

BOARD OF TRUSTEES
February 12, 2025

PRESENT: Trustees Billings, Cabral, Davis, DiPalma, Garcia, Immerman, Kezer, Lampassi, Maldonado, Mattera, Morales(chair)

Also participating at the meeting were President Keenan and Board Secretary Montague

ABSENT: None

The Board of Trustees met for a hybrid meeting 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, extends the expiration of the provisions pertaining to the Open Meeting Law 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. All votes were taken by roll call.

* * *

I. CALL TO ORDER - Chair Morales having a quorum of the members present called the meeting to order.

Call to Order

* * *

II. COMMITTEE ACTIONS:

*Committee
Actions*

Finance & Facilities: Trustee Kezer reminded the trustees that the committee passed a motion at its last meeting which amended the FY25 All Funds Budget to more accurately capture a number of revisions and rate changes. The changes do not increase expenses, nor impact the managed net income of the overall budget.

*Finance &
Facilities –
Correction to
the FY25
Budget*

Trustee Kezer presented the committee's recommended motion and hearing no further discussion asked for a second. Trustee DiPalma moved the motion and Trustee Davis seconded the motion. Upon a roll call it was,

VOTED: The Board of Trustees approves the following amendments to the FY25 All Funds Budget. Exhibit 3 (p. 12) The transfers by the Trust Fund have been revised to include a \$2.1 million transfer from the Educational and General Funds to the Residence Hall Trust Fund. This adjustment ensures that the Residence Hall Trust Fund meets the contractually mandated operating reserve balance for FY25.

Chart 8 (p. 21) Debt service chart is updated to include MSCBA operating expenses in the MSCBA assessment total.

Appendix IV (p. 37, 40 and 43): The appendix has been updated to reflect the student health insurance rates for the 2024-2025 academic year, effective as of the

fall term in 2024. Participation in the student health insurance program remains optional, with the rates established after the finalization of the FY25 budget.

These changes do not increase expenses, nor impact the Managed Net Income of the overall All Funds Budget for FY25.

Voting in the affirmative: Billings, Cabral, Davis, DiPalma, Garcia,
Immerman, Kezer, Lampassi, Maldonado,
Mattera, Morales (chair)

Voting in the negative: None

Absent: None

*Risk Management
& Audit –
Renewal of
Auditors Contract
for FY25*

Risk Management & Audit - Trustee Maldonado presented the recommended motion on behalf of the committee and reminded the trustees that at the committee's last meeting, the Risk Management & Audit Committee recommended renewing the contract with Withum to perform auditing services for FY2025.

Trustee Maldonado asked if there were any questions and, hearing no further discussion, asked if a trustee would like to move the motion. Trustee Morales moved the motion and Trustee Billings seconded the motion. Upon a roll call vote it was,

VOTED: The Board of Trustees of Salem State University hereby approves the renewal of the contract with Withum (formerly O'Connor & Drew) and appoints them to perform audit services for FY2025 with fees as stated herein. The FY2025 cost will be \$102,760. This is five- percent higher for the base audit and two major program audits and includes an additional \$5,265 for the FY2025 Perkins Program closeout audit required by the Department of Education.

Voting in the affirmative: Billings, Cabral, Davis, DiPalma, Garcia,
Immerman, Kezer, Lampassi, Maldonado,
Mattera, Morales (chair)

Voting in the negative: None

Absent: None

* * *

III. CONSENT AGENDA - Chair Morales read the items contained on the Consent Agenda and asked for any objections or modifications.

Consent Agenda

Trustee Kezer had offered minor corrections to the minutes prior to the meeting. Chair Morales asked if there were any additional edits and hearing none, called for a motion to accept the minutes. Trustee Mattera moved the motion and Trustee Garcia seconded the motion. Upon a roll call vote it was,

VOTED: To approve the Consent Agenda of February 12, 2025

Voting in the affirmative: Billings, Cabral, Davis, DiPalma, Garcia,
Immerman, Kezer, Lampassi, Maldonado,
Mattera, Morales (chair)
Voting in the negative: None
Absent: None

* * *

IV. Student Focus Segment

Chair Morales welcomed Madden Brown '25, a double major in history and philosophy. Ms. Brown shared that she had recently attended the Phi Alpha Theta convention in DC which is an honors society for history majors, professors and graduates where the topic was academic integrity and AI. She further explained that this led her to do her own research on SSU's policies regarding academic integrity and the AI.

Ms. Brown's presentation discussed the concept of academic integrity, referencing various definitions from institutions such as Harvard University, University of Buffalo, and Salem State University. Common themes included the importance of truthful and responsible representation of one's work, giving appropriate credit, and ensuring that academic submissions represent the student's own effort.

The presentation reviewed SSU's current policy, with an emphasis on its expectations for students to uphold high standards of honesty and responsibility in their academic work. The policy also addresses issues of cheating, plagiarism, and collusion.

The impact of AI, particularly in the realm of student work and integrity, was explored. It was noted that the vague language in Salem State's current academic integrity policy could lead to increased temptation among students to use AI tools inappropriately.

Chair's Report

Ms. Brown suggested Several steps were suggested to address the challenges posed by AI, including introducing a survey to gather data on academic integrity, reviewing the adjudication process to ensure fairness, discussing whether academic integrity should be governed by an umbrella process or department-specific policies, especially given the rise of AI use.

Ms. Brown engaged in a lively discussion with the Board and it was determined that a more thorough review of the current academic integrity policy was necessary, particularly in relation to the use of AI. Provost Silva noted the challenge lies in the fact that each professor has their own syllabus and regulations regarding AI use, making it difficult to create a one-size-fits-all approach. The Provost invited Ms. Brown to discuss the policy further with Academic Affairs.

V. Faculty Focus Segment

Chair Morales welcomed and introduced faculty members for the Faculty Focus Segment Professor Nicholas Geron (Geography and Sustainability), Professor Keith Ratner (Geography and Sustainability), Professor Kurt von Seekamm (Economics).

The faculty members discussed their experiences working with The Salem Pantry and how it introduced them to Civically Engaged Research (CER). They explained that CER is the

“systematic and rigorous production of knowledge through reciprocal partnerships with people beyond the academy that contributes to the improved governance of social and political problems” (Bullock & Hess, 2021). They emphasized that CER challenges the conventions of traditional scholarship by being community-centered, reciprocal, and outside the realm of academia. Additionally, CER is public-facing and designed to be accessible.

The professors also highlighted how CER promotes student involvement, noting that both professors and students can collaborate on research and coursework to address the needs of The Salem Pantry. Presentation slides were used to illustrate the work already done at The Pantry and to suggest ways to strengthen support for CER (see attachment).

Chair Morales expressed gratitude to the faculty for their insightful presentation and expertise. The trustees engaged in an extensive discussion on how to further support this type of work in the future.

* * *

VI. REPORT OF THE CHAIR

Chair Morales used the majority of her time to make a statement regarding Salem State and its support for its student population, campus community and core mission.

She stated that with the new administration in Washington, higher education is facing an evolving and uncertain landscape. At a time when many in our campus community are fearful, staying informed and being proactive is critical. Universities are always changing and adapting; however, it is important that while we adapt, we must continue to uphold our core mission and advocate for the university, our students and our campus community.

As an alumna and chair of the board of trustees, Chair Morales stated that she was proud that Salem State University has a longstanding commitment to fostering inclusive environments. She affirmed for all in the campus community that the Board would continue to support the university’s inclusivity and its HSI /MSI initiatives. The chair said that we are committed to serving the university’s student population and its needs and are confident in the university’s leadership as we move through these unprecedented times. We know they are monitoring changes and preparing for potential impacts, keeping student servingness at the core of their decision making.

Chair Morales then turned the meeting to the President’s report.

* * *

VII. REPORT OF THE PRESIDENT

President Keenan began his report by stating that we are doing everything we can to stay on top of the ever-changing situation in Washington, D.C. As initially shared during the Committee meetings, we were relieved to see the Executive Order that froze all federal aid was rescinded the very next day.

President’s Report

However, the president cautioned that we must stay prepared for more challenges ahead. There is a noticeable sense of anxiety on campus surrounding the Executive Orders, particularly concerning funding and the impact on our immigrant community members. This is especially true for our students coming from Gateway Communities. President Keenan had the chance to meet with a few students last week from one of these cities, and they shared their concerns, mentioning that people in the community were afraid to go out in public.

In response, we have established a Rapid Response Team, led by Counsel Colucci and focusing mainly on legal and communication issues. We check in daily for about half an hour to share any updates we have learned about external and internal developments.

As for the Department of Education, it has not, and cannot, be eliminated without legislative action. From everything the president has read, it seems unlikely that such an elimination will happen, especially since even Senate representatives are opposed to it. Additionally, funding for Hispanic-Serving Institutions (HSIs) has not been cut. Regardless, our mission remains the same: to serve the students we were created to support. This has been our responsibility since 1854, and we are committed to continuing that work. As the secretary said, "Our work must continue," and indeed, it will.

On a more positive note, there was a Latino conference earlier this month. President Keenan thanked the Board for rescheduling its meeting—it was definitely worth it. He then extended thanks to the chair and her husband for involving him. It was a great opportunity to network and showcase the college to Latino leaders from across the country. During the event, the chair spoke about Board leadership and recruitment, and the president had the chance to present on the college's efforts related to HSI and Board preparation.

We also had a celebration of Martin Luther King Jr. on campus on January 27th, featuring a talk by Professor Jamie Wilson on "Why MLK Matters in the 21st Century." There was also a student panel titled "Brotherhood & Bees," moderated by our very own student trustee.

On January 31st, we held the Tri Alpha Initiation Ceremony to honor first-generation honor students.

Looking ahead, we have a South Train Stop Community Meeting tomorrow with the MBTA General Manager and Engineer, who will tour the site with us. The location is just a short walk from our parking lot, and our students will have easier access to the hospital and the city by crossing the tracks.

In terms of the Governor's Budget and the BRIGHT Act, we are still reviewing the budget but are thrilled to see the Student Success funding included again—\$14 million for all state universities to support students.

In addition, Trustee Mattera has proposed a plan to double financial aid over the next four years, which would make us number one in the country for access and affordability!

Finally, President Keenan represented the Council of Presidents in discussions about the BRIGHT Act, working alongside the Finance Secretary and other leaders to figure out how to finance much-needed deferred maintenance.

* * *

VIII. OPEN FORUM - Trustee Mattera announced the open forum portion of the meeting and asked for any comments or discussion. Hearing no comments Trustee Mattera then closed the forum.

Open Forum

* * *

IX. ADJOURNMENT - There being no further business to come before the Board and on a motion made by Trustee Mattera and seconded by Trustee Davis, it was unanimously,

VOTED: to adjourn the meeting at 6:45 pm

Adjournment

Voting in the affirmative:	Billings, Cabral, Davis, DiPalma, Garcia, Immerman, Kezer, Lampassi, Maldonado, Mattera, Morales (chair)
Voting in the negative:	None
Absent:	None

Respectfully submitted,



John Keenan
President



Lynne Montague
Secretary to the Board of Trustees

Consent Agenda:

Approval of the following minutes

Board of Trustees 10/16/24

Finance & Facilities 1/29/25

Risk Management & Audit 1/29/25

Academic Affairs & Student Success 1/29/25

REQUEST FOR TRUSTEE ACTION

Date: January 22, 2025
To: Board of Trustees
From: Finance & Facilities Committee
Subject: FY2025 All Funds Budget - Amendment
Requested Action: Approval

MOTION

The Finance and Facilities Committee hereby recommends that the Board of Trustees approve the following motion pertaining to the attached FY25 Salem State University All Funds Budget.

Recommended Motion

The Board of Trustees approves the following amendments to the FY25 All Funds Budget.

Exhibit 3 (p. 12) The transfers by the Trust Fund have been revised to include a \$2.1 million transfer from the Educational and General Funds to the Residence Hall Trust Fund. This adjustment ensures that the Residence Hall Trust Fund meets the contractually mandated operating reserve balance for FY25.

Chart 8 (p. 21) Debt service chart is updated to include MSCBA operating expenses in the MSCBA assessment total.

Appendix IV (p. 37, 40 and 43): The appendix has been updated to reflect the student health insurance rates for the 2024-2025 academic year, effective as of the fall term in 2024. Participation in the student health insurance program remains optional, with the rates established after the finalization of the FY25 budget.

These changes do not increase expenses, nor impact the Managed Net Income of the overall All Funds Budget for FY25.

Committee Assigned: Finance & Facilities


Committee Action: Approved

Date of Action: January 29, 2025

Trustee Action:

Trustee Approval Date:

Effective Date:

Signed: 
[Lynne Montague \(Jan 29, 2025 15:59 EST\)](#)

Title: Secretary, Board of Trustees

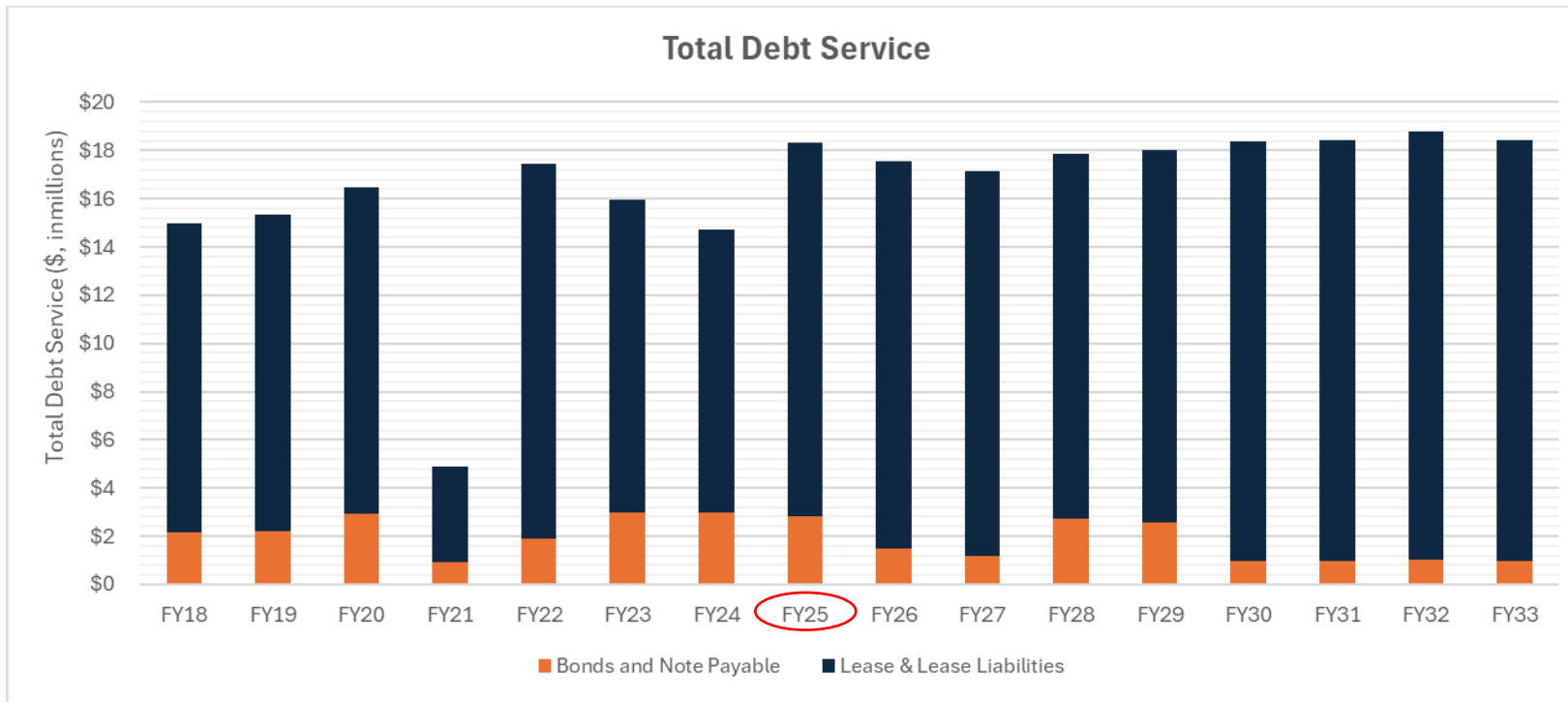
Date: 1/29/2025

Exhibit 3: Transfers by Trust Fund (Amended)

Account Description (\$ in thousands)	Unrestricted Auxiliaries	Educational & General Funds	Grants	Gifts & Contributions	Residence Halls	Restricted Other	Total Restricted Endowments	Net Invested in Capital Assets	FY 2025 Budget Total
Transfers by Type									
Facility-Related									
Debt Service	0	2,790	0	0	0	0	0	(2,790)	0
MSCBA	0	617	0	0	0	0	0	(617)	0
Facility Projects	0	0	0	0	0	0	0	0	0
FEMA	0	0	0	0	0	0	0	0	0
Capitalization	0	6,399	0	0	0	0	0	(6,399)	0
Total Facilities Related	0	9,806	0	0	0	0	0	(9,806)	0
IT Projects	0	0	0	0	0	0	0	0	0
Operational Support	(596)	2,692	0	0	(2,100)	77	0	(73)	0
Overhead Distributed	0	(336)	336	0	0	0	0	0	0
Total Transfers	(596)	12,161	336	0	(2,100)	77	0	(9,879)	0

Transfers are movements of money between trust funds. Transfers into a trust fund are shown in parenthesis while transfers out are shown as positive numbers.

Chart 8: Debt Service



NOTE: MSCBA accomplished a major restructuring in FY21 which saved the university \$11.9 million in principal and interest for that year. MSCBA also made a payment on SSU's behalf for \$2.8 million of interest for Fall 2021. In FY 2022, the Bates defeasance reduced total lease liability debt service that would have been due in the future by \$4.1 million. FY24 includes \$2.5 million savings in one-time savings from another MSCBA debt service restructuring.



Appendix IV - Tuition/Fee Rates for FY25

Schedule of Student Charges 2024-25 Academic Year

	Fall 2024		Spring 2025		Academic Year
		Full-Time		Full-Time	Full-Time
Housing ³					
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
Laundry Fee					
Laundry fee - students in residence halls		30.00		30.00	60.00
Meal Plans ⁴					
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
Application Fees					
Undergraduate Admissions					\$50.00
Matriculation Fee - New Students (one-time)					\$275.00
Late Fees					
Late Application for Undergraduate Degree					\$50.00
Late Payment (tuition and fees)					\$50.00/month
Miscellaneous Fees					
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) ⁶					\$3,941.00
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.



Appendix IV - Tuition/Fee Rates for FY25

Schedule of Student Charges 2024-25 Academic Year

Undergraduate Evening (SCPS) Additional Fees	
<u>Course Fees</u>	
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
<u>Application Fees</u>	
SCPS Admissions	\$50.00
Matriculation Fee (one-time)	\$275.00
<u>Miscellaneous Fees</u>	
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	\$3,941
Liability Insurance for Nursing, OT and Athletic Training	Varies
Not Sufficient Funds Fee	\$25.00 per occurrence
<u>Late Fees</u>	
Late application for degree	\$50
Late Payment (tuition and fees)	\$50/month
<u>Parking Fees and Fines</u>	
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.



Appendix IV - Tuition/Fee Rates for FY24

Schedule of Student Charges 2024-25 Academic Year

Graduate School Additional Fees	
<u>Course Fees</u>	
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
<u>Application Fees</u>	
Graduate Admissions	\$50
Matriculation Fee (one-time)	\$275
Comprehensive Exam Application	\$50
<u>Miscellaneous Fees</u>	
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)	\$3,941
Liability Insurance for Nursing, OT and Athletic Training	\$50
Not Sufficient Funds Fee	\$25.00 per occurrence
<u>Late Fees</u>	
Late application for degree	\$50.00
Late Payment (tuition and fees)	\$50/month
<u>Parking Fees and Fines</u>	
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.

REQUEST FOR TRUSTEE ACTION

Date: January 22, 2025
To: Risk Management and Audit Committee
From: Karen P. House, vice president for finance and facilities
Subject: Appointment of audit firm for FY2025
Requested Action: Approval

Background

The Risk Management and Audit Committee charter includes these responsibilities, among others, pertaining to the annual independent audit:

1. Annually consider the appointment of the external auditor.
2. Review and approve the terms of engagement and fees of the external auditor at the start of each audit.

Previously, O'Connor & Drew P.C. (OCD) provided a proposal for audit services for a three-year term plus two one-year extensions. The proposal was accepted. Therefore, on April 14, 2021, the Board of Trustees approved a three-year contract for auditing services for FY2021, FY2022 and FY2023. Annually, the Board of Trustees affirmed the appointment and terms for each of those audit periods. On January 1, 2023, OCD merged with Withum. The university recommends renewing the contract to incorporate the second one-year extension for the FY2025 audits. The cost for FY2025 would increase by 5% over FY2024.

MOTION

The Risk Management and Audit Committee recommends that the Board of Trustees approve the following motion pertaining to the audit firm for FY2025.

Recommended motion

The Board of Trustees of Salem State University hereby approves the renewal of the contract with Withum (formerly O'Connor & Drew) and appoints them to perform audit services for FY2025 with fees as stated herein. The FY2025 cost will be \$102,760. This is 5% higher for the base audit and two major program audits and includes an additional \$5,265 for the FY2025 Perkins Program closeout audit required by the Department of Education.

Committee Assigned: Risk Audit and Management
Committee Action: Approved
Date of Action: January 29, 2025

Trustee Action:

Trustee Approval Date:

Effective Date:

Signed: 
[Lynne Montague \(Jan 29, 2025 16:53 EST\)](#)

Title: Secretary, Board of Trustees

Date: 1/29/2025

Food Assistance: Helping a Community Pantry Understand Their Market



Prof. Nicholas Geron (Geography and Sustainability)
Prof. Keith Ratner (Geography and Sustainability)
Prof. Kurt von Seekamm (Economics)

Civically Engaged Research

- “...the systematic and rigorous production of knowledge through reciprocal partnerships with people beyond the academy that contributes to the improved governance of social and political problems.” (Bullock & Hess, 2021)
- Defies norms of traditional scholarship
 - Outside of academia
 - Reciprocal
 - Community focused
 - Public facing
 - Accessible

Building a Relationship

- Salem State University: The Commonwealth's Civic Engagement University
 - Carnegie Community Engagement Classification
 - “significant institutional commitment to community and civic engagement”
- Center for Civic Engagement Community Brunch
 - Dozens of community partners
 - Lots of data issues
 - Few resources
- The Salem Pantry
 - Local *fresh food* pantry
 - New brick and mortar location (April 2023)
 - 152,652 visits by 9,830 households since March 2021

Types of Questions Salem Pantry needs help with

- *What are the demographics of the average guest household (head of HH age, race, income, family size, age brackets, # of children, etc)?*
- *What is the average visitor frequency (i.e. how many visits per year) and how has this changed since we started tracking this?*
- *Are there areas or populations in the city that are currently underserved?*
- *Is there enough population density in areas outside of Salem that we should coordinate a market in other towns?*

Types of Questions Salem Pantry needs help with

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Coordinating SSU Partners

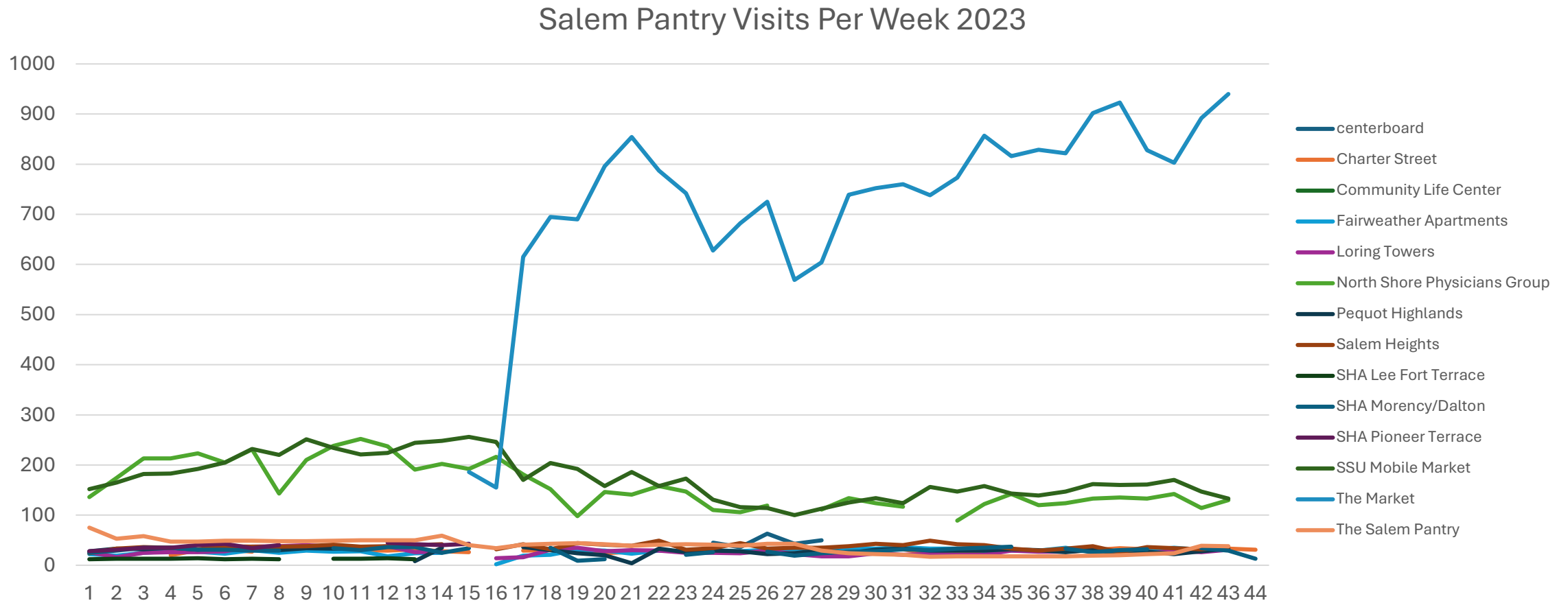
How can professors and students work together through research and coursework to support Salem Pantry needs?

Prof. von Seekamm's
student supported
research of pantry use
and cluster analysis

GPH 965 GIS Capstone
course with Prof. Ratner
conducted spatial and
demographic analysis of
Pantry users

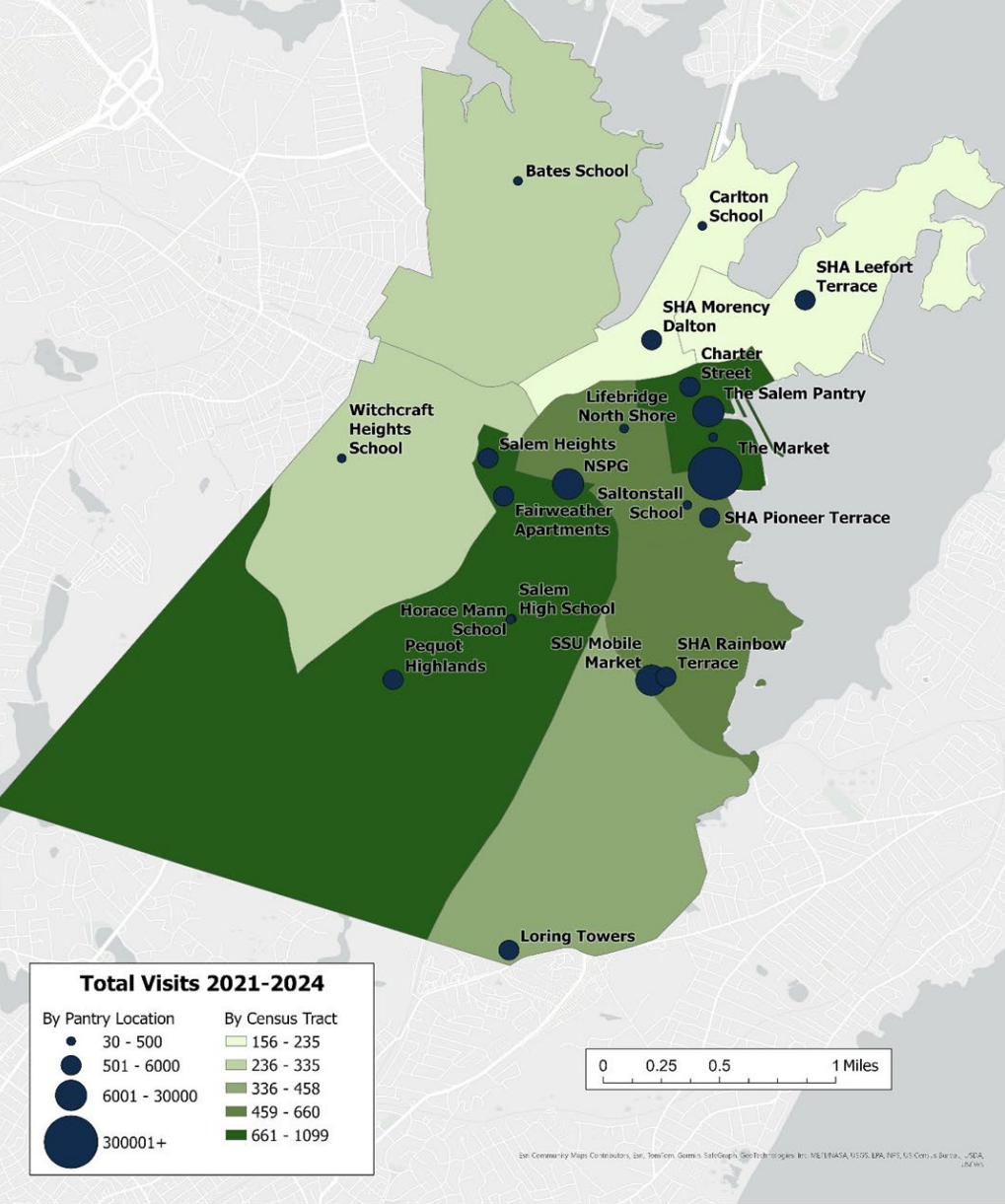
GPH942 Quantitative
Geographic Methods course
with Prof. Geron
conducted cluster analysis,
and modeling potential
pantry users

Visits Per Week Increase Dramatically



Total Visits to Pantry Locations

by Pantry and by Census Tract



Geography of Pantry Visits

The Market has the largest number of visits

Track with the highest visits is not adjacent to The Market location

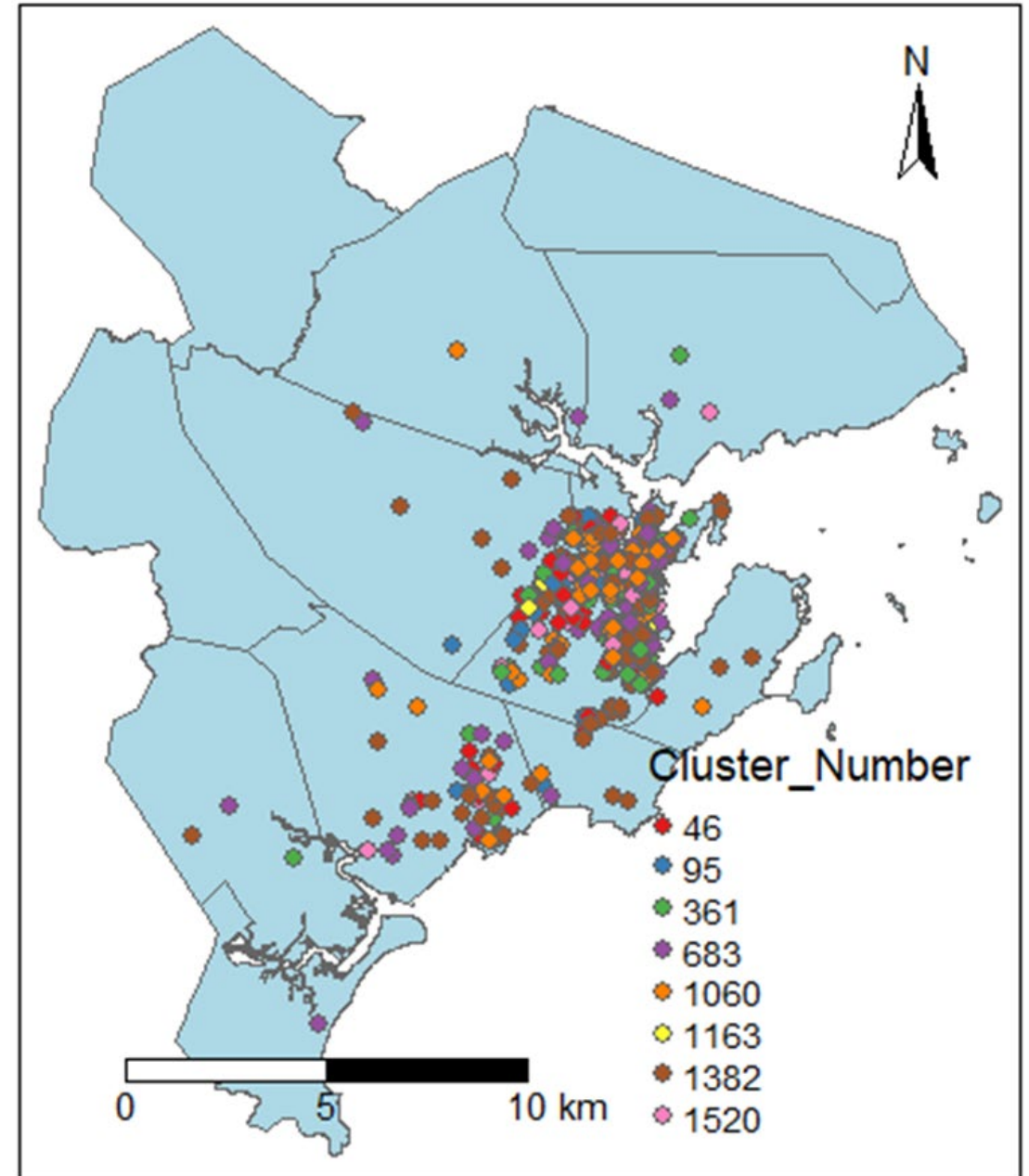
Need to understand **capacity** at each location

- Mobile pantry locations provide smaller amounts of food
- Mobile pantry can target specific populations

Pantry Visits beyond Salem

- Household size and income most important for cluster grouping
- Cluster 1060 (orange) and 1382 (brown) are most common cluster with the lowest HH Income and smallest HH size.
- Lynn largest other location than Salem
- No clear spatial patterns but similar socioeconomic demographics between pantry households in Salem and Lynn

Pantry-using Households



Conclusions

- Civically Engaged Research (CER) promotes engagement with the local community
- CER helps answer pressing questions from local organizations
- CER encourages student involvement
- The work with the Salem Pantry continues (Spring 25 GPH 945)
- What is needed to further support CER?
 - Improved recognition for the amount of CER work being done
 - Better understanding and promotion of the type of work that can be done (GPH example)
 - Continuation of functions like the Community Breakfast