

BOARD OF TRUSTEES
June 10, 2020

PRESENT: Trustees Mattera (chair), Zahlaway-Belsito, Butts, Cadet, Chisholm, Contreras, DeSimone, Katzman, Lutts, Murphy and Russell. Also participating at the meeting were President Keenan and Board Secretary Montague and Assistant Secretary Hennessey.

ABSENT: None

In accordance with the General Laws of the Commonwealth of Massachusetts, Chapter 30A and amended by Executive Order issued March 13, 2020, suspending parts of the Open Meeting Law to allow public remote participation and participation by the public body remotely.

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I. CALL TO ORDER - Chair Mattera called the meeting to order at 4:54 pm and noted the expedience of the Academic Affairs Committee meeting which had preceded the board meeting. Chair Mattera moved to the first matter of business which was the consent agenda and asked if there was any discussion or modifications. Hearing none, he asked if there was a motion and a motion was duly offered by Trustee Contreras and seconded by Trustee Lutts. Upon a roll call vote, it was unanimously

Call to Order

Consent Agenda

VOTED: to approve the Consent Agenda of June 10, 2020 (CA-19-03)

Voting in the affirmative:	Zahlaway Belsito, Butts, Cadet, Chisholm, Contreras, DeSimone, Katzman, Lutts, Murphy, Russell and Mattera (chair)
Voting in the negative:	None
Absent:	None

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Chair Mattera welcomed newly elected Student Trustee Richeline “Richie” Cadet and expressed the board’s enthusiasm that she was officially a sworn in trustee and a member of several committees. Chair Mattera then moved on to explain the board’s meeting protocols for the benefit of the meeting attendees who may have been unfamiliar with the process. Chair Mattera noted that it is the chair’s prerogative to take items out of order and he planned to do so. He took a few moments to make comments regarding the strain that COVID-19 has placed on everyone and the university. He asked that goodwill not be challenged and mentioned the good work of the board and that he is proud of the work the trustees have accomplished while he has been chair.

*Academic Affairs
MSCA Personnel
Actions*

II. COMMITTEE ACTION:

Academic Affairs – Chair Mattera announced that the board would next move to the MSCA Personnel Actions that were passed in the Academic Affairs Committee. Chair Mattera asked that all of the committee’s recommended motions be read and considered in one roll call vote. He then

asked for any objections or modifications. Hearing none, he asked if there was a motion. Trustee Russell duly read the motions, and upon a roll call vote it was unanimously,

VOTED: Tenure

1. To approve the personnel actions for Faculty Tenure, effective September 1, 2020.

Tenure with Promotion

2. To approve the personnel actions for Faculty Tenure to the rank as Associate Professor, effective September 1, 2020.

Promotion

3. To approve the personnel actions for Faculty Promotion to the rank of Professor, Associate Professor, Assistant Professor and Librarian, effective September 1, 2020.

Emeritus

4. To approve the personnel actions for Faculty Promotions to the rank of Professor Emeritus and Associate Professor Emeritus, effective immediately.

(see attached)

(AA-19-04)

Voting in the affirmative: Zahlaway Belsito, Butts, Cadet, Chisholm, Contreras, DeSimone, Katzman, Lutts, Murphy, Russell and Mattera (chair)

Voting in the negative: None

Absent: None

Chair Mattera congratulated the newly promoted and tenured faculty members. He continued that the faculty had distinguished themselves and honored the university. Chair Mattera made particular note of faculty having achieved emeritus status and commended their accomplishments.

Chair Mattera then welcomed MSCA Union President Tiffany Chenault to make a statement. President Chenault thanked the Board of Trustees for the opportunity to speak at the meeting. She explained that as the union chapter president she was present on behalf of the Salem State faculty and librarians and she was present to advocate and support the faculty. President Chenault represents the groups and part of that representation has to do with the governing process articulated in the faculty contract which is a living document. She also attends the Board of Trustee meetings.

President Chenault shared that eight other boards that govern our sister institutions approved the merit of faculty promotions without delay. Despite all being in a precarious financial situation. The union is part of over a hundred thousand members that make-up the Massachusetts Teacher Association. She then spoke to the power of unions advocating for sound educational policies and safe supportive and enriching environments for all students regardless of race and wealth.

President Chenault noted that society is at a tipping point and is pushing back against inequalities and that now is the time to strengthen anti-racists work through education and to invest in public higher education. She concluded that a commitment to liberal arts as the core

of the university would help our students grow into well-rounded, critical thinkers. President Chenault thanked President Keenan and the board for the time to speak.

Chair Mattera thanked President Chenault for her perspective and provided the trustees with an opportunity to respond. Trustee Butts thanked the president for her remarks and said that personally and as a member of the Board of Trustees, she is dedicated to making certain that our students receive the highest quality experience possible. Trustees Contreras affirmed the board's commitment to the profile President Chenault described of our students, and the importance of this institution for their well-being for the foundation of their educational experience and career. Trustee Cadet thanked President Chenault for addressing the board and mentioned that as a student leader she appreciated having strong faculty supporting students and speaking up. Trustee Katzman added his support for President Chenault's comments and shared that much of the advocacy work for financing state universities is done behind the scenes.

Trustee Katzman offered, that in his experience it was the faculty at Salem State that inspired him while he was a student. He was so inspired by his experience with faculty that he now serves on the board and spends his time on philanthropy to support the university and what the faculty do. Trustee Zahlaway Belsito echoed Trustee Katzman's sentiment and thanked Professor Levy, now Professor Emeritus and also thanked Stan Cahill. She continued that her career path had been heavily influenced by the faculty at Salem State. Trustee Murphy offered that she is also an alumna and sees on this board dedicated people who are willing to make a difference and help further the universities' goals. She is also willing to jump in and do whatever is necessary to help the university achieve its goals.

Chair Mattera thanked the board and again thanked President Chenault for her comments. He noted that there is a strong commitment to work openly and forthrightly for the good of the university.

Chair Mattera then noted that the board would move to the Finance and Facilities motions.

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III. COMMITTEE ACTIONS (continued) –

Finance and Facilities - Trustee Katzman noted that there were three committee motions to move on. First, he thanked the members present and acknowledged the work of outgoing Student Trustee Paul Wilkens who graduated in May. He then welcomed the new Student Trustee Richie Cadet. He then noted that at the committee's last meeting there was much discussion regarding nursing fees and that Provost Silva had shared a report with the board regarding the nursing program prior to today's meeting and that those fees were not being increased for strategic reasons.

Vice President House then addressed the overall fee issue and noted that due to the pandemic, and in light of health and safety protocols, there has been much work done assigning rooms as singles. The next step was to determine what rate was appropriate and then seeking the approval from the Mass College Building Authority who own the residence halls and also play a role in approving the dorm room rents. Once room rates were established, that rate rippled through the university's budget. That is the change in the fee package. They did not opt to recommend a change in the nursing fee. Tuition & fee recommended for full-time commuting, instate is a Three and a half percent increase which is less than originally planned. The board and the administration never like to increase fees.

It is notable that there is a twenty percent increase in the institutionally funded financial aid per student. It is our hope that the financial aid office will be able to direct the resources to the students who are in the most need given the increase.

VP House discussed that the university was tracking key metric revenue indicators very closely including enrollment and feeling very hopeful and guarding against summer melt. In terms of expense savings, the university is actively restructuring its debt via the Massachusetts State College Building Authority which will achieve a great savings. The second savings will be achieved through the furloughs. The unions will need to bargain before the plan can be finalized. We will wait for the Department of Higher Education to approve before we begin negotiations.

President Keenan indicated that he expected a decision by the end of June and if furloughs did not result then the last step would be retrenchment.

A brief discussion regarding the university's endowment ensued. VP Crouse explained that donors specify how the funds are to be spent; funds can't just be used however the university wishes. VP House clarified that the use of endowment funds allows that only the earnings on the principle are to be spent, not the principle itself. VP Crouse added that the state sets the rules on endowments.

Trustee Katzman added that he wanted to speak for all of the trustees and state that they do not want to increase fees and know that the students are challenged. A discussion ensued regarding whether budget uncertainty would require a summer meeting. The board determined that President Keenan and Vice President House would have check-backs with the Finance Chair and that Vice President Galinski would report any significant change in enrollment, so no summer meeting was required at this time. If an issue should come up the board could notice a meeting in August.

Following the discussing the members opted to take up the committee's three recommended motions individually. Trustee Murphy presented the FY2021 tuition and fees motion, which was duly seconded by Trustee Katzman following a roll call it was,

VOTED: **The Board of Trustees of Salem State University hereby approves the fees as shown in the attached tuition and fee rate schedule. The new rates shall be effective for the 2020-21 academic year (FY 2021). The president and other officers of the university are hereby authorized to do all things and take all actions deemed necessary to implement this decision (FF-19-04)**

Voting in the affirmative:	Zahlaway Belsito, Butts, Chisholm, Contreras, DeSimone, Katzman, Lutts, Russell and Mattera (chair)
Voting to abstain:	Cadet
Voting in the negative:	Murphy
Absent:	None

Finance & Facilities:

FY 2021 Fees & Tuition Approved

Chair Mattera noted that with so many unknowns in the coming months it will be necessary for the president and his team to adjust to the circumstances and to engage the board and committees. He thanked the board for passing the motion.

*FY2021
All Funds Budget
Approved*

Finance Chair Katzman then turned to Trustee Russell who presented the committee's second recommended motion regarding the FY2021 All Funds Budget. The motion was seconded by Trustee Lutts and following a roll call it was unanimously,

VOTED: The Board of Trustees of Salem State University hereby approves the Fiscal Year 2021 All Funds Budget as recommended by the president and as shown in the attached FY 2021 Salem State University All Funds Budget at the level of \$144.7 million in Managed Expenses. This action includes approval of the FY 2021 Trust Fund Budgets and the Contracts Exceeding \$500,000 each as included in the budget package. The president, the vice president for finance and facilities, and other officers of the university are hereby authorized to do all things and take all actions deemed necessary to implement this decision (FF-19-05).

Voting in the affirmative:	Zahlaway Belsito, Butts, Cadet, Chisholm, Contreras, DeSimone, Katzman, Lutts, Murphy, Russell and Mattera (chair)
Voting in the negative:	None
Absent:	None

Trustee Katzman presented the committee's third and final motion regarding the university entering into a revolving line of credit with Eastern Bank, the motion was seconded by Trustee Cadet, and following a roll call it was unanimously,

VOTED: That the Board of Trustees hereby approves the university entering into a Revolving Demand Line of Credit with Eastern Bank at prime rate, with the investment portfolio as collateral, and authorizes the president and the vice president for finance and facilities are authorized to do all things and take all actions deemed necessary or desirable to carry into effect the matters hereby authorized including signing the loan commitment agreeing to the terms and conditions on behalf of Salem State University (FF-19-06).

Voting in the affirmative:	Zahlaway Belsito, Butts, Cadet, Chisholm, Contreras, DeSimone, Katzman, Lutts, Murphy, Russell and Mattera (chair)
Voting in the negative:	None
Absent:	None

- Students for their resilience and grit in seeing the spring semester through and especially the seniors for completing their degrees.
- My senior team for managing through the many curves thrown at us this year.
- Chief Labonte and Dr. Castillo for leaving our COVID Task Force and all the members helping us respond to the pandemic and planning for our recover.
- The Trustees for working with our team to navigate these uncharted COVID waters.
- Chair Mattera a special thank you for his counsel and leadership for what is likely a record five years as chair – a bipartisan appointment nominated by both Governors Patrick and Baker. You’ve helped me weather this storm.
- My departing Chief of Staff Nate Bryant. I am both proud and excited for you in your new role as President of North Shore Community College.

The president introduced Dr. Sean Bennett, who joined us from RIT where he served as Assistant Dean for Academic Operations and Student Success. He has over twenty years of K-12 and higher-ed experience including executive leadership in Diversity, Inclusion and Belonging. Dr. Bennett, like many of our students, is also a “first gen.” Finally, the president offered a hearty congratulations to all our newly tenured faculty members. He thanked them for their commitment to our students and the campus.

President Keenan then discussed the pandemic. He shared that 1918, 1929 and 1968 added together equal the year 2020. Meaning that at the moment we are dealing with a pandemic, the likes of which we haven’t had in a century. Unemployment and financial stress similar to the Great Depression. Racial unrest and political strife comparable to 1968.

The president discussed the many challenges on campus including COVID, the economy, closing a \$26 million budget gap through proposed furloughs and shared sacrifice – which would be far better than retrenchment. He also shared that the regional comprehensive universities will benefit from being the affordable local option for an excellent education. Transfers and increased enrollments are sure to be another benefit. Finally, and most importantly, the university’s budget will allow it to move forward on Project BOLD. The transformative project will modernize and unify the campus and enable us to serve the North Shore and prepare its workforce

President Keenan compared the current race relations to the tumult of 1968 and said that today we find ourselves as a country, Commonwealth and campus struggling to process the tragic and senseless murder of George Floyd.

He noted that our campus rightfully takes great pride in being the most diverse of the state universities and feels the deep pain suffered by our Black students, faculty and staff. He said that COVID has served to highlight and exacerbate the clear racial disparities in education, healthcare and our economy. Mr. Floyd’s death is a clarion call upon all of us to do more to eliminate racism in our society.

The president noted that while he takes pride in his first-gen status, he also acknowledged his privilege of being a white, male, ivy-educated, university president. He wanted to thank many individuals who have shared materials to help him better understand the injustice and racism in our society. While the president is proud of the work our campus has done and thankful for Rebecca Latin’s and many others’ efforts – including LEAD – during the recent past – I know that we must do more.

President Keenan has asked our new VP for Diversity and Inclusion and our Dean of Students to create a Task Force and working Group – across all organization boundaries – to review our

policies through an equitable lens. They will also review our student code of conduct so we can be clear on expectations and take action when those expectations are not met.

President Keenan looked forward with optimism and is looking forward to working with Trustee Cadet, the SGA Officers and members of Black, Brown and Proud to advance our collective work on this front.

The president is also hopeful that our new science labs will be approved and that we will achieve AACSB accreditation. He is looking forward to the year ahead.

* * *

OPEN FORUM:

Chair Mattera opened the forum and questions were read by a moderator.

An inquiry was made regarding why the trustees didn't research other universities' vote before doing tenure. Chair Mattera responded that the trustees took the time necessary to vote, there was two weeks between the meetings and the board took the right action.

The next question referred to the capital campaign. Would funds raised in the capital campaign offset operating costs and would the trustees work on the campaign take away from their advocacy work?

Trustee Katzman notes that the campaign funds would not be used for operating costs. He also noted that as mentioned earlier endowment funds may be designated for a particular use for the donor. As an example, Trustee Katzman offered that he has personally contributed to the entrepreneurship in the business program. Chair Mattera asked VP House to respond. VP House noted that it is not legally possible to use endowment principle. Only the interest may be spent. She added that it wouldn't be prudent for the board to agree to use the university's reserves as it would leave the university vulnerable. The open forum was closed.

OLD BUSINESS:

Nominating Committee – Nominating Committee Chair Katzman thanked the members of the Nomination Committee which consists of Trustees Murphy and Contreras for their work. Trustee Katzman took a moment to acknowledge the excellent work accomplished by Chair Mattera. Paul Mattera was appointed to the BOT by Governor Patrick in 2011 and was reappointed by Governor Baker in 2016. During Chair Matera's tenure he led many initiatives:

He encouraged/insisted on full board participation in the university's first comprehensive campaign. In December of 2016, the university exceeded its goal, and raised over \$26 million during the campaign from over 11,000 donors, with a remarkable 93 percent participation rate among faculty and staff. The funds resulted in the establishment of over 40 new scholarships for students and much needed financial support for academic programs. This campaign was the largest and most successful campaign in State college history.

In 2016, he established a Sustainability Committee to work with faculty and students on the issue of divestment from fossil fuels and brought the Board of Trustees to a vote of establishing a goal of full divestment from fossil fuels.

In 2017, Chair Mattera established the designation of Trustee Emeritus to honor two long serving and well-deserving Trustees Jacob Segal and Pam Scott.

Also, in 2017, Chair Mattera led the Board through its most important and often most difficult jobs of hiring a new president.

As chair, Paul has seen profound changes to the campus with the renovation and re-opening of the Sophia Gordon Center for the Creative and Performing Arts and the academic space at 287 Lafayette Street as the School of Social Work and School of Education.

Paul has championed for another transformative campus initiative with Project BOLD, our campus modernization and unification plan and we are grateful for his leadership on this exciting endeavor.

Paul is so committed to public higher education he also serves as the segmental representative on the Board of Higher Education. Trustees Katzman thanked Chair Mattera for his mentorship as a trustee and for his friendship.

Trustee Katzman then moved on to the business of electing a new Chair and Vice Chair. Over the last few weeks, the nominating committee had multiple individual communications with trustees and the committee would like to bring forward Vice Chair Rob Lutts and Trustee Cherie Butts as candidates for Chair and Vice Chair respectively. Trustees Murphy and Contreras shared bios of Trustee Lutts and Trustee Butts (attached). Trustee Katzman offered the motion, which was seconded by Trustee Murphy, hearing no further discussion, following a roll call it was unanimously,

VOTED: To elect Rob Lutts and Cherie Butts as chair and vice-chair, respectively, of this board for academic year 2020-21 (OB-19-01).

Voting in the affirmative:	Zahlaway Belsito, Butts, Cadet, Chisholm, Contreras, DeSimone, Katzman, Lutts, Murphy, Russell and Mattera (chair)
Voting in the negative:	None
Absent:	None

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NEW BUSINESS:

Executive Committee -

Chair Mattera announced that the next matter of business was to appoint the Executive Committee. The bylaws dictate that the chair and vice chair service as ex officio members so Rob and Cherie will serve on the committee. It has been the board's practice that the longest serving members fill out the membership so Chair Mattera appointed himself as the immediate past chair, Trustees Chisholm and Murphy to fill the slate.

Shared Governance Committee -

Chair Mattera introduced the matter of establishing a special committee to undertake matters relative to shared governance, due diligence and related to healthy development and operation of the board and its standing and overall performance of the board. Following a brief discussion,

Chair Mattera read the motion, which was duly offered by Trustee Lutts and seconded by Trustee Russell and by a roll call it was unanimously,

VOTED: That the Salem State University Board of Trustees establish a Special Committee to be known as the Governance Committee, whose members shall consist of three trustees as may be appointed by the Chair of the Board of Trustees and who shall serve until the next annual meeting.

The committee shall have the following duties and powers:

- (a) To promote effective shared governance;**
- (b) To recruit and develop new trustees, reflecting the diversity of the student population and the campus community;**
- (b) To oversee orientation of new trustees;**
- (c) To review and assess effectiveness of Board's committee structure;**
- (d) To survey and assess effectiveness of the Board.**

(NB-19-02)

Voting in the affirmative:	Zahlaway Belsito, Butts, Cadet, Chisholm, Contreras, DeSimone, Katzman, Lutts, Murphy, Russell and Mattera (chair)
Voting in the negative:	None
Absent:	None

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X ADJOURNMENT - There being no further business to come before the Board and on a motion made by Trustee Chisholm and seconded by Trustee Murphy, it was unanimously:

VOTED: to adjourn the meeting at 7:00 pm

Voting in the affirmative:	Zahlaway Belsito, Butts, Cadet, Chisholm, Contreras, DeSimone, Katzman, Lutts, Murphy, Russell and Mattera (chair)
Voting in the negative:	None
Absent:	None

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Chair Mattera extended congratulations to Trustee Lutts and Trustee Butts for their new roles as chair and vice chair in the coming academic year. He wished them the same positive experience that he had in his role. Chair Mattera shared that it had been an honor to work with the board in his capacity.

Adjournment

Respectfully submitted,

A handwritten signature in blue ink that reads "John Keenan". The signature is written in a cursive style with a large initial 'J'.

John Keenan
President

A handwritten signature in black ink that reads "Lynne Montague". The signature is written in a cursive style.

Lynne Montague
Secretary to the Board of Trustees

Meeting of the Board of Trustees
June 10, 2020
Remote Meeting
Agenda page 2

Consent Agenda

Approval of the following Meeting Minutes and Committee Reports (available on Sharepoint):

Board of Trustees Meeting: April 8, 2020 *
Institutional Advancement, Marketing and Communications: May 27, 2020
Academic Affairs & Student Life: May 27, 2020
Finance & Facilities: May 27, 2020
Risk Management & Audit, May 27, 2020

Finance and Facilities: May 6, 2020

*Board of Trustees Meeting: April 8, 2020 filed separately

Academic Affairs & Student Life

MSCA Personnel Actions

Tenure

Motion 1: To approve the personnel actions for Faculty Tenure, effective September 1, 2020.

Tenure with Promotion

Motion 2: To approve the personnel actions for Faculty Tenure with Promotion to rank as Associate Professor, effective September 1, 2020.

Promotion

Motion 3: To approve the personnel actions for Faculty Promotion to the rank of Professor, Associate Professor, Assistant Professor and Librarian, effective September 1, 2020.

Emeritus

Motion 4: To approve the personnel actions for Faculty Promotion to the rank of Professor Emeritus and Associate Professor Emeritus, effective immediately.

(see attached)

Action	Unit Member	Department	School / College	Proposed new status	Proposed new rank	Effective Date
Tenure (only)	Ackerman, Margaret	Nursing	HHS	tenured	n/a	9/1/2020
Tenure (only)	Chen, Changqing	Chemistry and Physics	CAS	tenured	n/a	9/1/2020
Tenure (only)	Johnson, Jerry	Theatre and Speech Communication	CAS	tenured	n/a	9/1/2020
Tenure with Promotion	Brown, Jason	Biology	CAS	tenured	Associate Professor	9/1/2020
Tenure with Promotion	Daniell, Robert	Management	BSB	tenured	Associate Professor	9/1/2020
Tenure with Promotion	Dickstein-Fischer, Laurie	Secondary and Higher Education	SOE	tenured	Associate Professor	9/1/2020
Tenure with Promotion	Goswami, Ashita	Psychology	CAS	tenured	Associate Professor	9/1/2020
Tenure with Promotion	Kaur, Komalpreet	Computer Science	CAS	tenured	Associate Professor	9/1/2020
Tenure with Promotion	Kentros, Sotirios	Computer Science	CAS	tenured	Associate Professor	9/1/2020
Tenure with Promotion	Manyanga, Fidells	Chemistry and Physics	CAS	tenured	Associate Professor	9/1/2020
Tenure with Promotion	Moore, Sara	Sociology	CAS	tenured	Associate Professor	9/1/2020
Tenure with Promotion	Shea, Margaret	History	CAS	tenured	Associate Professor	9/1/2020
Terminal Year Contract	* If needed					
Promotion	Avila-Saavedra, Guillermo	Media and Communication	CAS	n/a	Professor	9/1/2020
Promotion	Condie, Cami	Childhood Education and Care	SOE	n/a	Associate Professor	9/1/2020
Promotion	Crow, Kathi	Mathematics	CAS	n/a	Professor	9/1/2020
Promotion	Davila, Michele	World Languages and Cultures	CAS	n/a	Professor	9/1/2020
Promotion	DeFelippo, Anne	Nursing	HHS	n/a	Professor	9/1/2020
Promotion	Eddy, Timothy	Psychology	CAS	n/a	Professor	9/1/2020
Promotion	Guo, Hongtao	Accounting and Finance	BSB	n/a	Professor	9/1/2020
Promotion	Ippolito, Jacy	Secondary and Higher Education	SOE	n/a	Professor	9/1/2020
Promotion	Jay, Bethany	History	CAS	n/a	Professor	9/1/2020
Promotion	King, Janice	Nursing	HHS	n/a	Professor	9/1/2020
Promotion	Ruget, Vanessa	Political Science	CAS	n/a	Professor	9/1/2020
Promotion	Ruiz, Yvonne	Social Work	SSW	n/a	Professor	9/1/2020
Promotion	Schlenz, Kathleen	Occupational Therapy	HHS	n/a	Assistant Professor	9/1/2020

Action	Unit Member	Department	School / College	Proposed new status	Proposed new rank	Effective Date
Promotion	Scott, Kristina	Childhood Education and Care	SOE	n/a	Associate Professor	9/1/2020
Promotion	Smith, Amy	Media and Communication	CAS	n/a	Professor	9/1/2020
Promotion	Soohoo, Jason	Library	LIB	n/a	Librarian	9/1/2020
Emeritus	Aske, Jon	World Languages and Cultures	CAS	n/a	Professor Emeritus	6/10/2020
Emeritus	Bandyopadhyay, Jayanti	Accounting and Finance	BSB	n/a	Professor Emeritus	6/10/2020
Emeritus	Benton, Robin	Sport and Movement Science	CAS	n/a	Associate Professor Emeritus	6/10/2020
Emeritus	Brown, Robert	Media and Communication	CAS	n/a	Professor Emeritus	6/10/2020
Emeritus	Buttner, Joseph	Biology	CAS	n/a	Professor Emeritus	6/10/2020
Emeritus	DeChillo, Neal	Social Work	SSW	n/a	Professor Emeritus	6/10/2020
Emeritus	Halpern, Pamela	Childhood Education and Care	SOE	n/a	Professor Emeritus	6/10/2020
Emeritus	Hills, Donna	Nursing	HHS	n/a	Associate Professor Emeritus	6/10/2020
Emeritus	Levy, Richard	Political Science	CAS	n/a	Professor Emeritus	6/10/2020
Emeritus	Lyons, Teresa	Psychology	CAS	n/a	Professor Emeritus	6/10/2020
Emeritus	McGee, Paul	Accounting and Finance	BSB	n/a	Professor Emeritus	6/10/2020
Emeritus	Ould, Patricia	Sociology	CAS	n/a	Professor Emeritus	6/10/2020
Emeritus	Schultz, Nancy	English	CAS	n/a	Professor Emeritus	6/10/2020
Emeritus	Springer, Cheryl	Social Work	SSW	n/a	Professor Emeritus	6/10/2020
Emeritus	Tapley, David	Biology	CAS	n/a	Professor Emeritus	6/10/2020
Emeritus	Vaccaro, Philip	Marketing and Decision Sciences	BSB	n/a	Professor Emeritus	6/10/2020
Emeritus	Young, Alan	Biology	CAS	n/a	Professor Emeritus	6/10/2020

REQUEST FOR TRUSTEE ACTION

Date: June 5, 2020
To: Board of Trustees
From: Karen P. House, Vice President for Finance and Facilities
Subject: FY 2021 University Fees - REVISED
Requested Action: Approval

The fees in the attachment are as provisionally approved by the Finance and Facilities Committee at its May 27, 2020 meeting except for the residence hall room rates. The newly recommended residence hall room rates reflect the university's decision on pricing, given the Covid-19 pandemic safety mitigation strategy of assigning a single student to each residence hall room.

MOTION

The Board of Trustees of Salem State University hereby approves the fees as shown in the attached tuition and fee rate schedule. The new rates shall be effective for the 2020-21 academic year (FY 2021). The president and other officers of the university are hereby authorized to do all things and take all actions deemed necessary to implement this decision.

Trustee Action: Approved
Trustee Approval Date: June 10, 2020
Effective Date: June 10, 2020

Signed: *Lynne Montague (deb)*
Title: Secretary of Board of Trustees
Date: June 10, 2020

**Schedule of Student Charges
2020-21 Academic Year**

IN-STATE	Fall 2020		Spring 2021		Academic Year Full-Time
	Per Credit	Full-Time	Per Credit	Full-Time	
Day Undergraduate					
Tuition					
In-State	\$37.92	\$455.00	\$37.92	\$455.00	\$910.00
Fees					
University Fee ¹	\$427.25	\$5,127.00	\$427.25	\$5,127.00	\$10,254.00
Capital Improvement Fee	\$17.10	\$205.20	\$17.10	\$205.20	\$410.40
SGA Fee	\$4.20	\$50.40	\$4.20	\$50.40	\$100.80
Total Tuition and Fees					
In-State	\$486.47	\$5,837.60	\$486.47	\$5,837.60	\$11,675.20
Evening Undergraduate (SCPS)					
Tuition					
In-State	\$115.00		\$115.00		
Fees					
Course Fee	\$303.10		\$303.10		
Capital Improvement Fee	\$17.40		\$17.40		
SGA Fee	\$4.20		\$4.20		
Total Tuition and Fees					
In-State	\$439.70		\$439.70		
Graduate - Price Group 1					
Tuition					
In-State	\$140.00		\$140.00		
Fees					
Course Fee	\$281.95		\$281.95		
Capital Improvement Fee	\$17.40		\$17.40		
Total Tuition and Fees					
In-State	\$439.35		\$439.35		
Graduate - Price Group 2					
Tuition					
In-State	\$140.00		\$140.00		
Fees					
Course Fee	\$329.15		\$329.15		
Capital Improvement Fee	\$17.40		\$17.40		
Total Tuition and Fees					
In-State	\$486.55		\$486.55		
Graduate - Price Group 3					
Tuition					
In-State	\$140.00		\$140.00		
Fees					
Course Fee	\$392.90		\$392.90		
Capital Improvement Fee	\$17.40		\$17.40		
Total Tuition and Fees					
In-State	\$550.30		\$550.30		

All charges are subject to change.

**Schedule of Student Charges
2020-21 Academic Year**

OUT-OF-STATE	Fall 2020		Spring 2021		Academic Year Full-Time
	Per Credit	Full-Time	Per Credit	Full-Time	
Day Undergraduate					
Tuition					
Out-of-State	\$293.75	\$3,525.00	\$293.75	\$3,525.00	\$7,050.00
Fees					
University Fee ¹	\$454.95	\$5,459.40	\$454.95	\$5,459.40	\$10,918.80
Capital Improvement Fee	\$17.10	\$205.20	\$17.10	\$205.20	\$410.40
SGA Fee	\$4.20	\$50.40	\$4.20	\$50.40	\$100.80
Total Tuition and Fees					
Out-of-State	\$770.00	\$9,240.00	\$770.00	\$9,240.00	\$18,480.00
Evening Undergraduate (SCPS)					
Tuition					
Out-of-State	\$285.00		\$285.00		
Fees					
Course Fee	\$303.10		\$303.10		
Capital Improvement Fee	\$17.40		\$17.40		
SGA Fee	\$4.20		\$4.20		
Total Tuition and Fees					
Out-of-State	\$609.70		\$609.70		
Graduate - Price Group 1					
Tuition					
Out-of-State	\$230.00		\$230.00		
Fees					
Course Fee	\$281.95		\$281.95		
Capital Improvement Fee	\$17.40		\$17.40		
Total Tuition and Fees					
Out-of-State	\$529.35		\$529.35		
Graduate - Price Group 2					
Tuition					
Out-of State	\$230.00		\$230.00		
Fees					
Course Fee	\$329.15		\$329.15		
Capital Improvement Fee	\$17.40		\$17.40		
Total Tuition and Fees					
Out-of State	\$576.55		\$576.55		
Graduate - Price Group 3					
Tuition					
Out-of-State	\$230.00		\$230.00		
Fees					
Course Fee	\$392.90		\$392.90		
Capital Improvement Fee	\$17.40		\$17.40		
Total Tuition and Fees					
Out-of-State	\$640.30		\$640.30		

All charges are subject to change.

**Schedule of Student Charges
2020-21 Academic Year**

	Fall 2020 Approved		Spring 2021		Academic Year
	Per Credit	Full-Time	Per Credit	Full-Time	Full-Time
Housing²					
Bates Complex - Single		\$5,637.50		\$5,637.50	\$11,275.00
Bowditch - Single		\$4,922.50		\$4,922.50	\$9,845.00
Peabody - Single		\$4,922.50		\$4,922.50	\$9,845.00
Atlantic Hall - Single		\$6,260.00		\$6,260.00	\$12,520.00
Marsh Hall - Single		\$5,395.00		\$5,395.00	\$10,790.00
Viking Hall - Single		\$5,627.50		\$5,627.50	\$11,255.00
Meal Plans					
All You Care to Eat 7 Day Silver Plan ³		\$1,983.00		\$1,983.00	\$3,966.00
All You Care to Eat 7 Day Gold Plan ³		\$2,173.00		\$2,173.00	\$4,346.00
All You Care to Eat 7 Day Platinum Plan ³		\$2,313.00		\$2,313.00	\$4,626.00
Block Plan 1 ⁴		\$406.00		\$406.00	\$812.00
Block Plan 2 ⁴		\$740.00		\$740.00	\$1,480.00
Block Plan 3 ⁴		\$1,160.00		\$1,160.00	\$2,320.00
One Week Summer Plan ⁵					\$150.00
Miscellaneous Fees					
Mass PIRG Fee (waivable each semester) ⁶		\$10.00		\$10.00	\$20.00
Resident Parking (Atlantic and Peabody lots)		\$275.00		\$275.00	\$550.00
Resident Parking (Bates lot)		\$250.00		\$250.00	\$500.00
Resident Parking (Marsh lot)		\$200.00		\$200.00	\$400.00
Commuter Parking		\$10.00		\$10.00	\$20.00
International Student Fee ⁷		\$375.00		\$375.00	\$750.00
Records Fee-for non-matriculated students		\$10.00		\$10.00	\$20.00
Health Insurance -- (waivable) ⁸					\$3,306.00
Matriculation Fee -- new matriculated students (one-time)					\$275.00
Differential Fees for Undergraduate Programs					
Art ¹⁰		\$125.00		\$125.00	\$250.00
Biology ⁹		\$250.00		\$250.00	\$500.00
Business ¹¹		\$250.00		\$250.00	\$500.00
Chemistry ¹⁰		\$250.00		\$250.00	\$500.00
Nursing ⁹		\$500.00		\$500.00	\$1,000.00
Cohort Based Program Cost					
Accelerated 2nd Degree for BSN Summer 2019 Cohort per credit ¹²					\$575.00
Accelerated 2nd Degree for BSN Summer 2020 Cohort per credit ¹²					\$600.00
Accelerated 2nd Degree for BSN Summer 2021 Cohort per credit ¹²					\$625.00

All charges are subject to change.

Schedule of Student Charges 2020-21 Academic Year

NOTES FOR FY 2021

- 1 The University Fee represents the fee anticipated for 2020-21. Fees may change by action of the Board of Trustees.
- 2 Housing rates include (1) \$20 per semester/\$40 per year Residence Hall Association Fee for all residence halls; and (2) \$380 per semester/\$760 per year Technology/Student Fee.
- 3 The All You Care to Eat 7-Day Silver Plan will be the minimum required plan for students living in Peabody, Bowditch, Marsh or Viking Hall.

Plan Name	Board Meals	Guest Meals	Dining Dollars	Clipper Card	Cost per Semester
All You Care to Eat					
7 Day Silver Plan	Unlimited	3	\$0	\$50	\$1,983
7 Day Gold Plan	Unlimited	6	\$150	\$100	\$2,173
7 Day Platinum	Unlimited	8	\$300	\$100	\$2,313

- 4 Block Plan 1 will be the minimum required plan for all students living in Atlantic or Bates.

Plan Name	Board Meals	Guest Meals	Dining Dollars	Clipper Card	Cost per Semester
Block Plan					
Block Plan 1	42	0	\$100	\$25	\$406
Block Plan 2	60	0	\$300	\$50	\$740
Block Plan 3	140	0	\$200	\$50	\$1,160

- 5 Summer Plan

Plan Name	Board Meals	Guest Meals	Dining Dollars	Clipper Card	Cost per week
Summer Plan					
One Week	10	0	0	0	\$150

- 6 Charged for all day students each semester. Student may opt out and have fee waived on line.
- 7 Applicable to all matriculated international students with a Salem State-issued visa (excluding ESL students)
- 8 Charged for all students enrolled in at least 75 percent of a full-time course load. Student may opt out and have fee waived if covered by other health insurance. Fall only prorated charge is \$1,387.00 and spring only prorated charge is \$1,935.00.
- 9 Annual additional fees applicable beginning with academic year 2016-17 entrants to the program (incoming or transfers).
- 10 Annual additional fees applicable beginning with academic year 2017-18 new entrants to the program (incoming or transfers)
- 11 Annual additional fees applicable beginning with academic year 2019-20 new entrants to the program (incoming or transfers)
- 12 Accelerated 2nd Degree for Bachelor of Science, Nursing (BSN) is a cohort based program with a charge of Summer of 2019 entering cohort of \$575 per credit; Summer of 2020 entering cohort of \$600 per credit; Summer of 2021 entering cohort of \$625 per credit.

All charges are subject to change.

Salem State University
FY 2021 Tuition and Fees
Graduate

	Current AY 2020 and Summer 2020	Proposed AY 2021 and Summer 2021	Overall \$ Change	Overall % Change
GRADUATE				
Price Group 1 5% Course Fee increase				
Massachusetts Residents				
Per Credit	\$425.05	\$439.35	\$14.30	3%
Per Course (3 credits)	\$1,275.15	\$1,318.05	\$42.90	3%
Out of State Residents				
Per Credit	\$515.05	\$529.35	\$14.30	3%
Per Course (3 credits)	\$1,545.15	\$1,588.05	\$42.90	3%
International Student Supplemental Charge (per semester excluding summer)	\$375.00	\$375.00	\$0.00	0%
Price Group 2 5% Course Fee increase				
Massachusetts Residents				
Per Credit	\$470.00	\$486.55	\$16.55	4%
Per Course (3 credits)	\$1,410.00	\$1,459.65	\$49.65	4%
Out of State Residents				
Per Credit	\$560.00	\$576.55	\$16.55	3%
Per Course (3 credits)	\$1,680.00	\$1,729.65	\$49.65	3%
International Student Supplemental Charge (per semester excluding summer)	\$375.00	\$375.00	\$0.00	0%
Price Group 3 5% Course Fee increase				
Massachusetts Residents				
Per Credit	\$530.70	\$550.30	\$19.60	4%
Per Course (3 credits)	\$1,592.10	\$1,650.90	\$58.80	4%
Out of State Residents				
Per Credit	\$620.70	\$640.30	\$19.60	3%
Per Course (3 credits)	\$1,862.10	\$1,920.90	\$58.80	3%
International Student Supplemental Charge (per semester excluding summer)	\$375.00	\$375.00	\$0.00	0%

Note: The rates above include Tuition, Course Fee, and Capital Improvement Fee.

Salem State University
 FY 2021 Tuition and Fees
 Continuing Education

	Current AY 2020	Proposed AY 2021	Overall \$ Change	Overall % Change
Continuing Education				
Fall and Spring 13.3% Course Fee increase				
Massachusetts Residents				
Per Credit	\$403.25	\$439.70	\$36.45	9%
Per Course (3 credits)	\$1,209.75	\$1,319.10	\$109.35	9%
Out of State Residents				
Per Credit	\$573.25	\$609.70	\$36.45	6%
Per Course (3 credits)	\$1,719.75	\$1,829.10	\$109.35	6%
International Student Supplemental Charge (per credit)	\$140.00	\$140.00	\$0.00	0%
	Summer 2020	Summer 2021	Overall \$ Change	Overall % Change
Summer 13.3% Course Fee increase				
Massachusetts Residents				
Per Credit	\$336.05	\$364.20	\$28.15	8%
Per Course (3 credits)	\$1,008.15	\$1,092.60	\$84.45	8%
Out of State Residents				
Per Credit	\$471.05	\$499.20	\$28.15	6%
Per Course (3 credits)	\$1,413.15	\$1,497.60	\$84.45	6%

Note 1: The rates above for Fall and Spring include Tuition, Course Fee, Capital Improvement Fee, and SGA Fee.

Note 2: The rates above for Summer include Tuition, Course Fee, and Capital Improvement Fee only.

**Salem State University
Graduate Price Groups**

Program
Price Group 1
Master's Programs
English (MA)
History (MA)
Education - Master's Programs
Art (MAT)
Chemistry (MAT)
Early Childhood Education (MEd)
Elementary Education (MEd)
English (MA/MAT)
English (MAT)
English to Speakers of Other Languages (ESOL) (MAT)
History (MAT)
Leadership in Physical Education & Movement Studies (MEd)
Library Media Studies (MEd)
Mathematics (MAT)
Middle School Education (MEd)
Middle School Math (MAT)
Physical Education (MAT)
Reading (MEd)
Secondary Education (MEd)
Spanish (MAT)
Special Education (MEd)
Education - Licensure Only Programs
Early Childhood Education
Elementary Education
English to Speakers of Other Languages (ESOL)
Mathematics
Middle School Education (Initial Licensure Only)
Reading
Special Education
Graduate Certificate Programs
Autism Spectrum Disorders
Digital Studies
Global Policy Analysis
Holocaust and Genocide Studies
Public History
Public Policy and Administration
Strategic Communications
Teaching English to Speakers of Other Languages
Writing and Rhetoric Studies
Teacher Leadership
Certificate of Advanced Graduate Study (CAGS)
Educational Leadership

Program
Price Group 2
Master's Programs
Behavior Analysis (MS)
Counseling (MS)
Criminal Justice (MS)
Geo-Information Science (MS)
Industrial/Organizational Psychology (MS)
Mathematics (MS)
Nursing (MSN)
Social Work (MSW)
Education - Master's Programs
Higher Education in Student Affairs (MEd)
School Counseling (MEd)
Education - Licensure Only Programs
School Adjustment Counselor (Initial Licensure Only)
School Counseling
Graduate Certificate Programs
Applied Behavior Analysis
Clinical Trial Management
Computer Science
Counseling
Geo-Information Science
Sport Development and Management
Price Group 3
Master's Programs
Accounting (MS)
Business Administration (MBA)
Occupational Therapy – Direct Entry (MS)
Occupational Therapy (MS)
Graduate Certificate Programs
Business
Financial Planning
Nursing Education

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

Course fees	Range FY 2021
Lab fees	\$25 - \$500 per course
Clinical Fees	\$15 - \$100 per course
Day School Nursing Resource Center Fee	\$100 per course
Field Placement Fee for MSW courses (currently)	\$100 - \$250 per course
Institute Fee	\$100 per institute

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

Application Fees

Undergraduate Admissions	\$50
Graduate Admissions	\$50
Comprehensive Exam Application-Graduate School	\$50

Parking fines

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

Late fees

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

REQUEST FOR TRUSTEE ACTION

Date: June 10, 2020
To: Board of Trustees
From: Finance & Facilities Committee
Subject: FY 2021 All Funds Budget
Requested Action: Approval

The Board of Trustees must approve an all funds budget for the coming fiscal year which begins on July 1, to provide for the operation of the university. Due to uncertain revenues caused by the covid-19 pandemic and associated economic disruption, should key revenues differ materially from the estimates, a recommended revised budget will be brought forward to the Board of Trustees to consider. Fee rates are recommended to the Board in a separate motion and incorporated in the budgeted revenue figures. The approval of the budget includes approval for each separate trust fund as shown on the FY 2021 Trust Fund Budgets schedule included in the budget package and the large contracts.

MOTION

The Finance and Facilities Committee hereby recommends that the Board of Trustees approve the following motion pertaining to the attached FY 2021 Salem State University All Funds Budget.

Recommended motion

The Board of Trustees of Salem State University hereby approves the Fiscal Year 2021 All Funds Budget as recommended by the president and as shown in the attached FY 2021 Salem State University All Funds Budget at the level of \$144.7 million in Managed Expenses. This action includes approval of the FY 2021 Trust Fund Budgets and the Contracts Exceeding \$500,000 each as included in the budget package. The president, the vice president for finance and facilities, and other officers of the university are hereby authorized to do all things and take all actions deemed necessary to implement this decision.

Committee Assigned: Finance & Facilities
Committee Action: Provisionally Approved
Date of Action: May 27, 2020
Trustee Action: Approved
Trustee Approval Date: June 10, 2020
Effective Date: June 10, 2020

Signed: *Lynne Montague (deb)*
Title: Secretary, Board of Trustees
Date: June 10, 2020

FY 2021 Salem State University All Funds Budget

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



Budget Approach

Salem State University presents an All Funds Budget in a Management Report format that separates Managed Revenues, Expenses, and Net Income from Non-Cash Revenue and Expense activity. For completed years, the bottom line agrees to the audited financial statement presentation. Certain non-cash items are not controllable or predictable by the university and are therefore budgeted at zero. Refer to “Composition of the Budget and Relationship to Generally Accepted Accounting Principles (GAAP)” for further information.

Trust Funds

Appendix I is a matrix to assist the reader to understand the definition of each Trust Fund. In accordance with the university's [Trust Fund Guidelines](#) approved by the Board of Trustees in June 2016 and revised in October 2017, the Trust Funds Budget displays the budgeted revenues, expenses, and changes in net position for each of the official Trust Funds in a columnar format (see Exhibit 2).

Budget Overview

Salem State University presents its Fiscal Year 2021 All Funds Budget with Managed Revenues of \$144.7 million and Managed Expenses of \$144.7 million (see Exhibit 1). As is discussed further in the following sections, the COVID-19 pandemic has led to significant uncertainty in the major revenue assumptions contained in the FY 2021 budget (student enrollment, housing, dining, and state appropriations). Non-cash revenues and expenses, primarily depreciation offset by a significant amount of state capital grant funding from the DCAMM 5-year critical maintenance process, is projected to result in an overall reduction of Net Position by \$4.2 million.

Key Elements of the Budget are Summarized Below

Key Elements Summary - FY 2021 Budget	Projected FY 2020	Budget FY 2021	Amount Variance	Percent Variance
Revenue: Price & Enrollment				
In-state, commuter (rate)	\$11,284	\$11,675	\$391	3.5%
Out-of-state, commuter (rate)	\$18,065	\$18,480	\$415	2.3%
Undergraduate Day Enrollment (Headcount - average of Fall & Spring)	5,247	4,392	(855)	-16.3%
Tuition & Fee Revenue (\$M, net of financial aid)	\$54.152	\$47.388	(\$6.764)	-12.5%
Revenue: Housing & Dining				
Housing Revenue (FY 2020 net of refunds)	\$14.551	\$12.556	(\$1.995)	-13.7%
Dining Meal Plan Revenue (FY 2020 net of refunds)	\$5.441	\$2.810	(\$2.631)	-48.4%
State Support				
State Appropriation (\$M, GAA incl. CBA, Formula Funding)	\$49.721	\$43.437	(\$6.284)	-12.6%
Compensation				
Salary & Wages (\$M, Benefitted faculty & staff)	\$67.568	\$59.880	(\$7.688)	-11.4%
Voluntary Separation Incentive Program (VSIP) Recurring Savings (salary + fringe)	\$0.000	(\$6.725)	(\$6.725)	N/A
Furlough Program - One Time Savings (salary + fringe)	\$0.000	(\$8.486)	(\$8.486)	N/A
Fringe Benefits Expense (\$M)	\$27.380	\$24.078	(\$3.302)	-12.1%
Benefits Rate (including taxes)	37.91%	38.88%	0.97%	2.6%
Facilities Related Expenses				
Utilities Expense (\$M)	\$4.367	\$4.475	\$0.108	2.5%
Debt Service Expense (\$M, Assessment + Interest Expense)	\$15.649	\$7.296	(\$8.353)	-53.4%
Depreciation & Amortization (\$M, non-cash expense)	(\$9.848)	(\$9.407)	\$0.441	-4.5%
Major Capital Projects	none	none		
Managed Net Income (\$M)	(\$1.281)	\$0.000	\$1.281	-100.0%
Overall Add to (Use of) Net Position (\$M)	(\$6.284)	(\$4.220)	\$2.064	-32.8%

Pandemic Upends University's Original FY2021 Budget Plans

From January to early March of 2020, campus leadership worked together to develop a realistic set of revenue assumptions as well as expense reductions in order to arrive at a balanced budget for FY 2021. The version of the FY 2021 budget that was developed then assumed continued enrollment decreases, which were offset by expense reductions to balance the budget – recognized the reduction in future compensation associated with the 2019 Voluntary Separation Incentive Plan, made substantial reductions to the adjunct faculty budget, eliminated redundant or non-value-added contracts, and reduced the budget for contract labor. Shortly after achieving a balanced set of planning assumptions for FY 2021, the COVID-19 pandemic global crisis impacted the US and Massachusetts in a significant way. Spring 2020 classes moved online and most operations functioned remotely. By early April, it became apparent that all of the university's major revenue assumptions for the FY 2021 budget would need to be re-evaluated. This led to the creation of the revenue assessment exercises and related operational planning work that are explained in the following section.

Input from Campus Community

An integrated planning process was undertaken to respond to the operational and financial risks posed by the COVID-19 pandemic. This collaborative process involved input from faculty, staff, and students, with all active members of the university's expanded budget advisory committee, as well as consultation with members of the board of trustees.

Planning assumptions were developed in the following five-dimension categories in order to assist in making plans as a result of the pandemic's impact. The planning dimensions were informed by work of the individuals shown.

1. Health Policy/Externally Imposed Restrictions
 - a. Gene Labonte (Risk Management & Public Safety)
 - b. Yvonne Vissing (Health Care Studies) & Kathleen Adee (Nursing)
2. Economic Impact
 - a. Michael Tyler; Ken Ardon (Economics); Commonwealth
3. Psychological Impact
 - a. Darlene Crone-Todd & faculty (Psychology)
4. Historical Perspective
 - a. Drew Darien & faculty (History)
5. Higher Education Industry
 - a. Nicole Harris, Steven Oliver, Vijay Kanagala (Higher Education in Student Affairs)

From planning assumption reports, functional subject matter experts were asked to complete a revenue assessment exercise. The purpose of the exercise was to consider risks and opportunities and to develop a best, middle, and worst-case model for all of the university's major revenue drivers. Through the work of the functional subject matter experts, the range of potential impact on university revenue streams ranged from a \$5.0 million loss of revenue in the best case to a \$44.2 million loss of revenue (all told) in the worst case. Further analysis and exploration were undertaken to arrive at a "planned" case, which became the foundation for the FY 2021 revenue budget. This planned case is a combination of predominantly the middle and worst cases depending on the revenue driver, which resulted in a

reduction in revenue of approximately \$26.2 million compared to the original balanced budget plan for FY 2021.

In addition to the financial planning, four operational working groups were formed and have provided overall direction for the university's operating mode for the coming year. Specific operational details will continue to be developed in the coming weeks and are pending the release of the Governor's higher education specific recommendations. Salem State's four operational working groups include:

1. Health & Safety: Elisa Castillo
2. Academic Affairs: David Silva & Tad Baker
3. Student & Residential Life: Carla Panzella
4. Remote Work & Online Learning: Mark Quigley & Curt King

Expenses – Balancing Strategies

In addition to on-going cost saving measures undertaken in FY 2020, such as the voluntary separation incentive program (VSIP), which will save the university over \$6 million per year starting in FY 2021, additional measures were needed after the completion of the revenue assessment exercise. Specific expense reduction strategies were identified and evaluated this spring in order to balance the FY 2021 budget. The most significant of these strategies contained in the FY 2021 budget are MSCBA Assessment savings (\$9.3 million), furlough savings (\$8.5 million), assumption of 0% for across the board type of pay increases (\$1.8 million), freezing specific vacant positions for FY 2021 (\$1.4 million), and savings from reducing university travel (\$0.3 million).

In addition to the cost savings identified, the university is aware that there will be a significant cost to operating in the fall. Because of this, a \$1.8 million placeholder has been included in the budget specifically for COVID-19 related costs. This is in addition to \$1.6 of university contingency and a \$0.3 million strategic initiative pool.

Uncertainties

In a typical year, the budget contains a degree of uncertainty in several areas. Due to the COVID-19 pandemic however; the FY 2021 All Funds Budget contains a level of uncertainty that far surpasses that of previous years. The following list identifies the most significant uncertainties contained in the FY 2021 budget.

- The Commonwealth has not set its FY2021 budget in light of the COVID-19 pandemic and uncertainty over additional Federal relief funding. Unemployment is at record high levels and tax receipts have been deferred. We have been advised the Commonwealth will likely allocate budgets on a monthly basis. Salem State's FY 2021 budget assumes a 10% reduction in base GAA appropriations, as well as no expectation of new formula funding. Each \$1 decline in GAA funding translates to an approximately \$1.40 impact to Salem State because of how fringe benefits are funded for labor costs chargeable to the appropriation. The worst-case revenue assessment exercise indicated the drop in base appropriation could be as high as 20%.
- Residence hall occupancy during a health crisis is a major uncertainty, especially given that the residence halls were evacuated in March. While students received a refund of unused room, board, and parking fees, many are averse to experiencing such a scenario again. The university

is reconfiguring its program for FY 2021 to allow each residential student to occupy a bedroom alone and this is reflected in the budget. This configuration somewhat mitigates physical risk provides the opportunity for students to have privacy and a comfortable place to live on campus and reduces the possibility we will have to relocate students to quarantine them. We expect this will contribute to housing approximately 1200 students on campus during the year.

- While the Enrollment Management and Schools of Graduate Studies and Continuing and Professional Studies (CPS) teams have worked hard to recruit students, any further change in undergraduate day enrollment or credit hour enrollment of Graduate or CPS students would impact revenue. Predicting enrollment is proving to be harder in the current environment for many reasons, including the uncertainty about what the state of the COVID-19 pandemic will be in the fall, as well as the significant financial constraints students and parents are facing.
- Proposed tuition and fee rates incorporated in the development of the budget are being presented to the Finance and Facilities Committee and Board of Trustees concurrent with the budget (see Appendix IV) and are not yet approved.
- The budget includes an assumption of additional pandemic-related relief from federal or state sources of approximately \$1.5 million.
- Approximately 93% of the full-time workforce is unionized. All three union contracts are set to expire on June 30, 2020. The proposed budget assumes there will not be pay increases for employees for FY 2021.
- The budget includes \$8.5 million in anticipated savings (salary and fringe benefits) related to furloughs and/or temporary pay cuts. Such a program must be bargained with each union and approved by the Massachusetts Board of Higher Education.
- The Massachusetts State College Building Authority is working with all of the state universities on a debt restructuring to reduce debt costs in FY 2021 and FY 2022. The assumption contained in the FY 2021 budget is \$9.3 million in savings; however, actual savings will depend on market factors, interest rates, and how the program is finalized.
- There is no provision for Governmental Accounting Standards Board (GASB) 68 or GASB 75 non-cash expenses included in the FY 2021 budget. Actual amounts will be provided by the Commonwealth as FY 2021 is being closed.

Next Steps

Since most of the above identified uncertainties will not be resolved until the fall and perhaps later, if the actual figures for FY 2021 differ significantly from those contained in this FY 2021 budget, an adjusted budget will be brought forward to the Board of Trustees to consider at the appropriate time. The university is actively monitoring key operational metrics including:

- Incoming Students
 - Deposits
 - Completion of orientation
 - Filing of FAFSA
 - Late Admits
- Participation in Viking Plunge
- Returning Students:
 - Registration for classes
 - Filing of FAFSA
- Housing/Dining

- Housing Deposits
- Student - Other
 - Status of Bill Payments
 - LOA or Withdrawals
- State Budget Process
 - State Appropriation
- Fringe Benefit Rates
- Federal & State Grants
 - Potential future rounds of relief funding
- MSCBA Debt Restructuring Progress

In addition, once the Governor’s Task Force releases higher education specific guidance on the re-opening of the economy, we will be better informed on the impact to the university. It is likely that the pandemic will impact the university for multiple years, and as such, updated multi-year assumptions and results will be recalibrated once FY 2021 becomes more certain.

Strategic Plan

As the university moves into the third year of the strategic plan, the four strategic goals will continue to guide decision making as we are faced with difficult decisions. These goals are financial vitality, academic excellence, student success and collaboration, inclusion and stewardship. The principles and direction outlined in the strategic plan continue to be relevant during the COVID-19 pandemic.

Capital Planning

In the fall of 2017, the university partnered with DCAMM and Sightlines to conduct a facilities condition assessment to identify maintenance needs, repair priority and estimated costs. Sightlines provided information about campus maintenance needs and facilities benchmarking information using their Return on Physical Assets (ROPA+) methodology. This analysis enables DCAMM, MSCBA, and the university to identify strategies to address the critical repairs backlog (a ten year need of \$253M) and to optimize limited available funding for deferred maintenance projects. Beginning in FY 2019 the university is the recipient of funding from DCAMM of \$8.2 million over 5 years to address critical repair (deferred maintenance) needs of the campus. During FY 2019 and FY2020, studies were performed as required to position the university to move forward on identified projects. For FY 2021, the university is expected to receive \$5.3 million in such funds. To qualify for the DCAMM funding, the university is obligated to provide \$4.8 million for approved projects over the five-year period. As per Appendix III, during FY 2020 the university will spend \$2.3 million of its own funds on projects approved and partially funded by DCAMM.

Contracts Greater than \$500,000

In accordance with the Trust Fund Guidelines, the Board of Trustees must approve contracts greater than \$500,000 each and may do so in conjunction with approval of the budget. Appendix II provides a list of such contracts for FY 2021 for approval.

Composition of the Budget and Relationship to Generally Accepted Accounting Principles (GAAP)

Salem State University is in its fourth year of presenting an All Funds Budget. This means that all trust funds and fund types are included in the budget. Intentionally, the budget format is not the same as the GAAP format used in producing financial statements which are audited each year. The university’s budget and quarterly management reports are presented in a summarized Managed Revenues and

Expenses Report format which distinguishes between managed and non-cash revenue and expense activity. This Managed Revenues and Expenses format allows the reader to focus on the elements of the budget that university administration must control and manage and which impacts cash flows, while displaying the non-cash GAAP based revenue and expense items at the bottom. This approach enables the Managed Revenues and Expenses report to reconcile to GAAP-basis audited financial statements for completed years.

The Governmental Accounting Standards Board (GASB) has issued several standards that are not reflected in the FY 2021 budget. Consistent with previous budgetary practice, GASB Statement No. 75, Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions and GASB 68, Accounting and Financial Reporting for Pensions, the university will not have a reliable estimate for these non-cash expenses until information is received from the Commonwealth at the end of the fiscal year. Thus, for budget purposes, the amount for GASB 68 and GASB 75 is shown as zero. The deadline to implement GASB 87, Leases has been deferred by the GASB. The university is not planning to adopt the standard early. As a result of the COVID-19 pandemic and the GASB's decision to allow delayed implementation, any potential impact of GASB 87 is not reflected in the presented FY 2021 budget.

FY 2021 Budget Information

Refer to the [Exhibits](#) for the All Funds Budget and Trust Fund Budgets

Refer to the [Charts](#) for graphical depictions of revenues, expenses, and enrollment

Refer to the [Tables](#) for trends concerning the details of the budget

Refer to the [Appendices](#) for supporting materials:

- Appendix I – Trust Fund Matrix
- Appendix II – Contracts Estimated to Exceed \$500,000 Each in FY 2021 (approved with approval of the budget)
- Appendix III – Capital Projects
- Appendix IV – Tuition/Fee rates for FY 2021
- Appendix V – MSCBA Board Vote - Delegating Authority to Issue Refunding Revenue Bonds to Provide Fiscal Relief in FY21 and/or FY22

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

Exhibit 1: Salem State University FY 2021 All Funds Budget

Account Description (\$ in thousands)	FY 2019	FY 2020	FY 2020	FY 2021
	Year End	Year-to-Date	Forecast	Original
	Actuals	May	as of 5/15/20	Budget
		Preliminary		
		Actuals		
Managed Revenue ¹				
Tuition and Fees	\$87,523	\$82,606	\$83,285	\$71,973
Less: Scholarships, Fellowships & Waivers	(26,467)	(27,654)	(29,133)	(24,586)
Net Tuition and Fees	61,057	54,952	54,152	47,388
Federal, State, Private Grants	19,901	23,079	24,626	18,996
Auxiliary Enterprises	22,569	21,987	23,183	16,478
State General Appropriations	65,735	65,268	66,224	58,576
Other Revenue	5,291	4,247	5,248	3,308
Total Managed Revenue	174,552	169,534	173,434	144,746
<i>Year over Year Change</i>			-0.6%	-16.5%
Managed Expenses				
Compensation	118,997	110,302	122,384	101,537
Support	19,220	17,226	26,132	26,571
Facility-related	25,772	23,834	26,199	16,638
Total Managed Expenses	163,990	151,362	174,715	144,746
<i>Year over Year Change</i>			6.5%	-17.2%
Managed Net Income	10,563	18,172	(1,281)	0
Managed Cash Flow Ratio	6.1%	10.7%	-0.7%	0.0%
Non-Cash Revenue / (Expenses)				
Capital Grants	2,067	1,193	2,224	5,323
Depreciation	(9,216)	(8,506)	(9,848)	(9,408)
Unrealized Gains/Losses	413	179	(136)	(136)
GASB 68 Pension	(3,755)	0	0	0
GASB 75 OPEB	(2,525)	0	0	0
Use of Net Position	0	0	2,757	0
Total Non-Cash Revenue / (Expenses)	(13,015)	(7,135)	(5,003)	(4,220)
<i>Year over Year Change</i>			-61.6%	-15.7%
Total Increase / (Decrease) in Net Position	(2,452)	11,037	(6,284)	(4,220)

Exhibit 2: Salem State University FY 2021 Trust Fund Budget

Account Description (\$ in thousands)	Unrestricted Auxiliaries	Educational & General Funds	Grants	Gifts & Contributions	Residence Halls	Restricted Other	Total Restricted Endowments	Net Invested in Capital Assets	FY 2021 Budget Total
Operating Revenue									
Net Tuition and Fees	\$0	\$64,592	(\$14,633)	(\$673)	(\$2,344)	\$446	\$0	\$0	\$47,388
Federal, State, Private Grants	0	0	18,996	0	0	0	0	0	18,996
Auxiliary Enterprises	3,582	198	0	0	12,491	207	0	0	16,478
State General Appropriations	0	58,448	128	0	0	0	0	0	58,576
Other Revenue	0	1,292	37	1,857	0	107	15	0	3,308
Total Managed Revenue	3,582	124,530	4,528	1,184	10,147	761	15	0	144,746
Managed Expenses									
Compensation	159	95,969	2,224	178	3,007	0	0	0	101,537
Support	3,289	20,570	693	1,000	382	638	0	0	26,571
Facility-related	585	15,643	1,610	7	6,757	72	0	(8,037)	16,638
Total Managed Expenses	4,033	132,182	4,528	1,184	10,147	710	0	(8,037)	144,746
Managed Net Income	(451)	(7,651)	0	0	0	51	15	8,037	0
<i>Managed Cash Flow Ratio</i>	<i>-12.6%</i>	<i>-6.1%</i>	<i>0.0%</i>	<i>0.0%</i>	<i>0.0%</i>	<i>6.7%</i>	<i>100.0%</i>	<i>0.0%</i>	<i>0.0%</i>
Non-Cash Revenue / (Expenses)									
Capital Grants	0	5,323	0	0	0	0	0	0	5,323
Depreciation	0	0	0	0	0	0	0	(9,408)	(9,408)
Unrealized Gains/Losses	0	(136)	0	0	0	0	0	0	(136)
GASB 68 Pension	0	0	0	0	0	0	0	0	0
GASB 75 OPEB	0	0	0	0	0	0	0	0	0
Use of Net Position	0	0	0	0	0	0	0	0	0
Total Non-Cash Revenue / (Expenses)	0	5,188	0	0	0	0	0	(9,408)	(4,220)
Total Increase/Decrease in Net Position	(451)	(2,463)	0	0	0	51	15	(1,371)	(4,220)

Note that Facility-related managed expense amounts include transfers in and transfers out which are detailed in the exhibit below.

Exhibit 3: Transfers by Trust Fund

Account Description (\$ in thousands)	Unrestricted Auxiliaries	Educational & General Funds	Grants	Gifts & Contributions	Residence Halls	Restricted Other	Total Restricted Endowments	Net Invested in Capital Assets	FY 2021 Budget Total
Transfers by Type									
Facility-Related									
Debt Service	0	3,314	0	0	0	0	0	(3,314)	0
MSCBA	0	(135)	0	0	0	0	0	135	0
Capitalization	0	7,160	0	0	0	0	0	(7,160)	0
Total Facilities Related Transfers	0	10,340	0	0	0	0	0	(10,340)	0
Operational Support	(142)	(1,631)	1,500	0	0	72	0	201	0
Overhead Distributed	0	(93)	93	0	0	0	0	0	0
Total Transfers	(142)	8,616	1,593	0	0	72	0	(10,139)	0

Transfers are movements of money between trust funds. Transfers into a trust fund are shown in parenthesis while transfers out are shown as positive numbers.

Exhibit 4: Managed Revenue vs. Managed Expense Trend

Account Description (\$ in thousands)	FY 2016 Year End Actuals	FY 2017 Year End Actuals	FY 2018 Year End Actuals	FY 2019 Year End Actuals	FY 2020 Forecast as of 5/15/20	FY 2021 Original Budget
Managed Revenue						
Net Tuition and Fees	57,896	61,239	63,381	61,057	54,152	47,388
Federal, State, Private Grants	18,820	19,306	19,472	19,901	24,626	18,996
Auxiliary Enterprises	21,149	22,519	23,423	22,569	23,183	16,478
State General Appropriations	56,416	58,768	60,128	65,735	66,224	58,576
Other Revenue	4,593	4,422	5,858	5,291	5,248	3,308
Total Managed Revenue	158,874	166,254	172,263	174,552	173,434	144,746
<i>Year over Year Change</i>		4.6%	3.6%	5.0%	-0.6%	-16.5%
Managed Expenses						
Compensation	112,436	118,273	117,761	118,997	122,384	101,537
Support	18,568	17,991	18,365	19,220	26,132	26,571
Facility-related	22,934	24,669	26,138	25,772	26,199	16,638
Total Managed Expenses	153,939	160,934	162,264	163,990	174,715	144,746
<i>Year over Year Change</i>		4.5%	0.8%	1.9%	6.5%	-17.2%
Managed Net Income	4,935	5,320	9,998	10,563	(1,281)	0
Managed Cash Flow Ratio	3.1%	3.2%	5.8%	6.1%	-0.7%	0.0%

Chart 1: Managed Revenue vs. Managed Expense Trend



Chart 2: Components of FY 2021 Revenue Budget

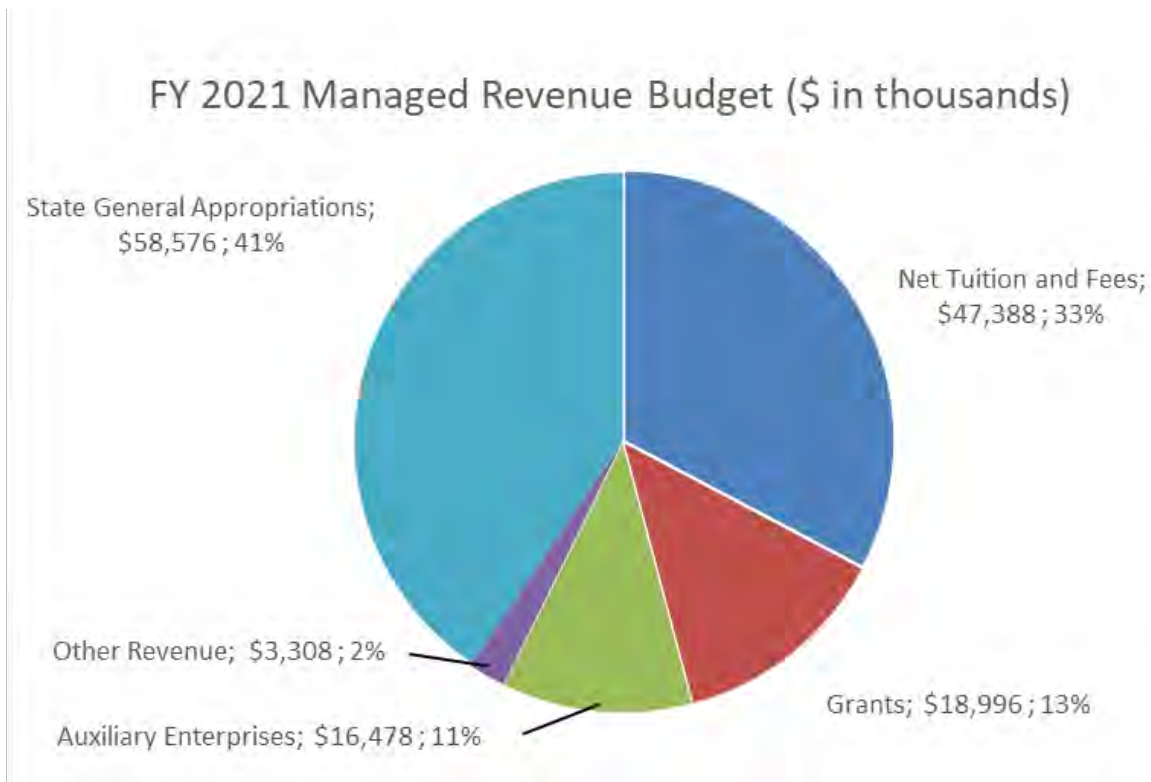


Chart 3: Components of FY 2021 Expense Budget

FY 2021 Managed Expense Budget (\$ in thousands)

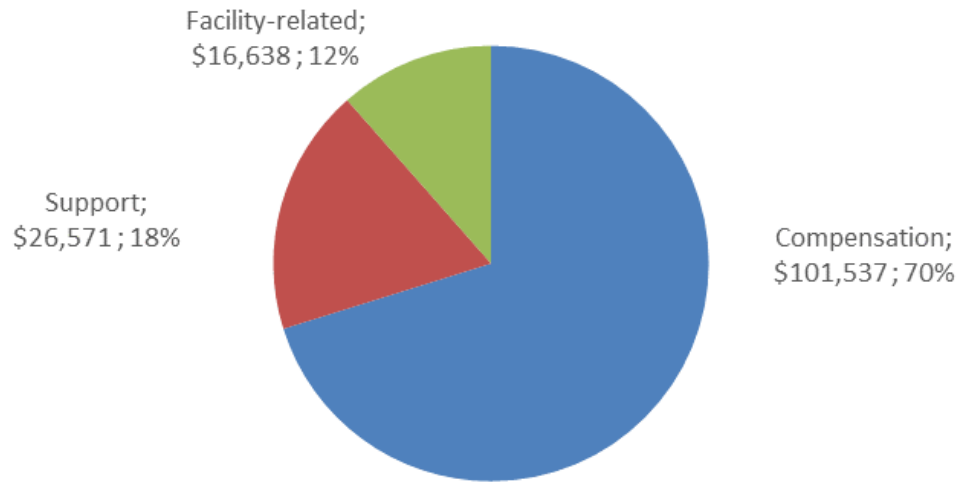


Chart 4: Credit Hours Delivered by Student Type – Full Years 2012 - 2019

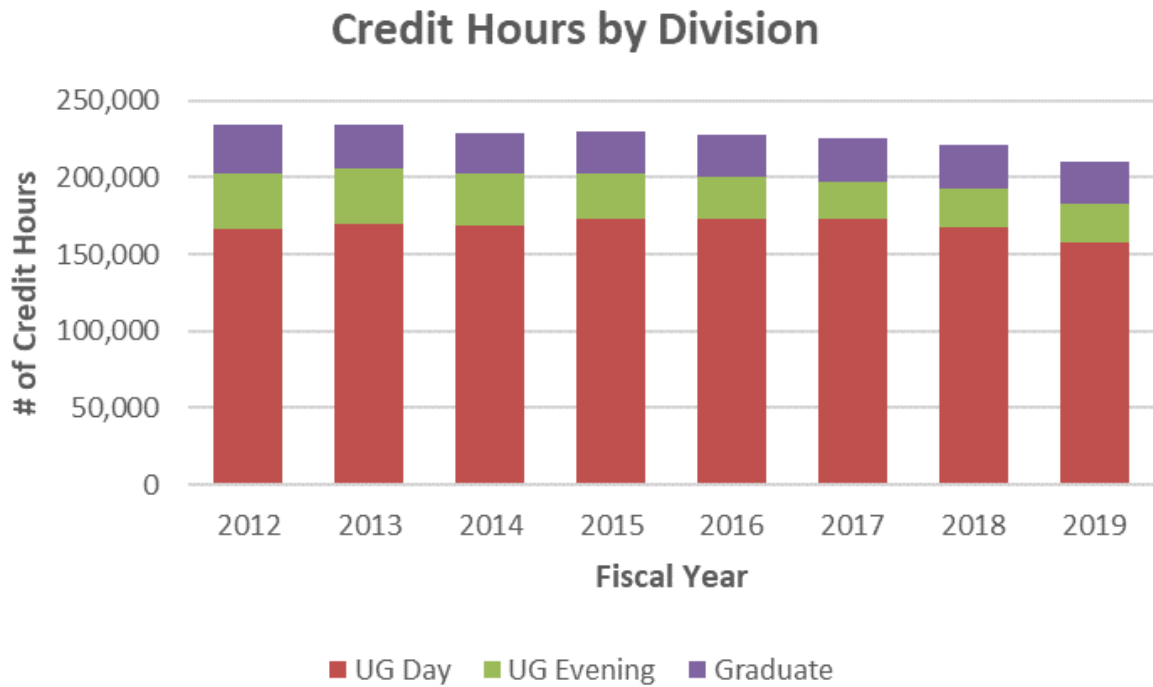
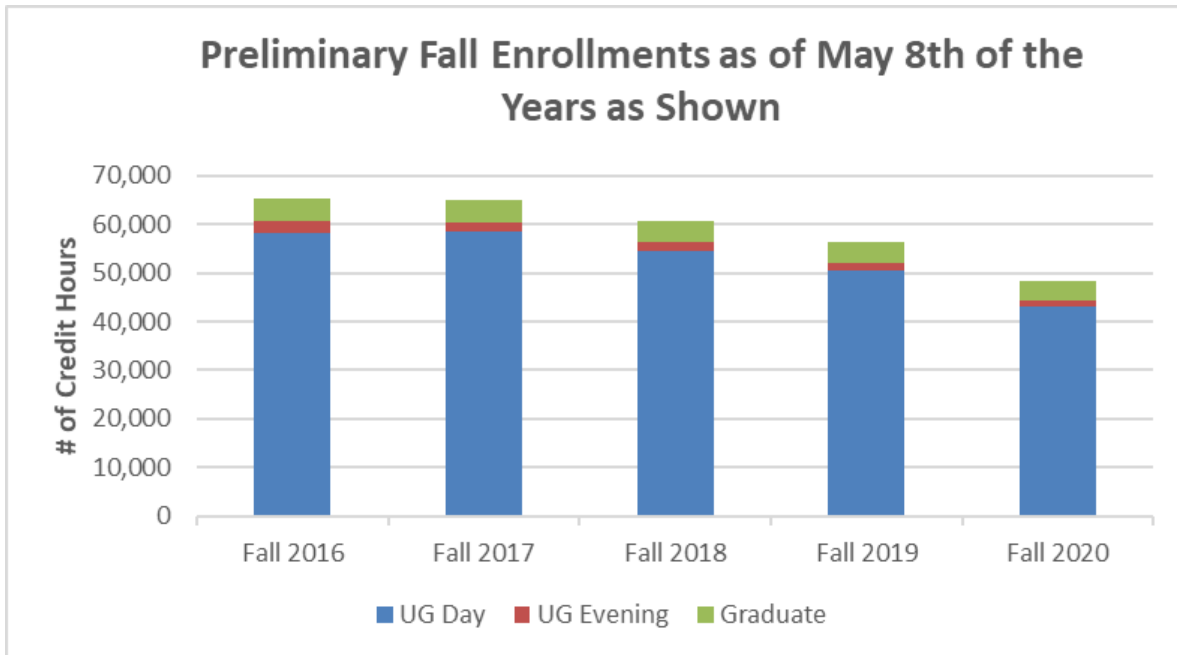


Chart 5: Preliminary Fall Enrollments (Registrations) for 2016 - 2020 (Fall only) as of May 8th



Note: Year over year is not comparable, as the priority deposit deadline was deferred for Fall 2020 due to pandemic.

Chart 6: Student-to-Faculty Ratio

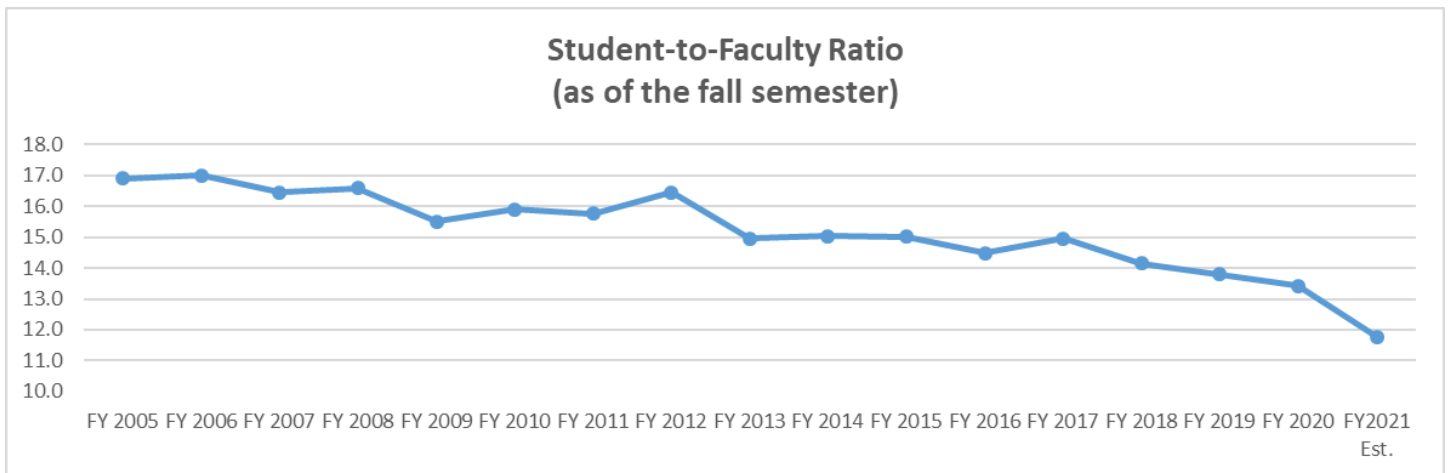


Chart 7: Cash Operating Balances

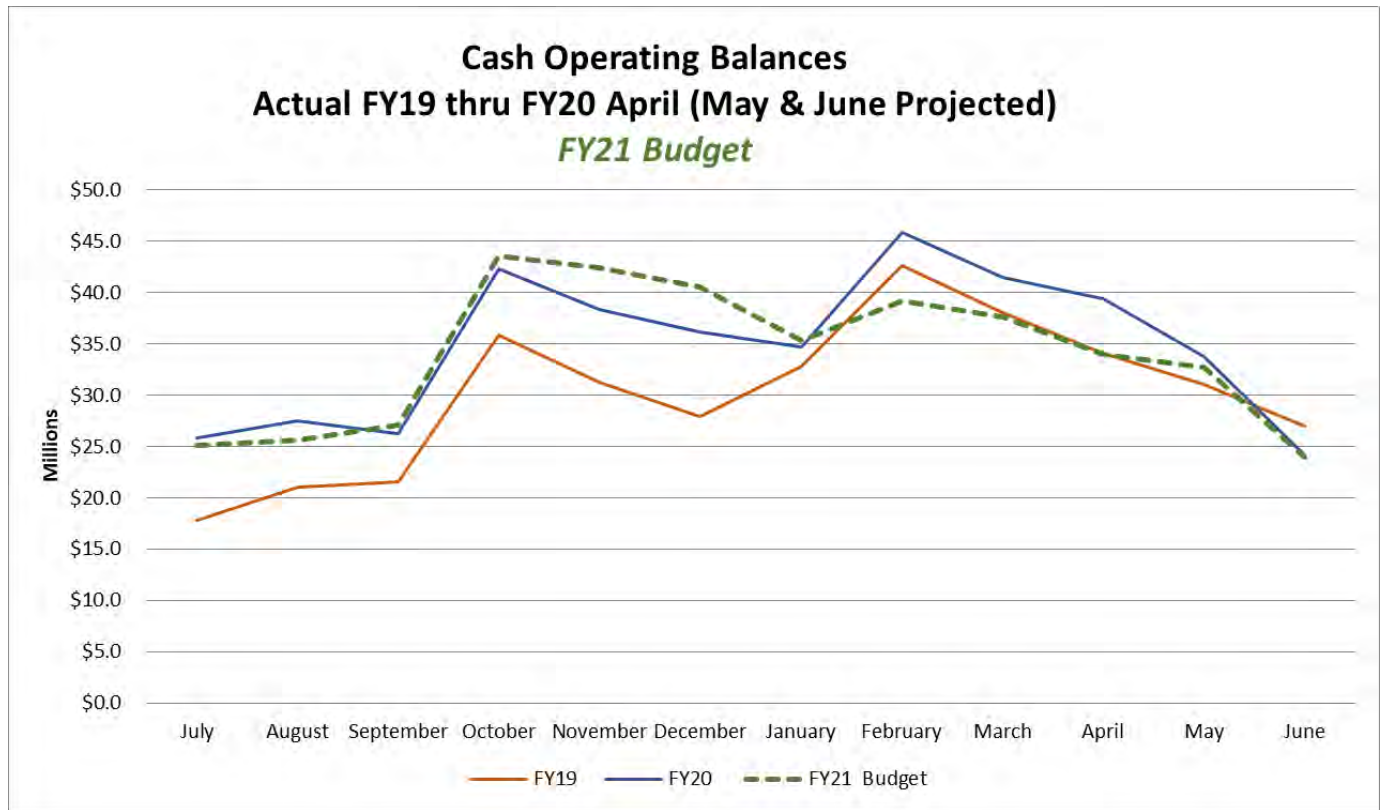


Table 1: Managed Revenue

Revenue (\$ in millions)	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projection	FY2021 Budget	Amount Change	Percent Change
Net Tuition and Fees	\$57.9	\$61.2	\$63.4	\$61.1	\$54.2	\$47.4	-\$6.8	-12%
Federal, State, Private Grants	18.8	19.3	19.5	19.9	24.6	19.0	-5.6	-23%
Auxiliary Enterprises	21.1	22.5	23.4	22.6	23.2	16.5	-6.7	-29%
State General Appropriations	56.4	58.8	60.1	65.7	66.2	58.6	-7.6	-12%
Other Revenue	4.6	4.4	5.9	5.3	5.2	3.3	-1.9	-37%
Total Managed Revenue	\$158.9	\$166.3	\$172.3	\$174.6	\$173.4	\$144.7	-\$28.7	-16.5%

Table 2: Fee Revenue

Fee Revenue (\$ in millions)	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actuals	FY 2020 Projection	FY2021 Budget	Amount Change	Percent Change	Percent Fee Increase
University Fee	\$59.4	\$61.9	\$64.6	\$65.3	\$61.9	\$55.2	-\$6.8	-10.9%	5.0% - 13.3%
Capital Improvement Fee	1.7	2.6	2.7	2.8	2.6	2.4	-0.2	-9.4%	5.0%
SGA Fee	0.5	0.5	0.6	0.6	0.5	0.4	-0.1	-15.8%	0.0%
Other Fee Revenue	3.4	4.5	5.5	5.7	5.5	2.9	-2.6	-48.1%	Varies
Total Fee Revenue	\$65.1	\$69.6	\$73.5	\$74.4	\$70.6	\$60.9	-\$13.6	-18.2%	

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

Table 3-A: Budget Impact of Undergraduate Day Tuition & Fee Scenarios

Tuition & Fee Rate Change Impact			
% Change in Undergrad Tuition & Fees	FY 2021 Budget Impact (in \$M)	Rate Change From FY20	New Rate For FY21
0.0%	\$(1.8)	\$0	\$11,284
2.0%	\$(0.8)	\$226	\$11,510
3.5%	\$0.0	\$391	\$11,675
4.0%	\$0.3	\$451	\$11,735
5.0%	\$0.8	\$564	\$11,848
6.0%	\$1.3	\$677	\$11,961
Note : all calculations based on In-state UG Day Tuition, University Fee, Capital Improvement Fee, and SGA Fee			
3.5% is the current tuition & fee rate increase in the FY 2021 budget.			

Table 3-B: Historical Tuition & Mandatory Fees

	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021***
<u>Undergraduate Day</u>						
Per Credit Rate	\$ 385.25	\$ 405.67	\$ 428.24	\$ 453.52	\$ 470.17	\$ 486.46
Per Credit Rate Increase	\$ 25.00	\$ 20.42	\$ 22.57	\$ 25.28	\$ 16.65	\$ 16.29
Annual POA Rate**	\$ 9,246	\$ 9,736	\$ 10,278	\$ 10,884	\$ 11,284	\$ 11,675
Annual POA Increase**	\$600	\$ 490	\$ 542	\$ 607	\$ 400	\$ 391
% Increase	6.94%	5.30%	5.56%	5.90%	3.67%	3.46%
<u>Continuing Education</u>						
Per Credit Rate	\$339.33	\$365.33	\$381.17	\$392.15	\$403.25	\$439.70
Rate Increase	\$33.00	\$26.00	\$15.84	\$10.98	\$11.10	\$36.45
% Increase	10.77%	7.66%	4.34%	2.88%	2.83%	9.04%
<u>Graduate*</u>						
Per Credit Rate	\$ 383.00	\$ 399.50	\$ 439.00	\$ 457.10	\$ 470.00	\$ 486.55
Rate Increase	\$15.00	\$16.50	\$39.50	\$18.10	\$12.90	\$ 16.55
% Increase	4.08%	4.31%	9.89%	4.12%	2.82%	3.52%
Note : Assumes in-state, fall/spring rates						
Note* : Assumes Price Group 2, beginning in FY2018						
Note** : POA stands for Price of Attendance						
Note*** : The online course fee was eliminated in FY2021						

Table 4: Historical Credit Hours by Division

Student Type	Full Fiscal Year Credit Hours					
	2014	2015	2016	2017	2018	2019
Undergraduate Day	168,919	172,772	173,274	173,338	167,768	157,923
Continuing Education	33,594	29,856	26,935	24,171	24,906	24,449
Graduate	25,983	27,255	27,941	27,839	28,510	27,430
Total Credit Hours	228,495	229,883	228,150	225,348	221,184	209,802
<i>Year over year %</i>	<i>(2.2%)</i>	<i>0.6%</i>	<i>(0.8%)</i>	<i>(1.2%)</i>	<i>(1.8%)</i>	<i>(5.1%)</i>

Table 5: Financial Aid

Financial Aid (\$ in millions)	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actuals	FY 2020 Projection	FY2021 Budget	Amount Change	Percent Change
Tuition Waivers	\$1.6	\$2.5	\$2.5	\$2.5	\$2.5	\$2.1	\$(0.5)	(18.4%)
Scholarships & Grants	20.0	20.8	22.1	24.0	26.6	22.5	\$(4.1)	(15.3%)
Total Financial Aid	21.6	23.3	24.6	26.5	29.1	24.6	\$(4.5)	(15.6%)
As a % of Gross Tuition and Fees	27.2%	27.6%	28.0%	30.1%	33.1%	34.2%		

Financial Aid by Funding Source	Unrestricted Auxiliaries	Educational & General	Grants	Gifts	Residence Hall Trust Fund	Restricted Other	Total
FY 2021 Budget by Source (\$ millions)	\$0.0	\$6.9	\$14.6	\$0.7	\$2.4	\$0.0	\$24.6
FY 2021 Budget by Source (% of total)	0.0%	28.1%	59.5%	2.7%	9.7%	0.0%	100.0%

Note 1: The FY 2021 Budget contains \$6.3M in unrestricted institutional aid and housing grants.
 Note 2: The FY 2020 Projection includes \$3.3M in student CARES Act funding

Table 6: Auxiliary Revenue

Auxiliary Revenue (\$ in millions)	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actuals	FY 2020 Projected	FY2021 Budget	Amount Change	Percent Change
Student Housing	\$18.1	\$18.9	\$19.6	\$19.1	\$14.6	\$12.6	-\$2.0	-13.7%
Dining	0.0	0.1	0.1	0.4	5.4	2.8	-2.6	-48.4%
Commissions	2.1	2.2	2.3	1.9	2.2	0.4	-1.8	-80.7%
Parking	0.4	0.6	0.7	0.7	0.5	0.5	-0.1	-17.0%
Other	0.5	0.7	0.7	0.5	0.5	0.2	-0.2	-48.0%
Total Auxiliary Revenue	\$21.1	\$22.5	\$23.4	\$22.6	\$23.2	\$16.5	-\$6.7	-28.9%

Table 7: State Operating Support

Appropriations (\$ in millions)	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actuals	FY2020 Projected	FY 2021 Budget	Amount Change	Percent Change
General Appropriations Act (GAA, including CBA)	\$43.5	\$44.0	\$44.4	\$48.7	\$49.3	\$43.4	-\$5.8	-11.9%
Funding Formula Allocation	0.5	0.4	0.0	0.4	0.4	0.0	-0.4	-100.0%
Total Base Appropriation	44.0	44.4	44.4	49.1	49.7	43.4	-6.3	-12.6%
State Paid Fringe	12.8	14.8	15.6	17.1	17.3	16.1	-1.3	-7.3%
Tuition Remission	-0.9	-0.9	-0.9	-0.9	-1.0	-1.1	0.0	4.0%
Other Appropriations	0.5	0.5	1.0	0.5	0.2	0.1	-0.1	-33.4%
Total State Support	\$56.4	\$58.8	\$60.1	\$65.7	\$66.2	\$58.6	-\$7.6	-11.5%

Table 8: Managed Expenses

Managed Expenses (\$ in millions)	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actuals	FY2020 Projected	FY2021 Budget	Amount Change	Percent Change
Compensation (See tables 8 - 12 for detail)	\$112.4	\$118.3	\$117.8	\$119.0	\$122.4	\$101.5	-\$20.8	-17.0%
<i>Administrative Expenses</i>	\$5.0	\$5.2	\$5.8	\$5.4	\$5.7	\$7.2	\$1.5	27.0%
<i>Programmatic Operational Supplies</i>	\$3.2	\$3.1	\$3.0	\$2.6	\$3.1	\$2.7	-\$0.4	-13.1%
<i>Contracted Services</i>	\$3.9	\$3.7	\$3.2	\$4.8	\$9.3	\$6.8	-\$2.5	-26.9%
<i>IT and Telecom</i>	\$5.1	\$4.7	\$5.2	\$5.0	\$5.6	\$5.8	\$0.2	3.3%
<i>Contingency</i>	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$2.2	\$2.2	N/A
<i>Other</i>	\$1.4	\$1.3	\$1.2	\$1.5	\$2.5	\$1.9	-\$0.6	-24.3%
Total Support	18.6	18.0	18.4	19.2	26.1	26.6	0.4	1.7%
<i>Utilities</i>	4.3	4.2	4.1	4.2	4.4	4.5	0.1	2.5%
<i>MSCBA Assessment & Interest Expense</i>	14.1	15.2	16.1	16.3	13.9	7.3	-6.6	-47.4%
<i>Space Rental</i>	1.5	1.4	1.6	1.9	1.7	1.6	-0.1	-6.1%
<i>Construction & Improvement</i>	3.0	3.8	4.3	3.4	4.5	3.3	-1.2	-27.1%
Total Facility-related	22.9	24.7	26.1	25.8	26.2	16.6	-9.6	-36.5%
Total Managed Expenses	\$153.9	\$160.9	\$162.3	\$164.0	\$174.7	\$144.7	-\$30.0	-17.2%

*The FY2021 Budget includes a University Wide Contingency is \$1.6M, COVID-19 related expenses placeholder of \$1.8M, and a Strategic Initiatives Pool of \$0.3M.

Table 9: Compensation

Salaries and Wages (\$ in millions)	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actuals	FY2020 Projected	FY 2021 Budget	Amount Change	Percent Change
<i>Excluding Furlough Placeholder</i>								
Benefitted Faculty and Staff	\$70.1	\$71.7	\$70.7	\$71.8	\$67.7	\$66.0	-\$1.8	-2.6%
Adjunct Faculty	12.0	11.8	12.1	11.5	11.9	9.1	-2.8	-23.6%
Student Labor	3.3	3.1	3.0	2.9	3.2	3.2	0.0	-1.4%
Contract Employees	1.9	2.2	2.2	2.3	2.6	2.1	-0.5	-18.8%
Other Labor	3.0	3.0	3.0	3.1	9.5	3.2	-6.4	-66.7%
Total Salaries and Wages	\$90.2	\$91.9	\$90.9	\$91.5	\$95.0	\$83.5	-\$11.5	-12.1%
Fringe Benefits	22.3	26.4	26.9	27.5	27.4	26.4	-0.9	-3.4%
Total Compensation	\$112.4	\$118.3	\$117.8	\$119.0	\$122.4	\$110.0	-\$12.4	-10.1%
<i>Furlough Placeholder</i>								
Benefitted Faculty and Staff						-\$6.1	-\$6.1	
Total Salaries and Wages						-\$6.1	-\$6.1	
Fringe Benefits						-2.4	-2.4	
Total Compensation						-\$8.5	-\$8.5	
<i>Including Furlough Placeholder</i>								
Benefitted Faculty and Staff	\$70.1	\$71.7	\$70.7	\$71.8	\$67.7	\$59.9	-\$7.9	-11.6%
Adjunct Faculty	12.0	11.8	12.1	11.5	11.9	9.1	-2.8	-23.6%
Student Labor	3.3	3.1	3.0	2.9	3.2	3.2	0.0	-1.4%
Contract Employees	1.9	2.2	2.2	2.3	2.6	2.1	-0.5	-18.8%
Other Labor	3.0	3.0	3.0	3.1	9.5	3.2	-6.4	-66.7%
Total Salaries and Wages	\$90.2	\$91.9	\$90.9	\$91.5	\$95.0	\$77.5	-\$17.5	-18.5%
Fringe Benefits	22.3	26.4	26.9	27.5	27.4	24.1	-3.3	-12.1%
Total Compensation	\$112.4	\$118.3	\$117.8	\$119.0	\$122.4	\$101.5	-\$20.9	-17.0%
Note 1: Other Labor includes overtime, vacation, holiday, sick payouts, and other categories.								
Note 2: FY2020 Projected includes the results of the voluntary separation incentive program (VSIP)								

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

Financial Full-Time Benefitted Employees (FFTE)*	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FFTE Change	% Change FY19-FY20	FY 2021 % of Total
Clerical Union (AFSCME)	257	253	252	213	196	(17)	-8.1%	24.0%
Professional Union (APA)	283	276	283	253	247	(6)	-2.5%	30.2%
Day and DGCE Faculty (MSCA)	377	362	364	323	315	(8)	-2.5%	38.5%
Professional Non-Union (NUP)	58	62	63	57	53	(4)	-6.9%	6.5%
Clerical Non-Union (NUC)	6	9	10	6	6	(0)	-4.8%	0.7%
Total FFTE	981	962	973	853	817	(36)	-4.2%	100.0%
<i>Note: FY2020 Projected is net of the position reduction budgeted for the VSIP</i>								

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

Table 11: Financial Full-Time Benefitted Employees (FFTE) by Division

Financial Full-Time Benefitted Employees (FFTE)	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY2021 Budget	FY 2021 % of Total	% Change FY20-FY21
Academic Affairs/Student Life	631	637	592	518	63.4%	-12.5%
Finance & Facilities	117	119	113	123	15.1%	8.8%
Inclusive Excellence	2	2	2	2	0.2%	0.0%
Institutional Advancement	29	29	27	24	2.9%	-10.4%
Presidents Division	36	40	37	33	4.0%	-11.0%
VP Chief of Staff/EM/Marketing	77	81	74	67	8.2%	-9.4%
VP General Counsel/HR/ITS	70	65	60	50	6.1%	-16.8%
VSIP Reduction (budget not allocated by VP)	0	0	-52	0	0.0%	-100.0%
Total Financial Full-Time Benefitted Employees	961	973	853	817	100.0%	-4.2%

Table 12: Salary and Wages for Benefitted Employees by Division

Salary and Wages for Benefitted Employees by Division (\$ in thousands)	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	Amount Change	Percent Change
Academic Affairs/Student Life	52,882	50,823	44,996	(5,826)	-11.5%
Finance & Facilities	7,710	7,521	7,771	251	3.3%
Inclusive Excellence	236	213	263	50	23.4%
Institutional Advancement	2,404	2,304	2,012	(292)	-12.7%
Presidents Division	2,825	2,723	2,389	(335)	-12.3%
VP Chief of Staff/EM/Marketing	6,226	5,994	5,095	(899)	-15.0%
VP General Counsel/HR/ITS	5,653	5,337	4,713	(624)	-11.7%
APA/NUP Other Increases	128	94	136	42	44.2%
MSCA Other Increases	633	440	297	(143)	-32.6%
AFSCME/NUC Other Increases	156	157	125	(31)	-20.0%
Vacancy Savings Target (University-wide)	(5,146)	(1,872)	(1,807)	65	-3.5%
Furlough Reduction	0	0	(6,110)	(6,110)	0.0%
VSIP Reduction	0	(2,952)	0	2,952	-100.0%
Total Financial Full-Time Benefitted Employees	\$73,707	\$70,781	\$59,880	(\$10,901)	-15.4%

Table 13: Fringe Benefit Rates as set by the Commonwealth

Benefit Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	Absolute Change	Percent Change
Group Insurance	18.8%	22.7%	22.1%	21.6%	20.2%	20.9%	0.7%	3.4%
Retirement	9.5%	10.0%	11.8%	12.1%	14.1%	15.0%	1.0%	6.8%
Terminal Leave	1.0%	0.8%	1.0%	1.3%	1.2%	1.1%	-0.1%	-8.1%
Subtotal	29.2%	33.5%	34.9%	34.9%	35.5%	37.0%	1.6%	4.4%
Unemployment Insurance	0.3%	0.3%	0.2%	0.3%	0.4%	0.3%	-0.1%	-35.9%
Universal Health Insurance	0.1%	0.1%	0.1%	0.1%	0.2%	0.1%	-0.1%	-53.3%
Medicare Tax	1.3%	1.3%	1.2%	1.4%	1.5%	1.2%	-0.3%	-19.7%
Paid Family & Medical Leave (PFML)	0.0%	0.0%	0.0%	0.0%	0.4%	0.3%	-0.1%	-16.2%
Subtotal	1.7%	1.7%	1.5%	1.7%	2.4%	1.9%	-0.6%	-23.9%
Total Fringe Benefit Rate	30.8%	35.2%	36.3%	36.6%	37.9%	38.9%	1.0%	2.6%

Appendix I: Trust Fund Matrix

Trust Fund	Description	Examples
L3_Agency	Funds held by Salem State as custodian / fiscal agent for others.	Fund 6222 - Unclaimed Checks
L3_Education & General Funds	Basic operations of the university;unrestricted funds.	Fund 1000 - State Maintenance Appropriation
L3_Gifts	Funds donated by others outside the university for a specific purpose.	Fund D500 - Academic Affairs
L3_Grants	Funds provided by an external party in return for a specific project or other action by the university. Majority of SSU's grants are for financial aid to students	Fund 2200 -Pell Grant
L3_Net Invested in Capital Assets	Capitalizable facility projects; depreciation; debt.	Fund 7040 - Invested in Cap Assets- Net
L3_Residence Halls	Self-supporting operations that provide services to students, faculty, or staff; restricted by an entity outside of the university (MSCBA owned facility operations).	Fund 2504 - Dormitory Trust Fund
L3_Restricted other	Funds provided by external parties with restrictions on how the funds are to be expended.	Fund 2304 - Alpha Lampda Delta
L3_Total Loan Funds	Funds provided by others for the purpose of Student Financial Aid in the form of loans, not grants. Debt belongs to the recipient, not the university.	Fund 4204 - Graduate Student Loan Fund
L3_Total Restricted Endowments	Most endowments are held by the Foundation, the university has two endowed funds.	Fund 5002- Cruttenden Endowment
L3_Unrestricted Auxiliaries	Self-supporting operations that provide services to students, faculty, or staff; not restricted by an entity outside of the university.	Fund 2540 - Vendor Fund for Commissions

Appendix II: Vendors with Contracts in Excess of \$500,000 which are pre-approved upon approval of FY 2021 Budget

Salem State University FY 2021 Budget Package

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

Vendor Name	Vendor Description	Anticipated spending FY 2021	Trust Fund Name	PeopleSoft Fund Number	PeopleSoft Fund Name
331 Lafayette LLC	Lease expense	560,000	Educational & General	1100	University Fee
To Be Determined	Food service provider	5,000,000	Unrestricted Auxiliaries	2550	Meal Plan Dining
Cavalier Coach	Shuttle & charter bus service	500,000	Educational & General	1100	University Fee
Direct Energy Marketing Inc.	Natural gas delivery supplier	1,228,790	General/RHTF*	1100	University Fee
Direct Energy Services LLC	Electric delivery supplier	671,560	General/RHTF*	1100	University Fee
National Grid Electric	Electric service	2,060,000	General/RHTF*	1100	University Fee
National Grid Gas	Gas service	600,000	General/RHTF*	1100	University Fee
City of Salem	Water/Sewer	500,000	General/RHTF*	1100	University Fee
EAB Global, INC	research, technology, and consulting	1,170,000	Educational & General	1100	University Fee
Follett Higher Education Group	Book vouchers, education materials	1,400,000	Educational & General	1100	University Fee
Red Thread LLC	Furniture & equip purchases	600,000	Educational & General	1100	University Fee
Salem State University-Assistance Corp.	Lease expense, SSU assistance	600,000	Educational & General	1100	University Fee
Software House International	Software subscription & support	800,000	Educational & General	1100	University Fee
University Health Plans, Inc.**	Student health insurance	1,575,000	Agency	6216	Health Insurance
To Be Determined	DCAMM Funded Capital Projects	5,323,411	Educational & General	7035	Facilities Projects
To Be Determined	Parking Lot Improvement	500,000	Educational & General	7070	Facilities Projects
To Be Determined	SSU Funded Capital Projects	2,308,856	Educational & General	7070	Facilities Projects

Most of the above vendor are signed to multi-year contracts

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

*** The University treats the revenues and expense For University Health Plans, Inc.as a flow-through within a liability account, based on the nature of the existing contract*

Appendix III-A: List of Proposed Facilities Projects

Salem State University FY 2021 Budget Package

Location	Room	Project	Recommended Funding Amount -MSCBA	Recommended Funding Amount - DCAMM Critical Repair Funded	Recommended Funding Amount - University Fee Funded	Total
Campus Wide		Donor Signage	\$0	\$0	\$25,000	\$25,000
Campus Wide		Annual Fund For Committee	\$0	\$0	\$10,000	\$10,000
Campus Wide		Automated Building Controls Upgrade	\$0	\$608,703	\$437,307	\$1,046,010
Campus Wide		Parking lot improvements	\$500,000	\$0	\$0	\$500,000
Administration Building		Roof replacement / Waterproofing Repairs	\$0	\$1,825,558	\$836,549	\$2,662,107
Administration Building	Food Court	Study to look at dining improvements and reuse of food court	\$50,000	\$0	\$0	\$50,000
Horace Mann	Exterior	Facade Repairs	\$0	\$31,500	\$0	\$31,500
Marsh Hall	Dining	Exterior Dining Improvements	\$200,000	\$0	\$0	\$200,000
Meier Hall	Roof	Roofing repairs Phase 3	\$0	\$217,462	\$0	\$217,462
Sullivan Hall	Elevator	Elevator replacement	\$0	\$90,000	\$0	\$90,000
O'Keefe	Roof	Roof replacement / Waterproofing Repairs	\$0	\$2,550,188	\$1,000,000	\$3,550,188
O'Keefe	Parking Lot	Study for repair and solar canopies	\$75,000	\$0	\$0	\$75,000
O'Keefe	Alumni Field	Turf replacement	\$764,500	\$0	\$0	\$764,500
Total			\$1,589,500	\$5,323,411	\$2,308,856	\$9,221,767

Appendix III-B: List of Proposed ITS Projects

Salem State University FY 2021 Budget Package

Sponsor	Location	Project	Recommended Funding Amount
Enrollment Management		Digital Catalogs	\$60,000
Institutional Advancement		Tableau connector/data warehouse	\$5,000
Academic Affairs		Autoamtic Lecture Capture and upload (Pilot)	\$50,000
ITS		Buisness Continuity	\$75,000
ITS		Skype/Teams (VoIP) Project FY201	\$75,000
ITS		Biz Talk conversion to EIS	\$50,000
ITS	Campus Wide	SSU Network/Wireless Upgrade	\$350,000
Information Technology Services		Contingency	\$35,000
Total			\$700,000

Appendix IV – Tuition/Fee rates for FY 2021

**Schedule of Student Charges
2020-21 Academic Year**

IN-STATE	Fall 2020		Spring 2021		Academic Year Full-Time
	Per Credit	Full-Time	Per Credit	Full-Time	
Day Undergraduate					
Tuition					
In-State	\$37.92	\$455.00	\$37.92	\$455.00	\$910.00
Fees					
University Fee ¹	\$427.25	\$5,127.00	\$427.25	\$5,127.00	\$10,254.00
Capital Improvement Fee	\$17.10	\$205.20	\$17.10	\$205.20	\$410.40
SGA Fee	\$4.20	\$50.40	\$4.20	\$50.40	\$100.80
Total Tuition and Fees					
In-State	\$486.47	\$5,837.60	\$486.47	\$5,837.60	\$11,675.20
Evening Undergraduate (SCPS)					
Tuition					
In-State	\$115.00		\$115.00		
Fees					
Course Fee	\$303.10		\$303.10		
Capital Improvement Fee	\$17.40		\$17.40		
SGA Fee	\$4.20		\$4.20		
Total Tuition and Fees					
In-State	\$439.70		\$439.70		
Graduate - Price Group 1					
Tuition					
In-State	\$140.00		\$140.00		
Fees					
Course Fee	\$281.95		\$281.95		
Capital Improvement Fee	\$17.40		\$17.40		
Total Tuition and Fees					
In-State	\$439.35		\$439.35		
Graduate - Price Group 2					
Tuition					
In-State	\$140.00		\$140.00		
Fees					
Course Fee	\$329.15		\$329.15		
Capital Improvement Fee	\$17.40		\$17.40		
Total Tuition and Fees					
In-State	\$486.55		\$486.55		
Graduate - Price Group 3					
Tuition					
In-State	\$140.00		\$140.00		
Fees					
Course Fee	\$392.90		\$392.90		
Capital Improvement Fee	\$17.40		\$17.40		
Total Tuition and Fees					
In-State	\$550.30		\$550.30		

All charges are subject to change.

Appendix IV – Tuition/Fee rates for FY 2021

OUT-OF-STATE	Fall 2020		Spring 2021		Academic Year Full-Time
	Per Credit	Full-Time	Per Credit	Full-Time	
Day Undergraduate					
Tuition					
Out-of-State	\$293.75	\$3,525.00	\$293.75	\$3,525.00	\$7,050.00
Fees					
University Fee ¹	\$454.95	\$5,459.40	\$454.95	\$5,459.40	\$10,918.80
Capital Improvement Fee	\$17.10	\$205.20	\$17.10	\$205.20	\$410.40
SGA Fee	\$4.20	\$50.40	\$4.20	\$50.40	\$100.80
Total Tuition and Fees					
Out-of-State	\$770.00	\$9,240.00	\$770.00	\$9,240.00	\$18,480.00

Evening Undergraduate (SCPS)					
Tuition					
Out-of-State	\$285.00		\$285.00		
Fees					
Course Fee	\$303.10		\$303.10		
Capital Improvement Fee	\$17.40		\$17.40		
SGA Fee	\$4.20		\$4.20		
Total Tuition and Fees					
Out-of-State	\$609.70		\$609.70		

Graduate - Price Group 1					
Tuition					
Out-of-State	\$230.00		\$230.00		
Fees					
Course Fee	\$281.95		\$281.95		
Capital Improvement Fee	\$17.40		\$17.40		
Total Tuition and Fees					
Out-of-State	\$529.35		\$529.35		

Graduate - Price Group 2					
Tuition					
Out-of State	\$230.00		\$230.00		
Fees					
Course Fee	\$329.15		\$329.15		
Capital Improvement Fee	\$17.40		\$17.40		
Total Tuition and Fees					
Out-of State	\$576.55		\$576.55		

Graduate - Price Group 3					
Tuition					
Out-of-State	\$230.00		\$230.00		
Fees					
Course Fee	\$392.90		\$392.90		
Capital Improvement Fee	\$17.40		\$17.40		
Total Tuition and Fees					
Out-of-State	\$640.30		\$640.30		

All charges are subject to change.

Appendix IV – Tuition/Fee rates for FY 2021

**Schedule of Student Charges
2020-21 Academic Year**

	Fall 2020 Approved		Spring 2021		Academic Year
	Per Credit	Full-Time	Per Credit	Full-Time	Full-Time
Housing ²					
Bates Complex - Single		\$5,637.50		\$5,637.50	\$11,275.00
Bowditch - Single		\$4,922.50		\$4,922.50	\$9,845.00
Peabody - Single		\$4,922.50		\$4,922.50	\$9,845.00
Atlantic Hall - Single		\$6,260.00		\$6,260.00	\$12,520.00
Marsh Hall - Single		\$5,395.00		\$5,395.00	\$10,790.00
Viking Hall - Single		\$5,627.50		\$5,627.50	\$11,255.00
Meal Plans					
All You Care to Eat 7 Day Silver Plan ³		\$1,983.00		\$1,983.00	\$3,966.00
All You Care to Eat 7 Day Gold Plan ³		\$2,173.00		\$2,173.00	\$4,346.00
All You Care to Eat 7 Day Platinum Plan ³		\$2,313.00		\$2,313.00	\$4,626.00
Block Plan 1 ⁴		\$406.00		\$406.00	\$812.00
Block Plan 2 ⁴		\$740.00		\$740.00	\$1,480.00
Block Plan 3 ⁴		\$1,160.00		\$1,160.00	\$2,320.00
One Week Summer Plan ⁵					\$150.00
Miscellaneous Fees					
Mass PIRG Fee (waivable each semester) ⁶		\$10.00		\$10.00	\$20.00
Resident Parking (Atlantic and Peabody lots)		\$275.00		\$275.00	\$550.00
Resident Parking (Bates lot)		\$250.00		\$250.00	\$500.00
Resident Parking (Marsh lot)		\$200.00		\$200.00	\$400.00
Commuter Parking		\$10.00		\$10.00	\$20.00
International Student Fee ⁷		\$375.00		\$375.00	\$750.00
Records Fee-for non-matriculated students		\$10.00		\$10.00	\$20.00
Health Insurance -- (waivable) ⁸					\$3,306.00
Matriculation Fee -- new matriculated students (one-time)					\$275.00
Differential Fees for Undergraduate Programs					
Art ¹⁰		\$125.00		\$125.00	\$250.00
Biology ⁹		\$250.00		\$250.00	\$500.00
Business ¹¹		\$250.00		\$250.00	\$500.00
Chemistry ¹⁰		\$250.00		\$250.00	\$500.00
Nursing ⁹		\$500.00		\$500.00	\$1,000.00
Cohort Based Program Cost					
Accelerated 2nd Degree for BSN Summer 2019 Cohort per credit ¹²					\$575.00
Accelerated 2nd Degree for BSN Summer 2020 Cohort per credit ¹²					\$600.00
Accelerated 2nd Degree for BSN Summer 2021 Cohort per credit ¹²					\$625.00

All charges are subject to change.

Schedule of Student Charges 2020-21 Academic Year

NOTES FOR FY 2021

- 1 The University Fee represents the fee anticipated for 2020-21. Fees may change by action of the Board of Trustees.
- 2 Housing rates include (1) \$20 per semester/\$40 per year Residence Hall Association Fee for all residence halls; and (2) \$380 per semester/\$760 per year Technology/Student Fee.
- 3 The All You Care to Eat 7-Day Silver Plan will be the minimum required plan for students living in Peabody, Bowditch, Marsh or Viking Hall.

Plan Name	Board Meals	Guest Meals	Dining Dollars	Clipper Card	Cost per Semester
All You Care to Eat					
7 Day Silver Plan	Unlimited	3	\$0	\$50	\$1,983
7 Day Gold Plan	Unlimited	6	\$150	\$100	\$2,173
7 Day Platinum	Unlimited	8	\$300	\$100	\$2,313

- 4 Block Plan 1 will be the minimum required plan for all students living in Atlantic or Bates.

Plan Name	Board Meals	Guest Meals	Dining Dollars	Clipper Card	Cost per Semester
Block Plan					
Block Plan 1	42	0	\$100	\$25	\$406
Block Plan 2	60	0	\$300	\$50	\$740
Block Plan 3	140	0	\$200	\$50	\$1,160

- 5 Summer Plan

Plan Name	Board Meals	Guest Meals	Dining Dollars	Clipper Card	Cost per week
Summer Plan					
One Week	10	0	0	0	\$150

- 6 Charged for all day students each semester. Student may opt out and have fee waived on line.
- 7 Applicable to all matriculated international students with a Salem State-issued visa (excluding ESL students)
- 8 Charged for all students enrolled in at least 75 percent of a full-time course load. Student may opt out and have fee waived if covered by other health insurance. Fall only prorated charge is \$1,387.00 and spring only prorated charge is \$1,935.00.
- 9 Annual additional fees applicable beginning with academic year 2016-17 entrants to the program (incoming or transfers).
- 10 Annual additional fees applicable beginning with academic year 2017-18 new entrants to the program (incoming or transfers)
- 11 Annual additional fees applicable beginning with academic year 2019-20 new entrants to the program (incoming or transfers)
- 12 Accelerated 2nd Degree for Bachelor of Science, Nursing (BSN) is a cohort based program with a charge of Summer of 2019 entering cohort of \$575 per credit; Summer of 2020 entering cohort of \$600 per credit; Summer of 2021 entering cohort of \$625 per credit.

All charges are subject to change.

**Salem State University
FY 2021 Tuition and Fees
Graduate**

	Current AY 2020 and Summer 2020	Proposed AY 2021 and Summer 2021	Overall \$ Change	Overall % Change
GRADUATE				
Price Group 1 5% Course Fee increase				
Massachusetts Residents				
Per Credit	\$425.05	\$439.35	\$14.30	3%
Per Course (3 credits)	\$1,275.15	\$1,318.05	\$42.90	3%
Out of State Residents				
Per Credit	\$515.05	\$529.35	\$14.30	3%
Per Course (3 credits)	\$1,545.15	\$1,588.05	\$42.90	3%
International Student Supplemental Charge (per semester excluding summer)	\$375.00	\$375.00	\$0.00	0%
Price Group 2 5% Course Fee increase				
Massachusetts Residents				
Per Credit	\$470.00	\$486.55	\$16.55	4%
Per Course (3 credits)	\$1,410.00	\$1,459.65	\$49.65	4%
Out of State Residents				
Per Credit	\$560.00	\$576.55	\$16.55	3%
Per Course (3 credits)	\$1,680.00	\$1,729.65	\$49.65	3%
International Student Supplemental Charge (per semester excluding summer)	\$375.00	\$375.00	\$0.00	0%
Price Group 3 5% Course Fee increase				
Massachusetts Residents				
Per Credit	\$530.70	\$550.30	\$19.60	4%
Per Course (3 credits)	\$1,592.10	\$1,650.90	\$58.80	4%
Out of State Residents				
Per Credit	\$620.70	\$640.30	\$19.60	3%
Per Course (3 credits)	\$1,862.10	\$1,920.90	\$58.80	3%
International Student Supplemental Charge (per semester excluding summer)	\$375.00	\$375.00	\$0.00	0%

Note: The rates above include Tuition, Course Fee, and Capital Improvement Fee.

Appendix IV – Tuition/Fee rates for FY 2021

Salem State University
 FY 2021 Tuition and Fees
 Continuing Education

	Current AY 2020	Proposed AY 2021	Overall \$ Change	Overall % Change
Continuing Education				
Fall and Spring	13.3% Course Fee increase			
Massachusetts Residents				
Per Credit	\$403.25	\$439.70	\$36.45	9%
Per Course (3 credits)	\$1,209.75	\$1,319.10	\$109.35	9%
Out of State Residents				
Per Credit	\$573.25	\$609.70	\$36.45	6%
Per Course (3 credits)	\$1,719.75	\$1,829.10	\$109.35	6%
International Student Supplemental Charge (per credit)	\$140.00	\$140.00	\$0.00	0%
	Summer 2020	Summer 2021	Overall \$ Change	Overall % Change
Summer	13.3% Course Fee increase			
Massachusetts Residents				
Per Credit	\$336.05	\$364.20	\$28.15	8%
Per Course (3 credits)	\$1,008.15	\$1,092.60	\$84.45	8%
Out of State Residents				
Per Credit	\$471.05	\$499.20	\$28.15	6%
Per Course (3 credits)	\$1,413.15	\$1,497.60	\$84.45	6%

Note 1: The rates above for Fall and Spring include Tuition, Course Fee, Capital Improvement Fee, and SGA Fee.

Note 2: The rates above for Summer include Tuition, Course Fee, and Capital Improvement Fee only.

Appendix IV – Tuition/Fee rates for FY 2021

Salem State University
Graduate Price Groups

Program	Program
Price Group 1	Price Group 2
Master's Programs	Master's Programs
English (MA)	Behavior Analysis (MS)
History (MA)	Counseling (MS)
Education - Master's Programs	Criminal Justice (MS)
Art (MAT)	Geo-Information Science (MS)
Chemistry (MAT)	Industrial/Organizational Psychology (MS)
Early Childhood Education (MEd)	Mathematics (MS)
Elementary Education (MEd)	Nursing (MSN)
English (MA/MAT)	Social Work (MSW)
English (MAT)	Education - Master's Programs
English to Speakers of Other Languages (ESOL) (MAT)	Higher Education in Student Affairs (MEd)
History (MAT)	School Counseling (MEd)
Leadership in Physical Education & Movement Studies (MEd)	Education - Licensure Only Programs
Library Media Studies (MEd)	School Adjustment Counselor (Initial Licensure Only)
Mathematics (MAT)	School Counseling
Middle School Education (MEd)	Graduate Certificate Programs
Middle School Math (MAT)	Applied Behavior Analysis
Physical Education (MAT)	Clinical Trial Management
Reading (MEd)	Computer Science
Secondary Education (MEd)	Counseling
Spanish (MAT)	Geo-Information Science
Special Education (MEd)	Sport Development and Management
Education - Licensure Only Programs	
Early Childhood Education	Price Group 3
Elementary Education	Master's Programs
English to Speakers of Other Languages (ESOL)	Accounting (MS)
Mathematics	Business Administration (MBA)
Middle School Education (Initial Licensure Only)	Occupational Therapy – Direct Entry (MS)
Reading	Occupational Therapy (MS)
Special Education	Graduate Certificate Programs
Graduate Certificate Programs	Business
Autism Spectrum Disorders	Financial Planning
Digital Studies	Nursing Education
Global Policy Analysis	
Holocaust and Genocide Studies	
Public History	
Public Policy and Administration	
Strategic Communications	
Teaching English to Speakers of Other Languages	
Writing and Rhetoric Studies	
Teacher Leadership	
Certificate of Advanced Graduate Study (CAGS)	
Educational Leadership	

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

Course fees	Range FY 2021
Lab fees	\$25 - \$500 per course
Clinical Fees	\$15 - \$100 per course
Day School Nursing Resource Center Fee	\$100 per course
Field Placement Fee for MSW courses (currently)	\$100 - \$250 per course
Institute Fee	\$100 per institute

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

Application Fees

Undergraduate Admissions	\$50
Graduate Admissions	\$50
Comprehensive Exam Application-Graduate School	\$50

Parking fines

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

Late fees

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

VOTE OF THE
MASSACHUSETTS STATE COLLEGE BUILDING AUTHORITY

DELEGATING AUTHORITY TO ISSUE
REFUNDING REVENUE BONDS
TO PROVIDE FISCAL RELIEF IN FY21 AND/OR FY22

VOTED:

To authorize the Executive Director to provide for the issuance by the Authority of one or more series of Refunding Revenue Bonds (the "Refunding Bonds") pursuant to Article II of the Authority's Trust Agreement dated as of November 1, 1994 (as amended, restated and supplemented, the "Trust Agreement") for the purpose of (a) refunding any bonds previously issued by the Authority that are due and payable on May 1, 2021 or May 1, 2022 for the purpose of reducing debt service costs in fiscal year 2021 and/or fiscal year 2022 in order to provide fiscal relief to the State Universities impacted by the Covid-19 pandemic and the related public health efforts to mitigate the spread of the virus, and (b) providing for costs of issuance of the Refunding Bonds, provided that the aggregate principal amount of the Refunding Bonds authorized by and issued pursuant to this vote shall not exceed \$160,000,000 and, subject to that limit, shall be issued at such time or times, in such amount or amounts, and with such repayment schedules and other terms as the Executive Director, in his sole discretion, determines to be in the best interests of the Authority and the State Universities after consulting with the Department of Higher Education and one or more State Universities and after accounting for: (i) the estimated fiscal impact of the Covid-19 pandemic and related public health mitigation efforts on the State Universities, Authority Projects and Revenues (each as defined in the Trust Agreement), (ii) amounts on deposit in the Debt Service Reserve Fund under the Trust Agreement that the Executive Director, in his sole discretion, determines to be reasonably and prudently available, after accounting for other planned uses, potential needs and contingencies for which such amounts may be needed, to pay principal and/or interest on Authority bonds due and payable in fiscal year 2021 and fiscal year 2022 to provide fiscal relief to the State Universities, and (iii) future debt service costs and budgetary impacts for the State Universities as a result of the issuance of the Refunding Bonds in light of existing debt service payment obligations on outstanding bonds of the Authority.

FURTHER VOTED:

To authorize the Executive Director (a) to sell the Refunding Bonds issued pursuant to this vote on either a competitive or negotiated basis based on his sole determination as to which method of sale will be in the best interests of the Authority and, if by negotiated sale, to the underwriter or underwriters he determines will best serve the interests of the Authority pursuant to a solicitation of proposals from underwriters, which may include the solicitation of proposals from underwriters recently made in connection with the issuance of other authorized bonds of the Authority, and (b) if the Executive Director determines to sell the Refunding Bonds by negotiated sale, to request from the Commonwealth's State Finance and Governance Board a waiver from the presumption of a competitive bid for sale of the Refunding Bonds pursuant to Section 2.07 of 976 CMR: State Finance and Governance Board Regulations.

FURTHER VOTED:

To authorize the Executive Director and such other officers of the Authority as the Executive Director may designate, acting singly, upon the advice of the Authority's bond counsel, to do all acts and things and to execute and deliver any and all documents, certificates and other instruments necessary or desirable in connection with the issuance of any series of Refunding Bonds pursuant to this vote, including without limitation, a bond purchase agreement or notice of sale, a preliminary and final official statement, a supplemental trust agreement, a refunding trust agreement, an amended and restated contract with the Commonwealth of Massachusetts, acting by and through the Board of Higher Education and acknowledged by the State Comptroller, a continuing disclosure agreement with the Board of Higher Education pursuant to Rule 15c2-12 of the federal Securities and Exchange Commission, and one or more agreements providing for the investment of the proceeds of the Refunding Bonds.

Approved in Public Meeting of the Authority
May 19, 2020

REQUEST FOR TRUSTEE ACTION

Date: May 19, 2020
To: Board of Trustees
From: Karen P. House, Vice President for Finance and Facilities
Subject: Approval of Revolving Demand Line of Credit with Eastern Bank
Requested Action: Approval

Background:

Given the significant financial disruption caused by the covid-19 pandemic and in anticipation of potentially several reductions of revenue over the next year or two, and in an abundance of caution, it is prudent to have a line of credit should the university find itself requiring working capital. This is especially true given the volatility in the stock market which could make it financially unwise to liquidate assets in the university's investment portfolio to address a temporary working capital shortfall. The university is, therefore, arranging for a line of credit at Eastern Bank which would allow a draw of up to 70% of the then-market value of the university's investments. As of April 30, 2020 the market value of the portfolio is approximately \$16.1 million. There are nominal expenses to obtain the line of credit and no additional costs if the line is not used.

MOTION

The Finance and Facilities Committee recommends that the Board of Trustees approve the following motion regarding Revolving Demand Line of Credit with Eastern Bank.

Recommended motion

That the Board of Trustees hereby approves the university entering into a Revolving Demand Line of Credit with Eastern Bank at prime rate, with the investment portfolio as collateral, and authorizes the president and the vice president for finance and facilities are authorized to do all things and take all actions deemed necessary or desirable to carry into effect the matters hereby authorized including signing the loan commitment agreeing to the terms and conditions on behalf of Salem State University.

Committee Assigned: Finance and Facilities

Committee Action:

Date of Action:

Trustee Action:

Trustee Approval Date:

Effective Date:

Signed: _____

Title: Secretary of the Board of Trustees

Date: _____

From: Scoville, Christopher <C.Scoville@easternbank.com>
Sent: Friday, May 22, 2020 11:14 AM
To: Karen House <khouse@salemstate.edu>
Cc: Feingold, Pamela <P.Feingold@easternbank.com>
Subject: [EXTERNAL] Term Sheet

CAUTION: This email originated from outside of Salem State University. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hello Karen,

Our preliminary discussion with our Credit Committee went well this morning, and we've received the OK to proceed with a term sheet (attached). Please look it over, let me know if you have any questions, and if you're OK with it we can commence with underwriting.

Many thanks, and I hope you have nice long weekend.

Best,

Chris

Christopher W. Scoville
Senior Vice President
Community Development Lending
Eastern Bank

265 Franklin Street
Boston, MA 02110
p 617 295 0624

=====
The information contained in this electronic communication is intended to be sent only to the stated recipient and may contain information that is confidential, privileged or otherwise protected from disclosure under applicable law. If the reader of this message is not the intended recipient or their agent, you are hereby notified that any dissemination, distribution or copying of the information is strictly prohibited. If you are not the intended recipient, please contact the sender and delete all copies.
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Term Sheet

Loan Type	Revolving Committed Line of Credit
Borrower	Salem State University
Loan Amount	Up to \$11,200,000.00
Purpose	To provide a source of temporary working capital
Source of Repayment	Cash flow from Borrower operations
Collateral	First security interest (perfected by a Pledge Agreement and Control Agreement) in Eastern Wealth Management account ending in #7424.
Term	One year. At Borrower's request, Bank will seek approval to renew the Loan in additional one-year increments.
Payment Schedule	Monthly interest only payments in arrears. Principal payable upon Loan maturity.
Interest Rate	Floating at Eastern Bank Prime Rate, subject to a rate floor of 3.75% (current indicative rate is 3.75%).
Loan Fee	None
Financial Covenants	Borrower will maintain a zero balance on the Loan for a minimum of 30 consecutive days each calendar year.
Financial Reporting	The Bank will be provided with the annual audited financial statements of the Borrower, and any other information the Bank may request in its reasonable discretion. Borrower will also, upon request, provide the Bank with detailed statements of the pledged securities account. Borrower will provide monthly account statements while any Loan advances are outstanding.
Borrowing Base	Advances under the Loan will be limited to 70% of the market value of the Collateral. All requests for advances under the Loan must be accompanied by a signed Borrowing Certificate provided by the Borrower (the form of which will be drafted by Bank counsel) and an account statement demonstrating the current market value of the Collateral account.
Third Party Costs	Sponsor agrees to reimburse the Lender for third-party expenses incurred in this matter whether or not the loan closes.
Acceptance	<p>The terms and conditions detailed in the Term Sheet are acceptable and I agree to the Bank proceeding with underwriting and approval of the Loan:</p> <p>By: _____</p> <p>Title: _____</p> <p>Date: _____</p>

REQUEST FOR TRUSTEE ACTION

Date: June 10, 2020
To: Board of Trustees
From: President Keenan
Subject: Public Higher Education Endowment Incentive Procedures
Requested Action: Approval

In June 2006, the Massachusetts Legislature amended Chapter 15A, Section 15(E) entitled the "Public Higher Education Endowment Incentive Program." The program was originally authorized in FY1996 and expired at the end of FY2001. The revised legislation re-established a program, subject to appropriation, to provide state matching support to encourage private fundraising by foundations of the University of Massachusetts, State Universities, and Community Colleges, or by the institutions.

Under this legislation, the Commonwealth will match private donations based on a ratio set by the Board of Higher Education up to a set of caps established by the law and subject to an annual appropriation. Gifts made to the Salem State University Foundation will be matched in accordance with the set guidelines provided by the Board of Higher Education.

The total matching funds available are subject to appropriation. The Massachusetts Legislature has appropriated \$10 million for the program through supplemental budget language in Chapter 142 of the Acts of 2019 (7066-0115). Under the supplemental budget language, the \$10 million shall be made available through June 30, 2021 and is to be allocated as follows: University of Massachusetts, \$5 million; State Universities, \$2.5 million; and Community Colleges, \$2.5 million. The Salem State Foundation has documented gifts in keeping with these guidelines to secure our portion of the Commonwealth funding this year: \$277,778.

The guidelines set by Massachusetts Board of Higher Education on Feb. 4, 2020 stipulate that the program shall be administered by its foundation pursuant to the requirements of the Massachusetts Board of Higher Education and M.G.L. c. 15A, § 37 in accordance with procedures adopted by the Board of Trustees pertaining to certification of actual amounts raised and safeguards for the anonymity of donors.

MOTION

That the Board of Trustees of Salem State University hereby approves endowment certification procedures pursuant to the requirements of the Massachusetts Board of Higher Education and M.G.L. c. 15A, § 37. The Board authorizes the President or his/her designee to periodically review private contributions recorded by the Salem State University Foundation, Inc., to certify to the Department of Higher Education for conveying to the House and Senate Committee on Ways and Means the actual amount received in private contributions in keeping with eligibility criteria. This procedure shall include all necessary safeguards for protecting the anonymity of donors who indicate their desire not to be identified.

Committee Assigned:

Committee Action:

Date of Action:

Trustee Action:

Trustee Approval Date:

Effective Date:

Signed: _____

Title: Secretary of the Board of Trustees

Date: _____



 REQUEST FOR TRUSTEE ACTION

Date: June 10, 2020
To: Board of Trustees
From: Chair Mattera
Subject:
Requested Action: Approval

That the Board of Trustees establish a Special Governance Committee to assist the Board in its due diligence function related to healthy development and operation of the board, its standing and special committees, and overall performance of the Board.

MOTION

That the Salem State University Board of Trustees establish a Special Committee to be known as the Governance Committee, whose members shall consist of three trustees as may be appointed by the Chair of the Board of Trustees and who shall serve until the next annual meeting.

The committee shall have the following duties and powers:

- (a) To promote effective shared governance;
- (b) To recruit and develop new trustees, reflecting the diversity of the student population and the campus community;
- (b) To oversee orientation of new trustees;
- (c) To review and assess effectiveness of Board's committee structure;
- (d) To survey and assess effectiveness of the Board.

Committee Assigned:

Committee Action:

Date of Action:

Trustee Action:

Trustee Approval Date:

Effective Date:

Signed: _____

Title: Secretary of the Board of Trustees

Date: _____

SUBJECT: Finance & Facilities Committee Meeting Report for May 6, 2020

In accordance with the General Laws of the Commonwealth of Massachusetts, Chapter 30A and amended by Executive Order No. __, issued March 13, 2020, suspending parts of the Open Meeting Law to allow public remote participation and participation by the public body remotely the Finance & Facilities Committee of the Board of Trustees met remotely on Wednesday, May 6, 2020. All votes taken during this meeting were by roll call vote.

Present for the Committee: Trustees Katzman (chair), Murphy (vice chair), Butts, 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 4:33 pm.

FY21 budget planning – informal status update (discussion)

The format of the meeting was a check in conversation and update on preparation of the FY21 budget.

A PowerPoint presentation previously mailed to the trustees (Attachment A) was discussed.

Highlights included the CARES Act and other relief funds available. No information regarding additional funds from the CARES act from the Federal government to the Commonwealth is available.

Integrated planning is underway for Pandemic Phase 3: Recovery. Subject matter experts have been collaborating with the finance team and the budget committee to develop best, middle and worst-case financial models. Many faculty have been commissioned to assist through crafting of planning assumptions across a variety of dimensions. There are productive discussions informing our planning and cross functional participation from across the campus.

Much discussion took place regarding how instruction could be delivered for FY21.

The governor has commissioned a Return to Work Task Force which has a sub-committee focused on higher education. The university continues to prioritize health and safety of its students, faculty and staff and awaits receipt of the higher-education-specific guidance as it looks forward to operations in the fall and FY21.

The revenue forecast through the inclusive planning process is worse than the formulaic calculations discussed at the March 25, 2020 committee meeting. The grants office has been identifying opportunities for resources.

Strategies on how to address preparation of the FY21 budget, in light of the pandemic-caused uncertainties, were discussed. More advocacy with the state and

federal government from trustees, administration, etc. was recommended. Trustee Katzman requested the trustees to provide some very specific and tangible suggestions for Vice President House.

Additional discussion took place regarding the programmatic review and the business intelligence work previously provided to trustees. The administration was encouraged to find opportunities to make the university sustainable for the future, to identify changes that are for the long term good and not simply where the university is able to make budget cuts.

A decision from the Commonwealth about the BOLD project is expected by the end of June.

An idea was raised to consider another Finance and Facilities Committee meeting to occur between the May 27, 2020 committee meeting and the June 10, 2020 full board meeting.

There was a brief question and answer period.

There being no further business to come before the committee, Chair Katzman adjourned the meeting at 6:41 pm.

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

Board of Trustees Finance and Facilities Committee May 6, 2020

Karen House

Vice President for Finance and Facilities

Key Points

- Check in on FY2021 budget process
- Planning is underway; constructive/cross functional participation from SSU community
- Most variables still at play
- Significant revenue shortfall possible, as much as \$44.4 million (worst case)
- Dramatic measures needed to address budget gaps; limited opportunity to reduce costs
- All information contained in this presentation is preliminary; this is a work-in-progress

Flow of the meeting

- Updates on external relief funds
- Discuss SSU Integrated Pandemic Recovery Planning
- Review Revenue Assessment results
- Review Cost Savings Possibilities
- Consultation regarding fee rates for FY21
- Discuss next steps in developing the budget

Relief Funds - Update

- CARES – Student Grants \$3.256M; in process (pass through to students)
- CARES – Institutional Funding \$3.256M; in process – will partially offset \$4.8M in housing/dining/parking refunds processed
- CARES – Other
 - Strengthening Institutions Program: \$321K for SSU – flexible
 - Grant possibilities (NEH)

Pandemic Phase 3: Recovery

Integrated Planning is underway, co-led by Karen House & Gene Labonte



- Mini Strategic Plan, with financial models
- Operational Plan, with operational scenarios

Integrated planning best positions us to make adjustments as needed, in real time

Integrated Planning – includes overlap of ideas & participants

Recovery



Mini Strategic Plan (financial) → Overarching:
Nearly Concluded



Operational (3 scenarios) → Details: In
Process

Mini Strategic Plan, with financial models

Goals:

- Ground the revenue assessment with best available information
- Provide a common platform from which to develop best/middle/worst cases \$\$
- Include & inform the campus throughout; achieve credibility and buy-in on the updated revenue estimates
- Contribute to transparency and trust

Planning Assumptions: Dimensions & Contributing Disciplines

- Health Policy/Externally Imposed Restrictions
 - Gene Labonte (Risk Management & Public Safety)
 - Yvonne Vissing (Health Care Studies) & Kathleen Adee (Nursing)
- Economic Impact
 - Michael Tyler; Ken Ardon (Economics); Commonwealth
- Psychological Impact
 - Darlene Crone-Todd & faculty (Psychology)
- Historical Perspective
 - Drew Darien & faculty (History)
- Higher Education Industry
 - Nicole Harris, Steven Oliver, Vijay Kanagala (Higher Education in Student Affairs)

Best/Middle/Worst Case Financial Models

- For each case (B/M/W)
 - What are the risks to be mitigated?
 - What are the opportunities to be leveraged?
 - What actions are needed? What resources are required? What barriers exist?
 - What are the key metrics and milestone dates, to help us know which case is becoming our reality

Turning to Operational Planning (overlap with mini-strategic/financial planning)

- Based on operational planning scenarios, each working group identifies risk and considers impact to operational matters
- Identify and recommend mitigation strategies allowing for continuity of operations
- More detailed than financial modeling of revenue

Operational Plan, with operational scenarios

- Goals:
 - Identify operational needs/challenges
 - Identify operational/functional risk treatment plans/mitigation strategies
 - Timely, thoughtful communication to campus community students/families
- Questions to answer
 - What actions are needed?
 - What resources are required?
 - What impediments exist?

Operational Planning (detailed) is underway (due 5/17), using 3 scenarios for Fall 2020

1. In Seat, where possible with appropriate safety measures
2. All instruction is online
3. Initially all online; after 6-7 weeks, return to in seat and in residence halls

Ultimately, pandemic situation and guidance (including mandates) will determine the actual operational scenario

Operational Planning – Four Working Groups

- Health & Safety: Elisa Castillo
- Academic Affairs: David Silva & Tad Baker
- Student & Residential Life: Carla Panzella
- Remote Work & Online Learning: Mark Quigley & Curt King

Integration of planning

- **Updates and discussions at each PEC meeting**
- Ideas from operational planning inform strategic/financial planning and vice versa
- Due to nature of pandemic, no one will predict it exactly. Outcomes from the work will include flexibility and nimbleness, as needed based on what the situation on the ground requires

Revenue Assessment: Risks & Opportunities

- Risks to mitigate or avoid
 - Further waves of pandemic/longer term social distancing required
 - Repeat of Spring 2020 (start in seat, forced to go remote, issue refunds)
 - Less capacity for student housing – health & safety measures
 - Student/family financial constraints
 - Student preference for in-person course delivery
 - Students choosing a gap year/deferring admission
 - MA State revenue negatively impacted – lower State Appropriation revenue
 - Online market competition
 - If required to be remote – how to handle clinical placements, practicums, and labs
 - Psychological considerations in decision making – students, families, faculty, staff
- Opportunities
 - Students/families wanting to be closer to home
 - CE & Grad: Unemployed seeking additional degrees/skills
 - Student preference for single rooms
 - Additional college closures in region – less competition
 - Value proposition - cost compared to private universities in region
 - Psychological considerations in decision making – students, families, faculty, staff

Key Metrics to Monitor

- Incoming Students:
 - Deposits
 - Completion of orientation
 - Filing of FAFSA
 - Late Admits
 - Participation in Viking Plunge
- Returning Students:
 - Registration for classes
 - Filing of FAFSA
- Housing/Dining
 - Housing Deposits
 - Participation in Room Selection
- Student - Other
 - Status of Bill Payments
 - LOA or Withdrawals
- State Budget Process
 - State Appropriation
 - Fringe Benefit Rates
- Federal & State Grants
 - Potential future rounds of relief funding
- MSCBA Debt Restructuring
 - Legal issues
 - Market issues
 - Completion

Revenue Assessment – Reductions Forecast

Financial Case (Reductions in \$ millions)	Original estimate – 03/24/2020*	Current Estimate – 05/05/2020**
Best	\$1.7	\$5.5
Middle	\$12.6	\$22.4
Worst	\$28.1	\$44.4

















*Simple Mathematical Model from the March 25, 2020 F&F Committee Meeting

**Subject Matter Expert Detailed Review, as of 05/05/2020 – work in progress

Cost Savings Possibilities

- Large
 - Restructure debt (MSCBA)
 - Avoid pay increases
 - Freeze hiring
 - Furloughs/pay cuts (all except NUPS must be bargained)
 - Retrenchment (last resort)
- Small
 - Reduced travel
 - Miscellaneous personnel savings
 - Miscellaneous operational savings

Cost Savings Possibilities

Description	\$ Amount	SSU Ability to Control	Comments
Avoid 2% pay increases	\$1,805,000		\$1.3 M salary, \$.5 M fringe
Furlough program/pay cuts - NUP employees	\$1,012,159		12 months; pay reduction between 6.00% - 15.00%; \$.0.7 M salary, \$.0.3 M fringe
Furlough program/pay cuts - All other employees	\$7,473,681		12 months; pay reduction between 7.69% - 15.00%; \$5.4 M salary, \$2.1 M fringe
Elimination of Non-critical Vacant Positions			TBD
Misc. Personnel savings	\$138,000		Interim vacancy Chief of Staff.
Debt restructure - MSCBA	\$12,000,000		Estimate dependent on legal and financing restructuring
Insurance Savings	\$100,000		Coverages reduced; savings is pending on bid response
Reduced travel	\$425,000		FY16 - FY19 Average \$773K per year, assume 50% savings (excludes Athletics)
Public Safety - full staff needed?			Budget Committee suggestion; to be analyzed
Dining expenses			Budget Committee suggestion based on fewer students; to be analyzed
Bookstore services			Budget Committee suggestion; to be analyzed
Utilities			Budget Committee suggestion based on remote work; to be analyzed
Snow removal			Budget Committee suggestion requires full campus shutdown; to be analyzed
Fitness center			Budget Committee suggestion based on fewer students; to be analyzed
Athletics			Budget Committee suggestion based on social distancing; to be analyzed
Retrenchment			last resort
Total	\$22,953,840		

Budget Committee Members 2019-2020 (as of 5/1/20)

Karen P. House (NUP)

Jon Amari (APA)

Melissa Arroyo (APA)*

Kenneth Ardon (MSCA)

Guillermo Avila-Saavedra (MSCA)*

Marisa Curtin (AFSCME)

Ryan Fisher (MSCA)*

Jackie Haas (APA)

Miranda Lam (MSCA)*

Barbara Layne (NUP)

Marcos Luna (MSCA)*

Raminder Luther (MSCA)

Oliver McArdle (APA)

Elizabeth McKeigue (NUP)

Daniel Mulcare (MSCA)*

Mark Quigley (NUP)

Lorien Sheehan (APA)

Jeramie Silveira (MSCA)*

Scott Stanton (APA)

Gabriela Vargas (student)

Kurt von Seekamm (MSCA)*

Christian Weisse (student)

Paul Wilkens (student)

Nicolle Wood (APA)

Membership is 9 MSCA (faculty); 4 NUP (non-unit administrators); 7 APA (administrators); 1 AFSCME (classified staff) and 3 students.

*Appointed representatives of contract or advisory committees.

FY 21 Mandatory Tuition & Fee Increases & Financial Aid Assumptions

Category	FY20 Actual	FY21 MYFP 1.5	FY21 Best	FY21 Middle	FY21 Worst
UG Day – Blended Rate Increase	3.7%	4.7%	3.5%	3.5%	3.5%
UG Day – Fall Headcount	5,463	4,980	4,880	4,350	3,800
UG Day – Fall to Fall Headcount % Change	-7.6%	-8.8%	-10.7%	-20.4%	-30.4%
Institutional Aid & Housing Grants*	\$6.1 M	\$8.2 M	\$6.5 M	\$5.9 M	\$5.0 M

Note 1: CE and Graduate rates were previously approved at a blended rate of 9.0% and 3.5% respectively.

Note 2: Online course fee eliminated in all above scenarios.

Note 3: Institutional Aid & Housing Grants for FY2020 is projected

Next steps in developing the budget

Budget Item	Information is Available
State Budget is approved	TBD – historically July; state plans to do a rolling monthly budget; timing of full year state budget is unknown
MSCBA restructures debt	TBD – planning underway; depends on legal & financial advice as well as market conditions
Enrollment is finalized	September 2020 (January 2021)
Housing occupancy is finalized	September 2020 (January 2021)

SUBJECT: Institutional Advancement/Marketing & Communications Committee Meeting Report for May 27, 2020

In accordance with the General Laws of the Commonwealth of Massachusetts, Chapter 30A and amended by Executive Order No. _ , issued March 13, 2020, suspending parts of the Open Meeting Law to allow public remote participation and participation by the public body remotely, the Institutional Advancement/Marketing & Communications Committee of the Board of Trustees met remotely on May 27, 2020.

Present for the committee were Trustees Teri Chisholm (chair), Magnolia Contreras (vice chair), Jamie Zahlaway Belsito, Ruthanne Russell, Chair Paul Mattera, President Keenan (ex-officio), Vice President Cheryl Crouse (committee liaison), Associate VP of Marketing and Communications Corey Cronin, Director of Campaign and Donor Relations Taylor Dunn, Assistant Vice President of Institutional Advancement Mandy Ray, and Executive Assistant to Crouse Hai Huynh.

Trustee Chisholm called the meeting to order at 5:45 pm. 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 updated the committee that the Institutional Advancement team continues to drive the mission and goals of the university. The team has produced remarkable fundraising results; despite the climate we find ourselves in COVID and commended the creative work Advancement has done including virtual engagement events and continued fundraising success toward the campaign goals.

Institutional Advancement Update (attached)

Vice President Crouse reviewed the PowerPoint presentation entitled "Institutional Advancement Update". Fundraising highlights included over \$200,000 raised during Viking Warrior Day for students impacted by COVID-19 beating FY19's fundraising day of giving which totaled \$58,000, a new planned gift of \$250,000 from a longtime alumnus donor, the hiring of two major gift officers, and a new gift officer training provided by Plus Delta Partners in FY21; the cost of this training is being covered by the SSU Foundation. Engagement and Communication highlights included the "I'm a Viking Warrior" and "Vikings Lifting Vikings" campaigns, focused fundraising awareness on the Student Emergency Fund and Unrestricted, shift to virtual online engagements, and implementing "40 under 40", a new tradition of recognizing alumni stars.

Vice President Crouse updated the committee that donor relations is a new department under Taylor Dunn's leadership, and has moved all donor

documentation process to DocuSign creating a more econ-friendly and donor centric process for signing gift information. The Donor Relations Guru is currently doing an assessment on donor relations functions and the Advancement team expects a report will be available in a few weeks. This consultant is being paid for by the SSU Foundation. Donor relations is focused on stewarding priority campaign prospects and working to ensure funds transferred from the Foundation are being utilized to the fullest potential.

Vice President Crouse reported that the Campaign Steering Committee co-chairs had their first kick-off meeting on May 8 and that next steps would include recruiting Steering Committee members by July 1 and scheduling a volunteer orientation in August of 2020. Crouse reviewed the campaign activity timeline.

Marketing and Communications update (attached)

Associate Vice President of Marketing and Communications Cronin reviewed the PowerPoint presentation entitled "Marketing and Communications". The update included recruitment and marketing efforts during COVID-19. Changes in recruitment efforts included the focus on the "No place so close will take you so far" theme, an increase in printing and mailing to prospects, and continuing to speak to the strength of academic programs as well as highlight safety, proximity and personal attention through email campaigns. Cronin shared that there was a challenge in being authentic for the current campus experience but at the same time, we need to recruit students for the fall of 2021, which has many unknowns. There is also a need to develop additional virtual activities to connect with prospects and their families. Cronin noted that virtual tours are now available in both Spanish and Mandarin.

In regards to the Institutional Messaging Project with Libretto, conversations with critical stakeholders reinforced a commitment to affordable, high-quality education that provides a pathway toward a promising future for students of diverse backgrounds, providing a welcoming haven for tenacious students who overcome obstacles, and inspiring students to explore their passions and helping them launch successful careers. Cronin reviewed the institutional messaging timeline.

There being no further business to come before the committee,

A Motion was made by Zahlaway Belsito, seconded by Russell, and unanimously voted to adjourn the meeting. Trustee Chisholm asked for a roll call vote.

Voting in the Affirmative: Zahlaway Belsito, Chisolm (Chair), Contreras, Russell, Mattera

Voting in the Negative: None

Absent: Butts

The meeting was adjourned at 6:04 pm.

Institutional Advancement Update
Cheryl Crouse, Vice President
May 2020

Institutional Advancement Highlights

Fundraising:

- Raised over \$200,000 during Viking Warrior Day for students impacted by COVID-19
- A new planned gift of \$250K was documented by a longtime, alumnus donor
- Hired two major gift officers – brief bios provided in Board packet
- FY21 – will launch with new gift officer training provided by Plus Delta Partners

Engagement and Communication:

- Campaigns: I'm A Viking Warrior and Vikings Lifting Vikings
- Focused fundraising awareness on the Student Emergency Fund and Unrestricted
- Shifted engagement to Virtual – providing online engagement
- 40 under 40 – new tradition of recognizing alumni stars

Donor relations:

- Moved our donor documentation process to DocuSign
- Donor Relations Guru is doing an assessment – expect report in a few weeks
- Focused on stewarding our priority campaign prospects
- Working to ensure that funds transferred from the Foundation are being utilized to the fullest potential

Campaign Volunteer Recruitment & Orientation

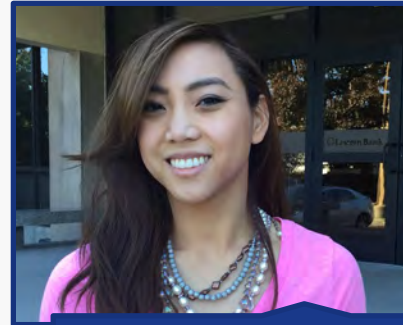
Co-chairs – first kick-off meeting held May 8



Kim Gassett-Schiller
'83, '18H



Elliot '78 &
Donna '78, '98G
Katzman



Nicole Goggin '14,
'17G



Midge DeSimone '76

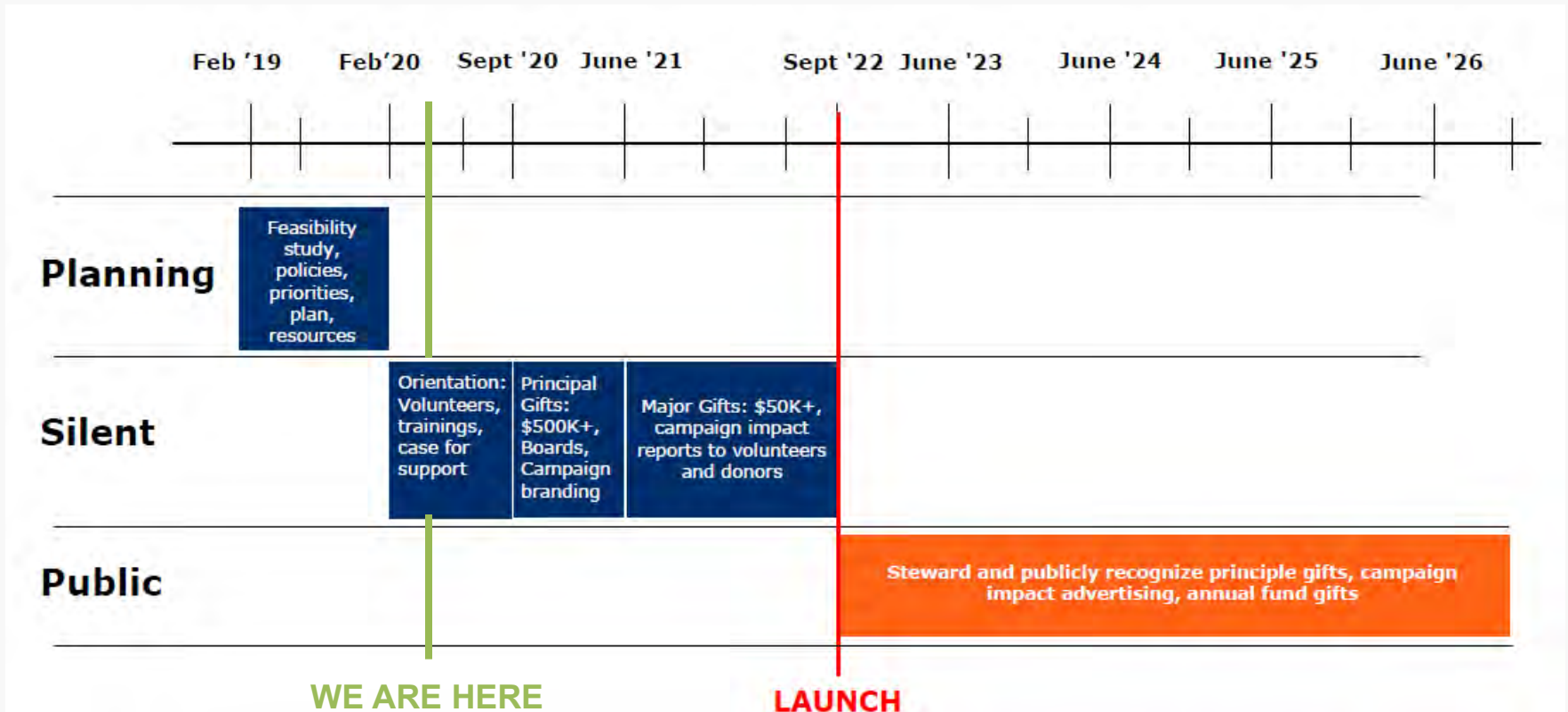
Next steps:

- Recruit Steering Committee by July 1
- Volunteer orientation in August of 2020
- Steering committee will meet three times per year

Case for support and communications

Timeline	Campaign activity
June 2020	Campaign messaging first draft
July 2020	Creative brief for campaign theme first draft
August 2020	Campaign messaging and theme presentation with co-chairs
September 2020	Campaign communication plan draft
November 2020	Campaign messaging and theme presentation with campaign steering committee
January – March 2021	Messaging training
February 2021	Campaign case for support finalized

Campaign II timeline: July 1, 2019 - 2026



Marketing and Communications

Board of Trustees Committee Report

May 27, 2020

Recruitment efforts during COVID-19

Report provided in Board of Trustee packets outlines marketing's recruitment strategies in support of enrollment efforts. Due to the coronavirus, several tactics will need to change:

- Focus will be on “**No place so close will take you so far**” theme.
- Need to reconsider **list buys** to increase primary market names.
- Printed materials—with fewer or no college fairs, we'll need to **increase printing and mailing to prospects** in order to get in front of students and their families.
- Email campaigns—this platform is even more important as we head into fall. Although the strength of academic programs and our value proposition remain important to highlight, **safety, proximity and personal attention are also key messages.**

Recruitment efforts during COVID-19

- Digital—these efforts will need to be expanded to better connect with prospects, will **increase focus on new key messages and student success** while building on our reputation with specific “current hero” majors such as nursing and criminal justice.
- Website—challenge in **being authentic for the current campus experience** while **marketing the unknown 2021 campus life** to future prospects.
- Virtual tour—experiencing Salem State remotely is more important than ever before and **we’ll need to overhaul and market our virtual tour more extensively**.
- Events—as it’s likely there will be no large events on campus, will need to **develop additional virtual activities** to connect with prospects and their families.

Institutional Messaging Project

- Conversations with our critical stakeholders reinforced the fact that we need to double-down on what we have always stood for: **A commitment to affordable, high-quality education that provides a pathway toward a promising future for students of diverse backgrounds.**
- We know our students are no strangers to adversity. As we think about repositioning SSU in the marketplace over the next year+, **we can trade on our reputation as a welcoming haven for tenacious students who overcome obstacles—and we have built robust support structures that help them realize their potential.**
- The messaging **activity has brought to the fore the tension that we often encounter between inspiring students to explore their passions and helping them launch successful careers.** Ultimately, we must build our marketing around both these dimensions of the Salem State experience, carefully adjusting the balance in our messaging according to our audience.

Institutional Messaging Timeline

June: Draft 1 institutional messaging to Salem State
(This draft arrives as marketing and admissions are developing enrollment materials and digital campaigns for the FY21 recruitment cycle.)

July: Platform socialization

August: Develop creative and execute advertising buys

September: Campaign launch

October: Review metrics and determine next steps

While this work is happening, the campaign messaging is being developed including the campaign theme, positioning statement, and the visual brand.



We are grateful to our alumni and many others for helping our community during the pandemic.

salemstate.edu



**CONGRATULATIONS
CLASS OF 2020!**



SUBJECT: Academic Affairs and Student Life Committee Meeting Report for May 27, 2020

The Academic Affairs and Student Life Committee of the Board of Trustees met remotely via Zoom on Wednesday, May 27, 2020, pursuant to Governor Baker’s executive order of March 10, 2020, entitled “Order suspending certain provisions of the open meeting law, G.L., ch. 30A, section 20,” to allow public remote participation and participation of the public body remotely.

Present for the Committee were Trustees DeSimone (chair), Zahlaway Belsito, Contreras, Murphy, and Russell; 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 3:45 pm. The following items were discussed:

Business Intelligence and Program Review

Provost Silva updated the committee on business intelligence and how it is used by departments to adjust academic programs to meet needs and mission of comprehensive university (Attachment A). Measurements of what it costs to deliver a program include: net contribution, faculty-student ratio, and cost per credit of instruction. It was explained that business intelligence is useful in showing trends, rather than targeting specific points of time.

Enrollment Update

Associate Vice President Galinski updated the committee on fall 2020 admissions (Attachment B). It was reported that enrollment management has increased their student outreach efforts and has been hosting a number of virtual events. Graduate and continuing education summer credits are holding relatively steady. Fall applications and admits continue to be up. Fall enrollment is difficult to predict at this time. Key enrollment indicators include: intent to enroll, such as registration activity, orientation, summer bridge, etc.; and financial indicators such as FASFA filers and appeals, bill paying, etc.

Student Life Update

Dean Panzella updated the committee on the various ways in which student life is virtually connecting and engaging with students during the COVID crisis (Attachment C). Additional efforts are being made to reach students who have limited or no access to technology, including providing WIFI hotspots and Chromebooks.

MSCA Personnel Actions

Provost Silva presented the candidates recommended for tenure, tenure with promotion, promotion, and emeritus (Attachment D). The committee expressed concerns regarding the timing of making personnel decisions given financial unknowns. After a brief discussion, the committee took the following action:

Upon a motion made duly by Trustee Russell and seconded by Trustee Murphy, it was unanimously:

VOTED: to recommend to defer decisions regarding personnel actions to the full Board on June 10, 2020

**Voting in the affirmative: Zahlaway Belsito, Contreras, DeSimone (chair),
Mattera, Murphy, Rusell**

Voting against: None

New Program Proposal: Graduate Certificate in Substance Use Disorders and Addictions

Provost Silva reported that the COVID environment has altered the financials and assumptions for the proposed Graduate Certificate in Substance Use Disorders and Addictions. It was requested to table this discussion to a future date so that the team can make adjustments and present accordingly. After careful consideration the committee took the following action:

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

VOTED: to recommend tabling the discussion of Graduate Certificate in Substance Use Disorders and Addictions to fall 2020.

**Voting in the affirmative: Zahlaway Belsito, Contreras, DeSimone (chair),
Mattera, Murphy, Russell**

Voting against: None

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

VOTED: To adjourn the meeting at 5:45 pm.

**Voting in the affirmative: Zahlaway Belsito, Contreras, DeSimone (chair),
Mattera, Murphy, Russell**

Voting against: None

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

Institutional Mission

Mission Statement

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

Institutional Identity

- **Regional** University

- Reflect local diversity or persons, communities, & lived experiences

- **Comprehensive** University

- Current strategic plan specifically calls out:
 - Inclusive Excellence
 - Science and Healthcare on a Liberal Arts Foundation
 - Place
 - Civic Responsibility
- SSU’s vision: “[we] remain true to our heritage as a liberal arts university while we prepare students for today’s workforce.”

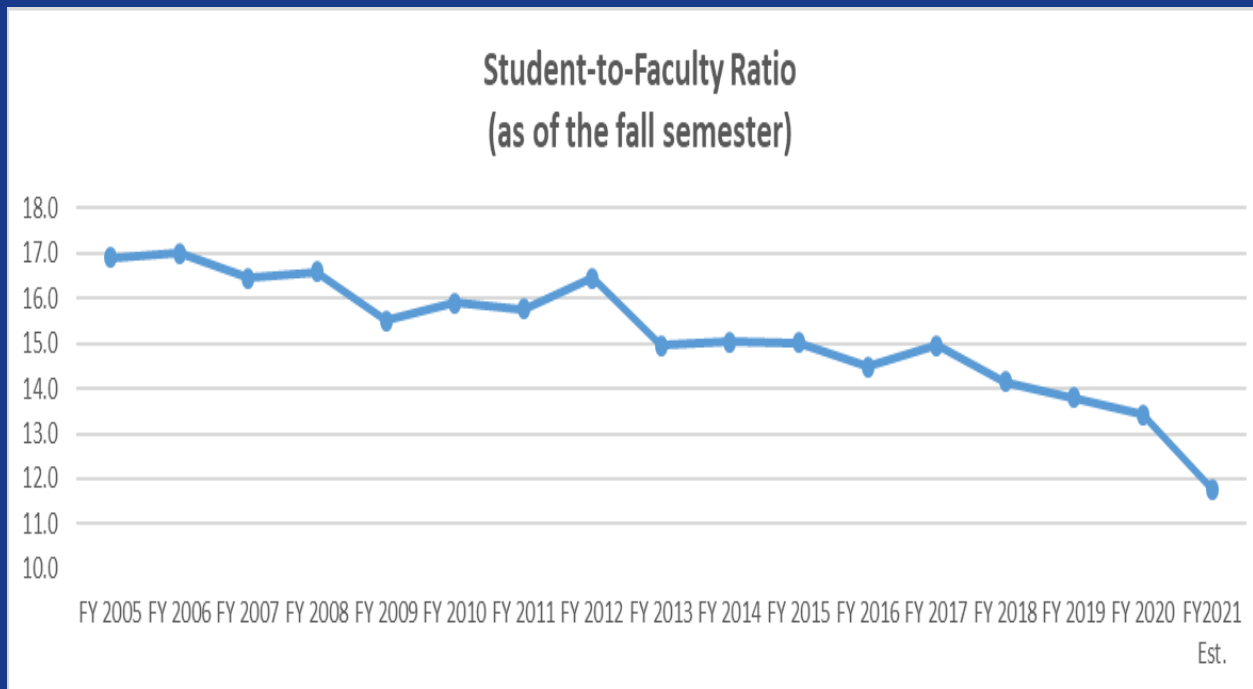
Institutional Identity

- **Teaching** University

- Teaching Excellence ← **our focus**
- Academic Advising
- Continuing Scholarship
- Service (to institution, to community, to discipline / profession)

Student-to-Faculty Ratio

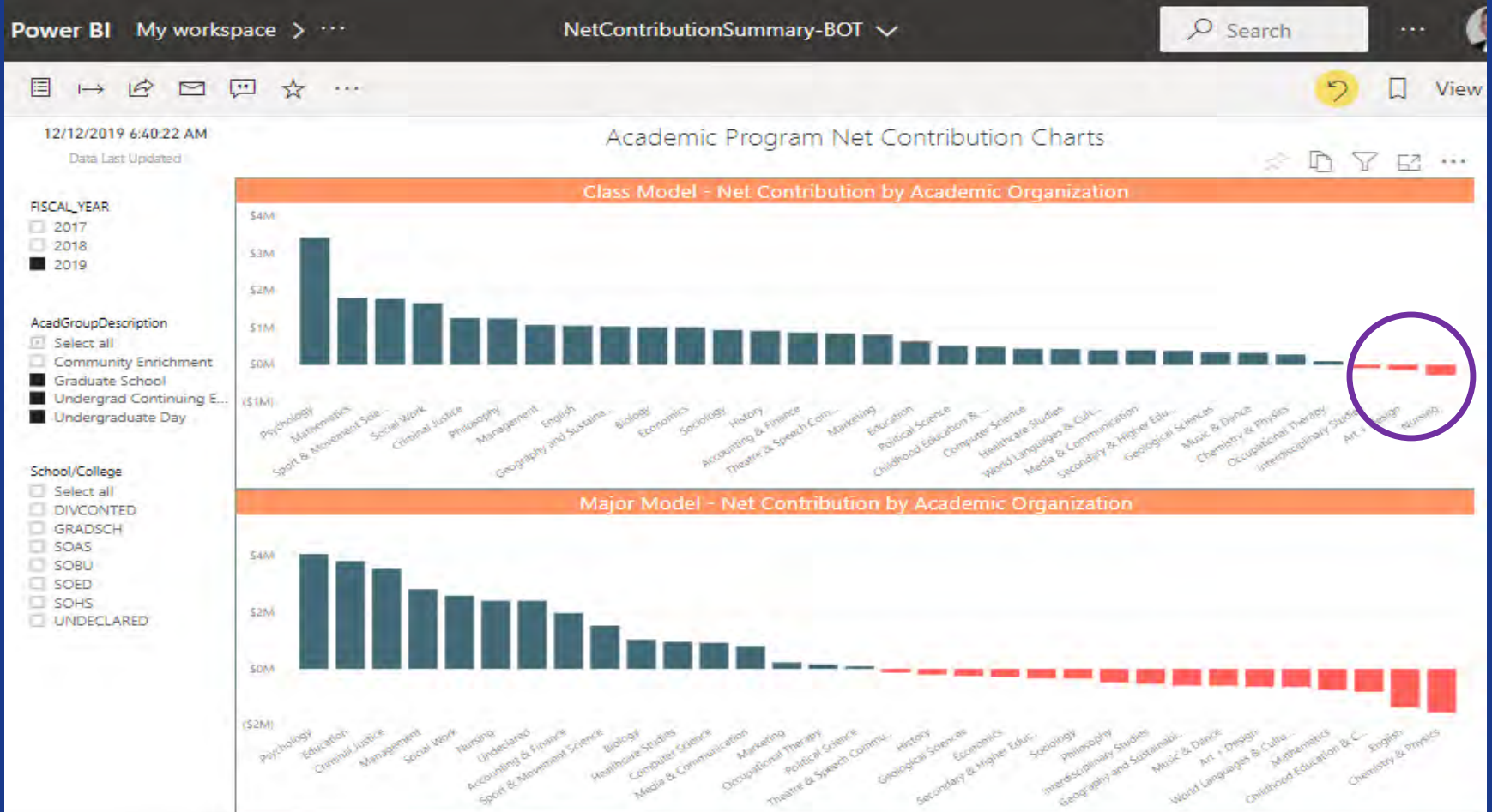
- Since 2005, student-to-faculty ratios have fallen
- Most recent downward trend in the ratio coincides with the recent precipitous drop in enrollments, around 2017/2018



Responses to date:

- VSIP
(22 FT faculty)
- Reductions to PT (adjunct) budget
[FY21: -\$2M]

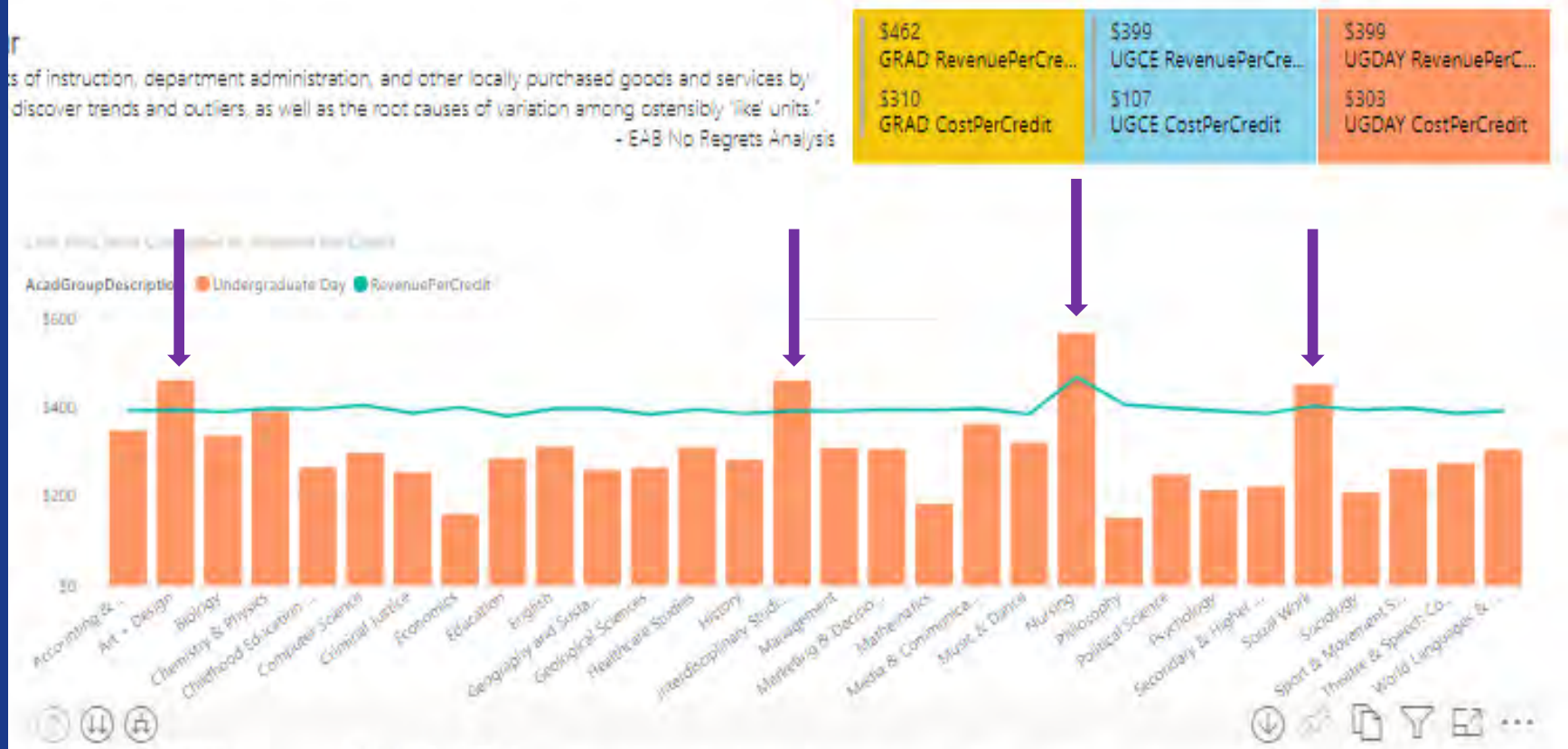
Net Contribution (FY19)



Net Contribution

- Nursing
 - Adjust balance of programming
 - Increase ABSN enrollments by 88% for FY21
 - Rethink graduate-level options
- Interdisciplinary Studies
 - New Bachelor of Liberal Studies in Liberal Studies
 - Under review by the DHE
 - SSU exploring partnership with “Re-Up”
- Art + Design
 - Curricular adjustments
 - Exploration to reduce costs and/or increase revenue

Cost per Credit of Instruction



Cost per Credit of Instruction

- Art + Design
- Interdisciplinary Studies
- Nursing
- Social Work
 - Decreased number of BSW day sections
 - Spring 2019 = 53 sections
 - Fall 2019 = 52 sections
 - Spring 2020 = 47 sections
 - Fall 2020 = 39 sections (projected)

Shifting Graduate Enrollments

New or Expanded Programs

- Masters of Social Work (Saturday Option)
- Master of Science in Accounting
- Master of Science in Athletic training
- Reconfiguring of the MAT programs effective fall 2020
 - In most cases they were reduced from 42 credits down to a range of 31-37, making the programs more competitive, which we hope will lead to growing numbers for these programs.

Sunsetting in progress (admissions frozen; teach-out underway)

- Master of Social Work, School Adjustment Counselling track
- Graduate Certificate in Public Policy
- Master of Arts in Teaching Art

Shifting Graduate Enrollments

Sunsetting Completed (since 2018)

- Graduate Certificate in Clinical Trial Management
Teach out began fall 2017 and completed summer 2018
- Graduate Certificate in Certified Financial Planning
Teach out began fall 2017 and completed summer 2018
- Graduate Certificate in Foundation in Computer Science
Admissions suspended fall 2017 – no students currently in program
- Graduate Certificate in Global Policy
Admissions suspended fall 2017 – no students currently in program
- Graduate Certificate in Strategic Communications
Admissions suspended spring 2018: a teach out completed fall 2018

School of Education

- Curricular Adjustments
 - Aligned like-same courses horizontally across all license programs and streamlined offerings
 - Tightened course scheduling into two-year cycles using projections based upon the funnel and three-year averages
 - Promoted the "stay green" strategy of tracking actual weekly enrollments by course, by section in BI
- Advising Adjustments
 - “Doubled down” on focused advising to retain students of color

College of Arts and Sciences

Streamlining majors / concentrations

- Art + Design: eliminated Interactive Multimedia concentration; those students will take Graphic Design
- Biology: revised curriculum to decrease low enrolled concentrations; switched to targeted options that make it more streamlined and flexible for students to graduate in four years
- Chemistry & Physics: redesigned two-semester allied health chemistry courses for nursing majors into a one semester course
- Media and Communication: revised concentrations; added a general degree to increase degree completion in four years; deleted Media Production concentration (low enrollment)
- Music & Dance: temporary hold on Hip Hop Option (low enrmt)

College of Arts and Sciences

D-F-W student intervention; supporting equity agenda

- Biology: revised introductory courses for majors to be more active learning and inquiry- based laboratories to engage & retain all students @ higher rate
- English: Course Embedded Tutors for W-II and W-III courses
- Mathematics: Supplemental Instructors to enhance success
- Mathematics, in consultation with Biology: created a course that will be more applied to meet QR needs of Biology majors; will likely reduce DFW in Pre Calc and Calc
- Currently exploring strategies to reduce DFW rates
 - Political Science: POL 101
 - Sociology: SOC 110
 - Psychology: explore strategies to decrease section-to-section variation in PSY 101; explore Methods and Statistics sequence to enhance student success and ability to progress in the major

Bertolon School: Finance

"DFW" Rates
Spring 2015 Through Fall 2019

Discipline	Spring 2015	Fall 2015	Spring 2016	Fall 2016	Spring 2017	Fall 2017	Spring 2018	Fall 2018	Spring 2019	Fall 2019
Accounting										
Number of Students	946	932	945	868	905	737	782	730	707	654
DFW Percentage	18%	17%	18%	19%	18%	15%	13%	13%	19%	15%
Business										
Number of Students	736	860	747	821	731	809	640	785	633	729
DFW Percentage	13%	13%	15%	11%	13%	12%	14%	14%	16%	9%
Finance										
Number of Students	378	509	497	511	518	429	419	460	433	376
DFW Percentage	28%	21%	23%	22%	26%	20%	23%	25%	25%	18%
Management										
Number of Students	650	578	636	554	557	458	512	494	546	468
DFW Percentage	11%	10%	11%	10%	12%	10%	11%	10%	11%	13%
Management Information Systems										
Number of Students	264	269	270	263	279	221	231	221	193	191
DFW Percentage	6%	11%	7%	7%	5%	7%	8%	6%	7%	4%
Marketing										
Number of Students	451	469	521	512	562	424	511	438	522	374
DFW Percentage	11%	7%	11%	7%	6%	10%	7%	7%	11%	11%
Operations and Decision Science										
Number of Students	481	456	482	433	438	435	419	387	428	374
DFW Percentage	14%	10%	9%	13%	10%	7%	9%	7%	10%	7%

Director of Student Success formed a strong team of tutors who were located in the Bloomberg Lab.

Another strong cadre of Student Career Fellows worked with students on the academic progression and career plans and worksheets that she went over with all her advisees, which showed the importance of classes in progression to graduation

Stabilizing Enrollment During COVID

Retooling of Strategies & Tactics



**Increased
Outreach to All
Students**

**Flexible Policies
Remove Barriers**

**Clear,
Personalized
Communication**

Build Affinity

**Proactively
Address
Financial
Concerns**

**Distribution of
refunds &
CARES Act
Funding**

Registration, Summer

as of 05/25

Graduate Credit Hours						
2019	2020	<i>Diff</i>	Summer 2019 Final	Best	Middle	Worst
5154	4906	-248	5201	-5%	-10%	-25%

Continuing Education Credit Hours						
2019	2020	<i>Diff</i>	Summer 2019 Final	Best	Middle	Worst
12,275	11,626	-649	13,179	-5%	-10%	-20%

Fall Admissions

- All events virtual, quickly
- Academic, funnel & financial aid campaigns
- Applications +8.5% (9,500)
- Admits +10%
- June 1 deposit date
- Melt Mitigation - communication & efforts around course delivery, orientation, & housing

Bringing SSU to You!



Fall Admissions, Day

	2019	2020	Best	Middle	Worst
	May 25		Projection September 15		
Freshmen	923	767	1016	916	816
Transfer	244	165	505	405	305
Total	1167	932	1521	1321	1121
<i>Percent to Scenario</i>			61%	71%	83%

Fall Enrollment

ENROLLMENT INDICATORS



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INTENT

Registration Activity
Orientation
Leave of Absence or Withdrawals
Summer Bridge Academy
Late Admit Activity
Housing demand

FINANCIAL


FAFSA Filers & Appeals
EFC Bands/Need
Paying the bill

Fall 2020

Admissions Fall Day	2019	2020	Best	Middle	Worst
	25-May		15-Sep		
Freshmen	923	767	1016	916	816
Transfer	244	165	505	405	305
Total New	1167	932	1521	1321	1121
Percent to Scenario			61%	71%	83%

Registered	2019	2020	Best	Middle	Worst
	25-May				
Returning	3717	3275			
Total Registered	3717	3275	4880	4350	3800
Percent to Scenario			67%	75%	86%

Possible UND Headcount

	Fall 2019 Final	25-May	Best	Middle	Worst
Returning & New Commitments	5466	4209	4880	4482	3800
Percent to Scenario			86%	94%	111%

Strategies & Tactics

*Here's what I **know** about the future, it happens as a result of what we do today...*

- Reimagine marketing & recruitment
 - Retarget and adjust list buys (top of funnel)
 - Packaging of academic programs
 - January start
- Online & Virtual Offerings
- Remove barriers (FA appeals, application requirements)
- Respond to change and adjust policy & process

Communicate • Inform • Support • Guide

Connecting with Current Students

Spring 2020

- Connected with 3415 through Care Case Management
- 105 referrals to SL Case Manager by faculty and staff
- 60 technology referrals: 20 Chromebook and 2 hotspots deployed
- \$49,000 deployed to students from the Student Life Emergency Fund
- 50 housing insecurity referrals
- Student Clubs and Orgs continue to meet remotely
- At-home engagement & wellness activities developed & deployed
- Lessons learned...

Fall 2020

- Hope to continue outreach potentially by cohorts or interest groups
- Socially Distance on-campus engagement opportunities
- Online engagement opportunities

Connecting with New Students

Orientation and Viking Plunge

Summer 2020

- Moved to online format (high tech, but high touch as well)
- Phone calls to students by staff started!
- Canvas opens to new FY students on June 10th
- Engagement throughout summer → into fall semester
- Viking Plunge will be online and organized in the Orientation canvas course
- Beginner & completion packages mailed to student's homes

Fall 2020

- First Six Week Working Group

Tenure

- Associate Professor Margaret Ackerman, Nursing
- Associate Professor Changqing Chen, Chemistry & Physics
- Associate Professor Jerry Johnson, Theatre & Speech Communication

Tenure with Promotion to Associate Professor

- Assistant Professor Jason Brown, Biology
- Assistant Professor Robert Daniell, Management
- Assistant Professor Laurie Dickstein-Fischer, Secondary & Higher Education
- Assistant Professor Ashita Goswami, Psychology
- Assistant Professor Komalpreet Kaur, Computer Science
- Assistant Professor Sotirios Kentros, Computer Science
- Assistant Professor Fidelis Manyanga, Chemistry & Physics
- Assistant Professor Sara Moore, Sociology
- Assistant Professor Margaret Shea, History

Promotion to Professor

- Associate Professor Guillermo Avila-Saavedra, Media & Communication
- Associate Professor Kathi Crow, Mathematics
- Associate Professor Michele Davila Goncalves, World Languages & Cultures
- Associate Professor Anne DeFelippo, Nursing
- Associate Professor Timothy Eddy, Psychology
- Associate Professor Hongtao Guo, Accounting and Finance
- Associate Professor Jacy Ippolito, Secondary & Higher Education

Promotion to Professor

- Associate Professor Bethany Jay, History
- Associate Professor Janice King, Nursing
- Associate Professor Vanessa Ruget, Political Science
- Associate Professor Yvonne Ruiz, Social Work
- Associate Professor Amy Smith, Media & Communication

Promotion to Librarian

- Associate Librarian Jason Soohoo

Promotion to Associate Professor

- Assistant Professor Cami Condi, Childhood Education and Care
- Assistant Professor Kristina Scott, Childhood Education and Care

Promotion to Assistant Professor

- Instructor Kathleen Schlenz, Occupational Therapy

Emeritus Status

- Professor Jon Aske, World Languages and Cultures
- Professor Jayanti Bandyopadhyay, Accounting & Finance
- Associate Professor Robin Benton, Sport & Movement Science
- Professor Robert Brown, Media and Communication
- Professor Joseph Buttner, Biology
- Professor Neal DeChillo, Social Work
- Professor Pamela Halpern, Childhood Education and Care

Emeritus Status

- Associate Professor Donna Hills, Nursing
- Professor Richard Levy, Political Science
- Professor Teresa Lyons, Psychology
- Professor Paul McGee, Accounting & Finance
- Professor Patricia Ould, Sociology
- Professor Nancy Schultz, English
- Professor Cheryl Springer, Social Work
- Professor David Tapley, Biology
- Professor Philip Vaccaro, Marketing & Decision Sciences
- Professor Alan Young, Biology

SUBJECT: Finance & Facilities Committee Meeting Report for May 27, 2020

In accordance with the General Laws of the Commonwealth of Massachusetts, Chapter 30A and amended by Executive Order No. __, issued March 13, 2020, suspending parts of the Open Meeting Law to allow public remote participation and participation by the public body remotely the Finance & Facilities Committee of the Board of Trustees met remotely on Wednesday, May 27, 2020. All votes taken during this meeting were by roll call vote.

Present for the Committee: Trustees Katzman (chair), Murphy (vice chair), Lutts, Russell, and Chair Mattera (ex-officio). Also present and participating: Vice President House (committee liaison) and staff associate Beaulieu.

Absent for the Committee: Trustee Butts

Trustee Katzman, committee chair, called the meeting to order at 6:04 pm.

Slides to supplement the previously provided information (Attachment A)

These slides were used throughout the meeting to facilitate the virtual meeting and highlight key aspects of the meeting topics, supplementing previously distributed materials.

MSCBA Debt Restructure (Attachment A and B)

The Massachusetts State College Building Authority (MSCBA) Board approved the bond restructuring that will provide fiscal relief in FY21 (approximately \$9.3 million), FY22 (approximately \$5.3 million) and beyond.

Q3 financial report (Attachment A and C)

FY20 is projected to finish better than budgeted by \$1.2 million (Attachment A, slide 4)

Undergraduate fees for FY2021 (Attachment A and D)

Recommendations for undergraduate fees for FY2021 were highlighted in the slide presentation. An adjustment for room rates associated with the covid-mitigation strategy of having the bedrooms house just a single student may require an adjusted motion at the June 10 meeting. Other institutions in the Massachusetts state university segment report they are considering fee increases ranging from 0% to 7%. A trustee recommended there be an increase in the undergraduate nursing program fee. The administration was directed to gather pertinent information regarding the nursing program for the trustees to consider.

FY2021 All Funds Budget (Attachment A and B)

A set of slides related to the F2021 budget was presented that included an overview and key elements. The budget being proposed initially for FY21 is based on the best and most current available information, and much is still unknown due to the pandemic's impact. The finance team continues to monitor key metrics that impact

revenue assumptions such as student enrollment, housing, dining and state appropriations as well as expense balancing strategies. A request was made to provide information to the trustees for the June meeting regarding the likelihood of attaining the balancing strategies. Contingency planning if revenue is significantly worse than budgeted would include use of reserves. In addition, as a further mitigation tactic, the university would plan to pursue a revolving line of credit to assist with cash flow in lieu of liquidating part of the investment portfolio if cash is needed and the market is down (Attachment E.) A decision from the Commonwealth regarding Project BOLD, which is also dependent on university resources, is pending.

After much discussion the committee decided it would recommend provisionally approving the FY21 fees and budget recommendations.

Trustee Katzman **MOVED** that the Finance and Facilities Committee hereby recommends that the Board of Trustees provisionally approve the following motions pertaining to fees for FY2021 and the FY2021 budget, **SECONDED** by Trustee Lutts:

Recommended motions

The Board of Trustees of Salem State University hereby approves the fees as shown in the attached tuition and fee rate schedule. The new rates shall be effective for the 2020-21 academic year (FY 2021). The president and other officers of the university are hereby authorized to do all things and take all actions deemed necessary to implement this decision.

The Board of Trustees of Salem State University hereby approves the Fiscal Year 2021 All Funds Budget as recommended by the president and as shown in the attached FY 2021 Salem State University All Funds Budget at the level of \$144.2 million in Managed Expenses. This action includes approval of the FY 2021 Trust Fund Budgets and the Contracts Exceeding \$500,000 each as included in the budget package. The president, the vice president for finance and facilities, and other officers of the university are hereby authorized to do all things and take all actions deemed necessary to implement this decision.

A roll call vote was taken.

Voting in the affirmative: Trustees Katzman, Lutts, Mattera, Murphy, Russell

Voting against: None

The motion passed unanimously.

Line of Credit with Eastern Bank (Attachment F)

Trustee Katzman **MOVED** that the Finance and Facilities Committee hereby recommends that the Board of Trustees approve the following motion pertaining to a Revolving Demand Line of Credit with Eastern Bank, **SECONDED** by Trustee Murphy:

Recommended motion

That the Board of Trustees hereby approves the university entering into a Revolving Demand Line of Credit with Eastern Bank at prime rate, with the investment portfolio as collateral, and authorizes the president and the vice president for finance and facilities are authorized to do all things and take all actions deemed necessary or desirable to carry into effect the matters hereby authorized including signing the loan commitment agreeing to the terms and conditions on behalf of Salem State University.

A roll call vote was taken.

Voting in the affirmative: Trustees Katzman, Lutts, Mattera, Murphy, Russell

Voting against: None

The motion passed unanimously.

There were no questions or further comments on other informational items provided in the meeting packet that had been distributed prior to the meeting including:

Financial dashboard (Attachment G)
Sustainability (Attachment H)
Capital projects status update (Attachment I)
Committee work plan for the year (Attachment J)

Trustee Murphy **MOVED** that the Finance and Facilities Committee meeting adjourn **SECONDED** by Trustee Lutts:

A roll call vote was taken.

Voting in the affirmative: Trustees Katzman, Lutts, Mattera, Murphy, Russell

Voting against: None

The meeting adjourned at 7:29 pm.

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

Board of Trustees

Finance and Facilities Committee

May 27, 2020

Karen House

Vice President for Finance and Facilities

Flow of Today's Discussion

- Update on MSCBA Bond Restructuring
- FY20 projections - Q3 report
- Overview – progress in operational planning, given COVID-19
- Tuition/fee rates for FY21 (action)
- FY21 proposed budget (action)
 - FY21 key revenue assumptions
 - FY21 key expense strategies
 - What if/contingency planning, incl. line of credit
 - Timing – when will we know?
- Line of credit (action)
- Next steps toward trustee approval of Fees & Budget
- Remaining information items on agenda, discussion as needed

Hold the motions until the end of the discussion

MSCBA Debt Update

- MSCBA Board approved motion May 19
 - Refund bonds payable FY21/FY22
- Savings for SSU
 - FY21: \$9.3M
 - FY22: \$5.3M
 - FY23 – FY33; declining but positive savings continue
 - Future cost increases FY34 – FY49 of less than \$1M per year

FY20 Projected Performance at Q3 Beats the Budget by \$1.2M or 0.7% (p. 51)

- Budgeted use of reserves of \$2.5M (VSIP); current projected use of reserves of \$1.3M
- Notable updates since Q2:
 - Rec'd and disbursed \$3.256M CARES grants to students (net zero)
 - Refunded \$4.8M room/board/parking fees; dining expenses reduced as well
 - Rec'd \$3.256M CARES institutional funding to partially reimburse SSU for the refunds
 - Grant revenue budget was too high by \$1M
 - Allocated contingency budget to revenue shortfalls
 - Investment Income better than budgeted
 - Some facility project spending moved to FY21
 - MSCBA Assessment early savings of \$647K

Operating Assumptions, FY21

Activity	Timeframe	In Seat	Remote
Classes	Summer II	10-12 classes	Most classes
Classes	Fall	25-33%	Remainder
Classes	Spring	As safety allows	Remainder
Residence Life	FY21	One student per bedroom	Commuting
Administrative Functions	FY21	De-densified campus; in person based on function	Remainder

Undergraduate Tuition & Fee Rates (p.2)

- Original plan: 4.7%
- Recommendation: 3.5% or \$391
 - Generates \$1.8 million toward the budget
- Other Massachusetts state schools:
 - Plans in flux
 - Ranges vary from 0% - 7%
- Other changes:
 - Remove online course fee as previously discussed
 - Remove differential fees from selected undergraduate programs in light of operating modality

Room & Board

- Rates as previously approved for FY21 by MSCBA and BHE (pre pandemic)
- Given single bedroom-only configuration, still determining appropriate pricing
 - Budget includes assumption of “premium single” rates, not double room rates
 - Example: Bowditch: \$10,750 vs \$9,520
 - Will provide adjusted motion for June 10 BOT meeting
- Dining rates: flat plus \$50/semester in Clipper Cash due to student demand
 - Contract to be bid; cost plus management fee structure,
- Room and Board (Prem. Single in Peabody/Bowditch and Silver plan): \$14,716

FY2021 Budget Timeline

- January - Early March
 - Updated FY21 from the previous multi-year plan
 - Recognized lower enrollment in FY20, likely FY21 also
 - Achieved balanced FY21
- Mid March – Late May
 - COVID-19 pandemic, need for additional strategic planning activities
 - Revenue Assessment Exercise
 - Expense Balancing Strategies
 - Discussions with trustees (3/24 and 5/6) and campus as new estimates were developed
 - Governor's Higher Ed specific guidelines released 5/27 at noon
- June – formal approval of initial budget
- Late May – September and beyond
 - Monitor key metrics & quantify impacts of differences to budget
 - Revise budget if warranted

FY2021 Budget Overview – Balanced at \$144.2M (exhibit 1 p. 20)

Account Description (\$ in thousands)	FY 2016 Year End Actuals	FY 2017 Year End Actuals	FY 2018 Year End Actuals	FY 2019 Year End Actuals	FY 2020 Forecast as of 5/15/20	FY 2021 Original Budget
Managed Revenue						
Net Tuition and Fees	57,896	61,239	63,381	61,057	54,152	48,392
Federal, State, Private Grants	18,820	19,306	19,472	19,901	24,626	18,996
Auxiliary Enterprises	21,149	22,519	23,423	22,569	23,183	14,961
State General Appropriations	56,416	58,768	60,128	65,735	66,224	58,576
Other Revenue	4,593	4,422	5,858	5,291	5,248	3,308
Total Managed Revenue	158,874	166,254	172,263	174,552	173,434	144,233
<i>Year over Year Change</i>		4.6%	3.6% ▲	5.0%	-0.6%	-16.8%
Managed Expenses						
Compensation	112,436	118,273	117,761	118,997	122,384	101,537
Support	18,568	17,991	18,365	19,220	26,132	26,059
Facility-related	22,934	24,669	26,138	25,772	26,199	16,638
Total Managed Expenses	153,939	160,934	162,264	163,990	174,715	144,233
<i>Year over Year Change</i>		4.5%	0.8% ▲	1.9%	6.5%	-17.4%
Managed Net Income	4,935	5,320	9,998	10,563	(1,281)	0
Managed Cash Flow Ratio	3.1%	3.2%	5.8%	6.1%	-0.7%	0.0%

FY 2021 Budget Key Elements (p. 14)

Key Elements Summary - FY 2021 Budget	Projected FY 2020	Budget FY 20201	Amount Variance	Percent Variance
Revenue: Price & Enrollment				
In-state, commuter (rate)	\$11,284	\$11,675	\$391	3.5%
Out-of-state, commuter (rate)	\$18,065	\$18,480	\$415	2.3%
Undergraduate Day Enrollment (Headcount - average of Fall & Spring)	5,247	4,392	(855)	-16.3%
Tuition & Fee Revenue (\$M, net of financial aid)	\$54.152	\$46.249	(\$7.903)	-14.6%
Revenue: Housing & Dining				
Housing Revenue (FY 2020 net of refunds)	\$14.551	\$11.039	(\$3.512)	-24.1%
Dining Meal Plan Revenue (FY 2020 net of refunds)	\$5.441	\$2.810	(\$2.631)	-48.4%
State Support				
State Appropriation (\$M, GAA incl. CBA, Formula Funding)	\$49.721	\$43.437	(\$6.284)	-12.6%
Compensation				
Salary & Wages (\$M, Benefitted faculty & staff)	\$67.568	\$59.880	(\$7.688)	-11.4%
Voluntary Separation Incentive Program (VSIP) Recurring Savings (salary + fringe)	\$0.000	(\$6.725)	(\$6.725)	N/A
Furlough Program - One Time Savings (salary + fringe)	\$0.000	(\$8.486)	(\$8.486)	N/A
Fringe Benefits Expense (\$M)	\$27.380	\$24.078	(\$3.302)	-12.1%
Benefits Rate (including taxes)	37.91%	38.88%	0.97%	2.6%
Facilities Related Expenses				
Utilities Expense (\$M)	\$4.367	\$4.475	\$0.108	2.5%
Debt Service Expense (\$M, Assessment + Interest Expense)	\$15.649	\$7.296	(\$8.353)	-53.4%
Depreciation & Amortization (\$M, non-cash expense)	(\$9.848)	(\$9.407)	\$0.441	-4.5%
Major Capital Projects	none	none		
Managed Net Income (\$M)	(\$1.281)	\$0.000	\$1.281	-100.0%
Overall Add to (Use of) Net Position (\$M)	(\$6.284)	(\$4.220)	\$2.064	-32.8%

FY 21 Mandatory Tuition & Fee Increases & Financial Aid Assumptions (Based on Middle Case)

Category	FY20 Actual	FY21 Budget
UG Day – Blended Rate Increase	3.7%	3.5%
UG Day – Fall/Spring Average Headcount	5,247	4,392
UG Day – Average Headcount % Change	-7.6%	-16.3%
Institutional Aid & Housing Grants*	\$6.1 M	\$5.3 M

Note 1: CE and Graduate rates were previously approved at a blended rate of 9.0% and 3.5% respectively.









Note 2: Online course fee eliminated beginning in Summer of 2020.

Note 3: Institutional Aid & Housing Grants for FY2020 is projected

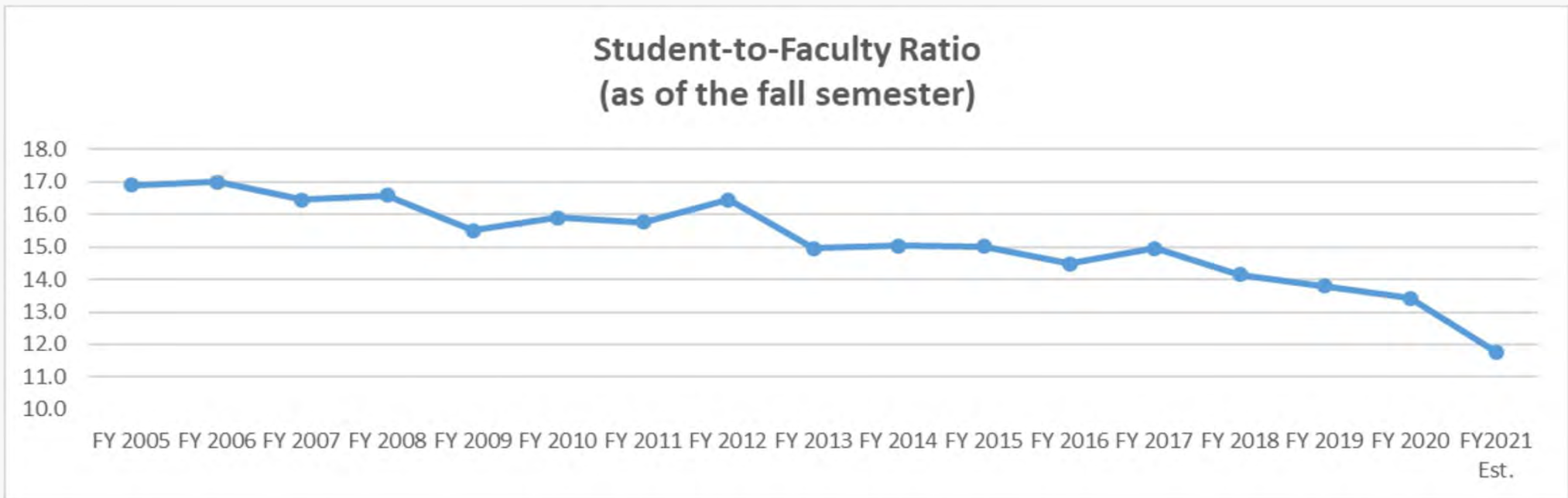
FY2021 Revenue Assumptions

Category		Baseline Assumption
Enrollment, tuition and fees	Academic year start date and modality	September 1 opening as regularly scheduled (25-33% of classes in person with remaining classes online)
	Student enrollment (undergraduate, graduate, continuing education, and other)	16.3% decrease in enrollment from FY 20 for UG Day students; 10.0% decrease in enrollment from FY 20 for Continuing & Professional Studies students; 8.4% decrease in enrollment from FY 20 for Graduate students
	Tuition and fees	3.5% tuition/fee increase for UG Day students; removal of online course fee; removal of certain differential fees for UG programs
Residence	Dormitory opening date	September 1, but with only one student to each bedroom
	Dormitory occupancy rate when open	occupancy rate reduced from 79% FY20 to 53% FY21; single occupancy rooms only
	Other notes related to residence life and housing use/student price	Dining contract (P&L) terminated by operator; in process of rebidding for a Cost plus Fee contract . Will close several venues for efficiency based on lowered counts. Are premium single fee rates appropriate given no option for double rooms?
State appropriations	Assumptions related to level of state appropriations	10% decline in GAA appropriations anticipated

Expenses – Balancing Strategies

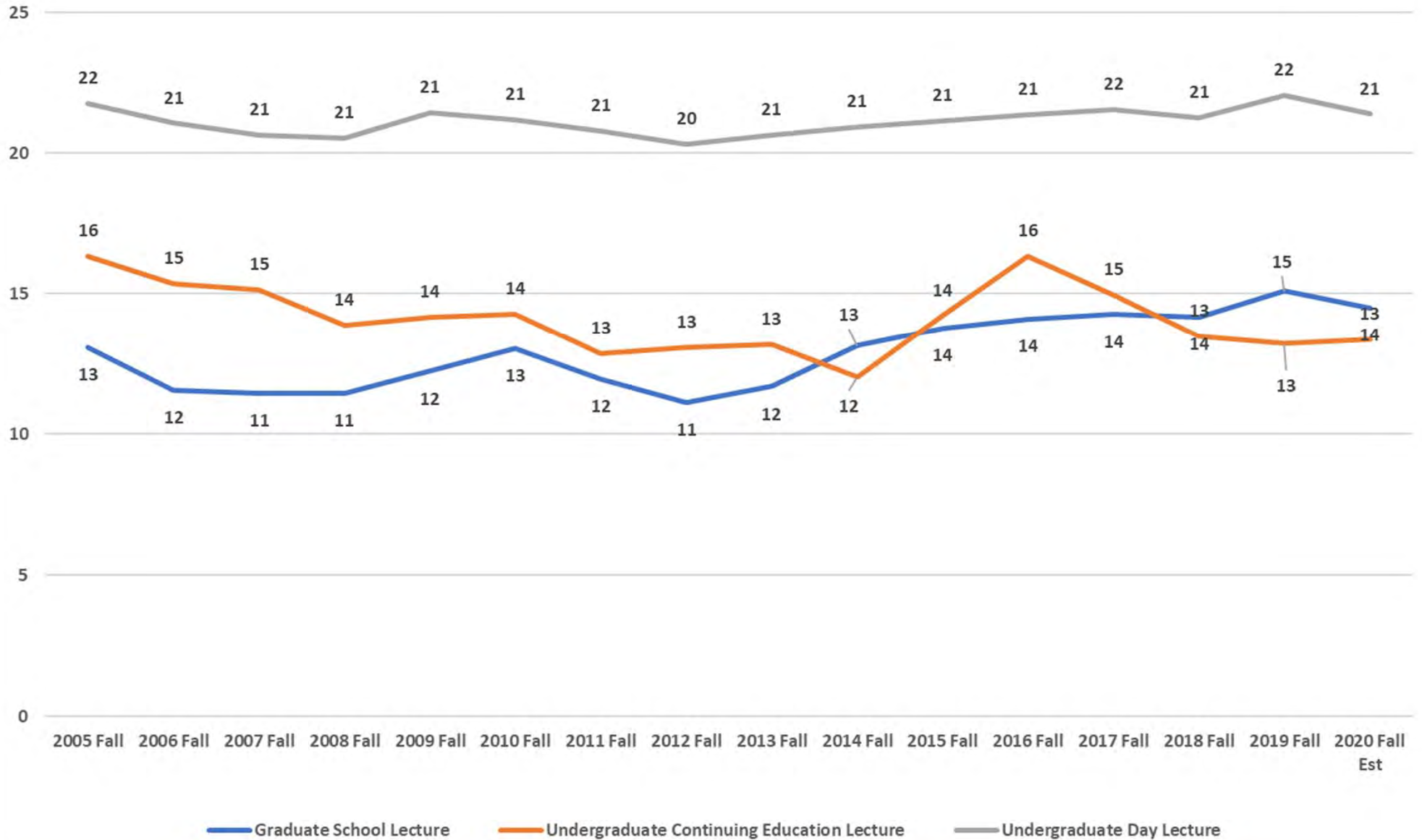
Description	\$ Amount	SSU Ability to Contr	Comments
Avoid 2% pay increases	\$1,805,000		\$1.3 M salary, \$.5 M fringe
Furlough program/pay cuts - NUP employees	\$1,012,159		between 7.69% - 15.00%; \$.0.7 M salary, \$0.3 M fringe
Furlough program/pay cuts - All other employees	\$7,473,681		between 7.69% - 15.00%; \$5.4 M salary, \$2.1 M fringe
Elimination of Non-critical Vacant Positions	\$1,364,438		As of 05/18/2020
Misc. Personnel savings	\$138,000		Interim vacancy Chief of Staff.
Debt restructure - MSCBA	\$9,300,000		Estimate dependent on legal and financing restructuring
Insurance Savings	\$100,000		Coverages reduced; savings is pending on bid response
Reduced travel	\$250,000		FY16 - FY19 Average \$773K per year, assume 50% savings (excludes Athletics)
Total	\$21,443,278		

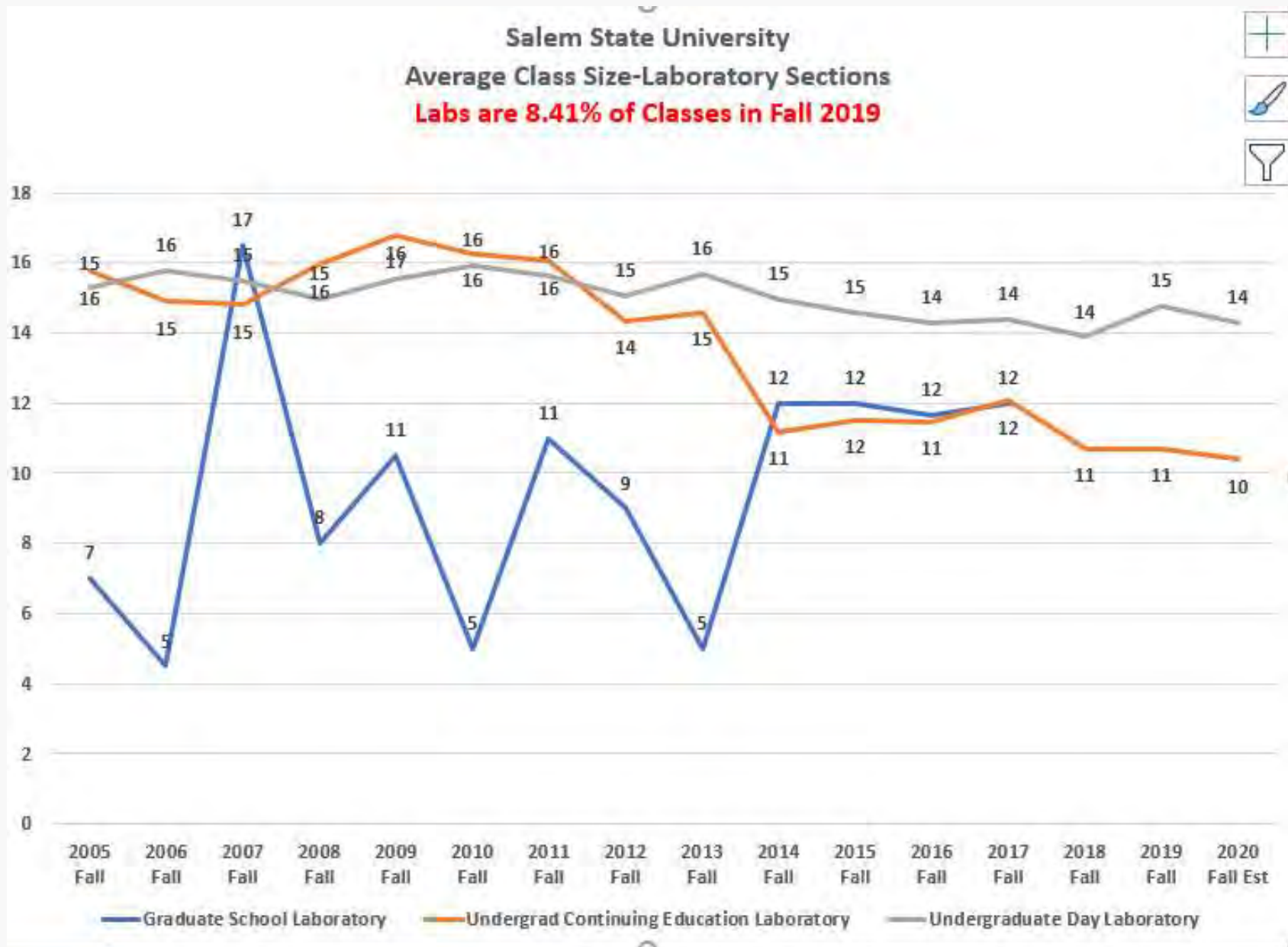
Student to Faculty Ratio – Declines as Enrollment Drops, Despite 22 VSIP Retirements & \$2M Adjunct Budget Reduction for F21



Salem State University Average Class Size-Lecture Sections

Lectures are 62% of Classes in Fall 2019





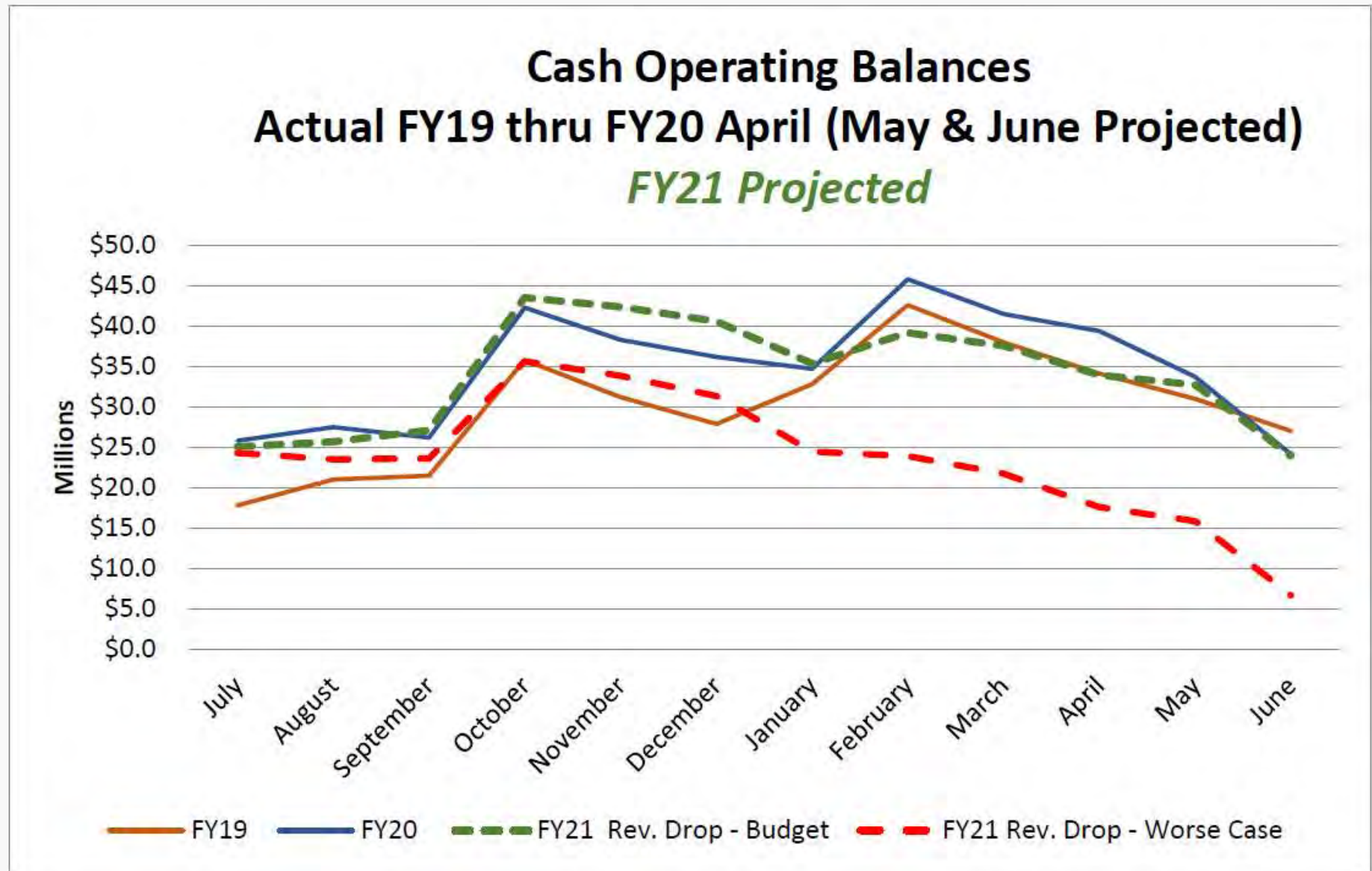
Contingencies

- COVID safety mitigations: \$1.5M pool to be allocated based on detailed return to campus plans
- Strategic Initiative pool: \$250K
- Contingency budget: \$1.6M

Uncertainties

- Use of reserves if worst-case comes to fruition
- Project BOLD, university support
 - Debt in FY23
 - Cash/Gifts in FY24

Uncertainties, downside



Line of Credit

- Investment Portfolio \$16M as collateral
- Borrowing limit: 70% of market value
- Rate: prime rate
- Purpose: provide cushion for working capital and to protect the investment portfolio from forced need to liquidate holdings at inopportune times
- Likely won't be used

Uncertainties, upside

If revenue exceeds expectations



Major expense savings strategies:

- Furlough: \$8.5 million
- MSCBA Debt Savings: 9.3 million

Next Steps

- Monitor key metrics
- If actual revenues are materially different from budget; adjust the budget with approval of Board
 - Suggested threshold \$5 million; 3.5%
- Bargain with unions to design the furlough plan


Timing – when will we know?

Budget Item	Information is Available
State Budget is approved	TBD – historically July; state plans to do a rolling monthly budget; timing of full year state budget is unknown
MSCBA restructures debt	TBD – planning underway; depends on legal & financial advice as well as market conditions
Enrollment is finalized	September 2020 (January 2021)
Housing occupancy is finalized	September 2020 (January 2021)

Motions

1. Tuition/fees (room rates to be adjusted)
2. Budget (will be adjusted based on room rates while remaining balanced)
3. Line of credit

Fall 2020

Admissions Fall Day	2019	2020	Best	Middle	Worst
	25-May		15-Sep		
Freshmen	923	767	1016	916	816
Transfer	244	165	505	405	305
Total New	1167	932	1521	1321	1121
<i>Percent to Scenario</i>			61%	71%	83%
Registered	2019	2020	Best	Middle	Worst
	25-May				
Returning	3717	3275			
Total Registered	3717	3275	4880	4350	3800
<i>Percent to Scenario</i>			67%	75%	86%
Possible UND Headcount					
	Fall 2019 Final	25-May	Best	Middle	Worst
Returning & New Commitments	5466	4209	4880	4482	3800
<i>Percent to Scenario</i>			86%	94%	111%



 REQUEST FOR TRUSTEE ACTION

Date: May 27, 2020
To: Board of Trustees
From: Finance & Facilities Committee
Subject: FY 2021 All Funds Budget
Requested Action: Approval

The Board of Trustees must approve an all funds budget for the coming fiscal year which begins on July 1, to provide for the operation of the university. Due to uncertain revenues caused by the covid-19 pandemic and associated economic disruption, should key revenues differ materially from the estimates, a recommended revised budget will be brought forward to the Board of Trustees to consider. Fee rates are recommended to the Board in a separate motion and incorporated in the budgeted revenue figures. The approval of the budget includes approval for each separate trust fund as shown on the FY 2021 Trust Fund Budgets schedule included in the budget package and the large contracts.

MOTION

The Finance and Facilities Committee hereby recommends that the Board of Trustees approve the following motion pertaining to the attached FY 2021 Salem State University All Funds Budget.

Recommended motion

The Board of Trustees of Salem State University hereby approves the Fiscal Year 2021 All Funds Budget as recommended by the president and as shown in the attached FY 2021 Salem State University All Funds Budget at the level of \$144.2 million in Managed Expenses. This action includes approval of the FY 2021 Trust Fund Budgets and the Contracts Exceeding \$500,000 each as included in the budget package. The president, the vice president for finance and facilities, and other officers of the university are hereby authorized to do all things and take all actions deemed necessary to implement this decision.

Committee Assigned: Finance & Facilities

Committee Action:

Date of Action:

Trustee Action:

Trustee Approval Date:

Effective Date:

Signed: _____

Title: Secretary, Board of Trustees

Date: _____

FY 2021 Salem State University All Funds Budget

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



Budget Approach

Salem State University presents an All Funds Budget in a Management Report format that separates Managed Revenues, Expenses, and Net Income from Non-Cash Revenue and Expense activity. For completed years, the bottom line agrees to the audited financial statement presentation. Certain non-cash items are not controllable or predictable by the university and are therefore budgeted at zero. Refer to “Composition of the Budget and Relationship to Generally Accepted Accounting Principles (GAAP)” for further information.

Trust Funds

Appendix I is a matrix to assist the reader to understand the definition of each Trust Fund. In accordance with the university's [Trust Fund Guidelines](#) approved by the Board of Trustees in June 2016 and revised in October 2017, the Trust Funds Budget displays the budgeted revenues, expenses, and changes in net position for each of the official Trust Funds in a columnar format (see Exhibit 2).

Budget Overview

Salem State University presents its Fiscal Year 2021 All Funds Budget with Managed Revenues of \$144.2 million and Managed Expenses of \$144.2 million (see Exhibit 1). As is discussed further in the following sections, the COVID-19 pandemic has led to significant uncertainty in the major revenue assumptions contained in the FY 2021 budget (student enrollment, housing, dining, and state appropriations). Non-cash revenues and expenses, primarily depreciation offset by a significant amount of state capital grant funding from the DCAMM 5-year critical maintenance process, is projected to result in an overall reduction of Net Position by \$4.2 million.

Key Elements of the Budget are Summarized Below

Key Elements Summary - FY 2021 Budget	Projected FY 2020	Budget FY 20201	Amount Variance	Percent Variance
Revenue: Price & Enrollment				
In-state, commuter (rate)	\$11,284	\$11,675	\$391	3.5%
Out-of-state, commuter (rate)	\$18,065	\$18,480	\$415	2.3%
Undergraduate Day Enrollment (Headcount - average of Fall & Spring)	5,247	4,392	(855)	-16.3%
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Dining Meal Plan Revenue (FY 2020 net of refunds)	\$5.441	\$2.810	(\$2.631)	-48.4%
State Support				
State Appropriation (\$M, GAA incl. CBA, Formula Funding)	\$49.721	\$43.437	(\$6.284)	-12.6%
Compensation				
Salary & Wages (\$M, Benefitted faculty & staff)	\$67.568	\$59.880	(\$7.688)	-11.4%
Voluntary Separation Incentive Program (VSIP) Recurring Savings (salary + fringe)	\$0.000	(\$6.725)	(\$6.725)	N/A
Furlough Program - One Time Savings (salary + fringe)	\$0.000	(\$8.486)	(\$8.486)	N/A
Fringe Benefits Expense (\$M)	\$27.380	\$24.078	(\$3.302)	-12.1%
Benefits Rate (including taxes)	37.91%	38.88%	0.97%	2.6%
Facilities Related Expenses				
Utilities Expense (\$M)	\$4.367	\$4.475	\$0.108	2.5%
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Depreciation & Amortization (\$M, non-cash expense)	(\$9.848)	(\$9.407)	\$0.441	-4.5%
Major Capital Projects	none	none		
Managed Net Income (\$M)	(\$1.281)	\$0.000	\$1.281	-100.0%
Overall Add to (Use of) Net Position (\$M)	(\$6.284)	(\$4.220)	\$2.064	-32.8%

Pandemic Upends University's Original FY2021 Budget Plans

From January to early March of 2020, campus leadership worked together to develop a realistic set of revenue assumptions as well as expense reductions in order to arrive at a balanced budget for FY 2021.

The version of the FY 2021 budget that was developed then assumed continued enrollment decreases, which were offset by expense reductions to balance the budget – recognized the reduction in future compensation associated with the 2019 Voluntary Separation Incentive Plan, made substantial reductions to the adjunct faculty budget, eliminated redundant or non-value-added contracts, and reduced the budget for contract labor. Shortly after achieving a balanced set of planning assumptions for FY 2021, the COVID-19 pandemic global crisis impacted the US and Massachusetts in a significant way. Spring 2020 classes moved online and most operations functioned remotely. By early April, it became apparent that all of the university's major revenue assumptions for the FY 2021 budget would need to be re-evaluated. This led to the creation of the revenue assessment exercises and related operational planning work that are explained in the following section.

Input from Campus Community

An integrated planning process was undertaken to respond to the operational and financial risks posed by the COVID-19 pandemic. This collaborative process involved input from faculty, staff, and students, with all active members of the university's expanded budget advisory committee, as well as consultation with members of the board of trustees.

Planning assumptions were developed in the following five-dimension categories in order to assist in making plans as a result of the pandemic's impact. The planning dimensions were informed by work of the individuals shown.

1. Health Policy/Externally Imposed Restrictions
 - a. Gene Labonte (Risk Management & Public Safety)
 - b. Yvonne Vissing (Health Care Studies) & Kathleen Adee (Nursing)
2. Economic Impact
 - a. Michael Tyler; Ken Ardon (Economics); Commonwealth
3. Psychological Impact
 - a. Darlene Crone-Todd & faculty (Psychology)
4. Historical Perspective
 - a. Drew Darien & faculty (History)
5. Higher Education Industry
 - a. Nicole Harris, Steven Oliver, Vijay Kanagala (Higher Education in Student Affairs)

From planning assumption reports, functional subject matter experts were asked to complete a revenue assessment exercise. The purpose of the exercise was to consider risks and opportunities and to develop a best, middle, and worst-case model for all of the university's major revenue drivers. Through the work of the functional subject matter experts, the range of potential impact on university revenue streams ranged from a \$5.0 million loss of revenue in the best case to a \$44.2 million loss of revenue (all told) in the worst case. Further analysis and exploration were undertaken to arrive at a "planned" case, which became the foundation for the FY 2021 revenue budget. This planned case is a combination of predominantly the middle and worst cases depending on the revenue driver, which resulted in a reduction in revenue of approximately \$26.2 million compared to the original balanced budget plan for FY 2021.

In addition to the financial planning, four operational working groups were formed and have provided overall direction for the university's operating mode for the coming year. Specific operational details

will continue to be developed in the coming weeks and are pending the release of the Governor's higher education specific recommendations. Salem State's four operational working groups include:

1. Health & Safety: Elisa Castillo
2. Academic Affairs: David Silva & Tad Baker
3. Student & Residential Life: Carla Panzella
4. Remote Work & Online Learning: Mark Quigley & Curt King

Expenses – Balancing Strategies

In addition to on-going cost saving measures undertaken in FY 2020, such as the voluntary separation incentive program (VSIP), which will save the university over \$6 million per year starting in FY 2021, additional measures were needed after the completion of the revenue assessment exercise. Specific expense reduction strategies were identified and evaluated this spring in order to balance the FY 2021 budget. The most significant of these strategies contained in the FY 2021 budget are MSCBA Assessment savings (\$9.3 million), furlough savings (\$8.5 million), avoiding labor salary increases (\$1.8 million), freezing specific vacant positions for FY 2021 (\$1.4 million), and savings from reducing university travel (\$0.3 million).

In addition to the cost savings identified, the university is aware that there will be a significant cost to operating in the fall. Because of this, a \$1.5 million placeholder has been included in the budget specifically for COVID-19 related costs. This is in addition to \$1.6 of university contingency and a \$0.3 million strategic initiative pool.

Uncertainties

In a typical year, the budget contains a degree of uncertainty in several areas. Due to the COVID-19 pandemic however; the FY 2021 All Funds Budget contains a level of uncertainty that far surpasses that of previous years. The following list identifies the most significant uncertainties contained in the FY 2021 budget.

- The Commonwealth has not set its FY2021 budget in light of the COVID-19 pandemic and uncertainty over additional Federal relief funding. Unemployment is at record high levels and tax receipts have been deferred. We have been advised the Commonwealth will likely allocate budgets on a monthly basis. Salem State's FY 2021 budget assumes a 10% reduction in base GAA appropriations, as well as no expectation of new formula funding. Each \$1 decline in GAA funding translates to an approximately \$1.40 impact to Salem State because of how fringe benefits are funded for labor costs chargeable to the appropriation. The worst-case revenue assessment exercise indicated the drop in base appropriation could be as high as 20%.
- Residence hall occupancy during a health crisis is a major uncertainty, especially given that the residence halls were evacuated in March. While students received a refund of unused room, board, and parking fees, many are averse to experiencing such a scenario again. The university is reconfiguring its program for FY 2021 to allow each residential student to occupy a bedroom alone and this is reflected in the budget. This configuration somewhat mitigates physical risk provides the opportunity for students to have privacy and a comfortable place to live on campus

and reduces the possibility we will have to relocate students to quarantine them. We expect this will contribute to housing approximately 1200 students on campus during the year.

- While the Enrollment Management and Schools of Graduate Studies and Continuing and Professional Studies (CPS) teams have worked hard to recruit students, any further change in undergraduate day enrollment or credit hour enrollment of Graduate or CPS students would impact revenue. Predicting enrollment is proving to be harder in the current environment for many reasons, including the uncertainty about what the state of the COVID-19 pandemic will be in the fall, as well as the significant financial constraints students and parents are facing.
- Proposed tuition and fee rates incorporated in the development of the budget are being presented to the Finance and Facilities Committee and Board of Trustees concurrent with the budget (see Appendix IV) and are not yet approved.
- The budget includes an assumption of additional pandemic-related relief from federal or state sources of approximately \$1.5 million.
- Approximately 93% of the full-time workforce is unionized. All three union contracts are set to expire on June 30, 2020. The proposed budget assumes there will not be pay increases for employees for FY 2021.
- The budget includes \$8.5 million in anticipated savings (salary and fringe benefits) related to furloughs and/or temporary pay cuts. Such a program must be bargained with each union and approved by the Massachusetts Board of Higher Education.
- The Massachusetts State College Building Authority is working with all of the state universities on a debt restructuring to reduce debt costs in FY 2021 and FY 2022. The assumption contained in the FY 2021 budget is \$9.3 million in savings; however, actual savings will depend on market factors, interest rates, and how the program is finalized.
- There is no provision for Governmental Accounting Standards Board (GASB) 68 or GASB 75 non-cash expenses included in the FY 2021 budget. Actual amounts will be provided by the Commonwealth as FY 2021 is being closed.

Next Steps

Since most of the above identified uncertainties will not be resolved until the fall and perhaps later, if the actual figures for FY 2021 differ significantly from those contained in this FY 2021 budget, an adjusted budget will be brought forward to the Board of Trustees to consider at the appropriate time. The university is actively monitoring key operational metrics including:

- | | |
|--|---|
| <ul style="list-style-type: none"> • Incoming Students <ul style="list-style-type: none"> ○ Deposits ○ Completion of orientation ○ Filing of FAFSA ○ Late Admits ○ Participation in Viking Plunge • Returning Students: <ul style="list-style-type: none"> ○ Registration for classes ○ Filing of FAFSA | <ul style="list-style-type: none"> • Housing/Dining <ul style="list-style-type: none"> ○ Housing Deposits • Student - Other <ul style="list-style-type: none"> ○ Status of Bill Payments ○ LOA or Withdrawals • State Budget Process <ul style="list-style-type: none"> ○ State Appropriation ○ Fringe Benefit Rates |
|--|---|

- Federal & State Grants
 - Potential future rounds of relief funding
- MSCBA Debt Restructuring Progress

In addition, once the Governor’s Task Force releases higher education specific guidance on the re-opening of the economy, we will be better informed on the impact to the university. It is likely that the pandemic will impact the university for multiple years, and as such, updated multi-year assumptions and results will be recalibrated once FY 2021 becomes more certain.

Strategic Plan

As the university moves into the third year of the strategic plan, the four strategic goals will continue to guide decision making as we are faced with difficult decisions. These goals are financial vitality, academic excellence, student success and collaboration, inclusion and stewardship. The principles and direction outlined in the strategic plan continue to be relevant during the COVID-19 pandemic.

Capital Planning

In the fall of 2017, the university partnered with DCAMM and Sightlines to conduct a facilities condition assessment to identify maintenance needs, repair priority and estimated costs. Sightlines provided information about campus maintenance needs and facilities benchmarking information using their Return on Physical Assets (ROPA+) methodology. This analysis enables DCAMM, MSCBA, and the university to identify strategies to address the critical repairs backlog (a ten year need of \$253M) and to optimize limited available funding for deferred maintenance projects. Beginning in FY 2019 the university is the recipient of funding from DCAMM of \$8.2 million over 5 years to address critical repair (deferred maintenance) needs of the campus. During FY 2019 and FY2020, studies were performed as required to position the university to move forward on identified projects. For FY 2021, the university is expected to receive \$5.3 million in such funds. To qualify for the DCAMM funding, the university is obligated to provide \$4.8 million for approved projects over the five-year period. As per Appendix III, during FY 2020 the university will spend \$2.3 million of its own funds on projects approved and partially funded by DCAMM.

Contracts Greater than \$500,000

In accordance with the Trust Fund Guidelines, the Board of Trustees must approve contracts greater than \$500,000 each and may do so in conjunction with approval of the budget. Appendix II provides a list of such contracts for FY 2021 for approval.

Composition of the Budget and Relationship to Generally Accepted Accounting Principles (GAAP)

Salem State University is in its fourth year of presenting an All Funds Budget. This means that all trust funds and fund types are included in the budget. Intentionally, the budget format is not the same as the GAAP format used in producing financial statements which are audited each year. The university’s budget and quarterly management reports are presented in a summarized Managed Revenues and Expenses Report format which distinguishes between managed and non-cash revenue and expense activity. This Managed Revenues and Expenses format allows the reader to focus on the elements of the budget that university administration must control and manage and which impacts cash flows, while

displaying the non-cash GAAP based revenue and expense items at the bottom. This approach enables the Managed Revenues and Expenses report to reconcile to GAAP-basis audited financial statements for completed years.

The Governmental Accounting Standards Board (GASB) has issued several standards that are not reflected in the FY 2021 budget. Consistent with previous budgetary practice, GASB Statement No. 75, Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions and GASB 68, Accounting and Financial Reporting for Pensions, the university will not have a reliable estimate for these non-cash expenses until information is received from the Commonwealth at the end of the fiscal year. Thus, for budget purposes, the amount for GASB 68 and GASB 75 is shown as zero. The deadline to implement GASB 87, Leases has been deferred by the GASB. The university is not planning to adopt the standard early. As a result of the COVID-19 pandemic and the GASB's decision to allow delayed implementation, any potential impact of GASB 87 is not reflected in the presented FY 2021 budget.

FY 2021 Budget Information

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

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

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

Refer to the Appendices for supporting materials:

- Appendix I – Trust Fund Matrix
- Appendix II – Contracts Estimated to Exceed \$500,000 Each in FY 2021 (approved with approval of the budget)
- Appendix III – Capital Projects
- Appendix IV – Tuition/Fee rates for FY 2021
- Appendix V – MSCBA Board Vote - Delegating Authority to Issue Refunding Revenue Bonds to Provide Fiscal Relief in FY21 and/or FY22

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



Exhibit 1: Salem State University FY 2021 All Funds Budget

Account Description (\$ in thousands)	FY 2019	FY 2020	FY 2020	FY 2021
	Year End	Year-to-Date	Forecast	Original
	Actuals	March	as of 5/15/20	Budget
Managed Revenue ¹				
Tuition and Fees	\$87,523	\$82,175	\$83,285	\$71,973
Less: Scholarships, Fellowships & Waivers	(26,467)	(25,303)	(29,133)	(23,581)
Net Tuition and Fees	61,057	56,873	54,152	48,392
Federal, State, Private Grants	19,901	16,657	24,626	18,996
Auxiliary Enterprises	22,569	26,934	23,183	14,961
State General Appropriations	65,735	51,787	66,224	58,576
Other Revenue	5,291	4,220	5,248	3,308
Total Managed Revenue	174,552	156,470	173,434	144,233
<i>Year over Year Change</i>			-0.6%	-16.8%
Managed Expenses				
Compensation	118,997	91,299	122,384	101,537
Support	19,220	15,403	26,132	26,059
Facility-related	25,772	22,210	26,199	16,638
Total Managed Expenses	163,990	128,912	174,715	144,233
<i>Year over Year Change</i>			6.5%	-17.4%
Managed Net Income	10,563	27,558	(1,281)	0
Managed Cash Flow Ratio	6.1%	17.6%	-0.7%	0.0%
Non-Cash Revenue / (Expenses)				
Capital Grants	2,067	1,193	2,224	5,323
Depreciation	(9,216)	(6,969)	(9,848)	(9,408)
Unrealized Gains/Losses	413	(1,813)	(136)	(136)
GASB 68 Pension	(3,755)	0	0	0
GASB 75 OPEB	(2,525)	0	0	0
Use of Net Position	0	0	2,757	0
Total Non-Cash Revenue / (Expenses)	(13,015)	(7,589)	(5,003)	(4,220)
<i>Year over Year Change</i>			-61.6%	-15.7%
Total Increase / (Decrease) in Net Position	(2,452)	19,969	(6,284)	(4,220)



Exhibit 2: Salem State University FY 2021 Trust Fund Budget

Account Description (\$ in thousands)	Unrestricted Auxiliaries	Educational & General Funds	Grants	Gifts & Contributions	Residence Halls	Restricted Other	Total Restricted Endowments	Net Invested in Capital Assets	FY 2021 Budget Total
Operating Revenue									
Net Tuition and Fees	\$0	\$65,120	(\$14,633)	(\$673)	(\$1,868)	\$446	\$0	\$0	\$48,392
Federal, State, Private Grants	0	0	18,996	0	0	0	0	0	18,996
Auxiliary Enterprises	3,582	198	0	0	10,974	207	0	0	14,961
State General Appropriations	0	58,448	128	0	0	0	0	0	58,576
Other Revenue	0	1,292	37	1,857	0	107	15	0	3,308
Total Managed Revenue	3,582	125,058	4,528	1,184	9,106	761	15	0	144,233
Managed Expenses									
Compensation	159	95,969	2,224	178	3,007	0	0	0	101,537
Support	3,289	20,057	693	1,000	382	638	0	0	26,059
Facility-related	585	16,683	1,610	7	5,717	72	0	(8,037)	16,638
Total Managed Expenses	4,033	132,710	4,528	1,184	9,106	710	0	(8,037)	144,233
Managed Net Income	(451)	(7,651)	0	0	0	51	15	8,037	0
Managed Cash Flow Ratio	-12.6%	-6.1%	0.0%	0.0%	0.0%	6.7%	100.0%	0.0%	0.0%
Non-Cash Revenue / (Expenses)									
Capital Grants	0	5,323	0	0	0	0	0	0	5,323
Depreciation	0	0	0	0	0	0	0	(9,408)	(9,408)
Unrealized Gains/Losses	0	(136)	0	0	0	0	0	0	(136)
GASB 68 Pension	0	0	0	0	0	0	0	0	0
GASB 75 OPEB	0	0	0	0	0	0	0	0	0
Use of Net Position	0	0	0	0	0	0	0	0	0
Total Non-Cash Revenue / (Expenses)	0	5,188	0	0	0	0	0	(9,408)	(4,220)
Total Increase/Decrease in Net Position	(451)	(2,463)	0	0	0	51	15	(1,371)	(4,220)

Note that Facility-related managed expense amounts include transfers in and transfers out which are detailed in the exhibit below.

Exhibit 3: Transfers by Trust Fund

Account Description (\$ in thousands)	Unrestricted Auxiliaries	Educational & General Funds	Grants	Gifts & Contributions	Residence Halls	Restricted Other	Total Restricted Endowments	Net Invested in Capital Assets	FY 2021 Budget Total
Transfers by Type									
Facility-Related									
Debt Service	0	3,314	0	0	0	0	0	(3,314)	0
MSCBA	0	906	0	0	(1,041)	0	0	135	0
Capitalization	0	7,160	0	0	0	0	0	(7,160)	0
Total Facilities Related Transfers	0	11,380	0	0	(1,041)	0	0	(10,340)	0
Operational Support	(142)	(1,631)	1,500	0	0	72	0	201	0
Overhead Distributed	0	(93)	93	0	0	0	0	0	0
Total Transfers	(142)	9,657	1,593	0	(1,041)	72	0	(10,139)	0

Transfers are movements of money between trust funds. Transfers into a trust fund are shown in parenthesis while transfers out are shown as positive numbers.

Exhibit 4: Managed Revenue vs. Managed Expense Trend

Account Description (\$ in thousands)	FY 2016 Year End Actuals	FY 2017 Year End Actuals	FY 2018 Year End Actuals	FY 2019 Year End Actuals	FY 2020 Forecast as of 5/15/20	FY 2021 Original Budget
Managed Revenue						
Net Tuition and Fees	57,896	61,239	63,381	61,057	54,152	48,392
Federal, State, Private Grants	18,820	19,306	19,472	19,901	24,626	18,996
Auxiliary Enterprises	21,149	22,519	23,423	22,569	23,183	14,961
State General Appropriations	56,416	58,768	60,128	65,735	66,224	58,576
Other Revenue	4,593	4,422	5,858	5,291	5,248	3,308
Total Managed Revenue	158,874	166,254	172,263	174,552	173,434	144,233
<i>Year over Year Change</i>		4.6%	3.6%	5.0%	-0.6%	-16.8%
Managed Expenses						
Compensation	112,436	118,273	117,761	118,997	122,384	101,537
Support	18,568	17,991	18,365	19,220	26,132	26,059
Facility-related	22,934	24,669	26,138	25,772	26,199	16,638
Total Managed Expenses	153,939	160,934	162,264	163,990	174,715	144,233
<i>Year over Year Change</i>		4.5%	0.8%	1.9%	6.5%	-17.4%
Managed Net Income	4,935	5,320	9,998	10,563	(1,281)	0
Managed Cash Flow Ratio	3.1%	3.2%	5.8%	6.1%	-0.7%	0.0%

Chart 1: Managed Revenue vs. Managed Expense Trend



Chart 2: Components of FY 2021 Revenue Budget

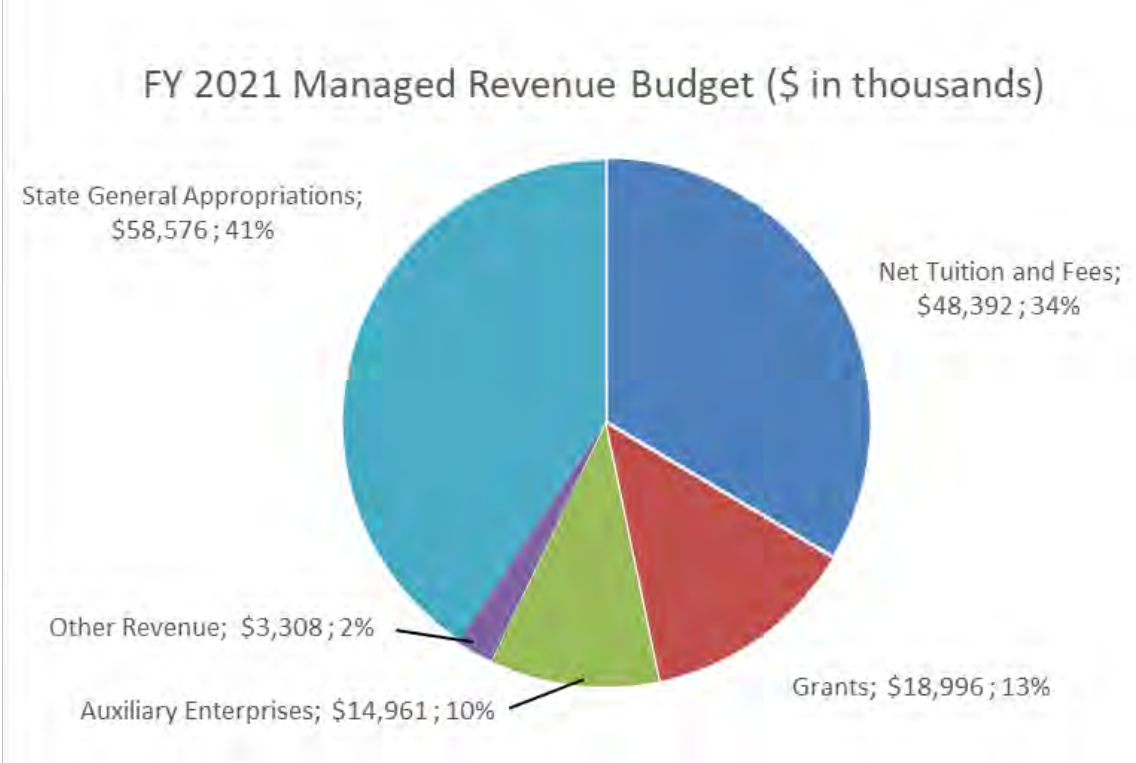


Chart 3: Components of FY 2021 Expense Budget

FY 2021 Managed Expense Budget (\$ in thousands)

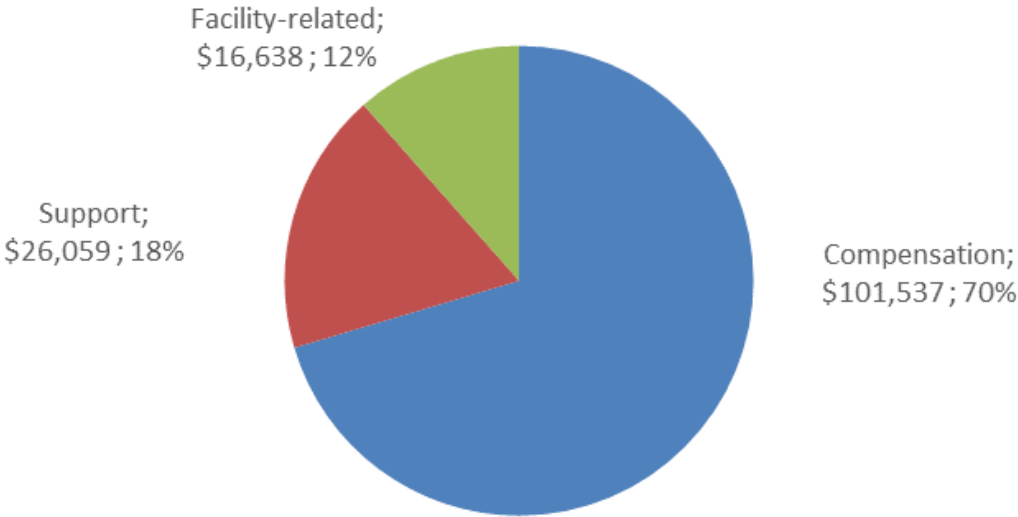


Chart 4: Credit Hours Delivered by Student Type – Full Years 2012 - 2019

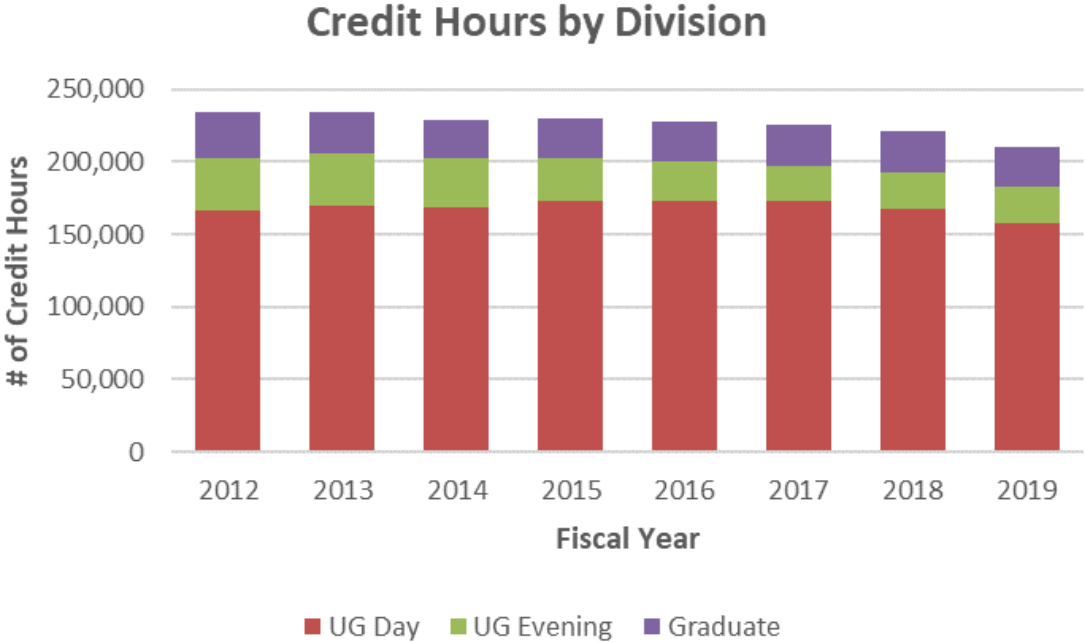
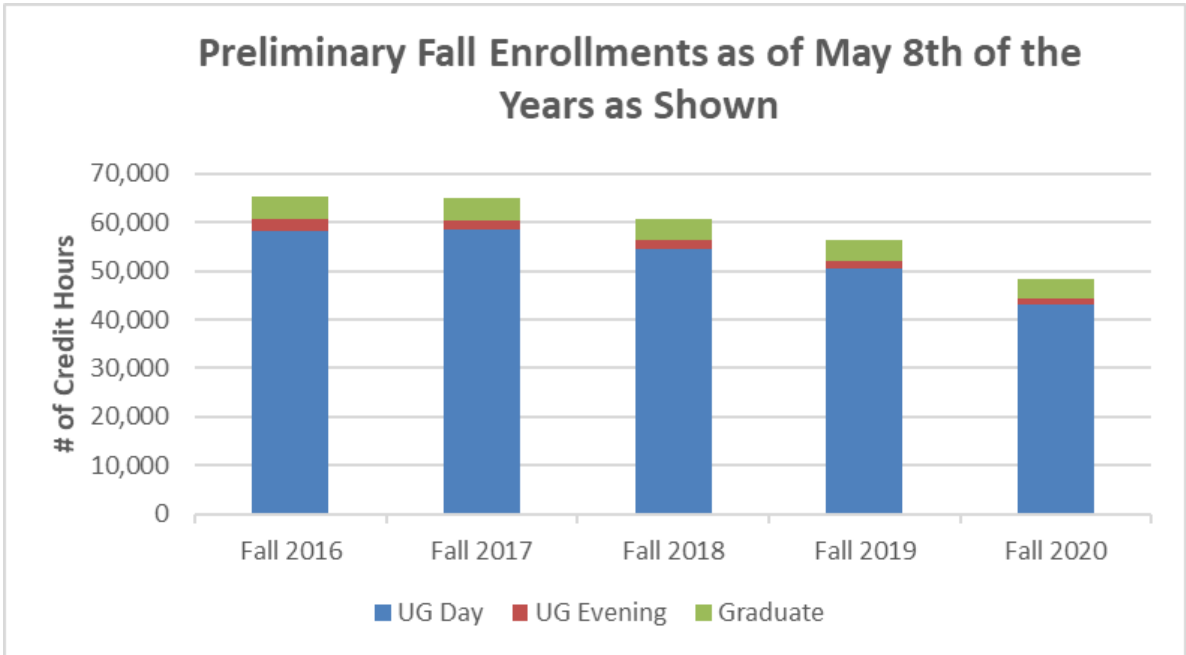


Chart 5: Preliminary Fall Enrollments (Registrations) for 2016 - 2019 (Fall only) as of May 8th



Note: Year over year is not comparable, as the priority deposit deadline was deferred for Fall 2020 due to pandemic.

Chart 6: Student-to-Faculty Ratio

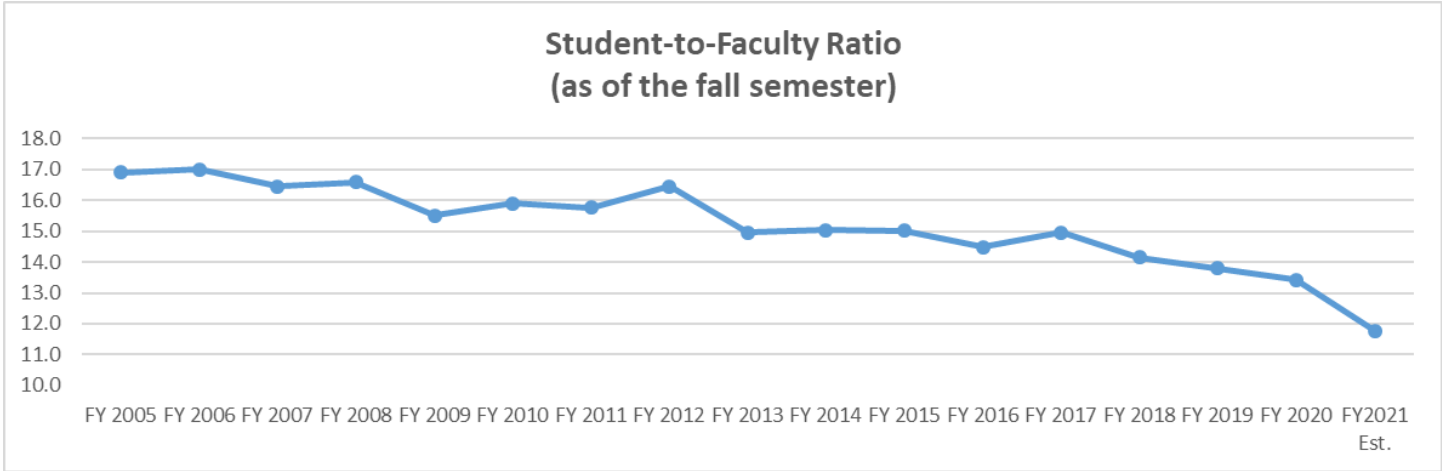


Chart 7: Cash Operating Balances

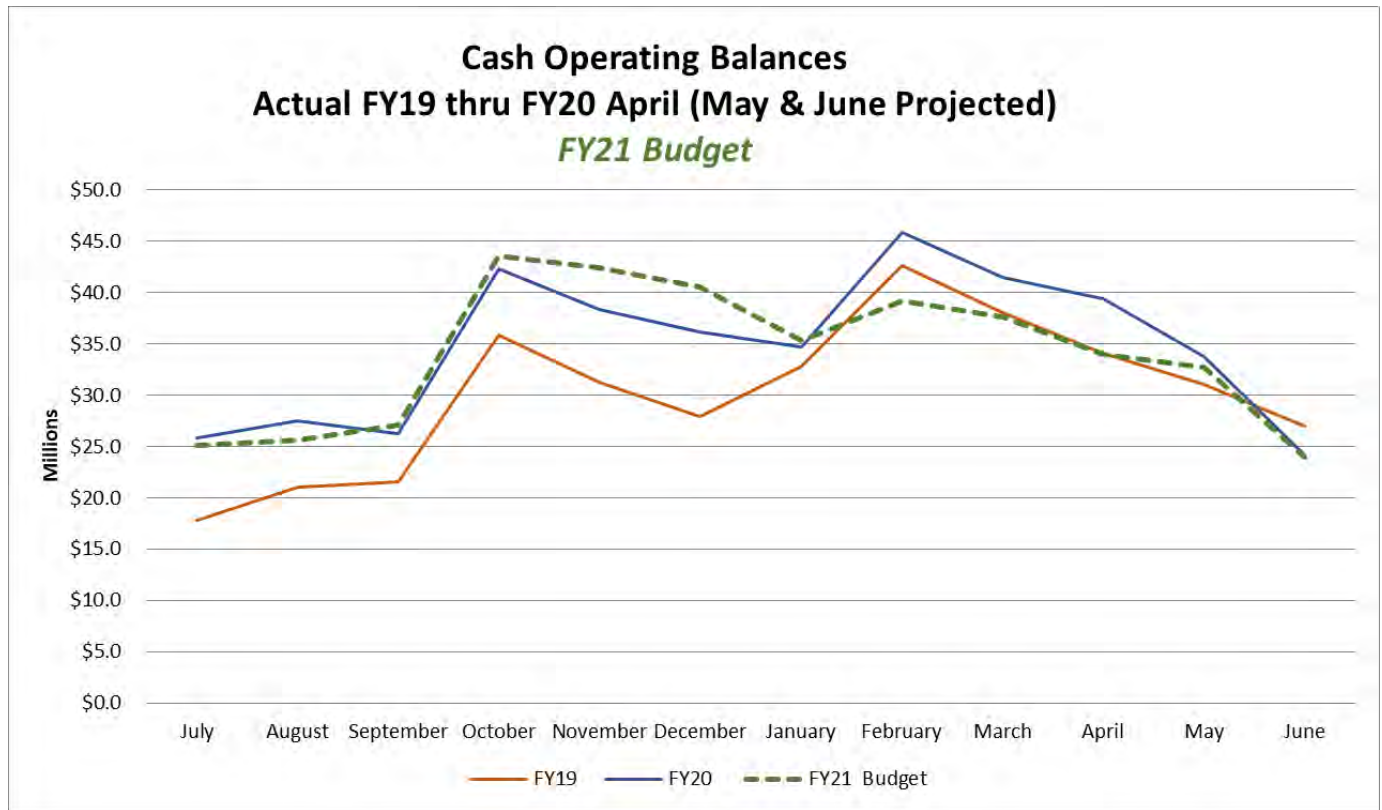


Table 1: Managed Revenue

Revenue (\$ in millions)	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projection	FY2021 Budget	Amount Change	Percent Change
Net Tuition and Fees	\$57.9	\$61.2	\$63.4	\$61.1	\$54.2	\$48.4	-\$5.8	-11%
Federal, State, Private Grants	18.8	19.3	19.5	19.9	24.6	19.0	-5.6	-23%
Auxiliary Enterprises	21.1	22.5	23.4	22.6	23.2	15.0	-8.2	-35%
State General Appropriations	56.4	58.8	60.1	65.7	66.2	58.6	-7.6	-12%
Other Revenue	4.6	4.4	5.9	5.3	5.2	3.3	-1.9	-37%
Total Managed Revenue	\$158.9	\$166.3	\$172.3	\$174.6	\$173.4	\$144.2	-\$29.2	-16.8%

Table 2: Fee Revenue

Fee Revenue (\$ in millions)	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actuals	FY 2020 Projection	FY2021 Budget	Amount Change	Percent Change	Percent Fee Increase
University Fee	\$59.4	\$61.9	\$64.6	\$65.3	\$61.9	\$55.2	-\$6.8	-10.9%	5.0% - 13.3%
Capital Improvement Fee	1.7	2.6	2.7	2.8	2.6	2.4	-0.2	-9.4%	5.0%
SGA Fee	0.5	0.5	0.6	0.6	0.5	0.4	-0.1	-15.8%	0.0%
Other Fee Revenue	3.4	4.5	5.5	5.7	5.5	2.9	-2.6	-48.1%	Varies
Total Fee Revenue	\$65.1	\$69.6	\$73.5	\$74.4	\$70.6	\$60.9	-\$13.6	-18.2%	

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

Table 3: Budget Impact of Undergraduate Day Tuition & Fee Scenarios

Tuition & Fee Rate Change Impact			
% Change in Undergrad Tuition & Fees	FY 2021 Budget Impact (in \$M)	Rate Change From FY20	New Rate For FY21
0.0%	\$(1.8)	\$0	\$11,284
2.0%	\$(0.8)	\$226	\$11,510
3.5%	\$0.0	\$391	\$11,675
4.0%	\$0.3	\$451	\$11,735
5.0%	\$0.8	\$564	\$11,848
6.0%	\$1.3	\$677	\$11,961
Note : all calculations based on In-state UG Day Tuition, University Fee, Capital Improvement Fee, and SGA Fee			
3.5% is the current tuition & fee rate increase in the FY 2021 budget.			

Table 4: Historical Credit Hours by Division

Student Type	Full Fiscal Year Credit Hours					
	2014	2015	2016	2017	2018	2019
Undergraduate Day	168,919	172,772	173,274	173,338	167,768	157,923
Continuing Education	33,594	29,856	26,935	24,171	24,906	24,449
Graduate	25,983	27,255	27,941	27,839	28,510	27,430
Total Credit Hours	228,495	229,883	228,150	225,348	221,184	209,802
<i>Year over year %</i>	<i>(2.2%)</i>	<i>0.6%</i>	<i>(0.8%)</i>	<i>(1.2%)</i>	<i>(1.8%)</i>	<i>(5.1%)</i>

Table 5: Financial Aid

Financial Aid (\$ in millions)	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actuals	FY 2020 Projection	FY2021 Budget	Amount Change	Percent Change
Tuition Waivers	\$1.6	\$2.5	\$2.5	\$2.5	\$2.5	\$2.1	\$(0.5)	(18.4%)
Scholarships & Grants	20.0	20.8	22.1	24.0	26.6	21.5	\$(5.1)	(19.1%)
Total Financial Aid	21.6	23.3	24.6	26.5	29.1	23.6	\$(5.6)	(19.1%)
As a % of Gross Tuition and Fees	27.2%	27.6%	28.0%	30.1%	33.1%	32.8%		

Financial Aid by Funding Source	Unrestricted Auxiliaries	Educational & General	Grants	Gifts	Residence Hall Trust Fund	Restricted Other	Total
FY 2021 Budget by Source (\$ millions)	\$0.0	\$6.4	\$14.6	\$0.7	\$1.9	\$0.0	\$23.6
FY 2021 Budget by Source (% of total)	0.0%	27.0%	62.1%	2.9%	8.0%	0.0%	100.0%

Note 1: The FY 2021 Budget contains \$5.3M in unrestricted institutional aid and housing grants.

Note 2: The FY 2020 Projection includes \$3.3M in student CARES Act funding

Table 6: Auxiliary Revenue

Auxiliary Revenue (\$ in millions)	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actuals	FY 2020 Projected	FY21 Budget	Amount Change	Percent Change
Student Housing	\$18.1	\$18.9	\$19.6	\$19.1	\$14.6	\$11.0	-\$3.5	-24.1%
Dining	0.0	0.1	0.1	0.4	5.4	2.8	-2.6	-48.4%
Commissions	2.1	2.2	2.3	1.9	2.2	0.4	-1.8	-80.7%
Parking	0.4	0.6	0.7	0.7	0.5	0.5	-0.1	-17.0%
Other	0.5	0.7	0.7	0.5	0.5	0.2	-0.2	-48.0%
Total Auxiliary Revenue	\$21.1	\$22.5	\$23.4	\$22.6	\$23.2	\$15.0	-\$8.2	-35.5%

Table 7: State Operating Support

Appropriations (\$ in millions)	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actuals	FY2020 Projected	FY 2021 Budget	Amount Change	Percent Change
General Appropriations Act (GAA, including CBA)	\$43.5	\$44.0	\$44.4	\$48.7	\$49.3	\$43.4	-\$5.8	-11.9%
Funding Formula Allocation	0.5	0.4	0.0	0.4	0.4	0.0	-0.4	-100.0%
Total Base Appropriation	44.0	44.4	44.4	49.1	49.7	43.4	-6.3	-12.6%
State Paid Fringe	12.8	14.8	15.6	17.1	17.3	16.1	-1.3	-7.3%
Tuition Remission	-0.9	-0.9	-0.9	-0.9	-1.0	-1.1	0.0	4.0%
Other Appropriations	0.5	0.5	1.0	0.5	0.2	0.1	-0.1	-33.4%
Total State Support	\$56.4	\$58.8	\$60.1	\$65.7	\$66.2	\$58.6	-\$7.6	-11.5%

Table 8: Managed Expenses

Managed Expenses (\$ in millions)	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actuals	FY2020 Projected	FY2021 Budget	Amount Change	Percent Change
Compensation (See tables 8 - 12 for detail)	\$112.4	\$118.3	\$117.8	\$119.0	\$122.4	\$101.5	-\$20.8	-17.0%
<i>Administrative Expenses</i>	\$5.0	\$5.2	\$5.8	\$5.4	\$5.7	\$6.8	\$1.1	19.1%
<i>Programmatic Operational Supplies</i>	\$3.2	\$3.1	\$3.0	\$2.6	\$3.1	\$2.7	-\$0.4	-13.1%
<i>Contracted Services</i>	\$3.9	\$3.7	\$3.2	\$4.8	\$9.3	\$6.7	-\$2.6	-27.5%
<i>IT and Telecom</i>	\$5.1	\$4.7	\$5.2	\$5.0	\$5.6	\$5.8	\$0.2	3.3%
<i>Contingency</i>	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$2.2	\$2.2	N/A
<i>Other</i>	\$1.4	\$1.3	\$1.2	\$1.5	\$2.5	\$1.9	-\$0.6	-24.3%
Total Support	18.6	18.0	18.4	19.2	26.1	26.1	-0.1	-0.3%
<i>Utilities</i>	4.3	4.2	4.1	4.2	4.4	4.5	0.1	2.5%
<i>MSCBA Assessment & Interest Expense</i>	14.1	15.2	16.1	16.3	13.9	7.3	-6.6	-47.4%
<i>Space Rental</i>	1.5	1.4	1.6	1.9	1.7	1.6	-0.1	-6.1%
<i>Construction & Improvement</i>	3.0	3.8	4.3	3.4	4.5	3.3	-1.2	-27.1%
Total Facility-related	22.9	24.7	26.1	25.8	26.2	16.6	-9.6	-36.5%
Total Managed Expenses	\$153.9	\$160.9	\$162.3	\$164.0	\$174.7	\$144.2	-\$30.5	-17.4%

*The FY2021 Budget includes a University Wide Contingency is \$1.6M, COVID-19 related expenses placeholder of \$1.5M, and a Strategic Initiatives Pool of \$0.3M.

Table 9: Compensation

Salaries and Wages (\$ in millions)	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actuals	FY2020 Projected	FY 2021 Budget	Amount Change	Percent Change
<u>Excluding Furlough Placeholder</u>								
Benefitted Faculty and Staff	\$70.1	\$71.7	\$70.7	\$71.8	\$67.7	\$66.0	-\$1.8	-2.6%
Adjunct Faculty	12.0	11.8	12.1	11.5	11.9	9.1	-2.8	-23.6%
Student Labor	3.3	3.1	3.0	2.9	3.2	3.2	0.0	-1.4%
Contract Employees	1.9	2.2	2.2	2.3	2.6	2.1	-0.5	-18.8%
Other Labor	3.0	3.0	3.0	3.1	9.5	3.2	-6.4	-66.7%
Total Salaries and Wages	\$90.2	\$91.9	\$90.9	\$91.5	\$95.0	\$83.5	-\$11.5	-12.1%
Fringe Benefits	22.3	26.4	26.9	27.5	27.4	26.4	-0.9	-3.4%
Total Compensation	\$112.4	\$118.3	\$117.8	\$119.0	\$122.4	\$110.0	-\$12.4	-10.1%
<u>Furlough Placeholder</u>								
Benefitted Faculty and Staff						-\$6.1	-\$6.1	
Total Salaries and Wages						-\$6.1	-\$6.1	
Fringe Benefits						-2.4	-2.4	
Total Compensation						-\$8.5	-\$8.5	
<u>Including Furlough Placeholder</u>								
Benefitted Faculty and Staff	\$70.1	\$71.7	\$70.7	\$71.8	\$67.7	\$59.9	-\$7.9	-11.6%
Adjunct Faculty	12.0	11.8	12.1	11.5	11.9	9.1	-2.8	-23.6%
Student Labor	3.3	3.1	3.0	2.9	3.2	3.2	0.0	-1.4%
Contract Employees	1.9	2.2	2.2	2.3	2.6	2.1	-0.5	-18.8%
Other Labor	3.0	3.0	3.0	3.1	9.5	3.2	-6.4	-66.7%
Total Salaries and Wages	\$90.2	\$91.9	\$90.9	\$91.5	\$95.0	\$77.5	-\$17.5	-18.5%
Fringe Benefits	22.3	26.4	26.9	27.5	27.4	24.1	-3.3	-12.1%
Total Compensation	\$112.4	\$118.3	\$117.8	\$119.0	\$122.4	\$101.5	-\$20.9	-17.0%
Note 1: Other Labor includes overtime, vacation, holiday, sick payouts, and other categories.								
Note 2: FY2020 Projected includes the results of the voluntary separation incentive program (VSIP)								

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

Financial Full-Time Benefitted Employees (FFTE)*	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FFTE Change	% Change FY19-FY20	FY 2021 % of Total
Clerical Union (AFSCME)	257	253	252	213	196	(17)	-8.1%	24.0%
Professional Union (APA)	283	276	283	253	247	(6)	-2.5%	30.2%
Day and DGCE Faculty (MSCA)	377	362	364	323	315	(8)	-2.5%	38.5%
Professional Non-Union (NUP)	58	62	63	57	53	(4)	-6.9%	6.5%
Clerical Non-Union (NUC)	6	9	10	6	6	(0)	-4.8%	0.7%
Total FFTE	981	962	973	853	817	(36)	-4.2%	100.0%
Note: FY2020 Projected is net of the position reduction budgeted for the VSIP								

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

Table 11: Financial Full-Time Benefitted Employees (FFTE) by Division

Financial Full-Time Benefitted Employees (FFTE)	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY2021 Budget	FY 2021 % of Total	% Change FY20-FY21
Academic Affairs/Student Life	631	637	592	518	63.4%	-12.5%
Finance & Facilities	117	119	113	123	15.1%	8.8%
Inclusive Excellence	2	2	2	2	0.2%	0.0%
Institutional Advancement	29	29	27	24	2.9%	-10.4%
Presidents Division	36	40	37	33	4.0%	-11.0%
VP Chief of Staff/EM/Marketing	77	81	74	67	8.2%	-9.4%
VP General Counsel/HR/ITS	70	65	60	50	6.1%	-16.8%
VSIP Reduction (budget not allocated by VP)	0	0	-52	0	0.0%	-100.0%
Total Financial Full-Time Benefitted Employees	961	973	853	817	100.0%	-4.2%

Table 12: Salary and Wages for Benefitted Employees by Division

Salary and Wages for Benefitted Employees by Division (\$ in thousands)	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	Amount Change	Percent Change
Academic Affairs/Student Life	52,882	50,823	44,996	(5,826)	-11.5%
Finance & Facilities	7,710	7,521	7,771	251	3.3%
Inclusive Excellence	236	213	263	50	23.4%
Institutional Advancement	2,404	2,304	2,012	(292)	-12.7%
Presidents Division	2,825	2,723	2,389	(335)	-12.3%
VP Chief of Staff/EM/Marketing	6,226	5,994	5,095	(899)	-15.0%
VP General Counsel/HR/ITS	5,653	5,337	4,713	(624)	-11.7%
APA/NUP Other Increases	128	94	136	42	44.2%
MSCA Other Increases	633	440	297	(143)	-32.6%
AFSCME/NUC Other Increases	156	157	125	(31)	-20.0%
Vacancy Savings Target (University-wide)	(5,146)	(1,872)	(1,807)	65	-3.5%
Furlough Reduction	0	0	(6,110)	(6,110)	0.0%
VSIP Reduction	0	(2,952)	0	2,952	-100.0%
Total Financial Full-Time Benefitted Employees	\$73,707	\$70,781	\$59,880	(\$10,901)	-15.4%

Table 13: Fringe Benefit Rates as set by the Commonwealth

Benefit Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	Absolute Change	Percent Change
Group Insurance	18.8%	22.7%	22.1%	21.6%	20.2%	20.9%	0.7%	3.4%
Retirement	9.5%	10.0%	11.8%	12.1%	14.1%	15.0%	1.0%	6.8%
Terminal Leave	1.0%	0.8%	1.0%	1.3%	1.2%	1.1%	-0.1%	-8.1%
Subtotal	29.2%	33.5%	34.9%	34.9%	35.5%	37.0%	1.6%	4.4%
Unemployment Insurance	0.3%	0.3%	0.2%	0.3%	0.4%	0.3%	-0.1%	-35.9%
Universal Health Insurance	0.1%	0.1%	0.1%	0.1%	0.2%	0.1%	-0.1%	-53.3%
Medicare Tax	1.3%	1.3%	1.2%	1.4%	1.5%	1.2%	-0.3%	-19.7%
Paid Family & Medical Leave (PFML)	0.0%	0.0%	0.0%	0.0%	0.4%	0.3%	-0.1%	-16.2%
Subtotal	1.7%	1.7%	1.5%	1.7%	2.4%	1.9%	-0.6%	-23.9%
Total Fringe Benefit Rate	30.8%	35.2%	36.3%	36.6%	37.9%	38.9%	1.0%	2.6%

Appendix I: Trust Fund Matrix

Trust Fund	Description	Examples
L3_Agency	Funds held by Salem State as custodian / fiscal agent for others.	Fund 6222 - Unclaimed Checks
L3_Education & General Funds	Basic operations of the university;unrestricted funds.	Fund 1000 - State Maintenance Appropriation
L3_Gifts	Funds donated by others outside the university for a specific purpose.	Fund D500 - Academic Affairs
L3_Grants	Funds provided by an external party in return for a specific project or other action by the university. Majority of SSU's grants are for financial aid to students	Fund 2200 -Pell Grant
L3_Net Invested in Capital Assets	Capitalizable facility projects; depreciation; debt.	Fund 7040 - Invested in Cap Assets- Net
L3_Residence Halls	Self-supporting operations that provide services to students, faculty, or staff; restricted by an entity outside of the university (MSCBA owned facility operations).	Fund 2504 - Dormitory Trust Fund
L3_Restricted other	Funds provided by external parties with restrictions on how the funds are to be expended.	Fund 2304 - Alpha Lampda Delta
L3_Total Loan Funds	Funds provided by others for the purpose of Student Financial Aid in the form of loans, not grants. Debt belongs to the recipient, not the university.	Fund 4204 - Graduate Student Loan Fund
L3_Total Restricted Endowments	Most endowments are held by the Foundation, the university has two endowed funds.	Fund 5002- Cruttenden Endowment
L3_Unrestricted Auxiliaries	Self-supporting operations that provide services to students, faculty, or staff; not restricted by an entity outside of the university.	Fund 2540 - Vendor Fund for Commissions

Appendix II: Vendors with Contracts in Excess of \$500,000 which are pre-approved upon approval of FY 2021 Budget

Salem State University FY 2021 Budget Package

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

Vendor Name	Vendor Description	Anticipated spending FY 2021	Trust Fund Name	PeopleSoft Fund Number	PeopleSoft Fund Name
331 Lafayette LLC	Lease expense	560,000	Educational & General	1100	University Fee
To Be Determined	Food service provider	5,000,000	Unrestricted Auxiliaries	2550	Meal Plan Dining
Cavalier Coach	Shuttle & charter bus service	500,000	Educational & General	1100	University Fee
Direct Energy Marketing Inc.	Natural gas delivery supplier	1,228,790	General/RHTF*	1100	University Fee
Direct Energy Services LLC	Electric delivery supplier	671,560	General/RHTF*	1100	University Fee
National Grid Electric	Electric service	2,060,000	General/RHTF*	1100	University Fee
National Grid Gas	Gas service	600,000	General/RHTF*	1100	University Fee
City of Salem	Water/Sewer	500,000	General/RHTF*	1100	University Fee
EAB Global, INC	research, technology, and consulting	1,170,000	Educational & General	1100	University Fee
Follett Higher Education Group	Book vouchers, education materials	1,400,000	Educational & General	1100	University Fee
Red Thread LLC	Furniture & equip purchases	600,000	Educational & General	1100	University Fee
Salem State University-Assistance Corp.	Lease expense, SSU assistance	600,000	Educational & General	1100	University Fee
Software House International	Software subscription & support	800,000	Educational & General	1100	University Fee
University Health Plans, Inc.**	Student health insurance	1,575,000	Agency	6216	Health Insurance
To Be Determined	DCAMM Funded Capital Projects	5,323,411	Educational & General	7035	Facilities Projects
To Be Determined	Parking Lot Improvement	500,000	Educational & General	7070	Facilities Projects
To Be Determined	SSU Funded Capital Projects	2,308,856	Educational & General	7070	Facilities Projects

Most of the above vendor are signed to multi-year contracts

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

*** The University treats the revenues and expense For University Health Plans, Inc.as a flow-through within a liability account, based on the nature of the existing contract*

Appendix III-A: List of Proposed Facilities Projects

Salem State University FY 2021 Budget Package

Location	Room	Project	Recommended Funding Amount -MSCBA	Recommended Funding Amount - DCAMM Critical Repair Funded	Recommended Funding Amount - University Fee Funded	Total
Campus Wide		Donor Signage	\$0	\$0	\$25,000	\$25,000
Campus Wide		Annual Fund For Committee	\$0	\$0	\$10,000	\$10,000
Campus Wide		Automated Building Controls Upgrade	\$0	\$608,703	\$437,307	\$1,046,010
Campus Wide		Parking lot improvements	\$500,000	\$0	\$0	\$500,000
Administration Building		Roof replacement / Waterproofing Repairs	\$0	\$1,825,558	\$836,549	\$2,662,107
Administration Building	Food Court	Study to look at dining improvements and reuse of food court	\$50,000	\$0	\$0	\$50,000
Horace Mann	Exterior	Facade Repairs	\$0	\$31,500	\$0	\$31,500
Marsh Hall	Dining	Exterior Dining Improvements	\$200,000	\$0	\$0	\$200,000
Meier Hall	Roof	Roofing repairs Phase 3	\$0	\$217,462	\$0	\$217,462
Sullivan Hall	Elevator	Elevator replacement	\$0	\$90,000	\$0	\$90,000
O'Keefe	Roof	Roof replacement / Waterproofing Repairs	\$0	\$2,550,188	\$1,000,000	\$3,550,188
O'Keefe	Parking Lot	Study for repair and solar canopies	\$75,000	\$0	\$0	\$75,000
O'Keefe	Alumni Field	Turf replacement	\$764,500	\$0	\$0	\$764,500
Total			\$1,589,500	\$5,323,411	\$2,308,856	\$9,221,767

Appendix III-B: List of Proposed ITS Projects

Salem State University FY 2021 Budget Package

- Pending, total of ITS Projects budget in FY2021 is \$700K

**Schedule of Student Charges
2020-21 Academic Year**

IN-STATE	Fall 2020		Spring 2021		Academic Year Full-Time
	Per Credit	Full-Time	Per Credit	Full-Time	
Day Undergraduate					
Tuition					
In-State	\$37.92	\$455.00	\$37.92	\$455.00	\$910.00
Fees					
University Fee ¹	\$427.25	\$5,127.00	\$427.25	\$5,127.00	\$10,254.00
Capital Improvement Fee	\$17.10	\$205.20	\$17.10	\$205.20	\$410.40
SGA Fee	\$4.20	\$50.40	\$4.20	\$50.40	\$100.80
Total Tuition and Fees					
In-State	\$486.47	\$5,837.60	\$486.47	\$5,837.60	\$11,675.20
Evening Undergraduate (SCPS)					
Tuition					
In-State	\$115.00		\$115.00		
Fees					
Course Fee	\$303.10		\$303.10		
Capital Improvement Fee	\$17.40		\$17.40		
SGA Fee	\$4.20		\$4.20		
Total Tuition and Fees					
In-State	\$439.70		\$439.70		
Graduate - Price Group 1					
Tuition					
In-State	\$140.00		\$140.00		
Fees					
Course Fee	\$281.95		\$281.95		
Capital Improvement Fee	\$17.40		\$17.40		
Total Tuition and Fees					
In-State	\$439.35		\$439.35		
Graduate - Price Group 2					
Tuition					
In-State	\$140.00		\$140.00		
Fees					
Course Fee	\$329.15		\$329.15		
Capital Improvement Fee	\$17.40		\$17.40		
Total Tuition and Fees					
In-State	\$486.55		\$486.55		
Graduate - Price Group 3					
Tuition					
In-State	\$140.00		\$140.00		
Fees					
Course Fee	\$392.90		\$392.90		
Capital Improvement Fee	\$17.40		\$17.40		
Total Tuition and Fees					
In-State	\$550.30		\$550.30		

All charges are subject to change.

**Schedule of Student Charges
2020-21 Academic Year**

OUT-OF-STATE	Fall 2020		Spring 2021		Academic Year Full-Time
	Per Credit	Full-Time	Per Credit	Full-Time	
Day Undergraduate					
Tuition					
Out-of-State	\$293.75	\$3,525.00	\$293.75	\$3,525.00	\$7,050.00
Fees					
University Fee ¹	\$454.95	\$5,459.40	\$454.95	\$5,459.40	\$10,918.80
Capital Improvement Fee	\$17.10	\$205.20	\$17.10	\$205.20	\$410.40
SGA Fee	\$4.20	\$50.40	\$4.20	\$50.40	\$100.80
Total Tuition and Fees					
Out-of-State	\$770.00	\$9,240.00	\$770.00	\$9,240.00	\$18,480.00
Evening Undergraduate (SCPS)					
Tuition					
Out-of-State	\$285.00		\$285.00		
Fees					
Course Fee	\$303.10		\$303.10		
Capital Improvement Fee	\$17.40		\$17.40		
SGA Fee	\$4.20		\$4.20		
Total Tuition and Fees					
Out-of-State	\$609.70		\$609.70		
Graduate - Price Group 1					
Tuition					
Out-of-State	\$230.00		\$140.00		
Fees					
Course Fee	\$281.95		\$281.95		
Capital Improvement Fee	\$17.40		\$17.40		
Total Tuition and Fees					
Out-of-State	\$529.35		\$439.35		
Graduate - Price Group 2					
Tuition					
Out-of State	\$230.00		\$140.00		
Fees					
Course Fee	\$329.15		\$329.15		
Capital Improvement Fee	\$17.40		\$17.40		
Total Tuition and Fees					
Out-of State	\$576.55		\$486.55		
Graduate - Price Group 3					
Tuition					
Out-of-State	\$230.00		\$140.00		
Fees					
Course Fee	\$392.90		\$392.90		
Capital Improvement Fee	\$17.40		\$17.40		
Total Tuition and Fees					
Out-of-State	\$640.30		\$550.30		

All charges are subject to change.

Schedule of Student Charges
2020-21 Academic Year

IN-STATE	Fall 2020 Approved		Spring 2021		Academic Year
	Per Credit	Full-Time	Per Credit	Full-Time	Full-Time
Housing²					
Bates Complex - Single		\$5,890.00		\$5,890.00	\$11,780.00
Bates Complex - Double		\$5,330.00		\$5,330.00	\$10,660.00
Bates - Premium Single		\$6,420.00		\$6,420.00	\$12,840.00
Bowditch - Double		\$4,760.00		\$4,760.00	\$9,520.00
Bowditch - Premium Single		\$5,375.00		\$5,375.00	\$10,750.00
Peabody - Double		\$4,760.00		\$4,760.00	\$9,520.00
Peabody - Premium Single		\$5,375.00		\$5,375.00	\$10,750.00
Atlantic Hall - Single		\$6,685.00		\$6,685.00	\$13,370.00
Atlantic Hall - Double		\$5,837.50		\$5,837.50	\$11,675.00
Marsh Hall - Doubles		\$5,252.50		\$5,252.50	\$10,505.00
Viking Hall - Single		\$5,852.50		\$5,852.50	\$11,705.00
Viking Hall - Doubles		\$5,367.50		\$5,367.50	\$10,735.00
Viking Hall - Double Suite		\$5,487.50		\$5,487.50	\$10,975.00
Viking Hall - Suite Single		\$5,972.50		\$5,972.50	\$11,945.00
Meal Plans					
All You Care to Eat 7 Day Silver Plan ³		\$1,983.00		\$1,983.00	\$3,966.00
All You Care to Eat 7 Day Gold Plan ³		\$2,173.00		\$2,173.00	\$4,346.00
All You Care to Eat 7 Day Platinum Plan ³		\$2,313.00		\$2,313.00	\$4,626.00
Block Plan 1 ⁴		\$406.00		\$406.00	\$812.00
Block Plan 2 ⁴		\$740.00		\$740.00	\$1,480.00
Block Plan 3 ⁴		\$1,160.00		\$1,160.00	\$2,320.00
One Week Summer Plan ⁵					\$150.00
Miscellaneous Fees					
Mass PIRG Fee (waivable each semester) ⁶		\$10.00		\$10.00	\$20.00
Resident Parking (Atlantic and Peabody lots)		\$275.00		\$275.00	\$550.00
Resident Parking (Bates lot)		\$250.00		\$250.00	\$500.00
Resident Parking (Marsh lot)		\$200.00		\$200.00	\$400.00
Commuter Parking		\$10.00		\$10.00	\$20.00
International Student Fee ⁷		\$375.00		\$375.00	\$750.00
Records Fee-for non-matriculated students		\$10.00		\$10.00	\$20.00
Health Insurance -- (waivable) ⁸					\$3,306.00
Matriculation Fee -- new matriculated students (one-time)					\$275.00
Differential Fees for Undergraduate Programs					
Art ¹⁰		\$125.00		\$125.00	\$250.00
Biology ⁹		\$250.00		\$250.00	\$500.00
Business ¹¹		\$250.00		\$250.00	\$500.00
Chemistry ¹⁰		\$250.00		\$250.00	\$500.00
Nursing ⁹		\$500.00		\$500.00	\$1,000.00
Cohort Based Program Cost					
Accelerated 2nd Degree for BSN Summer 2019 Cohort per credit ¹²					\$575.00
Accelerated 2nd Degree for BSN Summer 2020 Cohort per credit ¹²					\$600.00
Accelerated 2nd Degree for BSN Summer 2021 Cohort per credit ¹²					\$625.00

All charges are subject to change.

**Schedule of Student Charges
2020-21 Academic Year**

NOTES FOR FY 2021

- 1 The University Fee represents the fee anticipated for 2020-21. Fees may change by action of the Board of Trustees.
- 2 Housing rates include (1) \$20 per semester/\$40 per year Residence Hall Association Fee for all residence halls; and (2) \$305 per semester/\$610 per year Technology/Student Fee for Bates (Double); \$362.50 per semester/\$725 per year Technology/Student Fee for Atlantic Hall (double), Marsh and Viking Hall; \$400 per semester/\$800 per year Technology/Student Service Fee for Bowditch, Peabody, Bates (Premium Single and Single) and Atlantic Hall (Single).
- 3 The All You Care to Eat 7-Day Silver Plan will be the minimum required plan for students living in Peabody, Bowditch, Marsh or Viking Hall.

Plan Name	Board Meals	Guest Meals	Dining Dollars	Clipper Card	Cost per Semester
All You Care to Eat					
7 Day Silver Plan	Unlimited	3	\$0	\$50	\$1,983
7 Day Gold Plan	Unlimited	6	\$150	\$100	\$2,173
7 Day Platinum	Unlimited	8	\$300	\$100	\$2,313

- 4 Block Plan 1 will be the minimum required plan for all students living in Atlantic or Bates.

Plan Name	Board Meals	Guest Meals	Dining Dollars	Clipper Card	Cost per Semester
Block Plan					
Block Plan 1	42	0	\$100	\$25	\$406
Block Plan 2	60	0	\$300	\$50	\$740
Block Plan 3	140	0	\$200	\$50	\$1,160

- 5 Summer Plan

Plan Name	Board Meals	Guest Meals	Dining Dollars	Clipper Card	Cost per week
Summer Plan					
One Week	10	0	0	0	\$150

- 6 Charged for all day students each semester. Student may opt out and have fee waived on line.
- 7 Applicable to all matriculated international students with a Salem State-issued visa (excluding ESL students)
- 8 Charged for all students enrolled in at least 75 percent of a full-time course load. Student may opt out and have fee waived if covered by other health insurance. Fall only prorated charge is \$1,387.00 and spring only prorated charge is \$1,935.00.
- 9 Annual additional fees applicable beginning with academic year 2016-17 entrants to the program (incoming or transfers).
- 10 Annual additional fees applicable beginning with academic year 2017-18 new entrants to the program (incoming or transfers)
- 11 Annual additional fees applicable beginning with academic year 2019-20 new entrants to the program (incoming or transfers)
- 12 Accelerated 2nd Degree for Bachelor of Science, Nursing (BSN) is a cohort based program with a charge of Summer of 2019 entering cohort of \$575 per credit; Summer of 2020 entering cohort of \$600 per credit; Summer of 2021 entering cohort of \$625 per credit.

All charges are subject to change.

Salem State University
FY 2021 Tuition and Fees
Graduate

	Current AY 2020 and Summer 2020	Proposed AY 2021 and Summer 2021	Overall \$ Change	Overall % Change
GRADUATE				
Price Group 1 5% Course Fee increase				
Massachusetts Residents				
Per Credit	\$425.05	\$439.35	\$14.30	3%
Per Course (3 credits)	\$1,275.15	\$1,318.05	\$42.90	3%
Out of State Residents				
Per Credit	\$515.05	\$529.35	\$14.30	3%
Per Course (3 credits)	\$1,545.15	\$1,588.05	\$42.90	3%
International Student Supplemental Charge (per semester excluding summer)	\$375.00	\$375.00	\$0.00	0%
Price Group 2 5% Course Fee increase				
Massachusetts Residents				
Per Credit	\$470.00	\$486.55	\$16.55	4%
Per Course (3 credits)	\$1,410.00	\$1,459.65	\$49.65	4%
Out of State Residents				
Per Credit	\$560.00	\$576.55	\$16.55	3%
Per Course (3 credits)	\$1,680.00	\$1,729.65	\$49.65	3%
International Student Supplemental Charge (per semester excluding summer)	\$375.00	\$375.00	\$0.00	0%
Price Group 3 5% Course Fee increase				
Massachusetts Residents				
Per Credit	\$530.70	\$550.30	\$19.60	4%
Per Course (3 credits)	\$1,592.10	\$1,650.90	\$58.80	4%
Out of State Residents				
Per Credit	\$620.70	\$640.30	\$19.60	3%
Per Course (3 credits)	\$1,862.10	\$1,920.90	\$58.80	3%
International Student Supplemental Charge (per semester excluding summer)	\$375.00	\$375.00	\$0.00	0%

Note: The rates above include Tuition, Course Fee, and Capital Improvement Fee.

Salem State University
FY 2021 Tuition and Fees
Continuing Education

	Current AY 2020	Proposed AY 2021	Overall \$ Change	Overall % Change
Continuing Education				
Fall and Spring 13.3% Course Fee increase				
Massachusetts Residents				
Per Credit	\$403.25	\$439.70	\$36.45	9%
Per Course (3 credits)	\$1,209.75	\$1,319.10	\$109.35	9%
Out of State Residents				
Per Credit	\$573.25	\$609.70	\$36.45	6%
Per Course (3 credits)	\$1,719.75	\$1,829.10	\$109.35	6%
International Student Supplemental Charge (per credit)	\$140.00	\$140.00	\$0.00	0%
	Summer 2020	Summer 2021	Overall \$ Change	Overall % Change
Summer 13.3% Course Fee increase				
Massachusetts Residents				
Per Credit	\$336.05	\$364.20	\$28.15	8%
Per Course (3 credits)	\$1,008.15	\$1,092.60	\$84.45	8%
Out of State Residents				
Per Credit	\$471.05	\$499.20	\$28.15	6%
Per Course (3 credits)	\$1,413.15	\$1,497.60	\$84.45	6%

Note 1: The rates above for Fall and Spring include Tuition, Course Fee, Capital Improvement Fee, and SGA Fee.

Note 2: The rates above for Summer include Tuition, Course Fee, and Capital Improvement Fee only.

**Salem State University
Graduate Price Groups**

Program	Program
Price Group 1	Price Group 2
Master's Programs	Master's Programs
English (MA)	Behavior Analysis (MS)
History (MA)	Counseling (MS)
Education - Master's Programs	Criminal Justice (MS)
Art (MAT)	Geo-Information Science (MS)
Chemistry (MAT)	Industrial/Organizational Psychology (MS)
Early Childhood Education (MEEd)	Mathematics (MS)
Elementary Education (MEEd)	Nursing (MSN)
English (MA/MAT)	Social Work (MSW)
English (MAT)	Education - Master's Programs
English to Speakers of Other Languages (ESOL) (MAT)	Higher Education in Student Affairs (MEEd)
History (MAT)	School Counseling (MEEd)
Leadership in Physical Education & Movement Studies (MEEd)	Education - Licensure Only Programs
Library Media Studies (MEEd)	School Adjustment Counselor (Initial Licensure Only)
Mathematics (MAT)	School Counseling
Middle School Education (MEEd)	Graduate Certificate Programs
Middle School Math (MAT)	Applied Behavior Analysis
Physical Education (MAT)	Clinical Trial Management
Reading (MEEd)	Computer Science
Secondary Education (MEEd)	Counseling
Spanish (MAT)	Geo-Information Science
Special Education (MEEd)	Sport Development and Management
Education - Licensure Only Programs	
Early Childhood Education	Price Group 3
Elementary Education	Master's Programs
English to Speakers of Other Languages (ESOL)	Accounting (MS)
Mathematics	Business Administration (MBA)
Middle School Education (Initial Licensure Only)	Occupational Therapy – Direct Entry (MS)
Reading	Occupational Therapy (MS)
Special Education	Graduate Certificate Programs
Graduate Certificate Programs	Business
Autism Spectrum Disorders	Financial Planning
Digital Studies	Nursing Education
Global Policy Analysis	
Holocaust and Genocide Studies	
Public History	
Public Policy and Administration	
Strategic Communications	
Teaching English to Speakers of Other Languages	
Writing and Rhetoric Studies	
Teacher Leadership	
Certificate of Advanced Graduate Study (CAGS)	
Educational Leadership	

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

Course fees	Range FY 2021
Lab fees	\$25 - \$500 per course
Clinical Fees	\$15 - \$100 per course
Day School Nursing Resource Center Fee	\$100 per course
Field Placement Fee for MSW courses (currently)	\$100 - \$250 per course
Institute Fee	\$100 per institute

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

Application Fees

Undergraduate Admissions	\$50
Graduate Admissions	\$50
Comprehensive Exam Application-Graduate School	\$50

Parking fines

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

Late fees

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

Appendix V – MSCBA Board Vote - Delegating Authority to Issue Refunding Revenue Bonds to Provide Fiscal Relief in FY21 and/or FY22

Attachment 7

VOTE OF THE
MASSACHUSETTS STATE COLLEGE BUILDING AUTHORITY

DELEGATING AUTHORITY TO ISSUE
REFUNDING REVENUE BONDS
TO PROVIDE FISCAL RELIEF IN FY21 AND/OR FY22

VOTED:

To authorize the Executive Director to provide for the issuance by the Authority of one or more series of Refunding Revenue Bonds (the "Refunding Bonds") pursuant to Article II of the Authority's Trust Agreement dated as of November 1, 1994 (as amended, restated and supplemented, the "Trust Agreement") for the purpose of (a) refunding any bonds previously issued by the Authority that are due and payable on May 1, 2021 or May 1, 2022 for the purpose of reducing debt service costs in fiscal year 2021 and/or fiscal year 2022 in order to provide fiscal relief to the State Universities impacted by the Covid-19 pandemic and the related public health efforts to mitigate the spread of the virus, and (b) providing for costs of issuance of the Refunding Bonds, provided that the aggregate principal amount of the Refunding Bonds authorized by and issued pursuant to this vote shall not exceed \$160,000,000 and, subject to that limit, shall be issued at such time or times, in such amount or amounts, and with such repayment schedules and other terms as the Executive Director, in his sole discretion, determines to be in the best interests of the Authority and the State Universities after consulting with the Department of Higher Education and one or more State Universities and after accounting for: (i) the estimated fiscal impact of the Covid-19 pandemic and related public health mitigation efforts on the State Universities, Authority Projects and Revenues (each as defined in the Trust Agreement), (ii) amounts on deposit in the Debt Service Reserve Fund under the Trust Agreement that the Executive Director, in his sole discretion, determines to be reasonably and prudently available, after accounting for other planned uses, potential needs and contingencies for which such amounts may be needed, to pay principal and/or interest on Authority bonds due and payable in fiscal year 2021 and fiscal year 2022 to provide fiscal relief to the State Universities, and (iii) future debt service costs and budgetary impacts for the State Universities as a result of the issuance of the Refunding Bonds in light of existing debt service payment obligations on outstanding bonds of the Authority.

FURTHER VOTED:

To authorize the Executive Director (a) to sell the Refunding Bonds issued pursuant to this vote on either a competitive or negotiated basis based on his sole determination as to which method of sale will be in the best interests of the Authority and, if by negotiated sale, to the underwriter or underwriters he determines will best serve the interests of the Authority pursuant to a solicitation of proposals from underwriters, which may include the solicitation of proposals from underwriters recently made in connection with the issuance of other authorized bonds of the Authority, and (b) if the Executive Director determines to sell the Refunding Bonds by negotiated sale, to request from the Commonwealth's State Finance and Governance Board a waiver from the presumption of a competitive bid for sale of the Refunding Bonds pursuant to Section 2.07 of 976 CMR: State Finance and Governance Board Regulations.

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FURTHER VOTED:

To authorize the Executive Director and such other officers of the Authority as the Executive Director may designate, acting singly, upon the advice of the Authority's bond counsel, to do all acts and things and to execute and deliver any and all documents, certificates and other instruments necessary or desirable in connection with the issuance of any series of Refunding Bonds pursuant to this vote, including without limitation, a bond purchase agreement or notice of sale, a preliminary and final official statement, a supplemental trust agreement, a refunding trust agreement, an amended and restated contract with the Commonwealth of Massachusetts, acting by and through the Board of Higher Education and acknowledged by the State Comptroller, a continuing disclosure agreement with the Board of Higher Education pursuant to Rule 15c2-12 of the federal Securities and Exchange Commission, and one or more agreements providing for the investment of the proceeds of the Refunding Bonds.

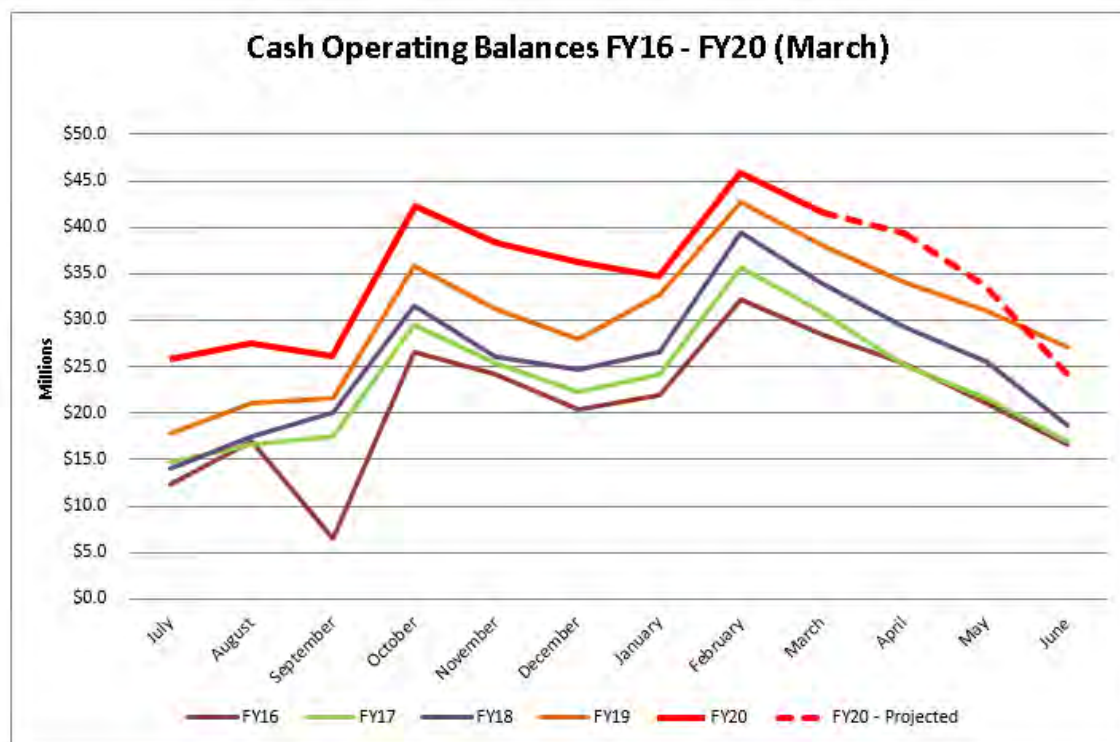
Approved in Public Meeting of the Authority
May 19, 2020

Salem State University Interim Financial Review through the Third Quarter (Q3) of FY20 (3/31/2020) 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 March 31, 2020 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

Note for FY20 – Cash is adjusted because a sizable amount of SSU cash had been moved to the state payroll appropriation account earlier than usual.

Summary Financial Information for FY19Q3 and FY20Q3

	<i>(In Thousands)</i>				Budget	Projection
	FY19Q3	FY20Q3	\$ Change	% Change	FY20	FY20
Managed Revenues	\$ 153,247	\$ 156,470	\$ 3,223	2.1%	\$ 181,114	\$ 173,434
Managed Expenses	122,706	128,912	6,206	5.1%	183,621	174,715
Managed Net Income	30,541	27,558	▼ (2,983)	-9.8%	(2,507)	▲ \$ (1,281)
Non Cash Revenue/(Expenses)	(6,990)	(7,589)	▼ (599)	8.6%	(7,227)	(5,003)
Total Increase/(Decrease) in Net Position	\$ 23,551	\$ 19,969	▼ \$ (3,582)	-15.2%	\$ (9,734)	▲ \$ (6,284)

Balance Sheet – Cash and cash equivalents increased \$7.5 million since June 30, 2019 due to timing of payments. At March 31, 2020, the accounts receivable balance stood at \$11.2 million, an increase of \$5.0 million since June 30, 2019 due to the billing of the Summer semesters. The March 2020 accounts receivable balance is higher to the third quarter of the previous year by \$1.2 million or 12.4% primarily due to timing of payments. Capital assets have decreased \$4.2 million primarily due to depreciation taken through the third quarter, offset by asset additions. Investments have decreased 8.6% or \$1.4 million to \$15.0 million since June 30, 2019 due to market conditions. Additional debt of \$325 thousand was acquired during the first nine months of FY20 for the financing of equipment.

Cash Operating Balances FY16 through FY20 (March) — The cash graph displays operating cash balances by month and excludes cash with State and other agencies. However, for FY20 the graph has been adjusted for comparability because a sizable amount of SSU cash had been moved to the state appropriation account for payroll earlier than usual. 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.

Managed Revenues and Expenses - For the nine months ending March 31, 2020 (FY20), Salem State's net position increased by \$20.0 million overall which is lower than the prior year of \$23.6 million. For managed net income, the YTD result through the third quarter of FY20 is \$27.6 million, a decrease of \$3.0 million or 9.8% over the same period in FY19. Tuition and fees decreased \$2.6 million, or 4.4% over the same period in FY19 primarily due to enrollment decreases. Auxiliary enterprise revenue was \$5.2 million or 24.1% higher over prior year due to a change in the accounting for a new service concession vendor agreement for dining services (\$6.7 million), previously not reflected in revenue and expenses area offset by declines in housing revenues (\$1.5 million). Managed expenses of \$128.9 million increased \$6.2 million or 5.1% than the same period in the prior year. Compensation increased \$3.9 million or 4.5% primarily due to four of the five VSIP payments being made, along with the related payout of vacation and sick leave balances. The university has continued with its modified hiring freeze in FY20. Support costs are up by \$2.8 million or 22.6%, primarily due to the expenditures associated with the new dining vendor agreement.

Changes in Non-Cash Revenues and Expenses – The total net non-cash revenues and expenses through the third quarter decreased \$0.6 million (expense) primarily due to market conditions and offset by the receipt of capital grants associated with a facility related project.

Comparison of Current FY20 Projection to Approved FY20 Budget

Managed Revenue and Expense Activity:

- An unfavorable variance of \$6.3 million in net tuition and fees is projected which is related to Undergraduate headcount and Graduate credit hours falling short of the budget target. In addition, the student portion of the CARES Act funding increased financial aid by \$3.3 million.
- A favorable variance of \$5.5 million in Grant revenue, comprised of \$6.5 million in CARES Act funding, partially offset by receiving \$1.0 million less than budgeted in other Grants. Of the \$6.5 million in CARES Act funding, half is being distributed directly to students as emergency grants and half is available to partially offset

the university's costs for Housing refunds provided to students for the Spring semester.

- An unfavorable variance of \$7.0 million in Auxiliary revenue is due to two factors: fall semester housing and dining revenues were lower than budgeted due to lower occupancy; for the spring semester, housing, dining, and parking refunds were provided to students based on evacuation of the residence halls due to the COVID-19 pandemic.
- An unfavorable projected variance of \$0.9 million in State appropriations is caused by a \$2.8M reclassification to Capital Grants for funds to be received from DCAMM, offset partially by favorable variances the final General Appropriations Act (GAA) appropriation amount being \$0.5 million higher than budget estimates, funding for collective bargaining contract increases of \$1.0 million that was not included in the Commonwealth's original budget, and \$0.5 million in state assistance with fringe benefits.
- Other revenue is expected to be \$1.0 million higher than budgeted due to realized Investment Income.
- A favorable variance of \$2.5 million in compensation is primarily attributable to the results of the voluntary separation incentive program ("VSIP") and management of vacant positions.
- Support expenses are \$4.4 million favorable to budget. Much of this is due to lower volume of dining activity and cost. In addition, the contingency budget line was largely unspent as a mitigation strategy for shortfalls in tuition and fee revenue.
- Facility-related expense is \$2.0 million favorable to budget, driven by a \$0.6 million reduction in estimated DCAMM project spending that will be moved to FY2021 and \$1.1 million in savings on the MSCBA assessment.

Non-Cash Revenue and Expenses:

- Capital Grants increased by \$2.2M, due to a \$2.8 million reclassification from State Appropriation revenue for funds to be received from DCAMM, less \$0.6 million in DCAMM project spending that will be moved to FY2021.
- 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.

Attachment C

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)

	3rd Qtr FY 2019	3rd Qtr FY 2020	Change from FY 2019 3rd Qtr	Change %	Year End FY 2019	Original Budget FY 2020	Projection FY 2020
Managed Revenues:							
Tuition and fees	\$ 85,099	\$ 82,175	\$ (2,924)	-3.4%	\$ 87,523	\$ 88,037	\$ 83,285
Less: scholarships, fellowships & waivers	(25,583)	(25,303)	280	-1.1%	(26,466)	(27,577)	(29,133)
Net tuition and fees	59,516	56,872	(2,644)	-4.4%	61,057	60,460	54,152
Federal, state & private grants	18,624	16,657	(1,967)	-10.6%	19,901	19,114	24,626
Auxiliary enterprises	21,700	26,934	5,234	24.1%	22,569	30,211	23,184
State general appropriations	49,165	51,787	2,622	5.3%	65,735	67,081	66,224
Other revenue	4,242	4,220	(22)	-0.5%	5,291	4,248	5,248
Total Managed Revenues (A)	153,247	156,470	3,223	2.1%	174,553	181,114	173,434
Managed Expenses:							
Compensation	87,385	91,299	3,914	4.5%	118,997	124,922	122,384
Support	12,560	15,403	2,843	22.6%	19,222	30,531	26,132
Facility-related	22,761	22,210	(551)	-2.4%	25,772	28,168	26,199
Total Managed Expenses (B)	122,706	128,912	6,206	5.1%	163,991	183,621	174,715
Managed Net Income (A-B)=(C)	30,541	27,558	(2,983)	-9.8%	10,562	(2,507)	(1,281)
Non-Cash Revenue/(Expenses):							
Capital grants	-	1,193	1,193	100.0%	2,067	-	2,224
Depreciation	(6,903)	(6,969)	(66)	1.0%	(9,215)	(9,848)	(9,848)
Unrealized gains/(losses)	(87)	(1,813)	(1,726)	1983.9%	414	(136)	(136)
GASB 68 Pension	-	-	-	-	(3,755)	-	-
GASB 75 OPEB	-	-	-	-	(2,525)	-	-
Use of Net Position	-	-	-	-	-	2,757	2,757
Total Non-Cash Revenue/(Expenses)	(6,990)	(7,589)	(599)	8.6%	(13,014)	(7,227)	(5,003)
Total Increase/(Decrease) in Net Position	\$ 23,551	\$ 19,969	\$ (3,582)	-15.2%	\$ (2,452)	\$ (9,734)	\$ (6,284)
Management Cash Flow Ratio (C)/(A)					6.05%	-1.38%	-0.74%

Management Revenue & Expense Report by Trust Funds

March 31, 2020

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-March Actuals (\$K)
Managed Revenues:										
Net tuition and fees	\$61,057	(\$4)	\$74,135	(\$15,052)	(\$600)	(\$2,123)	\$516			\$56,872
Federal, state & private Grants	19,901			16,639		18				16,657
Auxiliary enterprises	22,569	\$8,663	346			17,764	161			26,934
State general appropriations	65,735		51,620	167						51,787
Other revenue	5,291	264	1,782	45	1,530		74	\$52	\$473	4,220
Total Managed Revenues	174,553	8,923	127,883	1,799	930	15,659	751	52	473	156,470
Managed Expenses:										
Compensation	118,997	126	86,627	1,648	107	2,763	28			91,299
Support	19,222	3,435	10,844	311	343	227	243			15,403
Facility-related	25,772	689	7,026	95	7	14,079	75		\$239	22,210
Total Managed Expenses	163,991	4,250	104,497	2,054	457	17,069	346	-	239	128,912
Managed Net Income	10,562	4,673	23,386	(255)	473	-1,410	405	52	234	27,558
Non-Cash Revenues/(Expenses):										
Capital grants	2,067		1,193							1,193
Depreciation	(9,215)								(6,969)	(6,969)
Unrealized gains/(losses)	414		(1,702)	(9)			(6)	(96)		(1,813)
GASB 68 Pension	(3,755)									
GASB 75 OPEB	(2,525)									
Total Non-Cash Revenue/(Expenses)	(13,014)	-	(509)	(9)	-	-	(6)	(96)	(6,969)	(7,589)
Total Increase/(Decrease) in Net Position	(\$2,452)	\$4,673	\$22,877	(\$264)	\$473	(\$1,410)	\$399	(\$44)	(\$6,735)	\$19,969

Statements of Net Position
(In Thousands)

	FY 2019	FY 2020 YTD	Change	
	Year End	March 31	\$	%
Assets:				
Cash	\$ 27,007	\$ 34,514	\$ 7,507	27.8%
Cash with State and other agencies	4,314	7,926	3,612	83.7%
Accounts and other receivables	6,185	11,162	4,977	80.5%
Due from service concession vendor	3,550	2,050	(1,500)	-42.3%
Capital assets	164,375	160,218	(4,157)	-2.5%
Investments	16,453	15,038	(1,415)	-8.6%
Loans receivable, net	1,863	1,693	(170)	-9.1%
Debt Service Reserve	1,473	1,473	-	0.0%
Other Assets	1,106	146	(960)	-86.8%
Total Assets	226,326	234,220	7,894	3.5%
Deferred Outflows of Resources	27,279	27,279	-	0.0%
Total Assets and Deferred Outflows of Resources	\$ 253,605	\$ 261,499	\$ 7,894	3.1%
Liabilities:				
Accounts payable and accrued expenses	\$ 5,160	\$ 2,168	\$ (2,992)	-58.0%
Accrued Payroll	9,966	5,223	(4,743)	-47.6%
Bonds and notes payable	41,325	39,213	(2,112)	-5.1%
Compensated absences	9,607	9,607	-	0.0%
Loan payable, federal financial assistance programs	2,140	2,041	(99)	-4.6%
Other liabilities	4,597	3,134	(1,463)	-31.8%
Net Pension Liability	45,108	45,108	-	0.0%
Net OPEB Liability	79,230	79,230	-	0.0%
Total Liabilities	197,133	185,724	(11,409)	-5.8%
Deferred Inflows	34,128	33,465	(663)	-1.9%
Total Liabilities and Deferred Inflows of Resources	231,261	219,189	(12,072)	-5.2%
Net Position:				
Invested in capital assets	129,002	122,268	(6,734)	-5.2%
Restricted	6,632	5,782	(850)	-12.8%
Unrestricted	(113,290)	(85,736)	27,554	-24.3%
Total Net Position	22,344	42,314	19,970	89.4%
Total Liabilities, Deferred Inflows of Resources and Net Position	\$ 253,605	\$ 261,503	\$ 7,898	3.1%



Statement of Cash Flows
(In Thousands)

	YTD 03/31/20 FY 2020
Cash flow from operating activities:	
Tuition and fees (net)	\$ 56,116
Grants and contracts	16,642
Payments to vendors, employees and students	(125,849)
Auxiliary and other receipts	28,581
Net cash used by operating activities	(24,510)
Cash flow from non-operating activities:	
State appropriations (net)	38,526
Gifts, investment and other sources	1,663
Net cash provided by non-operating activities	40,189
Cash flow from capital, financing and investing activities:	
Purchases of capital assets	(1,888)
Debt service payments on bond payables	(3,951)
Proceeds from note payable	325
Investment activities (net)	954
Net cash used in capital financing, and investing activities	(4,560)
Net increase in cash and cash equivalents	11,119
Cash and cash equivalents at beginning of period	31,321
Cash and cash equivalents at end of period	\$ 42,440

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

	Year to Date through March 31		Full Fiscal Year		
	FY 2019	FY2020	FY 2019	FY2020	FY2020
	Actual	Actual	Actual	Budget	Projection
Operating Revenues:					
Tuition and fees	\$ 85,099	\$ 82,175	\$ 87,523	\$ 88,037	\$ 83,285
Less: scholarships and fellowships	(19,321)	(18,842)	(19,331)	(18,132)	(19,688)
Net tuition and fees	65,778	63,333	68,192	69,905	63,597
Federal, state and private grants	18,624	16,657	19,901	19,114	24,626
Sales and services of educational departments	736	571	1,054	961	961
Auxiliary enterprises	21,700	26,934	22,569	30,211	23,184
Other operating revenues	101	173	109	767	767
Total Operating Revenues	106,939	107,668	111,825	120,958	113,135
Operating Expenses:					
Compensation and benefits	87,385	91,299	125,277	124,922	122,384
Supplies and services	31,116	33,739	39,137	52,565	46,197
Utilities	2,961	2,790	4,213	4,367	4,367
Depreciation	6,903	6,969	9,215	9,848	9,848
Scholarships and fellowships	6,262	6,461	7,135	9,445	9,445
Total Operating Expenses	134,627	141,258	184,977	201,147	192,241
Non-Operating Revenues/Expenses:					
State appropriations, net	49,165	51,787	65,735	67,081	66,224
Gifts	2,086	1,629	2,429	2,270	2,270
Contribution from SSUAC	-	473	-	-	-
Investment income (loss)	1,233	(438)	2,111	116	1,116
Interest expense on bonds & other debt	(1,245)	(1,085)	(1,642)	(1,769)	(1,769)
Net Non-Operating Revenues/Expenses	51,239	52,366	68,633	67,698	67,841
Capital grants	-	1,193	2,067	-	2,224
Use of Net Position	-	-	-	2,757	2,757
Total Increase (Decrease) in Net Position	\$ 23,551	\$ 19,969	\$ (2,452)	\$ (9,734)	\$ (6,284)
Operating Cash Flow Ratio			20.5%	15.1%	17.8%

FY 2021 Fee Rates

Overview

The university presents a recommendation and attachment which includes a schedule of all tuition and fee rates proposed for FY 2021. Differing parties are authorized to recommend and/or establish rates (including the Commonwealth's Board of Higher Education, MSCBA, the Board of Trustees, and university administration.)

Tuition and mandatory fees are proposed to increase by \$391 or 3.5% for in-state undergraduate commuting students and \$415 or 2.3% for out-of-state undergraduate commuting students. Inclusive of room and board, total price of attendance for full time in-state undergraduate students would increase by 3.4% or \$821 per year and by 2.7% or \$845 per year for out-of-state students.

Previously, the Salem State University Board of Trustees approved tuition and fee rates for Graduate and Continuing Education programs for FY 2021 on April 8, 2020. Those rates are included in the package for completeness.

University Fee

The university needs to raise revenue from the university fee in order to address realistic expense budget items. The university proposes to increase the University Fee rate for undergraduate students in-state by \$15.45 or 3.75% over FY 2020. At the time of recommending the university's FY 2021 budget, the Commonwealth has not completed its budget process.

Capital Improvement Fee

The university recommends a 5.2% increase in the capital improvement fee, to \$16.25 per credit or \$17.10 per year per full-time undergraduate student. This is a small step to provide funding for maintenance and repair of facilities, much-needed as shown by the Sightlines deferred maintenance study.

Differential Fees

The following differential fees have been temporarily removed for the AY2020-2021 due to the COVID-19 situation: Communications, Computer Science, Dance, Education, Geography, Geology, Music, Social Work and Theatre.

Online Course Fee

The university removed the online course fee that was previously charged for students who elect to take undergraduate courses in an on-line format.



REQUEST FOR TRUSTEE ACTION

Date: May 20, 2020
To: Board of Trustees
From: Karen P. House, Vice President for Finance and Facilities
Subject: FY 2021 University Fees
Requested Action: Approval

MOTION

The Finance and Facilities Committee hereby recommends that the Board of Trustees approve the following motion pertaining to fees for FY 2021.

Recommended motion

The Board of Trustees of Salem State University hereby approves the fees as shown in the attached tuition and fee rate schedule. The new rates shall be effective for the 2020-21 academic year (FY 2021). The president and other officers of the university are hereby authorized to do all things and take all actions deemed necessary to implement this decision.

Committee Assigned: Finance & Facilities

Committee Action:

Date of Action:

Trustee Action:

Trustee Approval Date:

Effective Date:

Signed: _____

Title: _____

Date: _____

**Schedule of Student Charges
2020-21 Academic Year**

IN-STATE	Fall 2020		Spring 2021		Academic Year Full-Time
	Per Credit	Full-Time	Per Credit	Full-Time	
Day Undergraduate					
Tuition					
In-State	\$37.92	\$455.00	\$37.92	\$455.00	\$910.00
Fees					
University Fee ¹	\$427.25	\$5,127.00	\$427.25	\$5,127.00	\$10,254.00
Capital Improvement Fee	\$17.10	\$205.20	\$17.10	\$205.20	\$410.40
SGA Fee	\$4.20	\$50.40	\$4.20	\$50.40	\$100.80
Total Tuition and Fees					
In-State	\$486.47	\$5,837.60	\$486.47	\$5,837.60	\$11,675.20
Evening Undergraduate (SCPS)					
Tuition					
In-State	\$115.00		\$115.00		
Fees					
Course Fee	\$303.10		\$303.10		
Capital Improvement Fee	\$17.40		\$17.40		
SGA Fee	\$4.20		\$4.20		
Total Tuition and Fees					
In-State	\$439.70		\$439.70		
Graduate - Price Group 1					
Tuition					
In-State	\$140.00		\$140.00		
Fees					
Course Fee	\$281.95		\$281.95		
Capital Improvement Fee	\$17.40		\$17.40		
Total Tuition and Fees					
In-State	\$439.35		\$439.35		
Graduate - Price Group 2					
Tuition					
In-State	\$140.00		\$140.00		
Fees					
Course Fee	\$329.15		\$329.15		
Capital Improvement Fee	\$17.40		\$17.40		
Total Tuition and Fees					
In-State	\$486.55		\$486.55		
Graduate - Price Group 3					
Tuition					
In-State	\$140.00		\$140.00		
Fees					
Course Fee	\$392.90		\$392.90		
Capital Improvement Fee	\$17.40		\$17.40		
Total Tuition and Fees					
In-State	\$550.30		\$550.30		

All charges are subject to change.

**Schedule of Student Charges
2020-21 Academic Year**

OUT-OF-STATE	Fall 2020		Spring 2021		Academic Year Full-Time
	Per Credit	Full-Time	Per Credit	Full-Time	
Day Undergraduate					
Tuition					
Out-of-State	\$293.75	\$3,525.00	\$293.75	\$3,525.00	\$7,050.00
Fees					
University Fee ¹	\$454.95	\$5,459.40	\$454.95	\$5,459.40	\$10,918.80
Capital Improvement Fee	\$17.10	\$205.20	\$17.10	\$205.20	\$410.40
SGA Fee	\$4.20	\$50.40	\$4.20	\$50.40	\$100.80
Total Tuition and Fees					
Out-of-State	\$770.00	\$9,240.00	\$770.00	\$9,240.00	\$18,480.00
Evening Undergraduate (SCPS)					
Tuition					
Out-of-State	\$285.00		\$285.00		
Fees					
Course Fee	\$303.10		\$303.10		
Capital Improvement Fee	\$17.40		\$17.40		
SGA Fee	\$4.20		\$4.20		
Total Tuition and Fees					
Out-of-State	\$609.70		\$609.70		
Graduate - Price Group 1					
Tuition					
Out-of-State	\$230.00		\$140.00		
Fees					
Course Fee	\$281.95		\$281.95		
Capital Improvement Fee	\$17.40		\$17.40		
Total Tuition and Fees					
Out-of-State	\$529.35		\$439.35		
Graduate - Price Group 2					
Tuition					
Out-of State	\$230.00		\$140.00		
Fees					
Course Fee	\$329.15		\$329.15		
Capital Improvement Fee	\$17.40		\$17.40		
Total Tuition and Fees					
Out-of State	\$576.55		\$486.55		
Graduate - Price Group 3					
Tuition					
Out-of-State	\$230.00		\$140.00		
Fees					
Course Fee	\$392.90		\$392.90		
Capital Improvement Fee	\$17.40		\$17.40		
Total Tuition and Fees					
Out-of-State	\$640.30		\$550.30		

All charges are subject to change.

**Schedule of Student Charges
2020-21 Academic Year**

IN-STATE	Fall 2020 Approved		Spring 2021		Academic Year
	Per Credit	Full-Time	Per Credit	Full-Time	Full-Time
Housing²					
Bates Complex - Single		\$5,890.00		\$5,890.00	\$11,780.00
Bates Complex - Double		\$5,330.00		\$5,330.00	\$10,660.00
Bates - Premium Single		\$6,420.00		\$6,420.00	\$12,840.00
Bowditch - Double		\$4,760.00		\$4,760.00	\$9,520.00
Bowditch - Premium Single		\$5,375.00		\$5,375.00	\$10,750.00
Peabody - Double		\$4,760.00		\$4,760.00	\$9,520.00
Peabody - Premium Single		\$5,375.00		\$5,375.00	\$10,750.00
Atlantic Hall - Single		\$6,685.00		\$6,685.00	\$13,370.00
Atlantic Hall - Double		\$5,837.50		\$5,837.50	\$11,675.00
Marsh Hall - Doubles		\$5,252.50		\$5,252.50	\$10,505.00
Viking Hall - Single		\$5,852.50		\$5,852.50	\$11,705.00
Viking Hall - Doubles		\$5,367.50		\$5,367.50	\$10,735.00
Viking Hall - Double Suite		\$5,487.50		\$5,487.50	\$10,975.00
Viking Hall - Suite Single		\$5,972.50		\$5,972.50	\$11,945.00
Meal Plans					
All You Care to Eat 7 Day Silver Plan ³		\$1,983.00		\$1,983.00	\$3,966.00
All You Care to Eat 7 Day Gold Plan ³		\$2,173.00		\$2,173.00	\$4,346.00
All You Care to Eat 7 Day Platinum Plan ³		\$2,313.00		\$2,313.00	\$4,626.00
Block Plan 1 ⁴		\$406.00		\$406.00	\$812.00
Block Plan 2 ⁴		\$740.00		\$740.00	\$1,480.00
Block Plan 3 ⁴		\$1,160.00		\$1,160.00	\$2,320.00
One Week Summer Plan ⁵					\$150.00
Miscellaneous Fees					
Mass PIRG Fee (waivable each semester) ⁶		\$10.00		\$10.00	\$20.00
Resident Parking (Atlantic and Peabody lots)		\$275.00		\$275.00	\$550.00
Resident Parking (Bates lot)		\$250.00		\$250.00	\$500.00
Resident Parking (Marsh lot)		\$200.00		\$200.00	\$400.00
Commuter Parking		\$10.00		\$10.00	\$20.00
International Student Fee ⁷		\$375.00		\$375.00	\$750.00
Records Fee-for non-matriculated students		\$10.00		\$10.00	\$20.00
Health Insurance -- (waivable) ⁸					\$3,306.00
Matriculation Fee -- new matriculated students (one-time)					\$275.00
Differential Fees for Undergraduate Programs					
Art ¹⁰		\$125.00		\$125.00	\$250.00
Biology ⁹		\$250.00		\$250.00	\$500.00
Business ¹¹		\$250.00		\$250.00	\$500.00
Chemistry ¹⁰		\$250.00		\$250.00	\$500.00
Nursing ⁹		\$500.00		\$500.00	\$1,000.00
Cohort Based Program Cost					
Accelerated 2nd Degree for BSN Summer 2019 Cohort per credit ¹²					\$575.00
Accelerated 2nd Degree for BSN Summer 2020 Cohort per credit ¹²					\$600.00
Accelerated 2nd Degree for BSN Summer 2021 Cohort per credit ¹²					\$625.00

All charges are subject to change.

**Schedule of Student Charges
2020-21 Academic Year**

NOTES FOR FY 2021

- The University Fee represents the fee anticipated for 2020-21. Fees may change by action of the Board of Trustees.
- Housing rates include (1) \$20 per semester/\$40 per year Residence Hall Association Fee for all residence halls; and (2) \$305 per semester/\$610 per year Technology/Student Fee for Bates (Double); \$362.50 per semester/\$725 per year Technology/Student Fee for Atlantic Hall (double), Marsh and Viking Hall; \$400 per semester/\$800 per year Technology/Student Service Fee for Bowditch, Peabody, Bates (Premium Single and Single) and Atlantic Hall (Single).
- The All You Care to Eat 7-Day Silver Plan will be the minimum required plan for students living in Peabody, Bowditch, Marsh or Viking Hall.

Plan Name	Board Meals	Guest Meals	Dining Dollars	Clipper Card	Cost per Semester
All You Care to Eat					
7 Day Silver Plan	Unlimited	3	\$0	\$50	\$1,983
7 Day Gold Plan	Unlimited	6	\$150	\$100	\$2,173
7 Day Platinum	Unlimited	8	\$300	\$100	\$2,313

- Block Plan 1 will be the minimum required plan for all students living in Atlantic or Bates.

Plan Name	Board Meals	Guest Meals	Dining Dollars	Clipper Card	Cost per Semester
Block Plan					
Block Plan 1	42	0	\$100	\$25	\$406
Block Plan 2	60	0	\$300	\$50	\$740
Block Plan 3	140	0	\$200	\$50	\$1,160

- Summer Plan

Plan Name	Board Meals	Guest Meals	Dining Dollars	Clipper Card	Cost per week
Summer Plan					
One Week	10	0	0	0	\$150

- Charged for all day students each semester. Student may opt out and have fee waived on line.
- Applicable to all matriculated international students with a Salem State-issued visa (excluding ESL students)
- Charged for all students enrolled in at least 75 percent of a full-time course load. Student may opt out and have fee waived if covered by other health insurance. Fall only prorated charge is \$1,387.00 and spring only prorated charge is \$1,935.00.
- Annual additional fees applicable beginning with academic year 2016-17 entrants to the program (incoming or transfers).
- Annual additional fees applicable beginning with academic year 2017-18 new entrants to the program (incoming or transfers)
- Annual additional fees applicable beginning with academic year 2019-20 new entrants to the program (incoming or transfers)
- Accelerated 2nd Degree for Bachelor of Science, Nursing (BSN) is a cohort based program with a charge of Summer of 2019 entering cohort of \$575 per credit; Summer of 2020 entering cohort of \$600 per credit; Summer of 2021 entering cohort of \$625 per credit.

All charges are subject to change.

Salem State University
FY 2021 Tuition and Fees
Graduate

	Current AY 2020 and Summer 2020	Proposed AY 2021 and Summer 2021	Overall \$ Change	Overall % Change
GRADUATE				
Price Group 1 5% Course Fee increase				
Massachusetts Residents				
Per Credit	\$425.05	\$439.35	\$14.30	3%
Per Course (3 credits)	\$1,275.15	\$1,318.05	\$42.90	3%
Out of State Residents				
Per Credit	\$515.05	\$529.35	\$14.30	3%
Per Course (3 credits)	\$1,545.15	\$1,588.05	\$42.90	3%
International Student Supplemental Charge (per semester excluding summer)	\$375.00	\$375.00	\$0.00	0%
Price Group 2 5% Course Fee increase				
Massachusetts Residents				
Per Credit	\$470.00	\$486.55	\$16.55	4%
Per Course (3 credits)	\$1,410.00	\$1,459.65	\$49.65	4%
Out of State Residents				
Per Credit	\$560.00	\$576.55	\$16.55	3%
Per Course (3 credits)	\$1,680.00	\$1,729.65	\$49.65	3%
International Student Supplemental Charge (per semester excluding summer)	\$375.00	\$375.00	\$0.00	0%
Price Group 3 5% Course Fee increase				
Massachusetts Residents				
Per Credit	\$530.70	\$550.30	\$19.60	4%
Per Course (3 credits)	\$1,592.10	\$1,650.90	\$58.80	4%
Out of State Residents				
Per Credit	\$620.70	\$640.30	\$19.60	3%
Per Course (3 credits)	\$1,862.10	\$1,920.90	\$58.80	3%
International Student Supplemental Charge (per semester excluding summer)	\$375.00	\$375.00	\$0.00	0%

Note: The rates above include Tuition, Course Fee, and Capital Improvement Fee.

Salem State University
FY 2021 Tuition and Fees
Continuing Education

	Current AY 2020	Proposed AY 2021	Overall \$ Change	Overall % Change
Continuing Education				
Fall and Spring				
13.3% Course Fee increase				
Massachusetts Residents				
Per Credit	\$403.25	\$439.70	\$36.45	9%
Per Course (3 credits)	\$1,209.75	\$1,319.10	\$109.35	9%
Out of State Residents				
Per Credit	\$573.25	\$609.70	\$36.45	6%
Per Course (3 credits)	\$1,719.75	\$1,829.10	\$109.35	6%
International Student Supplemental Charge (per credit)	\$140.00	\$140.00	\$0.00	0%
Summer				
13.3% Course Fee increase				
Massachusetts Residents				
Per Credit	\$336.05	\$364.20	\$28.15	8%
Per Course (3 credits)	\$1,008.15	\$1,092.60	\$84.45	8%
Out of State Residents				
Per Credit	\$471.05	\$499.20	\$28.15	6%
Per Course (3 credits)	\$1,413.15	\$1,497.60	\$84.45	6%

Note 1: The rates above for Fall and Spring include Tuition, Course Fee, Capital Improvement Fee, and SGA Fee.

Note 2: The rates above for Summer include Tuition, Course Fee, and Capital Improvement Fee only.

Salem State University
Graduate Price Groups

Program	Program
Price Group 1	Price Group 2
Master's Programs	Master's Programs
English (MA)	Behavior Analysis (MS)
History (MA)	Counseling (MS)
Education - Master's Programs	Criminal Justice (MS)
Art (MAT)	Geo-Information Science (MS)
Chemistry (MAT)	Industrial/Organizational Psychology (MS)
Early Childhood Education (MEd)	Mathematics (MS)
Elementary Education (MEd)	Nursing (MSN)
English (MA/MAT)	Social Work (MSW)
English (MAT)	Education - Master's Programs
English to Speakers of Other Languages (ESOL) (MAT)	Higher Education in Student Affairs (MEd)
History (MAT)	School Counseling (MEd)
Leadership in Physical Education & Movement Studies (MEd)	Education - Licensure Only Programs
Library Media Studies (MEd)	School Adjustment Counselor (Initial Licensure Only)
Mathematics (MAT)	School Counseling
Middle School Education (MEd)	Graduate Certificate Programs
Middle School Math (MAT)	Applied Behavior Analysis
Physical Education (MAT)	Clinical Trial Management
Reading (MEd)	Computer Science
Secondary Education (MEd)	Counseling
Spanish (MAT)	Geo-Information Science
Special Education (MEd)	Sport Development and Management
Education - Licensure Only Programs	
Early Childhood Education	Price Group 3
Elementary Education	Master's Programs
English to Speakers of Other Languages (ESOL)	Accounting (MS)
Mathematics	Business Administration (MBA)
Middle School Education (Initial Licensure Only)	Occupational Therapy – Direct Entry (MS)
Reading	Occupational Therapy (MS)
Special Education	Graduate Certificate Programs
Graduate Certificate Programs	Business
Autism Spectrum Disorders	Financial Planning
Digital Studies	Nursing Education
Global Policy Analysis	
Holocaust and Genocide Studies	
Public History	
Public Policy and Administration	
Strategic Communications	
Teaching English to Speakers of Other Languages	
Writing and Rhetoric Studies	
Teacher Leadership	
Certificate of Advanced Graduate Study (CAGS)	
Educational Leadership	

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

Course fees	Range FY 2021
Lab fees	\$25 - \$500 per course
Clinical Fees	\$15 - \$100 per course
Day School Nursing Resource Center Fee	\$100 per course
Field Placement Fee for MSW courses (currently)	\$100 - \$250 per course
Institute Fee	\$100 per institute

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

Application Fees

Undergraduate Admissions	\$50
Graduate Admissions	\$50
Comprehensive Exam Application-Graduate School	\$50

Parking fines

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

Late fees

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

Salem State University - Cash Balance Stress Test for FY21
May 25, 2020

	FY21 Budget Pre-Covid	FY21 Budget (May)	FY21 Worst Case
Revenue (\$ millions)	171.3	144.2	126.9
Reduction vs FY21 balanced budget model pre-covid	n/a	27.1	44.4

To provide a conservative cash balance stress test, we modeled cash flows using the following assumptions:

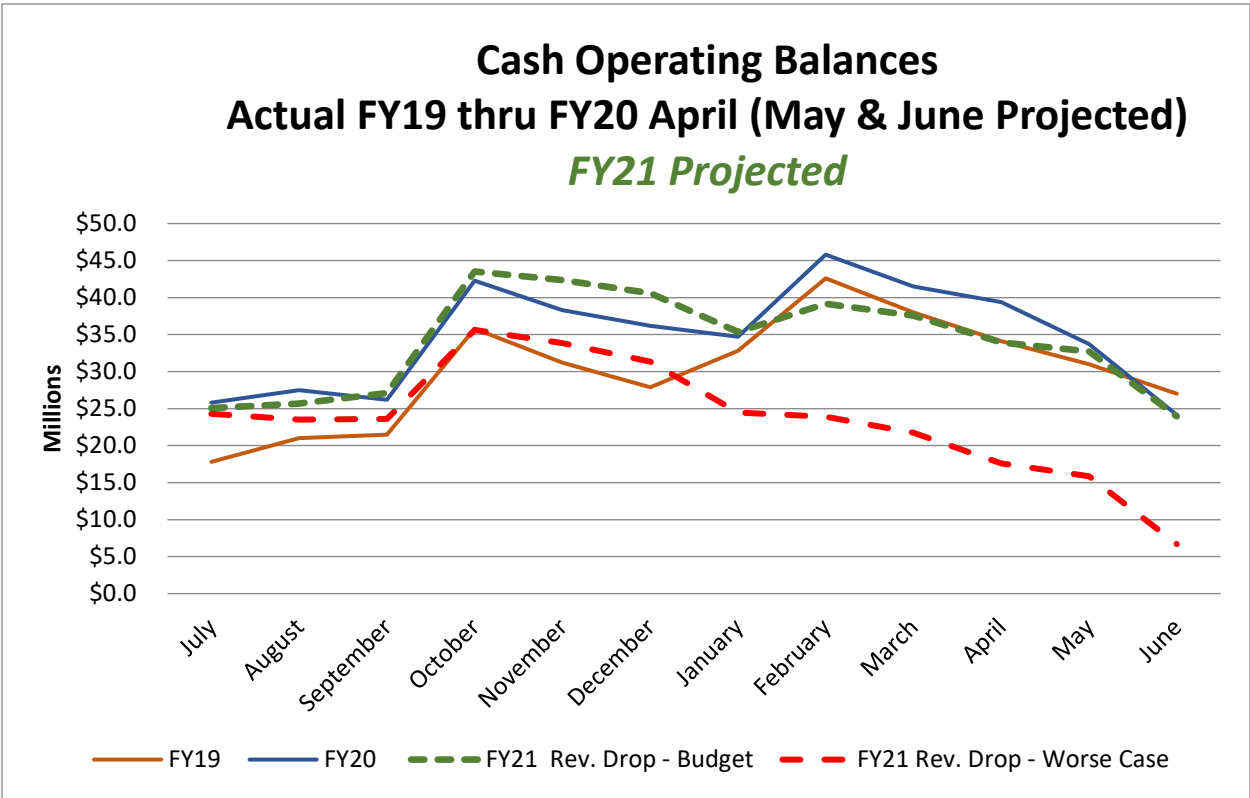
Budget Case:

- Receipts are reduced by \$27.1 million
- Disbursements are reduced by \$27.1 million from 3 year avg FY18-20

Worst Case:

- Receipts are reduced by \$44.4 million
- Disbursements are reduced by ONLY \$27.1 million from 3 year avg FY18-20

Salem State University
Cash Flow Projection for FY21, with two models:
FY21 Recommended Budget
FY21 Worst Case Revenue
May 25, 2020



REQUEST FOR TRUSTEE ACTION

Date: May 19, 2020
To: Board of Trustees
From: Karen P. House, Vice President for Finance and Facilities
Subject: Approval of Revolving Demand Line of Credit with Eastern Bank
Requested Action: Approval

Background:

Given the significant financial disruption caused by the covid-19 pandemic and in anticipation of potentially several reductions of revenue over the next year or two, and in an abundance of caution, it is prudent to have a line of credit should the university find itself requiring working capital. This is especially true given the volatility in the stock market which could make it financially unwise to liquidate assets in the university's investment portfolio to address a temporary working capital shortfall. The university is, therefore, arranging for a line of credit at Eastern Bank which would allow a draw of up to 70% of the then-market value of the university's investments. As of April 30, 2020 the market value of the portfolio is approximately \$16.1 million. There are nominal expenses to obtain the line of credit and no additional costs if the line is not used.

MOTION

The Finance and Facilities Committee recommends that the Board of Trustees approve the following motion regarding Revolving Demand Line of Credit with Eastern Bank.

Recommended motion

That the Board of Trustees hereby approves the university entering into a Revolving Demand Line of Credit with Eastern Bank at prime rate, with the investment portfolio as collateral, and authorizes the president and the vice president for finance and facilities are authorized to do all things and take all actions deemed necessary or desirable to carry into effect the matters hereby authorized including signing the loan commitment agreeing to the terms and conditions on behalf of Salem State University.

Committee Assigned: Finance and Facilities

Committee Action:

Date of Action: _____

Trustee Action:

Trustee Approval Date:

Effective Date: _____

Signed: _____

Title: Secretary of the Board of Trustees

Date: _____

From: Scoville, Christopher <C.Scoville@easternbank.com>
Sent: Friday, May 22, 2020 11:14 AM
To: Karen House <khouse@salemstate.edu>
Cc: Feingold, Pamela <P.Feingold@easternbank.com>
Subject: [EXTERNAL] Term Sheet

CAUTION: This email originated from outside of Salem State University. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hello Karen,

Our preliminary discussion with our Credit Committee went well this morning, and we've received the OK to proceed with a term sheet (attached). Please look it over, let me know if you have any questions, and if you're OK with it we can commence with underwriting.

Many thanks, and I hope you have nice long weekend.

Best,

Chris

Christopher W. Scoville
Senior Vice President
Community Development Lending
Eastern Bank

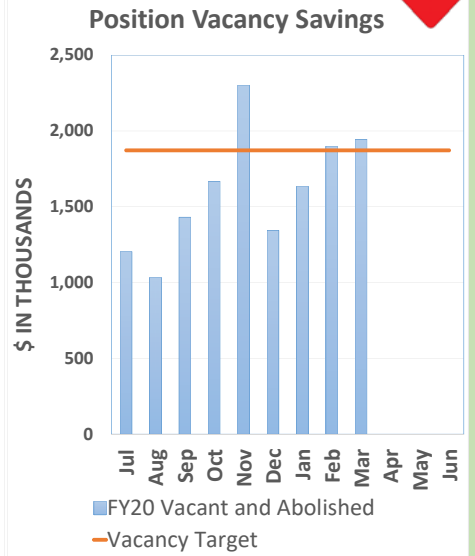
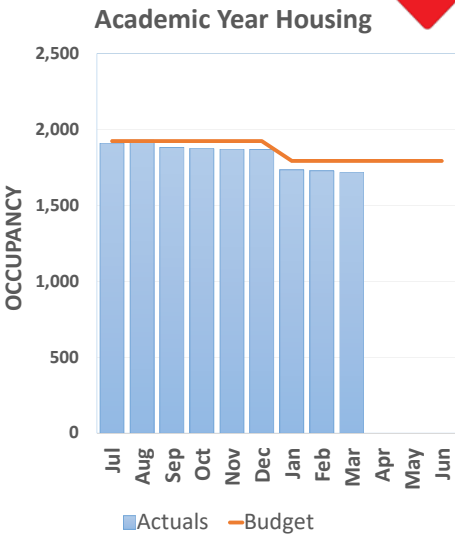
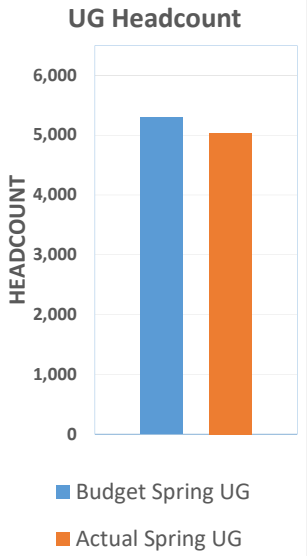
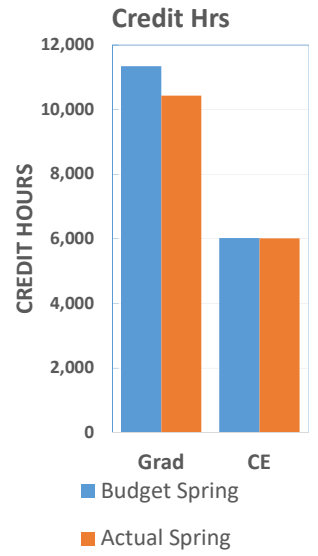
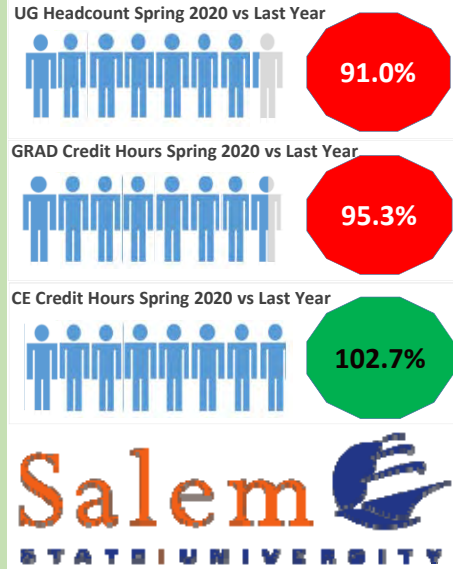
265 Franklin Street
Boston, MA 02110
p 617 295 0624

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Term Sheet

Loan Type	Revolving Committed Line of Credit
Borrower	Salem State University
Loan Amount	Up to \$11,200,000.00
Purpose	To provide a source of temporary working capital
Source of Repayment	Cash flow from Borrower operations
Collateral	First security interest (perfected by a Pledge Agreement and Control Agreement) in Eastern Wealth Management account ending in #7424.
Term	One year. At Borrower's request, Bank will seek approval to renew the Loan in additional one-year increments.
Payment Schedule	Monthly interest only payments in arrears. Principal payable upon Loan maturity.
Interest Rate	Floating at Eastern Bank Prime Rate, subject to a rate floor of 3.75% (current indicative rate is 3.75%).
Loan Fee	None
Financial Covenants	Borrower will maintain a zero balance on the Loan for a minimum of 30 consecutive days each calendar year.
Financial Reporting	The Bank will be provided with the annual audited financial statements of the Borrower, and any other information the Bank may request in its reasonable discretion. Borrower will also, upon request, provide the Bank with detailed statements of the pledged securities account. Borrower will provide monthly account statements while any Loan advances are outstanding.
Borrowing Base	Advances under the Loan will be limited to 70% of the market value of the Collateral. All requests for advances under the Loan must be accompanied by a signed Borrowing Certificate provided by the Borrower (the form of which will be drafted by Bank counsel) and an account statement demonstrating the current market value of the Collateral account.
Third Party Costs	Sponsor agrees to reimburse the Lender for third-party expenses incurred in this matter whether or not the loan closes.
Acceptance	<p>The terms and conditions detailed in the Term Sheet are acceptable and I agree to the Bank proceeding with underwriting and approval of the Loan:</p> <p>By: _____</p> <p>Title: _____</p> <p>Date: _____</p>

Statistics



Key Managed Revenues as of 3/31/2020 (current fiscal year) and March 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: 97.5%	Current FY: 94.1%	% Attainment	Prior FY: 74.8%	Current FY: 77.2%	% Attainment	Prior FY: 96.1%	Current FY*: 89.2%
\$ Actual	\$59,516K	\$56,873K	\$ Actual	\$49,165K	\$51,787K	\$ Actual	\$21,700K	\$26,934K

*Accounting change for dining is \$7.11M

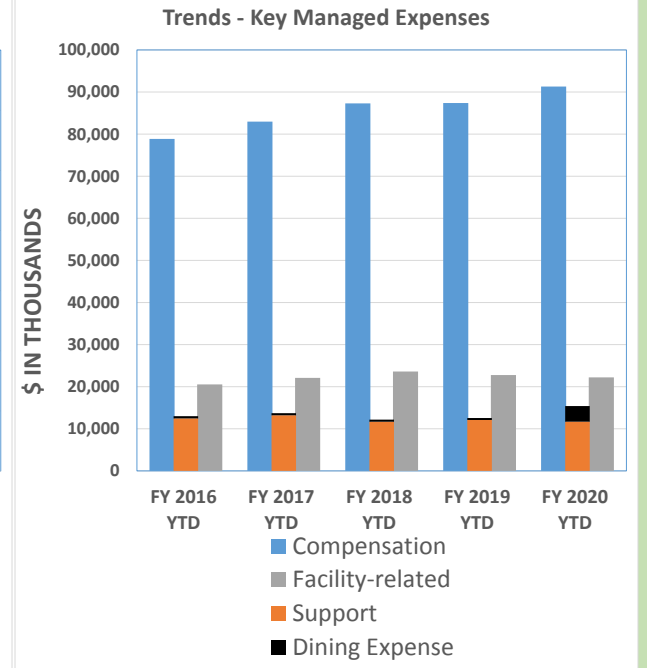
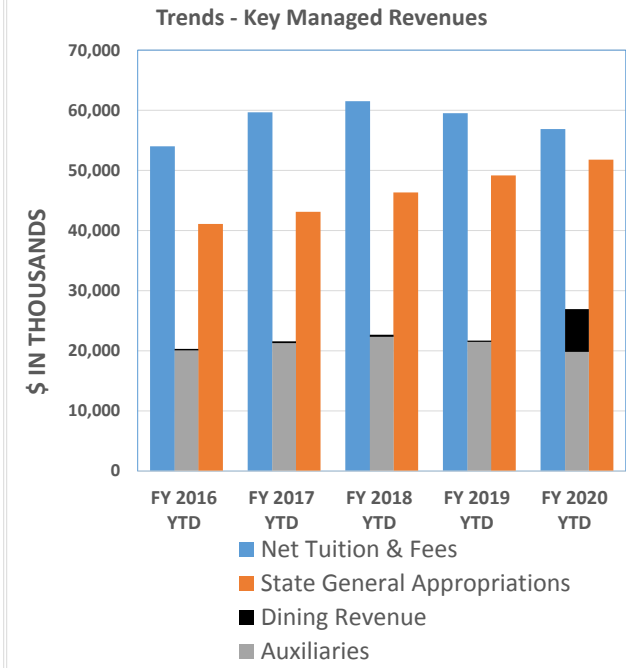
Managed Expenses as of 3/31/2020 (current fiscal year) and March month end, closed (prior fiscal year)

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: 73.4%	Current FY*: 73.1%	% Attainment	Prior FY: 65.3%	Current FY*: 50.4%	% Attainment	Prior FY: 88.3%	Current FY: 78.8%
\$ Actual	\$87,385K	\$91,299K	\$ Actual	\$12,560K	\$15,403K	\$ Actual	\$22,761K	\$22,210K

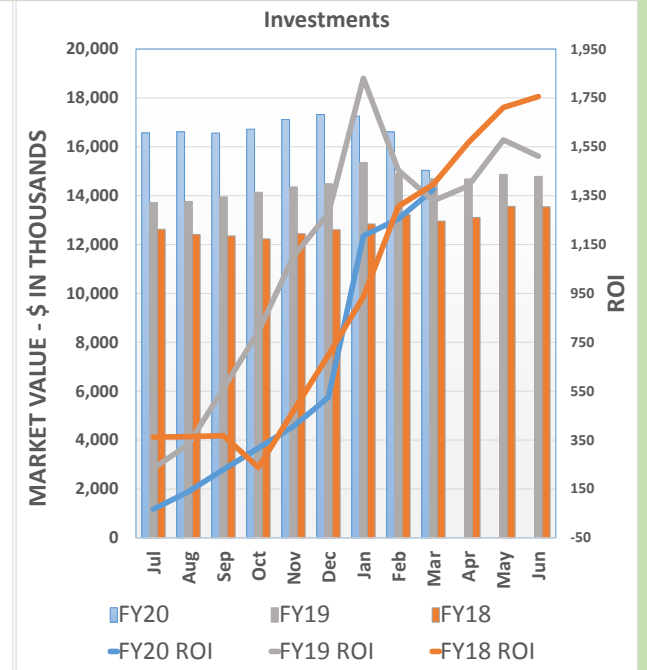
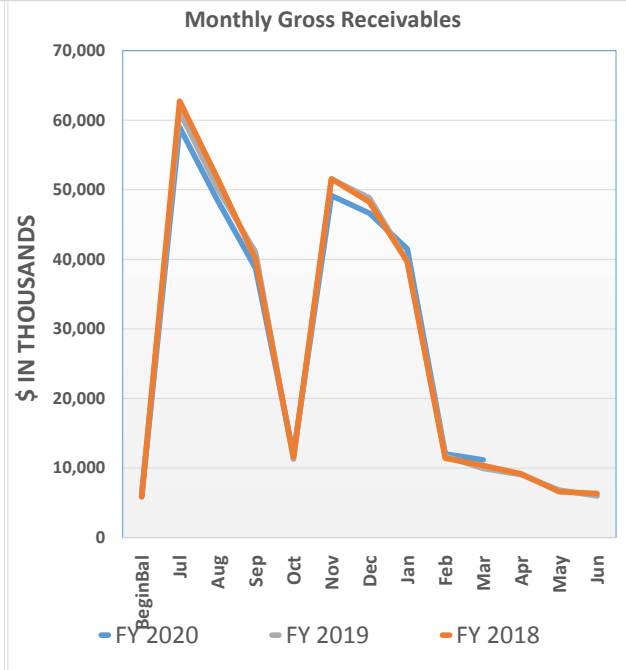
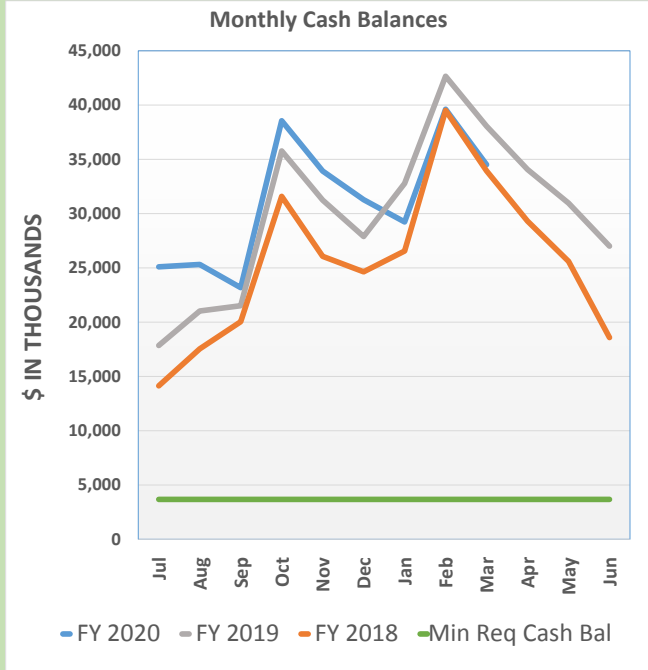
*Comparison distorted due to VSIP & timing of CBA increases

*Accounting change for dining is \$3.72M

Managed Net Income Trends as of 3/31/2020 (current fiscal year) and March Month end, closed (prior fiscal years)



Balance Sheet Trends

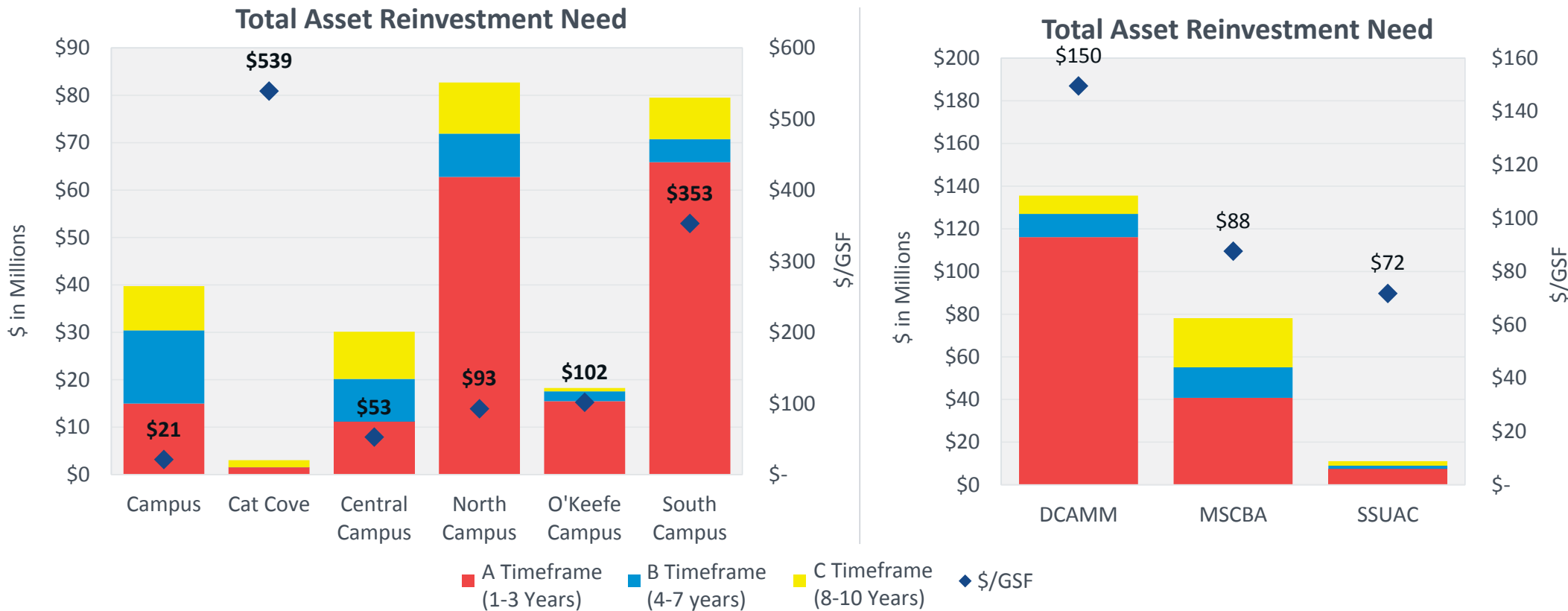


Data as of December 2017



Asset Reinvestment Need by Campus

Breaking out campus AR Need by timeframe



Sustainability Update, May 2020



Earth Days April 13 -17

The Earth Days Planning Committee had assembled a tremendous schedule of activities for the week, almost all of which were canceled when SSU began online instruction. Some classes participated in the Solve Climate by 2030 Massachusetts-specific webinar while tens of thousands of college students joined state-specific conversations across the country. Other classes showed climate change films or engaged in the City Nature Challenge 2020, identifying species in the Greater Boston area.

Electric Vehicle Charging Station Funding

Salem State received two financial awards to bring six electric vehicle charging stations to campus, securing more than 97% of the project cost:

- \$92,844 from National Grid
- \$23,360 from MA DEP EVIP

The project will bring six electric vehicle charging stations serving 12 parking spots at the O'Keefe lot, taking advantage of a unique funding opportunity.

Energy Study Funding

Salem State received notice that DOER will provide a \$100,000 grant to help SSU understand the opportunities for transitioning north campus to clean energy. As of May 11th, this had not yet been publicly announced by DOER.

Recycling Infrastructure Funding

PepsiCo awarded Salem State a Zero Impact Fund grant of \$9,783 to help us purchase recycling containers.

Sustainability Council Internship Program

The Geography and Sustainability Department and the Sustainability Office collaborated to develop the Sustainability Council Internship Program opportunity for students interested in obtaining academic credit while gaining real-world experience supporting campus sustainability initiatives. The first-ever applicant pool was larger than anticipated and a cohort of four students was chosen for the Fall 2020 semester. These students will also serve as advisors to the sustainability office and will be expected to bring student concerns forward.

**Capital Projects Status Update
May 27, 2020**

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

- Marsh Hall Dining Improvements
 - Student cooking area
 - Expanded deli and salad bar
 - Enhanced exterior seating

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

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

**Capital Projects Status Update
May 27, 2020**

Budget: \$1,000,000

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

Finance and Facilities Committee Work Plan for FY20 May 11, 2020 (updated)

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 May 11, 2020 (updated)

- 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)
 - 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/May 2020 to be scheduled (canceled)

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 6, 2020 Special meeting

- FY21 budget planning – informal status update (discussion)

May 27, 2020 w BOT June 10, 2020

Discussion or action

- Finance and Investment Matters
 - MSCBA Debt Restructure – status update (discussion)
 - Undergraduate fees for FY21 (approval)
 - FY21 all funds budget (approval) (includes trust funds, transfers, & contracts > \$500K)
 - Contingency plan if revenue is significantly worse than budgeted
 - Line of Credit with Eastern Bank (approval)

Informational material

- For information (in packet, discussion not required)
 - FY20 Q3 financials
 - Financial dashboard
 - Sustainability
 - Capital projects status update
 - Committee work plan for the year

SUBJECT: Risk Management and Audit Committee Meeting Report for May 27, 2020

In accordance with the General Laws of the Commonwealth of Massachusetts, Chapter 30A and amended by Executive Order No. __, issued March 13, 2020, suspending parts of the Open Meeting Law to allow public remote participation and participation by the public body remotely the Risk Management and Audit Committee of the Board of Trustees met remotely on Wednesday, May 27, 2020. All votes taken during this meeting were by roll call vote.

Present for the Committee: Trustees Lutts (chair), Zahlaway Belsito (vice chair), DeSimone, Katzman, and 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 3:03 pm.

It was noted that the committee will reconvene later around 6:30 pm for an executive session regarding collective bargaining strategy and a litigation matter.

Entrance interview with auditors for FY20 audit (Attachment A)

Representatives from O'Connor & Drew, the university's external auditing firm were present including David DiIulis, managing partner and Zach Laflash, audit manager. A brief presentation was made regarding the upcoming FY20 audit. In addition the Massachusetts Office of Student Financial Assistance (MOSFA) audit is required this year, due to the every third year rotation. The audit work can be completed remotely if necessary. As part of the normal inquiries regarding operations, controls, and fraud, questions will be emailed to specific representatives including trustees as part of the audit process.

COVID-19 update

Assistant Vice President Labonte along with Assistant Dean Castillo described the events and actions taken to address the COVID-19. Monitoring began mid-February with the impact of COVID-19 around the world. The university reached out to students impacted by the virus and provided support which continues. In addition the team worked with Human Resources regarding employees who have been impacted. In early May four working groups were stood up. Operational scenarios and analyzing risks associated with each are under review. Higher Education delivered guidance today and the university's planning is on track. The university is in the process of developing plans regarding return to campus. Testing, PPE equipment, facilities cleaning and contact tracing were discussed. The team continues to work with the City of Salem Board of Health and follow the CDC recommendations. The working groups have been asked to submit estimated costs to address the COVID-19 situation. There is \$1.5 million set aside in the FY21 budget proposal for COVID-19 mitigation. Initial applications have been submitted

to FEMA and the university hopes it will be eligible to receive reimbursement for expenses already incurred.

The committee paused its meeting at 3:43 pm and would reconvene around 6:30 pm for an executive session.

Trustee Lutts, committee chair, reconvened the Risk Management and Audit committee meeting to order at 7:30 pm.

Executive session

Trustee Lutts **MOVED** and Trustee Katzman **SECONDED** a motion to enter into executive session in accordance with General Laws, Chapter 30A, for discussing collective bargaining strategy and a litigation matter. A roll call vote was taken at 7:32 pm and it was unanimous to enter into executive session.

Voting in the affirmative: Zahlaway Belsito, DeSimone, Katzman, Lutts, Mattera
Voting against: None

Trustee Lutts **MOVED** and Trustee Murphy **SECONDED** a motion to exit executive session in accordance with General Laws, Chapter 30A. A roll call vote was taken 8:33 pm and it was unanimous to exit executive session.

Voting in the affirmative: Zahlaway Belsito, DeSimone, Katzman, Lutts, Mattera
Voting against: None

Trustee DeSimone **MOVED** that the Risk Management and Audit Committee meeting adjourn **SECONDED** by Trustee Zahlaway Belsito.

Voting in the affirmative: Zahlaway Belsito, DeSimone, Katzman, Lutts, Mattera
Voting against: None

The meeting adjourned at 8:35 pm.

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

Salem State University

Audit Meeting

May 27, 2020



25 Braintree Hill Office Park, Suite 102
Braintree, MA 02184
617.471.1120

Key Audit Staff

- David A. Dilulis, CPA, Engagement Partner
- Zachary Laflash, CPA, Engagement Manager
- Ryan Sheehan, CPA, Audit Supervisor
- Steven J. Cohen, CPA, Quality Control
- Michael Hammond, Partner, IT Audit & Security
- Lauren Carnes, CPA, Tax Director

Current Year Topics

- Timing of Audit
- Audit Approach
- Accounting Pronouncements

Timing of Audit Planning/Fieldwork

- Internal Control Systems Testing Week of June 1st
- Uniform Guidance Fieldwork Week of July 27th
- Start of Audit Fieldwork Week of August 3rd
- End of Audit Fieldwork August 28th
- Review and Acceptance of Finalized Reports by RMA Committee October 14th

Audit Approach

- Internal Control Systems Testing:
 - Cash disbursements
 - Student revenue & cash receipts
 - Payroll- walkthrough
 - General journal entries
- Uniform Guidance Fieldwork:
 - Student Financial Aid Eligibility Testing
 - Single Audit Compliance Testing
 - Any additional required Federal Programs
- Audit Fieldwork:
 - Risk based audit of June 30, 2020 financial statement account balances based on results of interim control testing.

New GASB Pronouncements

- GASB Statement 84 – Fiduciary Activities is effective for periods beginning after **December 15, 2019**. The objective of this Statement is to establish criteria for identifying fiduciary activities. Activity meeting the established criteria would then be presented in a statement of net position and a statement of changes in net position. Pension and other employee benefit trust funds, investment trust funds, private-purpose trust funds and custodial funds would be reported, as applicable, according to this Statement. Information of component units of a primary government would be shown in the aggregate with the fiduciary funds of the primary government. Under this Statement, a liability could be recognized to the beneficiaries in a fiduciary fund if the government has been compelled to disburse fiduciary resources.
 - **Mass. Comptroller elected to early implement for FY2020. SSU has to implement and reflect on their FY2020 Financial Statements.**

New GASB Pronouncements

- GASB Statement 87 – *Leases* is effective for periods beginning after **June 15, 2021**. Implementation of this standard will require lessees to recognize on their statement of net position the rights and obligations resulting from leases categorized as operating leases as assets, liabilities, or deferred inflows / outflows of resources. It provides for an election on leases with terms of less than twelve months to be excluded from this Statement.

Questions/Concerns

- Other items to be discussed which might have an effect on the annual audit
- Other questions/concerns regarding the annual audit