

---

**SUBJECT:** Academic Affairs and Student Success Committee Meeting Report for May 21, 2025

---

The Academic Affairs and Student Success Committee of the Board of Trustees met on Wednesday, May 21, 2025, at 5:00 pm, via Zoom in accordance with MGLA Chapter 30A, as amended by Chapter 2 of the Acts of 2025, which among other things allows remote participation through June 2027.

Present for the Committee were Trustees, Immerman (chair), Billings (vice chair), DiPalma; President Keenan (ex-officio); Vice President Galinski; Provost Silva; Director Amado, Director DiChiara, Director Jewell, and Executive Assistant Putzig.

Chair Immerman called the meeting to order at 5:02 PM. The following items were discussed:

**Enrollment Strategies** (Attachment A) One of the top three risks identified in the University's 2023/24 Risk Report is declining enrollment. In today's committee meeting Vice President Galinski provided a presentation that includes mitigation strategies the University has been focusing on to counter these declines. The institution has launched multiple strategic initiatives such as expanding online programs, attracting international student cohorts, increasing nursing enrollment, and strengthening student support services.

(Attachment B) Additionally, the presentation highlights a new, student-centered academic standing and Satisfactory Academic Progress (SAP) system designed to improve outcomes through clearer policies, early alerts, and supportive interventions. These include an academic probation/SAP Canvas course, peer advising, and increased faculty engagement. The goal is to empower students through shared responsibility and proactive support while reducing administrative barriers. Future plans involve expanding partnerships, enhancing financial literacy, and celebrating academic recovery milestones.

**MSCA Personnel Actions** (Attachment C) Provost Silva presented the faculty and librarian tenure and promotion process. Provost Silva then presented the candidates for tenure, tenure with promotion, promotion, terminal year contract, and emeritus status. After a brief discussion, the committee took the following action:

Upon a motion made duly by Trustee Billings and seconded by Trustee Davis it was unanimously:

**VOTED: To approve the personnel action for Faculty Tenure effective September 1, 2025.**

**VOTED: To approve the personnel action for Faculty Tenure with Promotion to rank as Associate Professor, effective September 1, 2025.**

**VOTED: To approve the personnel action for Faculty Promotion effective September 1, 2025.**

**VOTED: To approve the personnel action for Terminal Year Contract effective September 1, 2025.**

**VOTED: To approve personnel action for Faculty Promotion to the rank of Professor Emeritus and Associate Professor Emeritus effective September 1, 2025.**

**Voting in the affirmative: Immerman (chair), Billings, DiPalma**

Voting against: None

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

**VOTED: To adjourn the meeting at 5:50 pm**

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

Voting against: None

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

# I. Enrollment Risk & Strategies

## a. Landscape

## b. Mitigation Efforts

Bonnie Galinski

Vice President of Student Success

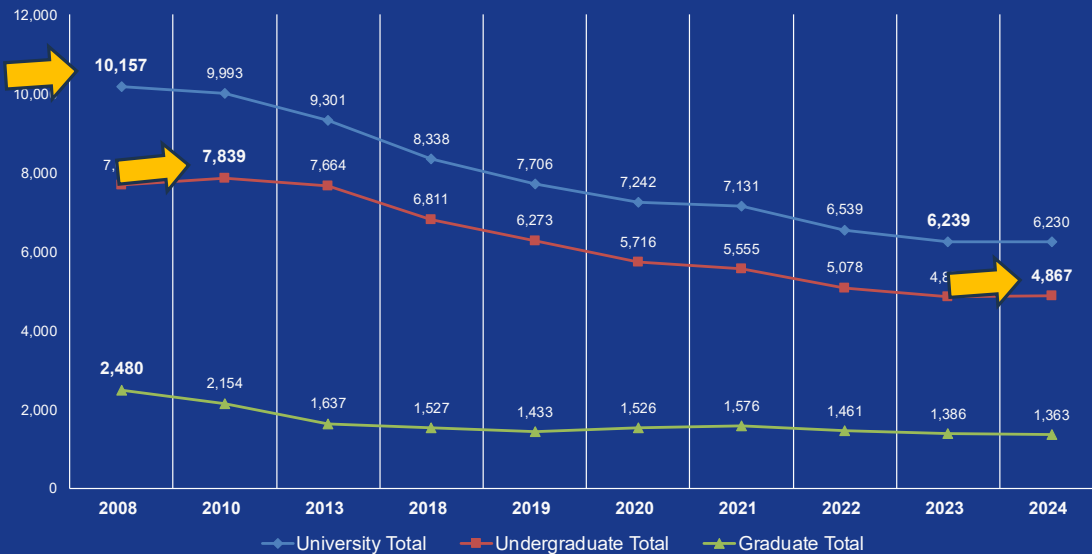


## a. Declining Enrollment- HE Landscape

- Less Students
- Increased Competition
- Market Uncertainty
- Shifting Student Population
- Affordability & Debt



# Enrollment- Headcount



## b. Mitigation Efforts

- Enhance Recruitment & Retention (Ongoing)
- Increase Online Programs (*Social Work*)
- International Student Cohorts (*China 1-2-1*)
- Increase Nursing Enrollment (*Fall 2025*)
- Enhance Counseling and Health Services (Ongoing)
- Achieve HSI/MSI Status (*Fall 2024*)
- Increase Support for Students in the Residence Halls (*Faculty in Residence – 3 Fall 2025*)
- Strengthen Experiential and Civic Opportunities (Ongoing)
- Project BOLD – State of the Art Science and Simulation Labs (*Groundbreaking, Spring 2025*)

## i. Turning the Tide: A Cross-Collaborative Approach to Transforming Academic Outcomes One Student at a Time

Carmen Amado

Director of Academic Advising

Laura DiChiara

Executive Director of the Student Navigation Center and Student Accounts



## Academic Standing Policy

**Good Standing:** maintain 2.000 GPA (overall and semester) and completes 66% of all credits attempted



**Warning:** overall or semester GPA fell below 2.000 and/or did not successfully complete 66% of credits attempted cumulatively



**Probation:** previously on warning, cumulative GPA below 2.000 GPA and/or earned cumulative credits below 66%



**Dismissal:** previously on academic probation, cumulatively and semester GPA below 2.000



# Satisfactory Academic Progress (SAP)

SAP Alert: Students will receive an automatic email if their cumulative GPA is between 2.0 and 2.1 and/or their cumulative completion (Pace) percentage is 66.6-70%. - *No impact to aid eligibility*

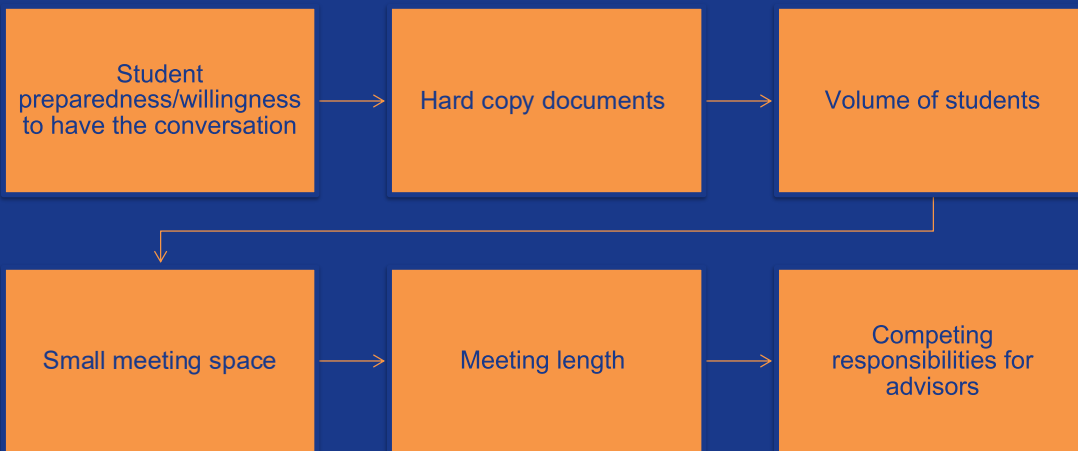


SAP Warning : Cumulative GPA falls below 2.0 and/or their cumulative completion (Pace) percentage falls below 66.6%. Students will have 1 semester to raise either or both to good standing- *No impact to aid eligibility*



SAP FAIL: Cumulative GPA is below 2.0 and/or their cumulative completion (Pace) percentage falls below 66.6% for two consecutive terms. *Loss of aid eligibility*

## Why the Change: Administrative Challenges



# What Changed? The Process

## Academic Standing Probation/ SAP Canvas Course

- Overview of Academic and Financial Aid Policies
- Introduction to Campus Resources
- Self-Assessment and Goals (measurable and attainable)
- Online web forms

## Key Benefits

- Flexible Access
- Trackable Progress
- Efficient Use of Time
- Student Led- Engagement
- Personal Reflection
- Shared Responsibility
- Reduced administrative burden

# What We've Learned: Student Specific Challenges



# What We've Learned: Need to Strengthen Connections

## Mid-semester Advisor Drop-Ins:

- Both Zoom and in-person
- Multiple points in semester
- Review Academic Improvement Plan
- Connect with campus resources

## Executive Functioning Workshops:

- Skills and support based info
- Separated into 3 main categories
  - Organizational skills
  - Memory
  - Self-regulation

## Peer Advisor Follow-up:

- Regular meetings to improve academic skills
- Review goals for accountability
- Establishing consistent peer supports

## Future Considerations

- Expand collaboration with campus partners (e.g., CAAR)
- Engage faculty advisors
- Develop financial literacy workshops
- Continue to evaluate self-assessments for future changes
- Celebrate students returning to good standing



# MSCA Personnel Actions

Salem State University Board of Trustees  
Academic Affairs and Student Success Committee  
*Wednesday, 21 May 2025*

David J. Silva, PhD  
Provost and Academic Vice President



## Tenure Track Faculty: Criteria for Evaluation



### Four Domains

- ❖ Teaching effectiveness
- ❖ Continuing scholarship (research, creative activity)
- ❖ Academic advising
- ❖ Service to the university, the community, or the profession / discipline  
("other professional activities")



### 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)	
PERSONNEL ACTIONS	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>A</sup>	No Board action required.	
POST-TENURE REVIEW →	Submit dossier to Academic Affairs	→			Evaluate & Determine 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).		Decision on Appeal (if pursued) 0% / 3% / 6% salary increase	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>A</sup>Per a letter to the MSCA/Salem Chapter president dated 24 April 2023, President Keenan delegated all applicable duties to the provost.

# Tenure

- Professor, Albert DeCiccio  
English

## Tenure with Promotion to Associate Professor

- Assistant Professor Patrice DeLeon  
Healthcare Studies
- Assistant Professor Twyla Fink  
Occupational Therapy
- Assistant Professor Laura Laranjo  
Biology
- Assistant Professor Brian LeBlanc  
Accounting & Finance
- Assistant Professor Christopher Mark  
Psychology

## Tenure with Promotion to Associate Professor

(continued)

- Assistant Professor Megan Murphy  
Childhood Education & Care
- Assistant Professor James Noonan  
Secondary & Higher Education
- Assistant Professor Kevin Silva  
Sport & Movement Science
- Assistant Professor Katherine Walbam  
Social Work
- Assistant Professor Chaerin Yun  
Management

# Promotion to Professor

- Associate Professor Changqing Chen  
Chemistry & Physics
- Associate Professor Laurie Dickstein-Fischer  
Psychology
- Associate Professor Lynn Fletcher  
Biology
- Associate Professor Jason Gillis  
Sport & Movement Science
- Associate Professor Michael Harvey  
Theatre & Speech Communication

# Promotion to Professor

(continued)

- Associate Professor Vijay Kanagala  
Secondary & Higher Education
- Associate Komalpreet Kaur  
Computer Science
- Associate Professor Peter Oehlkers  
Media & Communication
- Associate Professor January O'Neil  
English
- Associate Professor Margaret Shea  
History

# Promotion to Senior Librarian and Librarian

- Librarian Catherine Fahey  
Library
- Associate Librarian Tara Fitzpatrick  
Library

# Terminal Contract

- Assistant Professor Mark Libon  
Psychology

# Emeritus Status

- Professor Juditha Burchsted  
Biology
- Professor Cleti Cervoni  
Secondary & Higher Education
- Professor Darlene Crone-Todd  
Psychology
- Professor Anne DeFelippo  
Nursing
- Professor Mary Melilli  
Media & Communication
- Professor Keith Ratner  
Geography & Sustainability
- Instructor Karin Rhodes  
English
- Professor Cheryl Williams  
Nursing