

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

MINUTES OF THE MEETINGS OF

June 6 and September 19, 2012

MEETING OF THE BOARD OF TRUSTEES

June 6, 2012 – 5:00 p.m.

Marsh Hall, Room 210, Central Campus, Loring Avenue

Salem State University

Salem, Massachusetts

- REVISED AGENDA -

I. Call to Order

II. Approval of Minutes – April 11, 2012

III. Reports

- ▶ Nominating – Action Needed *Trustee Ansara*
- ▶ Academic Affairs – Action Needed..... *Trustee Abdo*
- ▶ Student Life – Discussion *Trustee Villa*
- ▶ Institutional Advancement – Discussion..... *Trustee Scott*
- ▶ Finance & Facilities – Action Needed..... *Trustee Gates*
- ▶ By Laws – Discussion *Trustee Scott*
- ▶ Executive – Action Needed *Chair Segal*
- ▶ Audit – Discussion *Trustee Scott*

IV. Report of the President

V. Report of the Chairman

VI. Old Business

VII. New Business

- ▶ Election of Executive Committee – Action Needed *Chair Segal*
- ▶ Presentation of Personnel Policies – Discussion *AVP Beth Marshall*

VIII. Open Forum

IX. Adjournment

MEETING OF THE BOARD OF TRUSTEES
June 6, 2012

PRESENT: Trustees Abdo, Berkowitz, Bertrand, Gates (Vice Chair), Mattera, Scott, Segal (Chair), and Villa; President Meserve; Executive Vice President Cahill and Secretary to the Board Fleischman.

ABSENT: Trustees Ansara and Quiroga

Individuals also present and participating in the meeting: Provost and Vice President for Academic Affairs Kristin Esterberg; Vice President for Finance & Facilities Andrew Soll; Associate Vice President and Dean of Student Life James Stoll; Assistant Vice President for Human Resources and Equal Opportunity Beth Marshall; and Campaign Manager Cheryl Crouse.

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 6, 2012, with Jacob S. Segal, Chair, presiding.

* * *

I. CALL TO ORDER

Call to Order

Chair Segal called the meeting to order at 5:01p.m.

Chair Segal began the meeting by welcoming Executive Vice President Cahill back from medical leave, to applause from those gathered.

* * *

II. APPROVAL OF MINUTES

Approval of Minutes

Chair Segal asked for any changes or corrections to the minutes from the meeting held on April 11, 2012; there being none, he also asked for a motion to approve the minutes.

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

VOTED: To approve the Minutes of April 11, 2012. (MN-12-05)

* * *

III. COMMITTEE REPORTS

Nominating: Trustee Gates reported on the results of the committee meeting of May 23, 2012 and presented the candidates nominated for Chair and Vice Chair of the Board, Pamela C. Scott and David C. Abdo, respectively. He then called for any further nominations from the floor. There being no further nominations, the vote was taken.

Report of the Nominating Committee

Upon a motion, duly made by Trustee Gates and seconded by Trustee Villa, it was unanimously
**VOTED: The Board of Trustees of Salem State University hereby elects the following
slate of officers for the Fiscal Year 2012-13, effective July 1, 2012: Pamela C.
Scott, chair; and David C. Abdoo, vice chair. (NM-12-01)**

Academic Affairs: Trustee Abdoo invited Provost Esterberg to join him to describe the actions before the board presented by the committee. Provost Esterberg explained that there were two terminal faculty contracts and what those entailed. A terminal contract is extended to a faculty member who is not offered tenure at the conclusion of their review and gives the faculty member one year to find employment elsewhere. The second action presented was for tenure for a member of the nursing faculty, an action that had not been ready to be put forward at the prior meeting. Finally, the board was asked to consider extending emeritus status to a retired librarian who has made a valuable contribution to the institution. Trustee Mattera inquired whether further action was required to terminate the faculty members who may receive terminal contracts as a result of the pending vote; Provost Esterberg explained that no further action would be necessary.

Upon a motion, duly made by Trustee Villa and seconded by Trustee Gates, it was unanimously
**VOTED: The Board of Trustees of Salem State University hereby accepts the
recommendations for Terminal Contracts as detailed in Attachment A of the
report of the Academic Affairs Committee meeting of May 23, 2012. (AA-12-
08)**

Trustee Berkowitz inquired about the performance of faculty members who receive terminal contracts. Provost Esterberg explained that it varies among faculty members with some leaving immediately, others performing as required, and others not responding as well to their circumstances. The provost assured the board that the university has options if a problem arises with regard to performance, while the president stated that she has generally found faculty in that situation to perform as one would hope as professionals. She did note, however, that faculty in terminal contract situations can begin to separate from the institution, and become less involved in departmental or extracurricular activities.

Upon a motion, duly made by Trustee Scott and seconded by Trustee Villa, it was unanimously
**VOTED: The Board of Trustees of Salem State University hereby accepts the
recommendations for Tenure as detailed in Attachment A of the report of the
Academic Affairs Committee meeting of May 23, 2012. (AA-12-09)**

Upon a motion, duly made by Trustee Abdoo and seconded by Trustee Berkowitz, it was
unanimously
**VOTED: The Board of Trustees of Salem State University hereby accepts the
recommendation for Emeritus Status as detailed in Attachment A of the
report of the Academic Affairs Committee meeting of May 23, 2012. (AA-12-
10)**

Trustee Abdoo pointed out that there was information in the committee report on academic planning, enrollment update and student success efforts and asked the provost to speak briefly on it. Provost Esterberg gave an update on fall acceptances and deposits, stating that with the response to date we were possibly looking at an increase of an additional 150 first-time/full-time freshmen. The academic planning effort is progressing. Programs are being pruned and there is streamlining of the curriculum that she is planning to provide more detail of in the fall. A new associate director of the first year experience program has been put in place as part of the student success efforts.

Chair Segal asked about the new students with regard to test scores and grades; the provost stated that SATs and GPAs remained the same.

Upon a motion, duly made by Trustee Gates and seconded by Trustee Segal, it was unanimously **VOTED: To accept the report of the Academic Affairs Committee for 5/23/12. (AA-12-11)**

Student Life: Trustee Villa summarized the main points of presentations made at the May 23rd committee meeting. The first item discussed at the meeting was third-party billing for counseling and health services, as detailed in the report. She asked AVP & Dean of Student Life Stoll to comment on the logistics of the matter, which he did, along with the experience of other institutions. Trustee Villa encouraged the members to look at the report for more detailed information on third-party billing.

*Report of the
Student Life
Committee*

The next item covered at the committee meeting was a discussion of an internal review of the Department of Student Life programs and services. Dean Stoll explained that there were four metrics for evaluating the effectiveness of the department:

- Council for the Advancement of Standards (CAS) measures (athletics, student life, counseling, etc.);
- Student Life contract committee assessment report;
- Student Success Summit taskforce;
- Student surveys and focus groups;

Trustee Villa noted student feedback on desire for updated campus and fitness centers and satisfaction with student life and additional services.

Finally, there was a discussion at the committee on the university's efforts to establish sororities and fraternities to provide networking, social, philanthropy and other opportunities for students. Two fraternities and one sorority were started this fall. Sister schools are moving in a similar direction. Some students will be housed on campus together in the Bates Complex, but we do not envision the establishment of greek houses in the neighborhoods as part of this initiative. Trustee Scott asked when the last survey was undertaken to assess student services and will it be done on a regular basis. Dean Stoll replied that the services are assessed annually by the department, but it's been five years since a broad survey has been done. With the resources, Student Life would like to make it a regular occurrence. In response to a question from Trustee Mattera, Dean Stoll explained that until now there have not been fraternities or sororities on campus since the African American sororities and fraternities of several decades ago.

Upon a motion, duly made by Trustee Villa and seconded by Trustee Bertrand, it was unanimously **VOTED: To accept the report of the Student Life Committee for 5/23/12. (SL-12-04)**

Institutional Advancement: Trustee Scott began by referring trustees to page four of the committee report which highlighted campaign goals and timelines, as well as campaign commitments to date. She reviewed the totals to date and by current fiscal year. She also commended the staff for the progress made as of April 30, 2012 and the efforts of the Campaign Steering Committee, chaired by Henry Bertolon and Kim Gassett Schiller. Subcommittees have begun meeting, which she detailed. Campaign Manager Crouse was invited to speak about the campus campaign. She noted that the campus campaign is being chaired by Salem MSCA President Amy Everitt and Director of the Center for Academic Excellence Nate Bryant. \$1.040M has been raised to date with 39% participation by full-time faculty and staff. It has also lead to increased awareness of Institutional Advancement on campus and other fundraising activity.

*Report of the
Institutional
Advancement
Committee*

Trustee Segal asked for clarification on the fundraising around the Gordon Center for the Performing Arts. President Meservey reminded the board of the efforts around engaging the architectural firm Epstein Joslin to assess existing conditions, provide preliminary drawings, and conceptualize how to renovate the Mainstage Theatre. We moved to the next stage a year ago with the Department of Capital Asset Management (DCAM) to undertake a design study. A firm has been selected by DCAM and we are hopeful a study will be prepared and ready to be certified by the end of this calendar year with construction to start in Fall, 2013. The Center is embedded in the campaign and we have raised roughly \$600K to date. We are looking at alternate short-term funding sources to allow the project to go forward while the remaining funds are raised. The initial study, which looked at accessibility and teaching spaces among others, will be used as a foundation for the design work.

Trustee Scott also described the presentation made by Jean Patch on prospect research.

Upon a motion, duly made by Trustee Scott and seconded by Trustee Segal, it was unanimously
**VOTED: To accept the report of the Institutional Advancement Committee for 5/23/12.
(SL-12-03)**

Finance & Facilities Committee: Trustee Gates presented the motion for the acceptance of the pro forma budget. Trustee Villa seconded the motion. There was discussion. Trustee Gates noted that Exhibit A was only slightly different from previous versions of the budget seen by the board. A \$217K surplus resulting from a 4.9% increase in fees has been moved into the general operating expenses.

*Report of the
Finance &
Facilities
Committee*

Upon a motion, duly made by Trustee Gates and seconded by Trustee Villa, it was unanimously
VOTED: The Board of Trustees of Salem State University hereby approves the Fiscal Year 2012-13 Pro Forma General Operations Budget as recommended by the president and as shown in Exhibit A at the level of \$100,317, 021, 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-12-09)

The managers of Eastern Investment Advisors – John Doherty, William Walsh, Rose Brooks and John Kattar, were present at the May 23, 2012 meeting and invited to present to the Board an update on the university's portfolio with Eastern. Concern and most of the discussion was related to Eastern's removal of its domestic equity group and their replacing it with Argus Research without notice. It became apparent in the discussion that the Chief Investment Officer (Mr. Kattar) was not aware that the leadership of the bank was planning to replace the equity manager, another concern. It was intended that there would be discussion on the strategy of the investment policy and there was expectation that the University and the Foundation would meet over the summer to discuss next steps. (Attachment A)

Trustee Gates directed board members to Exhibit 3 of the committee report on the use of reserve funds, prepared in response to inquiries from members at the last meeting. He also referenced Exhibit 4, the budget trend report that is collapsed from previous versions, that he felt provided useful information for members. Trustee Scott asked for a final version of the chart used when the student fee increase was being considered (Attachment B). The board requested that a final version of the fee chart be included with the minutes.

Upon a motion, duly made by Trustee Gates and seconded by Trustee Villa, it was unanimously

VOTED: To accept the report of the Finance & Facilities Committee for 5/23/12 (FF-12-10)

By Laws: Trustee Scott explained that the committee met on May 23rd to discuss calendar and structure but it was decided that work over the summer was needed to address in more detail the issues and provide adequate notice to the board for their review of proposed changes.

*Report of the
By Laws
Committee*

Upon a motion, duly made by Trustee Scott and seconded by Trustee Segal, it was unanimously
VOTED: To accept the report of the By Laws Committee for 5/23/12 (BL-12-01)

Executive Committee: President Meservey introduced two new members of the university community: Tom Torello, Vice President of Marketing and Communications, and Gene Labonte, Director of Campus Police. Chair Segal then described the next item discussed at the committee meeting and requiring Board action: the naming of the new Library and Learning Commons.

*Report of the
Executive
Committee*

Upon a motion, duly made by Trustee Berkowitz and seconded by Trustee Gates, it was
VOTED: The Board of Trustees of Salem State University hereby requests approval from the Massachusetts Board of Higher Education to name the Library and Learning Commons Building located on North Campus upon its completion for the Honorable Frederick E. Berry (MA-2nd Essex). (EX-12-07)

The motion was approved with seven votes in the affirmative and one vote of “Present.”

Upon a motion, duly made by Trustee Villa and seconded by Trustee Scott, it was unanimously
VOTED: To accept the reports of the Executive Committee for 5/1/12 and 5/23/12. (EX-12-08)

Audit: Trustee Scott explained that the committee met earlier that day to discuss the new format of procedures required by the state. The committee also discussed the audit schedule, with the intent that the process would start in August and conclude with presentation of the final report at the October 10, 2012 board meeting. The deadline for submission to the state is October 15, 2012.

*Report of the
Audit
Committee*

Upon a motion, duly made by Trustee Scott and seconded by Trustee Gates, it was unanimously
VOTED: To accept the report of the Audit Committee for 5/23/12 (AU-12-01)

* * *

IV. REPORT OF THE PRESIDENT

- Enrollments are looking strong for the fall. Applications are up, as is our yield which indicates that accepted students are choosing to come here. We are down slightly on transfers and it is too soon to tell on graduate admissions;
- The president described what she felt was a very successful commencement season, with strong speakers who were wonderful role models for our students;
- The Senior Awards Banquet this year highlighted the stories of 40 spectacular students from all across the institution, across the campus, and internationally. One to note: Kelsey Utne graduated in May with three majors and three minors, in four years, and will be in India for the next year

*Report of the
President*

studying Hindi with the State Department. She has just been designated as Salem State's first Fulbright Scholar.

- The president acknowledged the tuition & fees controversy at UMass recently in the news. UMass has set their increase at 6%/\$500 for next year. The president reminded the board that Salem will be at 4.9%/\$380, below the median of all the MA public institutions. We have moved from being the second highest in 2008-09 to being among the lowest, due to the commitment of the board to keeping costs low for our students.
- The president recognized the success of the recent Alumni Weekend and the importance of the friend-raising that it achieved.
- President Meservey concluded by reviewing highlights of the media packet distributed to the members by Marketing and Communications (Attachment C).

* * *

V. REPORT OF THE CHAIR

- Chair Segal began by introducing new Alumni Trustee Alyce Davis. President Meservey added that Trustee Davis is recently retired assistant superintendent of Salem Schools and is an adjunct professor at Salem State and Endicott College. She has been an active member of the Alumni Association Board. Trustee-elect Davis will be sworn in officially in by the end of June.
- Chair Segal then welcomed Student Trustee Mary Bertrand. He noted that Trustee Bertrand is from Acushnet, MA and went to New Bedford High School. She is a sociology major with a minor in communications. Salem State is the only school that she applied to. Trustee Bertrand is a member of the Class of 2013 and a member of the Phi Kappa Phi interdisciplinary honor society. She also works in the Campus Center, Academic Affairs and with Residence Life while serving as a tutor in the Writing Center.
- Chair Segal recognized Trustee Gates as he steps off the board for his service to Salem State University. Chair Segal noted the contribution that Trustee Gates had made through his willingness to share his extensive knowledge and expertise in the area of financial management. The Chair recalled their efforts together both on the SSU Board and with the Foundation and Alumni Association. He then presented Trustee Gates with a gift commemorating his board tenure. Trustee Gates'76 expressed his appreciation for the opportunity to serve the Alumni Association and stated his hope to be able to work on behalf of the institution again in the future.
- Chair Segal closed by thanking the Board for the opportunity to serve as its chair for three years. He made gracious remarks about the leadership of the institution and acknowledged the importance of the current comprehensive campaign. He also emphasized the fiduciary responsibilities of the Board, emphasizing facilities and the quality of the education we provide to of our students.

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VI. OLD BUSINESS

* * *

VII. NEW BUSINESS

Election of Executive Committee: A call for nominations resulted in the following: Trustee Berkowitz nominated Trustee Mattera; Trustee Scott nominated Trustee Quiroga; and Trustee Villa

*Report of
the Chair*

*Old
Business*

*New
Business*

nominated Trustee Segal. With no further nominations forthcoming, Trustee Segal made the motion that the call for nominations be closed. Trustee Berkowitz seconded the motion.

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

VOTED: To close the nominations for Executive Committee for 2012-13. (NB-12-02)

Trustee Gates made a motion that the slate of Trustees Mattera, Quiroga and Segal be elected to the Executive Committee; Trustee Segal seconded the motion.

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

VOTED: The Board of Trustees of Salem State University hereby elects Trustees Paul Mattera, Marcel Quiroga and Jacob Segal to serve on the Executive Committee for the Academic Year 2012-2013. (NB-12-03)

Personnel Policies Presentation: Executive Vice President Cahill introduced the presentation by describing the discussions that began in January in response to the sexual abuse situation at Penn State University. He then asked Assistant Vice President of Human Resources and Equal Opportunity Beth Marshall to address the Board. (Attachments D and E)

She began by reviewing three scenarios of inappropriate behavior recently in the news in the university context. She described the goal of the inappropriate behavior policy as to be inclusive and to guard against harassment in any form. She then reviewed the definition of harassment and the many forms that it can take. She also noted that harassment can sometimes be blurred by the concept of consensual relationships. Harassment in the work or academic environment can color the nature of the environment, creating a hostile environment. Whether it occurs on or off campus, reporting is relevant to the institution and is reliant on our close working relationship with Salem Police. She also reviewed efforts to guard against fraud and theft and communication resources open to individuals seeking to report hostile or inappropriate situations.

President Meservey noted that the university had strengthened language in the behavior policy indicating that termination was a potential option in the case of consensual student/faculty relationships that lead to hostile academic environments in the hope of discouraging such relationships. President Meservey also noted that reporting requirements have also been strengthened with threat of dismissal. Trustee Abdo asked how this change conflicted with collective bargaining agreements currently in place. The president stated that with evidence of inappropriate behavior, the university would push for termination. AVP Marshall felt that the union would likely work in partnership with the university in a situation where inappropriate behavior with a student was involved. She also highlighted efforts around discrimination based on race or gender.

Trustee Mattera asked about procedures in relation to reporting criminal behavior to city or local authorities. AVP Marshall said that Salem State police have work closely with local authorities on cases occurring on and off campus. The president assured the board that the institution was advocating a proactive environment and that it does not seek to handle situations that are beyond its abilities to manage. In response to an inquiry from Trustee Mattera regarding the ability of members of the community to make anonymous reports, AVP Marshall said that staff, students and faculty are encouraged to bring issues forward. Often, she said, matters are reported by parties other than the principals involved. EVP Cahill noted the tip lines set up in the Student Life and Campus Police offices.

* * *

VIII. OPEN FORUM

Chair Segal opened the meeting to questions and comments from the floor. Trustee Scott and President Meservey presented Chair Segal with a commemorative gavel in recognition of his three-year tenure as board chair. Trustee Scott thanked him for his leadership and described his assistance to her as a new member and his contributions on many important campus initiatives. Chair Segal thanked the Board for the gavel and used it to adjourn the meeting.

*Open
Forum*

* * *

IX. ADJOURNMENT

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

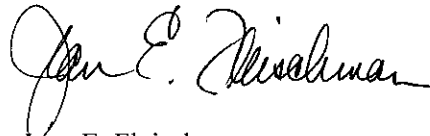
Adjournment

VOTED: To adjourn the meeting at 7:00 p.m.

Respectfully submitted,



Patricia Maguire Meservey
President



Jean E. Fleischman
Secretary to the Board of Trustees



ATTACHMENTS

Attachment A: FY2012 Year End Audit Schedule (Tentative)

Attachment B: FY2013 Operating Budget/Fee Model

Attachment C: Significant Media Coverage, 4/11-6/1/12

Attachment D: “Inappropriate Behavior Policies”
presentation by Assistant Vice President for Human
Resources & Equal Opportunity Beth Marshall

Attachment E: “Inappropriate Behavior Policies” brochure
published by Salem State University Office of Human
Resources and Equal Opportunity

Minutes from the
Meeting of June 6, 2012
Salem State University
Board of Trustees

FY2012 Year End Audit Schedule (Tentative)

Week of June 11	Internal Control Systems Testing - Field Work
Week of June 25	Internal Control Systems Testing - Field Work (if necessary)
July 6	SSU receives Letter of Audit Field Work Scope and Information Requests from OCD
August 6	Start of Audit Field Work – Financial Statements
Week of August 6	Entrance Interview with President and Board of Trustees Audit Committee (contingent on President and Committee availability)
August 31	Commonwealth Period 13 Ends
September 7	End of Audit Field Work
Week of September 10	Optional Interim Review with President and Board of Trustees Audit Committee (contingent on President and Committee availability)
September 10	Copy of Foundation Financials to SSU and OCD (TBD or as available)
September 10	Copy of Asst. Corp. Financials to SSU and OCD (TBD or as available)
September 12	Begin Financial Statements
September 19	Financial Statements (first draft)
September 24	Begin MD&A
September 28	Finish MD&A
October 1	Authorization from OCD to close FY12 and carry-over balances
October 3	Finalize Financial Statements
October 9	Exit Interview with President and Board of Trustees Audit Committee (contingent on President and Committee availability)
October 10	Board of Trustees Meeting (to approve Financials)
October 15	O'Connor & Drew Submits Financial Statements to State Comptroller

5/29/2012

FY13 Operating Budget/Fee Model

(\$ in thousands)

	FY12	FY13
	Final Budget	Preliminary Budget
Trustee Approved Revenue (incl. state support)	\$98,818	\$98,818
State Paid Fringe Benefits (est.)	\$12,115	\$12,115
Total Available Revenue	\$110,933	\$110,933
Trustee Approved Expenditures	\$98,818	\$100,850
State Paid Fringe Benefits (est.)	12,115	\$12,115
Total Expenses	\$110,933	\$112,965
Net Results before Fee Adjustments	\$0	(\$2,032)
Fee Increase -- Day Undergraduate (\$315.0 revenue per %)	\$380	4.92%
Fee Increase -- Evening Undergraduate (\$68.0 revenue per %)	\$15	5.88%
Fee Increase -- Graduate (\$63.0 revenue per %)	\$15	4.76%
FY11 Net Result -- surplus/(deficit)	\$0	\$217

Day Undergraduate In-State Students

Annual Fee Increase Amount	\$80	\$150	\$230	\$310	\$390	\$470	\$540	\$620
Tuition	910	910	910	910	910	910	910	910
Fees *	6,900	6,970	7,050	7,130	7,210	7,290	7,360	7,440
FY12 Tuition & Fees	\$7,810	\$7,880	\$7,960	\$8,040	\$8,120	\$8,200	\$8,270	\$8,350
Percent Change from FY11	1.03%	1.94%	2.98%	4.01%	5.05%	6.08%	6.99%	8.02%

Evening Undergraduate In-State Students

Per Credit Fee Increase Amount	\$5	\$10	\$15	\$20	\$25	\$30	\$35	\$40
Tuition	115	115	115	115	115	115	115	115
Fees *	145	150	155	160	165	170	175	180
FY12 Tuition & Fees	\$260	\$265	\$270	\$275	\$280	\$285	\$290	\$295
Percent Change from FY11	1.96%	3.92%	5.88%	7.84%	9.80%	11.76%	13.73%	15.69%

Graduate In-State Students

Per Credit Fee Increase Amount	\$5	\$10	\$15	\$20	\$25	\$30	\$35	\$40
Tuition	140	140	140	140	140	140	140	140
Fees *	180	185	190	195	200	205	210	215
FY12 Tuition & Fees	\$320	\$325	\$330	\$335	\$340	\$345	\$350	\$355
Percent Change from FY11	1.59%	3.17%	4.76%	6.35%	7.94%	9.52%	11.11%	12.70%



Significant Media Coverage from April 11, 2012 to June 1, 2012

June 1, 2012

Salem Gazette – no electronic link available

Senior Mary Bertrand sworn in as student trustee

June 1, 2012

Salem Gazette – no electronic link available

Salem Partnership to hold informative meeting about Math and Science

June 1, 2012

Salem Gazette – no electronic link available

Salem State to host free poetry seminar

May 30, 2012

Salem News

Salem State received \$100,000 grant from Cummings Foundation

May 28, 2012

SwampscottPatch

Salem State provided media help so Swampscott middle school can telecommunicate with African pen pals

May 25, 2012

Boston.com

Four Salem State student films in contention at Hollywood's Campus MovieFest

May 25, 2012

Salem Gazette – No electronic link available

Amy Everitt gives SSU graduate commencement speech

May 25, 2012

Salem Gazette – No electronic link available

Danvers native Julianna Andrews gave student commencement speech

May 25, 2012

Salem Gazette – No electronic link available

Patricia Zaido awarded honorary degree from Salem State

May 25, 2012
Salem Gazette – No electronic link available
Salem State Upward Bound Program re-funded

May 24, 2012
Boston.com
Professor Regina Flynn (English) article questioning if memorization has been supplanted by Google

May 21, 2012
Eagle Tribune
Dr. Patricia Maguire Meservey awarded honorary doctor of education from Merrimack College

May 21, 2012
Boston.com
Salem State celebrates 2012 undergrad commencement

May 21, 2012
Salem News
Salem Statement 2012 graduations

May 19, 2012
Salem News
Dad and daughter get degrees at Salem State

May 19, 2012
Metrowest Daily News
Associate Professor Ken Ardon (economics) comments on learning gaps, rural and urban

May 18, 2012
Boston.com
Salem State briefs: preschool receives accreditation . House Speaker DeLeo to speak at commencement

May 18, 2012
Salem Gazette – no electronic link available
SSU and community colleges pilot transfer agreement

May 17, 2012
Boston.com
Tom Torello appointed vice president of marketing and communications

May 17, 2012
Boston.com
Associate Professor Nicole Sherf (foreign languages) comments on benefits of language instruction at elementary school level

May 16, 2012
Boston.com
New reserve transfer program awards associate's degrees to Salem State students

May 14, 2012
Boston.com
President Meservey's Letter to the Editor

May 14, 2012
Boston.com
Grant allows Salem State to enhance partnership with Holocaust Center. Boston North

May 13, 2012
Boston.com
Salem State graduate practices what she preaches

May 11, 2012
Salem Patch
SSU's Jacquelynn Palazola honored by governor

May 7, 2012
Daily Item
Kim Daly (counseling and health services) comments on health risks of energy drinks

May 6, 2012
Boston.com
Certificate programs are increasing in popularity

May 5, 2012
Boston.com
Democratic senatorial candidate Elizabeth Warren toured Salem State campus

May 5, 2012
Salem News
Elizabeth Warren visits Salem State while campaigning in Salem

May 5, 2012
Saugus Advertiser
Saugus resident Ted Serozynsky named new veterans affairs coordinator at Salem State

May 4, 2012
WCBS Boston
Scott James (enrollment management) suggests tips to get scholarship money

May 3, 2012
New England Baseball Journal
Baseball coach Perrone to retire

May 3, 2012
Boston.com
Salem State receives \$100,000 'Community Quarterback' grant from Eastern Bank

May 3, 2012
Salem News
Salem State Annual Varsity Athlete Awards Banquet held last night

May 1, 2012
Boston.com
Cooper cancels Salem State speech

May 1, 2012
Salem Gazette
Anderson Cooper no show

April 30, 2012
Chronicle of Higher Education
Professor Perry Glasser (English) letter to editor at The Chronicle of Higher Education

April 30, 2012
Boston.com
Salem resident Tim Shea inducted into Salem State University Civic Engagement Hall of Fame

April 29, 2012
Roslindale Transcript
Poetry festival draws biggest crowds yet

April 29, 2012
Salem Gazette
SSU students registers voters in the Point area

April 28, 2012
NY Times
Former Salem State coach Tom Thibodeau is obsessed with basketball

April 28, 2012
Salem News
Salem State student comments on student loan debt

April 23, 2012
Salem News
Professor Dan Mulcare (political science) comments on the 6th district congressional race

April 22, 2012
Salem News
Salem State honors retiring baseball coach Ken Perrone

April 21, 2012
HuffingtonPost Science
Professor Tad Baker (history) comments on how weather may have affected witch hysteria

April 20, 2012
Salem News
Professor Rebecca Hains (communications) shares opinion on princess extravagance from preschool to prom

April 13, 2012
Boston.com
Salem State professor honored by business society

April 12, 2012

Salem Gazette

Sociology professor Yvonne Vissing has written a very thought provoking op-ed on the Trayvon Martin case, which appears in this morning's Salem Gazette

April 12, 2012

Salem News

View of Dr. Mary Byrne (social work) on the dangers and rewards of a social work career

April 11, 2012

Salem News

Ad agency president got to the top by hard work and confidence

April 11, 2012

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Bike Sharing program starts again

April 11, 2012

Salem News

Business Briefcase: Dr. Kristine Doll (foreign languages) inducted into the Barcelona PEN

SATURDAY, MAY 19, 2012

HONORS FAMILY

Dad, daughter get degrees at Salem State

BY ALAN BURKE
STAFF WRITER

PEABODY — Like a lot of fathers, Gregory Shidler is headed for daughter Kaitlyn's college graduation today at Salem State University.

But unlike most fathers, Greg, 46, will be graduating right beside her and with the same "summa cum laude" designation. Both are hoping for teaching careers.

"We're going to try to work it out," Greg says, "so we can walk up there together."

For Greg, the walk will climax a long journey from blue-collar jobs until, late in life, he decided to pursue a dream of teaching. Along the way came an extraordinary act of generosity followed by a disappointment so unexpected it might

Both father and daughter are worried now about finding jobs.

have soured a lesser person on life.

More than 10 years ago, Greg started a new job at a metal shop in Charlestown. He wasn't there long before hearing about Michelle, daughter of the company treasurer and niece of the owner, whose lungs were failing due to cystic fibrosis.

"She needed a transplant," Greg says, and could barely walk. Her prognosis was grim. Shidler felt so moved by Michelle's story that he promptly offered himself for the procedure.

His wife, Kathy, was hesitant at first, but he soon had her and the whole family convinced that this was the right thing to do.

"I was in eighth grade," Kaitlyn says. "And I backed



KEN YUSZKUS/Staff photo

Greg Shidler and his daughter Kaitlyn Shidler are both graduating from Salem State — with honors — today.

him from the day he came home from work and said this is what I want to do."

Greg was tested and accepted for the surgery. "I donated a lobe of my right lung. ... I had a couple of slight complications." Physically, he feels no ill effects today, he says.

For Michelle, the procedure

gave her a chance to enjoy life again. She skied, rode a bicycle and participated in the Transplant Olympics, Shidler says, before succumbing to the disease a decade later at age 31.

"That was still very young," Shidler says regrettably.

In one way, the immediate

aftermath of the operation did not turn out so well for Shidler. He was caught in a family rift involving Michelle's relatives. He'd been slated for a management job, but following six months of recovery he was told there was no place for him.

SHIDLERS: Father, daughter graduating together

■ Continued from Page 1

"They laid me off," he says.

None of his friends could believe the ingratitude, Shidler remembers. Some even contemplated vigilante justice. He shrugs it off today.

"People laugh when I say this," he says, "but I think I got more out of this than she did. ... In the long run, it ended up for the better."

Kaitlyn thinks so, too. She remembers that her father, who had cooled on religion following boyhood experiences attending a South Boston parochial school, had a new burst of faith afterward, eventually attending the Calvary Christian Church in Lynnfield.

Meanwhile, a friend got him into the bricklayers union.

"The money is ridiculous for what we did there," he says.

That did not last, either, however. As a result of an injury in 2007, Shidler could no longer do any heavy

lifting. Workers' compensation, however, would help retrain him.

Having coached his three kids in lacrosse, he knew he could be happy in a job working with kids. He took the first step toward becoming a teacher by enrolling at Salem State University.

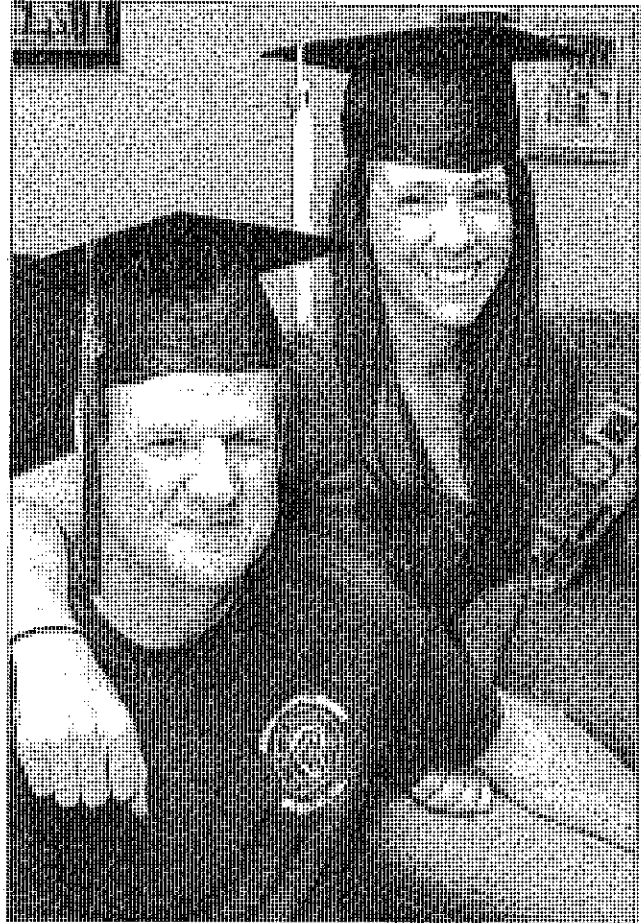
"When I started, I was very uncomfortable because I was the oldest kid in the class," he says. That faded, helped by the fact that he shared the school with his daughter; her boyfriend, Matt Cordaro; and a younger son.

There was never an awkward moment, Kaitlyn says. Far from avoiding her dad, she studied with him. Sometimes he lent a word of encouragement.

"He's an amazing guy," Kaitlyn says. "He's been such an inspiration. ... But we don't have the typical relationship. I always loved being at home with my parents."

The pair engaged in a friendly competition over their grades. "We're both kind of perfectionists," Greg says. Kaitlyn won by a few points. Dad pursued a course in education and history while she studied for two degrees, in early education and sociology.

Greg is more determined than ever to pursue his dream after a stint student



KEN YUSZKUS/Staff photo

Greg Shidler and his daughter Kaitlyn Shidler. "We're both kind of perfectionists," Greg says.

teaching at Peabody High School. Yet, both father and daughter are worried now about finding jobs.

Openings for history teachers seem centered on the South Shore or in the western part of the state, Greg says. He is still anchored to his Peabody home, however, and hoping he made a good impression at Peabody High.

"I'm keeping my fingers

crossed," he says.

For her part, Kaitlyn has considered a career in geriatrics if teaching doesn't work out. It's another job helping others, something she learned from her mother and father and something she longs to do.

"They always told us you've got to help others," she says. "They were always trying to give back."

And, in this case, she knows for certain that's more than mere words.

Salem News, May 19, 2012

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The Boston Globe

MONDAY, MAY 14, 2012

LETTERS TO THE EDITOR

HIGHER ED: GETTING THEIR MONEY'S WORTH

Liberal arts helps prepare workforce of tomorrow

IN HIS May 7 Op-ed column "Students don't get what they pay for," John E. Sununu decries American students' less than exemplary performance in science, technology, engineering, and math relative to other countries, and equates higher numbers of graduates with skills in these disciplines to a country's increased economic growth.

While his argument is sound, I'd like to advocate for balance. What our country really needs to remain competitive in the world and drive economic growth at home is a workforce able to think, to adapt to change, and to lead.

A liberal arts education provides that by teaching graduates to be flexible, adaptable, and able to anticipate jobs that perhaps don't yet exist. It teaches students how to write, think, and develop and communicate ideas.

It may not prepare graduates for jobs, but it does prepare them for careers that value their ability to rationalize, think critically, make sound judgments, and view situations from the advantage of broad perspective.

We need a workforce able to draw on the benefits of a comprehensive outlook if we are to meet the future challenges of work. We will also still need engineers and scientists. Together, they and our liberal arts graduates will move a competitive America forward.

PATRICIA
MAGUIRE MESERVEY
Salem

*The writer is president of
Salem State University.*

New reverse transfer program awards associate's degrees to Salem State students

Posted by Ryan Mooney

May 16, 2012 09:56 AM

By Ryan Mooney, Globe Correspondent

Salem State students who began their college careers at Northern Essex Community College (NECC) or North Shore Community College (NSCC) will soon be able to receive their associate's degrees while still working toward a bachelor's degree through a new reverse transfer program.

The program allows students who transferred to Salem State from NECC or NSCC to apply for an associate's degree from their former institution once they accumulate a total of 62 combined credits. The hope is that the credentials from a community college will make it easier for students to find work while studying toward a bachelor's degree.

"It gives you a credential that might enable you to get a job that you wouldn't necessarily be able to get without your associate's degree," said Karen Cady, Salem State's associate vice president of marketing and communications.

Institutions in Texas, Michigan and elsewhere who have participated in similar reverse transfer programs have seen evidence of both increased retention rates at four-year institutions and higher rates of graduation from community colleges. UMass-Boston began a similar program with Massasoit Community College in 2011.

The University of Texas at El Paso pioneered the reverse transfer program with El Paso Community College.

"More and more institutions across the country are starting to look at this because of the success that the University of Texas has had," said Scott James, Salem State's associate vice president of enrollment management.

The program began its pilot run this past fall, and the presidents of the three universities will sign agreements to make it a permanent part of their programs over the coming weeks.

As of now the program is only open to students who are currently working toward a bachelor's degree at Salem State, but in the future could be open to students who earned the required number of credits for an associate's degree but are not enrolled at Salem State anymore. How long ago credits were earned and whether a student is still eligible for a retroactive associate's degree will vary, and will be decided by the community colleges.

"I imagine they might vary based on the discipline," James said. "Something in a high-tech field or in a medical field, the time limit might be shorter because they wouldn't want courses from 20 years ago with technology that's no longer relevant to count toward an associate's degree that they're going to award now."

At its annual Commencement ceremony on Saturday, May 19, NECC will present the first retroactive associate's degree to State Representative Michael Costello (1st Essex District) with a degree in liberal arts. After beginning his college education at NECC, Rep. Costello went on to receive a bachelor's degree from Salem State University cum laude and a law degree with academic honors from Suffolk University Law School. He is earning his associate's degree from NECC based on the courses that he took at Salem State after transferring there.

SalemNews.com, Salem, MA

April 12, 2012

My View: Despite risks, social work is an exciting and rewarding career path

My View

Mary Byrne

Four years ago, Diruhi Mattian, who was employed by Family Continuity, was fatally stabbed in the course of providing family treatment outreach to an emotionally troubled youngster. A trained professional with a master's degree in social work, she died attempting to prevent a violent domestic fight.

In 2011, Stephanie Moulton was killed while working alone in a North Suffolk Mental Health Association residential setting with an adult mentally ill resident, a resident who was clearly unmedicated and who had demonstrated escalating signs of potential violence.

These events are tragic and hopefully preventable in the future, but reflect the everyday risks that social workers bear in the course of their jobs. Daily, family, child welfare and elder protective care social workers provide outreach and services to those in need, responding to children, military veterans, and the elderly or impaired and their families who are victims of abuse, neglect, and the pervasive and stigmatizing oppression of poverty, addiction, mental illness, developmental challenges or trans-generational family conflicts.

As a profession committed to serving the life-span needs of the nation, social work is fraught with unimaginable challenges. Social work clearly deserves significantly more public fiscal and political support if the profession is to continue to address issues of safety and professional education while conveying to an often-wary public the critically important role it plays in the country's well-being.

Social workers are the "first responders" in all major systems in ways that are often invisible to those who benefit from their work.

The profession is often misunderstood by those who do not realize that a well-educated social worker with a bachelor's or master's degree is also well-versed on the many challenges and life struggles members of our collective families encounter — in hospitals and health clinics, addiction treatment settings, hospice care, employee assistance programs, schools, immigrant services, mental health clinics and hospitals, domestic violence shelters, juvenile and adult correctional facilities, elder care settings, public health settings, and, increasingly, as colleagues in private physician practices.

In the world of policy and social planning, social workers advocate for those with little or no voice, and legislatively bear witness to the need of "the 99 percent" — most especially those with no access to power bases.

The pay is often under par, the hours are long, and the responsibility of responding to risky and critical life-and-death situations is an expected part of the landscape. Resources and support are often limited, while the demands of the work are intense. Often, there are shortages of professionally trained social workers in statutory settings where client reluctance and anger is directed at the helper, rather than toward the contributory factors that lead to the client's difficulties.

Yet, we still hear young social workers talk about the thrill of participating in a life-changing intervention and the satisfaction, as Kip Tiernan of Rosie's Place would often say, of "comforting the afflicted and afflicting the comfortable."

The Bureau of Labor Statistics Industry Occupation Employment Report for 2004-2014 reflects a 19.6 percent increase in those anticipated to seek entry into the social work labor force, revealing that young, intelligent and socially motivated individuals continue — despite the challenges — to be attracted to a life of service.

In a field that often stretches the limits of practitioners' resilience, it is incumbent upon us to place much more emphasis on the protective and sustaining factors that will prevent compassion fatigue and promote social work as a career.

What enables some social workers to persist, endure and thrive in their careers, while others become stressed or ill and must then acknowledge that they are not a good fit for the profession? What personality characteristics and learned strategies might better equip social workers to prevail and deal with both the day-to-day and the long-term demands and costs of social work?

The bottom line is that we all collectively owe social workers our tribute and gratitude for providing critical and essential services, especially to those in most urgent need. Let us demonstrate that by making certain they are afforded the best preparation for their roles, better financial compensation and safer workplace environments.

•••

Mary Byrne, LISCW, Ph.D., is associate professor of social work at Salem State University. March was National Social Worker Month.

Finding her way to the top



DAVID LE/Staff photo

Patricia Maguire Meservey, right, president of Salem State University, greets and introduces Karen Kaplan, president of Hill Holliday, as the 2012 Agganis Forum gets under way last Wednesday night.

KEYS TO SUCCESS

Karen Kaplan points to these nine ways to get what you want by being who you are.

1 Originality needs attention. "Put the iPhone down," said Kaplan, who nevertheless embraces social media and mobile technology in marketing. "The act of generating original thought is virtually impossible while you are texting, tweeting and watching TV, especially if you are always doing it at the same time."

2 Always be confident and optimistic. "If you approach everything with the belief you will succeed, you eventually will."

3 Embrace what makes you different. "If you know who you are and you are proud of who you are, you can eventually turn perceived liabilities into assets."

4 No coasting. "When I started out in the advertising business, I knew that if I worked a few hours longer a day than most people, and I threw in a few hours on the weekend, that in a few years I would pass by people who had a 10-year head start on me. ... Successful people never coast, and they know you can only coast one way, and that is downward."

5 Keep your eyes wide open. "My mother taught me to be a lifelong learner, to retain the natural curiosity we all have as children."

6 Go where you are celebrated, not where you are tolerated. "Not every environment is right for every person. I tell people not to be afraid to make a change if they feel their unique talents and contributions are not being appreciated or acknowledged."

7 Today's peacock is tomorrow's feather duster. "Growing up, my father always used to say, 'A pat on the back is just 6 inches from a kick in the butt.' Successful people don't take themselves too seriously."

8 "To those to whom much is given, much is required." Kaplan uses this quotation from President John Kennedy to urge people to do the right thing in life, not just take the easy route.

9 Believe. "Successful people believe that tough times don't last forever."

Ad agency president got there with hard work, confidence

BY ETHAN FORMAN
STAFF WRITER

SALEM — Marblehead's Karen Kaplan heads one of the most powerful advertising agencies in the world as president of Hill Holliday in Boston.

It's the world's 17th largest ad agency, marketing household names like Dunkin' Donuts, Major League Baseball and Bank of America.

How Kaplan rose from receptionist at the firm to its president is legend in the advertising world. What many may not know is that she almost did not get to

"If you ever needed proof America is the land of opportunity, you are looking at it."

Karen Kaplan,
president of Hill Holliday

the reception desk, because she couldn't type.

"The only time I ever got turned down for a job, I got turned down for three jobs as a secretary," Kaplan said.

She eventually found a way to

move up the ad agency's ladder without having to type much, and she did so thanks to a strong belief in herself and her willingness to work hard, she said.

She talked about all that last week at Salem State University, kicking off the Agganis Forum Series at the Bertolon School of Business with what she called a "family discussion" titled "How to Get What You Want by Being Who You Are."

Her slide presentation was not simply a story of how she got where she is today, but a collection of ideas she called "a

navigation system that I believe can help anyone be successful in life."

"If you ever needed proof America is the land of opportunity, you are looking at it," Kaplan said.

Part of her secret to success was her ability to pay attention, study people and listen, which made her first job as a receptionist the perfect job, she said.

In 1982, Kaplan was a French literature major who had attended four undergraduate schools in four years before

KAPLAN: Ad exec constantly had to break 'glass ceiling'

Continued from Page 9

graduating. She wanted to meet one of the founders of the ad agency, Jack Connors, so she applied to be the company's receptionist. She did so at a time when jobs were scarce during back-to-back recessions.

She was thinking about law school and thought the receptionist job would pay the bills, but, as she likes to say, Connors "never paid me enough to actually go to law school."

He had already rejected 40 applicants, but Kaplan got the job, and Connors eventually became her sponsor at the company. She has stayed with Hill Holliday for 30 years, her entire professional life, taking a dozen different jobs there. But first she had to get beyond the receptionist's desk.

"The next job was the hardest job I ever got, the second job after receptionist," Kaplan said. "Women, at the time, had to be a secretary, and I didn't have any skills. I couldn't type, I couldn't take dictation. There was no email, there was no voice mail, there was no nothing. Literally, every executive had their own secretary."

Frustrated, she saw that men were being hired "two levels above as assistant account executives or whatever."

Kaplan managed to land her next job as a "traffic assistant." She didn't have to type

much, except for once a week, when she had to crank out a 16-page "traffic sheet," a double-sided, collated, stapled document everyone in the company had to have on their desk Monday morning.

"I would come in every Saturday and type it. I took me all day. Then I would come in every Sunday and Xerox it, and our Xerox machine was like the size of a microwave oven. But I was happy to do it because I wanted to advance my career."

She came up through the business, not on the creative side of things, but through account management.

"Every job until president was in account management," she said.

That doesn't mean she isn't creative. When a prospective client recently asked her how many "creative people" Hill Holliday has, she answered, "We are all creative."

Claire Dembowski, a local real estate agent and longtime Marblehead and Swampscott resident, asked Kaplan if she felt like she had to constantly break through "the glass ceiling."

"You should see all the scars on my head from constantly bumping up against it," Kaplan said.

Part of her drive came from starting school a year early; she was "physically small," so she felt like she constantly had

to play catch-up, she said. Being underestimated, she could sneak up on people. What she found was that it was not hard to outwork others.

"I think lots and lots of people who get paid lots and lots of money to do very important jobs are really lazy. And they are happy to have you do the work," said Kaplan, who said she was not trying to sound arrogant.

"They are probably laughing all the way to the bank, but honestly, I would rather be the one to do the work, because I would be so worried about having to do the work. I'd rather just do it."

Staff writer *Eithan Forman* can be reached at 978-338-2673, by email at eforman@salemnews.com or on Twitter @DannerSalemNews.



DAVID LE/Staff photo

Karen Kaplan, president of Hill Holliday, kicked off the 2012 Agganis Forum at Salem State University.

Salem News
April 11, 2012
P. 2

Inappropriate Behavior Policies

Presentation to the Board of Trustees

Dr. Stanley P. Cahill, Executive Vice President
Ms. Beth Marshall, Assistant Vice President, Human Resources
June 6, 2012



Policy Against Sexual Harassment

- Salem State University prohibits any member of the university community, male or female, from sexually harassing another employee, student or other person having dealings with the university.
- The university is committed to providing a working, living and learning environment that is free from all forms of sexually abusive, violent, harassing or coercive conduct.



Consensual Relationships

- Under this Policy, consenting romantic and sexual relationships between faculty and student, librarian and student, administrator and student, classified staff member and student or supervisor and employee are deemed **unprofessional**.
- Such relationships can interfere with or impair required professional responsibilities and relationships, and could possibly lead to the development of a hostile work environment. These behaviors are looked upon with disfavor which may lead to discipline **up to and including termination**.
- A relationship between a professor and a student also has the possibility of leading to the creation of a hostile academic environment. For purposes of this Policy, therefore, these relationships are also discouraged and may lead to discipline **up to and including termination**.



Institutional Complaint Procedures

- Salem State University has established specific internal complaint procedures to help resolve claims and complaints of discrimination on its campus and within the University Community. These procedures will also specifically address claims and complaints of sexual harassment.
- Further advice or information may be obtained by contacting the Assistant Vice President of Human Resources & Equal Opportunity and Title IX Coordinator, Beth Marshall, at (508) 542-6022.

Duty to Report

- Federal and state laws and regulations place certain requirements on Salem State University regarding the reporting of sexual harassment. No member of the University Community who receives a complaint of sexual harassment may ignore it.



Hostile Work Environment

What constitutes a hostile work environment must meet several criteria from a legal standpoint. A hostile work environment isn't necessarily a place you don't like to work. If you are considering filing a lawsuit because of your work issues, the workplace must meet certain criteria.

The **definition** of a hostile work environment:

A hostile workplace environment prevents you from doing your job duties reasonably. In this scenario, a boss or co-worker creates an environment that is counterproductive due to his/her behavior and actions. Generally, these behaviors must be discriminatory in nature and are not just a result of rude or boorish behavior.



Fraud

Fraud is largely a deliberate deception to secure an unfair gain. This could be a monetary, contractual or other type of advantage that is unlawful.

What to do if you suspect fraud, waste or abuse:

If you have evidence of fraud, waste or abuse activity, report such activity to your supervisor, or if it is your supervisor, you should report the supervisor's conduct to the Assistant Vice President of Human Resources and Equal Opportunity. Should the person alleged to have committed fraud is the Assistant Vice President of Human Resources and Equal Opportunity, the complainant may make a report directly to the Executive Vice President, any other institutional officer, i.e., president, vice presidents, or the Director of Campus Police.

OR

Blow the whistle.

If you have a whistleblower complaint involving public funds, you may contact the offices listed in the handout in addition to the aforementioned campus contacts.



Theft of University Assets

If you have evidence of theft or suspect theft of university assets, report such activity to your supervisor, or if it is your supervisor, you should report the supervisor's conduct to the Assistant Vice President of Human Resources and Equal Opportunity or the complainant may make a report directly to the Executive Vice President, any other institutional officer, i.e., president or vice presidents, or the Director of Campus Police.

Educational Efforts

- Web site
- Handouts
- Posters/flyers
- Flat screen TVs
- Professional development programs



Questions?

BLOW THE WHISTLE.

If you have a whistleblower complaint involving public funds, the following contacts are available in addition to the aforementioned campus contacts:

COMMONWEALTH HOTLINE NUMBERS

Inspector General – 800.322.1323 (to report suspected fraud, waste or abuse in government)

Attorney General-Fair Labor Helpline – 617.727.3465 (to report violations of minimum wage and overtime laws and requirement for timely payment of wages)

Division of Unemployment Assistance – 800.354.9927 (to report unreported wages or persons collecting benefits while working)

Office of State Auditor – 617.727.6200 (for state agencies to report variances, shortages or thefts of funds or property)

What kinds of disclosures are protected?

Any disclosure made by an employee to any public body of an activity or practice that the employee believes is in violation of a law, rule or regulation, or which the employees believes poses a risk to public health, safety or the environment.

A public body can be:

- U.S. Congress or state legislature
- Popularly elected local government body
- Federal, state or local judiciary
- Federal, state or local regulatory, administrative or public agency or authority, or instrumentality thereof
- Federal, state or local law enforcement agency, prosecutor's office or police/peace officer
- Any division, board, committee or commission of any of the above

THEFT OF UNIVERSITY ASSETS

If you have evidence of theft or suspect theft of university assets, report such activity to your supervisor, or if it is your supervisor, you should report the supervisor's conduct to the assistant vice president of human resources and equal opportunity or the complainant may make a report directly to the executive vice president, any other institutional officer, i.e., president or vice presidents, or the director of campus police.

INAPPROPRIATE BEHAVIOR POLICIES

POLICY AGAINST SEXUAL HARASSMENT

Salem State University prohibits any member of the university community, male or female, from sexually harassing another employee, student or other person having dealings with the university.

The university is committed to providing a working, living and learning environment that is free from all forms of sexually abusive, violent, harassing, or coercive conduct.

Both the federal courts and the Equal Employment Opportunity Commission have ruled that sexual harassment constitutes sex discrimination as defined by the Title VII of the Civil Rights Act of 1964.

SEXUAL HARASSMENT DEFINITION

Salem State University, in response to the issue of sexual harassment, provides the following definition, which applies to any individual of either sex who participates in the university community as a student, trustee, faculty member, librarian, teaching assistant, resident assistant, administrator, staff member, vendor, contractor, patron, visitor, or other person having dealings with the institution:

Sexual harassment consists of unwelcome verbal, non-verbal and/or physical behavior of a sexual nature that has the effect of interfering with a person's academic, employment or other status, or of creating a sexually intimidating, hostile or offensive environment. Sexual harassment incidents can involve a male harasser and a female victim, a female harasser and a male victim, and also same gender same sex harassment and harassment because of gender identity or orientation. Sexual violence is a form of sexual harassment.

Unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature by any member of the campus community constitutes sexual harassment when:

- Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or education;
- Submission to, or rejection of, such conduct by an individual is used as a basis for academic or employment decisions affecting that individual;
- Such conduct has the purpose or effect of substantially interfering with an individual's academic or work performance or creating a sexually intimidating, hostile or offensive employment, educational or living environment.

In the context of hostile environment sexual harassment, normal, less severe, sexual behaviors by themselves may become sexual harassment when they are repeated several times.

As referenced above, these behaviors might include sexual innuendo or comments made in a joking manner but which, repeated over and over, day after day, have a cumulative effect.

Other behaviors, however, are so offensive that the first time they occur they are considered sufficient to incur charges of sexual harassment or criminal liability. These would include such severe sexual behavior as forced fondling, attempted rape and other forms of sexual assault or violence.

Members of the academic community should not assume that any of the forms of speech described above are protected by the principles of academic freedom or the First Amendment to the United States Constitution.

CONSENSUAL RELATIONSHIPS

Under this policy, consenting romantic and sexual relationships between faculty and student, librarian and student, administrator and student, classified staff member and student, or supervisor and employee are deemed unprofessional.

Such relationships can interfere with or impair required professional responsibilities and relationships, and could possibly lead to the development of a hostile work environment. These behaviors are looked upon with disfavor which may lead to discipline up to and including termination.

A relationship between a professor and a student also has the possibility of leading to the creation of a hostile academic environment. For purposes of this policy, therefore, these relationships are also discouraged and may lead to discipline up to and including termination.

HOSTILE WORK ENVIRONMENT

What constitutes a hostile work environment must meet several criteria from a legal standpoint. A hostile work environment isn't necessarily a place you don't like to work. If you are considering filing a lawsuit because of your work issues, the workplace must meet certain criteria.

The definition of a hostile work environment: a hostile workplace environment prevents you from doing your job duties reasonably. In this scenario, a boss or co-worker creates an environment that is counterproductive due to his/her behavior and actions. Generally, these behaviors must be discriminatory in nature and are not just a result of rude or boorish behavior.

PROTECTED CLASS

Certain class status conditions are legally protected in the workplace, such as gender, sexual orientation, race, religion, or disability. The hostile workplace environment must relate to one or more of those protected classes. For example, a co-worker who constantly sabotages another's work because of gender is creating a hostile environment, as is the co-worker who uses racial slurs repeatedly when addressing a co-worker of a different race. Workplace vulgarity or bullying in a general form may not be considered a hostile work environment if action against and in spite of a protected class is not involved. However, you have other grounds for arguing that a place is a hostile work environment.

Pervasive actions: the behavior in question must also be considered pervasive in order to be legally admissible. By pervasive, the law must take that to mean the behavior is not limited to a few incidents and that a pattern has developed. An inappropriate comment or two may be considered work issues that the human resources department can handle, but they cannot create a hostile environment according to the legal definition.

Severity: the behavior in question must also be severe enough to create a hostile work environment. It must be enough to disrupt the victim's work and prevent her from carrying out normal duties. Severity can also be considered sufficient grounds when the victim's behavior resulted in a promised negative action, such as a demotion, firing or pass over for a raise.

FRAUD

Fraud is largely a deliberate deception to secure an unfair gain. This could be a monetary, contractual or other type of advantage that is unlawful. Common types of fraud that state agencies may experience may include:

- Bid rigging
- Bribery
- Conflicts of interest
- Minority business enterprise/disadvantaged business enterprise or women-owned business enterprise fraud
- Kickbacks or unlawful "pay to play"
- Materials, equipment and supplies overcharging
- Product substitution
- Quality-control testing
- Time overcharging
- Unlawful use of public assets

WHAT TO DO IF YOU SUSPECT FRAUD, WASTE OR ABUSE:

If you have evidence of fraud, waste or abuse activity, report such activity to your supervisor, or if it is your supervisor, you should report the supervisor's conduct to the assistant vice president of human resources and equal opportunity. Should the person alleged to have committed fraud be the assistant vice president of human resources and equal opportunity, the complainant may make a report directly to the executive vice president, any other institutional officer, i.e., president, vice presidents, or the director of campus police.

INSTITUTIONAL MEASURES TO CONFRONT SEXUAL HARASSMENT

Whenever it has been properly determined that sexual harassment has occurred, Salem State University will take prompt and corrective action, including appropriate disciplinary action.

In determining whether the alleged conduct constitutes sexual harassment, the university will look at the entire record and the circumstances, such as the nature of the sexual conduct and the context in which the alleged incidents occurred, and will make a decision on a case-by-case basis.

The university is committed to promoting, to the greatest degree possible, an environment free from sexual harassment. To this end, the university will take the following steps:

- Distribute this policy against sexual harassment to all segments of the university community on an annual basis;
- Post this policy against sexual harassment; and
- Conduct educational programs for the university community regarding the causes, character and consequences of sexual harassment as well as the steps available to stop such practices on the campus.

INSTITUTIONAL COMPLAINT PROCEDURES

Salem State University has established specific internal complaint procedures to help resolve claims and complaints of discrimination on its campus and within the university community. These procedures will also specifically address claims and complaints of sexual harassment.

Any applicant for admission or employment, or any other member of the university community who believes that he or she has been a victim of sexual harassment may initiate an informal claim or formal complaint as outlined in the discrimination complaint procedures located on the human resources website.

Further advice or information may be obtained by contacting the assistant vice president of human resources and equal opportunity and Title IX coordinator Beth Marshall at 508.542.6022.

DUTY TO REPORT

Federal and state laws and regulations place certain requirements on Salem State University regarding the reporting of sexual harassment. No member of the university community who receives a complaint of sexual harassment may ignore it.

To the contrary, he or she should provide the person making the complaint with as much assistance in bringing the complaint to the attention of the assistant vice president of human resources and equal opportunity as is reasonably appropriate given his or her position at the university and relationship with the person making the complaint.

If the person allegedly committing the sexual harassment is the complainant's supervisor, the complainant should report the supervisor's conduct to the assistant vice president of human resources and equal opportunity. Should the person alleged to have committed harassment be the assistant vice president of human resources and equal opportunity, the complainant may make a report directly to the executive vice president.



REPORTS OF COMMITTEES

Committee Meetings held on May 23, 2012:

- Nominating
- Academic Affairs
- Student Life
- Institutional Advancement
- Finance & Facilities
- By Laws
- Executive

A special meeting of the Finance & Facilities Committee was held on April 11, 2012

A special meeting of the Executive Committee was held on May 1, 2012

Minutes from the Meeting of
June 6, 2012
Salem State University
Board of Trustees

SUBJECT: Nominating Committee Meeting Report of May 23, 2012

The Nominating Committee of the Board of Trustees met Wednesday, May 23, 2012, in room 204 of Marsh Hall located on the Central Campus of Salem State University.

Present for the Committee were Trustees Ansara (Chair), Gates, Quiroga and Villa. Also present: Trustees Abdoo, Scott and Segal; President Meservey; and Secretary to the Board Fleischman.

Trustee Ansara was delayed; Trustee Gates, under the direction of Chair Segal, called the meeting to order at 2:39 pm.

Trustee Gates reported that two nominations each had been received for the positions of chair and vice chair of the board:

Chair: Trustee David Abdoo (nominated by Trustee Gates)
Trustee Pamela Scott (nominated by Trustee Ansara)
Vice Chair: Trustee David Abdoo (nominated by Trustee Scott)
Trustee Marcel Quiroga (nominated by Trustee Gates)

Trustee Ansara arrived and assumed the chair. There was a call for additional nominations from the committee; there were none. Nominees Abdoo and Quiroga were in attendance; Nominee Scott was invited to join the meeting and each was given the opportunity to address the committee.

Trustee Abdoo noted his past experience as chair, expressed his appreciation for the nomination, but declined the nomination for chair due to other time constraints. He thanked Trustee Gates for his consideration.

Trustee Villa made a motion for the committee to recommend Pamela Scott as chair of the Board of Trustees; Trustee Gates seconded the motion. There was discussion about the important work Trustee Scott has done on the Institutional Advancement Committee and whether that would be limited if she were the chair. She reminded the committee of discussions around establishment of an advancement liaison with the board and the role of the vice chair on the advancement committee. Trustee Scott left the room to allow for a vote.

Upon a motion duly made by Trustee Villa, seconded by Trustee Gates, 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 of the Board of Trustees for FY2013, effective July 1, 2012.

The committee then turned its attention to the Vice Chair slot. Trustee Quiroga addressed the committee, saying she was honored and willing to serve, and ready to work on the board's behalf if

called upon. However, she was not in a rush to become a board officer, having joined the board just last year.

Trustees Abdoo and Quiroga left the room

Upon a motion duly made by Trustee Villa, seconded by Trustee Gates, it was unanimously

VOTED: The Nominating Committee of the Board of Trustees of Salem State University recommends that the Board elect David C. Abdoo as vice chair of the Board of Trustees for FY2013, effective July 1, 2012.

The slate of recommended candidates, therefore, proposed by the Nominating Committee to the Board of Trustees for its consideration at the June 6, 2012 meeting is:

Pamela C. Scott, Chair
David C. Abdoo, Vice Chair

There being no further business to come before the Committee the meeting was adjourned at 3:10 pm.

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

SUBJECT: Academic Affairs Committee Meeting Report for May 23, 2012.

The Academic Affairs Committee of the Board of Trustees met on Wednesday, May 23, 2012, in room 204 at Marsh Hall on the Central Campus of Salem State University.

Present for the Committee were Trustees Abdoo (chair), Bertrand, Scott and Villa; Provost Esterberg, Committee Liaison for the Academic Affairs Committee, and Ms. McCarter, Staff Assistant, Academic Affairs. Also in attendance and participating in the meeting were Trustee Segal, and Associate Vice President Scott James, Enrollment Management.

Trustee Abdoo, called the meeting to order at 4:30 p.m.

Provost Esterberg presented materials on the MSCA Personnel Actions on Terminal Contract, Tenure and Emeritus status (see attachment A). She provided the committee with an explanation for the three individual actions and highlights on the accomplishments of the candidates for Tenure and Emeritus Status.

After a discussion and careful consideration on the two actions for Terminal Contract, the Committee took the following action:

Upon a motion duly made by Trustee Scott and seconded by Trustee Villa, it was unanimously:

VOTED: the Academic Affairs Committee recommends the personnel actions for Terminal Contracts as detailed in Attachment A.

After a discussion and careful consideration of the candidate for Tenure, the Committee took the following action:

Upon a motion duly made by Trustee Scott and seconded by Trustee Villa, it was unanimously:

VOTED: the Academic Affairs Committee recommends the personnel action for Tenure as detailed in Attachment A.

After a discussion and careful consideration of the candidate for Emeritus status, the Committee took the following action:

Upon a motion duly made by Trustee Villa and seconded by Trustee Scott, it was unanimously:

VOTED: the Academic Affairs Committee recommends the personnel action for Emeritus status as detailed in Attachment A.

Provost Esterberg provided an update on accreditations. She noted that a number of academic departments are in the process of writing their self-studies. During the month of May the University underwent a mock accreditation visit in preparation for the official visit of the AACSB Accreditation Team site visit next October. The mock accreditation visit provided administration, faculty and staff a preview of what they might expect during the AACSB's official visit. It also provided us with a preview of what the AACSB Team might consider our weaknesses and strengths.

Provost Esterberg provided an update on the Academic Planning process (see attachment B). She noted that the academic area has made substantial progress in creating new programs to better meet student demand, while consolidating or deleting programs that have been consistently under-enrolled. She sees the University's effort to streamline the core curriculum as the most important action coming out of the academic planning process. A faculty committee has already made substantial progress with this undertaking and will continue to work throughout the summer months and the following academic year to complete its charge in as timely a manner as possible.

Associate Vice President James provided the Committee with an enrollment update (see attachment B). As of May 8th the University had received 149 more deposits than we did at this time last year, an 18% increase over last year. It is expected that we will have an entering class of approximately 1,150 next September. Of particular note is that the yield is up in all categories over last year. Dr. James will provide the Committee with an update on summer program enrollments at its first meeting in the fall.

Provost Esterberg provided the Committee with an overview of the University's efforts on Student Success (see attachment B). Five major themes resulted from last February's Student Success Summit, which was attended by over 100 faculty, staff and administrators. She noted that a major component of these efforts is the re-engaging of the First Year Experience. Provost Esterberg then introduced Mr. Mathew Chetnik the University's newly appointed Associate Director, First Year Experience. She added that in the two short months since his appointment, Mr. Chetnik has made a tremendous amount of progress in his efforts to develop a cohesive, well-advertised first year experience program that provides a clear and comprehensive overall experience for students. In response to an inquiry from Trustee Segal, Provost Esterberg explained in detail how the University reaches out to first year students to provide them with the support they need and to ensure they are fully aware of all the resources on campus available to them. Provost Esterberg then shared with the Committee next year's goals to develop programming for other "first year" groups, to develop a plan to integrate civic engagement and service learning opportunities in the first year experience and to work closely with the President's Advisory Committee on the Core Curriculum on first year programming.

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

VOTED: To adjourn the meeting at 5:40 pm.

Prepared by: Lucille McCarter, Staff Assistant, Academic Affairs

SALEM STATE UNIVERSITY
PERSONNEL ACTION

NAME: Caroline Murphy

DATE: May 16, 2012

TYPE OF ACTION: Terminal Contract

EFFECTIVE DATES OF ACTION: Beginning September 1, 2012 Ending August 31, 2013

CURRENT STATUS:

Full-Time: 9 months Part-Time: _____ % FTE

Rank: Assistant Professor

Department: Art

Salary: _____
Annual One Semester Other

PROPOSED STATUS:

Full-Time: _____ months Part-Time: _____ % FTE

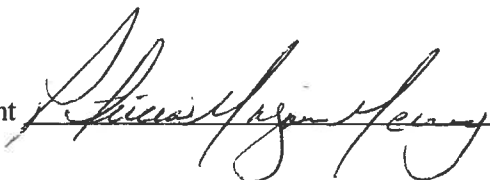
Rank: _____

Department: _____

Salary: _____
Annual One Semester Other

COMMENTS:

Due to the inability of Professor Murphy to perform the contractual duties of an assistant professor (teaching, advising, continuing scholarship, professional activities), I recommend a terminal contract for academic year 2012-2013.

President 

Date 5/16/12

**SALEM STATE UNIVERSITY
PERSONNEL ACTION**

NAME: Gary Heisermann

DATE: March 15, 2012

TYPE OF ACTION: Terminal Contract

EFFECTIVE DATES OF ACTION: Beginning September 1, 2012 Ending August 31, 2013

CURRENT STATUS:

Full-Time: 9 months Part-Time: _____ % FTE

Rank: Assistant Professor

Department: Biology

Salary: _____
Annual One Semester Other

PROPOSED STATUS:

Full-Time: _____ months Part-Time: _____ % FTE

Rank: _____

Department: _____

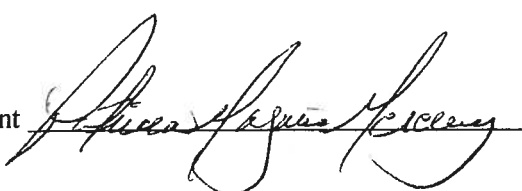
Salary: _____
Annual One Semester Other

COMMENTS:

Professor Gary Heisermann has been evaluated for tenure under the terms and conditions of the MSCA/Board Agreement. The Department Chairperson and the Special Committee on Tenure recommends tenure. The Provost and Academic Vice President does not recommend tenure.

After a comprehensive and thoughtful review of his performance, I am unable to recommend tenure. I do this because in my professional judgment, Professor Heisermann's record of teaching effectiveness is not of such quality, significance and relevance to merit the awarding of tenure.

I accordance with Article XX.F.3, I recommend that Professor Heisermann be granted a terminal contract for academic year 2012-2013.

President 

Date 5/8/12

SALEM STATE UNIVERSITY
PERSONNEL ACTION

NAME: Maureen McMullen

DATE: May 8, 2012

TYPE OF ACTION: Tenure

EFFECTIVE DATES OF ACTION: Beginning September 1, 2012 Ending _____

CURRENT STATUS:

Full-Time 9 Months Part-Time: _____ % FTE

Rank: Associate Professor

Department: Nursing

Salary: _____
Annual One Semester Other

PROPOSED STATUS:

Full-Time 9 Months Part-Time: _____ % FTE

Rank: _____

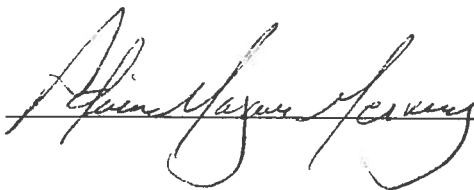
Department: _____

Salary: _____
Annual One Semester Other

COMMENTS:

Professor Maureen McMullen has been evaluated for tenure under the terms and conditions of the MSCA/Board Agreement. The Department Chairperson, the Special Committee on Tenure, and the Provost and Academic Vice President, unanimously agree that Professor McMullen has performed meritoriously in all areas of evaluation, that such performance has been consistent over the years of employment, that Professor McMullen has made and should continue to make significant contributions to the University and its students, and that, therefore, he should be granted tenure. After examining all relevant materials, I also recommend that Professor McMullen be granted tenure as a faculty member.

President



Date

5/8/12

Maureen A. McMullen DNSc, APRN, CNE
62 Pratts Mill Rd.
Sudbury, MA 01776
978-443-6172
mmcmullen@salemstate.edu

Education

- 1991** Boston University, Doctorate in Nursing Science
- 1987** Boston University, Master's of Science Degree,
Medical-Surgical Nursing, Nursing Education Track
- 1970** Salve Regina College, Newport RI, Bachelor's of Science Degree, Nursing

Certifications

- 2011** Certified Nurse Educator, Academic Nurses Education Certification Program of the
National League for Nursing
- 1995** Massachusetts General Hospital Institute of Health Professions,
Certificate of Advanced Graduate Study, Adult Nurse Practitioner
Recertification: 2000, 2005
- 1981** Boston University, Center for Applied Social Science Research,
Certification in Evaluation Research.

Academic Experience

- 2009 to present** Associate Professor, School of Nursing, Graduate Program,
Salem State University
- 2002 -2008** Associate Professor, Department of Nursing,
School of Health and Environment, University of Massachusetts Lowell
- 1995-2002** Assistant Professor, Graduate School of Nursing,
University of Massachusetts Worcester
Adjunct Assistant Professor of Nursing, University of Massachusetts Amherst
- 1993-1995** Adjunct Assistant Professor of Nursing
Institute of Health Professions at Massachusetts General Hospital
- 1991-1992** Assistant Professor, University of Massachusetts Boston, College of Nursing
- 1987-1991** Assistant Professor, Worcester State College, Department of Nursing

- Course coordinator – Senior Level courses
1983-1987 Northeastern University School of Nursing, Boston, MA
 Instructor, Course Facilitator – Senior Level courses
- 1980-1983** Boston University School of Nursing, Boston, MA
 Instructor, Course coordinator – Senior Level courses
- 1973-1974** Assistant Instructor – Maternal/Child Health Nursing
 Lawrence Memorial Hospital School of Nursing, Medford, MA

Practice and Administrative Experience

- 2003-2007** Adult Nurse Practitioner (*Part-time*), Student Health Services,
 University of Massachusetts Lowell, MA
- 1995-2002** Adult Nurse Practitioner, (*Part-time*) Family and Community Health Clinic,
 University of Massachusetts, Worcester MA
- 1992-1995** Clinical Nurse Specialist – Orthopedic/Neuroscience Nursing
 Massachusetts General Hospital, Boston, MA
- 1978-1980** Assistant Director of Nursing - 500 bed hospital
 U.S. Public Health Service Hospital, Staten Island, N.Y.
 Rank attained - Lieutenant Commander
- 1974-1978** Associate Director of Nursing - Inservice Education - 125 bed hospital
 U.S. Public Health Service Hospital, Brighton, MA
 Head Nurse - Surgical Ward (1974 - 1975)
- 1970-1973** Charge Nurse - OB/GYN Department
 U.S. Naval Hospital, Chelsea, MA
 Rank attained - Lieutenant

Professional Association Membership/Participation

- 2009 to present** Massachusetts Association of Registered Nurses (MARN-ANA),
 Peer Reviewer, Member of Continuing Education Committee
- 1989-1994** Cabinet on Nursing Education, Massachusetts Nurses Association
- 1986 to present** Sigma Theta Tau, Theta-at-large Chapter
- 1990 to present** Eastern Nursing Research Society
- 1995 to 2002** Academy for Health Services Research and Health Policy
- 1998 to 2009** Gerontological Society of America

Professional Honors and Awards

Excellence in Teaching Award, University of Massachusetts, Lowell, 2006

Faculty Scholar, Massachusetts Association of Colleges of Nursing, 1998

School of Graduate Studies, Academic Colloquium – Recognized for
Publication: Examining Patterns of Change in the Critical Thinking
Skills of Graduate Nursing Students in June 2009 in the Journal of
Nursing Education– April 2010

Consultation

2007 Consultant to Cambridge College in development of Baccalaureate and Master's
Degree Nursing Programs. Memorial Hospital, Worcester MA.

1990-1991 Provided consultation to the Associate Director of Nursing and the Nursing
Research Committee in its development.

Other Professional Activities

**2004 to
present** Manuscript Reviewer for Nursing Outlook, American Academy of Nursing
Publication

**2008 to
present** Manuscript Reviewer for International Journal of Nursing Studies.

**2009 to
present** Article Rater, McMaster Online Rating of Evidence System, McMaster
University, Health Information Research Unit

Academic and Professional Publications

2009 **McMullen, M. & McMullen, W.** Examining patterns of change in the critical
thinking skills of graduate nursing students. *Journal of Nursing
Education*.48(6):310-318.

2008 McMullen, W.F. & **McMullen, M.A.**, Evaluation, inference and analysis:
Patterns of change in the critical thinking skills of graduate nursing students.
Professions Education Researcher Quarterly. March, 2008, *Education in the
Professions*.

2005 Cashman, S., Savageau, J, **McMullen, M.**, Kinney, R., Lemay, C. & Anthes, F.
Health Status of a Low-income vulnerable population in a community health
center. *Ambulatory Care Management*. 28(1):60-72

- 2005 Small K & **McMullen M.** When clear becomes cloudy: A review of Acute Tubular Necrosis, a form of renal failure. *American Journal of Nursing*. 105(1):72.
- The Josephson & McMullen article (2002) was selected by the publishers as valuable to a wider audience and was published in additional journal supplements.*
- 2003 Josephson L & **McMullen M.** Atrial Fibrillation: Beyond “irregularly irregular”. *Nursing Management*. 34(1) Critical Care Choices 2003 Supplement: 4-6, 8, 10.
- 2003 Josephson L & **McMullen M.** Atrial Fibrillation: Beyond “irregularly irregular”. *Nursing 2003*. 33 Critical Care Choices 2003 Supplement:4-10.
- 2003 Coyle C, Welsh S, & **McMullen M.** Injury Prevention. Child Care Seat Checkpoints: One urban community’s experience. *Journal of Emergency Nursing*. Feb; 29(1):52-54.
- 2002 Josephson L & **McMullen M.** Atrial Fibrillation: Beyond irregularly irregular: The Basis for Acute and Chronic Treatment. *Dimensions of Critical Care Nursing*. Sept- Oct; 21(5):180-189.
- 2001 **McMullen, MA,** Alexander MK, Bourgeois, A, & Goodman, L. (2001) Evaluating a nurse practitioner service. *Dimensions of Critical Care Nursing*. Sept-Oct; 20(5): 30-34.
- 2000 Miller, KH, **McMullen, M,** Bourgeois, Alexander, MK. (2000) Advanced Practice Nursing in an Academic Medical Center. *Nursing Spectrum*. June 26; 4(13); 20.
- 1998 Horan, D. & **McMullen, M.** (1998) Pearls of Practice. Assessment and Management of the woman with lymphedema after breast cancer. *Journal of the American Academy of Nurse Practitioners*. April; 10(4):155-159.
- 1997 McCarthy, S. & **McMullen, M.** (1997) Autosomal Dominant Polycystic Kidney Disease: Pathophysiology and Treatment. (CEU Offering) *American Nephrology Nurses’ Association Journal*. Feb; 24(1):45-53
- 1990 **McMullen, M.** Past and Present Self-care Practices and Health Status of Community Dwelling Elders. Doctoral Dissertation, Mugar Library, Boston University.

Books

- 1992 Barry, J., George, S., **McMullen, M.**, Merrow, S., Miller, K.H., Regan, J., Robillard, R., Schuldenfrei, P., Simmons, J., Taylor, H., Worfolk, J., Zungolo, E., Skydell, B. , & Keane, J. *A Sourcebook of Nursing Education Programs in Massachusetts*. Canton, MA: Massachusetts Nurses Association, Cabinet on Nursing Education.
- 1991 Barry, J., Gale, S., George, S., **McMullen, M.**, Merrow, S., Miller, K.H., Regan, J., Simmons, J., Sprink, L., Worfolk, J., Zungolo, E., & Skydell, B. *A Sourcebook of Nursing Education Programs in Massachusetts*. Canton, MA: Massachusetts Nurses Association, Cabinet on Nursing Education.

Research - Grants

- 2007 Dean's Award - Questionnaire translation for Medication Adherence study with Cambodian population (\$500)
- 2001 Principal Investigator, Ethnicity and Medication Adherence in the Elderly, Meyer Primary Care Institute, (\$13,400)
- 1999 Co- Investigator (10% effort, Health Status Measurement expertise) S. Cashman and E. Long-Middleton, Principal Investigators. MassHealth Workforce Development Project, Massachusetts Division of Medical Assistance (\$3,000,000).
- 1998 Principal Investigator, Change over Time in the Critical Thinking of Graduate Nursing Students: Effects of the Clinical Year. Funded by a Healey Endowment Grant Award, (\$1190) and by the Massachusetts Association of Colleges of Nursing Faculty Award (\$1000).
- 1997 Principal Investigator, Evaluation of the Effects of Care Provided by the Nurse Practitioner-Attending Collaborative Service Funded by the Department of Nursing, University of Massachusetts Medical Center (\$28,000) and by a Healey Endowment Grant Award (\$4,000).

Presentations – Refereed Presentations at National and Regional Conferences

- April
2008 Patterns of Change in the Critical Thinking Skills of Graduate Student Nurses. National Organization of Nurse Practitioner Faculty Conference. Louisville, KY
- March
2008 Evaluation, Analysis, and Inference: Patterns of change in critical thinking skills in graduate nursing students. Annual meeting of the American Education Research Association, New York. Division I: Education in the Professions, Second author.

- April
2007 Exploring the differences in Medication Adherence between Hispanic and
Caucasian Elders – A Look at Barriers and Facilitators.
Eastern Nursing Research Society. 19th Annual Scientific Sessions. Providence,RI
- April
2007 New Ways of Looking at Critical Thinking in Graduate Students: Methodological
and Theoretical Issues.
Eastern Nursing Research Society. 19th Annual Scientific Sessions. Providence,RI
- April,
2004 Facilitators and Barriers in the Medication Adherence of Ethnic Elders.
Eastern Nursing Research Society, 16th Annual Scientific Sessions. Boston, MA
June,
2001 Health Status of a Low-Income Vulnerable Population in a Community Health
Center. Academy for Health Services Research and Health Policy, Annual
Meeting, Atlanta, GA , First author
- May,
2001 Using the SF-12 – Assessing Health Status in a Community Health Center,
Society for the Teachers of Family Medicine, Boulder CO. First author
- April,
2001 Critical Thinking Skills in Advanced Practice Nurses: An Examination of Change
using a New Methodology,
National Organization of Nurse Practitioner Faculty, San Antonio, TX.
- May
2001 Using the SF-12 – Assessing Health Status in a Community Health Center,
Society for the Teachers of Family Medicine, Boulder CO. First author

April
2001 Critical Thinking Skills in Advanced Practice Nurses: An Examination of Change using a New Methodology,
National Organization of Nurse Practitioner Faculty, San Antonio, TX.

April
1999 Satisfaction of Patients, Physicians, and Staff with the Care on the Nurse Practitioner –Attending Collaborative Service,
Eastern Nursing Research Conference, New York, NY.

April
1995 Oxygen saturation during suctioning: Effect of three preoxygenation protocols
Presentation at Eastern Nursing Research Conference, Portland, Maine, April

April
1992 Measuring Health: Issues and Implications for Research with Elderly Subjects
Seventh Annual Verhonick Nursing Research Conference,
University of Virginia, Charlottesville, VA

April
1992 Health Practices and Health Status of Individuals over the age of Fifty-five."
Seventh Annual Verhonick Nursing Research Conference,
University of Virginia, Charlottesville, VA

April
1991 Health and Health Practices of Older Individuals.
Sixth Annual Symposium on Nursing Research and Practice,
Salem State College, Salem MA

April
1991 Health Practices and Health Status of Individuals Over the Age of fifty-five.
Second Annual Eastern Nursing Research Society, Hartford, CT

Presentations – Invited Speaker

May 2011 Are Our Students Ready for Critical Thinking?, Pearls and Perils Conference,
Salem State University

April 2006 Critical Thinking Skills in Advanced Practice Nursing Students
MGH Alumnae Clinical Update Program
Massachusetts General Hospital

May 2001 Evaluation: Curriculum and Student
Faculty Development Program.
Department of Nursing. University of Massachusetts, Lowell, MA

**November
1999** Outcomes Research.
Guest lecturer, Doctoral Program,
Graduate School of Nursing, University of Massachusetts, Worcester, MA

- February 1997** Preliminary Findings: Evaluation of Care on the Nurse Practitioner-Attending Collaborative Attending Service, to UMASS Hospital Administration, Worcester, MA.
- October 1996** Defining and Measuring Outcomes, University of Massachusetts Worcester,, Guest Lecturer, Doctoral Program Graduate School of Nursing. University of Massachusetts, Worcester, MA,
- April 1995** Care of the Neurology Patient in the Acute Care Setting, Guest Lecture, Massachusetts General Hospital Institute of Health Professions, Boston, MA
- January 1994** Patient Care Redesign: Perspectives, Possibilities, Potential, Massachusetts General Hospital Nursing Leadership Forum Boston, MA
- March 1994** Measurement of Health: Implications for Research on Elderly Populations, MGH Doctoral Forum, Massachusetts General Hospital Boston, MA
- March 1994** Neurological Assessment and Interventions, Guest Lecture Massachusetts General Hospital Institute of Health Professions, Boston, MA
- April, 1994** Increased Intracranial Pressure: Recognition and Treatment Critical Care Orientation Program, Massachusetts General Hospital, Boston, MA
- November 1993** Evolution of a Research Idea, Invited Speaker, Worcester State College , Worcester, MA
- February 1993** Breast Cancer: Multi-system Impact, Massachusetts General Hospital Institute of Health Professions, Boston, MA
- March 1993** Assuming the Faculty Role, Cabinet on Nursing Education Presentation, Massachusetts Nurses Association Presentation, Canton, MA
- October 1991** Measuring Health: Issues and Implications for Research. Invited Speaker, Fall Dinner Meeting. Sigma Theta Tau, Theta-at-large Chapter, Boston, MA.
- February 1985** Analysis of Rogers' Theory of Unitary Man, Workshop on Nursing Theorists. Northeastern University, College of Nursing, Boston, MA, February

March 1985 Analysis of Johnson's Behavioral Systems Theory.
Workshop on Nursing Theorists.
Northeastern University College of Nursing, Boston, MA, March

September 1983 Assessment of the Patient with Respiratory Disorders.
Department of Continuing Education
Boston University School of Nursing, Boston, MA,

November 1982 Assessment of the Patient with Respiratory Disorders.
Department of Continuing Education
Boston University School of Nursing, Boston, MA,

Other Research or Creative Activities

2005 Mentor to Dissertation Committee Chair. Boutette, J. "Completion of therapy in TB patients." UMass Lowell

2003 Dissertation Committee Chair. Kenny, D.J., "Research Utilization of Registered Nurses in US Army Hospitals." UMass Worcester

2001 Dissertation Committee Chair. Boni, C.E. "Accountability in nurses who Practice in three different nursing care delivery models". UMass Worcester

1995 Co-Investigator, Retrospective study of the use of epidural analgesia and the incidence of respiratory depression in postoperative patients, Massachusetts General Hospital.

SERVICE ACTIVITIES

Sudbury Chapter of League of Women Voters, on Health Care Committee preparing for Health Care Forum in the Fall. 2010 to present.

Nurse Practitioner at UMass Lowell, Student Health Services 2003-2007

Nurse Practitioner at UMass Memorial Health Center, Family and Community Health Clinic, 1995-2002.

Salem State University/School Committees:

Salem State University

Library Planning Committee (member 2009 – 2010)

NEASC Committee, Standard IV, Graduate Education subsection (member, 2010)

Academic Peer Review Committee (Communications Department) (2011)

School of Nursing

NCLEX Committee (to improve pass rates) (2010 to present)

Graduate Committee (member)

Graduate Curriculum Committee (member)
School of Nursing Program Evaluation Committee (member)
Graduate Nursing Program Assessment for Class of 2008, 2009 – Project Leader
Graduate Nursing Program Curriculum Committee – Accreditation status and
program offerings of New England Colleges of Nursing, Project Leader

Other University Committees (selected)

UMass Lowell,

University Academic Integrity Taskforce (member 2005-2007)

School of Health and Environment

School Curriculum Committee, (School Wide), appointment by Dean (2007 –08)

Communication Task Force, appointment by Dean (2006 - 2007)

Department of Nursing

Baccalaureate Curriculum Committee (Chair 2004-2008);

Department of Nursing Web Committee (Chair 2004 – 2008)

UMass Worcester

University Human Subjects Review Committee (1996-2000),

University Faculty Development Committee (member 2006).

Graduate School of Nursing

Academic Standards and Admissions Committee (Chair 1998-2001)

Collaborative PhD Committee.

Worcester State College,

Department of Nursing

Curriculum Committee,

Admissions Committee

Boston University,

School of Nursing

Undergraduate Curriculum Committee

Hospital Committees:

Massachusetts General Hospital:

Member/Chair of task forces/committees on such issues as

Department-wide educational planning;

Computerization and Workstation Planning;

Practice Guidelines;

Standards of care;

Program Proposal Development: Case Management, Epilepsy Monitoring Unit;

Nursing Studies Review Committee.

SALEM STATE UNIVERISTY
PERSONNEL ACTION

NAME: Margaret T. Andrews

DATE: May 23, 2012

TYPE OF ACTION:

EFFECTIVE DATES OF ACTION: Beginning September 1, 2012 Ending _____

CURRENT STATUS:

Full-Time ___ Months Part-Time: _____ % FTE

Rank: Librarian

Department: Library

Salary: _____
Annual One Semester Other

PROPOSED STATUS:

Full-Time ___ Months Part-Time: _____ % FTE

Rank: Librarian Emeritus

Department:

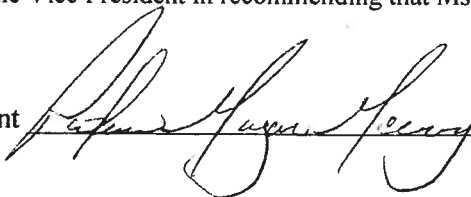
Salary: _____
Annual One Semester Other

COMMENTS: Ms. Margaret Andrews retired from the Salem State University Library after thirty-two years as a member of the community. Ms. Andrews has long been recognized by her peers as an excellent librarian who dedicated herself to undergraduate and graduate education.

As the Library Program Chair, Ms. Andrews capably led the professional librarians and explored innovative ways of reaching out to students and faculty. She participated in numerous major university-wide initiatives. Her excellent management of the staff and the functions of the frontline circulation unit have done much to improve library services. Ms. Andrews accepted additional responsibility for supervising the Education Resource Library, coordinating the Library's participation in the NCATE accreditation and providing instruction and collection development for the School of Education. She was an effective and contributing member of the University's NEASC Steering Committee. As the editor of the Library and Learning Support newsletter for many years, she coordinated an increasing valuable faculty outreach effort. Throughout her many years of service Ms. Andrews balanced the needs of the Library Program Area with active participation in regional professional associations.

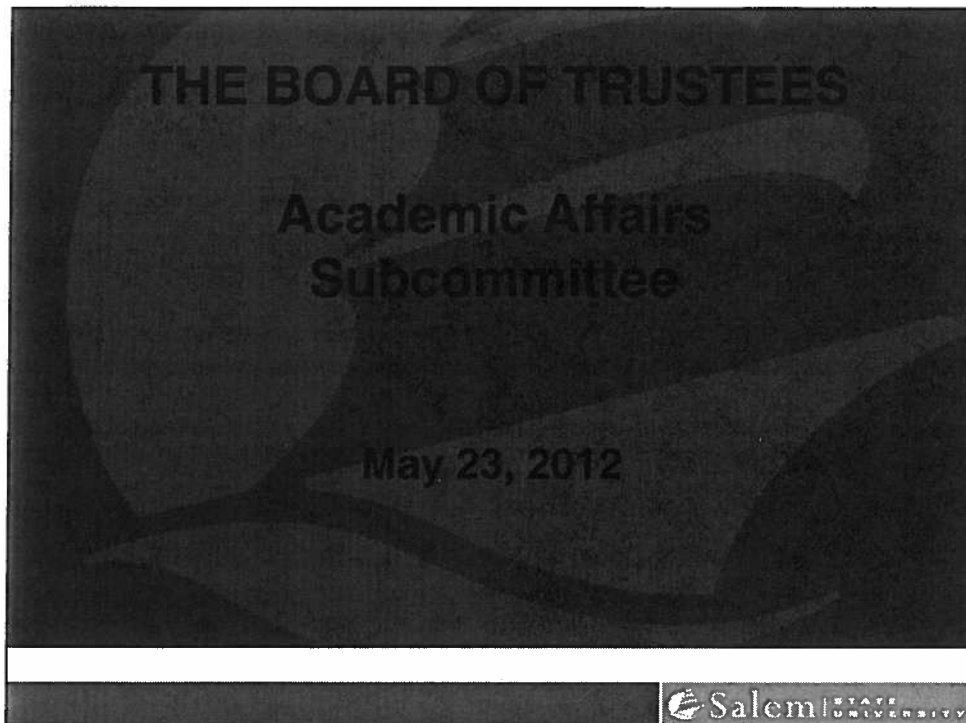
Because of Ms. Andrew's exemplary service, dedication and scholarship, I am pleased to join the Provost and Academic Vice President in recommending that Ms. Andrews be granted the title, Librarian Emeritus.

President



Date

5/23/12



AGENDA

- I. MSCA Personnel Actions (Action Needed)
 - Terminal Contracts
 - Tenure
 - Emeritus Status
- II. Committee Liaison Update (Discussion)
 - Accreditation Update
 - Academic Planning Update
 - Enrollment Management Update (Scott James, associate vice president, Enrollment Management)
- III. Student Success (Discussion)
 - First Year Experience

MSCA PERSONNEL ACTIONS

- Terminal Contracts
- Tenure
- Emeritus Status

Accreditation Update

Academic Planning Update

The Goal

- Provide faculty input into strategic direction of University
- Provide a blueprint for creation of new programs and streamlining of curriculum
- To match programming with resources
- To develop greater efficiencies
- To provide critical input on campus priorities

Progress to Date

- Core curriculum reform well under way
- Bachelor-to-Master (4+1) guidelines generated
- Process for approving new programs in place for graduate programs
- Process for approving new programs being piloted for undergraduate programs (to go through governance 2012-2013)

Undergraduate Program Actions To Date

- New Programs Approved
 - BLS in Intercultural Communication (on-line degree completion program)
 - Applied Behavioral Analysis Concentration in Psychology (BS)
 - Streamlined Art Major for Early and Elementary Education Majors (BA)

Undergraduate Program Actions To Date, cont.

- New Minors Approved
 - American Studies
 - International Relations
- Additional programs expected to pass through governance by June 1

Undergraduate Program Actions To Date

- What did we stop offering?
 - Admissions suspended to 11 under-enrolled options or concentrations (currently in governance; expected to pass by June 1)

Graduate Program Actions To Date

- New Programs Approved
 - Post Professional MS in Occupational Therapy
 - Advanced Professional Certificate in Applied Behavioral Analysis
 - Accounting Specialization added to MBA program

Graduate Program Actions To Date

- What did we stop offering?
 - Admissions suspended in 8 under-enrolled concentrations or options

Enrollment Management Update

Enrollment Management Update

- Summer Enrollments
- Fall Admissions


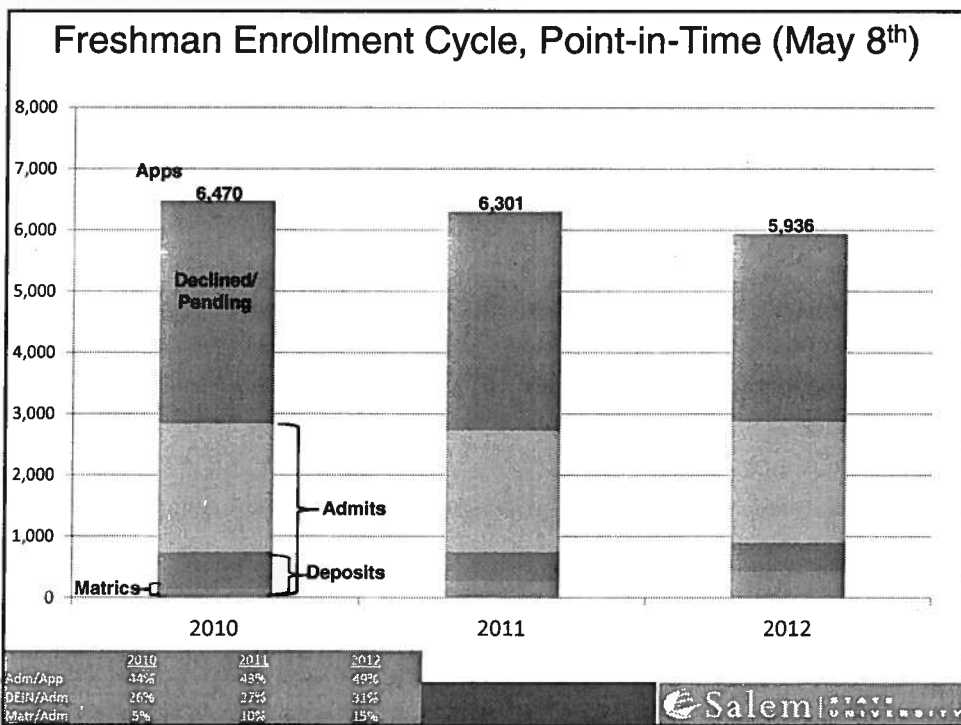
Summer Enrollments

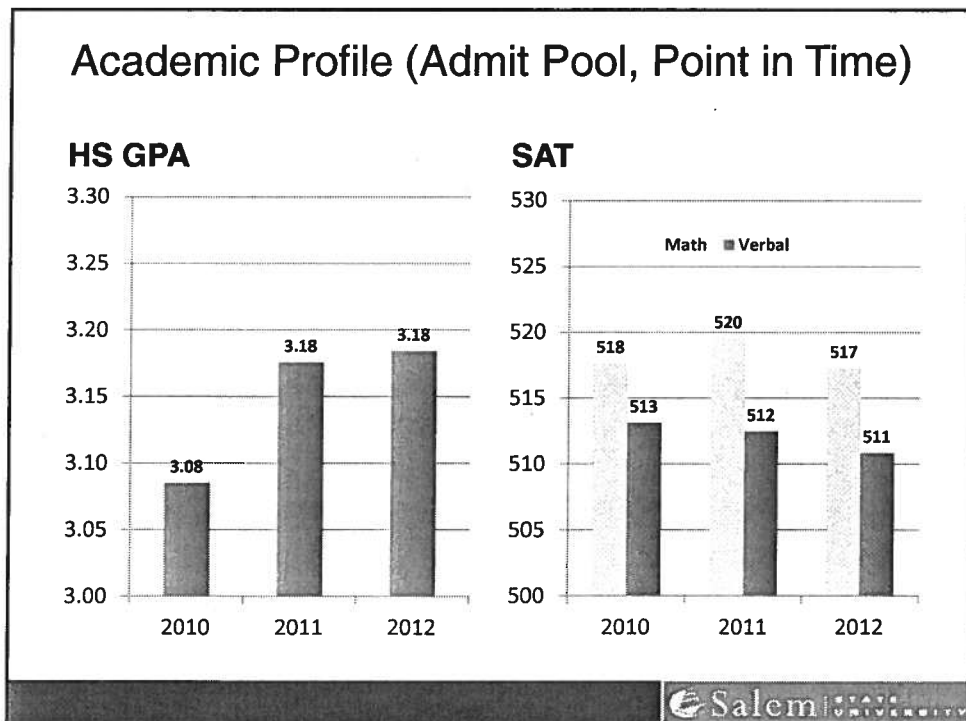
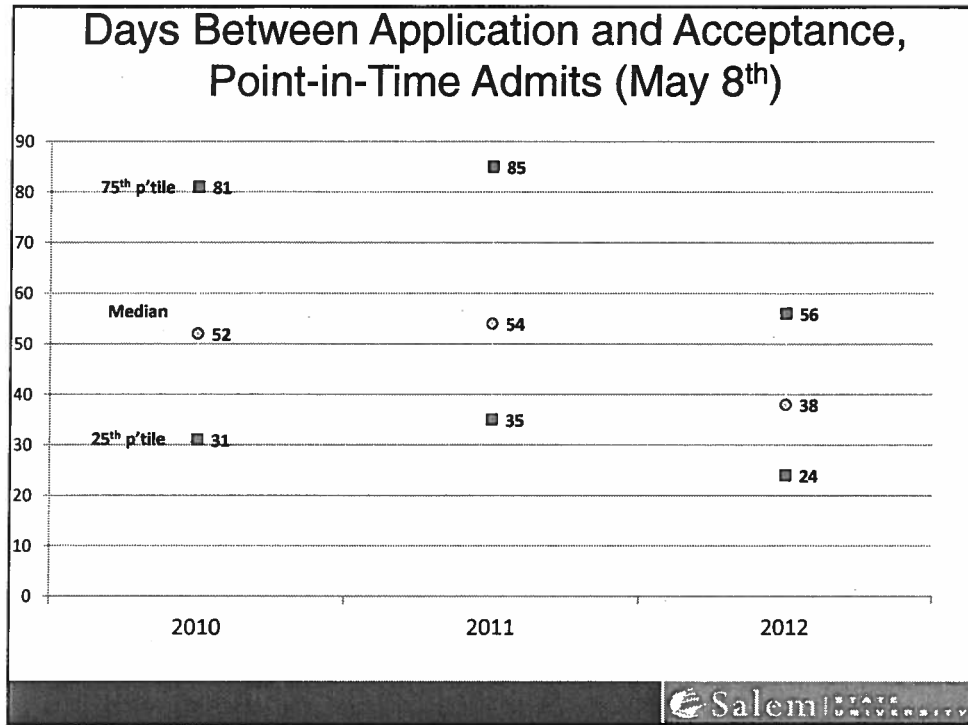
- Continuing Education (Undergraduate)
 - 2011: 15,430 credits
 - 2012: 15,309 credits
- Summer II should be larger this year:
 - More “institute” format courses
 - More offerings overall

Summer Enrollments

- Graduate
 - 2011: 5,068 credits
 - 2012: 4,819 credits
- Summer I is slightly ahead of last year
 - Hope to see the same in Summer II

Fall Freshmen

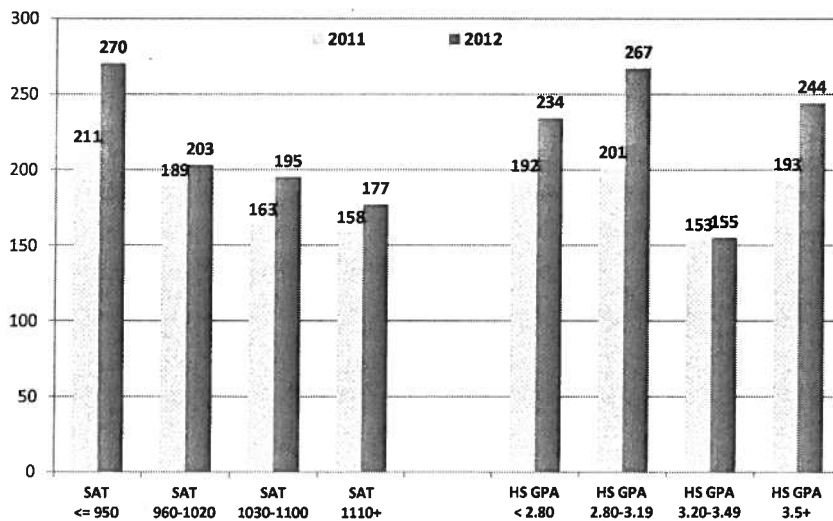


Point in Time Yield (deposits / admitted; data as of May 8 of each year)

	Admit % of Total		Yield (Dep/Adm)		Yield
	2011	2012	2011	2012	Change
Total w/ SAT	2,634	2,717	27%	31%	4%
<= 950	27%	27%	30%	36%	6%
960-1020	25%	24%	29%	31%	1%
1030-1100	25%	24%	25%	30%	5%
1110+	24%	24%	25%	27%	2%
Total w/ HS GPA	2,728	2,873	27%	31%	4%
< 2.80	25%	22%	28%	36%	8%
2.80-3.19	28%	31%	27%	30%	3%
3.20-3.49	21%	19%	27%	28%	1%
3.5+	27%	27%	26%	32%	5%



Number of Deposits (Point in Time)



Student Success

- Student Success Summit involving over 100 faculty, staff, and administrators, February 2012

Student Success Summit Themes

- Business of Being a Student:
 - Student Service Center
 - Establishing a Culture of Customer Service
 - Expanding Orientation Programs
- Student Life: Across-the-Board Increases in Programming/Support for Student Programming
- Early Warning System

Student Success Summit Themes, cont.

- Advising
- Learning Experience: Re-engaging the First Year Experience

Problem

- Salem State University brings in over 1,000 traditional first year students in addition to a significant number of transfer students, first year graduate students, and first time continuing education students each year.
- While there are a number of opportunities and initiatives designed to engage and support these students, there is not a cohesive, well-advertised first year experience program that provides a clear and comprehensive overall experience for students.

Re-Engaging the First Year Experience

Stakeholders

- **Primary**
 - Provost
 - Assistant Provost
 - Associate Director, First Year Experience

- **Secondary**
 - AVP Enrollment Management
 - Faculty Fellow, First Year Experience
 - Residence Life
 - First Year Experience Committee

- **Tertiary**
 - Salem State University Faculty, Staff, Administrators, and Librarians

Recommendations from the February Summit

- Reengage the first year experience (FYE) including all students for whom this is our first touch
 - Increase the number of FT faculty teaching introduction courses
 - Enhance orientation (summer and on-going)
 - Engage faculty in student programming
 - Develop a resource fair
 - Provide incentives for student participation

- Build out graduate, part-time, transfer and returning student programming
- Model/benchmark successful programs at SSU (Honors, Trio). Expand initiatives such as:
 - Academic clubs
 - Department lounges
 - Supplemental Instruction

Report on Action To Date

- Creation of an Associate Director, FYE position to help benchmark effective first year experience initiatives and strategies and make recommendations to Academic Affairs and specific areas of campus
- Meetings with SASS team to develop a structure, timeline, and strategy to connect with and support a cohort of 300 at-risk first year students

Report on action to date, cont.

- Expanded First Year Reading Experience (FYRE) initiative by including a Faculty on FYRE lecture series and a FYRE in the Arts program
- Stakeholders meetings and participation in webinars to enhance the living learning communities established through the Vision Project Performance Incentive Fund Grant
- Review and assessment of the Foundations of Excellence Report

Report on Action To Date, cont.

- Development of social media initiative to support first year student success (Facebook)
<http://www.facebook.com/#!/FirstYearSuccessAtSalemState>
- Re-establishment of Alpha Lambda Delta, the national first year honor society, to recognize first year student academic achievement and persistence
- Refinement of undeclared students Peer Advisor program funded by the Performance Incentive Grant and plans for further developing and enhancing the initiative

Report on Action To Date, cont.

- Revision of the “The Academic Environment” session at orientation and expansion of programs into the fall semester

By Fall:

- Recruitment of students into Alpha Lambda Delta, honor society for first year students
- Revamped living/learning communities in place, based on evaluation of the academic year 2011-2012 experience
- Revamped Peer Leaders program in place, based on evaluation of the academic year 2011-2012 experience
- Evaluate SSU practices in light of model first-year programs nationwide

Next Year's Work

- Develop programming for other "first year" groups (transfer students, graduate students, part-time students)
- Develop plan to integrate civic engagement and service learning opportunities into the first year experience
- Work with President's Advisory Committee on the Core Curriculum on first year programming

SUBJECT: Committee on Student Life Meeting report for May 23, 2012

The Committee on Student Life of the Board of Trustees met on Wednesday, May 23, 2012 in room 210 at the Marsh Residence Hall located on the Central Campus of Salem State University.

Present for the Committee were Trustees Villa (Chair), Bertrand, Abdoo, and Gates. Also present and participating in the meeting were Trustee Segal, President Meservey, Associate Vice President and Dean Stoll, Assistant Dean Newton, Assistant Dean for Counseling & Health Services Jones, Assistant Director for Health Services Daly and Associate Director of Athletics Doviak.

Trustee Villa called the meeting to order at 3:10 p.m. President Meservey took a minute to briefly introduce the new Student Trustee, Ms. Mary Bertrand. A few highlights from the introduction included:

- Trustee Bertrand is from Acushnet, MA and went to New Bedford High School
- Salem State is the only school she applied to!
- Double Major: Sociology and Communications
- Senior status, Class of 2013
- Member of Phi Kappa Phi (Interdisciplinary Honor Society) and Lambda Pi Eta (Communications Honors)
- Currently works in Academic Affairs, Residence Life and the Campus Center
- During the school year serves as a tutor in the Writing Center
- Leadership positions held in the past:
 - Orientation Navigator
 - Executive Director of the Residence Hall Association
 - Desk Receptionist in the Residence Halls
- Plans to attend graduate school in Higher Education with a focus on Student Activities and Leadership Development

Those in attendance welcomed Trustee Bertrand with a round of applause. Trustee Villa then introduced Dean Stoll who gave opening remarks about today's Student Life Presentation covering a proposal for third party insurance billing for medical services rendered at Counseling & Health Services and an internal review of programs and services within the Division of Student Life. Dean Stoll introduced Assistant Dean of Counseling & Health Services Jones and Assistant Director Daly.

I. Counseling & Health Services: Third Party Insurance Billing

Assistant Dean Jones shared that as institutional budgets become tighter, university health centers are looking for ways to bring in revenue for the university and to enhance medical services for students. One way to do this as described by Assistant Dean Jones is through insurance billing. Today's discussion will only focus on treatment within Health Services even though the department also offers mental health counseling which is billable. Assistant Dean Jones gave an overview by utilizing a PowerPoint presentation (please see Attachment A). During the discussion, it was highlighted that 95% of services students currently receive are at no charge to them or their families and with the implementation of insurance billing, nothing will change.

Assistant Director Daly highlighted the following points:

- Reproductive health service numbers have increased dramatically, perhaps due to the strong partnership with a local clinic, Health Quarters.
- Vaccinations are now done off campus at a cost to students due to demand and cost for vaccines and our current inability to bill student's health insurance.
- Students will not be charged a co-pay as their current student fees already contribute to the Health Services' operating budget and in essence, serve as the co-pay.
- With insurance billing, visits to Health Services can count towards family deductibles for students who are on family health plans.
- This process is anticipated to run smoothly as all Massachusetts residents have health insurance.

Trustee Segal asked if all students are required to show proof that they have health insurance and followed with a second question asking why this has not been implemented before. President Meservey, Assistant Dean Jones in addition Assistant Director Daly shared in the response stating that yes students must either show proof of coverage or enroll in the university sponsored plan. Prior to the new health care law in Massachusetts, many of our students were not insured or underinsured. The process of in-house billing is cumbersome, required extensive staff time and was not easily implemented. What has changed is that vendors have become available as partners in implementing the billing process. Their fees range in cost from 20 percent to 40 percent. President Meservey suggested that our partner would be on the 20 percent part of that range. With a vendor partner, there is minimal direct cost to the University and a limited amount of administrative responsibilities.

Trustee Villa inquired about the usage of the word "health center" and wondered if the public could use our center. Assistant Dean Jones and Assistant Director Daly shared in the response stating that

Salem State's facility is considered a university health center and not open to the public. However, the medical services offered through our center are comparable to a local clinic.

Trustee Gates asked about staffing patterns. Dean Stoll responded by announcing Assistant Dean Jones' retirement and sharing the new reorganization of the department which includes upgrading the also retiring nurse position to a nurse practitioner. That will give us three nurse practitioners to cover the ten month period of the academic year. In the summer it will drop down to two.

Trustee Bertrand asked if insurance billing and third party relationships will have an impact on students or student fees. Assistant Director Daly responded by stating that students will not notice any change, but should notice an increase in services and conveniences at no additional cost.

Dean Stoll brought the conversation to a close by stating that Salem State will be the first state university to bill insurance companies. He added that we are keeping a close eye on the potential impact this proposal might have on the insurance premiums of the university sponsored plan. Those premiums have been typically low in part because of the availability of triage health care at no cost on the campus. One solution to this concern may be to negotiate a lower rate of charges with the current vendor, Blue Cross/Blue Shield. There are approximately 1200 students on this plan. We will be consulting with UMASS/Amherst and UMASS/Dartmouth on how they handled this issue.

President Meserve publicly thanked Assistant Dean Jones for her years of service and development of the Counseling & Health services program during her tenure. With no further questions, Dean Stoll moved the discussion to the second topic of the presentation covering an update on the Student Life internal review process.

II. Division of Student Life: Internal Review of Programs and Services

Dean Stoll gave an overview by utilizing a PowerPoint presentation (please see Attachment B). He shared that the Student Life division is currently conducting an internal review process utilizing four methods including the following and gave a brief description of each:

1. Council for the Advancement of Standards in Higher Education (CAS)
 - Self-assessment benchmarking process
2. Student Affairs Committee
 - Contract committee of governance
 - Members are students, faculty and administrators
3. Student Success Summit Task Force
4. Student Surveys and Focus Groups

With no questions, Dean Stoll then introduced Associate Director Doviak to discuss the assessment which was conducted by the Student Affairs Committee.

Associate Director Doviak shared that the Committee conducted a broad-based review and analysis of staffing, programs and services through in-person interviews with department leadership and student focus groups of all Student Life departments (please see Attachment B). General findings of the committee included the following:

- High level of student satisfaction with the current programs and services in the Division of Student Life.
- While the scope of co-curricular programs is broad, the number of opportunities is limited for a campus community our size.
- Additional and/or shifting resources are required to maintain and keep up with the increasing demands for more programs and services by both resident and off-campus students.
- There is a strong demand and need for a:
 - New Campus Center (circa 1966, built for 700 students)
 - Fitness & Recreation Center (opening Fall, 2013)
 - Residence Halls including theme housing

With no questions, Dean Stoll then introduced Assistant Dean Newton to discuss the Student Success Summit and how it was used to assist the Student Life division in assessing its programs and services and an overview of the preliminary findings of the Student Activities survey utilizing a PowerPoint presentation (please see Attachment B).

Highlights from the presentation included that students were satisfied with the frequency, variety and quality of events approximately 80% of the time. It was noted that students were not as satisfied with weekend programming, but measures to address this concern were already underway. Students were satisfied with the frequency, variety and quality of culturally diverse events more than 80% of the time. Assistant Dean Newton later highlighted action items that occurred this academic year within Student Life including:

- Weekend Warriors program was expanded within the residence halls
- A community service pod was created within Marsh Hall
- Campus-wide weekend programs were increased by shifting resources in the Program Council and in the Campus Center Programs and Services budget
- Living-Learning Communities were established
- Greek Life
- Big name concert occurred during the Spring Semester
- Enhanced opportunities for community service were provided
- Student leadership initiatives advanced through enhanced collaborations
- Recreational and intramural programs were enhanced
- Electronic family newsletters became established on a semester basis

Trustee Villa and Abdoo asked for more details of the Greek organizations. There was a concern in regards to the reputation that fraternities and sororities have in the public eye. Dean Stoll and Assistant Dean Newton shared in the response stating that the creation of Greek organizations came from a large grassroots movement by students. There is a current wave of interest across higher education. This movement was enhanced by the fact that half of our student body is made up of transfer students many of whom were in Greek organizations at their previous school. Over 200 students showed interest through a student-initiated survey and then met with President Meservey and Dean Stoll to discuss the University's criteria and policies regarding the establishment of organizations on campus. In addition, Dean Stoll and Assistant Dean Newton met with national Greek organization leaders and administrators to affirm our criteria and discuss the benefits of Greek life on a university campus including social activities, leadership skill development, community service through designated philanthropies and a network of alumni for career opportunities. The selection of one sorority and two fraternities was carefully undertaken. We hope to bring another sorority on to campus next year. Trustee Abdoo asked if we were going to keep the groups on campus as opposed to houses in the community. Dean Stoll responded that they were required to stay on campus and that a coed Greek entryway has been established at the Bates Complex for next year. Assistant Dean Newton also shared that the Student Affairs Committee recently passed new policies to address community standards as it relates to Greek organizations.

Trustee Villa thanked everyone for their presentations and asked if there were any further comments or questions. With no further questions, Trustee Abdoo made a motion to adjourn the meeting. The motion was seconded by Trustee Gates. With no further discussion, the motion passed unanimously.

Voted: to adjourn the meeting at 4:20 P.M.

Salem State University Counseling and Health Services

Insurance Billing In College Health

Insurance Billing in College Health

Background

- Traditionally: No 3rd party insurance billing
- Common Funding Sources:
 - Student Health Fees
 - General University Budget
 - Limited “Fee for Service”

Insurance Billing in College Health

Changing Times and Regulations

- Fiscal downturn / Financial pressures
- Expectation of expanding services
- Need for additional staff /resources
- Trend toward billing insurance for college health
(U Mass/Dartmouth has been billing for several years)

Health Services Student Utilization

As Salem State University has transitioned to a more residential campus, student utilization of Health Services has risen 30% over the last six years, with no increase in staffing or operating budget

Health Services Statistics 2010-2011

• Illnesses, injuries, and other	2,368
• Reproductive Health	1,608
• Immunizations	1,239
• Physical Exams	302
• Psych and psychopharmacology	193
• <u>Tobacco Cessation Visits</u>	<u>6</u>

Total Health Services student visits **5,716**

Utilization Statistics 2004-2005 4382

Insurance Billing in College Health

University and Health Center Benefits

- Generate significant annual revenue for SSU
- New additional source of funding for CHS
- No direct financial costs to the University
(other than minimal staff time demands)
- Provides ability to continue on-site immunization program

Insurance Billing in College Health

Student and Family Benefits

- No co-pays or other out of pocket expenses for students or families; College Fee serves as co-pay
- Visits to Health Services count towards family deductibles
- Health insurance state mandated for all
- More students covered by family insurance-up to age 26

Insurance Billing in College Health

Duties and Responsibilities of CHS Office

- Collect and enter insurance card data
- Code procedures and visit diagnosis

Insurance Billing in College Health

Services Provided by Insurance Billing Partner

- Credentialing of providers
- Contract insurance to be “in network”
- Develop fee schedules
- Electronic verification of eligibility
- Claims scrubbing
- Claims submission and processing
- Claims status monitoring
- Follow up denied claims
- Reports and Reconciliation: billing, receivables, collections

Insurance Billing in College Health

- Revenue projections from one billing partner= \$250,000 for the first roll out year. This number is consistent with U Mass/Dartmouth experience
- Revenues are projected to increase over time

Insurance Billing in College Health

Generated revenue from this program will benefit the University. Some possible uses for the Counseling & Health Services department include:

- Independently fund a new full-time Nurse Practitioner position of which we are in desperate need
- Address additional future staffing and other critical departmental needs, such as increasing outreach (e.g. suicide prevention, alcohol and drug prevention)
- Increase services to students online (secure patient messaging, online screening, myStudentBody.com)
- Enhance technology support for our electronic medical record system

Insurance Billing in College Health

Questions and Comments?

Division of Student Life

Internal Review of Programs and Services

- Dr. James Stoll, Associate Vice President and Dean of Students
- Mr. Shawn A. Newton, Assistant Dean of Students
- Mr. Jason Doviak, Associate Director of Athletics and Chair, Student Affairs Committee

Introduction

Our students have opportunities to learn new personal skill sets and bond socially with each other through participation in co-curricular programs such as:

- Student activities
- Groups and Clubs
- Residential life programs
- Multicultural and diversity programs
- Athletics and recreational sports
- Service-learning and community service
- Commuter and off-campus living programs
- Greek life
- Student leadership programs

Introduction, *continued*

While many of these co-curricular opportunities can be considered as outstanding in their quality and scope, others are adequate and some are clearly inadequate.

This internal review will provide a basis for the development of a multi-year strategic plan for Student Life.

Internal Review Process

- Council for the Advancement of Standards in Higher Education (CAS)
 - Self-assessment Benchmarking
- Student Affairs Committee
 - Students, Faculty and Staff
- Student Success Summit Task Force
- Student Surveys and Focus Groups

Council for the Advancement of Standards (CAS)

The CAS benchmarking process assesses each department's programs and services by looking at it's:

- Role on campus
- Mission
- Program
- Leadership
- Human resources
- Ethics
- Legal Responsibilities
- Equity and Access
- Diversity
- Organization and Management
- Campus and External Relations
- Financial Resources
- Facilities and Equipment
- Assessment and Evaluation

The CAS process then assesses the student's personal growth through utilizing the following learning and development outcomes:

Knowledge acquisition – connecting knowledge, ideas, experiences

Cognitive complexity – critical thinking, reflective thinking, reasoning, creativity

Intrapersonal development – realistic self- appraisal, self- esteem

Interpersonal development – collaboration, leadership, relationships

Humanitarianism and civic engagement – social responsibility global perspective

Practical competence – pursuing goals, health & wellness, career development

Multicultural competence – personal & social awareness, valuing differences

These competencies can then be reflected on the student's Co-Curricular Transcript which becomes part of their presentation portfolio for prospective employers.

Student Affairs Committee

- **Conducted a broad-based review and analysis of staffing, programs and services through in-person interviews with department leadership and student focus groups**
 - Athletics and Recreation
 - Campus Center Programs and Services
 - Campus Ministries
 - Career Services (External Review)
 - Counseling & Health Services
 - Disability services
 - Diversity and Multicultural Affairs
 - New Student Orientation
 - Residence Life
 - Student Conduct and Mediation

Student Affairs Committee

- **Assessment areas**

- Programs and Services currently being offered
- Programs and services the departments can expand without the infusion of more funds
- Programs and services that could be eliminated without impacting the quality of life of students
- Current departmental needs and expansion plans if more funds were to be made available
- Space/facility needs
- Personnel
- Technology

Student Affairs Committee

- **General Findings**

- High level of student satisfaction with the current programs and services in the Division of Student Life
- While the scope of co-curricular programs is broad the number of opportunities is limited for a campus community our size
- Additional and/or shifting resources are required to maintain and keep up with the increasing demand for more programs and services by both resident and off campus students
- Strong demand and need for a:
 - » New Campus Center (circa 1966, built for 700 students)
 - » Fitness & Recreation Center (opening Fall, 2013)
 - » Residence Halls including theme housing

Student Success Summit: Goals

The Student Success Summit brought together over 100 faculty and administrators:

- To gain a common understanding of the meaning of student success for the Salem State community;
- To understand our current performance on key indicators of student success;
- To examine five or more areas including Student Life and recommend improvements to our work;
- To develop action plans; and
- To engage our full community of faculty, staff and students in the implementation of these plans across all departments of our campus.

Student Success Summit: Student Life Priorities

(February, 2012)

1. Increase student activities and services across the board

- Weekend programs
- Intramurals and recreational activities
- Groups and clubs
- Family programs
- Spiritual activities
- Greek life
- Increase big student events that attract off-campus students

- Salem-based programs
- Multicultural programs
- Increase interest housing and Living Learning Communities
- Increase coordination, collaborations and synergies between Student Life departments and services as well as student groups and clubs

2. Increase collaborations between Student Life and Academic Affairs

- Increase the number of Faculty-in-Residence
- Support efforts initiated by First Year Programs and Services
- Expand service-learning, civic engagement and internship opportunities
- Enhance career development opportunities through increased collaborations between Career Services, academic departments and external corporate and non-profit affiliations
- Create resources for travel opportunities for groups and clubs affiliated with academic departments

3. Increase outreach to better engage off-campus students

- Off-campus apartment students
- Off-campus students living with family
- Increase and market quick connect opportunities for these student cohorts; athletic teams, intramurals, groups and clubs, academic department activities, on-going orientation events, create a “What’s New?” news email for students, enhance the on-line calendar of events, improve internal marketing of events and opportunities, i.e., scrolling billboards on campus flat screens
- Expand the role and impact of the Commuter Student Association

4. Improve Student Life facilities

- Develop a new fitness center and recreational gymnasiums
- When the new library opens, repurpose and reprogram space in the Campus Center for student groups and clubs, lounge areas, etc.
- Renovate or build a new Campus Center
- Create more lounge, casual gathering and study spaces in all buildings
- Design and build more residence halls to reach our goal of a 50% residential campus

One Survey Example: Student Activities 2012

- 977 respondents
- 67% off-campus, 33% resident students
- How satisfied...social events?
 - Frequency...71% very satisfied, satisfied
 - Variety...66%
 - Quality...70%
- How satisfied...educational events?
 - Frequency...79% very satisfied, satisfied
 - Variety...77%
 - Quality...84%

Student Survey 2012

- How satisfied...weekend events?
 - Frequency...58% very satisfied, satisfied
 - Variety...59%
 - Quality...62%
- How satisfied...culturally diverse events?
 - Frequency...83% very satisfied, satisfied
 - Variety...81%
 - Quality...84%
- Types of events?
 - Large Scale (concerts)...66%
 - Smaller events: 34%

Student Survey 2012

- What activities most interest you?
 - Comedy shows: 62%
 - Live music: 61%
 - Sports and recreation: 61%
 - Movies: 51%
 - Community service: 47%
- What off campus trips interest you?
 - City exploration (Boston, NYC): 65%
 - Sporting events: 51%
 - Museums/Cultural: 48%

Student Survey 2012

- If you choose not to attend an event, why?
 - Lack of time: 66%
 - Conflicts with my schedule: 57%
 - Lack of interest: 46%

- Interest in City of Salem events?
 - Very interested: 32%
 - Interested: 42%

Action Items 2011-2012

- Weekend Warriors program was expanded within the residence halls
- A community service pod was created within Marsh Hall
- Campus-wide weekend programs were increased by shifting resources in the Program Council and in the Campus Center Programs and Services budget
- Living Learning Communities were established
- Greek Life has been launched
- Big name concert occurred during the Spring Semester
- Enhanced opportunities for community service were provided
- Student leadership initiatives advanced through enhanced collaborations
- Recreational and intramural programs were enhanced
- Electronic family newsletters became established on a semester basis

SUBJECT: Institutional Advancement Committee Meeting Report for May 23, 2012

The Institutional Advancement Committee of the Board of Trustees met on Wednesday, May 23, 2012 in room 204 in Marsh Hall on Central Campus.

Present for the Committee were Trustees Scott (chair), Quiroga, (vice chair) and Ansara. Also present were Ms. McGurren, vice president and committee liaison for Institutional Advancement; and Ms. Shahin, staff assistant to the vice president of Institutional Advancement. Also present and participating in the meeting were Rich Napolitano, associate vice president of development; Eileen O'Brien, assistant vice president of Alumni Affairs & Annual Giving; Cheryl Crouse, campaign manager; and Jean Patch, assistant director of Prospect Research and Management.

Trustee chair Pamela Scott called the meeting to order at 3:15 pm.

Comprehensive Campaign (attachment A)

Vice President McGurren asked Cheryl Crouse, campaign manager, to please join the meeting to discuss the status of the comprehensive campaign. Ms. Crouse reported we have raised \$8.1M as of the end of April. She thanked everyone for their support. The FY12 benchmark goal is \$7.2M and we have a balance to raise of \$1.2M by June 30, 2012. Ms. Crouse reviewed the timeline to the campaign goal of \$25,000,000. Our cumulative goal for FY11 and FY12 for June 30, 2012 is \$9.2M and we have raised \$8.1M towards that goal, the balance to be raised by June 30. The Bertolon goal of \$1.2M was reached on March 1, 2012 and those funds are now included in the annual fund restricted, faculty, students and financial assistance lines in the report. The verbal campaign total is \$1.5M; total verbal and documented is \$8.1 with cash received to date of \$4.4M, doubling the amount since we last reported to Trustees. Trustee Scott inquired about the status of the Gordon Center Campaign and how much was raised to-date. Ms. Crouse said we have a goal of \$3.4M and we have raised a total of \$671,000. Trustee Ansara asked if raising funds for this project has been challenging. Ms. McGurren said the university is about ready to sign the contract with the architects, and she feels that people who are familiar with the history of the effort are waiting to make sure the project will be started prior to committing additional funds. Also, many donors have designated their commitment to campaign unrestricted which can be used towards the construction of the Gordon Center, if necessary. Trustee Quiroga asked if the \$4.4M is currently in a money market account. Ms. McGurren reported that some of the money is and other endowment monies are being held in fixed income and total return accounts with Eastern Bank and Windhaven.

The case statement was revised to include the Enterprise Center. We continue to use the content and this report to share our case with donors who ask. Trustee Scott suggested the new Enterprise material be incorporated into the application for the iPad.

The steering committee is being chaired by Henry Bertolon '74 and Kim Gassett-Schiller '83. The members are Bernie Gordon '85H and the chairs of the subcommittees. Each of the subcommittees

meet separately and the steering committee will meet quarterly – a meeting with this group took place on April 27 on campus. Trustee Scott participated in that meeting. She shared that the boards subcommittee is being chaired by Rob Lutts and herself. This committee's work has been expanded to include representation from the assistance corp and the alumni board. Also, Ms. McGurren reported we have compiled a list of all former volunteer board members and we are working on putting together an event which will bring all former volunteer board members together. The leadership and major gifts subcommittee is being co-chaired by Karen Morrissey '71, '93H and a to-be-determined co-chair. Members include Richard Elia, Paul Mattera and Tim Shea '83G. Rich Napolitano reported that Richard Elia is helping with the Fine Wine & Destinations Auction being held on September 15, 2012 and Paul Mattera has helped to identify folks on the North Shore that he may provide entre to. Mr. Napolitano met with Mr. Shea and they are working to develop a list of leadership prospects that have an affinity for athletics, health and wellness. This committee will convene in June.

Ms. Crouse reported that the co-chairs of the campus community campaign have been very busy and thanked Amy Everitt (co-chair) who was in the room for her hard work and efforts. Our campus community is being made aware of this campaign through the meetings on campus. As of May 21, 2012, the committee has raised \$906,836, or 79% of its monetary goal. They reported they have had 48 visits with directors, assistant and associate deans on campus. They have completed 28 department (academic and administrative) meetings and they have 13 department meetings to be scheduled. Patricia Zaido has agreed to reach out to the retirees. She and Michael Randall are focusing on that particular group. Trustee Quiroga commented that the campus community campaign has an additional benefit of creating a certain momentum, spirit and a sense of loyalty. It allows everyone to feel a part of the community. Amy Everitt reported that it has also enabled the Institutional Advancement team the opportunity to be visible in the campus so they can make better linkages to the faculty and administrators throughout the life of the campaign.

Mr. Napolitano reported on the work of the corporations and foundations subcommittee, which is being co-chaired by Brian Cranney and has yet to recruit a second co-chair. Gina Deschamps, Geoffrey Hunt and Deirdre Sartorelli are also serving on this subcommittee. He reported Salem State has secured a \$100,000 grant from OneWorld Boston (formerly known as the Cummings Foundation). He also reported we have engaged a consultant, Sarah Jackson, who is helping build the pipeline through researching more potential funders. This committee will be convened in July 2013. Proposals are being developed for John Hancock, Liberty Mutual, Salem Five and TD Bank. We are also working to develop proposals for the Lynch and Kresge Foundations and pulling together working groups on campus to help with this process. Mr. Napolitano also mentioned that SSU is partnering with Holocaust Center North to establish a permanent Center for Holocaust and Genocide Studies on campus. Trustee Quiroga reported she has a connection to the chair and principle at the Boston Ballet and she thinks there may be some interest from them in partnering with the SSU Theatre and Dance programs.

Ms. O'Brien then discussed the alumni and parents subcommittee, its co-chair is Joanne Ricciardiello and a parent co-chair will be determined by mid-summer. This committee will employ personal visits as well as networking, social recognition and professional development

events/activities. Trustee Quiroga emphasized the importance of including outreach efforts specifically focused on the Hispanic members of our alumni community. This subcommittee will provide the alumni association board of directors an overview of the subcommittee at its annual meeting in June. They will be recruiting members from September through December and will hold their first meeting in the spring of 2013.

Presentation by Prospect Research and Management (attachment B)

Jean Patch, assistant director of Prospect Research and Management, was then asked to join the meeting. Ms. Patch presented a PowerPoint presentation which explained what Prospect Research and Management is about. She defined it as “Prospect researchers gather information on people, companies and foundations to increase the potential of a gift”. They seek relevant financial and biographical data, together with internal anecdotal information, to help determine whom to ask; how much to ask; when to ask and how to ask. She emphasized that respect for the prospect is key and they only search public information. She said a good prospect has the following characteristics: capacity, inclination and linkage. Ms. Patch discussed information which cannot be found such as salaries of private company employees; bank and retirement account balances; names of donors who make anonymous gifts; credits reports for individuals or whatever the prospect may want to hide. Some of the projects which Ms. Patch works on includes identifying key prospects and new sources of private support through daily review of publications, business journals and online sources; research, verify and evaluate financial and biographical information; prepare prospect reports and synthesize research information to be utilized by major gift officers and senior leadership; manage solicitor assignments and ratings within the database to track movement of major gift prospects in the fundraising cycle and verify and utilize results of data mining/wealth screening project in support of fundraising strategy and planning.

Ms. McGurran reported that a new position has been posted to fill to hire someone to assist Ms. Patch with her workload. Trustee Scott asked if the trustees could please have a copy of that job description.

Both Trustees Quiroga and Ansara commended the staff of institutional advancement for the excellent job they are doing on the comprehensive campaign.

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

VOTED: adjourn the meeting at 4:25 pm.

Prepared by: Diane Shahin, staff assistant, Institutional Advancement

CAMPAIGN MONTHLY PROGRESS REPORT
Salem State University Foundation - May 23, 2012

ATTACHMENT A

CONFIDENTIAL

To: Institutional Advancement Committee of the Board of Trustees
 Cc: Cynthia McGurren, Vice President Institutional Advancement and
 Executive Director, Salem State University Foundation
 Rich Napolitano, Associate Vice President, Development
 Eileen O'Brien, Assistant Vice President, Alumni Affairs and Annual Giving

From: Cheryl Crouse, Campaign Manager

Institutional Advancement is pleased to present campaign progress report to members of the Board of Trustees.

I. STATISTICAL REVIEW

Campaign Snapshot - Year Two

\$25,000,000	Campaign Goal
<u>\$8,182,475</u>	Raised as of 4/30/12
\$16,817,525	Balance to be raised
<hr/>	
\$4,000,000	Benchmark – 12/31/11
\$4,205,775	Raised in FY12 as of 12/31/11
	Exceeded 12/31/11 Benchmark by \$205,775
<hr/>	
\$7,200,000	FY12 Goal
<u>\$5,996,982</u>	Raised in FY12 Goal to date - 4/30/12
\$1,203,018	Balance to raise before 6/30/12
<hr/>	
\$2,930,000	Pending requests outstanding (18)
\$500,000	Scheduled requests/proposals to submit (5)
\$3,550,000	Total of request visits (21) to be scheduled March through June

DRAFT Five Year Campaign Benchmarks FY2011 through FY2015

Campaign Priority	FY2011	FY2012	FY2013	FY2014	FY2015	Total
Commitment to Faculty	\$0	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$4,000,000
Commitment to Student Support	\$0	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$4,000,000
Commitment to Academic Programs	\$0	\$500,000	\$750,000	\$750,000	\$1,000,000	\$3,000,000
Commitment to Financial Assistance	\$0	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$4,000,000
Annual Unrestricted	\$250,000	\$300,000	\$350,000	\$400,000	\$450,000	\$1,750,000
Annual Restricted	\$800,000	\$900,000	\$950,000	\$1,000,000	\$1,100,000	\$4,750,000
Sophia Gordon Creative Performing Arts Ctr	\$1,000,000	\$2,500,000	\$0	\$0	\$0	\$3,500,000
	\$2,050,000	\$7,200,000	\$5,050,000	\$5,150,000	\$5,550,000	\$25,000,000

Timeline to Campaign Goal of \$25,000,000

Date	7/1/2010	6/30/2011	12/31/2011	6/30/2012	6/30/2013	6/30/2014	6/30/2015
Cum. Goal	\$0	\$2,050,000	\$6,200,000	\$9,250,000	\$14,300,000	\$19,450,000	\$25,000,000
Actual	\$0	\$2,185,493	\$6,391,268	\$8,182,475	n/a	n/a	n/a

SALEM STATE UNIVERSITY COMPREHENSIVE CAMPAIGN FINANCIAL PROGRESS
 JULY 1, 2010 - APRIL 30, 2012

Area	Goal	Documented	Verbal	Total Raised (Verbal & Documented)	Balance	Cash Received to date
Annual Fund Unrestricted	\$2,200,000	\$847,201	\$17,000	\$864,201	\$1,335,799	\$561,164
Annual Fund Restricted	\$2,800,000	\$1,186,816	\$110,000	\$1,296,816	\$1,503,184	\$900,438
Faculty	\$4,000,000	\$63,959	\$0	\$63,959	\$3,936,041	\$43,659
Students	\$4,000,000	\$1,069,981	\$150,000	\$1,219,981	\$2,780,019	\$605,861
Financial Assistance	\$4,000,000	\$1,853,746	\$27,500	\$1,881,246	\$2,118,754	\$1,840,976
Academic Programs	\$3,000,000	\$163,931	\$0	\$163,931	\$2,836,069	\$163,926
Unrestricted Endowment	\$125,000	\$125,000	\$0	\$125,000	\$0	\$20,000
Gordon Center Campaign	\$3,400,000	\$671,187	\$0	\$671,187	\$2,728,814	\$190,565
Comprehensive Campaign Unrestricted	\$1,475,000	\$629,655	\$24,000	\$653,655	\$845,346	\$158,076
Designation TBD	n/a	\$0	\$1,242,500	\$1,242,500	\$0	\$0
Campaign totals	\$25,000,000	\$6,611,475	\$1,571,000	\$8,182,475	\$16,817,525	\$4,484,665

Notes:

*\$250,000 included in the Students line that is non-renewable spendable funding

**The Bertolon goal of \$1.2 million was reached on 3/1/12 and those funds are now included in Annual Fund Restricted, Faculty, Students, and Financial Aid

ANNUAL FUND FIVE YEAR REPORT
 JULY 1, 2010 - APRIL 30, 2012

Area	Goal	Documented	Verbal	Total Raised (Verbal & Documented)	Balance	Cash Received as of 3/31
Annual Unrestricted FY11	\$250,000	\$362,783	\$0	\$362,783	\$0	\$325,383
Annual Unrestricted FY12	\$475,000	\$484,418	\$17,000	\$501,418	\$0	\$235,781
Annual Unrestricted FY13	\$475,000	\$0	\$0	\$0	\$475,000	\$0
Annual Unrestricted FY14	\$490,000	\$0	\$0	\$0	\$490,000	\$0
Annual Unrestricted FY15	\$510,000	\$0	\$0	\$0	\$510,000	\$0
Annual Unrestricted Total	\$2,200,000	\$847,201	\$17,000	\$864,201	\$1,026,598	\$561,164
Annual Restricted FY11	\$800,000	\$638,180	\$0	\$638,180	\$0	\$589,890
Annual Restricted FY12	\$500,000	\$548,636	\$110,000	\$658,636	-\$158,636	\$310,548
Annual Restricted FY13	\$480,000	\$0	\$0	\$0	\$480,000	\$0
Annual Restricted FY14	\$500,000	\$0	\$0	\$0	\$500,000	\$0
Annual Restricted FY15	\$520,000	\$0	\$0	\$0	\$520,000	\$0
Annual Restricted Total	\$2,800,000	\$1,186,816	\$110,000	\$1,296,816	\$1,503,184	\$900,438
Annual Unrestricted + Restricted	\$5,000,000	\$2,034,017	\$127,000	\$2,161,017	\$2,838,983	\$1,461,602

II. CAMPAIGN OVERVIEW

The following progress has been made since we last met:

A. Case

Case statement –ongoing updates being made

Campaign proposal – power point document was revised to incorporate the university style guide. A new version of the proposal was created for Campus Community visits and for department meetings taking place on campus

The case now includes the Enterprise center.

B. Leadership

It is important for us to solidify the volunteer leadership of the campaign and establish well defined plans for engaging our campaign volunteers. As volunteers continue to see results and steady progress, in order to continue to be invested and have confidence in the direction provided by staff and administrative leadership. Notes regarding volunteers:

- Small core of active volunteer leaders conduct the majority of campaign activities;
- Volunteers make better gifts than non-volunteers;
- The campaign needs more volunteers to get better gifts;

- **Steering Committee;** Henry Bertolon '74 and Kim Gassett-Schiller '83, member: Bernie Gordon
The second meeting was held with the Campaign Steering Committee on Friday, April 27, 2012. We've solidified the next three meetings all held on Tuesdays: August 14, 2012, November 27, 2012 and January 29, 2013.
- **Boards Subcommittee;** Rob Lutts and Pamela Scott, Co-Chairs, members: Daniela Messina, Angel Rodriguez and Stuart Cohen
Rob Lutts and Pam Scott met with Cynthia and Cheryl to discuss plans for this subcommittee in March. We are expanding the committee to include members of the Assistance Corp and Alumni Board. Pam and Rob to reviewed former Board lists to identify 5-10 that could be helpful in connecting us to or soliciting. ***Next action:*** Cynthia and Cheryl with recommendations from Eileen O'Brien determined potential members who could represent the Assistance Corp and the Alumni Board. Convene the Boards Subcommittee for the first time on August 2 at 8 a.m. Secure 100% participation from the Trustees by June 30, 2012.
- **Leadership and Major Gifts Subcommittee;** Karen Morrissey, Co-Chair, members: Richard Elia, Paul Mattera, and Tim Shea
Recruited three members to serve on the Leadership & Major Gifts Subcommittee. Richard Elia is helping with the Fine Wine Auction on September 15, 2012 at the Himmel's home in Marblehead. Paul has helped to identify folks on the North Shore list that he could provide entre to. Tim met with Rich and is helping to develop a list of leadership prospects that have an affinity for Athletics, Health, and Wellness at SSU. Over the last 5 years there have been over 1200 donors to Athletics.
* ***Next action:*** Bring the Leadership & Major Gifts Subcommittee together for a meeting. Tim Shea to review athletics list to identify folks who could be helpful at the Leadership & Major Gift level. Create naming opportunities in Health and Wellness Center. Rich to develop a new, refreshed plan for the marketing of planned giving opportunities and will be finalizing new print, collateral materials and a new web presence. Committee to convene in June.

- **Campus Community Campaign (CCC) Subcommittee;** Nate Bryant and Amy Everitt, Co-Chairs
 Nate and Amy have authored a letter that will go to everyone on campus the week of April 17. Several department meetings have taken place and the focus between now and graduation is on securing support from the faculty since they leave campus after that time.

\$906,836	Raised as of 5/21/2012 or 79% to the monetary goal
21%	Percent of Full-time and part-time employees
41%	Percentage of Full-time employees
48	Visits with directors, assistant, associate deans on campus (out of 56)
100%	From SSU Senior Leadership
28	Department (academic and administrative) meetings completed
13	Department meetings to be scheduled

Next action: Weekly communication to the subcommittee members. Send follow-up email to academic departments – from Amy Everitt and Nate Bryant. Complete director meetings, close pending director meetings. Send follow-up email to administrative offices first week in June. Send one final push with video on June 19. Work with Patricia Zaido on 2-3 retirees per month. Follow-up with individuals on the faculty who we believe can make a gift.

- **Corporations and Foundations Subcommittee;** Brian Cranney, co-chair, members: Gina Deschamps, Geoffrey Hunt, and Deirdre Sartorelli
 We secured a \$100,000 grant from OneWorld Boston (formerly known as the Cummings Foundation). IA is working with a C&F consultant who is helping us build the proper framework as well as doing research to assist us in strengthening our database and pipeline with more potential funders that may meet the funding priorities of our Campaign. Restructured staff to have new focus on Corporation and Foundation Relations.

Next action: Rich to meet with Brian Cranney in June to set-up the framework. Committee to convene in July of 2013. Developing proposals for John Hancock, Liberty Mutual, Salem Five and TD Bank. Working groups are being assembled to begin the process of developing proposals for the Lynch and Kresge Foundations.

- **Alumni and Parents Subcommittee;** Joanne Ricciardiello, co-chair
 The work of the Subcommittee will be comprehensive in nature and will employ personal visits as well as networking, social, recognition and professional development events/activities. They will also use telemarketing, direct mail and electronic media campaigns to stimulate a culture of giving back from our alumni and parents. *See attachments:* Alumni & Parents Subcommittee outline and structure

Next action: Drafting plan for FY13 & FY14. Provide overview to Alumni Association Board of Directors – June (annual meeting). Recruit parent chair by July 2012. Recruit members from September – December 2012. Hold first meeting in Spring 2013.

C. Prospects

On Raiser’s Edge, we currently have 389 records (209 individuals, 80 C&F) (as of 4/17/2011) coded as comprehensive campaign prospects. Since the last progress report on February 27, we increased the pool by 30 new campaign prospects or 8% (2/27 we had 369).

Next action: Rich to develop prospect management protocol – first step is list clean-up after which he will finalize protocol for prospect management. CCS will run monthly exercises to review existing campaign prospects and to review and add new prospects.

D. Plan

5 weeks remain until June 30, 2012

\$1,203,018 to be raised to meet our year two benchmark of \$7.2 million

The focus of campaign approaches for the remainder of fiscal year 2012 is to close pending leadership gift prospects, close the last member of the Board of Trustees, focus on securing visits with remaining President's Campaign Cabinet, securing gifts from Campus Community members, and focus on funding the Gordon Center under the revised timetable to be determined by the president.

Solicitation Status – Boards and President's Campaign Cabinet

Status totals	Board of Trustees	Foundation Board	President's Campaign Cabinet
Documented	7	12	10
Verbal	2	6	5
Pending	1	1	2
Scheduled	0	0	0
To be scheduled	0	0	3
Total people	10	18	20
Participation rate (Documented & Verbal)	90.00%	100%	75.00%

ATTACHMENTS:

Alumni & Parents Subcommittee Outline

Alumni & Parents Subcommittee Structure

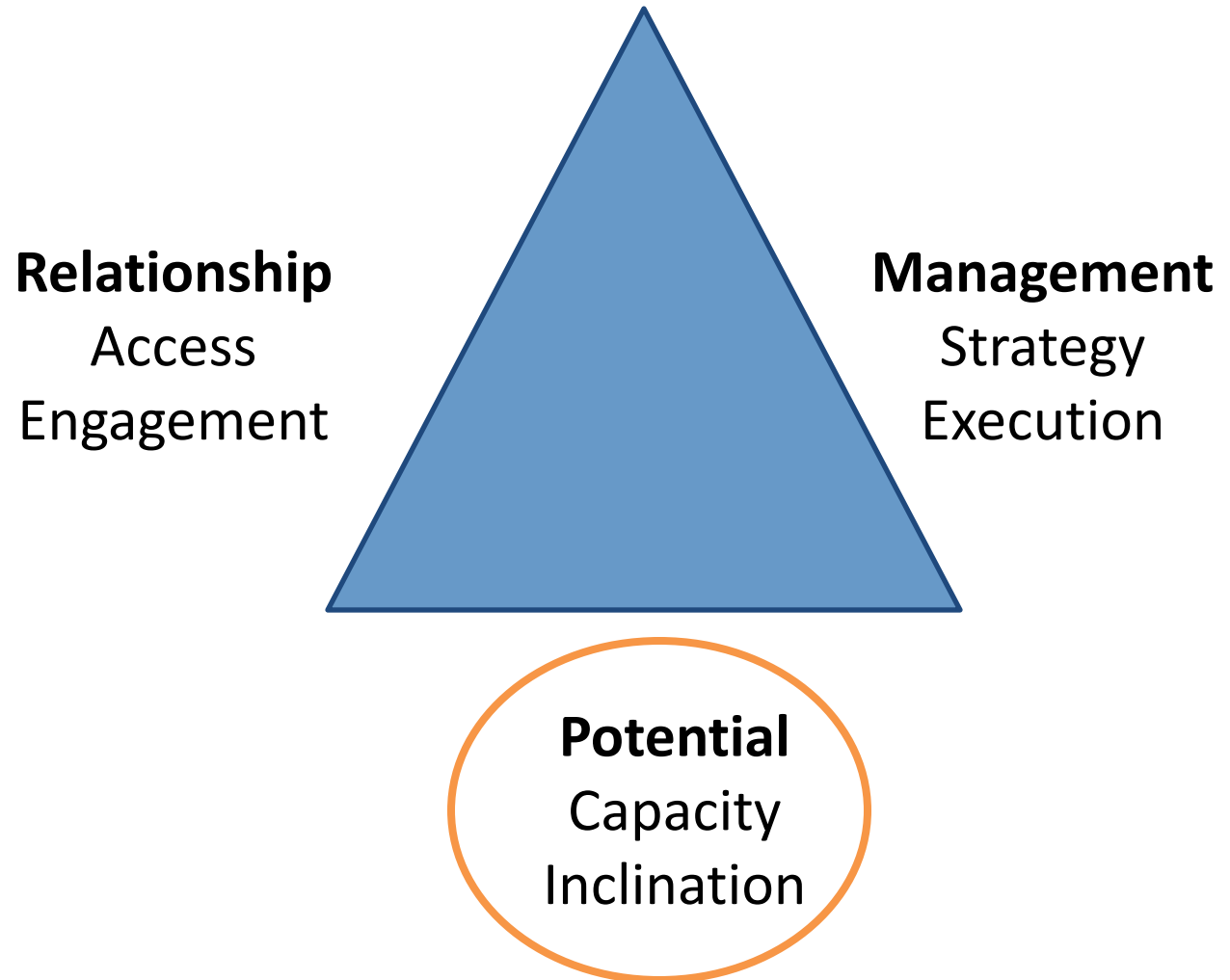
Prospect Research 101

Board of Trustees
Institutional Advancement Committee
Wednesday, May 23, 2012, 3:00 p.m.

Jeannie Patch
Assistant Director
Prospect Research & Management



Prospect Development



Definition



- **Prospect Research:**

“Prospect researchers gather information on people, companies and foundations to increase the potential of a gift.”

~ Association of Professional
Researchers for Advancement
(APRA: www.aprahome.org)

Prospect Research Focus

Prospect research seeks relevant financial and biographical data – together with *internal* anecdotal information – to help determine:

- Whom to Ask
- How Much to Ask
- When to Ask
- How to Ask

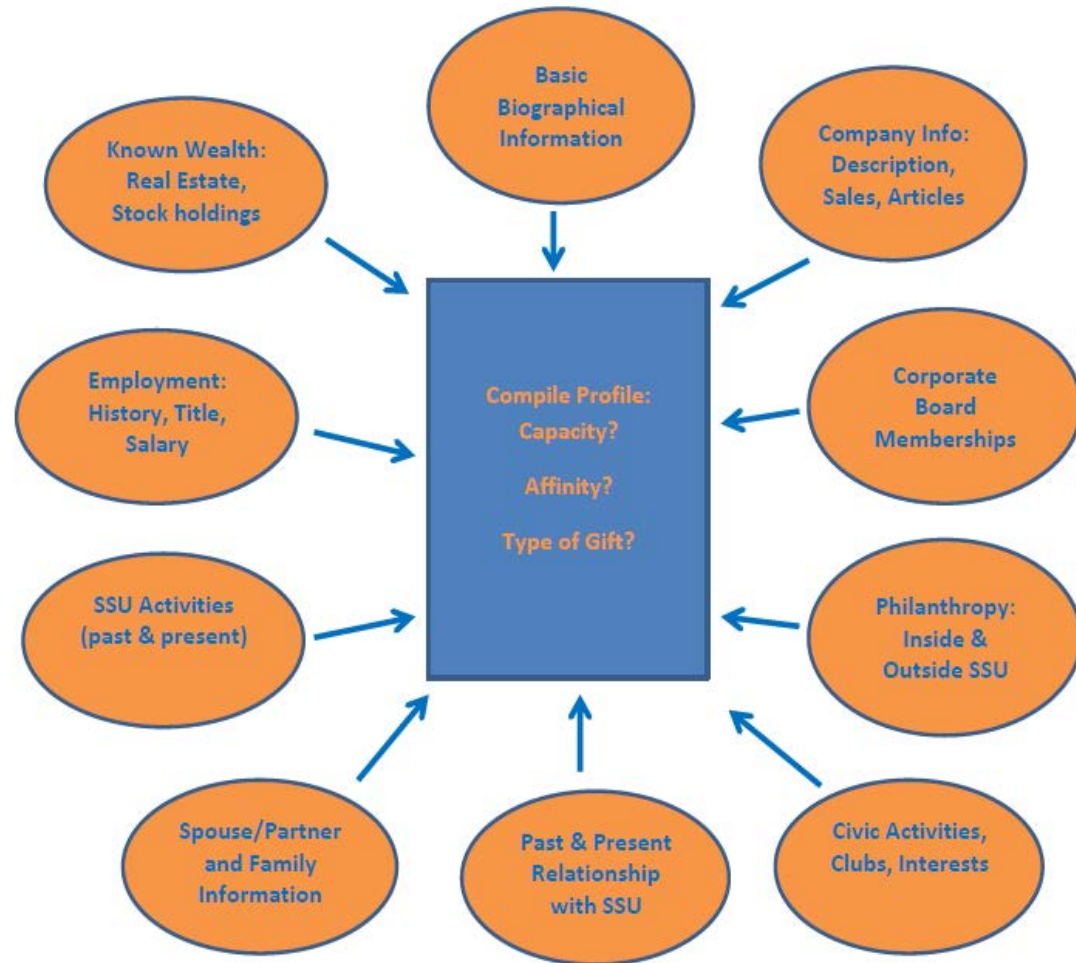


Ethics

- Respect for the prospect is key
- Only search public information sources
- *APRA Statement of Ethics* stresses honesty, confidentiality & professionalism
- Goal is to build positive relationships



Creating a Picture of Wealth



Who Is A Good Prospect?

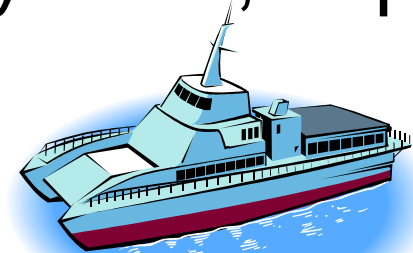
A good prospect has these characteristics:

- **Capacity**
 - Assets
 - Cash
- **Inclination**
 - Philanthropic evidence
 - Interest in your cause
- **Linkage**
 - Alumni
 - Involvement



Types of Assets

- Business: public or private
- Real Estate
- Investments, retirement plans
- Partnerships
- Inheritance
- Rights, royalties, patents
- Luxury items: art, yachts, airplanes



What Can You Find?

- **Wealth Indicators**
 - Real estate values
 - Stockholdings of public company “insiders”
 - Salaries of top public company employees
 - Salary surveys
- **Affiliations**
 - Doctors
 - Attorneys



Real Estate



- Real estate is the largest asset for most people
- Multiple properties are good indicators of wealth
- Value of every property is public information – available free through assessor’s office
- Sale information available through registry of deeds
- <http://www.zillow.com/> Zillow – free real estate estimates, photos, etc.

You Can Sometimes Find

- Biographical information
 - Who's Who
 - Business background
- Affiliations
 - Nonprofits
 - Family
 - Corporate
- Gifts to other organizations
- Other assets



You Can Never Find

- Salaries of private company employees
- Bank and retirement account balances
- Public company stock holdings of anyone but top officers, directors, 5% insiders
- Stock holdings in private companies
- Income tax records for individuals or private companies
- Names of donors who make anonymous gifts
- Credit reports for individuals
- Whatever the prospect wants to hide!

Private Companies

- Most wealth and businesses are private
- Private companies are not required to disclose financial information
- Accurate information difficult to find
- Research can rely on news articles, profiles, government registrations and voluntary disclosure



Company Research Sources

- **Company's website**
- **Yahoo! Finance** <http://finance.yahoo.com/>
- **Hoover's Company Records:** access through SSU Library
- **MarketWatch**, by Dow Jones & Co.
<http://www.marketwatch.com/>
- **Corporate Database: Massachusetts**
<http://corp.sec.state.ma.us/corp/corpsearch/corpsearchinput.asp>
- **LexisNexis for Development Professionals:** we have 3-user license
- **D&B Million Dollar Database:** access through Boston Public Library with library card

Foundation Research

- Public charities file IRS Form 990
- Private foundations file IRS Form 990 PF
- Available through Foundation Center, Guidestar, Just Give
- What to look for on return:
 - Year
 - Contact information
 - Asset value
 - Officers, directors, trustees
 - Gifts made to or from foundation
 - Guidelines for grant requests

IRS Form 990 – The Lynch Foundation

efile GRAPHIC print - DO NOT PROCESS		As Filed Data -	DLN: 93493300008060
Form 990 Department of the Treasury Internal Revenue Service	Return of Organization Exempt From Income Tax Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation)		OMB No 1545-0047 2009 Open to Public Inspection
The organization may have to use a copy of this return to satisfy state reporting requirements			
A For the 2009 calendar year, or tax year beginning 01-01-2009 and ending 12-31-2009			
B Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	Please use IRS label or print or type. See Specific Instructions.	C Name of organization THE LYNCH FOUNDATION	D Employer identification number 04-3017940
		Doing Business As	E Telephone number (617) 753-6490
		Number and street (or P.O. box if mail is not delivered to street address) Room/suite TWO INTERNATIONAL PLACE 26TH FLOOR	G Gross receipts \$ 257,763.031
		City or town, state or country, and ZIP + 4 BOSTON, MA 02110	
F Name and address of principal officer KATHRYN EVERETT TWO INTERNATIONAL PLACE 26TH FLOOR BOSTON, MA 02110		H(a) Is this a group return for affiliates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No H(b) Are all affiliates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list (see instructions) H(c) Group exemption number ▶	
I Tax-exempt status <input checked="" type="checkbox"/> 501(c) (3) (insert no) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527			
J Website: ▶ www.thelynchfoundation.com			
K Form of organization <input type="checkbox"/> Corporation <input checked="" type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ▶			L Year of formation 1988
M State of legal domicile MA			
Part I Summary			
ies & Governance	1 Briefly describe the organization's mission or most significant activities to provide assistance to programs primarily in Massachusetts with an emphasis on education, culture and historic preservation, healthcare and medical research, and religious and educational efforts of the roman catholic church		
	2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets		
	3 Number of voting members of the governing body (Part VI, line 1a)	3	7
	4 Number of independent voting members of the governing body (Part VI, line 1b)	4	7

IRS Form 990 – The Lynch Foundation

				Beginning of Current Year	End of Year
Revenue	8 Contributions and grants (Part VIII, line 1h)				0
	9 Program service revenue (Part VIII, line 2g)				0
	10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)	-26,482,926			4,162,691
	11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)				0
	12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	-26,482,926			4,162,691
Expenses	13 Grants and similar amounts paid (Part IX, column (A), lines 1–3)	5,752,885			4,027,206
	14 Benefits paid to or for members (Part IX, column (A), line 4)				0
	15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)	475,819			358,913
	16a Professional fundraising fees (Part IX, column (A), line 11e)				0
	b Total fundraising expenses (Part IX, column (D), line 25) ▶ ^D				
	17 Other expenses (Part IX, column (A), lines 11a–11d, 11f–24f)	615,859			557,259
	18 Total expenses Add lines 13–17 (must equal Part IX, column (A), line 25)	6,844,563			4,943,378
19 Revenue less expenses Subtract line 18 from line 12	-33,327,489			780,687	
Net Assets or Fund Balances	20 Total assets (Part X, line 16)			64,185,337	89,018,841
	21 Total liabilities (Part X, line 26)			25,025	1,798
	22 Net assets or fund balances Subtract line 21 from line 20			64,160,312	89,017,043
Part II Signature Block					
Under penalties of perjury, I declare that I have examined this return, including all schedules and attachments, and the information is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.					
Sign Here	Signature of officer	KATHRYN EVERETT executive director			
	Type or print name and title	KATHRYN EVERETT executive director			
Paid Preparer's Use Only	Preparer's signature	THOMAS WASHBURN CPA	Date		
	Firm's name (or yours if self-employed), address, and ZIP + 4	ALEXANDER ARONSON FINNING & CO PC 21 EAST MAIN STREET WESTBORO, MA 01581			

IRS Form 990 – The Lynch Foundation

Form 990 (2009)

Page 7

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year. Use Schedule J-2 if additional space is needed.

• List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation, and **current** key employees. Enter -0- in columns (D), (E), and (F) if no compensation was paid.

• List all of the organization's **current** key employees. See instructions for definition of "key employee."

• List the organization's five **current** highest compensated employees (other than an officer, director, trustee or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.

• List all of the organization's **former** officers, key employees, or highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.

• List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

List persons in the following order: individual trustees or directors; institutional trustees; officers; key employees; highest compensated employees; and former such persons.

Check this box if the organization did not compensate any current or former officer, director, trustee or key employee

(A) Name and Title	(B) Average hours per week	(C) Position (check all that apply)					(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee			
Carolyn A Lynch President and Chairman	1.00	X		X			0	0	0
Peter S Lynch Treasurer	1.00	X		X			0	0	0
J Frederick Bush Secretary	1.00	X		X			0	0	0
Nancy A Coolidge DIRECTOR	1.00	X					0	0	0
RICHARD SPILLANE DIRECTOR	1.00	X					0	0	0
Ralph C Sweetland MD DIRECTOR	1.00	X					0	0	0
Marsha HELMSTADLER DIRECTOR	1.00	X					0	0	0
KATHRYN M EVERETT EXECUTIVE DIRECTOR	40.00			X			165,000	0	38,160

IRS Form 990 – The Lynch Foundation

Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States							
(a) Name and address of organization or government	(b) EIN	(c) IRC Code section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
ISABELLA STEWART GARDNER MUSEUM2 PALACE ROAD BOSTON, MA 02115	04-2104334	501(C)(3)	250,000				Capital Campaign/ Renovations & Expansion
MarbleheadSwampscott YMCA94 PLEASANT STREET MARBLEHEAD, MA 01945	04-2104692	501(C)(3)	400,000				Capital Campaign/ Renovations & Expansion
MASSACHUSETTS SPECIAL OLYMPICS450 MAPLE STREET BUILDING 1 HATHRONE, MA 01937	23-7242294	501(C)(3)	100,000				Capital Campaign/ Renovations & Expansion
Massachusetts Youth Committed to Winning IncPO BOX 260417 BOSTON, MA 02126	04-3542980	501(C)(3)	12,500				General Operating
Montserrat College of Art23 ESSEX STREET PO BOX 26 BEVERLY, MA 01915	52-1859814	501(C)(3)	10,000				General Operating
ONE FAMILY CAMPAIGN186 SOUTH STREET BOSTON, MA 02111	54-2076936	501(C)(3)	12,000				Scholarship Assistance
Papal Foundation150 MONUMENT RD STE 609 BALA CYNNDY, PA 19004	23-2511991	501(C)(3)	25,000				General Operating
Partners in Health641 HUNTINGTON AVENUE 1ST FLOOR BOSTON, MA 02115	04-3567502	501(C)(3)	10,000				General Operating
Piers Park Sailing Center Inc 95 MARGINAL STREET EAST BOSTON, MA 02128	04-3411388	501(C)(3)	15,000				General Operating
Philanthropy Roundtables 1150 17th Street NW Suite 502	13-2943020	501(C)(3)	10,000				Professional Development

Types of Projects

- Identify key prospects and new sources of private support through daily review of publications, business journals and online sources
- Research, verify and evaluate financial and biographical information on individual, corporate and foundation donor prospects
- Prepare prospect reports (event bios, thumbnails, briefs and full profiles) and synthesize research information for use by major giving officers and senior leadership
- Manage solicitor assignments and ratings within the database to track movement of major gift prospects in the fundraising cycle
- Verify and utilize results of data mining/wealth screening project in support of fundraising strategy and planning

What do you need to know about prospect research?

- Prospect research gathers public information on individuals, companies and foundations to increase the potential of a gift
- The best way to discover more about a person is through someone who has an existing relationship. Please share information!

SUBJECT: Finance & Facilities Committee Meeting Report for May 23, 2012

The Finance & Facilities Committee of the Board of Trustees met on Wednesday, May 23, 2012, in conference room 210, Marsh Hall, Central Campus of Salem State University.

Present for the Committee: Trustee Gates (chair), Ansara, Mattera, Quiroga, Chair Segal and President Meservey (ex-officio); vice president, finance & facilities Soll (committee liaison), and staff assistant Beaulieu, finance & facilities. Also present and participating in the meeting: associate vice president Donovan; representatives from Eastern Bank Wealth Management: vice president Doherty, chief investment officer Kattar, managing director Brooks and director of wealth management Walsh.

Trustee Gates called the meeting to order at 4:34 pm.

Investment Management Procedures (Exhibit 1)

Vice President Soll recalled that the agenda for the last meeting of the committee included an item for the committee to review the university's investment policy, but time ran out before that item could be considered. Eastern Bank Wealth Management informed the university that a change in their investment procedures had taken place. Argus Research was hired by Eastern to provide research services for the equities portion of Eastern's clients' portfolios. John Doherty, relationship manager and vice president, introduced Bill Walsh, director of wealth management. Mr. Walsh joined Eastern in February 2012. He has 28 years of experience in management positions working for various companies including US Trust and Bank of America. He is a Salem State graduate. Mr. Walsh was recruited by Eastern. Also introduced were John Kattar, chief investment officer, and Rose Brooks, senior portfolio manager.

Mr. Doherty distributed a presentation (Exhibit 1) on Eastern's investment procedures. He noted an insert referencing Salem State's portfolio prior to and since implementation of Argus's Multi-Asset Strategy. Page 3 shows the university's investment objectives and asset allocation. Approximately 60% of the portfolio is invested in stocks. Page 4 lists Salem's investment performance over the past five years including year to date for the current year. Through April 30, 2012, the S&P 500 index has increased nearly 12% while the equities portion of the portfolio has increased 14.2%. The overall portfolio has increased about 8.7% year to date compared to the benchmark of 8.4%. The total portfolio has gained \$800,000 from \$9.2 million to \$9.962 million. A breakdown of all assets is provided after page 22.

Trustee Quiroga asked why the S&P 500 is used as a benchmark when there is a global investment approach. Mr. Kattar responded that the investment approach follows Salem State's investment policy. Trustee Quiroga added that the S&P 500 is domestic. Trustee Gates commented that if 15% of the portfolio is invested globally, then an international benchmark should be shown for that part of the portfolio. Mr. Kattar noted that currently the entire portfolio is domestic. He further mentioned that Eastern will follow the university's policy statement in structuring the investments. Trustee Quiroga noted that until December 2011 there was international exposure. She questioned why the S&P 500 was used for benchmarking since it is totally domestic. Mr. Doherty commented that historically the

strategy was to beat the S&P 500 benchmark. Mr. Walsh suggested using a blended benchmark. Trustee Gates remembered that the RFP set the benchmark as the S&P 500. Trustee Quiroga noted that international investing presents a riskier portfolio. As fiduciaries of the university the trustees need to know the risks. Trustee Gates commented that if the market has a certain volatility, emerging markets are usually more volatile. Mr. Walsh stated that the managers adhere to targets and specific risks based on the investment policy for the portfolio. Vice President Soll stated that the investment policy does not state the benchmark, but that it came from the RFP. The policy should define what acceptable benchmarks are, and the selection of specific benchmarks should be reviewed.

Mr. Kattar discussed the change in Eastern's approach to research. Page 6 of the presentation shows an overview of the investment process. Everything begins with a macroeconomic analysis, e.g. what's happening in Greece and Spain. If they were to leave the eurozone, how would it affect our growth? Asset allocation, stocks versus bonds, international versus domestic, benchmarks and security selection are among the items Eastern manages. Argus fits in at the point of stock selection. Reasons for the change to Argus were 1.) research: Argus has more personnel to focus on equities and 2.) the approach allows Eastern to focus more on the macro analysis. Ms. Brooks added that one of the reasons Eastern went with Argus is because it has a long history with them. Eastern contracted with Argus in the 90's. Argus has a bottom-up approach, good management, good balance sheet, and good record over the long term. Eastern knew how to work with Argus on a daily basis, and since February the arrangement has worked out very well.

Trustee Gates asked Eastern to review the team that worked on the equities portion prior to contracting with Argus. Ms. Brooks noted that there were six equity analysts working for Eastern, of which three no longer work with the company. Mr. Walsh commented that his predecessor, Carol McMullen, was working on building a team of analysts. However, in the end the asset base was not growing fast enough to justify the expenses of the team. Argus has a team of 15 analysts and has been in business for over 75 years. The president of Eastern wanted to outsource and go back to the way it did this aspect of the business in the past. Trustee Quiroga asked if the partnership with Argus impacts the cost to the client. Mr. Walsh responded it did not. Trustee Quiroga then asked if Eastern is still doing the actual selection of securities. Ms. Brooks responded that Argus provides recommendations, and if Eastern is uncomfortable with any of the selections, they will talk with Argus about alternatives. Argus provides a model portfolio that is followed unless specific exceptions are taken.

Trustee Ansara asked what the total portfolio value that Eastern manages is. Ms. Brooks responded that \$1.6 billion is managed. There are approximately 3,500 relationships (overs 1,000 clients) of which 30% are institutional. The 30% represents about 500 institutions with portfolios averaging \$5 million.

Trustee Gates asked if Eastern had any conversations with its clients while going through the thought process. Eastern responded that the staff was not privy to planning process until the decision was made and did not know if any conversations took place with clients.

Trustee Gates responded that the trustees and university administration would have expected to have a conversation before this significant a change. Mr. Doherty noted that the day this change was announced he called Vice President Soll and Associate Vice President Donovan with all the information he had. Ms. Brooks, who has thirty eight years with the company, stated that in 29 of the 38 years she has been with

Eastern they used outside advisors. Mr. Walsh explained that the decision was to return to what Eastern had done in the past. Trustee Gates expressed significant concerns. Mr. Kattar added that from Eastern's point of view this is not a huge, significant change. Trustee Gates pointed out that procedures for 55% of the portfolio changed, and he has a problem with this not being considered significant. Trustee Quiroga concurred with Trustee Gates. Ms. Brooks noted that Argus only picks large cap domestic stock. All fixed income investments are actively managed by Eastern. A lot of work is still done in-house. Trustee Mattera asked if the sectors are done internally. Mr. Kattar explained that they work off a model where part of the allocation we do is stock versus bond. Trustee Quiroga asked why international and emerging markets were dropped. Mr. Kattar responded that these markets have underperformed over the past two years. Certain asset classes are doing well and treasury bonds are viewed as the safest. In most stock markets the United States has done better because it is viewed as safer. Trustee Quiroga inquired about markets in China and Brazil. Mr. Kattar explained that while they are cheap, some investors have been burned, and Eastern does not feel now is the time to invest in these types of markets. They will need to see a change in the character of the market.

Mr. Doherty thanked the trustees for their time and reiterated the point about notifying the university with regards to the recent change.

Discussion took place among the trustees regarding Eastern. Questions arose about who was managing the portfolio from February to April. Trustee Quiroga raised concerns about the chief investment officer not knowing about the change until after it was approved. Mr. Donovan noted there was a lot of activity in the April statements. Trustee Mattera questioned how the targets are meant to reflect the portfolio. Trustee Gates explained that with the S&P 500 you can overweight sectors and measure risk. With certain equities the beta is higher than benchmarks. In further conversations Vice President Soll mentioned that fixed income securities are going to mature and may be difficult to replace with similar yields. Trustee Quiroga added that we may want to have shorter durations for fixed income.

Trustee Gates mentioned that when the Foundation looked at different investment managers a few years ago, the university decided to tag onto its RFP. The Foundation changed managers for most of its portfolio as a result of that process. Mr. Donovan believed that the institution was attracted to Eastern because of its management team. Vice President Soll mentioned that the members of the investment sub-committee at the time preferred a manager who would buy individual securities rather than mutual funds. There were several proposals from firms like TIAA-CREF that primarily managed mutual funds. Since there has been an almost total change in the membership of the committee since that time, there may be interest in reconsidering this strategy, along with other aspects of the investment approach. Trustee Quiroga felt a combined approach may be the best direction for the university. Vice President Soll said he would appreciate direction from the committee on next steps they would like taken. He mentioned that the state universities and community colleges released a joint RFP for investment management about two years ago. Salem could take advantage of the results of that process by inviting some of the companies that were awarded contracts to meet with the committee and describe their approach and fees. There would be no obligation, but this might help the committee decide whether to pursue an independent RFP for Salem State.

The committee needs to look at investment objectives, securities standards, asset allocation, benchmarks and future income needs. Vice President Soll asked the committee if the members had thoughts on how

to proceed. Trustee Gates suggested a sub-group be formed to meet over the summer. One of the tasks would be to determine anticipated cash needs since this could affect the asset allocation. President Meserve commented that since we have a small board and the Foundation is in the same place, this might offer an opportunity to work together. Vice President Soll noted that the university's investments are 100% unrestricted while the Foundation has restrictions on most of its investments, with some being endowment and some being current funds. In terms of growing the funds, both the university and the foundation have this need. Trustee Quiroga mentioned that there is an opportunity here that we could leverage. President Meserve stated that there might be some advantage, and we should move ahead rather than wait. Trustee Gates suggested the next step would be to form a group composed of administration, trustees and foundation members to explore investment policies and look at the results of the joint state universities/community colleges RFP. Vice President Soll noted that some of the state universities have contracted with companies through the joint RFP process. He will work with the foundation, keep the trustees informed and hopefully involved.

FY2012-13 Pro Forma Budget (Exhibit 2)

Vice President Soll presented the FY2012-13 General Operations pro forma budget proposal (Exhibit 2). He reported that assumptions made during budget development over the past few months are holding up based on recommended state appropriations. The governor's, House and Senate Ways and Means FY2013 state appropriation recommendations are all at the same level, and the university is comfortable with continuing to develop the budget based on that number. The assumption that the state will provide funding for compensation adjustments resulting from collective bargaining for state-funded salaries is also reflected in the proposed pro forma budget. The preliminary budget scenario presented in February noted a need for approximately \$3 million to cover salary and fringe benefit adjustments resulting from collective bargaining. Based on the assumption the state will fund the state's portion of these adjustments, this item was reduced from \$3 million to \$1.1 million at the next meeting of the committee. As of now we are hopeful we will receive at least this level of support through a supplemental budget. The pro forma continues to include the requirement for collective bargaining adjustments for locally-funded salaries in case the state funds only the state portion, which has been the pattern in prior years. For budget planning purposes, this is considered a prudent approach. There was a typo noted under Mandatory Compensation Adjustments where salaries and benefits are split out. The benefits portion has an extra digit: \$2443 should read \$244. Other assumptions from the last meeting are still holding with two items of note. The student financial aid line under expenses has been increased by \$300,000 based on the board's direction when it approved a fee increase. The second item is an adjustment of \$217,000 to the strategic initiatives reserve, previously shown at \$250,000. This adjustment was the result of a positive \$217,000 balance after the board approved fee increases. Expense adjustments at the bottom of the exhibit have been distributed to the appropriate expense class in the Expenses portion of the budget. The FY2012-13 pro forma budget balances revenues and expenses at \$100,317,021. The estimated total available revenue and expenses reflects for information purposes the amount the state will pay for fringe benefits for state-funded salaries, but this amount is not included in the pro forma budget before the board. It is anticipated that a final budget will be presented for board approval at the first fall meeting of the trustees.

Vice President Soll asked that the committee consider a motion to recommend that the full board approve the pro forma budget. Trustee Segal asked what the enrollment figure is for the proposed

budget. Vice President Soll responded that the enrollment is based on past enrollment and revenue patterns rather than on any projected increase in enrollment. Any funds generated above what is budgeted would be deposited into the general fund. The university can only spend what the trustees have approved. If revenues exceed the budgeted level, the university will consider asking the board to increase the budget. President Meservey stated that over the past five years enrollments at Salem have been essentially level, largely due to a strategic decision to reduce the size of the freshman class.

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

The Finance and Facilities Committee recommends that:

MOTION

The Board of Trustees of Salem State University hereby approves the Fiscal Year 2012-13 *Pro Forma* General Operations Budget as recommended by the president and as shown in Exhibit A at the level of \$100,317,021, 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.

On a voice vote, the motion passed unanimously.

Finance and Facilities Committee Liaison Report

Vice President Soll distributed a history of the distribution of college/university general operations budget reserves for the period FY2008 through FY2012 (Exhibit 3). For FY2012 Mr. Soll anticipates having to meet needs beyond what is available in the university reserve. The overextended amount of approximately \$50,000 is due to collective bargaining compensation adjustments that must be paid by June 30, 2012. It should be noted that, although the report shows the reserve as over-committed, there will be sufficient funds available to meet actual needs because the amounts shown on the report are allocated, but not all will be spent prior to the fiscal year end. The strategic initiatives reserve reports for FY11 and FY12 will be emailed to the committee.

The budget trend report for the period ending March 31, 2012, (Exhibit 4) was distributed. This report is provided to the committee on a quarterly basis. All revenue categories are experiencing a positive trend. Some tuition in FY11 had been prematurely captured and was sent back to the State late in the last fiscal year. Therefore, it appears that tuition revenue this year is trending behind last year. This will be corrected when the report reflects the tuition return at the very end of FY11. It is expected that all revenues will hit the FY12 budget targets. In terms of expenses, utilities and general operating costs are running slower; financial aid will stay within budget; the budgeted amount for fringe benefit costs only shows costs associated with locally-funded salaries while the year-to-date actual reflects costs for all salaries. The revenue for fringe benefit costs for state-funded salaries cannot be recognized because it does not actually come to the university but is paid directly by the state. This will be reflected in the audited financial statements but is not entered into the university's accounting system, which produces the trend report. Vice President Soll expressed confidence that expenditures will be within budget when state-paid fringe benefits are properly reflected.

Mr. Soll reported on the status of the energy services initiative being undertaken in collaboration with the Division of Capital Asset Management (DCAM). An earlier agreement draft with DCAM called for an energy audit and certain energy conservation measure projects that would involve a long-term financial commitment by the university. Under the program DCAM will take on long-term debt to finance the projects, and the university will commit to making debt service payments with savings resulting from the projects. DCAM has now separated the energy audit and the actual projects into two separate agreements. As a result, the university has entered into an agreement with DCAM to complete an energy audit over the summer with no financial commitment by the university. The audit will result in a list of potential projects that the university will be able to select from based on the payback period for each project, the assistance each provides in addressing deferred maintenance needs and other considerations. The progress of this initiative will be reported at subsequent meetings of the committee, and the board will be asked to authorize long-term financial commitments as necessary when specific projects are to be pursued.

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

MOTION: To adjourn the meeting.

On a voice vote, the motion passed unanimously.

The meeting adjourned at 6:07 pm.

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

Eastern Bank Wealth Management



May 23, 2012

William J. Walsh, SVP
Director of Wealth Management
617-897-1107

Rose Brooks
Managing Director
617-897-1139

John Kattar, CFA
Chief Investment Officer
617-897-1119

John F. Doherty, CFP®
Vice President
781-581-4215

Salem State University Portfolio

As of April 9, 2012
Multi-Asset Strategy

As of April 11, 2012
Argus Multi-Asset Strategy

Security Name	Ticker	P Wgt	Security Name	Ticker	P Wgt	Realitive Wgt Difference
Consumer Discretionary		9.01	Consumer Discretionary		11.89	2.88
TJX Cos.	TJX	1.37	TJX Cos.	TJX	3.11	
Priceline.com Inc.	PCLN	1.68	Nike Inc. Cl B	NKE	2.01	
Dollar Tree Inc.	DLTR	1.34	McDonald's Corp.	MCD	2.48	
Coach Inc.	COH	1.46	Yum! Brands Inc.	YUM	2.32	
Omnicom Group Inc.	OMC	1.31	Walt Disney Co.	DIS	1.97	
Walt Disney Co.	DIS	1.85				
Consumer Staples		9.25	Consumer Staples		8.82	-0.43
CVS Caremark Corp.	CVS	1.55	Procter & Gamble Co.	PG	1.78	
Colgate-Palmolive Co.	CL	1.46	Coca-Cola Co.	KO	2.03	
Coca-Cola Co.	KO	1.84	H.J. Heinz Co.	HNZ	1.48	
Kraft Foods Inc.	KFT	1.71	Kraft Foods Inc.	KFT	1.87	
Philip Morris International Inc.	PM	2.69	Walgreen Co.	WAG	1.67	
Energy		8.41	Energy		9.02	0.61
Occidental Petroleum Corp.	OXY	1.45	Helmerich & Payne Inc.	HP	2.57	
Exxon Mobil Corp.	XOM	2.51	Occidental Petroleum Corp.	OXY	1.33	
Halliburton Co.	HAL	1.30	Exxon Mobil Corp.	XOM	1.78	
Chevron Corp.	CVX	2.12	Halliburton Co.	HAL	1.45	
Apache Corp.	APA	1.03	ConocoPhillips	COP	1.89	
Financials		9.18	Financials		10.24	1.06
American Express Co.	AXP	1.73	IntercontinentalExchange Inc.	ICE	1.9	
JPMorgan Chase & Co.	JPM	1.71	American Express Co.	AXP	2.29	
State Street Corp.	STT	1.08	Morgan Stanley	MS	1.71	
ACE Ltd.	ACE	1.78	State Street Corp.	STT	1.53	
Prudential Financial Inc.	PRU	1.30	HCP Inc.	HCP	2.81	
HCP Inc.	HCP	1.58				
Health Care		10.35	Health Care		12.66	2.31
Abbott Laboratories	ABT	0.93	Biogen Idec Inc.	BIIB	3.55	
Johnson & Johnson	JNJ	1.19	Johnson & Johnson	JNJ	1.38	
UnitedHealth Group Inc.	UNH	1.19	Becton Dickinson & Co.	BDX	2.24	
Bristol-Myers Squibb Co.	BMJ	1.57	Merck & Co Inc	MRK	1.68	
Becton Dickinson & Co.	BDX	1.97	Cardinal Health Inc.	CAH	1.83	
Cardinal Health Inc.	CAH	1.53	Aetna Inc.	AET	1.98	
Merck & Co Inc	MRK	1.97				
Industrials		7.78	Industrials		10.22	2.44
United Technologies Corp.	UTX	2.04	Deere & Co.	DE	2.19	
W.W. Grainger Inc.	GWV	0.65	Caterpillar Inc.	CAT	2.62	
Fluor Corp.	FLR	1.14	Parker Hannifin Corp.	PH	2.01	
FedEx Corp.	FDX	1.61	Emerson Electric Co.	EMR	1.47	
General Electric Co.	GE	2.34	FedEx Corp.	FDX	1.93	
Information Technology		15.48	Information Technology		17.36	1.88
Apple Inc.	AAPL	3.35	Apple Inc.	AAPL	4.84	
Oracle Corp.	ORCL	1.90	Oracle Corp.	ORCL	1.91	
Intuit Inc.	INTU	1.57	Accenture PLC	ACN	1.74	
Intel Corp.	INTC	2.06	eBay Inc.	EBAY	1.58	
EMC Corp.	EMC	1.19	Intel Corp.	INTC	1.74	
VMware Inc.	VMW	1.03	Visa Inc.	V	2.13	
Google Inc. Cl A	GOOG	1.44	EMC Corp.	EMC	1.31	
QUALCOMM Inc.	QCOM	1.30	Google Inc. Cl A	GOOG	2.10	
International Business Machines Corp.	IBM	1.64				
Materials		1.44	Materials		3.08	1.64
Newmont Mining Corp.	NEM	1.44	E.I. DuPont de Nemours & Co.	DD	1.83	
			Nucor Corp.	NUE	1.25	
Telecommunication Services		2.25	Telecommunication Services		3.69	1.44
Verizon Communications Inc.	VZ	0.72	Verizon Communications Inc.	VZ	2.03	
AT&T Inc.	T	1.53	AT&T Inc.	T	1.66	
Utilities		2.79	Utilities		3.14	0.35
Xcel Energy Inc.	XEL	1.52	Xcel Energy Inc.	XEL	1.67	
UIL Holdings Corp.	UIL	1.27	UIL Holdings Corp.	UIL	1.47	
ETF		18.61	ETF		9.88	-8.73
iShares Silver Trust	SLV	1.71	iShares Silver Trust	SLV	1.84	
SPDR S&P 500 ETF	SPY	8.54	SPDR S&P 500 ETF	SPY	8.04	
iShares S&P Mid Cap 400 Index Fund	IJH	8.36				
CASH		5.45	CASH		0.00	-5.45

AGENDA

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Rose Brooks BIO	21
John Doherty BIO	22

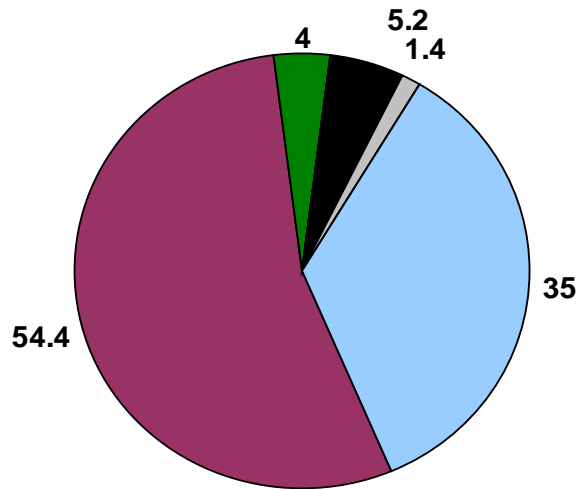
SALEM STATE UNIVERSITY FUND

INVESTMENT OBJECTIVE AND ASSET ALLOCATION

Objective:

- To create capital appreciation. To outperform the relevant benchmark for the equity portfolio.
- To provide capital preservation and generate income. To outperform the applicable Barclays Intermediate benchmark for the fixed income portfolio.

A/C#2427524 Growth w/ Income Allocation



<u>Growth w/ Income</u>	<u>04/30/12</u>	<u>12/31/11</u>
Equities Large Cap	54.4%	46.8%
Equities Sm/Mid Cap	4.0%	4.4 %
Equities Int'l Emerging Mkts.	0.0%	0.0%
Equities Gold Shares	0.0%	1.5%
Equities Silver Shares	1.4%	1.1%
Equities Private Equity	0.0%	1.2%
TOTAL EQUITIES	59.8%	55.0%
FIXED INCOME	35.0%	39.9%
MONEY MARKET	5.2%	5.1%

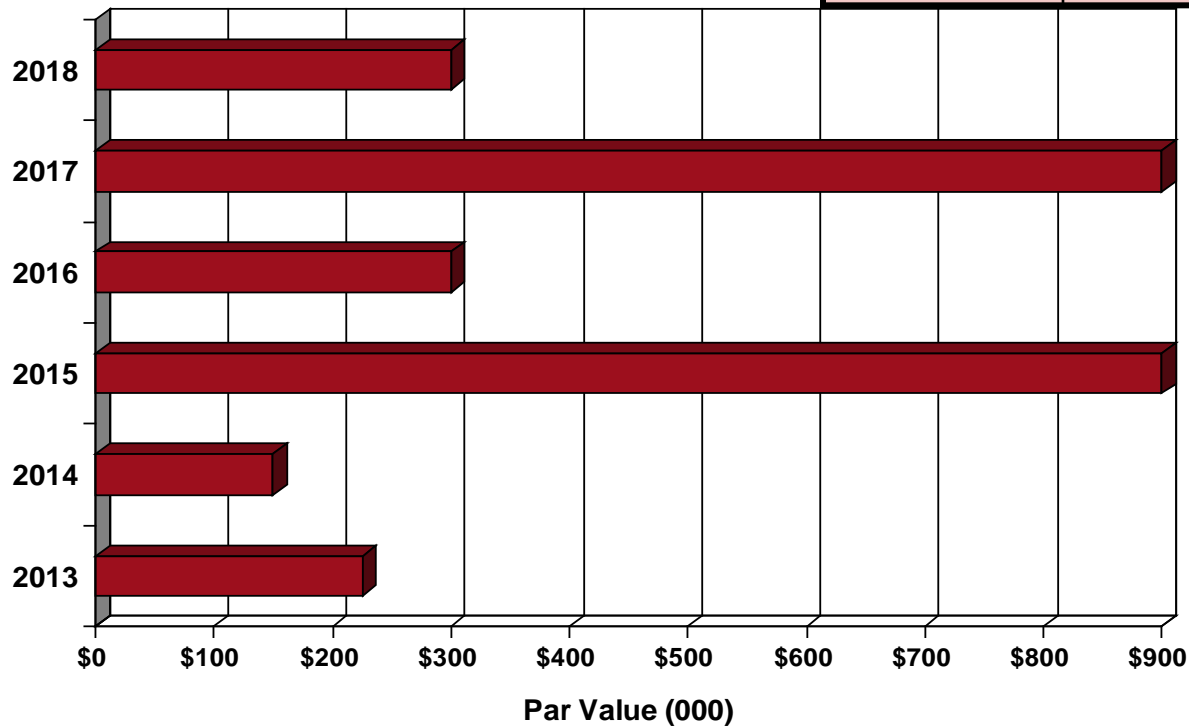
Salem State University Investment Performance

Asset Allocation					3yr	5yr
4/30/12		Year to Date	2011	2010	1/1/09-12/31/11	1/1/07-12/31/11
100%	#2427524 Portfolio	8.73%	-2.81%	12.72%	8.81%	2.15%
100%	Benchmark	8.36%	3.47%	12.33%	12.40%	2.53%
59.4%	Equities	14.21%	-7.22%	16.42%	9.34%	-1.47%
60.0%	S&P 500	11.87%	2.09%	15.09%	14.11%	-0.25%
35.2%	Fixed Income	2.41%	4.61%	6.41%	8.05%	6.16%
37.0%	Barclays Cap Interm Credit	3.47%	5.37%	7.77%	9.60%	6.22%
5.4%	Money Markets	0.00%	0.04%	0.10%	0.09%	1.51%
3.0%	Lipper Money Market Index	0.00%	0.02%	0.03%	0.01%	1.48%
*Total Net of Fees	Portfolio	8.61%	-3.16%	12.31%	8.38%	1.74%
	Benchmark	8.36%	3.47%	12.33%	12.40%	2.53%

BOND MATURITY DISTRIBUTION

Salem State University #2427524

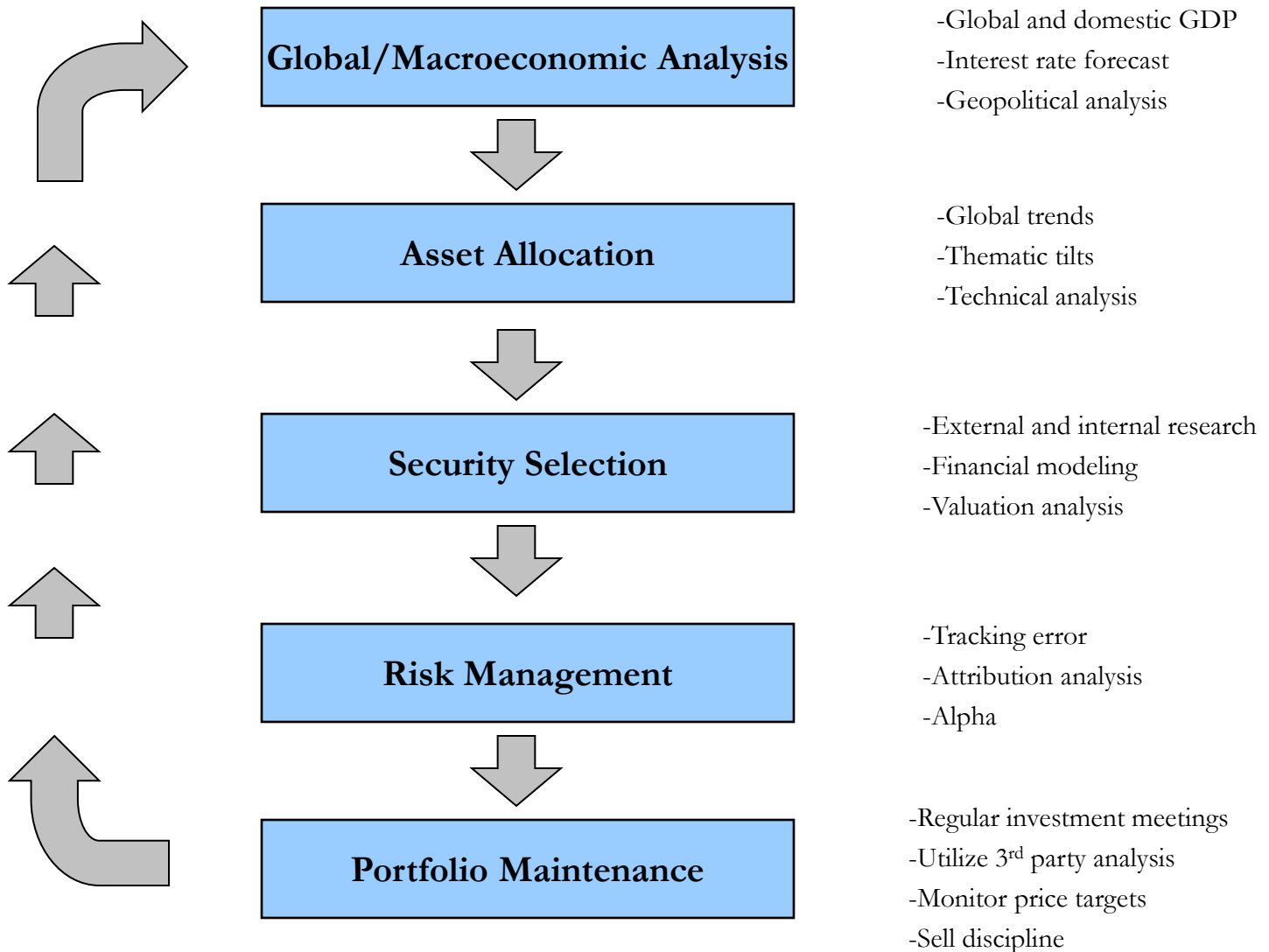
	Portfolio	Barclays Intermediate Credit Index
Average Maturity	4.19 years	5.02 years
Average Coupon	4.25%	4.62%
Average Yield	1.67%	2.43%
Average Duration	3.79 years	4.38 years



	2013	2014	2015	2016	2017	2018
■ Endowment (\$000)	\$225	\$150	\$900	\$300	900	300

Provided by Eastern Investment Advisors

Investment Process Flow



Defining our partnership with Argus Research Company

With the growth of our business over the past few years and the increasing complexity of the global investment markets, we have decided that an expansion of our investment research and analytical capacity is required in order for us to provide the high quality portfolio management and advice you expect and deserve. We have concluded that a strategic alliance with Argus Research Company, a high quality investment firm with proven research skills, would be the most effective way for us to accomplish this goal. We are confident that the combination of the additional research input from Argus coupled with the expertise of our investment team will produce strong results for you. We are very pleased with this change, as we believe it will help us better meet your expectations in 2012 and beyond.

ARGUS Research Company

Since 1934, Argus has been a leader in independent investment research. Unlike most Wall Street firms, Argus does not bring companies public, advise on mergers and acquisitions and is not a broker, allowing them to make unbiased recommendations based solely on their evaluation of each company's value, risks and prospects.

Their investment process uses a blend of top down and bottom up analysis, including a review of the macro environment and real interest rates leading to a determination of which industries are expected to perform well over the next several years.

Organized by industry sectors, Argus currently has 15 research analysts with backgrounds in business and finance and in many cases direct experience in the industries they follow. The senior analysts have an average of 17 years experience while the average experience of the entire team is 11 years.

The equity coverage includes all major market sectors and more than 450 leading U.S. and international companies accounting for more than 80% of U.S. stock market capitalization.

The analysts use a disciplined six-point fundamental system to make recommendations, studying balance sheets and income statements. They also spend time getting to know the companies from the inside by listening to conference calls, attending analyst presentations and meeting with management teams. They also talk to competitors and customers, regulators, vendors and industry experts to gain further insight.

SIX POINT FUNDAMENTAL ANALYSIS SYSTEM

First Step: The first step begins with **Industry Analysis**, formulating a forecast for the economy and interest rates and then determining which industries are expected to perform well over the next several years.

Second Step: **Growth Analysis** is the second step forecasting growth in sales, earnings, dividends and cash flow for each company by reviewing growth in individual product lines, margins in their respect industries and in the economy.

Third Step: A **Financial Strength** rating for each company in the Universe of Coverage is determined by conducting an elaborate ratio analysis to fully flesh out obligations and opportunities.

Fourth Step: **Management Assessment** is the fourth step. In order to make a recommendation on a stock , it is important to know management. The “get to know management” process includes attending meetings, presentations and road shows with senior managers, travel to corporate facilities and participation in conference calls.

Fifth Step: **Risk Analysis** is the fifth step and is considered from both a qualitative and quantitative point of view. On a qualitative basis, each company is reviewed in the context of Harvard Professor Michael Porter’s Five Forces model to determine potential threats. On a quantitative basis, a number of items are measured such as the volatility of key financial statistics on items such as sales, earnings growth and margins.

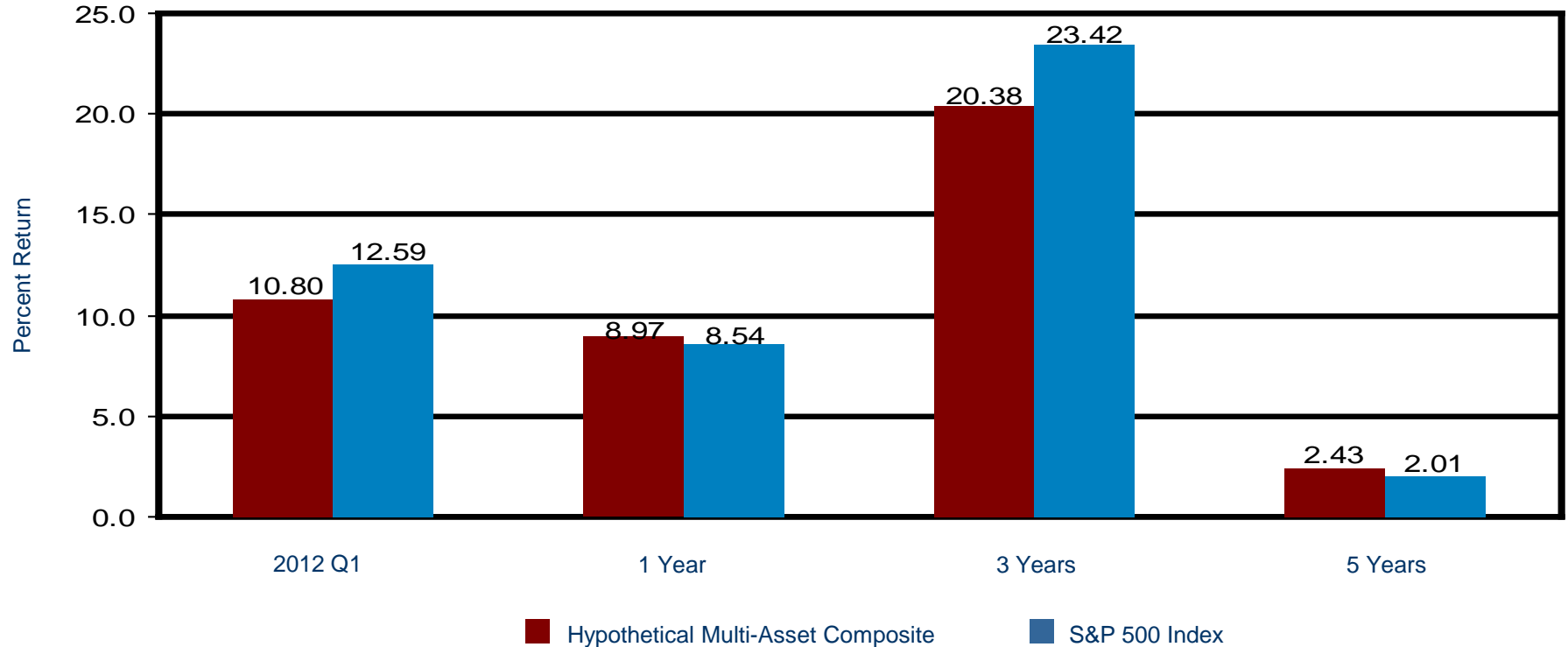
Sixth Step: **Valuation Analysis**, the final step, consists of the use of a number of multi-pronged models to determine valuation. Metrics include P/E and Price/Sales ratios, along with dividend yields.



MULTI-ASSET EQUITY

Eastern Wealth Management Multi-Asset Hypothetical Composite Investment Performance

For Periods Ended 03/31/12



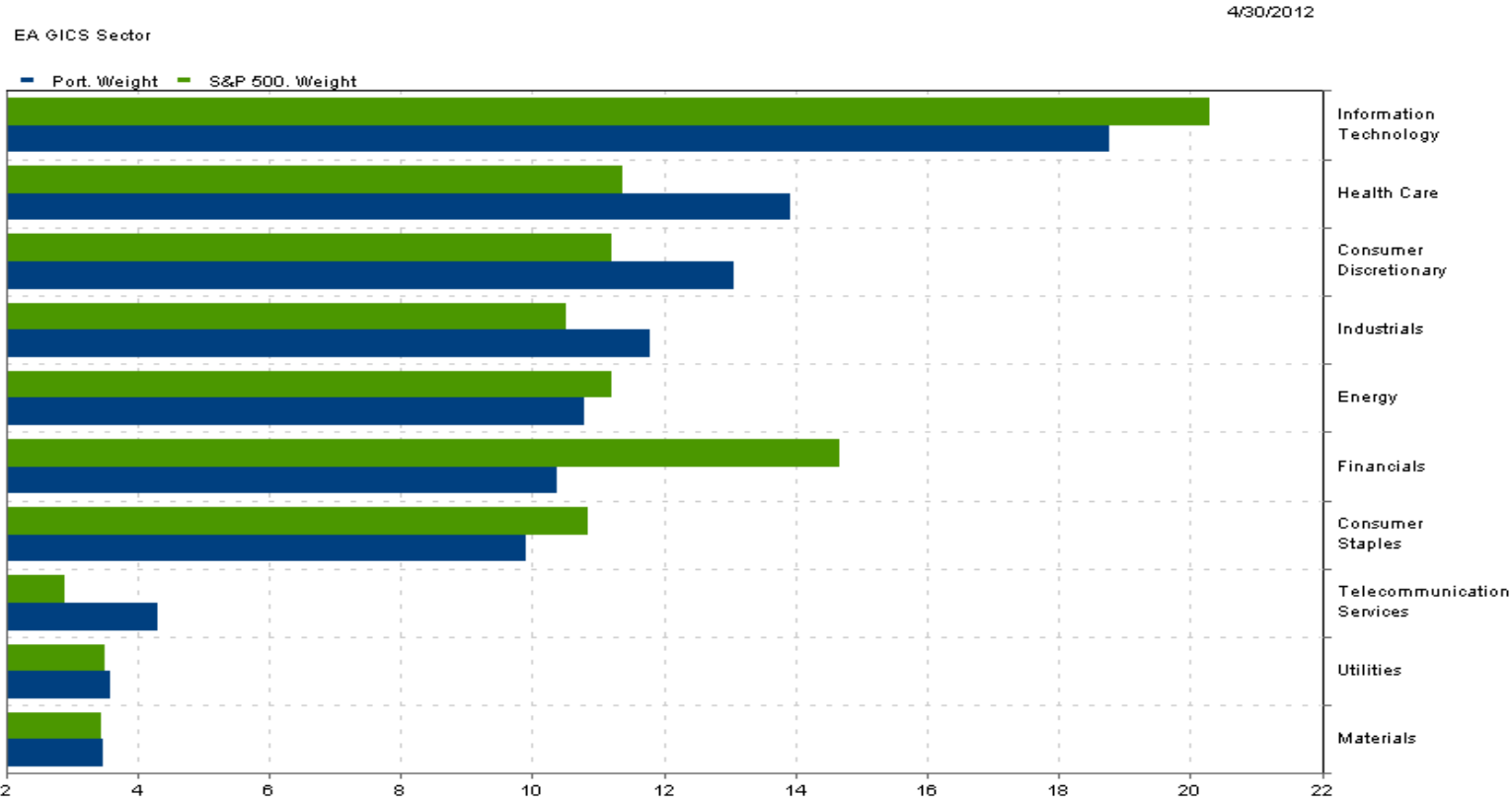
HYPOTHETICAL COMPOSITE PERFORMANCE DISCLOSURES:

This composite performance record is hypothetical and these trading advisors have not traded together in the manner shown in the composite. Hypothetical performance results have many inherent limitations, some of which are described below. No representation is being made that any multi-advisor managed account or pool will or is likely to achieve a composite performance record similar to that shown. In fact, there are frequently sharp differences between a hypothetical composite record and the actual record subsequently achieved. One of the limitations of a hypothetical composite performance record is that decisions relating to the selection of trading advisors and the allocation of assets among those trading advisors were made with the benefit of hindsight based upon the historical rates of return of the selected trading advisors. Therefore, composite performance records invariably show positive rates of return. Another inherent limitation on these results is that the allocation decisions reflected in the performance record were not made under actual market conditions and therefore, cannot completely account for the impact of financial risk in actual trading. Furthermore, the composite performance record may be distorted because the allocation of assets changes from time to time and these adjustments are not reflected in the composite.

The securities and indices used in the hypothetical performance were available during the time period presented and the capital markets were sufficiently liquid to permit the types of trading used. The hypothetical composite performance is gross of fees and other trading costs. The hypothetical composite performance uses the total return concept, which includes interest, capital gains, dividends and distributions over the return period to calculate the hypothetical return.

MULTI ASSET EQUITY PORTFOLIO

Sector Weightings (%) as of 04/30/12



Sector weightings as of 04/30/12.

Allocation may not reflect EWM's and Argus current view and should not be used as the base of an investment decision.

MULTI ASSET EQUITY PORTFOLIO HOLDINGS

(as of 04/30/12)

Portfolio Weightings vs S&P 500

Industry Weightings	% Of Portfolio	% Of S&P 500	Industry Weightings	% Of Portfolio	% Of S&P 500
CONSUMER DISCRETION	13.07%	11.07%	HEALTH CARE	13.92%	11.38%
MCDONALD'S CORP	2.79%		BIOGEN IDEC INC	3.78%	
NIKE INC	2.26%		BECTON DICKINSON	2.52%	
YUM! BRANDS INC	2.54%		CARDINAL HEALTH INC	2.07%	
WALT DISNEY CO.	2.19%		MERCK & CO	1.85%	
TJX COS	3.29%		JOHNSON & JOHNSON	1.59%	
			AETNA INC	2.11%	
CONSUMER STAPLES	9.90%	10.89%	INDUSTRIALS	11.78%	10.53%
KRAFT FOODS INC	2.15%		DEERE & CO	2.42%	
WALGREEN CO	1.88%		FEDEX CORP	2.21%	
H.J. HEINZ CO	1.67%		EMERSON ELECTRIC CO	1.65%	
COCA-COLA CO	2.17%		CATERPILLAR INC	3.07%	
PROCTER & GAMBLE CO	2.03%		PARKER HANNIFIN CORP	2.43%	
ENERGY	10.80%	11.12%	INFORMATION TECH	18.78%	20.54%
HELMERICH & PAYNE INC	3.22%		INTEL CORP	1.91%	
HALLIBURTON CO	1.77%		ACCENTURE PLC	1.84%	
OCCIDENTAL PETROLEUM	1.60%		ORACLE CORP	2.27%	
EXXON MOBIL	2.02%		GOOGLE INC	2.33%	
CONOCO PHILLIPS	2.19%		EMC CORP	1.45%	
			EBAY INC	1.78%	
FINANCIALS	10.38%	14.77%	APPLE INC	4.77%	
HCP INC	2.24%		VISA INC	2.43%	
MORGAN STANLEY	1.88%		MATERIALS	3.47%	3.46%
AMERICAN EXPRESS	2.39%		NUCOR CORP	1.43%	
STATE STREET CORP	1.65%		E.I. DUPONT DE NEMOURS & CO	2.04%	
INTERCONTINENTAL EXCHANGE	2.22%		TELECOMMUNICATION	4.31%	2.80%
UTILITIES	3.59%	3.44%	VERIZON COMMUNICATIONS	2.42%	
XCEL ENERGY INC	1.92%		AT&T INC	1.89%	
UIL HOLDINGS CORP	1.67%				

Target allocation as of 04/30/2012

Allocation may not reflect EWM's and Argus current view and should not be used as the base of an investment decision.

Securities listed are not to be considered as a recommendation to buy or sell and are not guaranteed to be in portfolios.

ACTIVE FIXED INCOME STRATEGY REVIEW

Strategy

- Fixed income holdings are under-weighted versus equities and portfolio durations are below the target Index durations. The treasury market may remain volatile over concerns regarding the sustainability of the economic recovery.

Structure

- The maturity structure of our portfolios are positioned to out perform their benchmarks if yields trend higher.

Outlook

- The Federal Reserve will continue to be aggressive in trying to stimulate economic growth and increase confidence in the market place.
- The Fed stated the federal funds rate will remain close to 0% until 2013.

MARKET MONITOR – DOMESTIC EQUITY

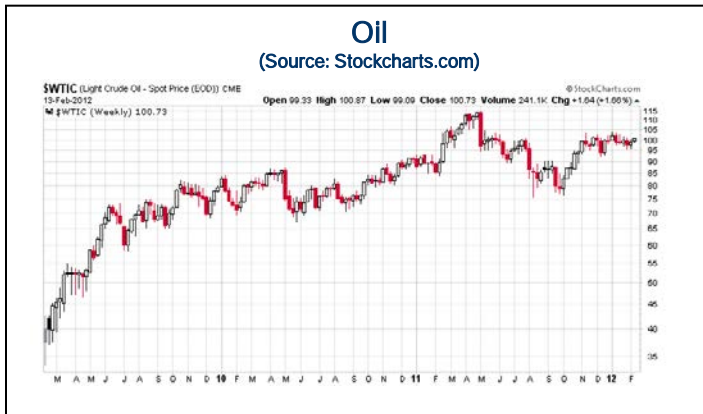


- Despite a trend toward looser monetary policy in emerging markets, the Eurozone debt crisis could impact emerging markets significantly given that many are major exporters to Europe.
- In addition, the U.S. dollar is appreciating as risk averse investors are selling emerging market currencies and buying the dollar, creating a headwind for investing in these markets.
- While fundamentals in emerging markets are improving, investors in these markets will not be rewarded until there is a more risk tolerant investing climate.
- We currently have no exposure to Emerging Markets despite our favorable long-term outlook..

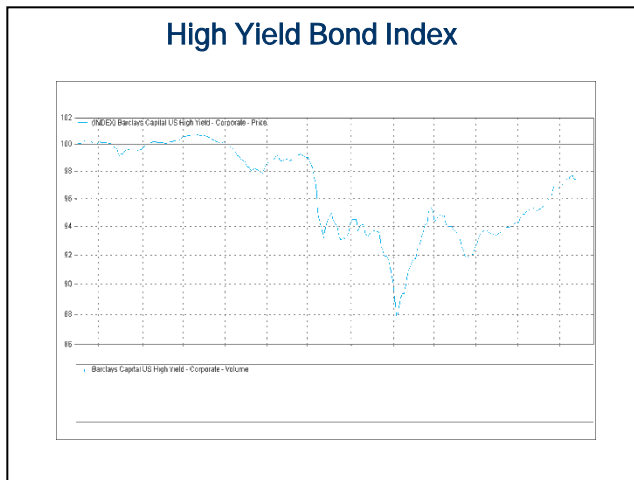
MARKET MONITOR – COMMODITIES



- Economically sensitive commodities, such as copper and oil, have recently rallied on improving, economic data and escalating, Middle East tensions.
- Silver has been correcting and consolidating for the past year but we continue to have a positive longer-term view.
- Gold mining stocks have lagged the metal for the past year, but we believe they will catch up.

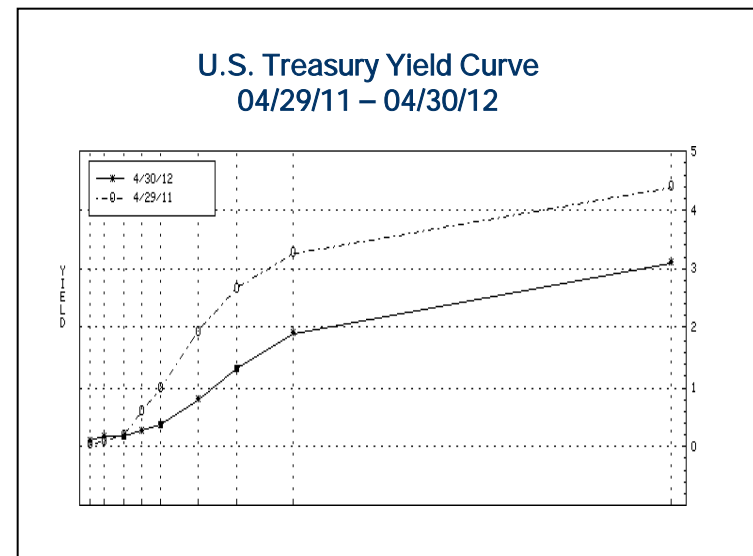


MARKET MONITOR – FIXED INCOME

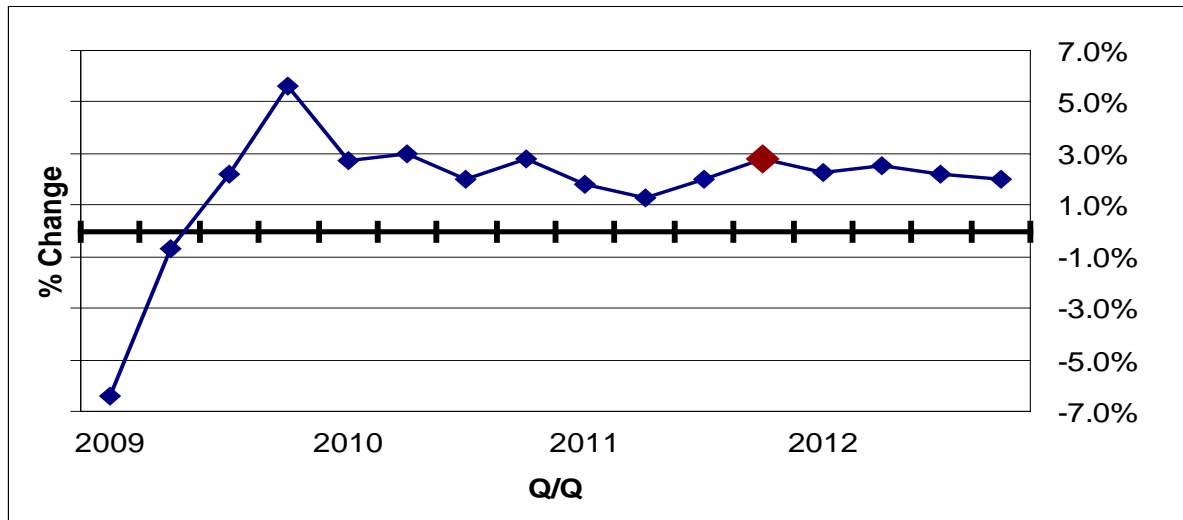


- Investors still prefer the safety of U.S. Treasuries versus riskier assets.
- The Federal Reserve has maintained that the federal funds rate will remain low into 2014

- Short-term 'A' rated Corporate Bonds remain in high demand as investors search for yield.
- High yield spreads have recently narrowed, however, they remain an attractive investment.



ECONOMIC OUTLOOK



- The U.S. economy has shown signs of improvement as the labor and housing markets have stabilized.
- Business activity remains positive. However, risk to the recovery remain as the European debt crisis persists.
- Ultimately, job and income growth will be key to developing a sustainable recovery beyond fiscal and monetary stimulus efforts.

INVESTMENT STRATEGY OUTLOOK

Asset Allocation

- Equities are market weighted in each strategy relative to their benchmark.
- Equity valuations relative to bonds are low, but are fair in absolute terms.

Equities

- We expect risk aversion to remain high for the foreseeable future and have responded by de-risking the portfolio.
- Given the increasingly defensive nature of the market, U.S. equities are preferred over international equities.
- Equity sector weightings have been moved closer to benchmark weightings.

Fixed Income

- Currently, the average duration of our actively managed fixed income accounts are below their respective benchmarks. Further duration adjustments can be expected as the bond market moves within our forecasted trading range of 1.75% to 2.25% as defined by the 10 year U.S. Treasury Note yield.

EASTERN WEALTH MANAGEMENT

WILLIAM J. WALSH, CFP®
Senior Vice President
Director of Wealth Management



William Walsh is the Director of Eastern Bank's Wealth Management division where he is responsible for overseeing a group of experienced professionals committed to providing trust and estate management, investment management, and financial planning to individuals and organizations throughout eastern Massachusetts. A seasoned leader and wealth management professional, Mr. Walsh has more than 25 years of experience in financial services.

Professional Experience

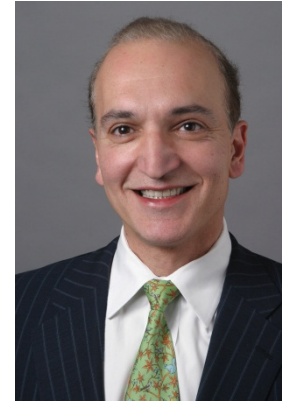
Prior to joining Eastern Bank in 2012, Mr. Walsh served as a Director and Planning Officer at Weston Financial Group, a wealth management firm in Wellesley. Additionally, from 2001 – 2009, he served as a Senior Vice President, City Executive and Market Leader at Bank of America/US Trust in Boston, where he managed a team of 14 private client advisors and managers dedicated to serving high-net-worth clients.

Education / Service

Mr. Walsh is a Certified Financial Planner™ practitioner and serves as an adjunct professor at Boston University. He earned his Bachelor of Science degree in Business Administration from Salem State College. He also holds a diploma in Financial Planning from Boston University.

EASTERN WEALTH MANAGEMENT

JOHN D. KATTAR, CFA
Chief Investment Officer



John D. Kattar is responsible for leading Eastern Investment Advisors' equity and fixed income investment teams and investment process. In addition, he focuses on developing EIA's institutional asset management business, and is an industry specialist in Semiconductors, Metals and Conglomerates.

Professional Experience

Before joining Eastern Investment Advisors in 2005, Mr. Kattar was Managing Partner at Ardent Asset Management, where he managed an absolute return fund and provided consulting services to asset managers. Prior to that, he was Director of Growth Equities at Mellon Financial, where he headed up the institutional growth equities team at Mellon and was Director of U.S. Equities at The Boston Company. He has also held senior investment positions at Phoenix Investment Partners and Baring Asset Management.

Education

Mr. Kattar earned his Master of Business Administration degree in Finance and Statistics from the University of Chicago and a Master of Science and Bachelor of Arts from the University of Massachusetts. He is a Chartered Financial Analyst and a member of both the CFA Institute and the Boston Security Analysts Society.

In addition to his professional responsibilities, he serves as Vice Chairman of the Investment Committee of the University of Massachusetts Foundation.

EASTERN WEALTH MANAGEMENT



ROSE M. BROOKS

Managing Director, Eastern Bank Wealth Management

Rose M. Brooks is responsible for the management of the Dividend Income Equity portfolios and is a research specialist in the Financial and Consumer sectors. She oversees trading for Eastern Bank Wealth Management and is also the Chief Compliance Officer for the registered investment advisor.

Professional Experience

Ms. Brooks joined Eastern Bank in 1974 as an employee of the Naumkeag Trust Company. She has over 30 years of investment experience as an analyst, trader, and portfolio manager.

Education

Ms. Brooks received a Bachelor of Science degree from Salem State College. She also completed Boston University's Certified Financial Planner Program.

EASTERN WEALTH MANAGEMENT

JOHN F. Doherty, CFP®, CTFA

Vice President, Eastern Wealth Management

John F. Doherty has over 25 years of experience working with individuals, families and organizations, helping them to grow and protect their wealth through trusts, investment management accounts, IRAs and charitable accounts.

Professional Experience

Mr. Doherty joined Eastern Wealth Management in 2006 after a career spanning 20 years at BankBoston, Fleet National Bank and Bank of America. Prior to joining Eastern, he was a vice president and relationship manager in the Private Bank at Bank of America, managing the trust, investment, banking and credit needs of high net-worth individuals.

Education/Service

Mr. Doherty is a Certified Financial Planner™ practitioner and a Certified Trust and Financial Advisor. He holds a Bachelor of Science in Finance from Suffolk University and an MBA from Bentley University. He is a graduate of the National Graduate Trust School at Northwestern University and received his certification in financial planning from Boston University's Center for Professional Education.

Mr. Doherty is a member of the Essex County Estate Planning Council and serves on the Board of Directors of the Lynn Home for Women. He is also active in a number of youth activities in the city of Melrose.

Mr. Doherty can be reached at 781-581-4215.



Investment Review

Account Name SALEM STATE

Account Number 2427524
 Assets Held As Of APR 30, 2012
 Valued As Of APR 30, 2012

Important Information

GAINS TAXED TO.....	EXEMPT	INCOME TAXED TO.....	EXEMPT
TRUST TAX YEAR END.....		TRUST TAX FILING STATUS.....	AGENCY
LONG TERM CARRYOVER LOSS....		SHORT TERM CARRYOVER LOSS...	
OFFICER.....	JOHN DOHERTY	INVESTMENT OBJECTIVE.....	GROWTH WITH INCOME
REVOCABILITY.....		INVESTMENT AUTHORITY.....	SOLE
FINAL TERMINATION DATE.....		DATE OF DEATH.....	
		TRUST SITUS.....	MASSACHUSETTS

TRUSTEE RESTRICTIONS:

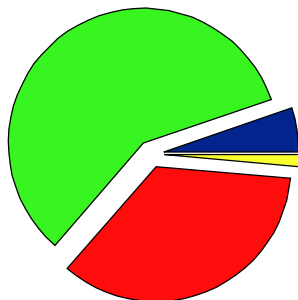
REMARKS: DO NOT INVEST IN HIGH YIELD BONDS
 PER SALEM STATE UNIVERSITY INVESTMENT POLICY

RECOMMENDED CHANGES:

SECURITY	PRICE	VALUE	COST	INCOME	EST INCOME CHANGE: EST GAIN/LOSS: RATIONALE FOR RECOMMENDATION:
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SUMMARY OF INVESTMENTS

Investment Allocation



5.2%	■	CASH ITEMS	522,965.56
58.4%	■	EQUITIES	5,811,956.64
35.0%	■	FIXED INCOME SECURITIES	3,492,478.91
1.4%	■	MUTUAL FUNDS	134,621.81
100.0%		Total	9,962,022.92

Investment Review

Account Name SALEM STATE

Account Number 2427524
 Assets Held As Of APR 30, 2012
 Valued As Of APR 30, 2012

SUMMARY OF INVESTMENTS

Investment Summary

	Market Value	%	Estimated Income	Current Yield
CASH ITEMS				
PRINCIPAL CASH				
MONEY MARKET FUNDS	522,965.56	5.25	52	0.01
TOTAL CASH ITEMS	522,965.56	5.25	52	0.01
FIXED INCOME SECURITIES				
US GOV'T OBLIGATIONS	307,582.00	3.09	6,625	2.15
CORPORATE/OTHER BONDS	2,712,588.75	27.23	107,254	3.95
MUTUAL FUND - CORPORATE BONDS MUTUAL FUNDS	472,308.16	4.74	16,670	3.53
TOTAL FIXED INCOME SECURITIES	3,492,478.91	35.06	130,549	3.74
EQUITIES				
COMMON STOCKS				
CONSUMER DISCRETIONARY	721,242.76	7.24	11,598	1.61
CONSUMER STAPLES	534,784.88	5.37	16,179	3.03
ENERGY	521,977.35	5.24	10,516	2.01
FINANCIALS	629,327.76	6.32	13,067	2.08
HEALTH CARE	727,565.94	7.30	13,721	1.89
INDUSTRIALS	600,183.54	6.02	11,152	1.86
INFORMATION TECHNOLOGY	1,100,053.50	11.04	7,375	0.67
MATERIALS	174,461.04	1.75	5,956	3.41
TELECOMMUNICATION SERVICES	235,227.99	2.36	12,068	5.13
UTILITIES	178,809.80	1.79	7,861	4.40
TOTAL COMMON STOCKS	5,423,634.56	54.44	109,493	2.02
MUTUAL FUND-SMALL AND MID CAP EQUITIES MUTUAL FUNDS	388,322.08	3.90	4,517	1.16
TOTAL EQUITIES	5,811,956.64	58.34	114,010	1.96
MUTUAL FUNDS				
MUTUAL FUNDS UNCLASSIFIED	134,621.81	1.35	0	0.00

Investment Review

Account Name SALEM STATE

Account Number 2427524
 Assets Held As Of APR 30, 2012
 Valued As Of APR 30, 2012

SUMMARY OF INVESTMENTS

Investment Summary

	Market Value	%	Estimated Income	Current Yield
TOTAL FUND	9,962,022.92	100.00	244,611	2.46

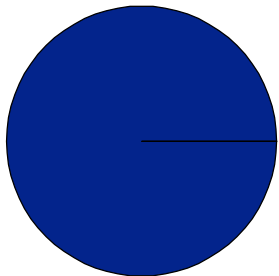
For the Tax Year Ending 12/31

Net Short Term Gain/Loss 69,261.11
 Net Long Term Gain/Loss * 466,434.97

* Includes Long Term Capital Gains Dividends

SUMMARY OF INVESTED INCOME

Investment Allocation



100.0%		CASH ITEMS	19,933.35
100.0%		Total	19,933.35

Investment Summary

	Market Value	%	Estimated Income	Current Yield
CASH ITEMS				
INCOME CASH				

Investment Review

Account Name SALEM STATE

Account Number 2427524
 Assets Held As Of APR 30, 2012
 Valued As Of APR 30, 2012

SUMMARY OF INVESTED INCOME

Investment Summary

	Market Value	%	Estimated Income	Current Yield
MONEY MARKET FUNDS	19,933.35	100.00	2	0.01
TOTAL CASH ITEMS	19,933.35	100.00	2	0.01
TOTAL FUND	19,933.35	100.00	2	0.01

SCHEDULE OF INVESTMENTS

UNITS	DESCRIPTION	TAX COST	UNIT COST	CURRENT PRICE	MARKET VALUE	INC RATE	EST INC	CURRENT YIELD	PLG COD
CASH ITEMS									
	PRINCIPAL CASH	0			0			0.0	
MONEY MARKET FUNDS									
	FEDERATED GOV'T OBLIGATION TAX MANAGED FUND # 637	522,966			522,966	0.01	52	0.0	
	TOTAL CASH ITEMS	522,966			522,966		52	0.0	
FIXED INCOME SECURITIES									
US GOV'T OBLIGATIONS									
100,000	FEDERAL HOME LOAN BANK 3.125% 12/13/2013	104,742	104.74	104.532	104,532	3.13	3,125	3.0	
200,000	FEDERAL HOME LOAN BANK 1.35% 1.75% 12/14/2018	199,600	99.80	101.525	203,050	1.75	3,500	1.7	
	TOTAL US GOV'T OBLIGATIONS	304,342			307,582		6,625	2.2	
CORPORATE/OTHER BONDS									
125,000	WALGREEN CO 4.875% 08/01/2013	131,063	104.85	105.585	131,981	4.88	6,094	4.6	
150,000	CHARLES SCHWAB 4.95% 06/01/2014	152,271	101.51	108.227	162,341	4.95	7,425	4.6	
250,000	GOLDMAN SACHS GROUP 5.125% 01/15/2015	251,400	100.56	105.18	262,950	5.13	12,813	4.9	

Investment Review

Account Name SALEM STATE

Account Number 2427524
 Assets Held As Of APR 30, 2012
 Valued As Of APR 30, 2012

SCHEDULE OF INVESTMENTS

UNITS	DESCRIPTION	TAX COST	UNIT COST	CURRENT PRICE	MARKET VALUE	INC RATE	EST INC	CURRENT YIELD	PLG COD
125,000	UNITED TECHNOLOGIES CORP 4.875% 05/01/2015	123,134	98.51	111.787	139,734	4.88	6,094	4.4	
150,000	GENERAL DYNAMICS CORP 5.375% 08/15/2015	153,047	102.03	114.521	171,782	5.38	8,063	4.7	
275,000	LOWES COMPANIES INC 5% 10/15/2015	276,581	100.58	112.558	309,535	5.00	13,750	4.4	
100,000	BANK AMERICA CORP 5.25% 12/01/2015	99,817	99.82	104.812	104,812	5.25	5,250	5.0	
150,000	THERMO FISHER SCIENTIFIC, INC. 2.25% 08/15/2016	153,563	102.38	104.323	156,485	2.25	3,375	2.2	
150,000	VERIZON COMMUNICATIONS INC 2% 11/01/2016	150,195	100.13	102.424	153,636	2.00	3,000	2.0	
100,000	BAXTER INTERNATIONAL INC. 1.85% 01/15/2017	102,967	102.97	102.218	102,218	1.85	1,850	1.8	
100,000	OCCIDENTAL PETROLEUM CORP 1.75% 02/15/2017	100,452	100.45	101.469	101,469	1.75	1,750	1.7	
200,000	CISCO SYSTEMS INC 3.15% 03/14/2017	206,852	103.43	109.081	218,162	3.15	6,300	2.9	
285,000	COSTCO WHOLESALE CORP, NEW 5.5% 03/15/2017	285,086	100.03	119.947	341,849	5.50	15,675	4.6	
215,000	COOPER U S INC. 6.1% 07/01/2017	216,064	100.50	117.532	252,694	6.10	13,115	5.2	
100,000	BROADCOM CORPORATION CL A 2.7% 11/01/2018	104,000	104.00	102.943	102,943	2.70	2,700	2.6	
	TOTAL CORPORATE/OTHER BONDS	2,506,492			2,712,591		107,254	4.0	
MUTUAL FUND - CORPORATE BONDS									
MUTUAL FUNDS									
4,322	I SHARES BARCLAYS INT CRDT	468,632	108.43	109.28	472,308	3.86	16,670	3.5	
	TOTAL FIXED INCOME SECURITIES	3,279,466			3,492,481		130,549	3.7	

EQUITIES

Investment Review

Account Name SALEM STATE

Account Number 2427524
 Assets Held As Of APR 30, 2012
 Valued As Of APR 30, 2012

SCHEDULE OF INVESTMENTS

UNITS	DESCRIPTION	TAX COST	UNIT COST	CURRENT PRICE	MARKET VALUE	INC RATE	EST CURRENT INC	YIELD	PLG COD
COMMON STOCKS									
CONSUMER DISCRETIONARY									
2,855	WALT DISNEY PRODUCTIONS	123,252	43.17	43.11	123,079	0.60	1,713	1.4	
1,384	MCDONALD'S CORP	135,084	97.60	97.45	134,871	2.80	3,875	2.9	
1,038	NIKE INC. CL B	111,856	107.76	111.87	116,121	1.44	1,495	1.3	
4,782	TJX COMPANIES INC	174,924	36.58	41.71	199,457	0.46	2,200	1.1	
2,031	YUM BRANDS INC	141,582	69.71	72.73	147,715	1.14	2,315	1.6	
	TOTAL CONSUMER DISCRETIONARY	686,698			721,243		11,598	1.6	
CONSUMER STAPLES									
1,650	COCA-COLA CO	115,736	70.14	76.32	125,928	2.04	3,366	2.7	
1,654	HEINZ H J CO.	87,596	52.96	53.31	88,175	1.92	3,176	3.6	
2,914	KRAFT FOODS INC	110,612	37.96	39.87	116,181	1.16	3,380	2.9	
1,640	PROCTER & GAMBLE CO	109,477	66.75	63.64	104,370	2.25	3,687	3.5	
2,856	WALGREEN CO	94,109	32.95	35.06	100,131	0.90	2,570	2.6	
	TOTAL CONSUMER STAPLES	517,530			534,785		16,179	3.0	
ENERGY									
1,602	CONOCOPHILLIPS	119,029	74.30	71.63	114,751	2.64	4,229	3.7	
1,236	EXXON MOBIL CORP	103,169	83.47	86.34	106,716	2.28	2,818	2.6	
2,542	HALLIBURTON CO	80,342	31.61	34.22	86,987	0.36	915	1.1	
2,671	HELMERICH AND PAYNE	141,290	52.90	51.39	137,263	0.28	748	0.5	
836	OCCIDENTAL PETROLEUM CORP	66,020	78.97	91.22	76,260	2.16	1,806	2.4	
	TOTAL ENERGY	509,850			521,977		10,516	2.0	
FINANCIALS									
2,393	AMERICAN EXPRESS CO	117,388	49.05	60.21	144,083	0.80	1,914	1.3	
3,519	DISCOVER FINANCIAL SERVICES	114,573	32.56	33.90	119,294	0.40	1,408	1.2	

Investment Review

Account Name SALEM STATE

Account Number 2427524
 Assets Held As Of APR 30, 2012
 Valued As Of APR 30, 2012

SCHEDULE OF INVESTMENTS

UNITS	DESCRIPTION	TAX COST	UNIT COST	CURRENT PRICE	MARKET VALUE	INC RATE	EST INC	CURRENT YIELD	PLG COD
2,857	HCP, INC.	113,117	39.59	41.45	118,423	2.00	5,714	4.8	
6,985	MORGAN STANLEY	124,668	17.85	17.28	120,701	0.20	1,397	1.2	
2,744	STATE STREET CORP	122,717	44.72	46.22	126,828	0.96	2,634	2.1	
	TOTAL FINANCIALS	592,463			629,329		13,067	2.1	
HEALTH CARE									
2,465	AETNA U S HEALTHCARE INC	118,863	48.22	44.04	108,559	0.70	1,726	1.6	
1,638	BECTON DICKINSON CO	126,849	77.44	78.45	128,501	1.80	2,948	2.3	
1,600	BIOGEN IDEC INC	202,365	126.48	134.01	214,416	0.00	0	0.0	
2,490	CARDINAL HEALTH, INC.	103,121	41.41	42.27	105,252	0.86	2,141	2.0	
1,177	JOHNSON & JOHNSON	76,489	64.99	65.10	76,623	2.44	2,872	3.7	
2,401	MERCK & CO INC. NEW	85,184	35.48	39.24	94,215	1.68	4,034	4.3	
	TOTAL HEALTH CARE	712,871			727,566		13,721	1.9	
INDUSTRIALS									
1,424	CATERPILLAR INC.	144,635	101.57	102.77	146,344	1.84	2,620	1.8	
1,446	DEERE & CO	112,225	77.61	82.36	119,093	1.84	2,661	2.2	
1,635	EMERSON ELEC CO	81,378	49.77	52.54	85,903	1.60	2,616	3.0	
1,238	FEDEX CORPORATION	113,404	91.60	88.24	109,241	0.52	644	0.6	
1,592	PARKER HANNIFIN	130,135	81.74	87.69	139,602	1.64	2,611	1.9	
	TOTAL INDUSTRIALS	581,777			600,183		11,152	1.9	
INFORMATION TECHNOLOGY									
507	APPLE	204,646	403.64	583.98	296,078	0.00	0	0.0	
2,874	E M C CORP	65,345	22.74	28.21	81,076	0.00	0	0.0	
2,856	EBAY INC	102,822	36.00	41.02	117,153	0.00	0	0.0	
208	GOOGLE INC	122,390	588.42	604.85	125,809	0.00	0	0.0	
3,735	INTEL CORP	91,459	24.49	28.395	106,055	0.84	3,137	3.0	

Investment Review

Account Name SALEM STATE

Account Number 2427524
 Assets Held As Of APR 30, 2012
 Valued As Of APR 30, 2012

SCHEDULE OF INVESTMENTS

UNITS	DESCRIPTION	TAX COST	UNIT COST	CURRENT PRICE	MARKET VALUE	INC RATE	EST INC	CURRENT YIELD	PLG COD
4,145	ORACLE CORPORATION	121,332	29.27	29.40	121,863	0.24	995	0.8	
1,190	VISA, INC	140,641	118.19	122.98	146,346	0.88	1,047	0.7	
1,627	ACCENTURE PLC	103,576	63.66	64.95	105,674	1.35	2,196	2.1	
	TOTAL INFORMATION TECHNOLOGY	952,211			1,100,054		7,375	0.7	
MATERIALS									
1,996	DUPONT DE NEMOURS & CO	102,887	51.55	53.46	106,706	1.72	3,433	3.2	
1,728	NUCOR CORP	71,473	41.36	39.21	67,755	1.46	2,523	3.7	
	TOTAL MATERIALS	174,360			174,461		5,956	3.4	
TELECOMMUNICATION SERVICES									
3,209	A T & T INC	101,095	31.50	32.91	105,608	1.76	5,648	5.3	
3,210	VERIZON COMMUNICATIONS INC	121,505	37.85	40.38	129,620	2.00	6,420	5.0	
	TOTAL TELECOMMUNICATION SERVICES	222,600			235,228		12,068	5.1	
UTILITIES									
2,428	UIL HOLDINGS CORPORTION	83,877	34.55	34.37	83,450	1.73	4,196	5.0	
3,524	XCEL ENERGY, INC.	93,184	26.44	27.06	95,359	1.04	3,665	3.8	
	TOTAL UTILITIES	177,061			178,809		7,861	4.4	
	TOTAL COMMON STOCKS	5,127,421			5,423,635		109,493	2.0	
MUTUAL FUND-SMALL AND MID CAP EQUITIES									
MUTUAL FUNDS									
3,928	I SHARES S & P MIDCAP 400	357,776	91.08	98.86	388,322	1.15	4,517	1.2	
	TOTAL EQUITIES	5,485,197			5,811,957		114,010	2.0	
MUTUAL FUNDS									

Investment Review

Account Name SALEM STATE

Account Number 2427524
 Assets Held As Of APR 30, 2012
 Valued As Of APR 30, 2012

SCHEDULE OF INVESTMENTS

UNITS	DESCRIPTION	TAX COST	UNIT COST	CURRENT PRICE	MARKET VALUE	INC RATE	EST CURRENT INC	CURRENT YIELD	PLG COD
	MUTUAL FUNDS UNCLASSIFIED								
4,471	SPDR SILVER TRUST	134,001	29.97	30.11	134,622	0.00	0	0.0	
	TOTAL FUND	9,421,630			9,962,026		244,611	2.5	

SCHEDULE OF INCOME INVESTMENTS

UNITS	DESCRIPTION	TAX COST	UNIT COST	CURRENT PRICE	MARKET VALUE	INC RATE	EST CURRENT INC	CURRENT YIELD	PLG COD
	CASH ITEMS								
	INCOME CASH	0			0			0.0	
	MONEY MARKET FUNDS								
	FEDERATED GOV'T OBLIGATION TAX MANAGED FUND # 637	19,933			19,933	0.01	2	0.0	
	TOTAL CASH ITEMS	19,933			19,933		2	0.0	

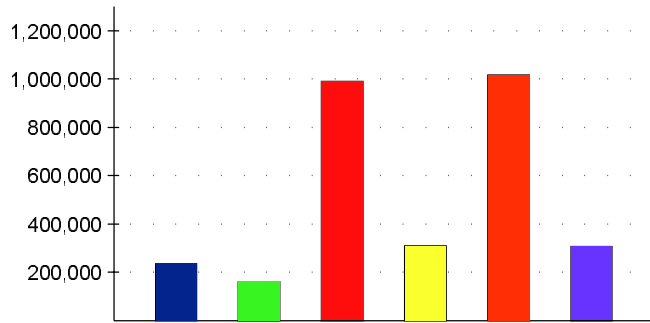
Investment Review

Account Name SALEM STATE

Account Number 2427524
 Assets Held As Of APR 30, 2012
 Valued As Of APR 30, 2012

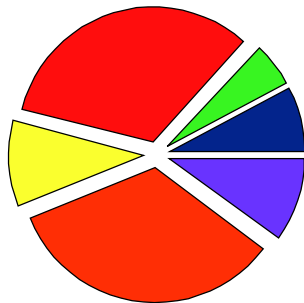
MATURITY SCHEDULE

Maturities by Year



2013	236,513.25
2014	162,340.50
2015	988,811.75
2016	310,120.50
2017	1,016,391.75
2018	305,993.00
Total	3,020,170.75

Percent at Market by Year



7.8%	2013	236,513.25
5.4%	2014	162,340.50
32.7%	2015	988,811.75
10.3%	2016	310,120.50
33.7%	2017	1,016,391.75
10.1%	2018	305,993.00
100.0%	Total	3,020,170.75

Investment Review

Account Name SALEM STATE

Account Number 2427524
Assets Held As Of APR 30, 2012
Valued As Of APR 30, 2012

MATURITY SCHEDULE

Maturing :	Federal Tax Cost	Current Market Value	Face Value	% at Market
2012				
2013	235,804.50	236,513.25	225,000.00	7.83
2014	152,271.00	162,340.50	150,000.00	5.38
2015	903,978.50	988,811.75	900,000.00	32.74
2016	303,757.50	310,120.50	300,000.00	10.27
2017	911,420.75	1,016,391.75	900,000.00	33.65
2018	303,600.00	305,993.00	300,000.00	10.13
2019				
2020				
2021				
TEN TO TWENTY YEARS				
OVER TWENTY YEARS				
TOTAL	2,810,832.25	3,020,170.75	2,775,000.00	100.00

MATURING NEXT 365 DAYS

Information may be a combination of maturity and prerefunded dates

REQUEST FOR TRUSTEE ACTION

Date: June 6, 2012
To: Board of Trustees
From: Patricia Maguire Meservey, President
Subject: FY2012-13 *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 has been prepared for board consideration. The proposed FY13 *pro forma* budget reflects assumptions used by the Board in setting fee rates for the 2012-13 academic year at its meeting on April 11, 2012, 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 in the amount of \$100,317,021. This amount assumes 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 final action of the legislature and governor regarding both base state support and supplemental funding for compensation adjustments. Exhibit A provides an overview of the changes that underlie the *pro forma* budget.

MOTION

The Board of Trustees of Salem State University hereby approves the Fiscal Year 2012-13 *Pro Forma* General Operations Budget as recommended by the president and as shown in Exhibit A at the level of \$100,317,021, 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.

Committee Assigned: Finance & Facilities
Committee Action: Approved
Date of Action: May 23, 2012

Trustee Action:
Trustee Approval Date:
Effective Date:

Signed: _____
Title: Secretary, Board of Trustees
Date: _____

FY2012-13 Pro Forma General Operations Budget Proposal

(\$ in thousands)

	FY12	FY13		Notes
	Final Approved Budget Base	Adjustments to Base	Proposed Pro Forma Budget	
Revenues & Transfers				
Net Tuition and Fees	\$58,958	\$2,249	\$61,207	(1)
Enrollment Contingency	(\$298)	\$0	(\$298)	
Other Local	\$8,524	\$0	\$8,524	
State Appropriation	<u>\$34,614</u>	<u>\$0</u>	<u>\$34,614</u>	(2)
Revenue before Transfers	\$101,798	\$2,249	\$104,047	
Transfers				
Capital Projects	(\$2,936)	(\$750)	(\$3,686)	
Other	(\$44)	\$0	(\$44)	
Total Transfers	(\$2,980)	(\$750)	(\$3,730)	(3)
Trustee Approved Revenue	\$98,818	\$1,499	\$100,317	
State Paid Fringe Benefits (est.)	\$12,115	(\$2,584)	\$9,531	
Total Available Revenue	\$110,933	(\$1,086)	\$109,847	
Expenses				
Salaries	\$66,126	\$838	\$66,964	(4)(5)
Fringe Benefits	8,272	(756)	\$7,516	(5)
Student Financial Aid	\$1,452	\$300	\$1,752	(6)
Utilities	\$4,003	\$0	\$4,003	
General Operating Expenses	\$18,965	\$1,117	\$20,082	(7)(8)(9)
Trustee Approved Expenditures	\$98,818	\$1,499	\$100,317	
State Paid Fringe Benefits (est.)	\$12,115	(2,584)	9,531	
Total Expenses	\$110,933	(\$1,086)	\$109,847	
Net Result	\$0	\$0	\$0	
Adjustments Detail				
Revenue Adjustments from Fee Increases				
Day Undergraduate (\$315,000 per %)	\$380	4.92%	\$1,549	
Evening Undergraduate (\$68,000 per %)	\$15	5.88%	\$400	
Graduate (\$63,000 per %)	\$15	4.76%	<u>\$300</u>	
Total Revenue from Fee Increases			\$2,249	(1)
State Supplement for Mandatory Compensation Adjustments			\$0	(2)
Adjustments to Expenses -				
Mandatory Compensation Adjustments--locally funded salaries and fringe benefits (\$838 salaries; \$244 benefits)			\$1,082	(4)
Fringe benefit rate adjustment for locally-funded salaries			(\$1,000)	(5)
Student Financial Aid			\$300	(6)
Technology Systems Licenses/Maintenance			\$500	(7)
General Expenses Increase			\$150	(8)
Strategic Initiatives Fund (includes \$217,000 positive revenue variance resulting from fee action by Board of Trustees)			\$467	(9)
Transfer to Deferred Maintenance			\$750	(3)
Subtotal -- Expense & Transfer Adjustments			\$2,249	

NOTES ON POTENTIAL ADJUSTMENTS:

- Revenues reflect impact of approved FY13 fee rates.
- Assumes state support at level proposed by governor and included in approved House budget.
- Increases transfer for deferred maintenance by \$750,000 as movement toward restoring funding to 5% requirement.
- Amount shown is for locally funded salaries and benefits only and assumes the state share of compensation adjustments mandated by collective bargaining agreements will be paid by the state through a supplemental allocation.
- Assumes FY12 fringe benefit rate of 35.16% will decrease to 29.09% in FY13 for locally-funded salaries.
- Reflects Board of Trustees-directed increase in institutionally funded financial aid.
- Funds required license and maintenance charges for instructional and administrative systems.
- Restores approximately 10% of the amount cut over past three years for general operating expenses.
- Provides \$250,000 funding in support of strategic initiatives, to be allocated at the direction of the president. The \$217,000 positive revenue variance resulting from fee action by the Board of Trustees has also been placed on this line.

College Reserve - FY2007-08 General Operations Budget

Reserve - Approved Budget		\$850,000.00
Academic		(21,500.00)
CAD Software License- Academic Affairs	(21,500.00)	
Student Services		(22,424.30)
Log deficit	(9,306.76)	
Misc. Expenses (Campus Works)	(2,526.04)	
Log Deficit	(10,591.50)	
Personnel		(57,571.00)
HR - temporary clerical	(3,483.00)	
Phone - Admissions	(148.00)	
HR - temporary clerical	(4,920.00)	
HR - temporary clerical	(12,620.00)	
HR-Advertising	(22,000.00)	
HR-Legal Fees	(8,900.00)	
HR Temporary Clerical	(5,500.00)	
Public Safety		(4,500.00)
Cameras for Central Campus Mezzanine	(4,500.00)	
Campus		(290,020.44)
Landscape Lafayette Traffic Island	(385.00)	
Design Study for CCPA	(38,500.00)	
Library Emergency Repairs	(50,000.00)	
Library Emergency Repairs	(50,000.00)	
Loring/Canal Corridor Proposal	(80,000.00)	
Mercury Spill Cleanup	(71,135.44)	
Searches		(211,698.11)
Presidential Search Consultant (Balance)	(8,267.24)	
Search Consultant - Witt/Kiefer (VP Finance & Facilities)	(80,400.00)	
Search Consultant - Lansing & Associates (AVP Enrollment Management)	(60,000.00)	
Search Consultant - Witt/Kiefer (Provost/Academic VP)	(60,000.00)	
Search Expenses (VP F&F, Provost, HR Director)	(3,030.87)	
Marketing & Communications		-
	-	
Community		(46,750.00)
Donation to Salem Parks & Recreation	(5,000.00)	
Enterprise Center (SSCAC) - operations support	(40,000.00)	
Student Intern/City of Salem (SILOT)	(1,750.00)	
Consultants		(108,200.00)
PR Consultant - president's office	(15,000.00)	
Consultants - IT Assessment	(20,000.00)	
PR Consultant - president's office	(13,200.00)	
Budget Supplement for Big Bad - web site consultant	(30,000.00)	
Branding consultant - Selbert-Perkins	(30,000.00)	
Balance		\$87,336.15

College Reserve - FY2008-09 General Operations Budget

Reserve - Approved Budget		\$850,000.00
Academic		(129,000.00)
Academic Convocation	(4,000.00)	
Interpreters for Hearing-Impaired Students	(25,000.00)	
Sign language interpreters	(100,000.00)	
Student Services		(22,686.11)
Washington Center for Internships (Career Services)	(4,500.00)	
Athletic Team Travel	(14,000.00)	
Lease/Purchase Athletic Van	(4,186.11)	
Personnel		(72,406.00)
New Employee Relocation Assistance	(12,806.00)	
Management Development Program (HR)	(15,400.00)	
Transfer Admissions - temporary help	(9,200.00)	
HR - associate director travel expenses	(5,000.00)	
Legal bills (Rubin & Rudman) for President's Office	(30,000.00)	
Public Safety		(25,068.00)
Crossing Guards (Public Safety)	(12,000.00)	
Public Safety - automatic external defibrillators	(13,068.00)	
Campus		(27,051.36)
Ellison Campus Center - carpet replacement in Learning Center	(27,051.36)	
Searches		(106,279.53)
Search Consultant for CIO	(50,000.00)	
Search Consultant for Dean, Arts & Sciences	(50,000.00)	
Search Consultant for Provost (Witt Kiefer)	(2,255.85)	
Search Expenses for CIO and Provost	(4,023.68)	
Marketing & Communications		-
	-	
Community		(40,750.00)
SSCAC Enterprise Center - operating support	(40,000.00)	
Salem Planning and Community Development Dept (SILOT)	(750.00)	
Consultants		(55,300.00)
RedDot - content management system consultant	(50,000.00)	
Athletic Web Site Consulting	(5,300.00)	
Balance		\$371,459.00

NOTE:

Reserve funds were also used to cover a portion of 9C mid-year reductions in state support.

College Reserve - FY2009-10 General Operations Budget

Reserve - Approved Budget		\$850,000.00
Academic		-
	-	
Student Services		(10,000.00)
Student Life Study	(10,000.00)	
Personnel		(456,519.09)
Public Safety - Police Academy for new employee	(10,000.00)	
President's Office - Legal expenses associated w/restructuring	(17,870.00)	
Human Resources - Wellness Corporation services	(1,900.00)	
Career Services - Temporary Help - one-time allocation	(13,500.00)	
FY10 9C reductions - as outlined with Trustees	(400,000.00)	
President's Office - legal expenses associated w/restructuring	(6,476.54)	
President's Office - legal expenses associated w/restructuring	(6,772.55)	
Public Safety		-
	-	
Campus		(13,000.00)
Chairs replacement - Salem Room, Alumni House	(9,800.00)	
Theatre-Dust Collector System	(3,200.00)	
Searches		-
	-	
Marketing & Communications		-
	-	
Community		(44,500.00)
SSCAC - Enterprise Center	(40,000.00)	
Student Intern - Geography - Summer 2009	(1,000.00)	
SILOT - Student Internship w/City Fall 2009/Spring 2010	(3,500.00)	
Consultants		(113,000.00)
Enrollment Management - Financial Aid Operational Review	(10,000.00)	
Enrollment Management - Admissions one time installation	(28,000.00)	
Enrollment Management - Black Diamond Consultant	(60,000.00)	
AMS Imaging - Consultant - IT	(15,000.00)	
Balance		\$212,980.91

University Reserve - FY2010-11 General Operations Budget

Reserve - Approved Budget		\$850,000.00
Academic		(256,000.00)
NEASC (one time)	(25,000.00)	
NCATE Accreditation	(100,000.00)	
Blackboard Contract	(131,000.00)	
Student Services		-
	-	
Personnel		(134,209.93)
President's Office - legal expenses associated with restructuring	(4,785.10)	
Enrollment Management-Temp PT director of admissions (one-time)	(18,000.00)	
President's Office - arbitrator services - restructuring	(1,535.00)	
Admissions; Academic Advising - temporary staffing	(26,650.00)	
Admissions; Academic Advising - temporary staffing - additional	(16,000.00)	
Student employee payroll - Campus Center/March Conference Ctr	(25,632.00)	
Human Resources - temporary staffing - one time transfer	(6,210.10)	
Human Resources - temporary staffing - one time transfer	(19,257.83)	
Executive VP Office - PT Position	(12,239.90)	
Admissions - temporary help	(3,900.00)	
Public Safety		-
	-	
Campus		(86,312.01)
Student trustee office furniture	(1,322.79)	
Student Parking Lots - license agreements for 3 locations	(80,589.22)	
Student Parking Lot - license agreement extension	(4,400.00)	
Searches		(50,000.00)
Search - Director, institutional effectiveness and planning	(50,000.00)	
Marketing & Communications		(16,740.09)
Summer Theatre - support for 2010 summer program	(16,740.09)	
Community		(40,000.00)
SSCAC Enterprise Center - operating support	(40,000.00)	
Consultants		-
	-	
Balance		\$266,737.97

University Reserve - FY2011-12 General Operations Budget

Reserve - Approved Budget		\$850,000.00
Academic		(175,000.00)
NCATE Accreditation	(100,000.00)	
Library Inflationary Costs - base adjustment	(45,000.00)	
Enrollment Management -- Implement College Scheduler	(30,000.00)	
Student Services		(11,000.00)
Career Services external review	(8,000.00)	
Residence Life	(3,000.00)	
Personnel		(339,408.81)
Temp Assistant - Exec VP office - one-time	(16,000.00)	
Temp - Academic Advising - one-time	(18,800.00)	
Career Services - Temp help - one-time	(2,700.00)	
Graduate Admissions - student help	(5,000.00)	
Temp Assistant - Exec VP office - extension	(3,136.31)	
Enrollment Management - undergraduate admissions - temp help	(65,000.00)	
Temporary assistant athletic trainer - fall 2011	(5,040.00)	
Human Resources temp help 9/16/2011-3/2/2012	(15,867.50)	
Collective Bargaining compensation adjustments	(185,865.00)	
President's Office - legal invoices (university wide)	(22,000.00)	
Public Safety		(76,745.78)
Campus Police - bull horns	(1,745.78)	
Emergency Notification Speakers (capital project)	(75,000.00)	
Campus		-
	-	
Searches		(130,500.00)
Search consultant - AVP in IA	(35,000.00)	
Search consultant - Director, Campus Police	(30,000.00)	
Career Services consultant for search	(5,500.00)	
Search consultant for AVP marketing and communications	(60,000.00)	
Marketing & Communications		(90,000.00)
Advertising campaign with Comcast for Spring 2012	(90,000.00)	
Community		(40,000.00)
SSCAC Enterprise Center - operating support	(40,000.00)	
Consultants		(40,480.00)
President's Office (Churchill consultant)	(16,000.00)	
Academic Affairs - leadership consultant	(10,000.00)	
Enrollment Management - consultant	(10,000.00)	
Contract - Modern Think - President's Office	(4,480.00)	
Balance		(\$53,134.59)

Budget Trend Report

Revenue Trend

	Prior Fiscal Year					Current Fiscal Year			KPI	
	Original Budget	Actual Total	Actual YTD	YTD % of Budget	YTD % of Total	Budget	Actual YTD	YTD % of Budget	Positive Impact	Negative Impact
Net Tuition and Fees	\$60,893,000	60,611,633	59,028,987	96.94%	97.39%	64,234,000	58,943,283	91.76%		-5.63%
Other Local	\$2,489,000	\$2,696,259	\$2,413,449	96.96%	89.51%	\$2,950,000	\$2,945,357	99.84%	10.33%	
State Appropriation	\$34,900,021	45,274,313	31,508,535	90.28%	69.59%	34,614,021	34,338,157	99.20%	29.61%	
Transfers	(\$2,980,000)	(\$5,566,350)	(\$3,748,436)	125.79%	67.34%	(\$2,980,000)	(\$2,600,738)	87.27%	19.93%	
Total	\$95,302,021	103,015,856	89,202,534	93.60%	86.59%	98,818,021	93,626,060	94.75%	8.15%	

Expenditure Trend by Major Expense Object

	Prior Fiscal Year					Current Fiscal Year			KPI	
	Original Budget	Actual Total	Actual YTD	YTD % of Budget	YTD % of Total	Budget	Actual YTD	YTD % of Budget	Positive Impact	Negative Impact
Salaries	\$64,624,339	\$65,860,461	\$46,927,761	72.62%	71.25%	\$66,445,724	\$49,674,121	74.76%		3.51%
Fringe Benefits	\$6,932,819	\$17,794,997	\$12,034,789	173.59%	67.63%	\$8,272,000	\$13,268,480	160.40%		92.77%
Student Financial Aid	\$1,183,071	\$1,729,470	\$846,735	71.57%	48.96%	\$1,478,071	\$1,441,303	97.51%		48.55%
Utilities	\$4,916,429	\$3,530,328	\$2,048,174	41.66%	58.02%	\$4,619,953	\$2,218,745	48.03%	-9.99%	
General Operating Expenses	\$17,645,363	\$13,936,416	\$9,234,456	52.33%	66.26%	\$18,002,082	\$10,371,307	57.61%	-8.65%	
Grand Total	\$95,302,021	\$102,851,672	\$71,091,915	74.60%	69.12%	\$98,817,830	\$76,973,956	77.89%		8.77%

KPI (Key Performance Indicator): Change in Trend between Fiscal Years

FY2011-12 Budget Trend Report Analysis
Year-to-Date as of March 31, 2012

Revenues

- **Net Tuition and Fees** – The University Fee component of this category has achieved the budgeted level for the year; fees for DGCE are slightly behind this pace, reflecting enrollments in those areas. Overall, fees are running very close to last year's pace. Tuition revenues to date are running behind last year's pace because of an error last year recognizing undergraduate day tuition for the spring semester too early. This error was corrected, resulting in total actual net tuition revenues very close to budget. FY12 is also the first year the university is authorized to retain out-of-state tuition. Calculations to determine exactly how much tuition the university will retain and how much must be remitted to the state are complicated by this change in policy. If the timing error of FY11 were factored out of the comparison and the projected tuition remittance level proves accurate, revenue rates in the two years would be more comparable. The tuition revenue budget should be achieved.
- **Other Local** – This category includes several revenue types that, taken together, comprise only a modest part of the total revenue picture. As of the end of March, these revenues are, in aggregate, coming in at a faster pace than last year and are within \$5,000 of achieving the budgeted level for the year.
- **State Appropriation** – The state allocates appropriations to agencies in installments determined by the Department of Administration and Finance and the State Treasurer. The timing of allocations varies from year to year. Although allocations are coming a bit earlier this year than last, the total we will receive from this source is fixed for the fiscal year. Therefore, the YTD difference between last year and this year is not of significance.
- **Transfers** – Periodically departments, primarily ITS and Facilities, transfer funds from their operating budgets to project budgets for major projects that may extend beyond the fiscal year. Such transfers occur when a project is begun and not on a recurring basis. Therefore, comparison of YTD transfers between fiscal years is not a predictor of transfers for the total year. Additional transfers are anticipated in FY12, but the total is not projected to be far from the budgeted level.

Expenditures

- **Salaries** – Spending on salaries is running ahead of last year's pace for two primary reasons. The first is that some FY11 salaries early in the year were paid with ARRA funds. Therefore, salary spending against the general operations budget, which is what is reflected in this report, occurred later in the fiscal year. This resulted in a smaller percent of budget spent year-to-date in FY11 than in FY12. The second reason is that all salary expenses related to the comprehensive campaign are being charged to the general operations budget at this point in the year. The Board of Trustees authorized the use of up to \$750,000 from the investment fund to support these expenses. The salaries are being charged to the general operations budget initially and will be transferred to the investment funds later in the fiscal year to the extent necessary. The intent is to preserve the investment funds if the salaries can be absorbed in the general operations budget. Campaign-related salaries are being separately tracked to facilitate moving them, should that prove necessary.
- **Fringe Benefits** – The budgeted amounts in both fiscal years reflect only fringe benefits costs associated with locally-funded salaries. The FY11 Actual Total, however, includes fringe benefit costs for all benefited employees, including those paid with state funds. As a result, comparing spending against Budget this year with spending against Actual Total last year results in an inappropriate comparison because the state will cover the cost of benefits for salaries paid with state funds. A better comparison is between YTD spending and budget in each year. When that comparison is made, spending this year is actually occurring at a slower pace than last year.
- **Student Financial Aid** – FY11 was the first year university-funded financial aid was treated as an expense rather than a revenue transfer. During that transition, certain financial aid expenses for the spring semester were not posted on a timely basis, resulting in a low percent of budget spent by the end of March. The application of aid is being done on a more timely basis in FY12. The YTD amount shown for FY12 is a more accurate reflection of the use of institutional financial aid funds and reflects our efforts to get funds to students on a more timely basis. Total spending for the year is expected to be within the budgeted level.
- **Utilities** – Energy and snow removal expenses, which are also charged to this line, continue to be incurred at a slower rate than last year because of the mild winter weather experienced to date.
- **General Operating Expenses** – Spending in this category is running behind last year's pace, reflecting efforts by departments to be good stewards of their resources and to live within their budgets. There are no significant factors that can be identified to explain the slower pace of spending in FY12.

SUBJECT: By-Laws Committee Meeting Report of May 23, 2012

The By-Laws Committee of the Board of Trustees met Wednesday, May 23, 2012, in room 210 of Marsh Hall located on the Central Campus of Salem State University.

Present for the Committee were Trustees Scott (Chair) and Abdoo. Also present: Trustee Segal; President Meservey; and Secretary to the Board Fleischman.

Chair Scott called the meeting to order at 6:10 pm.

After a brief review of the draft of proposed by-law changes, the committee agreed to reconvene over the summer to allow for more careful consideration and discussion of the potential alterations. This will include a review of the board meeting calendar and the committee meeting schedule. A final proposal on by-law and calendar changes will be distributed to trustees in preparation for a board vote in keeping with the by-laws' 30-day notice requirement.

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

VOTED: To adjourn the meeting at 6:23 pm.

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

SUBJECT: Executive Committee Meeting Report of May 23, 2012

The Executive Committee of the Board of Trustees met Wednesday, May 23, 2012, in room 210 of Marsh Hall located on the Central Campus of Salem State University.

Present for the Committee were Trustees Segal (Chair), Gates, Scott and Villa; President Meservey (Committee Liaison); and Secretary to the Board Fleischman. Also present: Trustee Abdoo.

Chair Segal called the meeting to order at 6:24 pm.

The primary item for discussion was the naming of the new library and learning commons currently under construction. The president asked the committee to consider naming the building for Fred Berry, senator from Massachusetts' Second Essex District. Senator Berry is retiring at the end of this legislative session and has been a long-time supporter of Salem State University. There was discussion of the many reasons to consider such an action and acknowledgement of the interaction such a move could have with efforts underway in the comprehensive campaign.

Upon a motion duly made by Trustee Gates, seconded by Trustee Villa, it was unanimously

VOTED: The Executive Committee of the Board of Trustees of Salem State University recommends that the Board approve the naming of the Library and Learning Commons Building located on North Campus upon its completion for the Honorable Frederick E. Berry (MA-2nd Essex). (EX-12-07)

On the matter of the by-laws review, the committee met earlier in the day and agreed that further work was necessary before presenting a draft to the executive committee. The By-Laws Committee will meet over the summer to revisit and refine the recommendations that have been discussed to date.

With regard to the presidential review, President Meservey explained that the comprehensive review that has been the topic of discussion at previous meetings will be conducted in the fall with completion likely in the December-early January. The Department of Higher Education, however, still requires an annual review for FY2012 which is due on June 30, 2012. As in past years, the president will prepare and provide to the Presidential Evaluation Committee (Trustees Abdoo, chair; Mattera and Segal) a self-evaluation over the summer to be voted on at the September/October meetings. With regard to the comprehensive review, she noted that AVP for Human Resources Beth Marshall was working on recommendations for board options on how to undertake the review. Trustee Scott suggested those options be given to Trustee Abdoo as committee chair.

There was discussion about work that needs to be done on the board meeting schedule for FY13. Specifically, there seems to be consensus that while the longer committee meetings are helpful, the concurrent meetings are problematic. This issue will be revisited over the summer.

The president briefed the committee on the hiring of the new Director of Public Safety, Gene LaBonte. Mr. LaBonte is a Salem State graduate and was most recently a lt. colonel with the Connecticut State Police. He will be joining the department on June 4th.

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

VOTED: To adjourn the meeting at 6:51 pm.

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

SUBJECT: Finance & Facilities Committee Meeting Report for April 11, 2012

The Finance & Facilities Committee of the Board of Trustees met on Wednesday, April 11, 2012, in conference room 210, Marsh Hall, Central Campus of Salem State University.

Present for the Committee: Trustees Gates (chair), Ansara (vice chair), Mattera, Quiroga, and Chair Segal; President Meservey (ex-officio); vice president, finance & facilities Soll (committee liaison), and administrative assistant Squires, financial services. Also present and participating in the meeting: Trustees Scott and Villa, associate vice president Donovan and associate vice president & dean Stoll.

Trustee Gates called the meeting to order at 4:05 pm.

Student Government Association FY2012-13 Budget (Exhibit 1)

Trustee Gates told the board that there were two items to approve: the Student Government Association (SGA) Trust Fund FY2012-13 budget and FY2012-13 University Fees. He then asked Vice President Soll to present the items. Vice President Soll thanked the members and referred to the information presented at the Finance & Facilities meeting on March 28, 2012. He said the proposed SGA budget is level compared to this year and that there are no proposed changes in the SGA fee. He asked the board to consider recommending for approval the SGA FY2012-13 budget as proposed.

Trustee Gates explained that two weeks ago at the March 28 meeting a quorum was not present. He told the committee that the SGA treasurer and assistant treasurer did a wonderful job in their presentation. He then asked the committee if they had any questions for Vice President Soll. Trustee Mattera asked how the budget was developed. Mr. Soll explained that SGA looked at the fund balance and anticipated revenue from the SGA fee and determined that their goals could be accomplished for FY13 without a fee increase. President Meservey referred the board to Exhibit 1 of the packet they received and explained the reason for a carry-over balance of approximately \$200,000. Vice President Soll explained the difference in the beginning fund balance for FY11 and FY12. This was due to the purchase of vans for the shuttle service. Chair Segal asked how individual SGA clubs request funding. Vice President Soll explained that individual clubs file a budget request with the SGA. A base level of support for next year is \$655 for active clubs. If additional funding is necessary, the club will request it. Vice President Soll asked Dr. Stoll to respond more fully to Trustee Segal's question. Dr. Stoll explained that some groups run successful programs that effectively utilize larger allocations. Trustee Mattera asked about the zero allocations for some clubs. Dr. Stoll explained that some of the clubs may not have any active members at this time or are in the building stages and not ready to receive an allocation. Trustee Segal asked how long the fee of \$60 has been in effect. The response was for approximately five years. Dr. Stoll replied that discussion took place about a fee increase for FY13, but a decision was made by the SGA to wait until FY14.

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

MOTION

The Finance and Facilities Committee recommends that the Board of Trustees of Salem State University approve the Fiscal Year 2012-13 Student Government Association Trust Fund budget as recommended by the president. The Board of Trustees, further, approves maintaining the Student Government Fee rate of \$60 per full-time student for the 2012-13 academic year.

On a voice vote, the motion passed unanimously.

FY2012-13 University Fees (Exhibit 3)

Vice President Soll gave an overview of the budget presentation given on March 28. Mr. Soll said that the information at that time was based on assumptions regarding projected revenues and state support assuming no fee increase. The documents sent for the February board meeting listed projected adjustments and showed approximately a \$4 million shortfall. The largest change since that time was in mandatory compensation adjustments, which are adjustments in salaries and fringe benefits mandated by approved union contracts. There was approximately a \$3 million total cost for mandatory compensation increases, of which \$1.9 million relate to salaries paid by State funds and \$1.1 million to salaries paid by locally generated funds. Vice President Soll said that the governor's proposed budget was recently released and that the House Ways and Means budget was released today. Both include enough in a compensation reserve to pay for collective bargaining compensation adjustments for state-funded salaries. Based on this funding in both the governor's and House budget proposals, the university changed its assumption to anticipate state funding for the state portion of the compensation adjustments. Therefore, the projected budget shortfall is reduced by \$1.9 million.

Vice President Soll went on to explain the fringe benefit rate for employees. He said there was a reduction in the rate for FY13; however there is still a need to plan cautiously for future fluctuations in the rate that may occur. He referred to the history of past fluctuations in the fringe benefit rate (Exhibit 4) as an indication of how volatile the rate is. He also presented a comparison of how fees at Salem State compare to the other state institutions. He explained the trends and increases over the past five years and presented a fee model to assist the committee in considering alternative fee structures.

At the close of the last meeting of the committee, the fee structure under discussion would increase fees \$380 for full-time day students and \$15 per credit hour for evening and graduate students. Vice President Soll displayed the fee model with these values entered to begin the discussion at this meeting. He asked the Board to keep in mind that there remains a bit of uncertainty with state funding. If the proposed rates were approved there would be approximately \$217,000 in excess revenue which could be used for strategic planning initiatives or for unexpected expenses, e.g. snow removal, utilities, etc. Trustee Ansara asked about the \$217,000 surplus, while Trustee Materra asked if this was a contingency. Vice President Soll responded that if necessary this could be used to close the gap if state funding came in lower than projected or if there were a 9C mid-year cut. Trustee Scott asked about Financial Aid, to which Vice President Soll responded that a \$300,000 increase in financial aid funding was included in the projected budget adjustments and was reflected in the \$2.2 million shortfall. Trustee Scott then asked what the impact would be on the university. Vice President Soll responded that the Board had requested an increase for Financial Aid for the last four years and that continued increases to that category were important to student recruitment and retention efforts. Trustee Quiroga

questioned how the extra funds would be dispersed. Vice President Soll explained that the extra funds would be dispersed at the discretion of the President in accordance with the strategic plan. President Meservey responded that most of the extra funds are directed towards enrollment, marketing and research for the graduate school. She said that the university currently has a company under contract to identify prospective students, and another company is recruiting for an Associate Dean for the School of Nursing. Trustee Quiroga believes the Board should discuss how extra funds should be used. Vice President Soll explained that these are unallocated funds and that there is no specific line item assigned to the funds in the initial budget. Trustee Gates asked if the Board would be voting on the budget tonight, to which Vice President Soll responded that he is requesting the Board vote on the fee increase but not the budget. A pro forma budget will be brought to the board at the June meeting.

Trustee Segal inquired if there were unallocated funds in the current budget and do we know how these funds have been spent. Vice President Soll responded that the funds are moved as needed and that information on how they are spent can be found in the university's annual financial statements. He explained how these funds are managed and that the funds represent less than 1% of the total budget. President Meservey agreed with Vice President Soll that the funds represent less than 1% and said that snow removal is an excellent example of an unanticipated expense that might need an additional allocation. She said that she would be happy to share information on the use of unallocated funds with the Board. Trustee Mattera said that he would like to be apprised as to how the funds are expended. He then inquired about tuition. Vice President Soll explained that the Board has the authority to change the rate for fees but not tuition, which is set by the Board of Higher Education. The university needs to project the budget for next year since we will not likely know the final state support level until July. President Meservey told the Board that in FY2008-2009 the state ordered unanticipated mid-year cuts to the university's budget. Tuition has not changed in more than ten years. She said that requesting the fee increase is something we need to do at the present time in order to notify our current and prospective students of what the costs will be this coming fall. She said the board needs to take "a leap of faith" based on the best assumptions possible at this time. Trustee Segal said he is not comfortable with the transparency of how the unallocated funds are spent. President Meservey said this information will be shared with the Board. Trustee Quiroga said she wants clarity on this issue as well. President Meservey responded that there are two different unallocated funds. In the case of the strategic initiative reserve, she asks for proposals as to how to change the business practices, etc. to move toward strategic goals. At this time the university cannot commit to spending any funds until we know what we have from the state for both basic operations and mandatory compensation adjustments. She hopes by FY14 she could bring more concrete plans to the Board. The second reserve is a contingency fund which is used to address unanticipated needs and opportunities throughout the year. Vice President Soll explained that there are two separate accounts established for these funds and that allocations can be tracked and reported.

Trustee Quiroga then asked if other State institutions are setting fees. Vice President Soll responded yes and also told the board that the Board of Higher Education already acted to hold tuition at the current rates for FY13. Trustee Ansara said that this same discussion took place last year. Although he appreciates and agrees with other Board members, he believes that the administration should have flexibility with spending and there should be transparency. Trustee Gates then asked if Bridgewater had set their rates for FY13, to which Vice President Soll responded that he has heard what is under consideration there but is not sure that the board has approved rates yet.

Trustee Gates said that we need competitive fees for the undergraduate programs. President Meservey responded that she agreed and that there is still room to increase graduate and undergraduate evening fees, but this is not the time to make a significant increase. She said that the university's goal is to keep the fee increases modest. There is an enrollment campaign taking place now, and we want to attract prospective students. Trustee Villa requested the Board keep in mind the undergraduate fees will have been increased 20% over the past few years, which she believes is a difficult number. She said that the university needs to stop raising fees. Trustee Mattera asked for clarification of the proposed fee increase. Trustee Gates replied that for undergraduates the increase will be \$190 per semester (\$380 per year) which is less than 5%. Trustee Segal asked to see the numbers if the fee increase was 4.5%, which Vice President Soll proceeded to show in the model. Trustee Mattera asked President Meservey what level of surplus the university would be comfortable with, to which she replied she is comfortable with the proposed numbers. She said the proposed numbers provide for unexpected expenses. She also said that the board has kept our rate increases lower than other state universities with the exception of Massachusetts Maritime Academy, which has a totally different mission and fee structure. Trustee Segal asked if the board were able to make drastic changes in the non-contractual budget. Vice President Soll replied that the non-contractual piece of the budget is 80% salaries and benefits for instructors, non-unit and student employees; 4% utilities; the rest is for supplies, equipment, leases, insurance premiums, ITS licensing and the like. He went on to explain that employing students is a way for them to learn about business operations, etc., and earn money while they are in school. Trustee Scott told the board that looking at the charts the fee increase proposed for FY13 is less than what was requested for FY2011-2012, which she believes is a positive note.

Trustee Gates asked for a motion. Trustee Mattera made the following motion, seconded by Trustee Quiroga.

MOTION

The finance and facilities committee recommends that the Board of Trustees of Salem State University approve the following increases in fees for the categories of students indicated. All tuition rates will remain at FY2012-13 levels.

- **Full-time, day undergraduate students:** The university fee shall increase \$190 per semester, which, when combined with the current fees of \$3,410 and in-state tuition of \$455, represents an increase of 4.92% over FY2011-12. The university fee is to be pro-rated for part-time students. The same fee shall apply to out-of-state students.
- **Part-time, evening undergraduate students enrolled through the university's School of Continuing and Professional Studies:** Fees shall increase \$15 per credit hour, which, when combined with the current fee of \$140 and in-state tuition of \$115, represents an increase of 5.88% over FY2011-12. The same fee shall apply to out-of-state students.
- **Graduate students enrolled through the university's School of Graduate Studies:** Fees shall increase \$15 per credit hour, which, when combined with the current fee of \$175 and in-state tuition of \$140, represents an increase of 4.76% over FY2011-12. The same fee shall apply to out-of-state students.

The new rates shall become effective for the fall term of the 2012-13 Fiscal Year.

On a voice vote, the motion passed unanimously.

There being no further business to come before the committee, a motion was made to adjourn.

MOTION: To adjourn the meeting.

On a voice vote, the motion passed unanimously.

The meeting adjourned at 5:20 pm.

Prepared by: Ms. Squires, administrative assistant II, financial services

REQUEST FOR TRUSTEE ACTION

Date: April 11, 2012
To: Board of Trustees
From: Patricia Maguire Meservey, President
Subject: Student Government Association Trust Fund
 FY2012-13 Budget and Fee Rate
Requested Action: Approval

The Salem State University Student Government Association (SGA) has prepared for Board of Trustees consideration a budget proposal for the 2012-13 fiscal year. The budget is based on revenues available through the assessment of a Student Government Fee, which is mandatory for all day undergraduate students. The budget supports various activities of the Student Government Association as well as many groups and clubs that are recognized as official student organizations.

The proposed budget is presented in EXHIBIT 1-A attached to this item and is summarized below.

Beginning Cash Balance	\$195,848
<u>Revenues</u>	
SGA Fee	\$345,000
Transfers Out	<u>(15,000)</u>
Total Available Revenue	\$330,000
<u>Expenses</u>	
Salaries and Benefits	\$17,970
Operating Expenses and Services	268,630
Equipment and Technology	1,000
Operating Reserve	<u>42,400</u>
Total Expenses	\$330,000
Ending Cash Balance	\$195,848

MOTION

The Board of Trustees of Salem State University hereby approves the Fiscal Year 2012-13 Student Government Association Trust Fund budget as recommended by the president. The Board of Trustees, further, approves maintaining the Student Government Fee rate of \$60 per full-time student for the 2012-13 academic year.

Committee Assigned: Finance & Facilities

Committee Action: Approved

Date of Action: April 11, 2012

Trustee Action:

Trustee Approval Date:

Effective Date:

Signed: _____

Title: Secretary, Board of Trustees

Date: _____

Student Government Association Fund 2600 Program Statement

Summary of Activities and Achievements, Fiscal Year 2012

In the past year the Student Government Association (SGA) has continued to be a voice for the students. The weekly Senate meetings serve as a forum for students to seek to improve the quality of life for students at Salem State. SGA members are very accessible to the campus community and are dedicated to representing and fulfilling the needs of students. The SGA committees enable Senators to work on specific issues for the betterment of

SGA financially supports all student organizations and works closely with them to help their events succeed. SGA again coordinated the largest community service event at the University in sponsoring the annual Haunted Happenings event for the children of Salem. SGA also sponsored U-Nite, the annual celebration commemorating Salem State's new status as a university. The organization is also a sponsor of the Salem State Series and financially supports the tutoring program through Student Academic Support Services. In addition, SGA co-sponsored several campus events including the Night in Salem event, Family Weekend, Peace and Social Justice Week, the Hip Hop Summit, and the Women's Leadership Conference. Furthermore, through the SGA Finance Committee, the SGA provided almost \$50,000 in additional funding for campus activities from several student

New initiatives for this year included sponsoring a speaker on disability awareness and using the reserve to fund a major concert.

Budget Highlights for Fiscal Year 2012

The SGA continues to be a major funding source for student organizations and student events. As a result, almost all groups received either level funding or additional funding this year to support their efforts. These allocations will add to the college experience of not only the members of these groups, but for all students. Additionally, SGA placed more money than in previous years into the Finance Committee, to provide for increased requests in overnight travel and to supplement organizational budget allocations.

Activity Changes Planned for Fiscal Year 2013

The SGA budget is designed to benefit most students and to support a diverse, multicultural, social, and educational slate of activities. In order to continue to maintain this commitment to the growing number of student groups, SGA reduced their own budget substantially to provide more funding for individual student organizations. In recent years, the number of student organizations has grown by over 50%. This increase in the number of groups has strained SGA financial flexibility, but the group has been able to sustain funding for student events.

**Student Government Association -- Fund 2600
FY 2013 Proposed Budget**

	FY2011 Actuals	Revised Budget	FY2012 Actual YTD 12/31/11	FY2013 Proposed Budget
Beginning Fund Balance	\$231,636	\$194,225	\$194,225	\$195,848
Revenue				
5010 Student Fees - Go to university	-	-	-	345,000
5018 Other Fees - Go to SGA	343,305	345,000	326,908	-
5200 Interest	-	-	-	-
5602 User Fees	-	-	-	-
5605 Ticket Sales	176	-	3,667	-
5607 Fundraising	-	-	128	-
5903 Miscellaneous	-	-	-	-
5904 Prior Year Refund/Reimb	-	-	-	-
5952 Transfers Out	(23,890)	(15,000)	(4,225)	(15,000)
5953 Transfers In	1,810	-	3,747	-
Current Year Revenue	\$321,402	\$330,000	\$330,225	\$330,000
Total Funds Available	\$553,037	\$524,225	\$524,450	\$525,848
Expenditures				
AA Regular Employee Compensation	12,219	10,716	6,832	10,000
BB Regular Employee Related Expenses	138	-	3	-
CC Special Employees/Contracted Services	6,465	5,000	2,724	5,000
DD Pension & Ins. Related Expenditures	234	1,042	96	2,970
EE Administrative Expenses	32,299	37,124	21,792	43,453
FF Facility Operational Sup. & Related Exp.	167,581	124,147	59,668	118,012
GG Energy Costs & Space Rental Expenses	93	-	50	-
HH Consultant Service Contracts	54,590	62,479	28,586	59,265
JJ Operational Services	31,891	38,595	14,829	32,100
KK Equipment Purchases	35,497	1,000	48,067	1,000
LL Equip. Lease-Purchase, Rental & Maint.	4,675	8,449	2,426	7,300
MM Purchased Client/Program Serv.	6,349	7,075	2,203	7,000
NN Infrastructure: Const., Improv. & Maint.	137	500	-	500
RR Entitlement Programs	-	-	-	-
TT Loans & Special Payments	-	-	-	-
UU Technology Expenses	6,222	1,000	116	1,000
YY Operating Reserve-Departmental	-	31,250	-	42,400
ZZ Prior Fiscal Years(s)	421	-	-	-
Total Expenditures	\$358,812	\$328,377	\$187,393	\$330,000
Excess of Revenue over Disbursements				
Designated	-	-	-	-
Undesignated	(37,410)	1,623	142,832	-
Excess of Available Funds over Disbursements:				
Designated	-	-	-	-
Undesignated	194,225	195,848	337,057	195,848
Ending Cash Balance	\$194,225	\$195,848	\$337,057	\$195,848

REQUEST FOR TRUSTEE ACTION

Date: April 11, 2012
To: Board of Trustees
From: Patricia Maguire Meservey, President
Subject: FY2012-13 University Fees
Requested Action: Approval

Salem State University, in developing its general operations budget for the 2012-13 fiscal year, will consider both expenses the university will incur and revenues it will have available. With exception of state support, student tuition and fees are the largest sources of revenue. Tuition for undergraduate day students is set by the Massachusetts Board of Higher Education, which has already acted to keep tuition at the FY12 level. The Board of Trustees sets tuition for other categories of students and sets fees for all students annually as part of the budget process.

Even though state support for FY13 has not been finalized, the board is asked to set tuition and fee rates at its April meeting for two reasons. First, action in April will allow the university to notify students, giving them time to consider how they will cover expenses. Second, the university can project revenues for next year in preparing a general operations budget proposal for consideration by the board. There are many uncertainties associated with budget development, including the fact that legislative action on the budget is often not complete by the start of the fiscal year. By taking action on fee rates in April, the board removes one element of uncertainty so students can be notified and so the FY13 budget can be developed with greater assurance of the resources the university will have available.

The following documents were shared with the Finance & Facilities committee at its meeting on March 28, 2012.

- Overview of FY13 general operations budget with potential cost adjustments. (EXHIBIT 2-A)
- History of tuition and fees for undergraduate day, undergraduate evening and graduate students, in-state and out-of-state, with dollar and percent changes over various time periods. (EXHIBIT 3-A)
- Comparison of tuition and fee rates in FY09, FY10, FY11 and FY12 for all Massachusetts state universities, which showed Salem State moving from being the second most expensive university in FY09 to being the middle of the range in FY12. (EXHIBIT 3-B)
- Comparison of undergraduate evening tuition and fee rates at various area schools for the current academic year. (EXHIBIT 3-C)
- Comparison of graduate tuition and fee rates at area schools for the current academic year. (EXHIBIT 3-D)
- Analysis of the impact of alternative fee increases for undergraduate day students (EXHIBIT 3-E)
- Analysis of the impact of alternative fee increases for undergraduate evening students (EXHIBIT 3-F)
- Analysis of the impact of alternative fee increases for graduate students (EXHIBIT 3-G)

On the basis of the documents reviewed and on the assumption that the final FY13 state support level will approximate the level included in the governor's state budget proposal, the Finance & Facilities Committee approved a recommendation for FY13 fee adjustments for consideration by the Board of Trustees.

MOTION

The Board of Trustees of Salem State University hereby approves the following increases in fees for the categories of students indicated. All tuition rates will remain at FY2012-13 levels.

- **Full-time, day undergraduate students:** The University Fee shall increase \$190 per semester, which, when combined with the current fees of \$3,410 and in-state tuition of \$455, represents an increase of 4.92% over FY2011-12. The University Fee is to be pro-rated for part-time students. The same fee shall apply to out-of-state students.
- **Part-time, evening undergraduate students enrolled through the university's School of Continuing and Professional Studies:** Fees shall increase \$15 per credit hour, which, when combined with the current fee of \$140 and in-state tuition of \$115, represents an increase of 5.88% over FY2011-12. The same fee shall apply to out-of-state students.
- **Graduate students enrolled through the university's School of Graduate Studies:** Fees shall increase \$15 per credit hour, which, when combined with the current fee of \$175 and in-state tuition of \$140, represents an increase of 4.76% over FY2011-12. The same fee shall apply to out-of-state students.

The new rates shall become effective for the fall term of the 2012-13 Fiscal Year.

Committee Assigned: Finance & Facilities

Committee Action: Approved

Date of Action: April 11, 2012

Trustee Action:

Trustee Approval Date:

Effective Date:

Signed: _____

Title: _____

Date: _____

In-State Tuition and Fee History

Fiscal Year	Undergraduate Day (FT per Year)					Undergraduate Evening (per credit)					Graduate (per credit)						
				Change From Prior					Change From Prior					Change From Prior			
	Tuition	Fees*	Total	\$	%	Tuition	Fees*	Total	\$	%	Tuition	Fees*	Total	\$	%		
FY1998	\$1,270	\$1,988	\$3,258	--	--	\$105	\$20	\$125	--	--	140	20	\$160	--	--		
FY1999	\$1,150	\$1,928	\$3,078	-\$180	-5.52%	\$105	\$20	\$125	\$0	0.00%	140	20	\$160	\$0	0.00%		
FY2000	\$1,030	\$1,928	\$2,958	-\$120	-3.90%	\$105	\$20	\$125	\$0	0.00%	140	20	\$160	\$0	0.00%		
FY2001	\$970	\$2,128	\$3,098	\$140	4.73%	\$105	\$30	\$135	\$10	8.00%	140	30	\$170	\$10	6.25%		
FY2002	\$910	\$2,128	\$3,038	-\$60	-1.94%	\$105	\$30	\$135	\$0	0.00%	140	30	\$170	\$0	0.00%		
FY2003	\$910	\$3,028	\$3,938	\$900	29.62%	\$105	\$45	\$150	\$15	11.11%	140	55	\$195	\$25	14.71%		
FY2004	\$910	\$4,078	\$4,988	\$1,050	26.66%	\$105	\$65	\$170	\$20	13.33%	140	85	\$225	\$30	15.38%		
FY2005	\$910	\$4,544	\$5,454	\$466	9.34%	\$105	\$65	\$170	\$0	0.00%	140	85	\$225	\$0	0.00%		
FY2006	\$910	\$4,684	\$5,594	\$140	2.57%	\$105	\$75	\$180	\$10	5.88%	140	95	\$235	\$10	4.44%		
FY2007	\$910	\$5,120	\$6,030	\$436	7.79%	\$105	\$75	\$180	\$0	0.00%	140	95	\$235	\$0	0.00%		
FY2008	\$910	\$5,360	\$6,270	\$240	3.98%	\$115	\$75	\$190	\$10	5.56%	140	110	\$250	\$15	6.38%		
FY2009	\$910	\$5,610	\$6,520	\$250	3.99%	\$115	\$75	\$190	\$0	0.00%	140	110	\$250	\$0	0.00%		
FY2010	\$910	\$5,940	\$6,850	\$330	5.06%	\$115	\$105	\$220	\$30	15.79%	140	135	\$275	\$25	10.00%		
FY2011	\$910	\$6,320	\$7,230	\$380	5.55%	\$115	\$120	\$235	\$15	6.82%	140	150	\$290	\$15	5.45%		
FY2012	\$910	\$6,820	\$7,730	\$500	6.92%	\$115	\$140	\$255	\$20	8.51%	140	175	\$315	\$25	8.62%		
Change Since FY2008																	
Total Change over Period				\$1,460	23.29%					\$65	34.21%					\$65	26.00%
Average year-to-year change				\$365	5.82%					\$16	8.55%					\$16	6.50%
Change Since FY1998																	
Total Change over Period				\$4,472	137.26%					\$130	104.00%					\$155	96.88%
Average year-to-year increase				\$319.43	9.80%					\$9.29	7.43%					\$11.07	6.92%

* Reflects only "All College Fee" and SGA fee rates; does not include waivable fees for MassPIRG and Health Insurance.

Out-of-State Tuition and Fee History

Fiscal Year	Undergraduate Day (FT per Year)					Undergraduate Evening (per credit)					Graduate (per credit)						
				Change From Prior					Change From Prior					Change From Prior			
	Tuition	Fees*	Total	\$	%	Tuition	Fees*	Total	\$	%	Tuition	Fees*	Total	\$	%		
FY1998	\$5,950	\$1,988	\$7,938	--	--	\$140	\$20	\$160	--	--	230	20	\$250	--	--		
FY1999	\$6,450	\$1,928	\$8,378	\$440	5.54%	\$140	\$20	\$160	\$0	0.00%	230	20	\$250	\$0	0.00%		
FY2000	\$7,050	\$1,928	\$8,978	\$600	7.16%	\$140	\$20	\$160	\$0	0.00%	230	20	\$250	\$0	0.00%		
FY2001	\$7,050	\$2,128	\$9,178	\$200	2.23%	\$140	\$30	\$170	\$10	6.25%	230	30	\$260	\$10	4.00%		
FY2002	\$7,050	\$2,128	\$9,178	\$0	0.00%	\$140	\$30	\$170	\$0	0.00%	230	30	\$260	\$0	0.00%		
FY2003	\$7,050	\$3,028	\$10,078	\$900	9.81%	\$140	\$45	\$185	\$15	8.82%	230	55	\$285	\$25	9.62%		
FY2004	\$7,050	\$4,078	\$11,128	\$1,050	10.42%	\$140	\$65	\$205	\$20	10.81%	230	85	\$315	\$30	10.53%		
FY2005	\$7,050	\$4,544	\$11,594	\$466	4.19%	\$140	\$65	\$205	\$0	0.00%	230	85	\$315	\$0	0.00%		
FY2006	\$7,050	\$4,684	\$11,734	\$140	1.21%	\$140	\$75	\$215	\$10	4.88%	230	95	\$325	\$10	3.17%		
FY2007	\$7,050	\$5,120	\$12,170	\$436	3.72%	\$140	\$75	\$215	\$0	0.00%	230	95	\$325	\$0	0.00%		
FY2008	\$7,050	\$5,360	\$12,410	\$240	1.97%	\$150	\$75	\$225	\$10	4.65%	230	110	\$340	\$15	4.62%		
FY2009	\$7,050	\$5,610	\$12,660	\$250	2.01%	\$150	\$75	\$225	\$0	0.00%	230	110	\$340	\$0	0.00%		
FY2010	\$7,050	\$5,940	\$12,990	\$330	2.61%	\$150	\$105	\$255	\$30	13.33%	230	135	\$365	\$25	7.35%		
FY2011	\$7,050	\$6,320	\$13,370	\$380	2.93%	\$150	\$120	\$270	\$15	5.88%	230	150	\$380	\$15	4.11%		
FY2012	\$7,050	\$6,820	\$13,870	\$500	3.74%	\$150	\$140	\$290	\$20	7.41%	230	175	\$405	\$25	6.58%		
Change Since FY2008																	
Total Change over Period				\$1,460	11.76%					\$65	28.89%					\$65	19.12%
Average year-to-year change				\$365	2.94%					\$16	7.22%					\$16	4.78%
Change Since FY1998																	
Total Change over Period				\$5,932	74.73%					\$130	81.25%					\$155	62.00%
Average year-to-year increase				\$423.71	5.34%					\$9.29	5.80%					\$11.07	4.43%

* Reflects only "All College Fee" rates and SGA fee; does not include waivable fees for MassPIRG and Health Insurance.

FY09 through FY12 Tuition and Fees Comparison

(All rates are per academic year for in-state undergraduate students)

MA State Universities	FY2008-09				FY2009-10					FY2010-11					FY2011-12					
	Tuition	Fees	Total	Rank	Tuition	Fees	Total	Rank	1 Yr. %	Tuition	Fees	Total	Rank	1 Yr. %	Tuition	Fees	Total	Rank	1 Yr. %	2 Yr. %
Mass. Maritime Academy	\$1,184	\$4,644	\$5,828	1	\$1,242	\$4,880	\$6,122	1	5.0%	\$1,342	\$5,268	\$6,610	1	8.0%	\$1,396	\$5,444	\$6,840	1	3.5%	11.7%
Bridgewater State University	\$910	\$5,328	\$6,238	4	\$910	\$5,694	\$6,604	3	5.9%	\$910	\$6,144	\$7,054	2	6.8%	\$910	\$6,644	\$7,554	2	7.1%	14.4%
Framingham State University	\$970	\$5,172	\$6,142	2	\$970	\$5,574	\$6,544	2	6.5%	\$970	\$6,096	\$7,066	3	8.0%	\$970	\$6,610	\$7,580	3	7.3%	15.8%
Worcester State University	\$970	\$5,200	\$6,170	3	\$970	\$5,636	\$6,606	4	7.1%	\$970	\$6,186	\$7,156	4	8.3%	\$970	\$6,684	\$7,654	4	7.0%	15.9%
Salem State University	\$910	\$5,610	\$6,520	8	\$910	\$5,940	\$6,850	5	5.1%	\$910	\$6,320	\$7,230	5	5.5%	\$910	\$6,820	\$7,730	5	6.9%	12.8%
Westfield State University	\$970	\$5,482	\$6,452	7	\$970	\$6,048	\$7,018	8	8.8%	\$970	\$6,462	\$7,432	6	5.9%	\$970	\$6,918	\$7,888	6	6.1%	12.4%
Mass. College of Liberal Arts	\$1,030	\$5,396	\$6,426	6	\$1,030	\$5,846	\$6,876	6	7.0%	\$1,030	\$6,546	\$7,576	7	10.2%	\$1,030	\$7,046	\$8,076	7	6.6%	17.5%
Fitchburg State University	\$970	\$5,430	\$6,400	5	\$970	\$5,930	\$6,900	7	7.8%	\$970	\$6,830	\$7,800	8	13.0%	\$970	\$7,330	\$8,300	8	6.4%	20.3%
Mass. College of Art & Design	\$1,030	\$6,870	\$7,900	9	\$1,030	\$7,370	\$8,400	9	6.3%	\$1,030	\$7,970	\$9,000	9	7.1%	\$1,030	\$8,670	\$9,700	9	7.8%	15.5%

**Undergraduate Evening Tuition and Fees
Comparison of 2011-12 Rates**

Institution	Tuition per Credit Hour	Fees per Credit Hour	Total per Credit Hour	Cost per 3-CH Course
Lesley University	\$495	\$30/sem.	\$525	\$1,515
UMass Boston	\$452	incl.	\$452	\$1,357
UMass Lowell On-Line	\$355	\$30/sem.	\$385	\$1,095
UMass Lowell	\$325	\$30/sem.	\$345	\$1,035
Northeastern University	\$325	incl.	\$325	\$975
Southern New Hampshire University	\$311	incl.	\$311	\$933
Bridgewater State University	\$38	\$271	\$309	\$928
Westfield State University	\$250	\$150/sem.	\$400	\$900
Framingham State University	\$899 per 4ch	incl.	\$899 per 4ch	\$899
Endicott College	\$287	\$25/sem.	\$312	\$886
Merrimack College	\$275	\$31.25 per 3ch	\$306	\$856
Mass. College of Liberal Arts	\$43	\$238	\$281	\$843
Fitchburg State University	\$110	\$159	\$269	\$807
Salem State University	\$115	\$140	\$255	\$765
Mass. Maritime Academy	\$251	incl.	\$251	\$753
Worcester State University	\$130	\$115	\$245	\$734
Middlesex Community College	\$24	\$146	\$170	\$510
North Shore Community College	\$25	\$137	\$162	\$486
Northern Essex Community College	\$25	\$122	\$147	\$441

**Graduate Tuition and Fees
Comparison of 2011-12 Rates**

Institution	Tuition per Credit Hour	Other Fees per CH unless indicated	Cost per 3-CH Course	Notes
Northeastern University	\$1,010 - \$1,300	\$37/term	\$3,067 - \$3,937	1
Simmons College	\$945 - \$1107	\$50/term	\$2,885 - \$3,371	1
Lesley University	\$840	\$30/term	\$2,550	
Mass. College of Art & Design	\$720	n/a	\$2,160	
UMass Amherst	\$110	\$1,561	\$1,891	2
Southern New Hampshire Univ..	\$609	n/a	\$1,827	
Endicott College	\$368 - \$578	n/a	\$1,104-\$1,734	
UMass Lowell	\$530	\$30	\$1,680	
Merrimack College	\$475	\$63	\$1,613	
UMass Boston	\$108	\$429	\$1,610	
Cambridge College (Springfield/Lawrence)	\$535	n/a	\$1,605	1
Framingham State University (Day)	\$280/3 ch	\$1,166/3 ch	\$1,446	
Gordon College	\$325	\$50/term	\$1,025	
Bridgewater State University	\$70	\$271	\$1,024	
Mass College of Liberal Arts	\$270 - \$350	incl.	\$810 - \$1,050	
Framingham State University (Evening)	\$995/4 ch	n/a	\$995	
Westfield State University	\$270	\$150/term	\$960	
Salem State University	\$140	\$175	\$945	
Fitchburg State University	\$150	\$127	\$831	
Worcester State University	\$150	\$115	\$794	

Notes:

- (1) Tuition variable per program
- (2) Fees increase based on # of courses taken

Tuition & Fees -- In-State Undergraduate Day
 Full-time Annual Rates
 Alternative Fee Adjustments

Annual Fee Increase Amount	\$0	\$80	\$160	\$230	\$310	\$390	\$470	\$500	\$540	\$580	\$620
Tuition	910	910	910	910	910	910	910	910	910	910	910
Fees *	6,820	6,900	6,980	7,050	7,130	7,210	7,290	7,320	7,360	7,400	7,440
FY13 Tuition & Fees	\$7,730	\$7,810	\$7,890	\$7,960	\$8,040	\$8,120	\$8,200	\$8,230	\$8,270	\$8,310	\$8,350
Percent Change from FY12	0.00%	1.03%	2.07%	2.98%	4.01%	5.05%	6.08%	6.47%	6.99%	7.50%	8.02%

Revenue Increase Potential											
Total net revenue added:											
If 0.0% used for Financial Aid	0	326,003	652,005	937,257	1,263,260	1,589,263	1,915,265	2,037,516	2,200,517	2,363,519	2,526,520
If 0.5% used for Financial Aid	0	168,503	494,505	779,757	1,105,760	1,431,763	1,757,765	1,880,016	2,043,017	2,206,019	2,369,020
If 1.0% used for Financial Aid	0	11,003	337,005	622,257	948,260	1,274,263	1,600,265	1,722,516	1,885,517	2,048,519	2,211,520
If 1.5% used for Financial Aid	0	0	179,505	464,757	790,760	1,116,763	1,442,765	1,565,016	1,728,017	1,891,019	2,054,020

*Includes SGA fee. Excludes Health Insurance and MassPIRG waivable fees.

NOTES:

Each 1% increase in tuition and fees will yield an additional \$315,000 in net revenue to the budget.

Additional Financial Aid funding to partially offset fee increase to students will reduce the net added revenue from \$315,000.

Continuing Education
Evening Undergraduate Tuition & Fees FY2012-13 (In-State)
Per Credit Hour

Tuition	Fee Options			Total Tuition and Fees			Total Cost	Additional FY13
Rate	Rate	Dollar Increase	Percent Increase	Total	Dollar Increase	Percent Increase	for Three Credit Hour Course	Revenue
\$115	\$140	\$0	0.0%	\$255	\$0	0.0%	\$765	\$0
\$115	\$145	\$5	3.6%	\$260	\$5	2.0%	\$780	\$133,333
\$115	\$150	\$10	7.1%	\$265	\$10	3.9%	\$795	\$266,667
\$115	\$155	\$15	10.7%	\$270	\$15	5.9%	\$810	\$400,000
\$115	\$160	\$20	14.3%	\$275	\$20	7.8%	\$825	\$533,333
\$115	\$165	\$25	17.9%	\$280	\$25	9.8%	\$840	\$666,667
\$115	\$170	\$30	21.4%	\$285	\$30	11.8%	\$855	\$800,000
\$115	\$175	\$35	25.0%	\$290	\$35	13.7%	\$870	\$933,333
\$115	\$180	\$40	28.6%	\$295	\$40	15.7%	\$885	\$1,066,667

NOTE:

Each 1% increase in tuition and fees will yield an additional \$68,000 in net revenue to the budget.

Graduate Tuition & Fees FY2012-13 (In-State)
Per Credit Hour

Tuition	Fee Options			Total Tuition and Fees			Total Cost for Three Credit Hour Course	Additional FY13 Revenue
	Fee Rate	Dollar Increase	Percent Increase	Total	Dollar Increase	Percent Increase		
\$140	\$175	\$0	0.0%	\$315	\$0	0.0%	\$945	\$0
\$140	\$180	\$5	2.9%	\$320	\$5	1.6%	\$960	\$100,000
\$140	\$185	\$10	5.7%	\$325	\$10	3.2%	\$975	\$200,000
\$140	\$190	\$15	8.6%	\$330	\$15	4.8%	\$990	\$300,000
\$140	\$195	\$20	11.4%	\$335	\$20	6.3%	\$1,005	\$400,000
\$140	\$200	\$25	14.3%	\$340	\$25	7.9%	\$1,020	\$500,000
\$140	\$205	\$30	17.1%	\$345	\$30	9.5%	\$1,035	\$600,000
\$140	\$210	\$35	20.0%	\$350	\$35	11.1%	\$1,050	\$700,000
\$140	\$215	\$40	22.9%	\$355	\$40	12.7%	\$1,065	\$800,000

NOTE:

Each 1% increase in tuition and fees will yield an additional \$63,000 in net revenue to the budget.

FY2013 Operating Budget/Fee Model

(\$ in thousands)

	FY12	FY13
	Final Budget	Preliminary Budget
Trustee Approved Revenue (incl. state support)	\$98,818	\$98,818
State Paid Fringe Benefits (est.)	\$12,115	\$12,115
Total Available Revenue	\$110,933	\$110,933
Trustee Approved Expenditures	\$98,818	\$100,850
State Paid Fringe Benefits (est.)	12,115	\$12,115
Total Expenses	\$110,933	\$112,965
Net Results before Fee Adjustments	\$0	(\$2,032)
Fee Increase -- Day Undergraduate (\$315.0 revenue per %)	\$0	\$0
Fee Increase -- Evening Undergraduate (\$68.0 revenue per %)	\$0	\$0
Fee Increase -- Graduate (\$63.0 revenue per %)	\$0	\$0
FY13 Net Result -- surplus/(deficit)	\$0	(\$2,032)

Day Undergraduate In-State Students

Annual Fee Increase Amount	\$80	\$150	\$230	\$310	\$390	\$470	\$540	\$620
Tuition	910	910	910	910	910	910	910	910
Fees *	6,900	6,970	7,050	7,130	7,210	7,290	7,360	7,440
FY13 Tuition & Fees	\$7,810	\$7,880	\$7,960	\$8,040	\$8,120	\$8,200	\$8,270	\$8,350
Percent Change from FY12	1.03%	1.94%	2.98%	4.01%	5.05%	6.08%	6.99%	8.02%

Evening Undergraduate In-State Students

Per Credit Fee Increase Amount	\$5	\$10	\$15	\$20	\$25	\$30	\$35	\$40
Tuition	115	115	115	115	115	115	115	115
Fees *	145	150	155	160	165	170	175	180
FY13 Tuition & Fees	\$260	\$265	\$270	\$275	\$280	\$285	\$290	\$295
Percent Change from FY12	1.96%	3.92%	5.88%	7.84%	9.80%	11.76%	13.73%	15.69%

Graduate In-State Students

Per Credit Fee Increase Amount	\$5	\$10	\$15	\$20	\$25	\$30	\$35	\$40
Tuition	140	140	140	140	140	140	140	140
Fees *	180	185	190	195	200	205	210	215
FY13 Tuition & Fees	\$320	\$325	\$330	\$335	\$340	\$345	\$350	\$355
Percent Change from FY12	1.59%	3.17%	4.76%	6.35%	7.94%	9.52%	11.11%	12.70%

Fringe Benefits Assessment Rate History

Fiscal Year	Fringe Benefits	Payroll Taxes	Total
FY2003-04	23.00%	1.50% *	24.50%
FY2004-05	27.00%	1.50% *	28.50%
FY2005-06	27.00%	1.50% *	28.50%
FY2006-07	31.28%	1.34%	32.62%
FY2007-08	38.32%	1.33%	39.65%
FY2008-09	24.50%	1.31%	25.81%
FY2009-10	26.42%	1.38%	27.80%
FY2010-11	31.82%	1.91%	33.73%
FY2011-12	32.98%	1.94%	34.92%
FY2012-13 **	27.87%	1.22%	29.09%

Fringe Benefits rate assessed on salaries of employees eligible for benefits. Payroll Taxes rate are assessed for all non-student employees.

* payroll tax rates fluctuated; budgeted at 1.5% in these years

** preliminary rate pending final notice from state comptroller

SUBJECT: Executive Committee Meeting Report of May 1, 2012

The Executive Committee of the Board of Trustees met Tuesday, May 1, 2012, in room 102 of the Richard O'Keefe Athletic Center, 225 Canal Street, Salem located on the campus of Salem State University.

Present for the Committee were Trustees Segal (Chair), Donahue-Rodriguez and Scott; Trustee Villa participated remotely by telephone; Also present: President Meservey (Committee Liaison); and Secretary to the Board Fleischman.

Chair Segal called the meeting to order at 5:40 pm.

The purpose for the meeting was to allow the university to move forward in a timely manner with an offer to a candidate for the position of Vice President for Marketing and Communication. The candidate, Thomas Torello, was recommended by the search committee and had participated in a series of meetings with various constituencies on campus. President Meservey reviewed his professional experience and qualifications (Attachment A), highlighting his success with student recruitment and strength in PR and broader institutional placement. She reviewed adverse situations that he had faced at his most recent employer, Pace University, that contributed to his decision to leave that position.

A motion was made by Trustee Donahue-Rodriguez and seconded by Trustee Scott to authorize the president to offer the position of Vice President of Marketing and Communications to Mr. Torello and to engage in related negotiations as needed. The motion was followed by discussion.

Trustee Villa was satisfied with the explanation of Mr. Torello's career move. Chair Segal asked for clarification on the effect this hire would have on staffing and personnel costs in the marketing and communications department and information on probationary hires. President Meservey explained that while there will likely be a review of the mix of departmental talent following this hire, we do not anticipate hiring additional staff beyond the vice president. As a vice president, Mr. Torello would be a non-unit employee and would serve at the pleasure of the president; otherwise, there is a 3-6 month probationary period. Trustee Scott noted there will be opportunities to interact with Mr. Torello during this initial period.

Trustee Villa called the question, which was agreed to by the committee. A roll-call vote was taken. Upon a motion duly made by Trustee Donahue-Rodriguez, seconded by Trustee Scott, it was unanimously

VOTED: The Executive Committee of the Board of Trustees of Salem State University authorizes President Patricia Maguire Meservey to offer employment as Vice President of Marketing and Communications to Mr. Thomas Torello and to engage in related negotiations as needed on behalf of the university.(EX-12-06)

In favor: Donahue-Rodriguez, Scott, Segal, Villa
Against: None

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

VOTED: To adjourn the meeting at 5:55 pm.

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

Tom Torello

22 Catherine Dr
Dryden, NY 13053

tptorello@gmail.com
(607) 351-2991
Twitter: @ttorello

Summary

Senior Marketing Professional with more than 20 years of experience including over 15 years in marketing leadership positions with nationally known higher education institutions. Expertise in strategic marketing planning, media relations, web marketing, social media, and marketing management. A proven track record of creative problem solving and innovation.

Professional Experience

Pace University, New York, NY
Vice President, University Relations

2009 - 2011

Senior marketing officer responsible for university-wide marketing communications, media relations, and event planning functions for comprehensive university with more than 12,000 students on 5 campuses in the metro New York area. Member of the University's senior management team.

- Directed the development of a new branding campaign including brand awareness and reputational study, positioning statement, messaging, and advertising.
- Instituted new enterprise-wide web content management system and redesign of institutional home page.
- Implemented new social media plan that resulted in dramatic increases in social media engagement.
- Guided the institutional media response to a series of high profile incidents, protecting the University's reputation.

Ithaca College, Ithaca, NY
Executive Director, Marketing Communications

2002 - 2009

First executive director of the newly created office of marketing communications for a comprehensive college with 6,500 students.

- Directed all centralized marketing functions.
- Supervised a staff of 29 professionals
- Developed brand, marketing strategy, project management, web content management, publications, media relations, sports information, and social media marketing.
- Directed the creation of the College's positioning statement, graphic standards, core messages, and brand guidelines.
- Created and implemented peer-to-peer admission communications strategy that was an integral part of the effort that resulted in the recruitment of the College's largest incoming class in 2009.

Rensselaer Polytechnic Institute, Troy, NY
Director of Marketing

1995 - 2002

Senior marketing communications professional at nationally-ranked technological research university of 10,000 students.

- Managed staff of 15 professionals
- Developed and implemented centralized marketing strategies.
- Directed the University's rebranding effort.
- Created unique on-demand development publications process used throughout successful \$1.4 Billion comprehensive campaign.

Tom Torello

22 Catherine Dr
Dryden, NY 13053

tptorello@gmail.com
(607) 351-2991
Twitter: @ttorello

ADDITIONAL EXPERIENCE

- **Smith & Jones Marketing, Averill Park, NY**
- **Miller Pelton Advertising, Schenectady, NY**
- **D'Arcy Masius Benton & Bowles, New York, NY**

Education

Bachelor of Science, Communications
Major: Television and Radio
Minor: Philosophy and Religion
Ithaca College, Ithaca, NY

Harvard Graduate School of Education
Management Development Program

Professional Associations

American Marketing Association (AMA)

Presenter at the Symposium for Marketing in Higher Education topics including branding, integrated marketing, and hiring a creative partner.

Council for the Advancement and Support of Education (CASE)

Presenter at CASE conferences on topics including branding, integrated marketing, and on-demand printing strategies.

Community Service

Tompkins County Chamber of Commerce

Board of Directors: 2003 – 2009, Vice Chair, Internal: 2005 – 2007, Chair Elect: 2008 – 2009

Community Foundation of Tompkins County

Board of Directors: 2006 – 2009, Chair, Public Affairs Committee: 2009

Hangar Theatre (regional professional theater)

Board of Directors: 2003 – 2009, Chair, Marketing Committee: 2007 – 2009

Tompkins Cortland Community College Foundation

Member, Marketing Committee: 2007 – 2009, Co-Chair, Annual Fund Kick-off Event Committee: 2009

Hugh O'Brien Youth Leadership

Section Leader, 1995 - present

SPECIAL MEETING OF THE BOARD OF TRUSTEES

in lieu of Committee Meetings

September 19, 2012 – 3:00 p.m.

Marsh Hall, Room 210, Central Campus, Loring Avenue

Salem State University

Salem, Massachusetts

-AGENDA -

I. Call to Order

II. Welcome, Introduction, Overview of Board *Chair Scott and President Meservey*

III. By Law Changes – Discussion (Att. A of 8/21/12 Executive Committee Report)

IV. Committee Meeting Schedule – Discussion (Att. B)

V. Strategic Plan Overview - Discussion

VI. Board Process & Priorities

- ▶ Overview *Chair Scott, President Meservey, Secretary Fleischman*
- ▶ Academic Affairs & Student Life
- ▶ *Trustee Abdo, Provost Esterberg, VP James, AVP & Dean Stoll*
- ▶ Institutional Advancement, Marketing & Communications.....
- ▶ *Trustee Mattera, VP McGurren & VP Torello*
- ▶ *Discussion to include: Salem State University Foundation and Alumni Association*
- ▶ Finance & Facilities.....*Trustee Quiroga, VP Soll*
- ▶ Risk Management & Audit..... *Trustee Ansara, EVP Cahill*
- ▶ External Affairs *President Meservey, Chief of Staff Bower*
- ▶ Special Topics *Chair Scott*
- ▶ Salem State University Assistance Corporation *President Meservey*

VII. Fitness Center Naming – Action Needed *President Meservey*

VIII. Adjournment

SPECIAL MEETING OF THE BOARD OF TRUSTEES
September 19, 2012

PRESENT: Trustees Abdoo (Vice Chair), Bertrand, Davis, Mattera, Quiroga, Scott (Chair), Segal, and Villa; President Meservey; Executive Vice President Cahill and Secretary to the Board Fleischman.

ABSENT: Trustees Ansara, Berkowitz and Lancome

Individuals also present and participating in the meeting: Provost and Vice President for Academic Affairs Kristin Esterberg; Vice President for Enrollment Management and Student Life Scott James; Vice President for Institutional Advancement Cynthia McGurren; Vice President for Finance & Facilities Andrew Soll; Vice President for Marketing Communication Tom Torello; and Chief of Staff to the President Beth Bower.

The provisions of General Laws, Chapter 30A, having been complied with and a quorum of the Board being present, the Board of Trustees of Salem State University held a special meeting in Marsh Hall, Room 210, Central Campus, Loring Avenue, Salem, Massachusetts, on September 19, 2012, with Pamela C. Scott, Chair, presiding.

* * *

I. CALL TO ORDER

Call to Order

Chair Scott called the meeting to order at 3:04 p.m.

* * *

II. WELCOME, INTRODUCTION, OVERVIEW

Welcome

Chair Scott began the meeting by explaining its purpose: to kick-off the academic year with new leadership, orient new members, and introduce changes in operations. She acknowledged two of the board's newest members, Alumni Trustee Alyce Davis and Student Trustee Mary Bertrand, and noted that its newest member, Trustee Claude Lancome, appointed by the governor, could not be with the group that day but is expected to be present for the regular meeting in October. Trustee Lancome is a resident of Swampscott and is Executive Vice President of Coast and Harbor Associates, a construction management firm specializing in large government building projects, such as courthouses and ports of entry.

Chair Scott also reviewed the board committee meetings held over the summer (Audit, Presidential Review and Executive) and outlined the business that is expected at the first regular meeting on October 10, 2012: approval of the final FY2013 operating budget, the annual presidential review and proposed by-law changes.

* * *

III. BY LAW CHANGES

By Law Changes

Chair Scott reviewed the primary focus of the by-law changes generally as well as several of the substantive by-law changes specifically, noting where edits requested by members had been made (Attachment A). She asked the president to comment on the schedule change from five meetings per year to four, at which time the president commented on aligning the schedule with the work flow of the board and utilizing something more like a quarterly approach. The chair explained that the by-law review was taking place under the 30-day notice period called for in the by-laws and that any further revisions would be introduced at the October meeting and voted upon at that time.

There was discussion about the term of an appointed non-trustee member of a committee. Trustee Villa asked if a non-trustee member could be appointed for a limited number of meetings. Chair Scott felt that those terms could be flexible to allow for the most benefit to the board.

President Meservey brought the board's attention to the insertion of litigation oversight into the charges for both the Executive and Risk Management and Audit Committees. The former, she stated, would address legal matters requiring quick action or response, while the latter would engage in a monitoring role.

Trustee Segal asked why the charge for the Student Life Committee had not been incorporated into the new charge for the Academic Affairs and Student Life Committee in its entirety. Specifically, he was concerned about language regarding "health and athletic programs" and the language regarding formal student grievances. These edits will be introduced at the October meeting.

* * *

IV. COMMITTEE MEETING SCHEDULE

Committee Meeting Schedule

Chair Scott introduced the discussion of the committee session schedule by reviewing past schedules and the rationale for the proposed change (Attachment B). Board committee meetings as recently as 2010 were held consecutively from 3-6 pm. However it was eventually felt by the members that this did not allow enough time in all sessions for adequate deliberation. The schedule was changed following a board workshop conducted by AGB-sponsored consultant Ellen Chaffee on Strategic Finance in November, 2010 and longer committee meetings were scheduled concurrently in the 3-6 pm time period. Recent feedback from board members has indicated that members would like the option to attend all of the committee meetings and not just those to which they are assigned. With the addition of regular meetings by Risk Management and Audit and the need for adequate deliberative time, the 3-6 pm period does not appear long enough to hold a full slate of consecutive meetings. Therefore, a new, sequential schedule has been proposed and distributed for review and comment. The new schedule would begin at 3 pm and end with the Executive Committee at 7 pm.

Trustee Mattera commented that the new schedule presented a gap in time for some trustees. Trustee Segal felt that members should be encouraged to attend as many committee meetings as possible. President Meservey offered to have the nearby conference Room 204 reserved and ready as work space for trustees with time open between committee meetings. The consensus of the board was that the board should move forward with this schedule for the current academic year and make adjustments if necessary once the board has had an opportunity to evaluate it.

* * *

V. STRATEGIC PLAN OVERVIEW

Chair Scott introduced the strategic planning process and the important role of the board in this effort. The collaborative and campus wide strategic planning activity that took place in 2008 produced four major goals that were publicized and used as a guiding influence for decision making. She noted, however, that the changing economic and academic environment and our accomplishments to date have made it necessary to revisit the 2008 plan now rather than wait for the end of its five-year term in 2014. The Board's role is to set the scope of a new strategic planning process, evaluate and agree upon its major goals, monitor its progress, and provide guidance as we make major decisions upon a direction. The president will lead the process; the Board will be part of the discussion and evaluate how to go forward.

President Meservey updated the Board on the strategic planning process to date (Attachment C). She asserted the need for strategic involvement of the Board in this process.

Environmental factors: She began by outlining the four major environmental factors to be aware of in this effort: access, completion, accountability and competitiveness.

- With regard to access, the president highlighted the skyrocketing cost of public higher education and noted its direct relation to the erosion of state support. She also noted the discussion on extension of in-state tuition rates for undocumented aliens, successful outreach to veterans, and the need to continue to address issues of affirmative action and diversity. She also discussed the readiness gap for students coming to Salem State from high school and a national initiative to standardize curriculum.
- On the completion side, the focus is on graduation rates and employability. The key is that our students are finishing their programs in a timely manner and that they are able to secure employment when they leave Salem State.
- Accountability questions focus on whether the cost of higher education is worth it. What are we providing and are we seeing changes in students resulting from their work here? She noted the work Salem is doing with AGB on assessing student learner outcomes. Trustee Davis is representing the Board on a team that is heading to Washington, DC for a meeting that is part of a year-long discussion on this subject. In addition to outcomes, transparency is also important: how are we doing as an institution? What is the cost of attendance and what are our graduation rates?
- Competitiveness and the positioning of the institution is important. We need to be aware of what other institutions around us are doing to be able to continue to improve what we are doing.

Vision Project update: President Meservey gave an update on the Vision Project, led by DHE Commissioner Richard Freeland. A report on the project is scheduled to be released on September 20, 2012 and it will show how competitive Massachusetts is compared to the rest of the country. The six major areas of concern addressed by the Vision Project: college completion; college readiness; student learning; workforce alignment; elimination of disparities; and research. She explained that Salem State is included in the state universities assessed in the study in the aggregate. She related the results for each of these areas and provided insight into what they meant for the university and the Commonwealth. These are the measures that the DHE and the governor will be looking at going forward and that we need to be incorporating into our strategic planning process.

Draft vision: The president explained that the 2009-2014 Strategic Plan was affected adversely by economic factors almost immediately after its completion. The current effort will result in a three-

year plan based on work that has been done over the summer by the vice presidents as well as on the Student Success Summits that occurred earlier this year that sought to identify barriers to student success here on campus. The senior team has worked to produce a draft vision for the university and a draft promise for our students.

The president's presentation is summarized in Attachment C. In it, she outlines a vision to guide our decision making. The draft vision presented was: Salem State University will be a premier teaching university that engages students in an inspiring transformational educational experience. She also makes the case for cultural change on campus to support this vision, with the four foundational aspects being: collaboration, community, completion and confidence. She goes on to discuss both transformative objectives that, if achieved, will allow us to offer the transformational educational experience we seek and foundational goals that will strengthen us as an institution. She concludes with a discussion of key performance indicators and the timeline for board approval. The three initial indicators chosen are: graduation rates, comprehensive campaign success, and implementation of the academic plan. She outlined the timeline for plan development and stated that final board approval of the Strategic Plan is anticipated at the April 10, 2013 meeting.

President Meservey invited feedback from the members. Trustee Mattera said that the activity as presented sounds directionally correct, but asked what is different about this mission and vision? How is it different from what we're doing today and how is it different from what other similarly sized liberal arts schools are doing, how is it unique? President Meservey felt that the six transformative and foundational objectives are not a new direction for the community. As we move to the goals under the objectives, however, the innovation in the plan will become apparent to the campus community. We will be basing our teaching on research to improve the learning experience for students and produce a cutting edge experience for student and teacher. We also want to focus on career readiness that will be unique in the state university system. Trustee Mattera suggested having examples of the path we want to take and detail the uniqueness of our approach. The president agreed on the effectiveness of this approach in communicating the plan to the community and also felt that clarifying the key performance indicators with the timelines in which they will be accomplished will be important to allow for realistic expectations and quick response.

Trustee Segal asked about the faculty role in strategic initiatives. President Meservey outlined the successful efforts on academic planning and program adjustment. She discussed the work and process of the core curriculum committee that has done research on best practices nationwide, and refined models for consideration for Salem State. She emphasized that the core revision has been a faculty-initiated process.

Trustee Quiroga felt the material presented showed good direction and vision. She asked that the presentation be shared electronically and asked what the strategies will be to achieve these goals. The president explained that the action steps will be worked out internally with members of the campus community and will be identified under each objective, even as activity is underway. Trustee Quiroga asked for that working document when it becomes available and the working document with strategies from 2008 as well. She also commented that she would like to see the mission statement incorporated in the vision statement to include items that we have done and not just what we will do.

The president assured the Board that there would be further discussion at committee meetings in November and January. Chair Scott concurred and stated she was happy to hear information on the timing; process and board engagement; and the end product. Trustee Davis stated her feeling that it was a compelling document dealing with compliant issues, blending accountability and student accountability. Trustee Villa raised the need for additional emphasis on affordability for our

students. She was not sure there was a mechanism in the document for that purpose. The president said that there will be two areas focusing on the need for efficiency and on the business of being a university, both with the purpose of keeping the institution clearly focused.

(The Board went into recess from 4:35 to 4:45 pm. Chair Scott called the meeting back to order; she also brought to members' attention a news clipping, Attachment D, highlighting the work of Trustee Ansara on behalf of the people of Haiti in conjunction with the non-profit Partners in Health.)

* * *

VI. BOARD PROCESS & PRIORITIES

*Board
Process
&
Priorities*

Chair Scott introduced the rationale for presentations from committee liaisons: a discussion of the board committees and a look at the governance structure of the university as a whole, including the Salem State Foundation, Alumni Association and Salem State University Assistance Corporation. Each of the committee liaisons provided brief summaries of their committee scope, recent important agenda items and an outlook for the coming year. These summaries are attached.

Academic Affairs and Student Life: Trustee Abdoo, Provost Esterberg and Vice President James presented. See Attachment E for committee details. Trustee Segal asked about the starting and phasing out of academic programs and the board's role in reviewing those decisions. Provost Esterberg explained that any programmatic decision requiring approval from the Department of Higher Education (DHE) would come to the Board of Trustees first for review and approval.

Institutional Advancement, Marketing and Communications: Trustee Mattera, Vice Presidents McGurren and Torello presented. See Attachment F for committee details. Trustee Mattera commented further on the summary material stating that he felt the newly expanded charge meant that the committee would continue to support the work of the Foundation but that surrounding it with the marketing communications will enhance the advancement effort. Vice President McGurren also described the work of the Foundation (Attachment G) and the Alumni Association (Attachment H). Trustee Quiroga asked that the boards of these organizations have an opportunity to meet. In response, Trustee Mattera stated that the committee would present opportunities for interaction. Chair Scott announced that Advancement is planning an event on December 9, 2012 to bring together all of the four boards (i.e.: Salem State University, Alumni Association, Foundation and Assistance Corporation), past and present, for a brunch and performance at the Mainstage that would allow for interaction.

Finance & Facilities: Trustee Quiroga and Vice President Soll presented. See Attachment I. Following mention of an expected restructuring of student fees for day and evening classes, Trustee Villa stated her dissatisfaction with the use of the term fees for what is the larger portion of students' cost of attending the university. She asked if the terms "fees" and "tuition" could be switched. She asserted that by calling them fees we are playing into the state's negation of its responsibility for supporting public higher education. Vice President Soll noted that the students' bills group the two together as "tuition and fees" so that the cost is one number. He also noted that the state support that we receive is not related to the tuition that is set by the DHE, as evidenced by the fact that tuition hasn't been changed in twelve years while state support has gone up and down. It was agreed that this matter should be discussed again at a future committee meeting.

Risk Management & Audit: Executive Vice President Cahill presented; see Attachment J. EVP Cahill noted that as he has begun working with the internal audit committee and reviewed the assessment instrument, he felt that the committee would be looking for something broader in scope. President Meservey added that the university’s audit firm, O’Connor & Drew, had expressed pleasure at a recent meeting to learn that this committee and heightened work in this area had been established.

External Affairs: Chief of Staff Bower presented; see attachment K. Among the areas highlighted for the Board: legislative efforts are ongoing at the State House for passage of the sabbatical bill; federal reauthorization on the Higher Education and Workforce Reinvestment Acts are still pending and SSU is continuing to work with the delegation and New England Council; Salem State is very involved in addressing student learning issues in the Salem Schools; there is still \$33M authorized for Salem State in the Higher Education Bond Act of 2008 that we will be pushing for in the next year to renovate lab space. Trustee Quiroga encouraged collaboration with Advancement, Marketing Communications; Ms. Bower assured her that collaboration was already taking place to identify opportunities, such as with the North Shore Chamber or the Center for Economic Development. Trustee Mattera asked for regular reports on external affairs from Ms. Bower in addition to the information included in the presidential reports.

Special Topics: Chair Scott described her wish to encourage more discussion and less reporting at full board meetings. She described one agenda item, a “special topic,” that she intends to introduce this year at each meeting to spur substantive discussion and promote board development and education, in an effort to promote board effectiveness. She offered a potential schedule of topics for the coming year: October/industry trends; February/spending, financial trends; April/student learning outcomes, consistent with AGB project findings; June/ assessing year end, accomplishments, governance review, board assessment, revisit risk management, review board communications and the use of technology. The general reaction of the board to the introduction of this approach was positive.

Salem State University Assistance Corporation (SSUAC): President Meservey presented; see attachment L. The president reviewed the history of the Assistance Corporation and the activity of the Enterprise Center, as outlined in the attachment. She also described the composition of the SSUAC board of directors and the role of this board in filling those positions.

Executive Committee: President Meservey directed the Board’s attention to the summary of the Executive Committee activity (Attachment M).

* * *

VII. NEW BUSINESS

Fitness Center Naming: President Meservey reviewed the gift from Kim D. Gassett-Schiller’83 and her desire to see the funds used in relation to the naming of the Fitness and Recreation Center upon its completion.

Upon a motion, duly made by Trustee Segal and seconded by Trustee Mattera, it was unanimously **VOTED:** **The Board of Trustees of Salem State University hereby authorizes the naming of the Fitness and Recreation Center located at the O’Keefe Athletic Building on Canal Street upon its completion in honor of Mr. and Mrs.**

*New
Business*

Herbert Gassett, Jr., parents of Kim D. Gassett-Schiller, Salem State University benefactor and member of the Class of 1983. (NB-13-01)

Following the vote, there was a review of the naming opportunities on campus (Attachment N) and of the Bernard and Sophia Gordon gift with respect to the planned renovation of the Mainstage Theatre. There was also clarification on the Fitness Center as a naming opportunity within an existing structure. Trustee Davis raised a question about named sites when the building is removed, such as the Charlotte Forten Hall. President Meservey replied that it can depend upon the terms signed at the time of the gift. In the case of Forten Hall, however, given the importance of the site to alumni and the university, it is anticipated that some location on campus will be named in honor of Charlotte Forten in the future.

* * *

VIII. ADJOURNMENT

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

Adjournment

VOTED: To adjourn the meeting at 6:05 p.m.

Respectfully submitted,



Patricia Maguire Meservey
President



Jean E. Fleischman
Secretary to the Board of Trustees



ATTACHMENTS

Attachment A: By-Laws Working Draft, 9/19/12

Attachment B: Proposed Board Committee Meeting Schedule

Attachment C: "Draft Vision and Strategic Plan" and presentation by President Patricia Meservey, 9/19/12

Attachment D: "Bill Clinton, Qatar announce \$12 million to help Haiti," *Associated Press*, 9/18/12

Attachment E: Academic Affairs and Student Life Committee Summary

Attachment F: Institutional Advancement, Marketing and Communications Committee Summary

Attachment G: Salem State University Foundation Overview

Attachment H: Salem State University Alumni Association Overview

Attachment I: Finance & Facilities Committee Summary

Attachment J: Risk Management & Audit Committee Summary

Attachment K: External Affairs Overview

Attachment L: Salem State University Assistance Corporation Overview

Attachment M: Executive Committee Summary

Attachment N: Campaign Naming Opportunities Summary

Minutes from the
Special Meeting of
September 19, 2012
Salem State University
Board of Trustees

BYLAWS – working version 9/19/12

**BOARD OF TRUSTEES
SALEM STATE UNIVERSITY**

The Salem State University Board of Trustees is established and responsibilities defined by the General Laws of Massachusetts, as referenced at the end of this document.

ARTICLE 1: ORGANIZATION AND OFFICERS OF THE BOARD OF TRUSTEES

SECTION 1: COMPOSITION AND FUNCTIONS OF THE BOARD. The composition, functions, duties, powers and responsibilities of the Board of Trustees, its committees, or subcommittees, shall be as provided and authorized by the laws of the Commonwealth as in effect from time to time, subject to such rules, regulations, policies or guidelines as the Board of Higher Education may, from time to time, adopt, amend or repeal for the management, control, administration, or regulation of the system of public higher education, or any part thereof.

SECTION 2: BOARD MEMBERSHIP. The Board of Trustees shall consist of eleven members, one of whom shall be an alumnus of Salem State University; one member to be elected thereto by the Alumni Association of Salem State University who shall serve a term of five years; and one full-time undergraduate student member to be elected by the student body annually.

The members appointed by the Governor shall serve for a term of five years, but no member shall be appointed for more than two consecutive terms. Succeeding appointments shall be made for five year terms and any vacancy on the Board shall be filled for the duration of the term, in the same manner as the prior appointment. The Chair shall notify the Governor when any vacancy exists.

The term of office for the elected student member shall be for one year beginning on July 1 following his/her election. The student member shall be eligible for re-election for as long as said student remains a full-time undergraduate student. If at any time during the elected term of office said student member ceases to be a full-time undergraduate student, the membership of said student on the Board shall be terminated and the office of the elected student member shall be deemed vacant. A vacancy in the office of the elected student member prior to the expiration of a term shall be filled for the remainder of the term in the same manner as student elections to full terms, except in the case of the trustee's graduation from the university. Per MGL Ch. 15A, Sect. 21, if a successor trustee has been selected by the student body at the time of the trustee's graduation from the institution, the successor may assume the seat of the student trustee upon the latter's graduation.

The members of the Board recognize and acknowledge that, by taking up their appointments as such, they have assumed an obligation, fiduciary in its nature, to conduct themselves, to exercise their authorities and to discharge their responsibilities for the benefit of the University and of those whom it serves and not for any other purpose. They also therefore recognize and acknowledge that it is both necessary and appropriate for all members of the Board to be regular

in their attendance at meetings of the Board and at meetings of the committees on which they serve, to assume an equitable share of the responsibilities that fall to members of the Board individually, to inform themselves concerning the University's mission and purpose and to commit themselves to promoting the University's success in its efforts to provide an excellent and accessible education to its students.

SECTION 3: OFFICERS OF THE BOARD. The elected officers of the Board of Trustees shall be a Chair and a Vice Chair. Each officer shall have the duties, functions, powers and responsibilities of her/his office as prescribed by the laws of the Commonwealth, these Bylaws, and parliamentary custom.

Such officers shall be elected by the Board of Trustees at its annual meeting in June, upon nomination by the Nominating Committee as provided in Article III, Section 2, or otherwise, and they shall hold office for a term of one year commencing on the first day of July, or until their respective successors are elected ~~and qualified~~. The Chair and Vice Chair of the Board shall be Trustees.

The President of the University shall also be an officer of the Board of Trustees, ex officio, ~~non-voting~~ and shall have such duties, functions, powers and responsibilities as the Board of Trustees may from time to time prescribe consistent with the laws of the Commonwealth.

SECTION 4: THE CHAIR OF THE BOARD OF TRUSTEES. The Chair of the Board of Trustees shall have the following powers and duties:

- (a) To preside at all meetings of the Board of Trustees at which s/he is present. In her/his absence, the Vice Chair of the Board shall preside. In the absence of both, a chair pro tempore shall be elected.
- (b) To call regular and special meetings of the Board of Trustees.
- (c) To serve as Chair of the Executive Committee.
- (d) To serve as an ex officio voting member of all standing committees of the Board of Trustees.
- (e) To appoint Standing Committees, Nominating Committee, and other special committees of the Board of Trustees, and the Chair thereof. All committee assignments shall be co-terminus with the Chair.
- (f) To appoint successor members and the chairs of standing committees, other than the Executive Committee, in the event that for any reason a vacancy occurs in any such office. A successor so appointed shall serve until the next June 30th.

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- (g) To appoint substitute members and chairs of standing committees, other than the Executive Committee, in the event that any such member or chairs thereof declares her/his inability to serve for any period. A substitute so appointed shall serve during such inability.
- (h) ~~To designate newly appointed Trustees as members of standing committees, other than the Executive Committee. In the event of an appointment to a standing committee in which no vacancy exists, the number of members of such committee shall be enlarged by such appointment. A member so appointed shall serve until the next June 30th.~~

Comment [JF1]: The Chair already has the authority to appoint members to committees. Committee minimums are set, but not maximums, so is this necessary?

SECTION 5: THE VICE CHAIR OF THE BOARD OF TRUSTEES. The Vice Chair of the Board of Trustees shall have the following powers and duties:

- (a) To perform all duties of the Chair of the Board of Trustees at her/his request or in case of her/his absence or incapacity.
- (b) To serve as a member of the Executive Committee.

SECTION 6: THE SECRETARY. The secretary shall have the following duties:

- (a) To give written or electronic notice of all regular and special meetings of the Board of Trustees and of special committees thereof, and to compile and distribute agendas therefor.
- (b) To record the proceedings and to prepare minutes of the meetings of the Board of Trustees.
- (c) To preserve all documents, papers and records of the Board of Trustees determined by the Secretary to be a part of its official records or necessary to the performance of its duties.
- (d) To conduct correspondence on behalf of the Board of Trustees and to certify official documents and proceedings.
- (e) To perform duties, not inconsistent with those prescribed by these Bylaws or by the Board of Trustees, as prescribed from time to time by the Chair of the Board of Trustees or the President of the University.
- (f) The Secretary to the Board of Trustees shall be an employee of Salem State University who is appointed by the President of the University and approved by the Chair of the Board of Trustees.
- (g) An Assistant Secretary to the Board of Trustees shall also be appointed by the President of the University and approved by the Chair of the Board of Trustees. The Assistant

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Secretary shall be an employee of Salem State University whose responsibilities will be to assist the Secretary and to support the Board in the absence of the Secretary.

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ARTICLE II: MEETINGS OF THE BOARD.

SECTION 1: ANNUAL AND REGULAR MEETINGS. ~~Five~~Four regular meetings, including the annual meeting, shall be held unless otherwise determined by the Board of Trustees. The time and place of such meetings shall be fixed by the Chair of the Board of Trustees in consultation with the President with the exception of the annual meeting to be held in June of each year. All meetings shall be held within the Commonwealth.

SECTION 2: SPECIAL MEETINGS. Special meetings of the Board of Trustees may be held at any time and place within the Commonwealth when called by the Chair of the Board of Trustees or the President of the University or by three Trustees in writing or electronically given to the President specifying the purpose(s) of said meeting. The time and place of such meeting shall be fixed by the Chair of the Board of Trustees in consultation with the President. Notice of such meeting shall be sent to each Trustee as early as possible in advance of the meeting, which notice shall state the time, place, and purpose(s) for which it has been called.

SECTION 3: NOTICE OF REGULAR MEETINGS. Written or electronic notice of each regular meeting of the Board of Trustees shall be sent to each Trustee by mail at least seven days prior to the date fixed for said meeting, which notice shall state the time and place.

SECTION 4: AGENDA OF REGULAR BOARD MEETINGS. A written agenda of matters to be considered at each regular meeting of the Board of Trustees shall be sent to each Trustee by mail at least five days prior to the date fixed for said meetings.

Items to be included on the agenda for a regular meeting shall be submitted to the President in writing or electronically by (a) recommendation of a standing or other committee of the Board of Trustees, (b) the Chair of the Board of Trustees.

No item shall be included on the agenda for a regular meeting except upon consideration and recommendation by a standing or other committee of the Board of Trustees; provided, that at any regular meeting the Chair of the Board of Trustees and the President of the University, and any Trustee upon majority vote of said Board, shall be entitled to present matters to the Board of Trustees for its consideration without prior reference to a committee.

SECTION 5: QUORUM. The number of Trustees necessary to constitute a quorum for the transaction of business shall be six. When a quorum is present at any meeting, a majority of the Trustees present may take action on behalf of the Trustees, except that an affirmative vote of two-thirds of the entire voting membership of the Board is required for the appointment or removal of the President of the University.

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SECTION 6: EXECUTIVE SESSIONS. Unless the Board shall otherwise direct at any time or from time to time, executive sessions of the Board will include the Trustees and the president and shall be convened and conducted in conformity with the state's Open Meeting Law. Other individuals may be invited to attend an executive session in order to give information or advice as deemed necessary or appropriate by the Board. The topics and purposes of executive sessions shall be limited to those matters permitted by the state's open-meeting law.

SECTION 7: REMOTE PARTICIPATION. Under the Massachusetts Open Meeting Law, Gen. Laws c.30A, sect.18-25, members of public bodies may participate in public meetings remotely via the use of technology under prescribed circumstances. These circumstances include: 1) personal illness; 2) personal disability; 3) emergency; 4) military service; or 5) geographic distance. A member wishing to participate remotely must first receive a determination from the secretary that one of the above requirements has been met. For the meetings to proceed, the chair of the convening body – or his/her replacement – must be present and a quorum must exist in the meeting location. Votes taken during meetings where there is remote participation shall be by roll call.

SECTION 8: RULES OF PROCEDURE. Business before the Board shall be conducted according to the latest edition of Standard Code of Parliamentary Procedures by the American Institute of Parliamentarians when not inconsistent with these bylaws unless otherwise provided in these By-Laws or by the Board.~~**SECTION 7: RULES OF PROCEDURE.** Business before the Board shall be conducted according to the latest edition of *Standard Code of Parliamentary Procedures* by Sturgis when not inconsistent with these bylaws.~~

Comment [JF2]: This volume is the successor to the Code by Sturgis cited in the last version of the by-laws.

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ARTICLE III: COMMITTEES OF THE BOARD OF TRUSTEES.

SECTION 1: STANDING COMMITTEES. There shall be ~~six~~^{five} standing committees of the Board of Trustees: (1) Executive Committee, (2) Academic Affairs and Student Life, (3) Finance and Facilities, ~~(4) Student Life~~, ~~(45)~~ Institutional Advancement, Marketing and Communications, and ~~(56) Audit~~Risk Management and Audit.

SECTION 2: NOMINATING AND OTHER SPECIAL COMMITTEES. There shall be a Nominating Committee of the Board of Trustees, whose members shall consist of such Trustees as may be appointed by the Chair of the Board of Trustees and who shall serve until the next annual meeting. The Board of Trustees may establish other special committees from time to time to have such duties as it may determine, the members of which shall be appointed by the Chair of the Board of Trustees.

SECTION 3: MEMBERS OF COMMITTEES. Each standing Committee, except the Executive Committee, shall have not fewer than three Trustees appointed by the Chair of the Board. The President shall be a member of each Committee, ex officio, non-voting. The Chair shall be a member of each committee, ex officio, voting. Committee members may include individuals who are not trustees so long as the majority membership of the committee is comprised of trustees. The Chair shall have the authority to appoint non-trustee members advisory, non-voting to committees to serve until the next annual meeting. Members may be appointed to Committees, on a temporary basis, by the Chair, as may be required.

SECTION 4: COMMITTEE MEETINGS. Committee meetings may be held at any time and place when called by the Chair of the Committee, the Chair of the Board of Trustees, the President of the University, or a majority of the members of the committee. The President of the University chooses a University Liaison for each Committee. A University Liaison is the Area Head or the individual with the greatest responsibility in said area.

Notice of each regular committee meeting shall be sent to each Trustee at least seven days prior to the date fixed for said meeting, which notice shall state the time and place. Notice for a special committee meeting shall be sent to each Trustee as early as possible in advance of the meeting, also stating the time and place as well as the purpose(s) for which it has been called.

The Chair of the Board of Trustees or the President of the University may call a meeting of the Executive Committee by declaring that an emergency condition exists. An emergency condition shall be defined as a sudden set of circumstances arising which require the need for immediate action. The Chair of the Board of Trustees or the President of the University shall fix the time and place of such emergency meeting. The Secretary of the Board of Trustees shall send a written or electronic notice of the time and place of the Executive Committee Emergency Meeting to each member.

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The members present at any meeting of a standing committee shall constitute a quorum for the transaction of business, provided that in the case of the Executive Committee, a majority of the members shall constitute a quorum.

SECTION 5: AGENDA OF COMMITTEES OF THE BOARD. A written or electronic agenda of matters to be considered at each meeting of a committee of the Board of Trustees shall be sent to each committee member as early as possible in advance of the meeting. Items to be included on committee agendas shall be submitted in writing or electronically to the President by the Committee Liaison or Chair of the Committee.

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SECTION 6: THE EXECUTIVE COMMITTEE. The Executive Committee shall be composed of the Chair and Vice Chair of the Board of Trustees, the President of the University, and three additional Board members elected to this committee by the Trustees at the annual meeting. This Committee shall have the following powers and duties:

- (a) To act upon matters for the Board of Trustees, when immediate action is necessary.
- (b) To consider and act upon proposals by the President for action which the Board may have generally or specifically authorized the President to take with the concurrence of the Executive Committee.
- (c) To review and recommend a prospective list of potential speakers and honorary degree recipients being considered for baccalaureate and graduate commencements. Final approval of all commencement speakers and honorary degree recipients shall rest with the Board of Trustees.
- (d) To conduct upon referral from the Board formal hearings as required by law for the Board of Trustees or any Committee of the Trustees and to make recommendations to the Board concerning any matter heard, provided that hearings required by law to be conducted as adjudicatory proceedings shall be governed by General Laws, Chapter 30A.
- (e) ~~To consider, propose and recommend to the Board of Trustees the adoption, amendment or revision of rules and regulations for the governance of the Board of Trustees.~~
- (f) To review recommendations of the President and to recommend all actions required to be taken by the Board of Trustees on personnel (excluding faculty and librarians) from appointment to termination in accordance with collective bargaining agreements, Board of Higher Education and Board policies.
- (g) To review, update, and implement current affirmative action policies of the Board of Trustees and the Board of Higher Education, and to insure compliance with State and Federal Laws.
- (h) To consider legislative and public relations policy interests of the Board of Trustees and of the University and to make recommendations to the Board of Trustees with respect thereto.

Comment [JF3]: Duplicative of (i)

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- (i) To consider, propose and recommend to the Board of Trustees the adoption, amendment or revision of the Bylaws.
- (j) To review recommendations of the President and recommend to the Board of Trustees regarding the naminges of buildings, streets, ways, and other properties relating to the campus. Final approval regarding the adoption of said names rests with the Board of Trustees.
- (k) To recommend to the Board of Trustees for appointment four members of the Salem State College-University Assistance Corporation Board of Directors and the SSU€AC Board Chair.

(l) To review litigation matters involving the university.

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SECTION 7: THE COMMITTEE ON ACADEMIC AFFAIRS AND STUDENT LIFE. The Committee on Academic Affairs and Student Life shall have the following powers and duties:

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To review and recommend to the Board of Trustees:

- (a) Policies relating to the quality, character, and extent of academic programs, including admissions, instruction, curriculum, degrees, accreditation, public service, and research, in accordance with collective bargaining agreements and the Board of Higher Education's policies.
- (b) Proposals for major new programs and program changes.
- (c) Actions to be taken by the Board of Trustees on the granting of emeritus status to retired faculty.

(d) Procedures, policies, rules and regulations pertaining to student life.

And

- (e) To review recommendations of the President and to recommend all actions required to be taken by the Board of Trustees on faculty and librarians from appointment to termination in accordance with collective bargaining agreements, Board of Higher Education and Board policies.

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~~(d)~~

SECTION 8: THE COMMITTEE ON FINANCE AND FACILITIES. The Committee on Finance and Facilities shall have the following powers and duties:

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To review and recommend to the Board of Trustees:

- (a) Student fees.-
- (b) The operating budget for presentation to the Board of Higher Educationthe University.
- (c) Policies relating to property, buildings, land acquisition, site development, and construction.

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(d) Policies and plans relating to facilities and long-range capital outlay budgets.

And

-

(e) To oversee the development and continuing review of a master plan for the University.

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~~SECTION 9: THE COMMITTEE ON STUDENT LIFE. The Committee on Student Life shall have the following powers and duties:~~

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~~To review and recommend to the Board of Trustees:~~

~~(a) Procedures, policies, rules and regulations pertaining to student life.~~

~~(b) Plans and policies concerning health and athletic programs.~~

~~To conduct such inquiries as may be necessary with respect to formal student grievances when so charged by the Board of Trustees and to report its findings and recommendations to the Board.~~

SECTION 10: THE INSTITUTIONAL ADVANCEMENT, MARKETING AND COMMUNICATIONS COMMITTEE. The Committee on Institutional Advancement, Marketing and Communications shall have the following powers and duties:

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To review and recommend to the Board of Trustees:

(a) Recommendations with regard to policies and programs related to the advancement of the institution, including fundraising, -marketing and communications and activities involving alumni, the community and other external bodies, in order to foster understanding of, and support for, the University and its mission.

(b) Plans, proposals and the acceptance of major gifts to the foundation on behalf of the University. This will be inclusive of all private funds, including: special gifts, endowments, bequests, and other means.

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~~(b)(c) Significant branding and positioning strategies for the institution.~~

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SECTION 11: THE NOMINATING COMMITTEE. The Nominating Committee shall nominate candidates for election as officers of the Board of Trustees and shall submit its nominations in writing or electronically to the Secretary at least ten days prior to the date of the annual meeting of the Board of Trustees.

~~**SECTION 12: THE AUDIT RISK MANAGEMENT AND AUDIT COMMITTEE.** The Audit Risk Management and Audit Committee shall have the following powers and duties:~~

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To review and recommend to the Board of Trustees:

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- (a) The selection of the independent accountants to perform the annual audit;
- (b) The University's financial statements, ensuring that the statements reflect the University's financial condition;
- (c) The University's internal controls, including those established for financial information systems;

~~Any significant noncompliance on the part of the University with regulatory matters; and~~

(d) Actions to address any regulatory compliance issues,

(e) The University's pending legal cases,

(f) The University's conflict of interest policy,

(g) The guidelines and policies that govern the processes by which the University assesses and manages its exposure to risk,

(h) The University's major financial and other risk exposures and actions to monitor and control such exposures.

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ARTICLE IV: MISCELLANEOUS.

SECTION 1: THE SEAL OF THE UNIVERSITY. The Common Seal of the University and of the Board of Trustees shall consist of a flat faced circular die with the words Salem State University, Salem, Massachusetts, Progredi, the date 1854, and a symbol of a clipper ship engraved thereon.

SECTION 2: AMENDMENT, REVISION OR REPEAL OF THE BYLAWS. These Bylaws may be amended, revised or repealed by vote of a majority of the entire number of Trustees at any meeting of the Board of Trustees; provided, however, that the text of any amendment, revision or repeal as originally proposed shall be sent to the Trustees at least thirty days before the meeting.

APPENDIX 1: LIST OF REFERENCES.

Conflict of Interest and Annual Disclosure

All members of the Board are state employees within the meaning of the state’s ethics statute (chapter 268A of the General Laws). Violations of the statute may give rise to both civil and criminal penalties. Each member of the Board is therefore expected to be familiar with the requirements of the ethics statute and to comply with them.

All Trustees are advised to disclose to the Board any possible conflict of interest at the earliest practical time and to take such other action in that regard as the law may require. Further, each Trustee is advised to absent ~~her/his~~ ~~h~~self or herself from discussions of and to abstain from voting on any matters under consideration by the Board of Trustees or its committees if to do otherwise would constitute a conflict of interest. The minutes of such meeting shall, as appropriate, reflect that a disclosure was made and that the Trustee having a conflict or possible conflict abstained from voting.

Indemnification

Trustees of State Colleges are indemnified under Massachusetts General Laws Ch. 15A: “The Commonwealth shall indemnify a trustee of a community or state college against loss by reason of the liability to pay damages to a party for any claim arising out of any official judgment...”

Pertinent Legislation

1. MA General Laws, Chapter 15A
2. MA General Laws, Chapter 28 of the Acts of 2009

APPENDIX 2: DEFINITION OF NOTICE.

Notice shall be defined as being either written or electronic and shall clearly state the date, place and time of the meeting(s).

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ByLaws Edits for Discussion 9/19/12
(reflecting the recommendation of the Executive Committee on 8/21/12)

Editorial changes:													
	p.1	re: term of student member; referencing MGL guidelines											
	p.2	stipulating that president is a non-voting, ex-officio member of board											
	p. 3	re: the effect of adding a committee member to a committee that has no vacancy; the by laws set committee minimums, but no maximums: is this section necessary?											
	p.6	re: including language on ability to utilize remote participation; BOT has approved it - this simply acknowledges it in the by laws and sets out the circumstances under which it can be used as prescribed by the AG											
	p.6	re: rules of procedure: this says we'll follow Standard Code of Parliamentary Procedure unless the BOT decides it won't; it also updates the Sturgis code previously cited to the successor volume published by the American Institute of Parliamentarians											
	p.8	re: committee agendas: spells out who sets the committee agendas											
	p. 8	re: deletion of Sect. 6(e) which is duplicative of (i)											
	p. 9	re: ExCom and its ability to make recommendations on the naming of bldgs											
	p.9	re: SSCAC updated to Salem State University Assistance Corporation and SSUAC											
	p.11	re: clearer wording of Audit committee's responsibility on matters of regulatory non-compliance											
	p.13	re: gender pronoun correction											
Substantive edits:													
	p.2	re: clarification of when successor officers take over											
	p.5	re: number of meetings per year: 4 or 5?											
	p.5	re: stipulation that while chair sets time & place of mtgs, annual mtg occurs in June each yr											
	p.7	re: number of committees: 6 or 5 and what are they?											
	p.7	re: Number of members required for standing committees?											
	p. 7	re: Allows for non-trustee committee members; allows chair to appoint them											
	p.7	re: Stipulation that non-trustee committee members are advisory, non-voting											
	p.9	re: addition of litigation review to responsibilities of Executive Committee											
	p.9	re: combining Academic Affairs and Student Life committees											
	p.9	re: operating budget											
	p. 10	re: expanded charge for Institutional Advancement committee: added marketing & communications and branding initiatives											
	p.10	re: expanded charge for Audit committee: added risk management											
	p.11	re: add legal case oversight to Audit committee responsibilities											
	p. 11	re: add guidelines/policies governing processes for assessing/managing exposure to risk											
	p. 11	re: add university's major financial/other risk exposure and actions to monitor/control such exposures											

Proposed Committee Meeting Schedule
9/19/12

Att. B

3:00 pm	Start					
3:00-3:40	Audit & Risk Mgt (:40)	(Ansara, Davis, Segal)				
3:40-3:45	Break					
3:45-4:30	Inst Adv, Mktg & Com (:45)	(Ansara, Mattera, Quiroga, Segal)				
4:30-4:35	Break					
4:35-5:45	Academic Af & Student Life (1:10)	(Abdoo, Berkowitz, Bertrand, Davis, Segal, Villa)				
5:45-5:50	Break					
5:50-7:00	Finance & Facilities (1:10)	(Abdoo, Berkowitz, Bertrand, Mattera, Quiroga)				
7:00 pm	Executive (if needed)	(Abdoo, Mattera, Quiroga, Scott, Segal)				



Draft Vision and Strategic Plan

Presented to the board of Trustees, Salem State University

Our Vision

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

- 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 Culture

To transform ourselves we need to do more than implement new strategies. We need to change our culture.

- We will create a culture of collaboration. We will leverage the power of relationships to influence strategies and solve problems.
- We will create a culture of community. We will demonstrate a genuine enthusiasm for working within the higher education environment and at Salem State.
- We will create a culture of completion. We will finish what we start.
- We will create a culture of confidence. We will believe in ourselves. We will celebrate our successes. We will take on new challenges with conviction and commitment.

Vision and Strategic Plan

Transformative Objectives and Goals

To achieve our vision and offer a truly inspiring and transformational experience to our students, we must transform ourselves. The first two objectives allow us to do exactly that. We will exceed the expectations of our students in all aspects of their time at Salem State both in and out of the classroom.

Objective 1. Offer rigorous academic programs across all disciplines

- A. Implement new general education curriculum to strengthen our liberal arts education [Priority]
- B. Create new program offerings with a particular attention to those that address work force needs
- C. Transform students' learning experiences through the implementation of new research-based models of teaching
- D. Implement a comprehensive assessment of student outcomes to promote student learning

Objective 2. Expand and improve purposeful co-curricular programming

- A. Ensure that all programmatic offerings at the university are adequate to meet the needs of our students and reach Council for Advancement of Standards in Higher Education's Professional Standards [Priority]
- B. Build a more robust program for developing student career preparedness, leadership opportunities and other critical life skills
- C. Achieve the Presidents' Community Service Honor Roll
- D. Increase global awareness and expand opportunities for domestic students to have international experiences and integrate international students more fully into the fabric of the university

Vision and Strategic Plan

Foundational Objectives and Goals

All areas of the university must support the transformational objectives if we are to be successful. Achieving the following foundational objectives will strengthen our ability to offer an exceptional experience for our students and create a dynamic and rewarding workplace for our faculty and staff.

Objective 3. Achieve a robust financial position to allow for continual reinvestment in the institution and our mission.

- A. Complete a successful comprehensive campaign [Priority]
- B. Diversify sources of revenue
- C. Consistently measure the return on investment of all efforts
- D. Seek creative cost-saving strategies

Objective 4. Implement a comprehensive communications and marketing strategy to raise the visibility and stature of the university.

- A. Create a comprehensive marketing plan for the university [Priority]
- B. Establish an aggressive brand awareness effort
- C. Leverage all electronic communication tools to effectively promote the university
- D. Leverage faculty expertise to engage the media and build community awareness of the university
- E. Improve internal communications

Objective 5. Implement an integrated campus master plan to support the academic and student experience.

- A. Determine long-term needs for campus development including maintenance, renovation, and new construction [Priority]
- B. Establish goals for campus development for 2017 and 2022
- C. Be a technology-forward campus

Objective 6. Be an exemplar of best practices in the business of being a university

- A. Make the “business of being a student” simpler and eliminate bureaucratic hurdles that distract from a student’s educational efforts [Priority]
- B. Establish a comprehensive program of risk management
- C. Implement a comprehensive program of continuous employee development
- D. Perform systematic reviews for all areas of the university measuring ourselves against industry best practices and professional standards
- E. Create an expectation that all aspects of the university will strive for efficiency and effectiveness

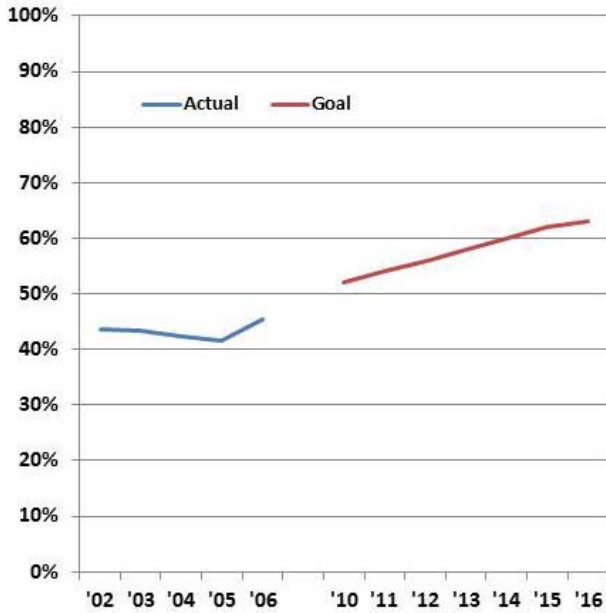
Vision and Strategic Plan

Key Performance Indicators

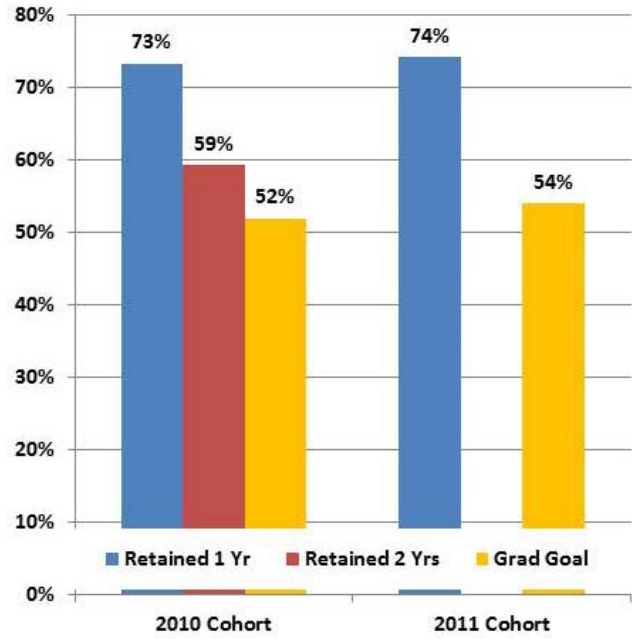
While we will create metrics to measure progress for each goal in this plan, there are several important metrics to which we have committed.

Six-Year Graduation Rate

Actual and Goal

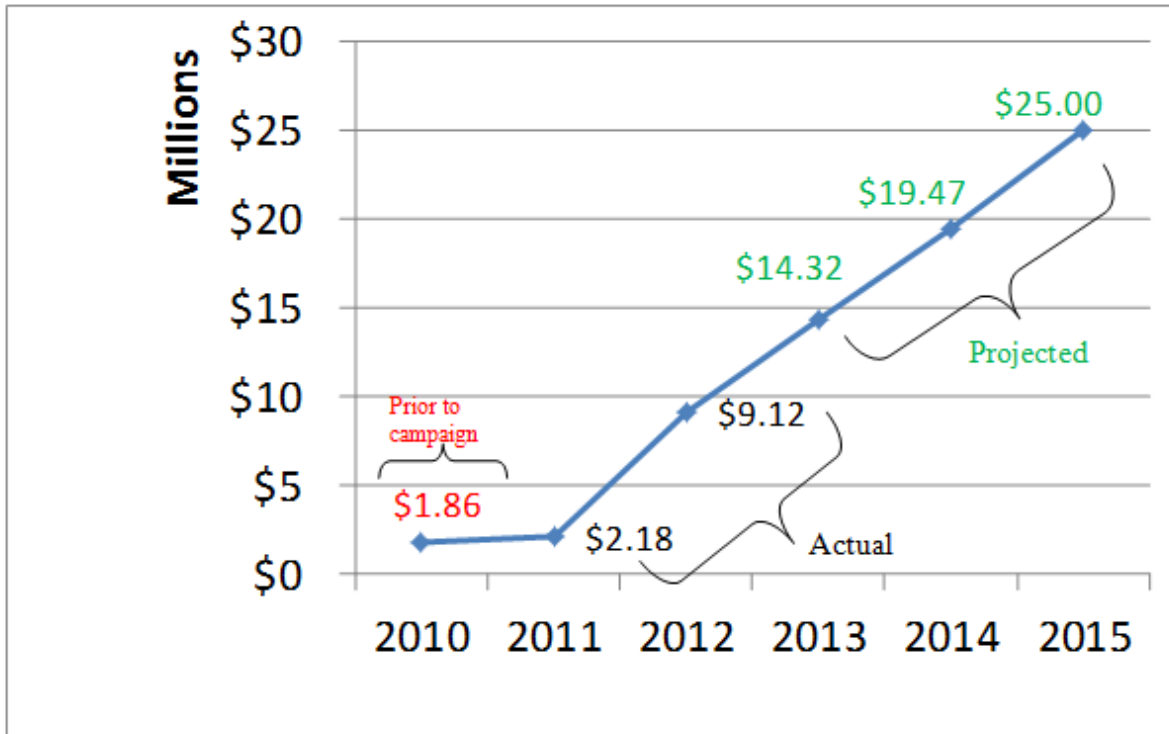


Current Performance



Vision and Strategic Plan

Comprehensive Campaign Goal - \$25 Million



Implementation of the new core curriculum

- Three models to full core committee for review Sept. 2012
- Core committee makes selection/development of final model Dec. 2012
- Submission of core and criteria to governance Jan. 2013
- Publicizing new core and student option Nov. 2013
- New core implemented Sept. 2014

Vision and Strategic Plan

Next Steps

The above is a framework for a full strategic plan. There is still a great deal of work to be done and many opportunities for important stakeholders, including trustees, alumni, faculty, staff, and students to help shape the final plan. Some major milestones in the development of the plan follow.

- Presentation to foundation board Sept. 24, 2012
- Presentation to campus Oct. 1, 2012
- Presentation to Board of Overseers Oct. 1 2012
- EVP and VPs develop KPIs and action plans Nov. 1 2012
- Report to board committees Nov. 14, 2012
- Refinement and presentation to board committees Jan. 30, 2013
- Full board discussion Feb. 13, 2013
- Final trustee approval April 10, 2013

Vision and Strategic Plan

Board of Trustees
September 19, 2012

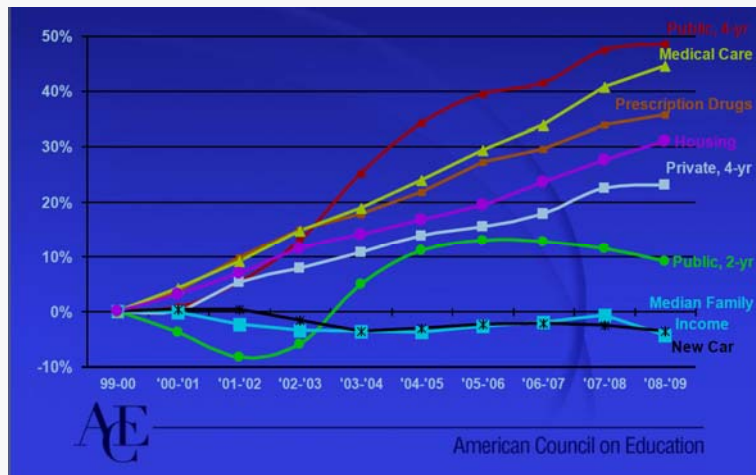
Role of the Board

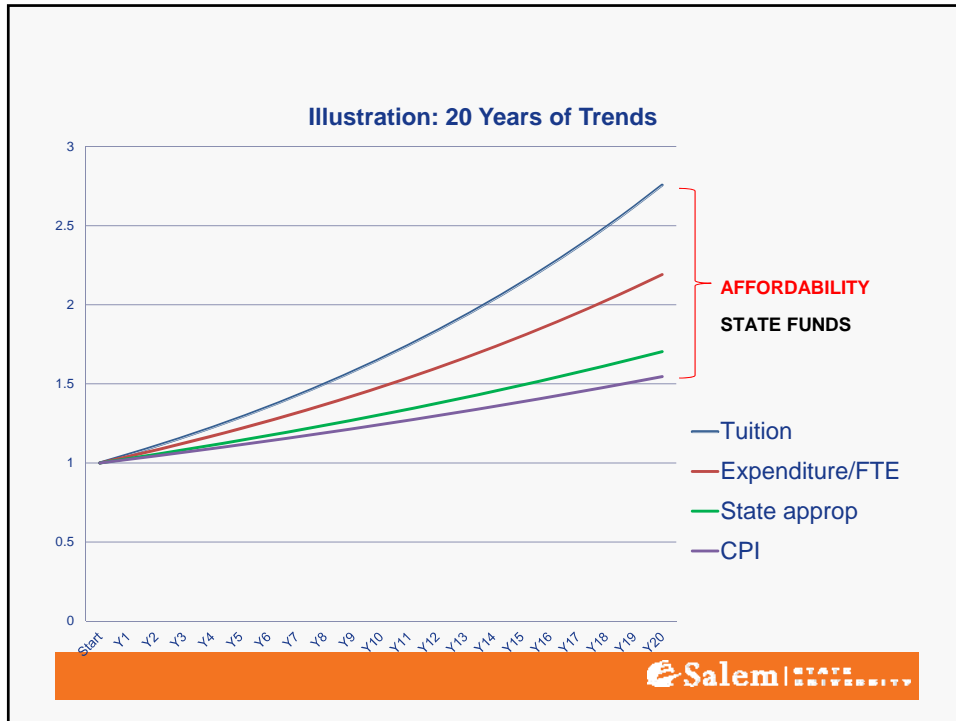


Environmental Themes

- Affordability
- Access and Completion
- Accountability
- Competitiveness

Rate of Cost Increase





Access & Completion

- Access
 - Undocumented students
 - Veterans and military personnel
 - Diversity and affirmative action
 - Pipeline and primary/secondary education
- Completion
 - Graduation rates
 - Employment rates

Accountability

- Value of college
- Student learner outcomes
- Transparency

Competitiveness

- Positioning of university
- Economic impact
 - Teachers
 - Nurses
 - Public safety

Commonwealth of Massachusetts Vision Project

- College readiness
- College completion
- Student learning
- Workforce alignment
- Elimination of disparities
- Research

Salem State University

- Strategic Plan 2009 – 2014
- Student Success Summits
- Draft framework for new strategic plan

The Road to The Plan

- Where we are today
 - A new vision for Salem State
 - Articulation of our values and the need to change our culture to achieve the vision
 - A draft framework for a new strategic plan
 - 2 transformational objectives
 - 4 foundational objectives

Our Vision

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- We serve the communities of the North Shore while we create an ever more globally aware and culturally diverse campus environment.



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- We will create a **culture of completion.**
We will finish what we start.
- We will create a **culture of confidence.**
We will believe in ourselves. We will celebrate our successes. We will take on new challenges with conviction and commitment.



Transformative Objectives and Goals

Objective 1. Offer rigorous academic programs across all disciplines.

Objective 2. Expand and improve purposeful co-curricular programming.



Foundational Objectives and Goals

Objective 3. Achieve a robust financial position to allow for continual reinvestment in the institution and our mission.

Objective 4. Implement a comprehensive communications and marketing strategy to raise the visibility and stature of the university.

Objective 5. Implement an integrated campus master plan to support the academic and student experience.

Objective 6. Be an exemplar of best practices in the business of being a university



Key Performance Indicators

- Graduation rate (first-time, full-time)
 - 2016 – 52%
 - 2021 – 62%
- Campaign - \$25M, June 2015
- Core Curriculum – Full implementation, September 2014

The Role of The Board of Trustees

- Now
 - Indicate support for the direction of the vision and plan
- Next several months
 - Input and direction on objectives, goals, and KPIs
- By end of academic year
 - Endorse vision and plan

Next Steps

- Presentation to Foundation Board Sept. 24, 2012
- Presentation to campus Oct. 1, 2012
- Presentation to Board of Overseers Oct. 1, 2012
- EVP and VPs develop KPIs and action plans Nov. 1, 2012
- Report to Board committees Nov. 14, 2012
- Refinement and presentation to Board committees Jan. 30, 2013
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- Final Trustee approval April 10, 2013



Questions?

Discussion



Bill Clinton, Qatar announce \$12 million to help Haiti (9/18/12)

PORT-AU-PRINCE, Haiti (AP) -- Haiti will receive \$12 million from Qatar through a special fund that aims to help the impoverished nation in the areas of health, education and housing, the Middle Eastern country's envoy said Monday.

Amb. Mohamed Bin Abdulla Al-Rumaihi, together with former U.S. President Bill Clinton, announced that money from the Qatar Haiti Fund will go toward a range of projects seeking to help Haiti rebuild from the massive earthquake in 2010.

The projects range from a \$2 million grant that goes toward a mobile health clinic set up by Partners in Health of Boston, Massachusetts, to a \$5.5 million grant that goes toward the University of Notre Dame and the Xavier University of Louisiana. One million of that will be earmarked for scholarships for students who wouldn't be able to attend school otherwise.



(Salem State Trustee Jim Ansara with President Bill Clinton in Haiti earlier this week.)

"I hope it will set an example for other donors who have committed funds but have not been specific yet about when they will deliver," Clinton said about Qatar. "The Qataris have kept their word and done it in an intelligent, forward-looking way."

A separate grant for \$700,000 from the Qatar Haiti Fund will go toward the Haitian government and the City of New Orleans. The idea is to impart lessons from Hurricane Katrina to Haiti's Prime Minister office.

The Qatar Haiti Fund and the United States Agency for International Development also signed a memorandum of understanding to build about 150 to 200 permanent homes for people displaced by the earthquake on a piece of land donated by the Haitian government. The homes will be built in Cabaret, a town northwest of the capital. Clinton, the U.N. Special Envoy to Haiti, also announced a new partnership with New York University's Stern School of Business and the Center for Investment Facilitation. The effort aims to make it easier to invest in Haiti through the creation of what Clinton called a "one-stop shop for potential investors."

Name of Committee:	Academic Affairs and Student Life
Chair of Committee:	Trustee David Abdoo
Vice Chair of Committee:	Trustee Alyce Davis
Administrative Liaison(s):	Kristin Esterberg, Provost and Vice President, Academic Affairs 978-542-6240; kesterberg@salemstate.edu Scott James, Vice President, Enrollment Management and Student Life 978-542-6243; sjames@salemstate.edu Vicki Ross, Staff Assistant, Academic Affairs, 978-542-6240 vross@salemstate.edu

Overview of committee responsibilities:

The Academic Affairs and Student Life committee is responsible for general oversight of the quality of academic and student life programming at the university. Specific board responsibilities include approval of faculty candidates for tenure, promotion, emeritus status, and other critical personnel evaluations, as well as approval of new academic programs. More broadly, the committee considers the effectiveness of our academic and student life programming and our efforts at continual improvement.

Selected agenda Items from past years:

Over the last several years, major agenda items have focused on:

- Student success, including enrollment, retention and graduation, student satisfaction, the first-year experience. The campus has set aggressive goals for student retention, graduation, and elimination of disparities between traditionally underrepresented groups. This committee is responsible for monitoring our progress toward these goals.
- Academic planning. Over the last several years, the campus engaged in a comprehensive academic planning process. The goal of this process was to evaluate the strength of each academic program, identify opportunities to strengthen or create new programs, and phase out programs that were no longer timely. The campus is currently implementing the process, developing new programs (and new types of programs, including accelerated bachelor-to-master programs) and phasing out under-enrolled programs.
- Internationalization. Salem State is highly engaged with international activities. We currently enroll approximately 400 international students and sponsor many short- and long-term study-travel opportunities for students, with destinations ranging from Liberia to Europe. We are a top producer of Fulbright scholars among our faculty and librarians. Our dual degree programs with Chinese universities bring over 90 students and scholars to our campus.
- Accreditation. Regional and discipline-specific accreditations ensure campus commitment to continuous improvement. In recent years, the campus has achieved reaccreditation or initial accreditation from the New England Association of Schools and Colleges (NEASC, our regional

accreditor), the National Association of Schools of Music, the National Association of Schools of Theatre, and others. Upcoming accreditation visits include the Association to Advance Collegiate Schools of Business (AACSB) and Commission on Collegiate Schools of Nursing. The board played a role in our NEASC re-accreditation effort, with members serving on our steering committee, and is kept informed of all accreditation efforts.

- Faculty evaluation (tenure and promotion). The board is responsible for approving all candidates for tenure and promotion. Past meetings have provided information on the tenure and promotion process, the annual process of faculty evaluation, and the post-tenure review process.
- New residence halls and the new fitness center.

Strategic priorities for Academic Year 2012-2013

- Reform of the core curriculum (the part of the curriculum that all students must take) is the most urgent priority of the upcoming academic year. The presidential advisory committee on the core curriculum was charged in 2011 with developing a process and plan for reforming the core curriculum that is more open, more flexible, smaller, and still rigorous, and to lead the campus in this effort.
- Student success. In order to achieve campus goals for student success, key priorities include enhancing our first-year experience, improving and building on our living-learning communities, and developing additional co-curricular opportunities for students.
- Ensuring students' career readiness through enhanced career services and academic programming.
- Participating in facilities master planning as key to ensuring the quality of our academic and student life offerings.
- Enhancing our graduate and continuing studies enrollments and expanding the use of innovative pedagogies, including hybrid/on-line learning.
- Continuing to develop opportunities for graduate and doctoral programming.

Name of Committee:	Committee on Institutional Advancement, Marketing and Communications
Chair of Committee:	Trustee Paul Mattera
Vice Chair of Committee:	Trustee Marcel V. Quiroga
Administrative Liaison(s):	Cynthia McGurren, Vice President, Institutional Advancement 978-542-7591, cmcgurren@salemstate.edu Thomas Torello, Vice President, Marketing and Communications 978-542-7532, ttorello@salemstate.edu Diane Shahin, Staff Assistant, Institutional Advancement 978-542-7591, dshahin@salemstate.edu

Overview of committee responsibilities:

The Committee on Institutional Advancement, Marketing, and Communications shall have the following powers and duties:

To review and recommend to the Board of Trustees:

1. Recommendations with regard to policies and programs related to the advancement of the institution, including activities involving alumni, the community and other external bodies, in order to foster understanding of, and support for, the University and its mission.
2. Plans, proposals and the acceptance of major gifts to the foundation on behalf of the University. This will be inclusive of all private funds, including: special gifts, endowments, bequests, and other means as annual or campaign gifts.
3. Recommendations with regard to policies, programs, and initiatives for marketing the university to all constituencies including advertising, direct marketing, electronic marketing, social media, media and public relations.

Selected agenda Items from past years:

In past years, the report Marketing and Communications has been given by the President directly to the Board. With the changes of Board committees for the coming year, this report will be combined with Institutional Advancement. The primary agenda items for the IA Committee for the past two years have related to our Comprehensive Campaign. In 2010 the Salem State University Foundation contracted with CCS, fundraising counsel, to perform a feasibility study. The results showed an achievable goal of raising \$25 million by June 2015. Subsequently, a campaign plan with budget was jointly presented to the Foundation and Trustees and advanced with a vote in separate sessions in February 2011. Under President Meservey key volunteers were recruited to serve on: The Case Statement Task Force, the President's Campaign Cabinet, and the current Campaign Steering Committee and its five subcommittees. Committee meetings last year focused on the roles and responsibilities of the various team leaders within IA: Alumni Affairs, Annual Giving, Advancement Services, Advancement Communications, Development and Prospect Research. A power point presentation outlining all responsibilities is available. A campaign snapshot as of July 31, 2012 is attached as Addendum A.
(cont'd)

Strategic priorities for Academic Year 2012-2013:

1. Develop a comprehensive marketing plan for the university.
 - a. Identify and define the university's position in the marketplace
 - i. Input from the committee on public perception of SSU
 - ii. Input from the committee on the best position for SSU in the marketplace particularly in regards to alumni, local businesses, and the community
 - iii. Reaction to positioning and messaging concepts from the committee
 - b. Redesign of the university's web site.
 - i. Input from the committee on the current site
 - ii. Thoughts on best practices in their fields that we might want to incorporate into a new site design
 - iii. Reactions to new concepts and designs
 - c. Create the comprehensive campaign branding and marketing materials
 - i. Input from the committee on branding concepts from the agency
2. Raise \$5,200,000 in FY2013 towards the \$25 million comprehensive campaign goal.
 - a. Increase our individual prospect pool
 - i. Individual input from the committee on wealth screening outcome
 - ii. Assistance with introductions on known prospects
 - b. Expand and prioritize corporate and foundation prospects
 - i. Committee review list of trustees and directors
 - ii. Assistance with introductions
3. Expand the pool of volunteers for consideration as Trustees, Foundation Board, Alumni Board, Overseers, Assistance Corporation, Campaign Committees and Deans Advisory Councils
 - a. Committee review of duties and responsibilities of each group
 - b. Committee submit nominations

Salem State University Foundation – Campaign Snapshot as of July 31, 2012 Addendum A

\$25,000,000	Campaign Goal
<u>\$9,165,911</u>	Raised as of 7/31/12
\$15,834,089	Balance to be raised by 6/30/15
\$4,000,000	Benchmark for 12/31/11
\$4,205,775	Raised as of 12/31/11
	Exceeded 12/31/11 Benchmark by \$205,775
\$9,250,000	FY11 & FY12 Benchmark
<u>\$9,116,846</u>	Raised as of 6/30/12
\$133,154	Missed benchmark by 1.5%, saw increase in giving from FY11 to FY12 by 217%
\$5,200,000	FY13 Goal
<u>\$49,065</u>	Raised as of 7/31/12
\$5,150,935	Balance as of 7/31/12
\$2,000,000	Benchmark by 12/31/12
<u>\$49,065</u>	Raised of 7/31/12
\$1,950,935	Balance as of 7/31/12

Date	7/1/2010	6/30/2011	12/31/2011	6/30/2012	6/30/2013	6/30/2014	6/30/2015
Cum. Goal	\$0	\$2,050,000	\$6,200,000	\$9,250,000	\$14,300,000	\$19,450,000	\$25,000,000
Actual	\$0	\$2,185,493	\$6,391,268	\$9,116,846	\$9,165,911	n/a	n/a

OVERVIEW of the SALEM STATE UNIVERSITY FOUNDATION



MISSION STATEMENT

The Salem State University Foundation was incorporated in 1977 as a 501 (c) (3) private, not-for-profit organization. Its mission is to help Salem State meet its needs and goals through the solicitation of private philanthropic support from alumni, parents, businesses, foundations and the community at large. With guidance from professional investment managers, the Foundation invests, manages and distributes these contributions in ways that meet the needs of the Salem State community not met through public funding.

2012-13 Officers

Robert T. Lutts, President
Gina V. Deschamps '92G, Vice President
James M. Muse '83, Vice President
Jeffrey V. Cicolini '94, Treasurer
Marilyn E. Flaherty '54, Secretary

Patricia Maguire Meservey, President, Salem State University, (ex-officio)
Cynthia McGurren '83, Vice President, Institutional Advancement and
Executive Director, Salem State University Foundation (ex-officio)

Salem State Foundation Board of Directors 2012-13

Jeffrey Beale
Frederick L. Cavanaugh '69
Erik J. Champy '89, '94G, President, Salem State University Alumni Association
Jeffrey V. Cicolini '94
Stuart Cohen
Gina V. Deschamps '92G
Albert DiVirgilio '64 & '66G
Richard L. Elia
Marilyn E. Flaherty '54
Mary Ann Jordan '78
Jeffrey E. LaCross '93
Robert T. Lutts
James M. Muse '83
Deirdre A. Sartorelli '83
Jacob S. Segal, Salem State University Board of Trustees
Timothy P. Shea '83G, Salem State University Athletic Director
Frank J. Sparicio '53
Patricia H. Zaido '12H

Membership

The Foundation Board of Directors consists of not fewer than fifteen (15) nor more than thirty (30) members, including officers. The 2012-13 Board consists of seventeen (17) members. At least twenty-five percent (25%) of those directors who do not serve ex-officio are alumni/ae of Salem State University. The President of Salem State University, the President of the Salem State University Alumni Association, or their designees, and a person selected by and from among the Board of Trustees of Salem State University, are voting members of the Board of Directors ex-officio. The Foundation Executive Director, and, in the event that the Salem State University Vice President of Institutional Advancement is not serving in that capacity, the Salem State University Vice President of Institutional Advancement serves as an ex-officio non-voting member of the Board of Directors. The Athletic Director of Salem State University, upon approval of the Board, also serves as an ex-officio voting member of the Board of Directors. The approval is valid for three (3) years and tenure limitations shall not apply.

The principal officer of the Foundation is the Executive Director, who shall have oversight and management of all Foundation activities. The Salem State University Vice President for Institutional Advancement, Cynthia McGurren, serves as Executive Director.

Executive Committee

There shall be an Executive Committee whose members shall be members of the Board of Directors. The Executive Committee shall consist of the following persons: the chair of the Board of Directors, the president who serves as the chief operating officer, the vice presidents (2), the treasurer, the secretary, the immediate past president, the chairs of the Standing Committees, whom would not otherwise serve by reason of the office held by them, the President of Salem State University, or his/her designee, the President of the Salem State University Alumni Association, or his/her designee, and two directors at large. The Executive Director of the Foundation shall be a member of the Executive Committee ex-officio without vote.

Tenure

The chair of the Board of Directors, president, vice presidents, treasurer and secretary each hold office for a term of one (1) year commencing with election at the annual meeting. Directors serve for no more than two (2) consecutive three year terms. A third term may be served following a hiatus of not less than (1) year. An exception to these provisions are: members who are licensed professionals in the accounting, legal, and other fields as designated by the Board if they are using those licensed skills specifically to benefit the Board.

Powers

The Board of Directors shall have the entire management and control of all the property and affairs of the Foundation including:

- To purchase, lease, or otherwise acquire and to sell, lease, mortgage, pledge or otherwise deal in and with any and all real and personal property and to enter into any and all contracts and agreements, which in their judgment may be beneficial to the purposes of the Foundation.
- To accept, receive, manage and administer in the name of the Foundation any property given in trust or otherwise which in its judgment will further the purposes of the Foundation.

Philanthropic Commitment: newly elected board members are expected to make a philanthropic commitment of \$5,000 in each fiscal year. Said contribution may be a personal donation or one obtained from a new or lapsed donor with support of staff.

Meeting schedule: The annual meeting of the Directors is held in May or June of each year. Regular meetings of the directors are held annually occurring in September, November, January, and March.

OVERVIEW of the SALEM STATE UNIVERSITY ALUMNI ASSOCIATION



The Salem State University Alumni Association Board of Directors are graduates of the university who are elected to represent and serve the alumni community at large and the University. The alumni association and its representative board of directors is a department/division of the University.

Preamble

In order to strengthen the friendships established amongst us while at Salem State University; to continue to strengthen the attachment of each one of us to our chosen profession; to execute positive service to Salem State University; to advocate in all possible and positive ways the cause of Public Higher Education in the Commonwealth of Massachusetts; and to never forget all of those who have come before and establish a working association for all those who will come after.

Mission Statement

The mission of the Salem State University Alumni Association is:

- To promote the educational, professional, economic, and social interests of Salem State University.
- To foster life-long loyalty and pride in the University.
- To strengthen the interaction between the Alumni and the student body.
- To develop ways to meet the changing and challenging needs of the present and future Alumni and the entire Salem State University Community

Members

President	Dr. Erik J. Champy '89, '94G
Trustee	Dr. Alyce M. Davis '75
Vice President	Ms. Pamela A. Doherty '92
Historian	Dr. Marilyn E. Flaherty '54
Secretary	Mrs. Stephanie S. Magdis '06G
	Mrs. Linda A. Brown M.S.W. '02, '04G
	Mr. Robert W. Callahan '72
	Ms. Eileen Smith Connolly '59, '77G
	Mrs. Jacqueline M. Coogan '70
	Major Thomas J. Cullinane '86
	Mrs. Rose M. DeLuca '73, '03G
	Mr. Richard F. Durgan '69
	Mr. Robert D. Ellison '92
	Ms. Dorothy (Mauriello) Foley '48
	Dr. Judith Josephs '63, '65G
	Ms. Sheila P. Kearney '54, '67G
	Ms. Josephine E. Kennedy '72, '76G
	Ms. Franlinette Khuon '95G
	Ms. Patricia M. Libby '71

Ms. Andrea C. Liftman '75G
Mr. Frank A. Lillo '64, '69G
Ms. Fatbardha Male '08G
Mr. Dexter McKenzie '95
at large - regional Ms. Joanne Mendes '79
Professor Jane E. Moroney '60, '62G
Dr. Jo-Anne D. Murphy '77G
Mr. Sean P. O'Brien '12
Mrs. Melissa A. Ogden '00
Mr. Gary M. Roach '80
Mr. Frederick A. Sannella '64
Ms. Deirdre A. Sartorelli '83
Ms. Alex L. Slazar '08, 11G
Ms. Debra Lee Surface '05
at large - regional Ms. Carol A. Vara '85, '92G
Mr. Alfred J. Viselli '59 & '64G
Mr. Joseph M. Wamness '00G
Ms. Mikki L. Wilson '09

Membership

The Board of Directors shall consist of the officers of the Association and at least twenty members with a maximum of forty elected members and such other club, class or other alumni-affinity representatives as may be appointed by the Executive Committee. This membership is comprised of:

- A. At-large members;
- B. Legacy members;
- C. Representatives of Friends or other alumni-affinity groups; and
- D. Appointed students

Tenure

The elected members of the Board of Directors shall be elected for a term of two years and shall be elected to no more than three consecutive full terms (six years). Members shall not be eligible for election or appointment to the Board of Directors again until a lapse of one term (two years).

Executive office members shall be elected for a term of two years, at which time they will be eligible for re-election for a total of four years for the following Executive Committee positions: President, Vice President, Regional Manager, and Secretary. These terms are in addition to time already served. For example, if an Executive Officer has reached his/her term limit for at-large members but still has time to serve in his/her Executive capacity, s/he may serve until s/he has maximized his Executive term limits.

Meeting schedule

The annual meeting of the Directors is held in June of each year. Regular meetings of the directors are held annually with no less than six meetings of the full board.

Name of Committee:	Finance and Facilities
Chair of Committee:	Trustee Marcel V. Quiroga
Vice Chair of Committee:	Trustee Paul Mattera
Administrative Liaison:	Andrew Soll, Vice President, Finance & Facilities 978-542-6120 asoll@salemstate.edu Donna Beaulieu, Staff Assistant, Finance & Facilities 978-542-6120 dbeaulieu@salemstate.edu

Overview of committee responsibilities:

The Finance and Facilities Committee is responsible for reviewing and recommending that the Board of Trustees approve the general operations budget of the university and general, mandatory fees. As part of this responsibility, the committee reviews periodic reports on the status of revenues and expenses relative to budgeted levels. The committee also recommends policy to direct the investment of university funds and reviews the performance of investments. The committee recommends policies relating to the acquisition and development of property and facilities, including the campus master vision for facilities development, and reviews and recommends approval by the Board of major construction projects and any debt that may be related.

Selected agenda items from past years:

- Approve final general operations budget for current fiscal year (September)
- Review projected budget and general fees options for the upcoming fiscal year (January/February)
- Approve general fees for upcoming academic year (April)
- Approve Student Government Association budget and fee for upcoming fiscal year (April)
- Approve pro forma general operations budget for upcoming fiscal year (June)
- Review budget trend overview (quarterly)
- Review performance of investments (semi-annual)
- Receive planning and design reports for capital improvements (as required)
- Approve debt financing for capital improvements (as required)
- Review various financial and investment policies (as required)

Strategic priorities for Academic Year 2012-2013:

- Review/revise investment policy and management approach
- Consider approval of new residence hall project and associated debt
- Consider approval of financing for Mainstage Theatre modernization project
- Consider restructuring of fees and revenues for day and evening undergraduate students
- Review/recommend approval of Campus Master Vision for facilities development

Name of Committee:	Risk Management and Audit Committee
Chair of Committee:	Trustee James Ansara
Vice Chair of Committee:	Trustee Jacob Segal
Administrative Liaison(s):	Dr. Stanley P. Cahill, Executive Vice President 978-542-6400, scahill@salemstate.edu Laurie Toomey, Staff Assistant 978 542-6400, ltoomey@salemstate.edu

Overview of committee responsibilities:

This committee will be active and involved in the discussion of the university's efforts to review, develop, and implement guidelines and policies to govern the process by which risk assessment and risk management and financial audit are undertaken by the institution. The safety and security of the campus and compliance with laws and regulations is fundamental to Salem State's viability and appeal. Within the broad scope of risk management, this committee will set the policies necessary to guide the university's endeavors as it seeks to achieve the highest levels of effectiveness and efficiency.

Selected agenda Items from past years: During the last academic year, the state universities put the contracts for auditor out to bid to see if they could achieve any economies of scale. After reviewing several firms, the university selected O'Connor & Drew again. O'Connor & Drew was approved by the audit committee and then full board at the March 23, 2011 board meeting.

Strategic priorities for Academic Year 2012-2013:

1. Determine the scope of risk assessment work needed for the university and decide on a systematic approach.
2. Determine the type and level of risks to be brought to the attention of the Board.
3. Determine the range of legal services needed to address risk concerns.
4. Review the university's financial statements, ensuring that the statements reflect the university's financial condition.

EXTERNAL AFFAIRS – FY2013 BOARD OF TRUSTEES BRIEFING



STAFF

Beth Bower, Chief of Staff to the President
978-542-3321; bbower@salemstate.edu

Adria Leach, Director of External Affairs
978-542-7524, aleach@salemstate.edu

EXTERNAL AFFAIRS FOCUS

External Affairs (EA) is charged with initiating, managing and monitoring the university's contact and relationships with neighbors, local, state and federal officials, government offices, non-profit agencies, and businesses. It connects the university with its surrounding communities, providing external populations access to the university's broad range of valuable resources. The EA team interacts with internal and external entities, gaining an understanding of the needs and opportunities for Salem State with regard to the external world while creating connections and opportunities for student success.

EA works closely with individuals and departments on campus to further Salem State's interests and connections as one voice. Through such coordinated outreach, Salem State will continue to grow positive relationships that serve both our students and the North Shore region.

NOTABLE SUCCESSES AND PRIORITIES

GOVERNMENT RELATIONS

Serve as liaison with federal, state and local government by providing information and advocating for university and higher education funding among other priorities. Facilitate campus connections including internships, speakers and advocacy trips; respond to requests for information; secure support letters for university grant requests; and conduct policy research

FY2012 Notable Successes

- Federal
 - Advocated for the maintenance of Pell grants and lower student loan rate
 - Hosted two former members of Congress through Congress to Campus State (All in FY2013 Budget unless otherwise noted)
 - University's operational appropriations were level funded
 - \$23,547,366 was appropriated to a collective bargaining reserves
 - State university financial aid/scholarship account was level funded
 - \$1 million of the final budget was earmarked for a new state university intern incentive program
 - STEM Pipeline Fund line item was increased from \$1 million to \$1.5 million
 - \$3.25 million in new funding was allocated for a scholarship program that will provide financial assistance to students who are pursuing programs that are determined to be in high-demand professions
 - In the Health Care Cost Containment Bill: Option established for increased funding to the Massachusetts Nursing and Allied Health Workforce Development Trust to support strategies that increase the number of public higher education faculty members and students who participate in programs that support careers in fields related to nursing and allied health.
 - Supported the president as chair of the Council of State University Presidents

- Municipal
 - Updated the SILOT agreement with the city of Salem
 - Worked with the Mayor's office, the Salem State University Neighborhood Advisory Committee (SSUAC), and the City Engineer to address dangerous conditions at the intersection of Raymond Road, Loring Ave. and Broadway.
 - Worked with the Mayor and the School Superintendent to realize the Bentley School Summer Program for English Language Learners(ELL)

FY2013 Priorities

- Federal
 - Maintenance of student loan programs, Pell grants and TRIO programming
 - Reauthorization of the Workforce Investment Act
 - Reauthorization of the Higher Education Act
- State
 - Increase state appropriation and financial aid/scholarship support for students
 - Advocate for the financing of capital projects
- Municipal
 - Continue to support the president's work around improving the Salem Public Schools.

ECONOMIC DEVELOPMENT

Promote and expand the role of the university in the economic, social, and cultural life of the North Shore

FY2012 Notable Successes

- Working with Student Life and the Salem Chamber of Commerce, developed Salem State University month in September 2011
- Continued President's Night Out events
- Coordinated a Salem Chamber After Hours and Salem Rotary meeting on campus
- Participated in events and meetings with the Boston Chamber of Commerce, New England Board of Higher Education, New England Council, Newburyport Chamber of Commerce, North Shore Chamber of Commerce, Progressive Business Network, Salem Chamber of Commerce, Salem Main Streets, and the Salem Partnership
- Supported the president's work with the North Shore Alliance for Economic Development

FY2013 Priorities

- Expand connections to area chambers of commerce by integrating outreach throughout the campus community
- Plan for connection of university programs/departments to other areas in the North Shore

NEIGHBORHOOD RELATIONS

Educate and respond to issues from abutters and neighbors (traffic, parking, off-campus student issues, construction) through direct communications, the Salem State University Neighborhood Advisory Committee (city committee), and city officials.

FY2012 Notable Successes

- Managed neighborhood communication including neighborhood email blasts, mass-mailings, and supporting the city's Salem State University Neighborhood Advisory Committee (SSUAC)
- Fielded and responded to nearly 90 neighborhood inquiries in FY2012
- Supported on-campus construction projects, representing the interests of the neighbors and bringing their concerns to light for the Library and Learning Commons and the start of the Fitness and Recreation Center

- Instituted the first Salem State University Community Open House
- Peabody Essex Museum is modeling their neighborhood communication plan for their expansion after the EA neighborhood communication plan

FY2013 Priorities

- Good Neighbor Campaign: Address off-campus rental housing issues in cooperation with Enrollment Management/Student Life, Risk Management and Salem Police Community Impact Unit (CIU) to address recurring complaints regarding student behavior.
- Neighborhood liaison for construction projects (Library and Learning Commons Completion, old Library Demolition and Fitness Center) and the SSSUAC

CIVIC ENGAGEMENT

Community service and service learning expansion and support throughout campus; providing connections, building capacity, including professional development, while solidifying and expanding campus partnerships with non-profits throughout North Shore for both volunteer and academic opportunities

FY2012 Notable Successes

- Clearinghouse for external organizations that wish to partner with the university in the area of service and has connected organizations to various departments on campus when appropriate
- Maintained and monitored existing relationships with the twelve organizations identified in President Meservey's civic engagement pilot program
- Part of team that secure Salem State's third Americorps*VISTA member through the Massachusetts Campus Compact

FY2013 Priorities

- Continue to serve as clearinghouse and build capacity and institutional support for civic engagement through the Civic Engagement Committee

SALEM STATE UNIVERSITY ASSISTANCE CORPORATION



Chief Executive Officer: Christine Sullivan, csullivan@enterprisectr.org
Chief Operating Officer: Laura Swanson, lswanson@enterprisectr.org

Overview

The Salem State University Assistance Corporation (SSUAC), is a non-profit organization established by an act of the legislature, in 1996. Its purpose is to “provide a vehicle with the necessary flexibility to prudently pursue such opportunities for the benefit of Salem State College, its present and future students and the commonwealth.” In keeping with that charge, SSUAC purchased the GTE Sylvania property located on Loring Avenue known today as the Central Campus. In 2010, SSUAC purchased the Weir property located between Loring Avenue and Canal Street.

The Assistance Corporation has two major components: The Enterprise Center at Salem State University and a business incubator/office space. The Enterprise Center offers programs, networking opportunities, and individualized training for all members of the business community. Sole proprietors, small businesses, entrepreneurs, start-ups and non-profits all avail themselves of the programming and in 2011 over 5,000 individuals from nearly 150 communities participated in the program. Most are two – four hour programs and the vast majority is at no cost to the participant. The Enterprise Center hosts the North Shore Business Plan competition annually.

First-class office space as well as areas for light manufacturing is available in the SSUAC 53,000 SF facility. Both come with free parking, use of conference and training rooms on a first come/first served basis, and a shared kitchen and dining area. The Enterprise Center offers a welcoming environment for tenants and clients alike.

Board of Directors

The Board of Directors is comprised of thirteen directors. Four members are appointed by the Salem State University Board of Trustees; three members are gubernatorial appointments; one member is appointed by the president of Salem State University and five are member by virtue of their positions (president of the university; mayor of the city of Salem; representative of the Salem Chamber of Commerce; representative of the Salem Partnership; and the city of Salem planner). The Salem State University Board of Trustees selects the chair of the Board of Directors.

Salem State University Board of Trustees appointees:

Joseph Correnti (Chair)
Serafini, Darling and Correnti, Attorneys at Law

Tom Dusenberry
CEO, Dusenberry Entertainment

Gordon Hall, III
The Hall Company, Inc.

Vacancy

Gubernatorial appointees

Lee Dellicker
President, Windover Construction

Carl Swanson
Swanson Energy Group Inc.

Vacancy

Presidential appointee

David Perini
Principal, David Perini Enterprises

Appointments by position

Hon. Kim Driscoll
Mayor, City of Salem

Lynn Duncan
City Planner, Salem

Dr. Patricia Maguire Meservey
President, Salem State University

Rinus Oosthoek
Salem Chamber of Commerce

Patrick Delulis
The Salem Partnership

Name of Committee:	Executive Committee
Chair of Committee:	Chair Pamela Scott
Vice Chair of Committee:	Vice Chair David Abdo
Administrative Liaison(s):	Patricia Maguire Meservey, President 978-542-6134, pmeservey@salemstate.edu Jean Fleischman, Secretary to the Board of Trustees 978-542-6613, jfleischman@salemstate.edu

Overview of committee responsibilities:

This committee's primary purpose is to act on behalf of the board when immediate board action is necessary. It is also, however, responsible for considering and acting upon proposals by the President for action which the Board has authorized the President to take. An area of regular action for this committee is the annual review and authorization of honorary degree recipients and commencement speakers. This committee can also consider and make recommendations to the Board for the revision of the By Laws. It is also able to recommend to the Board the naming of buildings, streets, ways and other campus properties. The Executive Committee reviews and recommends to the Board candidates for the board of the Salem State University Assistance Corporation, including that body's chair. It also reviews the recommendations of the President and recommends to the Board the full range of personnel actions, other than those involving faculty and librarians, in accordance with collective bargaining agreements, BHE and Board policies. Finally, the Executive Committee is responsible for conducting formal hearings, if referred from the Board or any committee of the board and to make recommendations to the Board on any matter heard, in keeping with M.G.L. 30A.

Selected agenda Items from past years:

- Library naming authorization/request to DHE (June, 2012)
- Personnel actions for two Vice Presidents, a hire and a promotion (May, 2012 and August, 2012)
- Adoption of remote participation for board members (February, 2012)
- Authorization for the president to recruit commencement speakers and offer honorary degrees on behalf of the institution (November, 2011)
- Recommend adoption of new commencement format (November, 2009)
- Appointment of J. Correnti as chair of Salem State College Assistance Corporation Board (September, 2009)

Strategic priorities for Academic Year 2012-2013:

- By Law revision adoption (October, 2012)
- Appointment to fill SSU seat on Salem State University Assistance Corporation board (October, 2012 and February, 2013)
- Commencement honoree and speaker authorization (November, 2012)

Salem State University Foundation
Comprehensive Campaign Naming Opportunities

9/19/12 - Att. N

CONFIDENTIAL
-DRAFT-

	A	B
1	Naming Opportunity	# avail.
2	Center for the Creative and Performing Arts	
3	CCPA Building Complex - Taken	1
4	Stage and House	1
5	Rehearsal Space	1
6	Balcony	1
7	Main Theater Lobby - Taken	1
8	Green Room	1
9	Sound and Light Control - Taken	1
10	Box Office	1
11	Loge Boxes	8
12	Theater Curtain	1
13	Teaching Studio	1
14	Dressing Rooms	2
15	Costume Shop	1
16	Accessibility Facets	1
17	Callan Studio Theater Lobby	1
18	Library and Learning Commons	
19	Library/Learning Commons Building - Taken	1
20	Learning Commons	1
21	Student Academic Support Services	1
22	Lobby - Library and Learning Commons Building	1
23	Center for Disability Services	1
24	Center for Academic Advising	1
25	Reference Room	1
26	Periodical Reading Room	1
27	Current Periodicals area	1
28	Circulation area	1
29	Archives Collection	1
30	Writing Center	1
31	Honors Program Center	1
32	Library Instructional Lab	3

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Comprehensive Campaign Naming Opportunities

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	A	B
33	Library Café	1
34	Learning Commons Multi-purpose Room	1
35	Education Resources Area	1
36	Student Academic Support Services Conference Room	2
37	Library Reading Room	2
38	Library Group Study Rooms	12
39	Learning Commons Computer and Testing Lab	1
40	Faculty Research Room	1
41	Disability Services Testing Laboratory	1
42	Disability Services Conference Rooms	2
43	Dean's Office Suite	1
44	Dean's Conference Room, Library	1
45	Adaptive Technology Room	1
46	Other Campus Naming Opportunities	
47	Marsh Hall	1
48	South Campus	1
49	North Campus	1
50	Central Campus	1
51	Business/Music Building	1
52	Atlantic Hall	1
53	Cat Cove Marine Laboratory	1
54	Recital Hall	1
55	Financial Technology Lab	1
56	Center for Diversity and Cultural Enrichment	1
57	Tennis Courts	1
58	Baseball Field	1
59	Center for Career Services	1
60	Marsh Hall Front Lobby	1
61	Marsh Hall Dining Commons	1
62	Marsh Hall 210 Meeting Room	1
63	Bertolon Main Entrance	1
64	Commuter Lounge	1

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	A	B
65	Marsh Hall Courtyard	1
66	Women's Locker Rooms	1
67	Men's Locker Rooms	1
68	Marsh Hall Dining Commons Meeting Room	1
69	Stanley Building Rehearsal Studio	1
70	Atlantic Hall Seminar Room	1
71	Atlantic Hall Lounge	1
72	Atlantic Hall Fitness Room	1
73	Conference Room	1
74	Marsh Hall Residence Hall Lounge	1
75	Marsh Hall Residence Fitness Room	1
76	Marsh Hall 204 Meeting Room	1
77	Recital Piano	1
78	Green Room @ Recital Hall	1
79	Smart Class Room	4
80	Dean's Office Suite	1
81	Dean's Conference Room, CHHS, Harrington 104	1
82	Computer Labs, South Campus	2
83	Marsh Hall 2nd floor Patio	1
84	English Department Seminar Room	1