

SPECIAL MEETING OF THE BOARD OF TRUSTEES
March 29, 2017

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

ABSENT: Stringer

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

The provisions of General Laws, Chapter 30A, having been complied with and a quorum of the Board being present, the Board of Trustees of Salem State University held a meeting in Marsh Hall, Room 210, Central Campus, Loring Avenue, Salem, Massachusetts, on March 29, 2017, with Paul Mattera, Chair, presiding.

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I. CALL TO ORDER

Call to Order

Chair Mattera called the meeting to order at 5:40 p.m. He noted that the one item on today's agenda is to approve the Presidential Profile. This is mostly transactional but necessary as approval authority is outside of the Presidential Search Committee's charge.

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II. NEW BUSINESS

Approval of Presidential Leadership Profile

Chair Mattera then turned the meeting over to Trustee Chisholm who updated the Board on the Presidential Search Committee's work and the progress on the search itself. She then turned attention to the Presidential Leadership Profile and hearing no discussion duly presented the motion, seconded by Trustee Scott, it was unanimously

VOTED: That the Board of Trustees hereby approves the presidential leadership profile as shown in Attachment A.

* * *

III. ADJOURNMENT

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

VOTED: **To adjourn the meeting at 5:45 p.m.**

Respectfully submitted,



Patricia Maguire Meservey
President



Lynne Montague
Secretary to the Board of Trustees



PRESIDENT
Leadership Profile



Contents

Welcome	1
At a Glance	2
The Opportunity	3
Salem State University: An Overview	4
Indicators of 21st Century Growth	5
Points of Pride	6
The Role of the President	8
Opportunities for Presidential Leadership	9
Qualities and Qualifications of the Ideal Candidate	12
The University	14
Serving the Community and Region	22
About the City of Salem	24
Procedure for Candidacy	

Welcome

Dear Prospective Candidate,


Thank you for your interest in Salem State University's presidential search. As the chairs of the Board of Trustees and the Presidential Search Committee, we invite you to explore this leadership profile and the university's website which will give you a better feel for the campus and its mission. We have high expectations for our 14th president and are confident that this prospectus helps paint the picture of Salem State's trajectory of excellence.

Over the last ten years, Salem State has grown and matured in many ways, including growth in the physical campus, increased diversity and graduation rates, expansion of academic programs, improvements in student life and successful completion of a \$25 million fundraising campaign. As the university has evolved to reflect our global society, we remain committed to our mission, values and heritage and to our strong partnership with the exciting, historic city of Salem, Massachusetts. Today, Salem State University is a flagship of the higher education system in the Commonwealth of Massachusetts, and we remain committed to affordability and accessibility for first generation college students.

Opportunities abound for a new president to continue this forward momentum, to boost private philanthropy, to further expand the university's infrastructure, to strengthen our partnerships with the region and to set a strategic direction for this great institution. Simply stated, Salem State University's foundation is exceptionally strong. If you are a remarkable leader who will propel this institution into the future, we would like to hear from you.

We appreciate your interest in this position and wish you the best as you begin your candidacy. Thank you for your consideration of Salem State University.

Sincerely,



Paul Mattera
Chair
Board of Trustees



Teresa Chisholm
Chair
Presidential Search Committee

At a Glance

Students

Salem State University is the most diverse public university in the Commonwealth with over 29 percent of the student population from underrepresented backgrounds.

9,000

Full-Time Faculty

Salem State's faculty represent a wide variety of academic institutions including the most prestigious in the country and the world. The university has been recognized twice in the past five years as being among the top producing institutions of Fulbright Scholars.

351

Graduation Rate

From 2007 to 2016, the graduation rate for baccalaureate students increased 15 percentage points—the largest change in the state university system.

52%

Campus Investment

Over the past decade, nearly 760,000 square feet of new construction and renovations have been made, bringing state-of-the-art academic and student life spaces to campus.

760,000
square feet

10,000 Reasons Campaign

Salem State University completed its first comprehensive fundraising campaign exceeding its \$25 million goal by more than a million dollars.

\$26
million



The Opportunity

Salem State University seeks a visionary and collaborative president to build on its history of success and lead the university to the next level of achievement.

Salem State is on the move. Designated a university in 2010, our campus has been energized by new state-of-the-art facilities, an increase in freshmen applications, improved student graduation and retention rates, growing alumni engagement, talented leadership throughout the organization and an expanding role in the region.

Located just 15 miles north of Boston, Salem State is one of the largest and most diverse state universities in the Commonwealth of Massachusetts and is an important partner in the economic, cultural and intellectual vitality of the greater north-of-Boston region. Situated in the historic seacoast city of Salem, Massachusetts on more than 115 acres and five campuses, Salem State provides a diverse community of over 9,000 students, a high quality, student-centered education; one that prepares them to contribute responsibly and creatively to a global society and to serve as a resource to advance the region's cultural, social and economic development.

The university supports a full-time faculty of over 350 and offers 32 undergraduate degree programs in the liberal arts, human services and business, along with graduate programs that offer degrees in 24 fields such as education, science, humanities, business, criminal justice, and nursing, among others. The university also has a continuing education division that offers both credit and non-credit programs.

Salem State's faculty represent a wide variety of academic institutions including the most prestigious in the country and the world. The university has been recognized twice in the past five years as being among the top producing institutions of Fulbright Scholars. Faculty hold a deep commitment to teaching and learning and pride themselves on connecting with students at an individual level. Student learning opportunities are personal and collaborative, yet large enough to broaden students' understanding of their world.

The university's students hail from 28 states and 63 countries. The university is proud that 35 percent of its 2016 freshman class self-identified as being students of color. Salem State has over 65 student groups and clubs, 15 varsity teams along with intramural sports, and hundreds of student activities scheduled throughout the year. The university has a nationally award-winning residence life program. One-third of the undergraduate degree-seeking population, including two-thirds of the freshman class, lives on campus. More information about the university and the presidential search can be found at saalemstate.edu.

For information regarding how to express a candidacy or to make a nomination for this position, please see the section entitled "Procedure for Candidacy" at the end of this document.



Salem State University: An Overview

Salem State's 163-year history reflects the growth of its mission and its vital role in the nation, the Commonwealth and the local community. From its beginnings as a teaching college to the large, diverse and comprehensive academic institution it is today, the university has remained true to the value of its founders, and continually seeks a forward path, adapting to society's changing needs while ensuring the intellectual and material well-being of the North Shore region of Massachusetts and beyond.

Mission Statement

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.

Vision

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

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

The Board and Department of Higher Education

Salem State University is part of the Massachusetts public higher education system, which is comprised of nine state universities, 15 community colleges and the five-campus University of Massachusetts System. Tasked with defining the mission of and coordinating the Commonwealth's system of public higher education, the Board of Higher Education (BHE) has a particular responsibility for the state universities and community colleges and broad oversight responsibility for the University of Massachusetts. The Department of Higher Education, headed by a Commissioner, is the executive arm of the Board of Higher Education. The Board participates in the appointment of community college and state university presidents, approves presidential appointments and sets presidential compensation. The Department of Higher Education is one of three agencies in the Commonwealth, and the Executive Office of Education facilitates communication and coordination between and among those three education agencies.

The BHE is responsible for establishing statewide, system goals for the state universities and community colleges. The BHE is currently reviewing existing statewide goals within the context of developing a statutorily mandated performance measurement system for public higher education institutions. Meanwhile, the existing statewide goals are embodied in the Vision Project, an initiative that aims toward national leadership in six key areas of educational work: (1) college participation; (2) college completion; (3) student learning; (4) workforce alignment; (5) closing achievement gaps; (6) educating citizens. Each year the BHE collects data tracking progress on these outcomes for each institution, and shares these data with presidents and campus boards. The BHE has also launched a major initiative to achieve cost savings through heightened collaboration among the colleges and universities and asks the individual colleges to participate in these efforts.

Indicators of 21st Century Growth

	2006	2016	CHANGE
Student FTE	7,225	7,226	0%
Resident Students (Housing capacity not students housed)	1,404	2,282	63%
Percent Students of Color	14.8%	29.4%	99%
Graduation Rate*	37%	52%	41%
Full-Time Faculty	320	351**	10%
Degrees Awarded	1,434	2,214	54%
Campus (number of buildings)	20	29	45%
Campus (total square feet)	1,152,221	2,046,328	78%
Total Revenues	\$106,813,338	\$163,958,382	53%
International Partnerships	3	25	733%
Community Service Hours	1,281	359,891	27995%
Percent of Students on Deans List	38%	44%	16%

*Data is from 2007 and 2017 (projected)

**2015 IPEDS data





Points of Pride



- **University Status** – In 2010, Salem State College became Salem State University, a legislated change in status which reflected the large, comprehensive institution the university had become. University status brought greater recognition to the high quality of Salem State’s academic programs and the many accomplishments of its faculty and students. With the university designation, Salem State expanded academic programming grounded in the expertise of its faculty and designed to address the changing needs of its community and workforce. Among many highlights, Salem State’s School of Social Work was ranked #91 (of over 250 programs) by *US News & World Report* in 2016 and is the highest ranked public program in Massachusetts.



- **Increased Graduation Rates** – Student success is Salem State’s key goal. From 2007 to 2016, the graduation rate for baccalaureate students increased 15 percentage points—the largest change in the state university system. Salem State’s six-year graduation rate for first-year freshmen increased from 37 percent in 2007 to 52 percent in 2016, with a graduation rate for transfer students at 67 percent. This growth reflects the exceptional efforts of faculty and staff to support students, and the university continues to set aggressive goals in the area of student success.



- **Diverse Community** – Salem State University is the most diverse public university in the Commonwealth with over 29 percent of the student population from underrepresented backgrounds. In addition, over 35 percent of students identify as first generation college students. Salem State is known for its culture of inclusion and, over the last five years, the university has expanded cultural and identity based programs and dialogues. Given population trends, the university is preparing to be a Hispanic Service Institution in future years. Salem State recently added a vice president of diversity and inclusion to the President’s Executive Council.



- **New State-of-the-Art Academic and Student Life Spaces** – Changes to the physical campus over the past decade are profound. Nearly 760,000 square feet of new construction and renovations have been completed or are underway, bringing state-of-the-art academic and student life spaces to campus. Through the support of the Commonwealth of Massachusetts and generous donors, combined with resources of the university’s operating budget, over \$250 million has been invested in campus improvements. Highlights of these changes include the Frederick E. Berry Library and Learning Commons, the Sophia Gordon Center for Creative and Performing Arts, the Harold E. and Marilyn J. Gassett Fitness Center, athletic fields and courts, and two residence halls that provide accommodations for nearly 900 students. Efforts are currently underway to secure the Commonwealth’s support for a new science facility to meet the strong demand for science, health care, and technology programming.

- **Residential Campus** – In recent years, Salem State has shifted from a commuter campus to a more residential campus. Currently, one-third of the undergraduate degree-seeking population lives on campus, one-third lives in local neighborhoods, and the remaining third commutes from home. In addition to new residential facilities, Salem State has also added a new student life co-curriculum.

- **A Successful Comprehensive Fundraising Campaign that Raised Over \$26 Million** – In December of 2016, Salem State announced the successful completion of the university’s first comprehensive campaign. Exceeding its \$25 million goal, over \$26 million was raised during the campaign from more than 11,000 donors, with a remarkable 93 percent participation rate among faculty and staff. The funds resulted in the establishment of 48 new scholarships for students and much needed financial support for academic programs.



The Role of the President

The president serves as the chief executive officer of Salem State University and is responsible for ensuring the university delivers high-quality, student-centered programs for a diverse community of learners, in accordance with the institution's mission.

The president reports to the **Board of Trustees**. Reporting to the president are the members of the **President's Executive Council (PEC)**:

- Provost and Academic Vice President
- Vice President of Enrollment Management, Student Life and Marketing
- Vice President for Finance and Business
- Vice President for Diversity and Inclusion
- General Counsel and Vice President of Administration
- Vice President of Institutional Advancement
- Executive Director of Strategic Planning and Decision Support
- Chief of Staff to the President

The president has an **office staff** of six full-time members, including:

- Chief of Staff to the President
- Director of External Affairs
- Director of Public Relations
- Executive Assistant and Secretary to the Board of Trustees
- Public Relations Associate
- Senior Assistant and Assistant Secretary to the Board of Trustees

Salem State's Leadership Cabinet members also work closely with the president and meet two times per semester. Members of the cabinet include senior academic and administrative staff across the institution. A full list of **cabinet members for academic year 2016-17** is available [here](#).

Additionally, the president serves as a member of the Council of Presidents of the Massachusetts State University System, along with the presidents of the eight other institutions in the Massachusetts State University System.



Opportunities for Presidential Leadership

Under the leadership of its current president, Salem State has thrived through historic changes in the regional and national landscapes for public higher education. Among its many achievements and distinctions, the university has recently begun to employ efficient planning processes tied to budget and measured by outcomes and data based dashboards. Having come to the end of its last strategic plan and celebrated the successful conclusion of a supporting comprehensive campaign, the university began a visioning and strategic planning process in fall 2016. The plan will be presented to the Board of Trustees in June 2017 for approval but will be open to revision after the review and input of the next president.

The next strategic plan has much on which to build. The university is a thriving and caring campus community distinguished by academic quality and achievement; a student-centered approach to teaching and learning; deep roots in the liberal arts tradition; a strong and enduring commitment to diversity and social justice dating back to the university's connections with early abolitionists; dedicated faculty, staff and students who strive to do and be their best; and accomplished alumni who are making a difference in their professions, their communities, and the wider world.

Undergraduate education is the cornerstone of Salem State's mission. Alumni speak passionately about the transformational experience that the university provides to its students, the more than 35 percent of whom are first generation college students. Salem State is committed now and for the future to its liberal arts heritage, academic freedom, equity and access, affordability, inclusivity, social justice, student-centeredness, and a sense of community that gives it a small-college feel in a university setting. The university's colleges educate and empower Salem State's students to become responsible global citizens and contributors to the regional community and economy.

Recent investments in student services and support, campus life, and new residence halls, as well as a continued commitment by faculty and staff to student success have been responsible for a significant rise in retention and graduation rates, and especially so among underrepresented populations. The university also has a long history of offering excellent graduate education. The programs in the graduate school include some of the largest in the university and have a major influence on preparing the workforce in the Commonwealth. Graduate education supports the strong undergraduate experience at Salem State, and the university seeks to expand its graduate education capacity moving forward.

The university's strategic plan will leverage a number of strengths:

- Salem State will continue to be a thriving, welcoming, inclusive, adaptive university that graduates civically minded, socially conscious individuals ready to tackle whatever challenge comes their way; they will be motivated to engage in addressing societal problems that affect the common good and well prepared to succeed and lead in their careers and communities.
- Salem State will continue its impressive gains in retention and completion rates, closing the achievement gap between majority and under-represented student populations, and doing its part to meet the evolving workforce needs of our state and region.
- The university will continue to grow in recognition and respect for its innovative thought leadership, for its leadership in the realm of diversity and inclusion, and for championing causes of social justice.
- Salem State will leverage its location in historic Salem, on the North Shore of Massachusetts and in close proximity to the state's capital, in ways that both enhance the educational experience of students and contribute significantly to regional health and prosperity.
- As a result of effective fiscal planning, asset management, financial efficiency and fundraising, Salem State will grow more financially stable and invest more fully in its mission, in its students, and in realizing its potential as a great public university.

Key Presidential Priorities

Strategic Focus

- The university's strategic plan will provide the next president and the university community a set of priorities for moving forward, along with the flexibility and room to bring those priorities to life through strategic implementation. Given regional and state demographics and public higher education's resource constrained environment, it will be important for the president and university community to agree quickly on a clear, concise and realistic vision and focus to guide decision making, specifically around which current and future initiatives fit within the vision and should be moved forward.
- The new president will be expected to work collaboratively across the university to strengthen Salem State's financial foundation, align resources with priorities, and foster innovation and continuous improvement in all areas of the university.
- The new president will be expected to work collaboratively across the state's public higher education system and improve the institution's performance on each of the key statewide system goals identified by the Board of Trustees and Department of Higher Education.
- Given the university's current contractual and debt obligations, revenue growth is essential to support current and new strategic initiatives. In addition to fundraising, the greatest potential exists in the following areas:
 - Graduate and continuing education enrollment
 - Public private partnerships
 - Campus utilization—emerging opportunities exist to more fully leverage campus space year-round

Academic Excellence and Student Success

- Salem State prides itself on a long tradition and commitment to excellence in the liberal arts and sciences and complementary graduate programs. The university needs to continue to develop and support high-quality academic programs, outstanding faculty, and innovative educational experiences that equip Salem State graduates to thrive in an evolving workforce, rapidly changing economy, and increasingly complex and global society.
- As the most diverse campus among Massachusetts' nine state universities, Salem State must create a challenging and supportive learning environment that fully engages all students in their learning and promotes attainment of academic, personal and career goals.
- The university's continued investment in undergraduate student engagement and residential programming has paid off with increasing retention and persistence rates and a robust campus life environment. Given regional demographics, undergraduate enrollment is expected to stay level. However, graduate and continuing education enrollment offers significant potential for enrollment and revenue growth and needs strategic leadership to make that happen. In addition, in 2017 the university is seeking approval for doctoral education.
- Among the university's immediate priorities is the successful conclusion of an Association to Advance Collegiate Schools of Business (AACSB) accreditation process for the Bertolon School of Business.

University Advancement

- The president must be an active external representative and fundraiser for the university, building on the success of the recent comprehensive campaign and focusing on better engaging the university's vibrant alumni community to foster a culture of philanthropy.
- Among Salem State's hallmarks is its leadership in civic engagement through real-world learning opportunities, service to the community, and collaboration in the cultural, social and economic development of the region and state. The next president is expected to continue to model and promote civic engagement.
- Salem State has been steadily increasing public awareness of its academic strengths, institutional distinctions, and achievements and contributions of the university's faculty, staff, students, and graduates. More work needs to be done at the state level to advocate for investment in public higher education and, particularly, in Salem State's unique blend of programs and role in workforce development and cultural contributions to the region. The president will be a partner with the external local and regional communities and will serve not only Salem State's internal constituents, but also play a key role as a visible leader and advocate for public higher education in the Commonwealth of Massachusetts.

Community and Team Building

- The president of Salem State plays an important visible, internal role in building a culture of collaboration, teamwork, integrity and respect.
- Like many institutions of public higher education across the country, Salem State is improving its ability to foster a university-wide culture of excellence, accountability, collaboration and inclusion that attracts and retains talented, diverse faculty and staff committed to student success and university goals. The next president will inherit a strong, talented senior leadership team that is committed to incorporating contemporary best practices in the university's management functions. The community is committed to the principles and practice of shared governance and seeks a president who will support efforts to increase effective engagement and involvement of university constituents in strategic decision processes.
- Salem State University's culture and history as a tightly knit community has been tested by the changing external landscape. A president who can embrace and build trust with this community, communicate with transparency about the challenges and choices ahead, and invite broad participation would be welcome.
- As the institution evolves, it is critical that the university invest in and open access to internal professional leadership opportunities. Utilization, retention and celebration of talented faculty and staff are essential to the success of the organization.
- The diversity and active engagement of Salem State's student body are among the institution's unique strengths. Though the university has historically had a diverse population, the student body has become significantly more diverse over the last ten years, and in 2016, it hired its first Vice President for Diversity and Inclusion. The university is currently undertaking a **campus climate study** to assess how students, faculty, and staff experience the current campus environment. The new president must continue to embrace Salem State's historical commitment to diversity, actively engaging in conversations with students, faculty, staff, and alumni about what diversity and inclusion means for the institution today. Additionally, more work can be done to continue to actively recruit and retain diverse faculty members who will reflect the growing diversity of the student body.

Modern, Safe and Sustainable Campus Environment

- Salem State has been making progress in providing up-to-date and environmentally friendly facilities (including new buildings being LEED certified silver or better), technology and infrastructure to meet evolving needs, advance teaching and learning, and attract high-quality faculty, staff and students. A campus master planning process is underway that will identify the most cost effective and value added improvements, as well as recommendations for consolidation and strategic use of its multiple campuses.

Qualities and Qualifications of the Ideal Candidate

Salem State's president will be a visionary and collaborative leader of people and programs with outstanding communication and interpersonal skills. Minimum qualifications include:

- An earned doctorate (including but not limited to a PhD, JD or EdD) coupled with substantial experience relevant to Salem State's mission and needs; in exceptional circumstances, an earned master's degree, coupled with substantial experience relevant to Salem State's mission and needs may satisfy minimum educational requirements.
- Substantial experience in a senior-management position in higher education, or outside higher education where such experience is deemed relevant to, and provides a basis for judging the candidate's capacity to serve as a college or university president.

To be successful, the president must also possess: the capacity to articulate and implement a shared vision; a commitment to shared governance; a record of successful administrative experience; and proven financial management skills. The ideal candidate will demonstrate a track record for creating and strengthening relationships with multiple stakeholders. Successful, hands-on experience with constituent relations and fund raising is essential.

In addition, the president should demonstrate the following preferred characteristics:

- Commitment to fostering excellence in teaching and research
- Entrepreneurial skill and willingness to take risks
- Evidence of significant fiscal responsibility, strong business and financial acumen, and creativity in maintaining a healthy financial position to support mission delivery
- Experience in and/or commitment to public higher education
- Prior executive-level experience
- Deep understanding of the current context of public higher education nationally
- Ability to lead change
- Data based decision-making approach that balances transparency and consultation with ability to make tough decisions
- Experience with and/or deep interest in student interaction and advocacy
- Commitment to fostering an open, accessible and diverse community
- Understanding of the role of faculty and staff, particularly in an institution guided by collective bargaining
- A collaborative and naturally consultative leadership style
- Ability to distill, reflect and articulate complex ideas and information to the university's constituents
- Ability to build effective partnerships with external constituents
- Ability to be a successful fundraiser for the university
- Charisma and an ability to share the institution's success stories with the broader community
- Ability to partner effectively with a public board of trustees
- Understanding of and ability to work effectively in the political landscape
- Blend of energy and stamina
- Ability to listen, build trust and move initiatives forward



The University

Salem State's academic structure is comprised of the College of Arts and Sciences, the College of Health and Human Services, the School of Education, the Bertolon School of Business, the School of Graduate Studies, and the School of Continuing and Professional Studies.

Salem State's top undergraduate majors include: business administration, nursing, education, criminal justice, biology, psychology, communications, sport and movement science, English, social work and history. The university's liberal arts model prepares students to think critically, communicate effectively and ready themselves to fulfill the demands of tomorrow's changing work force. They are assisted in this endeavor by a highly credentialed faculty.

Salem State's **School of Graduate Studies (SGS)** provides a graduate experience and a degree that helps students reach their goals. SGS offers degrees in 24 fields that allow students to earn master's degrees, graduate certificates, educator licensure, and a Certificate of Advanced Graduate Study (CAGS) in education. The disciplines include: Master of Arts, Master of Arts in Teaching, Master of Science, Master of Business Administration, Master of Science in Criminal Justice, Master of Education, Master of Science in Nursing, Master of Science in Occupational Therapy, and a full-time program in Master of Social Work (the only program of its kind among the Massachusetts state universities). SGS graduates become leaders in their professions and communities. Students apply what they learn in the classroom and through their original research to their jobs and develop professional networks with faculty and area workplaces.

The **College of Arts and Sciences (CAS)** is home to the university's general education curriculum, the cornerstone of the university's commitment to offer all students an academically rewarding and intellectually diverse education. CAS is home to 20 departments, such as art + design, theatre and speech communication, English, biology, chemistry and physics, computer science, world languages and cultures, history, economics, and geological sciences, to name but a few. It is important that all students explore ideas, test concepts, learn, grow, and most of all question. The college's goal is to offer its students the best academic preparation and degree possible.

The **College of Health and Human Services (CHHS)** houses four of Salem State's service-oriented programs: the schools of nursing and social work and the departments of criminal justice and occupational therapy. Each program blends academics and field-work so students graduate with a well-balanced education that prepares them to join the work force or pursue advanced degrees, which are offered in each of the programs. Recognizing the unique interdisciplinary nature of the respective professions, CHHS seeks to promote a humanistic, caring environment, which maximizes student potential and instills sensitivity to current social problems and issues.





The **Bertolon School of Business**, which honors the generosity of entrepreneur and alumnus Henry Bertolon '74 and his wife, Donna, instills in its undergraduate and graduate business majors the development of strong business skills, sound ethics and a global world view. As Salem State's largest undergraduate major, it attracts students—and faculty with diverse specialties—from across the region and throughout the world. Students pursue a number of majors within business including accounting and finance, marketing, management, and decision sciences.

The **School of Education**, the university's founding program, has nearly 20,000 graduates that are making a difference as public school teachers, early childhood professionals, counselors, higher education administrators, community educators, and nonprofit directors. Through a recently transformed curriculum, students have the opportunity to pursue the combined bachelor's and master's 4+1 program which is designed to send expertly prepared, experienced teachers into our public school classrooms. Promising careers in education abound in communities across the Commonwealth—from preschools, K-12 schools, universities, childcare centers, and afterschool programs to national parks, museums, group homes, health centers, and hospitals.

The **School of Continuing and Professional Studies (SCPS)** is home to part-time and off-campus undergraduate programs, Salem State Online, Summer at Salem State, and the Center for International Education. SCPS works closely with community and international partners, businesses, and other institutions of higher education to provide expanded access to Salem State's academic programs and resources. The university offers undergraduate degrees and international education programs in a wide range of disciplines, including business administration, nursing, psychology, and education.





Faculty

As of fall 2015, 91 percent of Salem State's 351 full-time faculty members held terminal degrees: 84 percent held doctorates and 7 percent of creative and performing arts faculty held MFAs, while 9 percent held master's degrees or the equivalent and, of these, six are currently enrolled in doctoral programs. Among full-time faculty members in 2015, 80 percent identified as white, non-Hispanic (compared to 90 percent in 2010) and 56 percent were female (compared to 53 percent in 2010). Of Salem State's part-time faculty, in 2015, 95 percent continued to identify as white, non-Hispanic, while the number of females increased to 61 percent (compared to 59 percent in 2010).

Students

For the fall of 2016, Salem State received over 6,000 applications from prospective first time undergraduate students, an increase of nearly 30 percent over the past five years. The acceptance rate was 74 percent, and the yield was 25 percent. A total of 1,145 first time freshmen enrolled, with 35 percent identifying as students of color, 65 percent women and 35 percent men. Salem State's students come from 28 states and 63 countries.

For transfer students, 752 new students enrolled with 38 percent identifying as students of color, 59 percent women and 41 percent men.

Overall, the undergraduate enrollment is 7,346 with 38 percent identifying as students of color, 59 percent women and 41 percent men.

Just over 37 percent of Salem State's eligible undergraduate students receive a Pell Grant. Eighty percent apply for financial aid, and 78 percent of all degree-seeking undergraduates receive some type of financial aid—grants, loans or scholarships. Approximately 35 percent are first generation college students.

At the graduate level, 358 new students enrolled in the fall of 2016 with 19 percent identifying as students of color, 76 percent women and 24 percent men.

Veterans and Active Military

Salem State is proud to be a Military Friendly School as identified by *G.I. Jobs*. The university has also been recognized as one of the "Best for Vets" by *Military Times*, as well as a Top College and University by Military Advancement Education. Salem State hosts a student veteran organization that was awarded "Chapter of the Month" in 2013. Salem State is a member of the Paul Revere Battalion of the Army ROTC Program, a group that includes MIT, Harvard, Wellesley, Gordon, Endicott, and Tufts Colleges/Universities. Approximately 250 veterans and active military are enrolled at Salem State.

Alumni

Salem State has over 60,000 living alumni, approximately 80 percent of whom are Massachusetts residents. The alumni association is a vibrant group of volunteers who have a leadership role in both friend and fundraising. There are a number of affinity groups to engage alumni, and over 50 alumni-based events each year. One member of the university's board of trustees is selected by the alumni association Board to represent the alumni on this governance entity.

Student Life and Enrollment Management

At Salem State, the area of student life is committed to helping students balance their academic, social and civic responsibilities with their own personal growth and development. Staff in student life are advocates for diversity and social justice, which is reflected in programs and services. The university has a very active student government, as well as over 65 student groups and clubs. Recently, student life has also:

- Increased its focus on student leadership and social justice
- Shifted to a "one stop" navigation center for students
- Grown Salem State's Greek life community
- Hired a new assistant vice president and dean of students who is restructuring student life to include an "Engagement Cluster," a "Wellness Cluster" and a "Student Experience and Transition Cluster"

Athletics and Recreation

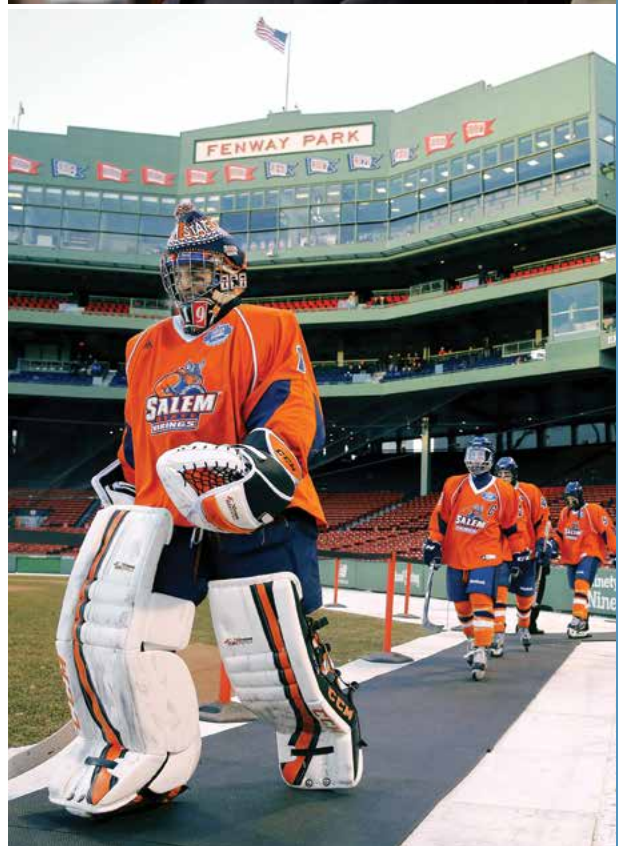
Salem State offers its students a chance to compete in a variety of competitive intercollegiate conferences and intramural athletic clubs. With the addition of a state-of-the-arts fitness center, the Gassett Center, students enjoy 40,000 square feet of aerobic and strengthening space along with open areas for various classes and "pick-up" sports.

Salem State fields men's and women's teams in 15 sports; plus 10 intramural/club teams.

Athletic teams compete in the Eastern Collegiate Athletic Conference (ECAC) Division III, the Little East Conference (LEC), the Massachusetts State College Athletic Conference (MASCAC), the National Collegiate Athletic Conference (NCAA) Division III, and the New England College Athletic Conference (NECAC).

Intercollegiate Sports:

Baseball (m)	Lacrosse (m/w)
Basketball (m/w)	Soccer (m/w)
Field Hockey (w)	Softball (w)
Golf (m)	Tennis (m/w)
Ice Hockey (m/w)	Volleyball (w)



Governance

Salem State's board governance consists of an 11-person board of trustees. Nine trustees are appointed by the governor for five-year terms, renewable once; one alumni trustee is elected by the alumni association for a five-year term, renewable once; and a student trustee is elected by the student body for one year, renewable. Regular meetings of the board are held four times annually, and as needed.

In accordance with the laws of the Commonwealth and regulations enacted by the Massachusetts Board of Higher Education, the composition, duties and powers of the Salem State University Board of Trustees are articulated within the university's bylaws. The board is charged with the fiduciary management of the institution, including determination of fees, establishment of personnel management policy, staff services, and the general business of the institution. Among its responsibilities, the board appoints the president, subject to the approval of the Massachusetts Board of Higher Education; annually evaluates the president's performance and submits its review to the Board of Higher Education; adopts an annual plan of financial operation; awards degrees in approved fields; and develops the mission statement for the university consistent with the mission of the Commonwealth's system of public higher education and statewide, system goals established by the Board of Higher Education.

Salem State University operates under the principles of shared governance and is governed internally by a series of committees that represent the three campus constituencies: students, faculty and the university administration. Each committee focuses on a different aspect of the institution, recommending policy, advising the administration of community needs or concerns, and voting on committee business. Committees fall into two categories:

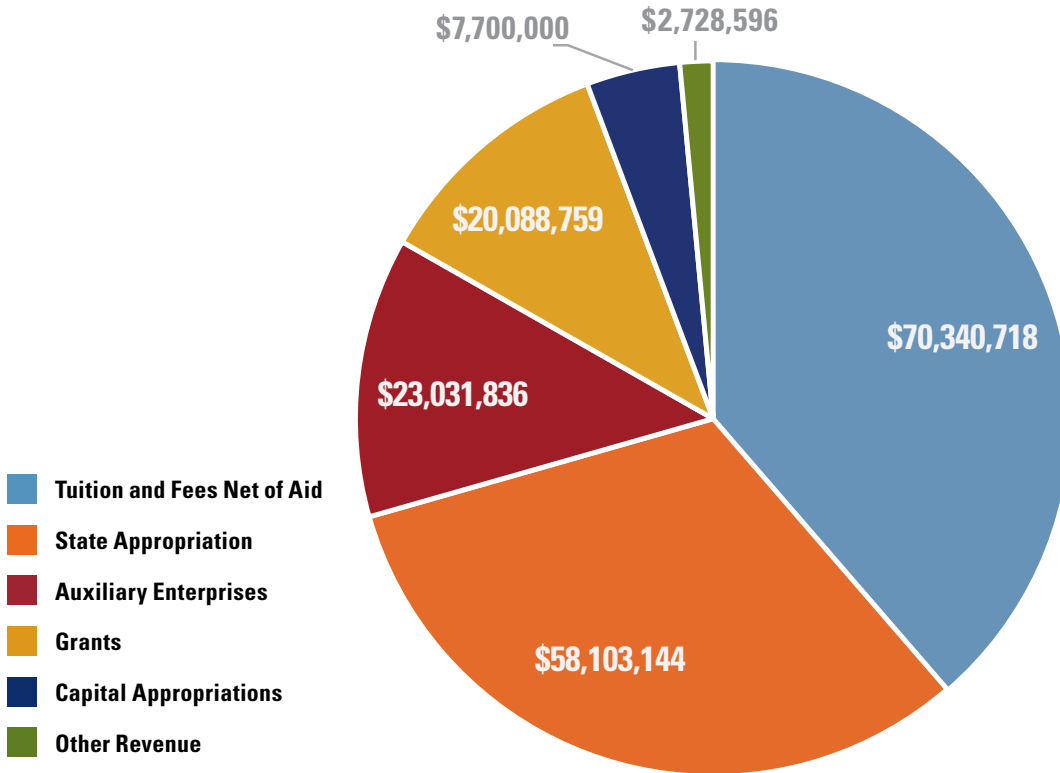
- University contract committees are required by contractual agreements for each state university. At Salem State they include academic policies, curriculum, library/media development, student affairs, and all-university, which acts as the primary agent for coordination and implementation of all contract committees, except for graduate education council, and makes recommendations to the president.
- Non-contract committees, which include both five committees required by law and 26 university advisory committees, are formed by the university president with representatives appointed by the faculty, administration and student government association.



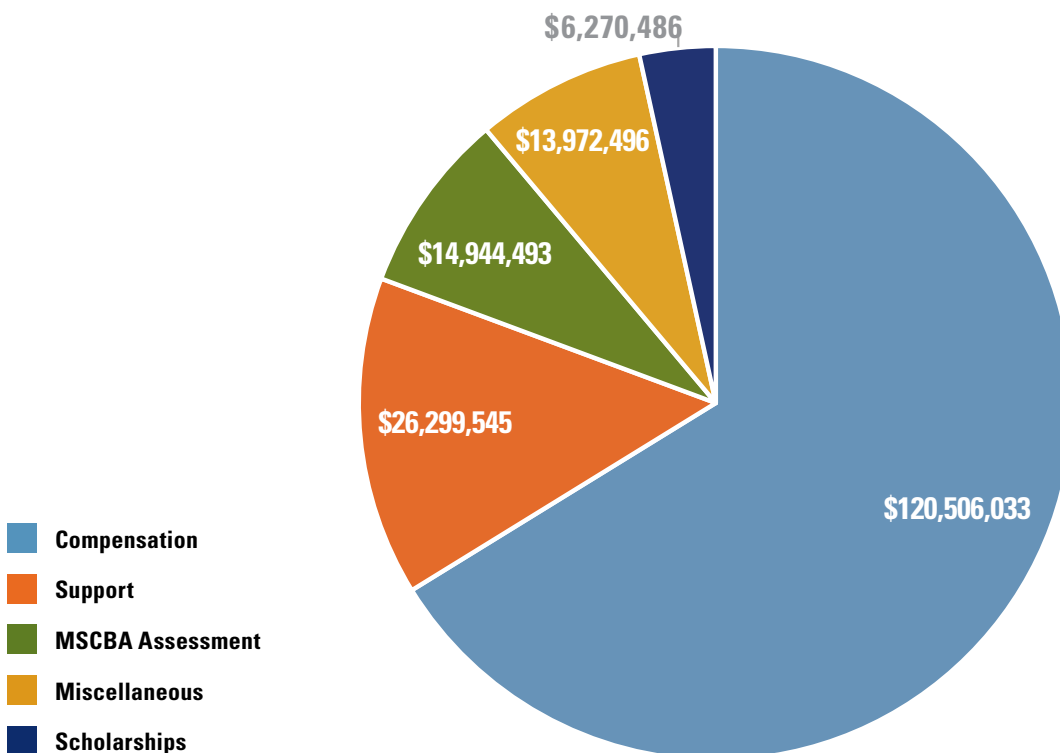
Resources

In 2017 Salem State University transitioned the scope of its budget from an operating budget to an all funds budget. The 2017 all-funds budget is \$182 million and includes the state direct unrestricted appropriation of \$44 million plus funding to pay for fringe benefits expenses, for employees covered by the state payroll, of \$13.9 million.

FY2017 Revenue Budget



FY2017 Expense Budget



The **Salem State Foundation** is a 501(c)(3) private, not-for-profit, tax-exempt organization that raises and manages charitable gifts in support of the university through active fundraising and advocacy. Working with the university and other partners, the foundation operates under the leadership of a **19-member board of directors** comprised of alumni and community leaders. The foundation is legally separate from the university. The foundation also works with university partners to:

- Manage a portfolio of \$27.3 million, with an endowment of \$25.7 million (as of December 31, 2016)
- Increase annual disbursements to academic and administrative departments
- Cultivate and steward a culture of philanthropy

The **Salem State University Assistance Corporation (SSUAC)** was created by a special act of the state legislature in 1994 to facilitate the physical campus growth and development of Salem State and to manage and operate the Enterprise Center. Through the SSUAC, Salem State has been able to build its Central Campus, Canal Street parking lot, purchase the Salem Diner (strategic acquisition), as well as several smaller real estate transactions. The Enterprise Center drives regional business through education, leadership, advocacy, community and economic development on the North Shore. It serves business owners, leaders and employees of companies of all sizes, in all industries and all stages of the business lifecycle. A vibrant component of economic development for the North Shore and beyond, the Enterprise Center also leads the North Shore Alliance for Economic Development and houses the Small Business Development Center and Massachusetts Center for Business Development for the region. The SSUAC owns and operates commercial rental properties. Salem State and the Enterprise Center have partnered to offer professional development courses and to promote entrepreneurship opportunities for our students. The SSUAC is legally separate from the university and the university is not financially accountable for the SSUAC.

The **Massachusetts State College Building Authority (MSCBA)** assists the nine state university campuses with the financing, planning, design, and construction of revenue generating buildings such as residence halls and student activity facilities. MSCBA also oversees the management of these facilities with regard to maintenance and renovations. Over the past ten years, MSCBA has supported the addition of two major residence halls, a large dining facility, the Gassett Fitness Center, the Sophia Gordon Center for Creative and Performing Arts, and a 700+ space parking garage.

Debt:	On-Book (Bonds and Note)	\$40 million
	MSCBA owned projects	\$202 million
	Leases	\$3.4 million

The **Division of Capital Asset Management and Maintenance (DCAMM)**, an agency within the Executive Office for Administration and Finance, is responsible for capital planning, major public building construction, facilities management, and real estate services for the Commonwealth of Massachusetts. In that role, DCAMM collaborates with all state colleges and universities on the construction, maintenance and renovation projects for academic spaces that are owned and funded by the Commonwealth. The most recent example of a DCAMM project at Salem State is the Frederick E. Berry Library and Learning Commons.

Collective Bargaining

Union representation at Salem State University includes three collective bargaining units:

- American Federation of State County and Municipal Employees (AFSCME)
- Association of Professional Administrators, Massachusetts Teachers Association (APA)
- Massachusetts State College Association, Massachusetts Teachers Association (MSCA)

More information on the collective bargaining agreements may be found at the web-site for the **Massachusetts Board of Higher Education**. The agreements are entered into by and between the Board of Higher Education, acting through the Council of Presidents of the State Universities, and the respective collective bargaining agents for members of the bargaining units.





Serving the Community and Region

Community service is one of the university's cornerstone activities. In FY14, students provided 429,510 hours of community service in the following categories: academic service-learning (2,106); forms of community service not including service learning students (608); total number of students who engaged in community service (2,714); and number of courses that integrate community service with academic content (260). Salem State helps support over 80 different local community service groups. Faculty and staff have also been involved with community partners in the planning of programs, and delivery of services and have led non-profits through the process of obtaining 501(c)3 status. For the past three years (2013, 2014, and 2015), Salem State has achieved the highest federal recognition possible for an institution of higher education, with placement on the President's Higher Education Community Service Honor Roll.

Positioned as a public good/resource, the university's collaboration with businesses on the North Shore and beyond have been extensive. University leadership is represented in the North Shore Chamber of Commerce as well as many of the city/town chambers of the region. Expertise of faculty and administration is sought in developing workforce educational programs through the North Shore Workforce Investment Board and business specific opportunities. Many academic service-learning experiences are based in the real needs of local non-profits or small businesses bringing much needed consultation to these entities. Through the Career Services Center, students are able to secure a wide range of internships and other work-related experiences.

Salem State has extensive partnerships with the school districts of the region including three laboratory schools. The Horace Mann Lab School, located on the university campus, is led (as principal) by a faculty member from the School of Education. The mutually beneficial collaborations allow Salem State to continually improve its educational offerings while bringing the benefit of research and resources to the school.

A leading institution in the north-of-Boston region, the university is the second largest employer in the city of Salem and one of the top five employers on the North Shore; 1,000 university employees live in Massachusetts; 177 reside in the city of Salem. The university generated more than \$827 million in economic spending in Massachusetts in FY14, over \$443 million of spending in Essex County and over \$100 million in the city of Salem. Salem Mayor Kimberley Driscoll '89 is an alumna, and the university and city enjoy a very close working relationship.



About the City of Salem

Founded in 1629, Salem, the “City of Peace”, is a small city with a big history. It is the second incorporated city in Massachusetts (April, 1836) and the second oldest settlement in New England (settled four years before the settlement of Boston).

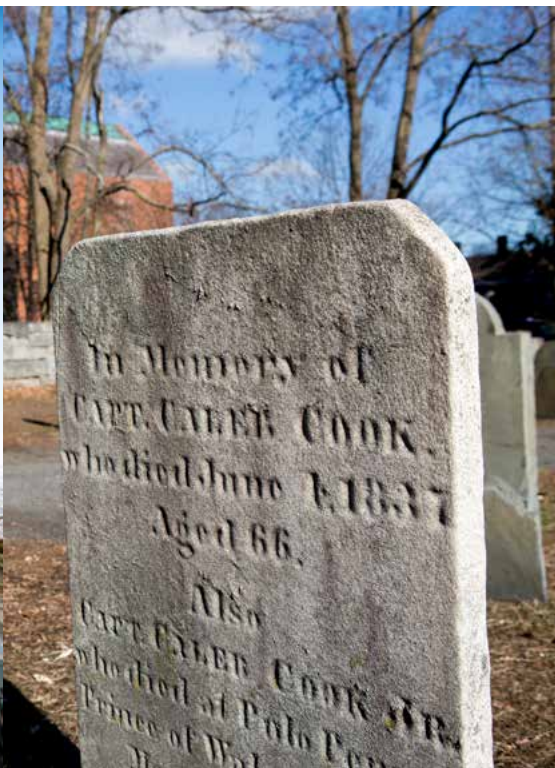
While Salem has been long known as the “Witch City” due to the notable witch trials of 1692, Salem also played a prominent part in Revolutionary times and was an active leader of several Massachusetts industries. In the early part of the 19th century, Salem’s ships were pioneers in the India trade and opened up commerce with Africa, China, Russia, Japan and Australia. In Salem are found mansions that belonged to some of the country’s first millionaires, the birthplace of celebrated author Nathaniel Hawthorne and 18.5 miles of tidal shoreline.

Salem is a vibrant, pedestrian-friendly city where its residents, and over a million tourists annually, can easily visit historic architecture, unique attractions, world famous museums, and an eclectic mix of shops and dining options. And, with easy access to public transportation—including direct access to Boston—Salem is a great city in which to live, work and study.

The university is located in the region of Salem known as South Salem and has strong ties to its neighborhood. After the purchase of the parcel now known as the Canal Street parking lot, the city’s mayor with the agreement of the university president re-established the Salem State University Neighborhood Advisory Committee (SSUNAC). The SSUNAC includes the city councilors serving South Salem, and representatives of the university and neighbors. The group meets monthly to update the community on work of the university and to discuss/ receive input into campus development. Additionally, the current president has regular meetings with the elected leadership of the city. The current process of communication has proved very beneficial in furthering the goal of the university to remain a good neighbor within its neighborhood.

The city, a leader in inclusiveness, has an active No Place For Hate Committee that includes members from the university community. The committee is dedicated to promoting acceptance of diversity and combating discrimination. It is dedicated to mobilizing citizens to challenge bigotry and to promote a prejudice-free community in which all people are respected, understood and appreciated for their differences. Their primary goal is to be a resource to the city of Salem by providing support and education on diversity issues. They seek to protect the promise of equal justice and civil rights for all members of the community.

Furthering its commitment to social justice, the Salem Award for Human Rights and Social Justice was established in 1992, the tercentenary of the Salem Witch Trials. The Salem Award Foundation’s mission is to recognize, honor and perpetuate the commitment to social justice and human rights of individuals and organizations whose work is proven to have alleviated discrimination or promoted tolerance. The university president serves as honorary co-chair of this award committee along with the mayor of the city.



Procedure for Candidacy

Interested candidates should review the **Massachusetts Board of Higher Education Guidelines and Procedures for the Search, Selection, Appointment and Removal of State University and Community College Presidents.**

The Presidential Search Committee will preliminarily screen all applicants and recommend three to five finalists for further vetting by the Salem State University Board of Trustees and the Massachusetts Department of Higher Education. Finalists will be asked to participate in open campus meetings in May 2017. Final appointment is subject to background check and approval by the Massachusetts Board of Higher Education. The president is expected to begin on July 1, 2017.

Confidential inquiries, nominations, and applications are invited. Review of applications will begin immediately and continue until the position is filled. For best consideration, candidates should provide no later than March 31, 2017, a resume or CV, letter of application and the names and contact information of five references. References will not be contacted without prior knowledge and approval of candidates. These materials should be sent electronically via email to Salem State University's consultant, Lucy Leske, at SalemStatePres@wittkieffer.com

Material that cannot be emailed may be sent to:

**President
Salem State University**

C/O WITT/KIEFFER

Attention: Lucy Leske
2015 Spring Road, Suite 510
Oak Brook, Illinois 60523

Confidential inquiries and questions concerning this search may be directed to 630.575.6122.

SALEM STATE UNIVERSITY IS AN EQUAL OPPORTUNITY/AFFIRMATIVE ACTION EMPLOYER.
PERSONS OF COLOR, WOMEN AND PERSONS WITH DISABILITIES ARE STRONGLY URGED TO APPLY.

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Salem State University documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

All images and logos used in this leadership profile were provided by Salem State University.

WITT / KIEFFER
Leaders Connecting Leaders

Prepared by

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Ann Yates
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February 2017

Witt/Kieffer is the preeminent executive search firm that identifies outstanding leadership solutions for organizations committed to improving the quality of life.

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