SUBJECT: Academic Affairs and Student Success Committee Meeting Report for March 30, 2022

The Academic Affairs and Student Success Committee of the Board of Trustees met remotely via Zoom on Wednesday, March 30, 2022, pursuant to Governor Baker’s executive order of March 10, 2020, entitled “Order suspending certain provisions of the open meeting law, G.L., ch. 30A, section 20,” to allow public remote participation and participation of the public body remotely.

Present for the Committee were Trustees Butts, Chisholm (chair), Contreras, German-George, Maldonado (vice chair); Chair Lutts (ex-officio); President Keenan (ex-officio); Provost Silva and Vice President Bryant (committee liaisons); and staff associate Longo.

Trustee Chisholm called the meeting to order at 3:56 pm. The following items were discussed:

**Enrollment and Instructional Data**
Provost Silva provided an update on enrollment and instruction data (Attachment A). It was reported that enrollment has dropped 27% since 2011. Undergraduate day enrollment continues to trend downward, but we are beginning to see a modest increase in graduate and adult learner enrollment. In addition, there has been significant growth in our Hispanic/Latinx student population. It was reported that the number of fulltime faculty has dropped since fall 2015, however, there has been an increase in part-time faculty over the past two years. This is partly due to Covid classroom capacity restrictions and partly due to growth in key graduate programs. Demographic trends suggest a continued decline in enrollment over the next decade. It was agreed that the current faculty/student ratio is not sustainable. The committee asked Provost Silva to outline concrete actions that can be taken to address this, and prepare a report for the upcoming Board of Trustees meeting on April 13, 2022.

**Navigate: Salem State’s Student Success Platform**
Assistant Vice President Lee Brossoit and Director Sam Ohannesian presented on Navigate, Salem State’s retention and student success platform (Attachment B). Navigate is an extremely powerful tool in organizing student information, communication, and student case management. It was reported that Navigate is currently being utilized by students, faculty, and staff across campus and has had a positive impact in student outcomes.

**Salem State Student Persistence Project**
Provost Silva reported that Academic Affairs and Enrollment Management are co-sponsoring a faculty-led research project that explores student persistence (Attachment C). The project looks at
activities that students engage not just academically but also things such as dining hall usage, library usage, clipper card usage, club participation, etc., and their relationship to student success. Professors von Seekamm (economics), Chatterjee (psychology), Tang (marketing and decision sciences), and Colina (marketing and decision sciences) are working to create model that will help predict behaviors in which successful students engage.

There being no further business to come before the committee and upon a motion made duly by Trustee Contreras and seconded by Trustee Butts it was unanimously:

**VOTED: To adjourn the meeting at 4:50 pm.**

**Voting in the affirmative:** Butts, Chisholm (chair), Contreras, German-George, Maldonado

**Voting against:** None

Prepared by: D. Longo, staff associate, marketing and communication
SSU Enrollment (HC*)
Past 11 Years

Fall Semesters 2011-2021

Total enrollment
- Fall 2011 = 9,600
- Fall 2021 = 7,131
- Delta = -2,469 (-26%)

Undergraduate enrollment
- Fall 2011 = 7,658
- Fall 2021 = 5,555
- Delta = -2,103 (-27%)

Graduate enrollment
- Fall 2011 = 1,942
- Fall 2021 = 1,576
- Delta = -366 (-19%)

*Headcount (unduplicated)

SSU Enrollment (HC)
Past 5 Years

Fall Semesters 2017-2021

Total enrollment
- Fall 2017 = 8,705
- Fall 2021 = 7,131
- Delta = -1,574 (-11%)

Undergraduate enrollment
- Fall 2017 = 7,110
- Fall 2021 = 5,555
- Delta = -1,555 (-22%)

Graduate enrollment
- Fall 2017 = 1,595
- Fall 2021 = 1,576
- Delta = -19 (-1%)

Minimum value
MA State University Enrollment (HC)
Fall Semesters 2012-2021

MA State University Enrollment (HC)
Fall Semester 2012 - 2021 (MA DHE Data Center)

Change, FA21 vs. FA12
Statewide -10%
Maximum +08% (MMA)
Minimum -45% (MCLA)
SSU -25%

MA State U African American/Black as % of Total
Fall Semesters 2012-2021

Percent African-American/Black, fall semester 2012 - 2021
Source: DHE Data Center
MA State U Hispanic/Latinx as a % of Total
Fall Semesters 2012-2021

Percent Hispanic/Latinx Students; fall semester 2012 - 2021
Source: DHE Data Center

MA State University Hispanic/Latinx: % Change
Fall Semesters 2012-2021
SSU Faculty Employed (HC*)
Fall Semesters 2011-2022

SSU Faculty by Status (HC), FA11 - FA21
(source: IPEDS Common Data Set, Section I)

Why the sharp increase in PT Faculty?
1. Classroom Capacity at 75% (COVID)
2. The Vision Plan: Growth in key programs (especially graduate)

Graduate Sections taught by Adjunct Faculty*
enrollment ≥ 5, FA 20 vs. FA 21
(Source: PeopleSoft Seat Report)

Number of Adjunct-Taught Graduate Sections by College
enrollment ≥ 5, FA20 vs. FA21 (PeopleSoft Seat Report)

*Excludes FT faculty teaching grad course as part of their day workload.
SSU Student FTE | Faculty FTE
Fall Semesters 2011-2022

SSU Student FTE (all) and Faculty FTE (all), FA11 - FA21
(source: IPEDS Common Data Set, Section I)

Student FTE
Faculty FTE

SSU Average Section* Size (aggregated UG + Grad)
Fall Semesters 2016 – 2021
(Source: Power BI from PeopleSoft)

SSU Avg Section Size (aggregated)
FA16 to FA21

*Sections delivered as Lecture, Seminar, Lab or Studio

13

14
IPEDS Student-to-Faculty Ratio (2011-2021)

MA State Universities Student-to-Faculty Ratios
FA11 - FA21, comprehensives only (IPEDS CDS, Section I)

Navigate
Salem State University’s Student Success Platform

Board of Trustees
March 30, 2022
Agenda

- Re-introduce Navigate
- Campus Engagement
  - Usage and Metrics
  - Student Impact
  - Recent Collaborations
- What Does it all mean?
- Questions

Navigate

- Salem State’s Retention & Student Success Platform
- Organizes Student Information
- Assists with Communication
- Assists with Managing Initiatives
- Assess Outcomes
- Offer Insights
## Usage at a Glance - Metrics

<table>
<thead>
<tr>
<th></th>
<th>2019-2020</th>
<th>2020-2021</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alerts &amp; Cases</td>
<td>5,762</td>
<td>8,290</td>
<td>43%</td>
</tr>
<tr>
<td>Progress Reports</td>
<td>23,808</td>
<td>26,053</td>
<td>9%</td>
</tr>
<tr>
<td>Appointments &amp; Interactions</td>
<td>58,450</td>
<td>68,037</td>
<td>16%</td>
</tr>
<tr>
<td>Navigate Student Usage</td>
<td>45%</td>
<td>61%</td>
<td>35%</td>
</tr>
</tbody>
</table>

## Alerts & Cases

### Total Cases

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Cases</th>
<th>Unique Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019-2020</td>
<td>5,762</td>
<td>2,630</td>
</tr>
<tr>
<td>2020-2021</td>
<td>8,290</td>
<td>2,919</td>
</tr>
</tbody>
</table>
Impact of Progress Reports

• Students who were marked at-risk and had a letter grade recorded by their faculty member during the progress report submission, saw their final letter grade increase by
  – **1.09** in Fall 2019
  – **1.07** in Fall 2020
  – **0.93** in Fall 2021
Appointments & Interactions

Initial Implementation
• Student Navigation Center
• Academic Advising
• Academic Departments

Expanded Implementation
• Athletics Office
• Berry Library & Learning Commons
• Cabot Wealth Management Lab
• Career Services
• Center for Academic Excellence
• Center for Creative & Performing Arts
• First Year Experience
• Math Lab
• Orientation
• Peer Tutoring
• School of Education
• Summer Bridge Academy
• Veterans’ Affairs
• Yeannakopoulos Honors Center

Appointments & Interactions

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<thead>
<tr>
<th></th>
<th>Appointments</th>
<th>Unique Students</th>
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<tbody>
<tr>
<td>2019-2020</td>
<td>58,451</td>
<td>11,124</td>
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<tr>
<td>2020-2021</td>
<td>65,536</td>
<td>12,568</td>
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</tbody>
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Salem University
Improving Communications

- Navigate Student
  - To Do's
  - Push Notifications
  - Quick Polls
  - Calendar Events
  - Campus Resources

- Action Based Text Messaging (SMS)
  - Appointment Reminders
  - Financial Aid
  - Graduation
  - Immunization Compliance
  - Registration
  - Residence Life

Students Accessing Navigate (Mobile and Web)

<table>
<thead>
<tr>
<th>Degree Seeking</th>
<th>Fall 2020</th>
<th>Fall 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total University</td>
<td>48%</td>
<td>75%</td>
</tr>
<tr>
<td>Undergraduates</td>
<td>48%</td>
<td>83%</td>
</tr>
<tr>
<td>First Years</td>
<td>54%</td>
<td>96%</td>
</tr>
<tr>
<td>Sophomores</td>
<td>89%</td>
<td>94%</td>
</tr>
<tr>
<td>Juniors</td>
<td>59%</td>
<td>83%</td>
</tr>
<tr>
<td>Seniors</td>
<td>42%</td>
<td>75%</td>
</tr>
<tr>
<td>Graduates</td>
<td>26%</td>
<td>42%</td>
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Recent Collaborations

• Student Navigation Center & Career Services
  – Viking Completion Grant
• Bertolon School of Business
  – Course Repeat Project
• School of Continuing & Professional Studies
  – Summer Credit Recovery
• Commencement

Final Thoughts

Navigate Helps…

• Students
  – Just in time communications
  – Rapid access to resources
• The University
  – Data-Informed, student-centric support
  – Streamlining and coordinating workflows
  – Targeted interventions
  – Caseload management
• However, success is not due to the system alone
  – People
  – Process
  – Technology
New Research Initiative

Salem State Student Persistence Project

- Focus = the student experience as potential predictor of student persistence
- Sponsored by the Provost and by Enrollment Management
- Faculty-led