

BOARD OF TRUSTEES
October 15, 2025

PRESENT: Trustees Billings, Davis, DiPalma, Immerman, Kezer, Lampassi, Lancome and Morales (chair)

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

ABSENT: Beckett and Cabral

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 An Act Extending Certain Covid-19 Measures Adopted During the State of Emergency 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.

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

Call to Order

*Land
Acknowledgement*

Senior Associate Vice President Newton read the Land Acknowledgement:

The land occupied by Salem State University is part of Naumkeag, a traditional and ancestral homeland of the Pawtucket band of the Massachusett. We acknowledge the genocide and forced removal of the people of Naumkeag and their kin and we recognize the ongoing colonization and dispossession of Indigenous homelands. We respect and honor the Massachusett tribe and the many Indigenous Peoples who continue to care for the land upon which we gather.

* * *

II. COMMITTEE ACTIONS:

*Committee
Actions:*

Advancement

Advancement- Trustee Lampassi presented the committee's first recommended motion concerning revisions to the committee's charter. The charter amendments included non-substantial edits to ensure the charter follows the university's style guidelines.

Charter Revisions

Hearing no further discussion, Trustee Davis moved the motion and Trustee Lancome seconded the motion. Upon a roll call it was,

VOTED: The Board of Trustees of Salem State University hereby approves

the proposed revisions to the Advancement Committee Charter as presented. (See attachment)

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

Trustee Lampassi then presented the committee's second recommended motion regarding revisions to the Naming Opportunities and Gift Recognition Policy. The revisions include updates due to employment changes, ensuring the policy follows university style guidelines, replacing the "Foundation" with the "Alumni Association and Foundation" due to the unification of the two boards.

The policy also includes a provision to terminate namings in the "unlikely event the university determines circumstances have changes such that the naming chosen would inflict damage to the university's reputation, standing or integrity or be contrary to university values." The original policy was established in 2014, was updated in 2020 and includes a provision that specifies the Board of Trustees as the governing body that reviews and approves revisions to the policy.

Hearing no further discussion, Trustee Lancome moved the motion and Trustee Kezer seconded the motion. Upon a roll call it was,

VOTED: The Board of Trustees of Salem State University hereby approves the proposed revisions to the naming opportunities and gift recognition policy as presented. (See attachment)

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

*Approved
Revisions to
Naming
Opportunities &
Gift Recognition*

* * *

III. OLD BUSINESS:

DELEGATION OF AUTHORITY – President Keenan reported on actions taken under the delegation of board authority from May 29 through August 31, 2025. The one action taken was to authorize the changeover in signatories at Eastern Bank, following the transition from Vice President House to Interim Vice President Lopez (See attachment)

Old Business:

*Delegation of
Authority
Report*

* * *

IV. STUDENT FOCUS - Chair Morales announced the next agenda item which was the Student Focus Segment and welcomed Lorraine Sanchez '26. Lorraine is a senior with an Early Education major and a concentration in Early Intervention and Spanish minor. Lorraine shared her SSU journey as a First-generation college student. Lorraine attended the John D. O'Bryant School in Boston. She had no plans to attend SSU, however on a counselor's recommendation, she visited the campus for a tour and was drawn by strong community feeling and support structures. At SSU she found mentorship and close connections with staff, particularly through student involvement roles including SGA Secretary (past), Program Council VP, Orientation Leader, Career Services employee, Ellison Campus Center worker.

Student Focus

Lorraine's is proud that she secured a "dream" internship with Northeast ARC, where she is aiming for a job post-graduation. The values that Lorraine found at SSU:

- Importance of support for first-gen students.
- Impact of peer/community mentorship;
- Salem's small classes and faculty engagement.
- Particularly involved in parent/supporter engagement, student wellness, and fostering inclusive community.

Chair Morales and the trustees praised Lorraine's enthusiasm, dedication, and the positive impact she has had on the campus culture.

* * *

V. ACADEMIC AFFAIRS FOCUS – Chair Morales welcomed Assistant Vice Provost for Civic Engagement and Academic Strategic Support Cynthia Lynch to discuss a program that President Keenan asked Center for Civic Engagement and Berry Institute of Politics (Berry IOP) and that the board is very interested in regarding Civic Discourse

*Academic
Affairs
Focus*

AV Provost Lynch said that a Civic Discourse program is a strategic imperative given the national polarization and divisiveness. Faculty and students are requesting support

for navigating challenging and, potentially polarizing conversations. The program's areas of focus include:

1. Nonpartisan civic engagement (Center for Civic Engagement and Berry Institute of Politics) - Emphasis is to focus discussions on issues, not personalities or parties. Staff and student training centers around encouraging students to explore their own values and issues.
2. Comprehensive Initiative for Constructive Dialogue - Participation in the American Association of Colleges and Universities (AAC&U) Virtual Institute on Engaged Dialogue in July. Team created action plan to strengthen campus-wide discourse; plan was accelerated in response to recent national and campus developments. This is a cross-divisional collaboration of Academic Affairs, Teaching Innovation, Justice & Liberation and, Inclusive Excellence, Civic Engagement, Institute of Politics. A campus-wide dialogue strategy is being developed.
3. Upcoming Participation - Salem State selected for national Campus Wide Immersion (CWI) Civic Preparedness initiative (third cohort). SSU will have the largest delegation, 9 members including President Keenan, attend the MA Department of Higher Education (DHE) statewide conference on civic discourse on October 17th in Fitchburg.
4. Goal - To launch dialogue skills programming in January (2026 intersession). By end of academic year 2027: 25% of campus community to participate in dialogue programs.

There will be assessment and accountability as the plan is to develop ongoing program impact assessment, utilizing CWI's tools and sharing best practices nationally. AV Provost Lynch said she will report back to the board on assessment progress and outcomes.

Trustees commended the urgency and breadth of the initiative and encouraged robust, ongoing assessment and knowledge sharing with peer institutions. It was noted that there was an increased need for student and faculty support post-profile events (political violence, assassination, etc.).

* * *

VI. CAMPAIGN FOCUS - Chair Morales introduced Advancement Vice President Ray to provide a Meet the Moment Campaign Update with a Focus on Student Success. VP Ray began by providing the current status of the campaign. Advancement has raised \$60.5 million towards the \$75 million goal. \$13 million of these funds were specifically raised for Student Success initiatives over 5.5 years.

*Campaign
Focus*

Students who feel a sense of community are more likely to succeed academically. These funds help develop spaces and programs where students can focus on intellectual exploration, collaboration, and skills development.

Student Success Funding encompasses several key initiatives designed to enhance academic achievement, personal development, and a sense of belonging among students. Central to these efforts are the Success Coaches and Peer Mentoring programs, as well as the RISE and Emerging Scholars initiatives, which specifically support first-generation students and those with GPAs between 2.0 and 3.0. Through personalized coaching and community-building efforts, these programs help students navigate challenges and foster long-term success.

Funding also supports study abroad and field exploration opportunities, sustained through campaign contributions. These include the COIL (Collaborative Online International Learning) program, which facilitates virtual international collaboration, and faculty-led study abroad trips that offer students valuable global perspectives and experiential learning.

In the area of Experiential Learning and Career Readiness, investments have been made in state-of-the-art facilities and equipment, such as the Cyber Range and Investment Lab, providing students with hands-on, industry-relevant experiences. Business students also benefit from professional exposure through trips to major financial institutions—such as the spring visit to NASDAQ and a recent trip to Gabelli Funds in New York. Notably, Mario Gabelli generously donated \$500 to each student to help launch individual investment portfolios.

To promote equitable access to career opportunities, the university also provides internship stipends and scholarships, ensuring that financial barriers do not prevent students from participating in unpaid or underpaid professional experiences.

Student wellbeing remains a central priority, with funding directed toward essential resources such as the campus food pantry, emergency assistance fund, and a range of wellness programs. Given the high demand for these services, there is an ongoing need to replenish and expand available resources.

Finally, departmental and program support funding strengthens the academic environment by providing classroom equipment, software, and art or lab supplies. It also sustains a variety of centers and initiatives, including those dedicated to Holocaust studies, civic engagement, honors education, wellness, athletics, identity-based communities, veterans affairs, and sustainability.

President Keenan was optimistic that the campaign goal will be reached by FY26. (Slides were used to supplement VP Ray's discussion please see the attachment)

VII. CHAIR'S REPORT – Chair Morales extended a warm welcome to the board's new members Trustees Lancome and Beckett. This is Trustee Lancome's second term to the board. He brings extensive project management/legal expertise. Student Trustee Beckett brings leadership experience from National Guard and US Army.

Chair Morales then touched upon Student Focus Speaker Lorraine Sanchez's comments and the importance of finding one's community when students are looking at colleges.

Chair's Report

The chair wanted to use this opportunity to provide a Hispanic Serving Institution (HSI) Status Update. As of October 15, 2025: Salem State reached 28% Hispanic enrollment, surpassing the 25% HSI federal threshold.

Salem State is the first 4-year public HSI in the Commonwealth. SSU aims to be the first institution in New England to achieve the Seal of Excelencia which is the national certification emphasizing data-driven, campus-wide commitment to Latino student achievement.

Chair Morales shared her insights having attended the Seal of Excelencia conference with Dr. Elisa Castillo, whose leadership and reputation is recognized nationally. Chair Morales stressed that obtaining the SEAL is not as an award, but a rigorous, evidence-based certification. Emphasized importance for economic and workforce pipelines, referencing state and national labor data.

* * *

VI. PRESIDENT'S REPORT - President Keenan greeted the meeting attendees and provided an update on his recent trip to China (June 9th – 19th) which he said was a great success. He reported that the current visiting cohort is from Nanjing University. President Keenan gave remarks on behalf of all participating U.S. Public colleges while on his visit. Other updates:

The Project BOLD & Decarbonization groundbreaking took place on April 23. President Keenan noted that Project Bold (science/lab renovations, nursing school expansion) are underway; progress on Horace Mann/North Campus. Construction is on schedule for unified campus by September 2027. The president expressed his appreciation to the Alumni Association Foundation. The AAF signed a promissory note for up to \$8.1 mil, if needed) for its approved support for remaining fundraising gap for Project Bold. City of Salem's 40R legislation moving forward; potential for more housing units and university compensation.

Convocation & First Week

President Keenan noted that Student Trustee Becket provided inspiring remarks at Convocation. There was a great turnout and students were excited. We worked move-in weekend. Enrollment numbers are not final – they are down slightly.

Cioffi Center Dedication

September 2nd marked ribbon-cutting of the Sam Cioffi Student Wellness Center. Sam was a student athlete and a proud member of the Vikings men's lacrosse team. Although his time at Salem State was brief, Sam left a lasting impact, and this new wellness center stands as a tribute to his spirit and his family's commitment to supporting the health and well-being of students for generations to come. Sam died of a fentanyl overdose.

*President's
Report*

National News & Issues

President Keenan said that the “Big Beautiful Bill” (federal) may not directly impact us, but future impact on state budgets via Medicaid/SNAP/PELL reductions. There will likely be a hit on state budget of several hundred million over next few fiscal years. The president noted there is good news in stock market which is still booming and that drives returns on Fair Share/Millionaires tax and financial aid. President Keenan noted that the Department of Education HSI grant legal challenges and that HACU is now party to lawsuit defending HSI programs.

Excelencia Pathway to Servingness

President Keenan thanked Chair Morales for attending annual conference in DC with Dr. Castillo. The president affirmed achievement of HSI status, and aiming for Seal of Excelencia within 1–2 years and committed to ongoing involvement with Excelencia and leadership of new consortium of MA and New England HSIs.

Bright Act

The president anticipated passage of the MA “Bright Act” to fund SSU’s next major project (target: Sullivan Building renovation). He said that we are planning an application for \$5M state “lab modernization” project by October 31. There are no guidelines for projects yet.

Year ahead

President Keenan noted for the year ahead BOLD, BOLD, BOLD!!! Micro-campaign NECHE – SSU is currently preparing a five-year update report for NECHE.

Strategic enrollment plan based on enrollment trends:

Fall 2025 enrollment fell ~200 students short of targets, attributed to increased competition Most notably from UMass and free community college. We do expect to see a transfer uptick from community colleges in future years.

Also, there will be a noted expansion in the Nursing program; growth planned for September 2027.

The School of Social Work is moving toward online BS/MS degrees.

Strategic Enrollment Management plan in progress; National Institute for Student Success (NISS) project that is underway.

As always, there is a strong emphasis on student retention and best practices for recruitment.

Campus Climate Study

President Keenan noted that Vice President of DEI – Christopher McDonald-Dennis departed the university which allowed for a restructuring of leadership with the Student Success division. Shawn Newton has been promoted to Senior Associate Vice President and Dean of Students and will lead inclusive excellence and overseeing equal opportunity and bias initiatives alongside Title IX. He will be joined by Title IX coordinator Grace Napolitano.

Trustee Claude Lancome’s return

President Keenan noted Trustee Claude Lancome’s return to the board since his initial appointment by Governor Patrick, and his work and connection with the

Salem State University Assistance Corporation (SSUAC). Trustee Lancome had also authored a book while he was away from us!

Student Experience, Health & Events

President Keenan closed his remarks with the announcement of a Clinic for Covid & Flu Vaccinations on campus free for insured community members on October 23 at Alumni Plaza/Ellison Campus Center.

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VII. SSU COMMUNITY FORUM - Vice Chair Lampassi announced there were no questions submitted for the meeting and encouraged community input at future meetings. He then announced that in response to trustee interest in community engagement, the board would share a number of upcoming events that may be of interest to both trustees and forum participants:

Scholar Donor Celebration – November 19th at 6:30 pm

Fall 2025 – Pre-Professional Day with Healthcare Studies – December 8th at 11 am

Boards Holiday Party – December 10th at 6 pm

Athletics Massachusetts State College Athletic Conference Celebration – January 24th time TBD

Advance notice for the Spring 2026 Jobs & Internships Fair – March 5th at 4 pm

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

Chair Morales asked if there were any additional edits and hearing none, called for a motion to accept the minutes.

Trustee Lampassi moved the motion and Trustee Kezer seconded. Upon a roll call vote it was,

VOTED: To approve the Consent Agenda of October 15, 2025 (See attached list).

Voting in the affirmative: Billings, Davis, DiPalma, Immerman, Kezer, Lampassi, Lancome and Morales (chair)

Voting in the negative: None

Absent: Trustees Beckett and Cabral

*SSU
Community
Forum*

*Consent
Agenda*

Adjournment


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

VOTED: To adjourn the meeting

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

Respectfully submitted,



John Keenan
President



Lynne Montague
Secretary to the Board of Trustees

October 15, 2025

Consent Agenda Items

Minutes and reports for approval:

Board of Trustees – May 28, 2025

Advancement – September 28, 2025

Finance & Facilities – September 28, 2025

Risk Management & Audit – September 28, 2025

Academic Affairs & Student Life – September 28, 2025

REQUEST FOR TRUSTEE ACTION

Date: September 3, 2025
To: Board of Trustees
From: Advancement Committee
Subject: Revisions to the Advancement Committee Charter
Requested Action: Approval

MOTION

The Advancement Committee hereby recommends that the Board of Trustees approve the following motion pertaining to the revised Advancement Committee Charter attached.

Recommended motion

The Board of Trustees of Salem State University hereby approved the proposed revisions to the Advancement Committee Charter as presented.

Committee Assigned: Advancement Committee
Committee Action: Approved
Date of Action: September 24, 2025

Trustee Action: Approval
Trustee Approval Date: October 22, 2025
Effective Date: October 22, 2025

Signed: Lynne Montague

Title: Secretary of Board of Trustees

Date: October 22, 2025



Board of Trustees Advancement Committee Charter

Purpose:

The ~~a~~A~~c~~Advancement ~~c~~ECommittee of the Board of Trustees shall be a permanent committee which will be active and involved in the identification of university priorities and long-term plans that should be supported by private philanthropy. This committee will concern itself with the public's perception of the university efforts to promote the university to various constituents. This committee will provide reports to the Salem State University Board of Trustees as necessary. The ~~a~~A~~c~~Advancement ~~c~~ECommittee shall have the following duties and powers:

- Recommendations to the full Board concerning how the university and the SSU Alumni Association and Foundation can work together as agreed to in the Memorandum of Agreement to support the university's priorities and long-term plans
- Recommendations with regard to policies and programs related to the advancement of the institution, including activities involving alumni, campaigns, the SSU community and other external bodies, in order to foster understanding of, and support for, the university and its mission.
- Recommendations with regard to plans, proposals and the acceptance of major gifts to the Alumni Association and Foundation on behalf of the university in accordance with the guidelines of the Naming Opportunities and Gift Recognition Policy and the Gift Acceptance Policy. This is inclusive of all private funds, including: special gifts, endowments, bequests, and other means as annual or campaign gifts.

Responsibilities for Advancement

1. Within the scope of existing policies and procedures, make recommendations to the Board for the naming of any physical facility, campus grounds or academic program as appropriate.
2. In conjunction with the Salem State University Alumni Association and Foundation, set goals and funding priorities for major fundraising campaigns to benefit the university
3. In addition to making a personal gift, assist with the identification, education, cultivation and stewardship of prospects and donors to the university
4. Assist with expanding the pool of volunteers for consideration as Trustees, Alumni Association and Foundation Board, , Assistance Corporation, Campaign Committees and Deans Advisory Councils

Membership:

The ~~a~~A~~dvancement~~ committee shall have not fewer than three Trustees appointed by the Chair of the Board. The ~~p~~P~~resident~~ shall be a member of the committee, ~~ex-~~officio, voting. Committee members may include individuals who are not trustees so long as the majority membership of the committee is comprised of trustees. The Chair shall have the authority to appoint non-trustee members advisory, nonvoting to the committee to serve until the next annual meeting. Members may be appointed to the committee on a temporary basis, by the Chair, as may be required.

Staff Designee:

The vice president for ~~a~~A~~dvancement~~ is the senior staff member supporting the committee for ~~a~~A~~dvancement~~ and SSU Alumni Association and Foundation matters.

Meetings:

The committee is expected to meet at least four times each academic year. Frequency and timing of meetings shall be determined by the chair of the Board of Trustees. Meetings shall be conducted in compliance with the state's Open Meeting Law. Executive sessions may be conducted periodically and shall be limited to those matters permitted by the state's Open Meeting Law.

Agenda, Minutes, and Reports

The chair of the committee, in collaboration with the staff designee(~~s~~), shall be responsible for establishing the agendas for meetings. An agenda, together with relevant materials shall be made available to committee members at least five days in advance of the meeting. Minutes for all meetings shall be drafted by the staff designee, reviewed by the committee chair, and approved by committee members at the following meeting.

REQUEST FOR TRUSTEE ACTION

Date: September 3, 2025
To: Board of Trustees
From: Advancement Committee
Subject: Revisions to the Naming Opportunities and Gift Recognition Policy
Requested Action: Approval

MOTION

The Advancement Committee hereby recommends that the Board of Trustees approve the following motion pertaining to the revised Naming Opportunities and Gift Recognition Policy attached.

Recommended motion

The Board of Trustees of Salem State University hereby approved the proposed revisions to the Naming Opportunities and Gift Recognition Policy as presented.

Committee Assigned: Advancement Committee

Committee Action: Approved

Date of Action: September 24, 2025

Trustee Action: Approved

Trustee Approval Date: October 22, 2025

Effective Date: October 22, 2025

Signed: Lynne Montague

Title: Secretary of Board of Trustees

Date: October 22, 2025



University Administrative Policy

Policy Name: Naming Opportunities and Gift Recognition Policy

Responsible Office: Salem State University Board of Trustees

Originator of the Policy: ~~Office of~~ Advancement Office

Effective Date: 9/23/2013

Revision History: ~~2/12/2020~~ 7/7/14, 12/1/14, 12/14/15, 12/18/19, 1/29/20, 10/15/2025

Web Link: <https://records.salemstate.edu/policies>

1. Rationale

This policy (the "Policy") is designed to develop university-wide guidelines for gift naming opportunities and service recognition naming opportunities at Salem State University.

2. Statement of Policy

See end of document for the full policy.

3. Scope

This policy shall govern the administrative policy development process for all divisions, departments, and offices under the jurisdiction of the Board of Trustees.

4. Fiscal Considerations

	Direct Costs / Savings / Revenue Generation	Indirect Costs / Savings / Revenue Generation
Initial Implementation	None	None
Ongoing	None	None

5. Responsibilities

Responsible Party	List of Responsibilities
Salem State University Board of Trustees	Overall responsibility for assuring compliance with the requirements of this Policy relating to gift naming opportunities and service recognition naming opportunities.

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6. Policy Enforcement

Violation(s)	It shall be a violation of this policy to promulgate any applicable policy or take any action in contravention of the requirements outlined herein.
Potential consequences	Any policy subject to the terms of the Policy on Administrative Policies not developed through the proper procedures outlined herein shall not be considered official Salem State University policy.
How to report	Contact designated policy officer

7. Reference Documents

Policy or Document	Web Address
Naming Opportunities and	https://records.salemstate.edu/policies
Gift Recognition	

8. Contact(s)

Subject	Office or Position	Telephone Number	Email
Policy Clarification	Cheryl Crounse Mandy Ray, Vice President, Institutional Advancement and Executive Director of the Salem State University Alumni Association and Foundation, Inc.	978.542.7591	ccrounse@saalemstate.edu mray@saalemstate.edu

9. **Effective Date:** Initiated September 23, 2013. Amended and restated as of ~~February 12, 2020~~ **October 15, 2025**.

10. **Dissemination:** Posted on the university ~~web site~~ [website](#).

11. **Review Cycle:** As necessary.

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NAMING OPPORTUNITIES AND GIFT RECOGNITION GUIDELINES

FOR SALEM STATE UNIVERSITY

Responsible Office: ~~Office of Institutional Advancement~~ Office
Responsible Officer: Vice President, ~~Institutional Advancement~~

Approved by Salem State University:
September 23, 2013-
~~Amended and restated as of February 12, 2020.~~
Amended and restated as of October 15, 2025

(Supersedes all previously approved related documents)

Effective: ~~February 2020~~ October 2025

352 Lafayette Street, Salem, MA 01970
Telephone 978.542.7591

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Salem State University Naming Opportunities and Gift Recognition Policy

Purpose

The purpose of this policy is to develop university-wide guidelines for gift naming opportunities and service recognition naming opportunities at Salem State University.

I. Introduction

Salem State University and the Salem State University [Alumni Association and Foundation, Inc. \(AAF\)](#), seek private funds to enhance the university's ability to meet the higher education needs of the community, particularly toward a level of excellence that would otherwise not be possible given state funding levels and restraints on student tuition and fees.

The ~~foundation~~ [AAF](#) and the university will provide appropriate recognition to donors for their generosity. Recognition may take many forms and this policy seeks to establish guidelines for the naming of facilities, programs and funds.

The opportunity to recognize an individual, a family, a foundation, or a corporation by naming a space on campus or naming a fund is a matter of common practice among the more than 5,000 institutions of higher education in the United States.

II. Policies and guidelines

The following are policies and guidelines for the naming of facilities, programs and funds. They are designed to accommodate unpredictable situations and donor expectations while keeping the Salem State mission and policies at the fore in making decisions.

All naming opportunities are negotiable, and the Salem State University [Alumni Association and Foundation, Inc.](#) recognizes that, notwithstanding this policy, the Board of Trustees of the university retains discretion to make exceptions or alter criteria or conditions as appropriate to the circumstances. There are innumerable ways the university may recognize an individual, a family, a foundation, or a corporation, just as there are many different types of contributions that are made.

General guidelines:

- The naming of any physical facility, campus grounds or academic program is usually only appropriate when a significant contribution has been received.
- Donor recognition does not need to be tied directly to a gift for that specific building or improvement, academic unit or endowment.
- Significant unrestricted gifts can be recognized through naming opportunities.
- MSCBA bonded projects that are supported by student usage fees (residence hall, for example) bear minimal direct cost to the university. Therefore donors who support such projects may make their gifts 'unrestricted' to the university.
- The naming of buildings owned by the Division of Capital Asset Management and Maintenance (DCAMM) may require approval from the Board of Higher Education.
- The merits of naming any physical facility, space, academic program, or endowed fund should be determined by carefully weighing a person's high scholarship, devotion or distinguished service, and should be able to stand the test of time. Naming opportunities should be valued based on benchmarks, taking into consideration historical value and location of space.
- Signage for naming opportunities could take up to six months to install.
- The minimum amount required to establish a named endowed fund is \$50,000. This policy, which pertains to scholarship funds and other similar student, faculty and program support funds, was instituted on March 26, 2007. Endowment funds with lower levels were established prior to this and are grandfathered as endowed funds.

Implemented on 9/23/13

Revision history: 7/7/14, 12/1/14, 12/14/15, 12/18/19, 1/29/20, [10/15/25](#)

4

Salem State University

Naming Opportunities and Gift Recognition Policy

- Donors may wish to establish a named temporary fund for faculty support, financial aid or other funding priorities. Under such an agreement, the donor commits to providing an annual gift equivalent to the income from an endowment for a fixed period of time, at a minimum of three years.
- All naming requests should support the honoree's or donor's intent to meet the highest values and societal standards.

III. Types of gifts for naming commitments

Any and all combinations of gifts and pledges are acceptable for naming commitments. A naming opportunity may, be accepted for existing, unnamed opportunities not requiring major remodeling or renovation.

IV. Guidelines for naming physical facilities

- Buildings, campus grounds or other campus facilities will generally not be named for individuals currently employed by the university, unless a donor provides a sufficient gift in honor of that individual.
- When the person to be honored is living and no financial gift is being provided, at least three years should pass since any formal association with Salem State. Such affiliation includes time spent as a student, a compensated member of the faculty or staff, a volunteer board member, or a devoted public servant.
- Naming a building, wing, room, or lecture hall can be difficult, depending on size, age, prestige, location, original cost, etc. Recommendations on naming values are made by the vice president of ~~institutional~~ advancement, or his or her designee, in concert with the president and senior administrators, with ultimate review/approval from the Board of Trustees.
 - Facilities, rooms, and grounds built by MSCBA, DCAMM or that are university owned and operated can be named and funds may be directed by the donor or honoree for the benefit of Salem State University.
 - Unscheduled or unplanned facilities that a donor proposes to have constructed will require a 100 percent gift commitment, plus a fully endowed maintenance fund.

V. Guidelines for naming programs

In order to name a center, program or academic unit, the gift should be proportional to the amount of endowment (for example, principal times 4 percent annual payout, in accordance with the ~~foundation's~~ AAF's spending policy at the time of this vote) that would be necessary to sustain or propel the program to new heights on a permanent basis.

However, if an academic program is being named for someone of unparalleled scholarly distinction, that name should bring great honor as well as "promise" to the program, so that the naming is a value-added act of good will and thoughtfulness, as well as a magnet for additional financial resources.

Opportunities also exist to establish named endowment funds in support of faculty, student or academic priorities.

VI. Approval process for naming of facilities or programs

All permanently named facilities and programs of \$100,001 or greater value should be reviewed and approved by the president of the university, Board of Trustees, upon the recommendation of the vice president of ~~institutional~~ advancement in concert with the SSU ~~Foundation~~ AAF, where appropriate, and ultimately subject to the approval requirements listed below. Gifts of \$100,000 or less are recommended by the vice president of ~~institutional~~ advancement to the university president for approval.

Implemented on 9/23/13

Revision history: 7/7/14, 12/1/14, 12/14/15, 12/18/19, 1/29/20, 10/15/25

5

Salem State University Naming Opportunities and Gift Recognition Policy

The executive director of the Salem State University [Alumni Association and Foundation, Inc.](#) has the authority to review and approve names of support funds, such as scholarship endowments, on behalf of the ~~foundation~~[AAF](#).

The following principles shall be fully adhered to in the naming process:

- All proposed names for buildings and other facilities are held confidential during the review and approval process. There should be a minimum of communication about the proposed naming before appropriate approval has been granted.
- The university is responsible for maintaining a record of named rooms, buildings, grounds, and other spaces, in addition to endowed funds.
- Naming commitments and, in fact, all major gifts, whether recognized by naming rights or not, are reflections on the values and reputation of Salem State University. Accordingly, each gift and naming commitment should be reviewed carefully for full compliance with applicable laws and ethical principles. This is especially true where there is some direct or indirect business or other continuing relationship between the donor and the university, its officers or employees. Any questions about the applicability of state or federal laws on conflicts of interest and other ethical considerations should be referred to appropriate legal counsel.
- Once the naming opportunity is approved at all required levels, a formal gift agreement is executed by the ~~foundation~~[AAF](#), outlining parameters of the gift in support of the university (as well as the nature of the named recognition).
- Recognition steps are then set in motion, including appropriate media announcements, signage installation, campus ceremonies, etc. (consistent with the wishes of the donor, the level of support he/she is providing, and the university's recognition ceremony guidelines). It is important to note that, throughout the review and approval process, the donor's intentions should be held in strict confidence.

VII. Timeframe for pledge gifts

Endowed gifts have five years to reach the minimum endowment funding level of \$50,000. For endowment pledges that do not reach the minimum level within the five-year period, the donor or representative of the gift will be consulted to determine the most useful course of action, which may include a pledge extension or the transfer of the fund to the unrestricted endowment fund.

Naming will take place once a minimum of 51% of the pledge is fulfilled. In the event the pledge of cash (including, but not limited to charitable gift annuities), by a donor is not fulfilled in accordance with the signed letter of intent, the university reserves the right to ask the donor(s), or his or her representative, to forfeit the naming opportunity at Salem State University. Deferred pledge agreements or bequests will not be recognized with a naming.

VIII. Termination of naming agreement

The university may terminate an agreement and all rights and benefits of the donor(s) or honoree(s), including terminating the naming, in the unlikely event the university determines in its reasonable and good faith opinion that circumstances have changed such that the naming chosen would inflict damage to the university's reputation, standing, or integrity, or be contrary to university values

Implemented on 9/23/13

Revision history: 7/7/14, 12/1/14, 12/14/15, 12/18/19, 1/29/20, [10/15/25](#)

6

Salem State University Naming Opportunities and Gift Recognition Policy

Upon such termination of agreement and/or the naming, the university and the ~~foundation-AAF~~ have no obligation or liability to the donors and are not required to return any portion of the gift already paid. The president and the ~~foundation-AAF~~ may, however, have discretion on determining an alternative recognition for the portion of the gift already received, if appropriate.

Also, if a named ~~space~~ is ever transferred or conveyed from the university, closed, deconstructed, destroyed or severely damaged, relocated, or replaced, then the naming will cease. In addition, if the named space is ever significantly renovated, upgraded or modified at a significant cost to the university then the naming will cease.

In such event, however, the Board of Trustees for gifts of \$100,001 and the president for all gifts under \$100,000, will have the right, for no additional payment, to designate the name of another available and equivalent university facility related to the purpose of the original gift intent. If the original donors are living and competent, they would be consulted by the university to discuss mutually agreed upon space. All naming right agreements will provide for termination detail as outlined in the above policy.

IX. Approval and review of this policy

The naming opportunities and gift recognition policy is reviewed with the Board of Trustees and ~~Alumni Association and~~ Foundation Board of Directors as new fundraising plans are initiated for a campaign, when specific fundraising initiatives are launched or as the vice president of ~~institutional~~ advancement or ~~university~~ president deem necessary. Revisions to the policy are subject to approval by a vote of the Board of Trustees.

Implemented on 9/23/13

Revision history: 7/7/14, 12/1/14, 12/14/15, 12/18/19, 1/29/20, 10/15/25

7

Salem State University
Naming Opportunities and Gift Recognition Policy

A1. ADDENDUM: Guidelines for installing and naming campus benches

Addendum approved by the President for inclusion on December 14, 2015

Bench naming opportunities are to be sited as donor wishes arise, rather than mapping out the full campus in advance. Bench naming opportunities are offered at two gift levels according to the below standard operating procedures. Below gift levels are suggested at several times the anticipated cost of purchase/installation in order to direct funds to three places: (1) bench purchase/installation including dedicatory plaque, (2) the donor's programmatic interest, and (3) a maintenance fund to be created.

1. Custom design new bench – \$100,001 gift or greater
 - Designed in consultation with landscape architect for the existing space
 - Named in perpetuity, with university committing to lifetime maintenance
 - University retains right to remove or relocate as needed but pledges to consult with donor first (this would likely only happen in the event of major construction on the bench site)
2. Standard design new bench – \$50,000 gift or greater
 - Follows standard design appropriate to that campus' architectural vernacular as determined by Facilities (e.g. for North Campus, this would be the wooden benches lining the library quadrangle; Central Campus would be similar, but likely somewhat different)
 - Tribute expires with the life of the bench, a minimum of 10 years; university will pay for maintenance and one replacement, if needed, within the 10-year window
 - At tribute expiration, donor has right of first refusal to renew at current full Tier Two rate
 - University retains right to remove or relocate bench as needed

Implemented on 9/23/13

Revision history: 7/7/14, 12/1/14, 12/14/15, 12/18/19, 1/29/20, 10/15/25

8


Date: June 6, 2025
To: President John D. Keenan
From: Karen P. House, vice president for finance and facilities
Subject: Eastern Bank – university bank account signatories
Requested Action: Approval

Salem State University maintains bank and investment accounts with Eastern Bank and other financial organizations. Due to upcoming staff changes, the university must update the list of authorized signatories on these accounts. Eastern Bank requires a board-approved certification of resolution to complete this update.

Authorization by the Board of Trustees is requested to adjust the list of account signers as shown. Changes being made are as follows:

- Lori Boarts, (new) Director of Accounts Payable, will be added as an authorized signer effective immediately.
- Sallyann Lopez, Interim Vice President for Finance and Facilities/CFO, will assume signature authority effective July 27, 2025.
- Signature authority for Karen Johnson, (former) Director of Accounts Payable, and Karen House, (retiring) Vice President for Finance and Facilities/CFO, will end on July 31, 2025.

A list of all accounts and authorized signers is attached to this memo for reference. Selected account identifying information has been removed for security purposes, as this is a public record. The original document with identifying account information is maintained in the office of the Vice President for Finance and Facilities/CFO.

Approved:  Date: June 6, 2025
John D. Keenan, President, Salem State University

Authorized in accordance with the Board of Trustees vote of May 28, 2025, to delegate Board powers to President Keenan from May 29, 2025, through August 31, 2025 with the stipulation that the President shall report on any actions taken under this delegation at the first full Board meeting of the 2025–2026 academic year.

Per donor requirement
Per donor requirement
Per donor requirement

MEET THE MOMENT™

The Campaign for **SALEM STATE UNIVERSITY**

10.15.25

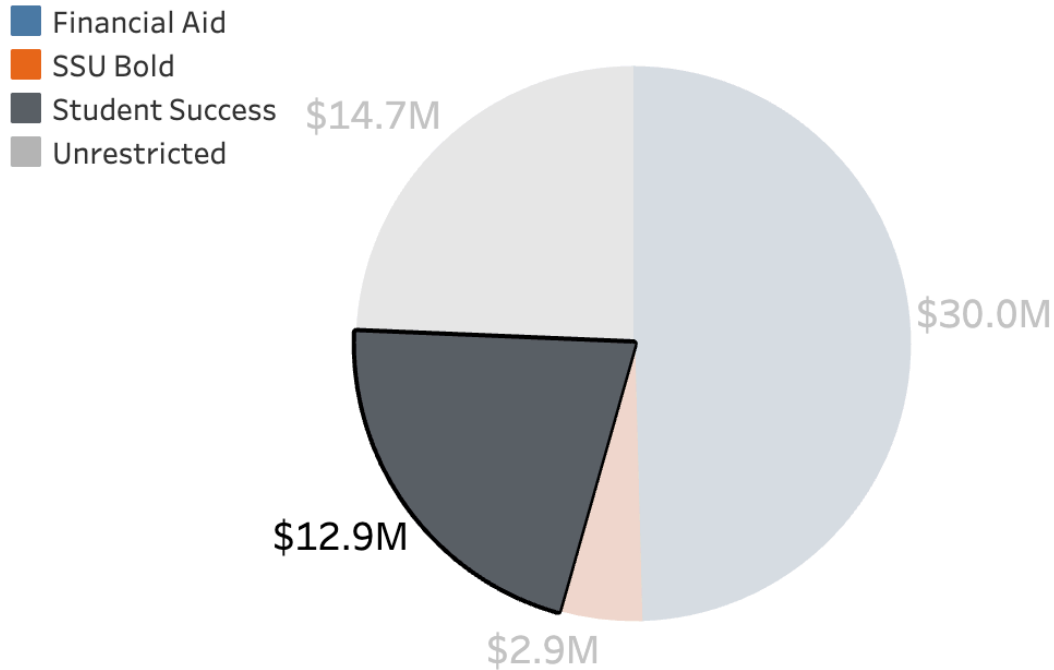
Board of Trustees

Student Success Funding

\$60,449,872 raised

Total: \$60,449,872

Campaign Priorities



Students who feel a sense of community are more likely to succeed academically. These funds help develop spaces and programs where students can focus on intellectual exploration, collaboration and skills development.

Degree Completion

Career and Life Readiness

SUCCESS COACHES

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The Campaign for SALEM STATE UNIVERSITY

Student Success Initiatives

181 participants

71% are Pell-eligible

54% of participants made the Dean's List
(business majors being the greatest percentage of participants)

84% of first-year participants
are retained for sophomore year vs.
76% of their peers

100+ number of faculty
engaged in efforts to support
first-generation students

MEET THE
MOMENT

RISE

Supporting First-Generation Students

Thanks to an anonymous donor, a new program has found a home at Salem State. The Resources and Inspiration for Student Empowerment (RISE) program connects first-generation students with a success coach to provide support in navigating both academic and social life at Salem State.

Eligible first- or second-year students are invited to participate, giving them the opportunity to meet with their coach for motivation and encouragement, to discuss concerns or for assistance with navigating internal processes.

"It's nice to have someone helping you with anything you need along the way," one RISE participant said. "The program is so accepting and always tries to help you with classes or with the social aspects of school," said another.

"Besides the support of a designated success coach, participants are invited to special social and support programs and leadership and engagement

opportunities to enhance their experience," Assistant Director of the Center for First-Generation Student Success Damien Boutillon, PhD said.

RISE welcomed a diverse body of 181 students in its inaugural year. While the cohort matches the diverse makeup of the university, there is a noted higher percentage of students with Latine/Hispanic heritage taking part in the program, totaling almost 47 percent of the participants.

"We are here to provide a quality and comprehensive experience for new students and students in transition, which sets the stage for success in each successive year at Salem State," Boutillon said. "It is so important to the higher education landscape to serve as an advocate for first-year students and their needs as we work to promote student learning, persistence and retention and academic success." The newly established First-Generation Student Success Center is a driving

force for first-generation student readiness at the university, providing much more than just student academic coaching. Assistant Dean for Student Success and First-Year Experience Mathew Chetnik describes the center as "a space of life, of support and community for our RISE students. A center of first-generation knowledge and allyship for campus educators."

Over the course of the 2023-2024 academic year, the center reached out to more than 100 faculty members, developed partnerships and programs with student service centers—from Inclusive Excellence to the Center for Teaching Innovation—and brought their message to a national audience at two conferences.

Moving ahead, the center will focus on student-facing coaching work, a first-generation advisory structure and reaching beyond university walls to established support communities to further enhance student success and enrichment. ■



Peter DiPlacido '24

Emerging Scholars Program Coaches, Encourages First-Year Students

When Peter DiPlacido '24 started his coursework at Salem State University, the differences between high school and college learning surprised him.

"I had to plan independently—no one was going to tell me when to do my homework," recalls Peter, who began college during the COVID-19 shutdown. "It was hard to adjust to college classes, virtual learning and planning out my assignments all at the same time."

Peter says he learned how to create a schedule that balanced school projects with his work shifts through the Emerging Scholars Program, a pilot initiative that guided 55 first-year students through their transition from high school to college. Managed by the Center for Academic Excellence's First Year Experience office, the new program targeted students with a 2.0-3.0 GPA and equipped them with a success coach—a graduate student they could lean on for advice and structured support—throughout their first year of college.

"Research shows us that students with a high GPA are more likely to succeed in college than not," explains Mathew Chetnik, director of First Year Experience. "But students with, say, a 2.8 GPA, who didn't receive scholarships and didn't get invited into special academic programs, too often have no one looking out for them. The success coach cheers and challenges them, but ultimately provides a supportive environment and helps them learn how to pick themselves up."

Emerging Scholars participants met with their success coach every other week to develop skills ranging from time management to study habits and how to feel comfortable communicating with their professors.

According to the data, it worked: 95 percent of the first-year students in the Fall 2020 Emerging Scholars group fully enrolled for the Spring 2021 semester, versus 78.8 percent overall for students who did not participate. Mathew anticipates an even higher Emerging Scholars retention rate of 98.9 percent for Fall 2021, based on students' self-reported data.

These positive outcomes convinced David Ives that the Emerging Scholars Program should expand to reach more students. The longtime Salem State philanthropist and volunteer leader donated \$20,000 to launch a second cohort this fall—which doubled the number of students served by Emerging Scholars to 110 in academic year 2021-2022.

"When I learned that the new program was helping students who otherwise might lack support—and that it had such a high retention rate—I could see the idea was very viable," David explains. "It will open up a pathway to success, opportunity and happiness for participants, who so deserve this assistance."

An alumnus of the Horace Mann Laboratory School on the Salem State campus and a 10th-generation Salemite, David contributed to the program in honor of his mother, alumna Marjorie Ives '70G, who made education a shared family value in his childhood home.

As the Emerging Scholars Program grows, he hopes other individuals will donate the funds needed to make it available to every Salem State student who could benefit from such a meaningful opportunity.

"Many of today's students don't have the same advantages I had, and by supporting Salem State's mission through its various programs, I'm able to do good for the citizens of Salem and the greater North Shore community," he explains. "Participating in this way is important to me and my family." ■

STUDY ABROAD AND FIELD EXPLORATION

MEET THE MOMENT

The Campaign for SALEM STATE UNIVERSITY

Citizens of the World



Francis Hunkins '60

Enhancing global engagement opportunities for students and faculty is the core mission of Salem State's Center for International Education (CIE).

In 2020, when international education and study abroad experiences were largely suspended due to pandemic restrictions, Collaborative Online International Learning (better known as COIL) was piloted to sustain these cultural opportunities, connecting students and professors in different countries as part of their coursework.

But as travel restrictions began to lift, Salem State's faculty-led study travel courses gained popularity as a short-term, innovative and affordable alternative to traditional study abroad, which is not always feasible for students. Faculty-led study travel courses typically span seven to ten days with faculty coordinators partnering with local resources to lead small groups, allowing for maximum cultural interaction, informed perspective and introspection. With their desire to have more Salem State students participate in culturally immersive experiences, Francis Hunkins '60 and his wife, Patricia Hammill, decided to turn dreams into reality.

"Salem State has ties to my heart," says Francis. "We hope supporting

COIL and faculty-led travel study courses will enable Salem State students to follow their dreams." Avid world travelers and former visiting scholars, Francis and Patricia are retired professors of higher education who have explored the globe many times. From riding elephants in the Himalayas to paddling a dugout canoe down a river, both located in Nepal's Chitwan National Park, they stress that these memories of the recent past are still sharp in their minds.

Francis and Patricia recall, "We were on a budget when we often traveled. Because of that, we had very authentic cultural experiences in Nepal, India, Australia, New Zealand, China, Europe, Africa, and South America, in addition to traveling extensively throughout the United States and Canada. Standing on the corner, you get an education just from interacting with locals. This is why we wanted to contribute to Salem State, because we know that students can experience life-changing opportunities through these types of programs."

"The idea that your education is continuing to unfold over the course of your life is very powerful. Learning and making connections with people around the world, those enriching experiences become the fabric of your life," says Patricia.

The university recently secured an additional \$90,000 grant from the US State Department via the Undergraduate International Studies and Foreign

Salem State received a Partners of the Americas Innovation grant in partnership with the University of Guanajuato, enabling Associate Professor Melanie Gonzalez (lower left) and her students to travel to Mexico to learn more about culturally responsive teaching.



Language Program to expand COIL and faculty-led travel study courses. This was due to Francis and Patricia's generosity, part of which was required for Salem State to qualify for the matching funds.

C. Julie Whitlow, vice provost for faculty and global engagement, notes, "For this academic year, there are nine faculty-led travel study courses planned and Pell eligible student travelers will receive stipends from Francis and Patricia's fund. Faculty will also receive a stipend that will help comper for the time spent and leading travel

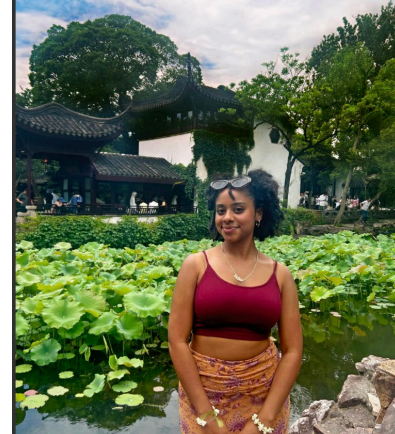
Francis is grateful foundation Seler for his career in t "The quality of a I received way by enabled me to difference in the excellence of the I've been impact Salem State in w I never anticipate want to pay it for

Making Transformative Opportunities a Reality

For many students, studying abroad is one of the most memorable experiences of their academic career. But for some students at Salem State University, such an experience can come at a high cost when balancing rigorous coursework with multiple jobs.

"Salem State students work just to pay tuition. Some of these students have never

Student Financial Assistance



Stepping Outside Your Comfort Zone

The Benefits of Study Abroad

Growing up in Swampscott, Mass., Destiny Balista '26 was a self-proclaimed chatterbox. Years passed and peer pressure to fit within social norms grew louder, eventually quieting Destiny's once expressive voice.

She did not know what she wanted out of life but knew that college could be a stepping stone. Then came Salem State. Throughout her first year, Destiny struggled with finding community as a commuter student. "And then I saw a flyer for a study abroad trip to Spain," Destiny explains. The experiential learning opportunity instilled a newfound sense of independence and self-determination, and Destiny entered into her second year more confident and ready to push outside of her comfort zone.

When the Center for International Education (CIE) advertised a study abroad trip to Nanjing, China, she jumped at the opportunity. Through the generosity of Francis P. Hunkins '60, PhD and Patricia A. Hammill, PhD and other donors to the CIE, 13 Salem State students were able to travel to China for one month to study Chinese history, culture and literature at Nanjing Normal University.

"China is such a beautiful place. I was a blanket and sit outside, people watch. I found weren't for donors like Patricia, I would never be able to afford the trip."

Destiny continues, "I found that the purpose of life is to listen, learn and share life experience with as many people as possible. I'm hoping to experience as many cultures as I can and am aiming to visit every continent before I turn 25."

While traveling with her peers, friendships blossomed, and she is now feeling more connected at Salem State. "Before China, it was hard to feel like you fit in on campus as a commuter. I came back with two close friends and am now experiencing the social aspect of campus. There is a big difference between being a student at Salem State versus just taking classes. I feel a part of things now."

Destiny is on the path to becoming a history teacher through the 4+1 program and emphasizes the critical importance of supporting study abroad opportunities, saying, "People think I work in the study abroad office because I'm always speaking about experiential learning and its benefits. I think if more people stepped outside their comfort zone and talked to people outside their horizon, the fulfillment felt across humanity would be palpable."



Learn more about Destiny's trip to China.

salemstate.edu/moment 22



EXPERIENTIAL LEARNING

MEET THE MOMENT

The Campaign for SALEM STATE UNIVERSITY

News

Bertolon School of Business Visits Nasdaq



Photography courtesy of Nasdaq, Inc.

During spring break, Salem State made its mark on the national financial stage as the Bertolon School of Business took a group of students to the Nasdaq Stock Market in Times Square.

A cadre of students, faculty and staff had the opportunity to view the closing bell and stand atop the famed Nasdaq tower. The trip was coordinated through New York City-based investment management firm Global X ETFs and the company's head of product research and development, Pedro Palandrani '18G.

CONNECTING CLASSROOM LEARNING WITH REAL-WORLD OPPORTUNITIES

Palandrani said he is driven to give back to Salem State and support its students through experiences like the visit to New York City after the transformative experience he had as a graduate student.

"Salem State University opened doors for me as an international student and launched my career in finance through the internship at Cabot Wealth Management," Palandrani said. "Welcoming SSU students to Global X ETFs and Nasdaq is simply honoring the cycle of opportunity. You give not because you have; you have because you give. Supporting the next generation of finance professionals from my alma mater isn't just a responsibility—it's recognition of the path that made my own journey possible."

More than just an opportunity to visit Nasdaq, Global X ETFs hosted and took the students through the world of exchange-traded funds, or ETFs. The trip fully explored

the differences between ETFs and other investment vehicles, giving those on the trip a taste of what a career as an ETF issuer could be like.

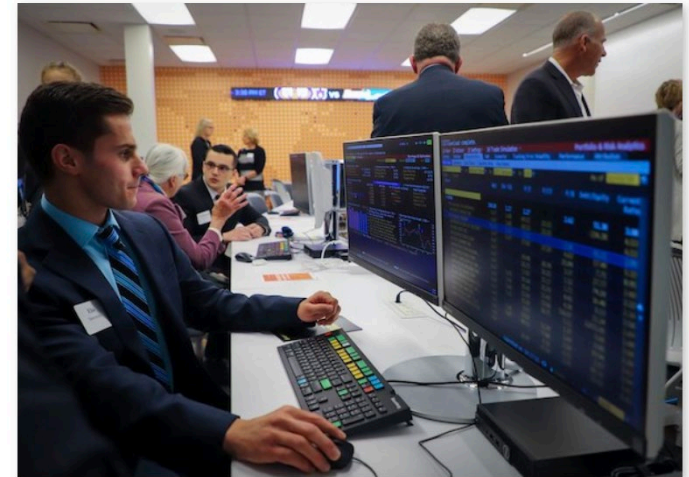
"One of the most impactful moments for me was our visit to Global X ETFs. Listening to their pitch was not only informative but truly eye-opening," said Xhesina Sirika '26, business administration major with a concentration in finance. "It gave me a real-world finance professional. I'm working toward

SUPPORT PA STUDENT SU

As an experiential Salem State's *Meet the Moment* is possible by the Salem and Foundation, Inc. burden of cost.

"Support like this opportunities that e said Annalisa Di Pa. Alumni Association generosity of our do financial barriers, changing experiences.

Trips like the vis invaluable experient embark upon them, insights into the fin connection to their



INTERNSHIP STIPENDS/SCHOLARSHIPS

MEET THE MOMENT

The Campaign for SALEM STATE UNIVERSITY



Rob Lutts, Salem State Board of Trustees chair and Cabot Wealth Management president (right) with Salem State student and former Cabot Wealth Management intern Joel Surette in the state-of-the-art Cabot Wealth Management Lab.

Paid Internships

A Win-Win for Students, Employers

"I have two passions in life: assisting youth and investing in education," says Rob Lutts.

Lutts pursues these dual interests as a longtime Salem State University trustee and donor. The founder, president and chief investment officer of Cabot Wealth Management also hires paid interns from the university year after year, enabling them to gain valuable experience at his renowned Salem-based firm.

"I've always hired interns from Bertolon Business School," Lutts explains. "They help my team with tax returns for our clients, which is a complex, data-oriented process."

In addition to helping students like Philip Haddad '18 (see sidebar) at Cabot, Lutts has also expanded his support for youth and education by funding internships at the local YMCA, enabling the nonprofit agency to benefit from Vikings' know-how.

Lutts calls these diverse internship arrangements a win-win for students and organizations.

"Ultimately, internships achieve more than benefitting businesses," Lutts emphasizes. "They're also key for students, allowing them to get real-world experience, build up their resumes before they graduate and earn a wage."

Lauren Hubacheck, the university's assistant dean of student experience and transition, agrees with Lutts wholeheartedly. With 256 students registered for internships in the 2020 academic year—some paid and some unpaid—she says paid experiences are especially crucial to SSU students' professional and economic success.

"Many of our students have been working for years in other jobs," says Hubacheck. "They already have the grit, the work ethic and the dedication. Paid internships provide a glimpse into a

field that they may have never experienced before, while helping their financial status in going to school. We let employers know that in order for Salem State students to take on an experience to gain skills, they need the opportunity to be paid."

While paid internships have become prevalent in booming fields like healthcare and finance, unpaid internships in budget-limited sectors like nonprofits and those hit by COVID-19 are equally vital to students' education and society.

"Nonprofits typically don't have the funds available to pay an intern, and other fields such as hospitality have been hurt by the COVID-19 pandemic," says Stephen Maser, associate director of employee relations in Salem State's career services department. "In cases like these, we rely on philanthropy to make sure that students can participate in these fields while receiving financial support."

For these reasons, Hubacheck views leaders like Rob Lutts as role models. "Rob and Cabot Wealth Management offer a great example of what's possible when businesses and individuals provide our students with opportunities," Hubacheck says. "We achieve great things when companies and individuals hire our exceptional students for internships—or provide a gift that enables paid internships. Salem State students and our community thrive with our collective support."

The Value of an Internship:



Philip Haddad '18

As an assistant property manager at Nordblom Company, Philip Haddad '18, helps manage over one million square feet of prime office space in downtown Boston. His responsibilities range from tenant relations to facilities management and annual budgeting.

Haddad says his time as a tax intern at Cabot Wealth Management during the spring of his junior year prepared him well for his current role.

"Interning at Cabot gave me a taste of what life was going to be like after graduation and what it means to be a part of a group and work together," Haddad says. "Gaining that experience at the peak of my college career helped tremendously for the role I am in now, which is similar to Cabot in its client-facing aspects."

Although Haddad primarily pursued his Cabot internship for the experience, he says that receiving a stipend for his time at the company was a valuable boost as well.

"I am thankful for receiving both circumstances—the exposure in a corporate setting and the financial compensation," he says. "I am forever grateful for the opportunity that Rob Lutts and the Cabot Wealth Management team provided me."

STUDENT WELL-BEING

MEET THE MOMENT

The Campaign for SALEM STATE UNIVERSITY

Driving Student Success

Dressing for Success

THE CAREER CLOSET

Established in the spring of 2020, the Career Closet is a service at the university that has provided access to thousands of free, career-ready attire pieces for student Vikings. With the initial goal of helping students navigate their job and internship searches with confidence, the career readiness program is part of Salem State's mission to foster inclusivity by removing financial barriers, helping students prepare for interviews, internships, networking events, and more.

"The Career Closet being open permanently has provided me with ongoing access to professional attire throughout the week, ensuring that I am prepared for any opportunity that arises," explained Abigail Laliberte '25, an education major and work study student in the career services office.

Students can book shopping appointments to access new and gently used professional attire and accessories of all sizes.

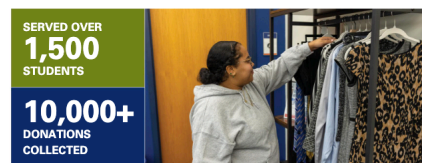
"The Career Closet is an incredible resource available to all SSU students. Through the extraordinary generosity of the SSU community and our external supporters, the Career Closet has been able to provide students with professional attire that may have otherwise been beyond their reach," said Jeff McGinn, administrative assistant in the career services office.



Jess Tetraault '25, psychology major

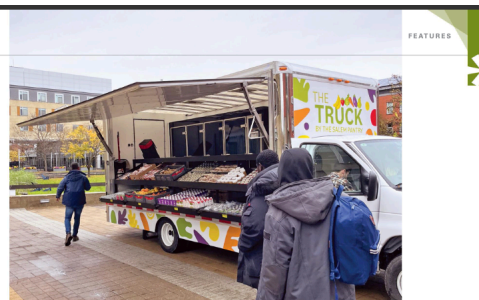
As the North Shore's comprehensive regional university, with one of the most diverse student populations in the Massachusetts system, Salem State has a proud legacy of unlocking the doors of opportunity, and this program continues to carry out that legacy.

"It's a joy to see our students make a memorable first impression with employers as they strive to achieve their career goals. I am proud of how the Career Closet has grown and brought the Salem State community together in support of our incredible Vikings," said Helaina Polito, associate director of career services. "Every piece in the Career Closet is offered at no cost, and career services staff are available to offer styling advice and tools to help students navigate their job or internship search with confidence."



Lorraine Sanchez '26, early education and care major, sorts through wardrobe options in the Career Closet.

22 SALEM STATEMENT | 2025



FEATURES

Food for Thought

THE SALEM STATE FOOD PANTRY GIVES STUDENTS THE SUPPORT THEY NEED TO STAY HEALTHY, FOCUS ON THEIR STUDIES AND BUILD A FOUNDATION FOR SUCCESS

By Professor Rebecca Hains, PhD, media and communication

At Salem State University, addressing food insecurity has become a student support cornerstone. The Salem State Food Pantry helps students overcome food access challenges, providing the nourishment they need to focus on coursework and thrive in college. Since its inception, the food pantry has offered students essential nonperishables. But students also need fresh fruits, fresh vegetables and healthy frozen meals, which the pantry has neither space nor refrigeration to offer.

"To better meet students' needs, in 2023, the Student Wellness CARE office partnered with the Salem Pantry's Mobile Market Food Truck. With this innovative arrangement, the Salem Pantry brings fresh fruits, vegetables, meats, and sometimes baked goods directly to various campus locations.

"The partnership has been a game-changer," said Susan Berube, case manager at Salem State's Student Wellness CARE Office. "The Mobile Market started as a twice-weekly service, but with demand so high, we've expanded to three times a week."

As many as 30 or more students line up during peak

times to access the Mobile Market's nutritious and dynamic stock with an easy swipe of their ID cards.

"Its offerings never get boring," Berube noted, "because they change with donations and with reasonable availability." The Mobile Market's flexibility and consistency have made it easy for both commuter and residential students to incorporate a wide array of nutritious food into their routines without worrying about how they might afford to do so.

The food pantry has also added personal care items and clothing basics to its regular offerings. Community donations enhance the pantry's stock, as do Amazon wish list gifts and fundraising drives hosted across campus.

"We have active campaigns by student clubs and different departments throughout the year, especially at Thanksgiving," explained Berube. "Thanks to the generosity of students, staff and community partners, we keep the pantry well-equipped to meet students' needs."

"Each dollar or item donated makes an immediate impact on our students," Berube added. "Nourishing them is such a meaningful way to support students in their academic journeys."



DEPARTMENTAL SUPPORT

MEET THE MOMENT

The Campaign for SALEM STATE UNIVERSITY

Student Success

Honoring Henry Dembowski '60, '62G



Over the years, Henry Dembowski '60, '62G served as a Viking volunteer in many facets of university life. He served as Annual Fund chairperson and member of the Salem State University Foundation, Inc., Salem State University Alumni Association Board, Friends of the School of Education, and SSU Board of Overseers.

He played the role of auctioneer at the Fine Wines and Fabulous Finds Auction, spearheaded the planning for many reunions for the class of 1960, championed the Class of 1960 Scholarship Fund, hosted the annual 50th Reunion Gala, and more.

Claire established the Dembowski Family Theatre Endowment Fund in 1998 to provide resources to the Salem State theatre and speech communication department.

"The Dembowski Family Theatre Endowment Fund has allowed us to continue producing exceptional performances, nurturing local talent and engaging audiences in meaningful ways," shares Jerry Johnson, chair of the theatre and speech communication department. "Their belief in the power of theater has helped us bring stories to life, spark conversations and create exceptional individuals."

leading to an incredible fundraising effort that will help theatre students meet their moment.

In the spirit of Henry's generous devotion to his alma mater, two anonymous donors issued a call to fellow graduates, fier and theatre supporter of 2023 to join them in the Dembowski Family Endowment Fund, will gift made matched do

As a result, \$73,127.56 raised to date, a word to the wise: Henry and Claire Dembowski and together y amaz deeply together for our future.

Dembowski Family Theatre Endowment Fund: Meeting the Moment for Salem State Theatre



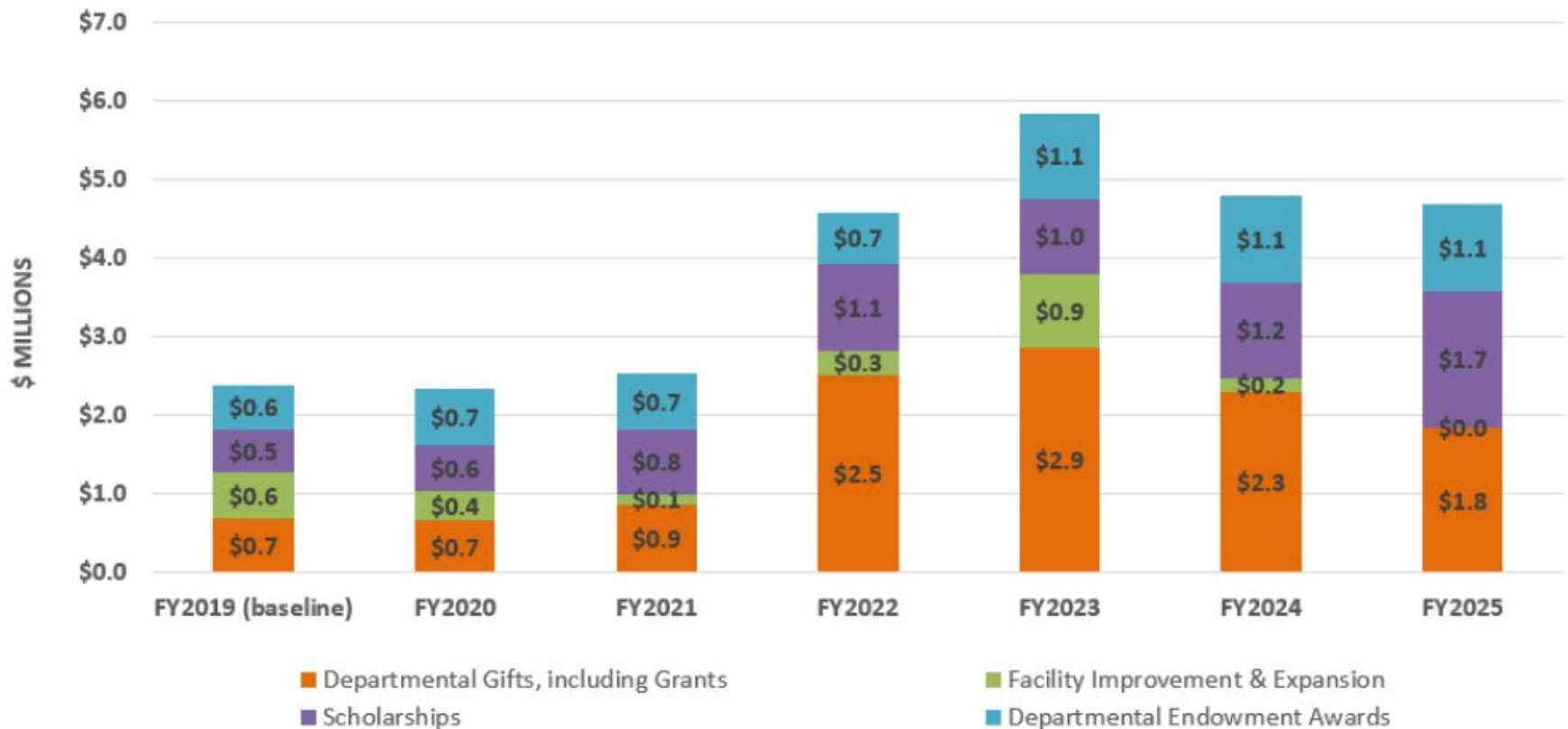
CENTERS and PROGRAMS

- Center for Holocaust and Genocide Studies
- Center for Civic Engagement
- Honors Program
- Wellness U at the Gassett Fitness Center
- Athletic Teams
- Groups and Clubs- Alliance, Bees and Brotherhood
- Veteran Affairs and Second Mission Fund
- Sustainability and Earth Days



Funds Transferred

Funds Transferred to university since Meet the Moment® Campaign Inception



Questions?