

REQUEST FOR TRUSTEE ACTION

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

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

MOTION

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

Recommended Motion

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

Committee Assigned: Finance and Facilities

Committee Action: Approved

Date of Action: May 20, 2026

Trustee Action: Approved

Trustee Approval Date: June 3, 2026

Effective Date: June 3, 2026

Signed: 
[Lynne Montague \(Jun 3, 2026 14:15:19 EDT\)](#)

Title: Secretary, Board of Trustees

Date: 06/03/26

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FY2027 Salem State University All Funds Budget

Our Mission

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



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

Introduction

Budget Approach

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

Trust Funds

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

Budget Overview

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

Key Elements Table

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

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

Budget Narrative

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

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

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

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

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

Major assumptions included in the FY2027 budget are below:

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

almost \$2.02M or 2.98%. At the time of approval of this budget, the state budget is still in process.

- Financial aid through university funds and available state programs to continue at relatively the same level as FY2026.
- The fringe benefit rate proposed by the Commonwealth increases significantly for FY2027 from 37.81% to 46.11% due to health insurance costs. The final approved rate is received after the fiscal year begins.

SSU BOLD

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

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

Contracts Greater than \$500,000

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

Composition of the Budget and Relationship to GAAP

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

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

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

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

Campus Highlights from FY2026

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

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

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

Exhibit 1: Salem State University FY2027 All Funds Budget

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

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

Exhibit 2: Salem State University FY2027 Trust Fund Budget

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

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

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

Chart 1: Managed Revenue vs. Managed Expense Trend

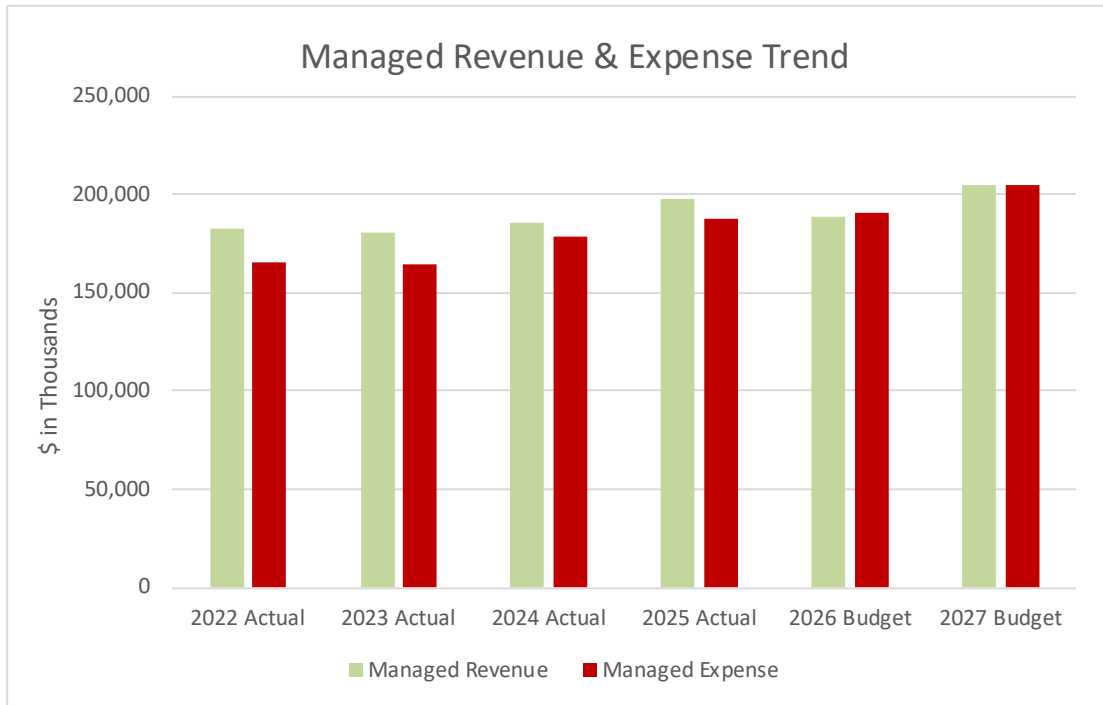


Chart 2: Components of FY2027 Revenue Budget

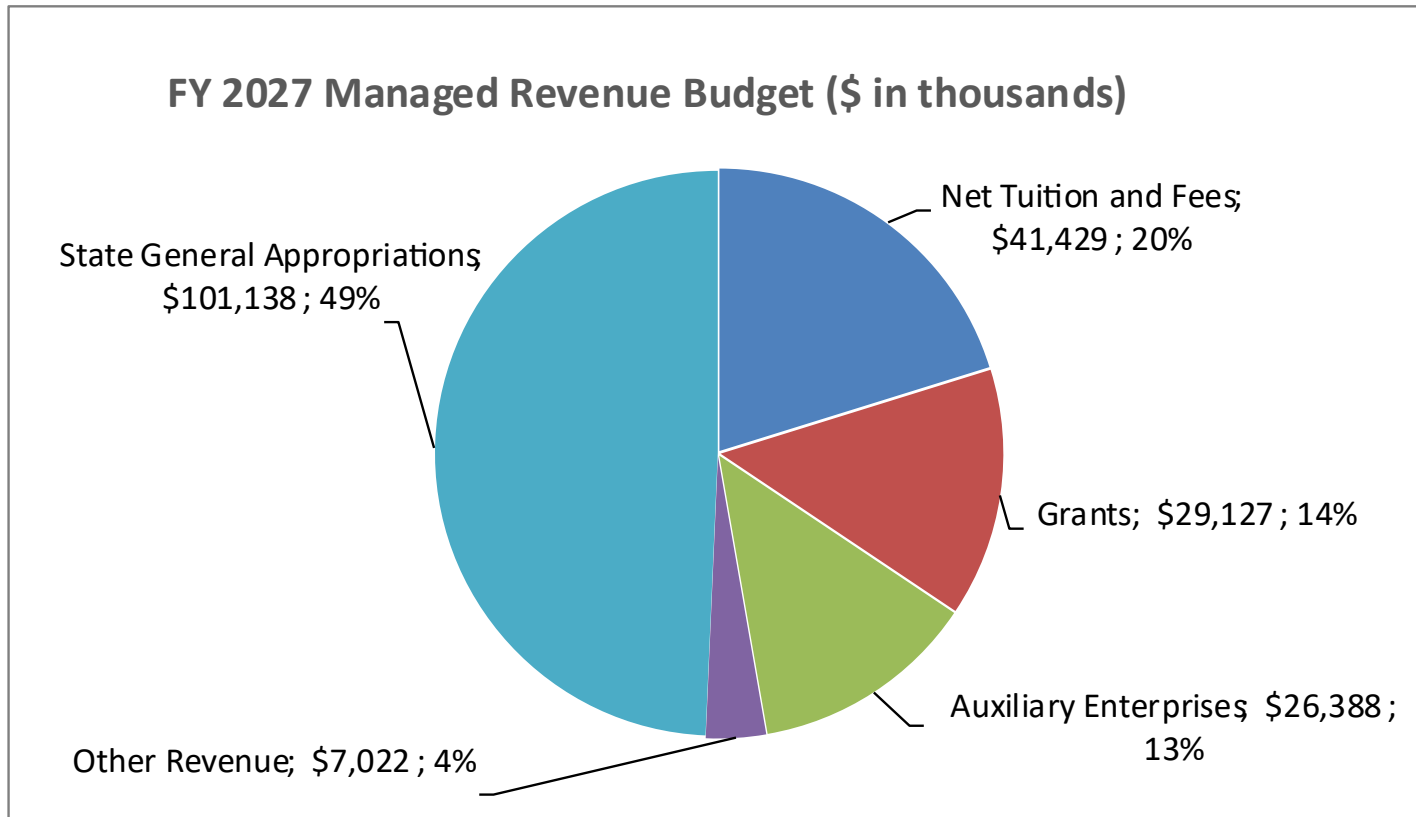


Chart 3: Components of FY2027 Expense Budget

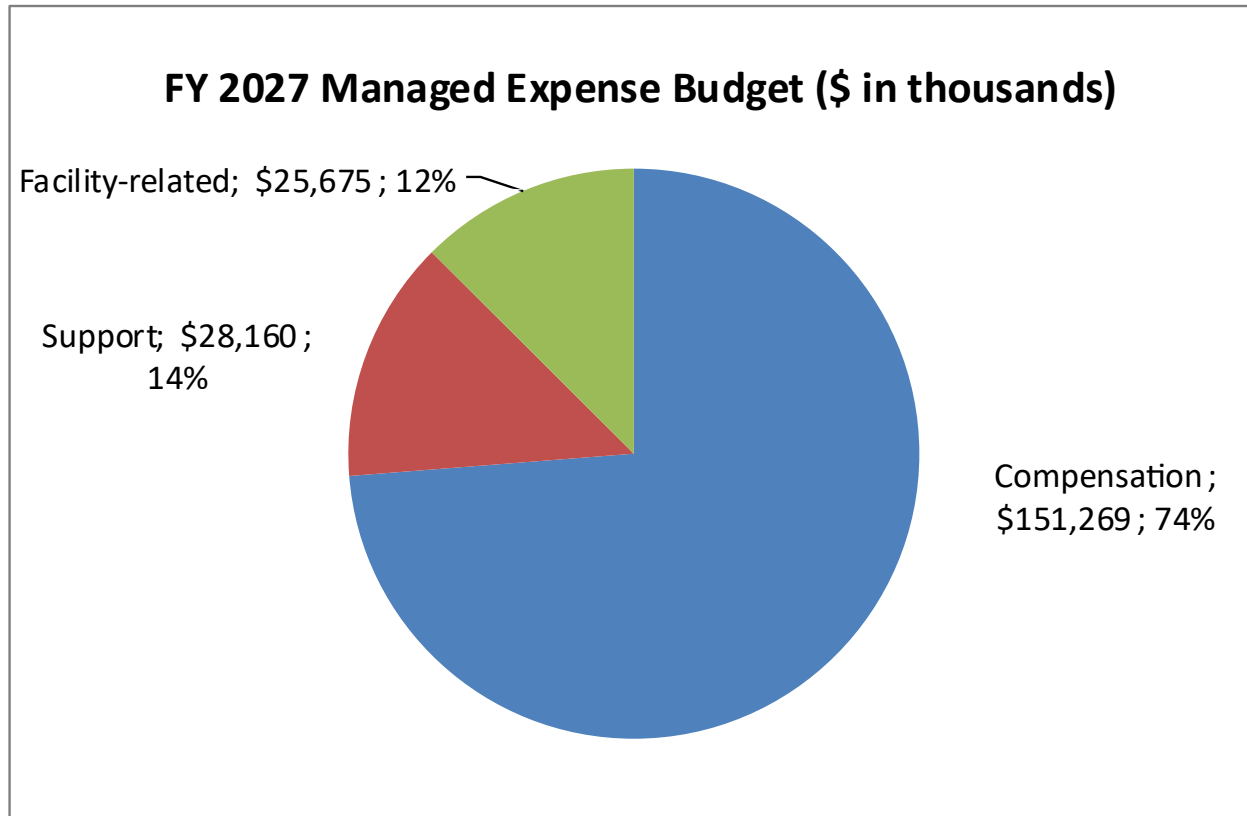


Chart 4: Credit Hours Delivered by Division – Full Years 2015 – 2025

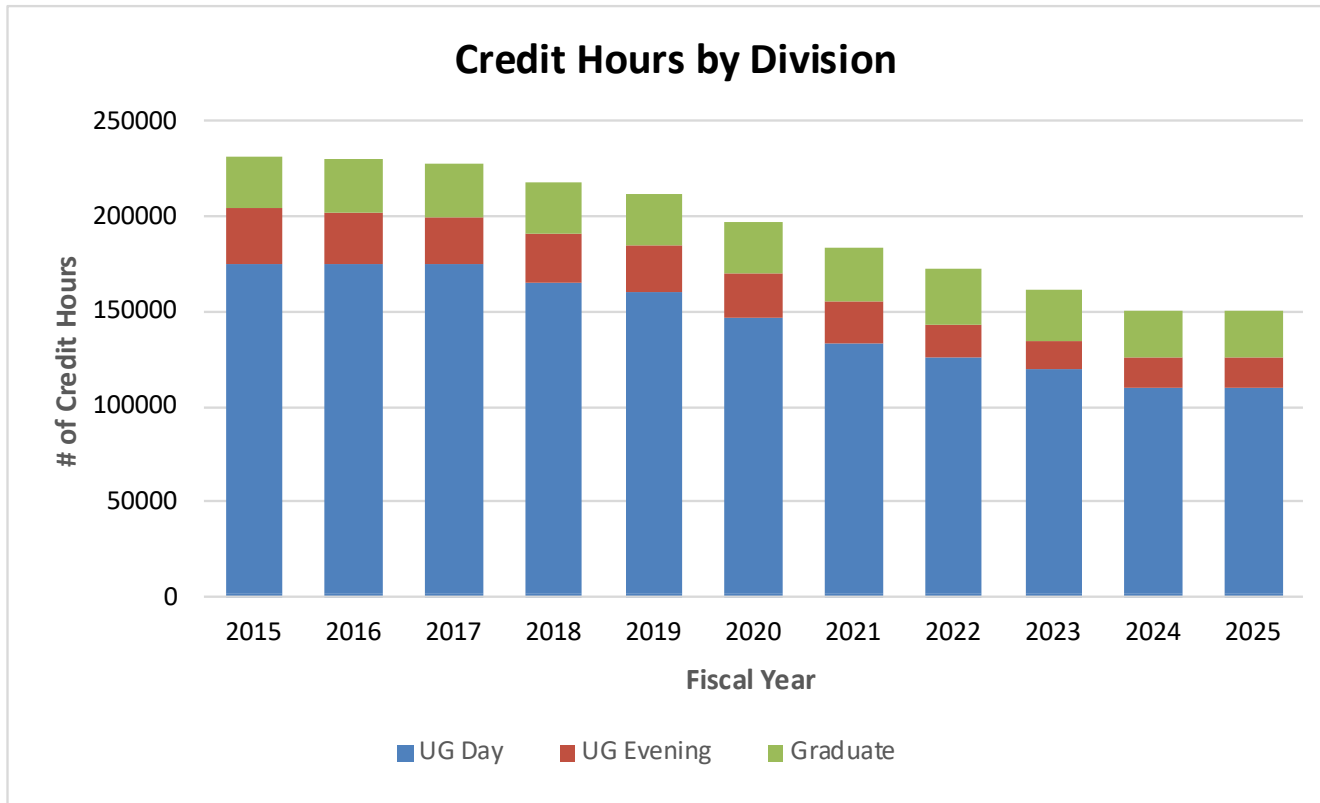


Chart 5: Preliminary Fall Enrollments (Registrations) for 2022 - 2026 (Fall only)

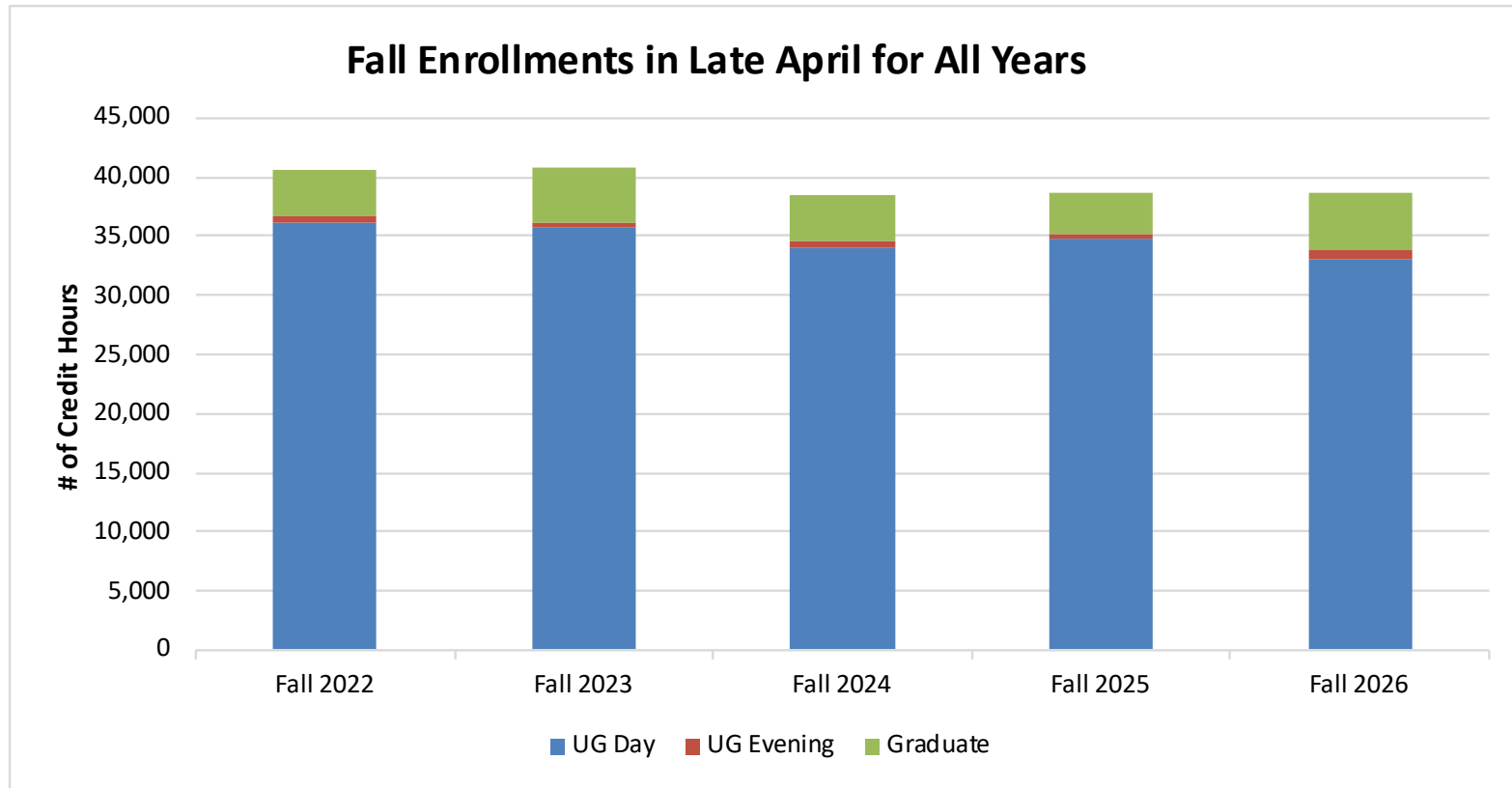


Chart 6: Student-to-Faculty Ratio

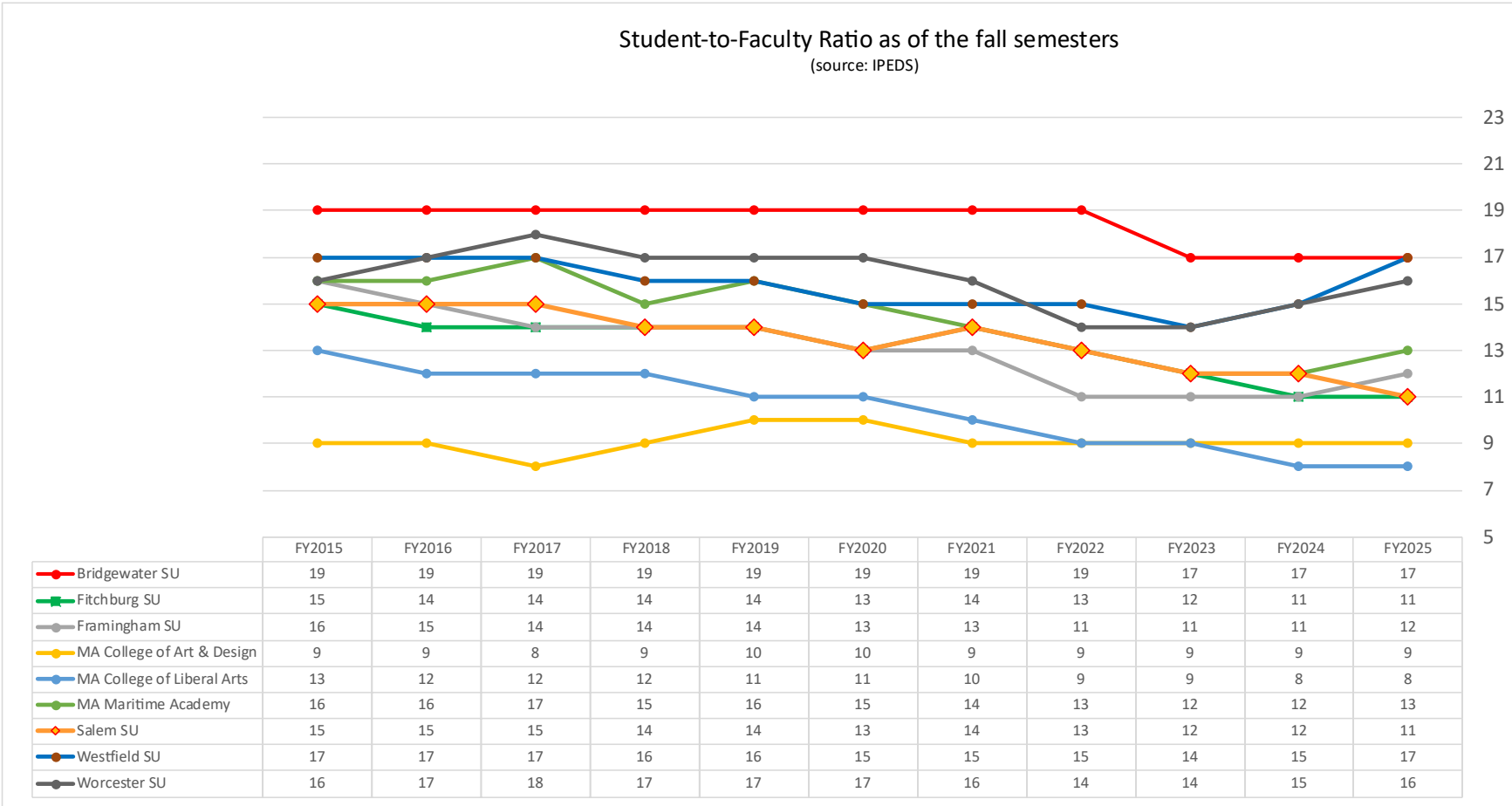
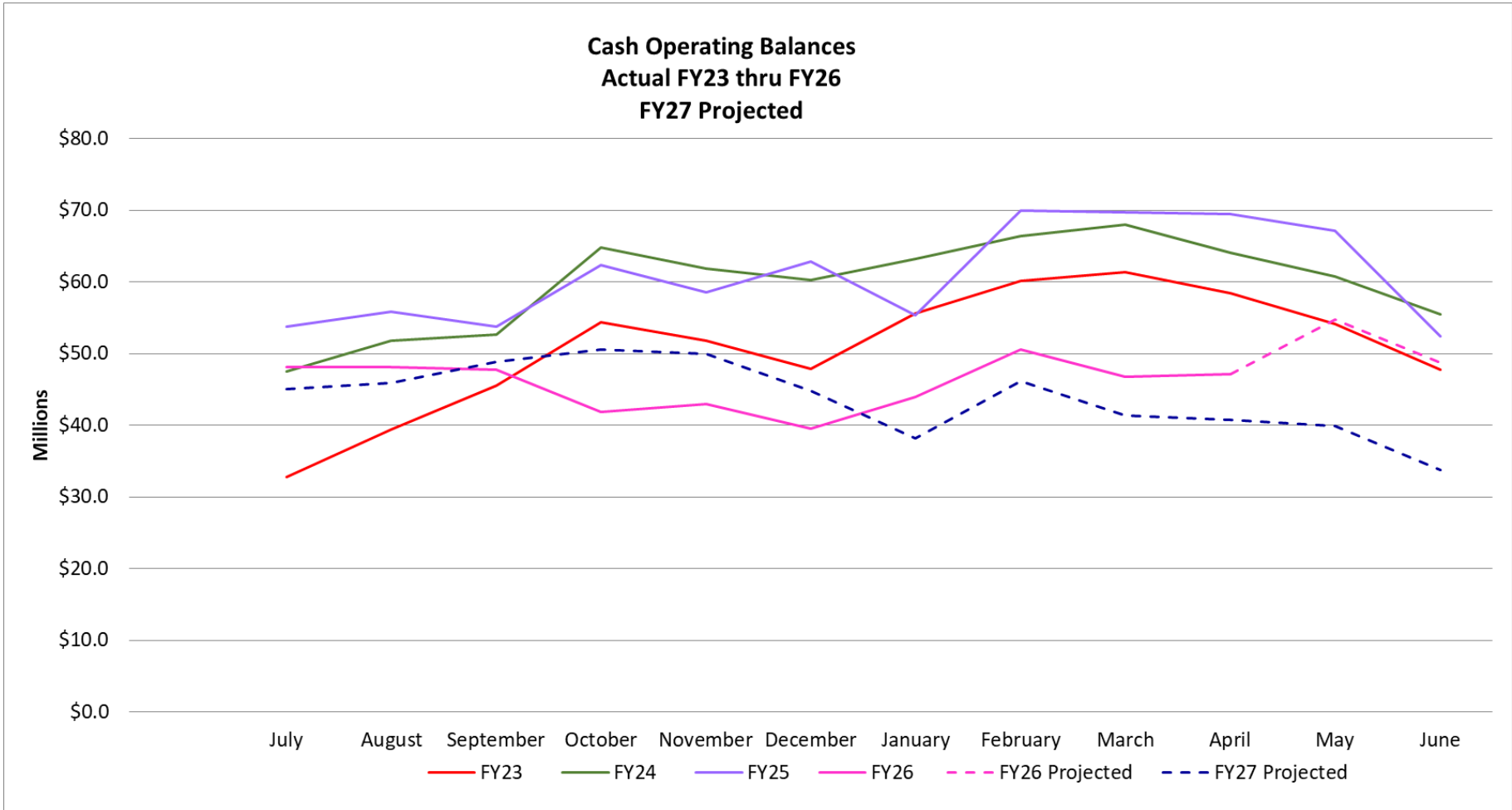
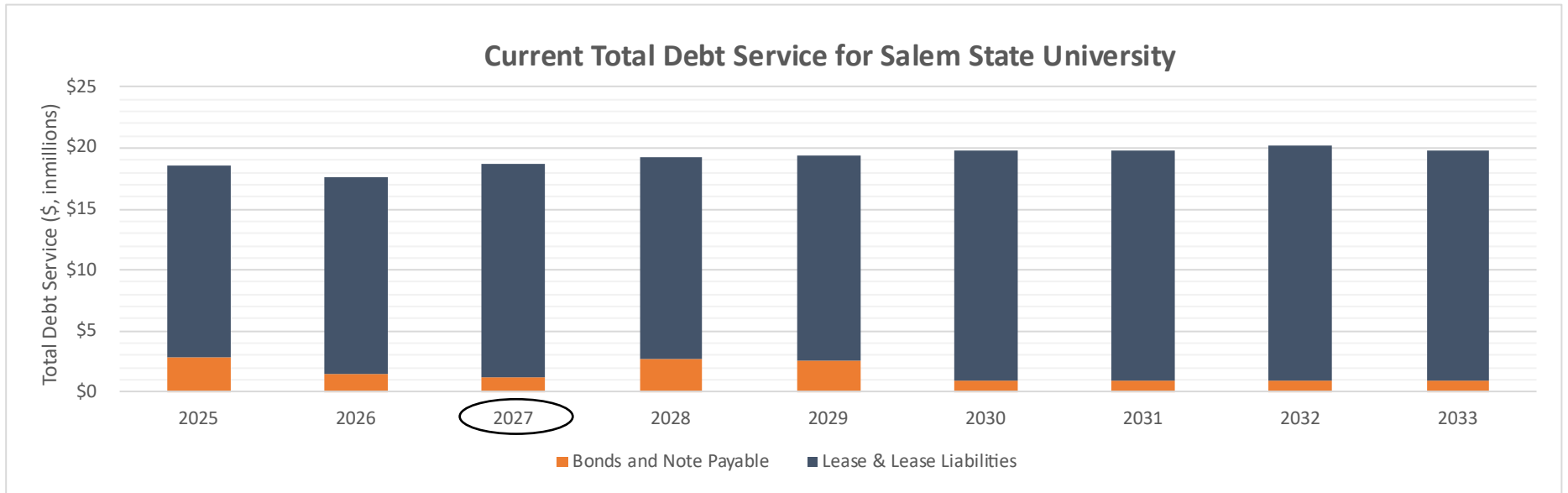


Chart 7: Cash Operating Balance



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

Chart 8: Debt Service



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

Table 1: Managed Revenue

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

Table 2: Fee Revenue

Fee Revenue (\$ in millions)	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2027 Budget	Amount Change	Percent Change	Percent Fee Increase
University Fee	\$58.5	\$56.4	\$53.7	\$55.4	\$54.2	\$57.0	\$2.8	5.1%	
Capital Improvement Fee	2.6	2.5	2.4	2.5	2.4	2.6	\$0.2	9.8%	
SGA Fee	0.5	0.4	0.4	0.4	0.4	0.4	\$0.0	3.7%	
Other Fee Revenue	3.6	3.1	2.8	3.3	4.2	4.1	-\$0.1	-2.3%	
Total Fee Revenue	\$65.1	\$62.4	\$59.3	\$61.6	\$61.2	\$64.2	\$2.9	4.8%	3.0%
Note: Other Fee Revenue includes differential, program, lab, matriculation, Summer Bridge, housing premium and miscellaneous fees.									

Table 3: Historical Tuition & Mandatory Fees

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

Note: Assumes in-state, fall/spring rates

Note*: Assumes Price Group 2

Note:** POA stands for Price of Attendance

Table 4: Historical Credit Hours by Division

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

Table 5: Financial Aid

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

Note 1: FY24-FY26 includes Mass Grant Plus Expansion.

Note 2: FY25 includes \$699,044 of SUCCESS funds

Note 3: FY23 actual includes \$2.9M awards above the FY23 budget. Not continued in FY24.

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

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

Table 6: Auxiliary Revenue

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

Table 7: State Operating Support

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

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

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

Table 8: Managed Expenses

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

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

Table 9: Compensation

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

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

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

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

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

Financial Full-Time Benefitted Employees (FFTE)	FY2022 Reinstated	FY 2022 Budget	FY 2023 Budget	FY 2024 Budget	FY 2025 Budget	FY 2026 Budget	FY 2027 Budget	FFTE Change	Percent Change	FY 2027 % of Total
Academic Affairs	4	519	442	448	460	463	458	-5	-1.2%	49.1%
Finance & Facilities	3	126	128	140	136	140	141	1	0.6%	15.1%
Inclusive Excellence	0	2	2	3	4	4	0	-4	-100.0%	0.0%
Advancement	3	28	29	29	30	31	31	0	0.0%	3.3%
Presidents Division	2	38	37	37	35	35	36	1	3.2%	3.9%
Student Success	2	72	167	174	177	191	207	16	8.3%	22.2%
General Counsel/HR/ITS	1	51	56	58	60	60	59	-1	-1.7%	6.3%
Total Financial Full-Time Benefitted Employees	15	837	861	889	902	924	931	7	0.8%	100%
Note 1: FY23 Student Success division reorganized to combine Enrollment Management, Marketing, Student Life and some areas previously under AA as one unit.										
Note 2: Inclusive Excellence was merged into Student Success during FY2026.										

Table 12: Salary and Wages for Benefitted Employees by Division

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

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

Note 2: FY24 other adjustment includes CBA \$500 FTE pool and reimbursement from Foundation.

Note 3: FY27 Inclusive Excellence division dissolved. Transferred to Student Success division.

Note 4: FY27 Other adjustments includes CBA non-standard increase pools offset by reimbursement from the Foundation.

Table 13: Fringe Benefit Rates as set by the Commonwealth

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

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 FY2027 Budget

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

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

Appendix III-A: List of Proposed Facilities Projects

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

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

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

Appendix III-B: List of Proposed ITS Projects

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

Appendix IV - Tuition/Fee Rates for FY2027

Approved by the Board of Trustees on April 8, 2026

Schedule of Student Charges 2026-2027 Academic Year

UnderGrad - Fall/Spring

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

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

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

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

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

All charges are subject to change.

Appendix IV - Tuition/Fee Rates for FY2027
**Schedule of Student Charges
2026-2027 Academic Year**
Summer

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

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

All charges are subject to change.

Appendix IV - Tuition/Fee Rates for FY2027
**Schedule of Student Charges
2026-2027 Academic Year**

	Fall 2026 Full-Time	Spring 2027 Full-Time	Academic Year Full-Time
Housing ³			
Bowditch - Premium Single	\$6,792.50	\$6,792.50	\$13,585.00
Bowditch - Double	\$5,478.50	\$5,478.50	\$10,957.00
Peabody - Premium Single	\$6,792.50	\$6,792.50	\$13,585.00
Peabody - Double	\$5,478.50	\$5,478.50	\$10,957.00
Marsh Hall - Double	\$6,099.50	\$6,099.50	\$12,199.00
Marsh Hall - Premium Single	\$7,460.00	\$7,460.00	\$14,920.00
Forten Hall - Single	\$6,517.50	\$6,517.50	\$13,035.00
Forten Hall - Suite Single	\$6,517.50	\$6,517.50	\$13,035.00
Forten Hall - Double	\$6,233.50	\$6,233.50	\$12,467.00
Forten Hall - Suite Double	\$6,374.00	\$6,374.00	\$12,748.00
Atlantic Hall- Double	\$6,783.50	\$6,783.50	\$13,567.00
Atlantic Hall - Single	\$7,258.50	\$7,258.50	\$14,517.00
Fall (Thanksgiving) Break Housing			\$135.00
Winter Break Housing			\$813.00
Spring Break Housing			\$225.00
Summer Housing - Summer I			\$1,486.00
Summer Housing - Summer II			\$1,783.00
Summer Housing - Full Summer			\$3,268.00
Early Move In Housing - Prorated per Day			\$34.00/Day
Meal Plans ⁴			
All Access Plan - 7 Day Silver Plan	\$2,613.00	\$2,613.00	\$5,226.00
All Access Plan - 7 Day Gold Plan	\$2,733.00	\$2,733.00	\$5,466.00
All Access Plan - 7 Day Platinum Plan	\$2,898.00	\$2,898.00	\$5,796.00
Block Plan 1 - 45 meals	\$520.00	\$520.00	\$1,040.00
Block Plan 2 - 90 meals	\$1,077.00	\$1,077.00	\$2,154.00
Fall Break Plan			\$146.00
Winter Break Plan			\$910.00
Spring Break			\$291.00
Summer 2026			
Summer Meal Plan - All Summer All Access			\$3,045.00
Summer Meal Plan - Summer 1 All Access			\$1,392.00
Summer Meal Plan - Summer 2 All Access			\$1,508.00
Early Move In: (proratable at \$36.40/Day)			\$36.40
Application Fees			
Undergraduate Admissions			\$50.00
Matriculation Fee - New Students (one-time)			\$275.00
Late Fees			
Late Application for Undergraduate Degree			\$50.00
Late Payment (tuition and fees)			\$50.00/month
Miscellaneous Fees			
Payment Plans (enrollment fee for TN)			\$40.00 per semester
Non-Credit Course Fee			Varies
Institute Fee (winter session/summer)			\$100.00/per institute
Hard copy of Transcript /Green Fee			\$6.00
Day School Nursing Resource Center Fee			\$100.00 per course
Not Sufficient Funds (NSF) Check Fee			\$25.00 per 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 FY2027

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

All charges are subject to change.

Appendix IV - Tuition/Fee Rates for FY2027

NOTES FOR FY2027

- 1 The University Fee represents the fee anticipated for 2026-2027. Fees may change by action of the Board of Trustees.
- 2 The New England Regional program enables New England residents to enroll at Salem State University at a reduced out-of-state rate.
- 3 Housing rates include (1) \$20 per semester/\$40 per year Residence Hall Association Fee for all residence halls; and (2) \$380 per semester/\$760 per year Technology/Student Fee.

4 Meal Plans

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

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

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

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

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

- 5 Charged for all day students each semester. Student may opt out and have fee waived on line.
- 6 Charged for all students enrolled in at least 75 percent of a full-time course load. Student may opt out and have fees waived if covered by other health insurance. Rate is pro-ratable.
- 7 Annual additional fees beginning with academic year 2016-17 entrants to program (incoming or transfers).
- 8 Annual additional fees beginning with academic year 2017-18 entrants to program (incoming or transfers).
- 9 Annual additional fees beginning with academic year 2019-20 entrants to program (incoming or transfers).
- 10 Annual additional fees beginning with academic year 2022-23 entrants to program (incoming or transfers).
- 11 Accelerated 2nd Degree for Bachelor of Science, Nursing (BSN) is a cohort-based program. ABSN cohorts enter in the summer. The fee is \$655 per credit.

All charges are subject to change.

Appendix IV - Tuition/Fee Rates for FY2027
**Schedule of Student Charges
2026-2027 Academic Year**

Undergraduate Evening (SCPS) Additional Fees	
<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
Geology & Geological Sciences Field Fee	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) ⁵	TBD
Health Counseling, and Athletic Training	Varies
Not Sufficient Funds (NSF) Check 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 FY2027
**Schedule of Student Charges
2026-2027 Academic Year**
Grad School - Fall/Spring/ Summer

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

All charges are subject to change

Appendix IV - Tuition/Fee Rates for FY2027
**Schedule of Student Charges
2026-2027 Academic Year**
Grad School - Fall/Spring/ Summer

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

Graduate - Price Group 2				
Tuition				
Out-of State	\$230.00	\$230.00	\$230.00	
Fees				
Course Fee	\$395.90	\$395.90	\$395.90	
Capital Improvement Fee	\$20.50	\$20.50	\$20.50	
Total Tuition and Fees				
Out-of-State	\$646.40	\$646.40	\$646.40	

Graduate - Price Group 3				
Tuition				
Out-of-State	\$230.00	\$230.00	\$230.00	
Fees				
Course Fee	\$446.00	\$446.00	\$446.00	
Capital Improvement Fee	\$20.50	\$20.50	\$20.50	
Total Tuition and Fees				
	\$696.50	\$696.50	\$696.50	

All charges are subject to change.

Appendix IV - Tuition/Fee Rates for FY2027
**Schedule of Student Charges
2026-2027 Academic Year**

Graduate School Additional Fees	
<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	\$6.00
Health Insurance -- (waivable) and Athletic Training	TBD Varies
Not Sufficient Funds (NSF) Check 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 FY2027

Salem State University Graduate Price Groups

Program	Program
Price Group 1	Price Group 2
Master's Programs	Master's Programs
English (MA)	Behavior Analysis (MS)
History (MA)	Counseling (MS)
Education - Master's Programs	Criminal Justice (MS)
Early Childhood Education (MEd)	Geo-Information Science (MS)
Elementary Education (MEd)	Industrial/Organizational Psychology (MS)
English (MA/MAT)	Mathematics (MS)
English (MAT)	Nursing (MSN)
English to Speakers of Other Languages (ESOL) (MAT)	Social Work (MSW)
History (MAT)	Education - Master's Programs
Leadership in Physical Education & Movement Studies (MEd)	Higher Education in Student Affairs (MEd)
Library Media Studies (MEd)	School Counseling (MEd)
Mathematics (MAT)	Education - Licensure Only Programs
Middle School Math (MAT)	School Adjustment Counselor (Initial Licensure Only)
Physical Education (MAT)	School Counseling
Reading (MEd)	Graduate Certificate Programs
Secondary Education (MEd)	Computer Science (closed to new entrants)
Spanish (MAT)	Counseling
Special Education (MEd)	Geo-Information Science
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 and Rhetoric	
Teacher Leadership	
Certificate of Advanced Graduate Study (CAGS)	
Educational Leadership	

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

Appendix V - Campus Highlights from FY2026

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

University Recognitions, Celebrations and Representation

Recognitions

Carnegie Community Engagement Reclassification

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

SSU National and Local Recognitions and Awards

- **U.S. News and World Report** ranked Salem State University (SSU) #23 in the nation for social mobility, making SSU the highest-ranked Massachusetts public university in this category.
- SSU received national recognition with a Merit Award in the Integrated Marketing Campaign category during the **40th Annual Educational Advertising Awards** for our First-Year Student Application Generation campaign.
- The **ALL in Campus Democracy Challenge** awarded Salem State University a Silver Seal for our student voter engagement, making us the only public institution in Massachusetts to receive this honor.
- Salem State University's (SSU) ITS digital media and classroom technology services team earned a **Commonwealth award** for helping transition programming online during the pandemic and during the same ceremony, Assistant Vice President Castillo received the **Manuel Carballo Award** for Excellence in Public Service and several SSU employees were honored with certificates of achievement.

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

HSI Threshold Met Again

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

Celebrations

10th Annual First Year Day of Service Expands Community Impact

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

Alternative Spring Break Immerses Students in State Government and Civic Leadership

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

47th Annual Darwin Festival Showcases Global Perspectives on Evolution and Climate Justice

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

Opening of the Sam Cioffi Student-Athlete Wellness Center

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

Scholar and Donor Celebration Highlights the Power of Philanthropy and Student Achievement

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

36th Annual Martin Luther King Jr. Celebration Honors Legacy and Advances Campus Commitment to Justice

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

Bruins Alumni Exhibition Game Showcases Viking Pride and Alumni Leadership

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

SSU BOLD Beam Signing Marks Major Milestone in Campus Transformation

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

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

Annual Bertolon School of Business–Viking Business Pitch Competition

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

Representation

HACU Testimony on Minority-Serving Institution Funding

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

AHSIE Conference Participation and Impact

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

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

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

Berry Institute of Politics Welcomes Distinguished Spring 2026 Fellows

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

Grants/Awards to Students

SSU Commencement

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

Landmark Gift Establishes Multilingual Student Services Endowment

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

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

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

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

Student Leader Named 2025-26 Newman Civic Fellow

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

Burnstine Scholars Program Expands Access and Opportunity in Music and Dance

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

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

Grants/Recognition of Faculty

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

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

Professor Lisa Delissio Honored for Leadership in Preserving Historic Arboretum

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

Governance, Boards and Leadership Updates

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

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

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

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

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

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

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

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

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

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

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

End of FY2027 All Funds Budget Document






FY27 All Funds Budget Motion (full)

Final Audit Report

2026-06-03

Created:	2026-06-03
By:	Becky Fiore (bfiore@salemstate.edu)
Status:	Signed
Transaction ID:	CBJCHBCAABAApLzTFE81-ZE0W4ulSts8BGlyHR6esirB

"FY27 All Funds Budget Motion (full)" History

-  Document created by Becky Fiore (bfiore@salemstate.edu)
2026-06-03 - 6:13:52 PM GMT- IP address: 173.244.1.195
-  Document emailed to Lynne Montague (lmontague@salemstate.edu) for signature
2026-06-03 - 6:14:29 PM GMT
-  Email viewed by Lynne Montague (lmontague@salemstate.edu)
2026-06-03 - 6:14:48 PM GMT- IP address: 172.226.144.10
-  Document e-signed by Lynne Montague (lmontague@salemstate.edu)
Signature Date: 2026-06-03 - 6:15:19 PM GMT - Time Source: server- IP address: 172.226.145.189 - Signature Appearance Selected: MOBILE_DRAW
-  Agreement completed.
2026-06-03 - 6:15:19 PM GMT