

**BOARD OF TRUSTEES**

April 10, 2024

**PRESENT:** Trustees Immerman Kezer Maldonado, Mattera, Morales, Wellman, and Chair Russell. Also participating at the meeting were President Keenan and Board Secretary Montague.

**ABSENT:** Lampassi

In accordance with the General Laws of the Commonwealth of Massachusetts, Chapter 30A and An Act Relative to Extending Certain State of Emergency Accommodations, which, among other things, extended the expiration of the provisions pertaining to the Open Meeting Law. Governor Healey signed into law a supplemental budget bill, which further extended the remote meeting provisions to March 31, 2025. Specifically, this extension allows public bodies to continue holding meetings remotely without a quorum of the public body physically present at a meeting location, and to provide "adequate, alternative" access to remote meetings. The Salem State University Board of Trustees met remotely and all votes were taken by roll call.

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**I. Call to Order**

*Call to Order*

Chair Russell noted that a quorum of the board was present and called the meeting to order at 5:02 pm.

**II. Student Focus**

*Student Focus*

Chair Russell introduced the Student Focus speaker Sammy Webb a sophomore majoring in political science. Sammy discussed some of the challenges facing students including increasing fees for the cost of education and housing, and she also said that many students were displeased with the dining services on campus.

Chair Russell thanked Sammy for sharing her comments with the board and shared concerns regarding the rising costs of education.

A conversation followed regarding how the board has been able to keep fees flat for the last two years, however, to balance the budget a fee increase was necessary this year. President Keenan and Vice President House added to the conversation and remarked on how sister schools had already or planned to increase their fees. Vice President Galinski spoke regarding the additional financial aid that has become available to students and she urged any student who is having difficulty affording educational expenses to visit her office.

VP House then addressed the dining services issue and said that the dining services regional manager has spent a significant amount of time on campus recently and we expect improvement. Chair Russell thanked Sammy again for taking the time to speak to the board and for bringing students concerns forward.

### III. Committee Actions

**Finance & Facilities** – Vice Chair Morales provided background from the committee’s last meeting and reviewed the committee’s two action items. The first item was the renewal option of the investment contract with Eastern Bank Wealth Management and the second was consideration of fees for the undergraduate, graduate and continuing education fees for FY25.

With regards to the first item, Vice Chair Morales shared that the committee recommended that the Board approve the renewal option with Eastern Bank Wealth Management and noted that:

- The appointment of Eastern Bank as the university’s investment manager in 2019 followed a thorough and fair RFP process and that the university then entered a five-year contract with EBWM from 2019 through 2024. The contract contained a renewal option for a subsequent five-year term, at the university’s discretion.
- The advisors exceeded the benchmark for the portfolio, attaining a total return of 10.73% compared to the benchmark of 9.71% over a 5-year period.
- The advisors assisted in divesting the portfolio from the Carbon 200 holdings as directed by the Board in a financially prudent way.
- The advisors regularly demonstrate compliance with the Investment Policy Statement.
- Eastern Bank Wealth Management is in the process of merging with Cambridge Trust with an expected closing date during the current year. Post-merger, the investment advisory business will operate under the Cambridge Trust brand name, and our known advisors John Doherty and Michael Tyler will continue to service our account although with access to a deeper set of investment capabilities and resources.

Vice Chair Morales presented the motion which was duly seconded by Trustee Kezer, .Hearing no further discussion it was,

**VOTED:**     **The Board of Trustees of Salem State University hereby authorizes the university to exercise the five-year renewal option in the investment management contract with Eastern Bank Wealth Management, who is expected to do business as Cambridge Trust post-merger. The new contract term will begin Jan. 1, 2025 and conclude on Dec. 31, 2029 (renewal period). The contract will include provisions for termination of the agreement by either party with ninety (90) days written notice. The fee remains 45 basis points, flat structure. (Attachment A)**

Voting in the affirmative: Immerman Kezer Maldonado, Mattered,

*Committee  
Actions:*

*Finance &  
Facilities:*

*Renewal option  
Investment Contract w  
Eastern Bank  
Wealth Management*

Voting in the negative: Morales, Wellman and Russell (Chair)  
None  
Absent: Lampassi

Vice Chair Morales then moved to the next action item which was undergraduate, graduate and continuing education fees for FY25. She called attention to the work that had been done at the committee level and thanked the trustees for the respectful discussion that was had at the last Finance and Facilities Committee meeting regarding the fee matter.

Morales stated that one likes to increase fees, however the university has limited levers available to address the sizable budget deficit which is similar to the deficit that we saw in the preliminary budget that was approved, however there are some important changes in the revenue and expense lines so the Finance and Facilities Committee is recommending a 3 (three) percent increase in tuition and mandatory fees.

She stated that it was important to remember that the FY25 budget is still a work in process and has not yet been approved. The \$4-5M deficit projected for FY25 will be reduced in a series of steps in subsequent years as we work towards a balanced budget in FY28.

There were several considerations that went into the committee's recommendation which only partially offsets decreased enrollments, increased compensation costs.

- The proposed 3 % student fee is in-line with other public Massachusetts colleges and universities plans for next year. The university is not alone in having to increase its fees as its sister campuses have already voted or are considering similar increases.
- We are anticipating a 5% decrease in undergraduate enrollment next year—we are being cautious and conservative as there are many factors in play—both opportunities and challenges. With the FAFSA challenges, it is difficult to predict fall 2024 enrollments.
- For two of the last three years, Salem State has held tuition and university fees flat. The Board of Trustees voted to freeze tuition and mandatory fees during the fall 2023 to summer 2024 academic year for ALL students. The Board voted to freeze fees previously in 2021-22 academic year for ALL students.
- We also increased financial aid, providing millions of dollars in additional aid to our students. We have also been increasing the number of institutional scholarships, increased emergency funds, and established the completion grant program in recent years—all in support of our students.
- Leadership is looking to cut costs as they review operational budgets and plan for FY25. This process will have no impact on the academic programs we offer, our students' academic journey or the number of benefitted employees that work at the university. Leadership is looking at a 2% adjustment to the university's operating budget. The reductions represent \$3.9M of our overall \$192.7M university budget. We are taking a very thoughtful, measured approach to reductions and are redeploying resources

appropriately to invest in technology and student success initiatives, all in accordance with the university's strategic plan.

As a point of clarification, Trustee Kezer noted that he had previously recused himself during the committee discussion of fees due to an unclear knowledge of G.L. c. 268A. He has since received clearance from the Governor's Office. Trustee Kezer appreciated the student's comments. He expressed concern that if the university did not have adequate funds that it could not fulfill its mission. Trustee Kezer said that financial aid had to be a part of the plan for students. Trustee Mattera echoed that the board a fiduciary duty to fulfill in ensuring that the university carry out its mission.

Vice Chair Morales presented the motion which was duly seconded by Trustee Mattera and seconded by Trustee Immerman. Hearing no further discussion it was,

**VOTED: The Board of Trustees of Salem State University hereby approves the rates for undergraduate day, evening, summer, and graduate tuition, as well as mandatory fees for the category of students as detailed in Exhibit 1. The rates shall be effective for the Fall term of the 2024-2025 Fiscal Year and through Summer 2025. The university is recommending a 3% increase in tuition and mandatory fees for FY2025. The president and other officers of the university are hereby authorized to do all things and take all actions considered necessary to implement this decision. (Attachment B)**

Voting in the affirmative: Immerman Kezer Maldonado, Mattera, Morales and Russell (Chair)  
Voting in the negative: Wellman  
Absent: Lampassi

Finance & Facilities:

Rates for Undergrad Day, evening, Summer & graduate tuition Fall 2024-25 FY and through Summer 2025,

Approve increase of 3 % in tuition & fees for FY25.

#### IV. Faculty Focus

Chair Russell presented Chair Brad Austin of the History Department to the meeting to discuss Salem's Centuries. Chair Austin began by providing an overview of the History Department and shared that the department teaches everything from First Year Seminars to Graduate courses. The department has more than 100majors and offers expertise in US, European, African, Latin American, East Asian and South Asian histories. Students go on to a wide variety of careers and the faculty provide leadership on campus and in the community.

The commitment to teaching and engagement led to Salem's Centuries. It is a scholarly and accessible book. Written by current professors and staff members, dean of library, former graduate students a collaborative effort. Fourteen chapters written by different authors. Believe this book will enhance SSU reputation an of historical discourse. (See presentation at Attachment C)

Chair Russell and the trustees thanked Chair Austin for sharing his time and his expertise with the group. The board has many history enthusiasts, so they were excited to learn of the Salem's Centuries project and proud to hear of SSU's involvement.

## **V. Staff Focus**

Chair Russell transitioned to the Staff Focus section and welcomed Executive Director Laura DiChiara and Coaches Bonnie Maitland and Carole Rizzo. ED DiChiara informed that the Student Navigation Center is doing great work on Junior Persistence through coaching and targeted financial assistance. She explained that junior year is a pivotal because it is intensive and because resources are more difficulty to manage. Thanks to a generous donor two coaches were funded for a test group of 229 students and the control group was the junior class. \$160,000 in microgrants were awarded. The approach was persistent and intrusive coaching by persistently reaching out to students. Work began in Fall 2022 and will conclude in AY2024-2025.

The student response has been very positive. 102 students were awarded grants, and more are expected to increase with Summer 2024 awards. Students were able to clear past due balances to enable on time registration. Students were able to enroll in payments plans that better fit their budgets. Students were coached to develop a multi-semester financial plan and gained financial literacy.

Looking ahead, the plan is to continue the coaching and intrusive support through graduation. Expand model to the entire junior and senior classes. Train coaches to be certified financial health counselors. Secure more funding for this initiative. (See presentation at Attachment D)

## **VI. Chair's Report**

At the last Board meeting we welcome new Trustee Thatcher Kezer and today I would like to welcome Trustee Dr. Stephen Immerman. By way of background, Trustee Immerman brings to the Board over 40 years of experience in higher education and non-profit board service.

He has a successful track record in strategic planning, fundraising, and program leadership. He served as the president of Montserrat College for nine years and continues as president emeritus. Prior to Montserrat, he had a 30-year career at MIT. He holds a Doctor of Education Degree from the University of Pennsylvania, Certificates in Leadership from MIT and in Management from the Sloan School of Management at MIT, a Master of Science and Education from the University of New York, Albany, and a Bachelor of Arts in Psychology from the State University of New York Potsdam. among many other qualifications. He is an active community leader in Salem and serves on several boards.

We are delighted to welcome Trustee Immerman. Trustee Immerman shared that he was excited to be on board and ready to do the work.

Chair Russell concluded her report with personal remarks. She shared that as she neared

the end of my two terms as a trustee, including this academic year as board chair, shed wanted to take a moment to thank the faculty, students, staff, administrators, and alumni for the many ways that each of you contributes each day to the success of Salem State. Reflecting on the crises and disruptions that have faced higher education these past few years, she had been struck by how Salem State continues to move forward and work in a collaborative way to meet the challenges before it.

- Last May, the university launched the Meet the Moment Campaign, the \$75M campaign is the largest campaign launched in state university history and it received the largest single donation to a MA state university. She said a special thank you to the wonderful donors whose generosity has made a world of difference to the needs of our student success program.
- Project BOLD – Knowing that science and Health and human service-related programs are important to our students, the university embarked on SSU BOLD to provide modern teach and learning spaces that will give our students the real work experiences they need to succeed post-graduation.
- HSI/MSI – Salem is on the verge of becoming a Hispanic Serving and Minority Serving Institution. The Federal designation means that 25% of our students self-identify as being Hispanic and more than 40% of our undergraduate population self-identify as students of color. More than just demographics, this will ramp up efforts to serve students in the best possible and meaningful way. This is the same kind of collaborative work that the faculty undertakes in the development of their teaching, programming, and research. She sent her deep thanks to all of you for your commitment to the hard work.

Lastly, she thanked her fellow trustees. She said that she had been blessed to get to know many personally and thanked them for their friendship and the opportunity to learn from them and their work.

Chair Russell said that she was fortunate to have been able to experience Salem State from many perspectives - as a student, a volunteer, trustee, and board chair. With sincere thanks, she expressed her sincere gratitude to our dedicated Board of Trustees and to President Keenan for his leadership and friendship.

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## **VII. President's Report**

President Keenan thanked Chair Russell for her leadership and hoped that we could share more time with her before she formally left the board. President Keenan then shared some of the news on campus:

- College Net – recently ranked SSU the highest in the Commonwealth for Social Mobility.
- Top Fulbright – SSU is also a top Fulbright producer. President Keenan said it was not often that he receives a letter from the Secretary of State, but he was happy to receive a letter with the names of this year's Fulbright Scholars:

President's  
Report

Community  
Forum

Consent  
Agenda

This year Professor Michelle Louro, Professor John McArdle, Professor Zoe Kessler. Next year we will add Professor Ken Ardon, Professor Melanie Gonzalez, Professor Rebecca Gonzalez and Professor Julie Kieran  
Congratulations to our new Fulbrights. This adds to the 21 Fulbrights that we've had since 1989.

- Campus Climate Assessment – We will begin our next Campus Climate Assessment in the fall.
- DHE Grant- We received a \$250,000 grant in support of our HSI Efforts & Civic Engagement. This will go to our HSI-MSI conference on July 18-19 when leaders from all over state and HACU and Excelencia join our campus.
- Ways & Means - Capital costs Fair Share allocation \$125 mil which would be used to service a much larger bond for higher ed \$2.5 bil. Last such bond was 2008 when I was in the Legislature. More funding for existing and future projects.
- State Budget – the budget is actually up for the first time in a long time for March. April is the biggest month of the year. Hoping that capital gains will push it.
- Thank you to Former Trustee Katzman for sponsoring Prof Peter Krause, an expert on Middle East from BC. Two-part series on Gaza – entire history up until Oct 7th. Oct 7th forward with potential solutions.
- On April 4<sup>th</sup> we also had Andy Sarkany – a Holocaust survivor from communist Hungary. Talked not only of the trauma but of the kindness of people who helped him, and other Jews survive. Not many survivors left, so a very special night.
- April 6th: Accepted students Day. We welcomed over 1,600 students to the Twohig Gym. It was a great day notwithstanding the FAFSA fiasco. In-demand scholarship program (\$1.5 mil in additional funds).
- Commencement: Planning is well underway for Commencement on May 17 – 18. Hope to announce our HDRs soon. Lynne will keep everyone informed.
- Congratulate Vice President Bryant for recent award he received at State House for being a top Black leader in the Commonwealth. Hope you'll join us celebrating his long and incredibly impactful career at Salem State during alumni weekend (June 8th)

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**IX. Community Forum-** Vice Chair Morales stated that no questions were submitted for the forum, and she encouraged participants to submit questions via the website to the portal.

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**XI. Consent Agenda**

Chair Russell reviewed that the consent agenda included the minutes and reports for approval and asked for any comments or changes. Hearing no further discussion, Chair Russell called for a motion to accept the agenda. The motion was made by Trustee Mattera and seconded by Trustee Immerman. Upon a roll call vote it was,

**VOTED: to accept the Consent Agenda of April 10, 2024**  
(Attachment E)

Voting in the affirmative: Immerman, Kezer, Maldonado,  
Morales, Wellman and Russell (Chair)

Voting negative: None  
Absent: Lampassi

**X. Adjournment** - There being no further business to come before the Board and on a motion made by Trustee Morales and seconded by Trustee Maldonado it was unanimously,

Adjourn

**VOTED: to adjourn the meeting at 6:00 pm**

Voting in the affirmative: Immerman, Maldonado,  
Morales, Wellman and Russell (Chair)

Voting in the negative: None  
Absent: Lampassi, Kezer and Mattera

Respectfully submitted,



John Keenan  
President



Lynne Montague  
Secretary to the Board of Trustees



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**REQUEST FOR TRUSTEE ACTION**

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**Date:** March 20, 2024  
**To:** Board of Trustees  
**From:** Finance & Facilities Committee  
**Subject:** Investment Management Contract Renewal  
**Requested Action:** Approval

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The Board of Trustees approved the appointment of Eastern Bank Wealth Management (EBWM) as the university's investment manager on October 16, 2019 following a thorough and fair RFP process. The university entered into a five-year contract with EBWM from December 1, 2019 through December 24, 2024. The contract contained a renewal option for a subsequent five-year term, at the university's discretion. The advisors have exceeded the benchmark for the portfolio, attaining a total return of 10.73% compared to the benchmark of 9.71% over a 5-year period. Additionally, the advisors assisted in divesting the portfolio from Carbon 200 holdings as directed by the Board in a financially prudent way. The advisors regularly demonstrate compliance with the Investment Policy Statement. Eastern is in the process of merging with Cambridge Trust with an expected closing date during the current year. Post-merger, the investment advisory business will operate under the Cambridge Trust brand name, and John Doherty and Michael Tyler will continue to service our account although with access to a deeper set of investment capabilities and resources. Because the university's procurement process can be lengthy, it is desirable to understand the Board's intention regarding renewal of the investment advisory contract this spring.

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**MOTION**

The Finance and Facilities Committee hereby recommends that the Board of Trustees approve the following motion to exercise the renewal option in the university's contract with Eastern Bank Wealth Management.

**Recommended Motion**

The Board of Trustees of Salem State University hereby authorizes the university to exercise the five-year renewal option in the investment management contract with Eastern Bank Wealth Management, who is expected to do business as Cambridge Trust post-merger. The new contract term will begin Jan. 1, 2025 and conclude on Dec. 31, 2029 (renewal period). The contract will include provisions for termination of the agreement by either party with ninety (90) days written notice. The fee remains 45 basis points, flat structure.

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Committee Assigned: Finance & Facilities

Committee Action: Approved

Date of Action: March 20, 2024

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Trustee Action: Approved

Trustee Approval Date: April 10, 2024

Effective Date: April 10, 2024

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Signed:   
[Lynne Montague \(Apr 10, 2024 18:57 EDT\)](#)

Title: Secretary of Board of Trustees

Date: April 10, 2024




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 REQUEST FOR TRUSTEE ACTION
 

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**Date:** March 20, 2024  
**To:** Board of Trustees  
**From:** Finance & Facilities Committee  
**Subject:** FY2025 University Tuition and Fees  
**Requested Action:** Approval

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**MOTION**

The Finance and Facilities Committee hereby recommends that the Board of Trustees approve the following motion pertaining to university tuition and fees for FY2025.

**Recommended Motion**

The Board of Trustees of Salem State University hereby approves the rates for undergraduate day, evening, summer, and graduate tuition, as well as mandatory fees for the category of students as detailed in Exhibit 1. The rates shall be effective for the Fall term of the 2024-2025 Fiscal Year and through Summer 2025. The university is recommending a 3% increase in tuition and mandatory fees for FY2025. The president and other officers of the university are hereby authorized to do all things and take all actions considered necessary to implement this decision.

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Committee Assigned: Finance & Facilities

Committee Action: Approved

Date of Action: March 20, 2024

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Trustee Action: Approved

Trustee Approval Date: April 10, 2024

Effective Date: April 10, 2024

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Signed:   
Lynne Montague (Apr 10, 2024 18:59 EDT)

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Title: Secretary of Board of Trustees

Date: April 10, 2024

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Undergraduate Day  
and Evening (SCPS)  
Student Charges

### Schedule of Student Charges 2024-25 Academic Year

#### UnderGrad - Fall/Spring

IN-STATE	Fall 2024		Spring 2025		Academic Year
	Per Credit	Full-Time	Per Credit	Full-Time	Full-Time
<b>Day Undergraduate</b>					
<b>Tuition</b>					
In-State <sup>2</sup>	\$37.92	\$455.04	\$37.92	\$455.04	\$910.08
<b>Fees</b>					
University Fee <sup>1</sup>	\$452.78	\$5,433.36	\$452.78	\$5,433.36	\$10,866.72
Capital Improvement Fee	\$19.00	\$228.00	\$19.00	\$228.00	\$456.00
SGA Fee	\$4.40	\$52.80	\$4.40	\$52.80	\$105.60
<b>Total Tuition and Fees</b>					
In-State	\$514.10	\$6,169.20	\$514.10	\$6,169.20	\$12,338.40

<b>Evening Undergraduate (SCPS)</b>					
<b>Tuition</b>					
In-State	\$115.00		\$115.00		
<b>Fees</b>					
Course Fee	\$326.40		\$326.40		
Capital Improvement Fee	\$19.00		\$19.00		
SGA Fee	\$4.40		\$4.40		
<b>Total Tuition and Fees</b>	\$464.80		\$464.80		
In-State					

OUT-OF-STATE	Fall 2024		Spring 2025		Academic Year
	Per Credit	Full-Time	Per Credit	Full-Time	Full-Time
<b>Day Undergraduate</b>					
<b>Tuition</b>					
Out-of-State	\$293.75	\$3,525.00	\$293.75	\$3,525.00	\$7,050.00
<b>Fees</b>					
University Fee <sup>1</sup>	\$496.65	\$5,959.80	\$496.65	\$5,959.80	\$11,919.60
Capital Improvement Fee	\$19.00	\$228.00	\$19.00	\$228.00	\$456.00
SGA Fee	\$4.40	\$52.80	\$4.40	\$52.80	\$105.60
<b>Total Tuition and Fees</b>					
Out-of-State	\$813.80	\$9,765.60	\$813.80	\$9,765.60	\$19,531.20

<b>Evening Undergraduate (SCPS)</b>					
<b>Tuition</b>					
Out-of-State	\$285.00		\$285.00		
<b>Fees</b>					
Course Fee	\$336.00		\$336.00		
Capital Improvement Fee	\$19.00		\$19.00		
SGA Fee	\$4.40		\$4.40		
<b>Total Tuition and Fees</b>	\$644.40		\$644.40		
Out-of-State					

All charges are subject to change.

## Schedule of Student Charges 2024-25 Academic Year

### Summer

IN-STATE	Summer 2024		Summer 2025	
	Per Credit	Full-Time	Per Credit	Full-Time
<b><u>Undergraduate (SCPS)</u></b>				
<b>Tuition</b>				
In-State	\$115.00		\$115.00	
<b>Fees</b>				
Course Fee	\$240.10		\$250.50	
Capital Improvement Fee	\$18.20		\$19.00	
<b>Total Tuition and Fees</b>				
In-State	\$373.30		\$384.50	

OUT-OF-STATE	Summer 2024		Summer 2025	
	Per Credit	Full-Time	Per Credit	Full-Time
<b><u>Undergraduate (SCPS)</u></b>				
<b>Tuition</b>				
Out-of-State	\$250.00		\$250.00	
<b>Fees</b>				
Course Fee	\$243.60		\$258.20	
Capital Improvement Fee	\$18.20		\$19.00	
<b>Total Tuition and Fees</b>				
Out-of-State	\$511.80		\$527.20	

All charges are subject to change.

**Schedule of Student Charges  
2024-25 Academic Year**

	Fall 2024		Spring 2025		Academic Year
		Full-Time		Full-Time	Full-Time
<b>Housing <sup>3</sup></b>					
Bowditch - Premium Single		\$6,368.50		\$6,368.50	\$12,737.00
Bowditch - Double		\$5,142.00		\$5,142.00	\$10,284.00
Peabody - Premium Single		\$6,368.50		\$6,368.50	\$12,737.00
Peabody - Double		\$5,142.00		\$5,142.00	\$10,284.00
Marsh Hall - Double		\$5,721.50		\$5,721.50	\$11,443.00
Marsh Hall - Premium Single		\$6,992.00		\$6,992.00	\$13,984.00
Forten Hall - Single		\$6,112.00		\$6,112.00	\$12,224.00
Forten Hall - Suite Single		\$6,112.00		\$6,112.00	\$12,224.00
Forten Hall - Double		\$5,847.00		\$5,847.00	\$11,694.00
Forten Hall - Suite Double		\$5,978.00		\$5,978.00	\$11,956.00
Atlantic Hall- Double		\$6,360.50		\$6,360.50	\$12,721.00
Atlantic Hall - Single		\$6,803.00		\$6,803.00	\$13,606.00
Summer Housing - Summer I					\$1,576.00
Summer Housing - Summer II					\$1,576.00
Summer Housing - Full Summer					\$3,152.00
Fall Break Housing					\$129.00
Winter Break Housing					\$721.00
Winter Session Housing					\$129.00
Early Move In Housing - Prorated per Day					\$429.00
<b>Laundry Fee</b>					
Laundry fee - students in residence halls		30.00		30.00	60.00
<b>Meal Plans <sup>4</sup></b>					
All Access Plan - 7 Day Silver Plan		2,306.00		2,306.00	4,612.00
All Access Plan - 7 Day Gold Plan		2,526.00		2,526.00	5,052.00
All Access Plan - 7 Day Platinum Plan		2,681.00		2,681.00	5,362.00
Block Plan 1 - 45 meals		478.00		478.00	956.00
Block Plan 2 - 90 meals		998.00		998.00	1,996.00
Fall Break Plan					132.00
Winter Break Plan					759.00
Spring Break					264.00
Summer Meal Plan - All Summer All Access					2,322.00
Summer Meal Plan - Summer 1 All Access					1,012.50
Summer Meal Plan - Summer 2 All Access					1,351.50
Early Move In: (proratable at \$33/Day)					429.00
<b>Application Fees</b>					
Undergraduate Admissions					\$50.00
Matriculation Fee - New Students (one-time)					\$275.00
<b>Late Fees</b>					
Late Application for Undergraduate Degree					\$50.00
Late Payment (tuition and fees)					\$50.00/month
<b>Miscellaneous Fees</b>					
Payment Plans (enrollment fee for TN)					\$40.00 per semester
Non-Credit Course Fee					Varies
Institute Fee (winter session/summer)					\$100.00/per institute
Hard copy of Transcript /Green Fee					\$5.00
Day School Nursing Resource Center Fee					\$100.00 per course
Not Sufficient Funds Fee					\$25.00 per occurrence
Health Insurance -- (waivable) <sup>6</sup>					TBD
Dorm Damage Deposit (Resident Students Only)					\$50.00
Dorm Damage Fees					Varies
Housing Cancellation Fee					\$250.00
Liability Insurance for Criminal Justice, Nursing, OT and Athletic Training Students					\$15.00

All charges are subject to change.

**Schedule of Student Charges  
2024-25 Academic Year**

Mass PIRG Fee (waivable each semester) <sup>5</sup>	\$10.00		\$10.00	\$20.00
Records Fee-for non-matriculated students	\$10.00		\$10.00	\$20.00
<b>Differential Fees for Undergraduate Programs</b>				
Art + Design <sup>8</sup>	\$125.00		\$125.00	\$250.00
Biology <sup>7</sup>	\$250.00		\$250.00	\$500.00
Business <sup>9</sup>	\$250.00		\$250.00	\$500.00
Chemistry and Physics <sup>8</sup>	\$250.00		\$250.00	\$500.00
Computer Science <sup>10</sup>	\$250.00		\$250.00	\$500.00
Education <sup>10</sup>	\$125.00		\$125.00	\$250.00
Geography and Sustainability <sup>10</sup>	\$250.00		\$250.00	\$500.00
Geological Science <sup>10</sup>	\$250.00		\$250.00	\$500.00
Nursing <sup>7</sup>	\$500.00		\$500.00	\$1,000.00
Theatre and Speech Communication (BA and BFA) <sup>10</sup>	\$125.00		\$125.00	\$250.00
<b>Cohort Based Program Cost</b>				
Accelerated 2nd Degree for BSN Summer 2022 Cohort per credit <sup>11</sup>				\$625.00
Accelerated 2nd Degree for BSN Summer 2023 Cohort per credit <sup>11</sup>				\$641.00
Accelerated 2nd Degree for BSN Summer 2024 Cohort per credit <sup>11</sup>				\$655.00
Accelerated 2nd Degree for BSN Summer 2025 Cohort per credit <sup>11</sup>				\$655.00
<b>Parking Fees</b>				
Resident Parking (Atlantic and Peabody lots)	\$300.00		\$300.00	\$600.00
Resident Parking (Marsh lot)	\$175.00		\$175.00	\$350.00
Commuter Parking	\$82.50		\$82.50	\$165.00
<b>Parking Fines</b>				
Various violations			\$20.00 - \$160.00 per violation	
Violation Appeal Fee if appeal not granted				\$5.00 per violation

All charges are subject to change.



**NOTES FOR FY2025**

- 1 The University Fee represents the fee anticipated for 2024-2025. Fees may change by action of the Board of Trustees.
- 2 The New England Regional program enables New England residents to enroll at out-of-state New England public colleges and universities when enrolled in certain majors. For program details see salemstate.edu/nersp.
- 3 Housing rates include (1) \$20 per semester/\$40 per year Residence Hall Association Fee for all residence halls; and (2) \$380 per semester/\$760 per year Technology/Student Fee.
- 4 Meal Plans  
The **All Access Plan** 7-Day Silver Plan will be the minimum required plan for students living in Peabody, Bowditch, Marsh or Forten Hall.

Plan Name	Board Meals	Guest Meals	Dining Dollars	Clipper Card	Cost per Semester
7 Day Silver Plan	Unlimited	3	\$ -	\$ 50	\$ 2,306.00
7 Day Gold Plan	Unlimited	6	\$ 210	\$ 100	\$ 2,526.00
7 Day Platinum Plan	Unlimited	8	\$ 330	\$ 150	\$ 2,681.00

**Block Plan 1** will be the minimum required plan for all students living in Atlantic.

Plan Name	Board Meals	Guest Meals	Dining Dollars	Clipper Card	Cost per Semester
Block Plan 1	45	0	\$ 130	\$ 25	\$ 478
Block Plan 2	90	0	\$ 310	\$ 50	\$ 998

**Summer Meal Plans** are paid in one lump sum for various meal plan options for the summer.

- 5 Charged for all day students each semester. Student may opt out and have fee waived on line.
- 6 Charged for all students enrolled in at least 75 percent of a full-time course load. Student may opt out and have fees waived if covered by other health insurance. Rate is pro-ratable.
- 7 Annual additional fees beginning with academic year 2016-17 entrants to program (incoming or transfers).
- 8 Annual additional fees beginning with academic year 2017-18 entrants to program (incoming or transfers).
- 9 Annual additional fees beginning with academic year 2019-20 entrants to program (incoming or transfers).
- 10 Annual additional fees beginning with academic year 2022-23 entrants to program (incoming or transfers).
- 11 Accelerated 2nd Degree for Bachelor of Science, Nursing (BSN) is a cohort-based program with a charge of Summer of 2024 entering cohort of \$655.00 Summer of 2025 entering Cohort \$655.00

All charges are subject to change.

**Schedule of Student Charges  
2024-25 Academic Year**

<b>Undergraduate Evening (SCPS) Additional Fees</b>	
<b><u>Course Fees</u></b>	
Lab Fees	\$25-\$500 per course
Clinical Fees	\$15-\$100 per course
Institutes (winter session/summer)	\$100 per course
Non-credit course fee	Varies depending on course
Social Work Field Service Fee	\$125 per course
ESL Courses	Varies depending on course
<b><u>Application Fees</u></b>	
SCPS Admissions	\$50.00
Matriculation Fee (one-time)	\$275.00
<b><u>Miscellaneous Fees</u></b>	
Payment plans (enrollment fee for TN)	\$40/semester
Records Fee for Non-Matriculated Students	\$10/semester
Hard copy of Transcript /Green Fee	\$5.00
Prior Learning Assessment Fee	\$100 per Credit
Health Insurance -- (waivable) -matriculated students only	TBD
Liability Insurance for Nursing, OT and Athletic Training	Varies
<b><u>Late Fees</u></b>	
Late application for degree	\$50
Late Payment (tuition and fees)	\$50/month
<b><u>Parking Fees and Fines</u></b>	
Commuter Parking	\$82.50/semester
Various Violations	\$25-\$125 per violation
Violation Appeal Fee if appeal not granted	\$5 per violation

All charges are subject to change.

# Graduate School Student Charges

**Schedule of Student Charges  
2024-25 Academic Year**

**Grad School - Fall/Spring/ Summer**

<b>IN-STATE</b>	<b>Fall 2024</b>	<b>Spring 2025</b>	<b>Summer 2025</b>	
	<b>Per Credit</b>	<b>Per Credit</b>	<b>Per Credit</b>	
<b><u>Graduate - Price Group 1</u></b>				
<b>Tuition</b>				
In-State	\$140.00	\$140.00	\$140.00	
<b>Fees</b>				
Course Fee	\$305.30	\$305.30	\$305.30	
Capital Improvement Fee	\$19.00	\$19.00	\$19.00	
<b>Total Tuition and Fees</b>				
In-State	\$464.30	\$464.30	\$464.30	
<b><u>Graduate - Price Group 2</u></b>				
<b>Tuition</b>				
In-State	\$140.00	\$140.00	\$140.00	
<b>Fees</b>				
Course Fee	\$355.20	\$355.20	\$355.20	
Capital Improvement Fee	\$19.00	\$19.00	\$19.00	
<b>Total Tuition and Fees</b>				
In-State	\$514.20	\$514.20	\$514.20	
<b><u>Graduate - Price Group 3</u></b>				
<b>Tuition</b>				
In-State	\$140.00	\$140.00	\$140.00	
<b>Fees</b>				
Course Fee	\$422.50	\$422.50	\$422.50	
Capital Improvement Fee	\$19.00	\$19.00	\$19.00	
<b>Total Tuition and Fees</b>				
In-State	\$581.50	\$581.50	\$581.50	

All charges are subject to change

**Schedule of Student Charges  
2024-25 Academic Year**

**Grad School - Fall/Spring/ Summer**

<b>OUT-OF-STATE</b>	<b>Fall 2024</b>	<b>Spring 2025</b>	<b>Summer 2025</b>	
	<b>Per Credit</b>	<b>Per Credit</b>	<b>Per Credit</b>	
<b><u>Graduate - Price Group 1</u></b>				
<b>Tuition</b>				
Out-of-State	\$230.00	\$230.00	\$230.00	
<b>Fees</b>				
Course Fee	\$310.40	\$310.40	\$310.40	
Capital Improvement Fee	\$19.00	\$19.00	\$19.00	
<b>Total Tuition and Fees</b>				
Out-of-State	\$559.40	\$559.40	\$559.40	

<b><u>Graduate - Price Group 2</u></b>				
<b>Tuition</b>				
Out-of State	\$230.00	\$230.00	\$230.00	
<b>Fees</b>				
Course Fee	\$360.30	\$360.30	\$360.30	
Capital Improvement Fee	\$19.00	\$19.00	\$19.00	
<b>Total Tuition and Fees</b>				
Out-of-State	\$609.30	\$609.30	\$609.30	

<b><u>Graduate - Price Group 3</u></b>				
<b>Tuition</b>				
Out-of-State	\$230.00	\$230.00	\$230.00	
<b>Fees</b>				
Course Fee	\$427.10	\$427.10	\$427.10	
Capital Improvement Fee	\$19.00	\$19.00	\$19.00	
<b>Total Tuition and Fees</b>				
Out-of-State	\$676.10	\$676.10	\$676.10	

All charges are subject to change.

## Schedule of Student Charges 2024-25 Academic Year

<b>Graduate School Additional Fees</b>	
<b><u>Course Fees</u></b>	
Lab Fees	\$25-\$500 per course
Clinical Fees	\$15-\$100 per course
Field Placement Fee for MSW	\$100-\$250 per course
Institutes (winter session/summer)	\$100 per course
Practicum Fee - 3 credit course	\$90.00 per course
Practicum Fee - 1.5 credit course	\$45.00 per course
<b><u>Application Fees</u></b>	
Graduate Admissions	\$50
Matriculation Fee (one-time)	\$275
Comprehensive Exam Application	\$50
<b><u>Miscellaneous Fees</u></b>	
Payment plans (enrollment fee for TN)	\$40/ semester
Records Fee for Non-Matriculated Students	\$10/semester
Hard copy of Transcript /Green Fee	\$5.00
Health Insurance -- (waivable)	\$20
Liability Insurance for Nursing, OT and Athletic Training	\$50
<b><u>Late Fees</u></b>	
Late application for degree	\$50.00
Late Payment (tuition and fees)	\$50/month
<b><u>Parking Fees and Fines</u></b>	
Commuter Parking	\$82.50/semester
Various Violations	\$25-\$125 per violation
Violation Appeal Fee if appeal not granted	\$5 per violation

All charges are subject to change.

**Salem State University  
Graduate Price Groups**

Program	Program
<b>Price Group 1</b> <b>Master's Programs</b> English (MA) History (MA) <b>Education - Master's Programs</b> Early Childhood Education (MEd) Elementary Education (MEd) English (MA/MAT) English (MAT) English to Speakers of Other Languages (ESOL) (MAT) History (MAT) Leadership in Physical Education & Movement Studies (MEd) Library Media Studies (MEd) Mathematics (MAT) Middle School Math (MAT) Physical Education (MAT) Reading (MEd) Secondary Education (MEd) Spanish (MAT) Special Education (MEd)  <b>Education - Licensure Only Programs</b> Early Childhood Education Elementary Education English to Speakers of Other Languages (ESOL) Library Media Studies Mathematics Reading Secondary Science (Initial Licensure) Special Education <b>Graduate Certificate Programs</b> Autism Spectrum Disorders Digital Studies Global Policy Analysis (closed to new entrants) Holocaust and Genocide Studies Public History Teaching English to Speakers of Other Languages Writing Studies Teacher Leadership <b>Certificate of Advanced Graduate Study (CAGS)</b> Educational Leadership	<b>Price Group 2</b> <b>Master's Programs</b> Behavior Analysis (MS) Counseling (MS) Criminal Justice (MS) Geo-Information Science (MS) Industrial/Organizational Psychology (MS) Mathematics (MS) Nursing (MSN) Social Work (MSW) <b>Education - Master's Programs</b> Higher Education in Student Affairs (MEd) School Counseling (MEd) <b>Education - Licensure Only Programs</b> School Adjustment Counselor (Initial Licensure Only) School Counseling <b>Graduate Certificate Programs</b> Computer Science (closed to new entrants) Counseling Geo-Information Science Nursing Education Sport Development and Management  <b>Price Group 3</b> <b>Master's Programs</b> Accounting (MS) Athletic Training (MS) Business Administration (MBA) Occupational Therapy – Direct Entry (MS) Occupational Therapy (MS) <b>Graduate Certificate Programs</b> Business Accounting

Graduate non-matriculated students will be charged at the Price Group 2 rate.

A historical illustration of a park scene. In the center, a large, ornate gazebo with a white roof and dark frame stands on a grassy area. Several people in 19th-century clothing are gathered around it. To the left, a group of people is seated on a bench under the shade of a large tree. To the right, another group is seated on a bench. In the foreground, two men are sitting on the grass, facing each other. The background is filled with more trees and a clear sky. The overall scene depicts a peaceful, social gathering in a park.

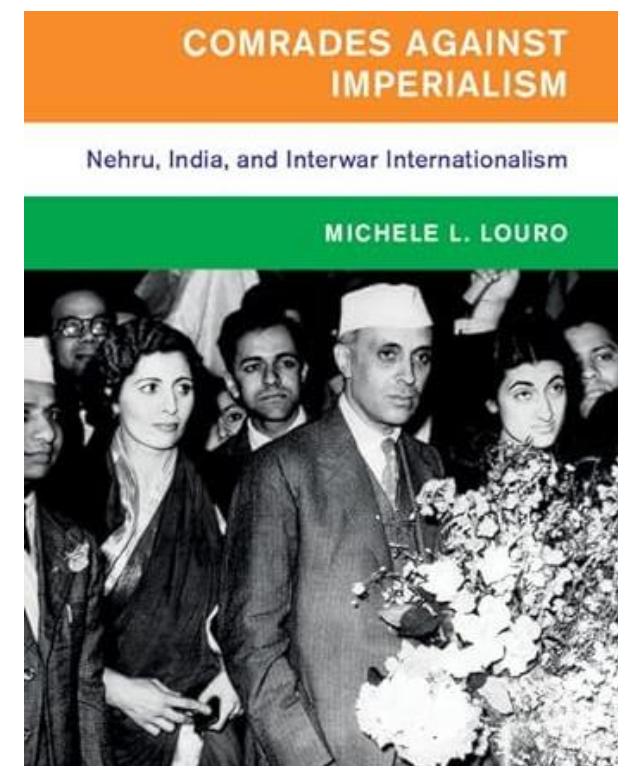
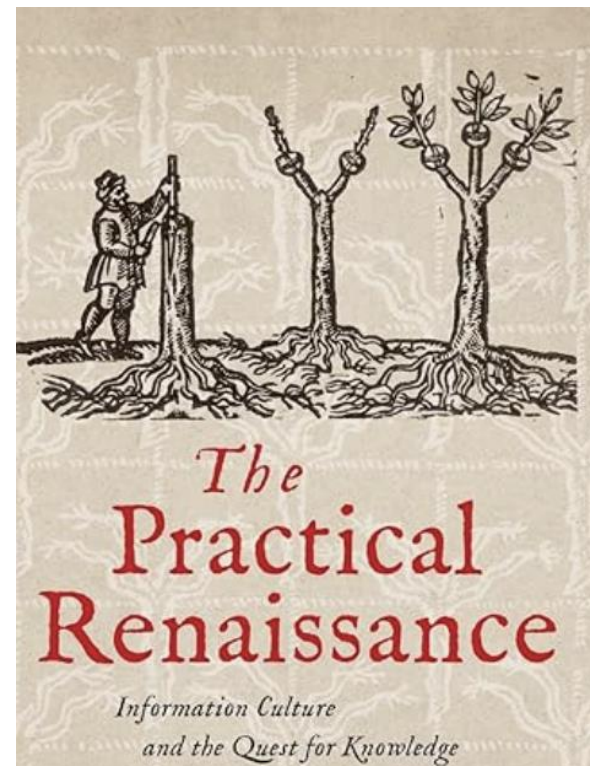
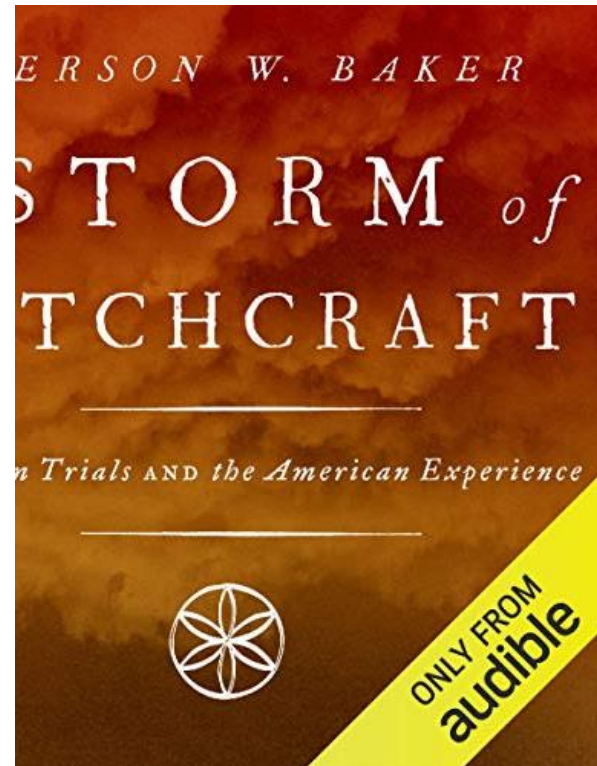
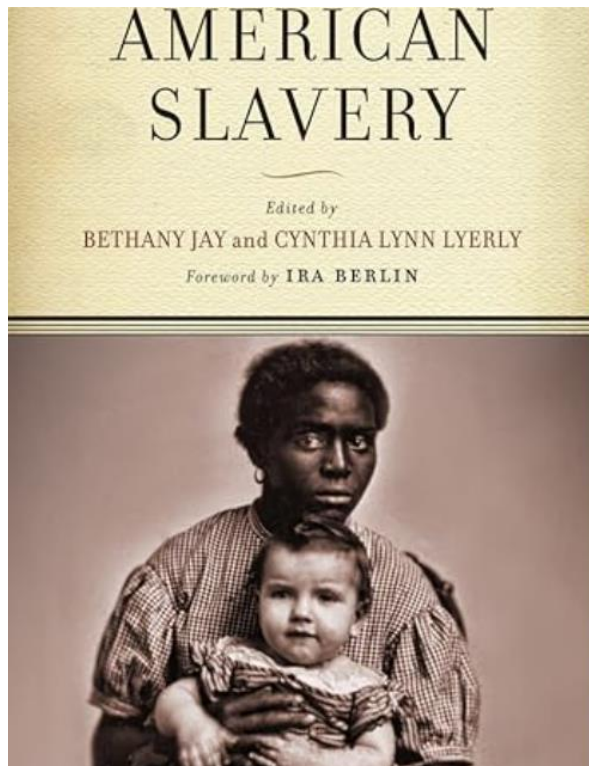
***Salem's Centuries: New Perspectives on  
the History of an Old American City, 1626-  
2026***

Brad Austin (and Donna Seger), History Department

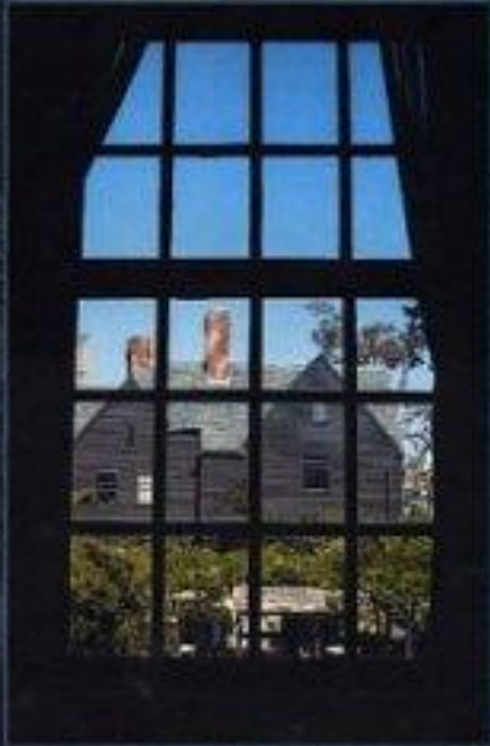


## Quick Overview of History Department

- Teach wide variety of courses, from First Year Seminars to Graduate courses
- More than 100 majors; about 60 graduate students
- Expertise in US, European, African, Latin American, East Asian and South Asian histories
- Provides lots of leadership on campus *and* in community
- Students go on to a WIDE variety of careers
- Published more than 40 books (with TOP presses)



# Salem



*Place, Myth, and Memory*

*Edited by*

DANE ANTHONY MORRISON  
NANCY LUSIGNAN SCHULTZ

## This Commitment to Teaching and Engagement Led to *Salem's Centuries*

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- Conviction that SSU **Can** and **Should** Provide Leadership as Salem plans for Quadricentennial
- 800K-1million Visitors
- Scholarly AND Accessible



**Four** Centuries

**Twenty-Nine** Chapters

**Eighteen** Authors (ALL with SSU Connections)

Current Professors and Staff Members (History and IDS)

Dean of Library. Head of Archives.

**Seven** Former Graduate Students

Worked with partners to research and write essays



**Temple  
University  
Press**

## FIRST CENTURY: 1626-1726

### Chapter One: The Dispossession of Wenepoykin and his Kin

Emerson Baker

*Interlude 1: Salem on the Map*

Brad Austin

### Chapter Two: Gallows Hill's Long Dark Shadow

Emerson Baker

*Interlude 2: Salem's Regicide: Hugh Peter*

Donna Seger

### Chapter Three: Salem and Slavery

Bethany Jay

*Interlude 3: John Higginson: a Seventeenth Century Merchant and his World*

Marilyn Hayward



First Century

## SECOND CENTURY: 1726-1826

### Chapter Four: Salem's Revolution

Hans Schwartz

*Interlude 4: Jonathan Haraden, Salem's Revolutionary Privateer* Maria Pride and Donna Seger

### Chapter Five: The Kinsmans of Salem and China

Kimberly Alexander &

Dane Morrison

*Interlude 5: Sabe and Rose*

Bethany Jay & Maryann  
Zujewski

### Chapter Six: John Remond, Citizen of Salem

Donna Seger

*Interlude 6: Mary Spencer: Shipwrecks, Sugar & Slavery*

Brad Austin



The Salem Gibraltar Woman

# Second Century

## THIRD CENTURY: 1826-1926

### Chapter Seven: The Civil War and Salem

Robert McMicken

*Interlude 7* : The Civil War Service of Luis Fenollosa Emilio

Brian Valimont

### Chapter Eight: Immigrant Catholicisms

Elizabeth Duclos-Orsello

*Interlude 8*: Salem's Black Picnic: An American Tradition

Donna Seger

### Chapter Nine: Salem Scholars Abroad: the Worldview of Walter G. Whitman

Michele Louro &

Elizabeth McKeigue

*Interlude 9*: Salem Willows: Playground of the North Shore

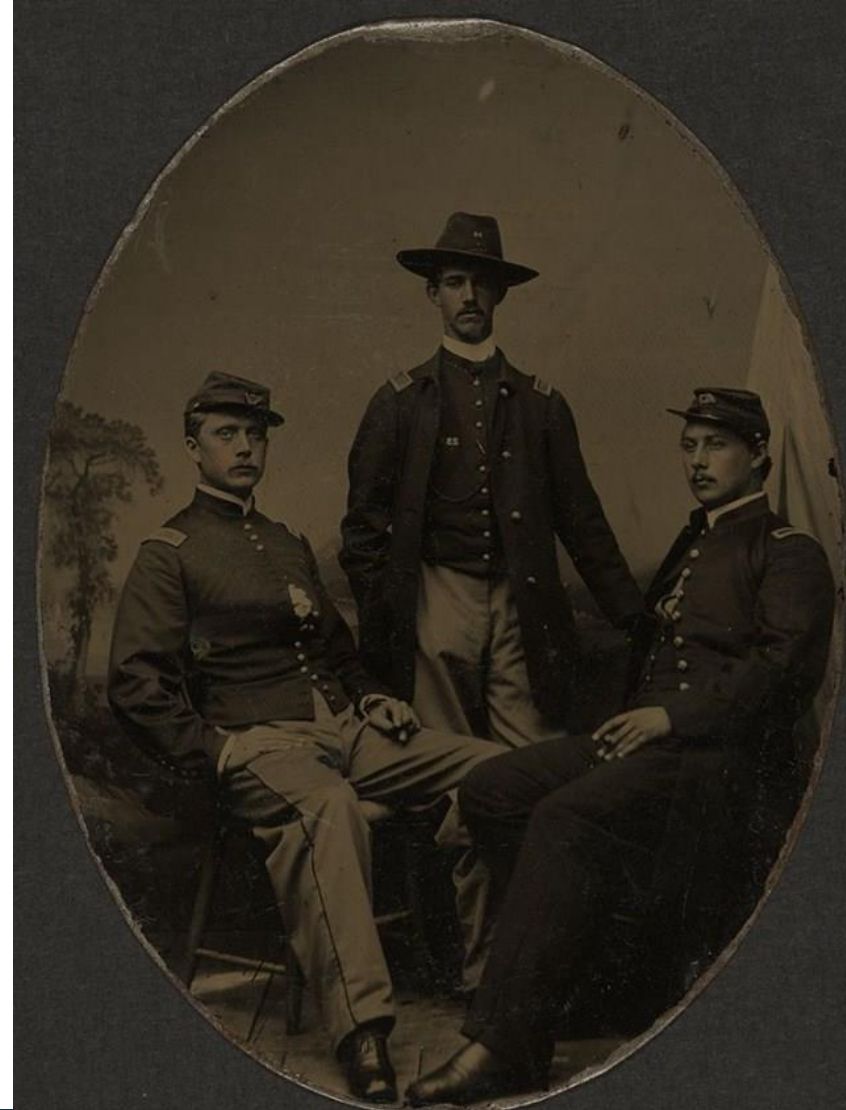
Brad Austin

### Chapter Ten: From Shrine to Source: Salem and the Colonial Revival

Donna Seger

*Interlude 10*: Suffrage Success: The Election of 1879

Donna Seger



# Third Century

# URBAN REMOVAL

FOURTH CENTURY: 1926-2026

## Chapter Eleven: From Fire to Wind: The Development and Redevelopment of Salem

### THIS BUILDING TO BE DEMOLISHED

This is what will happen if the proposed URBAN RENEWAL project is approved in SALEM ... WHO will be affected? ... HOMEOWNERS ... whose tax burden will be increased to pay for the displacement of SALEM BUSINESS MEN.

### CITIZENS WAKE UP

The proposed URBAN RENEWAL plan is a gross misuse of the concept of EMINENT DOMAIN. Is it FAIR to deprive one FREE MAN of his property in order to sell that property to another FREE MAN?

Donna Seger &

Brad Austin

*Interlude 11: Salem's Labor History: The Naumkeag Steam Cotton Company and the 1933 Strike*

Avi Chomsky

## Chapter Twelve: Salem and World War II

Brad Austin & Susan  
Edwards

*Interlude 12: The Sixties come to Salem State*

Brad Austin

## Chapter Thirteen: Situating the Self in Salem: Identity, Social Justice, and the Descendants of 1682

Andrew Darien

*Interlude 13: Salem's Changing Demographics*

Avi Chomsky

## Chapter Fourteen: Salem: Allowing the Past to Haunt Us on our Terms. Margo Shea &

Teresa Giard

# Fourth Century

We Believe This  
Book Will  
Enhance Both  
Salem State's  
Reputation AND  
the Level of  
Historical  
Discourse





# Happy to entertain Questions and Comments

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# JUNIOR PERSISTENCE

Through Proactive Coaching and Targeted Financial Assistance

Prepared by:

Laura DiChiara, MBA, EdD, '05G

Executive Director Student Navigation Center & Student Accounts

Bonnie Maitland, MS, MEd, '10G

College Completion Coach

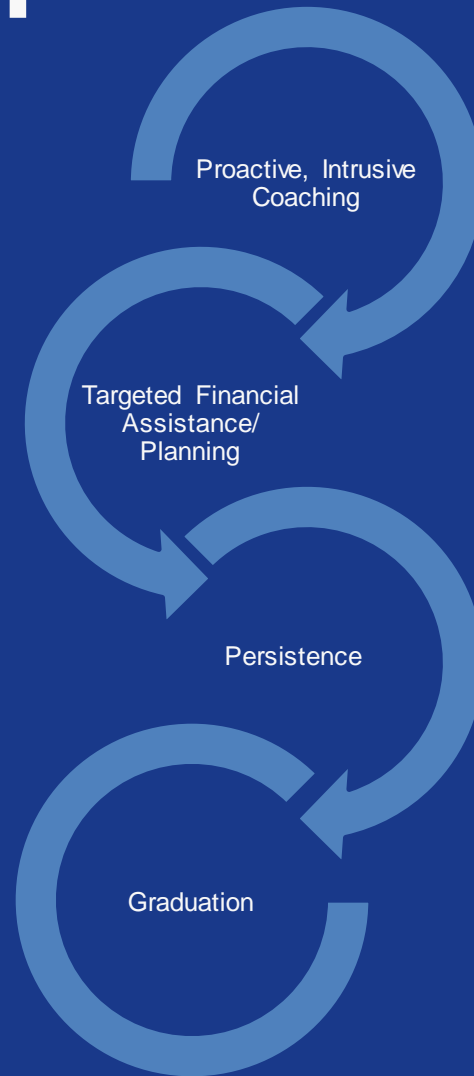
Carole Rizzo, MEd, '89

College Completion Coach

# Grant Overview

- Pilot program with potential for continued support, if efforts proven successful
- Grant awarded for 2 years to fund:
  - 2 College Completion Coaches
  - ~\$160,000 in microgrants
- Modeled structure after Viking Completion Grant: intrusive coaching & microgrants
- Control & test group
- 220 students chosen at random in the test group
- Began work in Fall 2022
- Work concludes in academic year 2024-2025

# The Approach



# Coaching Model:

Meeting students where they are to help get them where they need to go

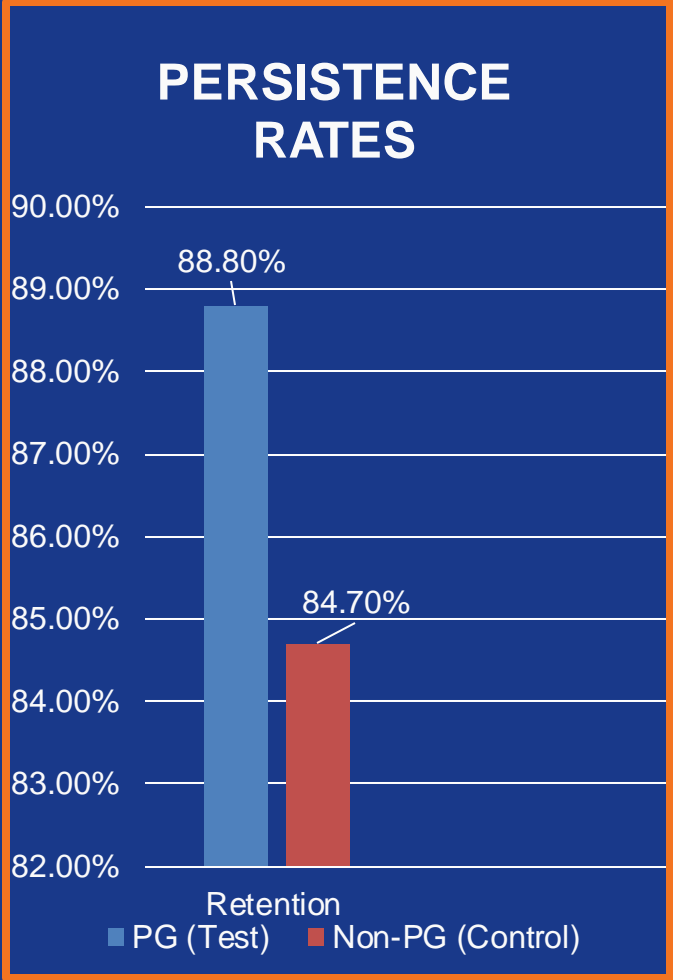
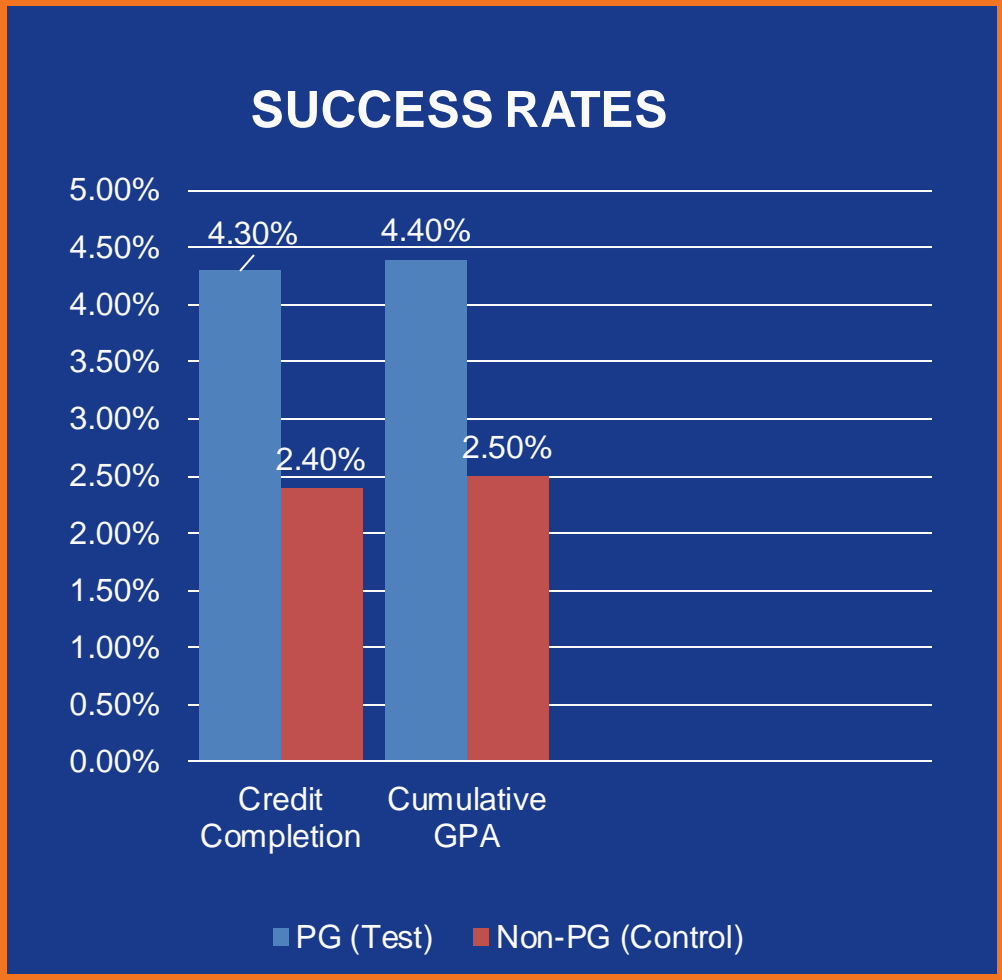
- Individual appointments in person and through zoom to provide motivation, establish goal setting to meet milestones, navigate complex processes and interpret policies, formulate academic and financial strategies for degree completion, and clarify expectations
- Create and encourage connections to campus resources
- Collaborate with other departments to remove barriers to forward progression
- Provide in-time messaging campaigns
- Carefully monitor student progression through data collection and analysis

# Persistence Grant Awards

- 102 students awarded grants; expected to increase with Summer 2024 awards
- Students were able to clear past due balances to enable on-time registration
- Students were able to enroll in payment plans that better fit their budgets
- Students were coached to develop a multi-semester financial plan
- Students enrolled in summer courses that they could not have otherwise afforded; increasing rate of progression
- Students gained financial literacy skills and resources through our online program

# Outcomes

Fall 2022 - present



# Looking Ahead

- Continue proactive and intrusive support for test cohort students through to graduation
- Expansion of the proactive coaching model to the entire junior and senior classes
- Training Coaches to be Certified Financial Health Counselors
- Securing continued funding for this initiative



# Student Response

As far as I know all the problems have been resolved. I want to **thank you for reaching out to me when you did** because otherwise, I would've been completely blindsided in a month or two finding out it was too late to fix those problems. But if anything else needs to be solved I will do my best to make sure it is, thank you again.

Oh great, thank you for letting me know! That will help out for paying my housing deposit for campus for the fall semester. If I ever need assistance I will reach out to you or Bonnie. Thanks again. ~Angela G

Thank you so much, for sending the list of World Culture classes! This is very helpful. I will get this taken care of right away. I appreciate your help so this is fixed before school starts! Hope you have a great week.

Thank you!

Questions?

**Meeting of the Board of Trustees  
April 10, 2024  
Agenda**

**Consent Agenda**

**Approval of Minutes & Committee Reports (2 minutes):**

Finance and Facilities – March 20, 2024

Risk Management & Audit – March 20, 2024

Advancement – March 20, 2024

Academic Affairs & Student Success – March 20, 2024

Board of Trustees – February 7, 2024