

SUBJECT: Academic Affairs and Student Success Committee Meeting Report for May 20, 2026

The Academic Affairs and Student Success Committee of the Board of Trustees met on Wednesday, May 20, 2026, at 4:15 pm, via Zoom in accordance with MGLA Chapter 30A, as amended by Chapter 2 of the Acts of 2025, which among other things allows remote participation through June 2027.

Present for the Committee were Trustees, Immerman (chair), Billings (vice chair), Lancome; President Keenan (ex-officio); Vice President Galinski; Provost Silva; Assistant Vice President Freeman; Senior Director Ohannesian; and Assistant Director Ross.

Chair Immerman called the meeting to order at 4:18 pm. The following items were discussed:

Update: Fall 2026 Admissions and Enrollment (Attachment A)

This is a high-level view of enrollment for summer and fall. Summer enrollment includes day students who take advantage of the summer credit recovery program. Evening enrollment has seen an increase due to the online social work program and the ABSN program. Graduate enrollment continues to be steady.

Fall 2026 admissions and students who have committed to Salem State are up and financial aid and orientation registration remain ahead. This year more intention has been placed on guidance and resources being provided to students and supporters over the summer. Two orientation sessions will be offered in Spanish for students and their supporters. Both evening and graduate enrollments for fall are trending in a good direction.

Our fall 2026 returning student enrollment numbers for day are down but it is not surprising. The gap will be closed with our new student trend. Various offices across campus are working to offer support and help to students who have not yet registered. Evening and graduate enrollments are doing well.

Update: SSU's Participation in the National Institute for Student Success (NISS) (Attachment B)

In October 2025 Salem State began work with the National Institute for Student Success (NISS). This effort is funded through state-supported SUCCESS program. The other State Universities are participating as well. NISS's mission is to help institutions identify and resolve institutional barriers for students through proven and scalable student success solutions. Using data, learning what the barriers to completion are for students from all backgrounds can be better understood. Coaching and support will help in increasing retention, enrollment and graduation outcomes. A high-level road map from NISS with recommendations and implementation steps will be received this month.

MSCA Personnel Actions (Attachment C)

Provost Silva presented the faculty and librarian tenure and promotion process. Provost Silva then presented the candidates for tenure, tenure with promotion, promotion, terminal year contract, and emeritus status. After a brief discussion, the committee took the following action:

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

VOTED: To approve the personnel action for Faculty Tenure effective September 1, 2026.

VOTED: To approve the personnel action for Faculty Tenure with Promotion to rank as Associate Professor, effective September 1, 2026.

VOTED: To approve the personnel action for Faculty Promotion effective September 1, 2026.

VOTED: To approve the personnel action for Terminal Year Contract effective September 1, 2026.

VOTED: To approve personnel action for Faculty Promotion to the rank of Professor Emeritus and Associate Professor Emeritus effective September 1, 2026.

Voting in the affirmative: Immerman (chair), Billings, Lancome

Voting against: None

Leveraging SSU's N360 for Collaboration and Student Success (Attachment D)

Center for academic Excellence (CAE) is where a lot of work with students happens. The mission of CAE is working collaboratively to empower students. Through the various offices in the CAE coaching, advising, and learning support are offered to students. The CAE offers a tiered model of support across their programs and services. Tier 1 is built into the student experience. Tier 2 services that students access on their own and Tier 3 is intensive or wrap-around services. Looking at our students we realize we need to build more support into our services to help them be successful. We realize there is a population of students who would benefit from our support, so we are expanding Tier 3. N360 helps make sure a student who enters from any point knows all the services available.

N360 is an institution-wide student success platform that centralizes student information across the institution. It supports case management, communication, outreach, and initiative tracking. It has become part of the institution's broader success practices engaging students with targeted outreach. Over 450 faculty and staff participate in coordinated student support efforts. This academic year over 80,000 appointments scheduled. Academic Planner is used by over 65% of faculty and provides plans for over 1200 students. Indicators of the impact are students marked at-risk improve 1 full letter grade on average following a progress report. Engagement growth across campus continues and expanding support functions by adding tutoring and learning centers this year. Integration with our data systems will allow the use of reports and data to support students more effectively.

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

VOTED: To adjourn the meeting at 5:16 pm

Voting in the affirmative: Immerman, Billings, Lancome

Voting against: None

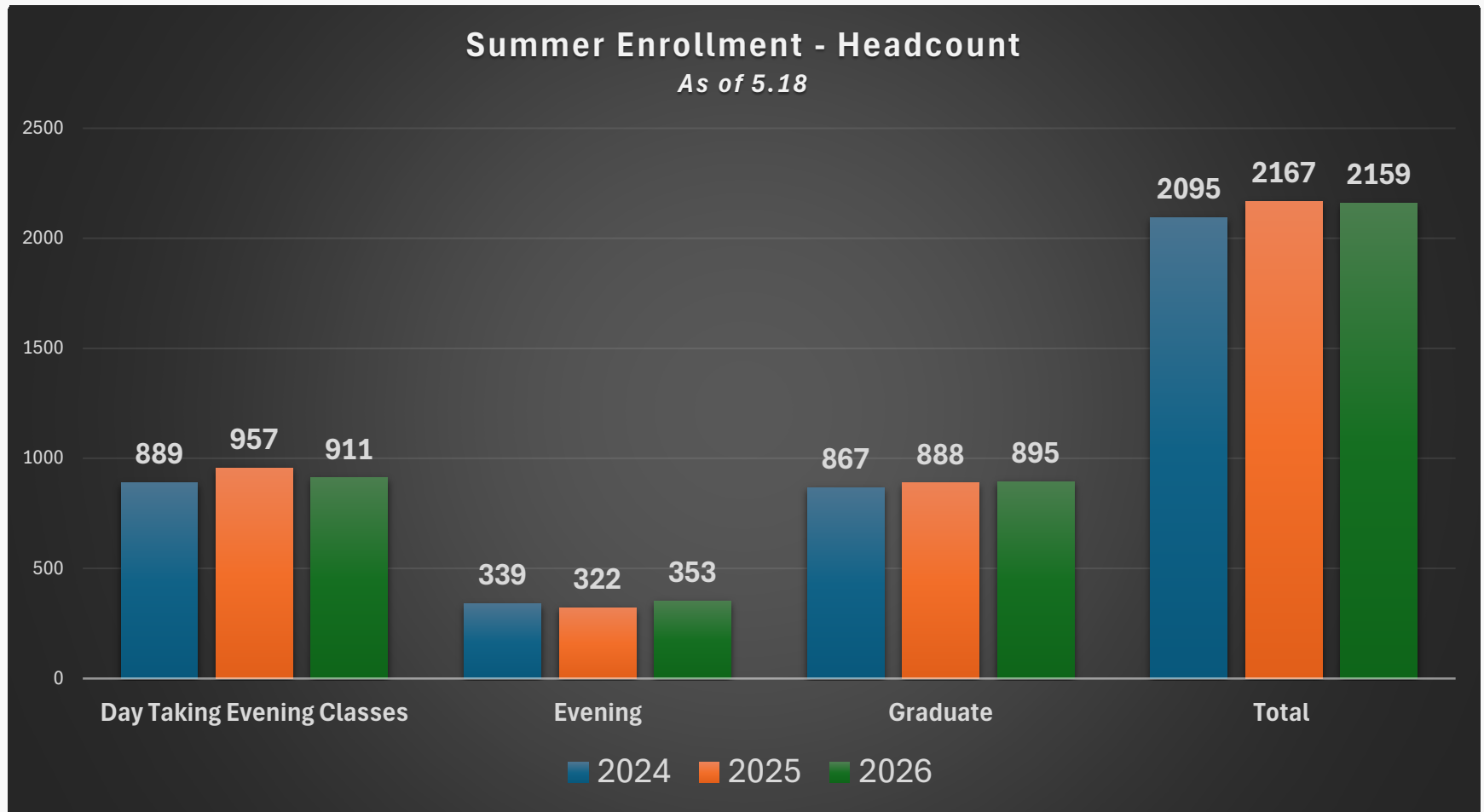
Prepared by: V. Ross, Assistant Director, Academic Affairs

Academic Affairs and Student Success Committee of the Board of Trustees

- I. Update: Fall 2026 Admissions and Enrollment
- II. Update: SSU's Participation in the National Institute for Student Success (NISS)
- III. MSCA Personnel Actions
- IV. Leveraging SSU's N360 for Collaboration and Student Success

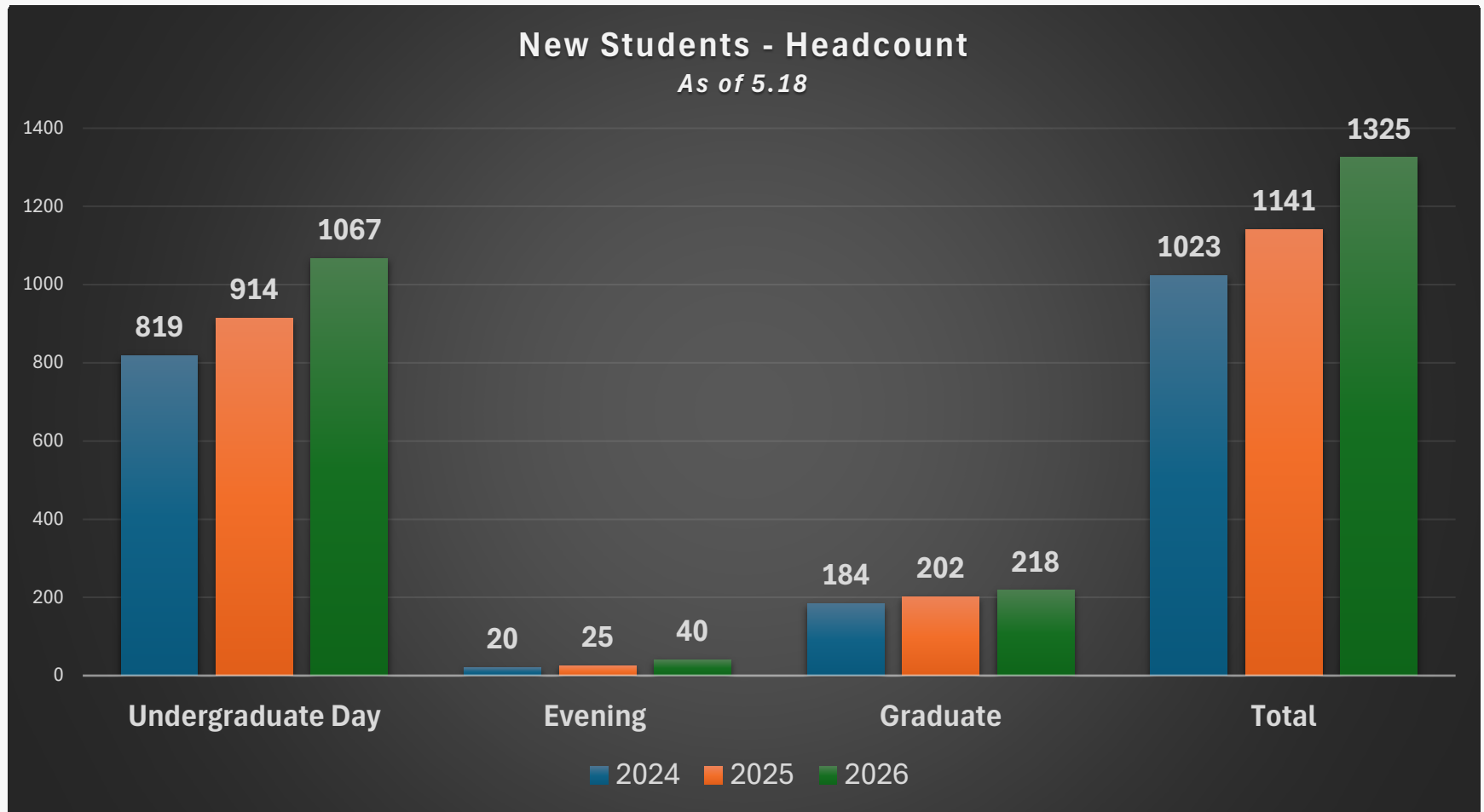
I. Update: Summer and Fall 2026 Admissions and Enrollment

Summer 2026 Enrollment



Source: Power BI Funnel Report

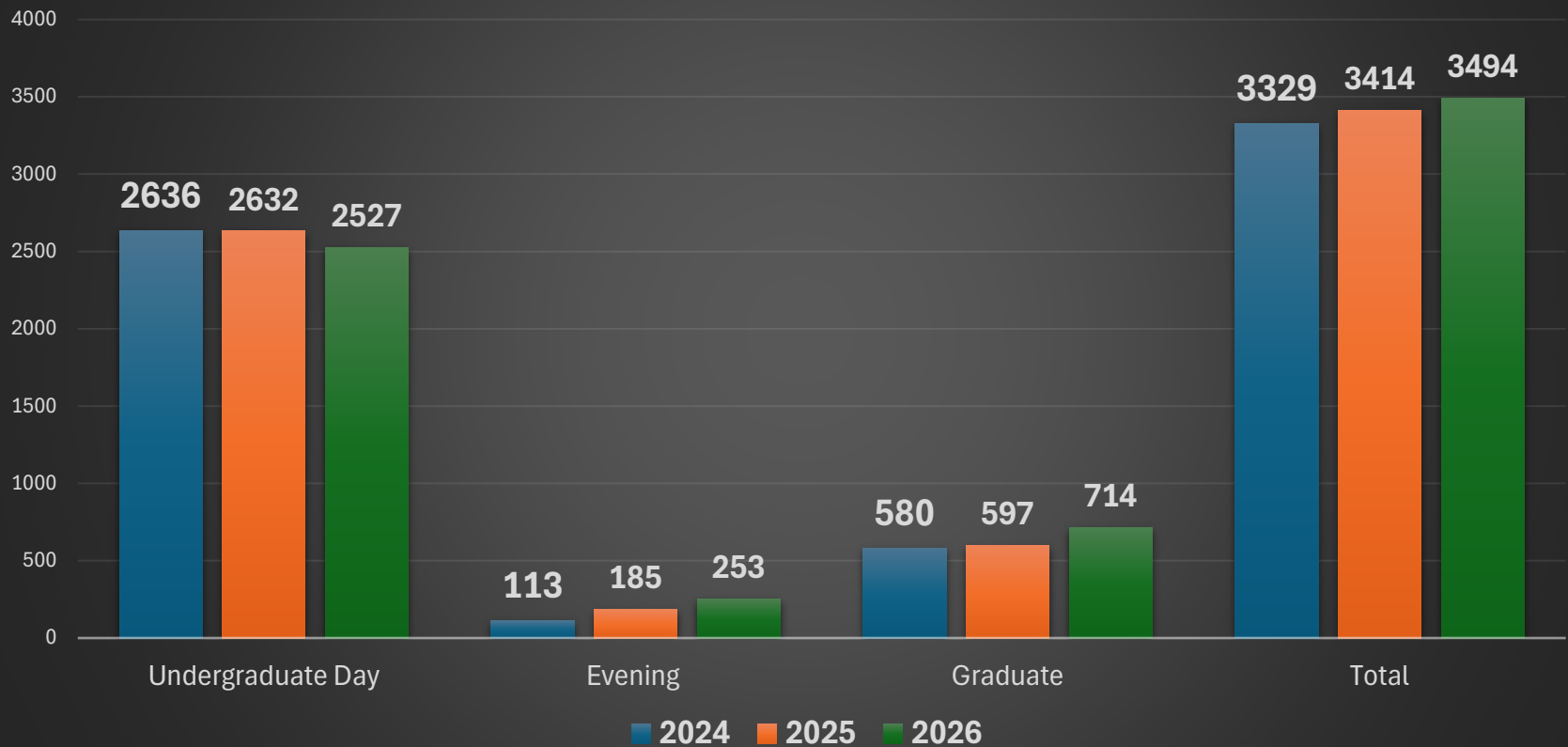
Fall 2026 Admissions – Deposits



Source: Power BI Funnel Report

Fall 2026 Enrollment

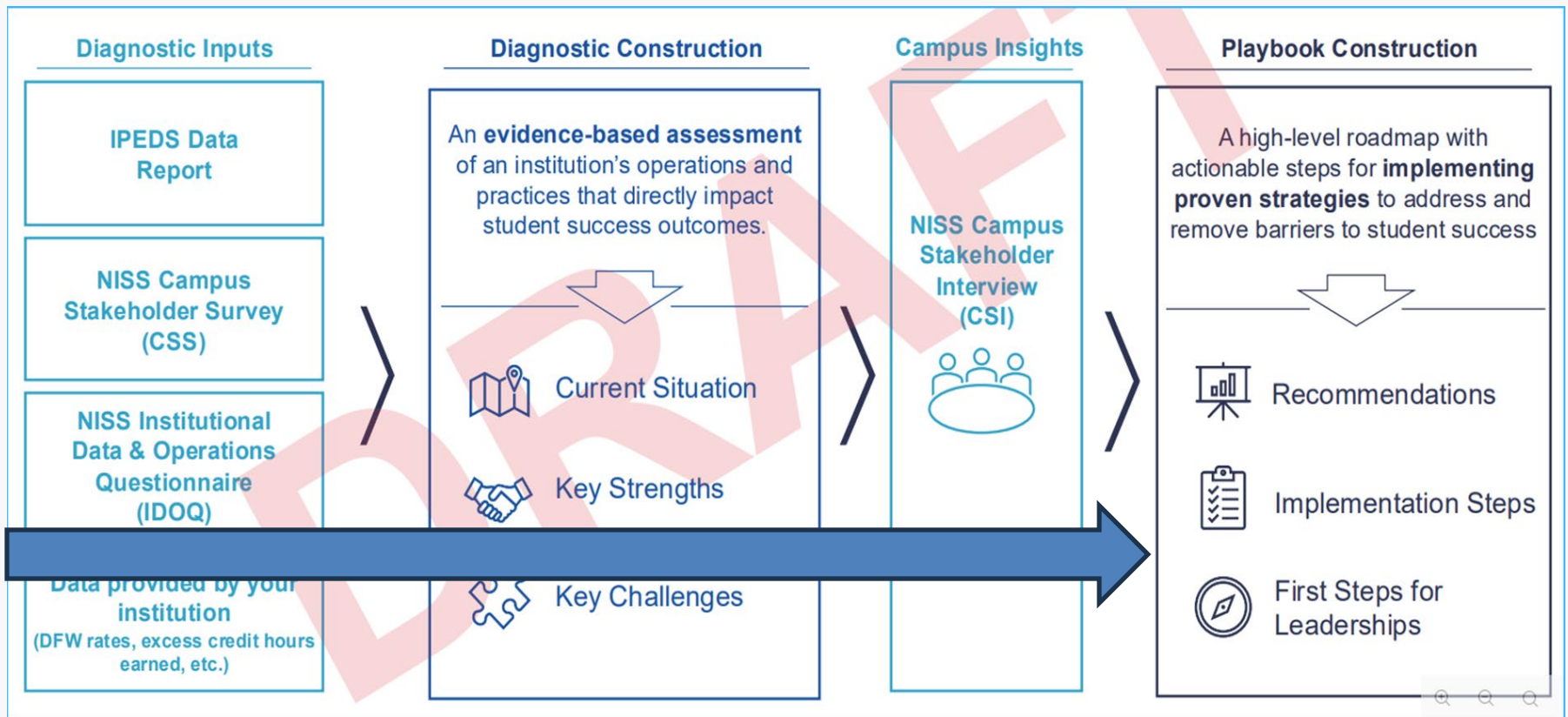
Headcount
As of 5.18



II. Update: SSU's Participation in the National Institute for Student Success (NISS)

National Institute for Student Success (NISS)


Kick off meeting on October 15, 2025



Faculty and Librarian Personnel Actions

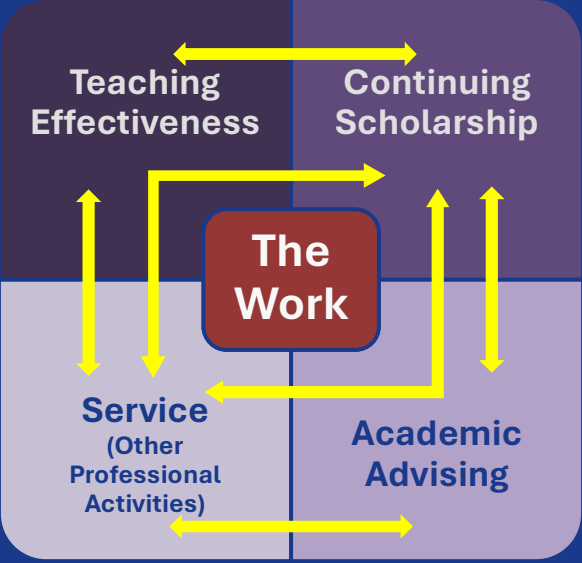
Academic Affairs and Student Success Committee
of the
Salem State University Board of Trustees

Wednesday, 20 May 2026




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**Evaluation
Criteria
per the
Collective
Bargaining
Agreement**



Teaching Effectiveness	Continuing Scholarship
Service (Other Professional Activities)	Academic Advising

The Work



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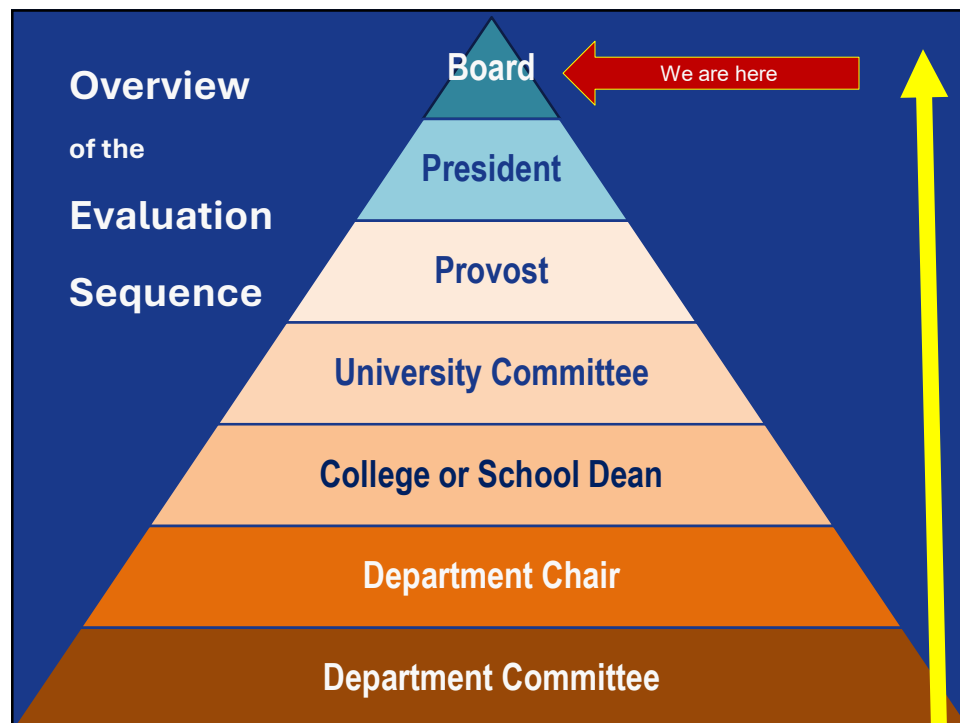
Critical Context

“In applying these criteria, regard shall be had to the fact that the State Universities are primarily **teaching institutions.**”

Collective Bargaining Agreement,
Article VIII, A.1.b



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Tenure

- Professor Laurie McCarty
Secondary and Higher Education
Dean, McKeown School of Education
- Professor Brian Vanden Heuvel
Biology
Dean, College of Arts and Sciences

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Tenure with Promotion to Associate Professor

- Assistant Professor Erkan Toraman
Geological Sciences

6

Promotion to Associate Professor

- Assistant Professor Brian Ernest
Childhood Education and Care

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Promotion to Professor

("Full Professor")

- Associate Professor Zlatinka Blaber
Accounting and Finance
- Associate Professor Cami Condie
Childhood Education and Care
- Associate Professor Anthony D'Amico
Sport and Movement Science
- Associate Professor Xu Hartling
Marketing and Decision Sciences

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Promotion to Professor

(“Full Professor”)

- Associate Professor Kathleen Hess
Psychology
- Associate Youn Jung Huh
Childhood Education and Care
- Associate Professor Lisa Johnson
Social Work
- Associate Professor Sara Moore
Sociology
- Associate Professor Mike Testa
Music and Dance



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Promotion to Senior Librarian

- Librarian Jason Soohoo
Library



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Promotion to Librarian

- Associate Librarian Dawn Stahura
Library

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Terminal Year Contract

- Assistant Professor Brian Curry-Krieger
Nursing
- Assistant Professor Sheila Perrault
Nursing
- Instructor Amy Wachsmuth
Nursing

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Emeritus Status

- Professor Felix Amato
Social Work
- Professor Linda Coleman
Marketing and Decision Sciences
- Professor Elizabeth Coughlan
Politics, Policy and International Relations
- Associate Professor John Hayes
Geography and Sustainability
- Professor Jeannette Lindholm
English



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Motions (vote required)

1. To recommend to the full board the personnel action for **Faculty Tenure** as presented.
2. To recommend to the full board the personnel action for **Faculty Tenure with Promotion to rank as Associate Professor** as presented.
3. To recommend to the full board the personnel action for **Faculty Promotion and Librarian Promotion** as presented.
4. To recommend to the full board the personnel action for **Terminal Year Contract** as presented.
5. To recommend to the full board the personnel action for **Faculty Promotion to rank as Professor Emeritus** as presented.

The actions above shall be effective **September 1, 2026**,
contingent upon approval by the Board of Trustees.

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THE CENTER FOR ACADEMIC EXCELLENCE: LEVERAGING N360 FOR COLLABORATION AND STUDENT SUCCESS

Traci Freeman, PhD, Assistant Vice President of the Center for Academic Excellence

Sam Ohannesian, M.Ed. Senior Director for Retention Services and Veterans' Affairs

Mission

Working collaboratively with campus partners, the Center for Academic Excellence (CAE) empowers students to grow, develop their academic self-confidence, and realize their capacity to succeed.

Center for Academic Excellence

- Academic Advising
- Center for Accessible Resources (CAAR)
- Exploratory Program
- First-Generation Student Success Center
- Student Retention Services
- Student Success and the First Year Experience
- Summer Bridge Academy (SBA)
- Trio Student Support Services
- Trio Upward Bound
- Veterans' Affairs

Services

Advising and coaching: academic planning, probation counseling, and success coaching

Accessibility and learning support: accommodations, tutoring, supplemental instruction, and placement testing

Transition, engagement, and access programs: FYE, Summer Bridge Academy, Trio

Academic case management and analytics: N360 alerts, progress reports, and outreach

Tiered model of support



Tier 1: Services that are built into the student experience (*e.g. advising during first-year and transfer orientation*)



Tier 2: Services that students seek out and access (*e.g. accommodations, tutoring, FYE programs*)



Tier 3: Intensive or wrap-around services (*e.g. SBA, TRIO, or Emerging Scholars and other cohort based coaching programs*)

Many points of entry

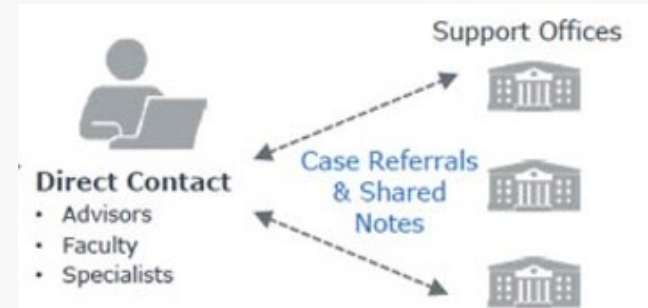


N360: Institution-Wide Student Success Platform



- Centralizes student data across the institution
- Enables coordinated care and cross-campus collaboration
- Supports case management, communication, and initiative tracking
- Provides tools for assessing outcomes
- Advances data-informed decision-making

Institution Engagement



- Early Identification & Intervention
 - Alert & progress reports for academic and day-to-day concerns
- Student Engagement & Communication
 - Campaigns and targeted outreach
- Advising & Academic Planning
 - Appointment Scheduling
 - Academic Planning
- Persistence & Student Success Initiatives

Salem State's Case Management Process & Protocol



Institution Use



- 450+ faculty/staff participate in coordinated student support efforts
- 6,000+ alerts and cases annually
- 80,000+ appointments scheduled in AY25/26
- 350,000+ emails/texts sent in AY25/26
- Academic Planner adoption is growing
 - 65+ faculty/staff
 - 1,200 + students

Indicators of Impact



N360

- Students marked at-risk improve 1 full letter grade on average following a progress report
- Thousands of students are engaged through coordinated alerts and interactions
- Enabled by institution-wide use

Institutional Integration & Expansion



- Adoption continues across academic and student support functions
 - Tutoring and Learning Centers
 - Career Services
 - Writing Center
- Will be fully integrated into data warehouse

Reporting & Analytics



- Student Success Monitoring
 - Gateway courses, registration status, DFW indicators
- Student Engagement Analytics
 - Open, response & click rates
- Intervention Analysis
- Expanding Use of Data

Looking Ahead



- Ongoing integration across departments/programs
- Continued collaboration with IR&A
- Expanded use with reports/analytics
- Implementation of course registration
- Improved integration with institutional data systems

