

REQUEST FOR TRUSTEE ACTION

Date: May 21, 2025
To: Board of Trustees
From: Finance & Facilities Committee
Subject: FY26 All Funds Budget
Requested Action: Approval

The Board of Trustees must approve an all-funds budget for the coming fiscal year which begins on July 1 to provide for the operation of the university. The approval of the budget includes approval for each separate trust fund as shown on the Fiscal Year 2026 Trust Fund Budgets schedule included in the budget package and the large contracts.

MOTION

The Finance and Facilities Committee hereby recommends that the Board of Trustees approve the following motion pertaining to the attached FY26 Salem State University All Funds Budget.

Recommended Motion

The Board of Trustees of Salem State University hereby approves the Fiscal Year 2026 All Funds Budget as recommended by the president and as shown in the attached FY26 Salem State University All Funds Budget at the level of \$190.7 million in Managed Expenses and use of \$1.9 million reserves. This action includes approval of the FY26 Trust Fund Budgets and the Potential Contracts Exceeding \$500,000 each as included in the budget package.

Committee Assigned: Finance & Facilities

Committee Action: Approved

Date of Action: May 21, 2025

Trustee Action: Approved

Trustee Approval Date: May 28, 2025

Effective Date: May 28, 2025

Signed: 
Lynne Montague (May 21, 2025 17:23 EDT)

Title: Secretary, Board of Trustees

Date: 05/21/2025

Page Left Intentionally Blank

FY26 Salem State University All Funds Budget

Our Mission

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



FY26 All Funds Budget Table of Contents

Introduction.....	4
Key Elements Table	5
Budget Narrative	6
Campus Highlights From FY25	9
Exhibit 1: Salem State University FY26 All Funds Budget.....	10
Exhibit 2: Salem State University FY26 Trust Fund Budget	11
Exhibit 3: Transfers by Trust Fund.....	12
Exhibit 4: Managed Revenue vs. Managed Expense Trend	13
Chart 1: Managed Revenue vs. Managed Expense Trend	14
Chart 2: Components of FY26 Revenue Budget.....	15
Chart 3: Components of FY26 Expense Budget	16
Chart 4: Credit Hours Delivered by Division – Full Years 2015 – 2025	17
Chart 5: Preliminary Fall Enrollments (Registrations) for 2020 - 2025 (Fall only)..	18
Chart 6: Student-to-Faculty Ratio.....	19
Chart 7: Cash Operating Balance	20
Chart 8: Debt Service.....	21
Table 1: Managed Revenue	22
Table 2: Fee Revenue.....	22
Table 3: Historical Tuition & Mandatory Fees	23
Table 4: Historical Credit Hours by Division.....	24
Table 5: Financial Aid	24
Table 6: Auxiliary Revenue.....	25
Table 7: State Operating Support.....	25
Table 8: Managed Expenses	26
Table 9: Compensation.....	27
Table 10: Financial Full-Time Benefitted Employees (FFTE) by Union Classification	27
Table 11: Financial Full-Time Benefitted Employees (FFTE) by Division	28
Table 12: Salary and Wages for Benefited Employees by Division	29
Table 13: Fringe Benefit Rates as set by the Commonwealth	30
Appendix I: Trust Fund Matrix	31

Appendix II: Vendors with Contracts over \$500,000 which are pre-approved upon approval of the FY26 Budget	32
Appendix III-A: List of Proposed Facilities Projects	33
Appendix III-B: List of Proposed ITS Projects	34
Appendix IV - Tuition/Fee Rates for FY26.....	35
Appendix V - Campus Highlights from FY25	45
University Programs, Celebrations, or Recognitions	45
Grants / Awards to Students.....	50
Grants / Recognition of Faculty	51
Governance	52

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

Introduction

Budget Approach

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

Trust Funds

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

Budget Overview

Salem State University presents its FY26 All Funds Budget with Managed Revenues of \$188.8 million, Managed Expenses of \$190.7 million, and use of reserves of \$1.9 million (see Exhibit 1). Non-cash revenues and expenses, primarily depreciation of \$9.8 million, are projected to result in an overall reduction of Net Position of \$11.7 million excluding the impact of GASB 68 and 75 pension and OPEB entries.

Key Elements Table

Please note that the chart below is provided to highlight specific components of the FY26 budget only and is not meant to convey Salem State's full financial budget.

	Actuals	Actuals	Forecast	Budget	Amount	Percent Chg	
	FY2023	FY2024	FY2025	FY2026	Variance	FY26 vs. FY25	Comment
Key Elements Summary - FY 2025 Budget							
Revenue: Price & Enrollment							
In-state, commuter (rate)	\$11,979	\$11,979	\$12,338	\$12,708	370	3.0%	
Out-of-state, commuter (rate)	\$18,961	\$18,961	\$19,531	\$20,117	586	3.0%	
Undergraduate Day Enrollment (Headcount-avg of Fall & Spring)	4,221	3,992	3,959	3,959	0	0.0%	
Tuition & Fee Revenue (\$M, net of financial aid)	\$42.848	\$32.346	\$33.594	\$36.384	3	8.3%	
Revenue: Housing & Dining							
Housing Revenue (\$M)	\$15.665	\$16.154	\$16.788	\$18.531	2	10.4%	1600 Students Fall 2025
Dining Meal Plan Revenue (\$M)	\$5.432	\$5.833	\$6.705	\$6.906	0	3.0%	1601 Mandatory Meal Plans
State Support							
State Appropriation (\$M)	\$78.474	\$89.565	\$93.796	\$92.039	(2)	-1.9%	Includes GAA and impact of fringe benefit support No formula funding assumed in FY26
Compensation							
Salary & Wages (\$M, Benefitted faculty & staff)	\$87.886	\$74.976	\$78.372	\$85.810	7	9.5%	
Fringe Benefits Expense (\$M)	\$30.224	\$34.947	\$36.460	\$33.750	(3)	-7.4%	
Benefits Rate (including taxes)	41.35%	45.31%	45.06%	37.81%	(0.073)	-16.1%	rate set by Commonwealth
Facilities Related Expenses							
Utilities Expense (\$M)	\$3.540	\$3.948	\$4.750	\$4.530	(0.220)	-4.6%	
Debt Service Expense (\$M, Assessment + Interest Expense)	\$12.772	\$10.644	\$12.878	\$14.174	1.296	10.1%	FY24 has \$2.5M savings from debt service restructuring
Depreciation & Amortization (\$M, non-cash expense)	(\$9.425)	(\$9.369)	(\$10.588)	(\$9.840)	1	-7.1%	
DCAMM Major Capital Projects (BOLD)	-	-	-	-	0		
Managed Net Income (\$M)	\$16.164	\$7.293	\$4.801	(\$1.900)	(\$6.701)	-239.6%	FY26 will draw \$1.9M from reserves
Overall Add to (Use of) Net Position (\$M)	\$31.416	\$19.883	(\$3.461)	(\$11.740)	(\$8.279)	139.2%	

Budget Narrative

At Salem State, our commitment to student success remains the core mission of the university. In support of that goal, we submit a FY26 budget package focused on fostering academic excellence, enhancing student support services, and ensuring a transformative educational experience for all. Guided by our strategic plan, we are investing in key initiatives that align with our institutional goals and strengthen our long-term vision.

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

Building on the foundation set in FY25, SUCCESS funding remains instrumental in fostering student achievement and retention, with \$2.05M dedicated to sustaining these priorities in FY26. Through a coordinated effort between Academic Affairs, Student Success teams, and Finance, resources are carefully directed to strengthen affordability, enhance program evaluations, and optimize campus operations.

As part of our ongoing commitment to strategic priorities, initiatives approved through the planning process are now in their second year, with \$.452M allocated in FY26 to strengthen departmental impact. The university continues to evaluate these initiatives closely, assessing their effectiveness in achieving the collaboratively defined goals of our strategic plan.

Through thoughtful allocation of resources and a steadfast commitment to strategic priorities, this budget reflects the university's dedication to student success, operational excellence, and long-term institutional growth.

Major assumptions included in the FY26 budget are below:

- Tuition and Mandatory fees include a blended 3.0% rate increase in Undergrad Day and Graduate Studies. Continuing and Professional Studies maintains the same per credit rate as FY25.
- Undergraduate day enrollment is budgeted for fall enrollment at 4,106. Maintaining and increasing enrollment continues to be of the highest priority and a source of uncertainty in the annual budget process.
- The housing occupancy for the fall 2025 semester is planned to be 1,600 students, based on historical trends and occupancy patterns.
- The assumption for state general appropriation (GAA) is based on the Governor's budget released in January 2025. State appropriation is planned to increase by \$4.8M dollars or 7.68%. This includes partial funding of collectively bargained increases and the FY25 formula funding added to the base appropriation. At the time of approval of this budget, the state budget is still in process.

- Affordability being a key goal of the university, financial aid through university funds, state programs such as Mass Grant Plus, Mass Grant Plus Expansion and the second year of the SUCCESS program is assumed.
- The fringe benefit rate proposed by the Commonwealth for FY26 budgeting is 37.81% inclusive of payroll taxes, a decrease from 45.06% in FY2025. The state comptroller's office will provide the final approved rate after the fiscal year begins.

SSU BOLD

Great strides were made in Project Bold. Within the last year, the design phase was completed and the campus officially broke ground on April 23, 2025. During the design phase, the project team conducted comprehensive site evaluations of the Horace Mann and Meier Hall buildings, collaborating with the facilities department to assess existing mechanical systems and other structural characteristics. In addition to these inspections, the team meticulously analyzed extensive data sets, including prior space studies, space inventory records, course schedules, office allocations, enrollment figures, floor plans, and site layouts. This thorough review provided a well-rounded understanding of the current spatial and operational conditions, informing future planning.

Contracts Greater than \$500,000

In accordance with the Trust Fund Guidelines, the Board of Trustees must approve contracts with estimated spending greater than \$500,000 each and may do so in conjunction with approval of the budget. Appendix II provides a categorized list of such items for FY26 for approval. The amounts shown in the appendix include a cushion, especially where the spending is less predictable.

Composition of the Budget and Relationship to GAAP

Salem State University is in its tenth year of presenting an All-Funds Budget. This format budgets all trust funds and fund types. Intentionally, the budget format is different from the GAAP format used in producing audited financial statements. The university's budget and quarterly management reports summarize Managed Revenues and Expenses in a format that distinguishes between managed and non-cash revenue and expense activity. The Managed Revenues and Expenses format allows the reader to focus on the elements of the budget that university administration 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 standards that are not reflected in the FY26 budget. Consistent with previous budgetary practice, GASB Statement No. 75, Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions, and GASB 68, Accounting and Financial Reporting for Pensions, the

university will not have a reliable estimate for these non-cash expenses until information the Commonwealth provides it at the end of the fiscal year. Thus, for budget purposes, the amount for GASB 68 and GASB 75 is zero. Salem State University implemented GASB 87, the lease accounting standard, for financial statements ending June 2022. This standard made major changes in how GAAP-based financial statements are presented, bringing onto the balance sheet as assets and liabilities, amounts not previously reflected. This change does not affect the Managed Net Income Statement. Salem State implemented GASB 96, which required a similar accounting treatment to GASB 87 except it covered subscription-based information technology arrangements (SBITA), in FY23. This did not have nearly as large of an impact on the audited financial statements as the lease accounting standard.

Campus Highlights From FY25

Salem State is completing a productive, exciting, and successful FY2025. A list of highlights is below; see Appendix V for a description of each point of pride.

University Programs, Celebrations, or Recognitions

- Inaugural New England Hispanic and Minority Serving Institution Conference
- SSU Surpassed the Hispanic Serving Institution Threshold
- SSU Highest-ranking Massachusetts Public University for Social Mobility
- Cybersecurity Range Opening
- Annual Day of Service
- SSU Recognized for Excellence in Student Voting Registration and Turnout During the 2022 Midterm Elections
- Earth Days at Salem State University
- Annual Bertolon School of Business – Viking Business Pitch Competition
- Salem State University’s Bertolon School of Business visited Nasdaq
- Marylou Sudders, Jimmy Hill Named Fellows for the Frederick E. Berry Institute of Politics
- Holocaust Survivor Werner Salinger Inspired Our Campus
- 46th Annual Darwin Festival celebrated Innovative Research and Ideas
- SSU BOLD and North Campus Decarbonization Groundbreaking

Grants / Awards to Students

- Approximately 1,200 degrees to be awarded
- \$10 Million Gift to Salem State University
- Salem State to Launch “The Humanities Brigade” In Fall 2025
- SSU received \$930,000 to Support Behavioral Health Internships

Grants / Recognition of Faculty

- SSU Named Top Producer of Fulbright Scholars for the fourth time
- More Than a Dozen OER Projects Move Through Salem State University

Governance

- Five New Members Named to the Salem State University Board of Trustees

Exhibit 1: Salem State University FY26 All Funds Budget

Account Description (\$ in thousands)	FY 2023 Year End Actuals	FY 2024 Year End Actuals	FY 2025 Projection	FY2026 Budget
<u>Managed Revenue</u>¹				
Tuition and Fees	\$74,159	\$70,737	\$69,928	\$71,912
Less: Scholarships, Fellowships & Waivers	(31,312)	(37,609)	(36,333)	(35,528)
Net Tuition and Fees	42,848	33,128	33,594	36,384
Federal, State, Private Grants	28,984	29,826	30,166	29,599
Auxiliary Enterprises	22,710	23,360	24,705	26,642
State General Appropriations	78,474	89,565	93,796	91,398
Other Revenue	7,975	10,288	10,475	4,738
Total Managed Revenue	180,992	186,167	192,736	188,761
<i>Year over Year Change</i>				-2.1%
<u>Managed Expenses</u>				
Compensation	118,120	129,571	132,662	137,467
Support	26,229	27,780	32,129	29,330
Facility-related	20,679	21,523	23,144	23,863
Total Managed Expenses	165,028	178,874	187,935	190,661
<i>Year over Year Change</i>				1.5%
Managed Net Income	15,964	7,293	4,801	(1,900)
<u>Non-Cash Revenue / (Expenses)</u>				
Capital Grants	6,287	3,799	2,326	0
Depreciation	(9,425)	(9,369)	(10,588)	(9,840)
Unrealized Gains/Losses	4,152	5,424	0	0
Gains/Losses on Disposal of Plant Facilities	(219)	0	0	0
GASB 68 Pension	5,896	4,775	0	0
GASB 75 OPEB	11,665	13,445	0	0
GASB 87 Lease	(3,163)	(5,938)	0	0
GASB 96 SBIT	60	(22)	0	0
Gains on Early Retirement of Debt	0	0	0	0
GASB Lease Refunding Gain Amortization	200	476	0	0
Use of Reserves	0	0	0	0
Total Non-Cash Revenue / (Expenses)	15,452	12,590	(8,262)	(9,840)
Total Increase / (Decrease) in Net Position	31,416	19,883	(3,461)	(11,740)

Note: FY26 non-cash does not include an estimate for GASB 68 or GASB 75

Exhibit 2: Salem State University FY26 Trust Fund Budget

Account Description (\$ in thousands)	Unrestricted Auxiliaries	Educational & General Funds	Grants	Gifts & Contributions	Residence Halls	Restricted Other	Net Invested in Capital Assets	FY 2026 Budget Total
Operating Revenue								
Net Tuition and Fees	0	64,411	(24,600)	(1,617)	(2,234)	424	0	\$36,384
Federal, State, Private Grants	0	0	29,427	0	171	0	0	\$29,599
Auxiliary Enterprises	7,505	124	0	0	18,840	174	0	\$26,642
State General Appropriations	0	91,198	200	0	0	0	0	\$91,398
Other Revenue	217	1,358	0	3,163	0	0	0	\$4,738
Total Managed Revenue	7,722	157,090	5,027	1,546	16,778	597	0	188,761
Managed Expenses								
Compensation	131	128,125	3,857	748	4,596	11	0	\$137,467
Support	7,496	19,226	1,089	783	397	340	0	\$29,330
Facility-related	791	14,879	82	16	11,785	72	(3,761)	\$23,863
Total Managed Expenses	8,418	162,230	5,027	1,546	16,778	424	(3,761)	190,661
Managed Net Income	(696)	(5,139)	(0)	0	0	174	3,761	(1,900)
Non-Cash Revenue / (Expenses)								
Capital Grants	0	0	0	0	0	0	0	0
Depreciation	0	0	0	0	0	0	(9,840)	(9,840)
Unrealized Gains/Losses	0	0	0	0	0	0	0	0
GASB 68 Pension	0	0	0	0	0	0	0	0
GASB 75 OPEB	0	0	0	0	0	0	0	0
GASB 96 SBIT	0	0	0	0	0	0	0	0
Use of Reserves	0	0	0	0	0	0	0	0
Total Non-Cash Revenue / (Expenses)	0	0	0	0	0	0	(9,840)	(9,840)
Total Increase/Decrease in Net Position	(696)	(5,139)	(0)	0	0	174	(6,079)	(11,740)

Note: Facility-related managed expense category includes 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 2026 Budget Total
Transfers by Type									
Facility-Related									
Debt Service	0	1,423	0	0	0	0	0	(1,423)	0
MSCBA	0	2,260	0	0	0	0	0	(2,260)	0
Facility Projects	0	0	0	0	0	0	0	0	0
FEMA	0	0	0	0	0	0	0	0	0
Capitalization	0	2,396	0	0	0	0	0	(2,396)	0
Total Facilities Related	0	6,079	0	0	0	0	0	(6,079)	0
IT Projects	0	0	0	0	0	0	0	0	0
Operational Support	84	2,022	0	16	(2,140)	72	0	(54)	0
Overhead Distributed	0	(82)	82	0	0	0	0	0	0
Total Transfers	84	8,019	82	16	(2,140)	72	0	(6,133)	0

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

Exhibit 4: Managed Revenue vs. Managed Expense Trend

Account Description (\$ in thousands)	FY 2021 Year End Actuals	FY 2022 Year End Actuals	FY 2023 Year End Actuals	FY 2024 Year End Actuals	FY 2025 Year End Projection	FY 2026 Budget
Managed Revenue						
Net Tuition and Fees	48,998	37,483	42,848	33,128	33,594	36,384
Federal, State, Private Grants	31,619	42,189	28,984	29,826	30,166	29,599
Auxiliary Enterprises	12,100	20,063	22,710	23,360	24,705	26,642
State General Appropriations	67,963	77,309	78,474	89,565	93,796	91,398
Other Revenue	5,390	5,325	7,975	10,288	10,475	4,738
Total Managed Revenue	166,070	182,369	180,992	186,167	192,736	188,761
<i>Year over Year Change</i>	-6.0%	9.8%	-0.8%	2.9%	3.5%	-2.1%
Managed Expenses						
Compensation	104,920	118,669	118,120	129,571	132,662	137,467
Support	20,317	23,044	26,229	27,780	32,129	29,330
Facility-related	13,235	23,422	20,479	21,523	23,144	23,863
Total Managed Expenses	138,472	165,134	164,828	178,874	187,935	190,661
<i>Year over Year Change</i>	-17.1%	19.3%	-0.2%	8.5%	5.1%	1.5%
Managed Net Income	27,598	17,235	16,164	7,293	4,801	(1,900)
Non-Cash Revenue / (Expenses)						
Capital Grants	3,709	2,155	6,287	3,799	2,326	0
Depreciation	(9,474)	(9,204)	(9,425)	(9,369)	(10,588)	(9,840)
Unrealized Gains/Losses	3,252	(7,559)	4,152	5,424	0	0
Gains/Loss on Disposal of Plant Facilities	0	0	(219)	0	0	0
GASB 68 Pension	(1,085)	6,639	5,896	4,775	0	0
GASB 75 OPEB	5,266	10,566	11,665	13,445	0	0
GASB 87 Lease	(9,130)	(5,961)	(3,163)	(5,938)	0	0
GASB 96 SBIT	0	(32)	60	(22)	0	0
Gains on Early Retirement of Debt	0	276	0	0	0	0
GASB Lease Refunding Gain Amortization	0	0	0	476	0	0
Use of Net Position	0	0	0	0	0	0
Total Non-Cash Revenue / (Expenses)	(7,462)	(3,121)	15,252	12,590	(8,262)	(9,840)
<i>Year over Year Change</i>	-35.6%	-58.2%	-588.7%	-17.5%	-165.6%	19.1%
Total Increase / (Decrease) in Net Position	20,136	14,114	31,416	19,883	(3,461)	(11,740)

Chart 1: Managed Revenue vs. Managed Expense Trend

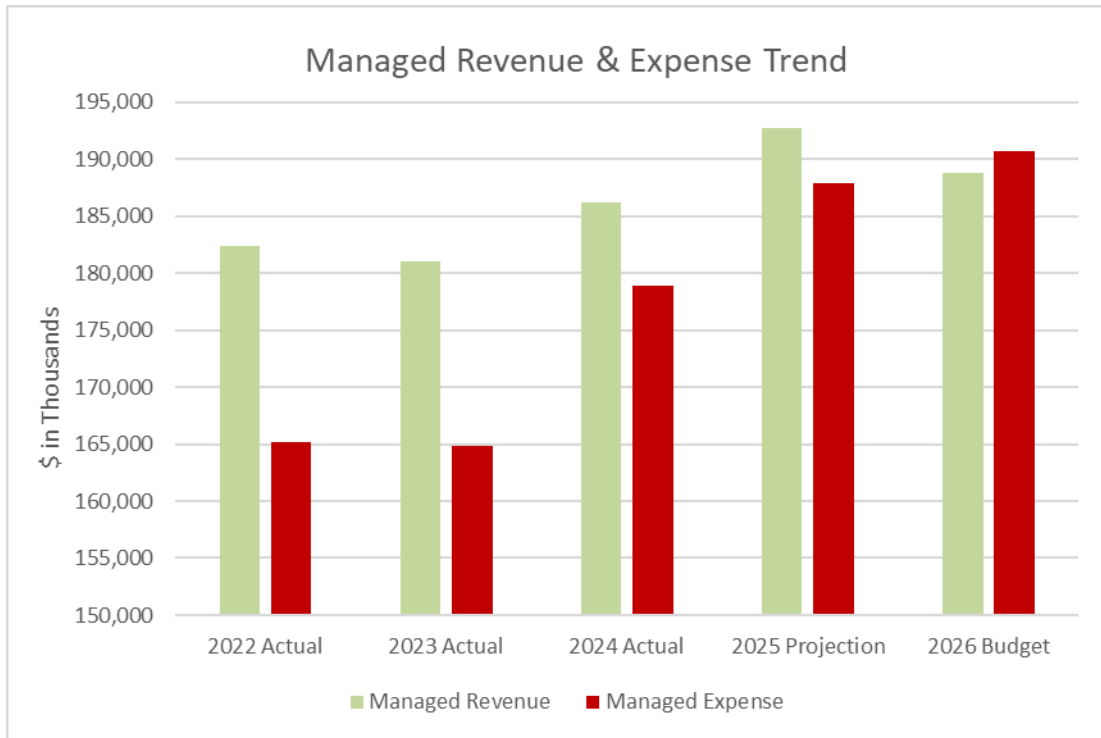


Chart 2: Components of FY26 Revenue Budget

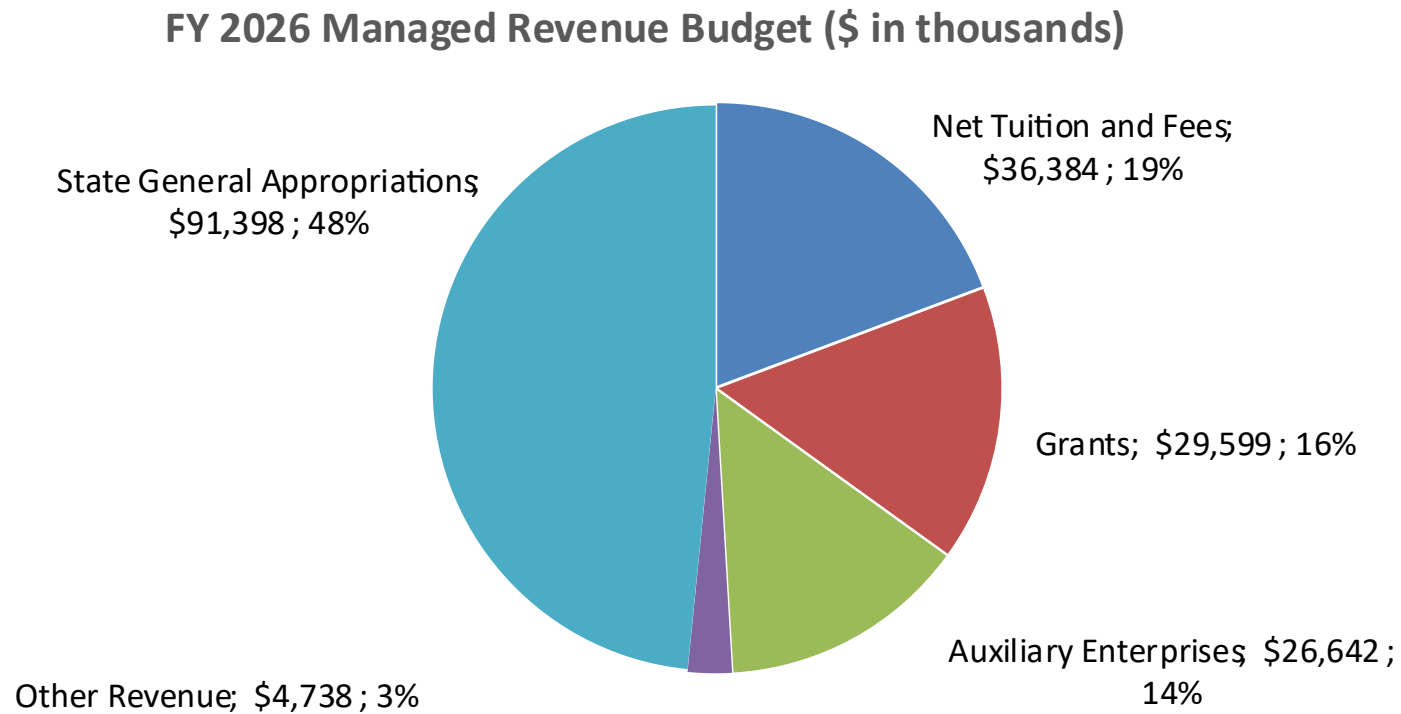


Chart 3: Components of FY26 Expense Budget

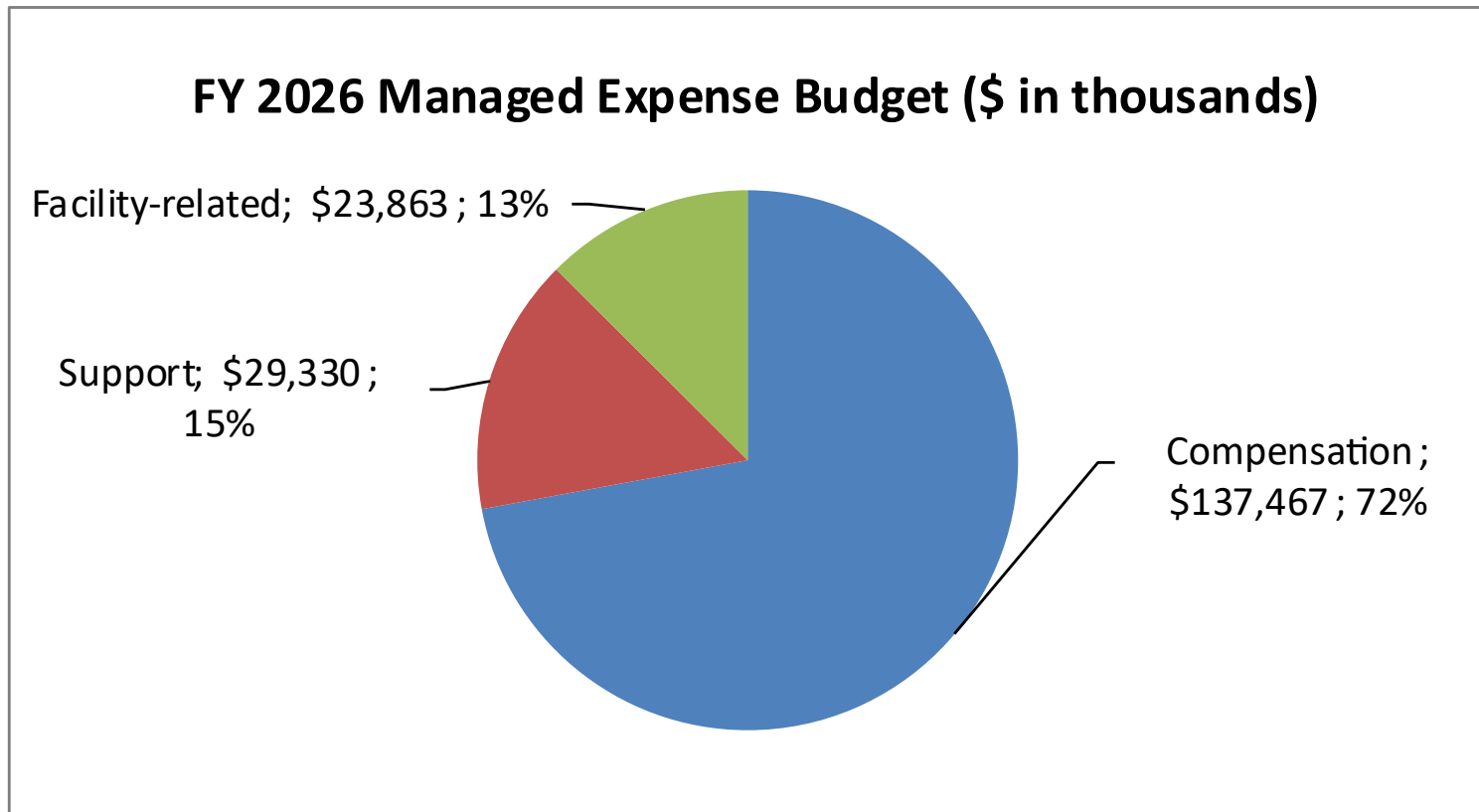


Chart 4: Credit Hours Delivered by Division – Full Years 2015 – 2024

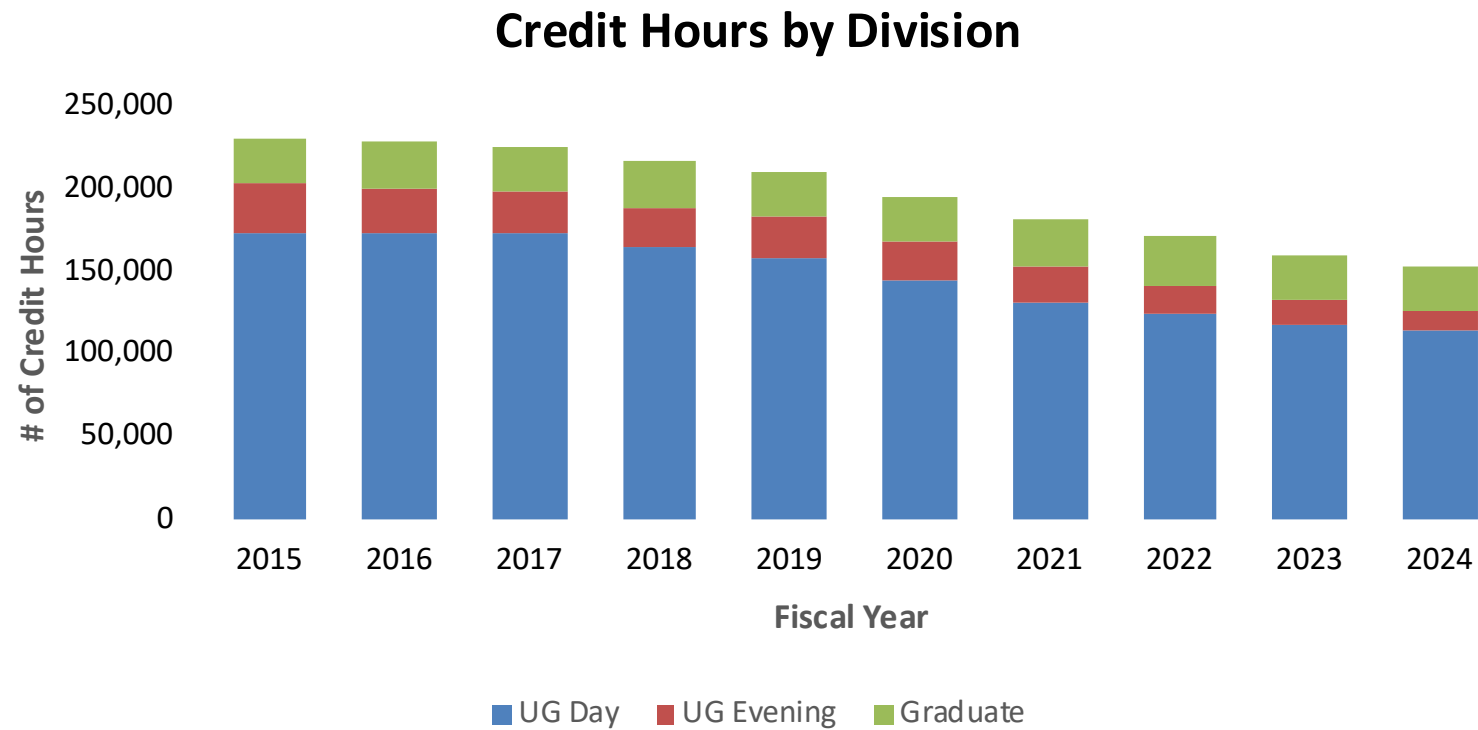
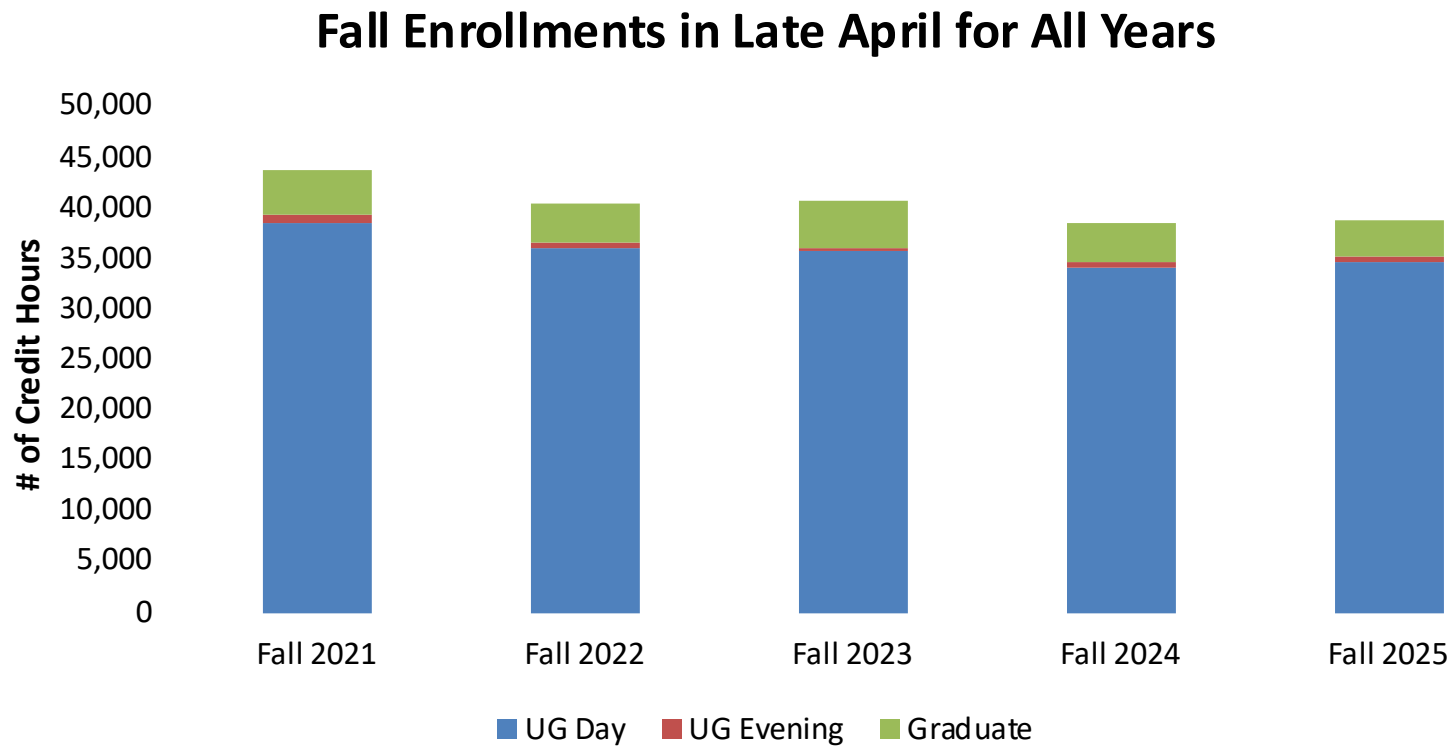


Chart 5: Preliminary Fall Enrollments (Registrations) for 2021 - 2025 (Fall only)



Due to FAFSA rollout, SSU delayed its decision deadline for Fall 2024 to June 1 vs May 1.

Chart 6: Student-to-Faculty Ratio

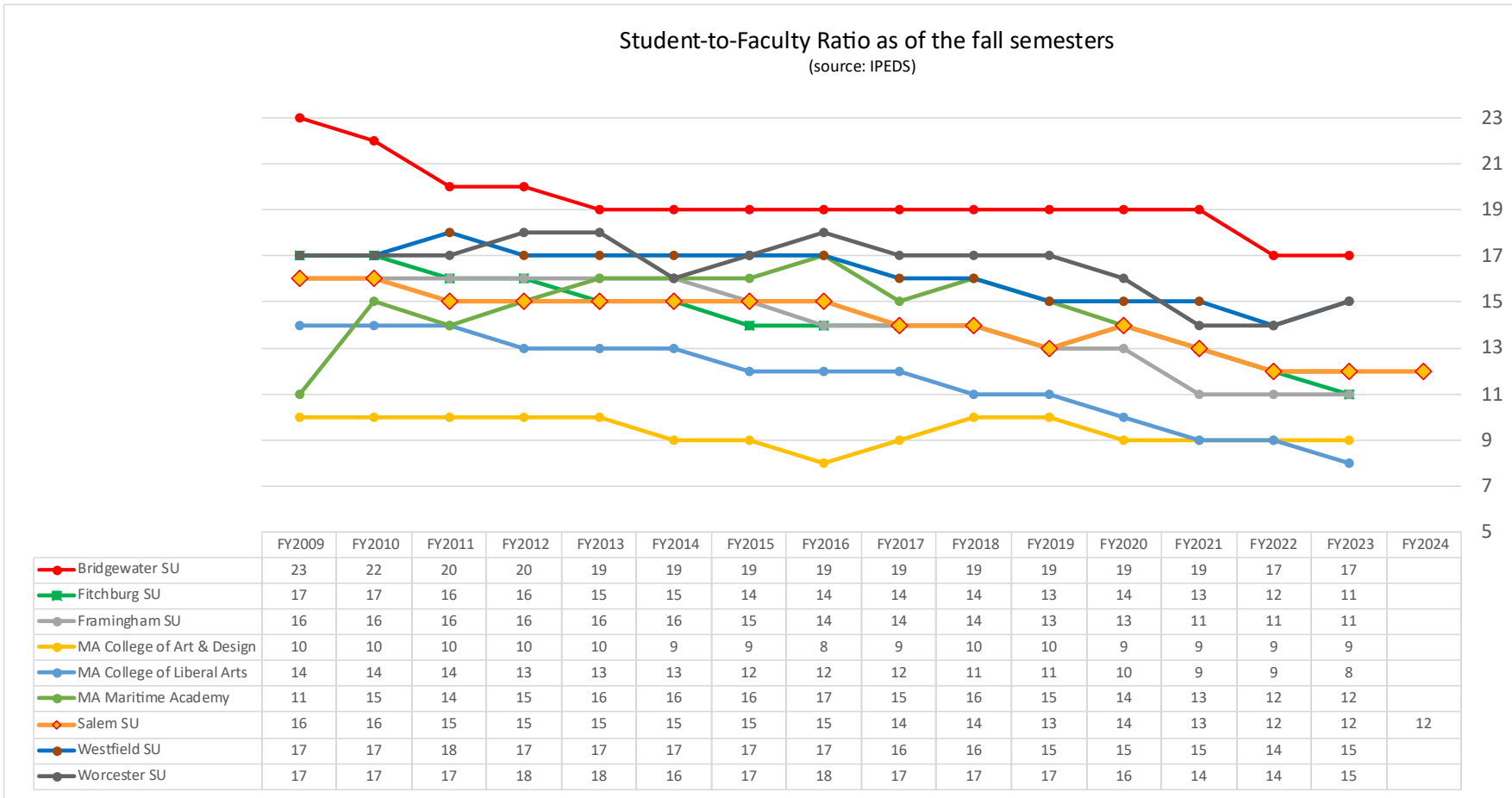
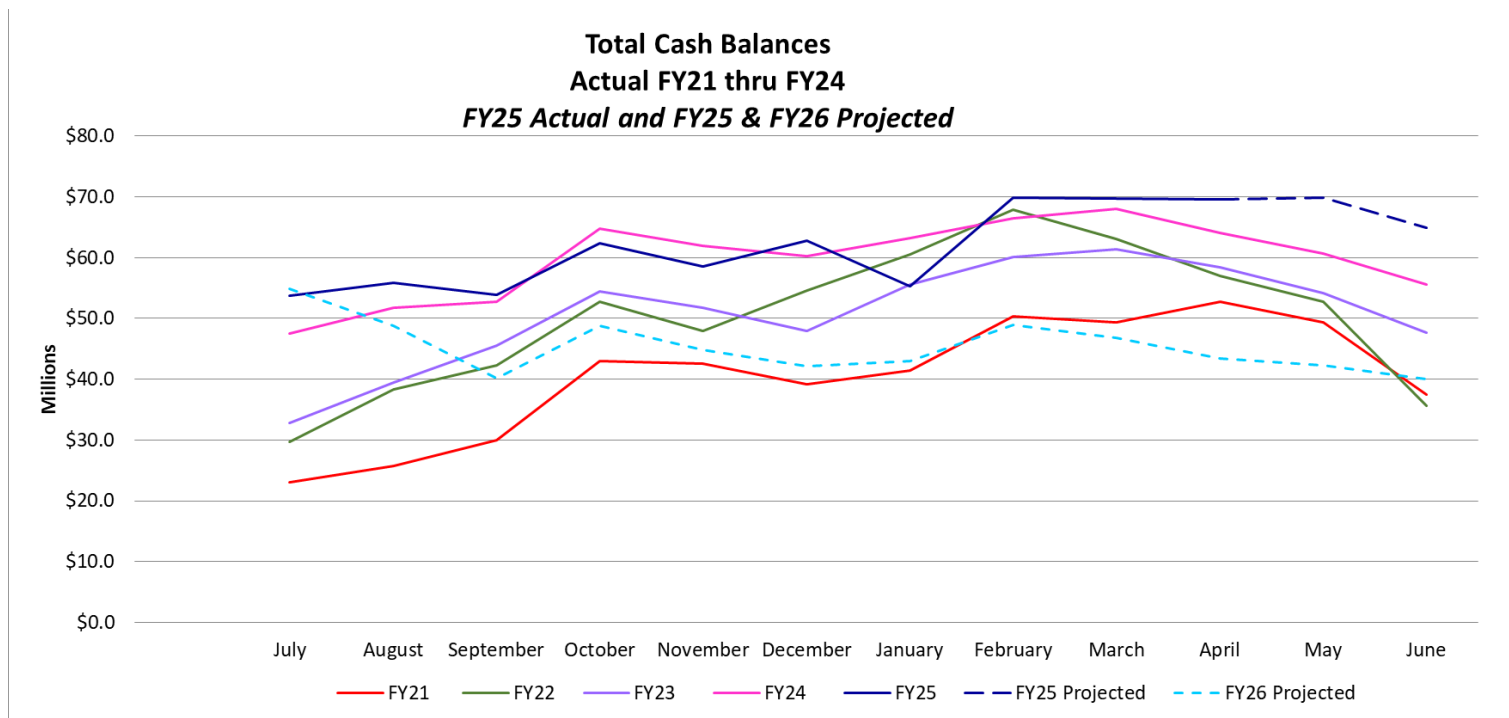


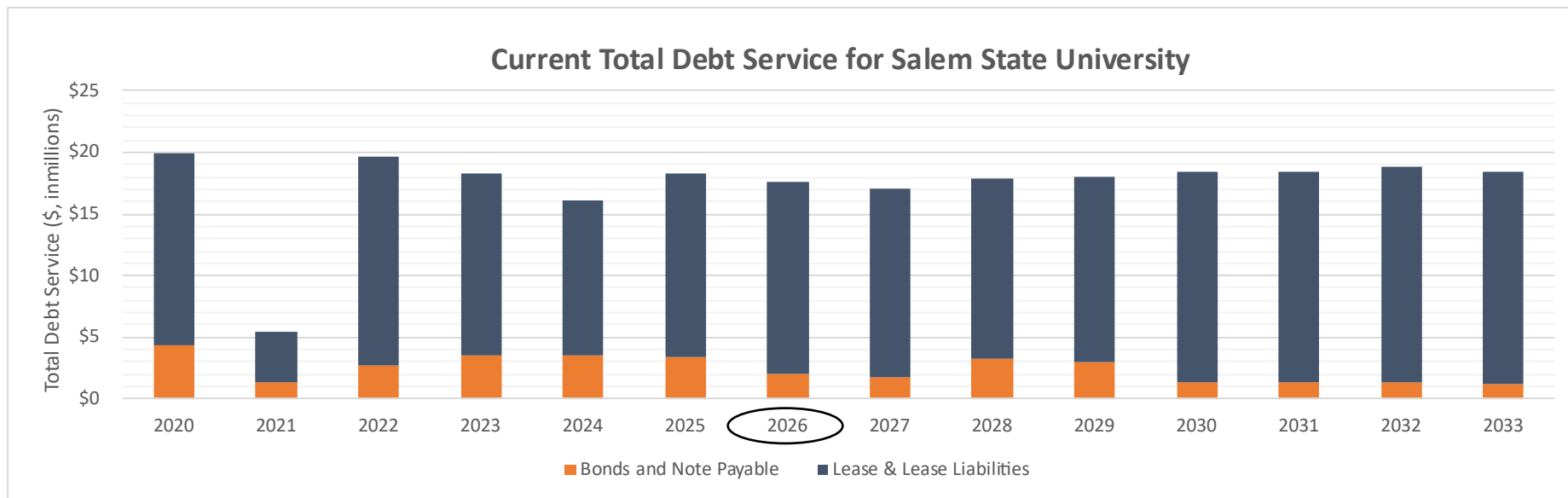
Chart 7: Cash Operating Balance



Notes:

- 1** - As of January 2025, we converted to reporting Total Cash Balances on this graph rather than just operating cash totals. Total Cash Balances include all unrestricted and restricted cash and cash equivalents.
- 2** - In June 2025, the university will move \$9.0M cash in MMDT to cash equivalents in the Working Capital account held by Cambridge Trust. This is part of the structure to service future SSU BOLD debt. (This is separate and in addition to the \$7.4M that was converted to cash and cash equivalents in December.) When transferred, overall cash balances will not be impacted.
- 3** - In June 2025, the university will establish a new account in MMDT to segregate \$10M to be used as a BOLD debt service reserve account. This will not impact overall cash balances.
- 4** - In FY26, the projection assumes that approximately \$18M in cash equivalents in the SSU BOLD fund are liquidated in order to invest the funds, so the cash projection includes this \$18M transaction specific reduction.

Chart 8: Debt Service



NOTE: MSCBA accomplished a major restructuring in FY21 which saved the university \$11.9 million in principal and interest for that year. MSCBA also made a payment on SSU's behalf for \$2.8 million of interest for Fall 2021. In FY 2022, the Bates defeasance reduced total lease liability debt service that would have been due in the future by \$4.1 million. FY24 includes \$2.5 million savings in one-time savings from another MSCBA debt service restructuring.

Table 1: Managed Revenue

Revenue (\$ in millions)	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Projection	FY2026 Budget	Amount Change	Percent Change
Net Tuition and Fees	\$49.0	\$37.5	\$42.8	\$33.1	\$33.6	\$36.4	\$2.8	8.3%
Federal, State, Private Grants	31.6	42.2	29.0	29.8	30.2	29.6	-\$0.6	-1.9%
Auxiliary Enterprises	12.1	20.1	22.7	23.4	24.7	26.6	\$1.9	8.3%
State General Appropriations	68.0	77.3	78.5	89.6	93.8	91.4	-\$2.4	-2.7%
Other Revenue	5.4	5.3	8.0	10.3	10.5	4.7	-\$5.7	-55.8%
Total Managed Revenue	\$166.1	\$182.4	\$181.0	\$186.2	\$192.7	\$188.8	-\$4.0	-2.1%

Table 2: Fee Revenue

Fee Revenue (\$ in millions)	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Projection	FY2026 Budget	Amount Change	Percent Change	Percent Fee Increase
University Fee	\$61.3	\$58.5	\$56.4	\$53.7	\$52.8	\$54.2	\$1.4	2.6%	
Capital Improvement Fee	2.7	2.6	2.5	2.4	2.3	2.4	\$0.0	2.0%	
SGA Fee	0.5	0.5	0.4	0.4	0.4	0.4	\$0.0	4.2%	
Other Fee Revenue	3.2	3.6	3.1	2.8	4.1	4.2	\$0.1	3.0%	
Total Fee Revenue	\$67.7	\$65.1	\$62.4	\$59.3	\$59.7	\$61.2	\$1.6	2.6%	3.0%

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

Note: FY26 percent fee increase is for UG Day and Grad School only. CE rate per credit held flat.

Table 3: Historical Tuition & Mandatory Fees

	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
<i><u>Undergraduate Day</u></i>						
Per Credit Rate	\$486.46	\$486.46	\$499.10	\$499.10	\$514.10	\$529.50
Per Credit Rate Increase	\$ 16.29	\$ -	\$ 12.64	\$ -	\$ 15.00	\$ 15.40
Annual POA Rate**	\$11,675	\$11,675	\$11,979	\$11,979	\$12,338	\$12,708
Annual POA Increase**	\$ 391	\$ -	\$ 304	\$ -	\$ 359	\$ 370
% Increase	3.5%	0.0%	2.6%	0.0%	3.0%	3.0%
<i><u>Continuing Education***</u></i>						
Per Credit Rate	\$439.70	\$439.70	\$451.20	\$451.20	\$464.80	\$464.80
Rate Increase	\$ 36.45	\$ -	\$ 11.50	\$ -	\$ 13.60	\$0.00
% Increase	9.0%	0.0%	2.6%	0.0%	3.0%	0.0%
<i><u>Graduate*</u></i>						
Per Credit Rate	\$486.55	\$486.55	\$499.20	\$499.20	\$514.20	\$529.70
Rate Increase	\$ 16.55	\$ -	\$ 12.65	\$ -	\$ 15.00	\$ 15.50
% Increase	3.5%	0.0%	2.6%	0.0%	3.0%	3.0%

Note: Assumes in-state, fall/spring rates

Note*: Assumes Price Group 2

Note:** POA stands for Price of Attendance

Note*:** The online course fee was eliminated in FY2021

Table 4: Historical Credit Hours by Division

Full Fiscal Year Credit Hours					
Student Type	2021	2022	2023	2024	2025 est.
Undergraduate Day	133,325	123,459	117,704	113,409	110,785
Continuing Education	19,934	17,813	14,447	12,696	14,884
Graduate	28,343	29,116	26,883	25,665	25,570
Total Credit Hours	181,601	170,387	159,033	151,769	151,239
Year over year %	(6.7%)	(6.2%)	(6.7%)	(10.9%)	(0.3%)

Table 5: Financial Aid

Financial Aid (\$ in millions)	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Projection	FY2026 Budget	Amount Change	Percent Change
Tuition Waivers	\$2.3	\$2.2	\$2.4	\$2.4	\$3.7	\$1.9	\$(1.8)	(48.3%)
Scholarships & Grants	29.2	37.9	29.0	35.2	32.6	33.6	\$1.0	3.0%
Total Financial Aid	31.5	40.1	31.3	37.6	36.3	35.5	\$(0.8)	(2.2%)
As a % of Gross Tuition and Fees	39.1%	51.7%	42.2%	53.2%	52.0%	49.4%		

Note 1: FY25 projection includes \$1.0M SUCCESS funds

Note 2: FY23 actual includes \$2.9M awards above the FY23 budget. Not continued in FY24.

Note 3: FY24 includes Mass Grant Plus Expansion.

Note 4: FY22 Actual includes \$8.8 M HEERF III funding awarded to students through institutional and student program.

Note 5: FY21 Actual includes \$.14 M HEERF I awards and \$3.256 M of HEERF II (CRSSA) awards.

Financial Aid by Funding Source	Unrestricted Educational Auxiliaries & General	Grants	Gifts	Residence Hall Trust Fund	Restricted Other	Total
FY 2026 Budget by Source (\$ millions)	\$0.0	\$7.0	\$24.6	\$1.6	\$2.3	\$35.5
FY 2026 Budget by Source (% of total)	0.0%	19.8%	69.2%	4.6%	6.4%	100.0%

Table 6: Auxiliary Revenue

	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	Amount	Percent
Auxiliary Revenue (\$ in millions)	Actual	Actual	Actual	Actual	Projection	Budget	Change	Change
Student Housing	\$8.6	\$14.7	\$16.1	\$16.2	\$17.2	\$18.9	\$1.6	10%
Dining	2.6	4.5	5.6	5.8	6.8	7.0	\$0.1	2%
Commissions	0.3	0.2	0.3	0.2	0.1	0.2	\$0.1	63%
Parking	0.2	0.2	0.5	0.4	0.4	0.4	\$0.0	8%
Other	0.4	0.4	0.2	0.6	0.1	0.1	\$0.1	62%
Total Auxiliary Revenue	\$12.1	\$20.1	\$22.7	\$23.2	\$24.7	\$26.6	\$1.9	8%

Table 7: State Operating Support

	FY 2021	FY 2022	FY 2023	FY2024	FY2025	FY2026	Amount	Percent
Appropriations (\$ in millions)	Actual	Actual	Actual	Actual	Projection	Budget	Change	Change
General Appropriations Act (GAA)	\$51.0	\$51.2	\$55.3	\$56.7	\$63.0	\$65.0	\$1.9	3.1%
Appropriation increases for CBA		4.4	1.0	4.8	1.9	2.9	\$1.0	49.8%
Funding Formula Allocation	0.0	0.9	1.4	1.6	1.0	0.0	-\$1.0	-100.0%
Total Appropriation	51.0	56.5	57.7	63.0	66.0	67.9	1.9	2.8%
State Paid Fringe	17.7	21.4	22.4	27.1	28.6	24.1	-4.5	-15.7%
Tuition Remission	-0.8	-0.8	-0.8	-0.8	-1.0	-0.8	0.2	-21.3%
Other Appropriations	0.0	0.1	0.2	0.2	0.1	0.2	0.1	127.3%
Total State Support	\$67.9	\$77.3	\$79.5	\$89.6	\$93.7	\$91.4	-\$2.3	-2.5%

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

Note 2: FY24 includes \$4.8M for collective bargaining increases

Note 3: FY256 assumes reduction in Formula Funding per Governor's budget

Table 8: Managed Expenses

Managed Expenses (\$ in millions)	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Projection	FY2026 Budget	Amount Change	Percent Change
Compensation (See tables 9- 13 for detail)	\$104.9	\$118.7	\$118.1	\$129.6	\$132.7	\$137.5	\$4.8	3.6%
<i>Administrative Expenses</i>	4.1	5.2	5.5	6.0	7.9	6.7	-1.2	-14.7%
<i>Programmatic Operational Supplies</i>	2.4	2.1	2.9	2.6	2.7	2.3	-0.4	-15.2%
<i>Contracted Services</i>	7.8	9.0	10.6	10.1	9.8	10.1	0.4	3.7%
<i>IT and Telecom</i>	5.5	5.4	5.5	8.3	8.3	7.1	-1.2	-14.5%
<i>Contingency</i>	0.0	0.0	0.0	0.0	1.4	1.9	0.5	36.6%
<i>Other</i>	0.5	1.2	1.8	0.8	2.1	1.2	-0.9	-41.6%
Total Support	20.3	23.0	26.2	27.8	32.1	29.3	-2.8	-8.7%
<i>Utilities</i>	3.1	3.7	3.5	3.9	4.8	4.5	-0.2	-4.6%
<i>MSCBA Assessment & Interest Expense</i>	4.5	14.6	12.3	10.0	12.9	13.5	0.6	5.0%
<i>Space Rental</i>	1.1	1.1	1.1	1.0	1.2	0.9	-0.3	-25.6%
<i>Construction & Improvement</i>	4.0	3.4	3.1	5.9	4.3	4.3	0.0	-1.1%
<i>Other</i>	0.5	0.7	0.5	0.7	0.0	0.7	0.7	0%
Total Facility-related	13.2	23.4	20.5	21.5	23.1	23.9	0.7	3.1%
Total Managed Expenses	\$138.5	\$165.1	\$164.8	\$178.9	\$187.9	\$190.7	\$2.7	1.5%
The FY2026 budget includes a university wide contingency of \$1.3M, and a strategic initiative pool of \$.325M.								

Table 9: Compensation

Salaries and Wages (\$ in millions)	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY2025 Projection	FY 2026 Budget	Amount Change	Percent Change
Benefitted Faculty and Staff	\$62.2	\$68.7	\$69.6	\$75.0	\$78.4	\$85.8	\$7.4	9.5%
Adjunct Faculty	9.1	10.5	9.4	9.3	9.7	10.0	0.3	2.9%
Student Labor	2.1	2.5	2.7	3.0	3.0	3.0	0.0	1.4%
Contract Employees	2.5	2.8	3.1	3.3	2.4	1.9	-0.4	-18.6%
Other Labor	3.9	5.1	3.1	4.0	2.8	3.0	0.2	7.0%
Total Salaries and Wages	\$79.8	\$89.7	\$87.9	\$94.6	\$96.2	\$103.7	\$7.5	7.8%
Fringe Benefits	25.1	29.0	30.2	34.9	36.5	33.8	-2.7	-7.4%
Total Compensation	\$104.9	\$118.7	\$118.1	\$129.6	\$132.7	\$137.5	\$4.8	3.6%

Note 1: Other Labor includes overtime, vacation, holiday, sick payouts, and other categories.

Note 2: FY2021 includes full year savings in salaries from VSIP and one-time savings from two week furlough program.

Note 3: FY2022 includes retroactive collective bargaining increases and the Covid bonus.

Note 4: FY2024 includes collective bargaining increases of 4% on July 1 and January 2024 with additional pooled increases for bargaining units.

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

Financial Full-Time Benefitted Employees (FFTE)*	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget	FY 2024 Budget	FY 2025 Budget	FY 2026 Budget	FFTE Change	FY25-FY26 % Change	FY 2026 % of Total
Clerical Union (AFSCME)	196	199	202	212	210	209	-1	-0.3%	22.7%
Professional Union (APA)	247	260	280	297	307	332	25	8.2%	34.0%
Day and DGCE Faculty (MSCA)	313	316	318	318	319	316	-3	-0.9%	35.4%
Professional Non-Union (NUP)	55	55	55	56	59	59	0	0.0%	6.5%
Clerical Non-Union (NUC)	6	6	6	7	7	7	0	0.0%	0.8%
Total FFTE	817	836	861	889	902	924	22	2.4%	100.0%

Note: FY2020 Budget is net of the position reduction budgeted for the VSIP

Note: FY2021 Additional 36 vacant positions were abolished

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

Financial Full-Time Benefitted Employees (FFTE)	FY2021 Budget	FY2022 Reinstate	FY 2022 Budget	FY 2023 Budget	FY 2024 Budget	FY 2025 Budget	FY 2026 Budget	FFTE Change	FY25-FY26 % Change	FY 2026 % of Total
Academic Affairs	517	4	519	442	448	460	463	3	0.7%	50.1%
Finance & Facilities	123	3	126	128	140	136	140	4	2.8%	15.2%
Inclusive Excellence	2	0	2	2	3	4	4	0	0.0%	0.4%
Advancement	24	3	28	29	29	30	31	1	3.3%	3.4%
Presidents Division	35	2	38	37	37	35	35	0	-0.3%	3.8%
Student Success	67	2	72	167	174	177	191	14	7.9%	20.7%
General Counsel/HR/ITS	50	1	51	56	58	60	60	0	0.0%	6.5%
Total Financial Full-Time Benefitted Employees	818	15	837	861	889	902	924	22	2.4%	100%

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

Table 12: Salary and Wages for Benefited Employees by Division

Salary and Wages for Benefited Employees by Division (\$ in thousands)	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget	FY 2024 Budget	FY 2025 Budget	FY 2026 Budget	Amount Change	Percent Change
Academic Affairs	44,996	45,573	42,545	46,147	47,037	50,579	3,542	7.5%
Finance & Facilities	7,771	7,908	8,665	10,175	9,856	10,770	913	9.3%
Inclusive Excellence	263	253	264	405	510	545	34	6.7%
Advancement	2,012	2,347	2,402	2,608	2,654	3,175	521	19.6%
Presidents Division	2,389	2,816	2,929	3,250	3,030	3,169	139	4.6%
Student Success- New Division FY23	5,095	5,445	12,825	14,311	14,488	16,772	2,284	15.8%
VP General Counsel/HR/ITS	4,713	4,739	5,419	6,042	6,251	6,574	323	5.2%
APA/NUP Other Increases	136	116	89	130	75	92	17	22.0%
MSCA Other Increases	297	327	296	296	296	296	0	0.0%
AFSCME/NUC Other Increases	125	157	125	105	105	147	42	39.8%
Vacancy Savings Target (University-wide)	(1,872)	(2,418)	(2,635)	(8,895)	(6,785)	(6,484)	301	-4.4%
Other Adjustments	0	0	0	367	574	27	(547)	-95.3%
Furlough	(6,110)	0	0	0	0	0	0	0.0%
MEPA Study	0	151	150	175	150	150	0	0.0%
VSIP Reduction	0	0	0	0	0	0	0	0.0%
Total Financial Full-Time Benefitted Employees	\$59,815	\$67,412	\$73,074	\$75,117	\$78,241	\$85,811	\$7,570	9.7%
Note 1: FY23 Student Success division reorganized to combine Enrollment Management, Marketing and Student Life and some areas previously under AA as one unit.								
Note 2: FY24 other adjustment includes CBA \$500 FTE pool and reimbursement from Foundation.								

Table 13: Fringe Benefit Rates as set by the Commonwealth

Benefit Description	FY 2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Actual	FY2026 Budget	Absolute Change	Percent Change
Group Insurance	20.7%	20.3%	21.5%	24.9%	23.4%	17.0%	-6.4%	-27.2%
Retirement	14.7%	16.1%	16.7%	16.7%	18.6%	17.6%	-1.0%	-5.5%
Terminal Leave	1.1%	1.1%	1.3%	1.6%	1.5%	1.0%	-0.5%	-30.8%
Subtotal	36.4%	37.46%	39.5%	43.20%	43.44%	35.60%	-7.8%	-18.0%
Unemployment Insurance	0.3%	0.16%	0.07%	0.13%	0.23%	0.30%	0.1%	30.4%
Universal Health Insurance	0.1%	0.02%	0.04%	0.07%	0.08%	0.06%	0.0%	-25.0%
Medicare Tax	1.3%	1.43%	1.35%	1.58%	0.88%	1.36%	0.5%	54.5%
Paid Family & Medical Leave (PFML)	0.3%	0.36%	0.39%	0.33%	0.43%	0.49%	0.1%	14.0%
Subtotal	1.9%	1.97%	1.85%	2.11%	1.62%	2.21%	0.59%	36.4%
Total Fringe Benefit Rate	38.32%	39.43%	41.35%	45.31%	45.06%	37.81%	-7.3%	-16.1%

Appendix I: Trust Fund Matrix

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

Appendix II: Vendors with Contracts over \$500,000 which are pre-approved upon approval of the FY26 Budget

Salem State University FY26 Budget Package
Pre-approval of contracts exceeding \$500,000 in accordance with trust fund guidelines

Vendor Name	Vendor Description	Anticipated Spending FY 2026	Trust Fund Name	PeopleSoft Fund Number	PeopleSoft Fund Name
Utilities					
CITY OF SALEM WATER	Water/sewer	618,000	General/RHTF*	1100 & 2504	University Fee & Residential Life
CONSTELLATION ENERGY	Electric service	1,200,000	General/RHTF*	1101 & 2504	University Fee & Residential Life
NRG BUSINESS MARKETING, LLC	Natural gas supply	944,000	General/RHTF*	1100 & 2504	University Fee & Residential Life
NATIONAL GRID ELECTRIC	Electric service	1,700,000	General/RHTF*	1100 & 2504	University Fee & Residential Life
NATIONAL GRID GAS	Natural gas transporter	750,000	General/RHTF*	1100 & 2504	University Fee & Residential Life
Technology					
DELL COMPUTERS	Computer related equipment	500,000	Educational & General	7010	University Fee
ENCOURA	Enrollment management and retention serv	750,000	Education & General	1100	University Fee
ORACLE AMERICA	Software subscription and support	500,000	Educational & General	1100	University Fee
SOFTWARE HOUSE INTERNATIONAL	Software subscription and support	900,000	Education & General	1100	University Fee
TROUBADOUR TECHNOLOGY INC	Networking and cybersecurity solutions	525,000	Education & General	1100	University Fee
WINSLOW TECHNOLOGY GROUP	Backup/Recovery, Cloud Infrastructure	525,000	Education & General	1100	University Fee
Facilities					
Property Lease - 331 LAFAYETTE LLC	Lease expense	700,000	Educational & General	1100	University Fee
Property Lease - SALEM STATE UNIV ASSIST CORP.	Lease expense, SSU assistance	500,000	Educational & General	1100	University Fee
Cunniff Landscape	Landscaping/Groundskeeping	800,000	General/RHTF*	1100 & 2504	University Fee & Residential Life
To Be Determined	Capital Projects	TBD	Educational & General	1100	Facilities Projects
Services					
SODEXO OPERATIONS, LLC.	Food service supplier	7,800,000	Unrestricted Auxiliaries	2550	Contracted Dining Operations
EBSCO INFORMATION SERVICES, LLC	Library products and services provider	550,000	Educational & General	1100	University Fee
Other					
UGS**	Educational and General	533,000	Educational & General	1100	University Fee
eCampus**	Educational and General	1,170,000	Educational & General	1100	University Fee
UNIVERSITY HEALTH PLANS, INC.***	Student health insurance	1,800,000	Agency	6216	Health Insurance

Appendix III-A: List of Proposed Facilities Projects

Project	Total Project Cost	Prior Year Funding	FY26 Funding	Funding Source				
				DCAMM	State Energy	SUCCESS Funds	RHTF	University Fee
DCAMM Bond Funded Projects								
Decarbonization			TBD	TBD				
BOLD			TBD	TBD				
Facilities Projects								
Resident Hall painting & repairs	359,250	-	359,250	-	-		359,250	-
BOLD Enabling	350,000	100,000	250,000	-	-		-	250,000
Oil Tank Removal	250,000	-	250,000	-	-		-	250,000
Infrastructure Improvements	742,880	-	742,880	-	-		-	742,880
MLK Room Renovations and Improvements	218,000	-	218,000	-	68,000		-	150,000
Paving Repairs	150,000	-	150,000	-	-		-	150,000
Access Control Improvements	93,000	-	93,000	-	-		-	93,000
Advising Center Refresh	80,000	-	80,000	-	-	80,000	-	-
Natatorium Lighting Upgrade	60,000	-	60,000	-	-		-	60,000
Commuter Lounge Renovations and Improvements	150,000	100,000	50,000	-	-		-	50,000
Master Plan Enabling	15,000	-	15,000	-	-		-	15,000
Recurring Projects								
Annual Fund for ADA Committee	10,000	-	10,000	-	-		-	10,000
Donor Signage	25,000	-	25,000	-	-		-	25,000
Classroom Refresh	300,000	-	300,000	-	-		-	300,000
Contingency	300,000		300,000	-	-		-	300,000
Total	3,103,130	200,000	2,903,130	-	68,000	80,000	359,250	2,395,880

Appendix III-B: List of Proposed ITS Projects

Sponsor	Project	Funding Amount
ITS	A-Z Directory	\$ 50,000
ITS	PeopleSoft Single Sign On	\$ 50,000
ITS	Computer Refresh	\$ 250,000
ITS	Networking Refresh	\$ 200,000
ITS	Datacenter Upgrades	\$ 150,000
Total		\$ 700,000

Appendix IV - Tuition/Fee Rates for FY26

Approved by the Board of Trustees on April 9, 2025

Schedule of Student Charges 2025-26 Academic Year

UnderGrad - Fall/Spring

IN-STATE	Fall 2025		Spring 2026		Academic Year
	Per Credit	Full-Time	Per Credit	Full-Time	Full-Time
Day Undergraduate					
Tuition					
In-State ²	\$37.92	\$455.04	\$37.92	\$455.04	\$910.08
Fees					
University Fee ¹	\$467.48	\$5,609.76	\$467.48	\$5,609.76	\$11,219.52
Capital Improvement Fee	\$19.50	\$234.00	\$19.50	\$234.00	\$468.00
SGA Fee	\$4.60	\$55.20	\$4.60	\$55.20	\$110.40
Total Tuition and Fees					
In-State	\$529.50	\$6,354.00	\$529.50	\$6,354.00	\$12,708.00

Evening Undergraduate (SCPS)					
Tuition					
In-State	\$115.00		\$115.00		
Fees					
Course Fee	\$325.70		\$325.70		
Capital Improvement Fee	\$19.50		\$19.50		
SGA Fee	\$4.60		\$4.60		
Total Tuition and Fees	\$464.80		\$464.80		
In-State					

OUT-OF-STATE	Fall 2025		Spring 2026		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	\$520.35	\$6,244.20	\$520.35	\$6,244.20	\$12,488.40
Capital Improvement Fee	\$19.50	\$234.00	\$19.50	\$234.00	\$468.00
SGA Fee	\$4.60	\$55.20	\$4.60	\$55.20	\$110.40
Total Tuition and Fees					
Out-of-State	\$838.20	\$10,058.40	\$838.20	\$10,058.40	\$20,116.80

Evening Undergraduate (SCPS)					
Tuition					
Out-of-State	\$285.00		\$285.00		
Fees					
Course Fee	\$335.30		\$335.30		
Capital Improvement Fee	\$19.50		\$19.50		
SGA Fee	\$4.60		\$4.60		
Total Tuition and Fees	\$644.40		\$644.40		
Out-of-State					

New England Regional Program	Fall 2025		Spring 2026		Academic Year
	Per Credit	Full-Time	Per Credit	Full-Time	Full-Time
Day Undergraduate					
Tuition					
In-State ²	\$56.88	\$682.50	\$56.88	\$682.50	\$1,365.00
Fees					
University Fee ¹	\$520.35	\$6,244.20	\$520.35	\$6,244.20	\$12,488.40
Capital Improvement Fee	\$19.50	\$234.00	\$19.50	\$234.00	\$468.00
SGA Fee	\$4.60	\$55.20	\$4.60	\$55.20	\$110.40
Total Tuition and Fees					
NEHBE	\$601.33	\$7,215.90	\$601.33	\$7,215.90	\$14,431.80

All charges are subject to change.

Appendix IV - Tuition/Fee Rates for FY26

Schedule of Student Charges 2025-26 Academic Year

Summer

IN-STATE	Summer 2025		Summer 2026	
	Per Credit	Full-Time	Per Credit	Full-Time
Undergraduate (SCPS)				
Tuition				
In-State	\$115.00		\$115.00	
Fees				
Course Fee	\$250.50		\$250.00	
Capital Improvement Fee	\$19.00		\$19.50	
Total Tuition and Fees				
In-State	\$384.50		\$384.50	

OUT-OF-STATE	Summer 2025		Summer 2026	
	Per Credit	Full-Time	Per Credit	Full-Time
Undergraduate (SCPS)				
Tuition				
Out-of-State	\$250.00		\$250.00	
Fees				
Course Fee	\$258.20		\$257.70	
Capital Improvement Fee	\$19.00		\$19.50	
Total Tuition and Fees				
Out-of-State	\$527.20		\$527.20	

All charges are subject to change.

Appendix IV - Tuition/Fee Rates for FY26

Schedule of Student Charges 2025-26 Academic Year

	Fall 2025		Spring 2026		Academic Year
		Full-Time		Full-Time	Full-Time
Housing ³					
Bowditch - Premium Single		\$6,667.00		\$6,667.00	\$13,334.00
Bowditch - Double		\$5,379.00		\$5,379.00	\$10,758.00
Peabody - Premium Single		\$6,667.00		\$6,667.00	\$13,334.00
Peabody - Double		\$5,379.00		\$5,379.00	\$10,758.00
Marsh Hall - Double		\$5,987.50		\$5,987.50	\$11,975.00
Marsh Hall - Premium Single		\$7,321.50		\$7,321.50	\$14,643.00
Forten Hall - Single		\$6,397.50		\$6,397.50	\$12,795.00
Forten Hall - Suite Single		\$6,397.50		\$6,397.50	\$12,795.00
Forten Hall - Double		\$6,119.50		\$6,119.50	\$12,239.00
Forten Hall - Suite Double		\$6,257.00		\$6,257.00	\$12,514.00
Atlantic Hall- Double		\$6,658.50		\$6,658.50	\$13,317.00
Atlantic Hall - Single		\$7,123.00		\$7,123.00	\$14,246.00
Fall (Thanksgiving) Break Housing					\$132.00
Winter Break Housing					\$812.00
Spring Break Housing					\$224.00
Summer Housing - Summer I					\$1,485.00
Summer Housing - Summer II					\$1,782.00
Summer Housing - Full Summer					\$3,267.00
Early Move In Housing - Prorated per Day					\$33.00/Day
Meal Plans ⁴					
All Access Plan - 7 Day Silver Plan		2,499.00		2,499.00	4,998.00
All Access Plan - 7 Day Gold Plan		2,628.00		2,628.00	5,256.00
All Access Plan - 7 Day Platinum Plan		2,787.00		2,787.00	5,574.00
Block Plan 1 - 45 meals		500.00		500.00	1,000.00
Block Plan 2 - 90 meals		1,036.00		1,036.00	2,072.00
Fall Break Plan					139.00
Winter Break Plan					1,005.00
Spring Break					277.00
Summer Meal Plan - All Summer All Access					2,416.00
Summer Meal Plan - Summer 1 All Access					1,063.00
Summer Meal Plan - Summer 2 All Access					1,419.00
Early Move In: (proratable at \$33/Day)					416.00
Application Fees					
Undergraduate Admissions					\$50.00
Matriculation Fee - New Students (one-time)					\$275.00
Late Fees					
Late Application for Undergraduate Degree					\$50.00
Late Payment (tuition and fees)					\$50.00/month
Miscellaneous Fees					
Payment Plans (enrollment fee for TN)					\$40.00 per semester
Non-Credit Course Fee					Varies
Institute Fee (winter session/summer)					\$100.00/per institute
Hard copy of Transcript /Green Fee					\$5.00
Day School Nursing Resource Center Fee					\$100.00 per course
Not Sufficient Funds Fee					\$25.00 per occurrence
Health Insurance -- (waivable) ⁶					TBD
Dorm Damage Deposit (Resident Students Only)					\$50.00
Dorm Damage Fees					Varies
Housing Cancellation Fee					\$250.00
Liability Insurance for Criminal Justice, Nursing, OT, Mental Health Counseling, and Athletic Training					Varies

All charges are subject to change.

Appendix IV - Tuition/Fee Rates for FY26

Schedule of Student Charges 2025-26 Academic Year

Mass PIRG Fee (waivable each semester) ⁵	\$10.00		\$10.00	\$20.00
Records Fee-for non-matriculated students	\$10.00		\$10.00	\$20.00
Differential Fees for Undergraduate Programs				
Art + Design ⁸	\$125.00		\$125.00	\$250.00
Biology ⁷	\$250.00		\$250.00	\$500.00
Business ⁹	\$250.00		\$250.00	\$500.00
Chemistry and Physics ⁸	\$250.00		\$250.00	\$500.00
Computer Science ¹⁰	\$250.00		\$250.00	\$500.00
Education ¹⁰	\$125.00		\$125.00	\$250.00
Geography and Sustainability ¹⁰	\$250.00		\$250.00	\$500.00
Geological Science ¹⁰	\$250.00		\$250.00	\$500.00
Nursing ⁷	\$500.00		\$500.00	\$1,000.00
Theatre and Speech Communication (BA and BFA) ¹⁰	\$125.00		\$125.00	\$250.00
Cohort Based Program Cost				
Accelerated 2nd Degree for BSN Summer 2024 Cohort per credit ¹¹				\$655.00
Accelerated 2nd Degree for BSN Summer 2025 Cohort per credit ¹¹				\$655.00
Accelerated 2nd Degree for BSN Summer 2026 Cohort per credit ¹¹				\$655.00
Parking Fees				
Resident Parking (Atlantic and Peabody lots)	\$315.00		\$315.00	\$630.00
Resident Parking (Marsh lot)	\$184.00		\$184.00	\$368.00
Commuter Parking	\$86.50		\$86.50	\$173.00
Parking Fines				
Various violations			\$20.00 - \$200.00 per violation	
Violation Appeal Fee if appeal not granted			\$5.00 per violation	

All charges are subject to change.

Appendix IV - Tuition/Fee Rates for FY26

NOTES FOR FY2026

- 1 The University Fee represents the fee anticipated for 2025-2026. Fees may change by action of the Board of Trustees.
- 2 The New England Regional program enables New England residents to enroll at Salem State University at a reduced out-of-state rate.
- 3 Housing rates include (1) \$20 per semester/\$40 per year Residence Hall Association Fee for all residence halls; and (2) \$380 per semester/\$760 per year Technology/Student Fee.
- 4 Meal Plans
The **All Access Plan** 7-Day Silver Plan will be the minimum required plan for students living in Peabody, Bowditch, Marsh or Forten Hall. Meal plan rates are proposed and may be changed based on the dining vendor budget process.

Plan Name	Board Meals	Guest Meals	Dining Dollars	Clipper Cash	Cost per Semester
7 Day Silver Plan	Unlimited	3	\$ 100	\$ 50	\$ 2,499.00
7 Day Gold Plan	Unlimited	6	\$ 210	\$ 100	\$ 2,628.00
7 Day Platinum Plan	Unlimited	8	\$ 330	\$ 150	\$ 2,787.00

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

Plan Name	Board Meals	Guest Meals	Dining Dollars	Clipper Cash	Cost per Semester
Block Plan 1	45	0	\$ 130	\$ 25	\$ 500.00
Block Plan 2	90	0	\$ 310	\$ 50	\$ 1,036.00

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

- 5 Charged for all day students each semester. Student may opt out and have fee waived on line.
- 6 Charged for all students enrolled in at least 75 percent of a full-time course load. Student may opt out and have fees waived if covered by other health insurance. Rate is pro-ratable.
- 7 Annual additional fees beginning with academic year 2016-17 entrants to program (incoming or transfers).
- 8 Annual additional fees beginning with academic year 2017-18 entrants to program (incoming or transfers).
- 9 Annual additional fees beginning with academic year 2019-20 entrants to program (incoming or transfers).
- 10 Annual additional fees beginning with academic year 2022-23 entrants to program (incoming or transfers).
- 11 Accelerated 2nd Degree for Bachelor of Science, Nursing (BSN) is a cohort-based program. ABSN fee for cohorts entering the Summer of 2024 and Summer 2025 is \$655.00; for Cohorts entering the Summer of 2026 is \$655.00

All charges are subject to change.

Appendix IV - Tuition/Fee Rates for FY26

Schedule of Student Charges 2025-26 Academic Year

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

All charges are subject to change.

Appendix IV - Tuition/Fee Rates for FY26

Schedule of Student Charges 2025-26 Academic Year

Grad School - Fall/Spring/ Summer

IN-STATE	Fall 2025	Spring 2026	Summer 2026	
	Per Credit	Per Credit	Per Credit	
<u>Graduate - Price Group 1</u>				
Tuition				
In-State	\$140.00	\$140.00	\$140.00	
Fees				
Course Fee	\$318.80	\$318.80	\$318.80	
Capital Improvement Fee	\$19.50	\$19.50	\$19.50	
Total Tuition and Fees				
In-State	\$478.30	\$478.30	\$478.30	
<u>Graduate - Price Group 2</u>				
Tuition				
In-State	\$140.00	\$140.00	\$140.00	
Fees				
Course Fee	\$370.20	\$370.20	\$370.20	
Capital Improvement Fee	\$19.50	\$19.50	\$19.50	
Total Tuition and Fees				
In-State	\$529.70	\$529.70	\$529.70	
<u>Graduate - Price Group 3</u>				
Tuition				
In-State	\$140.00	\$140.00	\$140.00	
Fees				
Course Fee	\$439.50	\$439.50	\$439.50	
Capital Improvement Fee	\$19.50	\$19.50	\$19.50	
Total Tuition and Fees				
In-State	\$599.00	\$599.00	\$599.00	

All charges are subject to change

Appendix IV - Tuition/Fee Rates for FY26

Schedule of Student Charges 2025-26 Academic Year

Grad School - Fall/Spring/ Summer

OUT-OF-STATE	Fall 2025	Spring 2026	Summer 2026	
	Per Credit	Per Credit	Per Credit	
Graduate - Price Group 1				
Tuition				
Out-of-State	\$230.00	\$230.00	\$230.00	
Fees				
Course Fee	\$326.70	\$326.70	\$326.70	
Capital Improvement Fee	\$19.50	\$19.50	\$19.50	
Total Tuition and Fees				
Out-of-State	\$576.20	\$576.20	\$576.20	

Graduate - Price Group 2				
Tuition				
Out-of State	\$230.00	\$230.00	\$230.00	
Fees				
Course Fee	\$378.10	\$378.10	\$378.10	
Capital Improvement Fee	\$19.50	\$19.50	\$19.50	
Total Tuition and Fees				
Out-of-State	\$627.60	\$627.60	\$627.60	

Graduate - Price Group 3				
Tuition				
Out-of-State	\$230.00	\$230.00	\$230.00	
Fees				
Course Fee	\$447.00	\$447.00	\$447.00	
Capital Improvement Fee	\$19.50	\$19.50	\$19.50	
Total Tuition and Fees				
	\$696.50	\$696.50	\$696.50	

All charges are subject to change.

Appendix IV - Tuition/Fee Rates for FY26

Schedule of Student Charges 2025-26 Academic Year

Graduate School Additional Fees	
<u>Course Fees</u>	
Lab Fees	\$25-\$500 per course
Clinical Fees	\$15-\$100 per course
Field Placement Fee for MSW	\$100-\$250 per course
Institutes (winter session/summer)	\$100 per course
Practicum Fee	varies by course
<u>Application Fees</u>	
Graduate Admissions	\$50
Matriculation Fee (one-time)	\$275
Comprehensive Exam Application	\$50
<u>Miscellaneous Fees</u>	
Payment plans (enrollment fee for TN)	\$40/ semester
Records Fee for Non-Matriculated Students	\$10/semester
Hard copy of Transcript /Green Fee	\$5.00
Health Insurance -- (waivable)	TBD
Liability Insurance for Criminal Justice, Nursing, OT, Mental Health Counseling, and Athletic Training	Varies
Insufficient Funds Fee	\$25.00 per occurrence
<u>Late Fees</u>	
Late application for degree	\$50.00
Late Payment (tuition and fees)	\$50/month
<u>Parking Fees and Fines</u>	
Commuter Parking	\$86.50/semester
Various Violations	\$20-\$200 per violation
Violation Appeal Fee if appeal not granted	\$5 per violation

All charges are subject to change.

Appendix IV - Tuition/Fee Rates for FY26

Salem State University Graduate Price Groups

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

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

Appendix V - Campus Highlights from FY25

Salem State is completing a productive, exciting, and successful FY2025. Below are selected campus accomplishments during FY25.

University Programs, Celebrations, or Recognitions

Inaugural New England Hispanic and Minority Serving Institution Conference

In July, we welcomed over 400 people to campus for the inaugural New England Hispanic and Minority Serving Institution Conference. It was an incredible two days of learning and collaboration with notable keynote addresses by national leaders, including Deborah Santiago, an expert in HSIs and co-founder of Excelencia in Education, and Dr. Gina Ann Garcia, author, and professor in the School of Education at UC Berkeley. The conference was funded by the Massachusetts Department of Higher Education, through a Higher Education Innovation Fund (HEIF) Grant Program, along with community sponsors.

SSU Surpassed the Hispanic Serving Institution Threshold

In October, SSU surpassed the 25% eligibility requirement to become a designated Hispanic-Serving Institution (HSI). With 25.4% of our students self-identifying as Hispanic, we launched an estimated year-long effort that could result in securing the HSI designation for spring 2026, at which point we would become the state's first public four-year institution to do so. SSU has been on the road to becoming an HIS and Minority Serving Institution (MSI), requiring at least 15% of students to self-identify as Hispanic, since fiscal year 2018. Hispanic Serving Institutions are two- and four-year colleges and universities who enroll a diverse student population including more than 25% Hispanic students. Over the past decade, our Hispanic student population has continued to grow, and we are excited to announce that we have reached a percentage of 25.4% to begin the new academic year.

SSU Highest-ranking Massachusetts Public University for Social Mobility

U.S. News and World Report ranked Salem State #23 in the nation for social mobility, up from #35 last year. This makes Salem State the highest-ranking Massachusetts public university in this category. Other accolades received included CollegeNet ranking us #1 among universities in Massachusetts on their Social Mobility Index. The Campus Pride Index gave us 4.5 out of 5 stars for our chosen name, LGBTQ+ and other policies, including gender-inclusive housing. Additionally, the Abound program of Colleges of Distinction honored Salem State's School of Graduate Studies with three awards for 2024.

Cybersecurity Range Opening

In November, SSU's new state-of-the-art cybersecurity training lab opened. The SSU Cyber Range is a robust lab space in the classroom building on Harrington Campus. It offers users of all types – ranging from students taking a course to a

business boosting its employees' skills – access to training programs and cyberattack-like exercises such as simulations of system-wide ransomware attacks.

The SSU Cyber Range is supported with \$624,437 in funding from the MassCyberCenter at the Massachusetts Technology Collaborative (MassTech). The funds are part of the MassCyberCenter's Security Operations Center (SOC) and Cyber Range Initiative, which supports the creation of Security Operations Centers and training programs at universities and colleges across the state. The program aims to help build a diverse generation of cybersecurity professionals through education, training, and workforce development.

Annual Day of Service

At the start of the Fall semester, over 160 students participated in our annual Day of Service at 19 organizations across the North Shore, including Beverly, Danvers, Lynn, Peabody, and Salem. Students spent the day engaging in service projects that gave back to these communities and organizations. This included volunteering at The Salem Pantry, which provided students with an opportunity to gain insight into the operations of the pantry and allowed them to make a meaningful impact in the local community, while supporting the pantry's efforts to address food insecurity in Massachusetts. As well as volunteering at the Newhills Fields Community Farm in Peabody, where students helped them in growing delicious, nutritious produce for their neighbors in Peabody.

SSU Recognized for Excellence in Student Voting Registration and Turnout During the 2022 Midterm Elections

In September, SSU received a Silver Seal for its efforts to register and get students to vote in the 2022 midterm elections. The ALL IN Campus Democracy Challenge recognized SSU for its nonpartisan democratic engagement efforts fostering high levels of student voter engagement in 2022's pandemic-impacted midterm elections. The Silver Seal is awarded to institutions that saw between 30 and 39% of the campus hit the polls. With the highest voter engagement in public education in Massachusetts, Salem State was the only public college or university to receive a silver seal. The honor comes barely a month after SSU was awarded a "Highly Established Action Plan" seal by ALL IN for its plans to support student voting in the 2024 elections. That took place simultaneously to the release of a report by the National Study of Learning, Voting, and Engagement (NSLVE) out of Tufts University, which featured two SSU student engagement volunteers on the cover and a piece inside celebrating SSU's practices.

Earth Days at Salem State University

Earth Days 2025 at SSU explored the threat climate change poses to the ecosystems on Earth, as well as the biodiversity that those fragile ecosystems protect. The month-long programming kicked off with a reuse-themed art exhibit in the Winfisky Gallery. This cohesive theme spotlighted the ways climate change

reshapes ecosystems, alters species abundance and diversity, and disrupts the critical functions that organisms provide. It included a week of free public events including lectures, celebrations and awards tied to Earth Day and its observances. Events this year included: Climate Change and Seaweeds, a session exploring how humans affect marine ecosystems, led by Professor Lindsay Green-Gavrielidis of Salem State's Marine Ecology Lab; A Just Energy Transition in Salem and Salem's Coalition Success Story, two talks bringing together several local influencers in the realm of environmental justice; Frontiers of Climate Resiliency, a talk exploring research projects on the forefront of climate resilience efforts; and Salem State's annual Arbor Day Celebration and Earth Days Award Ceremony. Embedded within the award ceremony were three contests for students, which included a judged research poster competition, an art exhibition and competition, and a writing contest where students were tasked with writing a 500-word reflection essay directed toward a student starting college 50 years from now, in 2075.

Annual Bertolon School of Business – Viking Business Pitch Competition

In its fifth year, this event, proudly organized by the Center for Entrepreneurship at the AACSB-accredited Bertolon School of Business and the Dean's Office, challenges students from across-campus to think 'outside the box.' It inspires them to generate unique ideas with the potential to blossom into successful businesses, benefiting our entire community. From 38 teams competing in the first round to eight final teams, the winners received prizes of \$5,000, \$2,500, \$1,500, and \$250 made possible by the generous support of community members.

Salem State University's Bertolon School of Business visited Nasdaq

State University was represented on a national financial stage in March as the Bertolon School of Business brought a group of students to the Nasdaq Stock Market in Times Square. SSU students and faculty had an opportunity to view the closing bell and stand atop the famed Nasdaq tower at the close of business. The trip was coordinated through New York City-based investment management firm Global X ETFs and the company's head of product research and development, Pedro Palandrani '18G. More than just an opportunity to visit Nasdaq, Global X ETFs hosted and took the students through the world of exchange-traded funds, or ETFs. The trip fully explored the differences between ETFs and other investment vehicles, giving those on the trip a taste of what a career as an ETF issuer could be like. The trip, an experiential learning opportunity aligned with SSU's Meet the Moment[®] campaign, was made possible by the Salem State University Alumni Association and Foundation, Inc. (AAF), allowing students to attend without the burden of cost.

Marylou Sudders, Jimmy Hill Named Fellows for the Frederick E. Berry Institute of Politics

Marylou Sudders, a social worker, who's 25-year career includes serving as the Commonwealth's secretary of Health and Human Services; and James "Jimmy Hills", a prominent community advocate, self-made talk show host, and critical

voice in the Boston media landscape served as fellows for the Frederick E. Berry Institute of Politics at Salem State University (Berry IOP) during the spring 2025 semester. Established in 2019, Salem State University, which is the Commonwealth's civic engagement university, is the only Massachusetts state university to have an institute of politics on its campus. Past fellows have included: Alison King, an award-winning political journalist; Tomas Gonzalez, a social justice advocate, political strategist and entrepreneur; Eugenia Gibbons, a clean energy and climate policy expert; former Massachusetts Governor Jane Swift; former Boston Mayor Kim Janey; and Jennifer Levi, a lawyer, professor, and nationally recognized expert on transgender issues. As this year's Berry IOP fellows, Sudders and Hills visited campus multiple times and participated in moderated discussions (open to the public), lead class lectures, coordinated skill building workshops and brought additional guest speakers to campus.

Holocaust Survivor Werner Salinger Inspired Our Campus

The Center for Holocaust and Genocide Studies at Salem State University held a community talk by Holocaust survivor, Werner Salinger. In 1938, when Werner was only six years old, he witnessed the violence of Kristallnacht, in Berlin, a pivotal moment in history. His journey, from he and his family escaping to America in 1939, to serving his adopted country in the U.S. Air Force and returning to Germany to work in intelligence from 1951-1955, is a testament to the strength of the human spirit and the ways in which history shapes us. Meeting his wife of 70 years, Martha, the daughter of a German soldier, added another layer to their complex story. Losing his mother to tuberculosis, which she contracted on the ship to America, when he was just seven years old, Werner lived with relatives in Princeton, New Jersey, just a few blocks from Albert Einstein. While in the Air Force, he met his wife Martha, and their story began. His experiences reminded everyone of the importance of preserving memory, confronting history, and fostering dialogue that helps to pave the way toward healing and unity.

46th Annual Darwin Festival celebrated Innovative Research and Ideas

From octopuses that change color in a flash to societies that evolve with the client were just two of the scientific highlights featured during 10 speaking events at Salem State University's 46th annual Darwin Festival. The 46th annual Darwin Festival was coordinated by the university's biology and geological sciences, geography and sustainability, chemistry and physics departments and sponsored by various organizations and community partners, including the Charles Albert Read Trust, and Thermo Fisher Scientific, a clinical research company headquartered in Waltham. The weeklong celebration of the work of the British biologist and naturalist Charles Darwin featured sessions from leading researchers exploring animal species that buck the trend and develop new abilities over time to concepts of evolution that fall far outside the animal kingdom: those within human society itself.

SSU BOLD and North Campus Decarbonization Groundbreaking

On April 23, 2025, Salem State University held a groundbreaking ceremony for two transformational capital projects-SSU BOLD, our campus unification and modernization project and the North Campus Decarbonization project. President Keenan, Lieutenant Governor and SSU Alumna Kim Driscoll '89, Commissioner Adam Baacke, Division of Capital Asset Management and Maintenance, Peter Vieira, Principal, Payette, Justin MacEachern, Vice President, Gilbane, Vice President, Christopher Macdonald-Dennis, and Provost David Silva provided remarks.

The main components of these projects are:

Horace Mann Renovation

The Horace Mann renovation will transform this building into a state-of-the-art facility for the majority of the Maguire Meservey College of Health and Human Services. It will include a new accessible campus-facing entrance, enhanced landscaping, and a new elevator. This comprehensive four-floor renovation will include classrooms, faculty and department administrative offices, student study spaces, and more specialized instructional spaces for the departments of nursing and occupational therapy.

Meier Hall Addition

The Meier Hall addition will bring seven new, high-intensity labs and support spaces for our biology, chemistry, and geological sciences programming. The addition plugs right into the existing building's corridor network, eliminating the two "dead ends" of the existing structure. Through this project, a new entrance will be added along with a new elevator, and a new ramped connection that provides full ADA access into the courtyard, and an exciting green design feature that includes a cascading rain garden, which will help retain stormwater and reduce flooding.

North Campus Decarbonization Project

The North Campus decarbonization project is one of two in the state university system and will serve as a model for other campuses in the Commonwealth. This project includes a geo-thermal well field, new equipment to be located at the existing central utility plant, underground thermal distribution loops, and building tie-ins to three buildings on North Campus, Horace Mann, the Meier Hall addition, and the Berry Library. The geothermal wellfield installation of about 100 wells will occur under the faculty parking lot on College Drive. The work will also include the expansion of the parking lot to the university's property line, a new underground storm drainage system, a solar panel canopy, and new paving and landscaping. The reconstruction is planned to be done in two phases to minimize parking impacts.

Grants / Awards to Students

SSU Commencement

SSU will confer approximately 1,200 degrees to graduating students.

\$10 Million Gift to Salem State University

A \$10 million gift to SSU from an anonymous donor was made to support scholarships that address the unmet need for students in the Maguire Meservey College of Health and Human Services and the McKeown School of Education. The gift established Clipper Scholarships and support to students who are just over the cusp of Pell-eligibility and often left out of federal and state aid programs. In 2025, 63 students benefited from these scholarships in the fall semester. The scholarships seek to meet students where they are and help fund the cost of attendance, including tuition, room and board, books, meal plans, etc. With this gift, we are currently 77 percent of the way to our \$75 million comprehensive campaign, Meet the Moment, fundraising goal with over \$58 million raised to date. Overall, close to \$900,000 in Viking Scholarships were distributed to students last year.

Salem State to Launch “The Humanities Brigade” In Fall 2025

This fall, Salem State University will launch “The Humanities Brigade,” a three-year project drawing upon humanities programs at Salem State to prepare students to address social justice issues around the North Shore. Over the course of this project, cohorts of 20 first-year students per year will complete a set of dynamic humanities courses together and collectively focus on tools to combat and resolve social justice issues of the day in their backyards. They will then complete a paid civic humanities-related internship with a North Shore-based non-profit organization where they will apply their “humanities toolbox” to help the organization achieve its goals. Powered by a \$480,000 grant from the Andrew W. Mellon Foundation, the Humanities Brigade is a project with a sizable list of impacts forecasted for students and the community, according to project creator and director Elizabeth Duclos-Orsello, chairperson of the interdisciplinary studies department and professor of American and Ethnic studies.

SSU received \$930,000 to Support Behavioral Health Internships

The state Department of Higher Education awarded SSU \$930,000 for stipends to support students in behavioral health internships. The award joins \$12.4 million committed to 37 colleges and universities in December to support and grow the behavioral health workforce. The money will support an untold number of behavioral health-adjacent students at SSU who are engaged in unpaid internships and practicum work. That includes the School of Social Work, where students completing practicums often find great difficulty balancing the demands of their degree with those of the real world. With 400 to 600 hours of work to complete at their internship employment site per year, students in the School of Social Work often find great difficulty achieving balance. Many behavioral health degrees and certificate programs require workplace-based internships, apprenticeships, or practicum credit hours as a condition for program completion. Required practicum

placements play a vital role in helping students prepare to serve as behavioral health practitioners, but these experiences are often unpaid and often require students to sacrifice paid work. To support students pursuing these careers, the funding was awarded to colleges with behavioral health degrees that require field placements, with a focus on institutions in geographic areas that are priorities for advancing health equity. The \$930,000 received by SSU was the third highest dollar amount announced by the state, with Simmons University awarded \$1.54 million and \$1.05 million awarded to Springfield College.

Grants / Recognition of Faculty

For the Fourth Time, Salem State University was Named a Top Producer of Fulbright Scholars

Salem State University was named for the fourth time as a top producer of Fulbright Scholars for the 2024-2025 academic year. The distinction is given to institutions in higher education that have produced the highest numbers of applicants selected for the Fulbright U.S. Student and Scholar Programs. Fulbright awards, from the U.S. Department of State and the Fulbright Foreign Scholarship Board, allow faculty to teach abroad while engaging in research, building partnerships, and gaining experiences that can be brought back to Salem State's classrooms.

The U.S. Department of State's Bureau of Educational and Cultural Affairs recognized Salem State for being one of the colleges and universities with the highest number of faculty and administrators selected for the Fulbright U.S. Scholar Program in 2024-2025

Three Salem State University professors received Fulbright awards for the 2024-2025 academic year, as well as three students who were finalists in the competition for Fulbright scholarships in Bulgaria, Mexico, and Spain.

- English professor, Alexandria Peary, explored Pforzheim, Germany's history before, during and after World War II.
- Politics, Policy and International Policy professor, Vanessa Ruget, was in Estonia researching the impact of Russia's instrumentalization of passports to further geopolitical aims.
- Accounting and Finance professor, Norbert Tschakert, was in the Dominican Republic in partnership with the Instituto Tecnológico de Santo Domingo researching corruption.

More Than a Dozen OER Projects Move Through Salem State University

A round of 15 grants from the Berry Library and Learning Commons were issued to support more than a dozen faculty projects to end 2024. SSU was one of six state colleges and universities, and the only on the North Shore, to join the state Department of Higher Education's "Remixing Open Textbooks through an Equity Lens" (ROTEL) project. The project supports institutions of higher education in creating free "Open Educational Resources" (OER) textbooks for use on campus in lieu of traditionally more expensive books and materials. Open textbooks represent

a shift in the college textbook industry. Outside the movement, the cost of textbooks has risen more than four times the rate of inflation in the past 10 years. Much like the open software movement has done for the tech industry and cash-strapped software users, open textbooks are either low-cost or free, openly editable, and updatable. Much of the open textbook movement has centered on the creation of open materials by faculty on the front lines of the industry. This fall, SSU gave out two separate grants, one was OER adoption grants, so faculty can rewrite their course to use low-cost or no-cost materials. The other was OER creation grants, where faculty write their own textbooks. The 15 newly awarded grants this fall – 14 adoption and one creation – came to a total of \$10,000, a small price tag for an effort making textbooks and classroom materials cheaper and more equitable for students. The OER movement began on college campuses about 10 years ago. In 2018, Salem State signed on by creating the Viking OER & Textbook Affordability Initiative, which today sees students paying less for course materials – not just books, but other supplies as well. ROTEL, is a three-year state grant-funded project which supported faculty at six Massachusetts colleges and universities who created these materials. SSU is joined by Fitchburg and Framingham State Universities, Holyoke and Northern Essex Community Colleges, and Springfield Technical Community College. The entire movement represents a team approach with one goal in mind: more equitable resources for students.

“Everyone is contributing to make the program a success,” Fahey said. “The state is paying for it through grants, the library is paying for it through hosting, the faculty is paying for it through their time and expertise... and we’re giving it all away to the students.”

Governance

New Members and Leadership of the Salem State University Board of Trustees

Effective July 1, five new members were appointed to the SSU Board of Trustees and current members stepped into new leadership roles. The board’s two new leaders were both appointed by then Governor Charlie Baker in 2022.

Samanda Morales ’98, is the board’s chairperson after a successful tenure as vice-chair. Morales is the founder and owner of WellFin360 LLC, a financial planning and wealth management advisory firm offering personalized services to early and mid-career professionals, as well as first-generation wealth builders. She is also the co-founder of Ahora Inc., a social enterprise non-profit organization that empowers low-to-moderate income individuals through financial education and coaching. Morales received her bachelor’s in science degree in business administration from Salem State in 1998.

James Lampassi ’81 is the board’s vice chairperson. He serves as senior vice president of real estate and construction at Academy Sports + Outdoors, one of the leading full-line sporting goods and outdoor recreation retailers in the US. Lampassi

previously held the roles of vice president of real estate and construction for Ross Stores, Inc., Barnes & Noble, Inc. and for Petco Animal Supplies Stores, Inc.

Governor Maura Healey appointed the following four members to the board.

A. Thomas Billings '72, '75G, EdD, is a retired faculty member with 22 years as a Salem State University professor. Dr. Billings also taught for 22 years at Salem High School and St. John's Prep. During his time as a professor in Salem State's Education Department, Billings also served on the Executive Board of the Professors' Union, chaired the Graduate Education Council and Promotions Committee, and chaired Salem State's Council on Teaching and Learning. He continues a legacy of service to the Salem State community, which runs generations deep in his family. He earned a Bachelor of Science degree in history in 1972, he received a master's degree in American studies in 1975, both from Salem State. He served many years on the alumni association and received the Outstanding Educator Award in 1999 and the Elisabeth Williams Wade Award from the Salem State Alumni Association in 2004.

Elizabeth Cabral '17, began her professional career as an intellectual property assistant with Boston-based law firm Foley & Lardner, before becoming their national human resources specialist. In 2022, she joined Exponent where she continues to work as a human resources generalist. This is Cabral's second appointment with the board, her first one serving as the student trustee appointed by the student government association. She earned a Bachelor of Science degree in political science and criminal justice from Salem State in 2017. Cabral received her master's in human resources management at Northeastern University in 2021.

Alyce Davis '75, EdD returned to our board of trustees as she was the alumnae trustee from 2012-17. Davis is a retired assistant superintendent in the Salem Public Schools, who has worked in the education field for nearly 50 years. Upon graduation from Salem State, Davis started her career teaching social studies in Hanover, then she worked with Danvers Public Schools for 18 years prior to becoming the principal at Witchcraft Heights Elementary School. Davis then served as assistant superintendent of the district until her retirement. Since then, Davis has held various consulting positions and served as an adjunct professor at both Salem State and Endicott College. She is also noted for the number of other Salem boards she has served on including as vice president on the Salem State University Alumni Association and Foundation, Inc., a trustee at Salem Academy Charter School and the Salem Community Charter School as well as several others. Davis received a Bachelor of Science degree in middle school education from Salem State University in 1975. She received a Master of Education degree from Suffolk University in 1979 and a doctorate in educational leadership degree from NOVA Southeastern University in 2009.

Dino Di Palma is a managing partner with TrueNorth Advisory and is a member of G-20 Ventures, which provides early traction capital for East Coast startups and provides expertise from 20 of the Northeast's most accomplished entrepreneurs.

Throughout his career Di Palma has held varying management and executive positions in the global business world. He is recognized for his ability to grow businesses in several fields. This includes taking a team within a Caribbean subsidiary from generating little revenue to bringing in \$30 million within two years. Di Palma has held a variety of executive positions, from serving as a chief operating officer and founding team member for Acme Packet and helping to drive its acquisition by Oracle for more than \$2 billion. He also served as global wireless infrastructure builder Benu Networks' chief executive officer. Di Palma graduated from McGill University, Montreal in 1990 with a bachelor of arts degree in economics and political science. He earned a master's in public policy and administration in 1995 and completed Harvard University's international negotiations program in 1999. He also currently serves as chair of Salem State's Bertolon School of Business Advisory Board and is a member of the Meet the Moment campaign steering committee along with his wife, Annalisa C. Di Palma, who is also the chair of the Salem State University Alumni Association and Foundation, Inc.

The Student Government Association appointed the fifth new member, **Angel A. Garcia '25**. Garcia is a third-year history major at Salem State University, who first enrolled at North Shore Community College in 2021 upon the encouragement of his wife. His daughter graduated from the Bertolon School of Business in 2022 with a bachelor's degree in business, and in 2024 with a master's degree in accounting. He is currently a part-time taxi dispatcher and prior Lynn youth football coach. Garcia is also a volunteer with The REAL Program, a Lynn-based literature advocacy non-profit. Garcia previously served as the student representative on the North Shore Community College's Board of Trustees while enrolled there in academic year 2022-23. A member of Salem State University's 2025 class, Garcia is a 1995 graduate of Lynn English High School. Garcia's appointment as a student representative of the board comes from the university's student government association.