

REQUEST FOR TRUSTEE ACTION

Date: May 21, 2019
To: Board of Trustees
From: Finance & Facilities Committee
Subject: FY 2020 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. Should the state appropriation or other assumptions differ materially from the estimates, a recommended revised budget will be brought forward to the board to consider as appropriate. Fee rates are recommended to the Board in a separate motion and incorporated in the budgeted revenue figures. The approval of the budget includes approval for each separate trust fund as shown on the FY 2020 Trust Fund Budgets schedule included in the budget package.

MOTION

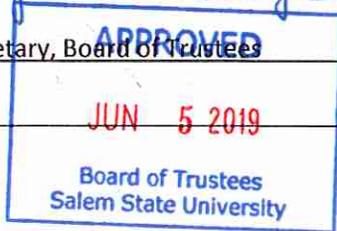
The Finance and Facilities Committee hereby recommends that the Board of Trustees approve the following motion pertaining to the attached FY 2020 Salem State University All Funds Budget.

Recommended motion

The Board of Trustees of Salem State University hereby approves the Fiscal Year 2020 All Funds Budget as recommended by the president and as shown in the attached FY 2020 Salem State University All Funds Budget at the level of \$183.6 million in Managed Expenses. This action includes approval of the FY 2020 Trust Fund Budgets and the Contracts Exceeding \$500,000 each as included in the budget package. Additionally, approval of the budget includes approval for the university to implement a Voluntary Separation Incentive Plan (VSIP). The financial model for the VSIP relies on approximately \$2.5 million in one-time funding from reserves and would result in recurring net labor savings of \$6.6 million (salaries and fringe benefits costs) in future years. The president and other officers of the university are hereby authorized to do all things and take all actions deemed necessary to implement this decision.

Committee Assigned: Finance & Facilities
Committee Action: Approved
Date of Action: May 22, 2019
Trustee Action: Approved
Trustee Approval Date: June 5, 2019
Effective Date: June 5, 2019

Signed: [Signature]
Title: Secretary, Board of Trustees
Date: [Signature]



FY 2020 Salem State University All Funds Budget

“Salem State's mission is to provide a high quality, student-centered education that prepares a diverse community of learners to contribute responsibly and creatively to a global society, and serve as a resource to advance the region's cultural, social and economic development.”



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. For completed years, the bottom line agrees to the audited financial statement presentation. Certain non-cash items are not controllable or predictable by the university and are therefore budgeted at zero. Refer to “Composition of the Budget and Relationship to Generally Accepted Accounting Principles (GAAP)” for further information.

Trust Funds

Appendix I is a matrix to assist the reader to understand the definition of each Trust Fund. In accordance with the university's [Trust Fund Guidelines](#) approved by the Board of Trustees in June 2016 and revised in October 2017, the Trust Funds Budget displays the budgeted revenues, expenses, and changes in net position for each of the official Trust Funds in a columnar format (see Exhibit 2).

Budget Overview

Salem State University presents its Fiscal Year 2020 All Funds Budget with Managed Revenues of \$181.1 million and Managed Expenses of \$183.6 million (see Exhibit 1). As is described below, the university's FY 2020 budget includes a one-time draw of \$2.5 million in reserves to fund compensation expenses for the Voluntary Separation Incentive Program (VSIP.) The budget relies on assumptions regarding all activities as of mid-May 2019 which is especially relevant for student enrollment, tuition and fee rates, and state appropriations. Non-cash revenues and expenses, primarily depreciation, is projected to result in an overall reduction of Net Position by \$9.7 million.

Key Elements of the Budget are Summarized Below

Key Elements Summary - FY 2020 Budget	Projected FY 2019	Budget FY 2020	Amount Variance	Percent Variance
Revenue: Price & Enrollment				
In-state, commuter (rate)	\$10,884	\$11,284	\$400	3.7%
Out-of-state, commuter (rate)	\$17,640	\$18,065	\$425	2.4%
Undergraduate Day Enrollment (Headcount - average of Fall & Spring)	5,744	5,480	(264)	-4.6%
Tuition & Fee Revenue (\$M, net of financial aid)	\$62.133	\$60.460	(\$1.673)	-2.7%
State Support				
State Appropriation (\$M, GAA incl. CBA, Formula Funding)	\$47.211	\$48.243	\$1.032	2.2%
Compensation				
Salary & Wages (\$M, Benefitted faculty & staff)	\$72.239	\$70.781	(\$1.457)	-2.0%
Fringe Benefits Expense (\$M)	\$27.633	\$28.787	\$1.154	4.2%
Benefits Rate (including taxes)	36.62%	37.99%	1.37%	
Facilities Related Expenses				
Utilities Expense (\$M)	\$4.208	\$4.367	\$0.159	3.8%
Debt Service Expense (\$M, Assessment + Interest Expense)	\$16.537	\$16.796	\$0.259	1.6%
Depreciation & Amortization (\$M, non-cash expense)	(\$9.519)	(\$9.848)	(\$0.329)	3.5%
Major Capital Projects	none	none		
Managed Net Income (\$M)	\$4.102	(\$2.507)	(\$6.609)	-161.1%
Overall Add to (Use of) Net Position (\$M)	(\$5.553)	(\$9.734)	(\$4.180)	75.3%

Enrollment Challenges

At the time of finalizing the FY 2020 budget, the university continues to experience declining undergraduate enrollment. This trend is driven by multiple factors including a declining number of high school graduates, a reduction in transfers from local community colleges, a reduction of returning students and an increase in the 4-year graduation rates (thus reducing 5th and 6th year registered students). However, the university continues to improve and enhance enrollment management methodologies with a significant investment with the Education Advisory Board (EAB) Enrollment

Services division. For FY 2020 we have increased recruitment visits to local feeder high schools, increased on-the-spot events at our feeders, identified pockets of potential students outside of Massachusetts, and implemented a marketing and web application to encourage application submissions. Even with these aggressive marketing endeavors, the FY 2020 budget assumes an additional enrollment shortfall of 275 undergraduate day students (as compared to the FY 2019 budget.) The university will continue increasing its investment in financial aid by initiating an awarding tactic based on need/academic merit after a thorough review of data from EAB which should result in a higher net tuition revenue in the future. In addition, Salem State will launch new academic programs such as a MS in Athletic Training to increase its offerings to a changing marketplace that includes declines in college-going age students. Despite the pressures on undergraduate and continuing education enrollment totals, the university takes pride in the gains made towards the Massachusetts Department of Higher Education (DHE) system goals of college participation, college completion and closing achievement gaps.

New Dining Plan and Associated Accounting Change

Beginning June 1, 2019 the university will welcome a new campus dining vendor, Aramark Educational Services, LLC, to replace Chartwells. With a new form of contract it is appropriate to change our accounting methodology to better reflect this sizable financial activity. This change in methodology results in a \$7.6 million increase to both the FY 2020 budgeted managed revenue and managed expenses. Removing the impact of the accounting change to provide comparability would result in the following differences between the FY 2020 budget and the FY 2019 projection:

FY20 Budget vs FY19 Projection, Adjusted for Dining Accounting Change

	\$M	%
Auxiliary Revenues	(0.274)	-0.90%
Total Managed Revenues	1.321	0.70%
Support Expenses	1.964	6.90%
Total Managed Expenses	7.930	4.50%

Multi Year Financial Projection (MYFP)

The university uses a multi-year financial projection (MYFP) in its management practices. Planning assumptions and revenue and expense projections were rolled forward for FY 2020 through FY 2023. This most recent version incorporates enrollment trends discussed above, strategic plan activities, fundraising campaign, and other planning assumptions, and has contributed to the decision to restructure the workforce size to reduce future compensation expenses.

Voluntary Separation Incentive Program (“VSIP”)

The executive team has prepared a Voluntary Separation Incentive Program (VSIP) which will reduce the size of the workforce by FY 2021 to address a structural budget deficit in light of declining enrollment. The expense estimate included in the FY 2020 budget for this program is \$2.5M above what would have been budgeted for the compensation of positions that will be eliminated after the incumbents separate. For the FY 2020 budget, the estimated costs are budgeted as one-time payments rather than salaries and the \$2.5 million draw on reserves is budgeted in the Use of Net Position category in the “Non-cash

Revenue/(Expense)” section of the Managed Revenues and Expenses report. The university projects to end FY 2019 with \$4.1 million in managed net income (as of Q3).

Benefitted Faculty & Staff

The FY 2019 budget for benefitted faculty & staff included a significantly larger turnover vacancy savings budget target of \$5.1 million. This target was attained in FY 2019 primarily through a hiring freeze, with careful, limited hiring based on strategic and operational needs. The FY 2019 hiring freeze led to the ability to abolish 68 vacant positions in the FY 2020 budget which, in turn, generated savings to balance the budget from the anticipated enrollment decline expected in FY 2020.

Gifts and Contributions

The FY 2020 budget for gifts and contributions assumes a baseline of \$1.4 million of baseline gifts and contributions, plus an additional \$771,000 of anticipated gifts related to a new fundraising campaign that is being actively planned. In addition, carry forward funds of \$250 thousand is included in the FY 2020 budget. These carry forward funds are for gift revenue that was received in previous years, but not expected to be spent until FY 2020.

Uncertainties

With input from a variety of sources, the effort to develop the FY 2020 All Funds Budget was significant. However, the following uncertainties are acknowledged:

- The Commonwealth’s budget process is not expected to be complete until summer 2019. It is not certain how much the university will receive in FY 2020 base appropriation and formula (performance) funding, from the Commonwealth. The Governor and the House Ways and Means included \$47.8 million for the university in their proposed base operating appropriations for FY 2020, an increase of \$1.0 million as compared to the FY 2019 projected actuals.
- While the Enrollment Management and Schools of Graduate Studies and Continuing and Professional Studies (DGCE) teams have worked hard to recruit students, any further change in undergraduate day enrollment or credit hour enrollment of DGCE students would impact revenue.
- Proposed tuition and fee rates incorporated in the development of the budget are being presented to the Finance and Facilities Committee and Board of Trustees concurrent with the budget (see Appendix IV) and are not yet approved.
- Approximately 93% of the full-time workforce is unionized. The Massachusetts State College Association (MSCA) Day contract expired on June 30, 2017. A new contract has been negotiated and was ratified by the union and approved by the DHE, however the university is waiting for the state funding process. Salary increases have been budgeted based on the ratified contract.
- There is no provision for Governmental Accounting Standards Board (GASB) 68 or GASB 75 non-cash expenses included in the FY 2020 budget. Actual amounts will be provided by the Commonwealth as FY 2020 is being closed.

Strategic Plan

As we move into the second year of the strategic plan, our four strategic goals remain: financial vitality, academic excellence, student success and collaboration, inclusion and stewardship. While budget challenges and staffing reductions have slowed progress on some elements of the plan, the budget for FY 2020 presented here supports the university efforts to meet or exceed the four goals of the strategic plan through:

- Investing in enrollment management methodologies including enhanced website activity and tracking, identification and engagement of prospective students, deposit campaigns and multiple financial aid leveraging techniques.
- Increasing student satisfaction and retention by implementing a Student Success Management System (SSMS) and an updated dining experience. With the imminent termination of the university's current student tracking program, MAP-Works, the university has fast tracked its efforts with EAB to provide a new and more powerful SSMS that allows us to add visibility to high-risk students, negative trending risks and to target interventions with students across multiple support services.
- Expanding our inclusive excellence initiative by initiating a national search for a new Chief Diversity and Inclusion Officer and a Director for Education and Training to lead the National Coalition Building Initiatives (NCBI), in addition to ongoing training and development available to all campus constituencies.
- Utilizing business intelligence (BI) data and reports to enhance academic program development for data-driven, academic program planning. With the rollout of this new BI initiative to the faculty and staff, we expect to see positive operational efficiencies by identifying class offering distribution issues, excess scheduled sections, and course and program-level bottlenecks. In addition, the new BI tools allow enrollment management to respond more quickly and responsively to changes in enrollment-related activity.
- Enhancing financial vitality and sustainability with a \$57,000 award for fossil fuel divestment voted on by the Board of Trustees; realigning ITS contracts to create a savings of \$36,000 while lowering future costs; and shifting to leasing technology equipment to lower costs while making endpoint review and replacement plans possible.

In addition, several other efforts have been underway, including enrollment and marketing planning, implementation of a five-year plan for critical repairs (deferred maintenance of facilities, in conjunction with DCAMM funding), academic program net revenue analysis, and evaluation of opportunities to expand on-line or hybrid delivery options. These activities will ensure the quality of programs, success of students, and vitality of the university's finances in the long run.

Implementation of the priorities of the strategic plan will lead to success in the following areas:

- Achieving success in the Massachusetts Board of Higher Education's "Big Three"; participation, completion, and closing achievement gaps
- Fostering a culture that values and operationalizes Inclusive Excellence
- Advancing our academic focus on Science & Healthcare as grounded in a strong Liberal Arts Foundation
- Preserving and promoting our unique sense of place

- Living out a commitment to Civic Engagement and Civic Responsibility

Capital Planning

In the fall of 2017 the university partnered with DCAMM and Sightlines to conduct a facilities condition assessment to identify maintenance needs, repair priority and estimated costs. Sightlines provided information about campus maintenance needs and facilities benchmarking information using their Return on Physical Assets (ROPA+) methodology. This analysis enables DCAMM, MSCBA, and the university to identify strategies to address the critical repairs backlog (a ten year need of \$253M) and to optimize the limited available funding for deferred maintenance projects. Beginning in FY 2019 the university is the recipient of funding from DCAMM of \$8.2 million over 5 years to address critical repair (deferred maintenance) needs of the campus. For FY 2020, the university is expected to receive \$2.8 million in these funds. To qualify for the DCAMM funding, the university is obligated to provide \$4.8 million for approved projects over the five-year period. As per Appendix III, during FY 2020 the university will spend \$1.5 million of its own funds on projects approved and partially funded by DCAMM.

Contracts Greater than \$500,000

In accordance with the Trust Fund Guidelines, the Board of Trustees must approve contracts greater than \$500,000 each and may do so in conjunction with approval of the budget. Appendix II provides a list of such contracts for FY 2020 for approval.

Composition of the Budget and Relationship to Generally Accepted Accounting Principles (GAAP)

Salem State University is in its fourth year of presenting an All Funds Budget. This means that all trust funds and fund types are included in the budget. Intentionally, the budget format is not the same as the GAAP format used in producing financial statements which are audited each year. The university's budget and quarterly management reports are presented in a summarized Managed Revenues and Expenses Report format which distinguishes between managed and non-cash revenue and expense activity. This Managed Revenues and Expenses format allows the reader to focus on the elements of the budget that university administration must control and manage and which impacts cash flows, 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 new standards that are not reflected in the FY 2020 budget. The University has completed the process of implementing GASB Statement No. 75, Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions, in its FY 2019 financial statements. Consistent with its budgetary practice for GASB 68, Accounting and Financial Reporting for Pensions (previously implemented), the university will not have a reliable estimate for these non-cash expenses until information is received from the Commonwealth at the end of the fiscal year. Thus for budget purposes, the amount for GASB 68 and GASB 75 is shown as zero. The university anticipates future implementation of GASB 87, Leases, which is effective for periods beginning after December 15, 2019. There is nothing related to GASB 87 in the FY 2020 budget.

FY 2020 Budget Information

Refer to the Exhibits for the All Funds Budget and Trust Fund Budgets

Refer to the Charts for graphical depictions of revenues, expenses, and enrollment

Refer to the Tables for trends concerning the details of the budget

Refer to the Appendices for supporting materials:

- Appendix I – Trust Fund Matrix
- Appendix II – Contracts Estimated to Exceed \$500,000 Each in FY 2020 (approved with approval of the budget)
- Appendix III – Capital Projects
- Appendix IV – Tuition/Fee rates for FY 2020

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

Exhibit 1: Salem State University FY 2020 All Funds Budget

Account Description (\$ in thousands)	FY 2018	FY 2019	FY 2019	FY 2020
	Year End	Year-to-	Forecast	Original
	Actuals	Date April	as of 5/01/19	Budget
		2019		
		Actuals		
Managed Revenue ¹				
Tuition and Fees	\$88,009	\$86,783	\$87,793	\$88,037
Less: Scholarships, Fellowships & Waivers	(24,628)	(26,032)	(25,659)	(27,577)
Net Tuition and Fees	63,381	60,751	62,133	60,460
Federal, State, Private Grants	19,472	19,204	19,140	19,114
Auxiliary Enterprises	23,423	22,066	22,885	30,211
State General Appropriations	60,128	53,875	64,305	67,081
Other Revenue	5,858	4,533	3,731	4,248
Total Managed Revenue	172,263	160,428	172,194	181,115
<i>Year over Year Change</i>			0.0%	5.2%
Managed Expenses				
Compensation	117,761	96,526	120,425	124,922
Support	18,365	13,925	20,968	30,532
Facility-related	26,138	23,783	26,700	28,169
Total Managed Expenses	162,264	134,234	168,093	183,622
<i>Year over Year Change</i>			3.6%	9.2%
Managed Net Income	9,998	26,194	4,102	(2,507)
Managed Cash Flow Ratio	5.8%	16.3%	2.4%	-1.4%
Non-Cash Revenue / (Expenses)				
Capital Grants	2,950	0	0	0
Depreciation	(8,903)	(7,667)	(9,519)	(9,848)
Contributions to SSUAC	0	0	0	0
Unrealized Gains/Losses	(438)	296	(136)	(136)
GASB 68 Pension	(3,583)	0	0	0
GASB 75 OPEB	(4,498)	0	0	0
Use of Net Position	0	0	0	2,757
Total Non-Cash Revenue / (Expenses)	(14,472)	(7,371)	(9,655)	(7,226)
<i>Year over Year Change</i>			-33.3%	-25.2%
Total Increase / (Decrease) in Net Position	(4,474)	18,823	(5,553)	(9,734)

1. Due to a new food service contract, beginning in FY20 the accounting treatment for dining revenue and expenses will change. This results in an increase to managed revenue of \$7.6M and managed expense of \$7.6M for FY 2020.

Exhibit 2: Salem State University FY 2020 Trust Fund Budget

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 2020 Budget Total
Operating Revenue									
Net Tuition and Fees	\$0	\$79,328	(\$16,696)	(\$1,363)	(\$1,362)	\$554	\$0	\$0	\$60,460
Federal, State, Private Grants	0	0	19,114	0	0	0	0	0	19,114
Auxiliary Enterprises	11,428	231	0	0	18,228	325	0	0	30,211
State General Appropriations	0	66,889	192	0	0	0	0	0	67,081
Other Revenue	338	1,568	22	2,143	0	167	10	0	4,248
Total Managed Revenue	11,766	148,015	2,633	780	16,866	1,045	10	0	181,115
Managed Expenses									
Compensation	170	117,961	2,165	254	4,342	30	0	0	124,922
Support	8,042	20,057	364	761	374	933	0	0	30,532
Facility-related	2,315	19,185	104	15	12,135	82	0	(5,668)	28,169
Total Managed Expenses	10,528	157,204	2,633	1,030	16,851	1,045	0	(5,668)	183,622
Managed Net Income	1,238	(9,189)	0	(250)	15	0	10	5,668	(2,507)
Managed Cash Flow Ratio	10.5%	-6.2%	0.0%	-32.0%	0.1%	0.0%	100.0%	0.0%	-1.4%
Non-Cash Revenue / (Expenses)									
Capital Grants	0	0	0	0	0	0	0	0	0
Depreciation	0	0	0	0	0	0	0	(9,848)	(9,848)
Unrealized Gains/Losses	0	(136)	0	0	0	0	0	0	(136)
GASB 68 Pension	0	0	0	0	0	0	0	0	0
GASB 75 OPEB	0	0	0	0	0	0	0	0	0
Use of Net Position	0	2,507	0	250	0	0	0	0	2,757
Total Non-Cash Revenue / (Expense)	0	2,372	0	250	0	0	0	(9,848)	(7,226)
Total Increase/Decrease in Net Position	1,238	(6,818)	0	0	15	0	10	(4,180)	(9,734)

Note that Facility-related managed expense amounts include transfers in and transfers out which are detailed in the exhibit below.

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 2020
									Budget Total
Transfers by Type									
Facility-Related									
Debt Service	0	3,714	0	0	0	0	0	(3,714)	0
MSCBA	0	3,563	0	0	(2,766)	0	0	(797)	0
Facility Projects	835	(835)	0	0	0	0	0	0	0
Capitalization	0	3,635	0	0	0	0	0	(3,635)	0
Total Facilities Related Transfers	835	10,078	0	0	(2,766)	0	0	(8,147)	0
Operational Support	(7)	59	0	0	(133)	81	0	0	0
Overhead Distributed	0	(97)	97	0	0	0	0	0	0
Total Transfers	828	10,040	97	0	(2,899)	81	0	(8,147)	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.

Exhibit 4: Five-Year Managed Revenue vs. Managed Expense Trend

Account Description (\$ in thousands)	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
	Year End Actuals	Year End Actuals	Year End Actuals	Forecast as of 5/01/19	Original Budget
Managed Revenue					
Net Tuition and Fees	57,896	61,239	63,381	62,133	60,460
Federal, State, Private Grants	18,820	19,306	19,472	19,140	19,114
Auxiliary Enterprises	21,149	22,519	23,423	22,885	30,211
State General Appropriations	56,416	58,768	60,128	64,305	67,081
Other Revenue	4,593	4,422	5,858	3,731	4,248
Total Managed Revenue	158,874	166,254	172,263	172,194	181,115
<i>Year over Year Change</i>		4.6%	3.6%	0.0%	5.2%
Managed Expenses					
Compensation	112,436	118,273	117,761	120,425	124,922
Support	18,568	17,991	18,365	20,968	30,532
Facility-related	22,934	24,669	26,138	26,700	28,169
Total Managed Expenses	153,939	160,934	162,264	168,093	183,622
<i>Year over Year Change</i>		4.5%	0.8%	3.6%	9.2%
Managed Net Income	4,935	5,320	9,998	4,102	(2,507)
Managed Cash Flow Ratio	3.1%	3.2%	5.8%	2.4%	-1.4%

Chart 1: Five-Year Managed Revenue vs. Managed Expense Trend



FY 2020 is not directly comparable to previous years for two reasons, as is further explained later in this document. FY 2020 includes \$7.6 million in dining revenue and dining expenses that were not previously reflected and FY 2020 also includes expenses for a Voluntary Separation Incentive Program (VSIP) relying on a \$2.5 million one-time draw on reserves.

Chart 2: Components of FY 2020 Revenue Budget

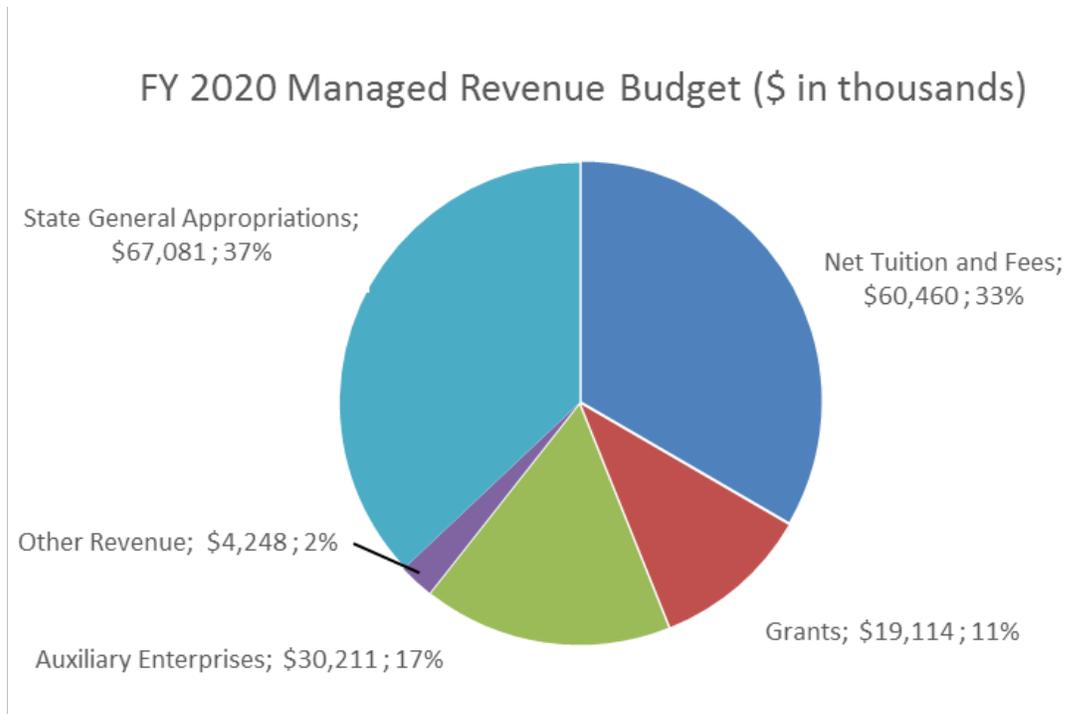


Chart 3: Components of FY 2020 Expense Budget

FY 2020 Managed Expense Budget (\$ in thousands)

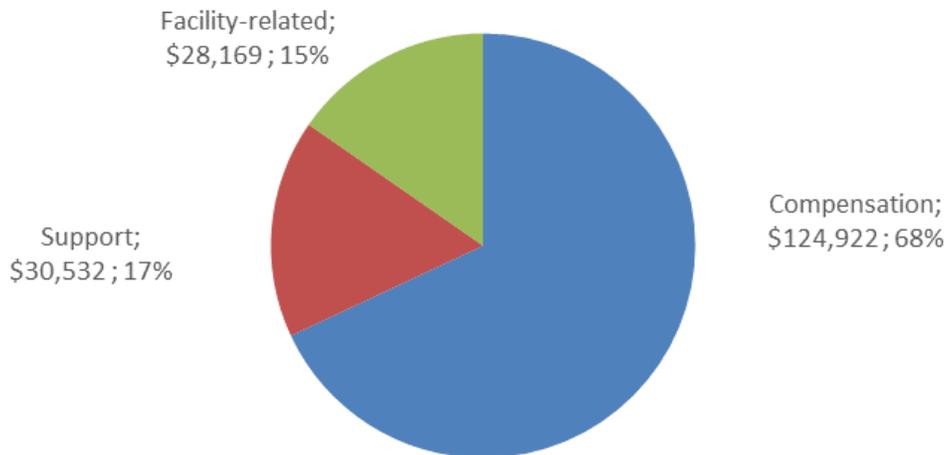


Chart 4: Credit Hours Delivered by Student Type – Full Years 2013 - 2018

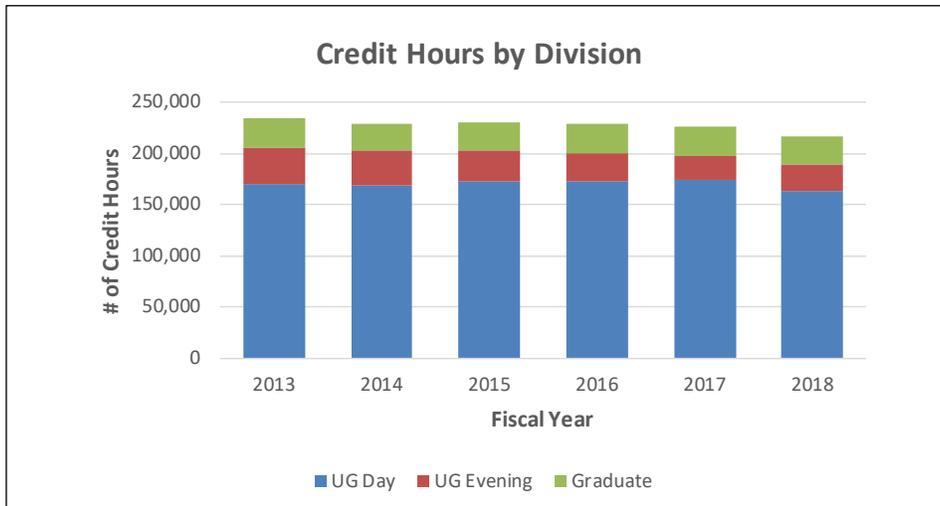


Chart 5: Preliminary Fall Enrollments (Registrations) for 2017 - 2019 (Fall only) as of May 11th

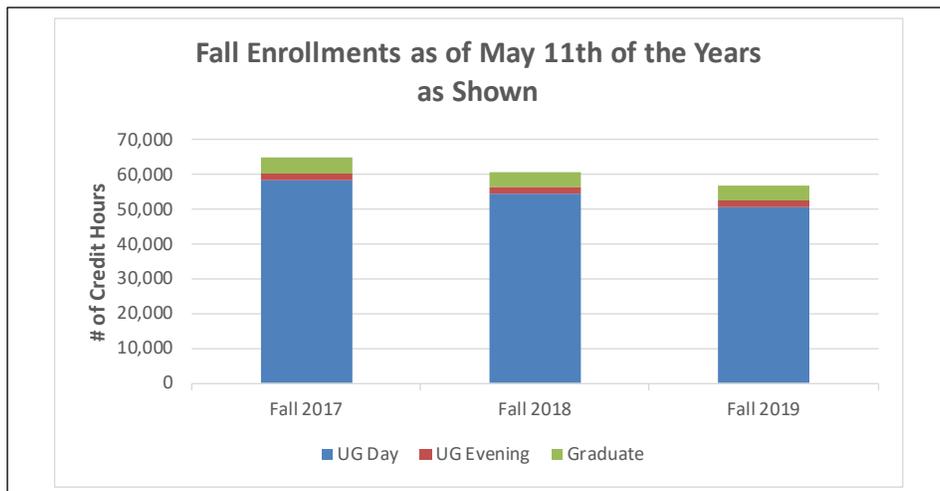


Chart 6: Student-to-Faculty Ratio (includes VSIP in FY 2020)

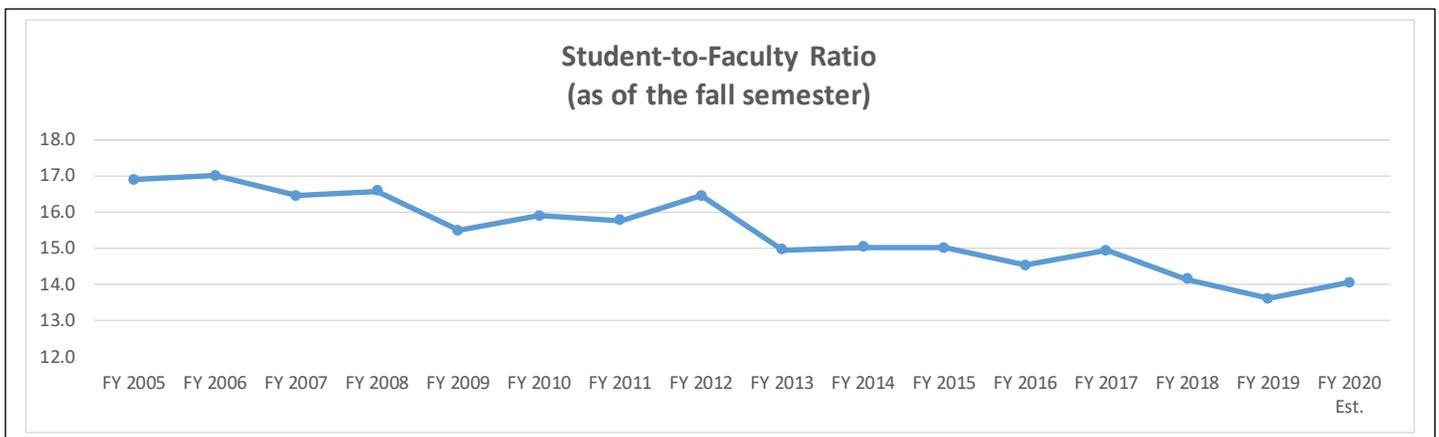


Table 1: Managed Revenue

Revenue (\$ in millions)	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Budget	Amount Change	Percent Change
Net Tuition and Fees	\$57.9	\$61.2	\$63.4	\$62.1	\$60.5	-\$1.7	-2.7%
Federal, State, Private Grants	18.8	19.3	19.5	19.1	19.1	0.0	0.0%
Auxiliary Enterprises	21.1	22.5	23.4	22.9	30.2	7.3	32.0%
State General Appropriations	56.4	58.8	60.1	64.3	67.1	2.8	4.3%
Other Revenue	4.6	4.4	5.9	3.7	4.2	0.5	13.9%
Total Managed Revenue	\$158.9	\$166.3	\$172.3	\$172.2	\$181.1	\$8.9	5.2%

Table 2: Fee Revenue

Fee Revenue (\$ in millions)	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Budget	Amount Change	Percent Change	Percent Fee Increase
University Fee	\$59.4	\$61.9	\$64.6	\$65.0	\$65.3	\$0.4	0.5%	4.0%
Capital Improvement Fee	1.7	2.6	2.7	2.7	2.8	0.0	1.8%	5.0%
SGA Fee	0.5	0.5	0.6	0.6	0.6	0.0	-4.3%	0.0%
Other Fee Revenue	3.4	4.5	5.5	5.7	5.8	0.1	1.5%	Varies
Total Fee Revenue	\$65.1	\$69.6	\$73.5	\$74.0	\$74.5	\$0.5	0.6%	

Note: Other Fee Revenue includes on-line, program, lab, matriculation, Summer Bridge, housing premium and miscellaneous fees

Table 3: Budget Impact of Undergraduate Day Tuition & Fee Scenarios

Tuition & Fee Rate Change Impact				
% Change in Undergrad Tuition & Fees	FY 2020 Budget Impact (in \$M)	Rate Change From FY19	New Rate For FY20	
0.0%	\$(2.1)	\$0	\$10,884	
2.0%	\$(0.9)	\$220	\$11,104	
3.0%	\$(0.4)	\$327	\$11,208	
3.7%	\$0.0	\$400	\$11,284	
5.0%	\$0.7	\$542	\$11,426	
6.0%	\$1.3	\$656	\$11,541	

Note : all calculations based on In-state UG Day Tuition, University Fee, Capital Improvement Fee, and SGA Fee

3.7% is the current rate for the FY 2020 budget.

Table 4: Historical Credit Hours by Division

Student Type	Full Fiscal Year Credit Hours				
	2014	2015	2016	2017	2018
Undergraduate Day	168,919	172,772	173,274	173,338	163,511
Continuing Education	33,594	29,856	26,935	24,171	24,968
Graduate	25,983	27,255	27,941	27,839	28,111
Total Credit Hours	228,495	229,883	228,150	225,348	216,590
<i>Year over year %</i>	<i>(2.2%)</i>	<i>0.6%</i>	<i>(0.8%)</i>	<i>(1.2%)</i>	<i>(3.9%)</i>

Table 5: Financial Aid

Financial Aid (\$ in millions)	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Budget	Amount Change	Percent Change
Tuition Waivers	\$1.6	\$2.5	\$2.5	\$2.5	\$2.5	\$(0.0)	(0.2%)
Scholarships & Grants	20.0	20.8	22.1	23.1	25.1	1.9	8.4%
Total Financial Aid	21.6	23.3	24.6	25.7	27.6	1.9	7.5%
As a % of Gross Tuition and Fees	27.2%	27.6%	28.0%	29.2%	31.3%		

Financial Aid by Funding Source	Unrestricted Auxiliaries	Educational & General	Grants	Residence Hall Trust Fund	Restricted Other	Total
FY 2020 Budget by Source (\$ millions)	\$0.0	\$8.2	\$16.7	\$1.4	\$1.4	\$27.6
FY 2020 Budget by Source (% of total)	0.0%	29.6%	60.5%	4.9%	4.9%	100.0%

Note: FY 2020 Education & General comprised of \$2.5M in tuition waivers and \$5.7M in unrestricted institutional aid.

Table 6: Auxiliary Revenue

Auxiliary Revenue (\$ in millions)	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Budget	Amount Change	Percent Change
Student Housing	\$18.1	\$18.9	\$19.6	\$19.0	\$17.8	-\$1.1	-6.0%
Dining	0.0	0.1	0.1	0.0	7.9	7.9	0.0%
Commissions	2.1	2.2	2.3	2.4	2.7	0.3	11.0%
Parking	0.4	0.6	0.7	0.7	0.7	0.0	-1.6%
Other	0.5	0.7	0.7	0.8	1.0	0.3	35.5%
Total Auxiliary Revenue	\$21.1	\$22.5	\$23.4	\$22.9	\$30.2	\$7.3	32.0%

Table 7: State Operating Support

Appropriations (\$ in millions)	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Budget	Amount Change	Percent Change
General Appropriations Act (GAA, including CBA)	\$43.5	\$44.0	\$44.4	\$46.8	\$47.8	\$1.0	2.2%
Funding Formula Allocation	0.5	0.4	0.0	0.4	0.4	0.0	0.0%
Total Base Appropriation	44.0	44.4	44.4	47.2	48.2	1.0	2.2%
State Paid Fringe	12.8	14.8	15.6	16.3	16.8	0.6	3.4%
Tuition Remission	-0.9	-0.9	-0.9	-1.0	-1.0	0.0	4.0%
DCAMM \$2.1 Repair Match	0.0	0.0	0.0	0.0	2.8	2.8	0.0%
Other Appropriations	0.5	0.5	1.0	1.8	0.2	-1.6	-89.2%
Total State Support	\$56.4	\$58.8	\$60.1	\$64.3	\$67.1	\$0.0	-0.1%

Table 8: Managed Expenses

Managed Expenses (\$ in millions)	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Budget	Amount Change	Percent Change
Compensation (See tables 8 - 12 for detail)	\$112.4	\$118.3	\$117.8	\$120.4	\$124.9	\$4.5	3.7%
<i>Administrative Expenses</i>	\$5.0	\$5.2	\$5.8	\$5.6	\$6.1	\$0.5	8.0%
<i>Programmatic Operational Supplies</i>	\$3.2	\$3.1	\$3.0	\$3.2	\$3.1	-\$0.2	-5.7%
<i>Contracted Services</i>	\$3.9	\$3.7	\$3.2	\$3.9	\$11.8	\$7.8	198.1%
<i>IT and Telecom</i>	\$5.1	\$4.7	\$5.2	\$5.4	\$5.6	\$0.2	3.7%
<i>Contingency</i>	\$0.0	\$0.0	\$0.0	\$1.3	\$2.3	\$1.1	81.1%
<i>Other</i>	\$1.4	\$1.3	\$1.2	\$1.4	\$1.7	\$0.2	15.9%
Total Support	18.6	18.0	18.4	21.0	30.5	9.6	45.6%
<i>Utilities</i>	4.3	4.2	4.1	4.2	4.4	0.2	3.8%
<i>MSCBA Assessment & Interest Expense</i>	14.1	15.2	16.1	16.5	16.8	0.3	1.6%
<i>Space Rental</i>	1.5	1.4	1.6	1.9	1.7	-0.2	-9.8%
<i>Construction & Improvement</i>	3.0	3.8	4.3	4.0	5.3	1.2	30.6%
<i>Other</i>	0.0	0.0	0.0	0.0	0.0	0.0	0.0%
Total Facility-related	22.9	24.7	26.1	26.7	28.2	1.5	5.5%
Total Managed Expenses	\$153.9	\$160.9	\$162.3	\$168.1	\$183.6	\$15.5	9.2%

*FY2020 University Wide Contingency is \$1.9M.

Table 9: Compensation

Salaries and Wages (\$ in millions)	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Budget	Amount Change	Percent Change
<i>Excluding VSIP</i>							
Benefitted Faculty and Staff	\$70.1	\$71.7	\$70.7	\$72.2	\$73.7	\$1.5	2.1%
Adjunct Faculty	12.0	11.8	12.1	12.0	10.1	-1.9	-16.0%
Student Labor	3.3	3.1	3.0	3.2	3.2	0.0	1.4%
Contract Employees	1.9	2.2	2.2	2.1	2.1	0.0	0.7%
Other Labor	3.0	3.0	3.0	3.2	3.5	0.2	7.2%
Total Salaries and Wages	\$90.2	\$91.9	\$90.9	\$92.8	\$92.7	-\$0.1	-0.1%
Fringe Benefits	22.3	26.4	26.9	27.6	29.8	2.1	7.7%
Total Compensation	\$112.4	\$118.3	\$117.8	\$120.4	\$122.4	\$2.0	1.7%
<i>VSIP</i>							
Benefitted Faculty and Staff					-\$2.8	-\$2.8	
Adjunct Faculty					1.0	1.0	
Student Labor					0.0	0.0	
Contract Employees					0.0	0.0	
Other Labor					5.4	5.4	
Total Salaries and Wages					\$3.6	\$3.6	
Fringe Benefits					-1.1	-1.1	
Total Compensation					\$2.5	\$2.5	
<i>Including VSIP</i>							
Benefitted Faculty and Staff	\$70.1	\$71.7	\$70.7	\$72.2	\$70.9	-\$1.3	-1.9%
Adjunct Faculty	12.0	11.8	12.1	12.0	11.1	-0.9	-7.3%
Student Labor	3.3	3.1	3.0	3.2	3.2	0.0	1.4%
Contract Employees	1.9	2.2	2.2	2.1	2.1	0.0	0.7%
Other Labor	3.0	3.0	3.0	3.2	8.9	5.6	173.7%
Total Salaries and Wages	\$90.2	\$91.9	\$90.9	\$92.8	\$96.2	\$3.5	3.7%
Fringe Benefits	22.3	26.4	26.9	27.6	28.7	1.0	3.8%
Total Compensation	\$112.4	\$118.3	\$117.8	\$120.4	\$124.9	\$4.5	3.7%

Note: Other Labor includes overtime, vacation, holiday, sick payouts, and other categories.

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

Financial Full-Time Benefitted Employees (FFTE)*	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FFTE Change	% Change FY19-FY20	FY 2020 % of Total
<i>Excluding VSIP</i>							
Clerical Union (AFSCME)	257	253	252	227	(26)	-10.1%	25.1%
Professional Union (APA)	283	276	283	266	(17)	-6.0%	29.4%
Day and DGCE Faculty (MSCA)	377	362	364	346	(18)	-5.0%	38.2%
Professional Non-Union (NUP)	58	62	63	59	(4)	-6.8%	6.5%
Clerical Non-Union (NUC)	6	9	10	7	(3)	-30.0%	0.8%
Total FFTE	981	962	973	905	(68)	-7.0%	100.0%
<i>VSIP</i>							
Clerical Union (AFSCME)				(13)	(13)		25.7%
Professional Union (APA)				(13)	(13)		24.3%
Day and DGCE Faculty (MSCA)				(23)	(23)		44.6%
Professional Non-Union (NUP)				(2)	(2)		4.1%
Clerical Non-Union (NUC)				(1)	(1)		1.4%
Total FFTE				(52)	(52)		100.0%
<i>Including VSIP</i>							
Clerical Union (AFSCME)	257	253	252	213	(39)	-15.4%	25.0%
Professional Union (APA)	283	276	283	253	(30)	-10.5%	29.7%
Day and DGCE Faculty (MSCA)	377	362	364	323	(41)	-11.3%	37.9%
Professional Non-Union (NUP)	58	62	63	57	(6)	-10.1%	6.7%
Clerical Non-Union (NUC)	6	9	10	6	(4)	-37.0%	0.7%
Total FFTE	981	962	973	853	(120)	-12.3%	100.0%

**Financial Full-Time Benefitted Employees is equal to the ratio of the total number of paid hours to benefitted employees during the fiscal year (full time and part time) by the number of working hours in the same period.*

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

Financial Full-Time Benefitted Employees (FFTE)	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2020 % of Total	% Change FY19-FY20
Academic Affairs	531	534	502	58.8%	-6.0%
Executive Vice President	237	238	216	25.3%	-9.1%
Institutional Advancement	29	29	27	3.2%	-6.3%
Finance and Facilities	117	119	112	13.1%	-5.6%
President's Division	46	52	46	5.4%	-11.0%
Inclusive Excellence	2	2	2	0.2%	0.0%
VSIP Reduction	0	0	-52	-6.1%	0.0%
Total Financial Full-Time Benefitted Employees	962	973	853	100.0%	-12.3%

Table 12: Salary and Wages for Benefited Employees by Division

Salary and Wages for Benefited Employees by Division (\$ in thousands)	FY 2019 Budget	FY 2020 Budget	Amount Change	Percent Change
Academic Affairs	\$46,325	\$44,865	(\$1,460)	-3.2%
Executive Vice President	17,420	16,436	(984)	-5.6%
Institutional Advancement	2,404	2,304	(100)	-4.1%
Finance and Facilities	7,710	7,471	(239)	-3.1%
President's Division	3,841	3,626	(215)	-5.6%
Inclusive Excellence	236	213	(22)	-9.5%
APA/NUP Other Increases	128	94	(34)	-26.8%
MSCA Other Increases	633	440	(193)	-30.5%
AFSCME/NUC Other Increases	156	157	1	0.4%
Vacancy Savings Target (University-wide)	(5,146)	(1,872)	3,273	-63.6%
VSIP Reduction	0	(2,952)	(2,952)	0.0%
Total Financial Full-Time Benefitted Employees	\$73,707	\$70,781	(\$2,925)	-4.0%

Table 13: Fringe Benefit Rates as set by the Commonwealth

Benefit Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	Absolute Change	Estimate Change
Group Insurance	18.8%	22.7%	22.1%	21.6%	20.2%	-1.4%	-6.4%
Retirement	9.5%	10.0%	11.8%	12.1%	14.1%	2.1%	17.2%
Terminal Leave	1.0%	0.8%	1.0%	1.3%	1.2%	0.0%	-1.6%
Subtotal	29.2%	33.5%	34.9%	34.9%	35.6%	0.7%	1.9%
Unemployment Insurance	0.3%	0.3%	0.2%	0.3%	0.5%	0.2%	70.4%
Universal Health Insurance	0.1%	0.1%	0.1%	0.1%	0.5%	0.4%	318.2%
Medicare Tax	1.3%	1.3%	1.2%	1.4%	1.5%	0.2%	12.6%
Subtotal	1.7%	1.7%	1.5%	1.7%	2.4%	0.7%	41.0%
Total Fringe Benefit Rate	30.8%	35.2%	36.3%	36.6%	38.0%	1.4%	3.7%

Table 14: Cash Flow Projection

(\$ in thousands)		FY 2020 Budget
Cash Flow Projection Summary		
Beginning Cash Balance as of 7/1/2019 (estimated)		\$17,000
Cash Flows:		
Managed Net Income		(\$2,507)
Reduce by capitalization assumption (balance sheet)		(\$3,635)
Reduce by principal payments (balance sheet)		(\$2,033)
Net Change in Cash Flows for FY20		(\$8,176)
End of Year Cash Balance as of 6/30/2020 (estimated)		\$8,824

Appendix I: Trust Fund Matrix

Trust Fund	Description	Examples
L3_Agency	Funds held by Salem State as custodian / fiscal agent for others.	Fund 6222 - Unclaimed Checks
L3_Education & General Funds	Basic operations of the university;unrestricted funds.	Fund 1000 - State Maintenance Appropriation
L3_Gifts	Funds donated by others outside the university for a specific purpose.	Fund D500 - Academic Affairs
L3_Grants	Funds provided by an external party in return for a specific project or other action by the university. Majority of SSU's grants are for financial aid to students	Fund 2200 -Pell Grant
L3_Net Invested in Capital Assets	Capitalizable facility projects; depreciation; debt.	Fund 7040 - Invested in Cap Assets- Net
L3_Residence Halls	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 Lampda Delta
L3_Total Loan Funds	Funds provided by others for the purpose of Student Financial Aid in the form of loans, not grants. Debt belongs to the recipient, not the university.	Fund 4204 - Graduate Student Loan Fund
I3_Total Restricted Endowments	Most endowments are held by the Foundation, the university has two endowed funds.	Fund 5002- Cruttenden Endowment
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

Appendix II: Vendors with Contracts in Excess of \$500,000 which are pre-approved upon approval of FY 2020 Budget

Salem State University FY 2020 Budget Package

Pre-approval of Contracts Exceeding \$500,000 in Accordance with Trust Fund Guidelines

Vendor Name	Vendor Description	Anticipated spending FY 2020	Trust Fund Name	PeopleSoft Fund Number	PeopleSoft Fund Name
331 Lafayette LLC	Lease expense	580,000	Educational & General	1100	University Fee
Aramark Educational Services, LLC	Food service provider	7,600,000	Unrestricted Auxiliaries	2550	Meal Plan Dining
Cavalier Coach	Shuttle & charter bus service	520,000	Educational & General	1100	University Fee
Direct Energy Marketing Inc.	Natural gas delivery supplier	1,193,000	General*	1100	University Fee
Direct Energy Services LLC	Electric delivery supplier	652,000	General*	1100	University Fee
EAB Global, INC	research, technology, and consulting	1,450,000	Educational & General	1100	University Fee
Follett Higher Education Group	Book vouchers, education materials	1,400,000	Educational & General	1100	University Fee
National Grid Electric	Electric service	2,060,000	General*	1100	University Fee
Red Thread LLC	Furniture & equip purchases	500,000	Educational & General	1100	University Fee
Salem State University-Assistance Corp.	Lease expense, SSU assistance	627,000	Educational & General	1100	University Fee
Software House International	Software subscription & support	800,000	Educational & General	1100	University Fee
University Health Plans, Inc.**	Student health insurance	1,575,000	Agency	6216	Health Insurance
To Be Determined	DCAMM Funded Capital Projects	2,823,919	Educational & General	7035	Facilities Projects
To Be Determined	Parking Lot Improvement	500,000	Educational & General	7070	Facilities Projects
To Be Determined	SSU Funded Capital Projects	2,500,500	Educational & General	7070	Facilities Projects
To Be Determined	Dining capital projects	835,000	Educational & General	7076	Facilities Projects

Most of the above vendor are signed to multi-year contracts

** Utility costs are allocated between Educational and General Trust Funds and the Residence Hall Trust Fund*

*** The University treats the revenues and expense For University Health Plans, Inc. as a flow-through within a liability account, based on the nature of the existing contract*

Appendix III-A: List of Proposed Facilities Projects

Salem State University FY 2020 Budget Package

Location	Room	Project	Recommended Funding Amount - DCAMM Critical Repair Funded	Recommended Funding Amount - MSCBA Funded	Recommended Funding Amount - Dining Vendor Funded	Recommended Funding Amount - University Fee Funded	Total
Campus Wide		Donor Signage	\$0	\$0	\$0	\$25,000	\$25,000
Campus Wide		Annual Fund For Committee	\$0	\$0	\$0	\$10,000	\$10,000
Campus Wide		Annual Fund - Classroom Refresh	\$0	\$0	\$0	\$335,099	\$335,099
Campus Wide		Parking Lot Improvement	\$0	\$500,000	\$0	\$0	\$500,000
Meier hall		Roof replacement - Phase 2	\$1,189,188	\$0	\$0	\$610,812	\$1,800,000
Administration Building		Roof replacement / Waterproofing Repairs	\$1,604,731	\$0	\$0	\$909,589	\$2,514,320
Berry Library		HVAC equipment repairs	\$0	\$0	\$0	\$90,000	\$90,000
Admissions	Admissions office	study to reorganize the space	\$0	\$0	\$0	\$25,000	\$25,000
Ellison	Commuter Lounge	Study for a new diversity center within Ellison	\$0	\$0	\$0	\$25,000	\$25,000
O'Keefe	Tennis courts	resurface tennis courts	\$0	\$0	\$0	\$90,000	\$90,000
Ellison	202,203,207,MLK, 2nd floor halls	asbestos removal and carpet replacement	\$0	\$0	\$0	\$80,000	\$80,000
Facilities	TBD	Contingency	\$0	\$0	\$0	\$300,000	\$300,000
Dining Locations	Various	Capital projects for new Dining services	\$0	\$0	\$835,000	\$0	\$835,000
Sullivan	Elevator	Elevator Study	\$30,000	\$0	\$0	\$0	\$30,000
Total			\$2,823,919	\$500,000	\$835,000	\$2,500,500	\$6,659,419

Appendix III-B: List of Proposed ITS Projects

Salem State University FY 2020 Budget Package

Sponsor	Location	Project	Recommended Funding Amount
BSB, ITS	Classroom Building	BSB Classroom Upgrade	\$50,000
Bertolon School of Business	CC - 155	Bloomberg Lab	\$20,000
Marketing & Creative Services		Course Path	\$10,000
Enrollment Management		E-Transcripts	\$50,000
Enrollment Management		E-refund - force direct deposit	\$50,000
Gasset Fitness Center, ITS		Fusion hosted	\$4,140
ITS, Business Affairs		Inventory management Phase 2	\$50,000
ITS		Jira Service Redundancy	\$18,700
Facilities and Finance		PeopleSoft Finance Architecture Upgrade	\$105,000
ITS		Skype Project FY20	\$40,000
Enrollment Management		Third Party Billing	\$50,000
Enrollment Management		Transcript Scraping	\$30,000
Registrar		Transitioning R25 transactional processing to LYNX	\$5,000
ITS		Biz Talk conversion to EIS	\$50,000
Information Technology Services		Contingency	\$167,160
Total			\$700,000

**Schedule of Student Charges
2019-20 Academic Year**

IN-STATE	Fall 2019		Spring 2020		Academic Year
	Per Credit	Full-Time	Per Credit	Full-Time	Full-Time
<u>Day Undergraduate</u>					
Tuition					
In-State	\$37.92	\$455.00	\$37.92	\$455.00	\$910.00
Fees					
University Fee ¹	\$411.80	\$4,941.60	\$411.80	\$4,941.60	\$9,883.20
Capital Improvement Fee	\$16.25	\$195.00	\$16.25	\$195.00	\$390.00
SGA Fee	\$4.20	\$50.40	\$4.20	\$50.40	\$100.80
Total Tuition and Fees					
In-State	\$470.17	\$5,642.00	\$470.17	\$5,642.00	\$11,284.00
<u>Evening Undergraduate (SCPS)</u>					
Tuition					
In-State	\$115.00		\$115.00		
Fees					
Course Fee	\$267.50		\$267.50		
Capital Improvement Fee	\$16.55		\$16.55		
SGA Fee	\$4.20		\$4.20		
Total Tuition and Fees					
In-State	\$403.25		\$403.25		
<u>Graduate - Price Group 1</u>					
Tuition					
In-State	\$140.00		\$140.00		
Fees					
Course Fee	\$268.50		\$268.50		
Capital Improvement Fee	\$16.55		\$16.55		
Total Tuition and Fees					
In-State	\$425.05		\$425.05		
<u>Graduate - Price Group 2</u>					
Tuition					
In-State	\$140.00		\$140.00		
Fees					
Course Fee	\$313.45		\$313.45		
Capital Improvement Fee	\$16.55		\$16.55		
Total Tuition and Fees					
In-State	\$470.00		\$470.00		
<u>Graduate - Price Group 3</u>					
Tuition					
In-State	\$140.00		\$140.00		
Fees					
Course Fee	\$374.15		\$374.15		
Capital Improvement Fee	\$16.55		\$16.55		
Total Tuition and Fees					
In-State	\$530.70		\$530.70		

All charges are subject to change.

**Schedule of Student Charges
2019-20 Academic Year**

IN-STATE	Fall 2019		Spring 2020		Academic Year
	Per Credit	Full-Time	Per Credit	Full-Time	Full-Time
Housing²					
Bates Complex - Single		\$5,580.00		\$5,580.00	\$11,160.00
Bates Complex - Double		\$5,185.00		\$5,185.00	\$10,370.00
Bates - Premium Single		\$6,080.00		\$6,080.00	\$12,160.00
Bowditch - Double		\$4,595.00		\$4,595.00	\$9,190.00
Bowditch - Premium Single		\$5,095.00		\$5,095.00	\$10,190.00
Peabody - Double		\$4,595.00		\$4,595.00	\$9,190.00
Peabody - Premium Single		\$5,095.00		\$5,095.00	\$10,190.00
Atlantic Hall - Single		\$6,330.00		\$6,330.00	\$12,660.00
Atlantic Hall - Double		\$5,677.50		\$5,677.50	\$11,355.00
Marsh Hall - Doubles		\$5,117.50		\$5,117.50	\$10,235.00
Viking Hall - Single		\$5,542.50		\$5,542.50	\$11,085.00
Viking Hall - Doubles		\$5,227.50		\$5,227.50	\$10,455.00
Viking Hall - Double Suite		\$5,342.50		\$5,342.50	\$10,685.00
Viking Hall - Suite Single		\$5,657.50		\$5,657.50	\$11,315.00
Meal Plans					
Anytime Dining 7 Day Silver Plan ³		\$1,933.00		\$1,933.00	\$3,866.00
Anytime Dining 7 Day Gold Plan ³		\$2,123.00		\$2,123.00	\$4,246.00
Anytime Dining 7 Day Platinum Plan ³		\$2,263.00		\$2,263.00	\$4,526.00
Block Plan 1 ⁴		\$406.00		\$406.00	\$812.00
Block Plan 2 ⁴		\$740.00		\$740.00	\$1,480.00
Block Plan 3 ⁴		\$1,160.00		\$1,160.00	\$2,320.00
One Week Summer Plan ⁵		NA		NA	\$65.00
Half Summer Plan ⁵		NA		NA	\$390.00
Full Summer Plan ⁵		NA		NA	\$910.00
Miscellaneous Fees					
Mass PIRG Fee (waivable each semester) ⁶		\$10.00		\$10.00	\$20.00
Resident Parking (Atlantic and Peabody lots)		\$290.00		\$290.00	\$580.00
Resident Parking (Bates lot)		\$265.00		\$265.00	\$530.00
Resident Parking (Marsh lot)		\$210.00		\$210.00	\$420.00
Commuter Parking		\$85.00		\$85.00	\$170.00
International Student Fee ⁷		\$375.00		\$375.00	\$750.00
Records Fee-for non-matriculated students		\$10.00		\$10.00	\$20.00
Online courses (undergraduate) per credit ⁸					\$50.00
Health Insurance -- (waivable) ⁹					\$3,444.00
Matriculation Fee -- new matriculated students (one-time)					\$250.00
Differential Fees for Undergraduate Programs					
Art ¹¹		\$125.00		\$125.00	\$250.00
Biology ¹⁰		\$250.00		\$250.00	\$500.00
Business ¹²		\$250.00		\$250.00	\$500.00
Chemistry ¹¹		\$250.00		\$250.00	\$500.00
Communications ¹¹		\$125.00		\$125.00	\$250.00
Computer Science ¹¹		\$250.00		\$250.00	\$500.00
Dance ¹¹		\$125.00		\$125.00	\$250.00
Education ¹⁰		\$125.00		\$125.00	\$250.00
Geography (including Cartography) ¹¹		\$250.00		\$250.00	\$500.00
Geology ¹¹		\$250.00		\$250.00	\$500.00
Music ¹¹		\$125.00		\$125.00	\$250.00
Nursing ¹⁰		\$500.00		\$500.00	\$1,000.00
Social Work ¹⁰		\$125.00		\$125.00	\$250.00
Theatre (BA and BFA) ¹¹		\$125.00		\$125.00	\$250.00
Differential Fees for Graduate Programs (for Academic Year and Summer I) effective fall 2019					
Occupational Therapy ¹³		\$350.00		\$350.00	\$700.00
Cohort Based Program Cost (per credit)					
Accelerated 2nd Degree for BSN Summer 2018 Cohort per credit ¹⁴					\$525.00
Accelerated 2nd Degree for BSN Summer 2019 Cohort per credit ¹⁴					\$575.00

All charges are subject to change.

Schedule of Student Charges 2019-20 Academic Year

NOTES FOR FY 2020

- 1 The University Fee represents the fee anticipated for 2019-20. Fees may change by action of the Board of Trustees.
- 2 Housing rates include (1) \$20 per semester/\$40 per year Residence Hall Association Fee for all residence halls; and (2) \$305 per semester/\$610 per year Technology/Student Fee for Bates (Double); \$362.50 per semester/\$725 per year Technology/Student Fee for Atlantic Hall (double), Marsh and Viking Hall; \$400 per semester/\$800 per year Technology/Student Service Fee for Bowditch, Peabody, Bates (Premium Single and Single) and Atlantic Hall (Single).
- 3 The Anytime Dining 7-Day Silver Plan will be the minimum required plan for students living in Peabody, Bowditch, Marsh or Viking Hall.

Plan Name	Board Meals	Guest Meals	Dining Dollars	Clipper Card	Cost per semester
Anytime Dining					
7 Day Silver Plan	Unlimited	3	\$0	\$0	\$1,933
7 Day Gold Plan	Unlimited	6	\$150	\$50	\$2,123
7 Day Platinum Plan	Unlimited	8	\$300	\$50	\$2,263

- 4 Block Plan 1 will be the minimum required plan for all students living in Atlantic or Bates and for all commuting students with under 24 completed credits. Commuter students with 24 or more credits may opt out of the block plan.

Plan Name	Board Meals	Guest Meals	Dining Dollars	Clipper Card	Cost per semester
Block Plan					
Block Plan 1	42	0	\$100	\$25	\$406
Block Plan 2	60	0	\$300	\$50	\$740
Block Plan 3	140	0	\$200	\$50	\$1,160

- 5 Summer Session I run from May 20, 2019 through June 28, 2019. Summer Session run from July 8, 2019 through August 16, 2019. Summer Plans for summer of 2019 are loaded when purchased and will expire August 27, 2019

Plan Name	Board Meals	Guest Meals	Dining Dollars	Clipper Card	Cost per semester
Summer Plans					
One Week Plan	10	0	\$0	\$0	\$65
Half Summer Plan	60	0	\$0	\$0	\$390
Full Summer Plan	140	0	\$0	\$0	\$910

- 6 Charged for all day students each semester. Student may opt out and have fee waived on line.
- 7 Applicable to all matriculated international students with a Salem State-issued visa (excluding ESL students)
- 8 All undergraduate students taking online courses to be charged \$50 per credit
- 9 Charged for all students enrolled in at least 75 percent of a full-time course load. Student may opt out and have fee waived if covered by comparable health insurance. Fall only prorated charge is \$1,444 and spring only prorated charge is \$2,016.
- 10 Annual additional fees applicable beginning with academic year 2016-17 entrants to the program (incoming or transfers).
- 11 Annual additional fees applicable beginning with academic year 2017-18 new entrants to the program (incoming or transfers)
- 12 Annual additional fees applicable beginning with academic year 2019-20 new entrants to the program (incoming or transfers)
- 13 Annual additional fees applicable beginning with academic year 2019-20 new entrants to the program (incoming or transfers). Also to be billed for Summer I sessions effective 2020.
- 14 Accelerated 2nd Degree for Bachelor of Science, Nursing (BSN) is a cohort based program with a charge of \$470 per credit for Summer 2017 entrants. Summer 2018 entrants is \$525 per credit. Summer 2019 entering cohort will be \$575 per credit.

All charges are subject to change.

**Schedule of Student Charges
2019-20 Academic Year**

OUT-OF-STATE	Fall 2019		Spring 2020		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	\$438.50	\$5,262.00	\$438.50	\$5,262.00	\$10,524.00
Capital Improvement Fee	\$16.25	\$195.00	\$16.25	\$195.00	\$390.00
SGA Fee	\$4.20	\$50.40	\$4.20	\$50.40	\$100.80
Total Tuition and Fees					
Out-of-State	\$752.70	\$9,032.40	\$752.70	\$9,032.40	\$18,064.80
Evening Undergraduate (SCPS)					
Tuition					
Out-of-State	\$285.00		\$285.00		
Fees					
Course Fee	\$267.50		\$267.50		
Capital Improvement Fee	\$16.55		\$16.55		
SGA Fee	\$4.20		\$4.20		
Total Tuition and Fees					
Out-of-State	\$573.25		\$573.25		
Graduate- Price Group 1					
Tuition					
Out-of-State	\$230.00		\$230.00		
Fees					
Course Fee	\$268.50		\$268.50		
Capital Improvement Fee	\$16.55		\$16.55		
Total Tuition and Fees					
Out-of-State	\$515.05		\$515.05		
Graduate - Price Group 2					
Tuition					
Out-of-State	\$230.00		\$230.00		
Fees					
Course Fee	\$313.45		\$313.45		
Capital Improvement Fee	\$16.55		\$16.55		
Total Tuition and Fees					
Out-of-State	\$560.00		\$560.00		
Graduate - Price Group 3					
Tuition					
Out-of-State	\$230.00		\$230.00		
Fees					
Course Fee	\$374.15		\$374.15		
Capital Improvement Fee	\$16.55		\$16.55		
Total Tuition and Fees					
Out-of-State	\$620.70		\$620.70		

All charges are subject to change.

**Schedule of Student Charges
2019-20 Academic Year**

IN-STATE	Fall 2019		Spring 2020		Academic Year
	Per Credit	Full-Time	Per Credit	Full-Time	Full-Time
Housing²					
Bates Complex - Single		\$5,580.00		\$5,580.00	\$11,160.00
Bates Complex - Double		\$5,185.00		\$5,185.00	\$10,370.00
Bates - Premium Single		\$6,080.00		\$6,080.00	\$12,160.00
Bowditch - Double		\$4,595.00		\$4,595.00	\$9,190.00
Bowditch - Premium Single		\$5,095.00		\$5,095.00	\$10,190.00
Peabody - Double		\$4,595.00		\$4,595.00	\$9,190.00
Peabody - Premium Single		\$5,095.00		\$5,095.00	\$10,190.00
Atlantic Hall - Single		\$6,330.00		\$6,330.00	\$12,660.00
Atlantic Hall - Double		\$5,677.50		\$5,677.50	\$11,355.00
Marsh Hall - Doubles		\$5,117.50		\$5,117.50	\$10,235.00
Viking Hall - Single		\$5,542.50		\$5,542.50	\$11,085.00
Viking Hall - Doubles		\$5,227.50		\$5,227.50	\$10,455.00
Viking Hall - Double Suite		\$5,342.50		\$5,342.50	\$10,685.00
Viking Hall - Suite Single		\$5,657.50		\$5,657.50	\$11,315.00
Meal Plans					
Anytime Dining 7 Day Silver Plan ³		\$1,933.00		\$1,933.00	\$3,866.00
Anytime Dining 7 Day Gold Plan ³		\$2,123.00		\$2,123.00	\$4,246.00
Anytime Dining 7 Day Platinum Plan ³		\$2,263.00		\$2,263.00	\$4,526.00
Block Plan 1 ⁴		\$406.00		\$406.00	\$812.00
Block Plan 2 ⁴		\$740.00		\$740.00	\$1,480.00
Block Plan 3 ⁴		\$1,160.00		\$1,160.00	\$2,320.00
One Week Summer Plan ⁵		NA		NA	\$65.00
Half Summer Plan ⁵		NA		NA	\$390.00
Full Summer Plan ⁵		NA		NA	\$910.00
Miscellaneous Fees					
Mass PIRG Fee (waivable each semester) ⁶		\$10.00		\$10.00	\$20.00
Resident Parking (Atlantic and Peabody lots)		\$290.00		\$290.00	\$580.00
Resident Parking (Bates lot)		\$265.00		\$265.00	\$530.00
Resident Parking (Marsh lot)		\$210.00		\$210.00	\$420.00
Commuter Parking		\$85.00		\$85.00	\$170.00
International Student Fee ⁷		\$375.00		\$375.00	\$750.00
Records Fee-for non-matriculated students		\$10.00		\$10.00	\$20.00
Online courses (undergraduate) per credit ⁸					\$50.00
Health Insurance -- (waivable) ⁹					\$3,444.00
Matriculation Fee -- new matriculated students (one-time)					\$250.00
Differential Fees for Undergraduate Programs					
Art ¹¹		\$125.00		\$125.00	\$250.00
Biology ¹⁰		\$250.00		\$250.00	\$500.00
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Fees below pertain to those courses offered by the School of Continuing and Professional Studies and School of Graduate Studies

Course fees	Range FY 2020
Lab fees	\$25 - \$500 per course
Clinical Fees	\$15 - \$100 per course
Nursing Resource Center Fee	\$100 per course
Field Placement Fee for MSW courses	\$100 - \$250 per course
Online Courses	\$50 per credit
Institute Fee	\$100 per institute

Below are miscellaneous fees and fines that pertain to specific situations as noted

Application Fees

Undergraduate Admissions	\$50
Graduate Admissions	\$50/online/\$100 paper
Comprehensive Exam Application-Graduate School	\$50

Parking fines

Various violations	\$20 - \$120 per violation
Violation Appeal Fee if appeal not granted	\$5 per violation

Late fees

Late application for degree (undergraduate and graduate)	\$50
Late payment (tuition and fees)	\$50/month
Payment plans	\$40 per plan
Non-credit course fee	varies depending on course
Institutes (winter session/summer)	varies depending on course

Salem State University
FY 2020 Tuition and Fees
Graduate

	Current AY 2019 and Summer 2019	Proposed AY 2020 and Summer 2020	Overall \$ Change	Overall % Change
GRADUATE				
Price Group 1 2.5% Course Fee increase				
Massachusetts Residents				
Per Credit	\$417.70	\$425.05	\$7.35	2%
Per Course (3 credits)	\$1,253.10	\$1,275.15	\$22.05	2%
Out of State Residents				
Per Credit	\$507.70	\$515.05	\$7.35	1%
Per Course (3 credits)	\$1,523.10	\$1,545.15	\$22.05	1%
International Student Supplemental Charge (per semester excluding summer)				
	\$375.00	\$375.00	\$0.00	0%
Price Group 2 4% Course Fee increase				
Massachusetts Residents				
Per Credit	\$457.10	\$470.00	\$12.90	3%
Per Course (3 credits)	\$1,371.30	\$1,410.00	\$38.70	3%
Out of State Residents				
Per Credit	\$547.10	\$560.00	\$12.90	2%
Per Course (3 credits)	\$1,641.30	\$1,680.00	\$38.70	2%
International Student Supplemental Charge (per semester excluding summer)				
	\$375.00	\$375.00	\$0.00	0%
Price Group 3 12% Course Fee increase				
Massachusetts Residents				
Per Credit	\$489.80	\$530.70	\$40.90	8%
Per Course (3 credits)	\$1,469.40	\$1,592.10	\$122.70	8%
Out of State Residents				
Per Credit	\$579.80	\$620.70	\$40.90	7%
Per Course (3 credits)	\$1,739.40	\$1,862.10	\$122.70	7%
International Student Supplemental Charge (per semester excluding summer)				
	\$375.00	\$375.00	\$0.00	0%

Note: The rates above include Tuition, Course Fee, and Capital Improvement Fee.

Note: Group 3 - Occupational Therapy - Direct Entry (MS) and Occupational Therapy (MS) programs are charged an additional \$350 per session.

**Salem State University
FY 2020 Tuition and Fees
Continuing Education**

	Current AY 2019	Proposed AY 2020	Overall \$ Change	Overall % Change
Continuing Education				
Fall and Spring				
4% Course Fee increase				
Massachusetts Residents				
Per Credit	\$392.15	\$403.25	\$11.10	3%
Per Course (3 credits)	\$1,176.45	\$1,209.75	\$33.30	3%
Out of State Residents				
Per Credit	\$562.15	\$573.25	\$11.10	2%
Per Course (3 credits)	\$1,686.45	\$1,719.75	\$33.30	2%
International Student Supplemental Charge (per credit)	\$140.00	\$140.00	\$0.00	0%
	Summer 2019	Summer 2020	Overall \$ Change	Overall % Change
Summer				
4% Course Fee increase				
Massachusetts Residents				
Per Credit	\$327.35	\$336.05	\$8.70	3%
Per Course (3 credits)	\$982.05	\$1,008.15	\$26.10	3%
Out of State Residents				
Per Credit	\$462.35	\$471.05	\$8.70	2%
Per Course (3 credits)	\$1,387.05	\$1,413.15	\$26.10	2%

Note 1: The rates above for Fall and Spring include Tuition, Course Fee, Capital Improvement Fee, and SGA Fee.

Note 2: The rates above for Summer include Tuition, Course Fee, and Capital Improvement Fee only.

Salem State University
FY 2020
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)
Art (MAT)	Geo-Information Science (MS)
Chemistry (MAT)	Industrial/Organizational Psychology (MS)
Early Childhood Education (MEd)	Mathematics (MS)
Elementary Education (MEd)	Nursing (MSN)
English (MA/MAT)	Social Work (MSW)
English (MAT)	Education - Master's Programs
English to Speakers of Other Languages (ESOL) (MAT)	Higher Education in Student Affairs (MEd)
History (MAT)	School Counseling (MEd)
Leadership in Physical Education & Movement Studies (MEd)	Education - Licensure Only Programs
Library Media Studies (MEd)	School Adjustment Counselor (Initial Licensure Only)
Mathematics (MAT)	School Counseling
Middle School Education (MEd)	Graduate Certificate Programs
Middle School Math (MAT)	Applied Behavior Analysis
Physical Education (MAT)	Clinical Trial Management
Reading (MEd)	Computer Science
Secondary Education (MEd)	Counseling
Spanish (MAT)	Geo-Information Science
Special Education (MEd)	Nursing Education
Education - Licensure Only Programs	Sport Development and Management
Early Childhood Education	Price Group 3
Elementary Education	Master's Programs
English to Speakers of Other Languages (ESOL)	Accounting (MS)
Mathematics	Business Administration (MBA)
Middle School Education (Initial Licensure Only)	Occupational Therapy – Direct Entry (MS)
Reading	Occupational Therapy (MS)
Special Education	Graduate Certificate Programs
Graduate Certificate Programs	Business
Autism Spectrum Disorders	Financial Planning
Digital Studies	
Global Policy Analysis	
Holocaust and Genocide Studies	
Public History	
Public Policy and Administration	
Strategic Communications	
Teaching English to Speakers of Other Languages	
Writing and Rhetoric Studies	
Teacher Leadership	
Certificate of Advanced Graduate Study (CAGS)	
Educational Leadership	