BOARD OF TRUSTEES
June 3, 2026

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

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

ABSENT: Morales

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.

* * *

Call to Order

I. CALL TO ORDER - Chair Lampassi having a quorum of the members present called the meeting to order and provided an agenda overview.

* * *

II. COMMITTEE ACTIONS:

Committee Actions:

Finance & Facilities: Approval of FY27 All Funds Budget

Finance & Facilities - Trustee Kezer presented the committee's first recommended motion concerning the FY27All Funds Budget. Trustee Kezer explained that at the committee's last meeting Vice President Lopez gave a thorough explanation of the FY27 budget development. There was also extensive discussion at the committee level.

Hearing no further discussion, Trustee Immerman 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 Fiscal Year 2027 All Funds Budget as recommended by the president and as shown in the attached FY27 Salem State University All Funds Budget at the level of $205.1 million in Managed Expenses. This action includes approval of the FY27 Trust Fund Budgets and the Potential Contracts Exceeding $500,000 each as included in the budget package.**

(See attached)

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

* * *

AA&SS:

Approval of MSCA Personnel Actions

Academic Affairs & Student Success – Trustee Immerman presented the Committee's action which was to approve the MSCA Personnel actions.

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

VOTED: The Board of Trustees approve the following motions regarding Academic Personnel Actions:

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

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

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

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

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

Trustee Immerman extended congratulations to the faculty members for their tremendous achievement in their academic careers. You are to be commended for your

accomplishment and your tremendous efforts. On behalf of the Board of Trustees, congratulations again, and best wishes for continued success in your academic careers.

* * *

Governance: Approval of Officers & Executive Committee for FY27

Governance – Trustee Immerman presented the Governance Committee actions in light of Trustee Davis' recent resignation. He took a moment to recognize Trustee Davis' friendship and service with distinction to the university.

Trustee Immerman then discussed the recent Governance Committee meeting presented both Governance Committee actions which were officers for FY27 and Executive Committee membership for FY 27. The Governance Committee serves as the board's Nominating Committee. At its last meeting, the Governance Committee met to nominate both the board's Officers and trustees to serve on the board's Executive Committee for the coming academic year. He then made a friendly amendment to the Executive Committee membership to replace Trustee Davis' name with Trustee Billings.

Trustee Billings noted that he was honored to serve, however, he wished it was not due to Trustee Davis' departure.

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

VOTED: The Board of Trustees approves the following officers for FY2027, effective July 1, 2026: Samanda Morales, Chair, and Jim Lampassi, Vice Chair.

VOTED: The Board of Trustees approves the following slate for the Executive Committee for FY2027:

Samanda Morales, Chair
Jim Lampassi, Vice Chair
Alyce Davis, Member
Steve Immerman, Member
Thatcher Kezer, Member

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

* * *

New Business: SSUAC Board reappointments

Helen Corbett Beth Haran

III. NEW BUSINESS - Chair Lampassi introduced the New Business segment and presented the reappointments to the Salem State University Assistance Corporation (SSUAC) Board.

The Board of Trustees appoints four members to the SSUAC Board. Two reappointments requiring action were Helen Corbett and Beth Haran. The reappointments are for three-year renewable terms.

New Business:

Approval of Delegation of Authority to President Keenan 6/3/26 – 8/31/26 Report out at first BOT meeting.

Helen Corbett, an SSU alumna, is a communications strategist and senior consultant at Corbett & Associates with extensive experience in public relations, media, political consulting, and civic leadership.

Dr. Beth Haran, Professor Emerita of Marketing and Decision Science in Salem State's Bertolon School of Business, served the university from 1985 to 2015 as a faculty member and Acting Dean and was recognized for her contributions to teaching and academic leadership.

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

VOTED: The Board of Trustees approves the reappointment of Helen Corbett to the Board of Directors of the Salem State University Assistance Corporation, (SSUAC), effective immediately.

VOTED: The Board of Trustees approves the reappointment of Beth Haran to the Board of Directors of the Salem State University Assistance Corporation (SSUAC), effective immediately.

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

Chair Lampassi then turned the next New Business item, the delegation of authority, over to Counsel Colucci for context. Vice President Colucci explained that colleges and universities approve delegation of authority for their presidents because it is a core governance and operational necessity that supports efficiency, accountability, and shared governance. While the president keeps the board informed of significant events occurring over the summer months, there are instances when business arises that would require a board vote. Delegation of board powers for the summer months empowers the president to make professional judgments within the scope of their role without convening the board for a meeting and vote.

Chair Lampassi presented the motion. Hearing no further discussion. Trustee DiPalma moved the motion and Trustee Lancome seconded. It was:

VOTED: **That the Board of Trustees of Salem State University (the "Trustees") hereby approves the delegation of Board powers to President Keenan from June 3, 2026 to August 31, 2026 with the stipulation that President Keenan will report on any board actions taken during those months at the first full board meeting of AY2026-2027**.

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

* * *

Chair's Report

V. CHAIR'S REPORT- Chair Lampassi presented the chair's report by recognizing the volunteers, students, faculty, staff, administrators, and trustees who helped make commencement a meaningful celebration for graduates and their families. He also congratulated Student Trustee Beckett on his recent graduation, thanked him for his service, and noted that he would return to pursue his MBA.

Chair Lampassi noted that, in his convocation remarks, Trustee Beckett reflected on lessons from his military service in the National Guard and the U.S. Army 101st Airborne Division, including his deployment to Europe at the outset of Russia's invasion of Ukraine in 2022. He shared the Airborne motto, "Rendezvous with Destiny," and encouraged students to approach the future with purpose and resolve.

He stated that Trustee Beckett had embodied that message through his leadership and generosity of spirit, expressed the Board's gratitude for his example, and noted that the Board was pleased to present him with a departing gift in appreciation of his service.
On behalf of the Board, Trustee Kezer presented Student Trustee Beckett with a departing gift and, as a former student trustee, reflected on the value of participating in campus governance and student activities. President Keenan also offered remarks recognizing Trustee Beckett's contributions to the university.

Chair Lampassi also recognized Trustee Davis, noting that her service had left a lasting mark on Salem State and expressing gratitude for her dedication, wisdom, and enthusiasm in support of the university community.

He noted that Dr. Alyce Davis was elected by the Alumni Association to serve as its representative on the Board of Trustees from 2012 to 2017 and was reappointed by Governor Healey in 2024.

Chair Lampassi highlighted Trustee Davis's many leadership roles, including service as Vice Chair of the Board and Executive Committee; Chair of Governance, Academic Affairs and Student Life, Risk Management and Audit, and Presidential Review; and member of Advancement and Finance & Facilities. He said her leadership had been thoughtful, steady, and deeply valued across the Board.

He also noted that her commitment to Salem State was recognized in 2017 with the Salem State University George H. Ellison, Jr. Alumni Association Volunteer of the Year Award. Chair Lampassi further observed that, as a first-generation college student who worked multiple jobs while attending college, Trustee Davis brought a deeply personal understanding of the student experience and a steadfast commitment to supporting Salem State students.

On behalf of the Board of Trustees, Chair Lampassi expressed heartfelt thanks to Trustee Davis for her exceptional service, generous spirit, and enduring commitment to Salem State, then invited President Keenan to present his report.

* * *

President's Report

VI. PRESIDENT'S REPORT - President Keenan presented his report and shared the following updates:

- President Keenan reported a strong close to the academic year, describing it as among the strongest of his tenure.
- Commencement included three ceremonies and recognized approximately 1,500 graduates, bringing the university's alumni network to roughly 75,000. David Masse received an honorary degree during the Bertolon School of Business ceremony.
- President Keenan highlighted the Community of Scholars graduates, noting that 22 students completed the program and were celebrated as a powerful example of the university's inclusive mission.
- He also noted the many year-end celebrations held across campus, including athletics, creative achievements, pinning ceremonies, and senior awards.
- On the budget, President Keenan thanked the senior team for its continued discipline in reviewing vacancies and new positions, and recognized Vice President Lopez and her team for producing a balanced budget for the first time in several years.
- He reported that Fair Share revenues are tracking significantly ahead of projections, which may support a sizable supplemental budget next spring, ideally for deferred maintenance.
- President Keenan shared optimism about fall enrollment and housing occupancy, noting encouraging early numbers and expressing hope that the community college pipeline is beginning to strengthen after recent enrollment pressures.
- He provided an update on campus facilities, noting that the relocation of South Campus to North Campus is expected to begin around this time next year, with the Horace Mann and Meier Hall projects, as well as the geothermal work, expected to significantly transform North Campus. He also noted accessibility improvements

planned for the North Quad and early planning for the future renovation of Sullivan Hall.

- President Keenan reported that the Meet the Moment Campaign is nearing its record-setting $75 million goal and expressed confidence that the campaign will reach that benchmark by December or, at the latest, by next June.
- He announced an upcoming speaker event on September 21 in recognition of the 250th anniversary of the nation, the 400th anniversary of the City of Salem, and the 50th anniversary of the Foundation, and thanked Triumvirate and CEO John McQuillan for sponsoring the event.
- President Keenan also highlighted *Mapping a Century of Salem*, an exhibit curated by the College of Arts and Sciences and the Frederick E. Berry Library and Archives, which will run from June 18 through mid-September at Old Town Hall as part of Salem's 400th anniversary celebration.
- He noted the approach of Alumni Weekend and thanked the campus community for its work on the NECHE Fifth-Year Interim Report, which was accepted by NECHE. He noted that the next required update will be a 2028 progress report on student success, ahead of the spring 2031 comprehensive evaluation.
- President Keenan also referenced continued work related to NISS and the Seal of Excelencia, both of which align with the university's strategic plan and student success priorities.
- In closing, President Keenan shared that he would be taking partial family leave during the summer to spend time with his brother in California during medical treatment, and expressed confidence in the senior team's leadership during that time.

* * *

SSU Community Forum

VII. SSU COMMUNITY FORUM & CAMPUS EVENTS - Chair Lampassi reported that no questions had been submitted to the Community Forum and noted that the portal would remain open for future questions and suggestions. In response to trustee interest in continued engagement with the Salem State community, he highlighted upcoming campus events.

- POMP will be held on June 6, with a celebration on Marsh Plaza.
- A paint party will be held on June 8 to help create the base layers for a new Meier Hall mural.
- The Frederick E. Berry Institute of Politics will host a congressional candidate forum and debate for the Sixth Congressional District on June 17.
- The monthly cybersecurity webinar will take place on June 25.
- The First Year Day of Service is scheduled for August 27.

Additional information is available on the university website or through Lynne Montague in the president's office.

* * *

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

Consent Agenda

With no additional discussion, moved by Trustee Billings and seconded by Trustee Cabral. Upon a roll call vote it was,

VOTED: To approve the Consent Agenda of June 3, 2026. (See attached list).

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

* * *

Adjournment

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

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

VOTED: To adjourn the meeting

Respectfully submitted,



John Keenan
President



Lynne Montague
Secretary to the Board of Trustees

June 3, 2026
Consent Agenda Items
Minutes and reports for approval:

Board of Trustees - April 8, 2026
Governance - May 1, 2026
Finance & Facilities – May 20, 2026

Advancement – May 20, 2026
Academic Affairs & Student Success – May 20, 2026
Risk Management & Audit – May 20, 2026

REQUEST FOR TRUSTEE ACTION

Date:	May 20, 2026
To:	Board of Trustees
From:	Finance & Facilities Committee
Subject:	FY2027 All Funds Budget
Requested Action:	Approval

The Board of Trustees must approve an all-funds budget for the coming fiscal year which begins on July 1 to provide for the operation of the university. The approval of the budget includes approval for each separate trust fund as shown on the Fiscal Year 2027 Trust Fund Budgets schedule included in the budget package and the large contracts.

MOTION

The Finance and Facilities Committee hereby recommends that the Board of Trustees approve the following motion pertaining to the attached FY27 Salem State University All Funds Budget.

Recommended Motion

The Board of Trustees of Salem State University hereby approves the Fiscal Year 2027 All Funds Budget as recommended by the president and as shown in the attached FY27 Salem State University All Funds Budget at the level of $205.1 million in Managed Expenses. This action includes approval of the FY27 Trust Fund Budgets and the Potential Contracts Exceeding $500,000 each as included in the budget package.

Committee Assigned:

Committee Action:

Date of Action:

Trustee Action:

Trustee Approval Date:

Effective Date:

Signed:

Title: Secretary, Board of Trustees

Date:

FY2027 Salem State University All Funds Budget

Our Mission

As a comprehensive university, Salem State prepares students of diverse backgrounds and interests to achieve their educational and career goals and to contribute to a global society as ethical and engaged community members. As a public university, Salem State also makes critical contributions to civic life, environmental sustainability, and the cultural, social, and economic vitality of the North Shore region.









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Figures and amounts in the exhibits and tables may not total due to rounding.

Introduction

Budget Approach

Salem State University presents an All-Funds Budget in a Management Report format that separates Managed Revenues, Expenses, and Net Income from Non-Cash Revenue and Expense activity (see Exhibit 1). For completed years, the bottom line agrees with the audited financial statement presentation. Certain non-cash items are not controllable or predictable by the university and are therefore not budgeted. Refer to "Composition of the Budget and Relationship to Generally Accepted Accounting Principles (GAAP)" for further information.

Trust Funds

The Trust Funds Budget displays the budgeted managed revenues, expenses, and non-cash revenues and expenses for each of the official Trust Funds in a columnar format in accordance with the university's Trust Fund Guidelines approved by the Board of Trustees in June 2016 and revised in October 2017 (see Exhibit 2). Appendix I is a matrix to assist the reader in understanding the definition of each Trust Fund.

Budget Overview

Salem State University presents its FY2027 All Funds Budget that is balanced with Managed Revenues of $205.1 million and Managed Expenses of $205.1 million (see Exhibit 1). Non-cash revenues and expenses, primarily depreciation of $9.5 million, are projected to result in an overall increase to Net Position of $1.049 million excluding the impact of GASB 68 and 75 pension and OPEB entries.

Salem | STATE UNIVERSITY

Key Elements Table

Please note that the chart below is provided to highlight specific components of the FY2027 budget only and is not meant to convey Salem State's full financial budget.

Key Elements Summary - FY 2027 Budget	Actuals FY2024	Actuals FY2025	Budget FY2026	Budget FY2027	Amount Variance	Percent Chg (FY27 - FY26)	Comment
Revenue: Price & Enrollment							
In-state, commuter (rate)	$11,979	$12,338	$12,708	$13,090	382	3.0%	
Out-of-state, commuter (rate)	$18,961	$19,531	$20,117	$20,719	602	3.0%	
Undergraduate Day Enrollment (Headcount-avg of Fall & Spring)	3,992	3,811	3,959	3,812	(147)	-3.7%	
Tuition & Fee Revenue ($M, net of financial aid)	$32.35	$27.91	$36.38	$41.43	5	13.9%	
Revenue: Housing & Dining							
Housing Revenue ($M)	$16.15	$17.17	$18.53	$18.16	(0.4)	-2.0%	1530 Students Fall 2026
Dining Meal Plan Revenue ($M)	$5.83	$6.29	$6.91	$7.15	0.2	3.6%	1530 Mandatory Meal Plans Fall 2026
State Support							
State Appropriation ($M)	$89.57	$93.85	$91.40	$101.14	10	10.7%	Includes GAA and impact of fringe benefit support No formula funding assumed in FY26 & FY27
Compensation							
Salary & Wages ($M, Benefitted faculty & staff)	$74.98	$97.53	$103.72	$108.19	4	4.3%	
Fringe Benefits Expense ($M)	$34.95	$36.50	$33.75	$43.08	9	27.6%	
Benefits Rate (including taxes)	45.31%	45.05%	37.81%	46.11%	0.08	22.0%	rate set by Commonwealth
Facilities Related Expenses							
Utilities Expense ($M)	$3.95	$4.47	$4.53	$4.20	(0.33)	-7.3%	
Debt Service Expense ($M, Assessment + Interest Expense)	$10.644	$12.878	$14.174	$14.46	0.28	2.0%	
Depreciation & Amortization ($M, non-cash expense)	($9.37)	($9.93)	($9.84)	($9.52)	0	-3.3%	
DCAMM Major Capital Projects	-	-	-	10.90	10.90	100.0%	BOLD FFE purchases, Applied Learning Lab Modernization, Fair Share Deferred Maintenance
Managed Net Income ($M)	**$7.29**	**$9.79**	**($1.90)**	**$0.00**	**$1.90**	**100.0%**	
Overall Add to (Use of) Net Position ($M)	**$19.88**	**$20.42**	**($11.74)**	**$1.05**	**$12.79**	**108.9%**	

Budget Narrative

At Salem State, our commitment to student success remains the core mission of the university. In support of that goal, we submit a FY2027 budget package focused on fostering academic excellence, enhancing student support services, and ensuring a transformative educational experience for all. Guided by our strategic plan, we are investing in key initiatives that align with our institutional goals and strengthen our long-term vision.

We recognize that the current financial and operational landscape presents unique challenges. Economic pressures, evolving enrollment trends, and shifting educational demands require thoughtful stewardship and adaptability. Despite these obstacles, we remain steadfast in our mission to prioritize student achievement, advance innovation, and sustain a thriving university community. This budget reflects that resolve.

Building on FY2025 progress, SUCCESS funding continues to advance student achievement and retention, with $2.05 million allocated to these priorities in FY2027. Academic Affairs, Student Success, and Finance are stewarding these state funds carefully. During the 2025–26 academic year, Salem State University partnered with the National Institute for Student Success (NISS) to assess the campus community on key student success factors that will help shape future efforts.

Initiatives stemming from the 2025 Strategic Plan will be entering the third year of the planning cycle. The university continues to evaluate these initiatives closely, assessing their effectiveness in achieving the collaboratively defined goals of our strategic plan. The budget has allocated $.225 M to these efforts.

This budget demonstrates the university's commitment to student success, operational excellence, and long-term growth through thoughtful resource allocation and a clear focus on strategic priorities.

Major assumptions included in the FY2027 budget are below:

- Tuition and mandatory fees as approved by the DHE and SSU Board of Trustees:
    - 3.0% increase to Undergrad Day mandatory tuition and fees.
    - 3.0% increase to the School of Continuing and Professional Education in-state tuition and fees. To simplify the pricing structure, the out-of-state rate is eliminated.
    - 3.0% increase to price groups 1 & 2 in the School of Graduate Studies with no increase to price group 3.
- Undergraduate day enrollment is assumed at 3,950 for fall 2026. Maintaining enrollment remains a high institutional priority and a core component of the budget.
- The housing occupancy for the fall 2026 semester is planned to be 1,530 students, based on historical trends and occupancy patterns.
- The assumption for state general appropriation (GAA) is based on the Governor's budget released in January 2026. State appropriation is planned to increase by

almost $2.02M or 2.98%. At the time of approval of this budget, the state budget is still in process.
- Financial aid through university funds and available state programs to continue at relatively the same level as FY2026.
- The fringe benefit rate proposed by the Commonwealth increases significantly for FY2027 from 37.81% to 46.11% due to health insurance costs. The final approved rate is received after the fiscal year begins.

SSU BOLD

Project BOLD construction began in late spring 2025 and has progressed steadily across both Horace Mann and the Meier Hall addition. At Horace Mann, initial interior demolition was completed during summer 2025, followed by sustained interior and structural work, exterior masonry restoration, roof demolition, window removal and abatement, and underground utility installation, including geothermal infrastructure. Structural framing and envelope work remain ongoing as of May 2026. At Meier Hall, site excavation and foundation preparation began in summer 2025, with concrete, steel, and structural work advancing through fall and winter. As of May 2026, foundation work, steel decking, waterproofing, and slab preparation are underway, and coordination is in progress for the planned physical connection to the existing building later this summer following Commencement.

The project is on schedule with the campus use of the new spaces starting in September 2027.

Contracts Greater than $500,000

In accordance with the Trust Fund Guidelines, the Board of Trustees must approve contracts with estimated spending greater than $500,000 each and may do so in conjunction with approval of the budget. Appendix II provides a categorized list of such items for FY2027 for approval. The amounts shown in the appendix include a cushion, especially where the spending is less predictable.

Composition of the Budget and Relationship to GAAP

Salem State University presents an All-Funds Budget. This format includes all trust funds and fund types. Intentionally, the budget format is different from the GAAP format used in producing audited financial statements. The university's budget and quarterly management reports summarize Managed Revenues and Expenses in a format that distinguishes between managed and non-cash revenue and expense activity. The Managed Revenues and Expenses format allows the reader to focus on the elements of the budget that university administration controls and manages, and which impacts cash flow while displaying the non-cash GAAP-based revenue and expense items at the bottom. This approach enables

the Managed Revenues and Expenses report to reconcile to GAAP-basis audited financial statements for completed years.

The Governmental Accounting Standards Board (GASB) has issued several standards that are not reflected in the FY2027 budget. Consistent with previous budgetary practice, GASB Statement No. 75, Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions, and GASB 68, Accounting and Financial Reporting for Pensions, the university will not have a reliable estimate for these non-cash expenses until information is provided at the end of the fiscal year by the Commonwealth. Thus, for budget purposes, the amount for GASB 68 and GASB 75 is zero. Salem State University implemented GASB 87, the lease accounting standard, for financial statements ending June 2022. This standard made major changes in how GAAP-based financial statements are presented, bringing onto the balance sheet as assets and liabilities, amounts not previously reflected. This change does not affect the Managed Net Income Statement. Salem State implemented GASB 96, which required a similar accounting treatment to GASB 87 except it covered subscription-based information technology arrangements (SBITA), in FY2023.

During the preparation of the financial statements for FY2026, SSU is required to implement GASB Statement No.103, Financial Reporting Model Improvements. The goal of this statement is to improve key components of the financial reporting model to better provide information for decision making and assessing accountability. The implementation a . 103 does not have an impact on the budgetary framework; therefore, the FY2027 budget format remains unchanged.

Campus Highlights from FY2026

Salem State is completing a productive, exciting, and successful FY2026. A list of highlights is below; see Appendix V for a description of each point of pride.

- **National Recognition & Civic Engagement Leadership:** Salem State renewed its Carnegie Community Engagement Classification, reaffirming its role as the Commonwealth's Civic Engagement University and highlighting sustained integration of civic learning across academics, student life, and community partnerships.
- **Student Access, Equity & Federal Support:** The university surpassed the federal Hispanic-Serving Institution (HSI) threshold for the second consecutive year and secured a $557,750 federal TRIO Student Support Services grant, strengthening academic and retention support for first-generation, low-income, and disabled students.
- **Transformative Philanthropy for Student Services:** A $6.37 million landmark gift established the Multilingual Student Services Endowment, funding multilingual coaching and expanding access to admissions, financial aid, and student support services.
- **Student Leadership & National Honors:** A Salem State junior was named a 2025–26 Newman Civic Fellow, a national designation recognizing exceptional student leadership in civic engagement, equity, and public service.
- **Signature Academic & Experiential Programs:** Major programs such as the 47th Annual Darwin Festival, Alternative Spring Break at Beacon Hill, and the Berry Institute of Politics fellowship program provided students with immersive experiences in science, public policy, and civic leadership.
- **Investment in Student Wellness & Campus Life:** The opening of the Sam Cioffi Student-Athlete Wellness Center advanced holistic student support, mental health services, and prevention programming for student-athletes.
- **Faculty & Alumni Excellence:** Faculty and alumni were recognized through the Northeast Regional Educators Hall of Fame and individual honors such as a Nathaniel Bowditch Award for leadership in environmental preservation and student-engaged research.

- **Student Achievement & Entrepreneurship:** The annual Viking Business Pitch Competition awarded cash prizes to student innovators from across the university, reinforcing entrepreneurship and applied learning across disciplines.
- **Governance & Leadership Advancements:** Key governance updates included new appointments to the Alumni Association & Foundation Board, an expanded Berry Institute of Politics Advisory Board, and the appointment of a new student trustee.
- **Senior Leadership Appointments:** The university strengthened executive leadership with the permanent appointment of Vice President for Finance & Facilities/CFO and the expanded role of the Dean of Students to lead inclusive excellence initiatives.

Exhibit 1: Salem State University FY2027 All Funds Budget

Account Description ($ in thousands)	FY 2024 Year End Actuals	FY 2025 Year End Actuals	FY 2026 Budget	FY2027 Budget
Managed Revenue [1]				
Tuition and Fees	$70,737	$73,153	$71,912	$76,178
Less: Scholarships, Fellowships & Waivers	(37,609)	(45,246)	(35,528)	(34,750)
Net Tuition and Fees	33,128	27,906	36,384	41,429
Federal, State, Private Grants	29,826	39,364	29,599	29,127
Auxiliary Enterprises	23,360	24,709	26,642	26,388
State General Appropriations	89,565	93,850	91,398	101,138
Other Revenue	10,288	12,108	4,738	7,022
Total Managed Revenue	**186,167**	**197,937**	**188,761**	**205,104**
Year over Year Change				8.7%
Managed Expenses				
Compensation	129,571	134,037	137,467	151,269
Support	27,780	29,516	29,330	28,160
Facility-related	21,523	24,591	23,863	25,675
Total Managed Expenses	**178,874**	**188,144**	**190,661**	**205,104**
Year over Year Change				7.6%
Managed Net Income	**7,293**	**9,792**	**(1,900)**	**(0)**
Non-Cash Revenue / (Expenses)				
Capital Grants	3,799	3,464	0	10,569
Depreciation	(9,369)	(9,926)	(9,840)	(9,520)
Unrealized Gains/Losses	5,424	1,387	0	0
Gains/Losses on Disposal of Plant Facilities	0	0	0	0
GASB 68 Pension	4,775	4,956	0	0
GASB 75 OPEB	13,445	13,804	0	0
GASB 87 Lease	(5,938)	(4,059)	0	0
GASB 96 SBIT	(22)	93	0	0
Gains on Early Retirement of Debt	0	0	0	0
GASB Lease Refunding Gain Amortization	476	906	0	0
Use of Reserves	0	0	0	0
Total Non-Cash Revenue / (Expenses)	**12,590**	**10,626**	**(9,840)**	**1,049**
Total Increase / (Decrease) in Net Position	**19,883**	**20,419**	**(11,740)**	**1,049**

Note: FY2027 non-cash does not include an estimate for GASB 68 or GASB 75

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Exhibit 2: Salem State University FY2027 Trust Fund Budget

Account Description ($ in thousands)	Unrestricted Auxiliaries	Educational & General Funds	Grants	Gifts & Contributions	Residence Halls	Restricted Other	Net Invested in Capital Assets	FY 2027 Budget Total
Operating Revenue								
Net Tuition and Fees	0	68,346	(23,499)	(1,668)	(2,191)	439	0	$41,429
Federal, State, Private Grants	0	29	29,099	0	0	0	0	$29,127
Auxiliary Enterprises	7,716	95	0	0	18,414	164	0	$26,388
State General Appropriations	0	100,154	984	0	0	0	0	$101,138
Other Revenue	200	3,596	0	3,219	0	7	0	$7,022
Total Managed Revenue	**7,916**	**172,220**	**6,584**	**1,551**	**16,223**	**610**	**0**	**205,104**
Managed Expenses								
Compensation	128	140,071	5,458	753	4,855	4	0	$151,269
Support	7,766	18,005	886	798	364	340	0	$28,160
Facility-related	373	25,674	103	0	11,902	4	(12,382)	$25,675
Total Managed Expenses	**8,268**	**183,750**	**6,447**	**1,551**	**17,122**	**348**	**(12,382)**	**205,104**
Managed Net Income	(352)	(11,530)	137	0	(899)	262	12,382	**(0)**
Non-Cash Revenue / (Expenses)								
Capital Grants	0	10,569	0	0	0	0	0	10,569
Depreciation	0	0	0	0	0	0	(9,520)	(9,520)
Unrealized Gains/Losses	0	0	0	0	0	0	0	0
GASB 68 Pension	0	0	0	0	0	0	0	0
GASB 75 OPEB	0	0	0	0	0	0	0	0
GASB 96 SBIT	0	0	0	0	0	0	0	0
Use of Reserves	0	0	0	0	0	0	0	0
Total Non-Cash Revenue / (Expenses)	**0**	**10,569**	**0**	**0**	**0**	**0**	**(9,520)**	**1,049**
Total Increase/Decrease in Net Position	**(352)**	**(961)**	**137**	**0**	**(899)**	**262**	**2,862**	**1,049**

Note: Facility-related managed expense category includes transfers in and transfers out which are detailed in the exhibit below.

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Exhibit 3: Transfers by Trust Fund

Account Description ($ in thousands)	Unrestricted Auxiliaries	Educational & General Funds	Grants	Gifts & Contributions	Residence Halls	Restricted Other	Total Restricted Endowments	Net Invested in Capital Assets	FY 2026 Budget Total
Transfers by Type									
Facility-Related									
Debt Service	0	1,423	0	0	0	0	0	(1,423)	0
MSCBA	0	2,260	0	0	0	0	0	(2,260)	0
Facility Projects	0	0	0	0	0	0	0	0	0
FEMA	0	0	0	0	0	0	0	0	0
Capitalization	0	2,396	0	0	0	0	0	(2,396)	0
Total Facilities Related	**0**	**6,079**	**0**	**0**	**0**	**0**	**0**	**(6,079)**	**0**
IT Projects	0	0	0	0	0	0	0	0	0
Operational Support	84	2,022	0	16	(2,140)	72	0	(54)	0
Overhead Distributed	0	(82)	82	0	0	0	0	0	0
Total Transfers	**84**	**8,019**	**82**	**16**	**(2,140)**	**72**	**0**	**(6,133)**	**0**

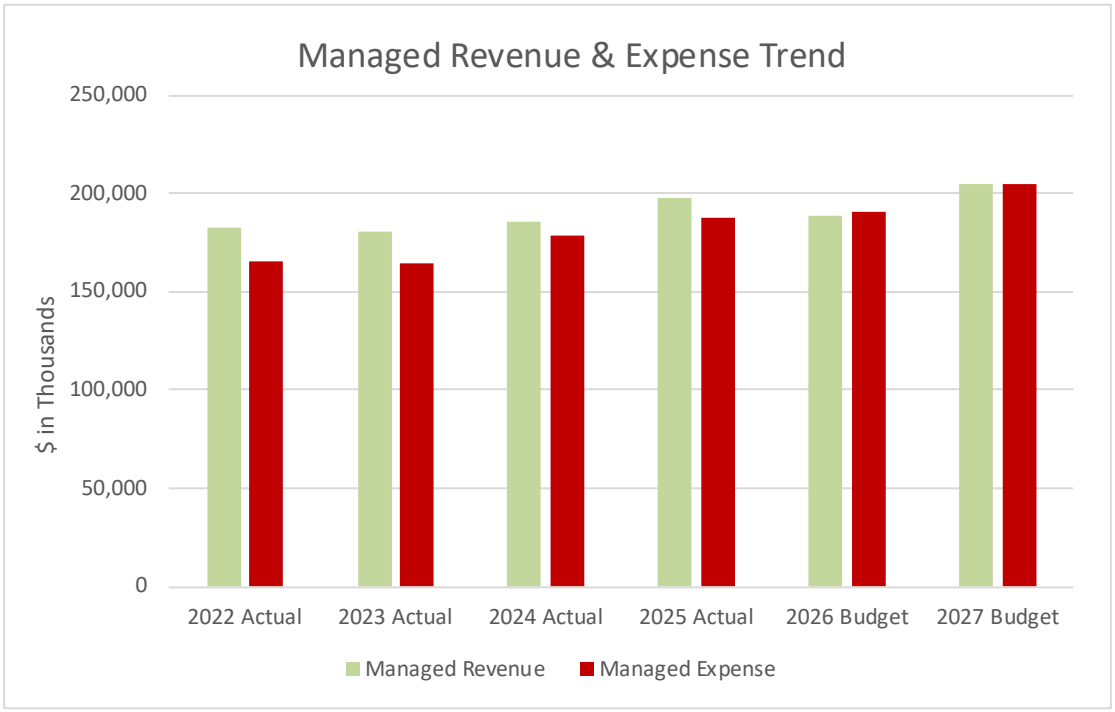
Transfers are movements of money between trust funds. Transfers into a trust fund are shown in parenthesis while transfers out are shown as positive numbers.

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Exhibit 4: Managed Revenue vs. Managed Expense Trend

Account Description ($ in thousands)	FY 2022 Year End Actuals	FY 2023 Year End Actuals	FY 2024 Year End Actuals	FY 2025 Year End Actuals	FY 2026 Budget	FY 2027 Budget
Managed Revenue						
Net Tuition and Fees	37,483	42,848	33,128	27,906	36,384	41,429
Federal, State, Private Grants	42,189	28,984	29,826	39,364	29,599	29,127
Auxiliary Enterprises	20,063	22,710	23,360	24,709	26,642	26,388
State General Appropriations	77,309	78,474	89,565	93,850	91,398	101,138
Other Revenue	5,325	7,975	10,288	12,108	4,738	7,022
Total Managed Revenue	**182,369**	**180,992**	**186,167**	**197,937**	**188,761**	**205,104**
Year over Year Change	9.8%	-0.8%	2.9%	6.3%	-4.9%	8.7%
Managed Expenses						
Compensation	118,669	118,120	129,571	134,037	137,467	151,269
Support	23,044	26,229	27,780	29,516	29,330	28,160
Facility-related	23,422	20,679	21,523	24,591	23,863	25,675
Total Managed Expenses	**165,134**	**165,028**	**178,874**	**188,144**	**190,661**	**205,104**
Year over Year Change	19.3%	-0.1%	8.4%	5.2%	1.3%	7.6%
Managed Net Income	**17,235**	**15,964**	**7,293**	**9,792**	**(1,900)**	**(0)**
Non-Cash Revenue / (Expenses)						
Capital Grants	2,155	6,287	3,799	3,464	0	10,569
Depreciation	(9,204)	(9,425)	(9,369)	(9,926)	(9,840)	(9,520)
Unrealized Gains/Losses	(7,559)	4,152	5,424	1,387	0	0
Gains/Loss on Disposal of Plant Facilities	0	(219)	0	0	0	0
GASB 68 Pension	6,639	5,896	4,775	4,956	0	0
GASB 75 OPEB	10,566	11,665	13,445	13,804	0	0
GASB 87 Lease	(5,961)	(3,163)	(5,938)	(4,059)	0	0
GASB 96 SBIT	(32)	60	(22)	93	0	0
Gains on Early Retirement of Debt	276	0	0	0	0	0
GASB Lease Refunding Gain Amortization	0	0	476	906	0	0
Use of Net Position	0	0	0	0	0	0
Total Non-Cash Revenue / (Expenses)	**(3,121)**	**15,252**	**12,590**	**10,626**	**(9,840)**	**1,049**
Year over Year Change	-58.2%	-588.7%	-17.5%	-15.6%	-192.6%	-110.7%
Total Increase / (Decrease) in Net Position	**14,114**	**31,215**	**19,883**	**20,419**	**(11,740)**	**1,049**

Chart 1: Managed Revenue vs. Managed Expense Trend



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Chart 2: Components of FY2027 Revenue Budget

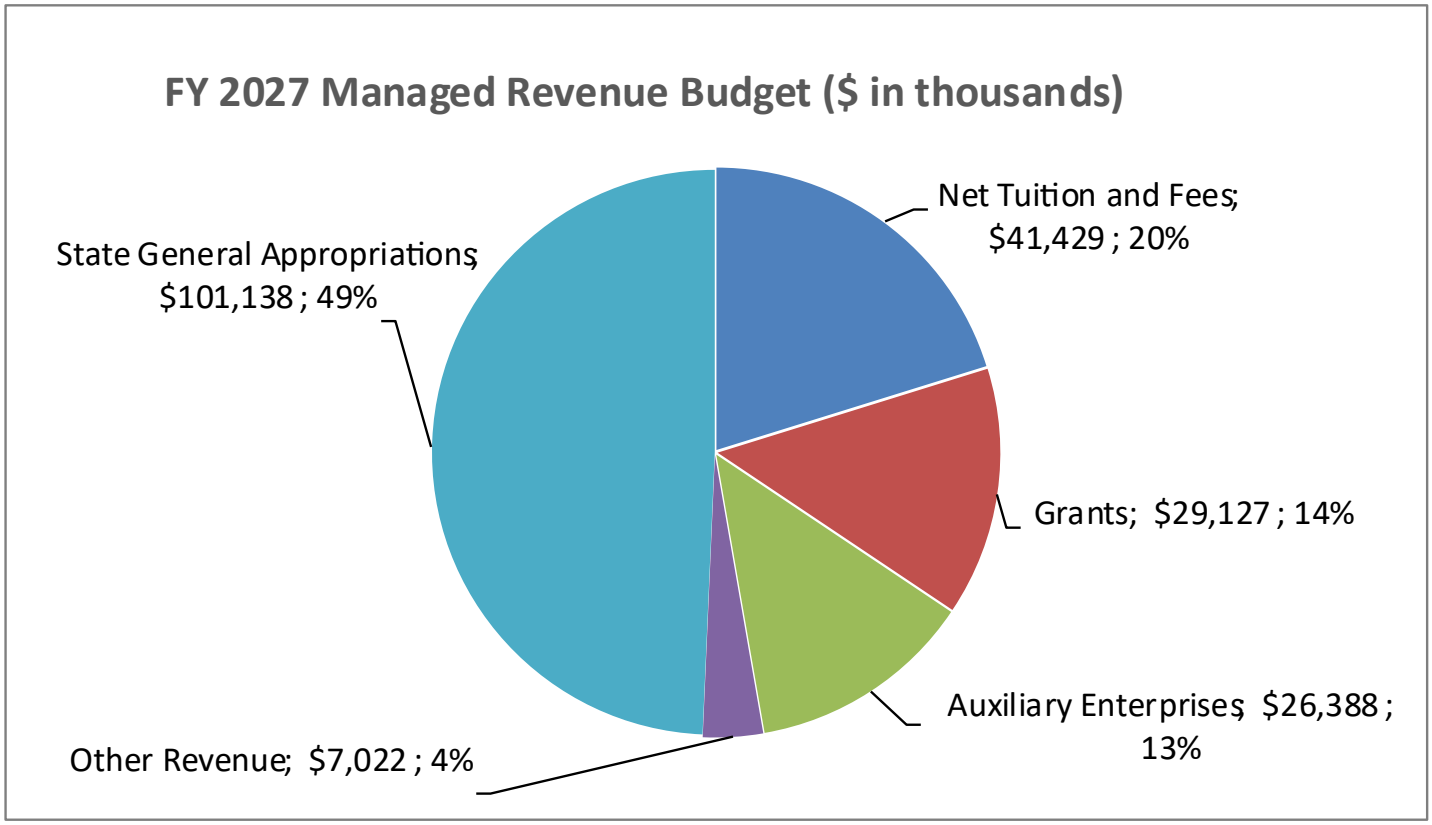
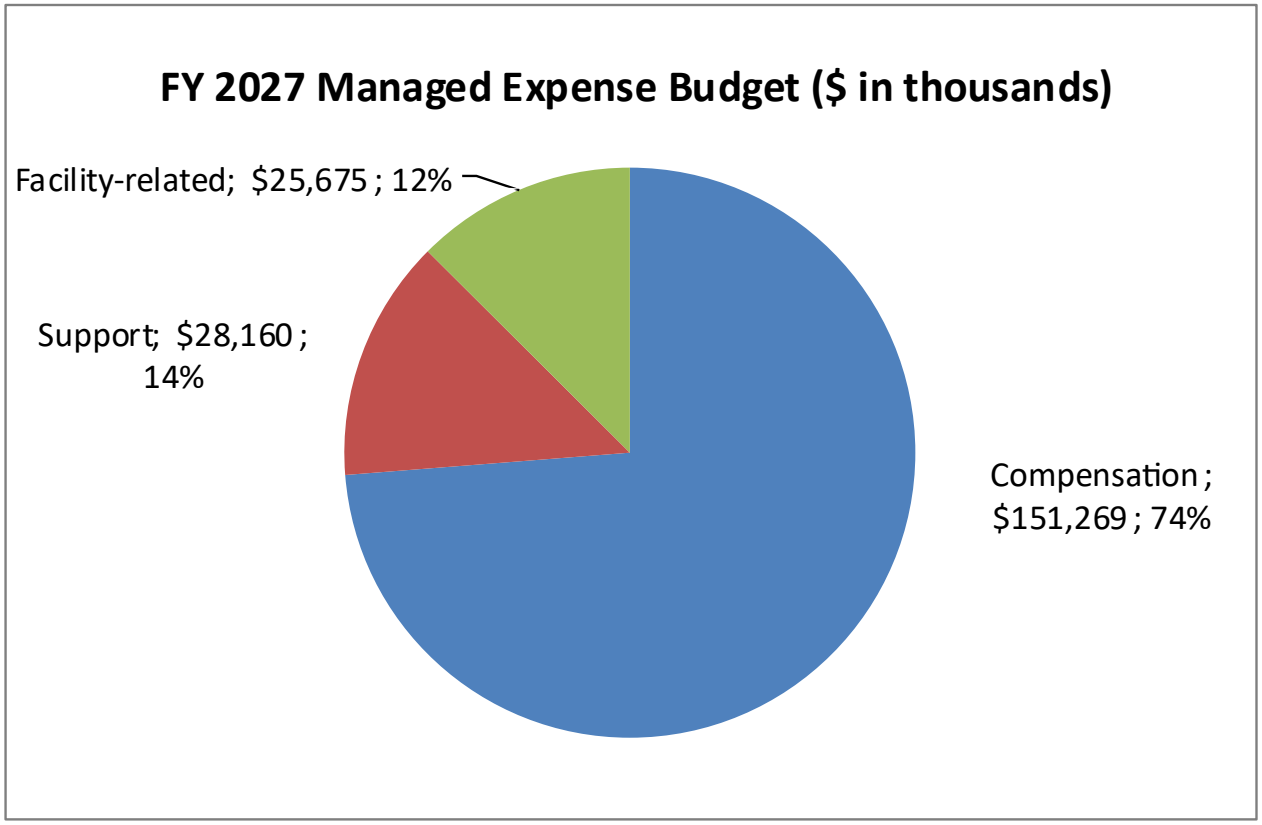
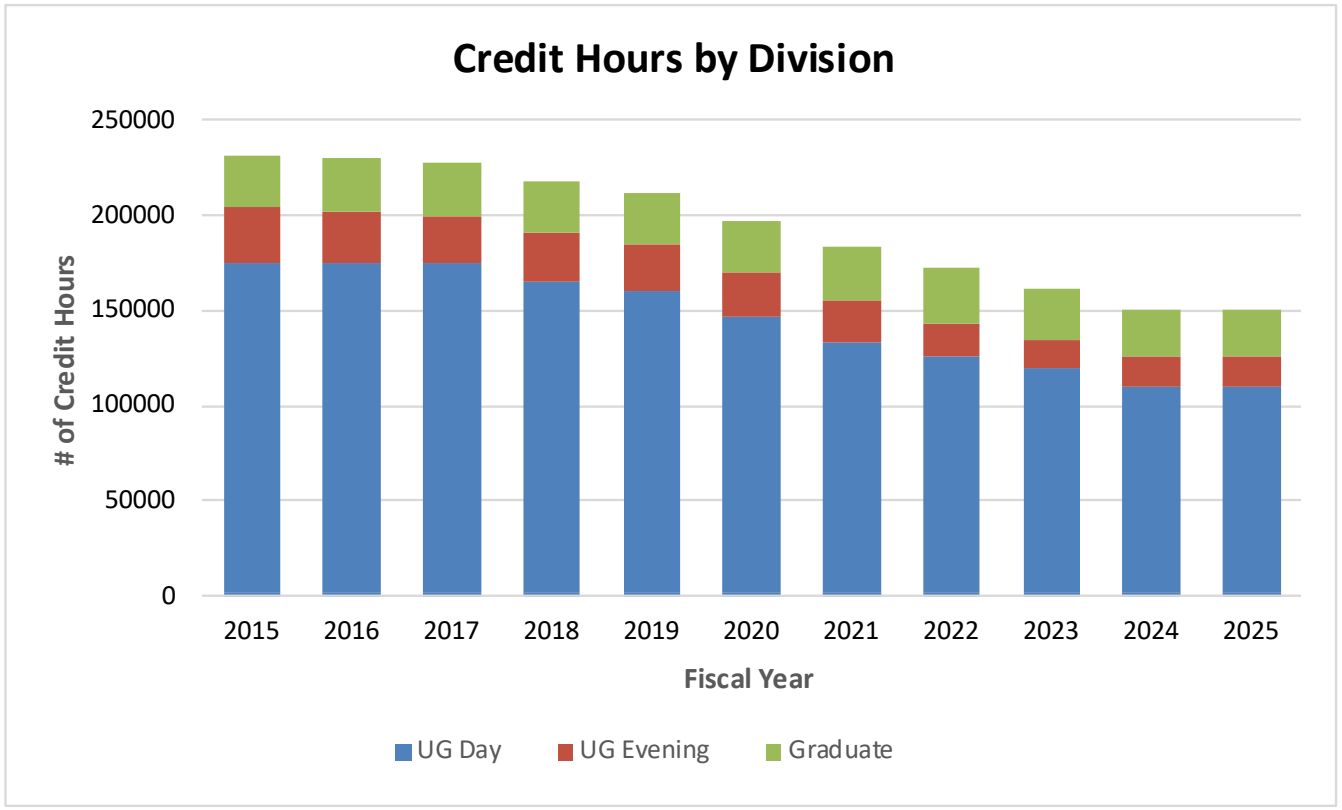


Chart 3: Components of FY2027 Expense Budget



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Chart 4: Credit Hours Delivered by Division – Full Years 2015 – 2025



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Chart 5: Preliminary Fall Enrollments (Registrations) for 2022 - 2026 (Fall only)

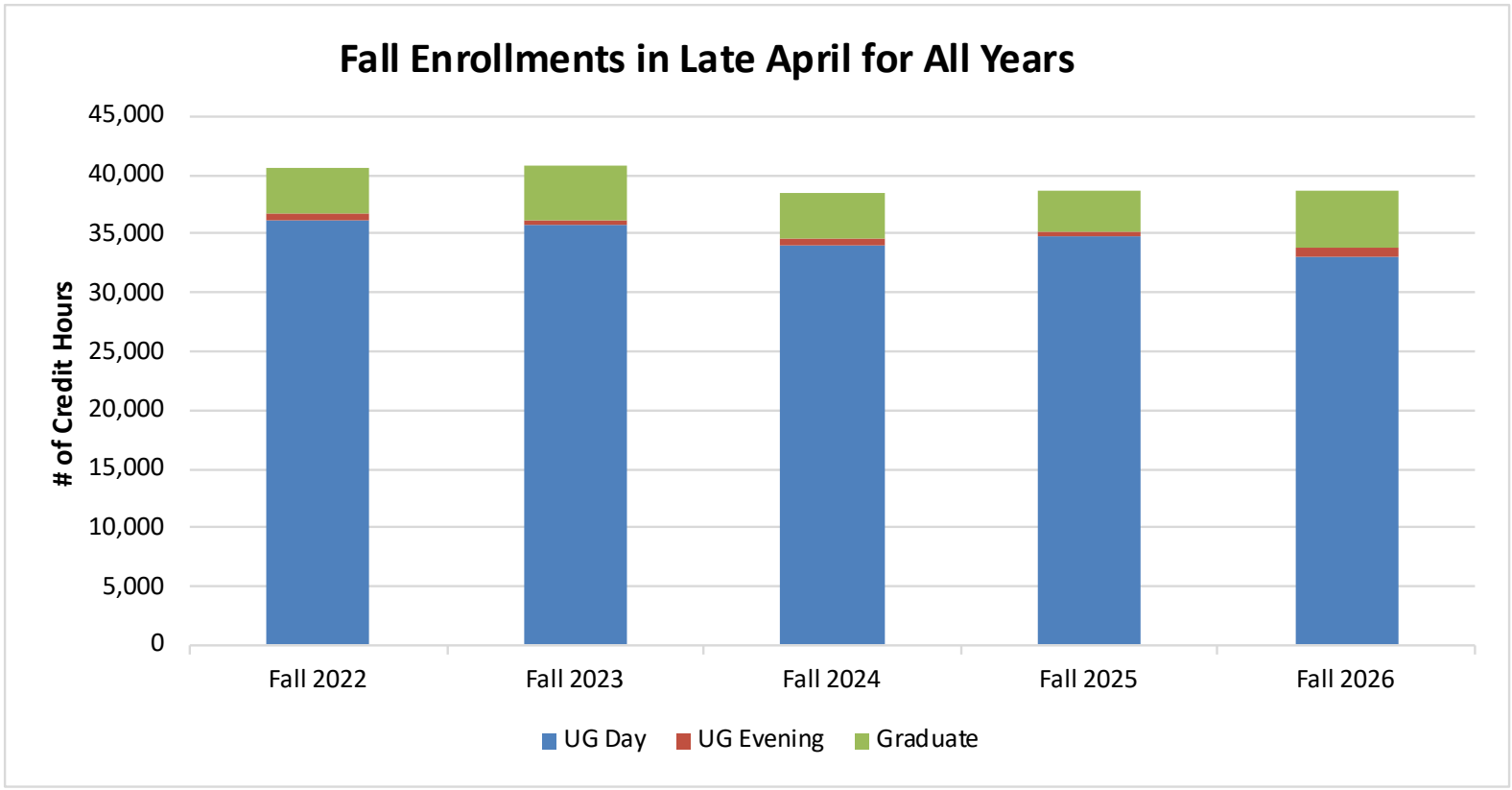
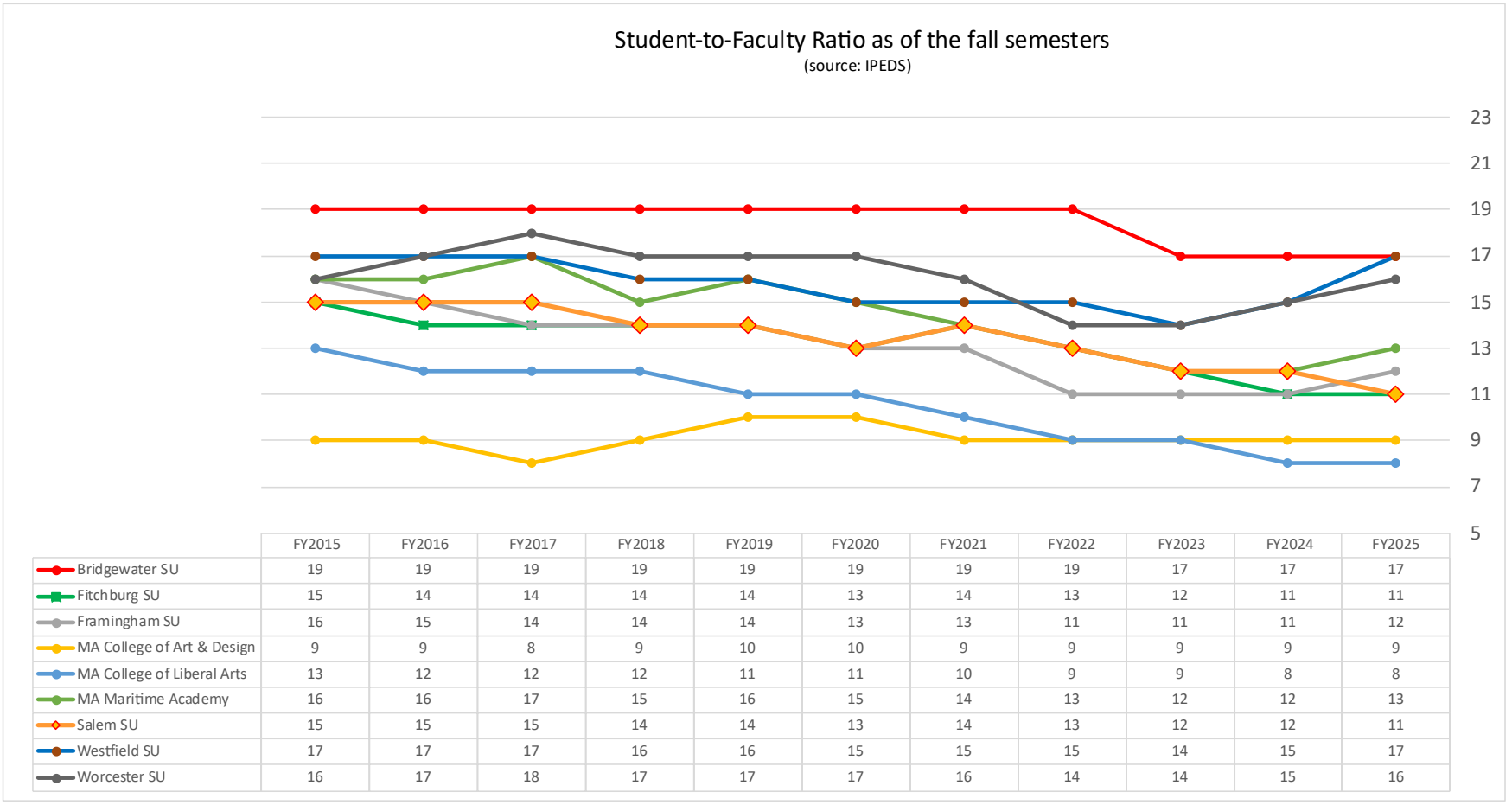
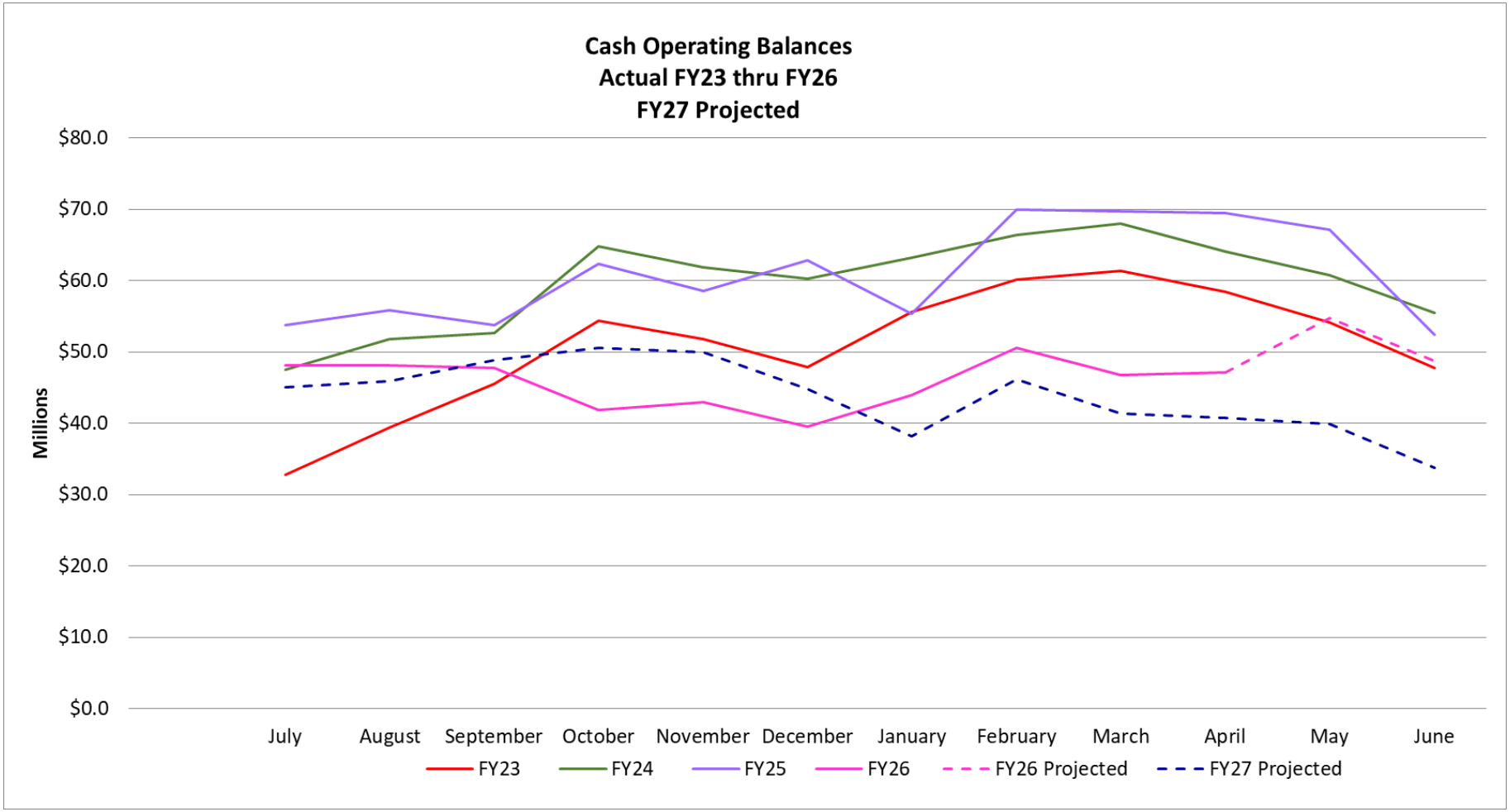


Chart 6: Student-to-Faculty Ratio



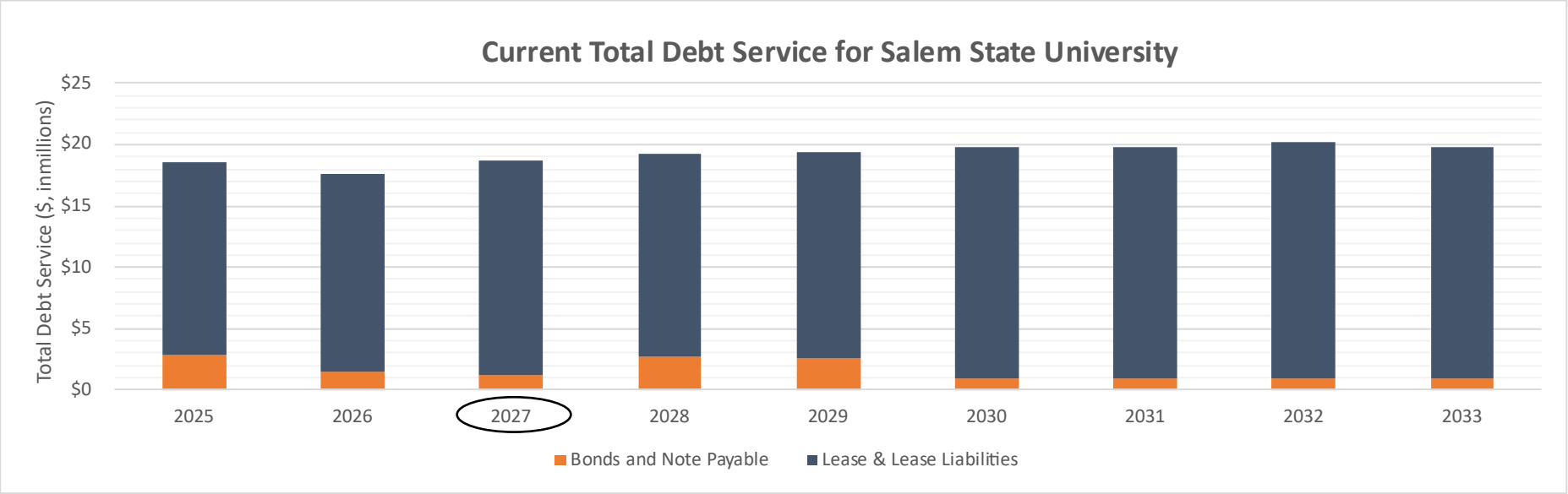
	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Bridgewater SU	19	19	19	19	19	19	19	19	17	17	17
Fitchburg SU	15	14	14	14	14	13	14	13	12	11	11
Framingham SU	16	15	14	14	14	13	13	11	11	11	12
MA College of Art & Design	9	9	8	9	10	10	9	9	9	9	9
MA College of Liberal Arts	13	12	12	12	11	11	10	9	9	8	8
MA Maritime Academy	16	16	17	15	16	15	14	13	12	12	13
Salem SU	15	15	15	14	14	13	14	13	12	12	11
Westfield SU	17	17	17	16	16	15	15	15	14	15	17
Worcester SU	16	17	18	17	17	17	16	14	14	15	16

Chart 7: Cash Operating Balance



Note: Cash balances includes cash and equivalents and deposits held by State Treasurer

Chart 8: Debt Service



NOTE: The MSCBA's bond offering for the BOLD project is currently scheduled for June 2026.

Table 1: Managed Revenue

Revenue ($ in millions)	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2027 Budget	Amount Change	Percent Change
Net Tuition and Fees	$37.5	$42.8	$33.1	$27.9	$36.4	$41.4	$5.0	13.9%
Federal, State, Private Grants	42.2	29.0	29.8	39.4	29.6	29.1	-$0.5	-1.6%
Auxiliary Enterprises	20.1	22.7	23.4	24.7	26.6	26.4	-$0.3	-1.0%
State General Appropriations	77.3	78.5	89.6	93.8	91.4	101.1	$9.7	10.7%
Other Revenue	5.3	8.0	10.3	12.1	4.7	7.0	$2.3	48.2%
Total Managed Revenue	**$182.4**	**$181.0**	**$186.2**	**$197.9**	**$188.8**	**$205.1**	**$16.3**	**8.7%**

Table 2: Fee Revenue

Fee Revenue ($ in millions)	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2027 Budget	Amount Change	Percent Change	Percent Fee Increase
University Fee	$58.5	$56.4	$53.7	$55.4	$54.2	$57.0	$2.8	5.1%	
Capital Improvement Fee	2.6	2.5	2.4	2.5	2.4	2.6	$0.2	9.8%	
SGA Fee	0.5	0.4	0.4	0.4	0.4	0.4	$0.0	3.7%	
Other Fee Revenue	3.6	3.1	2.8	3.3	4.2	4.1	-$0.1	-2.3%	
Total Fee Revenue	$65.1	$62.4	$59.3	$61.6	$61.2	$64.2	$2.9	4.8%	3.0%

Note: Other Fee Revenue includes differential, program, lab, matriculation, Summer Bridge, housing premium and miscellaneous fees.

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Table 3: Historical Tuition & Mandatory Fees

	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Undergraduate Day						
Per Credit Rate	$486.46	$499.10	$499.10	$514.10	$529.50	$545.40
Per Credit Rate Increase	$ -	$ 12.64	$ -	$ 15.00	$ 15.40	$ 15.90
Annual POA Rate**	$11,675	$11,979	$11,979	$12,338	$12,708	$13,090
Annual POA Increase**	$ -	$ 304	$ -	$ 359	$ 370	$ 382
% Increase	0.0%	2.6%	0.0%	3.0%	3.0%	3.0%
*Continuing Education****						
Per Credit Rate	$439.70	$451.20	$451.20	$464.80	$464.80	$478.70
Rate Increase	$ -	$11.50	$0.00	$13.60	$0.00	$13.90
% Increase	0.0%	2.6%	0.0%	3.0%	0.0%	3.0%
*Graduate**						
Per Credit Rate	$486.55	$499.20	$499.20	$514.20	$529.70	$545.60
Rate Increase	$ -	$ 12.65	$ -	$ 15.00	$ 15.50	$ 15.90
% Increase	0.0%	2.6%	0.0%	3.0%	3.0%	3.0%

Note: Assumes in-state, fall/spring rates

Note*: Assumes Price Group 2

Note**: POA stands for Price of Attendance

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Table 4: Historical Credit Hours by Division

	Full Fiscal Year Credit Hours				
Student Type	**2022**	**2023**	**2024**	**2025**	**2026**
Undergraduate Day	123,459	117,704	113,409	108,387	105,141
Continuing Education	17,813	14,447	12,696	15,319	15,249
Graduate	29,116	26,883	25,665	24,951	25,411
Total Credit Hours	**170,387**	**159,033**	**151,769**	**148,657**	**145,801**
Year over year %	(6.2%)	(6.7%)	(4.6%)	(2.1%)	(1.9%)

Table 5: Financial Aid

Financial Aid ($ in millions)	**FY2022 Actual**	**FY2023 Actual**	**FY2024 Actual**	**FY2025 Actual**	**FY2026 Budget**	**FY2027 Budget**	**Amount Change**	**Percent Change**
Tuition Waivers	$2.2	$2.4	$2.4	$1.9	$1.9	$2.2	$0.3	17.2%
Scholarships & Grants	37.9	29.0	35.2	43.4	33.6	32.6	$(1.0)	(3.0%)
Total Financial Aid	**40.1**	**31.3**	**37.6**	**45.2**	**35.5**	**34.8**	**$(0.7)**	**(1.9%)**
As a % of Gross Tuition and Fees	**51.7%**	**42.2%**	**53.2%**	**61.9%**	**49.4%**	**45.7%**		

Note 1: FY24-FY26 includes Mass Grant Plus Expansion.
Note 2: FY25 includes $699,044 of SUCCESS funds
Note 3: FY23 actual includes $2.9M awards above the FY23 budget. Not continued in FY24.
Note 4: FY22 Actual includes $8.8 M HEERF III funding awarded to students through institutional and student program.

Financial Aid by Funding Source	**Unrestricted Auxiliaries**	**Educational & General**	**Grants**	**Gifts**	**Residence Hall Trust Fund**	**Restricted Other**	**Total**
FY 2027 Budget by Source ($ millions)	$0.0	$2.3	$20.8	$1.5	$2.2	$0.0	$26.8
FY 2027 Budget by Source (% of total)	0.0%	8.5%	77.4%	5.8%	8.3%	0.0%	100.0%

Table 6: Auxiliary Revenue

Auxiliary Revenue ($ in millions)	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2027 Budget	Amount Change	Percent Change
Student Housing	$14.7	$16.1	$16.2	$17.6	$18.9	$18.5	($0.4)	-2%
Dining	4.5	5.6	5.8	6.3	7.0	7.2	$0.2	4%
Commissions	0.2	0.3	0.2	0.2	0.2	0.1	($0.1)	-65%
Parking	0.2	0.5	0.4	0.4	0.4	0.4	$0.0	4%
Other	0.4	0.2	0.6	0.1	0.1	0.1	($0.0)	-5%
Total Auxiliary Revenue	**$20.1**	**$22.7**	**$23.2**	**$24.6**	**$26.6**	**$26.3**	**($0.3)**	-1%

Table 7: State Operating Support

Appropriations ($ in millions)	FY 2022 Actual	FY 2023 Actual	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2027 Budget	Amount Change	Percent Change
General Appropriations Act (GAA)	$51.2	$55.3	$56.7	$63.0	$65.0	$70.0	$2.0	3.0%
Appropriation increases for CBA	4.4	1.0	4.8	1.9	2.9	0.0	$1.0	33.0%
Funding Formula Allocation	0.9	1.4	1.6	1.0	0.0	0.0	-$1.0	0.0%
Total Appropriation	**56.5**	**57.7**	**63.0**	**66.0**	**67.9**	**70.0**	**1.9**	**2.8%**
State Paid Fringe	21.4	22.4	27.1	28.7	24.1	31.4	-4.6	-18.9%
Tuition Remission	-0.8	-0.8	-0.8	-1.0	-0.8	-0.5	0.2	-27.0%
Other Appropriations	0.1	0.2	0.2	0.2	0.2	0.2	0.0	14.8%
Total State Support	**$77.3**	**$79.5**	**$89.6**	**$93.8**	**$91.4**	**$101.1**	**-$2.4**	**-2.6%**

Note 1: FY22 Appropriation for CBA included one-time funding for COVID bonuses. $1.165M paid out in bonuses.

Note 2: Formula funding was not included in the state budget for FY26 and has not been included to date for FY27.

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Table 8: Managed Expenses

Managed Expenses ($ in millions)	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2027 Budget	Amount Change	Percent Change
Compensation (See tables 9- 13 for detail)	$118.7	$118.1	$129.6	$134.0	$137.5	$151.3	$13.8	10.0%
Administrative Expenses	*5.2*	*5.5*	*6.0*	*5.7*	*6.7*	*5.7*	*-1.0*	*-15.0%*
Programmatic Operational Supplies	*2.1*	*2.9*	*2.6*	*2.8*	*2.3*	*2.3*	*0.0*	*-0.6%*
Contracted Services	*9.0*	*10.6*	*10.1*	*10.3*	*10.1*	*10.5*	*0.4*	*3.9%*
IT and Telecom	*5.4*	*5.5*	*8.3*	*8.6*	*7.1*	*7.1*	*0.0*	*0.0%*
Contingency	*0.0*	*0.0*	*0.0*	*0.0*	*1.9*	*1.3*	*-0.6*	*-32.9%*
Other	*1.2*	*1.8*	*0.8*	*2.1*	*1.2*	*1.3*	*0.1*	*8.6%*
Total Support	23.0	26.2	27.8	29.5	29.3	28.2	-1.1	-3.9%
Utilities	*3.7*	*3.5*	*3.9*	*4.5*	*4.5*	*4.2*	*0.1*	*1.3%*
MSCBA Assessment & Interest Expense	*14.6*	*12.3*	*10.0*	*12.2*	*13.5*	*15.2*	*1.3*	*9.3%*
Space Rental	*1.1*	*1.1*	*1.0*	*0.9*	*0.9*	*0.9*	*0.0*	*-2.3%*
Construction & Improvement	*3.4*	*3.1*	*5.9*	*6.3*	*4.3*	*4.7*	*-2.0*	*-45.7%*
Other	*0.7*	*0.5*	*0.7*	*0.7*	*0.7*	*0.6*	*0.0*	*3.1%*
Total Facility-related	23.4	20.5	21.5	24.6	23.9	25.7	-0.7	-2.7%
Total Managed Expenses	**$165.1**	**$164.8**	**$178.9**	**$188.1**	**$190.7**	**$205.1**	**$2.6**	**1.4%**

The FY2027 budget includes a university wide contingency of $1.0M, and a strategic initiative pool of $.225M.

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Table 9: Compensation

Salaries and Wages ($ in millions)	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY2025 Actual	FY 2026 Budget	FY2027 Budget	Amount Change	Percent Change
Benefitted Faculty and Staff	$68.7	$69.6	$75.0	$78.2	$85.8	$90.2	$4.4	5.1%
Adjunct Faculty	10.5	9.4	9.3	9.5	10.0	9.8	-0.3	-2.5%
Student Labor	2.5	2.7	3.0	3.1	3.0	3.1	0.1	2.2%
Contract Employees	2.8	3.1	3.3	2.7	1.9	1.9	0.0	1.5%
Other Labor	5.1	3.1	4.0	4.0	3.0	3.3	0.3	8.4%
Total Salaries and Wages	$89.7	$87.9	$94.6	$97.5	$103.7	$108.2	$4.5	4.3%
Fringe Benefits	29.0	30.2	34.9	36.5	33.8	43.1	9.3	27.5%
Total Compensation	**$118.7**	**$118.1**	**$129.6**	**$134.0**	**$137.5**	**$151.3**	**$13.8**	**10.0%**

Note 1: Other Labor includes overtime, vacation, holiday, sick payouts,and other categories.
Note 2: FY2022 includes retroactive collective bargaining increases and the Covid bonus.
Note 3: FY2024 includes collective bargaining increases of 4% on July 1 and January 2024 with additional pooled increases for bargaining
Note 4: FY2026 fringe benefits rate decreased 7.24% compared to FY25. FY2027 rate is increased 8.3% compared to FY2026.

Table 10: Financial Full-Time Benefitted Employees (FFTE) by Union Classification

Financial Full-Time Benefitted Employees (FFTE)*	FY 2022 Budget	FY 2023 Budget	FY 2024 Budget	FY 2025 Budget	FY 2026 Budget	FY 2027 Budget	FFTE Change	Percent Change	FY 2027 % of Total
Clerical Union (AFSCME)	199	202	212	210	209	211	2	1.0%	22.7%
Professional Union (APA)	260	280	297	307	332	346	13	4.1%	37.1%
Day and DGCE Faculty (MSCA)	316	318	318	319	316	309	-7	-2.2%	33.2%
Professional Non-Union (NUP)	55	55	56	59	59	59	0	0.0%	6.3%
Clerical Non-Union (NUC)	6	6	7	7	7	6	-1	-16.7%	0.6%
Total FFTE	**836**	**861**	**889**	**902**	**924**	**931**	**7**	**0.8%**	**100.0%**

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Table 11: Financial Full-Time Benefitted Employees (FFTE) by Division

Financial Full-Time Benefitted Employees (FFTE)	FY2022 Reinstate	FY 2022 Budget	FY 2023 Budget	FY 2024 Budget	FY 2025 Budget	FY 2026 Budget	FY 2027 Budget	FFTE Change	Percent Change	FY 2027 % of Total
Academic Affairs	4	519	442	448	460	463	458	-5	-1.2%	49.1%
Finance & Facilities	3	126	128	140	136	140	141	1	0.6%	15.1%
Inclusive Excellence	0	2	2	3	4	4	0	-4	-100.0%	0.0%
Advancement	3	28	29	29	30	31	31	0	0.0%	3.3%
Presidents Division	2	38	37	37	35	35	36	1	3.2%	3.9%
Student Success	2	72	167	174	177	191	207	16	8.3%	22.2%
General Counsel/HR/ITS	1	51	56	58	60	60	59	-1	-1.7%	6.3%
Total Financial Full-Time Benefitted Employees	**15**	**837**	**861**	**889**	**902**	**924**	**931**	**7**	**0.8%**	**100%**

Note 1: FY23 Student Success division reorganized to combine Enrollment Management, Marketing, Student Life and some areas previously under AA as one unit.

Note 2: Inclusive Excellence was merged into Student Success during FY2026.

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Table 12: Salary and Wages for Benefitted Employees by Division

Salary and Wages for Benefited Employees by Division ($ in thousands)	FY 2022 Budget	FY 2023 Budget	FY 2024 Budget	FY 2025 Budget	FY 2026 Budget	FY 2027 Budget	Amount Change	Percent Change
Academic Affairs	45,573	42,545	46,147	47,037	50,579	51,978	1,398	2.8%
Finance & Facilities	7,908	8,665	10,175	9,856	10,770	11,120	350	3.2%
Inclusive Excellence	253	264	405	510	545	0	(545)	-100.0%
Advancement	2,347	2,402	2,608	2,654	3,175	3,267	92	2.9%
Presidents Division	2,816	2,929	3,250	3,030	3,169	3,506	336	10.6%
Student Success- New Division FY23	5,445	12,825	14,311	14,488	16,772	18,469	1,697	10.1%
VP General Counsel/HR/ITS	4,739	5,419	6,042	6,251	6,574	6,814	241	3.7%
APA/NUP Other Increases	116	89	130	75	92	75	(17)	-18.0%
MSCA Other Increases	327	296	296	296	296	296	0	0.0%
AFSCME/NUC Other Increases	157	125	105	105	147	148	1	1.0%
Vacancy Savings Target (University-wide)	(2,418)	(2,635)	(8,895)	(6,785)	(6,484)	(5,500)	984	-15.2%
Other Adjustments	0	0	367	574	27	(133)	(160)	-589.0%
Furlough	0	0	0	0	0	0	0	0.0%
MEPA Study	151	150	175	150	150	150	0	0.0%
Total Financial Full-Time Benefitted Employees	**$67,412**	**$73,074**	**$75,117**	**$78,241**	**$85,811**	**$90,190**	**$7,570**	**8.8%**

Note 1: FY23 Student Success division reorganized to combine Enrollment Management, Marketing and Student Life and some areas previously under AA as one unit.
Note 2: FY24 other adjustment includes CBA $500 FTE pool and reimbursement from Foundation.
Note 3: FY27 Inclusive Excellence division dissolved. Transferred to Student Success division.
Note 4: FY27 Other adjustments includes CBA non-standard increase pools offset by reimbursement from the Foundation.

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Table 13: Fringe Benefit Rates as set by the Commonwealth

Benefit Description	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Actual	FY2026 Actual	FY2027 Budget	Absolute Change	Percent Change
Group Insurance	20.3%	21.5%	24.9%	23.4%	17.0%	24.8%	7.8%	46.0%
Retirement	16.1%	16.7%	16.7%	18.6%	17.6%	18.3%	0.7%	3.8%
Terminal Leave	1.1%	1.3%	1.6%	1.5%	1.0%	0.9%	-0.1%	-8.9%
Subtotal	**37.46%**	**39.5%**	**43.20%**	**43.44%**	**35.60%**	**43.99%**	**8.4%**	**23.6%**
Unemployment Insurance	0.16%	0.07%	0.13%	0.23%	0.30%	0.24%	-0.1%	-20.0%
Universal Health Insurance	0.02%	0.04%	0.07%	0.08%	0.06%	0.06%	0.0%	0.0%
Medicare Tax	1.43%	1.35%	1.58%	0.88%	1.36%	1.38%	0.02%	1.5%
Paid Family & Medical Leave (PFML)	0.36%	0.39%	0.33%	0.43%	0.49%	0.44%	-0.1%	-10.2%
Subtotal	1.97%	1.85%	2.11%	1.62%	2.21%	2.12%	-0.09%	-4.1%
Total Fringe Benefit Rate	**39.43%**	**41.35%**	**45.31%**	**45.06%**	**37.81%**	**46.11%**	**8.3%**	**22.0%**

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Appendix I: Trust Fund Matrix

Trust Fund	Description	Examples
L3_Unrestricted Auxiliaries	Self-supporting operations that provide services to students, faculty, or staff; not restricted by an entity outside of the university.	Fund 2540 – Vendor Fund for Commissions
L3_Education & General Funds	Basic operations of the university; unrestricted funds.	Fund 1000 - State Maintenance Appropriation
L3_Grants	Funds provided by an external party in return for a specific project or other action by the university. The majority of SSU's grants are for financial aid to students.	Fund 2200 - Pell Grant
L3_Gifts and Contributions	Funds donated by others outside the university for a specific purpose.	Fund D500 – Academic Affairs
L3_Residence Hall Trust Fund	Self-supporting operations that provide services to students, faculty, or staff; restricted by an entity outside of the university. (MSCBA owned facility operations).	Fund 2504 – Dormitory Trust Fund
L3_Restricted Other	Funds provided by external parties with restrictions on how the funds are to be expended.	Fund 2304 - Alpha Lambda Delta
L3_Total Restricted Endowments	Most endowments are held by the Foundation, but the university has one historical endowed fund	Fund 5002- Cruttendon Endowment
L3_Net Invested in Capital Assets	Capitalizable facility projects; depreciation; debt.	Fund 7040 - Invested in Cap Assets-Net

Salem State University

Appendix II: Vendors with Contracts over $500,000 which are pre-approved upon approval of the FY2027 Budget

Salem State University FY2027 Budget Package
Pre-approval of contracts exceeding $500,000 in accordance with trust fund guidelines

Vendor Name	Vendor Description	Anticipated Spending FY 2027	Trust Fund Name	PeopleSoft Fund Number	PeopleSoft Fund Name
Utilities					
CITY OF SALEM WATER	Water/sewer	618,000	General/RHTF*	1100 & 2504	University Fee & Residential Life
CONSTELLATION ENERGY	Electric service	1,200,000	General/RHTF*	1101 & 2504	University Fee & Residential Life
NRG BUSINESS MARKETING, LLC	Natural gas supply	572,000	General/RHTF*	1100 & 2504	University Fee & Residential Life
NATIONAL GRID ELECTRIC	Electric service	2,500,000	General/RHTF*	1100 & 2504	University Fee & Residential Life
NATIONAL GRID GAS	Natural gas transporter	848,000	General/RHTF*	1100 & 2504	University Fee & Residential Life
Technology					
AVIDEX	Audiovisual solutions/services	600,000	Education & General	1100 & BOLD	University Fee
DELL COMPUTERS	Computer related equipment	500,000	Education & General	7010	University Fee
ORACLE AMERICA	Software subscription and support	800,000	Education & General	1100	University Fee
SOFTWARE HOUSE INTERNATIONAL	Software subscription and support	960,000	Education & General	1100	University Fee
TROUBADOUR TECHNOLOGY INC	Networking and cybersecurity solutions	870,000	Education & General	1100	University Fee
WINSLOW TECHNOLOGY GROUP	Backup/Recovery, Cloud Infrastructure	525,000	Education & General	1100	University Fee
Facilities					
Property Lease - 331 LAFAYETTE LLC	Lease expense	779,000	Education & General	1100	University Fee
Property Lease - SALEM STATE UNIV ASSIST CORP.	Lease expense, SSU assistance	500,000	Education & General	1100	University Fee
To Be Determined	Landscaping/Groundskeeping	500,000	General/RHTF*	1100 & 2504	University Fee & Residential Life
To Be Determined	Capital Projects	TBD	Educational & General	1100 & BOLD	Facilities Projects
Services					
DPV Transportation	Bus Transportation	575,000	Education & General	1100	University Fee
SODEXO OPERATIONS, LLC.	Food service supplier	7,800,000	Unrestricted Auxilliaries	2550	Contracted Dining Operations
Other					
UGS**	Educational and General	533,000	Education & General	1100	University Fee
eCampus**	Educational and General	1,170,000	Education & General	1100	University Fee
UNIVERSITY HEALTH PLANS, INC.***	Student health insurance	1,800,000	Agency	6216	Health Insurance

Salem State University

Appendix III-A: List of Proposed Facilities Projects

Project	University Fee	BOLD Enabling	RHTF	ITS Project Funds	State Energy Grant	Higher Ed Applied Learning Grant	MassLife Work Force Develop-ment Grant	Senator Molton Congressio-nal Support Grant	DCAMM BOLD FF&E	DOER Match Grant Meier	DCAMM Deferred Maintenance
Resident Halls											
Marsh and Atlantic Hall Common Area Painting			225,000								
Residence Hall Furnishings			85,000								
BOLD and Decarbonization Enabling											
Moving, Furniture Recycling, and Storage (Main Campus + South Campus)		300,000									
Move Management and FFE - Owner's Project Manager Consulting Services		250,000									
Facilities and EHS Fixtures, Equipment, and Signage for Horace Mann and Meier Addition		125,000									
Water Fountain and Bottle Filling Station Replacements		40,000									
Meier Hall Connection Point Upgrades		100,000									
Donor Signage		100,000									
Project BOLD FF&E SSU Supplemental Support							500,000	500,000			
Project Bold FF&E DCAMM ALLOCATION									4,000,000		
Political Science and Interdisciplinary Studies Relocation (Design and Construction)		150,000									
Oil Tank Removals											
Oil Tank Permitting Closure O'Keefe Center	60,000										
Infrastructure Improvements and Sustainability Enhancements											
Meier Hall Undergrad Research Lab - study						4,500,000					
Natatorium lighting Installation					75,000						
Stanley Server Room AC and Humidification Project	100,000			200,000							
Gassett Hot Water Heaters	125,000										
Meier hall Decarbonization Efforts (TBD)										1,000,000	
Campus Wide Interior Door & Ceiling Replacements, Academic Building Painting	125,000										
Campus Wide Condensate Return Pump Replacements	40,000										
Room Building Controls Enhancements (Meier) Design										40,000	
O'Keefe Weight Room AC/AHU Unit Replacement										125,000	

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Appendix III-A: List of Proposed Facilities Projects (continued)

Project	University Fee	BOLD Enabling	RHTF	ITS Project Funds	State Energy Grant	Higher Ed Applied Learning Grant	MassLife Work Force Develop-ment Grant	Senator Molton Congressio-nal Support Grant	DCAMM BOLD FF&E	DOER Match Grant Meier	DCAMM Deferred Maintenance
Facilities Project Requests											
Gassett Turnstiles	60,000										
Student Navigation Center Welcome Center for Multilingual Students	-										
ITS Space Consolidation & Spanish Help Desk Relocation Feasibility Study	-										
	-										
Roof Replacements											
68 and 70 Loring Avenue Design and Construction Design	100,000										
Annual Paving Repairs											
Various paving repairs and repaving projects	150,000										
Access Control Enhancements											150,000
Atlantic Door Lock Replacements											500,000
Key Box installations (University Police Station, Sullivan, O'Keefe)											60,000
CCTV Replacement Project											700,000
O'Keefe and Stanley Rekey Projects											50,000
Master Plan Enabling Projects											
35 Loring Avenue Demolition & Landscaping Design	50,000										
Slater Hall Feasibility Study	20,000										
North Campus Dining Renovation Flooring and Paint only	300,000										
North Campus Dining Design for Service Enhancements	75,000										
Recurring Projects											
Annual Fund for ADA Committee	10,000										
Donor Signage	50,000										
Classroom Refresh	300,000										
Contingency	435,000										190,000
Total	**2,000,000**	**1,065,000**	**310,000**	**200,000**	**75,000**	**4,500,000**	**500,000**	**500,000**	**4,000,000**	**1,165,000**	**1,650,000**

Appendix III-B: List of Proposed ITS Projects

Sponsor	Project		Funding Amount
ITS	Computer Refresh	$	45,000
ITS	Networking Refresh	$	380,000
ITS	Server Refresh	$	125,000
ITS	Datacenter upgrades	$	150,000
Total		**$**	**700,000**

Appendix IV - Tuition/Fee Rates for FY2027

Approved by the Board of Trustees on April 8, 2026

Schedule of Student Charges
2026-2027 Academic Year

UnderGrad - Fall/Spring

IN-STATE	Fall 2026		Spring 2027		Academic Year
	Per Credit	Full-Time	Per Credit	Full-Time	Full-Time
Day Undergraduate					
Tuition					
In-State [2]	$37.92	$455.04	$37.92	$455.04	$910.08
University Fee					
Course Fee	$482.28	$5,787.36	$482.28	$5,787.36	$11,574.72
Capital Improvement Fee	$20.50	$246.00	$20.50	$246.00	$492.00
SGA Fee	$4.70	$56.40	$4.70	$56.40	$112.80
Total Tuition and Fees					
In-State	$545.40	$6,544.80	$545.40	$6,544.80	$13,089.60

Evening Undergraduate (SCPS)					
Tuition					
In-State	$115.00		$115.00		
Fees					
Course Fee	$338.50		$338.50		
Capital Improvement Fee	$20.50		$20.50		
SGA Fee	$4.70		$4.70		
Total Tuition and Fees	$478.70		$478.70		
In-State					

OUT-OF-STATE	Fall 2026		Spring 2027		Academic Year
	Per Credit	Full-Time	Per Credit	Full-Time	Full-Time
Day Undergraduate					
Tuition					
Out-of-State	$293.75	$3,525.00	$293.75	$3,525.00	$7,050.00
Fees					
University Fee [1]	$544.35	$6,532.20	$544.35	$6,532.20	$13,064.40
Capital Improvement Fee	$20.50	$246.00	$20.50	$246.00	$492.00
SGA Fee	$4.70	$56.40	$4.70	$56.40	$112.80
Total Tuition and Fees					
Out-of-State	$863.30	$10,359.60	$863.30	$10,359.60	$20,719.20

Evening Undergraduate (SCPS)					
Tuition					
Out-of-State	$285.00		$285.00		
Fees					
Course Fee	$168.50		$168.50		
Capital Improvement Fee	$20.50		$20.50		
SGA Fee	$4.70		$4.70		
Total Tuition and Fees	$478.70		$478.70		
Out-of-State					

New England Regional Program	Fall 2026		Spring 2027		Academic Year
	Per Credit	Full-Time	Per Credit	Full-Time	Full-Time
Day Undergraduate					
Tuition					
In-State [2]	$56.88	$682.50	$56.88	$682.50	$1,365.00
Fees					
University Fee [1]	$544.35	$6,532.20	$544.35	$6,532.20	$13,064.40
Capital Improvement Fee	$20.50	$246.00	$20.50	$246.00	$492.00
SGA Fee	$4.70	$56.40	$4.70	$56.40	$112.80
Total Tuition and Fees					
NEBHE	$626.43	$7,517.10	$626.43	$7,517.10	$15,034.20

All charges are subject to change.

Appendix IV - Tuition/Fee Rates for FY2027

Schedule of Student Charges
2026-2027 Academic Year

Summer

IN-STATE	Summer 2026		Summer 2027	
	Per Credit	Full-Time	Per Credit	Full-Time
Undergraduate (SCPS)				
Tuition				
In-State	$115.00		$115.00	
University Fee				
Course Fee	$250.00		$260.50	
Capital Improvement Fee	$19.50		$20.50	
Total Tuition and Fees				
In-State	$384.50		$396.00	

OUT-OF-STATE	Summer 2026		Summer 2027	
	Per Credit	Full-Time	Per Credit	Full-Time
Undergraduate (SCPS)				
Tuition				
Out-of-State	$250.00		$250.00	
Fees				
Course Fee	$257.70		$125.50	
Capital Improvement Fee	$19.50		$20.50	
Total Tuition and Fees				
Out-of-State	$527.20		$396.00	

All charges are subject to change.

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Appendix IV - Tuition/Fee Rates for FY2027

Schedule of Student Charges
2026-2027 Academic Year

	Fall 2026 Full-Time	Spring 2027 Full-Time	Academic Year Full-Time
Housing [3]			
Bowditch - Premium Single	$6,792.50	$6,792.50	$13,585.00
Bowditch - Double	$5,478.50	$5,478.50	$10,957.00
Peabody - Premium Single	$6,792.50	$6,792.50	$13,585.00
Peabody - Double	$5,478.50	$5,478.50	$10,957.00
Marsh Hall - Double	$6,099.50	$6,099.50	$12,199.00
Marsh Hall - Premium Single	$7,460.00	$7,460.00	$14,920.00
Forten Hall - Single	$6,517.50	$6,517.50	$13,035.00
Forten Hall - Suite Single	$6,517.50	$6,517.50	$13,035.00
Forten Hall - Double	$6,233.50	$6,233.50	$12,467.00
Forten Hall - Suite Double	$6,374.00	$6,374.00	$12,748.00
Atlantic Hall- Double	$6,783.50	$6,783.50	$13,567.00
Atlantic Hall - Single	$7,258.50	$7,258.50	$14,517.00
Fall (Thanksgiving) Break Housing			$135.00
Winter Break Housing			$813.00
Spring Break Housing			$225.00
Summer Housing - Summer I			$1,486.00
Summer Housing - Summer II			$1,783.00
Summer Housing - Full Summer			$3,268.00
Early Move In Housing - Prorated per Day			$34.00/Day
Meal Plans [4]			
All Access Plan - 7 Day Silver Plan	$2,613.00	$2,613.00	$5,226.00
All Access Plan - 7 Day Gold Plan	$2,733.00	$2,733.00	$5,466.00
All Access Plan - 7 Day Platinum Plan	$2,898.00	$2,898.00	$5,796.00
Block Plan 1 - 45 meals	$520.00	$520.00	$1,040.00
Block Plan 2 - 90 meals	$1,077.00	$1,077.00	$2,154.00
Fall Break Plan			$146.00
Winter Break Plan			$910.00
Spring Break			$291.00
Summer 2026			
Summer Meal Plan - All Summer All Access			$3,045.00
Summer Meal Plan - Summer 1 All Access			$1,392.00
Summer Meal Plan - Summer 2 All Access			$1,508.00
Early Move In: (proratable at $36.40/Day)			$36.40
Application Fees			
Undergraduate Admissions			$50.00
Matriculation Fee - New Students (one-time)			$275.00
Late Fees			
Late Application for Undergraduate Degree			$50.00
Late Payment (tuition and fees)			$50.00/month
Miscellaneous Fees			
Payment Plans (enrollment fee for TN)			$40.00 per semester
Non-Credit Course Fee			Varies
Institute Fee (winter session/summer)			$100.00/per institute
Hard copy of Transcript /Green Fee			$6.00
Day School Nursing Resource Center Fee			$100.00 per course
Not Sufficient Funds (NSF) Check Fee			$25.00 per occurance
Health Insurance -- (waivable) [6]			TBD
Dorm Damage Deposit (Resident Students Only)			$50.00
Dorm Damage Fees			Varies
Housing Cancellation Fee			$250.00
Liability Insurance for Criminal Justice, Nursing, OT, Mental Health Counseling, and Athletic Training			Varies

All charges are subject to change.

Appendix IV - Tuition/Fee Rates for FY2027

Mass PIRG Fee (waivable each semester) [5]	$10.00	$10.00	$20.00
Records Fee-for non-matriculated students	$10.00	$10.00	$20.00
Differential Fees for Undergraduate Programs			
Art + Design [8]	$125.00	$125.00	$250.00
Biology [7]	$250.00	$250.00	$500.00
Business [9]	$250.00	$250.00	$500.00
Chemistry and Physics [8]	$250.00	$250.00	$500.00
Computer Science [10]	$250.00	$250.00	$500.00
Education [10]	$125.00	$125.00	$250.00
Geography and Sustainability [10]	$250.00	$250.00	$500.00
Geological Science [10]	$250.00	$250.00	$500.00
Nursing [7]	$500.00	$500.00	$1,000.00
Theatre and Speech Communication (BA and	$125.00	$125.00	$250.00
Cohort Based Program Cost			
Accelerated 2nd Degree for BSN Summer (2025-2027) Cohort per credit [11]			$655.00
Parking Fees			
Resident Parking (Atlantic and Peabody lots)	$315.00	$315.00	$630.00
Resident Parking (Marsh lot)	$184.00	$184.00	$368.00
Commuter Parking	$86.50	$86.50	$173.00
Parking Fines			
Various violations			$20.00 - $200.00 per violation
Violation Appeal Fee if appeal not granted			$5.00 per violation

All charges are subject to change.

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Appendix IV - Tuition/Fee Rates for FY2027

NOTES FOR FY2027

1 The University Fee represents the fee anticipated for 2026-2027. Fees may change by action of the Board of Trustees.

2 The New England Regional program enables New England residents to enroll at Salem State University at a reduced out-of-state rate.

3 Housing rates include (1) $20 per semester/$40 per year Residence Hall Association Fee for all residence halls; and (2) $380 per semester/$760 per year Technology/Student Fee.

4 Meal Plans

The **All Access Plan** 7-Day Silver Plan will be the minimum required plan for students living in Peabody, Bowditch, Marsh or Forten Hall. Meal plan rates are proposed and may be changed based on the dining vendor budget process.

Plan Name	Board Meals	Guest Meals	Dining Dollars	Clipper Cash	Cost per Semester
7 Day Silver Plan	Unlimited	3	$ 100	$ 50	$ 2,613.00
7 Day Gold Plan	Unlimited	6	$ 210	$ 100	$ 2,733.00
7 Day Platinum Plan	Unlimited	8	$ 330	$ 150	$ 2,898.00

Block Plan 1 will be the minimum required plan for all students living in Atlantic Hall.

Plan Name	Board Meals	Guest Meals	Dining Dollars	Clipper Cash	Cost per Semester
Block Plan 1	45	0	$ 130	$ 25	$ 520.00
Block Plan 2	90	0	$ 310	$ 50	$ 1,077.00

Summer Meal Plans are paid in one lump sum for various meal plan options for the summer.

5 Charged for all day students each semester. Student may opt out and have fee waived on line.

6 Charged for all students enrolled in at least 75 percent of a full-time course load. Student may opt out and have fees waived if covered by other health insurance. Rate is pro-ratable.

7 Annual additional fees beginning with academic year 2016-17 entrants to program (incoming or transfers).

8 Annual additional fees beginning with academic year 2017-18 entrants to program (incoming or transfers).

9 Annual additional fees beginning with academic year 2019-20 entrants to program (incoming or transfers).

10 Annual additional fees beginning with academic year 2022-23 entrants to program (incoming or transfers).

11 Accelerated 2nd Degree for Bachelor of Science, Nursing (BSN) is a cohort-based program. ABSN cohorts enter in the summer. The fee is $655 per credit.

All charges are subject to change.

Appendix IV - Tuition/Fee Rates for FY2027

Schedule of Student Charges
2026-2027 Academic Year

Undergraduate Evening (SCPS) Additional Fees	
Course Fees	
Lab Fees	$25-$500 per course
Clinical Fees	$15-$100 per course
Institutes (winter session/summer)	$100 per course
Non-credit course fee	Varies depending on course
Social Work Field Service Fee	$125 per course
ESL Courses	Varies depending on course
Geology & Geological Sciences Field Fee	Varies depending on course
Application Fees	
SCPS Admissions	$50.00
Matriculation Fee (one-time)	$275.00
Miscellaneous Fees	
Payment plans (enrollment fee for TN)	$40/semester
Records Fee for Non-Matriculated Students	$10/semester
Hard copy of Transcript /Green Fee	$6.00
Prior Learning Assessment Fee	$100 per Credit
Health Insurance -- (waivable)[6]	TBD
Health Counseling, and Athletic Training	Varies
Not Sufficient Funds (NSF) Check Fee	$25.00 per occurance
Late Fees	
Late application for degree	$50
Late Payment (tuition and fees)	$50/month
Parking Fees and Fines	
Commuter Parking	$86.50/semester
Various Violations	$20-$200 per violation
Violation Appeal Fee if appeal not granted	$5 per violation

All charges are subject to change.

Appendix IV - Tuition/Fee Rates for FY2027

Schedule of Student Charges
2026-2027 Academic Year

Grad School - Fall/Spring/ Summer

IN-STATE	Fall 2026 Per Credit	Spring 2027 Per Credit	Summer 2027 Per Credit	
Graduate - Price Group 1				
Tuition				
In-State	$140.00	$140.00	$140.00	
Fees				
Course Fee	$332.10	$332.10	$332.10	
Capital Improvement Fee	$20.50	$20.50	$20.50	
Total Tuition and Fees				
In-State	$492.60	$492.60	$492.60	
Graduate - Price Group 2				
Tuition				
In-State	$140.00	$140.00	$140.00	
Fees				
Course Fee	$385.10	$385.10	$385.10	
Capital Improvement Fee	$20.50	$20.50	$20.50	
Total Tuition and Fees				
In-State	$545.60	$545.60	$545.60	
Graduate - Price Group 3				
Tuition				
In-State	$140.00	$140.00	$140.00	
Fees				
Course Fee	$438.50	$438.50	$438.50	
Capital Improvement Fee	$20.50	$20.50	$20.50	
Total Tuition and Fees				
In-State	$599.00	$599.00	$599.00	

All charges are subject to change

Appendix IV - Tuition/Fee Rates for FY2027

Schedule of Student Charges
2026-2027 Academic Year

Grad School - Fall/Spring/ Summer

OUT-OF-STATE	Fall 2026 Per Credit	Spring 2027 Per Credit	Summer 2027 Per Credit	
Graduate - Price Group 1				
Tuition				
Out-of-State	$230.00	$230.00	$230.00	
Fees				
Course Fee	$343.00	$343.00	$343.00	
Capital Improvement Fee	$20.50	$20.50	$20.50	
Total Tuition and Fees				
Out-of-State	$593.50	$593.50	$593.50	
Graduate - Price Group 2				
Tuition				
Out-of State	$230.00	$230.00	$230.00	
Fees				
Course Fee	$395.90	$395.90	$395.90	
Capital Improvement Fee	$20.50	$20.50	$20.50	
Total Tuition and Fees				
Out-of-State	$646.40	$646.40	$646.40	
Graduate - Price Group 3				
Tuition				
Out-of-State	$230.00	$230.00	$230.00	
Fees				
Course Fee	$446.00	$446.00	$446.00	
Capital Improvement Fee	$20.50	$20.50	$20.50	
Total Tuition and Fees	$696.50	$696.50	$696.50	

All charges are subject to change.

Appendix IV - Tuition/Fee Rates for FY2027

Schedule of Student Charges
2026-2027 Academic Year

Graduate School Additional Fees	
Course Fees	
Lab Fees	$25-$500 per course
Clinical Fees	$15-$100 per course
Field Placement Fee for MSW	$100-$250 per course
Institutes (winter session/summer)	$100 per course
Practicum Fee	varies by course
Application Fees	
Graduate Admissions	$50
Matriculation Fee (one-time)	$275
Comprehensive Exam Application	$50
Miscellaneous Fees	
Payment plans (enrollment fee for TN)	$40/ semester
Records Fee for Non-Matriculated Students	$10/semester
Hard copy of Transcript /Green Fee	$6.00
Health Insurance -- (waivable)	TBD
and Athletic Training	Varies
Not Sufficient Funds (NSF) Check Fee	$25.00 per occurance
Late Fees	
Late application for degree	$50.00
Late Payment (tuition and fees)	$50/month
Parking Fees and Fines	
Commuter Parking	$86.50/semester
Various Violations	$20-$200 per violation
Violation Appeal Fee if appeal not granted	$5 per violation

All charges are subject to change.

Appendix IV - Tuition/Fee Rates for FY2027

Salem State University
Graduate Price Groups

Program	Program
Price Group 1	**Price Group 2**
Master's Programs	**Master's Programs**
English (MA)	Behavior Analysis (MS)
History (MA)	Counseling (MS)
Education - Master's Programs	Criminal Justice (MS)
Early Childhood Education (MEd)	Geo-Information Science (MS)
Elementary Education (MEd)	Industrial/Organizational Psychology (MS)
English (MA/MAT)	Mathematics (MS)
English (MAT)	Nursing (MSN)
English to Speakers of Other Languages (ESOL) (MAT)	Social Work (MSW)
History (MAT)	**Education - Master's Programs**
Leadership in Physical Education & Movement Studies (MEd)	Higher Education in Student Affairs (MEd)
Library Media Studies (MEd)	School Counseling (MEd)
Mathematics (MAT)	**Education - Licensure Only Programs**
Middle School Math (MAT)	School Adjustment Counselor (Initial Licensure Only)
Physical Education (MAT)	School Counseling
Reading (MEd)	**Graduate Certificate Programs**
Secondary Education (MED)	Computer Science (closed to new entrants)
Spanish (MAT)	Counseling
Special Education (MEd)	Geo-Information Science
	Nursing Education
Education - Licensure Only Programs	Sport Development and Management
Early Childhood Education	
Elementary Education	**Price Group 3**
English to Speakers of Other Languages (ESOL)	**Master's Programs**
Library Media Studies	Accounting (MS)
Mathematics	Athletic Training (MS)
Reading	Business Administration (MBA)
Secondary Science (Initial Licensure)	Occupational Therapy – Direct Entry (MS)
Special Education	Occupational Therapy (MS)
Graduate Certificate Programs	**Graduate Certificate Programs**
Autism Spectrum Disorders	Business (closed to new entrants)
Digital Studies	Accounting
Holocaust and Genocide Studies	
Public History	
Teaching English to Speakers of Other Languages	
Writing and Rhetoric	
Teacher Leadership	
Certificate of Advanced Graduate Study (CAGS)	
Educational Leadership	

Graduate non-matriculated students will be charged at the Price Group 2 rate.

Appendix V - Campus Highlights from FY2026

Salem State is completing a productive, exciting, and successful FY2026. Below are selected campus accomplishments during FY2026.

University Recognitions, Celebrations and Representation

Recognitions

Carnegie Community Engagement Reclassification
In 2026 Salem State University (SSU) proudly renewed its Carnegie Community Engagement Classification, reaffirming its identity as the Commonwealth's Civic Engagement University and highlighting a decade of impact through the Center for Civic Engagement. This prestigious national recognition, held by only 278 institutions nationwide and 14 in Massachusetts, celebrates SSU's deep commitment to civic learning, community partnerships, and student leadership development. The reclassification reflects the university's continued growth since its initial 2020 designation, including the expansion of the Frederick E. Berry Institute of Politics and a campus-wide culture that integrates civic engagement into academic programs, student life and community collaboration This milestone underscores SSU's long-standing dedication to advancing the public good and preparing students to drive meaningful change in their communities.

SSU National and Local Recognitions and Awards

- **U.S. News and World Report** ranked Salem State University (SSU) #23 in the nation for social mobility, making SSU the highest-ranked Massachusetts public university in this category.

- SSU received national recognition with a Merit Award in the Integrated Marketing Campaign category during the **40th Annual Educational Advertising Awards** for our First-Year Student Application Generation campaign.

- The **ALL in Campus Democracy Challenge** awarded Salem State University a Silver Seal for our student voter engagement, making us the only public institution in Massachusetts to receive this honor.

- Salem State University's (SSU) ITS digital media and classroom technology services team earned a **Commonwealth award** for helping transition programming online during the pandemic and during the same ceremony, Assistant Vice President Castillo received the **Manuel Carballo Award** for Excellence in Public Service and several SSU employees were honored with certificates of achievement.

- Salem State University's theatre students earned seven awards at the regional **Kennedy Center American College Theater Festival**, for their creativity, professionalism and talent.

HSI Threshold Met Again

In 2025-2026, Salem State University (SSU) reached a major milestone on its path to becoming Massachusetts' first public four-year Hispanic-Serving Institution (HSI), surpassing the federal eligibility threshold for the second consecutive year with 28% of undergraduates identifying as Hispanic. This growth reflects the university's long-standing commitment to serving an increasingly diverse student population through our Roadmap to Servingness, launched in 2023. To date we have expanded language access, strengthened culturally responsive coaching, and enhanced academic support initiatives such as Thrive Coaching. While government changes have put the federal designation on-hold, we continue to advance equity-driven, data-informed strategies that improve student success, close opportunity gaps and ensure that all students, including first-generation and working learners, have the resources needed to thrive.

Celebrations

10th Annual First Year Day of Service Expands Community Impact

In August, Salem State University (SSU) celebrated the 10th Annual First Year Day of Service, mobilizing 130 incoming students across 20 community projects that strengthened partnerships throughout the North Shore and deepened our civic engagement mission. Responding to student feedback, the program expanded to include a full day of service, culminating in a large-scale collaboration with Salem Public Schools, assembling 250 backpacks for newcomer students, and preparing more than 2,000 pencil pouches for elementary school children. Guided by returning student leaders and aligned with issues students care about, from racial justice to education access, the event fostered meaningful connections, introduced new Vikings to SSU's culture of service, and reinforced our commitment to year-round community engagement through the Center for Civic Engagement.

Alternative Spring Break Immerses Students in State Government and Civic Leadership

In March 2026, Salem State University (SSU) sent a cohort of undergraduate and graduate students to Beacon Hill for the Frederick E. Berry Institute of Politics' (IOP) Alternative Spring Break, a three-day, firsthand immersion in the Massachusetts legislative process designed to strengthen pathways into public service. Students met with state legislators, shadowed staffers based on their academic and career interests, participated in a Senate simulation, and expanded their professional networks through panels and the IOP's annual alumni reunion. Funded through a state appropriation, the program has brought nearly 60 students to the State House over four years, offering transformative exposure to policymaking and civic leadership. The experience underscores SSU's identity as the Commonwealth's Civic Engagement University and equips emerging leaders with confidence, connections and practical insight to pursue impactful public service careers.

47th Annual Darwin Festival Showcases Global Perspectives on Evolution and Climate Justice
In February 2026, Salem State University (SSU) hosted its 47th Annual Darwin Festival, a signature academic tradition that brought together five in-person lectures and five international webinars exploring topics ranging from climate justice and sea-level rise to Indigenous ecological worldviews. Supported by the Charles Albert Read Trust, Thermo Fisher Scientific and campus partners, the weeklong event featured speakers from institutions around the world, including London's Natural History Museum, and continued the biology department's long-standing practice of pausing classes so students can fully engage with innovative conversations in evolutionary biology. With daily programming, community-building events such as the Alumni-Student Social, and coordination by faculty leaders Jason Brown and Ethel Gordon, the festival reinforced SSU's commitment to experiential learning and global scientific dialogue.

Opening of the Sam Cioffi Student-Athlete Wellness Center
In September 2025, Salem State University (SSU) celebrated the opening of the Sam Cioffi Student-Athlete Wellness Center, a dedicated space honoring the legacy of standout men's lacrosse player Sam Cioffi and advancing the university's commitment to student-athlete wellness, prevention and community support. Born from campus-wide grief following Cioffi's tragic death from fentanyl poisoning, the center, funded through rapidly endowed Sam Cioffi Student-Athlete Wellness Fund, now provides student-athletes with a wellness lounge, refueling station, confidential support spaces, sports psychology services, and discreet harm-reduction resources. Developed in partnership with the Cioffi family and shaped by Sam's story and values, the center has become a vital hub that strengthens student well-being and reinforces SSU's dedication to holistic, compassionate support for its athletic community.

Scholar and Donor Celebration Highlights the Power of Philanthropy and Student Achievement
In November 2025, Salem State University (SSU) hosted An Evening of Impact: The 2025 Scholar and Donor Celebration, bringing together donors, students, alumni, and university leaders for a warm and inspiring gathering that honored the transformative role of philanthropy in student success. The program featured remarks from Vice President of Advancement Mandy Ray, Alumni Association and Foundation Chair Dino DiPalma, President Keenan, and student co-emcee Evie Holden, all of whom emphasized how scholarships open doors, affirm student potential and strengthen the university's mission. Donor-supported scholars shared powerful stories of how financial support shaped their academic journeys and aspirations, while alumna Erin Mayo '16 reflected on the mentors and opportunities that guided her path into disability policy and advocacy. The evening also recognized the dedicated work of the scholarship committee, whose thoughtful review process connects donor generosity with student promise. With shared stories, a celebratory dinner and a group photo of this year's scholars, the event underscored the profound impact of giving and the vibrant community it sustains at SSU.

36th Annual Martin Luther King Jr. Celebration Honors Legacy and Advances Campus Commitment to Justice
In January 2026, Salem State University (SSU) hosted its 36th Annual Reverend Dr. Martin Luther King Jr. Celebration and Convocation, bringing together students, faculty, staff, and community partners to honor Dr. King's enduring legacy and reaffirm the university's commitment to justice, equity and civic engagement. Featuring performances, student leaders from BEES and The Brotherhood and keynote speaker Rev. Andre K. Bennett, the event highlighted the theme "Mission Possible II: Building Community, Uniting a Nation in a Nonviolent Way." President Keenan emphasized SSU's strength in diversity, 40% students of color, 28% Hispanic undergraduates, 50% first-generation, and 40% Pell-eligible, and celebrated recent recognitions for social mobility, LGBTQ+ inclusion, veteran support, and value. He also underscored the university's progress toward becoming Massachusetts' first four-year public Hispanic-Serving Institution and the university's on-going work to build a culture of servingness that ensures every student has the resources and opportunities thrive.

Bruins Alumni Exhibition Game Showcases Viking Pride and Alumni Leadership
In February 2026, Salem State University (SSU) hosted its first-ever Boston Bruins Alumni Exhibition Game at the O'Keefe Sports Complex, drawing a packed crowd for a spirited matchup between Viking hockey alumni and former Bruins players, all in support of Viking intercollegiate athletes. Among the standout participants was alumnus, trustee and Marblehead Town Administrator Thatcher Kezer, who took the net for SSU and earned local headlines after making memorable saves against NHL veterans. Presented by the SSU Alumni Association and Foundation, the event united families, alumni and community members while raising funds to enhance the student-athlete experience. With opportunities for fans to meet Bruins players and strong engagement from campus and regional partners, the exhibition game celebrated SSU's hockey legacy and reinforced the university's commitment to community-centered, mission-driven events that support current and future Vikings.

SSU BOLD Beam Signing Marks Major Milestone in Campus Transformation
In March 2026, Salem State University (SSU) celebrated a pivotal moment in its SSU BOLD initiative with the ceremonial signing of a steel beam that will be installed in the new Meier Hall Addition, an event symbolizing more than 25 years of planning, collaboration and vision. Joined by state and construction partners, President Keenan highlighted the collective effort of board members, faculty, staff, and campus leaders who helped bring this transformative project to life. Supported by over $2.2 million in philanthropic contributions and a $30 million state grant, SSU BOLD will introduce flexible labs and modern teaching spaces that position the university at the forefront of emerging science and healthcare workforce needs. The beam signing honored the legacy and community behind the project, incorporating traditions such as a topping-off evergreen ceremony a few weeks after the beam signing, to symbolize good fortune and respect for nature. As SSU looks ahead to the 2027 ribbon-cutting, the milestone reflects the university's commitment to

innovation, sustainability, and student success. SSU BOLD was featured in a three-part podcast, 'Building Bold-Blueprint for a Better Massachusetts' by The Operational Services Division.

Annual Bertolon School of Business–Viking Business Pitch Competition
In its sixth year, this event, proudly organized by the Center for Entrepreneurship at the AACSB-accredited Bertolon School of Business and the Dean's Office, challenges students from across-campus to think 'outside the box.' It inspires them to generate unique ideas with the potential to blossom into successful businesses, benefiting our entire community. This year there were seven finalists from across campus. Their presentations ranged from an app created to find ice cream trucks, to a board game, an online clothing brand, mental health therapy, PET, and an AI resume and internship coach. The winners received prizes of $5,000, $2,500, $1,500, and $250 made possible by the generous support of community members.

Representation

HACU Testimony on Minority-Serving Institution Funding
On February 26, President Keenan testified in Washington, D.C. at a spotlight forum hosted in Senator Hirono's office. The event, organized by the Hispanic Association of Colleges and Universities (HACU), addressed the U.S. Department of Education's decision to eliminate $350 million in federal funding for Minority-Serving Institutions The forum brought together university leaders, faculty, students, policy experts, and legal analysts to highlight the essential role MSIs play in expanding access to higher education for more than five million students across 800 institutions nationwide. The President's testimony underscored the significant risks posed by defunding and emphasized the national importance of sustaining support for institutions that serve historically marginalized communities. As the Commonwealth's Civic Engagement University and Massachusetts' first public four-year Hispanic-Serving Institution (HSI), Salem State's participation reflects our commitment to advocating for equity in higher education and protecting the resources necessary to serve our diverse student body. SSU's involvement also demonstrated our active engagement as a HACU member institution and our leadership in national conversations about student success and institutional responsibility. This opportunity was made possible through President Keenan's leadership, with support from Vice President Castillo and Senior Director Duijvesteijn, whose coordination ensured SSU's strong presence in this critical policy forum.

AHSIE Conference Participation and Impact
In March, Salem State University sent a strong delegation to the 2025 Alliance of HSI Educators (AHSIE) Conference, held in Boston from March 8-11. 45 members of the SSU community, including students, faculty, staff, and administrators, participated. SSU's presence was highly visible, Assistant Vice President Castillo delivered the opening welcome, faculty and staff facilitated four breakout sessions, and students presented a poster session. Twenty student leaders were invited to attend, representing graduate programs in education and health and human

services, as well as undergraduates from all colleges. Students were selected based on their leadership roles in organizations such as LASO and BEES, their involvement in HSI-related projects, or their academic interests in culturally affirming education and social services.

The conference theme, Leading Con Corazón: Reimagining the Power of Servingness, centered on leading with heart, advancing educational justice and strengthening the national HSI movement. Attendees heard from national leaders including former U.S. Secretary of Education Dr. Miguel Cardona and HSI scholar Dr. Gina Ann Garcia. As Massachusetts' first public four-year HSI, SSU's participation directly supported our mission to serve all students through culturally responsive, equity-driven practices. The conference provided valuable opportunities to build national networks, learn emerging best practices, and offer students a transformative professional development experience. One student reflected that being surrounded by successful Latina professionals "challenged the narratives I have internalized about what is possible" and strengthened their motivation to pursue graduate and doctoral education, underscoring the profound impact of representation and belonging. This opportunity was made possible through the leadership of Assistant Vice President Castillo, with support from Vice President Galinski, Dean McCarty, as well as donor contributions and the continued commitment of President Keenan to advancing student success.

Berry Institute of Politics Welcomes Distinguished Spring 2026 Fellows
In January 2026, the Frederick E. Berry Institute of Politics welcomed two prominent public leaders, Jon Santiago and Tanisha Sullivan, as its Spring 2026 Fellows, offering Salem State University (SSU) students unparalleled access to mentorship, policy expertise and civic leadership development. Throughout the semester the fellows led public conversations, workshops and class visits, drawing on Santiago's extensive background in public health, veteran's services and legislative leadership, and Sullivan's decades of impact across civil rights, education equity and the life sciences sector. Their residency brought students into dialogue with practitioners shaping statewide policy and community advocacy, reinforcing the university's commitment to preparing future civic leaders and expanding opportunities for firsthand engagement in public service.
Grants/Awards to Students

SSU Commencement
SSU will confer approximately 1,300 degrees to graduating students.

Landmark Gift Establishes Multilingual Student Services Endowment
In February 2026, Salem State University (SSU) received a transformative $6.37 million commitment from alumna Kim Gassett-Schiller '83,'18H and Apple Fellow Philip Schiller to establish the Multilingual Student Services Endowment, funding a full-time multilingual student services coach and expanding critical support for students and families navigating admissions, financial aid and campus resources. This landmark gift, part of the Meet the Moment® campaign, now over 90% toward its $75 million goal, strengthens the university's capacity to serve its increasingly

diverse student body, including its newly achieved status as Massachusetts's first public four-year Hispanic-Serving Institution. Building on the Schiller's long-standing philanthropy, the endowment enhances outreach, student employment and infrastructure while advancing equity-focused initiative across campus, ensuring that all students have access to the resources and opportunities needed to thrive.

Federal TRIO Grant Strengthens Support for First-Generation and Low-Income Students

Salem State University (SSU) was awarded a $557,750 federal TRIO Student Support Services (SSS) grant from the U.S. Department of Education, extending the university's 50-year legacy of providing individualized academic, financial and personal support to low-income, first-generation students and students with disabilities. The renewed funding, earned with a perfect proposal score, will enhance services such as tutoring, mentoring, financial aid guidance, and career exploration, building on a nationally proven program that significantly boosts college retention and graduation rates. With Trio SSS having served thousands of SSU students since 1975, this grant reaffirms the university's commitment to removing barriers to success and empowering students from the least resourced backgrounds to persist, graduate and lead in their communities.

Student Leader Named 2025-26 Newman Civic Fellow

In October 2025, Salem State University (SSU) junior Annalisse 'Lisa' Hart was selected as a 2025-26 Newman Civic Fellow, a national honor recognizing 150 student leaders committed to equity, community advocacy and civic engagement. A dedicated organizer with the Revere Youth in Action and an active leader on campus through the Center for Civic Engagement, the Center for Justice and Liberation, BEES, and the Forten Legacy Scholars program, Hart has championed initiatives ranging from racial justice education to mental health advocacy, including co-leading the "Dear Professor, I Am More" campaign and supporting statewide legislation to expand mental health services in schools. Her selection affirms SSU's role as the Commonwealth's Civic Engagement University and highlights the impact of student changemakers who advance collaborative, community-centered leadership.

Burnstine Scholars Program Expands Access and Opportunity in Music and Dance

In November 2025, Salem State University's (SSU) music and dance department received a transformative $150,000 gift from the Murray Burnstine Charitable Trust, establishing the new "Burnstine Scholars" program and providing every music major with a $1,000 grant to purchase essential instruments and equipment. Honoring the legacy of musician and engineer Murray Burnstine, the gift also supports experiential learning, instrument repairs and financial assistance that enriches students' artistic development and strengthens the department's long-term capacity. Trustees emphasized Burnstine's belief that music should be accessible to all students, a sentiment echoed by faculty, advancement leaders and

student recipients who described the gift as both empowering and deeply affirming of their creative aspirations.

Grants/Recognition of Faculty

Northeast Regional Educators Hall of Fame Celebrates Excellence and Leadership in Education

In November 2025, Salem State University (SSU) honored its seventh cohort of distinguished educators at the Northeast Regional Educators Hall of Fame Induction Ceremony, celebrating the profound impact of alumni and regional leaders who elevate the teaching profession and strengthen communities across the Commonwealth. Held at the Hawthorne Hotel, the event recognized four outstanding honorees: Rising Star Award recipient Kendra Nicolois ’18, 22G, MEd; Salem State Alumni Award recipient Lindsey Aylward ‘14G, MEd; Dorothy M. Foley ’48 Northeast Region Educators Hall of Fame inductee Kevin Linton ‘12G, PhD; and Dr. Edna Mauriello ’44 Lifetime Achievement Award honoree Grace Greeno EdD. President Keenan highlighted SSU’s 170-year legacy of preparing educators, more than 16,000 alumni, 80% of whom serve in Massachusetts and expressed gratitude to the selection committee, the Friends of the McKeown School of Education, and the Alumni Association and Foundation for their support. The celebration reaffirmed the university’s commitment to meeting students where they are, uplifting future educators, and honoring those whose careers continue to shape the educational landscape for generations to come.

Professor Lisa Delissio Honored for Leadership in Preserving Historic Arboretum

In 2026, Salem State University (SSU) biology professor and arborist Dr. Lisa Delissio received the Nathaniel Bowditch Award from Historic Salem, Inc. for her leadership in documenting and revitalizing the F. Carroll Sargent Arboretum at Greenlawn Cemetery, a 55-acre historic landscape dating back to the 1930s. Over five years, Delissio mobilized more than 100 SSU students and numerous community volunteers to conduct the first modern inventory of the arboretum, digitally mapping trees, tagging specimens, and using DNA analysis to identify rare or historically significant species. Her work, which previously led to international ArbNet accreditation, reflects a deeply collaborative effort among Salem residents, university faculty and city partners to preserve and better understand one of Salem’s most significant natural and cultural resources. The recognition highlights both Delissio’s expertise and the powerful role of firsthand student learning in advancing regional preservation and environmental stewardship.

Governance, Boards and Leadership Updates

New Leadership Appointments to the Salem State University Alumni Association and Foundation Board

The Salem State University (SSU) Alumni Association and Foundation, Inc. (AAF) welcomed several new members to its board of directors, each bringing professional expertise that strengthens the organization’s governance and fiduciary leadership. Craig Goryl, CFA, joined the investment committee with more than 20 years of

investment management experience; Adam Lord ’08, CPA, CNAP, was elected vice chair of the audit and finance committee, leveraging his accounting background to support financial oversight; Judi Thomas ’08, ‘13G, a human resource leader, was appointed to the board governance committee; and long-time volunteer Joseph Wamness ‘00G was named an emeritus board member, serving on the advancement committee to deepen alumni engagement. Together, the new appointments enhance the AAF’s capacity to support student success and advance SSU’s mission.

Berry Institute of Politics Expands Advisory Board Ahead of 2026 Election Year

Salem State University (SSU) expanded the Advisory Board of the Frederick E. Berry Institute of Politics to strengthen its strategic guidance and student-focused programming ahead of a high-profile 2026 election year. The 22-member board, comprising elected officials, alumni, civic leaders, and legacy members connected to the late Sen. Berry, will help ensure the Institute’s nonpartisan initiatives remain timely, relevant and deeply connected to the Commonwealth’s evolving political landscape. With a mission centered on experiential learning, civic engagement and pathways into public service the expanded board will play a critical role in shaping debates, forums, voter engagement efforts, and student leadership development, reinforcing the Institute’s growing impact as a statewide hub for democratic participation.

Matthew Beckett Appointed Salem State University Student Trustee for 2025-25

Matthew Beckett, a senior history major with a minor in legal studies, was appointed as Salem State University’s (SSU) student trustee for the 2025-26 academic year. A veteran of the Kentucky Army National Guard and the U.S. Army’s 101st Airborne Division, Beckett brings seven years of military leadership experience, including a 2022 deployment to Eastern Europe, to this role. Originally drawn to Salem for its rich history, he became an active, engaged member of the campus community. As student trustee, Beckett represents the student body on the Board of Trustees while preparing for the LSAT and pursuing his long-term goal of attending law school.

Sallyann Lopez Appointed Vice President of Finance and Facilities and Chief Financial Officer

Salem State University (SSU) appointed Sallyann Lopez as vice president of finance and facilities and chief financial officer, following her service in the interim role since May 2025. With 27 years of experience in financial leadership, Lopez has already advanced key improvements in budgeting, financial planning, performance evaluation, and operational transparency. In her permanent role, Lopez continues to collaborate closely with departments across campus to strengthen financial processes, increase efficiencies and support the successful implementation of SSU BOLD through its completion in summer 2027.

Shawn A. Newton Promoted to Senior Associate Vice President and Dean of Students to Lead Inclusive Excellence

Salem State University (SSU) promoted Shawn Newton to senior associate vice president and dean of students, expanding his leadership role to oversee the university's inclusive excellence, equal opportunity and bias response initiatives. As part of an organizational realignment following the departure of the previous chief diversity officer, Newton will unite compliance functions, bring together equal opportunity work with the Title IX responsibilities he has managed for the past three years. A longtime advocate for equity both on campus and in the City of Salem, Newton brings deep experience, including his service as chair of the Salem Race Equity Task Force, to this expanded role. He also joined the President's Executive Council to ensure inclusive excellence is centered in strategic decision-making and institutional priorities.

End of FY2027 All Funds Budget Document

MAJOR CAPITAL PROJECT REPORT: SALEM STATE UNIVERSITY

As of April 2026

SSU BOLD

Project Description: Sell South Campus, construct a science lab addition to Meier Hall, and renovate Horace Mann to accommodate the MM College of Health and Human Services.

The renovation of the Horace Mann Building and the construction of the Meier Hall addition is ongoing. The project continues to be on time and on budget. The procurement of subcontractors continues to advance. Several contracts are currently being awarded, while bidding for the remaining trades is being completed.

At Horace Mann, structural work continues including the installation of columns, beams, and steel channels. Building envelope work continues, including cutting and repointing of brick joints and the replacement of lintels. The elevator shaft structural work has been completed. The contractor continues to complete abatement as needed. Underground utility work continues.

At the Meier Hall addition, foundation work continues. Steel decking and detailing work is ongoing. The contractor is preparing to make the new bridge connections to the existing Meier Hall this summer.

As the project advanced and the full construction and excavation impacts were finalized, Salem State strategically elected to add select Master Plan elements to deliver a fully accessible North Campus Quad, including unifying the upper and lower quads and removing the existing retaining wall and stairs. Adding this scope now advances the University's accessibility goals while achieving economies of scale in excavation and soil relocation and minimizing extended campus disruptions by coordinating the work with ongoing construction. Once complete, the North Campus Quad will be fully accessible from Horace Mann to Berry Library through a series of gently sloped switchback sidewalks, eliminating the need for stairs, with this additional scope incorporated into Gilbane Construction's contract through DCAMM.

Lastly, the Facilities team is working to develop the final scopes of work for the various furniture, fixtures, and equipment procurement packages including IT networking equipment, audiovisual equipment, lab equipment, nursing and occupational therapy furnishings, nursing simulation equipment, furniture, as well as facilities and environmental, health and safety items.

Status: In Progress Funding Source: Multiple Sources Budget: $ 108.4M

NORTH CAMPUS DECARBONIZATION

Project Description: Reduce greenhouse gas emissions from fossil fuel combustion by transitioning to fossil free energy sources through the design and construction of geothermal infrastructure for North Campus.

Construction is ongoing. The project continues to be on time and on budget. Final procurement of subcontractors has been completed and contracts are in the

process of being executed.

The Decarbonization Project logistics plan has been refined to reduce phase overlap, improve safety and access, maintain parking availability, and better align with the University's operational schedule.

Originally planned as a two-phase effort, construction in the Meier Hall faculty and staff parking lots will now proceed concurrently. As of mid-April, work is now occurring in both the lower (west) and upper (east) lots simultaneously.

While this requires full closure of the Meier Hall faculty lot over the summer, it accelerates completion by approximately six weeks and ensures faculty parking availability for the start of the Fall semester, 2026. By September 1, 2026, approximately 90% of the lower lot will reopen; full restoration is expected by January 15, 2027.

To date, approximately 45% of the project's geothermal wells have been fully drilled, looped, and grouted awaiting excavation for final circuit piping. The construction team is developing logistics plans for work that will need to occur in the North Quad, the Berry Library and Learning Commons, and Sullivan Building over the next several months.

Status: In Progress Funding Source: DCAMM Budget: $ 45.0M

Sullivan Building Rehabilitation

We have engaged CannonDesign to continue its important planning work by assisting us with one of the master plan's initial priorities to develop a feasibility study for the Sullivan Building and North Quad. This initial planning study will help us understand opportunities for reimagining the future of these campus gateway areas as well as order of magnitude costs. The study is anticipated to be completed by the end of June 2026.

Status: In Progress Funding Source: SSU Budget: $ 0.5M

MASTER PLAN

Project Description: Develop a University Master Plan to guide campus development over the next ten years.

The university finalized its campus master plan in 2025 as part of long-term planning for facilities, teaching spaces, and campus layout. Developed by CannonDesign, the plan focuses on right-sizing classrooms, creating flexible hybrid-ready teaching spaces, improving accessibility, and the overall campus environment.

Status: Complete Funding Source: SSU Budget: $ 0.5M

TOTAL BUDGET FOR SSU MAJOR CAPITAL PROJECTS IN PROCESS: $153.9

Tenure

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

5

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

7

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

8

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

Salem State University

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Promotion to Senior Librarian

- Librarian Jason Soohoo
  Library

Salem State University

10

Promotion to Librarian

- Associate Librarian Dawn Stahura
  Library

11

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

Salem State University

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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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Congratulations
as these recommendations
advance to the Board
Salem STATE UNIVERSITY

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Helen L. Corbett '68, '80G (Bio – 2026)

Salem State alumnus Helen Corbett is a member of the Board of Directors, Salem State University Assistance Corporation and Senior Consultant at Corbett & Associates (aka Corbett & Lalli), a public relations firm with services that include communications and media development, strategic planning and political consulting. Helen formed Corbett & Lalli in 1994. Prior to establishing this business, Helen served as Communications Director to Lieutenant Governor Evelyn F. Murphy and Essex County District Attorney Kevin M. Burke. Helen was also Director of Communications/Media at the TRG/Capitol Services in Boston.

Helen's extensive political career includes work as campaign consultant and media developer on over 100 campaigns at the Congressional, state and local levels including Salem Mayor Kim Driscoll, Peabody Mayor Ted Bettencourt and Newburyport Mayor Donna Holaday. Helen provided strategic consulting and media development for the following individuals: State Senator Harriette Chandler, State Senator Joan Lovely, State Senator Frederick Berry, State Representative Paul Tucker, State Representative Thomas Walsh, State Representative Sally Kerans, MA Attorney General Martha Coakley, Essex County District Attorney Jonathan Blodgett, Essex County District Attorney Paul Tucker, Essex County Sheriff Kevin Coppinger, Lt. Governor Timothy Murray, MA Treasurer Shannon O'Brien, MA Lieutenant Governor Evelyn Murphy, and Norfolk County Register of Deeds William O'Donnell.

Helen has assisted numerous organizations, corporations and government agencies in executing effective public relations campaigns and special event/conference projects. A Representative client listing includes: Lahey Health: International Business Development, International Building & Construction Trades Dept, AFL-CIO, Washington, DC, Essex County District Attorney: Bullying Prevention Initiative, MA Governors Highway Safety Bureau: Click-It or Ticket Campaign, North Shore Chamber of Commerce: SESD Rate Reduction Initiative, MA Department of Revenue: Child Support Enforcement, MA Dept. of Public Health: Teen Pregnancy Prevention, MA Dept. of Public Health: Immunization Campaign, MA Municipal Association: Local Leaders Communications Training, MA Office of Elder Affairs: Senior Pharmacy Program, Project Bread: Food Stamp Outreach Campaign, MA Department of Education/Reading Programs, North Shore Medical Center: Salem Hospital: Community Communications, Historic Massachusetts, Massachusetts Clean Water Council, MA Securities Division and Securities Industry Association, Mass. Corporation for Educational Telecommunications, MA Association of Regional Planning Agencies, WLVI-TV Hynes Tribute Event, and the Walden Woods Project.

Helen assisted in developing the strategic plan and alumni support to achieve legislative approval for Salem State's university status. Following that successful effort, Helen provided focus group and strategic planning services to then SSU President Meservey to develop a positive transition plan for administrators, academic and university staff, students and community stakeholders.

In 2013 Helen was one of the guest speakers at the Massachusetts Women's Political Caucus event called "Women and politics: How to run for office" held at the SSU Enterprise Center. The event was designed "to encourage women to get involved in local politics", a response to the small number of women in public office.

Outside of her involvement with political and public relations initiatives, Helen has been active in her community and with social causes. Appointed by the MA Speaker of the House, she was the Chairwoman of the Massachusetts Commission on the Status of Women (MCSW), a state commission created to promote rights and opportunities for women. In 2006, she established the MCSW's Unsung Heroines Initiative, which annually honors the civic works of women in throughout Massachusetts.

Helen was a co-founder of North Shore Women, a bipartisan group of politically interested women to discuss and address issues of mutual interest. This group also raised scholarship money to endow scholarships at Salem State and at North Shore Community College to benefit women who were "starting over." (At SSU, it was named after a NSW deceased member Barbara Sogoloff. This scholarship was merged with the Lennie Sogoloff Scholarship when Jay Leno honored the Sogoloff's with a major gift.)

A resident of Middleton, Helen graduated from Salem State University with a BS in Secondary Education and later returned to the university to earn an MA in History. She is a member of the Middleton Historic Society and the Friends of Flint Library. She previously served on District Attorney's Essex County Anti-Crime Council, member (2005) and Girls, Inc. of Greater Lynn, MA, Executive Board Member (1988-1992) She is a current member of The Senator Frederick Berry Institute of Politics at Salem State University.

Elizabeth Marie Haran, Ph.D.
Professor Emerita
Marketing & Decision Science
Bertolon School of Business
eharan@salemstate.edu

EDUCATION

Academic Background

Ph.D. Boston College Graduate School of Arts and Sciences, Chestnut Hill, Massachusetts, Research, Measurement and Evaluation, 1979

M.Ed. Salem State University, Division of Graduate Studies, Salem, Massachusetts, Community Counseling, 1974

B.A. Salem State University, Mathematics, 1971

Certifications

Certified as a School Psychologist, 1975

Certified in Secondary Guidance and Counseling, 1974

Certified to administer individual intelligence tests, 1974

Certified to teach secondary mathematics and social studies, 1971

WORK EXPERIENCE

Academic Experience

Professor, Marketing and Decision Science Department, Bertolon School of Business, Salem State University (1985-2015). Bertolon School of Business. Marketing/Decision Sciences Department (formerly OM/MIS), Member of Graduate Faculty, MBA Program.

Acting Dean, Salem State University (four separate times: 2020; 2000 – 2003). Bertolon School of Business.

Visiting Professor, Doctoral Program, The Institute of International Studies, Ramkhamhaeng University (July, 2006 - August, 2006).

Visiting Associate Professor, Boston College (July, 1986 – August, 1986). Statistics.

Adjunct Professor/Instructor, University of Massachusetts (1980-1983). Quantitative Analysis.

Adjunct Professor/Instructor, Boston College Graduate School of Arts and Sciences (1978 - 1982). Introductory Statistics, Advanced Statistics, Introduction to Programming, PL1.

Adjunct Professor/Instructor, Boston College, School of Education (1975 - 1978). Measurement and Evaluation, Senior Reading and Research Projects.

Mathematics Teacher, City of Peabody (1971-1975).

Non-Academic Experience

Consultant, Boston College (1986). Human Resources Department.

Assistant Director, Computer Center, Boston College (1983 - 1985). Directly responsible for planning and directing the personnel and operational activities of the User Services division of the computer center. Managed the maximization of assistance available to faculty, students, and researchers regarding the use of host and microprocessor-based computing facilities at the university. Managed the VAX System Programmers as part of the Academic Systems Support Network. Directed the operations of the Production Control group to ensure the highest possible level of support to administrative units within the university in the development and regular processing of management information systems.

Manager, Computer Center, Boston College (1982 - 1983) Academic Services

Statistical Consultant, Boston College (1980 - 1982). Boston College Computer Center.

Senior Research Associate, Public Affairs Research Institute (1977-1980). Designed, implemented, and reported on evaluations of federally funded programs, primarily Title1. Tasks included proposal writing; needs assessment; development of measurement instruments; statistical analysis; workshop presentations; writing reports including recommendations for program improvements.

Research Intern, Educational Testing Services (ETS) (1974-1977).

Research Associate, Boston College Laboratory For Statistical and Policy Research (1975-1978).

Consulting

2013: March 2nd, Data analysis for client revising a loyalty program. Decision: where to set the cut off for tiers of loyalty.
2013-present: Corinthian Yacht Club, Long Range Planning
2007-2008: Corinthian Yacht Club, Membership Planning Survey and Analysis,
2003-2006: Northrup & Johnson, Business Analytics

Courses Taught SSU

Applied Forecasting Methods: A Computer Approach, Quantitative Analysis, Quantitative Methods for Managerial Decisions I, Quantitative Methods for Managerial Decisions II, Special Topics in Marketing, Statistical Methods (MBA) ODS467-Forecasting and Predictive Analytics

ODS320-Intro to Business Intelligence
ODS710-Quantitative Analysis, MBA
OSD262-Quantitative Analysis

Courses taught as Professor Emerita 2015 to 2019

ODS710-Quantitative Analysis, MBA
ODS495-Internship in ODS

Other Teaching Activities SSU

Course (New) - Creation/Delivery: Conventional

2012 - Course (New) - Creation/Delivery: Conventional. ODS340 Intro to Business Intelligence Part of a revised ODS curriculum approved in 2012-2013 and effective Fall 2013; revised ODS247 as Business Forecasting and Predictive Analytics

Student Assign-Clinical/Practicum/Internship

2011-2019 Student Assign-Clinical/Practicum/Internships

Student Assign-Students Advised (UG)

2008-2013 - Student Assign-Students Advised (UG). "Super Advisor": responsible for advising students new to the Bertolon School of Business, undeclared concentration. One of three super advisors with approximately 100 to 160 students each semester

Student Assign-Supervised Research (GRAD)

2012 - Supervised the statistical analysis portion of research done by graduate student Katrina McNeil.

Student Assign-Supervised Research (UG)

2014—Faculty advisor for research presented at Statewide Undergraduate Research Conference UMASS April 25, 2014, with Professor Pan: Comparative evaluation of internet advertisement classifiers presented by Marina Gnidote and Yulia Batsian.

2014—Faculty advisor for research presented at Undergraduate research day, May 2014, with Professor Pan: Comparative evaluation of internet advertisement classifiers presented by Marina Gnidote and Yulia Batsian.

2012 --Faculty advisor for research presented at Undergraduate Research Day, May 2012: "Peer advising: better, worse or the same?" by Steve LaMonica, Gary Littles, Jesse Mader, Catherine O'Neill, Sarah Shahin.

2010 -- Faculty advisor for research presented at Undergraduate research day, May 2010: "Fears, Peers and Advising: Perceptions of the Peer Mentoring program in the Bertolon School of Business" by J. Flynn, M. Closson, D. Manfra, D. Tuttle.

INTELLECTUAL CONTRIBUTIONS

Refereed Journal Articles

Dixon-Ogbechi, B., Haran E.M.,Jagun, S. et. al. (2015) Investigation of Factors Related to the Relative Importance of Promotional Tools of Nigerian Insurance Companies, *Journal of Strategic and International Studies*, 10(1), 107-113.

Dixon-Ogbechi, B., Haran, Elizabeth M. & Aiyeku, Joseph (2014, in press). Comparative Study of Perceptions of Relationship Marketing in the Nigerian Food and Beverages Industry. *Nigerian Journal of Management Studies.*

Adekoya, A. G., Oyatoye, E. O., Haran, E. M., Dixon-Ogbechi, B. N., & Aiyeku, J. F. (2013). An Investigation of the Factors Critical to the Strategic Consolidation of the Capital Base in the Banking Industry in Nigeria. *Journal of Management and World Business Research, 10 (1)*, 29-38.

Dixon-Ogbechi, B., Jagun, S., Haran, E. M., Ighomereho, S., & Aiyeku, J. (2013). Impact of Corporate Social Responsibility (CSR) on Consumers' Attitude toward Corporate Image and Purchase Intention in the Nigerian GSM Telecommunication Industry. *Journal of International Management Studies*.

Meirovich, G., Bahnan, N., & Haran, E. M. (2013). The Impact of Quality and Emotions in Customer Satisfaction. *Journal of Applied Management and Entrepreneurship, 18 (1)*, 26-51.

Dixon-Ogbechi, B. N., Haran, E. M., Aiyeku, J. F., & Jarutirasarn, P. (2012). An Investigation of Marketers' Attitudes towards Corporate Restructuring and CSR in Sub-Saharan Africa: A Case of the Nigerian Service Industry in Lagos Metropolis. *Journal of Marketing Development and Competitiveness, 6 (4)*, 51-62.

Dixon-Ogbechi, B. N., Aiyeku, J. F., Haran, E., & Jarutirasarn, P. (2012). Marketers' Perceptions of Corporate Social Responsibility and the Impact on Company's Performance: A Study of Companies in the Nigerian Service Industry in Lagos Metropolis. *International Journal of Management, 1 (3)*, 1-13.

Dixon-Ogbechi, B. N., Haran, E. M., & Aiyeku, J. (2010). Customers' Perception of Relationship Marketing as a Strategic Tool in The Nigerian Food and Beverage Industry. *Journal of Management Policy and Practice, 11 (5)*, 124-132.

Dixon-Ogbechi, B. N., Haran, E. M., & Aiyeku, J. (2009). Relationship Marketing as a Strategic Tool for Indigenous Companies in the Nigerian Food and Beverage Industry. *Journal of Global Business Development, 1 (1)*, 145-158.

Dixon-Ogbechi, B. N., Haran, E. M., & Aiyeku, J. F. (2009). Relationship Marketing as a Strategic Tool for Multinational Companies in the Nigerian Food and Beverage Industry. *Journal of Current Research in Global Business, 12 (17)*.

Huynh, H. & Haran, E. M. (1981). Review of Criterion-Referenced Measurement: The State of the Art. Educational *Researcher*.

Refereed Proceedings

Dixon-Ogbechi, B., Haran E.M.,Jagun, S. et. al. (2015) Investigation of Factors Related to the Relative Importance of Promotional Tools of Nigerian Insurance Companies, Proceeding of the Annual Conference, Institute of Strategic and International Studies, Miami FL, January 3-5.

Pan, Y., Haran, E. M., & Manago, S. (2014). Co-movement of European Stock Market Based on Association Rule Mining. *IARIA: Data Analytics 2014*.

Haran, E. M. & Aiyeku, J. (2014). The Influence of Corporate Social Responsibility (CSR) Activities on Consumers' Attitude towards Corporate Image and Purchase Intention: A Case of Mobile Telecommunication Service on the Northshore of Massachusetts. In Gabriel Ogunmokun and Rony Gabbay (Eds.) *Academy of World Business Marketing and Management Development Conference, 6 (1)*, ISBN 978-0-9752272-8-2

Dixon-Ogbechi, B., Jagun, S., Ighomereho, S., Ganiyu, R., & Haran, E. M. (2014). Determination of Promotional Strategy for Organizations in the Nigerian Insurance Industry Using the AHP Model. *Proceedings of the International Symposium for Analytic Hierarchy Process*., Washington D.C.

Dixon-Ogbechi, B., Jagun, S., Haran, E. M., Ighomereho, S., & Aiyeku, J. F. (2013). Impact of Corporate Social Responsibility (CSR) on Consumers' Attitude toward Corporate Image and Purchase Intention in the Nigerian GSM Telecommunication Industry. *International Academy of Business and Economics*, Proceedings. Las Vegas, Nevada.

Dixon-Ogbechi, B. N., Haran, E. M., & Aiyeku, J. F. (2012). The Impact of Corporate Restructuring on Adoption and Implementation of CSR. *Academy of World Business, Marketing and Management Development Conference*, Proceedings. Budapest, Hungary. Dixon-Ogbechi, B. N., Aiyeku, J. N., & Haran, E. M. (2012). An Exploration of Relationship Marketing as a Strategic Tool for Companies in the Nigerian Service Industry. *International Academy of African Business and Development*, International Conference of the International Academy of African Business and Development IAABD, El Jadida, Morocco. Proceedings, 524-522.

Meirovich, G., Bahnan, N. N., & Haran, E. M. (2011). The Impact of Quality and Emotions in Customer Satisfaction. In J.E. Kendall (Ed.) Decision *Science Institute, ISBN (0-9667118-0-7)*, Atlanta, GA: Decision Sciences Institute Proceedings 42nd Annual Meeting.

Dixon-Ogbechi, B. N., Haran, E. M., Aiyeku, J., & Adekoya, E. (2011). Determination of the Strategic Relationship Marketing Mix of Companies in the Nigerian Service Industry Using the Analytic Hierarchy Process Model. *International Symposium for Analytic Hierarchy Process (48)*, Proceedings. ISAHP 069, 1-6. Dixon-Ogbechi, B. N., Haran, E. M., & Aiyeku, J. (2011). Comparative Study of Relationship Marketing in the Nigerian Food and Beverages Industry. *International Academy of African Business and Development*, Proceedings, 630-637.

Adekoya, A. G., Oyatoye, E. O., Haran, E. M., Dixon-Ogbechi, B. N., & Aiyeku, J. F. (2010). Analytical Hierarchy Process as an Evaluative Tool for the Strategic Consolidation of Capital Base in the Banking Industry. *Academy of World Business, Marketing and Management Development Conference*, Proceedings, 804-816.

Adekoya, A. G., Oyatoye, E. O., Haran, E. M., Dixon-Ogbechi, B. N., & Aiyeku, J. F. (2010). Determining the Strategic Consolidation of the Capital Base of Nigerian Commercial Banks Using the Analytic Hierarchy Process (AHP) Model. *International Academy of African Business and Development*, Proceedings, 101-107. Dixon-Ogbechi, B. N., Haran, E. M., & Aiyeku, J. F. (2009). Customers' Perception of Relationship Marketing as a Strategic Tool in the Nigerian Food and Beverage Industry. *International Academy of African Business and Development*, Proceedings, 583-590.

Dixon-Ogbechi, B. N., Haran, E. M., & Aiyeku, J. F. (2009). Application of the Analytic Hierarchy Process in Determining Relative Importance of Relationship Marketing Variables for Companies in the Nigerian Food and Beverage Industry. *International Symposium for Analytic Hierarchy Process (21)*, Proceedings, 1-15.

Dixon-Ogbechi, B. N., Haran, E. M., & Aiyeku, J. F. (2008). Relationship Marketing as a Strategic Tool for Multinational Companies in the Nigerian Food and Beverage Industry. In Robert J. Keating (Ed.) Association *for Global Business, 20*, Association for Global Business Proceedings, Paper 19.

Dixon-Ogbechi, B. N., Haran, E. M., & Aiyeku, J. F. (2008). Relationship Marketing as a Strategic Tool for Indigenous Companies in the Nigerian Food and Beverage Industry. *Global Business Development Institute (GBDI)*, GBDI Proceedings, 109-122.

Clark, J., Farahbakhsh, M., & Haran, E. (2007). A Behavioral Theory Approach to the SME's Decision to Expand Exports: A Study of the South African Decision Maker's Characteristics. *Association for Global Business, 19*, Association for Global Business Proceedings.

Clark, J., Farabakhsh, M. J., Haran, E., & Gu, J. (2005). On the Road to Export Marketing in South Africa. *International Academy of African Business and Development*.

Coleman, L. J., Kelcar, M., & Haran, E. M. (2002). Marketing in the Sporting Goods Industry. *Business & Economics Society Conference*.

Zimmer, D. & Haran, E. M. (1986). The Value of Micro Computers in Colleges and University Instruction: Real or Virtual? *Western Educational Computer Conference*.

Non-Refereed Articles

Coleman, L. & Haran, E. M. (1996). Marketing Nutrition Services for the Elderly. *Journal of Hospital Marketing and Public Relations, 10(2)*.

Coleman, L. J. & Haran, E. M. (1990). Health Issue Advertising. *Journal of Hospital Marketing and Public Relations, 5 (1)*.

Monograph

LaPorte, A. J., Anderson, A. R., Haran, E. M., & Little, L. (1995). *A Research Protocol for Business and Industry. McGraw* Hill.

Presentation of Papers

International

Dixon-Ogbechi, B., Haran E.M.,Jagun, S. et. al. (2015) Investigation of Factors Related to the Relative Importance of Promotional Tools of Nigerian Insurance Companies, Proceeding of the Annual Conference, Institute of Strategic and International Studies, Miami FL, January 3-5.

Pan, Y., Haran, E. M., & Manago, S. (2014). Co-movement of European Stock Market Based on Association Rule Mining. *IARIA: Data Analytics 2014*, August 24-28, 2014, Rome Italy.

Haran, E. M. & Aiyeku, J. (2014). The Influence of Corporate Social Responsibility (CSR) Activities on Consumers' Attitude towards Corporate Image and Purchase Intention: A Case of Mobile Telecommunication Service on the Northshore of Massachusetts, Academy of World Business, Marketing and Management Development, Dubai, UAE. August 11-14.

Dixon-Ogbechi, B., Jagun, S., Ighomereho, S., Ganiyu, R., & Haran, E. M. (2014). Determination of Promotional Strategy for Organizations in the Nigerian Insurance Industry Using the AHP Model. *International Symposium for Analytic Hierarchy Process* Washington D.C. June 29- July2.

Dixon-Ogbechi, B., Jagun, S., Haran, E. M., Ighomereho, S., & Aiyeku, J. F. (2013). *Impact of Corporate Social Responsibility (CSR) on Consumers' Attitude toward Corporate Image and Purchase Intention in the Nigerian GSM Telecommunication Industry.* International Academy of Business and Economics, Las Vegas, Nevada.

Dixon-Ogbechi, B. N., Aiyeku, J. F., & Haran, E. M. (2012). *An Exploration of Relationship Marketing as a Strategic Tool for Companies in the Nigerian Service Industry.* International Academy of African Business and Development, El Jadida, Morocco.

Dixon-Ogbechi, B. N., Aiyeku, J. F., Haran, E. M., & Jarutirasarn, P. (2011). *Marketers' Perception of Corporate Social Responsibility and the Impact on Company's Performance: A Study of Companies in the Nigerian Service Industry in Lagos Metropolis.* International Conference on CSR in Sub-Saharan Africa, Lagos, Nigeria.

Pan, Y., Haran, E., Manago, S. and Tang,Z. (2012). Cyclical Aspects of Business Cycle Turning Points Based on Empirical Mode Decomposition. INFORMS International Conference, Beijing, China.

Dixon-Ogbechi, B. N., Haran, E. M., & Aiyeku, J. F. (2009). *Customers' Perception of Relationship Marketing as a Strategic Tool in the Nigerian Food and Beverage Industry.* International Academy of African Business and Development, Kampala, Uganda.

Dixon-Ogbechi, B. N., Haran, E. M., & Aiyeku, J. F. (2009). *Application of the Analytic Hierarchy Process in Determining Relative Importance of Relationship Marketing Variables for Companies in the Nigerian Food and Beverage Industry.* International Symposium for Analytic Hierarchy Process, Pittsburg, Pennsylvania.

Haran, E. M. (2009). *A Proposal for Integrating Business Intelligence Applications in a Business Statistics Course.* International Conference on Operations and Quantitative Management, ICOQM9 Los Angeles, California.

Dixon-Ogbechi, B. N., Haran, E. M., & Aiyeku, J. F. (2008). *Relationship Marketing as a Strategic tool for Multinational Companies in the Nigerian Food and Beverage Industry.* Association for Global Business, Newport Beach, California.

Dixon-Ogbechi, B. N., Haran, E. M., & Aiyeku, J. F. (2008). *Relationship Marketing as a Strategic Tool for Indigenous Companies in the Nigerian Food and Beverage Industry.* Global Business Development Institute (GBDI), Las Vegas, Nevada.

Haran, E. M. (2006, November). *Historical Health Care Legislation from a Small Business Perspective.* Association for Global Business, Newport Beach, California.

Haran, E. M., Clark, J., Farrahbakhsh, M., & Gu, J. (2005, October). *Cultural Factors Related to Export Decisions in South Africa Small Businesses.* International Business and Economics Research, Las Vegas, Nevada.

Haran, E. M. (1998, July). *U.S. Women Executives in International Business.* Academy of Business and Administrative Sciences (ABAS), Budapest, Hungary.

Haran, E. M. & Coleman, L. (1995, April). *Small Business Strategies for Managing Elderly Food Service Programs.* Babson College Conference, London, United Kingdom.

Haran, E. M. (1995, April). *Encouraging Minority Entrepreneurs, College/Community Collaboratives.* Babson College Conference, London, United Kingdom.

Haran, E. M. & Coleman, L. J. (1989, October). *Receptivity to Social Marketing.* Northeast Business and Economics Association, Providence, Rhode Island.

Haran, E. M. (1989, April). *The Impact of Mandated Health Benefits Legislation and Full Employment on the Business Climate in Massachusetts.* Babson College Conference, St. Louis, Missouri.

Haran, E. M. (1988). *The Impact of Full Employment on Entrepreneurs.* Babson College Conference, Calgary, Canada.

Haran, E. M. (1988, November). *Is a Health Care Law Healthy for Small Business?* Northeast Business and Economics Association, Hartford, Connecticut.

Haran, E. M. & Zitter, D. (1986). *The Real Cost of Office Automation; the Obvious and the Not So Obvious.* International Congress of Office Management, Boston, Massachusetts.

Local

Ebersole, N., Haran, E., Luther, R., Metchik, E., Smith, A., Gina Vega, (2010, May). *Faculty Learning Community: Academic Advising.* Pearls and Perils Teaching and Learning, Salem, Massachusetts.

Haran, E. M. & Zimmer, D. (1986). *Cost Analysis of Office Automation.* North Shore Business Conference, Salem, Massachusetts.

National

Haran, E. M. & Goodof, D. A. (2011). *Peer Mentors: Roles and Results.* Teaching Academic Survival Skills, Ft. Lauderdale, Florida.

Haran, E. M., Pan, Y., & Tang, Z. (2011). *Hybrid Neural Network Model in Forecasting Retail Sales.* Institute for Operations Research and the Management Sciences (INFORMS), Charlotte, North Carolina.

Meirovich, G., Bahnan, N. N., & Haran, E. M. (2011). *The Impact of Quality and Emotions in Customer Satisfaction.* Decision Science Institute, Boston, Massachusetts.

Haran, E. M. & Wagner, A. (2005). *Curriculum Prerequisites for Business Statistics.* The College Teaching and Learning Conference, Las Vegas, Nevada.

Haran, E. M. & Wagner, A. (2005, October). *Curriculum/Prerequisites for Business Statistics: To Change or Not to Change.* The College Teaching and Learning Conference, Las Vegas, Nevada.

Haran, E. M. (1996). *Statistics Curriculum from Secondary School to College.* Making Statistics More Effective in Schools of Business (MSMESB) Conference, Anchorage, Alaska.

Haran, E. M. & Coleman, L. (1994, October). *Quality Nutritional Services for the Elderly.* Production and Operations Management Society (POMS), Washington D.C., District of Columbia.

Haran, E. M. (1993, October). *The New Direct Marketing and Its Impact on Product Decisions.* Production and Operations Management Society (POMS), Boston, Massachusetts.

Haran, E. M. & Zimmer, D. (1986). *Administering the Microcomputer (R)evolution on Campus.* American Educational Research Association, San Francisco, California.

Regional

Haran, E. M. & Jonczyk, I. (2000, April). *Exploring Options for Analysis in Direct Marketing.* Western Decision Sciences Institute, Maui, Hawaii.

Haran, E. M. & McGee, P. (2000, March). *Evaluating Paths to the 150-hour Requirement: Students' Perceptions.* Northeast Decision Sciences Institute, Atlantic City, New Jersey.

McGee, P. & Haran, E. M. (1999, March). *Assessment of a Service Model in Accounting.* Northeast Decision Sciences Institute, Newport, Rhode Island.

McGee, P. F. & Haran, B. (1998, April). *Service Learning in Accounting: Impact and Improvement.* Northeast Region of American Accounting Association, Manchester, New Hampshire.

Coleman, L. J., Militello, J., & Haran, E. (1994). *Food Management for the Aging Population.* Eastern Economic Association, Boston, Massachusetts.

Haran, E. M. (1994, March). *Small Business Perspectives on Health Care Reform Revisited 88-94.* Eastern Economic Association, Boston, Massachusetts

Haran, E. M. (1991). *Cost Analysis in the Curriculum: A Study of Business Schools.* Society of Cost Estimating and Analysis Annual Conference, Boston, Massachusetts.

Haran, E. M. (1986). *A Service System of Academic Computing.* Eastern Education Research Association, Miami, Florida.

Presentation of Non-Refereed Papers

Local /Regional

LaMonica, S., Littles, G., Mader, J., O'Neill, C., Shahin, S., D. Goodof, E. Haran, (2012). *Peer Advising: better, worse or the same?* Undergraduate Research Day, Salem, Massachusetts.

Flynn, J., Closson, M., Manfra, D., Tuttle, D., Haran, E., David Goodof, (2010). *Fears, Peers and Advising; Perceptions of the Peer Mentoring Program in the Bertolon School of Business.* Undergraduate Research Day, Salem, Massachusetts.

Aieyku, J. F., Haran, E. M., Duval, C., & Goodof, D. (2005). *Creating a Memorable Encounter: Strategies for Turning Salem History into a Sustainable Booming Tourism Market.* Atlantic Marketing Association Conference, Salem, Massachusetts.

Research Reports

1981: Other Research Activities. 'Alternatives to Traditional Data Analysis with Applications to Educational Settings'. Symposium chair at the American Educational Research Association Convention.

2005: Haran, E. M., Larson, D., McGee, P., & Desmarais, E., AACSB Gap Analysis Report., submitted to Dean, Bertolon School of Business.

1990: Gould, A., Haran E.M., Ould, P., Scharfenberger, G., & Stadthaus, A., Goal Assessment, Salem State College., submitted to Academic Vice President.

1979-80: Haran, E. M., Brockton Title I Final and Interim Evaluation Reports., submitted to Public Affairs Research Institute.

1977-80: Haran, E. M., Somerville Title VI-B Final and Interim Evaluation Reports., submitted to Public Affairs Research Institute.

1977-80: Haran, E. M., Somerville Title I Final and Interim Evaluation Reports., submitted to Public Affairs Research Institute.

1979-80: Haran, E. M., Boston Title I Final and Interim Evaluation Reports., submitted to Public Affairs Research Institute.

1978-79: Haran, E. M., Malden Title I Final and Interim Evaluation Reports., submitted to Public Affairs Research Institute.

1978-79: Haran, E. M., Lynn Title I Final and Interim Evaluation Reports., submitted to Public Affairs Research Institute.

1977-78: Haran, E. M., Woburn Title I Final and Interim Evaluation Reports., submitted to Public Affairs Research Institute.

1977: Nuttall, et al., R. L., Psycho-Social Precursors of Drug Use in Puerto Rico., submitted to Laboratory for Statistical and Policy Research.

1977: Nuttall, R. L., Aikman, L., & Haran, E.M., Audit Report of Title I Evaluations, Boston School Systems., submitted to Boston School Department.

1976: Reynolds, C. & Haran, E.M., Final Evaluation Report, Phase II, Boston College, District III Collaborative., submitted to Boston School Department.

SERVICE

Service to the University

Department Assignments

2003-2004 – 2014-2015: Faculty Search Committee
1990-1991 – 1999-2000: Faculty Search Committee
1988-1989 – 1999-2000: OM/MIS Department Graduate Committee
2003-2004 – 2013-2014: MKT/DESC Peer Evaluation Committee
1990-1991 – 1999-2000: MKT/DESC Peer Evaluation Committee
1985-1986 – 1999-2000: Curriculum Committee
2003-2004 – 2013-2014: Curriculum Committee

School of Business Assignments

Faculty Advisor:
2008-2014: "Super" Advising
1995-2014 Dean's Student Leader Advisory Council

Member:

2012-2013: Subcommittee to revise assessment rubric 4.2

2012-2013—2014-2015: BSB Student Success Committee
2008-2009—2013-2014: BSB All-Faculty Committee
1994-1995—1998-1999: School of Business Strategic Planning Executive Committee: Responsible for the Curriculum and Evaluation in the accreditation reports AACSB.
1992-1993 – 2005-2006: School of Business Strategic Planning Committee

University Assignments

Member:

2011-2012 – 2014-2015: Campus Community Campaign Subcommittee
2010-2011 – 2011-2012: Promotion Committee
2011-2012 – Search Committee: Director (Chief) of Campus Police
2009-2010 – 2010-2011: President's Advisory Committee on Academic Planning
2010-2011 – Degree Audit Tester
2007-2008 – Search Committee: Director of Human Resources
2000-2007 – College-Wide Curriculum Committee
2005-2006: Search Committee for Technology Staff Position
2005-2006: Curriculum Committee Subcommittee on 'Q' Designation
1991-1992 – 2005-2006: Phi Kappa Phi National Honor Society Screening Committee
2003-2004 – 2004-2005: Search Committee for Dean, School of Business
2003-2004: Search Committee for Vice President Academic Affairs
2002-2003 – 2003-2004: Special Committee on Review of the Core Curriculum
1986-1987: Business Administration Computer Committee
1996-1997 – 1997-1998: College-wide Academic Computing Resources Committee

Other Institutional Service Activities:

2000-2015: University Open Houses, Accepted Students days, Minority Recruitment Presentations, Advising Workshops for BSB faculty
2010-2011: What University Status Means for Salem State: Panel Discussion. How university status impacts our work with students (undergraduate/graduate, advising, research etc.)
2009-2010: Faculty Learning Community: Advising
2006-2007: Faculty mentor to Visiting Lecturer, Bola Dixon-Ogbechi; Dissertation Reader.
2004-2005: Future is Now Colloquium, Salem State College: Presentation: 'Technology in the 'Smart Classrooms' at the Central Campus: What Works, and What Does Not Work, with Paul Mc Gee, John Purisky, Robert Blanchard.
2001-2002: Graduate Research Day: Presentation: "Statistical Analysis with Direct Mail Data." with I. Jonczyk. Also, session moderator.
1998-1999: Salem State College School of Nursing: 'Statistical Analysis with SPSS', a workshop for the School of Nursing Faculty
1998-1999: Academic Convocation Speaker: Topic: Knowledge Management

1997-1998: School of Business Faculty Symposium: Presentation 'Statistical Analysis with SPSS and Minitab.' with P. Amaria and D. Gordon

1995-1996: School of Business Faculty Symposium: Presentation 'Research Protocol' with D. Jacobson.

1997-1998: Alumni Satisfaction Survey and Report
1995-1996 – 1999-2000: Report on Academic Advising-Appendix H
1994: Graduate Education Council Ad Hoc Committee on ESL.

1992-1993: School of Business and Economics, Faculty Symposium: Presentation 'The Relationship between the New Direct Marketing and Product Decisions" 1990-1991: Junior Honors Program Seminar Series, Business Research, invited lecture.
1989-1990: School of Business and Economics Faculty Symposium: Presentation. 'Social Marketing' with L. Coleman

1988-1989: School of Business General Screening Committee: OM/MIS Faculty Representative
1989-1990: Boston Manufacturers Hanover Corporate Challenge: Represented Salem State in the 6th Annual Boston Manufacturers Hanover Corporate Challenge

University Assignments (Boston College)

1982-1983: Subcommittees of the Planning Council, Boston College: Chair, Introduction of Micro Computers, Text and Graphic Processing and Computer Center Relocation

1982-1983 – 1983-1984: Subcommittees of the Planning Council, Boston College: Chair, Introduction of Micro Computers, Text and Graphic Processing and Computer Center Relocation

1981-1982 – 1984-1985: Academic Computer Planning Council, Boston College

1984-1985: Executive Vice President's Committee for Introduction and Distribution of the Macintosh

1981-1982 – 1984-1985: Academic Vice President's Computer Resource Committee, Boston College: Technical Advisor

1983-1984: Task Force on Hardware Configuration for the new Computing Facility, Boston College: Member of Task Force

Service to the Profession

Chair: Conference / Track / Program

2014: Academy of World Business, Marketing and Management Development, Dubai, UAE.
2005-2012: International Academy of African Business and Development, Annual Conference

2008: Global Business Development Institute (GBDI), Las Vegas, Nevada.

2008: Association for Global Business, Newport Beach, California.

Reviewer - Article / Manuscript

2010: CASE Journal.
2005-2012: International Academy of African Business and Development, Annual Conference
1997 – 2000: Journal of Business and Economic Studies.

Reviewer - Texts

2005- 2014: Reviewed Statistical texts for McGraw Hill, Wiley, Freeman and Pearson.

Other Professional Service Activities

2006: Board of Higher Education Business Program Review Academic Standards Committee. Appointed as a faculty representative from Salem State College This committee was approved in motion Number AAC 06-09, February 2006, by the Board of Higher Education to undertake a program review to determine the quality of undergraduate and graduate programs in the field of business and their effectiveness in meeting state workforce needs and standards.
2009: Health Fair for Small Businesses. Cosponsored by the Center for Entrepreneurial Activity and Alumni Affairs
1997: Beijing Institute of Planning and Labor Administration, Beijing, China. Represented the School of Business in talks with the administration and faculty

Presentation

2011: Bertolon School of Business Faculty Development. Brown bag participant

2009: Bertolon School of Business Faculty Development. Presentation of sabbatical activities

2000: Center for International Business and Economic Studies (CIBES). Workshop presenter, 6th Annual Presentation of International Growth Opportunities

1993: University of Sydney Graduate School, Sydney, Australia. "Statistical Analysis in Direct Marketing" Presented to the Graduate School of Business Faculty

1991: Salem State College, School of Business: Seminars, Symposiums, Workshop, Meeting, Conference. Presented 'Coursework in Today's Business School, Salem State and Boston Area Colleges.

Service to the Community

2004 –2026: SSUAC
2016 –2026: Long Range Planning Corinthian
2016 –2025 Danvers High School Girls' Tennis Coach
1991 –1996: Marblehead YMCA Member Services Committee
2003 –2006: Tower School, Marblehead, MA, Member, Board of Trustees
1999 –2006: Salem State College Speaker Series, Volunteer
1999: OPUS Corp, Presented 'A 'Sampling' of Statistical Information' at OPUS Corp., Marblehead, MA.

2003: A Celebration of the Training Opportunities Program, The Enterprise Center, Introductory Remarks. Funded by the Agganis Fund 2002: Title III Smart Classroom Event, 'Comparison of Current & Future Teaching Practices'
1988: Salem State College Public Policy Institute Colloquium Lecture, 'Day Care: A Benefit or a Requirement?'

Faculty Development

Assurance of Learning - Professional Development

2007: AACSB Meeting, Seminar & Conference, Los Angeles, California. Assessment Seminar.

Instructional-Related Conference 2013: Best Practices in Google Analytics, Analytics Pros, Boston MA, September 192013: Converting Big Data into Business Value with Analytics, Renton, Washington. TWDI webinar. Presenter: Colin White.

2013: Real World State of the BI market, Sydney, Australia. Yellowfin webinar series.

2013: 3 Keys to Enhanced Customer Analytics, Topsfield, Massachusetts. Organized by Enterprise Guide. Sponsored by IBM. Presenters: Srividya Sridharan (Forrester Research) and Marygrace Bateman (IBM).

2013: TWDI Boston Chapter Meeting presentation and Networking, Boston, Massachusetts. "Introduction to Data Visualization" by Michael Scofield.

2012: TWDI Webinar Series, Renton, Washington. "Do you need to be a Data Scientist to Analyze Text?" Presenter: Fern Halper.

2012: IBM Global Summit 2012, Madrid, Spain. Funding by IBM to attend the Smarter Commerce and Marketing Innovation Summit. 2012: Consuming Big Data, www.advizorsolutions.com. On-demand webinar presentation by Doug Cogswell, Mark Sear.

2012: The Tableau Experience, Boston, Massachusetts. Presentation by Tableau and Mike Gabour from Accenture.

2011: How Will Mobile BI Revolutionize BI? Online webinar presentation by Howard Dresner. Sponsored by Tableau.

2010: Introduction to Enterprise Business Intelligence with MicroStrategy, Boston, Massachusetts. Daylong seminar.

2010: Introduction to TIBCO Silver Spotfire, Boston, Massachusetts. Online webinar.

2010: How to Harness Predictive Analytics to Deliver Business Value, TDWI.com. Online webinar presentation by Wayne Eckerson, TDWI Research

2009: Business Intelligence Symposium Business Intelligence Symposium, Boston, Massachusetts. Funding to attend this symposium was provided by MicroStrategy.

2008: TDWI Webinar: Predictive Analytics: Prospective Insight for Profitable Business Decisions, Tony Rathbone and Mark Smith.

2008: Achieving Pervasive BI in the Enterprise, Online, United States of America. Sponsored by Spotfire, TIBCO.

2006: Boston, Massachusetts. 'Presenting Data and Information' by Eward Tufte. strategies of information design; evaluating graphical evidence; statistical data; business, research and financial presentations: PowerPoint, internet and websites.
2001: Washington, District of Columbia. Courses: Advanced Statistical Analysis, December 2001. SPSS Intensive 'bootcamp' training program: Data Mining Processes with Clementine, SPSS, Washington, D.C., November 2001. Over 200 hours of training in Survey and Statistical Methods, Segmentation Analysis, and programming with SPSS, Spring 2001.
1993: New York, New York. Direct Marketing Institute for Professors, Direct Marketing Days in New York and the Direct Marketing Education Foundation, May 24-27, 1993.
1993: Basic Direct Marketing, New England Direct Marketing Assoc., May 4-5
1992: New York. Advanced Statistical Concepts: Modern Methods of Data Analysis and Response Modeling, Direct Marketing Association, Inc., Professional Development and Training, December
1992New York. Statistics for Direct Marketers, Direct Marketing Association, Inc., Professional Development and Training, September

Professional Seminars / Workshops 2008: ACE Network: Outstanding Women in Higher Education, Boston, Massachusetts. Women Leaders in Higher Education, Government and Business: Coming together to Accelerate the Pace of Change.

2008: North Shore Workforce Investment Board, Salem, Massachusetts. North Shore in Demand: A Massachusetts Regional Workforce Strategies Initiative.

Honors-Awards-Grants

2013-2014: Representing a STEM department (with S. Manago) in meetings with L. Hubacheck and the Project: A Model for Enriching the Academic Experience, Strategic Plan Grants Program. Also participating in the STEM program at the Admissions Open House October 19, 2013.
2013: Awarded scholarships for students and professors to attend Best Practices for Google Analytics Conference, Boston MA September 19, 2013.
2012: Vision Project Performance Incentive Grant: Master Advisor Support
2001: Outstanding Educator Award. Certificate of Special Congressional Recognition in recognition of her unwavering dedication and invaluable contribution to the lives of countless students and their families. June 4, 2001. Official Citation, State Senate, Massachusetts, Outstanding Educator of the Year, June 7, 2001. Commonwealth of Massachusetts.
2000: Initiated into the Beta Sigma Chapter in May 2000. Delta Mu Delta National Honor Society in Business Administration.
1993: Fellowship awarded by Direct Marketing Days and Direct Marketing Education Foundation, Inc. to attend the Direct Marketing Institute for

Professors in New York City, May 24-27, 1993. Direct Marketing Education Foundation, Inc.

1992: Fellowship awarded by the Direct Marketing Educational Foundation, Inc. to attend the seminar, Statistics for Direct Marketers. Direct Marketing Educational Foundation, Inc.

1992: Fellowship awarded by the Direct Marketing Educational Foundation, Inc. to attend the seminar Advanced Statistical Concepts: Modern Methods of Data Analysis and Response Marketing Direct Marketing Educational Foundation, Inc.

1990: Initiated into the Salem State College chapter as an outstanding professor/alumna. Phi Kappa Phi National Honor Society.

1990: Initiated into Phi Kappa Phi National Honor Society Phi Kappa Phi National Honor Society.

1985: Identified as a professionally exceptional woman in higher education National Identification Program of the American Council on Education (ACE/NIP).

1977: Honor Society. Inducted into the National Jesuit Honor Society, Alpha Sigma Mu.

Enabling Legislation
For Formation of the
Salem State College Assistance Corporation

As Established by Section 277 of Chapter 60 of the Acts of 1994
and Amended by Chapter 185 of the Acts of 1995

Original GTE Authorization Legislation for formation of the Salem State College Assistance Corporation as established by Section 277 of Chapter 60, of the Acts of 1994 and amended by Chapter 185 of the Acts of 1995.

medical assistance provided under chapter one hundred and eighteen E of the General Laws. The division of medical assistance has a cause of action against a liable third party manufacturer of cigarettes to recover the full amount of medical assistance provided by the Commonwealth under chapter one hundred and eighteen E of the General Laws, and such cause of action is independent of any rights or causes of action of the recipient. Any recovery resulting from any claim or action against a manufacturer of cigarettes to recover the amount of medical assistance provided by the Commonwealth under chapter one hundred and eighteen E of the General Laws shall be credited to the Health Protection Fund created under section two T of chapter twenty-nine of the General Laws, except the Attorney General shall retain the portion of the award or settlement allocated to cover reasonable expenses in connection with bringing the action. The authority granted to the Attorney General and division of medical assistance under this section, including but not limited to subrogation rights, shall be in addition to any rights or powers granted under state or federal law. If two or more actions to recover any amount under this section are brought against the same cigarette manufacturer, the superior court may order that some or all such actions be tried together in such country the superior court may designate; however, nothing in this section shall limit existing powers of the courts or justices thereof relative to consolidation or joint trial of causes.

SECTION 277. (a) It is hereby found and declared that:

(1) The Salem state college is a critical element of the commonwealth's higher education system and fulfilling the mission of Salem state college to provide educational resources to the citizens of the commonwealth is essential to providing students with the skills and opportunities necessary to a full and productive life.

(2) Providing physical and financial resources necessary to meet the needs of the Salem state college now and in the future is critical to the ability of Salem state college to fulfill its mission including providing the work force with skills necessary to allow for the maintenance and expansion of the industrial, technological and manufacturing sectors of the commonwealth's economy.

(3) There exists within the city of Salem a site of approximately thirty-seven and one-half acres, which was formerly the site of the GTE/Sylvania plant, located proximately between the north and south campuses of Salem state college.

(4) Creation of a nonprofit assistance corporation with certain statutory authority would provide a vehicle with the necessary flexibility to prudently pursue such opportunities for the benefit of Salem state college, its present and future students and the commonwealth.

(5) It is therefore expressly declared that the provisions of this section constitute a needed program in the public interest in furtherance of an essential governmental function and serve a necessary and valid public purpose for which public money may be expended or invested.

(b) As used in this section the following terms shall, unless otherwise required, have the following meanings:

"board of directors", board of directors of the Salem state college assistance corporation;

"board of trustees", board of trustees of the Salem state college;

"college", Salem state college or, should Salem state college be dissolved or fail to qualify either as a political subdivision of the commonwealth or an educational institution exempt from federal income tax under Section 501(c)(3) of the Code, then such other educational institution of higher learning established and operating in the commonwealth as shall be designated by the council, which is either such a political subdivision or such an exempt organization;

"Code", the Internal Revenue Code of 1986, as the same may, from time to time, be amended;

"corporation", Salem state college assistance corporation created by subsection (c);

"the council", the higher education coordinating council established pursuant to section four of chapter fifteen A of the General Laws;

"educational institution", an educational organization within the meaning of section 170(b)(1)(A)(ii) of the Code;

"site", the thirty-seven-and-one-half-acre site, within the city of Salem, which was formerly the site of the GTE/Sylvania plant, located proximately between the north and south campuses of Salem state college.

(c)(1)There is hereby created a body politic and corporate to be known as the Salem state college assistance corporation. The corporation is not and shall not be deemed a public agency or state agency within the meaning of such terms in chapter seven of the General Laws for any purpose.

(2) The corporation shall be governed by a board of thirteen directors, four of whom shall be appointed by the board of trustees, three of whom shall be appointed by the governor, one of whom shall be the President of the college ex officio, one of whom shall be the mayor of the City of Salem, ex officio, or his designee, one of whom shall be the planning director of the City of Salem, ex officio, one of whom shall be appointed by the Salem chamber of commerce, one of whom shall be appointed by the Salem partnership and one of whom shall be an individual representing the regional community and appointed by the President of the college. Of the governor's appointees at least one shall be a person experienced in financial aspects of real estate development and management, at least one shall be a person experienced in planning, and at least one shall be a person experienced in college administration.

(3) Directors shall serve for a term of three years provided, however, of those initially appointed by the board of trustees two shall be appointed for one year, and one for two years, and of those initially appointed by the governor one shall be appointed for one year and one for two years and the individual initially appointed by the chamber of commerce shall be appointed for two years. Vacancies arising from other than the expiration of the term shall be filled by the party responsible for the initial appointment. Directors shall serve without compensation but may be reimbursed for expenses necessarily incurred in the performance of their duties.

(4) The board of trustees from time to time shall designate one of the directors to serve as chairman. The directors shall from time to time elect from among themselves a vice-chairman and a secretary. The secretary shall be the custodian of all books, documents and papers of the corporation and of its minute book and seal. Unless otherwise provided in by-laws adopted by the board of directors, the number of directors required to constitute a quorum shall be a majority of the directors then in office. If a quorum is present, a majority of the directors present may take any action on behalf of the board of directors except to the extent that a larger number is required by this section, other applicable laws or by-laws adopted by the board of directors.

(5) The purposes of the corporation shall be to (i) promote the orderly growth and development of the college; (ii) to assist the college in securing physical and financial resources necessary for the acquisition and development of the site.

(6) In furtherance of such purposes the corporation shall, subject only to the restrictions and limitations hereinafter contained, have the following powers:

A. To make and execute contracts and any other instruments necessary or convenient for the exercise of its powers or the discharge of its duties and incur liabilities for any other purposes of the corporation;

B. To have a corporate seal which it may alter at its pleasure;

C. To adopt by-laws for the regulation of its affairs;

D. To accept, acquire, receive, take, and hold by bequest, devise, grant, gift, purchase, exchange, lease, transfer, judicial order or decree or otherwise, for any of its objects and purposes, any property both real and personal reasonably related to the acquisition and development of the site;

E. To sue or be sued, provided, however, a director or officer of the corporation shall not be liable for the performance of his duties if he acts in compliance with section six C of chapter one hundred and eighty of the General Laws;

F. To sell, convey, mortgage, lease, transfer, exchange or otherwise dispose of any such property, both real and personal, as the objects and purposes of the corporation may require;

G. To borrow money, and from time to time, to make, accept, endorse, execute, and issue promissory notes, bills of exchange, and other obligations of the corporation for monies borrowed or in payment for property acquired or for any of the other purposes of the corporation, and to secure the payment of any such obligation by mortgage, pledge, deed, agreement, or other instrument of trust, or other lien upon, assignment of, or agreement in regard to all or any part of the property rights or privileges of the corporation, whether now owned or hereafter to be acquired;

H. To receive stocks, bonds, donations, gifts and to otherwise raise money for the corporation's purposes;

I. To elect, appoint and employ officers, agents and employees; to fix their compensation and define their duties and obligations and to indemnify corporate personnel,

J. To enter into agreements for other transactions with any person including, without limitation, any governmental instrumentalities or agencies in connection with any of its powers or duties and any governmental agency is hereby authorized to enter into such agreements or transactions with the corporation;

K. To do all acts and things necessary or convenient to the exercise of any power or the discharge of any duty provided for by this section.

(d) The corporation is hereby deemed to be an "institution for higher education" solely for the purposes such term is used in chapter six hundred and fourteen of the acts of nineteen hundred and sixty-eight. Any acquisition of property by purchase, lease, or other method by the corporation shall be deemed a "project" as such term is used in chapter six hundred and fourteen of the acts of nineteen hundred and sixty-eight. The corporation shall be fully eligible to receive any and all assistance from the Massachusetts health and education facilities authority created by chapter six hundred and fourteen of the acts of nineteen hundred and sixty-eight in the same manner as any institution for higher education.

(e) The corporation shall assess the space needs of the college on a regular basis and shall lease or rent land or space in any facility under the control of the corporation to any entities other than the college only after making a determination that the college does not have a foreseeable need for such space or land for the term of the lease or rental agreement. In no event shall the corporation sell, convey, transfer, exchange or otherwise dispose of any real property without notifying in writing and consulting with the board of trustees and the council, and after such consultation making a determination that such sale, conveyance, transfer or exchange is in

the best interests of the college. Any such sale, conveyance, transfer or exchange shall require a vote of two thirds of the members of the board of directors.

(f) The college or any state agency or entity acting on the college's behalf, may enter into an agreement to rent, lease or otherwise utilize any facility owned by, or under the control of, the corporation. The corporation shall be paid rent and costs for such facilities at a rate agreed to by the corporation and college or state agency or entity entering into an agreement on the college's behalf, provided that such amount may not exceed the fair market value for the use of such facilities at the time the agreement is made. Subject to this limitation, the college's determination to rent, lease or otherwise utilize any facility owned or under the control of the corporation and any agreement related thereto shall not be subject to chapter seven of the General Laws.

(g) The corporation shall not have the authority to engage in any activities which are not in furtherance of its corporate purposes or to support or benefit any organization other than the college, and all of the powers granted under this section to the corporation shall be exercised in a manner consistent therewith.

Notwithstanding any other provision herein contained, neither the directors and officers of the corporation nor the corporation shall participate in any "prohibited transaction" within the meaning of Section 503 of the Code, nor shall the corporation be operated at any time for the primary purpose of carrying on a trade or business for profit.

Subject to the other provisions of this section, the corporation shall use and/or distribute all property from time to time held by the corporation solely in the furtherance of its corporate purposes in such manner as the board of directors shall determine; no part of the assets or net earnings, if any, of the corporation shall inure to the benefit of, or be distributable to, its directors, its officers or any private individual, except that the corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of its corporate purposes; and the corporation shall not directly or indirectly participate in or intervene in (including the publishing or distributing of statements) any political campaign on behalf of or in opposition to any candidate for public office, and no substantial part of the activities of the corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation (except to the extent the corporation makes expenditures for purposes of influencing legislation in conformity with the requirements of Section 501(h) of the Code). If the corporation is deemed to be a private foundation as defined in Section 509 of the Code, the provisions of chapter sixtyeight A of the General Laws shall apply to it.

(h) The operation and maintenance of projects by the corporation shall constitute the performance of an essential governmental function, and the corporation shall not be required to pay any taxes or special, betterment or other assessments within the commonwealth, including, without limitation, taxes on real or personal property and any ad valorem taxes, upon any property owned, constructed, acquired, leased or used by it under the provisions of this section. The corporation shall not be subject to any taxes based upon or measured by income which may be enacted by the commonwealth. Obligations issued by the corporation under this section and any income derived therefrom, including any sale, exchange or transfer of such obligation, shall at all times be free from taxation within the commonwealth.

Land, buildings and tangible personal property of the corporation, if leased to the extent permitted pursuant to this section for any activity or transaction entered into by the lessee for financial profit or gain, shall be taxed or assessed by the city or town in which such land, buildings and tangible personal property may be situated to the lessees thereof respectively, in

the same manner as such land, buildings and tangible personal property would be taxed or assessed to such lessees if they were owners thereof, except as follows:

(1) the payment of the tax or assessment shall not be enforced by any lien upon sale of such land or buildings, but for the purpose of enforcing the payment of such taxes or assessments by such lessees to the city or town in which such land or buildings are situated, a sale of the leasehold interest therein may be made by the col- lector of the city or town in the manner provided by law for selling real estate for the nonpayment of real estate taxes.

(2) such land, buildings and tangible personal property leased to any political subdivision of the commonwealth or to any public charity described in section eight of chapter twelve of the General Laws for its charitable purposes shall not be taxed or assessed to any such lessees,

(3) that in lieu of such taxes, and any betterment of special assessments, the city of Salem may determine a sum to be paid to it annually in any year or period of years, such sum to be in any year equal to or less than the amount that would be levied at the then current tax rate upon the then current assessed value of such real estate, including buildings and other structures, the valuation for each year being reduced by all abatements thereon. In no event, however, shall any amount be due prior to the first year in which the corporation has leased some portion of the real property to a third party and has received rental payments for fees in return therefore and any amount so due shall be prorated based upon the percentage of the property for which rental payments or fees have been received.

If any such lessee is subject to the excise levied under the provisions of sections thirty to forty-two B, inclusive, of chapter sixty-three of the General Laws, such tangible personal property shall be treated as though it were owned by such lessee for the purposes of such excise, and it shall be valued at eight times its annual rental rate, unless and to the extent that such property is treated by the lessee as owned by it for federal income tax purposes, in which case its value shall be its adjusted basis, as defined in the applicable provisions of the Code.

All tangible property, real or personal, so leased shall be considered tangible property owned or rented and used in the commonwealth by such lessee for the purposes of section thirty-eight of chapter sixty-three of the General Laws.

(i) Upon or dissolution of the corporation after payment of all of the liabilities of the corporation or due provision therefore, all of the assets of the corporation shall be distributed to the council, to be held in trust for the benefit and purposes of the college, and shall not inure to the benefit of or be distributed to any private individual.

(j) None of the powers, duties, actions, responsibilities, or authorities of whatever kind or nature which are vested or created in the corporation or college by this section, either explicitly or implicitly, shall be legally valid nor may said powers, duties, actions, responsibilities, or authorities be exercised in the absence of review and comment by the inspector general of the commonwealth of the property of any proposed action and further specific legislative authorization.

(k) The provisions of this section are severable, and if any of its previsions shall be held unconstitutional by any court of competent jurisdiction, the decision of such court shall not affect or impair any of the remaining provisions.

Chapter 225 of the Acts of 2007

AN ACT RELATIVE TO THE SALEM STATE COLLEGE ASSISTANCE CORPORATION.

Whereas, The deferred operation of this act would tend to defeat its purpose, which is forthwith to facilitate the purchase of property for the Salem State College Assistance Corporation, therefore it is hereby declared to be an emergency law, necessary for the immediate preservation of the public convenience

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same as follows:

Subsection (b) of section 277 of chapter 60 of the acts of 1994 is hereby amended by striking out the definition of "site" and inserting in place thereof the following definition:-

"site", the 37.5 acre site, within the city of Salem, which was formerly the site of the GTE/Sylvania plant, located proximately between the north and south campuses of Salem state college and such other properties, including land and buildings thereon, as are located reasonably proximate to the campus of the college and are determined by the corporation to be important in allowing the corporation to fulfill its purposes.

Approved December 28, 2007

Salem | STATE UNIVERSITY

REQUEST FOR TRUSTEE ACTION

Date:	June 3, 2026
To:	Board of Trustees
From:	President Keenan
Subject:	Delegation of Board Authority Inclusive
Requested Action:	Approval

The Board of Trustees approve the following motion regarding delegation of authority to President Keenan for the summer months. While the president keeps the board informed of significant events occurring over the summer months, there are instances when business arises that would require a board vote. Delegation of board powers for the summer months empowers the president to make professional judgments within the scope of their role without convening the board for a meeting and vote. Delegation allows for flexibility and timely decision-making.

MOTION

That the Board of Trustees of Salem State University (the "Trustees") hereby approves the delegation of Board powers to President Keenan from June 3, 2026 to August 31, 2026 with the stipulation that President Keenan will report on any board actions taken during those months at the first full board meeting of AY2026-2027.

Committee Assigned: N/A

Committee Action:

Date of Action:

Trustee Action:

Trustee Approval Date:

Effective Date:

Signed: _____

Title: Secretary of the Board of Trustees

Date: _____