

**SUBJECT:** Academic Affairs and Student Success Committee Meeting Report for January 25, 2023

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The Academic Affairs and Student Success Committee of the Board of Trustees met remotely via Zoom on Wednesday, January 25, 2023, 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 Chisholm, Lampassi (vice chair), Lutts (chair), Maldonado, Morales, Walsh; Chair Butts (ex-officio); President Keenan (ex-officio); Provost Silva and Vice President Bryant (committee liaisons); and staff associate Machado.

Trustee Lutts called the meeting to order at 3:25 pm. The following items were discussed:

**Student Data: Enrollment, On-Campus Residency, Student Success**

**Enrollment:** Associate Vice President Galinski provided an update on the spring 2023 semester enrollment. There continues to be a decline in enrollment as a result of shifting higher education landscape, increased competition and fall out from the pandemic. (Attachment A)

**On-Campus Residency:** Dean Newton housing occupancy for the spring 2023 semester is at 89% or 1508 students, an increase from 86% during the spring 2022 semester. (Attachment B)

**Student Success Initiatives:** Associate Vice President Galinski explained the creation of completions grants and coaching for students. The senior completion grants started in the spring of 2020 and has provided assistance to over 185 students and awarded over \$300,000 in aid, providing 95% graduation rate amongst this cohort. In addition, this fall, the implementation of a progression program for juniors. Currently there are over 200 students in the cohort with dedicated staff helping students to navigate the process and award additional aid to these students.

**Early College/Dual Enrollment:** Dr. Michele Pierce explained the Early College/Dual Enrollment Program and the success of this program. Salem State has partnered with local high schools to offer student courses at the high school and then during the final year, students take the courses at Salem State University.

Promise Year Students: Dr. Pierce noted that success of the Promise Year Students I which there were 25 students in the program during the fall, 24 of the students continue to be in the program during the spring semester and have expressed interest in remaining at Salem State.

**Academic Planner in Navigate:** Dr. Lee Brossoit provided an overview of the Academic Planner in Navigate which strengthens the advising process, provides improved course sequencing and planning and fosters more timely completion.

**New Program Approval: Combined Bachelor of Science in Criminal Justice and Spanish**

Professor Kenneth Reeds and Professor Jennifer Robin presented the committee with a new program proposal for a Combined Bachelor of Science in Criminal Justice and Spanish (Attachment C). The proposal combines two already established majors and offers students a streamlined pathway to meet regional workforce needs. The need for cultural sensitivity in respect to language was both acknowledged and affirmed. Dean Barbara Layne reviewed the cost analysis and enrollment predictions for the program. A brief discussion ensued.

After careful consideration the committee took the following action:

Upon a motion made duly by Trustee Lutts and seconded by Trustee Chisholm it was unanimously:

**VOTED: to recommend to the full board the approval of a Combined Bachelor of Science in Criminal Justice and Spanish.**

**Voting in the affirmative: Chisholm, Lampassi (vice chair), Lutts (chair), Maldonado, and Walsh**

Voting against: None

Absent: None

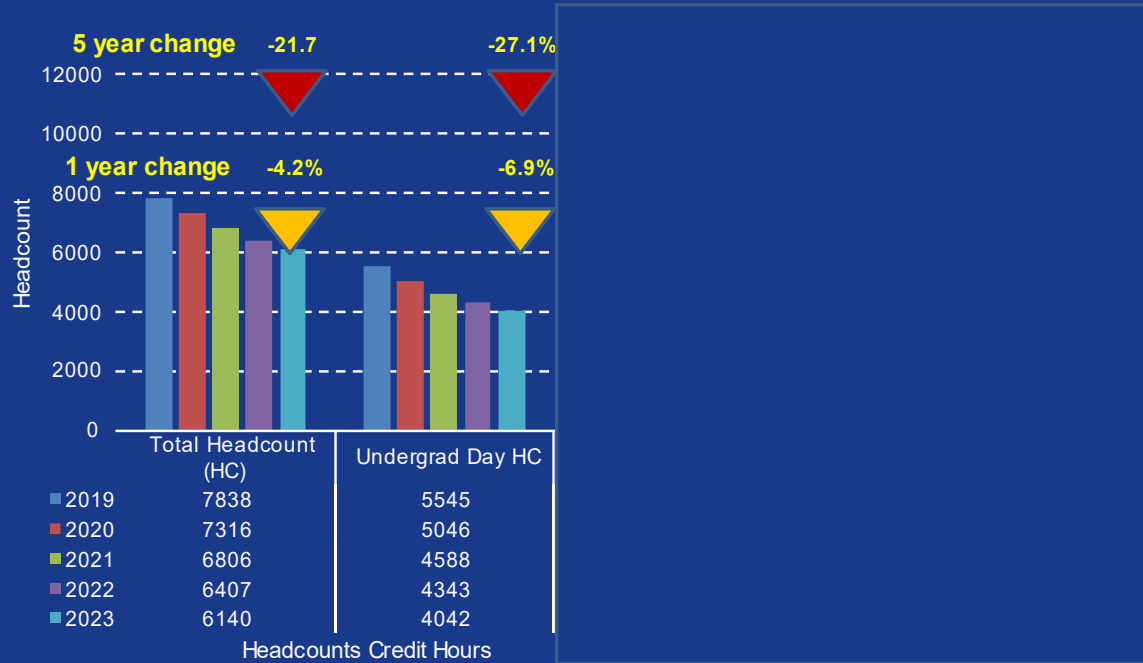
There being no further business to come before the Committee and on a motion made duly by Trustee Lutts and seconded by Trustee Lampassi, it was unanimously:

**VOTED: To adjourn the meeting at 4:25 pm.**

Provost Silva and Vice President Bryant...

Prepared by: M. Machado, staff associate, student success

# Preliminary Data: Spring 2023 Enrollment



Data from Enrollment Management; year-over-year comparisons.  Salem STATE UNIVERSITY  
 Official census day data will differ.

Attachment B

## Longitudinal Housing Data: Spring 2018 - 2023

Semester/ Year	Occupancy	SSU Beds Offered	% SSU Beds Occupied	MSCBA Design	% Bed occupied per MSCA Design
SP 18	2124	2282	93%	2,282	93%
SP 19	1984	2282	87%	2,282	87%
SP 20	1725	2282	76%	2,282	76%
SP 21	732	1253**	58%	2,282	32%
SP 22	1370	1592***	86%	2,282	60%
<b>SP 23</b>	<b>1508*</b>	<b>1693****</b>	<b>89%</b>	<b>1,926<sup>^</sup></b>	<b>78%</b>

\* Preliminary Data: Number not finalized as Occupancy Verification is in progress

\*\* SP21 Housing Options Adjusted Due to COVID (Only Singles Offered)

\*\*\* SP22 Housing Options Adjusted Due to COVID and the discontinuation of use of Bates complex

\*\*\*\* SP23 Housing Options Adjusted Due to gradually returning to Designed Occupancy post COVID

<sup>^</sup> MSCBA Design value reduced to 1,926 due to the closure of the Bates complex

Attachment C

# New Major: Combined Degree Bachelor of Science in Criminal Justice & Spanish

Jennifer Robinson

*Chairperson, Criminal Justice*

Kenneth Reeds

*Chairperson, World Languages and Cultures*

Barbara Layne

*Dean, School of Continuing and Professional Studies*

## Combined BS in Criminal Justice & Spanish

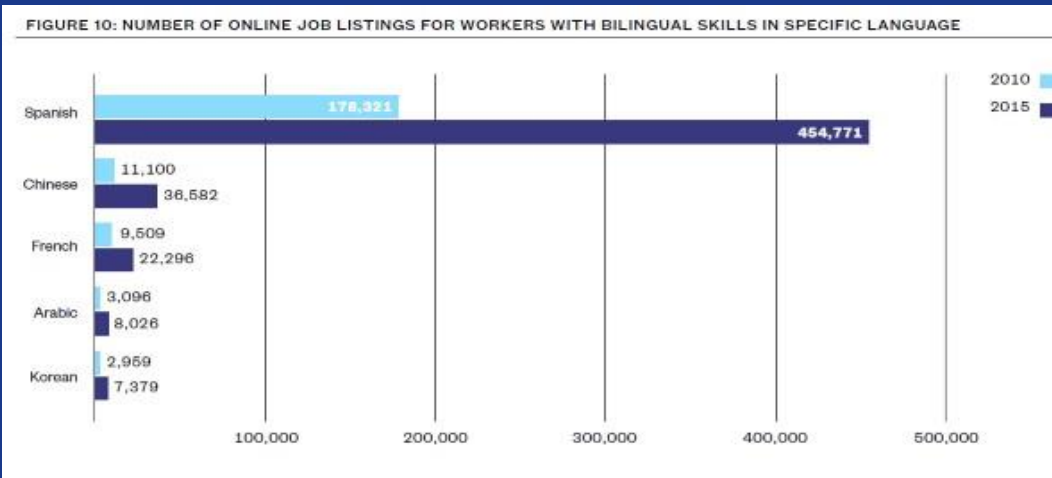
- Combines two already -established majors
- **New major is marketable to new students**
- Heritage-speakers of Spanish transform language and cultural skills into employable assets.
- **Non-heritage speakers develop linguistic and intercultural skills.**
- Increased experiential opportunities
- **Efficient progress towards graduation**
- Streamlined advising
- **Better use of already -established resources**

# Criminal Justice and Spanish

- Burning Glass: fifteen “good jobs” in the Boston area where workers of color are underrepresented and therefore are excellent fields where labor-force equity could be advanced. “Police officers” was sixth with “2% 10-year growth, a low probability of automation, a high salary, and only 18% of the current labor force being workers of color”
- US Bureau of Labor Statistics: employment of police and detectives will “grow 5 percent from 2019 to 2020, faster than the average for all occupations”
- US Bureau of Labor Statistics: “Applicants with a bachelor’s degree [...] as well as those who speak more than one language, should have the best job opportunities”.

# Criminal Justice and Spanish

What language is most needed:





# Serving an evolving population

- In 2022 the Massachusetts Board of Higher Education implemented a vision for a New Undergraduate Experience that laid the “foundation for a 10-year statewide strategic plan focused on racial equity”.
- In the last ten years, enrollment has declined by 22.88%. At the same time, the percentage of students who identify as "Latino" has increased 125.83% (from 600 in 2010 to 1,355 in 2019). In other words, Salem State's population is increasingly becoming Latino.
- The Board of Higher Education identified the Latinx population among their priorities.
- This Combined BS prepares the Spanish -speaking portion of our population for employment in a growing industry.

## Salem's Evolving Population

- To better serve their increasingly Spanish -speaking population, Salem Public Schools wishes to pair the already -established Combined BS in Healthcare Studies and Spanish with the Combined BS in Criminal Justice and Spanish as their principal Dual Enrollment programming. Their intention is to provide this opportunity to Salem High School students beginning with 24/25 academic year.
- A Hispanic Serving Salem State is an institution that offers an array of courses and programs for its Spanish-speaking population. The Combined BS in Criminal Justice and Spanish further expands the opportunities available to this growing demographic, complementing programs like the Combined BS in Healthcare Studies and Spanish.

# Enrollment Projections

(conservative estimates)

<b>FORM C Enrollment Projections</b>	2025	2026	2027	2028	2029
	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
New Full-Time Day students	4	4	6	7	9
Returning Full-Time Day students		3	4	6	6
New Continuing Education Part-Time students	0	1	2	2	3
Returning Continuing Education Part-Time students		0	0	3	4
<b>Totals</b>	<b>4</b>	<b>8</b>	<b>12</b>	<b>18</b>	<b>22</b>

# Proposed Budget

based on conservative enrollment estimates

- See packet for complete forecast of five - year revenue and expenses (Form D)
  - Developed in collaboration with finance and enrollment staff
  - Represents no added faculty or staff
  - Marketing expenses are a reallocation of existing funds and special funding from academic affairs

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	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
Project Summary: BA Criminal Justice and Spanish	Forecast	Forecast	Forecast	Forecast	Forecast
Total Operating Revenue	50,117	97,207	131,625	177,576	214,216
<i>Expenses:</i>					
<b>Operating Expenses</b>					
*Administrative Expenses (e.g. Marketing)	17,990	8,995	9,175	9,358	9,545
<i>Net Revenue over Expense</i>	\$32,127	\$88,213	\$122,450	\$168,217	\$204,670
<i>Cumulative Net Revenue over Expense</i>	\$32,127	\$120,340	\$242,790	\$411,007	\$615,677
<i>* this is covered by a combination of in kind marketing budget and academic affairs funding</i>					