Salem | STATE UNIVERSITY

SUBJECT: Academic Affairs and Student Success Committee Meeting Report for September 30, 2026

The Academic Affairs and Student Success Committee of the Board of Trustees met on Wednesday, September 30, 2026, at 4:10 pm, via a hybrid setting in accordance with MGLA Chapter 30A, as amended by Chapter 2 of the Acts of 2025, which among other things allows remote participation through June 2027.

Present for the Committee were Trustees, Lancome (vice chair), Billings, Avery (student), Inman; President Keenan (ex-officio); Vice President Galinski; Senior Associate Vice President and Dean of Students Newton, Interim Associate Vice President Miller, Assistant Provost Williams, and Executive Assistant DiMeglio.

Vice Chair Lancome called the meeting to order at 4:13 pm. The following items were discussed:

Fall 2026 Update (Attachment A)

The Interim Associate Vice President provided an update on Fall 2026 enrollment. Census has not yet been reached and is scheduled for October 15; therefore, enrollment numbers may continue to fluctuate. The undergraduate day population is beginning to stabilize. While the University has experienced a decline in the undergraduate day population since 2022, the decline is beginning to flatten. Graduate and Continuing Education enrollment have both increased, and we have seen a significant bump in graduate and continuing education credit hours. There has also been an increase in special programs, largely driven by Dual Enrollment and Early College populations. Significant state investments have contributed to this growth.

The Senior Associate Vice President and Dean of Students provided an update on Fall 2026 housing. Move-in weekend included numerous volunteers from faculty, staff, students, and athletic teams, with this year's theme being "Welcome Home." Current Fall 2026 occupancy is 1,483 students, although this number will continue to fluctuate. Factors such as the international student population and melt contribute to changes in occupancy. The University's occupancy goal is 1,600 students, while the Massachusetts State College Building Authority (MSCBA) would like to see occupancy reach 1,926. Based on the MSCA design, the current occupancy is approximately 77%.

The University has seen positive new student growth associated with new student license agreements. However, retention of returning students remains an area that requires continued attention, as there has been a decline in the returning student population. Last year, the University conducted a quality-of-life survey to better understand and address students' needs. Students who live on campus are typically retained at higher rates; however, students face a range of diverse challenges that can affect their ability to remain enrolled.

Several initiatives are underway to strengthen the residential student experience, including expanding graduate housing; developing community pathways with partners such as North Shore Community College; reinvesting in the Faculty in Residence Program, in which a faculty member lives on campus, hosts classes and programming, and engages with students; and reintroducing Residence Hall Leadership, which works with the Student Government Association to address student concerns and challenges. The University also conducted an external review and hired two consultants to assess and ensure the University is providing a modern residential experience.

Conference and Events Services has expanded summer housing efforts to include members of the broader community. For example, local conference partners can utilize University residence halls as an alternative to hotel accommodations.

Trustee Inman asked about the decline in housing numbers. The response indicated that the decline began following the COVID-19 pandemic and is related in part to a slight overall decline in retention. Cost is also a contributing factor, as some students are unable to afford the cost of living on campus.

Trustee Kezer asked whether the University competes with local apartment communities for students. The response noted that local apartments generally cost more than University housing. The University also provides programming, meal plans, and support services that are not available through off-campus housing. The residential experience is designed to be a place where students both live and learn, providing community and support that students may not find elsewhere. Providing a strong residential experience can encourage students to choose campus housing over living off campus.

External Landscape Impacts on Recruitment and/or Retention (Attachment B)

The University continues to monitor activity at the Federal level, particularly given the ongoing changes within the U.S. Department of Education.

There have been challenges related to Federal student loans. If students are not enrolled in a certain number of credits, their financial aid eligibility may change, potentially resulting in a balance owed to the University. Federal loans are now calculated on a per-credit basis. This change has impacted current students who may not be aware of the new requirements and has created additional work for the Financial Aid team. Previously, withdrawing from a course was often recommended for students who were struggling academically; however, this decision now has potential financial aid implications. Parent PLUS Loan lifetime and annual limits have also changed, and the Graduate PLUS Loan has been eliminated.

The University is also monitoring challenges affecting international students, including the revocation of Temporary Protected Status and delays in visa processing. There have also been challenges and uncertainty surrounding TRIO and Upward Bound grants. The University continues to monitor these programs closely as additional information becomes available.

The Federal landscape remains fluid, with policies and requirements continuing to change, creating uncertainty around what change may come next and how they may affect recruitment, retention, and students.

National Institute for Student Success (Attachment C)

The University provided an update on its work with the National Institute for Student Success (NISS). The Commonwealth has provided funding to eight state universities to examine student success, including whether students are persisting, completing their degrees, and achieving their educational goals. Salem State joined this effort with NISS, which conducts an institutional analysis to identify barriers to student success within the University itself.

NISS conducted a diagnostic review and analysis of Salem State's data, engaged with stakeholders, and examined the University's structures, processes, and student experiences. NISS presented its findings in May 2026, and the University is now in the implementation phase with a playbook to guide the implementation of its recommendations.

NISS identified three institutional strengths: the University's commitment to student success, institutional financial aid, and its work serving Hispanic communities. Areas identified for improvement include underdeveloped academic pathways and support, inconsistent academic advising across the University, underutilization of data to support students academically, and coordinated communication.

NISS provided four recommendations: developing academic pathways and learning opportunities that connect students to majors aligned with their career goals; standardizing advising systems through a coordinated effort among faculty and staff; improving the quality of and access to actionable student data; and coordinating University communications, as students currently receive a high volume of communications from different areas.

The Commonwealth is providing funding to support implementation of the recommendations over the next two and a half years. Project sponsors are Vice President Galinski and Provost Silva. Two of the four pillars will be prioritized during the first year, with designated leads and working groups assigned to each pillar. The University is currently scheduling a campus visit with the NISS implementation team and coaches.

Initial steps include developing standardized first-year student experiences and establishing an institutional standard for advising.

Data Dashboard (Attachment D)

Salem State has two data dashboards. The Facts and Figures dashboard is publicly available on the University's website and provides headline numbers and fixed summary views. Internally, Viking Connect requires an SSU login and provides more in-depth analysis for internal planning through interactive Power BI reports with filtering capabilities.

While demonstrating the data dashboards, the Assistant Provost of Institutional Research, Assessment, and Sponsored Projects also presented data related to admissions, enrollment, retention and graduation, financial aid and earnings outcomes, the Department of Higher Education's Performance Measurement Reporting System (PMRS) dashboard, human resources, and other institutional data. Additional information and data presented during the discussion are available in the attached slides.

Committee Q&A

Trustee Billings requested a future conversation regarding the use of AI.

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

VOTED: To adjourn the meeting at 5:04 pm

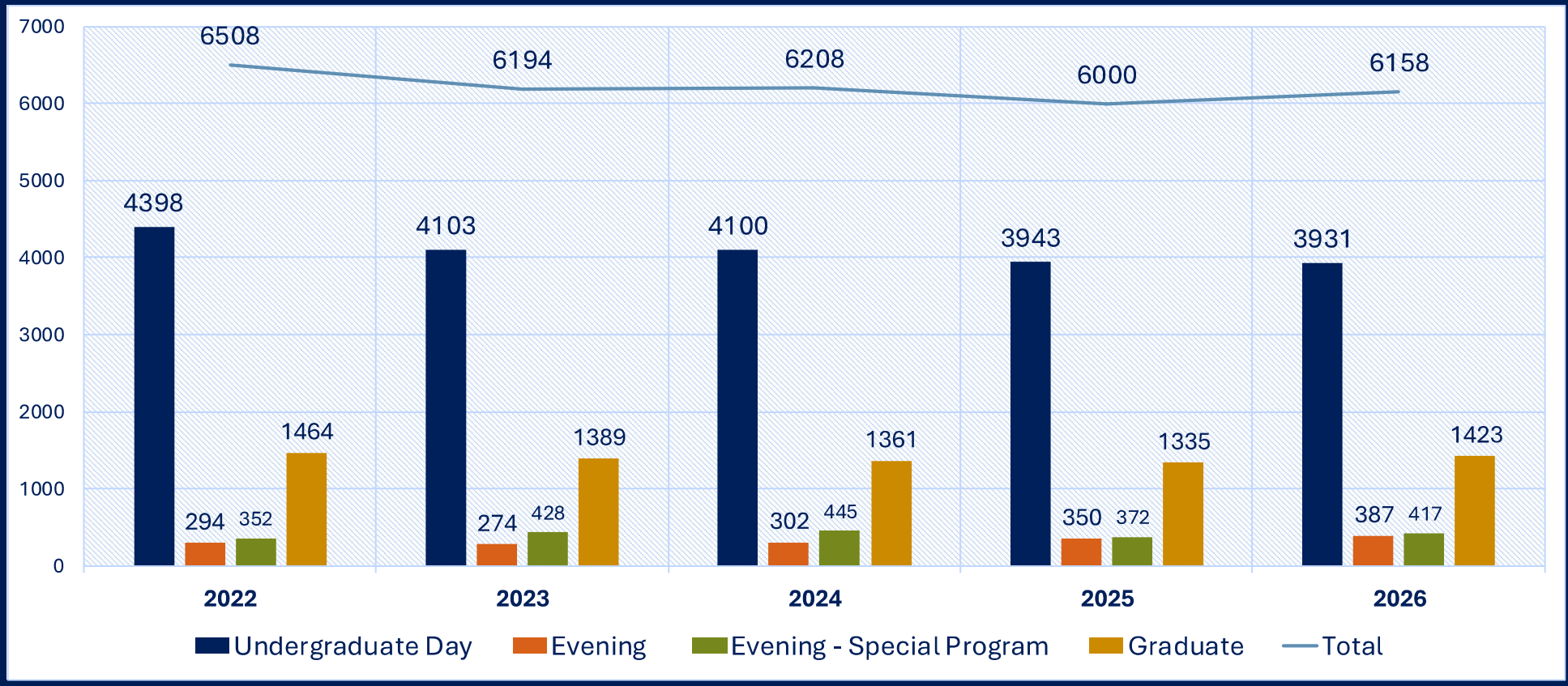
Voting in the affirmative: Avery, Billings, Inman, Lancome

Voting against: None

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

Attachment A

a. Fall Enrollment - Headcount



Source: IR&A Fiscal Year Headcount Trend by Student Academic Division - webpage as of 9.28

b. Housing Data: Fall 2020 - 2026 Longitudinal

Semester/Year	Fall Occupancy (actual)	Occupancy Goal	% of Goal	MSCBA Design	% Bed occupied per MSCA Design
FA 20	934	1253*	75%	2282	41%
FA 21	1511	1586**	95%	2282	66%
FA 22	1595	1706^	93%	1926^	83%
FA 23	1528	1706***	90%	1926	79%
FA 24	1573	1585	99%	1926	82%
FA 25	1491	1634	91%	1926	77%
FA 26	1483	1600	93%	1926	77%

** *FA21 Housing Options Adjusted Due to COVID (Only Singles Offered)*

*** *FA22 Housing Options Adjusted Due to COVID and the discontinuation of use of Bates complex*

**** *FA23 Housing Options Adjusted Due to gradually returning to Designed Occupancy post COVID*

^ *MSCBA Design value reduced to 1,926 due to the closure of the Bates complex*

Attachment B



II. External Landscape

Impact on Recruitment and Retention

Direct

- Instability in US Department of Education – Unknown Territory
- Federal Loans
  - Unexpected aid reductions and balances owed when students change classes
  - Parent PLUS Loan lifetime and annual limits
  - Elimination of the Graduate Plus Loan
- International Students
  - Revocation of Temporary Protected Status
  - Visa Processing Delays

Watching

- Trio and Upward Bound - Funding Uncertainty

Attachment C

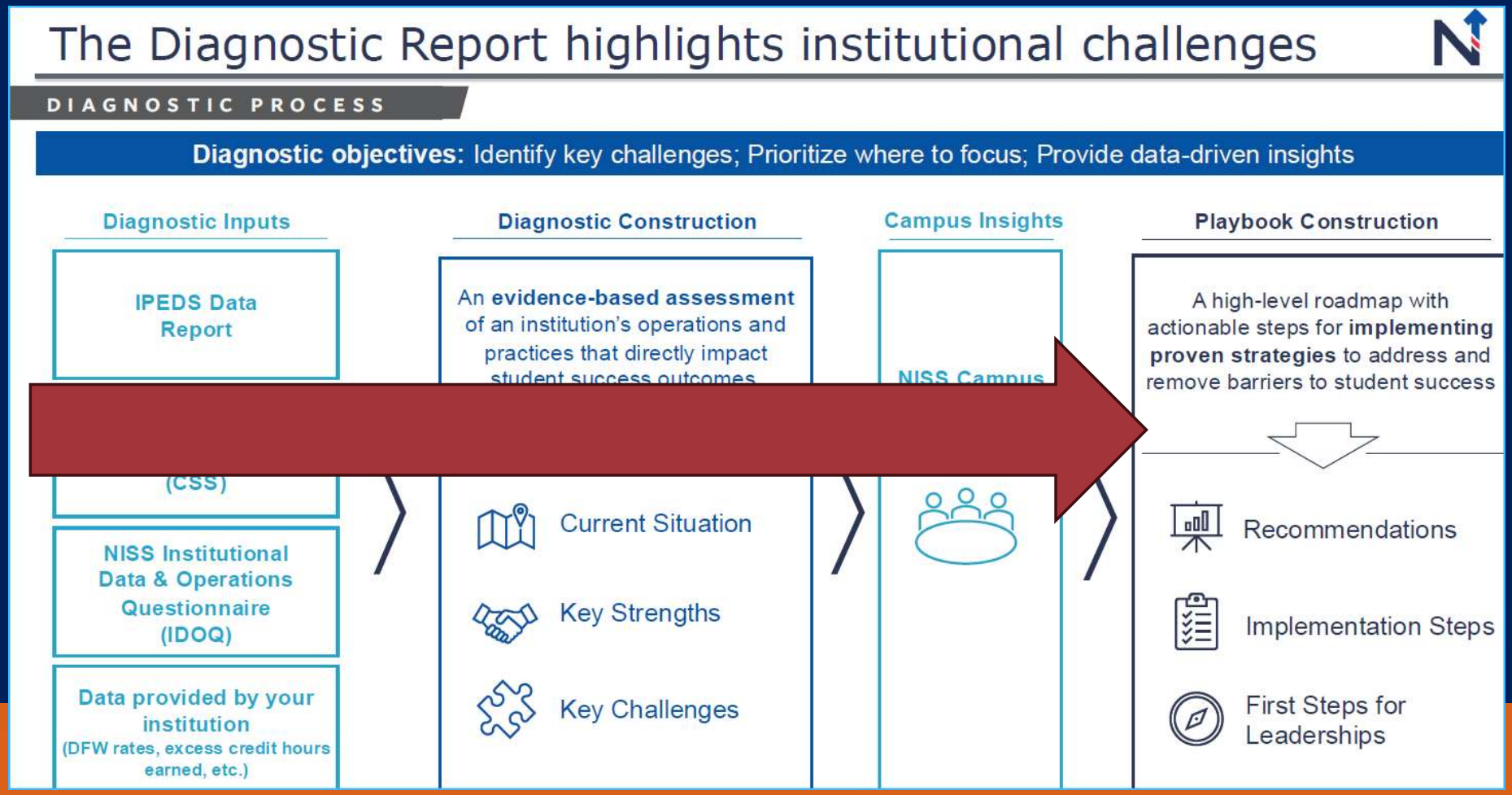


NISS's approach is founded on compelling evidence that colleges and universities inadvertently create administrative and bureaucratic obstacles to college access, progression and completion.

NISS helps universities identify these barriers to completion and remove them.



Overview


The Diagnostic Report highlights institutional challenges
DIAGNOSTIC PROCESS
Diagnostic objectives: Identify key challenges; Prioritize where to focus; Provide data-driven insights
Diagnostic Inputs
IPEDS Data Report
(CSS)
NISS Institutional Data & Operations Questionnaire (IDOQ)
Data provided by your institution
(DFW rates, excess credit hours earned, etc.)
Diagnostic Construction
An evidence-based assessment of an institution's operations and practices that directly impact student success outcomes
Current Situation
Key Strengths
Key Challenges
Campus Insights
NISS Campus
Playbook Construction
A high-level roadmap with actionable steps for implementing proven strategies to address and remove barriers to student success
Recommendations
Implementation Steps
First Steps for Leaderships

Challenges Identified

- Underdeveloped academic pathways and supports in the first year
- Untapped potential in university-wide academic advising
- Underutilized data to support students academically
- Undercoordinated student-facing communications

Recommendations



Develop and scale intentional, guided pathways and structured learning opportunities **that connect first-year students to right-fit majors** and essential supports



Standardize advising systems, training and practices for faculty and professional advisors to ensure students receive consistent and proactive support across all programs and departments



Improve the **quality of and access to actionable student data** to empower faculty and staff to make timely, proactive, and data-informed decisions about high **DFW courses**, **course scheduling,** program design and the alignment of academic supports



Coordinate student communications and scale the use of testing and **an AI-enabled chatbot** to better answer student questions and to direct well-time, proactive and personalized information, including critical financial outreach, to all students.

NISS Implementation – What's Next?

- ✓ State is providing funding for support for the next 2.5 years
- ✓ Project Sponsors – Bonnie Galinski and David Silva
- ✓ Recommendation is to focus on two pillars in the first year
- ✓ Select leads and working groups for each pillar
- ✓ Campus visit with the NISS Implementation Team & Coaches

Recommended First Steps



Standardize experiences for students in the first year

- Form a working group to make recommendations within the next six months for establishing Meta-Major-Based Freshman Learning Communities and standardizing the First-Year Seminar (FYS) course for all students.



Develop an institutional standard of advising care

- Establish and empower an Academic Advising Council (AAC) and charge it with creating a standard of advising care for all Salem State students and developing standardized training and practices for all faculty and professional advisors.



Establish a single source of truth

- Establish the Student Success Data Council and charge it with assessing DFW rate data each semester and leading a process of discussion and action in response across Salem State departments and majors.



Strategically align student-facing communications

- Appoint a cross-functional Student Communications Committee to map out current communications and propose a coordinated outreach policy to ensure all student success units can effectively communicate with students

Attachment D

Intro to Data Dashboards

- Facts & Figures
- Viking Connect

Admissions, Enrollment Retention, and Graduation

Financial Aid & Earnings Outcomes

DHE PMRS Dashboard

Human Resources *and more!*

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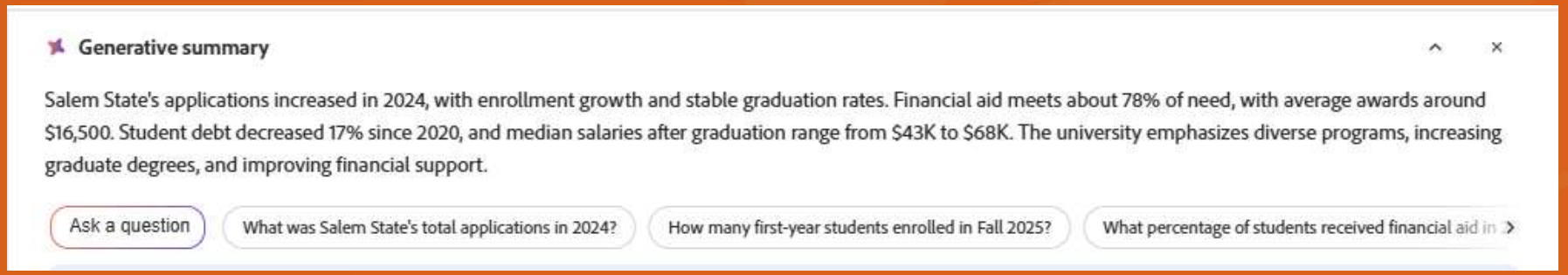
Facts & Figures vs. Viking Connect

	Facts and Figures	Viking Connect
Where	salemstate.edu/figures	Viking Connect > Institutional Research and Assessment (livesalemstate.sharepoint.com)
Who can see it	Anyone, no login	Salem State login required
What it's for	Headline numbers at a glance	Deeper analysis and internal planning
How it works	Fixed summary views	Interactive Power BI reports with filters (college, cohort, demographics)
Best for	"What's our enrollment?"	"How has retention changed for first-generation students in one college?"

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Executive Summary

Salem State University combines broad academic offerings, strong faculty credentials, a diverse student population, high levels of student satisfaction, substantial financial aid, and improving affordability outcomes. The university serves more than 6,000 students, maintains a strong commitment to access and inclusion, and demonstrates positive post-graduation outcomes through lower student debt and competitive alumni earnings. salemstate



The Salem State Difference > Facts & Figures

salemstate.edu/figures

A Solid Investment

Financial Aid Awarded

99.5% of students with financial need received aid in 2024-25, with an average package for full-time undergraduates of $16,567.* Salem State's average award for first-time, full-time students increased by 92% from 2021-2024.

*includes all types of aid.

Debt at Graduation

Salem State graduates averaged $20,587 in debt at graduation, a 17% decrease in graduating student debt compared to 2020.

25% of the class of 2026 reported graduating with no student loan debt.*

*based on 2026 Graduating Senior Survey.

Earnings Potential

Five years after graduation, Salem State alumni report average salaries $3,000 higher than the MA state university average.

Looking for More?

Read additional facts and figures about Salem State.

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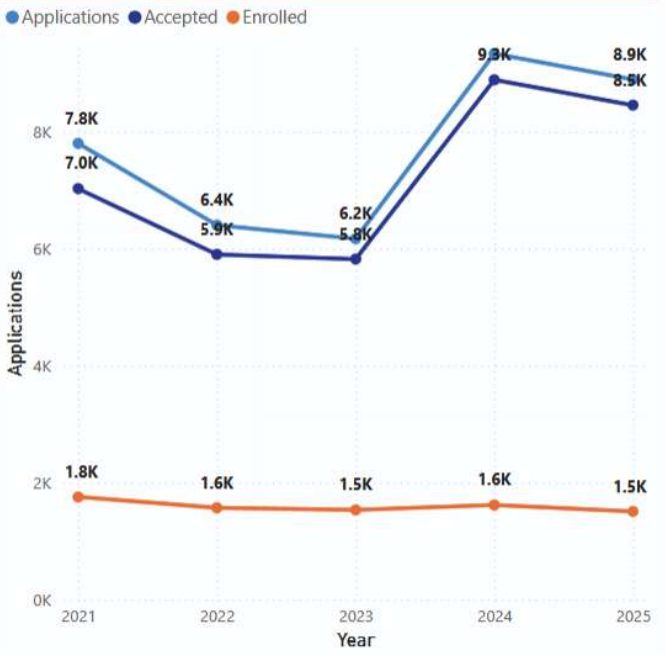
Admissions

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Facts and Figures

Completed Applications, Accepted, and Enrolled



Admissions

Year	Applications	Accepted	Enrolled
2021	**7,803**	**7,029**	**1,760**
First Year	6,287	5,659	939
Graduate	755	679	432
Transfer	761	691	389
2022	**6,405**	**5,905**	**1,574**
First Year	5,093	4,719	863
Graduate	650	589	360
Transfer	662	597	351
2023	**6,173**	**5,825**	**1,538**
First Year	4,852	4,637	810
Graduate	643	593	379
Transfer	678	595	349
2024	**9,337**	**8,890**	**1,622**
First Year	7,953	7,625	858
Graduate	669	610	369
Transfer	715	655	395
2025	**8,893**	**8,455**	**1,511**
First Year	7,496	7,188	777
Graduate	681	616	340
Transfer	716	651	394
Total			

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Facts and Figures

Top High Schools of Incoming First-Year Students (Fall 2021-Fall 2025)

High School	2021	2022	2023	2024	2025
Lynn Classical High School	19	40	30	23	49
Lynn English High School	21	24	25	26	45
Peabody High School	33	30	31	25	19
Lynn Voc-Tech Institute	20	31	21	35	24
Essex Technical High School	27	25	25	18	14
Everett High School	23	30	12	24	20
Salem High School	18	28	34	13	14
Revere High School	23	20	18	19	14
Northeast Metro Tech High Sch	17	19	5	22	18
Beverly High School	15	16	17	21	8
Salem Academy Charter School	24	10	17	9	12
Saugus High School	13	12	15	14	9
Danvers High School	22	8	9	10	10
Malden High School	11	9	9	11	18
Woburn High School	10	5	12	15	5
Chelsea High School	5	6	10	14	10
Gloucester High School	9	12	8	8	8
Swampscott High School	7	4	9	7	10

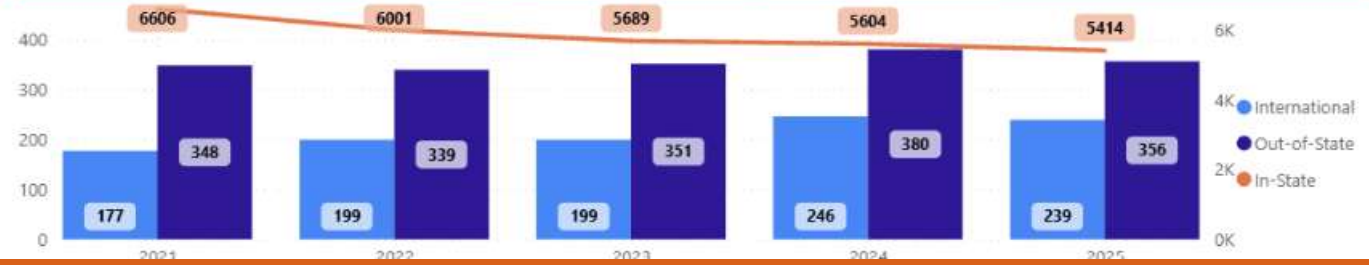
Top Colleges of Incoming Transfer Students (Fall 2021-Fall 2025)

College Name	2021	2022	2023	2024	2025
North Shore Community College	121	102	99	124	138
Bunker Hill Community College	34	24	23	25	29
Middlesex Community College	31	24	15	24	21
Northern Essex Community College	22	11	8	23	19
University of Massachusetts-Boston	9	4	5	7	5
University of Massachusetts-Lowell	9	5	6	6	4
Massachusetts Bay Community College	5	2	5	4	11
Massasoit Community College	3	6	6	5	6
Southern New Hampshire University	3	3	6	4	6
University of Massachusetts-Amherst	6	5	3	1	3
University of New Hampshire	3	3	3	4	4
Westfield State College	2	7	1	2	4
Bridgewater State College	3	6	6		
Curry College	4	4	1	5	1
Mount Wachusett Community College	3	3	1	7	1
Quinsigamond Community College	4	4	1	3	2
Quincy College	3	2	3	2	3
Holyoke Community College		3	3	3	3

Top Cities of Incoming First-Year Students (Fall 2021-Fall 2025)

City	2021	2022	2023	2024	2025
Lynn	68	102	82	95	124
Salem	42	38	51	22	26
Peabody	36	35	32	27	21
Everett	27	34	14	28	23
Wakefield	29	24	9	27	23
Hathorne	27	25	25	18	14
Revere	23	20	18	19	14
Malden	15	11	14	15	27
Saugus	14	16	20	17	15
Boston	21	13	14	15	16
Beverly	15	16	17	22	8
Danvers	22	9	11	10	11
Haverhill	9	13	8	8	12
Billerica	17	13	8	9	2
Chelsea	5	6	11	16	10
Woburn	10	5	12	15	5
Gloucester	9	12	8	8	8
Swampscott	7	4	9	7	10

Student Enrollment by Residency (Fall 2021-Fall 2025)



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Facts and Figures

Financial Aid Fall 2024



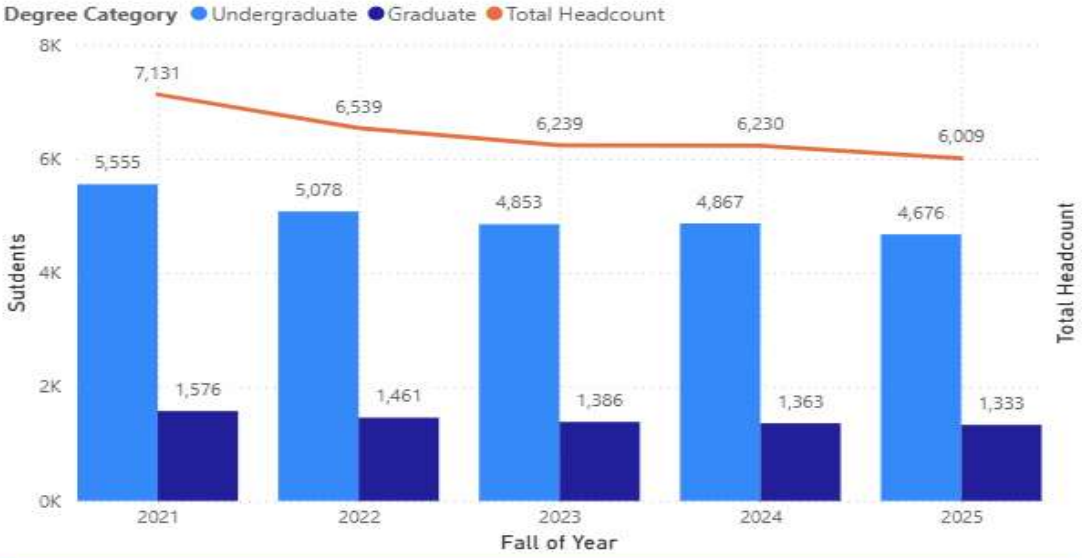
		Full-time First-time First-Year	Full-time Undergrad	Less than Full-time Undergrad
Number of degree-seeking undergraduates students who applied for need based financial aid.	4,333 Total Students	782	3,165	386
Percentage of students applied for Financial Aid that were determined to have need.	79.16% / 78.58% / 79.02%	79.16%	78.58%	79.02%
Percentage of students determined to have need who were awarded financial aid.*	99.84% / 99.52% / 94.43%	99.84%	99.52%	94.43%
Average financial aid package for students with need that received aid.*	$16.4K / $16.6K / $10.0K	$16,403	$16,567	$10,021
Percentage of need that was met of students who were awarded any need-based aid.	75.24% / 78.54% / 60.48%	75.24%	78.54%	60.48%

*Includes any type of aid

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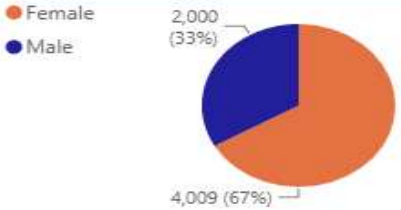
Facts and Figures

Student Enrollment Overview (Fall Term)

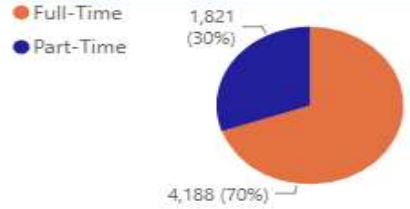


Fall 2025

Gender



Registration Level



Ethnicity	Headcount	YoY Change
Asian	200	-2 ▼
Black or African American	493	8 ▲
Hispanic or Latino (of any race)	1,535	93 ▲
Non-resident Alien	239	-7 ▼
Race and Ethnicity Unknown	233	1 ▲
Two or more races	199	-12 ▼
White	3,099	-303 ▼

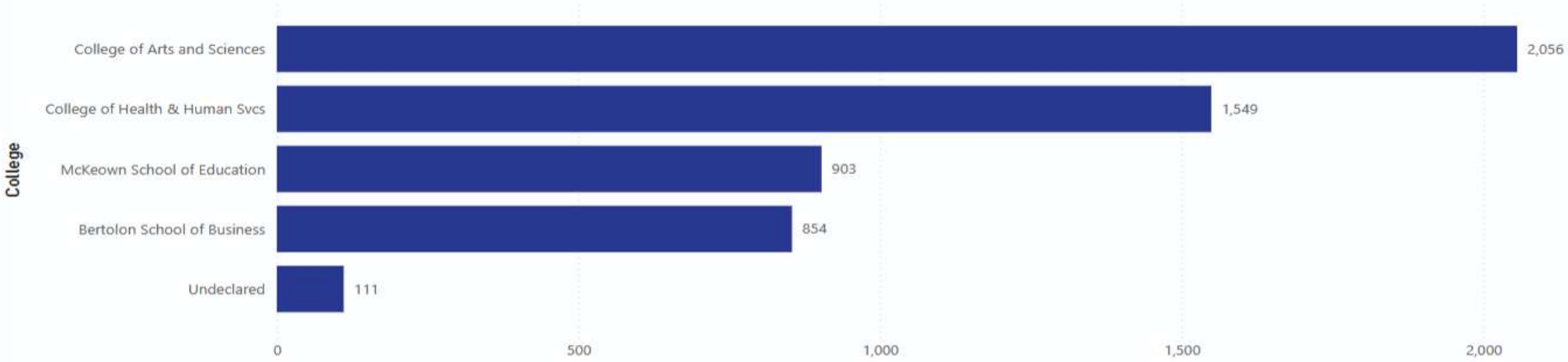
Percentage of Pell Eligible Students



Top 5 Majors	Headcount	YoY Change
Business Administration	828	-15 ▼
Nursing	586	82 ▲
Psychology	377	-52 ▼
Criminal Justice	327	2 ▲
Biology	238	-12 ▼

Enrollment by College

Fall 2025 Headcount by College

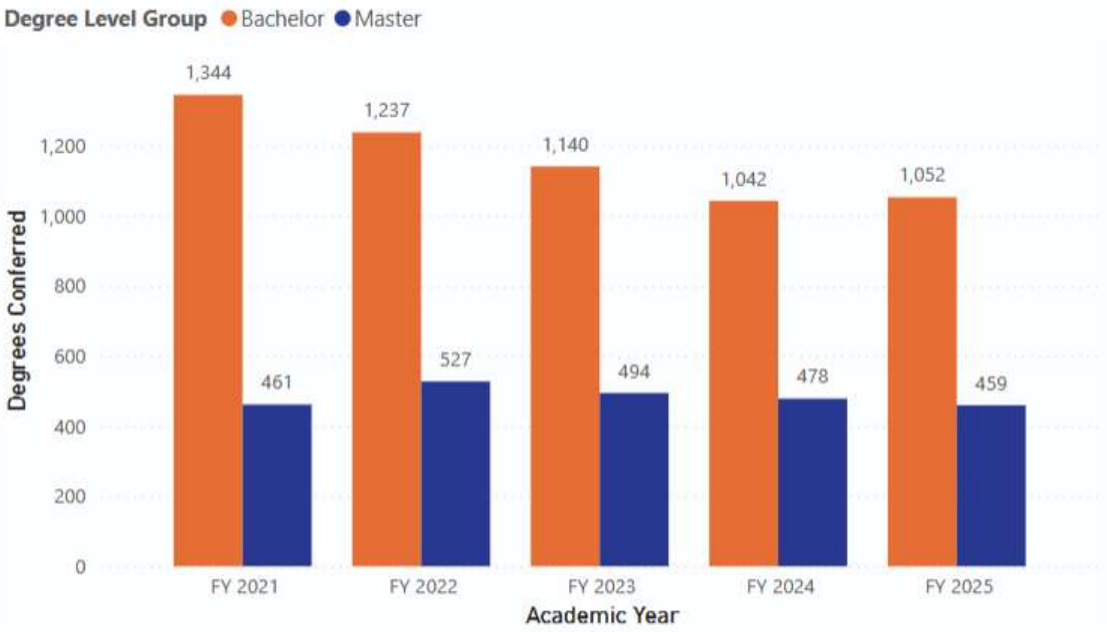


	2021	2022	2023	2024	2025
Bertolon School of Business	994	889	850	875	854
Coll of Continuing & Prof Stud	506	484	565	574	492
College of Arts and Sciences	2,527	2,250	2,185	2,200	2,060
College of Health & Human Svcs	1,802	1,702	1,548	1,488	1,549
McKeown School of Education	973	934	816	883	903
Undeclared	228	207	188	158	111
Total	**7,030**	**6,466**	**6,152**	**6,178**	**5,969**

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Facts and Figures

Degrees Conferred



	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Bachelor	1,344	1,237	1,140	1,042	1,052
Certificate of Adv. Grad. Study	60	68	60	79	64
Certificates	10	3	5	1	17

Fall 2025

Total Degrees Conferred 2024-25

1,708



Race and Ethnicity Group	Degrees Conferred 2024-25	Change from Previous Year
American Indian or Alaskan Native	1	-1 ▼
Asian or Pacific Islander	49	3 ▲
Black or African American	128	31 ▲
Hispanic or Latino	265	-14 ▼
Two or more races	54	12 ▲
U.S. Non-resident	63	1 ▲
Unknown	18	3 ▲
White	1,130	56 ▲
Total	**1,708**	**91**

Degree Level Group	Degrees Conferred 2024-25	Change from Previous Year
Bachelor	1,052	10 ▲
Certificate of Adv. Grad. Study	64	-15 ▼

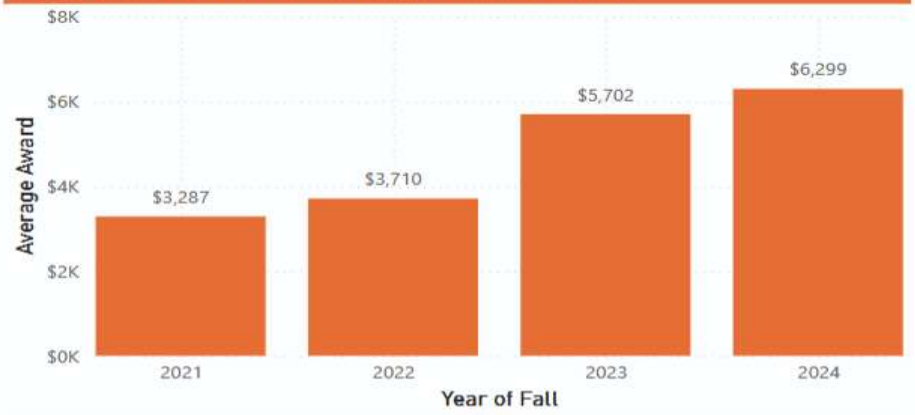
The Salem State Difference

Facts and Figures

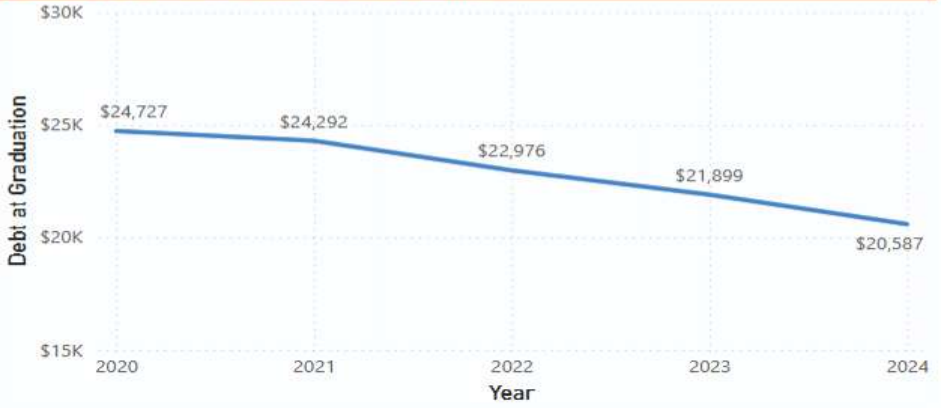
$6,299
Avg. Award Fall 2024

92%
Increase from 2021 to 2024

Average Award for First-Time Full-Time Students



Average Student Loan Debt at Graduation



$20,587
Avg. Loan Debt 2024 Grads

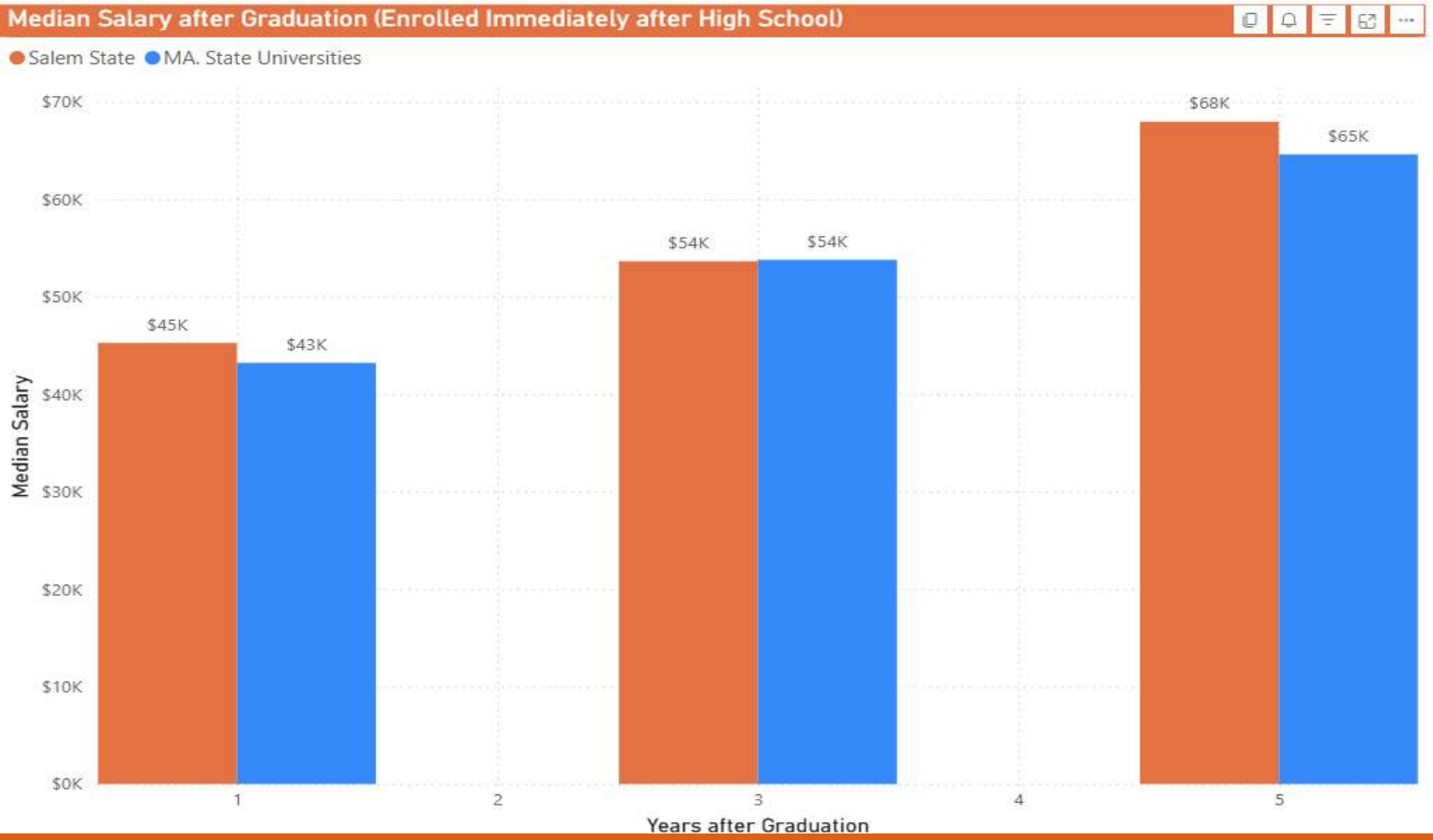
17%
Decrease from 2020 to 2024

Full-Time First-Time Financial Aid Fall 2024

	Students
Full-Time First-Time Degree/Certificate Seeking Students	837
Full-Time First-Time Degree/Certificate Seeking Students awarded any Federal Work Study, Loans to students, Grant or scholarhips (federal/state/local government, the institution, or other source known by the institution).	798

	Average Amount	% Full-Time First-Time Students Awarded Aid
Grant or scholarship awarded (not including student loans)	$11,671	95%
Federal Pell grants awarded	$6,314	54%
Federal loans to students	$5,129	56%
Other loans to students (including private loans)	$15,535	11%

FY 2017 Graduate Post-Enrollment Earnings



Years after Graduation	Salem State	MA. State Universities
1	$45,248	$43,207
3	$53,627	$53,780
5	$67,948	$64,597

* Data pulled from Massachusetts Department of Highe Education's (DHE) Performance Measurement Reporting System (PMRS). Salaries inflation adjusted to 2023.

MA. State Universities include: Bridgewater State University, Fitchburg State University, Framingham State University, Westfield State University, and Worcester State University.

FA26 Retention

Salem State Office of Institution Research & Assessment

One Year Retention Tracker

Ethnicity: All

Gender: All

On Campus: All

College: All

Admitted Program: All

Total Cohort

769

FT Freshman

Date	Count	Percent Enrolled
6/2/2026	570	74.1%
6/9/2026	570	74.1%
6/15/2026	571	74.3%
7/12/2026	567	73.7%
7/15/2026	566	73.6%
7/21/2026	568	73.9%
7/28/2026	568	73.9%
8/4/2026	570	74.1%
8/11/2026	569	74.0%
8/18/2026	575	74.8%
8/25/2026	579	75.3%
9/1/2026	580	75.4%
9/8/2026	579	75.3%
9/15/2026	581	75.6%
9/22/2026	580	75.4%

Total Cohort

317

FT Transfer

Date	Count	Percent Enrolled
6/2/2026	248	78.2%
6/9/2026	248	78.2%
6/15/2026	250	78.9%
7/12/2026	255	80.4%
7/15/2026	255	80.4%
7/21/2026	258	81.4%
7/28/2026	258	81.4%
8/4/2026	259	81.7%
8/11/2026	259	81.7%
8/18/2026	260	82.0%
8/25/2026	261	82.3%
9/1/2026	265	83.6%
9/8/2026	267	84.2%
9/15/2026	268	84.5%
9/22/2026	269	84.9%

Total Cohort

77

PT Transfer

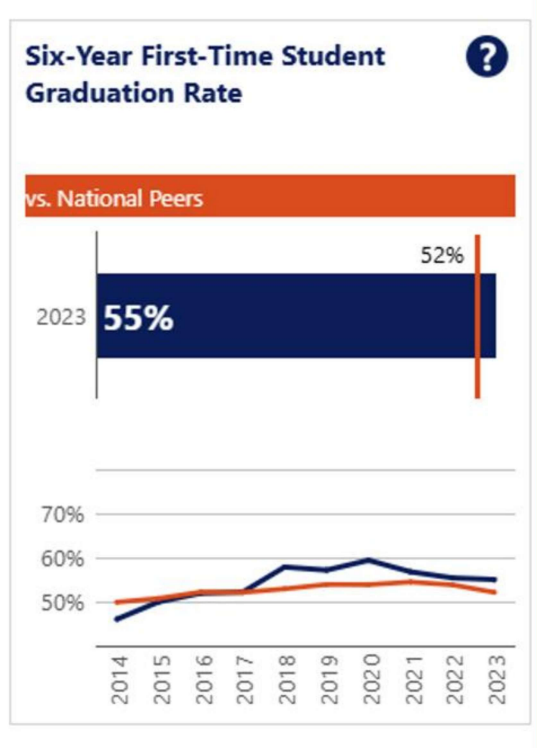
Date	Count	Percent Enrolled
6/2/2026	58	75.3%
6/9/2026	58	75.3%
6/15/2026	58	75.3%
7/12/2026	59	76.6%
7/15/2026	60	77.9%
7/21/2026	60	77.9%
7/28/2026	58	75.3%
8/4/2026	58	75.3%
8/11/2026	58	75.3%
8/18/2026	58	75.3%
8/25/2026	61	79.2%
9/1/2026	63	81.8%
9/8/2026	64	83.1%
9/15/2026	64	83.1%
9/22/2026	64	83.1%

DHE Data Center

PMRS:
https://www.mass.edu/datacenter/home/home.asp



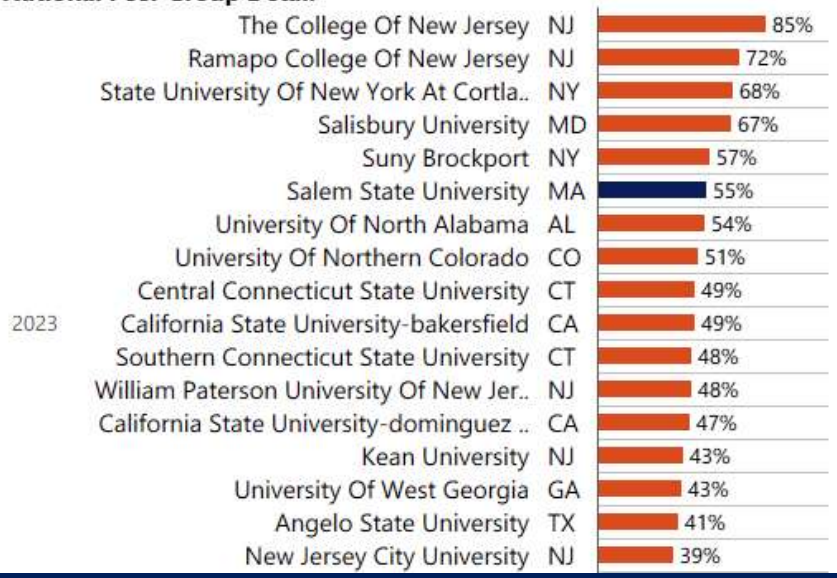
PMRS Graduation Rate



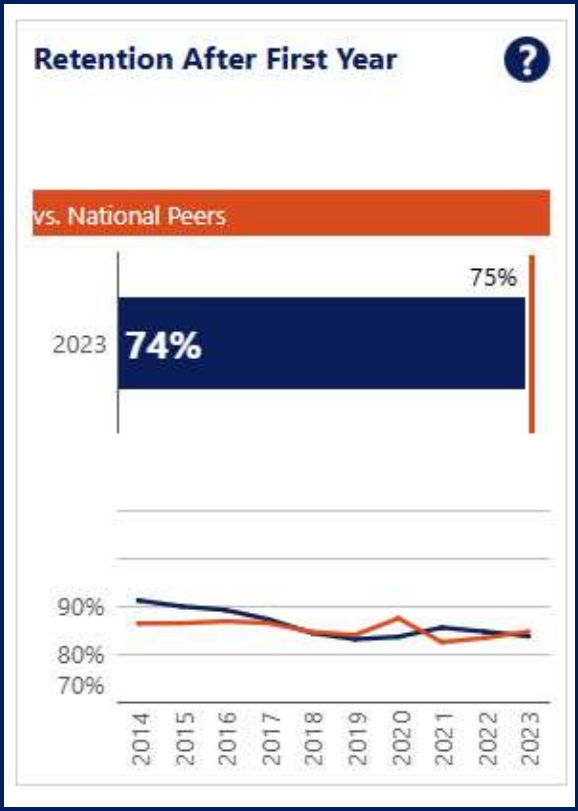
Six-Year First-Time Student Graduation Rate (2023)
National Peer Group: **52%**

On this metric, comparison is made to similarly situated institutions throughout the United States.

National Peer Group Detail



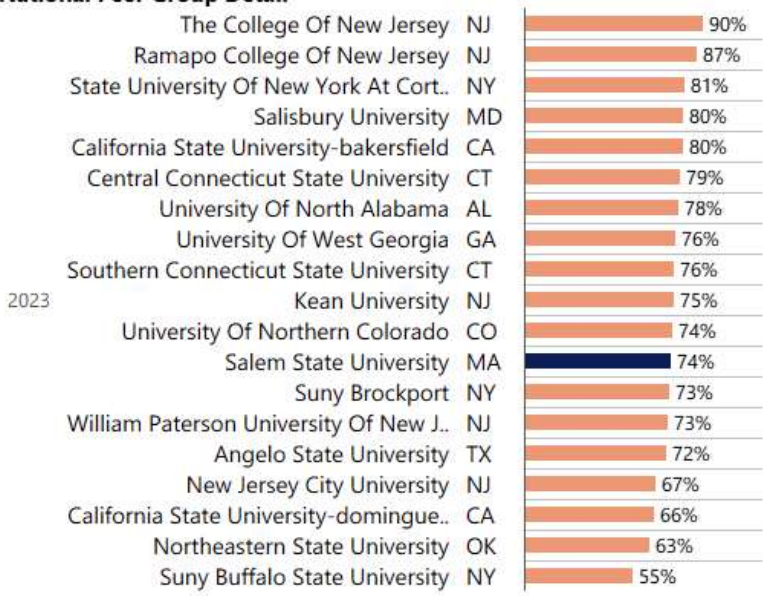
PMRS First-Year Retention Rate



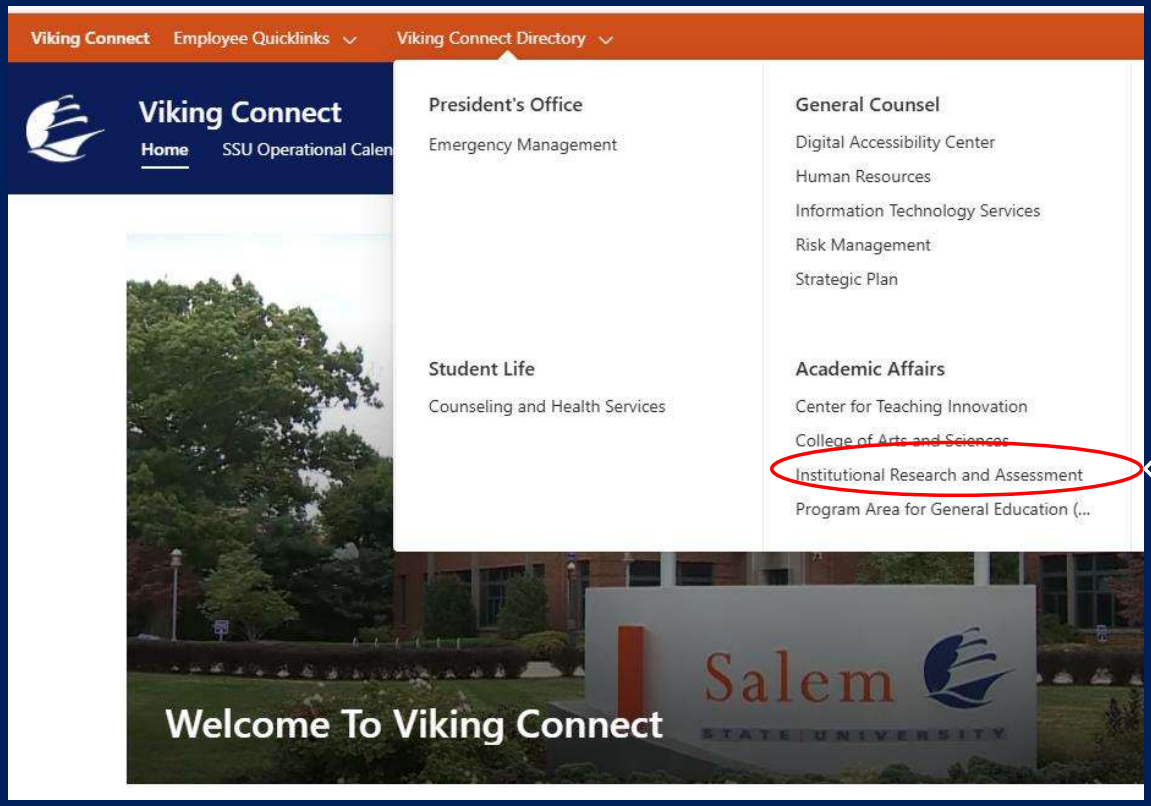
First-Year Retention Rate (2023)
National Peer Group: **75%**

On this metric, comparison is made to similarly situated institutions throughout the United States.

National Peer Group Detail



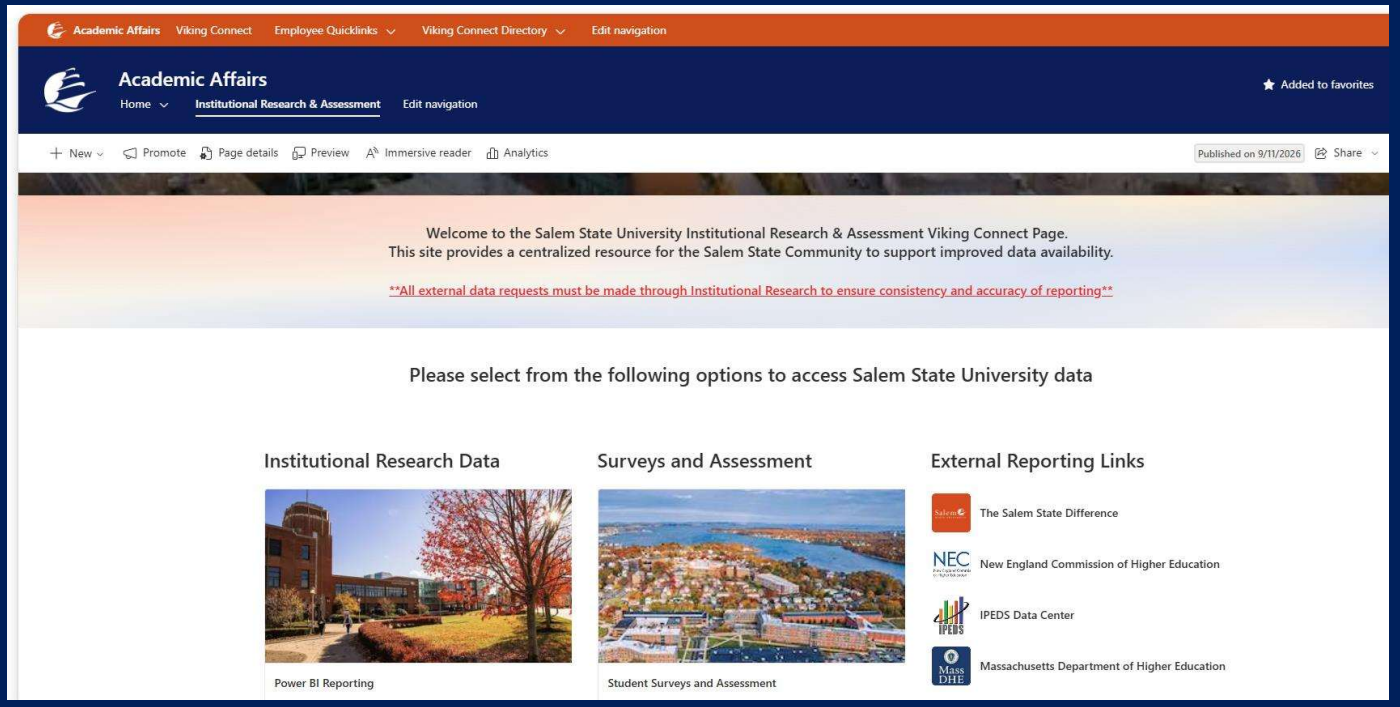
Institutional Research – Viking Connect



Salem State Human Resources data can be found by following the Institutional Research and Assessment link on the Viking Connect home page.

Institutional Research – Viking Connect

The Institutional Research and Assessment link brings you to our Viking Connect page with various options for institutional and external data.



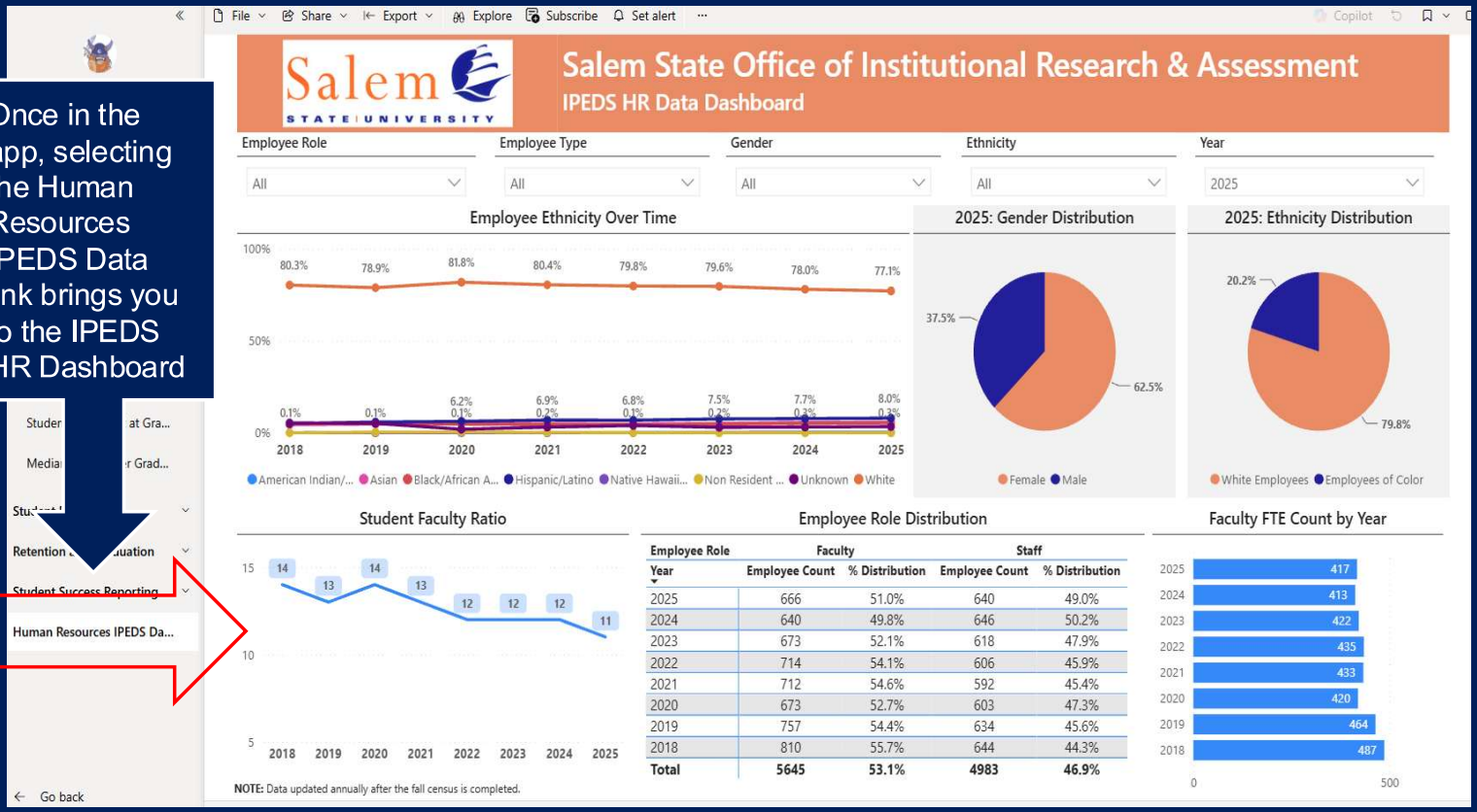
Human Resources IPEDS Data

Salem State Human Resources data can be found by following the Institutional Research tile for our published Power BI reporting app.



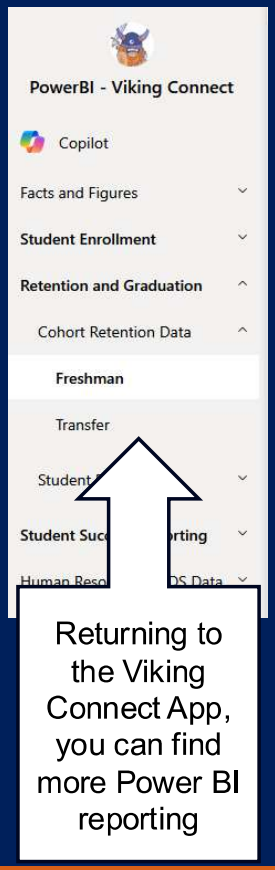
Human Resources IPEDS Data

Once in the app, selecting the Human Resources IPEDS Data link brings you to the IPEDS HR Dashboard



Employee Role	Faculty		Staff	
Year	Employee Count	% Distribution	Employee Count	% Distribution
2025	666	51.0%	640	49.0%
2024	640	49.8%	646	50.2%
2023	673	52.1%	618	47.9%
2022	714	54.1%	606	45.9%
2021	712	54.6%	592	45.4%
2020	673	52.7%	603	47.3%
2019	757	54.4%	634	45.6%
2018	810	55.7%	644	44.3%
Total	5645	53.1%	4983	46.9%

Cohort Retention & Graduation Rates



Returning to the Viking Connect App, you can find more Power BI reporting

Retention and Graduation Rate - Freshman

Note : All filter categories are from entering year of students at Salem State University. Students may not have retained or graduated in the same categories of entering year.

Gender	Ethnicity	SBA	On_Campus	HS_GPA Range	FT/PT
Multiple selections	All	All	All	All	Multiple selections

Fall Cohort Year	Cohort	1 Year Retention & Graduation Rate	2 Years Retention & Graduation Rate	3 Years Retention & Graduation Rate	4 Years Graduation Rate	5 Years Graduation Rate	6 Years Graduation Rate
2014	1,148	79.18%	67.68%	64.02%	42.68%	55.84%	58.45%
2015	1,093	78.77%	67.15%	62.85%	41.54%	54.53%	56.36%
2016	1,145	76.24%	64.28%	60.35%	41.75%	51.44%	54.76%
2017	1,094	73.77%	62.52%	60.05%	40.49%	51.10%	54.48%
2018	1,111	72.46%	59.77%	56.53%	35.55%	45.99%	49.23%
2019	1,011	73.29%	62.02%	54.80%	33.63%	45.30%	48.37%
2020	996	74.50%	59.34%	54.62%	36.75%	48.90%	
2021	939	72.95%	61.13%	58.15%	38.76%		
2022	863	73.35%	60.72%	58.05%			
2023	810	74.94%	61.36%				
2024	858	74.94%					
2025	777						

TRIO	STEP
All	All

Entering Major	Entering SSU College
All	All

Honors

All

