



**MEETING OF THE BOARD OF TRUSTEES
June 7, 2017**

PRESENT: Trustees Mattera (chair), Duperval, Katzman, Lutts, Scott, Segal and President Meservey. Trustees Chisholm and Murphy participated by phone. Advisory Member Gadenne and secretary to the Board Montague and assistant secretary Sadowski were also present.

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 7, 2017, with Paul Mattera, Chair, presiding.

Note –In accordance with the Massachusetts Open Meeting Law, where there is remote participation by members of public bodies in public meetings all votes are taken by roll call.

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I. CALL TO ORDER

Call to Order

Chair Mattera called the meeting to order at 5:44 p.m.

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II. CONSENT AGENDA: APPROVAL OF MINUTES & COMMITTEE REPORTS

Consent Agenda

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

VOTED: To approve the Consent Agenda (Attachment CA-16-05)

Voting in the affirmative: Trustees Chisholm, Duperval, Katzman, Lutts, Murphy, Scott, Segal, Mattera
Voting in the negative: None
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III. COMMITTEE ACTIONS

Academic Affairs & Student Life: Trustee Katzman offered a motion from the committee regarding the four Personnel recommendation from the Academic Affairs and Student Life Committee and with one roll call it was unanimously,

*Academic Affairs:
Approval of Personnel Actions –*

VOTED: Motion 1: To recommend to the full board the personnel actions for Faculty Tenure status as presented.

Faculty Tenure

Motion 2: To recommend to the full board the personnel actions for Faculty Tenure with Promotion to the rank of Associate Professor as presented.

Associate Professor

Motion 3: To recommend to the full board the personnel actions for Faculty Promotion to the rank of Associate Professor and Full Professor as presented.

Associate Professor & Full Professor

Motion 4: To recommend to the full board the personnel action for Faculty Promotion to the rank of Professor Emeritus, Professor Emerita, Associate Professor Emerita, Assistant Professor Emerita, and Librarian Emeritus as presented. (AA-16-06)

Professor Emeritus, Professor Emerita, Assistant Professor Emerita and Librarian Emeritus

Voting in the affirmative: Trustees Chisholm, Duperval, Katzman, Lutts, Murphy, Scott, Segal, Mattera
Voting in the negative: None

Finance & Facilities: Trustee Lutts made a motion from the committee for consideration to approve all tuition and rates for the 2017-18 academic year (FY18). In addition he offered the committees' recommended motion for the Fiscal Year 2017-18 All Funds Budget. Following a brief discussion and with no further questions Trustee Katzman seconded the motions and it was unanimously

Finance & Facilities:

VOTED: **Motion 1: The Board of Trustees of Salem State University hereby approves the university fees as shown in the attached tuition and fee rate schedule (Attachment A). The new rates shall be effective for the 2017-18 academic year (FY18). The president and other officers of the university are hereby authorized to do all things and take all actions necessary to implement the policy. (FF-16-05)**

Approval of University Fees for AY2017-18 (FY18)

Motion 2: The Board of Trustees of Salem State University hereby approves the Fiscal Year 2017-18 All Funds Budget as recommended by the president and as shown in (Attachment B) at the level of \$185.3 million in expenses. This includes approval of the FY2018 Trust Fund Budgets and the Contracts Exceeding \$500,000 each as included in the budget package. The president and other officers of the university are hereby authorized to do all things and take all actions deemed necessary to implement this decision. (FF-16-06)

Approval of FY2017-18 All Funds Budget

Voting in the affirmative: Trustees Chisholm, Duperval, Katzman, Lutts, Murphy, Scott, Segal, Mattera
Voting in the negative: None

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*Executive
Committee:*

*Conferral of
President
Emerita status
to President
Meservey*

Executive Committee: Chair Mattera then moved on to the Executive Committee motion to confer president emerita status to President Meservey. Chair Mattera presented the motion and upon a roll call vote it was unanimously

**VOTED: To confer the title of Emerita Status as presented to:
Meservey, Patricia Maguire President Emerita effective
9/1/2017, Salem State University. (EX- 16-08)**

Voting in the affirmative: Trustees Chisholm, Duperval, Katzman, Lutts,
Murphy, Scott, Segal, Mattera

Voting in the negative: None

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IV. REPORT OF THE PRESIDENT

President Meservey shared that the university is moving away from BoardEffects for the Board of Trustees and working on to an in-house portal. We think this will better serve the board, will still provide online access to board documents and have better IT support.

President Meservey then took a few minutes to recognize that this was her final Board meeting and she wished to thank the Trustees for recognizing her work in two fabulous ways; the title of president emerita and the Maguire Meservey College of Health and Human Services. The president thanked the Trustees for their guidance over the years along with their commitment as volunteers. President Meservey then thanked her entire team, and wonderful faculty, fabulous students, the support of the alumni and community. She shared that working at Salem State has been an honor of a lifetime and her greatest privilege and she wished everyone the greatest success in the future. Chair Mattera and the Board offered President Meservey their thanks and a standing ovation.

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V. REPORT OF THE CHAIR

Chair Mattera did not have a report but rather wished to discuss the presidential search, the media attention it garnered and his thoughts on the subject. First, Chair Mattera applauded Trustee Chisholm for her excellent work on what Commissioner Santiago called “an exemplary” process. He then commended the Board for its work – especially in light of the open meeting law which can complicate difficult discussions – the trustees communicated honestly and openly and with a great deal of respect. Chair Mattera recognized some of the issues raised by the media including board makeup, gender, diversity, age, chair appointments by the governor. The Trustees had a brief discussion and decided to consider its body of work to be the best response to criticisms. Topics will also be addressed in future conversations.

*Report of the
President*

*Report of the
Chair*

* * *

VI. OLD BUSINESS

Risk Management and Audit – General Counsel and Vice President for Administration John Keenan introduced Assistant Vice President of Public Safety and Risk Management Gene Labonte who provided an overview of the 2017 Risk Report (Attachment C). University risks were identified and ranked. Priority items of concern include: backlog of deferred maintenance, data security, building security, campus events and general safety issues. There were no matters of “urgent” concern.

Off-site Meeting planning – Trustee Scott shared that some subcommittee meetings had taken place in the spring but that the committee decided to postpone until the presidential search concluded and the strategic plan further developed. Now the subcommittee would like to move forward and refine the agenda. Chair Mattera agreed and asked Board Secretary Montague to determine a convenient date for the Off-site meeting.

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VII. NEW BUSINESS

Nominating Committee Report & Election of Officers – As chair of the Nominating Committee, Trustee Katzman provided that at meeting on May 23, 2017, the committee voted to nominate Paul Mattera chair and Rob Lutts vice-chair of the Board of Trustees for FY 2018, effective July 1, 2017. With the no further discussion, Trustee Katzman offered the motion and with a roll call vote it was

VOTED: that the Board re-elect Paul Mattera chair and elect Robert Lutts vice-chair as officers for FY2018, effective July 1, 2017. (NB-16-03)

Voting in the affirmative: Trustees Chisholm, Duperval, Katzman, Lutts, Murphy, Scott, Segal
Voting in the negative: None
Abstained: Mattera

Executive Committee – Chair Mattera called for nominations for Executive Committee and Trustee Segal brought forward three nominations (chair and vice chair are automatically part of the committee) Trustees Scott, Malcolm and Chisholm. Trustee Katzman offered a second, and with no further discussion it was unanimously

VOTED: To elect Trustees Scott, Malcolm and Chisholm to the Executive Committee for AY 2017-18. (NB-16-04)

Voting in the affirmative: Trustees Chisholm, Duperval, Katzman, Lutts, Murphy, Scott, Segal, Mattera
Voting in the negative: None

*Old Business:
Risk Report
Off-site Meeting Planning*

*New Business:
Nominating Committee Report*

FY18 Election of Officers

Election of Executive Committee for AY2017-18

Appointment of Audit Firm – Vice President of Finance and Business House discussed that due to staffing changes and a lack of expertise in our industry the university recommends the appointment of O’Connor and Drew to perform auditing services at a significant savings. Trustee Segal presented the motion Trustee Lutts seconded and with a roll call vote it was unanimously

VOTED: **The Board of Trustees of Salem State University hereby approves the appointment of O’Connor & Drew, PC to perform audit services for FY17 at a cost of \$77,250 for the base audit, \$5,000 for the MOSFA (state financial aid engagement) and \$4,500 per program for additional major programs tested during the Single Audit phase of the engagement. The president and other officers of the university are hereby authorized to do all things and take all actions deemed necessary to implement this decision. (NB-16-05)**

Voting in the affirmative: Trustees Chisholm, Duperval, Katzman, Lutts, Murphy, Scott, Segal, Mattera
Voting in the negative: None

Appointment of Transition Committee – Chair Mattera shared that following a presidential search it is best practice to have a board committee transition in a new president. He suggested an ad hoc committee and appointed Trustees Lutts (chair), Chisholm (vice chair), Provost Silva, Vice President for Finance and Business House, Vice President of Institutional Advancement Cynthia McGurren and President Meservey to serve on the committee.

Appointment of Strategy Committee: Chair Mattera offered a few words regarding a second ad hoc committee on strategy that he is creating. He is appointing Trustee Murphy as chair along with Trustee Katzman as vice chair. Other membership will be considered over the summer.

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VIII. OPEN FORUM

Chair Mattera announced that at this time the floor was open for public comment. Hearing no comments or questions open forum was closed.

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IX. RECOGNITION OF OUTGOING TRUSTEES

Chair Mattera expressed his thanks to all of the trustees for their work throughout the academic year and then took a few minutes to recognize departing and recently departed trustees. He noted that Trustee Stringer was traveling and unable to attend today’s meeting. The Chair acknowledged David Abdoo who was appointed in March, 2005 by Governor Romney and reappointed in 2010 by Governor Patrick, and had completed ten years on the Board. Dave served two terms as Chair of the Board and one year as Vice-chair. He also served on all of the Board’s committees and as a savvy communicator and politico he generously shared his talents with the university. A 1997 graduate of the university, Dave has been steadfast in his dedication to his alma mater and ensuring that public education remains affordable for all students.

Appointment of Audit Firm for FY17:

O’Connor & Drew, PC

Transition Committee Appointments

Open Forum

Recognition of Outgoing Trustees

Chair Mattera then recognized Jacob Segal who was appointed to the Board in 2007 and reappointed in 2012, both times by Governor Patrick. Jacob is currently completing a ten year term. Jacob served three terms as Board Chair and also served on all of the Board's committees. As a successful attorney for over 50 years, the university has benefitted greatly from Jacob's service. For over 25 years, Jacob served on the Foundation Board ultimately as its President before joining the Board of Trustees. It's been said that the most important job a board members performs is the selection of a president and much to his own chagrin, Jacob has completed this task twice. Jacob has always put the needs of the university's students first and stressed the importance for all students to have access to higher education.

Chair Mattera thanked the departing trustees for their extraordinary leadership, body of work, and for exemplifying the highest standards of a Trustee.

X. ADJOURNMENT

Adjournment

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

VOTED: To adjourn the meeting at

Respectfully submitted,



Patricia Maguire Meservey
President



Lynne Montague
Secretary to the Board of Trustees

MEETING OF THE BOARD OF TRUSTEES

June 7, 2017
Salem State University
Salem, Massachusetts

Consent Agenda Items:

Minutes:

Board of Trustees - Special Meeting: April 22, 2017
Nominating: May 23, 2017
Board of Trustees -Special Meeting: May 24, 2017
Risk Management & Audit: May 24, 2017
Institutional Advancement, Marketing & Communications: May 24, 2017
Academic Affairs & Student Life: May 24, 2017
Finance & Facilities: May 24, 2017
Executive: May 24, 2017

ATTACHMENT A

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

Effective: September 1, 2017

<u>CANDIDATE</u>	<u>ACTION</u>	<u>DEPARTMENT</u>
Alves, Brian	Tenure	Art + Design
Guo, Hongtao	Tenure	Accounting & Finance
Charner-Laird, Megin	Tenure with Promotion to Associate Professor	Childhood Education & Care
Harvey, Michael	Tenure with Promotion to Associate Professor	Theatre & Speech Communication
Healy, Noel	Tenure with Promotion to Associate Professor	Geography
Robinson, Jennifer	Tenure with Promotion to Associate Professor	Criminal Justice
Aparicio, Carlos	Promotion to Full Professor	Psychology
Cassano, Christina	Promotion to Associate Professor	Childhood Education & Care
Flynn, Regina	Promotion to Associate Professor	English
Hains, Rebecca	Promotion to Full Professor	Communications
Hubeny, J. Bradford	Promotion to Full Professor	Geological Sciences
Jain, Anurag	Promotion to Full Professor	Marketing & Decision Sciences
McLyman, Meghan	Promotion to Full Professor	Music & Dance
Morris, Christopher	Promotion to Associate Professor	Theatre & Speech Communication
Pariser, Harold	Promotion to Associate Professor	Biology
Peary, Alexandria	Promotion to Full Professor	English
Ritchie, Leah	Promotion to Full Professor	Management
Steenrod, Shelley	Promotion to Full Professor	School of Social Work
Tang, Zaiyong	Promotion to Full Professor	Marketing & Decision Sciences
Tschakert, Norbert	Promotion to Full Professor	Accounting & Finance
Breitborde, Mary-Lou	Promotion to Professor Emerita	Secondary and Higher Education
Byrne, Mary	Promotion to Associate Professor Emerita	School of Social Work
Corbett, Caitlin	Promotion to Professor Emerita	Music & Dance
Facella, Carol	Promotion to Professor Emerita	Criminal Justice
Maciejewicz, Elizabeth	Promotion to Assistant Professor Emerita	Theatre & Speech Communication
Morrison, Victoria	Promotion to Associate Professor Emerita	Healthcare Studies
Pew, Stephen	Promotion to Librarian Emeritus	Library

FY2018 Fee Rates

Overview

The university presents a recommendation and attachment which includes a schedule of all tuition and fee rates proposed for FY18. Differing parties are authorized to recommend and/or establish rates (including the Commonwealth's Board of Higher Education, MSCBA, the Board of Trustees, and the administration.) The next several pages provide more detail for certain of the recommended rates than is appropriate to include in the schedule of tuition and fee rates.

In total, tuition and mandatory fees are proposed to increase by \$505 or 5.4% for in-state undergraduate students and \$521 or 3.3% for out-of-state undergraduate students.

Previously, the Salem State University Board of Trustees approved tuition and fee rates for Graduate and Continuing Education programs for FY18. Those rates are included in the package for completeness.

The schedule of tuition and fee rates is also included for information within the university's FY18 budget package.

University Fee

The university needs to raise revenue from the university fee in order to address realistic expense budget items over which it has limited control. The university proposes to increase the University Fee rate for undergraduate students by \$505 or 6% over FY2017. At the time of recommending the university's FY18 budget, the Commonwealth has not completed its budget process. The budget assumes the Commonwealth's appropriation is at the level recommended by the Governor and the House plus an amount to fund the first year of collective bargaining agreements. In addition, the Commonwealth has increased the fringe benefits charge to 36.33% for FY18.

Differential Fees

The university proposes differential fee rates for new enrollees in nine additional specific undergraduate programs in academic year 2017-18 which are more expensive to run, have limited or no capacity to add additional students and for which the existing student charge is low relative to the market. Differential fees for the initial four undergraduate programs will remain in place.

These differential rates are shown within the schedule of tuition and fee rates.

Online Course Fee

The university proposes to increase the online course fee by \$15 to \$50 per credit charge for students who elect to take undergraduate courses in an on-line format.

Other fees

The following miscellaneous fees are adjusted or proposed as noted below.

The upper range of lab fees increases from \$300 to \$500 (\$500 is recommended for glass blowing courses).

A new field placement fee for MSW courses ranging from \$100 - \$250 per course is proposed.

The undergraduate application fee increases \$10, from \$40 to \$50.

Parking violations increase by \$10, from \$15 - \$115 to \$25 - \$125 per violation.

The International Student Orientation fee is replaced with an International Student Fee at \$375 per semester.

Graduate and Continuing Education FY18 tuition and fees

The Graduate and Continuing Education tuition and fees approved for FY18 by the Board of Trustees on April 12, 2017 is included in this packet.

As part of the board discussion in April, a new fee of \$140 per credit for International Students enrolled in degree and certificate programs effective academic year 2017-18 was recommended. This was not included in the fee chart approved at that time. For completeness, this fee is listed on the Continuing Education Tuition and Fees for FY18 and requires approval.

Capital Improvement Fee and Board Plan Rates are discussed on the following pages and incorporated within the schedule of tuition and fee rates.

**FY2018 Budget
Parking Garage Funding
Capital Improvement Fee and Parking Pass Fees**

Overview

The garage is used for student parking only and supported by a combination of the Capital Improvement Fee and Parking Pass Fees.

Recommended rates to students per year

	FY2017 Current	FY2018 Proposed
Capital Improvement Fee		
Undergraduate day	\$330	\$346.50
Evening and graduate per credit	\$14	\$14.70

Parking Pass Fees

Resident Students

Atlantic parking lot pass – full year *	\$400	\$500
Bates parking lot pass – full year *	\$400	\$450
Marsh parking lot pass - full year *	\$400	\$400
Peabody parking lot pass – full year *	\$400	\$500

*Spring Term passes will be 50% of full year rates

Commuter Students

Commuter parking pass - Full year	\$125	\$150
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*Spring Term passes will be 50% of full year rates

Faculty and staff

Faculty - parking decal	\$5	\$5
Staff - parking decal	\$5	\$5

Total revenues to support the garage structure and operations are anticipated to be \$1,576,431 comprised of \$898,497 from Capital Improvement Fee and \$677,934 from parking fees in FY2018.

Expenses

- Total debt service for the structure in FY2018 will be \$1,470,300.
- Regular maintenance, utilities, and insurance in FY2018 will be \$50,997.
- These expenses total \$1,521,297, leaving a surplus of \$55,134 to fund a capital reserve for future improvements.

**FY2018 Budget
Meal Plan Rates**

Overview

The university proposes to increase the board rate for meal plans by approximately 3.7% over FY 2017.

Recommended rates to students per year

Meal Plan	FY 2017 Rate	FY 2018 Rate	\$ Increase	% Increase
10 Meal Plan	\$3,280	\$3,400	\$120	3.7 %
14 Meal Plan	\$3,560	\$3,690	\$130	3.7 %
19 Meal Plan	\$3,720	\$3,860	\$140	3.8 %
Resident & Commuter Plans	\$ 750	\$ 780	\$ 30	4.0 %

Notes

1. Resident plans: required for Atlantic and Bates residents.
2. Meal plans: required for Peabody, Bowditch, Marsh and Viking residents.
3. Dining dollars: included in all 10 and 14 meal plans (\$200 dining dollars); 19 meal plan includes \$100 dining dollars.
4. Clipper cash: all plans include \$190 per year, an increase of \$10 over FY2017.

Revenue for the university

- As part of the university’s contractual arrangement with our food service provider, the university receives two types of commissions as revenue. First, fixed commissions totaling \$567,000 annually regardless of sales activity. Second, variable commissions of \$572,506 based on a commission rate of 6.75% of total annual sales. Combined such commissions total \$1,139,506 in FY 2018 to the university.
- The university’s override (i.e. surplus of rates paid by students offset by payments due to food service provider) will generate additional revenues of \$218,455 in FY 2018.
- Per accounting standards, the university will recognize \$291,882 in current revenues for FY 2018 reflecting the amortization of prior contractual commitments from our food service provider for dining facilities including the construction of Starbucks space in Viking Hall.

REQUEST FOR TRUSTEE ACTION

Date: June 7, 2017
To: Board of Trustees
From: Finance & Facilities Committee
Subject: FY18 University Fees
Requested Action: Approval

MOTION

The Finance and Facilities Committee hereby recommends that the Board of Trustees approve the following motion pertaining to university fees for FY18.

Recommended motion

The Board of Trustees of Salem State University hereby approves the university fees as shown in the attached tuition and fee rate schedule (Attachment A). The new rates shall be effective for the 2017-18 academic year (FY18). The president and other officers of the university are hereby authorized to do all things and take all actions deemed necessary to implement this decision.

Committee Assigned: Finance & Facilities

Committee Action: Approved

Date of Action: June 7, 2017

Trustee Action:

Trustee Approval Date:

Effective Date:

Signed: _____

Title: _____

Date: _____

**Schedule of Student Charges
2017-18 Academic Year**

IN-STATE	Fall 2017		Spring 2018		Academic Year Full-Time
	Per Credit	Full-Time	Per Credit	Full-Time	
<u>Day Undergraduate</u>					
Tuition					
In-State	\$37.92	\$455.00	\$37.92	\$455.00	\$910.00
Fees					
University Fee ¹	\$371.71	\$4,460.50	\$371.71	\$4,460.50	\$8,921.00
Capital Improvement Fee	\$14.44	\$173.25	\$14.44	\$173.25	\$346.50
SGA Fee	\$4.17	\$50.00	\$4.17	\$50.00	\$100.00
Total Tuition and Fees					
In-State	\$428.24	\$5,138.75	\$428.24	\$5,138.75	\$10,277.50
<u>Evening Undergraduate (SCPS)</u>					
Tuition					
In-State	\$115.00		\$115.00		
Fees					
Course Fee	\$247.30		\$247.30		
Capital Improvement Fee	\$14.70		\$14.70		
SGA Fee	\$4.17		\$4.17		
Total Tuition and Fees					
In-State	\$381.17		\$381.17		
<u>Graduate - Tier 1</u>					
Tuition					
In-State	\$140.00		\$140.00		
Fees					
Course Fee	\$254.30		\$254.30		
Capital Improvement Fee	\$14.70		\$14.70		
Total Tuition and Fees					
In-State	\$409.00		\$409.00		
<u>Graduate - Tier 2</u>					
Tuition					
In-State	\$140.00		\$140.00		
Fees					
Course Fee	\$284.30		\$284.30		
Capital Improvement Fee	\$14.70		\$14.70		
Total Tuition and Fees					
In-State	\$439.00		\$439.00		
<u>Graduate - Tier 3 (business, nursing, OT)</u>					
Tuition					
In-State	\$140.00		\$140.00		
Fees					
Course Fee	\$309.30		\$309.30		
Capital Improvement Fee	\$14.70		\$14.70		
Total Tuition and Fees					
In-State	\$464.00		\$464.00		

All charges are subject to change.

**Schedule of Student Charges
2017-18 Academic Year**

IN-STATE	Fall 2017		Spring 2018		Academic Year
	Per Credit	Full-Time	Per Credit	Full-Time	Full-Time
Housing ²					
Peabody Hall/Bowditch Hall		\$4,260.00		\$4,260.00	\$8,520.00
Marsh Hall		\$4,790.00		\$4,790.00	\$9,580.00
Bates Complex - Double		\$4,910.00		\$4,910.00	\$9,820.00
Bates Complex - Single		\$5,195.00		\$5,195.00	\$10,390.00
Atlantic Hall - Double		\$5,320.00		\$5,320.00	\$10,640.00
Atlantic Hall - Single		\$5,905.00		\$5,905.00	\$11,810.00
Viking Hall - Double		\$4,900.00		\$4,900.00	\$9,800.00
Viking Hall - Single		\$5,195.00		\$5,195.00	\$10,390.00
Viking Hall - Double Suite		\$5,005.00		\$5,005.00	\$10,010.00
Viking Hall - Single Suite		\$5,300.00		\$5,300.00	\$10,600.00
Meal Plans					
Commuter Meal Plan ³		\$390.00		\$390.00	\$780.00
Resident Meal Plan ⁴		\$390.00		\$390.00	\$780.00
10-Meal Plan		\$1,700.00		\$1,700.00	\$3,400.00
14-Meal Plan ⁵		\$1,845.00		\$1,845.00	\$3,690.00
19-Meal Plan		\$1,930.00		\$1,930.00	\$3,860.00
Miscellaneous Fees					
Mass PIRG Fee (waivable each semester) ⁶		\$10.00		\$10.00	\$20.00
Resident Parking (Atlantic and Peabody lots)		\$250.00		\$250.00	\$500.00
Resident Parking (Bates lot)		\$225.00		\$225.00	\$450.00
Resident Parking (Marsh lot)		\$200.00		\$200.00	\$400.00
Commuter Parking		\$75.00		\$75.00	\$150.00
International Student Fee ⁷		\$375.00		\$375.00	\$750.00
Records Fee-for non-matriculated students		\$10.00		\$10.00	\$20.00

Online courses (undergraduate) per credit ⁸					\$50.00
Health Insurance -- (waivable) ⁹					\$2,755.00
Matriculation Fee -- new matriculated students (one-time)					\$250.00
Differential Fees for Undergraduate Programs					
Art ¹¹		\$125.00		\$125.00	\$250.00
Biology ¹⁰		\$250.00		\$250.00	\$500.00
Chemistry ¹¹		\$250.00		\$250.00	\$500.00
Communications ¹¹		\$125.00		\$125.00	\$250.00
Computer Science ¹¹		\$250.00		\$250.00	\$500.00
Dance ¹¹		\$125.00		\$125.00	\$250.00
Education ¹⁰		\$125.00		\$125.00	\$250.00
Geography (including Cartography) ¹¹		\$250.00		\$250.00	\$500.00
Geology ¹¹		\$250.00		\$250.00	\$500.00
Music ¹¹		\$125.00		\$125.00	\$250.00
Social Work ¹⁰		\$125.00		\$125.00	\$250.00
Theatre (BA and BFA) ¹¹		\$125.00		\$125.00	\$250.00
Nursing ¹⁰		\$500.00		\$500.00	\$1,000.00
Social Work ¹⁰		\$125.00		\$125.00	\$250.00
Accelerated 2nd Degree for Bachelor of Science, Nursing (BSN) ¹²					

**Schedule of Student Charges
2017-18 Academic Year**

IN-STATE	Fall 2017		Spring 2018		Academic Year Full-Time
	Per Credit	Full-Time	Per Credit	Full-Time	

NOTES:

- 1 The University Fee represents the fee anticipated for 2017-18. Fees may change by action of the Board of Trustees.
- 2 Housing rates include (1) \$20 per semester/\$40 per year Residence Hall Association Fee and (2) \$305 per semester/\$610 per year Technology/Student Service/Programming Fee
- 3 Charged to all commuter students. Required for all first-year students in first two semesters of attendance; waivable for other students. Includes \$295 dining dollars and \$95 ClipperCash per semester.
- 4 Minimum required for residents of Atlantic Hall and Bates. Includes \$295 dining dollars and \$95 Clipper Cash per semester.
- 5 Minimum required for residents of Peabody, Bowditch, Marsh and Viking Halls. All plans include \$95 ClipperCash per 10-meal and 14-meal plans include \$200 Dining Dollars; 19-meal plan includes \$100 Dining Dollars.
- 6 Charged for all day students each semester. Student may opt out and have fee waived on line.
- 7 Applicable to all matriculated international students with a Salem State-issued visa (excluding ESL students)
- 8 All undergraduate students taking online courses to be charged \$50 per credit
- 9 Charged for all students enrolled in at least 75 percent of a full-time course load. Student may opt out and have fee waived if covered by other health insurance. For spring only the prorated charge would be \$1,614.
- 10 Annual additional fees applicable beginning with academic year 2016-17 entrants to the program (incoming or transfers).
- 11 Annual additional fees applicable beginning with academic year 2017-18 new entrants to the program (incoming or transfers)
- 12 Accelerated 2nd Degree for Bachelor of Science, Nursing (BSN) is a cohort based program with a charge of \$470 per credit.

FT Undergraduate - In-state	Actual FY17	Proposed FY18	Amount Increase	% Increase
Tuition	910	910	0	0.0%
University Fee	8,416	8,921	505	6.0%
Tuition and University Fee Only	9,326	9,831	505	5.4%
Capital Improvement Fee	330	347	17	5.0%
SGA Fee	80	100	20	25.0%
Total Tuition and Fees	9,736	10,278	542	5.6%
Room	8,160	8,520	360	4.4%
Board	3,560	3,690	130	3.7%
Total Tuition and Fees, Room and Board	21,456	22,488	1,032	4.8%

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

**Schedule of Student Charges
2017-18 Academic Year**

OUT-OF-STATE	Fall 2017		Spring 2018		Academic Year
	Per Credit	Full-Time	Per Credit	Full-Time	Full-Time
Day Undergraduate					
Tuition					
Out-of-State	\$293.75	\$3,525.00	\$293.75	\$3,525.00	\$7,050.00
Fees					
University Fee ¹	\$383.72	\$4,604.64	\$383.72	\$4,604.64	\$9,209.28
Capital Improvement Fee	\$14.44	\$173.25	\$14.44	\$173.25	\$346.50
SGA Fee	\$4.17	\$50.00	\$4.17	\$50.00	\$100.00
Total Tuition and Fees					
Out-of-State	\$696.08	\$8,352.89	\$696.08	\$8,352.89	\$16,705.78

Evening Undergraduate (SCPS)					
Tuition					
Out-of-State	\$285.00		\$285.00		
Fees					
Course Fee	\$247.30		\$247.30		
Capital Improvement Fee	\$14.70		\$14.70		
SGA Fee	\$4.17		\$4.17		
Total Tuition and Fees					
Out-of-State	\$551.17		\$551.17		

(1) International Students - Supplemental Charge - \$140 per credit; effective fall 2017

Graduate- Tier 1					
Tuition					
Out-of-State	\$230.00		\$230.00		
Fees					
Course Fee	\$254.30		\$254.30		
Capital Improvement Fee	\$14.70		\$14.70		
Total Tuition and Fees					
Out-of-State	\$499.00		\$499.00		

Graduate - Tier 2					
Tuition					
Out-of-State	\$230.00		\$230.00		
Fees					
Course Fee	\$284.30		\$284.30		
Capital Improvement Fee	\$14.70		\$14.70		
Total Tuition and Fees					
Out-of-State	\$529.00		\$529.00		

Graduate - Tier 3 (business, nursing, OT)					
Tuition					
Out-of-State	\$230.00		\$230.00		
Fees					
Course Fee	\$309.30		\$309.30		
Capital Improvement Fee	\$14.70		\$14.70		
Total Tuition and Fees					
Out-of-State	\$554.00		\$554.00		

All charges are subject to change.

**Schedule of Student Charges
2017-18 Academic Year**

OUT-OF-STATE	Fall 2017		Spring 2018		Academic Year
	Per Credit	Full-Time	Per Credit	Full-Time	Full-Time
Housing ²					
Peabody Hall/Bowditch Hall		\$4,260.00		\$4,260.00	\$8,520.00
Marsh Hall		\$4,790.00		\$4,790.00	\$9,580.00
Bates Complex - Double		\$4,910.00		\$4,910.00	\$9,820.00
Bates Complex - Single		\$5,195.00		\$5,195.00	\$10,390.00
Atlantic Hall - Double		\$5,320.00		\$5,320.00	\$10,640.00
Atlantic Hall - Single		\$5,905.00		\$5,905.00	\$11,810.00
Viking Hall - Double		\$4,900.00		\$4,900.00	\$9,800.00
Viking Hall - Single		\$5,195.00		\$5,195.00	\$10,390.00
Viking Hall - Double Suite		\$5,005.00		\$5,005.00	\$10,010.00
Viking Hall - Single Suite		\$5,300.00		\$5,300.00	\$10,600.00
Meal Plans					
Commuter Meal Plan ³		\$390.00		\$390.00	\$780.00
Resident Meal Plan ⁴		\$390.00		\$390.00	\$780.00
10-Meal Plan		\$1,700.00		\$1,700.00	\$3,400.00
14-Meal Plan ⁵		\$1,845.00		\$1,845.00	\$3,690.00
19-Meal Plan		\$1,930.00		\$1,930.00	\$3,860.00
Miscellaneous Fees					
Mass PIRG Fee (waivable each semester) ⁶		\$10.00		\$10.00	\$20.00
Resident Parking (Atlantic and Peabody lots)		\$250.00		\$250.00	\$500.00
Resident Parking (Bates lot)		\$225.00		\$225.00	\$450.00
Resident Parking (Marsh lot)		\$200.00		\$200.00	\$400.00
Commuter Parking		\$75.00		\$75.00	\$150.00
International Student Fee ⁷		\$375.00		\$375.00	\$750.00
Records Fee-for non-matriculated students		\$10.00		\$10.00	\$20.00

Online courses (undergraduate) per credit ⁸					\$50.00
Health Insurance -- (waivable) ⁹					\$2,755.00
Matriculation Fee -- new matriculated students (one-time)					\$250.00
Differential Fees for Undergraduate Programs					
Art ¹¹		\$125.00		\$125.00	\$250.00
Biology ¹⁰		\$250.00		\$250.00	\$500.00
Chemistry ¹¹		\$250.00		\$250.00	\$500.00
Communications ¹¹		\$125.00		\$125.00	\$250.00
Computer Science ¹¹		\$250.00		\$250.00	\$500.00
Dance ¹¹		\$125.00		\$125.00	\$250.00
Education ¹⁰		\$125.00		\$125.00	\$250.00
Geography (including Cartography) ¹¹		\$250.00		\$250.00	\$500.00
Geology ¹¹		\$250.00		\$250.00	\$500.00
Music ¹¹		\$125.00		\$125.00	\$250.00
Social Work ¹⁰		\$125.00		\$125.00	\$250.00
Theatre (BA and BFA) ¹¹		\$125.00		\$125.00	\$250.00
Nursing ¹⁰		\$500.00		\$500.00	\$1,000.00
Social Work ¹⁰		\$125.00		\$125.00	\$250.00
Accelerated 2nd Degree for Bachelor of Science, Nursing (BSN) ¹²					

All charges are subject to change.

**Schedule of Student Charges
2017-18 Academic Year**

OUT-OF-STATE	Fall 2017		Spring 2018		Academic Year
	Per Credit	Full-Time	Per Credit	Full-Time	Full-Time

NOTES:

- 1 The University Fee represents the fee anticipated for 2017-18. Fees may change by action of the Board of Trustees.
- 2 Housing rates include (1) \$20 per semester/\$40 per year Residence Hall Association Fee and (2) \$305 per semester/\$610 per year Technology/Student Service/Programming Fee
- 3 Charged to all commuter students. Required for all first-year students in first two semesters of attendance; waivable for other students. Includes \$295 dining dollars and \$95 ClipperCash per semester.
- 4 Minimum required for residents of Atlantic Hall and Bates. Includes \$295 dining dollars and \$95 Clipper Cash per semester.
- 5 Minimum required for residents of Peabody, Bowditch, Marsh and Viking Halls. All plans include \$95 ClipperCash per 10-meal and 14-meal plans include \$200 Dining Dollars; 19-meal plan includes \$100 Dining Dollars.
- 6 Charged for all day students each semester. Student may opt out and have fee waived on line.
- 7 Applicable to all matriculated international students with a Salem State-issued visa (excluding ESL students)
- 8 All undergraduate students taking online courses to be charged \$50 per credit
- 9 Charged for all students enrolled in at least 75 percent of a full-time course load. Student may opt out and have fee waived if covered by other health insurance. For spring only the prorated charge would be \$1,614.
- 10 Annual additional fees applicable beginning with academic year 2016-17 entrants to the program (incoming or transfers).
- 11 Annual additional fees applicable beginning with academic year 2017-18 new entrants to the program (incoming or transfers).
- 12 Accelerated 2nd Degree for Bachelor of Science, Nursing (BSN) is a cohort based program with a charge of \$470 per credit.

FT Undergraduate - Out-of state	Actual FY17	Proposed FY18	Amount Increase	% Increase
Tuition	7,050	7,050	0	0.0%
University Fee	8,688	9,209	521	6.0%
Tuition and University Fee Only	15,738	16,259	521	3.3%
Capital Improvement Fee	330	347	17	5.0%
SGA Fee	80	100	20	25.0%
Total Tuition and Fees	16,148	16,706	558	3.5%
Room	8,160	8,520	360	4.4%
Board	3,560	3,690	130	3.7%
Total Tuition and Fees, Room and Board	27,868	28,916	1,048	3.8%

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

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

Course fees	Range
Lab fees	\$25 - \$500 per course
Clinical Fees	\$15 - \$100 per course
Nursing Resource Center Fee	\$100 per course
Field Placement Fee for MSW courses (currently)	\$100 - \$250 per course

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

Application Fees

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

Parking fines

Various violations	\$25 - \$125 per violation
Violation Appeal Fee if appeal not granted	\$5 per violation

Late fees

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

GRADUATE Tuition and Fees For FY18

Approved by Board of Trustees April 12, 2017

AY 2018 Tier 1**Massachusetts Residents**

Tuition	\$	140.00
Fees	\$	269.00
Per Credit	\$	409.00
Per 3 Credit Course	\$	1,227.00

Out of State Residents

Tuition	\$	230.00
Fees	\$	269.00
Per Credit	\$	499.00
Per 3 Credit Course	\$	1,497.00

AY 2018 Tier 2**Massachusetts Residents**

Tuition	\$	140.00
Fees	\$	299.00
Per Credit	\$	439.00
Per 3 Credit Course	\$	1,317.00

Out of State Residents

Tuition	\$	230.00
Fees	\$	299.00
Per Credit	\$	529.00
Per 3 Credit Course	\$	1,587.00

AY 2018 Tier 3**Massachusetts Residents**

Tuition	\$	140.00
Fees	\$	324.00
Per Credit	\$	464.00
Per 3 Credit Course	\$	1,392.00

Out of State Residents

Tuition	\$	230.00
Fees	\$	324.00
Per Credit	\$	554.00
Per 3 Credit Course	\$	1,662.00

Graduate Tier Pricing by Program

TIER 1

Master's Programs

English (MA)

History (MA)

Education - Master's Programs

Art (MAT)

Chemistry (MAT)

Early Childhood Education (MEd)

Elementary Education (MEd)

English (MA/MAT)

English (MAT)

English to Speakers of Other Languages (ESOL) (MAT)

History (MAT)

Leadership in Physical Education & Movement Studies (MEd)

Library Media Studies (MEd)

Mathematics (MAT)

Middle School Math (MAT)

Reading (MEd)

Spanish (MAT)

Special Education (MEd)

Education - Licensure Only Programs:

Early Childhood Education

Elementary Education

English to Speakers of Other Languages (ESOL)

Mathematics

Reading

Special Education

Graduate Certificate Programs

Autism Spectrum Disorders

Digital Studies

Global Policy Analysis

Holocaust and Genocide Studies

Public History

Public Policy and Administration

Strategic Communications

Teaching English to Speakers of Other Languages

Certificate of Advanced Graduate Study (CAGS):

Educational Leadership

Graduate Tier Pricing by Program

TIER 2

Master's Programs

Behavior Analysis (MS)
Counseling (MS)
Industrial/Organizational Psychology (MS)
Mathematics (MS)
Social Work (MSW)

Education - Master's Programs

Higher Education in Student Affairs (MEd)
School Counseling (MEd)

Education - Licensure Only Programs:

School Counseling

Graduate Certificate Programs

Applied Behavior Analysis
Clinical Trial Management
Computer Science
Counseling
Geo-Information Science
Sport Development and Management

TIER 3

Master's Programs

Business Administration (MBA)
Nursing (MSN)
Occupational Therapy – Direct Entry (MS)
Occupational Therapy (MS)

Graduate Certificate Programs

Business
Financial Planning
Nursing Education

CONTINUING EDUCATION Tuition and Fees for FY18
AY 2018
Massachusetts Residents

Tuition	\$	115.00
Fees	\$	266.17
Per Credit	\$	381.17
Per 3 Credit Course	\$	1,143.51

Out of State Residents

Tuition	\$	285.00
Fees	\$	266.17
Per Credit	\$	551.17
Per 3 Credit Course	\$	1,653.51

International Students

Supplemental charge	\$	140.00 per credit
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Summer 2018
Massachusetts Residents

Tuition	\$	115.00
Fees	\$	203.00
Per Credit	\$	318.00
Per 3 Credit Course	\$	954.00

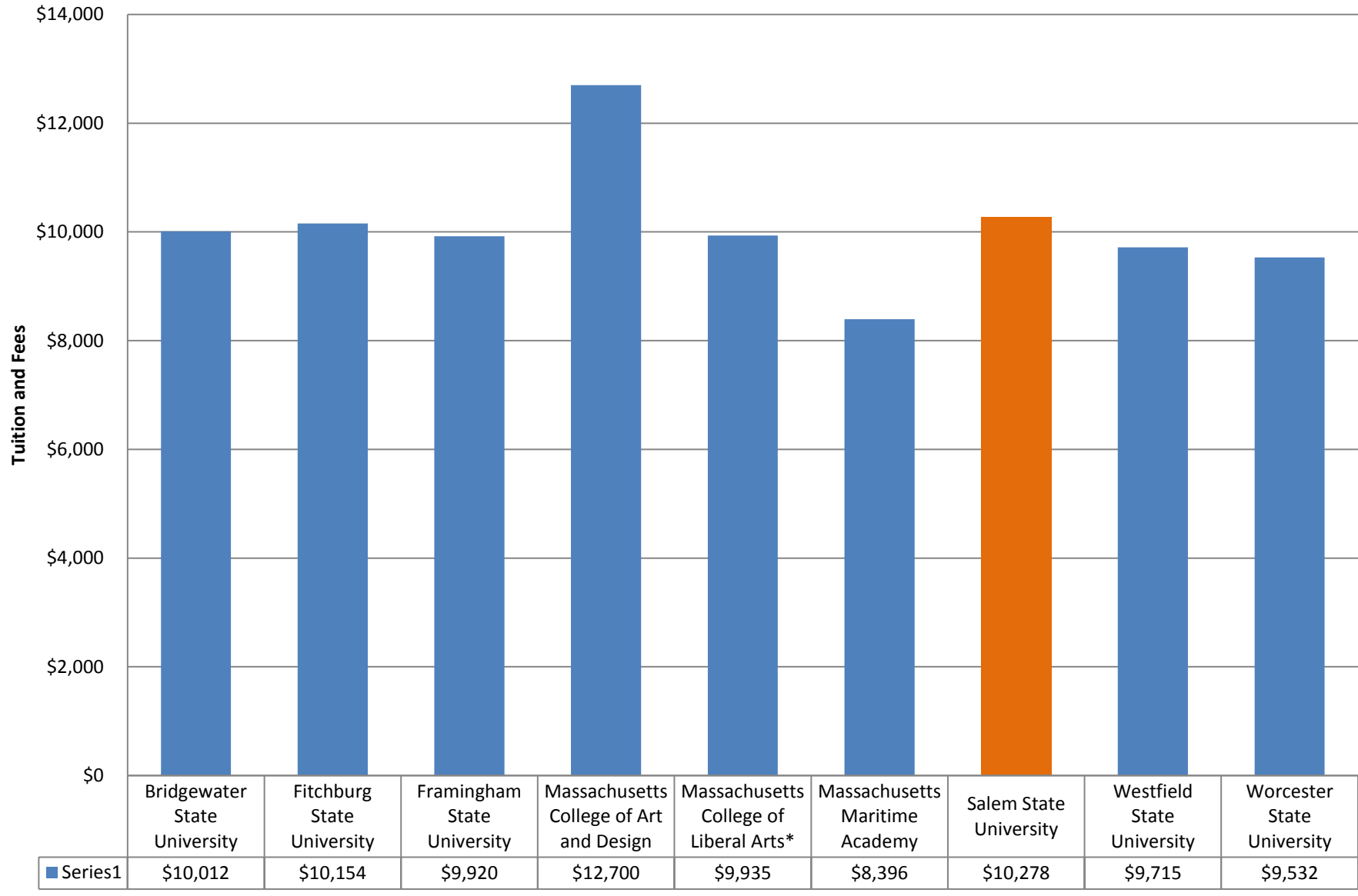
Out of State Residents

Tuition	\$	250.00
Fees	\$	203.00
Per Credit	\$	453.00
Per 3 Credit Course	\$	1,359.00

International Students

Supplemental charge	\$	140.00 per credit
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Estimated (not official/final) FY18 Tuition & Fees, FT, In-State UG Day Students as of May 24, 2017



 REQUEST FOR TRUSTEE ACTION

Date: June 7, 2017
To: Board of Trustees
From: Finance & Facilities Committee
Subject: FY18 All Funds Budget
Requested Action: Approval

The Board of Trustees must approve an all funds budget for the coming fiscal year which begins on July 1, to provide for the operation of the university. Should the state appropriation or other assumptions differ materially from the estimates, a recommended revised budget will be brought forward to the board to consider in the fall. Fee rates are recommended to the Board in a separate motion and incorporated in the budgeted revenue figures. The approval of the budget includes approval for each separate trust fund as shown on the FY2018 Trust Fund Budgets schedule included in the budget package.

MOTION

The Finance and Facilities Committee hereby recommends that the Board of Trustees approve the following motion pertaining to the FY18 All Funds Budget as described in Attachment B.

Recommended motion

The Board of Trustees of Salem State University hereby approves the Fiscal Year 2017-18 All Funds Budget as recommended by the president and as shown in Attachment B at the level of \$185.3 million in expenses. This includes approval of the FY2018 Trust Fund Budgets and the Contracts Exceeding \$500,000 each as included in the budget package. The president and other officers of the university are hereby authorized to do all things and take all actions deemed necessary to implement this decision.

Committee Assigned: Finance & Facilities
Committee Action: Approved
Date of Action: June 7, 2017

Trustee Action:

Trustee Approval Date:

Effective Date:

Signed: _____

Title: Secretary, Board of Trustees

Date: _____

FY2018 Salem State University All Funds Budget

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



Overview

Salem State University presents its Fiscal Year 2018 All Funds Budget totaling \$185.3 million in expenses. Operating revenues will grow by approximately 5.0% for FY 2018 (see Exhibit 1). The budget relies on assumptions about all activities as of mid-May 2017. This is especially relevant for the state appropriation, student enrollment, tuition and fee rates and collective bargaining increases, none of which are yet final. The budget includes removal of \$7.7 million in one-time FY17 capital grant revenue and reflects increases in depreciation and debt service expenses based on prior capital investments. As such and despite cost containment actions, the university will rely on use of \$6.4 million of net position to present a balanced budget for FY 2018. Notably, given that depreciation will be a \$9.3 million non-cash expense, the FY2018 budget is approximately even from a cash flow perspective as an increase in cash of approximately \$152 thousand or 0.1% of the budget is anticipated.

Trust Funds Budget/Contracts Greater than \$500,000

In accordance with the university's [Trust Fund Guidelines](#) approved by the Board of Trustees in June 2016, the Trust Funds Budget displays the budgeted revenues, expenses, and changes in net position for each of the official Trust Funds in a columnar format (see Exhibit 2). Appendix I is a matrix to assist the reader to understand the definition of each Trust Fund. Also in accordance with the Trust Fund Guidelines, the Board of Trustees must approve contracts greater than \$500,000 each and may do so in conjunction with approval of the budget. Appendix II provides a list of such contracts for FY 2018 for approval.

All Funds Budget (2nd year)

Fiscal Year 2017 which ends on June 30, 2017, is the first year for which the university broadened its budgeting activity beyond an operating budget and developed an All Funds Budget. As expected, the initial year operating with an All Funds Budget was a year of learning. The university has improved its ability to report, monitor, and project the activities for the various Trust Funds. This has contributed to a more meaningful budget for FY2018. Certain activities were over budgeted in FY2017 and this has been addressed in the budget for FY2018.

Key Elements of the Budget are Summarized Below

Key Assumptions, FY 2018 Budget	FY17 Projected	FY18 Budget Amount	FY18 Change Amount	FY18 Change %
Revenue: Price & Enrollment				
In-state, commuter (rate)	\$ 9,736	\$ 10,277	\$ 541	5.6%
Out-of-state, commuter (rate)	\$ 16,148	\$ 16,706	\$ 558	3.5%
Undergraduate Day Enrollment (headcount)	6,371	6,451	80	1.3%
Tuition & Fee Revenue (\$M, net of financial aid (contra-rev & exp.))	\$ 61.412	\$ 66.697	\$ 5.286	8.6%
State Support				
State Appropriation (\$M, GAA + CBA + Formula Funding)	\$ 44.437	\$ 45.766	\$ 1.328	3.0%
State Capital Grant (\$M, non-cash revenue: Sophia Gordon Center)	\$ 7.700	\$ -	(\$7.700)	-100.0%
Compensation				
Salary & Wages (\$M, Benefitted workforce)	\$ 72.347	\$ 75.184	\$ 2.837	3.9%
Fringe Benefits Expense (\$M)	\$ 26.462	\$ 27.995	\$ 1.533	5.8%
Benefits Rates, incl. taxes	35.2%	36.3%	1.2%	3.4%
Facilities Related Expenses				
Utilities Expense (\$M)	\$ 4.176	\$ 4.407	\$ 0.231	5.5%
Debt Service Expense (\$M, Assessment + Interest Expense)	\$ 15.345	\$ 16.547	\$ 1.202	7.8%
Depreciation & Amortization (\$M, non-cash expense)	\$ 8.417	\$ 9.326	\$ 0.909	10.8%
Major Capital Projects	completion of Sophia	none		
Overall Add to (Use of) of Net Position (\$M)	\$0.710	(\$6.427)	(\$7.137)	

Uncertainties

The effort to develop the FY2018 All Funds Budget was significant, with input from a variety of sources; however the following uncertainties are acknowledged:

- The Commonwealth budget process is not expected to be complete until summer 2017. The Commonwealth is facing a significant shortfall in current year revenues and it is unclear how the university's FY2018 base appropriation, formula (performance) funding, funding for the first year of new union contracts, or other financial support from the Commonwealth (state grants) will be impacted.
- While the Enrollment Management and Schools of Graduate Studies and Continuing and Professional Studies (DGCE) teams have worked hard to recruit students, any material change in undergraduate day enrollment or credit hour enrollment from DGCE students could impact revenue.
- Proposed tuition and fee rates incorporated in the development of the budget have been presented to the Finance and Facilities Committee of the Board of Trustees for information (see Appendix III) and are not yet approved.
- Approximately 93% of the full-time workforce is unionized. The contract for one union expired on December 31, 2016 and the remaining two will expire on June 30, 2017. The contracts are being negotiated at present. A salary increase assumption has been used for budgeting purposes based on the most recent completed contract (community colleges).
- GASB 68 related pension expense is neither predictable nor controllable by the university; this non-cash expense figure is provided by the Commonwealth at the end of the operating year. Thus, no provision for GASB 68 related pension expense is included in the FY2018 budget.

Planning & Leadership

MYFP: During the current year the university developed its first-ever multi-year financial projection (MYFP). Planning assumptions, revenues, expenses, and cash flow projections were developed for FY2018 through FY2021 for a baseline scenario. For the baseline scenario the trend going forward indicates significant improvement in financial results. Improvement is based to some degree on moderating the outsized growth in compensation expenses that had been realized over the last several years, given generous collective bargaining agreement terms and conditions.

Capital Planning: Two parallel capital planning processes have occurred during FY17. The Commonwealth's Division of Capital Asset Management and Maintenance (DCAMM) undertook a Strategic Framework study to develop a data-informed, strategic, workforce-needs aligned, and regional approach to prioritizing future capital investments by the Commonwealth. This project, nearing its conclusion in May 2017, will impact capital investments by the state for FY2019 and beyond, and has a strong emphasis on addressing deferred maintenance, expressed as "fix it first." Concurrently, the university undertook a North Campus Precinct Study to develop a roadmap for future facility projects that support academic and student life priorities primarily on North Campus, and consolidate and modernize facilities to support current activities and planned growth in science and health-related programs.

Strategic and Related Operational Plans: During FY2017, through an inclusive and collaborative process, the university developed the groundwork for a new strategic plan. Strategic positioning ideas in the draft plan include:

- Making excellence inclusive
- STEM + Medical + Health Care
- Place
- Civic Responsibility
- DHE “BIG THREE” – Boosting College Completion; Closing Achievement Gaps; and Attracting and Graduating More Students from Underserved Populations

Upon conclusion of a comprehensive capital campaign that surpassed its \$25 million goal, in January 2017 President Patricia Maguire Meservey announced her intention to retire in summer 2017. With deference to the experience and perspective a new president would bring, the strategic planning process was intentionally not brought to a final conclusion under President Meservey. It is anticipated that the new strategic plan will be finalized during the fall of 2017, along with the integrated component business plans that will support it. The financial implications of the new strategic plan will be quantified during FY2018.

Presidential Transition: A presidential search was launched after President Meservey announced her upcoming retirement in January. The Board of Trustees has made a recommendation which is subject to the approval of the Board of Higher Education. When the new president is in place and the various planning efforts have been finalized, the MYFP model will be rolled forward by one year and will incorporate the financial impacts of the various plans.

FY2018 Budget Information

Refer to the Exhibits for the All Funds Budget and Trust Fund Budgets

Refer to the Charts for graphical depictions of revenues, expenses, and enrollment

Refer to the Tables for trends concerning the details of the budget

Refer to the Appendices for supporting materials:

- Appendix I – Trust Fund Matrix
- Appendix II – Contracts Estimated to Exceed \$500,000 Each in FY2018 (approved with approval of the budget)
- Appendix III – Tuition/Fee rates for FY2018

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

Exhibit 1: Salem State University FY 2018 All Funds Budget

Account Description (\$ in thousands)	FY 2016	FY 2017	FY 2017	FY 2018
	Year End Actuals	Year-to- Date May* Actuals	Forecast as of 5/30/17	Original Budget
Operating Revenue				
Net Tuition and Fees	\$62,685	\$66,973	\$67,812	\$73,094
<i>Tuition</i>	14,424	15,114	14,193	14,717
<i>University Fees</i>	59,435	62,115	62,513	66,901
<i>Capital Improvement Fees</i>	1,736	2,584	2,770	2,868
<i>SGA Fees</i>	0	514	511	643
<i>Other Fees and Fines</i>	3,879	4,155	4,520	5,168
<i>Scholarship Allowance</i>	(16,790)	(17,508)	(16,695)	(17,204)
Federal, State, Private Grants	18,820	18,494	19,260	18,613
Sales & Svcs Education Depts	1,426	1,273	1,426	1,275
Auxiliary Enterprises	20,976	21,921	22,092	23,176
Other Operating Revenues	298	154	248	191
Total Operating Revenue	104,205	108,814	110,838	116,349
Non-Operating Revenue				
State General Appropriations	56,416	50,249	58,332	60,339
Gifts	2,665	1,766	1,772	2,056
Investment Income	(111)	1,568	1,000	125
Direct Loans In and Out - Rev	0	33	0	0
Total Non-Operating Revenue	58,970	53,616	61,104	62,520
Capital Grants	783	0	7,700	0
Use of Net Position	0	0	0	13,706
Total Revenue	163,958	162,430	179,642	192,576
Operating Expenses				
Compensation	112,436	101,034	119,312	123,714
<i>Salaries and Wages</i>	90,185	79,826	92,850	95,719
<i>Fringe Benefits</i>	22,251	21,208	26,462	27,995
Support	23,100	19,743	24,421	24,905
Utilities	4,276	3,640	4,176	4,407
Depreciation and Amortization	7,877	6,741	8,417	9,326
MSCBA Assessment	12,857	14,049	14,049	14,645
Scholarships and Fellowships	4,789	5,476	6,400	6,397
GASB 68 Pension	4,368			
Total Operating Expenses	169,703	150,685	176,776	183,395
Non-Operating Expenses				
Contributions to SSUAC	911	0	860	0
Interest Expense	1,269	874	1,296	1,902
Total Non-Operating Expenses	2,180	874	2,156	1,902
Total Expenses	171,883	151,559	178,932	185,297
Adds to Net Position	0	0	0	7,279
Inter-Fund Transfers	0	0	0	0
Net Revenue Over Expense	(7,925)	10,871	710	0
Net Bottom Line	(\$7,925)	\$10,871	\$710	(\$6,427)

*May 2017 Actuals not closed

Exhibit 2: Salem State University FY 2018 Trust Fund Budget

Account Description (\$ in thousands)	Unrestricted Auxiliaries	Educational & General Funds	Grants	Gifts	Residence Halls	Restricted Other	Total Restricted Endowments	Net Invested in Capital Assets	FY 2018 Budget Total
Operating Revenue									
Net Tuition and Fees	\$0	\$90,195	(\$16,193)	(\$551)	(\$1,000)	\$643	\$0	\$0	\$73,094
Federal, State, Private Grants	0	0	18,613	0	0	0	0	0	18,613
Sales & Svcs Education Depts	365	735	22	0	0	154	0	0	1,275
Auxiliary Enterprises	2,818	378	0	0	19,979	0	0	0	23,176
Other Operating Revenues	2	137	52	0	0	0	0	0	191
Total Operating Revenue	3,185	91,445	2,494	(551)	18,980	796	0	0	116,349
Non-Operating Revenue									
State General Appropriations	0	60,339	0	0	0	0	0	0	60,339
Gifts	0	900	0	1,156	0	0	0	0	2,056
Investment Income	0	102	12	0	0	0	11	0	125
Total Non-Operating Revenue	0	61,342	12	1,156	0	0	11	0	62,520
Use of Net Position	0	4,359	0	0	0	21	0	9,326	13,706
Total Revenue	3,185	157,146	2,506	606	18,980	817	11	9,326	192,576
Operating Expenses									
Compensation	104	117,295	1,916	184	4,210	5	0	0	123,714
Budget Only Accounts	0	0	0	0	0	0	0	0	0
Support	52	21,952	561	422	1,187	731	0	0	24,905
Utilities	21	2,819	0	0	1,567	0	0	0	4,407
Depreciation and Amortization	0	0	0	0	0	0	0	9,326	9,326
MSCBA Assessment	2,109	0	0	0	12,380	0	0	156	14,645
Scholarships and Fellowships	15	6,382	0	0	0	0	0	0	6,397
Total Operating Expenses	2,302	148,448	2,478	606	19,344	736	0	9,482	183,395
Non-Operating Expenses									
Interest Expense	0	0	0	0	0	0	0	1,902	1,902
Inter-Fund Transfers	823	4,302	28	0	(430)	81	0	(4,804)	0
Total Non-Operating Expenses	823	4,302	28	0	(430)	81	0	(2,903)	1,902
Total Expenses	3,125	152,750	2,506	606	18,914	817	0	6,579	185,297
Adds to Net Position	60	4,395	0	0	66	0	11	2,747	7,279
Net Revenue Over Expense	0	0	0	0	0	0	0	0	0
Net Bottom Line	\$60	\$36	\$0	\$0	\$66	(\$21)	\$11	(\$6,579)	(\$6,427)

Chart 1: Components of FY 2018 Revenue Budget

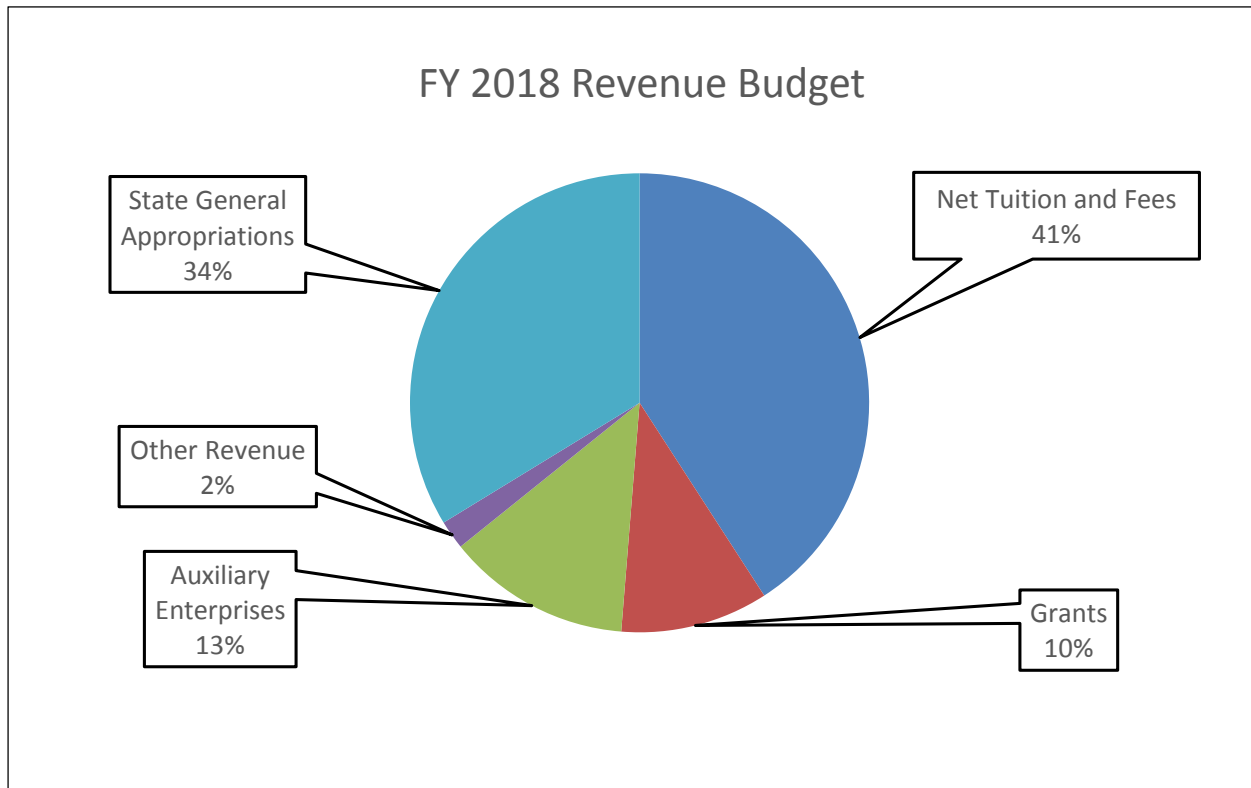


Chart 2: Components of FY 2018 Expense Budget

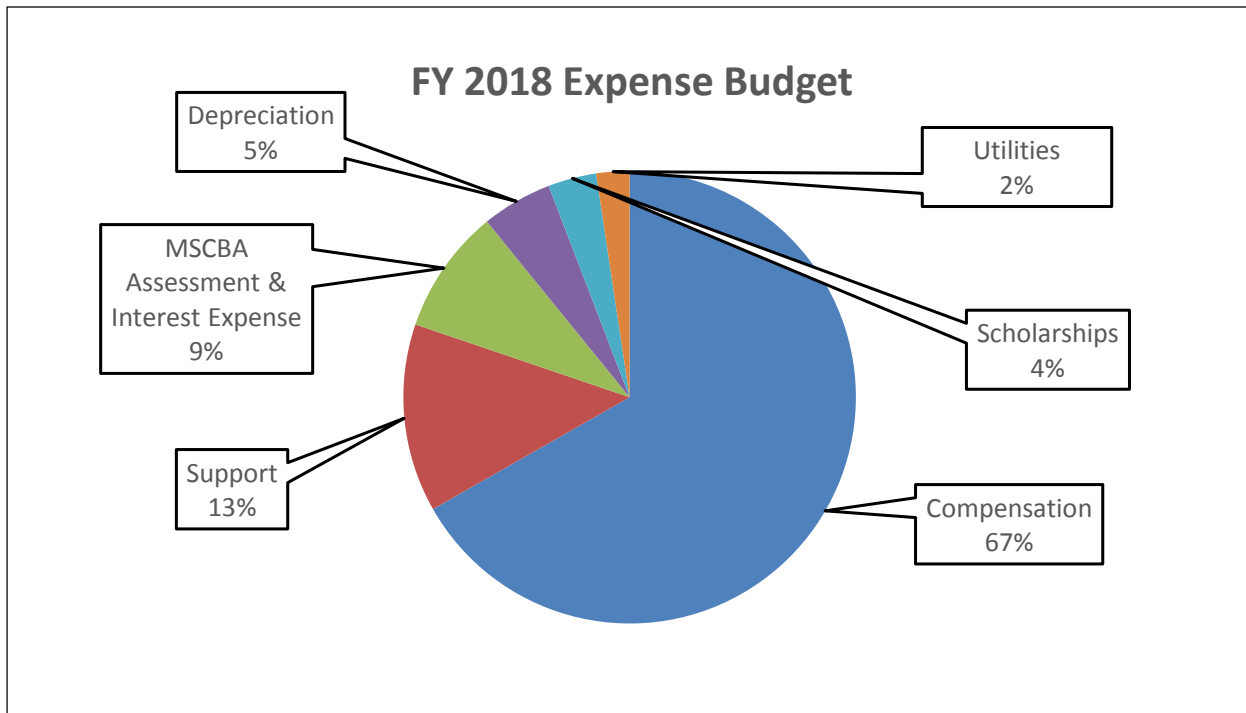


Chart 3: Credit Hours Delivered by Student Type – Full Years 2012 - 2016

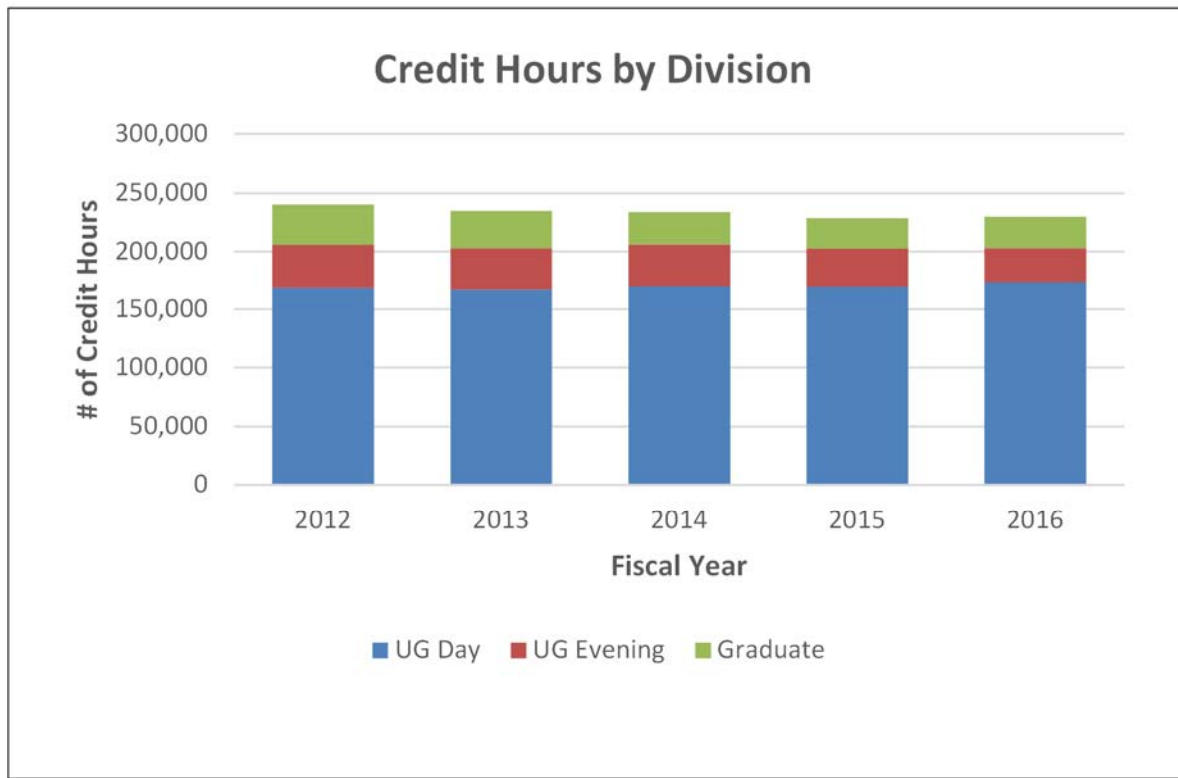


Chart 4: Preliminary Fall Enrollments (Registrations) for 2016 and 2017 (Fall only) as of May 25th

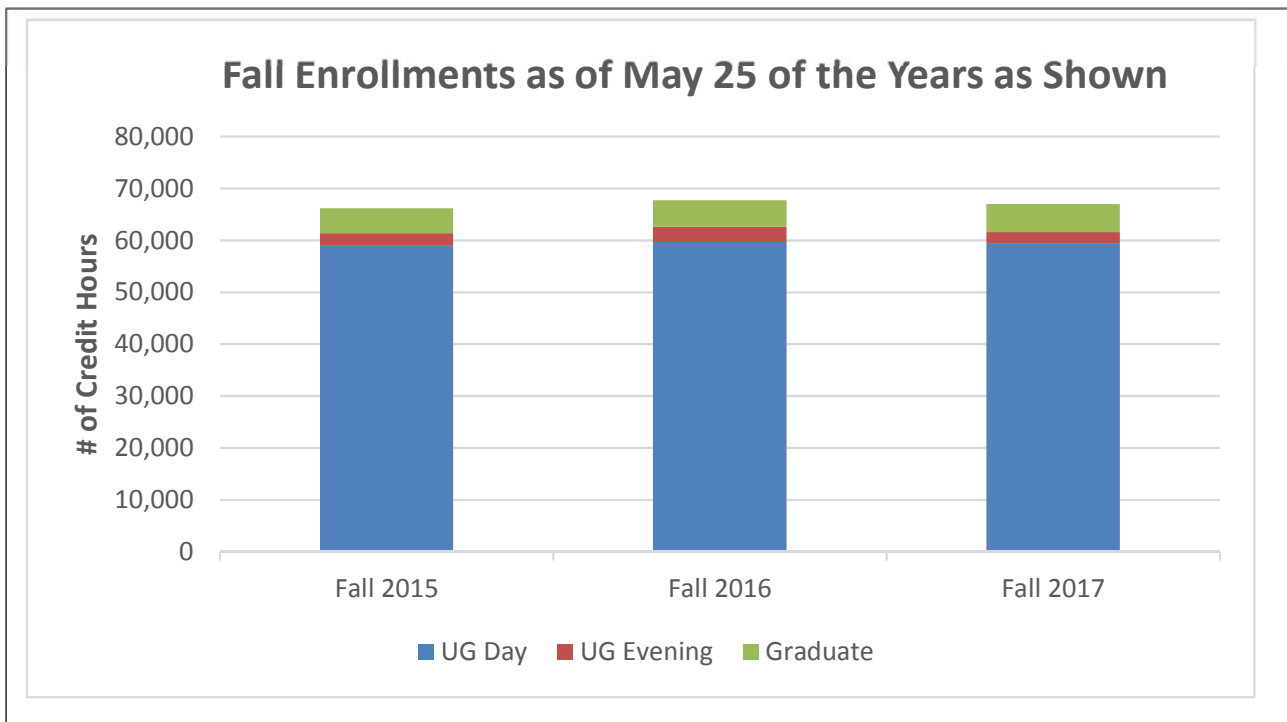


Table 1: Revenue

Revenue (\$ in millions)	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Projected	FY 2018 Budget	Amount Change	Percent Change
Tuition and Fees Net of Aid	\$50.2	\$53.1	\$57.9	\$61.4	\$66.7	\$5.3	8.6%
State Appropriations	52.2	55.1	56.4	58.3	60.3	2.0	3.4%
Auxiliary Enterprises	16.4	17.7	21.0	22.1	23.2	1.1	4.9%
Grant Revenue	18.2	19.8	18.8	19.3	18.6	-0.6	-3.4%
Other Revenue	7.9	4.1	4.3	4.4	3.6	-0.8	-17.9%
Revenue Subtotal	144.8	149.7	158.4	165.5	172.5	6.9	4.2%
Capital Appropriations	14.3	0.8	0.8	7.7	0.0	-7.7	-100.0%
Total Revenue	\$159.1	\$150.5	\$159.2	\$173.2	\$172.5	-\$0.8	-0.4%

Table 2: Fee Revenue

Fee Revenue (\$ in millions)	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Projected	FY 2018 Budget	Amount Change	Percent Change	Percent Fee Increase
University Fee	\$50.9	\$55.0	\$59.4	\$62.5	\$66.9	\$4.4	7.0%	6.0%
Capital Improvement Fee	0.0	1.2	1.7	2.8	2.9	0.1	3.6%	5.0%
SGA Fee	0.0	0.0	0.0	0.5	0.6	0.1	26.0%	25.1%
Other Fee Revenue	4.5	3.7	3.9	4.5	5.2	0.6	14.3%	Varies
Total Fee Revenue	\$55.5	\$59.9	\$65.1	\$70.3	\$75.6	\$5.3	7.5%	

Note: Other Fee Revenue includes on-line, lab, matriculation, Summer Bridge, housing premium and miscellaneous fees

Table 3: Budget Impact of Undergraduate University Fee Rate Scenarios

University Fee Rate Change Impact			
% Change in Undergrad University Fee	FY 2018 Budget Impact (in \$M)	Rate Change	New Rate
4.0%	\$2.7	\$337	\$8,753
5.0%	\$3.2	\$421	\$8,837
6.0%	\$3.6	\$505	\$8,921
7.0%	\$4.1	\$589	\$9,005
8.0%	\$4.6	\$673	\$9,090

Note: all calculations based on In-state UG University Fee only.
6% is the current rate for the FY 2018 budget.

Table 4: Historical Credit Hours by Division

Student Type	Full Fiscal Year Credit Hours				
	2012	2013	2014	2015	2016
Undergraduate Day	166,787	169,552	168,919	172,772	173,274
Continuing Education	35,833	36,397	33,594	29,856	26,935
Graduate	31,950	27,799	25,983	27,255	27,941
Total Credit Hours	234,570	233,748	228,495	229,883	228,150

Table 5: Financial Aid

Due to an arcane Generally Accepted Accounting Principles (GAAP) treatment, some financial aid is displayed as revenue and the remainder is shown as expense. This exhibit displays both for clarity.

Financial Aid (\$ in millions)	FY2015 Actual	FY2016 Actual	FY 2017 Projected	FY 2018 Budget	Amount Change	Percent Change
Scholarship Allowance (deduction of revenue)	\$15.4	\$16.8	\$16.7	\$17.2	\$0.5	3.0%
Scholarships and Fellowships (treated as expense)	5.8	4.8	6.4	6.4	0.0	-0.1%
Total Financial Aid	21.2	21.6	23.1	23.6	0.5	2.2%
As a % of Gross Tuition and Fees	28.5%	27.2%	27.3%	26.3%		

Financial Aid by Source	Educational & General	Residents Hall Grants	Residents Hall Trust Fund	Restricted Other	Total
FY 2018 Budget by Source (\$ millions)	\$5.8	\$16.7	\$1.0	\$0.0	\$23.6
FY 2018 Budget by Source (% of total)	24.8%	70.9%	4.2%	0.1%	100.0%

Note: FY 2018 Education & Genral comprised of \$2.715 in tuition waivers and \$3.127M in unrestricted institutional aid.

Table 6: State Operating Support

Appropriations (\$ in millions)	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Projected	FY 2018 Budget	Amount Change	Percent Change
General Appropriations Act (GAA)	\$42.3	\$44.0	\$43.5	\$44.0	\$44.4	\$0.4	1.0%
CBA on State Appropriated Payroll	0.0	0.0	0.0	0.0	0.9	0.9	100.0%
Funding Formula Allocation	0.0	0.0	0.5	0.4	0.4	0.0	2.0%
Total Base Appropriation	42.3	44.0	44.0	44.4	45.8	1.3	3.0%
State Paid Fringe	10.9	11.8	12.8	14.7	15.5	0.8	5.4%
Tuition Remission	-1.0	-0.8	-0.9	-0.9	-0.9	0.0	4.0%
Other Appropriations	0.0	0.0	0.5	0.1	0.0	-0.1	-100.0%
Total State Support	\$52.2	\$55.1	\$56.4	\$58.3	\$60.3	\$2.0	3.4%

Table 7: Expenses

Expenses (\$ in millions)	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Projected	FY 2018 Budget	Amount Change	Percent Change
Compensation	\$101.3	\$107.5	\$112.4	\$119.3	\$123.7	\$4.4	3.7%
Support*	22.5	23.3	23.1	24.4	24.9	0.5	2.0%
Utilities	3.9	4.3	4.3	4.2	4.4	0.2	5.5%
Depreciation	6.9	7.7	7.7	8.4	9.3	0.9	10.8%
MSCBA Assessment + Interest Expense	10.2	10.7	14.1	15.3	16.5	1.2	7.8%
Scholarships	5.6	5.8	4.8	6.4	6.4	0.0	-0.1%
Other Expenses	0.0	0.6	0.9	0.9	0.0	-0.9	0.0%
Total Expenses (excluding Pension)	\$150.4	\$159.8	\$167.3	\$178.9	\$185.3	\$6.4	3.6%

*Support is a broad category covering a variety of administrative, supplies, equipment purchase and rental, contract and contingency expenses.

Table 8: Compensation

Salaries and Wages (\$ in millions)	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Projected	FY 2018 Budget	Amount Change	Percent Change
Benefitted Faculty and Staff	\$63.3	\$67.0	\$70.1	\$72.3	\$75.2	\$2.8	3.9%
Adjunct Faculty	11.2	11.3	12.0	12.2	12.3	0.1	1.1%
Student Labor	2.7	2.9	3.3	3.3	3.0	-0.2	-7.1%
Contract Employees	2.4	2.1	1.9	2.0	1.8	-0.2	-8.7%
Other Labor	3.2	3.7	3.0	3.1	3.4	0.3	10.0%
Total Salaries and Wages	\$82.8	\$87.0	\$90.2	\$92.9	\$95.7	\$2.9	3.1%
Fringe Benefits	18.5	20.5	22.3	26.5	28.0	1.5	5.8%
Total Compensation	\$101.3	\$107.5	\$112.4	\$119.3	\$123.7	\$4.4	3.7%

Note: Other Labor includes overtime, vacation, holiday, sick payouts, and other categories.

Table 9: Financial Full-Time Benefitted Employees (FFTE) by Union Classification

Financial Full-Time Benefitted Employees (FFTE)	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget	FFTE Change	% Change FY17-FY18	FY18 % of Total
Clerical Union (AFSCME)	253	257	253	(4)	-1.4%	26.3%
Professional Union (APA)	276	283	276	(8)	-2.7%	28.7%
Day and DGCE Faculty (MSCA)	371	377	362	(15)	-4.1%	37.6%
Professional Non-Union (NUP)	58	58	62	4	6.6%	6.4%
Clerical Non-Union (NUC)	6	6	9	3	50.0%	0.9%
Total Financial Full-Time Benefitted Employees	964	981	961	(20)	-2.0%	100.0%

* In FY 2017 the Marketing department was disbursed across multiple divisions.

**Financial Full-Time Benefitted Employees is equal to the ratio of the total number of paid hours to benefitted employees during the fiscal year (full time and part time) by the number of working hours in the same period.

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

Financial Full-Time Benefitted Employees (FFTE)	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget	FY18 % of Total	% Change FY17-FY18
Academic Affairs	537	545	530	55.2%	-2.7%
Administration (Campus Safety, Facilities, HR, IT, Risk Mgmt)	180	181	179	18.7%	-0.8%
Enrollment Management, Student Life and Marketing*	171	179	172	17.9%	-4.0%
Finance and Business	41	39	39	4.1%	0.0%
Institutional Advancement*	28	26	29	3.0%	10.8%
Diversity and Inclusion*	0	2	2	0.2%	0.0%
President's Area (President, External Affairs, Decision Support)*	8	9	10	1.0%	11.1%
Total Financial Full-Time Benefitted Employees**	964	981	961	100.0%	-2.0%

Table 11: Salary and Wages for Benefitted Employees by Division

Salary and Wages for Benefitted Employees by Division (\$ in thousands)	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget	Amount Change
Academic Affairs	\$43,073	\$45,613	\$45,182	(\$431)
Administration (Campus Safety, Facilities, HR, IT, Risk Mgmt)	11,381	11,910	12,049	139
Enrollment Management, Student Life and Marketing	11,433	11,769	11,721	(48)
Finance and Business	3,297	3,246	3,266	20
Institutional Advancement	2,197	2,247	2,321	74
Diversity and Inclusion	0	231	240	8
President's Area (President, External Affairs, Decision Support, PR)	948	1,081	1,093	13
Non-standard Increase Pools (PTR, Promotions, Step Increases, etc)	550	631	847	216
Vacancy Savings Allowance	(4,700)	(3,181)	(1,534)	1,647
Total Financial Full-Time Benefitted Employees	\$68,179	\$73,547	\$75,184	\$1,637

Table 12: Fringe Benefit Rates as set by the Commonwealth

Benefit Description	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	Absolute Change	Estimate Change
Group Insurance	17.5%	16.0%	18.8%	22.7%	22.1%	-0.7%	-2.9%
Retirement	7.9%	10.4%	9.5%	10.0%	11.8%	1.9%	18.7%
Terminal Leave	0.8%	0.9%	1.0%	0.8%	1.0%	0.2%	20.2%
Subtotal	26.3%	27.3%	29.2%	33.5%	34.9%	1.4%	4.1%
Unemployment Insurance	0.3%	0.3%	0.3%	0.3%	0.2%	-0.2%	-46.9%
Universal Health Insurance	0.1%	0.1%	0.1%	0.1%	0.1%	0.0%	-12.5%
Medicare Tax	1.0%	1.3%	1.3%	1.3%	1.2%	-0.1%	-4.0%
Subtotal	1.4%	1.6%	1.7%	1.7%	1.5%	-0.2%	-12.7%
Total Fringe Benefit Rate	27.7%	28.9%	30.8%	35.2%	36.3%	1.2%	3.3%

Table 13: Cash Flow Summary

<i>(\$ in thousands)</i>	FY 2018
Profit and Loss with Cash Flow Projection Summary	Budget
Beginning Cash Balance as of 7/1/2017 (estimated)	\$15,926
<u>Cash Flows:</u>	
Net from Budgeted Revenues & Expenses	(\$6,427)
Remove non-cash revenue: unrealized gains investment & state capital grants	\$0
Remove non-cash expense: depreciation, SSUAC Contribution & GASB 68	\$9,326
Reduce by capitalization assumption (balance sheet)	(\$800)
Reduce by principal payments (balance sheet)	(\$1,947)
Net Change in Cash Flows for FY18	\$152
End of Year Cash Balance as of 6/30/2018 (estimated)	\$16,078

Appendix I: Trust Fund Matrix

Trust Fund	Description	Examples
L3_Agency	Funds held by Salem State as custodian / fiscal agent for others	Fund 6222 - Unclaimed Checks
L3_Education & General Funds	Basic operations of the university;unrestricted funds	Fund 1000 - State Maintenance Appropriation
L3_Gifts	Funds donated by others outside the university for a specific purpose	Fund 2313 - Departmental Gifts
L3_Grants	Funds provided by an external party in return for a specific project or other action by the university. Majority of SSU's grants are for financial aid to students	Fund 2200 -Pell Grant
L3_Net Invested in Capital Assets	Capitalizable facility projects; depreciation; debt.	Fund 7040 - Invested in Cap Asssets-Net
L3_Residence Halls	Self-supporting operations that provide services to students, faculty, or staff; restricted by an entity outside of the university (MSCBA owned facility operations)	Fund 2517 - Atlantic Hall
L3_Restricted other	Funds provided by external parties with restrictions on how the funds are to be expended.	Fund 2304 - Alpha Lampda Delta
L3_Total Loan Funds	Funds provided by others for the purpose of Student Financial Aid in the form of loans, not grants. Debt belongs to the recipient, not the university.	Fund 4204 - Graduate Student Loan Fund
L3_Total Restricted Endowments	Most endowments are held by the Foundation, the university has one historical endowed fund.	Fund 5002- Cruttenden Endowment
L3_Unrestricted Auxiliaries	Self-supporting operations that provide services to students, faculty, or staff; not restricted by an entity outside of the university.	Fund 6204- Dining Hall Trust Fund

Appendix II: Vendors with Contracts in Excess of \$500,000 which are pre-approved upon approval of FY 2018 Budget

Salem State University FY 2018 Budget Package

Pre-approval of Contracts Exceeding \$500,000 in Accordance with Trust Fund Guidelines

Vendor Name	Vendor Description	FY 2018 Estimated Spend	Trust Fund Name	PeopleSoft Fund No.	PeopleSoft Fund Name
Board of Higher Ed Mass teachers	Insurance payments	900,000	Educational and General	1100	University Fee
Cavalier	Shuttle & charter bus service	550,000	Educational and General	1100	University Fee
Chartwells*	Food service provider	7,051,600	Unrestricted Auxiliaries	6204	Dining Trust Fund
Dell Computers	Computer equipment	600,000	Educational and General	1100	University Fee
Direct Energy Marketing Inc.	Electric supply & natural gas	796,000	Educational & General**	1100	University Fee
Direct Energy Services LLC	Electric supply & natural gas	1,762,000	Educational & General**	1100	University Fee
Follett Higher Education Group	Book vouchers, education materials	1,500,000	Educational & General	1100	University Fee
Integration Partners Corporation	Network engineering services	586,376	Educational & General	1100	University Fee
National Grid Electric	Electricity delivery service	1,404,000	Educational & General**	1100	University Fee
Ruffalo Noel Levitz LLC	Enrollment and Fundraising Services	607,064	Educational & General	1100	University Fee
Salem State University-Assistance Corp.	Lease expense	1,704,515	Educational & General	1100	University Fee
Software House International	Software	584,368	Educational & General	1100	University Fee
To Be Determined	Roofing Contractor	1,757,988	Educational & General	1100	University Fee
University Health Plans, Inc.	Student health insurance	1,900,000	Agency	6216	Student Insurance

All of the above vendors are signed to multi-year contracts.

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

** Utility costs are allocated between the Educational and General Trust Fund and the Residence Hall Trust Fund.

**Schedule of Student Charges
2017-18 Academic Year**

IN-STATE	Fall 2017		Spring 2018		Academic Year Full-Time
	Per Credit	Full-Time	Per Credit	Full-Time	
<u>Day Undergraduate</u>					
Tuition					
In-State	\$37.92	\$455.00	\$37.92	\$455.00	\$910.00
Fees					
University Fee ¹	\$371.71	\$4,460.50	\$371.71	\$4,460.50	\$8,921.00
Capital Improvement Fee	\$14.44	\$173.25	\$14.44	\$173.25	\$346.50
SGA Fee	\$4.17	\$50.00	\$4.17	\$50.00	\$100.00
Total Tuition and Fees					
In-State	\$428.24	\$5,138.75	\$428.24	\$5,138.75	\$10,277.50
<u>Evening Undergraduate (SCPS)</u>					
Tuition					
In-State	\$115.00		\$115.00		
Fees					
Course Fee	\$247.30		\$247.30		
Capital Improvement Fee	\$14.70		\$14.70		
SGA Fee	\$4.17		\$4.17		
Total Tuition and Fees					
In-State	\$381.17		\$381.17		
<u>Graduate - Tier 1</u>					
Tuition					
In-State	\$140.00		\$140.00		
Fees					
Course Fee	\$254.30		\$254.30		
Capital Improvement Fee	\$14.70		\$14.70		
Total Tuition and Fees					
In-State	\$409.00		\$409.00		
<u>Graduate - Tier 2</u>					
Tuition					
In-State	\$140.00		\$140.00		
Fees					
Course Fee	\$284.30		\$284.30		
Capital Improvement Fee	\$14.70		\$14.70		
Total Tuition and Fees					
In-State	\$439.00		\$439.00		
<u>Graduate - Tier 3 (business, nursing, OT)</u>					
Tuition					
In-State	\$140.00		\$140.00		
Fees					
Course Fee	\$309.30		\$309.30		
Capital Improvement Fee	\$14.70		\$14.70		
Total Tuition and Fees					
In-State	\$464.00		\$464.00		

All charges are subject to change.

**Schedule of Student Charges
2017-18 Academic Year**

IN-STATE	Fall 2017		Spring 2018		Academic Year Full-Time
	Per Credit	Full-Time	Per Credit	Full-Time	
Housing ²					
Peabody Hall/Bowditch Hall		\$4,260.00		\$4,260.00	\$8,520.00
Marsh Hall		\$4,790.00		\$4,790.00	\$9,580.00
Bates Complex - Double		\$4,910.00		\$4,910.00	\$9,820.00
Bates Complex - Single		\$5,195.00		\$5,195.00	\$10,390.00
Atlantic Hall - Double		\$5,320.00		\$5,320.00	\$10,640.00
Atlantic Hall - Single		\$5,905.00		\$5,905.00	\$11,810.00
Viking Hall - Double		\$4,900.00		\$4,900.00	\$9,800.00
Viking Hall - Single		\$5,195.00		\$5,195.00	\$10,390.00
Viking Hall - Double Suite		\$5,005.00		\$5,005.00	\$10,010.00
Viking Hall - Single Suite		\$5,300.00		\$5,300.00	\$10,600.00
Meal Plans					
Commuter Meal Plan ³		\$390.00		\$390.00	\$780.00
Resident Meal Plan ⁴		\$390.00		\$390.00	\$780.00
10-Meal Plan		\$1,700.00		\$1,700.00	\$3,400.00
14-Meal Plan ⁵		\$1,845.00		\$1,845.00	\$3,690.00
19-Meal Plan		\$1,930.00		\$1,930.00	\$3,860.00
Miscellaneous Fees					
Mass PIRG Fee (waivable each semester) ⁶		\$10.00		\$10.00	\$20.00
Resident Parking (Atlantic and Peabody lots)		\$250.00		\$250.00	\$500.00
Resident Parking (Bates lot)		\$225.00		\$225.00	\$450.00
Resident Parking (Marsh lot)		\$200.00		\$200.00	\$400.00
Commuter Parking		\$75.00		\$75.00	\$150.00
International Student Fee ⁷		\$375.00		\$375.00	\$750.00
Records Fee-for non-matriculated students		\$10.00		\$10.00	\$20.00

Online courses (undergraduate) per credit ⁸					\$50.00
Health Insurance -- (waivable) ⁹					\$2,755.00
Matriculation Fee -- new matriculated students (one-time)					\$250.00
Differential Fees for Undergraduate Programs					
Art ¹¹		\$125.00		\$125.00	\$250.00
Biology ¹⁰		\$250.00		\$250.00	\$500.00
Chemistry ¹¹		\$250.00		\$250.00	\$500.00
Communications ¹¹		\$125.00		\$125.00	\$250.00
Computer Science ¹¹		\$250.00		\$250.00	\$500.00
Dance ¹¹		\$125.00		\$125.00	\$250.00
Education ¹⁰		\$125.00		\$125.00	\$250.00
Geography (including Cartography) ¹¹		\$250.00		\$250.00	\$500.00
Geology ¹¹		\$250.00		\$250.00	\$500.00
Music ¹¹		\$125.00		\$125.00	\$250.00
Social Work ¹⁰		\$125.00		\$125.00	\$250.00
Theatre (BA and BFA) ¹¹		\$125.00		\$125.00	\$250.00
Nursing ¹⁰		\$500.00		\$500.00	\$1,000.00
Social Work ¹⁰		\$125.00		\$125.00	\$250.00
Accelerated 2nd Degree for Bachelor of Science, Nursing (BSN) ¹²					

**Schedule of Student Charges
2017-18 Academic Year**

IN-STATE	Fall 2017		Spring 2018		Academic Year Full-Time
	Per Credit	Full-Time	Per Credit	Full-Time	

NOTES:

- 1 The University Fee represents the fee anticipated for 2017-18. Fees may change by action of the Board of Trustees.
- 2 Housing rates include (1) \$20 per semester/\$40 per year Residence Hall Association Fee and (2) \$305 per semester/\$610 per year Technology/Student Service/Programming Fee
- 3 Charged to all commuter students. Required for all first-year students in first two semesters of attendance; waivable for other students. Includes \$295 dining dollars and \$95 ClipperCash per semester.
- 4 Minimum required for residents of Atlantic Hall and Bates. Includes \$295 dining dollars and \$95 Clipper Cash per semester.
- 5 Minimum required for residents of Peabody, Bowditch, Marsh and Viking Halls. All plans include \$95 ClipperCash per 10-meal and 14-meal plans include \$200 Dining Dollars; 19-meal plan includes \$100 Dining Dollars.
- 6 Charged for all day students each semester. Student may opt out and have fee waived on line.
- 7 Applicable to all matriculated international students with a Salem State-issued visa (excluding ESL students)
- 8 All undergraduate students taking online courses to be charged \$50 per credit
- 9 Charged for all students enrolled in at least 75 percent of a full-time course load. Student may opt out and have fee waived if covered by other health insurance. For spring only the prorated charge would be \$1,614.
- 10 Annual additional fees applicable beginning with academic year 2016-17 entrants to the program (incoming or transfers).
- 11 Annual additional fees applicable beginning with academic year 2017-18 new entrants to the program (incoming or transfers)
- 12 Accelerated 2nd Degree for Bachelor of Science, Nursing (BSN) is a cohort based program with a charge of \$470 per credit.

FT Undergraduate - In-state	Actual FY17	Proposed FY18	Amount Increase	% Increase
Tuition	910	910	0	0.0%
University Fee	8,416	8,921	505	6.0%
Tuition and University Fee Only	9,326	9,831	505	5.4%
Capital Improvement Fee	330	347	17	5.0%
SGA Fee	80	100	20	25.0%
Total Tuition and Fees	9,736	10,278	542	5.6%
Room	8,160	8,520	360	4.4%
Board	3,560	3,690	130	3.7%
Total Tuition and Fees, Room and Board	21,456	22,488	1,032	4.8%

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

**Schedule of Student Charges
2017-18 Academic Year**

OUT-OF-STATE	Fall 2017		Spring 2018		Academic Year
	Per Credit	Full-Time	Per Credit	Full-Time	Full-Time
Day Undergraduate					
Tuition					
Out-of-State	\$293.75	\$3,525.00	\$293.75	\$3,525.00	\$7,050.00
Fees					
University Fee ¹	\$383.72	\$4,604.64	\$383.72	\$4,604.64	\$9,209.28
Capital Improvement Fee	\$14.44	\$173.25	\$14.44	\$173.25	\$346.50
SGA Fee	\$4.17	\$50.00	\$4.17	\$50.00	\$100.00
Total Tuition and Fees					
Out-of-State	\$696.08	\$8,352.89	\$696.08	\$8,352.89	\$16,705.78

Evening Undergraduate (SCPS)					
Tuition					
Out-of-State	\$285.00		\$285.00		
Fees					
Course Fee	\$247.30		\$247.30		
Capital Improvement Fee	\$14.70		\$14.70		
SGA Fee	\$4.17		\$4.17		
Total Tuition and Fees					
Out-of-State	\$551.17		\$551.17		

(1) International Students - Supplemental Charge - \$140 per credit; effective fall 2017

Graduate- Tier 1					
Tuition					
Out-of-State	\$230.00		\$230.00		
Fees					
Course Fee	\$254.30		\$254.30		
Capital Improvement Fee	\$14.70		\$14.70		
Total Tuition and Fees					
Out-of-State	\$499.00		\$499.00		

Graduate - Tier 2					
Tuition					
Out-of-State	\$230.00		\$230.00		
Fees					
Course Fee	\$284.30		\$284.30		
Capital Improvement Fee	\$14.70		\$14.70		
Total Tuition and Fees					
Out-of-State	\$529.00		\$529.00		

Graduate - Tier 3 (business, nursing, OT)					
Tuition					
Out-of-State	\$230.00		\$230.00		
Fees					
Course Fee	\$309.30		\$309.30		
Capital Improvement Fee	\$14.70		\$14.70		
Total Tuition and Fees					
Out-of-State	\$554.00		\$554.00		

All charges are subject to change.

**Schedule of Student Charges
2017-18 Academic Year**

OUT-OF-STATE	Fall 2017		Spring 2018		Academic Year
	Per Credit	Full-Time	Per Credit	Full-Time	Full-Time
Housing ²					
Peabody Hall/Bowditch Hall		\$4,260.00		\$4,260.00	\$8,520.00
Marsh Hall		\$4,790.00		\$4,790.00	\$9,580.00
Bates Complex - Double		\$4,910.00		\$4,910.00	\$9,820.00
Bates Complex - Single		\$5,195.00		\$5,195.00	\$10,390.00
Atlantic Hall - Double		\$5,320.00		\$5,320.00	\$10,640.00
Atlantic Hall - Single		\$5,905.00		\$5,905.00	\$11,810.00
Viking Hall - Double		\$4,900.00		\$4,900.00	\$9,800.00
Viking Hall - Single		\$5,195.00		\$5,195.00	\$10,390.00
Viking Hall - Double Suite		\$5,005.00		\$5,005.00	\$10,010.00
Viking Hall - Single Suite		\$5,300.00		\$5,300.00	\$10,600.00
Meal Plans					
Commuter Meal Plan ³		\$390.00		\$390.00	\$780.00
Resident Meal Plan ⁴		\$390.00		\$390.00	\$780.00
10-Meal Plan		\$1,700.00		\$1,700.00	\$3,400.00
14-Meal Plan ⁵		\$1,845.00		\$1,845.00	\$3,690.00
19-Meal Plan		\$1,930.00		\$1,930.00	\$3,860.00

Miscellaneous Fees					
Mass PIRG Fee (waivable each semester) ⁶		\$10.00		\$10.00	\$20.00
Resident Parking (Atlantic and Peabody lots)		\$250.00		\$250.00	\$500.00
Resident Parking (Bates lot)		\$225.00		\$225.00	\$450.00
Resident Parking (Marsh lot)		\$200.00		\$200.00	\$400.00
Commuter Parking		\$75.00		\$75.00	\$150.00
International Student Fee ⁷		\$375.00		\$375.00	\$750.00
Records Fee-for non-matriculated students		\$10.00		\$10.00	\$20.00

Online courses (undergraduate) per credit ⁸					\$50.00
Health Insurance -- (waivable) ⁹					\$2,755.00
Matriculation Fee -- new matriculated students (one-time)					\$250.00

Differential Fees for Undergraduate Programs					
Art ¹¹		\$125.00		\$125.00	\$250.00
Biology ¹⁰		\$250.00		\$250.00	\$500.00
Chemistry ¹¹		\$250.00		\$250.00	\$500.00
Communications ¹¹		\$125.00		\$125.00	\$250.00
Computer Science ¹¹		\$250.00		\$250.00	\$500.00
Dance ¹¹		\$125.00		\$125.00	\$250.00
Education ¹⁰		\$125.00		\$125.00	\$250.00
Geography (including Cartography) ¹¹		\$250.00		\$250.00	\$500.00
Geology ¹¹		\$250.00		\$250.00	\$500.00
Music ¹¹		\$125.00		\$125.00	\$250.00
Social Work ¹⁰		\$125.00		\$125.00	\$250.00
Theatre (BA and BFA) ¹¹		\$125.00		\$125.00	\$250.00
Nursing ¹⁰		\$500.00		\$500.00	\$1,000.00
Social Work ¹⁰		\$125.00		\$125.00	\$250.00

Accelerated 2nd Degree for Bachelor of Science, Nursing (BSN)¹²

All charges are subject to change.

Schedule of Student Charges 2017-18 Academic Year

OUT-OF-STATE	Fall 2017		Spring 2018		Academic Year
	Per Credit	Full-Time	Per Credit	Full-Time	Full-Time

NOTES:

- 1 The University Fee represents the fee anticipated for 2017-18. Fees may change by action of the Board of Trustees.
- 2 Housing rates include (1) \$20 per semester/\$40 per year Residence Hall Association Fee and (2) \$305 per semester/\$610 per year Technology/Student Service/Programming Fee
- 3 Charged to all commuter students. Required for all first-year students in first two semesters of attendance; waivable for other students. Includes \$295 dining dollars and \$95 ClipperCash per semester.
- 4 Minimum required for residents of Atlantic Hall and Bates. Includes \$295 dining dollars and \$95 Clipper Cash per semester.
- 5 Minimum required for residents of Peabody, Bowditch, Marsh and Viking Halls. All plans include \$95 ClipperCash per 10-meal and 14-meal plans include \$200 Dining Dollars; 19-meal plan includes \$100 Dining Dollars.
- 6 Charged for all day students each semester. Student may opt out and have fee waived on line.
- 7 Applicable to all matriculated international students with a Salem State-issued visa (excluding ESL students)
- 8 All undergraduate students taking online courses to be charged \$50 per credit
- 9 Charged for all students enrolled in at least 75 percent of a full-time course load. Student may opt out and have fee waived if covered by other health insurance. For spring only the prorated charge would be \$1,614.
- 10 Annual additional fees applicable beginning with academic year 2016-17 entrants to the program (incoming or transfers).
- 11 Annual additional fees applicable beginning with academic year 2017-18 new entrants to the program (incoming or transfers).
- 12 Accelerated 2nd Degree for Bachelor of Science, Nursing (BSN) is a cohort based program with a charge of \$470 per credit.

FT Undergraduate - Out-of state	Actual FY17	Proposed FY18	Amount Increase	% Increase
Tuition	7,050	7,050	0	0.0%
University Fee	8,688	9,209	521	6.0%
Tuition and University Fee Only	15,738	16,259	521	3.3%
Capital Improvement Fee	330	347	17	5.0%
SGA Fee	80	100	20	25.0%
Total Tuition and Fees	16,148	16,706	558	3.5%
Room	8,160	8,520	360	4.4%
Board	3,560	3,690	130	3.7%
Total Tuition and Fees, Room and Board	27,868	28,916	1,048	3.8%

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

All charges are subject to change.

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

Course fees	Range
Lab fees	\$25 - \$500 per course
Clinical Fees	\$15 - \$100 per course
Nursing Resource Center Fee	\$100 per course
Field Placement Fee for MSW courses (currently)	\$100 - \$250 per course

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

Application Fees

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

Parking fines

Various violations	\$25 - \$125 per violation
Violation Appeal Fee if appeal not granted	\$5 per violation

Late fees

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

GRADUATE Tuition and Fees For FY18

Approved by Board of Trustees April 12, 2017

AY 2018 Tier 1**Massachusetts Residents**

Tuition	\$	140.00
Fees	\$	269.00
Per Credit	\$	409.00
Per 3 Credit Course	\$	1,227.00

Out of State Residents

Tuition	\$	230.00
Fees	\$	269.00
Per Credit	\$	499.00
Per 3 Credit Course	\$	1,497.00

AY 2018 Tier 2**Massachusetts Residents**

Tuition	\$	140.00
Fees	\$	299.00
Per Credit	\$	439.00
Per 3 Credit Course	\$	1,317.00

Out of State Residents

Tuition	\$	230.00
Fees	\$	299.00
Per Credit	\$	529.00
Per 3 Credit Course	\$	1,587.00

AY 2018 Tier 3**Massachusetts Residents**

Tuition	\$	140.00
Fees	\$	324.00
Per Credit	\$	464.00
Per 3 Credit Course	\$	1,392.00

Out of State Residents

Tuition	\$	230.00
Fees	\$	324.00
Per Credit	\$	554.00
Per 3 Credit Course	\$	1,662.00

Graduate Tier Pricing by Program

TIER 1

Master's Programs

English (MA)

History (MA)

Education - Master's Programs

Art (MAT)

Chemistry (MAT)

Early Childhood Education (MEd)

Elementary Education (MEd)

English (MA/MAT)

English (MAT)

English to Speakers of Other Languages (ESOL) (MAT)

History (MAT)

Leadership in Physical Education & Movement Studies (MEd)

Library Media Studies (MEd)

Mathematics (MAT)

Middle School Math (MAT)

Reading (MEd)

Spanish (MAT)

Special Education (MEd)

Education - Licensure Only Programs:

Early Childhood Education

Elementary Education

English to Speakers of Other Languages (ESOL)

Mathematics

Reading

Special Education

Graduate Certificate Programs

Autism Spectrum Disorders

Digital Studies

Global Policy Analysis

Holocaust and Genocide Studies

Public History

Public Policy and Administration

Strategic Communications

Teaching English to Speakers of Other Languages

Certificate of Advanced Graduate Study (CAGS):

Educational Leadership

Graduate Tier Pricing by Program

TIER 2

Master's Programs

Behavior Analysis (MS)
 Counseling (MS)
 Industrial/Organizational Psychology (MS)
 Mathematics (MS)
 Social Work (MSW)

Education - Master's Programs

Higher Education in Student Affairs (MEd)
 School Counseling (MEd)

Education - Licensure Only Programs:

School Counseling

Graduate Certificate Programs

Applied Behavior Analysis
 Clinical Trial Management
 Computer Science
 Counseling
 Geo-Information Science
 Sport Development and Management

TIER 3

Master's Programs

Business Administration (MBA)
 Nursing (MSN)
 Occupational Therapy – Direct Entry (MS)
 Occupational Therapy (MS)

Graduate Certificate Programs

Business
 Financial Planning
 Nursing Education

CONTINUING EDUCATION Tuition and Fees for FY18**AY 2018****Massachusetts Residents**

Tuition	\$	115.00
Fees	\$	266.17
Per Credit	\$	381.17
Per 3 Credit Course	\$	1,143.51

Out of State Residents

Tuition	\$	285.00
Fees	\$	266.17
Per Credit	\$	551.17
Per 3 Credit Course	\$	1,653.51

International Students

Supplemental charge	\$	140.00 per credit
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Summer 2018**Massachusetts Residents**

Tuition	\$	115.00
Fees	\$	203.00
Per Credit	\$	318.00
Per 3 Credit Course	\$	954.00

Out of State Residents

Tuition	\$	250.00
Fees	\$	203.00
Per Credit	\$	453.00
Per 3 Credit Course	\$	1,359.00

International Students

Supplemental charge	\$	140.00 per credit
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SUBJECT: Executive Committee Meeting Report of May 24, 2017

The Executive Committee of the Board of Trustees met Wednesday, May 24, 2017, in Marsh Hall, room 210, located on the Central Campus of Salem State University.

Present for the Committee were Trustees Mattera (chair), Lutts, Malcolm, Scott, President Meservey (Committee Liaison); Secretary to the Board Montague and Assistant Secretary Sadowski.

Chair Mattera called the meeting to order at 8:05 pm.

Chair Mattera introduced the personnel action for the committee's consideration. In recognition of President Meservey's decade-long tenure and numerous accomplishments including but not limited to growth in the physical campus, increase in graduation rates, expansion of academic programs, improvements in student life and successful completion of the 10,000 Reasons Campaign. Chair Mattera recommended that the committee confer the title of President Emerita.

Upon a motion duly made by Trustee Scott and seconded by Trustee Malcolm it was unanimously

VOTED: To approve the personnel action to confer the title of Emerita Status as presented

**Meservey, Patricia Maguire President Emerita Effective 9/1/2017
President Salem State University**

There being no further business to come before the committee and upon a motion duly made by Trustee Scott and seconded by Trustee Lutts, it was unanimously

VOTED: To adjourn the meeting at 8:10 pm.

Prepared by: L. Montague, Secretary to the Board of Trustees



2017 Risk Report

May 26, 2017

Prepared by:

Susan Hacker, Risk Management Coordinator

Gene Labonte, Assistant VP of Public Safety and Risk Management

John Keenan, VP of Administration and General Counsel

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Introduction

Purpose

The purpose of this report is to provide the administration and Board of Trustees of Salem State University with a broad overview of the risk landscape that the university is currently facing. Risks are defined as obstacles to achieving the university's goals, to include strategic and operational goals as well as reporting and compliance requirements. Identifying these obstacles is an essential first step to ensuring these goals can be achieved. The risks described in this report represent a wide range of potential events that could threaten the safety of students, employees, and visitors, as well as the assets, operations, and reputation of the university.

This report was developed by the university's Internal Control Committee, which includes representatives from all of the major divisions of the university. The primary responsibility of the committee is to fulfill the mandate of Chapter 647 of the Acts of 1989, which requires all state agencies to ensure sufficient internal controls have been put in place to mitigate potential risks. Current members of the Internal Control Committee are listed below:

Nicole Bousquet, Foundation Controller
Peggy Carl, Director of Athletics and Recreation
Tom Cesso, Chief Information Security Officer
Corey Cronin, Assistant VP of Marketing and Creative Services
Neal DeChillo, Associate Provost
Laura DiChiara, Director of the Student Navigation Center
Nicole Giambusso, Director of Public Relations
Karen Johnson, Associate Director of Accounts Payable
Heidi Kardenetz, Staff Assistant – Facilities
Vickie Ross, Coordinator for Academic Affairs and Governance
Emily Topacio, Director of Talent Management – Human Resources
Steve Turcotte, Lieutenant – University Police
Megan Williams, Director of Research Administration
Evelyn Wilson, Director of Purchasing and Vendor Relations

Methodology

The Internal Control Committee fulfills its mandate by performing a university-wide risk assessment based upon the principles of enterprise risk management. These principles provide a systematic method for identifying the most significant risks to an institution. Potential risks to achieving institutional goals are identified and scored using two factors – likelihood and impact. Likelihood represents the probability that a particular risk event will occur, and impact represents the extent to which the event would be detrimental to the institution if it were to occur.

The rating scale utilized for each of these factors is shown in the chart below:

		Impact				
		1 = Insignificant	2 = Low	3 = Moderate	4 = High	5 = Critical
Likelihood	5 = Expected	5	10	15	20	25
	4 = Highly Likely	4	8	12	16	20
	3 = Likely	3	6	9	12	15
	2 = Somewhat Likely	2	4	6	8	10
	1 = Unlikely	1	2	3	4	5

Risk Levels

Multiplying the scores for likelihood and impact results in a risk score. These scores are categorized into four risk levels, ranging from urgent to well controlled. The definitions of each of these risk levels are described below:

- **Urgent** (Risk Scores 15-25, shaded red): The university will not accept a risk at this level. Mitigation strategies must be established for these risks. These strategies must be extensive enough to reduce the risk level within a short period of time.
- **Needs to be Addressed** (Risk Scores 8-14, shaded orange): The university will accept a risk at this level. Mitigation strategies should be established to reduce the risk level within a reasonable period of time.
- **Acceptable** (Risk Scores 3-7, shaded yellow): The university will accept a risk at this level. Mitigation strategies should be established to reduce the risk, but only as resources become available.
- **Well Controlled** (Risk Scores 1-2, shaded green): The university will accept a risk at this level. No additional mitigation strategies are required. These risks should be analyzed to determine whether they are being over-managed, so that resources can be redeployed to more pressing issues.

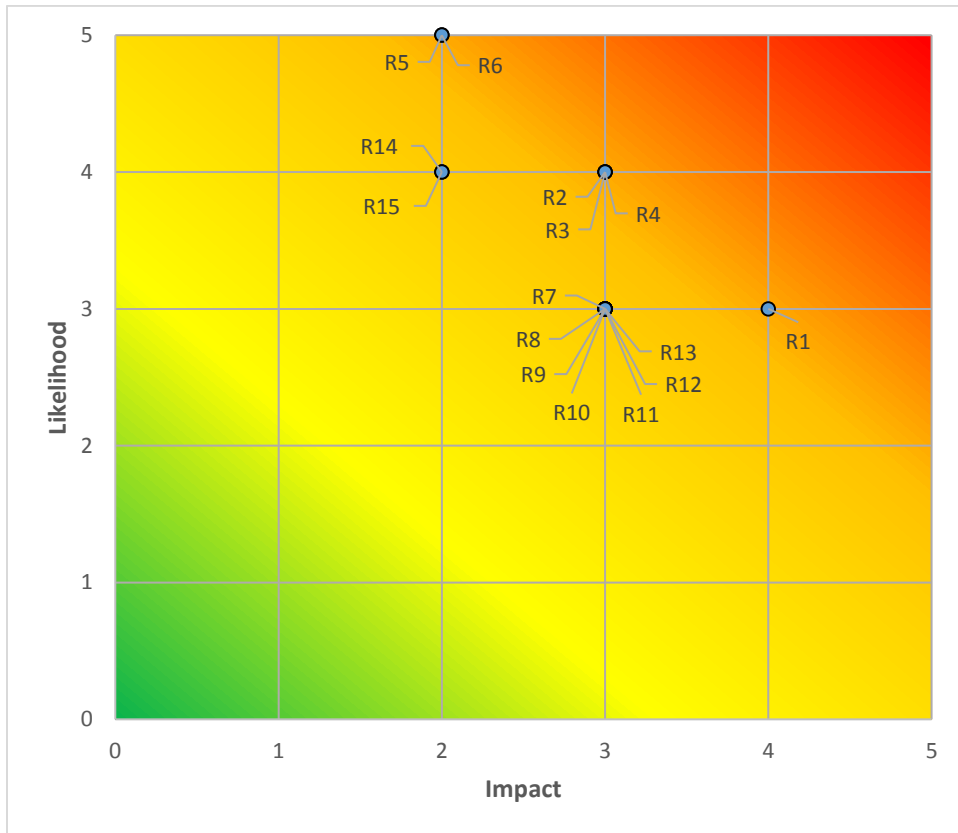
References to the 2016 Risk Report

Because this report represents the results of the current year's risk assessment, it can be read as a stand-alone document. However, references are also included to the 2016 Risk Report as applicable, to enable the reader to gain an understanding of the progress that has been made in mitigating these risks over the past year. Risks that do not include references to the 2016 report were identified for the first time this year.

Several of the risks included in the 2016 report have been mitigated to such an extent that they are no longer considered to be significant risks to the university. These risks are included in the appendix to this report.

Heat Map for 2017

The following heat map depicts the risk scores associated with each of the risks identified by the 2017 risk assessment. Detailed information related to each of these risks is provided in the next section.



Legend:

R1 – Backlog of Deferred Maintenance	R9 – Accessibility of Course Materials
R2 – Disclosure of Confidential Data	R10 – Campus Accessibility
R3 – Building Security	R11 – Workplace Safety
R4 – Campus Events	R12 – Classroom Technology
R5 – General Campus Safety	R13 – Business Intelligence Capability
R6 – Disaster Recovery of the Data Center	R14 – Transportation
R7 – Diversity and Inclusion	R15 – Internships
R8 – Student Travel	

Risk No.	1
Name of Risk	Backlog of Deferred Maintenance
Risk Owner	Ben Szalewicz, Assistant VP of Capital Planning - Facilities
Objective	Create a safe environment for all members of the campus community.
Risk Description	Facilities that are in poor or deteriorating conditions may fail to meet the expectations of prospective students, which can negatively impact recruitment efforts and lead to a loss of tuition revenue. Failure to maintain facilities can also cause hazardous conditions for members of the campus community, which can lead to injury. In the long term, continually deferring maintenance can lead to increased costs due to the need for expensive repairs.
Reference(s) to Risk Report dated May 2016	Risk No. 8
Ratings as of May 2016:	
Likelihood	4
Impact	3
Risk Score	12
Risk Level	Needs to be Addressed
Current Status	<p>The university continues to face a multi-million-dollar backlog of maintenance because of the large number of aging facilities on campus. These costs are described in detail in the recently completed Facility Condition Assessment report.</p> <p>The facilities department has developed a multi-year, systematic approach to address the deferred maintenance and long-term planning needs of the university. In addition, the facilities department seeks out opportunities to receive matching funds for campus projects from the Division of Capital Asset Management and Maintenance (DCAMM) through its deferred maintenance funding program whenever possible.</p>
Current Ratings:	
Likelihood	4
Impact	3
Risk Score	12
Risk Level	Needs to be Addressed
Mitigation Strategy	The issuance of a deferred maintenance bond at the state level is needed to fully address the backlog. The Assistant VP of Capital Planning is in the process of gathering the necessary supporting documentation to support the bond proposal. In the meantime, the facilities department continues to prioritize and address repairs based on an assessment of safety risks to provide the campus community with as safe of an environment as possible given its resource constraints.

Risk No.	2
Name of Risk	Disclosure of Confidential Data
Risk Owner	Curt King, Chief Information Officer
Objective	Ensure confidential data maintained by the university is secure.
Risk Description	The mishandling of Personally Identifiable Information (PII) may result in non-compliance with Executive Order 504, the Family Educational Rights and Privacy Act (FERPA), the Health Insurance Portability and Accountability Act (HIPAA), or Payment Card Industry (PCI) standards, which could lead to lawsuits and damage to the reputation of the university.
Reference(s) to Risk Report dated May 2016	Risk No. 4, Data Intrusion; Risk No. 16, Mishandling of Personally Identifiable or Identifying Information
Ratings as of May 2016:	
Likelihood	3
Impact	4
Risk Score	12
Risk Level	Needs to be Addressed
Current Status	<p>Traditional information technology controls have been implemented, to include back-ups, firewalls, anti-malware scanners and monitoring of logs. New employees are required to attend information security awareness training.</p> <p>Logging of employee interactions with networked folders is not enabled. When attackers compromise university accounts and access the network, the office of information technology services is unable to determine if data was copied by attackers from networked folders and exfiltrated. In addition, many passwords that are currently being utilized are simplistic and have been in use for extended periods of time.</p>
Current Ratings:	
Likelihood	3
Impact	4
Risk Score	12
Risk Level	Needs to be Addressed
Mitigation Strategy	The office of information technology services should continue to pursue strategies to improve the security of university data. Equipment with automated logging features should be installed. The existing password policy should be updated to clearly define requirements for strong passwords as well as time limits for changing passwords. Information security awareness training should be required on an annual basis for relevant employees.

Risk No.	3
Name of Risk	Building Security
Risk Owner	Ben Szalewicz, Assistant VP of Capital Planning - Facilities
Objective	Create a safe environment for all members of the campus community.
Risk Description	Members of the campus community may be injured because buildings are not secure and individuals gain access without authorization, which could damage the reputation of the university and lead to decreased enrollment and loss of tuition revenue.
Reference(s) to Risk Report dated May 2016	N/A
Ratings as of May 2016:	N/A
Likelihood	N/A
Impact	N/A
Risk Score	N/A
Risk Level	N/A
Current Status	<p>The Board of Higher Education recently performed a security assessment of the campus and identified vulnerabilities associated with building security as a key concern.</p> <p>University Police, in collaboration with the facilities department, has made significant improvements to building security throughout campus by installing updated doors and keycard systems. Recent improvements to Meier Hall have significantly improved the security of that building. However, many buildings have old exterior doors and still rely on a physical key system for security. The effectiveness of the physical key system that is still being used for many campus buildings is hampered by the lack of a systematic method for accounting for keys. Without accountability, every key that is lost increases the chances that individuals can gain unauthorized entry.</p>
Current Ratings:	
Likelihood	3
Impact	4
Risk Score	12
Risk Level	Needs to be Addressed
Mitigation Strategy	<p>Improving building security is a key initiative for the Capital Planning Review Committee. University Police is partnering with the facilities department on this initiative. The first priority of this initiative is to upgrade exterior doors and install keycard access, beginning with the Sullivan Building. Interior doors will be upgraded as resources allow.</p> <p>In addition, the facilities department plans to create a dedicated position for a locksmith for the purpose of managing all locks on campus. Once this position is filled, procedures will be established that describe how keys will be distributed and tracked, as well as how missing keys will be handled.</p>

Risk No.	4
Name of Risk	Campus Events
Risk Owner	Gene Labonte, Assistant VP of Public Safety and Risk Management
Objective	Create a safe and welcoming environment for all members of the campus community.
Risk Description	<p>Disputes may arise regarding whether or not to invite a speaker to campus who is known to be controversial. University administration could be criticized for how they handle this type of situation, which could damage the reputation of the university, negatively impact relationships with alumni and supporters, and lead to decreased enrollment and loss of tuition revenue.</p> <p>In addition, students or employees may invite controversial speakers to campus without taking appropriate safety precautions. If protests ensue, members of the campus community could be injured.</p>
Reference(s) to Risk Report dated May 2016	N/A
Ratings as of May 2016:	
Likelihood	N/A
Impact	N/A
Risk Score	N/A
Risk Level	N/A
Current Status	Currently, university administration must rely upon informal channels to keep themselves informed of events occurring on campus because event information is managed in a decentralized manner. The university's event management system is only being utilized for large functional spaces on campus. Other spaces are managed by a wide range of departments, particularly academic departments and various offices in Student Life. These departments consult with University Police and the facilities department to ensure that adequate safety precautions have been taken for their events, to include asking participants to complete liability waivers or requesting the presence of police officers.
Current Ratings:	
Likelihood	3
Impact	4
Risk Score	12
Risk Level	Needs to be Addressed
Mitigation Strategy	A centralized process needs to be established to ensure that all campus events are adequately reviewed from a risk management perspective. A decision matrix should be developed, to assist event planners and University Police with scheduling and deploying appropriate resources. Use of the current event management system for all events on campus is an essential component of this process.

Risk No.	5
Name of Risk	General Campus Safety
Risk Owner	Gene Labonte, Assistant VP of Public Safety and Risk Management
Objective	Create a safe environment for all members of the campus community.
Risk Description	A significant threat to campus security could occur, which could lead to injury or loss of life. The reputation of the university could also be damaged, which could result in decreased enrollment and loss of tuition revenue.
Reference(s) to Risk Report dated May 2016	Risk No. 3
Ratings as of May 2016:	
Likelihood	3
Impact	5
Risk Score	15
Risk Level	Urgent
Current Status	<p>Campus safety continues to be a top priority, due to the extensive range of potential threats to campus and the unpredictable nature of these threats. University Police has embarked on various educational initiatives for students and employees, including training on safety and emergency response. University Police continues to explore new safety-related technologies and equipment to improve its response capabilities.</p> <p>University Police seeks to encourage an "if you see something, say something" culture. Students and employees are instructed to report individuals exhibiting suspicious behavior to University Police or to the Student Life Care and Concern Team. This team works in collaboration with University Police and Student Life professionals and acts as a first line of defense by analyzing threads of information from various sources that, when connected, may identify threats to the campus community. Significant threats are forwarded to the Threat Assessment Team for further evaluation.</p>
Current Ratings:	
Likelihood	2
Impact	5
Risk Score	10
Risk Level	Needs to be Addressed
Mitigation Strategy	Educational initiatives should be enhanced to ensure that the entire campus community is cognizant of the multiple means available to report potential threats. University Police and Student Life should review and document existing procedures to ensure that internal communication channels are streamlined, cases are being tracked, and follow-up is being performed.

Risk No.	6
Name of Risk	Disaster Recovery of the Data Center
Risk Owner	Curt King, Chief Information Officer
Objective	Ensure critical systems are protected from loss and recovered timely in the event of a disaster.
Risk Description	Should the university's data center be made inoperable due to a catastrophic event, the university would be without immediate access to all system capabilities and information assets. Inadequate planning to protect critical systems and the highly sensitive information maintain by those systems could have a negative impact on confidentiality, integrity, availability, and compliance.
Reference(s) to Risk Report dated May 2016	Risk No. 10, Data Center Disaster Recovery
Ratings as of May 2016:	
Likelihood	2
Impact	5
Risk Score	10
Risk Level	Needs to be Addressed
Current Status	A Continuity of Operations Plan (COOP) has been developed for the data center, which includes plans for disaster recovery and business continuity. However, these plans have not been fully tested to confirm that all of the actions included in the plans are feasible.
Current Ratings:	
Likelihood	2
Impact	5
Risk Score	10
Risk Level	Needs to be Addressed
Mitigation Strategy	The office of information technology services should review its existing disaster recovery and business continuity plans for feasibility. The plans should be proven out by conducting a full simulation as soon as possible, and annually thereafter. A business impact analysis should be performed at the completion of each simulation, to identify areas of improvement.

Risk No.	7
Name of Risk	Diversity and Inclusion
Risk Owner	Lisa McBride, VP of Diversity and Inclusion
Objective	Ensure all students experience a sense of inclusion and belonging from orientation through graduation and beyond.
Risk Description	Students may feel disrespected or mistreated by administrators, faculty members, or other students, which may lead to protests or increased drop-out rates. The reputation of the university could also be damaged, which could negatively impact relationships with alumni and supporters or lead to decreased enrollment and loss of tuition revenue.
Reference(s) to Risk Report dated May 2016	Risk No. 1
Ratings as of May 2016:	
Likelihood	4
Impact	4
Risk Score	16
Risk Level	Urgent
Current Status	<p>Student protests continue to be a significant issue for colleges and universities throughout the country. In response to this trend, the university continues to expand its efforts to ensure students feel respected throughout their college experience. An office dedicated to diversity and inclusion was created within the past year. In collaboration with the office of human resources, the office of diversity and inclusion has established multiple training programs and avenues for dialogue for students and employees. Protocols for the confidential reporting of bias incidents have been developed and communicated widely.</p> <p>A comprehensive climate survey was recently completed, which provided an opportunity for the campus community to express concerns on a wide range of topics in a confidential format. Results of the survey are expected to be available by November 2017.</p>
Current Ratings:	
Likelihood	3
Impact	3
Risk Score	9
Risk Level	Needs to be Addressed
Mitigation Strategy	University administration should continue their current efforts to engage in an open dialogue with the student body. The results of the climate survey should be carefully considered and used to frame future initiatives to address concerns raised by students and employees.

Risk No.	8
Name of Risk	Student Travel
Risk Owner	Gene Labonte, Assistant VP of Public Safety and Risk Management
Objective	Ensure the safety of students and employees during participation in university-sponsored programs.
Risk Description	Students or employees participating in university-sponsored programs may be injured due to a lack of safety precautions, which could damage the reputation of the university and lead to decreased enrollment and loss of tuition revenue. International travel is of particular concern due to the potential for civil unrest in many countries.
Reference(s) to Risk Report dated May 2016	Risk No. 14, Student Travel – International Programs
Ratings as of May 2016:	
Likelihood	3
Impact	3
Risk Score	9
Risk Level	Needs to be Addressed
Current Status	<p>Over the past year, the university travel committee and the Center for International Education implemented a database for the purpose of recording relevant information for international trips led by faculty. Centralizing this information enables administrators to better assist students and employees traveling abroad in the event of emergencies.</p> <p>In addition to international trips, many students participate in university-sponsored programs within the United States. Student athletes travel extensively, Student Life sponsors trips for students, and many faculty members take students on local field trips as part of their courses.</p>
Current Ratings:	
Likelihood	3
Impact	3
Risk Score	9
Risk Level	Needs to be Addressed
Mitigation Strategy	<p>The university travel committee and the Center for International Education should continue the progress that has been made to improve processes related to travel. The factors used in approving trips should be clearly outlined, to include a review of current Department of State travel advisories. Travel policies should be expanded to require faculty leaders to attend pre-trip orientations, which would include topics such as how to develop emergency response plans and how to access support services.</p> <p>In addition, the travel committee should consider whether the database that is currently being used to track international travel can be extended to include domestic trips and, if so, which trips should be tracked (e.g., all overnight trips or trips beyond a certain radius from campus).</p>

Risk No.	9
Name of Risk	Accessibility of Course Materials
Risk Owner	David Silva, Provost and VP of Academic Affairs
Objective	Ensure students with disabilities have the resources they need to succeed academically.
Risk Description	Students with disabilities may struggle in their courses because materials are difficult to access. In addition, failure to comply with the standards of the Americans with Disabilities Act (ADA) may lead to lawsuits or fines, which could damage the reputation of the university and lead to decreased enrollment and loss of tuition revenue.
Reference(s) to Risk Report dated May 2016	Risk No. 15, ADA Compliance for Print and Digital Products
Ratings as of May 2016:	
Likelihood	3
Impact	3
Risk Score	9
Risk Level	Needs to be Addressed
Current Status	The university website was brought into compliance with ADA standards as a result of its recent upgrade. In addition, the university has established robust protocols to ensure that accommodations are provided to students with disabilities upon request. However, these protocols have historically been focused on face-to-face courses. The recent emergence of online and hybrid courses introduces the need to establish protocols that specifically address issues that students with disabilities may encounter when accessing course materials electronically.
Current Ratings:	
Likelihood	3
Impact	3
Risk Score	9
Risk Level	Needs to be Addressed
Mitigation Strategy	The division of academic affairs should perform an assessment of current protocols related to the accessibility of course materials to identify areas for improvement and better ensure that students have the resources they need to achieve academic success.

Risk No.	10
Name of Risk	Campus Accessibility
Risk Owner	Ben Szalewicz, Assistant VP of Capital Planning - Facilities
Objective	Create a welcoming environment for individuals with disabilities.
Risk Description	Individuals with disabilities may not be able to reach their desired destinations because of physical obstacles, to include steep hills and other natural terrain. In addition, failure to comply with ADA standards may lead to lawsuits or fines, which could damage the reputation of the university and lead to decreased enrollment and loss of tuition revenue.
Reference(s) to Risk Report dated May 2016	N/A
Ratings as of May 2016:	N/A
Likelihood	N/A
Impact	N/A
Risk Score	N/A
Risk Level	N/A
Current Status	<p>The original ADA standards were released in 1990 and were significantly expanded in 2010. While significant progress has been made to meet these standards, more improvements are required to achieve full compliance. Only buildings that have been constructed since 2010 are fully accessible. While it is possible to receive funding from DCAMM to upgrade facilities to meet ADA standards, these funds are only available as part of major renovation projects. In the meantime, the offices of human resources and disability services continue to work closely with the facilities department to address individual requests for accommodations.</p> <p>DCAMM recently completed an ADA facilities assessment of the campus. This assessment provides detailed recommendations for improving accessibility. In addition, the recent North Campus Precinct Study incorporates mitigating designs into all of its recommendations.</p>
Current Ratings:	
Likelihood	3
Impact	3
Risk Score	9
Risk Level	Needs to be Addressed
Mitigation Strategy	The facilities department and office of human resources are currently in the process of reviewing the assessment provided by DCAMM. These departments will coordinate with the ADA Section 504 task force to develop a plan to address the deficiencies outlined in the report. The plan will prioritize those areas of campus which are the most difficult to navigate.

Risk No.	11
Name of Risk	Workplace Safety
Risk Owner	Gene Labonte, Assistant VP of Public Safety and Risk Management; Mark Quigley, Assistant VP of Human Resources and Equal Opportunity
Objective	Create a safe workplace for employees.
Risk Description	Employees may be injured while performing their duties due to a lack of safety precautions, which could lead to lawsuits and damage to the reputation of the university. Alternately, fraudulent workers' compensation claims may not be detected because thorough investigations are not conducted.
Reference(s) to Risk Report dated May 2016	N/A
Ratings as of May 2016:	
Likelihood	N/A
Impact	N/A
Risk Score	N/A
Risk Level	N/A
Current Status	<p>Various departments throughout campus have safety protocols in place to protect their employees from injury during the course of their duties. In particular, the facilities department trains its employees extensively and provides protective equipment for use on the job. The duties of the Assistant Director of Sustainability and Environmental Health and Safety, which is a newly created position in the facilities department, will include reviewing safety protocols to ensure compliance with Occupational Safety and Health Administration (OSHA) standards.</p> <p>Employees are instructed to contact the office of human resources to report injuries, so that workers' compensation claims can be filed. Investigations are performed for claims if fraud is suspected. Injuries are also tracked for the purpose of identifying hazardous conditions and preventing similar accidents from occurring in the future.</p>
Current Ratings:	
Likelihood	3
Impact	3
Risk Score	9
Risk Level	Needs to be Addressed
Mitigation Strategy	A coordinated effort by University Police, risk management, the office of human resources, and the facilities department is needed to improve safety in the workplace. All employees with duties involving hazardous conditions should be educated regarding the mandatory safety precautions required to perform their duties. Annual completion of safety training should be required for relevant employees. Employees should be encouraged to report potential hazards and should be held accountable for failing to take appropriate precautions.

Risk No.	12
Name of Risk	Classroom Technology
Risk Owner	Curt King, Chief Information Officer
Objective	Develop strategic plans for information technology and academic technology to meet evolving needs, advance teaching and learning, and attract high-quality faculty, staff and students to Salem State.
Risk Description	Classrooms with outdated configurations and limited wireless capabilities may deprive students of innovative teaching methods that have the potential to improve their rates of success. In addition, insufficient wireless bandwidth may fail meet the expectations of prospective students, which can negatively impact recruitment efforts and lead to a loss of tuition revenue.
Reference(s) to Risk Report dated May 2016	N/A
Ratings as of May 2016:	N/A
Likelihood	N/A
Impact	N/A
Risk Score	N/A
Risk Level	N/A
Current Status	<p>Almost all of the classrooms on campus are configured to be forward-facing, based on lecture style teaching. Research has shown that active-learning classrooms are more effective for first generation and underrepresented college students, which are categories that describe a significant portion of the current student body. In contrast, active-learning classrooms have multiple screens which students can use for group work during class. In addition, a robust wireless network is an essential component to active-learning classrooms. The university installed its first wireless network in 2003 based on best practices at that time, which were focused on laptop usage. In recent years, the emergence of additional mobile devices has caused a shift in best practices to accommodate these devices.</p> <p>Detailed proposals for upgrading classroom technology and the wireless network have been submitted to the IT Governance Committee.</p>
Current Ratings:	
Likelihood	3
Impact	3
Risk Score	9
Risk Level	Needs to be Addressed
Mitigation Strategy	The IT Governance Committee should collaborate closely with academic affairs, the office of information technology services, and enrollment management to analyze the proposals that have been developed for upgrading classroom technology and the wireless network. These projects should be prioritized, and an implementation schedule should be established.

Risk No.	13
Name of Risk	Business Intelligence Capability
Risk Owner	Curt King, Chief Information Officer
Objective	Data-driven decisions are made that further the strategic goals of the university.
Risk Description	Decisions may be made without sufficient data, which may impede the university from achieving its strategic goals.
Reference(s) to Risk Report dated May 2016	N/A
Ratings as of May 2016:	N/A
Likelihood	N/A
Impact	N/A
Risk Score	N/A
Risk Level	N/A
Current Status	The office of information technology services has created a business intelligence (BI) unit, which is currently working with the division of strategic planning and decision support to develop a framework to ensure access to, and analysis of, data to inform key university decisions. To date, several operational units have developed certain functionally oriented data warehouses for reporting purposes. A BI steering committee has been established to identify and prioritize the strategic information needs of the university as a whole.
Current Ratings:	
Likelihood	3
Impact	3
Risk Score	9
Risk Level	Needs to be Addressed
Mitigation Strategy	<p>The BI steering committee will continue to collaborate with the office of information technology services and division of strategic planning and decision support to enhance the university's systems, tools, and structures for cross-divisional data sharing and related analytics. Data governance has been identified as a component of this, to ensure that common definitions and quality control mechanisms are in place to ensure the data is optimized.</p> <p>Consideration should also be given to improving how data is collected. One potential solution would be the implementation of a customer relationship management (CRM) system. This system would allow offices serving students to better understand a particular student's situation and would enable them to provide better, more informed assistance to each student.</p>

Risk No.	14
Name of Risk	Transportation
Risk Owner	Gene Labonte, Assistant VP of Public Safety and Risk Management
Objective	Ensure the safety of students and employees while in transit to university-sponsored activities.
Risk Description	Students or employees traveling to university-sponsored activities that are held off campus may be injured due to a lack of safety precautions, which could damage the reputation of the university and lead to decreased enrollment and loss of tuition revenue.
Reference(s) to Risk Report dated May 2016	Risk No. 7
Ratings as of May 2016:	
Likelihood	3
Impact	4
Risk Score	12
Risk Level	Needs to be Addressed
Current Status	<p>The safety of students and employees while traveling continues to be a primary concern, both by means of commercial transportation or university-owned passenger vans.</p> <p>Commercial transportation is conducted by a vendor which is certified by the Transportation Safety Exchange (TSX) and the Federal Motor Carrier Safety Administration. All drivers undergo strict screening, and all vehicles are inspected in accordance with TSX and Department of Transportation standards.</p> <p>All new employees whose responsibilities will include operating university vehicles, including students hired as drivers, are required to undergo driver history reviews and drug screenings prior to being allowed to drive. In addition, an online fleet driver safety program has been established and made available to all current drivers.</p>
Current Ratings:	
Likelihood	2
Impact	4
Risk Score	8
Risk Level	Needs to be Addressed
Mitigation Strategy	Efforts should be made to ensure drivers currently employed by the university are practicing safe driving habits. The office of human resources should coordinate with the various collective bargaining units to ensure that employment contracts include requirements for drivers to submit to periodic validation of their driver licenses and driving records. Completion of the fleet driver safety program should be required of all drivers, and driving privileges should be revoked for any employee who fails to complete this training.

Risk No.	15
Name of Risk	Internships
Risk Owner	David Silva, Provost and VP of Academic Affairs
Objective	Design and implement high-impact programs and practices that promote students' personal and intellectual development.
Risk Description	Students may not be connected with internships and other experiential learning opportunities for which they are well suited, because information is unavailable or difficult to access. In addition, university administration may not be able to provide students working at placement sites with timely assistance during emergencies because contact information is unavailable.
Reference(s) to Risk Report dated May 2016	N/A
Ratings as of May 2016:	N/A
Likelihood	N/A
Impact	N/A
Risk Score	N/A
Risk Tolerance	N/A
Current Status	Currently, experiential learning opportunities are managed in a decentralized manner. Academic departments are responsible for managing all aspects of their placements, to include agency agreements, evaluations, and emergency contact information. The division of academic affairs has prepared a proposal to purchase a database that would improve the coordination of these placements. This proposal is currently under consideration by the Information Technology (IT) Governance Committee.
Current Ratings:	
Likelihood	2
Impact	4
Risk Score	8
Risk Level	Needs to be Addressed
Mitigation Strategy	The division of academic affairs should collaborate with the office of career services to develop consistent definitions, policies and practices for experiential learning opportunities. The IT Governance Committee should work closely with academic affairs to analyze the proposal for an internship database.

Appendix:
Status Update for Risks Identified in 2016

A. Financial Systems – Student Finance / General Ledger

Reference to May 2016 Report: Risk No. 2

Risk Owner: Karen House, VP of Finance and Business

Objective: Ensure the integrity of the university's financial data.

Risk Description: Financial data does not automatically transfer between the student finance system and the university's financial system of record, the general ledger.

Status as of May 2016: There was a disconnect between these systems which prevented some transactions from automatically flowing from the student finance system to the general ledger, making it difficult to perform reconciliations and ensure the accuracy of financial reporting.

Ratings as of May 2016:

Likelihood = 4

Impact = 5

Risk Score = 20

Risk Level: Urgent

Current Status: As reported to the Board of Trustees on September 9, 2016, this issue has been addressed. System configuration changes and operating procedural improvements were identified to ensure financial transactions originating in the student finance system feed in their entirety into the general ledger. Two external PeopleSoft consultants were engaged to implement these changes. The two systems were brought into balance with an increase to accounts receivable of approximately \$680,000. Protocols, queries, and reconciliations have been put in place to ensure the systems remain in balance going forward.

The ratings for this risk have been re-assessed as follows:

Current Ratings:

Likelihood = 1

Impact = 3

Risk Rating = 3

Risk Level: Acceptable

B. Title IX Compliance

Reference to May 2016 Report: Risk No. 5

Risk Owner: Mark Quigley, Assistant VP of Human Resources and Equal Opportunity

Objective: Ensure all students experience a sense of inclusion and belonging from orientation through graduation and beyond.

Risk Description: Failure to follow due process in response to incidents of sexual assaults, relationship violence, stalking or related crimes can result in non-compliance with federal guidelines and damage to the reputation of the university.

Status as of May 2016: The university has designated a Title IX Coordinator and has embarked on a number initiatives designed to enhance awareness and prevention. The university has been awarded a three-year federal grant initiative to enhance prevention, education, awareness and response to crimes of sexual assault and relationship violence through a coordinated community response approach.

Ratings as of May 2016:

Likelihood = 3

Impact = 4

Risk Score = 12

Risk Level: Needs to be Addressed

Current Status: The university continues to expand and improve its training offerings, both in face-to-face formats as well as online via Campus Answers. Current offerings include Title IX training for personnel identified as responsible employees (REs), alcohol awareness for students, and due process procedures for investigators.

The ratings for this risk have been re-assessed as follows:

Current Ratings:

Likelihood = 2

Impact = 3

Risk Rating = 6

Risk Level: Acceptable

C. Athletic Competition – Injury Prevention and Management

Risk Number from the May 2016 Report: Risk No. 6

Risk Owner: Peggy Carl, Director of Athletics and Recreation Programs

Objective: Ensure the safety of students while participating in sports.

Risk Description: Students may be experience traumatic injuries while participating in robust athletic programs, club sports or intramurals.

Status as of May 2016: Certified athletic trainers evaluate student-athlete injuries and follow proper protocols. There are currently three certified athletic trainers who oversee practices and games, but conflicts prevent coverage for all athletic events.

Ratings as of May 2016:

Likelihood = 4

Impact = 3

Risk Score = 12

Risk Level: Needs to be Addressed

Current Status: The athletics department ensures that all athletic staff members, including trainers and coaches, are made aware of safety concepts, including injury prevention, personal protective equipment maintenance, concussion symptom recognition and concussion management, and return to play policies and protocols.

The ratings for this risk have been re-assessed as follows:

Current Ratings:

Likelihood = 3

Impact = 2

Risk Rating = 6

Risk Level: Acceptable

D. Internal Controls Compliance

Reference to May 2016 Report: Risk No. 5

Risk Owner: Gene Labonte, Assistant VP of Public Safety and Risk Management

Objective: Ensure the university maintains compliance with state regulations related to internal controls, and that robust internal controls have been established for key processes.

Risk Description: The failure to ensure sufficient internal controls have been established could lead to inefficient processes, fraud, waste, or abuse, as well as non-compliance with state regulations.

Status as of May 2016: The Internal Control Committee conducts a risk assessment on an annual basis, in compliance with state regulations. However, the process was time consuming and cumbersome. The committee was seeking to identify ways to better ensure effective internal controls had been put in place.

Ratings as of May 2016:

Likelihood = 3

Impact = 4

Risk Score = 12

Risk Level: Needs to be Addressed

Current Status: Within the past year, a full-time position dedicated to risk management was created and filled. One of the primary duties of this position is to facilitate the risk assessment process conducted by the Internal Control Committee, which fulfills the university's obligations related to with internal control regulations. This change in personnel has enabled the Internal Control Committee to improve the efficiency and effectiveness of the risk assessment process. The committee has also expanded its scope and taken on responsibility for monitoring strategies to improve internal controls, to include the strategies described in this document.

The ratings for this risk have been re-assessed as follows:

Current Ratings:

Likelihood = 1

Impact = 4

Risk Rating = 4

Risk Level: Acceptable

E. Cash Management

Reference to May 2016 Report: Risk No. 10

Risk Owner: Karen House, VP of Finance and Business

Objective: Ensure cash is safeguarded prior to being deposited.

Risk Description: The failure to safeguard cash could lead to fraud, waste or abuse, which poses both a financial and reputational risk.

Status as of May 2016: Minor gaps had been identified with respect to cash handling. The amount of cash handling at the university is relatively low.

Ratings as of May 2016:

Likelihood = 4

Impact = 3

Risk Score = 12

Risk Level: Needs to be Addressed

Current Status: Training is being conducted for those areas that are collecting cash. This training includes protocols for reconciliation, physical safeguards, oversight, segregation of duties, accounting and auditing.

The ratings for this risk have been re-assessed as follows:

Current Ratings:

Likelihood = 2

Impact = 3

Risk Rating = 6

Risk Level: Acceptable

F. Safety of Academic Labs and Studios

Reference to 2016 Risk Report: Risk No. 12, Academic Lab Safety

Risk Owner: David Silva, Provost and VP of Academic Affairs

Objective: Ensure the safety of students in academic labs and studios.

Risk Description: Students may be injured in academic labs or studios due to a lack of safety precautions, which could damage the reputation of the university and lead to decreased enrollment and loss of tuition revenue.

Status as of May 2016: Academic labs and studios throughout campus have industry-approved safety procedures and protocols in place. However, many environmental safety systems, such as wash-down showers and eye wash stations, are inadequate and have not been tested or maintained with any regularity. Additional concerns include inefficient ventilation systems, lack of ventilations systems in make-shift labs, and the lack of emergency shut-off systems.

Ratings as of May 2016:

Likelihood = 3

Impact = 3

Risk Score = 9

Risk Level: Needs to be Addressed

Current Status: The facilities department continues to improve the safety of academic labs, to include the installation of wash-down showers. In addition, the duties of the Assistant Director of Sustainability and Environmental Health and Safety, which is a newly created position in the facilities department, will include coordinating with academic affairs to ensure that labs are properly equipped with adequate containment and ventilation systems. This position will also coordinate with the office of counseling and health services to develop protocols to handle incidents of exposure.

The ratings for this risk have been re-assessed as follows:

Current Ratings:

Likelihood = 2

Impact = 3

Risk Rating = 6

Risk Level: Acceptable

G. Safety of Lab Animals

Reference to 2016 Risk Report: Risk No. 13, IACUC Accreditation / Safety of Personnel and Animals

Risk Owner: David Silva, Provost and VP of Academic Affairs

Objective: Ensure the safety of animals in academic labs.

Risk Description: Animals in academic labs could be subjected to harmful conditions due to a lack of safety precautions, which could delay research projects being performed by students and faculty members. In addition, allegations of animal cruelty could be made, which could damage the reputation of the university.

Status as of May 2016: One of the faculty members in the psychology department maintains a vivarium with a small population of rats for the purpose of conducting behavioral experiments. Although the vivarium does not have a generator that would serve as a back-up power source during outages, the lab is equipped with temperature alarms which are monitored.

Ratings as of May 2016:

Likelihood = 3

Impact = 3

Risk Score = 9

Risk Level: Needs to be Addressed

Current Status: The facilities department is collaborating with academic affairs to develop emergency protocols for the vivarium that will address various scenarios, particularly extended power outages.

Current Ratings:

Likelihood = 2

Impact = 2

Risk Rating = 4

Risk Level: Acceptable

SUBJECT: Nominating Committee Meeting Report of May 23, 2017

The Nominating Committee of the Board of Trustees met Wednesday, May 23, 2017, in the Multi-purpose Gym at the O’Keefe Center.

Present for the Committee were Trustees Katzman (Chair), Malcolm and Scott. Also present: Trustee Murphy and Board Secretary Montague.

Trustee Katzman called the meeting to order at 5:10 pm.

Trustee Katzman reported that one nomination had been received for the position of chair and two nominations for vice chair of the board:

Chair: Trustee Paul Mattera (nominated by Trustee Scott)

Vice Chair: Trustee Robert Lutts and Trustee Kathy Murphy (self-nominations)

Trustee Katzman noted that Trustee Murphy’s nomination was currently in flux as she was currently discussing her interest in serving as vice-chair with Chair Mattera.

In the meantime, there was a call for additional nominations from the committee; there were none.

Upon a motion duly made by Trustee Malcolm, seconded by Trustee Scott, it was unanimously

VOTED: The Nominating Committee of the Board of Trustees of Salem State University recommends that the Board re-elect Paul Mattera as chair of the Board of Trustees for FY2018, effective July 1, 2017.

The committee then turned its attention to the vice-chair nomination and Nominee Murphy then joined the meeting. Following a brief discussion Trustee Murphy withdrew her nomination for vice-chair due to other commitments. She thanked the committee for its consideration.

Upon a motion duly made by Trustee Scott, seconded by Trustee Malcolm, it was unanimously

VOTED: The Nominating Committee of the Board of Trustees of Salem State University recommends that the Board elect Rob Lutts as vice-chair of the Board of Trustees for FY2018, effective July 1, 2017.

The slate of recommended candidates, therefore, proposed by the Nominating Committee to the Board of Trustees for its consideration at the June 7, 2017 meeting is:

Paul Mattera, Chair
Rob Lutts, Vice Chair

There being no further business to come before the Committee the meeting was adjourned at 5:45 pm.

Prepared by: L. Montague, Secretary to the Board of Trustees

**SUBJECT: Institutional Advancement/Marketing & Communications Committee
Meeting Report for May 24, 2017**

The Institutional Advancement/Marketing & Communications Committee of the Board of Trustees met on Wednesday, May 24, 2017, in the Paul Petrowski Conference Room located in Marsh Hall on the Central Campus of Salem State University.

Present for the Committee were Trustees Scott (chair), Teresa Chisholm, Andrew Duperval and Jacob Segal; President Meservey (ex-officio), Vice President McGurran (committee liaison), Staff Assistant for Institutional Advancement Shahin. Also present and participating were Trustees DeSimone, Katzman, Lutts, Malcolm, Mattera and Murphy.

Trustee Scott called the meeting to order at 6:40 pm

Fundraising Update

Vice President McGurran gave a brief update on the status of Institutional Advancement's FY17 goal of \$5.5M. As of the end of April, \$5,120,927 has been raised, with a balance remaining of \$379,073. Over the past four weeks, 200 gift transactions have been processed, many of those going to the unrestricted endowment, for which we had set an ambitious goal of reaching \$1M in honor of President Meservey's tenure and service. Over the past few weeks, we have raised an additional \$775,000, bringing the unrestricted endowment from \$225,000 to just over a million dollars. McGurran thanked the board members for their participation in the fundraising effort to recognize President Meservey's two decades of service; we achieved 100% participation from the board of trustees. Between now and June 30, the end of the fiscal year, our focus will be on the annual fund, which has a goal of \$1,016,165 towards which we have raised \$880,227. We have quite a few upcoming solicitation activities, some of which include a final appeal drop on May 26, mailing for "near" Sullivan Society members, phonathon pledge reminders, end of year blasts and thank you postcards.

A question was raised about next steps for Institutional Advancement fundraising. McGurran discussed the campaign assessment report which is being finalized and will be submitted as our annual report and transition document for President-elect Keenan. This report will help guide us through our next phase of activities. With a new president coming on board, it will most likely be 12 to 18 months before we entertain another campaign. Until then we will be continuing the very important role of stewarding and cultivating current and future donors.

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

VOTED: To adjourn the meeting at 6:50 pm

SUBJECT: Risk Management & Audit Committee Report for Wednesday, May 24, 2017

The Risk Management & Audit Committee of the Board of Trustees met on Wednesday, May 24, 2017, in the Petrowski Room, on the Central Campus of Salem State University.

Present for the Committee were Trustees Segal (chair), Murphy (vice chair), Malcolm, Lutts, and advisory committee member Zetes, President Meservey (ex-officio); Vice President for Finance and Business House (committee co-liaison), and Ms. Laurie Toomey, Staff Assistant, Administration. Also present from the trustees were Trustees Chisholm, DeSimone, Duperval, Katzman, Mattera, and Scott,

Chair Segal called the meeting to order at 6:37 pm.

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

VOTED: To adjourn the meeting at 6:38 pm

Prepared by L. Toomey, Staff Assistant, Administration

SUBJECT: Academic Affairs and Student Life Committee Meeting Report for May 24, 2017

The Academic Affairs and Student Life Committee of the Board of Trustees met on Wednesday, May 24, 2016, in the Paul Petrowski Conference Room of Marsh Hall on the Central Campus of Salem State University.

Present for the Committee were Trustees Chisholm (vice chair) and Katzman; Chair Mattera (ex-officio); President Meservey (ex-officio); Provost Silva (committee liaison), and staff associate Longo, academic affairs. Also present and participating in the meeting were Trustees Lutts, Malcolm, Scott, Segal, Murphy, DeSimone, and Duperval; and Assistant Dean Nate Bryant.

Trustee Chisholm called the meeting to order at 6:45 pm. The following items were discussed:

MSCA Personnel Actions

Provost Silva provided the committee with an overview of the tenure and promotion process and the recommendations that would be put before them for action (Attachment A). He explained the tenure and promotion process. A brief discussion ensued.

Provost Silva presented the candidates recommended for tenure. After careful consideration, the committee took the following action:

Upon a motion made duly by Trustee Katzman and seconded by Trustee Chisholm it was unanimously:

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

Provost Silva presented the candidates recommended for Tenure with Promotion to Associate Professor. After careful consideration the committee took the following action:

Upon a motion made duly by Trustee Katzman and seconded by Trustee Chisholm, it was unanimously:

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

Provost Silva presented the candidates recommended for Promotion to Full Professor and Associate Professor. After careful consideration the committee took the following action:

Upon a motion made duly by Trustee Katzman and seconded by Trustee Chisholm, it was unanimously:

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

Provost Silva presented the candidates recommended for Promotion to the rank of Professor Emeritus and Professor Emerita. After careful consideration the committee took the following action:

Upon a motion made duly by Trustee Katzman and seconded by Trustee Chisholm, it was unanimously:

VOTED: to recommend to the full board the personnel action for Faculty Promotion to the rank of Professor Emeritus, Professor Emerita, Associate Professor Emerita, Assistant Professor Emerita, and Librarian Emeritus as presented.

Strategic Plan Update

President Meservey and Assistant Dean Bryant provided an update on the strategic planning process. Working directly with the extensive notes developed by the collaboration committee as garnered through many months of engagement with the community, the PEC, and working closely with Trustee Murphy continued to shape the emerging plan. The four goals currently at the center are STEM+M+HC, place, civic responsibility, and the Department of Higher Ed's Big 3. The draft plan will be submitted to the DHE for the second "touchpoint" on June 13, 2017. It was emphasized that this is a draft plan and that both the Board of Trustees and incoming President will have input before the strategic plan is finalized.

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

VOTED: To adjourn the meeting at 7:20 pm.

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

ATTACHMENT A

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

Effective: September 1, 2017

<u>CANDIDATE</u>	<u>ACTION</u>	<u>DEPARTMENT</u>
Alves, Brian	Tenure	Art + Design
Guo, Hongtao	Tenure	Accounting & Finance
Charner-Laird, Megin	Tenure with Promotion to Associate Professor	Childhood Education & Care
Harvey, Michael	Tenure with Promotion to Associate Professor	Theatre & Speech Communication
Healy, Noel	Tenure with Promotion to Associate Professor	Geography
Robinson, Jennifer	Tenure with Promotion to Associate Professor	Criminal Justice
Aparicio, Carlos	Promotion to Full Professor	Psychology
Cassano, Christina	Promotion to Associate Professor	Childhood Education & Care
Flynn, Regina	Promotion to Associate Professor	English
Hains, Rebecca	Promotion to Full Professor	Communications
Hubeny, J. Bradford	Promotion to Full Professor	Geological Sciences
Jain, Anurag	Promotion to Full Professor	Marketing & Decision Sciences
McLyman, Meghan	Promotion to Full Professor	Music & Dance
Morris, Christopher	Promotion to Associate Professor	Theatre & Speech Communication
Pariser, Harold	Promotion to Associate Professor	Biology
Peary, Alexandria	Promotion to Full Professor	English
Ritchie, Leah	Promotion to Full Professor	Management
Steenrod, Shelley	Promotion to Full Professor	School of Social Work
Tang, Zaiyong	Promotion to Full Professor	Marketing & Decision Sciences
Tschakert, Norbert	Promotion to Full Professor	Accounting & Finance
Breitborde, Mary-Lou	Promotion to Professor Emerita	Secondary and Higher Education
Byrne, Mary	Promotion to Associate Professor Emerita	School of Social Work
Corbett, Caitlin	Promotion to Professor Emerita	Music & Dance
Facella, Carol	Promotion to Professor Emerita	Criminal Justice
Maciejewicz, Elizabeth	Promotion to Assistant Professor Emerita	Theatre & Speech Communication
Morrison, Victoria	Promotion to Associate Professor Emerita	Healthcare Studies
Pew, Stephen	Promotion to Librarian Emeritus	Library