

**BOARD OF TRUSTEES  
SALEM STATE UNIVERSITY  
SALEM, MASSACHUSETTS**

**MINUTES OF THE MEETING OF**

***June 5, 2013***



**MEETING OF THE BOARD OF TRUSTEES**

**June 5, 2013 – 5:00 p.m.**

*Marsh Hall, Room 210, Central Campus, Loring Avenue*

*Salem State University*

*Salem, Massachusetts*

REVISED AGENDA

- I. Call to Order**
- II. Consent Agenda: Approval of Minutes & Committee Reports**
- III. Old Business – Pt. 1**
  - ▶ Master Vision presentation.....*Sasaki Associates*
- IV. Executive Session: Real estate acquisition opportunities**
  - ▶ Sasaki Associates conclude Master Vision
  - ▶ Further real estate acquisition discussion
- V. Committee Actions**
  - ▶ Academic Affairs – Action Needed.....*Trustee Abdoo*
  - ▶ Finance & Facilities – Action Needed.....*Trustee Quiroga*
  - ▶ Executive – Action Needed.....*Chair Scott*
  - ▶ Nominating – Action Needed.....*Trustee Davis*
- VI. Report of the President**
- VII. Report of the Chair**
- VIII. Old Business – Pt. 2**
  - ▶ DHE Update.....*Chair Scott*
- IX. New Business**
  - ▶ Committee-related.....*Chair Scott*
    - ▶ Election of Executive Committee
    - ▶ Appointment of Presidential Review Committee
  - ▶ AGB Conference Report.....*Trustees Lancome & Quiroga*
  - ▶ Recognition of University Retirees.....*Chair Scott & President Meservey*
  - ▶ Trustee Recognition.....*Chair Scott & President Meservey*
- X. Open Forum**
- XI. Adjournment**



**MEETING OF THE BOARD OF TRUSTEES**  
*June 5, 2013*

**PRESENT:** Trustees Abdo, Ansara, Booker, Burns, Davis, Lancome, Mattera, Quiroga, and Scott (Chair); President Meserve; Executive Vice President Cahill and Secretary to the Board Fleischman.

**ABSENT:** Trustees Segal and Stringer

Individuals also present and participating in the meeting: Provost and Vice President for Academic Affairs Kristin Esterberg; Vice President for Finance & Facilities Andrew Soll; Vice President, Marketing and Communications Tom Torello; Elaine Campos, Division of Capital Asset Management and Maintenance (DCAMM); Tyler Patrick, Sasaki Associates.

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 5, 2013, with Pamela C. Scott, Chair, presiding.

\* \* \*

**I. CALL TO ORDER**

*Call to Order*

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

The chair officially welcomed Alex Booker, the newly elected Student Trustee to his first full board meeting. Chair Scott also noted that Trustee Booker will be working in the Washington, DC office of Senator Elizabeth Warren this summer.

Chair Scott then explained that in order to allow the presentation scheduled under Old Business to be made and the consultants from Sasaki Associates and guests from the Division of Capital Asset Management and Maintenance (DCAMM) to not have to sit through the other items of board business, the agenda would be reordered. The Consent Agenda would remain, however, the first item of business.

\* \* \*

**II. CONSENT AGENDA**

*Acceptance  
of the  
Consent Agenda*

Chair Scott read the items contained on the Consent Agenda (Attachment A) and asked for any objections or modifications. Trustee Lancome noted an error in the Academic Affairs & Student Life Committee report that listed him as present at the meeting; he was not. It was determined that the staff member taking the meeting notes, at her first meeting, had mistaken Trustee Mattera for Trustee Lancome. The report will be corrected. Chair Scott also noted an error on the minutes from the April 10, 2013 meeting: the fee increase for full-time, undergraduate students had been set at \$200 per semester pending legislative action, not \$400 per semester. That error in the draft minutes would be corrected. With no further corrections or modifications, she asked for a motion to accept the agenda as presented.

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

**VOTED: To approve the Consent Agenda for the Meeting of June 5, 2013. (CA-13-04)**

\* \* \*

### III. OLD BUSINESS – Part 1

*Old  
Business*

**Master Vision:** Chair Scott moved the first item under Old Business to this point in the meeting in consideration for the consultants and members of the Division of Capital Asset Management & Maintenance (DCAMM) who were present to hear the Master Vision Project presentation. She turned the meeting over to President Meservy who introduced the presentation and asked VP Soll to introduce the principals: from Sasaki Associates, Tyler Patrick and Elaine Campos from DCAMM (See presentation - Attachment B).

Mr. Patrick discussed the Master Plan goal of thinking long term, developing a cohesive vision for the campus. He described the objectives of addressing academic needs and the quality of space that creates an enriching environment for students. The plan also will work toward meeting the university's goal of housing 50% of its students on campus. It provides sites to place improved facilities and addresses how pedestrians move through campus. The Master Plan seeks to encourage cohesiveness and connectivity, looking at how each campus functions, relating them to each other and to downtown Salem. (Note: Trustee Mattera joined the meeting at this point.) Mr. Patrick then recapped the key findings of the Master Plan study and reviewed the projects identified going forward (Attachment C).

There was discussion about the projects listed. In response to a question from Trustee Ansara, VP Soll explained that each new residence hall under consideration would house 350-400 students. Trustee Davis inquired into planning for students who remain off campus. Mr. Patrick responded that class scheduling and transportation management were being reviewed to address issues related to the commuter population. Trustee Lancome asked about cost for the proposed projects, information that is still being developed according to Mr. Patrick. There was also discussion about the future use of the Central Campus site, including options for residential and academic uses.

At this point, Chair Scott explained the need for the Board to go into Executive Session to discuss potential real estate acquisitions related to the Master Vision activity. The meeting would reconvene at the close of the session.

Upon a motion duly made by Trustee Mattera, seconded by Trustee Ansara, it was unanimously **VOTED: To enter Executive Session for the purpose of discussing potential real estate transactions.**

Board Secretary Fleischman polled the members:

In favor: Abdoo, Ansara, Booker, Burns, Davis, Lancome, Mattera, Quiroga, and Scott

Against: None

The Board went into Executive Session at 5:35 pm.

Upon a motion duly made by Trustee Abdoo, seconded by Trustee Mattera, it was unanimously **VOTED: To conclude the Executive Session.**

Board Secretary Fleischman polled the members:

In favor: Abdo, Ansara, Booker, Burns, Davis, Lancome, Mattera, Quiroga, and Scott

Against: None

The Board came out of Executive Session at 5:54 pm and the board meeting resumed.

#### IV. COMMITTEE ACTIONS

**Academic Affairs & Student Life:** Chair Scott asked Trustee Abdo to present the actions from the committee related to promotion and tenure. Trustee Abdo invited Provost Esterberg to describe the significance of each personnel action, also summarized in the committee report of May 22, 2013.

*Academic Affairs  
& Student Life  
Committee*

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

**VOTED: The Board of Trustees of Salem State University hereby accepts the recommendation of the Academic Affairs & Student Life Committee of the personnel actions for Faculty Tenure status as presented. (AA-13-03)**

Upon a motion, duly made by Trustee Abdo and seconded by Trustee Ansara, it was unanimously

**VOTED: The Board of Trustees of Salem State University hereby accepts the recommendation of the Academic Affairs & Student Life Committee of the personnel actions for Faculty Tenure with Promotion to the rank of Associate Professor as presented. (AA-13-04)**

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

**VOTED: The Board of Trustees of Salem State University hereby accepts the recommendation of the Academic Affairs & Student Life Committee of the personnel actions for Promotion to the ranks of Full Professor and Associate Professor as presented. (AA-13-05)**

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

**VOTED: The Board of Trustees of Salem State University hereby accepts the recommendation of the Academic Affairs & Student Life Committee of the personnel actions for Promotion to the ranks of Professor Emeritus and Professor Emerita as presented. (AA-13-06)**

Provost Esterberg expressed thanks to the Board.

**Finance & Facilities:** Chair Scott asked Trustee Quiroga to present the Finance & Facilities actions regarding the Fiscal Year 2013-14 Pro Forma General Operations Budget and the Energy Management Contract. Trustee Quiroga began by inviting VP Soll to share any legislative updates that would affect the budget and, therefore, the need to implement the proposed fee increase. To date, there had been no action on the Legislative budget; we were still planning for FY14 utilizing the budget presented by the governor. Trustee Quiroga made the motion recommended by the Finance & Facilities Committee. It was unanimously

*Finance &  
Facilities  
Committee*

**VOTED: The Board of Trustees of Salem State University hereby approves the Fiscal Year 2013-14 pro forma General Operations Budget as recommended by the president and as shown in Exhibit1A at the level of \$107,789,000, with revenues and expenditures balanced. The president and other officers of the**

**university are hereby authorized to do all things and take all actions deemed necessary to operate under this pro forma budget pending approval of a final budget and to protect the fiscal health of the university. (FF-13-03)**

Trustee Quiroga then asked VP Soll to describe the energy management contract with DCAMM under consideration. VP Soll explained that through the use of energy performance contracting, energy savings could be used to pay off efficiency work and that at the end of the agreement, the savings and improvements remain with the university. A fuller description can be found in the committee report of May 22, 2013. Trustee Quiroga made the motion recommended by the Finance & Facilities Committee. It was unanimously

**VOTED: The Board of Trustees of Salem State University hereby authorizes the president or designee to enter into an agreement with the Commonwealth Division of Capital Asset Management and Maintenance for energy-related projects totaling approximately \$4,138,000, such projects to be financed by DCAMM with the university to reimburse the State for the cost of debt service by applying energy savings achieved as a result of the projects. All net savings shall be available for reallocation with the university's general operations budget. (FF-13-04)**

**Executive:** Chair Scott explained that the committee had met and had voted to recommend the Strategic Plan with Score Card. The material had been distributed (Attachment D). Chair Scott read the committee motion. It was unanimously

*Executive  
Committee*

**VOTED: The Board of Trustees of Salem State University hereby approves the Strategic Plan with Scorecard as presented. (EX-13-04)**

Chair Scott thanked President Meservey and the administrators for their efforts in bringing the plan together. President Meservey also acknowledged the staff.

**Nominating:** At this point, Chair Scott turned the gavel over to Trustee Abdo, who was not standing for reelection as Vice Chair for the coming year and asked that he oversee the report of the Nominating Committee. Trustee Abdo asked Trustee Davis to report for the Nominating Committee. Trustee Davis reviewed the meeting and presented the recommendation of the committee: Trustee Pamela Scott for Chair and Trustee Paul Mattera for Vice Chair. Trustee Abdo opened the nominations to the floor. Hearing none, the nominations were closed. Trustee Davis read the committee motion; it was seconded by Trustee Quiroga. It was unanimously

*Nominating  
Committee*

**VOTED: The Board of Trustees of Salem State University hereby elects the slate of Pamela C. Scott as chair and Paul Mattera as vice chair as its officers for FY 2014. (NM-13-01)**

\* \* \*

## **V. REPORT OF THE PRESIDENT**

- President Meservey began her report with several retirement announcements: first, that of Vice President of Finance & Facilities Andrew Soll, effective at the end of December 2013. She acknowledged his many contributions, including the guiding of the Master Vision project, and expressed thanks for his service on behalf of the university. The president also noted the retirement of Arlene Greenstein, Dean of the School of

*Report of the  
President*



Professional and Continuing Education for 13 years and that of Executive Vice President Stan Cahill, which will take effect in June 2014.

With regard to VP Soll's retirement, the president thanked the team of individuals that would begin the transition to new leadership as he winds down the various projects he is currently overseeing, such as the construction of the library and learning commons and the fitness center. CIO Patricia Ainsworth will serve as Interim Executive Director of Finance; Chief of Police Gene Labonte will serve as Interim Executive Director of Facilities, a role he filled during his tenure with the Connecticut State Police; and Chief of Staff Beth Bower will provide oversight of new construction and development on campus, utilizing her prior experience with the Central Artery Project. Trustee Mattera stated it was a tribute to the abilities of the senior staff that they could be moved in so easily during this time of transition.

- The Core Curriculum was approved by the faculty and the All College Committee. Implementation is underway with a target date of fall 2014. This new academic program will provide greater flexibility for our students and has been embraced by the full faculty in a model of collaborative effort.
- The BA in Philosophy was approved by the Academic Affairs Committee of the Board of Higher Education; it goes to the full Board next week.
- Salem State University has achieved the highest federal recognition a college or university can receive for its commitment to volunteerism, service learning and civic engagement. The President's Higher Education Community Service Honor Roll, administered by the Corporation for National and Community Service (CNCS), annually recognizes the nation's leading higher education institutions and their students, faculty and staff for their commitment to bettering their communities through service. The honor roll highlights the role colleges and universities play in solving community problems and placing more students on a lifelong path of civic engagement. Salem State was recognized for the more than 300,000 hours of service performed by its students, faculty and staff in 2011-12. The president acknowledged the efforts of Adria Leach, Director of External Affairs, and Professor Elizabeth Duclos Orsello, as co-chairs of the Civic Engagement Committee.
- The president reported that the Comprehensive Campaign had currently raised \$10,837,346.
- Summer enrollments continue to be up slightly for freshmen and a bit soft for transfers.
- Alumni weekend is this weekend (June 7-9, 2013), starting with a reception at the Peabody Essex Museum on Friday evening.

\* \* \*

## **VI. REPORT OF THE CHAIR**

Chair Scott began her remarks with a note of thanks to President Meservey and the staff. She reflected on her work as chair over the past year, noting the various special meetings and the work with the Department of Higher Education. Chair Scott said that she felt a deeper understanding of the university and a shared role in moving the strategic plan and campaign forward. Trustee Lancome expressed thanks on the part of the trustees for a year of excellent leadership. He also took the opportunity to comment on the recent commencement ceremony, expressing particular pride in the level of diversity among the graduates.

\* \* \*

*Report of  
the Chair*

## VII. OLD BUSINESS – Part 2

*Old  
Business*

**DHE Update:** Chair Scott stated that since the April board meeting, the board had received from the DHE a summary of the feedback on the documents under review related to presidential selection, review and compensation guidelines, as well as new drafts. The SSU Board had provided comments by May 21, 2013 and the DHE has come back with language reflective of trustee concerns. The BHE will be voting on the guidelines on June 18, 2013. Assuming these guidelines will be passed, the Board can expect the new evaluation guidelines shortly as it prepares for the annual presidential evaluation process. The new director of the DHE Office of Trustee Relations, Jennifer Perkins, will be invited to the October 8, 2013 board meeting.

\* \* \*

## VIII. NEW BUSINESS

*New  
Business*

**Election of Executive Committee:** Chair Scott explained that the three seats on the Executive Committee needed to be filled by election of the board members and called for nominations from the floor. Trustee Abdoos nominated Trustee Jacob Segal; Trustee Mattera nominated Trustee Marcel Quiroga; and Trustee Quiroga nominated Trustee David Abdoos. With no further nominations coming from the floor, the nominations were closed. On a voice vote, it was unanimously

**VOTED:**       **The slate of Trustee David C. Abdoos, Trustee Marcel V. Quiroga and Trustee Jacob S. Segal is hereby elected to serve on the Executive Committee of the Salem State University Board of Trustees for Academic Year 2013-14. (NM-13-02).**

**Appointment of Presidential Review Committee:** Chair Scott then re-appointed the Presidential Review Committee of Trustee David C. Abdoos (chair), Trustees Paul Mattera, Marcel Quiroga and Jacob Segal. The work of the committee includes undertaking the annual review of the president, a process that will be new this year and that will begin over the summer. The committee will continue to oversee the comprehensive review that was begun last fall – Chair Scott acknowledged the time and effort committed to this project by the members.

**AGB Conference Report:** Chair Scott asked Trustees Lancome and Quiroga to share comments on their experience of the Association of Governing Boards Conference held in San Francisco in April, 2013. Trustee Quiroga felt that a pre-conference session on aligning money with mission was helpful in putting Salem State in a national context. She suggested a discussion on focusing not on the operations budget, but instead on the output of the institution, with input from the academic leadership. The fiduciary responsibility of the trustees impacts the lives of the students and therefore the community and consequently the nation as a whole. She also noted that while Salem State has remained controversy free in the last year, as Chair Scott had stated earlier in the meeting, there are more incidences of boards making the news – from a risk management perspective and a success perspective the potential for board impact was clear.

Trustee Lancome found the conference fascinating. The discussion that he found most compelling was focused on defining success and on whether boards were doing a good job. Boards at other institutions sound like they are more engaged in this topic, he felt. The board needs to be more than an audience, according to comments made by the head of AGB. Trustee Lancome closed with a revisiting of the concept of a board retreat. Trustee Quiroga concurred that a concentrated time for the board to focus on education-related training would be helpful. Chair Scott noted that with five new trustees, an orientation will be needed by the beginning of the next academic year.

President Meservey also offered that spending time on campus would be helpful for board members and that Provost Esterberg and VP James were working on devising an experience that could be provided to members individually or as a group. Trustee Mattera suggested that involving faculty within the board meetings themselves would be useful and asked for thought to be given to that end.

**Recognition of University Retirees:** Chair Scott noted the large number of employees retiring this year. The president noted that the “Class of 2013” had a collective 617 years of service with the university. In recognition of their decades of contributions to Salem State, their names will be entered into the minutes of the meeting (Attachment E). President Meservey took the opportunity to provide special recognition to a member of the faculty who had taught at Salem State University for 51 years, Professor Ken MacIver of the Sociology Department. The president read aloud the tribute to Professor MacIver that was given at the retiree recognition event in late May (Attachment F).

**Trustee Recognition:** Chair Scott began by thanking Trustee Abdoo for his commitment over the last year as Vice Chair. She then addressed the three trustees who are stepping down from the board: Roger Berkowitz, Mary Bertrand and Regina Villa. Former Trustee Berkowitz could not be with the board at this meeting; however former Trustees Bertrand and Villa were present and were invited to join the chair and the president at the front of the room. Both were recognized for their contributions and were presented with the traditional glass sailboat in appreciation for their service to the Salem State University Board of Trustees.

\* \* \*

**IX. OPEN FORUM**

There were no participants in the Open Forum section of the agenda.

\* \* \*

**X. ADJOURNMENT**

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

**VOTED: To adjourn the meeting at 7:02 p.m.**

Respectfully submitted,



Patricia Maguire Meservey  
President



Jean E. Fleischman  
Secretary to the Board of Trustees

*Open  
Forum*

*Adjournment*





## ATTACHMENTS

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Attachment A: Consent Agenda, 6/5/13

Attachment B: Campus Master Vision Board Presentation

Attachment C: Master Plan Project Priorities List

Attachment D: Strategic Plan with Scorecard

Attachment E: 2013 Salem State Retirees list

Attachment F: Recognition of Professor Emeritus Ken MacIver

Minutes from the  
Meeting of  
June 5, 2013  
Salem State University  
Board of Trustees



**MEETING OF THE BOARD OF TRUSTEES**

**June 5, 2013 – 5:00 p.m.**

*Marsh Hall, Room 210, Central Campus, Loring Avenue  
Salem State University  
Salem, Massachusetts*

**Items for inclusion on the Consent Agenda:**

**Approval of the Minutes of the Meetings of April 10, 2013 & May 8, 2013 and the reports of the following committees:**

- **Institutional Advancement, Marketing & Communications: May 22, 2013**
- **Risk Management & Audit: May 22, 2013**
- **Finance & Facilities, May 22, 2013**
- **Academic Affairs & Student Life, May 22, 2013**
- **Executive, May 22, 2013**
- **Nominating, May 8, 2013**







SALEM STATE  
UNIVERSITY  
**CAMPUS  
MASTER  
VISION**

BOARD PRESENTATION 06.05.2013

SASAKI



## Master Plan Goal

Develop a comprehensive framework for campus development and revitalization in the near-term, coupled with a compelling long-range vision for the future of Salem State University with the year 2040 as the planning horizon.

# Master Plan Objectives

- Identify academic space needs
- Identify student life and recreational space needs
- Accommodate 50% of undergraduate students living on campus
- Provide appropriate building sites to accommodate program demand and parking
- Establish clear pedestrian and vehicular circulation to support both campus and community
- Create a plan for all campuses as well as opportunities for downtown Salem expansion



# Master Plan Process

- Tours of all campus landholdings and buildings (including Cat Cove)
- Meetings with the following groups:
  - Academic Directors
  - Academic Affairs
  - Advancement
  - Department Chairs
  - Enrollment Services
  - Facilities and Infrastructure
  - Faculty Focus Groups (3 total)
  - Graduate Studies and Continuing Education
  - IT, HR, and Admin
  - Library
  - MSCBA
  - President's Office
  - Student Life, Athletics, and Recreation
  - Student Focus Group
  - Task Force



# Summary of Key Findings

## Space:

- Need to address both quantitative and qualitative space needs
- Classroom availability feels limited
- Need more space for students: study space, social space and space for student-faculty interaction
- Faculty office space is limited and of uneven quality
- Need for conference space
- Need for additional student residences; enhance living-learning environment

## Other:

- Desire to better connect the several units into a more unified campus
- Desire to establish a stronger relationship with the City of Salem
- Need to improve transportation, parking, and wayfinding
- Need to analyze highest and best uses for our existing campus properties
- Consider SSU's neighborhood edges and context

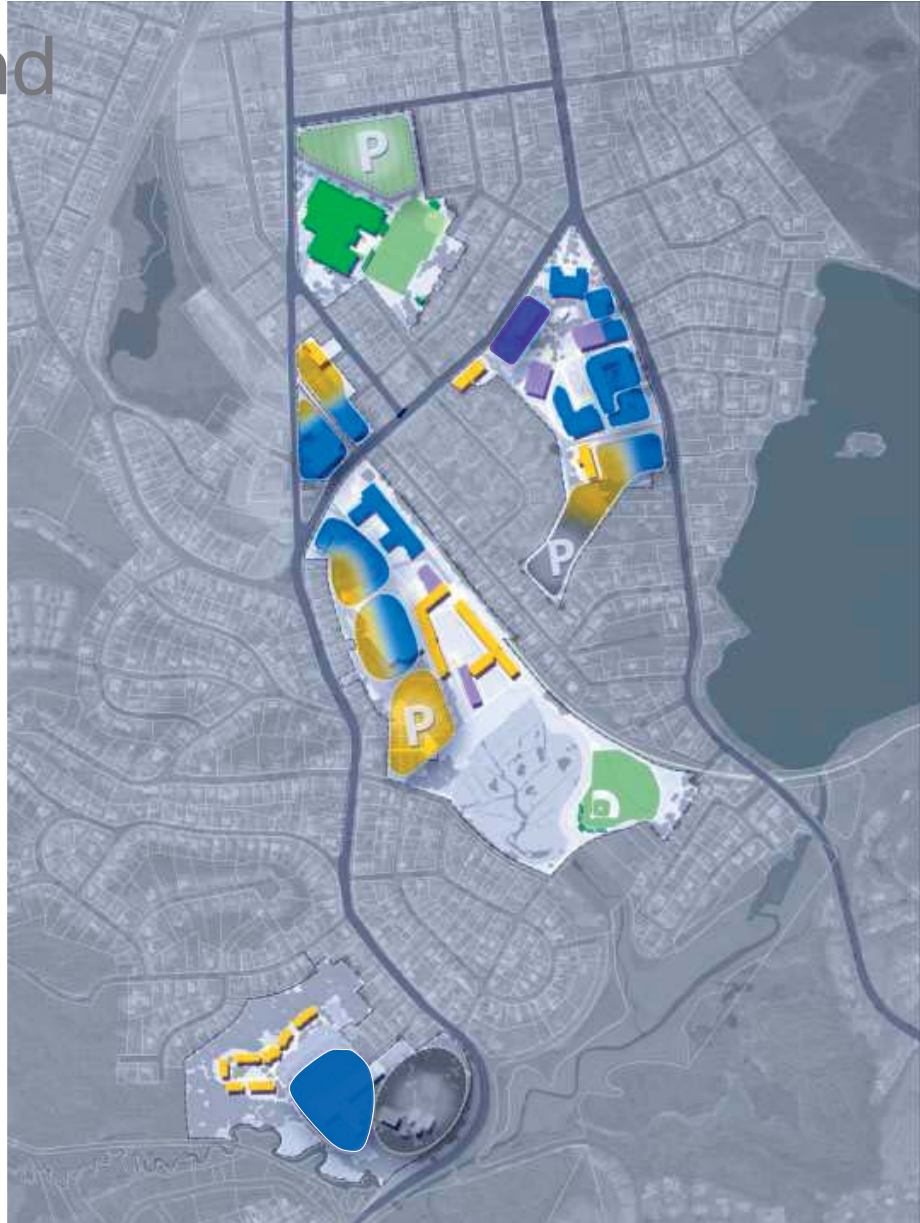
# Opportunity Sites within the Existing Campus

- Fema 100 Year Flood Zone & Storm Velocity Flood Zone
- Fema 500 Year Flood Zone
- DEP Wetland Boundary
- Opportunity Site



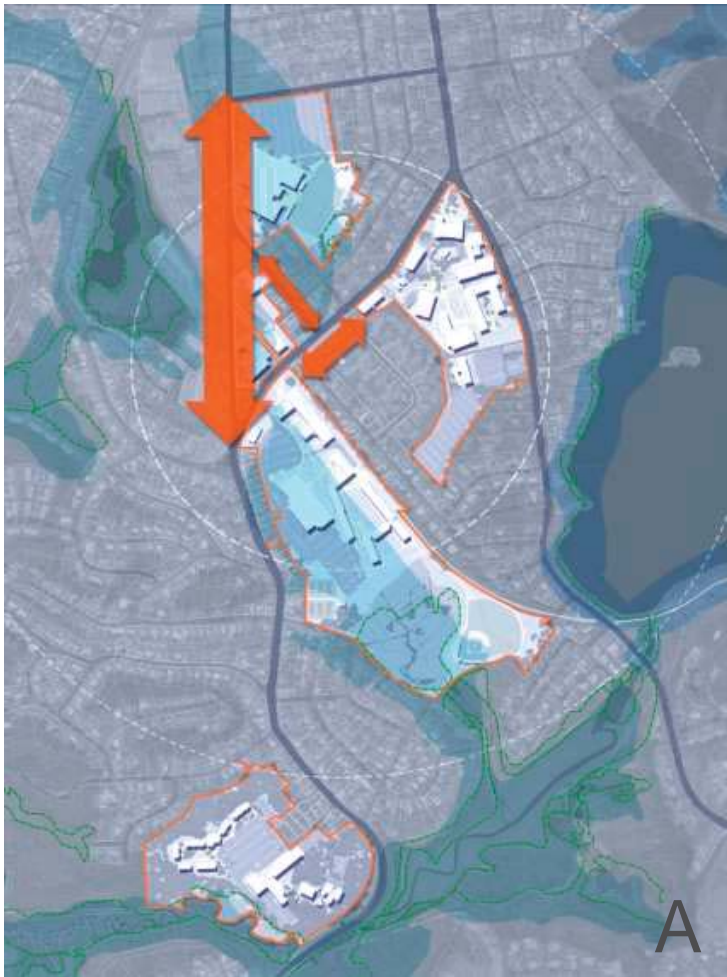
# Potential Reuse and Redevelopment of Opportunity Sites

- Academic/Administrative/Support
- Student Housing
- Student Life
- Community Partnership
- Athletics & Recreation





# Ways to Achieve the Vision





# Alternative A : Campus on Canal



- Campus Support
- Community Partnership
- Athletics & Recreation
- Student Housing
- Student Life
- Administrative
- Academic

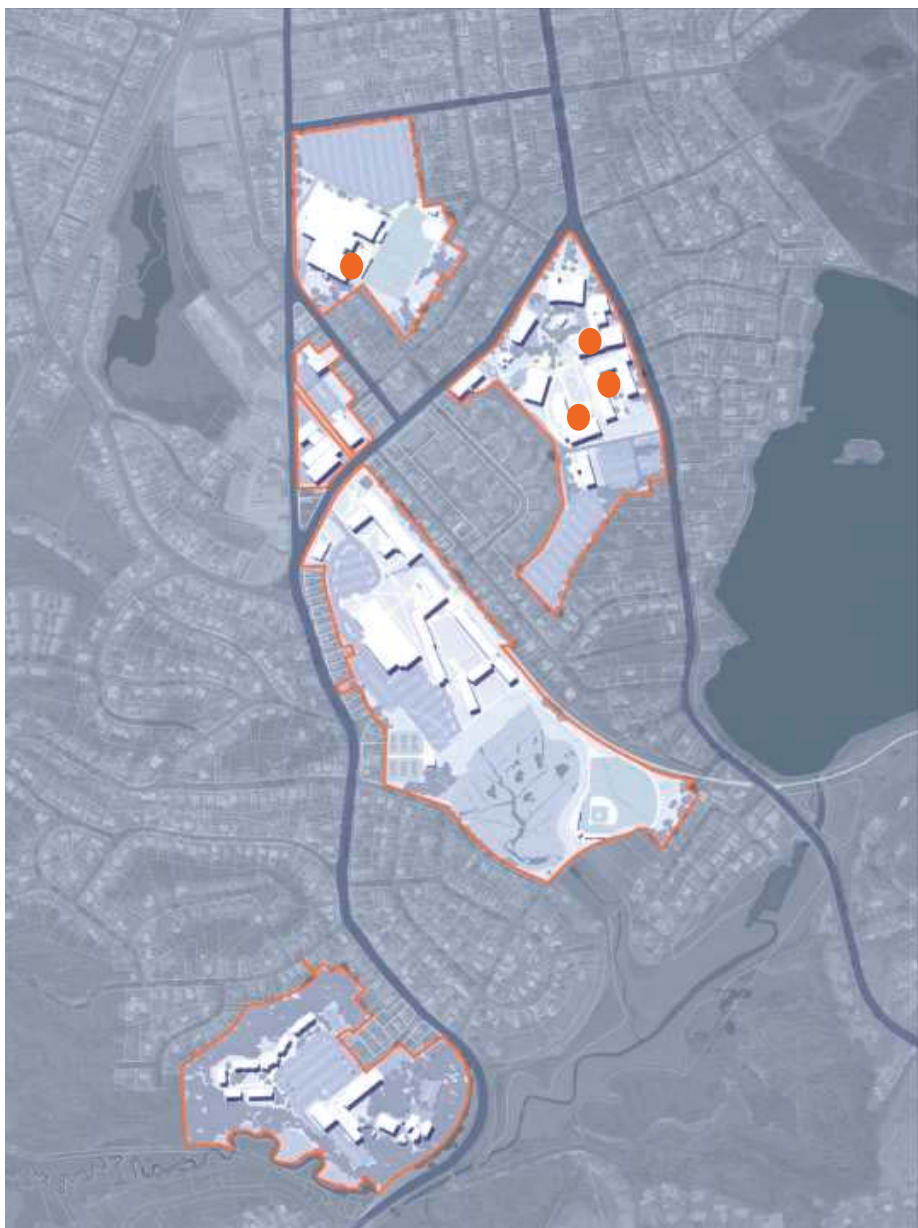
# Alternative B: Merge North, Central and O'Keefe



# Priority Projects

## *Projects in Progress:*

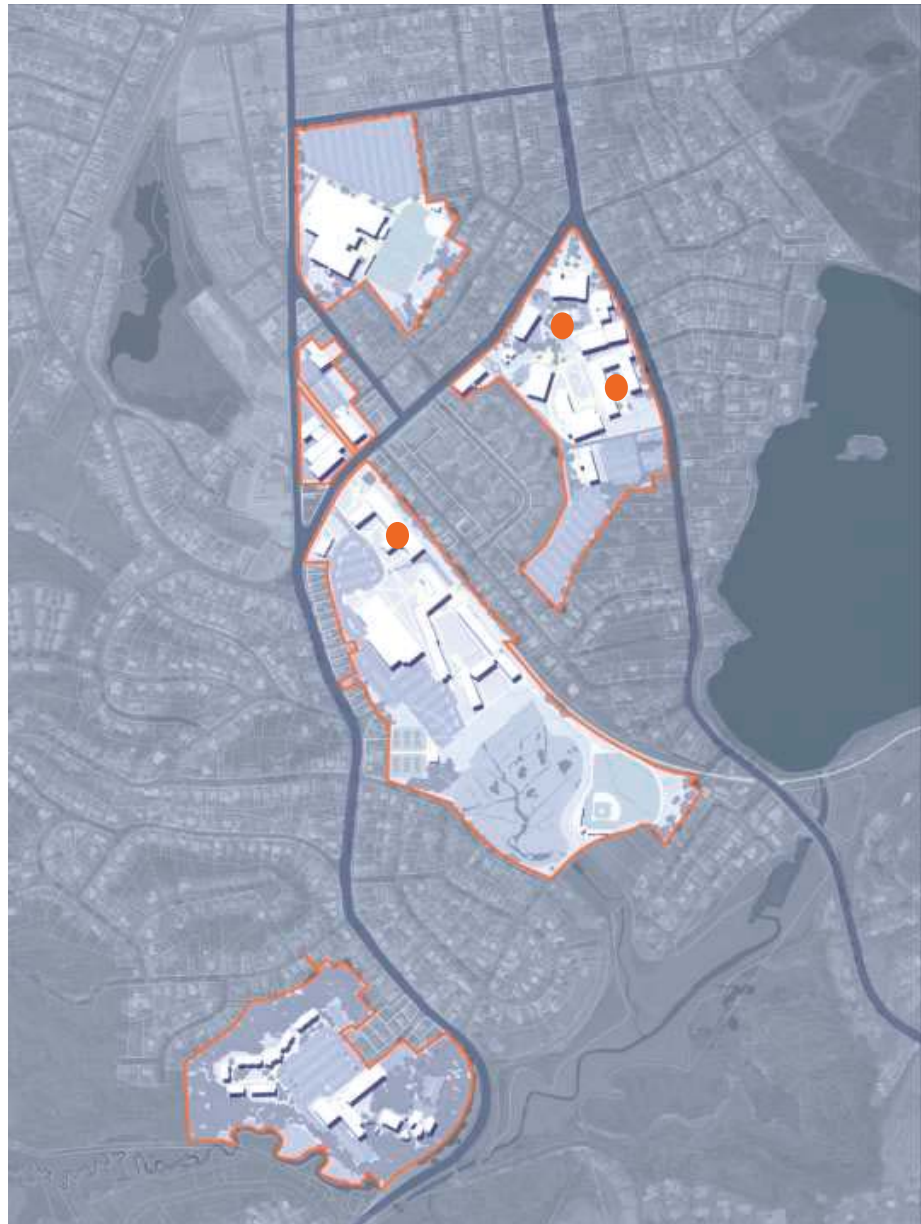
- Berry Library & Learning Commons
- Gassett Fitness & Recreation Center
- Biology Laboratories Update
- Gordon Center for Creative and Performing Arts



# Priority Projects

## **1-3 Year Projects:**

- Science Laboratory Addition
- Meier Hall Renovation, Phase I
- Art Studio Improvements
- Repurpose Interim Library space
- New Residence Hall I
- Redevelop Upper Quad (North Campus)
- Parking Garage I
- Downtown Site/Courthouses
- Classroom upgrades
- Office upgrades
- Property Acquisition

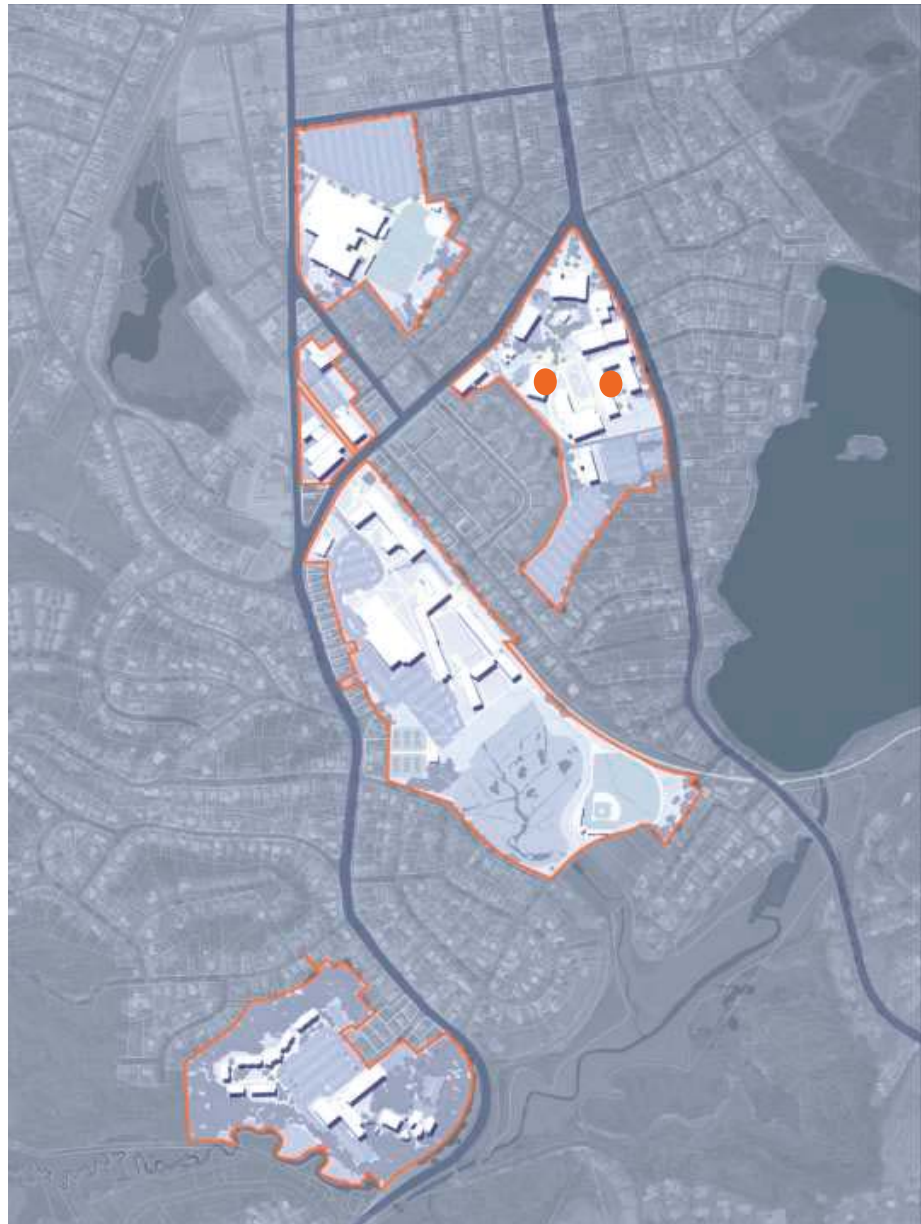




# Priority Projects

## ***4-7 Year Projects:***

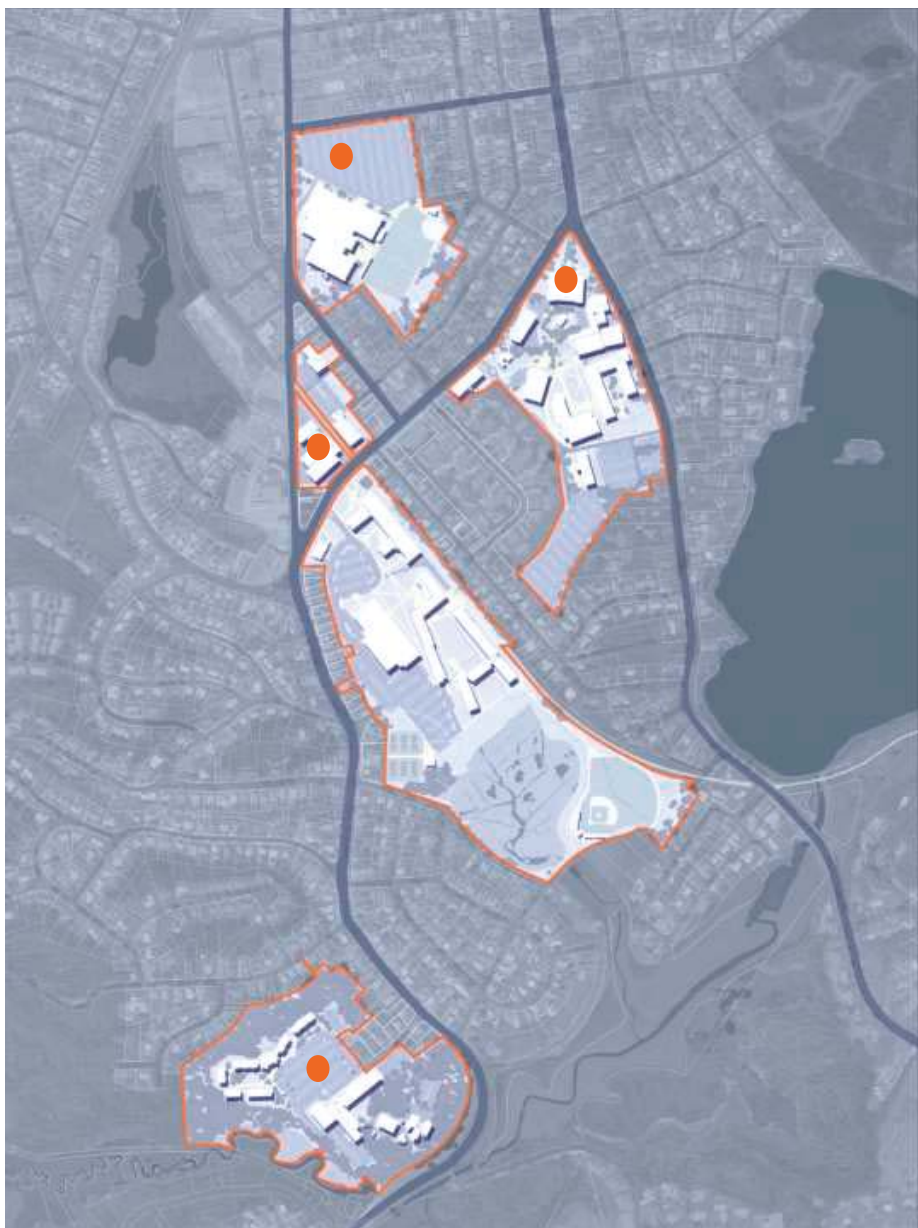
- Meier Hall Renovation, Phase II
- Campus Center Redevelopment
- New Residence Hall II
- Partnership Science Facility
- Cat Cove upgrade
- Classroom upgrades
- Office upgrades
- Property Acquisition



# Priority Projects

## ***7-10 Year Projects:***

- Sullivan Building Renovation
- New Residence Hall III
- Recreational Fields
- Parking Garage II
- Enterprise Center / Conference Center
- Classroom upgrades
- Office upgrades
- Property Acquisition



# Summary of Priority Projects

## ***Projects in Progress:***

- Berry Library & Learning Commons
- Gassett Fitness & Recreation Center
- Biology Laboratories Update
- Gordon Center for Creative and Performing Arts

## ***1-3 Year Projects:***

- Science Laboratory Addition
- Meier Hall Renovation, Phase I
- Art Studio Improvements
- Repurpose Interim Library space
- New Residence Hall I
- Redevelop Upper Quad (North Campus)
- Parking Garage I
- Downtown Site/Courthouses
- Classroom upgrades
- Office upgrades
- Property Acquisition

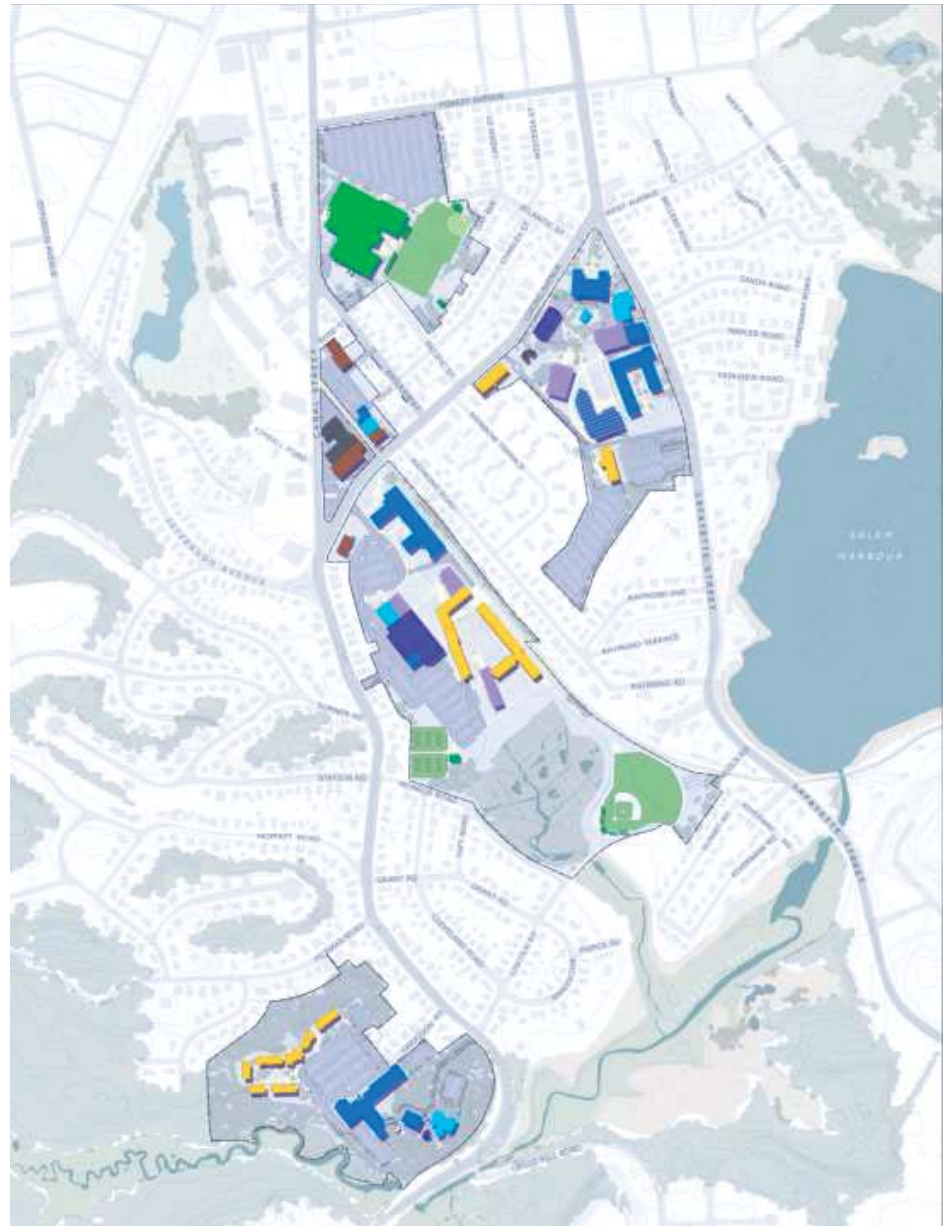
## ***4-7 Year Projects:***

- Meier Hall Renovation, Phase II
- Campus Center Redevelopment
- New Residence Hall II
- Partnership Science Facility
- Cat Cove upgrade
- Classroom upgrades
- Office upgrades
- Property Acquisition

## ***7-10 Year Projects:***

- Sullivan Building Renovation
- New Residence Hall III
- Recreational Fields
- Parking Garage II
- Enterprise Center / Conference Center
- Classroom upgrades
- Office upgrades
- Property Acquisition

Thank you





**Campus Master Vision  
Major Project Priorities**

	Estimated Cost	Funding Source	Fee Impact
<b><u>Projects in Process</u></b>			
Library/Learning Commons	\$73.5 million	State	None
Fitness and Recreation Center	\$15.0 million	MSCBA	Univ. Fee
Biology Laboratories Update	\$1.5 million	University	None
Modular Residence Hall	lease	Lease	Room Rent
<b><u>Projects in Years 1-3 of Plan</u></b>			
Mainstage Theatre Modernization	\$18.6 million	Private/Univ.	Univ. Fee
Repurpose Interim Library	\$4.0 million	University	None
Science Laboratory Building	\$40.0 million	State/Univ.	Univ. Fee
New Residence Hall I	\$50.0 million	MSCBA	Room Rent
Art Studio Improvements	\$5.0 million	University	None
Redevelop Upper Quad (North Campus)	\$2.0 million	University	None
Parking Garage I	\$12.0 million	MSCBA	Univ. Fee
Downtown Site/Courthouses	Lease	Lease	Univ. Fee
Property Acquisition	TBD	TBD	TBD
<b><u>Projects in Years 4-7 of Plan</u></b>			
New Residence Hall II	\$55.0 million	MSCBA	Room Rent
Meier Hall Renovation	\$30.0 million	State	None
Campus Center Redevelopment	\$50.0 million	MSCBA	Univ. Fee
Property Acquisition	TBD	TBD	TBD
<b><u>Projects in Years 8-10 of Plan</u></b>			
Sullivan Building Renovation	\$20.0 million	State	None
New Residence Hall III	\$60.0 million	MSCBA	Room Rent
Recreational Fields	\$5.0 million	MSCBA	Univ. Fee
Parking Garage II	\$12.0 million	MSCBA	Univ. Fee
Enterprise Center/Conference Center	TBD	TBD	TBD
Property Acquisition	TBD	TBD	TBD



Salem State University Board of Trustees Scorecard

DRAFT

	Comparators (5 Comp. State U's)										Target	
	5 Non-SSU					5 Comp. State U's						
	Out of 6	Rank (1=High)	Low	Mid	High	Out of 6	Rank (1=High)	Low	Mid	High	FL '13	FL '16
New Students (Number)												
Freshman	FL '09	FL '10	FL '11	FL '12	Chg from Base	1 Yr Chg	Abs	Pct	Abs	Pct	FL '13	FL '16
Transfer	994	998	1,005	1,105	111	10%	100	10%	111	11%	1,200	1,236
Graduate (full-time)	852	892	868	860	8	-1%	-8	-1%	8	1%	860	886
	371	349	320	319	-1	0%	-1	0%	-52	-14%	335	388
Market Attractiveness												
Freshman applications	5,835	5,697	4,760	4,855	-980	2%	95	2%	-980	-17%	5,400	5,700
Freshman admission yield	28.3%	30.5%	31.5%	32.6%	4%	3%	1.1%	3%	4%	15%	33%	33%
Student Profile												
Average HS GPA	2.94	2.94	3.08	3.09	0.15	0%	0.01	0%	0.15	5%	3.11	3.19
Freshman average Combined SAT (V+M)	979	995	998	989	10	-1%	-9	-1%	10	1%	995	1020
Freshman students-of-color (%)	21.2%	20.4%	23.6%	25.7%	4%	9%	2.1%	9%	4%	21%	26%	26%
Freshman Pell eligible (%)	38.3%	37.1%	37.7%	39.5%	1.1%	5%	1.7%	5%	1.1%	3%	39%	39%
Graduate enrollment, students-of-color (%)	5.1%	5.8%	8.3%	9.1%	4.0%	10%	0.8%	10%	4.0%	79%	10%	10%
Housing												
Freshmen in residence halls (%)		61%	67%	71%	10%	6%	3.8%	6%	10%	16%	71%	71%
Total Undergrads (degree) in res halls (%)		25%	27%	28%	3%	5%	1.3%	5%	3%	12%	28%	29%
Student Satisfaction												
Would enroll again: probably/definitely yes			52%	52%	0.0%	0%	0.0%	0%	0.0%	0%	55%	61%
Experience met expectations: better than expected			40%	40%	0.0%	0%	0.0%	0%	0.0%	0%	41%	45%
Overall satisfaction: satisfied or very satis.			46%	48%	2.0%	4%	2.0%	4%	2.0%	4%	50%	56%
Retention and Graduation (period is year measured)												
1-year retention rate, freshman	74.8%	81.2%	73.3%	74.0%	-0.8%	1%	0.7%	1%	-0.8%	-1%	79%	87%
1-year retention rate, transfer	82.4%	82.3%	81.7%	81.0%	-1.4%	-1%	-0.8%	-1%	-1.4%	-2%	84%	87%
6-year graduation rate, freshman	43.4%	42.4%	41.6%	45.3%	1.9%	9%	3.7%	9%	1.9%	4%	47%	52%
6-year graduation rate, transfer	57.9%	56.9%	59.0%	58.6%	0.7%	-1%	-0.4%	-1%	0.7%	1%	60%	63%
Global												
Number of international students (Total)	339	340	341	366	27	7%	25	7%	27	8%	375	500
Number of international students (UG)	305	303	299	320	15	7%	21	7%	15	5%	330	440
Civic Engagement												
Number of Service Learning Courses												
Enrollment in Service Learning Courses												
Annual Hours of Community Service												
Metrics TBD												

**DRAFT**

	Attachment D Target									
	Comparators (5 Comp. State U's)									
	1 Yr Chg		Chg from Base		Out of 6		Rank		5 Non-SSU	
	Abs	Pct	Abs	Pct	Rank	Low	Mid	High	FL '13	FL '16
<b>Enrollment</b>										
Degree seeking undergraduate	7,085	7,296	7,136	7,143	FL '12	3,958	4,808	9,551	7,404	8,279
Non-degree undergraduate	678	543	568	598	FL '12	133	214	499	610	646
Degree seeking graduate	1,440	1,452	1,402	1,348	FL '12	537	933	1,332	1,350	1,563
Non-degree graduate	922	702	540	367	FL '12	174	401	1,764	350	350
Total enrollment	10,125	9,993	9,646	9,456	FL '12	6,079	6,506	11,417	9,714	10,838
	AY '08-'09	AY '09-'10	AY '10-'11	AY '11-'12					AY '12-'13	AY '15-'16
<b>Degrees/Certificates Conferred</b>										
Bachelor's degrees	1,203	1,246	1,330	1,458	FL '12	697	861	1,747		
Masters degree	511	556	527	512	FL '12	184	402	546		
Certificates	55	82	24	52	FL '12	6	34	55		
	FY '08-'09	FY '09-'10	FY '10-'11	FY '11-'12					FY '12-'13	FY '15-'16
<b>Finances</b>										
Tuit & Fee revenue / Annual FTE Enrollment	\$5,477	\$5,613	\$5,881	\$6,439	FL '12	\$5,025	\$5,639	\$6,765		
State Approp revenue / Annual FTE Enrollment	\$5,428	\$4,427	\$5,517	\$5,639	FL '12	\$4,501	\$5,047	\$5,542		
Revenue from Non-credit instruction										
Total E&G Expenditures/ Annual FTE Enrollment	\$11,951	\$12,161	\$13,353	\$14,513	FL '12	\$10,708	\$11,436	\$12,529		
Instructional Expend / Annual FTE Enrollment	\$5,296	\$6,443	\$7,230	\$7,677	FL '12	\$5,109	\$6,510	\$6,809		
	FY '08-'09	FY '09-'10	FY '10-'11	FY '11-'12					FY '12-'13	FY '15-'16
<b>Advancement</b>										
Annual Fund*	\$1,100,574	\$894,103	\$1,001,063	\$1,268,848	FL '12	\$267,785	\$277,785	\$168,274	\$966,000	\$1,057,975
Comprehensive Campaign (incl Annual Fund)			\$2,185,493	\$6,932,973	FL '12	\$4,747,480	\$217%		\$2,300,000	tbd
	FY '08-'09	FY '09-'10	FY '10-'11	FY '11-'12					FL '13	FL '16
<b>Facilities</b>										
Spending on Deferred Maintenance										
<b>Faculty and Staff</b>										
Total Full-Time Faculty	331	333	337	340	FL '12	176	187	316		
Full-Time Faculty of Color	31	34	37	44	FL '12	14	29	45		
Percent Faculty of Color	9.4%	10.2%	11.4%	12.9%	FL '12	8.1%	14.4%	19.4%		
Total Full-Time Staff	498	501	502	523	FL '12	292	310	648		
Full-Time Staff of Color	65	62	69	73	FL '12	13	41	60		
Percent Staff of Color	13.7%	13.1%	14.4%	14.7%	FL '12	4.4%	12.0%	15.5%		

Note: comparator rank and values for Finance is based on FY '10-'11; ranks and values for Faculty & Staff is based on FL '11.

\*FY12 Annual Fund does not include \$625,000 in multi-year campaign commitments of \$25,000 or greater that are not expected to be replicated in FY13. Est. \$1,893,848 with the \$25k+ multi-year campaign commitments.

The 5 comprehensive State Universities forming the comparator group include: Bridgewater, Fitchburg, Framingham, Westfield and Worcester State Universities

Sources include the Common Data Set, IPEDS, and school websites. Source for Satisfaction is the Noel-Levitz Student Satisfaction Inventory.

Date printed: 7/2/2013

Minutes of the Meeting, 6/5/13

New Business, June 5, 2013  
Recognition of 2013 Retirees

The following members of our community have retired within the past year with a combined 617 years of service to the institution. The Salem State University Board of Trustees and the university administration would like to express its gratitude and sincere best wishes to these individuals for their many contributions to the life and future of Salem State:

Susan Anderson, Professor, School of Nursing  
Alvin Dares, Maintainer II, Facilities  
Paul Dempsey, Maintainer II, Facilities  
Anthony DiNuzzo, Assistant Director, Facilities  
John Green, Professor, English  
Arlene Greenstein, Dean, School of Continuing and Professional Studies  
Ann Hall, Clerk V, Theatre and Speech Communication  
Patricia Johnston, Professor, Art & Design  
Douglas Larson, Professor, Accounting and Finance  
Kenneth MacIver, Professor, Sociology  
Lucille McCarter, Staff Assistant (NUP), Provost's Office  
Kathleen McIsaac, Administrative Assistant I, School of Continuing and Professional Studies  
Mary McLaughlin, Administrative Assistant I, Interdisciplinary Studies I  
Martha Jane Moreland, Library Assistant III, Library, Instructional and Learning Support  
Gail Nelson, Administrative Assistant I, ITS, Customer Support Services I  
Pamela Oppelt, Staff Assistant (NUP), Human Resources and Equal Opportunity  
Richard Pelletier, Assistant Director, Facilities  
Ellen Rintell, Professor, Literacy, Counseling and Learner Development  
Everett Rudolph, Associate Professor, Computer Science  
Kathleen Skrabut, Professor, Nursing  
Louise Swiniarski, Professor, Childhood Education  
Robert Wang, Professor, Chemistry and Physics  
Geertje Wiersma, Professor, Sociology

Entered into the minutes of the meeting of June 5, 2013.



Retiree Recognition, 6/5/13 SSU Board Meeting

Professor Ken MacIver is completing his 51<sup>st</sup> year at Salem State University in 2013. Over the course of his long career he has been an integral part of the Sociology Department and the university. Professor MacIver was extensively involved with the creation of the social sciences at Salem State. In 1970 Professor MacIver founded and directed Salem State's social service program, hiring the first faculty in sociology and social work. Out of this program subsequently grew the School of Social Work, with sociology becoming a part of a combined department of sociology and political science. In the early 1980s a program in criminal justice was added. In 1986 these three became separate departments.

Professor MacIver has been a strong advocate for students at Salem State. Early in his career he wrote and directed a federal grant from the Health, Education and Welfare Department which brought inner-city students to Salem State. He also instituted and directed a special summer program for inner-city students, which brought them to campus and provided them with room and board, tutors, and academic courses in preparation for their first year at Salem State. Both programs have evolved, and continue to be an important source of support for students. For this and other work he has done, Professor MacIver was the recipient of the prestigious Martin Luther King Leadership Award in 2004. We thank him for his pioneer work to increase diversity on our campus and for the wonderful community we enjoy today.

In his years here at Salem State Professor MacIver has taught courses in political science, history, sociology, and anthropology. One of the courses he taught in the Sociology Department for more than 10 years is Community Involvement, a course based on civic engagement where students spend 60 hours over the course of the semester volunteering in their local communities mentored by Professor MacIver. Each year Ken has sent me the list of accomplishments and it is rich with variety and impact. Professor MacIver was also instrumental in organizing and supervising students' travel/study abroad programs dating back to the 1980s. The Sociology Department was the first academic department to do this on an ongoing basis and these trips continue and are still popular today.

Professor MacIver has a long history of service to the university. He served on multiple university-wide and departmental committees including the All College Committee, which he chaired, and the University-Wide Curriculum Committee. He served the department as chairperson for three consecutive terms from 1993-2001. The Board of Trustees had their committee vote to recognize faculty. As the conversation occurred, Dave Abdo, commented, that he was a student of Ken MacIver's. He went on to say he remembered that course and what a fabulous faculty member Ken is. [Modification by President Meservey for Board of Trustees meeting:] With your vote today, you have given Ken the final honor that a faculty member can achieve: Faculty Emeriti.

Thank you!

[Brick & Chair presentation]





## REPORTS OF COMMITTEES

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Reports from the following committees:

- Risk Management & Audit: May 22, 2013
- Institutional Advancement, Marketing & Communications: May 22, 2013
- Academic Affairs & Student Life: May 22, 2013
- Finance & Facilities: May 22, 2013
- Executive: May 22, 2013
- Nominating: May 8, 2013

Minutes from the Meeting of  
June 5, 2013  
Salem State University  
Board of Trustees



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**SUBJECT:** Risk Management & Audit Committee Report for Wednesday, May 22, 2013

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The Risk Management & Audit Committee of the Board of Trustees met on Wednesday, May 22, 2013, in room 210 located in Marsh Hall on the Central Campus of Salem State University.

Present for the Committee were Trustees Ansara (chair), Davis, Stringer, and Segal; Chair Scott (ex-officio) and President Meservey (ex-officio); Executive Vice President Cahill (committee liaison) and Ms. Toomey, Staff Assistant, Risk Management.

Committee Chair Ansara called the meeting to order at 3:01 pm.

Executive Vice President Cahill discussed the risk assessment that was done February 25 through March 1, 2013, by Mr. Richard Vohden, Senior Vice President of Marsh Risk Consulting. The risks assessed in his report included the potential for significant injury, property loss and disruption of operations. Over fifty (50) interviews were conducted with department chairs and administrators from different areas of the university. Mr. Vohden provided a completed report that was distributed to the trustees (Attachment A).

Executive Vice President Cahill identified the top 6 risks at the university as follows:

1. Continuity of operations – interruptions in the ability to conduct day-to-day operations at the university.
2. Data center disruption – there is no concrete continuity plan that can be tested for assurance.
3. Data center security and privacy – there is potential for hacking and malware attacks, human errors handling paper and electronic, personal, financial, and medical information.
4. O’Keefe Center security – there is minimal access control and permissive use by the public.
5. General campus security – the risk of an active shooter attacking students, faculty, and visitors. Assault, particularly in the early morning and evening hours, is also a risk particularly when our campus is integrated into a densely populated section of the city. Sexual assault is a significant concern for which we must provide the appropriate training and awareness to both our students and employees.

Trustee Davis asked if there were any surprises on the top six list. Executive Vice President Cahill responded there were no surprises. President Meservey and he had discussed the emergency preparedness plan and continuity of operations plan before Mr. Vohden was hired and they knew those would probably be on the report. Trustee Ansara added that there were some risks on the report that he had never thought of such as transportation to athletic events. President Meservey said the university makes sure our drivers are trained and have proper licenses but further documentation and driver history checks need to improve.

## **Continuity of Operations**

Trustee Ansara asked about continuity of operations and if that included weather events in terms of disruptions. Executive Vice President Cahill confirmed that weather would be an example of a disruption such as the blizzard we experienced this past February. Trustee Segal asked how there can be preparation for weather events such as a blizzard. Trustee Ansara said that the university would need to have a plan in place for meals for the students housed on campus, how to provide medical care/evacuation for students, electricity, etc.

Executive Vice President Cahill mentioned the concern about the flu pandemic a couple of years ago. A flu epidemic plan was put together in fall 2011 with procedures on how to isolate students if they were to become ill, meals for students, and how to communicate with faculty if this were to happen. President Meservey stated that Provost Esterberg led an effort to make sure all faculty could teach classes on line if the campus were to close due to a pandemic to ensure continuity of operations.

## **Data Center Disruption, Security & Privacy**

Executive Vice President Cahill stated a plan for technology needs would have to be in place. The backup plan in case of a disaster at the university is to migrate services to the cloud. Recently, ITS began using the Amazon cloud service for disaster recovery of the university's website. Currently there is an open account with Amazon that enables the university to request servers on demand so that work could begin immediately to switch all services to the cloud in case of a data center catastrophe. The backup to that plan is ensuring system data is copied to tape and sent to Iron Mountain for offsite storage on a weekly basis. The plan in case of a disaster is to retrieve the tapes and work with Amazon to restore services as quickly as possible. Therefore, the university now has two backup systems.

Next Executive Vice President Cahill spoke about the risk report in regards to access to the data center. It is located on the second floor of the Stanley Building and is co-located with ITS and Facilities staff. This location is where both ITS and Facilities provides support for faculty, students and staff. In order to reduce access while preserving the ability to provide customer service, access to the space is restricted to one door that is unlocked from 8 am to 5 pm, Monday through Friday. This door is accessible to ITS staff via card swipe at other times. Also, the elevator which addresses ADA accessibility for staff, students and faculty is unlocked from 8 am to 5 pm, Monday through Friday and is accessible to ITS and Facilities staff via card access at other times. It is more secure than it had been previously.

To access the data center, a swipe card and key pad code is necessary. The access is restricted to a very small number of staff who need to access the data center to perform their duties.

Mr. Vohden also reported that with the data center located under the roof, there is potential for water damage should the roof leak. A vapor barrier was suggested to Facilities to reduce the risk of water damage from leaks and also reduce humidity in the center.

## **O’Keefe Complex Security**

Executive Vice President stated that since he received the risk assessment report, he has begun working on the vulnerability of the O’Keefe Complex. It is patrolled daily by university police but the O’Keefe Complex is a big facility with many entrances including Canal Street, Broadway, the ramp, and the lower entries. Chair Scott asked if there was ever a main check-in desk at the O’Keefe. Executive Vice President Cahill responded that the building was not designed with a check-in area but the ramp is the main entrance. Once the fitness center is completed, it is planned to make this the main entry to the O’Keefe Complex. Executive Vice President Cahill and the O’Keefe Complex staff also plan to make changes in a number of the entries as well as the hardware on the doors to make it more secure. The ramp also needs to be renovated to make it more aesthetically pleasing and to comply with ADA regulations.

## **General Campus Security**

Trustee Davis asked about CORI and SORI checks on construction personnel and whether the contractors do the checks or are they processed at the university. Executive Vice President Cahill stated the contractors do the checks on their employees and they did checks on both the fitness center and new library construction.

Executive Vice President Cahill talked about resident student safety and security. There are swipe cards on the front doors of the residence halls as a safeguard but during the day, the doors are unlocked between 8 am-8 pm. Students are working at the desk and visitors are required to sign in but there is potential for visitors to sneak in. This needs to be tightened up. Trustee Segal asked about the current procedure for students working at the front desk in the event of an emergency. Executive Vice President Cahill said the phone is the only way to contact emergency personnel. Trustee Segal suggested installation of a panic button at the front desk of the residence halls. President Meservey said there are offices on campus that have panic buttons and she thought it was a good idea for panic buttons in the residence halls and will ensure they are installed at the front desks.

President Meservey stated another risk is that the university has antiquated locking mechanisms on campus. Keys are still being used for some of the residence halls. The coding is easy to crack and if keys are lost or stolen the vulnerability of our students is high.

Trustee Davis inquired about the trash chute concern in the report and the potential for a student to get trapped in one. Executive Vice President Cahill said this issue is being addressed over the summer and the size of the chute will be modified so no student will have access to it.

Chair Scott inquired about signage in common areas around campus to inform people of procedures to follow in case of an emergency. Executive Vice President Cahill responded that new signs were designed and more will be made over the summer to display in residence halls, classrooms and cafeterias.

Executive Vice President Cahill mentioned there is a campus threat assessment team on campus and that employees and students are encouraged to contact Associate Vice President Stoll's office if they see someone acting suspiciously or inappropriately.

Executive Vice President Cahill stated that this summer, the university is planning to hold an active shooter exercise as well as a tabletop emergency preparedness exercise which will be coordinated by Chief Labonte in collaboration with state, city and university police. Chair Scott asked about the Safety Committee meetings and Executive Vice President Cahill stated they met in October, March and April.

Trustee Segal said that he had not heard of many problems but believes it is good to review potential risks. While time is spent preparing for events that don't happen, he felt that is still good policy. He said every one of the risks become an item of cost and asked what they are weighed against. President Meservey said that all of the risks listed cannot be completed, some are cost prohibitive. She used the tragic tornado in Oklahoma as an example. The school that was destroyed was one of the strongest buildings but making every building strong would be cost prohibitive.

President Meservey referenced the Campus Risk Assessment chart in the report. The chart portrays risk probability and the impact. The university should focus on the upper right quadrant of the chart and determine what is likely to occur and what will have the greatest impact. Working on all of the potential disruptions listed is cost prohibitive. There are practical and less expensive things to do. What is most important to the university is in regard to loss of life, loss of resources in the physical structure, and loss of reputation. Continuity of operations can be expensive but the university has to work on this or the business of being a university will not continue.

Trustee Ansara complimented Executive Vice President Cahill on the great job he did on the report and then asked if there were any more questions.

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

**VOTED: To adjourn the meeting at 3:31 pm**

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

# MARSH RISK CONSULTING

RISK. DISPUTES. STRATEGY.

## **CAMPUS RISK IDENTIFICATION & ASSESSMENT**

**SALEM STATE UNIVERSITY**

MAY 14, 2013

Richard A. Vohden, CSP, CPCU  
Senior Vice President  
Marsh Risk Consulting  
Morristown, NJ

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  - A. List Department Chairs and Administrators Interviewed
  - B. FEMA Flood Maps, Central Campus

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# 1

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## Executive Summary

At the request of Dr. Stanley Cahill, Executive Vice President, Marsh Risk Consulting was asked to identify and assess of Salem State University operational risks. Operational risks essentially reflect the potential for unexpected and unfavorable outcomes arising out of day to day and unique activities and operations sponsored by the University, faculty or staff, and students. Curricular, co-curricular and extracurricular University sponsored activities were investigated.

Richard A. Vohden, CSP, CPCU performed the risk assessment during the week of February 25 through March 1, 2013. Rick is the National Education Practice Leader for Marsh Risk Consulting.

The risk identification and assessment project consisted of a preliminary review of activities, operations and geography published on the University website to familiarize himself with scope of operations and activities, and mission of the University. The risks assessed include potential for significant injury, property loss and disruption of operations. On campus interviews and discussions of risk were conducted with over 50 University department chairs and administrators. University facilities were surveyed with escort from the Salem University Police and Facilities Department staff. Published University policies and other written guidelines and procedures were reviewed from the University website.

Reputation risk is the type of risk related to the trustworthiness of the University. Damage to a university's reputation can result in lost tuition revenue as current and prospective students opt away from the University, loss of key administrators and faculty, potential loss of corporate and individual giving and an overall negative public perception of the integrity of the University. The impact on reputation lies in the values of the general population and its benefactors on the ability of the University to prevent or control an event and their perceptions gleaned largely from media opinion. Regardless of outcome, if the initial media position is negative public opinion follows. Crisis management planning is the sole means of mitigating outcomes with potential to impact the University reputation.

The twelve most serious risks confronting the University are depicted on the Salem State University Risk Map (Section 3). The Risk Map compares the potential probability of an event occurrence and its potential impact on the University. Volatility of an event, the variation in potential impact, is considered for each type of risk. Impact on the reputation of the University can be assumed, though to varying degrees, for each of these keys risks. A transportation accident involving a charter bus operator will impose less negative opinion of the University as one involving a coach or student driver. Security and fire related events carry the most weight in public and media opinion and such events tend to make for national news.

The most critical risk issues confronting Salem State University include:

- Continuity of Operations – interruptions in the ability to conduct day to day operations of the University
- Data Center Disruption – no concrete continuity plan that can be tested for assurance
- Data Center Security and Privacy – hacking and malware attacks, human errors handling paper and electronic personal financial and medical information
- O’Keefe Center Security – minimal access control and permissive use by walking in public
- Campus Housing Safety & Security – trespassers, flood risk
- General Campus Security – the risk of an active shooter attacking students, faculty visitors

Salem State University maintains an Emergency Evacuation and Operations Plan but has not yet expanded emergency preparedness planning to encompass recovery from a disaster. The University should develop and communicate a Continuity of Operations Plan that establishes priorities and procedures to:

- Sustain the safety and welfare of University employees, students and visitors;
- Deliver academic programs to students despite functional impairments;
- Preserve critical research;
- Provide for alternate methods and locations of operations for an extended event
- Maintain critical business, finance, and infrastructure operations
- Minimize the financial cost of recovery

Marsh Risk Consulting thanks the University and Dr. Cahill for this opportunity to assist the Salem State to integrate risk identification and management into its business processes and desire to maintain a safe campus and sustainable operations.

# 2

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## Introduction

At the request of Dr. Stanley Cahill, Executive Vice President, Marsh Risk Consulting was asked to identify and assess of Salem State University operational risks. Operational risks essentially reflect the potential for unexpected and unfavorable outcomes arising out of day to day and unique activities and operations sponsored by the University, faculty or staff, and students. Curricular, co-curricular and extracurricular University sponsored activities were discussed.

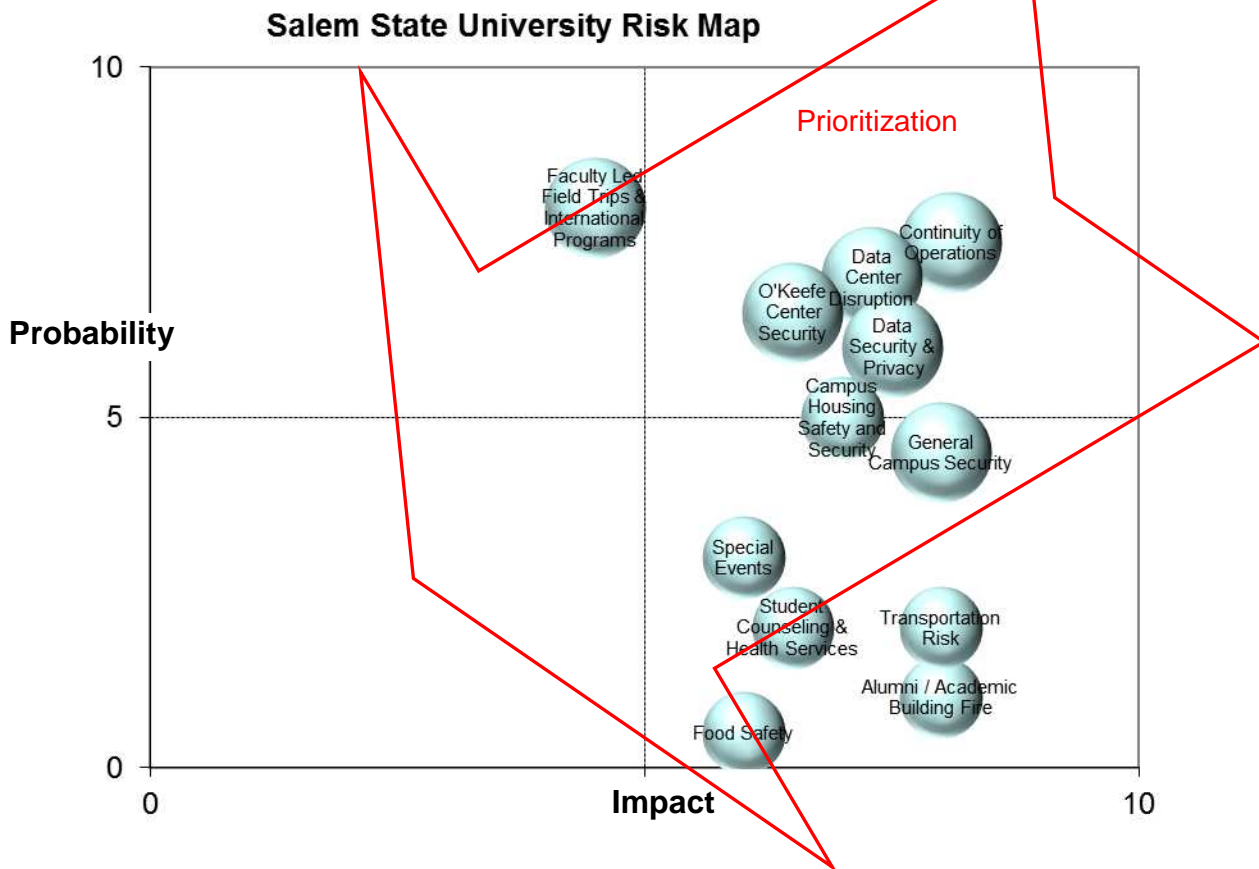
Richard A. Vohden, CSP, CPCU performed the risk assessment during the week of February 25 through March 1, 2013. Rick is the National Education Practice Leader for Marsh Risk Consulting. He has spent the past 21 years of his 37 year career assisting colleges and universities across the United States to identify, assess and manage campus risks. His client base ranges from small private liberal arts colleges to some of the largest national research public universities. He is currently the risk advisor to four university consortia programs, one consisting of 16 public and private national research universities and the others composed of eleven, ten and nine public state universities.

The risk identification and assessment project consisted of a preliminary review of activities, operations and geography published on the University website to familiarize himself with scope of operations and activities, and mission of the University. On campus interviews and discussions of risk were conducted with over 50 University department chairs and administrators. University facilities were surveyed with escort from the Salem University Police Department and University Facilities staff. Published University policies and other written guidelines and procedures were reviewed.

The final report prioritizes the findings of the assessment. The twelve most serious risks confronting the University are depicted on the Salem State University Risk Map. The risks assessed include potential for significant injury, property loss and disruption of operations. The Risk Map compares the potential probability of an event occurrence and its potential impact on the University. Volatility of an event; the variation in potential impact is considered for each type of risk. We also gauge the average expected impact on the University and to a lesser extent the maximum possible worst case scenario. For example, 32 deaths from a campus shooting would be considered worst case scenario, while the most likely event will involve one individual. The outcome range from no injury to 32 deaths and 17 injuries is also example high outcome volatility. Each risk is then compared to the other eleven as portrayed on the map.

# 3

## Campus Risk Assessment



The Risk Map compares the potential probability of an event based on historic experiences at other colleges and universities. Impact is measured in terms of potential disruption of campus operations, financial loss and reputation; unfavorable public opinion, locally and nationally. The volatility, the variability in potential outcomes, is considered for each risk. We gauge the average expected impact on the University and to a lesser extent the maximum possible worst case scenario. For example, 32 deaths from a campus shooting would be considered worst case scenario, while the most likely event will involve one individual. The outcome range from no injury to 32 deaths and 17 injuries is also example high outcome volatility. Each risk is then compared to the other eleven as portrayed on the map.

In addition to the twelve mapped risks, 14 others were identified and assessed in this effort. All of the risks are discussed by topic in the following paragraphs. Action planning initiatives to mitigate the risks should follow the prioritization of risk. In most cases, the potential impact on the reputation of the university will take precedence over the potential financial impact. The following risk discussions are summarized in order of priority by virtue of impact and financial consequences.

### **1. Continuity of Operations Planning (COOP) and Emergency Preparedness**

Salem State University has adopted and published an Emergency Evacuation and Operations Plan for responding to emergencies involving building specific emergencies. The Plan encompasses:

- Emergency Communications
- Expectations for Department and Staff
- Emergency Evacuation of Persons With Disabilities
- Classroom Procedures for Faculty
- Evacuation Assembly Areas by building

The current emergency plan does not address recovery measures required from disasters such as:

- Loss of use of a building attributable to fire, water damage, or other property loss
- Disruption of campus computing, Information Technology services
- Displaced occupants in residence halls
- Disruption of dining halls services
- Loss of ability to re-engage faculty research projects
- Power outage in buildings not supported by generator
- Mass absenteeism attributable to infectious disease

While the current plan serves to protect building occupants, it does not set forth the initiative to expedite the resumption of affected University operations.

The primary objective of the COOP is to ensure the capability exists to continue essential Department functions across a wide range of hazards. It establishes policies and procedures to be used in the event of an interruption of service within a pre-established time period. Its goals include responding or reacting after an event or emergency, restoring critical time-sensitive operations, and eventually, recovering to full functional capacity.

A Continuity of Operations Plan establishes priorities and procedures to:

- Sustain the safety and welfare of University employees, students and visitors;
- Deliver academic programs to students despite functional impairments;
- Preserve critical research;
- Provide for alternate methods and locations of operations for an extended event

- Maintain critical business, finance, and infrastructure operations
- Minimize the financial cost of recovery

At most universities, the President and Provost ask the Deans and Vice Presidents to oversee the completion of unit-continuity-of-operations plans for each academic and administrative department in their area of responsibility. Departments are expected to take appropriate preparedness and mitigation measures within existing resources. The department-level plans should lay out how each college, school, department, facility, or other unit will continue to provide essential functions with lower staffing levels, fewer supplies, and social distancing measures in place.

When developing the plans, the department must assume that the source of the disaster has impacted a large geographic region and many staff may not be able to come to campus due to barriers such as: downed trees and power lines blocking streets and roads, power loss or physical damage at home, or school closures for those with K-12 children.

Each research project must be evaluated for vulnerabilities, not just physical damage but also potential contingent disruptions such as lack of required power, heating or cooling or even absence of staffing to perform scheduled technical adjustments. By defining project protection and recovery steps there is less opportunity for loss of grant funding and the intellectual value of the research.

## 2. Data Center Disruption

Risk is **Greater** than industry exposure due to absence of a firm continuity of operations plan for the resumption of service when IT systems sustain disruptions. Reputation Risk is Moderate.

Data center disruption is but one of many risks that will impact the overall continuity of operations of the University.

The new University Data Center was relocated to an off office campus building owned by Salem State College Assistance Corporation. It is located in the interior core on the second floor of this two story masonry and heavy timber building. The first floor is occupied by Facilities Department trade shops and material storage, and IT computer repair. The building including IT servers is protected by an automatic sprinkler system with local alarm and signal notification to the University Police Department. The onsite generator has sufficient capacity to maintain operability during public utility power outages.

Use of the University key card system is not required to enter the building. A visitor can access the second floor without escort which is a security issue for a facility so critical to university operations. Vandalism and malicious mischief could impair campus computing.

The IT Data center is housed on the second floor under the building roof. The roof was renovated as part of the overall building renovation. However, being situated directly under the roof, the electrical computing equipment is subject to water damage from roof leaks and even more so due to wind damage to the roof cover exposing the equipment to foul weather. The servers are protected from fire by automatic water sprinklers. A sprinkler head leak is another potential source of damaging water flow.

The location is near Canal Street, a known source of problematic flooding in the area. Severe flooding could impair ability to access the Data Center in time of emergency.

IT systems are the heart of university operations. From academic curriculum to payroll systems, every department on campus relies on the University IT systems. The university will be hard pressed to maintain operations in the event of an IT outage lasting more than one academic week.

The IT Department maintains a plan for moving to a “cloud” as a backup operating system in the event of computing system outage of significance. As yet, a service providing cloud capability has not been designated and dedicated for Salem State space. In the event of significant geographic power grid disruption such as that sustained in the New York and New Jersey region after Superstorm Sandy, nearly every other organization will be migrating to alternative resources, either dedicated hot sites or cloud space. Use of a dedicated hot site will be more expensive than using a cloud. More and more organizations are moving to clouds to maintain continuity of operations. The growth is exponential with about 18% of organizations planning on using clouds last September to about 29% as of February.

The University will likely place security sensitive information in the cloud. Clouds may be vulnerable to hack attacks. Not every cloud protects your data well. The selection of a cloud provider while under duress of an extended outage will likely result in something less than the optimum choice.

It is critical that the chosen cloud service be periodically tested under operational conditions, but to do so a disaster recovery cloud that meets the needs of the University must be identified.

### 3. Data Security & Privacy

Risk is ***On a Par*** with the industry exposure. Reputation Risk is Moderate.

Higher education leads all industries in the frequency of personal financial and medical information breaches. According to Privacy Rights Clearing House, over 50% of the data breaches in the industry are related to hacking into IT system or malware uploaded from internet sites or through email. No school is impregnable. Expedient discovery and limitation of damage is critical to minimizing the resulting impact on the University, employees, students and alumni.

The recent incident sustained by Salem State is a classic example of entry into the University systems. The University quickly investigated the depth of the incident while also alerting the potentially affected employees.

The Salem State Counseling and Health Services Department is in the process of migrating the health care recordkeeping system and will be handling insurance billing on an electronic database. As such it is required to meet the obligations of the Health Insurance Portability and Accountability Act (HIPAA) regulations for protection. The department is working with a consultant to create a data system that will limit risk of a medical information breach.

#### 4. Campus Housing Safety and Security

The risk of loss of life and property damage in the residence halls arising from fire and carbon monoxide poisoning is **Less** than the industry norm since all of the residences are protected by automatic fire sprinkler systems, fire, smoke and carbon monoxide detection systems. The risk of a non-resident security event in the residence halls is **On a Par** with other mid-size universities. Reputation Risk is High.

Since the Seton Hall University residence hall fire in 2001, states have enacted laws and most universities have established policy that require retrofit water sprinkler systems in campus residence halls. However, many universities have yet to retrofit sprinklers into all of their residence halls. No university has incurred loss of life due to a fire in a building with an automatic sprinkler system.

Residence hall security includes front entrance reception that is staffed 24 hours when occupied. Student key card access is required after dusk, but not during daytime hours. Staff at the reception desk quickly learn the identity of residents at the onset of the term and will request identification of anyone that is not known. Accompanied visitors must sign in. Overnight guests must register with the front desk.

During daytime class periods the resident traffic in and out of the residence halls is significant and is the most likely period for a non-resident to enter unescorted. The industry is struggling with this security risk since even if card key access is required during the day, there remains the possibility an unintended non-resident could gain access by following a resident through an open door. By requesting all entrants to show their University identification upon entering, non-university community can be filtered.

The older residence halls, Bowditch and Peabody have trash chutes for disposal of waste on each floor. The openings of the chutes are sufficiently wide that someone can climb in.

- March 2006 – College of New Jersey – blood stains inside the trash chute, compactor and dumpster of a residence hall led investigators to conclude a freshman was either



forced into the chute or he climbed into the chute. His body was later found in a landfill where the contents of the dumpster were disposed.

The University should consider eliminating use of the trash chutes or reducing the openings to not more than 96 square inches. (The U.S. Department of Labor considered an opening less than 96 square inches an entrapment risk requiring special confined space precautions.)

## 5. O'Keefe Center Security

The risk of a security incident involving students, faculty and staff at the O'Keefe Center is **Greater** than that of other midsize public universities. Reputation Risk is High.

O'Keefe Center is opened from early morning hours to late evening. There are no reception stations to check participant identities. The general public is allowed to use the facilities without question. On occasion, individuals have been found sleeping in the facility. All entrances are open and unlocked. The doors are not lockable except by key. Once inside, anyone can roam the building from basement to the top tier of the arena. There are a few outdoor security cameras on the front side of the building and none indoors covering the entrances. There many obscure areas for a perpetrator to wait in hiding.

Building security concerns are elevated during the summer when athletic camps are hosted inside and around the facility. The added exposure of having uncontrolled access by the public while children are using the facility represents an increased risk.

Entry doors should have self-locking features that automatically shut and lock, though enabling emergency evacuation. Visitors should be required to enter only through the front entry which is staffed to check identity during all open hours of operation. If the University continues to allow the general public to use the athletic venues, a more definitive process for identification and authorization must be developed.

It is my understanding that access, use and security will change once the new University Fitness Center construction is completed. Prior to that occasion, a comprehensive security assessment should be conducted to better protect entrance points, camera coverage and limit public access to areas of the building they need not have access to, including visitors to public events hosted at the facility.

The new University Fitness Center is under construction and will continue through the summer while athletic summer camps are hosted at the O'Keefe Center. All contractors are required to conduct criminal background checks on workers at the construction site. The requirement should minimize the risk of a contractor employee with a known sexual or child abuse history.

Similarly all staff and counselors assisting with University sponsored camp instruction must also undergo a criminal background check (CORI) and nationwide sex offender registry check (SORI).

Note: under the new Commonwealth of Massachusetts rules for CORI background checks, some convictions dating older than 10 years may not be communicated in the CORI report received from the Commonwealth Justice Department. CORI checks should not displace sound protocols that minimize unmonitored contact with children.

## 6. General Campus Security

The risk of a Security incident involving students, faculty and staff at Salem State University is **On A Par** with that of other midsize public universities. Reputation Risk is High.

Campus security remains the No.1 concern for all college and university administrators and students. Active shooter events such as the recent incidents occurring at:

- Oikos University (7 dead) April 2, 2012
- San Jose State University (3 dead) May 7, 2011
- Northern Illinois University (5 dead) February 17, 2008
- Virginia Polytechnic Institute and State University (32 dead, 17 injured, 2 subsequent suicides) April 16, 2007
- University of Arizona Nursing School (4 dead) October 28, 2002
- University of Iowa (5 dead) November 1, 1991
- California State University, Fullerton (6 dead) July 12, 1976
- University of Texas, (15 dead) August 1, 1966

These types of events are near impossible to prevent once the perpetrator has made the decision to harm. Weapons are easily hidden when brought onto campus. The risk of an event on a Salem State campus is no better or worse than that of any other public or private university.

Risk management initiatives must focus on recognition of potential at risk to students, staff and faculty. Maintaining adequate counseling resources including referral to adequate private or public professional resources off campus can serve to mitigate potential for an event.

Several University administrators on campus are not certain how or to whom their concern for a specific student or staff member, or an incident should be reported.

A comprehensive and coordinated response to an event from University Police and municipal resources may mitigate the significance of an event.

The university has not challenged itself and practiced it's response through a table top drill or full scale exercise.

The University has conducted lock-down drills; however, many classroom and office doors cannot be locked, or can only be locked from the outer hall.

Assault, particularly in the early morning and evening hours is another security concern for all colleges and universities. Salem State bears a slightly greater risk since the campuses are integrated into a populated city. University and municipal police share significant communications and patrols throughout the immediate area. South Campus receives less municipal support given its isolation from the immediate downtown area. Some concern was expressed for pedestrian travel between North and Central campuses and walking over to the O'Keefe Center during non-daylight hours because the common travel routes are off campus.

Sexual assault is significant concern for higher education. Virtually every study conducted about higher education experience indicates one in four women (25%) are assaulted at least once over a four period. More often than not, the perpetrator is an acquaintance of the victim. The University maintains a protocol for hearing allegations through the University Student Conduct and Mediation Program. The University also maintains a Rape Aggression Defense System (RAD) education for the campus community. The University Police Department has also published sexual assault prevention guidance, policies and protocols for response. Any form of sexual violence must be reported to the Title IX Coordinator as per federal and state law as stated in the University's Policy Against Sexual Harassment.

The Salem State University Police Department has complete police authority to apprehend and arrest anyone involved in illegal acts on campus and areas immediately adjacent to the campus.

## 7. Faculty Led Field Trips and International Programs

The risk is **Greater** than industry expectation. Reputation Risk is Moderate.

International academic program offerings involving short term field trips abroad are emerging with greater frequency at Salem State. Students are also allowed to register for semester abroad at other colleges and universities and the university accepts the transfer credit for a nominal fee. Short term field trips retain the greatest risk to the university, its sponsoring faculty and the student participants. While students and faculty alike are exposed to injury and illnesses that will require care while abroad, they are also exposed natural hazards such as earthquakes, hurricanes, tornadoes, and local social uprisings and rioting. Over the past few years universities have been obligated to evacuate faculty and students from a host of compromising situations:

- Civil Unrest in Egypt, Israel, Russia
- Earthquakes in Chile, Peru, Haiti
- Nuclear radiation in Japan
- Acts of terrorism in London and Madrid, requiring shelter in place

The current frequency of trips abroad is lower than that offered at other comparable schools indicating a lower than average risk; however, the university does not maintain a formalized process for managing the field trips it currently offers, therefore the overall risk is deemed greater than expectation. The University is in the midst of initiating a greater effort to manage the risk of foreign travel.

Among the management systems and tactics required for minimizing risk are:

- Approval process for study and other travel abroad, including security review of destinations not limited to US Department of State Travel Warnings (iJet, or similar) <http://www.ijet.com/>
- Means of tracking travelers and daily itineraries
- Faculty handbook and guidance for preparing proposals and managing programs
- Faculty instructional program / orientation to University policy and procedures (handbook)
- Student handbook for referencing University policy and procedures
- Student orientation for specific program offerings that includes discussion of risk and behavioral expectations, cultural and legal differences of the target country
- Define a process for reporting and responding to emergencies developing abroad including a support system for faculty leading the trip
- Insurance program for both faculty and students that will fund injury and personal medical care in the host country as well as fund emergency evacuations attributable to medical condition, repatriation in the event of death and security evacuations.

Salem State currently purchases insurance programs that benefit students and faculty.

## 8. Transportation Risk

The risk of a transportation incident involving students, faculty and staff at Salem State University is **On A Par** with that of other midsize public universities. Reputation Risk is Moderate.

Salem State University Police Department manages several student driven 12 passenger vans used for shuttling students to and from local community service providers and retailers. The Police authorize and train the student drivers. Authorization requires a valid driver's license, an acceptable motor vehicle record and passing the driver training program.

The Athletics Department operates several 12 passenger vans that are driven by coaches for travel to away competitions. Travel in the passenger vans are limited to in-state. Student Life organizations are allowed to request permission to use the Athletic Department vans. Authorized drivers must hold a valid driver license, pass a motor vehicle record check and participate in a driver training programs for vans.

While traveling within the state, the Commonwealth of Massachusetts automobile liability program applies. The University purchases supplementary automobile liability insurance for out of state travel. By limiting use of the vans to in-state travel, potential losses are contained to the Commonwealth liability coverage.

The University contracts with Cavalier Bus for intercampus shuttle service. Cavalier Bus indemnifies the University for injuries arising out of auto accidents. Cavalier maintains a minimum of \$5 million in automobile liability insurance as required by U.S. Department of Transportation regulation.

Athletics, Student Life, the Alumni Association and occasionally other departments charter coach buses for travel away from campus using a university purchase order that requires indemnification for automobile accident injuries. By law charter bus service providers are required to maintain a \$5 million limit of automobile liability insurance.

University Police, Facilities Department and other university departments operate passenger and commercial vehicles. The predominance of travel is local, between campuses, but will occasionally range further away to destinations such as the State Police headquarters. Academic departments will occasionally use vehicles for curricular programs including towing the university pontoon to lakes for research. Rarely are these vehicles driven out of state.

It has been reported that University vehicles occasionally sustain physical damage, dents and such, but they go unreported by the University drivers. Several incidents have involved other vehicles and were not made known to the university until the other driver or their insurer reported the incident to the university administration.

Failure to report an auto accident can result in consequences to both the university and the driver when involving another vehicle. In all cases, the University or municipal police should be called to the scene to take statements and appraise the scene, vehicle damage and injuries. Without police involvement the University leaves itself open to unwarranted allegations for injuries and property damage.

The greatest of transportation risks involve long distance van and coach bus travel with larger passenger capacities. Transportation accidents are the leading cause of multiple death incidents in higher education. Recent accidents involving coach buses include:

- The University of Maine Women's Basketball team (Feb 26, 2013)
- Springhill University Women's lacrosse team (2 dead, March 16, 2013), and
- Boston University student group van accident in New Zealand(3 dead, May 12, 2012)

The risk of a transportation incident at Salem State University is on a par with that of other midsize public universities. Much of the exposure involves contract transportation service providers. Requiring the service provider to provide evidence of purchasing a higher limit of

liability insurance, such as a \$10 million aggregate liability can further insulate the University from non-owned auto liability losses. Appropriate due diligence in the service provider selection process such as requiring evidence of their vehicle operations and safety effort can also reveal differences in service provider administration and quality of service.

## 9. Alumni House and Academic Building Fire

Fire and life safety risk in these properties is **Greater** than industry exposure. Reputation Risk is High.

Alumni House and the Academic Building are of masonry and combustible wood construction. The interior finishes, furniture and fixtures are combustible enabling fire spread and production of smoke and other toxic products of combustion. The buildings are protected by fire detection local alarms signaling campus Police for early warning. Vertical stairways are open which will allow smoke and the products of combustion to infiltrate all floors of the building. A fire emanating in the basement of these buildings will compromise evacuation out of the first floor exits. Electrical wiring within these structures is older and therefore more susceptible to failure, a common source of fires in education buildings.

The north and south stairways of the Academic Building are fitted with fire doors but they are blocked open allowing smoke spread. These doors should not be blocked in the open position. An alternative is to install fire alarm controlled magnetic holders for the doors that deactivate allowing the doors to close upon a fire alarm.

An additional consideration is to install fire sprinkler suppression system in both buildings. An automatic sprinkler system will limit fire spread and smoke generation enabling more time to evacuate the building.

## 10. Special Events

The risk of loss associated with special events conducted at SSU is **Less** than that of common to other midsize universities. Reputation Risk is High.

The largest University event at SSU is commencement. It is conducted indoors at the O'Keefe Athletic Center. The indoor venue virtually eliminates the risks of lightning and other foul weather detrimental to an outdoor event. The SSU Police Department provides enhanced security during commencement.

The 2013 commencement will pose a bit of a logistics issue in that not as much seating capacity will be available due to the ongoing construction of the University Fitness Center. Fewer invitations will be offered to graduating students which may prevent extended family from attending. Risk associated with security and slips, trips and falls will be lower due to the

decreased attendance, but the University may face the consternation of parents and others wanting to bring family to the ceremony. The impact on reputation will likely be short lived.

An alternative would be to offer two ceremonies splitting attendance by School. It would require a greater time commitment on the part of the administration, Facilities and Security Departments, but would accommodate family attendance.

Other special event offerings include outside speakers at the theater. Historically, the University has not extended offers to speakers that are controversial through an approval process.

## 11. Student Counseling and Health Services

The risk of a medical professional liability loss is **On a Par** with that of similar student health service departments at midsize universities. Reputation Risk is Moderate.

The most frequent cause for medical professional liability claims made against a university student health department are misreading laboratory report data, misdiagnosing the cause of an illness, or failing to identify a malady that was unbeknownst to the patient. Infectious disease spreading throughout campus is another related event that can seriously impair university operations. Student Health services is usually the department that responds to mitigate large populations from being impacted.

- 232 students food poisoning – 13 hospitalizations, 0 fatalities
- 125+ students H1N1 Flu (Sept 4, '09) 1 hospitalization, 0 fatalities
- 285+ students H1N1 Flu (Sept 7, '09) 1 hospitalization, 1 fatality
- 355+ students H1N1 Flu (Sept 7, '09) 1 hospitalization, 0 fatalities
- 325+ students H1N1 Flu (Sept 8, '09) 1 hospitalization, 0 fatalities
- 300+ students H1N1 Flu (Sept 8, '09) 1 hospitalization, 0 fatalities

The SSU Counseling and Health Services staff provides wellness advice through health promotion programs and, primary injury and illness care to all Salem State students. Most services are available free of charge, although certain diagnostic tests are billed to the students' health insurer. Key services are limited to:

- Routine or annual physical exams
- Annual gynecological exams, including pap smears
- Reproductive Health- on site birth control, emergency contraception, counseling
- Sexually transmitted disease testing and counseling
- Diagnosis and treatment of minor illness and injury
- Routine lab testing
- Tobacco cessation counseling with trained providers

Most laboratory tests are picked up by a qualified analyst with results forwarded back the department for communication to the patient. Since the results contain diagnoses there is little interpretation for the staff thereby minimizing risk a staffer interprets the information.

The department does not offer more complex services as found at other schools, such as setting broken bones or suturing wounds. The more complex services are referred to a local physician, clinic or hospital.

The department does not inventory any prescription medications eliminating the dosing risk.

The performance of physical exams presents the greatest risk to medical professional liability should a latent condition not be recognized.

The department files insurance claims on behalf of students. Improper claim coding presents a financial risk to the University. Should the wrong medical codes be applied to student claims resulting in a lower reimbursement to the student or higher payment than that due, the student or the health insurer may seek financial recovery from the University resulting in the financial loss. The latter presents the greater financial risk since underpayments to the student can usually be rectified by resubmission of the claim.

An infectious disease can quickly spread amongst the University students and staff impacting the ability to deliver and attend academic programs. Counseling and Health Services Department staff participates in periodic in-service education programs related to identification of infectious diseases.

## 12. Food Safety

Risk is **On a Par** with the industry exposure. Reputation Risk is Low.

- 2008 – 232 students – salmonella exposure – 13 hospitalizations for dehydration
- 2010 – 134 students, 10 staff – salmonella exposure – 3 hospitalizations for dehydration

Food safety is one of the more prevalent risks in higher education due to the limited number of dining service venues that cater to a significantly large student and employee population. Contamination in a single venue can affect a large portion of the University population. Contamination of food products by bacteria or virus is a more frequent occurrence in the industry that one might expect.

Salem State contracts all dining and food services to a contractor, Chartwells which is a nationally prominent food service contractor for colleges and universities. The University requires indemnification for loss under contract minimizing the risk of financial loss.

Salmonella is commonly found in raw food products that come from animals, such as eggs, egg products, meat, meat products, unpasteurized milk, or other unpasteurized dairy products. It one of the more common contamination issues that affect higher education. Sources are often



through the chain of food distribution and are brought onto campus with food supply deliveries. Thorough cooking and processing effectively kills salmonella bacteria.

Common sources of food borne viruses such as norovirus include: food prepared by a person infected with a virus; shellfish from contaminated water; and, produce irrigated with contaminated water.

Food allergies are another risk in university dining halls. Almost any food can start an allergy. Eggs, milk, peanuts, tree nuts, wheat, soy and shellfish often cause severe food allergies. The allergy warning signs at Chartwells food service counters should be placed at the point of entry to the food service line.

Another food related risk to the University is the potential of a health department closure of a dining hall kitchen for sanitation reasons. When mandated closures occur they usually last over seven days due to the time required to re-sanitize the facility and gain reinspection approval. When such closures occur, the service demand at the remaining facilities can become difficult for kitchen staff. Additionally, students and staff become reluctant to dine at the other facilities.

### **13. Minors / Elder Care Off-campus**

Risk is **On a Par** with the industry exposure. Reputation Risk is High.

Salem State maintains numerous academic and extracurricular programs that involve students and faculty working with children and the elderly, in schools and medical care facilities. The alleged incidents everyone has read about involving alleged child abuse at Pennsylvania State University, Syracuse University and The Citadel have raised concerns across the industry because of the significance of industry involvement.

The nature of industry within which the involvement occurs defines which entity, Salem State or the host, obtains the criminal offender (CORI) and sexual offender (SORI) records. State law dictates when offender records are required for specific industries. Many employers including Salem State obtain criminal offender records for all full time positions at the university. There are occasions involving part time faculty and adjunct professors when offender records are not obtained and many of these positions involve work in medical and educational venues that hold statutory requirements. While there is a caveat in the regulation for educators that offender record checking only applies to those having unmonitored contact with children it is difficult to pre-determine unmonitored contact will not occur.

The University should determine which entity, the University or the school system, will obtain CORI reports for part-time and adjunct faculty. The University should be obtaining CORI and SORI reports for all students and staff whether full time or part time or adjunct whenever they will have responsibilities that require work in a medical facility.

By nature of the mission of Salem State University programs involving children and the elderly in medical care, social services and education will continue to grow. The University should consider creating a subcommittee reporting to the University Risk Committee that reviews, approves and defines guidelines for programs involving the children and the elderly. Development and communication of educational programs that garner greater awareness of the risk issues involving minors and elder care will serve to limit the opportunity for involvement in child and elder abuse.

#### 14. Marsh Hall / Atlantic Hall Flood

The risk is **Greater** than industry expectation. Due to the impact of flood disrupting campus operations including employee and student access and physical damage, universities no longer build in flood prone areas. Reputation Risk is Moderate.

Marsh and Atlantic residence halls were constructed in this low to moderate flood plain and abut Old Creek Salt Marsh which is at the head of the Forest River Estuary and flows into Salem Harbor. This area as well as the areas of O'Keefe Athletic Center, the data center and the Facilities Department building have been deemed an X rated flood zone having an annualized flood risk of .02 to 1%. Old Creek is influenced by Atlantic Ocean tides and receives fresh water input from the Central Campus storm water runoff as well as the City of Salem's stormwater infrastructure. The area is less than ¼ mile from the higher risk VE coastal flood zone across Fairview Avenue to the east. (Appendix Flood Map)

During the recent Superstorm Sandy that affected the New York / New Jersey area, tidal surges of between 11 and 13 feet were recorded, primarily driven by 60-70 mile per hour winds out of the Northeast and compounded by converging 80-90 mile per winds out of the Southeast. Fresh water runoff into Old Creek Salt Marsh and out of the estuary will be unfavorably affected as tides in Salem Harbor rise and cause an inflow of salt water into the Forest River Estuary as well as preventing freshwater to run out from Old Creek Salt Marsh. The resulting back flow will likely cause runoff and tidal accumulations to flow into Central Campus particularly Atlantic and Marsh Halls.

Note: Recent FEMA analysis of flood risk along the east coast in light of the apparently changing climate indicates they will raise flood elevations along the east coast approximately 3.5 feet.

Flooding of Atlantic and Marsh Halls will likely cause students occupants to be relocated while the first floor is renovated. The entire first floor will likely require complete renovation in order to prevent mold growth. Renovation, refitting and refurnishing could take upwards of two months. Salem State Housing office will need to assist student relocations. Financially, the University may bear the loss of room revenue for an extended period. If the University opts to fund relocation housing in local hotels and apartment buildings, it may incur a financial loss if the cost of relocation exceeds room revenue.

The building is owned by the Massachusetts State College Building Authority (MSCBA) and it will bear the cost of renovation; however it is unclear if the Authority will reimburse the University for any room revenue loss sustained or the extra expense incurred relocating students. Ordinarily the revenue and extra expense costs are funded by commercial property insurers. The University should determine which costs it will be required to bear outside of loss to the building since it is barred from purchasing commercial property insurance.

### 15. Early Childhood Learning Center

Risk is **On a Par** with the industry. Reputation Risk is High.

The University Pre-school program is situated to the rear of the property on Upper South Campus. The accredited program provides University students with children an affordable child care option to help them pursue their degrees. The Preschool operates Monday through Friday following the Salem State academic calendar. Core academic program hours are 8 am- 4 pm. Early drop off at 7:30 am and late pick up at 5:30 pm are determined after each registration period and is subject to change. There are always two faculty on site while children are present.

Key risks include child injuries due to trips and falls; missing child; kidnap; communication of infectious disease and behavioral issues. The child load is relatively small in comparison to some child care centers. The facility is not large and limited to a single story easing the burden to keep track of child whereabouts. There is a small play area to the rear of the building which is fence enclosed. Play equipment is of stock variety purchased commercially and meeting Consumer Product Safety Commission guidelines.

The pre-school recently revised its personal emergency response plan. There is an emergency notification button located outside of the front entry that will signal University Police. In the event of need for a lock-down inside the building the emergency button may not be accessible. It is preferred to have the emergency call button inside the building where the children are being protected. In the event of fire or other evacuation an assembly point has been designated at the corner of the parking lot and entry driveway. It is preferred to locate the assembly point away from where emergency vehicles are expected to travel.

### 16. Employee Injuries

The risk of employee injury is **Greater** than industry expectation due to the absence of an active university occupational safety committee. Reputation Risk is Low.

The Facilities Department is a full service trades provider for the University. The majority of maintenance and repairs including electrical, plumbing, carpentry, painting snow removal,

custodial services are conducted by employees. Primary injury risks include muscle strains and sprains from handling a variety of materials and equipment and slips and falls.

The University Police Department bears the risk of slips, trips and falls, strains and contusions making arrests and vehicle accidents.

Academic departments are primarily exposed to slips, trips and falls, though some departments such as those in the sciences maintain off campus activities working with children and medical patients, or even conducting activities on the lakes, estuaries or the Cat Cove Marine Facility.

The University Safety Committee with the mission of preventing occupational injuries has not met in many months. The Committee is a key means of maintaining focus of occupational safety issues. Without the Committee leading the charge to prevent employee injuries, the number of incidents, including lost time incidents that impact productivity can be expected to increase.

## 17. Internships and Service Learning

The risk of loss attributable to student injuries arising from participation in an internship or service learning project are ***On a Par*** with that of other mid-size universities. Reputation Risk is Moderate.

The Career Services Department at Salem State assists the various academic units to offer student the opportunity to voluntarily gain additional for credit or not for credit learning experience working for organizations in the region. In contrast, service learning opportunities are similar types of off campus work experiences with outside organizations but are included as part of the curriculum of an identifiable class. Service learning opportunities linked to a course retain a greater safety and security obligation on the part of the University because they are required class tasks and not endeavors undertaken voluntarily.

The types of internships offered by Career Services are deemed low hazard, mainly learning experiences in an office environment, though some involve more physical demands such as that of working for a sports organization. The primary risk to the University arising out of an internship is physical injury to a student from a fire or chemical exposure, or other vicarious event such as sexual harassment that occurs on the host organizations' premises.

Career Services is very effective at vetting potential host organizations for internships. They keep apprised of how other universities are managing the risk through their national professional association. They maintain close communications with the hosts they develop for student opportunities. They maintain close communications with the student participants to assure a favorable experience is maintained. Requisites for grading for-credit internships are maintained. They make it known that travel to the host site is the responsibility of the student.

“Cherry picking” or promoting one student over another for a specific internship is a concern of department administrators. The university is potentially open for a discrimination claim if it

steers the one student over another for an opportunity. The staff continually advise the department administrators to accept all applicants for a position and let the host organization chose their preference.

Service learning at SSU falls within the responsibilities of the Center for Teaching Innovation. The Center assists faculty to enhance their academic offerings. This is a new responsibility for the department and the staff lacks the experience to adequately consult faculty on relationship development and risks. Because of their inexperience, service learning opportunities at are not vetted as well as internships. Service learning opportunities may involve work for organizations known to the faculty, but without a formal process the risks to the student are not as well known or managed.

Internships and service learning opportunities are closely related student opportunities. The University should consider reassigning service learning to the Career Services department for enhanced oversight and promotion since it already performs the functions and activities to minimize risks to the University.

## 18. Student Laboratory Safety

The risk of loss associated with student work in instructional laboratories is **Less** than that of common to other mid-size universities. Reputation Risk is High.

Salem State does not offer as complex an inventory of laboratory studies as found at similar size universities that maintain significant science, engineering and research missions.

While student laboratory procedures will involve the use of hazardous materials, the types of materials are extraordinarily hazardous. Work is closely supervised. Students are not permitted in the laboratories without the appropriate personal protective equipment.

## 19. Pollution Prevention on Campus

The risk of loss attributable to pollution arising from ongoing operations is **Less** than that of other mid-size universities. Reputation Risk is Moderate.

Key pollution risks for Salem State include:

- Safe handling and disposal of chemicals used in science laboratories and science research;
- Safe handling and disposal of fuels, lubricants, oils and solvent based paints and cleaners in the Facilities Department;
- Potential for the unknown presence of asbestos, lead based paint or polychlorinated biphenyl (PCBs) contamination in adhesives and mastics in older buildings;
- Excessive boiler flue emissions from an equipment malfunction; and,

- Generation of regulated medical waste in O'Keefe Athletic Center and Student Counseling and Health Services.

There is limited use of highly hazardous materials in the instructional and research laboratories compared to that often found at other universities.

The former University Library building which is planned for demolition is an example of asbestos contamination in an older building on campus. Many older buildings erected prior to 1978 will contain asbestos, lead paint and PCB contaminated materials. Day to day health risks to occupants are ordinarily minimal as it is only when renovations or maintenance procedures disturb the materials when an exposure arises.

Hazardous wastes in science laboratories, the Facilities and Department, O'Keefe Athletic Center and Student Counseling and Health Services are consolidated by hazard class and removed by an environmental contractor. Signs are posted prohibiting disposal down lab sinks. The University does not maintain a central storage facility for laboratory chemicals which is frequently operated at other universities, thereby, eliminating the risk of a significant conflagration involving large quantities of hazardous materials.

The greatest potential for a hazardous material spill resides in the instructional laboratories. Hazardous waste cleanup materials are available to the faculty; however, they have not been provided adequate instruction on clean-up procedures. This education is typically available from the hazardous waste contractor.

The University does not employ an environmental professional. Most universities of the size of Salem State employ an occupational safety and environmental health professional to oversee safety hazards and manage the university risk. Salem State maintains a Campus Safety Committee, but it has not met recently indicating oversight for safety and environmental risks may not be as attentive as it should be. The responsibilities of a university occupational safety and environmental health professional typically include:

- Identification of university occupational safety and health risks
- Preparation and publication of written guidelines for department management of those risks
- Staff safety and environmental education about the hazards to which they are exposed
- Periodic campus assessment of hazards and compliance with university guidelines

Key benefits to the University are improvement in productivity and reduced cost of absenteeism from disabling occupational injuries and reduced risk of an accidental hazardous material spill that closes a classroom or other area of campus.

## 20. Student Organization Risk Management

The risk of loss associated with student organizations is **Less** than that of common to other mid-size universities. Reputation Risk is Moderate.

The majority of clubs at SSU involve cultural, social and performance groups. There are only three sports clubs, SCUBA diving, women's ice hockey and Ultimate Frisbee. The Salem State University Student Government Association recently recognized the first two Greek organizations on campus. The number of student group offerings and associated risk levels, particularly sports offerings is far fewer than the number typically recognized at public institutions of similar size.

The SCUBA club poses the greatest risk because of the nature of the activities in and around water and watercraft. The club combines on campus meetings that include diving safety instruction with underwater excursions. Through the group a newcomer to the sport can become a certified diver. The group has retained a qualified advisor.

The theater group retains unique risks of set design and assembly; however, only faculty and advisors use the power tools for construction limiting risk to the participants.

Greek organizations on other campuses typically require the most attention from administrators. Neither reside in a dedicated house though there are plans to offer group housing in the apartments in the South Campus residence halls. Segregation of member housing tends to limit abuses of alcohol consumption and disturbances at other schools. The activities of the group require constant supervision. In addition to member education programs required by the national chapter, the University should maintain annual education on their group and personal responsibilities, and university policies on:

- Risk management planning
- Alcohol possession/abuse, University policies
- Behavior expectations at parties and other events
- Drug possession and abuse
- Fire and life safety
- Hazing prevention and reporting
- University policy on sexual harassment
- Student organization travel
- Emergency preparedness planning and fire drills

## 21. Slips, Trips and Falls

The risk of loss attributable to student, visitor and employee slips, trips and falls is **On a Par** with that of other mid-size universities. Reputation Risk is Low.

The campus population is a dynamic one. Students, visitors, and staff walk in between classes wherever they may need to go around campus. Slips, trips and falls on university campuses result in more injuries than any other source. At Salem State the walking surfaces are in average condition. There will always be instances of pothole formation in parking lots, particularly after the winter thaw, but the University tends those unlevel conditions quickly.

The parking lot at O'Keefe Athletic Center is degrading primarily due the heavy truck traffic during construction. It was reported the lot is slated for repaving upon completion.

Disabled persons accessibility to buildings is adequate with the notable exception to Upper South Campus. Alumni House is not ADA accessible and the university faces a potential civil rights violation for non-compliance.

## 22. Students Using Power Tools

The risk of loss associated with students using power tools is **Less** than that of common to other mid-size universities. Use of power tools is more commonly associated with schools offering engineering and architecture studies. Reputation Risk is Low.

The Salem State University Glassworks Studio poses the most risk using a high heat furnace, annealing ovens, a pickup oven, burners for torch-working, a flat lap wheel with various magnetic diamond wheels and a polishing lathe. Participants must don the required personal apparel. Student work is highly supervised and safety information is communicated. Access to the studio is limited to supervised hours.

## 23. Contractors / Service Providers on Campus

The risk of loss arising from contractors and service providers is **Less** than the industry norm since the Department of Capital Asset Planning Management and Maintenance (DCAMM) or the Massachusetts State College Building Authority (MSCBA) manage all new construction and major renovations, and statutory and contractual protections limit the ability for successful claims to be made. Reputation Risk is Moderate.

- 2011 - Contractor employee falls from university owned ladder – settled \$200,000
- 2011 - Ceiling collapse striking contractor employee – loss indemnified by contract
- 2011 - Scaffold blows apart in high wind, debris strikes plaintiff - loss indemnified by contract
- 2011 - Stage collapse injures contractor employee – service provider insurer assumes loss per contract



The Department of Capital Asset Planning Management and Maintenance (DCAMM) or the Massachusetts State College Building Authority (MSCBA) oversees design, selection of materials and construction of university campus buildings. University administrators may offer input and attend design and construction meetings but otherwise, have virtually no control over construction contracts and the erection.

Two major construction projects are currently in progress including the new University Library and the University Fitness Center addition to the O'Keefe Athletic Center. The jobsites are fence enclosed preventing access by unauthorized individuals. The fence also segregates ongoing University activities and pedestrians minimizing their exposure to the hazards normally associated with construction activity.

The primary risk to the University arising from construction projects such as the library is slip, trip and falls of construction workers coming to and leaving on University grounds outside of the designated construction zone. Parking lot walking surfaces are less desirable due to potholes and cracking at the O'Keefe Athletic Center attributable to heavy construction vehicles. Parking lot re-surfacing was stated to be intended once construction is complete.

The University Facilities Department employs staff that are qualified custodians, carpenters, painters, electricians and plumbers, so there are fewer contractors hired for the maintenance trades than found at other universities.

University service contracts follow Commonwealth law and form is dictated by the state. The contracts contain indemnification wording intended to fend off and transfer lawsuits brought against the University and the Commonwealth to the service provider involved. The intent of the indemnification is to require the service provider to assume responsibility for defense and loss protecting University assets.

#### **24. Off-campus Real Estate Liabilities**

The risk of loss attributable to the ownership or operation of off campus commercial or residential properties is **Less** than that of other mid-size universities. Reputation Risk is Low.

The University operates fewer off campus properties than most other universities and none of the space is leased to others. All are occupied by University operations: warehouse and storage; data center; and, Cat Cove Laboratory. The Enterprise Center on Central Campus which houses a number of leased spaces to service providers including the bookstore is not owned by the University.

Often, public universities acquire commercial and residential properties adjacent to campus to meet future expansion needs. SSU does not retain that risk of property ownership.

**25. Faculty Consulting Liability**

The risk of loss associated with faculty consulting is **Less** than that of common to other mid-size universities. Reputation Risk is Low. The University does not derive any revenue from faculty consultancy for fees.

**26. Patents, Licensing, Technology Transfer and Inventor Liability Prevention**

The risk of loss associated with patents and licensing is **Less** than that of common to other mid-size universities. Reputation Risk is Low. The University does not own any patents, not does it derive any revenue from research technology licensing.

# 4

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## Opportunities for Risk Improvement

Setting priorities for enhanced performance must consider a number of factors in addition to the potential probability and impact of an event. Cost will certainly be a consideration as should the impact on the reputation of the University. Life safety should be the number one consideration and amongst the Opportunities identified below, there are but two suggestions reflecting life safety, No's 9 and 10, enhance fire protection in Academic Building and Alumni Hall. While competing No. 9, automatic fire doors for Academic Building does preclude future protection with water sprinklers, it will reduce the life safety risk of a fire.

Campus security is reflected in a number of the campus risks: O'Keefe Center, residence halls, data security and general campus security. Improvement in administrative access control will not demand a significant investment as changed are primarily procedural. Investments will be required in facility improvements, entry door maintenance and lockdown hardware. As security related campus events affect the entire campus community and tend to make national headlines, there should be focus on improvement.

Continuity risks are critical to the ongoing daily activities and mission of the university. The campus will find conducting University business near impossible if information systems are down more than one week due to power or server loss. Continuity planning requires less investment initially, but is highly demanding in terms of administrative time dedicated to identifying alternative means of conducting business. Pre-identifying event outcomes and alternative means of meeting the needs of individual departments will minimize campus downtime and impact on the student and faculty.

2013 – 1. The University maintains an Emergency Evacuation and Operations Plan but has not yet expanded emergency preparedness planning to encompass recovery from a disaster. The University should develop and communicate a Continuity of Operations Plan that establishes priorities and procedures to:

- Sustains the safety and welfare of University employees, students and visitors;
- Deliver academic programs to students despite functional impairments;
- Preserves critical research;
- Provides for alternate methods and locations of operations for an extended event
- Maintains critical business, finance, and infrastructure operations
- Minimizes the financial cost of recovery

2013 – 2. In the event the Chief of University Police or Deputy Chief are not on campus and otherwise not available, no other administrator has been authorized to disseminate a University emergency notification message. The University should expand the number of administrators authorized to publish and disseminate an emergency notification message and authorize a chain of command for delivering emergency messages to the campus community.

Note: The Human Resources office states they do not receive emergency messages via voice mail. Department policy requires cellphones to be turned off in the office and text message emergency notifications will not be received in a timely manner. Other departments may be similarly affected.

2013 – 3. The University should initiate practice of various emergency response plans through emergency management team tabletop functional exercises in order to solidify campus administrator responsibilities and communications.

Tabletop exercises are simulated scenarios designed to test the response capability of an organization to a given event. The scenarios require coordinated response to a realistic situation that develops in real time with participants gathered to formulate responses to each development.

2013 – 4. The University should consider hosting a full scale exercise for an active shooter that includes participation from municipal, county and state resources to better prepare for a potential event.

A full-scale exercise is a test that presents a scenario as close to the real thing as possible. It is a lengthy exercise which takes place on location, using the equipment and personnel that would be called upon in a real event.

In a sense, a full scale exercise combines the interactivity of the functional table top exercise with a field element. It differs from a drill in that a drill focuses on a single operation and exercises only one organization.

2013 – 5. The University has conducted lock-down drills; however, many classroom and office doors cannot be locked, or can only be locked from the outer hall. Office and classroom doors should be lockable without using a key.

2013 – 6. Several University administrators on campus are not certain how or to whom their concern for a specific student or staff member, or incident should be reported. University guidelines for reporting security related concerns for staff and students should be periodically reviewed during staff department meetings.

- 2013 – 7. A comprehensive security assessment of the O’Keefe Center should be conducted to better ascertain who has access to the facility, protect entrance points, enhance security camera coverage and limit uncontrolled access to areas of the Center.
- 2013 – 8. Failure to report an auto accident can result in consequences to both the university and the driver when involving another vehicle. The University leaves itself open to unwarranted allegations for injuries and property damage. In all cases, the University or municipal police should be called to the scene to take statements and appraise the scene, vehicle damage and injuries. Employee discipline and consequences including termination for repeaters should be published for failing to report automobile accidents.
- 2013 – 9. Install fire alarm controlled magnetic holders for the doors that deactivate allowing the doors to close upon a fire alarm in the Academic Building.
- 2013 – 10. Consider installing automatic water sprinkler fire suppression systems in Alumni Hall and the Academic Building to facilitate emergency evacuation and to suppress fire damage to the structure.
- 2013 – 11. The Evacuation Assembly Point sign for the Pre-school posted next to the driveway entrance to the Academic Building, Alumni Hall and Pre-school buildings should be relocated away from the driveway where fire response vehicles will be entering the property.
- 2013 – 12. The IT Department maintains a plan for moving to “cloud” as a backup operating service in the event of computing system outage of significance. A cloud computing service provider should be selected based on needs such as compatibility with IT system and technology and information security protection. Processes for monitoring the cloud service should be developed and implemented. The system should be periodically tested to assure no technical issues exist.
- 2013 – 13. Increase security at the University Data Center to prevent walk-ins that could cause vandalism and impair campus computing.
- 2013 – 14. The University should determine which entity, the University of the school system, will obtain CORI reports for part-time and adjunct faculty. The University should be obtaining CORI and SORI reports for all students and staff whether full time or part time or adjunct whenever they will have responsibilities that require work in a medical facility.
- 2013 – 15. The University should consider creating a subcommittee reporting to the University Risk Committee that reviews, approves and defines guidelines for programs involving the children and the elderly. Development and communication of educational

programs that garner greater awareness of the risk issues involving minors and elder care will serve to limit the opportunity for involvement in child and elder abuse.

2013 – 16. The university buildings are owned by The Department of Capital Asset Planning Management and Maintenance (DCAMM) or the Massachusetts State College Building Authority (MSCBA) and it is understood the Authority or DCAMM will fund the cost of repairs and reconstruction to the building in the event of fire or other property loss. It is unclear if the Authority will reimburse the University for other than building losses such as loss of room and board, rents from Enterprise Building or loss of grant revenue for research in the event a building is not usable and activities cease temporarily. The University should determine how revenue losses are to be reimbursed or are considered a retained loss to the University.

2013 – 17. A formal process for managing risks associated with foreign travel should be implemented. Some universities dedicated an administrator to manage the risk. An International Programs Committee that develops and oversees University policy should work well at Salem State due to the low volume for programs offered abroad. Among the management systems and tactics required for minimizing risk are:

- Approval process for study and other travel abroad, including security review of destinations not limited to US Department of State Travel Warnings (iJet, or similar <http://www.ijet.com/> )
- Means of tracking travelers and daily itineraries
- Faculty handbook and guidance for preparing proposals and managing programs
- Faculty instructional program / orientation to University policy and procedures (handbook)
- Student handbook for referencing University policy and procedures
- Student orientation for specific program offerings that includes discussion of risk and behavioral expectations
- Define process for reporting and responding to emergencies developing abroad including a support system for faculty leading the trip
- Insurance program for both faculty and students that will fund injury and personal medical care in the host country as well as fund emergency evacuations attributable to medical condition, repatriation in the event of death and security evacuations.

2013 – 18. The allergy warning signs at Chartwells food service counters should be placed at the point of entry to the food service line.

2013 – 19. The University Safety Committee should be resurrected as a means of focus on occupational injury prevention.

2013 – 20. The stone retaining wall wrapped in steel mesh surrounding the flood retention basin between Marsh and Atlantic Halls has steel wire ends poking outward. Anyone sitting on the ends of the steel could be punctured. Since it will be difficult to prevent students from sitting on the mesh, the sharp wire ends should be turned inward.

2013 – 21. There is a missing section top rail fence padding on the right field fence just past first base at the varsity baseball field that is missing and should be replaced.

2013 – 22. The University should consider eliminating use of the trash chutes or reducing the openings to not more than 96 square inches in Bowditch and Peabody residence halls.

2013 – 23. Internships and service learning opportunities are closely related student work experiences. The University should consider reassigning service learning to the Career Services department for enhanced oversight and promotion among faculty.

2013 – 24. The faculty in the departments that operate instructional and research laboratories should be trained on hazardous waste spill containment procedures.

2013 – 25. Accessibility for the disabled should upgrade at Alumni House.

2013 – 26. Fraternity and sorority student leaders should be required to attend an annual fall meeting to learn/review their responsibilities and university policies on:

- Risk management planning
- Alcohol possession/abuse
- Behavior expectations at parties and other events
- Drug possession and abuse
- Fire and life safety
- Hazing prevention and reporting
- Sexual harassment
- Student organization travel
- Emergency preparedness planning and fire drills

# 5

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## Appendix

### A. List of Department Chairs and Administrators Interviewed

#### Academic Department Chairs:

Brad Hubeny, Geological Sciences  
Mark Fregeau, Biology  
Todd Wimpfheimer, Chemistry/Physics  
Ellen Eaton, Nursing  
Jeanne Corcoran, Occupational Therapy  
Steven Dion, Sport & Movement Sciences  
Kristin Kuehnle, Criminal Justice  
Michelle Pierce, Adolescent Education & Leadership  
Cheryl Springer, Social Work  
Steve Young/Stephen Matchak, Geography  
William Cunningham, Theatre

#### Administrators:

Tim Shea, Director, Athletics  
Jason Doviak, Associate Director, Athletics  
Pat Ainsworth, Chief Information Officer  
Mike Rose, Deputy Chief Information Officer  
Matthew McAuliffe, Deputy Chief Information Officer  
Gene Labonte, Chief, University Police  
Steve Turcotte, Interim Deputy Chief, University Police  
Mary Mader, Director-Sponsored Programs and Research Administration  
Neal Fogg, Director Institutional Effectiveness & Research  
Kristin Esterberg, Provost and VP-Academic Affairs  
Amie Goodwin, Assistant Provost-Academic Affairs  
Jude Nixon, Dean, College of Arts & Sciences  
Andrea Swirka, Associate Director of Corporate Outreach and Special Programs  
Neal DeChillo, Associate Provost, Academic Affairs and Dean of the College of Health & Human Services  
Mary-Lou Breitborde, Associate Dean, School of Education  
Scott James, Vice President, Enrollment Management & Student Life  
Jim Stoll, Associate Vice President & Dean of Students  
Bruce Perry, Director, Campus Center

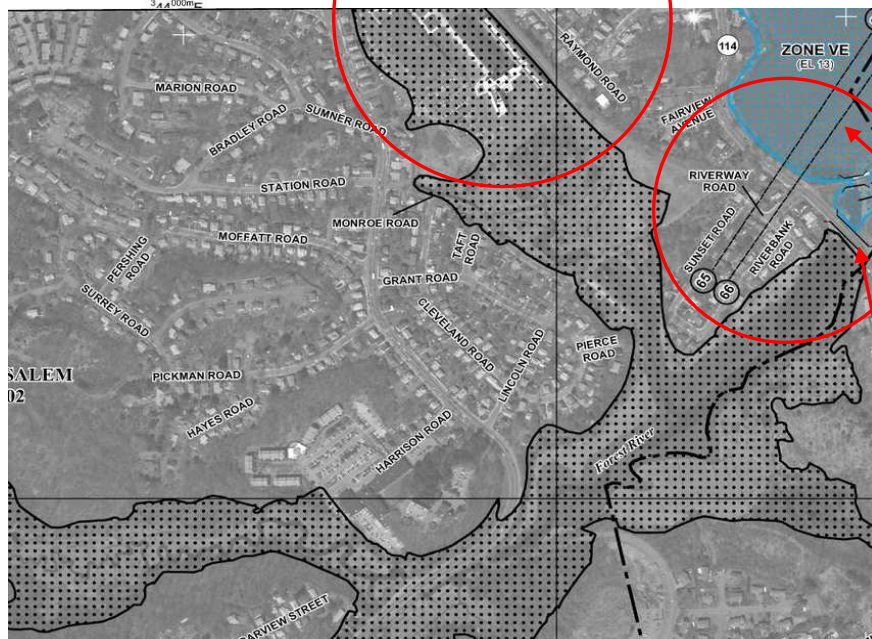


Ricky Ganaishlal, Director-Residence Life  
Lauren Hubacheck, Director-Career Services  
Cynthia McGurren, Vice President-Institutional Advancement  
Eileen O'Brien, Associate Vice President-Institutional Advancement  
Tom Torello, Vice President of Marketing and Communications  
Corey Cronin, Director of Marketing and Communications  
Beth Marshall, Director, Human Resources  
Patty Bradford, Associate Director, Human Resources  
Emily Topacio, Assistant Director, Human Resources  
Beverly Gerson, Director, Preschool Program  
Maureen Delpero, Lead Supervising Teacher-Preschool Program  
Andy Soll, Vice President, Finance & Facilities  
Deb Mizia, Director, Capital Projects  
Dan Burke, Director, Facilities  
Evelyn Wilson, Director, Purchasing  
Dennis Koontz, Associate Director-Purchasing and Materials Management  
John Hayes, Manager, Chartwells Food Services  
David Crane, Assistant Dean of Credit Programs and Faculty Services  
Don Ross, Director, Center for International Education  
Lisa Bibeau, Director, Disability Services  
Kim Daly, Health Services Coordinator  
Sam Ohannesian, Director-Enrollment Management  
Shawn Newton, Assistant Dean- Student Life  
Arlene Greenstein, Dean-School of Continuing and Professional Studies  
Carol Glod, Dean-School of Graduate Studies  
Nate Bryant, Assistant Dean-Center for Academic Excellence



Flood Risk  
O'Keefe Athletic Center  
Data Center  
Facilities Department

Flood Risk  
Central  
Campus



Coastal Flood Risk  
VE Zone  
Feed Viaduct  
under Fairview  
Avenue

Source: FEMA Map Service Center, March, 21, 2013, Maps effective July 3, 2012  
Map No's. 25009C0419F and 25009C0532F

# MARSH RISK CONSULTING

Marsh Risk Consulting  
445 South Street, Suite 210  
Morristown, NJ 07962-1966  
+1 973 401 5000



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**SUBJECT: Institutional Advancement/Marketing & Communications Committee Meeting Report for May 22, 2013**

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The Institutional Advancement/Marketing & Communications Committee of the Board of Trustees met on Wednesday, May 22, 2013 in room 210 in Marsh Hall on the Central Campus of Salem State University.

Present for the Committee: Mattera, Quiroga, Ansara, Segal, Scott, Meserverey, McGurren, Torello and Shahin. Also present and participating: Trustees Davis and Stringer; O'Brien and Crounse.

Trustee vice chair Marcel Quiroga called the meeting to order at 3:40 pm.

**Brand Position Ideation Sessions (Attachment)**

Mr. Torello stated at this meeting we would dive a little deeper into the brand position than we did at the last meeting. We are trying to get to a position statement, how we want to be perceived in the market place. This is not a tag line or headline. It is something we will use to build the image.

The results of the ideation sessions resulted in eight brand attributes which are: diverse student body; tight-knit community; attentive faculty; location; strong work ethic; “real” environment; value and academic quality. Trustee Quiroga asked for clarification that the position statement is not a tag line or a slogan, which Mr. Torello agreed with. Trustee Quiroga also inquired if these eight brand attributes are what we really want. She asked if “competitive” should be one of the attributes. Trustee Mattera also raised the question of whether these eight attributes reflect what we want to be. He indicated something which might be missing is the sense of aspiration, what do we aspire to be? Trustee Ansara inquired about how do we message the academic quality? Trustee Segal asked where are we going with this information. Mr. Torello responded we will be developing a full marketing campaign. He indicated his plan is to have it wrapped up this summer. Trustee Mattera asked for clarification on the media. Mr. Torello responded we will be working with a media agency to assist in that aspect of the branding campaign. Trustee Quiroga asked from a broad perspective, the board would like to see what the pipeline is, what the expectations are, how long before we see its impact on enrollment, etc. Trustee Quiroga inquired about the key performance indicators. When reviewing the concepts, Trustee Mattera

indicated diversity would be high on the value chain. Trustee Quiroga agreed with Trustee Mattera that diversity should be one of the highest priorities. Trustee Quiroga mentioned in four of the six concepts, we are talking about attentive faculty, but she would like to include and highlight qualified faculty. Trustee Ansara stated that he thought all the concepts were good and resonated with him, but he felt the missing piece was how these differentiate us from the

competition. We want to make a statement about why Salem State University is special. Trustee Mattera suggested a better word might be “inclusive” and not “diverse”. He suggested something like “you can lose yourself here, but you won’t get lost”. Trustee Stringer thought there were wonderful elements in all the concepts. The concepts of “exceed your expectations”, according to Trustee Quiroga, is positive but it is over used in the service industry. If we talk about diversity and opportunity, it should imply that we exceed expectation. She said Salem State University is not competing with only other state universities. Students can get the same quality of education at a reasonable cost. We are the smart choice.

### **Campaign Update (Attachment)**

Vice President McGurren briefly reviewed the time line. It is a five year campaign, which began in July 2010 and is scheduled to be completed June 30, 2015. We are approaching the end of our third year and we have learned a great deal about philanthropy at Salem State University and the challenges and opportunities of a campaign. The public launch is scheduled for Saturday, April 12, 2014. She asked everyone to note that date on their calendars. We have been conducting research to determine that our benchmarks for FY13 and the first six months of FY14 needed to be readjusted to accommodate for donor timing. The Steering Committee, along with the Foundation Board, recently agreed to move forward with the plan that Ms. Crouse presented. She reviewed the campaign benchmark with the Trustees. Our revised FY13 goal is \$2.3M. To date we have raised \$1.7M and our total amount raised for the campaign is \$10.8 to date. We have \$581,119 left to be raised by June 30, 2013. She reported that we have some great prospects in the pipeline. We increased our benchmark for FY13 to \$5.1M based on donor timeline. We project that as of December 31, 2013, we should be at 66.07% of our total goal. Trustee Mattera inquired if there is a standard in the business about what percentage we should be at when we launch the public campaign. Ms. Crouse commented that there is no standard. For our first campaign we want to be at a high percentage. One of the advantages of going public is the high number of alumni we have who will be exposed to and motivated by the campaign. Ms. Crouse said they are working closely with Marketing & Communications to develop materials for the public launch. The university’s branding materials and the campaign marketing materials will be seamless. We are speaking to all the same constituents. We will have one branding campaign that will be targeted to different segments of the audience.

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

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

Prepared by: Diane Shahin, staff assistant, Institutional Advancement

# Positioning Statement Development

# Focusing the position

- Stand big for one thing
- Provide single-minded proposition for creative development
- Help determine brand personality (tonality; look and feel)



# A positioning statement

- Is not a headline
- Is not a tagline
- Might never be seen by the target audience
- Will provide the springboard for all messaging

# Positioning examples

- Federal Express
  - Position: *Speed and Reliability*
- Rensselaer Polytechnic Institute
  - Position: *Technological Creativity*
- Johnson School of Business (Cornell)
  - Position: *Johnson School graduates do a better job and get better jobs.*
- Wharton Business School (UPenn)
  - Position: *The only business school that trains managers who are global, cross-functional, good leaders, and leveraged by technology*

# Brand Attributes

## Diverse Student Body

- Teaches students to work with all kinds of people.
- Provides a broad world view.

## Tight-knit Community

- You are somebody here. You are accountable.
- You can feel your presence here.
- You can make yourself known.
- Part of a culturally rich city.

## Attentive Faculty

- Ability to comprehend more
- Emotional support
- Positive push yields unanticipated growth

## Location

- Historical cities
- Culturally diverse
- Internships, culture, vibrant life

## Strong Work Ethic

- People are grateful for the opportunity
- Serious about learning and getting ahead

## “Real” Environment

- An honest environment
- Usable, real world knowledge

## Value

- Affordable, quality education
- Won't leave you too saddled with debt
- More freedom to do what you want in the work place

## Academic Quality

- Top producer of Fulbright Scholars
- One of the highest # of accreditations in MA

## Concept #1

Make yourself known: At SSU you do more than “attend,” you engage. The smaller classes, the highly attentive faculty and supportive peers welcome you into a dynamic and enriching environment that brings out the best in you. You will feel your presence here.

Tight-knit  
Community

Attentive Faculty

Strong Work Ethic

## Concept #2

A world of opportunity: SSU is a close knit and culturally diverse campus in a culturally rich region where students learn from and work with people from all walks of life and all corners of the world. You'll learn to negotiate any room and navigate the world.

Diverse Student  
Body

Tight-knit  
Community

## Concept #3

Serious about learning: SSU is a tight-knit university with highly-attentive faculty and a supportive student body who appreciate the value and the promise of a high quality education.

Tight-knit  
Community

Attentive  
Faculty

Academic  
Quality

## Concept #4

Exceed your expectations: SSU recognizes students for who they are and what they can be. Our highly engaging learning environment and supportive faculty are invested in students' success. Teachers help students find talent and promise that sometimes students never imagined.

Attentive  
Faculty

“Real”  
Environment



## Concept #5

Make an impact: There is no better place to see what you can do. Some of the most attentive faculty in the country and hard working, down-to-earth and supportive students make this a place where one can explore, try out and learn more about who they want to be.

“Real” Environment

Strong Work Ethic

## Concept #6

The Smart Choice: SSU is one of the best values in higher education. This university has more accreditations than most other public institutions in Massachusetts and it's a top producer of Fulbright scholars. SSU provides a great education at a price graduates can manage.

Value

Academic  
Quality

Salem State University Foundation  
 10,000 Reasons - The Campaign for Salem State University  
**Revised Campaign Benchmarks**

**Campaign Benchmarks for June 30, 2013 and December 31, 2013**

Campaign Priority	FY11 ACTUAL	FY12 ACTUAL	FY13 Actual as of 4/30/13	Revised FY13 GOAL	Balance to be raised by June 30, 2013	Revised 12/31/13 Benchmark	REV. FY14 GOAL	REV. FY15 GOAL	Total Raised 4/30/13	Projected as of 12/31/13
Commitment to Academic Programs	\$5,510	\$184,041	\$50,000	\$100,000	\$50,000	\$550,000	TBD	TBD	\$239,551	\$839,551
Commitment for Faculty	\$37,759	\$37,200	\$1,420	\$51,420	\$50,000	\$650,000	TBD	TBD	\$76,379	\$776,379
Commitment to Financial Assistance	\$270,460	\$1,740,299	\$387,133	\$458,886	\$71,754	\$500,000	TBD	TBD	\$2,397,892	\$2,969,645
Commitment to Students	\$43,481	\$1,927,750	\$62,425	\$112,424	\$50,000	\$400,000	TBD	TBD	\$2,033,656	\$2,483,655
Annual Unrestricted	\$362,783	\$925,079	\$229,379	\$397,937	\$168,559	\$500,000	TBD	TBD	\$1,517,241	\$2,186,799
Annual Restricted	\$638,180	\$988,661	\$593,845	\$648,652	\$54,807	\$500,000	TBD	TBD	\$2,220,686	\$2,775,493
Gordon Center	\$364,820	\$574,835	\$59,890	\$362,390	\$302,500	\$1,500,000	TBD	TBD	\$999,545	\$2,802,045
Unrestricted Endowment	\$125,000	\$0	\$0						\$125,000	\$125,000
Comprehensive Campaign Unrestricted	\$337,500	\$555,108	\$54,790	\$57,291	\$2,501	\$500,000	TBD	TBD	\$947,398	\$1,449,899
Designation TBD			\$280,000						\$280,000	
	<b>\$2,185,493</b>	<b>\$6,932,973</b>	<b>\$1,718,881</b>	<b>\$2,300,000</b>	<b>\$581,119</b>	<b>\$5,100,000</b>	<b>TBD</b>	<b>TBD</b>	<b>\$10,837,346</b>	<b>\$16,518,466</b>
					Balance due by 6/30/2013					<b>66.07%</b>



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**SUBJECT:** Academic Affairs and Student Life Committee Meeting Report for May 22, 2013

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The Academic Affairs and Student Life Committee of the Board of Trustees met on Wednesday, May 22, 2013 in room 210 at Marsh Hall on the Central Campus of Salem State University.

Present for the Committee were Trustees Abdoo (chair), Davis (vice chair), Booker, Segal and Stringer, Chair Scott (ex-officio) and President Meservey; Provost Esterberg, and staff assistant Longo, academic affairs. Also in attendance and participating in the meeting were Trustees Ansara, Mattera and Quiroga.

Chair Abdoo called the meeting to order at 4:50 pm. He opened the meeting by welcoming new members including student representative Alexander Booker who was recently elected by the student body. Trustee Booker briefly introduced himself. He is a political science student about to enter his senior year and is looking forward to the opportunity to serve on the Board. President Meservey mentioned that Trustee Booker joined her on a visit with Congressman Tierney and Senator Warren and that he will be interning with Senator Warren this summer. The Board welcomed him.

Chair Abdoo noted that the committee has one agenda item - the annual tenure and promotion status – and turned the meeting over to Provost Esterberg. (Attachment A)

Provost Esterberg began by stating that this is her favorite Board meeting because there is nothing more important than good faculty. She is bringing forward an outstanding group of faculty and noted that all committees have approved the proposed personnel actions. She will be asking the Board to take four votes: Tenure, Tenure with Promotion, Promotion and Emeritus Status.

Provost Esterberg remarked that these are the more important votes that the Board will take because tenure infers lifetime employment. This requires thoughtful consideration as without quality faculty students do not learn. She explained to the Board that she and all academic committees have done their due diligence in bringing forward exceptional faculty based on the following criteria:

1. Teaching Effectiveness, this is contractually governed and is the most important criteria. Faculty is reviewed through a multifaceted process, classroom visits, student evaluations (SIR II) and Provost evaluations.

2. Continuing Scholarship, this is broadly defined and includes everything from juried art shows to service learning; and scholarship writing to grant research.
3. Academic Advising, this includes both inside the classroom and within the major.
4. Professional Contributions, this varies widely and includes a commitment to the university community as well as participation in the community at large. Examples: faculty who serve on university committees such as the core curriculum committee, departmental involvement, public service, nonprofit service, etc. Provost Esterberg mentioned that the new core curriculum passed faculty governance today (!) and that committee members dedicated thousands of hours toward it.

Provost Esterberg briefly described the four votes that need to be made - tenure, tenure with promotion, promotion and emeritus status – explaining what each category means.

Provost Esterberg then presented the candidates for Tenure, highlighting the accomplishments of two candidates to demonstrate the high caliber of recommended faculty.

Trustee Davis commented that they (the Board) spent a lot of time talking about diversity and the breadth and experience of candidates presented speak to this. Trustee Mattera asked if librarians have teaching roles similar to faculty and whether or not it is common for them to receive tenure. Provost Esterberg responded that librarians teach students both individually and in classes and that it is typically a tenured position. Trustee Segal questioned why if faculty is part of the union, they should also be tenured. President Meservey responded that this is part of the union contract and that this would be an issue to be discussed during contract negotiations.

After careful consideration of the candidates for Tenure, the committee took the following action:

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

**VOTED: to recommend to the full board the personnel actions for Faculty Tenure status as presented.**

Provost Esterberg then presented the candidates for Tenure with Promotion to the rank of Associate Professor, highlighting the accomplishments of two candidates to demonstrate the high caliber of recommended faculty. Chair Abdo also noted that candidate George Abboud is a member of the National Guard, served as visiting professor when stationed in Iraq and completed his doctorate while on faculty.

After careful consideration of candidates for Tenure with Promotion to the rank of Associate Professor, the committee took the following action:

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



**VOTED: to recommend to the full board the personnel actions for Faculty Tenure with Promotion to the rank of Associate Professor as presented.**

Provost Esterberg then presented the candidates for Promotion to the rank of Full Professor and Associate Professor, highlighting the accomplishments of two candidates to demonstrate the high caliber of recommended faculty.

After careful consideration of candidates for Promotion to the rank of Full Professor and Associate Professor, the committee took the following action:

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

**VOTED: to recommend to the full board the personnel actions for Promotion to the rank of Full Professor and Associate Professor as presented.**

Provost Esterberg then presented the candidates for Promotion to Professor Emeritus and Professor Emerita, noting that all candidates have served with distinction and highlighting that Professor Ken MacIver has been teaching at Salem State University for 51 years.

Trustee Segal asked whether or not all retiring faculty members who reach retirement get nominated for Emeritus status. Provost Esterberg responded that all faculty are eligible, but not all are nominated. Chair Abdoo commented that he took classes with three of the candidates – Professors Marsella, MacIver and Wiersma – and had fond memories, particularly of Professor MacIver.

After careful consideration of candidates for Promotion to the rank of Professor Emeritus and Professor Emerita, the Committee took the following action:

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

**VOTED: to recommend to the full board the personnel actions for Promotion to the rank of Professor Emeritus and Professor Emerita as presented.**

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

**VOTED: To adjourn the meeting at 5:20 pm.**

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

**ATTACHMENT A**

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

Tenure Recommendations:

Bandyopadhyay, Jayanti	Associate Professor Accounting and Finance	Effective: 9/1/13
Booth, Jeb A.	Associate Professor Criminal Justice	Effective: 9/1/13
de Koning, Alice J.	Associate Professor Management	Effective: 9/1/13
Newell, Zachary L.	Associate Librarian	Effective: 9/1/13
Tang, Zaiyong	Associate Professor Marketing and Decision Sciences	Effective: 9/1/13
Zoppel, Carol	Associate Librarian	Effective: 9/1/13



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

Tenure with Promotion Recommendations:

Abboud, George J.	From: Assistant Professor To: Associate Professor Sport and Movement Science	Effective: 9/1/13
Amato, Felix J.	From: Assistant Professor To: Associate Professor School of Social Work	Effective: 9/1/13
Deere, Michael A.	From: Assistant Professor To: Associate Professor Philosophy	Effective: 9/1/13
DeFrancis, Theresa M.	From: Assistant Professor To: Associate Professor English	Effective: 9/1/13
Fahey, Catherine L.	From: Assistant Librarian To: Associate Librarian	Effective: 9/1/13
Hess, Kathleen P.	From: Assistant Professor To: Associate Professor Management	Effective: 9/1/13
Kasman, Reva S.	From: Assistant Professor To: Associate Professor Mathematics	Effective: 9/1/13
Kudrimoti, Sanjay	From: Assistant Professor To: Associate Professor Accounting and Finance	Effective: 9/1/13
Kvetko, Peter J.	From: Assistant Professor To: Associate Professor Music	Effective: 9/1/13
Mason-McCaffery, Deborah D.	From: Assistant Professor To: Associate Professor Chemistry and Physics	Effective: 9/1/13

McLyman, Meghan K.

From: Assistant Professor  
To: Associate Professor  
Sport and Movement Science

Effective: 9/1/13

Mulcare, Daniel M.

From: Assistant Professor  
To: Associate Professor  
Political Science

Effective: 9/1/13

Noonan, Anne E.

From: Assistant Professor  
To: Associate Professor  
Psychology

Effective: 9/1/13

Pham, Van H.T.

From: Assistant Professor  
To: Associate Professor  
Economics

Effective: 9/1/13

Rocca, Anna

From: Assistant Professor  
To: Associate Professor  
Foreign Languages

Effective: 9/1/13

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

Promotion Recommendations:

Aske, Jon	From: Associate Professor To: Full Professor Foreign Languages	Effective: 9/1/13
Belock, Julie	From: Associate Professor To: Full Professor Mathematics	Effective: 9/1/13
Blood, Elizabeth	From: Associate Professor To: Full Professor Foreign Languages	Effective: 9/1/13
Carroll, Greg	From: Associate Professor To: Full Professor Interdisciplinary Studies	Effective: 9/1/13
Cervoni, Cleti	From: Associate Professor To: Full Professor Childhood Education	Effective: 9/1/13
Cornwell, William	From: Associate Professor To: Full Professor Philosophy	Effective: 9/1/13
Dion, Steven	From: Assistant Professor To: Associate Professor Sport and Movement Science	Effective: 9/1/13
Fahey, Kevin	From: Associate Professor To: Full Professor Adolescent Education and Leadership	Effective: 9/1/13
King, Janice	From: Assistant Professor To: Associate Professor School of Nursing	Effective: 9/1/13
Malloy, Mark	From: Associate Professor To: Full Professor Art + Design	Effective: 9/1/13

Pierce, Michelle	From: Associate Professor To: Full Professor Adolescent Education and Leadership	Effective: 9/1/13
Pomerantz, Francesca	From: Associate Professor To: Full Professor Literacy, Counseling and Learner Dev'l	Effective: 9/1/13
Sathasivam, Kanishkan	From: Associate Professor To: Full Professor Political Science	Effective: 9/1/13
Young, Stephenie	From: Assistant Professor To: Associate Professor English	Effective: 9/1/13

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

Emeritus Status Recommendations:

Anderson, Susan	From: Professor To: Professor Emerita School of Nursing	Effective: 9/1/13
Larson, Douglas	From: Professor To: Professor Emeritus Accounting and Finance	Effective: 9/1/13
Marsella, Paul	From: Professor To: Professor Emeritus History	Effective: 9/1/13
McHale, John	From: Professor To: Professor Emeritus English	Effective: 9/1/13
MacIver, Kenneth	From: Professor To: Professor Emeritus Sociology	Effective: 9/1/13
McRae, Maureen	From: Professor To: Professor Emerita School of Nursing	Effective: 9/1/13
Rintell, Ellen	From: Professor To: Professor Emerita Literacy, Counseling and Learner Dev'l	Effective: 9/1/13
Skrabut, Kathleen	From: Professor To: Professor Emerita School of Nursing	Effective: 9/1/13
Swiniarski, Louise	From: Professor To: Professor Emerita Childhood Education	Effective: 9/1/13
Wiersma, Geertje	From: Professor To: Professor Emerita Sociology	Effective: 9/1/13

Wang, Robert

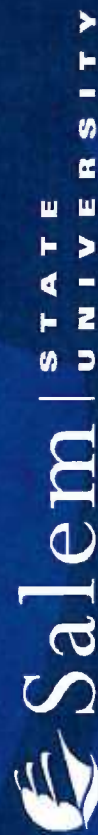
From: Professor  
To: Professor Emeritus  
Chemistry and Physics

Effective: 9/1/13

# The Board of Trustees

Academic Affairs and  
Student Life Committee

May 22, 2013





# Agenda

## MSCA Personnel Actions (Action Needed)

- Tenure
- Tenure with Promotion
- Promotion
- Emeritus Status



# Promotion and Tenure

- The most important personnel decision you will make
- The most important financial decision you will make

# Evaluating Faculty for Tenure and Promotion

- Teaching Effectiveness
- Continuing Scholarship
- Academic Advising
- Professional Contributions



# Four Separate Votes

- Tenure
- Tenure with Promotion
- Promotion
- Emeritus Status

# Tenure

- Associate Professor Jayanti Bandyopadhyay, Accounting and Finance
- Associate Professor Jeb Booth, Criminal Justice
- Associate Professor Alice de Koning, Management
- Associate Librarian Zachary Newell
- Associate Professor Zaiyong Tang, Marketing and Decision Sciences
- Associate Librarian Carol Zoppel



# Tenure with Promotion to Associate Professor

- Assistant Professor George Abboud, Sport and Movement Science
- Assistant Professor Felix Amato, School of Social Work
- Assistant Professor Michael Deere, Philosophy
- Assistant Professor Theresa DeFrancis, English
- Assistant Librarian Catherine Fahey, Library
- Assistant Professor Kathleen Hess, Management
- Assistant Professor Reva Kasman, Mathematics
- Assistant Professor Sanjay Kudrimoti, Accounting and Finance

- Assistant Professor Peter Kvetko, Music
- Assistant Professor Deborah Mason-McCaffery, Chemistry and Physics
- Assistant Professor Meghan McLyman, Sport and Movement Science
- Assistant Professor Daniel Mulcare, Political Science
- Assistant Professor Anne Noonan, Psychology
- Assistant Professor Van Pham, Economics
- Assistant Professor Anna Rocca, Foreign Languages



# Promotion to Full Professor

- Associate Professor Jon Aske, Foreign Languages
- Associate Professor Julie Belock, Mathematics
- Associate Professor Elizabeth Blood, Foreign Languages
- Associate Professor Greg Carroll, Interdisciplinary Studies
- Associate Professor Cleti Cervoni, Childhood Education
- Associate Professor William Cornwell, Philosophy
- Associate Professor Kevin Fahey, Adolescent Education and Leadership

- Associate Professor Mark Malloy, Art + Design
- Associate Professor Michelle Pierce, Adolescent Education and Leadership
- Associate Professor Francesca Pomerantz, Literacy, Counseling and Learner Development
- Associate Professor Kanishkan Sathasivam, Political Science



# Promotion to Associate Professor

- Assistant Professor Steven Dion, Sport and Movement Science
- Assistant Professor Janice Chasse-King, School of Nursing
- Assistant Professor Stephenie Young, English

# Emeritus Status

- Professor Susan Anderson, School of Nursing
- Professor Douglas Larson, Accounting and Finance
- Professor Paul Marsella, History
- Professor John McHale, English
- Professor Kenneth MacIver, Sociology
- Professor Maureen McRae, School of Nursing
- Professor Ellen Rintell, Literacy, Counseling and Learner Development
- Professor Kathleen Skrabut, School of Nursing
- Professor Louise Swiniarski, Childhood Education
- Professor Geertje Wiersma, Sociology
- Professor Robert Wang, Chemistry and Physics



**SUBJECT:** Finance & Facilities Committee Meeting Report for May 22, 2013

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The Finance & Facilities Committee of the Board of Trustees met on Wednesday, May 22, 2013, in conference room 210, Marsh Hall, Central Campus of Salem State University.

Present for the Committee: Trustees Quiroga (chair), Abdoo, Booker, Mattera (vice chair), Chair Scott, President Meservey (ex-officio), vice president for finance & facilities Soll (committee liaison), staff assistant Beaulieu. Others present and participating were: Trustees Davis, Segal and Stringer, advisory member Mr. Gadenne, and associate vice president Donovan.

Committee chair Quiroga called the meeting to order at 5:20 pm.

### **FY2013-14 Pro Forma Budget**

Vice President Soll discussed the proposed FY2013-14 pro forma budget (Attachment 1). The second page of the attachment (Exhibit I-A, page 1) presented two approaches for committee review. The first column represents the FY13 final approved budget base. The second column shows adjustments to the base as reflected in the governor's FY14 budget proposal. The primary change to the budget is an increase in state support of \$1.467 million. This amount covers mandatory compensation adjustments resulting from collective bargaining. The first line shows the net tuition and fees revenue increase generated as a result of fee rates approved by the board on April 10. The \$750,000 other local revenue line was included in previous presentations. The total net increase to the budget under this approach is \$4.793 million. In addition to this, an increase of \$405,000 in state paid fringe benefits is shown below the line approved by the trustees. Trustee Quiroga asked what the \$750,000 included. The \$750,000 local revenue includes primarily the new matriculation fee. In the past matriculated students would be charged fees at various times for orientation, graduation and transcripts. In addition students would pay for their own cap and gown for Commencement. In lieu of these charges the new matriculation fee, a one-time fee assessed to matriculated students in their first semester of attendance, would cover these costs up front. For example, there would be no charge for transcripts for life. The net increase in revenue from this fee is \$200,000. Trustee Segal inquired whether this fee had been discussed with the trustees. President Meservey explained that this fee is a consolidation of fees and not an increase. The fee only pertains to new matriculated students. More revenue is seen because we are front loading these fees. Trustee Abdoo commended the administration for this consolidation. It was clarified that if a student leaves the university and later returns, they would not be charged the matriculation fee again.

Trustee Quiroga requested that for the future all fee analyses be brought to the board for information. Vice President Soll noted that all mandatory fees are brought to the board for approval. Trustee Abdoo recalled fees that were charged in the past which have a shelf life. For example, the Board passed a fee to finance the baseball field project. The question was asked: Is this fee eliminated once the debt is paid off? Vice President Soll responded that all fees were consolidated into the University Fee (formerly All College Fee), so there is no fee specifically for the baseball field. Once the debt is paid off, the debt service expense would end. The resources previously used to pay debt service would be available for re-allocation within the budget, or the fee rate could be reduced at the direction of the Board. The fitness

and recreation center is another project where generated revenue would be available for reallocation after the debt is paid off. President Meservey repeated that the university fee was a consolidation of fees. Other fees not charged to every student, such as lab fees, are raised periodically as the cost of supplies or equipment increase. Trustee Mattera asked, since the matriculation fee combines miscellaneous fees, is it presented to the board. Vice President Soll restated that this fee is only applied to incoming matriculated students and is not mandatory for all students. Trustee Mattera requested that a spreadsheet listing all of the miscellaneous fees be provided to the committee.

On another matter, Trustee Quiroga shared her experience in registering for a course at the university. Both she and others she knows tried to register for a course through Navigator and were unsuccessful. She mentioned that she was only able to get up to the registration process and did not make it to the payment step. This type of difficulty can deter students from enrolling. President Meservey will look into the matter and report back to Trustee Quiroga.

Trustee Quiroga asked Vice President Soll to explain the transfers. Transfers are made to capital projects each year. These are capital improvements and not operating expenses, so they are not part of the operating budget. However they are funded partially by operating revenues, which are transferred to project funds. The transfer amounts are not used to pay debt service. The capital improvements are primarily for deferred maintenance and small project type items. The “other transfers” amount represents net transfer between other funds, such as the Student Government Association.

Vice President Soll explained the other columns in the Pro Forma budget. The approach based on the House Ways and Means budget proposal reflects an increase in total state support of \$3.815 million, which includes funding for mandatory compensation adjustments plus an increase in the state appropriation as part of a \$15 million increase in support to the state university segment. As a condition to securing this increase in state support, fees must be frozen for day undergraduate students. The state universities have worked with House leadership on an agreement to increase state support for the segment by \$45 million over a two or three year period with the commitment that fees would be frozen when the funding increases are provided. The legislature cannot commit appropriations for more than one budget cycle; therefore, the fee freeze only applies for one year at a time and depends on the budget providing the increase in state support.

Trustee Quiroga asked about debt service. Vice President Soll indicated that the \$1.046 million increase in debt service shown in the exhibit is for the new fitness and recreation center. Trustee Segal asked about the Senate budget recommendation. Mr. Soll reported that the Senate Ways and Means FY14 budget proposal was released a week ago. The budget is similar to the governor’s budget, the only difference being that the governor’s budget is based on the original FY13 appropriation, and the Senate budget is based on the post 9C FY13 appropriation, a difference of \$346,000. Historically the final budget has closely mirrored the governor’s, and it would be reasonable to base the pro forma for FY14 on the governor’s proposal at this time. Trustee Quiroga agreed with this approach.

Trustee Booker inquired about financial aid. Vice President Soll explained that under the House Ways and Means approach funding for financial aid was not increased because fees would be frozen. In the past at the board’s direction, a portion of any fee increase has been allocated to financial aid to partially offset

the impact of the fee increase on the neediest students. President Meservey commented that financial aid has been steadily increased when fees have been raised in recent years.

Page two of Exhibit I-A provides more detail for the FY14 potential adjustments summarized on page 1. It includes compensation adjustments for collective bargaining, including fringe benefits, for both state and local shares. The costs of bringing the new library/learning commons and fitness center on line are reflected. A new negotiated contract with Ricoh, replacing Xerox, has reduced copying and printing costs by \$175,000, which is available for reallocation. Other items include transfers to capital and technology projects. In FY10 capital projects were reduced due to the large reduction in state support that year. The university has been trying to rebuild this allocation to bring it in line with the state mandate that the university spend an amount equal to five percent of its operating budget on deferred maintenance. The \$750,000 previously proposed would have moved the percentage one-third to one-half of the way to the five percent level. Based on the governor's budget, a zero increase is budgeted for capital projects; under the House budget, the allocation could increase \$250,000.

Page three of Exhibit I-A lists a summary of various strategic initiatives. Under the approach based on the governor's budget, \$150,000 is held for strategic initiatives. Under the House budget \$1.095 million is available for this purpose. Both of these numbers represent plugs to balance the budget overall. The entries on page three reflect summaries of different initiative categories that are comprised of many action steps. As an example, the line for implementation of the new core curriculum is a combination of items including things like stipends for faculty to develop new courses; release time for faculty; and a variety of other actions relating to the implementation of the new core. Trustee Quiroga expressed that some of these items are tactical in nature. President Meservey has spoken with her executive cabinet regarding action steps within these initiatives. This list gives the board a sense of where the university needs to make an investment. The \$3 million represents key areas that need to be considered. No contracts have been signed committing any of these projects at this time, but efforts to move forward with these tactics continue even without additional funding. For example, Marketing and Communications will continue to use current recruitment materials such as the web but will attempt to tailor them to reflect the university's branding effort. Student retention, one of our priorities, is covered in many of the initiatives listed. Trustee Quiroga said she appreciates the university sharing these initiatives. Vice President Soll presented a draft motion. He asked the committee to consider recommending that the Board approve a pro forma budget for FY14 reflecting the governor's budget. To do this the blank in the draft motion should be filled in with the amount of \$107,789,000.

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

**MOTION**

The Finance and Facilities Committee recommends that the Board of Trustees approve the following motion.

---

**MOTION**

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The Board of Trustees of Salem State University hereby approves the Fiscal Year 2013-14 *pro forma* General Operations Budget as recommended by the president and as shown in Exhibit I-A at the level of

\$107,789,000, with revenues and expenditures balanced. The president and other officers of the university are hereby authorized to do all things and take all actions deemed necessary to operate under this *pro forma* budget pending approval of a final budget and to protect the fiscal health of the university.

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**On a voice vote, the motion passed unanimously.**

**Energy Performance Contract Agreement**

Vice President Soll discussed the proposed energy performance contract agreement (Attachment 2). This is a collaborative effort with the Division of Capital Asset Management and Maintenance (DCAMM) to reduce energy consumption and cost. A consultant, Constellation Energy, completed an audit of all university buildings and identified projects with payback periods ranging from two or three years up to more than 40 years. As required by the program, Salem State identified projects with anticipated savings equal to at least 110% of the annual debt repayment requirement. Trustee Quiroga explained that DCAMM makes the funds available and allows the institution a fifteen year payback period. Vice president Soll said that the funding can be repaid over different periods in five year increments, such as 10 years or 15 years. Vice President Soll reported that, while the university could repay the amount over ten years, a fifteen year window would allow the annual payment to be less than what the institution will save, resulting in a net savings to the budget. Total anticipated annual savings of \$385,000 would leave between \$35,000 and \$40,000 in savings realized immediately and available for reallocation.

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

**MOTION**

The Finance and Facilities Committee recommends that the Board of Trustees approve the following motion.

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**MOTION**

The Board of Trustees of Salem State University hereby authorizes the president or designee to enter into an agreement with the Commonwealth Division of Capital Asset Management and Maintenance for energy-related projects totaling approximately \$4,138,000, such projects to be financed by DCAMM with the university to reimburse the State for the cost of debt service by applying energy savings achieved as a result of the projects. All net savings shall be available for reallocation within the university's general operations budget.

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**On a voice vote, the motion passed unanimously.**

**Campus Master Vision**

Discussion of the campus master vision was deferred to executive session.

## Investment Policy

A draft revised investment policy (Attachment 3) was presented. Trustee Quiroga asked if the committee had any specific questions, comments or edits. The portfolio composition, section III, was discussed. Trustee Scott asked that Exchange Traded Funds (ETF) be allowed as a separate security category. She noted that there was no recognition for international equities; also not included were benchmarks related to either of these security categories. Trustee Quiroga agreed that the portfolio should include ETFs and international equities. Under prohibited investments, derivatives should be prohibited. However, it was suggested that the university could consider as acceptable forms of investments such things as: commodities, hedge funds, real estate, and mortgage backed securities. Trustee Segal initiated a discussion about coordinating investment strategies with the Foundation. Vice President Soll commented that this is done, but the objectives of the Foundation are somewhat different than those of the university. President Meservey stated that about a year ago the university spent a lot of time with the Foundation discussing investments and that the university and Foundation continue to keep each other informed. Trustee Quiroga commented that Trustee Segal's point was well taken and that we do collaborate. The conversation turned to asset allocation. Vice President Soll asked for confirmation that the intent was to allow mortgage backed securities in the portfolio, and that only derivatives are to be prohibited. This was confirmed. The university has been unable to identify a rating service for ETFs. Trustee Quiroga mentioned that there are some companies that specialize in ETFs and use some type of ratings. Further discussion along these lines will be initiated later as work on the revised policy continues.

Trustee Quiroga mentioned that the university has been in a relationship with its current investment manager for about five years. Once the policy statement is in final draft, an RFP should be created and sent out to include requests for fee-based and/or fee-only managers. For the purpose of evaluating investment managers she suggested a ten year time period might be useful. When the RFP process is completed and if Eastern were selected to continue to manage at least part of the fund under a new five-year appointment, the university would then have a ten year history with Eastern and five year history with another manager for evaluation purposes. Further discussion regarding this strategy was tabled for this meeting. Vice President Soll suggested another approach is to use multiple managers as another means to diversify the portfolio (similar to what the foundation does with Windhaven). Trustee Quiroga had concerns about possible conflict of interest with fee-based firms. The policy needs to contain language that states that the manager should notify the university of any material changes within the firm in a timely manner.

Trustee Scott talked about portfolio performance (section IV). She suggested establishing a target return, either stated as a percentage, percentage over Consumer Price Index (CPI) or percentage over benchmark, as well as a peer comparison. An example would be establishing an expectation that the portfolio generate 2% over the CPI or perform at a certain level compared to other benchmarks or peer institutions. Vice President Soll commented that it might be a challenge to get information from other universities since their investment objectives may be different, information is not readily available, etc. Trustee Scott noted that since we do not have an independent consultant we should have some way of gauging how well the university is doing in the field and what it should expect for returns.

Mr. Gadenne informed the committee of three technical points on benchmarks and evaluation of the investment manager. The first is time, which is normally January 1 to January 1; the second is dollar,

and the third is pay. Pay can be based on commissions only; fee-based, which is a combination of fee and commissions; or fee only. As far as derivatives, there are four types. The first three are forwards, swaps and futures, all of which are risky and carry an obligation to pay. The fourth is options where a premium is paid and the university would have the option of doing nothing. Trustee Quiroga recommended that options stay as an allowable investment type but forwards, swaps and futures should be excluded.

Discussion regarding reporting and monitoring (section VIII) ensued. Vice President Soll reported that university management is in contact more than quarterly, either by phone or e-mail, with the investment manager. Written reports of investments are received monthly. Trustee Quiroga asked to include some reference calling for executive staff to meet at least quarterly with the managers. If material changes occur, they should be reported to the university in a timely manner.

Under operational procedures (section IX), Trustee Quiroga suggested a separate and distinct asset management service on a fee only basis be an option for consideration. Specific services needed could be hired on an ad hoc basis. President Meservey noted that the next meeting of the finance and facilities committee will be in September and asked if the committee and board are comfortable with waiting until then to continue discussion and approval of the revised policy. Vice President Soll was confident that the university could begin to draft a Request for Proposals (RFP) for investment services for consideration by the committee in September, making final changes based on the final policy adopted. The RFP could be released in the fall, which would allow ample time to be ready for the board to appoint a new manager by January 2014, which coincides with the end of the current contract with Eastern. Trustee Quiroga and the committee agreed that a preliminary draft RFP and final draft of the investment policy could be considered at the September meeting.

### **Mainstage Theater Modernization Financial Plan**

The first stage of schematic design has been completed, and the design study is under review for certification by the Division of Capital Asset Management and Maintenance (DCAMM). The design study will serve as a basis for design of the project and establishes the scope and budget. The initial thinking was to finance the project by a privately placed bond issue. Conversations have since taken place with the Massachusetts State College Building Authority (MSCBA), which has assured the university that this type of project falls within its statutory authority. Financing through the MSCBA would be the most effective way to proceed. MSCBA typically does a public bond issue annually, and this project could be part of a larger issue that covers projects at other state universities. This would make the process more cost effective and reduce the cost of issuance. The intention of the university is to pursue this financing avenue with MSCBA. Trustee Segal expressed support for this approach. A pro forma financial plan would be provided to the board in September in support of a request that the board authorize the debt for the project. This would meet the MSCBA time requirements for the next bond issue.

### **Capital Projects Update**

The library/learning commons and fitness/recreation center projects are on track, both in terms of schedule and budget. Some portions of the library are in the final cleaning stage. Furniture will begin to arrive the first week of June. A tour of the library/learning commons for the trustees is scheduled June 5 at 3:30 pm. The exterior envelope of the fitness and recreation center is almost complete. The completion date for the center is still somewhat flexible, and it is expected to be ready to open between September 1 and October 1. The library demolition is in process. Most of the current effort is taking



place in the interior. It will be a five to six month process. Bids came in favorably for the demolition, which has left funds available for installation of geothermal heating and cooling. This system will be the primary source of heating and cooling during most of the year, with traditional mechanical systems meeting peak demand and serving as backup. The geothermal system will reduce cost and reduce our carbon footprint. Trustee Abdoo commented that the O'Keefe addition looks magnificent. He asked about the quadrangle located at the library/learning commons and whether it would be finished by fall. Vice President Soll responded that the main sidewalk and site lighting is in place. The open space in the center will not be finished now because it will be the site of the well field for the geothermal system. Final landscaping will be placed after the wells are completed.

Trustee Mattera moved and Trustee Abdoo seconded a motion to enter into executive session in accordance with General Laws, Chapter 30A, for the purpose of discussing property acquisition. A roll call vote was taken.

**Roll Call:**

- Quiroga – yes
- Mattera – yes
- Abdoo – yes
- Booker – yes
- Scott – yes

Trustee Mattera moved and Trustee Abdoo seconded a motion to leave executive session in accordance with General Laws, Chapter 30A. A roll call vote was taken.

**Roll Call:**

- Quiroga – yes
- Mattera – yes
- Abdoo – yes
- Booker – yes
- Scott – yes

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

**MOTION: To adjourn the meeting.**

**On a voice vote, the motion passed unanimously.**

The meeting adjourned at 7:46 pm.

Prepared by: Ms. Beaulieu, staff assistant, finance and facilities

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REQUEST FOR TRUSTEE ACTION

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**Date:** June 5, 2013  
**To:** Board of Trustees  
**From:** Patricia Maguire Meservey, President  
**Subject:** FY2013-14 *Pro Forma* General Operations Budget  
**Requested Action:** Approval

---

The Board of Trustees must approve a *pro forma* general operations budget for the coming fiscal year to provide for the continued operation of the university until such time as the state support level has been set and a final budget can be prepared for board consideration. The proposed FY14 *pro forma* budget reflects assumptions used by the Board in setting fee rates for the 2013-14 academic year at its meeting on April 10, 2013, and the impact of the approved fee adjustments on available revenues. Using the best information and projections available at this time, the *pro forma* budget proposal has revenues and expenses balanced at two different levels based on the Governor's budget proposal and the House Ways & Means budget proposal. Both amounts assume state funding through a supplemental appropriation will cover mandated compensation adjustments resulting from collective bargaining for employees whose salaries are paid with state funds. A final budget proposal will be presented for Board of Trustees approval in September based on action of the legislature and governor regarding both base state support and supplemental funding for compensation adjustments. Exhibit I-A provides an overview of the proposed *pro forma* budget alternatives and the changes that underlie them.

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**MOTION**

The Board of Trustees of Salem State University hereby approves the Fiscal Year 2013-14 *pro forma* General Operations Budget as recommended by the president and as shown in Exhibit I-A at the level of \$107,789,000, with revenues and expenditures balanced. The president and other officers of the university are hereby authorized to do all things and take all actions deemed necessary to operate under this *pro forma* budget pending approval of a final budget and to protect the fiscal health of the university.

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Committee Assigned: Finance & Facilities  
Committee Action: Approved  
Date of Action: May 22, 2013

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Trustee Action:  
Trustee Approval Date:  
Effective Date:

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Signed: \_\_\_\_\_  
Title: Secretary, Board of Trustees  
Date: \_\_\_\_\_

## REQUEST FOR TRUSTEE ACTION

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**Date:** June 5, 2013  
**To:** Board of Trustees  
**From:** Patricia Maguire Meservey, President  
**Subject:** Energy Performance Contract  
**Requested Action:** Approval

---

Salem State University is collaborating with the Commonwealth Division of Capital Asset Management and Maintenance (DCAMM) to make a number of facilities improvements that will reduce energy consumption and costs and address a number of deferred maintenance needs.

DCAMM will pay for the projects through Commonwealth Energy Investment Program (CEIP) funds available through the State Treasurer. The university must repay the Treasurer in annual installments as outlined in a Memorandum of Agreement between the Department of Administration and Finance and the university. Exact terms of the agreement depend on the final project costs and the length of the financing agreement chosen. The university proposes a 15-year financing agreement even though the energy savings payback period will be approximately 10.7 years. By financing over a slightly longer period than the energy savings payback, the university will achieve some actual savings immediately. Once the state has been fully reimbursed for the cost of the projects, all future savings remain with the university for reallocation to other uses.

Implementation of the projects will be handled by Constellation Energy, an energy services company. Constellation has completed a campus-wide investment grade audit of facilities to identify projects that will pay for themselves through energy savings that are at least 10% greater than the repayment amount. Constellation is required to provide calculations annually to demonstrate that the projected savings are being realized.

In addition to energy savings, certain rebates will be available from utility companies. The rebates will be paid to the university, which will forward the funds to the State Treasurer as partial repayment of the CEIP funds used for the projects. Constellation will guarantee the rebates. If actual rebates are less than the guaranteed amounts, the university is obligated to forward to the Treasurer only the amount actually received. If rebates exceed the guarantee, the university retains the excess.

As a result of Constellation's audit of our facilities, potential projects totaling \$12.6 million were identified. However, many have long payback periods or do not provide the required 110% coverage based on projected savings. After review of the potential projects and calculation of payback periods and savings coverage, the university has determined that projects totaling approximately \$4,138,000 should be pursued. The projects are expected to result in annual

savings of \$363,135, with repayment to the state of \$326,534. The balance of \$36,600 will remain with the university.

The university requests that the Board of Trustees authorize the president or designee to enter into the necessary agreement with DCAMM and the Department of Administration and Finance so the projects may begin.

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**MOTION**

The Board of Trustees of Salem State University hereby authorizes the president or designee to enter into an agreement with the Commonwealth Division of Capital Asset Management and Maintenance for energy-related projects totaling approximately \$4,138,000, such projects to be financed by DCAMM with the university to reimburse the State for the cost of debt service by applying energy savings achieved as a result of the projects. All net savings shall be available for reallocation within the university's general operations budget.

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Committee Assigned: Finance & Facilities

Committee Action: Approved

Date of Action: May 22, 2013

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Trustee Action:

Trustee Approval Date:

Effective Date:

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Signed: \_\_\_\_\_

Title: Secretary, Board of Trustees

Date: \_\_\_\_\_

September 24, 2008 Revised June 5, 2013



## Investment Policy

September 2008 June 2013

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## GLOSSARY OF TERMS

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

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

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

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

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

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

**EXECUTIVE MANAGEMENT** – President, Vice President of Finance and Facilities, and Associate Vice President for Finance of Salem State University.

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

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

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

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

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

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

~~**NATIONAL ASSOCIATION OF SECURITIES DEALERS (NASD)** – The principal association of over the counter (OTC) brokers and dealers that establishes legal and ethical standards of conduct for its members. NASD was established in 1939 to regulate the OTC market in much the same manner as organized exchanges monitor actions of their members.~~

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

**OPERATIONAL PROCEDURES** – Used by University Managers as implementation and administrative guidelines for the Salem State University Investment Policy.

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

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

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

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

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

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



## **I. PURPOSE**

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

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

## **II. OBJECTIVES**

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

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

### **III. PORTFOLIO COMPOSITION**

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

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

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

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

1. U.S. Treasury and Federal Agency Securities
  - a. Maximum size of portfolio - no limit
  - b. Maximum lot size - no limit
  - c. Maximum average maturity - 7 years
2. Corporate Bonds
  - a. Aggregate limit of all bonds per corporation: 20% of capital
  - b. Maximum maturity – 7 years
  - c. All corporate bonds shall have a rating of A or better as published by Moody's or Standard & Poor's at the time of purchase
3. Municipal/Other Tax Exempt Issues  
Municipal bonds and other tax exempt bond issues offer an opportunity that allows investors to avoid payment of taxes on income or capital gains resulting from the investment. Since the University is a tax-exempt entity that does not pay taxes, municipal bonds and other tax exempt bond issues are generally not advantageous to the investment portfolio.

#### **2. Equity (stocks):**

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

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

<u>Eligible Securities</u>	<u>Rating Service</u>	<u>Dividend Policy</u>
Individual Equities	S &P Stock Guide Rating of B+ or Better	Maximum Reinvestment Enhance Growth
Mutual Funds	Morningstar Four Star or Better	Maximum Reinvestment to Enhance Growth

(Need rating service and policy for ETFs?)

### **3. Cash and Cash Equivalents:**

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

### **4. Prohibited Investments:**

Investment in options, mortgage-backed securities, derivative securities, commodities, real estate, hedge funds of any type is prohibited under this policy.

(Is there interest in allowing other types of direct investments, such as commodities, precious metals, real estate, hedge funds, etc.??)

## **IV. ASSET ALLOCATION**

Asset Allocation of the University portfolio should be equivalent to approximately 55% in equities, 45% in fixed income. Managed Funds that include both equity and fixed income underlying investments shall be distributed to the appropriate portfolio category for the purpose of reviewing asset allocation. Recognizing that from time-to-time during the course of business it is not realistic to expect complete compliance with this guideline, an acceptable range follows:

	<u>General Goal</u>	<u>Acceptable Range</u>
Equities	55%	45% – 65%
Fixed Income	45%	35% - 55%
Cash	Minimal	0% - 10%

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

## V. INVESTMENT MANAGER(S)

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

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

## VI. PORTFOLIO PERFORMANCE

Each Investment Manager engaged by the University to manage all or part of the investment fund shall report to Executive Management on a monthly basis and shall present a report to the Board of Trustees at least semi-annually or as requested by the Board. Reports to the Board shall review the performance of the portfolio in comparison to established benchmarks and asset allocation goals. On the basis of the performance report, the Board may direct changes in investment activities or approach.

## VI.VII. USE OF INVESTMENT PORTFOLIO

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

## VIII. REPORTING AND MONITORING

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

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

## **VIII. ASSIGNMENT OF RESPONSIBILITIES**

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

## **IX. OPERATIONAL PROCEDURES**

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

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

### **(a) Review of Asset Allocations**

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

### **(b) Investment Manager(s) Selection**

The Vice President of Finance and Facilities and the Associate Vice President for Finance will recommend to the Board of Trustees selection of the Investment Manager(s). The recommendation will have resulted from a Request for Proposal (RFP) process in conformity with the Commonwealth’s procurement laws and regulations.

Appointment of the Investment Manager(s) shall be made after an RFP process and with the approval of the Board, such appointment being for a period of not more than five (5) years unless directed by action of the Board.

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

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

**(d) Investment Manager(s) Compensation:**

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

**(e) Conflict of Interest:**

In accordance with Commonwealth statutes and University policy governing financial conflicts of interest, trustees, officers and employees of the University may not have any professional or personal relationship with a securities firm, Investment Manager or employee doing business with the University. Further, trustees, officers and employees of the University may not receive gifts, gratuities or travel expenses from Investment Manager(s), dealers, custodians or ~~trustees-others~~ authorized to do business with the University.

**(f) Accounting and Internal Controls:**

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

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

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

**X. PROCEDURE FOR CHANGING INVESTMENT POLICY**

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

Approved and Ordered By

| BOARD OF TRUSTEES

Date Approved: ~~September 24, 2008~~

DRAFT



**SUBJECT:** Executive Committee Meeting Report of May 22, 2013

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The Executive Committee of the Board of Trustees met Wednesday, May 22, 2013, in room 210 of Marsh Hall located on the Central Campus of Salem State University.

Present for the Committee were Trustees Scott (Chair), Abdoo (Vice Chair), Mattera, Quiroga and Segal; President Meservey (ex-officio and Committee Liaison); and Secretary to the Board Fleischman. Also present and participating in the meeting was Executive Vice President Cahill and Assistant Provost for Institutional Effectiveness and Planning Neal Fogg.

Chair Scott called the meeting to order at 7:48 pm.

**Strategic Plan and Score Card:** President Meservey began by reviewing the Strategic Plan (Attachment A) and noting the substantive changes that have been made in it since the discussion of the last draft. For example, she noted the shift from a transformative and foundational goals/objectives approach to one with strategies and action steps and a reduced number of goals from seven to four. She also discussed the need to work the plan through the branding process currently underway to ensure alignment, utilizing the same branding points.

The president highlighted the management tool to be used to implement the plan and stay on track for meeting goals (Attachment B). She brought the Committee's attention to the Score Card developed by Assistant Provost Fogg (Attachment C). President Meservey described it as a working score card, able subject to modification if areas of interest to the board presented themselves for inclusion. Those metrics currently included are seen as the "most important" presently and include: student satisfaction; graduation rate (freshman and transfer); international students; civic engagement; enrollment statistics; financial data; funds spent on deferred maintenance; diversity information; alumni participation; among others.

The president asked that the committee recommend the Strategic Plan to the full Board for approval and to approve the Score Card. Trustee Mattera asked to what degree she expected the MA Department of Higher Education would impose score card elements on the university. The president pointed out another attachment (Attachment D) that "crosswalks" our goals to the DHE's Vision Project, highlighting that we are in clear alignment.

Trustee Mattera proposed adoption of the Strategic Plan subject to the qualifiers identified. Trustee Segal seconded the motion. There was further discussion.

Trustee Quiroga inquired about the plan's timeline. President Meservey explained that it is a three-year plan, technically starting in Fall 2013 through June 2016, however we have already begun working on some of the items contained in it. It is a "living" document, she asserted, and will be reviewed as we progress through the three-year period.

Chair Scott noted that in the section on Advancement the Annual Fund could be tracked separately from the comprehensive campaign as we have the ability to provide more detail. She also asked if information on those universities we consider “comparable” could be provided, even if only as a footnote. Trustee Quiroga asked if the budget for the three year plan had been established. President Meservey replied that that budget work would be completed by fall: we are waiting for the final budget information from the State House and are unable to complete the task but should have it by the early fall.

Chair Scott called the vote.

Upon a motion, duly made by Trustee Mattera, seconded by Trustee Segal, it was unanimously  
**VOTED:           The Executive Committee of the Board of Trustees of Salem State  
University hereby recommends to the full board the acceptance of the  
Strategic Plan and Score Card.**

There being no further business to come before the Committee, Chair Scott asked for a motion to adjourn.

Upon a motion duly made by Trustee Segal and seconded by Trustee Abdoo, it was unanimously  
**VOTED:           To adjourn the meeting at 8:01 pm.**

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

# Draft Vision, Mission, and Strategic Plan

DRAFT

The introductory section of this document will be refined through the guidance of our branding and campaign efforts. This page will be presented to the Board in final form in June.

## **Our Vision**

Salem State University will be a premier teaching university that engages students in an inspiring transformational educational experience.

### **Essential Threads (work in progress)**

- Student Success
  - Diversity
  - Sustainability
- We put students first in all that we do and are committed to their success.
- We are a community of learners where all faculty, staff and students have the opportunity to grow as individuals.
- We are innovators, offering a unique brand of public higher education that inspires students to reach higher and achieve more.
- We remain true to our heritage as a liberal arts university while we prepare students for today's workforce.
- We serve the communities of the North Shore while we create an ever more globally aware and culturally diverse campus environment.

## **Our Mission**

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

**STRATEGIC PLAN**  
**ACTION STEPS**

GOAL	STRATEGY
1	<p><b>Provide distinguished academic programs and innovative educational experiences</b></p> <p><b>A. Implement new general education curriculum to strengthen our liberal arts foundation for all undergraduate students</b></p> <ul style="list-style-type: none"> <li>• Develop a new general education curriculum</li> <li>• Implement a new general education curriculum</li> <li>• Evaluate the new general education curriculum</li> <li>• Refine and sustain the new general education curriculum</li> </ul> <p><b>B. Offer new programs that address expanding career opportunities and community needs</b></p> <ul style="list-style-type: none"> <li>• Offer at least 4 new BA and/or BS programs</li> <li>• Offer at least 7 Joint Bachelors/Masters ("4+1") programs</li> <li>• Offer at least 3-5 Graduate Certificate programs</li> <li>• Offer at least 5 new Masters Programs</li> <li>• Build a program of doctoral education</li> <li>• Re-establish a School of Education and restructure educational offerings</li> <li>• Increase on-line and hybrid offering</li> <li>• Develop a plan for comprehensive internationalization of the curriculum</li> </ul> <p><b>C. Implement a comprehensive assessment of student learning</b></p> <ul style="list-style-type: none"> <li>• Develop and implement appropriate assessments of general education learning outcomes</li> <li>• Develop and implement appropriate assessments of departmental/program-level learning outcomes</li> <li>• Develop and implement appropriate assessments of non-credit learning outcomes</li> <li>• Develop and implement appropriate assessments of learning outcomes for student life programming</li> <li>• Evaluate and recommend new approaches to Prior Learning Assessment</li> </ul> <p><b>D. Transform students' learning experiences through high impact practices and teaching innovation</b></p> <ul style="list-style-type: none"> <li>• Implement a robust First Year Experience and other student transitional support programs</li> <li>• Increase the use of innovative, research-based teaching practices</li> <li>• Develop a comprehensive plan for student academic support</li> <li>• Increase and support student research and creative work that is informed by and built upon faculty teaching and mentorship</li> <li>• Develop a comprehensive information technology plan to support academic needs of students and faculty</li> <li>• Increase communication about disability services</li> </ul> <p><b>E. Promote faculty scholarship and creative activity to enrich academic programs</b></p> <ul style="list-style-type: none"> <li>• Provide time and support for faculty scholarship and create mechanisms to evaluate and celebrate the knowledge that comes from faculty creative and research work</li> <li>• Provide the physical spaces necessary for excellence in scholarship and creative activity</li> <li>• Increase interdisciplinary scholarship and creative activities</li> </ul>



GOAL	STRATEGY
2	<p data-bbox="435 359 1370 394" style="text-align: center;"><b>Advance students' intellectual personal and professional growth</b></p> <p data-bbox="318 470 1422 506"><b>A. Offer comprehensive student life programming that is distinctive and integrated</b></p> <ul data-bbox="318 506 1479 814" style="list-style-type: none"> <li>• Increase student engagement by expanding opportunities for student leadership and involvement</li> <li>• Improve accessibility of and expand targeted student life programming for part-time undergraduate and graduate students</li> <li>• Implement a schedule for comprehensive assessment of all programming in Student Life and Enrollment Management</li> <li>• Establish and staff offices for the following areas: 1. Diversity and Multicultural Affairs, 2. Judicial Affairs and Mediation, 3. Student Advocacy (building appropriate links across campus services), 4. Veterans Service Center (fully functional), 5. Religious &amp; Spiritual Life</li> </ul> <p data-bbox="318 856 1430 919"><b>B. Build robust programs in leadership, career preparedness, civic engagement and other critical life skills</b></p> <ul data-bbox="318 919 1435 1098" style="list-style-type: none"> <li>• Develop a signature university internship program</li> <li>• Support the professional and career development of all students through strengthened employer relations</li> <li>• Continue to develop alumni mentoring and job shadowing programs</li> <li>• Encourage student participation in University events</li> </ul> <p data-bbox="318 1140 1081 1171"><b>C. Expand global and cultural awareness and engagement</b></p> <ul data-bbox="318 1171 1471 1486" style="list-style-type: none"> <li>• Develop a plan for recruitment of international students including programming that encourages their full engagement in our community</li> <li>• Increase the number of study/travel offerings to include more regions, additional student support and staffing</li> <li>• Design service learning and/or community service opportunities focused on building understanding of cultural differences</li> <li>• Promote programming and engage international alumni/ae through collaboration among Academic Affairs, Alumni Affairs, and Student Life</li> <li>• Provide opportunities for interaction between international and domestic students</li> </ul> <p data-bbox="318 1539 1455 1602"><b>D. Cultivate the concept of a lifelong, reciprocal relationship among students, alumni, families and the university</b></p> <ul data-bbox="318 1602 1455 1717" style="list-style-type: none"> <li>• Promote a culture of philanthropy within the current student population</li> <li>• Develop a comprehensive Parent/Family program, including appropriate staff resources</li> <li>• Develop programming to bring together current students with alumni</li> </ul>

**3 Promote civic engagement, social justice, and connection to place**

**A. Define and strengthen institutional commitment to civic engagement**

- Establish, staff and resource a permanent center for Civic Engagement
- Achieve Carnegie Classification for Community Engagement by 2020
- Identify and capture external funding for civic engagement through private donations, grants and partnerships
- Develop a marketing plan for civic engagement

**B. Develop and support educational opportunities for civic engagement**

- Provide professional development and support for faculty and/or staff to engage with the external community
- Integrate civic engagement into the core curriculum and co-curricular activities
- Develop and implement appropriate assessments of all civic engagement activity
- Develop orientation and educational programs for students interested in civic engagement work
- Increase engagement of faculty, staff, students and alumni in community service programs
- Increase service-learning opportunities for student and faculty to bring their expertise to the community

**C. Develop all academic programs, facilities and operations in ways that foster and advance a culture of sustainability**

- Develop and implement a comprehensive sustainability plan for the university
- Expand academic offerings/programs in fields related to sustainability

**D. Extend public good of the university to the benefit of our region**

- Expand engagement of support for school districts through the School of Education
- Foster economic development through partnership with the Salem State University Enterprise Center
- Strengthen partnerships with regional businesses to create the future workforce with attention to STE'A'M needs



GOAL	STRATEGY
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4	<b>Position the University to meet the challenges and opportunities of the future</b>
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**A. Be an exemplar of best practices in the “business” of being a university**

- Streamline the processes of the “business of being a student”
- Move forward with the implementation of a "One Stop Student Service Center"
- Invest in and evaluate success of institutional student financial aid in promoting student success
- Fully support the MAP-Works product to strengthen a culture of student support and success
- Develop processes and systems to support appropriate engagement with parents (admissions, student life, and development)
- Support students in the transition to self-service business processes
- Evaluate administrative structures to support all academic programming
- Develop strategy to provide technological supports necessary to support the best practices

**B. Complete a successful comprehensive campaign**

- Raise \$25,000,000 by June 30, 2015 (working goal)
- Increase donors to the Annual Fund
- Increase constituency engagement
- Increase Corporations and Foundations annual grant funding to \$750,000 annually by FY2015
- Increase Alpheus Crosby Society (Planned Giving Society)
- Create and implement cross-campus partnerships in support of fundraising goals
- Create and implement a comprehensive marketing and communications plan for the campaign that is fully integrated with that of the university

**C. Diversify sources of revenue**

- Revise current business processes to generate additional revenue
- Develop robust non-credit offerings to meet market and workforce needs of the region
- Align day and evening divisions and pricing to increase fairness, encourage retention/completion and increase revenue
- Implement a plan for increased activity and collaborations between the offices of Sponsored Programs & Research Administration and of Corporations and Foundations to increase grant revenue

**D. Implement a comprehensive communications and marketing strategy to raise the visibility and stature of the university**

- Create a comprehensive marketing plan for the university
- Establish an aggressive brand awareness effort
- Leverage all electronic communication tools to effectively promote the university
- Draw on the university’s intellectual capital to engage the media, build a reputation for thought leadership and build community awareness of the university
- Improve internal communications to achieve a better informed and more engaged community



GOAL	STRATEGY
4 Cont.	<p align="center"><b>Position the University to meet the challenges and opportunities of the future</b></p>
	<p><b>E. Apply an integrated master plan to guide campus development that supports the academic and student experience</b></p> <ul style="list-style-type: none"> <li>• Develop Campus Master Vision</li> <li>• Determine long-term needs for facilities development including maintenance, renovation and new construction</li> <li>• Establish 5-year and 10-year goals for campus development including academic, student life, residence life and other facilities</li> <li>• Incorporate an integrated technology plan into all new and renovated construction</li> </ul> <hr/> <p><b>F. Implement a comprehensive program of continuous professional development for faculty, administrators and staff</b></p> <ul style="list-style-type: none"> <li>• Prepare a continuous employee professional development plan</li> <li>• Develop a mentorship program for academic faculty and staff</li> <li>• Develop a succession plan for each department with the active involvement of the department manager</li> <li>• Incorporate continuing education needs in employee evaluations under professional development</li> <li>• Provide training in supervision and creating a civil workplace for all leadership/supervisory roles</li> </ul> <hr/> <p><b>G. Establish a comprehensive program of enterprise risk management</b></p> <ul style="list-style-type: none"> <li>• Conduct a risk management audit</li> <li>• Develop and implement new policies and procedures to manage risks</li> <li>• Provide risk management training for employees</li> <li>• Implement technology-based processes to achieve compliance with applicable regulations and to reduce operational risk:</li> <li>• Implement safety measures, such as card-access security for academic buildings and residence halls, video monitoring of campus facilities, enhanced emergency phone system, etc.</li> <li>• Identify an enterprise risk management committee to meet throughout the year and review high, medium and low level risks and mitigation activities to address those risks</li> <li>• Improve campus response to unusual incidents</li> </ul>



	A	B	C	D	E	F	G	H	I	J
<b>Sample Management Worksheet for Strategic Plan (detail of several strategies)</b>										
1										
2										
3										
4		Goal	Strategy	Action Step	Sub Action		Who	Measure	Target	Budget
5		1				Provide distinguished academic programs and innovative educational experiences	Kristin			
6			D			Transform students' learning experiences through high impact practices and teaching innovation	Kristin			
7				1		Implement a robust First Year Experience and other student transitional support programs	CAE, Academic Advising, D/S, Career Services;	yes/no	Fall 2015	
8					1.1.D.1.1	Plan for robust First Year Experience and other student transitional programs developed	CAE, Academic Advising, D/S, Career Services;	yes/no	Dec. 2014	OPS
9					1.1.D.1.2	Plan for robust First Year Experience and other student transitional programs implemented	CAE, Academic Advising, D/S, Career Services;	yes/no	Sept. 2015	
10		1	D	2		Increase the use of innovative, research-based teaching practices	Boots-Ebenfield	Develop baseline by 09/14	Fall 2014	
11					1.D.2.1	Facilitate collaboration/community of learning among faculty	Boots-Ebenfield, CTL, Deans	FLC development	Fall 2014 and ongoing	OPS

	A	B	C	D	E	F	G	H	I	J
		Goal	Strategy	Action Step	Sub Action		Who	Measure	Target	Budget
4					1.D.2.2	Expand Project ACES (Redesigning Whole Courses for Active Engagement of Students)	Boots-Ebenfield	Call for proposals by 12/13; award by 03/14; work completed by 09/16	Fall 2016	
12					1.D.2.3	Create competency-based certificate on "Expert Teacher"	Boots-Ebenfield	Need measure	Fall 2015	
13					1.D.2.4	Create a "teaching hall of fame"	Goodwin/Boots-Ebenfield	Need measure	Fall 2015	
14								Need measure		
15					1.D.2.5	Sponsor FPLCs - Faculty/Professional Learning communities that bring faculty	Collaboration Task Force	Need measure	Need date	
					1.D.2.6	Expand Service-Learning <b>How does this map or overlap to Goal 3 and 2.C.3?</b>	Faculty Fellow for SL	Establish baseline by 12/13; establish targets by 3/14; measure by 09/14	Fall 2014 and ongoing	
16										
17					1.D.2.7	Expand delivery models for graduate and undergraduate offerings	Dean SoGS, Dean CE TBD	Establish targets by May 2014	May 2014	ADD
18				3		Develop a comprehensive plan for student academic support	Cirillo/Bryant			
19					1.D.3.1	Develop benchmarks for authentic measurement of student success	DeChillo, faculty teams	amcoa?	???	
					1.D.3.2	Develop a set of metrics for tracking the retention and success rate (graduation and Certificate completion) of part-time students	Fogg	Need measure	Need date	
20								Need measure		



	A	B	C	D	E	F	G	H	I	J
4	Goal	Strategy	Action Step	Sub Action		Who	Measure	Target	Budget	
21					1.D.3.3 Increase campus awareness of supplemental educational opportunities available through Enrollment Management and Student Life (Professor Don't Cancel That Class offerings)	SCOTT	Need measure	Need date		
22				1.D.3.4 Implement the Library strategic plan	Cirillo	Need measure	Need date			
				1.D.3.5 Implement recommendations of Academic Advising Task Force Clarify - is the task to create an Implementation Plan? The report is done. Need to get this rolling.	Provost	Implementation plan in place 01/14; recommendations implemented by 9/15				
23		2			Advance students' intellectual personal and professional growth					
24			A		Offer comprehensive student life programming that is distinctive and integrated	Scott	Benchmark Survey	Fall 2016		
25		2	A	1	Increase student engagement by expanding opportunities for student leadership and involvement.	Jim/Bruce	NSSE	Fall 2015		
26					Develop a plan for increased student leadership programming	Bruce	yes/no	Fall 2013	OPS	
27					Execute plan for student leadership development	Bruce	Increased participation in student leadership programming	Fall 2014	OPS	
28					2.A.1.2 Improve accessibility of current student programming for part-time and graduate students.	Bruce	Increased participation by target population	Fall 2014	OPS	
29				2						

	A	B	C	D	E	F	G	H	I	J
4	Goal	Strategy	Action Step	Sub Action		Who	Measure	Target	Budget	
30	3				Promote a culture of civic engagement, social justice and connection to place					
31		B			Develop and support educational opportunities for civic engagement	Meservey/ Esterberg/ James				
32			1		Provide professional development and support for faculty and/or staff to engage with the external community		Need measure	Need date		
33			2		Integrate civic engagement into the curriculum and co-curricular activities	Director CEC/Boots- Ebenfield/Stoll	Need measure	FY2016		
34			3		Develop and implement appropriate assessments of all civic engagement activity	Director CEC/Boots- Ebenfield/Stoll /Fogg/DeChillo	Need measure	FY2016		
35			4		Develop orientation and educational programs for students interested in civic engagement work	Director CEC/Esterberg/ James	Need measure	FY2015		
36			5		Increase engagement of faculty, staff, students and alumni in community service programs	Director CEC/Esterberg/ James	Need measure	FY2015		
37			6		Increase service-learning opportunities for students and faculty to bring their expertise to the community	Director CEC/Esterberg/ James	Need measure	Need date		

	A	B	C	D	E	F	G	H	I	J
		Goal	Strategy	Action Step	Sub Action		Who	Measure	Target	Budget
4		4				Position the University to meet the challenges and opportunities of the future				
38		4	A	2		Move forward with the implementation of a "One Stop Student Service Center"	Scott	yes/no	Fall 2014	ADD
39					4.A.2.1	Develop implementation plan, including physical and virtual one stop requirements.	Scott	yes/no	Summer 2013	OPS
40					4.A.2.2.	Hire Director for One Stop	Scott	yes/no	Fall 2013	OPS
41					4.A.2.3	Hire other One Stop staff	Scott	yes/no	Spring 2014	OPS
42					4.A.2.4	Work with Facilities on design of physical one stop space.	Scott	yes/no	Fall 2013	ADD
43					4.A.2.5	Develop and execute training plan for One Stop staff	Scott	yes/no	Spring 2014	OPS
44					4.A.2.6	Open One Stop Student Service Center	Scott	yes/no	Summer 2014	OPS
45										



Cell: G4

Comment: Patricia Meservey:

Format to all last names

Cell: I8

Comment: Patricia Meservey:

Can this be May 2014 so we get the students coming in? May not all be done but have elements to implement?

Cell: I12

Comment: Patricia Meservey:

Can there be some intermediate steps here?

Cell: F22

Comment: Patricia Meservey:

Do we have this document?

Cell: I23

Comment: Patricia Meservey:

Fall 2014

Cell: F25

Comment: Patricia Meservey:

Can we add the concept of the Collaborative Task Force in this area and have it cross over academics, student life, and general business of the university?

Cell: F31

Comment: Patricia Meservey:

Is this repetitive of "A"





## STRATEGIC PLAN

(cross walk to Vision Project)

GOAL	OBJECTIVE
1	<p>Provide distinguished academic programs and innovative educational experiences</p> <p>Vision Project Key Outcome            2: College Completion            3: Student Learning            4: Workforce Alignment            6: Closing Achievement Gaps            7: Research</p>
GOAL	OBJECTIVE
2	<p>Advance students' intellectual personal and professional growth</p> <p>Vision Project Key Outcome            2: College Completion</p>
GOAL	OBJECTIVE
3	<p>Promote civic engagement, social justice, and connection to place</p> <p>Vision Project Key Outcome            1: College Participation            4: Workforce Alignment            5: Civic Engagement</p>
GOAL	OBJECTIVE
4	<p>Position the University to meet the challenges and opportunities of the future</p> <p>Vision Project Key Outcome            4: Workforce Alignment</p>





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**SUBJECT:** Nominating Committee Meeting Report of May 8, 2013

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The Nominating Committee of the Board of Trustees met Wednesday, May 8, 2013, in room 210 of Marsh Hall located on the Central Campus of Salem State University.

Present for the Committee were Trustees Segal (Chair), Davis, and Lancome. Also present: President Meservey and Secretary to the Board Fleischman.

Trustee Segal called the meeting to order at 4:39 pm.

Trustee Segal began by discussing what would occur if more than one candidate were nominated for either the chair or vice chair position. It was his suggestion that another meeting should be called and the nominees be given the opportunity to discuss their qualifications with the committee prior to the committee's final recommendation to the full board.

Trustee Segal reported that as of the day of the meeting, he had received in total the following nominations: Trustee Pamela Scott for Chair and Trustee Paul Mattera for Vice Chair. Both trustees have been contacted regarding these nominations and have indicated a willingness to serve if elected. Current Vice Chair Abdoo has indicated that he would not prefer to stand for re-election. Trustees Davis and Lancome expressed confidence in both candidates.

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

**VOTED: The Nominating Committee of the Board of Trustees of Salem State University recommends that the Board elect Pamela C. Scott as chair and Paul Mattera as vice chair of the Board of Trustees for FY2014, effective July 1, 2013.**

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

**VOTED: To adjourn the meeting at 4:44 pm.**

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