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**SUBJECT:** Academic Affairs and Student Success Committee Meeting Report for January 29, 2025

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The Academic Affairs and Student Success Committee of the Board of Trustees met remotely via Zoom on Wednesday, January 29, 2025, 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), Billings (vice chair), Cabral, DiPalma, Garcia; President Keenan (ex-officio); Vice President Galinski; Provost Silva; Assistant Vice President Cronin; Dean Ansari, Associate Dean Frontiero, Director Jewell, and Executive Assistant Putzig.

Chair Immerman called the meeting to order at 4:41 pm. The following items were discussed:

**Update on Approval Status of Salem State University’s Bachelor of Science in Nursing program with the Massachusetts Board of Registration in Nursing** (Attachment A) Slides were used to facilitate the conversation highlighting key aspects of the update.

**Enrollment Information** (Attachment B) An enrollment update for Spring 2025 and insights for Fall 2025 was provided.

**Affordability Initiatives** (Attachment C) Affordability initiatives including “The Remarkable Salem State Difference” and open educational resources were presented.

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

**VOTED: To adjourn the meeting at 5:37 pm.**

**Voting in the affirmative:** Immerman, Billings, Cabral, DiPalma, Garcia

**Voting against:** None

Prepared by: A. Putzig, Executive Assistant, Student Success

## SON – BORN Timeline

2021	NCLEX-RN pass rate below threshold	
2022	NCLEX-RN pass rate below threshold	
2023	NCLEX-RN pass rate above 80%	
2024	NCLEX-RN pass rate above 80%	
Sep 2024	BORN notifies SSU re: site visit	Trigger: 2 consecutive years of low pass rate
Oct 22-24, 2024	BORN conducts site visit	Identifies areas of noncompliance
Dec 2024	BORN scheduled to take up SSU matter	Meeting cancelled; SSU matter moved to Jan
Jan 8, 2025	BORN meets; changes SSU status	"Approval" → "Approval with Warning"
Mar 11, 2025	First compliance update due to BORN	
Apr 1, 2025	First quarterly report due	
Jun 1, 2025	Second of three quarterly reports due	
Jun 11, 2025	Second compliance update due	
Sep 1, 2025	Third of three quarterly reports due	
Dec 2025	SSU projection to regain full approval	

## BORN Report 1 due March 11, 2025

- Evidence of student involvement in the program
- A revision and publication of the 14 BORN mandated policies
- A comprehensive plan to verify preceptor qualifications
- A comprehensive plan for test writing, maintenance of exam questions, and test item analysis
- A comprehensive plan for curricular changes and an implementation schedule

# BORN Report 2

## due June 11, 2025

- Updated Systematic Evaluation Plan with evidence of faculty participation in the development, findings, and use of data
- Evaluation of the maintenance and retirement of school, faculty, and student records
- Test blueprints correlating test items with student course and program learning outcomes
- Evidence that evaluation methods are valid and reliable indicators of student success
- Complete an internal audit of clinical affiliation agreements

## MA BORN Quarterly Reports

April 1, 2025 | June 1, 2025 | September 1, 2025

- Comprehensive program status update including faculty meeting minutes as they relate to mission and governance, faculty, students, curriculum, and resources.

Does approval with warning...

- ... adversely impact SSU's capacity to grant the BSN degree? **No.**
- ... prevent graduates of the BSN program to sit for the NCLEX-RN exam? **No.**
- ... impair the licenses granted to SSU nursing graduates, past or present? **No.**

# Preliminary Enrollment for Spring 2025

	2024	2025	YoY	Prior Year 2023 vs 2024
Undergraduate Day Headcount	3844	3812	-32	-227
Total University Headcount	6018	5942	-76	-170
*Continuing Ed (Evening) Credit Hours – Paid Only	2554	2636	82	-25
Graduate Credit Hours	10366	10713	347	-489

\*CE data is paid credits only, excludes special populations (DE, PY, EC)

As of 1.22.25 – Data from Power BI



## Insights for Fall 2025

- **NEW STUDENTS – ADMISSIONS**
  - Applications
  - Direct admissions and On the Spots (OTS)
  - Accepted Students Day on April 5
  - May Open House
  - Orientation
- **AFFORDING A SALEM STATE EDUCATION – Building Awareness**
  - FAFSA opened earlier this year, December
  - Award letter going out very soon – active outreach
  - State Funding Retention Efforts Continue (SUCCESS funding from the State)
- **STUDENT SUPPORT**
  - Year of Advising
  - Financial Literacy
  - First Generation
  - Mental Health
  - Wellness (Grant Funded Wellness Vending Machines)
  - Housing and Food Insecurity





## Promotion of Affordability Messaging

- This effort has been part of our value proposition for many years and has been tested with focus groups and in the marketplace
  - High quality education at an affordable price
  - No place so close can take you so far
  - Remarkable Salem State Difference
- Viewbook and financial aid brochure features affordability and MassGrant Plus (Expansion)
- Digital ads in English and Spanish
- Email and Social media campaigns
- Webpages, campaign landing page and intense coding behind page (SEO/SEM)
- On-campus experiences
  - Introduction to Salem State
  - Woven into tours
- Off-campus experiences
  - Promoted at high schools and fairs
  - Community-based organization partners
- Transfer/articulation agreements



## Digital Advertising Campaigns

- Expanding our digital reach through our partnership with Encoura, we've tapped into credit bureau data to market the new MassGrant Plus incentive and our affordability messages to prospective students who may qualify based on details in their credit bureau profiles.
  - 13M credit bureau names via Encoura with no new financial investments
  - Targeted Google display ads (A/B testing)
  - Campaign 1 promotes the benefits of the Pell-eligible aid to prospective Pell-eligible qualifying students.
  - Campaign 2 promotes the benefits of the middle-income aid to prospective middle-income qualifying students.



# Digital Advertising Campaigns

- Using that data to geofence their homes with Google display ads to promote Salem State and the financial benefits. This work is being supported through email messaging.
- Target Criteria
  - Reside within 20 miles of campus
  - High school diploma but no college degree
  - Age 18-38
  - Household income of up to \$64.9K (campaign 1 – Pell-eligible) | between \$75,-99K (campaign 2 – middle income) ; please note these income brackets align with availability in credit bureau portal.
- Roughly 16,000 prospects total between both campaigns
- Ads in English and Spanish

## Fall Affordability Campaign Results

1.01M  
Impressions

4.78K  
Clicks

0.47%  
CTR

16.24K  
Actions

Trafficked Campaigns - Display

# Transfer Affordability Campaigns

- Currently geofencing all community colleges in Massachusetts and Southern New Hampshire.
- Customized campaigns targeting Northern Essex and North Shore community colleges to promote Transfer Connections.
- Blueprinting—new technology that captures the mobile device IDs of users within our geo-fenced areas. This allows us to serve ads even after they leave campus, significantly extending our reach and engagement

## New England Discount Program

- Starting this year, incoming students from the New England states will qualify for the New England Discount Program (NERSP) rate regardless of their academic program, if they're enrolled as full-time day students and meet eligibility requirements.



Salem State's

## OER (Open Educational Resources) & Textbook Affordability Initiative

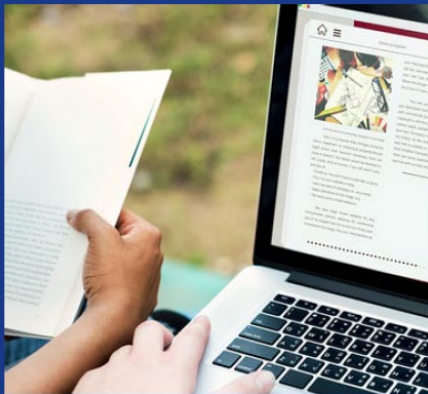


Image credit: Georgia Tech Library, Textbook Affordability & Open Educational Resources (OER) website

A comprehensive strategy to increase use of quality no-cost and/or low-cost materials.

Goals include:

- Reducing the total cost of obtaining a degree
- Increasing transparency of total costs
- Increasing ease of access to course materials
- Improving student learning outcomes





## Some ways we do this:



"learning, teaching and research materials in any format and medium that reside in **the public domain** or are under copyright that have been released under **an open license, that permit no-cost access**, re-use, re-purpose, adaptation and redistribution by others."

- UNESCO Recommendation on OER (2019)

- Workshops and consultations about quality OER options
- Library-licensed e-books, journals, video, and other content
- Grant programs (\$500 each) to redesign a course or to write, design, and create content for an OER (\$3000)
- Collaboration with MA DHE
- Process for collecting/reporting data
- First OER Librarian position among State Unis

## Impact since 2019

**Over 200  
faculty**



have incorporated OER, library-sourced, or low-cost materials into their courses

**3,164 course  
sections**



have used OER, library-sourced or low-cost materials

**48,766  
students**



have enrolled in course sections with low or no-cost materials

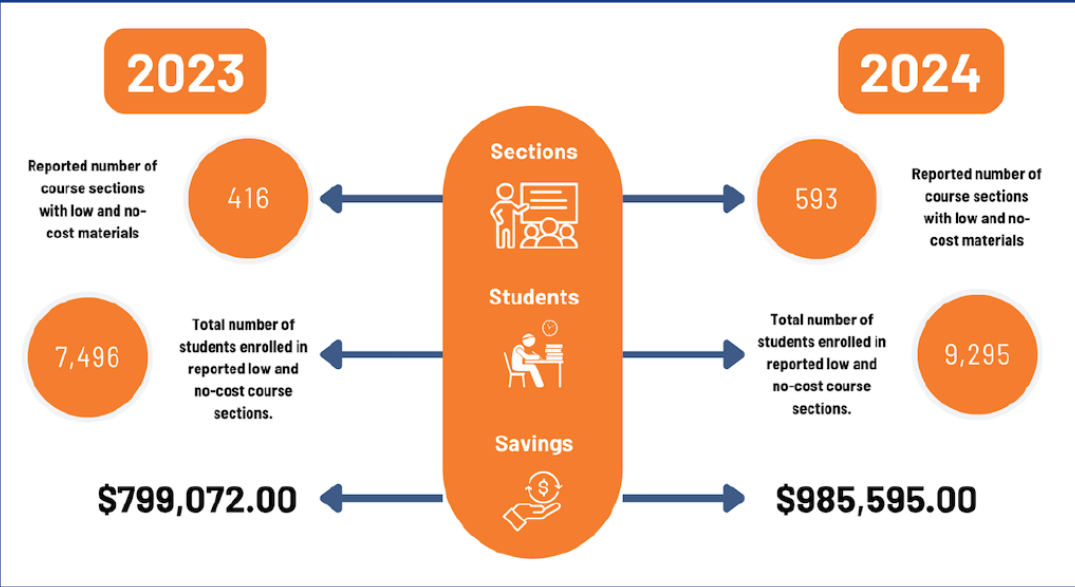
**5 Million**



is the estimated cost savings for students enrolled in these course sections



# Savings in past two years



# Return on investment FY 23 and FY 24



## Coming Soon: Course materials cost information in course registration process

HST 104 - 02 CONQUEST, SLAVERY AND REVOLUTION IN THE ATLANTIC WORLD  
Salem State University | 2025 Spring | Lecture

Class Details			
Status	Open	Academic Career	Undergraduate
Class Number	2333	Dates	1/13/2025 - 5/12/2025
Session	Regular Academic Session	Grading	Graded
Units	3 units	Location	Salem State
Class Components	Lecture Required	Campus	North Campus

Meeting Information			
Days & Times	Room	Instructor	Meeting Dates
Th 4:30PM - 6:50PM	Sullivan 101	Annette Chapman-Adisho	01/13/2025 - 05/12/2025

Enrollment Information	
Class Attributes	No Book Costs - Open Educational Resources The Human Past World Cultures

Class Availability	
Class Capacity	30
Enrollment Total	7
Available Seats	23

Description
This course examines the interconnected history of the Atlantic World that took place on the ocean and on four continents from the age of exploration in the fifteenth century to the abolition of slavery in the nineteenth century. The collision of old worlds produced conflict but in the process it would ultimately create an interconnected community of diverse peoples and cultures, the beginnings of globalization. The course will consider a wide range of topics including exploration, colonization, commerce, migration, slavery, creole societies, revolution and piracy. Three lecture hours per week.

[View Book Info](#) [View Search Results](#)