



Minutes for the Meeting of 2/11/15

Board Meeting Minutes - 2/11/15

Minutes of the Meeting of 2/11/15

Minutes 02.11.15 FINAL.doc - Page 3

Committee Actions - Page 10

Committee Actions Attachment NB15-01 - Page 55

Consent Agenda

Consent Agenda.pdf - Page 80

Minutes:

Board of Trustees October 8, 2014 - Page 84

Risk Management & Audit: November 9, 2014 - Page 92

Academic Affairs final 11.19.14.pdf - Page 98

Exec Comm 11.19.14.pdf - Page 130

Joint Finance & IA Marketing 12.3.14.pdf - Page 135

Board of Trustees October 8, 2014 - Page 144

Executive Committee: November 19, 2014 - Page 152

Joint Finance & AI Comm Report 12.03.14 - Page 157

Board of Trustees Special Meeting: December 3, 2014 - Page 166

MEETING OF THE BOARD OF TRUSTEES

February 11, 2015

PRESENT: Trustees Burns, Crawford, Davis, Lancome, Lutts, Malcolm, Scott (Chair), Stringer and Segal; President Meservey; and Secretary to the Board Montague.

ABSENT: Trustees Abdoo, and Mattera.

The provisions of General Laws, Chapter 30A, having been complied with and a quorum of the Board being present, the Board of Trustees of Salem State University held a special meeting in Room 210 of Marsh Hall, Central Campus, Salem, Massachusetts, on February 11, 2015, with Pamela C. Scott, Chair, presiding.

* * *

I. CALL TO ORDER

Call to Order

Chair Scott called the meeting to order at 5:02 p.m. and welcomed new Trustees Oscar Malcolm and Rob Lutts to the board. The new trustees bring a tremendous wealth of business and financial management expertise to the board and we look forward to working with them. Chair Scott also welcomed Department of Higher Education Commissioner Richard Freeland and thanked him for joining the group.

* *

II. CONSENT AGENDA: APPROVAL OF MINUTES & COMMITTEE REPORTS

Consent Agenda: Approval of Minutes & Committee Reports

Chair Scott read the list of Minutes and Committee Reports listed on the Items for Inclusion on the Consent Agenda and asked for any objections or modifications. With no corrections or modifications, she asked for a motion to accept the agenda as presented.

Upon a motion duly made by Trustee Lancome and seconded by Trustee Burns, it was unanimously,

VOTED: To approve the Consent Agenda for the Meeting of February 11, 2015 (Attachment CA 15-02)

* *

III. Commissioner Freeland: Chair Scott exercised her prerogative as chair to welcome Commissioner Freeland as the next item on the agenda. She introduced Richard Freeland Commissioner of Higher Education. Appointed by Governor Patrick in 2009, he is responsible for providing the overall direction to higher education in the state and shaping state-wide policies. Previously, Freeland was President of Northeastern University for ten years. A major achievement of Freeland’s presidency was the transformation of Northeastern into a nationally selective, residential university with a high achieving student body, increased enrollments from beyond Massachusetts, improved graduation rates and enhanced academic stature. Over ten years of Freeland’s presidency, Northeastern rose from 162 to 98 in the U.S. News and World Report ranking of “Best National Universities.”

Commissioner Freeland greeted the board and as his first item of business discussed the system wide initiative the Office of Trustee Relations. The office is charged with providing support for local Boards of Trustees and fostering a two-way communication between the Board and Department of Higher Education (DHE) and the local boards. More broadly, the new Trustee Relations Office presents an opportunity to facilitate heightened levels of collaboration, communication and information sharing at the board level. This will foster a cohesive, mission-driven system of public higher education focused on meeting the needs of the state and specifically of our students, employers and our communities.

The Commissioner touched briefly upon state matters and transitions. Recently, Commissioner Freeland had a positive meeting with Secretary of Education Peyser and predicted a positive fiscal outlook for FY16. Another positive development that was included in the FY14 budget, is the newly created Commission on Higher Education Quality, Efficiencies and Finance. The purpose of the commission is to study the funding of the higher education system, look at staffing, including the use of adjunct faculty, and make recommendations for changes. Transitions was the next item of business and included three possible vacancies on the Board of Education including the chair however there has been no indication from the Baker Administration on their status. Finally, the Commissioner shared that the search for a new commissioner is ongoing and thanked President Meservey for her participation on the search panel. Commissioner Freeland will leave office in June to teach history at Northeastern University.

Then the Commissioner thanked the board for their service and congratulated them for their exemplary work. He commended President Meservey on her accomplishments, the university facilities and its efficiencies. The Commissioner suggested that the one area that could use improvement and investment is affordability, full time faculty and supportive staff to increase graduation rates.

Chair Scott thanked the Commissioner and wished him well in his future endeavors.

* * *

IV. COMMITTEE ACTIONS

Institutional Advancement, Marketing & Communications: Chair Scott invited Trustee Lutts to present the motion for the committee. Trustee Lutts noted that the committee incorporated several suggested changes and approved the Memorandum of Understanding (“MOU”) at its last meeting. Chair Scott noted that Council of President’s reviewed a MOU model for all colleges and universities across the Commonwealth to improve governance and the Foundation’s MOU was based on that model. A brief discussion followed Trustee Lutts then presented the motion with regard to the MOU between Salem State University and Salem State University Foundation, Inc.

*Institutional
Advancement,
Marketing &
Communications*

Upon a motion duly made by Trustee Lutts on behalf of the Institutional Advancement, Marketing & Communications Committee, and seconded by Trustee Lancome it was unanimously

VOTED: That the Board of Trustees approves the final version of the Memorandum of Agreement - Attachment A as attached hereto (Attachment IA-15-01).

Academic
Affairs &
Student Life

Academic Affairs & Student Life: Chair Scott asked Trustee Davis to present the committee actions for consideration. Trustee Davis began by presenting the motion from the committee with regard to the approval of a new degree in Dance.

Upon a motion duly made by Trustee Davis on behalf of the Committee for Academic Affairs & Student Life, and seconded by Trustee Lancome it was unanimously

VOTED: To recommend to the Full Board the approval of a B.A. program in Dance (Attachment AA-15-01)

Trustee Davis then presented the motion from the committee with regard to approval of a degree in Health Care Studies.

Chair Scott noted that this degree will increase the university's competitiveness with its peers and will strengthen the university's relationship with health care providers and the industry.

Upon a motion duly made by Trustee Davis on behalf of the Committee for Academic Affairs & Student Life, seconded by Trustee Lancome it was unanimously

VOTED: To recommend to the Full Board the approval of a B.S. program in Health Care Studies (Attachment AA-15-02)

Finance & Facilities: Chair Scott invited Trustee Burns to present the action for the committee. Trustee Burns read the motion regarding Investment Management Policy

Finance &
Facilities

Upon a motion duly made by Trustee Burns on behalf of the Finance & Facilities Committee, and seconded by Trustee Lutts it was unanimously

VOTED: That the Board of Trustees of Salem State University hereby approves the revised investment policy as shown in Attachment A hereto and as presented to the meeting. The new policy shall supersede the previous investment policy adopted on October 8, 2013. For convenience attached is a document that shows the proposed changes to the current policy (Attachment FF-15-01-B). The president and other officers of the university are hereby authorized to do all things and take all actions necessary to implement the policy.

Next, Trustee Burns presented the motion from the committee with regard to Graduate and Continuing Education Fees for FY16.

Chair Scott noted for clarification purposes fee changes are typically discussed in April however Graduate fees are discussed at a different time. Trustee Segal questioned if the fees considered recent state budget changes. Given the small number of graduate students affected and the short time frame these fees do not include recent changes. Fees discussed in April will consider budget changes.

Upon a motion duly made by Trustee Burns on behalf of Finance & Facilities, seconded by Trustee Segal it was unanimously

VOTED: The Board of Trustees of Salem State University hereby approves the following rates for graduate and continuing education tuition and/or fees for the category of students below as shown on Attachment FF-15-02-E.

- **Graduate in-state students enrolled through the university’s School of Graduate Studies: Fees shall increase \$15 per credit hour, which, when combined with the current fee of \$228 and current tuition of \$140 per credit hour represents an increase of 4.1% over FY2014-15. In-state graduate tuition will remain at FY2014-15 levels.**
- **Graduate out-of-state students enrolled through the university’s School of Graduate Studies: Fees shall increase \$15 per credit hour, which, when combined with the current fee of \$228 and current tuition of \$230 per credit hour represents an increase of 3.3% over FY2014-15. Out-of-state graduate tuition will remain at FY2014-15 levels.**
- **Undergraduate in-state students enrolled through the university’s School of Continuing and Professional Studies: Fees shall increase \$33 per credit hour, which, when combined with the current fee of \$191.33 and current tuition of \$115 per credit hour, represents an increase of 10.8% over FY2014-15.**
- **Undergraduate out-of-state students enrolled through the university’s School of Continuing and Professional Studies: Fees shall increase \$33 per credit hour and tuition shall increase \$50 per credit hour, which, when combined with the current rate of tuition and fees of \$341.33 per credit hour, represents an increase of 24.3% over FY2014-15.**

Executive: Chair Scott invited Trustee Segal to present the action for the committee. Trustee Segal read the motion regarding the Board Assessment Survey.

*Executive
Committee*

MOTION: **The Board of Trustees of Salem State hereby approves the Board Evaluation Survey (as shown in Attachment EC-15-01). The Board of Trustees, further, approves distribution of the Survey to the Board by Friday, February 13, 2015 and return by Friday, February 27, 2015.**

Trustee Burns questioned whether new board members could be directed on how best to answer inapplicable questions so that survey results wouldn’t be skewed. A brief discussion ensued and it was determined that a “not applicable (n/a)” option should be added to the survey questions.

As a result, it was agreed that the motion should be amended to include “...with the modification that “yes/no” survey questions include a “not applicable (n/a)” response option.”

Upon a motion, duly made by Trustee Segal, and seconded by Trustee Lancome, it was unanimously

VOTED: **The Board of Trustees of Salem State hereby approves the Board Evaluation Survey (as shown in Attachment EC-15-01) with the modification that “yes/no” survey questions include a “not application (n/a)” response option. The Board of Trustees, further, approves distribution of the Survey to the Board by Friday, February 13, 2015 and return by Friday, February 27, 2015.**

* * *

V. Old Business

May Offsite: Chair Scott reminded the board that they would have another offsite meeting this year and it is scheduled for May 29th. In October, we reviewed some of the issues raised at the last meeting which included enrollment and governance. Since then, Academic Affairs has completed a deeper dive into the enrollment issue and Trustee Davis will present the results tonight. On the governance issue, we have moved forward with the board assessment, and the MOA. Chair Scott will convene a sub-committee to draft an agenda for the offsite. President Meservey, Trustees Stringer, Lancome and Malcolm will work with Secretary Montague to draft the agenda which will include many issues including board assessment results, board policies, current state and national higher education topics, and strategic priorities. The draft agenda will then come back to the board for discussion. Chair Scott reminded the group that the offsite meeting is an excellent opportunity to review accomplishments, get better educated on current topics and spend social time as a board and with faculty and senior staff.

* * *

VI. New Business

New Business

Academic Affairs: In response to the Board request to engage in a comparison of Salem State University to other institutions, Trustee Davis provided a presentation of Enrollment, Retention and Graduation Rate Comparisons of Salem State University to Institutions within the State college System (Attachment NB-15-01). The presentation touched upon several area of concern identified at last year's off-site meeting including SSU student enrollment data, retention rates, and graduation rates. The message is clear that now is the time to increase both college graduation and retention rates. A discussion ensued regarding what we are doing to move the needle. Trustee Davis explained that this presentation was completed as a result of the board's request from the offsite meeting and she proposed that the board have a more in depth discussion at the May 29th offsite meeting.

VII. Report of the President

Report of the President

President Meservey reported on several achievements towards Vision Project Goals (Attachment A):

- Enrollments numbers overall are up. Due to the time of year, transfer numbers are not yet known.
- We have made good progress inclosing the achievement gap (graduation rate) between students of color and white students, yet we continue to struggle with our male to female comparisons. There are several initiatives underway to focus specifically on our male population, particularly men of color. We will update the Board on this work in the fall of 2015.
- Our low-income student graduation rates are at the state university average, which given our overall low graduation rate, is a good indication of our students' success.

The President then turned to facility matters and reported that the parking structure is being built and will be in the ground in three weeks. The garage is a modular unit so it's being built offsite and will be assembled on campus. Gordon Center and Viking Hall are well under construction and moving forward.

Finally, President Meservey turned to recognize Assistant Provost Amy Everitt and thanked her for stepping in as Acting Provost while the Provost search was underway. Provost David Silva will join the university March 2nd.

* * *

VIII. Report of the Chair

Report of the Chair

- Chair Scott began by thanking the board for being present despite the difficult travel conditions. She also acknowledged President Meservey and the facilities personnel for keeping the university up, safe and running after a series of blizzards have brought snowfalls to historic levels.
- On January 9th, the chair met with the State University Board of Trustee Chairpersons to elect a Segmental Representative to the Massachusetts Board of Higher Education. By unanimous vote, Donald Irving, Trustee at Fitchburg State University was elected to serve as the new representative.
- Chair Scott attended a series of events during the week long Martin Luther King celebration. The chair congratulated Director of Diversity & Multicultural Affairs Rebecca Comage for a successful week.
- Chair Scott turned her attention to upcoming events and reminded the board to add the events or contact Secretary Montague should they need additional information:
 - AGB Special Discussion for New England College and University Trustees, February 18th
 - Vision Project Conference, February 27th
 - Student Budget Forum, March 3rd
 - Department of Higher Education, New Trustee Orientation, March 4th
 - Offsite Meeting, May 29th (location TBD)

* * *

With that, Chair Scott announced that the next item for discussion was a Real Estate acquisition that required the Board to enter executive session.

The Chair called for a motion to enter executive session. Trustee Lancome made the motion, seconded by Trustee Davis. Secretary Montague took the roll:

For: Burns, Crawford, Davis, Lancome, Lutts, Malcolm, Scott, Stringer and Segal
 Against: None

The Board entered executive session at 6:55 pm.

The Board exited executive session at 7:55 pm.

* * *

IX. ADJOURNMENT

Adjournment

There being no further business to come before the Board and on a motion duly made by Trustee Lancome and seconded by Trustee Burns, it was unanimously

VOTED: To adjourn the meeting at 7:55 p.m.

Respectfully submitted,



Patricia Maguire Meservey
President

Lynne Montague

Lynne Montague
Secretary to the Board of Trustees

MEMORANDUM OF AGREEMENT
Between Salem State University and Salem State University Foundation, Inc.

This Memorandum of Agreement is made as of the ___ day of _____, 2015, by and between Salem State University (the "University"), an agency of the Commonwealth of Massachusetts, and the Salem State University Foundation, Inc. (the "Foundation"), a not-for-profit charitable corporation organized and operating as such pursuant to chapters 15A, §37, and 180 of the General Laws of said Commonwealth.

WHEREAS the Foundation is organized and operated exclusively for the benefit of the University and consistently with the policies and goals of the University;

WHEREAS the Foundation plays a significant role in securing, holding, managing and disbursing moneys and other assets dedicated to the support of the University; and,

WHEREAS the University and the Foundation are desirous of recording certain understandings concerning the manner in which the Foundation and the University will coordinate, and otherwise cooperate in, efforts to raise moneys and secure other assets from private donors for the support and benefit of the University;

NOW, THEREFORE, in consideration of the foregoing premises and of the mutual covenants herein contained, the University and the Foundation hereby agree as follows.

1. Use of Name. The University and the Foundation acknowledge and agree that the University, in accordance with and subject to the provisions of chapter 15A, section 37, of the General Laws of Massachusetts, has accorded to the Foundation the right and authority to use the name of the University both in the Foundation's own name and for the purpose of its fund-raising activities.
2. Foundation's Mission and Purpose. The Foundation's mission and purpose are to raise and manage private resources in support of the mission and priorities of the University as the University may determine those to be from time to time. It is the University's and the Foundation's expectation, therefore, that the Foundation will, consistently with the terms of this Memorandum of Agreement, support the University's fund-raising activities and, in accordance with University policy and applicable provisions of law, play an active and prominent role in the management of privately raised moneys and other assets.
3. University's Support and Assistance.
 - a) At the Foundation's request, the University may, at no cost to the Foundation, provide the Foundation with such space and facilities of the University, including suitably equipped office and meeting space, as, in University's judgment, are reasonably necessary to

permit the Foundation to fulfill its obligations under this Memorandum of Agreement. The University may also provide the Foundation with appropriate telephone and computer connectivity through the University's own telephone and computer networks.

- b) The University's chief development officer (or such other employee of the University as the University may designate) may serve as the executive director of the Foundation. At the request of the Foundation, the University may assign to the Foundation such additional personal services, including clerical services. Every such employee (including the chief development officer) may be and remain an employee of the University for all purposes. The rendering of all such personal services (including those of the chief development officer) to the Foundation shall be subject to applicable provisions of law, including those contained in chapter 15A, section 37, of the General Laws of Massachusetts.
- c) The University shall communicate to the Foundation the University's priorities and long-term plans together with such other information as the University thinks necessary or appropriate to assist the Foundation in the fulfillment of its obligations hereunder.
- d) The University shall work with the Foundation to identify, cultivate and solicit prospective donors of private gifts. All data pertaining to donors shall be and remain the property of the Foundation.
- e) The University shall give to the Foundation such additional support and assistance as the University deems necessary or appropriate to facilitate the Foundation's activities and to assist it in the accomplishment of its purposes and the fulfillment of its mission.
- f) Any and all support and assistance provided by the University to the Foundation shall at all times remain subordinate and subject to appropriation, University policy, University budget and applicable provisions of law.

4. Foundation's Responsibilities.

- a) The University reserves to itself the right, at any time, to play any such role and assume any such responsibility, whether to the exclusion of the Foundation or otherwise, as it may think appropriate in connection with any fund-raising activity or any donor relationship. In consultation with the University and consistently with its policies and prescriptions as they are from time to time, the Foundation shall assume principal responsibility for managing such assets entrusted to it for the support of the University.
- b) In its solicitation and receipt of gifts, the Foundation shall adhere to the provisions of chapter 15A, section 37(e), of the Massachusetts General Laws and to all other applicable provisions of law.
- c) The Foundation shall receive, hold, manage, invest, and disburse contributions of cash, securities, patents, copyrights and other forms of property, including immediately vesting gifts and deferred gifts that are contributed in the form of planned and deferred-gift

instruments. The Foundation shall consult and communicate with the University regarding the acceptance of gifts of tangible property.

- d) The Foundation will consult with and receive approval from the University before the Foundation acquires real estate, accepts any gift of real estate or accepts any gift that in any way binds the University to a particular investment, expense or action.
- e) The Foundation shall establish, adhere to and periodically assess policies governing its acceptance and management of gifts. All such policies, including policies pertaining to restrictions placed on gifts, shall conform to any applicable policies of the University and shall make provision for protecting the anonymity of donors who choose to make gifts anonymously. No such policy shall permit the Foundation to obligate the University to confer any benefit or honorific on any donor or prospective donor without in each case the prior approval of the University and any and all naming rights of any kind whatever shall be exercisable solely by the University and at its sole discretion.
- f) The Foundation shall adhere to the University's Procedures for Implementing the Public Higher Education Endowment Incentive Program.
- g) The Foundation shall not accept grants from state or federal agencies without in each case the prior approval of the University.
- h) The Foundation shall establish asset-allocation, disbursement and spending policies that conform to applicable provisions of law, including the Uniform Prudent Management of Funds Act (c. 180A of the General Laws of Massachusetts) as the same is in force for the time being. In connection therewith, the Foundation shall develop an annual budget and spending plan and (but subject to applicable restrictions) may annually expend a reasonable percentage of its funds for the support of its programs, services and operations.
- i) In consultation with the University, the Foundation shall, no later than March 30 of each year, establish a plan of disbursements to the University for the University's fiscal year next ensuing. When disbursing funds or other assets to the University, the Foundation shall disclose to the University any terms, conditions or limitations to which any such funds or assets are subject.
- j) The Foundation shall annually cause a complete audited financial statement of its accounts to be prepared in sufficient time to permit the University to complete, and its Board of Trustees to accept, the University's and Foundation's audit and transmit it to the state comptroller. The audit will be prepared in accordance with such generally accepted accounting principles and reporting practices as may be prescribed from time to time by the American Institute of Certified Public Accountants (or any successor organization), and the same shall be examined by an independent certified public accountant in accordance with generally accepted auditing standards for the purpose of expressing an opinion thereon. A copy of such statement shall be transmitted to the University upon its

completion. The Foundation and the University may arrange to have such audit conducted in conjunction with the annual audit the University causes to be conducted of its own accounts.

- k) The Foundation shall maintain accurate records of all gifts received by it, including any restrictions or other terms that are of application to each, together with accurate records of all other matters that are relevant to the fulfillment of its obligations under this Memorandum of Agreement.
5. Direct Assistance to the University. In order to provide direct assistance to the University in its development activities, the Foundation shall, subject to sections 4(h) and 5(c) of this Agreement, reimburse the University for certain costs and expenses it incurs.
- a) The Foundation may reimburse to the University the costs and expenses that the University incurs in connection with its efforts to raise moneys and secure other assets from private donors, and it may do so whether such efforts of the University are made for or in the name of the University itself or for or in the name of the Foundation. Costs and expenses that the University incurs in connection with such efforts shall, for the purposes of this Memorandum of Agreement, be deemed to include any of the following costs and expenses when incurred in connection with the University's efforts to raise moneys and secure other assets from private donors: the costs that any of the University's employees (including any employee described in section 3(b) of this Agreement) reasonably incur for travel, lodging and related expenses (but not including the cost of any such employee's compensation), the costs of entertainment, meals, receptions and like events, the costs of publications, exhibits and other forms of publicity, the costs of software and other development tools, and the costs of any like items, events and activities (but not including any component of the University's general overhead) that support or relate to such efforts.
- b) No more frequently than monthly, the University shall submit to the Foundation, in the form of an invoice or like statement, a request for reimbursement of any costs and expenses (within the meaning of the preceding clause (a)) that it has incurred (whether paid or payable) and that the Foundation has not theretofore reimbursed to it. Every such request shall include a description of all such costs and expenses (or the categories thereof) and the purposes therefor as they relate to the above-described efforts to raise moneys and secure other assets from private donors. The University shall provide to the Foundation any more particular information that the Foundation may reasonably require with respect to any such request. As promptly as is practicable following its receipt of any such request from the University (but in no event more than thirty (30) days thereafter), the Foundation shall pay to the University the amount so requested.

Nothing in this clause (b) shall be deemed to obligate the Foundation to reimburse to the University in any fiscal year any sum or sums that in the aggregate exceed the maximum sum the Foundation shall have fixed for such purpose in accordance with the following clause (c).

- c) In accordance with section 4(h) of this Agreement, the Foundation and the University shall confer concerning the maximum sum the Foundation will commit, for the fiscal year next ensuing, for the purposes described in the preceding clause (b). In doing so they will have regard both to the Foundation's then available financial resources and the University's anticipated expenditures for development. Thereafter, but no later than at the commencement of such fiscal year, the Foundation shall fix and encumber the sum aforesaid.

6. Interpretation. This Memorandum of Agreement shall be liberally construed to the end that the Foundation might broadly and effectively promote and support the University's efforts to raise moneys and secure other assets from private donors.

7. Authorities of the University; Authorities of the Foundation. Nothing in this Memorandum of Agreement shall impair or limit the authority of the University to determine, in its sole discretion, by whom and by what activities it shall or may pursue its efforts to raise moneys and secure other assets from private donors, and no such authority shall be deemed to be vested hereby in the Foundation.

In the exercise of its authorities and the discharge of its obligations under this Agreement, the University shall act by its Board of Trustees or by any such person or body (whether one or more or in combination) as the Board of Trustees may from time to time appoint or designate for the purpose of exercising any such authority or discharging any such obligation.

In the exercise of its authorities and the discharge of its obligations under this Agreement, the Foundation shall act by its Board of Directors or by any such person or body (whether one or more or in combination) as the Board of Directors may from time to time appoint or designate for the purpose of exercising any such authority or discharging any such obligation.

8. Amendment; Termination. The parties may at any time amend this Memorandum of Agreement by an instrument in writing executed with the same formalities as those that attended the making of this instrument. Either party may terminate this MOA at any time by giving to the Chairperson of the other party not less than ninety (90) days advance written notice of its election to do so. The party initiating termination of the agreement must act in good faith to provide an opportunity for a meeting to include the board chairs (or their designees) and all appropriate executives within thirty (30) days of initial written notice to terminate the agreement.

WHEREFORE the University and the Foundation, acting by persons duly authorized therein, hereunder set their signs and seals on the dates subscribed below.

SALEM STATE UNIVERSITY

SALEM STATE UNIVERSITY FOUNDATION,
INC.

By: _____

By: _____

Name:

Title:

Date:

Name:

Title:

Date:

**NEW PROGRAM PROPOSAL
BACHELOR OF ARTS -- DANCE
SUBMITTED TO THE BOARD OF TRUSTEES
JANUARY 28, 2015**

Summary: The University currently offers a Bachelor of Science with a Dance concentration through our College of Arts & Science Sports & Movement Science Department. This new degree program would move Dance to our Music Department and have the major (rather than concentration) be Dance.

This proposal is budget neutral as no new resources will be necessary, yet we expect the major will draw more students to the program.

Scope: The dance curriculum is designed to prepare the student to enter the dance profession upon graduation, or continue studies in a graduate degree program. With a focus on choreography and performance, the dance concentration provides the student opportunities to create and perform every semester. Students are expected to achieve competency in technical proficiency, critical thinking skills and personal artistic voice.

Enrollments:

Fall 2009 -- 2

Fall 2010 -- 3

Fall 2011 -- 6

Fall 2012 -- 9

Fall 2013 -- 11

Fall 2014 -- 15

NEW PROGRAM PROPOSAL
BACHELOR OF ARTS – DANCE
SUBMITTED TO THE BOARD OF TRUSTEES
JANUARY 28, 2015

Summary: The University currently offers a Bachelor of Science with a Dance concentration through our College of Arts & Science Sports & Movement Science Department. This new degree program would move Dance to our Music Department and have the major (rather than concentration) be Dance.

This proposal is budget neutral as no new resources will be necessary, yet we expect the major will draw more students to the program.

Scope: The dance curriculum is designed to prepare the student to enter the dance profession upon graduation, or continue studies in a graduate degree program. With a focus on choreography and performance, the dance concentration provides the student opportunities to create and perform every semester. Students are expected to achieve competency in technical proficiency, critical thinking skills and personal artistic voice.

Enrollments:

Fall 2009 – 2

Fall 2010 – 3

Fall 2011 – 6

Fall 2012 – 9

Fall 2013 – 11

Fall 2014 -- 15

Name:

Title:

Date:

Name:

Title:

Date:

6

1581887_1

11 of 135

18 of 183

NEW PROGRAM PROPOSAL

BACHELOR OF SCIENCE -- HEALTHCARE STUDIES

Summary: This new degree program is designed to meet the growing need for non-clinical personnel to work within the healthcare field. Each year a number of students begin their education in nursing, social work, or undeclared and find they are drawn to healthcare, but not to the clinical aspects. Their interests can be guided toward management, sales, education, and other aspects of ancillary functions within the healthcare environment.

Fellow CC members. This packet contains a proposal from the Occupational Therapy department for a new and complete Bachelor of Healthcare Studies program. Included here are proposals for 10 new courses, one existing course that will be cross-listed from social work, a new flow sheet with a mandatory minor to be selected from 8 options (listed in 15:153), a request for a new minor in BHS and supporting endorsements from the chairpersons of all affected departments. From the ten courses, two seek gen ed writing categories (BHS 301 for W-II and BHS 495 for W-III) distinction and one a Quantitative Reasoning classification (BHS 247). Immediately below we have a statement prepared by OT outlining the purpose of this new degree.

**Salem State University
College of Health and Human Services
Bachelor of Science Degree in Healthcare Studies**

Purpose:

The Bachelor of Science degree in Healthcare Studies is a non-clinical degree preparing students to work in a variety of settings in the healthcare industry. Designed with an interdisciplinary approach, students will complete a core of healthcare studies courses before completing a mandatory minor in their chosen concentration. There is also a completion option for Allied Healthcare providers with an associate degree or certificate to finish a bachelor's degree.

The Bachelor of Science Degree in Healthcare Services **prepares students** who would like to enter non-clinical occupations in the healthcare field. These jobs may include:

- Health Care Advocate or Lobbyist
- Medical and Health Service Managers
- Medical Equipment Marketing and Sales
- Pharmaceutical Marketing and Sales
- Department Managers
- Insurance Sales or Claims Reviewer
- Wellness Coordinator
- Social Services Case Manager

Degree Requirements:

The Bachelor of Science in Healthcare Studies requires 120 credits and includes:

- General education curriculum (34-35 credits)
- Free electives (11-15 credits)
- Prerequisite support courses (12 credits)
- Major course core (32 credits)
- Electives to support core (12 credits)
- Mandatory minor (15-18 credits)

Students complete a mandatory minor such as:

- | | | |
|--------------------|---------------|----------------------------------|
| - Accounting | - Advertising | - Communication Studies |
| - Public Relations | - Economics | - Computer/Information Studies |
| - Marketing | - Management | - Public or Applied Sociology |
| - Journalism | - Social Work | - Public Policy & Administration |
| - Fitness/Wellness | | - Health and Consumer Science |

GENERAL EDUCATION REQUIREMENTS

ENGL 101	ENGL 102	ENGL 103	ENGL 104	ENGL 105	ENGL 106	ENGL 107	ENGL 108	ENGL 109	ENGL 110
1	1	1	1	1	1	1	1	1	1

General Education Credits: 34.00 credits

ENGL 101	ENGL 102	ENGL 103	ENGL 104	ENGL 105	ENGL 106	ENGL 107	ENGL 108	ENGL 109	ENGL 110
1	1	1	1	1	1	1	1	1	1
PHIL 101	PHIL 102	PHIL 103	PHIL 104	PHIL 105	PHIL 106	PHIL 107	PHIL 108	PHIL 109	PHIL 110
1	1	1	1	1	1	1	1	1	1
WRI 101	WRI 102	WRI 103	WRI 104	WRI 105	WRI 106	WRI 107	WRI 108	WRI 109	WRI 110
1	1	1	1	1	1	1	1	1	1

Written Communication (Level I) (6 credits)

WRI 101	WRI 102	WRI 103	WRI 104	WRI 105	WRI 106	WRI 107	WRI 108	WRI 109	WRI 110
1	1	1	1	1	1	1	1	1	1

Mathematics (6 credits)

MTH 101	MTH 102	MTH 103	MTH 104	MTH 105	MTH 106	MTH 107	MTH 108	MTH 109	MTH 110
1	1	1	1	1	1	1	1	1	1

Humanities (6 credits)

PHIL 101	PHIL 102	PHIL 103	PHIL 104	PHIL 105	PHIL 106	PHIL 107	PHIL 108	PHIL 109	PHIL 110
1	1	1	1	1	1	1	1	1	1

PROFESSIONAL COURSES (42 credits)

NUR 101	NUR 102	NUR 103	NUR 104	NUR 105	NUR 106	NUR 107	NUR 108	NUR 109	NUR 110
1	1	1	1	1	1	1	1	1	1
NUR 201	NUR 202	NUR 203	NUR 204	NUR 205	NUR 206	NUR 207	NUR 208	NUR 209	NUR 210
1	1	1	1	1	1	1	1	1	1
NUR 301	NUR 302	NUR 303	NUR 304	NUR 305	NUR 306	NUR 307	NUR 308	NUR 309	NUR 310
1	1	1	1	1	1	1	1	1	1
NUR 401	NUR 402	NUR 403	NUR 404	NUR 405	NUR 406	NUR 407	NUR 408	NUR 409	NUR 410
1	1	1	1	1	1	1	1	1	1

Nurses (12 credits)

NUR 101	NUR 102	NUR 103	NUR 104	NUR 105	NUR 106	NUR 107	NUR 108	NUR 109	NUR 110
1	1	1	1	1	1	1	1	1	1

Other Support Courses (12 credits)

PHY 101	PHY 102	PHY 103	PHY 104	PHY 105	PHY 106	PHY 107	PHY 108	PHY 109	PHY 110
1	1	1	1	1	1	1	1	1	1
PSY 101	PSY 102	PSY 103	PSY 104	PSY 105	PSY 106	PSY 107	PSY 108	PSY 109	PSY 110
1	1	1	1	1	1	1	1	1	1

General Education - Remaining (18 credits)

ENGL 101	ENGL 102	ENGL 103	ENGL 104	ENGL 105	ENGL 106	ENGL 107	ENGL 108	ENGL 109	ENGL 110
1	1	1	1	1	1	1	1	1	1

Total credits for program: 120

Mandatory Minors (15-18 credits)

Business Administration

Required Courses

ACC 106 Financial Accounting
BUS 170 Introduction to Business
ECO 200 Principles and Problems of Economics
MGT 231 Management Theory and Practice
MKT 241N Principles of Marketing
Business Elective 3 Credit(s)

Computer and Information Studies

Required Courses

CSC 200A Survey of Computer Science I
CSC 201J Software Design and Programming I
CSC 202J Software Design and Programming II
Elective courses (2 courses):

Two courses chosen in consultation with the Computer Science Department chairperson, selected from CSC course offerings numbered above CSC 202J.

Health & Consumer Science - Non-Teacher Track

Required

SMS 361 Issues in Public and Community Health
SMS 261 Consumer Health
SMS 250 Nutrition and Physical Performance
SMS 351 Disease and Illness of the Physically Active
Choose two (2) of the following Sport and Movement Science Elective Courses: (3 credits)
SMS 291 Marketing and Public Relations in Sport Industries
SMS 260 Intro to Health Education and Health Promotion
SMS 303 Exercise Psychology: Enhancing Health and Well-Being
SMS 195 Health Seminar: Women in Today's World
SMS 196 Men's Health Seminar
SMS 360 Stress & Health Empowerment

Management

Required Courses (12 credits)

BUS 170 Introduction to Business
MGT 231 Management Theory and Practice
MGT 330 Human Resource Management
MGT 332 Organizational Behavior
Management Elective Course (6 credits) to be chosen from the following:
MGT 403 Leadership in Management
MGT 442 Labor/Management Relations
MGT 471 Management Seminar
MGT 475 Interpersonal Relations for Managers

Marketing

MKT 241N Principles of Marketing
MKT 342 Consumer Behavior
MKT 343 Advertising
MKT 351N Business Marketing
MKT 445 International Marketing
Marketing Elective 3 Credit(s)

Polity

POL 201 Introduction to American Politics
POL 219 Introduction to Public Policy
POL 315 Public Administration
POL 319 Public Policy Analysis
POL 331 Issues in American Politics and Policy
POL 333 Gender, Law and Policy

Public Relations

Required Courses

COM 201 Introduction to Communications
COM 202 Writing for Media
COM 349 Principles of Public Relations
Choose three of the following:
COM 300 Communication Research
COM 335 Writing for Corporations
COM 351 Public Relations Writing
COM 370 Fundamentals of News Writing
COM 450 Advanced Public Relations Writing
COM 455 Public Relations Case Studies
COM 466 Crisis Communication in Public Relations

Social Work (does not lead to SW degree or licensure)

SWK 101 The Profession of Social Work

Or

SWK 102 Welfare of Past and Present
SWK 200 Social Services Volunteer Practicum
SWK 270 Understanding Diversity and Cultural Competence in Human Services
Social Work Electives (9 credits)

Explanation of 4 year budget for
Bachelor of Science in Healthcare Studies

Revenue

Revenue calculations are based on the tuition/fees generated from courses taken within the Bachelor of Healthcare Studies program. While it is understood that most of the students will be full-time, day students, this pre credit rate is the best available estimate of program revenue. The rate is based on the per credit cost (\$306.25) from the Schedule of Student Charges (2014-15 Academic Year). An annual increase has not been included in these calculations.

Enrollment estimates are based on the perceived high demand for the program based on the market analysis. Two consultants to the School of Nursing reported that a similar program at Stonybrook University (NY), begun about five years ago, currently has 1,100 students.

In Year 1 (AY2015-16) Cohort 1 of freshman students (n=30) completing 6 credits.

In Year 2 (AY2016-17), Cohort 2 of freshman (n=30) begin the program completing 6 credits, 28 students retained from the freshman year (Cohort 1), and a cohort of 30 transfer students with AA degrees are admitted to the program. This transfer figure is again based on the perceived high demand for the program and it is estimated that it will take these students two years to complete the program. While the estimate for transfer students may be high, if it is not met we may be able to make it up with freshman.

Years 3 and 4, freshman cohorts are increased to 60, new cohorts of transfer students begin, and a small attrition rate if factored in for each year.

Expenses

For the first two years of the program, faculty compensation is based on the cost of "buying out" full-time faculty from other programs at the university. The rate for a 3 credit course is \$12,855. This is (perhaps generously) based on a salary of \$80K + fringe (28.52%) = \$102,836, divided by 24 SHCI = \$4,285 per credit. For those courses taught by adjunct faculty members this rate is only \$1,611.)

In Year 3 a full-time faculty member is planned, who will serve as Program Coordinator and receive a 6 credit APR each term. (This level of release may not be sufficient.) The Program Coordinator will also teach 6 credits per semester. Also in Year 3, the support staff has been increased to full-time as it is estimated there will be 172 students in the program and the need to coordinate with multiple adjunct faculty members.

In Year 4 a second full-time faculty member has been added to the program.

For each year represented, a 3 per cent salary increase has been included for all faculty and staff.

Faculty Expense (Based on 24 credits/year)

Category	Code	Rate	Quantity	Amount	Rate	Quantity	Amount	Rate	Quantity	Amount
Faculty Salary	6	4225	24	101,400.00	45	4545.94	24	109,102.56	50	120,648.00
Faculty Health Insurance	7	4225	24	101,400.00	45	4545.94	24	109,102.56	50	120,648.00
Faculty Retirement	8	4225	24	101,400.00	45	4545.94	24	109,102.56	50	120,648.00
Faculty Life Insurance	9	4225	24	101,400.00	45	4545.94	24	109,102.56	50	120,648.00
Faculty Professional Development	10	4225	24	101,400.00	45	4545.94	24	109,102.56	50	120,648.00
Faculty Support Staff	11	4225	24	101,400.00	45	4545.94	24	109,102.56	50	120,648.00
Administrative										
Instructional Materials										
Equipment										
Commuter/Utilities										
Printing/Advertising										
Professional Development										
Total				\$ 216,587.04			\$ 216,587.04			\$ 216,587.04

* Based on a Salary Scale of \$42,250 - \$101,400.00
 Complete breakdown on 24 credits = \$216,587.04

YR 1 - Faculty overhead (3 credit per term APR) and resulting "buy-out" of existing full-time faculty

YR 2 - Same as YR 1

YR 3 - Add 15% faculty overhead (3 credit per term APR) and resulting "buy-out" of other courses buy-out of full-time faculty. Increase SA to \$47,250

YR 4 - Coordinator 3 credit per term APR and resulting 9 credit per term. Add 2nd full-time faculty member



REQUEST FOR TRUSTEE ACTION

Date: February 11, 2015
 To: Board of Trustees
 From: Finance & Facilities Committee
 Subject: Investment Policy Revised
 Requested Action: Approval

MOTION

The Finance and Facilities Committee hereby recommends that the Board of Trustees approve the following motion pertaining to the Salem State University Investment Policy as described in Attachment A. Substantive changes were received by the Salem State University investment advisors previously provided to the trustees.

Recommended motion

That the Board of Trustees of Salem State University hereby approves the revised investment policy as shown in Attachment A. The new policy shall supersede the previous investment policy adopted on October 8, 2013. For convenience attached is a document that shows the proposed changes to the current policy (Attachment B). The president and other officers of the university are hereby authorized to do all things and take all actions necessary to implement the policy.

Committee Assigned: Finance & Facilities

Committee Action: February 4, 2015

Date of Action: Approved

Trustee Action:

Trustee Approval Date:

Effective Date:

Signed: _____

Title: Secretary of Board of Trustees

Date: _____

~~October-February 11, 2015~~~~22, 2014~~~~8, 2013~~



Investment Policy

February 11, 2015~~October 22,~~
~~2014~~~~8, 2013~~

GLOSSARY OF TERMS

ASSET ALLOCATION – A term used to refer to how an investor distributes his or her investments among various classes of investment vehicles (e.g. stocks, bonds, cash).

BENCHMARK – A standard against which an investment's performance can be compared, often an index of securities in the same asset class as the investment.

CASH/CASH EQUIVALENTS – Cash equivalents are short-term securities, such as Treasury bills, money market mutual funds, or short-term bank certificates of deposit that provide safety and liquidity but historically have only marginally outpaced inflation in terms of return.

CORPORATE BONDS – Generally a promissory note given by a corporation to an investor, involving a promise to pay interest and to repay the par or face amount (also known as the principal) at a certain date. Interest is usually paid every six months, and the par value or face amount is usually \$1,000. The payment date may be a few months or many years in the future. After a bond is issued, it may be bought or sold many times at discounts or premiums to face value depending upon the rate and term of the bond, the remaining term and the prevailing interest rates.

CUSTODIAN BANK – A specialized financial institution responsible for safeguarding client portfolio assets, arranging and accounting for any and all investment transactions, reporting status of investment activity on a regular basis and performing other fiduciary and financial services as directed by the university investment team.

EQUITY INVESTMENTS – Equity always refers to ownership. It is usually used as a synonym for common stock of a publicly traded corporation. There are variations but no maturity.

EXCHANGE TRADED FUNDS (ETF) – A type of investment company whose shares trade on stock exchanges at prices determined by the market.

EXECUTIVE MANAGEMENT – President, Chief Financial Officer, ~~Vice-President of Finance and Facilities~~, and Associate Vice President ~~for Finance~~ of Salem State University, and/or their designees.

FEDERAL AGENCY SECURITIES – Generally a promissory note given by a government agency to an investor, involving a promise to pay interest and to repay the par or face amount (also known as the principal) at a certain date. Interest is usually paid every six months, and the par value or face amount is usually \$1,000. The payment date may be a few months or many years in the future. After a bond is issued, it may be bought or sold many times. This investment is not guaranteed by the US Treasury, but it is generally believed that a default of repayment of principal would never occur.

FEE ONLY- A reimbursement model that pays investment managers or firms an agreed upon amount for agreed upon services.

FEE BASED- A reimbursement model that pays investment managers or firms an agreed upon percentage of portfolio assets for their services.

INVESTMENT ADVISOR(S) -- Independent financial advisor and/or firm engaged to advise the University on investment strategies, portfolio selection, and economic forecasts as it relates to university assets. They may act on the university's behalf to effect trades or transactions as agreed upon between the advisor and university management.

INVESTMENT MANAGER(S) -- Investment management firms and/or bank trust departments engaged to manage the University's portfolio.

INDEX FUNDS -- A type of mutual fund or unit investment trust whose investment objective typically is to achieve approximately the same return as a particular equity or bond index by investing in the instruments of issuers included in the index (or a representative sample). Because an index fund is "passively" managed, its fees and expenses are typically lower than those of an actively managed fund.

LONG-TERM INVESTMENTS -- May refer to a bond with a maturity of more than one year from the date of purchase.

MANAGED FUNDS -- A portfolio of stocks or bonds owned by an individual or institution and managed by (i.e., investment decisions are made by) a professional investment manager.

MUTUAL FUNDS -- Funds operated by an investment company that raise money from shareholders and invest it in stocks, bonds, options, commodities, or other money market securities. These funds offer investors the advantages of diversification and professional management. For these services they charge a management fee, typically one percent or less of assets per year.

NASDAQ -- The National Association of Securities Dealers Automated Quotation, also called the "electronic stock market." The NASDAQ composite index measures the performance of more than 5,000 U.S. and non-U.S. companies traded "over the counter" through NASDAQ.

OPERATIONAL PROCEDURES -- Used by university managers as implementation and administrative guidelines for the Salem State University Investment Policy.

PORTFOLIO COMPOSITION -- The investment holdings of an individual or institutional investor; includes stocks, bonds, options, money-market accounts, etc.

PRUDENT INVESTMENT RULE - Generally refers to discharging of duties in good faith and with that degree of due diligence, care and skill which a prudent person would ordinarily exercise under similar circumstances in a like position.

SECURITIES AND EXCHANGE COMMISSION - A Federal agency established to protect investors, maintain fair, orderly, and efficient markets, and facilitate capital formation.

SHORT-TERM INVESTMENTS - May refer to a bond with a maturity of less than one year from the date of purchase.

SECURITIES INVESTOR PROTECTION CORPORATION (SIPC) - Government-sponsored organization created in 1970 to insure investor accounts at brokerage firms in the event of the brokerage firm's insolvency and liquidation. The maximum insurance of \$500,000 per customer, including a maximum of \$100,000 in cash assets, covers losses due to brokerage house insolvencies, not losses caused by security price fluctuations. SIPC coverage is similar in concept to Federal Deposit Insurance Corporation coverage of customer accounts at commercial banks.

U.S. TREASURY SECURITIES - A promissory note given by the US Government to an investor, involving a promise to pay interest and to repay the par or face amount (also known as the principal) at a certain date. Interest is usually paid every six months, and the par value or face amount is usually \$1,000. The payment date may be a few months or many years in the future. After a bond is issued, it may be bought or sold many times. This investment is guaranteed by the US Government and is considered to have no default risk.

I. PURPOSE

This ~~document~~Policy is intended to be used as a policy and procedural guide for the administration of Salem State University ("University") investment funds. The administration of these funds will comply with MGL Chapter 73, Section 14 as well as with MGL Chapter 180A, also known as the Uniform Management of Institutional Funds Law. This Policy will also serve as a basis for actions of management in carrying out its investment duties, and for the Board of Trustees of the University in monitoring management's investment activities.

The University shall use the services of one or more ~~Investment m~~Management ~~f~~Firms and/or a ~~Bank f~~Trust ~~d~~Departments ("Investment Manager[s]") to carry out the University's investment activities. The basic responsibility of the Investment Manager(s) will be to keep executive management of the University (~~"Management"~~) abreast of the economy and market conditions and to invest in a mix of eligible instruments within the context of laws, regulations and this ~~p~~Policy. The Investment Manager(s) shall be approved by the Board of Trustees ("Board") as part of this ~~p~~Policy. ~~The University's-Executive~~ Management may delegate authority to the Investment Manager(s) to act within the boundaries of this ~~p~~Policy

II. OBJECTIVES

The primary objectives of the ~~p~~Policy are to provide safety of principal and sufficient liquidity to ensure a reasonable degree of flexibility in the operations of the University, while also achieving long-term capital growth and appreciation for the portfolio. This means that investments will be made which, if necessary, will provide the University with the ability to convert any asset to cash with the least amount of credit or interest rate risk (i.e. loss of principal) within a prescribed period of time as directed by the Board or ~~Executive~~ Management.

All investments made for the purpose of attaining the foregoing objectives shall be made exercising judgment and care consistent with the Prudent Investment Rule, so called, and consistent with all applicable statutes, regulations and generally accepted investment practices.

III. PORTFOLIO COMPOSITION

The University's investment portfolio, for purposes of this Policy statement, shall consist of three major categories of financial investments: (1) fixed income - short and long term (bonds); (2) equity (stocks); (3) cash or cash equivalents.

1. Fixed Income - short term and long term (bonds):

(a) *Fixed Income – short-term.* These are investments which have maturities of no longer than one year. The purpose of the fixed income short-term investment portfolio shall be to provide sufficient liquidity to meet institutional objectives. The use of this portion of the portfolio shall be consistent with management's anticipated cash flow needs and future investment opportunities.

(b) *Fixed Income – long-term.* These are investments which have maturities of more than one year from the date of investment. The purpose of the long-term portion of the investment portfolio shall be to maximize return within the context of other recognized needs and risks. The portfolio shall be considered for purposes of capital growth and the provision of long term funding of capital needs. Eligible securities and other restrictions are as follows:

1. U.S. Treasury and Federal Agency Securities
 - a. Maximum size of portfolio - no limit
 - b. Maximum lot size - no limit
 - c. Maximum average maturity - 7 years
 - d. Mutual funds or ETFs consisting of individual securities that meet the above characteristics

2. Corporate Bonds
 - a. Aggregate limit of all corporate bonds: ~~20~~35% of capital (prudently diversified distributed over at least several corporations)
 - b. Maximum maturity – 7 years~~years~~
 - c. All individual corporate bonds shall have a rating of Baa/BBB or better as published by Moody's or Standard & Poor's at the time of purchase
 - d. Mutual funds or ETFs consisting of individual securities that meet the above characteristics
 - e. Mutual funds or ETFs holding broadly diversified portfolios of bonds with credit ratings below Baa/BBB (i.e., "high-yield") as published by Moody's or Standard & Poor's at the time of purchase

3. Municipal/Other Tax Exempt Issues

Municipal bonds and other tax exempt bond issues offer an opportunity that allows investors to avoid payment of taxes on income or capital gains resulting from the investment. Since the University is a tax-exempt entity that does not pay taxes, municipal bonds and other tax exempt bond issues are generally not advantageous to the investment portfolio although not necessarily prohibited within the portfolio. D; depending on market conditions, these instruments may be appropriate and attractive even without the benefit of the tax shelter.

2. Equity (stocks):

The purpose of the equity investment portfolio shall be to maximize return and provide a hedge against inflation through a diversified approach in compliance with applicable Massachusetts statutes. Eligible securities, appropriate rating service and dividend policy follow.

Equities generally refer to the common or preferred stock in publicly-traded companies, but they may also be in the form of Managed Funds, which include such investment vehicles as mutual funds, exchange traded funds (ETFs) and other types of funds that function in a managed way but are not directly managed by the University's Investment Manager. Managed funds of this sort are acceptable in the University's portfolio if they are consistent with the standards that otherwise apply to equities.

<u>Eligible Securities</u>	<u>Rating Service *</u>	<u>Dividend Policy</u>
Domestic Equities	S & P Stock Guide Rating of B+ or Better	Maximum Reinvestment Enhance Growth
International Equities Reinvestment	MSCI <u>All-World ACWI**</u> Rating of B+ or Better	<u>Index</u> —Maximum Enhance Growth
Total Equities (Blended)	Blend 60/40 S & P and MSCI Rating of B+ or Better	Maximum Reinvestment Enhance Growth
Mutual Funds	Morningstar Four Star or Better	Maximum Reinvestment to Enhance Growth
Exchange Traded Funds Reinvestment	To Be <u>Determined-Determined*</u> Four Star or Better	<u>*</u> —Maximum to Enhance Growth

*At least annually, the Rating Service (i.e. benchmark) will be determined based upon mutual discussion and agreement between the investment manager and University management.

**ACWI is an abbreviation for All-Country World Index, as published by MSCI.

~~**At least annually, the Rating Service (i.e. benchmark) will be determined based upon mutual discussion and agreement between the investment manager and University management:~~

"Alternative Investments" may include private (unregistered) securities such as hedge funds, private equity funds, venture capital funds, commodities, precious or industrial metals, etc. While these are not expressly prohibited in this policy, it is anticipated that they will be used sparingly if at all. This provision also applies to registered "liquid alternative" mutual funds that are designed to mimic private unregistered funds. To the extent that any Alternative Investments are used, they will be counted as Equities for the purpose of reviewing asset allocation.

3. Cash and Cash Equivalents:

Cash and cash equivalents are instruments that are relatively "liquid" in nature and are available for operational and/or investment opportunities. This component of the portfolio should be minimal.

4. Prohibited Investments:

Investment in derivative securities, forwards, swaps, futures of any type is explicitly prohibited via direct or indirect involvement under this policy.

IV. ASSET ALLOCATION

Asset Allocation of the University portfolio should be equivalent to approximately 5565% in equities, 3545% in fixed income. Managed Funds that include both equity and fixed income underlying investments shall be distributed to the appropriate portfolio category for the purpose of reviewing asset allocation. Recognizing that from time-to-time during the course of business it is not realistic to expect complete compliance with this guideline, an acceptable range follows:

	<u>General Goal</u>	<u>Acceptable Range</u>
Equities	<u>5565%</u>	<u>4550% - 6575%</u>
Fixed Income	<u>3545%</u>	<u>3525% - 5550%</u>
<u>Alternative Investments</u>	<u>0%</u>	<u>0% - 10%</u>
<u>Other</u>	<u>---</u>	<u>---</u>

Cash

Minimal

0% - 10%

Any asset allocation not within these ranges should be communicated by the Investment Manager(s) to ~~the Management Associate Vice President of Finance~~ as soon as practicable but no later than the next monthly status report to the University. Unless otherwise directed by ~~Executive Management~~, the portfolio should be re-balanced to fit within the acceptable ranges defined in this policy as soon as practical, taking investment risks into consideration. The Investment Manager is expected to rebalance the portfolio at least annually.

V. INVESTMENT MANAGER(S)

The approved Investment Manager(s) must be fully-licensed and registered by all applicable Federal, State and professional agencies/organizations. The Investment Manager(s) shall be responsible for managing the portfolio consistent with the overall objectives of the ~~p~~Policy. Additionally, ~~their~~ responsibilities will include providing the University with overviews of current economic conditions and market forecasts and timely reports on the University's portfolio, which may ~~impact-affect~~ investment strategies. The Investment Manager(s) shall be advised of the University's operational needs (if any) and projected capital expenditures that may ~~impact-affect~~ the portfolio.

Each year, the Board will review the financial strength, standing, and performance of the Investment Manager(s). During this review, any material changes in the licensing, registration or other information deemed material in the relationship between the University and the Investment Manager(s) should be communicated to the Board.

VI. PORTFOLIO PERFORMANCE

Each Investment Manager engaged by the University to manage all or part of the investment fund shall report to ~~Executive Management~~ on a monthly basis and shall present a report to the Board of Trustees at least semi-annually or as requested by the Board. Reports to the Board shall review the performance of the portfolio in comparison to:

- ~~the performance of~~ established benchmarks and asset allocation goals;
- ~~comparison to~~ a targeted return pegged to a pre-determined percentage above the Consumer Price Index (CPI);
- ~~and where applicable, the performance of comparison to~~ other peer institutions performance for a comparable and readily available period.

On the basis of the performance report, the Board may direct changes in investment activities or approach.

VI, VII. USE OF INVESTMENT PORTFOLIO

The University's intent in investing in securities is to hold the respective security to its maximum earning potential while addressing the fiduciary responsibility to preserve principal. The Investment Manager(s) is authorized to buy and sell securities to improve yields, quality and marketability or to realign the composition of the portfolio in order to make it consistent with the policies set forth herein. At the direction and with the formal authorization of the Board, monies may be withdrawn from the portfolio to fund unanticipated and/or extraordinary operational expenses of the University, improve the quality of life on campus, and/or capitalize on other opportunities.

VIII. REPORTING AND MONITORING

The Investment Manager(s) will provide the University with on-line tools that allow review of the portfolio on a daily basis, such on-line tools to be in conformity with industry standards relating to data security, and with timely reports (at least monthly) that include all transactions, fees/charges and accumulated earnings and changes in market value for the stated period. In addition, the Investment Manager(s) shall provide a quarterly report to ~~Executive~~ Management. The report should also include purchases and sales of securities, composition, valuation, quality and yield performance of the pPortfolio for the stated quarter. The Investment Manager should also advise ~~Executive~~ Management as soon as practicable of any material changes to operations including

but not limited to; changing economic or political situations, portfolio allocation assumptions; investment management staffing or partnership service arrangements; different investment opportunities not specifically addressed in this statement -to name a few.

The Investment Manager(s) will meet with the Board semi-annually to review the investment objectives against the portfolio performance ~~vs. established benchmarks, and economic forecasts, and strategic asset allocations for future planning purposes.~~ The first meeting should occur at the first meeting of the Board after the close of a calendar year and should primarily focus on portfolio performance for the recently completed year. The second meeting should occur in the fall of each year and should focus on strategic asset allocation, appropriate benchmarks and other performance criteria for the upcoming calendar year beginning in January. At both meetings, the Investment Manager(s) shall present economic forecasts and quantitative analysis impacting ~~affecting portfolio performance or investment strategies.~~ Additional meetings with the Investment Manager(s) may be scheduled at the direction of the Board.

VIII. ASSIGNMENT OF RESPONSIBILITIES

~~Executive~~ Management is responsible for carrying out the investment activities for the cash management and investment funds of the University. ~~Executive~~ Management may delegate authority to the Investment Manager(s) approved by the Board to conduct investment transactions consistent with the goals and objectives of this policy.

IX. OPERATIONAL PROCEDURES

The Operational Procedures are intended to be used by ~~Executive~~ Management as implementation and administrative guidelines for the pPolicy. The primary objective of the Operational Procedures is to provide ~~Executive~~ Management with the direction to oversee the investments consistent with the pPolicy. Areas of primary oversight include, but are not limited to the following:

- (a) Review of asset allocations

- (b) Investment Manager(s) selection
- (c) Criteria for Investment Manager(s) performance and evaluation
- (d) Investment Manager(s) compensation
- (e) Conflict of Interest
- (f) Accounting and internal controls

(a) Review of Asset Allocations

~~Management: The Vice-President of Finance and Facilities and the Associate Vice-President for Finance~~ will review asset allocation by category to ensure consistency between the recommendations of the Investment Manager(s) and the objectives of the University as defined in the Policy.

(b) Investment Manager(s) Selection

~~Management: The Vice-President of Finance and Facilities and the Associate Vice-President for Finance~~ will recommend to the Board of Trustees selection of the Investment Manager(s). The recommendation will have resulted from a Request for Proposal (RFP) process in conformity with the Commonwealth's procurement laws and regulations. Appointment of the Investment Manager(s) shall be made after an RFP process and with the approval of the Board, such appointment being for a period of not more than five (5) years unless directed by action of the Board.

(c) Criteria for Investment Manager(s) Performance and Evaluation:

~~Management: The Vice-President of Finance and Facilities and the Associate Vice-President for Finance~~ will measure quarterly the performance of the Investment Manager(s). Evaluation criteria may include, but are not limited to, investment returns compared to the stated objectives for the portfolio, or various market indices or benchmarks as are determined to be appropriate. In addition, review of Investment Manager(s) performance and status of investment portfolio will be presented to the Board of Trustees of the University at least semi-annually.

(d) Investment Manager(s) Compensation:

The Investment Manager(s) will be engaged on a fee for services basis. The fee will be determined based on the competitive procurement process (RFP). Specific language for this computation will be clearly defined in the contract between the University and the Investment Manager(s).

(e) Conflict of Interest:

In accordance with Commonwealth statutes and University policy governing financial conflicts of interest, trustees, officers and employees of the University may not have any professional or personal relationship with a securities firm, Investment Manager or

employee doing business with the University. Further, trustees, officers and employees of the University may not receive gifts, gratuities or travel expenses from Investment Manager(s), dealers, custodians or others authorized to do business with the University.

(f) Accounting and Internal Controls:

The Investment Manager(s) will report to ~~Executive-Management~~ monthly that all of the investments for which it is responsible are in compliance with the investment policy. If any investments do not meet the ~~p~~Policy, the Investment Manager(s) will so note and explain the reason for that breach.

The securities will be held at an authorized custodian in separate accounts and not commingled in accordance with MGL Chapter 29 Section 34. It will be the responsibility of ~~the Associate Vice President for Finance~~ Management to ensure that appropriate internal controls are in place for the security and handling of all accounts.

The University will record and report all investment activity in accordance with Generally Accepted Accounting Principles. The University's auditors will audit the investment records and reports in accordance with Generally Accepted Audit Standards as part of the annual audit of the University's internal controls and financial statements.

X. PROCEDURE FOR CHANGING INVESTMENT POLICY & INVESTMENT MANAGERS

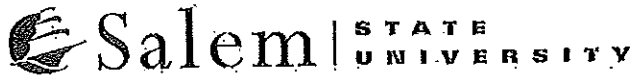
This Investment Policy Statement may be changed only by a vote of the Board of Trustees. ~~Executive-Management~~ shall report to the Board on an "as needed" basis regarding the desirability of modifying the Investment Policy Statement, however, notwithstanding, the ~~p~~Policy shall be reviewed by the Board annually.

At least biennially, the Board will discuss the need to issue an RFP for investment managers and at least every five years an RFP for investment managers will be issued.

Approved and Ordered By

BOARD OF TRUSTEES
20143

Date Approved: ~~February 11, 2015~~ ~~October 8~~ ~~November XX,~~



 REQUEST FOR TRUSTEE ACTION

Date: February 11, 2015
To: Board of Trustees
From: Patricia Maguire Meservey, President
Subject: Graduate and Continuing Education Tuition and Fee Increase
Requested Action: Approval

MOTION

The Finance and Facilities Committee hereby recommends that the Board of Trustees approve the following increases in fees and tuition for the graduate and continuing education students. The recommended rates take into account market conditions and move toward closer alignment of rates for all undergraduate students.

Recommended motion

The Board of Trustees of Salem State University hereby approves the following rates for graduate and continuing education tuition and/or fees for the category of students below as shown on Attachment E.

-
- Graduate in-state students enrolled through the university's School of Graduate Studies: Fees shall increase \$15 per credit hour, which, when combined with the current fee of \$228 and current tuition of \$140 per credit hour represents an increase of 4.1% over FY2014-15. In-state graduate tuition will remain at FY2014-15 levels.
 - Graduate out-of-state students enrolled through the university's School of Graduate Studies: Fees shall increase \$15 per credit hour, which, when combined with the current fee of \$228 and current tuition of \$230 per credit hour represents an increase of 3.3% over FY2014-15. Out-of-state graduate tuition will remain at FY2014-15 levels.
 - Undergraduate in-state students enrolled through the university's School of Continuing and Professional Studies: Fees shall increase \$33 per credit hour, which, when combined with the current fee of \$191.33 and current tuition of \$115 per credit hour, represents an increase of 10.8% over FY2014-15.
 - Undergraduate out-of-state students enrolled through the university's School of Continuing and Professional Studies: Fees shall increase \$33 per credit hour and tuition shall increase \$50 per credit hour, which, when combined with the current rate of tuition and fees of \$341.33 per credit hour, represents an increase of 24.3% over FY2014-15.

The new rates shall become effective for the fall term of the 2015-16 Fiscal Year.

Committee Assigned: Finance & Facilities

Committee Action: February 4, 2015

Date of Action: Approved

Trustee Action:

Trustee Approval Date:

Effective Date:

Signed: _____

Title: Secretary, Board of Trustees

Date: _____

GRADUATE Tuition and Fees For FY16

	Current (AY 2015 & Summer 2015)	Proposed AY2016 & Summer 2016	Change \$	Change %
Massachusetts Residents				
Tuition	\$ 140.00	\$ 140.00	\$ -	
Fees	\$ 228.00	\$ 243.00	\$ 15.00	
Per Credit	\$ 368.00	\$ 383.00	\$ 15.00	4%
Per 3 Credit Course	\$ 1,104.00	\$1,149.00	\$ 45.00	4%
Out of State Residents				
Tuition	\$ 230.00	\$ 230.00	\$ -	
Fees	\$ 228.00	\$ 243.00	\$ 15.00	
Per Credit	\$ 458.00	\$ 473.00	\$ 15.00	3%
Per 3 Credit Course	\$ 1,374.00	\$1,419.00	\$ 45.00	3%

CONTINUING EDUCATION Tuition and Fees for FY16

	Current (AY 2015 & Summer 2015)	Proposed AY2016	Change \$	Change %
Massachusetts Residents				
Tuition	\$ 115.00	\$ 115.00	\$ -	
Fees	\$ 191.33	\$ 224.33	\$ 33.00	
Per Credit	\$ 306.33	\$ 339.33	\$ 33.00	11%
Per 3 Credit Course	\$ 918.99	\$1,017.99	\$ 99.00	11%
Out of State Residents				
Tuition	\$ 150.00	\$ 200.00	\$ 50.00	
Fees	\$ 191.33	\$ 224.33	\$ 33.00	
Per Credit	\$ 341.33	\$ 424.33	\$ 83.00	24%
Per 3 Credit Course	\$ 1,023.99	\$1,272.99	\$ 249.00	24%

	Actual AY 2015	Proposed Summer 2016	Change \$	Change %
Massachusetts Residents				
Tuition	\$ 115.00	\$ 115.00	\$ -	
Fees	\$ 191.33	\$ 191.33	\$ -	
Per Credit	\$ 306.33	\$ 306.33	\$ -	0%
Per 3 Credit Course	\$ 918.99	\$ 918.99	\$ -	0%
Out of State Residents				
Tuition	\$ 150.00	\$ 150.00	\$ -	
Fees	\$ 191.33	\$ 191.33	\$ -	
Per Credit	\$ 341.33	\$ 341.33	\$ -	0%
Per 3 Credit Course	\$ 1,023.99	\$1,023.99	\$ -	0%

Salem State University
Market Information - Continuing Education and Graduate Rates per Credit Hour
AY15

	Current (FY15) CE/credit	Current (FY15) GR/credit
Salem State	\$306.33	\$368.00
Bridgewater State	\$342.71	\$374.71
Fitchburg State	\$293.00	\$304.00
Framingham State	\$328.00	\$361.67
Westfield State	\$260.00	\$280.00
Worcester State	\$341.50	\$361.50
Umass Boston	\$498.75	\$625.00
Umass Lowell	\$518.62	\$711.06
North Shore CC	\$179.00	N/A
Northern Essex CC	\$180.00	N/A
Middlesex CC	\$181.00	N/A
Southern NH	\$320.00	
Merrimack	\$318.00	
Umass Lowell DOCE - Undergrad In Person	\$335.00	
Umass Lowell DOCE - Undergrad Online	\$365.00	
Umass Lowell DOCE-Online/In Person		\$545.00
Umass Lowell DOCE-Education		\$470.00
Umass Lowell DOCE-Online MBA		\$600.00

SSU Board 2015 Evaluation

Board Structure and Communication: Board Size and Composition

1. The Board's composition reflects an appropriate mix of skills, experience, backgrounds, and diversity in relation to the needs of the University.

- Strongly Agree Agree Neutral Disagree Strongly Disagree

2. The Board makes appropriate use of the skills and experience of its members.

- Strongly Agree Agree Neutral Disagree Strongly Disagree

3. Each trustee contributes to the work of the Board in an effective manner.

- Strongly Agree Agree Neutral Disagree Strongly Disagree

Comments on board size and composition:

SSU Board 2015 Evaluation

Board Structure and Communication: Meeting Schedule

4. The number of Board meetings is appropriate.

- Strongly Agree Agree Neutral Disagree Strongly Disagree

5. The length of Board meetings is appropriate.

- Strongly Agree Agree Neutral Disagree Strongly Disagree

6. Board meetings are held at an appropriate time of day.

- Strongly Agree Agree Neutral Disagree Strongly Disagree

Comments on meeting schedule:

SSU Board 2015 Evaluation

Board Structure and Communication: Meeting Attendance

7. I understand that I am expected to attend Board meetings.

- Strongly Agree Agree Neutral Disagree Strongly Disagree

8. I receive adequate information from staff to prepare me for Board meetings.

- Strongly Agree Agree Neutral Disagree Strongly Disagree

9. Board meetings are generally well run and make good use of members' time.

- Strongly Agree Agree Neutral Disagree Strongly Disagree

10. Our Board meetings are conducted in a manner that ensures open communication, meaningful participation and timely resolution of issues.

- Strongly Agree Agree Neutral Disagree Strongly Disagree

11. Our Board has adequate time for discussion.

- Strongly Agree Agree Neutral Disagree Strongly Disagree

Comments on meeting attendance:

--

SSU Board 2015 Evaluation

Board Structure and Communication: Committees

12. The Risk Management & Audit Committee is effective in fulfilling its responsibilities.

- Strongly Agree Agree Neutral Disagree Strongly Disagree

13. The Institutional Advancement, Marketing & Communications Committee is effective in fulfilling its responsibilities.

- Strongly Agree Agree Neutral Disagree Strongly Disagree

14. The Academic Affairs & Student Life Committee is effective in fulfilling its responsibilities.

- Strongly Agree Agree Neutral Disagree Strongly Disagree

15. The Finance & Facilities Committee is effective in fulfilling its responsibilities.

- Strongly Agree Agree Neutral Disagree Strongly Disagree

16. The Executive Committee is effective in fulfilling its responsibilities.

- Strongly Agree Agree Neutral Disagree Strongly Disagree

Comments on committees:

SSU Board 2015 Evaluation

Board Structure and Communication: Information and Agenda

17. The Board is actively engaged with management in identifying, prioritizing, and scheduling issues for Board review and discussion.

- Strongly Agree Agree Neutral Disagree Strongly Disagree

18. The Board is actively engaged in identifying and communicating to management the Board information needs, including information about the competitive environment, risk identification and assessment, and performance benchmarks.

- Strongly Agree Agree Neutral Disagree Strongly Disagree

19. Board members stay abreast of issues and trends affecting the University, and use this information to assess and guide the University's performance, both year-to-date and long term.

- Strongly Agree Agree Neutral Disagree Strongly Disagree

20. Board members devote time to learn about the University's business and understand it well enough to provide critical oversight.

- Strongly Agree Agree Neutral Disagree Strongly Disagree

21. The majority of Board meeting time is reserved for Board discussion and consideration rather than management presentations.

- Strongly Agree Agree Neutral Disagree Strongly Disagree

22. New Board members are provided with an appropriate orientation and other relevant information about the University and the Board.

- Strongly Agree Agree Neutral Disagree Strongly Disagree

23. Trustees are kept well informed of important University matters between Board meetings.

- Strongly Agree Agree Neutral Disagree Strongly Disagree

Comments on information and agendas:

SSU Board 2015 Evaluation

Board Structure and Communication: External Relations Practices

24. The Board regularly assesses the effectiveness of relations with key external constituent groups.

- Strongly Agree Agree Neutral Disagree Strongly Disagree

25. The Board has approved effective marketing and public relations strategies for SSU.

- Strongly Agree Agree Neutral Disagree Strongly Disagree

26. I feel comfortable talking about the mission and effectiveness of SSU.

- Strongly Agree Agree Neutral Disagree Strongly Disagree

27. I have attended an SSU event within the last year.

- Yes No

Comments on external relations practices:

SSU Board 2015 Evaluation

Board Effectiveness

Does the Board devote sufficient attention to...

28. The University's financial statements and processes?

- Strongly Agree Agree Neutral Disagree Strongly Disagree

29. The University's annual capital and operating budgets and plans?

- Strongly Agree Agree Neutral Disagree Strongly Disagree

30. The long-term strategic plans and planning process?

- Strongly Agree Agree Neutral Disagree Strongly Disagree

31. The University's standards of governance and conduct?

- Strongly Agree Agree Neutral Disagree Strongly Disagree

32. Technological developments?

- Strongly Agree Agree Neutral Disagree Strongly Disagree

33. Legal and regulatory developments and compliance?

- Strongly Agree Agree Neutral Disagree Strongly Disagree

34. Management development and succession?

- Strongly Agree Agree Neutral Disagree Strongly Disagree

SSU Board 2015 Evaluation

Board Effectiveness

35. The Board has developed with the administration a common understanding of the University's beliefs, values and philosophy, and this understanding is reflected in the University's mission, its strategic plan deliberations throughout the year.

- Strongly Agree Agree Neutral Disagree Strongly Disagree

36. The Board regularly monitors performance against the strategic plan and Master Vision.

- Strongly Agree Agree Neutral Disagree Strongly Disagree

37. The Chair is effective in serving the Board's needs.

- Strongly Agree Agree Neutral Disagree Strongly Disagree

38. The Board encourages/ensures an open line of communication between the Board and senior management.

- Strongly Agree Agree Neutral Disagree Strongly Disagree

39. The Board encourages/ensures an open line of communication between Board members.

- Strongly Agree Agree Neutral Disagree Strongly Disagree

Comments on board effectiveness:

--

SSU Board 2015 Evaluation

Fiscal Management Practices

40. SSU's annual budget is fully discussed with the Board before it is approved.

- Strongly Agree Agree Neutral Disagree Strongly Disagree

41. The fiscal health of SSU is regularly reviewed and any necessary board actions are taken thoughtfully and quickly.

- Strongly Agree Agree Neutral Disagree Strongly Disagree

42. Board leadership takes steps to ensure that fiscal reports are thoroughly reviewed by the Board.

- Strongly Agree Agree Neutral Disagree Strongly Disagree

43. The annual report of SSU's independent auditor is reviewed by the Board and any necessary actions are taken in a timely way.

- Strongly Agree Agree Neutral Disagree Strongly Disagree

44. I am fully aware of my legal responsibilities as a Board member for SSU's fiscal management.

- Strongly Agree Agree Neutral Disagree Strongly Disagree

45. The Board regularly reviews the financial investment practices and portfolio performance of SSU.

- Strongly Agree Agree Neutral Disagree Strongly Disagree

46. The Risk Management & Audit Committee provides timely and accurate information to the Board.

- Strongly Agree Agree Neutral Disagree Strongly Disagree

Comments on fiscal management practices:

--

SSU Board 2015 Evaluation

The Governing Board and the President

47. The Board goals, expectations, and concerns are openly, honestly, and constructively communicated to the President.

- Strongly Agree Agree Neutral Disagree Strongly Disagree

48. The Board understands and respects the difference between the Board's role and the President/senior management's role.

- Strongly Agree Agree Neutral Disagree Strongly Disagree

49. The Board regularly and actively engages in evaluating the performance of the President.

- Strongly Agree Agree Neutral Disagree Strongly Disagree

50. The Board supports the President/senior management to act realistically, appropriately and responsibly, when holding the President/senior management accountable for operating results.

- Strongly Agree Agree Neutral Disagree Strongly Disagree

51. The President's performance is formally assessed at least annually based on objectives established at the beginning of the fiscal year.

- Strongly Agree Agree Neutral Disagree Strongly Disagree

Comments on the Governing Board and President:

	10/25
	10/26

SSU Board 2015 Evaluation

Financial Support

52. I understand SSU's fund raising needs and strategies.

- Strongly Agree Agree Neutral Disagree Strongly Disagree

53. The Board has a clear policy on Board members' expectation to participate in fundraising efforts.

- Strongly Agree Agree Neutral Disagree Strongly Disagree

54. Board members play an active role in SSU's fundraising efforts.

- Strongly Agree Agree Neutral Disagree Strongly Disagree

55. I have made an annual fund gift this year.

- Yes No

56. I am comfortable with the financial expectations of the Trustees.

- Strongly Agree Agree Neutral Disagree Strongly Disagree

Comments on financial support:

--

NB-15-01

Where We Stand



Degrees of Urgency Data

- 65% of projected jobs nationwide will require a college education by 2020
- 72% of projected jobs in MA will require a college education by 2020
- 19% of jobs in MA will require at least a masters degree by 2020
- 27% of current MA graduates are in STEM and Healthcare fields

The Impact of Funding

The Impact of a Metric Rating System

Enrollment

Undergraduate Degree Seeking Headcount MA State Universities and UMass System

<u>MA State Universities</u>	<u>Fall-2009</u>	<u>Fall-2010</u>	<u>Fall-2011</u>	<u>Fall-2012</u>	<u>Fall-2013</u>
Bridgewater State University	8,725	9,179	9,422	9,551	9,489
Salem State University	7,086	7,296	7,136	7,143	7,134
Westfield State University	4,925	5,098	5,254	5,191	5,524
Worcester State University	4,211	4,395	4,775	4,808	5,033
Framingham State University	3,485	3,528	3,885	4,147	4,255
Fitchburg State University	3,987	4,026	3,958	3,944	4,056
Massachusetts College of Art and Design	1,771	1,825	1,850	1,818	1,861
Massachusetts College of Liberal Arts	1,625	1,677	1,610	1,553	1,484
Massachusetts Maritime Academy	1,152	1,188	1,269	1,303	1,362
<u>UMass System</u>					
University of Massachusetts Amherst	20,287	20,791	21,264	21,448	21,672
University of Massachusetts Lowell	9,615	10,649	11,025	11,470	11,830
University of Massachusetts Boston	10,027	10,626	10,941	11,386	11,721
University of Massachusetts Dartmouth	7,775	7,586	7,372	7,325	7,167

Graduate Degree Seeking Headcount MA State Universities and UMass System

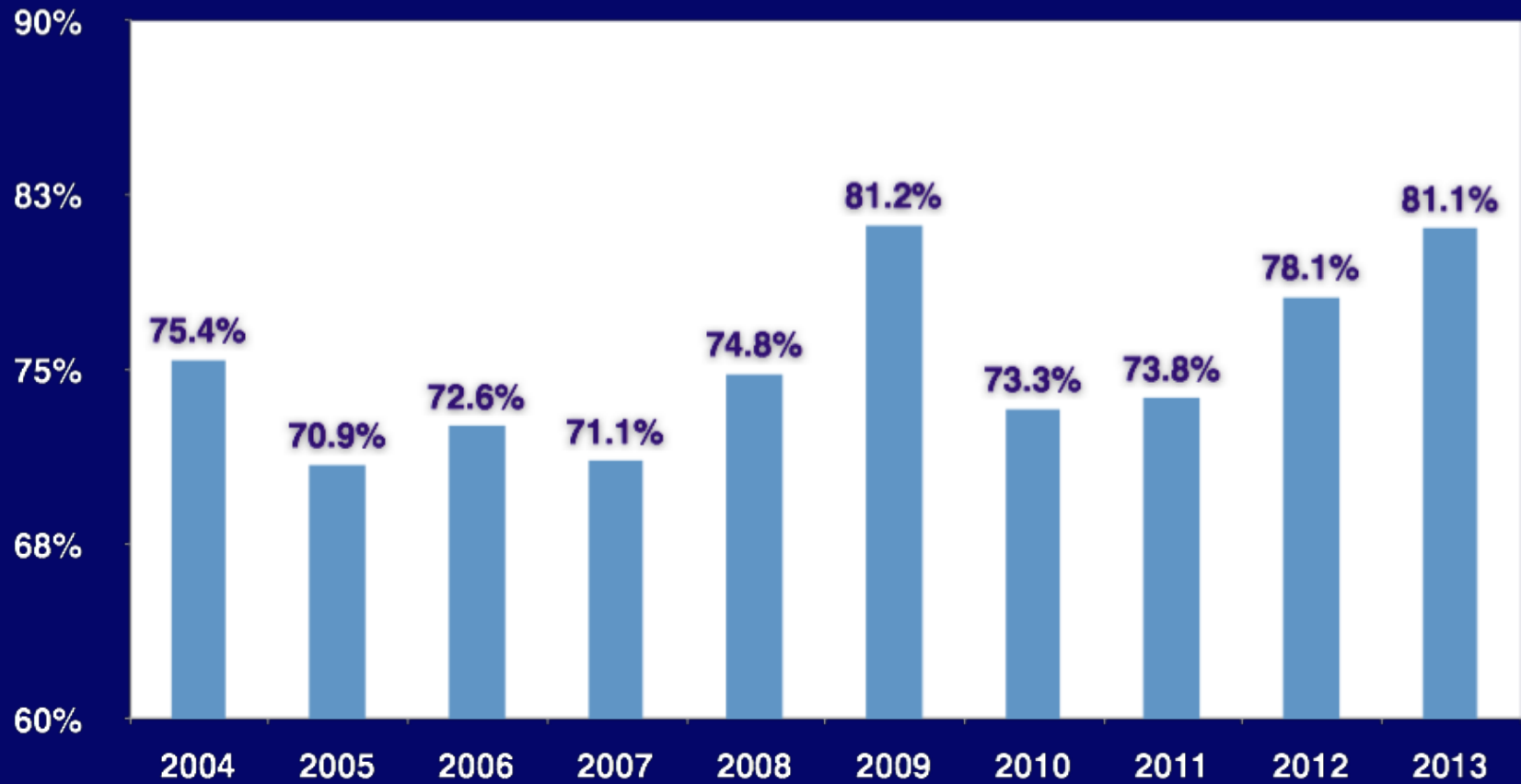
<u>MA State Universities</u>	<u>Fall-2009</u>	<u>Fall-2010</u>	<u>Fall-2011</u>	<u>Fall-2012</u>	<u>Fall-2013</u>
Salem State University	1,367	1,452	1,402	1,348	1,350
Bridgewater State University	1,285	1,394	1,367	1,362	1,307
Framingham State University	804	899	931	933	949
Fitchburg State University	1,066	1,081	955	898	789
Worcester State University	487	516	616	598	621
Westfield State University	420	514	544	537	522
Massachusetts College of Art and Design	131	187	164	151	144
Massachusetts College of Liberal Arts	242	215	144	103	109
Massachusetts Maritime Academy	97	96	90	103	100
<u>UMass System</u>					
University of Massachusetts Amherst	5,546	5,677	5,770	5,792	5,848
University of Massachusetts Lowell	2,074	2,857	3,200	3,431	3,689
University of Massachusetts Boston	3,253	3,323	3,325	3,225	3,397
University of Massachusetts Dartmouth	1,114	1,522	1,514	1,465	1,442

One Year Retention Rate

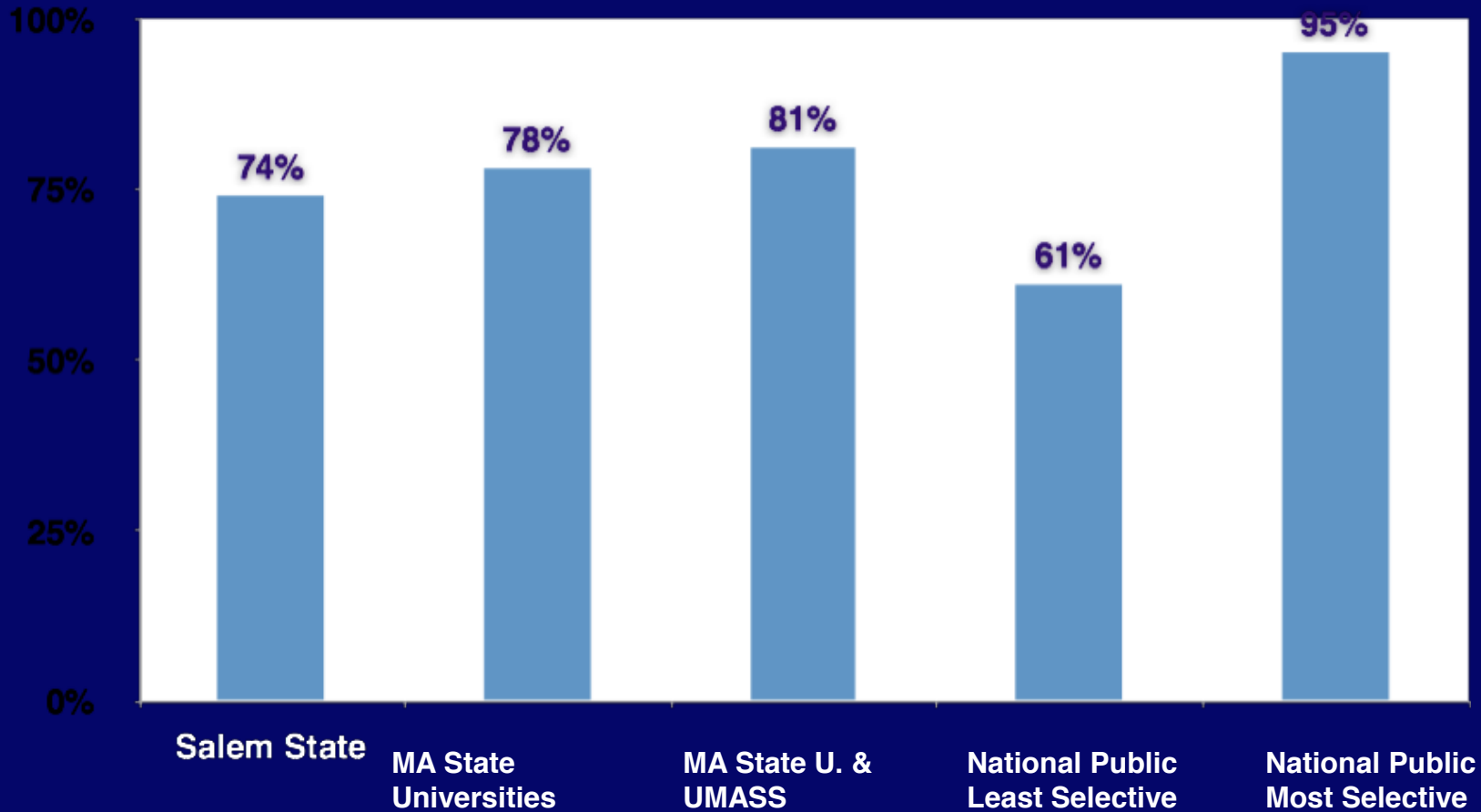
One Year Retention Rate – FT Freshman MA State Universities and UMass System

<u>MA State Universities</u>	<u>Fall-2008</u>	<u>Fall-2009</u>	<u>Fall-2010</u>	<u>Fall-2011</u>	<u>Fall-2012</u>
Massachusetts Maritime Academy	86.5%	85.2%	90.4%	87.7%	86.4%
Massachusetts College of Art and Design	88.4%	89.2%	89.9%	87.5%	84.4%
Bridgewater State University	81.7%	81.0%	80.9%	80.6%	81.4%
Worcester State University	76.6%	75.2%	79.6%	78.1%	80.3%
Westfield State University	78.6%	78.9%	79.4%	79.9%	79.0%
Massachusetts College of Liberal Arts	74.5%	73.9%	71.2%	74.5%	78.6%
Fitchburg State University	76.8%	77.5%	72.8%	74.2%	78.5%
Salem State University	74.8%	81.2%	73.3%	73.8%	78.1%
Framingham State University	73.3%	75.1%	74.4%	74.1%	73.1%
<u>UMass System</u>					
University of Massachusetts Amherst	86.4%	88.3%	87.9%	87.3%	89.0%
University of Massachusetts Lowell	80.6%	78.2%	78.0%	81.0%	83.9%
University of Massachusetts Boston	77.2%	74.9%	75.0%	78.8%	77.5%
University of Massachusetts Dartmouth	72.8%	69.5%	73.1%	73.8%	75.2%

One Year Retention Rate – FT Freshman Salem State



One Year Retention Rate – FT Freshman (FL 2011 Cohort)

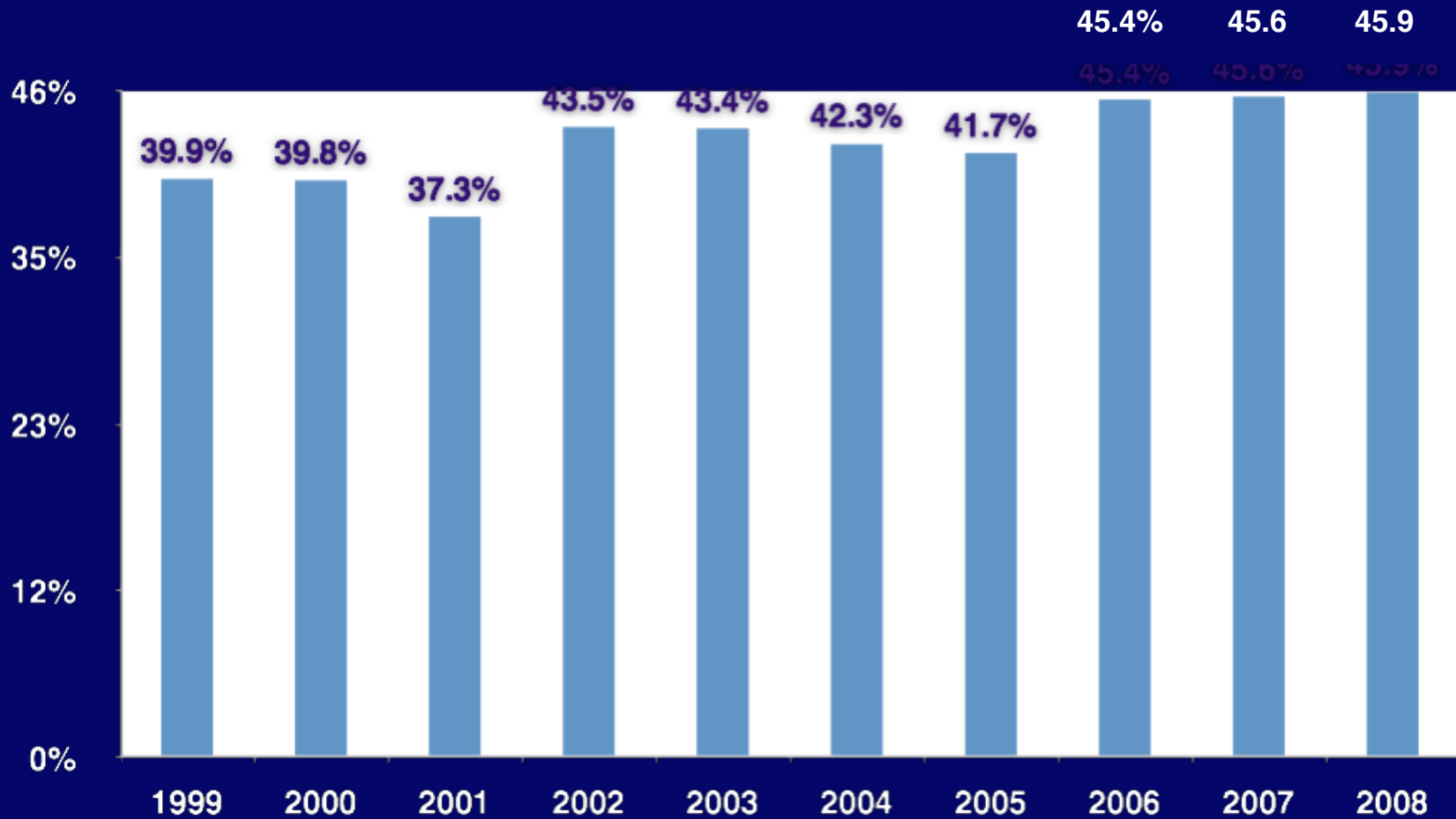


Six Years Graduation Rate

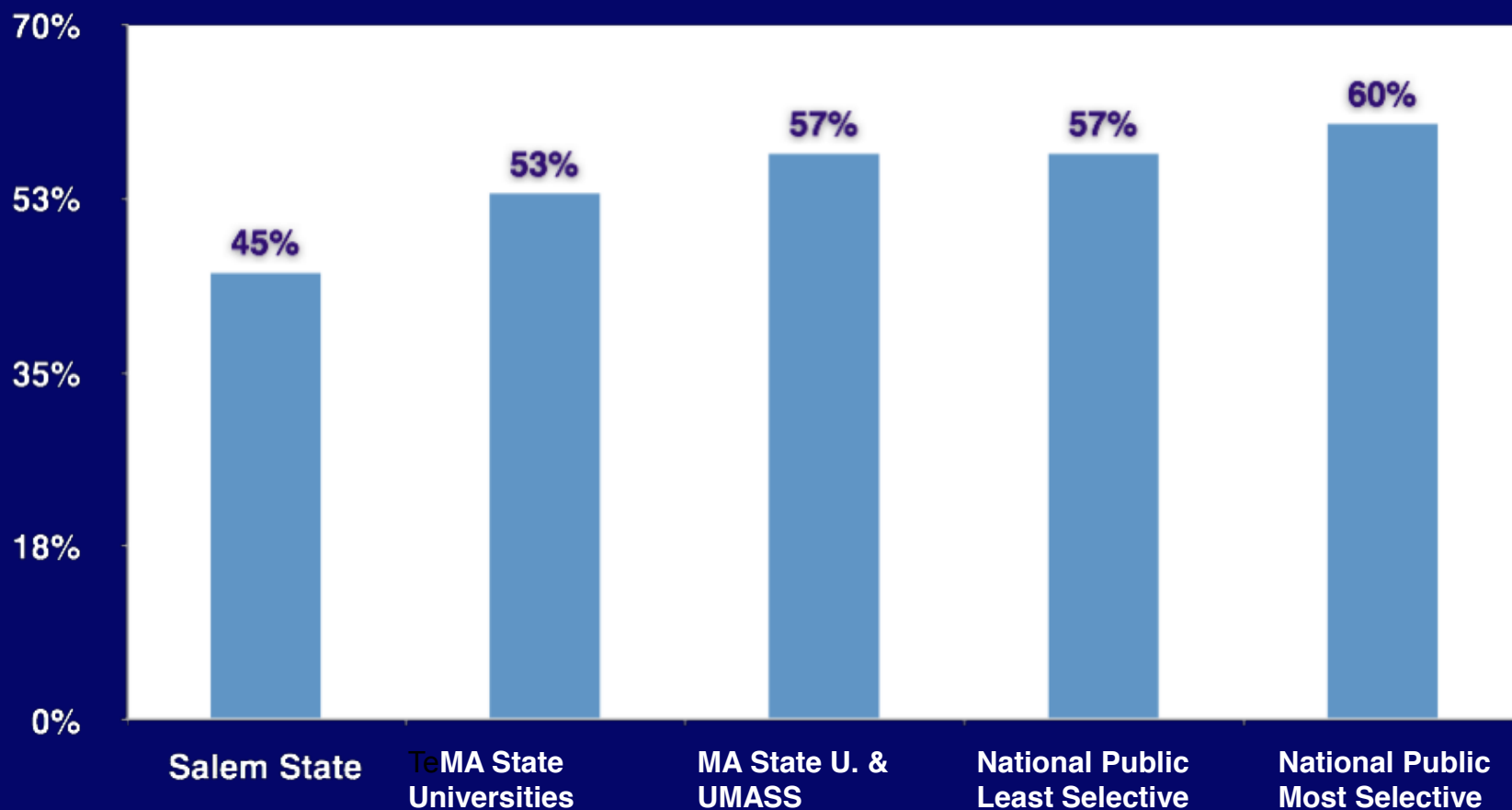
Six Years Graduation Rate – FT Freshman MA State Universities and UMass System

<u>MA State Universities</u>	<u>Fall-2003</u>	<u>Fall-2004</u>	<u>Fall-2005</u>	<u>Fall-2006</u>	<u>Fall-2007</u>
Massachusetts College of Art and Design	64.7%	56.2%	67.8%	64.7%	73.8%
Massachusetts Maritime Academy	63.9%	66.7%	65.3%	61.0%	66.7%
Westfield State University	57.7%	60.5%	58.3%	59.8%	58.5%
Bridgewater State University	53.7%	53.2%	51.7%	54.4%	57.5%
Massachusetts College of Liberal Arts	50.0%	51.3%	53.1%	46.8%	56.6%
Framingham State University	52.2%	51.1%	51.7%	51.5%	50.6%
Fitchburg State University	52.1%	51.8%	47.2%	50.8%	50.3%
Worcester State University	44.4%	45.1%	46.9%	51.0%	48.8%
Salem State University	43.4%	42.3%	41.7%	45.4%	45.6%
<u>UMass System</u>					
University of Massachusetts Amherst	65.4%	68.2%	67.2%	70.2%	72.7%
University of Massachusetts Lowell	52.8%	50.7%	50.0%	53.8%	54.3%
University of Massachusetts Dartmouth	47.7%	48.5%	48.2%	49.9%	49.0%
University of Massachusetts Boston	38.0%	40.3%	39.8%	37.9%	43.6%

Six Years Graduation Rate – FT Freshman Salem State



Six Years Graduation Rate – FT Freshman (FL 2006 Cohort)



What SSU is Doing to “Move the Needle”

- Summer Bridge Academy (Nate Bryant)
- FYE (Matt Chetnik)
- **MAP-Works®** (Sam Ohannesian)
- Emerging Scholars (Nate Bryant)
- Student Navigation Center (Laura DiChiara)
- Student Advocacy (Christine Sullivan)
- Advising Initiative (Lee Brossoit)
- CBO Outreach and Access (Mary Dunn/Jovan Sempa)

Summer Bridge Academy

- Aid high school graduates in achieving academic success in college
- Six-week summer program
- College level credits along with non-credited courses designed to supplement and improve academic skills
- Activities that help to ensure success outside of the classroom.
- Weekly individual appointments, group meetings and a variety of workshops held throughout the summer and academic year
- Designated student development coordinator meets with students on a regular basis
- Development coordinators conduct workshops: classroom etiquette, information literacy, getting involved on campus, and selecting majors and minors.
- Student development team works closely with other offices on campus including counseling and health services, career services, financial aid, and academic advising

F.Y.E.

- Offers an opportunity to explore, learn and grow
- Ensures that students have access to the resources and support needed to successfully navigate the transition from high school to university life
- Encourages students to take advantage of the numerous opportunities available at the university
- Challenges students to try something new, step outside of their comfort zone, ask questions, and share experiences

MAP-Works®

- Mapworks is a student retention and success system
- Unique, accurate, and highly-customizable risk predictor incorporates information from a variety of sources
- Delivers critical insights in an easy-to-use dashboard
- Educators and administrators can quickly see which students need attention and resources before it's too late

The Emerging Scholars Program

- Provides an opportunity for students to intentionally influence their academic success
- Develops a sense of community for student participants
- Imparts critical knowledge and skills to students for use in the classroom setting
- Increases the motivation and self-confidence regarding academic success
- Helps students become better integrated with the community, learning the values of engagement and personal accountability
- Encourages students to explore campus activities and programming

Student Navigation Center

- An innovative, student-oriented service office
- Designed to be a one-stop solution center to help improve the business of being a student
- Houses the offices of the student accounts, ClipperCard, financial aid, and the registrar
- A simple, one-stop location for students to complete all of their business needs

Student Advocacy Department

- Committed to providing information, support and advocacy
- Empowers students to resolve concerns that may act as a barrier to retention, progression and graduation
- Acts as a liaison between students and university personnel in a fair and impartial manner regarding students rights and university policies/regulations

Academic Advising Implementation Committee

- Charged with re-examining the recommendations made in 2012 to strengthen academic advising/resources in order to improve graduation rates of SSU students.
- The major areas focus on Institutional Structure (centralized advising during the students first year), Shared Mission, Role of Faculty, Training and Development (use of best practices) and Utilization of Technology

Community Based Organizations (CBO) *Outreach & Access*

- Building relationships with local community based organizations
- On-site CBO visits this fall included, Girls Inc. (Lynn), BU - Upward Bound (Boston), Boys & Girls Club (Boston), and Trinity Church (Boston).
- Created a Diversity Brochure which highlights services provided for our multicultural population.

Recommendation to the Board



MEETING OF THE BOARD OF TRUSTEES
February 11, 2015
Marsh Hall, Room 210, Central Campus, Loring Avenue
Salem State University
Salem, Massachusetts

- AGENDA -

- I. Call to Order
II. Consent Agenda: Approval of Minutes & Committee Reports (Detail attached)
III. Committee Actions
- Institutional Advancement, Marketing & Communications...Trustee Mattera
- Academic Affairs & Student Life...Trustee Davis
- Finance & Facilities...Trustee Burns
- Executive...Chair Scott
IV. Old Business
- May offsite meeting follow up...Chair Scott
V. New Business
- Commissioner Freeland
- Academic Affairs...Trustee Davis
VI. Report of the President
VII. Report of the Chair
VIII. Open Forum
IX. Executive Session
- Real Estate Acquisition
X. Adjournment

(Please see reverse side for draft committee motions to be considered at this meeting.)

352 Lafayette Street | Salem, Massachusetts 01970-5353 | salemstate.edu | 978.542.6613 FAX 978.542.6126

Committee Motions for Consideration

Institutional Advancement Committee:

Motion: With modifications discussed at today's meeting, the final version of the Memorandum of Agreement (Attachment A) will be recommended to the Full Board of Trustees at their meeting, scheduled to be held on February 11, 2015.

Academic Affairs & Student Life:

Motion 1: To recommend to the Full Board the approval of a B.A. program in Dance. (Attachment A-1)

Motion 2: To recommend to the Full Board the approval of a B.S. program in Health Care Studies. (Attachment A-2)

Finance & Facilities:

Investment Management Policy

Motion: That the Board of Trustees of Salem State University hereby approves the revised investment policy as shown in Attachment A hereto and as presented to the meeting. The new policy shall supersede the previous investment policy adopted on October 8, 2013. For convenience attached is a document that shows the proposed changes to the current policy (Attachment B). The president and other officers of the university are hereby authorized to do all things and take all actions necessary to implement the policy.

Graduate & Continuing Education Fees FY16

Motion: The Board of Trustees of Salem State University hereby approves the following rates for graduate and continuing education tuition and/or fees for the category of students below:

- Graduate in-state students enrolled through the university's School of Graduate Studies: Fees shall increase \$15 per credit hour, which, when combined with the current fee of \$228 and current tuition of \$140 per credit hour represents an increase of 4.1% over FY2014-15. In-state graduate tuition will remain at FY2014-15 levels.
- Graduate out-of-state students enrolled through the university's School of Graduate Studies: Fees shall increase \$15 per credit hour, which, when combined with the current fee of \$228 and current tuition of \$230 per credit hour represents an increase of 3.3% over FY2014-15. Out-of-state graduate tuition will remain at FY2014-15 levels.
- Undergraduate in-state students enrolled through the university's School of Continuing and Professional Studies: Fees shall increase \$33 per credit hour, which, when combined with the current fee of \$191.33 and current tuition of \$115 per credit hour, represents an increase of 10.8% over FY2014-15.

- Undergraduate out-of-state students enrolled through the university's School of Continuing and Professional Studies: Fees shall increase \$33 per credit hour and tuition shall increase \$50 per credit hour, which, when combined with the current rate of tuition and fees of \$341.33 per credit hour, represents an increase of 24.3% over FY2014-15.

The new rates shall become effective for the fall term of the 2015-16 Fiscal Year.

Executive:

Motion: The Board of Trustees of Salem State hereby approves the Board Evaluation Survey as shown in Attachment C. The Board of Trustees, further, approves distribution of the Survey to the Board by Friday, February 13, 2015 and return by Friday, February 27, 2015.

MEETING OF THE BOARD OF TRUSTEES

February 11, 2015

Marsh Hall, Room 210, Central Campus, Loring Avenue

Salem State University

Salem, Massachusetts



Items for Inclusion on the Consent Agenda:

Approval of the following Meeting Minutes and Committee Reports:

Board of Trustees: October 8, 2014

Board of Trustees Executive Session: October 8, 2014

Risk Management & Audit: November 19, 2014

Academic Affairs & Student Life: November 19, 2014

Executive Committee: November 19, 2014

Executive Committee Executive Session: November 19, 2014

Joint Finance & Facilities and Institutional Advancement, Marketing & Communications:
Dec 3, 2014

Board of Trustees Special Meeting: December 3, 2014

Board of Trustees Executive Session: December 3, 2014

MEETING OF THE BOARD OF TRUSTEES
October 8, 2014

PRESENT: Trustees Burns, Crawford, Davis, Lancome, Mattera (Vice Chair), Scott (Chair), Segal; and Stringer; President Meservey; and Secretary to the Board Fleischman.

ABSENT: Trustees Abdoo, Ansara, and Quiroga

The provisions of General Laws, Chapter 30A, having been complied with and a quorum of the Board being present, the Board of Trustees of Salem State University held a meeting in Marsh Hall, Room 210, Central Campus, Loring Avenue, Salem, Massachusetts, on June 4, 2014 with Pamela C. Scott, Chair, presiding. This meeting was electronically recorded.

* * *

I. CALL TO ORDER

Call to Order

Chair Scott called the meeting to order at 5:00 p.m.

* * *

II. CONSENT AGENDA

Chair Scott read the items contained on the Consent Agenda (Attachment A) and asked for any objections or modifications. With no corrections or modifications, she asked for a motion to accept the agenda as presented.

*Acceptance
of the
Consent Agenda*

Upon a motion duly made by Trustee Mattera and seconded by Trustee Segal, it was unanimously

**VOTED: To approve the Consent Agenda for the Meeting of October 8, 2014.
(CA-15-01)**

* * *

III. OPEN FORUM

Chair Scott exercised her prerogative as chair to take up the open forum as the next item on the agenda. Members of the Save Our Salem community group had requested an opportunity to address the board on the matter of the parking garage proposed for North Campus. In keeping with board practice the group was allotted 10 minutes to address the board. Speaking for the group in opposition to the project was: Joseph O'Keefe, Jeff Rougvie and Philip Moran. In addition, a copy of a letter sent by MA Senator Joan Lovely

Open Forum

to the Executive Office of Energy and Environmental Affairs regarding the garage provided to the president's office was distributed to the board. Mr. O'Keefe read a portion of a recently passed resolution by the Salem City Council, which was provided to the board (Attachment B). Mr. Rougvie's remarks are attached (Attachment C), as is Senator Lovely's letter (Attachment D).

Addressing the board in favor of the garage project was Dr. Amy Everitt, former MSCA Salem Chapter president, not Assistant Provost for Academic Affairs, and Bianca Charles, a senior and commuting student at the university. Both spoke to the importance of sufficient parking for commuting students and faculty to come to the university. They identified parking as the number one concern for both groups. Most classes are held on North Campus therefore this is the most logical location for the garage.

IV. COMMITTEE ACTIONS

Risk Management & Audit: Chair Scott asked Trustee Segal to present the committee actions for consideration. Chair Scott noted that the material related to the actions had been distributed to the members prior to the meeting. Trustee Segal began by presenting the motion from the committee with regard to the FU2014 Audit.

*Risk Management
& Audit
Committee*

Upon a motion duly made by Trustee Segal on behalf of the Risk Management and Audit Committee, it was unanimously

VOTED: The Board of Trustees of Salem State University hereby accepts the Salem State University Financial Statement and Management Discussion and Analysis for the fiscal year ending June 30, 2014. (RMA-15-01)

Trustee Segal then presented the motion from the committee with regard to the Salem State University A-133 audit of federal programs.

Upon a motion duly made by Trustee Segal on behalf of the Risk Management and Audit Committee, it was unanimously

VOTED: The Board of Trustees of Salem State University hereby accepts the Salem State University A-133 audit of federal programs for the fiscal year ending June 30, 2014. (RMA-15-02)

Trustee Segal then presented the motion from the committee with regard to the Salem State University MAFSCA audit of state financial programs.

Upon a motion duly made by Trustee Segal on behalf of the Risk Management and Audit Committee, it was unanimously

VOTED: The Board of Trustees of Salem State University hereby accepts the Salem State University MAFSCA audit of state financial aid programs for the fiscal year ending June 30, 2014. (RMA-15-03)

The representative of Connor & Drew, the auditing firm, complimented the Salem State fiscal team for their good work and support during the audit.

Finance & Facilities: Chair Scott invited Trustee Burns to present the action for the committee. Trustee Burns read paragraph one of the motion presented by the committee regarding the approval of a parking structure and the financing to support the project. Trustee Segal confirmed that the capital improvement fee would be pro-rated for part-time students.

*Finance &
Facilities
Committee*

Upon a motion duly made by Trustee Burns on behalf of the Finance & Facilities Committee, it was unanimously

VOTED: **The Board of Trustees of Salem State University, working with the Massachusetts State College Building Authority (MSCBA), hereby approves the Parking Structure Project described in Exhibit A of the Finance & Facilities Committee report of September 17, 2014 within the parameters that the total project cost will not exceed \$23 Million and will require a capital improvement student fee increase of not more than \$160 per full time student per academic year. The Project is to be financed through the sale of revenue funds issued by the MSCBA. Any necessary adjustments to student fees are to be included in the board’s consideration of fees for the FY2016 and FY2017 academic years per Exhibit B of the Committee report.**

Pursuant to Section 22 of Chapter 15A of the Massachusetts General Laws, as amended, the trustees hereby delegate to the president the power, and hereby authorize the president, in consultation with the executive committee of the trustees, to do all things necessary or desirable in connection with the carrying out of the Project, the bonds, the payment or and security for the bonds and all other matters authorized by this resolution, including without limitation the approval, acknowledgement, execution and delivery on behalf of Salem State University of contracts, certificates and other documents.

The president, chief financial officer and vice president for administration are hereby authorized to do all things and take all action as the person so acting shall, as conclusively evidenced by the doing of any such thing or the taking of any such action, deem necessary or desirable to be done or taken to carry into effect the matters hereby authorized.

This action shall be effective immediately upon its approval by the Board of Trustees. (FF-15-01)

Trustee Burns then presented the motion from the committee with regard to appointment of Eastern Bank Wealth Management to provide investment management services.

Upon a motion duly made by Trustee Burns on behalf of the Finance & Facilities Committee, it was unanimously

VOTED: The Board of Trustees of Salem State University hereby approves the appointment of Eastern Bank Wealth Management to provide investment management services for certain Salem State University trust funds and authorizes the administration of the university to enter into a three year contract with options to renew for two one year periods and a fee option based on 45 basis points with Eastern Bank Wealth Management beginning December 15, 2014 with provisions for termination of the agreement by either party with or without cause with thirty (30) days written notice.

This resolution is effective upon its approval. (FF-15-02)

Trustee Burns then presented the motion from the committee with regard to the Salem State University General Operations Budget for Fiscal Year 2014-2015.

Upon a motion duly made by Trustee Burns on behalf of the Finance & Facilities Committee, it was unanimously

VOTED: The Board of Trustees of Salem State University hereby approves the Fiscal Year 2014-15 General Operations Budget as recommended by the president and described in Attachment A of the Finance & Facilities Committee report of September 17, 2014. The president and other officers of the university are hereby authorized to do all things and take all actions necessary to implement the budget and protect the fiscal health of the university. (FF-15-03)

Executive Committee: Chair Scott presented the actions for the committee. Chair Scott presented the motion regarding appointment to the Salem State University Assistance Corporation Board of Directors.

*Executive
Committee*

Upon a motion duly made by Chair Scott on behalf of the Executive Committee, it was unanimously

VOTED: The Board of Trustees of Salem State University hereby appoints Claude G. Lancome to the Board of Directors of the Salem State University Assistance Corporation for the remainder of a three-year, renewable term expiring March 1, 2017. (EX-15-01)

Chair Scott then presented the motion from the committee with regard to authorizing the president to pursue and plan for speakers and honorary degree recipients for the 2015 commencement activities.

Upon a motion duly made by Chair Scott on behalf of the Executive Committee, it was unanimously

VOTED: The Board of Trustees of Salem State University hereby authorizes the president to pursue and plan for Commencement 2015, in consultation with the chair, including the recruitment and solicitation of individuals to provide the keynote address at each of the three ceremonies and at least one individual for receipt of an honorary degree in keeping with the University’s established criteria. (EX-15-02)

Trustee Segal clarified for the audience that the work of the Board is largely done at the Committee level, and therefore the discussions at the full board meetings may be limited.

* * *

IV. REPORT OF THE PRESIDENT

Report of the President

President Meservey began commenting on the concerns of the neighbors with our parking structure project. The University will work with the community to mitigate its impact.

President Meservey then introduced new members of leadership team and individuals whose role have changed:

- John Keenan, Vice President for Administration
- Karen House, Chief Financial Officer
- Amy Everitt, Assistant Provost
- Stephen Matchak, MSCA President

Enrollments: Still early report as the final report will not be produced until October 15, however, the summary is that undergraduate headcount is up 2%; evening down 16% in headcount and 11% in credit hours; graduate headcount is up 3% and credit hours are up 7%. Further, student across multiple divisions are up 4% in headcount.

Haunted Happenings Parade was a great success with alumni and students working together to present the float from the Naples St. Patrick’s Day parade. Friends & Family Weekend was also very successful.

Professor Rebecca Hains (communications) is to appear on the Meredith Vieira Show to discuss her new book “The Princess Problem” on WCVB Boston.

The history department’s Margo Shea and Tad Baker will lead a walking tour on “The Influence of Quakers in Early Salem” on Saturday, September 27, at 10:00 am. The tour is part of the Essex Heritage Trails and Sails event.

Scottish expatriate Professor Stuart McMahon (sport and movement science) comments on Scotland’s upcoming vote to separate from the United Kingdom.

Our 10,000 Comprehensive Campaign passed the benchmark of \$17M and hosted a Celebration of Giving and, Athletics Weekend. Stan Cahill, former executive vice president, was inducted to the Hall of Fame for his support of athletics on campus.

Construction of Viking Hall is on time and on budget. The Gordon Center's renovation is underway, and the study for a new science building is underway but the report may not be completed until January or February.

Trustee Lacombe asked about the decrease in part-time students and is this happening at other state universities. President Meservey responded that we did not have this information at this time but would provide for the next meeting.

* * *

V. REPORT OF THE CHAIR

*Report of
the Chair*

Chair Scott began by mentioning that it has been a very busy summer with many meetings both on and off campus. She reported that she participated in the two searches for our VP of Administration and CFO and that the interviews with the provost candidates were upcoming. She offered praise to the Institutional Advancement team for their success in fund raising and events such as the wine auction. Implementation of the Strategic Plan Initiatives continues and does work with the Department of Higher Education. Chair Scott and Trustees Lacombe and Davis participated in a statewide conference on the BHE Vision Project. Chair Scott attended the Governor's address on education at Bunker Hill Community College and the Vision Project update at the Boston Foundation. She thanked the Board for re-electing her to the chair position and stated that she looked forward to the year ahead.

* * *

VI. OLD BUSINESS

*Old
Business*

Board Offsite Follow up: The chair reviewed several key topics of discussion from the meeting that took place on May 30, 2014 at the Kernwood Country Club and suggested organization for review of the course of this year.

- February – Board Governance, Enrollment Trends
- April – Academic Excellence, Fiscal & Capital Projects, Tenure & Promotion
- Board Offsite – Review of progress from prior offsite, results of Board self-assessment
- June – Results of off-site and goal setting for next year

Board Self-Assessment: The chair reviewed the need for a periodic assessment as a best-practice. Consensus was to go forward with developing an assessment instrument. This

will be reviewed at the February meeting and be implement to have the results for the next off-site.

Scorecard: A revised Scorecard was shared with the Board which included the changes recommended the June meeting (see attachment X). President Meservey requested feedback for areas that needed further development or areas not included that should be included. Changes included expanding the retention and graduation rates to include comparison of students of color and males as compared to whites and females; international students; faculty and staff diversity representation, among others. Questions raised were why the graduate degrees had decrease and this is because of drops in our enrollments (now increasing); the need for Civic Engagement metrics (currently have hours worked but need other metrics); and the need for peer and aspirational institutions for comparison. Questions were raised about our strategy for recruiting international students and President Meservey responded by informing the Board that the university had recently been accepted into the ACE Internationalization Program and this effort would help us formalize our strategy. Brazil, China and India are key foci and we have good representation from Kenya upon which to build. Out work in the past has been more opportunistic and we desire to grow beyond our current 4% international students but the exact goal has not been set. A question was raised about recruiting in Russia – this is not currently an area of work. And could international students receive financial aid – merit-based, yes; need-based, no as the international student do not complete the FAFSA.

* * *

VII. NEW BUSINESS

*New
Business*

Recognition of University Retirees: Chair Scott noted the large number of employees retiring this year. The president noted that the “Class of 2014” had a collective 617 years of service with the university. In recognition of their decades of contributions to Salem State, their names will be entered into the minutes of the meeting (Attachment E). President Meservey took the opportunity to provide special recognition to a member of the faculty who had taught at Salem State University for 51 years, Professor Ken MacIver of the Sociology Department. The president read aloud the tribute to Professor MacIver that was given at the retiree recognition event in late May (Attachment F).

VIII. OPEN FORUM

*Open
Forum*

The open forum took place at the start of the meeting.

* * *

IX. EXECUTIVE SESSION

*Executive
Session*

At this point, Chair Scott explained the need for the Board to go into Executive Session to discuss a potential real estate acquisition. The meeting would reconvene at the close of the session, however there was no further business to come before the board.

Upon a motion duly made by Trustee Burns, seconded by Trustee Segal, it was unanimously

VOTED: To enter Executive Session for the purpose of discussing potential real estate transactions.

Board Secretary Fleischman polled the members:

In favor: Burns, Crawford, Davis, Lancome, Mattera, Scott, Segal and Stringer

Against: None

The Board went into Executive Session at 6:30 pm.

Upon a motion duly made by Trustee Lancome, seconded by Trustee Segal, it was unanimously

VOTED: To conclude the Executive Session.

Board Secretary Fleischman polled the members:

In favor: Burns, Crawford, Davis, Lancome, Mattera, Scott, Segal and Stringer

Against: None

The Board came out of Executive Session at 6:55 pm and the board meeting resumed.

IX. ADJOURNMENT

Adjournment

There being no further business to come before the Board, it was unanimously

VOTED: To adjourn the meeting at 6:55 p.m.

Respectfully submitted,



Patricia Maguire Meservey
President

SUBJECT: Risk Management & Audit Committee Report for Wednesday, November 19, 2014

The Risk Management & Audit Committee of the Board of Trustees met on Wednesday, November 19, 2014, in Marsh Hall, Room 210, on the Central Campus of Salem State University.

Present for the Committee were Trustees Davis, Stringer (joined the conversation at 3:10 via conference call) and Chair Scott (ex-officio); Advisory Member Zetes, Vice President Keenan (committee liaison) and Ms. Toomey, Staff Assistant, Risk Management. Also present and participating in the meeting: Chief Financial Officer House.

Chair Davis began the meeting of the Risk Management & Audit Committee at 3:03 pm. Chair Davis asked Vice President Keenan to proceed with his agenda items.

Vice President Keenan discussed the work being done on campus as a result of the Clery Act and the Violence Against Women Act (VAWA). He gave some background on why the Council of Presidents is creating a policy across the universities. In April of 2011, the Office of Civil Rights sent a "Dear Colleague" letter explaining that all universities have a responsibility to act on complaints of sexual misconduct on campus. Subsequently, the VAWA and Clery Acts were reauthorized and new rules were required and finalized through the Department of Higher Education. The university has been working with Vincent Pedone and the Council of Presidents to establish a policy across all state universities. With an increasing percentage of residential students at Salem State, sexual misconduct may become more of an issue. New rules have been adopted on how to process and investigate these complaints. Training has been developed for investigators as well as a process for victims and alleged perpetrators.

Beth Marshall is currently the university's Title IX director and may need to increase investigators on campus. There is a new requirement that physical security needs to be evaluated. There is also a requirement for a campus climate survey which would enable the university to get a better understanding of the number of sexual assaults on campus and across the state universities. Statistics show that one in five women is sexually assaulted on campus. This survey would enable the university to obtain better information on the number of assaults. The university had one alleged incident of sexual misconduct this year that was investigated by university police and the district attorney's office. The district attorney decided against proceeding with a criminal complaint based on the facts. There are currently no pending complaints of sexual misconduct for this academic year.

The university's appeal process may change after adopting this policy. Currently, an individual can file an appeal if they are not satisfied with an outcome or the punishment. The appeal process would change insofar as the appeal now must be based on a material procedural error or new evidence that would alter the outcome of a hearing. This is a more efficient use of the university's

resources. The Council of Presidents is trying to adopt this new policy. Based on the university's review of the new rules from the Department of Higher Education, (final in July 2015) nothing much will change. The university currently uses preponderance of evidence in hearings. Furthermore, individuals are now allowed an attorney as an advisor in hearings.

Trustee Scott asked if the university planned to do the climate survey. Vice President Keenan stated he met with Associate Vice President & Dean of Student Life Stoll, Assistant Dean Newton and Chief Labonte and discussed the survey. Assistant Vice President Marshall has a copy of Emerson College's survey. Together with the Council of Presidents the hope is to be able to use a climate survey throughout the university system. Trustee Davis stated that with all the attention of media, the survey could create a sense of support for individuals to be able to report and may cause more individuals to come forward. Vice President Keenan stated that the university has a good team in place handling sexual misconduct issues and that the policy will be adopted with little difficulty.

Trustee Davis then turned the discussion over to Chief Financial Officer House to discuss the summary of recommendations made in the Office of Inspector General's report for Westfield State University. She reported the Office of the Inspector General (OIG) has made a series of recommendations which have been reviewed regarding the procedures at Salem State. In general, she feels that the university has strong controls in place and has already implemented the Office of Inspector General's recommendations (Attachment A). The discussion focused on several areas of the OIG report for which the university recently took action or is contemplating additional action (procurement cards, internal audit, and travel).

Reduce the Number of University Paid Credit Cards

Chief Financial Officer House discussed the university's procurement card policy and procedures. There was an analysis done on spending, dollar amounts, average transactions/month, etc., for card holders. Authorization limits for card holders have been reduced. However, this still allows card holders to do business but with a reduction in risk.

Establish an Internal Audit Office that Reports to the Board of Trustees

Chief Financial Officer House spoke about the establishment of an internal audit office that reports to the Board of Trustees. The university does not currently have a formal internal audit function. She is evaluating what is in place now and what can be done in the most cost effective manner. Salem State has a risk management function and an Internal Controls committee. The Internal Controls committee spends time making sure regulations are adhered to and assesses university risks. Strong elements are in place but the university lacks the internal audit function. The audit function could be valuable to the university. Universities have benefited from a shared campus approach. The advantage is cost sharing but there is a need to hire sufficient staff for the best coverage. She is in the early stages of exploring this opportunity and will seek advice from the Council of Presidents and PACE to evaluate who might participate. Geography/university locations and transactional systems also need to be evaluated for feasibility.

Trustee Scott asked about the proposal to peers and how to deal with the infrastructure. For example, if there is an audit staff that covers eight universities, who would that person report to. The university is unlike the UMass system in that our sister universities are not linked together.

Chief Financial Officer House stated she hasn't gotten to that point yet and much will depend on interest and who will be the participants.

Chief Financial Officer House distributed some resources regarding best practices for higher education audit committees (Attachment B).

Trustee Davis asked if there is a recommended timeline for the internal audit office goal. Chief Financial Officer House stated she did not believe so and that best practices must be contemplated.

Centralize Travel Operations for University Staff, Faculty and Students

Chief Financial Officer House discussed the centralization of travel operations. In the past, the university had a centralized travel function which is now decentralized. One of our fellow universities has a centralized travel function with one employee who is a travel agent with the ability to connect to other travel agents and databases. There are a number of travel software options, such as Concur, that connect with procurement cards, provide expense reporting, accounts payable system, etc., to streamline travel. The university has not made a decision at this time but is exploring this option with the state university's CFO group.

Advisory Member Zetes stated her employer uses Concur software for travel and it works well. It ties into the travel system, provides approvals and expense reporting, and is user friendly.

Advisory Member Zetes asked about the responsibilities of the Internal Controls committee. Chief Financial Officer House stated the committee is a representative body appointed by the president from all aspects of the university. The members of the committee conduct risk assessments for their own areas and are assigned to work with others to assure a risk assessment is conducted across the breadth of the university.

Trustee Davis stated in reference to the policy for board members to communicate through their Salem State email account, she doesn't use it and will make a more concerted effort to use her university email account. Trustee Scott agreed to do the same.

There being no further business to come before the Committee and on a motion duly made by Trustee Stringer and seconded by Trustee Davis it was unanimously

VOTED: To adjourn the meeting at 3:30 pm

Prepared by L. Toomey, Staff Assistant, Audit & Risk Management

Office of the Inspector General (OIG) Report - Westfield State – Here is a summary of the recommendations made in the OIG report along with Salem State University’s position.

1. Establish an internal audit office that report to the Board of Trustees. *The state universities are exploring cost-sharing options for this through PACE.*
2. BOT chair responsible for overseeing the president’s travel. *SSU made this change in August of 2013 and implemented a similar procedure with the SSU Foundation. President Meservey also provides the board with an annual report.*
3. Centralize travel operations for University staff, faculty and students. *Chief Financial Officer House is working with the state universities’ CFO group to explore options.*
4. Reduce the number of university-paid credit cards. *Chief Financial Officer House is reviewing current policy and procedures. Authorization limits have been significantly reduced based on spending history and business need. JPMorgan Chase is coming to Salem State for a focused discussion of additional features and best practices.*
5. The University and Foundation should establish guidelines to maintain separation in accordance with state law. *Vice President for Advancement McGurren & President Meservey are working with the other state universities and their foundations to accomplish this by early next year. A common template for a Memorandum of Agreement has been established.*
6. Trustee Training by state. *DHE has been planning & hosting this.*
7. Board of Trustees should adopt a policy requiring that all University-related mail communication be done through SSU accounts. *SSU has implemented; all Trustees have SSU emails.*

BEST PRACTICES FOR HIGHER EDUCATION AUDIT COMMITTEES

By LISA M. WILLIS, CPA <http://www.wolfandco.com/solutions/insights/644-best-practices-for-higher-education-audit/view>

- Financial controls (code of ethics, conflict of interest, whistleblower protection)
- External auditors
- Compliance - internal audit options:
 - In house staff (expensive, lack of breadth)
 - Outsource
- Risk Management

Higher Education Turns to Audit Committees to Manage Risk - Recommended Practices Can Help Trustees Be More Effective

By Cynthia A. Pierce, CPA, and Rick Staisloff
http://agb.org/sites/agb.org/files/u3/FLF_2014_CroweHorwath.pdf

- Oversight of internal auditing
 - Review internal audit plan
 - Oversee internal audit function
 - Outsource or form partnerships to share internal audit resources
 - Annually review expenses from president's office
- Other topics
 - Oversight of external auditor
 - Financial statement review
 - Risk Management
 - Compliance

SUBJECT: Academic Affairs and Student Life Committee Meeting Report for November 19, 2014

The Academic Affairs and Student Life Committee of the Board of Trustees met on Wednesday, November 19, 2014 in room 210 at Marsh Hall on the Central Campus of Salem State University.

Present for the Committee were Trustees Davis (chair), Segal, and Crawford, and Chair Scott (ex-officio); President Meservey (ex-officio); Interim Provost Goodwin (committee liaison), Vice President James (committee liaison) and staff assistant Longo, academic affairs. Also in attendance and participating in the meeting were School of Education Dean Cambone, Residence Life Director Andrito, Professor Morrow and Reverend Biddle.

Chair Davis called the meeting to order at 3:35pm. She welcomed the Committee and turned the meeting over to Interim Provost Goodwin. Interim Provost Goodwin noted the full agenda and turned the meeting over to Vice President James to discuss the first agenda item: the Enrollment Update (Attachment A).

Vice President James opened by stating that incoming student numbers are stable. Freshmen numbers are up about 50 from fall 2013; transfer students are down about 50; this makes our numbers even with last year. He explained that the headcount, which is how numbers are reported to the Department of Higher Education, is up 1%. The headcount combines the day and continuing education population. Day time student numbers are up and continuing education student numbers are down. Graduate numbers are up 7% - which is great news. We also have improved retention rates. In terms of credit counts, he explained that undergraduate day numbers have increased 2% and graduate numbers are up 6%. Continuing education, however, is down about 12%.

Trustee Segal asked for clarification of the difference between continuing education and graduate students. Vice President James responded that continuing education is primarily undergraduate evening courses. These courses tend to serve non-traditional adult students. He furthered that day courses are supported by state appropriation and faculty are paid out of the state budget. Continuing education is entirely self-supporting.

Vice President James stated that first-time, full-time retention rate numbers are good. One-year retention rates are up 3.2% and two-year retention rates are up 3.7%. This is great news and affirms the programmatic and other work that we are doing to improve retention rates. Compared to our sister institutions, Salem State is in the middle of the pack at the

78.1%, which is not that far from the top number of 81.4%. With regard to graduate rates, our 6-year graduation rate is inching upwards. We are currently at 45.9%. The year is the year that the cohort entered Salem State (fall 2008). If we look at what was happening in fall 2008 and see what we were doing to improve, indications are that we are closing in on 50% for the next cohort. Comparatively speaking, if we look at the fall 2006 data we will see that Salem State was at the bottom with a 45.3% graduation rate. We are anticipating above 50% for the fall 2009 cohort which is great progress.

Trustee Davis asked how certain the projected 50% graduate rate is. Vice President James responded that he is fairly confident. He explained that every year there is an approximate five-point jump. Because we are already close to 46% we should get there. This is a real milestone.

Interim Provost Goodwin then turned the meeting over to Neil Andrito, Director of Residence Life, to discuss the second agenda item: Living/Learning Communities (LLCs). Director Andrito began by stating that living/learning communities have changed a bit over the years. Currently, LLCs are partnering with residence halls. The LLC in Peabody Hall is focused on health & wellness; Bowditch is focused on performing arts; Marsh is focused on diversity and Atlantic is focused on helping professions. He explained that they are trying to get more students to opt in to LLCs during the housing selection process. They also market their programs during Accepted Student's Day and professors reach out to communities, too.

Trustee Davis asked if someone in Peabody Hall could be part of a diversity community. Director Andrito responded that programming is happening for students who are opting in. He said that they are also finding ways to make programming available to other students, too, and be more inclusive.

Director Andrito provided examples of the types of programs that are happening in the different LLCs. Marsh, for example, had a kickoff dinner where members could meet the staff and hosted a panel discussion on interracial relationships. Atlantic has brought in faculty to discuss career opportunities. Peabody has collaborated with athletics to host intramural events. He then turned the meeting over to Professor James Morrow to discuss his efforts in Bowditch Hall and the Performing Arts LLC.

Professor Morrow began by stating that he is a first year faculty and is an assistant professor of dance. He is also the faculty-in-residence at Bowditch Hall. He loves living on campus and stated that it is an amazing opportunity to connect with incoming students. In Bowditch, the LLC theme is art. As such, every month he has designated a new art form to highlight. For example, this fall he brought in Brandi Lee, an aerial dance artist, to perform and teach hula hooping. It was a great social event and was highlighted on the Salem State website. In October the theme was visual art. He hosted a pumpkin carving event and 36 students participated, some of whom were carving and painting pumpkins for the first time.

In November/December the theme is dance. Professor Morrow taught a hip hop master class for the diversity club during which students were given a historical account of hip hop culture, learned critical race theory and participated in a dance class. Over 30 students attended.

Upcoming events include an informal dance concert on December 1st at the O'Keefe complex which is open to the entire Salem State community and will include aerial dance, graffiti art and concert dance. Visual artist Ian Tartasky will also create a live mural. In March, Assistant Resident Director Sherard Robbins and Professor Morrow will organize a hip hop summit at Salem State that will aim to provide an evolution of hip hop culture – what it is and what is problematic about it. Students will showcase their work in visual arts, spoken word, dance and music. In addition, he is hoping to bring in artist Toni Blackman to add a female perspective to the discussion. A champion of hip hop culture, Toni has given multiple TED talks, served as a Dove role model and was appointed by the U.S. Embassy as the hip hop ambassador of the United States.

Trustee Davis thanked Professor Morrow and remarked that she is impressed by his connection and engagement. She stated that she thinks that LLCs function well in this role.

Vice President James commented that LLCs were launched three years ago. Initially they were structured around majors. Director Andrito thought it would be good to leverage the faculty living in residence instead. Under this model, faculty explore what they are passionate about and build living/learning communities around those topics. This has worked really well.

Trustee Segal stated that he is unclear on the number of students who are participating in LLCs and asked for more specifics. Director Andrito responded that there are currently 12 students living in LLCs in Atlantic; 20 students in Marsh and 15-20 students between Peabody and Bowditch. In addition there are programs sponsored by LLCs that are open to the entire community. Residence Life is trying to create a cohort of students living in LLCs to increase numbers and programming.

Interim Provost Goodwin remarked that the connection and engagement of students and learning starts early in life and that this happens due to the talent and energy of teachers. She then turned the meeting over to Dean Joseph Cambone to discuss the changes happening in the School of Education (Attachment B).

Dean Cambone opened by stating that faculty have been working for quite some time revising School of Education (SOE) programs. He stated that one of reasons why he chose to come to Salem State is because of its long historical ties in education. In the days of Horace Mann, the life of education was more than just schools. The SOE has adopted Horace Mann's words *Return, Remember, Recommit* as the focus of their re-visioning efforts. The mission of educators will never change. Educators welcome the many and the

different and believe that education should be made available to every member of society. Horace Mann's words have re-inspired faculty.

The story of Horace Mann is also a story of innovation. Dean Cambone stated that another reason why he came to Salem State is because he wanted to be part of a community that has been thinking about a 21st century curriculum. He wanted to be at an institution that has been thinking about transforming a normal school to a 21st century curriculum. One of the important things that is happening at Salem State is the close integration of the faculty of Arts & Sciences and the faculty of Education. He stated that education must be deeply rooted in content in order to be successful. This integration combined with the new general education curriculum is the core of the education program. Students spend the first two years concentrating in their liberal arts major and then explore the possibilities of a career in education.

In the workforce, early education care needs strong professionals. Early education is not just about preschools. It is about working in early intervention, recreation, occupational therapy, etc. There is a lot of opportunity here for our students. For example, Massachusetts is now requiring a B.A. for those who want to direct a preschool, and some schools are requiring Masters. In terms of educational studies, the North Shore is a living museum. There are professionals in Salem – docents, historians, tour guides – who are educators. Faculty are creating a means by which to prepare those who are interested in educating outside of the classroom. He remarked that if we want to prepare better teachers, then we must pay attention to criticism. There must be a deeper and longer teaching practicum so that students get better at their craft - and they need to know content.

Dean Cambone stated that the new SOE model is in university governance and is as follows:

1. Students interested in a career in Education will apply to the program in their sophomore year. Applicants must have 3.0 or greater, must have passed MTELEs and must have references.
2. Students who are accepted into the program will spend their junior and senior years working a minimum of 3 hours per week in a school, ideally in an urban environment. This is currently being piloted with the Revere Innovation School, where three students will be hired as after school teachers and will have some of their education costs defrayed. Faculty will go on site to evaluate.
3. During senior year, students will graduate with a B.A. in education and a liberal arts major
4. In fifth year, students will participate in an in depth clinical practice and practicum. This is a great networking opportunity for students and is a direct line to employment. Students will be licensed in special education, foreign language, theater, etc. This is also an opportunity for students to take additional coursework in ESL or reading specialist licensure if desired. This is a great opportunity for students to gain lots of

experience and clinical knowledge as well as gain visibility in the field, particularly by hiring superintendents.

In addition, he stated that the SOE is opening up to its original notion of developing sustained partnerships. Professor Francesca Pomerantz has been visiting many schools across the region to develop these partnerships. In this model teaching becomes the text. School principals and superintendents are excited about this model and the feedback is that this is exactly what they need. To support this new model the SOE is being restructured by functions. Specifically, work has been divided as a team around different functions; for example, partnerships, student support, and assessment. The faculty are deeply engaged and are working closely with Dean Cambone to get the plan off the paper and into operation. He closed by stating that the SOE has 20,000 alumni. SOE alum are in many places and in many towns. 75 superintendents and principals will be part of the invitation to come work with us on this.

Trustee Davis thanked Dean Cambone and commented that as a graduate of education with over 40 years devoted to teaching, she is very excited about this program. She remarked that she hopes that the Board can be supportive in any way possible and wished him much success.

Interim Provost Goodwin then turned the meeting over to Reverend Laura Biddle to discuss the final item on the agenda: Spiritual Life.

Reverend Biddle began by providing the Committee with an overview of what is happening in Spiritual Life (Attachment C). She commented that her office is located in Ellison, right by the men's room which has been a great way for her to meet male students. Reverend Biddle gave an example of a recent interaction with a student. She said that a student stopped by her office to ask if she (the student) was sinner because she does not go to church or think that she believes in god. This is a normal question for students, especially those who have been raised in institutional settings. Reverend Biddle told her that she does not believe that she is a sinner. She then offered a 10 minute scripture/bible study where they talked about John the Baptist and how his teachings were all about inclusivity. She stated that everyone belongs and that everyone gets a relationship with god whether you are in an institution or not. She encouraged the student to come back for bible study.

Reverend Biddle continued by stating that the intention of Spiritual Life is to build an open and affirming community where everyone belongs. It is also to offer spiritual support. Sadly, for example, Professor Joseph Aiyeku of the Bertolon School of Business, passed away two weeks after she arrived on campus. Professor Aiyeku was beloved. She sat with faculty and staff all day shortly after his passing. People told stories and wept. She also sat with the African Student Union where students shared stories and talked about how wonderful he was. She noted that last year five students from the Salem State community

passed away, four of whom very tragically and violently. She was able to be on campus to sit with grieving students, faculty and staff for healing.

Reverend Biddle stated that she also works with military families and the organization TAPs. She has learned a lot about what veterans and their family members are dealing with. There are 1.5 – 2 suicides per day in the active military. The spiritual program works with moral injury. This is not the same as PTSD. Moral injury is the injury of having seen as much as you have seen and having no one to talk to and no way to process it. She explained that spiritual life programs can also go into departments where there are classroom issues (i.e. death, family problems) and help. Spiritual life is part of the fabric of all parts of campus and student life.

In upcoming events, Spiritual Life will be hosting an open house on Monday, November 24, in diversity and multicultural affairs. Also, she will be starting a noon walking meditation group as part of Wellness U that will be open to all members of the Salem State community. Other upcoming activities include: a book reading of “My Daughter, He” about a parent transitioning with her transgender child; a prayer tree in Ellison that students can contribute to; and worship services, including a “U2charist” that will raise money for poverty work.

Trustee Segal commented that he is concerned that he does not see a connection for non-Christian students and asked what opportunities there are for Jewish students or Muslim students, for example. Reverend Biddle responded that although she is a Christian, she does not impose her tradition on anyone. Everyone belongs. She stated that Hillel and Intervarsity are two official groups on campus and are very active. She remarked that she would also like to see a Catholic group, a Muslim group and a Buddhist group and that these things are in the works.

Dean of Students Jim Stoll commented that the university is currently in discussions with Endicott College to join forces on hiring a Rabbi who would serve both campuses. Also, one of our faculty members is working with the Muslim Association to create an on-campus community. In addition, the Catholic archdiocese will provide Salem State with a Deacon to join Reverend Biddle and bring more diversity to Spiritual Life.

Trustee Davis thanked Reverend Biddle for her inspiring work.

There being no further business to come before the Committee and on a motion duly made by Trustee Segal and seconded by Trustee Scott, it was unanimously:

VOTED: To adjourn the meeting at 4:35 pm.

Prepared by: D. Longo, staff assistant, academic affairs

The Board of Trustees

Academic Affairs and
Student Life Committee

November 19, 2014



Agenda

- I. Enrollment Update (Discussion)
- II. Living/Learning Communities (Discussion)
- III. School of Education (Discussion)
- IV. Spiritual Life (Discussion)



Enrollment Update



Headcount – Fall 2014

- Undergraduate: 7207 (+1%)
- Graduate: 1443 (+7%)



Credit Counts – Fall 2014

- Undergraduate Day: 87,843 (+2%)
- CE: 8,542 (-12%)
- Graduate: 10,214 (+6%)



FTFT Retention

One Year

- 2012 – 2013: 78.1%
- 2013 – 2014: 81.3% (+3.2%)

Two Year

- 2011 – 2013: 63.6%
- 2012 – 2014: 67.3% (+3.7%)



Retention Comparison

Fall 2012 – Fall 2013

- Bridgewater: 81.4%
- Fitchburg: 78.5%
- Framingham: 73.1%
- Salem: 78.1%
- Westfield: 79.0%
- Worcester: 80.3%

6 Year Graduation

5 Year Trend

- Fall 2004: 42.4%
- Fall 2005: 41.7%
- Fall 2006: 45.3%
- Fall 2007: 45.6%
- Fall 2008: 45.9%

Graduation Rate Comparison

Fall 2006

- Bridgewater: 54.4%
- Fitchburg: 50.8%
- Framingham: 51.5%
- Salem: 45.3%
- Westfield: 59.8%
- Worcester: 51.0%



Living/Learning Communities

Health & Wellness – Peabody Hall – Professor Gillis
Performing Arts – Bowditch Hall – Professor Morrow
Diversity – Marsh Hall – Dr. Oliver
Helping Professions – Atlantic Hall – Dr. Carducci



Helping Professions

- Introduction to students of varying Student Life professionals
- Faculty availability to students to discuss career opportunities
- Programming presented to address needs identified from Map-Works



Diversity & Inclusion

- Kickoff Dinner - Introduction to the LLC and staff members over food
- Interracial Relationships - 4 Panelists to discuss their experiences
- Culture Dance: Hip-Hop - A History of Hip-Hop where students were taught dance moves including some break dancing (Prof. Morrow)



Health & Wellness

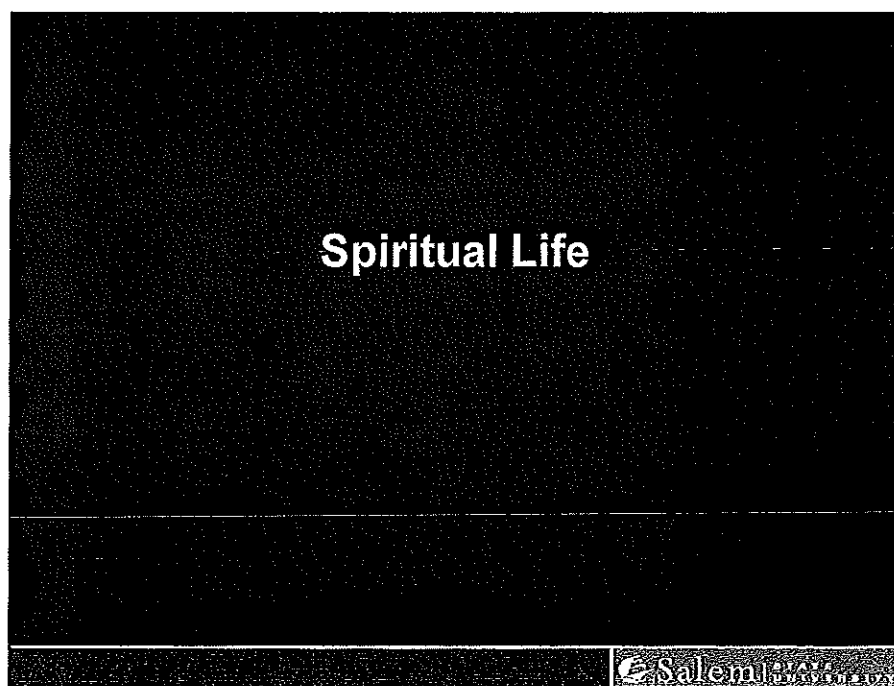
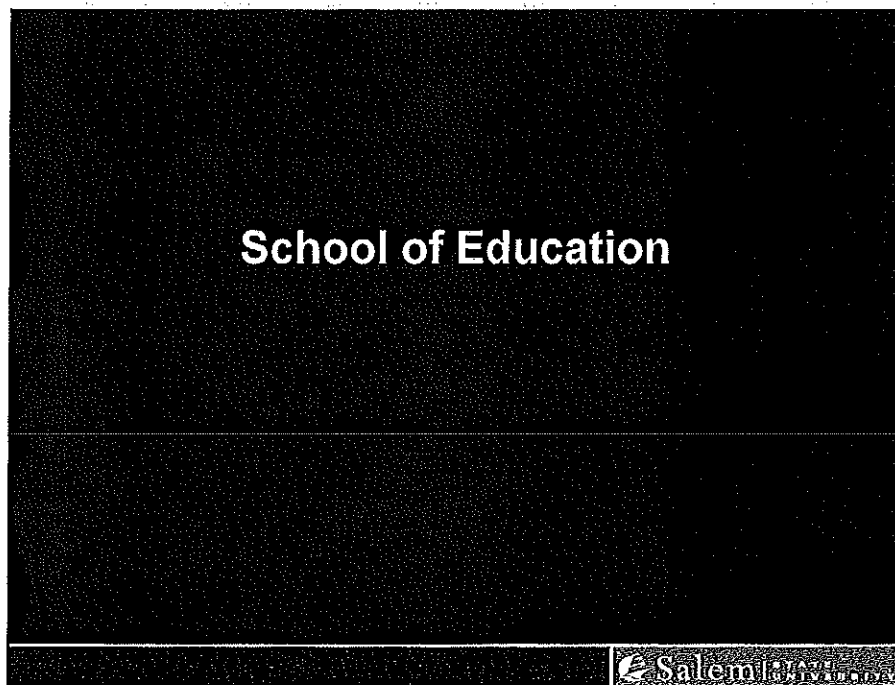
- Collaborations with Athletics to host 5 intramural events in Peabody (Zumba, Glowga, Interval Hiit, Bootcamp & Pilates)
- Brought students to the Color Run, a 5K in Brockton
- Sexual Education Programming
- Body Measurement & Testing



Performing Arts

- Hoop Jam - Connected themes of hula-hooping and dance
- Motown: The Musical - A group of students will be headed into Boston to attend this performance





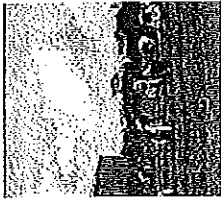
ATTACHMENT B

SSU School of Education NEWS



Vol. 1, No. 1 | Wednesday, November 19, 2024 | Spireless

Return... Remember... Recommit



Horace Mann is still with us. The skills that he brought to education should be paid for, completed and sustained by an Education Act that helps children from a variety of backgrounds. Education must be taught by the best, with the best methods and discipline of a profession. It must be supported by a dedicated and committed workforce.

Service to our students' careers is our passion. We will continue to work hard to ensure that our graduates are well-prepared for the workforce of tomorrow.

We're Organizing for Impact

Our students and our community are the heart of our mission. We are committed to providing the best education possible, and we are organizing our efforts to make a lasting impact on the lives of our students and our community.

We're 20,000 Strong

Sustained, High-Quality Training

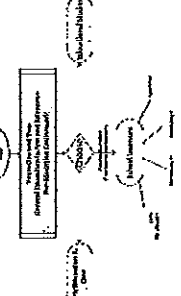
Recall in the Workplace

Workforce Development

Centers in education and life

21st Century Curriculum

Instruction is our tradition

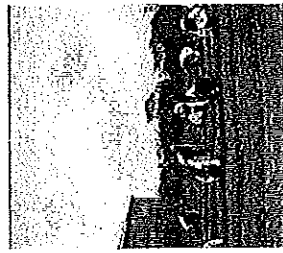


We are the School of Education for every citizen who hears the voice of Horace Mann, calling from 18-9-

SSU School of Education NEWS

Vol 1, No. 1 | Wednesday, November 19, 2014 | SPICELESS

Return... Remember... Recommit



Horace Mann is still with us...

- The public should no longer remain ignorant;
- Education should be paid for, controlled, and sustained by an interested public;
- Education will be best provided in schools that embrace children from a variety of backgrounds;
- Education must be non-sectarian;
- Education must be taught by the best methods, and decided by a free society;
- Education should be provided by well-trained, professional educators.

Service to our students, service to our children, youth and families, and a commitment to consistent improvement.

We're Organizing for Impact

Our University, our Community, our Commonwealth



- FOUR FOLLOWS SUCTION**
- How do we do it?
 - Faculty In
 - Student Support
 - Active Partners
 - Quality of Education Delivery
 - Sustainability of our new 4 practices

We're 20,000 Strong

Sustained, Deep Clinical Training

Keats in the Partnerships

- 1. Promote partnerships, collaborations, and relationships between
- 2. Promote partnerships, collaborations, and relationships between
- 3. Promote partnerships, collaborations, and relationships between
- 4. Promote partnerships, collaborations, and relationships between

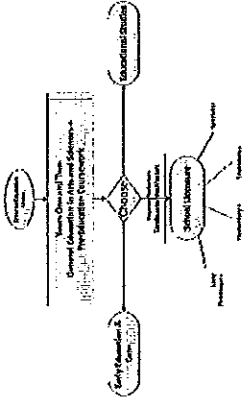
Workforce Development

Careers in education...with lanes

- 1. Promote partnerships, collaborations, and relationships between
- 2. Promote partnerships, collaborations, and relationships between
- 3. Promote partnerships, collaborations, and relationships between
- 4. Promote partnerships, collaborations, and relationships between

A 21st Century Curriculum

Innovation is our tradition



SSU School of Education NEWS

Vol I, No. 1

Wednesday, November 19, 2014

\$Priceless

Return... Remember... Recommit

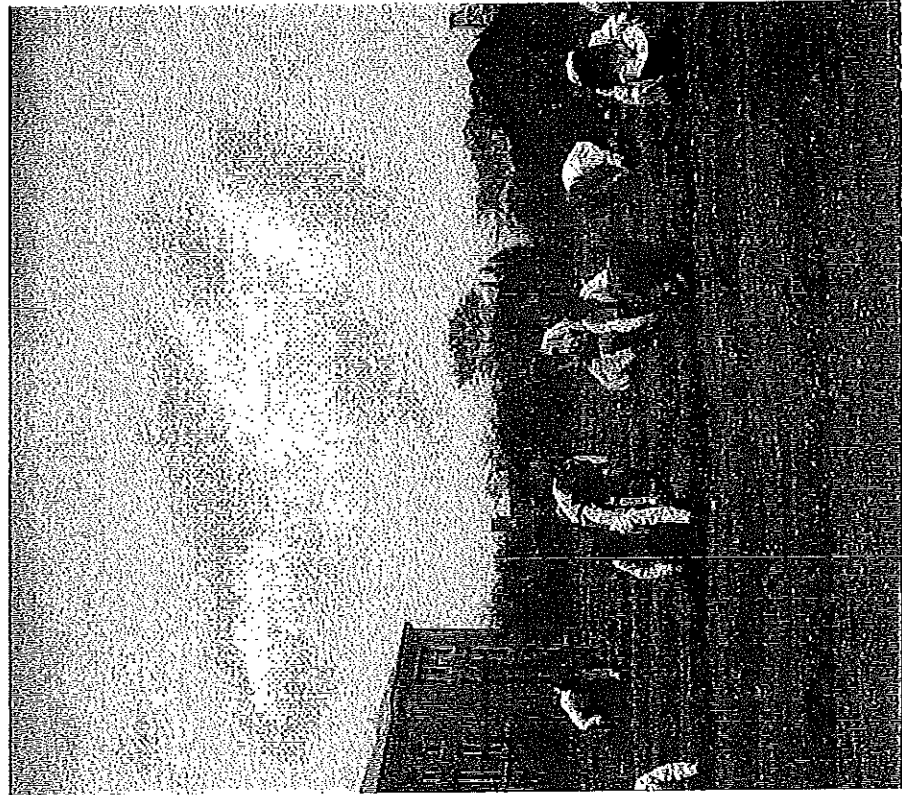
Horace Mann is still with us...

- The public should no longer remain ignorant.
- Education should be paid for.

Sustained, Deep Clinical Training It's all in the Partnerships

- Expanded attention to classroom and community environments
- Teaching as the work
- Collaborating with urban, clinical faculty
- Reimagining the Laboratory School
- Building opportunities for early learning at a re-imagined Pre-School
- Renewed collaboration with Horace Mann and Saltonstall
- Pushing High School/Lab School on the design table
- Teaching-learning relationships with no more than eight districts
- Alternating learning experiences between urban and suburban
- Exploring the possibility of education co-ops

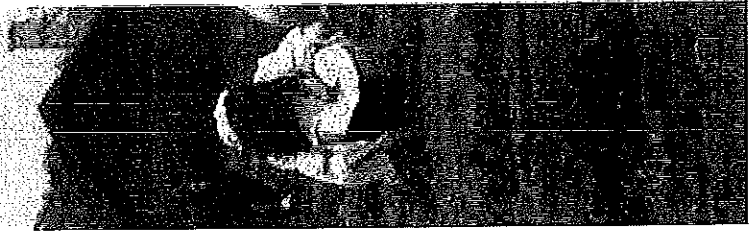
Return... Remember... Recommit



Horace Mann is still with us...

- The public should no longer remain ignorant;
- Education should be paid for, controlled, and sustained by an interested public;
- Education will be best provided in schools that embrace children from a variety of backgrounds;
- Education must be non-sectarian;
- Education must be taught by the spirit, methods, and discipline of a free society;
- Education should be provided by well-trained, professional teachers.

- The public should no longer remain ignorant;
- Education should be paid for, controlled, and sustained by an interested public;
- Education will be best provided in schools that embrace children from a variety of backgrounds;
- Education must be non-sectarian;
- Education must be taught by the spirit, methods, and discipline of a free society;
- Education should be provided by well-trained, professional teachers.



sional

Public School Licensure:

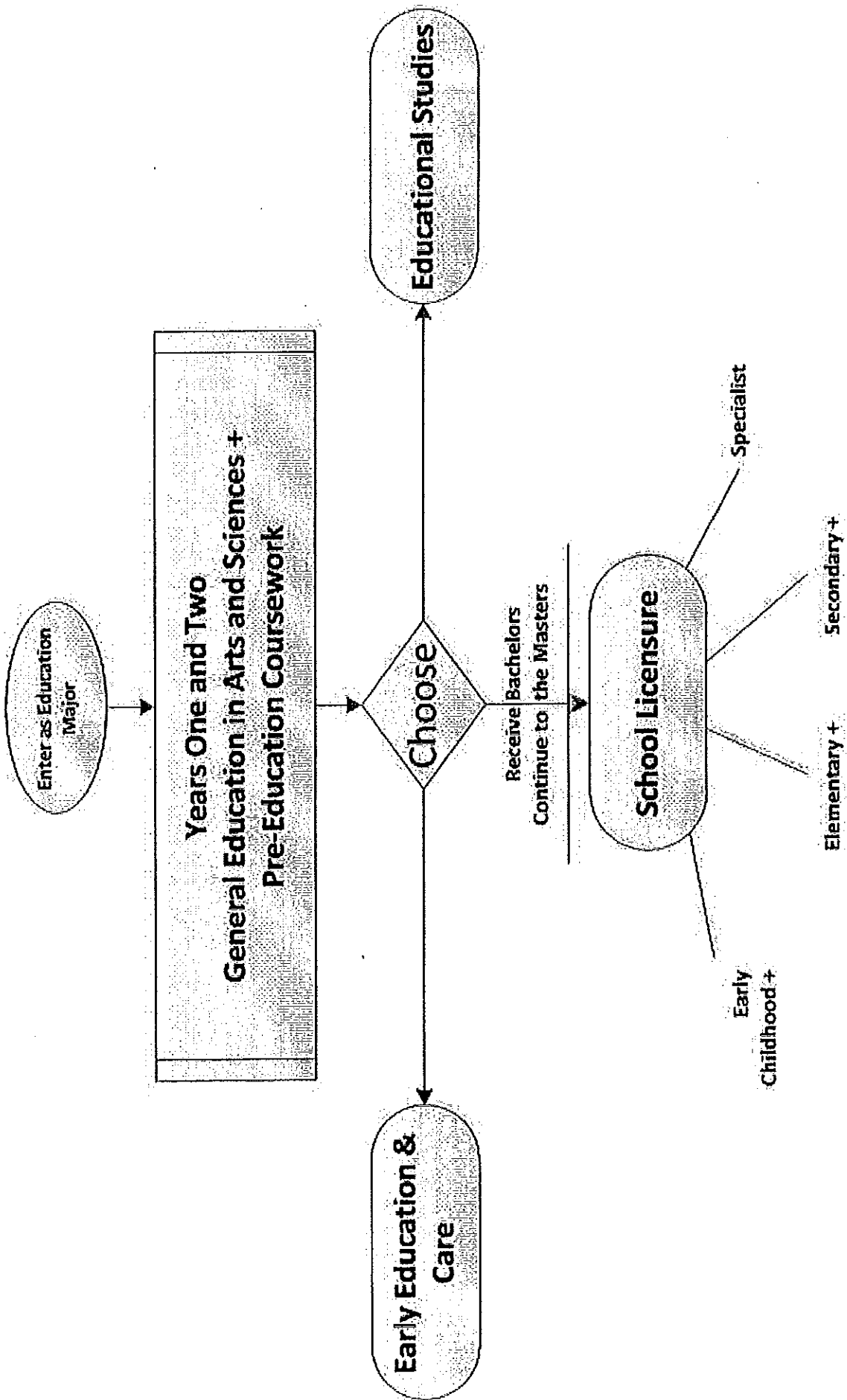
- Approved to endorse ~50 different teaching licenses
- Growing enrollments in three high-need areas: Teach Special Education & English as a Second Language
- Four + one accommodates dual license in Special Ed and a Second Language (or a kick-start on Reading Teach

A 21st Century Curriculum

Innovation is our tradition

Enter as Education
Major

Years One and Two



Workforce Development

Careers in education...writ large

Early Education:

- MA ahead of the nation
- Salem Early Childhood & Literacy
- Boston Universal Preschool
- Critical needs in region
- B.S. is pathway to Director

Educational Studies:

- Teaching in the community
- Museums
- Parks
- Art Centers
- Environmental Education
- Adult Education

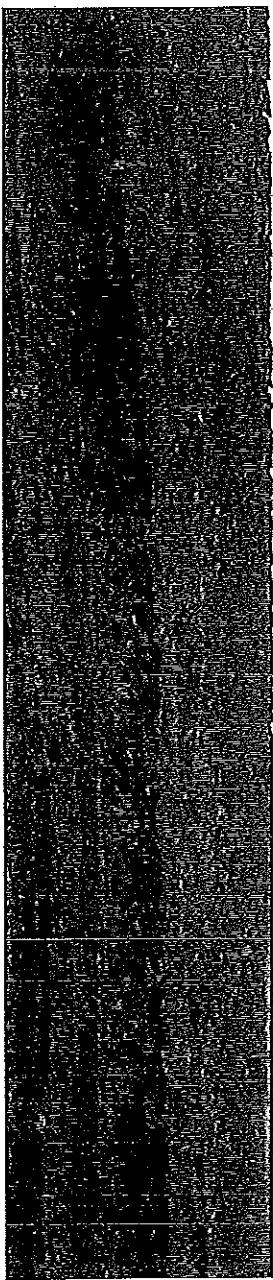
Public School Licensure:

- Approved to endorse ~50 different teaching licenses
- Growing enrollments in three high-need areas: Teachers of Mathematics, Special Education & English as a Second Language
- Four + one accommodates dual license in Special Education or English as a Second Language (or a kick-start on Reading Teacher)

Sustained, Deep Clinical Training

It's all in the Partnerships

- Embedded preparation in classrooms and community environments
- "Teaching as the text"
- Co-teaching with on-site, clinical faculty
- Re-imagining the "Laboratory School"
 - Building opportunities in Early Learning at a re-imagined Pre-School
 - Renewed collaboration with Horace Mann and Saltonstall
 - Putting a High School Lab School on the design table
- Teaching-Learning relationships with no more than eight districts
- Alternating learning experiences between urban and suburban
- Exploring the possibility of education co-ops



well-trained,
teachers.



**Service to our students; service to our
children, youth and families; and a
commitment to constant improvement.**



Let's Organizing for Impact

We're Organizing for Impact

Our University, our Community & our Commonwealth

FORM FOLLOWS FUNCTION

- New departmental structure
- Lead Faculty & Staff:
 - Partnerships
 - Student Support
 - Assessment
 - Alumni Relations
- Faculty & Candidate Diversity
- External Relations and Advocacy
- Stewardship of resources & tax dollars



FORM FOLLOWS FUNCTION

- New departmental structure
- Lead Faculty & Staff:
 - Partnerships
 - Student Support
 - Assessment
 - Alumni Relations
 - Faculty & Candidate Diversity
 - External Relations and Advocacy
 - Stewardship of resources & tax dollars



We're 20,000 Strong

**We are the School of Education for every citizen
who hears the voice of Horace Mann, calling
from 1859...**

"...be exhorted to die
until you have won
some victory for humanity."

"...be ashamed to die
until you have won
some victory for humanity."

Rev. Laura Biddle, Chaplain
Coordinator of Spiritual Life

Hi. I am excited to be here as your university chaplain and coordinator of spiritual life on campus. This is an opportunity for me to accompany the campus community through the ebbs and flows of college life.

A chaplain is a person who shows up when needed. As your chaplain, I am committed to being present in any place and for any reason. As an ordained minister in the United Church of Christ, my faith encourages me to affirm all traditions, spiritual choices and faith options. I am a teacher and spiritual companion.

I believe spiritual leaders are vitally important on college campuses. As a teacher of enduring love and mindful compassion, I hope to create a place at Salem State University where life and spirituality come face-to-face with diversity and dreams—and where everyone belongs!

As a trained grief counselor, spiritual director and sexual assault confidant, I welcome you just as you are. Please come and join me for a cup of tea and a healing conversation.

Blessings,

Rev. Laura Biddle

The spiritual life office is a safe zone for a confidential conversation regarding:

- Soul repair for veterans
- Sexual assault
- Gender identity and the Bible
- LGBTQ and religious institutions
- Death and loss
- Domestic abuse
- Your spiritual journey

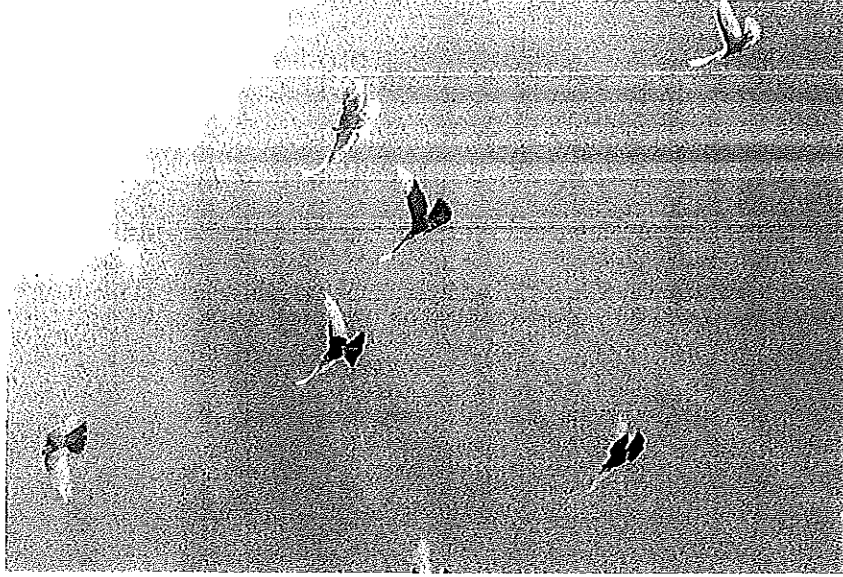


Rev. Laura Biddle
Spiritual Life
Ellison Campus Center, Room 112
North Campus
978.542.6129
lbiddle@salemstate.edu

Attachment C



SPIRITUAL LIFE



**BUILDING AN OPEN AND
AFFIRMING COMMUNITY
WHERE EVERYONE BELONGS**

Everyone is invited to participate in spiritual life programs.

Please contact Rev. Laura Biddle for more information about these events.

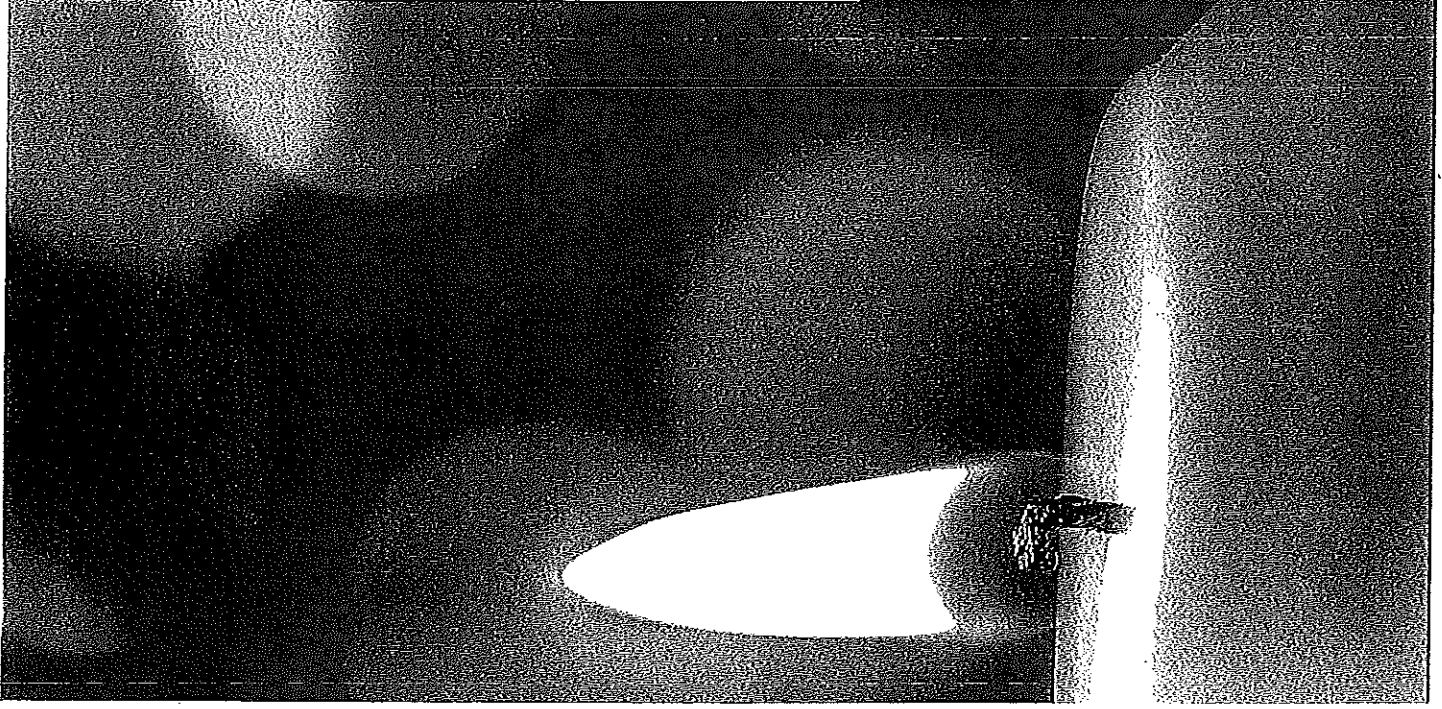
- **Thursday Evening Interfaith Worship**
(February 5 and 26; March 5 and 26)
Ellison Campus Center
- **U2charist**
April 2 at 5 pm - a special interfaith worship featuring the music of U2
- **Fellowship and Support Groups**
Topics include: single parents making it work!, women veterans, walking meditation group (Thursdays at noon), loss and transition support, Monday afternoon Bible studies (4 pm)
- **Spiritual Life and Religious Team Meetings**
Catholic, Inter-Varsity, Hillel, Muslim, Buddhist, Protestant
- **Advisory Group Quarterly Luncheons**
- **Spirituality and Religion-Healing Conversations:**
Topics include: church and state, affirming gender identity, religion and science, healing and wellness, religion and war...
- **Individual Spiritual Exploration**
- **Memorial Services for Students and Employee**
- **Chaplain Available for Public Gatherings**

Spiritual Life at Salem State University

is a safe haven for the campus community. Whether you are a lifelong member of a religious organization, seeking a spiritual experience for the first time or exploring your faith once again, you are welcome.

The purpose of spiritual life on campus is to honor the multidimensional aspects of every human being. We aim to foster an atmosphere of acceptance and affirmation where the university community may freely express their religion, spirituality and faith traditions. We aim to collaborate with all aspects of university life creating opportunities to relate spiritual beliefs to academic and professional programs, as well as personal milestones such as births, deaths and transitions.

Spiritual life is a place where you can talk about love, life and death; where your faith and gender identity are affirmed; where you can speak confidentially about sexual assault or domestic abuse; and where tears can flow and laughter can ring.



SUBJECT: Executive Committee Meeting Report of November 19, 2014

The Executive Committee of the Board of Trustees met Wednesday, November 19, 2014, in Marsh Hall, room 210, located on the Central Campus of Salem State University.

Present for the Committee were Trustees Scott (Chair), Davis and Segal; President Meservey (Committee Liaison); and Secretary to the Board Fleischman. Also present and participating in the meeting was Trustee Crawford, Vice President for Administration Keenan, and Chief Financial Officer House.

Chair Scott called the meeting to order at 4:41 pm.

SSUAC Board evaluation: The first item of business was a discussion regarding the board's evaluation. Chair Scott reminded the committee of the conversation around governance that took place at the Board offsite meeting in May and the consensus that was reached regarding ongoing evaluation to assess effectiveness, structure, and other matters related to board performance. She described the comparative process by which a draft of an evaluation instrument has been developed. The members reviewed the draft and an example of a formatted evaluation survey (Attachments A & B).

It was proposed that the timing of the evaluation process would be to complete the drafting of the survey for the January committee meeting with a recommendation for its implementation in Spring 2015 to be presented to the full board at the February meeting. The survey results would be reviewed at the next Board offsite scheduled for May 29, 2015. Trustees Segal and Davis were supportive of the effort, with Trustee Davis adding that she felt the proposed structure of the instrument was good. She also asked that the survey require comments be included in the responses to promote the most robust possible feedback. Chair Scott reminded the committee of the importance of staying ahead of our peers in looking at our effectiveness.

Executive Session: Chair Scott announced that the committee would go into Executive Session to discuss a real estate acquisition, that it would come back into session but that there was no further business on the agenda.

Upon a motion duly made by Trustee Segal and seconded by Trustee Davis, a roll call vote was taken to go into Executive Session at 4:50 pm.

Voting in the Affirmative: Davis, Scott and Segal

Voting in the Negative: None

Following the Executive Session, the committee returned to regular session. There being no further business to come before the committee, the chair called for a motion to adjourn.

Upon a motion duly made by Trustee Segal and seconded by Trustee Davis, it was unanimously

VOTED: To adjourn the meeting at 5:16 pm.

Prepared by: J. Fleischman, Secretary to the Board of Trustees

SSU Board 2015 Evaluation

Board Structure and Communication: Board Size and Composition

1. The Board's composition reflects an appropriate mix of skills, experience, backgrounds, and diversity in relation to the needs of the University.

Strongly Agree Agree Neutral Disagree Strongly Disagree

2. The Board makes appropriate use of the skills and experience of its members.

Strongly agree Agree Neutral Disagree Strongly Disagree

3. Each Trustee contributes to the work of the Board in an effective manner.

Strongly agree Agree Neutral Disagree Strongly disagree

Comments on board size and composition:

Board Structure and Communication: Meeting schedule

4. The number of Board meetings is appropriate.

Strongly agree Agree Neutral Disagree Strongly disagree

5. The length of Board meetings is appropriate

Strongly agree Agree Neutral Disagree Strongly disagree

6. Board meetings are held at an appropriate time of day.

Strongly agree Agree Neutral Disagree Strongly disagree

Comments on meeting schedule:

Board Structure and Communication: Meeting Attendance

7. I understand that I am expected to attend board meetings

Strongly agree Agree Neutral Disagree Strongly disagree

8. I receive adequate information from staff to prepare me for board meetings

Strongly Agree Agree Neutral Disagree Strongly Disagree

1. Board Structure and Communication

- a. Board size and composition:
 - i. Does the Board's composition reflect an appropriate mix of skills, experience, backgrounds, and diversity in relation to the needs of the University?
 - ii. Does the Board make appropriate use of the skills and experience of its members?
 - iii. Is each Trustee contributing to the work of the Board in an effective manner?
- b. Meeting schedule:
 - i. Is the number of Board meetings appropriate? (If not, what # would be optimal?)
 - ii. Is the length of Board meetings appropriate?
 - iii. Are Board meetings held at an appropriate time of day?
- c. Meeting attendance: Please select your level of agreement about each of the following statements:
 - i. I understand that I am expected to attend board meetings
 - ii. I receive adequate information from staff to prepare me for board meetings
 - iii. Board meetings are generally well run and make good use of members' time
 - iv. Our Board meetings are conducted in a manner that ensures open communication, meaningful participation and timely resolution of issues
 - v. Our Board has adequate time for discussion
- d. Committees:
 - i. Is the Risk Management & Audit Committee effective in fulfilling its responsibilities?
 - ii. Is the Institutional Advancement, Marketing & Communications Committee effective in fulfilling its responsibilities?
 - iii. Is the Academic Affairs & Student Life Committee effective in fulfilling its responsibilities?
 - iv. Is the Finance & Facilities Committee effective in fulfilling its responsibilities?
 - v. Is the Executive Committee effective in fulfilling its responsibilities?
- e. Information and agenda:
 - i. Is the Board actively engaged with management in identifying, prioritizing and scheduling issues for Board review and discussion?
 - ii. Is the Board actively engaged in identifying and communicating to management the Board information needs, including information about the competitive environment, risk identification and assessment, and performance benchmarks?
 - iii. Do Board members stay abreast of issues and trends affecting the University, and use this information to assess and guide the University's performance, both year-to-date and long term?
 - iv. Do Board members devote time to learn about the University's business and understand it well enough to provide critical oversight?

SSU Board Evaluation Questionnaire
10/31/14

- e. I am fully aware of my legal responsibilities as a Board member for SSU's fiscal management
 - f. The Board regularly reviews the financial investment practices and portfolio performance of SSU
 - g. The Risk Management & Audit Committee provides timely and accurate information to the Board
4. The Governing Board and the President:
- a. Are Board goals, expectations, and concerns openly, honestly and constructively communicated to the President?
 - b. Does the Board understand and respect the difference between the Board's role and the President/senior management's role?
 - c. Is the Board regularly and actively engaged in evaluating the performance of the President?
 - d. Does the Board support the President/senior management to act realistically, appropriately and responsibly, when holding the President/senior management accountable for operating results?
 - e. Is the President's performance formally assessed at least annually based on objectives established at the beginning of the fiscal year?
5. Financial Support: Please select your level of agreement about each of the following statements:
- a. I understand SSU's fund raising needs and strategies.
 - b. The Board has a clear policy on Board members' expectation to participate in fundraising efforts
 - c. Board members play an active role in SSU's fundraising efforts
 - d. I have made an annual fund gift this year
 - e. I am comfortable with the financial expectations of the Trustees

SUBJECT: Joint Finance & Facilities and Institutional Advancement, Marketing and Communications Committee Meeting Report for December 3, 2014

The Finance & Facilities and Institutional Advancement and Marketing and Communications Committees of the Board of Trustees met on Wednesday, December 3, 2014, in room 210, Marsh Hall, Central Campus of Salem State University.

Present for the Committee: Trustees Burns (chair, finance and facilities), Mattera (chair, institutional advancement and marketing and communications), Crawford, Lancome, and Chair Scott (ex-officio), President Meservey (ex-officio), advisory member Mr. Gadenne, chief financial officer House, (committee co-liaison), vice president Keenan (committee co-liaison), vice president Torello (committee co-liaison), staff assistant Beaulieu. Others present and participating were: Trustee Segal, associate vice president O'Brien, chair of Salem State University Foundation Lutts.

Committee chair Mattera called the meeting to order at 4 pm.

It was noted that this is a joint meeting of the Institutional Advancement and Marketing and Communications and Finance and Facilities committees. Trustee Mattera will chair the institutional advancement and marketing and communications agenda and Trustee Burns will chair the finance and facilities agenda.

Web redesign project funding

Vice President Torello presented the web redesign proposal (Attachment A). Among the reasons for redesigning the university's website are: the current website does not serve well our current and potential student population and parents; it is not mobile friendly; and there is a need to enhance the intranet to serve internal audiences with content now currently housed on the general website.

The project will take from 18 to 24 months for completion. The proposal requires the addition of two full time staff and two contract positions.

Trustee Segal inquired whether the university has collaborated with the other state universities for this project that can provide some economy of scale for overlapping needs. Mr. Torello responded that there has not been an effort to coordinate efforts. Some of the other institutions have recently launched new websites. Trustee Mattera asked if there has been any discussion about a common platform that would service all the state universities.

President Meservey spoke about Partnership to Advance Collaboration and Efficiencies (PACE) which is comprised of personnel from the various state universities and community colleges. One of the major areas addressed have been information technology needs. Chief Information Officer Patricia Ainsworth serves on the IT PACE group. All of the institutions operate on different platforms and Salem State is a bit of an outlier. The university does look at opportunities to work with some of the same vendors.

Trustee Segal expressed his concern that the timing never seems to be right for coordination. President Meserve commented that collective work on marketing with other universities was completed last year. Reporting on these types of collaborations can be provided to the board.

Mr. Torello added that while there would be some consistency in design of websites the end product would still be nine separate websites. Salem did participate in a PACE initiative for a new notification system.

Trustee Mattera noted that if we wait to explore a common platform Salem will miss opportunities to attract students. Trustee Segal added again that someone should focus on pulling together these types of common needs.

Chief Financial Officer House assured the trustees that there are coordinating groups. She meets monthly with the state university chief financial officers and specific goals are discussed. The state university chief information officers also meet on a regular basis.

Trustee Burns commented that we are in competition with the other state universities to attract students. Trustee Mattera asked if there were any other questions. The urgent need for the redesign has been discussed in length at the Institutional Advancement and Marketing and Communications committee.

Trustee Burns asked a question regarding the younger generation and using mobile apps. Mr. Torello responded that there has been a 20% growth in mobile use. Approximately 44 – 55% of students are looking at the website with hand held devices. Unfortunately they are unable to sign up for classes using these types of devices. Trustee Mattera commented that within two to three years more than half of the employees at his company will be millennial. Giving flexibility and choice to customers and providing ways for them to do business is key. In addition Mr. Torello stated that the current website is not optimized for search engines. Columbia College of Chicago scaled back the number of pages on its website from 27,000 to 975 and it is more mobile friendly.

Trustee Burns, took over as chair for the discussion of funding the project, and asked Ms. House to discuss the proposal. The university is proposing support for a motion before the committee (see Attachment A). Surplus generated over time has been added to the investment portfolio. The portfolio was \$12.8 million September 30, 2014 and has increased to \$13.4 million at the end of October 2014. The funding proposed is to tap funds from the portfolio over a two year period. The university is already in discussions with the investment manager regarding potential withdrawals and advance notice. The project was not built into the operating budget but it is strategically important. Of the \$670,000 requested, two new staff will be required to maintain and refresh the site. The strategy for these additional position costs will be to build them into the financial plan in the out years and will be incorporated into the operating budget at that time.

Trustee Mattera mentioned when considering use of surplus funds, in the future, he asked for operating ratios, how the investments are affected, and where the institution stands financially be provided to the trustees. Should there be some contingency it would be good to have metrics to monitor. A measure of progress does not need to be compared to other institutions. Ms. House agreed and stated that ratios are

included in the audited financial statements. However, the ratio analysis should be broadened to include the Salem State University Assistance Corporation and the Foundation. Ms. House commented that where she came from there was a ratio benchmark framework used to assist financial decisions.

Trustee Mattera made the following motion, seconded by Trustee Lancome.

MOTION

The Finance and Facilities and Institutional Advancement and Marketing and Communications Committees hereby recommends that the Board of Trustees approve the attached motion (Attachment A).

On a voice vote, the motion passed unanimously.

Memo of agreement between the Foundation and University

Trustee Mattera chaired the discussion on the draft memorandum of agreement between the Foundation and the University (MOU) (Attachment B, C, and D). President Meserve spoke about the proposed MOU between Salem State University and the Salem State University Foundation. The model presented is based on Association of Governing Boards best practices. The university in conjunction with other universities and attorneys from Rubin and Rudman worked on this proposed agreement. The agreement was discussed at a Foundation meeting two weeks ago. There was concern expressed then about opening the door to the state to gain more information about the Foundation. This is a very complex agreement that President Meserve would like the board to review. She would like to present it for action at the January 28, 2015 Institutional Advancement and Marketing and Communications committee meeting and the full board meeting on February 11, 2015.

Much of the discussion centered on the reasons for having this type of agreement in place. This is a model across the country which clarifies the roles and responsibilities of each of the entities and should be viewed as a positive step. Trustee Burns mentioned that since we are asking people to donate to a worthy cause, we want to reassure our contributors that there are rules in place for how funds donated are used. For example expenses for raising funds should come from the university. No member of the university can spend more than 25% of their time on Foundation work.

There are current practices and procedures already in place at Salem. Chair Scott commented that a policy was established over a year ago from the Audit and Risk Management Committee with regards to reviewing the president's expenses. Trustee Mattera asked the trustees to read the proposed agreement and provide questions for the next committee and board meeting.

Investment Policy Revision

Trustee Burns chaired the discussion on investment policy revision proposals. Ms. House presented this item (Attachment E). She noted this was only for discussion purposes at this time. Firms came in with recommendations during the recent investment RFP process. Provided today are Eastern Wealth Management suggested substantive recommendations. Changes in asset allocations and defining permissible fixed income securities were among some of the suggested recommendations. Eastern felt that the university could be more aggressive than the foundation because of their different strategies. In

addition other cosmetic changes are needed in the current investment policy. Regular communication between Eastern and the university is ongoing. A red-lined and clean version of the university's investment policy noting the proposed changes will be presented for action at the January 28, 2015 finance and facilities committee meeting and full board meeting on February 11, 2015.

Campaign update

Trustee Mattera chaired the agenda on the campaign update (Attachment F). Associate vice president O'Brien briefed the trustees on the status of the Salem State University Foundation – Comprehensive Campaign. She discussed the comprehensive campaign financial progress and annual fund progress. We have surpassed \$18M and we are \$6.8M away from our goal of \$25M. There are 52 pending asks. Former trustee and member of the comprehensive campaign steering committee, Karen Morrissey, and her husband announced they will be documenting their planned gift commitment and have challenged others to document their planned gifts. There are 32 new scholarships.

Other information items distributed to the committee were the FY15 interim financial review through the first quarter – September 30, 2014 (Attachment G) and an update on capital projects (Attachment H).

There being no further business to come before the committee, Trustee Lancome moved and Trustee Burns seconded a motion to adjourn.

MOTION: to adjourn the meeting.

On a voice vote, the motion passed unanimously.

The meeting adjourned at 5 pm.

Prepared by: Ms. Beaulieu, staff assistant, finance

Website Redesign Proposal

Description

With nearly 1.3 million unique visitors each year and over 4.5 million visits total, the university's website is the primary contact point for nearly all of Salem State's constituencies. There is no more important tool for recruiting perspective students, garnering support from alumni, connecting with our community, or attracting qualified faculty and staff. Our students rely on the website and access it daily for critical information.

Our current site was redesigned in 2008, nearly 6 years ago. Industry standard for site redesign is 3-5 years. From the very beginning the current site architecture has been widely criticized as being difficult to navigate. As one recent survey respondent put it, "It's like driving around Boston – unless you already know where to turn, you'll never figure it out...". The current content management system hinders the decentralized approach to content creation and management. OpenText simply isn't intuitive enough to allow casual users to easily manage their sites putting a significant burden on marketing communications and ITS resources.

A new design, backed by a more user-friendly CMS, will be a powerful marketing tool for the university while allowing us to better serve our current students. Salem State needs to serve a changing marketplace where users expect easy access to information, multi-media content, and a mobile-friendly environment.

Major Components

A full redesign of the university's website is a major project that will likely take 18 – 24 months to complete. Input from all areas of the university will be necessary to ensure that the new site fully serves all key constituencies. Salem State will need to work with a partner in this effort to guide the research, design, and programming. Additional contract staff will also be needed to support this effort.

Role of the Agency:

- **Discovery:** Working with our vendor we will have a significant discovery phase that includes detailed analysis of web traffic analytics, input from campus constituents, user surveys, competitive benchmarking and best-practices identification.
- **CMS:** The choice of a content management system will be one of the most critical decisions in the process. Consideration will have to be given to proven proprietary system and open source options. Salem State has limited centralized resources for content creation and management and a new CMS will need facilitate a greater level of decentralized content management.
- **Information Architecture:** It is essential that information be organized and presented in a way that is intuitive to users. Our current site architecture largely reflects the organizational structure of the university rather than the needs of the site visitor. Informed by site analytics and user surveys, a new information architecture will be developed.
- **Mobile platform:** The number of visitors using mobile devices to view the site more than doubled in the past year and now accounts for more than 25%. Our newly designed site will need to serve visitors on all platforms including tablets and smart phones.

Additional Staff

The redesign of our website will be a tremendous project in scope that will touch all corners of the university. Salem State does not have the in-house capacity to manage all aspects of a project of this scope or to properly support the site once it is launched. ITS and Marketing and Communications will work closely together on this effort, but additional temporary project staff will be needed as well as possible enhancement to current staffing levels. Components where current staffing levels will not be adequate include:

- Content migration: The new website will serve primarily external audiences including prospective students and alumni. The current site has a great deal of content that will need to be moved to the internal portals (Navigator for students, Polaris for faculty and staff). All content remaining will have to be evaluated for its relevance and will need to be properly formatted to fit the content strategy of the new site. This likely be the most labor intensive aspect of the project. Beyond the launch of the site, we will need additional support to maintain and update content throughout the site and develop content for social media platforms.
- Portal build: Salem State has launched new faculty/staff and student portals. However, there is still a great deal of programming work to be done to create a fully-functional information architecture and user interface that will allow internal users to utilize the portal fully. This will be an important step in "de-cluttering" the web site of information not relevant to its primary targets of prospective students, alumni and other external groups.
- Project management: A project of this size will need full-time administration and management. It is a major logistical challenge that needs professional project management oversight. We do not have the capacity to task an existing staff position with a project this size. ITS is often in need of additional project management resources. This position would be reassigned to other technology projects after the completion of the site.

Recommended staffing

Contract staff:

- Portal programmer: A programmer is needed to fully build out the faculty/staff and student portals.
Duration: 6 – 8 months
- Portal data/content specialist: All information moved to the portals from the external site will need to be input and, in many cases, reformatted.
Duration: 6-8 months

Additional Full-Time Staff

- Content specialist: Salem State would benefit from the addition of a content specialist to their marketing team. The content specialist would oversee content migration during the redesign project as describe above. After the launch of the new website the content specialist would support the web and social media manager and be responsible for maintaining and enhancing the university's web content. Today's university websites are content rich with a great deal of multi-media (images and

video) to help attract students and tell the university's story. Salem State does not have the resources currently to produce and manage an appropriate level of multimedia content. In addition, while much of the content on the new site will be managed through a decentralized strategy, we need centralized coordination and quality control if the site is to avoid many of the issues it has now including outdated, incorrect and inaccessible content.

- Project manager: The project manager will have responsibilities for all logistical aspects of the project including scheduling, vendor communication and coordination, and budget. The project manager will work with the project leads in Marketing & Communications and Information Technology to ensure the project stays on time and on budget and that the vendor delivers all services as contracted. The project manager will be reassigned to other technology-related projects after the launch of the new site.

<u>Project Budget</u>	<u>FY 15</u>	<u>FY16</u>	<u>Total</u>
Content strategy and design (agency)	\$ 80,000	\$170,000	\$250,000
Content specialist (salary with benefits)	\$ 27,770	\$ 66,650	\$ 94,420
Project manager (salary with benefits)	\$ 50,000	\$120,000	\$170,000
Portal programmer (6-8 month contract)	\$128,000	\$ 0	\$128,000
Portal content specialist (6-8 month contract)	<u>\$ 12,800</u>	<u>\$ 12,800</u>	<u>\$ 25,600</u>
	\$298,570	\$369,450	\$668,020

Project Timeline

Issue RFP for design agency	December 2014
Hire portal developer	December 2014
Portal development	December 2014 – June 2015
Discovery phase	December 2014 – March 2015
Hire project manager	February 2014
Hire Content Specialist	February 2014
Choose site designer (agency)	February 2014
Begin content review	February 2014
Design/Content Strategy development	February 2015 – June 2015
Hire portal content specialist	March 2015
Portal content migration	March 2015 – September 2015
Build phase of new site	May 2015 – September 2015
Content migration to new site	September 2015 – February 2016
Testing and final programming	February 2016 – March 2016
Launch	March 2016

REQUEST FOR TRUSTEE ACTION

Date: December 3, 2014
To: Board of Trustees
From: Finance & Facilities and Institutional Advancement, Marketing & Communications Committees
Subject: Website Redesign Project Funding
Requested Action: Approval

MOTION

The Finance and Facilities and Institutional Advancement, Marketing & Communications Committees hereby recommend that the Board of Trustees approve the following motion pertaining to the Website Redesign Proposal. The Website Redesign Proposal is described in Attachment A.

Recommended motion

That the Board of Trustees earmark and set aside an amount not to exceed \$670,000 from the University's Investments to pay for the Website Redesign Project, during FY15 and FY16. The president and other officers of the university are hereby authorized to do all things and take all actions necessary to withdraw funds as needed during FY15 and FY16 to pay for the Website Redesign Project.

In so doing, the Finance and Facilities Committee acknowledges that:

- The University has designated this project as a strategic priority,
- The Website Redesign project's costs are not otherwise included in the University's operating budget,
- The University's operating revenues for FY15 and FY16 are not expected to be sufficient to fund the costs of the project,
- The committee accepts that the allocation of this piece of net assets accumulated over time and held in the form of Investments is a prudent use of this asset. This is based on the enrollment management, marketing, programmatic and brand image benefits to the University of a redesigned Web and mobile presence. In addition, segregating content and functionality meant for internal purposes by removing such from the public site will improve communication and operational efficiency, and

- As of 9/30/2014, the market value of the Investment Portfolio was \$12,779,036.

Committee Assigned: Finance & Facilities and Institutional Advancement, Marketing & Communications

Committee Action:

Date of Action:

Trustee Action:

Trustee Approval Date:

Effective Date:

Signed: _____

Title: Secretary of Board of Trustees

Date: _____

MEETING OF THE BOARD OF TRUSTEES
October 8, 2014

PRESENT: Trustees Burns, Crawford, Davis, Lancome, Mattera (Vice Chair), Scott (Chair), Segal; and Stringer; President Meservey; and Secretary to the Board Fleischman.

ABSENT: Trustees Abdoo, Ansara, and Quiroga

The provisions of General Laws, Chapter 30A, having been complied with and a quorum of the Board being present, the Board of Trustees of Salem State University held a meeting in Marsh Hall, Room 210, Central Campus, Loring Avenue, Salem, Massachusetts, on June 4, 2014 with Pamela C. Scott, Chair, presiding. This meeting was electronically recorded.

* * *

I. CALL TO ORDER

Call to Order

Chair Scott called the meeting to order at 5:00 p.m.

* * *

II. CONSENT AGENDA

Chair Scott read the items contained on the Consent Agenda (Attachment A) and asked for any objections or modifications. With no corrections or modifications, she asked for a motion to accept the agenda as presented.

*Acceptance
of the
Consent Agenda*

Upon a motion duly made by Trustee Mattera and seconded by Trustee Segal, it was unanimously

**VOTED: To approve the Consent Agenda for the Meeting of October 8, 2014.
(CA-15-01)**

* * *

III. OPEN FORUM

Chair Scott exercised her prerogative as chair to take up the open forum as the next item on the agenda. Members of the Save Our Salem community group had requested an opportunity to address the board on the matter of the parking garage proposed for North Campus. In keeping with board practice the group was allotted 10 minutes to address the board. Speaking for the group in opposition to the project was: Joseph O’Keefe, Jeff Rougvie and Philip Moran. In addition, a copy of a letter sent by MA Senator Joan Lovely

Open Forum

to the Executive Office of Energy and Environmental Affairs regarding the garage provided to the president's office was distributed to the board. Mr. O'Keefe read a portion of a recently passed resolution by the Salem City Council, which was provided to the board (Attachment B). Mr. Rougvie's remarks are attached (Attachment C), as is Senator Lovely's letter (Attachment D).

Addressing the board in favor of the garage project was Dr. Amy Everitt, former MSCA Salem Chapter president, not Assistant Provost for Academic Affairs, and Bianca Charles, a senior and commuting student at the university. Both spoke to the importance of sufficient parking for commuting students and faculty to come to the university. They identified parking as the number one concern for both groups. Most classes are held on North Campus therefore this is the most logical location for the garage.

IV. COMMITTEE ACTIONS

Risk Management & Audit: Chair Scott asked Trustee Segal to present the committee actions for consideration. Chair Scott noted that the material related to the actions had been distributed to the members prior to the meeting. Trustee Segal began by presenting the motion from the committee with regard to the FU2014 Audit.

*Risk Management
& Audit
Committee*

Upon a motion duly made by Trustee Segal on behalf of the Risk Management and Audit Committee, it was unanimously

VOTED: The Board of Trustees of Salem State University hereby accepts the Salem State University Financial Statement and Management Discussion and Analysis for the fiscal year ending June 30, 2014. (RMA-15-01)

Trustee Segal then presented the motion from the committee with regard to the Salem State University A-133 audit of federal programs.

Upon a motion duly made by Trustee Segal on behalf of the Risk Management and Audit Committee, it was unanimously

VOTED: The Board of Trustees of Salem State University hereby accepts the Salem State University A-133 audit of federal programs for the fiscal year ending June 30, 2014. (RMA-15-02)

Trustee Segal then presented the motion from the committee with regard to the Salem State University MAFSCA audit of state financial programs.

Upon a motion duly made by Trustee Segal on behalf of the Risk Management and Audit Committee, it was unanimously

VOTED: The Board of Trustees of Salem State University hereby accepts the Salem State University MAFSCA audit of state financial aid programs for the fiscal year ending June 30, 2014. (RMA-15-03)

The representative of Connor & Drew, the auditing firm, complimented the Salem State fiscal team for their good work and support during the audit.

Finance & Facilities: Chair Scott invited Trustee Burns to present the action for the committee. Trustee Burns read paragraph one of the motion presented by the committee regarding the approval of a parking structure and the financing to support the project. Trustee Segal confirmed that the capital improvement fee would be pro-rated for part-time students.

*Finance &
Facilities
Committee*

Upon a motion duly made by Trustee Burns on behalf of the Finance & Facilities Committee, it was unanimously

VOTED: **The Board of Trustees of Salem State University, working with the Massachusetts State College Building Authority (MSCBA), hereby approves the Parking Structure Project described in Exhibit A of the Finance & Facilities Committee report of September 17, 2014 within the parameters that the total project cost will not exceed \$23 Million and will require a capital improvement student fee increase of not more than \$160 per full time student per academic year. The Project is to be financed through the sale of revenue funds issued by the MSCBA. Any necessary adjustments to student fees are to be included in the board’s consideration of fees for the FY2016 and FY2017 academic years per Exhibit B of the Committee report.**

Pursuant to Section 22 of Chapter 15A of the Massachusetts General Laws, as amended, the trustees hereby delegate to the president the power, and hereby authorize the president, in consultation with the executive committee of the trustees, to do all things necessary or desirable in connection with the carrying out of the Project, the bonds, the payment or and security for the bonds and all other matters authorized by this resolution, including without limitation the approval, acknowledgement, execution and delivery on behalf of Salem State University of contracts, certificates and other documents.

The president, chief financial officer and vice president for administration are hereby authorized to do all things and take all action as the person so acting shall, as conclusively evidenced by the doing of any such thing or the taking of any such action, deem necessary or desirable to be done or taken to carry into effect the matters hereby authorized.

This action shall be effective immediately upon its approval by the Board of Trustees. (FF-15-01)

Trustee Burns then presented the motion from the committee with regard to appointment of Eastern Bank Wealth Management to provide investment management services.

Upon a motion duly made by Trustee Burns on behalf of the Finance & Facilities Committee, it was unanimously

VOTED: The Board of Trustees of Salem State University hereby approves the appointment of Eastern Bank Wealth Management to provide investment management services for certain Salem State University trust funds and authorizes the administration of the university to enter into a three year contract with options to renew for two one year periods and a fee option based on 45 basis points with Eastern Bank Wealth Management beginning December 15, 2014 with provisions for termination of the agreement by either party with or without cause with thirty (30) days written notice.

This resolution is effective upon its approval. (FF-15-02)

Trustee Burns then presented the motion from the committee with regard to the Salem State University General Operations Budget for Fiscal Year 2014-2015.

Upon a motion duly made by Trustee Burns on behalf of the Finance & Facilities Committee, it was unanimously

VOTED: The Board of Trustees of Salem State University hereby approves the Fiscal Year 2014-15 General Operations Budget as recommended by the president and described in Attachment A of the Finance & Facilities Committee report of September 17, 2014. The president and other officers of the university are hereby authorized to do all things and take all actions necessary to implement the budget and protect the fiscal health of the university. (FF-15-03)

Executive Committee: Chair Scott presented the actions for the committee. Chair Scott presented the motion regarding appointment to the Salem State University Assistance Corporation Board of Directors.

*Executive
Committee*

Upon a motion duly made by Chair Scott on behalf of the Executive Committee, it was unanimously

VOTED: The Board of Trustees of Salem State University hereby appoints Claude G. Lancome to the Board of Directors of the Salem State University Assistance Corporation for the remainder of a three-year, renewable term expiring March 1, 2017. (EX-15-01)

Chair Scott then presented the motion from the committee with regard to authorizing the president to pursue and plan for speakers and honorary degree recipients for the 2015 commencement activities.

Upon a motion duly made by Chair Scott on behalf of the Executive Committee, it was unanimously

VOTED: The Board of Trustees of Salem State University hereby authorizes the president to pursue and plan for Commencement 2015, in consultation with the chair, including the recruitment and solicitation of individuals to provide the keynote address at each of the three ceremonies and at least one individual for receipt of an honorary degree in keeping with the University’s established criteria. (EX-15-02)

Trustee Segal clarified for the audience that the work of the Board is largely done at the Committee level, and therefore the discussions at the full board meetings may be limited.

* * *

IV. REPORT OF THE PRESIDENT

Report of the President

President Meservey began commenting on the concerns of the neighbors with our parking structure project. The University will work with the community to mitigate its impact.

President Meservey then introduced new members of leadership team and individuals whose role have changed:

- John Keenan, Vice President for Administration
- Karen House, Chief Financial Officer
- Amy Everitt, Assistant Provost
- Stephen Matchak, MSCA President

Enrollments: Still early report as the final report will not be produced until October 15, however, the summary is that undergraduate headcount is up 2%; evening down 16% in headcount and 11% in credit hours; graduate headcount is up 3% and credit hours are up 7%. Further, student across multiple divisions are up 4% in headcount.

Haunted Happenings Parade was a great success with alumni and students working together to present the float from the Naples St. Patrick’s Day parade. Friends & Family Weekend was also very successful.

Professor Rebecca Hains (communications) is to appear on the Meredith Vieira Show to discuss her new book “The Princess Problem” on WCVB Boston.

The history department’s Margo Shea and Tad Baker will lead a walking tour on “The Influence of Quakers in Early Salem” on Saturday, September 27, at 10:00 am. The tour is part of the Essex Heritage Trails and Sails event.

Scottish expatriate Professor Stuart McMahon (sport and movement science) comments on Scotland’s upcoming vote to separate from the United Kingdom.

Our 10,000 Comprehensive Campaign passed the benchmark of \$17M and hosted a Celebration of Giving and, Athletics Weekend. Stan Cahill, former executive vice president, was inducted to the Hall of Fame for his support of athletics on campus.

Construction of Viking Hall is on time and on budget. The Gordon Center's renovation is underway, and the study for a new science building is underway but the report may not be completed until January or February.

Trustee Lacombe asked about the decrease in part-time students and is this happening at other state universities. President Meservey responded that we did not have this information at this time but would provide for the next meeting.

* * *

V. REPORT OF THE CHAIR

*Report of
the Chair*

Chair Scott began by mentioning that it has been a very busy summer with many meetings both on and off campus. She reported that she participated in the two searches for our VP of Administration and CFO and that the interviews with the provost candidates were upcoming. She offered praise to the Institutional Advancement team for their success in fund raising and events such as the wine auction. Implementation of the Strategic Plan Initiatives continues and does work with the Department of Higher Education. Chair Scott and Trustees Lacombe and Davis participated in a statewide conference on the BHE Vision Project. Chair Scott attended the Governor's address on education at Bunker Hill Community College and the Vision Project update at the Boston Foundation. She thanked the Board for re-electing her to the chair position and stated that she looked forward to the year ahead.

* * *

VI. OLD BUSINESS

*Old
Business*

Board Offsite Follow up: The chair reviewed several key topics of discussion from the meeting that took place on May 30, 2014 at the Kernwood Country Club and suggested organization for review of the course of this year.

- February – Board Governance, Enrollment Trends
- April – Academic Excellence, Fiscal & Capital Projects, Tenure & Promotion
- Board Offsite – Review of progress from prior offsite, results of Board self-assessment
- June – Results of off-site and goal setting for next year

Board Self-Assessment: The chair reviewed the need for a periodic assessment as a best-practice. Consensus was to go forward with developing an assessment instrument. This

will be reviewed at the February meeting and be implement to have the results for the next off-site.

Scorecard: A revised Scorecard was shared with the Board which included the changes recommended the June meeting (see attachment X). President Meservey requested feedback for areas that needed further development or areas not included that should be included. Changes included expanding the retention and graduation rates to include comparison of students of color and males as compared to whites and females; international students; faculty and staff diversity representation, among others. Questions raised were why the graduate degrees had decrease and this is because of drops in our enrollments (now increasing); the need for Civic Engagement metrics (currently have hours worked but need other metrics); and the need for peer and aspirational institutions for comparison. Questions were raised about our strategy for recruiting international students and President Meservey responded by informing the Board that the university had recently been accepted into the ACE Internationalization Program and this effort would help us formalize our strategy. Brazil, China and India are key foci and we have good representation from Kenya upon which to build. Out work in the past has been more opportunistic and we desire to grow beyond our current 4% international students but the exact goal has not been set. A question was raised about recruiting in Russia – this is not currently an area of work. And could international students receive financial aid – merit-based, yes; need-based, no as the international student do not complete the FAFSA.

* * *

VII. NEW BUSINESS

*New
Business*

Recognition of University Retirees: Chair Scott noted the large number of employees retiring this year. The president noted that the “Class of 2014” had a collective 617 years of service with the university. In recognition of their decades of contributions to Salem State, their names will be entered into the minutes of the meeting (Attachment E). President Meservey took the opportunity to provide special recognition to a member of the faculty who had taught at Salem State University for 51 years, Professor Ken MacIver of the Sociology Department. The president read aloud the tribute to Professor MacIver that was given at the retiree recognition event in late May (Attachment F).

VIII. OPEN FORUM

*Open
Forum*

The open forum took place at the start of the meeting.

* * *

IX. EXECUTIVE SESSION

*Executive
Session*

At this point, Chair Scott explained the need for the Board to go into Executive Session to discuss a potential real estate acquisition. The meeting would reconvene at the close of the session, however there was no further business to come before the board.

Upon a motion duly made by Trustee Burns, seconded by Trustee Segal, it was unanimously

VOTED: To enter Executive Session for the purpose of discussing potential real estate transactions.

Board Secretary Fleischman polled the members:

In favor: Burns, Crawford, Davis, Lancome, Mattera, Scott, Segal and Stringer

Against: None

The Board went into Executive Session at 6:30 pm.

Upon a motion duly made by Trustee Lancome, seconded by Trustee Segal, it was unanimously

VOTED: To conclude the Executive Session.

Board Secretary Fleischman polled the members:

In favor: Burns, Crawford, Davis, Lancome, Mattera, Scott, Segal and Stringer

Against: None

The Board came out of Executive Session at 6:55 pm and the board meeting resumed.

IX. ADJOURNMENT

Adjournment

There being no further business to come before the Board, it was unanimously

VOTED: To adjourn the meeting at 6:55 p.m.

Respectfully submitted,



Patricia Maguire Meservey
President

SUBJECT: Executive Committee Meeting Report of November 19, 2014

The Executive Committee of the Board of Trustees met Wednesday, November 19, 2014, in Marsh Hall, room 210, located on the Central Campus of Salem State University.

Present for the Committee were Trustees Scott (Chair), Davis and Segal; President Meservey (Committee Liaison); and Secretary to the Board Fleischman. Also present and participating in the meeting was Trustee Crawford, Vice President for Administration Keenan, and Chief Financial Officer House.

Chair Scott called the meeting to order at 4:41 pm.

SSUAC Board evaluation: The first item of business was a discussion regarding the board's evaluation. Chair Scott reminded the committee of the conversation around governance that took place at the Board offsite meeting in May and the consensus that was reached regarding ongoing evaluation to assess effectiveness, structure, and other matters related to board performance. She described the comparative process by which a draft of an evaluation instrument has been developed. The members reviewed the draft and an example of a formatted evaluation survey (Attachments A & B).

It was proposed that the timing of the evaluation process would be to complete the drafting of the survey for the January committee meeting with a recommendation for its implementation in Spring 2015 to be presented to the full board at the February meeting. The survey results would be reviewed at the next Board offsite scheduled for May 29, 2015. Trustees Segal and Davis were supportive of the effort, with Trustee Davis adding that she felt the proposed structure of the instrument was good. She also asked that the survey require comments be included in the responses to promote the most robust possible feedback. Chair Scott reminded the committee of the importance of staying ahead of our peers in looking at our effectiveness.

Executive Session: Chair Scott announced that the committee would go into Executive Session to discuss a real estate acquisition, that it would come back into session but that there was no further business on the agenda.

Upon a motion duly made by Trustee Segal and seconded by Trustee Davis, a roll call vote was taken to go into Executive Session at 4:50 pm.

Voting in the Affirmative: Davis, Scott and Segal

Voting in the Negative: None

Following the Executive Session, the committee returned to regular session. There being no further business to come before the committee, the chair called for a motion to adjourn.

Upon a motion duly made by Trustee Segal and seconded by Trustee Davis, it was unanimously

VOTED: To adjourn the meeting at 5:16 pm.

Prepared by: J. Fleischman, Secretary to the Board of Trustees

SSU Board 2015 Evaluation

Board Structure and Communication: Board Size and Composition

1. The Board's composition reflects an appropriate mix of skills, experience, backgrounds, and diversity in relation to the needs of the University.

Strongly Agree Agree Neutral Disagree Strongly Disagree

2. The Board makes appropriate use of the skills and experience of its members.

Strongly agree Agree Neutral Disagree Strongly Disagree

3. Each Trustee contributes to the work of the Board in an effective manner.

Strongly agree Agree Neutral Disagree Strongly disagree

Comments on board size and composition:

Board Structure and Communication: Meeting schedule

4. The number of Board meetings is appropriate.

Strongly agree Agree Neutral Disagree Strongly disagree

5. The length of Board meetings is appropriate

Strongly agree Agree Neutral Disagree Strongly disagree

6. Board meetings are held at an appropriate time of day.

Strongly agree Agree Neutral Disagree Strongly disagree

Comments on meeting schedule:

Board Structure and Communication: Meeting Attendance

7. I understand that I am expected to attend board meetings

Strongly agree Agree Neutral Disagree Strongly disagree

8. I receive adequate information from staff to prepare me for board meetings

Strongly Agree Agree Neutral Disagree Strongly Disagree

1. Board Structure and Communication

- a. Board size and composition:
 - i. Does the Board's composition reflect an appropriate mix of skills, experience, backgrounds, and diversity in relation to the needs of the University?
 - ii. Does the Board make appropriate use of the skills and experience of its members?
 - iii. Is each Trustee contributing to the work of the Board in an effective manner?
- b. Meeting schedule:
 - i. Is the number of Board meetings appropriate? (If not, what # would be optimal?)
 - ii. Is the length of Board meetings appropriate?
 - iii. Are Board meetings held at an appropriate time of day?
- c. Meeting attendance: Please select your level of agreement about each of the following statements:
 - i. I understand that I am expected to attend board meetings
 - ii. I receive adequate information from staff to prepare me for board meetings
 - iii. Board meetings are generally well run and make good use of members' time
 - iv. Our Board meetings are conducted in a manner that ensures open communication, meaningful participation and timely resolution of issues
 - v. Our Board has adequate time for discussion
- d. Committees:
 - i. Is the Risk Management & Audit Committee effective in fulfilling its responsibilities?
 - ii. Is the Institutional Advancement, Marketing & Communications Committee effective in fulfilling its responsibilities?
 - iii. Is the Academic Affairs & Student Life Committee effective in fulfilling its responsibilities?
 - iv. Is the Finance & Facilities Committee effective in fulfilling its responsibilities?
 - v. Is the Executive Committee effective in fulfilling its responsibilities?
- e. Information and agenda:
 - i. Is the Board actively engaged with management in identifying, prioritizing and scheduling issues for Board review and discussion?
 - ii. Is the Board actively engaged in identifying and communicating to management the Board information needs, including information about the competitive environment, risk identification and assessment, and performance benchmarks?
 - iii. Do Board members stay abreast of issues and trends affecting the University, and use this information to assess and guide the University's performance, both year-to-date and long term?
 - iv. Do Board members devote time to learn about the University's business and understand it well enough to provide critical oversight?

SSU Board Evaluation Questionnaire
10/31/14

- e. I am fully aware of my legal responsibilities as a Board member for SSU's fiscal management
 - f. The Board regularly reviews the financial investment practices and portfolio performance of SSU
 - g. The Risk Management & Audit Committee provides timely and accurate information to the Board
4. The Governing Board and the President:
- a. Are Board goals, expectations, and concerns openly, honestly and constructively communicated to the President?
 - b. Does the Board understand and respect the difference between the Board's role and the President/senior management's role?
 - c. Is the Board regularly and actively engaged in evaluating the performance of the President?
 - d. Does the Board support the President/senior management to act realistically, appropriately and responsibly, when holding the President/senior management accountable for operating results?
 - e. Is the President's performance formally assessed at least annually based on objectives established at the beginning of the fiscal year?
5. Financial Support: Please select your level of agreement about each of the following statements:
- a. I understand SSU's fund raising needs and strategies.
 - b. The Board has a clear policy on Board members' expectation to participate in fundraising efforts
 - c. Board members play an active role in SSU's fundraising efforts
 - d. I have made an annual fund gift this year
 - e. I am comfortable with the financial expectations of the Trustees

SUBJECT: Joint Finance & Facilities and Institutional Advancement, Marketing and Communications Committee Meeting Report for December 3, 2014

The Finance & Facilities and Institutional Advancement and Marketing and Communications Committees of the Board of Trustees met on Wednesday, December 3, 2014, in room 210, Marsh Hall, Central Campus of Salem State University.

Present for the Committee: Trustees Burns (chair, finance and facilities), Mattera (chair, institutional advancement and marketing and communications), Crawford, Lancome, and Chair Scott (ex-officio), President Meservey (ex-officio), advisory member Mr. Gadenne, chief financial officer House, (committee co-liaison), vice president Keenan (committee co-liaison), vice president Torello (committee co-liaison), staff assistant Beaulieu. Others present and participating were: Trustee Segal, associate vice president O'Brien, chair of Salem State University Foundation Lutts.

Committee chair Mattera called the meeting to order at 4 pm.

It was noted that this is a joint meeting of the Institutional Advancement and Marketing and Communications and Finance and Facilities committees. Trustee Mattera will chair the institutional advancement and marketing and communications agenda and Trustee Burns will chair the finance and facilities agenda.

Web redesign project funding

Vice President Torello presented the web redesign proposal (Attachment A). Among the reasons for redesigning the university's website are: the current website does not serve well our current and potential student population and parents; it is not mobile friendly; and there is a need to enhance the intranet to serve internal audiences with content now currently housed on the general website.

The project will take from 18 to 24 months for completion. The proposal requires the addition of two full time staff and two contract positions.

Trustee Segal inquired whether the university has collaborated with the other state universities for this project that can provide some economy of scale for overlapping needs. Mr. Torello responded that there has not been an effort to coordinate efforts. Some of the other institutions have recently launched new websites. Trustee Mattera asked if there has been any discussion about a common platform that would service all the state universities.

President Meservey spoke about Partnership to Advance Collaboration and Efficiencies (PACE) which is comprised of personnel from the various state universities and community colleges. One of the major areas addressed have been information technology needs. Chief Information Officer Patricia Ainsworth serves on the IT PACE group. All of the institutions operate on different platforms and Salem State is a bit of an outlier. The university does look at opportunities to work with some of the same vendors.

Trustee Segal expressed his concern that the timing never seems to be right for coordination. President Meserve commented that collective work on marketing with other universities was completed last year. Reporting on these types of collaborations can be provided to the board.

Mr. Torello added that while there would be some consistency in design of websites the end product would still be nine separate websites. Salem did participate in a PACE initiative for a new notification system.

Trustee Mattera noted that if we wait to explore a common platform Salem will miss opportunities to attract students. Trustee Segal added again that someone should focus on pulling together these types of common needs.

Chief Financial Officer House assured the trustees that there are coordinating groups. She meets monthly with the state university chief financial officers and specific goals are discussed. The state university chief information officers also meet on a regular basis.

Trustee Burns commented that we are in competition with the other state universities to attract students. Trustee Mattera asked if there were any other questions. The urgent need for the redesign has been discussed in length at the Institutional Advancement and Marketing and Communications committee.

Trustee Burns asked a question regarding the younger generation and using mobile apps. Mr. Torello responded that there has been a 20% growth in mobile use. Approximately 44 – 55% of students are looking at the website with hand held devices. Unfortunately they are unable to sign up for classes using these types of devices. Trustee Mattera commented that within two to three years more than half of the employees at his company will be millennial. Giving flexibility and choice to customers and providing ways for them to do business is key. In addition Mr. Torello stated that the current website is not optimized for search engines. Columbia College of Chicago scaled back the number of pages on its website from 27,000 to 975 and it is more mobile friendly.

Trustee Burns, took over as chair for the discussion of funding the project, and asked Ms. House to discuss the proposal. The university is proposing support for a motion before the committee (see Attachment A). Surplus generated over time has been added to the investment portfolio. The portfolio was \$12.8 million September 30, 2014 and has increased to \$13.4 million at the end of October 2014. The funding proposed is to tap funds from the portfolio over a two year period. The university is already in discussions with the investment manager regarding potential withdrawals and advance notice. The project was not built into the operating budget but it is strategically important. Of the \$670,000 requested, two new staff will be required to maintain and refresh the site. The strategy for these additional position costs will be to build them into the financial plan in the out years and will be incorporated into the operating budget at that time.

Trustee Mattera mentioned when considering use of surplus funds, in the future, he asked for operating ratios, how the investments are affected, and where the institution stands financially be provided to the trustees. Should there be some contingency it would be good to have metrics to monitor. A measure of progress does not need to be compared to other institutions. Ms. House agreed and stated that ratios are

included in the audited financial statements. However, the ratio analysis should be broadened to include the Salem State University Assistance Corporation and the Foundation. Ms. House commented that where she came from there was a ratio benchmark framework used to assist financial decisions.

Trustee Mattera made the following motion, seconded by Trustee Lancome.

MOTION

The Finance and Facilities and Institutional Advancement and Marketing and Communications Committees hereby recommends that the Board of Trustees approve the attached motion (Attachment A).

On a voice vote, the motion passed unanimously.

Memo of agreement between the Foundation and University

Trustee Mattera chaired the discussion on the draft memorandum of agreement between the Foundation and the University (MOU) (Attachment B, C, and D). President Meserve spoke about the proposed MOU between Salem State University and the Salem State University Foundation. The model presented is based on Association of Governing Boards best practices. The university in conjunction with other universities and attorneys from Rubin and Rudman worked on this proposed agreement. The agreement was discussed at a Foundation meeting two weeks ago. There was concern expressed then about opening the door to the state to gain more information about the Foundation. This is a very complex agreement that President Meserve would like the board to review. She would like to present it for action at the January 28, 2015 Institutional Advancement and Marketing and Communications committee meeting and the full board meeting on February 11, 2015.

Much of the discussion centered on the reasons for having this type of agreement in place. This is a model across the country which clarifies the roles and responsibilities of each of the entities and should be viewed as a positive step. Trustee Burns mentioned that since we are asking people to donate to a worthy cause, we want to reassure our contributors that there are rules in place for how funds donated are used. For example expenses for raising funds should come from the university. No member of the university can spend more than 25% of their time on Foundation work.

There are current practices and procedures already in place at Salem. Chair Scott commented that a policy was established over a year ago from the Audit and Risk Management Committee with regards to reviewing the president's expenses. Trustee Mattera asked the trustees to read the proposed agreement and provide questions for the next committee and board meeting.

Investment Policy Revision

Trustee Burns chaired the discussion on investment policy revision proposals. Ms. House presented this item (Attachment E). She noted this was only for discussion purposes at this time. Firms came in with recommendations during the recent investment RFP process. Provided today are Eastern Wealth Management suggested substantive recommendations. Changes in asset allocations and defining permissible fixed income securities were among some of the suggested recommendations. Eastern felt that the university could be more aggressive than the foundation because of their different strategies. In

addition other cosmetic changes are needed in the current investment policy. Regular communication between Eastern and the university is ongoing. A red-lined and clean version of the university's investment policy noting the proposed changes will be presented for action at the January 28, 2015 finance and facilities committee meeting and full board meeting on February 11, 2015.

Campaign update

Trustee Mattera chaired the agenda on the campaign update (Attachment F). Associate vice president O'Brien briefed the trustees on the status of the Salem State University Foundation – Comprehensive Campaign. She discussed the comprehensive campaign financial progress and annual fund progress. We have surpassed \$18M and we are \$6.8M away from our goal of \$25M. There are 52 pending asks. Former trustee and member of the comprehensive campaign steering committee, Karen Morrissey, and her husband announced they will be documenting their planned gift commitment and have challenged others to document their planned gifts. There are 32 new scholarships.

Other information items distributed to the committee were the FY15 interim financial review through the first quarter – September 30, 2014 (Attachment G) and an update on capital projects (Attachment H).

There being no further business to come before the committee, Trustee Lancome moved and Trustee Burns seconded a motion to adjourn.

MOTION: to adjourn the meeting.

On a voice vote, the motion passed unanimously.

The meeting adjourned at 5 pm.

Prepared by: Ms. Beaulieu, staff assistant, finance

Website Redesign Proposal

Description

With nearly 1.3 million unique visitors each year and over 4.5 million visits total, the university's website is the primary contact point for nearly all of Salem State's constituencies. There is no more important tool for recruiting perspective students, garnering support from alumni, connecting with our community, or attracting qualified faculty and staff. Our students rely on the website and access it daily for critical information.

Our current site was redesigned in 2008, nearly 6 years ago. Industry standard for site redesign is 3-5 years. From the very beginning the current site architecture has been widely criticized as being difficult to navigate. As one recent survey respondent put it, "It's like driving around Boston – unless you already know where to turn, you'll never figure it out...". The current content management system hinders the decentralized approach to content creation and management. OpenText simply isn't intuitive enough to allow casual users to easily manage their sites putting a significant burden on marketing communications and ITS resources.

A new design, backed by a more user-friendly CMS, will be a powerful marketing tool for the university while allowing us to better serve our current students. Salem State needs to serve a changing marketplace where users expect easy access to information, multi-media content, and a mobile-friendly environment.

Major Components

A full redesign of the university's website is a major project that will likely take 18 – 24 months to complete. Input from all areas of the university will be necessary to ensure that the new site fully serves all key constituencies. Salem State will need to work with a partner in this effort to guide the research, design, and programming. Additional contract staff will also be needed to support this effort.

Role of the Agency:

- **Discovery:** Working with our vendor we will have a significant discovery phase that includes detailed analysis of web traffic analytics, input from campus constituents, user surveys, competitive benchmarking and best-practices identification.
- **CMS:** The choice of a content management system will be one of the most critical decisions in the process. Consideration will have to be given to proven proprietary system and open source options. Salem State has limited centralized resources for content creation and management and a new CMS will need facilitate a greater level of decentralized content management.
- **Information Architecture:** It is essential that information be organized and presented in a way that is intuitive to users. Our current site architecture largely reflects the organizational structure of the university rather than the needs of the site visitor. Informed by site analytics and user surveys, a new information architecture will be developed.
- **Mobile platform:** The number of visitors using mobile devices to view the site more than doubled in the past year and now accounts for more than 25%. Our newly designed site will need to serve visitors on all platforms including tablets and smart phones.

Additional Staff

The redesign of our website will be a tremendous project in scope that will touch all corners of the university. Salem State does not have the in-house capacity to manage all aspects of a project of this scope or to properly support the site once it is launched. ITS and Marketing and Communications will work closely together on this effort, but additional temporary project staff will be needed as well as possible enhancement to current staffing levels. Components where current staffing levels will not be adequate include:

- Content migration: The new website will serve primarily external audiences including prospective students and alumni. The current site has a great deal of content that will need to be moved to the internal portals (Navigator for students, Polaris for faculty and staff). All content remaining will have to be evaluated for its relevance and will need to be properly formatted to fit the content strategy of the new site. This likely be the most labor intensive aspect of the project. Beyond the launch of the site, we will need additional support to maintain and update content throughout the site and develop content for social media platforms.
- Portal build: Salem State has launched new faculty/staff and student portals. However, there is still a great deal of programming work to be done to create a fully-functional information architecture and user interface that will allow internal users to utilize the portal fully. This will be an important step in "de-cluttering" the web site of information not relevant to its primary targets of prospective students, alumni and other external groups.
- Project management: A project of this size will need full-time administration and management. It is a major logistical challenge that needs professional project management oversight. We do not have the capacity to task an existing staff position with a project this size. ITS is often in need of additional project management resources. This position would be reassigned to other technology projects after the completion of the site.

Recommended staffing

Contract staff:

- Portal programmer: A programmer is needed to fully build out the faculty/staff and student portals.
Duration: 6 – 8 months
- Portal data/content specialist: All information moved to the portals from the external site will need to be input and, in many cases, reformatted.
Duration: 6-8 months

Additional Full-Time Staff

- Content specialist: Salem State would benefit from the addition of a content specialist to their marketing team. The content specialist would oversee content migration during the redesign project as describe above. After the launch of the new website the content specialist would support the web and social media manager and be responsible for maintaining and enhancing the university's web content. Today's university websites are content rich with a great deal of multi-media (images and

video) to help attract students and tell the university's story. Salem State does not have the resources currently to produce and manage an appropriate level of multimedia content. In addition, while much of the content on the new site will be managed through a decentralized strategy, we need centralized coordination and quality control if the site is to avoid many of the issues it has now including outdated, incorrect and inaccessible content.

- Project manager: The project manager will have responsibilities for all logistical aspects of the project including scheduling, vendor communication and coordination, and budget. The project manager will work with the project leads in Marketing & Communications and Information Technology to ensure the project stays on time and on budget and that the vendor delivers all services as contracted. The project manager will be reassigned to other technology-related projects after the launch of the new site.

<u>Project Budget</u>	<u>FY 15</u>	<u>FY16</u>	<u>Total</u>
Content strategy and design (agency)	\$ 80,000	\$170,000	\$250,000
Content specialist (salary with benefits)	\$ 27,770	\$ 66,650	\$ 94,420
Project manager (salary with benefits)	\$ 50,000	\$120,000	\$170,000
Portal programmer (6-8 month contract)	\$128,000	\$ 0	\$128,000
Portal content specialist (6-8 month contract)	<u>\$ 12,800</u>	<u>\$ 12,800</u>	<u>\$ 25,600</u>
	\$298,570	\$369,450	\$668,020

Project Timeline

Issue RFP for design agency	December 2014
Hire portal developer	December 2014
Portal development	December 2014 – June 2015
Discovery phase	December 2014 – March 2015
Hire project manager	February 2014
Hire Content Specialist	February 2014
Choose site designer (agency)	February 2014
Begin content review	February 2014
Design/Content Strategy development	February 2015 – June 2015
Hire portal content specialist	March 2015
Portal content migration	March 2015 – September 2015
Build phase of new site	May 2015 – September 2015
Content migration to new site	September 2015 – February 2016
Testing and final programming	February 2016 – March 2016
Launch	March 2016

REQUEST FOR TRUSTEE ACTION

Date: December 3, 2014
To: Board of Trustees
From: Finance & Facilities and Institutional Advancement, Marketing & Communications Committees
Subject: Website Redesign Project Funding
Requested Action: Approval

MOTION

The Finance and Facilities and Institutional Advancement, Marketing & Communications Committees hereby recommend that the Board of Trustees approve the following motion pertaining to the Website Redesign Proposal. The Website Redesign Proposal is described in Attachment A.

Recommended motion

That the Board of Trustees earmark and set aside an amount not to exceed \$670,000 from the University's Investments to pay for the Website Redesign Project, during FY15 and FY16. The president and other officers of the university are hereby authorized to do all things and take all actions necessary to withdraw funds as needed during FY15 and FY16 to pay for the Website Redesign Project.

In so doing, the Finance and Facilities Committee acknowledges that:

- The University has designated this project as a strategic priority,
- The Website Redesign project's costs are not otherwise included in the University's operating budget,
- The University's operating revenues for FY15 and FY16 are not expected to be sufficient to fund the costs of the project,
- The committee accepts that the allocation of this piece of net assets accumulated over time and held in the form of Investments is a prudent use of this asset. This is based on the enrollment management, marketing, programmatic and brand image benefits to the University of a redesigned Web and mobile presence. In addition, segregating content and functionality meant for internal purposes by removing such from the public site will improve communication and operational efficiency, and

- As of 9/30/2014, the market value of the Investment Portfolio was \$12,779,036.

Committee Assigned: Finance & Facilities and Institutional Advancement, Marketing & Communications

Committee Action:

Date of Action:

Trustee Action:

Trustee Approval Date:

Effective Date:

Signed: _____

Title: Secretary of Board of Trustees

Date: _____

SPECIAL MEETING OF THE BOARD OF TRUSTEES
December 3, 2014

PRESENT: Trustees Burns, Crawford, Davis, Lancome, Mattera (Vice Chair), Scott (Chair), and Segal; President Meservey; and Secretary to the Board Fleischman. Participating remotely by phone: Trustee Abdoo for a portion of the meeting.

ABSENT: Trustees Ansara, Quiroga and Stringer.

Individuals also present and participating in the meeting: Vice President for Marketing and Communications Torello.

The provisions of General Laws, Chapter 30A, having been complied with and a quorum of the Board being present, the Board of Trustees of Salem State University held a special meeting in Room 210 of Marsh Hall, Central Campus, Salem, Massachusetts, on December 3, 2014, with Pamela C. Scott, Chair, presiding.

* * *

I. CALL TO ORDER

Call to Order

Chair Scott called the meeting to order at 5:02 p.m.

* * *

II. NEW BUSINESS

New Business

Chair Scott began the meeting by inviting Vice President Torello to summarize the action taken at the joint committee meeting held just prior to the board meeting with the Finance & Facilities and Institutional Advancement, Marketing & Communications Committees. He explained the rationale for a new website and described the timeline for redesign over 12-18 months.

Upon a motion duly made by Trustee Burns, seconded by Trustee Mattera, it was unanimously VOTED: **That the Board of Trustees earmark and set aside an amount not to exceed \$670,000 from the University's Investments to pay for the Website Redesign Project, during FY15 and FY16. The president and other officers of the university are hereby authorized to do all things and take all actions necessary to withdraw funds as needed during FY15 and FY16 to pay for the Website Redesign Project.**

The second item for consideration at the meeting was a proposed action by the Salem State University Assistance Corporation Board to grant a permanent easement on a piece of property that it owns near the corner of Loring Avenue and Canal Street to the City of Salem for the purpose of widening the sidewalk. President Meservey referred the Board to a memo addressed to them by

Thomas Guidi, attorney for the SSUAC Board, and explained that the Assistance Corporation's enabling legislation required them to notify the Salem State University Board of Trustees in writing and consult with the Board before disposing of any property that SSUAC owns. In the course of discussion, Trustee Burns expressed the opinion that granting an easement in this case was easier than conveying title to the property and preferable for future considerations.

Upon a motion duly made by Trustee Burns, seconded by Trustee Mattera, it was unanimously **VOTED:** **The Salem State University Board of Trustees hereby directs the Board Chair to communicate in writing with the Salem State University assistance Corporation Board expressing no objection to the granting of a permanent easement to the City of Salem by the Assistance Corporation for the property located at 265 and 285 Canal Street outlined in Exhibit A attached hereto.**

With that, Chair Scott announced that the next item for discussion was a Real Estate acquisition that required the Board to enter executive session. There was no further business on the agenda and the meeting would not reconvene.

The Chair called for a motion to enter executive session. Trustee Lancome made the motion, seconded by Trustee Davis. Secretary Fleischman took the roll:

For: Abdo, Burns, Crawford, Davis, Lancome, Mattera, Scott and Segal
Against: None

The Board entered executive session at 5:12 pm.

The Board exited executive session at 6:20 pm.

Upon a motion duly made by Trustee Segal, seconded by Trustee Mattera, it was unanimously **VOTED:** To adjourn the meeting at 6:21 pm.

* * *

III. **ADJOURNMENT**

There being no further business to come before the Board and on a motion duly made by Trustee Villa and seconded by Trustee Segal, it was unanimously

VOTED: **To adjourn the meeting at 7:03 p.m.**

Respectfully submitted,



Patricia Maguire Meservey
President

Adjournment

A handwritten signature in black ink, reading "Jean E. Fleischman". The signature is written in a cursive style with a prominent initial "J".

Jean E. Fleischman
Secretary to the Board of Trustees



60 State Street
Boston, MA 02109-1899
t 617 227 7940
f 617 227 0781
www.hembar.com

Thomas L. Guidi
Direct Dial (617) 557-9709
tguidi@hembar.com

November 19, 2014

Jean Fleischman, Secretary
Board of Trustees
Salem State University
352 LaFayette Street
Salem, MA 01970

Trustees

Counselors at Law

Timothy F. Fidgeon
Michael B. Elefante
Michael J. Puzo
Thomas L. Guidi
Edward Notis-McConarty
Diane C. Tillotson
Stephen W. Kidder
Arthur B. Page
Susan Hughes Banning
Joan Garrity Flynn
Frederic J. Marx
Nancy B. Gardiner
Kurt F. Somerville
Teresa A. Bolmonte
Brian C. Broderick
Charles Fayerweather
Nancy E. Dempze
*Joseph L. Bierwirth, Jr.
*Dennis R. Delaney
*Mark B. Elefante
*John J. Siciliano

Marcia M. Governale
Sarah M. Waelchli
Emma D. Becker
Charles R. Platt
Ryan P. McManus
Nicholas M. McGrath
Kevin M. Ellis
Andrea M. Coloff

David H. Morse
Roy A. Hammer
Lawrence T. Perera
George T. Shaw
Deborah J. Hall
R. Robert Woodburn, Jr.
Raymond H. Young
Cornelia R. Tenney
Of Counsel

*Also Admitted in NH

RE: Central Campus – Sidewalk Work

Dear Jean:

I am enclosing a letter to the Board of Trustees (the "Board"), informing the Board that Salem State University Assistance Corporation ("SSUAC") would like to grant an easement on a strip of its land to the City of Salem and the Massachusetts DOT to allow them to widen the sidewalk along the portion of Central Campus abutting Loring Avenue.

As we previously discussed, SSUAC's enabling legislation requires SSUAC to notify in writing and consult with the Board prior to any transfer of an interest in its real estate. Please see that the enclosed letter and attachments are presented to the Board. I would appreciate written confirmation of the Board's receipt of the letter and whether it has any objections to the proposed easement.

Thank you for your assistance.

Sincerely yours,


Thomas L. Guidi

TLG/ate
Enclosures

Cc: Patricia Maguire Meservey, President



Hemenway & Barnes LLP

60 State Street
Boston, MA 02109-1899
t 617 227 7940
f 617 227 0781
www.hembar.com

Thomas L. Guidi
Direct Dial (617) 557-9709
tguidi@hembar.com

November 19, 2014

Trustees

Counselors at Law

Timothy F. Fidgeon
Michael B. Elefante
Michael J. Puzo
Thomas L. Guidi
Edward Notis-McConarty
Diane C. Tillotson
Stephen W. Kidder
Arthur B. Page
Susan Hughes Banning
Joan Garrity Flynn
Frederic J. Marx
Nancy B. Gardiner
Kurt F. Somerville
Teresa A. Belmonte
Brian C. Broderick
Charles Fayerweather
Nancy E. Dempze
*Joseph L. Bierwirth, Jr.
*Dennis R. Delaney
*Mark B. Elefante
*John J. Siciliano

Marcia M. Governale
Sarah M. Waelchli
Emma D. Becker
Charles R. Platt
Ryan P. McManus
Nicholas M. McGrath
Kevin M. Ellis
Andrea M. Coloff

David H. Morse
Roy A. Hammer
Lawrence T. Perera
George T. Shaw
Deborah J. Hall
R. Robert Woodburn, Jr.
Raymond H. Young
Cornelia R. Tenney
Of Counsel

*Also Admitted in NH

Board of Trustees
Salem State University
352 LaFayette Street
Salem, MA 01970

Ladies and Gentlemen:

I am writing on behalf of Salem State University Assistance Corporation (“SSUAC”). SSUAC’s enabling legislation (copy enclosed) includes certain requirements that must be met when SSUAC acquires or disposes of real property. Subsection (e) includes a provision (see highlighted language) requiring SSUAC to notify in writing and to consult with the Board of Trustees of Salem State University prior to transferring any of its real property.

Since its inception, SSUAC has acquired several parcels of real estate, but it has never disposed of any real estate. However, SSUAC was recently approached by the City of Salem in connection with a sidewalk improvement project involving sidewalks abutting property owned by SSUAC on Loring Avenue and Canal Street. The proposed improvements include widening the sidewalks slightly. The widened sidewalk will encroach upon the Central Campus property by up to 2 feet. In order to save substantial time and expense, instead of taking these small amounts of property by eminent domain, the City has been encouraged by both the state DOT and Federal Highway Department (apparently both are contributing funding for the new sidewalks) to ask the abutters to donate the affected land.

Instead of conveying title, SSUAC is willing to grant to the City and the State a permanent easement over these small strips of land for nominal consideration in order to obtain better and safer sidewalks. We have determined that the small amount of land involved will not adversely affect the use of the remaining land by SSU or SSUAC.

I have also enclosed a copy of the proposed Easement that SSUAC is prepared to grant to the City of Salem and Massachusetts DOT. The easement areas are shown in



November 19, 2014
Page 2

red on the plans attached thereto. Please let me know if you have any questions or require any further information. We would appreciate written confirmation of your receipt of this letter and whether you have any objections to the proposed Easement.

Thank you for your attention to this matter.

Sincerely yours,

A handwritten signature in cursive script that reads "Thomas L. Guidi".

Thomas L. Guidi, attorney for
Salem State University Assistance
Corporation

TLG/ate
Enclosures

Cc: Gordon Hall, Chairman
Greg Smith, Chief Executive Officer

EASEMENT

KNOWN ALL MEN BY THESE PRESENTS that SALEM STATE UNIVERSITY ASSISTANCE CORPORATION, a Massachusetts nonprofit corporation created by Section 277 of Chapter 60 of the 1994 Massachusetts Acts and Resolves, as amended, with its principal office at 121 Loring Avenue, Salem, Massachusetts 01970 (the "Grantor"), for nominal consideration, grants to the City of Salem, Massachusetts and the Massachusetts Department of Transportation (the "Grantees") and their respective successors and assigns, perpetual rights and easements (a) to construct, install, relocate, reconstruct, maintain and replace a sidewalk on the portions of the Grantor's land in Salem, Essex County Massachusetts shown as "SW-1" and "SW-2" on the plans attached hereto as Exhibit A (the "Easement Areas"), (b) to use the Easement Areas as public sidewalks and (c) to enter upon and authorize and permit others to enter upon the Easement Areas from time to time for all of the foregoing purposes.

For Grantor's title, see deed dated August 24, 2010 recorded with the Essex County South District Registry of Deeds, Book 29712, Page 19.

IN WITNESS WHEREOF, the Grantor has caused this instrument to be executed under seal as of the day of , 2014.

SALEM STATE UNIVERSITY
ASSISTANCE CORPORATION

By: _____
Gordon Hall, Chairman

COMMONWEALTH OF MASSACHUSETTS
COUNTY OF ESSEX

Before me, the undersigned notary public, on this _____ day of _____, 2014, personally appeared Gordon Hall, who is personally known to me or was proved to me through a current document issued by a federal or state government agency bearing a photographic image of the signatory's face and signature, to be the person whose name is signed to the foregoing instrument and acknowledged to me that he signed it as his free act and deed and the free act and deed of Salem State University Assistance Corporation as Chairman of Salem State University Assistance Corporation, for its stated purpose.

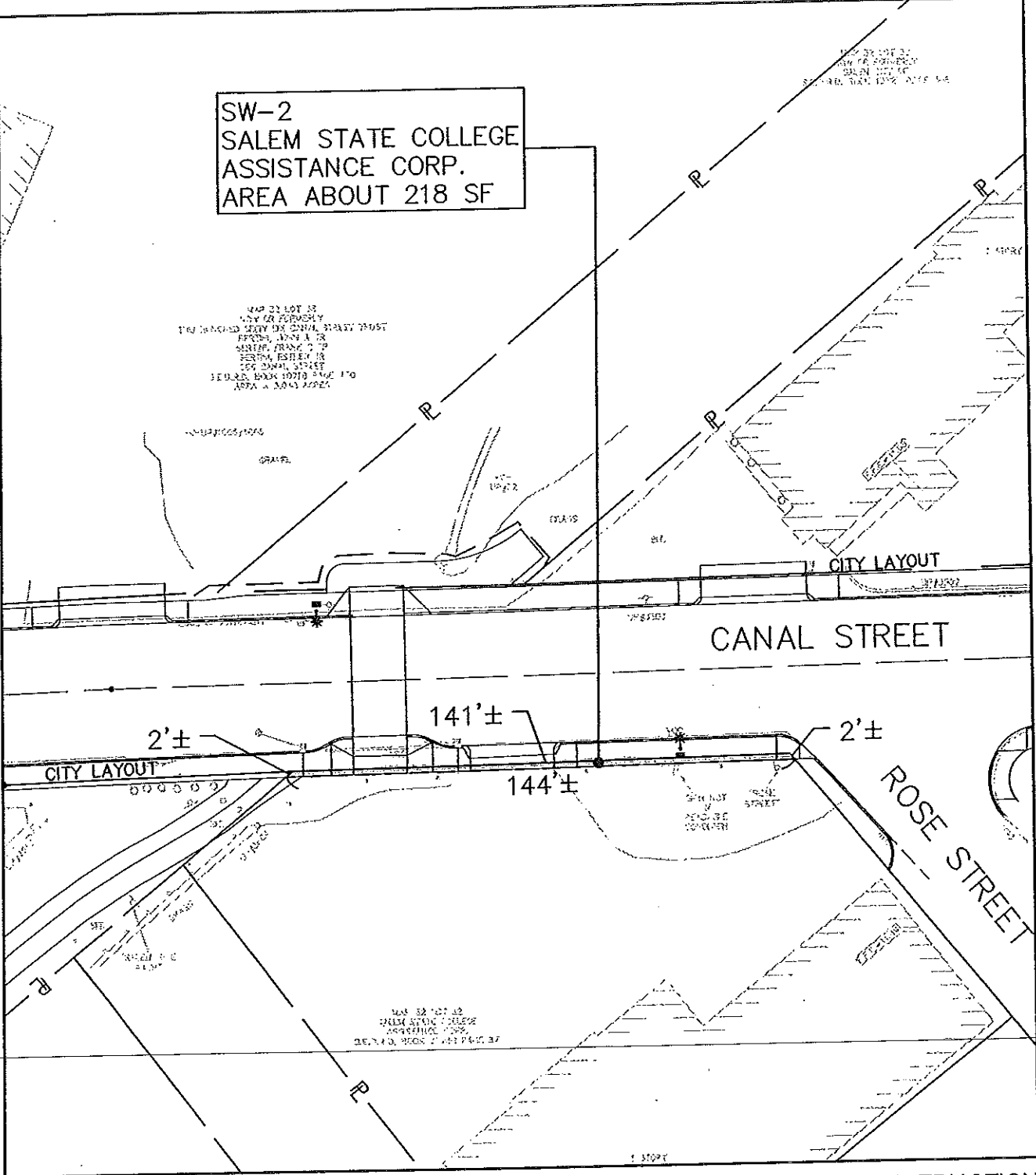
[notary seal]

Exhibit A

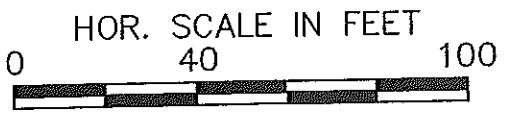
SW-2
SALEM STATE COLLEGE
ASSISTANCE CORP.
AREA ABOUT 218 SF

MAP OF LOT 12
AND OR FORMERLY
THE WASHINGTON CITY OF CANAL STREET TRUST
FROM 1844 TO
SERIAL BOOK 27
SERIAL ESTEY IN
THE CANAL STREET
RECORDS BOOK 10719 PAGE 170
1874 & 1875 1876

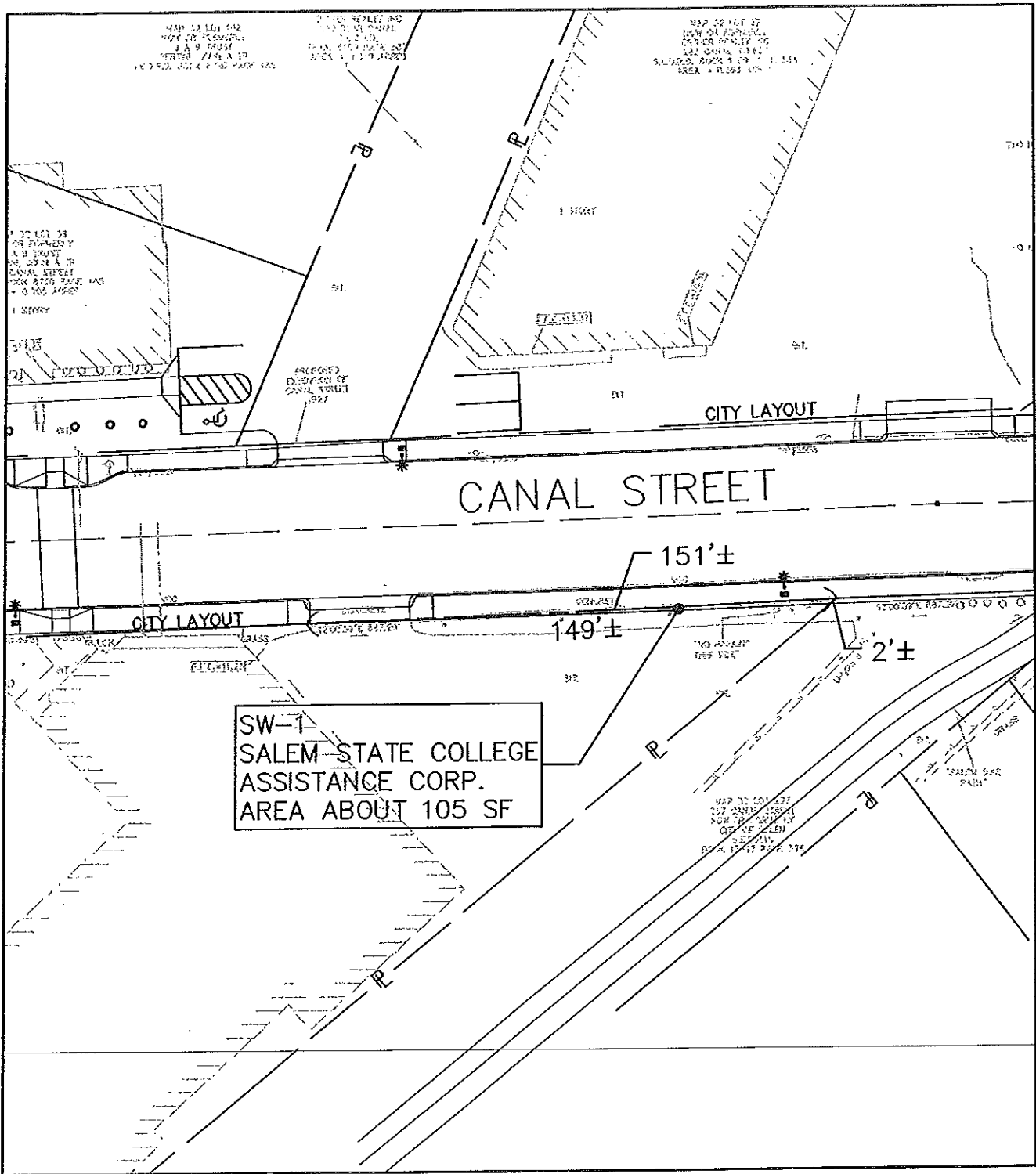
MAP OF LOT 12
OF SALEM STATE COLLEGE
ASSISTANCE CORP.
RE PLAT 10719 PAGE 170



CANAL STREET RECONSTRUCTION
SALEM, MASSACHUSETTS



PARCEL REFERENCE: BK. 27260 PG. 87
PARCEL ADDRESS: 265 CANAL STREET



CANAL STREET RECONSTRUCTION
SALEM, MASSACHUSETTS



PARCEL REFERENCE: BK. 27260 PG. 87
PARCEL ADDRESS: 285 CANAL STREET

Chap. 60 SECTION 277. (a) It is hereby found and declared that:

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

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

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

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

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

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

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

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

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

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

"corporation", Salem state college assistance corporation created by subsection (c); "the council", the higher education coordinating council established pursuant to section four of chapter fifteen A of the General Laws;

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

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

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

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

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

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

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

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

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

- B. To have a corporate seal which it may alter at its pleasure;
- C. To adopt by-laws for the regulation of its affairs;
- D. To accept, acquire, receive, take, and hold by bequest, devise, grant, gift, purchase, exchange, lease, transfer, judicial order or decree or otherwise, for any of its objects and purposes, any property both real and personal reasonably related to the acquisition and development of the site;
- E. To sue or be sued, provided, however, a director or officer of the corporation shall not be liable for the performance of his duties if he acts in compliance with section six C of chapter one hundred and eighty of the General Laws;
- F. To sell, convey, mortgage, lease, transfer, exchange or otherwise dispose of any such property, both real and personal, as the objects and purposes of the corporation may require;
- G. To borrow money, and from time to time, to make, accept, endorse, execute, and issue promissory notes, bills of exchange, and other obligations of the corporation for monies borrowed or in payment for property acquired or for any of the other purposes of the corporation, and to secure the payment of any such obligation by mortgage, pledge, deed, agreement, or other instrument of trust, or other lien upon, assignment of, or agreement in regard to all or any part of the property rights or privileges of the corporation, whether now owned or hereafter to be acquired;
- H. To receive stocks, bonds, donations, gifts and to otherwise raise money for the corporation's purposes;
- I. To elect, appoint and employ officers, agents and employees; to fix their compensation and define their duties and obligations and to indemnify corporate personnel;
- J. To enter into agreements for other transactions with any person, including, without limitation, any governmental instrumentalities or agencies in connection with any of its powers or duties and any governmental agency is hereby authorized to enter into such agreements or transactions with the corporation;
- K. To do all acts and things necessary or convenient to the exercise of any power or the discharge of any duty provided for by this section.
- (d) The corporation is hereby deemed to be an "institution for higher education" solely for the purposes such term is used in chapter six hundred and fourteen of the acts of nineteen hundred and sixty-eight. Any acquisition of property by purchase, lease, or other method by the corporation shall be deemed a "project" as such term is used in chapter six hundred and fourteen of the acts of nineteen hundred and sixty-eight. The corporation shall be fully eligible to receive any and all assistance from the Massachusetts health and education facilities authority created by chapter six hundred and fourteen of the acts of nineteen hundred and sixty-eight in the same manner as any institution for higher education.
- (e) The corporation shall assess the space needs of the college on a regular basis and shall lease or rent land or space in any facility under the control of the corporation to any entities other than the college only after making a determination that the college does not have a foreseeable need for such space or land for the term of the lease or rental agreement.

In no event shall the corporation sell, convey, transfer, exchange or otherwise dispose of any real property without notifying in writing and consulting with the board of trustees and the council, and after such consultation making a determination that such sale, conveyance, transfer or exchange is in the best interests of the college. Any such sale, conveyance, transfer or exchange shall require a vote of two-thirds of the members of the board of directors.

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

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

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

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

(h) The operation and maintenance of projects by the corporation shall constitute the performance of an essential governmental function, and the corporation shall not be required

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

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

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

SECTION 278. Notwithstanding the provisions of any general or special law to the contrary, the Shrewsbury Community Cablevision Company, located at 100 Maple Avenue in Shrewsbury Massachusetts shall be exempt from the provisions of the last paragraph of section two of chapter one hundred and sixty-six A.

SECTION 279. As provided in line item 4510-0617 of section two of this act regarding the development of a continuous real-time environmental radiological monitoring system for Massachusetts cities and towns located within the emergency planning zone of the nuclear power plant in Seabrook, New Hampshire, be it further directed that all funds appropriated under this provision shall be expended solely for monitoring services provided by said private contractor for the purposes described in said line item.

SECTION 280. The executive office for administration and finance is hereby authorized and directed to reimburse cities, towns, and regional school districts for completed projects in accordance with the provisions of chapter six hundred and fourteen of the acts of nineteen hundred and eighty-five as audited and granted final approval by the department of labor and industries and the department of education; provided, that the Gateway regional school district shall receive funds to meet outstanding liabilities incurred by the removal, containment or encapsulation of asbestos. For the purposes of this section, qualifying projects shall have been completed on or before June thirtieth, nineteen hundred and ninety-four.

SECTION 281. Notwithstanding the provisions of any general or special law to the contrary, expenses incurred by the residential conservation service program within the division of energy resources, up to a maximum of one hundred eighty-eight thousand and forty-seven dollars, plus indirect costs as determined by the secretary of administration and finance and the cost of fringe benefits as calculated by said secretary pursuant to section six B of chapter twenty-nine of the General Laws, shall be assessed upon utility companies in accordance with the provisions of chapter twenty-five A of the General Laws.

SECTION 282. Notwithstanding the provisions of any general or special law to the contrary, the commissioner of administration and finance is hereby authorized and directed

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

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

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

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

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

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

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

SECTION 1. Section 277 of chapter 60 of the acts of 1994 is hereby amended by striking out subsection (f) and inserting in place thereof the following subsection:-

(f) The corporation shall not exercise any of the following powers, duties, actions, responsibilities or authorities in the absence of review and comment by the inspector general of the commonwealth, which review and comment shall be provided within two weeks of submission by the corporation of a plan setting forth the power, duty, action, responsibility or authority proposed to be taken:

- (1) entering into a contract requiring an annual expenditure in excess of one hundred thousand dollars by the corporation; provided, however, that the corporation is authorized to enter into those contracts necessary to acquire the site, without further review by the inspector general, but pursuant to a memorandum of understanding with the secretary of administration and finance with respect to the acquisition, renovation, operation, and potential disposition of the site;
- (2) borrowing monies such that the outstanding amount of monies borrowed by the corporation exceed one hundred thousand dollars;
- (3) entering into a contract requiring the sale of any asset of the corporation purchased with monies appropriated by the commonwealth; and
- (4) entering into a contract requiring the sale of all or substantially all of the assets of the corporation.

The corporation shall submit annually an audited financial statement to the house and senate committees on ways and means.

SECTION 1A. Said section 277 of said chapter 60 is hereby further amended by adding after subsection (f) the following subsection:-

(g) The inspector general in carrying out the provisions of this section shall have access to all the corporation's records, reports, audits, reviews, papers, books, documents, recommendations, correspondence, including information relative to the purchase of services or anticipated purchase of services from any contractor by the corporation, and any other data and material that is maintained by or available to the corporation which in any way relates to the programs and operations with respect to which the inspector general has duties and responsibilities under this section, except records to which the provisions of section eighteen of chapter sixty-six of the General Laws apply.

The inspector general may request such information, cooperation and assistance from the corporation as may be necessary for carrying out his duties and responsibilities under this section. Upon receipt of such request the person in charge of the corporation's governing body shall furnish to the inspector general or his authorized agent or representative such information, cooperation and assistance, including information relative to the purchase of services or anticipated purchase of services from any contractor by the corporation except records to which the provisions of said section eighteen of said chapter sixty-six apply. He may make such investigations, audits and reports relating to the administration of the programs and operations of the corporation as are in the judgment of the inspector general necessary and may conduct an examination of any documents of the corporation to prevent or detect fraud, waste and abuse in the expenditure of public funds.

He shall have direct and prompt access to the head of the corporation when necessary for any purpose pertaining to the performance of his duties and responsibilities under this section. He may request the production, on a voluntary basis, of testimony or documents from any individual firm or non-governmental entity which relate to his duties and responsibilities under this section.

The inspector general may require by summons, the production of all records, reports, audits, reviews, papers, books, documents, recommendations, correspondence and any other data and material relevant to any matter under audit or investigation pursuant to the provisions of this section except records to which the provisions of said section eighteen of said chapter sixty-six apply.

Such summons shall be served in the same manner as a summons for the production of documents in civil cases issued on behalf of the commonwealth, and all provisions of law relative to said summons shall apply to a summons issued pursuant to this section. Any justice of the superior court department in the trial court may, upon application by the inspector general, issue an order to compel the production of records, reports, audits, reviews, papers, books, documents, recommendations, correspondence and any other data and material as aforesaid. Any failure to obey such order may be punished by said court as contempt. Any summons issued pursuant to this section shall not be made public by the inspector general or any officer or employee of his department, nor shall any documents provided pursuant to this section be made public until such time as it is necessary for the inspector general to do so in the performance of his duties under this section. The production of such books and papers pursuant to summons shall be governed by the same provisions with reference to secrecy which govern proceedings of a grand jury. Disclosure of such production, attendance and testimony may be made to such members of the staff of the office of inspector general as is deemed necessary by the inspector general to assist him in the performance of his duties and responsibilities under this section and such members of the staff may be present at the production of records.

SECTION 2. Section 125 of chapter 273 of the acts of 1994 is hereby amended by striking out subsection (j) and inserting in place thereof the following subsection:-

(j) The corporation shall not exercise any of the following powers, duties, actions, responsibilities or authorities in the absence of review and comment by the inspector general of the commonwealth, which review and comment shall be provided within two weeks of submission by the corporation of a plan setting forth the power, duty, action, responsibility or authority proposed to be taken:

- (1) entering into a contract requiring an annual expenditure in excess of one hundred thousand dollars by the corporation; provided, however, that the corporation is authorized to enter into those contracts necessary to acquire the site, without further review by the inspector general, but pursuant to a memorandum of understanding with the secretary of administration and finance with respect to the acquisition, renovation, operation, and potential disposition of the site;
- (2) borrowing monies such that the outstanding amount of monies borrowed by the corporation exceed one hundred thousand dollars;

Chapter 225

THE COMMONWEALTH OF MASSACHUSETTS

In the Year Two Thousand and Seven

AN ACT RELATIVE TO THE SALEM STATE COLLEGE ASSISTANCE CORPORATION.

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

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

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

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

House of Representatives, December 21, 2007.

Preamble adopted,

Paul J. Donato, Acting Speaker.

In Senate, December 20, 2007.

Preamble adopted,

Anthony S. DiStasio, Acting President.

House of Representatives, December 21, 2007.

Bill passed to be enacted,

Paul J. Donato, Acting Speaker.

In Senate, December 21, 2007.

Bill passed to be enacted,

Anthony S. DiStasio, President.

Section 11. When an eligible individual, eligible child or eligible small group is enrolled in the connector by a producer licensed in the commonwealth, the health plan or stand-alone vision or stand-alone dental plan chosen by each eligible individual, eligible child or eligible small group shall pay the producer a commission that shall be determined by the board. In setting the commission for health plans, the board of the connector shall consider rates of commissions paid to producers for health plans issued under chapter 176J as of January 1, 2006.

SECTION 49. Section 12 of said chapter 176Q, as so appearing, is hereby amended by striking out subsection (a) and inserting in place thereof the following subsection:-

(a) The connector may apply a surcharge to all health benefit plans or stand-alone vision or stand-alone dental plans which shall be used only to pay for administrative and operational expenses of the connector; provided, however, that any such surcharge shall be applied uniformly to all health benefit plans or uniformly to all stand-alone vision or stand-alone dental plans offered through the connector and subconnectors; and provided further, that a subconnector may charge an additional fee to be used only to pay for additional administrative and operational expenses of the subconnector. The surcharges shall not be used to pay any premium assistance payments under the commonwealth care health insurance program under chapter 118H.

SECTION 49A. Section 277 of chapter 60 of the acts of 1994 is hereby amended by striking out, in lines 2, 3, 7, 13, 16, 23, 25, 26, 34, 43, 48, 53, 119, 121, 126, 129, 132, 133, 135, 140, 206 and 209 the word "college" and inserting in place thereof, in each instance, the word "university".

SECTION 49B. Subsection (b) of said section 277 of said chapter 60 is hereby amended by inserting after the definition of "educational institution" the following definition:-

"Enterprise center", the enterprise center at Salem state university, a small business growth center which attracts and retains small and growing businesses and offers a wide range of workshops and educational programs for entrepreneurs, owners of small and growing businesses and managers of non-profit organizations and provides office and light manufacturing space and related facilities.

SECTION 49C. Said subsection (b) of said section 277 of said chapter 60 is hereby further amended by striking out the definition of "site" and inserting in place thereof the following definition:-

"Site", the 37.5 acre site, within the city of Salem, which was formerly the site of the GTE/Sylvania plant, located proximately between the north and south campuses of Salem state university and such other properties, including land and buildings thereon, that are determined by the corporation to be important in allowing the corporation to fulfill its purposes under paragraph (5) of subsection (c).

SECTION 49D. Subsection (c) of said section 277 of said chapter 60 is hereby amended by striking out paragraph (5) and inserting in its place the following paragraph:-

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

resources necessary for the acquisition and development of the site; and (iii) to manage and operate the enterprise center.

SECTION 50. Item 1102-5600 of section 2C of chapter 304 of the acts of 2008 is hereby amended by inserting after the word "Northampton", in line 82, the following words:- ; provided further, that not less than \$300,000 shall be expended to complete a courthouse master plan for the city of New Bedford which shall examine the judiciary's needs, existing court facilities and the possible reuse and expansion of the superior court into a regional justice center.

SECTION 51. Item 1599-1705 of section 2A of chapter 52 of the acts of 2011, as amended by section 24 of chapter 36 of the acts of 2012, is hereby further amended by inserting after the word "storm" the following words:- and the October 2011.

SECTION 51A. Item 0900-0100 of section 2 of chapter 68 of the acts of 2011 is hereby amended by adding the following words:- ; and provided further that any funds remaining in this item on June 30, 2012 shall not revert and shall be available for expenditure by this item until June 30, 2013.

SECTION 52. Said section 2 of said chapter 68 is hereby further amended by striking out item 4180-1100 and inserting in place thereof the following item:-

4180-1100.. For the Soldiers' Home in Massachusetts which may expend not more than \$425,000 in revenues for facility maintenance and patient care, including personnel costs; provided, that 60 per cent of all revenues generated pursuant to section 2 of chapter 90 of the General Laws through the purchase of license plates with the designation VETERAN by eligible veterans, upon compensating the registry of motor vehicles for the cost associated with the license plates, shall be deposited into and expended for the purposes of this retained revenue account of the Soldiers' Home; provided further, that the Soldiers' Home may accept gifts, grants, donations and bequests; and provided further, that notwithstanding any general or special law to the contrary, for the purpose of accommodating timing discrepancies between the receipt of retained revenues and related expenditures, the Soldiers' Home may incur expenses and the comptroller may certify for payment amounts not to exceed the lower of this authorization or the most recent revenue estimate as reported in the state accounting system, prior appropriation continued..... \$425,000.

SECTION 53. Said section 2 of said chapter 68 is hereby further amended by striking out item 4190-1100 and inserting in place thereof the following item:-

4190-1100.. For the Soldiers' Home in Holyoke which may expend not more than \$300,000 for facility maintenance and patient care, including personnel costs; provided, that 40 per cent of all revenues generated pursuant to section 2 of chapter 90 of the General Laws through the purchase of license plates with the designation VETERAN by eligible veterans, upon compensating the registry of motor vehicles for the cost associated with the license plates, shall be deposited into and expended for the purposes of this retained revenue account of the Soldiers' Home; provided further, that the Soldiers' Home may accept gifts, grants, donations and bequests; and provided further, that notwithstanding any general or special law to the contrary, for the purpose of accommodating timing discrepancies between the receipt of retained revenues and related expenditures, the Soldiers' Home may incur expenses and the comptroller may certify for payment amounts not to exceed the lower of this authorization or