

MEETING OF THE BOARD OF TRUSTEES
June 8, 2016

PRESENT: Trustees Chisholm, Davis, Lutts, Malcolm, Mattera (Chair), Murphy, Scott, Segal Stringer and President Meservey. Advisory Members Zetes and Gadenne and Secretary to the Board Montague and Assistant Secretary Sadowski were also present.

ABSENT: Trustee Burns

Individuals also present and participating in the meeting: Vice President of Finance and Business House, General Counsel and Vice President of Administration Keenan, Vice President for Institutional Advancement McGurren, Chief of Staff Beth Bower, Executive Director of Strategic Planning & Decision Support Chunju Chen

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 8, 2016, with Paul Mattera, Chair, presiding.

* * *

I. CALL TO ORDER

Call to Order

Chair Mattera called the meeting to order at 5:00 p.m. He noted that the meeting agenda was particularly long and that many of the items had been previously discussed in committee where much of the work is typically done so any lack of discourse over a particular matter should in no way be interpreted as a lack of consideration on the Board's part.

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II. CONSENT AGENDA: APPROVAL OF MINUTES & COMMITTEE REPORTS

Approval of Minutes

Chair Mattera read the items contained on the Consent Agenda and asked for any objections or modifications to the minutes. Hearing none, he then asked for a motion to approve the minutes. Upon a motion duly made by Trustee Scott and seconded by Trustee Davis, it was unanimously

VOTED: To approve the Consent Agenda (Attachment CA-16-04)

* * *

III. COMMITTEE ACTIONS

Risk Management & Audit: Chair Mattera invited Trustee Segal to present the motion for the committee. Trustee Segal noted that, at its last meeting the committee approved a motion relative

Risk Management & Audit

Trust Fund Guidelines

to the Trust Fund Guidelines and asked if there were any questions, objections or need for discussion. Hearing none Chair Mattera asked for a motion.

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

VOTED: The Board of Trustees of Salem State University hereby approves the Salem State University trust fund guidelines and policies per Attachment B. The guidelines and policies shall be effective June 8, 2016. (RMA-16-04)

Academic Affairs & Student Life: Trustee Davis then introduced the Academic Affairs and Student Life tenure motions which were taken in consecutive order:

Upon a motion duly made by Trustee Davis on behalf of the Committee and hearing no questions or objections the motion was seconded by Trustee Stringer and it was unanimously

VOTED: The Board of Trustees of Salem State University hereby approves the personnel actions for Faculty Tenure status as presented. (AA-16-01)

Upon a motion duly made by Trustee Davis on behalf of the Committee and hearing no questions or objections the motion was seconded by Trustee Lutts and it was unanimously

VOTED: The Board of Trustees of Salem State University hereby approves the personnel action that Dean Gail Gasparich be granted the right to “take up” a faculty appointment at the rank of Professor in the biology department with Tenure as per MSCA agreement article XX section M. (AA-16-02)

Upon a motion duly made by Trustee Davis on behalf of the Committee and hearing no questions or objections the motion was seconded by Trustee Stringer and it was unanimously

VOTED: The Board of Trustees of Salem State University hereby approves the personnel actions for Faculty Tenure with Promotion to the rank of Associate Professor as presented. (AA-16-03)

Upon a motion duly made by Trustee Davis on behalf of the Committee and hearing no questions or objections the motion was seconded by Trustee Murphy and it was unanimously

VOTED: The Board of Trustees of Salem State University hereby approves the personnel actions for Faculty Promotion to the rank of Associate Professor and Full Professor as presented. (AA-16-04)

Upon a motion duly made by Trustee Davis on behalf of the Committee and hearing no questions or objections the motion was seconded by Trustee Stringer and it was unanimously

VOTED: The Board of Trustees of Salem State University hereby approves the

*Academic
Affairs &
Student Life*

personnel actions for Faculty and Promotion to the rank of Professor Emeritus and Professor Emerita as presented. (AA-16-05)

Upon a motion duly made by Trustee Davis on behalf of the Committee and hearing no questions or objections the motion was seconded by Trustee Stringer and it was unanimously

VOTED: The Board of Trustees of Salem State University hereby approves the personnel actions for Faculty Terminal Contract as presented. (AA-16-06)

Finance & Facilities Committee: Trustee Lutts noted that at its last meeting the Finance and Facilities Committee approved fees and budget information for FY17. He then asked Vice President for Business and Finance Karen House if she would to explain the committees actions. Vice President House presentated a short Powerpoint for the board and a discussion regarding the cost of education and charge to students followed. Trustee Lutts, hearing no further questions, objections or discussion offered the following motion which was seconded by Trustee Davis and it was

Finance & Facilities

FY17 Fees & Budget

VOTED: The Board of Trustees of Salem State University hereby approves the university fees as shown in the attached tuition and fee rate schedule (Attachment C). The new rates shall be effective for the 2016-17 academic year (FY17). The president and other officers of the university are hereby authorized to do all things and take all actions deemed necessary to implement this decision. (FF – 16 – 03)

Voting in the affirmative: Trustees Chisholm, Davis, Lutts, Malcolm, Mattera, Murphy, Scott and Stringer

Voting in opposition: Trustee Segal

Trustee Lutts then offered the following motion, regarding the Fiscal Year 2016-17 All Funds Budget on behalf of the committee, which was seconded by Trustee Chisholm and with no further discussion and hearing no questions or objections it was unanimously

VOTED: The Board of Trustees of Salem State University hereby approves the Fiscal Year 2016-17 All Funds Budget as recommended by the president and as shown in Attachment D at the level of \$182.0 million with revenues and expenditures balanced. This includes approval of the FY2017 Trust Fund Budgets and the Contracts Exceeding \$500,000 each as included in the Attachment. The president and other officers of the university are hereby authorized to do all things and take all actions deemed necessary to implement this decision. (FF – 16 – 04)

As it is the Chair's prerogative to take agenda items out of order, Chair Mattera recommended the Board take-up the Finance and Facilities Executive Session real estate matter in Executive Session at the end of the meeting agenda.

* * *

IV. REPORT OF THE PRESIDENT

Report of the President

-President Meservey began her report by noting that two Vision Project reports were shared at today’s meeting. The first is entitled The Degree Gap: Honing In on College Access, Affordability & Completion in Massachusetts, June 2016 and represents data from all three segments: State Universities, Community Colleges and UMass. Salem State is mentioned on several pages. The report is available at www.mass.edu/vpreport and is the fourth annual report on the Vision Project.

The second document is entitled Vision Project Dashboard, Salem State University, May, 2016. This is the DHE’s dashboard report for our university. President Meservey highlighted several points in the attached memo.

President Meservey then turned her attention to a June 7, 2016, press release from the Department of Higher Education which detailed that a committee of the MA Board of HED voted to amend the leave policies for non-unit professionals (NUPs) at the state’s fifteen community colleges and nine state universities in an effort to better align such policies with those governing University of MA employees, and public higher education systems and MA state employees (ROP -16-02). The vote is subject to a final vote by the full Board of Higher Education on Tuesday, June 14. The Board’s Fiscal Affairs and Administrative Policy (FAAP) Committee voted to eliminate the current policy allowing employees to convert unused vacation days into sick time (going forward any vacation days that remain over a 64-day balance would be forfeited by the employee if not used). Additionally, the Committee voted to reduce the number of vacation days to 25 (a reduction from a previous allocation of 30 days per year for the longest-serving employees). Standardize the number of personal days allotted to employees across all three segments of the higher education system.

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V. REPORT OF THE CHAIR

Report of the Chair

Chair Mattera announced that due to the length of the meeting agenda there would be no report from the chair.

* * *

VI. OLD BUSINESS

Old Business

Salem State University Sustainability Special Committee – Chair Mattera introduced the next topic and thanked Trustee Lutts for his chairmanship of the Sustainability Committee and for spearheading an open, honest and inclusive process. Chair Mattera then suggested discussing the recommendations among the trustees and deferring action until the October meeting. Trustee Lutts summarized the committee’s meetings, Earth Week Panel presentation and recent May 5th Open meeting and then offered the following

Committee Recommendations:

- 1) Greenhouse gas emissions and reduction targets: Salem State University has made a commitment through the Presidents’ Climate Commitment of Second Nature to be carbon neutral by 2050 – we are reaffirming this commitment. In addition, we need to set interim goals and these goals will be determined as we prepare the report due to Second Nature in January of 2017. The

expectation is that we will have goals set to reduce our carbon footprint by 50% and 75% at dates certain and TBD.

- 2) Transportation: A significant portion of the greenhouse gas emissions are tied to transportation and the goals above will be directly related to our ability to reduce the use of private vehicles by our community. To support this effort, Salem State will focus on increased use of alternative transportation such as public transportation (including advocacy for a South Salem train stop) and creating a bike friendly environment with bike racks and lanes. Further increasing on-campus housing will reduce the number of students commuting to campus and our goal is to increase on-campus housing to 50% of full-time undergraduates within 8 – 10 years.
- 3) LEED building: We will strive to achieve LEED Gold for all new construction on campus and LEED Silver where possible with renovations. Further we will dedicate a portion of capital improvement funds for energy reduction and/or other sustainable goals each year and add a criterion to our rating system for project prioritization to include benefits to sustainability.
- 4) Energy efficiency and renewal: Incorporated in other categories.
- 5) Waste disposal and purchasing: We will continue to expand our recycling efforts through actions such as single stream recycling. Data will be collected to baseline our current efforts and to set goals by January 2017. For Purchasing, we did not address this element and will incorporate it into our work due to Second Nature in January 2017.
- 6) Finance and Socially Responsible Investing: The recommendation to the Trustees is to:
 - a) Instruct our financial advisors not to invest any direct holdings in the coal industry (we do not currently have such investments). This would be in effect immediately, and would result in the permanent elimination of 100 of the “Carbon 200” companies from our investment portfolio.
 - b) Instruct our financial advisors to consider further divestment from direct holdings in the balance of the “Carbon 200” (Fossil Fuel Free) companies to the extent the advisors believe it is financially prudent with the goal of achieving full divestment in five years.
 - c) Instruct our financial advisors to invest in alternative energy companies/efforts to the extent the advisors believe it is financially prudent.
- 7) Education, research, and community outreach: We will support the development of certificate and degree programs that prepare our graduates to work in the fields of sustainability. The plan for such programming will be incorporated into our university strategic plan which will be developed during AY16-17. We will also establish programs on campus to educate our community (campus and beyond) regarding the importance of sustainability and the social and economic consequences of climate change. This work will be incorporated into our Talent Development Programming and special programs offered by our academic and student life work.
- 8) We will create metrics for and assess the climate resiliency of our campus.

The trustees engaged in a discussion regarding the financial implications, the need to amend the investment policy and the timetable for change. It was determined that the Board should postpone action until the fall Board meeting and asked the Finance and Facilities Committee to provide additional information with regard to investment risks and benefits at its September meeting.

Diversity:

AGB Conference Report – Trustee Davis

Trustee Davis attended the AGB National Conference held April 17-19, 2016 in Washington, DC, and shared with the group a summary of information from a diversity session which addressed the call for boards and presidents to be proactive in creating inclusive communities while rising to the leadership challenge of positioning our institution and all of our students for a successful future. The report is attached hereto in its entirety (Attachment A)

Diversity Statistics – Executive Director, Strategic Planning & Decision Support Chunju Chen shared a packet of data representing the diversity of our campus community over the past five years. The data was obtained from the Department of Higher Education and our Human Resource Department. This information will inform our recruitment plan which will be shared with the Board in the fall. (Attachment B)

* * *

VII. NEW BUSINESS

Retrenchment (elimination of one APA position) General Counsel and Vice President of Administration John Keenan advised the board that the APA contract dictates that this matter must be brought to the board for action. He then discussed that the university is continuously seeking efficiencies and that changing technology is at times disruptive. The matter at issue is an employee who has worked at the university since 2007, is a member of the APA and works in IT. Currently, the employee is the only staff assigned to support software which is migrating to the cloud so the APA position is no longer needed and the recommendation to the board is retrenchment of the position. The APA union was notified of the retrenchment recommendation, board meeting and the opportunity to speak to the Board and did not ask to come before the Board. There was no Union Representation at the meeting. The employee was present but did not request to be heard. With no further discussion, objection or comments Trustee Segal offered the motion, Trustee Chisholm seconded the motion and it was unanimously

*New
Business*

*Retrenchment
– Elimination
of one APA
Position*

VOTED: Per Article IX, Reduction in Force, Section C, Retrenchment Procedures in the Event of Changing Needs of the University, and based on the recommendation of the University Administration, the Board approves the abolishment and retrenchment of one full-time staff associate position in Information Technological Services (as that position is described in the retrenchment Memorandum dated June 1, 2016). (NB 16-01)

Nominating Committee Report: Chair Lutts reported that the Nominating Committee had polled the members and was pleased to report that Trustees Mattera and Davis were again willing to serve as Chair and Vice Chair respectively. With no further discussion, objection or comments Trustee Lutts offered the following motion which was read by Trustee Chisholm and seconded by Trustee Segal and it was unanimously

*Nominating
Committee
Report*

VOTED: The Board of Trustees of Salem State University hereby elects the slate of Paul Mattera as chair and Alyce Davis as vice chair as its officers for FY2017, effective July 1, 2016. (NB – 16-02)

Election of Executive Committee: Chair Mattera announced that the board must also elect members to the Executive Committee to join the committee’s ex officio members. The chair called for nominations to the committee and Trustee Segal nominated past chair, Trustee Scott, Trustee Lutts and Trustee Malcolm. Chair Mattera called for any additional nominations or discussion and hearing none it was unanimously.

*Executive
Committee
Election*

VOTED: To appoint Trustees Scott, Lutts and Malcolm to the Executive Committee for the FY 2017.

Presidential Review Committee: Chair Mattera noted that each year a presidential review must be prepared and submitted to the commissioner in October. Chair Mattera appointed Trustee Davis as chair of the Presidential Review Committee and Trustees Chisholm and Segal to assist with the report. He thanked the trustees for their willingness to serve on the committee.

*Presidential
Review
Committee*

* *

VIII. OPEN FORUM

Chair Mattera opened the meeting to questions and comments from the floor at 6:52 pm. There being none the Chair Mattera closed the Open Forum.

*Open
Forum*

Chair Mattera then announced that the Board would return to an earlier agenda item and go into Executive Session to discuss a real estate acquisition. He advised those present that there would be no further business and the Board would not reconvene following Executive Session. Chair Mattera then asked for a motion for the Board to go into Executive Session.

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

VOTED: To adjourn to Executive Session

Voting in the affirmative: Trustees Chisholm, Davis, Lutts, Malcolm, Mattera (Chair), Murphy, Scott, Segal and Stringer

Voting against: None

When the Board had completed its discussion, it voted to come out of Executive Session at 7:10 pm.

* * *

IX. ADJOURNMENT

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

VOTED: To adjourn the meeting at 7:12 p.m.

Respectfully submitted,



Patricia Maguire Meservey
President



Lynne Montague
Secretary to the Board of Trustees

SALEM STATE UNIVERSITY

TRUST FUND GUIDELINES

AND POLICIES

PREPARED FOR THE BOARD OF TRUSTEES

Approval Date: June 8, 2016
Draft revised dated June 1, 2016

Salem State University
Finance and Business

Trust Fund Guidelines and Policies

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Salem State University

Standards for the Expenditure of Trust Funds

Definition

The term "trust funds" as used in public higher education refers to non-appropriated funds utilized by the University. "Trust funds" are created when a non-appropriated revenue source is generated. Significant revenue sources may result in stand-alone, individual "trust funds" while smaller revenue sources may be pooled.

Revenue Sources

Salem State University has two primary sources of income: state appropriations and funds held in trust, which are generated primarily from fees, gifts and grants, auxiliary revenues, capital financing and miscellaneous sources. These trust fund revenues are used to complement state appropriations in order to ensure sufficient funding for the University programs.

The expenditure of state appropriated funds is governed by detailed state regulations which control expenditures for the University. Statutory authority for enforcing state regulations rests with several entities including the State Auditor, the State Comptroller and the Department of Higher Education.

Although technically "public" funds, trust funds are not "appropriated" funds and, therefore, are not subject to the same spending rules and regulations as appropriated funds. In many cases, other external regulations govern expenditures of trust funds. For example, the Massachusetts State College Building Authority governs the Residence Hall Trust Fund. Where external, third-party regulations do not exist, responsibility for regulating and controlling the expenditure of trust funds rests with the Salem State University Board of Trustees. The Department of Higher Education does not have statutory authority for trust funds.

Role of Trust Funds

For Salem State University, trust funds play an important role in financing the education of our students. The statutory authority for trust funds resides in the Commonwealth of Massachusetts General Laws Chapter 15A, Section 5 and Chapter 73, Section 14, as well as various other statutes governing public institutions of higher education. These statutes allow the Department of Higher Education and Boards of Trustees to create financial accounts to fund and account for certain campus projects, programs and activities. These statutes stipulate that all income received be held in trust and be expended for the purposes for which the trust funds were established. This is also a fundamental tenant of the required form of accounting within the nonprofit higher education industry, which is known as fund accounting.

Trust funds are used in connection with a variety of campus activities such as auxiliary services (e.g. student housing, parking and food service), student activities and public services. Revenues generated

through each activity are used to fund the costs of the associated program or activity. The expectation is that over time most trust funds will become self-supporting.

These guidelines and policies form the basis for the procedures to be followed in establishing, administering and expending trust funds at Salem State University in conjunction with the internal control policies and the general and specific policies and procedures for accounting and fiscal administration of the University.

Purpose of Standards

It is important that the development, utilization and management of trust funds be conducted in a manner that complies with applicable laws and statutes and meets with the approval of the Salem State University Board of Trustees. Standards for the expenditure of trust funds are intended to provide some guidance and suggestions on selected expenditures made in the interest of promoting the mission of the University. These standards provide greater clarity and uniformity in the determination of appropriate and inappropriate expenditures of these funds.

Underlying Principles

A number of important principles underlie these standards:

- (1) Standards should not be construed as an attempt to usurp campus based authority or to centralize decision-making. Salem State University must have the flexibility to fulfill its distinctive mission within the public higher education system.
- (2) There is no substitute for personal ethics and sound judgment. Expenditures of trust funds should be made with the assumption that those decisions and choices will become public knowledge.
- (3) Accountability is a critical component of local autonomy. The University will be held accountable for choices and decisions, including the expenditure of trust funds.
- (4) Salem State University is a member of, and participates within, the larger community it serves. As such, the University must interact with community groups and civic associations and it is appropriate for it to make modest and limited expenditures in support of these entities.
- (5) State universities, like private universities, must engage in activities that promote employee morale, generate philanthropic support and enhance the wellbeing of the University. Accordingly, reasonable and appropriate expenditures to support such activities can and should be made.
- (6) Trust funds should be spent in a manner which is reasonable and prudent. Travel, entertainment and other expenditures should be made in moderation and good taste. Additional

guidelines are detailed in the University's Business Expense Policy, policy governing On/Off-Campus Events, Recruitment Policy, Travel Policy, and Gift Card Policy referenced in the Addendum.

Responsibility and Reporting

- (1) Responsibility for these specific trust fund guidelines and regulations rests with the Salem State University Board of Trustees.
- (2) Responsibility for trust fund administration rests with the President and the Vice President for Finance and Business. Records should be maintained in accordance with proper accounting procedures including documentation of receipts, disbursements and bank accounts.
- (3) All trust fund activities are subject to regular audit inspection by the State Auditor's Office.
- (4) Clear definitions, goals and objectives shall be established for each trust fund. An annual budget will be developed, reviewed by the President and submitted to the Board of Trustees for approval. Such budgets should include sufficient detail to permit the identification of major expenditures over \$500,000 in a fiscal year.
- (5) The President or designee shall provide an accounting of trust fund revenues and expenditures to the Board of Trustees on a quarterly basis. Audited financial statements shall be submitted to the Department of Higher Education, the Office of the State Auditor and the Office of the State Comptroller on an annual basis. Additional reports may be requested at the discretion of the Board of Trustees or the appropriate State Department/Office.
- (6) The level of detail in the quarterly reports must be sufficient to satisfy Board of Trustees' inquiries and audit requirements and should also include: certification by the President or designee that all records were maintained in accordance with proper procedures, including documentation of receipts, disbursements and bank accounts, and that all expenditures were made to advance Salem State University's mission.
- (7) The Finance and Facilities Committee of the Board of Trustees shall review the report and it should be provided to the full Board of Trustees. The president is responsible for reporting any violations of trust fund expenditure standards to the Board of Trustees. The Board of Trustees shall be responsible for follow-up action taken to address each violation.
- (8) As necessary, the Risk Management and Audit (RMA) Committee of the Board of Trustees will receive reports by Auditors for review and discussion with the full Board of Trustees. The RMA Committee reviews an annual external audit prior to its acceptance by the full Board of Trustees. Furthermore, the RMA Committee reviews audited financial statements and financial compliance reports.

- (9) Wherever specific expenditures require prior approval, the approval of the annual budget by the Board of Trustees satisfies prior approval requirements for any expenditure.
- (10) The President or his/her designee has discretion over individual contracts where trust funds are used up to \$500,000 except in the following circumstances which require prior approval of the board chair:
 - a. Expenditures which personally benefit the President, if any, which shall not be in violation of the State Ethics laws.
 - b. Expenditures for furnishings or decoration of the President's office or home;
 - c. Expenditures for fees or individual membership dues over \$500 except for fees or dues associated with professional organizations that directly advance the mission; or that support licensure/certifications required by an employee in the course of his/her job responsibility.
 - d. Expenditures for trustee travel;
 - e. Expenditures for purchase or lease of motor vehicles used by the President or other administrators.
- (11) Individual annual expenditures for contracts over \$500,000 require the prior approval of the Board of Trustees which can be granted through approval of the budget schedule identifying them. In rare cases when approval of the full Board of Trustees is not immediately available, the Executive Committee of the Board may grant verbal approval on behalf of the Board of Trustees. Such an action must be reported at the next regularly scheduled meeting of the full Board of Trustees.

Prohibited Expenditures

The following expenditures are expressly prohibited:

- (1) Expenditures which would be in violation of state ethics laws or other applicable laws.
- (2) Purchase or lease of vehicles for the exclusive use of employees other than the president. Vehicle(s) for the exclusive use of the president, if any, shall be governed by the terms of an employment contract duly approved by the Board of Trustees.
- (3) Contributions to individuals seeking elected public office or to political action committees (PACs) or equivalent organizations
- (4) Personal loans granted to university staff or members of the Board of Trustees. (This prohibition excludes regular financial aid programs at the institution.)

- (5) Initiation fees and membership dues for private clubs.

Categories of Allowable Expenditure

(1) Expenditures of a Personal Nature

- a. Whenever expenditure would personally benefit or might be seen to personally benefit an individual, that person is prohibited from approving such expenditure, regardless of the dollar amount. In all such circumstances, the President or his/her designee must approve the expenditure in advance.
- b. In the case of the President, the chairperson of the Board of Trustees must provide approval of such expenditures which will be reported to the Risk Management and Audit Committee on an annual basis.

(2) General Campus Projects

- a. When furnishings or decorations are paid from university funds for the President's home or office, they must have the prior approval of the Board of Trustees. All such expenditures shall conform to University and state policies and procurement regulations and guidelines.
- b. Contractor and consultant fees paid from trust funds shall conform to state law pertaining to such activities.
- c. Publications, including Presidential reports, newsletters, advertisements, magazines, invitations should demonstrate moderation and good taste.
- d. Individual membership fees for civic, academic and/or professional organizations must have prior approval of the President or his/her designee except for fees or dues associated with professional organizations that directly advance the mission or licensure/certification required by responsibility. In the case of the President, the Board of Trustees must give prior approval.
- e. Modest contributions to charitable organizations are permissible provided they will further the public purpose of the University.

(3) Travel and Subsistence Costs

Refer to the University Travel and Business Expense Policy which may change from time to time.

(4) Personal and Student Loans

- a. It is permissible to provide salary disbursements through the Commonwealth's Dynacash procedures to employees if the University cannot meet payroll due to technical or processing

difficulties. (e.g. computer failure, problems with timesheet processing, etc.).

- b. In the case of students, loans can only be made by the President or the director of financial aid and should be made only via standardized financial aid loan programs or, rarely, in exceptional circumstances (“emergency loan”).

(5) Employee and Student Recognition Activities

- a. Certain expenditures of trust funds to enhance employee and student morale or to recognize achievement, longevity, performance or retirement can be made in moderation. Gift cards may not be purchased as a form of recognition. (Refer to gift card policy). All recognition activities must comply with specific University policies and procedures (see Addendum).

(6) Entertainment of University Donors, Alumni, Friends, Guests and Visitors

- a. Such entertainment by any members of the university should be in moderation and good taste.
- b. It is appropriate for the University President to entertain guests in his/her home as part of official duties. Such entertainment should be in moderation and good taste.
- c. Sports, theater and other entertainment tickets can be purchased with trust funds if the event is being held on campus or directly supports the University's programs. Such expenditures may be made to support student attendance at events.

(7) Miscellaneous

- a. Attracting individuals of high quality can require assisting them with the costs of relocation from other parts of the state or country. If considered necessary by the supervisor and with appropriate campus approvals (AVP Human Resources and the relevant vice president), university departments may pay a new employee a reasonable transition allowance to cover their personal moving, relocation and employment transition costs. If a transition allowance is paid, the allowance will be taxable to the employee and paid via Payroll. The allowance must be (1) authorized in advance, (2) documented in writing to the employee and for the human resource files, and (3) directly related to the commencement of employment at Salem State University.
- b. Modest purchases of flowers, gifts and cards from trust funds may be made by the President or his/her designee. Appropriate occasions include but are not limited to: death or illness of an employee, student, trustee or person of special importance to the University, or immediate family member of said persons; appreciation for contributions that enhance the mission of the University.

Closing Comments

As noted previously, these standards for the expenditure of trust funds are not all-inclusive. It would be impossible to outline every possible type of expenditure which might be made utilizing these funds. However, when a trust fund expenditure decision must be made, it should be made in recognition of the public nature of these funds and in moderation and good taste.

Salem State University - Trust Funds based on L3 in Fund Hierarchy				
Trust Fund	Description	Count of PeopleSoft Funds	FY15 Total Revenue	Examples
L3_Agency	Funds held by Salem State as custodian/fiscal agent for others	6	-	Fund 6222 - Unclaimed Checks
L3_Education & General Funds	Basic operations of the university; unrestricted funds	53	128,378,885	Fund 1000 - State Maintenance Appropriation Fund 2311 - Darwin Festival Fund 1247 - Investments
L3_Gifts	Funds donated by others outside the university for a specific purpose	2	296,548	Fund 2313 - Departmental Gifts
L3_Grants	Funds provided by an external party in return for a specific project or other action by the university. Majority of SSU's grants are for financial aid to students.	258	20,673,825	Fund 2200 - Pell Grant
L3_Net Invested in Capital Assets	Capitalizable facility projects; depreciation; debt.	19	7,945,075	Fund 7020 - DCAM Solar Panel 7006-9800 Fund 7040 - Invested in Cap Assets-Net
L3_Residence Hall Trust Fund	Self-supporting operations that provide services to students, faculty, or staff; restricted by an entity outside of the university (MSCBA owned facility operations)	11	16,084,078	Fund 2517 - CDTR-Atlantic Hall
L3_Restricted other		65	817,213	Fund 2304 - Alpha Lambda Delta/ACADEMIA
L3_Total Loan Funds	Funds provided by others for the purpose of Student Financial Aid in the form of loans, not grants. Debt belongs to the recipient, not the university.	5	-	Fund 4204 - Graduate Student Loan Fund
L3_Total Restricted Endowments	Most endowments are held by the Foundation, but the university has one historical endowed fund	1	18,863	Fund 5002 - Cruttenden Endowment
L3_Unrestricted Auxiliaries	Self-supporting operations that provide services to students, faculty, or staff; not restricted by an entity outside of the university	4	180,023	Fund 6204 - Dining Hall Trust Fund
Total Individual Funds in PeopleSoft (Active)		424	174,394,510	

Salem State University Trust Fund Document

The Board of Trustees of Salem State University establishes Trust Funds as authorized by Massachusetts General Laws Chapter 15A, Section 5 and Chapter 73, Section 14. These statutes authorize the University, through its Board of Trustees, to create trust funds to finance and account for certain campus projects, programs and activities. The Board of Trustees shall establish those fees required to maintain a reasonable balance of unrestricted operating funds.

These statutes also stipulate that income received (other than state and federal appropriations) be held in trust and be expended for the purposes for which each trust fund is established. Trust Funds are used to provide an accounting structure within which the University shall operate those activities deemed necessary for the operation and maintenance of those University projects, programs and activities directly associated with the particular trust fund.

The Salem State University Board of Trustees shall be the primary legal entity responsible for the collection of revenues and expenditures of funds associated with these accounts. The Board of Trustees delegates the authority to operate trust funds to the President, who in turn delegates the following responsibilities to the Vice President for Finance and Business:

- (1) Establishing and maintaining accurate records of all transactions affecting the fund balance of each account. Records shall be maintained in accordance with proper accounting procedures, including documentation of receipts, disbursements and bank accounts.
- (2) Maintaining cash collected in the name of the trust fund within an approved banking establishment as approved by the chief financial officer
- (3) Complying with all Massachusetts General Laws, which may directly or indirectly affect the nature of expenditures from the trust funds, and compliance with all guidelines and standards, issued by the Governor of Massachusetts under his/her executive authority.
- (4) Providing the President with a detailed accounting of trust fund expenditures on a routine basis. The President or her designee shall provide quarterly reports to the Board of Trustees for review. Such reports are disseminated to the Board of Trustees through the Finance and Facilities committee.

Salem State University – Educational and General Trust Fund

In accordance with the fiduciary requirements of the Board of Trustees of Salem State University this fund is subject to the following terms and conditions:

- (1) The Trust shall be exclusively known as "**Salem State University – Education and General Trust Fund.**"
- (2) The Education and General Trust Fund shall be used to provide support for the general purpose of University operations, which include academic costs, costs associated with student services, institutional support, operation and maintenance of the physical plant, and costs related to public service to enhance University/community relations. Funds may be used for the purpose of scholarship aid and financial assistance to students from time to time as deemed appropriate by the President and/or the Board of Trustees.
- (3) The revenue sources for this Trust Fund will be derived from undergraduate tuition and fees and graduate student tuition and fees, application fees, unrestricted gifts, library fees, payment plan fees, transcript fees, locally generated day tuition revenues and various other revenue sources not in conflict with existing University contracts or University policies and procedures. Funds may be transferred to or received from other trusts for expenditure in this trust fund as appropriate. An example of an appropriate transfer to another fund would be transferring funds to the Net Investment in Plant Trust Fund to cover depreciation, debt service, and/or capital improvement projects.
- (4) Examples of appropriate expenditures would be, but not limited to the following: office supplies, travel expenses, payroll expenses, electricity, consultant expenses, books, paper, equipment, and other expenses related to the daily operation of the University.

Expenditures must be in compliance with the expense policies of the University listed in the Addendum.

- (5) Examples of inappropriate expenditures would be, but not limited to the following: any items indicated as inappropriate trust fund expenditures within the Trust Fund Guidelines issued by the Department of Higher Education.
- (6) Retained Education and General Trust Fund balances may be created or preserved in order to protect against any economic or enrollment downturns or budget rescissions from the Commonwealth, or to create a pool for future strategic initiatives.

Salem State University – Agency Trust Fund

In accordance with the fiduciary requirements of the Board of Trustees of Salem State University this fund is subject to the following terms and conditions:

- (1) The Trust shall be exclusively known as "**Salem State University – Agency Trust Fund.**"
- (2) The Agency Trust Fund shall be used to provide financial custodial and accounting services for an external entity for projects that closely relate to the mission of Salem State University, and for which Salem State has clear legal authority to engage in such services.
- (3) The revenues sources for this trust fund will vary depending on the nature of the entity and its activities.
- (4) Examples of appropriate expenditures would include distribution of funds collected, for the purposes intended via the collection.
- (5) Examples of inappropriate expenditures would include items which are not intended, by the legal owner, to be purchased.
- (6) Retained Agency Trust Fund balances do not legally belong to Salem State University and are held on behalf of the other entity.

Salem State University – Gifts Trust Fund

In accordance with the fiduciary requirements of the Board of Trustees of Salem State University this fund is subject to the following terms and conditions:

- (1) The Trust shall be exclusively known as "**Salem State University – Gifts Trust Fund.**"
- (2) The Gifts Trust Fund shall be used to provide support for the programs and services of the university in accordance with the specific intent expressed by the donor. It should be noted that most such gifts are received initially by the Salem State University Foundation and are conveyed to the university by the Foundation.
- (3) The revenues sources for this trust fund will be gifts.
- (4) Examples of appropriate expenditures would include equipment, supplies, payroll as intended by the donor.
- (5) Examples of inappropriate expenditures would include items that are not consistent with the intent of the gift; for example, buying laboratory equipment from a Theatre department gift fund.
- (6) Retained Gifts Trust Fund balances are carried forward and may only be spent in a manner consistent with the donor's intent.

Salem State University – Grants Trust Fund

In accordance with the fiduciary requirements of the Board of Trustees of Salem State University this fund is subject to the following terms and conditions:

- (1) The Trust shall be exclusively known as **“Salem State University – Grants Trust Fund.”**
- (2) The Grants Trust Fund shall be used to provide support for projects or financial aid, as agreed upon between the university and the grantor,
- (3) The revenues sources for this trust fund will be Federal, State, private and other grants and contracts.
- (4) Examples of appropriate expenditures would include financial aid, labor, equipment, supplies, travel as per the approved terms and conditions of the grant award.
- (5) Examples of inappropriate expenditures would include items not allowable under the terms and conditions of the grant.
- (6) Retained Grants Trust Fund balances are not normally anticipated at the conclusion of the award year or the expiration of the final grant period.

Salem State University – Net Invested in Capital Assets Trust Fund

In accordance with the fiduciary requirements of the Board of Trustees of Salem State University this fund is subject to the following terms and conditions:

- (1) The Trust shall be exclusively known as **“Salem State University – Net Invested in Capital Assets Trust Fund.”**
- (2) The Net Invested in Capital Assets Trust Fund shall be used to provide support to acquire, pay for, and improve the physical assets of the university (campus and major equipment.)
- (3) The revenue sources for this trust fund will include funds transferred from the Education and General Trust Fund, properly authorized debt issuance, state capital grants and similar sources.
- (4) Examples of appropriate expenditures would include design and construction services, depreciation, payment of principal and interest on indebtedness.
- (5) Examples of inappropriate expenditures would include routine supplies for a department.
- (6) Retained Net Invested in Capital Assets Trust Fund balances will carry forward for future capital asset needs.

Salem State University – Residence Halls Trust Fund

In accordance with the fiduciary requirements of the Board of Trustees of Salem State University this fund is subject to the following terms and conditions:

- (1) The Trust shall be exclusively known as **“Salem State University – Residence Halls Trust Fund.”**
- (2) The Residence Halls Trust Fund shall be used to provide support for the operation of the residence halls on campus.
- (3) The revenues sources for this trust fund will be room rents charged to students and rental of space for conference and other guests.
- (4) Examples of appropriate expenditures would include Resident Advisor labor, maintenance of the residence halls, utilities, housing grants to students, or replacement of furniture in the halls.
- (5) Examples of inappropriate expenditures would include expenses that do not benefit the residents of the halls or contribute to the upkeep and programming of them.
- (6) Retained Residence Hall Trust Fund balances remain intact and carry forward. The Massachusetts State College Building Authority (MSCBA) establishes certain reserve requirements through various contracts with the Massachusetts Department of Higher Education and the bondholders for project financing.

Salem State University – Other Restricted Activities Trust Fund

In accordance with the fiduciary requirements of the Board of Trustees of Salem State University this fund is subject to the following terms and conditions:

- (1) The Trust shall be exclusively known as "**Salem State University – Other Restricted Activities Trust Fund.**"
- (2) The Other Restricted Activities Trust Fund shall be used to provide support for operations of programs that are related to the university's mission but dictated by external parties,
- (3) The revenues sources for this trust fund will be fees, dues, and miscellaneous sales.
- (4) Examples of appropriate expenditures would include program costs for various academic honor societies.
- (5) Examples of inappropriate expenditures would include items not consistent with the purpose and intent of the collected funds.
- (6) Retained Other Restricted Activities Trust Fund balances carry forward for future use.

Salem State University – Loan Trust Fund

In accordance with the fiduciary requirements of the Board of Trustees of Salem State University this fund is subject to the following terms and conditions:

- (1) The Trust shall be exclusively known as "**Salem State University – Loan Trust Fund.**"
- (2) The Loan Trust Fund shall be used to provide support for financial aid for students which take the form of loans to students or parents, primarily from the Federal Department of Education.
- (3) The revenues sources for this trust fund will be funds provided by the lender on behalf of the student or parent borrower. It should be noted that such funds are not revenue to the university per se; the university is acting as a pass-through from the lender to the intended borrower.
- (4) Examples of appropriate expenditures would include disbursements to the borrower, often then credited directly to the student's account balance with the university.
- (5) Examples of inappropriate expenditures would include purchases of goods or services for university departments.
- (6) Retained Loan Trust Fund balances generally do not exist as the loan funds are disbursed in their entirety every year.

Salem State University – Restricted Endowments Trust Fund

In accordance with the fiduciary requirements of the Board of Trustees of Salem State University this fund is subject to the following terms and conditions:

- (1) The Trust shall be exclusively known as "**Salem State University – Restricted Endowments (Cruttenden) Trust Fund.**"
- (2) The XYZ Trust Fund shall be used to provide support consistent with the original Cruttenden gift.
- (3) The revenues sources for this trust fund will be payout associated with the invested funds or as per an approved endowment spending policy.
- (4) Examples of inappropriate expenditures would include items inconsistent with the intent of the endowment.
- (5) Retained Restricted Endowment Trust Fund balances remain in perpetuity as required by the terms of the endowment.

Salem State University – Unrestricted Auxiliaries Trust Fund

In accordance with the fiduciary requirements of the Board of Trustees of Salem State University this fund is subject to the following terms and conditions:

- (1) The Trust shall be exclusively known as "**Salem State University – Unrestricted Auxiliaries Trust Fund.**"
- (2) The Unrestricted Auxiliaries Trust Fund shall be used to provide services for students, faculty, and staff as anticipated through the particular program which is housed in this trust fund, for example the dining program or the bookstore.
- (3) The revenues sources for this trust fund will be generated by the particular auxiliary program.
- (4) Examples of appropriate expenditures would include payments to the outsourced vendor who provides the auxiliary service.
- (5) Examples of inappropriate expenditures would include purchases for items not related to the auxiliary programs.
- (6) Retained Trust Fund balances carry forward or may be transferred to the university's educational and general fund and used as the university deems appropriate to achieve its mission and purpose.

THIS IS A TEMPLATE IN THE EVENT OF CREATING ADDITIONAL TRUST FUNDS IN THE FUTURE

Salem State University – XYZ Trust Fund

In accordance with the fiduciary requirements of the Board of Trustees of Salem State University this fund is subject to the following terms and conditions:

- (1) The Trust shall be exclusively known as "**Salem State University – XYZ Trust Fund.**"
- (2) The XYZ Trust Fund shall be used to provide support for _____,
- (3) The revenues sources for this trust fund will be _____.
- (4) Examples of appropriate expenditures would include _____
- (5) Examples of inappropriate expenditures would include _____
- (6) Retained XYZ Trust Fund balances _____

Addendum – List of Related Policies – Date of Most Recent Revision

1. Business Travel Policy – August 2011
2. Business Expense Reimbursement Procedures – ongoing
3. Gift Card Policy – May 2016
4. Procurement Card Policy – January 20, 2016 (a manual includes reference to state procurement policies)
5. Fraud Waste and Abuse Policies – November 2009 (Toolkit from State Comptroller’s Office)
6. Cash Handling Procedures – January 2014
7. Information Security Policy - last updated on December 7, 2015
8. Time and Effort Reporting Policy - December 2010
9. Investment Policy – February 11, 2015
10. Contract Signing Authority – November 2015
11. Vehicle Use Policy December 22, 2010
12. Presidential Business, Travel and Entertainment Expenses Policy – October 8, 2013

Slight Revisions made to Trust Fund Guidelines, subsequent to the May 25, 2016 Risk Management and Audit Committee meeting as discussed during the meeting, appear below:

- (1) Page 4 #6: Substituted “Trust funds should be spent in a manner which is reasonable and prudent.” instead of “Trust funds should not be spent in a manner which gives the impression of lavishness or extravagance.”
- (2) Page 7 (#1) b: Reporting of president expenditures: added reference to the annual reporting of these to the board’s Risk Management and Audit committee, given the RMA charter to oversee president expenditures)
- (3) Page 7 (#2) c: Substituted “Publications, including Presidential reports, newsletters, advertisements, magazines, invitations and others should demonstrate moderation and good taste.” instead of “Publications, including Presidential reports, newsletters, advertisements, magazines, invitations and others should avoid the appearance of extravagance.”
- (4) Page 11 #(4): Omitted reference to “and approval” and clarified such reports are disseminated to the Board of Trustees through the Finance and Facilities committee, regarding these statements: “...Providing the President with a detailed accounting of trust fund expenditures on a routine basis. The President or her designee shall provide quarterly reports to the Board of Trustees for review and approval. “
- (5) Page 12 #(3): SSU Educational and General Trust Fund page: added “tuition and” to “undergraduate fees and graduate student tuition and fees...”
- (6) Page 23 #7: In the Addendum, updated the reference from “Identity Theft Prevention Policy-September 23, 2009” to “Information Security Policy, last updated on Dec. 7, 2015”

SALEM STATE UNIVERSITY
PRESIDENT'S RECOMMENDATIONS
FOR THE ACTION OF THE ACADEMIC AFFAIRS AND STUDENT LIFE COMMITTEE

Tenure Recommendations:

Aparicio, Carlos	Associate Professor Psychology	Effective: 9/1/16
Aruda, Mary	Associate Professor Nursing	Effective: 9/1/16
Cassano, Christina	Assistant Professor Childhood Education and Care	Effective: 9/1/16
Crow, Katherine	Associate Professor Mathematics	Effective: 9/1/16
Gordon, Ethel	Associate Professor Biology	Effective: 9/1/16

SALEM STATE UNIVERSITY
PRESIDENT'S RECOMMENDATIONS
FOR THE ACTION OF THE ACADEMIC AFFAIRS AND STUDENT LIFE COMMITTEE

Right to "Take Up" a Faculty Appointment with Tenure Recommendations:

Gasparich, Gail

Dean, College of Arts and Sciences
Right to "Take Up" position as
Professor, Biology

Effective: 3/15/16

SALEM STATE UNIVERSITY
PRESIDENT'S RECOMMENDATIONS
FOR THE ACTION OF THE ACADEMIC AFFAIRS AND STUDENT LIFE COMMITTEE

Tenure with Promotion Recommendations:

Ansari, Samiullah	From: Assistant Professor To: Associate Professor Criminal Justice	Effective: 9/1/16
Fletcher, Lynn	From: Assistant Professor To: Associate Professor Biology	Effective: 9/1/16
Jeon, Myunghee	From: Assistant Professor To: Associate Professor Management	Effective: 9/1/16
Leisey, Monica	From: Assistant Professor To: Associate Professor Social Work	Effective: 9/1/16
Leong, Pamela	From: Assistant Professor To: Associate Professor Sociology	Effective: 9/1/16
Louro, Michele	From: Assistant Professor To: Associate Professor History	Effective: 9/1/16
Pan, Youqin	From: Assistant Professor To: Associate Professor Marketing & Decision Sciences	Effective: 9/1/16
Plummer Rohloff, Rebecca	From: Assistant Professor To: Associate Professor Art + Design	Effective: 9/1/16
Reeds, Kenneth	From: Assistant Professor To: Associate Professor World Languages and Cultures	Effective: 9/1/16

SALEM STATE UNIVERSITY
 PRESIDENT'S RECOMMENDATIONS
 FOR THE ACTION OF THE ACADEMIC AFFAIRS AND STUDENT LIFE COMMITTEE

Promotion Recommendations:

Allen, Douglas	From: Associate Professor To: Full Professor Geological Sciences	Effective: 9/1/16
Bahnan, Nisreen	From: Associate Professor To: Full Professor Marketing and Decision Sciences	Effective: 9/1/16
Carlson, Joanne	From: Assistant Professor To: Associate Professor Nursing	Effective: 9/1/16
Crone-Todd, Darlene	From: Associate Professor To: Full Professor Psychology	Effective: 9/1/16
Duclos-Orsello, Elizabeth	From: Associate Professor To: Full Professor Interdisciplinary Studies	Effective: 9/1/16
Fisher, Ryan	From: Associate Professor To: Full Professor Biology	Effective: 9/1/16
Frost, Marion	From: Assistant Professor To: Associate Professor Nursing	Effective: 9/1/16
Grenfell, Mary-Jo	From: Associate Professor To: Full Professor Music and Dance	Effective: 9/1/16
Gu, Jian	From: Associate Professor To: Full Professor Management	Effective: 9/1/16
Guo, Hongtao	From: Assistant Professor To: Associate Professor Accounting and Finance	Effective: 9/1/16

SALEM STATE UNIVERSITY
 PRESIDENT'S RECOMMENDATIONS
 FOR THE ACTION OF THE ACADEMIC AFFAIRS AND STUDENT LIFE COMMITTEE

Halpern, Pamela	From: Associate Professor To: Full Professor Childhood Education and Care	Effective: 9/1/16
Luna, Marcos	From: Associate Professor To: Full Professor Geography	Effective: 9/1/16
Mercer, David	From: Assistant Professor To: Associate Professor Biology	Effective: 9/1/16
Mulman, Lisa	From: Associate Professor To: Full Professor English	Effective: 9/1/16
Shwedel, Allan	From: Associate Professor To: Full Professor Secondary and Higher Education	Effective: 9/1/16
Silveira, Jeramie	From: Associate Professor To: Full Professor Occupational Therapy	Effective: 9/1/16
Springer, Cheryl	From: Associate Professor To: Full Professor Social Work	Effective: 9/1/16
Sweeney, Michele	From: Associate Professor To: Full Professor Sport and Movement Science	Effective: 9/1/16

SALEM STATE UNIVERSITY
 PRESIDENT'S RECOMMENDATIONS
 FOR THE ACTION OF THE ACADEMIC AFFAIRS AND STUDENT LIFE COMMITTEE

Emeritus Status Recommendations:

Eaton, Ellen	From: Full Professor To: Professor Emerita Nursing	Effective: 9/1/16
Glasser, Perry	From: Full Professor To: Professor Emeritus English	Effective: 9/1/16
Golub, Ellen	From: Full Professor To: Professor Emerita Communications	Effective: 9/1/16
Kuehnle, Kristen	From: Full Professor To: Professor Emerita Criminal Justice	Effective: 9/1/16
LaBay, Duncan	From: Associate Professor To: Professor Emeritus Marketing & Decision Sciences	Effective: 9/1/16
Markunas, Patricia	From: Full Professor To: Professor Emerita Psychology	Effective: 9/1/16
Sak, Leah	From: Full Professor To: Professor Emerita Nursing	Effective: 9/1/16
Siden, Dorothy	From: Full Professor To: Professor Emerita Economics	Effective: 9/1/16
Uhl, Jennifer	From: Full Professor To: Professor Emerita Sport and Movement Science	Effective: 9/1/16
Whyte, Gregg	From: Associate Professor To: Professor Emeritus Computer Science	Effective: 9/1/16

SALEM STATE UNIVERSITY
PRESIDENT'S RECOMMENDATIONS
FOR THE ACTION OF THE ACADEMIC AFFAIRS AND STUDENT LIFE COMMITTEE

Terminal Contract Recommendations:

Yudilevich-Espinoza, Sandra

Assistant Professor
Social Work

Effective: 9/1/16

2015-2016 PERSONNEL CALENDAR
Appendix M-1: Evaluation of Full-Time Unit Members and Salaried Part-Time Faculty
Promotion Only

All actions must be taken **no later than the dates indicated**. Deadlines falling on a Saturday, Sunday or holiday are moved to the next business day. Dates in boldface are contractual dates. Written responses are due the specified number of days *after receipt* by the candidate.

<u>Action Required</u>	<u>Date</u>
<u>Candidate submits materials (including Appendix A-1 or A-2)</u>	<u>9/15/15</u>
<u>Candidate selects third member of Peer Evaluation Committee¹</u>	<u>9/30/15</u>
<u>Classroom observations by Peer Evaluation Committee</u>	<u>10/16/15</u>
<u>Evaluation by Peer Evaluation Committee (transmit to candidate, ten days to respond to the evaluation)</u>	<u>10/23/15</u>
<u>Peer Evaluation Committee transmits to Chair/Library Director/LPAC (copy to candidate)</u>	<u>11/6/15</u>
<u>Classroom/direct observations by Chair/ Library Director/LPAC²</u>	<u>11/12/15</u>
<u>Evaluation by Chair/Library Director/LPAC (transmit to candidate, ten days to respond to the evaluation)</u>	<u>11/25/15</u>
<u>Chair/Library Director/LPAC transmits to Committee on Promotions³ via VP (copy to candidate)</u>	<u>12/4/15</u>
<u>Evaluation by Committee on Promotions (transmit to candidate, seven days to respond to the evaluation)</u>	<u>1/22/16</u>
<u>Committee on Promotions transmits to VP (copy to candidate)</u> <u>(Transmit to candidate who has seven days to send VP a response to the committee's recommendation.)</u>	<u>1/29/16</u>
<u>Evaluation/recommendation of Dean (only if VP assigned evaluations to the Dean)</u> <u>(Transmit to candidate who has seven days to send VP a response to the committee's evaluation.)</u>	<u>2/12/16</u>
<u>Dean transmits evaluation/recommendation to Vice President</u>	<u>2/19/16</u>
<u>Vice President concurs with Dean's evaluation or conducts his/her own evaluation</u> <u>(Transmit to candidate who has seven days to respond to the evaluation.)</u>	<u>3/12/16</u>
<u>Vice President transmits to President (copy to candidate)</u>	<u>3/19/16</u>
<u>Faculty intending to apply for promotion or tenure⁴ during AY 2016-2017 should give notice to Chair</u>	<u>4/1/16</u>
<u>President recommends to Trustees (copy to candidate)</u>	<u>4/2/16</u>
<u>Vice President shall give notice to candidates for personnel actions if the responsibility for evaluations during the 2016-2017 academic year is to be assigned to deans</u>	<u>4/8/16</u>

¹ Peer Evaluation Committees must be formed no later than **9/30/15**. Candidate selects the third member of the committee. Given the early deadlines for classroom observations, it is recommended that PECs be formed as early as possible.

² For librarians, Library Director or Library Program Area Chair (LPAC) conducts direct observation. If librarian is teaching a credit-bearing course, Department Chair also conducts classroom observations.

³ The Committee on Promotions must be elected no later than **9/30/15**.

⁴ Faculty should give notice to Chair by **4/1/16** so classroom observations can be conducted during the Spring 2016 semester.

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C. J. O. L.

2015-2016 PERSONNEL CALENDAR
Appendix M-1: Evaluation of Full-Time Unit Members

Tenure Only¹

All actions must be taken **no later than the dates indicated**. Deadlines falling on a Saturday, Sunday or holiday are moved to the next business day. Dates in boldface are contractual dates. Written responses are due the specified number of days *after receipt* by the candidate.

<u>Action Required</u>	<u>Date</u>
Candidate submits materials (including Appendix A-1 or A-2)	9/15/15
Classroom/direct observations by Chair/ Library Director/LPAC ²	9/15/15
Evaluation by Chair/Library Director/LPAC (Transmit to candidate, ten days to respond to the evaluation and to request ³ PEC. If a PEC is requested or required, then also the date the candidate selects the third member of PEC.)	9/29/15
Chair/Library Director/LPAC transmits to the next step (copy to candidate)	10/9/15
Classroom observations by PEC (if candidate requested or is required to have a PEC evaluation)	10/23/15
Evaluation by Peer Evaluation Committee (if requested or required) (Transmit to candidate who has seven days to respond to the evaluation.)	10/30/15
Peer Evaluation Committee transmits to Committee on Tenure ⁴ via VP (copy to candidate)	11/12/15
Committee on Tenure meets with candidate (candidate has seven days to provide additional information)	2/5/16
Evaluation/recommendation by Committee on Tenure (Transmit to candidate who has seven days to respond to the evaluation.)	2/12/16
Committee on Tenure transmits to Vice President (copy to candidate) (Transmit to candidate who has seven days to respond to the evaluation.)	2/19/16
Evaluation/recommendation by Dean (only if VP assigned evaluations to the Dean) (Transmit to candidate who has seven days to respond to the evaluation.)	2/26/16
Dean transmits evaluation/recommendation to Vice President	3/5/16
Vice President concurs with Dean's evaluation or conducts his/her own evaluation (Transmit to candidate who has seven days to respond to the evaluation.)	3/12/16
Vice President transmits evaluation/recommendation to President (copy to candidate)	3/19/16
Faculty intending on applying for promotion or tenure ⁵ during AY 2016-2017 should give notice to Chair	4/1/16
President recommends to Trustees (copy to candidate)	4/2/16
Vice President shall give notice to candidates for personnel actions if the responsibility for evaluations during the 2016-2017 academic year is to be assigned to deans	4/8/16

¹ A unit member who applies for tenure and who has met the time requirements for promotion to the next higher rank will only be evaluated for tenure, but will be promoted at the time tenure is granted.

² For librarians, Library Director or Library Program Area Chair (LPAC) conducts direct observation. If librarian is teaching a credit-bearing course, Department Chair also conducts classroom observations.

³ For faculty in the Salem School of Social Work, Westfield Program in Social Work and Bridgewater Master of Social Work Program; or any unit member who has met the time requirements for promotion to the next higher rank, evaluation by the Peer Evaluation Committee is mandatory.

⁴ The Committee on Tenure should be formed no later than **10/31/15**.

⁵ Faculty should give notice to Chair by 4/1/16 so classroom observations can be conducted during the Spring 2016 semester.

REQUEST FOR TRUSTEE ACTION

Date: June 8, 2016
To: Board of Trustees
From: Finance & Facilities Committee
Subject: FY17 University Fees
Requested Action: Approval

MOTION

The Finance and Facilities Committee hereby recommends that the Board of Trustees approve the following motion pertaining to university fees for FY17.

Recommended motion

The Board of Trustees of Salem State University hereby approves the university fees as shown in the attached tuition and fee rate schedule (Attachment C). The new rates shall be effective for the 2016-17 academic year (FY17). The president and other officers of the university are hereby authorized to do all things and take all actions deemed necessary to implement this decision.

Committee Assigned: Finance & Facilities
Committee Action: Approved
Date of Action: May 25, 2016

Trustee Action:
Trustee Approval Date:
Effective Date:

Signed: _____
Title: _____
Date: _____

**In-State Schedule of Student Charges
2016-17 Academic Year**

	Fall 2016		Spring 2017		Academic Year Full-Time
	Per Credit	Full-Time	Per Credit	Full-Time	
<u>Day Undergraduate</u>					
Tuition					
In-State	\$37.92	\$455.00	\$37.92	\$455.00	\$910.00
Fees					
University Fee ¹	\$350.67	\$4,208.00	\$350.67	\$4,208.00	\$8,416.00
Capital Improvement Fee	\$13.75	\$165.00	\$13.75	\$165.00	\$330.00
SGA Fee	\$3.33	\$40.00	\$3.33	\$40.00	\$80.00
Total Tuition and Fees					
In-State	\$405.67	\$4,868.00	\$405.67	\$4,868.00	\$9,736.00
<u>Evening Undergraduate (SCPS)</u>					
Tuition					
In-State	\$115.00		\$115.00		
Fees					
Course Fee	\$233.00		\$233.00		
Capital Improvement Fee	\$14.00		\$14.00		
SGA Fee	\$3.33		\$3.33		
Total Tuition and Fees					
In-State	\$365.33		\$365.33		
<u>Graduate</u>					
Tuition					
In-State	\$140.00		\$140.00		
Fees					
Course Fee	\$245.50		\$245.50		
Capital Improvement Fee	\$14.00		\$14.00		
Total Tuition and Fees					
In-State	\$399.50		\$399.50		
<u>Graduate - MSW program</u>					
Tuition					
In-State	\$140.00		\$140.00		
Fees					
Course Fee	\$270.50		\$270.50		
Capital Improvement Fee	\$14.00		\$14.00		
Total Tuition and Fees					
In-State	\$424.50		\$424.50		
<u>Graduate - MBA program¹⁰</u>					
Tuition					
In-State	\$140.00		\$140.00		
Fees					
Course Fee	\$280.50		\$280.50		
Capital Improvement Fee	\$14.00		\$14.00		
Total Tuition and Fees					
In-State	\$434.50		\$434.50		

*All charges are subject to change.

**In-State Schedule of Student Charges
2016-17 Academic Year**

	Fall 2016		Spring 2017		Academic Year Full-Time
	Per Credit	Full-Time	Per Credit	Full-Time	
Housing²					
Peabody Hall/Bowditch Hall		\$4,080.00		\$4,080.00	\$8,160.00
Marsh Hall		\$4,590.00		\$4,590.00	\$9,180.00
Bates Complex - Double		\$4,705.00		\$4,705.00	\$9,410.00
Bates Complex - Single		\$4,980.00		\$4,980.00	\$9,960.00
Atlantic Hall - Double		\$5,100.00		\$5,100.00	\$10,200.00
Atlantic Hall - Single		\$5,660.00		\$5,660.00	\$11,320.00
Viking Hall - Double		\$4,695.00		\$4,695.00	\$9,390.00
Viking Hall - Single		\$4,980.00		\$4,980.00	\$9,960.00
Viking Hall - Double Suite		\$4,500.00		\$4,500.00	\$9,000.00
Viking Hall - Single Suite		\$4,785.00		\$4,785.00	\$9,570.00
Meal Plans					
Commuter Meal Plan ³		\$375.00		\$375.00	\$750.00
Resident Meal Plan ⁴		\$375.00		\$375.00	\$750.00
10-Meal Plan		\$1,640.00		\$1,640.00	\$3,280.00
14-Meal Plan ⁵		\$1,780.00		\$1,780.00	\$3,560.00
19-Meal Plan		\$1,860.00		\$1,860.00	\$3,720.00
Differential Fees for Undergraduate Programs					
Nursing ⁹		\$500.00		\$500.00	\$1,000.00
Biology ⁹		\$250.00		\$250.00	\$500.00
Education ⁹		\$125.00		\$125.00	\$250.00
Social Work ⁹		\$125.00		\$125.00	\$250.00
Accelerated 2nd Degree for Bachelor of Science, Nursing (BSN) (\$470 per credit, 53 credits) ¹¹					\$25,000.00
Miscellaneous Fees - annual unless noted					
Health Insurance - estimated (waivable) ⁶					\$2,511.00
Matriculation Fee - new matriculated students (one-time)					\$250.00
Mass PIRG Fee (waivable each semester) ⁷					\$10.00
Online courses (undergraduate) per credit ⁸					\$35.00
Resident Parking - \$400 per year (\$200 per semester)					\$200.00
Commuter Parking - \$125 per year (\$62.50 per semester)					\$62.50
Records Fee -- per term for non-matriculated, non-degree students					\$10.00

NOTES:

- The University Fee represents the fee anticipated for 2016-17. Fees may change by action of the Board of Trustees.
 - Housing rates include (1) \$20 per semester/\$40 per year Residence Hall Association Fee and (2) \$275 per semester/\$550 per year Technology/Student Service/Programming Fee
 - Charged to all commuter students. Required for all first-year students in first two semesters of attendance; waivable for other students. Includes \$285 dining dollars and \$90 ClipperCash per semester.
 - Minimum required for residents of Atlantic Hall and Bates. Includes \$285 dining dollars and \$90 Clipper Cash per semester.
 - Minimum required for residents of Peabody, Bowditch, Marsh and Viking Halls. All plans include \$90 ClipperCash per 10-meal and 14-meal plans include \$200 Dining Dollars; 19-meal plan includes \$100 Dining Dollars.
 - Charged for all students enrolled in at least 75 percent of a full-time course load. Student may opt out and have fee waived if covered by other health insurance
 - Charged for all day students each semester. Student may opt out and have fee waived on line.
 - All undergraduate students taking online courses to be charged \$35 per credit
 - Additional fees applicable to only new entrants to the program (incoming or transfers).
 - Graduate students in the Bertolon School of Business to be charged \$35 per credit beginning Winter semester AY2016-17
 - Accelerated 2nd Degree for Bachelor of Science, Nursing (BSN); program is a 15 month program; 53 credits; charge is \$470 per credit; first cohort runs May 2016 - August 2017; run by evening division.
- *All charges are subject to change.

**In-State Schedule of Student Charges
2016-17 Academic Year**

	Fall 2016		Spring 2017		Academic Year Full-Time
	Per Credit	Full-Time	Per Credit	Full-Time	

FT Undergraduate - In-state	Actual FY16	Proposed FY17	Amount Increase	% Increase
Tuition	910	910	0	0.0%
University Fee	8,016	8,416	400	5.0%
Tuition and University Fee Only	8,926	9,326	400	4.5%
Capital Improvement Fee	240	330	90	37.5%
SGA Fee	80	80	0	0.0%
Total Tuition and Fees	9,246	9,736	490	5.3%
Room	7,810	8,160	350	4.5%
Board	3,430	3,560	130	3.8%
Total Tuition and Fees, Room and Board	20,486	21,456	970	4.7%

Note: Room is assumed to be at the Peabody Hall/Bowditch Hall rate; Board is assume to be at the 14-Meal Plan rate.

**Out-of State Schedule of Student Charges
2016-17 Academic Year**

	Fall 2016		Spring 2017		Academic Year Full-Time
	Per Credit	Full-Time	Per Credit	Full-Time	
<u>Day Undergraduate</u>					
Tuition					
Out-of-State	\$293.75	\$3,525.00	\$293.75	\$3,525.00	\$7,050.00
Fees					
University Fee ¹	\$362.00	\$4,344.00	\$362.00	\$4,344.00	\$8,688.00
Capital Improvement Fee	\$13.75	\$165.00	\$13.75	\$165.00	\$330.00
SGA Fee	\$3.33	\$40.00	\$3.33	\$40.00	\$80.00
Total Tuition and Fees					
Out-of-State	\$672.83	\$8,074.00	\$672.83	\$8,074.00	\$16,148.00

<u>Evening Undergraduate (SCPS)</u>					
Tuition					
Out-of-State	\$250.00		\$250.00		
Fees					
Course Fee	\$233.00		\$233.00		
Capital Improvement Fee	\$14.00		\$14.00		
SGA Fee	\$3.33		\$3.33		
Total Tuition and Fees					
Out-of-State	\$500.33		\$500.33		

<u>Graduate</u>					
Tuition					
Out-of-State	\$230.00		\$230.00		
Fees					
Course Fee	\$245.50		\$245.50		
Capital Improvement Fee	\$14.00		\$14.00		
Total Tuition and Fees					
Out-of-State	\$489.50		\$489.50		

<u>Graduate - MSW program</u>					
Tuition					
Out-of-State	\$230.00		\$230.00		
Fees					
Course Fee	\$270.50		\$270.50		
Capital Improvement Fee	\$14.00		\$14.00		
Total Tuition and Fees					
Out-of-State	\$514.50		\$514.50		

<u>Graduate - MBA program¹⁰</u>					
Tuition					
Out-of-State	\$230.00		\$230.00		
Fees					
Course Fee	\$280.50		\$280.50		
Capital Improvement Fee	\$14.00		\$14.00		
Total Tuition and Fees					
Out-of-State	\$524.50		\$524.50		

**Out-of State Schedule of Student Charges
2016-17 Academic Year**

	Fall 2016		Spring 2017		Academic Year
	Per Credit	Full-Time	Per Credit	Full-Time	Full-Time
Housing²					
Peabody Hall/Bowditch Hall		\$4,080.00		\$4,080.00	\$8,160.00
Marsh Hall		\$4,590.00		\$4,590.00	\$9,180.00
Bates Complex - Double		\$4,705.00		\$4,705.00	\$9,410.00
Bates Complex - Single		\$4,980.00		\$4,980.00	\$9,960.00
Atlantic Hall - Double		\$5,100.00		\$5,100.00	\$10,200.00
Atlantic Hall - Single		\$5,660.00		\$5,660.00	\$11,320.00
Viking Hall - Double		\$4,695.00		\$4,695.00	\$9,390.00
Viking Hall - Single		\$4,980.00		\$4,980.00	\$9,960.00
Viking Hall - Double Suite		\$4,500.00		\$4,500.00	\$9,000.00
Viking Hall - Single Suite		\$4,785.00		\$4,785.00	\$9,570.00
Meal Plans					
Commuter Meal Plan ³		\$375.00		\$375.00	\$750.00
Resident Meal Plan ⁴		\$375.00		\$375.00	\$750.00
10-Meal Plan		\$1,640.00		\$1,640.00	\$3,280.00
14-Meal Plan ⁵		\$1,780.00		\$1,780.00	\$3,560.00
19-Meal Plan		\$1,860.00		\$1,860.00	\$3,720.00
Differential Fees for Undergraduate Programs					
Nursing ⁹		\$500.00		\$500.00	\$1,000.00
Biology ⁹		\$250.00		\$250.00	\$500.00
Education ⁹		\$125.00		\$125.00	\$250.00
Social Work ⁹		\$125.00		\$125.00	\$250.00
Accelerated 2nd Degree for Bachelor of Science, Nursing (BSN) (\$470 per credit, 53 credits) ¹¹					\$25,000.00
Miscellaneous Fees - annual unless noted					
Health Insurance - estimated (waivable) ⁶					\$2,511.00
Matriculation Fee - new matriculated students (one-time)					\$250.00
Mass PIRG Fee (waivable each semester) ⁷					\$10.00
Online courses (undergraduate) per credit ⁸					\$35.00
Resident Parking - \$400 per year (\$200 per semester)					\$200.00
Commuter Parking - \$125 per year (\$62.50 per semester)					\$62.50
Records Fee -- per term for non-matriculated, non-degree students					\$10.00

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- The University Fee represents the fee anticipated for 2016-17. Fees may change by action of the Board of Trustees.
- Housing rates include (1) \$20 per semester/\$40 per year Residence Hall Association Fee and (2) \$275 per semester/\$550 per year Technology/Student Service/Programming Fee
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*All charges are subject to change.

**Out-of State Schedule of Student Charges
2016-17 Academic Year**

	Fall 2016		Spring 2017		Academic Year Full-Time
	Per Credit	Full-Time	Per Credit	Full-Time	

FT Undergraduate - Out-of -state	Actual FY16	Proposed FY17	Amount Increase	% Increase
Tuition	7,050	7,050	0	0.0%
University Fee	8,138	8,688	550	6.8%
Tuition and University Fee Only	15,188	15,738	550	3.6%
Capital Improvement Fee	240	330	90	37.5%
SGA Fee	80	80	0	0.0%
Total Tuition and Fees	15,508	16,148	640	4.1%
Room	7,810	8,160	350	4.5%
Board	3,430	3,560	130	3.8%
Total Tuition and Fees, Room and Board	26,748	27,868	1,120	4.2%

Note: Room is assumed to be at the Peabody Hall/Bowditch Hall rate; Board is assume to be at the 14-Meal Plan rate.

Fees below pertain to those courses offered by the School of Continuing and Professional Studies and School of Graduate Studies

Course fees	Range
Lab fees	\$25 - \$300 per course
Clinical Fees	\$15 - \$100 per course
Nursing Resource Center Fee	\$100 per course

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

Application Fees

Undergraduate Admissions	\$40
Graduate Admissions	\$50/online/\$100 paper
Comprehensive Exam Application-Graduate School	\$50

Parking fines

Various violations	\$15 - \$115 per violation
Violation Appeal Fee if appeal not granted	\$5 per violation

Late fees

Late application for degree (undergraduate and graduate)	\$50
Late payment (tuition and fees)	\$50/month
Payment plans (enrollment fee from TMS)	\$40/semester
International student orientation fee	\$250/\$400/\$500
Non-credit course fee	varies depending on course
Institutes (wintersession/summer)	varies depending on course

FY2017 University All Funds Budget

Salem State University presents its Fiscal Year 2017 All Funds Budget totaling \$182.0 million. This budget relies on assumptions about all activities as of early May 2016 which is especially relevant for the state appropriation, student enrollment, and tuition and fee rates.

Trust Funds

In the context of Massachusetts public higher education, non-appropriated or locally generated funds are known as Trust Funds. Growth in trust fund revenues, which provide the means to accomplish much of the mission of the university, has been substantial. Salem State is updating its Trust Fund Guidelines, a document which conveys formal guidance regarding the appropriate manner of spending these locally-generated revenues. An important component of the pending Trust Fund Guidelines document is the grouping of like activities, currently accounted for in over 400 individual funds within the university's accounting system, into ten formally identified Trust Funds. Through the motion which accompanies this budget document, FY2017 budgets are being established for each of the ten trust funds. Going forward, financial reports that are provided to the Board of Trustees on a regular basis will present the revenues and expenses for each trust fund, in order to monitor trust fund performance. Appendix I describes each of the Trust Funds. Examples of several are the Grants Trust Fund (federal, state, and other grant-funded activities) and the Residence Halls Trust Fund (room rents and other revenues that support the operation of the residence halls.) The Trust Fund Guidelines reserve to the Board of Trustees the right to approve contract spending in excess of \$500 thousand. Through adoption of the budget including Appendix II, the Board is pre-approving such contracts for spending up to the amounts shown in FY2017.

Transition to All Funds Budget

Thus, this is a year of transition for Salem State budgeting in which we have expanded the scope from an operating budget to an all funds budget. Contemporaneously with the update of the Trust Fund Guidelines, the university is putting forward an FY17 budget for each Trust Fund, and the total is known as the All Funds Budget. The majority of the operating activity continues to be accounted in what has been named the Educational and General (E&G) Trust Fund. The E&G Trust Fund includes the salaries, utilities, and operating costs supported by tuition and fees, as well as the salaries/fringe benefit expenses primarily for instruction which are funded by the state appropriation. The combination of updating the Trust Fund Guidelines and formalizing the budgeting and reporting of Trust Fund activity represents an important improvement in the ability of the Board of Trustees to exercise its fiduciary responsibility to oversee the university's financial operations.

Development of an initial all funds budget is a very complex task. No doubt accuracy will improve over time, with experience. A good faith effort has been made to properly project all revenues and spending for each trust fund. Variable activity, such as gifts and grants, is particularly difficult to project with precision. Since an all funds budget has not historically been established for SSU, analyses comparing

budgets for FY2016 and FY2017 would be confusing or misleading. For context, this document presents actual financial statement results from FY2015, projected year-end results for FY2016 and the all funds budget plan for FY2017.

Key elements of the FY2017 budget include

- State base appropriation that is equal to FY2016 state funding of \$44.0 million. This occurs because the FY16 performance-based formula funding and the supplemental state support received during FY16 for FY15 unfunded collective bargaining increases is rolled into the base for FY2017. The FY2017 state appropriation revenue budget is higher than FY2016, however, for two reasons: The university assumes additional performance-based formula funding for FY2017 of \$230 thousand and the state pays the increased fringe benefits costs for those employees whose salary is funded by the state appropriation.
- No state revenue budgeted to address the FY2016 or FY2017 collective bargaining increases for state-funded employees, consistent with the FY2017 budget submitted by the Governor and recommended by the House,
- Increases in revenue for tuition and fees resulting from rate increases and enrollment changes as well as from new entrepreneurial programs and differential pricing strategies for high-demand, capacity-constrained programs of \$5.5 million or 6.9% above the FY16 projection.
- Anticipated receipt of \$7.7 million in capital grant funding from DCAMM for the completion of the Sophia Gordon Center. This is a one-time revenue item.
- Compensation expense increases of \$8.0 million or 7.1%, primarily driven by a major increase in fringe benefit rate, a portion of which is covered by the state as discussed above, and collective bargaining increases (unfunded by the state.)
- Infrastructure project budgets, for information technology and deferred maintenance, and contingencies.
- An additional \$2 million in MSCBA assessment, repayment for bond funding of facilities. Both the North Campus Parking Garage and Viking Hall will be expensed for a full fiscal year for the first time in FY2017 and fee increases have been planned accordingly.

The aggregate result is a budget for FY2017 that encompasses all funds and which has revenues sufficient to finance the university's expenses.

Uncertainties

The effort to develop the All Funds budget was significant, with input garnered from multiple parties on campus as from state government; however some areas remain uncertain, including:

- The Commonwealth budget process is not expected to be complete until summer 2016 and consequently, the university's state appropriation could change. Further, during the fiscal year, the Commonwealth sometimes assigns mid-year reductions (so-called 9C cuts.)
- While the Enrollment Management team has worked hard to recruit, evaluate, and accept applicants and freshman deposits appear strong for the fall semester, any material change in undergraduate day enrollment, or credit hour enrollment from graduate and continuing education students would have a commensurate impact on net tuition and fee revenues.

- Labor costs may be increased by an anticipated new regulation from the Department of Labor increasing eligibility for payment of overtime wages to employees currently exempt from overtime. The university is monitoring the situation. We would have to address an increase of perhaps \$200-250 thousand from a contingency budget in FY2017.
- The budget presented includes funding for new projects for information technology and facilities projects. However, carryforward figures related to projects previously authorized but not completed will only be available once the fiscal year closes and therefore are not included.

Revenues [Refer to Table 1]

University revenues from all sources excluding capital grants are budgeted to increase by 6.1% over FY2016 projected results, primarily from a combination of enrollment, student charges, grants, and state-paid fringe benefits. Including the \$7.7 million one-time funding to complete the Sophia Gordon Center, all funds budgeted revenue is approximately 10% or \$16.5 million over FY16 projected results.

Student Charges [Refer to Tables 2, 3, and 4]

Total revenue from student tuition and fee charges is slated to increase by \$5.5 million or 6.9%. A \$400 increase to the University Fee will contribute approximately \$2.4 million. Capital improvement fees are being raised as planned to help finance the cost of the parking garage; these additional fees will generate \$1.1 million towards debt assessment payments to the MSCBA.

The university has some high-demand, constrained capacity programs such as nursing, biology, education, and social work. For those programs, the university is implementing differential pricing that will enhance revenue while keeping the university's pricing in-line with competitors. These new program fees will be applied only to new freshmen and transfer students in this initial year. Differential program fee revenue is expected to generate approximately \$216 thousand for FY2017 and grow to over \$600 thousand by FY2021. As more undergraduate students opt for online courses, the university is instituting a \$35 per credit premium for this delivery mode; which is expected to yield \$683 thousand in new revenue.

The continuing education course fee has been increased by \$18 per credit or approximately 8.4% yielding \$315 thousand in additional course fee revenue. New entrepreneurial degree completion programs will be launched in order to meet the needs of continuing education students including an accelerated bachelor of nursing and a FAST BAC program enabling North Shore Community College associates degree recipients to complete their business degree within fifteen months.

The graduate division is increasing course fees by \$8 per credit or 3.6% and expects enrollment to track close to FY2016 levels. Simultaneously, a new, cohort-based masters program in social work held on Saturdays has been launched and is exceeding initial enrollment expectations. An added benefit to this alternative delivery scheduling is that it allows the program to pull from a greater geographic dispersion than a weeknight program. When combined, these changes within the graduate school should yield approximately \$140 thousand in new revenues.

Matriculation fees and other fee changes will add approximately \$674 thousand.

Financial Aid: Scholarships and Grants [Refer to Table 5]

An additional \$490 thousand will be invested in scholarship and grant financial aid, including institutional funding for merit scholarships within the College of Arts and Sciences and for the SAEL program designed to prepare students to teach English as a Second Language.

State Support [Refer to Table 6]

The Governor and House support a General Appropriations Act (GAA) base appropriation for Salem State of \$44 million, as compared to \$43.1 million in GAA for FY2016. While the FY2017 amount has not been finalized, it does present significant fiscal challenges for Salem State's FY2017 budget. An assumption of \$230K in performance-based funding is included in the university's budget. Salary expenses are traditionally applied against the appropriation because the state then pays the applicable fringe benefits. These state-paid fringe benefits are recorded both as revenue and expense. Since the fringe benefits rates have increased substantially from FY2016, from 30.8% to 35.2%, "revenue" from state-paid fringe benefits increases by nearly \$1.9 million. Thus, budgeted state support grows from \$55.9 million to 58.1 million year over year, but declines as a percent of total revenue (excluding state capital grants) from 34.0% to 33.3%.

Auxiliary Enterprises

On paper, total revenue from Auxiliary Enterprises is budgeted to go up by \$2.3 million or 11.2% over projected revenue from FY2016. However, contributing to this is a reclassification of revenues previously reflected in Sales and Services of Educational Activities. Actual increases will come from residence hall rate increases of 4.0% across all room types, parking fee revenue, and commissions from vendors. No additional residence hall capacity is budgeted in FY2017, with Viking Hall having come on line in FY2016.

Grants and Contracts

Revenue from federal, state, and private grants and contracts will grow by an estimated \$1.4 million (7.5%) in support of financial aid as well as for academic advising and peer mentoring, English as a Second Language instruction, and grants related to Title IX/sexual violence services.

Miscellaneous Income

Income from the remaining revenue categories, including sales and services of educational activities, gifts, and investment income, will produce a net decline in revenue over FY2016 projected results due in part to the reclassification discussed above. In addition, certain large gifts transferred from the Foundation during FY16 are not budgeted to recur.

Expenses

Total expenses excluding financial aid and scholarships will increase 9.4% or \$15.0 million. [Refer to Table 7]

Compensation [Refer to Tables 8-12]

Compensation is impacted primarily by three factors: collective bargaining increases, state-mandated fringe benefits rates, and fluctuations in staffing levels. Overall compensation costs will rise \$8.0 million or approximately 7.1% over projected FY2016 expenses. Each of the three campus labor unions will

receive increases in FY2017. With post tenure review, promotion, and reclassifications, the budget for salary increases is approximately \$3.5 million. As discussed, the fringe benefit rate is increasing significantly thus fringe benefits expenses will increase by \$4.4 million, of which \$1.9 million will be funded by the Commonwealth. A reallocation of the position of vice president for marketing and communications has been made in order to fund a vice president for diversity and inclusion position.

Payments to the MSCBA for Viking Hall, the parking garage, and other facilities will require additional resources of \$2 million. As discussed, those recurring expenses have been addressed with recurring revenues as planned in the form of increases in rents, and capital improvement and parking fees.

Support is a broad category covering a variety of administrative expenses, supplies, leases on space and equipment, contracts, and contingencies. Investments in facilities infrastructure, deferred maintenance projects, and information technology upgrades are driving this category higher in FY2017.

Miscellaneous expenses such as interest expense, depreciation, and utilities, will not have a material change in the coming fiscal year.

Conclusion

Despite the fiscal challenges facing Salem State University and important investments in people, infrastructure and programs, the university has balanced its budget for FY2017 and will continue to deliver a high quality, affordable education and supportive student experience.

Salem State University FY2017 All Funds Budget

Attachment D

Run on: 5/13/16 2:08 PM / Data as of: 5/13/16 12:00 AM

Actuals thru: 2016-Mar

	FY 2015 Year End Actuals	FY 2016 YTD-Mar Actuals	H FY 2017 Original Budget
L1_Total All Departments			
L1_All Funds			
\$			
OPERATING REVENUE:			
Tuition and Fees	74,250,344	74,503,825	85,967,013
Scholarship Allowance	-15,360,590	-14,428,116	-15,626,295
OP - Net Tuition and Fees	58,889,755	60,075,709	70,340,718
OP - Federal Grants and Contracts	13,966,348	13,006,879	14,533,523
OP - State Grants and Contracts	5,728,274	4,067,663	5,140,121
OP - Private Grants and Contracts	87,864	198,526	415,115
OP - Sales & Svcs Education Depts	1,254,756	988,663	1,015,678
OP - Auxiliary Enterprises	17,658,164	20,210,901	23,031,836
OP - Other Operating Revenues	476,543	285,831	391,503
NON - State General Appropriations	55,063,941	41,096,683	58,103,144
NON - Gifts	1,784,499	1,057,692	1,256,395
NON - Investment Income	591,642	-264,945	65,020
CAP - Capital Grants	846,009	0	7,700,000
Total Revenue	156,347,796	140,723,601	181,993,052
OPERATING EXPENSES:			
Salaries and Wages	87,031,644	63,471,982	93,525,331
Fringe Benefits	20,004,604	15,389,026	26,980,702
OP - Support	23,253,606	16,672,091	26,299,545
OP - Utilities	4,337,321	3,036,493	4,595,580
OP - Depreciation and Amortization	7,655,460	5,832,189	8,132,946
OP - Scholarships and Fellowships	5,800,876	6,128,261	6,270,486
OP - MSCBA Assessment	9,681,042	12,924,639	14,944,493
XFR - Transfers	0	0	0
NON - 9C Payment	622,233	0	0
NON - Interest Expense	984,574	847,426	1,243,968
- Use of Reserves + Unplanned FY Exp (Acct 0200)	0	0	0
Total Operating Expenses	159,371,360	124,302,107	181,993,051
Net Revenue over Expense	-3,023,564	16,421,494	0
Adjusted Op Margin Cash Flow (Incl. Approp.)	2.6%	16.5%	0.9%

Salem State University FY2017 Trust Fund Budgets

Attachment D

Run on: 5/17/16 4:08 PM / Data as of: 5/17/16 12:00 AM

Actuals thru: 2017-Jun

L1_Total All Departments
\$

	FY 2017 Budget	FY 2017 Budget	FY 2017 Budget	FY 2017 Budget	FY 2017 Budget	FY 2017 Budget	FY 2017 Budget	FY 2017 Budget	FY 2017 Budget	FY 2017 Budget	FY 2017 Budget
Agency	Educational & General Funds	Gifts	Grants	Net Invested in Capital Assets	Residence Halls	Restricted other	Total Loan Funds	Total Restricted Endowments	Unrestricted Auxiliaries	All Funds	
<i>Note 1</i>							<i>Note 1</i>				
REVENUE:											
Scholarship Allowance	0	2,437,000	0	-17,134,914	0	-928,381	0	0	0	0	-15,626,295
Tuition and Fees	0	85,439,384	0	0	0	0	527,628	0	0	0	85,967,013
OP - Net Tuition and Fees	0	87,876,384	0	-17,134,914	0	-928,381	527,628	0	0	0	70,340,718
OP - Federal Grants and Contracts	0	0	0	14,533,523	0	0	0	0	0	0	14,533,523
OP - State Grants and Contracts	0	0	0	5,137,623	0	0	2,497	0	0	0	5,140,121
OP - Private Grants and Contracts	0	0	0	415,115	0	0	0	0	0	0	415,115
OP - Auxiliary Enterprises	0	0	0	0	0	19,814,275	0	0	3,217,561	0	23,031,836
OP - Sales & Svcs Education Depts	0	750,251	0	69,901	0	0	195,526	0	0	0	1,015,678
OP - Other Operating Revenues	0	330,000	0	50,000	0	0	11,502	0	0	0	391,503
NON - State General Appropriations	0	58,103,144	0	0	0	0	0	0	0	0	58,103,144
NON - Gifts	0	84,201	225,825	668,678	0	6,000	271,691	0	0	0	1,256,395
NON - Investment Income	0	50,000	0	20	0	15,000	0	0	0	0	65,020
NON - Retirement of Indebtedness	0	0	0	0	0	0	0	0	0	0	0
NON - Direct Loans In and Out - Rev	0	25,000	0	-25,000	0	0	0	0	0	0	0
CAP - Capital Grants	0	0	0	0	7,700,000	0	0	0	0	0	7,700,000
Total Revenue	0	147,218,981	225,825	3,714,947	7,700,000	18,906,894	1,008,844	0	0	3,217,561	181,993,052
EXPENSES:											
OP - Compensation	0	114,004,978	50,397	2,361,849	0	4,044,153	9,793	0	0	34,863	120,506,033
OP - Support	0	22,318,745	175,428	1,317,216	0	1,609,554	739,232	0	2,484	136,885	26,299,545
OP - Utilities	0	4,595,580	0	0	0	0	0	0	0	0	4,595,580
OP - Depreciation and Amortization	0	0	0	0	8,132,946	0	0	0	0	0	8,132,946
OP - Scholarships and Fellowships	0	6,029,325	0	239,911	0	0	1,250	0	0	0	6,270,486
OP - MSCBA Assessment	0	0	0	0	2,281,168	12,663,325	0	0	0	0	14,944,493
XFR - Transfers	0	1,039,643	0	-50,000	-3,525,136	-598,448	88,128	0	0	3,045,813	0
NON - 9C Payment	0	0	0	0	0	0	0	0	0	0	0
NON - Interest Expense	0	0	0	0	1,243,968	0	0	0	0	0	1,243,968
NON - Increase (Decrease) in Net Position	0	-769,291	0	-154,030	-432,946	1,188,310	170,441	0	-2,484	0	0
Total Exp., Transfers, & Change in Net Posn.	0	147,218,980	225,825	3,714,946	7,700,000	18,906,895	1,008,844	0	0	3,217,561	181,993,051
Net Revenue over Expense	0	0	0	0	0	0	0	0	0	0	0
Adjusted Op Margin Cash Flow (Incl. Approp.)	0.0%	0.1%	0.0%	-27.6%	0.0%	3.0%	-1.8%	0.0%	0.0%	94.7%	0.9%

Note 1 - These funds pass activity through assets/liabilities only, in accordance with accounting standards, and thus have no revenue or expense budgets.

Chart 1: Components of FY2017 Revenue Budget

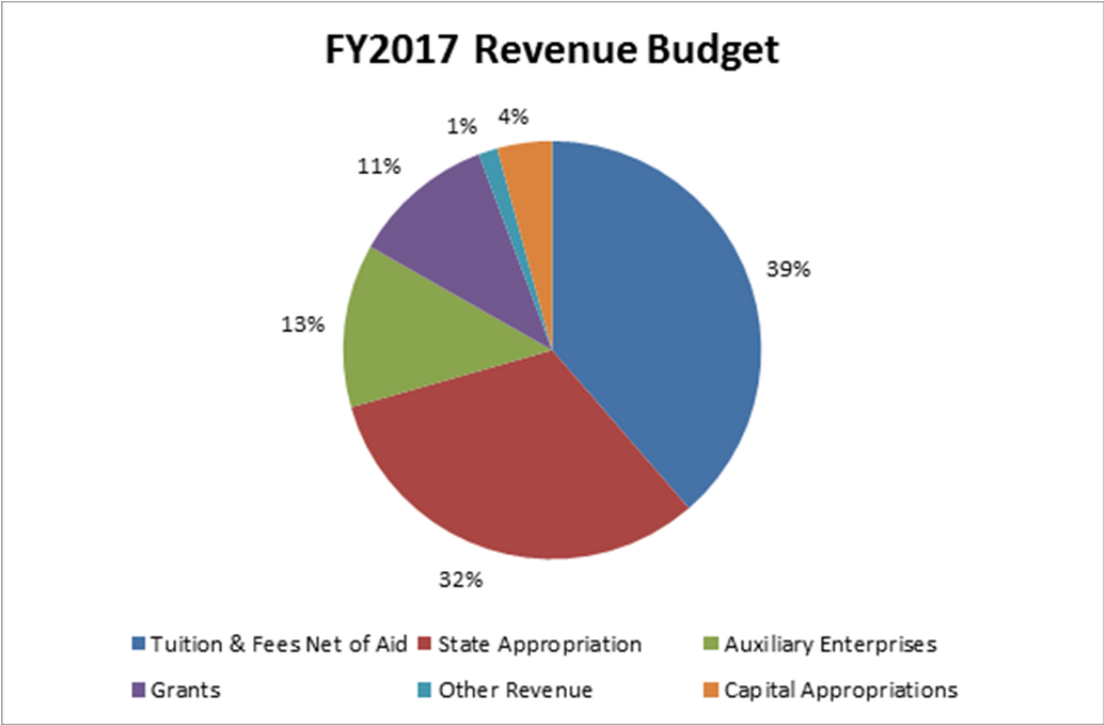


Chart 2: Components of FY2017 Expense Budget

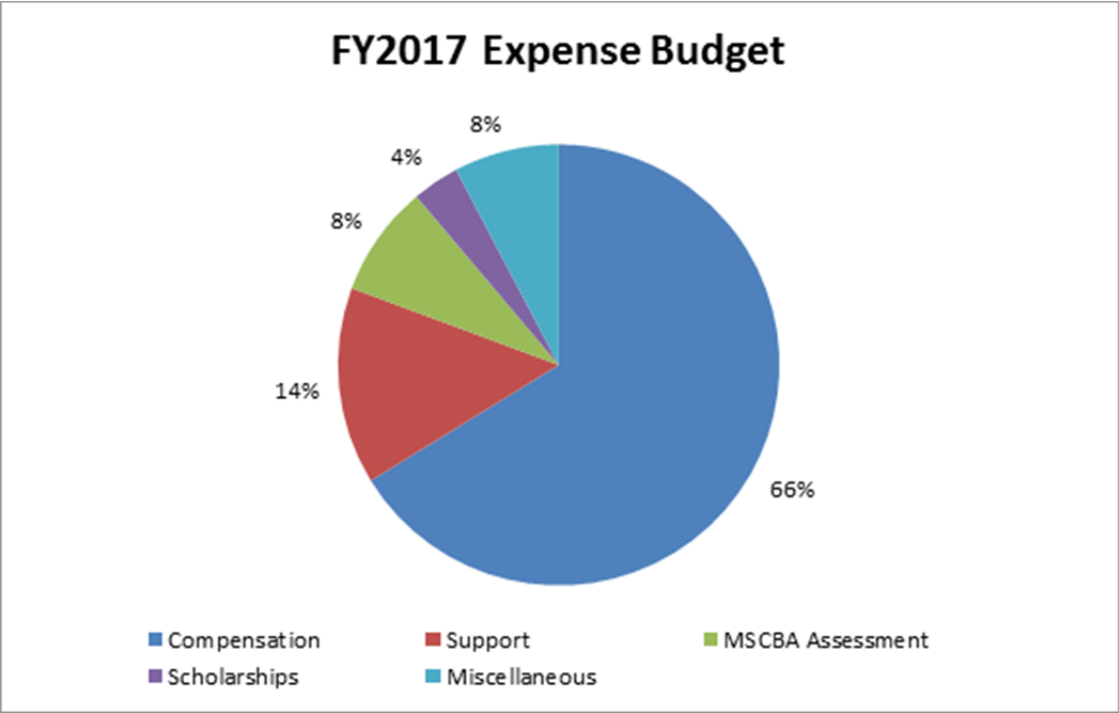


Chart 3: Credit Hours Delivered by Student Type – Full Years FY2011 – FY2015

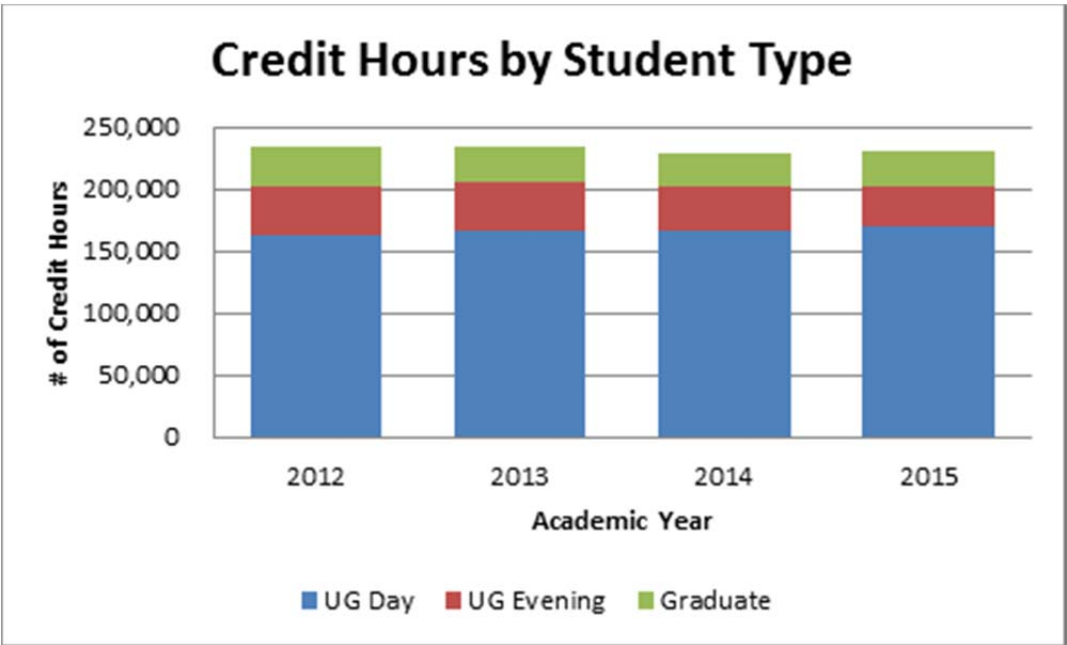


Chart 4: Preliminary Fall Enrollments (Registrations) 2015 and 2016 – Fall Only, as of May 11

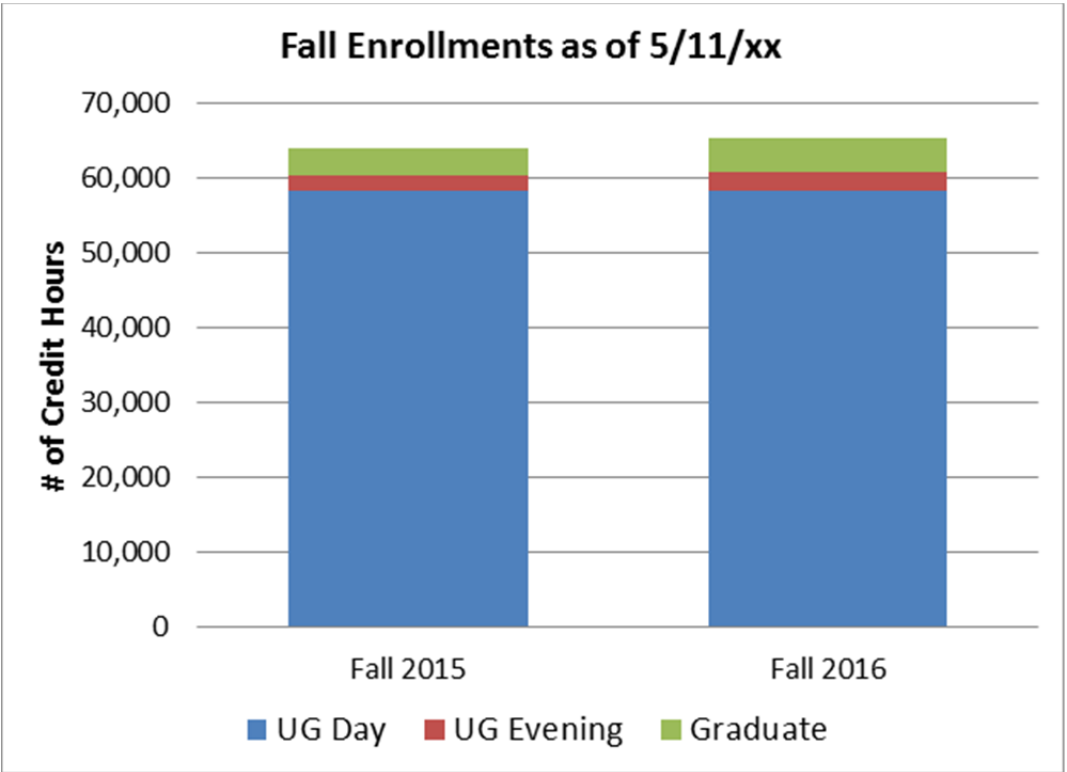


Table 1: Revenue

Revenue (\$ in millions)	FY2016 Projected	FY2017 Budget	FY16 Proj. to FY17 \$ Chg	FY16 Proj. to FY17 % Chg
Tuition & Fees Net of Aid	\$65.2	\$70.3	\$5.1	7.8%
State Appropriation*	\$55.9	\$58.1	\$2.2	3.9%
Auxiliary Enterprises	\$20.7	\$23.0	\$2.3	11.1%
Grants	\$18.7	\$20.1	\$1.4	7.5%
Other Revenue**	\$4.0	\$2.7	(\$1.3)	-32.5%
Revenue Subtotal	\$164.5	\$174.2	\$9.7	5.9%
Capital Appropriations	\$1.0	\$7.7	\$6.7	670.0%
Total Revenue	\$165.6	\$182.0	\$16.4	9.9%
<i>* inclusive of state-paid fringe benefits</i>				
<i>** other revenue includes investment income, sales and services, gifts, and other operating revenues</i>				

Table 2: Fee Revenue

Fee Revenue (\$ in millions)	FY2016 Projected	FY2017 Budget	FY16 Proj. to FY17 \$ Chg	FY16 Proj. to FY17 % Chg	% Rate Increase
Undergraduate Day University Fee	\$47.3	\$50.1	\$2.8	5.9%	5.0%
Graduate Division Course Fee	\$6.5	\$6.7	\$0.2	3.1%	3.6%
Continuing Education Course Fee	\$6.1	\$6.6	\$0.5	8.2%	8.4%
Capital Improvement Fee	\$1.7	\$2.8	\$1.1	64.7%	Varies*
Other Fee Revenue	\$5.6	\$6.5	\$0.9	16.1%	Varies
Total Fee Revenue	\$67.2	\$72.6	\$5.5	8.2%	
<i>*Capital Improvement Fees increased 37.5% for undergraduate students and by 133.3% for DGCE students</i>					

Table 3: Budget Impact of Various University Fee Rate Change Scenarios

Undergraduate University Fee: FY16 - FY17			
% Change	Budget Impact	Rate Change	New Rate
3.0%	\$1,423,200	\$240	\$8,256
4.0%	\$1,897,600	\$320	\$8,336
5.0%	\$2,372,000	\$400	\$8,416
6.0%	\$2,846,400	\$480	\$8,496
7.0%	\$3,320,800	\$560	\$8,576
Note: The above data relates to the Undergraduate University Fee only. 5% is included in the FY2017 budget.			

Table 4: Historical Credit Hours by Student Type

Student Type	Credit Hours				
	2011	2012	2013	2014	2015
Undergraduate Day	164,619	163,372	166,023	165,705	170,222
Continuing Education	41,098	39,248	39,926	36,808	32,406
Graduate	34,583	31,950	27,799	25,983	27,255
Total Credit Hours	240,300	234,570	233,748	228,495	229,883

Table 5: Financial Aid - Due to an arcane Generally Accepted Accounting Principles (GAAP) treatment, some financial aid is displayed as revenue and the remainder is shown as expense. This table brings them together.

<i>Financial Aid (\$ in millions)</i>	FY2015 Actual (\$ millions)	FY2016 Projected (\$ millions)	FY2017 Budget	FY16 Proj. to FY17 \$ Chg	FY16 Proj. to FY17 % Chg
Scholarship Allowance (deduction of Revenue)	\$15.4	\$15.2	\$15.6	\$0.4	2.6%
Scholarships and Fellowships (treated as Expense)	\$5.8	\$6.2	\$6.3	\$0.1	1.6%
Total Financial Aid	\$21.2	\$21.4	\$21.9	\$0.5	2.3%
As % of Gross Tuition and Fees	28.5%	26.6%	25.5%		
<i>Financial Aid by Source</i>	Educational & General	Grants	Residence Halls Trust Fund	Restricted Other	Total
FY2017 Budget by Source (\$ millions)	\$3.6	\$17.4	\$0.9	\$0.0	\$21.9
FY2017 Budget by Source (% of total)	16.4%	79.3%	4.2%	0.0%	100.0%

Table 6: State Support

Appropriation Description (\$ in millions)	FY2016	FY2017	FY16 Proj. to FY17 \$ Chg	FY16 Proj. to FY17 % Chg
General Appropriations Act (GAA)	\$43.1	\$44.0	\$0.9	2.1%
Funding Formula Allocation	\$0.5	\$0.2	(\$0.2)	-40.0%
Collective Bargaining*	\$0.4	\$0.0	(\$0.4)	-100.0%
Total Base Appropriation	\$44.0	\$44.2	\$0.2	0.5%
State-Paid Fringe Benefits	\$11.9	\$13.9	\$2.0	16.8%
Total State Support	\$55.9	\$58.1	\$2.2	3.9%
*CBA for FY15 which was received in FY16.				

Table 7: Expenses

Expense Category (\$ in millions)	FY16 Projection	FY17 Budget	FY16 Proj. to FY17 \$ Chg	FY16 Proj. to FY17 % Chg
Compensation	\$ 112.5	\$ 120.5	\$ 8.0	7.1%
Support*	\$ 22.0	\$ 26.3	\$ 4.3	19.5%
MSCBA Assessment	\$ 12.9	\$ 14.9	\$ 2.0	15.5%
Scholarships	\$ 6.2	\$ 6.3	\$ 0.1	1.6%
Miscellaneous	\$ 13.3	\$ 14.0	\$ 0.6	4.5%
Total	\$ 167.0	\$ 182.0	\$ 15.0	9.0%

*Support is a broad category covering a variety of administrative expenses, supplies, leases on space and equipment, contracts, and contingencies.

Table 8: Compensation

Salaries & Wages (\$ in millions)	FY2015 Actual	FY2016 Projected	FY2017 Budget	FY16 Proj. to FY17 \$ Chg	FY16 Proj. to FY17 % Chg
Benefitted Faculty & Staff	\$67.0	\$69.8	\$73.3	\$3.5	5.0%
Adjunct Faculty	\$11.3	\$11.7	\$12.0	\$0.3	2.6%
Student Labor	\$2.1	\$2.0	\$2.2	\$0.2	10.0%
Contract Employees	\$2.9	\$3.3	\$3.1	(\$0.3)	-9.1%
Other Labor*	\$3.8	\$3.2	\$3.0	(\$0.2)	-6.3%
Total Salary & Wages	\$87.1	\$89.9	\$93.5	\$3.6	4.0%
Fringe Benefits	\$20.0	\$22.6	\$27.0	\$4.4	19.5%
Total Compensation	\$107.1	\$112.5	\$120.5	\$8.0	7.1%

* Other labor includes overtime, vacation and sick payouts, etc.

Table 9: Full-time Equivalent Employee Counts by University Division

FTE Benefitted Employees*	FY2017 Roster (count)
Academic Affairs	545
Administration (Campus Safety, Facilities, HR, IT, Risk Mgt)	181
Enrollment Management & Student Life	170
Finance & Business	39
Advancement	26
Marketing & Communications	11
President's Area (President's Office, External Affairs, Decision Support)	9
Total University	981

* Full-time equivalent benefitted employees

Table 10: Full-time Equivalent Employee Counts by Union Classification

FTE Benefitted Employees*	FY2017 Roster (count)
Clerical union (AFSCME)	257
Professional union (APA)	283
Day and DGCE Faculty (MSCA)	377
Professional non-union (NUP)	58
Clerical non-union (NUC)	6
Total University	981
* Full-time equivalent benefitted employees	

Table 11: Fringe Benefits Rates (this rate is set by the Commonwealth each year)

	FY2016	FY2017	Absolute Change	Est. % Change from FY2016
Group Insurance	18.8%	21.9%	3.2%	16.9%
Retirement	9.5%	10.7%	1.3%	13.4%
Terminal Leave	1.0%	0.8%	-0.1%	-13.1%
Subtotal	29.2%	33.5%	4.3%	14.8%
Unemployment Insurance	0.3%	0.3%	0.0%	8.0%
Universal Health Insurance	0.1%	0.1%	0.0%	38.6%
Medicare Tax	1.3%	1.3%	0.0%	-2.0%
Subtotal	1.6%	1.7%	0.0%	1.3%
Total	30.8%	35.2%	4.3%	14.1%

Appendix 1 – Trust Fund Matrix

Salem State University - Trust Funds based on L3 in Fund Hierarchy

Trust Fund	Description	Count of PeopleSoft Funds	FY15 Total Revenue	Examples
L3_Agency	Funds held by Salem State as custodian/fiscal agent for others	6	-	Fund 6222 - Unclaimed Checks
L3_Education & General Funds	Basic operations of the university; unrestricted funds	53	128,378,885	Fund 1000 - State Maintenance Appropriation Fund 2311 - Darwin Festival Fund 1247 - Investments
L3_Gifts	Funds donated by others outside the university for a specific purpose	2	296,548	Fund 2313 - Departmental Gifts
L3_Grants	Funds provided by an external party in return for a specific project or other action by the university. Majority of SSU's grants are for financial aid to students.	258	20,673,825	Fund 2200 - Pell Grant
L3_Net Invested in Capital Assets	Capitalizable facility projects; depreciation; debt.	19	7,945,075	Fund 7020 - DCAM Solar Panel 7006-9800 Fund 7040 - Invested in Cap Assets-Net
L3_Residence Hall Trust Fund	Self-supporting operations that provide services to students, faculty, or staff; restricted by an entity outside of the university (MSCBA owned facility operations)	11	16,084,078	Fund 2517 - CDTR-Atlantic Hall
L3_Restricted other		65	817,213	Fund 2304 - Alpha Lambda Delta/ACADEMIA
L3_Total Loan Funds	Funds provided by others for the purpose of Student Financial Aid in the form of loans, not grants. Debt belongs to the recipient, not the university.	5	-	Fund 4204 - Graduate Student Loan Fund
L3_Total Restricted Endowments	Most endowments are held by the Foundation, but the university has one historical endowed fund	1	18,863	Fund 5002 - Cruttenden Endowment
L3_Unrestricted Auxiliaries	Self-supporting operations that provide services to students, faculty, or staff; not restricted by an entity outside of the university	4	180,023	Fund 6204 - Dining Hall Trust Fund
Total Individual Funds in PeopleSoft (Active)		424	174,394,510	

Appendix II - List of Contract Spend Exceeding \$500,000 which are pre-approved upon approval of the FY2017 Budget

Salem State University
FY2017 Budget Package
Pre-approval of Contracts Exceeding \$500,000 in Accordance with Trust Fund Guidelines

Vendor Name	Vendor Description	FY-2017 Estimated Spend	Trust Fund Name	PeopleSoft Fund #	PS Fund Name
Board of Higher Ed Mass Teachers	Insurance payments	\$900,000	Educational and General	1100	University fee
Cavalier	Shuttle & charter bus service	\$550,000	Educational and General	1100	University fee
Chartwells *	Food service provider	\$6,800,000	Unrestricted Auxiliaries	6204	Dining Trust Fund
Dell Computers	Computer equipment	\$600,000	Educational and General	1100	University fee
Direct Energy Services LLC	Electricity supply & Natural gas	\$2,700,000	Educational and General **	1100 **	University fee **
Follett Higher Education Group	Book vouchers, educational material	\$1,500,000	Educational and General	1100	University fee
National Grid	Electricity delivery service	\$1,200,000	Educational and General **	1100 **	University fee **
Red Thread LLC	Furniture and audio visual equipment	\$750,000	Educational and General	1100	University fee
Salem State Asst. Corp.	Lease expense	\$650,000	Educational and General	1100	University fee
University Health Plans, Inc.	Student health insurance	\$1,900,000	Agency	6216	Student Insurance

* Salem State University traditionally treats the revenues and expenses to the food services provider as a flow-through within a liability account, based on the nature of the existing contract. Board plan overrides, commissions, and lump sum payments are recorded as revenues when earned.

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

**In-State Schedule of Student Charges
 2016-17 Academic Year**

	Fall 2016		Spring 2017		Academic Year Full-Time
	Per Credit	Full-Time	Per Credit	Full-Time	
<u>Day Undergraduate</u>					
Tuition					
In-State	\$37.92	\$455.00	\$37.92	\$455.00	\$910.00
Fees					
University Fee ¹	\$350.67	\$4,208.00	\$350.67	\$4,208.00	\$8,416.00
Capital Improvement Fee	\$13.75	\$165.00	\$13.75	\$165.00	\$330.00
SGA Fee	\$3.33	\$40.00	\$3.33	\$40.00	\$80.00
Total Tuition and Fees					
In-State	\$405.67	\$4,868.00	\$405.67	\$4,868.00	\$9,736.00
<u>Evening Undergraduate (SCPS)</u>					
Tuition					
In-State	\$115.00		\$115.00		
Fees					
Course Fee	\$233.00		\$233.00		
Capital Improvement Fee	\$14.00		\$14.00		
SGA Fee	\$3.33		\$3.33		
Total Tuition and Fees					
In-State	\$365.33		\$365.33		
<u>Graduate</u>					
Tuition					
In-State	\$140.00		\$140.00		
Fees					
Course Fee	\$245.50		\$245.50		
Capital Improvement Fee	\$14.00		\$14.00		
Total Tuition and Fees					
In-State	\$399.50		\$399.50		
<u>Graduate - MSW program</u>					
Tuition					
In-State	\$140.00		\$140.00		
Fees					
Course Fee	\$270.50		\$270.50		
Capital Improvement Fee	\$14.00		\$14.00		
Total Tuition and Fees					
In-State	\$424.50		\$424.50		
<u>Graduate - MBA program¹⁰</u>					
Tuition					
In-State	\$140.00		\$140.00		
Fees					
Course Fee	\$280.50		\$280.50		
Capital Improvement Fee	\$14.00		\$14.00		
Total Tuition and Fees					
In-State	\$434.50		\$434.50		

*All charges are subject to change.

In-State Schedule of Student Charges
2016-17 Academic Year

	Fall 2016		Spring 2017		Academic Year Full-Time
	Per Credit	Full-Time	Per Credit	Full-Time	
Housing²					
Peabody Hall/Bowditch Hall		\$4,080.00		\$4,080.00	\$8,160.00
Marsh Hall		\$4,590.00		\$4,590.00	\$9,180.00
Bates Complex - Double		\$4,705.00		\$4,705.00	\$9,410.00
Bates Complex - Single		\$4,980.00		\$4,980.00	\$9,960.00
Atlantic Hall - Double		\$5,100.00		\$5,100.00	\$10,200.00
Atlantic Hall - Single		\$5,660.00		\$5,660.00	\$11,320.00
Viking Hall - Double		\$4,695.00		\$4,695.00	\$9,390.00
Viking Hall - Single		\$4,980.00		\$4,980.00	\$9,960.00
Viking Hall - Double Suite		\$4,500.00		\$4,500.00	\$9,000.00
Viking Hall - Single Suite		\$4,785.00		\$4,785.00	\$9,570.00
Meal Plans					
Commuter Meal Plan ³		\$375.00		\$375.00	\$750.00
Resident Meal Plan ⁴		\$375.00		\$375.00	\$750.00
10-Meal Plan		\$1,640.00		\$1,640.00	\$3,280.00
14-Meal Plan ⁵		\$1,780.00		\$1,780.00	\$3,560.00
19-Meal Plan		\$1,860.00		\$1,860.00	\$3,720.00
Differential Fees for Undergraduate Programs					
Nursing ⁹		\$500.00		\$500.00	\$1,000.00
Biology ⁹		\$250.00		\$250.00	\$500.00
Education ⁹		\$125.00		\$125.00	\$250.00
Social Work ⁹		\$125.00		\$125.00	\$250.00
Accelerated 2nd Degree for Bachelor of Science, Nursing (BSN) (\$470 per credit, 53 credits) ¹¹					\$25,000.00
Miscellaneous Fees - annual unless noted					
Health Insurance - estimated (waivable) ⁶					\$2,511.00
Matriculation Fee - new matriculated students (one-time)					\$250.00
Mass PIRG Fee (waivable each semester) ⁷					\$10.00
Online courses (undergraduate) per credit ⁸					\$35.00
Resident Parking - \$400 per year (\$200 per semester)					\$200.00
Commuter Parking - \$125 per year (\$62.50 per semester)					\$62.50
Records Fee -- per term for non-matriculated, non-degree students					\$10.00

NOTES:

- The University Fee represents the fee anticipated for 2016-17. Fees may change by action of the Board of Trustees.
 - Housing rates include (1) \$20 per semester/\$40 per year Residence Hall Association Fee and (2) \$275 per semester/\$550 per year Technology/Student Service/Programming Fee
 - Charged to all commuter students. Required for all first-year students in first two semesters of attendance; waivable for other students. Includes \$285 dining dollars and \$90 ClipperCash per semester.
 - Minimum required for residents of Atlantic Hall and Bates. Includes \$285 dining dollars and \$90 Clipper Cash per semester.
 - Minimum required for residents of Peabody, Bowditch, Marsh and Viking Halls. All plans include \$90 ClipperCash per 10-meal and 14-meal plans include \$200 Dining Dollars; 19-meal plan includes \$100 Dining Dollars.
 - Charged for all students enrolled in at least 75 percent of a full-time course load. Student may opt out and have fee waived if covered by other health insurance
 - Charged for all day students each semester. Student may opt out and have fee waived on line.
 - All undergraduate students taking online courses to be charged \$35 per credit
 - Additional fees applicable to only new entrants to the program (incoming or transfers).
 - Graduate students in the Bertolon School of Business to be charged \$35 per credit beginning Winter semester AY2016-17
 - Accelerated 2nd Degree for Bachelor of Science, Nursing (BSN); program is a 15 month program; 53 credits; charge is \$470 per credit; first cohort runs May 2016 - August 2017; run by evening division.
- *All charges are subject to change.

**In-State Schedule of Student Charges
 2016-17 Academic Year**

	Fall 2016		Spring 2017		Academic Year Full-Time
	Per Credit	Full-Time	Per Credit	Full-Time	

FT Undergraduate - In-state	Actual FY16	Proposed FY17	Amount Increase	% Increase
Tuition	910	910	0	0.0%
University Fee	8,016	8,416	400	5.0%
Tuition and University Fee Only	8,926	9,326	400	4.5%
Capital Improvement Fee	240	330	90	37.5%
SGA Fee	80	80	0	0.0%
Total Tuition and Fees	9,246	9,736	490	5.3%
Room	7,810	8,160	350	4.5%
Board	3,430	3,560	130	3.8%
Total Tuition and Fees, Room and Board	20,486	21,456	970	4.7%

Note: Room is assumed to be at the Peabody Hall/Bowditch Hall rate; Board is assume to be at the 14-Meal Plan rate.

**Out-of State Schedule of Student Charges
 2016-17 Academic Year**

	Fall 2016		Spring 2017		Academic Year Full-Time
	Per Credit	Full-Time	Per Credit	Full-Time	
<u>Day Undergraduate</u>					
Tuition					
Out-of-State	\$293.75	\$3,525.00	\$293.75	\$3,525.00	\$7,050.00
Fees					
University Fee ¹	\$362.00	\$4,344.00	\$362.00	\$4,344.00	\$8,688.00
Capital Improvement Fee	\$13.75	\$165.00	\$13.75	\$165.00	\$330.00
SGA Fee	\$3.33	\$40.00	\$3.33	\$40.00	\$80.00
Total Tuition and Fees					
Out-of-State	\$672.83	\$8,074.00	\$672.83	\$8,074.00	\$16,148.00
<u>Evening Undergraduate (SCPS)</u>					
Tuition					
Out-of-State	\$250.00		\$250.00		
Fees					
Course Fee	\$233.00		\$233.00		
Capital Improvement Fee	\$14.00		\$14.00		
SGA Fee	\$3.33		\$3.33		
Total Tuition and Fees					
Out-of-State	\$500.33		\$500.33		
<u>Graduate</u>					
Tuition					
Out-of-State	\$230.00		\$230.00		
Fees					
Course Fee	\$245.50		\$245.50		
Capital Improvement Fee	\$14.00		\$14.00		
Total Tuition and Fees					
Out-of-State	\$489.50		\$489.50		
<u>Graduate - MSW program</u>					
Tuition					
Out-of-State	\$230.00		\$230.00		
Fees					
Course Fee	\$270.50		\$270.50		
Capital Improvement Fee	\$14.00		\$14.00		
Total Tuition and Fees					
Out-of-State	\$514.50		\$514.50		
<u>Graduate - MBA program¹⁰</u>					
Tuition					
Out-of-State	\$230.00		\$230.00		
Fees					
Course Fee	\$280.50		\$280.50		
Capital Improvement Fee	\$14.00		\$14.00		
Total Tuition and Fees					
Out-of-State	\$524.50		\$524.50		

*All charges are subject to change.

**Out-of State Schedule of Student Charges
 2016-17 Academic Year**

	Fall 2016		Spring 2017		Academic Year Full-Time
	Per Credit	Full-Time	Per Credit	Full-Time	
Housing²					
Peabody Hall/Bowditch Hall		\$4,080.00		\$4,080.00	\$8,160.00
Marsh Hall		\$4,590.00		\$4,590.00	\$9,180.00
Bates Complex - Double		\$4,705.00		\$4,705.00	\$9,410.00
Bates Complex - Single		\$4,980.00		\$4,980.00	\$9,960.00
Atlantic Hall - Double		\$5,100.00		\$5,100.00	\$10,200.00
Atlantic Hall - Single		\$5,660.00		\$5,660.00	\$11,320.00
Viking Hall - Double		\$4,695.00		\$4,695.00	\$9,390.00
Viking Hall - Single		\$4,980.00		\$4,980.00	\$9,960.00
Viking Hall - Double Suite		\$4,500.00		\$4,500.00	\$9,000.00
Viking Hall - Single Suite		\$4,785.00		\$4,785.00	\$9,570.00
Meal Plans					
Commuter Meal Plan ³		\$375.00		\$375.00	\$750.00
Resident Meal Plan ⁴		\$375.00		\$375.00	\$750.00
10-Meal Plan		\$1,640.00		\$1,640.00	\$3,280.00
14-Meal Plan ⁵		\$1,780.00		\$1,780.00	\$3,560.00
19-Meal Plan		\$1,860.00		\$1,860.00	\$3,720.00
Differential Fees for Undergraduate Programs					
Nursing ⁹		\$500.00		\$500.00	\$1,000.00
Biology ⁹		\$250.00		\$250.00	\$500.00
Education ⁹		\$125.00		\$125.00	\$250.00
Social Work ⁹		\$125.00		\$125.00	\$250.00
Accelerated 2nd Degree for Bachelor of Science, Nursing (BSN) (\$470 per credit, 53 credits) ¹¹					\$25,000.00
Miscellaneous Fees - annual unless noted					
Health Insurance - estimated (waivable) ⁶					\$2,511.00
Matriculation Fee - new matriculated students (one-time)					\$250.00
Mass PIRG Fee (waivable each semester) ⁷					\$10.00
Online courses (undergraduate) per credit ⁸					\$35.00
Resident Parking - \$400 per year (\$200 per semester)					\$200.00
Commuter Parking - \$125 per year (\$62.50 per semester)					\$62.50
Records Fee -- per term for non-matriculated, non-degree students					\$10.00

NOTES:

- The University Fee represents the fee anticipated for 2016-17. Fees may change by action of the Board of Trustees.
- Housing rates include (1) \$20 per semester/\$40 per year Residence Hall Association Fee and (2) \$275 per semester/\$550 per year Technology/Student Service/Programming Fee
- Charged to all commuter students. Required for all first-year students in first two semesters of attendance; waivable for other students. Includes \$285 dining dollars and \$90 ClipperCash per semester.
- Minimum required for residents of Atlantic Hall and Bates. Includes \$285 dining dollars and \$90 Clipper Cash per semester.
- Minimum required for residents of Peabody, Bowditch, Marsh and Viking Halls. All plans include \$90 ClipperCash per 10-meal and 14-meal plans include \$200 Dining Dollars; 19-meal plan includes \$100 Dining Dollars.
- Charged for all students enrolled in at least 75 percent of a full-time course load. Student may opt out and have fee waived if covered by other health insurance
- Charged for all day students each semester. Student may opt out and have fee waived on line.
- All undergraduate students taking online courses to be charged \$35 per credit
- Additional fees applicable to only new entrants to the program (incoming or transfers).
- Graduate students in the Bertolon School of Business to be charged \$35 per credit beginning Winter semester AY2016-17
- Accelerated 2nd Degree for Bachelor of Science, Nursing (BSN); program is a 15 month program; 53 credits; charge is \$470 per credit; first cohort runs May 2016 - August 2017; run by evening division.

*All charges are subject to change.

**Out-of State Schedule of Student Charges
 2016-17 Academic Year**

	Fall 2016		Spring 2017		Academic Year
	Per Credit	Full-Time	Per Credit	Full-Time	Full-Time

FT Undergraduate - Out-of -state	Actual FY16	Proposed FY17	Amount Increase	% Increase
Tuition	7,050	7,050	0	0.0%
University Fee	8,138	8,688	550	6.8%
Tuition and University Fee Only	15,188	15,738	550	3.6%
Capital Improvement Fee	240	330	90	37.5%
SGA Fee	80	80	0	0.0%
Total Tuition and Fees	15,508	16,148	640	4.1%
Room	7,810	8,160	350	4.5%
Board	3,430	3,560	130	3.8%
Total Tuition and Fees, Room and Board	26,748	27,868	1,120	4.2%

Note: Room is assumed to be at the Peabody Hall/Bowditch Hall rate; Board is assume to be at the 14-Meal Plan rate.

Fees below pertain to those courses offered by the School of Continuing and Professional Studies and School of Graduate Studies

Course fees	Range
Lab fees	\$25 - \$300 per course
Clinical Fees	\$15 - \$100 per course
Nursing Resource Center Fee	\$100 per course

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

Application Fees

Undergraduate Admissions	\$40
Graduate Admissions	\$50/online/\$100 paper
Comprehensive Exam Application-Graduate School	\$50

Parking fines

Various violations	\$15 - \$115 per violation
Violation Appeal Fee if appeal not granted	\$5 per violation

Late fees

Late application for degree (undergraduate and graduate)	\$50
Late payment (tuition and fees)	\$50/month
Payment plans (enrollment fee from TMS)	\$40/semester
International student orientation fee	\$250/\$400/\$500
Non-credit course fee	varies depending on course
Institutes (wintersession/summer)	varies depending on course



To: Members, Board of Trustees

From: Patricia Maguire Meservey, President

Date: June 8, 2016

Topic: DHE Vision Project Reports

A handwritten signature in blue ink, appearing to read 'Patricia Maguire Meservey', is written over the 'From:' line.

You are receiving two Vision Project reports at this Board Meeting, June 8, 2016. The first is entitled The Degree Gap: Honing In on College Access, Affordability & Completion in Massachusetts, June 2016 and represents data from all three segments: State Universities, Community Colleges and UMass. You will find Salem State mentioned in four key areas: Page 13, Nursing; Page 24, CommUniverCity; Page 34, Retaining Men of Color; and Page 47, Civic Engagement.

The second document is entitled Vision Project Dashboard, Salem State University, May 2016. This is the DHE's dashboard report for our university. I would like to highlight a few points in the document for you.

1. Page 6, College Participation, Enrollment Rates. Our enrollments at the undergraduate level have decreased 4% over the past five years. The two factors in play here are a few years of slightly smaller entering classes (both freshmen and transfer) and the improved graduation rate. The faster a student graduates, the less students are enrolled – a good problem. We expect our numbers to be essentially level for the coming year. For the graduate enrollments, we very intentionally decreased our enrollments by reducing the number of non-degree seeking students in our programs. This action was taken to strengthen the quality of the programs and to eliminate external vendors from offering programs through our name. We will be expecting to see an increase in graduate enrollments this year.
2. Page 7, College Participation, Population Rates. Our success in recruiting diverse candidates is evident in the rankings for both African-American and Latino/a students. For men, we are right in the middle. Just a note, the far left bar is Mass Maritime. Their challenge is recruiting women.
3. Page 8, College Completion, Progress Rates. For the Two-Year Developmental Math Progress, the data collection method used by the DHE does not align with our program of study. A student who completes a remedial math course can meet the college-level requirement through numerous courses offered by a variety of departments, not just the Math Department. Statistics is an example, or economics. DHE does not capture these

courses and therefore we appear to lag our colleagues. The DHE is aware of this data-error and they have indicated they will be adjusting their process.

For the Retention Rate, our percentage in the Fall of 2014 was 81.1%. In the Fall of 2015 it was 79.86%. It is a decrease, but slight, and more noise as a single data point than a trend.

4. Page 8, College Completion, Graduation Rates, Six-Year First-time Freshmen. The data provided here is from the academic year 2013 – 2014. Our graduation rate for that time period was 45.9%. For academic year 2014 – 2015, our rate was 49.9%. This year our projected is 51%. I expect we will move to the left once this data is included.
5. Page 9, College Completion Gaps. We are seeing success in our African-American, Latino/a, and Pell-Eligible students. Our men are not progressing as well and we are beginning new programming to address this concern.
6. Page 10, Workforce Alignment, Overall. We continue to increase the number of degrees awarded with this past May being our largest class in history.
7. Page 11, Workforce Alignment, Degrees Conferred, High-Need Fields. The STEM chart is looking at percentages and unfortunately, without a science building, we are lagging behind our colleagues in producing STEM graduates. On the other hand, we are excelling with health care degrees. I would have expected us to be at the top of the ranking and will find out which institution is to the left of us.
8. Page 12 & 13, Workforce Alignment Gaps. We are essentially level in these areas and are exceeding the expected number of African-American and Latino/a graduates in STEM and for African-Americans in Health Care. Men are lagging in both areas.
9. Page 14, Use of Resources. We are in the middle of our cohort for the Faculty-student ratio at 15 students for each faculty member (both full-time equivalents). We are at the low end of our colleagues in this category and the work that our finance group is advancing will allow us to better understand our use of resources and we will strengthen the ratios. For affordability, we are just a bit above the average for cost but with a small margin. And, for Fundraising. Here we have knocked it out of the park!

Please let me know if you have any questions.

Toward an Inclusive Campus Community

The demographic changes that have long been forecast for the nation are upon us and will continue to accelerate. While our efforts to bring a more diverse group of students into higher education have been largely successful, progress toward meaningful change in campus academic and social environments has been criticized as too slow. Presidents and boards are under pressure to respond to students' needs and demands with empathy while creating safe, respectful, and inclusive campus environments for all. At the same time, we must ensure that our campuses remain places for open and robust educational discourse where a range of opinions and ideas can be aired and debated. This session addressed the call for boards and presidents to be proactive in creating inclusive communities, while rising to the leadership challenge of positioning our institutions and all of our students for a successful future.

Introduction - Jeffrey L. Humber Jr., board member, Gallaudet University and member, AGB Board of Directors

Panelists

- Nelson A. Carbonell, board chair, George Washington University, and member, AGB Board of Directors
- Catherine E. Lhamon, assistant secretary for civil rights, U.S. Department of Education
- Michael A. Middleton, interim president, University of Missouri System
- Janet B. Reid, board member, The Ohio State University
- John Silvanus Wilson Jr., president, Morehouse College, and member, Harvard University Board of Overseers

Moderator - Claudio Sanchez, education correspondent, *National Public Radio (NPR)*

I. Facts

- Events (forms of protest and civil action) of the past year have led to the unseating of several university leaders.
- Institutions of higher education have a more diverse student body in 2016.
- There is less diversity in all other aspects of college life and in departments.
- There are lessons to be learned from the University of Missouri.
- Universities succeed in enrolling a diverse student body, but fail to support students once they are on campus.

II. Question: How can higher education better prepare for diversity?

- Maintain a goal of inclusion that may be defined as a welcoming and supportive environment in which all students may learn.
- BOT must educate themselves and develop clear definitions of the terms “diversity” and “inclusion”.
- Universities must provide training to boards, staff, faculty, and students.
- Universities need to connect with community partners.
- Acknowledge that boards can be “blind” to the issues, may fear being misquoted, or be concerned that comments may be misconstrued when making public statements.
- Need to “lean in” to the issues. It’s not enough to be quantitative - need to be qualitative as well. It’s about more than the numbers.

Alyce Davis, Ed.D - Summary AGB National Conference, April 17-19, 2016

- Understand that students will argue: It took too long! You didn't hear us! It's not enough!

III. Advice

Catherine E. Lhamon, U.S. Department of Education - Civil Rights

- The department has 43 active complaints as of April 2016.
- 10,000 complaints per year are defined as "statements of degradation".
- The duty of the department is to uphold the law.

Michael Middleton, interim president of University of Missouri

- Listen fully.
- Be empathetic.
- Create conditions for dialogue and strive to maintain an ongoing dialogue.
- Get out in front issues.
- Be fully aware of what you are taking about - don't assume you understand the issues.
- Work on educating students and faculty by exposing the latter to the impact of "slights" (inappropriate comments or jokes). Faculty may think they are connecting with students, but must understand the effects of their behavior, words, and actions.
- Be aware of micro-aggressive behavior and micro-inequities of policy or practice.
- If it's important, declare it! Make it a pillar!
- Require search committees to be trained in how to get prospective candidates of diverse backgrounds.

John S. Wilson, president, Morehouse College, and member, Harvard University Board of Overseers

- Differentiate between noise and signals: Amplify the signal by putting your vision out there. As you amplify the signal, you dissipate the noise.
- Watch Spike Lee's movie, *Two Fists Up!*, together as a BOT.
- Avoid saying, "Look to your left, look to your right..." If they don't make it, it's on us.
- Rethink your mission.

Nelson Carbonell board chair, George Washington University, and member, AGB Board of Directors

- Be sensitive to the **invisible** attributes of your students (socio-economic, LGBTQ, transportation issues, housing concerns, mental health, food, work) - the institution maintains a responsibility to address these issues and to provide systems that facilitate inclusion.
- Respond to the needs of *all* students.
- Diversity and Inclusion are fiduciary duties of the BOT, but don't do it because it's the "right thing to do". Students can read insincerity.

Janet B. Reid, board member, The Ohio State University

- Work towards the goal of producing good citizens.
- Be aware of the seriousness of this issue.
- Boards need to support presidents in an effort to increase diversity on campuses.

Creating Effective Institutional Diversity Strategies - Preparing for Fisher II

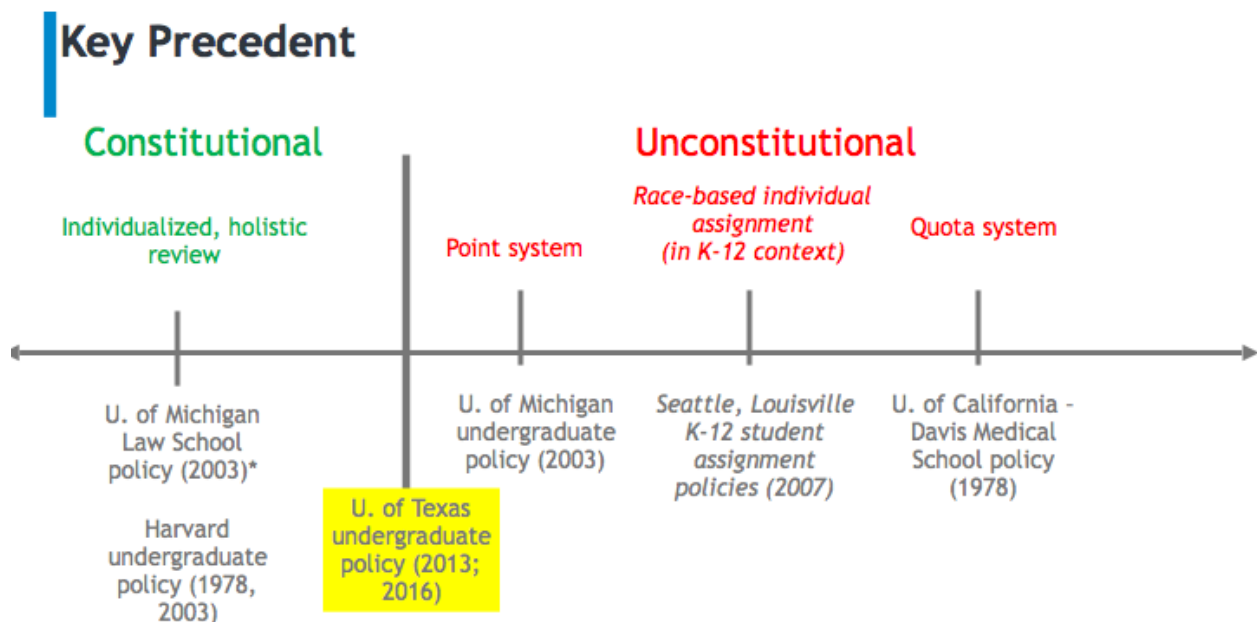
Access, diversity, and inclusion policies at colleges and universities continue to be in the spotlight, given student demonstrations and the anticipated second U.S. Supreme Court decision in *Fisher v. University of Texas at Austin* (expected by June 2016). In this expert briefing, Art Coleman focused on the legal and policy framework for creating effective, sustainable diversity policies and practices at institutions of higher education. He also previewed the key issues and prospective response strategies that governing boards and institutional leaders should develop to prepare for the Court's new decision on *Fisher*.

■ Arthur L. Coleman, managing partner and co-founder, EducationCounsel LLC

Background

Fisher v. University of Texas, 570 U.S. ____ (2013), is a United States Supreme Court case concerning the affirmative action admissions policy of the University of Texas at Austin. The Supreme Court voided the lower appellate court's ruling in favor of the University and remanded the case, holding that the lower court had not applied the standard of strict scrutiny, articulated in *Grutter v. Bollinger* (2003) and *Regents of the University of California v. Bakke* (1978), to its admissions program. The Court's ruling in *Fisher* took *Grutter* and *Bakke* as given and did not directly revisit the constitutionality of using race as a factor in college admissions.

The suit, brought by undergraduate Abigail Fisher in 2008, asked that the Court declare the University's race-conscious admissions inconsistent with *Grutter*, which had in 2003 established that race had an appropriate but limited role in the admissions policies of public universities. While reasserting that any consideration of race must be "narrowly tailored", with *Fisher* the Court did not go on to overrule *Grutter*, a relief for civil rights groups who feared that the Court would end affirmative action.



Fisher I

Fisher I (2013) did not render a decision in favor of either party. Instead, a seven of eight Justices voting instructed the lower court on remand to apply a more rigorous standard of review, especially in its analysis of race neutral alternatives considered and pursued by UT.

U.S. Supreme Court heard oral arguments in Fisher II in December 2015. A decision is due by end of term in June 2016 – but could come sooner.

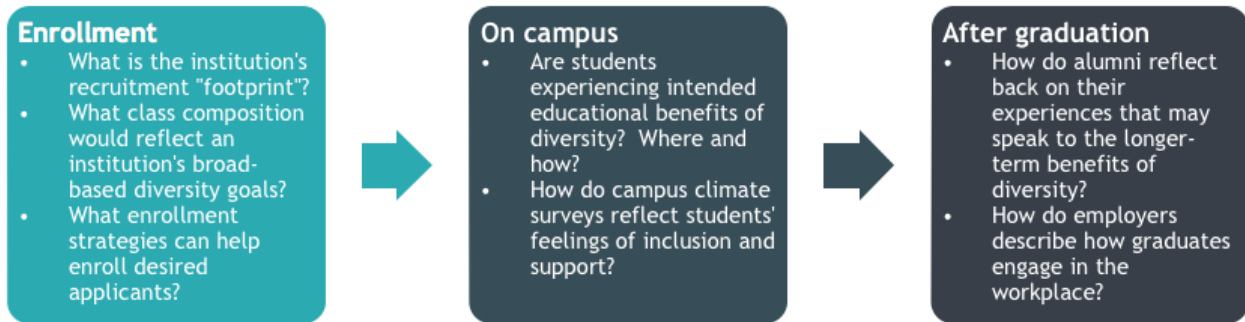
The same facts and core arguments were presented in round two, but the emphasis on some issues is different this time around.

Fisher II

- Avoid both over- and under-reaction to the decision.
- Let your mission be your guide.
- Confirm your intention to act within the law.

Institutional Response

- Alignment across institutional programs, functions, and offices creates the greatest potential for achieving diversity goals, with direct management and cost benefits. (Even though efforts to support alignment, such as ongoing assessment of diversity programs, will require resources.)
- Research recommends a "sustained and coordinated effort" to achieve diversity goals in the short and long term.
- Inventorying of policies and programs through a multidisciplinary team is a concrete first step that institutions can take.





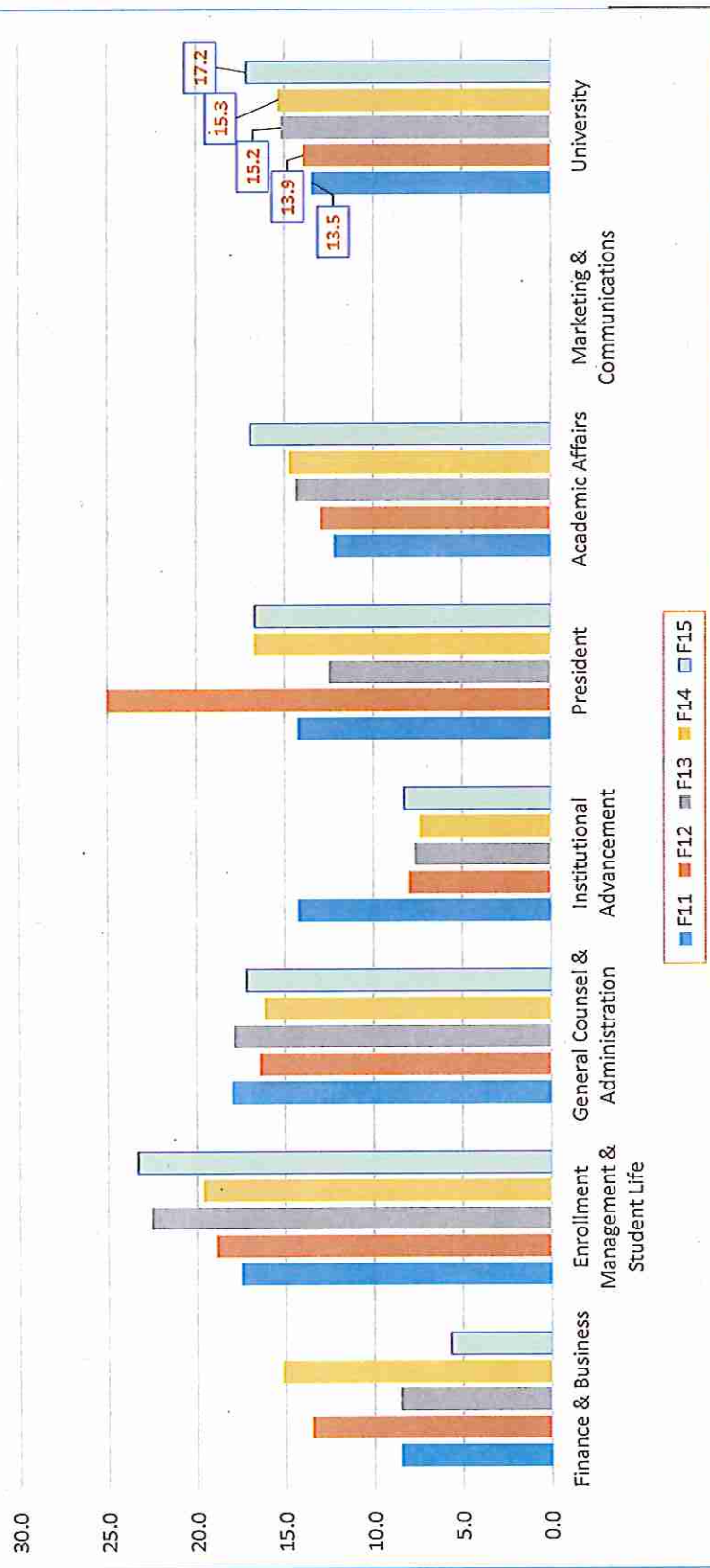
To: Members, Board of Trustees
From: Chunju Chen, Executive Director of Strategic Planning & Decision Support
Date: June 8, 2016
Topic: Diversity Data, Salem State University Employees and Students

Included in this packet are data presenting the diversity of our campus community over the past five years.. You will find:

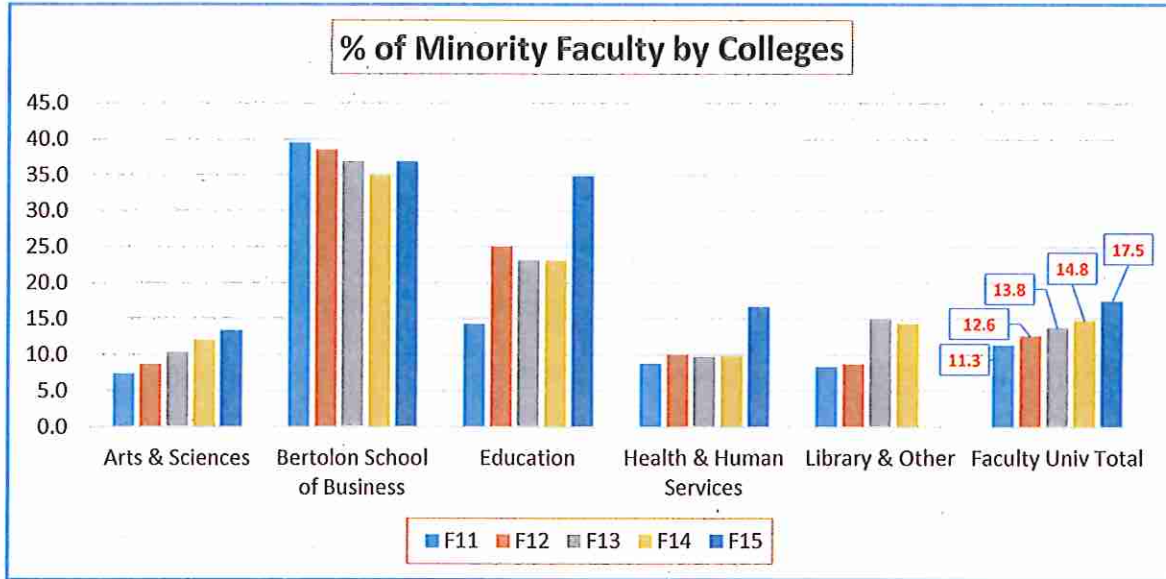
1. Percent of Minority Employees
2. Percent of Minority Faculty
3. Percent of Undergraduate Minority Students
4. Head count of Undergraduate Minority Students
5. Percent of Graduate Minority Students
6. Head count of Graduate Minority Students

This data was obtained from the Department of Higher Education and our Human Resource Department.

Percentages of Minority Employees

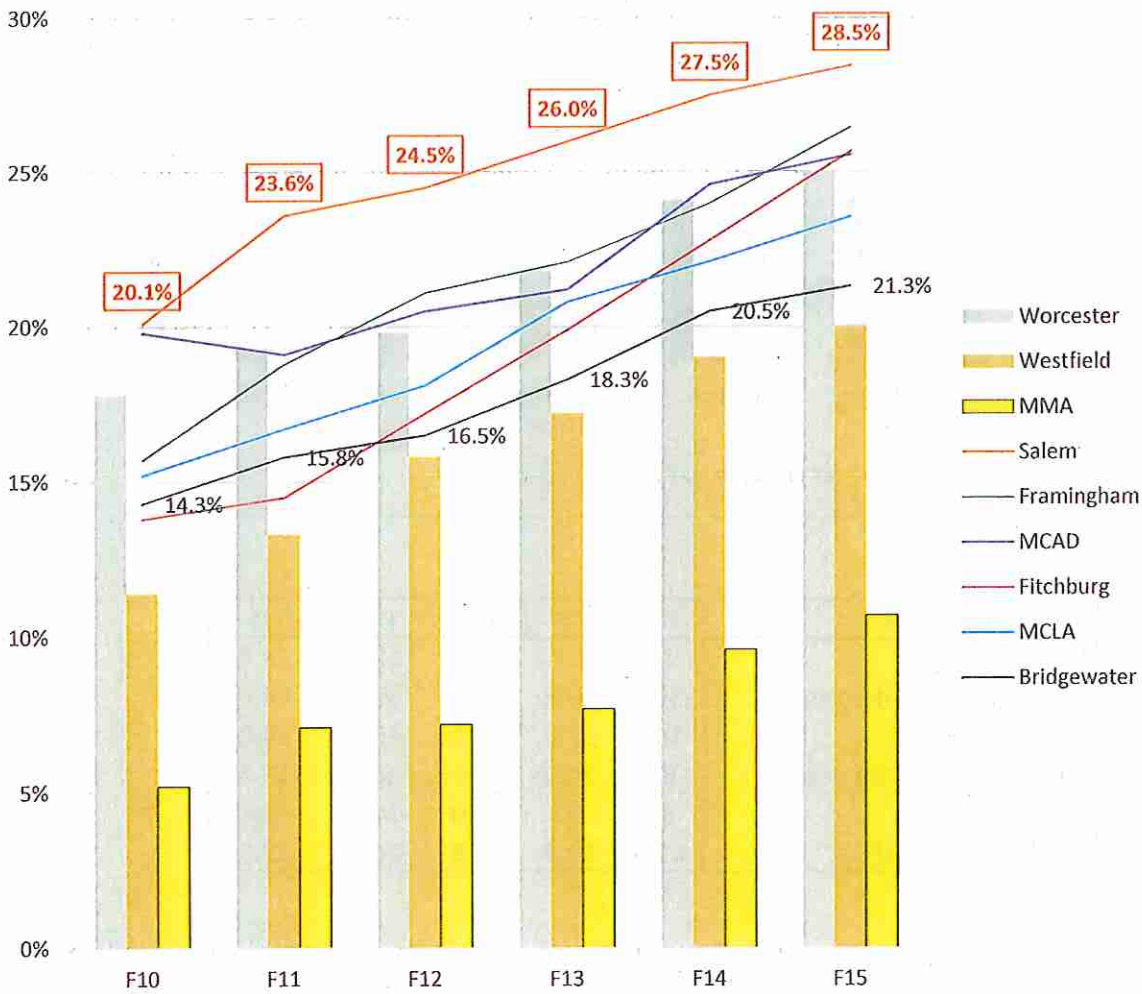


VP/President	% of Minority Employees by Division				
	F11	F12	F13	F14	F15
House	8.6	13.5	8.6	15.2	5.7
James	17.5	18.9	22.6	19.6	23.3
Keenan	18.0	16.4	17.9	16.1	17.2
McGurran	14.3	8.0	7.7	7.4	8.3
Meservey	14.3	25.0	12.5	16.7	16.7
Silva	12.2	12.9	14.4	14.7	16.9
Torello	0	0	0	0	0
University	13.5	13.9	15.2	15.3	17.2

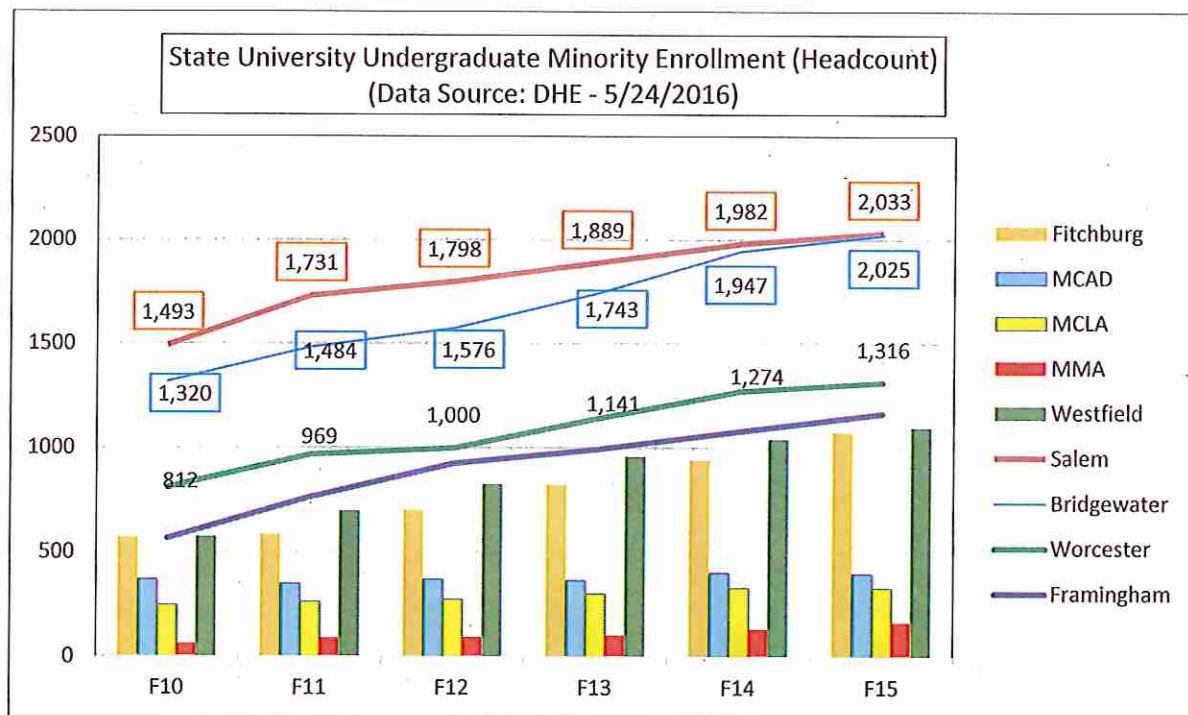


% of Minority Faculty	F11	F12	F13	F14	F15
Arts & Sciences	7.3	8.7	10.3	12.1	13.4
Bertolon School of Business	39.5	38.5	36.8	35.0	36.8
Education	14.3	25.0	23.1	23.1	34.8
Health & Human Services	8.8	10.0	9.7	9.8	16.7
Library & Other	8.3	8.7	15.0	14.3	0.0
Faculty Univ Total	11.3	12.6	13.8	14.8	17.5

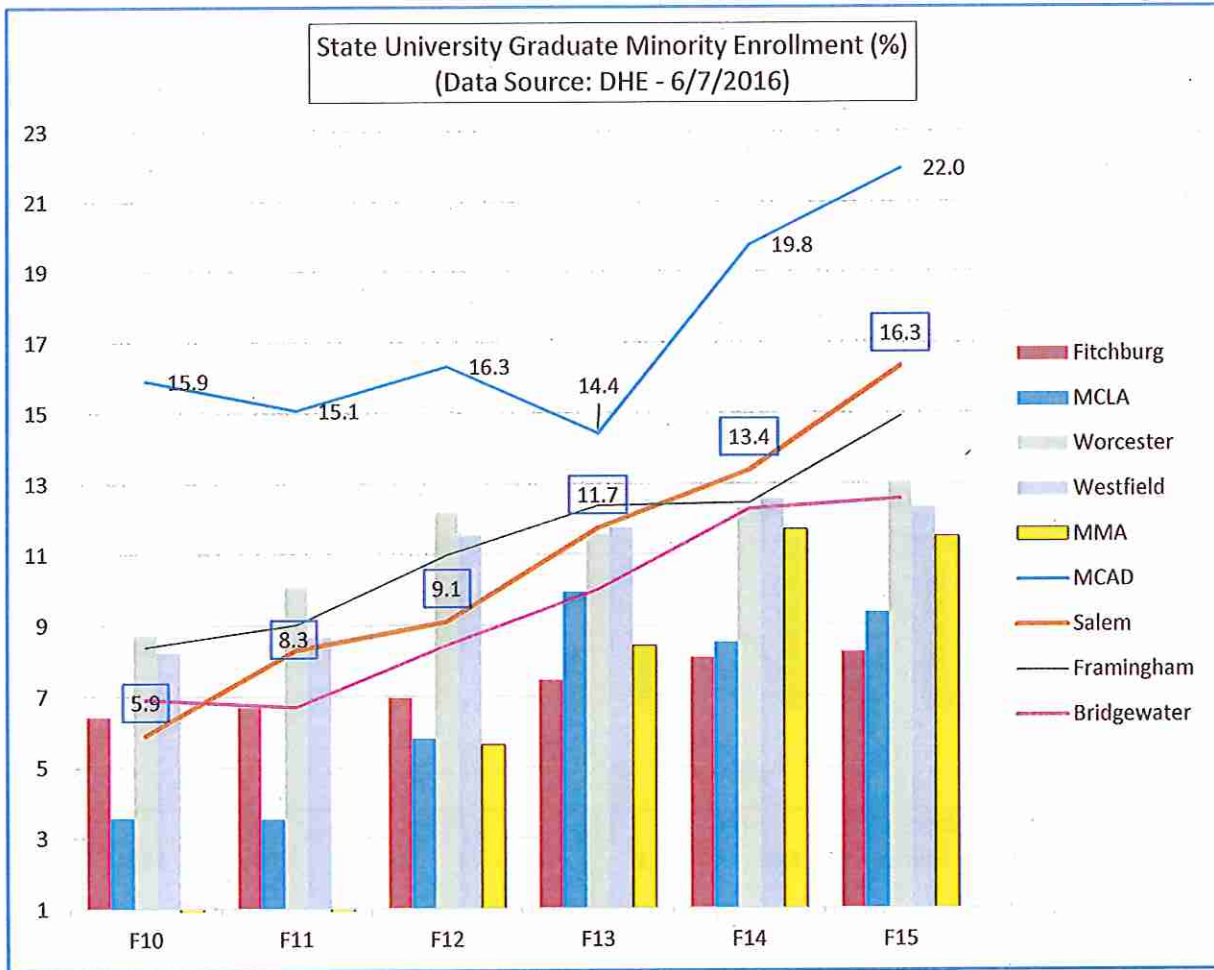
State University Undergraduate Minority Enrollment (%)
(Data Source: DHE - 5/24/2016)



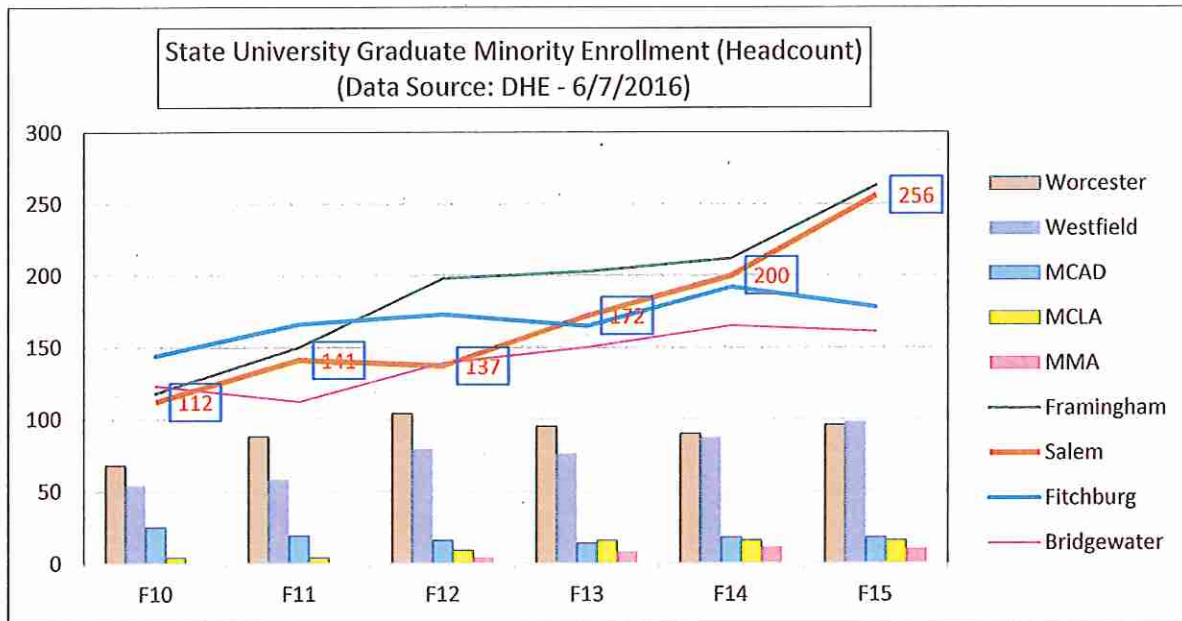
Percent of Undergraduate Minority Enrollment (Data Source: DHE 5/24/2016)	F10	F11	F12	F13	F14	F15
Bridgewater	14.3%	15.8%	16.5%	18.3%	20.5%	21.3%
Fitchburg	13.8%	14.5%	17.2%	19.9%	22.8%	25.7%
Framingham	15.7%	18.8%	21.1%	22.1%	24.0%	26.5%
MCAD	19.8%	19.1%	20.5%	21.2%	24.6%	25.6%
MCLA	15.2%	16.7%	18.1%	20.8%	22.1%	23.6%
MMA	5.2%	7.1%	7.2%	7.7%	9.6%	10.7%
Salem	20.1%	23.6%	24.5%	26.0%	27.5%	28.5%
Westfield	11.4%	13.3%	15.8%	17.2%	19.0%	20.0%
Worcester	17.8%	19.3%	19.8%	21.8%	24.1%	25.0%
States Univ Minority Enrollment %	15.6%	17.4%	18.8%	20.4%	22.5%	23.8%



Undergraduate Minority Student Enrollment Headcount (Data Source: DHE 5/24/2016)	F10	F11	F12	F13	F14	F15
Bridgewater	1,320	1,484	1,576	1,743	1,947	2,025
Fitchburg	570	585	701	823	940	1,073
Framingham	567	765	926	994	1,082	1,166
MCAD	369	349	371	366	403	398
MCLA	247	262	275	302	331	331
MMA	62	89	93	103	131	164
Salem	1,493	1,731	1,798	1,889	1,982	2,033
Westfield	574	697	825	958	1,042	1,097
Worcester	812	969	1,000	1,141	1,274	1,316
Total minority counts (UG & all state universities)	6,014	6,931	7,565	8,319	9,132	9,635
Total counts of UG students of all races (all state universities)	40,512	41,632	41,841	42,390	42,132	41,886



Graduate Minority Enrollment % (Data Source: DHE 6/7/2016)	F10	F11	F12	F13	F14	F15
Bridgewater	6.9	6.7	8.4	10.0	12.3	12.6
Fitchburg	6.4	6.7	6.9	7.4	8.1	8.2
Framingham	8.4	9.0	11.0	12.4	12.5	14.9
MCAD	15.9	15.1	16.3	14.4	19.8	22.0
MCLA	3.6	3.5	5.8	9.9	8.5	9.4
MMA	0.0	0.0	5.6	8.4	11.7	11.5
Salem	5.9	8.3	9.1	11.7	13.4	16.3
Westfield	8.2	8.7	11.5	11.7	12.6	12.3
Worcester	8.7	10.1	12.2	11.6	12.3	13.0
State Univ Ave Minority Enrollment %	7.1	7.9	9.2	10.4	11.4	12.7



Graduate Minority Student Enrollment Headcount (Data Source: DHE 6/7/2016)	F10	F11	F12	F13	F14	F15
Bridgewater	123	112	139	150	165	161
Fitchburg	144	166	173	165	192	178
Framingham	118	150	198	203	212	263
MCAD	25	19	16	14	18	18
MCLA	4	4	9	16	16	16
MMA	0	0	4	8	11	10
Salem	112	141	137	172	200	256
Westfield	54	58	79	76	87	98
Worcester	68	88	104	95	90	96
Total minority counts (GR & all state universities)	648	738	859	899	991	1,096
Total counts of GR students of all races (all state universities)	10,721	10,586	10,269	9,560	9,667	9,521



REQUEST FOR TRUSTEE ACTION

Date: June 8, 2016
To: Board of Trustees
From: Patricia Maguire Meservey, President
Subject: Retrenchment of APA Unit Member
Requested Action: Approval

MOTION

Per Article IX, Reduction in Force, Section C, Retrenchment Procedures in the Event of Changing Needs of the University, and based on the recommendation of the University Administration, the Board approves the abolishment and retrenchment of one full-time staff associate position in Information Technological Services (as that position is described in the retrenchment Memorandum dated June 1, 2016).

Committee Assigned: N/A

Date of Action:

Trustee Action:

Trustee Approval Date:

Effective Date:

Signed: _____

Title: Secretary, Board of Trustees

Date: _____

REQUEST FOR TRUSTEE ACTION

Date: June 8, 2016
To: Board of Trustees
From: Robert Lutts, Chair, Nominating Committee
Subject: Recommendations from the Nominating Committee
Requested Action: Approval

MOTION

The Board of Trustees of Salem State University hereby elects the slate of Paul Mattera as chair and Alyce Davis as vice chair as its officers for FY2017, effective July 1, 2016.

Committee Assigned: Nominating Committee

Committee Action:

Date of Action:

Trustee Action:

Trustee Approval Date:

Effective Date:

Signed: _____

Title: Secretary, Board of Trustees

Date: _____