

**SUBJECT:** Academic Affairs and Student Success Committee Meeting Report for May 22, 2024

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The Academic Affairs and Student Success Committee of the Board of Trustees met remotely via Zoom on Wednesday, May 22, 2024, 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 and extended by Governor Healey on March 29, 2023.

Present for the Committee were Trustees, Immerman (chair), Morales and Mattera; President Keenan (ex-officio); Provost Silva; Associate Vice President Galinski; Dean Newton, Director Jewell, Fell and Ensminger, Associate Director Stevens, Coordinator Napolitano; and Assistant Director Ross.

Chair Immerman called the meeting to order at 3:13 pm. The following items were discussed:

**Update: Successfully Addressing Recent FAFSA Challenges:**

Director Jewel provided an update on how the Financial Aid Office has addressed the recent FAFSA challenges. (Attachment A). On May 14 award letters were sent to 3,356 new students. CE and Graduate award letters will be issued next week and returning students will receive their award letters in June. Our top priority is to educate students (Attachment B). Admissions counselors are reaching out to our top feeder high school guidance counselors informing them that award letters were issued and workshops are being offered. (Attachment 1-2)

**Update: Proposed Combined BS in Spanish and Criminal Justice:**

Provost Silva reported that on April 12 we received notification from the DHE that our request to offer a BS in Spanish and Criminal Justice was approved. We currently teach the required courses in criminal justice and Spanish and now students can enroll in the new major. We are trying to create access opportunities and learned experiences in the Latino community to our programs. This new program complements our current program in Healthcare Studies and Spanish.

**MSCA Personnel Actions:**

Provost Silva presented the faculty and librarian tenure and promotion process. (Attachments 3-13) Provost Silva then presented the candidates for tenure with promotion, promotion, and emeritus status (Attachments 14-17). After a brief discussion, the committee took the following action:

Upon a motion made duly by Trustee Morales and seconded by Trustee Mattera, it was unanimously:

**VOTED: To approve the personnel action for Faculty Tenure with Promotion to rank as Associate Professor, effective September 1, 2024,**

**VOTED: To approve the personnel action for Faculty Promotion effective September 1, 2024.**

**VOTED: To approve personnel action for Faculty Promotion to the rank of Professor Emeritus and Associate Professor Emeritus effective September 1, 2024.**

**Voting in the affirmative: Immerman, (chair), Morales, Mattera**

Voting against: None

**Student Wellness Care Team – The PEAR Program and Title IX:**

Director Fell reported that students health and wellness and basic needs have a direct correlation with retention. CHS received a grant which allowed them to use the National College Health Assessment for collecting data. Data was collected in 2020 pre-covid and in 2023 post-covid. Our students experience impediments at higher rates than the national average and are experiencing more mental health diagnoses post covid. From this data, CHS has created a Stepped Care Model where students receive wraparound care for their different needs. (Attachments 18-21)

Director Ensminger, Associate Director Stevens, and Coordinator Napolitano presented the Expanding Mental Health Stepped Care Model, Sexual & Reproductive Health Services Stepped Care Model, Expanding Basic Need Services/Stepped Care Model, and PEAR/Title IX Stepped Care Model. The Step Care Model has increased crisis services and created a 24/7 mental health support line for students. SSU students are resilient with 70% self-reporting that they are bouncing back after hardships. (Attachments 22-33)

**Committee Q&A**

Provost Silva, AVP Galinski, Director Jewell, Dean Newton, Directors Fell and Ensminger, Associate Director Stevens, and Coordinator Napolitano answered questions from committee members.

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

**VOTED: To adjourn the meeting at 4:15 pm.**

**Voting in the affirmative: Immerman (chair), Morales, Mattera**

Voting against: None

Prepared by: V. Ross, Assistant Director, Coordinator for Faculty Affairs and Shared Governance

REQUEST FOR TRUSTEE ACTION

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**Date:** May 22, 2024  
**To:** Board of Trustees  
**From:** Academic Affairs & Student Success  
**Subject:** MSCA Personnel Action  
**Requested Action:** Approval

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The Board of Trustees approve the following motion regarding

**MOTION**

Motion1: To approve the personnel action for Faculty Tenure with Promotion to rank as Associate Professor, effective September 1, 2024.

Motion 2: To approve the personnel action for Faculty Promotion effective September 1, 2024.

Motion 3: To approve personnel action for Faculty Promotion to the rank of Professor Emeritus and Associate Professor Emeritus effective September 1, 2024.

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Committee Assigned: Academic Affairs & Student Success

Committee Action: Approved

Date of Action: May 22, 2024

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Trustee Action:

Trustee Approval Date:

Effective Date:

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Signed: \_\_\_\_\_

Title: Secretary of the Board of Trustees

Date: \_\_\_\_\_

# Financial Aid Update

## Award letters went out on 5/14

- 3,356 awards sent – compared to 3,104 last year
- CE and Graduate Awards Next Week
- Returning Students in June

## ISIR's Received *(information needed to process aid)*

- 6,007 2024-25 FAFSA's received
- 6,646 2023-24 FAFSA's last year

## Issues Continue

- We still can't make corrections to students FAFSA's
- Appeals can't be processed due to this.
- Still not 100% confident in the FAFSA data

# Affordability and Melt Mitigation

Our top priority is to educate and provide resources to students and supporters so that they fully understand their financial aid package and what their out-of-pocket costs will be.

- Workshops on “how to read the award letter”
- FAFSA Friends
- Individual outreach
- Orientation
- Admissions outreach to Top 30 Feeder High School Guidance Counselors

## What is the Board's Role in Tenure and Promotion?

### Statutory Responsibility (MGL c. 15A §22)

*Each board of trustees of a community college or state university shall be responsible for establishing those policies necessary for the administrative management of personnel, staff services and the general business of the institution under its authority. Without limitation upon the generality of the foregoing, each such board shall: [...]*

*(c) appoint, transfer, dismiss, promote and award tenure to all personnel of said institution; [...]*

*The board of trustees of each institution may delegate to the president of such institution any of the powers and responsibilities herein enumerated.*

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## What is a Trustee's Obligation to Know and Do?

- The process for evaluating faculty tenure and promotion is outlined in the faculty collective bargaining agreement, which is shared by all nine Massachusetts State Universities, and to which the Trustees are a party.
  - The process includes review by faculty peers and academic administrators who make a recommendation to the president, who then ultimately makes a recommendation to the Board.
  - At some point long ago, the Board (across the system) must have delegated to the campus the responsibility to evaluate faculty for tenure and promotion.
  - It is **not** the role of the Board to look behind the recommendation or to engage in evaluative analysis of a recommendation for tenure and promotion.
-

## Faculty at MA State Universities

### Most common hiring categories

Category	Work Status	Benefits	Path to Tenure?	Terms of Employment
Tenure Track	Full-Time, salaried	Yes	Yes	Series of annual reviews and contracts, renewable up to six years
Full-Time Temporary	Full-Time, salaried	Yes	No	Annual review and contract, renewable twice (up to six consecutive semesters)
Adjunct / Part-Time	Part-Time, paid per course credit taught	No	No	One semester at a time; many are appointed multiple semesters (consecutively or non-consecutively)

## Tenure Track (TT) Faculty

All Tenure Track Faculty...

- ... undergo an evaluation process specified in the Massachusetts State College Association (MSCA) collective bargaining agreement (CBA);
- ... are evaluated annually for reappointment, beginning with year one and ending in year five (the “probationary period”);
- ... continue in employment from year to year (renewal) contingent upon favorable review; and
- ... who do not meet criteria in any given year might not be reappointed (at the discretion of the president upon recommendation by the provost)

## What Are the Categories of Evaluation?

The CBA explicitly refers to **four** areas of professional responsibility:

- 1) Teaching effectiveness
  - 2) Continuing scholarship (research, creative activity)
  - 3) Academic advising
  - 4) Other professional activities, i.e., service to the university, community, or profession / discipline
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## What Evidence is Reviewed in Assessing the Criteria?

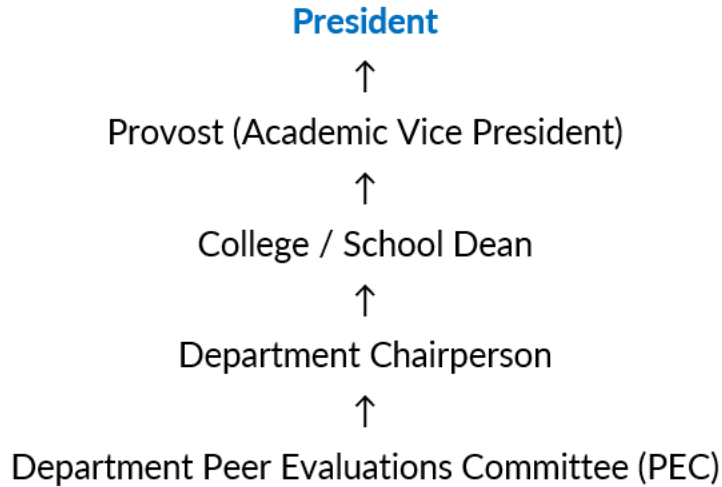
- A candidate-created portfolio containing information on teaching effectiveness, continuing scholarship, academic advising, and service. Evidence includes:
  - Candidate statements for each of the four areas
  - Course syllabuses and other materials
  - Student evaluations
  - Examples of continuing scholarship (e.g., PowerPoint slides, copies of articles or books, letters of acceptance / invitation)
- Classroom observations by Chair and Peer Evaluation Committee
- Evaluation / recommendations from each prior level of review
- In years 3 and 5, narrative instead of a full portfolio

# Who Evaluates TT Faculty?

Years 1 – 5

Upon receipt the evaluation and recommendation at each level, the candidate may respond in writing; a candidate's response becomes part of the portfolio from that point forward.

*From the bottom up...*

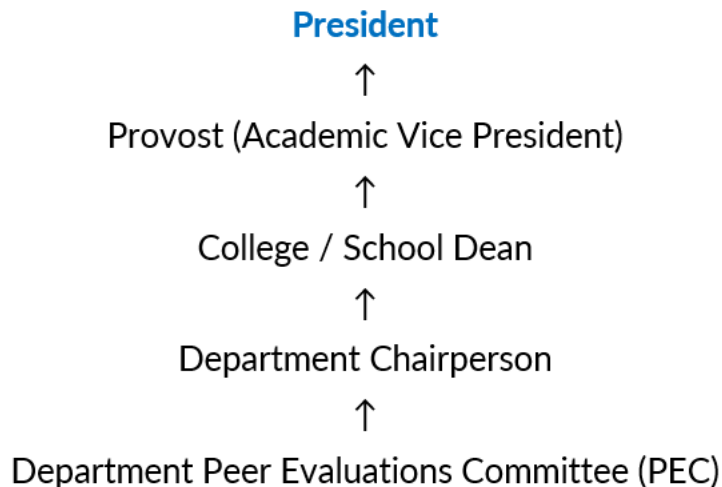


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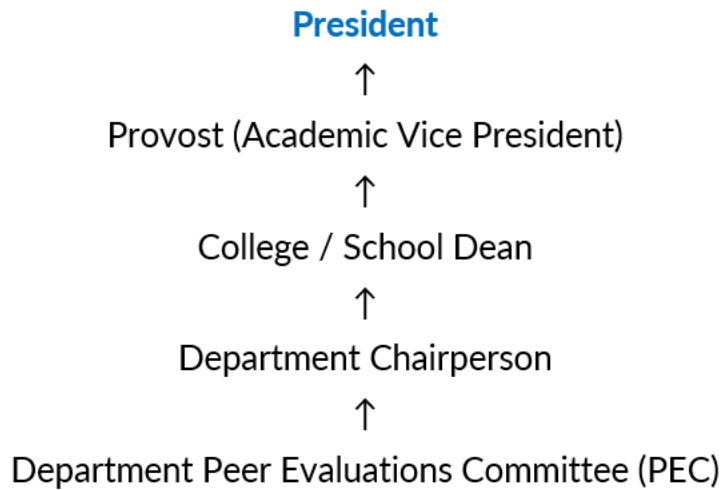


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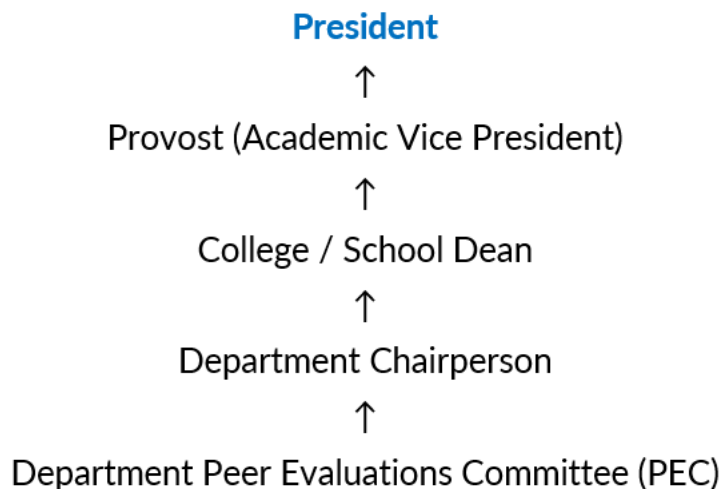


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**MSCA Personnel Action Process Sequences**

Every faculty / librarian personnel action (left column) moves through multiple levels of review, from left to right. At each level of review, the evaluating party is informed by all preceding evaluations and recommendations but is an independent exercise of the evaluating party's professional judgment as informed by the terms of the collective bargaining agreement in force at that time.

TIME →	September	October	Oct / Nov	December	Dec / Jan	Feb/Mar	March	May / Jun
ACTOR →	Candidate	Department Peer Evaluation Committee	Department Chairperson	Dean	University Committees (Promotion / Tenure)	Provost & Academic VP	President	Board of Trustees (committee /full board)
TENURE ONLY →	Submit dossier to Department Chairperson	Classroom Observation* ; Evaluate & Recommend*	Evaluate & Recommend	Evaluate & Recommend	Meet w/ Candidate; Evaluate & Recommend	Evaluate & Recommend (concur ~ not concur w/ Committee)	Evaluate & Recommend	Vote
TENURE + PROMOTION →	Submit dossier to Department Chairperson	Classroom Observation; Evaluate & Recommend	Evaluate & Recommend	Evaluate & Recommend	Meet w/ Candidate; Evaluate & Recommend	Evaluate & Recommend (concur ~ not concur w/ Committee)	Evaluate & Recommend	Vote
PROMOTION →	Submit dossier to Department Chairperson	Classroom Observation; Evaluate & Recommend	Classroom Observation; Evaluate & Recommend	Evaluate & Recommend	Evaluate & Recommend	Evaluate & Recommend (concur ~ not concur w/ Committee)	Evaluate & Recommend	Vote

TIME →	September	April	Late Spring
ACTOR →	Candidate	Dean	Provost <sup>^</sup>
POST-TENURE REVIEW →	Submit dossier to Academic Affairs	Evaluate & Determine 0% / 3% / 6% salary increase	Decision on Appeal (if pursued) 0% / 3% / 6% salary increase
		The candidate can appeal the 0% or 3% decision by the dean to the dean. If the appeal to the dean is unsuccessful, the candidate may appeal the dean's decision to the president (or designee).	No Board action required. No appeals beyond the president (or designee)

Upon receipt of a decision at each step, the unit member may choose to file a grievance regarding procedure.

Optional

<sup>^</sup>Per a letter to the MSCA/Salem Chapter president dated 24 April 2023, President Keenan delegated all applicable duties to the provost.

MSCA\_Pers\_Action\_Flow\_SP24

# Tenure with Promotion to Associate Professor

- ❖ Assistant Professor Leslie Duhaylongsod  
Secondary and Higher Education
- ❖ Assistant Professor Jill Turcotte  
Occupational Therapy
- ❖ Assistant Professor Ya Zhou  
Chemistry & Physics

## Promotion to Professor

(1 of 2)

- ❖ Associate Professor Elizabeth Coughlan  
Politics, Policy and International Relations
- ❖ Associate Professor Jennifer El-Sherif  
Sport and Movement Science
- ❖ Associate Professor Carol Gawryś  
Nursing
- ❖ Associate Professor John McArdle  
Accounting and Finance
- ❖ Associate Professor Amy-Jo Minett  
English

## Promotion to Professor

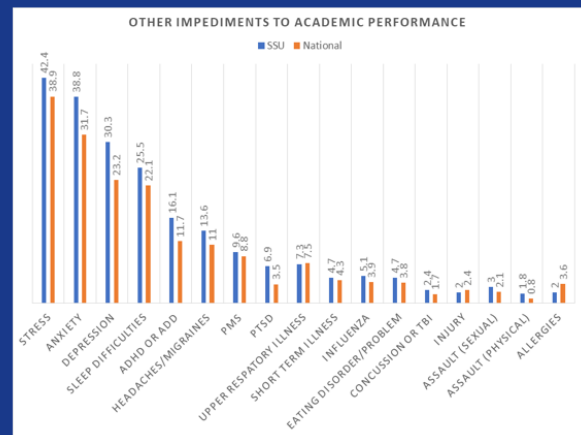
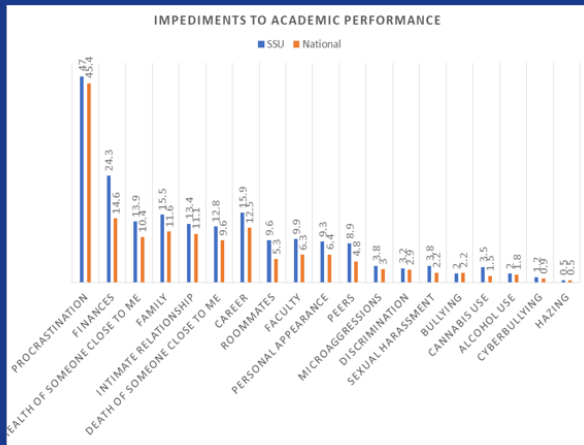
(2 of 2)

- ❖ Associate Professor Jayashree Ranga  
Chemistry & Physics
- ❖ Associate Professor Kenneth Reeds  
World Languages and Cultures
- ❖ Associate Professor Tanya Rodrigue  
English
- ❖ Associate Professor Manish Wadhwa  
Computer Science
- ❖ Associate Professor Christopher Yakes  
Mathematics

# Designation as Professor Emeritus

- ❖ Associate Professor Joanne Carlson  
Nursing
- ❖ Professor Margaret Dillon  
Media and Communication
- ❖ Professor Jane Hillier-Walkowiak  
Theatre and Speech Communication
- ❖ Professor Benjamin Miller  
Psychology
- ❖ Professor Dane Morrison  
History
- ❖ Professor Nelson Scottgale  
Biology
- ❖ Professor Elspeth Slayter  
Social Work

## Wellness and Retention



American College Health Association, National College Health Assessment, 2023

# Who we are

## Counseling and Health Services

- Combined medical and behavioral health services
- Free, confidential

## Student Wellness CARE

- Support around many areas of wellness, crisis response, help students navigate the university
- Free, FERPA

## PEAR

- Interpersonal violence support
- Free, confidential

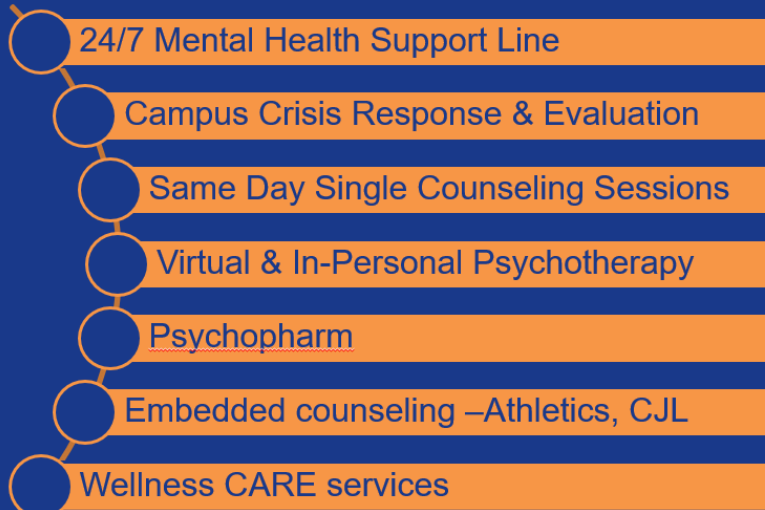
## TITLE IX

- Ensuring compliance and due process rights for students and employees under Title IX
- Facilitating supportive measures

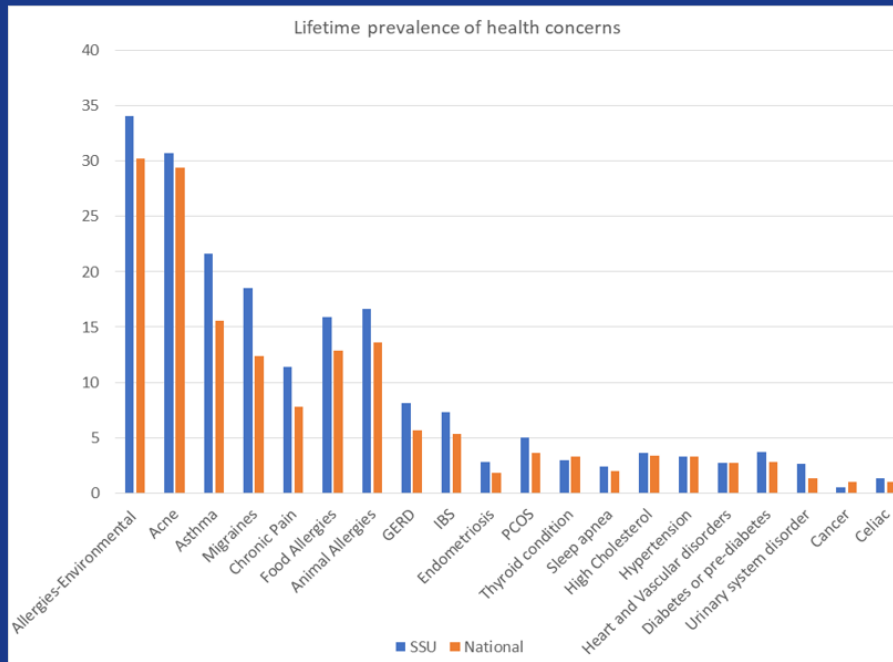
# Philosophy

- GOAL: Increase retention and overall student health and wellness by using evidence-based, best-practices
  - Reduce barriers and ensure basic needs
  - Increase accessibility
  - Collaborative wrap around care

## Expanding Mental Health Stepped Care Model



- Expansion of Student Wellness CARE team
  - Clinically supervision
  - Trained in crisis support/intervention
  - Centralized reporting
- Allows Counseling to maintain high demand and focus on treatment vs crisis



American College Health Association, National College Health Assessment, 2023

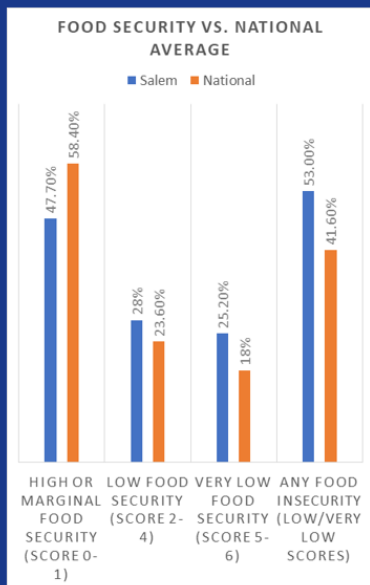
Attachment 23

## Sexual & Reproductive Health Services Stepped Care Model

- Mail order safer sex program (SS2U)
- DIY testing options
- Increased access to menstrual products
- Wellness Vending Machine & Emergency contraception
- Expanded clinical services (gender care, MAB)
- Same Day Urgent Care Medical Appointments
- Virtual & In-Person appointments



Attachment 24



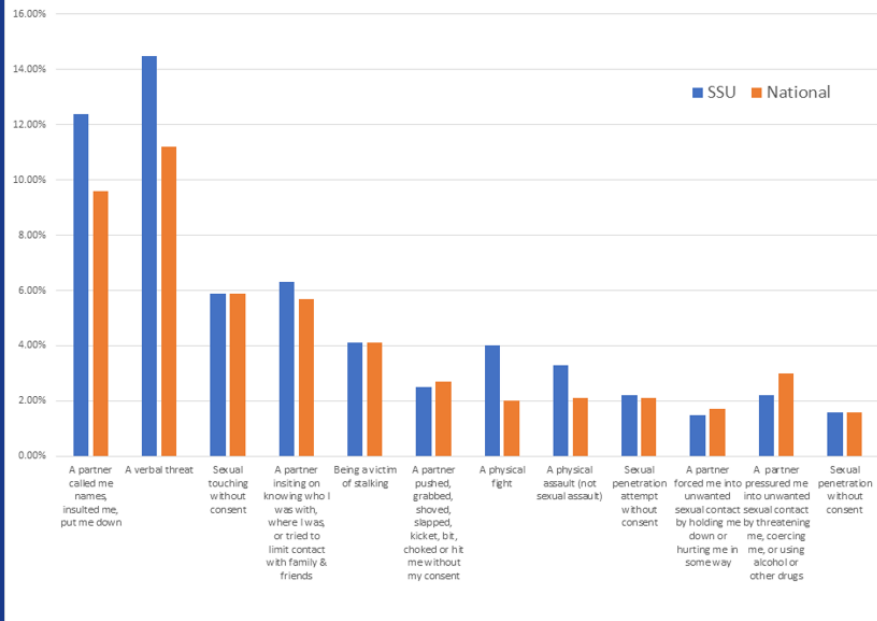
- 64% of students have experienced financial issues in the last 12 months

American College Health Association, National College Health Assessment, 2023

## Expanding Basic Need Services/Stepped Care Model

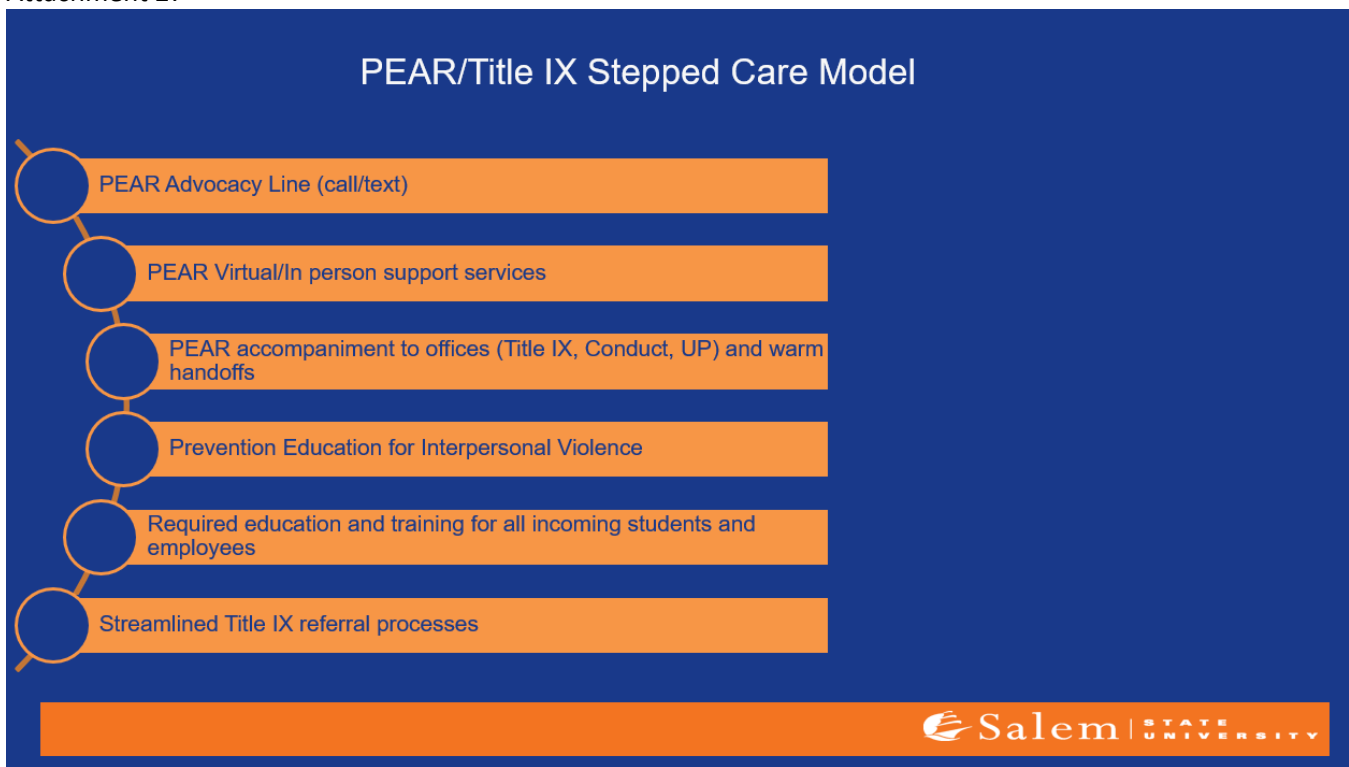
- SSU Food Pantry
- Salem Pantry Mobile Market truck
- DHE ARPA Grant for Break Meal Plans
- DHE Housing Scholarship Program
- Emergency Housing Form
- Emergency Fund
- Collaborations with Financial Aid and NSHAG

Violence & Abusive Relationships



American College Health Association, National College Health Assessment, 2023





## Impacts in Title IX/PEAR

- Title IX reports steadily increasing
  - 2021: 11 reports
  - 2022: 28 reports
  - 2023: 44 reports
- New regulations effective August 1, 2024 likely to increase reports

PEAR:

- Oct 2023 – April 2024: PEAR has supported 19 unique student survivors for a total of 141 services
  - 45% increase in services from FY23
- 22 prevention programs/collaborations

Salem STATE UNIVERSITY

# Impacts in CARE

- 7/1/2023 - 4/30/2024 - 753 referrals, 592 turned into cases, provided 3629 services
- Food pantry: Students accessed a total of 1350 times (44% increase from FY23)
- Most common cases are:
  - Academic concerns/advocacy: 195
  - Basic needs support: 187
  - Mental Health: 127
  - Hospitalization/suicidal ideation/self-harm: 72

# Impacts in Counseling & Health services

- 2023-2024 Utilization
  - 26% more clinical appointments
  - CHS combined saw 24% of student body
    - National average is closer to 8% of student body
    - Able to meet increase demand (no to minimal waitlist)
- 2023-2024 key satisfaction survey results

# Challenges

- A lot of these initiatives are funded by grant
  - 24/7 MH Support Line
  - Vending Machine
  - Menstrual hygiene equity
  - Sexual health programming
  - Staff professional development
  - Staffing
- Relying on part time C09s, clinical interns
- Larger systems issues (housing crisis), policy changes

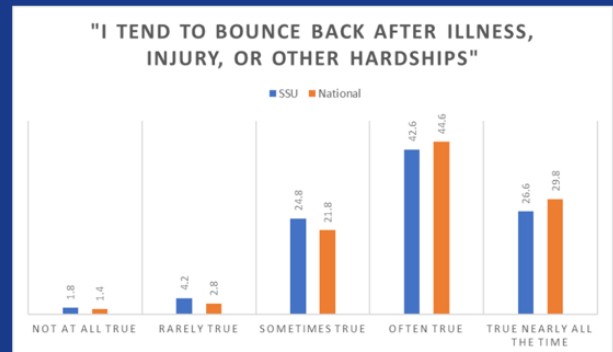
# SSU students are resilient

Nearly 70% of SSU students say it is "often true" or "true nearly all the time" that they can bounce back after hardships

44% of SSU students agree that they actively contribute to the happiness and well-being of others

77% of SSU students are optimistic about their future

80% of students agree they are competent and capable in the activities that are important to them



## ...And Appreciate On-Campus Wellness Services

- "Access to **healthcare on campus is super important** and I'm very glad that myself and other students have access to it."
- "I absolutely love literally every single staff member in the health services department. Everyone there is incredible and does an amazing job of making me feel **loved and supported.**"
- "It definitely helped keep me sane and **helped me balance my life and school.**"
- "The counselors here at SSU are incredible! They are wonderful to talk to and **extremely helpful when trying to work through situations** that happening in my life based on school, work, relationships, and more importantly myself."
- "Counseling services gave me a place to feel comfortable about addressing anything that I was having trouble coping with. As a result, I am learning new ways to adapt to challenges and have gained new perspective."
- "I am reaching out because I wanted to let you all know how incredibly grateful I am for the food pantry at Salem state...it **may or may not have saved my life potentially.** I work full time due to paying bills and the food pantry helped me be able to actually have a meal today before class. I was so grateful and moved by this I felt the need to express how much this is appreciated. Thank you for having the resources available to students to help us do things as simple as have a meal available to us. I'm incredibly grateful and proud to be a Viking."
- "CARE has truly been a **huge support system** for me these past few months! Everything seems to finally be looking up, I really appreciate **all of your help!**"