

## **Board Committee Reports:**

\*Approval of the following Meeting Minutes and Committee Reports:

Institutional Advancement, Marketing & Communications: January 29, 2020

Finance & Facilities: January 29, 2020

Academic Affairs & Student Life: January 29, 2020

Risk Management & Audit: January 29, 2020

Strategic Planning: January 29, 2020

\*All minutes were approved on the Board of Trustees February 12, 2020 meeting Consent Agenda.

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SUBJECT: Institutional Advancement/Marketing & Communications Committee Meeting Report for January 29, 2020

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The Institutional Advancement/Marketing & Communications Committee of the Board of Trustees met on Wednesday, January 29 in the Petrowski Conference Room located in Marsh Hall on the Central Campus of Salem State University.

Present for the committee were Trustees Teri Chisholm (chair), Cherie Butts (via conference call), Ruthanne Russell, and Jamie Zahlaway Belsito, Chair Paul Mattera, President Keenan (ex-officio), Vice President Crouse (committee liaison) and Director of Campaign and Donor Relations Dunn, Associate VP of Marketing and Communications Cronin and Staff Associate Huynh.

Trustee Teri Chisholm called the meeting to order at 3:06pm. In accordance with the Open Meeting Law all votes taken during this meeting, in which a member participated remotely, were by roll call vote.

Trustee Chisholm thanked the Finance committee for allowing the IA/MC committee to go first regarding the communications plan and the campaign plan. She explained that the committee will put forth motions for the board's endorsement of the campaign in preparation for a vote that will occur during the February 12, 2020 Joint Board meeting between the Board of Trustees and the Foundation Board of Directors. Trustee Chisholm reported that she, along with Chair Mattera, have met with Foundation President Gina Deschamps and Fundraising and Engagement Committee chair, Kathy Skrabut. Over the last six months, they reviewed polices, infrastructure, and formulated a plan for the campaign. Trustee Chisholm reviewed the proposed agenda and pointed out that there were additional materials that were included (dashboard and reinvestment policy) for reference.

President Keenan commented that he was thrilled to be in attendance and he called upon the Board of Trustees to take an historic step with Salem State's next comprehensive campaign. He thanked Trustee Chisholm, Chair Mattera, VP Crouse, Campaign Director Dunn, and the entire Institutional Advancement team for their work in preparing for today's vote.

**Communication plan** (See attached)

Corey Cronin, Associate Vice President of Marketing and Communications presented the communication plan power point developed by Libretto. Libretto was the partner during the last campaign, 10,000 Reasons. Cronin answered questions from members of the Board of Trustees regarding the campaign communication plan and explained the need to shift Libretto's focus to include institutional messaging. He

explained that the scope of their work would include creating an institutional messaging platform. More discovery interviews will be included in their work along with some campus forums with faculty, staff and students.

Cronin noted that there is a definite need for marketing for the campaign but also a need to think about strategy over time versus simply a specific time period. Cronin spoke about the need to develop new ways of engaging donors in various social media platforms that would not create any additional costs for the campaign. One of the areas Cronin stressed Marketing is excelling at is with digital, he went on to explain the need to rebalance their resources to better reach the general population.

### **Committee Charter revisions**

Chair Chisholm presented the motion which was duly seconded by Trustee Russell and upon a roll call vote it was

VOTED: The Institutional Advancement, Marketing and Communications Committee hereby recommends that the Board of Trustees approve the amendments to the committee charter. Hereby approve the amendments made to the Salem State University Institutional Advancement and Marketing & Communications charter.

Voting in the Affirmative: Zahlaway Belsito, Butts (phone), Russell, Chisholm (chair)

Voting in the Negative: None

Absent: Contreras, Mattera

### **Policy review**

VP Crouse was next on the agenda and she introduced the policy review and thanked the Trustees. Campaign Director Dunn noted the University's legal counsel had reviewed the Naming Policy, streamlined some redundancies and made minor cosmetic changes. There was discussion around the changes among the members of the Board of Trustees. Trustee Chisholm clarified that the Gift Acceptance Policy is the responsibility of the Foundation Board and that the Naming Policy is the Board of Trustees; however, both Boards leadership reviewed both drafts in a collaborative manner to ensure they were in the best interest of both organizations. Trustee Belsito asked if the morality clause was included for namings during the last campaign and VP Crouse, with confidence, shared that all namings include this clause but she couldn't speak to the agreements that were put together prior to the 10,000 Reasons Campaign. She suggested they could do an audit of these agreements and re-visit with donors if needed. Chair Chisholm shared that the endowment level for establishing a new named fund was raised to \$50,000.

## **Naming policy**

Trustee Russell presented the motion which was seconded by Trustee Zahlaway-Belsito. Following a roll call vote it was

VOTED: The Institutional Advancement and Marketing and Communications Committee hereby recommends that the Board of Trustees approve the following motion pertaining to the Salem State University Naming Policy, attached. Hereby approve the amendments made to the Salem State University Naming Policy.

Voting in the Affirmative: Zahlaway Belsito, Butts (phone), Russell, Chisholm (chair)

Voting in the Negative: None

Absent: Contreras, Mattera

## **Memorandum of Agreement (discussion)**

No questions were asked.

## **Gift Acceptance Policy (discussion)**

Campaign Director Dunn explained that the Gift Acceptance Policy would be brought to the Foundation Board meeting for a vote on February 12, 2020. She shared the membership of the Gift Acceptance Committee with the committee. There is university representation and one trustee represented on this Foundation Committee. A question from the audience prompted VP Crouse to clarify that the committee member who is a representative of the University administration, designated by the President of the University, would be chosen depending on the gift.

## **Campaign Plan**

VP Crouse thanked everyone who has helped thus far in putting together a very solid Campaign Plan. VP Crouse presented the plan that included the campaign goals, financial targets, fundraising priorities, campaign core principles, campaign gift table, volunteer engagement and structure, case for support and communications strategy, budget, and staffing information. Campaign Director Dunn presented the campaign timeline.

Trustee Chisholm commented how impressed she was by each element and with the work of Institutional Advancement in setting Salem State up for a successful campaign plan.

President Keenan thanked Chair Mattera for the work he had done to get Salem State to this point as well as to board members for their philanthropic support for project BOLD. President Keenan reported that we raised over 4 million dollars, twice as much than last fiscal year and we are only half way through the fiscal year –



setting us up for a record-breaking year. He acknowledged Trustee Kathy Murphy for her transformational contribution in support of the Biology Strategic Endowment Fund and a scholarship for a Biology student, in addition to her donation to SSU Bold. Trustee Murphy responded that when VP Crouse asked if it was okay to announce the gift, she almost declined because the experience was very humbling. She went on to share that she came from humble beginnings, from a working-class family in Lawrence, first generation to go to college, her experience at Salem State was impactful in her success and encouraged her to get her masters and PHD and ultimately led her to run a very successful business. This donation is her way of giving back and affording others with the same opportunities she had to better themselves. She also promptly suggested those who are on the board consider what they can do to help the university in the same ways she has.

Chair Chisholm presented the motion which was duly seconded by Trustee Russell. Following a roll call vote it was

VOTED: The Institutional Advancement and Marketing and Communications Committee hereby recommends that the Board of Trustees approve the following motion pertaining the Campaign II Plan, attached.  
Recommended motion: The president, vice president for institutional advancement, and other university personnel are authorized to do all things and take all actions deemed necessary to move forward with a comprehensive campaign to address identified funding priorities and implement campaign activity as outlined in the Campaign II plan.

Voting in the Affirmative: Zahlaway Belsito, Butts (phone), Mattera, Russell, Chisholm (chair)

Voting in the Negative: None

Absent: Contreras

The meeting adjourned at 4:45pm.

# Campaign and Institutional Messaging Update

January 2020

# Overview

- About our partners
- Brief review of what we heard
- Timeline of our work
- Deliverables and checkpoints

# Libretto

- Established in 1996, Libretto is an award-winning communications strategy, messaging and content development firm.
- Libretto was initially hired to create the campaign case statement.
- SSU had worked closely with them on the 10,000 Reasons campaign.
- Libretto is committed to providing clients with a new lens for expressing what they stand for and a fresh perspective on how to share their story with others.
- Neal Kane, president and Adrian Pio, senior creative associate are our project leads

# What we heard

- Questions around state funding vs. private funding for the BOLD initiative arose during several conversations
- VSIP settlements and decreases in enrollment were cited as factors associated with lower morale
- Some participants feel that a smaller student body could produce a positive outcome by making the Salem State experience more focused and student-centered

# What we heard (cont.)

- Without prompting, participants raised existential issues around the university's identity and ethos:
  - “Who are we and what do we stand for?”
  - “What's our product?”
  - “We need to put a stake in the ground”
  - “We need to articulate our differentiators”

# What we heard (cont.)

- While a degree of unease was expressed during several of our conversations, participants also reaffirmed what they love about Salem State:
  - The chance to make a meaningful difference in students' lives
  - A lack of entitlement on campus
  - SSU's commitment to diverse populations, students with limited resources, and first-generation students
  - The close relationships they enjoy with colleagues
  - SSU's emphasis on creating opportunity and building equity

# Recommendation

Based on the perspectives shared with us, we feel that the creation of an **institutional messaging platform** would provide an opportunity for the university to engage the community in a celebration of Salem State's core values—and in doing so, help pave the way for the campaign.



# Why develop institutional messaging?

- Our goal is to reaffirm the most fundamental, positive dimensions of the university's philosophy, approach, and offerings without reimagining the brand from scratch
- Fine-tuning the high-level story that Salem State shares with our community—and with the world—will position us to launch the campaign from a place of strength
- This work will be informed by the equity agenda recently initiated by Carlos Santiago, Massachusetts Commissioner of Higher Education, and the trustee's strategic themes of flexibility, affordability and employability

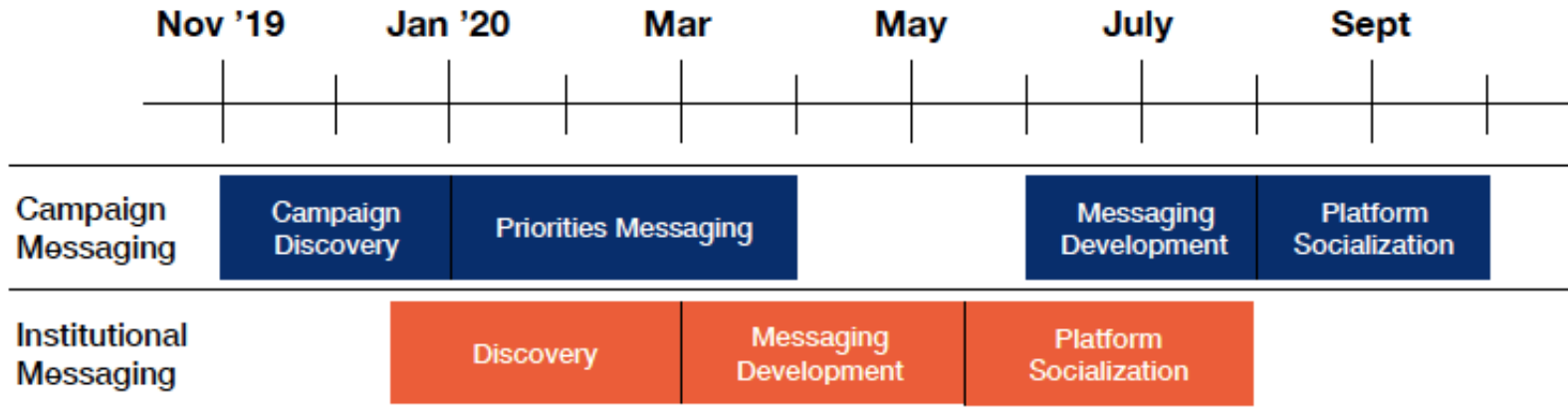
# Considerations

- We need to engage a broad cross section of the community around the creation of the platform and roll it out to the community in an intentional manner
- This activity will prove invaluable in building support for the campaign
- Conversely, if the community senses that the campaign has been conceptualized and developed without their input, the potential for backlash seems relatively high
- As the institutional platform takes shape, we will incorporate those messages into the evolving campaign platform

# Institutional messaging scope

- **Discovery** that builds on the interviews to date, including several open forums that engage students, staff, and faculty
- **Institutional Messaging Platform**, including a positioning statement, key messages that address undergraduate and graduate/professional studies offerings, and targeted messages focused on specific areas (e.g., workforce development)
- **Messaging Trainings** that provide an introduction to the platform and participatory exercises that demonstrate how to deploy it effectively
- **Assistance with Messaging Implementation**, which will focus on discussions around how to implement the platform through internal and external communications (enrollment materials, social media, etc.)

# Overall messaging timeline





Patricia Maguire Meservey, *President*

## MEMORANDUM OF AGREEMENT

### Between Salem State University and Salem State University Foundation, Inc.

This Memorandum of Agreement is made as of the 11<sup>th</sup> day of February, 2015, by and between Salem State University (the "University"), an agency of the Commonwealth of Massachusetts, and the Salem State University Foundation, Inc. (the "Foundation"), a not-for-profit charitable corporation organized and operating as such pursuant to chapters 15A, §37, and 180 of the General Laws of said Commonwealth.

WHEREAS the Foundation is organized and operated exclusively for the benefit of the University and consistently with the policies and goals of the University;

WHEREAS the Foundation plays a significant role in securing, holding, managing and disbursing moneys and other assets dedicated to the support of the University; and,

WHEREAS the University and the Foundation are desirous of recording certain understandings concerning the manner in which the Foundation and the University will coordinate, and otherwise cooperate in, efforts to raise moneys and secure other assets from private donors for the support and benefit of the University;

NOW, THEREFORE, in consideration of the foregoing premises and of the mutual covenants herein contained, the University and the Foundation hereby agree as follows.

1. Use of Name. The University and the Foundation acknowledge and agree that the University, in accordance with and subject to the provisions of chapter 15A, section 37, of the General Laws of Massachusetts, has accorded to the Foundation the right and authority to use the name of the University both in the Foundation's own name and for the purpose of its fund-raising activities.
2. Foundation's Mission and Purpose. The Foundation's mission and purpose are to raise and manage private resources in support of the mission and priorities of the University as the University may determine those to be from time to time. It is the University's and the Foundation's expectation, therefore, that the Foundation will, consistently with the terms of this Memorandum of Agreement, support the University's fund-raising activities and, in accordance with University policy and applicable provisions of law, play an active and prominent role in in the management of privately raised moneys and other assets.

### 3. University's Support and Assistance.

- a) At the Foundation's request, the University may, at no cost to the Foundation, provide the Foundation with such space and facilities of the University, including suitably equipped office and meeting space, as, in University's judgment, are reasonably necessary to permit the Foundation to fulfill its obligations under this Memorandum of Agreement. The University may also provide the Foundation with appropriate telephone and computer connectivity through the University's own telephone and computer networks.
- b) The University's chief development officer (or such other employee of the University as the University may designate) may serve as the executive director of the Foundation. At the request of the Foundation, the University may assign to the Foundation such additional personal services, including clerical services. Every such employee (including the chief development officer) may be and remain an employee of the University for all purposes. The rendering of all such personal services (including those of the chief development officer) to the Foundation shall be subject to applicable provisions of law, including those contained in chapter 15A, section 37, of the General Laws of Massachusetts.
- c) The University shall communicate to the Foundation the University's priorities and long-term plans together with such other information as the University thinks necessary or appropriate to assist the Foundation in the fulfillment of its obligations hereunder.
- d) The University shall work with the Foundation to identify, cultivate and solicit prospective donors of private gifts. All data pertaining to donors shall be and remain the property of the Foundation.
- e) The University shall give to the Foundation such additional support and assistance as the University deems necessary or appropriate to facilitate the Foundation's activities and to assist it in the accomplishment of its purposes and the fulfillment of its mission.
- f) Any and all support and assistance provided by the University to the Foundation shall at all times remain subordinate and subject to appropriation, University policy, University budget and applicable provisions of law.

### 4. Foundation's Responsibilities.

- a) The University reserves to itself the right, at any time, to play any such role and assume any such responsibility, whether to the exclusion of the Foundation or otherwise, as it may think appropriate in connection with any fund-raising activity or any donor relationship. In consultation with the University and consistently with its policies and prescriptions as they are from time to time, the Foundation shall assume principal responsibility for managing such assets entrusted to it for the support of the University.

- b) In its solicitation and receipt of gifts, the Foundation shall adhere to the provisions of chapter 15A, section 37(e), of the Massachusetts General Laws and to all other applicable provisions of law.
- c) The Foundation shall receive, hold, manage, invest, and disburse contributions of cash, securities, patents, copyrights and other forms of property, including immediately vesting gifts and deferred gifts that are contributed in the form of planned and deferred-gift instruments. The Foundation shall consult and communicate with the University regarding the acceptance of gifts of tangible property.
- d) The Foundation will consult with and receive approval from the University before the Foundation acquires real estate, accepts any gift of real estate or accepts any gift that in any way binds the University to a particular investment, expense or action.
- e) The Foundation shall establish, adhere to and periodically assess policies governing its acceptance and management of gifts. All such policies, including policies pertaining to restrictions placed on gifts, shall conform to any applicable policies of the University and shall make provision for protecting the anonymity of donors who choose to make gifts anonymously. No such policy shall permit the Foundation to obligate the University to confer any benefit or honorific on any donor or prospective donor without in each case the prior approval of the University and any and all naming rights of any kind whatever shall be exercisable solely by the University and at its sole discretion.
- f) The Foundation shall adhere to the University's Procedures for Implementing the Public Higher Education Endowment Incentive Program.
- g) The Foundation shall not accept grants from state or federal agencies without in each case the prior approval of the University.
- h) The Foundation shall establish asset-allocation, disbursement and spending policies that conform to applicable provisions of law, including the Uniform Prudent Management of Funds Act (c. 180A of the General Laws of Massachusetts) as the same is in force for the time being. In connection therewith, the Foundation shall develop an annual budget and spending plan and (but subject to applicable restrictions) may annually expend a reasonable percentage of its funds for the support of its programs, services and operations.
- i) In consultation with the University, the Foundation shall, no later than March 30 of each year, establish a plan of disbursements to the University for the University's fiscal year next ensuing. When disbursing funds or other assets to the University, the Foundation shall disclose to the University any terms, conditions or limitations to which any such funds or assets are subject.
- j) The Foundation shall annually cause a complete audited financial statement of its accounts to be prepared in sufficient time to permit the University to complete, and its

Board of Trustees to accept, the University's and Foundation's audit and transmit it to the state comptroller. The audit will be prepared in accordance with such generally accepted accounting principles and reporting practices as may be prescribed from time to time by the American Institute of Certified Public Accountants (or any successor organization), and the same shall be examined by an independent certified public accountant in accordance with generally accepted auditing standards for the purpose of expressing an opinion thereon. A copy of such statement shall be transmitted to the University upon its completion. The Foundation and the University may arrange to have such audit conducted in conjunction with the annual audit the University causes to be conducted of its own accounts.

- k) The Foundation shall maintain accurate records of all gifts received by it, including any restrictions or other terms that are of application to each, together with accurate records of all other matters that are relevant to the fulfillment of its obligations under this Memorandum of Agreement.
5. Direct Assistance to the University. In order to provide direct assistance to the University in its development activities, the Foundation shall, subject to sections 4(h) and 5(c) of this Agreement, reimburse the University for certain costs and expenses it incurs.
- a) The Foundation may reimburse to the University the costs and expenses that the University incurs in connection with its efforts to raise moneys and secure other assets from private donors, and it may do so whether such efforts of the University are made for or in the name of the University itself or for or in the name of the Foundation. Costs and expenses that the University incurs in connection with such efforts shall, for the purposes of this Memorandum of Agreement, be deemed to include any of the following costs and expenses when incurred in connection with the University's efforts to raise moneys and secure other assets from private donors: the costs that any of the University's employees (including any employee described in section 3(b) of this Agreement) reasonably incur for travel, lodging and related expenses (but not including the cost of any such employee's compensation), the costs of entertainment, meals, receptions and like events, the costs of publications, exhibits and other forms of publicity, the costs of software and other development tools, and the costs of any like items, events and activities (but not including any component of the University's general overhead) that support or relate to such efforts.
  - b) No more frequently than monthly, the University shall submit to the Foundation, in the form of an invoice or like statement, a request for reimbursement of any costs and expenses (within the meaning of the preceding clause (a)) that it has incurred (whether paid or payable) and that the Foundation has not theretofore reimbursed to it. Every such request shall include a description of all such costs and expenses (or the categories thereof) and the purposes therefor as they relate to the above-described efforts to raise moneys and secure other assets from private donors. The University shall provide to the Foundation any more particular information that the Foundation may reasonably require with respect to any such request. As promptly as is practicable following its receipt of



any such request from the University (but in no event more than thirty (30) days thereafter), the Foundation shall pay to the University the amount so requested.

Nothing in this clause (b) shall be deemed to obligate the Foundation to reimburse to the University in any fiscal year any sum or sums that in the aggregate exceed the maximum sum the Foundation shall have fixed for such purpose in accordance with the following clause (c).

- c) In accordance with section 4(h) of this Agreement, the Foundation and the University shall confer concerning the maximum sum the Foundation will commit, for the fiscal year next ensuing, for the purposes described in the preceding clause (b). In doing so they will have regard both to the Foundation's then available financial resources and the University's anticipated expenditures for development. Thereafter, but no later than at the commencement of such fiscal year, the Foundation shall fix and encumber the sum aforesaid.

6. Interpretation. This Memorandum of Agreement shall be liberally construed to the end that the Foundation might broadly and effectively promote and support the University's efforts to raise moneys and secure other assets from private donors.

7. Authorities of the University; Authorities of the Foundation. Nothing in this Memorandum of Agreement shall impair or limit the authority of the University to determine, in its sole discretion, by whom and by what activities it shall or may pursue its efforts to raise moneys and secure other assets from private donors, and no such authority shall be deemed to be vested hereby in the Foundation.

In the exercise of its authorities and the discharge of its obligations under this Agreement, the University shall act by its Board of Trustees or by any such person or body (whether one or more or in combination) as the Board of Trustees may from time to time appoint or designate for the purpose of exercising any such authority or discharging any such obligation.

In the exercise of its authorities and the discharge of its obligations under this Agreement, the Foundation shall act by its Board of Directors or by any such person or body (whether one or more or in combination) as the Board of Directors may from time to time appoint or designate for the purpose of exercising any such authority or discharging any such obligation.

8. Amendment; Termination. The parties may at any time amend this Memorandum of Agreement by an instrument in writing executed with the same formalities as those that attended the making of this instrument. Either party may terminate this MOA at any time by giving to the Chairperson of the other party not less than ninety (90) days advance written notice of its election to do so. The party initiating termination of the agreement must act in good faith to provide an opportunity for a meeting to include the board chairs (or their designees) and all appropriate executives within thirty (30) days of initial written notice to terminate the agreement.

WHEREFORE the University and the Foundation, acting by persons duly authorized therein, hereunder set their signs and seals on the dates subscribed below.

SALEM STATE UNIVERSITY

By: Pamela C. Scott

Name: Pamela C. Scott

Title: Chair

Date: Feb 11, 2015

SALEM STATE UNIVERSITY FOUNDATION,  
INC.

By: James M. Muse

Name: James M. Muse '83

Title: President

Date: FEB. 24, 2015

## **CAMPAIGN II PLAN**

Draft as of 1/28/2020

### **Campaign Goals**

1. Raise at least \$50 Million for key university priorities with 60% committed prior to public launch
2. Strengthen reputation of and pride in the university
3. Expand the philanthropic culture among our alumni and volunteer community
4. Showcase the impact of giving
5. Establish a sustainable university advancement infrastructure

### **Financial Targets**

- \$20M spendable
- \$20M endowed
- \$10M planned

### **Fundraising Priorities**

- \$15M Financial Aid
  - Undergraduate, need-based scholarships
  - Financial literacy education
  - Completion grants
  - Honors Program scholarships
- \$15M High-Impact Retention Practices
  - Peer-to-peer mentoring
  - Cohort models
  - Success coaches
  - Academic Centers
  - Internships
  - Living and learning communities
  - Schools & Colleges strategic funds
- \$10M SSU BOLD
  - Unification of South Campus academic programs to North Campus and consolidation of residential hall to North and Central Campuses;
  - Renovate Horace Mann building to house academic programs and build out new simulation laboratories for nursing and occupational therapy;
  - Construct the Meier Hall Addition for 7 new, state-of-the-art wet labs;
  - Renovate the Berry Library to include four new, flexible learning spaces;
- \$10M Unrestricted

**CAMPAIGN II PLAN**

Draft as of 1/28/2020

**Campaign Core Principles**

- **Prospects:** Prospects early in the campaign will be asked to consider gifts at the Principal Gifts levels of \$500K+ and the Major Gift level of \$50,000+.
- **Leadership:** In addition to university administration, recruitment of committed volunteers to assume formal roles and assist in steering the campaign
- **Case:** The rationale for raising funds aligned with the university’s strategic plan
- **Plan:** A well-thought out approach including:
  - Personal Solicitation
  - Peer-to-peer solicitation
  - Campaign sequential phases
  - Pledge commitments

**Campaign Gift Table**

The following table of gifts summarizes the number of commitments required at different levels to raise \$50 million, including the Annual Fund which will bring the volume of the gifts at \$25K and below and account for \$10 million of the total.

In our gift chart, 865 prospects will be cultivated, and 173 major gifts closed. During the silent phase of the campaign, major gift officers will focus on cultivating prospects to move more into the medium and high likelihoods to realize our major gift goals within the campaign.

**Key Gift Pyramid Performance Indicators**

- The lead gift accounts for at least 20 percent of the goal.
- Gifts of \$1 million and greater account for 46 percent of the goal.
- Gifts of \$25K or below account for 20 percent of the goal.

Gift Level	Number of Gifts Needed	Level Total	Cumulative Total
\$10 - \$25 Million	1	\$10.0M	\$10.0M
\$2.5 Million	2	\$5.0M	\$15.0M
\$1 Million	8	\$8.0M	\$23.0M
\$500K	6	\$3.0M	\$26.0M
\$250K	16	\$4.0M	\$30.0M
\$100K	60	\$6.0M	\$36.0M
\$50K	80	\$4.0M	\$40.0M
\$25K and below	Many	\$10.0M	\$50.0M
<b>TOTAL</b>			<b>\$50 Million</b>

**CAMPAIGN II PLAN**

Draft as of 1/28/2020

**Volunteer Engagement and Structure**

The campaign will maximize and integrate existing board leadership and structure into the campaign leadership. Campaign leaders will be drawn from every constituency and will be primarily responsible for soliciting and committing pacesetting gifts, recruiting volunteers and communicating the campaign’s case for support.

- President’s Campaign Ad Hoc – April 2019 to September 2019
- Campaign Communication Task Force – November 2019 to September 2020
- Campaign Steering Committee – Fall 2020 through 2026

**Expectations:** Commit to the life of the campaign and if not possible, a transition plan would be established (i.e.; Student Trustee). These individuals are ambassadors, peer-to-peer fundraisers, lead donors, advocates, connectors, and impact communicators.

**Meeting Schedule:** Tri-annually

<p><b>Campaign Steering Committee</b>  <b>Co-chairs:</b> 4-5 individuals representing 3-4 personas          10-15 Members          September 2020 –2026          Three meetings annually and conference calls as needed</p>					
Board of Trustees (2)	Foundation Board (2)	Alumni Association (1-2)	Faculty (1-2)	Staff (1-2)	Priorities Ad Hoc Members (3-4)

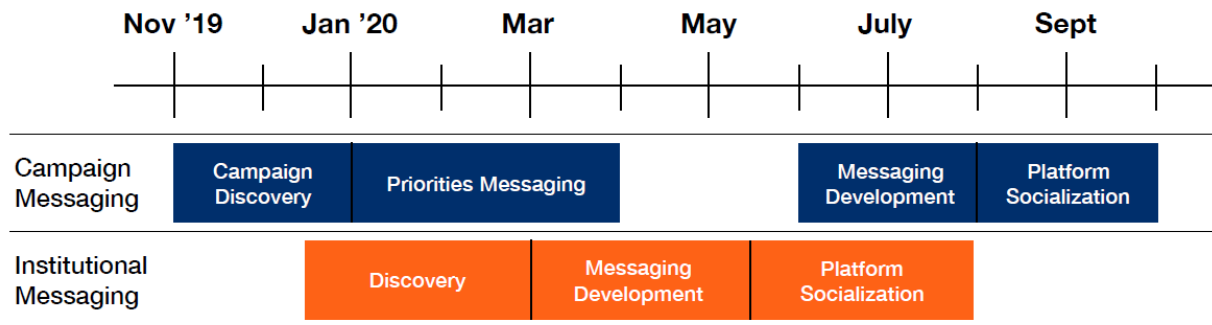
## CAMPAIGN II PLAN

Draft as of 1/28/2020

### Case for Support and Communications Strategy

Libretto has been retained by university marketing and communications to produce a messaging platform focusing on the university's purpose and position. Since the mid-90's, Libretto has helped organizations articulate what they do and hope to achieve. The process will include additional research and discovery, developing value propositions and positioning statements and helping with conveying messaging through core content platforms.

Concurrently, Libretto will be developing messaging for the fundraising priorities to expand into a full case for support following the completion of the university process.



## CAMPAIGN II PLAN

Draft as of 1/28/2020

### Campaign Timeline

Campaign gifts and pledges will be counted from the time period of July 1, 2019 - 2026.

CAMPAIGN II July 1, 2019 – 2026	Campaign Phase	Dates	Activities
<b>S I L E N T</b>	Planning Phase	February 2019- February 2020	<ul style="list-style-type: none"> <li>• Advancement working groups</li> <li>• Readiness and feasibility study</li> <li>• Supporting systems and policies agreed upon</li> <li>• University funding priorities determined by PEC</li> <li>• Begin recruiting campaign chairs</li> </ul>
	Orientation Phase	February – September 2020	<ul style="list-style-type: none"> <li>• Additional advancement staff hired</li> <li>• University messaging platform</li> <li>• Campaign case statement finalized</li> <li>• Campus messaging exercises</li> <li>• Academic leaders and major gift officer combined training</li> <li>• Select campaign solicitations</li> <li>• Strategic campaign prospect lists developed</li> <li>• Campaign steering committee recruited and activated</li> <li>• Additional campaign consultants and new technologies engaged</li> </ul>
	Principal Gift Phase	September 2020- June 2021	<ul style="list-style-type: none"> <li>• Focus on approaches of \$500K+</li> <li>• Obtain commitments from all Foundation Board members, Board of Trustees, Alumni Association</li> <li>• Conduct lead gift campaign solicitations</li> <li>• Campaign materials finalized</li> <li>• Website articulates campaign priorities</li> </ul>
	Major Gift Phase	July 2021 – September 2022	<ul style="list-style-type: none"> <li>• Focus on approaches at \$50K+</li> <li>• Campaign newsletter distributed to volunteers and donors</li> <li>• Conduct major gift campaign solicitations</li> </ul>
<b>P U B L I C</b>	Public Phase	September 2022- 2026	<ul style="list-style-type: none"> <li>• Continued work at the \$50K+ level</li> <li>• Focus on approaches below \$50K+</li> <li>• Publicly announce campaign in launch event and targeted communications plan</li> <li>• Continuous public messaging and updates</li> <li>• Steward principal gifts through recognition ceremonies</li> <li>• Achieve goal and celebrate</li> </ul>

**CAMPAIGN II PLAN**

Draft as of 1/28/2020

**Budget**

The Foundation’s cash flow budget for the campaign totals \$ 1,908,300 distributed into four areas; consulting & training, marketing & communications, cultivation & stewardship, and technology & analytics.

Expense Area	Total	Examples
Consulting & Training	\$574,300	Marts & Lundy engagement, legal fees, and major gift training
Marketing & Communications	\$311,000	Advertising, branding and video content, etc.
Cultivation & Stewardship	\$818,000	All campaign events and supplemental gift officer travel funds including President and VP
Technology & Analytics	\$205,000	Technology investments to support Major Gift fundraising and business intelligence
<b>Campaign Cash Flow Budget</b>	<b>\$1,908,300</b>	

**Staffing**

The university has approved additional positions within Institutional Advancement to support the campaign to directly support three critical goals:

- Build a sustainable major and principle effort.
- Build capacity to support donor relations/stewardship activities.
- Build a stronger advancement communication strategy to support the campaign and complement broader university communication efforts.

**Assistant Director, Major Gifts/Planned Gifts (3 new positions)**

Secures outright gifts (\$50K+) to benefit the university’s mission and funding priorities.

**Assistant Director, Donor Relations (new)**

Focused on developing and implementing personalized and comprehensive stewardship, recognition, and engagement for top donors.

**Approval to move forward in posting all vacant positions**

One position will be moving to marketing and communications and focused on publications for both enrollment and advancement. Several positions have been restructured to be revenue focused. Currently working with Human Resources on successful implementation of the staffing plan which will lead to the creation of an updated organization chart.



## **Board of Trustees Institutional Advancement, Marketing and Communications Committee Charter**

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### **Purpose:**

The Institutional Advancement, Marketing and Communications Committee of the Board of Trustees shall be a permanent committee which will be active and involved in the identification of university priorities and long-term plans that should be supported by private philanthropy. This committee will concern itself with the public's perception of the university in the marketplace and efforts to promote the university to various constituents. This committee will provide reports to the Salem State University Board of Trustees as necessary. The Committee on Institutional Advancement, Marketing, and Communications shall have the following duties and powers:

- Recommendations to the full Board concerning how the university and the SSU Foundation can work together as agreed to in the Memorandum of Agreement to support the university's priorities and long-term plans
- Recommendations with regard to policies and programs related to the advancement of the institution, including activities involving alumni, the SSU community and other external bodies, in order to foster understanding of, and support for, the university and its mission.
- Recommendations with regard to plans, proposals and the acceptance of major gifts to the Foundation on behalf of the university in accordance with the guidelines of the Naming Opportunities and Gift Recognition Policy and the Gift Acceptance Policy. This is inclusive of all private funds, including: special gifts, endowments, bequests, and other means as annual or campaign gifts.
- Recommendations with regard to policies, programs, and initiatives for marketing the university to all constituencies including advertising, direct marketing, digital marketing, social media, media relations and public relations.
- Recommendations with regards to policies, programs, and initiative involved in the management of the university's brand.

### **Responsibilities for Advancement**

1. Within the scope of existing policies and procedures, make recommendations to the Board for the naming of any physical facility, campus grounds or academic program as appropriate.
2. In conjunction with the Salem State University Foundation, set goals and funding priorities for major fundraising campaigns to benefit the university
3. In addition to making a personal gift, assist with the identification, education, cultivation and stewardship of prospects and donors to the university
4. Assist with expanding the pool of volunteers for consideration as Trustees, Foundation Board, Alumni Board, Overseers, Assistance Corporation, Campaign Committees and Deans Advisory Councils

### **Responsibilities for Marketing and Communications**

1. Assist in defining and assessing the university's position in the marketplace
2. Make recommendations to the board concerning marketing activities that directly impact the university's brand and position in the marketplace.
3. Make recommendations to the board regarding policies that govern institutional communications, marketing, and public relations.

### **Membership:**

The Institutional Advancement, Marketing and Communications committee shall have not fewer than three Trustees appointed by the Chair of the Board. The President shall be a member of the committee, ex officio, voting. Committee members may include individuals who are not trustees so long as the majority membership of the committee is comprised of trustees. The Chair shall have the authority to appoint non-trustee members advisory, nonvoting to the committee to serve until the next annual meeting. Members may be appointed to the committee on a temporary basis, by the Chair, as may be required.

### **Staff Designee:**

The vice president for Institutional Advancement is the senior staff member supporting the committee for Institutional Advancement and SSU Foundation matters. The associate vice president for Marketing and Communications is the senior staff member supporting the committee for marketing and public relations matters.

**Meetings:**

The committee is expected to meet at least four times each academic year. Frequency and timing of meetings shall be determined by the chair of the Board of Trustees. Meetings shall be conducted in compliance with the state's Open Meeting Law. Executive sessions may be conducted periodically and shall be limited to those matters permitted by the state's Open Meeting Law.

**Agenda, Minutes, and Reports**

The chair of the committee, in collaboration with the staff designees, shall be responsible for establishing the agendas for meetings. An agenda, together with relevant materials shall be made available to committee members at least five days in advance of the meeting. Minutes for all meetings shall be drafted by the staff designee, reviewed by the committee chair, and approved by committee members at the following meeting.



# **NAMING OPPORTUNITIES AND GIFT RECOGNITION GUIDELINES**

## **FOR SALEM STATE UNIVERSITY**

Responsible Office: Office of Institutional Advancement  
Responsible Officer: Vice President, Institutional Advancement

Approved by Salem State University:  
September 23, 2013.  
To be amended and restated as of February 12, 2020.

(Supersedes all previously approved related documents)

**Effective: February 2020**

352 Lafayette Street, Salem, MA 01970  
Telephone 978.542.7591

# Salem State University

## Policy and Procedure

### Naming Opportunities and Gift Recognition

#### Purpose

The purpose of this policy is to develop university-wide guidelines for gift naming opportunities and service recognition naming opportunities at Salem State University.

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#### I. Introduction

Salem State University and the Salem State University Foundation, Inc., seek private funds to enhance the university's ability to meet the higher education needs of the community, particularly toward a level of excellence that would otherwise not be possible given state funding levels and restraints on student tuition and fees.

The foundation and the university will provide appropriate recognition to donors for their generosity. Recognition may take many forms and this policy seeks to establish guidelines for the naming of facilities, programs and funds.

The opportunity to recognize an individual, a family, a foundation, or a corporation by naming a space on campus or naming a fund is a matter of common practice among the more than 5,000 institutions of higher education in the United States.

**Deleted:** By naming facilities or academic programs, Salem State University recognizes high scholarly distinction, devotion, distinguished service, or a generous gift.

#### II. Policies and guidelines

The following are policies and guidelines for the naming of facilities, programs and funds. They are designed to accommodate unpredictable situations and donor expectations while keeping the Salem State mission and policies at the fore in making decisions.

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All naming opportunities are negotiable and the Salem State University Foundation recognizes that, notwithstanding this policy, the Board of Trustees of the university retains discretion to make exceptions or alter criteria or conditions as appropriate to the circumstances. There are innumerable ways the university may recognize an individual, a family, a foundation, or a corporation, just as there are many different types of contributions that are made.

#### General guidelines:

- The naming of any physical facility, campus grounds or academic program is usually only appropriate when a significant contribution has been received.
- Donor recognition does not need to be tied directly to a gift for that specific building or improvement, academic unit or endowment.
- Significant unrestricted gifts can be recognized through naming opportunities.
- MSCBA bonded projects that are supported by student usage fees (residence hall, for example) bear minimal direct cost to the university. Therefore donors who support such projects may make their gifts 'unrestricted' to the university.
- The naming of buildings owned by the Division of Capital Asset Management and Maintenance (DCAMM) may require approval from the Board of Higher Education.
- The merits of naming any physical facility, space, academic program, or endowed fund should be determined by carefully weighing a person's high scholarship, devotion or distinguished service, and should be able to stand the test of time. Naming opportunities should be valued based on benchmarks, taking into consideration historical value and location of space.
- Signage for naming opportunities could take up to six months to install.
- The minimum amount required to establish a named endowed fund is \$50,000. This policy, which pertains to scholarship funds and other similar student, faculty and program support funds, was

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Policy for Naming Opportunities and Gift Recognition

Salem State University

Page 2 of 6

Policy implemented on 9/23/13, updated on 7/7/14, updated 12/1/14, updated 12/14/15, [updated 12/18/2019](#), [updated 1/29/2020](#)

Salem State University  
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instituted on March 26, 2007. Endowment funds with lower levels were established prior to this and are grandfathered as endowed funds.

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- Donors may wish to establish a named temporary fund for faculty support, financial aid or other funding priorities. Under such an agreement, the donor commits to providing an annual gift equivalent to the income from an endowment for a fixed period of time, at a minimum of three years.
- All naming requests should support the honoree's or donor's intent to meet the highest values and societal standards.

**III. Types of gifts for naming commitments**

Any and all combinations of gifts and pledges are acceptable for naming commitments. A naming opportunity may, be accepted for existing, unnamed opportunities not requiring major remodeling or renovation.

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**IV. Guidelines for naming physical facilities**

- Buildings, campus grounds or other campus facilities will generally not be named for individuals currently employed by the university, unless a donor provides a sufficient gift in honor of that individual.
- When the person to be honored is living and no financial gift is being provided, at least three years should pass since any formal association with Salem State. Such affiliation includes time spent as a student, a compensated member of the faculty or staff, a volunteer board member, or a devoted public servant.
- Naming a building, wing, room, or lecture hall can be difficult, depending on size, age, prestige, location, original cost, etc. Recommendations on naming values are made by the vice president of institutional advancement, or his or her designee, in concert with the president and senior administrators, with ultimate review/approval from the Board of Trustees.
  - Facilities, rooms, and grounds built by MSCBA, DCAMM or that are university owned and operated can be named and funds may be directed by the donor or honoree for the benefit of Salem State University.
  - Unscheduled or unplanned facilities that a donor proposes to have constructed will require a 100 percent gift commitment, plus a fully endowed maintenance fund.

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**V. Guidelines for naming programs**

In order to name a center, program or academic unit, the gift should be proportional to the amount of endowment (for example, principal times 4 percent annual payout, in accordance with the foundation's spending policy at the time of this vote) that would be necessary to sustain or propel the program to new heights on a permanent basis. For example, it would require at least \$2.5 million to permanently name a program needing \$125,000 in annual expenditures.

However, if an academic program is being named for someone of unparalleled scholarly distinction, that name should bring great honor as well as "promise" to the program, so that the naming is a value-added act of good will and thoughtfulness, as well as a magnet for additional financial resources.

Opportunities also exist to establish named endowment funds in support of faculty, student or academic priorities.

**VI. Approval process for naming of facilities or programs**

Policy for Naming Opportunities and Gift Recognition

Salem State University

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Policy implemented on 9/23/13, updated on 7/7/14, updated 12/1/14, updated 12/14/15, updated 12/18/2019,  
updated 1/29/2020

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All permanently named facilities and programs of \$100,001 or greater value should be reviewed and approved by the president of the university, Board of Trustees, upon the recommendation of the vice president of institutional advancement in concert with the SSU Foundation, where appropriate, and ultimately subject to the approval requirements listed below. Gifts of \$100,000 or less are recommended by the vice president of institutional advancement to the president for approval.

The executive director of the Salem State University Foundation has the authority to review and approve names of support funds, such as scholarship endowments, on behalf of the foundation.

The following principles shall be fully adhered to in the naming process:

- All proposed names for buildings and other facilities are held confidential during the review and approval process. There should be a minimum of communication about the proposed naming before appropriate approval has been granted.
- The university is responsible for maintaining a record of named rooms, buildings, grounds, and other spaces, in addition to endowed funds.
- Naming commitments and, in fact, all major gifts, whether recognized by naming rights or not, are reflections on the values and reputation of Salem State University. Accordingly, each gift and naming commitment should be reviewed carefully for full compliance with applicable laws and ethical principles. This is especially true where there is some direct or indirect business or other continuing relationship between the donor and the university, its officers or employees. Any questions about the applicability of state or federal laws on conflicts of interest and other ethical considerations should be referred to appropriate legal counsel.
- Once the naming opportunity is approved at all required levels, a formal gift agreement is executed by the foundation, outlining parameters of the gift in support of the university (as well as the nature of the named recognition).
- Recognition steps are then set in motion, including appropriate media announcements, signage installation, campus ceremonies, etc. (consistent with the wishes of the donor, the level of support he/she is providing, and the university's recognition ceremony guidelines). It is important to note that, throughout the review and approval process, the donor's intentions should be held in strict confidence.

**VII. Timeframe for pledge gifts**

Endowed gifts have five years to reach the minimum endowment funding level of \$50,000. For endowment pledges that do not reach the minimum level within the five-year period, the donor or representative of the gift will be consulted to determine the most useful course of action, which may include a pledge extension or the transfer of the fund to the unrestricted endowment fund.

Naming will take place once a minimum of 51% of the pledge is fulfilled. In the event the pledge of cash (including, but not limited to charitable gift annuities), by a donor is not fulfilled in accordance with the signed letter of intent, the university reserves the right to ask the donor(s), or his or her representative, to

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 The naming of buildings, grounds or endowed funds in recognition of a donor or honoree implies a promise to that donor or honoree that the space, site, facility, endowment fund, and other forms of tangible recognition will be permanently maintained, or, if change is unavoidable, that an alternative location of equal value will be found. See termination of agreement section for further detail on this.¶

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 The donor, either in response to a formal solicitation or of his or her own volition, indicates to a gift officer at the foundation an interest in making a gift of significant value to the university. ¶  
 ¶  
 The individuals negotiating on behalf of the university determine the exact nature of the gift intention. Discussions with individual, family, corporate, or other organizational donors who seek naming rights must be conducted with the understanding that the president reserves final approval of naming up to \$100,000 and the chair of the Board of Trustees and chair of the Institutional Advancement & Marketing and Communications Committee reserve approval at the level of \$100,000 to \$999,999, and the full Board of Trustees will approve all naming opportunities of \$1 million or greater. Additionally, buildings owned by the Division of Capital Asset Management and Maintenance (DCAMM) may require approval from the Board of Higher Education.¶  
 ¶  
 Once the individuals negotiating on behalf of the university determine the exact nature of the gift intention, and when the gift involves a proposal to name, they then forward the information to the vice president of institutional advancement for review with his/her peers at the university. ¶  
 ¶  
 It is the responsibility of the individual(s) negotiating on behalf of the university to advise potential funders that the acceptance of a...

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 A memo is sent by the vice president of institutional advancement to all senior administrators. The vice president of marketing and ...

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forfeit the naming opportunity at Salem State University. ~~Deferred pledge agreements or bequests will not be recognized with a naming.~~

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**VIII. Termination of naming agreement**

The university may terminate an agreement and all rights and benefits of the donor(s) or honoree(s), including terminating the naming, in the unlikely event the university determines in its reasonable and good faith opinion that circumstances have changed such that the naming chosen would ~~inflict damage to the university's reputation, standing, or integrity, or be contrary to university values.~~

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Upon such termination of agreement and/or the naming, the university and the foundation have no obligation or liability to the donors and are not required to return any portion of the gift already paid. The president and the foundation may, however, have discretion on determining an alternative recognition for the portion of the gift already received, if appropriate.

~~Also, if a named space is ever transferred or conveyed from the university, closed, deconstructed, destroyed or severely damaged, relocated, or replaced, then the naming will cease. In addition, if the named space is ever significantly renovated, upgraded or modified at a significant cost to the university then the naming will cease.~~

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~~In such event, however, the Board of Trustees for gifts of \$100,001 and the president for all gifts under \$100,000, will have the right, for no additional payment, to designate the name of another available and equivalent university facility related to the purpose of the original gift intent. If the original donors are living and competent, they would be consulted by the university to discuss mutually agreed upon space. All naming right agreements will provide for termination detail as outlined in the above policy.~~

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**IX. Approval and review of this policy**

The naming opportunities policy is reviewed with the Board of Trustees and ~~Foundation Board of Directors~~ as new fundraising plans are initiated for a campaign, when specific fundraising initiatives are launched or as the vice president of institutional advancement or president deem necessary.



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**A1. ADDENDUM: Guidelines for installing and naming campus benches**  
*Addendum approved by the President for inclusion on December 14, 2015*

Bench naming opportunities are to be sited as donor wishes arise, rather than mapping out the full campus in advance. Bench naming opportunities are offered at two gift levels according to the below standard operating procedures. Below gift levels are suggested at several times the anticipated cost of purchase/installation in order to direct funds to three places: (1) bench purchase/installation including dedicatory plaque, (2) the donor's programmatic interest, and (3) a maintenance fund to be created.

1. Custom design new bench – \$100,000 1 gift or greater
  - Designed in consultation with landscape architect for the existing space
  - Named in perpetuity, with university committing to lifetime maintenance
  - University retains right to remove or relocate as needed but pledges to consult with donor first (this would likely only happen in the event of major construction on the bench site)
  
2. Standard design new bench – 2 \$50,000 gift or greater
  - Follows standard design appropriate to that campus' architectural vernacular as determined by Facilities (e.g. for North Campus, this would be the wooden benches lining the library quadrangle; Central Campus would be similar, but likely somewhat different)
  - Tribute expires with the life of the bench, a minimum of 10 years; university will pay for maintenance and one replacement, if needed, within the 10-year window
  - At tribute expiration, donor has right of first refusal to renew at current full Tier Two rate
  - University retains right to remove or relocate bench as needed

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**SUBJECT:** Finance & Facilities Committee Meeting Report for January 29, 2020

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The Finance & Facilities Committee of the Board of Trustees met on Wednesday, January 29, 2020, in the Paul Petrowski Conference Room located in Marsh Hall on the Central Campus of Salem State University. Present for the Committee: Trustees Katzman (chair), Murphy (vice chair), Butts (via phone), Lutts, Russell, Wilkens, Chair Mattera (ex-officio). Also present and participating: Vice President House (committee liaison) and staff associate Beaulieu.

Trustee Katzman, committee chair, called the meeting to order at 4:47 pm.

**Investment Advisors, 1 of 2 required annual meetings (Attachment A)**

Eastern Bank Wealth Management advisors discussed the calendar year 2019 investment performance and investment strategy of Salem State University's portfolio. Present from Eastern were John Doherty, Michael Tyler (via phone) and Allen Laine. The portfolio's value grew to \$16.8 million by December 31, 2019 and the performance gross of fee was 22.55% compared to the benchmark of 21.27%.

**Fee setting process (Attachment B)**

Fee increases are based on several factors. Among them are market conditions, budget needs, and affordability. The fees are recommended through collaborative work in finance, academic affairs, and enrollment management. Financial aid strategy and funding is a way to help mitigate impacts of fee rate increases for students. Informational sessions will be held with student representatives (Student Government Association and a graduate student advisory group) prior to setting fees for FY21.

**FY20 budget overview (Attachment C)**

An overview of the university's FY20 budget performance was provided in a slide presentation, pertinent to the first quarter results (Attachment D) and financial dashboard (Attachment E) provided in advance. Work is underway to try to improve modeling of enrollment projections for future budget cycles.

There were no questions or comments on other informational items provided in the meeting packet that had been distributed on January 14, 2020 including:

- Finance and Facilities Committee work plan (Attachment F)
- Sustainability update (Attachment G)
- Capital projects status update (Attachment H)
- Summer conference hospitality update (Attachment I)

There being no further business to come before the committee, Trustee Murphy MOVED and Trustee Russell **SECONDED** a motion to adjourn.

**MOTION: to adjourn the meeting.**

The motion passed.

The meeting adjourned the meeting at 5:34 pm

Prepared by: D. Beaulieu, staff associate, finance and facilities

# WEALTH MANAGEMENT REVIEW



January 29, 2020

**Michael Tyler, CFA**  
Chief Investment Officer  
617-897-1122

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

**Allen Laine**  
Equity Analyst, CFA®  
617- 897-1020

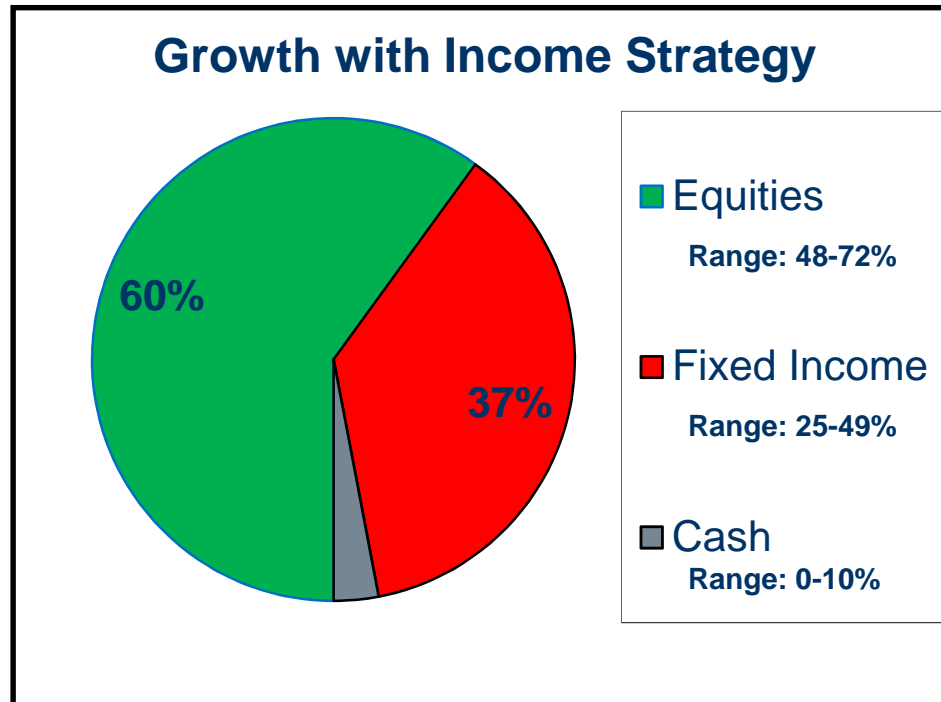
# Agenda

I. Objectives	3
II. Holdings and Policy Review	5
III. Performance Review	9
IV. Economic and Market Outlook	14
– Economic Overview	17
– Fixed Income	19
– Equities and Other Asset Classes	21
V. Appendix	27
– The Case for Remaining Fully Invested	28
– Biographies	29
– Notices and Disclaimers	33



# Current Investment Objective

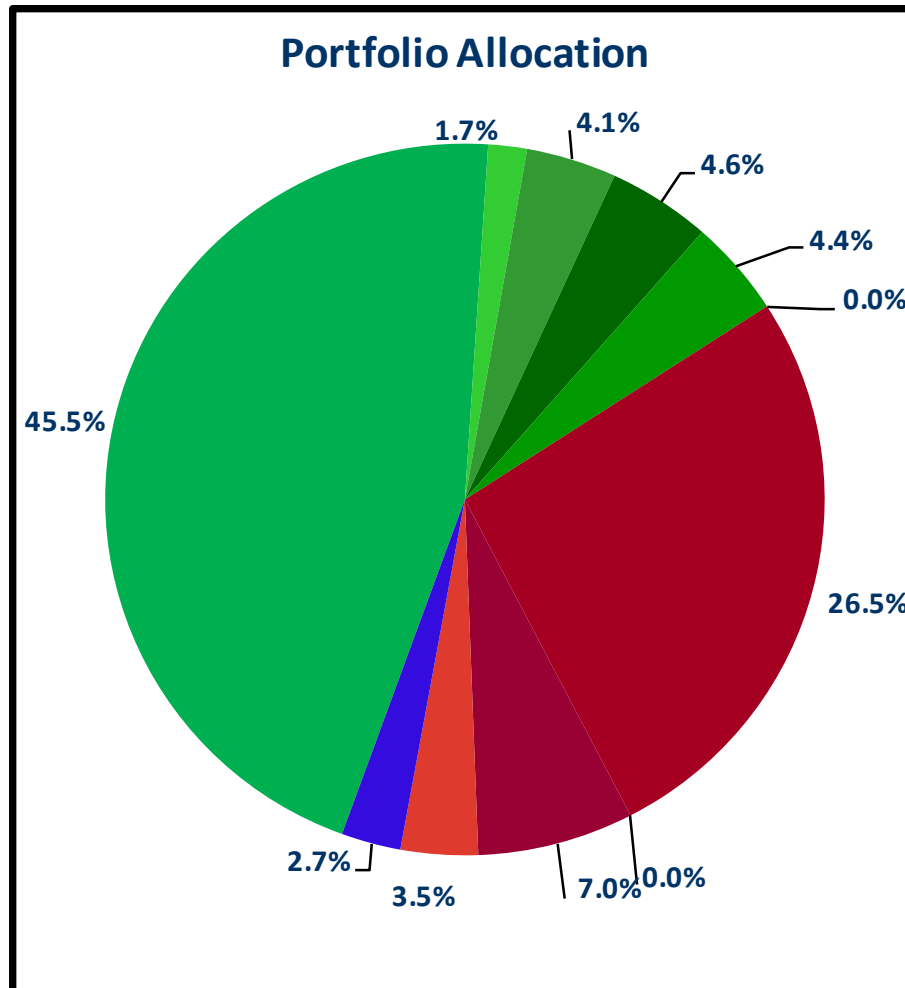
- To generate long term total return through a diversified mix of equity securities and to provide current income through fixed income securities
- Equities invested primarily in large-cap United States based companies, along with selected international equities and alternative asset classes



**Current Tactical Allocation**

<b>Equities</b>	<b>62.3%</b>
U.S. Large Cap	45.3%
U.S. Sector Funds	3.8%
U.S. Small & Mid-Cap	1.9%
Developed Europe	3.7%
International Ex-U.S.	2.8%
International Small-Cap	1.6%
Emerging Markets	3.2%
<b>Fixed Income</b>	<b>35.7%</b>
Individual Bond Ladder	26.5%
Duration & Credit-Based Funds	3.6%
<b>Money Market</b>	<b>2.0%</b>

# Salem State University Portfolio



**Market Value as of 12/31/2019:**  
**\$16,833,136**

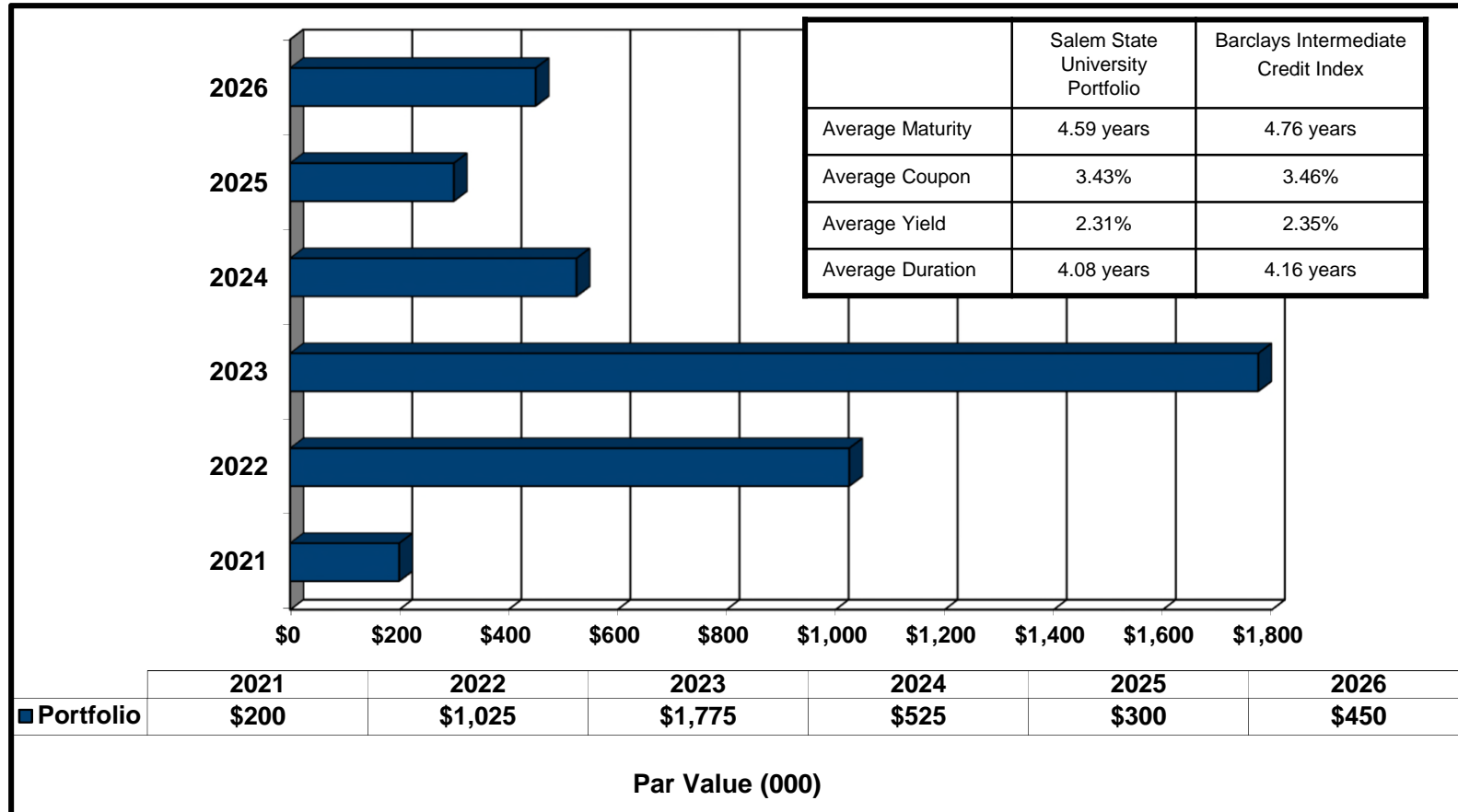
<b>Equities</b>	<b>60.3%</b>
■ Individual Stocks	45.5%
■ Small/Mid-Cap ETFs	1.7%
■ Sector & Tactical ETFs	4.1%
■ Internat'l - Developed ETFs	4.6%
■ Internat'l - Emerging ETFs	4.4%
■ Global ex-USA ETFs	0.0%
<b>Fixed Income</b>	<b>37.0%</b>
■ Individual Bonds	26.5%
■ Target Date Maturity ETF's	0.0%
■ U.S. Treasury Bond ETF's	7.0%
■ Corporate Bond ETF's	3.5%
<b>Money Market</b>	<b>2.7%</b>
■ Cash	2.7%

# Investment Policy Checklist

Key Item (as of Dec. 31, 2019)	Policy	Salem State	Compliant?
<b>Equity ratings:</b> Common stocks: S&P Stock Guide Mutual funds: Morningstar	B+ 3 Star or better	B+ 3 & 4 Star	Yes Yes
<b>Fixed Income:</b> Corporate bonds position limit Maximum maturity Minimum individual bond rating	<35% of fund 7 years Baa / BBB	26.5% 6.41 years Baa2 / BBB	Yes Yes Yes
<b>Alternative investments:</b> Derivatives, forwards, swaps, futures	Prohibited	None held	Yes
<b>Asset allocation range:</b> Equities Fixed Income Cash	50% - 75% 25% - 50% 0% - 10%	60.3% 37.0% 2.7%	Yes Yes Yes
<b>Fossil fuel divestment:</b> Carbon Underground 200 Alternative energy suppliers	Divest prudently Seek options	None held Several new holdings	Yes Yes



# Bond Maturity Distribution



# Individual Corporate Bond Ratings

Description	Units	Purchase Date	Time of Purchase	Current	Time of Purchase	Current
			Moody's Rating	Moody's Rating	S&P Rating	S&P Rating
ACE INA HOLDINGS 2.7% 03/13/2023	100,000	10/5/2016	A3	A3	A	A
AMERIPRISE FINANCIAL, INC. 4% 10/15/2023	175,000	12/15/2016	A3	A3	A	A
AT&T INC 3.6% 2/17/2023	225,000	1/26/2018	Baa1	Baa2	BBB+	BBB
ABBVIE INC 3.2% 05/14/2026	100,000	9/6/2019	Baa2	Baa2	A-	A-
BANK OF AMERICA CORP 3.3% 01/11/2023	100,000	9/12/2016	Baa1	A2	BBB+	A-
CARDINAL HEALTH, INC. 3.2% 3/15/2023	150,000	7/21/2016	Baa2	Baa2	A-	BBB
CBS 3.7% 08/15/2024	150,000	4/28/2017	Baa2	Baa2	BBB	BBB+
CELGENE CORP 4% 08/15/2023	200,000	12/15/2016	Baa2	A+	BBB+	A3
CITIGROUP 3.375% 03/01/2023	150,000	7/21/2016	Baa1	A3	BBB+	BBB+
CSX CORP 3.4% 08/01/2024	175,000	4/28/2017	Baa1	Baa1	BBB+	BBB+
CVS 3.5% 07/20/2022	200,000	1/19/2017	Baa1	Baa2	BBB+	BBB
ALABAMA POWER CO 3.55% 12/1/2023	200,000	4/16/20219	A1	A1	A-	A
AMERICAN EXPRESS CO 3.125% 5/20/2026	200,000	9/20/2019	A3	A3	BBB+	BBB+
EBAY INC 3.8% 3/9/2022	250,000	1/28/2018	Baa1	Baa1	BBB+	BBB+
FORD MOTOR 4.25% 09/20/2022	200,000	6/19/2017	Baa2	Baa1	BBB	BBB-
HEWLETT-PACKARD CO 4.05% 9/15/2022	250,000	1/26/2018	Baa2	Baa2	BBB	BBB
HYATT HOTES 3.375% 07/15/2023	125,000	12/20/2017	Baa2	Baa2	BBB	BBB
KEYCORP 4.15% 10/29/2025	100,000	12/21/2018	Baa1	Baa1	BBB+	BBB+
INTERCONTEXCHANGE GROUP 4% 10/15/2023	200,000	4/16/2019	A2	A2	A	A
TIME WARNER, INC. 3.4% 06/15/2022	125,000	10/5/2016	Baa2	WR	BBB	BBB
VODAFONE GROUP 2.95% 02/19/2023	150,000	10/5/2016	Baa1	Baa2	BBB+	BBB
MEDTRONIC INC 3.5% 3/15/2025	100,000	2/27/2019	A3	A3	A	A
QUALCOMM INC 3.45% 5/20/2025	100,000	1/23/2019	A2	A2	A-	A-
WHIRLPOOL 4% 03/01/2024	200,000	12/20/2017	Baa1	Baa1	BBB	BBB
XILINX, INC. 3.00% 03/15/21	200,000	11/17/2014	A3	A3	A-	NR
QUEST DIAGNOSTIC INC 3.45 6/1/2026	150,000	12/18/2019	Baa2	Baa2	BBB+	BBB+

# ESG Sustainability Equity (As Of 12/31/19)

## Portfolio Weightings vs 60/40 Blended Benchmark

Industry Weightings	% Of Portfolio	% Of Blend	Industry Weightings	% Of Portfolio	% Of Blend
<b>CONSUMER DISCRETIONARY</b>	<b>5.69%</b>	<b>10.32%</b>	<b>HEALTH CARE</b>	<b>11.38%</b>	<b>13.19%</b>
MCDONALD'S	1.92%		MERCK & CO	2.20%	
THE HOME DEPOT, INC.	1.90%		DANAHER CORP	1.76%	
BURLINGTON STORES	1.87%		JOHNSON & JOHNSON	1.65%	
<b>CONSUMER STAPLES</b>	<b>6.81%</b>	<b>7.53%</b>	ELANCO ANIMAL HEALTH	0.96%	
COSTCO WHOLESALE CORP.	1.11%		UNITEDHEALTH GROUP	1.70%	
PEPSICO	1.11%		CVS HEALTH	1.24%	
PROCTER & GAMBLE CO	1.31%		ABBOTT LABS	1.87%	
WALMART	1.92%		<b>INDUSTRIALS</b>	<b>7.72%</b>	<b>9.45%</b>
SYSCO CORP	1.36%		BOEING	0.56%	
<b>ENERGY</b>		<b>4.45%</b>	INGERSOLL-RAND	1.59%	
<b>FINANCIALS</b>	<b>10.37%</b>	<b>14.97%</b>	EATON CORP	1.19%	
INTERCONTINENTAL EXCHANGE	1.26%		XYLEM	1.30%	
JPMORGAN CHASE & CO.	3.18%		UNITED TECHNOLOGIES	1.54%	
ALLSTATE CORP.	2.06%		NORTHROP GRUMMAN	1.54%	
PNC FINANCIAL	1.10%		<b>INFORMATION TECH</b>	<b>17.89%</b>	<b>21.04%</b>
BLACKROCK, INC.	1.44%		BROADCOM	1.94%	
SCHWAB CORP.	1.33%		ADOBE SYSTEMS INC.	2.67%	
<b>FUNDS</b>	<b>26.47%</b>	<b>1.15%</b>	ANALOG DEVICES, INC.	1.27%	
CALVERT GLOBAL ENERGY	2.07%		MICROSOFT	4.25%	
INVESTCO WILDERHILL CLEAN	2.41%		SALESFORCE.COM, INC.	1.78%	
SPDR BIOTECH ETF	1.95%		MASTERCARD	2.81%	
ISHARES MSCI KLD 400 SOCIAL	1.87%		AUTOMATIC DATA PROCESSING	1.12%	
CALVERT MID CAP	2.88%		MOTOROLA SOLUTIONS	2.05%	
HARTFORD GLOBAL IMPACT	2.01%		<b>MATERIALS</b>	<b>2.65%</b>	<b>3.45%</b>
DFA US SUSTAINABILITY CORE	2.39%		AIR PRODUCTS & CHEMICALS	2.65%	
DFA EMERGING MARKETS	2.43%		<b>COMMUNICATION SERVICES</b>	<b>9.88%</b>	<b>8.53%</b>
DOMINI IMPACT INTERNATIONAL	3.60%		ALPHABET CLASS C	1.17%	
CALVERT EMERGING MARKETS	4.86%		ALPHABET CLASS A	2.73%	
<b>UTILITIES</b>	<b>3.04%</b>	<b>3.43%</b>	WALT DISNEY	1.57%	
XCEL ENERGY INC	1.52%		AT&T	1.18%	
NEXTERA ENERGY INC	1.52%		FACEBOOK	1.99%	
<b>CASH</b>	<b>1.96%</b>	<b>0.05%</b>	VERIZON COMMUNICATIONS	1.24%	
			<b>REAL ESTATE</b>		<b>2.44%</b>

Target allocation as of 12/31/2019; Allocation may not reflect EWM's current view and should not be used as the base of an investment decision.

Securities listed are not to be considered as a recommendation to buy or sell and are not guaranteed to be in portfolios. \*Benchmark is a blend of 60% S&P 500 and 40% MSCI ACWI

# Performance: SSU Total Return

<b>Investment Performance</b>						
Strategy: Growth with Income ESG Sustainability						
As of December 31, 2019						
Asset Class / Benchmark	Ending Market Value	Allocation	Calendar	1 YEAR	3 YEAR	5 YEAR
			Year to Date Total Return	Total Return	Total Return	Total Return
<b>Salem State University</b>	<b>\$16,833,133</b>	<b>100.0%</b>	<b>22.55%</b>	<b>22.55%</b>	<b>11.09%</b>	<b>7.85%</b>
Total Benchmark		100.0%	21.27%	21.27%	10.35%	7.82%
<b>Equities</b>	<b>\$10,151,393</b>	<b>60.3%</b>	<b>33.43%</b>	<b>33.43%</b>	<b>15.82%</b>	<b>11.00%</b>
*Multi-Asset Equity Blend		60.0%	29.80%	29.80%	14.39%	10.62%
<b>Fixed Income</b>	<b>\$6,230,717</b>	<b>37.0%</b>	<b>8.72%</b>	<b>8.72%</b>	<b>3.88%</b>	<b>2.87%</b>
Barclays US Interm Credit TR		37.0%	9.52%	9.52%	4.33%	3.50%
<b>Money Market</b>	<b>\$451,022</b>	<b>2.7%</b>	<b>1.77%</b>	<b>1.77%</b>	<b>1.21%</b>	<b>0.73%</b>
Lipper Money Market Index		3.0%	1.97%	1.97%	1.41%	0.87%
<b>Portfolio Return Gross of Fee</b>			<b>22.55%</b>	<b>22.55%</b>	<b>11.09%</b>	<b>7.85%</b>
Portfolio Return Net of Fee			22.01%	22.01%	10.59%	7.36%

\*Consists of 60/40 S&P/MSCI All Country World Index

Source: First Rate

# Performance Review: 2019

- Core U.S. equity outperformed S&P 500 and peers
  - Focus on quality growth helped performance rebound after weak 1Q
  - Leadership shifted in 3Q from “growth” to “value”, then back in 4Q
- Salem State “fossil-fuel-free” beat traditional portfolios
  - Energy was the worst-performing sector in 2019, so our avoidance added meaningfully to returns
  - A reversal in the energy sector could hurt returns in the future
- Longer-term Core U.S. equity remains ahead of peers
  - Performance is high second-quartile for 1-, 3-, and 5-year periods
  - Sector allocation, profit-taking, and torpedo avoidance helped EBWM
- Asset allocation helped 2019 results
  - Large-cap outperformed small- and mid-cap equities, justifying our overweight to large-cap U.S. equity
  - S&P 500 led all major global markets, justifying our overweight to U.S.
  - Fixed income portfolios benefited from longer-duration ETFs, but shift to higher-quality credits detracted from performance

# Performance Review: U.S. Equities

- Morningstar surveyed ~3,800 active U.S. large-cap managers
- Our returns have been steadily first or second quartile
  - EBWM model returns are net of average fees

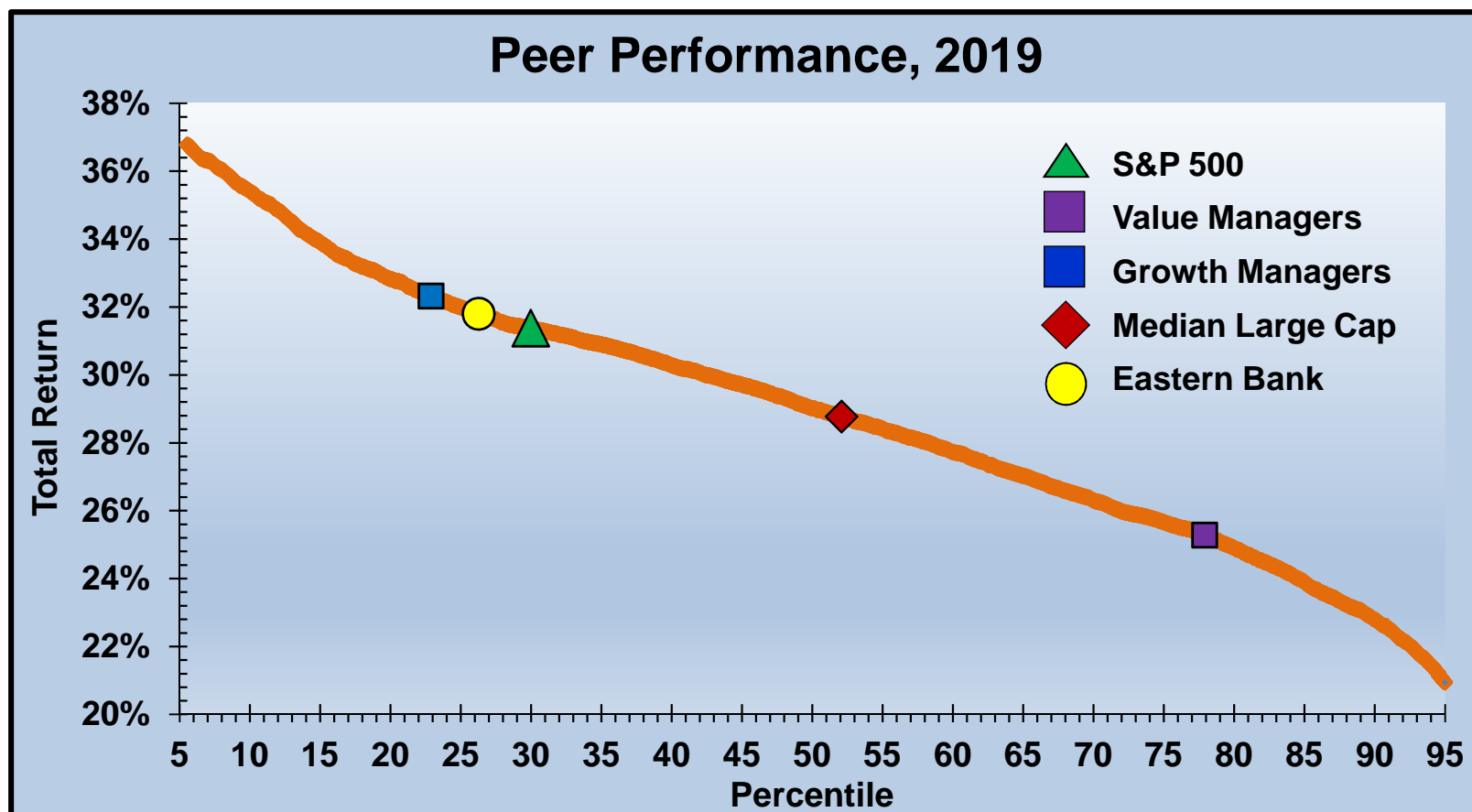
As of Dec. 31, 2019	2016	2017	2018	1Q 2019	2Q 2019	3Q 2019	4Q 2019
Eastern Bank	9.66%	23.69%	-2.39%	12.17%	5.05%	2.91%	8.41%
EBWM Percentile	51	32	23	65	23	10	53
Large-Cap Peer Group	9.80%	20.78%	-5.60%	13.25%	4.06%	1.08%	8.58%
Core (Blended)	10.49%	20.80%	-6.02%	13.13%	4.08%	1.48%	8.66%
Growth	3.09%	28.31%	-2.01%	15.96%	4.65%	-0.08%	9.47%
Value	14.19%	16.01%	-8.94%	11.18%	3.41%	1.54%	7.17%
S&P 500	11.98%	21.84%	-4.38%	13.64%	4.31%	1.70%	9.08%

Source: Morningstar, Eastern Bank Wealth Management

As of Dec. 31, 2019	1-Year	3-Years	5-Years
Eastern Bank	31.53%	16.12%	11.25%
EBWM Percentile	28	28	31
Large-Cap Peer Group	29.02%	13.66%	9.98%
Core (Blended)	29.57%	13.56%	10.07%
Growth	32.35%	18.40%	12.39%
Value	25.22%	9.76%	7.88%
S&P 500	31.48%	15.27%	11.70%

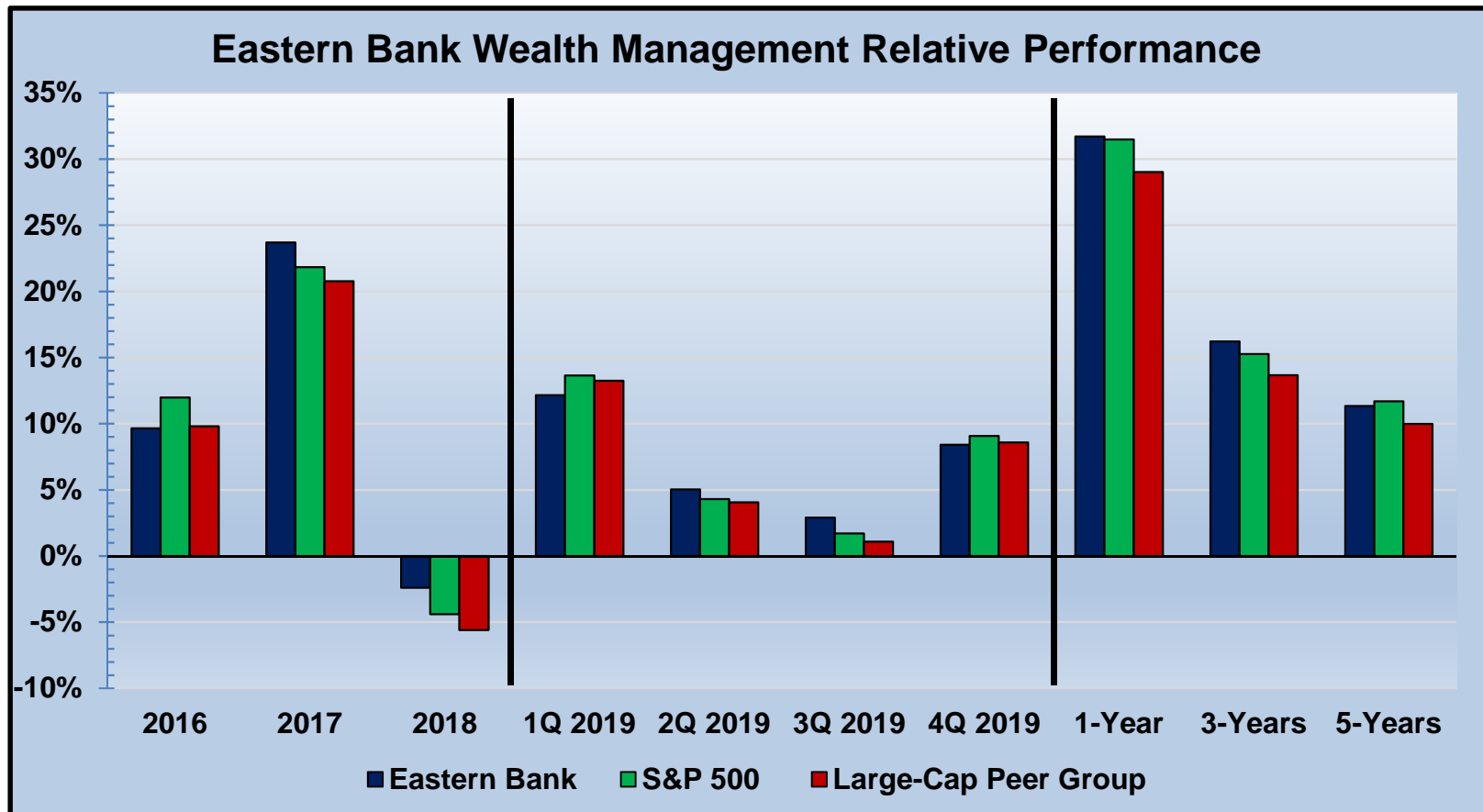
Source: Morningstar, Eastern Bank Wealth Management

# Performance: 12 Months to Dec. 2019



Source: Morningstar, Eastern Bank Wealth Management

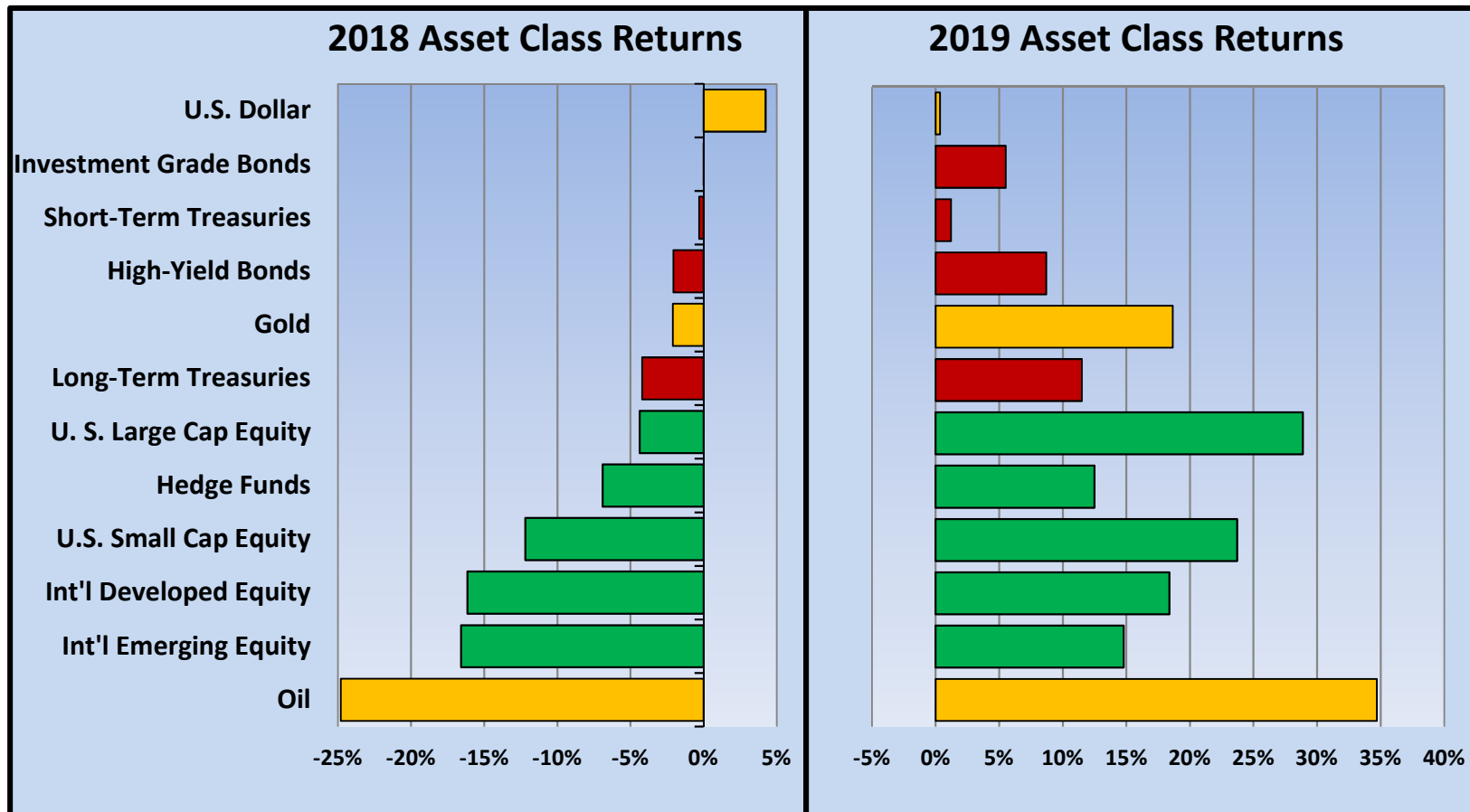
# Eastern Bank vs. Peers



Source: Morningstar, Eastern Bank Wealth Management



# 2019 vs. 2018 – Complete Reversal



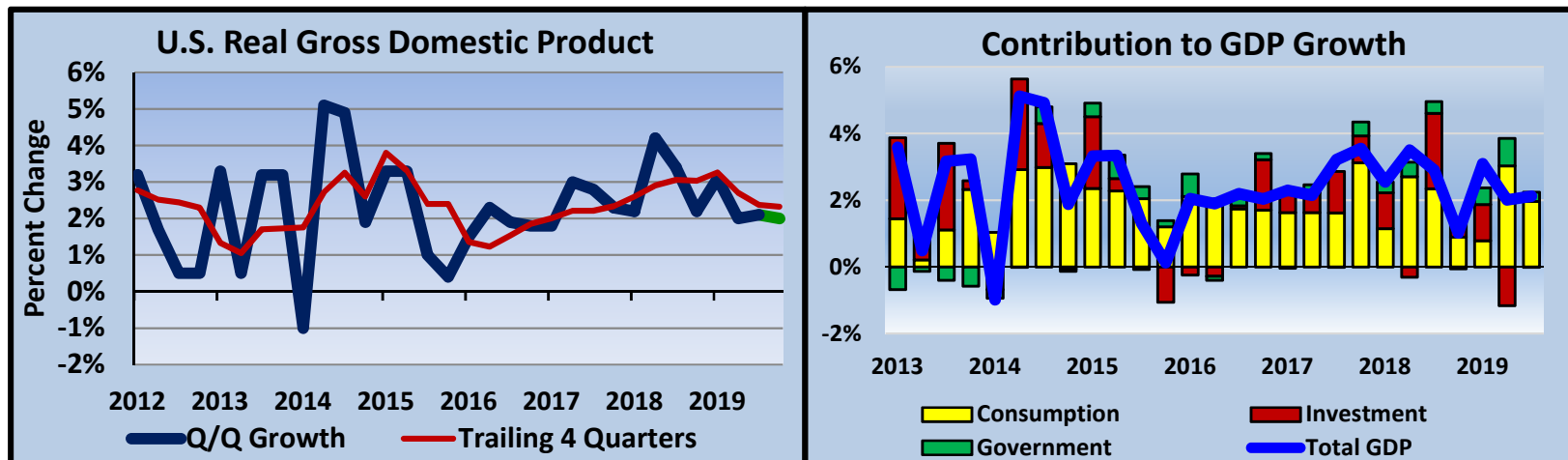
# Asset Allocation – Performance

- Nothing worked in 2018, and everything worked in 2019
  - U.S. large-cap outperformed all other equity categories
  - Returns were broad-based: Every U.S. sector except energy gained over 18%
  - All nine style boxes (growth/blend/value, large/mid/small) gained over 22%
  - Returns came entirely from valuation (P/E expansion), not earnings growth
  - Eastern Bank clients benefited from three tactical tilts in 2019:
    - U.S. vs. international equity
    - Large-cap U.S. vs. small/mid-cap
    - Growth vs. value
- Fixed income returns were surprisingly close to equity gains
  - The entire yield curve dropped about 75 basis points, which drove huge gains in long-dated bonds and smaller gains in shorter maturities.
  - Despite a brief and small inversion, the Treasury yield curve retained its positive slope at year-end
  - Credit spreads tightened through the year, enhancing returns on corporate debt relative to Treasuries; high-yield outperformed investment-grade

# Recent Portfolio Changes

- Tactical asset allocation
  - Retained neutral allocation between stocks and bonds, reflecting our view of balanced and offsetting risks to our forecasts
    - Greater likelihood of small gains, but a smaller likelihood of big losses
  - In global portfolios, shifted further to emerging markets
- Equity trades (not all names in all accounts)
  - *Purchases and additions:* Automatic Data Processing, Crown Castle, Facebook, Ingersoll Rand, McDonald's, Pfizer, United Technologies
  - *Sales and trims:* Abbott Labs, Caterpillar, Cisco Systems, Costco, Darden Restaurants, DFA International Small Co., Emerson Electric, Home Depot, Merck, Microsoft, Paychex, PepsiCo, Procter & Gamble, Union Pacific
- Fixed income transactions
  - *Purchases:* iShares 3-7 Year Treasury Fund
  - *Sales and Trims:* iShares 1-3 Year Treasury Fund, SPDR Intermediate Corp. Bond Fund

# Economic Outlook

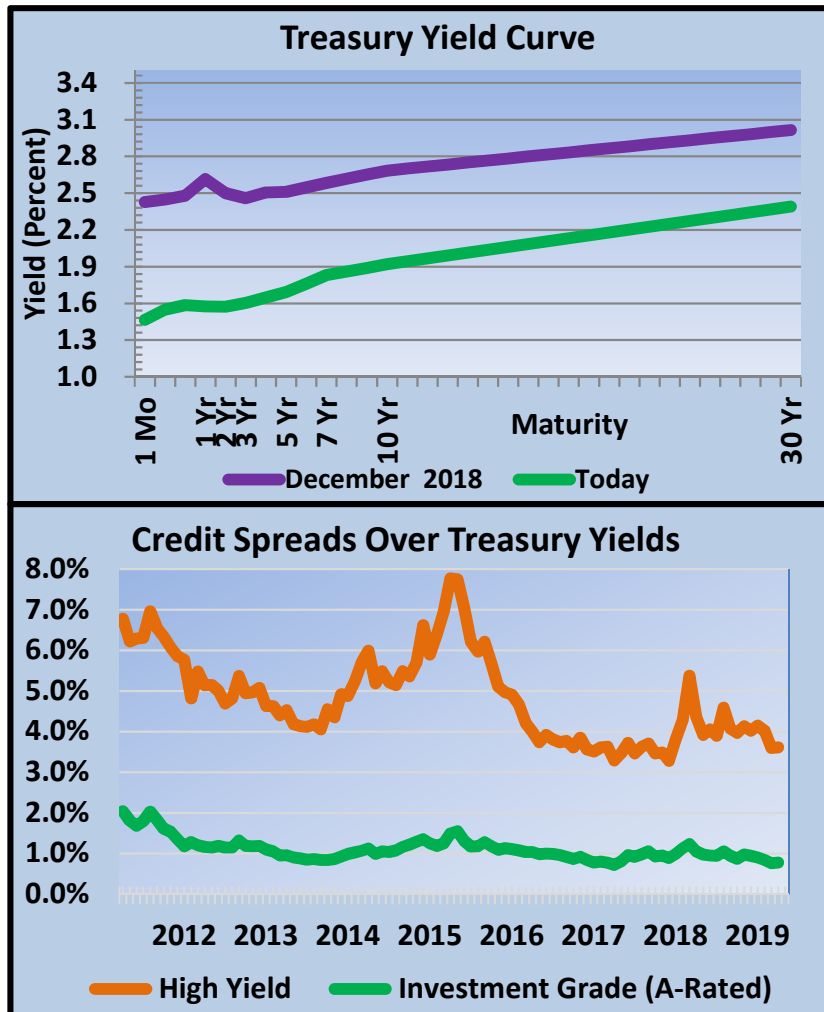


- U.S. economic growth held steady at 2.1% in the September quarter. Consumer spending remained resilient, while business investment and government spending stalled. Exports, imports, and inventories were buffeted by the trade war with China.
- Most domestic economic data remains favorable. Housing has rebounded, and jobs growth is solid. Leading indicators suggest the U.S. can remain in “Goldilocks” slow-growth mode; recession isn’t imminent. “Core” economic growth (excluding trade and inventories) is solid.

# Asset Allocation: Current Posture

- Outlook
  - The yield curve is no longer inverted, thanks to three Fed rate cuts last year. Markets anticipate that the Fed is “on hold” for the coming year, and most economists believe that no changes are warranted.
  - Long-term bond yields are still very low, pushed downward by foreign buying. Tight credit spreads indicate that investors are not concerned about a recession in the near term.
  - Equity valuations are a bit rich; stocks remain cheaper than bonds, but further advances will depend on a return to earnings growth after nine months in the doldrums.
- Strategy
  - We are now neutral between equities and bonds, after six years of favoring equities. All asset classes are expensive and likely to remain so, but returns will likely be modest in 2020. In our global portfolios, we remain focused on the United States and emerging markets. Our fixed income duration remains close to neutral.

# Market Monitor: Fixed Income



- Bond markets are sending mixed messages about the economy. Treasury yields have collapsed, hinting recession may be coming.
- Corporate credit markets, however, see no near-term concerns, as spreads are near cycle lows. High-yield has outperformed investment grade.
- Fed Chair Jerome Powell has indicated that monetary policy decisions will partly depend on the outcome of trade talks with China, but most investors have concluded the Fed is “on hold” for 2020.

# Active Fixed Income Strategy

- Outlook
  - Inflation is still below the Fed's target. Increases in housing prices and wages are both restrained despite shortages of shelter and labor, as new home starts pick up and as more people return to the work force. We think "core" CPI will stay below 2.5%.
  - Long-term bond yields have been constrained by ultra-low global rates. The European Central Bank and the Bank of Japan are both committed to their negative-rate policies, although the ECB is now urging more aggressive fiscal policy. This could keep a lid on long-term U.S. yields.
- Strategy
  - We maintain a neutral allocation to fixed income. We have trimmed our duration (interest rate) and credit risk profiles, shifting some funds from high-yield to A-rated corporate bonds.

# Market Monitor: Domestic Equity

- U.S. stocks roller-coastered through the first half of last year, then rocketed ahead from September through year-end. The benchmark S&P 500 index gained over 30% including dividends.



- Technology stocks led the way, gaining almost 50% for the year. Telecom, financial, and consumer stocks also outpaced the market, up more than 25%. Health care and especially energy lagged.
- Valuations aren't cheap. The S&P 500 trades at 19x year-ahead earnings, with a 2% dividend yield. A correction could come at any time.



# Domestic Equity Strategy Review

- Outlook
  - Reported 2019 earnings growth was essentially zero, as companies digested softer demand and higher labor costs. Looking ahead, most market analysts expect a return to earnings growth, supported by stronger consumer demand and a revival in housing starts.
  - The most noteworthy concern remains business investment, which stalled last year due to uncertainty regarding American trade policy. A “phase one” trade deal would give corporate CFOs some insight, but a more comprehensive deal would help them plan their supply chains and distribution networks with more confidence.
- Strategy
  - Drivers of long-term performance remain intact but with additional uncertainty from slowing global demand and from political issues.
  - Domestic equity portfolios remain diversified across all sectors of the economy. We have recycled some consumer discretionary and technology profits into biotech and dividend-rich companies.

# Market Monitor: International Equity

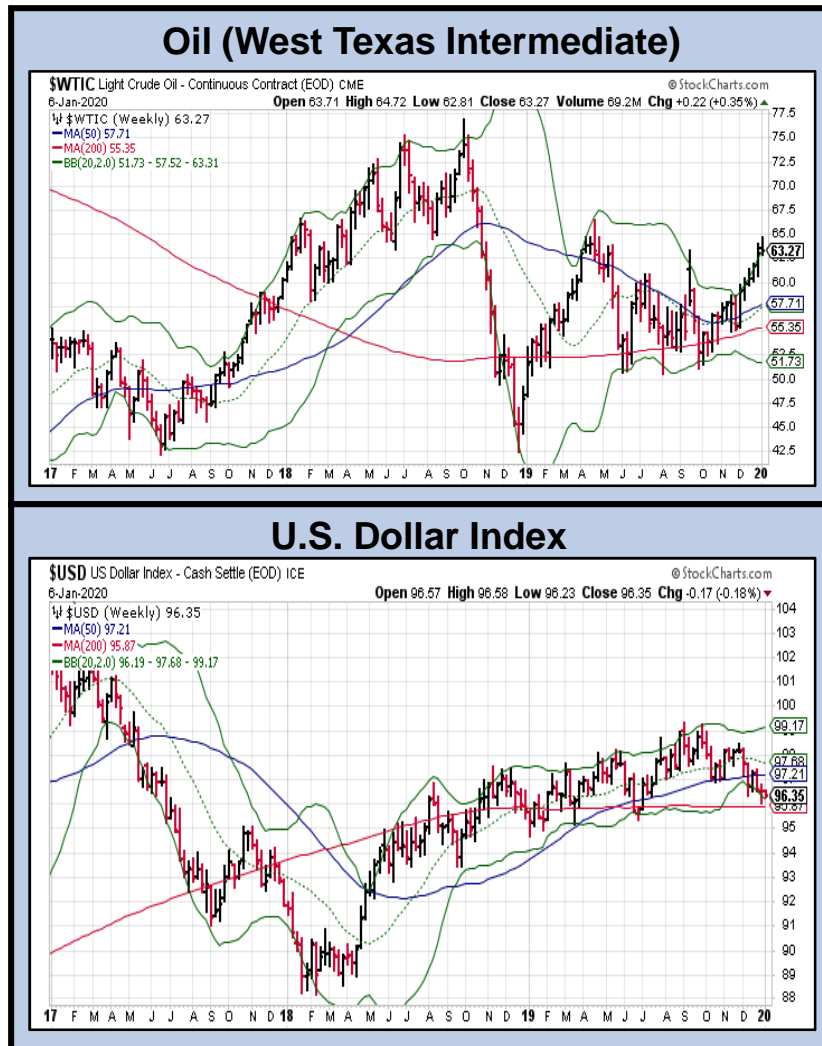


- European and Asian markets rebounded last year after stumbling through 2018, as investors hope for fiscal policy stimulus to mirror ECB monetary policy. The absence of earnings growth still held gains far below U.S. levels.
- China's markets soared (up 36%) on expectations of fiscal stimulus and financial reform.
- Emerging markets have risen and fallen alongside the ebbs and flows of the trade dispute between the U.S. and China.

# International Equity Strategy Review

- Outlook
  - We think international markets offer both diversification and risk-management benefits for Multi-Asset investors. Valuations remain below U.S. levels, which limits downside risk, but fundamentals are still fragile. These are long-term investments that may take time to play out fully.
- Strategy
  - Multi-Asset portfolios are underweight foreign markets compared with their benchmarks. Outside the U.S., we favor emerging markets, strong consumer demand and the prospect of a trade deal with China are favorable factors. Developed markets remain under pressure from Brexit and political turmoil in core Eurozone countries.
  - In Europe, low valuations are attractive, but bank profits have been under pressure from the European Central Bank's aggressive monetary policy. The ECB recently reintroduced programs to help restore bank capital, but their effectiveness is questionable.

# Market Monitor: Other Asset Classes



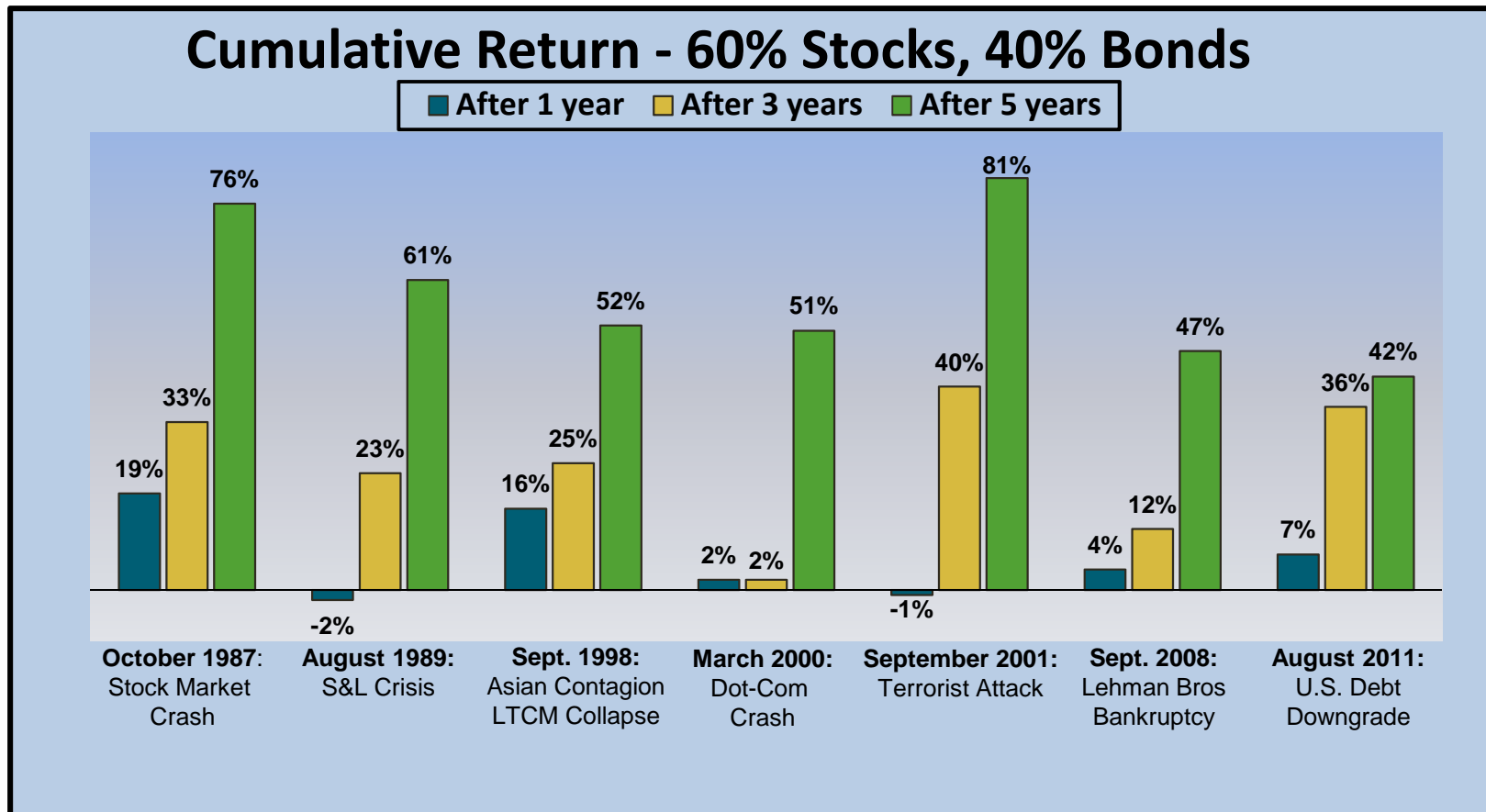
- The U.S. dollar's two-year rally stalled in 2019 as investors began to hope for fiscal stimulus in Europe and adjusted their expectations for future Fed monetary policy. The reversal left the dollar roughly unchanged for 2019.
- Oil prices have been testing the high end of their recent \$52 to \$65 trading range, reflecting growing concern over Middle East conflicts and OPEC output reductions. U.S. supply can buffer markets from political unrest in the Middle East.

# Other Asset Classes Strategy

- Outlook
  - A strong dollar has hurt most industrial metals (except nickel), petrochemicals, and agricultural commodities over the past year. Precious metals have rallied as investors have shifted money away from other risk assets in fear of recession.
  - Hedge funds, private equity, and venture capital are still tied to the U.S. economy and are more correlated with public equities than their sponsors want to admit; high fees and borrowing costs hurt returns.
- Strategy
  - We don't hold commodities, an asset allocation decision that has benefited our clients over time. With stable inflation and a strong dollar, we are skeptical that precious metals can rally much further.
  - We do not recommend hedge funds, private equity, or venture capital. Historical returns have been lackluster, too much money is chasing too few ideas, and fees remain too high, even for the “liquid alternatives” that package such assets into mutual funds.

# Appendix

# Resilient Response to Crisis



Source: Dimensional Fund Advisors

# Michael A. Tyler, CFA®

- Chief Investment Officer, Eastern Bank Wealth Management
- Former Partner at Wellington Management in Boston
- Founder/CEO of investment boutique
  - Advised institutional clients on corporate takeovers and managed hedge fund
- Board Memberships
  - Align Impact (immediate past chair), values-based investment mission
  - Associated Industries of Massachusetts, state's largest trade group
  - John F. Kennedy Library Foundation investment committee
- Frequent commentator on national (CNBC) and regional TV
- Harvard MBA, Princeton BA





# John F. Doherty, CFP<sup>®</sup>, CTFA

- Vice President, Eastern Bank Wealth Management since 2006
  - Over 20 years previously with BankBoston, Fleet National Bank, and Bank of America
- Expertise in trust, investments & banking
  - Clients include non-profit organizations, individuals, families, and trusts
- Board Memberships
  - Essex County Estate Planning Council, Lynn Home for Women
  - Active in youth activities in Melrose
- Suffolk University BS-Finance, Bentley University MBA
  - National Graduate Trust School (Northwestern University)
  - Certification in Financial Planning (Boston University)



# Allen Laine, CFA®

- Vice President, Eastern Bank Wealth Management
  - Responsible for research of individual companies, ETFs, and mutual funds
  - Investment Committee member focusing on equity markets, securities, and ESG initiative
- Former equity analyst and portfolio manager at RBC Global Asset Mgmt.
  - Emphasis on technology, basic materials, insurance, telecom, and utilities
- Former institutional relationship manager at Wellington
- Former investment operations specialist at BlackRock
- Boston College MBA, Drexel BS – Business Administration



# William J. Walsh, CFP

- Director, Eastern Wealth Management
  - Oversees 50 experienced professionals committed to providing trust and estate management, investment management, and financial planning to individuals and organizations across eastern Mass. & NH
- Over 25 years of leadership experience
  - Director / Planning Officer at Weston Financial Group, a wealth management firm in Wellesley
  - Senior Vice President, City Executive & Market Leader at Bank of America / US Trust in Boston; managed a team of 14 private client advisors and managers dedicated to serving high-net-worth clients.
  - Adjunct Professor, Boston University
- Salem State College BS – Business Administration;  
Boston University diploma in Financial Planning



# Notices and Disclosure

- ***Investment Products:*** *Not insured by FDIC or any federal government agency. Not deposits of or guaranteed by any bank. May lose value.*
  - Eastern Bank Wealth Management is a division of Eastern Bank. Views are as of the date above and are subject to change based on market conditions and other factors. This material is for your private information and we are not soliciting any action based on it. All material has been obtained from sources believed to be reliable but its accuracy is not guaranteed. There is neither representation nor warranty as to the accuracy of, nor liability for the decisions based on such information.
  - Opinions expressed are our current opinions as of the date appearing on this material only. All opinions herein are subject to change without notice.
  - Past performance does not guarantee future performance. Investments made through Eastern Bank Wealth Management are not insured by FDIC or any federal government agency, are not deposits of or guaranteed by any bank, and may lose value.



## Investment Review

Account Name SALEM STATE

Account Number 2427524  
Assets Held As Of DEC 31, 2019  
Valued As Of DEC 31, 2019**SUMMARY OF INVESTMENTS****Investment Summary**

	Market Value	%	Estimated Income	Current Yield
<b>CASH ITEMS</b>				
PRINCIPAL CASH				
MONEY MARKET FUNDS	451,022.27	2.68	5,593	1.24
<b>TOTAL CASH ITEMS</b>	<b>451,022.27</b>	<b>2.68</b>	<b>5,593</b>	<b>1.24</b>
<b>FIXED INCOME SECURITIES</b>				
MUTUAL FUND - GOV. BONDS MUTUAL FUNDS	1,182,195.25	7.02	24,155	2.04
CORPORATE/OTHER BONDS	4,464,504.00	26.52	153,307	3.43
MUTUAL FUND - CORPORATE BONDS MUTUAL FUNDS	584,017.98	3.47	20,834	3.57
<b>TOTAL FIXED INCOME SECURITIES</b>	<b>6,230,717.23</b>	<b>37.01</b>	<b>198,296</b>	<b>3.18</b>
<b>EQUITIES</b>				
<b>COMMON STOCKS</b>				
COMMUNICATION SERVICES	1,002,779.57	5.96	13,341	1.33
CONSUMER DISCRETIONARY	577,226.77	3.43	9,724	1.68
CONSUMER STAPLES	691,034.65	4.11	13,694	1.98
FINANCIALS	1,053,590.57	6.26	22,576	2.14
HEALTH CARE	1,154,284.87	6.86	20,217	1.75
INDUSTRIALS	783,023.80	4.65	14,699	1.88
INFORMATION TECHNOLOGY	1,815,688.82	10.79	23,261	1.28
MATERIALS	268,828.56	1.60	5,308	1.97
UTILITIES	308,230.97	1.83	7,115	2.31
<b>TOTAL COMMON STOCKS</b>	<b>7,654,688.58</b>	<b>45.47</b>	<b>129,935</b>	<b>1.70</b>
MUTUAL FUND - LARGE CAP EQUITIES MUTUAL FUNDS	894,811.16	5.32	9,010	1.01
MUTUAL FUND - INTERNATIONAL EQUITIES MUTUAL FUNDS	569,660.75	3.38	14,174	2.49
MUTUAL FUND-SMALL AND MID CAP EQUITIES MUTUAL FUNDS	292,632.29	1.74	0	0.00
MUTUAL FUND - INTERNATIONAL EMERGING MKTS MUTUAL FUNDS	739,600.71	4.39	8,269	1.12

Investment Review

Account Name	SALEM STATE	Account Number	2427524
		Assets Held As Of	DEC 31, 2019
		Valued As Of	DEC 31, 2019

**SUMMARY OF INVESTMENTS**

Investment Summary

	Market Value	%	Estimated Income	Current Yield
TOTAL EQUITIES	10,151,393.49	60.31	161,388	1.59
<b>TOTAL FUND</b>	<b>16,833,132.99</b>	<b>100.00</b>	<b>365,277</b>	<b>2.17</b>

For the Tax Year Ending 12/31

Net Short Term Gain/Loss	39,947.85-
Net Long Term Gain/Loss *	665,017.39

\* Includes Long Term Capital Gains Dividends

**SUMMARY OF INVESTED INCOME**

Investment Summary

	Market Value	%	Estimated Income	Current Yield
CASH ITEMS				
INCOME CASH				
<b>TOTAL FUND</b>				

**SCHEDULE OF INVESTMENTS**

UNITS	DESCRIPTION	TAX COST	UNIT COST	CURRENT PRICE	MARKET VALUE	INC RATE	EST INC	CURRENT YIELD	PLG COD
	CASH ITEMS								
	PRINCIPAL CASH	0			0			0.0	
	MONEY MARKET FUNDS								
	FEDERATED GOV'T OBLIGATION TAX MANAGED FUND # 637	451,022			451,022	1.24	5,593	1.2	

## Investment Review

Account Name SALEM STATE

Account Number 2427524  
Assets Held As Of DEC 31, 2019  
Valued As Of DEC 31, 2019**SCHEDULE OF INVESTMENTS**

UNITS	DESCRIPTION	TAX COST	UNIT COST	CURRENT PRICE	MARKET VALUE	INC RATE	EST INC	CURRENT YIELD	PLG COD
	TOTAL CASH ITEMS	451,022			451,022		5,593	1.2	
	<b>FIXED INCOME SECURITIES</b>								
	<b>MUTUAL FUND - GOV. BONDS</b>								
	<b>MUTUAL FUNDS</b>								
5,100	1 SHARES BARCLAYS 7-10 YR TREAS	530,165	103.95	110.22	562,122	2.29	11,689	2.1	
4,931	1 SHARES BARCLAYS 3-7 YR T	613,699	124.46	125.75	620,073	2.53	12,466	2.0	
	TOTAL MUTUAL FUNDS	1,143,864			1,182,195		24,155	2.0	
	<b>CORPORATE/OTHER BONDS</b>								
200,000	XILINX, INC. 3% 03/15/2021	200,540	100.27	101.27	202,540	3.00	6,000	3.0	
250,000	EBAY INC 3.8% 03/09/2022	254,660	101.86	103.379	258,448	3.80	9,500	3.7	
125,000	TIME WARNER INC 3.4% 06/15/2022	128,644	102.91	100.695	125,869	3.40	4,250	3.4	
200,000	CVS HEALTH CORP 3.5% 07/20/2022	203,255	101.63	103.243	206,486	3.50	7,000	3.4	
250,000	HEWLETT-PACKARD CO 4.05% 09/15/2022	256,311	102.52	104.483	261,208	4.05	10,125	3.9	
200,000	FORD MOTOR CREDIT CO 4.25% 09/20/2022	204,252	102.13	103.449	206,898	4.25	8,500	4.1	
100,000	BANK OF AMERICA CORP 3.3% 01/11/2023	101,769	101.77	103.388	103,388	3.30	3,300	3.2	
225,000	AT & T INC 3.6% 02/17/2023	227,560	101.14	104.38	234,855	3.60	8,100	3.4	
150,000	VODAFONE GROUP 2.95% 02/19/2023	152,052	101.37	102.40	153,600	2.95	4,425	2.9	
150,000	CITIGROUP 3.375% 03/01/2023	153,759	102.51	103.686	155,529	3.38	5,063	3.3	
100,000	ACE INA HOLDINGS 2.7% 03/13/2023	101,806	101.81	102.134	102,134	2.70	2,700	2.6	
150,000	CARDINAL HEALTH, INC. 3.2% 03/15/2023	153,891	102.59	102.688	154,032	3.20	4,800	3.1	
125,000	HYATT HOTELS CORP 3.375% 07/15/2023	127,241	101.79	102.457	128,071	3.38	4,219	3.3	
200,000	CELGENE CORPORATION 4% 08/15/2023	205,321	102.66	106.054	212,108	4.00	8,000	3.8	



## Investment Review

Account Name SALEM STATE

Account Number 2427524  
Assets Held As Of DEC 31, 2019  
Valued As Of DEC 31, 2019**SCHEDULE OF INVESTMENTS**

UNITS	DESCRIPTION	TAX COST	UNIT COST	CURRENT PRICE	MARKET VALUE	INC RATE	EST INC	CURRENT YIELD	PLG COD
175,000	AMERIPRISE FINANCIAL INC 4% 10/15/2023	179,486	102.56	107.19	187,583	4.00	7,000	3.7	
200,000	INTERCONTEXCHANGE GROUP INC 4% 10/15/2023	208,200	104.10	106.655	213,310	4.00	8,000	3.8	
200,000	ALABAMA POWER CO 3.55% 12/01/2023	205,065	102.53	105.535	211,070	3.55	7,100	3.4	
200,000	WHIRLPOOL CORP. 4% 03/01/2024	207,368	103.68	105.959	211,918	4.00	8,000	3.8	
175,000	CSX CORPORATION 3.4% 08/01/2024	178,915	102.24	105.616	184,828	3.40	5,950	3.2	
150,000	CBS 3.7% 08/15/2024	152,914	101.94	105.823	158,735	3.70	5,550	3.5	
100,000	MEDTRONIC INC 3.5% 03/15/2025	101,779	101.78	107.199	107,199	3.50	3,500	3.3	
100,000	QUALCOMM INC 3.45% 05/20/2025	97,640	97.64	105.769	105,769	3.45	3,450	3.3	
100,000	KEYCORP 4.15% 10/29/2025	100,979	100.98	109.671	109,671	4.15	4,150	3.8	
100,000	ABBVIE INC 3.2% 05/14/2026	102,540	102.54	103.629	103,629	3.20	3,200	3.1	
200,000	AMERICAN EXPRESS CO 3.125% 05/20/2026	207,012	103.51	104.013	208,026	3.13	6,250	3.0	
150,000	QUEST DIAGNOSTIC INC. 3.45% 06/01/2026	157,911	105.27	105.068	157,602	3.45	5,175	3.3	
	TOTAL CORPORATE/OTHER BONDS	4,370,870			4,464,506		153,307	3.4	
	<b>MUTUAL FUND - CORPORATE BONDS</b>								
	<b>MUTUAL FUNDS</b>								
33,875.75	CALVERT INCOME FUND	544,335	16.07	17.24	584,018	0.62	20,834	3.6	
	TOTAL FIXED INCOME SECURITIES	6,059,069			6,230,719		198,296	3.2	
	<b>EQUITIES</b>								
	<b>COMMON STOCKS</b>								
	<b>COMMUNICATION SERVICES</b>								
3,053	AT & T INC	93,696	30.69	39.08	119,311	2.08	6,350	5.3	
89	ALPHABET, INC. CL C	51,242	575.76	1337.02	118,995	0.00	0	0.0	

## Investment Review

Account Name SALEM STATE

Account Number 2427524  
Assets Held As Of DEC 31, 2019  
Valued As Of DEC 31, 2019**SCHEDULE OF INVESTMENTS**

UNITS	DESCRIPTION	TAX COST	UNIT COST	CURRENT PRICE	MARKET VALUE	INC RATE	EST INC	CURRENT YIELD	PLG COD
207	ALPHABET, INC. CL A	118,722	573.54	1339.39	277,254	0.00	0	0.0	
1,104	WALT DISNEY PRODUCTIONS	122,155	110.65	144.63	159,672	1.76	1,943	1.2	
982	FACEBOOK CL A	182,364	185.71	205.25	201,556	0.00	0	0.0	
2,052	VERIZON COMMUNICATIONS INC	87,240	42.51	61.40	125,993	2.46	5,048	4.0	
	TOTAL COMMUNICATION SERVICES	655,419			1,002,781		13,341	1.3	
	<b>CONSUMER DISCRETIONARY</b>								
833	BURLINGTON STORES, INC.	129,379	155.32	228.03	189,949	0.00	0	0.0	
883	HOME DEPOT INC	83,207	94.23	218.38	192,830	5.44	4,804	2.5	
984	MCDONALD'S CORP	166,956	169.67	197.61	194,448	5.00	4,920	2.5	
	TOTAL CONSUMER DISCRETIONARY	379,542			577,227		9,724	1.7	
	<b>CONSUMER STAPLES</b>								
384	COSTCO WHOLESALE CORP, NEW	44,538	115.98	293.92	112,865	2.60	998	0.9	
821	PEPSICO INC	95,146	115.89	136.67	112,206	3.82	3,136	2.8	
1,065	PROCTER & GAMBLE CO	73,171	68.71	124.90	133,019	2.98	3,178	2.4	
1,618	SYSCO CORP	84,612	52.29	85.54	138,404	1.80	2,912	2.1	
1,637	WALMART, INC.	158,384	96.75	118.84	194,541	2.12	3,470	1.8	
	TOTAL CONSUMER STAPLES	455,851			691,035		13,694	2.0	
	<b>FINANCIALS</b>								
1,862	ALLSTATE CORP	136,134	73.11	112.45	209,382	2.00	3,724	1.8	
291	BLACKROCK INC.	110,059	378.21	502.70	146,286	13.20	3,841	2.6	
1,386	INTERCONTEXCHANGE GROUP INC	102,051	73.63	92.55	128,274	1.10	1,525	1.2	
2,319	J P MORGAN CHASE & CO	171,386	73.91	139.40	323,269	3.60	8,348	2.6	
697	PNC BANK CORP	103,596	148.63	159.63	111,262	4.60	3,206	2.9	
2,841	CHARLES SCHWAB	123,376	43.43	47.56	135,118	0.68	1,932	1.4	

## Investment Review

Account Name SALEM STATE

Account Number 2427524  
Assets Held As Of DEC 31, 2019  
Valued As Of DEC 31, 2019**SCHEDULE OF INVESTMENTS**

UNITS	DESCRIPTION	TAX COST	UNIT COST	CURRENT PRICE	MARKET VALUE	INC RATE	EST INC	CURRENT YIELD	PLG COD
	TOTAL FINANCIALS	746,602			1,053,591		22,576	2.1	
	HEALTH CARE								
2,189	ABBOTT LABORATORIES INC	134,872	61.61	86.86	190,137	1.44	3,152	1.7	
1,695	CVS HEALTH CORP HEALTH CORPORATION	131,416	77.53	74.29	125,922	2.00	3,390	2.7	
1,161	DANAHER CORP	100,476	86.54	153.48	178,190	0.68	789	0.4	
3,292	ELANCO ANIMAL HEALTH	97,386	29.58	29.45	96,949	0.00	0	0.0	
1,151	JOHNSON & JOHNSON	96,958	84.24	145.87	167,896	3.80	4,374	2.6	
2,451	MERCK & CO INC. NEW	117,659	48.00	90.95	222,918	2.44	5,980	2.7	
586	UNITEDHEALTH GROUP, INC	132,228	225.64	293.98	172,272	4.32	2,532	1.5	
	TOTAL HEALTH CARE	810,995			1,154,284		20,217	1.8	
	INDUSTRIALS								
174	BOEING CO	68,525	393.82	325.76	56,682	8.22	1,430	2.5	
454	NORTHROP GRUMMAN	134,204	295.60	343.97	156,162	5.28	2,397	1.5	
1,042	UNITED TECHNOLOGIES CORP	125,950	120.87	149.76	156,050	2.94	3,063	2.0	
1,670	XYLEM INC.	115,618	69.23	78.79	131,579	0.96	1,603	1.2	
1,278	EATON CORP PLC	99,230	77.65	94.72	121,052	2.84	3,630	3.0	
1,215	INGERSOLL RAND PLC	114,818	94.50	132.92	161,498	2.12	2,576	1.6	
	TOTAL INDUSTRIALS	658,345			783,023		14,699	1.9	
	INFORMATION TECHNOLOGY								
823	ADOBE INC.	107,904	131.11	329.81	271,434	0.00	0	0.0	
1,083	ANALOG DEVICES	53,934	49.80	118.84	128,704	2.16	2,339	1.8	
664	AUTOMATIC DATA PROCESSING	108,807	163.87	170.50	113,212	3.64	2,417	2.1	
622	BROADCOM INC	145,465	233.87	316.02	196,564	13.00	8,086	4.1	
957	MASTERCARD	189,462	197.98	298.59	285,751	1.60	1,531	0.5	

## Investment Review

Account Name SALEM STATE

Account Number 2427524  
Assets Held As Of DEC 31, 2019  
Valued As Of DEC 31, 2019**SCHEDULE OF INVESTMENTS**

UNITS	DESCRIPTION	TAX COST	UNIT COST	CURRENT PRICE	MARKET VALUE	INC RATE	EST CURRENT INC	YIELD	PLG COD
2,737	MICROSOFT	288,778	105.51	157.70	431,625	2.04	5,583	1.3	
1,291	MOTOROLA SOLUTIONS, INC.	162,935	126.21	161.14	208,032	2.56	3,305	1.6	
1,109	SALESFORCE.COM	64,296	57.98	162.64	180,368	0.00	0	0.0	
	TOTAL INFORMATION TECHNOLOGY	1,121,581			1,815,690		23,261	1.3	
	<b>MATERIALS</b>								
1,144	AIR PRODUCTS & CHEMICALS	180,523	157.80	234.99	268,829	4.64	5,308	2.0	
	<b>UTILITIES</b>								
636	NEXTERA ENERGY INC	96,527	151.77	242.16	154,014	5.00	3,180	2.1	
2,429	XCEL ENERGY, INC.	65,259	26.87	63.49	154,217	1.62	3,935	2.6	
	TOTAL UTILITIES	161,786			308,231		7,115	2.3	
	TOTAL COMMON STOCKS	5,170,644			7,654,691		129,935	1.7	
	<b>MUTUAL FUND - LARGE CAP EQUITIES</b>								
	<b>MUTUAL FUNDS</b>								
26,398	CALVERT GLOBAL ENERGY SOLUTIONS	200,994	7.61	7.95	209,864	0.10	2,587	1.2	
9,697.99	DFA U S SUSTAINABILITY CORE 1	208,012	21.45	25.00	242,450	0.30	2,871	1.2	
7,145	INVESCO BUYBACK WILDERHILL CLEAN ENERGY ETF	183,071	25.62	34.23	244,573	0.50	3,544	1.4	
2,081	SPDR S&P BIOTECH	168,720	81.08	95.11	197,924	0.00	8	0.0	
	TOTAL MUTUAL FUNDS	760,797			894,811		9,010	1.0	
	<b>MUTUAL FUND - INTERNATIONAL EQUITIES</b>								
	<b>MUTUAL FUNDS</b>								
45,652.72	DOMINI IMPACT INTERNATIONAL EQUITY FUND INSTITUTIONAL	403,935	8.85	8.01	365,678	0.28	12,737	3.5	
17,316	HARTFORD GLOBAL IMPACT FUND	168,312	9.72	11.78	203,982	0.08	1,437	0.7	

## Investment Review

Account Name SALEM STATE

Account Number 2427524  
Assets Held As Of DEC 31, 2019  
Valued As Of DEC 31, 2019**SCHEDULE OF INVESTMENTS**

UNITS	DESCRIPTION	TAX COST	UNIT COST	CURRENT PRICE	MARKET VALUE	INC RATE	EST CURRENT INC	YIELD	PLG COD
	TOTAL MUTUAL FUNDS	572,247			569,660		14,174	2.5	
	MUTUAL FUND-SMALL AND MID CAP EQUITIES								
	MUTUAL FUNDS								
12,511	CALVERT MID CAP FUND	253,473	20.26	23.39	292,632	0.00	0	0.0	
	MUTUAL FUND - INTERNATIONAL EMERGING MKTS								
	MUTUAL FUNDS								
27,551.63	CALVERT EMERGING MARKETS EQUITY FUND	474,230	17.21	17.90	493,174	0.12	3,361	0.7	
26,243.51	DFA EMERGING MARKETS SUSTAINABILITY CORE 1 PORT.	228,581	8.71	9.39	246,427	0.19	4,908	2.0	
	TOTAL MUTUAL FUNDS	702,811			739,601		8,269	1.1	
	TOTAL EQUITIES	7,459,972			10,151,395		161,388	1.6	
	<b>TOTAL FUND</b>	<b>13,970,063</b>			<b>16,833,136</b>		<b>365,277</b>	<b>2.2</b>	

**SCHEDULE OF INCOME INVESTMENTS**

UNITS	DESCRIPTION	TAX COST	UNIT COST	CURRENT PRICE	MARKET VALUE	INC RATE	EST CURRENT INC	YIELD	PLG COD
	INCOME CASH	0			0			0.0	

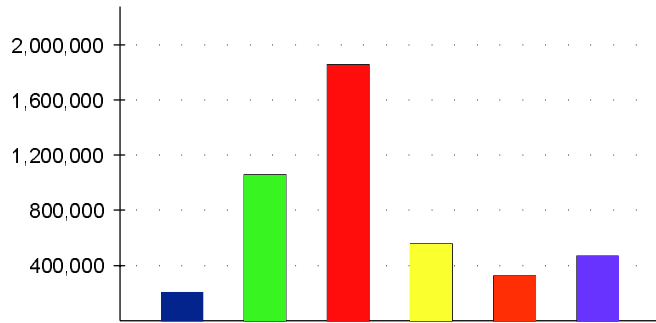
Investment Review

Account Name SALEM STATE

Account Number 2427524  
 Assets Held As Of DEC 31, 2019  
 Valued As Of DEC 31, 2019

**MATURITY SCHEDULE**

**Maturities by Year**



2021	202,540.00
2022	1,058,907.75
2023	1,855,679.75
2024	555,480.50
2025	322,639.00
2026	469,257.00
<b>Total</b>	<b>4,464,504.00</b>

**Percent at Market by Year**



4.5%	2021	202,540.00
23.7%	2022	1,058,907.75
41.6%	2023	1,855,679.75
12.5%	2024	555,480.50
7.2%	2025	322,639.00
10.5%	2026	469,257.00
<b>100.0%</b>	<b>Total</b>	<b>4,464,504.00</b>

Investment Review

Account Name SALEM STATE

Account Number 2427524  
 Assets Held As Of DEC 31, 2019  
 Valued As Of DEC 31, 2019

**MATURITY SCHEDULE**

Maturing :	Federal Tax Cost	Current Market Value	Face Value	% at Market
2019				
2020				
2021	200,540.47	202,540.00	200,000.00	4.54
2022	1,047,120.82	1,058,907.75	1,025,000.00	23.72
2023	1,816,149.58	1,855,679.75	1,775,000.00	41.57
2024	539,197.98	555,480.50	525,000.00	12.44
2025	300,397.51	322,639.00	300,000.00	7.23
2026	467,462.19	469,257.00	450,000.00	10.51
2027				
2028				
TEN TO TWENTY YEARS				
OVER TWENTY YEARS				
<b>TOTAL</b>	<b>4,370,868.55</b>	<b>4,464,504.00</b>	<b>4,275,000.00</b>	<b>100.00</b>

MATURING NEXT 365 DAYS

Information may be a combination of maturity and prerefunded dates

# Your Performance Statement

Investment activity through 12/31/2019



Your Portfolio Summary

Reporting period: December 31, 2018 to December 31, 2019

EASTERN BANK INVEST MGR FOR SALEM STATE UNIV (2427524)

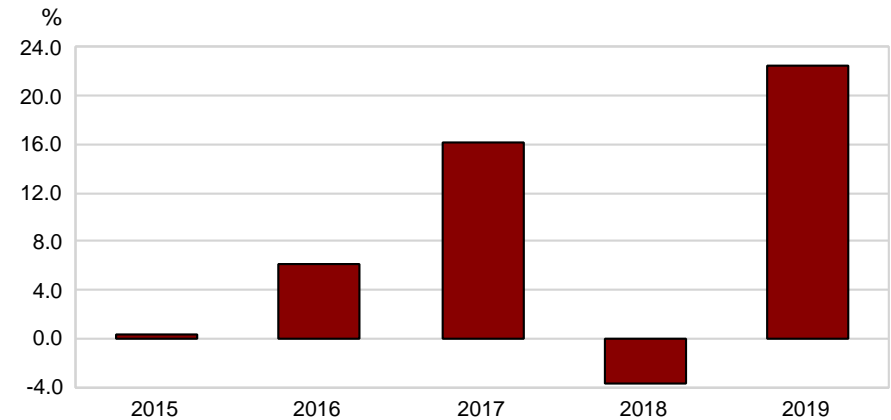
Performance Measured Since: December 01, 1996

Portfolio Value - YTD

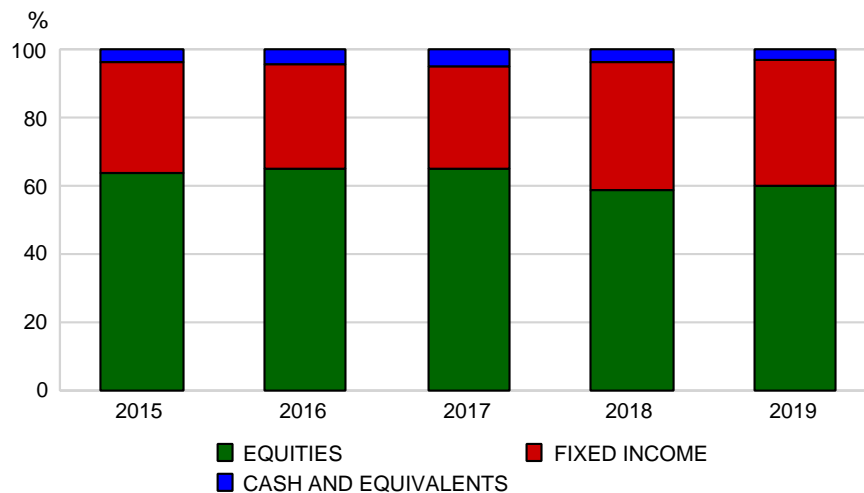
<b>Beginning Market Value</b>	<b>13,746,489.15</b>
<b>Beginning Accrued Income</b>	<b>48,972.38</b>
<b>Beginning Portfolio Value</b>	<b>13,795,461.53</b>
Contributions	50,251.71
Withdrawals	-69,887.05
Income Earned	380,417.32
Market Appreciation	2,730,336.49
<b>Ending Market Value</b>	<b>16,834,100.06</b>
<b>Ending Accrued Income</b>	<b>52,479.94</b>
<b>Ending Portfolio Value</b>	<b>16,886,580.00</b>

**Total Return** **22.55**

Annual Portfolio Returns



Annual Portfolio Allocation



Portfolio Values By Asset Class

	Market Value	% of Mkt Val
DOMESTIC EQUITY	8,851,430	52.4
DOMESTIC FIXED INCOM	6,273,899	37.2
INTERNATIONAL EQUITY	1,309,261	7.8
CASH AND EQUIVALENTS	451,989	2.7
<b>Total</b>	<b>16,886,580</b>	<b>100.0</b>

## Your Portfolio Performance

Reporting period: December 31, 2018 to December 31, 2019

EASTERN BANK INVEST MGR FOR SALEM STATE UNIV (2427524)

Performance Measured Since: December 01, 1996

	Market Value	Month to Date	Quarter to Date (3 Months)	Year to Date (1 Year)	1 Year	3 Years	5 Years	Inception to Date 12/01/1996
TOTAL FUND	16,886,580	1.61	5.24	22.55	22.55	11.09	7.85	6.41
TOTAL NET OF FEES	16,886,580	1.57	5.12	22.01	22.01	10.59	7.36	6.12
Strategy: Growth with Income (Corp)		2.09	5.77	21.27	21.27	10.35	7.82	7.09
EQUITIES	10,160,692	2.60	8.55	33.43	33.43	15.82	11.00	7.37
Benchmark: Multi-Asset Equity Blend		3.24	9.07	29.80	29.80	14.39	10.62	8.01
DOMESTIC EQUITY	8,851,430	2.27	8.44	35.31	35.31	17.06	12.04	
COMMON STOCK	7,663,987	1.96	7.78	34.74	34.74	18.13	12.75	
DOMESTIC EQUITY FUNDS	1,187,443	4.32	12.81	37.34	37.34	12.75	8.63	
ETF - DOMESTIC EQUITY	442,497	6.30	20.88	35.82	35.82	13.51	8.99	
MUTUAL FUND - DOMESTIC EQUITY	452,314	3.98	10.64	34.14	34.14			
MUTUAL FUND - DOMESTIC EQUITY	292,632	1.98	5.74	30.88	30.88			
INTERNATIONAL EQUITY	1,309,261	4.84	9.33	21.73	21.73	8.92	5.43	
INTERNATIONAL EQUITY FUNDS	1,309,261	4.84	9.33	21.73	21.73	8.92	5.43	
MUTUAL FUND - INTERNATIONAL EQUITIES	569,661	2.73	7.32	21.31	21.31	11.82	8.24	
MUTUAL FUND - INTERNATIONAL EQUITIES	739,601	6.55	10.96	21.85	21.85			
FIXED INCOME	6,273,899	.15	.57	8.72	8.72	3.88	2.87	4.67
Benchmark: Barclays US Interm Credit TR USD		.39	.98	9.52	9.52	4.33	3.50	5.28
DOMESTIC FIXED INCOME	6,273,899	.15	.57	8.72	8.72	3.88	2.87	
DOMESTIC BONDS	4,507,686	.30	.87	8.32	8.32	3.86	2.88	
CORPORATE BOND	4,507,686	.30	.87	8.32	8.32	3.86	2.89	
DOMESTIC BOND FUNDS	1,766,213	-.24	-.19	10.00	10.00	3.95	2.85	
ETF - GOVERNMENT BONDS	1,182,195	-.53	-.80	6.96	6.96	3.15		
CORPORATE BOND FUNDS	584,018	.36	1.06	14.26	14.26	5.23	4.12	
MUTUAL FUND - CORPORATE BONDS	584,018	.36	1.06	15.92	15.92	5.55		

## Your Portfolio Performance

Reporting period: December 31, 2018 to December 31, 2019

EASTERN BANK INVEST MGR FOR SALEM STATE UNIV (2427524)

Performance Measured Since: December 01, 1996

	Market Value	Month to Date	Quarter to Date (3 Months)	Year to Date (1 Year)	1 Year	3 Years	5 Years	Inception to Date 12/01/1996
CASH AND EQUIVALENTS	451,989	.11	.35	1.79	1.79	1.22	.74	2.08
CASH UNINVESTED	967	.00	.00	.00	.00	.00	.00	
MONEY MARKET FUNDS	451,022	.11	.34	1.77	1.77	1.21	.73	
Benchmark: Lipper Money Mkt Fd IX		.09	.38	1.97	1.97	1.41	.87	2.01

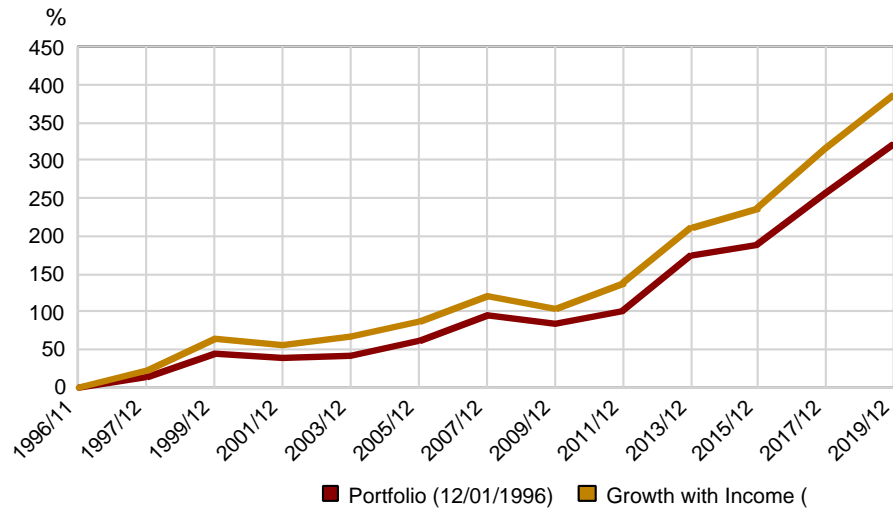
Your Portfolio Performance - Continued

Reporting period: December 31, 2018 to December 31, 2019

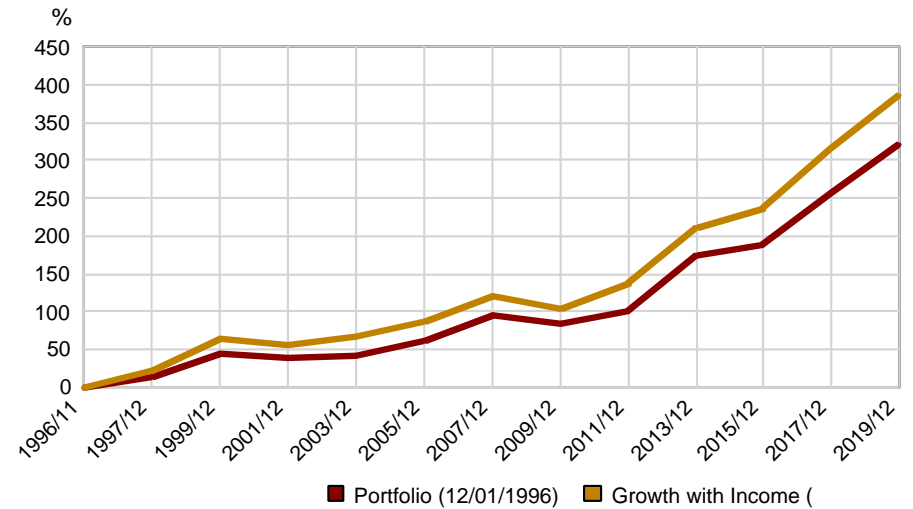
EASTERN BANK INVEST MGR FOR SALEM STATE UNIV (2427524)

Performance Measured Since: December 01, 1996

Trailing Three-Year Growth



Cumulative Returns Compared To Benchmark - ITD



Top 10 Performers - YTD

	Market Value	% of Mkt Val	Return
INVESCO BUYBACK WILDERHIL	244,573	1.5	62.60
MICROSOFT	431,625	2.6	51.59
MASTERCARD	285,751	1.7	51.39
AIR PRODUCTS & CHEMICALS	270,156	1.6	50.04
DANAHER CORP	178,388	1.1	49.56
J P MORGAN CHASE & CO	323,269	1.9	47.03
ADOBE INC.	271,434	1.6	45.79
COSTCO WHOLESALE CORP, NE	112,865	.7	45.60
UNITED TECHNOLOGIES CORP	156,050	.9	43.64
INGERSOLL RAND PLC	161,627	1.0	43.12

Bottom 10 Performers - YTD

	Market Value	% of Mkt Val	Return
BOEING CO	56,682	.3	-15.85
ABBVIE INC	0	.0	-14.64
COGNIZANT TECHNOLOGY SOL	0	.0	-1.96
APPLE INC	0	.0	-1.59
ELANCO ANIMAL HEALTH	96,949	.6	-.45
3M CO	0	.0	-.35
QUEST DIAGNOSTIC INC. 3.4	158,033	.9	-.10
	967	.0	.00
WELLS FARGO & CO 2.15%	0	.0	.11
I SHARES TIPS BOND ETF	0	.0	.28

Your Allocation Overview

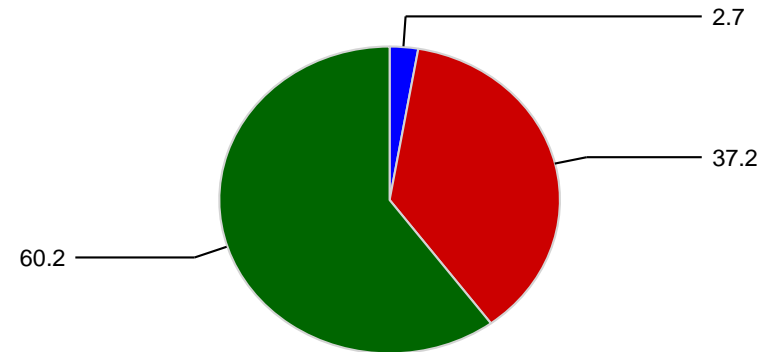
Reporting period: December 31, 2018 to December 31, 2019

EASTERN BANK INVEST MGR FOR SALEM STATE UNIV (2427524)

Performance Measured Since: December 01, 1996

Sector Allocation

	Market Value	% of Mkt Val
EQUITIES	10,160,692	60.2
FIXED INCOME	6,273,899	37.2
CASH AND EQUIVALENTS	451,989	2.7
<b>Total</b>	<b>16,886,580</b>	<b>100.0</b>



Top Holdings

	Classification	Unit Cost	Total Cost	Price	Market Value	Accrual	% of Mkt Val	Unrealized Gain/Loss
I SHARES BARCLAYS 3-7 YR T	ETF - GOVERNMENT BON	124.46	613,698.91	125.750	620,073.25	.00	3.7	6,374.34
CALVERT INCOME FUND	MUTUAL FUND - CORPOR	16.07	544,334.69	17.240	584,017.98	.00	3.5	39,683.29
I SHARES BARCLAYS 7-10 YR TREA	ETF - GOVERNMENT BON	103.95	530,165.40	110.220	562,122.00	.00	3.3	31,956.60
CALVERT EMERGING MARKETS EQUIT	MUTUAL FUND - INTERN	17.21	474,156.87	17.900	493,174.12	.00	2.9	19,017.25
FEDERATED GOV'T OBLIGATION TAX	MONEY MARKET FUNDS	1.00	451,022.27	1.000	451,022.27	.00	2.7	.00
MICROSOFT	INFORMATION TECHNOLO	105.51	288,778.13	157.700	431,624.90	.00	2.6	142,846.77
DOMINI IMPACT INTERNATIONAL	MUTUAL FUND - INTERN	8.85	403,869.77	8.010	365,678.27	.00	2.2	-38,191.50
J P MORGAN CHASE & CO	FINANCIALS	74.40	172,535.14	139.400	323,268.60	.00	1.9	150,733.46
CALVERT MID CAP FUND	MUTUAL FUND - DOMEST	20.26	253,472.86	23.390	292,632.29	.00	1.7	39,159.43
MASTERCARD	INFORMATION TECHNOLO	197.98	189,462.36	298.590	285,750.63	.00	1.7	96,288.27
ALPHABET, INC. CL A	COMMUNICATION SERV	528.00	109,295.47	1,339.390	277,253.73	.00	1.6	167,958.26
All Others			9,970,214.90		12,147,482.02	52,479.94	72.2	2,177,267.12
<b>Total</b>			<b>14,001,006.77</b>		<b>16,834,100.06</b>	<b>52,479.94</b>	<b>100.0</b>	<b>2,833,093.29</b>

## Your Holdings Detail

Reporting period: December 31, 2018 to December 31, 2019

EASTERN BANK INVEST MGR FOR SALEM STATE UNIV (2427524)

Performance Measured Since: December 01, 1996

## Holdings By Asset Class - YTD

ID	Ending Market Value	Average Market Value	Total Return	Average Weight	Total Earnings	Total Port Cont	Total Port Rank	Asset Class Cont	Asset Class Rank	Sector Cont	Sector Rank	
<b>COMMON STOCK</b>												
<b>COMMUNICATION SERVICES</b>												
<b>Assets Held During Period</b>												
ALPHABET, INC. CL C	02079K107	118,995	106,121	28.86	.7	25,476	.18	47	.45	37	3.64	5
ALPHABET, INC. CL A	02079K305	277,254	247,533	28.02	1.6	58,889	.43	12	1.03	7	8.40	1
FACEBOOK CL A	30303M102	201,556	124,959	24.66	.8	39,691	.29	29	.70	20	5.66	2
VERIZON COMMUNICATIONS INC	92343V104	125,993	118,961	13.05	.8	17,191	.12	60	.30	42	2.45	6
<b>Assets Purchased During Period</b>												
AT & T INC	00206R102	119,311	104,232	33.10	.7	30,286	.22	42	.53	32	4.32	4
WALT DISNEY PRODUCTIONS	254687106	160,643	135,170	32.32	.9	39,460	.29	32	.69	23	5.63	3
<b>Assets Sold During Period</b>												
COMCAST CORP NEW CL A	20030N101	0	9,892	8.96	.1	9,672	.07	80	.17	46	1.38	7
<b>Total: COMMUNICATION SERVICES</b>		<b>1,003,751</b>	<b>846,869</b>	<b>31.49</b>	<b>5.4</b>	<b>220,665</b>	<b>1.60</b>		<b>3.87</b>		<b>31.49</b>	
<b>CONSUMER DISCRETIONARY</b>												
<b>Assets Held During Period</b>												
BURLINGTON STORES, INC.	122017106	189,949	148,242	39.90	.9	57,780	.42	13	1.01	8	12.96	1
HOME DEPOT INC	437076102	192,830	184,633	30.23	1.2	45,073	.33	25	.79	17	10.11	2
MCDONALD'S CORP	580135101	194,448	163,895	14.29	1.0	19,863	.14	53	.35	39	4.45	4
<b>Assets Sold During Period</b>												
AMAZON.COM, INC	023135106	0	0	12.75	.0	28,731	.21	44	.50	34	6.44	3
ROYAL CARIBBEAN CRUISES, LTD.	V7780T103	0	0	8.25	.0	6,967	.05	90	.12	48	1.56	5
<b>Total: CONSUMER DISCRETIONARY</b>		<b>577,227</b>	<b>496,770</b>	<b>35.53</b>	<b>3.2</b>	<b>158,413</b>	<b>1.15</b>		<b>2.78</b>		<b>35.53</b>	
<b>CONSUMER STAPLES</b>												
<b>Assets Held During Period</b>												
COSTCO WHOLESALE CORP, NEW	22160K105	112,865	115,123	45.60	.7	42,655	.31	27	.75	18	7.87	1
PEPSICO INC	713448108	112,990	120,792	27.49	.8	28,992	.21	43	.51	33	5.35	5
PROCTER & GAMBLE CO	742718109	133,019	120,010	39.58	.8	38,284	.28	34	.67	25	7.07	4
SYSCO CORP	871829107	138,404	118,159	39.62	.8	39,549	.29	31	.69	22	7.30	3
<b>Assets Purchased During Period</b>												
WALMART, INC.	931142103	195,409	178,110	25.27	1.1	39,627	.29	30	.70	21	7.32	2
<b>Total: CONSUMER STAPLES</b>		<b>692,686</b>	<b>652,193</b>	<b>34.91</b>	<b>4.2</b>	<b>189,108</b>	<b>1.37</b>		<b>3.32</b>		<b>34.91</b>	
<b>FINANCIALS</b>												
<b>Assets Held During Period</b>												
ALLSTATE CORP	020002101	210,313	189,517	38.38	1.2	57,753	.42	14	1.01	9	7.53	2

## Your Holdings Detail

Reporting period: December 31, 2018 to December 31, 2019

EASTERN BANK INVEST MGR FOR SALEM STATE UNIV (2427524)

Performance Measured Since: December 01, 1996

## Holdings By Asset Class - YTD

	ID	Ending Market Value	Average Market Value	Total Return	Average Weight	Total Earnings	Total Port Cont	Total Port Rank	Asset Class Cont	Asset Class Rank	Sector Cont	Sector Rank
BLACKROCK INC.	09247X101	146,286	132,186	30.66	.8	34,397	.25	39	.60	29	4.49	3
J P MORGAN CHASE & CO	46625H100	323,269	258,478	47.03	1.6	102,876	.75	2	1.80	2	13.42	1
PNC BANK CORP	693475105	111,262	95,509	40.69	.6	32,392	.23	40	.57	30	4.22	4
CHARLES SCHWAB	808513105	135,118	124,107	15.22	.8	16,538	.12	62	.29	43	2.16	6
<b>Assets Purchased During Period</b>												
INTERCONTEXCHANGE GROUP INC	45866F104	128,274	101,674	26.85	.6	27,367	.20	46	.48	36	3.57	5
<b>Assets Sold During Period</b>												
BANK AMERICA CORP	060505104	0	25,821	9.04	.2	11,996	.09	76	.21	45	1.56	8
MORGAN STANLEY	617446448	0	0	13.19	.0	12,534	.09	74	.22	44	1.63	7
<b>Total: FINANCIALS</b>		<b>1,054,522</b>	<b>927,292</b>	<b>38.59</b>	<b>5.9</b>	<b>295,853</b>	<b>2.14</b>		<b>5.19</b>		<b>38.59</b>	
<b>HEALTH CARE</b>												
<b>Assets Held During Period</b>												
ABBOTT LABORATORIES INC	002824100	190,137	179,195	22.05	1.1	34,875	.25	38	.61	28	3.56	3
CVS HEALTH CORP HEALTH CORPORATIO	126650100	125,922	103,728	17.06	.7	18,410	.13	57	.32	40	1.88	6
DANAHER CORP	235851102	178,388	158,828	49.56	1.0	59,212	.43	11	1.04	6	6.04	1
JOHNSON & JOHNSON	478160104	167,896	155,817	16.24	1.0	23,738	.17	48	.42	38	2.42	5
MERCK & CO INC. NEW	58933Y105	224,414	204,064	22.13	1.3	41,681	.30	28	.73	19	4.25	2
UNITEDHEALTH GROUP, INC	91324P102	172,272	146,766	19.83	.9	28,348	.21	45	.50	35	2.89	4
<b>Assets Purchased During Period</b>												
ELANCO ANIMAL HEALTH	28414H103	96,949	81,861	-4.5	.5	-436		115	-.01	56	-.04	9
<b>Assets Sold During Period</b>												
ABBVIE INC	00287Y109	0	23,916	-14.64	.2	-19,839	-.14	119	-.35	60	-2.02	10
BECTON DICKINSON CO	075887109	0	0	2.96	.0	3,954	.03	100	.07	52	.40	7
<b>Assets Purchased And Sold During Period</b>												
WYETH	983024100	0	0	.00	.0	0		111		54		8
<b>Total: HEALTH CARE</b>		<b>1,155,977</b>	<b>1,054,175</b>	<b>19.37</b>	<b>6.7</b>	<b>189,944</b>	<b>1.38</b>		<b>3.33</b>		<b>19.37</b>	
<b>INDUSTRIALS</b>												
<b>Assets Held During Period</b>												
NORTHROP GRUMMAN	666807102	156,162	147,090	42.92	.9	46,264	.34	23	.81	15	8.34	3
UNITED TECHNOLOGIES CORP	913017109	156,050	140,130	43.64	.9	46,614	.34	21	.82	13	8.40	2
EATON CORP PLC	G29183103	121,234	106,240	42.82	.7	36,917	.27	37	.65	27	6.65	4
<b>Assets Purchased During Period</b>												
BOEING CO	097023105	56,682	46,413	-15.85	.3	-10,770	-.08	118	-.19	59	-1.94	9
XYLEM INC.	98419M100	131,579	130,346	15.21	.8	17,565	.13	59	.31	41	3.17	5
INGERSOLL RAND PLC	G47791101	161,627	145,805	43.12	.9	49,256	.36	19	.86	11	8.88	1
<b>Assets Sold During Period</b>												

## Your Holdings Detail

Reporting period: December 31, 2018 to December 31, 2019

EASTERN BANK INVEST MGR FOR SALEM STATE UNIV (2427524)

Performance Measured Since: December 01, 1996

## Holdings By Asset Class - YTD

	ID	Ending Market Value	Average Market Value	Total Return	Average Weight	Total Earnings	Total Port Cont	Total Port Rank	Asset Class Cont	Asset Class Rank	Sector Cont	Sector Rank
CATERPILLAR INC.	149123101	0	0	4.21	.0	3,802	.03	101	.07	53	.69	7
FEDEX CORPORATION	31428X106	0	0	6.41	.0	5,031	.04	97	.09	50	.91	6
3M CO	88579Y101	0	0	-35	.0	-348		114	-.01	55	-.06	8
<b>Total: INDUSTRIALS</b>		<b>783,334</b>	<b>716,024</b>	<b>35.03</b>	<b>4.6</b>	<b>194,331</b>	<b>1.41</b>		<b>3.41</b>		<b>35.03</b>	
<b>INFORMATION TECHNOLOGY</b>												
<b>Assets Held During Period</b>												
ADOBE INC.	00724F101	271,434	233,766	45.79	1.5	83,016	.60	7	1.46	5	6.17	3
ANALOG DEVICES	032654105	128,704	118,612	41.16	.8	38,089	.28	35	.67	26	2.83	7
BROADCOM INC	11135F101	196,564	180,173	29.25	1.1	45,447	.33	24	.80	16	3.38	6
SALESFORCE.COM	79466L302	180,368	174,068	18.67	1.1	32,139	.23	41	.56	31	2.39	8
<b>Assets Purchased During Period</b>												
AUTOMATIC DATA PROCESSING	053015103	113,816	73,413	5.62	.5	6,058	.04	95	.11	49	.45	10
MASTERCARD	57636Q104	285,751	249,972	51.39	1.6	97,236	.70	3	1.71	3	7.23	2
MICROSOFT	594918104	431,625	362,253	51.59	2.3	148,020	1.07	1	2.60	1	11.01	1
MOTOROLA SOLUTIONS, INC.	620076307	208,858	185,635	41.22	1.2	47,858	.35	20	.84	12	3.56	5
<b>Assets Sold During Period</b>												
APPLE INC	037833100	0	0	-1.59	.0	-3,218	-.02	116	-.06	57	-.24	11
COGNIZANT TECHNOLOGY SOL	192446102	0	40,193	-1.96	.3	-3,273	-.02	117	-.06	58	-.24	12
INTUIT	461202103	0	71,136	26.61	.5	49,814	.36	17	.87	10	3.70	4
VISA, INC	92826C839	0	0	4.56	.0	7,655	.06	87	.13	47	.57	9
<b>Total: INFORMATION TECHNOLOGY</b>		<b>1,817,119</b>	<b>1,689,221</b>	<b>40.81</b>	<b>10.8</b>	<b>548,840</b>	<b>3.98</b>		<b>9.63</b>		<b>40.81</b>	
<b>MATERIALS</b>												
<b>Assets Held During Period</b>												
AIR PRODUCTS & CHEMICALS	009158106	270,156	241,471	50.04	1.5	94,480	.68	5	1.66	4	53.92	1
<b>Assets Sold During Period</b>												
DOWDUPONT INC.	26078J100	0	0	4.25	.0	4,025	.03	99	.07	51	2.30	2
<b>Total: MATERIALS</b>		<b>270,156</b>	<b>241,471</b>	<b>56.21</b>	<b>1.5</b>	<b>98,505</b>	<b>.71</b>		<b>1.73</b>		<b>56.21</b>	
<b>UTILITIES</b>												
<b>Assets Held During Period</b>												
NEXTERA ENERGY INC	65339F101	154,014	134,148	42.66	.9	46,500	.34	22	.82	14	20.45	1
XCEL ENERGY, INC.	98389B100	155,201	144,519	32.32	.9	38,475	.28	33	.67	24	16.92	2
<b>Total: UTILITIES</b>		<b>309,215</b>	<b>278,667</b>	<b>37.37</b>	<b>1.8</b>	<b>84,975</b>	<b>.62</b>		<b>1.49</b>		<b>37.37</b>	
<b>Total: COMMON STOCK</b>		<b>7,663,987</b>	<b>6,902,682</b>	<b>34.74</b>	<b>44.0</b>	<b>1,980,634</b>	<b>14.36</b>		<b>34.74</b>			



## Your Holdings Detail

Reporting period: December 31, 2018 to December 31, 2019

EASTERN BANK INVEST MGR FOR SALEM STATE UNIV (2427524)

Performance Measured Since: December 01, 1996

## Holdings By Asset Class - YTD

	ID	Ending Market Value	Average Market Value	Total Return	Average Weight	Total Earnings	Total Port Cont	Total Port Rank	Asset Class Cont	Asset Class Rank	Sector Cont	Sector Rank	
<b>DOMESTIC EQUITY FUNDS</b>													
<b>ETF - DOMESTIC EQUITY</b>													
<b>Assets Held During Period</b>													
	INVESCO BUYBACK WILDERHILL CLEANENERGY ETF	46137V134	244,573	207,569	62.60	1.3	95,285	.69	4	8.97	1	20.35	1
	SPDR S&P BIOTECH	78464A870	197,924	178,328	32.56	1.1	49,640	.36	18	4.67	5	10.60	2
<b>Assets Sold During Period</b>													
	SPDR INDUSTRIAL SELECT	81369Y704	0	0	5.35	.0	7,877	.06	86	.74	9	1.68	4
<b>Assets Purchased And Sold During Period</b>													
	I SHARES MSCI KLD 400 SOCIAL ETF	464288570	0	60,712	8.83	.4	14,943	.11	64	1.41	6	3.19	3
<b>Total: ETF - DOMESTIC EQUITY</b>		<b>442,497</b>	<b>446,609</b>	<b>35.82</b>	<b>2.9</b>	<b>167,745</b>	<b>1.22</b>			<b>15.79</b>		<b>35.82</b>	
<b>MUTUAL FUND - DOMESTIC EQUITY</b>													
<b>Assets Held During Period</b>													
	CALVERT GLOBAL ENERGY SOLUTIONS	13161P813	209,864	188,702	33.37	1.2	52,089	.38	16	4.90	4	13.18	2
	DFA U S SUSTAINABILITY CORE 1	233203215	242,450	271,955	33.48	1.7	82,846	.60	8	7.80	2	20.96	1
<b>Total: MUTUAL FUND - DOMESTIC EQUITY</b>		<b>452,314</b>	<b>460,657</b>	<b>34.14</b>	<b>2.9</b>	<b>134,935</b>	<b>.98</b>			<b>12.70</b>		<b>34.14</b>	
<b>MUTUAL FUND - DOMESTIC EQUITY</b>													
<b>Assets Purchased During Period</b>													
	CALVERT MID CAP FUND	131649402	292,632	289,567	24.38	1.8	61,424	.45	10	5.78	3	25.62	1
<b>Assets Sold During Period</b>													
	CALVERT SMALL CAP FUND	13161P862	0	0	5.23	.0	12,604	.09	73	1.19	8	5.26	2
<b>Total: MUTUAL FUND - DOMESTIC EQUITY</b>		<b>292,632</b>	<b>289,567</b>	<b>30.88</b>	<b>1.8</b>	<b>74,028</b>	<b>.54</b>			<b>6.97</b>		<b>30.88</b>	
<b>ETF - DOMESTIC EQUITY</b>													
<b>Assets Sold During Period</b>													
	INVESCO SOLAR ETF	46138G706	0	0	9.74	.0	12,743	.09	72	1.20	7		1
<b>Total: ETF - DOMESTIC EQUITY</b>		<b>0</b>	<b>0</b>		<b>.0</b>	<b>12,743</b>	<b>.09</b>			<b>1.20</b>			
<b>MUTUAL FUND - DOMESTIC EQUITY</b>													
<b>Assets Sold During Period</b>													
	CALVERT GLOBAL WATER FUND	13161P698	0	0	4.77	.0	7,295	.05	88	.69	10		1
<b>Total: MUTUAL FUND - DOMESTIC EQUITY</b>		<b>0</b>	<b>0</b>		<b>.0</b>	<b>7,295</b>	<b>.05</b>			<b>.69</b>			
<b>Total: DOMESTIC EQUITY FUNDS</b>		<b>1,187,443</b>	<b>1,196,833</b>	<b>37.34</b>	<b>7.6</b>	<b>396,745</b>	<b>2.88</b>			<b>37.34</b>			

## Your Holdings Detail

Reporting period: December 31, 2018 to December 31, 2019

EASTERN BANK INVEST MGR FOR SALEM STATE UNIV (2427524)

Performance Measured Since: December 01, 1996

## Holdings By Asset Class - YTD

ID	Ending Market Value	Average Market Value	Total Return	Average Weight	Total Earnings	Total Port Cont	Total Port Rank	Asset Class Cont	Asset Class Rank	Sector Cont	Sector Rank	
<b>INTERNATIONAL EQUITY</b>												
<b>MUTUAL FUND - INTERNATIONAL EQUITIES</b>												
<b>Assets Held During Period</b>												
DOMINI IMPACT INTERNATIONAL EQUITY FUN	257132811	365,678	354,798	17.20	2.3	52,905	.38	15	4.91	2	8.90	1
<b>Assets Purchased During Period</b>												
HARTFORD GLOBAL IMPACT FUND	41664T792	203,982	187,691	22.05	1.2	37,112	.27	36	3.44	3	6.24	2
<b>Assets Sold During Period</b>												
CALVERT INTERNATIONAL OPPORTUNIT	131649857	0	73,447	11.28	.5	22,847	.17	50	2.12	4	3.84	3
DFA INTERNATIONAL SUSTAINABILITYCORE	233203199	0	0	4.71	.0	13,865	.10	68	1.29	6	2.33	4
<b>Total: MUTUAL FUND - INTERNATIONAL EQUITIES</b>	<b>569,661</b>	<b>615,936</b>	<b>21.31</b>	<b>3.9</b>	<b>126,729</b>	<b>.92</b>			<b>11.76</b>		<b>21.31</b>	
<b>MUTUAL FUND - INTERNATIONAL EQUITIES</b>												
<b>Assets Held During Period</b>												
CALVERT EMERGING MARKETS EQUITY FUND	131649774	493,174	452,949	22.46	2.9	85,230	.62	6	7.91	1	17.33	1
<b>Assets Purchased During Period</b>												
DFA EMERGING MARKETS SUSTAINABI	25239Y378	246,427	153,656	9.88	1.0	22,231	.16	51	2.06	5	4.52	2
<b>Total: MUTUAL FUND - INTERNATIONAL EQUITIES</b>	<b>739,601</b>	<b>606,605</b>	<b>21.85</b>	<b>3.9</b>	<b>107,462</b>	<b>.78</b>			<b>9.97</b>		<b>21.85</b>	
<b>Total: INTERNATIONAL EQUITY</b>	<b>1,309,261</b>	<b>1,222,541</b>	<b>21.73</b>	<b>7.8</b>	<b>234,190</b>	<b>1.70</b>			<b>21.73</b>			
<b>TAXABLE FIXED INCOME</b>												
<b>CORPORATE BOND</b>												
<b>Assets Held During Period</b>												
AT & T INC 3.6% 02/17/2023	00206RCS9	237,870	232,017	8.68	1.5	19,350	.14	54	.34	5	.46	3
ACE INA HOLDINGS 2.7% 03/13/2023	00440EAP2	102,944	100,931	7.31	.6	7,114	.05	89	.13	26	.17	23
AMERIPRISE FINANCIAL INC 4% 10/15/2023	03076CAF3	189,060	184,880	8.17	1.2	14,574	.11	66	.26	12	.35	10
BANK OF AMERICA CORP 3.3% 01/11/2023	06051GEU9	104,946	102,385	8.37	.7	8,202	.06	84	.15	24	.20	21
CBS 3.7% 08/15/2024	124857AM5	160,831	154,629	12.77	1.0	18,519	.13	56	.33	7	.44	5
CSX CORPORATION 3.4% 08/01/2024	126408HB2	187,307	181,470	9.23	1.2	16,004	.12	63	.28	10	.38	8
CVS HEALTH CORP 3.5% 07/20/2022	126650CK4	209,617	204,626	7.52	1.3	14,858	.11	65	.26	11	.36	9
CARDINAL HEALTH, INC. 3.2% 03/15/2023	14149YAY4	155,445	151,374	9.78	1.0	14,081	.10	67	.25	13	.34	11
CELGENE CORPORATION 4% 08/15/2023	151020AJ3	215,130	209,727	9.58	1.3	19,198	.14	55	.34	6	.46	4
CITIGROUP 3.375% 03/01/2023	172967GL9	157,217	153,723	8.79	1.0	12,938	.09	71	.23	16	.31	13
EBAY INC 3.8% 03/09/2022	278642AN3	261,403	257,010	6.75	1.6	16,905	.12	61	.30	9	.41	7
FORD MOTOR CREDIT CO 4.25% 09/20/2022	345397WF6	209,283	202,881	12.43	1.3	23,668	.17	49	.42	3	.57	1
HEWLETT-PACKARD CO 4.05% 09/15/2022	428236BX0	264,189	260,075	7.08	1.7	17,848	.13	58	.32	8	.43	6

## Your Holdings Detail

Reporting period: December 31, 2018 to December 31, 2019

EASTERN BANK INVEST MGR FOR SALEM STATE UNIV (2427524)

Performance Measured Since: December 01, 1996

## Holdings By Asset Class - YTD

	ID	Ending Market Value	Average Market Value	Total Return	Average Weight	Total Earnings	Total Port Cont	Total Port Rank	Asset Class Cont	Asset Class Rank	Sector Cont	Sector Rank
HYATT HOTELS CORP 3.375% 07/15/2023	448579AE2	130,017	127,078	7.56	.8	9,243	.07	83	.16	23	.22	20
KEYCORP 4.15% 10/29/2025	49326EEH2	110,386	107,365	12.14	.7	12,246	.09	75	.22	17	.29	14
TIME WARNER INC 3.4% 06/15/2022	887317AQ8	126,058	127,088	5.50	.8	6,800	.05	92	.12	28	.16	24
VODAFONE GROUP 2.95% 02/19/2023	92857WBC3	155,223	151,321	9.45	1.0	13,613	.10	69	.24	14	.33	12
WHIRLPOOL CORP. 4% 03/01/2024	963320AR7	214,585	208,139	10.22	1.3	20,284	.15	52	.36	4	.49	2
XILINX, INC. 3% 03/15/2021	983919AH4	204,307	201,367	4.68	1.3	9,246	.07	82	.16	22	.22	19
<b>Assets Purchased During Period</b>												
ABBVIE INC 3.2% 05/14/2026	00287YAY5	104,047	34,232	1.97	.2	2,008	.01	105	.04	35	.05	29
ALABAMA POWER CO 3.55% 12/01/2023	010392FK9	211,662	157,667	4.97	1.0	10,250	.07	78	.18	19	.25	16
AMERICAN EXPRESS CO 3.125% 05/20/2026	025816CF4	208,738	69,557	1.21	.4	2,530	.02	104	.04	34	.06	28
INTERCONTEXCHANGE GROUP INC 4% 10/15/2023	45866FAA2	214,999	159,677	4.68	1.0	9,772	.07	79	.17	20	.23	17
MEDTRONIC INC 3.5% 03/15/2025	585055BS4	108,230	96,740	8.05	.6	8,176	.06	85	.14	25	.20	22
QUALCOMM INC 3.45% 05/20/2025	747525AF0	106,162	103,159	11.72	.7	11,349	.08	77	.20	18	.27	15
QUEST DIAGNOSTIC INC. 3.45% 06/01/2026	74834LAZ3	158,033	13,134	-.10	.1	-151		113		41		33
<b>Assets Sold During Period</b>												
AUTODESK, INC. 3.125% 06/15/2020	052769AC0	0	133,615	2.97	.9	5,898	.04	96	.10	30	.14	26
DEUTSCHE BANK AG LONDON 2.5% 02/13/2019	25152RVS9	0	10,413	.48	.1	602		109	.01	39	.01	31
E M C CORP 2.65% 06/01/2020	268648AQ5	0	136,682	6.73	.9	9,662	.07	81	.17	21	.23	18
MONSANTO CO 2.75% 07/15/2021	61166WAT8	0	8,126	1.98	.1	1,928	.01	106	.03	36	.05	30
WELLS FARGO & CO 2.15% 01/15/2019	94974BFQ8	0	0	.11	.0	113		110		40		32
WELLS FARGO & CO 3% 01/22/2021	94974BFR6	0	67,048	3.80	.4	3,769	.03	102	.07	32	.09	27
<b>Assets Purchased And Sold During Period</b>												
HARTFORD FINL SVCS GRP 5.125% 04/15/2022	416518AB4	0	71,067	6.12	.5	6,406	.05	93	.11	29	.15	25
<b>Total: CORPORATE BOND</b>		<b>4,507,686</b>	<b>4,379,203</b>	<b>8.32</b>	<b>27.9</b>	<b>346,999</b>	<b>2.52</b>		<b>6.14</b>		<b>8.32</b>	
<b>ETF - GOVERNMENT BONDS</b>												
<b>Assets Held During Period</b>												
I SHARES BARCLAYS 3-7 YR T	464288661	620,073	378,944	3.78	2.4	13,201	.10	70	.23	15	1.51	2
<b>Assets Purchased During Period</b>												
I SHARES BARCLAYS 7-10 YR TREAS	464287440	562,122	557,235	8.28	3.6	43,648	.32	26	.77	2	5.00	1
<b>Assets Sold During Period</b>												
I SHARES TIPS BOND ETF	464287176	0	0	.28	.0	754	.01	107	.01	37	.09	4
<b>Assets Purchased And Sold During Period</b>												
I SHARES BARCLAYS 1-3 YR TR BD	464287457	0	58,182	.91	.4	3,161	.02	103	.06	33	.36	3
<b>Total: ETF - GOVERNMENT BONDS</b>		<b>1,182,195</b>	<b>994,361</b>	<b>6.96</b>	<b>6.3</b>	<b>60,764</b>	<b>.44</b>		<b>1.08</b>		<b>6.96</b>	
<b>ETF - CORPORATE BONDS</b>												
<b>Assets Sold During Period</b>												

## Your Holdings Detail

Reporting period: December 31, 2018 to December 31, 2019

EASTERN BANK INVEST MGR FOR SALEM STATE UNIV (2427524)

Performance Measured Since: December 01, 1996

## Holdings By Asset Class - YTD

	ID	Ending Market Value	Average Market Value	Total Return	Average Weight	Total Earnings	Total Port Cont	Total Port Rank	Asset Class Cont	Asset Class Rank	Sector Cont	Sector Rank
<b>ISHARES FLOATING RATE BOND ETF</b>												
	46429B655	0	0	.34	.0	649		108	.01	38	-13.46	1
<b>Assets Purchased And Sold During Period</b>												
<b>ISHARES ESG 1-5 YR USD CORP BONDETF</b>												
	46435G243	0	67,089	1.57	.4	4,170	.03	98	.07	31	-86.54	2
<b>Total: ETF - CORPORATE BONDS</b>		<b>0</b>	<b>67,089</b>		<b>.4</b>	<b>4,818</b>	<b>.03</b>		<b>.09</b>		<b>-100.00</b>	
<b>MUTUAL FUND - CORPORATE BONDS</b>												
<b>Assets Held During Period</b>												
<b>CALVERT INCOME FUND</b>												
	131582793	584,018	567,165	14.54	3.6	73,501	.53	9	1.30	1	14.56	1
<b>Assets Sold During Period</b>												
<b>PAX WORLD HIGH YIELD BOND-I</b>												
	704223809	0	0	3.38	.0	6,852	.05	91	.12	27	1.36	2
<b>Total: MUTUAL FUND - CORPORATE BONDS</b>		<b>584,018</b>	<b>567,165</b>	<b>15.92</b>	<b>3.6</b>	<b>80,352</b>	<b>.58</b>		<b>1.42</b>		<b>15.92</b>	
<b>Total: TAXABLE FIXED INCOME</b>		<b>6,273,899</b>	<b>6,007,818</b>	<b>8.72</b>	<b>38.3</b>	<b>492,934</b>	<b>3.57</b>		<b>8.72</b>			
<b>CASH AND EQUIVALENTS</b>												
<b>CASH UNINVESTED</b>												
<b>Assets Held During Period</b>												
		967	868	.00	.0	0		112		2		1
<b>Total: CASH UNINVESTED</b>		<b>967</b>	<b>868</b>	<b>.00</b>	<b>.0</b>	<b>0</b>						
<b>MONEY MARKET FUNDS</b>												
<b>Assets Held During Period</b>												
<b>FEDERATED GOV'T OBLIGATION TAX MANAGED FU</b>												
	60934N849	451,022	339,407	2.02	2.2	6,251	.05	94	1.78	1	1.77	1
<b>Total: MONEY MARKET FUNDS</b>		<b>451,022</b>	<b>339,407</b>	<b>1.77</b>	<b>2.2</b>	<b>6,251</b>	<b>.05</b>		<b>1.78</b>		<b>1.77</b>	
<b>Total: CASH AND EQUIVALENTS</b>		<b>451,989</b>	<b>340,275</b>	<b>1.78</b>	<b>2.2</b>	<b>6,251</b>	<b>.05</b>		<b>1.78</b>			
<b>Total</b>		<b>16,886,580</b>	<b>15,670,147</b>	<b>22.55</b>	<b>100.0</b>	<b>3,110,754</b>	<b>22.55</b>					

**Investment Commentary**

Let's go dancing, shall we? For investors in just about every risk asset class, the entire year 2019 felt like an exuberant night at the discotheque. So let's *play that funky music*:

Equity investors worldwide were doing *the hustle*. Large-cap American stocks, as measured by the S&P 500 index, jumped 29% last year; while their tech brethren on the Nasdaq composite soared 35%. Smaller-cap stocks weren't far behind, with the Russell 2000 popping 24%. *That's the way (uh huh, uh huh) we like it.*

Global equities finally started to *rock the boat* too. Most European markets gained between 20% and 30% in local currency terms. Even U.K. stocks, despite Brexit tension, added 13%. Latin American and Asian stocks rose as well, though returns were more divergent, ranging from 5% in Mexico to 35% in China and Brazil. (The U.S. dollar rose, too, dampening dollar-based returns for foreign equities.)

Over in the debt markets, investors were urging interest rates to *get down, get down tonight* – and so they did. The Fed cut short-term rates three times in 2019, and long-term yields likewise fell by about 0.75%.

That may not sound like much, but it was enough to push long-term Treasury bond prices to 12% gains. Corporate credit spreads tightened through the year, boosting returns on investment grade and high-yield debt to 6% and 9% respectively.

But here's the real surprise: The real *hot stuff* was oil; West Texas Intermediate spurred 35% despite rising U.S. production. Gold flipped expectations with a 19% gain despite the strong dollar and equity markets.

Quite a year at the disco! Our client funds mostly outperformed their indexes: Core-based portfolios were bolstered by big years at the FANGs and software names, along with Costco, Air Products, and others. Our ESG strategy didn't own energy stocks, thereby avoiding the year's worst sector and beating more conventional portfolios. Dividend Plus posted robust gains but lagged its index because we didn't own Apple, whose dividend yield is too small for us to hold the stock.

We can't promise such good numbers in the future, of course, but we're still gratified that our clients did so well in 2019. We wish you all a prosperous and healthy 2020.

Michael A. Tyler, CFA  
Chief Investment Officer

**Notes and Disclosures**

Eastern Bank Wealth Management (EBWM) is a division of Eastern Bank. Views expressed are our current opinions as of the date appearing on this material only; all opinions herein are subject to change without notice based on market conditions and other factors. These views should not be construed as a recommendation for any specific security or sector. This material is for your private information and we are not soliciting any action based on it.

The information in this report has been obtained from sources believed to be reliable but its accuracy is not guaranteed. There is neither representation nor warranty as to the accuracy of, nor liability for the decisions based on such information.

Performance data contained herein is prepared for Eastern Bank Wealth Management by First Rate Inc.; such data is provided without warranty and data providers shall have no liability of any kind for decisions based on this information. First Rate incorporates CFA Institute GIPS® standards into its calculation methodology.

Past performance does not guarantee future performance.

**Investment Products:** Not insured by FDIC or any federal government agency. Not deposits of or guaranteed by any bank. May lose value.

January 1, 2020

## Fee Setting Process

### January 9, 2020

Per established practice, the university leadership will recommend FY2021 fees to the Board of Trustees during the spring semester. In advance of that process, this narrative provides important background information and conveys how the fee recommendations are developed. The focus is on *academic* fees. For context and information, the FY2020 amount is listed where appropriate.

### Academic Fees

Each SSU student participates in the educational programs in one of three categories (similar to lines of business, in a for-profit organization.) Most fees charged to students are associated with the applicable category.

- **Undergraduate (UG) Day**
- **Continuing & Professional Studies (CPS), or Undergraduate Evening**
- School of Graduate Studies

In addition, there are auxiliary or miscellaneous fees that are not directly associated with a student's participation in one of the three categories above

### Undergraduate Day Fees

Timing: Recommended to Finance and Facilities committee in the May meeting, with approval by full Board in June. This allows the Commonwealth's budget to be as far along in the process as possible, so we have a good estimate of the state appropriation element of the revenue budget.

- Tuition. Set by the Commonwealth. Varies based on in-state resident \$910 per year or out-of-state resident \$7,050 per year. The BHE sets this rate annually. It has not changed in years.
- University Fee. Varies based on in-state resident, \$9,883.20 per year or out-of-state 10,524.00 per year. Recommendation for change is developed by leadership of Finance, Enrollment Management, and Academic Affairs divisions and is based on budget assumptions and needs as well as the economic environment. Consultation with Student Government, in terms of potential ranges of fee increases for the next year, typically occurs in the spring. As this is the largest academic fee, discussion between Enrollment Management and Finance related to university fee increases is also held in conjunction with consideration of financial aid budget increases and the financial aid leveraging strategy.
- Capital Improvement Fee. Partially funds debt service for the parking garage and other campus improvement needs, \$390.00 per year. Generally recommended for 5% annual increases due to the long-term nature of the garage debt and the significant deferred maintenance backlog.
- SGA Fee. Funds the Student Government Association, \$100.80 per year. Discussions are held with Student Life and SGA leadership, who recommend

## Fee Setting Process January 9, 2020

flat or increased rates based on expected programs and activities. Increases tend to be recommended occasionally.

- Other fees: Applicable to selected students based on their enrollment, primarily the online course fees (\$50 per credit) and differential fees for selected undergraduate programs (varies from \$250-\$500 per year; nursing is \$1,000 per year). These fees are recommended by leadership of Finance, Enrollment Management, and Academic Affairs divisions and are based on program cost, budget needs as well as market circumstances.
- International Student Fee is applicable to all matriculated international students with a SSU-issued visa and charged in the fall & spring terms only (this excludes ESL students)
- Matriculation Fee (\$250) is a one-time fee charged per academic career. The fee funds transcript requests, graduation cap/gown and orientation.

Note that the above amounts are shown for full-time students (12 credits and above.) There are per-credit charges in each category for part-time students.

### **Continuing & Professional Studies (CPS or UG Evening) Fees:**

Timing: Recommended to Finance and Facilities committee in March meeting, with approval by full Board in April. This allows for earlier notification to these students given that consumer behaviors and enrollment activities of this student population differ from those of full-time day undergraduate students.

- Inclusions: CPS Course Fees are inclusive of Tuition, Course Fee, Capital Improvement Fee and SGA Fee except in the summer term, which does not include an SGA Fee.
- These fees are recommended by leadership of Finance, Enrollment Management, and Academic Affairs including the dean of CPS units and are based on program cost, budget needs, and market circumstances.
- International Student Supplemental Charge is a \$140 per credit fee to ensure there is not a price advantage gained by being categorized as a CPS student yet taking full time course load.

### Graduate Program Fees:

Timing: Recommended to Finance and Facilities committee in March meeting, with approval by full Board in April. This allows for earlier notification to these students given that this population is more variable than full-time day undergraduate students.

- Inclusions: Graduate Course Fees are inclusive of Tuition, Course Fee and Capital Improvement Fee. SGA Fee is not charged to graduate students.

**Fee Setting Process****January 9, 2020**

- Course Fees are set for each of three different Price Groups to which each program is assigned based on cost and market conditions. Assignment of each program to a Price Group is recommended by the Graduate Dean and approved by leadership from Finance, Enrollment Management, and Academic Affairs.
- New in FY2020, students in the Occupational Therapy MS programs are being charged an additional fee of \$350 per session. For students enrolled during FY2020, financial aid was increased so that they are not burdened by the new fee.
- International Students pay a supplemental charge except during the summer term.
- These fees are recommended by leadership of Finance, Enrollment Management, and Academic Affairs including the dean of the Graduate School and are based on program cost, budget needs as well as market conditions. The proposed rates are shared with the graduate program coordinators, who provide input into academic program changes among the Price Groups. The university will review the proposed fees with the graduate student advisory committee during the spring.

**Auxiliary and Miscellaneous Fees**

- Room: Rates are developed jointly between Student Life and Finance. Following approval by the president, the rates are set in conjunction with MSCBA and formally approved by the BHE.
- Board: Rates are developed jointly between Student Life and Finance and in discussions with the dining services provider. The rates are approved by the president.
- Resident/Commuter Parking Fees: Rates are developed jointly between Campus Police and Finance and are approved by the president. Revenue from these fees also supports the debt service on the parking garage.
- Miscellaneous Fees and Charges
  - Mass PIRG Fee (optional) – MASSPIRG is an independent, state-based, citizen-funded organization and is a member of the federation of state Public Interest Research Groups. This \$10 per semester fee is waivable.
  - Student Health Insurance (optional)– The Council of Presidents obtains student health insurance plans and offers this as a service to students (with no mark-up.) This \$3,444 fee per year is waivable.
  - Course Based Fees such as shown below are recommended by deans or the provost, primarily based on historical patterns. These fees generate funds that support the university’s budget which includes a regular allocation to departments for instructional supplies. New or



**Fee Setting Process  
January 9, 2020**

increased course-based fees are discouraged in part because of the existence of differential program fees.

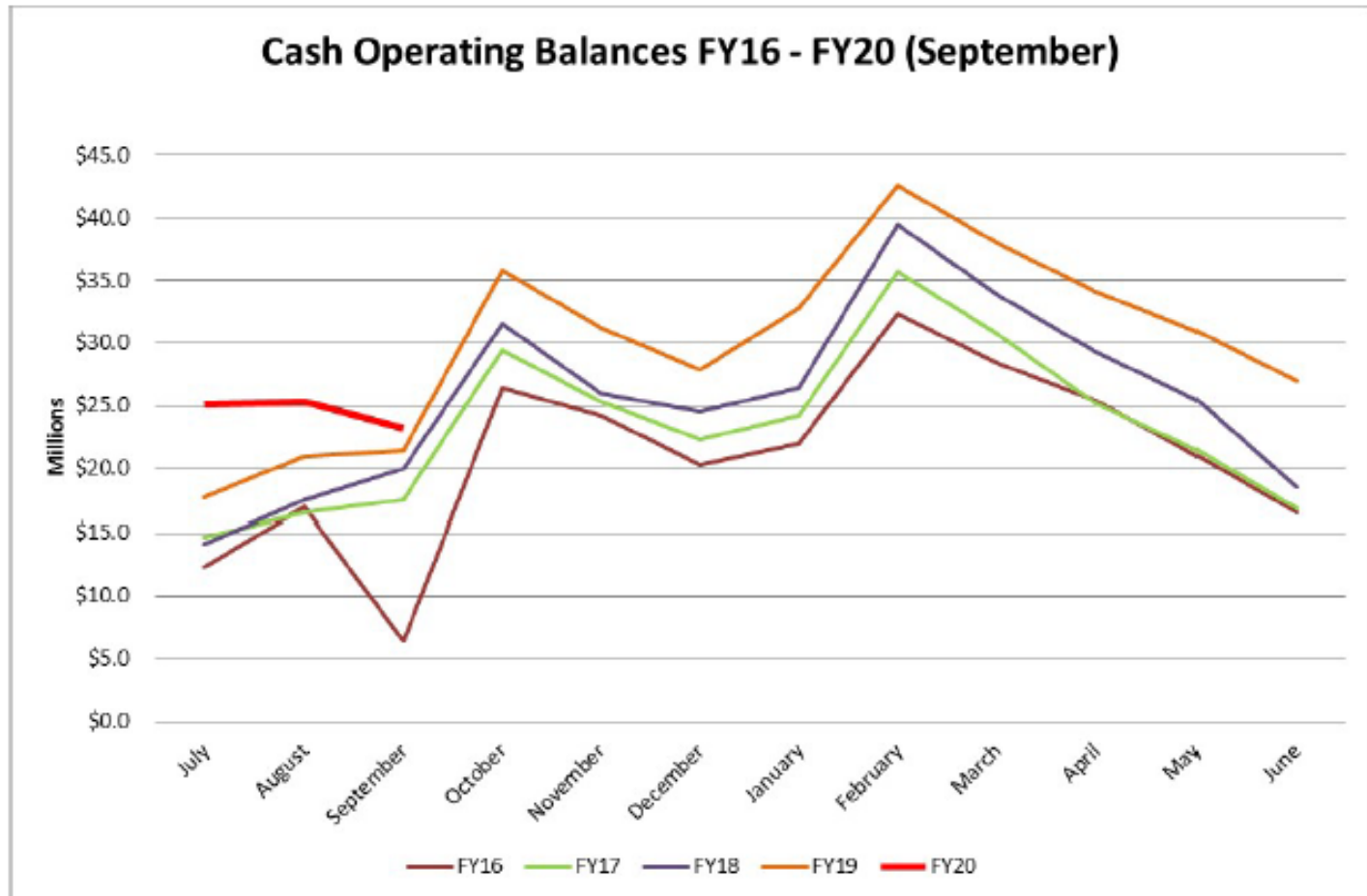
- Lab fees
- Clinical Fees
- Field Placement Fee for MSW courses
- Online Courses
- Nursing Resource Center Fee
- Institute Fees – These are credit or non-credit courses offered outside of a typical semester and may include travel costs; the fee is all-inclusive for simplicity.
- Self-explanatory:
  - Application Fees (admissions)
  - Parking Fines
  - Late Fees
  - Payment Plans
  - Non-Credit Course fees

# **Board of Trustees Finance and Facilities Committee Meeting January 29, 2020 FY20 Overview**

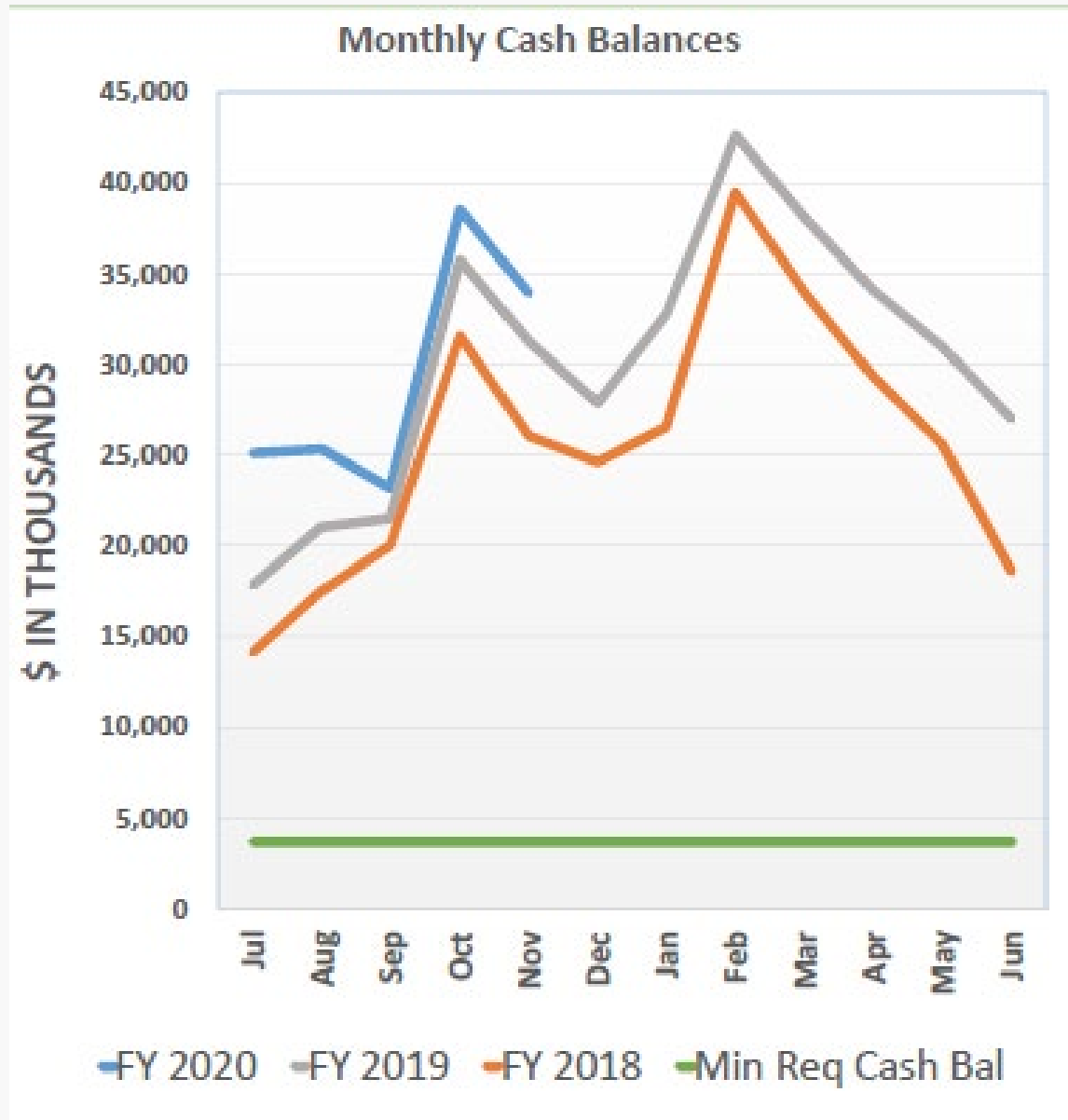
Karen House

Vice President for Finance and Facilities

# Cash is at 5 year high



Note: Operating Cash excludes cash with state and other agencies



# Managed Net Income, short of budget

	Budget FY20	Projection FY20
Managed Revenues*	\$ 181,114	\$ 174,817
Managed Expenses	183,621	178,804
Managed Net Income	(2,507)	▼ (3,987)
Non Cash Revenue/(Expenses)*	(7,227)	(4,403)
Total Increase/(Decrease) in Net Position	\$ (9,734)	▲ \$ (8,390)

*\*Includes \$2.8 million reclassification - see narrative*

# Managed Net Income

- Overall summary – projected \$3.9M deficit
- Revenue impacted by enrollment
  - Tuition & Fees
  - Auxiliary (Residence Halls, Dining)
- State appropriation
  - Reclass of \$2.8M
- Contingency budget & labor cost management helps mitigate revenue shortfalls

# For the future

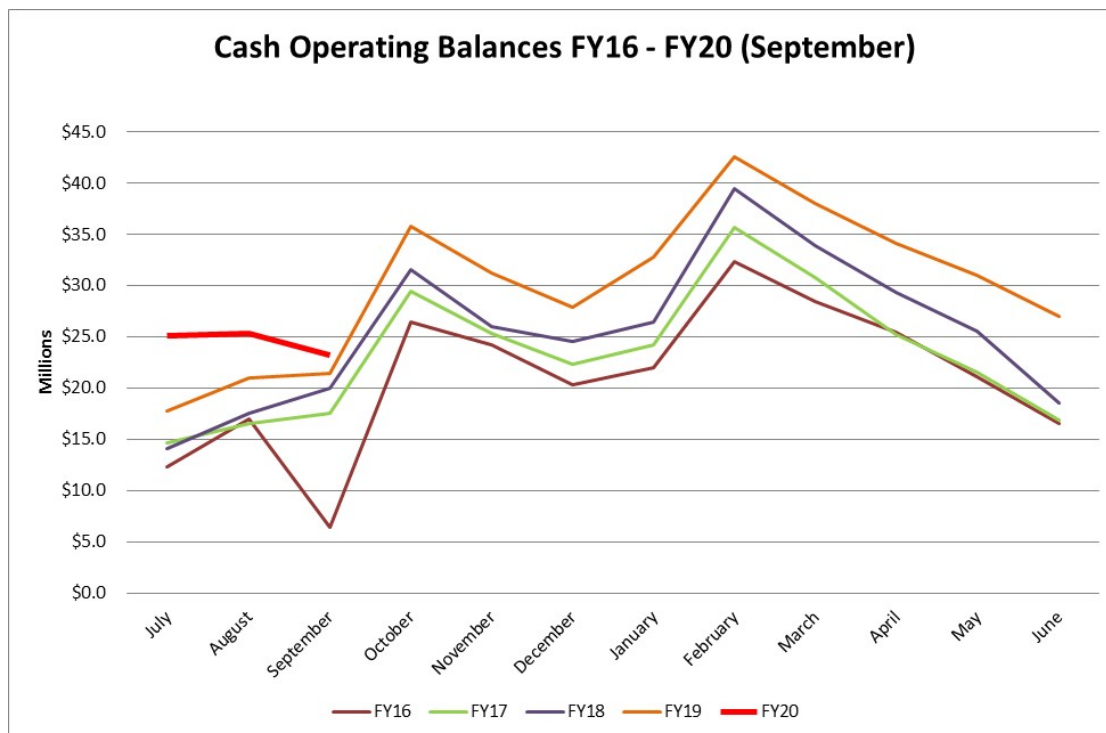
- Enrollment projections - working on models (dynamic environment)
- Opportunities to invest for growth and reduce costs
- Mindful of continuing demographic headwinds

## Salem State University Interim Financial Review through the First Quarter (Q1) of FY20 (9/30/19) Commentary

**Introduction** – The attached package includes a summarized Management Revenue & Expense Report that distinguishes between managed and non-cash revenue and expense activity, in addition to the traditional GAAP-style financial statements. Thus, the package for the period ending September 30, 2019 includes the following unaudited financial statements:

- Management Revenue & Expense Report
- Management Revenue & Expense Report by Trust Funds
- Statements of Net Position
- Statement of Cash Flows
- Statements of Revenues, Expenses and Changes in Net Position by Natural Classification

### KEY ITEMS SUMMARY:



Note: Operating Cash excludes cash with state and other agencies

### Summary Financial Information for FY19Q1 and FY20Q1

	<i>(In Thousands)</i>				Budget	Projection
	FY19Q1	FY20Q1	\$ Change	% Change	FY20	FY20
Managed Revenues*	\$ 71,656	\$ 74,757	\$ 3,101	4.3%	\$ 181,114	\$ 174,817
Managed Expenses	35,174	44,258	9,084	25.8%	183,621	178,804
Managed Net Income	<b>36,482</b>	<b>30,499</b>	<b>▼ (5,983)</b>	<b>-16.4%</b>	<b>(2,507)</b>	<b>▼ (3,987)</b>
Non Cash Revenue/(Expenses)*	(1,801)	(2,128)	▼ (327)	18.2%	(7,227)	(4,403)
<b>Total Increase/(Decrease) in Net Position</b>	<b>\$ 34,681</b>	<b>\$ 28,371</b>	<b>▼ \$ (6,310)</b>	<b>-18.2%</b>	<b>\$ (9,734)</b>	<b>▲ \$ (8,390)</b>

\*Includes \$2.8 million reclassification - see narrative



**Balance Sheet** – Cash and cash equivalents decreased \$3.8 million since June 30, 2019 due to timing of payments, primarily for the MSCBA assessment. At September 30, 2019, the accounts receivable balance stood at \$38.7 million, an increase of \$32.6 million since June 30, 2019 due to the billing of the Fall semester. The September 2019 accounts receivable balance is lower than the first quarter of the previous year by \$2.3 million or 5.6% primarily due to a large write off of old accounts at the end of FY2019. In FY20, accounts receivable also includes \$2.1 million from the dining service provider based on the new contract. Capital assets have decreased \$0.9 million primarily due to depreciation taken through the first quarter, offset by additions. Investments have increased 0.7% or \$0.1 million to \$16.6 million since June 30, 2019 due to market conditions.

**Cash Operating Balances FY16 through FY20 (September)** – The cash graph displays operating cash balances by month and excludes cash with State and other agencies. Operating cash flows are cyclical as depicted in the cash graph, especially after October. MSCBA assessments and financial aid receipts have fallen on various sides of September 30; in FY20 this payment was made during the first fiscal quarter. The first distribution of VSIP lump sum payments (a non-recurring item) was made in the first quarter. Operating cash on hand at September 30, 2019 is slightly higher than over the previous four years.

**Managed Revenue and Expense** - For the three months ending September 30, 2019 (FY20), Salem State’s net position increased by \$28.4 million overall which is a decrease of \$6.3 million or 18.2% compared to the same period in FY19. For managed net income, the YTD result through the first quarter of FY20 is \$30.5 million, a decrease of \$6.0 million or 16.4% over the same period in FY19. Tuition and fees decreased \$1.1 million, or 2.5% over the same period in FY19 primarily due to enrollment decreases. Auxiliary enterprise revenue was \$2.9 million or 26.8% higher over prior year due to a change in the accounting for dining services, previously not reflected in revenues and expenses. Managed expenses of \$44.3 million increased \$9.1 million or 25.8% than for the same period in the prior year primarily due to the timing in the MSCBA assessment being paid in the first quarter of FY20, versus the second quarter during FY19. The university has continued to tightly control compensation expenses through limited hiring. Support costs are up by \$1.0 million or 18.5% year over year, due to how expenses associated with dining are being accounted.

**Changes in Non-Cash Revenues and Expenses** – The total net non-cash revenues and expenses through the first quarter decreased \$0.3 million (expense) primarily due to market conditions for unrealized gains on investments.

### **Comparison of FY20 Projection to Approved FY20 Budget**

#### Managed Revenue and Expense Activity:

- An unfavorable variance of \$4.6 million in net tuition and fees is projected which is related to Undergraduate headcount and Graduate credit hours falling short of the budget target.
- An unfavorable variance of \$1.3 million in Auxiliary revenue is also enrollment related, due to lower housing and dining revenues than budgeted.
- An unfavorable projected variance of \$0.9 million in State appropriations is caused by a \$2.8 million reclassification to Capital Grants from DCAMM associated with

the five year critical maintenance funding, almost entirely offset by favorable variances: the final General Appropriations Act (GAA) appropriation amount is \$0.5 million higher than budget estimates, funding of \$1.0 million for collective bargaining contract increases that was not included in the Commonwealth's original budget, and \$0.5 million in state assistance with fringe benefits.

- A favorable variance of \$0.4 million in Other revenue is due to higher than budgeted investment income.
- A favorable variance of \$2.4 million in compensation expenses is primarily attributable to the results of the voluntary separation incentive program (VSIP) and careful management of vacant positions.
- Support expenses are projected \$2.4 million favorable to budget. The university has allocated \$1.7 million of contingency and strategic initiative pool budget to mitigate revenue impacts from the decrease in enrollment. In addition, there is a \$0.6 million favorable variance in dining expenses due to the lower volume of dining plans.
- Overall, managed net income is projected at a loss of \$3.9 million, which is \$1.5 million worse than the original budget. This compares to an overall increase in managed net income of \$10.6 million for FY2019.

Non-Cash Revenue and Expenses:

- Capital Grants increased by \$2.8M due to the reclassification from State Appropriation revenue for DCAMM critical maintenance funds discussed above.
- As is the university's practice, the budget does not include a calculation of the impact of GASB 68 pension and GASB 75 OPEB liability adjustment for FY20. Information to book these adjustments is maintained by and received from the Commonwealth as the books are closed for the fiscal year. As the University has not received any estimate for these amounts from the Commonwealth, the projection does not include any estimate for GASB 68 or GASB 75.

*The Management Revenue & Expense Report displays the year to date activity through the applicable quarter of the prior year compared to the current year. The Statement of Net Position and related analysis compares the prior year's fiscal year-end balance to the balance at the end of the applicable quarter in the current year. This is done in order to focus on what changed in the current fiscal year. Similarly, the Statement of Cash Flows is presented through the end of the applicable quarter in the current year and shows the change in cash from the end of the prior fiscal year.*

*Financial reports and information herein are hereby certified by the President or designee, VP for Finance and Facilities Karen House, that all records were maintained in accordance with proper procedures, including documentation of receipts, disbursements and bank accounts, and that all expenditures were made to advance Salem State University's mission. The information is for the University without the inclusion of the Assistance Corporation and Foundation and is derived from the financial system of record (PeopleSoft) as the numbers stood when the period being reported was closed.*

**Management Revenue & Expense Report**  
(In Thousands)

	1st Qtr FY 2019 (\$K)	1st Qtr FY 2020 (\$K)	Change from FY 2019 1st Qtr (\$K)	Change %	Year End FY 2019 (\$K)	Original Budget FY 2020 (\$K)	Projection FY 2020 (\$K)
<b>Managed Revenues:</b>							
Tuition and fees	\$ 43,722	\$ 42,613	\$ (1,109)	-2.5%	\$ 87,523	\$ 88,037	\$ 83,474
Less: scholarships, fellowships & waivers	(1,104)	(1,151)	(47)	4.3%	(26,466)	(27,577)	(27,577)
Net tuition and fees	42,618	41,462	(1,156)	-2.7%	61,057	60,460	55,897
Federal, state & private grants	862	1,880	1,018	118.1%	19,901	19,114	19,114
Auxiliary enterprises	10,991	13,937	2,946	26.8%	22,569	30,211	28,919
State general appropriations	15,711	15,700	(11)	-0.1%	65,735	67,081	66,224
Other revenue	1,474	1,778	304	20.6%	5,291	4,248	4,663
<b>Total Managed Revenues (A)</b>	<b>71,656</b>	<b>74,757</b>	<b>3,101</b>	<b>4.3%</b>	<b>174,553</b>	<b>181,114</b>	<b>174,817</b>
<b>Managed Expenses:</b>							
Compensation	27,460	28,966	1,506	5.5%	118,997	124,922	122,544
Support	5,151	6,105	954	18.5%	19,222	30,531	28,092
Facility-related	2,563	9,187	6,624	258.4%	25,772	28,168	28,168
<b>Total Managed Expenses (B)</b>	<b>35,174</b>	<b>44,258</b>	<b>9,084</b>	<b>25.8%</b>	<b>163,991</b>	<b>183,621</b>	<b>178,804</b>
<b>Managed Net Income (A-B)=(C)</b>	<b>36,482</b>	<b>30,499</b>	<b>(5,983)</b>	<b>-16.4%</b>	<b>10,562</b>	<b>(2,507)</b>	<b>(3,987)</b>
<b>Non-Cash Revenue/(Expenses):</b>							
Capital grants	-	-	-	-	2,067	-	2,824
Depreciation	(2,318)	(2,338)	(20)	0.9%	(9,215)	(9,848)	(9,848)
Unrealized gains/(losses)	517	210	(307)	-59.4%	414	(136)	(136)
GASB 68 Pension	-	-	-	-	(3,755)	-	-
GASB 75 OPEB	-	-	-	-	(2,525)	-	-
Use of Net Position	-	-	-	-	-	2,757	2,757
<b>Total Non-Cash Revenue/(Expenses)</b>	<b>(1,801)</b>	<b>(2,128)</b>	<b>(327)</b>	<b>18.2%</b>	<b>(13,014)</b>	<b>(7,227)</b>	<b>(4,403)</b>
<b>Total Increase/(Decrease) in Net Position</b>	<b>\$ 34,681</b>	<b>\$ 28,371</b>	<b>\$ (6,310)</b>	<b>-18.2%</b>	<b>\$ (2,452)</b>	<b>\$ (9,734)</b>	<b>\$ (8,390)</b>
<b>Management Cash Flow Ratio (C)/(A)</b>					<b>6.05%</b>	<b>-1.38%</b>	<b>-2.28%</b>

Management Revenue & Expense Report by Trust Funds  
 September 30, 2019

Account Description	FY 2019 Year-End (\$K)	Unrestricted Auxiliaries	Educational & General Funds	Grants	Gifts & Contributions	Residence Halls	Restricted Other	Total Restricted Endowments	Net Invested in Capital Assets	FY 2020 YTD-Sept Actuals (\$K)
<b>Managed Revenues:</b>										
Net tuition and fees	\$61,057		\$41,981	(\$509)	(\$1)	(\$280)	\$271			\$41,462
Federal, state & private Grants	19,901			1,880						1,880
Auxiliary enterprises	22,569	\$4,406	193			9,269	69			13,937
State general appropriations	65,735		15,625	75						15,700
Other revenue	5,291	52	379	9	1,317		18	\$3		1,778
<b>Total Managed Revenues</b>	<b>174,553</b>	<b>4,458</b>	<b>58,178</b>	<b>1,455</b>	<b>1,316</b>	<b>8,989</b>	<b>358</b>	<b>3</b>	<b>-</b>	<b>74,757</b>
<b>Managed Expenses:</b>										
Compensation	118,997	34	27,391	555	43	940	3			28,966
Support	19,222	934	4,841	91	134	75	30			6,105
Facility-related	25,772	538	1,443	20		6,486	74		\$626	9,187
<b>Total Managed Expenses</b>	<b>163,991</b>	<b>1,506</b>	<b>33,675</b>	<b>666</b>	<b>177</b>	<b>7,501</b>	<b>107</b>	<b>0</b>	<b>626</b>	<b>44,258</b>
<b>Managed Net Income</b>	<b>10,562</b>	<b>2,952</b>	<b>24,503</b>	<b>789</b>	<b>1,139</b>	<b>1,488</b>	<b>251</b>	<b>3</b>	<b>(626)</b>	<b>30,499</b>
<b>Non-Cash Revenues/(Expenses):</b>										
Capital grants	2,067									
Depreciation	(9,215)								(2,338)	(2,338)
Unrealized gains/(losses)	414		198	1			1	10		210
GASB 68 Pension	(3,755)									
GASB 75 OPEB	(2,525)									
<b>Total Non-Cash Revenue/(Expenses)</b>	<b>(13,014)</b>	<b>-</b>	<b>198</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>10</b>	<b>(2,338)</b>	<b>(2,128)</b>
<b>Total Increase/(Decrease) in Net Position</b>	<b>(\$2,452)</b>	<b>\$2,952</b>	<b>\$24,701</b>	<b>\$790</b>	<b>\$1,139</b>	<b>\$1,488</b>	<b>\$252</b>	<b>\$13</b>	<b>(\$2,964)</b>	<b>\$28,371</b>

**Statements of Net Position**  
(In Thousands)

	FY 2019	FY 2020 YTD	Change	
	Year End	September 30	\$	%
<b>Assets:</b>				
Cash	\$ 27,007	\$ 23,180	\$ (3,827)	-14.2%
Cash with State and other agencies	4,314	883	(3,431)	-79.5%
Accounts and other receivables	6,185	38,740	32,555	526.4%
Due from service concession vendor	3,550	2,050	(1,500)	-42.3%
Capital assets	164,375	163,497	(878)	-0.5%
Investments	16,453	16,560	107	0.7%
Loans receivable, net	1,863	1,804	(59)	-3.2%
Debt Service Reserve	1,473	1,473	-	0.0%
Other Assets	1,106	92	(1,014)	-91.7%
<b>Total Assets</b>	<b>226,326</b>	<b>248,279</b>	<b>21,953</b>	<b>9.7%</b>
<b>Deferred Outflows of Resources</b>	<b>27,279</b>	<b>27,279</b>	<b>-</b>	<b>0.0%</b>
<b>Total Assets and Deferred Outflows of Resources</b>	<b>\$ 253,605</b>	<b>\$ 275,558</b>	<b>\$ 21,953</b>	<b>8.7%</b>
<b>Liabilities:</b>				
Accounts payable and accrued expenses	\$ 5,160	\$ 6,100	\$ 940	18.2%
Accrued Payroll	9,966	5,223	(4,743)	-47.6%
Bonds and notes payable	41,325	41,571	246	0.6%
Compensated absences	9,607	9,607	-	0.0%
Loan payable, federal financial assistance programs	2,140	2,140	-	0.0%
Other liabilities	4,597	2,025	(2,572)	-55.9%
Net Pension Liability	45,108	45,108	-	0.0%
Net OPEB Liability	79,230	79,230	-	0.0%
<b>Total Liabilities</b>	<b>197,133</b>	<b>191,004</b>	<b>(6,129)</b>	<b>-3.1%</b>
<b>Deferred Inflows</b>	<b>34,128</b>	<b>33,840</b>	<b>(288)</b>	<b>-0.8%</b>
<b>Total Liabilities and Deferred Inflows of Resources</b>	<b>231,261</b>	<b>224,844</b>	<b>(6,417)</b>	<b>-2.8%</b>
<b>Net Position:</b>				
Invested in capital assets	129,002	126,038	(2,964)	-2.3%
Restricted	6,632	10,314	3,682	55.5%
Unrestricted	(113,290)	(85,638)	27,652	-24.4%
<b>Total Net Position</b>	<b>22,344</b>	<b>50,714</b>	<b>28,370</b>	<b>127.0%</b>
<b>Total Liabilities, Deferred Inflows of Resources and Net Position</b>	<b>\$ 253,605</b>	<b>\$ 275,558</b>	<b>\$ 21,953</b>	<b>8.7%</b>



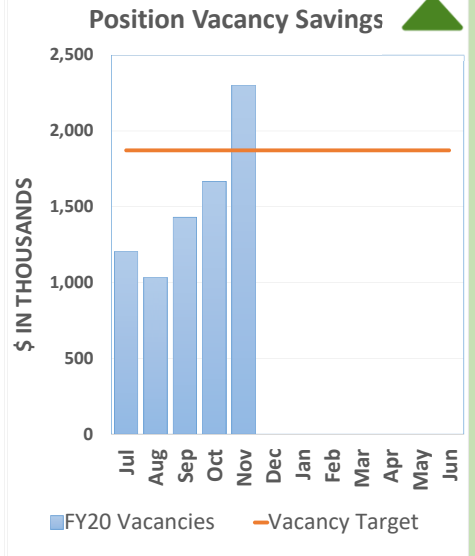
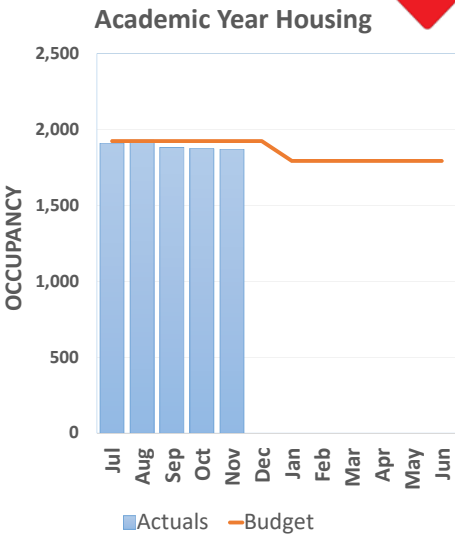
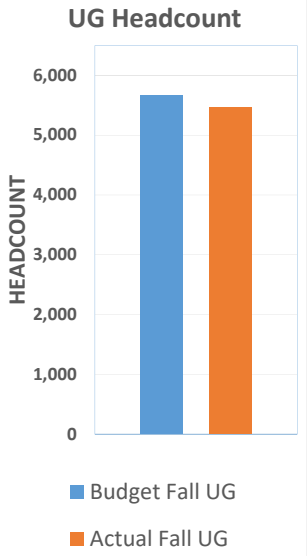
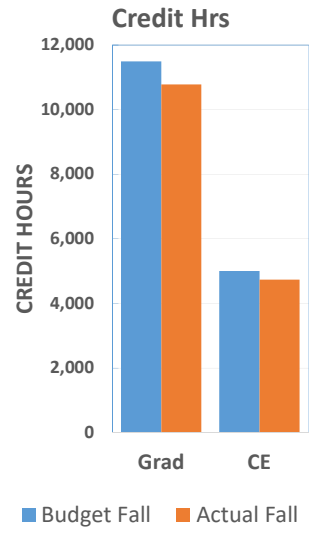
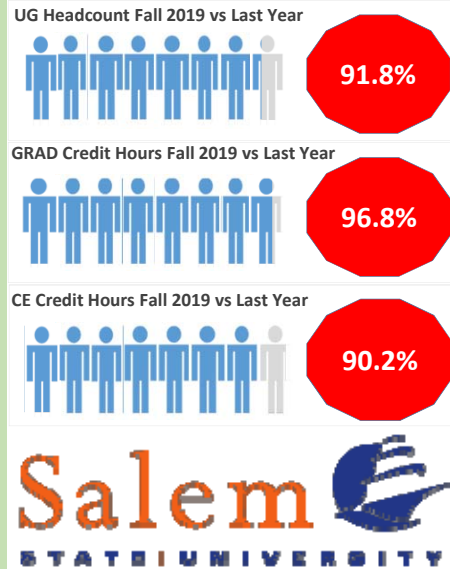
**Statement of Cash Flows**  
*(In Thousands)*

	<b>YTD 9/30/19 FY 2020</b>
<b>Cash flow from operating activities:</b>	
Tuition and fees (net)	\$ 10,005
Grants and contracts	1,680
Payments to vendors, employees and students	(41,465)
Auxiliary and other receipts	11,404
<b>Net cash used by operating activities</b>	<b>(18,376)</b>
<b>Cash flow from non-operating activities:</b>	
State appropriations (net)	11,559
Gifts, investment and other sources	1,459
<b>Net cash provided by non-operating activities</b>	<b>13,018</b>
<b>Cash flow from capital, financing and investing activities:</b>	
Purchases of capital assets	(1,728)
Debt service payments on bond payables	(823)
Proceeds from note payable	325
Investment activities (net)	326
<b>Net cash used in capital financing, and investing activities</b>	<b>(1,900)</b>
<b>Net decrease in cash and cash equivalents</b>	<b>-7,258</b>
<b>Cash and cash equivalents at beginning of period</b>	<b>31,321</b>
<b>Cash and cash equivalents at end of period</b>	<b>\$ 24,063</b>

**Statements of Revenues, Expenses and Changes in Net Position by Natural Classification**
*(In Thousands)*

	Year to Date through September 30		Full Fiscal Year		
	FY 2019	FY2020	FY 2019	FY2020	FY2020
	Actual	Actual	Actual	Budget	Projection
<b>Operating Revenues:</b>					
Tuition and fees	\$ 43,722	\$ 42,613	\$ 87,523	\$ 88,037	\$ 83,474
Less: scholarships and fellowships	(970)	(1,008)	(19,331)	(18,132)	(18,132)
Net tuition and fees	42,752	41,605	68,192	69,905	65,342
Federal, state and private grants	862	1,880	19,901	19,114	19,114
Sales and services of educational departments	181	177	1,054	961	961
Auxiliary enterprises	10,991	13,937	22,569	30,211	28,918
Other operating revenues	7	29	109	767	767
<b>Total Operating Revenues</b>	<b>54,793</b>	<b>57,628</b>	<b>111,825</b>	<b>120,958</b>	<b>115,102</b>
<b>Operating Expenses:</b>					
Compensation and benefits	27,460	28,966	125,277	124,922	122,544
Supplies and services	6,704	14,315	39,137	52,565	50,125
Utilities	591	453	4,213	4,367	4,367
Depreciation	2,318	2,338	9,215	9,848	9,848
Scholarships and fellowships	134	143	7,135	9,445	9,445
<b>Total Operating Expenses</b>	<b>37,207</b>	<b>46,215</b>	<b>184,977</b>	<b>201,147</b>	<b>196,329</b>
<b>Non-Operating Revenues/Expenses:</b>					
State appropriations, net	15,711	15,700	65,735	67,081	66,224
Gifts	1,080	1,342	2,429	2,270	2,270
Investment income	722	440	2,111	116	531
Interest expense on bonds & other debt	(418)	(524)	(1,642)	(1,769)	(1,769)
<b>Net Non-Operating Revenues/Expenses</b>	<b>17,095</b>	<b>16,958</b>	<b>68,633</b>	<b>67,698</b>	<b>67,256</b>
Capital grants	-	-	2,067	-	2,824
Use of Net Position	-	-	-	2,757	2,757
<b>Total Increase (Decrease) in Net Position</b>	<b>\$ 34,681</b>	<b>\$ 28,371</b>	<b>\$ (2,452)</b>	<b>\$ (9,734)</b>	<b>\$ (8,390)</b>
Operating Cash Flow Ratio			20.5%	15.1%	16.7%

Statistics



Key Managed Revenues as of 11/30/2019 (current fiscal year) and November month end, closed (prior fiscal year)

Net Tuition & Fees				State General Appropriations				Auxiliaries			
Full Year 2020 Budget: \$60.5M 33.4% of Total Managed Revenue Budget				Full Year 2020 Budget: \$67.1M 37% of Total Managed Revenue Budget				Full Year 2020 Budget: \$30.2M 16.7% of Total Managed Revenue Budget			
% Attainment	Prior FY	Current FY		% Attainment	Prior FY	Current FY		% Attainment	Prior FY	Current FY*	
\$ Actual	\$63,444K	\$60,751K	▼	\$ Actual	\$26,048K	\$25,836K	▼	\$ Actual	\$21,424K	\$26,673K	▲

\*Accounting change for dining is \$6.89M

Managed Expenses as of 11/30/2019 (current fiscal year) and November month end, closed (prior fiscal year)

Compensation				Support				Facility Related			
Full Year 2020 Budget: \$124.9M 68% of Total Managed Expenses Budget				Full Year 2020 Budget: \$30.5M 16.6% of Total Managed Expenses Budget				Full Year 2020 Budget: \$28.2M 15.3% of Total Managed Expenses Budget			
% Attainment	Prior FY	Current FY*		% Attainment	Prior FY	Current FY*		% Attainment	Prior FY	Current FY	
\$ Actual	\$45,854K	\$49,083K	▼	\$ Actual	\$7,480K	\$9,636K	▼	\$ Actual	\$11,875K	\$11,446K	▲

\* Comparison distorted due to VSIP & timing of CBA increases

\*Accounting change for dining is \$1.96M

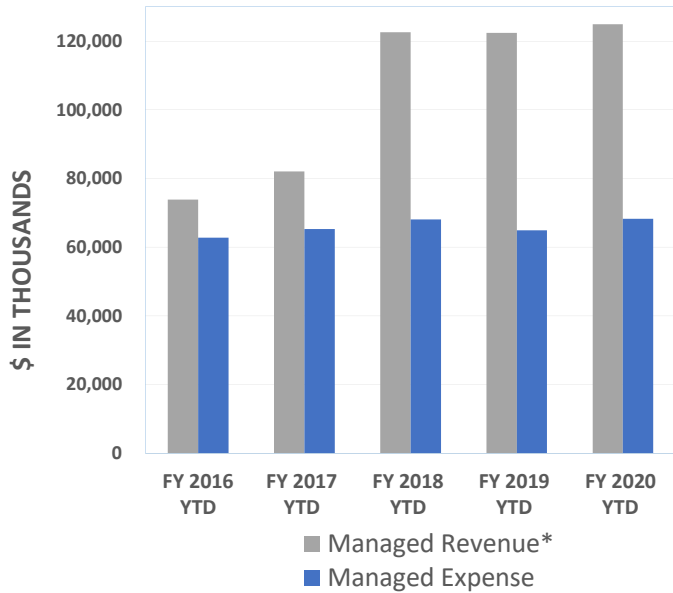


# Salem State University Financial Dashboard

# Attachment E

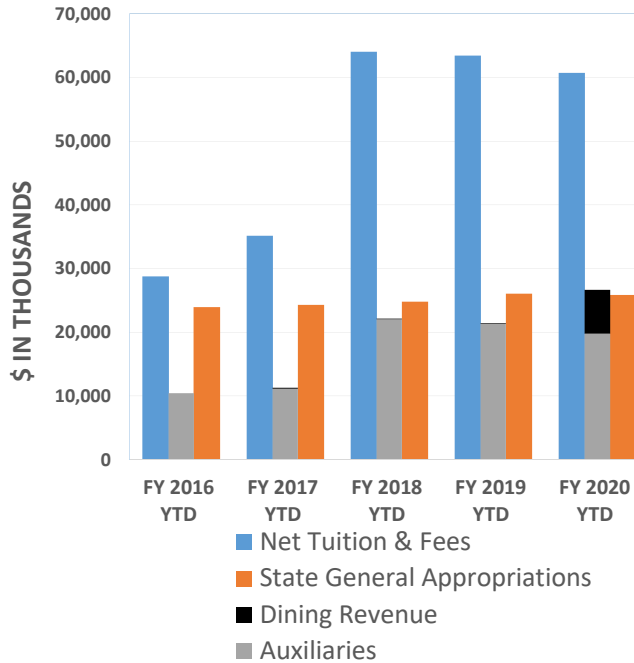
Managed Net Income Trends as of 11/30/2019 (current fiscal year) and November Month end, closed (prior fiscal years)

### Five-Year Managed Revenue & Expense Trend

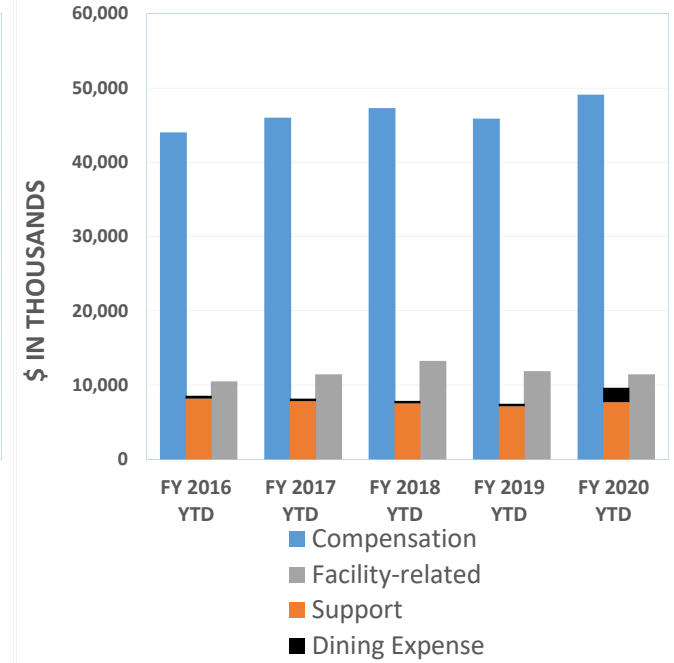


\*Timing of spring semester billing varies

### Trends - Key Managed Revenues

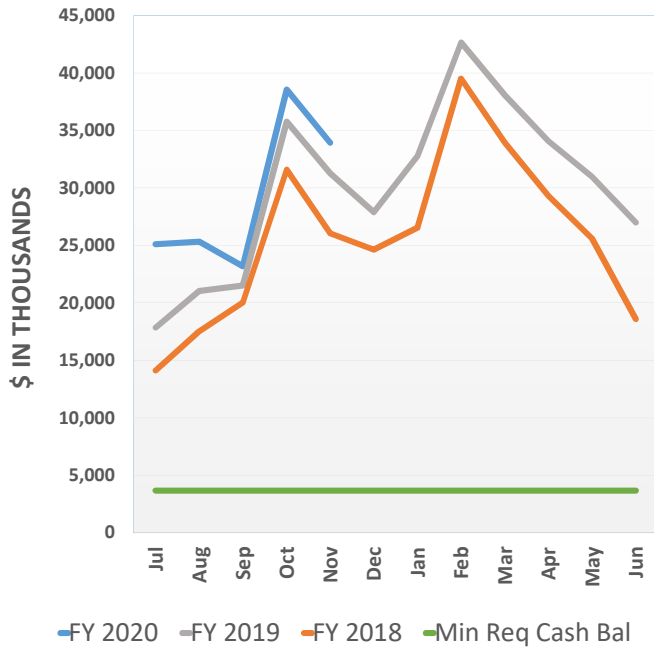


### Trends - Key Managed Expenses

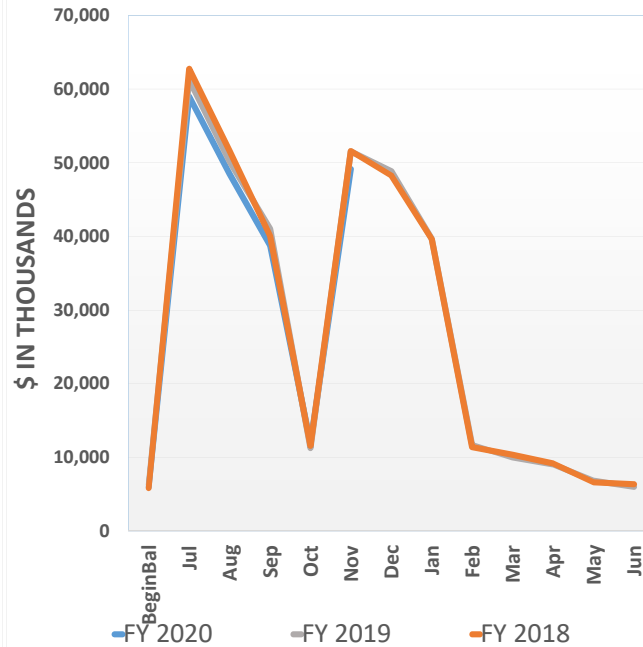


## Balance Sheet Trends

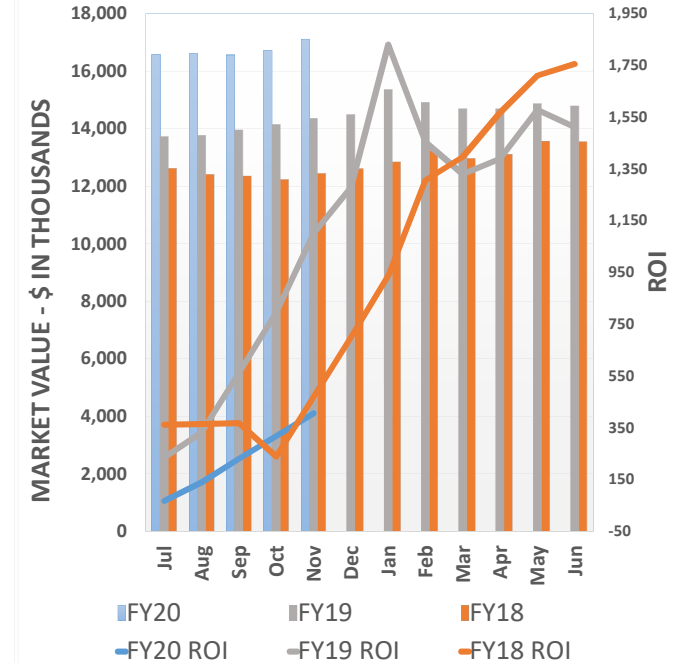
### Monthly Cash Balances



### Monthly Gross Receivables



### Investments



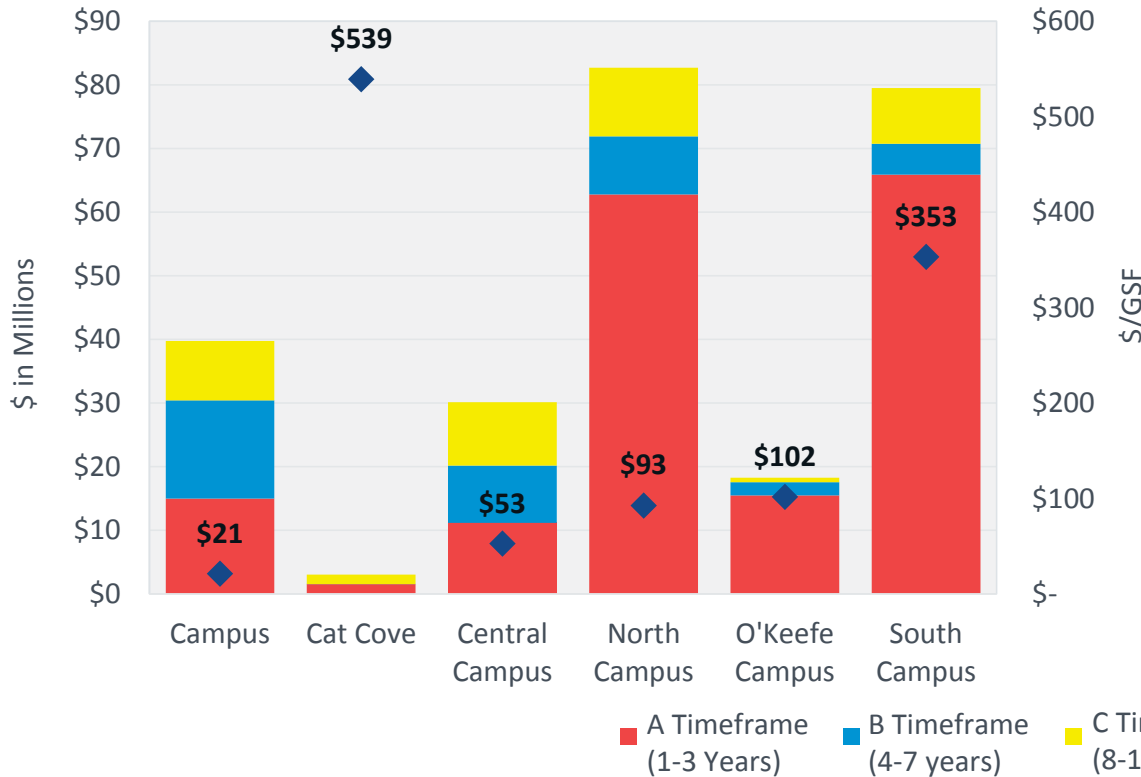
Data as of December 2017

# Asset Reinvestment Need by Campus

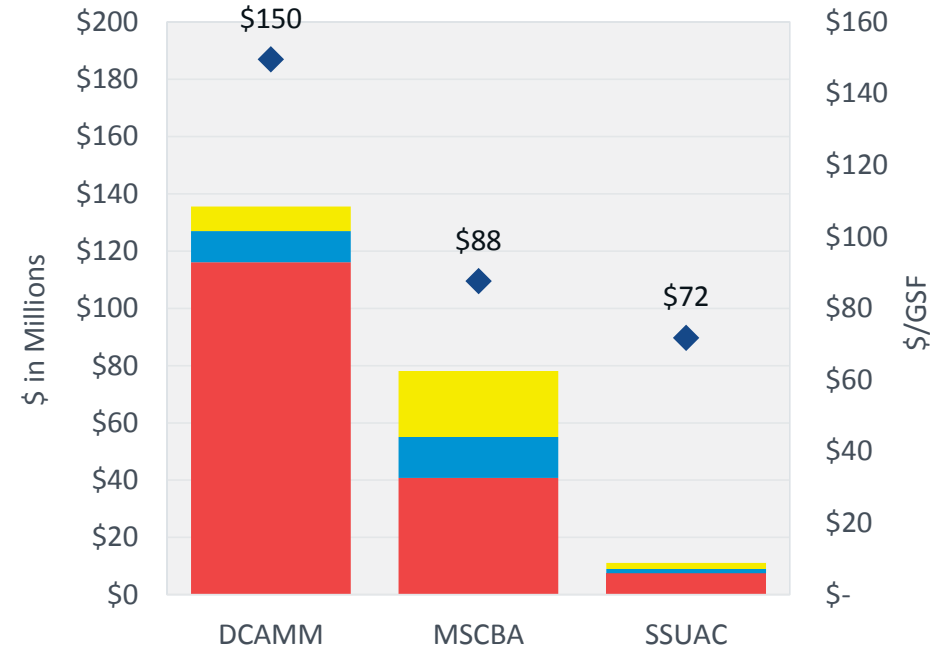


Breaking out campus AR Need by timeframe

**Total Asset Reinvestment Need**



**Total Asset Reinvestment Need**



## Finance and Facilities Committee Work Plan for FY20 January 14, 2020

### September 25, 2019 w BOT Oct. 16, 2019

#### Discussion or action

- Finance and investment matters
  - Eastern Bank certification of resolution (action)
  - Investment management services firm selection (action)
- Real estate, facilities, and sustainability
  - Science project update and related financial presentation (information)
  - DCAMM funding and five-year critical repairs plan (information)

#### Informational material

- For information (in packet, discussion not required)
  - Committee charter
  - Committee work plan for the year
  - Investment performance for period ending June 30, 2019
  - FY19 preliminary results
  - FY20 budget status
  - Financial dashboard
  - Sustainability update
  - Capital projects status update
  - Status: 410 Lafayette and Salem Diner (information)
- Business Model: Financial Aid

7.10 The institution and its governing board regularly and systematically review the effectiveness of the institution's financial aid policy and practices in advancing the institution's mission and helping to ensure that the institution enrolls and supports the student body it seeks to serve.

### November 20, 2019 w BOT Dec. 13, 2019

#### Discussion or action

- Science teaching laboratories – non-state funding commitment (approval)

### January 29, 2020 w BOT February 12, 2020

#### Discussion or action

- Finance and investment matters
  - Review FY19 financial results – metrics (information)
  - Investment advisors – 1 of 2 required annual meetings, review calendar 2019 performance (discussion)
  - Fee setting process

#### Informational material

- For information (in packet, discussion not required)
  - Committee work plan for the year
  - FY20 Q1 financials
  - Financial dashboard

## Finance and Facilities Committee Work Plan for FY20 January 14, 2020

- Sustainability update
- Capital projects status update
- Summer conference and hospitality update

### March 25, 2020 w BOT April 8, 2020

#### Discussion or action

- Finance and Investment Matters
  - Investment advisors – 2 of 2 required annual meetings (strategy)
  - Graduate and continuing education fees for FY21 (approval)
  - SGA FY21 fees (approval)
  - FY21 budget planning (discussion)

#### Informational material

- For information (in packet, discussion not required)
  - FY20 Q2 financials
  - Financial dashboard
  - Sustainability update
  - Capital projects status update

### April 8, 2020\*

Business model: Multiyear financial projection (NECHE standard 7)

7.6 The institution's multi-year financial planning is realistic and reflects the capacity of the institution to depend on identified sources of revenue and ensure the advancement of educational quality and services for students.

### May 27, 2020 w BOT June 10, 2020

#### Discussion or action

- Finance and Investment Matters
  - Undergraduate fees for FY21 (approval)
  - FY21 all funds budget (approval) (includes trust funds, transfers, & contracts > \$500K)

#### Informational material

- For information (in packet, discussion not required)
  - FY20 Q3 financials
  - Financial dashboard
  - Sustainability
  - Capital projects status update

\*Business model discussion will be conducted at Finance and Facilities Committee meeting at 3:30 pm prior to the following full board meeting: April 8, 2020

## Sustainability Update

Transportation: Zagster bikes and e-scooters will be available throughout the winter months, in a more limited network. This is the first winter these options are available, helping SSU build a year-round, micro-mobility culture. The system will remain in operation in winter mode until the middle of March, with 35 bikes docked at seven stations and 50 e-scooters. Zagster bikes remain popular on campus with over 900 active Salem State memberships. System-wide, members have taken over 22,500 rides.

Student engagement: The Student Government Association passed a sustainability resolution – the second resolution in the group’s history. The SGA will seek to ensure the sustainability of student events sponsored and funded by student clubs. Formed last year, the Sunrise group on campus is one of the most active student clubs, with 50 students attending the September Climate Rally in Boston.

### Waste management:

- **Recycling:** Vikings improved the rate and accuracy of campus recycling from FY18 to the present. This was due to the initiation of metal recycling, improved signage, additional containers purchased with PepsiCo grant support, and the recycling of over 4,000 pounds of textiles since May 2019
- **Waste prevention:** Starting in November 2019, the Starbucks on central campus began giving ten cent refunds to everyone who brings their own mug or cup.
- **Repurposing:** State agencies including the Department of Fire Services, State Police, and Mass Maritime have come to campus to retrieve surplus furniture from the dining commons, classroom refresh projects and office upgrades.

Earth Days 2020: 2020 marks the 50<sup>th</sup> anniversary of the first Earth Day and the 20<sup>th</sup> anniversary of Salem State’s own celebrations. The theme this year is “There is no planet B” and SSU will mark the week of April 13 – 17, 2020 with lectures, panels, films and activities. Save the date! To contribute to the crowdfunding site to support this week’s events, please go to [crowdfunding.salemstate.edu/earthdays](https://crowdfunding.salemstate.edu/earthdays).

**Capital Projects Status Update  
January 2, 2020**

**CONSTRUCTION – COMPLETE**

Meier Hall roof replacement, phase 2

Completed: Fall 2019

Budget: \$1,890,000 (DCAMM funding of \$1,189,188)

- Second phase of roof replacement

**PROJECTS IN PLANNING/STUDIES**

Administration roof replacement

Anticipated completion: Fall 2020

Budget: \$2,512,320 (DCAMM funding of \$1,604,731)

- Replacement of the roofing on the entire building including the basement tunnel that connects to Sullivan

Berry Library HVAC repair

Anticipated completion: Summer 2020

Budget: \$95,000

- Design for the repair and replacement of malfunctioning equipment

Dining improvements

Anticipated completion: Summer 2020

Budget: TBD

- New furniture and finishes for the North Campus dining hall
- Panera Bread installation
- Burger King Refresh

Ellison carpet replacement

Anticipated completion: Summer 2020

Budget: \$90,000

- Abatement of existing flooring / carpet and installation of new carpet in- 202,203,207,MLK and 2nd flr halls

Gassett HVAC repair

Anticipated completion: Summer 2020

Budget: \$55,000

- Design to add humidification to the HVAC in the gym

O'Keefe roof replacement

Anticipated completion: Winter 2020

Budget: \$3,360,814 (DCAMM funding of \$2,583,507)

- Replacement of the roofing on the entire building and kalwall window system on the third floor

**Capital Projects Status Update  
January 2, 2020**

Sullivan elevator

Anticipated completion: Summer 2020

Budget: \$30,000 (anticipated DCAMM funding of \$30,000)

- Study for the replacement of the Sullivan building elevator

Sullivan basement structural repairs

Anticipated completion: TBD

Budget: \$1,000,000

- Demolition of former coalbunker in parking lot
- Additional scope has been added to improve ADA access to the building

**COMPLETED PROJECTS IN PLANNING/STUDIES**

DCAMM STLA Readiness Project

Anticipated completion: Fall 2019

- Project BOLD application submitted to DCAMM December 20,2019

# Year-End 2019 – COCM @ SSU

<b>Total Income</b>	<b>\$584,414</b>
<b>Operating Expenses</b>	<b>\$418,071</b>
<b>Net Income</b>	<b>\$166,343</b>

<b>Total Bed Nights</b>	<b>12,146</b>
<b>Total Residential Participants</b>	<b>1,985</b>
<b>Total One-Day Participants</b>	<b>500+</b>

## Successes

- Managing of all summer residents
- Transition to new food service provider
- Airbnb

## Challenges

- Scheduling of academic spaces can be challenging in multi year context

## Future (2020)

- Returning groups
- New tax regulations/ costs
- Increase Airbnb
- Continued economies of scale via strategic residence hall use
- South Campus sale



**SUBJECT:** Academic Affairs and Student Life Committee Meeting Report for January 29, 2020

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The Academic Affairs and Student Life Committee of the Board of Trustees met on Wednesday, January 29, 2020, in the Paul Petrowski Conference Room on the Central Campus of Salem State University.

Present for the Committee were Trustees DeSimone (chair), Russell (vice chair), Zahlaway Belsito, Murphy, and Wilkens; Chair Mattera (ex-officio); President Keenan (ex-officio); Provost Silva (committee liaison), and staff associate Longo, public relations.

Trustee DeSimone called the meeting to order at 5:35 pm. The following items were discussed:

**Personnel Action: Right to Take Up with Tenure**

Provost Silva presented the candidate recommended for the right to “take up” a faculty appointment with tenure (Attachment A). A brief discussion ensued. After careful consideration the committee took the following action:

Upon a motion made duly by Trustee Zahlaway Belsito and seconded by Trustee Murphy it was unanimously:

**VOTED: to recommend to the full board the personnel action that Stephanie Bellar be appointed as dean with the right to “take up” a faculty appointment at the rank of Professor in the political science department with tenure pursuant to the agreement between the Board of Higher Education and the Massachusetts State College Association, article XX, sections C(3) and M.**

**Enrollment Update for Spring 2020**

Associate Vice President Galinski provided the Committee with an enrollment update for spring 2020 (Attachment B). It was reported that for spring 2020, Undergraduate Day is down by 488 students. Undergraduate Evening is up 275 credits hours. Graduate is down 557 credit hours. It was noted that Salem State is not isolated from the market challenges facing higher education. Campus wide retention efforts are a priority. Enrollment management is looking at data provided through Navigate and EAB reports to identify areas for improvement and implement best practices to succeed. Examples include: changes to student account hold policies; expansion of living and

learning communities; adoption of student life case managers; and financial aid leveraging. It was reported that applications, admits, and deposits are up for fall 2020.

### **Academic Update**

Provost Silva provided the Committee with an update on three academic programs:

- **Doctoral Program in Occupational Therapy:** It was reported that AOTA has backed off on the mandate requiring doctoral degrees for those entering practice. If a doctoral is not required there is no market for the advanced degree. The Provost has notified the Board of Higher Education that Salem State will not be pursuing.
- **Post-Graduate Certificate in Substance Abuse Use Disorders and Addictions:** It was reported that the certificate has been re-conceptualized and will be delivered entirely online. Academic leadership is currently reconfiguring the proposal and budget. It was noted that because the certificate is not a degree program it will not require approval from the Board of Higher Education.
- **Bachelor of Liberal Studies in Liberal Studies:** It was reported that proposal for a Bachelor of Liberal Studies in Liberal Studies has passed through shared governance. This is an interdisciplinary program that does not currently exist in the state university system and is projected to draw strong interest. A full proposal will be presented to the Committee for review in future meetings.

### **Student Life Update**

Associate Vice President Panzella provided the Committee with an update on student life. It was reported that student life is focusing its efforts and resources on student retention, particularly with regard to access and equity. Examples include: programs aimed at helping homeless students and those at risk of homeless; new medical leave policy aimed at eliminating challenges that students face in returning to campus in the event of a medical leave of absence; and reducing the length of residential new student orientation and adding online component to make it easier for students to participate. It was noted that there is no one size fits all approach.

There being no further business to come before the Committee and on a motion made duly by Trustee Zahlaway Belsito and seconded by Trustee Murphy it was unanimously:

**VOTED: To adjourn the meeting at 6:20 pm.**

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



TO: John D. Keenan, President  
 FROM: David J. Silva, Provost and Academic Vice President *David Silva*  
 DATE: January 9, 2020  
 RE: Right to take up a faculty appointment with tenure for Dr. Stephanie Bellar

In concert with Dr. Stephanie Bellar’s appointment as Dean of the School of Graduate Studies at Salem State University on May 31, 2020, I hereby recommend the following: At such time that Dr. Bellar might separate from her duties as dean and consequently exercise her right to take up a faculty appointment at Salem State University, she be immediately appointed to the faculty at the rank of Professor in the Political Science Department with tenure.

The terms of any such faculty appointment shall be governed by the collective bargaining agreement currently in force with the Massachusetts State College Association (MSCA) and any successor agreements. Per the MSCA agreement currently in effect, Article XX, Section M:

*Each of the Universities may grant persons appointments as academic administrators, whether any such person comes from within or outside the bargaining unit, for a period of up to six (6) years on terms that permit such person to return to or to take up a faculty or librarian appointment with tenure at such University; every such faculty appointment shall be within a particular academic department at the University (which shall be deemed to include the successor, by merger or otherwise, to such department). ...*

*For the purposes of this Section M, an appointment as an academic administrator shall be an appointment granted to a person who holds or has held an appointment with tenure as a faculty member or librarian at a college or university and whose administrative appointment is academic in its nature. ...*

I hereby submit that Dr. Bellar is eligible to take up such a tenured appointment as she:

1. would be appointed “within a particular academic department” (Political Science);
2. is “a person who holds or has held an appointment with tenure as a faculty member... at a college or university” (University of Tennessee Chattanooga *and* University of Central Arkansas); and
3. has assumed an “administrative appointment [that] is academic in its nature” (dean).

In support of this request, I append a message from Assistant Provost Julie Whitlow, chair of the search committee, confirming that (a) all candidates to advance in the process were required to provide evidence of “University teaching experience complemented by an excellent research, scholarly contributions and record of academic achievement to merit appointment with tenure” (a required qualification) and (b) Dr. Bellar presented “a record of academic achievement meriting appointment as a tenured full professor” (a preferred qualification). Moreover, Dean Gail Gasparich, having reviewed Dr. Bellar’s CV, concludes that Dr. Bellar’s credentials are commensurate with those of a tenured full professor in the College of Arts and Sciences.

I concur with these assessments, asserting that Dr. Bellar presents professional academic credentials that are unequivocally commensurate with those of a tenured member of the Salem State faculty.

Should you require additional information regarding this request, please contact me. Thank you.

- Approved
- Disapproved

*John D. Keenan*  
 \_\_\_\_\_  
 John D. Keenan, J.D., President

*1/14/20*  
 \_\_\_\_\_  
 Date

To: David J. Silva, Provost and Academic Vice President  
From: Gail E. Gasparich, Dean College of Arts and Sciences  
Date: January 8, 2020

Dr. Stephanie L. Bellar, who has been selected to become the next Dean of the School of Graduate Studies, has earned tenure at two former institutions, The University of Tennessee at Chattanooga and the University of Central Arkansas. She has taught a variety of course at both the undergraduate and graduate level at her former institutions. She has been the recipient of an Innovations in Teaching Award from the Tennessee Political Science Association, an E Award from the Tennessee Economic Council of Women for her Outstanding Contributions for the Economic Education of Women in Tennessee, and an Outstanding Professor of the year award from the Student Government Association at the University of Tennessee at Chattanooga. In the area of advising, she was recognized with the Outstanding UTC Advisor Award. Her scholarly work has recently focused on the area of Women on Corporate Boards. She has 10 refereed journal articles, two book chapters, and 37 conference presentations (serving as presenter, discussant, and/or chair) over her career. Additionally, in support of her scholarly work, Dr. Bellar has received several grants. She has an extensive record of service to her Department, College, University, and Profession including serving on the Women's Studies committee, chairing the Budget and Economic Status Committee, being a member of the UT Presidential Search committee, serving as the President of the East Tennessee Chapter of the American Society of Public Administration, as a board member on the Tennessee Women's Political Caucus, and the US Branch of Womankind Worldwide.

She would be a member of the Political Science Department should she return to the faculty at some point. Therefore, in my role as Dean of the College of Arts and Sciences, I find Dr. Bellar to be thoroughly qualified to be tenured at Salem State University, in keeping with the MSCA contractual requirements of tenure.

**From:** [C Julie Whitlow](#)  
**To:** [David Silva](#)  
**Subject:** Re: Seeking confirmation from the Search Committee regarding finalist  
**Date:** Tuesday, January 07, 2020 12:47:39 PM

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Yes and yes. Heading up soon if you need more info.

Julie Whitlow, Ph.D.  
Asst. Provost for Global Engagement  
Center for International Education  
Salem State University  
978-542-7107

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**From:** David Silva <dsilva@salemstate.edu>  
**Sent:** Tuesday, January 7, 2020 12:01:07 PM  
**To:** C Julie Whitlow <cwhitlow@salemstate.edu>  
**Subject:** Seeking confirmation from the Search Committee regarding finalist

Dear Julie,

I am writing to thank you and your committee for your hard work to attract, review, vet, and present candidates for the Graduate Dean position. As I have been working with the sole finalist (Dr. Bellar) in crafting a mutually agreeable appointment, I seek confirmation on two specific points.

1. In your committee's deliberation, did you require that every viable candidate provide evidence of "University teaching experience complemented by an excellent research, scholarly contributions and record of academic achievement to merit appointment with tenure," as explicitly stated in the job description?
2. More specifically to Dr. Bellar's credentials, is it the position of you and the search committee that Dr. Bellar presents "a record of academic achievement meriting appointment as a tenured full professor" at Salem State University? (I note that this was a "preferred qualification.")

Many thanks for your help as I seek to finalize an offer.

Regards,

-David

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**David J. Silva, Ph.D.**  
Provost and Academic Vice President  
Salem State University

352 Lafayette Street

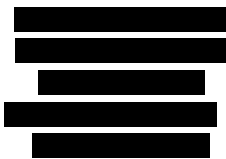
Salem, MA 01970

978.542.6246

[dsilva@salemstate.edu](mailto:dsilva@salemstate.edu) / **Twitter:** [@SSUProvost](https://twitter.com/SSUProvost) / **Linked In:** [David Silva](#)

***Forward. Together.***

Stephanie L. Bellar, PhD.  
University of Central Arkansas



**Education:** Ph.D., Political Science, University of Kentucky, 1986  
M.S., Psychology, Austin Peay State University, 1980  
B.S., Political Science and Sociology, Austin Peay State University, 1978

**Post-Doctoral:**

Women in Higher Education Administration Management Institute, Wellesley College 2000-2001  
A limited residency program designed to equip women to take leadership positions in higher education.

**Administrative Experience:**

Dean of the Graduate School and Director of Sponsored Programs, 2014-2016

- Assumed oversight of all phases of graduate education, including the development and implementation of new graduate programs; oversaw the academic activity of graduate students; final approval of all theses and dissertations; approved all graduation audits; approved faculty for graduate faculty status; allocated funding for graduate assistantships; revised processing to enhance use of expertise and technology; oversaw staff of 5.
- Academic research officer oversaw allocations distributed through university research council; oversaw review and selection of faculty who received summer research stipends; allocated funds to students from student research fund.
- Oversaw development of grants and pre-award budgets; collaborated with grants accounting to ensure compliance with all state and federal regulations; engaged in faculty development to increase grant applications and awards; worked with faculty to develop pilot projects for significant grant applications; supervised work of research compliance officer; oversaw processing of applications for human subject and animal research review; oversaw staff of 4.

Interim Dean, The Graduate School, University of Tennessee at Chattanooga, 2008-2010

- Assume oversight of all phases of graduate education, develop marketing strategies for graduate programs; conducted workshops for TRIO groups to enhance graduate student diversity; represent UTC for Academic Common Market and approve local requests for participation; serve on the core team of Banner project; oversee staff of the Graduate School; worked with graduate student association on projects; and represented graduate education and international students in university strategic planning process.

Associate Dean, The Graduate School, University of Tennessee at Chattanooga, 2005-2008

Acting Associate Dean, The Graduate School, University of Tennessee at Chattanooga, 2004-2005

- Promoted best practices of graduate education by examining current policy and recommending appropriate reforms; assisted in policy development and standards oversight by working with Graduate Council and staffing committees; organized and implemented Graduate Research Day; developed and implemented recruitment workshop; participated in university efforts to enhance international student recruitment; organized recruitment focused workshop for program coordinators with noted expert; assisted in review of faculty for graduate faculty status; supervised the Graduate Student Association

Director of Political Science/Masters in Public Administration Interns/ CDWSP Interns, 1995-2006

- Engaged in outreach for placements, negotiated placement responsibilities for interns; participated in selection of CDWSP Interns; wrote pertinent sections of grant reports and applications; evaluated projects of interns

Director of Recruitment and Retention, The Graduate School, University of Tennessee at Chattanooga, 1999-2001

- Took primary responsibility for recruitment and outreach programs; developed and institutionalized "Graduate Research Days"; examined retention efforts; promoted programs such as writing workshops to enhance retention

## **Administrative Accomplishments:**

### **University of Central Arkansas**

- Redesigned workflow processes in graduate school to enhance use of technology
- Facilitated local approval of clinical doctorate in occupational therapy
- Instituted a stronger reporting system for internal research grant funds
- Developed revised staffing plan, secured two new positions
- Oversaw increase in external funding to \$7,000,521

### **University of Tennessee at Chattanooga**

- Oversaw record enrollment: 2008 (1402 graduate students) 2009 (1478 graduate students) 2010 (1552 graduate students)
- Facilitated extending regional tuition plan to graduate students
- Managed UTC Research Week
- Implemented increased minimum grade point for graduate admission
- Facilitated local approval for new doctoral program, Doctorate in Nursing
- Oversaw new program approval for Masters in Mathematics
- Negotiated a simpler accounting process for graduate assistantships

## **Publications:**

- "The Importance of Mentoring and Sponsorship in Women's Career Development", co-authored with Deborah E. Arfken and Marilyn Helms, SAM Advanced Management Journal, Vol.81, No.3 Summer 2016:4-16.
- "Stability and Change: The Presence and Absence of Women in Tennessee's Corporate Board Rooms", co-authored with Deborah E. Arfken and Marilyn Helms, Business Perspectives, Vol.21, No.1 Outlook 2012:50-57
- "As an Academic, Why Do You Need a Coach," Women in Higher Education, vol. 18 no. 4 April 2009:14-15
- "Still Chilly After All These Years: A Longitudinal Study of Corporate Board Composition in Tennessee," co-authored with Deborah E. Arfken and Marilyn Helms, Business Perspectives, Vol. 19, No.2 Winter/Spring 2008:46-53
- "The Glacial Change: Women on Corporate Boards in Tennessee," co-authored with Deborah E. Arfken and Marilyn Helms Business Perspectives, Vol.16, No.2 Spring 2004:30-38
- "The Ultimate Glass Ceiling Revisited: The Presence of Women on Corporate Boards," co-authored with Deborah E. Arfken and Marilyn Helms Journal of Business Ethics, Vol. 50, 2004: 177-186
- "Trust, Trusts, and Accountability: The Role of States in College Saving Plans," co-authored with Melanie McCoskey and Lisa Blair Bennett Public Budgeting and Finance Vol. 23, No. 3 Fall 2003: 49-63
- "The Ultimate Glass Ceiling: Women on Corporate Boards" co-authored with Marilyn Helms and Deborah E. Arfken A Leadership Journal: Women in Leadership-Sharing the Vision Vol. 3, No.1 Fall 1998:95-105
- "The Scientific Method, Collaboration, and Social Science Research", co-authored with Mitzi L. Mahoney, TR5 An Introduction to Research Writing edited by Diane Dowdey, Barbara Jones, and Katie Pannell, Simon & Schuster Custom Publishing, 1998: 399-401 and reprint of the *TJPS* article.
- "Staking Out Territory: An Analysis of Coalition Building Over the Act for Better Child Care" co-authored with Mitzi L. Mahoney Texas Journal of Political Studies Vol. 18 no.2 Spring/Summer 1996: 39-56.



- "Tennessee," Gerrymanndering in the 1980 George Blair editor Institute for Contemporary Studies, San Francisco, CA 1992
- "Women in Texas" Texas Public Policy edited by Gerry Riposa, Kendall Hunt, Iowa, 1987

Grants:

- Evaluation Study for Why kNOw Abstinence Education Reports co-written with David Edwards  
2008-2009 report funded at \$35,240  
2006-2007 report funded at \$19,289  
2005-2006 report funded at \$17,450
- Housing and Urban Community Development Student Work Grants co-written with Deborah Arfken and David Edwards  
2005-2007 funded at \$90,000  
2004-2006 funded at \$90,000
- Sloan Foundation Grant to Community Research Council, Chattanooga Citizen, funded at \$32,500
- Project Director, Eisenhower Grant Workshop for Middle School Teachers to Improve Instruction in Civics and Government by Using the Case Study Method of Teaching and Learning, funded at \$16,176

Grant Reviewer:

- 2011, Dissertation Grant Awards, Office University Partnerships, HUD, Washington, D. C.
- 2010, Dissertation Grant Awards, Office University Partnerships, HUD, Washington, D.C.
- 2009, Dissertation Grant Awards, Office University Partnerships, HUD, Washington, D.C.
- 2008, Early Doctoral Research Awards, Office University Partnerships, HUD, Washington, D.C.
- 2007, Early Doctoral Research Awards, Office University Partnerships, HUD, Washington, D.C.
- 2005, COPC New Awards, Office University Partnerships, HUD, Washington, D.C.

Applied Research:

- "A Citizen Guide to the Budgets for Hamilton County and the City of Chattanooga" prepared for the Chattanooga Area Chamber of Commerce Foundation with Dr. David Brodsky, 1994
- Consultant to Hamilton County Home Rule Commission, 1990

Site Reviewer:

- National Association of Schools of Public Affairs and Administration, Northern Kentucky University, February 2004
- National Association of Schools of Public Affairs and Administration, Appalachian State University, March 2003
- Southern Association of Colleges and Schools, Hamilton County Middle School and High Schools, 2002-2003

Teaching:

- Current, Full Professor, University of Central Arkansas
- 2014-2005 Full Professor, University of Tennessee at Chattanooga
- 2004-1999 Associate Professor, University of Tennessee at Chattanooga
- 1999-1988 Assistant Professor, University of Tennessee at Chattanooga
- 1985-1988 Assistant Professor, Texas Tech University
- 1984-1985 Instructor, Midway College
- 1981-1984 Teaching Assistant, University of Kentucky

Courses Taught

- Undergraduate: Campaigning; Family, Politics & Policy; Congress; Urban Public Policy; Women in Politics; The Politics of Child Care; Public Policy; Introduction to Public Administration; American Government
- Graduate: Community Building; Public Budgeting and Finance; Public Policy; Organization Theory; Public Administration
  - Online courses: Community Building, Strategic Planning, Research Methods

Awards:

- Innovations in Teaching Award, Tennessee Political Science Association, with Karen Adsit, Deborah Arfken, David Edwards, Christopher Horne, and Marcus Mauldin, Spring 2010
- E Award, Tennessee Economic Council of Women for Outstanding Contributions for the Economic Education of Women in Tennessee, 2004
- Outstanding Professor of the Year, Student Government Association, 2004
- Outstanding UTC Advisor, University Award, 1999.
- Summer Fellowship Inter-University Consortium for Political and Social Research, University of Michigan, 1981
- Summer Fellowship, Empirical Issues in Aging, University of Michigan, 1981

Selected Service:

Department and University

- 2014-2016 UCA Council of Deans
- 2014-2016 ASSET EPSCoR CASE Administration
- 2015-2016 UCA Diversity Committee
- 2014-2015 UCA Strategic Planning Committee
- 2014-2012 Member General Education Committee
- 2014-1989 Member Women's Studies Committee
- 2010 Member Banner Core Team
- 2009-2010 Member SACS Leadership Team
- 2008-2010 University Coordinator Academic Common Market
- 2006-2008 Member UTC Strategic Planning Committee
- 2006-2007 Member UTC Provost Search Committee
- 2006-2007 Chair, Budget and Economic Status Committee
- 2005-2006 Chair, Departmental Curriculum Committee
- 2005-2006 Member Undergraduate Curriculum Committee
- 2004-Member of the UT Presidential Search Committee
- 2004-Member and Secretary of UTC Faculty Senate
- 2004 Member Political Science Student Assessment Committee; chair 2004, 2002-2001.

#### Profession

- Reviewer Midwest Political Science Review and Journal of Business Ethics
- 2008-2009 President Tennessee Conference of Graduate Schools
- 2001-2000 President of East Tennessee Chapter of American Society of Public Administration
- 1999-2000 Member Executive Council, East Tennessee Chapter of American Society of Public Administration

#### Community

- Board member, US Branch Womankind Worldwide
- 2013-2014 Board member, Tennessee Women's Political Caucus
- 2011-2012 Co-chair Women Impacting Public Policy Committee, Chattanooga Women's Leadership Institute
- 2010-2014 Teach adult women's class at First Baptist Church, Golden Gateway
- 2010 Chair-Strategic Planning Committee, Chattanooga Women's Leadership Institute,
- 2010-1997 Executive Council and Board of Directors, Chattanooga Women's Leadership Institute
- 2009, Speaker, Chattanooga Civitan International Club
- 2008 Keynote Speaker, Cigna Healthcare, Conference on Diversity
- 2007-2008 Treasurer, Chattanooga Women's Leadership Institute
- 2006-2007 Member of Finance Committee First Baptist Church, Golden Gateway
- 2003-2004 Member of the ad hoc Animal Care and Control Policy Committee, City of Chattanooga

#### Conference Participation:

- Chair, "Civic Education Inside and Outside the Classroom," Southern Political Science Association, Orlando FL, January 2013
- Discussant, "It's Not All about Legislators: Women in Appointed, Executive, and Judicial Politics" Southern Political Science Association, Orlando FL, January 2013
- Presenter, Southeast Tennessee Women's Summit, Tennessee Economic Council of Women, Chattanooga, TN 2012
- "Community Activism When Main Street is Empty," Midwest Political Science Association, Chicago, IL 2012
- Discussant, "The Local Political Economy of Development" Midwest Political Science Association, Chicago, IL 2012
- Roundtable, Innovations in Teaching, Tennessee Political Science Association, Nashville, TN 2010
- "Evaluation of Why know Abstinence Education Core Curriculum and Road to Excellence Programs" co-authored with David Edwards Abstinence Evaluation Education Conference, Baltimore, MD, 2007
- "Deficit-Environment Management: States Use of Trust Funds in Times of Shortfall," National Business and Economic Society, co-authored with Melanie McCoskey, Kona, Hawaii 2004
- "Building on Success: Community Building the Chattanooga Way," American Society for Public Administration, Washington, D.C., 2003
- "529s a Win-Win Situation for Savers and Government," Southeastern Conference on Public Administration, Columbia, S.C, 2002

- "A Matter of Standards: Issues in Accreditation," Southwestern Social Science Association, New Orleans, LA 2002
- "Community Building in Rural Areas," Southeastern Conference on Public Administration, co-authored with Mitzi L. Mahoney, Baton Rouge, LA 2001
- Chair, Women and Electoral Politics, Southern Political Science Association, Atlanta, GA 2000
- Presenter, Victim's Rights Groups as Interest Groups, Midwest Political Science Association, Chicago, IL 2000
- Participant, Roundtable on Victim's Rights, Southwestern Social Science Association, New Orleans, LA 2000
- Presenter, "Parents as Partners in the Policymaking Process" American Society for Public Administration, annual meeting, Washington, D.C., 1999
- "Partners in Progress? Welfare Reform and State Behavior," co-authored with Leila Pratt Southeastern Conference on Public Administration, Pensacola, FL 1999
- Presenter, "Women on the Edge of Power: Women Entrepreneurs and Economic Development" American Society for Public Administration, Seattle, WA 1998
- "Knowing My Voice: An Analysis of Minority Status on Women Teachers," Southern Political Science Association, co-authored with Kathie S. Golden and Mitzi L. Mahoney, Norfolk, VA, 1997
- Participant, "The Ultimate Glass Ceiling: A Panel Discussion on Women on Corporate Boards in Tennessee" Women and Power Conference, Murfreesboro, TN 1997
- "Women as Agents of Change," Southeastern Conference on Public Administration co-authored with Jenny Major and L. Joy West., Knoxville TN 1997
- Presenter, Women on Public Boards, Southeastern Conference on Public Administration, Miami, FL 1996
- Presenter, Making Sense of Nonsense, Tennessee Association for the Education of the Young Child, Chattanooga, TN 1994
- "Student Assessments for Consulting Work," American Society for Public Administration, Region VI, Cleveland, OH, 1990
- Moderator, Ethical Issues and Policies Dealing with Information, Computing: Social and Policy Issues, Chattanooga, TN 1989
- "Women's Organizations and Their Agendas for Child Care," Southern Political Science Association, co-authored with Mitzi L. Mahoney, Memphis, TN, 1989
- "When Money Must Be Spent: The Fiscal Impact of Recent Court Rulings in Texas," Southwest Political Science Association, co-authored with Roger Schaffer, Houston TX, 1988
- Participant, Roundtable on Child Care, Southern Political Science Association, Atlanta, GA 1988
- Chair, Issues in Public Budgeting, Southwest Political Science Association, Dallas, TX 1987
- "Androgyny and the Cultivation of Power: An Analysis of Resource Acquisition of Women Candidates," Southern Political Science Association, Atlanta, GA 1987

- Resources of Women Candidates for City Council Position: Southern and Border States," Southern Political Science Association, Atlanta, GA, 1986
- Participant, South Plains Association of Government Workshop on Budgeting for Counties and Small Cities, Plano, TX 1986
- Participant, The Political Socialization of Adults: Gender Role Structures, Southern Political Science Association, Atlanta, GA 1985
- "Unresolved Tensions-Unrecognized Alliances: Analysis of Policy Orientations Among Black and White Women," Midwest Political Science Association, co-authored with Mitzi L. Mahoney and Kathie S. Golden, Chicago, IL, 1984
- "The Institutional Structural Base of Sexist Budgeting: A Public Choice Model of the Reagan Retreat from Equity," Midwest Political Science Association, Chicago, IL 1984
- "When Those Who Can Do or Don't: Political Strength and Voting," Southeastern Psychological Association, 1983 co-authored with C. J. Sadowski.
- "A Nearest Neighbor Analysis of Bars as Stimulus Cues for Assaults," Southeastern Psychological Association, 1981 co-authored with C. J. Sadowski.

# Enrollment Update for Spring 2020

# January Admissions New Students

as of 1.26.20

	2019	2020	<i>diff</i>
UND Day	244	222	-22
UND Evening	40	37	-3
Graduate	126	134	8
Total	410	393	-17

# Total Enrollment as of 1.27.20

	2019	2020	<i>diff</i>
			<i>YoY</i>
UND Day - headcount	5,533	5,045	-488
UND Evening - credit hours	5,782	6,057	275
Graduate - credit hours	10,958	10,401	-557



# New Retention Strategies

- **Campus-wide Student Retention Effort**
- **Navigate** Case Management Coordinated Care Effort
- **SNC** Process & Policy Review and remove barriers
- **Explorer Effort** Ensure resources & support for undeclared
- **Living Learning Community** Business & LatinX
- **Student Life Case Manager**
- **Financial Aid Leveraging** Strategic awarding of aid
- **Enrollment Management & Retention Committee**

# Fall Applications 2020

	2019	2020	<i>diff</i>
UND Day	6763	7206	443
UND Evening	67	66	-1
Graduate	380	409	29
Total			471

# Build Incoming Enrollment

# Yield efforts for Fall 2020



Enhance education efforts on affordability & payment options



Showcase academic department & faculty accomplishments



Highlight student life activities



Enhance funnel communication campaigns from admit to enroll



Deliver an impactful ASD & Orientation experience

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**SUBJECT:** Risk Management and Audit Committee Meeting Report for January 29, 2020

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The Risk Management and Audit Committee of the Board of Trustees met on Wednesday, January 29, 2020, in the Paul Petrowski Conference Room located in Marsh Hall on the Central Campus of Salem State University.

Present for the Committee: Trustees Lutts (chair), Zahlaway-Belsito (vice chair), DeSimone, Katzman, Chair Mattera (ex-officio); President Keenan (ex-officio), Vice President House (committee co-liaison), Assistant Vice President Labonte (committee co-liaison), General Counsel Colucci and staff associate Beaulieu.

Trustee Lutts, committee chair, called the meeting to order at 6:22 pm.

**Clery report** (Attachment A)

Review of the university's annual Clery report was led by Assistant Vice President Labonte. Questions and answers regarding the statistics and handling of incidents/crimes were discussed.

There were no questions or comments on other informational items provided in the meeting packet that had been distributed on January 16, 2020 including:

Committee charter (Attachment B)

Committee work plan (Attachment C)

There being no further business to come before the committee, Trustee Lutts adjourned the meeting.

The meeting adjourned at 6:40 pm.

Prepared by D. Beaulieu, staff associate, finance and facilities

## DEFINITIONS OF REPORTABLE CRIMES

Under the Clery Act, for the purposes of counting and disclosing Criminal Offense, Hate Crime, arrest and disciplinary referral statistics you must do so based on definitions provided by the Federal Bureau of Investigation's (FBI's) Uniform Crime Reporting (UCR) Program. The definitions for Murder, Rape, Robbery, Aggravated Assault, Burglary, Motor Vehicle Theft, Arson, Weapons Carrying and Possessing Etc. Law Violations, Drug Abuse Violations, and Liquor Law Violations are from the Summary Reporting System (SRS) User Manual from the FBI's UCR Program. The definitions of Fondling, Incest and Statutory Rape are from the FBI's National Incident-Based Reporting System (NIBRS) Data Collection Guidelines edition of the UCR. Hate Crimes are classified according to the FBI's Uniform Crime Reporting Hate Crime Data Collection Guidelines and Training Manual. Note that, although the law states that institutions must use the UCR Program definitions, Clery Act crime reporting does not have to meet all of the other UCR Program Standards.

For the categories of Domestic Violence, Dating Violence and Stalking, the Clery Act specifies that the institution must use the definitions provided by the Violence Against Women Act of 1994 and repeated in the Clery Act regulations.

The following list describes crimes reportable under the Clery Act regulations.

**Murder/Non-negligent Manslaughter:** The willful (non-negligent) killing of one human being by another.

**Negligent Manslaughter:** The killing of another person through gross negligence.

**Sex Offenses** – Any sexual act directed against another person, without the consent of the victim, including instances where the victim is incapable of giving consent.

- **Rape:** The Penetration, no matter how slight, of the vagina or anus with any body part or object, or oral penetration by a sex organ of another person, without the consent of the victim, including instances in which the victim is incapable of giving consent.
- **Fondling:** The touching of the private body parts of another person for the purpose of sexual gratification, forcibly and/or against that person's will; or, not forcibly or against the person's will where the victim is incapable of giving consent because of his/her youth or because of his/her temporary or permanent mental incapacity.
- **Incest:** Non-forcible sexual intercourse between persons who are related to each other within the degrees wherein marriage is prohibited by law.
- **Statutory Rape:** Non-forcible sexual intercourse with a person who is under the statutory age of consent.

**Robbery:** The taking or attempting to take anything of value from the care, custody, or control of a person or persons by force or threat of force, violence, and/or causing the victim fear.

**Aggravated Assault:** An unlawful attack by one person upon another for the purpose of inflicting severe or aggravated bodily injury. This type of assault usually is accompanied by the use of a weapon or by means likely to produce death or great bodily harm. It is not necessary that injury result from an

aggravated assault when a gun, knife, or other weapon is used which could or probably would result in a serious potential injury if the crime were successfully completed.

**Burglary:** The unlawful entry of a structure to commit a felony or a theft. For reporting purposes this definition includes: unlawful entry with intent to commit a larceny or a felony; breaking and entering with intent to commit a larceny; housebreaking; safecracking; and all attempts to commit any of the aforementioned.

**Motor Vehicle Theft:** The theft or attempted theft of a motor vehicle. Classified as motor vehicle theft are all cases where automobiles are taken by persons not having lawful access even though the vehicles are later abandoned. Joyriding is included in this category.

**Arson:** Any willful or malicious burning or attempt to burn, with or without intent to defraud, a dwelling, house, public building, motor vehicle or aircraft, personal property of another, etc.

**Liquor Law Violations:** The violation of laws or ordinance prohibiting: the manufacture, sale, transporting, furnishing, possessing of intoxicating liquor; maintaining unlawful drinking places; bootlegging; operating a still; furnishing liquor to minor or intemperate person; using a vehicle for illegal transportation of liquor; drinking on a train or public conveyance; all attempts to commit any of the aforementioned. (Drunkenness and driving under the influence are not included in this definition.)

**Drug Law Violations:** Violations of state and local laws relating to the unlawful possession, sale, use, growing, manufacturing, and making of narcotic drugs. The relevant substances include: opium or cocaine and their derivatives (morphine, heroin, codeine); marijuana; synthetic narcotics (Demerol, methadone); and dangerous non-narcotic drugs (barbiturates, Benzedrine).

**Weapons Law Violations:** The violation of laws or ordinances dealing with weapon offenses, regulatory in nature, such as: manufacture, sale, or possession of deadly weapons; carrying deadly weapons, concealed or openly; furnishing deadly weapons to minors; aliens possessing deadly weapons; all attempts to commit any of the aforementioned.

**Domestic Violence:** A felony or misdemeanor crime of violence committed by

- A current or former spouse or intimate partner of the victim,
- A person with whom the victim shares a child in common,
- A person who is cohabitating with or has cohabitated with the victim as a spouse or intimate partner,
- A person similarly situated to a spouse of the victim under the domestic or family violence laws of the jurisdiction receiving grant monies [under VAWA], or
- Any other person against an adult or youth victim who is protected from that person's acts under the domestic or family violence laws of the jurisdiction

**Dating Violence:** means violence committed by a person

- Who is or has been in a social relationship of a romantic or intimate nature with the victim; and
- Where the existence of such a relationship shall be determined based on a consideration of the following factors:
- The length of the relationship;
- The type of relationship; and
- The frequency of interaction between the persons involved in the relationship.

**Stalking:** means engaging in a course of conduct directed at a specific person that would cause a reasonable person to

- Fear for his or her safety or the safety of others; or
- Suffer substantial emotional distress

### **Hate Crimes by Prejudice**

**Hate Crimes:** hate (bias) related crimes are reported by the type of bias as defined above on for the following classifications: murder/non-negligent manslaughter, negligent manslaughter, sex offenses, robbery, aggravated assault, burglary, motor vehicle theft, arson (see definitions above) and larceny, simple assault, vandalism, and intimidation (see definitions below).

- **Larceny-theft:** The unlawful taking, carrying, leading, or riding away of property from the possession or constructive possession of another.
- **Simple Assault:** An unlawful physical attack by one person upon another where neither the offender displays a weapon, nor the victim suffers obvious severe or aggravated bodily injury involving apparent broken bones, loss of teeth, possible internal injury, severe laceration or loss of consciousness.
- **Vandalism:** (Damage) To willfully or maliciously destroy, injure, disfigure, or deface any public or private property, real or personal, without the consent of the owner or person having custody or control by cutting, tearing, breaking, marking, painting, drawing, covering with filth, or any other such means as may be specified by local law.
- **Intimidation:** To unlawfully place another person in reasonable fear of bodily harm through the use of threatening words and/or other conduct, but without displaying a weapon or subjecting the victim to actual physical attack.

SALEM STATE UNIVERSITY CRIME STATISTICS<sup>7</sup>

Offense	Year	GEOGRAPHIC LOCATION			
		On -Campus Property	On- Campus Student Housing Facilities	Non- Campus Property	Public Property
Murder/ Non – Negligent Manslaughter	2016	0	0	0	0
	2017	0	0	0	0
	2018	0	0	0	0
Manslaughter By Negligence	2016	0	0	0	0
	2017	0	0	0	0
	2018	0	0	0	0
Rape	2016	5	5	0	0
	2017	0	0	0	0
	2018	5	5	0	0
Fondling	2016	2	2	0	1
	2017	2	2	0	0
	2018	4	3	0	0
Incest	2016	0	0	0	0
	2017	0	0	0	0
	2018	0	0	0	0
Statutory Rape	2016	0	0	0	0
	2017	0	0	0	0
	2018	0	0	0	0
Robbery	2016	0	0	0	0
	2017	0	0	0	1
	2018	0	0	0	0
Aggravated Assault	2016	2	1	0	0
	2017	1	1	0	0
	2018	1	1	0	0
Burglary	2016	9	1	0	0
	2017	9	2	0	0
	2018	6	2	0	0
Motor Vehicle Theft	2016	0	0	0	0
	2017	0	0	0	0
	2018	0	0	0	0
Arson	2016	0	0	0	0
	2017	1	1	0	0
	2018	0	0	0	0

<sup>7</sup> Statistics are accurate as of the date of publication.



## SALEM STATE UNIVERSITY CRIME STATISTICS

Offense	Year	GEOGRAPHIC LOCATION			
		On -Campus Property	On- Campus Student Housing Facilities	Non- Campus Property	Public Property
Domestic Violence	2016	14	6	0	1
	2017	6	4	0	1
	2018	5	2	0	0
Dating Violence	2016	3	1	0	0
	2017	0	0	0	1
	2018	2	1	0	0
Stalking	2016	2	0	0	0
	2017	0	0	0	0
	2018	1	1	0	0
Arrests: Weapons Carrying, Possession, Etc.	2016	5	4	0	2
	2017	3	2	0	0
	2018	2	2	0	0
Disciplinary Referrals: Weapons Carrying, Possession, Etc.	2016	0	0	0	0
	2017	0	0	0	0
	2018	0	0	0	0
Arrests: Drug Abuse Violations	2016	1	0	0	4
	2017	1	0	0	4
	2018	2	1	0	2
Disciplinary Referrals: Drug Abuse Violations	2016	0	0	0	0
	2017	0	0	0	0
	2018	3	3	0	0
Arrests: Liquor Law Violations	2016	8	1	0	1
	2017	4	2	0	5
	2018	0	0	0	1
Disciplinary Referrals: Liquor Law Violations	2016	234	229	0	5
	2017	185	185	0	0
	2018	164	162	0	0

2016: No Hate Crimes Reported / 2017: One on-campus vandalism / 2018: No Hate Crimes Reported characterized by racial bias

2016: No Incidents Unfounded / 2017: No Incidents Unfounded / 2018: No Incidents Unfounded



Jeanne Clery Disclosure of Campus Security Policy and Campus Crimes  
Statistics Act

## 2019 ANNUAL SECURITY REPORT

And

## Fire Safety Report

Published September 2019



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## Message from the Chief of Police

### Gene Labonte

To the University Community,

On behalf of the members of the Salem State University Police Department, thank you for your interest in our Annual Security Report and Fire Safety Report. We publish this report because it contains valuable information for our campus community and in order to comply with the essential provisions of the federal Crime Awareness and Campus Security Act of 1990 and the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act of 1998. Additionally, this report contains information demonstrating compliance with the 2013 reauthorization of the Violence Against Women Act (VAWA), which incorporates the Campus Sexual Violence Elimination Act (SaVe Act).

We encourage you to review the information available to you in this report. You will find information about our organization, including descriptions of various programs available to you. The report details our strong commitment to victims of crime and outlines the extensive services made available to them by the university as well as our extensive network of external partners. Additionally, this report provides important information about security policies and procedures on the Salem State University campus as well as crime data and crime prevention information.

The men and women of the Salem State University Police Department are committed to making Salem State University a safe place to live, work and study.



Gene Labonte

Assistant Vice President for Public Safety and Risk Management

Chief of Police

September 2019



**PREPARATION OF THE ANNUAL SECURITY REPORT AND DISCLOSURE OF CRIME STATISTICS**

This report has been prepared in compliance with the:

**Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act**

The Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act, part of the Higher Education Act of 1965, is a federal law that requires colleges and universities to disclose certain timely and annual information about campus crime and security policies. Institutions must publish a report every year by October 1st that contains three years of campus crime statistics and certain security policy statements including sexual assault policies which assure basic victims’ rights, the law enforcement authority of the university police and where students should go to report crimes. Each school must disclose crime statistics for the campus, public areas immediately adjacent to or running through the campus, and non-campus facilities.

The full text of this report is available online at: <https://www.salemstate.edu/clery>

This report is prepared by the Salem State University Police Department in cooperation with the Offices of Student Life and Residence Life and other offices as deemed necessary. For issues concerning this report, please call the University Police Department at 978-542-6511.

Paper copies of this report may also be obtained at the Salem State University Police Department, located at 71 Loring Avenue Salem, MA 01970.

**ABOUT THE SALEM STATE UNIVERSITY POLICE DEPARTMENT**

The Salem State University Police Department provides protection to the SSU community around the clock, year- round. Police department staff work with university community members to prevent crime, solve problems, and take proactive steps to make the university as safe as possible. Police department personnel include the chief, captain, lieutenants, sergeants, police officers, communications dispatchers, institutional security officers and support staff.

The department is prepared to deal with the same types of incidents handled by municipal police agencies in cities or towns. All SSU police officers attend full-time police academies and have full police authority on campus and throughout the City of Salem. The Salem State



University Police enforce state laws, including motor vehicle laws, as well as university rules and regulations.

Follow the Salem State University Police on the web at: [www.salemstate.edu/police](http://www.salemstate.edu/police)

Follow the Salem State University Police on Twitter at: @SSUPolice

### **SAFETY, OUR NUMBER ONE PRIORITY**

The SSU Police Department takes great pride in the community at Salem State University. This community is a great place to live, learn, work, and study; however, this does not mean that the campus community is immune from problems that arise in other communities. With that in mind, SSU has taken progressive measures to create and maintain a safe environment on campus.

Though the university is progressive with its polices, programs, and education, it is up to each of us to live with a sense of awareness and use reasonable judgment when living, working, or visiting on campus.

### **UNIVERSITY LAW ENFORCEMENT AUTHORITY AND JURISDICTION**

Salem State University, with a population of over 8,000 students and employees, including 2,000 plus resident students, is both a center for higher education and a vibrant, active community. As with any community of similar size, criminal activity and emergencies can and do occur on campus.

To combat crime and preserve public order, the Salem State University Police Department is a visible part of campus life. The SSUPD is organized, trained, and equipped to provide progressive law enforcement and emergency services to the university community.

Pursuant to the General Laws of Massachusetts, Chapter 15A, § 22, and Chapter 73, § 18, the Board of Trustees at Salem State University has established the Salem State University Police Department; and the Board has invested the department all the same powers, authority, immunities, and privileges of state and municipal police officers including, but not limited to, the power to make arrests, to handle prisoners, and to enforce all traffic laws on streets and highways throughout the property owned, leased, used, or controlled by the university.

In addition to the enforcement of state law, Salem State University Police officers enforce the rules, regulations, and policies of Salem State University, including but not limited to parking and traffic regulations, whether or not violation thereof constitutes a criminal offense.

Police officers' authority has also been interpreted by case law to include the vicinity of the campus – the “environs and passageways” – in certain circumstances.

Police officers are also granted limited police authority under G.L., Chapter 147 § 10F for the enforcement of university parking regulations. Parking enforcement officers also receive grants of authority under this law.

Subject to the approval of the Chief of Police, Salem State University Police officers may also receive supplemental police authority through special appointment as City of Salem police officers under G.L., Chapter 41§ 99, or as special state police officers pursuant G.L., Chapter 22C § 63.

Salem State University Police officers attend full-time Municipal Police Training Committee academies located throughout the Commonwealth or the Special State Police Officer Academy under the direction of the Massachusetts State Police. The Salem State University Police Department operates 24 hours per day, seven days a week, providing all patrol, investigation, specialized, and emergency response, as well as crime prevention and educational services at the Salem State University campus.

By mutual agreement with state and federal agencies, SSUPD maintains a Criminal Justice Information Services terminal which provides department personnel with access to the National Crime Information Computer Network as well as the Criminal History Systems Board of the Commonwealth of Massachusetts. These computer databases are used to enhance public safety by accessing criminal history data, nationwide police records, driver/vehicle identification information, as well as other local, state and federal law enforcement information.

The sworn personnel and support staff of the Salem State University Police Department are dedicated to ensuring that the Salem State University campus is a safe environment for studying, teaching, researching, recreating, and living. Our department strives toward this goal through problem-solving partnerships with the faculty, staff, and students, as well as state and local governmental bodies, and our community's neighbors.



**MEMORANDUM OF UNDERSTANDING WITH LOCAL, STATE, AND REGIONAL AGENCIES**

The Salem State University Police Department maintains a close working relationship with the Salem Police Department (SPD). The SSUPD routinely works with other public safety agencies in Salem, including the Salem Fire Department, MBTA Transit Police, Essex County Sheriff's Department, and the Massachusetts State Police. Meetings are held between the leaders of these agencies on both a formal and informal basis. The officers of SSUPD and SPD communicate regularly on the scene of incidents that occur in and around the campus area. The SSUPD detectives work closely with the investigative staff at SPD when incidents arise that require joint investigative efforts, resources, crime related reports and exchanges of information, as deemed necessary. The SSUPD and SPD have entered into a Memorandum of Understanding with respect to the request for supplemental law enforcement services as well as the use of prisoner holding facilities.



STATEMENT OF POLICY ON REPORTING A CRIME OR EMERGENCY ON CAMPUS

Community members, students, faculty, staff, and guests are encouraged to report all crimes and public safety related incidents to the university police department in a timely manner. While this publication focuses primarily on reporting to the university police department, we recognize that members of our university community may witness or be involved in incidents off campus or immediately adjacent to campus. In these instances, if assistance is required from the city police department, fire department or emergency medical service, the university police will contact the appropriate department and coordinate a response.



Crimes should be reported to the university police department to ensure inclusion in the annual crime statistics and to aid in providing timely warning notices to the community when appropriate. When calling for either emergency or non-emergency service, be prepared to:

- Clearly identify yourself;
- State where you are calling from;
- State briefly the nature of your call.

If possible, stay on the line unless otherwise advised by the dispatcher. If assistance is required from off campus, the dispatcher will summon the appropriate police, fire, and/or medical service.

The Salem State University Police Department emergency number is:

- 6111 from an on-campus phone
- 978-542-6111 from a cell phone

**Salem State University Mandatory Crime Reporting Policy**

Except for victims of sexually based offenses (including instances of sexual misconduct under Title IX of the Education Amendments of 1972), all Salem State University students, staff, and faculty are required under this policy to report any crime occurring on campus to the Salem State University Police Department. Victims of sexual offenses may report such crimes on a voluntary, confidential basis for inclusion in the university’s annual disclosure of crime statistics by mailing a written statement to the chief of police, Salem State University Police Department.

## **Legally Mandated Crime Reporting**

In addition to SSU's policy mandating the reporting of all crimes to the Salem State University Police Department, the following individuals on campus are legally required to report crimes under certain circumstances:

### Campus Security Authorities (CSA)

For the purposes of the federal Clery Act, a "campus security authority" is any university official who has "significant responsibility for student and campus activities," including, but not limited to, student housing or student disciplinary proceedings. See 20 U.S.C. § 1092(f).

Campus security authorities are required by law to receive Clery crime reports and to:

- Report them to law enforcement
- Forward all crime reports received for statistical purposes to the institution's coordinator of campus security authorities. (At SSU, the university's chief of police.)

Examples of individuals who meet the criteria for being campus security authorities include but are not limited to:

- A vice president for student life who oversees student housing, a student center or student extracurricular activities.
- A director of athletics, a team coach or a faculty advisor to a student group.
- A student resident assistant or a student who monitors access to dormitories.
- A coordinator of Greek Life.

At Salem State University those designated as Campus Security Authorities include but are not limited to:

- All members of the university police
- Dean of Students
- Associate Dean of Students
- Assistant Deans of Students
- All Student Life staff
- Director of Residence Life
- Associate and Assistant Directors of Residence Life
- Residence Hall Directors, Assistant Directors, Area Coordinators, Graduate Resident Directors
- Resident Assistants
- Residence Hall front desk staff
- Counseling and Health Services Staff (Except licensed counselors)
- Athletics Department staff
- Advisors to student groups and clubs

Examples of individuals who would not meet the criteria for being campus security authorities include:

- A faculty member who does not have any responsibility for student and campus activity beyond the classroom.
- Clerical or cafeteria staff.

**Limited Voluntary Confidential Reporting:**

As previously stated it is Salem State University’s policy that all crimes be reported to the university police department or other appropriate law enforcement agency. Anyone who is the victim of a crime or witness to a crime on campus is encouraged to promptly report the incident to the university police. Due to the sensitive nature of certain types of crime, victims of sexual assault may choose to confidentially report crimes to the Dean of Students, Counseling and Health Services, Title IX Coordinator or Deputy Title IX Coordinator. Police reports are public records under state law, and therefore, the Salem State University Police cannot hold reports of crimes in confidence and will investigate all reports. In accordance with state law the identity of victims of sexual assault and domestic violence related crimes are withheld from public disclosure.

Campus “pastoral counselors” and “professional counselors,” when acting as such, are not considered to be campus security authorities for the purposes of the Clery Act and are not required to report crimes for inclusion in the annual disclosure of crime statistics. However, as a matter of policy, counselors at Salem State University are encouraged; if and when they deem it appropriate, to report incidents on a voluntary basis that is personally non-identifiable for inclusion in the university’s report of annual crime statistics.

Counselors are defined as:

Pastoral Counselor- An employee of the university who is associated with a religious order or denomination, recognized by that religious order or denomination as someone who provides confidential counseling and who is functioning within the scope of that recognition as a pastoral counselor.

Professional Counselor- An employee of the university whose official responsibilities include providing psychological counseling to members of the institution’s community and who is functioning within the scope of his or her license or certification.

**Mandated Reporters of Child Abuse or Neglect**

Certain professionals are required under state law to report child abuse or neglect to the Massachusetts Department of Children and Families. They may also report the abuse or neglect to law enforcement or the state Child Advocate. See G.L. c. 119, § 51A.

Mandated reporters include (but are not limited to):

- Health care professionals, including physicians, nurses, psychological therapists, drug and alcohol counselors, and EMTs
- Child care workers
- Police officers
- Social workers
- Religious leaders, priests, ministers, rabbis, and other members of the clergy

Reports of child abuse or neglect must be made to the Salem State University Police Department, which will assist with the notification to the Department of Children and Families in conformance with G.L. c. 119, § 51A.

### **Mandated Reports of Elder Abuse**

As with child abuse reporting, certain professionals are required to report elder abuse. Reports of elder abuse must be made to the Salem State University Police Department, which will assist with the notification to the Department of Elder Affairs in conformance with G.L. c. 19A, § 15.

### **Witnesses to Certain Violent Crimes**

Massachusetts state law requires a witness to a murder, manslaughter, rape, armed robbery, or hazing to report that crime to law enforcement “to the extent that such person can do so without danger or peril to himself or others.” See G.L. c. 268, § 40; G.L. c. 269, § 18. Reports of violent crimes, on or near campus, must be made to the Salem State University Police Department.

### **Physicians Treating Rape or Sexual Assault**

Massachusetts law requires any physician who provides treatment to a rape or sexual assault victim to report the offense to law enforcement, but without including the victim’s name or other identifying information. See G.L. c. 112, § 12A 1/2. Physician reports of sexual assault alleging to have occurred on campus must be made to the Salem State University Police Department.

### **Witnesses to Carrying a Firearm or Other Dangerous Weapon on Campus**

Faculty and administrators are required to report the unlawful carrying of a firearm or other dangerous weapon on campus in conformance with G.L. c. 269, § 10(j). Reports of unlawful weapons-carrying on campus must be made to the Salem State University Police Department.

### **Contacting the SSU Police Department to Report a Crime**

Salem State University Police headquarters are located in the rear of 71 Loring Avenue Salem, MA and the department’s communication center can be reached (24 hours a day, year-round) by dialing 6111 from an on-campus telephone, or 978-542-6111 from a mobile phone. The office of the chief of police can be reached (from 8 a.m. to 4 p.m. Monday through Friday) at 978-542-6542 regarding administrative and business matters.

The Salem State University Police Department responds to all reports of criminal incidents or emergencies, investigates crimes, and takes whatever action is necessary to resolve emergencies.

To report a crime that occurs at an off-campus location, contact the appropriate local police department. In the case of an emergency it is always best to dial 911 and follow the procedures outlined above.

### **Daily Crime Log**

The Salem State University Police Department maintains a daily crime and fire log, which is available to the public for review during normal business hours. For a copy or to review the log, please visit the SSU Police station located 71 Loring Avenue Salem, MA.

## **STATEMENT OF POLICY ADDRESSING TIMELY WARNINGS**

The purpose of this policy is to establish guidelines for the University's issuance of (a) "Clery Act Timely Warnings" in compliance with the timely warning requirement of the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act of 1990 (Clery Act) and (b) Community Safety Notices for off-campus crimes and other incidents that are deemed to pose a danger to the SSU community or are otherwise determined, in the University's sole discretion, to be disclosed to promote safety and security awareness.

Please also see the University's Policy Regarding Emergency Notifications – Immediate Threat. If there is an immediate significant threat to the health or safety of students or employees occurring on campus, the University will follow its Policy Regarding Emergency Notifications – Immediate Threat in the University's current Annual Security Report in lieu of this policy.

### **Crime Alerts**

It is the policy of Salem State University to alert the campus community – via the issuance of "Clery Act Timely Warnings" – to the occurrence of certain crimes occurring on campus in compliance with the Clery Act. The Clery Act requires Clery Act Timely Warnings following incidents constituting "Clery Act crimes" that are considered to represent a potentially serious or continuing threat to the campus community. These crimes may include the Uniform Crime Reporting Program (UCR)/National Incident Based Reporting System (NIBRS) classifications<sup>1</sup> of murder, non-negligent manslaughter, rape and other sex offenses, robbery, aggravated assault, burglary, major incidents of arson and hate crimes, among others. Crimes, such as aggravated assault and sex offenses (including rape, fondling, incest and statutory rape), are considered on a case-by-case basis, depending upon the facts of the case and the information known to the SSUPD. For example, if an aggravated assault occurs between two students

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<sup>1</sup> Federal crime definitions apply even if state law differs from federal law.

who have had a disagreement and there is no ongoing threat to other SSU community members, then a Clery Act Timely Warning would not be distributed.

The purpose of the Clery Act Timely Warning is to aid in the prevention of similar crimes by alerting the University community about the incident and providing information on the actions people can take to diminish their chances of being victimized.

The Chief of Police or designee reviews all reports of these crimes to determine if there is an ongoing threat to the community and, if time permits, consults with other University administrators as deemed necessary. The Chief of Police or designee also considers the timing of the issuance of a Clery Act Timely Warning regarding the possible risk of compromising law enforcement efforts.

### **Community Safety Notice**

While not required by the Clery Act, as an additional service to the campus community, SSU may, in its discretion, distribute a Community Safety Notice for on or off campus crimes and other incidents (e.g., kidnapping, suspicious activity) that are deemed to pose a danger to the SSU community or are otherwise determined, in the University's sole discretion, to be disclosed to promote safety and security awareness.

### **Authority and Responsibility for Issuance of Timely Warnings**

Clery Act Timely Warnings and Community Safety Notices are usually written and approved for distribution by the Chief of Police, Police Captain or Police Lieutenant. If time permits, SSUPD may consult any other administrator as deemed necessary to determine the content of a Community Safety Notice.

If it is determined that a Clery Act Timely Warning or Community Safety Notice will be issued, the Chief of Police, Captain, or Lieutenant will approve the content, timing, and dissemination method.

### **Means of Dissemination of Clery Act Timely Warnings**

Dissemination methods of Clery Act Timely Warnings may include but are not limited to the following:

- Campus-wide email
- Text messages
- Phone
- Twitter
- Facebook
- University homepage (<https://www.salemstate.edu/>)

<b>Clery Act Timely Warnings- System to Use</b>	<b>Primary Message Creator</b>	<b>Backup Message Creator</b>	<b>Authority for Approving and Sending Messages</b>	<b>Primary Message Sender</b>	<b>Backup Message Sender</b>
<b>PRIMARY</b>					
<ul style="list-style-type: none"> <li>• <i>Campus-Wide email</i></li> <li>• <i>Text Messages</i></li> <li>• <i>Phone</i></li> <li>• <i>Twitter</i></li> </ul>	<i>Chief of Police</i>	<ul style="list-style-type: none"> <li>• <i>Captain</i></li> <li>• <i>Lieutenant</i></li> <li>• <i>Director of Public Relations</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Chief of Police</i></li> <li>• <i>Captain</i></li> <li>• <i>Lieutenant</i></li> </ul>	<i>Chief of Police</i>	<ul style="list-style-type: none"> <li>• <i>Captain</i></li> <li>• <i>Lieutenant</i></li> <li>• <i>Director of Public Relations</i></li> </ul>
<b>SECONDARY</b>					
<ul style="list-style-type: none"> <li>• <i>SSU Police website</i></li> <li>• <i>University homepage</i></li> </ul>	<i>Chief of Police</i>	<ul style="list-style-type: none"> <li>• <i>Captain</i></li> <li>• <i>Lieutenant</i></li> <li>• <i>Director of Public Relations</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Chief of Police</i></li> <li>• <i>Captain</i></li> <li>• <i>Lieutenant</i></li> </ul>	<i>Chief of Police</i>	<ul style="list-style-type: none"> <li>• <i>Captain</i></li> <li>• <i>Lieutenant</i></li> <li>• <i>Director of Public Relations</i></li> </ul>

Clery Act Timely Warnings are primarily distributed to the University community via campus-wide email, text messages, and phone; provided, however, that the Chief of Police, Police Captain, or Lieutenant may use other methods of dissemination as determined in their sole discretion including but not limited to the dissemination of bulletins to various offices and residence halls or the posting of material on bulletin boards.

**Means of Dissemination of Community Safety Notice**

Dissemination methods of Community Safety Notices may include, but are not limited to, the following:

- Campus-wide email
- Twitter
- SSU Police Website
- Community Announcements/Flyers/Posters
- University website

**POLICY REGARDING IMMEDIATE EMERGENCY RESPONSE AND EVACUATION PROCEDURES**

**Emergency Response and Evacuation Procedures and Policies**

Salem State University’s Emergency Plans are designed to provide a resource for Salem State University personnel and administrators in assisting with information and guidelines for planning and responding in a crisis. While the plans do not cover every conceivable situation, they supply the basic administrative guidelines necessary to cope with most campus emergencies.

All campus administrators, especially those whose responsibilities and authority include the operational areas responsible for primary emergency operations, must adhere to these guidelines. Only those

University administrators responsible for directing and/or coordinating emergency operations may approve exceptions to any crisis management procedure as required to fulfill the emergency response.

The SSU Emergency Plans include information regarding shelter-in-place and evacuation guidelines. During the school year, the university conducts evacuation drills coordinated by the university police department. These drills are conducted twice a year at a minimum and more frequently as deemed necessary or if facilities are altered. During evacuation drills, every building is evacuated and all persons are instructed to proceed to pre-determined evacuation assembly areas.

The university also publishes an emergency information guide that is available to all students and employees. This guide contains detailed information regarding a variety of emergencies and hazardous conditions and includes response guidance for students and staff.

### Evacuation Procedures

Every person in the building, including staff, faculty, students, visitors, and contractors where the fire alarm is sounding, regardless of known or suspected cause, is required to evacuate immediately. Persons evacuating must leave via the closest exit. Any equipment that could cause a fire should be turned off before exiting if it can be done quickly and safely. All occupants will assemble at a safe distance from the building and await further instructions from fire or police personnel. No occupant will re-enter a building until clearance is given by fire or police personnel.

The following evacuation procedures are in place for the residence halls. These procedures are to be followed when a fire alarm sounds. All residents and their guests must exit the building when a fire alarm sounds, regardless of whether it is a fire drill, false activation, or actual fire. Any persons physically unable to exit the building should immediately contact the SSU Police Department at 978-542-6111 from a cell phone or 6111 from a campus phone. Questions regarding the procedures should be directed to The Office of Residence Life or the SSU Police Department.



Please use the emergency exits available in your building. **DO NOT USE ELEVATORS.** It is important to be aware of all possible exit locations in your residence hall in the event that one or more of the fire exits are unsafe.

### When Evacuation is Not Possible

In a fire or fire alarm situation, always check doors to see if they are hot or warm to the touch before you open them. If heat or smoke prevents you from evacuating, return to your room and use towels or other cloth items to seal around the door. Hang a white object in the window and reclose the window (if it opens) as much as possible. Do not reopen your window (if it opens) unless forced to do so by smoke.



After you have sealed your door, immediately call 911 and advise emergency responders of your location and situation. Wait for help to arrive.

### **Sheltering In Place**

Because sheltering in place may be the protective action recommendation for several emergencies with differing risks, and because sometimes the initial recommendation is to shelter in place followed by relocation, there is no single set of shelter in place procedures. Based on the type of emergency, such as Tornado, Hostile Intruder, or Hazardous Material Release Outside, you should consult each relevant section of the Emergency Information Guide

([https://www.salemstate.edu/sites/default/files/pdfs/Emergency\\_Info\\_Flipbook\\_Finalized.pdf](https://www.salemstate.edu/sites/default/files/pdfs/Emergency_Info_Flipbook_Finalized.pdf)) for guidance. Emergencies change as they progress. The questions to ask yourself are: Am I safer inside or outside? Where am I safest inside? Where am I safest outside?

### **Emergency Response Training**

The university routinely conducts tests and drills to evaluate and increase proficiency in its response to a variety of emergencies. This testing and evaluation includes, but is not limited to, police response to active shooter events, civilian response to active shooter events, cybersecurity incident response (tabletop exercises), emergency operations center testing etc.

## **POLICY REGARDING EMERGENCY NOTIFICATIONS- IMMEDIATE THREAT**

Salem State University has various systems in place, such as an Emergency Notification System and Siren/Public Address System (see chart below for a list of all systems) that may be used to communicate official information during an emergency or crisis situation that disrupts normal campus operation. SSU will immediately notify the campus community upon confirmation of a significant emergency or dangerous situation involving an immediate threat to the health or safety of students or staff occurring on campus. The SSU Police Department receives information from various offices/departments on campus, such as the Emergency Management Team. Some or all of the below listed systems will be used to immediately notify the campus community that a dangerous situation or emergency exists involving an immediate threat to the health or safety of students or staff on campus and when immediate action is required by the recipient.

If the SSU Police Department confirms (when possible, with the assistance of key campus administrators, local first responders or the National Weather Service) that there is an emergency or dangerous situation that poses an immediate threat to the health or safety of some or all members of the SSU community, SSUPD has the authority to distribute an immediate notification message without approval. If time permits, SSUPD will collaborate with the university's General Counsel and any other administrator as deemed necessary to determine the content of the message and the messages will be initiated by the systems described below to communicate the threat to the SSU community or to the appropriate segment of the community, if the threat is limited to a particular building or segment of the population.

Follow up information pertaining to a significant emergency or dangerous situation on campus will be sent using some or all of the systems listed under “Timely” warnings.

<b>System to Use</b>	<b>Primary Message Creator</b>	<b>Backup Message Creator</b>	<b>Authority for Approving and Sending Messages</b>	<b>Primary Message Sender</b>	<b>Backup Message Sender</b>
<b>PRIMARY</b>					
<b>Outdoor Siren</b>	<i>Police Command Staff/Dispatcher</i>	<i>Police Dept. Staff</i>	<i>Police Command Staff</i>	<i>Police Command Staff</i>	<i>Dispatcher/Police Dept. Staff</i>
<b>Emergency Text, Email and Phone Messaging</b>	<i>Police Command Staff/Dispatcher</i>	<i>Police Dept. Staff</i>	<i>Police Command Staff</i>	<i>Police Command Staff</i>	<i>Dispatcher/Police Dept. Staff</i>
<b>SECONDARY</b>					
<b>Network Emails</b>	<i>Chief of Police</i>	<i>Police Command Staff</i>	<i>Police Command Staff</i>	<i>Chief of Police</i>	<i>Police Command Staff</i>

**Emergency Notification System includes:**

- Text messaging
- Email
- Voice Messaging (including messages to all University Phones)

NOTE: If technology fails, SSU may communicate using face to face communication and loudspeakers installed on SSUPD cruisers.

**Members of the Larger Community:**

In the event of an incident requiring significant emergency response and evacuation of the campus, the university will without delay, and taking into account the safety of the community, determine the content of the notification and initiate the notification system unless issuing a notification will, in the professional judgment of responsible authorities, compromise efforts to assist a victim or to contain, respond to or otherwise mitigate the emergency.

**SAFETY AND SECURITY AWARENESS AND CRIME PREVENTION PROGRAMS**

Salem State University believes that through crime prevention and security awareness education, community members are better prepared to prevent crime and to respond if crime does occur. During New Student Orientation, students and their parents are informed of safety and crime prevention resources offered by the university. They are informed of crime on-campus and in surrounding neighborhoods. Similar information is presented to new employees. Crime prevention programs and sexual assault prevention programs are offered on a continual basis. Periodically, during the academic year, the Salem State University Police Department, in cooperation with other university organizations and departments, presents crime prevention awareness sessions on sexual assault, domestic/dating violence, theft, and vandalism, as well as educational sessions on personal safety and residence hall security. A common theme of all security awareness and crime prevention programs is to encourage

students and employees to be aware of their responsibility for their own security and the security of others.

Specific Education in Sexual Assault, Domestic Violence, Dating Violence and Stalking:

The university is committed to providing on-going education and support programs aimed at the eradication of sexual misconduct and relationship violence.

The university has implemented primary and on-going prevention and awareness programs for students and employees focused on sexual misconduct, relationship violence, risk reduction and bystander intervention (e.g., safe and positive options that may be carried out to prevent harm or intervene when there is a risk of sexual misconduct or relationship violence), and promotion of positive behaviors that foster healthy, mutually respectful relationships and sexuality. Additional information regarding these programs can be found in this report under the section detailing our Policies and Procedures regarding Sexual Assault, Domestic Violence, Stalking and Dating Violence, Title IX and the Violence Against Women Act.

**Rape Aggression Defense System (R.A.D.)**

The R.A.D. Program is designed to teach women about awareness, prevention, risk reduction and avoidance while progressing into the basics of hands-on defense training. R.A.D.'s objective is to "develop and enhance the options of self-defense, so they may become viable considerations to the woman who is attacked." Rape affects all people, no matter what their age, race or economic status. It is one of the most rapidly growing



crimes in American society. FBI projections suggest that one out of three women can expect to be sexually assaulted in their lifetime. In the United States, one forcible rape occurs every seven minutes. Each year, about 90,000 forcible rapes are reported to the police, but it is estimated that almost 90% of all rapes and attempted rapes are not reported. Each situation is different, making rape prevention especially challenging. Steps can be taken, however, to lessen the chances of being raped. The Rape Aggression Defense System is a program of realistic, self-defense tactics and techniques. R.A.D. is dedicated to teaching women defensive concepts and techniques against various types of assaults, by utilizing easy, effective and proven self-defense tactics. This system of realistic defense will provide women with the knowledge to make an educated decision about resistance.

The Salem State University Police Department invites female students and staff to take advantage of the woman's self-defense course that is provided free of charge. The course requires a 14-hour commitment from each participant. Certified R.A.D. instructors teach each course and courses are offered every semester or upon request. Classes are generally held in the evenings during the academic year.

### Additional Safety Tips

The following safety tips are offered to all community members to help protect themselves from crime:

#### Know Your Environment:

- “Blue Light” Emergency phones are located throughout all areas of campus. Familiarize yourself with the location of the emergency phones and how they function.
- Dial Ext. 6111 or 978-542-6111 to reach the university police department 24/7. Notify the police department of anything suspicious and an officer will gladly respond and investigate.
- Stay in well-lit areas.
- Know where to obtain help when you need it.
- Keep items left in vehicles inside a locked compartment such as a trunk or glove box so that they are out of view.
- Keep all valuables under your direct control and do not leave valuables unattended.



#### Safety in Numbers:

- Walk with a friend.
- Use the student shuttle service when vans are available.
- If you are uncomfortable or concerned walking from a building to your vehicle, then call the university police department to request a safety escort.

#### Residence Hall:

- Keep the doors locked
- Do not allow or encourage unauthorized visitors in your residence hall, room or apartment.
- Know the location of fire extinguishers and fire alarms.
- Follow campus rules about candles, combustibles, microwaves, refrigerators etc.
- Mark all equipment using an identifier and keep a record of all serial numbers.
- Use a cable-locking device to secure computers, TV, gaming devices etc.

**SSU Viking Shuttle & Student Shuttle- Viking Vans**

The SSU Viking Shuttle provides free and continuous on-campus transportation for all members of the SSU Community in an effort to:

- Provide safe, efficient, and courteous passenger service
- Achieve fuel conservation and reduction of traffic congestion on campus
- Provide part-time student employment and management experience
- Increase student mobility and campus security
- Increase utilization of mass transportation



**SHUTTLE SERVICES**

**HOURS OF OPERATION:**

**Viking Shuttle**

Monday – Friday 7:00AM-6:00PM

No weekend Service

**Student Run Shuttle- Viking Vans**

Monday/Wed 5:00PM – 12:00AM

Tues 7:00 PM – 12:00AM

Thurs-Fri 7:00PM – 1:00 AM

Sat-Sun 12:00PM- 12:00AM

\*\*Please note that inclement weather, vehicle maintenance, and heavy traffic conditions may affect the times listed on the schedules. All Viking Shuttle vehicles are handicapped accessible.

The shuttle service is free of charge and is available to all students, employees, and guests of Salem State University.

A detailed Viking Shuttle schedule including a list of stop locations is posted on the university website at: <https://www.salemstate.edu/community/campus-map/campus-shuttle-bus-information>

A detailed Student Shuttle-Viking Van schedule with stop locations is posted here:

<https://www.salemstate.edu/community/campus-map/campus-shuttle-bus-information/student-shuttle-schedule>



**Blue Light Phones -emergency notification**

There are blue light emergency communication towers throughout campus. With the push of a button the user can communicate directly with the University Police Communications Center. Upon receiving notification from the blue light emergency phone, SSU police officers will respond immediately to the location and render aid.

**Video Cameras**

Salem State University seeks to enhance public safety and security by utilizing video cameras, in a professional and ethical manner, in select locations on campus.

**Response to Medical Emergencies**

All Salem State University police officers are trained as First Responders in emergency medical care. Several officers are trained to the Emergency Medical Technician (E.M.T.) level in emergency medical care. All patrol vehicles are equipped with E.M.T. emergency equipment and automatic defibrillators.



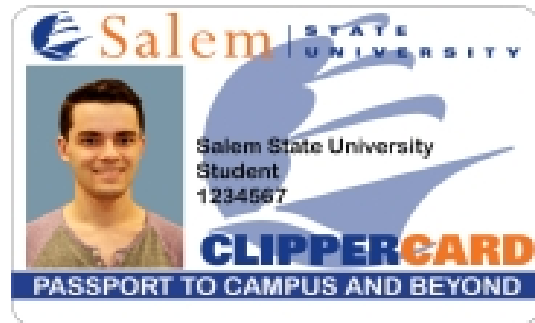
**STATEMENT OF POLICY CONCERNING FACILITY SECURITY AND ACCESS**

**Administrative and Academic Building Security & Access**

Academic and administrative buildings are typically open and accessible during normal business hours. Salem State University utilizes a state-of-the-art card access system –using an ID card called a “Clipper Card” – and secondary locking devices in most of its campus buildings. Officers conduct routine patrols of academic and administrative buildings to monitor and maintain security protocols.

### Residential Facilities Security Access

Residential facilities are locked 24/7 and are only accessible to building residents and their authorized guests. Residents are helpful in maintaining a safe living environment if they avoid allowing unknown individuals to follow them into the building. All residence halls with the exception of the Bates Townhouse Complex are monitored 24/7 by student desk receptionists. These student employees monitor access to all residence halls and ensure that only authorized residents and guests are permitted entry. Residence Life staff members and SSUPD officers routinely patrol residential facilities to observe and report any security related matters.



The Clipper Card is the official Salem State University identification card. Students, faculty, staff and other campus community members are eligible to obtain Clipper Cards. Students must be registered for classes and provide a photo ID (such as a driver's license) in order to obtain a card.

These systems help ensure that only faculty, staff, students, and guests with proper authorization are allowed to enter university facilities. Individuals found on university property without a legitimate purpose may be directed to leave campus. Failure to comply with a warning will result in arrest for trespassing.

### POLICY ADDRESSING SECURITY CONSIDERATIONS USED IN THE MAINTENANCE OF FACILITIES

Salem State University is committed to maintaining a safe physical campus. The campus is maintained in a manner that minimizes hazardous conditions, by providing well-lit walkways and parking areas. Additionally, SSUPD works closely with Facilities Management to promptly address malfunctioning door locks, burned out lights or other issues relating to physical security.

### STATEMENT OF POLICY FOR ADDRESSING CRIMINAL ACTIVITY OFF CAMPUS

Criminal activity occurring off-campus is addressed by the appropriate law enforcement agency having jurisdiction where the crime occurs.

Salem State University has entered into an agreement with the City of Salem to hold students accountable for their off-campus behavior. When a Salem State University student is involved in an off-campus offense, SSU police officers may assist with the investigation in cooperation with local, state, or

federal law enforcement. Salem Police routinely work and communicate with SSU officers on any serious incidents occurring on-campus or in the immediate neighborhood and business areas surrounding campus. Salem State University operates no off-campus housing or off-campus student organization facilities. However, many students live in the neighborhoods surrounding Salem State University. While the City of Salem Police have primary jurisdiction in all areas off campus, Salem State University officers can and do respond to student-related incidents that occur in close proximity to campus. Salem State University officers have direct radio communications with the city police, fire department, and ambulance services to facilitate rapid response in any emergency situation.

## **STATEMENT OF POLICY ADDRESSING ALCOHOL, ILLEGAL DRUGS, AND SUBSTANCE ABUSE EDUCATION**

### **GENERAL STATEMENT REGARDING DRUG FREE SCHOOLS AND CAMPUSES REGULATIONS**

The use of illicit drugs and the improper use of alcohol at Salem State University, on university property or at university activities impairs the safety and health of students and employees, inhibits the personal and academic growth of students, lowers the productivity and quality of work performed by employees and undermines the public's confidence in the university. Only in an environment free of substance abuse can Salem State University fulfill its mission of developing the professional, social, cultural and intellectual potential of each member of this community.

In compliance with the Drug-Free Schools and Campuses Regulations (EDGAR Part 86), the information which follows outlines the standards of conduct that clearly prohibit the unlawful possession, use or distribution of illicit drugs and alcohol by students and employees on university property or as a part of any university activities and describes the applicable legal sanctions, associated health risks and support programs and services available to employees and students. All members of this community – faculty, staff and students – are urged to carefully and seriously reflect on their personal responsibility to remain drug free, and further, to demonstrate care and concern for others through timely intervention, support and referral.

### **GENERAL ALCOHOL POLICY FOR FACULTY, STAFF, ADMINISTRATORS AND STUDENTS**

The acquisition, possession, transportation and consumption of alcoholic beverages, including but not limited to ale, beer and wine are governed by various provisions of the laws of the Commonwealth of Massachusetts. These statutes fully apply on campus.

These statutes are part of the criminal laws of the Commonwealth of Massachusetts. Penalties for violations include fines of varying amounts and imprisonment for varying terms. They are enforced by police authorities, but the university requires that all members of the university community comply with them. Violations of laws or policies governing alcohol use will constitute grounds for disciplinary action in accordance with university policies and procedures.

- Alcoholic beverages shall not be offered gratuitously, sold to or consumed by a person under age 21 under any circumstances.



- Alcoholic beverages shall neither be offered nor consumed at university events, whether indoors or outdoors, except in places and at times, and under circumstances approved by the Office of Risk Management in consultation with the Dean of Students or Vice President for Academic Affairs. Alcoholic beverages will not be offered as a raffle or door prize.
- Safeguards must be taken by the sponsor of an event of which alcoholic beverages are a component, in order to insure an orderly function in compliance with these regulations. These safeguards must be presented to the Office of Risk Management in order to gain approval for alcoholic beverages to be served. Adequate assurance must be given that there will be no violation of criminal or civil law.
- If a violation occurs, the violators may face prosecution which may result in fines or confinement, and they also may be subject to disciplinary action in accordance with university policies and procedures.
- No alcohol beverage will be served in any academic classroom setting.
- Open containers, including but not limited to bottles, cans, cups, mugs, pitchers and pouches of alcoholic beverages or previously opened containers (seal broken) of alcoholic beverages are prohibited from all university buildings and grounds except for areas designated by the university via application through Office of Risk Management or within residence halls in compliance with applicable residential policies and applicable sections of the student code of conduct.
- Alcoholic beverages may not be sold on campus for profit.
- Whenever alcohol is a component of an event, ample food and non-alcoholic beverages must be readily available. If under-aged students are present all students must present a valid government issued ID to verify age before being served alcohol.
- University property includes property owned by the Commonwealth and used by the university, as well as property owned or leased by the university.
- No advertising of alcoholic beverages or related products is allowed on campus.

**Detailed Alcohol Policies for Students**

Students who are under 21 are not permitted to consume alcohol on campus at any time and doing so is a violation of state law and university policy that will result in legal and/or student conduct action.

Students and their guests are subject to the laws of the Commonwealth of Massachusetts. Underage students who are cited for alcohol violations off campus may also face student conduct action by the university.

**Alcohol Policy for Residence Halls**

Those students who are over 21 years of age may consume alcohol in the residence halls. Only residents are permitted to bring alcohol in the residence halls that they live in. Residence hall rooms are designated as wet or dry in accordance with age of the occupants.



Wet Room: - A room or apartment is considered wet if every person assigned to the room, or every person present in the room is at least 21 years old. Consumption of alcohol is allowed provided students adhere to limitations based on amounts.

Dry Room: A room is considered dry if any person assigned to the room, or present in the room, is under 21 years old. Consumption of alcohol is not permitted by any persons in a dry room regardless of age.

Consumption Limitations: Residents who are 21 years old or older may individually have in their possession no more than the following amounts of alcohol at any time:

- 72 oz. of beer or malt beverages including wine coolers, hard ciders, twisted teas etc. or
- 750 milliliters of wine or
- 200 milliliters of hard liquor
- No alcohol stronger than 80 proof is permitted. Limits apply to full, partially full, or empty alcoholic beverage containers.

Drinking Paraphernalia: The university prohibits drinking paraphernalia, including but not limited to, drinking funnels, ice luges, and other items that encourage binge drinking. Furthermore, possession of a keg, beer ball, and other central sources of alcoholic beverages are not permitted.

Alcohol is not permitted in the lounges, stairwells, or hallways of any residential facility. Students are allowed to possess alcohol in their apartment/bedroom only when all present individuals are over the age of 21.

Large parties within the residential areas are not permitted. Social gatherings exceeding the guest limits with alcohol present will be dispersed regardless of the ages of guests. The maximum number of people allowed in a room or apartment at any time is two guests per resident of the room that is present (i.e., in a six (6) person apartment, there can be no more than 18 people present). Students who host parties, with or without alcohol, will be held accountable for any violations.

### **Good Samaritan Policy**

In order to ensure that students receive prompt and appropriate attention for alcohol intoxication and that there are no impediments to seeking such assistance, the university upholds a Good Samaritan Policy.

In those instances, in which a student calls university police or another university office for assistance with an intoxicated or impaired student, neither the individual calling nor the student in need of assistance will be charged with violations of the university's policies on alcohol and other drugs. (This policy does not preclude disciplinary action regarding other violations of university standards, such as causing or threatening physical harm, sexual abuse, damage to property, harassment, hazing, etc. Students should also be aware that this university policy does not prevent action by local and state authorities.) Students who are taken to the hospital for treatment related to alcohol will be referred to the university's Counseling and Health Services. Serious or repeated incidents will prompt a higher degree of intervention from the Dean of Students office with possible disciplinary actions. This policy is

designed to save lives. The spirit of the Good Samaritan Policy is that we all have an ethical responsibility to help people in need. There is an expectation that students will take active steps to protect the safety and well-being of our community.

Students found in violation of the alcohol policy through report of a sexual assault, psychological or medical emergency will not be automatically subject to the minimum sanction. Such sensitive situations will be handled on a case by case basis.

### **Sanctions for Students Related to Violations to the Alcohol Policy**

It is the established practice of Salem State University to disclose the result of a disciplinary proceeding to a parent or guardian as long as the student is under the age of 21 at the time of the incident and the proceeding has resulted in a violation of university alcohol policies, or any federal, state, or local law (affiliated with alcohol). Such notification is standard practice. In compliance with the Drug Free Schools and Communities Act Amendments of 1989, the Dean of Students office publishes the following procedural guidelines with respect to violations of the alcohol policy:

#### First violation may include:

- Parental Notification (if under 21)
- Written Warning
- 5 Engagement Hours

#### Second violation may include:

- Parental Notification (if under 21)
- General Probation
- 10 Engagement Hours
- \$100 fine

#### Third violation may include:

- Range from disciplinary probation to suspension from the residence halls or the university

### **DRUG FREE CAMPUS POLICY**

The purpose of the Drug-Free Schools and Campuses Regulations is to implement section 22 of the Drug-Free Schools and Communities Act Amendments of 1989, which adds section 1213 to the Higher Education Act and Section 5145 to the Drug-Free Schools and Communities Act. These amendments require that, as a condition of receiving funds or any other form of financial assistance under any federal program, an institution of higher education (IHE), state educational agency (SEA) or local education agency (LEA) must certify that it has adopted and implemented a drug prevention program. In part the IHE must establish standards of conduct that clearly prohibit, at a minimum, the unlawful possession, use, or distribution of illicit drugs and alcohol by students and employees on its property or as part of any of its activities.

**Student Conduct Policy Related to Drugs**

- It is a violation of university policy to possess, use, manufacture, distribute, transfer, consume, sell (or intend to sell), broker or facilitate the distribution of any controlled substance including marijuana.
- Possession, use, sale, distribution, or manufacture of drug paraphernalia
  - Drug paraphernalia is defined as any equipment, product, material and/or ingredients that is/are used or modified for making, using, or concealing illegal drugs, including but not limited to, pipes, smoking masks, screens, bong, hookahs, vape pens or roach clips. Certain scales, grinders, vials and baggies may also be considered drug paraphernalia.
- Marijuana- While Massachusetts state law permits the use of recreational marijuana and medical marijuana for certain aged persons, federal law prohibits marijuana use, possession, distribution, and/or cultivation at educational institutions. Therefore, the use, possession, distribution or cultivation of marijuana for recreational or medical purposes is not allowed in any SSU residence hall or any other SSU premises, nor is it allowed at any University –sponsored events or activity off campus or any student organization event or activity.
  - Anyone who possesses or uses marijuana at any University premises may be subject to federal prosecution and University discipline.

**Sanctions for Student Violation of the Drug-Free Campus Policy**

1. Alleged violators of the drug policy are subject to immediate suspension from the university or any area thereof pending completion of due process as outlined in the Student Conduct Code.
2. If following due process, the alleged violator is found responsible, he/she/they may be subject to expulsion from the university and may also be subject to criminal prosecution under applicable state and federal laws.

**Disciplinary Sanctions for Marijuana Possession and Use for All Students**

First violation may include:

- Written Warning
- 5 Engagement Hours
- \$100 citation from the Police

Second violation may include:

- General Probation
- 10 Engagement Hours
- \$100 fine (if not cited)

Third violation may include:

- Range from disciplinary probation to suspension from the residence halls or the university depending on the severity of the violation and disciplinary history of the involved student.

**EMPLOYEE DRUG AND ALCOHOL POLICY AND SANCTIONS**

The use of illicit drugs and alcohol at Salem State, on university property or at university activities impairs the safety and health of employees, lowers the productivity and quality of work performed and undermines the public's confidence in the university. Only in an environment free of substance abuse can Salem State fulfill its mission of developing the professional, social, cultural, and intellectual potential of each member of the university community.

The unlawful possession, use or distribution of illicit drugs and alcohol on university property or as part of any university activity is prohibited. All members of the university community- faculty, staff and administrators – are urged to carefully and seriously reflect on their personal responsibility to remain alcohol and substance free.

The employees of Salem State shall not unlawfully manufacture, distribute, dispense, possess or use controlled substances or alcohol on university property, in conjunction with any university activity or in the university workplace. As a condition of employment, all employees will abide by this statement of policy. Employees will notify the university's Assistant Vice President of Human Resources and Equal Opportunity within five (5) days of being convicted of violating a criminal drug statute in the workplace. The employer will notify a grantor agency that an employee has been convicted of a drug-related offense within ten (10) days.

**Sanctions for Employee Drug and Alcohol Policy Violations**

Any individual who violates this prohibition will be subject to disciplinary action in accordance with any applicable bargaining agreement. Such disciplinary action may include suspension from employment, mandatory participation in an alcohol/drug abuse assistance or rehabilitation program, and termination of employment as well as referral of the matter for prosecution to an appropriate enforcement agency.

**STUDENT EMPLOYEE DRUG POLICY AND SANCTIONS**

Any student who is also employed in any capacity by the university, as a condition of such employment, will abide by the policies outlined in this document and applicable sections of the Student Conduct Code.

Student employees will notify the university's director of financial aid within five (5) days of being convicted of violating a criminal drug statute in the workplace. The university will notify a grantor agency that a student employee has been convicted of a drug-related offense within ten (10) days.

**TOBACCO-FREE CAMPUS INITIATIVE**

Salem State University recognizes the medical evidence that indicates that smoking and the use of tobacco products create a serious health hazard, and that this health hazard extends to non-smokers forced to breathe second-hand smoke. The primary responsibility of the university is to provide a healthy working and learning environment.

In the interest of further protecting the health and well-being of members and visitors of the university community, as of September 1, 2011, the use of any tobacco product is prohibited on our campus. This includes all buildings, grounds, parking lots, work areas, offices, restrooms, lobbies, public entrances, any vehicle moving or parked on campus, etc. Because of our collective concern for the environment, our awareness of the harmful effects of tobacco use on the user, and how much is being written about the effects of second-hand smoke on the non-smoker, we are committing ourselves to a tobacco-free environment at Salem State University.

Recognition of this responsibility has resulted in the development of the following standards:

1. The use of tobacco products is prohibited anywhere on the university campus, in any university building, in any vehicle owned, leased or rented by the university or any privately owned vehicle on campus grounds.
2. The sale of tobacco products on campus is prohibited.
3. As with any university standard, violators will be subject to disciplinary action as prescribed in the university's student rules and regulations or appropriate agreement between the BHE and the university's unionized employees.
4. These university standards will be enforced by the university police department.
5. Individuals should not bring cigarettes/tobacco products onto the campus, including smoking devices such as, but not limited to, e-cigarettes and hookahs.

### **Tobacco Free Campus Policy**

In compliance with the laws of the Commonwealth of Massachusetts, smoking is prohibited in all buildings administered by Salem State University.

In addition, the university has adopted a tobacco-free campus initiative and there is no use of tobacco products anywhere on campus property, including in vehicles in campus parking lots. Violations of these standards will subject the individual to disciplinary procedures found for students in the Student Conduct Code or for employees in the applicable collective bargaining agreement.

### Smoking Cessation

A tobacco-free campus initiative has been implemented which includes an education and awareness component, smoking cessation opportunities, and other continuing efforts to facilitate the implementation of these new standards. Students seeking help with smoking cessation may contact Counseling and Health Services at 978.542.6410. Employees may contact human resources to learn what services are available through our employee assistance program or you may contact your personal health insurance company.



Publicity

Every effort will be made to inform all members of the university community and public about the university's tobacco-free campus initiative. Such notification will include: signs on all buildings and on campus grounds, announcements at public events, reminders on programs and other materials, inclusion of the standards in the student code of conduct, accessibility via the university's counseling and health web page at salemstate.edu/chs and will be relayed during orientation sessions for new employees and new students.

Coverage

This policy shall apply to all administrators, faculty, staff, students, and guests of Salem State.

**Disciplinary Sanctions for Tobacco Use**

The Dean of Students office publishes the following procedural guidelines to violations of the tobacco-free campus policy:

First violation may include:

- Verbal Warning Smoking cessation packet

Second violation may include:

- Written Warning

Third violation may include:

- General Probation

Subsequent violation:

- Referral to the Dean of Students office

**IF YOU NEED ASSISTANCE**

Help concerning drug, alcohol and tobacco related problems is available from several sources. If you need assistance, or know of someone who needs help or have questions concerning alcohol and drug abuse, you may contact any of the following in confidence:

1. Counseling and Health Services, Ellison Campus Center, 978.542.6410.
2. Assistant Vice President of Human Resources and Equal Opportunity, Administration Building 978.542.6123.

Counseling and Health Services emphasizes prevention and education. Individual and group counseling is available to any student who seeks assistance in exploring or changing problematic substance use. Counseling and health services has established working relationships with area hospitals to facilitate referrals when inpatient treatment is indicated. Professional and student staff in the residence halls

receive training on issues regarding drug and alcohol use and abuse prior to each fall semester. In-service training continues throughout the academic year.

**Drug or Alcohol Abuse Education Programs**

Additional resources as well as descriptions of drug and alcohol abuse education programs can be found at the following link: <https://www.salemstate.edu/campus-life/support-services/counseling-and-health-services/alcohol-and-drug-resources>

**STATEMENT OF POLICY ADDRESSING HAZING**

**HAZING POLICY**

All forms of hazing by any individual, group, or organization are strictly prohibited by the university. Any infractions of the hazing policy by students, groups of students, or student organizations shall be processed through established campus disciplinary procedures.

1. Individual students found guilty of the hazing policy will be subject to disciplinary sanctions in the form of suspension, dismissal, or expulsion from the university.
2. Any student organization found guilty of the hazing policy will be subject to immediate loss of recognition for a specified period of time and possible revocation of its campus charter (if applicable). An organization desiring recognition after the specified time period shall reapply for recognition through the established campus procedures.
3. If a student affiliated with an organization acts individually or on the part of the organization to commit an act of hazing, both the student and the organization shall be held liable for the action and appropriate sanctions shall be imposed.

The following are the applicable laws of the Commonwealth of Massachusetts regarding hazing:

MGL Chapter 269 Sec. 17 Hazing Prohibited; Definition; Penalties.

Section 17. Whoever is a principal organizer or participant in the crime of hazing, as defined herein, shall be punished by a fine of not more than three thousand dollars or by imprisonment in a house of correction for not more than one year, or both such fine and imprisonment.

The term “hazing” as used in this section and in sections eighteen and nineteen, shall mean any conduct or method of initiation into any student organization, whether on public or private property, which willfully or recklessly endangers the physical or mental health of any student or other person. Such conduct shall include whipping, beating, branding, forced calisthenics, exposure to the weather, forced consumption of any food, liquor, beverage, drug or other substance or any other brutal treatment or forced physical activity which is likely to adversely affect the physical health or safety of any such student or other person or which subjects such student or other person to extreme mental stress, including extended deprivation of sleep or rest or extended isolation.

Notwithstanding any other provisions of this section to the contrary, consent shall not be available as a defense to any prosecution under this action.



MGL Chapter 269 Sec. 18 Failure to Report Hazing; Penalty.

Section 18. Whoever knows that another person is the victim of hazing as defined in Section 17 and is at the scene of such crime shall, to the extent that such person can do so without danger or peril to himself or others, report such crime to an appropriate law enforcement official as soon as reasonably practicable. Whoever fails to report such crime shall be punished by a fine of not more than one thousand dollars.

MGL Chapter 269 Sec. 19 Notification by Schools of Hazing Law; Report by Schools; Disciplinary Policy.

Section 19. Each institution of secondary education and each public and private institution of post-secondary education shall issue to every student group, student team, or student organization which is part of such institution or is recognized by the institution or permitted by the institution to use its name or facilities or is known by the institution to exist as an unaffiliated student group, student team or student organization, a copy of this section and sections 17 and 18; provided, however, that an institution's compliance with this section's requirements that an institution issue copies of this section and sections 17 and 18 to unaffiliated student groups, teams or organizations shall not constitute evidence of the institution's recognition or endorsement of said unaffiliated student groups, teams or organizations. Each such group, team or organization shall distribute a copy of this section and sections 17 and 18 to each of its members, plebes, pledges or applicants for membership. It shall be the duty of each such group, team or organization acting through its designated officer, to deliver annually, to the institution an attested acknowledgement stating that such group, team or organization has received a copy of this section and said sections 17 and 18, that each of its members, plebes, pledges, or applicants received a copy of section 17 and 18 and that such group, team or organization understands and agrees to comply with the provisions of this section and sections 17 and 18.

Each institution of secondary education and each public or private institution of post-secondary education shall, at least annually, before or at the start of enrollment deliver to each person who enrolls as a full time student in such institution a copy of this section and sections 17 and 18.

Each institution of secondary education and each public or private institution of post-secondary education shall file, at least annually, a report with the regents of higher education and in the case of secondary institutions, the board of education, certifying that such institution has complied with its responsibility to inform student groups, teams or organizations and to notify each full time student enrolled by it of the provisions of this section and sections 17 and 18 and also certifying that said institution has adopted a disciplinary policy with regard to the organizers and participants of hazing, and that such policy has been set forth with appropriate emphasis in the student handbook or similar means of communicating the institution's policies to its students. The Board of Regents and, in the case of secondary institutions the board of education shall promulgate regulations governing the content and frequency of such reports, and shall forthwith report to the attorney general any such institution which fails to make such report.

## STATEMENT OF POLICY REGARDING FIREARMS AND OTHER WEAPONS

**Weapons of any type, unless otherwise indicated as an exception below, are prohibited on campus.** A weapon is generally anything somebody could use to hurt or harm somebody else. Weapons could be any of the following including but not limited to:

- a knife
- a gun/firearm/pistol/revolver/rifle
- a BB gun, pellet gun or air soft gun
- any available object that could be used to hurt somebody else

Massachusetts General Laws, MGL Chapter 140 Section 121 defines a weapon as any rifle, shotgun or firearm.

A firearm is defined as a stun gun, a pistol, revolver or other weapon of any description, loaded or unloaded, from which a shot or bullet can be discharged and of which the length of the barrel or barrels is less than 16 inches or 18 inches in the case of a shotgun as originally manufactured; provided, however, that the term firearm shall not include any weapon that is: (i) constructed in a shape that does not resemble a handgun, short-barreled rifle or short-barreled shotgun including, but not limited to, covert weapons that resemble key-chains, pens, cigarette-lighters or cigarette-packages; or (ii) not detectable as a weapon or potential weapon by x-ray machines commonly used at airports or walk-through metal detectors.

- All firearms are prohibited on campus.
  - Under Massachusetts General Law Chapter 269 Section 10 (j) possessing a firearm on school grounds is prohibited. For the purposes of this paragraph, firearm shall mean any pistol, revolver, rifle or smoothbore arm from which a shot, bullet or pellet can be discharged.
  - “Whoever, not being a law enforcement officer...carries on his person a firearm...loaded or unloaded or other dangerous weapon in any building or on any grounds of any elementary or secondary school, college or university...shall be punished by a fine or not more than one thousand dollars or by imprisonment for not more than one year, or both”.
- All imitation firearms or facsimile firearms are prohibited.
- All ammunition is prohibited on campus regardless of the presence of a firearm.
- Electronic defense weapons are prohibited on campus.
- The carrying or storage of knives or other edged weapons on campus is prohibited except a pocket knife with a single edge blade measuring less than 2 ½ inches<sup>2</sup>. No person shall carry on his/her person or under his/her control in a vehicle or within a campus building any stiletto,

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<sup>2</sup> Knives utilized strictly for cooking purposes or cutting food (such as steak knives) are permissible in apartment style housing however these instruments must be properly stored within residential facilities and must not be carried on one’s person outside of residential units.

dagger or a device or case which enables a knife with a locking blade to be drawn at a locked position, any ballistic knife, or any knife with a detachable blade capable of being propelled by any mechanism, dirk knife, any knife having a double edged blade, or a switch knife, or any knife having an automatic spring release device by which the blade is released from the handle, having a blade or over one and one half inches, or a slung shot, blowgun, blackjack, metallic knuckles or knuckles of any substance which could be put to same use of with the same or similar effect as metallic knuckles, nunchaku, zoobow, also known as klackers or kung fu sticks, or any similar weapon consisting of two sticks of wood, plastic or metal connected at one end by a length of rope, chain, wire or leather, a shuriken or any similar pointed star-like object intended to injure a person when thrown, or any armband, made with leather which has metallic spikes, points or studs or any similar device made from any other substance or a cestus or similar material weighted with metal or other substance and worn on the hand, or a manrikigusari or similar length of chain having weighted ends.

- All chemical sprays with the exception of certain pepper sprays as specified below are prohibited on campus.
- Certain pepper spray canisters are allowed by persons 18 years of age or older for personal defense purposes. Pepper spray canisters must be standard form personal use size (2.5 oz. or less). Pepper spray canisters must not be in the form of a firearm or anything resembling a firearm. Only oleoresin capsicum form pepper spray is allowable in aerosol form (no gels allowed). Anyone wishing to carry pepper spray on campus must register it, in person, with the university police prior to carrying it on their person or storing it on campus.

**REPORTING CRIMINAL HARASSMENT**

All members of the Salem State University community have the right to be free from being harassed and or placed in fear. The law has provided victims of criminal harassment with the ability to receive relief from the courts even though there is no relationship with the abuser. The Harassment Prevention Order, Massachusetts General Law 258E, fills a critical gap in the law to protect victims of criminal harassment, stalking, or sexual assault from being harassed repeatedly regardless of their relationship with the perpetrator. If you are a victim of criminal harassment contact the Salem State University Police Department immediately for assistance or report to the Assistant Director of Labor and Employee Relations.

**POLICES AND PROCEDURES REGARDING SEXUAL ASSAULT, DOMESTIC VIOLENCE, STALKING AND DATING VIOLENCE, TITLE IX AND VIOLENCE AGAINST WOMEN ACT**

Title IX of the Educational Amendments of 1972 (Title IX), 20 U.S.C. §§1681 et seq., and its implementing regulations, 34 C.F.R. Part 106, prohibit discrimination on the basis of sex in education programs or activities operated by recipients of federal financial assistance. Title IX also covers sexual violence and reminds schools of their responsibilities to take immediate and effective steps to respond to sexual violence. Sexual harassment of students and/or employees, which includes acts of sexual violence, is a form of sex discrimination prohibited by Title IX.

Sexual violence refers to physical sexual acts perpetrated against a person’s will or where a person is incapable of giving consent due to the victim’s use of drugs or alcohol. An individual also may be unable to give consent due to an intellectual or other disability. A number of different acts fall into the category of sexual violence, including rape, sexual assault, sexual battery, and sexual coercion. All such acts of sexual violence are forms of sexual harassment covered under Title IX.

**Salem State University’s Title IX Coordinator is:**

Rita Colucci, General Counsel, Interim Title IX Coordinator	978.542.8600
Marlin Nabors, Associate Dean of Students/Deputy Title IX Coordinator	978.542.6442
Lauren Hubacheck, Assistant Dean of Students/Deputy Title IX Coordinator	978-542-6401

Salem State University will not tolerate, and specifically prohibits, sexual assault, sexual misconduct, sexual harassment, gender-based harassment, domestic violence, dating violence, stalking, and/or retaliation in any form. Where there is cause to believe that the university’s regulations prohibiting such acts have been violated, the university will encourage the alleged victim to pursue disciplinary action through the Sexual Violence Investigation and Resolution Procedures. To view complete information regarding Title IX and to access the full Equal Opportunity, Diversity and Affirmative Action Plan in its entirety, please go here: <https://www.salemstate.edu/offices-and-services/human-resources-and-equal-opportunity/title-ix> and here:

<https://www.mass.edu/shared/affirmativeaction/StateUAffirmativeAction.pdf>

Disciplinary sanctions for sexual assault violations may include suspension, dismissal or expulsion from the university. A student charged with sexual assault can be prosecuted under Massachusetts criminal statutes and disciplined under the university’s student conduct process. In those instances, in which criminal justice authorities choose not to prosecute a student for involvement in an alleged sexual assault, the victim retains the option to pursue disciplinary action within the student conduct system.

Salem State University will not tolerate, and specifically prohibits, any member of the university community sexually harassing, discriminating or assaulting another employee, student or other person having dealings with the university. This policy applies to face-to-face violations as well as those perpetrated through the use of electronic media. The university is committed to providing a working, living and learning environment that is free from all forms of sexually abusive, harassing or coercive conduct. This policy seeks to protect the rights of all members of the university community (faculty, librarians, administrators, staff, and students) and other persons having dealings with the university, to be treated with respect and dignity.

At times, persons may be hesitant to report the occurrence of sexual misconduct or violence to University officials because they are concerned that they themselves, or witnesses to, or persons with knowledge of the conduct, might be charged with violations of the University’s alcohol and/or drug policies. While the University does not condone these behaviors, it places a higher priority on the need to address instances of sexual misconduct and violence. In such cases, the University will not pursue

disciplinary action towards violations of the alcohol and/or drug policies against a person who, in good faith, reports misconduct or violence, is a witness to, or has knowledge of the incident.

Cases of alleged sexual assault, domestic violence, dating violence, stalking, sexual harassment, and sexual misconduct involving students and staff will be investigated by the Title IX Coordinator, Deputy Title IX Coordinator or the Dean of Students Office. An associated criminal investigation may be conducted by the university police or local law enforcement. For details on the administrative investigation process, please refer to the Definitions and Protocols portion of this section.

Title IX, VAWA Definitions and Protocols (Code of Conduct):

Refer to <https://www.salemstate.edu/offices-and-services/human-resources-and-equal-opportunity/title-ix> for more information regarding Title IX and VAWA

*What is Title IX?*

Title IX of the Education Amendments Act of 1972 prohibits discrimination on the basis of sex in any federally funded education program or activity. Title IX also covers sexual violence and reminds schools of their responsibilities to take immediate and effective steps to respond to sexual violence.

*What is the Violence Against Women Act (VAWA)?*

This Act addresses and prohibits acts of violence motivated by gender.

*Who is the Complainant?*

The Complainant is the individual making a complaint against someone else of engaging in sexual assault, sexual misconduct, sexual harassment, gender-based harassment, domestic violence, dating violence, stalking, and/or retaliation in any form.

*Who is the Respondent?*

The Respondent is the individual who is being accused of engaging in sexual assault, sexual misconduct, sexual harassment, gender-based harassment, domestic violence, dating violence, stalking, and/or retaliation in any form.

*What is the definition of preponderance of evidence?*

The preponderance of the evidence is the burden of proof standard used in Sexual Violence Investigation and Resolution Procedures. This means the Complainant must prove by the greater weight of the evidence that the Respondent actually violated the Sexual Violence Policy. In other words, considering all the evidence in the case, the administrative investigator and the administrative review board must be persuaded, considering all the evidence in the case, that more likely than not a violation of the Sexual Violence Policy occurred.

*What is the definition of retaliation?*

The University prohibits retaliation against any person for making a complaint of sexual violence, sexual harassment, gender-based harassment, domestic violence, dating violence, stalking and retaliation, for assisting in making a complaint, for resisting or openly opposing such conduct, or for otherwise using or participating in the complaint investigation process. Persons who file, or participate in the investigation or resolution of, claims or complaints of sexual violence, sexual harassment, gender-based harassment, domestic violence, dating violence, stalking and retaliation with outside agencies, law enforcement or otherwise pursuant to any applicable state or federal law, are also protected from retaliation.

Prohibited retaliation includes, but is not limited to: threats; intimidation; reprisals; continued harassment or misconduct; other forms of harassment; slander and libel; and adverse actions related to employment or education. Retaliation can be committed by individuals or groups, including friends, relatives or other associates of the person against whom a complaint is filed. Retaliation, even in the absence of proven sexual violence, sexual harassment, gender-based harassment, domestic violence, dating violence or stalking in an underlying complaint, constitutes a violation of this policy that is just as serious as the main offense itself.

*Title IX and VAWA Reminders*

- Reports cannot remain confidential. Title IX requires institutions to report and take action.
- Students have the right not to share information. It is important to know that the University may then be limited in its response.

*Confidentiality*

Employees (faculty, staff and administrators), especially those designated “Responsible Employees” are not able to keep reports of sexual assault confidential. According to Title IX, “If a complainant insists that his/her name not be disclosed to the alleged perpetrator, the school should inform the complainant that its ability to respond may be limited.” Specific information is not shared publicly, rather only with the Title IX Coordinator and those trained to respond to such information.

At the same time, different resources on campus come with different levels of confidentiality and, subsequently, different abilities to assist with the situation. Faculty, staff and administrators are not considered a confidential source that is protected by law. If a student wants to talk to someone and be assured of confidentiality, please refer to the following offices:

- Counseling and Health Services, Ellison Campus Center Room 107, 978-542-6413
- Prevention, Education, Advocacy and Response (PEAR) Ellison Campus Center Room 112, 978-542-2987
- YMCA North Shore Rape Crisis Center 24/7 Hotline 800-922-8772
- Healing Abuse Working for Change (HAWC) 24/7 Hotline 800-547-1649

### *Preservation of Evidence*

Any person who has experienced sexual violence is encouraged to take steps to preserve evidence of the incident, as doing so may be necessary to show probable cause that a crime took place or to obtain a protection order from the court. After an incident occurs, one should try to refrain from bathing, showering, brushing teeth, drinking, eating, douching or changing clothes until the evidence can be collected. If one changes clothes, one should place each garment in a separate paper (not plastic) bag. If the incident involves any written or electronic communications (e.g., pictures/videos, texts, social media posts, etc.), take care to preserve copies and not delete the originals. University police officers are trained to collect evidence and will assist with this process regardless of whether a complainant wishes to pursue a criminal complaint.

### *Advisors*

Students have the right to have an advisor present during any meetings regarding the process (other than meetings between victims and University officials regarding accommodations or protective interim measures) and disciplinary proceedings. Except as otherwise required by law, the advisor may observe, but may not participate in any way whatsoever, including, without limitation, by asking questions or speaking during the meeting or proceeding. The advisor's role is to provide support and/or advice to the party. During meetings and proceedings, the advisor may speak with the party or pass notes in a non-disruptive manner. The University reserves the right to remove from the meeting or proceeding any advisor who disrupts the process, or who does not abide by the restrictions on their participation. In addition, please note that the University does not need to cancel or delay a meeting or proceeding simply because an advisor cannot be present. Further, the advisor is not permitted to attend a meeting or proceeding without the advisee.

### *What is the Sexual Violence Investigation and Resolution Procedures?*

If a complaint has been properly filed, or the University otherwise determines that an administrative investigation is necessary, the University will assign the matter to an administrative investigator. The University may also designate other trained and knowledgeable University officials with the administrative investigation. The administrative investigator will promptly notify the respondent of the complaint, provide the student with a copy of the complaint, and invite the respondent to submit a written response to the complaint. If the respondent does not respond, or otherwise fails to participate in the administrative investigation, the administrative investigator will complete the administrative investigation on the basis of the other information obtained. Where a complaint is brought by a third party reporter, the administrative investigator shall attempt to meet with the potential complainant to discuss their participation in the administrative investigation and gain additional information.

The administrative investigation shall include, but is not limited to: an analysis of the allegations and defenses presented using the preponderance of evidence standard; consideration of all relevant documents, including written statements and other materials presented by the parties; interviews of the parties and other individuals and/or witnesses; and/or reviewing certain documents or materials in the possession of either party that the administrative investigator has deemed relevant. The administrative

investigator may review any university police investigation reports or the investigation reports of local law enforcement authorities to the extent that said reports are releasable in accordance with the laws of the Commonwealth.

In regards to the complaints alleging sexual violence or other gender-based misconduct, questions, statements, or information about the sexual activity of the complainant or alleged victim with any person other than the respondent is not relevant and will not be considered. If the complainant raises the issue of their own sexual activity with anyone other than the respondent, the administrative investigator may ask relevant questions about that relationship. Parties to complaints of sexual violence or other gender-based misconduct are permitted to submit questions for the administrative investigator to ask of the other parties and witnesses, but the questions must be specifically about the allegations of the present complaint.

A person making a complaint of sexual violence or other gender-based misconduct may submit a victim impact statement. A respondent to a complaint of sexual violence or other gender-based misconduct may submit a statement of mitigation or extenuation.

At the conclusion of the administrative investigation, the administrative investigator shall prepare an Administrative Investigation Report for submission to an administrative reviewer to review. The Administrative Investigation Report shall: outline the administrative investigation steps undertaken; summarize the factual findings; state whether a policy violation has occurred based on the preponderance of evidence; explain the rationale for the violation determination; and if applicable, recommend a sanction(s).

#### On Campus Resources, Important Information and Assistance

The university recognizes that sexual assault, sexual misconduct, sexual harassment, gender-based harassment, domestic violence, dating violence, stalking, and/or retaliation can be a very traumatic crime and as such it will endeavor to work with students who are victims of such crimes to reduce fears and concerns regarding their personal safety. Any individuals who believes they may have experienced sexual assault, sexual misconduct, sexual harassment, gender-based harassment, domestic violence, dating violence, stalking, and/or retaliation may receive important information and assistance regarding the university's policies and responsive processes from any of the following offices. In addition, these offices are available for complaints of sexual assault, sexual misconduct, sexual harassment, gender-based harassment, domestic violence, dating violence, stalking, and/or retaliation to be filed in:

1. Salem State University Police (available 24-hours a day)  
Office Location: Central Campus  
Telephone: 978.542.6111  
\*University Police is able to take immediate action to help you. They can assist in obtaining a restraining order or harassment prevention order.
2. Dean of Students Office  
Office Location: Meier Hall room 245



Telephone: 978.542.6401

Email: [studentlife@salemstate.edu](mailto:studentlife@salemstate.edu)

\*The Dean of Students office is able to take action in many areas to protect you through utilization of the Sexual Violence Policy.

3. Residence Life

Office Location: Atlantic Hall room 131

Telephone: 978.542.6416

\*Residence Life is able to take action to help you, through utilization of the Sexual Violence Policy.

4. Title IX Coordinator

Rita Colucci (Interim)

Office Location: North Campus, Administration Annex

Telephone: 978.542.8600

Email: [rcolucci@salemstate.edu](mailto:rcolucci@salemstate.edu)

\*The Title IX Coordinator oversees and ensures compliance of issues related to sexual assault, sexual misconduct, sexual harassment, gender-based harassment, domestic violence, dating violence, stalking, and/or retaliation.

5. Counseling and Health Services

Office Location: Ellison Campus Center room 107

Telephone: 978.542.6410 or 978.542.6413

\*Counseling and Health Services is a confidential resource and can provide medical and counseling services as well as information and support. They can advocate for you with your consent.

6. PEAR (Prevention, Education, Advocacy, Response) Program

Office Location: Ellison Campus Center room 112

Telephone: 978.542.2987

24/7 confidential PEAR Hotline: 978.594.7089 (call or text)

Email: [carmstrong@salemstate.edu](mailto:carmstrong@salemstate.edu)

\*The PEAR Program provides programs, trainings and advocacy on topics related to sexual assault, sexual misconduct, sexual harassment, gender-based harassment, domestic violence, dating violence, stalking, and/or retaliation. The 24/7 confidential PEAR hotline goes to a confidential advocate who can provide support, information, referrals, and follow-up for Salem State students.

Furthermore, if an apparent conflict of interest prevents use of the assistance of the above offices, the person complaining of sexual assault, sexual misconduct, sexual harassment, gender-based harassment, domestic violence, dating violence, stalking, and/or retaliation may request assistance directly from the President's Office, located on the third floor of the Lafayette Street Annex 331 Lafayette Street Salem, MA. The telephone number is 978.542.6134 and the email address is: [president@salemstate.edu](mailto:president@salemstate.edu).

Additional information regarding on-campus reporting options can be found here:

<https://www.salemstate.edu/campus-life/student-services/report-incident-or-concern>

### Off Campus Resources:

In addition to the available on-campus resources there are a number of off-campus resources where victims/survivors of sexual assault can obtain services and support:

- YWCA North Shore Rape Crisis Center  
24-hour hotline- 800.922.8772  
Free, confidential, and can accompany a victim/survivor to the hospital, police station, and/or court.
- Healing Abuse Working for Change (HAWC)  
24-hour hotline- 800.547.1649  
Free comprehensive services to all individuals experiencing domestic violence.

### Important Information

- Victims and/or survivors are reminded that on-campus and off-campus counseling services exist for the emotional well-being of Salem State University students.
- Students may request to change academic and residential (on-campus) situations after an alleged sexual assault, sexual misconduct, sexual harassment, gender-based harassment, domestic violence, dating violence, stalking, and/or retaliation incident, and may request assistance to do so if changes are reasonably available.

### How to Report an Incident

The University recognizes that sexual assault, sexual misconduct, sexual harassment, gender-based harassment, domestic violence, dating violence, stalking, and/or retaliation can be a very traumatic crime and as such it will endeavor to work with students who are victims of such crimes to reduce fears and concerns regarding their personal safety. Depending on the nature of the incident, one or more of the following options may apply:

- You can proceed with an on-campus complaint through the Sexual Violence Investigation and Resolution Procedures. A complaint can be filed with a residence life staff member, the Dean of Students office, or the Title IX Coordinator.
- Though the decision to contact the police is a personal one, the university is committed to supporting victims who decide to report the crime to the police. Deciding whether to report the crime to the police may be very difficult, but if you do decide to pursue criminal charges, you can proceed by filing a complaint with the Salem State University police department.
- You may request a court-issued restraining order through the Salem State University police department.
- You do not have to pursue any official action.

*Remember: Whatever option you decide, it is important that you at least report and document the incident.*

### Description of Options

- **Sexual Violence Investigation and Resolution Procedures:** If you want to pursue campus action, a complaint may be filed with a residence life staff member, the Dean of Students office or the Title IX Coordinator. Staff members will investigate the complaint and, if appropriate, the university will levy charges against the student(s) and process the complaint through the Sexual Violence Investigation and Resolution Procedures. See above in the section of Definitions and Protocols for a description of the administrative investigation process.
- **Criminal Charges:** If you are a victim of a sexual assault at this institution, your first priority should be to get to a place of safety. You should then obtain necessary medical treatment. Deciding whether to report the crime to the police may be very difficult. The university police department strongly advocates that a victim of sexual assault reports the incident in a timely manner. University police officers have received specialized training in the investigation of sexual assault and they work closely with other law enforcement professionals as well as university administrators and counseling staff throughout the investigative process. The officers will investigate your complaint and, if founded, will assist you in bringing the matter forward to the local district attorney's office. Time is a critical factor for evidence collection and preservation. An assault should be reported directly to a university police officer, residence life staff member, Counseling and Health Services Center staff member or other university official. Filing a police report with a university police officer will not obligate the victim to prosecute, nor will it subject the victim to scrutiny or judgmental opinions from officers or university officials. Filing a police report will:
  - Ensure that a victim of sexual assault receives the necessary medical treatment and tests.
  - Provide the opportunity for collection of evidence helpful in prosecution, which cannot be obtained later. (Ideally a victim of sexual assault should not wash, douche, use the toilet, or change clothing prior to a medical/legal exam).
  - Assure the victim has access to confidential counseling from counselors specifically trained in the area of sexual assault crisis intervention.
- **Protective Order/Restraining Order:** If you feel a person is intimidating or harassing you, you can seek a protective order through the Salem State University police department. A protective order is a document that is sent from the court, notifying the individual whom you feel is harassing you to stay away from you. The letter also informs the person that discipline charges will be filed if the protective order is violated.
- **No Contact Order:** This is an administrative action. However, it is a directive from the University to two parties that states they are not to have any contact with each other whether in person, through social media, and/or through a 3rd party. Violation of this order may result in disciplinary action through the University's student conduct system.
- **Other Action:** Even if you decide not to file a complaint against someone, the university may be able to assist you in various ways. For instance, the university can document the incident that occurred. You may change your mind and reserve the right to file a complaint later on, so fresh and current documentation is important.

**Applicable Definitions:**

Sexual Assault and Sexual Misconduct

1. Sexual Assault (Clery Act): Any sexual act directed against another person, without consent of the victim, including instances where the victim is incapable of giving consent.
2. Rape (Clery Act): The penetration, no matter how slight, of the vagina or anus, with any body part or object, or oral penetration by a sex organ of another person, without the consent of the victim. This offense includes the rape of both males and females.
3. Rape (Massachusetts General Laws<sup>3</sup>): Sexual intercourse or unnatural sexual intercourse by a person with another person who is compelled to submit by force and against his will or by threat of bodily injury, or sexual intercourse or unnatural sexual intercourse with a child under sixteen years of age.
4. Sexual Harassment: Unwelcome conduct of a sexual nature is prohibited when: submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or education; and/or submission to, or rejection of, such conduct by an individual is used as a basis for academic or employment decisions affecting that individual; and/or such conduct has the purpose or effect of substantially interfering with an individual's academic or professional performance or creating a sexually intimidating, hostile, or offensive employment, educational, or living environment. Examples of sexual harassment may include, but are not limited to: repeatedly pressuring another person for sexual activity; making sexist remarks about an individual's clothing, body or sexual activities; unnecessary touching, patting or pinching another person; demanding sex from a subordinate while making threats concerning the subordinate's job; demanding sex from a student while making implied threats concerning the student's grade; electronically transmitting derogatory, demeaning or pornographic materials; posting explicit sexual pictures on an exterior office door or on a computer monitor; and sexually assaulting another person.
5. Acquaintance Rape: Sexual intercourse undertaken by a friend or acquaintance without the consent of the victim. Acquaintance rape occurs when a person is forced to have sexual intercourse over his or her objections or as a result of threats, physical restraints, or physical violence.
6. Indecent Assault and Battery: Any unwanted sexual contact; including but not limited to, unwanted touching, kissing, or fondling of any body part of a person.

Consent

1. Definition of Consent (Institution's Definition): Consent is an understandable exchange of affirmative words or actions, which indicate a willingness by all parties to participate in mutually agreed upon sexual activity. Consent must be informed, freely and actively given. It is the responsibility of the initiator to obtain clear and affirmative responses at each stage or sexual involvement.

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<sup>3</sup> MGL Chapter 265 Section 22

- a. Silence, previous sexual relationships or experiences, and/or a current relationship may not, in themselves be taken to imply consent. While nonverbal consent is possible (through active participation), it is best to obtain verbal consent. Similarly, consent to one form of sexual activity does not imply consent to other forms of sexual activity. Consent to sexual activity may be withdrawn at any time, as long as the withdrawal is communicated clearly.
  - b. An individual who is incapacitated by alcohol and/or drugs both voluntarily or involuntarily consumed may not give consent. Alcohol or drug related incapacitation is more severe than impairment, being under the influence, or intoxication. Evidence of incapacity may be detected from context clues, such as slurred speech, bloodshot eyes, the smell of alcohol on the breath, shaky equilibrium, vomiting, unusual behavior or unconsciousness. While context clues are important in determining incapacitation, they alone do not indicate incapacitation.
  - c. Consent cannot be given when:
    - i. One of the persons is under the age of consent (16 years old in Massachusetts).
    - ii. Persons who are intellectually incapable of understanding the implications and consequences of the act or actions in question.
    - iii. Persons who are physically helpless (i.e., one who is asleep, blacked out, involuntarily restrained, unconscious, or, for any other reason, unable to communicate unwillingness to engage in any act).
2. Massachusetts General Laws does not specifically define consent solely for the purposes of rape aside from the age of consent (16 years old), and lack of mental capacity.

### Domestic Violence

1. Types of Domestic Violence: Attempting to cause or causing physical or emotional harm; placing another in fear or imminent serious physical harm; causing another to engage involuntarily in sexual relations by force, threat or duress (rape).
2. Definition of Domestic Violence (Clery Act): A felony or misdemeanor crime of violence committed:
  - a. By a current or former spouse or intimate partner of the victim;
  - b. By a person with whom the victim shares a child in common;
  - c. By a person who is cohabitating with, or has cohabitated with, the victim as a spouse or intimate partner;
  - d. By a person similarly situated to a spouse of the victim under the domestic or family violence laws of the jurisdiction in which the crime of violence occurred;
  - e. By any other person against an adult or youth victim who is protected from that person's acts under the domestic or family violence laws of the jurisdiction in which the crime of violence occurred.

3. Definition of Domestic Violence (Massachusetts General Laws<sup>4</sup>): A pattern of coercive and controlling behaviors and tactics used by one person over another to gain power and control. This may include verbal abuse, financial abuse, emotional, sexual, and physical abuse. M.G.L. Ch. 209A Section 1 further defines abuse as the occurrence of one or more of the following acts between family or household members:
  - a. Attempting to cause or causing physical harm;
  - b. Placing another in fear of imminent serious physical harm;
  - c. Causing another to engage involuntarily in sexual relations by force, threat or duress.

Persons involved in a Domestic Violence situation can file for an Abuse Prevention Order, otherwise known as a 209-A Order. The victim can contact University Police and they will assist with obtaining this order, 24 hours a day, and seven days a week.

### Stalking

1. Types of Stalking: Stalking may occur in a range of formats including, but not limited to, in-person conduct, writings, texting, voicemail, email, social media, following someone with a global position system (GPS), and video/audio recording.
2. Definition of Stalking (Clery Act): Engaging in a course of conduct directed at a specific person that would cause a reasonable person to fear for the person's safety or the safety of others; or suffer substantial emotional distress. For the purposes of this definition:
  - a. Course of conduct means two or more acts, including but not limited to, acts in which the stalker directly, or indirectly, or through third parties, by any action, method, device, or means, follows, monitors, observes, surveils, threatens, or communicates to or about a person, or interferes with a person's property.
  - b. Reasonable person means a reasonable person under similar circumstances and with similar identities to the victim.
  - c. Substantial emotional distress means significant mental suffering or anguish that may, but does not necessarily require medical or other professional treatment or counseling.
3. Definition of Stalking (Massachusetts General Laws): Whoever (1) willfully and maliciously engages in a knowing pattern of conduct or a series of acts over a period of time directed at a specific person which seriously alarms or annoys that person and would cause a reasonable person to suffer substantial emotional distress, and (2) makes a threat with the intent to place the person in imminent fear of death or bodily injury, shall be guilty of the crime of stalking and shall be punished by imprisonment in the state prison for not more than 5 years or by a fine of not more than \$1000, or imprisonment in the house of correction for not more than 2 ½ years or by both such fine and imprisonment. The conduct, acts or threats described in this subsection shall include, but be limited to, conduct, acts or threats conducted by mail or by use of a telephonic or telecommunication device or electronic communication device including, but not limited to, any device that transfers signs, signals, writing, images, sounds, data, or intelligence of any nature transmitted in whole or in part by a wire, radio, electromagnetic,

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<sup>4</sup> MGL Chapter 209A Section 1

photo-electronic or photo-optical system, including, but not limited to, electronic mail, internet communications, instant messages or facsimile communications.

Dating Violence

1. Definition of Dating Violence (Clery Act): Violence committed by a person who is or has been in a social relationship of a romantic or intimate nature with the victim. The existence of such a relationship shall be determined based on the reporting party's statement and with consideration of the length of the relationship, the type of relationship, and the frequency of interaction between the persons involved in the relationship. For the purposes of this definition:
  - a. Dating violence includes, but is not limited to, sexual or physical abuse or the threat of such abuse.
  - b. Dating violence does not include acts covered under the definition of domestic violence.
2. Massachusetts General Laws does not separately define dating violence.

Harassment

1. Definition of Harassment: Three or more acts of willful and malicious conduct aimed at a specific person committed with the intent to cause fear, intimidation, abuse, or damage to property and that does in fact cause fear, intimidation, abuse, or damage to property. Unwelcome conduct of a nonsexual nature based on a person's actual or perceived sex, including conduct based on gender identity, gender expression, and nonconformity with gender stereotypes, is prohibited when submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or education; and/or submission to, or rejection of, such conduct by an individual is used as a basis for academic or employment decisions affecting that individual; and/or such conduct has the purpose or effect of substantially interfering with an individual's academic or professional performance or creating an intimidating, hostile, or offensive employment, educational, or living environment based on gender.

Sexual Misconduct

1. Types of Sexual Misconduct: Misconduct may include, but is not limited to, non-consensual videotaping or audio taping of sexual activity, engaging in peeping on others, sexting, internet dissemination of sexual materials, performing sexual acts in the presence of another without their consent, or any sexual exploitation, which is taking non-consensual sexual advantage of another for one's benefit or for the benefit of others, or sexual coercion, which is the act of persuading, pressuring, or forcing someone to have sexual contact with someone against their will, prostitution (cash or non-cash payments) or lewd and indecent behavior.
2. Definition of Sexual Misconduct: Misconduct of a sexual nature typically perpetrated against someone's will or without their consent or at the expense of another.

NOTE: Reporting procedures: Due to the physical and emotional trauma that often occurs as a result of a sexual assault, the victim may initiate university disciplinary charges at any time.

**University’s Procedures in Response to Complaints:**

Incident being Reported	Procedure the Institution Will Follow
Sexual Assault	<ul style="list-style-type: none"> <li>• Depending on when the incident is reported (immediate or delayed report), the institution will provide the complainant with access to medical care.</li> <li>• Institution will assess immediate safety needs of the complainant.</li> <li>• Institution will assist the complainant with contacting university police or local police AND will provide the complainant with contact information for police.</li> <li>• Institution will provide the complainant with referral information for on campus and off campus mental health providers.</li> <li>• Institution will assess the need to implement interim or long-term protective measures, such as housing changes, change in class schedule, “No Contact” orders between involved parties.</li> <li>• Institution will provide a “No Trespass” order to the accused party if deemed appropriate.</li> <li>• Institution will provide instructions on how to apply for a Protective Order/Restraining Order and will assist the complainant with the process.</li> <li>• Institution will provide a copy of the Sexual Misconduct Policy to the complainant and inform the complainant regarding timeframes for inquiry, investigation and resolution.</li> <li>• Institution will inform the complainant of the outcome of the investigation, whether or not the accused will be administratively charged and what the outcome of the hearing is.</li> <li>• Institution will enforce the anti-retaliation policy and take immediate and separate action against any and all parties that retaliate against a person who has made a complaint of sex-based discrimination or for assisting in the complaint and investigation process.</li> </ul>
Domestic Violence	<ul style="list-style-type: none"> <li>• Institution will assess immediate safety needs of the complainant</li> <li>• Institution will assist the complainant with contacting university police or local police AND will provide the complainant with contact information for police.</li> <li>• Institution will provide instructions on how to apply for a Protective Order/Restraining Order and will assist the complainant with the process.</li> <li>• Institution will provide information to the complainant regarding how to preserve evidence.</li> </ul>



	<ul style="list-style-type: none"> <li>• Institution will assess the need to implement interim or long-term protective measures to protect the complainant, if appropriate.</li> <li>• Institution will provide a “No Trespass” order to the accused party if deemed appropriate</li> </ul>
<p>Dating Violence</p>	<ul style="list-style-type: none"> <li>• Institution will assess the immediate safety needs of the complainant.</li> <li>• Institution will assist the complainant with contacting university police or local police AND will provide the complainant with contact information for police.</li> <li>• Institution will provide instructions on how to apply for a Protective Order/Restraining Order and will assist the complainant with the process.</li> <li>• Institution will provide information to the complainant regarding how to preserve evidence.</li> <li>• Institution will assess the need to implement interim or long-term protective measures to protect the complainant, if appropriate.</li> <li>• Institution will provide a “No Trespass” order to the accused party if deemed appropriate.</li> </ul>
<p>Stalking</p>	<ul style="list-style-type: none"> <li>• Institution will assess immediate safety needs of the complainant</li> <li>• Institution will assist the complainant with contacting university police or local police AND will provide the complainant with contact information for police.</li> <li>• Institution will provide instructions on how to apply for a Protective Order/Restraining Order and will assist the complainant with the process.</li> <li>• Institution will provide information to the complainant regarding how to preserve evidence.</li> <li>• Institution will assess the need to implement interim or long-term protective measures to protect the complainant, if appropriate.</li> <li>• Institution will provide a “No Trespass” order to the accused party if deemed appropriate.</li> </ul>
<p>Disciplinary Sanctions (Applicable to all conduct violations)</p>	<ul style="list-style-type: none"> <li>• Warning</li> <li>• Probationary Status</li> <li>• Residence Hall Relocation</li> <li>• Suspension from Residence Halls</li> <li>• Expulsion from Residence Halls</li> <li>• Suspension from the University</li> </ul>

	<ul style="list-style-type: none"> <li>• Dismissal from the University</li> </ul>
Range of Protective Measures in response to incidents of sexual assault, domestic violence, dating violence and stalking	<ul style="list-style-type: none"> <li>• An immediate investigation</li> <li>• Safety Escorts</li> <li>• Allowing someone you choose to accompany you throughout the proceedings.</li> <li>• Allowing the victim and the accused to attend different classes.</li> <li>• Moving the accused to a different residence hall.</li> <li>• Counseling and medical services.</li> <li>• Academic support services.</li> </ul>

**Grievance Procedure**

1. Mediation is not an option and will not be permissible for sexual assault, sexual misconduct, domestic violence, sexual harassment, stalking, dating violence and relationship abuse allegations.
2. Salem State University will not wait for the conclusion of a criminal investigation or criminal proceeding to begin its own investigation. Salem State University will take immediate steps to protect the student in the educational setting.
3. The Associate Dean of Students or the Associate Director of Community Standards and Residence Life may waive the time limit at his/her discretion and in any situation including, but not limited to, incidents of sexual assault or harassment and instances in which criminal charges may be pursued. The decision of the assistant dean of students or the coordinator of student conduct and mediation programs about whether to waive the time limits shall be final.
4. The student being charged and the student bringing charges will be informed of the outcome of any campus disciplinary proceeding brought forward alleging a sexual violence or gender-based misconduct.
5. Victims of sexual assault shall have the opportunity to notify proper law enforcement authorities and shall have the option to be assisted by campus personnel in notifying these authorities, if the student chooses to do so.
6. The Title IX Coordinator will review the recipient’s disciplinary procedures to ensure that the procedures comply with the prompt and equitable requirements of Title IX.
7. Salem State University will provide an appeals process for both parties if needed.

**Rights of complainants alleging sexual violence, sexual harassment, gender-based harassment, domestic violence, dating violence, stalking and/or retaliation:**

- to a written explanation of the options available;
- to referrals to confidential assistance and support services from both on- and off-campus resources, including 24 hour services;

- to a change in on-campus residence and/or an adjustment to their academic schedule if such changes are reasonably available;
- to request that the University impose no contact/communication orders or other interim measures;
- to obtain law enforcement assistance to seek a restraining order or harassment prevention order;
- to make a complaint that starts the University's investigation and resolution processes;
- to a prompt, thorough and equitable investigation and resolution of a complaint;
- to choose whether or not to initiate a formal investigation of the complaint, unless the University deems it necessary to investigate to protect the safety of the community or in compliance with applicable law;
- to the confidentiality of the investigation process to the extent possible;
- to an advisor of one's choice who will assist and be present at any time during the investigation proceedings, but who may not participate in or otherwise provide representation in any way throughout the process;
- to reasonable accommodations for a documented disability during the process;
- to know, in advance, the names of all persons known to be involved;
- not to have irrelevant sexual history discussed;
- to be present at meetings and review documents;
- to speak and present information on one's own behalf;
- to submit questions for the Administrative Investigator to ask witnesses;
- to know the status of the case at any point during the process;
- to be informed of the outcome of the process in a timely manner communicated simultaneously with notice to the respondent;
- to an appeal from the outcome of the process and to be informed of the appeal outcome;
- to file no complaint with the University, but receive support services from the University;
- to file a police report and/or take legal action separate from and/or in addition to the University discipline process;
- to seek and enforce a no contact, restraining or similar court order;
- to be assisted by the University in seeking assistance from or filing a complaint with local law enforcement;
- to not file a complaint or seek assistance from local law enforcement, but receive support services from the University;
- to be free from any behavior that may be construed by the University to be intimidating, harassing or retaliatory; and
- to have the matter handled in accordance with University Policy.

**Rights of respondents to claims of sexual violence, sexual harassment, gender-based harassment, domestic violence, dating violence, stalking and/or retaliation:**

- to a written explanation of the allegations against them;

- to referrals to confidential assistance and support services from both on- and off-campus resources, including 24 hour services;
- to receive a copy of the complaint filed against them;
- to be presumed not in violation of University policy until a violation is established through the complaint investigation process;
- to the confidentiality of the investigation process to the extent possible;
- to an advisor of one's choice who will assist and be present at any time during the investigation proceedings, but who may not participate in or otherwise provide representation in any way throughout the process;
- to reasonable accommodations for a documented disability during the process;
- to know, in advance, the names of all persons known to be involved;
- not to have irrelevant sexual history discussed;
- to be present at meetings and review documents;
- to speak and present information on one's own behalf;
- to submit questions for the Administrative Investigator to ask witnesses;
- to know the status of the case at any point during the investigation and resolution process;
- to be informed of the outcome of the process in a timely manner with simultaneous notice to the complainant;
- to an appeal from the outcome of the process and to be informed of the outcome of the appeal;
- to be free from any behavior that may be construed by the University to be intimidating, harassing or retaliatory; and
- to have the matter handled in accordance with University Policy.

**Appeal**

Any recommendation of a hearing body which affirms the charges against a student may be appealed to the Assistant Vice President and Dean of Students or designee by the student found responsible by the review board, including those cases where it has been recommended that a student be suspended. For cases where it has been recommended that a student be dismissed or expelled from the university, the student found responsible by the review board may appeal to the President or designee. In all sexual misconduct cases, the request for appeal must be submitted in writing by the student to the student conduct and mediation programs office within five (5) business days of the date of receipt of the original written decision. The original decision of the hearing body shall be final and conclusive, if no appeal is made within the prescribed time.

**Appeals may be submitted on the following grounds:**

1. To allege a material procedural error within the investigation and resolution process that would substantially change the outcome; or
2. To consider new evidence that was not known at the time of investigation that would substantially change the outcome.

Appeals will not be considered on any other basis. Where practicable, within thirty (30) days of receiving the appeal, the appellate officer shall contemporaneously issue a written decision to the parties in which it may uphold, reverse or modify the decision. All appellate decisions are final.

**Policy regarding protecting the confidentiality of victims.**

Salem State University will, at all times, protect the confidentiality of victims of sexual assault and domestic violence. Salem State will not make records, containing personally identifying information, prepared as part of an investigation of such matters available to the public. This includes any crime logs or other documents prepared in compliance with the Clery Act.

*In accordance with MGL Chapter 265 Section 24C:*

- That portion of the records of a court or any police department of the Commonwealth or any of its political subdivisions, which contains the name of the victim in an arrest, investigation or complaint for rape or assault with intent to rape under section thirteen B, 13B ½ , 13B ¾ , twenty-two, twenty-two A, 22B, 22C, twenty-three, 23A, 23B, twenty-four, or twenty-four B, inclusive of chapter two hundred and sixty-five, or an arrest, investigation or complaint for trafficking of persons under section 50 of said chapter 265, shall be withheld from public inspection, except with the consent of a justice of such court where the complaint or indictment is or would be prosecuted.

Said portion of such court record or police record shall not be deemed to be a public record under the provisions of section seven of chapter four.

Except as otherwise provided in this section, it shall be unlawful to publish, disseminate or otherwise disclose the name of any individual identified as an alleged victim of any of the offenses described in the first paragraph.

Similarly, Salem State University will maintain as confidential any accommodations or protective measures provided to a victim to the extent that maintaining such confidentiality does not impair the ability of Salem State to provide such accommodations or protective measures.

**Policy regarding disclosures to alleged victims of crimes of violence or non-forcible sex offenses.**

Salem State University will, upon written request, disclose to the alleged victim of a crime of violence, or a non-forcible sex offense, the results of any disciplinary hearing conducted by the university against the student who is the alleged perpetrator of the crime or offense. If the alleged victim is deceased as a result of the crime or offense, Salem State University will provide the results of the disciplinary hearing to the victim's next of kin, if so requested.

**Education and Prevention Programs**

The University engages in comprehensive, intentional and integrated programming initiatives, strategies, and campaigns intended to end dating violence, domestic violence, sexual assault and stalking that:

- Are culturally relevant, inclusive of diverse communities and identities, sustainable, responsive to community needs, an informed by research, or assessed for value, effectiveness, or outcome; and
- Consider environmental risk and protective factors as they occur on the individual, relationship, institutional, community and societal levels.

Educational programming consists of primary prevention and awareness programs for all incoming students and new employees and ongoing awareness and prevention campaigns for students and employees that:

- Identify domestic violence, dating violence, sexual assault and stalking as prohibited conduct;
- Define what behavior constitutes domestic violence, dating violence, sexual assault and stalking by using definitions provided by both the Department of Education as well as state law.
- Define what behavior and actions constitute consent to sexual activity in the Commonwealth of Massachusetts.
- Provide a description of safe and positive options for bystander intervention. Bystander intervention means safe and positive options that may be carried out by an individual or individuals to prevent harm or intervene when there is a risk of dating violence, domestic violence, sexual assault or stalking. Bystander intervention includes recognizing situations of potential harm, understanding institutional structures and cultural conditions that facilitate violence, overcoming barriers to intervening, identifying safe and effective intervention options and taking action to intervene;
- Provide information on risk reduction. Risk reduction means options designed to decrease perpetration and bystander inaction, and to increase empowerment for victims in order to promote safety and to help individuals and communities address conditions that facilitate violence.
- Provide an overview of information contained in the Annual Security Report in compliance with the Jeanne Clery Disclosure of Campus Security Policy and Campus Crimes Statistics Act.

Specific programming regarding primary prevention and awareness undertaken on campus include but are not limited to the following:

- Salem State University provides primary prevention programs intended to reduce violence, foster a safe campus climate, encourage bystander intervention and inform community members of campus policies and resources. These include:

- New Student Orientation- Sexual Assault Prevention and Awareness Training, Domestic and Dating Violence Awareness. Program focuses on awareness, definitions, campus policies and resources, bystander interventions and risk reduction.
- Transfer Student Orientation- Sexual Assault Prevention and Awareness Training, Domestic and Dating Violence Awareness
- International Student Orientation- Program focuses on awareness, definitions, campus policies and resources, bystander interventions and risk reduction.
- Online education program for all incoming students.
- New employee training and employee online training designed to raise awareness about campus policies and resources.
- Title IX Responsible Employee Training- Educates employees on Title IX, VAWA and Clery, how to identify and respond to disclosures or incidents of sexual assault, dating or domestic violence and stalking, and need to report.
- New students are encouraged to participate in prevention programming during the first weeks of the semester including alcohol and drug awareness, sexual assault prevention and bystander intervention (Vikings CARE)
- Awareness Programs throughout the academic year include:
  - Rape Aggression Defense (RAD)
  - Campus Educators On Sexual Assault- 15-hour training for students interested in being peer educators. Focuses on sexual assault awareness, identifying perpetrator behavior, how to help a friend, bystander intervention, risk reduction.
  - Student wellness prevention programming- “sex in the dark” to educate students on safe sex, consent and risk reduction; “Healthy relationships” to address dating and domestic violence, and “Hunting Ground” discussion to address sexual assault on college campuses.
  - Vikings CARE (Bystander Intervention Training Program)
  - Training developed and shared with student leaders and general student body. This training program is modeled after University of Arizona’s Step UP program and has been customized to the Salem State community.
  - Student organizations lead several awareness events on campus focused on violence prevention- ribbon day for domestic violence awareness, consent campaigns, no more campaigns, etc.
  - The Title IX Task Force created campus poster campaign that stated the SSU no tolerance policy violence and stalking.

### **How to be an Active Bystander**

Bystanders play a critical role in the prevention of sexual and relationship violence. They are “individuals who observe violence or witness the conditions that perpetuate violence. They are not directly involved but have the choice to intervene, speak up, or do something about it.”<sup>5</sup> We want to promote a culture

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<sup>5</sup> Burn, S.M. (2009). A situational model of sexual assault prevention through bystander intervention. *Sex Roles*, 60, 779-792.

of respect, civility and responsibility within the Salem State community and as such, we have created Vikings CARE, a group that actively incorporates individual personal stories as part of student trainings and allows students to gain tools to recognize and confront various situations with an understanding of the ways individuals may be impacted by cultural, gender, and life experiences. Our goal is to create a culture of investment amongst students, staff and faculty and provide knowledge and tools to empower the community to deal with situations related to power based personal violence. Our overarching mission is to foster and emphasize each individual's responsibility to the larger community where bystanders are actively engaged in the prevention of violence without causing further harm. Based on the Step Up model from the University of Arizona, Vikings CARE trains on the five steps that must take place in order for any help to be given—(a) notice the event, (b) interpret it as a problem, (c) assume personal responsibility, (d) know how to help, (e) step up. Below is a list of some practical ways to be an active bystander.<sup>6</sup> If there is immediate danger, dial 911. This could be when a person is yelling at or being physically abusive towards another and it is not safe to interrupt.

- Watch out for friends and fellow students/employees. If there is someone who looks like they could be in trouble or need help, ask if they are ok.
- Confront people who seclude, hit on, try to make out with, or have sex with people who are incapacitated.
- Speak up when someone discusses plans to take sexual advantage of another person.
- Believe someone who discloses sexual assault, abusive behavior, or experience with stalking.
- Refer people to on or off campus resources listed in this document for support in health, counseling, or with legal assistance.

### **Risk Reduction**

With no intent to victim blame and recognizing that only rapists are responsible for rape, the following are some strategies to reduce one's risk of sexual assault or harassment (taken from Rape, Abuse, & Incest National Network, [www.rainn.org](http://www.rainn.org))

- Be aware of your surroundings. Knowing where you are and who is around you may help you to find a way to get out of a bad situation.
- Try to avoid isolated areas. It is more difficult to get help if no one is around.
- Walk with purpose. Even if you don't know where you are going, act like you do.
- Trust your instincts. If a situation or location feels unsafe or uncomfortable, it probably isn't the best place to be.
- Try not to load yourself down with packages or bags as this can make you appear more vulnerable.
- Make sure your cell phone is with you and charged and that you have cab money.
- Don't allow yourself to be isolated with someone you don't trust or someone you don't know.

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<sup>6</sup> Bystander intervention strategies adapted from Stanford University's Office of Sexual Assault and Relationship Abuse.



- Avoid putting music headphones in both ears so that you can be more aware of your surroundings, especially if you are walking alone.
- When you go to a social gathering, go with a group of friends. Arrive together, check in with each other throughout the evening, and leave together. Knowing where you are and who is around you may help you find a way out of a bad situation.
- Trust your instincts. If you feel unsafe in any situations, go with your gut. If you see something suspicious, contact law enforcement immediately.
- Don't leave your drink unattended while talking, dancing, using the restroom, or making a phone call. If you've left your drink alone, just get new one.
- Don't accept drinks from people you don't know or don't trust. If you choose to accept a drink, go with the person to the bar or to order it, watch it being poured, and carry it yourself. At parties, don't drink from the punch bowls or other large, common open containers.
- Watch out for your friends and vice versa. If a friend seems out of it, is way too intoxicated for the amount of alcohol they've had, or is acting out of character, get him or her to a safe place immediately.
- If you suspect that you or a friend has been drugged, contact law enforcement immediately. Be explicit with doctors so they can give you the correct tests.
- If you need to get out an uncomfortable or scary situation here are some things that you can try:
  - Remember that being in this situation is not your fault. You did not do anything wrong, it is the person who is making you uncomfortable that is to blame.
  - Be true to yourself. Don't feel obligated to do anything you don't want to do. "I don't want to" is always a good enough reason. Do what feels right to you and what you are comfortable with.
  - Have a code word with your friends or family so that if you don't feel comfortable you can call them and communicate your discomfort without the person you are with knowing. Your friends or family can then come get you or make up an excuse for you to leave.
  - Lie. If you don't want to hurt the person's feelings it is better to lie and make up a reason to leave than to stay and be uncomfortable, scared, or worse. Some excuses you could use are: needing to take care of a friend or family member, not feeling well, having somewhere else that you need to be, etc.
  - Try to think of an escape route. How would you try to get out of the room? Where are the doors? Windows? Are there people around who might be able to help you? Is there an emergency phone nearby?
  - If you and/or the other person have been drinking, you can say that you would rather wait until you both have your full judgment before doing anything you may regret later.

### **STATEMENT OF POLICY ADDRESSING SEX OFFENDER REGISTRATION**

The federal Campus Sex Crimes Prevention Act requires colleges and universities to issue a statement advising the campus community where information concerning registered sex offenders may be obtained. The act also requires registered sex offenders to provide to appropriate state officials, notice

of each institution of higher education in the state in which the offender is employed, carries on a vocation, or is a student.

**How to Inquire**

Members of the Salem State University community may request information about sex offenders in Massachusetts at the Massachusetts Sex Offender Registry Board, telephone (978) 740-6400 or <http://www.state.ma.us/sorb>

Members of the Salem State University community may obtain information from the SSU Police Department concerning registered sex offenders that either work or are enrolled as students at Salem State.

**Penalties for Improper Use of Sex Offender Registry Information**

Information contained in the Sex Offender Registry shall not be used to commit a crime against an offender or to engage in illegal discrimination or harassment of an offender. Any person who improperly uses Sex Offender Registry information shall be punished by not more than two and one-half years in a house of correction or by a fine of not more than \$1,000 or by both such fine and imprisonment.

**STATEMENT OF POLICY ON MISSING PERSONS**

The following policies regarding Missing Persons are being provided according to requirements of the 2008 Amendments to the Higher Education Opportunity Act.

Any person (student, staff or faculty) believed to be missing from the campus unexpectedly shall be immediately reported to the University Police.

It is the policy of the Salem State University Police Department to investigate any report of a missing person that is filed by someone with knowledge of that student being missing or otherwise not where he/she/they is expected to be. This report may be filed by a parent/guardian or other family member of the person, by a roommate, a Residential Life staff member (including student staff), Health Services staff member, faculty member, employment supervisor, or anyone else with information that indicates the person is missing.

The SSU Police will conduct an initial investigation to determine if the person appears to be missing, or has simply changed her or his routine unexpectedly, and whether or not there is reason to believe the person is endangered.

Police officers will check student's login records, class schedules, interview fellow students and faculty, and use other methods to determine the status of a missing person. From this initial investigation, the scope will continue to expand to make attempts to determine the location of the person reported missing to assure she/he is safe.

The SSU Police will enter a missing person record into the National Crime Information Computer database immediately upon determination that the person is missing.

After investigating the missing person report, should SSUPD determine that the student is missing and has been missing for more than 24 hours, SSUPD will notify the local law enforcement agency with jurisdiction in the area the student went missing (if other than on-campus) and the student's confidential contact no later than 24 hours after the student is determined to be missing. The local law enforcement agency will be contacted regardless if the missing person has identified a contact person, is above the age of 18, or is an emancipated minor. If the missing student is under the age of 18 and is not an emancipated individual, SSUPD will notify the student's parent or legal guardian and their confidential contact immediately after SSUPD has determined that the student has been missing for more than 24 hours.

In addition to registering an emergency contact, students residing in on-campus housing have the option to identify, confidentially, an individual to be contacted by SSU in the event the student is determined to be missing for more than 24 hours. If a student has identified such an individual, SSU will notify that individual no later than 24 hours after the student is determined to be missing.

A student who wishes to identify a confidential contact can do so by contacting the Office of Residence Life. A student's confidential contact information will be accessible only by authorized campus officials and law enforcement as appropriate and it will not be disclosed outside of a missing person investigation.

**Reports of missing persons should be filed with:**

- University Police: 978-542-6111
- Office of Residence Life: 978-542-6416
- Dean of Students Office: 978-542-6401

**STATEMENT OF POLICY FOR REPORTING THE ANNUAL DISCLOSURE OF CRIME STATISTICS**

As required by federal law, Salem State University compiles yearly crime statistics in accordance with the definitions of crimes provided by the FBI for use in the Uniform Crime Reporting (UCR) system. The report includes statistics for the previous three years concerning crimes that occurred on campus that were reported to the Salem State University Police, designated campus officials (including but not limited to directors, deans, department heads, residence life staff, advisors to students, and athletic coaches). In addition, these statistics also include persons referred for campus disciplinary action for categories required under the Clery Act, including liquor and drug law violations and illegal weapons possession.

Statistical information for certain off-campus locations or property owned or controlled by the Salem State University as well as public property within or immediately adjacent to and accessible from the

campus are requested from Salem Police Department. For statistical purposes, crime statistics reported to any of these sources are recorded in the calendar year during which the crime was reported.





CLERY CAMPUS GEOGRAPHY



## DEFINITIONS OF REPORTABLE CRIMES

Under the Clery Act, for the purposes of counting and disclosing Criminal Offense, Hate Crime, arrest and disciplinary referral statistics you must do so based on definitions provided by the Federal Bureau of Investigation's (FBI's) Uniform Crime Reporting (UCR) Program. The definitions for Murder, Rape, Robbery, Aggravated Assault, Burglary, Motor Vehicle Theft, Arson, Weapons Carrying and Possessing Etc. Law Violations, Drug Abuse Violations, and Liquor Law Violations are from the Summary Reporting System (SRS) User Manual from the FBI's UCR Program. The definitions of Fondling, Incest and Statutory Rape are from the FBI's National Incident-Based Reporting System (NIBRS) Data Collection Guidelines edition of the UCR. Hate Crimes are classified according to the FBI's Uniform Crime Reporting Hate Crime Data Collection Guidelines and Training Manual. Note that, although the law states that institutions must use the UCR Program definitions, Clery Act crime reporting does not have to meet all of the other UCR Program Standards.

For the categories of Domestic Violence, Dating Violence and Stalking, the Clery Act specifies that the institution must use the definitions provided by the Violence Against Women Act of 1994 and repeated in the Clery Act regulations.

The following list describes crimes reportable under the Clery Act regulations.

**Murder/Non-negligent Manslaughter:** The willful (non-negligent) killing of one human being by another.

**Negligent Manslaughter:** The killing of another person through gross negligence.

**Sex Offenses** – Any sexual act directed against another person, without the consent of the victim, including instances where the victim is incapable of giving consent.

- **Rape:** The Penetration, no matter how slight, of the vagina or anus with any body part or object, or oral penetration by a sex organ of another person, without the consent of the victim, including instances in which the victim is incapable of giving consent.
- **Fondling:** The touching of the private body parts of another person for the purpose of sexual gratification, forcibly and/or against that person's will; or, not forcibly or against the person's will where the victim is incapable of giving consent because of his/her youth or because of his/her temporary or permanent mental incapacity.
- **Incest:** Non-forcible sexual intercourse between persons who are related to each other within the degrees wherein marriage is prohibited by law.
- **Statutory Rape:** Non-forcible sexual intercourse with a person who is under the statutory age of consent.

**Robbery:** The taking or attempting to take anything of value from the care, custody, or control of a person or persons by force or threat of force, violence, and/or causing the victim fear.

**Aggravated Assault:** An unlawful attack by one person upon another for the purpose of inflicting severe or aggravated bodily injury. This type of assault usually is accompanied by the use of a weapon or by means likely to produce death or great bodily harm. It is not necessary that injury result from an

aggravated assault when a gun, knife, or other weapon is used which could or probably would result in a serious potential injury if the crime were successfully completed.

**Burglary:** The unlawful entry of a structure to commit a felony or a theft. For reporting purposes this definition includes: unlawful entry with intent to commit a larceny or a felony; breaking and entering with intent to commit a larceny; housebreaking; safecracking; and all attempts to commit any of the aforementioned.

**Motor Vehicle Theft:** The theft or attempted theft of a motor vehicle. Classified as motor vehicle theft are all cases where automobiles are taken by persons not having lawful access even though the vehicles are later abandoned. Joyriding is included in this category.

**Arson:** Any willful or malicious burning or attempt to burn, with or without intent to defraud, a dwelling, house, public building, motor vehicle or aircraft, personal property of another, etc.

**Liquor Law Violations:** The violation of laws or ordinance prohibiting: the manufacture, sale, transporting, furnishing, possessing of intoxicating liquor; maintaining unlawful drinking places; bootlegging; operating a still; furnishing liquor to minor or intemperate person; using a vehicle for illegal transportation of liquor; drinking on a train or public conveyance; all attempts to commit any of the aforementioned. (Drunkenness and driving under the influence are not included in this definition.)

**Drug Law Violations:** Violations of state and local laws relating to the unlawful possession, sale, use, growing, manufacturing, and making of narcotic drugs. The relevant substances include: opium or cocaine and their derivatives (morphine, heroin, codeine); marijuana; synthetic narcotics (Demerol, methadone); and dangerous non-narcotic drugs (barbiturates, Benzedrine).

**Weapons Law Violations:** The violation of laws or ordinances dealing with weapon offenses, regulatory in nature, such as: manufacture, sale, or possession of deadly weapons; carrying deadly weapons, concealed or openly; furnishing deadly weapons to minors; aliens possessing deadly weapons; all attempts to commit any of the aforementioned.

**Domestic Violence:** A felony or misdemeanor crime of violence committed by

- A current or former spouse or intimate partner of the victim,
- A person with whom the victim shares a child in common,
- A person who is cohabitating with or has cohabitated with the victim as a spouse or intimate partner,
- A person similarly situated to a spouse of the victim under the domestic or family violence laws of the jurisdiction receiving grant monies [under VAWA], or
- Any other person against an adult or youth victim who is protected from that person's acts under the domestic or family violence laws of the jurisdiction

**Dating Violence:** means violence committed by a person

- Who is or has been in a social relationship of a romantic or intimate nature with the victim; and
- Where the existence of such a relationship shall be determined based on a consideration of the following factors:
  - The length of the relationship;
  - The type of relationship; and
  - The frequency of interaction between the persons involved in the relationship.

**Stalking:** means engaging in a course of conduct directed at a specific person that would cause a reasonable person to

- Fear for his or her safety or the safety of others; or
- Suffer substantial emotional distress

### **Hate Crimes by Prejudice**

**Hate Crimes:** hate (bias) related crimes are reported by the type of bias as defined above on for the following classifications: murder/non-negligent manslaughter, negligent manslaughter, sex offenses, robbery, aggravated assault, burglary, motor vehicle theft, arson (see definitions above) and larceny, simple assault, vandalism, and intimidation (see definitions below).

- **Larceny-theft:** The unlawful taking, carrying, leading, or riding away of property from the possession or constructive possession of another.
- **Simple Assault:** An unlawful physical attack by one person upon another where neither the offender displays a weapon, nor the victim suffers obvious severe or aggravated bodily injury involving apparent broken bones, loss of teeth, possible internal injury, severe laceration or loss of consciousness.
- **Vandalism:** (Damage) To willfully or maliciously destroy, injure, disfigure, or deface any public or private property, real or personal, without the consent of the owner or person having custody or control by cutting, tearing, breaking, marking, painting, drawing, covering with filth, or any other such means as may be specified by local law.
- **Intimidation:** To unlawfully place another person in reasonable fear of bodily harm through the use of threatening words and/or other conduct, but without displaying a weapon or subjecting the victim to actual physical attack.



SALEM STATE UNIVERSITY CRIME STATISTICS<sup>7</sup>

Offense	Year	GEOGRAPHIC LOCATION			
		On -Campus Property	On- Campus Student Housing Facilities	Non- Campus Property	Public Property
Murder/ Non – Negligent Manslaughter	2016	0	0	0	0
	2017	0	0	0	0
	2018	0	0	0	0
Manslaughter By Negligence	2016	0	0	0	0
	2017	0	0	0	0
	2018	0	0	0	0
Rape	2016	5	5	0	0
	2017	0	0	0	0
	2018	5	5	0	0
Fondling	2016	2	2	0	1
	2017	2	2	0	0
	2018	4	3	0	0
Incest	2016	0	0	0	0
	2017	0	0	0	0
	2018	0	0	0	0
Statutory Rape	2016	0	0	0	0
	2017	0	0	0	0
	2018	0	0	0	0
Robbery	2016	0	0	0	0
	2017	0	0	0	1
	2018	0	0	0	0
Aggravated Assault	2016	2	1	0	0
	2017	1	1	0	0
	2018	1	1	0	0
Burglary	2016	9	1	0	0
	2017	9	2	0	0
	2018	6	2	0	0
Motor Vehicle Theft	2016	0	0	0	0
	2017	0	0	0	0
	2018	0	0	0	0
Arson	2016	0	0	0	0
	2017	1	1	0	0
	2018	0	0	0	0

<sup>7</sup> Statistics are accurate as of the date of publication.

## SALEM STATE UNIVERSITY CRIME STATISTICS

Offense	Year	GEOGRAPHIC LOCATION			
		On -Campus Property	On- Campus Student Housing Facilities	Non- Campus Property	Public Property
Domestic Violence	2016	14	6	0	1
	2017	6	4	0	1
	2018	5	2	0	0
Dating Violence	2016	3	1	0	0
	2017	0	0	0	1
	2018	2	1	0	0
Stalking	2016	2	0	0	0
	2017	0	0	0	0
	2018	1	1	0	0
Arrests: Weapons Carrying, Possession, Etc.	2016	5	4	0	2
	2017	3	2	0	0
	2018	2	2	0	0
Disciplinary Referrals: Weapons Carrying, Possession, Etc.	2016	0	0	0	0
	2017	0	0	0	0
	2018	0	0	0	0
Arrests: Drug Abuse Violations	2016	1	0	0	4
	2017	1	0	0	4
	2018	2	1	0	2
Disciplinary Referrals: Drug Abuse Violations	2016	0	0	0	0
	2017	0	0	0	0
	2018	3	3	0	0
Arrests: Liquor Law Violations	2016	8	1	0	1
	2017	4	2	0	5
	2018	0	0	0	1
Disciplinary Referrals: Liquor Law Violations	2016	234	229	0	5
	2017	185	185	0	0
	2018	164	162	0	0

2016: No Hate Crimes Reported / 2017: One on-campus vandalism / 2018: No Hate Crimes Reported characterized by racial bias

2016: No Incidents Unfounded / 2017: No Incidents Unfounded / 2018: No Incidents Unfounded

# Annual Fire Safety Report for 2016-2018

## POLICY ADDRESSING FIRE SAFETY, FIRE EDUCATION, AND FIRE STATISTICS

### Overview

The Higher Education Opportunity Act (P.L. 110-315) became law in August 2008, requiring all U.S. academic institutions to produce an annual fire safety report outlining fire safety practices, standards, and all fire-related on-campus statistics related to student housing. The following public disclosure report details all information required by this law as it relates to Salem State University as outlined in the initial regulation; subsequent yearly reports will comply with the Act as amended and published October 29, 2009.

### Fire Safety

Salem State University takes fire safety very seriously and continues to enhance its programs to the university community through education, engineering, and enforcement. Educational programs are presented throughout the year to faculty, staff, and students so they are aware of the rules and safe practice. These programs include identification and prevention of fire hazards, actual building evacuation procedure and drills, specific occupant response to fire emergencies, and hand-on use of fire extinguishers.

### Fires, Fire Prevention and Housing Fire Safety Equipment

At Salem State University, all university residence halls are protected by fire detection and alarm systems which are centrally monitored 24 hours/day, seven days/week. The buildings are also equipped with either emergency generators or lighting fixtures that incorporate backup batteries; upon loss of power, these systems automatically activate to assure adequate egress lighting in hallways and emergency exit stairwells. All of our residence halls are fully equipped with sprinkler systems. Carbon monoxide detectors have been installed in all residence hall mechanical rooms where products of combustion could occur. All fire safety systems and equipment are strictly maintained and tested in accordance with applicable national standards. All on campus buildings, residential, academic and administrative buildings are equipped with portable dry chemical fire extinguishers. The extinguishers are located on every floor of the building, inside laboratories, utility areas, and kitchens. The extinguishers are maintained annually in compliance with NFPA 10.



Fire prevention is the responsibility of all members of the Salem State University community. University residence halls are particularly susceptible to fires, and students residing in the halls must carefully adhere to fire safety regulations.

## Definitions

The following terms are used within this report. Definitions have been obtained from the Higher Education Opportunity Act.

- On-Campus Student Housing- A student housing facility that is owned or controlled by the institution, or is located on property that is owned or controlled by the institution, and is within a reasonable contiguous area that makes up the campus.
- Fire- Any instance of open flame or other burning in a place no intended to contain the burning or in an uncontrolled manner.

## Student Fire Safety Education Program

Fire safety education programming for all students residing in on-campus student housing and all employees that have any professional association with on-campus housing is held each year. These programs are coordinated through the Office of Residence Life and in consultation with the City of Salem Fire Prevention staff. The programs are designed to familiarize everyone with the fire safety systems in each residence hall and train occupants on the proper procedures to follow in the event of a fire. At the start of each semester the residence life staff hold meetings with all occupants to review policies and procedures regarding fire safety and to ensure familiarity with evacuation routes and fire alarm systems.



In addition to the regular training in the residence halls the Salem State University Police Department periodically coordinates with the Salem Fire Department, Fire Prevention Office to provide additional awareness and prevention training for students residing in on-campus housing as well as students residing in off-campus housing. Additional information regarding fire safety for residence halls can be found here:

<https://www.salemstate.edu/campus-life/living-campus/guide-living-campus/safety-and-security>

## University Policy on Reporting Fires

Fire alarms for University owned buildings ring directly to the Salem State University Police dispatch and the Salem Fire Department. However, any member of the community who becomes aware of any active or past fire must notify the University Police or Salem Fire Department immediately.

## Procedures to Follow in the Event of a Fire

Every person in the building, including staff, faculty, students, visitors, and contractors where the fire alarm is sounding, regardless of known or suspected cause, is required to evacuate immediately. Persons evacuating must leave via the closest exit. Any equipment that could cause a fire should be turned off before exiting if it can be done quickly and safely. All occupants will assemble at a safe distance from the building and await further instructions from fire or police personnel. No occupant will re-enter a building until clearance is given by fire or police personnel.

## FIRE SAFETY POLICIES

### Prohibited Items

#### Appliances and Electronics

Because many appliances are considered fire hazards, and the use of too many appliances at one time may overload a building's electrical capacity, the following appliances are not permitted in any of the residence halls:

- Electrical extension cords
- Air conditioners
- Halogen lamps/octopus lamps
- Water coolers
- Grills (charcoal or gas)
- Televisions larger than 40"
- "Medusa lamps" (with multiple plastic shades)
- Electrical appliances with exposed heating elements, including toasters, toaster ovens, coffee makers, hot plates, deep fryers, soldering irons and hot pots without on/off switches (allowed in apartments)
- Waffle Irons or griddles
- Hover-boards

**Coffee makers and irons with automatic shut-off switches** are allowed in all residential areas.

**Microwaves** are allowed on North Campus (Peabody and Bowditch halls) if the microwave is under 700 watts/10 amps, and is plugged into an amperage overload protector (different from a surge protector). If a refrigerator is in the room, it must also be plugged into the amperage overload protector with the microwave.

**Individual refrigerators** must have a capacity of less than four cubic feet. **Micro-fridge units** may be rented by calling 1.800.637.7567. At the end of the year, all residents are responsible for cleaning the units, and returning them per posted information. Residents may be billed for failing to return a unit, or for not following the proper cleaning and return procedures.

**Stereo speakers** should be of a reasonable size; sub-woofers and amplifiers are strongly discouraged. If a resident does use these items, she/he/they may be asked to lower the volume if it disturbs other residents, or the noise level is deemed inappropriate.

**Candles and Incense:** Candles and incense are strictly prohibited from the residence halls, as they pose a significant fire risk. Residents are not allowed to possess any candles, including those of a decorative nature. This also includes candles that have not been burned. **Possession of candles and incense on campus could result in suspension from the residence halls (held in abeyance) or loss of housing!**

**Residents found in violation will be directed to correct the violation and remove the item immediately. Residence Life will hold illegal items for residents for a maximum of two (2) weeks, and then dispose of them if residents do not remove them from the building.** Repeat violations will result in administrative or judicial action.

### **Additional guidance and restrictions with respect to residence halls**

Because of fire risk, Residence Life has strict guidelines about what is and isn't allowed on campus. Violations of this policy will result in judicial action, up to and including loss of housing. The following items and/or conditions are **not permitted** in any of the residential areas:

- Live Christmas trees, menorahs with candles, Kwanzaa candles, and similar decorations
- Heating coils, coffee pots without auto shut-off, hot pots and hotplates, and electrical space heaters
- Flammable decorations placed near light fixtures or in enclosed areas
- Popcorn poppers, toasters and toaster ovens and similar heating devices outside of the kitchen areas at Bates and Central Campus residence halls
- Stairwell and exit doors propped open
- Bicycles in hallways, lounges or blocking the doorways of rooms, apartments and stairwells
- Tapestries and similar hangings covering a door or significant portion of the wall or any lights and lamps, or hung from ceilings
- Electrical devices and appliances such as: halogen lamps, lanterns and sun lamps
- Gasoline, lighter fluid, flammable cleaning fluid, turpentine, and paint solvents
- Motorcycles, mopeds and automotive equipment in hallways or rooms
- Desks, chairs, dressers, closets, or beds that block any part of doorways, or one's ability to move
- Disconnected, covered or altered smoke detectors

### **Plans for Future Improvements to Fire Safety**

Salem State University continues to monitor trends related to residence hall fire incidents and alarms to provide a fire-safe living environment for all students. New programs and policies are developed as needed to help ensure the safety of all students, faculty, and staff. While Salem State has worked diligently with the Fire Prevention Unit of the Salem Fire Department to provide education to students and staff we recognize that educational programming must be updated to account for current trends and must be reinforced each year as the building occupancy changes. Salem State University monitors communication from the National Center for Campus Fire Safety and will publish updates as deemed appropriate.

### **Fire Drills**

Fire drills are conducted in all on-campus student housing units twice each year at a minimum. The drills are mandatory, with full evacuation conducted under the supervision of the residence life staff, university police and witnessed by the City of Salem fire department.

### **Emergency Evacuation Procedures**

All students and staff are strongly encouraged to treat all fire alarms as real. In the event of a fire, the university expects that all campus community members will evacuate by the nearest exit, close doors and activate the fire alarm system as they leave. Once safely outside a building, it is appropriate to contact the university police department (978.542.6111) or 911. Trained staff will inform students, staff

and guests where to relocate to if circumstances warrant at the time of the alarm. In the event fire alarms sound, university policy is that all occupants must evacuate from the building, closing doors as they leave. No training is provided to students or employees in firefighting or suppression activity as this is inherently dangerous and each community member's only duty is to exit safely and quickly, shutting doors along the exit path as they do to contain the spread of flames and smoke, and to activate the alarm as they exit. At no time should the closing of doors or the activation of the alarm delay the exit from the building.

### Meeting Places for Residence Halls in the Event of a Fire Alarm

All students should gather at their buildings designated meeting place so that emergency vehicles and personnel can gain easy access to the building and ensure the safety of those who have exited the building. In the event of an emergency residence life staff will take attendance at the meeting place in order to give emergency personnel a list of individuals who may still be in the building and may need assistance exiting it. Residence life staff will also direct students to a temporary shelter if necessary.

### Special Needs/Disabilities

Individuals with special needs and/or disabilities that may require accommodations in the event of a fire alarm need to contact their Resident Director (RD) to create a plan to ensure their safety in the case of a fire alarm. Typically, the university police maintain a database of those students in university housing who would need assistance in evacuating a building in the event of a fire.

### Re-Entering the Building

No one should re-enter the building until directed to do so by a member of the Residence Life and Housing staff or the Police Department. Even if an alarm stops sounding you must wait for university officials to direct you into the building.

### Definitions:

The following definitions are applicable to this section:

- **Cause of fire:** The factor or factors that give rise to a fire. The causal factor may be, but is not limited to, the result of an intentional or unintentional action, mechanical failure, or act of nature.
- **Fire:** Any instance of open flame or other burning in a place not intended to contain the burning or in an uncontrolled manner.
- **Fire drill:** A supervised practice of a mandatory evacuation of a building for a fire.
- **Fire-related injury:** Any instance in which a person is injured as a result of a fire, including an injury sustained from a natural or accidental cause, while involved in fire control, attempting rescue, or escaping from the dangers of a fire. The term "person" may include students, faculty, staff, visitors, firefighters, or any other individuals.
- **Fire-related death:** Any instance in which a person (1) is killed as a result of a fire, including death resulting from a natural or accidental cause while involved in fire control, attempting rescue, or escaping from the dangers of a fire; or (2) dies within one year of injuries sustained as a result of a fire.
- **Fire-safety system:** Any mechanism or system related to the detection of a fire, the warning resulting from a fire, or the control of a fire. This may include sprinkler systems or other fire extinguishing systems; fire detection devices; stand-alone smoke alarms; devices that alert one to the presence of a fire, such as horns, bells, or strobe lights; smoke-control and reduction mechanisms; and fire doors and walls that reduce the spread of a fire.
- **Value of property damage:** The estimated value of the loss of the structure and contents, in

terms of the cost of replacement in like kind and quantity. This estimate should include contents damaged by fire, and related damages caused by smoke, water, and overhaul; however, it does not include indirect loss, such as business interruption.

**Campus Fire Logs:**

A log of all fires and fire alarms in which there was a physical cause (i.e., smoke; heat, etc., rather than a faulty detector or system malfunction). For a copy or to view the fire log, please visit the University Police located at 71 Loring Avenue Salem, MA 01970.

When changes in the causes or information about a University fire become known to Salem State University Police, any updates will be made to the log within two business days of the status change.

**Residential Fire Equipment and Systems**

<b>Residential Facility</b>	<b>Partial Sprinkler System</b>	<b>Full Sprinkler System</b>	<b>Smoke Detection</b>	<b>Fire Extinguishers</b>	<b>Evacuation Plans on Placards</b>	<b>Number of Evacuation Drills each Calendar Year</b>
<b>Bowditch Hall</b>		X	X	X	X	2
<b>Peabody Hall</b>		X	X	X	X	2
<b>Atlantic Hall</b>		X	X	X	X	2
<b>Marsh Hall</b>		X	X	X	X	2
<b>Viking Hall</b>		X	X	X	X	2
<b>Bates Complex</b>		X	X	X	X	2

**Residential Facility Addresses**

- Bowditch Hall: 42 Loring Avenue Salem, MA 01970
- Peabody Hall: 1 College Drive Salem, MA 01970
- Atlantic Hall: 71A Loring Avenue Salem, MA 01970
- Marsh Hall: 71B Loring Avenue Salem, MA 01970
- Viking Hall: 73 Loring Avenue Salem, MA 01970 (Opened August 2015)
- Bates Complex: 20-32 Harrison Road Salem, MA 01970



**Fire Statistics for 2016-2018**

		<b>Bowditch Hall</b>	<b>Peabody Hall</b>	<b>Atlantic Hall</b>	<b>Marsh Hall</b>	<b>Viking Hall</b>	<b>Bates Complex</b>	<b>TOTAL</b>
2016	Fires	0	0	1	0	0	1	2
	Injuries	0	0	0	0	0	0	0
	Deaths	0	0	0	0	0	0	0
2017	Fires	0	2	0	0	0	0	2
	Injuries	0	0	0	0	0	0	0
	Deaths	0	0	0	0	0	0	0
2018	Fires	0	0	0	0	1	0	1
	Injuries	0	0	0	0	0	0	0
	Deaths	0	0	0	0	0	0	0

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**Fire Descriptions for 2016-2018**

<b>2016</b>				
<b>Residence</b>	<b>Cause of Fire</b>	<b>Fire-related injuries</b>	<b>Fire-related deaths</b>	<b>Property Damage</b>
Atlantic Hall	Accidental/Cooking	0	0	\$0.00
Bates #10	Accidental/Cooking	0	0	\$0.00
<b>2017</b>				
<b>Residence</b>	<b>Cause of Fire</b>	<b>Fire-related injuries</b>	<b>Fire-related deaths</b>	<b>Property Damage</b>
Peabody Hall	Accidental/Cooking	0	0	\$0.00
Peabody Hall	Intentional	0	0	\$100.00
<b>2018</b>				
<b>Residence</b>	<b>Cause of Fire</b>	<b>Fire-related injuries</b>	<b>Fire-related deaths</b>	<b>Property Damage</b>
Viking Hall	Accidental/Cooking	0	0	\$0.00

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**## END OF REPORT**

**Risk Management and Audit Committee Charter**

The charter attached is for your information and as a matter of good practice at the start of the board year. No changes are recommended.



## **Board of Trustees Risk Management and Audit Committee Charter**

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### **Purpose:**

The Risk Management and Audit Committee of the Board of Trustees shall be a permanent committee which will be active and involved in the discussion of the university's efforts to review, develop, and implement guidelines and policies to govern the process by which risk management and the annual audit are undertaken by the institution. This committee will provide reports to the Salem State University Board of Trustees as required.

### **Responsibilities:**

#### **Risk Management**

1. Within the broad scope of enterprise risk management, this committee will set the policies necessary to guide the university's endeavors as it seeks to achieve the highest levels of effectiveness and efficiency, while minimizing risk.
2. Responsible to the board for monitoring the adequacy of internal control systems, review processes, and for providing a policy framework for an effective and independent audit and risk assessment function for the university and to carry out such functions of the Board of Trustees as directed from time to time.
3. Ensure the safety and security of the campus and compliance with laws and regulations fundamental to Salem State's continued success (including but not limited to Chapter 647 of the Acts of 1989, an act relative to improving internal controls within state agencies).
4. Establish and maintain a risk assessment team that will identify and prioritize risks to report to the board.
5. Determine the range of services, if any, needed to address risk concerns.
6. Oversee legal and financial compliance including but not limited to policies on Conflict of Interest and Whistleblower.

#### **External Audit**

1. Annually consider the appointment of the external auditor.
2. Review and approve the terms of engagement and fees of the external auditor at the start of each audit.
3. Consider and review the scope of work, reports and activities of the external auditor.
4. Review and evaluate the findings of the yearly audit with the external auditor.

12/2/2015 Approved by the Salem State University Board of Trustees.

3/29/2017 Reviewed by the Risk Management and Audit Committee, no changes.

5. Review with committee and external auditors significant accounting and reporting principles, practices, and procedures applied by the institution in preparing its financial statements.
6. Review and make recommendations to the board regarding financial, accounting and reporting issues.
7. Oversight/review of presidential expenditures.

**Membership:**

The committee shall have not fewer than three Trustees appointed by the chair of the Board. The president shall be a member of the committee, ex officio, non-voting. The chair shall be a member of the committee, officio voting. Committee members may include individuals who are not trustees so long as the majority membership of the committee is comprised of trustees. The chair shall have the authority to appoint non-trustee members advisory, non-voting to the committee to serve until the next annual meeting. Members may be appointed to the committee, on a temporary basis, by the chair, as may be required.

**Quorum:**

A majority of the members shall constitute a quorum.

**Meetings:**

The committee is expected to meet at least four times each fiscal year and more if needed to facilitate prudent and timely decision making. The meetings shall be conducted in conformity with the state's Open Meeting Law. Executive sessions may be conducted periodically and shall be limited to those matters permitted by the state's Open Meeting Law.

**Agenda, Minutes, and Reports:**

The chair of the committee, in collaboration with the staff designees, shall be responsible for establishing the agendas for meetings. An agenda, together with relevant materials shall be made available to committee members at least five days in advance of the meeting. Minutes for all meetings shall be drafted by the staff designee, reviewed by the committee chair, and approved by committee members at the following meeting.

**Risk Management and Audit Committee Work Plan for FY20  
January 9, 2020**

**September 25, 2019 w BOT Oct. 16, 2019 (canceled –agenda moved to  
January 29, 2020 meeting)**

Discussion or action

- Committee work plan for the year
- Annual risk assessment report
- Audit Matters
  - FY19 audits

Informational information

- Committee charter
- FY19 annual report of president's expenditures

**October 10, 2019 Special RMA Meeting re Audit**

Discussion or action

- Review and recommend acceptance of FY19 audit (auditors in attendance)

**January 29, 2020 w BOT Feb. 12, 2020**

Discussion or action

- Clery Report
- Executive session, if needed
  - Litigation

Informational material

- Committee charter
- Committee workplan for the year

**March 25, 2020 w BOT April 8, 2020**

Discussion or action

- Approval of Auditors for FY20
- Cyber security update
- Executive session, if needed
  - Litigation

**May 27, 2020 w BOT June 10, 2020**

Discussion or action

- Executive Session
  - Litigation, if needed

## Strategic Planning Committee Meeting Minutes Wednesday, Jan 29, 2020

The Strategic Planning Committee met on Wednesday, January 29, 2020, in the Petrowski conference room (Marsh 210) at Salem State University. Present for the Committee: Trustees Murphy (chair), Katzman (vice chair) Chisholm and Mattera (ex-officio). Also present and participating were President Keenan and Board Secretary Montague and Assistant Secretary Hennessey.

Chair Murphy called the meeting to order at 6:40 pm and began her discussion by recalling that the board had engaged in a discussion at its Off-site meeting on December 13<sup>th</sup> about what differentiated the university from its peers. The talk then turned to a brainstorming session about what the university could/should aspire to in the future. Following the Off-site meeting, Trustee Murphy thanked the individuals/working group (listed below) who continued the brainstorming in one-on-one discussions:

Trustee Katzman

Trustee Contreras

Associate Vice President and Dean of Students, Student Life Carla Panzella

Professor & Coordinator of African-American Studies Minor, Tiffany Chenault

Interdisciplinary Studies Department and President, Salem Chapter, MSCA and

Coordinator, Religious Studies Minor Jim Gubbins

Provost and Academic Vice President David Silva

A discussion ensued regarding the development of the diagram (attached) which was the result of several ideas. Trustee Murphy offered that the diagram is a concept and starting point for future discussions as the university prepares for the next strategic planning session.

The meeting adjourned at 6:55 pm



# SALEM STATE UNIVERSITY

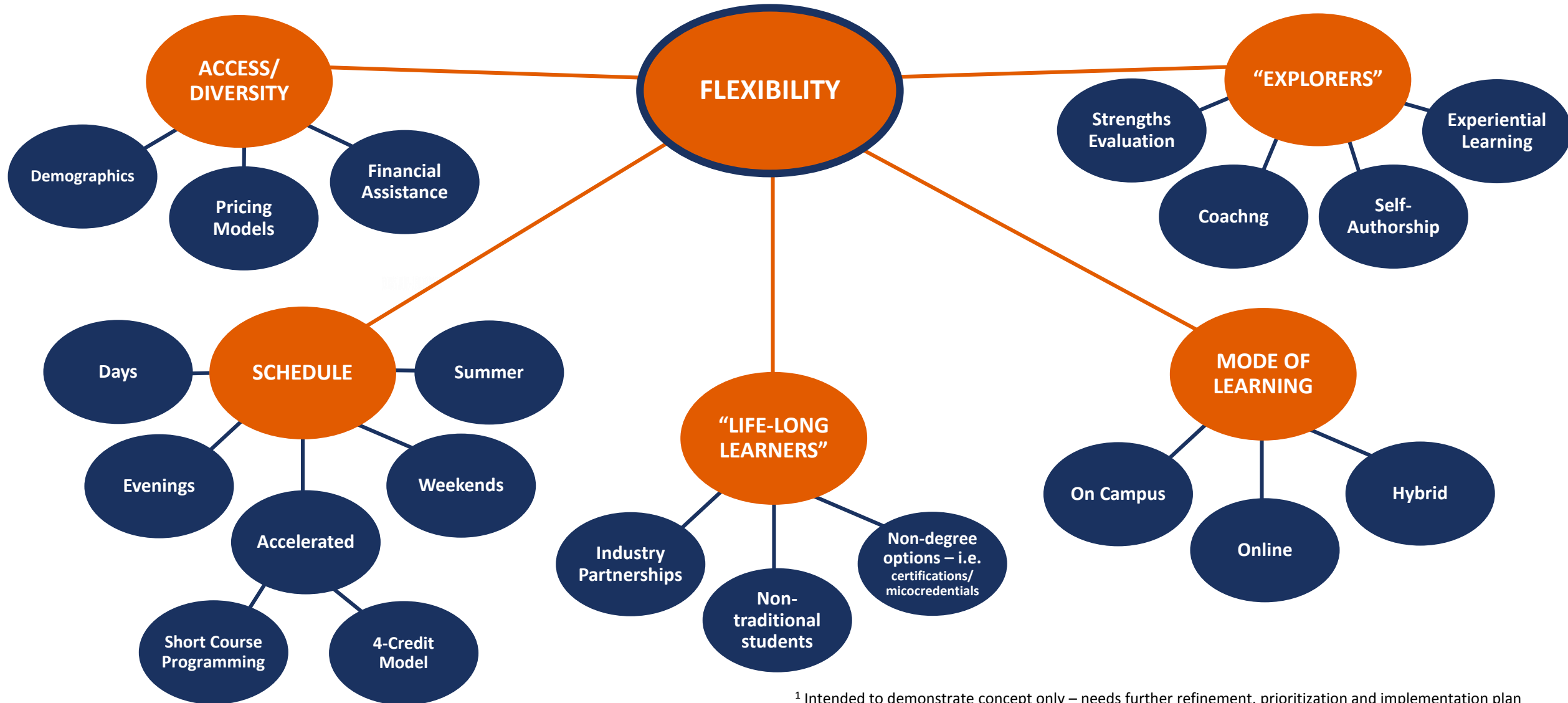
BOARD OF TRUSTEES PRESENTATION – JANUARY 29, 2020

KATHLEEN A. MURPHY, PHD

## Strategy Committee



# WORKING DRAFT CONCEPT<sup>1</sup>



<sup>1</sup> Intended to demonstrate concept only – needs further refinement, prioritization and implementation plan