at the property the university has and the best use of that property going forward.

He discussed the space analysis that was conducted which found that half of the space was in academic and office space with the other half in student life, facilities, and library functions. The analysis found that classrooms were frequently above the recommended utilization rates (90% actual utilization vs 67% recommended rate), with related concerns about cleaning and maintenance. The labs were slightly better off, but 60% of labs still exceed the standard of 40% utilization. (See attachment for further detail.) With regard to meeting the goal of housing 50% of students on campus, we currently house approximately 2500 students, requiring 1500 additional beds to meet the fifty percent goal.

Mr. Patrick then discussed a full campus analysis and the role the university plays in relation to the neighborhood and city of Salem. The parking lots and their usage were reviewed. While the usage studies indicate the availability of parking on campus at all times, the level of usage at times reaches a critical level, indicating a need to include additional parking in the plan. There was discussion of pedestrian circulation around and across campus. It was determined that the campus could be crossed from North to South Campus in ten minutes, with the center of campus located at Rainbow Terrace.

Mr. Gorgati resumed the presentation with an examination of reuse and redevelopment opportunities. Two scenarios were identified to provide parking, extend campus and organize it in the best way going forward: 1) Emphasize along Loring and Broadway, to connect and consolidate with Canal Street; and 2) Merge North and Central Campuses and O'Keefe at Rainbow Terrace. He then discussed the opportunities for the development of student life space, open space and parking, etc. related to each.

Trustee Burns asked about the quantity of faculty and student feedback to the plan. Mr. Patrick outlined the input from approximately 300 faculty, staff and students who replied to the online survey, meetings with department chairs, focus groups of 10-15 people each, open forums on campus scheduled for next week and with neighbors. In response to a question from Trustee Burns, he said that he felt he had obtained feedback from a good cross section of the campus community.

Trustee Segal asked for clarification on the breakdown of office space, administrative to faculty and whether this was a typical percentage. Mr. Patrick stated that office space is generally the largest percentage of space on a campus. He felt that for the amount of teaching that occurs at this institution, you would expect to find more academic space. The president noted that in the division between administrative and faculty space, faculty space is more constrained.

Chair Scott asked Mr. Gorgati to expand on the student housing information presented. When looking for opportunities for student housing, we want to balance residential life as a whole and be a companion to other programs – housing as a way to enrich the academic experience. Trustee Quiroga asked about the safety of the labs in Meier Hall. Mr. Patrick said that while Meier is not ideal for lab use, there is nothing imminently dangerous about current conditions. VP Soll noted that labs support the uses of the institution. The university’s labs do not support faculty research; they do, however, support undergraduate programming. The way the labs are designed and used at this point are safe. Trustee Quiroga asked that the labs be included in the risk management assessment.

Trustee Stringer asked about the demand for student housing if we were to nearly double the amount of student housing. President Meserve explained that the university’s housing is currently oversubscribed and that as each residence hall is considered a demand study is conducted to ensure we are not over building. We find that our housing is an advantage to the community, bringing students onto campus helps keep rents down in the neighborhoods.

Trustee Bertrand asked about the desire for campus cohesiveness in student responses. Mr. Patrick responded that the students had expressed a desire for better connectivity between North and Central. The students have also seen improvement with the addition of residential buildings on Central that they’ve responded to – their feedback has been very constructive.

Trustee Abdo asked about South Campus and the future of the area. Mr. Patrick said that the housing on South Campus works well but that the buildings on Upper South were in dire shape. Also, the back/forth for students was taxing. There has been an examination of opportunities with Harrington and Upper South beyond core academic needs. It’s too far away during regular class change intervals for students with classes on North Campus. There are no obvious stand- alone programs that could be contained on South Campus because of general education requirements. Even if it were possible, students want linkages, Mr. Gorgati explained.

President Meserve explained that there will likely be a list of projects to review in June. She agreed with Trustee Abdo that maximizing the use of South Campus is a priority. The president thanked Sasaki Associates, Mr. Patrick and Mr. Gorgati; the members of the Salem State Foundation and Assistance Corporation Boards; and the representatives from DCAMM who were at the meeting. With that, Chair Scott resumed the agenda.

IV. COMMITTEE ACTIONS

Academic Affairs & Student Life: Chair Scott asked Trustee Abdo to present the action from the committee. He asked Provost Esterberg to discuss the reasoning behind the reestablishment of an independent School of Education. She began by stating that all teacher preparation programs are being examined. We are also facing competitive pressure from schools who are moving into our territory. We face accreditation pressure on the state and federal level, with the major accrediting agency itself changing. Two consultants that we engaged to review our curriculum and administrative structure recommended the following: overhaul curriculum and move to 4+1 model; establish a separate School of Education with a dedicated dean overseeing teacher preparation efforts, reestablishing it as an independent entity as it had once been. Trustee Segal asked if there

*Academic Affairs
& Student Life
Committee*

were any accreditation worries, which the Provost assured was not an issue. She explained that NCATE, the accrediting agency, is changing and will have new standards to be met.

Trustee Abdo presented the motion from the committee; Trustee Lancome seconded the motion.

Upon a motion, duly made by Trustee Abdo and seconded by Trustee Lancome, it was unanimously

VOTED: The Board of Trustees of Salem State University hereby adopts the recommendation of the Academic Affairs Committee to re-establish a School of Education, separate and apart for the College of Health and Human Services. (AA-13-02)

Finance & Facilities: Chair Scott asked Trustee Quiroga to present the Finance & Facilities action regarding the Student Government Association FY2014 budget and fee. Trustee Quiroga explained that the fee is currently \$70/year and that it was last increased ten years ago. The SGA is requesting a \$10 per year increase to \$80/year. The SGA president and treasurer had presented to the committee at the meeting on March 27, 2013. Trustee Quiroga made the motion recommended by the Finance & Facilities Committee. It was unanimously

Finance & Facilities Committee

VOTED: The Board of Trustees of Salem State University hereby approves the Fiscal Year 2013-14 Student Government Association Trust Fund budget as recommended by the president. The Board of Trustees, further, approves increasing the Student Government Fee rate to \$80 per full-time student for the 2013-14 academic year. (FF-13-02)

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V. REPORT OF THE PRESIDENT

The president announced that Salem has its second Fulbright recipient: Juliana Andrews, a graduate in 2012 and commencement speaker at the Arts & Sciences ceremony who is currently pursuing her Masters at UMass/Boston and who will be studying in Bulgaria.

Report of the President

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VI. REPORT OF THE CHAIR

Chair Scott participated in the March 14th Department of Higher Education meeting to review the finalists for the Office of Trustee Relations director. She thanked President Meservey for included her in the Office of Life Sciences briefing held at The Boston Foundation. She also thanked the university staff for their efforts related to the very successful speaker events, Agganis Forum and Speakers Series. She noted that the AGB Conference and New England Trustee Summit were both coming up and that she would be participating in the latter. The chair reminded members of the adjustment made to the committee meeting schedule for the May 22, 2013 meetings (Attachment C) and also noted that we plan to utilize the end of year, post-meeting reception on June 5 to say thank you and farewell to outgoing trustees Berkowitz, Bertrand and Villa.

Report of the Chair

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VII. OLD BUSINESS – Part 2

Student Fees: President Meservey referenced an email sent to the Board on March 29, 2013 regarding the budget in preparation for the meeting (Attachment D). The Massachusetts House budget has been released and contains an additional \$15M for the state universities. The funds will be disbursed based on full-time, undergraduate enrollments. Since we will not know for sure what the budget will be until the Senate budget is released and both are reconciled with the governor's budget proposal later this summer, the president's recommendation to the board is to move forward with a student fee increase with the understanding that if the additional funds included in the House budget become available, that increase will be rebated to the students. Other news related to the House budget: additional funds have been included for the contractually obligated salary increases and for internship funding. President Meservey thanked Speaker DeLeo for his support of public higher education in the Commonwealth.

In preparation to discussing an increase, VP Soll distributed information containing six potential fee scenarios (Attachment E). The president acknowledged the limit to the level of increase that could be imposed on students but also expressed that we need more resources than we are even presenting for Board consideration. She asked that the Board designate a fee and then charge VP Soll and her with producing a pro forma budget for presentation at the year-end meeting that meets that revenue.

Trustee Quiroga asked for clarification on the funds termed "local" in the preliminary operating budget and their reliability. VP Soll explained that these are funds generated at the university and would be expected to stay in the range projected. Since most of revenue comes from tuition and fees, Trustee Quiroga asked if we have projected an increase in enrollment to see if there was an impact on revenue. President Meservey noted that as a result of a prior meeting's conversation, we have modified our projection on impact of each 1% increase of enrollment. We had based that projection on actual FY12 revenues, but have modified that to FY13 projections at 90%. With that modification in the budgeting process, we feel we are taking a conservative approach but not an overly conservative one.

President Meservey noted that full-time undergraduates would be the ones to benefit from the actions contemplated by the House budget. We would still need to consider rate increases for our part-time and graduate students, who are not included in that initiative. Trustee Segal asked what the expectation would be if the House budget became the state budget. The president responded that the expectation would be that we would not raise fees for undergraduate students.

There was extended discussion on a variety of fee increase and timing options. Trustee Segal asked why, if we were not sure what the revenue would be, we couldn't wait until later in the year to impose a fee increase. The president explained that the students' aid needed to be determined by the end of the spring semester to allow them to access state and federal financial aid.

Chair Scott asked for a sense of the Board if it was willing to move forward with a fee increase at this time. Trustees Segal and Quiroga asked if a fee increase at this time would jeopardize the opportunity to receive additional funds. Trustee Quiroga noted, however, that UMass had a similar situation in 2009 when it voted a fee increase pending a state budget. President Meservey said that the other state universities are planning to use a similar strategy. The fee increases being contemplated are ranging from 2-6.5%.

Trustee Segal moved to table the discussion of raising student fees. Trustee Abdoo seconded the motion and went on to say that he has no confidence that the State House will do anything to support higher education. Trustee Lancome asked what the effect of tabling the discussion would

have. Chair Scott explained that to maintain the students ability to access their financial aid, the Board will need to make a decision by May and will need to hold a special meeting to continue the discussion and reach a decision. The president noted that there will be a need for a meeting in a couple of weeks, when rates need to be set. There will, however, not be any further concrete information available by then. Trustee Quiroga stated that she felt sufficient information has been provided, although she agreed with Trustee Abdoo in his discomfort with the higher level of increases. She brought members' attention to Exhibit 3A of the Finance & Facilities report which is a history of the change in student fees over time and compared the fee increases with inflation during that time. President Meservey brought the Board's attention to the fee history with regard to the other state university's and noted their successful efforts to keep fees low in relation to the other institutions over the last four years.

Chair Scott called for the vote on the motion to table discussion on a fee increase. The motion did not pass.

In favor: Abdoo, Segal

Opposed: Bertrand, Burns, Lancome, Quiroga, Scott, Stringer

Trustee Burns felt that we have as much information as we'll have in three weeks and that we should take the most conservative route. He also noted President Meservey's earlier suggestion of drawing from reserves to temporarily supplement revenue. He asked if there was a model in the information provided that the members could support. Trustee Lancome acknowledged Trustee Quiroga's earlier comments and suggested "Model Four" in the information provided by VP Soll. (see Attachment E).

Trustee Bertrand asked about the efficacy of a large increase that would prevent the necessity for future increases in succeeding years. President Meservey noted that it was a model that had been tried at institutions such as Pace University and that it had not been effective. There was also discussion about combining increase models and the potential revenues provided by mixing them.

Trustee Segal asked about the effect of a fee increase on enrollments at the graduate level. President Meservey responded that evening undergraduate student enrollment has been level, it's the graduate enrollment that has seen a decline. While a fee increase may affect those looking at us strictly for price, even with an increase, we are still below our competitors in price. There was discussion about whether the graduate and evening students could absorb more of an increase to lessen the burden for the undergraduates.

Trustee Lancome made a motion to adopt the "Model 4" fee increase. Trustee Stringer seconded the motion.

On a motion duly made by Trustee Lancome, seconded by Trustee Stringer, it was

VOTED: **The Board of Trustees of Salem State University hereby approves the following increases in fees for the categories of students indicated.**

- **Full-time, day undergraduate students: The University Fee shall increase \$400 per semester, which, when combined with the current fees of \$3,525 and in-state tuition of \$455, represents an increase of 4.93% over FY2012-13. The University Fee is to be pro-rated for part-time students. The same fee shall apply to out-of-state students.**
- **Part-time, evening undergraduate students enrolled through the university's School of Continuing and Professional Studies: Fees shall increase \$14 per credit hour, which, when combined with the current fee of \$155 and in-state**

tuition of \$115, represents an increase of 5.19% over FY2012-13. The same fee shall apply to out-of-state students.

• Graduate students enrolled through the university's School of Graduate Studies: Fees shall increase \$17 per credit hour, which, when combined with the current fee of \$190 and in-state tuition of \$140, represents an increase of 5.15% over FY2012-13. The same fee shall apply to out-of-state students.

The new rates shall become effective for the fall term of the 2013-14 Fiscal Year. (OB-13-03)

In favor: Bertrand, Burns, Lancome, Scott, Stringer

Opposed: Abdoo, Quiroga

Abstained: Segal

President Meservey then asked that the committee entertain a motion to allow the university to provide a rebate to the full-time undergraduate students in the event that the additional funding comes through from the state. We are anticipating an amount of \$2.35M from the state based on the formula contained in the House budget. There was discussion about how to properly word the motion. The intent of the motion was to rebate the cost of the fee increase for the full-time undergraduate students.

The meeting was adjourned at 7:05 pm for a break. The meeting was re-adjourned at 7:15 pm.

President Meservey suggested the following wording for the motion: The trustees agree to first apply any additional appropriation beyond the full amount necessary to cover contractual salary increases to reduce or eliminate the day undergraduate fee increase voted at this meeting.

Trustee Quiroga asked for additional clarity on what the board is being asked to do with regard to the budget. President Meservey felt that additional clarity will not be available until the budget is settled. There was continued discussion on the motion wording that would hold the undergraduate day fees level on receipt of the \$2.35M from the State.

Trustee Quiroga made a motion that the trustees will make an adjustment to the fulltime undergraduate fee increase pending action by the legislature. Trustee Burns seconded the motion.

Upon a motion duly made by Trustee Quiroga, seconded by Trustee Burns, it was unanimously **VOTED: The Board of Trustees of Salem State University will make an adjustment to the fulltime, undergraduate fee increase pending action by the legislature. (OB-13-04)**

Strategic Plan: President Meservey distributed an updated version of the Vision, Mission and Strategic Plan (Attachment F). She walked through the document with the members, pointing out changes from earlier versions. She highlighted the management tool on page 7 that includes action steps. The management tool will not be submitted for approval, it is presented for illustration purposes. She also distributed a score card (Attachment E) of important metrics for member review. The president clarified that it is a three-year strategic plan, running through 2015, as there are items contained in it that are already underway.

Department of Higher Education: Chair Scott reported that Jennifer Perkins has been hired as the Director of the Office of Trustee Relations. Ms. Perkins will be working to get to know the boards and we will invite her to join us for a meeting in the fall. According to the discussion at the meeting Chair Scott attended, her priorities will be communication and training/sharing more than

accountability and recruiting in her first year. Per Commissioner Freeland's memo of March 29, 2013, feedback on presidential compensation and evaluation guidelines/search and removal guideline are due May 21, 2013. There are two meetings set for trustee feedback: one in Holyoke on April 18 and a second meeting at Framingham State University on April 22. Trustees Scott, Mattera and Segal are attending the latter.

Chair Scott reviewed the changes proposed regard to presidential review and compensation. The Board of Higher Education has the authority to approve and fix presidential compensation. The promised changes for the annual review process have not been made clear but they will entail involving the commissioner in the review process and a report that includes local and system level goals. The commissioner will also be involved in setting of local goals. Potential compensation adjustments were also described: merit vs. inflation based and equity adjustments substantiated by market analysis. These changes will be implemented during the upcoming review period. The purpose is to add consistency, structure and data to the process.

The trustees expressed their concern over Commissioner Freeland's role in the presidential review. Trustee Lancome asked on what basis Commissioner Freeland would have to evaluate presidents. President Meservey responded that the evaluation would be likely on measurable goals rather than on direct interaction. She noted that the Vision Project looks remarkably similar to our Master Plan. Trustee Segal stated that the presidential review is something the Salem State University Board of Trustees is capable of undertaking and has undertaken and that the commissioner has no business evaluating the president of this university. Trustee Lancome stated, with regard to the long term control that the DHE is asserting over the state universities, that Commissioner Freeland may possess the perspective of a former university president, but what about the next commissioner. Trustee Abdoo objected to the cookie cutter approach in dealing with state universities – they are uniquely separate state universities - and felt this was “the camel's nose under the tent.”

Chair Scott then went on to describe the evolution of the presidential search guidelines which date back to 1999 when local boards were given the authority to select presidents. The new guidelines are a reinstatement of state authority in the process, with BHE representatives on the search committees and include the potential delegation of authority to the commissioner for presidential approval. Removal guidelines were established for local boards subject to BHE approval. Trustee Segal asked if these guidelines are part of the legislation. Chair Scott said it was not part of any legislation, just a mirror of the legislation that was applied to the community colleges. This is an effort to standardize across all levels. President Meservey noted the levels of review required in the new regulations (i.e.: local board, BHE, Commissioner) that may have a chilling effect on search processes. There was discussion of the extent of the BHE's statutory authority for implementing these regulations. Trustee Abdoo added his recollection of the BHE's involvement in the last presidential search.

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VIII. NEW BUSINESS

New item: Nominating Committee: Chair Scott explained the process for the annual elections and the need to appoint a Nominating Committee. She then appointed Trustees Segal (Chair), Ansara, Davis and Lancome to the committee and suggested having the necessary nominations in place by May 15th to ensure compliance with the requirement that the board secretary be notified of the nominations at least 10 days in advance of the June meeting.

*New
Business*

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IX. OPEN FORUM

There were no participants in the Open Forum section of the agenda.

*Open
Forum*

* * *

X. ADJOURNMENT

There being no further business to come before the Board and on a motion duly made by Trustee Burns and seconded by Trustee Bertrand, it was unanimously

Adjournment

VOTED: To adjourn the meeting at 8:02 p.m.

Respectfully submitted,



Patricia Maguire Meservey
President



Jean E. Fleischman
Secretary to the Board of Trustees



ATTACHMENTS

Attachment A: Consent Agenda, 4/10/13

Attachment B: Presentation by Sasaki Associates on University Master Vision

Attachment C: Memo to Board from President Meservey re: May Committee meeting schedule changes, dated 4/10/13

Attachment D: Email to Board of Trustees from President Meservey re: House budget, 3/29/13

Attachment E: FY14 Operating Budget/Fee Model

Attachment F: Draft Vision, Mission and Strategic Plan, 4/10/13

Attachment G: (not referenced in minutes, distributed at meeting)
Significant Media Coverage from 2/15-4/8/13

Minutes from the
Meeting of
April 10, 2013
Salem State University
Board of Trustees

MEETING OF THE BOARD OF TRUSTEES

April 10, 2013 – 5:00 p.m.

*Marsh Hall, Room 210, Central Campus, Loring Avenue
Salem State University
Salem, Massachusetts*

Items for inclusion on the Consent Agenda:

Approval of the Minutes of the Meetings of February 13, 2013 & March 5, 2013 and the reports of the following committees:

- **Academic Affairs & Student Life: March 27, 2013**
- **Finance & Facilities Committee: March 27, 2013**
- **Institutional Advancement, Marketing & Communications: March 27, 2013**
- **Risk Management & Audit: March 27, 2013**
- **Executive Committee: March 27, 2013**

SALEM STATE
UNIVERSITY

CAMPUS MASTER VISION

BOARD PRESENTATION 04.10.2013

Master Plan Goal

Develop a comprehensive framework for campus development and revitalization in the near-term, coupled with a compelling long-range vision for the future of Salem State University with the year 2040 as the planning horizon.

Master Plan Objectives

- Identify academic space needs
- Identify student life and recreational space needs
- Accommodate 50% of undergraduate students living on campus
- Provide appropriate building sites to accommodate program demand and parking
- Establish clear pedestrian and vehicular circulation to support both campus and community
- Create a plan for all campuses as well as opportunities for downtown Salem expansion

Master Plan Process

- Tours of all campus landholdings and buildings (including Cat Cove)
- Meetings with the following groups:
 - Academic Directors
 - Academic Affairs
 - Advancement
 - Department Chairs
 - Enrollment Services
 - Facilities and Infrastructure
 - Faculty Focus Groups (3 total)
 - Graduate Studies and Continuing Education
 - IT, HR, and Admin
 - Library
 - MSCBA
 - President's Office
 - Student Life, Athletics, and Recreation
 - Student Focus Group
 - Task Force



What We've Heard...

Space:

- Need to address both quantitative and qualitative needs
- Classroom availability feels limited
- Need more space for students: study space, social space and space for student-faculty interaction
- Faculty office space is limited and of uneven quality
- Need for conference space
- Need for additional student residences; enhance living-learning environment

Other:

- Desire to better connect the several units into a more unified campus
- Desire to establish a stronger relationship with the City of Salem
- Need to improve transportation, parking, and wayfinding
- Need to analyze highest and best uses for our existing campus properties
- Consider SSU's neighborhood edges and context

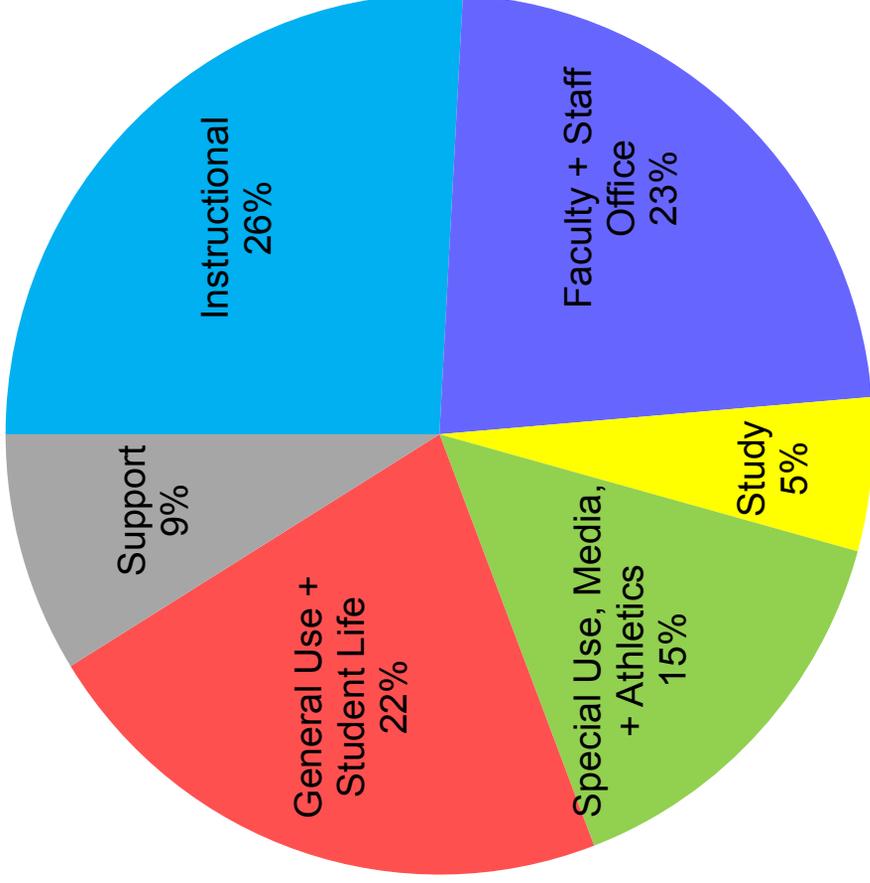
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Space Analysis

Space Data

Non-Residential Space Total

By space use type



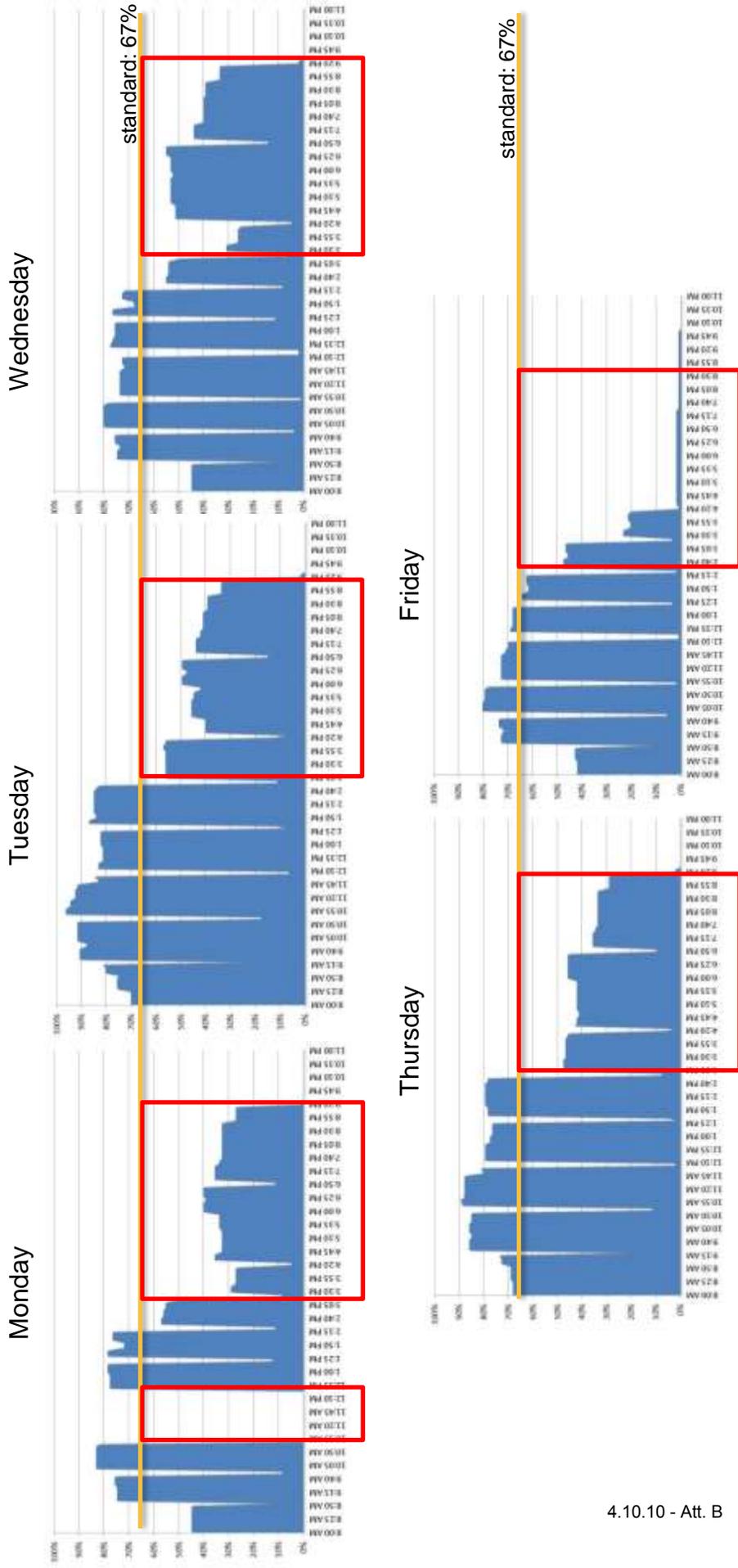
4.10.6 Att. B

695,762 Assigned SF

Includes New Library and O'Keefe expansion

*Horace Mann is not factored into space analysis; analysis does not reflect reassignment of interim use spaces.

Space Data Scheduled Classrooms



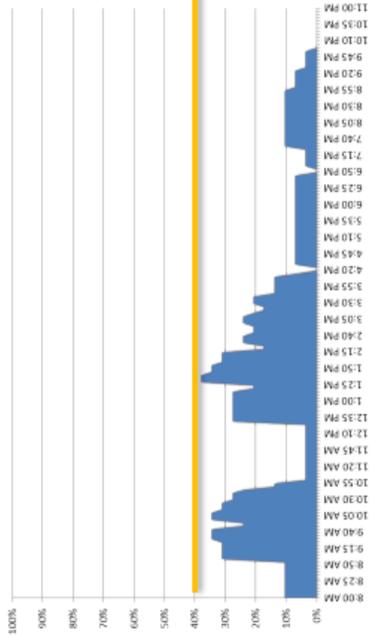
4.10.10 - Att. B

*Bates Commons has no ASF assigned in database

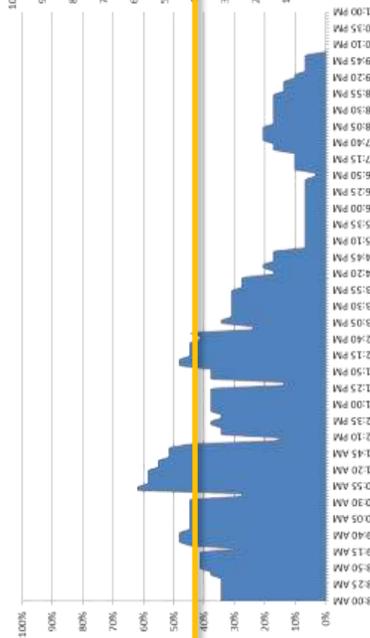
**DCAMM standard is 67%

Space Data Scheduled Labs

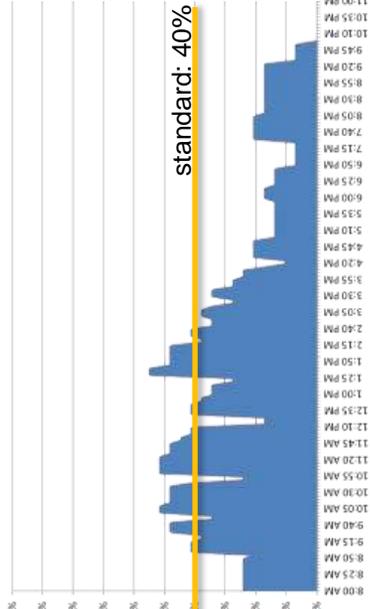
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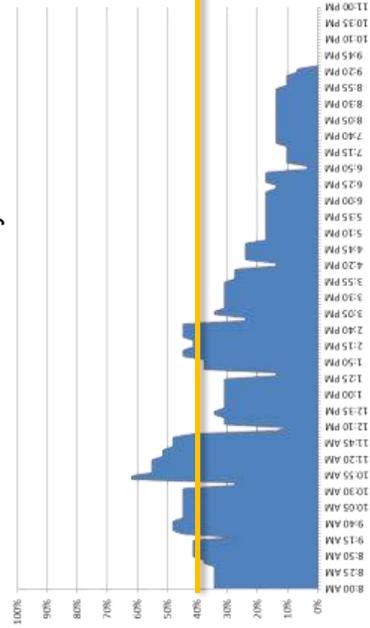
Tuesday



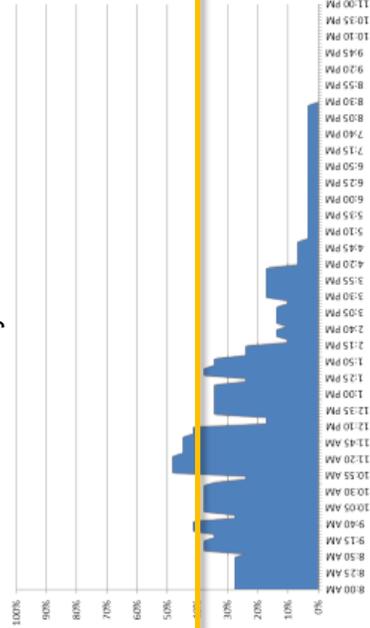
Wednesday



Thursday



Friday



Space Data – Round 2

Lab Utilization

Organized by Discipline



60% are scheduled more than 20 hours per week

Meier Hall Findings

Structure

- 12' floor-to-floor height is a significant limitation
- Structural bay prevents flexible lab layouts
- Vibration concerns

Systems

- Building lacks mechanical shafts
- Ganged fume hoods are inefficient & unreliable
- Roof & basement offer no space for mechanical units
- Unreliable / inadequate power

Lab Casework

- Inflexible
- Poor sightlines

4.10.10 - Att. B

Building is most suitable for non-lab use



Art Studios

Art students need a 'home' on campus.

Studio Concerns

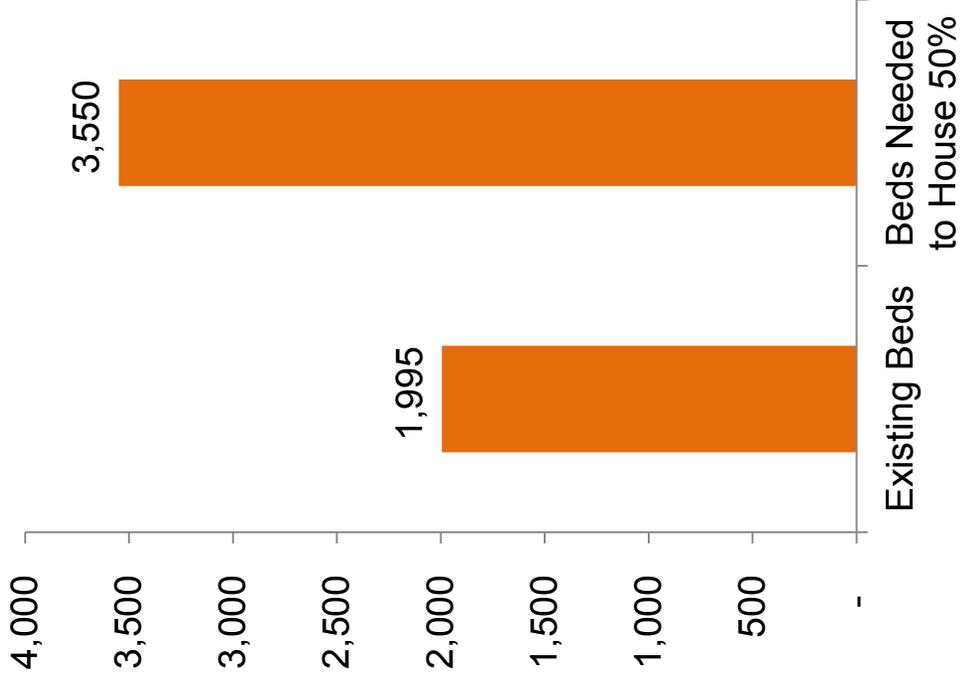
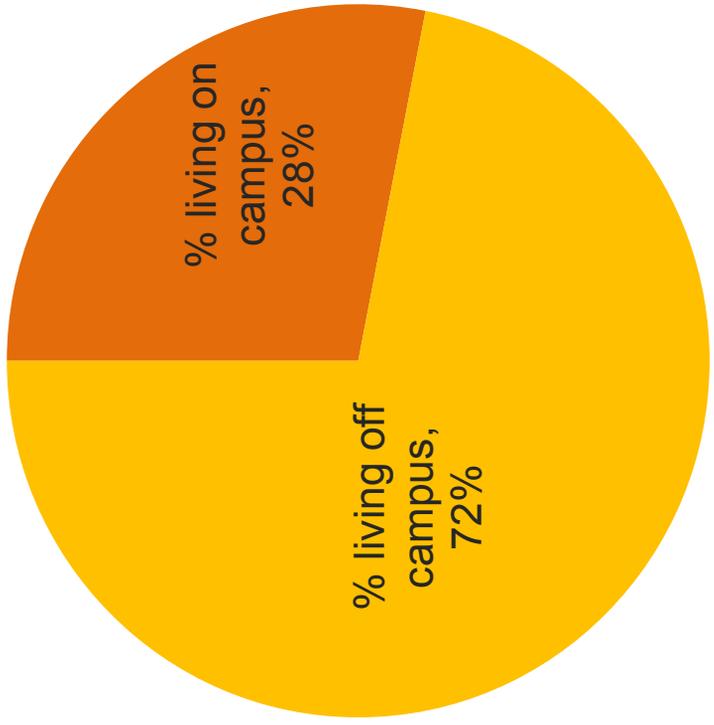
- Limited / no daylight
- Crowded studios
- Inadequate storage
- Poor ventilation
- Student display space is limited
- Circuitous circulation
- Safety and accessibility concerns

4.10.10 - Att. B



Residence Halls

Goal: House 50% of students on campus (about 1,500 new beds)



*Based on FY 13 enrollment and bed capacity

2 Physical Campus Analysis

Campus Context

Existing Conditions Analysis

- 5 - 10 minute drive / 30 minute walk to amenities in downtown Salem and the commuter rail T station

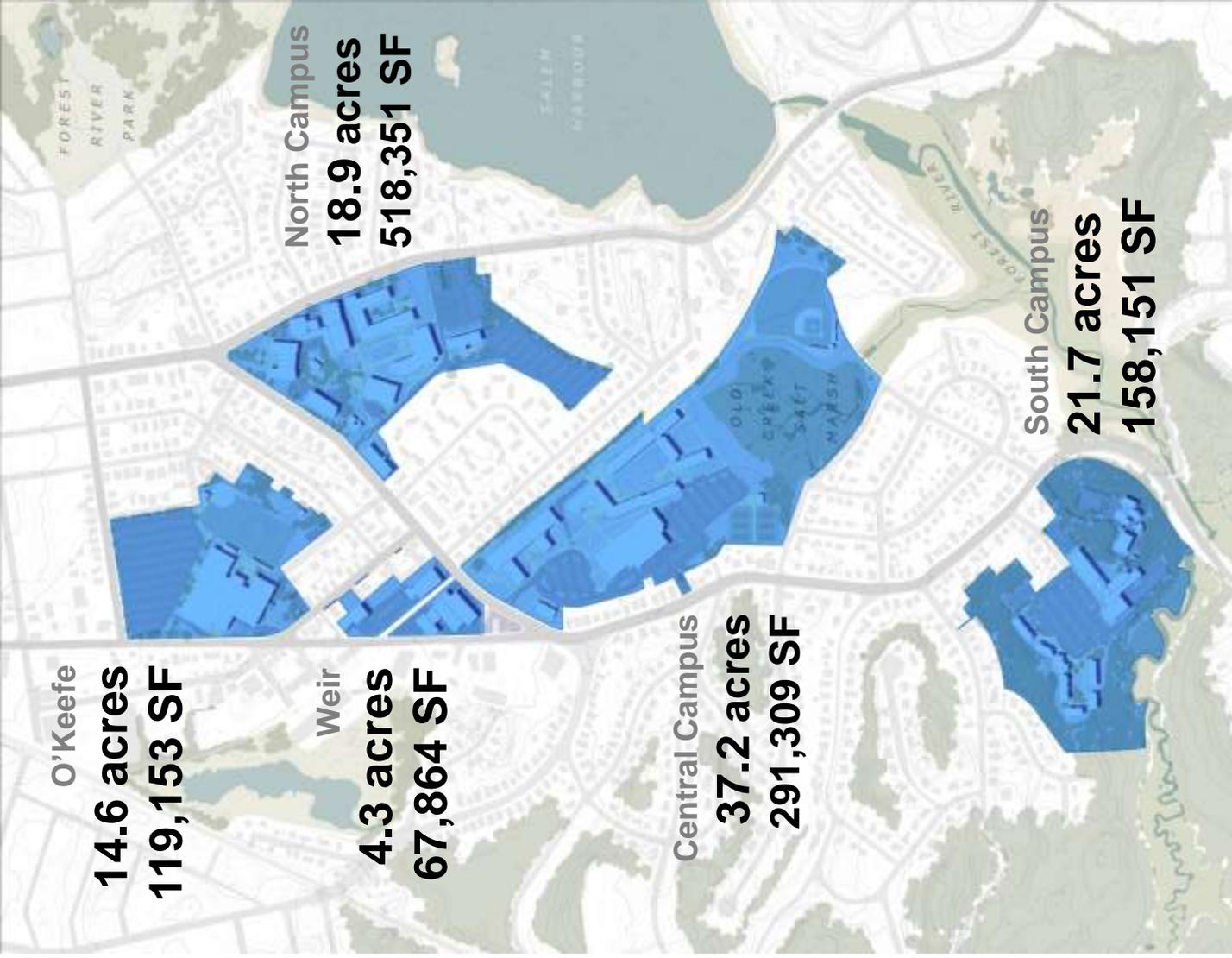
- Salem State Campus
- Downtown Salem
- Historic District
- Natl. Historic Landmark
- Public Park



The Campuses

Existing Conditions Analysis

- Including Cat Cove, SSU campus covers about 100 acres and totals approximately 1.16 million gsf



Parking Occupancy

Wednesday March 6 2013

LOT	Capacity	7:00-8:00	8:00-9:00	9:00-10:00	10:00-11:00	11:00-12:00	12:00-1:00	1:00-2:00	2:00-3:00	3:00-4:00	4:00-5:00	5:00-6:00	6:00-7:00	7:00
A	705	6%	27%	58%	77%	85%	67%	55%	38%	38%	35%	25%	16%	
B	23	22%	26%	35%	39%	52%	65%	65%	61%	52%	43%	30%		
C	78	31%	53%	87%	96%	103%	108%	110%	96%	62%	72%	38%	27%	
D	60	5%	62%	115%	122%	125%	118%	92%	67%	47%	40%	33%		
E	37	19%	59%	81%	100%	100%	92%	92%	100%	100%	81%	65%		
F	18	6%	44%	56%	61%	78%	78%	72%	72%	56%	56%	50%		
G	190	4%	23%	100%	100%	100%	100%	97%	94%	95%	76%	67%		
H	362	10%	40%	83%	91%	97%	88%	79%	67%	66%	67%	52%		
J South	314	75%	83%	90%	89%	89%	88%	85%	77%	80%	76%	78%		
J North	157	29%	59%	76%	87%	99%	92%	90%	83%	77%	70%	66%		
J Enterprise	134	4%	20%	64%	69%	81%	78%	71%	60%	42%	22%			
P	352	43%	63%	77%	72%	73%	72%	68%	64%	58%	61%	57%		
Q	45	0%	24%	67%	89%	91%	89%	84%	62%	60%	58%	18%		
R	61	3%	25%	66%	92%	74%	57%	62%	57%	61%	62%	84%		
S	75	4%	13%	49%	71%	72%	48%	35%	29%	24%	23%	23%		
ALL	2,611	22%	43%	75%	83%	87%	88%	80%	73%	62%	59%	52%	44%	

- Lots C, D, E and G go over capacity mid-day
- Demand at Lot E persists through late afternoon
- Lots H and J are at capacity mid-day
- Lot A has available capacity
- South Campus has available capacity



Pedestrian Circulation

Existing Conditions Analysis

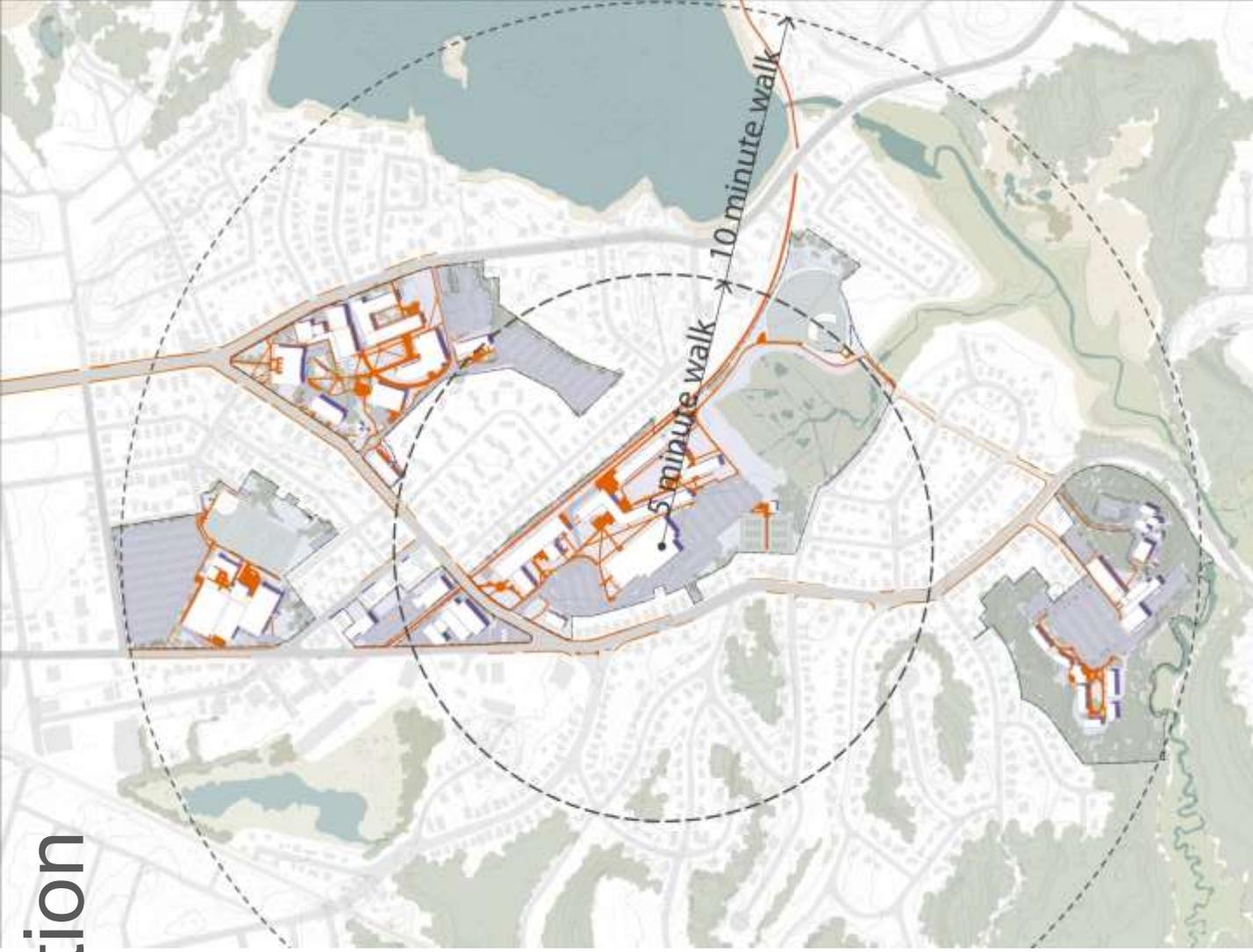


Walk into the North Campus Core

- When the center of the walk circle is located on Central Campus, the entire campus falls within a 10 minute walk radius

4.10.10 - Att. B

— Pedestrian Walks



Pedestrian Circulation

Existing Conditions Analysis

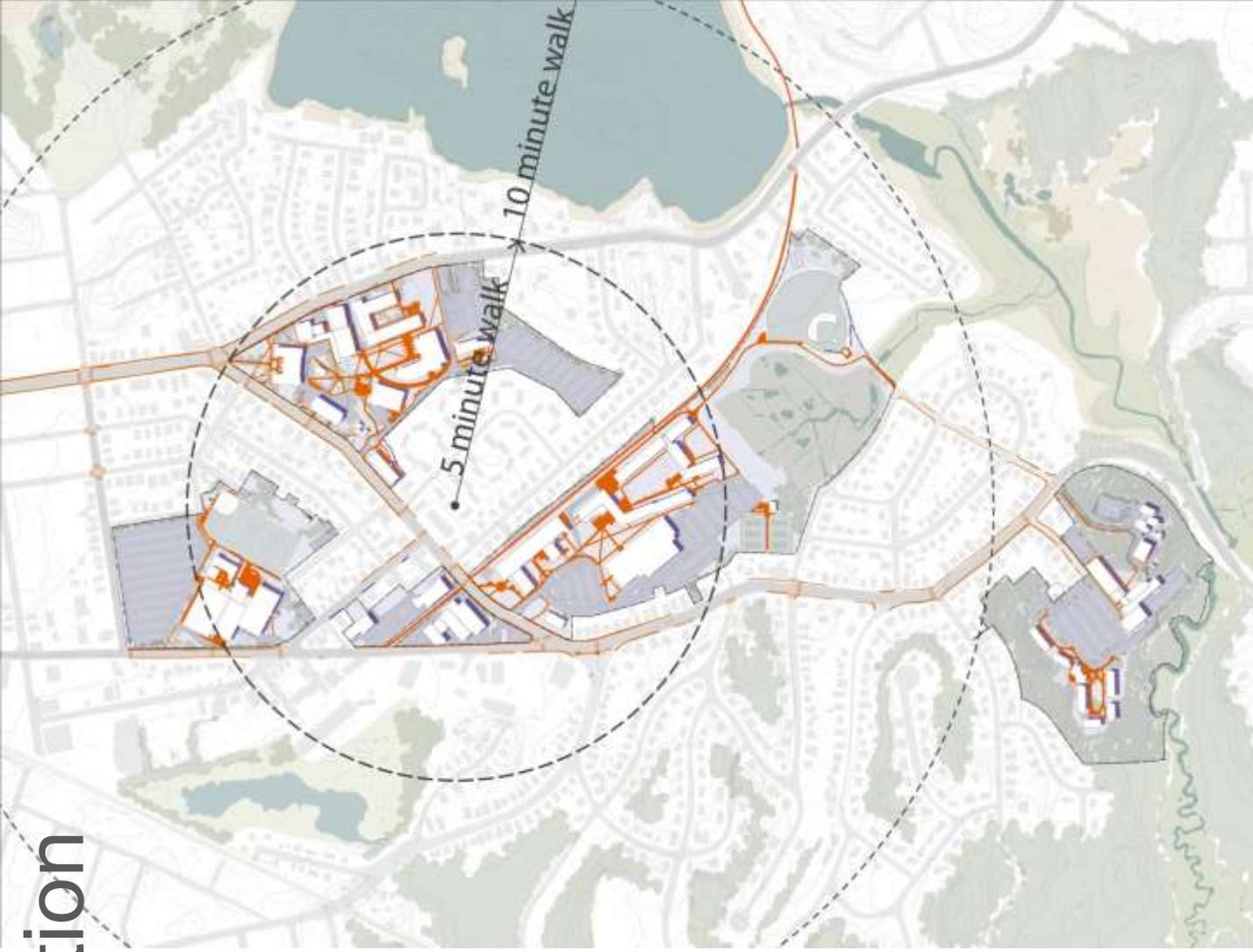


Walk along Loring Avenue

- The center of the 5-minute walk circle for O'Keefe, Weir, Central and North Campuses is Rainbow Terrace.

4.10.10 - Att. B

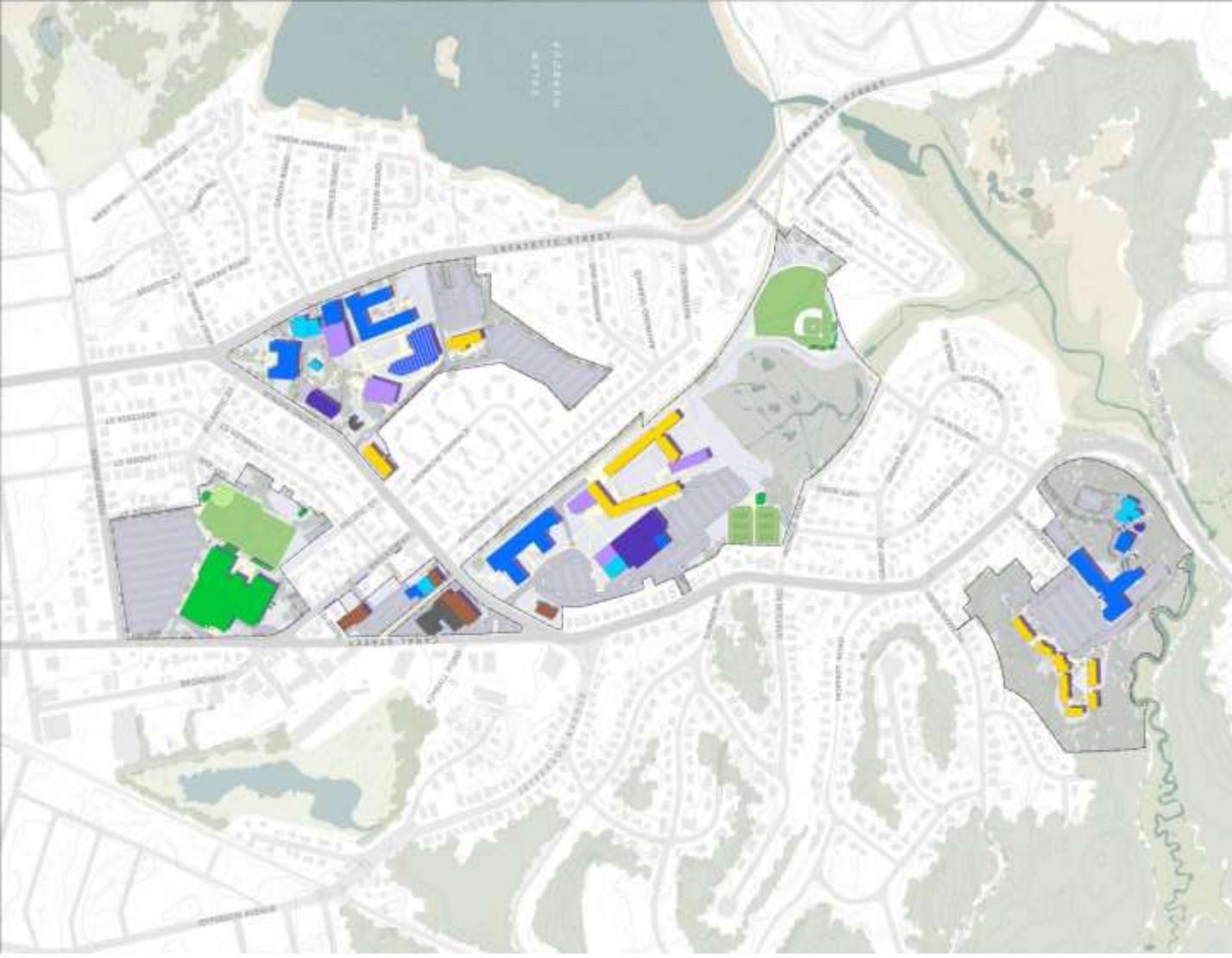
— Pedestrian Walks



Building Use

Existing Conditions Analysis

- Campus Support
- Community Partnership
- Athletics & Recreation
- Student Housing
- Student Life
- Administrative
- Academic
- Vacant SSU Property



3 Directions for the Future

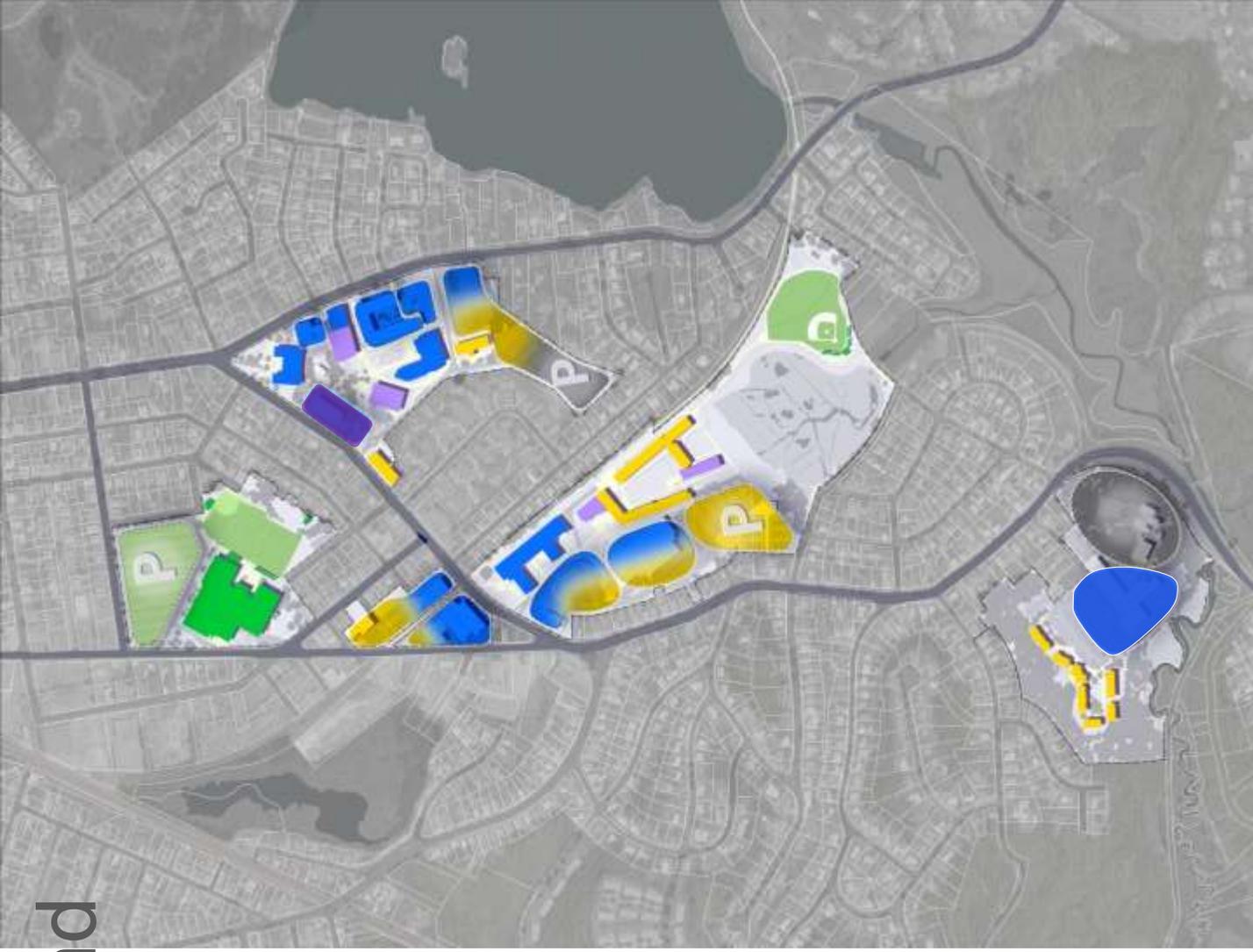
Opportunity Sites within the Existing Campus



4.10.10 - Att. B

- Fema 100 Year Flood Zone & Storm Velocity Flood Zone
- Fema 500 Year Flood Zone
- DEP Wetland Boundary
- Opportunity Site

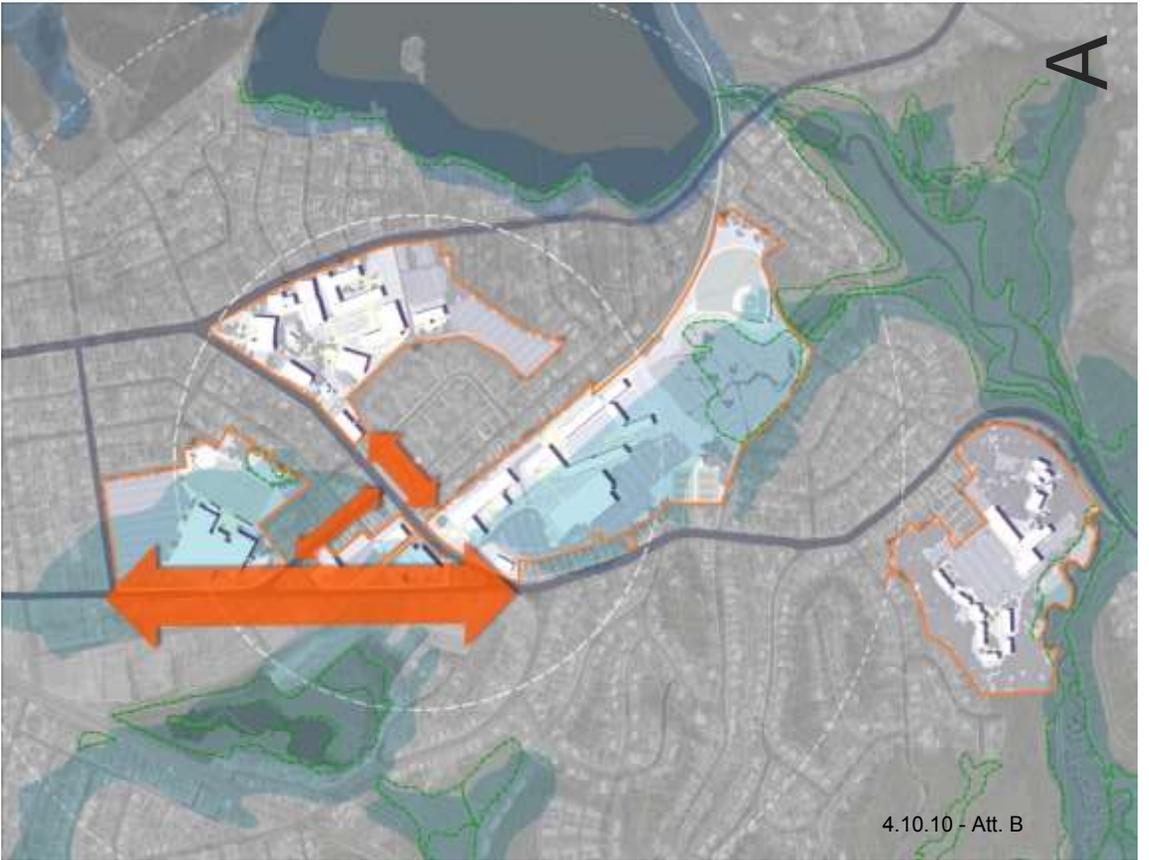
Potential Reuse and Redevelopment of Opportunity Sites



4.10.10 - Att. B

- Academic/Administrative/Support
- Student Housing
- Student Life
- Community Partnership
- Athletics & Recreation

Ways to Achieve the Vision



A



B

Alternative A: Campus on Canal

- Campus Support
- Community Partnership
- Athletics & Recreation
- Student Housing
- Student Life
- Administrative
- Academic



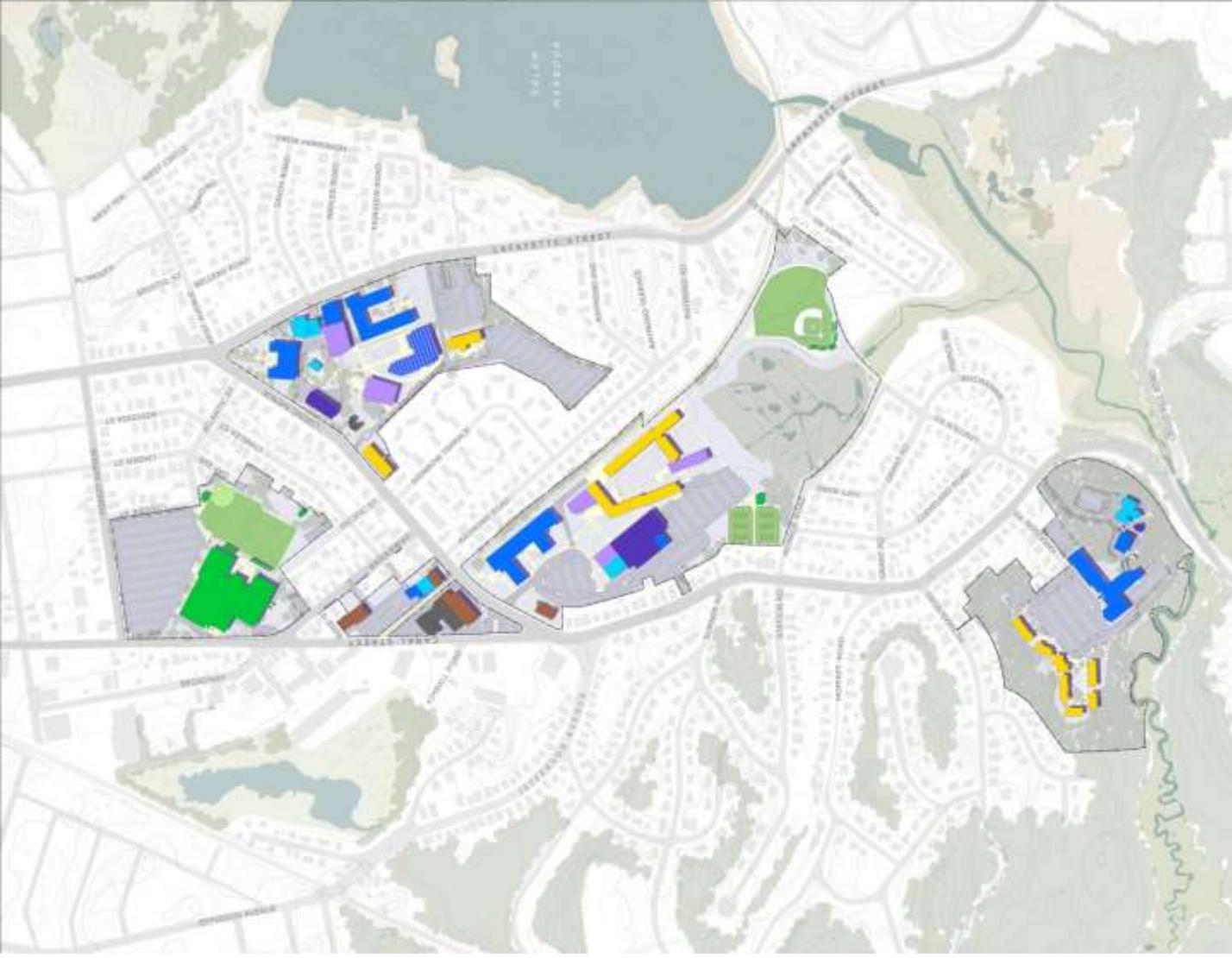
Alternative B: Merge North, Central and O'Keefe

- Campus Support
- Community Partnership
- Athletics & Recreation
- Student Housing
- Student Life
- Administrative
- Academic

4.10.10 - Att. B



Thank you



-  Campus Support
-  Community Partnership
-  Athletics & Recreation
-  Student Housing
-  Student Life
-  Administrative
-  Academic
-  Vacant SSU Property

4.110.10+ Att. B

MEMORANDUM

To: Members of the Board of Trustees

From: Patricia Maguire Meservey, President



Re: 5/22/13 BOARD OF TRUSTEES COMMITTEE MEETINGS

Date: April 10, 2013

For the May Committee meetings, I would suggest we adjust the time of the different committees to allow for discussion of the most substantial and time sensitive topics. Here is my recommendation:

- a. Risk Management/Audit: We will have the consultant's report and I would like to present a new organizational structure for the RM function. I think this work can be done in ½ hour. The meeting would be from 3 – 3:30 PM.
- b. Institutional Advancement and Marketing/Communication: We need some extended time for a discussion on branding. We could expand the time of this committee to one hour and meet from 3:30 – 4:30 PM.
- c. Academic Affairs and Student Life: The major topic for this committee is our tenure, promotion, and emeritus appointments. I think we could do this work in ½ hour and not have any other agenda items. The committee time would be 4:30 – 5 PM.
- d. Finance & Facilities: We have our pro-forma budget, energy contract, modular housing, new residence hall, Master Vision, Investment Policy and possibly the Mainstage funding. This meeting will need two hours. I suggest meeting from 5 – 7 PM.
- e. Executive Committee: The only agenda item I anticipate would be the approval of the new Strategic Plan which we will have discussed before. One half hour should be sufficient so the meeting would be from 7 – 7:30 PM.

For the June Board meeting, we also will have a full agenda as the items from April will carry forward as follows. The pro-forma budget will need to be approved. The Master Vision and Strategic Plan will need to be approved in their final form. And, we will need time to offer appreciation to our departing trustees Regina Villa, Mary Bertrand, and Roger Berkowitz. The meeting will remain scheduled for 5 PM, however a reception can follow to conclude the year and to spend time with departing trustees.

From: [Patricia Meservey](#)
To: [Alyce Davis \(alyced35@gmail.com\)](#); [Claude Lancome](#); [dave_abdo@yahoo.com](#); [Jim Ansara \(jansara@pih.org\)](#); [jss@ronansegal.com](#); [Marcel Quiroga](#); [Mary Bertrand \(mbertrand29@ymail.com\)](#); [Paul Mattera](#); [pscott16@aol.com](#); [reginavilla98@yahoo.com](#); [jburns@blackbrookrealty.com](#); [fg <fg@riia-usa.org> \(fg@riia-usa.org\)](#); [Diane T. Stringer <DTStringer@hns.org> \(DTStringer@hns.org\)](#)
Cc: [Stanley Cahill](#); [Andrew Soll](#); [Jean Fleischman](#); [Beth Bower](#)
Subject: House budget
Date: Friday, March 29, 2013 12:21:15 PM

Dear Trustees,

As the House is developing their budget, the collective state universities have been asked to endorse a plan that would bring our support from the state to 50% of our operating costs. The intent, as currently described, would be a three-year plan of increases in our state allocation. We would commit to keeping fees as low as possible during the three years of transition. There isn't any clarity of what level this would need to be to be considered "low". The additional allocation for this year is suggested at \$15M for the system, prorated by numbers of students.

This is all happening rapidly as the House wants to finalize its budget this weekend. I am sharing this information now (I just learned of it moments ago) as it is likely to become public in some manner on Monday. I will keep you posted as I have additional information.

Please let me know if you have questions or concerns.

Regards,
Pat

Patricia Maguire Meservey, President
Salem State University
352 Lafayette Street
Salem, MA 01970

(p) 978-542-6134
(f) 978-542-6126

FY14 Operating Budget/Fee Model
(\$ in thousands)

	FY13 Final Budget	FY14 Preliminary Budget
Trustee Approved Revenue (incl. state support)	\$102,996	\$102,996
State Paid Fringe Benefits (est.)	\$10,267	\$10,267
Total Available Revenue	\$113,263	\$113,263
Trustee Approved Expenditures	\$102,996	\$105,857
State Paid Fringe Benefits (est.)	10,267	\$10,267
Total Expenses	\$113,263	\$116,124
Net Results before Fee Adjustments	\$0	(\$2,861)

	Model 1			Model 2			Model 3		
	% Incr.	\$ Incr.	Revenue	% Incr.	\$ Incr.	Revenue	% Incr.	\$ Incr.	Revenue
Fee Increase -- Day Undergraduate (\$365.0 per %)	\$240	2.96%	\$1,080	\$280	3.45%	\$1,260	\$320	3.95%	\$1,440
Fee Increase -- Evening Undergraduate (\$85.0 per %)	\$8	2.96%	\$252	\$10	3.70%	\$315	\$11	4.07%	\$346
Fee Increase -- Graduate (\$65.0 revenue per %)	\$10	3.03%	\$197	\$12	3.64%	\$236	\$14	4.24%	\$276
FY14 Net Result -- surplus/(deficit)			(\$1,332)			(\$1,049)			(\$799)

	Model 4			Model 5			Model 6		
	% Incr.	\$ Incr.	Revenue	% Incr.	\$ Incr.	Revenue	% Incr.	\$ Incr.	Revenue
Fee Increase -- Day Undergraduate (\$365.0 per %)	\$400	4.93%	\$1,800	\$440	5.43%	\$1,980	\$480	5.92%	\$2,160
Fee Increase -- Evening Undergraduate (\$85.0 per %)	\$14	5.19%	\$441	\$15	5.56%	\$472	\$16	5.93%	\$504
Fee Increase -- Graduate (\$65.0 revenue per %)	\$17	5.15%	\$335	\$18	5.45%	\$355	\$20	6.06%	\$394
FY14 Net Result -- surplus/(deficit)			(\$285)			(\$54)			\$197

Day Undergraduate In-State Students	Annual Fee Increase Amount			FY14 Tuition & Fees			Percent Change from FY13		
	910	910	910	\$8,190	3.95%	\$8,430	3.95%	\$8,510	4.93%
Tuition	\$80	\$240	\$320	\$8,270	2.96%	\$8,350	2.96%	\$8,510	4.93%
Fees *	7,280	7,440	7,520	\$8,190	1.97%	\$8,350	1.97%	\$8,510	1.97%
FY14 Tuition & Fees	\$8,190	\$8,350	\$8,430	\$8,190	1.97%	\$8,350	1.97%	\$8,510	4.93%
Percent Change from FY13	0.99%			0.99%			0.99%		

Evening Undergraduate In-State Students	Per Credit Fee Increase Amount			FY14 Tuition & Fees			Percent Change from FY13		
	115	165	175	\$275	1.85%	\$285	3.70%	\$290	7.41%
Tuition	\$5	\$10	\$20	\$275	1.85%	\$285	3.70%	\$290	7.41%
Fees *	115	115	115	\$275	1.85%	\$285	3.70%	\$290	7.41%
FY14 Tuition & Fees	\$275	\$285	\$290	\$275	1.85%	\$285	3.70%	\$290	7.41%
Percent Change from FY13	1.85%			1.85%			1.85%		

Graduate In-State Students	Per Credit Fee Increase Amount			FY14 Tuition & Fees			Percent Change from FY13		
	140	195	210	\$335	1.52%	\$345	3.03%	\$350	6.06%
Tuition	\$5	\$10	\$20	\$335	1.52%	\$345	3.03%	\$350	6.06%
Fees *	140	140	140	\$335	1.52%	\$345	3.03%	\$350	6.06%
FY14 Tuition & Fees	\$335	\$345	\$350	\$335	1.52%	\$345	3.03%	\$350	6.06%
Percent Change from FY13	1.52%			1.52%			1.52%		

Draft Vision, Mission, and Strategic Plan (with Scorecard)

DRAFT

Patricia Maguire Meservey, President
April 10, 2013

Our Vision

Salem State University will be a premier teaching university that engages students in an inspiring transformational educational experience.

Essential Threads (work in progress)

- Student Success
 - Diversity
 - Sustainability
- We put students first in all that we do and are committed to their success.
- We are a community of learners where all faculty, staff and students have the opportunity to grow as individuals.
- We are innovators, offering a unique brand of public higher education that inspires students to reach higher and achieve more.
- We remain true to our heritage as a liberal arts university while we prepare students for today's workforce.
- We serve the communities of the North Shore while we create an ever more globally aware and culturally diverse campus environment.

Our Mission

Salem State's mission is to provide a high quality, student-centered education that prepares a diverse community of learners to contribute responsibly and creatively to a global society, and serve as a resource to advance the region's cultural, social and economic development.

Our Culture*

To transform ourselves we need to do more than implement new strategies. We need to change our culture.

- We will create a culture of collaboration. We will leverage the power of relationships to influence strategies and solve problems.
- We will create a culture of community. We will demonstrate a genuine enthusiasm for working within the higher education environment and at Salem State.
- We will create a culture of completion. We will finish what we start.
- We will create a culture of confidence. We will believe in ourselves. We will celebrate our successes. We will take on new challenges with conviction and commitment.

*Adapted from The New School's 2012 Self-evaluation Form for Senior and Executive Staff

GOAL	OBJECTIVE
1	<p>Provide distinguished academic programs and innovative educational experiences</p> <p>A. Implement new general education curriculum to strengthen our liberal arts foundation for all undergraduate students [Priority]</p> <ul style="list-style-type: none"> • Develop a new general education curriculum • Implement a new general education curriculum • Evaluate the new general education curriculum • Refine and sustain the new general education curriculum <p>B. Offer new programs that address expanding career opportunities and community needs</p> <ul style="list-style-type: none"> • Offer at least 4 new BA/BS programs • Offer at least 7 Joint Bachelors/Masters ("4+1") programs • Offer at least 3-5 Graduate Certificate programs • Offer at least 5 new Masters Programs • Build a program of doctoral education • Create collaborative opportunities for students with partner institutions • Develop a plan for comprehensive internationalization of the curriculum <p>C. Implement a comprehensive assessment of student learning</p> <ul style="list-style-type: none"> • Develop and implement appropriate assessments of general education learning outcomes • Develop and implement appropriate assessments of departmental/program-level learning outcomes • Develop and implement appropriate assessments of non-credit learning outcomes • Develop and implement appropriate assessments of learning outcomes for student life programming • Evaluate and recommend new approaches to Prior Learning Assessment <p>D. Transform students' learning experiences through high impact practices and teaching innovation</p> <ul style="list-style-type: none"> • Implement a robust First Year Experience and other student transitional support programs • Increase the use of innovative, research-based teaching practices • Develop a comprehensive plan for student academic support • Increase and support student research and creative work that is informed by and built upon faculty teaching and mentorship
	<p>E. Promote faculty scholarship and creative activity to enrich academic programs</p> <ul style="list-style-type: none"> • Provide time and support for faculty scholarship and create mechanisms to evaluate and celebrate the knowledge that comes from faculty creative and research work • Provide the physical spaces necessary for excellence in scholarship and creative activity • Increase interdisciplinary scholarship and creative activities

GOAL OBJECTIVE

2

Advance students' intellectual personal and professional growth

A. Offer comprehensive student life programming that is distinctive and integrated [Priority]

- Promote marketing and education about Disability Services
- Increase student engagement by expanding opportunities for student leadership and involvement
- Offer appropriate co-curricular programming for part-time undergraduate and graduate students. Expand accessibility of current co-curricular programming to include part-time students.
- Implement a schedule for comprehensive assessment of all programming in Student Life and Enrollment Management
- Establish and staff offices for the following areas: 1. Diversity and Multicultural Affairs, 2. Judicial Affairs and Mediation, 3. Student Advocacy (building appropriate links across campus services), 4. Veterans Service Center (fully functional), 5. Religious & Spiritual Life.

B. Build robust programs in leadership, career preparedness, civic engagement and other critical life skills

- Develop a signature university internship program
- Support the professional and career development of all students (undergraduate, evening, & grad) through strengthened employer relations
- Continue to develop alumni mentoring and job shadowing programs.
- Encourage student participation in University events

C. Expand global and cultural awareness and engagement

- Develop a plan for recruitment of international students including programming that encourages their full engagement in our community.
- Increase the number of study/travel offerings to include more regions, additional student support and staffing.
- Design service learning and/or community service opportunities focused on building understanding of cultural differences.
- Promote programming and engage international alumni/ae through collaboration among Academic Affairs, Alumni Affairs, Student Life
- Provide opportunities for interaction between international and domestic students

D. Cultivate the concept of a lifelong, reciprocal relationship among students, alumni, families and the university

- Promote a culture of philanthropy within the current student population
- Develop a comprehensive Parent/Family program, including appropriate staff resources
- Develop programming to bring together current students with alumni

GOAL	OBJECTIVE
------	-----------

3

Promote a culture of civic engagement, social justice, and connection to place

A. Define and strengthen institutional commitment to civic engagement

- Establish, staff and resource a permanent center for Civic Engagement
- Achieve Carnegie Classification for Community Engagement by 2020
- Increase external funding for civic engagement through private donations, grants and partnerships
- Develop a marketing plan for civic engagement

B. Develop and support educational opportunities for civic engagement

- Provide professional development and support for faculty and/or staff to engage with the external community
- Integrate civic engagement into the core curriculum and co-curricular activities
- Develop and implement appropriate assessments of all civic engagement activity
- Develop orientation and educational programs for students interested in civic engagement work
- Increase engagement of faculty, staff, students and alumni in community service programs

C. Develop all academic programs, facilities and operations in ways that foster and advance a culture of sustainability

- Incorporate energy efficiency measures in the design and operation of the physical plant
- Promote the use of electronic workflow and materials for academic and administrative work.
- Provide information to campus community to increase awareness of personal actions that can promote sustainability
- Expand academic offerings/programs in fields related to sustainability
- Promote conservation of resources

GOAL OBJECTIVE

4

Position the University to meet the challenges and opportunities of the future

A. Be an exemplar of best practices in the “business” of being a university

- Streamline the processes of the “business of being a student”
- Move forward with the implementation of a "One Stop Student Service Center"
- Invest in and evaluate success of institutional student financial aid budget to achieve university goals.
- Fully support the MAP-Works product to strengthen a culture of student support and success
- Develop processes and systems to support appropriate engagement with parents (admissions, student life, and development)
- Support students in the transition to self-service business processes
- Evaluate administrative structures to support all academic programming

B. Complete a successful comprehensive campaign

- Raise \$25,000,000 by June 30, 2015
- Increase donors to the Annual Fund
- Increase constituency engagement.
- Increase Corporations and Foundations grant funding to XXX by FY2016
- Increase Alpheus Crosby Society (Planned Giving Society)
- Create and implement cross-campus partnerships in support of fundraising goals
- Create and implement a comprehensive marketing and communications plan for the campaign that is fully integrated with that of the university

C. Diversify sources of revenue

- Revise current business processes to generate additional revenue
- Align day and evening divisions and pricing to increase fairness, encourage retention/completion and increase revenue.
- Implement a plan for increased activity and collaborations between the offices of Sponsored Programs & Research Administration and of Corporations and Foundations to increase grant revenue

D. Implement a comprehensive communications and marketing strategy to raise the visibility and stature of the university

- Create a comprehensive marketing plan for the university [Priority]
- Establish an aggressive brand awareness effort
- Leverage all electronic communication tools to effectively promote the university
- Draw on the university’s intellectual capital to engage the media, build a reputation for thought leadership and build community awareness of the university
- Improve internal communications to achieve a better informed and more engaged community

GOAL	OBJECTIVE
4 Cont.	<p align="center">Position the University to meet the challenges and opportunities of the future</p>
	<p>E. Apply an integrated master plan to guide campus development that supports the academic and student experience</p> <ul style="list-style-type: none"> • Develop Campus Master Vision • Determine long-term needs for facilities development including maintenance, renovation and new construction • Establish 5-year and 10-year goals for campus development including academic, student life, residence life and other facilities • Apply an integrated technology plan to support the academic and student experience <p>F. Implement a comprehensive program of continuous professional development for faculty, administrators and staff</p> <ul style="list-style-type: none"> • Prepare a continuous employee professional development plan • Solicit feedback from participants about the professional development activities offered <p>G. Establish a comprehensive program of enterprise risk management</p> <ul style="list-style-type: none"> • Conduct a risk management audit • Provide risk management training for employees • Develop and implement new policies and procedures to manage risks • Implement technology-based processes to achieve compliance with applicable regulations and to reduce operational risk: • Implement safety measures, such as card-access security for academic buildings and residence halls, video monitoring of campus facilities, enhanced emergency phone system, etc. • Identify an enterprise risk management committee to meet throughout the year and review high, medium and low level risks and mitigation activities to address those risks

DRAFT Strategic Plan
4/10/2013

Goal	Objective	Action Step	Sub Action		Who	Measure	Target
1	A			Provide distinguished academic programs and innovative educational experiences	Kristin Esterberg		
				Implement new general education curriculum to strengthen our liberal arts foundation for all undergraduate students	Kristin Esterberg		Fall 2014
		1		Develop a new general education curriculum	PACCC		AY 2012-2013
			1.A.1.1	Submission of core model to university governance	PACCC	Tracking number assigned and forward to APC and CC (5/1/13); moved by APC and CC to ACC (5/29/13); approved by ACC (5/29/13); approved by President 5/30/13	May 30 2013

DRAFT Strategic Plan
4/10/2013

Goal	Objective	Action Step	Sub Action	Who	Measure	Target
		2	Implement a new general education curriculum	Kristin Esterberg		Fall 2014
			1.A.2.1 Map detailed implementation plan on to the selected core model and adjust timelines as needed	Miller, Esterberg, DeChillo	Calendar developed, tasks scheduled	June 1 2013
			1.A.2.2 Develop and implement a program and tools to guide faculty preparation	Boots-Ebenfield, DeChillo, Goodwin	Phases identified (4/15/13); For Phase I Calendar developed (5/1/13); goals and objectives developed (5/15/13); content written (6/1/13); first sessions held	July/August 2013
			1.A.2.3 Prepare clear guidelines for criteria for core courses	Core Leaders, Faculty	Guidelines drafted; testing and revision; publication	Fall 2013 (First Year Seminar and First Year Writing); Fall 2014 (remaining competencies)
			1.A.2.4 Implement the new general education curriculum	Esterberg, Deans	Catalog updated	Fall 2014

DRAFT Strategic Plan
4/10/2013

Goal Objective	Action Step	Sub Action	Who	Measure	Target
		1.A.2.5	Fogg, IEP/ITS Staff	Specifications developed; system designed, tested, implemented	Fall 2015
	3		Kristin Esterberg		
		1.A.3.1	Chairs, Departmental Faculty, Fogg	Evaluation plan developed and administered. Results reviewed; recommendations made; revisions implemented	AY2014-2015
		1.A.3.2	UWAC, DeChillo, Faculty Fellows for Assessment	Examine best practices, consult with other institutions; draft model; test and implement	Fall 2014

Goal Objective	Action Step	Sub Action	Who	Measure	Target
	4		Chairs, Core Leaders, Faculty	Governance data shows Gen. Ed course revisions based on information and data collected through onjevtive review of core curriculum	Starting Fall 2015 and ongoing
2					
B			Scott James		
	1		Stoll/ Hubacheck	Press coverage of program; 25% of students participating in internships	Fall 2015
	2		Stoll/ Hubacheck	Increases in employer activity on campus	Fall 2014
	3		Stoll/ Hubacheck	Growth in number of mentoring and shadowing relationships	Fall 2015

DRAFT Strategic Plan
4/10/2013

Goal	Objective	Action Step	Sub Action	Who	Measure	Target	
3		4		Stoll/Perry	More students participating in events	Fall 2015	
4	A			Pat Meservey			
		1		Bower		FY2014	
		2		Director CEC		FY2020	
		3		Director CEC/IA	% against yearly \$ goals		
		4		Tom, ?	% complete	FY2014	
			5			under Obj. A - Carnegie Classification	FY2015
B	1			McGurren			
		4.B.1.1		McGurren	dollars	FY13	
		4.B.1.2		McGurren	dollars	FY14	
		4.B.1.3		McGurren	dollars	FY15	
	2				O'Brien/Boudi	number	FY12
		4.B.2.1			O'Brien/Boudi	number	FY13

DRAFT Strategic Plan
4/10/2013

Goal	Objective	Action Step	Sub Action	Who	Measure	Target
			4.B.2.3	O'Brien/ Boudi	number	FY14
			4.B.2.4	O'Brien/ Boudi	number	FY15
		3	Increase constituency engagement			
			4.B.3.1			
			Increase event participation (Two annual series events not included in these numbers):			
			- 4,100 in FY13			
			- 4,600 in FY14			
			- 5,000 in FY15			
			4.B.3.2	O'Brien	number	as identified
			Increase social media followers (Facebook, LinkedIn, Twitter only):			
			- 7,307 in FY13			
			- 11,881 in FY14			
			- 15,996 in FY15			
			4.B.3.3	Crouse	number	as identified
			Increase volunteer boards and committee participation			
		4		Ray	TBD	TBD
			Increase revenue from Corporations and Foundations			
			4.B.4.1	O'Brien/ McFadden	dollars	FY12
			\$200,000 in FY12			
			4.B.4.2	O'Brien/ McFadden	dollars	FY13
			\$45,000 by FY13			
			4.B.4.3	O'Brien/ McFadden	dollars	FY14
			\$500,000 by FY14			
			4.B.4.4	O'Brien/ McFadden	dollars	FY15
			\$750,000 by FY15			
		5	Increase Alpheus Crosby Society (Planned Giving Society)			
			4.B.5.1	O'Brien/ MGOs	numbers	FY12
			25 in FY12			
			4.B.5.2	O'Brien/ MGOs	numbers	FY13
			35 in FY13			

DRAFT Strategic Plan
4/10/2013

Goal	Objective	Action Step	Sub Action	Who	Measure	Target
			4.B.5.3	O'Brien/ MGOs	numbers	FY14
			4.B.5.4	O'Brien/ MGOs	numbers	FY15
		6	Create and implement cross-campus partnerships in support of fundraising goals			
			4.B.6.1	McGurren	# of relationships	FY15
		7	Assign MGO to key campus leaders/area - Graduate - Mike Randall - Arts & Sciences - Mike Randall - Health & Human Services - Mike McCarthy - Library - Mike McCarthy - Bertolon - Cheryl Crouse - Enterprise Center - Cheryl Crouse - Career Services - Eileen O'Brien - Retirees - McGurren McGurren and Eileen O'Brien Create and implement a comprehensive marketing and communications plan for the campaign that is fully integrated with that of the university	McGurren/ Torello	completion/ marketing metrics	FY14



Significant Media Coverage from February 15, 2013 to April 8, 2013

April 8, 2013

Daily Item

Booker talks hope to Lynn audience

<http://itemlive.com/articles/2013/04/08/news/news01.txt>

April 6, 2013

Salem News

Part-time instructor Rich Giso and Louise Swiniarski (early childhood education) were interviewed on the value of still teaching penmanship in school handwriting

<http://www.salemnews.com/local/x1916525058/Handwriting-at-risk-in-schools>

April 5, 2013

Salem Gazette

Social work adjunct Tracy Gilmore has an op-ed on the adoption of older children from foster care

<http://www.wickedlocal.com/salem/newsnow/x846079229/Loving-homes-for-worthy-kids#axzz2Pb1ezMnB>

April 4, 2013

Boston.com

Salem State to host the 17th annual North Shore Wellness Fair and 5k race

[http://www.boston.com/yourtown/news/salem/2013/04/salem state to host the 17th a.html](http://www.boston.com/yourtown/news/salem/2013/04/salem%20state%20to%20host%20the%2017th%20a.html)

April 1, 2013

Salem News

Alumnus Anthony Guerriero's op-ed on Franklin Roosevelt's pro-environment efforts. the great

<http://www.salemnews.com/opinion/x1862028557/Column-FDR-ranks-among-the-great-environmentalists>

April 1, 2013

Salem News

Salem State to hold wellness fair-5K

<http://www.salemnews.com/sports/x1413935379/Salem-State-to-host-Wellness-Fair-5K>

March 29, 2013

Salem Gazette

Salem Award honors Doyle and Seldon

<http://www.wickedlocal.com/salem/features/x898157457/Salem-Awards-honors-Doyle-Seldon#axzz2PKNhI2xd>

March 28, 2013

Boston.com

Salem State social work alumnus honored by Mass. Chapter of National Association of Social Workers

http://www.boston.com/yourtown/news/salem/2013/03/salem_state_social_work_alumnu.html

March 28, 2013

Salem News

Former Salem State basketball coach Jim Todd's hasty decisions in NBA are paying off

<http://www.salemnews.com/sports/x1121363835/In-the-Knick-of-time-Todds-hasty-decision-to-join-New-York-paying-off>

March 27, 2013

Salem News

21st annual Salem Award honors two activists

<http://www.salemnews.com/local/x168871744/Committed-to-justice>

March 26, 2013

Boston.com

Salem State and Lynn Library collaborate to empower teens

http://www.boston.com/yourtown/news/lynn/2013/03/salem_state_university_and_lynn.html

March 26, 2013

The Atlantic Cities

Professor Keith Ratner (geography) study - after decades of sprawl, density comes to Denver

<http://www.theatlanticcities.com/commute/2013/03/after-decades-sprawl-density-comes-denver/5088/>

March 25, 2013

Salem News

Barbara Poremba (nursing) letter to editor concerning Salem health board

<http://www.salemnews.com/opinion/x1533633918/Letter-Council-should-return-Salem-health-board-to-three-members>

March 25, 2013

government security.com

University notifies 25000 of incident

<http://www.govinfosecurity.com/university-notifies-25000-incident-a-5627>

March 23, 2013

Wicked Local Roslindale

Photos: Guitar art exhibit music to West Roxbury's ears

<http://www.wickedlocal.com/roslindale/news/x1551265637/Photos-Guitar-art-exhibit-music-to-West-Roxburys-ears#axzz2PE2Rb3lw>

March 21, 2013

SBWire

Explorite, an online social marketplace founded by SSU alum, expands service to include BU

students <http://www.sbwire.com/press-releases/new-boston-university-marketplace-for-college-students-explorite-expands-social-marketplace-to-include-boston-university-224164.htm>

March 17, 2013
Boston Globe Magazine
Salem State student get recognized for her "style"

March 14, 2013
Salem Gazette
Salem State student Shogofa.talks about college as life and death in her homeland

March 13, 2013
Marblehead Reporter
Salem State accounting professor writes about eiders taking on winter storms in Marblehead

March 7, 2013
Boston.com
Second speaker in series by Salem State's Center for Holocaust and Genocide Studies

March 7, 2013
Barnstable Patriot
Treating coyotes like Cape Codders (corrected)
[http://www.barnstablepatriot.com/home2/index.php?option=com_content&task=view&id=32266
&Itemid=30](http://www.barnstablepatriot.com/home2/index.php?option=com_content&task=view&id=32266&Itemid=30)

March 7, 2013
Barnstable Patriot
Political science professor Jennifer Jackman interviewed about her Cape Cod coyote research

March 4, 2013
WGBH News
Salem State helping returned veterans help themselves

March 1, 2013
Salem Patch
Salem State's Marsh Hall recognized for green features

February 28, 2013
Salem News
Some think it's time for a football program at Salem State (letter to the editor)

February 27, 2013
Boston.com
Salem State is eager to open new library

February 21, 2013
Boston.com
Salem State library awarded books, films for Islamic studies

February 21, 2013
Salem Gazette
Marblehead restaurant to hold charity night to support an Afghan's education at Salem State University

February 19, 2013

Salem News

Salem State responds to bid to research social and economic impacts gambling could have on Massachusetts

February 18, 2013

Salem News

Assistant Professor Yu Hu (marketing and decision science) comments on McDonald's sign on Endicott Street in Danvers

February 15, 2013

Marblehead Reporter

Marblehead resident helps Salem State land Muslim bookshelf

February 15, 2013

Salem News

Horace Mann school benefits from SSU partnership

February 15, 2013

Boston.com

Salem State University faculty 'can't wait' to move into new sustainable library

Booker talks hope to Lynn audience

Originally Published on Monday, April 08, 2013 By Cyrus Moulton / The Daily Item

LYNN — Newark, N.J., Mayor Cory Booker said a “conspiracy of love” brought him to Lynn Auditorium Sunday and urged audience members to “do something” to join that conspiracy and improve their respective communities.

“If you choose to be brilliant, to shine your light ... the immutable laws of physics say that energy cannot be destroyed,” Booker said. “Too many people allow their inability to do everything undermine their ability to do something,” he said, with the audience joining in to emphasize the ‘do something’ refrain that he repeated throughout his talk.

Booker visited Lynn Auditorium Sunday as the first speaker of the 2013 Salem State University Salem State Series. The series, now in its 31st season, brings politicians and academics as well as those from the sports, arts and entertainment worlds to the university’s stage. It is typically held in the O’Keefe Center on Canal Street, but that location is undergoing renovations.

So City of Lynn Mayor Judith Flanagan Kennedy welcomed the audience to Lynn Auditorium Sunday, saying she was proud the series chose the City of Lynn and Lynn Auditorium as the venue for its first event outside of Salem.

Kennedy mentioned the auditorium more recently has served as a concert venue for rock stars. But Booker’s speech highlighted why the 43-year-old New Jersey mayor has become a nationally-renowned figure for his efforts to rejuvenate Newark.

At times evoking laughter, applause, and gasps of disbelief, Booker described how his parents - a father who claimed a childhood where he “couldn’t afford to be poor, we were only ‘po,’” and a mother who “still can make [Booker] feel like a 12-year-old child — instilled a sense of duty in Booker and his brother to never forget the “difference makers” and “where you came from.”

Booker described these difference makers as members of the “conspiracy of love” in a small mountain town in North Carolina who sent dollar bills to his father so that his father could go to college.

Booker recounted how “Mr. and Mrs. Brown, who were not brown,” made an offer on a suburban home in northern New Jersey for his parents after the Bookers were told the house was not for sale.

And Booker recalled his initial encounter with Mrs. Jones, the president of the tenant association at a group of housing projects where he lived when he moved to Newark as a young attorney.

He told he wanted to help her.

So Booker recalled how she led him into the middle of Martin Luther King Boulevard in Newark and she asked him what he saw.

He said he answered that he saw housing projects and empty storefronts where people were selling drugs.

"If you open your eyes and see hope, opportunity, love, the face of God, you can help me," he said she responded.

She later convinced him to run for the Newark City Council and then as mayor, a role to which he was elected in July 2006.

Members of the audience gasped in disbelief as Booker described how he learned as a new mayor that city officials estimated they had 4,000 city employees but were "not sure," although they did know they had 3,500 outstanding workmen's compensation claims. He described a police precinct as a "scene from Barney Miller," where officers used typewriters and the union required the gang task force to work Monday to Friday from 9 a.m. to 5 p.m.

But Booker said his slogan as a "prisoner of hope" allowed him to bring the police into the computer age, and now the city boasts an "exploding" tax base, building projects including the first new hotels in 40 years in the downtown and a third of multi-family residential development in New Jersey. He also cited reductions in crime and shootings and Newark as the new global headquarters for Panasonic and the Manischewitz wine company.

"There is such exciting hope in the city that we had to change our metaphor," Booker said of his 2010 reelection campaign. "I'm no longer a prisoner of hope; I'm hope unhinged."

And he urged the audience to join that effort to do something. He spoke of how technology, social media and nonprofits like Kiva or Kickstarter have "democratized" ideas, ability and resources. And he spoke of how the "conspiracy of love" in our own societies, families and other groups could mobilize social change.

"It makes you believe you can change the world," said Farha Mithila, 19, after the talk. Mithila, former member of the Lynn Youth Council, attended the event with current members of that group and Ward 5 Councilor Brendan Crighton. "Even if you did something little, it can make a big difference," she continued.

Monica Meas, 17, said the question Mrs. Jones asked Booker — "What do you see?" — reminded her of Lynn.

"You can see hidden things," she said. And asked how they would describe the talk to their parents, members of the group agreed on a single word: "inspirational."

Cyrus Moulton can be reached at cmoulton@itemlive.com.

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Do not issue threats of any kind.

Do not use profanity or attempt to disguise profanity.

Loving homes for worthy kids

By Tracy Gilmore

Every child deserves a home. With National Child Abuse Prevention Month upon us in April, there is no better time to consider the adoption of a child—and especially an older one—from the foster care system.

Adoption has become an increasingly common way to build a family in the United States, with everyone from Madonna and Sandra Bullock to your neighbor down the street reaching out to children in need. Many couples, looking to adopt infants, choose international or private domestic adoptions as a means to grow their family. While wonderful for these young children, what about the more than 100,000 American children aged 10 and older who are in foster care? Don't they deserve a family, too?

Here in Massachusetts, there are approximately 7000 children in foster care on any given day. Of those children, twenty-six percent have a goal of adoption because they cannot safely return to their birth parents. These children have done nothing to cause this circumstance. Maybe their parents were mentally ill or abusing substances. Perhaps they were physically or sexually abused. No matter the reason for their placement in foster care, they are paying the price for their parents' mistakes and inability to improve their lives. Of the more than 2300 children with a goal of adoption in Massachusetts, forty-nine percent are ages 6 and above. Fifty percent have been in foster care more than two years. These children may not be cuddly infants, but they too need the love, structure and consistency that only a family can provide.

Older child adoption is not always easy. Yes, children who are in the foster care system are there because they have suffered some kind of trauma in their lives. They have lost the birth parents they knew and remember.

These are not, however, the damaged children that TV movies would have you believe. Adopted children are not evil, abusive cherubs waiting to wreak havoc on your home. They are "normal" kids. They want to be loved. They want someone to feel safe and call home. These children bring their own talents and strengths to the table. You could be the family they need to help grow to their full potential.

There are a multitude of benefits to adopting an older child from foster care. Not all parents enjoy the infant stages of child rearing. With an older child there are no diapers to change or formula to buy. You can be matched with a child who shares similar personality traits and interests with you. Do you love to listen to music or go camping? There may be a child who shares a love for some of those same activities.

In foster care adoption, you have a chance to get to know a child before they move into your home. The state is required to provide you with all known information about a child's history as well as that of his or her birth family. This is often more detailed than what is provided via international adoption matches, ensuring a parent can make an educated decision about the child they are about to parent.

International and domestic adoption can be expensive, costing a family up to \$20,000 in expenses, making it a prohibitive option for many families. There are no fees, however, in domestic foster care adoption. In fact, the state assists with financial support until the adoption is finalized. Many adopted foster children also qualify for federal post-adoption subsidies that continue to help support them until they are 18 years of age.

Please consider older child adoption. You may not get to see their first steps or hear their first words, but you can help

GILMORE

From Page A6

them learn to play baseball, pick out their prom dress or walk down the aisle to marry the person they love. Isn't that just as important?

Tracy Gilmore MSW, LICSW is a visiting instructor of social work at Salem State University. Among her areas of expertise are foster care adoption and the emotional, social, legal, and interventive aspects of child abuse and neglect.

Salem Gazette
April 5, 2013

OPINIONS

Eighty years later, FDR ranks among great environmentalists

Anthony T. Guerriero



On March 4, once upon a time known as Inauguration Day, Americans marked the 80th anniversary of the presidency of Franklin D. Roosevelt and, with it, the creation of the environmental movement.

Now, I know what you may be thinking. Between the two Roosevelts, chances are you'd pick Teddy if asked to name who was America's first "environmental president."

And TR would be a good answer. He was, after all, a pioneer of the American conservation movement, champion of our national park system and an amateur zoologist who liked to spend his spare time on yearlong safaris. But Teddy's distant cousin Franklin was no environmental slouch himself. His own green thumb while president should not be discounted.

Before he sent American soldiers overseas to fight fascism, FDR scattered more than 2.5 million young Americans like seeds about the country and told them to plant trees — more than 3 billion of them.

The year was 1933, and this mobilization of budding Johnny Appleseeds was called the Civilian Conservation Corps — the CCC — affectionately known as "Mr. Roosevelt's Tree Army." The CCC was just one of the many "alphabet agencies" created by Roosevelt to shore up the Great Depression-ravaged sector of American society.

By the time Roosevelt bravely declared in his first inaugural address that "the only thing we have to fear is fear itself," America lay prostrate from an economic collapse that paralyzed not only the leaders of its own government but governments all around the globe.

During his famous first "Hundred Days," Roosevelt reached deep down into his progressive roots and began ordering up new agencies like courses from an Italian restaurant, a veritable



CCC workers constructing a road, 1933.

The CCC's life was short, lasting only from 1933 until 1942. Yet, its impacts are with us still, even if we don't always recognize them.

banquet of relief for beleaguered farmers, laborers, bankers, businesspeople and the elderly.

What Americans remember most about President Roosevelt might include Social Security, the GI Bill, the United Nations, recovering from the Great Depression and winning World War II. Each of these achievements touched Americans either directly or indirectly. As a teacher, I always tell my students that history is tangible. While there is no question that Social Security, which pulled the nation's elderly out of poverty, will always rank as Roosevelt's signature domestic accomplishment, my favorite chapter of the New Deal story has always been the Civilian Conservation Corps.

The CCC's life was short, lasting only from 1933 until 1942, and ending when the world war raging across two hemispheres killed the program by depriving it of its manpower. Yet, its impacts are with us still, even if we don't always recognize them.

The global warming crisis of the 1920s and 1930s was the Dust Bowl that wreaked havoc across the American Midwest. The CCC helped combat this environmental scourge by building roads, restoring sites, reinforcing small dams and, of course, planting those 3 billion trees.

But it wasn't just the environment that benefited from the work of the CCC. Millions of jobless Americans did, too. Young men

who had never graduated from high school nor had three meals a day now had a chance and a cause for hope. And hope can be a kind of sustenance when all else around you is futility.

The CCC gave these workers a solid education, good health and a hard discipline — enough so that when America finally did go to war in late 1941, it was CCC men who were first in line.

Those who worked for the CCC made \$30 a month, with \$25 going home at a time when the dollar bought a lot more than it does today. That \$25 for mom back home helped pay for groceries and pay the bills, with even some left over to stash away in the bank.

So, in its own way, the Roosevelt administration was helping the private sector recover through "trickle-down economics" long before Ronald Reagan coined that phrase.

So, what did the CCC do? Those early New England ski paths? Built by the CCC. Those roads, guard shacks, picnic areas, ponds, bathhouses and pedestrian paths that visitors enjoyed at state and national parks? Built by the CCC. The Blue Hills Reservation in Canton and Breakheart Reservation in Saugus? Built by the CCC.

The commonwealth of Massachusetts also received 12 million trees from among the billions we already know the CCC planted.

When you look at a stone dam, or a wooden canopy in a picnic area, it's likely you are looking at something

created by the hands of young CCC members. As a son of Revere, I benefited from their work on trips to Breakheart Reservation and Harold Parker State Park. You, too, might have enjoyed their craftsmanship and not even known it.

The greater park movement in this country began in the late 19th century to give citizens a respite from the daily grind of modern life. Only the rich at that time could visit the beautiful gardens at places like Tivoli and Versailles. For the working classes, a trip to Mount Auburn Cemetery for a family picnic was more the norm.

During the early years of the 20th century, President Theodore Roosevelt recognized that preserving this nation's open space, and therefore its history, was necessary to preserving a country's well-being.

TR doubled the number of national parks and put millions of acres into land trusts. Franklin made his own mark as a conservationist by preserving and expanding upon his older kinsman's great work.

As an American, I am thankful for Society Security, the GI Bill, depository insurance against panics to prevent runs on the bank and the countless other New Deal programs that still benefit us today.

But the national endowment of which I am most grateful and most proud is the natural inheritance passed down to us by all those millions of young men who enlisted in "Mr. Roosevelt's Tree Army" to labor long hours in the fresh air and hot sun for the CCC:

The CCC's parks give us solace; its trees provide clean air; and those ponds, reservations and trails built by jobless young men down on their luck — who were once without hope — offer all of us a living, breathing reminder of what is possible when a nation is fortunate enough to have a government that cares.

□ □ □

Anthony T. Guerriero of Lynnfield is a senior visiting instructor of American history at Salem State University, where a celebration of Earth Days will feature lectures and events on sustainability April 8-12.

Salem News

April 1, 2013
4/10/13 - Att. G

LYNN, SALEM

Salem State University and Lynn Library collaborate to empower teens

Posted by Terri Ogan

March 26, 2013 11:32 AM

By Terri Ogan, Globe Correspondent

Salem State University and the Lynn Library are collaborating on a project that aims to empower teens.

The 18-month project will focus on designing a digital learning lab in the middle of the Lynn Library to encourage a set of principles: hanging out, messing around and geeking out (HOMAGO).

The program is being funded by a grant from the Institute of Museum and Library Services and will be an innovative learning experience for those involved.

Working with the library, Salem State's Center for Teaching Innovation (CTI) devised a project plan that puts the entire design of the lab in the hands of the teens.

As they design the lab and raise money for its ultimate creation, the teens will learn skills in group dynamics, project management, social media, fund raising, marketing and evaluating software and hardware.

More than just a learning exercise, the grant-funded project will result in actual change at the Lynn Public Library for all area teens.

According to Marc Boots-Ebenfield, director of the Center for Teaching Innovation, the "transformational" project will cost upwards of \$250,000 once completed.

"These teens have little money, reduced access to the latest technologies and have not been engaged in the participatory, collaborative culture of American democracy," Boots-Ebenfield said. "These same teens will now be placed on project teams with mentors, workshops, online communities, resources, and guidance to compete on the design of a new, high-tech teen center."

In April 2014, after 16 months of guided inquiry, the teens involved will present their designs at a forum to which the entire town is invited.

They will meet the mayor, members of the Lynn City Council and Salem State University professors and administrators as each team pitches its proposed design for the learning lab.

Boots-Ebenfield said although the grant is purely for design, the students will concurrently determine funding for the actual building of the lab.

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SERVING THOSE WHO SERVE

10:48 AM MON MARCH 4, 2013

Salem State Helping Returned Veterans Help Themselves

By ELIZABETH ROSS

7:19



Credit Elizabeth Ross / WGBH
Phil Lippens

[Enlarge image](#)

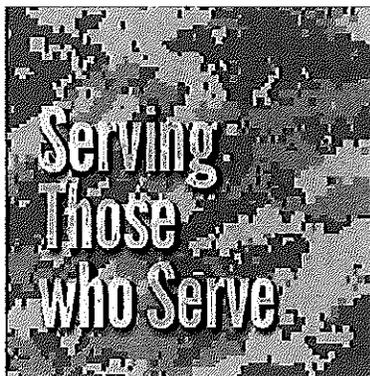
For some veteran and military students, reaching the finish line can be a challenge.

On a busy Friday afternoon at Salem State University, fifteen miles north of Boston, students line up at a campus coffee shop between classes, while others type away on laptops or talk to friends.

It's a typical college scene, but when Phil Lippens arrived here he felt totally out of place. Lippens had just left the military, where he had been a sergeant in the 82nd Airborne Division. He had two back-to-back deployments to Iraq in 2006 and 2007, and had seen heavy combat.

Lippens came home with a traumatic brain injury and Post Traumatic Stress Disorder, or PTSD. He took medical retirement from the army.

In the fall of 2010, Lippens decided to pursue a psychology degree at Salem State, but the

[Enlarge image](#)

transition wasn't easy.

"I think the biggest thing was not having anybody next to me like I did when I was in the military, especially in Iraq -- no battle buddies, and I didn't know anybody here," Lippens said. "It was really hard to adjust to the routine in a university, as opposed to the routine that I was used to -- different points of views -- and I had been under this military mindset for so long and it kind of took me a while to come around and be a civilian again."

Being a civilian again was difficult. Lippens often struggled with painful memories of the close friends he'd lost in Iraq.

"Whenever we lost someone we didn't just pack up and leave the mission, we stayed out there and we made sure that, what we had, we brought the people back," he said. "It wasn't just being exposed to the violence and seeing your friends being killed, but having to pick pieces of them up and bring them back with you was even harder."

Like many war veteran and military students, Lippens has unique challenges. He's 35 and older than most of his civilian peers. He has a young family to support. And he still struggles with PTSD, especially around the holidays.

"This last holiday season was pretty tough," he said. "I spent probably just over a month not being able to communicate with anybody, completely isolated, and depressed, just all the symptoms that you would hear about. I had no way of knowing when it was going to end, and I just knew that every day was hell and eventually, it just slowly... you start coming back around."

Lippens recovered from this recent episode with the help of his family. But not everyone is always so fortunate.



Credit Elizabeth Ross / WGBH
Mary DeChillo

[Enlarge image](#)

"Over the holiday there was a suicide of a young man that graduated," said Mary DeChillo, an adjunct professor at Salem State.

"He was a nursing student here at Salem State and he graduated in 2011, and you know it's a real risk factor, PTSD and traumatic brain injury, and it's a worry," she said.

DeChillo teaches in the psychology department, and Lippens is one of her former students.

Together, they're developing a peer-mentoring program to help student veterans support one another.

Salem State has also been running first year introductory classes that consist only of

veterans and reservists, who make up just over 3 percent of the total student population. Currently there are 160 veterans and 20 spouses or other dependents using post- 9/11 G.I. Bill benefits to attend Salem State.



Sam Ohannessian

[Enlarge Image](#)

Sam Ohannessian, director of enrollment services and veterans' affairs at Salem State, said the first year the courses were run they were very effective.

"That fall semester, until the following fall semester, we brought in roughly 25 new freshman veteran students and we retained 90 percent of them, and 12 of them participated in that specific course," Ohannessian said.

It's hard to measure the overall success of these kinds of initiatives. There are limited figures on graduation rates for student veterans. But what is clear, is that with more and more military and veteran students coming in, many colleges and universities have stepped up their support.

"The increase in student organizations, campus support groups, or other mentoring program, specifically for this population, has grown from 18 percent in 2009, to 42 percent across the country," said Meg Mitcham, director of veterans programs at the American Council on Education. "And the result is that coming up with ways to ensure this type of mutual support, that veterans are providing each other with support, with direction, with access to benefits and resources, is becoming a vital part of all of their programs."

Back at Salem State, Phil Lippens is a success story. After 33 months at the university, he'll graduate in May. He's also just received some more exciting news -- he's been accepted into Salem State's Graduate School of Social Work.

He's as committed as ever to developing his peer mentoring program and finding other ways to help out student veterans. Last semester he met with Salem State's president and lobbied to allow early registration for veteran students so that they could get their G.I. Bill benefits more quickly. Lippens has also lobbied for a dedicated space for veterans to meet on campus.

For Lippens, it's simply a continuation of a mission he started in the army.

"In the military, you've heard, I'm sure, 'We all go together, we never leave a fallen comrade, all these things where we're a group, and we push each other through, we're a team'" Lippens said. "And I think that in the military, that's the way it is, but when you get out and come into a college setting, you don't have that, but this program will bring us back together, so that we don't leave anybody behind. Still, we're here now, we're just in a

different setting -- academic -- and we're still helping each other move forward and refusing to leave anybody behind."

For More Information:

- American Council on Education: [Soldier to Student II: Assessing Campus Programs for Veterans and Service Members](#)
- American Council on Education: [The Toolkit for Veteran Friendly Institutions](#)
- Salem State University: [A Salute to Service](#)
- The Takeaway: [The Power of War Letters](#)

TAGS: [Defense](#)

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SalemNews.com, Salem, MA

February 19, 2013

Salem State placing bet on gaming research

BY TOM DALTON
STAFF WRITER

--- — SALEM — Let's start with a multiple-choice question: What person and organization don't go together?

1. Lance Armstrong and the Drug Free America Foundation.
2. Sarah Palin and Occupy Wall Street.
3. "Jimmy the Greek" and Salem State University.

Although the first two aren't matches, Salem State and a famous Las Vegas oddsmaker do have something in common. The local university not only offers courses on the casino industry, it is hoping to do business with the Massachusetts Gaming Commission.

The Center for Economic Development and Sustainability at Salem State has submitted a bid to do a research project for the new state commission, which has been given the task of approving three resort casinos in Massachusetts.

In fact, the executive director of the Salem State center was in Las Vegas this winter to interview faculty at the University of Nevada, Las Vegas, which has a long history with the casino industry, and to talk with executives at the Caesars and Bellagio resorts.

"From a purely academic standpoint, I'm interested in what will be the impacts," said Lorri Krebs, an associate professor of geography at Salem State and head of the faculty research center.

The state Gaming Commission is also interested in the subject, which is why it put out a request for proposals to research the economic and social impacts that casino gambling could have in Massachusetts.

In addition to Krebs, the Salem State proposal was written by a half-dozen faculty members from different disciplines at the university.

The team includes Jennifer Robinson, an assistant professor of criminal justice; Elizabeth Duclos-Orsello, an associate professor of interdisciplinary studies; William Hamilton and Keith Ratner from the geography department; Duncan LaBay, associate dean of the business school; and Mindy Jeon, an assistant professor in business.

They propose examining economic development opportunities, jobs, crime, transportation, problem gambling and a variety of community impacts.

This is not the first time that the center and Salem State faculty have responded to a local economic issue. The center has helped the town of Essex get funds for a river walk and is working with Peabody on a master plan.

“Our expertise has been the North Shore,” Krebs said. “... The challenge for us will be trying to design a model based on what we know of the North Shore and apply that” to other areas of the state.

The state Gaming Commission will soon choose a consultant, and the competition is stiff. Harvard University is also in the running. But Salem State has made it past the first round and is anxiously awaiting an answer.

Whatever happens, the center at Salem State plans to research the gaming industry and the effects it will have in Massachusetts, using both faculty and students on the project, even if it is only an academic study made available to interested entities on the North Shore.

It is an important, and suddenly relevant, topic.

“It’s going to impact this area,” Krebs said. “There are a lot of jobs that are going to be created. ... We think as soon as (the casino sites are) announced, you’ll see a lot of small businesses cropping up.”

Krebs admitted that not everyone at Salem State was enthusiastic about a research project on the gaming industry, but she and others felt that, if done right, a well-researched study could benefit the region.

“We look at it as a positive,” Krebs said. “If we can address the impacts as they happen, we’re far better off than just watching it go by like Atlantic City. ... We’re going in with our eyes open.”

Tom Dalton can be reached at tdalton@salemnews.com.



REPORTS OF COMMITTEES

Reports from the following committees:

- Academic Affairs & Student Life: March 27, 2013
- Finance & Facilities: March 27, 2013
- Institutional Advancement, Marketing & Communications: March 27, 2013
- Risk Management & Audit: March 27, 2013
- Executive: March 27, 2013

Minutes from the Meeting of
April 10, 2013
Salem State University
Board of Trustees

SUBJECT: Academic Affairs and Student Life Committee Meeting Report for March 27, 2013

The Academic Affairs and Student Life Committee of the Board of Trustees met on Wednesday, March 27, 2013 in room 210 at Marsh Hall on the Central Campus of Salem State University.

Present for the Committee were Trustees Abdo (chair), Davis (vice chair), Bertrand, Burns, Segal, Villa, Scott (ex-officio), and President Meservey; Provost Esterberg, Vice President James (committee liaisons), and Staff Assistant Ross, academic affairs. Also in attendance and participating in the meeting were Trustee Lancome, Associate Dean Galinski, admissions, Assistant Dean Brossoit, graduate admissions, Director Perry, student involvement and activities, Associate Director Andrito, residence life

Committee Chair Abdo called the meeting to order at 4:40 pm.

Chair Abdo introduced new Trustee Burns and welcomed him to the committee. Trustee Burns gave a brief introduction to the board.

Director Perry gave an overview of the alternative spring break program (see Att. A, p. 1) and introduced Associate Director Andrito who attended the most recent trip to Beaumont, Texas. He explained that Salem State works with Habitat for Humanity and gave a brief summary of the organization. Two students who attended the Alternative Spring Break trip spoke about the trip as well as the past three trips. In response to a question the students responded that they would indeed do it again. In response to a question regarding the need to travel to other areas the students responded that it is important to see the needs of other communities. During the academic year the students do help out in the local community through the various community service groups we offer.

Provost Esterberg spoke about the new exercise science concentration offered through our Sport and Movement Science Department that was recently approved through governance (see Att. A, p. 7). She explained that no Board or DHE approval is necessary because it is a concentration in an existing degree. This concentration is aimed at better preparing our students for employment and to meet current accreditation standards. The program consists of two tracks. The non-clinical track will allow students to go right into the profession. The clinical track will prepare students to further their education. This is an extraordinarily fast-growing field with many opportunities. She believes that by renaming and meeting accreditation standards, we will increase student enrollment. In response to a question, Provost Esterberg stated that no additional faculty will be

needed. Provost Esterberg invited members of the Sport and Movement Science faculty in the audience to respond to some of the questions posed by the committee. In response to a question concerning the changes beyond the name, Professor Abboud responded that the change can be found in the clinical track with new courses as well as changes to both the non-clinical and clinical tracks by adding a student research line that is threaded from sophomore year to senior year. In response to a question regarding the new fitness center, Professor Dion responded that our students will use the center but no major courses will be held in the center. President Meservey thanked the faculty for their hard work and effort in making the necessary changes.

The next item on the agenda was the restructuring of the School of Education. Provost Esterberg explained the rationale for the reinvention of the School of Education (see Att. A, p. 8). The goal would be to reinvent and maintain our leadership position in education. There are many changes occurring in the field of education and our goal would be to be ahead of these changes. We are seeing extraordinary competition from the for-profit and private institutions. A systematic review of the School of Education was conducted by two consultants, Dr. Richard Schwab and Dr. James Martin-Rehrman. Some of our strengths are that we have teachers in every school district around the area and throughout the Commonwealth. We also have a strong alumni base. Some of the challenges we face include our complex and inefficient structure and our curriculum. Our education majors need to take two majors and it takes a long time for them to graduate with a Bachelor's degree. Our pass rates on exams are not as high as they should be.

The key recommendations are to have a free standing School of Education apart from the College of Health and Human Services responsible for all coordination of programs and to restructure our academic programs. A task force of faculty meets weekly to work on a proposal to go to governance this year. They are moving to a 4+1 program. This will improve overall success rates when they enter the profession.

The resources needed include a new dean of education who will be responsible for all programming. There would be some reallocation of administrative staff to support the dean and associate dean (an existing position). We will need to increase our full time faculty but this will happen through reallocation and back-filling of retirements.

In response to a question regarding implementation, Provost Esterberg responded that she is looking for support to establish the School of Education and begin the search for a dean. She anticipates the implementation of the curriculum to be fall 2014. In response to a question Provost Esterberg explained that a plan would be developed for our current students wishing to switch to the new program.

Upon a motion duly made by Trustee Segal and seconded by Trustee Bertrand, it was unanimously:

VOTED: The Academic Affairs and Student Life Committee recommends to the Salem State University Board of Trustees the re-establishment of a School of Education, separate and apart from the College of Health and Human Services.

President Meservey congratulated Dr. Schwab and Dean DeChillo for their help and oversight of the process. She thanked the faculty.

Vice President James gave a brief enrollment update (see Att. A, p. 10). Full time freshmen were retained at 91% this year with an even bigger jump in transfer students. Vice President James stated that looking forward to fall 2013 we are looking very good for both our freshmen and graduate admissions.

Assistant Dean Brossoit explained the graduate school marketing plan and the various marketing tools we are currently using (see Att. A, p. 12). He discussed the various recruitment strategies. Associate Dean Galinski explained the changes to the graduate admissions process and how it has been greatly streamlined (see Att. A, p. 13).

Chair Abdoo explained that the strategic plan will be discussed at the full board. Trustee Scott explained the reasoning behind the board visits and stated an event is being planned for the fall so the board can experience the activities going on on campus.

There being no further business to come before the committee, Trustee Villa moved and Trustee Bertrand seconded a motion to adjourn.

VOTED: to adjourn the meeting at 5:55 pm.

The motion passed unanimously. The meeting adjourned at 5:55 pm.

Prepared by V. Ross, staff assistant, academic affairs.

Attachment A

The Board of Trustees

Academic Affairs and Student Life Committee

March 27, 2013



Agenda

- Alternative Spring Break presentation
- Exercise Science concentration
- School of Education restructuring
- Board visit to campus
- Enrollment update (time permitting)
- Graduate recruitment (time permitting)
- Strategic plan (deferred to full board meeting)



Alternative Spring Break



Salem State University Alternative Spring Break Program

- Dates back to 1980's; Current program coordinated by SSU Community Service Group, a student organization, partners with Habitat for Humanity.
- Recent trip destinations include New Orleans (3), Beaumont, Texas (2), Missouri (2) and Albany, Georgia
- Students pay up to \$400 for the experience; remainder of expenses funded by SGA
- 20-30 students go annually; primarily women participating
- There is sufficient student interest for more trips but current funding limits the number
- Trips overseen by staff, including Bruce Perry, Jeff Smith, Neil Andrito and Kerrie Tingle



Habitat for Humanity



- Habitat for Humanity founded in 1976 by Millard Fuller and his wife, Linda.
- Habitat seeks to eliminate poor quality housing and homelessness from the world and to make decent shelter a matter of conscience and action.
- Today, Habitat For Humanity has helped build over 500,000 decent, affordable houses and served more than 2 million people around the world.
- Habitat has over 200 local affiliates in the US. Groups spend one week working with the local affiliate, community and partner families to help eliminate poverty housing in the area.

How does Habitat impact the communities that they work in?

- Through volunteer labor and donations of money and materials, Habitat builds and rehabilitates simple, decent houses alongside our homeowner partner families.
- In addition to a down payment and monthly mortgage payments, homeowners invest hundreds of hours of their own labor into building their Habitat house and the houses of others.
- Habitat houses are sold to partner families at no profit and financed with affordable loans.
- The homeowners' monthly mortgage payments are used to build still more Habitat houses



Alternative Spring Break Program

Beaumont, Texas

March, 2013

21 Students

Staff: Neil Andrito, Residence Life



Alternative Spring Break Program

Missouri
March, 2012

20 students at either Kansas City or
St. Joseph, Missouri sites

Staff: Jeff Smith, Student Involvement
Kerrie Tingle, Student Involvement









Alternative Spring Break Program

Beaumont, Texas
2011

20 Participants
Staff: Bruce Perry, Student Involvement





Exercise Science Concentration

Overview

- Existing Fitness/Wellness concentration to be replaced with Exercise Science to better reflect changes in the field
- Program designed to meet accreditation standards set by Commission on Accreditation of Allied Health Education Programs (CAAHEP) and its Committee on Accreditation for the Exercise Sciences (CoAES)
- Program will have two tracks: non-clinical and clinical
- Non-clinical: better prepares graduates for workforce and certification possibility
- Clinical: Non-clinical benefits + better preparation for rigors of graduate work in many Exercise Science and Allied Health fields

Job Outlook

Fitness Trainers and Instructors

- Employment projected to grow by 24% from 2010 to 2020, faster than the average for all occupations
- Business and insurance company incentives to join gyms or other types of health clubs is expected to increase the need for fitness trainers and instructors. Some businesses may even decide to open their own onsite facility to decrease the need for their employees to travel for exercise.
- As baby boomers age, they will be encouraged to remain active to help prevent injuries and illnesses associated with aging. With the increasing number of older residents in nursing homes or residential care facilities and communities, jobs for fitness trainers and instructors are expected to arise from the need for workers in the fitness centers in these locations.
- Other employment growth is likely to come from the continuing emphasis on exercise for young people to combat obesity and encourage healthy lifestyles. More young people and families are likely to join fitness institutions or commit to personal training programs.
- Participation in yoga and Pilates is expected to continue to increase, driven partly by older adults who want low-impact forms of exercise and relief from arthritis and other ailments
- Job prospects should be best for workers with professional certification or increased levels of formal education in health or fitness.

SMS Majors, Minors, and Concentrations					
	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012
All Plans	346	394	378	403	418
Minors	20	25	28	25	26
Majors - CE	16	10	7	9	9
Majors - Day	310	359	343	369	383
Athletic Training-BS	54	82	79	98	103
Sport & Movement Science (SMS)	256	277	264	271	280
SMS Concentrations:					
Fitness/Wellness	32	50	65	71	87
Sport Management	53	66	61	72	71
Unknown	123	63	41	25	30
All other (incl Ed. Licensure)	48	98	97	103	92

Source: 03/25/2013 Strategy (Plan count)



Reinventing the School of Education at Salem State University



- Our goal: to reinvent the school of education and ensure that Salem State University retains its position as a leader in teacher preparation.
- 

- ### Why the need to reinvent?
- Academic Planning identified curricular and program changes needed
 - Market Pressures
 - External Pressures: accreditation, Massachusetts Department of Elementary and Secondary Education (DESE) requirements
- 

A Systematic Review of the School of Education

- Consultants
 - Dr. Richard L. Schwab, Raymond E. Neag endowed professor of educational leadership at the University of Connecticut
 - Dr. James Martin-Rehrman, Professor and former dean of education at Westfield State University

Key Findings: Strengths

- A long and distinguished reputation in the field of education
- Core of dedicated faculty, a committed administrative team, and a loyal alumni base
- Demand for highly qualified and well prepared educators is high
- Successful partnerships with area schools

Key Findings: Challenges

- Complex and inefficient administrative structure
- Pre-service teacher licensure programs face a number of challenges, including lagging progression rates, lower than ideal pass rates on state exams, and student dissatisfaction with program complexity and advising
- Highly complex number and variety of programs (both graduate and undergraduate)
- Clinical placements are dispersed

Key Recommendations

- Establish a separate, freestanding School of Education separate from the College of Health and Human Services
- Restructure academic programs keeping in mind state standards, accreditation requirements, and efficiency
- Create a five-year teacher education program (bachelor-to-master's degree) as the main teacher preparation program

Resources Needed

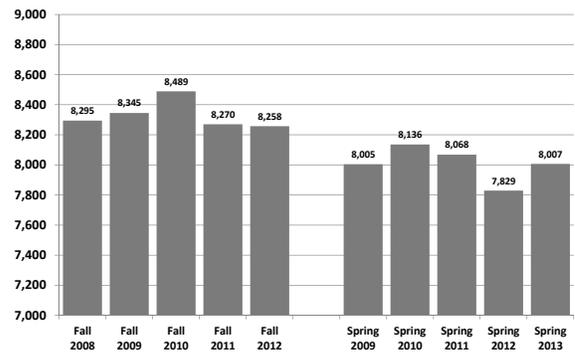
- Dean of Education
- Space to be reallocated with backfill of library
- Administrative/support staff to be reallocated
- Faculty lines allocated through academic planning process/retirement replacements

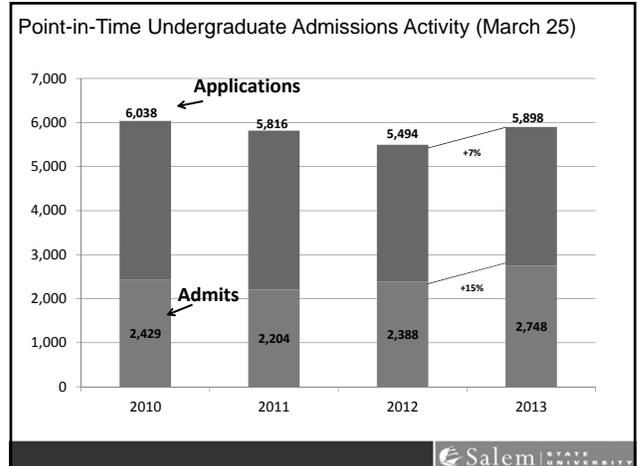
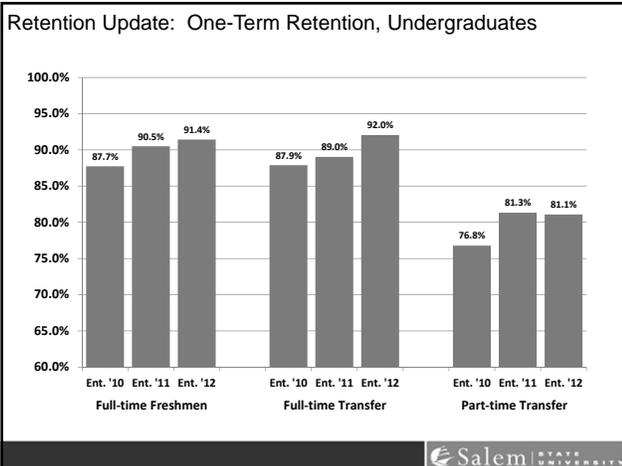
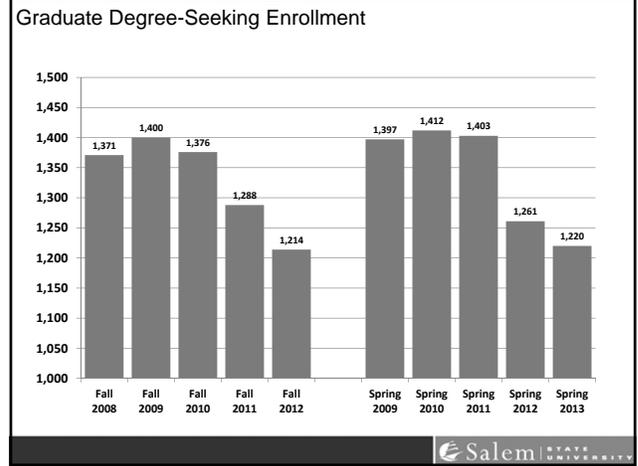
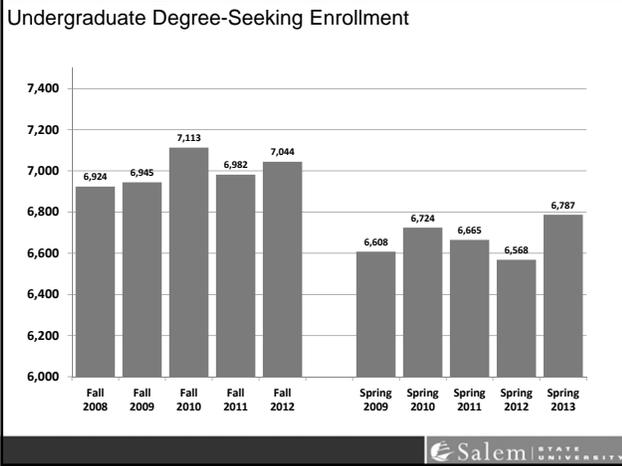
Opportunities

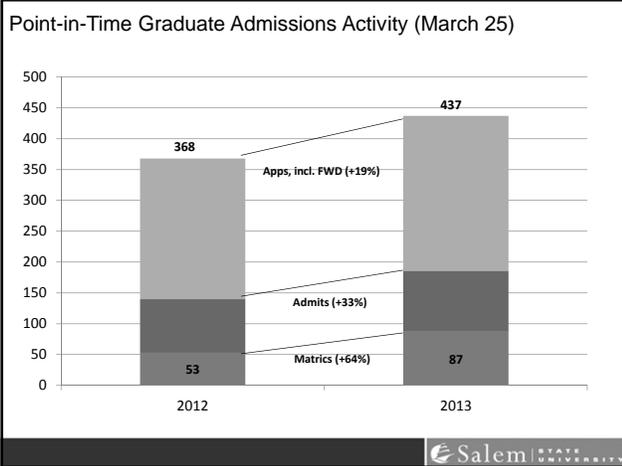
- Enhanced and more efficient academic programs
- Greater quality of teacher preparation program and assurance that our graduates are well-prepared
- Ability to meet new accreditation standards--ahead of the curve
- Enhanced ability to meet competitive challenges
- Enhanced opportunities for friend raising and fund raising

Enrollment Update

Total Degree-Seeking Enrollment (Undergrad and Graduate)







Graduate Recruitment

- ### Marketing
- Enhance Web Presence
 - Carnegie research project
 - RDW Project. – *Reasons* Campaign
 - Boston Magazine
 - Billboards
 - Video & Radio Production
 - Micro Site
 - Apply Page
 - E-Marketing - List buy – GMAT and GRE
 - Online advertising – Google AdWords, YouTube, Facebook, Pandora, Career Builder, Boston.com, BostonHerald.com, Xfinity.net
 - Social networking strategy
 - Upcoming projects – YouTube videos of current and former graduate students

- ### Recruitment
- Fall and Spring Graduate Open Houses
 - Prospect management
 - Program specific recruitment plans created
 - Attend graduate fairs and host on-campus events

Recruitment

- Targeted Recruitment & Electronic Communication
 - SSU undergraduates
 - Non-matriculated graduate student
 - Alumni email
 - Current student email
 - What's new at SSU & Local Media Outreach – calendar listings
- Direct mail – catalog
- Creation of e-mail list of all teachers in the Commonwealth for outreach effort
- Provide career services offices at Massachusetts colleges and universities posters/publicity about the Graduate Open Houses
- Creation of a multicultural recruitment plan
- Training program coordinator's about their role in recruitment and providing them with tools to aid in their efforts

Admissions Process Improvements

- Streamlined the application process
- Creation of an on-line graduate application
- Creation of gradadmissions@salemstate.edu account so prospective students can receive information quickly
- Research of admissions process of competitors and recommendation to streamline and reduce barriers

Admissions Process Improvements

- Implementation of self-managed online admissions process. Allow students to track the status of their application online
- Launch ComGen, a system that sends automated messages to applicants informing them of where their application stands at all points in the process
- Implementation of a CRM that will track people from prospect through enrollment. Collapses four separate systems into one interconnected system

SUBJECT: Finance & Facilities Committee Meeting Report for March 27, 2013

The Finance & Facilities Committee of the Board of Trustees met on Wednesday, March 27, 2013, in conference room 210, Marsh Hall, Central Campus of Salem State University.

Present for the Committee: Trustees Mattera (vice chair), Abdo, Bertrand, Burns, Lancome, Chair Scott, President Meservey (ex-officio), vice president, finance & facilities Soll (committee liaison), staff assistant Beaulieu. Others present and participating were: Trustees Segal and Davis, student government president Rodriguez-Rios and student government assistant treasurer Davis.

Committee vice chair Mattera called the meeting to order at 6 pm.

Student Government Association FY2013-14 Budget and Fee Rate

Vice President Soll presented a summary of the Student Government Association Trust Fund FY2013-14 budget and fee rate proposal (Attachment 1). The proposed budget and fee increase have been reviewed and are supported by the administration. The proposed fee increase is ten dollars per semester for a full-time student. The last fee increase was approved by the board ten years ago. Bruce Perry, advisor to the student government association (SGA), introduced Jobita Rodriguez-Rios, SGA president, and Dylan Davis, SGA assistant treasurer.

Ms. Rodriguez-Rios and Mr. Davis walked the committee through a PowerPoint presentation (Exhibit I-A). Traditional highlights of the past year included the annual Haunted Happenings, a free event for the children of Salem; U-Nite, the third annual celebration of university status; community service week, where over \$700 was raised for super storm Sandy relief; nine students were sent to the Board of Higher Education student leadership conference; five students attended State Advocacy Day to lobby for public higher education, at which SGA vice president Giannino was asked to speak; and nine students will be sent to the national conference on student government in April. Working with MASSPIRG and other student organizations, an event was held in the Fall that resulted in registering over 800 students to vote. Three canned food drives for local shelters took place, and a postcard campaign following the Newtown CT, massacre where students could send sympathy cards or voice their support of or opposition to gun control. Traditional activities include co-sponsorship of the Salem State University speaker series, family weekend and leadership induction ceremony. Other activities held were bi-monthly meetings with student organizations, training for student organization leaders and participation in eight student organization fairs to get students involved.

A handout detailing the SGA budget and fee proposal (Exhibit I-B) was distributed. In FY2013 over \$490,000 of funding requests from student organizations were received. The SGA FY2013 budget revenue available was \$345,000. In addition to operating expenses and groups and clubs allocations, reserve disbursements were made to fund the purchase of a new van for the shuttle program and to underwrite a spring concert, leaving an anticipated balance for FY2014 of \$18,000. The disbursements page (Exhibit I-B) summarizes group allocations. The SGA budget committee held budget hearings over

ten hours to allow student organizations the opportunity to support their requests for funding. Recommended allocations were presented to the SGA Senate for approval.

Rationale for the proposed fee increase included an increased number of student organizations; increased travel support for student attendance at conferences and workshops; budget support for a major concert; and funding for shuttle van support. A comparison of student government fees at all state universities showed Salem with a current fee of \$30 per semester, with a portion of the fee supporting a tutor program. Other state universities' fees currently range from \$34 to \$150 dollars per semester. Raising the fee to \$40 per semester would put Salem in the low to middle range of what is currently charged by its sister institutions. A student survey taken in May 2012 with 1009 respondents measured student perception of the quality of activities offered at Salem State compared to other public colleges and universities of similar size, with 14% saying quality was better at Salem State; 58% same quality; and 29% worse quality. A survey taken in May 2012 with 1027 respondents showed 61% support for an increase to provide more funding to student organizations for activities, with 50% supporting an increase of \$1-\$10. A more recent survey taken in December 2012 with 424 respondents showed 51% supporting an increase and 41% supporting an increase of \$1-\$10. Proposed funding priorities to be covered by the fee increase are increased funding for student travel above the current limit of \$300 per student for conferences and professional meetings; shift funding for a major concert from the reserve to a budgeted line item; funds for an additional van for the shuttle program; and more resources for new student organizations.

Committee vice chair Mattera thanked the students for a good presentation.

Trustee Lancome made the following motion, seconded by Trustee Bertrand.

MOTION

The Finance and Facilities Committee recommends that the Board of Trustees approve the following motion.

MOTION

The Board of Trustees of Salem State University hereby approves the Fiscal Year 2013-14 Student Government Association Trust Fund budget as recommended by the president. The Board of Trustees, further, approves increasing the Student Government Fee rate to \$80 per full-time student for the 2013-14 academic year.

On a voice vote, the motion passed unanimously.

Other trustees commented to the students that they did a great presentation.

FY2013-14 Budget

Vice President Soll presented an overview of the FY2013-14 general operations budget (Attachment 2). A preliminary overview (Exhibit II-A) budget walkdown was discussed. The top of the page shows the final FY13 budget as approved by the board. The bottom of the page shows potential FY14 adjustments based on certain assumptions. State support for FY14 is assumed to be at the level proposed by

Governor Patrick, which reflects level funding of the operating budget plus funds for mandatory compensation adjustments resulting from collective bargaining for each institution. In the past collective bargaining adjustments were funded separately through a compensation reserve held at the state level. There was significant uncertainty about how the reserve would be allocated. For FY14 the Governor adjusted each institution's line item for compensation adjustments, which removes some of the uncertainty associated with the compensation reserve approach. The proposed increase in state support is \$1.467 million, which is offset by the \$1.467 million cost of the mandatory compensation adjustments. The university will have to cover mandatory compensation adjustments for employees whose salaries are paid by local funds, at a cost of \$1.1 million. In addition, the fringe benefit rate is expected to increase slightly from 27.27% to 27.6%, adding an additional \$100,000 in cost for locally-funded salaries only. The fringe benefit rate is set each year by the State Comptroller based on negotiations with the federal government. The 27.6% preliminary rate was recently issued by the Comptroller for planning use. A history of fringe benefits assessment rates (Exhibit II-B) was handed out. For FY13 the university reaped a \$1 million savings compared to the year before because of a reduction in the rate. For FY14, the rate will increase slightly. The rate tends to fluctuate significantly over time, but it is hoped that it will stabilize somewhat in the future.

The next group of adjustments pertains to the opening of two new buildings in FY14 – the library/learning commons and the fitness and recreation center. The library/learning commons will require \$143,000 for library professional staffing and \$445,000 for operations. The fitness and recreation center will need \$1.193 million for operations and debt service (net of existing positions transferred).

Technology systems license and maintenance contracts will require \$200,000. This amount is very conservative, and the actual need is likely to be substantially higher.

The anticipated requirement for mandatory compensation adjustments, operation of new buildings and technology support are essentially non-discretionary. Four other entries are shown budgeted initially at zero in the walkdown. Financial aid funding in the past was increased by the board when fees were increased to offset the impact of the higher fees on the most needy students. While the board may want to increase financial aid funding for FY14, no increase is assumed in the initial budget overview. The university will do its best to absorb any inflationary increases in general expenses and utilities within the base budget. A strategic initiatives reserve for the president was funded last year at \$467,000. While some initiatives funded by the reserve in FY13 are base adjustments, a portion of the reserve will be available in FY2014. No increase in funds for the reserve is reflected in the walkdown. Similarly, no increase in funding is shown for capital and technology projects. Deferred maintenance spending is mandated by the state to be equal to at least 5% of the university's operating budget. For many years, the university had met or exceeded this standard. In FY2010 when state funding was reduced, deferred maintenance spending was reduced to accommodate the budget cut. The university was able to keep up mandated spending with the help of federal economic stimulus funds, but that program has ended. For FY13 about a fourth of what was lost was restored to the base, and the hope was to continue to rebuild funding for deferred maintenance each year until the 5% minimum is met again. The preliminary walkdown includes no additional funding for these projects.

Several revenue increases and cost reductions were noted. A small amount of revenue is expected through memberships and rentals of the new fitness and recreation center and through an increase in charges for certain programs. The administration anticipates generating \$50,000 through an expanded tuition management program that offers students more opportunities to pay their university charges over the course of the academic year rather than all up front. The university entered into a new printer/copier contract which should reduce costs \$175,000 annually, which will be returned to the budget for reallocation. Based on all these assumptions and with no change in fees or new revenues, the budget shows a shortfall of \$2.9 million.

Vice President Soll said that the trustees should consider this a less than bare bones budget. The university does not know at this time how budget proposals to be issued by the House Ways and Means and Senate Ways and Means committees will compare to the governor's budget proposal. A key factor to keep in mind is that the governor's budget proposal is based on his revenue budget package, which is unlikely to be supported by legislators in its entirety. It is not likely a final budget will be acted upon until July, August or even later. The administration is not requesting the committee take any action on the budget at this meeting. The budget overview is provided as background for discussion of fees for FY14. A pro-forma budget will be presented for approval at the next finance and facilities committee meeting since the university needs a board-approved budget to continue operations on July 1, 2013.

President Meservey stated that, while the committee is not being asked to take action, it needs to consider the shortfall presented. Vice President Soll has presented the foundation for discussion. Vice President Soll asked if the trustees had any questions. Trustee Abdoo had two questions regarding the additional funds needed for the library/learning commons and fitness and recreation center. Some of his assumptions were that the staff in the former library was retained and that the physical size of the new library was smaller. Vice President Soll responded that the new library is 124,000 square feet as compared to the old library, which was 127,000 square feet. While the new library/learning commons will be more energy efficient, various contemporary code requirements, such as indoor air quality, heating and ventilation systems etc., can be more costly to run than systems put in buildings 40 years ago.

The year after the library closed the university experienced 9C cuts that reduced state support by \$9 million in one year. An accumulation of 35 vacant positions were eliminated, and layoffs reduced the workforce by another 25, for a total reduction of 60 positions from the base. Since the positions were eliminated, new positions must be established now for the new library/learning commons. The fitness center is a totally new building rather than a replacement, so its operating expenses are new to the budget. President Meservey explained that the new library building has advanced technology that requires a new position to focus on these systems. Trustee Abdoo requested that the administration provide for the next meeting a list of the changes in staff in the library and the associated costs that were reduced from the base budget.

President Meservey added that, when the fitness center was approved by the board, a pro forma operating budget was presented. Two positions from the current wellness center will be transferred to the new center, reducing the need for additional funding. Vice President Soll reiterated that the new fitness facility is a student life, recreation facility and not a replacement of the wellness center, which is academic in nature.

Trustee Segal asked that the next budget walkdown show what was budgeted in FY13 for those line items shown at zero for FY14. He also asked about the fitness fee. Vice President Soll reminded the trustees that they were concerned about charging a fee before the facility was in operation and, as a result, they deferred increasing the fee for the center until it was open. The operating budget for the fitness center aligns with what was presented when the board approved proceeding with the project. About two-thirds of the cost will go to debt service. Trustee Scott inquired about the estimate of the fee increase. Vice President Soll answered that the board had discussed an increase of not more than \$150 per year per student. He further noted that the current fee does not include this increase. Further discussion took place regarding the fee for the fitness center. Vice President Soll does not anticipate a separate fee, but rather an increase to the general university fee. Trustee Mattera asked if the SGA fee was separate. Vice President Soll confirmed that it is.

Trustee Scott expressed concern over the zero budget for strategic initiatives and wondered if the carryover within the reserve from FY13 would be sufficient. Vice President Soll said that the carryover would be limited and not enough to support many of the initiatives identified within the new strategic plan. He commented that a report on the reserves (Exhibit II-C) was included in the committee mailing. The university reserve is virtually depleted at this point in the fiscal year, with an initial allocation amount of \$120,000 for the response to the recent data breach. This amount will definitely increase. Trustee Mattera asked if there was a way to capture the carry forward amount of the strategic initiatives funding in the walkdown. This will be done for the next presentation. President Meservey chose to show the board a very lean scenario as a starting point for consideration of the budget and is not happy with the zero budgeted line items, especially for financial aid. It is a concern, and she expressed appreciation for the trustees' comments.

FY2013-14 Fees

Vice President Soll initiated a discussion of fees (Attachment 3) by briefly reviewing the materials mailed with the committee agenda. A history of tuition and fees for Salem State (Exhibit III-A) was the first exhibit included. A history comparing tuition and fees at all nine state universities (Exhibit III-B) showed Salem starting in FY09 as the most expensive among the comprehensive institutions to ranking number four in FY13. The hard work of the board and administration has helped keep Salem in a competitive position in terms of fees. A comparison of undergraduate evening tuition and fees (Exhibit III-C) shows Salem as being low in comparison to the comprehensive institutions. Mass Maritime was noted as being a specialized school. The comparison among graduate tuition and fees (Exhibit III-D) showed Salem State being similarly competitive. While institutions such as Fitchburg and Worcester may be a bit lower, Salem does not really compete for students from those geographic regions since most graduate students are part-time and generally may not travel that far to attend. The following tuition and fees for in-state undergraduate day students (Exhibit III-E) shows alternative fee adjustment options that range from 0% to 8.5% increases. The evening undergraduate tuition and fee table shows alternative adjustments per credit hour (Exhibit III-F) that range from 0% to 14.8% increases, and the graduate tuition and fee table shows alternative adjustment options per credit hour (Exhibit III-G) that range from 0% to 12.1%.

A PowerPoint slide presentation (Exhibit III-H) provided a brief review of background information for the fee discussion. Listed at the bottom of page one are the projected FY14 potential cost increases as discussed earlier. The top slide on page two displays the assumptions followed in developing the

projected potential cost increases. The bottom slide on that page repeats the state university tuition and fee comparisons over the past five years. Salem falls below the average increase in tuition and fees for FY13, being 96.6% of the mean increase for all state universities. The top slide on page three reflects tuition and fee trends at the state universities. Salem has increased its tuition and fee cost 24.4% over four years. Mass Maritime is lower; however it has a different type of authority and is a specialized school. All other universities in the system showed higher rates of increase over this time period.

The last slide shows a snapshot of a FY14 fee model where potential fee increases can be entered, with the model then showing the resulting percentage increase and impact on the budget's bottom line. Trustee Mattera asked for a number to be put into the day undergraduate cell that would offset the deficit shown in the budget overview. Vice President Soll entered \$690/year which reflects an increase of 8.5%. The offset the projected shortfall if only day undergraduate fees were increased. President Meservey thought that the revenue generated should be higher based on 6,000 undergraduate students. Vice President Soll explained that the projected revenue is based on actual past revenue experience, which reflects all financial aid and waivers. The revenues associated with a 1% fee increase will be recalculated to be sure the model uses the appropriate number.

Questions arose about enrollment and its impact on the formula. Enrollment growth projected for the next year is not calculated in the projected revenue until the following year based on actual receipts. Conversation took place regarding the use of projected enrollment growth and the risks associated with that approach. The university starts with a conservative approach based on actual experience, but a factor for enrollment growth could be incorporated. Potential fee increases for other categories of students were entered into the model to balance the budget shortfall in different ways.

Trustee Mattera was uncomfortable with a 6% or more increase for day undergraduate students. Trustee Lancome looked at it from a strictly business perspective and wondered where the greatest elasticity lies. The biggest impact in revenue would be from undergraduate full-time students. The graduate program has experienced some decrease in enrollment in recent years and is just now starting to show some potential growth. President Meservey stated that the size of the cohorts of the undergraduate evening and graduate students may not gain as much ground if tuition and fees become less competitive, and we should be sensitive to the percentage increase. Trustee Burns commented that with applications up the burden would fall on the full time student. Vice President Soll has polled our sister institutions. Most of them except for Framingham have not shared their plans for increases at this time as they are at the same stage in consideration as we are. There are some institutions that have new buildings coming on line that we anticipate will require fee increases. President Meservey added that most of our counterparts will probably go up between five and six percent. Assuming that Salem moves at the same pace it will hold its position, although the fees for most of the state universities are less than \$100 apart. Trustee Mattera is sensitive to where Salem ranks but did not feel Salem should compare itself only to the other state universities. The characteristics of Salem's population are that it is not a wealthy demographic. He is not prepared to send a message of a six or seven percent increase. Since the committee is not required to take action he urged the committee not to make a recommendation to the board at this time. He would be guided by others. He looked to Chair Scott for advice. Trustee Scott explained that the timing of this discussion allows the full board to communicate any fee increase to students before they leave for the summer. The background is important, what we can live with and the public perception. Trustee Lancome agreed that the committee does not have to make a

recommendation today but may have to approve an increase in the end. He asked the administration to take another look at the budget to see if any other costs can be cut or if some enrollment growth could be included in the projected revenue.

Energy Performance Contract Agreement

Details of this contract are still being worked out with the Division of Capital Asset Management and Maintenance (DCAMM). Under the program, the state pays for the initial cost of the selected projects, and the university reimburses the state for these costs over a ten to twenty year period with the savings resulting from reduced energy consumption. Salem plans to opt for a fifteen year payback so that energy savings would pay for the projects with a small amount of savings staying with the university. At the end of the repayment period, the ongoing savings would stay entirely with the university.

As the first step in the program, DCAMM entered into a contract with Constellation Energy to perform an energy audit of all campus buildings. The investment grade audit (IGA) was completed and identified \$12.6 million of potential projects with energy savings. Some of the projects did not yield sufficient payback to be attractive. Reviewing the list Salem has identified about \$6 million to \$7 million of projects to pursue. It is anticipated that the list will be finalized with DCAMM by the next committee meeting so the entire package will be ready for approval. This program is a great way to address certain deferred maintenance needs.

Mainstage Theater Modernization Financial Plan

Architects completed a design study in January, and DCAMM extended the architect's contract through the early phases of design development. Salem is looking at completion of design in February 2014, with construction to start in April 2014 and completion by Fall 2015. The estimated total project cost of \$18 million will be funded through private donations, vendor commissions and deferred maintenance funding. Gifts and pledges of \$5.6 million have been received by the Foundation to date, and the university has \$2 million accumulated toward the project. Of the total of \$7.6 million, at least \$5 million is cash in hand, with the remainder pledged to the Foundation.

The university anticipates financing the balance to close the gap. There are different ways to finance. Vice President Soll and Associate Vice President Donovan have been in discussions with the bank that bought the bonds for the Weir property acquisition. That bank has a good understanding of the university and the relationship with the Assistance Corporation. It appears a privately placed, tax-exempt bond issue would be the most advantageous way to finance the project. Privately placed tax-exempt bonds would avoid the rating process and save on cost of issuance in comparison to a public sale. Interest rates would be lower than a taxable issue. Salem could get a fixed rate for ten years or possibly longer, although the rate might have to be re-set after ten years. A longer amortization period could be used to reduce the size of principal payments in the early years, but that would require a balloon payment when the bonds mature. Various scenarios will be prepared. Another alternative to be considered would be to fold the financing for the Weir property into the new bond sale. Current interest rates are about one percent lower than when the Weir property was financed.

The original understanding from DCAMM was that all the money for the entire project would have to be transferred to the state treasury before design could begin. However, two other state universities have recently signed agreements with DCAMM to provide funds at certain milestones in their projects.

This set a precedent that allows funds to be provided at various stages in the life of a project. Salem is currently in discussion with DCAMM on a similar agreement for the Mainstage project. Currently Salem has more than enough funding in hand to pay for the design, and any financing would not be needed until approximately February 2014. A more detailed approach will be provided to the board at a later date. Trustee Burns asked where the funding comes from to pay the debt service. Vice President Soll responded that some would come from the operating budget, but the hope is that more donations will be generated through fundraising as part of the comprehensive campaign. There will be no additional operating expenses for this project since the footprint will not change. Trustee Scott believed that a decision will not need to be made until fall. Vice President Soll explained that there will be no need for a vote on the terms of financing at the next meeting but that the administration will continue to brief the trustees on the status of the financing effort so they have a good understanding of the plan when action is needed. He anticipated the bond sale would occur very late this year or very early in 2014.

Investment Policy

Previous discussions with Trustee Quiroga and Mr. Gadenne considered adopting a different benchmark to gauge the performance of the university's equities portfolio. In response to the committee's questions, Eastern Bank Wealth Management, the university's investment manager, proposed a blended benchmark (Attachment 4). The blended benchmark is made up of 60% S&P 500 and 40% MSCI World Index, which is comprised of approximately a 50/50 split between domestic (U.S.) equities and the rest of the world. The old benchmark was solely the S&P 500. The blended index ends up about 80% domestic, including small/midcap, and 20% all else. This more accurately reflects the multi-asset mandate and composition of the portfolio. Vice President Soll said that the benchmark is not included in the board's investment policy, and a vote would not be required to change it. However, he wanted to be sure there was consensus among members of the committee that the change should be made. Trustee Mattera recommended that this item be put on the next agenda since Trustee Quiroga was absent, and she was involved and is more familiar with this item. Vice President Soll agreed and noted that no action was required.

Capital Projects Update

The university is moving ahead with the Campus Master Vision. Sasaki Associates will give a presentation at the full board meeting on April 10.

Salem has been working with the Massachusetts State College Building Authority (MSCBA) on a new residence hall project. Site alternatives are being reviewed in hopes that the project will move into design and be completed for occupancy in Fall 2015. MSCBA has issued an RFP for design services and is currently reviewing proposals. The design team will do an initial study to determine location, capacity, cost and other aspects of the project.

In January the board was informed of the university's plan to look at temporary modular housing to handle the current overflow of residential students while a new residence hall is built. A lot has been learned from the State on this process. An architect is developing a schematic plan for the project, and an RFP will be ready this coming Monday. Proposals are expected in about two and half to three weeks. The architects have done a nice job with design that could be more attractive than what was originally presented to the board. Vice President Soll will report back at a later date if this project appears to be feasible, both in terms of costs and completion schedule.

Trustee Segal made a general comment about the multitude of projects under way and the six or seven consultants under contract. He recommends that a hold be put on a lot of these projects. He is concerned with the budget and wants to address the budget issues before furthering any projects. Trustee Scott clarified that work currently being done is in this year's budget. Vice President Soll added that the projects that result from the work of the consultants are what will impact the budget in the future. President Meservey noted for Trustee Burns that the costs of new residence halls are paid by the student residence hall fees and are not part of the university's general operations budget.

There being no further business to come before the committee, Trustee Abdo moved and Trustee Bertrand seconded a motion to adjourn.

MOTION: To adjourn the meeting.

On a voice vote, the motion passed unanimously.

The meeting adjourned at 7:50 pm.

Prepared by: Ms. Beaulieu, staff assistant, finance and facilities

REQUEST FOR TRUSTEE ACTION

Date: April 10, 2013

To: Board of Trustees

From: Patricia Maguire Meservey, President

Subject: Student Government Association Trust Fund
FY2013-14 Budget and Fee Rate

Requested Action: Approval

The Salem State University Student Government Association (SGA) has prepared for Board of Trustees consideration a budget proposal for the 2013-14 fiscal year. The budget is based on revenues available through the assessment of a Student Government Fee, which is mandatory for all day undergraduate students. The budget supports various activities of the Student Government Association as well as many groups and clubs that are recognized as official student organizations.

The proposed budget is summarized below.

Beginning Cash Balance	\$98,367
<u>Revenues</u>	
SGA Fee	\$460,000
Transfers Out	(15,000)
Total Available Revenue	\$445,000
<u>Expenses</u>	
Salaries and Benefits	\$4,053
Operating Expenses and Services	283,447
Undesignated Reserve	115,000
Operating Reserve	<u>42,500</u>
Total Expenses	\$445,000
Ending Cash Balance	\$98,367

The SGA proposal includes a fee increase of \$10 per semester, from \$30 to \$40. This is the first increase in the SGA fee in nearly ten years. The additional revenue will be used to provide funding for the growing number of student clubs and organizations, provide more funding for student travel for conference and educational workshop attendance, support major campus events on a more regular basis, and support future capital investments, such as vans for the campus shuttle service.

MOTION

The Board of Trustees of Salem State University hereby approves the Fiscal Year 2013-14 Student Government Association Trust Fund budget as recommended by the president. The Board of Trustees, further, approves increasing the Student Government Fee rate to \$80 per full-time student for the 2013-14 academic year.

Committee Assigned: Finance & Facilities

Committee Action: Approved

Date of Action: March 27, 2013

Trustee Action:

Trustee Approval Date:

Effective Date:

Signed: _____

Title: Secretary, Board of Trustees _____

Date: _____

SGA Budget Proposal FY '14

Program Statement – Traditional Highlights

- Haunted Happenings – Halloween party for over 400 Salem children in October
- U-Nite – 3rd annual celebration of university status attracted over 500 students in October
- Community Service Week – 7th annual raised over \$700 for Superstorm Sandy relief in November
- Sent 9 students to BHE Student Leadership Conference in March
- Sent 5 students to State Advocacy Day to lobby for public higher education in March
- Sending 9 students to national conference on student government in April

Program Statement – New Initiatives

- **Worked with MASSPIRG and other student organizations to register over 800 students to vote in fall**
- **Held 3 canned food drives for local shelters**
- **Created postcard campaign, following Newton, CT massacre which facilitated nearly 100 students voicing their support or opposition of gun control legislation to federal legislators**

Program Statement – Traditional Activities

- Co-sponsor of SSU Series
- Co-sponsor of Family Weekend, Leadership Induction Ceremony
- Held bi-monthly meetings with all student organizations
- Held training for all student organization leaders to access funds, understand policies and procedures
- Participated in 8 student organization fairs to get students involved on campus

FY '13 Budget Summary

Total funding requested by student organizations	\$496,039.50
Total SGA Budget	\$345,000
Total SGA Reserve as of July '12	\$93,366.71
7% of Reserve Withheld	\$30,615.67
Total Available Reserves FY '13	\$65,751.04
Reserve Disbursements FY '13	\$47,128.19
– Purchase of a new van	\$7,128.19
– Funding of spring concert	\$40,000
Anticipated Fund Balance FY '14	\$18,622.85

Disbursements Page

- Summarizes decisions from the budget process to allocate funds to student organizations for FY '14
- Budget Committee comprised of 7 student representatives
- Held budget hearings over 10 hours to allow all student organizations opportunity to propose for funding
- Recommend allocations to the SGA Senate for approval

Proposed Fee Increase Rationale

- Number of student organizations has grown from the low 40's to 65 within the last few years
- Each year 5 – 10 new organizations are emerging
- SGA reserve has gradually been spent down to fund concerts and major purchases, such as vans for the shuttle program

State University Fee Comparison

- Salem State
\$30 per semester; portion of fee supports tutor program
- Worcester State
\$34 per semester
- Fitchburg State
\$45 per semester; portion of fee supports Rec./Intramurals
- **Salem State Proposed**
\$40 per semester; portion of fee supports tutor program
- Bridgewater State
\$50 per semester; portion of funding allocated by VP Stu. Affairs
- Westfield State
\$56.50 per semester; portion of funding supports bus service
- Framingham State
\$70 per semester
- Mass Col. of Liberal Arts
\$150 per semester

Student Survey Results

- *What is your perception of the activities offered at Salem State, compared to other public colleges and universities of similar size?*

Better quality

14%

Same quality

58%

Worse quality

29%

From May 2012; 1009 respondents; Results rounded to the nearest percent

Student Surveys

- *Would you support an increase in Salem State's student activity fee to provide more funding to student organizations for activities for students?*

61% support an increase

50% support an increase between \$1-\$10

From May 2012; 1027 respondents; Results rounded to the nearest percent

Student Surveys

- *Would you support an increase in Salem State's student activity fee to provide more funding to student organizations for activities for students?*

51% support an increase

41% support an increase between \$1-\$10

From December 2012; 424 respondents; Results rounded to the nearest percent

Proposed Funding Priorities

- Increase funding for student travel above current limit of \$300 per student for conferences, professional meetings, etc.
- Shift funding Major Concert from reserve to budget line item
- Fund additional van for the Shuttle Program
- Provide more resources for new student organizations

PROGRAM STATEMENT

FY 2014

Student Government Association Fund 2600

Name of Program or Service

Summary of Activities and Achievements, Fiscal Year 2013

(a sampling of activities for the first half of the current fiscal year)

This year has been a very active one for the Student Government Association. Programmatic highlights include Haunted Happenings, our annual Halloween party which attracted over 400 local children and families to campus; U-Nite, our third annual celebration of Salem State becoming a university, which drew over 500 students together for a festive evening; and our seventh annual Community Service Week. Events featured during Community Service Week included a fundraising drive in which students donated over \$700 for victims of Superstorm Sandy, a campus-wide canned food drive, and a powerful talk delivered by staff and former residents of a local homeless shelter. In addition, SGA also held two other food drives - one in conjunction with the local Crosby's supermarket and the other in cooperation with University Police, which accepted canned goods as payment of parking tickets over a three week period. As a result of these food drives, three car loads of food were donated to local shelters, including Lifebridge and My Brother's Table. Furthermore, SGA also assisted several other student organizations in registering over 800 students to vote in the presidential election. This semester, SGA sponsored a postcard campaign to encourage students to voice their opinions about gun violence by sending a message to their congressional representatives in response to the tragedy in Newtown, CT. Nearly 100 students wrote a postcard to their Senators and/or Representative. SGA continues to support and participate in campus events, such as the Salem State Series, Group and Club Fairs, training for student organization officers, the Student Leadership Induction Ceremony, Family Weekend, and the Student Leadership Luncheon. Bi-monthly meetings are held by student government with representatives of each of the student organizations. Recently the SGA President and Student Trustee launched an effort to create a Student Advisory Council in order to bring together representatives from all student organizations, athletics and other campus constituencies for regular meetings. In the Commonwealth, SGA representatives attended the Board of Higher Education's Student Leadership Conference and were active in meeting with Massachusetts legislators on State House Day to lobby for support for public higher education.

Budget Highlights for Fiscal Year 2013

The SGA continues to be a major funding source for student organizations and events for students. SGA funds almost all recognized student organizations on campus and by the end of the year will allocate an additional \$50,000 for events proposed during this academic year. Furthermore, SGA continues to financially support the Tutor Program in the Center for Academic Excellence. We also funded the purchase of another campus van, in cooperation with University Police, to sustain the campus shuttle service and the popular weekend van program, as well as a proposed concert by Program Council from our reserve.

Activity Changes Planned for Fiscal Year 2014

Over the last few years, following university status, there has been a substantial increase in the number of new student organizations. In the past, SGA typically funded about 40 student organizations but that number has grown to almost 65 groups requesting funding now. In addition, more funding is needed for students to travel to academic conferences and other educational events. As a result, SGA voted to propose the first increase to the SGA fee in almost ten years to fund four budgetary priorities: the growth in student organizations; the increasing demand for funds to support student travel to conferences and educational workshops; the student desire for major campus events, such as last year's Gym Class Heroes concert; and to support future capital expenditures, like the vans.

SALEM STATE COLLEGE
FY 2014 Proposed Budget
Disbursements by Cost Centers

Dept	2600	FY2012 Actuals	FY2013 Revised Budget 12/31/12	FY2014 Proposed Budget
347	Program Council	160,957	80,619	82,000
351	LOG	6,825	7,963	10,000
364	SGA Administration	85,627	82,107	102,800
395	The Alliance	11,376	11,323	10,000
396	Accounting Association	368	1,200	1,200
397	Multicultural Student Association	33,527	30,000	22,050
398	American Marketing Association	1,340	1,783	850
399	Asian Students Association	7,500	8,208	8,000
401	Biological Society	545	557	-
403	Catholic Student Community		-	-
404	Criminal Justice Academy	1,031	655	655
405	Earth Science	6,635	4,620	3,500
406	Hispanic Society	17,603	17,500	17,000
407	International Student Association	6,491	5,225	5,000
408	Public Relations Society of America	6,074	1,600	1,600
409	Mgmt Advancement Society		-	-
410	Math Society		-	-
411	Medical Comm Society			-
412	Phi Beta :Lambda			-
413	Political Science Academy	1,889	276	800
414	Repertory Dance Theater	655	1,000	1,500
415	SSC-TV	-		-
416	START SAR	600	557	1,270
417	Ski/Snowboard Club		-	-
418	Student Nurses Association	-	-	800
419	Student Theater Ensemble	6,485	6,200	655
420	WMWM	12,755	14,938	15,000
421	Women's Center	2,457	8,000	8,000
428	Future Educators of America		-	-
502	Student Admin Supp (Van Purchase)	48,067	-	
506	Campus Crusade for Christ	165	655	-
507	Campus Educators	4,234	4,400	5,500
508	Chemistry Society	330	655	1,250
509	Economics Club	86	491	-
510	Mountain Biking Club		-	-
511	Music Society	1,176	1,600	995
512	Salem Geographical Society	545	1,750	1,750
513	Science Fiction and Fantasy		491	655
514	Sociological Society		-	-
515	Historical Association	740	850	1,000
516	Human Resources Mgmt			-
517	Commuter Association	6,387	6,853	5,000
522	SFL Student Association	814	1,270	1,600
523	SSC Republicans		-	-
524	SSC Finance Association	108	-	-

Dept	2600	FY2012 Actuals	FY2013 Revised Budget 12/31/12	FY2014 Proposed Budget
552	Assoc for Computing Machinery (ACM)	-	409	655
572	French Club - SGA		-	655
573	IMA Islamic Monotheism Assoc - SGA		-	-
574	SSC Game Club - SGA	52	-	-
575	FBLA Future Bus Leaders of Amer - SGA		-	-
587	Japanewse Student Association			-
588	Spanish Club	573	622	655
589	Italian Club	245	622	655
599	SOS (Students of Salem) for Peace	-	-	-
600	Community Service Group	2,136	7,125	5,000
601	Philosophy Club	351	950	900
613	Dive Club	156	524	655
614	African Student Union	3,873	4,550	2,920
615	International Business Club	-	-	-
621	American Advertising Federation	67	1,405	-
622	Military Support Group	-	557	1,200
623	Ultimate Frisbee	550	1,200	1,200
628	Amnesty International	465	622	655
629	Campus Hope	1,599	622	-
643	Urban Arts Theater	1,974	760	900
644	Chess Club			-
645	Pre Law Society			655
646	Computer Programming Club		276	655
657	US Institute for Theatre Technology		409	655
662	Rugby Club			900
663	Greek Council			655
664	Phi Sigma Sigma - SOR			-
665	A;pha Sigma Phi - FRAT			-
666	Sima Alpha Epsilon - FRAT			-
NewW				-
NewX				-
NewY				-
NewZ				-
	Total Disbursements	445,434	324,000	330,000

FOR TRUSTEE DISCUSSION

Date: April 10, 2013
To: Board of Trustees
From: Patricia Maguire Meservey, President
Subject: FY2013-14 General Operations Budget
Requested Action: Discussion

The Board of Trustees must approve a pro forma general operations budget for the coming fiscal year to provide for the continued operation of the university until such time as the state support level has been set and a final budget has been prepared for board consideration. Although the state budget process is in its very early stages, it is necessary to project what the budget will be in order to consider the impact state funding and other factors could have on fees charged by the university. The attached FY14 budget projection (EXHIBIT II-A) provides an overview of the budget and certain underlying assumptions based on what is known at this time. Major assumptions include that basic state maintenance funding will be held at the level recommended by the governor in his FY14 state budget proposal. The governor's recommended level is equivalent to the FY13 original appropriation level plus funds required to cover the portion of mandatory compensation adjustments that relates to employees whose salaries are paid with state funds. Various other assumptions are noted on the attachment.

The board strives to act on any necessary fee adjustments before the end of the spring academic term so students can be notified of what costs will be in the coming fall before they leave for the summer. Since the state budget process will not conclude until sometime during the summer, the board must base its action on the best available information. The attached budget overview is meant to provide such information to support board consideration of any fees adjustments that may be necessary. No action on the budget itself is required at this meeting.

Committee Assigned: Finance & Facilities

Committee Action: n/a

Date of Action:

Trustee Action: n/a

Trustee Approval Date:

Effective Date:

Signed: _____

Title: Secretary, Board of Trustees

Date: _____

FY2013-14 General Operations Budget Preliminary Overview

(\$ in thousands)

	FY13 Final Budget
Revenues & Transfers	
Net Tuition and Fees	\$61,207
Enrollment Contingency	(\$298)
Other Local	\$8,524
State Appropriation (incl. Compensation Reserve Supplement)	\$37,293
Revenue before Transfers	\$106,726
Transfers	
Capital Projects	(\$3,686)
Other	(\$44)
Total Transfers	(\$3,730)
Trustee Approved Revenue	\$102,996
State Paid Fringe Benefits (est.)	\$10,267
Total Available Revenue	\$113,263
Expenses	
Salaries	\$69,643
Fringe Benefits	7,516
Student Financial Aid	1,752
Utilities	\$4,003
General Operating Expenses	\$20,082
Trustee Approved Expenditures	\$102,996
State Paid Fringe Benefits (est.)	10,267
Total Expenses	\$113,263
Net Result before FY14 Adjustments	\$0

FY14 Potential Adjustments	Amount	Notes
Change in State Support	\$1,467	1
Miscellaneous Revenue Increases	\$95	
Net revenue from tuition payment plans	\$50	
Cost reduction -- copier/printer program	\$175	
Compensation adjustments -- collective bargaining -- incl. fringe benefits (State share)	(\$1,467)	2, 7
Compensation adjustments -- collective bargaining -- incl. fringe benefits (local share)	(\$1,100)	7
Fringe benefit rate adjustment (locally funded salaries only)	(\$100)	3, 7
Library Professional Staffing for new building	(\$143)	7
Library/Learning Commons Operations	(\$445)	7
Library/Learning Commons Computers (one-time)	\$0	
Fitness and Recreation Center -- operations and debt service (net of existing positions transfers)	(\$1,193)	7
Technology Systems License and Maintenance Expenses	(\$200)	4, 7
Financial Aid funding	\$0	
General Expenses/Utilities increase	\$0	5
Strategic Initiatives Fund	\$0	
Increase transfers to capital and technology projects	\$0	6
FY14 Projected Net Result	(\$2,861)	

NOTES ON POTENTIAL ADJUSTMENTS:

- 1) Assumes state support at level proposed by governor, adjusted for correction cost of mandatory compensation increases.
- 2) Assumes state contribution to FY14 compensation adjustments is included in base appropriation per governor's proposal.
- 3) Assumes preliminary FY14 fringe benefit rate of 27.6% (proposed by state to HHS) will be the final rate.
- 4) Funds required for license and maintenance charges for instructional and administrative systems.
- 5) Accommodates inflationary increases in general expenses and utilities.
- 6) Partially restores reductions to deferred maintenance budget in FY10 and FY11 toward 5% meeting requirement
- 7) These items are essentially non-discretionary

Fringe Benefits Assessment Rate History

Fiscal Year	Fringe Benefits	Payroll Taxes	Total
FY2003-04	23.00%	1.50% *	24.50%
FY2004-05	27.00%	1.50% *	28.50%
FY2005-06	27.00%	1.50% *	28.50%
FY2006-07	31.28%	1.34%	32.62%
FY2007-08	38.32%	1.33%	39.65%
FY2008-09	24.50%	1.31%	25.81%
FY2009-10	26.42%	1.38%	27.80%
FY2010-11	31.82%	1.91%	33.73%
FY2011-12	32.98%	1.94%	34.92%
FY2012-13	25.98%	1.29%	27.27%
FY2013-14**	26.27%	1.33%	27.60%

Fringe Benefits rate assessed on salaries of employees eligible for benefits. Payroll Taxes rate are assessed for all non-student employees.

* payroll tax rates fluctuated; budgeted at 1.5% in these years

** preliminary rate pending final notice from state comptroller

3/27/2013

REQUEST FOR TRUSTEE DISCUSSION/ACTION

Date: April 10, 2013
To: Board of Trustees
From: Patricia Maguire Meservey, President
Subject: FY2013-14 University Fees
Requested Action: Discussion/Approval

Salem State University, in developing its general operations budget for the 2013-14 fiscal year, will consider both expenses the university will incur and revenues it will have available. With exception of state support, student tuition and fees are the largest sources of revenue. Tuition for undergraduate day students is set by the Massachusetts Board of Higher Education, which has already acted to keep tuition at the FY13 level. The Board of Trustees annually sets tuition for other categories of students and fees for all students as part of the budget process.

Even though the legislature and governor may not set the final level of state support for FY14 until sometime over the summer, the board is asked to set tuition and fee rates before the state budget process is complete for two reasons. First, early action will enable the university to notify students, giving them time to consider how they will cover expenses. Second, the university can project revenues for next year in preparing a general operations pro forma budget proposal for consideration by the board. There are many uncertainties associated with budget development, including the fact that legislative action on the state budget is often not complete by the start of the fiscal year. By taking action on fee rates early, the board removes one element of uncertainty so the university can notify students and develop the FY14 budget with greater assurance of the resources that will be available.

The following documents are included as exhibits to provide background for the board's fee discussion and consideration.

- History of tuition and fees for undergraduate day, undergraduate evening and graduate students, in-state and out-of-state, with dollar and percent changes over various time periods. (EXHIBIT III-A)
- Comparison of tuition and fee rates in FY09, FY10, FY11, FY12 and FY13 for all Massachusetts state universities, which shows Salem State moving from being the second most expensive university in FY09 to being just below the middle of the range in FY13. (EXHIBIT III-B)
- Comparison of undergraduate evening tuition and fee rates at various area schools for the current academic year. (EXHIBIT III-C)
- Comparison of graduate tuition and fee rates at area schools for the current academic year. (EXHIBIT III-D)
- Analysis of the impact of alternative fee increases for undergraduate day students (EXHIBIT III-E)
- Analysis of the impact of alternative fee increases for undergraduate evening students (EXHIBIT III-F)
- Analysis of the impact of alternative fee increases for graduate students (EXHIBIT III-G)

At such time as the board has completed its consideration of the projected FY14 budget and the impact of alternative fee rate packages, the board is asked to consider a motion of the following form, with amounts filled in and language revised to enact the board's final fee decisions for the 2013-14 academic year.

MOTION

The Board of Trustees of Salem State University hereby approves the following increases in fees for the categories of students indicated. All tuition rates will remain at FY2012-13 levels.

- **Full-time, day undergraduate students:** The University Fee shall increase \$____ per semester, which, when combined with the current fees of \$3,525 and in-state tuition of \$455, represents an increase of ____% over FY2012-13. The University Fee is to be pro-rated for part-time students. The same fee shall apply to out-of-state students.
- **Part-time, evening undergraduate students enrolled through the university's School of Continuing and Professional Studies:** Fees shall increase \$____ per credit hour, which, when combined with the current fee of \$155 and in-state tuition of \$115, represents an increase of ____% over FY2012-13. The same fee shall apply to out-of-state students.
- **Graduate students enrolled through the university's School of Graduate Studies:** Fees shall increase \$____ per credit hour, which, when combined with the current fee of \$190 and in-state tuition of \$140, represents an increase of ____% over FY2012-13. The same fee shall apply to out-of-state students.

The new rates shall become effective for the fall term of the 2013-14 Fiscal Year.

Committee Assigned: Finance & Facilities

Committee Action: None

Date of Action: March 27, 2013

Trustee Action:

Trustee Approval Date:

Effective Date:

Signed: _____

Title: _____

Date: _____

Out-of-State Tuition and Fee History

Fiscal Year	Undergraduate Day (FT per Year)				Undergraduate Evening (per credit)				Graduate (per credit)				
	Change From Prior		Change From Prior		Change From Prior		Change From Prior		Change From Prior		Change From Prior		
	Tuition	Fees*	Total	%	Tuition	Fees*	Total	%	Tuition	Fees*	Total	%	
FY1998	\$5,950	\$1,988	\$7,938	--	\$140	\$20	\$160	--	230	20	\$250	--	
FY1999	\$6,450	\$1,928	\$8,378	5.54%	\$140	\$20	\$160	\$0	230	20	\$250	\$0	
FY2000	\$7,050	\$1,928	\$8,978	7.16%	\$140	\$20	\$160	\$0	230	20	\$250	\$0	
FY2001	\$7,050	\$2,128	\$9,178	2.23%	\$140	\$30	\$170	\$10	230	30	\$260	\$10	
FY2002	\$7,050	\$2,128	\$9,178	0.00%	\$140	\$30	\$170	\$0	230	30	\$260	\$0	
FY2003	\$7,050	\$3,028	\$10,078	9.81%	\$140	\$45	\$185	\$15	230	55	\$285	\$25	
FY2004	\$7,050	\$4,078	\$11,128	10.42%	\$140	\$65	\$205	\$20	230	85	\$315	\$30	
FY2005	\$7,050	\$4,544	\$11,594	4.19%	\$140	\$65	\$205	\$0	230	85	\$315	\$0	
FY2006	\$7,050	\$4,684	\$11,734	1.21%	\$140	\$75	\$215	\$10	230	95	\$325	\$10	
FY2007	\$7,050	\$5,120	\$12,170	3.72%	\$140	\$75	\$215	\$0	230	95	\$325	\$0	
FY2008	\$7,050	\$5,360	\$12,410	1.97%	\$150	\$75	\$225	\$10	230	110	\$340	\$15	
FY2009	\$7,050	\$5,610	\$12,660	2.01%	\$150	\$75	\$225	\$0	230	110	\$340	\$0	
FY2010	\$7,050	\$5,940	\$12,990	2.61%	\$150	\$105	\$255	\$30	230	135	\$365	\$25	
FY2011	\$7,050	\$6,320	\$13,370	2.93%	\$150	\$120	\$270	\$15	230	150	\$380	\$15	
FY2012	\$7,050	\$6,820	\$13,870	3.74%	\$150	\$140	\$290	\$20	230	175	\$405	\$25	
FY2013	\$7,050	\$7,200	\$14,250	2.74%	\$150	\$155	\$305	\$15	230	190	\$420	\$15	
Change Since FY2008													
Total Change over Period				\$1,840	14.83%				\$80	35.56%			
Average year-to-year change				\$368	2.97%				\$16	7.11%			
Change Since FY1998													
Total Change over Period				\$6,312	79.52%				\$145	90.63%			
Average year-to-year increase				\$420.80	5.30%				\$9.67	6.04%			

* Reflects only All College Fee/University Fee rates and SGA fee; does not include waivable fees for MassPIRG and Health Insurance.

FY09 through FY13 Tuition and Fees Comparison

(All rates are per academic year for in-state undergraduate students)

MA State Colleges	FY2008-09			FY2009-10			FY2010-11			FY2011-12			FY2012-13			FY13 Increase							
	Tuition	Fees	Total	Rank	Total	Tuition	Fees	Total	Rank	Total	Tuition	Fees	Total	Rank	Total	Tuition	Fees	Total	Rank	\$ Incr.	1 year	4 year	
Mass. Maritime Academy	\$1,184	\$4,644	\$5,828	1	\$6,122	\$1,242	\$4,880	\$6,122	1	\$6,610	\$1,342	\$5,268	\$6,610	1	\$6,975	\$1,465	\$5,737	\$7,202	1	\$227		3.3%	23.6%
Bridgewater State University	\$910	\$5,328	\$6,238	4	\$6,604	\$910	\$5,694	\$7,054	2	\$7,054	\$910	\$6,643	\$7,553	2	\$7,553	\$910	\$7,142	\$8,052	2	\$499		6.6%	29.1%
Framingham State University	\$970	\$5,172	\$6,142	2	\$6,544	\$970	\$5,574	\$7,066	3	\$7,066	\$970	\$6,610	\$7,580	3	\$7,580	\$970	\$7,110	\$8,080	3	\$500		6.6%	31.6%
Salem State University	\$910	\$5,610	\$6,520	8	\$6,850	\$910	\$5,940	\$7,230	5	\$7,230	\$910	\$6,820	\$7,730	5	\$7,730	\$910	\$7,200	\$8,110	4	\$380		4.9%	24.4%
Worcester State University	\$970	\$5,200	\$6,170	3	\$6,606	\$970	\$5,636	\$7,156	4	\$7,156	\$970	\$6,683	\$7,653	4	\$7,653	\$970	\$7,187	\$8,157	5	\$504		6.6%	32.2%
Westfield State University	\$970	\$5,482	\$6,452	7	\$7,018	\$970	\$6,048	\$7,432	6	\$7,432	\$970	\$6,916	\$7,886	6	\$7,886	\$970	\$7,327	\$8,297	6	\$411		5.2%	28.6%
Mass. College of Liberal Arts	\$1,030	\$5,396	\$6,426	6	\$6,876	\$1,030	\$5,846	\$7,576	7	\$7,576	\$1,030	\$7,045	\$8,075	7	\$8,075	\$1,030	\$7,495	\$8,525	7	\$450		5.6%	32.7%
Fitchburg State University	\$970	\$5,430	\$6,400	5	\$6,900	\$970	\$5,930	\$7,800	8	\$7,800	\$970	\$7,330	\$8,300	8	\$8,300	\$970	\$7,740	\$8,710	8	\$410		4.9%	36.1%
Mass. College of Art & Design	\$1,030	\$6,870	\$7,900	9	\$8,400	\$1,030	\$7,370	\$9,000	9	\$9,000	\$1,030	\$8,670	\$9,700	9	\$9,700	\$1,030	\$9,370	\$10,400	9	\$700		7.2%	31.6%

Undergraduate Evening Tuition and Fees Comparison of 2012-13 Rates

Institution	Tuition per Credit Hour	Fees per Credit Hour	Total per Credit Hour	Cost per 3-C.H. Course
Lesley University	\$525	\$30/sem.	\$555	\$1,605
UMass Boston	\$72	\$427	\$499	\$1,496
UMass Lowell On-Line	\$360	\$30/sem.	\$390	\$1,110
Northeastern University	\$335	\$26/term	\$361	\$1,031
UMass Lowell	\$330	\$30/sem.	\$360	\$1,020
Merrimack College	\$285	\$140/sem.	\$425	\$995
Bridgewater State University	\$38	\$292	\$330	\$990
Southern New Hampshire University	\$320	incl.	\$320	\$960
Framingham State University	\$944 per 4 c.h.	incl.	\$944 per 4 c.h.	\$944
Westfield State University	\$260	\$150/sem.	\$410	\$930
Endicott College	\$301	\$25/sem.	\$326	\$928
Mass. College of Liberal Arts	\$43	\$253	\$296	\$889
Fitchburg State University	\$118	\$161	\$279	\$837
Salem State University	\$115	\$155	\$270	\$810
Mass. Maritime Academy	\$264	incl.	\$264	\$792
Worcester State University	\$130	\$115	\$245	\$734
Middlesex Community College	\$24	\$152	\$176	\$528
North Shore Community College	\$25	\$144	\$169	\$507
Northern Essex Community College	\$25	\$137	\$162	\$486

Graduate Tuition and Fees
Comparison of 2012-13 Rates

Institution	Tuition per Credit Hour	Other Fees per CH unless indicated	Cost per 3-C.H. Course	Notes
Northeastern University	\$1,045-\$1,345	\$37/term	\$3,172 - \$4,072	(1)
Simmons College	\$840 - \$1,250	\$50 - \$100/sem.	\$2,570 - \$3,850	(1)(3)
Lesley University	\$870	\$30/sem.	\$2,640	
Mass. College of Art & Design	\$750	n/a	\$2,250	
UMass Amherst	\$110	\$1,691 - \$1,776	\$2,021 - \$2,106	(2)(3)
Merrimack College	\$500 - \$775	\$140/sem.	\$1,640 - \$2,465	(2)
Southern New Hampshire Univ..	\$627	n/a	\$1,881	
UMass Lowell	\$535	\$30/sem.	\$1,635	
Framingham State University (Day)	\$280/3 c.h.	\$1,249.50/3 c.h.	\$1,530	
Cambridge College (Springfield/Lawrence)	\$466 - \$535	n/a	\$1,398 - \$1,605	(1)
Endicott College	\$386 - \$607	n/a	\$1,158 - \$1,821	(1)
UMass Boston	\$108	\$455	\$1,689	
Framingham State University (Evening)	\$1,045-\$1,230/4 c.h.	incl.	\$1,045-\$1,230/4 c.h.	(1)
Westfield State University	\$280 - \$365	\$150/sem.	\$990 - \$1,245	(1)
Bridgewater State University	\$70	\$292	\$1,087	
Gordon College	\$325	\$50/term	\$1,025	
Mass College of Liberal Arts	\$245 - \$375	\$40	\$855 - \$1,125	(1)
Salem State University	\$140	\$190	\$990	
Fitchburg State University	\$160	\$129	\$867	
Worcester State University	\$150	\$115	\$794	

Notes:

- (1) Tuition variable per program
- (2) Fees increase based on # of courses taken
- (3) Fees different per program

Tuition & Fees -- In-State Undergraduate Day
Full-time Annual Rates
Alternative Fee Adjustments for 2013-14 Academic Year

Annual Fee Increase Amount	\$0	\$80	\$160	\$240	\$320	\$400	\$480	\$570	\$610	\$650	\$690
Tuition	910	910	910	910	910	910	910	910	910	910	910
Fees *	7,200	7,280	7,360	7,440	7,520	7,600	7,680	7,770	7,810	7,850	7,890
FY14 Tuition & Fees	\$8,110	\$8,190	\$8,270	\$8,350	\$8,430	\$8,510	\$8,590	\$8,680	\$8,720	\$8,760	\$8,800
Percent Change from FY12	0.00%	0.99%	1.97%	2.96%	3.95%	4.93%	5.92%	7.03%	7.52%	8.01%	8.51%

Revenue Increase Potential											
Total net revenue added:											
If 0.0% used for Financial Aid	0	320,592	641,184	961,776	1,282,367	1,602,959	1,923,551	2,284,217	2,444,513	2,604,809	2,765,105
If 0.5% used for Financial Aid	0	158,092	478,684	799,276	1,119,867	1,440,459	1,761,051	2,121,717	2,282,013	2,442,309	2,602,605
If 1.0% used for Financial Aid	0	0	316,184	636,776	957,367	1,277,959	1,598,551	1,959,217	2,119,513	2,279,809	2,440,105
If 1.5% used for Financial Aid	0	0	153,684	474,276	794,867	1,115,459	1,436,051	1,796,717	1,957,013	2,117,309	2,277,605

*Includes SGA fee. Excludes Health Insurance and MassPIRG waivable fees.

NOTES:

Each 1% increase in tuition and fees will yield an additional \$325,000 in net revenue to the budget. Additional Financial Aid funding to partially offset fee increase to students will reduce the net added revenue from \$325,000.

Evening Undergraduate Tuition & Fees FY2013-14 (In-State) Per Credit Hour

Tuition Rate	Fee Options		Total Tuition and Fees		Total Cost for Three Credit Hour Course	Additional FY14 Revenue
	Rate	Dollar Increase	Percent Increase	Total		
\$115	\$155	\$0	0.0%	\$270	\$810	\$0
\$115	\$160	\$5	3.2%	\$275	\$825	\$129,630
\$115	\$165	\$10	6.5%	\$280	\$840	\$259,259
\$115	\$170	\$15	9.7%	\$285	\$855	\$388,889
\$115	\$175	\$20	12.9%	\$290	\$870	\$518,519
\$115	\$180	\$25	16.1%	\$295	\$885	\$648,148
\$115	\$185	\$30	19.4%	\$300	\$900	\$777,778
\$115	\$190	\$35	22.6%	\$305	\$915	\$907,407
\$115	\$195	\$40	25.8%	\$310	\$930	\$1,037,037

NOTE:

Each 1% increase in tuition and fees will yield an additional \$70,000 in net revenue to the budget.

3/12/2013

Graduate Tuition & Fees FY2013-14 (In-State) Per Credit Hour

Tuition	Fee Options			Total Tuition and Fees			Total Cost for Three Credit Hour Course	Additional FY14 Revenue
	Fee Rate	Dollar Increase	Percent Increase	Total	Dollar Increase	Percent Increase		
\$140	\$190	\$0	0.0%	\$330	\$0	0.0%	\$990	\$0
\$140	\$195	\$5	2.6%	\$335	\$5	1.5%	\$1,005	\$95,455
\$140	\$200	\$10	5.3%	\$340	\$10	3.0%	\$1,020	\$190,909
\$140	\$205	\$15	7.9%	\$345	\$15	4.5%	\$1,035	\$286,364
\$140	\$210	\$20	10.5%	\$350	\$20	6.1%	\$1,050	\$381,818
\$140	\$215	\$25	13.2%	\$355	\$25	7.6%	\$1,065	\$477,273
\$140	\$220	\$30	15.8%	\$360	\$30	9.1%	\$1,080	\$572,727
\$140	\$225	\$35	18.4%	\$365	\$35	10.6%	\$1,095	\$668,182
\$140	\$230	\$40	21.1%	\$370	\$40	12.1%	\$1,110	\$763,636

NOTE:

Each 1% increase in tuition and fees will yield an additional \$63,000 in net revenue to the budget.

3/12/2013

Board of Trustees Finance & Facilities Committee

Tuition and Fee Planning Fiscal Year 2013-14

March 27, 2013



Projected F14 Potential Cost Increases

(dollars in thousands)

Description	Amount
Mandatory Compensation Adjustments (Local only) *	\$1,100 **
Fringe Benefits Rate Adjustment (locally funded)	100 **
Library Professional Staffing for new building	143 **
Library/Learning Commons Operations	445 **
Fitness & Recreation Center Operations/Debt Service	1,193 **
Technology Systems Licenses/Maintenance	200 **
Financial Aid Funding	0
General Expenses/Utilities Increases	0
Strategic Initiatives Support	0
Deferred Maintenance Funding	0
Revenue/Cost Reduction offsets	(320)
Total Potential Cost Increases	\$2,861

* Mandatory Compensation Adjustments are salary and fringe benefits costs resulting from negotiated settlements with collective bargaining units.

** Non-discretionary items.

Projected FY14 Potential Cost Increases

Assumptions

- Assumes state support at level proposed by governor.
- Assumes state share of compensation adjustments mandated by collective bargaining agreements will be paid by state.
- Assumes FY13 fringe benefit rate of 27.27% will increase to 27.60% for locally-funded salaries.
- Provides operating funds and professional staffing for the new library/learning commons.
- Provides operating and debt service funds for the new fitness and recreation center.
- Provides funds for increased IT license and maintenance costs.
- Provides no funds to increase allocations beyond FY13 levels for financial aid, general expenses, utilities, deferred maintenance or technology projects and strategic initiatives.

Tuition and Fee Planning

March 27, 2013



State Universities Tuition and Fee Comparisons

	FY09		FY10		FY11		FY12		FY13	
	T&F	Rank								
MA Maritime Acad.	5,828	1	6,122	1	6,610	1	6,975	1	7,202	1
Bridgewater	6,238	4	6,604	3	7,054	2	7,553	2	8,052	2
Framingham	6,142	2	6,544	2	7,066	3	7,580	3	8,080	3
Salem	6,520	8	6,850	5	7,230	5	7,730	5	8,110	4
Worcester	6,170	3	6,606	4	7,156	4	7,653	4	8,157	5
Westfield	6,452	7	7,018	8	7,432	6	7,886	6	8,297	6
MA Col. Liberal Arts	6,426	6	6,876	6	7,576	7	8,075	7	8,525	7
Fitchburg	6,400	5	6,900	7	7,800	8	8,300	8	8,710	8
Mass Art/Design	7,900	9	8,400	9	9,000	9	9,700	9	10,400	9
Mean	6,453		6,880		7,436		7,939		8,393	
Salem as % of Mean	101.0%		99.6%		97.2%		97.4%		96.6%	

Tuition and Fee Planning

March 27, 2013



State Universities Tuition and Fee Trends

	1-Year Change		2-Year Change		4-Year Change	
	Dollar	Percent	Dollar	Percent	Dollar	Percent
MA Maritime Acad.	\$227	3.3%	\$592	9.0%	\$2,099	23.6%
Salem	\$380	4.9%	\$880	12.2%	\$1,590	24.4%
Bridgewater	\$500	6.6%	\$998	14.1%	\$1,814	29.1%
Westfield	\$411	5.2%	\$865	11.6%	\$1,845	28.6%
Mass Art/Design	\$700	7.2%	\$1,400	15.6%	\$2,500	31.6%
MA Col. Liberal Arts	\$450	5.6%	\$949	12.5%	\$2,099	32.7%
Worcester	\$504	6.6%	\$1,001	14.1%	\$1,987	32.2%
Framingham	\$500	6.6%	\$1,014	14.4%	\$1,938	31.6%
Fitchburg	\$410	4.9%	\$910	11.7%	\$2,310	36.1%
Mean Increase	\$453		\$957		\$1,940	
Salem as % of Mean	83.8%		92.0%		82.0%	

Tuition and Fee Planning

March 27, 2013



FY14 Fee Model

	FY13 Final Budget	FY14 Preliminary Budget
Trustee Approved Revenue (incl. state support)	\$102,996	\$102,996
State Paid Fringe Benefits (est.)	\$10,287	\$10,287
Total Available Revenue	\$113,283	\$113,283
Trustee Approved FY14/Preliminary F14 Expenditures	\$102,996	\$105,857
State Paid Fringe Benefits (est.)	10,287	\$10,287
Total Expenses	\$113,283	\$116,124
Net Results before Fee Adjustments	\$0	(\$2,861)
Fee Increase – Day Undergraduate (\$325.0 revenue per %)	\$0	0.00%
Fee Increase – Evening Undergraduate (\$370.0 revenue per %)	\$0	0.00%
Fee Increase – Graduate (\$63.0 revenue per %)	\$0	0.00%
FY11 Net Result – surplus/(deficit)	\$0	(\$2,861)

Per Credit Fee Increase Amount	\$80	\$160	\$240	\$320	\$400	\$480	\$570	\$650	\$650	\$680
Tuition	910	910	910	910	910	910	910	910	910	910
Fees *	7,280	7,300	7,440	7,520	7,600	7,680	7,770	7,810	7,800	7,860
FY14 Tuition & Fees	\$8,190	\$8,270	\$8,350	\$8,430	\$8,510	\$8,590	\$8,680	\$8,720	\$8,760	\$8,800
Percent Change from FY11	0.89%	1.97%	2.98%	3.95%	4.93%	5.92%	7.03%	7.52%	8.01%	8.51%

Per Credit Fee Increase Amount	\$5	\$10	\$15	\$20	\$25	\$30	\$35	\$40
Tuition	115	115	115	115	115	115	115	115
Fees *	185	185	170	175	180	185	190	195
FY14 Tuition & Fees	\$275	\$290	\$285	\$290	\$295	\$300	\$305	\$310
Percent Change from FY11	1.85%	3.70%	5.56%	7.41%	9.26%	11.11%	12.96%	14.81%

Per Credit Fee Increase Amount	\$5	\$10	\$15	\$20	\$25	\$30	\$35	\$40
Tuition	140	140	140	140	140	140	140	140
Fees *	195	200	205	210	215	220	225	230
FY14 Tuition & Fees	\$335	\$340	\$345	\$350	\$355	\$360	\$365	\$370
Percent Change from FY11	1.52%	3.03%	4.55%	6.06%	7.58%	9.09%	10.61%	12.12%

Tuition and Fee Planning

March 27, 2013



Eastern Bank Wealth Management
Benchmark for Equities Portfolio

Current Benchmark: S&P 500

Proposed Blended Benchmark: 60% S&P 500
40% MSCI World Index

Effective Date: January 1, 2013

	Benchmark		Comments
Multi-Asset Equity	Old:	S&P 500	<p>The Multi-Asset portfolios invest in many areas beyond large-cap U.S. equity, including small/midcap, international, commodities, etc. The MSCI All-World reflects this broader mandate; it is about 50-50 split between the U.S. and the rest of the world, so in effect the blended index is about 80% U.S. (including small/midcap) and 20% all else. This more accurately reflects the Multi-Asset mandate.</p> <p>Note that this benchmark applies to the <i>equity</i> portion of the Multi-Asset portfolios. It is then further blended with the appropriate fixed-income benchmarks for each variation (Growth with Income, Growth, etc.)</p>
	New	60% S&P 500 40% MSCI World	

MSCI World Index

(USD)

MSCI The **MSCI World Index** captures large and mid cap representation across 24 Developed Markets (DM) countries*. With 1,610 constituents, the index covers approximately 85% of the free float-adjusted market capitalization in each country.

Indices

Cumulative Index Performance — Gross Returns (Jan 1998 – Jan 2013) — USD



Annual Performance (%)

Year	MSCI		
	MSCI World	Emerging Markets	ACWI IMI
2012	16.54	18.63	17.04
2011	-5.02	-18.17	-7.43
2010	12.34	19.20	14.87
2009	30.79	79.02	37.18
2008	-40.33	-53.18	-42.01
2007	9.57	39.82	11.66
2006	20.65	32.55	21.49
2005	10.02	34.54	12.06
2004	15.25	25.95	16.93
2003	33.76	56.28	36.18
2002	-19.54	-6.00	-17.26
2001	-16.52	-2.37	-15.39
2000	-12.92	-30.61	-15.17
1999	25.34	66.41	30.98

Index Performance — Gross Returns (%) (January 31, 2013)

	1 Mo	3 Mo	1 Yr	YTD	Annualized			
					3 Yr	5 Yr	10 Yr	Since May 31, 1994
MSCI World	5.12	8.59	16.62	5.12	10.88	2.00	8.96	6.79
MSCI Emerging Markets	1.39	7.72	8.01	1.39	7.50	2.35	17.10	6.79
ACWI IMI	4.74	8.71	15.53	4.74	10.77	2.47	9.96	6.75

Fundamentals (January 31, 2013)

Div Yld (%)	P/E	P/E Fwd	P/BV
2.67	15.49	13.08	1.86
2.68	12.81	10.43	1.67
2.60	16.02	12.95	1.79

Index Risk and Return Characteristics (May 31, 1994 – January 31, 2013)

	Turnover (%)	Annualized Std Dev (%) ¹				Sharpe Ratio ^{1,2}			
		3 Yr	5 Yr	10 Yr	Since May 31, 1994	3 Yr	5 Yr	10 Yr	Since May 31, 1994
MSCI World	2.84	16.89	20.71	16.24	15.37	0.68	0.16	0.49	0.28
MSCI Emerging Markets	4.49	21.49	28.46	24.12	23.98	0.43	0.20	0.70	0.45
ACWI IMI	2.59	17.47	21.67	17.03	16.19	0.66	0.19	0.53	0.28

¹ Based on monthly gross return data² Based on BBA LIBOR 1M

* DM countries include: Australia, Austria, Belgium, Canada, Denmark, Finland, France, Germany, Greece, Hong Kong, Ireland, Israel, Italy, Japan, Netherlands, New Zealand, Norway, Portugal, Singapore, Spain, Sweden, Switzerland, the UK and the US.

MSCI World was launched on Feb 27, 1970. MSCI Emerging Markets was launched on Dec 31, 1987. MSCI ACWI IMI was launched on May 31, 2007. Data prior to launch dates are back-tested data (i.e. calculations of how the index might have performed over that time period had the index existed).

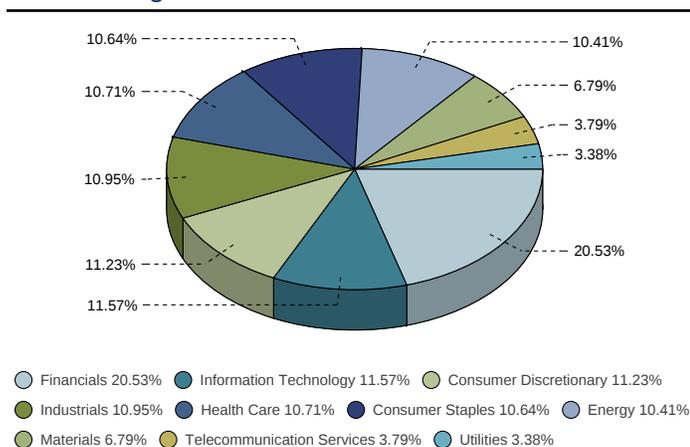
Index Characteristics

MSCI World	
Number of Constituents	1,610
Mkt Cap (USD Millions)	
Index	26,888,940.92
Largest	426,810.33
Smallest	615.40
Average	16,701.21
Median	7,409.93

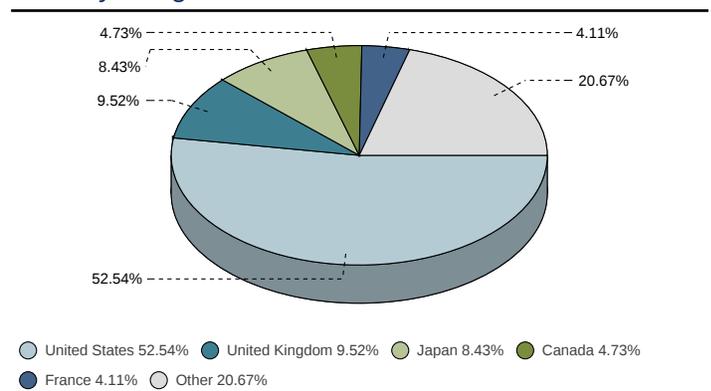
Top 10 Constituents

	Country	Mkt Cap (USD Billions)	Index Wt. (%)	Sector	Sector Wt. (%)
APPLE	US	426.81	1.59	Info Tech	13.7
EXXON MOBIL CORP	US	415.30	1.54	Energy	14.8
GENERAL ELECTRIC CO	US	235.25	0.87	Industrials	8.0
NESTLE	CH	226.32	0.84	Cons Staples	7.9
CHEVRON CORP	US	225.94	0.84	Energy	8.1
IBM CORP	US	220.46	0.82	Info Tech	7.1
HSBC HOLDINGS (GB)	GB	208.07	0.77	Financials	3.8
MICROSOFT CORP	US	207.26	0.77	Info Tech	6.7
PROCTER & GAMBLE CO	US	207.24	0.77	Cons Staples	7.2
JOHNSON & JOHNSON	US	203.80	0.76	Health Care	7.1
Total		2,576.45	9.58		

Sector Weights



Country Weights



Index Methodology

The index is based on the [MSCI Global Investable Indices \(GIMI\) Methodology](#)—a comprehensive and consistent approach to index construction that allows for meaningful global views and cross regional comparisons across all market capitalization size, sector and style segments and combinations. This methodology aims to provide exhaustive coverage of the relevant investment opportunity set with a strong emphasis on index liquidity, investability and replicability. The index is reviewed quarterly—in February, May, August and November—with the objective of reflecting change in the underlying equity markets in a timely manner, while limiting undue index turnover. During the May and November semi-annual index reviews, the index is rebalanced and the large and mid capitalization cutoff points are recalculated.

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The company's flagship product offerings are: the MSCI indices with close to USD 7 trillion estimated to be benchmarked to them on a worldwide basis¹; Barra multi-asset class factor models, portfolio risk and performance analytics; RiskMetrics multi-asset class market and credit risk analytics; IPD real estate information, indices and analytics; MSCI ESG (environmental, social and governance) Research screening, analysis and ratings; ISS governance research and outsourced proxy voting and reporting services; FEA valuation models and risk management software for the energy and commodities markets; and CFRA forensic accounting risk research, legal/regulatory risk assessment, and due-diligence. MSCI is headquartered in New York, with research and commercial offices around the world.

¹As of March 31, 2012, as published by eVestment, Lipper and Bloomberg in September 2012.

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SUBJECT: Institutional Advancement/Marketing & Communications Committee Meeting Report for March 27, 2013

The Institutional Advancement/Marketing & Communications Committee of the Board of Trustees met on Wednesday, March 27, 2013 in room 210 in Marsh Hall on the Central Campus of Salem State University.

Present for the Committee were Trustees Mattera (chair), Segal and Scott (ex-officio). Also present were Trustees Bertrand, Davis, and Lancome; Ms. McGurren, vice president and committee liaison for Institutional Advancement, Mr. Torello, vice president and committee liaison for Marketing and Communications, and Ms. Shahin, staff assistant to the vice president of Institutional Advancement.

Trustee chair Paul Mattera called the meeting to order at 3:45 pm.

Branding/Positioning Plan for the University/Campaign (Attachment)

Mr. Torello discussed the internal ideation sessions stating the purpose of the sessions was to identify attributes and characteristics of the brand. The more interesting elements of information will be fleshed out into positioning concepts and the positioning statement will be the seminal idea from which all marketing communication will originate. Mr. Torello discussed the methodology used which included 22 sessions with 112 students, alumni, staff and faculty. He reported that additional faculty input is still pending. The driving questions for participants to ponder and respond to were: “What makes this brand special?” and “What makes SSU different than other schools?” The results were 8 key attributes. The 8 key attributes are: a diverse student body; a tight-knit community; attentive faculty; location; strong work ethic; a “real” environment; value; and academic quality. Trustee Segal inquired if these attributes were in any particular order and Mr. Torello responded they were not. Trustee Mattera asked how we measure academic quality. Mr. Torello said the students report feeling that their professors are very knowledgeable in their particular fields, that the faculty are very good at “teaching” and that students compare SSU with their counterparts’ institutions.

He discussed each concept and asked for feedback. Concept #1 was “Make yourself known.” Trustee Bertrand very much liked that concept and felt it was really accurate. Concept #2 was “A world of opportunity.” Trustee Mattera commented that he was not sure that that particular phrase catches. He said the idea that SSU is a diverse and accessible place is very important. Of all the concepts identified, he felt this needs to be placed prominently. Concept #3 was “Serious about learning.” Trustee Lancome echoed Trustee Mattera’s comment about the importance of inclusion and accessibility. Trustee Davis also commented that the word “collaborative” is a great word to be utilized. Concept #4 was “Exceed your expectations.” Trustee Mattera suggested it should be “we will exceed your expectation”. Trustee Bertrand also liked this concept. Concept #5 was “Make an

impact.” Trustee Mattera responded that this concept would perhaps appeal to a subset of the student body. Concept #6 was “The smart choice.” Trustee Mattera commented that this concept does not distinguish us from other schools. Inclusivity and diversity are key concepts. The 7th and final concept was “The world’s at your doorstep.” Trustee Lancome commented that we need to narrow the selection to two or three points so his suggestion would be to eliminate this concept.

Vice president Torello reported the next steps would be to talk more about these to the internal community and get two to three concepts and test those with outside groups. Trustee Mattera suggested, if possible, using this committee as a focus group. Trustee Lancome agreed with that suggestion. There will be additional discussion of the branding campaign in future committee meetings.

Campaign Update (Attachment)

Vice president McGurrien reviewed the campaign snapshot. She reported we have a working goal of \$25M, and the campaign time frame of July 1, 2010 through June 30, 2015. The campaign has reached a milestone having raised in excess of \$10M (\$10,221,045) and is just under 41% of its goal as of February 28. Our benchmark goal for FY13 is \$5.2M and as of February 28, 2013, we have raised \$1.1M resulting in a significant balance to be raised by June 30, 2013. Ms. McGurrien reported we have missed the last couple of benchmark goals. Right now IA is going through an exercise to recalibrate our goals for June and December 2013. As IA develops some recommendations, it will share them with the campaign steering committee and it will be coming back to the trustees. Our plan is to go public with the campaign during the spring of 2014. In light of recent results, the campaign may consider either readjusting its goal or readjusting the time line. Ms. McGurrien pointed out that we are at 66.44% of goal relative to annual fund unrestricted and our annual restricted number is at 79.77% of goal. Trustee Segal inquired about the responses we are getting from board members when asked to participate in the process of trying to raise additional fund. Ms. McGurrien responded that we have had a very good response but perhaps we could do a better job about engaging board members in the process.

Trustee Mattera inquired if there is a link between the branding and the campaign. Mr. Torello responded that we have developed a theme and have put messaging behind the theme so no matter what we move forward with, we will be able to restructure our messaging. Ms. McGurrien also reported we continue to update our case statement. She reported the new buildings on campus have provided us with a number of new naming opportunities. Additionally, she noted we are working with the Enterprise Center on development efforts.

Ms. McGurrien briefly discussed the upcoming Agganis Forum, featuring the appearance of Sidney Hutter, a world renowned glass sculptor. He will be speaking at the Recital Hall on Central Campus Monday, April 1, 2013 at 6:30 pm. She also discussed the upcoming Series, the 31st season of which is being launched on Sunday, April 7, featuring Cory Booker. The event will be held at the Lynn Auditorium.

Strategic Plan

Vice president Torello reported out on the strategic plan. He stated they have taken feedback from the campus community and there has been a redrafting of the objectives and goals and we will be coming back to the board. Trustee Lancome inquired about the connection between the branding exercise and the strategic plan. Mr. Torello reported the branding is to support the vision of who we want to be. President Meservey added that KPIs and timelines will be articulated when the board sees the final version.

There being no further business to come before the committee and on a motion duly made by Trustee Lancome and seconded by Trustee Segal, it was unanimously

VOTED: to adjourn the meeting at 4:35 pm.

Prepared by: Diane Shahin, staff assistant, Institutional Advancement



BRAND POSITIONING
RESEARCH

February – March 2013

Background

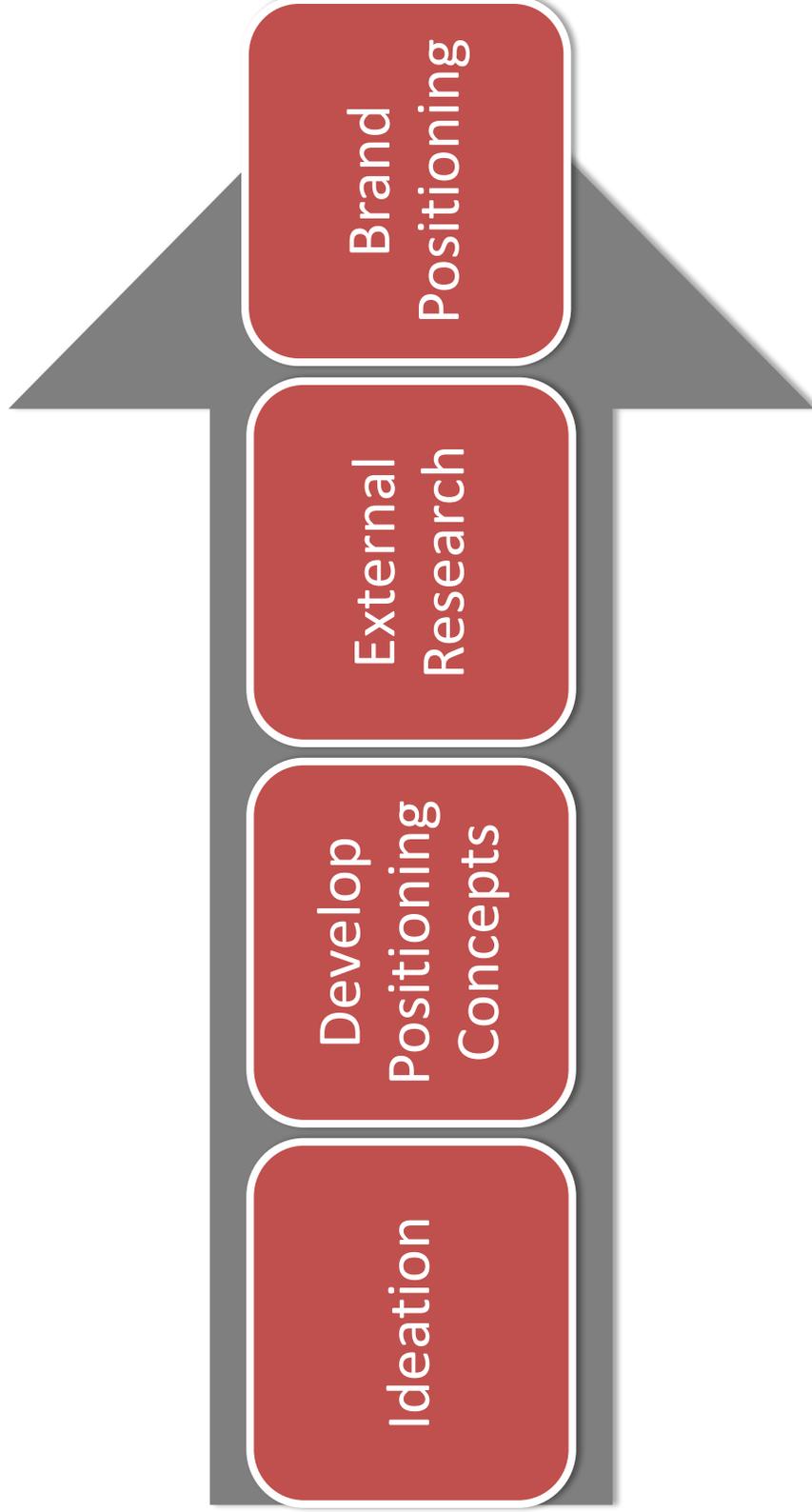
The following provides the results of the internal ideation sessions for the SSU undergraduate brand.

The purpose of the sessions is to identify attributes and characteristics of the brand.

The more interesting particles of information will be fleshed out into positioning concepts that will be tested with stakeholders and external prospects.

The positioning statement will be the seminal idea from which all marketing communications will emanate.

Background



Methodology

A total of 22 sessions with 112 University students, alumni, staff and faculty

Sessions included:

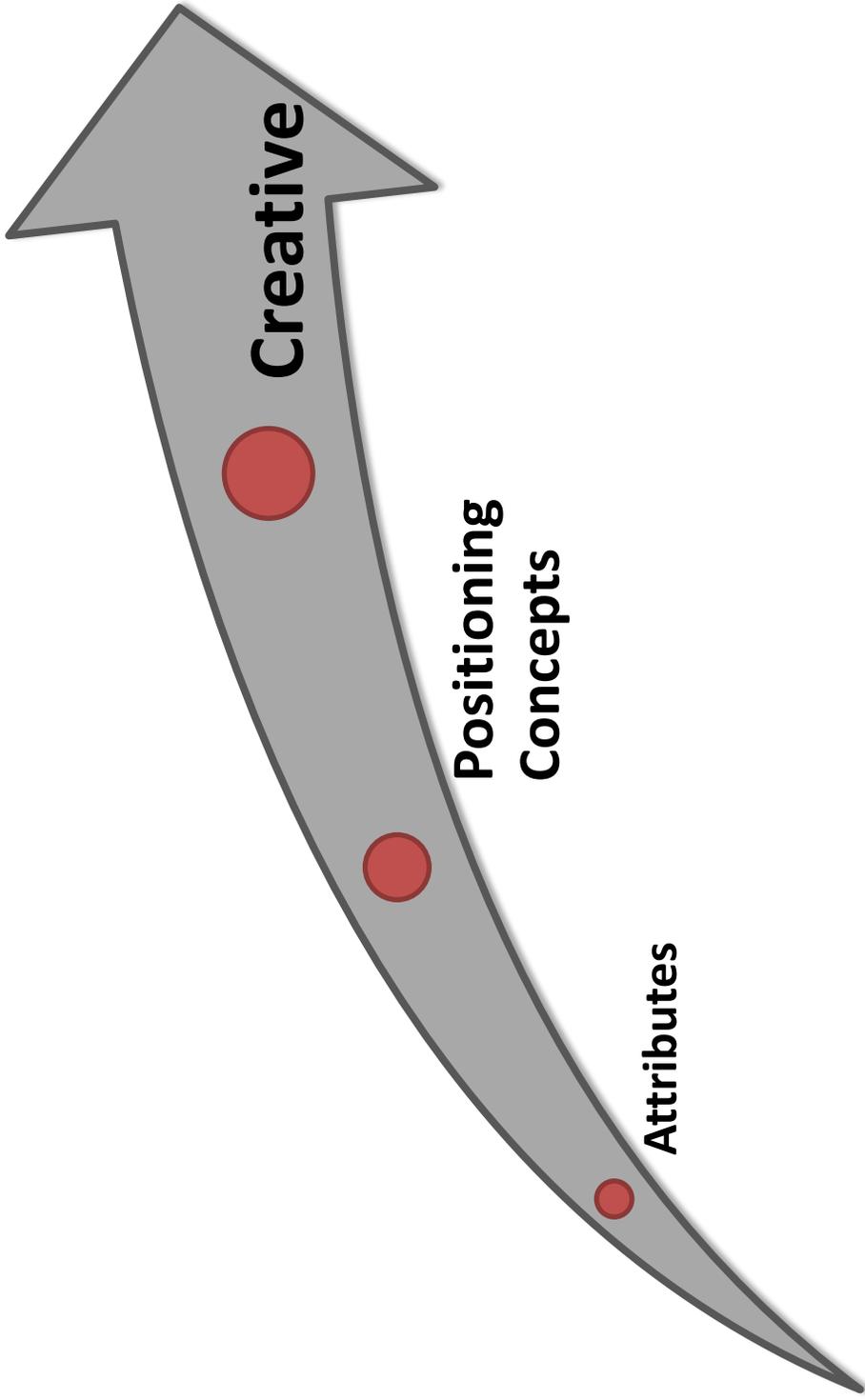
- The President's Cabinet (a group of thirty - University Deans and Top Managers),
- The All College Committee (a mix of fourteen students, faculty and staff),
- Three student groups
- Two alumni groups
- Faculty group will follow

Methodology

The driving questions for participants to ponder and respond to are:

- *“What makes this brand special?”*
- *“What makes SSU different than other schools?”*
- The sessions gave light to 8 key attributes.

Methodology



Brand Attributes

1. Diverse Student Body

- Teaches students to work with all kinds of people.
- Provides a broad world view.

2. Tight-knit Community

- You are somebody here. You are accountable.
- You can feel your presence here.
- You can make yourself known.
- Part of a culturally rich city.

3. Attentive Faculty

- Ability to comprehend more
- Emotional support
- Positive push yields unanticipated growth

4. Location

- Historical cities
- Culturally diverse
- Internships, culture, vibrant life

Brand Attributes

5. Strong Work Ethic

- People are grateful for the opportunity
- Serious about learning and getting ahead

6. “Real” Environment

- An honest environment
- Usable, real world knowledge

7. Value

- Affordable, quality education
- Won't leave you too saddled with debt
- More freedom to do what you want in the work place

8. Academic Quality

- Top producer of Fulbright Scholars
- One of the highest # of accreditations in MA

Concept #1

Make yourself known: At SSU you do more than “attend,” you engage. The smaller classes, the highly attentive faculty and supportive peers welcome you into a dynamic and enriching environment that brings out the best in you. You will feel your presence here.

Tight-knit
Community

Attentive Faculty

Strong Work
Ethic

Concept #2

A world of opportunity: SSU is a close knit and culturally diverse campus in a culturally rich region where students learn from and work with people from all walks of life and all corners of the world. You'll learn to negotiate any room and navigate the world.

Diverse Student
Body

Tight-knit
Community

Concept #3

Serious about learning: SSU is a tight-knit university with highly-attentive faculty and a supportive student body who appreciate the value and the promise of a high quality education.

Tight-knit
Community

Attentive Faculty

Academic Quality

Concept #4

Exceed your expectations: SSU recognizes students for who they are and what they can be. Our highly engaging learning environment and supportive faculty are invested in students' successes. Teachers help students find talent and promise that sometimes students never imagined.

“Real”
Environment

Attentive Faculty

Concept #5

Make an impact: There is no better place to see what you can do. Some of the most attentive faculty in the country and hard working, down-to-earth and supportive students make this a place where one can explore, try out and learn more about who they want to be.

“Real” Environment

Strong Work Ethic

Concept #6

The Smart Choice: SSU is one of the best values in higher education. This university has more accreditations than most other public institutions in Massachusetts and it's a top producer of Fulbright scholars. SSU provides a great education at a price graduates can manage.

Value

Academic Quality

Concept #7

The world's at your doorstep: SSU is nestled in a historical, ethnically-diverse, seaport community. Set forth on a university level education while you venture out into Salem and Boston to intern, learn and experience the world's most impressive cultural institutions.

Diverse Student
Body

Location

The End

**Salem State University Foundation
 Campaign Snapshot
 July 1, 2010 – February 28, 2013**

CONFIDENTIAL

To: Institutional Advancement
 President Patricia Maguire Meservey

From: Cheryl Crouse, Assistant Vice President and Campaign Manager, Institutional Advancement

CC: Cynthia McGurren, Vice President, Institutional Advancement and
 Executive Director, Salem State University Foundation
 Eileen O'Brien, Associate Vice President, Institutional Advancement

Date: Tuesday, March 26, 2013

RE: Campaign Financial Update – as of 2/28/13

This snapshot report includes pledges and cash raised as of February 28, 2013

I. STATISTICAL REVIEW

Campaign Snapshot - Year Three

\$25,000,000 Campaign Goal
\$10,221,045 Raised 7/1/2010 through 2/28/2013
 \$14,778,955 Balance to be raised by 6/30/15

\$5,200,000 FY13 Benchmark Goal
\$1,102,579 Raised as of 2/28/2013
 \$4,097,421 Balance to be raised by 6/30/13

\$1,750,000 Benchmark by 12/31/12
\$941,737 Raised as of 12/31/12
 \$808,263 Balance of 12/31/12 benchmark goal

\$3,897,000 Pending (13)
 \$129,000 Scheduled visits (6)
\$751,750 Visits to be scheduled (74)

Timeline to Campaign Goal of \$25,000,000

Date	7/1/2010	6/30/2011	6/30/2012	12/31/2012	6/30/2013	6/30/2014	6/30/2015
Cum. Goal	\$0	\$2,050,000	\$9,250,000	\$11,116,846	\$14,300,000	\$19,450,000	\$25,000,000
Actual	\$0	\$2,185,493	\$9,118,466	\$10,060,203	\$10,221,045 as of 2/28	n/a	n/a

**COMPREHENSIVE CAMPAIGN FINANCIAL PROGRESS
JULY 1, 2010 – FEBRUARY 28, 2013**

Area	Goal	Documented	Verbal	Total Raised (Verbal & Documented)	Balance	% to Goal	Cash Received as of 1/31/13
Annual Fund Unrestricted	\$2,200,000	\$1,461,749	\$0	\$1,461,749	\$738,251	66.44%	\$835,099
Annual Fund Restricted	\$2,800,000	\$2,022,751	\$0	\$2,022,751	\$777,249	72.24%	\$1,713,760
Faculty	\$4,000,000	\$76,379	\$0	\$76,379	\$3,923,621	1.91%	\$220,927
Students	\$4,000,000	\$2,033,655	\$0	\$2,033,655	\$1,966,345	50.84%	\$1,933,655
Financial Assistance	\$4,000,000	\$2,164,016	\$35,000	\$2,199,016	\$1,800,984	54.98%	\$2,064,934
Academic Programs	\$3,000,000	\$239,551	\$0	\$239,551	\$2,760,449	7.99%	\$239,051
Unrestricted Endowment	\$125,000	\$125,000	\$0	\$125,000	\$0	100.00%	\$50,000
Gordon Center Campaign	\$3,400,000	\$1,002,045	\$0	\$1,002,045	\$2,397,955	29.47%	\$434,343
Comprehensive Campaign Unrestricted	\$1,475,000	\$949,898	\$0	\$949,898	\$525,102	64.40%	\$393,936
Designation to be determined	n/a	n/a	\$111,000	\$111,000		n/a	n/a
Campaign totals	\$25,000,000	\$10,075,045	\$146,000	\$10,221,045	\$14,778,955	40.88%	\$7,885,706

Note: The \$1.2 million Bertolon Goal was attained 3/1/12. Those funds are now included in Annual Fund Restricted, Faculty, Students, and Financial Aid. In total Salem State has raised \$7,025,833 for the Sophia Gordon Creative and Performing Arts Center (\$6,023,788 in a prior capital campaign)

^a \$400,000 included in the student funding priority is spendable and not endowed funds.

**ANNUAL FUND PROGRESS
JULY 1, 2010 – FEBRUARY 28, 2013**

Area	Goal	Documented	Verbal	Total Raised (Verbal & Documented)	Balance	% to Goal	Cash Received as of 1/31
Annual Unrestricted FY11	\$250,000	\$362,883	\$0	\$362,883	\$0	145.15%	
Annual Unrestricted FY12	\$475,000	\$925,929	\$0	\$925,929	\$0	194.93%	
Annual Unrestricted FY13	\$475,000	\$172,937	\$0	\$172,937	\$302,063	36.41%	\$167,463
Annual Unrestricted FY14	\$490,000	\$0	\$0	\$0	\$490,000		
Annual Unrestricted FY15	\$510,000	\$0	\$0	\$0	\$510,000		
Annual Unrestricted Total	\$2,200,000	\$1,461,749	\$0	\$1,461,749	\$738,251	66.44%	
Annual Restricted FY11	\$800,000	\$638,180	\$0	\$638,180	\$0	79.77%	
Annual Restricted FY12	\$500,000	\$985,919	\$0	\$985,919	\$0	197.18%	
Annual Restricted FY13	\$480,000	\$398,652	\$0	\$398,652	\$81,348	83.05%	\$476,580
Annual Restricted FY14	\$500,000	\$0	\$0	\$0	\$500,000		
Annual Restricted FY15	\$520,000	\$0	\$0	\$0	\$520,000		
Annual Restricted Total	\$2,800,000	\$2,022,751	\$0	\$2,022,751	\$777,249	72.24%	
Annual Unrestricted + Restricted	\$5,000,000	\$3,484,501	\$0	\$3,484,501	\$1,515,499	69.69%	\$644,043

**FY12 Annual Unrestricted total: \$925,929
this includes \$350,000 in multi-year \$25,000 or greater campaign commitments that are not expected to be replicated in FY13 totals
(\$575,929 without \$25k+ multi-year campaign commitments)

*FY12 Annual Restricted total: \$985,919
this includes \$275,000 in multi-year \$25,000 or greater campaign commitments that are not expected to be replicated in FY13 totals
(\$712,812 without \$25k+ multi-year campaign commitments)

SUBJECT: Risk Management & Audit Committee Report for Wednesday, March 27, 2013

The Risk Management & Audit Committee of the Board of Trustees met on Wednesday, March 27, 2013, in room 210 located in Marsh Hall on the Central Campus of Salem State University.

Present for the Committee were Trustees Davis and Segal; Chair Scott and President Meservey (ex-officio); Executive Vice President Cahill (committee liaison) and Ms. Toomey, Staff Assistant, Risk Management. Also present and participating in the meeting was Chief Information Officer Ainsworth.

Committee Vice Chair Segal called the meeting to order at 3:01 pm.

Executive Vice President Cahill invited Chief Information Officer Ainsworth to discuss the data breach that occurred in Human Resources and turned the discussion over to her with a request that she discuss what happened, when it happened and what the university is doing to prevent a data breach from reoccurring.

CIO Ainsworth stated that the breach was a simple but damaging breach and that a lot of university resources were expended to recover from the incident. She provided a chronology of the incident: On February 15, 2013 at 3:45 pm, an employee in Human Resources opened a phish email. A phish email is an email that is sent by someone who is seeking to steal data. Phish emails have links on them that if opened, download malicious code or send a virus to a computer. The employee clicked on the link on Friday at 3:45 pm, shut down his computer at 4:30 pm, and went home. Over the three day weekend, the virus remained on the computer but since it was shut down, it remained inactive. On the following Tuesday, the computer was turned on and the employee noticed it wasn't running well and some of the employee's work files were missing. The employee opened an ITS help desk ticket and ITS immediately started forensics. ITS was able to see that the computer had an infection by running several anti-virus programs, therefore identifying the virus. They subsequently scanned the shared drives that the computer was connected to (department and personal). When the HR department drive was scanned (which holds all HR data), they found that the virus had reached that drive as well. The original files were hidden but every file in that drive had been converted to a piece of malicious code. This particular worm sought to propagate itself. Once it found a place to roost it created bulk loads of more viruses. ITS asked HR employees what was on the drive so they could retrieve tapes from Iron Mountain, our off site data storage for disaster recovery. ITS rebuilt the drive and started to examine the data. They ran a program, ID Finder, and asked it to search for social security numbers and provide a report, to ascertain how many social security numbers were on that drive. ITS found 220,000 social security number hits which in CIO Ainsworth's opinion was illogical. ITS then ran a de-duplication process and the number was reduced to 28,000 social security numbers. At that point, ITS knew there was

sensitive data on the drive and that there was a virus but didn't know if it had reached the threshold of a breach.

Trustee Segal asked what constituted the threshold of a breach. CIO Ainsworth responded that the definition of a breach, according to Massachusetts law, is when sensitive information (in some instances as small as one piece) has or may have left an environment.

ITS turned to the university's network logs and firewall logs and they could see that the computer had been in communication with China, Poland, India, and Russia every 30 minutes. All of the transmissions were small messages: 150 KB. However, there was one transmission of .5 MB. Once ITS knew they had a .5 MB out of the network transmission from a place that had a virus with sensitive data, they knew the threshold of a legal breach had been reached. They notified the Attorney General's office (a requirement) and called in security experts from Rapid7 to start forensics. The first priority was containment of the virus to make sure it didn't travel through the network to other places.

CIO Ainsworth notified the FBI since this was an international crime. The FBI asked ITS to do different types of forensic work to find out who was attacking the US and stated they would try to track these individuals. The drive was completely analyzed and the type of worm was identified. The FBI and Attorney General's offices were pleased with the very thorough reports from ITS.

CIO Ainsworth has put together an immense work project plan that she wants to implement at this point. She stated that the university was never overly secure but employee awareness and training was in place. Many employees get phish emails daily and don't open them and that is a credit to the institution.

Prevention actions have been taken in response to this incident: ITS has "turned up" the phish catcher (Barracuda spam catcher). ITS is hiring a full time security engineer to review every piece of technology they build with emphasis on whether it is being built securely. ITS is launching a project called the "digital dungeon." What made this breach substantial was the number of social security numbers on an archive that was no longer needed. University departments need to review and purge information that is not needed. The new security engineer will inspect every computer/every drive looking for sensitive information and will challenge the managers regarding storage of the information. If the manager needs to keep the information per storage retention policies, a way to secure it must be established. Reducing the volume of sensitive data strengthens our environment. ITS will be tightening up security on the computers administrators use first (they have the bulk of sensitive data); then they will approach the academic side. ITS is doing a pilot program in one department, introducing software that restricts a person from surfing the internet except to sites needed to perform their job duties. Our security engineer will guide us through this process.

Chief Information Officer Ainsworth handed out a sample of the data breach phish email to all members present (Attachment A). The concern now is that the university has been breached and identified as a soft target. Our efforts and defenses need to be redoubled, awareness needs to be ramped up and sensitive data needs to be purged.

President Meservey described how her husband had clicked on a phish link at home because it looked like it was from a family member. She wanted to point out that the people sending these links are very clever and are making the links look more personal to trick people into opening them. President Meservey's message to the community was to notify ITS immediately if a phish email is opened so the situation can be handled. She also mentioned that other area businesses were recently hacked, including Blanchard's Liquor Store.

President Meservey asked CIO Ainsworth to comment on Experian and their role in the breach. CIO Ainsworth said that ITS was able to extract the 28,000 social security numbers but that the effort to look up the names and addresses of these individuals was overwhelming. The university hired Experian, a credit bureau, who was able to look up the names and addresses of the people affected via the social security numbers. This was accomplished in approximately four days. Experian then sent the affected individuals a letter offering a year of free identity protection at the expense of the university. The university received numerous calls from individuals that received letters.

President Meservey stated that it is not known if anyone's identity has been jeopardized. We are in a cautionary, preventative mode. CIO Ainsworth confirmed that there have been no calls to ITS regarding ID theft.

Chair Scott asked CIO Ainsworth to comment on the communication that went out to the community at large when the data breach occurred. CIO Ainsworth stated that an incident response team gathered and Tom Torello was notified to handle communications. The trustees were among the first persons notified. There were two broadcast emails to the campus community before the letters were sent out to instruct people on how to protect their identity.

Trustee Davis complimented CIO Ainsworth on the good work ITS has done since the data breach and all that is being done to continue to make the university more secure. She had received a data breach letter and was very encouraged by the content of the letter and by the information on how to access the service. Trustee Davis asked if any of the individuals that have called are reporting compromises to their credit. CIO Ainsworth stated there had not been any calls of that nature to date. Trustee Davis further stated that was a testament to the good work ITS is doing. CIO Ainsworth warned, however, that sometimes databases sit idle for a long time so it could happen in the future. There are so many breaches these days and it may be hard to determine if someone's data was breached from Salem State or Blanchard's liquor store, etc.

CIO Ainsworth apologized that this event happened.

President Meservey commented on the great work everyone had done on the data breach and the great teamwork throughout the university. This was a difficult situation that was very well managed.

Trustee Segal thanked CIO Ainsworth for the report. He then proceeded to the next item on the agenda, an update on the risk management assessment. He turned the discussion over to Executive Vice President Cahill.

Executive Vice President Cahill stated that Mr. Rick Vohden of Marsh Risk Consulting was on campus as the breach occurred. He was on campus the last week of February/first week of March to do a scheduled risk assessment and report. Mr. Vohden reviewed operational risks and looked at the potential for significant injury, property loss, and disruption of operations. He considered almost all of the university's operations, programs and services (except financial services). Over fifty interviews were scheduled for him with administrators, faculty, and department chairs. He specifically wanted to meet with the science departments to review the potential for risk. He also met with departments that plan group travel to determine what they do to mitigate any risks they foresee. Mr. Vohden also reviewed the university's web site and policies. He visited every building on all campuses. That included labs, classrooms, offices, residence halls, field houses, etc. Mr. Vohden's final report is due in mid-April at which time it will be shared with the board. Executive Vice President Cahill asked if there were any questions.

Trustee Segal asked if the assessment included accounting. President Meservey asked Vice President Soll to comment on Trustee Segal's question. Vice President Soll stated that each year when a review is done by the state auditors, they test on sample pieces of each process/procedure to determine if there is any reason to be concerned about whether internal controls are working or not. It is on a sample basis but statistically determined. Trustee Segal asked if the university would have Mr. Vohden review the university's financials to determine if there are any concerns. President Meservey stated that when Mr. Vohden was contracted to do this assessment, our financials were viewed as having good oversight. The university also has an Internal Controls Committee that reviews our financial internal controls. The committee is governed by the Commonwealth regarding how the university handles its money. Unlike some other areas of risk management where there was no detailed oversight, we were feeling more comfortable with the financial area. The university can do a review of finance as well. Trustee Segal's point was well taken and will be followed up on.

Trustee Segal asked if there were any more questions.

Trustee Segal stated the next agenda item was a litigation review and called for a motion to move into executive session for the purpose of discussing university litigation cases. Trustee Scott made a motion to enter into executive session and Trustee Davis seconded the motion.

A roll call was taken for the purpose of going into executive session at 3:36 pm. Voting in the affirmative to enter executive session were:

Roll Call:

Scott - yes

Segal - yes

Davis - yes

A roll call was taken at 3:45 pm for the purpose of coming out of executive session:

Roll Call:

Scott - yes

Segal - yes

Davis - yes

There being no further business to come before the Committee and on a motion duly made by Trustee Segal and seconded by Trustee Scott it was unanimously

VOTED: To adjourn the meeting at 3:46 pm

Prepared by L. Toomey, Staff Assistant, Audit & Risk Management

SUBJECT: Executive Committee Meeting Report of March 27, 2013

The Executive Committee of the Board of Trustees met Wednesday, March 27, 2013, in room 210 of Marsh Hall located on the Central Campus of Salem State University.

Present for the Committee were Trustees Scott (Chair), Abdoo (Vice Chair), Mattera and Segal; President Meservey (ex-officio and Committee Liaison); and Secretary to the Board Fleischman. Also present and participating in the meeting was Executive Vice President Cahill.

Chair Scott called the meeting to order at 7:50 pm.

Commencement Update: President Meservey advised the committee that the slate of honorary degree recipients and speakers for Salem State's 2013 commencement ceremonies had been secured.

Legislation Affecting Employee Retirement Benefits: President Meservey brought to the committee's attention legislation contained in the governor's FY2014 budget and under consideration by the House and Senate that would significantly alter the retirement benefits for our employees. This legislation would have the greatest effect on those 55 years of age with between 10 and 20 years of service: these individuals would see the percentage of health care coverage reduced from 80% to 50%. Those 55 years old without 10 years of service would lose the benefit entirely and would need to work to 20 years to obtain it. While this matter is still under consideration at the State House, it has had a significant effect on the number of faculty and staff choosing retirement as the academic year comes to a close. To date, 35 employees have notified the university of their intention to retire in the coming months. This compares to eight who retired last year.

There was discussion of the long term impact of a loss of faculty and staff of this magnitude. Trustee Mattera also noted that while it is a shift, it does open up positions and provides opportunity for those looking for work. The president acknowledged the reality of the need for pension and benefit reform. There was also discussion of the appropriateness of comparing public and private institutions with regard to wages and benefits. It was noted that 10 years is the standard point in the private sector at which employees qualify for retirement benefits such as those under review.

There being no further business to come before the Committee, Chair Scott asked for a motion to adjourn.

Upon a motion duly made by Trustee Mattera and seconded by Trustee Abdoo, it was unanimously **VOTED: To adjourn the meeting at 8:10 pm.**

Prepared by: J. Fleischman, Secretary to the Board of Trustees

SPECIAL MEETING OF THE BOARD OF TRUSTEES

May 8, 2013 – 5:00 p.m.

Marsh Hall, Room 210, Central Campus, Loring Avenue

Salem State University

Salem, Massachusetts

- AGENDA -

I. Call to Order

II. New Business

- ▶ - Construction of temporary housing – Action Needed.....*President Meservey*

III. Adjournment

SPECIAL MEETING OF THE BOARD OF TRUSTEES
May 8, 2013

PRESENT: Trustees Bertrand, Davis, Lancome, Quiroga, Scott (Chair) and Segal; President Meservey; Executive Vice President Cahill and Secretary to the Board Fleischman.

ABSENT: Trustees Abdo, Ansara, Burns, Mattera, and Stringer.

Individuals also present and participating in the meeting: Vice President for Enrollment Management and Student Life Scott James; Vice President for Finance & Facilities Andrew Soll and Advisory Member of the Finance & Facilities Committee Francois Gadenne.

The provisions of General Laws, Chapter 30A, having been complied with and a quorum of the Board being present, the Board of Trustees of Salem State University held a special meeting in Marsh Hall, Room 210, Central Campus, Loring Avenue, Salem, Massachusetts, on May 8, 2013, with Pamela C. Scott, Chair, presiding.

* * *

I. CALL TO ORDER

Call to Order

Chair Scott called the meeting to order at 5:00 p.m.

* * *

II. NEW BUSINESS

New Business

Chair Scott announced the single topic for discussion: the construction of temporary modular housing on the Salem State University campus, a topic first addressed at the special meeting of January 16, 2013. Proposals to fabricate the housing have been received and action is required by the board in order for the administration to take the necessary next steps.

Chair Scott turned the discussion over to President Meservey (Attachment A) who outlined some key facts relating to student housing: freshman housing is at 120% of occupancy with “tripling” occurring and concern on the effects that this practice has not only on those who are “tripling” but on those whose double rooms are being “triple.” We have quickly filled Marsh, Bates and Atlantic Halls for Fall 2013-14. While we are looking at opening a new residence hall in 2015, we are still in the data gathering phase of that project. The idea of modular housing came to us late in 2012; we have vetted it with the MA State College Building Authority (MSCBA) which is supportive. VP James noted that Marsh Hall is full for the fall and there are 40 sophomores that we are unable to house, so the urgency of the residence life situation is real and pressing.

President Meservey, in response to a question from Trustee Segal, explained that sophomores and juniors would be housed in the modular housing in the fall. Trustee Segal then expressed his concern that temporary housing often becomes permanent. He felt that instituting temporary housing without knowing what the next steps would be to house the students, as we complete the master plan and master vision process, may result in having temporary housing in place longer than intended. The president emphasized the focus on student success and impact of on campus housing

for students. She stated that we would be unlikely to see success rates increase if we do not invest in student life on campus. With financing from MSCBA and costs absorbed by student rental fees over five years, this will lead to our ability to open at least one new residence hall on campus and possibly two. Trustee Segal asked when the appropriate time would be to decide to remove the temporary structures and how to house the students. President Meservey responded that when the new residence hall is considered this fall, all of those issues will be included.

Trustee Lancome expressed his willingness to utilize temporary housing and his belief in the need to increase residential capacity. Trustee Bertrand inquired into where the housing would be placed. VP Soll explained the site being considered was located adjacent to Peabody Hall. In response to another question from Trustee Bertrand, VP James explained that freshmen could be randomly assigned to the housing. He described the units as having strengths and weaknesses: while they may be somewhat smaller than some existing units on campus, for example, they come with personal climate control.

Trustee Davis inquired whether 113 beds were enough to meet our requirements. VP James replied that the 113 figure was a good mix between cost and caution in the event of future enrollment declines. VP Soll also pointed out that more beds would result in greater set up costs and the taking of more parking spaces for the structures. The president further added that the size chosen was in part to avoid becoming a permanent fixture on campus and something to be relied upon. In response to a question from Trustee Quiroga, VP Soll explained that the cost of the housing will be covered by room rent, except \$15K for the first year; however, after that the building should support itself. He also stated that deferred maintenance funds will be used to cover preparation costs. Chair Scott noted that the removal cost in Year 5 is extra. VP Soll felt that by Year 5 the building would be operating in the black and would be able to contribute to that expense.

Trustee Quiroga asked how this effort will fit in with other residence hall projects under consideration? VP Soll said that the other projects will be looked at from a stand-alone perspective, each will need to carry its weight or require a university subsidy and be judged accordingly. He gave the example of Marsh Hall needing a subsidy its first year (2010) but now operating at a profit. Trustee Quiroga said she would like to understand the project from a total planning perspective, rather than in isolation, although she likes the temporary aspect of this project as it gives us flexibility to adapt to changes in our business model that may arise in the next five years.

There was discussion about the studies presented to the Board over time and their review by the Finance & Facilities Committee. Trustee Quiroga assured the members that the committee has reviewed each project and its related financials, however she expressed a desire for summarized information to provide a big picture of the university's financial position.

Trustee Lancome asked about the disqualified bidder. VP Soll explained that the vendor did not acknowledge receipt of both addenda to the bid package and we were advised by the MA Inspector General's Office that this could lead to a challenge later on. He also explained that in the case of the rejected bidder, the vendor rejected our design and submitted a proposal based on their own. We did not even review this proposal. The only way to work with the former vendor would have been to re-bid the work, which would have taken three weeks and would have forced us to miss the deadline for completion (i.e.: fall move-in). Trustee Segal questioned the time table; President Meservey explained again that the idea for modular housing did not come to us until December, 2012, and that it was brought to the Board in January 2013. VP Soll added that state requirements called on us to have a design done in order to go forward.

Upon a motion duly made by Trustee Lancome, seconded by Trustee Bertrand, it was

VOTED: The Board of Trustees of Salem State University hereby authorizes the president or designee to accept the proposal submitted by the Modular Space Corporation of Berwyn, Pennsylvania, and to enter into a five-year lease agreement for a 113-bed modular residence hall to be installed on the university's north campus per the terms and conditions outlined in the memo dated May 3, 2013, from President Meservey to the Board of Trustees. The president or designee is further authorized to procure design and construction services to prepare the site and utilities necessary to support the installation and operation of the modular residence hall.

In favor: Bertrand, Davis, Lancome, Quiroga, Scott

Abstain: Segal

* * *

Before adjourning the meeting, President Meservey took the opportunity to remind the members of the memorial service scheduled on May 13, 2013 for Sean Collier '09, Salem State alumni and MIT police officer killed by the alleged Boston Marathon bombers. She also announced the death earlier that week of Professor Emeritus Minor H. McLain. Professor McLain was struck and killed by a bus in Melrose. A World War II veteran and Prisoner of War, he had been a member of the Salem State History Department for 36 years. For his service to his country, Minor McLain received the Purple Heart, the Silver Star and the Bronze Star. He was remembered at the university's annual Student Veterans' Stole Ceremony in Veterans Hall, a facility he was instrumental in having named in honor of our service men and women.

III. ADJOURNMENT

Adjournment

There being no further business to come before the Board and on a motion duly made by Trustee Lancome and seconded by Trustee Segal, it was unanimously

VOTED: To adjourn the meeting at 5:45 p.m.

Respectfully submitted,



Patricia Maguire Meservey
President



Jean E. Fleischman
Secretary to the Board of Trustees



ATTACHMENTS

Attachment A: Memo to Board from President Meservey re: modular housing, dated 5/3/13

Minutes from the
Meeting of
May 8, 2013
Salem State University
Board of Trustees

Patricia Maguire Meservey, *President*

TO: Members, Board of Trustees
 FROM: Patricia Maguire Meservey, President
 DATE: May 3, 2013
 TOPIC: Modular Housing



In preparation for our meeting next week, I am providing information on our proposed modular housing project. Our demand for housing continues to exceed the available number of beds and this opportunity would significantly ease the “tripling” of rooms for our incoming students.

We have received three bids from the RFP and Scott James, Andy Soll and Deb Mizia (Director of Campus Development) along with our consultants, Winter Street Architects, have completed their review. Three bids were received, however one was deemed non-responsive and therefore disqualified. A second, Triumph, had one irregularity that also disqualifies it (guidance we have received from the Inspector General’s Office). The final proposal, ModSpace had no issues.

While we would have preferred the opportunity to review more proposals that met the commonwealth’s criteria, we do have the information from Triumph that can be used for a comparison, and we have been in discussions with the other disqualified firm (they built similar housing at Ithaca). With this combined information, it is our judgment that ModSpace is a fair bid and the cost structure, appropriate.

We asked for three options in the bid. The base bid would provide 89 beds; Alternative 1 would provide 101; and Alternative 2 would provide 113 (all counts including RAs but not the graduate resident director). I am providing you with both the ModSpace information and Triumph for comparison purposes.

<u>ModSpace</u>	<u>Base</u>	<u>Alt. 1</u>	<u>Alt. 2</u>
60-Mo. Lease Payments	\$2,591,940	\$2,797,740	\$2,998,440
Removal Cost	\$240,036	\$256,871	\$273,706
Total 60-Mo. Cost	\$2,831,976	\$3,054,611	\$3,272,146
Annual Lease Cost	\$518,388	\$559,548	\$599,688

<u>Triumph</u>	<u>Base</u>	<u>Alt. 1</u>	<u>Alt. 2</u>
60-Mo. Lease Payments	\$2,365,020	\$2,546,940	\$2,728,860
Removal Cost	<u>\$297,995</u>	<u>\$323,077</u>	<u>\$346,154</u>
Total 60-Mo. Cost	\$2,663,015	\$2,870,017	\$3,075,014
Annual Lease Cost	\$473,004	\$509,388	\$545,772

When we consider the operating costs, the pro forma results in an operating loss of \$15,488 in the first year and a surplus of \$57,834 in the fifth year (113 bed option ModSpace). The attached spreadsheets provide you with the numbers. Attachment A presents the overview of the first year operating costs for the three options. I am recommending we choose the 113-bed option as we can use them all and the costs are reduced (per bed) as we increase the numbers. Attachment B provides the five-year operating projection for the 113-bed option. I used an inflationary factor of 3% per year for both the student room fee and for operating costs.

These operating costs do not include one-time costs that we would incur. These include (all estimates):

1. Initial design (cost already incurred) = \$70,000
2. Site preparation = \$400,000

These costs will be partially offset by our expected increase in freshmen of 100. Their fees would be approximately \$7,140 each for a total of \$714,000 in additional revenue, not currently incorporated into our budget projections.

The increased number of students will result in some other additional cost for us, however, the major concern would be the need for more classes and we are confident that we can absorb these students into existing classes without needing to add faculty costs.

We are already beyond capacity for our current housing and this project would help us reduce the need for tripling our freshmen rooms. The Board authorized us to issue the RFP in January and we would need Board action to go forward with the project. This project is extremely time sensitive if we are to have the housing in place for the fall.

I look forward to our discussion.

**Modular Housing Plan
Financial Plan -- First Year of Operation**
Vendor: ModSpace

	89 Bed Option	101 Bed Option	113 Bed Option
Room Rent -- per academic year	\$7,170	\$7,170	\$7,170
Revenue			
Room Rent	\$638,130	\$724,170	810,210
Expenses			
Assistant RD/Graduate Student	\$10,000	\$10,000	\$10,000
Maintainer (1.00 FTE)	32,000	32,000	32,000
Student Desk Workers	0	0	0
Fringe Benefits	<u>9,600</u>	<u>9,600</u>	<u>9,600</u>
Personnel Subtotal	\$51,600	\$51,600	\$51,600
Administrative Expenses	2,000	2,500	3,000
Facility Operational Expenses	13,350	15,150	16,950
Energy, Sewer & Water	60,000	65,000	70,000
Equipment	2,000	2,500	3,000
Maintenance & Repair	5,000	5,000	5,000
Insurance	30,000	32,000	34,000
Benefit Program (RA Remissions)	21,510	21,510	21,510
Building Maintenance	3,000	3,500	4,000
Technology	<u>13,350</u>	<u>15,150</u>	<u>16,950</u>
Operating Expenses Subtotal	\$150,210	\$162,310	\$174,410
Total Annual Operating Expenses	\$201,810	\$213,910	\$226,010
Annual Lease Payments	<u>\$518,388</u>	<u>\$559,548</u>	<u>\$599,688</u>
Total Annual Expenses	\$744,398	\$773,458	\$825,698
Net Result	(\$106,268)	(\$49,288)	(\$15,488)

FY14 Room Rates

Bowditch & Peabody (Freshmen)

7,170

Attachment B



Modular Housing Plan
 Financial Plan -- Five Year of Projections
 Vendor: ModSpace
 113 Bed Option

	FY14	FY15	FY16	FY17	FY18	
Room Rent -- per academic year	\$7,170	\$7,385	\$7,607	\$7,835	\$8,070	3% increase per year
Room Rent Revenue	810,210	834,516	859,552	885,338	911,898	
Expenses						
Assistant RD/Graduate Student	\$10,000	\$10,300	\$10,609	\$10,927	\$11,255	3% increase per year
Maintainer (1.00 FTE)	32,000	\$32,960	\$33,949	\$34,967	\$36,016	3% increase per year
Student Desk Workers	0	0	0	0	0	
Fringe Benefits	<u>9,600</u>	<u>9,888</u>	<u>10,185</u>	<u>10,490</u>	<u>10,805</u>	
Personnel Subtotal	\$51,600	\$53,148	\$54,742	\$56,385	\$58,076	
Administrative Expenses	3,000	\$3,090	\$3,183	\$3,278	\$3,377	3% increase per year
Facility Operational Expenses	16,950	\$17,459	\$17,982	\$18,522	\$19,077	3% increase per year
Energy, Sewer & Water	70,000	\$72,100	\$74,263	\$76,491	\$78,786	3% increase per year
Equipment	3,000	\$3,090	\$3,183	\$3,278	\$3,377	3% increase per year
Maintenance & Repair	5,000	\$5,150	\$5,305	\$5,464	\$5,628	3% increase per year
Insurance	34,000	\$35,020	\$36,071	\$37,153	\$38,267	3% increase per year
Benefit Program (RA Remissions)	21,510	\$22,155	\$22,820	\$23,505	\$24,210	3% increase per year
Building Maintenance	4,000	\$4,120	\$4,244	\$4,371	\$4,502	3% increase per year
Technology	<u>16,950</u>	<u>\$17,459</u>	<u>\$17,982</u>	<u>\$18,522</u>	<u>\$19,077</u>	3% increase per year
Operating Expenses Subtotal	\$174,410	\$179,642	\$185,032	\$190,583	\$196,300	
Total Annual Operating Expenses	\$226,010	\$232,790	\$239,774	\$246,967	\$254,376	
Annual Lease Payments	\$599,688	\$599,688	\$599,688	\$599,688	\$599,688	
Total Annual Expenses	\$825,698	\$832,478	\$839,462	\$846,655	\$854,064	
Net Result	(\$15,488)	\$2,038	\$20,090	\$38,683	\$57,834	

Projected increased enrollments (N=100)

Fees \$714,000 \$735,420 \$757,483 \$780,207 \$803,613 Expected increased number of freshmen