

BOARD OF TRUSTEES

April 9, 2025

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

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

ABSENT: None

The Board of Trustees met in accordance with the General Laws of the Commonwealth of Massachusetts, Chapter 30A, Chapter 2 of the Acts of 2025, which among other things, extends the expiration of the provisions pertaining to the Open Meeting Law to 2027. All votes were taken by roll call.

* * *

NOTE - Recorded portion of meeting.

I. CALL TO ORDER - Chair Morales, having a quorum of the members present, called the meeting to order. The chair announced that the presentation portion of the meeting would be recorded and made available on the university's website for community members who were unable to attend today's master planning presentation. Following the presentation there would be a question-and-answer period and then a brief break.

Call to Order

*New Business:
Master Plan*

* * *

II. NEW BUSINESS:

Chair Morales introduced the first item on the agenda which was the new campus master plan and then turned the meeting over to Vice President and CFO House. Vice President House shared that Salem State partnered with DCAMM and with a planning firm Cannon Design to create an update to the university's master vision plan. This master plan will guide campus development for the next 10 years, and it leveraged a number of earlier planning studies. The plan is nearing completion. We are excited to share it for informational purposes with the board and members of the university community. She thanked and acknowledged key individuals who had brought the project to this point including SSU's project manager Luigi Marconi, assistant vice president for capital planning and facilities. During this project, there were a number of discussions and presentations with the university's master plan steering committee, a representative group of faculty and staff, as well as with the leadership team that president's executive council. We are grateful to all who participated. The senior project manager for this work is Rob Ricky. In addition, Sarah Felton, deputy director of DCAMM's office of planning, played an active role in helping to make this plan effective and useful. Canon Design's principle on the project is Lynne Denninger who serves as the leader of the Boston office of the firm

and will lead off the presentation of the plan. In addition, Kushan Dave, who will be another presenter, is Canon's client leader for the education practice. Kushan is a designer with background in architecture, data analysis, and urban planning. VP House mentioned that Canon Design worked with several talented subcontractors, and she thanked them for their talents and efforts. She then turned the meeting over to Lynne Deninger of Cannon Design, the Master Planning firm for the project.

Ms. Deninger provided an overview for the presentation:

1. Introduction & Process – 5 minutes
 2. Engagement & Analysis Summary – 10 minutes
 3. Master Plan: Vision & Concept – 10 minutes
 4. Campus Master Plan – 20 minutes
 5. Discussion – 20 minutes
- She then introduced the Master Plan Vision, which centers on fostering a vibrant campus that supports collaboration and community.
 - Explained the planning methodology through three distinct phases:
 - Phase 1: Discover
 - Phase 2: Develop + Detail
 - Phase 3: Deliver
 - Ms. Deninger also presented the stakeholder engagement process, which was foundational to shaping the plan:
 - Included 15 focus group meetings, 9 Steering Committee meetings, and 4 PEC sessions.
 - Engaged over 780 participants, generating 5,106 inputs and 4,331 comments through campus surveys, open houses, and student outreach.

2. Engagement & Analysis Summary

Key Insights from Engagement

- Students reported a fragmented and transactional campus experience with few informal gathering areas.
- There is a critical need for updated flexible classrooms and specialized lab spaces.
- A strong desire exists for improved campus identity and wayfinding, especially between North, Central, and O'Keefe campuses.

- Opportunities were identified to better utilize outdoor space and enhance connections across campus precincts.

Analysis Summary

- The campus currently has a surplus of instructional space, though many rooms are misaligned in size or underutilized.
- There's an estimated 13,000 NASF shortfall in collaboration space.
- Specialized lab space demand exceeds current capacity in several academic areas.
- Deferred maintenance needs and topographical barriers were also highlighted in the campus physical assessment.

3. Master Plan Vision & Concept

The meeting was then turned over to Kushan Dave, also from Cannon Design, who continued the presentation.

- He outlined the Master Plan's guiding principles:
 - Improve connectivity and accessibility across campus and within buildings.
 - Establish a stronger sense of place through cohesive branding and identity.
 - Right-size academic facilities to support modern learning environments.
 - Address deferred maintenance as part of a phased, strategic capital plan.

4. Campus Master Plan

Key Features of the Proposed Plan:

- North Campus to be reimaged as the core academic and student life hub.
- Gateways at Loring Avenue and College Drive redesigned for better visibility, accessibility, and branding.
- Major renovations planned for Sullivan Hall, Meier Hall, Berry Library, and Ellison Center, including expanded student collaboration areas and program relocations.
- Admin Building to be reprogrammed to support hybrid work and absorb relocated functions from other buildings.
- Bowditch Hall, Classroom Building, and the O'Keefe Campus targeted for transformation to enhance student support, athletics, and community engagement.

- 287 Lafayette Street will remain a vital academic space, with restructured instructional areas and enhanced campus connectivity.

6. Discussion

- Trustees praised the comprehensive nature of the plan and its alignment with Salem State's future aspirations.
- Topics discussed included:
 - Strategic phasing of implementation based on need and funding availability.
 - Integration of Project BOLD and sustainability through the Decarbonization Plan.
 - The importance of resolving accessibility and navigational challenges across the campus.
 - Prioritizing renovations that foster a sense of community and improve the student experience.

Conclusion

- The Board expressed appreciation to CannonDesign for their in-depth planning and inclusive approach.
- Final input from the Board will be incorporated into the completed Master Plan.
- The presentation concluded with acknowledgement of the partnership between Salem State University and CannonDesign in shaping the institution's future.

A Question-and-answer session followed.

Note – Recording of the meeting ceased. Only the presentation portion of this meeting was recorded and will be available on the university's website.

There was a brief recess and then the meeting resumed.

III. COMMITTEE ACTIONS:

Finance & Facilities: Trustee Kezer reminded the trustees that the committee passed a motion at its last meeting regarding the university fees for FY26 for undergraduate and graduate. No fee increase was recommended for continuing education. There was thorough discussion at the committee level and Trustee Kezer provided that there would be additional time for conversation, if necessary on the topic again before action on the motion.

Trustee Kezer presented the committee's recommended motion and hearing no further discussion asked for a second. Trustee Mattera moved the motion and Trustee DiPalma seconded the motion. Upon a roll call 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 2025-2026 academic Year and through Summer 2026. The university is recommending a 3% increase in tuition and mandatory fees for Undergrad Day and the School of Graduate Studies. The university is recommending no increase in tuition and mandatory fees in the School of Continuing and Professional Studies.

*Committee
Actions: FY26
Fees for FY26
undergrad,
graduate*

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 (see attached).

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

Voting in the negative: None

Absent: None

* * *

IV. CONSENT AGENDA - Chair Morales read the items contained on the Consent Agenda and asked for any objections or modifications. Hearing none, the chair called for a motion to accept the Consent Agenda. Trustee Davis moved the motion and Trustee Cabral seconded the motion. Upon a roll call vote it was,

VOTED: To approve the Consent Agenda of April 9, 2025

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

Voting in the negative: None

Absent: None

Consent Agenda

* * *

V. Student Focus Segment - Chair Morales welcomed Students Terrence Jean Charles '26 and Roberto Pauleus '26 and asked the students to share their insights about the SSU New York Stock Exchange Trip.

*Student Focus
Segment*

Mr. Charles thanked the trustees for the opportunity to share the experience with them. He said that the trip to New York was the first time that he learned about ETF innovation (exchange traded funds) and about the NASDAQ in general. He added that it was exciting to connect and network with professionals and to meet the vice president of Microsoft.

Mr. Pauleus added that this experience encouraged him to become much more involved with the university and his professors and to seek out more of the opportunities that the university had to offer. Connecting with SSU faculty and other students outside of the classroom was definitely worth the trip and something that they would like definitely do another educational trip in the future.

* * *

*Report of the
Chair*

V. REPORT OF THE CHAIR – Chair Morales discussed the Business Pitch Competition that she had the honor to attend. She reported that the Competition has become better and bigger every year. The quality of contest is a testament to the work of the students and also to the faculty and the staff who support the students. She stated that there was an incredible amount of positive emotion and a sense of the preparation and challenges that the student went through in the weeks before and it definitely showed on stage. Chair Morales was impressed by the students' presentations, which were very organized. Many of the students provided not just ideas but also financial projections and market analysis and opportunities that were available to them. There are so many things that go into the launch of a new business, and they included them in their presentations, it was impressive.

The students met with the community members that were present. There were some businesses that attended. The students networked, they introduced themselves, they exchanged business cards. It was a great opportunity. Chair Morales noted that it was wonderful to see the enthusiasm, but also the commitment that the mentors had to their students and the organizers. Chair Morales invited Trustee DiPalma who has been very involved with the competition to comment.

Trustee DiPalma offered that the Business Pitch began five years ago, and that competition has been able to raise prize money for the winners the year over a year. This year the competition raised close to \$35,000 when it first started, it had barely \$5K. Overall for the event, the room was full, and the quality of the presentations has increased significantly to the point that we could soon be welcoming startup incubators. Trustee DiPalma expressed his excitement about what Dean Luther has accomplished. He noted that the work has been impressive and that the students came from all disciplines. Entrepreneurship is alive and well at SSU and he hoped to see the competition continue to get bigger and better.

Chair Morales thanked Trustee DiPalma for his participation and remarks. She then turned the meeting over to President Keenan for his report.

* * *

VI. REPORT OF THE PRESIDENT

President Keenan began his report with a discussion about happenings in Washington, DC and its impact on campus thus far. He said that the senior team meets three times a week to review, react and respond as warranted while remaining true to our values and mission, so everyone knows they are welcome, and we are inclusive to all.

President Keenan said that the Department of Education has not and cannot be eliminated without legislative action. He said that from all that he has read, it seems unlikely that it can be eliminated. Nor has HSI funding been eliminated. The president shared that the state colleges have a meeting in early April to meet with Congressman Moulton and will be discussion their concerns.

President Keenan then detailed activities for the very busy month of March:

St Patrick's Day Festivities in Naples during March 13-15

The President's Alliance for Higher Education and Immigration met March 18-19

SSU students traveled to the New York Stock Exchange March 20-21

On April 2nd Werner Salinger, who witnessed the Holocaust as a young boy and then enlisted in the US Air Force and returned to Germany to work for intelligence, spoke on campus to reflect on the powerful story of his life

The 5th Annual Business Pitch took place on April 3rd. This is a great event that gets better every year. It was truly inspiring and this year a Fire Science student won.

President Keenan noted an upcoming alumni reception in San Francisco – April 16-18

President Keenan then shared that the House Budget would be released next week with the budget debate the final week in April. He expected that there would be a supplemental budget for deferred maintenance request (\$125M), tuition retention, and debt defeasement.

President Keenan also provided an update on Beacon Hill Advocacy and said that COP Chair Thompson testified to House Ways & Means last week. He expressed strong support for the Bright Act and an update to Formula funding.

President Keenan invited all of the attendees to the BOLD Groundbreaking on APRIL 23rd at 9 am. He thanked the Healey Administration for their unwavering support and looked forward to seeing the Lieutenant Governor at the event. The president also expressed his gratitude for the Board's steadfast support. He thanked VP House as she continued to work on funding the project.

President Keenan expressed his enthusiasm for the Master Plan presentation and said that he was excited to think about next major and minor capital projects!

Lastly, the president said that preparations for commencements are well underway. We look forward to honoring our students & Commissioner Santiago.

* * *

VII. OPEN FORUM - Vice Chair Lampassi announced the open forum portion of the meeting and asked for any comments or discussion. Hearing no comments Chair Mattera then closed the forum.

* * *

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

VOTED: to adjourn the meeting

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

Respectfully submitted,



John Keenan
President

Open Forum

Adjournment

A handwritten signature in dark ink, appearing to read "Lynne Montague". The signature is written in a cursive, flowing style.

Lynne Montague
Secretary to the Board of Trustees

Consent Agenda:

Approval of the following minutes and committee reports

Board of Trustees – 2/12/25

Academic Affairs & Student Success – 3/26/25

Finance & Facilities – 3/26/25

Risk Management & Audit – 3/26/25



REQUEST FOR TRUSTEE ACTION

Date: March 26, 2025
To: Board of Trustees
From: Finance & Facilities Committee
Subject: FY2026 University Tuition and Fees
Requested Action: Approval

MOTION

The Finance and Facilities Committee hereby recommends that the Board of Trustees approve the following motion pertaining to university tuition and fees for FY2026.

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 2025-2026 academic Year and through Summer 2026. The university is recommending a 3% increase in tuition and mandatory fees for Undergrad Day and the School of Graduate Studies. The university is recommending no increase in tuition and mandatory fees in the School of Continuing and Professional Studies. 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.

Committee Assigned: Finance & Facilities

Committee Action: Approved

Date of Action: March 26, 2025

Trustee Action:

Trustee Approval Date:

Effective Date:

Signed: 
[Lynne Montague \(Mar 26, 2025 16:22 EDT\)](#)

Title: Sectary, Board of Trustees

Date: March 26, 2025

Salem State University

Master Plan

April 2025

Board of Trustees

CANNONDESIGN



Agenda

- | | |
|-------------------------------------|---------|
| 1. Introduction & Process | 05 mins |
| 2. Engagement & Analysis
Summary | 10 mins |
| 3. Master Plan: Vision & Concept | 10 mins |
| 4. Campus Master Plan | 20 mins |
| 5. Discussion | 20 mins |



Master Plan Vision

Create a vibrant campus with a sense of place that fosters community and collaboration for all.



Process

PHASE 1 // DISCOVER

Task 0: Stakeholder Engagement

Task 1: Data Collection

Task 2: Assessment of Future Needs

Key Inputs

- Administrative Space Planning Report 2023
Floor Plans & Space Inventory
- Campus Master Vision Report 2013
- North Campus Precinct Plan 2017
- Modernization of Science Laboratories and
Health Sciences Report 2024 – Project
BOLD
- ADA Strategic Compliance Assessment
(DCAMM)
- Decarbonization Plan Phase 1 2023
- Transportation Program Summary 2023
- Facility Conditions Assessment 2023

PHASE 2 // DEVELOP + DETAIL

Task 3: Master Planning Scenarios

Task 4: Master Plan Development

- Project BOLD and Decarb Coordination Meeting

PHASE 3 // DELIVER

Task 5: Final Master Plan

Task 6: Final Presentation

- BRIGHT Act Introduction

Master Plan Engagement Summary



Engagement Summary

28

Engagement Meetings

15	Focus Group Meetings
4	PEC Meeting
9	Steering Committee Meetings

4

Open House Events

230+	Participants
930	Dots <i>(1 Dot = 1 Input)</i>
79	Comments

3

Campus Surveys

309	Student Responses
155	Faculty & Staff Responses
5,106	Inputs
4,331	Comments



780+ Total Participant Inputs

On Campus Student Engagement



Ellison Campus Center



O'Keefe



Ellison Campus Center



Meier Hall



O'Keefe



Starbucks Lounge

What we learned



SPACE

- A fragmented and transactional student experience, with limited informal gathering spaces and weak support for peer interaction;
- A lack of collaboration space, misaligned instructional room sizes, and outdated lab facilities, limiting flexibility and academic scheduling
- The need for improved spaces to host industry and K-12 partnerships, particularly in STEM, health, and education fields.



PLACE

- Underutilized outdoor spaces that could better support community-building and programming
- A weak campus identity, with minimal branding or architectural cues that unify the campus experience



CONNECTIONS

- Persistent physical and perceptual barriers between North, Central, and O'Keefe campuses.
- Wayfinding and accessibility challenges, particularly for pedestrians navigating grade changes and disconnected pathways

Master Plan

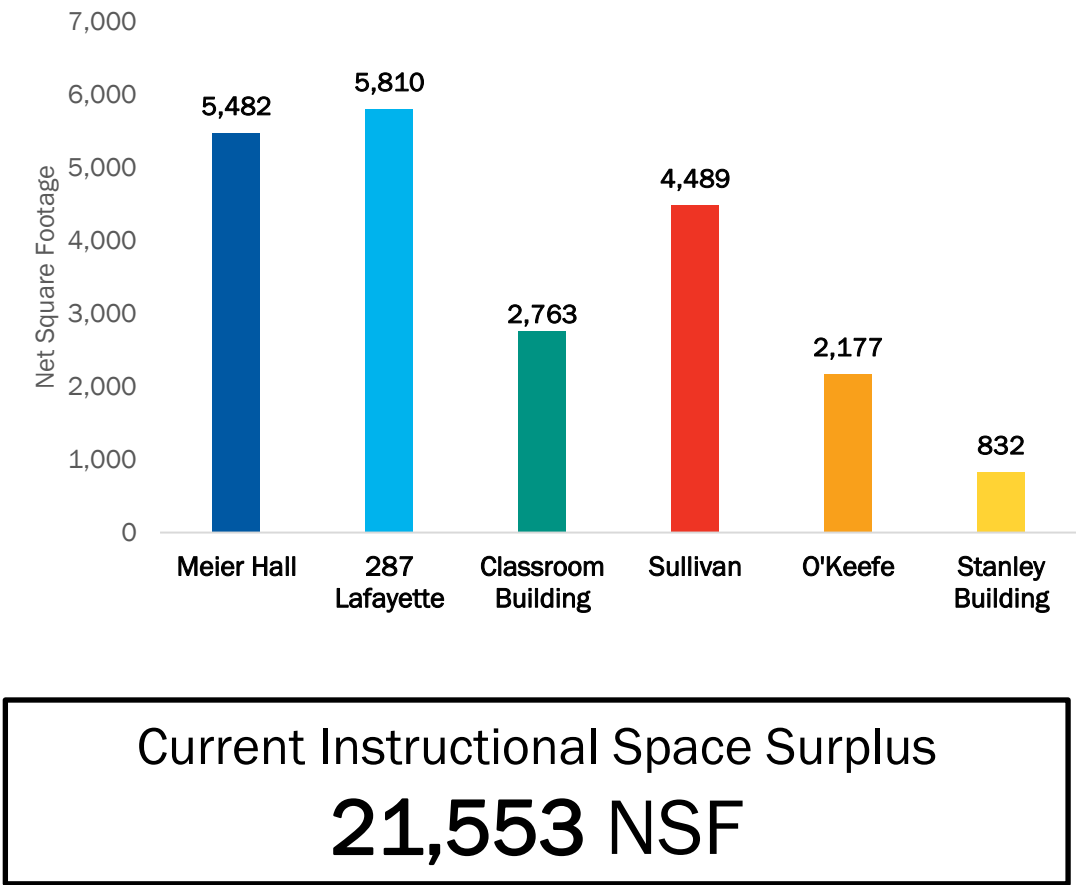
Analysis Summary

- Space Assessment Summary
- Physical Campus Assessment



Space Assessment Summary

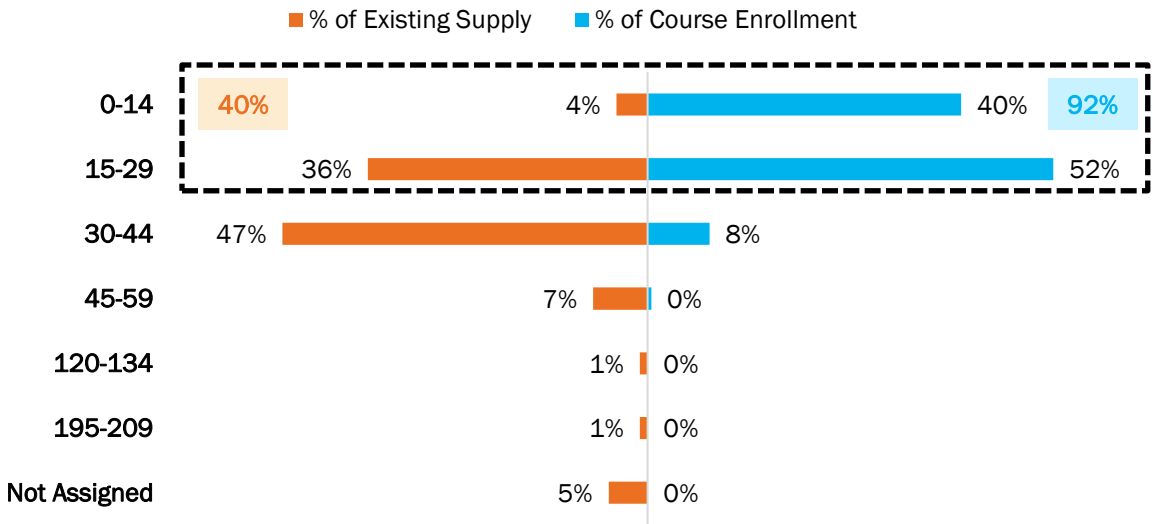
- 1 Surplus of instructional space
- 2 Mis-aligned of instructional space size
- 3 Need for collaboration space
- 4 Need for specialized lab space



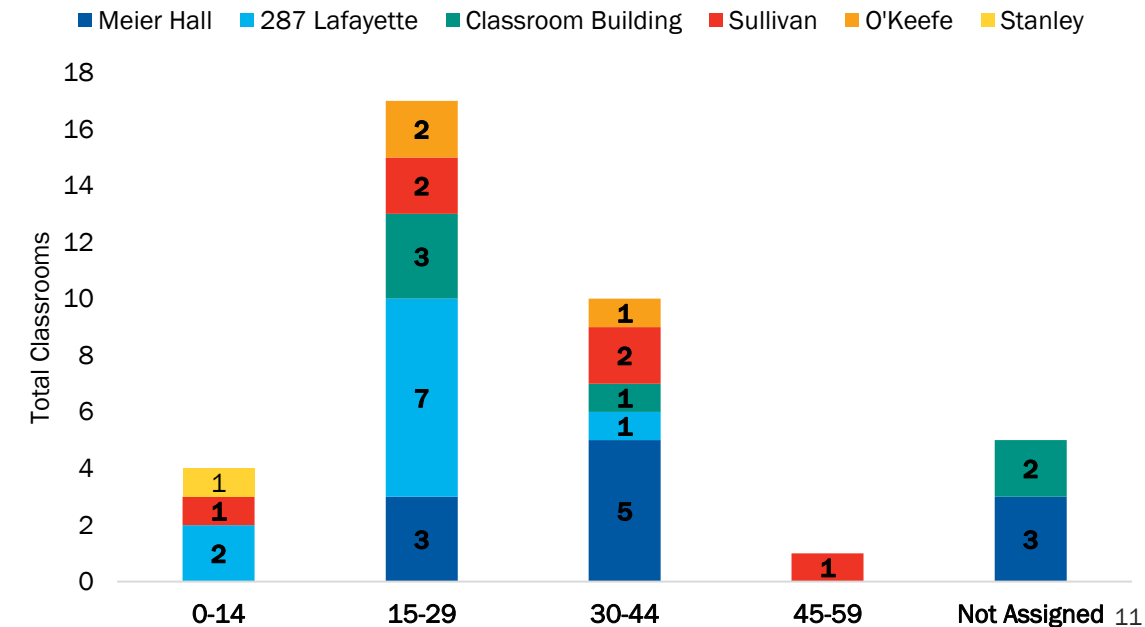
Space Assessment Summary

- 1 Surplus of instructional space
- 2 Mis-aligned instructional space types
- 3 Need for collaboration space
- 4 Need for specialized lab space

Misalignment of Existing Supply to % of Course Enrollment



Underutilized Supply of Instructional Space by Size



- 1 Surplus of instructional space
- 2 Mis-aligned instructional space types
- 3 Need for collaboration space
- 4 Need for specialized lab space



Space Assessment Summary

- 1

Surplus of instructional space
- 2

Mis-aligned instructional space types
- 3

Need for collaboration space
- 4

Need for specialized lab space

Lab Type	Existing Supply	10-Year Scenarios - Demand		
		Best	Middle	Worst
Computer Lab	8	5	3	3
Lab	22	31	12	11
Lab - Specialty	1	2	1	1
Midi Lab	1	1	1	1
Nursing Simulation / OT	6	5	4	3
Recital Hall	1	1	1	0
Rehearsal Space	1	1	1	1
Studio - Ceramics & Jewelry	1	1	1	0
Studio - Drawing	2	1	1	1
Studio - Graphic Design	3	3	3	3
Studio - Painting	1	1	1	1
Studio - Photography	1	1	1	1

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Physical Campus Assessment

- 1 Sense of place and community
- 2 Need for outdoor space enhancement
- 3 Inter & Intra campus connectivity
- 4 Parking supply is adequate
- 5 Deferred maintenance needs



Physical Campus Assessment

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LEGEND

- CAMPUS EXTENT
- QUAD
- COURTYARD
- PLAZA
- SERVICE
- LAWN
- STREETSCAPE
- PARKING
- ATHLETIC FIELD
- WETLAND
- BARRIER



Physical Campus Assessment

- 1 Sense of place and community
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Physical Campus Assessment

- 1 **Sense of place and community**
- 2 **Need for outdoor space enhancement**
- 3 **Inter & Intra campus connectivity**
- 4 **Parking supply is adequate**
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Physical Campus Assessment

- 1 Sense of place and community
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Master Plan Vision & Concept



Master Plan Vision

Create a vibrant campus with a sense of place that fosters community and collaboration for all.



Master Plan Guiding Principles



Enhancing physical connectivity & accessibility at a campus-level and within the buildings



Enhancing branding and identity along the campus edges as well as internal to the campus



Right-sizing key academic buildings to create vibrant academic hubs



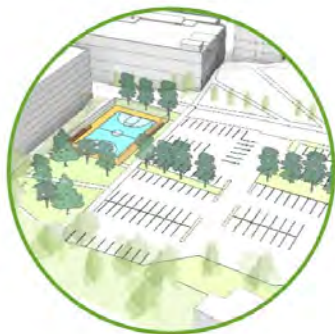
Developing alternative sequencing for transformation & addressing deferred maintenance as building projects are completed

Master Plan Menu of Options

Landscape Interventions



SULLIVAN & HORACE
MANN QUAD



MEIER HALL STAFF
PARKING LOT



BERRY LIBRARY QUAD



ATLANTIC HALL



LORING AVENUE

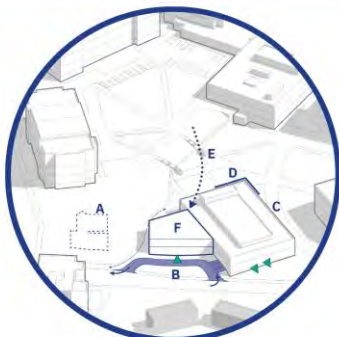


O'KEEFE SPORTS COMPLEX

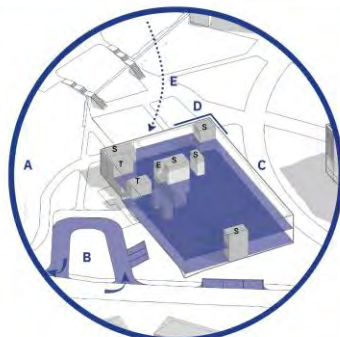
Building Interventions

ELLISON CENTER

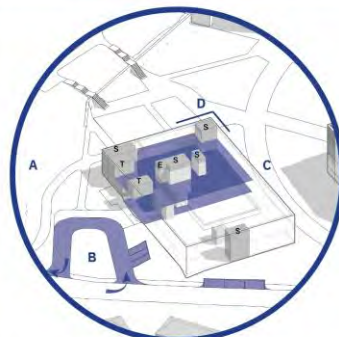
KEY BUILDING*



EXTEND



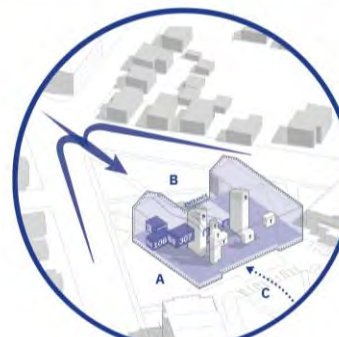
RE-ALIGN



CONSOLIDATE

SULLIVAN HALL

KEY BUILDING*



EXTEND



RE-ALIGN



CONSOLIDATE

Options shown above are select samples from the matrix of solutions vetted through the master planning process

Campus Master Plan



287 LAFAYETTE

NORTH CAMPUS

LAFAYETTE STREET

LINDEN

O'KEEFE CAMPUS

BROADWAY
LORING AVENUE

HARRINGTON CAMPUS

Salem State University
Existing

287 LAFAYETTE

Continued Hub
for SSW

NORTH CAMPUS

A vibrant hub of academic
and student-oriented spaces

LAFAYETTE STREET

Activate Canal
St and create
new branding
opportunities

O'KEEFE CAMPUS

BROADWAY

LORING AVENUE

Continues to
support
student life

HARRINGTON CAMPUS

Salem State University
Proposed

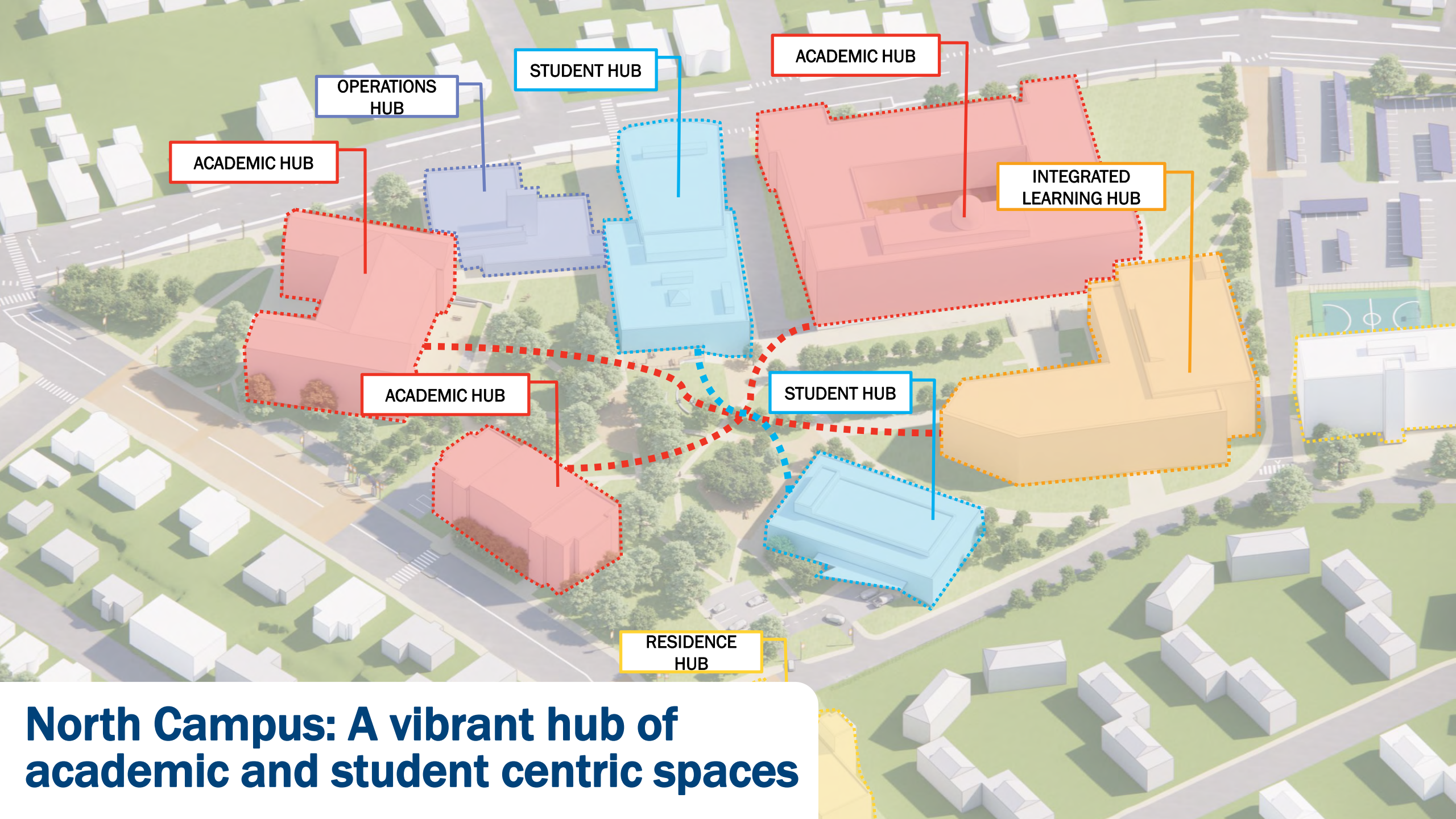


CAMPUS CATALYSTS

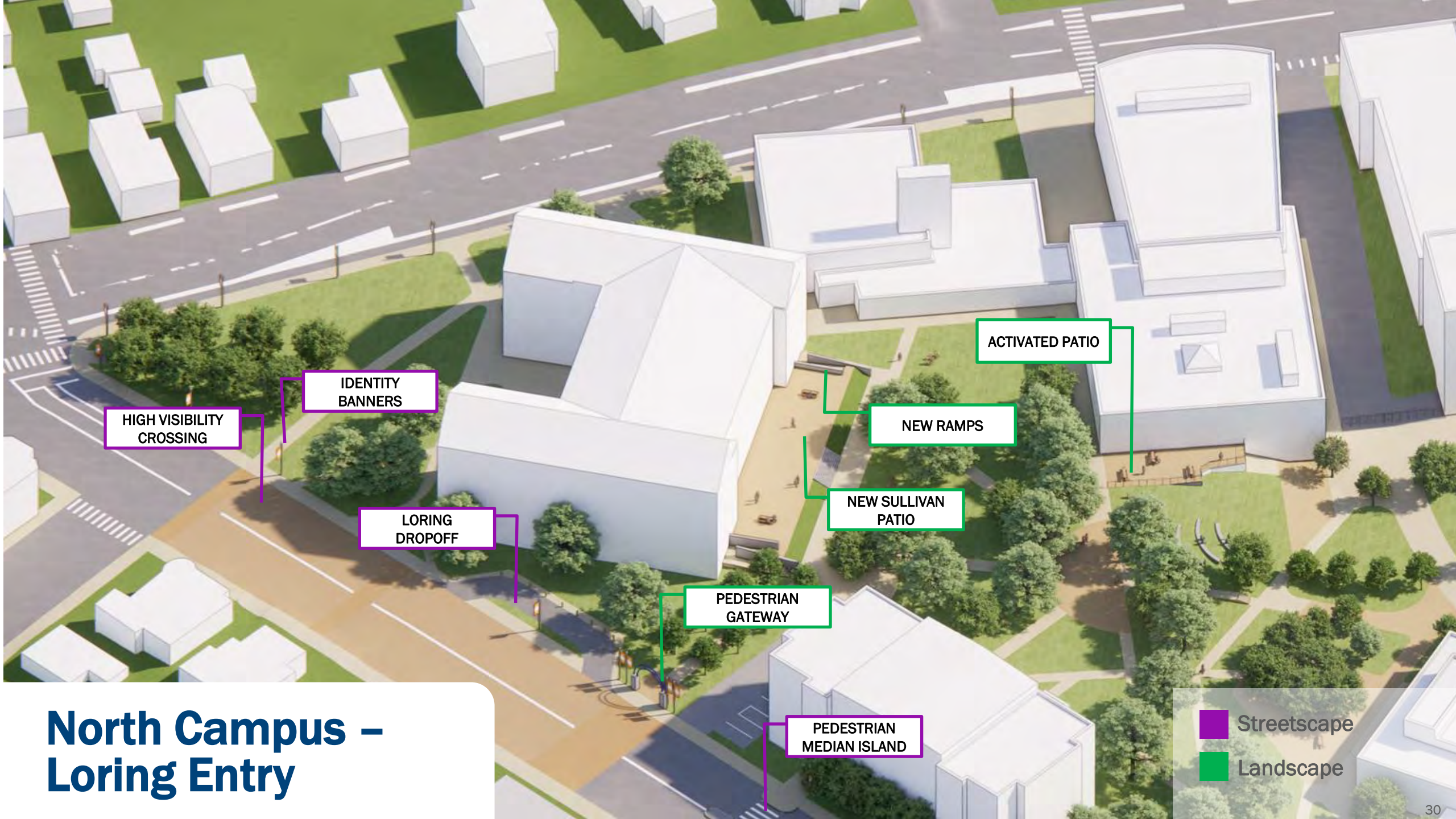
- ① Sullivan Hall — — — — — ➤ Sullivan Porch + Parking Lot, Upper/Lower Quad
- ② Meier Hall — — — — — ➤ Meier Hall Parking Lot Interventions
- ③ Ellison Center — — — — — ➤ Ellison Center Drop-Off
- ④ Administration Building

CAMPUS ENHANCEMENTS

- Ⓐ Berry Library
- Ⓑ Classroom Building
- Ⓒ O'Keefe Building
- Ⓓ Bowditch Hall
- Ⓔ 287 Lafayette



North Campus: A vibrant hub of academic and student centric spaces



HIGH VISIBILITY
CROSSING

IDENTITY
BANNERS

LORING
DROPOFF

ACTIVATED PATIO

NEW RAMPS

NEW SULLIVAN
PATIO

PEDESTRIAN
GATEWAY

PEDESTRIAN
MEDIAN ISLAND

Streetscape

Landscape

North Campus – Loring Entry

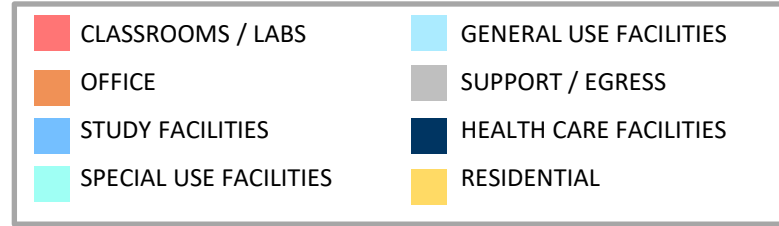
Loring Gateway



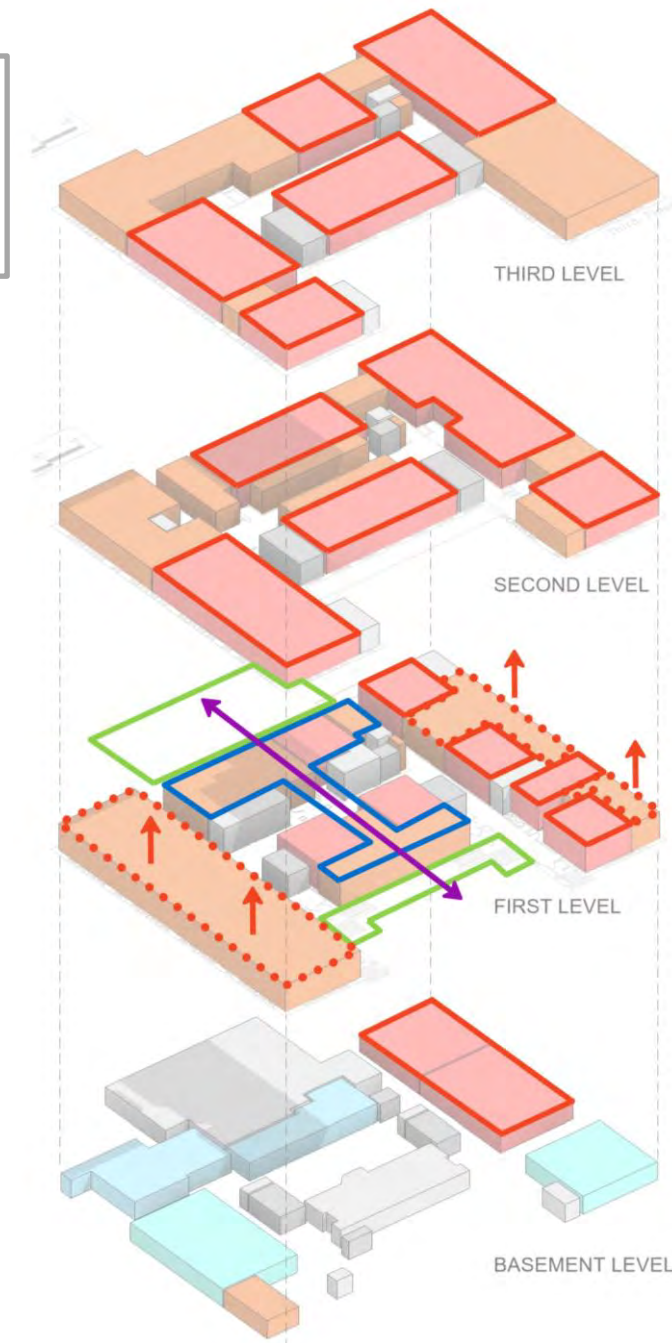
Loring Gateway



Sullivan Building



- Renovate and right-size classrooms
- ➔ Create enhanced entry
- Open Ground floor circulation
- ⋯ Move offices to upper floors
- Add student collaboration space

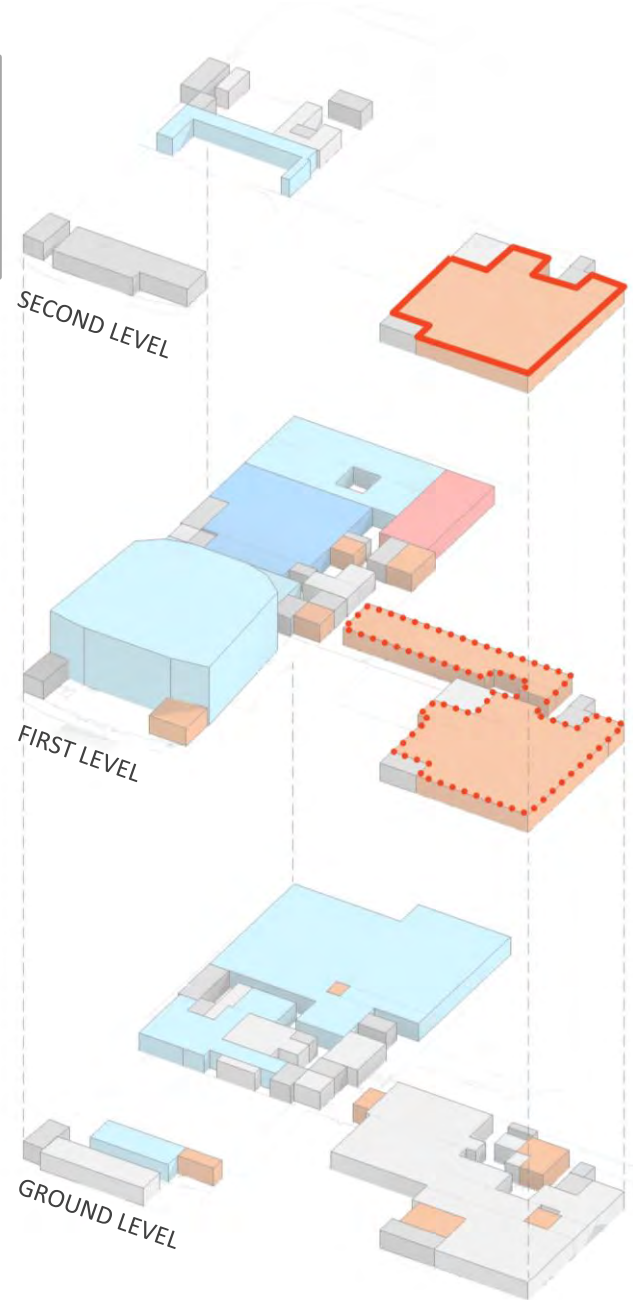


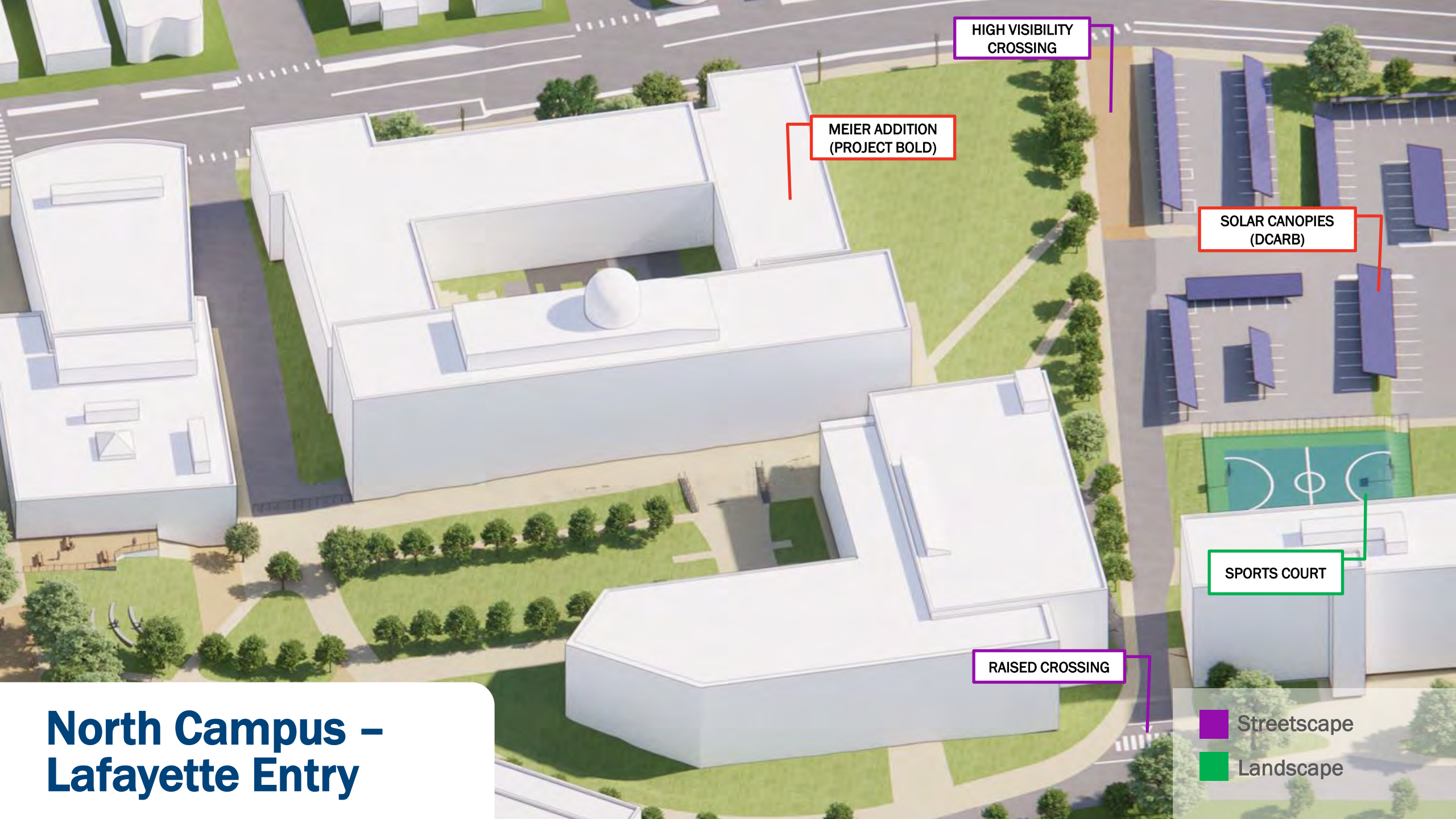
Admin Building



<div></div> CLASSROOMS / LABS	<div></div> GENERAL USE FACILITIES
<div></div> OFFICE	<div></div> SUPPORT / EGRESS
<div></div> STUDY FACILITIES	<div></div> HEALTH CARE FACILITIES
<div></div> SPECIAL USE FACILITIES	<div></div> RESIDENTIAL

- Renovate existing spaces to accommodate programs from Ellison Center
- Consolidate spaces to support hybrid administrative work for other uses





HIGH VISIBILITY
CROSSING

MEIER ADDITION
(PROJECT BOLD)

SOLAR CANOPIES
(DCARB)

SPORTS COURT

RAISED CROSSING

North Campus – Lafayette Entry

- Streetscape
- Landscape

Peabody Parking (Lot 4)

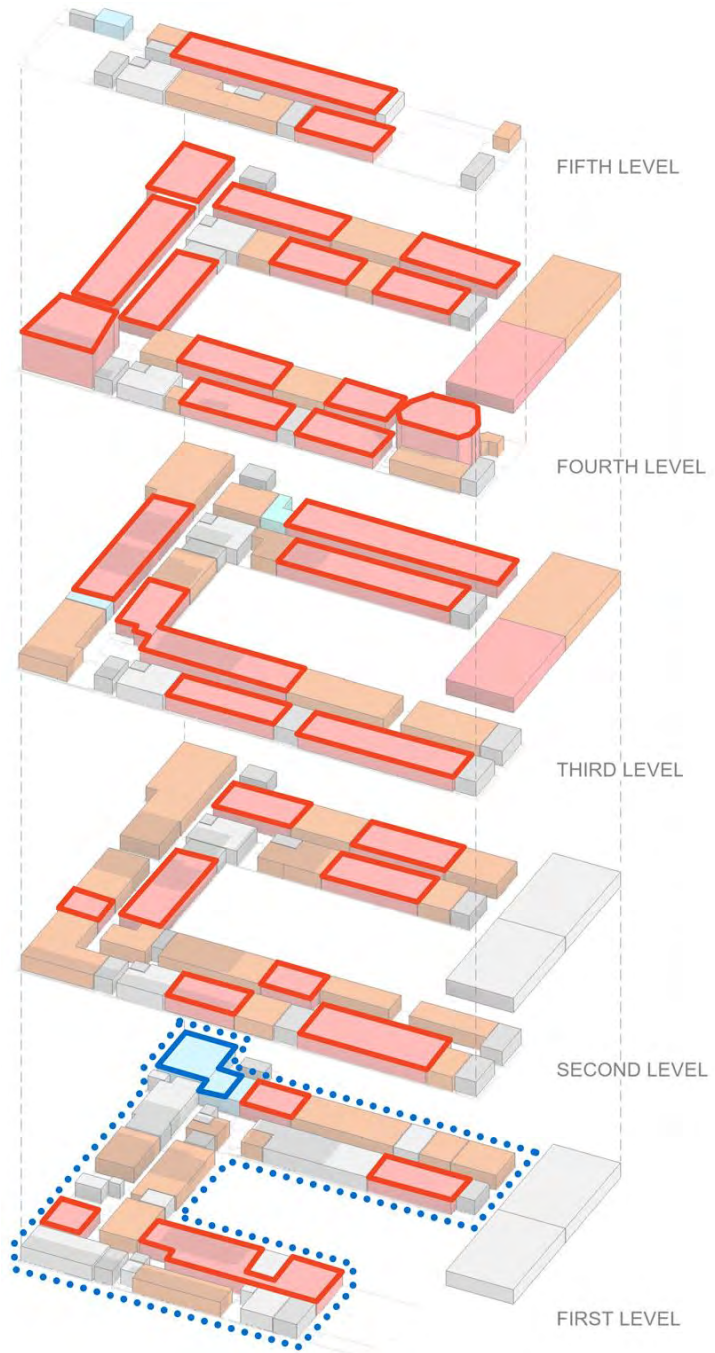


Meier Hall



CLASSROOMS / LABS	GENERAL USE FACILITIES
OFFICE	SUPPORT / EGRESS
STUDY FACILITIES	HEALTH CARE FACILITIES
SPECIAL USE FACILITIES	RESIDENTIAL

- Renovate and right-size classrooms
- Reprogramming First Floor for more student collaboration space



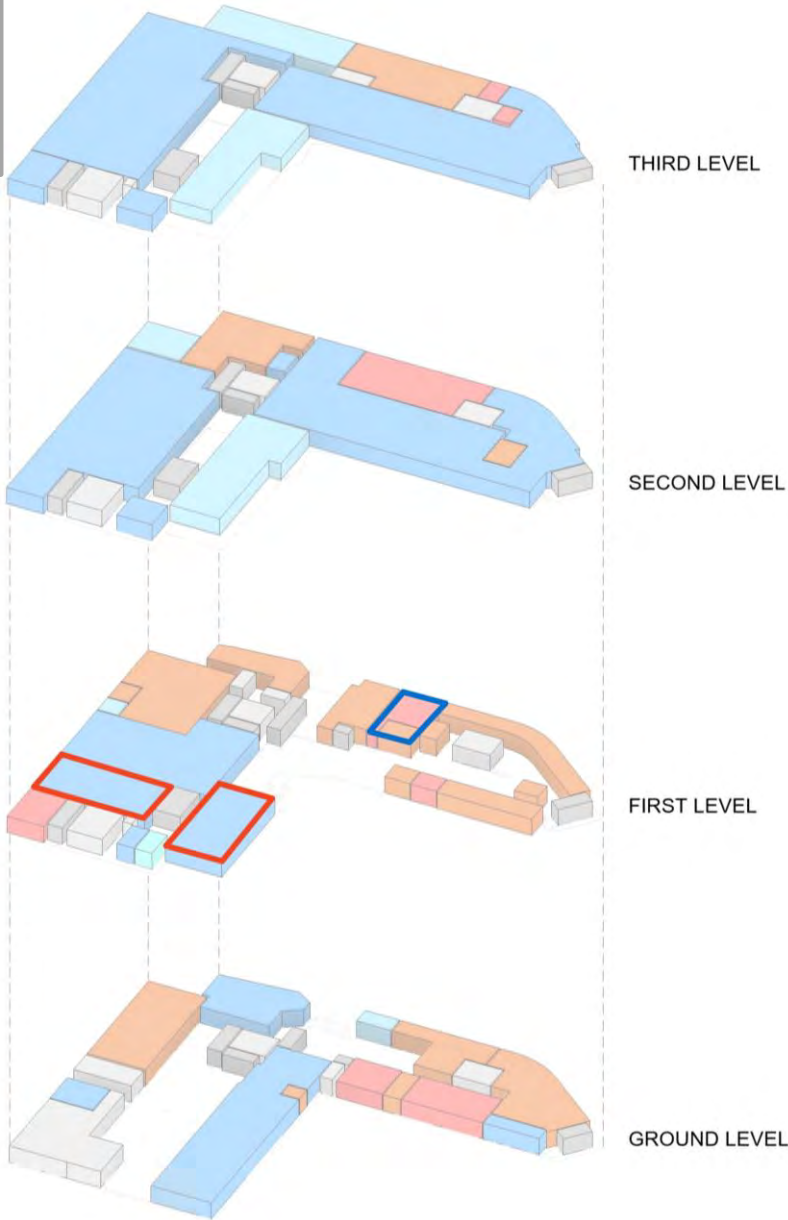
Berry Library

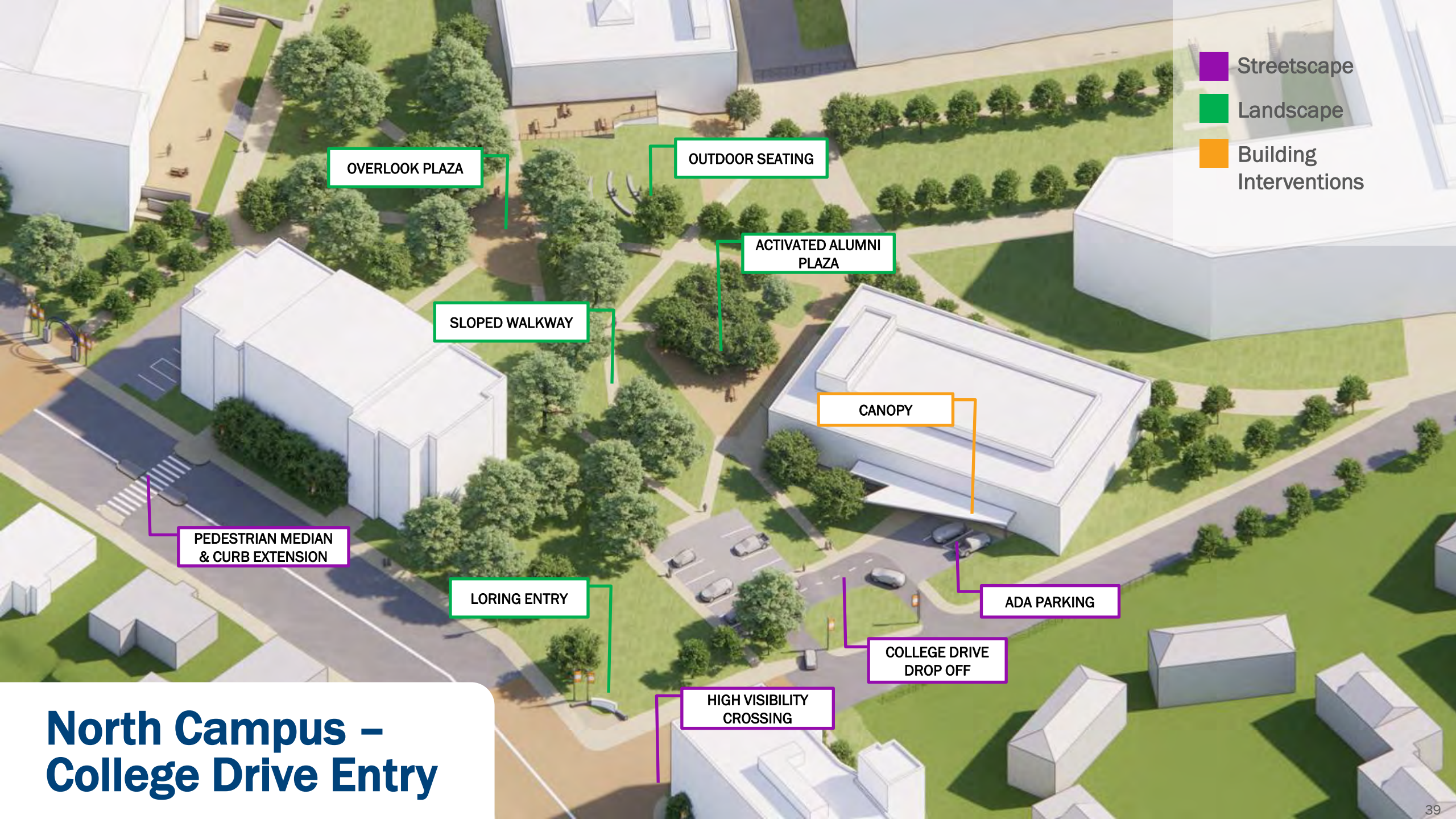
Campus Enhancements



■ CLASSROOMS / LABS	■ GENERAL USE FACILITIES
■ OFFICE	■ SUPPORT / EGRESS
■ STUDY FACILITIES	■ HEALTH CARE FACILITIES
■ SPECIAL USE FACILITIES	■ RESIDENTIAL

- Re-align part of first floor for more collaborative environment
- Create new grab and go station





- Streetscape
- Landscape
- Building Interventions

OVERLOOK PLAZA

OUTDOOR SEATING

ACTIVATED ALUMNI PLAZA

SLOPED WALKWAY

CANOPY

PEDESTRIAN MEDIAN & CURB EXTENSION

LORING ENTRY

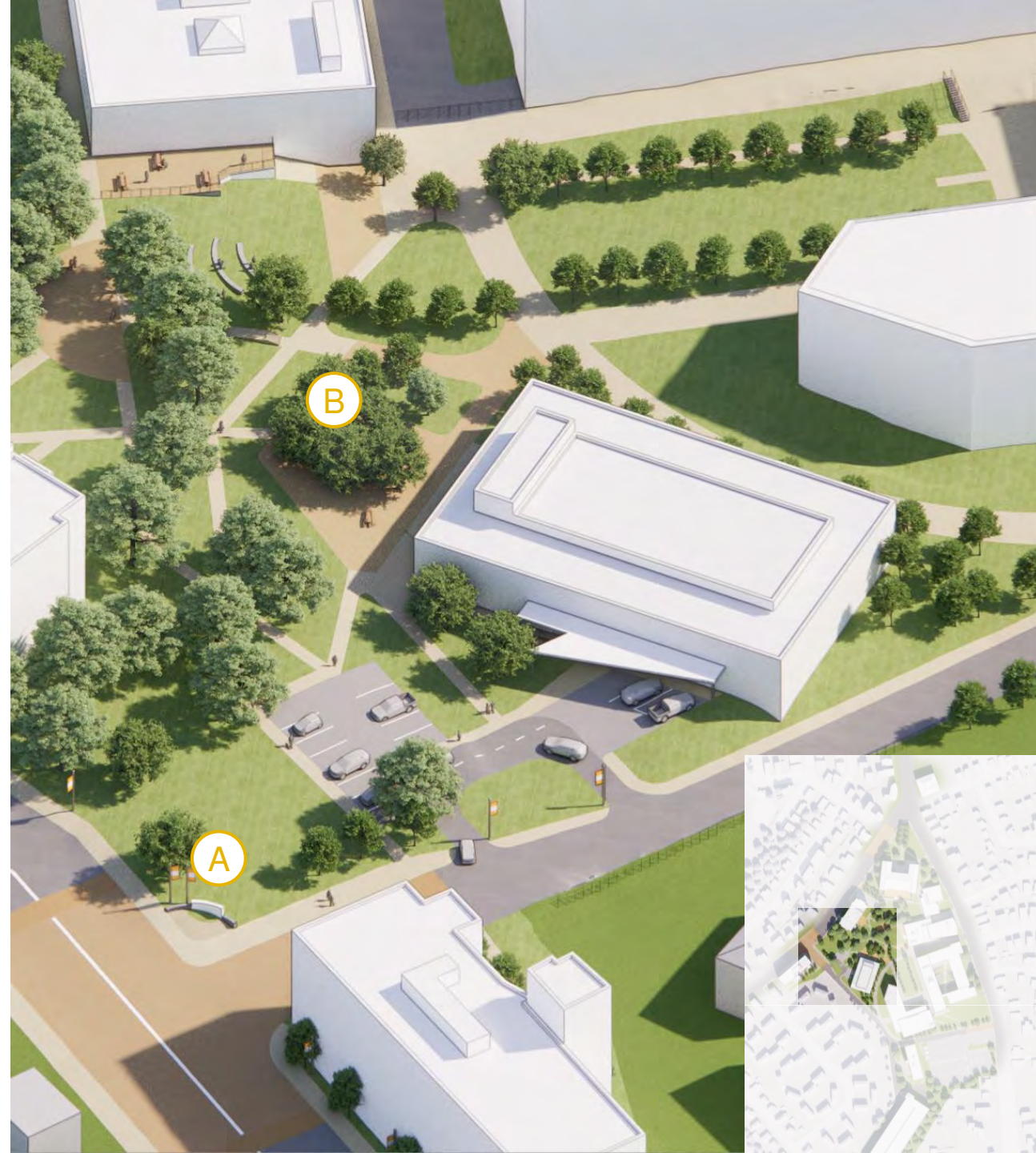
ADA PARKING

COLLEGE DRIVE DROP OFF

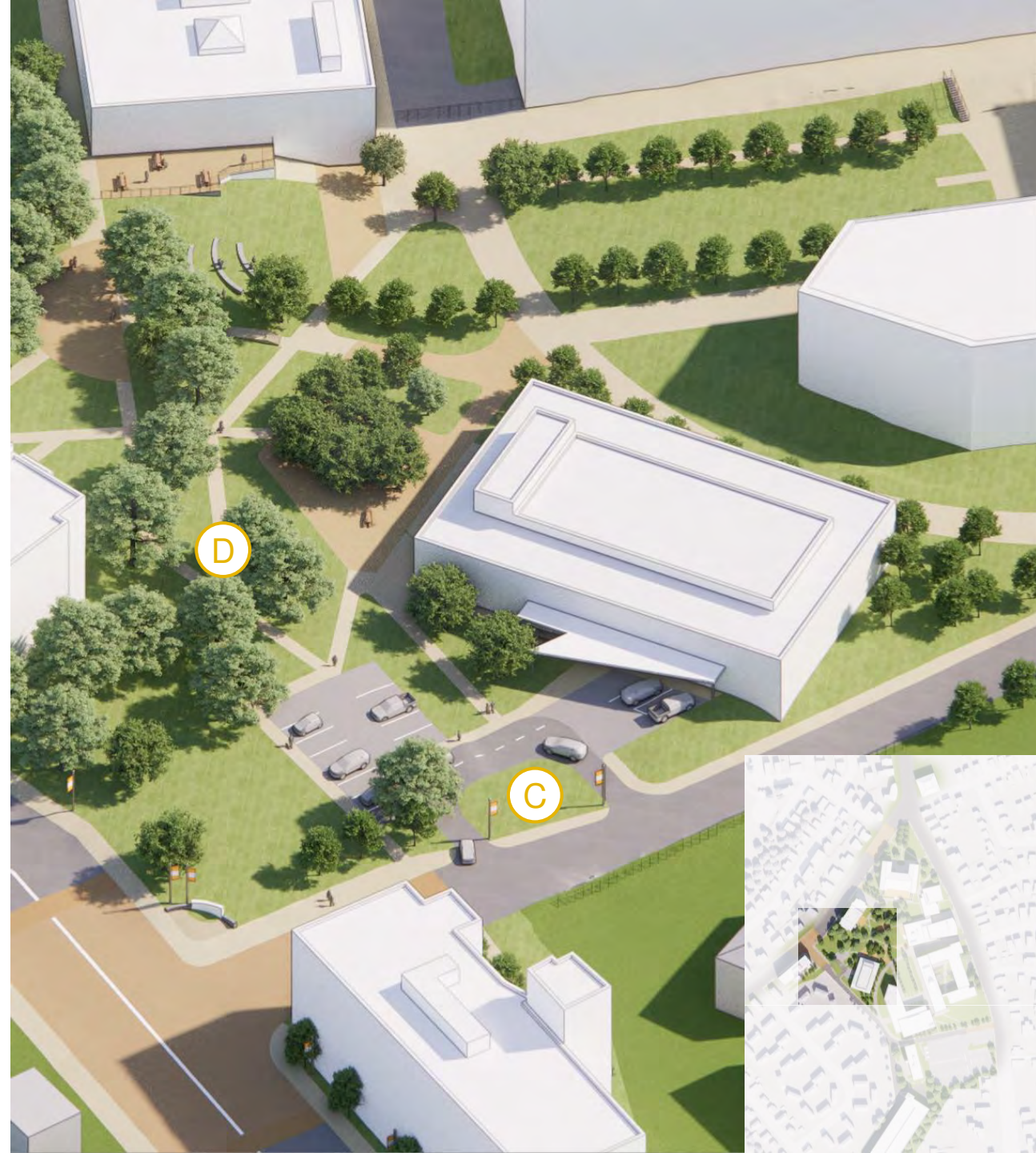
HIGH VISIBILITY CROSSING

North Campus – College Drive Entry

College Drive Gateway



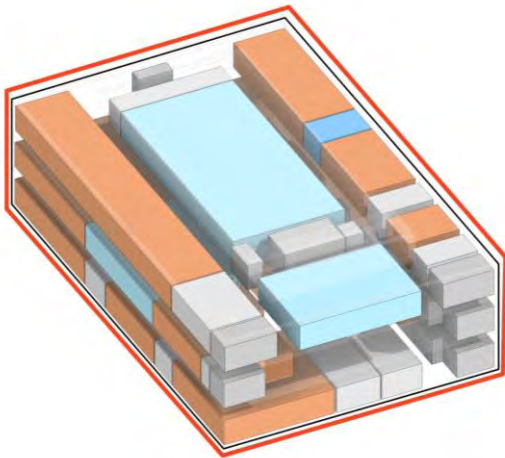
College Drive Gateway















College Drive Gateway

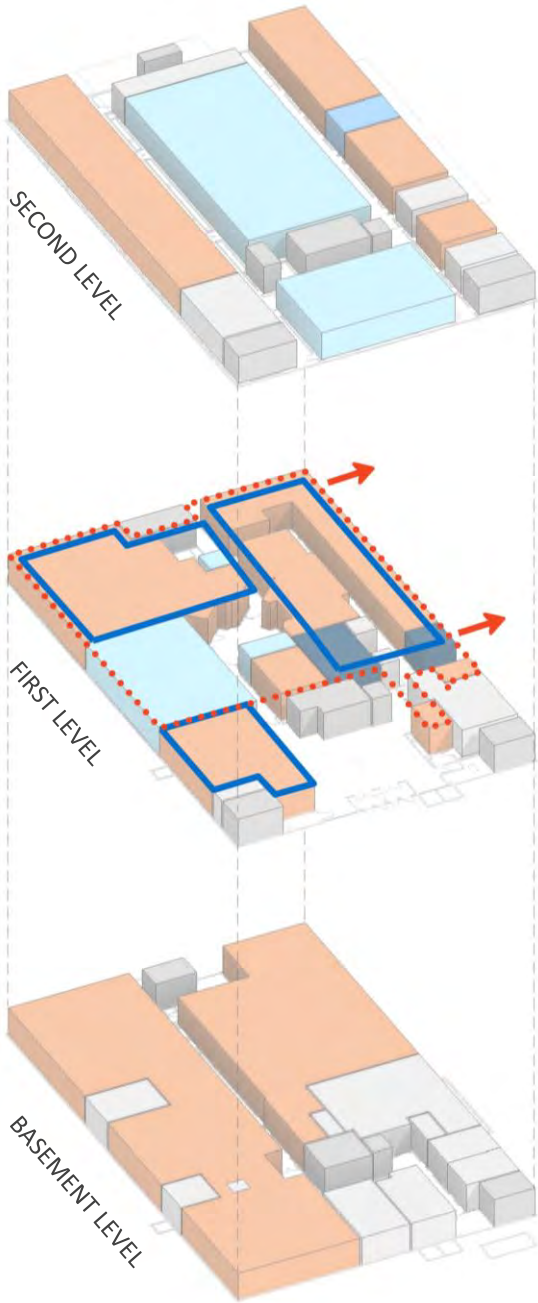


Ellison Center

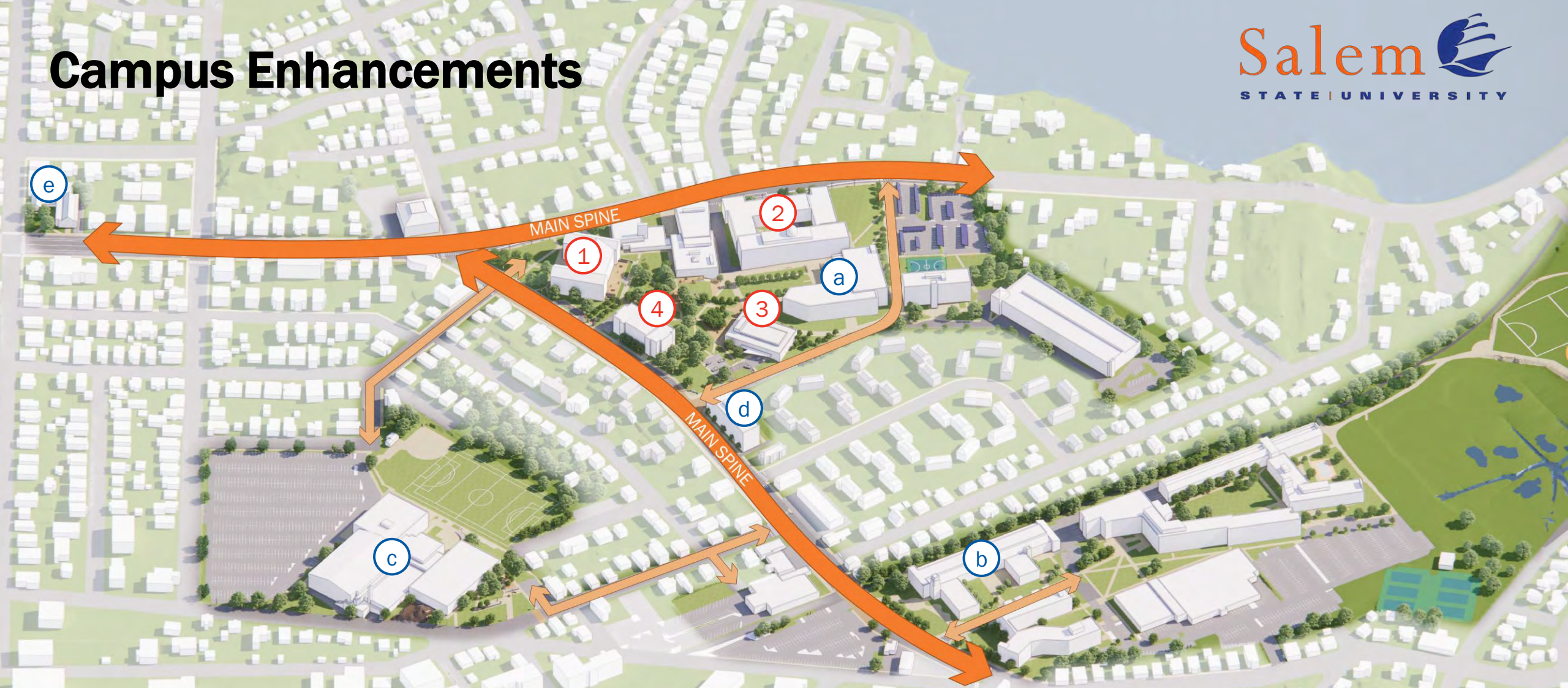


-  Create open student lounge space on first floor
-  Bring admissions into first floor
-  Move first floor spaces to the admin building
-  Renovate and open existing student affairs offices & full building

 CLASSROOMS / LABS	 GENERAL USE FACILITIES
 OFFICE	 SUPPORT / EGRESS
 STUDY FACILITIES	 HEALTH CARE FACILITIES
 SPECIAL USE FACILITIES	 RESIDENTIAL



Campus Enhancements



CAMPUS CATALYSTS

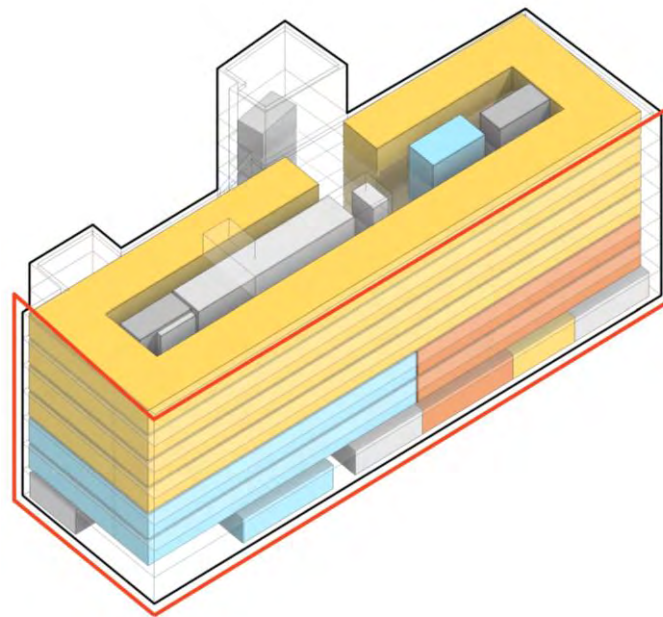
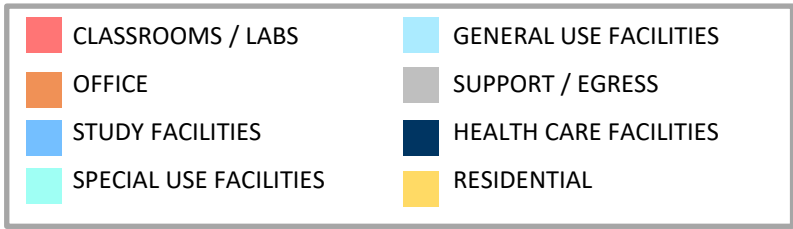
- | | | |
|---------------------------|-------------|--|
| ① Sullivan Hall | — — — — — ➤ | Sullivan Porch + Parking Lot, Upper/Lower Quad |
| ② Meier Hall | — — — — — ➤ | Meier Hall Parking Lot Interventions |
| ③ Ellison Center | — — — — — ➤ | Ellison Center Drop-Off |
| ④ Administration Building | | |

CAMPUS ENHANCEMENTS

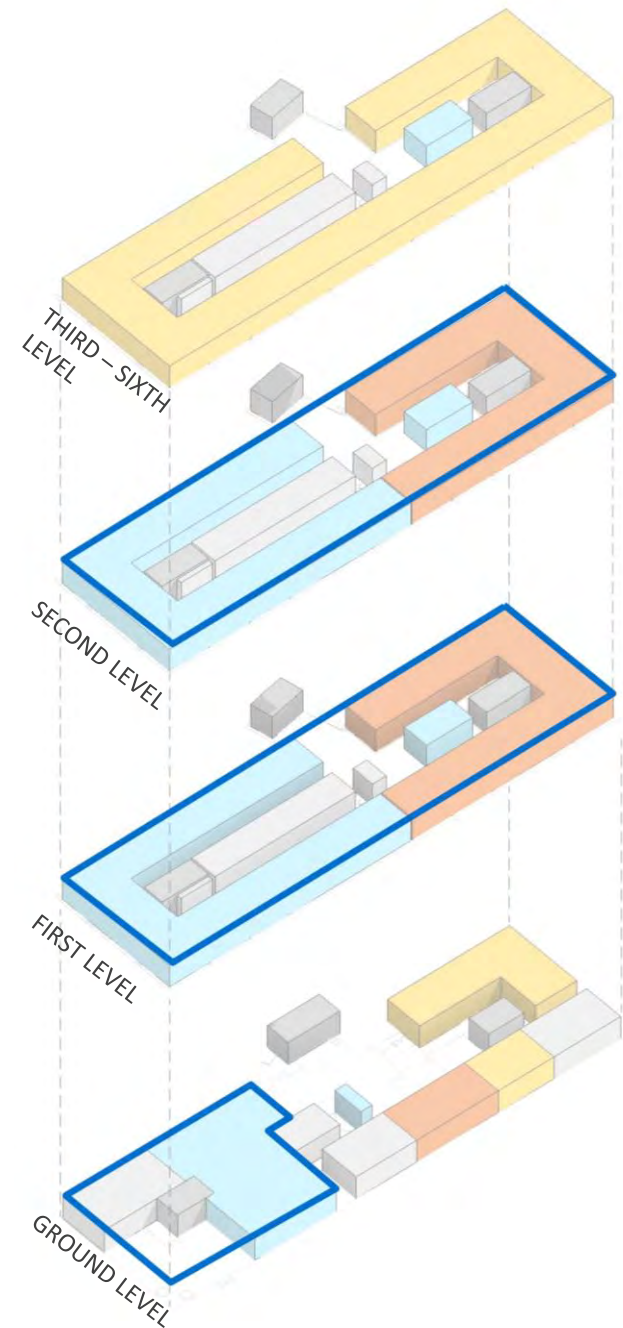
- | |
|----------------------|
| Ⓐ Berry Library |
| Ⓑ Classroom Building |
| Ⓒ O'Keefe Building |
| Ⓓ Bowditch Hall |
| Ⓔ 287 Lafayette |

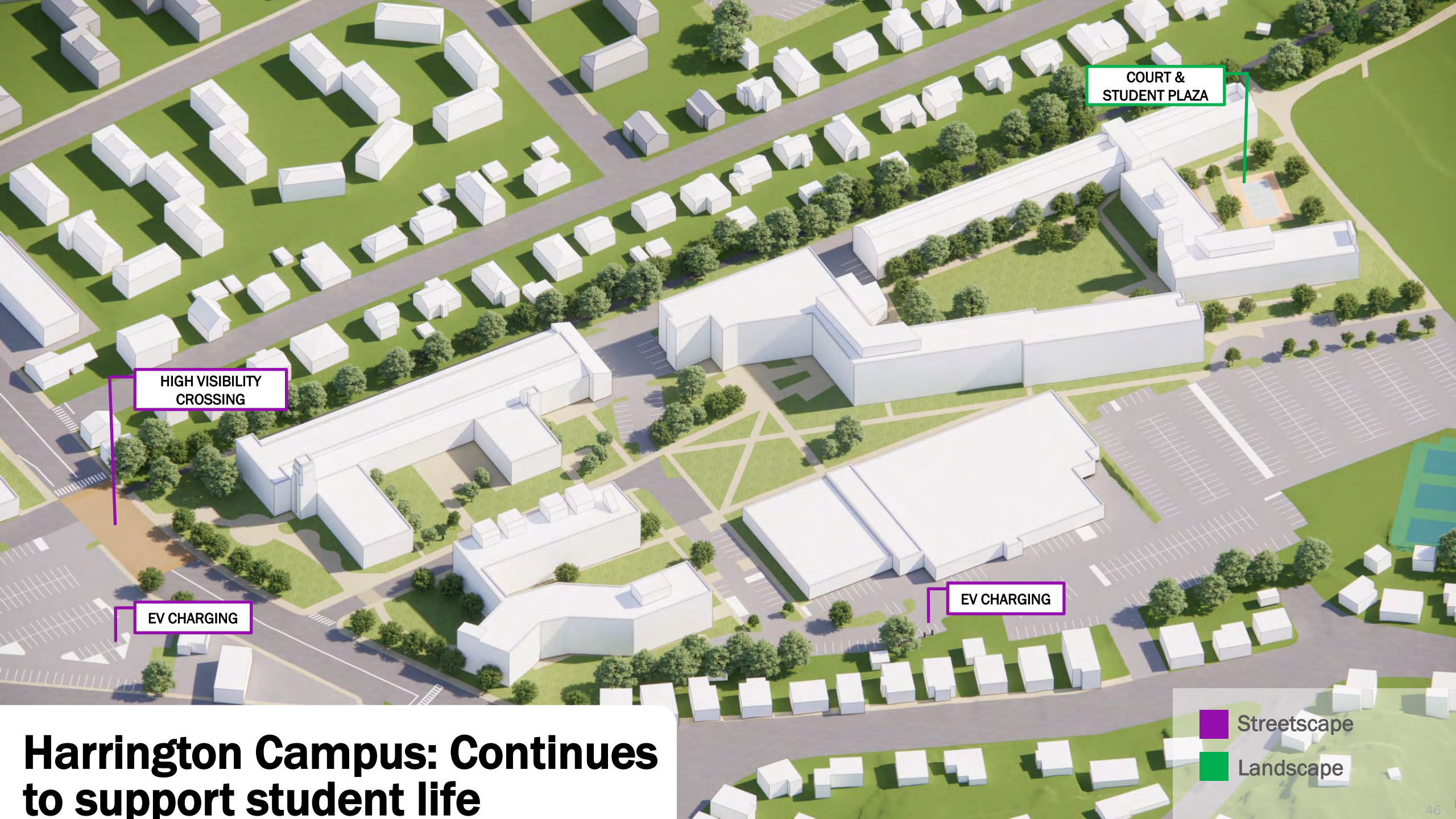
Bowditch Hall

Campus Enhancements



- Full façade renovation – enhanced gateway
- Ground, first and second floor to accommodate student support spaces





Harrington Campus: Continues to support student life


Classroom Building

Campus Enhancements



CLASSROOMS / LABS	GENERAL USE FACILITIES
OFFICE	SUPPORT / EGRESS
STUDY FACILITIES	HEALTH CARE FACILITIES
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 Renovate existing dining commons to lounge space for increased student interaction



O'Keefe Campus: Activate Canal St and create new branding opportunities

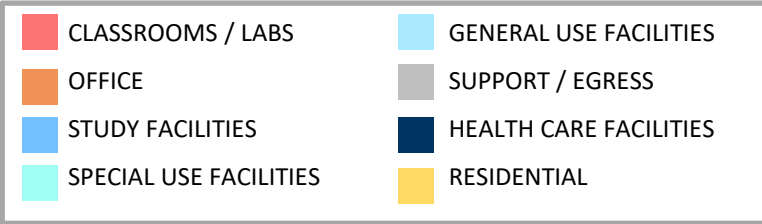
O'Keefe Center

Campus Enhancements

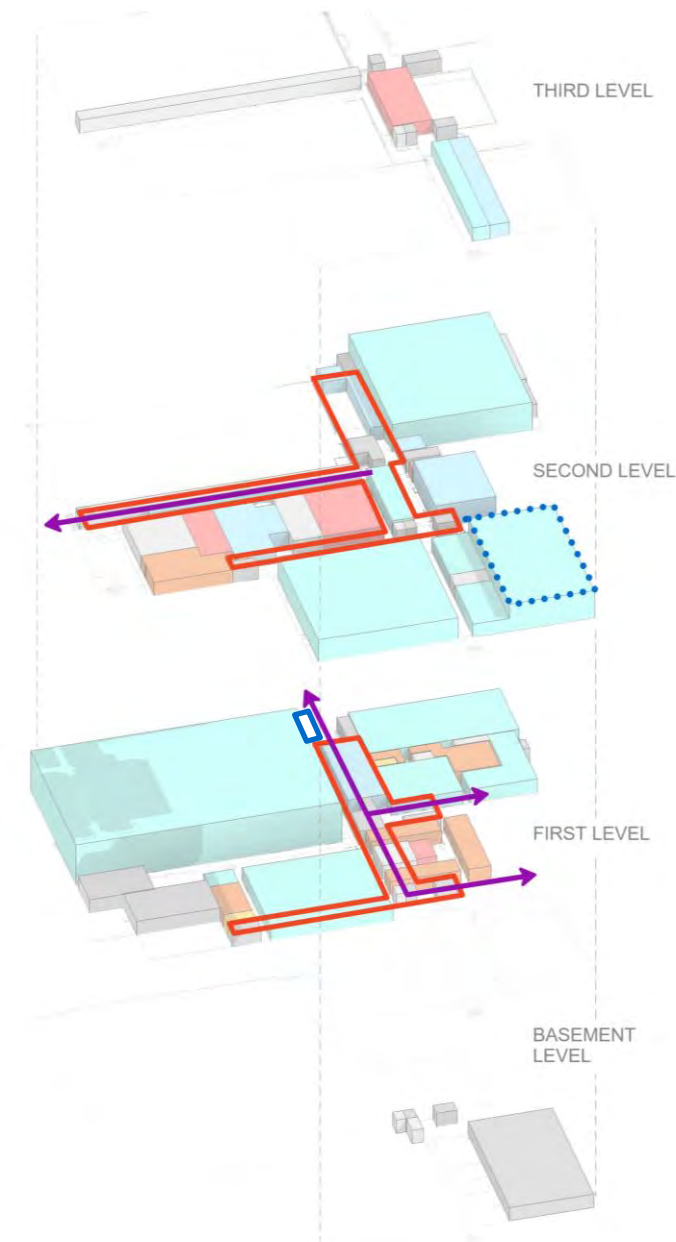


O'Keefe Center

Campus Enhancements



- ⬡ Activate space (old natatorium)
- Climbing area
- Central spine through the building with existing footprint





RE-ALIGNING
INSTRUCTIONAL
SPACES

ENHANCED
CONNECTION TO
NORTH CAMPUS

- Streetscape
- Landscape

287 Lafayette Street: Continued Hub for SSW

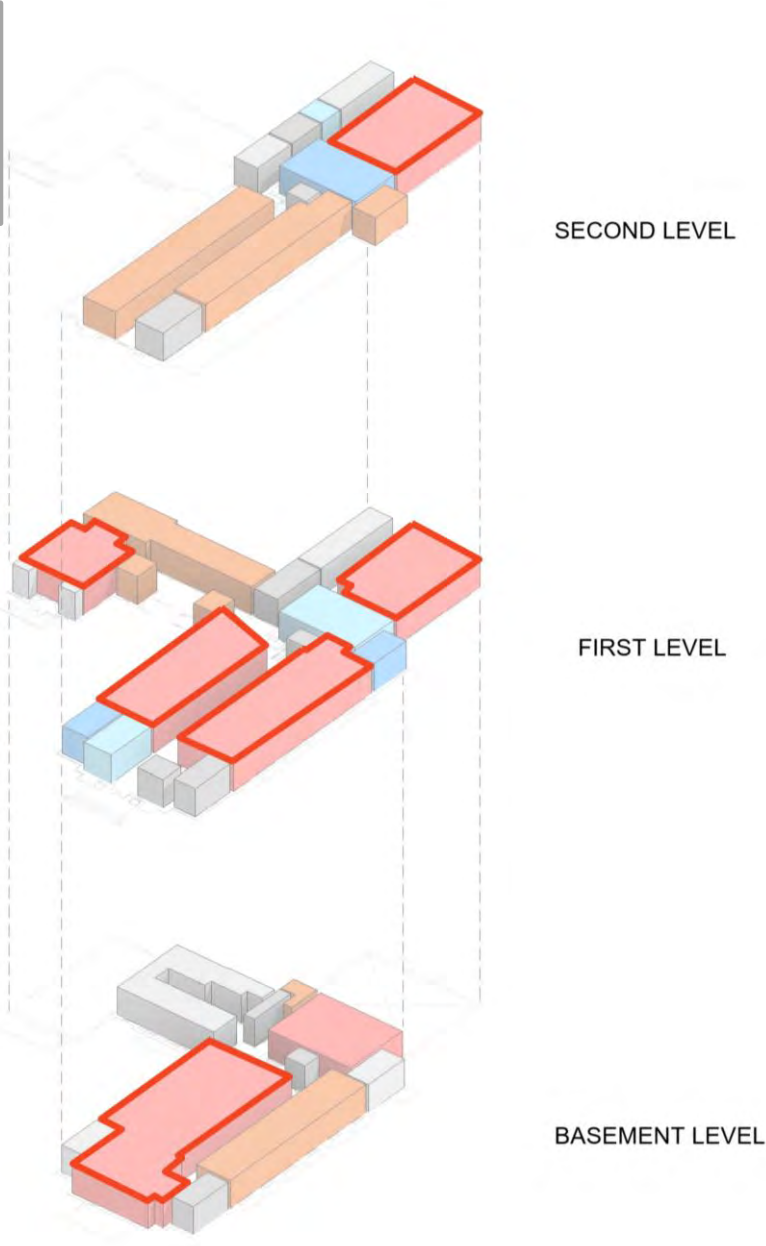
287 Lafayette

Campus Enhancements

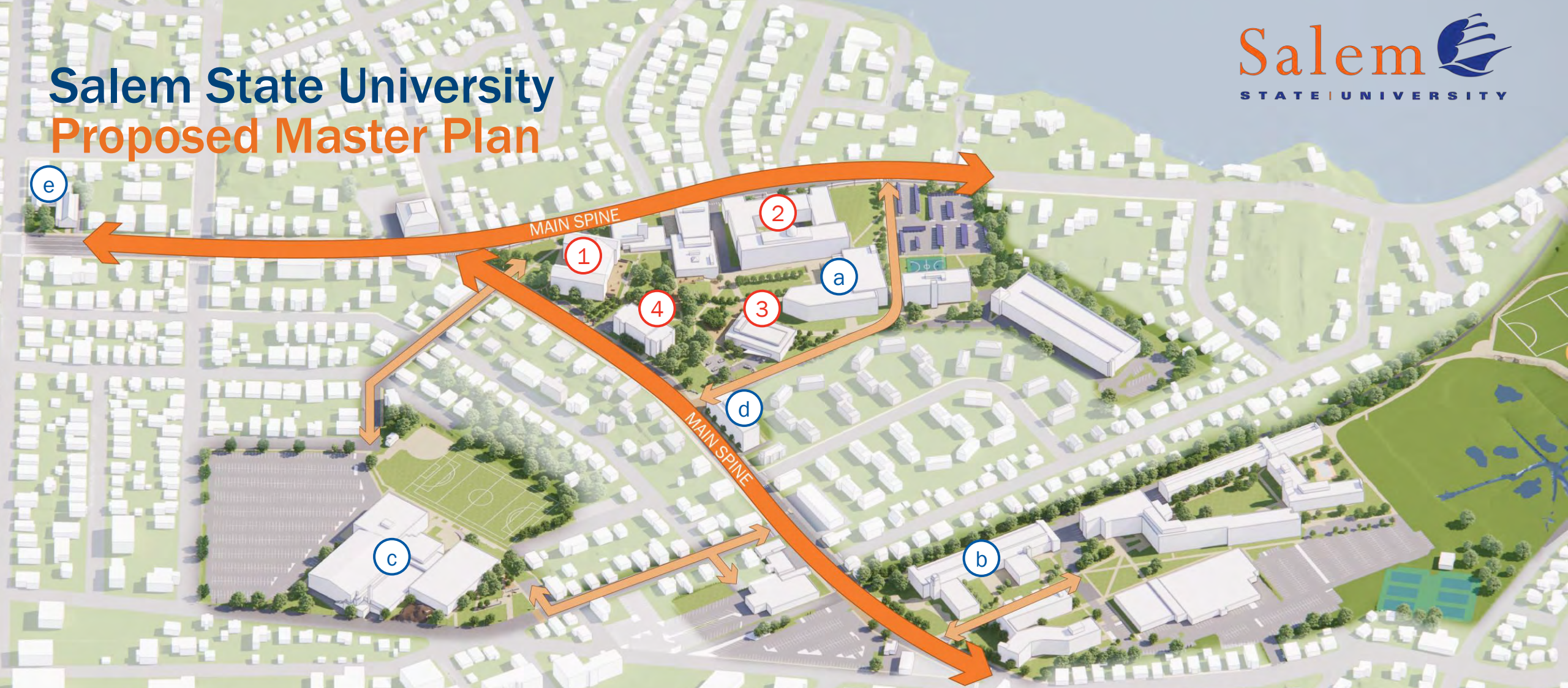


■ CLASSROOMS / LABS	■ GENERAL USE FACILITIES
■ OFFICE	■ SUPPORT / EGRESS
■ STUDY FACILITIES	■ HEALTH CARE FACILITIES
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Right-sizing classrooms and increased utilization



Salem State University Proposed Master Plan



CAMPUS CATALYSTS

- ① Sullivan Hall — — — — — ➤ Sullivan Porch + Parking Lot, Upper/Lower Quad
- ② Meier Hall — — — — — ➤ Meier Hall Parking Lot Interventions
- ③ Ellison Center — — — — — ➤ Ellison Center Drop-Off
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CAMPUS ENHANCEMENTS

- Ⓐ Berry Library
- Ⓑ Classroom Building
- Ⓒ O'Keefe Building
- Ⓓ Bowditch Hall
- Ⓔ 287 Lafayette

END OF PRESENTATION