

BOARD OF TRUSTEES
October 14, 2020

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

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 Lutts called the meeting to order at 5:03 pm. He thanked the trustees for volunteering their time and service. The chair noted that the action items listed on the board’s agenda were moved forward from the September 23rd Board Committee meetings and that there were a few additional items that would be discussed.

Call to Order

II. CONSENT AGENDA – The first matter of business was the Consent Agenda. Chair Lutts mentioned that the Consent Agenda details a list meeting minutes or reports to be approved. Lutts asked if there was any discussion or modifications, hearing none he then asked if there was a motion. A motion was offered by Trustee Murphy, and upon a roll call vote, it was unanimously,

*Consent
Agenda
Approval*

VOTED: To approve the Consent Agenda of October 14, 2020 (CA-20-01)

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

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III. STUDENT FOCUS – The next business item, Student Focus is a new addition to the board agenda. Chair Lutts shared that he was pleased to introduce the new segment which will bring a student perspective to the BOT meeting. He offered that students are the reason that we are here and bringing their issues and opinions forward has been one of his goals as board chair. Lutts then welcomed Trustee Cadet for the inaugural segment to share her perspective of the new campus climate and the remote framework.

Student Focus

Trustee Cadet had great news to share with regard to students experience during the fall semester. In her opinion, one of the best things that is happening this year and one reason why our COVID case numbers are staying low is that students are finding ways to enjoy themselves on campus. Trustee Cadet said that student have had a great experiences with regards to dining on campus and

food trucks have been coming on North Campus. Another positive is that a lot of students applied for the Care Act and many students received something, which has been positive. Unfortunately, students did receive a lower amount of funding due to the high number of applicants.

Trustee Cadet mentioned that another positive is that everyone is finally feeling safe in the classroom and professors are doing their best to ensure everyone is safe. Zoom fatigue is a challenge; however, counseling and health are doing their best providing resources to students. There is not a lot of down time for students.

Chair Lutts thanked Trustee Cadet for the excellent insight into the students experience this semester.

IV. COMMITTEE ACTIONS:

Academic Affairs – Trustee Chisholm introduced the committee’s action and reminded the board that last month the committee spent its time discussing structural changes at Salem State. She said that we must continue to be student focused as we make these changes. To that end, any investment in programs must be done with the strategic framework in mind. More importantly, it must be done with the lens to serve our students while we work to align and migrate toward programs that will prepare our students for the future workforce. Tonight we offer a proposal for a new program in Health Care Studies. It’s a combined Bachelor of Science in Health Care Studies in Spanish. This program does exactly what we are looking for, a better use of already-established resources. It prepares our Spanish speaking portion of our population for employment growth in an industry that is growing. Before we read the motion, kudos to Provost Silva and Vice President Galinsky and Professor Everett.

*Academic Affairs-
Approval of
Combined BS of
Science in
Healthcare
Studies and
Spanish*

Then with no further discussion, Trustee Chisholm read the committee’s recommended motion, hearing no objections or modifications, the motion was seconded by Trustee Cadet and upon a roll call vote it was unanimously,

VOTED: The Salem State Board of Trustees approves the Combined Bachelor of Science in Healthcare Studies and Spanish (see attached). (AA -20-01)

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

Voting in the negative: None

Absent: None

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Finance and Facilities - The next action on the agenda was the Finance and Facilities which was introduced by Trustee Katzman who noted that this committee had a very thorough discussion at its last meeting. The board is familiar with this discussion around a topic that everyone is familiar with, which is to align our cost structure with our current enrollment and likely future enrollment. In addition, the COVID crisis has added a further strain so it is important to make sure that we focus on cutting costs.

Trustee Katzman continued that it’s also important that we make investments in growth programs to make sure that SSU can prosper in the future. We must do what is right for students. He added that the board had previously discussed that it would not be possible to cut to prosperity.

Trustee Katzman introduced the committee's recommended motion that allows for the establishment of a new account at Eastern bank for ACH payments. Trustee Katzman then read the motion and hearing no further discussion asked if there was a second. Trustee Russell seconded the motion. Following a roll call vote, it was unanimously,

*Finance & Facilities
Approval of Eastern Bank Account ACH payments*

VOTED: The Board of Trustees authorizes the establishment of a new Eastern Bank account for ACH payments for Salem State University. Authorized signers on the account will be the vice president for finance and facilities/CFO, university controller, and associate director of accounts payable. (FF-20-01)

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

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*Executive:
Adoption of Title IX Regulations*

Executive - Chair Lutts announced the next action was from the Executive Committee to seek approval to adopt the new Title IX regulations, and he wanted to recognize the discomfort that he felt about the regulations, and that he knew that discomfort was shared by at least several others on the Board. In seeking to ensure due process to those who are accused, the regulations pose significant challenges for our community in terms of supporting those who are harmed. While Chair Lutts appreciated the desire to strike a balance between affirming both the rights of survivors and the rights of the accused, he was not comfortable that these regulations succeed in doing that.

Lutts continued, he understood that Dean Panzella has been working closely with Siobian Feeney, the University's Title IX Coordinator, to ensure that the student code of conduct addresses those incidents and circumstances that will not fall within the new definitions of Title IX offenses, but which are still harmful to our campus community and which necessitate action. He has faith that the University's student code of conduct will serve to fill at least some of the void that has been created by the new regulations.

From a very pragmatic point of view, He pointed out that the regulations are federal law and we don't have a choice in whether to adopt them or not. We can't simply flout the law, much as there may be times when we would like to. Also, violations of Title IX by schools puts their federal financial aid funds in jeopardy – like almost every other college and university, Salem State is dependent on those funds.

Trustee Zahlaway Belsito expressed her strong concerns and discussed her background and experience relative to gender issues and knowledge of sexual harassment. Trustees Cadet, Contreras and Mattera also shared strong reservations. Discussion ensued regarding that the university had little option but to adopt the regulations or risk jeopardizing federal financial aid. Assurances were given that work would continue with the university's student code to fulfill voids created by the new regulations.

While Chair Lutts said that understood the uneasiness of adopting the new regulations, he urged the BOT to vote yes on this matter.

Chair Lutts read the motion and hearing no further discussion asked if there was a second. Trustee Chisholm seconded the motion, and following a roll call, it was,

VOTED: The Board of Trustees approve the incorporation of the new Title IX Sexual Harassment Policy into the State University’s Equal Opportunity, Diversity, and Affirmative Action Plan, effective August 14, 2020. (EX-20-01)

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

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V. PRESIDENT’S REPORT:

President Keenan provided an update on a wide array of matters including: Covid testing across system is working well. Commissioner Santiago has cited SSU’s efforts in his comments.

The president then offered an update on the Governor’s budget. Then he thanked the BOT for bringing the resolution and attention to the state appropriation. President Keenan and the COP recently met with Speaker DeLeo and the Chairs of the Higher Education Committee, Senator Gobi and Representative Ross. They are also speaking with Senate President Karen Spilka. President Keenan is meeting with Congressman Moulton tomorrow. President Keenan suggested that Governor Baker’s budget increase is a very positive sign, especially if it holds.

President Keenan thanked Bruce Perry and others for their work on NECHE. He mentioned that SSU is working with President Bertolino regarding the upcoming NECHE visit. President Keenan is very excited about the upcoming AACSB visit for BSB which is only days away.

President Keenan then gave a lengthy explanation of the Sustainable Path Forward Task Force. He extended thanks to chairs Interim Dean Raminder Luther and Professor Monica Leisey. The Task Force consists of thirty-nine members from across the campus community. Their charge is to eliminate roughly \$15M structural deficit in our budget. This is not simply a budget exercise but rather an opportunity to reimagine SSU’s future as a regional comprehensive university. The university must adapt to changing times, changing enrollment, changing demands for programs and changing demands on our finances.

We need to position ourselves to be stronger coming out of COVID and into the impending decline of 2025. The Task Force recommendations or suggestions, along with NECHE assessment will help us build our next Strategic Plan. The president addressed some concerns how the Task Force chairs were selected. In consultation with PEC, President Keenan selected the two chairs and the only parameters set were the \$15M target, in accordance with our strategic plan, and SSU Bold, was non-negotiable. President Keenan indicated that he selected Drs. Luther and Leisey due to their combined administrative and faculty experience make them uniquely qualified. He also finds the suggestion that he has somehow ordered a preconceived outcome rather humorous. As he was sure that anyone who knows Raminder and Monica would agree. He then indicated that the thirty-nine members on the committee represent a cross-section of the campus:

Executive Committee – Approve Incorporation of Title IX Regulations

President’s Report

12 MSCA
10 APA
4 AFSCME
8 NUPS (3 Academic Admins)
4 Students
1 Trustee (Kathy Murphy)

The taskforce then broke down into three sub-committees. The goal is not to change who we are – but really how we deliver what we do – and to whom. President Keenan said that he is looking forward to receiving the committee’s recommendations.

Lastly, there will be a Shared Governance Special Meeting of the Board of Trustees on November 4th. It will be facilitated by Dr. Steve Reno. Union representatives are welcome to join. It is essential that we work together to solve our problems.

VI. CHAIR’S REPORT – Yielded time back

Chair’s Report

VII. OPEN FORUM:

*Open Forum:
Topics from SSU
Community*

Topics from the SSU Community - Vice Chair Butts introduced the next segment “Topics from the SSU Community” Previously known as the Open forum, the new segment will allow the SSU community to submit questions and comments in advance of BOT meetings. This will allow the Board to gauge community concerns and to properly respond to questions and maximize the group’s time together. As this was the inaugural use of the submission portal via Zoom, one question was submitted from the community concerning what personnel and resources are you (the BOT) dedicating to fighting for state and federal funding. Vice Chair Butts invited her fellow chairs to respond to the question. She added that today’s action of voting to accept the Title IX Regulations to preserve federal funding for students despite the BOT’s displeasure with the federal regulations, is just one example of the hard votes the BOT must take in consideration of funding for the university. Butts also noted that Project Bold, is an initiative that she has advocated for in seeking the maximum amount of state funding. She has also contributed personal funds, as have many other trustees.

Trustee Katzman responded, that as a SSU alum, he is aware that today’s SSU student’s pay approximately five times what he paid as a student to attend the university. He shared that faculty and the administration have a responsibility to change academic programming to meet the needs of students of today and the future, and to provide robust internships. He hoped the Task Force would recommend needed changes for the university. Trustee DeSimone offered that the Campaign includes increased scholarship aid which enhances high-impact and retentions programs to foster student success, which is a priority for the university and will have a high priority on the student experience at SSU and improve the overall fiscal health of the university. Trustee Zahlaway-Belsito reminded those in attendance of the percentage of federal funds invested towards higher education and encouraged contacting elected officials to reinvestment in higher education.

A brief discussion followed between Chair Lutts and Vice Chair Butts regarding how to improve access for submission of questions for future BOT meetings. Secretary Montague offered that posting the notice earlier to allow for submission of questions and working with ITS should help with this effort.

Comments of the Salem Chapter MSCA President – President Chenault shared comments regarding the MSCA perspective on the Future of Salem State (see attachment). President Chenault discussed the university’s purpose and importance to students, its impact on the region and workforce development. Obstacles including costs of attendance, enrollment concerns and rising competition were mentioned. Finally, solutions and strategies to increase revenues and consideration for educational quality, student success, racial equality, and community impact as key criteria in all financial, policy and program decisions.

Comments of Salem Chapter MSCA President

Chair Lutts thanked President Chenault for her comments.

IX. NEW BUSINESS:

New Business:

Resolution: Chair Lutts introduced a Resolution in Support of level-Funding for Public Higher Education and then suggested that given the Governor’s recently released budget that there would be a modification to the resolution so that it would urge that Legislature to provide, at a minimum, the Governor’s proposed FY21 budget released today increasing the appropriation for each of the Commonwealth’s state colleges and universities.

Resolution in support of Higher Education Funding

Chair Lutts read the motion and asked if there was a second. Trustee DeSimone seconded the motion, and following a roll call it was unanimously,

VOTED: The Salem State Board of Trustees hereby approve the Resolution in Support of the Governor’s FY21 Budget released today increasing the appropriation for each of the commonwealth state colleges and universities. (see attached NB-20-01)

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

Executive Committee: Chair Lutts introduced the next matter regarding approving revisions to the Executive Committee Charter revisions. The revisions will become effective immediately and include having the Vice President of Diversity and Inclusion report to the Executive Committee. Chair Lutts read the motion, hearing no further discussion, asked if there was a second, Trustee Contreras seconded the motion, and following a roll call it was unanimously,

Executive Committee Charter Revisions approval

VOTED: The Salem State Board of Trustees hereby approves the revisions made to the Executive Committee charter as presented (see attached NB-20-02). This action shall become effective immediately upon approval.

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

Governance Committee Charter approval

Governance Committee: The Governance Committee was the next item on the agenda. Trustee Mattera gave context to the item by reminding the trustees that the BOT had established the new Governance Committee and that some time was spent at the committee's first meeting drafting its charge. The committee will identify potential successor trustees that represent and reflect the student population and community at SSU and recommend them to the president and ultimately to the governor for nomination. The committee will also review board functionality and board surveys to make recommendations on how the board can function more smoothly and effectively. Finally, the Governance Committee will serve as the Nominations Committee so that officer positions for the BOT will now go through this group.

Chair Mattera offered the motion and hearing no further discussion asked if there was a second. Trustee DeSimone seconded the motion, following a roll call it was unanimously,

VOTED: The Salem State Board of Trustees hereby approves the Governance Committee charge as presented (see attached NB-20-03). This action shall be effective immediately upon approval.

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

*Governance Comm
Charge
Approval*

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XI. ADJOURNMENT – There being no further business to come before the Board and on a motion made by Trustee Katzman and seconded by Trustee Murphy, it was unanimously:

Adjournment

VOTED: To adjourn the meeting at 6:13 pm.

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

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Respectfully submitted,



John Keenan
President

A handwritten signature in cursive script, appearing to read "John Keenan".

Lynne Montague
Secretary to the Board of Trustees

Meeting of the Board of Trustees
October 14, 2020
Virtual Meeting

Consent Agenda

Approval of the following Meeting Minutes and Committee Reports:

Board of Trustees: June 10, 2020

Executive: August 19, 2020

Institutional Advancement, Marketing & Communication: September 23, 2020

Finance & Facilities: September 23, 2020

Academic Affairs & Student Life: September 23, 2020

Risk Management & Audit: September 23, 2020

Executive: September 23, 2020

APPROVED
1505 1 1
Board of Trustees
Salem State University

REQUEST FOR TRUSTEE ACTION

Date: September 2, 2020
To: Board of Trustees
From: Karen P. House, vice president for finance and facilities
Subject: Eastern Bank – New Account for ACH payments
Requested Action: Approval

Salem State University has bank accounts at Eastern Bank for its operations. Due to the COVID-19 pandemic, Finance and Facilities is taking the initiative to pay the university’s vendors by an Automated Clearing House (ACH) payment instead of paper checks. We will request our vendors to receive payments by ACH rather than traditional paper checks for health, improved customer service, and for operational efficiency. Therefore, the university needs to open an ACH bank account at Eastern Bank. The following university administrators will be authorized signers on the account: vice president for finance and facilities/CFO, university controller, and associate director of accounts payable.

Authorization by the Board of Trustees is requested on the motion below.

MOTION

The Finance and Facilities Committee recommends that the Board of Trustees approve the following motion regarding the establishment of a new bank account at Eastern Bank for ACH payments by Salem State University.

Recommended motion

The Board of Trustees authorizes the establishment of a new Eastern Bank account for ACH payments for Salem State University. Authorized signers on the account will be the vice president for finance and facilities/CFO, university controller, and associate director of accounts payable.

Committee: Finance and Facilities
Committee Action: Approved
Date of Action: September 23, 2020

Trustee Action: Approved
Trustee Approval Date: October 14, 2020
Effective Date: October 14, 2020

Signed: Lynne Munfell
Title: Secretary of Board of Trustees
Date: 10/14/2020

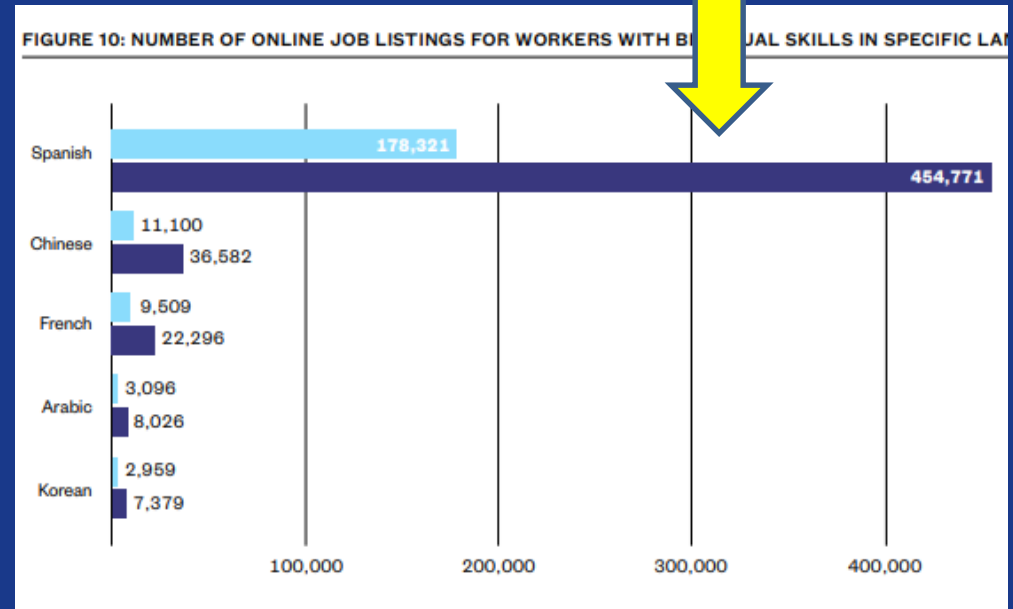
APPROVED
OCT 14 2020
Board of Trustees
Salem State University

Combined BS in Healthcare Studies & Spanish

- Combines two already-established majors
- New major is marketable to new students
- Heritage-speakers of Spanish transform language and cultural skills into employable assets.
- Non-heritage speakers develop linguistic and intercultural skills.
- Increased experiential opportunities
- Efficient progress towards graduation
- Streamlined advising
- Better use of already-established resources

Healthcare Industry and Spanish

- “Health care is among the fastest-growing sectors in the US economy” (Burning Glass)
- Occupational Projections for 2012-2022 that saw continued growth in healthcare services (North Shore Workforce Investment Board)
- “Demand for bilingual workers is especially high in certain industries, notably finance and healthcare” (New American Economy)
- What language is most needed?
Spanish



Serving an evolving population

- In 2018 the Massachusetts Board of Higher Education implemented an "Equity Agenda" that made "underrepresented student populations" a priority.
- In the last ten years, enrollment has declined by 22.88%. At the same time, the percentage of students who identify as "Latino" has increased 125.83% (from 600 in 2010 to 1,355 in 2019). In other words, Salem State's population is increasingly becoming Latino.
- The Board of Higher Education identified the Hispanic or Latino among their priorities.
- This Combined BS prepares the Spanish-speaking portion of our population for employment in a growing industry.

Serving Early College

- Program goals:
 - A seamless, scaffolded transition to the university experience
 - Two career pathways, one of which is Healthcare
- **Healthcare Studies offers two courses for Early College**
- **The Forten Scholars Program: Salem High School.**
 - 50 students each year take up to 12 college credits
 - Student demographics: 43% Latino, 7.7% African American, 2.3% Asian
33.8% English as a Second Language (majority = native Spanish speakers)
- **The Viking Scholars Program: Lynn Classical High & Lynn English High**
 - 72% students from under-represented populations (90%+ economically disadvantaged)
 - Student demographics: 63% Latino, 9-11% African American, 9% Asian;
27-32% English Language Learners (majority = native Spanish speakers)

Summary Budget – Original

Based on conservative enrollment projections

Assumptions

- Majors: In Year 1, 25 students; by Year 5, 64 students (net new)
- Start Up Costs (Year 0): \$87,627: marketing and one adjunct faculty
- Full-Time Faculty: In Year 1, add one; in Year 3, add a second.

	Year 0 FY21	Year 1 FY22	Year 2 FY23	Year 3 FY24	Year 4 FY25	Year 5 FY26
Operating Revenue	\$ 0	\$227,167	\$369,204	\$520,001	\$541,167	\$653,495
Operating Expenses	\$ 87,627	\$176,936	\$285,985	\$310,436	\$312,053	\$317,820
Net	\$ (87,627)	\$ 50,231	\$ 83,219	\$209,565	\$229,114	\$335,676
Cumulative Net	\$ (87,627)	\$ (37,396)	\$ 45,823	\$255,388	\$484,502	\$820,178

Summary Budget – Revised (draft)

Based on conservative enrollment projections

- Majors: Year 1 = 25 students; by Year 5 = 64 students (net new)
- Start Up Costs (Year 0): **\$27,000**: marketing
- Adjuncts: Year 1: 3 adjunct sections/semester [~\$5,500 each = \$33K]
Year 2+: 1 adjunct section/semester [~\$5,500 each = \$11K]
- Full-Time Faculty: 1 in Year 2 (FT Temp); 1 additional in Year 4
- Salary and wage increases = 2%/year

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
	FY22	FY23	FY24	FY25	FY26	FY27
Operating Revenue	\$ 0	\$227,167	\$369,204	\$520,001	\$541,167	\$653,495
Operating Expenses	\$27,000	\$152,242	\$189,160	\$296,340	\$329,121	\$335,249
Net	\$ (27,000)	\$ 74,925	\$180,044	\$223,661	\$212,046	\$318,246
Cumulative Net	\$ (27,000)	\$ 47,925	\$227,969	\$451,630	\$663,676	\$981,992

REQUEST FOR TRUSTEE ACTION

Motion: to recommend to the full board the approval of a Combined Bachelor of Science in Healthcare Studies and Spanish.

This action shall be effective immediately upon its approval by the Board of Trustees

2020 FINAL TITLE IX REGULATIONS

Definition & Background

“No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance.”

- Title IX of the Higher Education Act was passed in 1972 prohibiting sex discrimination by schools that receive federal funding.
- Educational programs and activities that receive federal funds from the Department of Education must operate in a nondiscriminatory manner.
- The DOE is the executive administrative agency that issues regulations and guidance letters interpreting the statute, including further defining what constitutes "sex discrimination" and what actions schools are required to take to comply with Title IX.
- a recipient of funding may not retaliate against any individual for opposing an unlawful educational practice or policy, or because a person made charges, testified or participated in any complaint action under Title IX.

Title IX Chronology

1972

Department of Education (DOE) enacts Title IX Regulations

1972 - 2011

Title IX Regulations applied primarily in gender equality and athletics

2011

Office of Civil Rights (OCR) releases the “Dear Colleague” letter emphasizing the application of Title IX to instances of sexual misconduct in schools (sexual misconduct is considered a form of gender discrimination)

2014

OCR releases Q&A guide on Title IX and Sexual Violence. Issues further guidance, including very detailed concepts for schools to adopt (*i.e. preponderance of evidence standard, urging single investigator model rather than hearings and increased protections for victims*).

2017

The Department of Education issues a new “Dear Colleague Letter” rescinding the prior dear colleague letters and confirms the DOE will engage in the formal rulemaking process on how universities respond to complaints of sexual misconduct.

2020

May 6, 2020, final rules released with August 14, 2020 effective date.

Major Changes in Title IX Definitions

	Previous SSU Definitions/Policy	New Title IX Definitions/Policy
<u>Sexual Harassment</u>	<p>Unwelcome conduct of a sexual nature is prohibited when:</p> <ol style="list-style-type: none"> 1. Quid pro quo Sexual Harassment; and/or 2. such conduct has the purpose or effect of substantially interfering with an individual's academic or work professional performance or creating a sexually intimidating or hostile employment, educational, or living environment 	<p>Sexual Harassment includes three (3) types of misconduct:</p> <ol style="list-style-type: none"> 1. Employee quid pro quo; 2. Unwelcome conduct that a reasonable person would find so severe, pervasive, and objectively offensive that it denies a person equal access to the institution's educational program or activity; 3. Sexual assault [as defined in the Clery Act], or dating violence, domestic violence, or stalking [as defined in the Violence Against Women Act (VAWA)].
<u>Jurisdiction</u>	<ul style="list-style-type: none"> • Occurs during University sponsored events or events of organizations affiliated with the university, including study abroad and outside internships • On Campus, or • Off campus, when the conduct involves behavior by or toward a community member, which (1) occurs during University-sponsored events or the events of organizations affiliated with the University; (2) negatively impacts a person's access to education programs and activities; (3) adversely affects or disrupts the campus community; and/or (4) poses a threat of harm to the campus community 	<ul style="list-style-type: none"> • Only within the United States • On Campus, or • Off-Campus, only if the location is part of "operations" <u>and</u> institution has substantial control over the place and the respondent" <ul style="list-style-type: none"> ▪ Includes any building owned or controlled by a student organization that is officially recognized by a university
<u>Notice/Actual Knowledge</u>	<ul style="list-style-type: none"> • "Constructive notice" University responds when a "responsible employee" "knew or reasonably should have known" of the sexual harassment • Once university employee receives report, the University is "on notice" of the incident and the University is then required, under most circumstances, to investigate 	<ul style="list-style-type: none"> • Notice of sexual harassment allegations provided to Title IX Coordinator, or • An official who has authority to institute corrective measures on behalf of the university • Actual knowledge does <u>not</u> trigger the obligation to investigate, but does trigger the obligation to provide supportive measures

Other Changes to Title IX Regulations

Standard of Proof	Schools can choose the burden of proof for Title IX adjudications
	✓ Salem State University has elected to keep the “preponderance of evidence” or “more likely than not” standard in place
Supportive Measures	Once a school has actual knowledge, university response must be mandatory, proactive and interactive, including the Title IX coordinator contacting a complainant, informing/offering a complainant supportive measures and explaining to a complainant the process for filing a formal complaint
	✓ Salem State University already has this process in place and will continue offering supportive measures and walking a complainant through the process
Informal Resolution	Schools can offer informal resolution options, such as mediation, to the parties, but both parties must give voluntary, informed, written consent. <i>**Note that schools cannot offer informal resolution for allegations that an employee sexually harassed a student</i>
Single Investigator Model	The investigator can no longer be the same person who determines whether the respondent is responsible. The university is to create/assign decision makers to determine issues of relevancy during live hearing and whether respondent is responsible
Live Hearings	Schools must provide live hearings for formal complaints of sexual harassment, including cross examinations conducted by advisors, questions by the decision maker, and audio or audio- visual recording or transcript of the hearing. Further, should a party not have an advisor, the university is obligated to provide one to the party

Title IX Complaint Process (pg. 1/2)

<u>Notice:</u>	<u>Investigative Process:</u>	<u>Live Hearing:</u>
<ol style="list-style-type: none"> 1. After filing formal complaint, notice sent to parties as soon as practicable. 2. Notice must include <ul style="list-style-type: none"> ➤ allegations, identity of parties, ➤ date, time and location of the incident (if known), ➤ parties' procedural rights, presumption of non-responsibility, ➤ Parties right to advisor ➤ Information related to informal Resolution Process 3. The parties have 10 days to respond and no investigative interviews will be conducted until after the 10 days 	<ol style="list-style-type: none"> 1. Administrative Investigators will be assigned 2. Party and witness interviews 3. Collection of Evidence, both inculpatory and exculpatory 4. Following collection of evidence, parties and advisors will be provided all evidence for review and will have 10 days to provide written response 5. Administrative Investigator will review the written responses to the evidence, if any, and, based on all the information provided, will complete investigative report summarizing the relevant evidence related to the allegations <ul style="list-style-type: none"> • The report cannot make a determination of responsibility 6. The report will be forwarded to the parties for review and written response 7. The final report written and forwarded to the parties & decision maker prior to hearing 	<ol style="list-style-type: none"> 1. The Title IX Coordinator will schedule a live hearing to be conducted in-person (if requested parties can be in separate rooms) or virtually and all parties, advisors, witnesses and decision makers, must be able to see and hear each other 2. At live hearing, the decision maker asks questions of the parties and witnesses 3. The decision maker will permit each party's advisor to ask the other party and any witnesses relevant questions including those challenging credibility. <ul style="list-style-type: none"> • Prior to the advisor asking a question, the decision-maker will determine relevancy • If the party does not have an advisor present, the university will provide the party with one 4. All parties and witnesses must "submit" to cross-examination for their statements to be considered in the determination. <ul style="list-style-type: none"> • If a party does not "testify", their out-of-hearing statement cannot be used as part of decision-maker's determination of responsibility • Decision Maker(s) cannot draw an inference about the determination regarding responsibility based solely on a party's or witness's absence from the live hearing or refusal to answer cross-examination or other questions.

Title IX Complaint Process (pg. 2/2)

Determination of Responsibility:	Appeal Process:
<ol style="list-style-type: none"> 1. To reach a determination, the Decision Maker will apply the preponderance of evidence standard 2. The Decision Maker(s) will make submit a written determination regarding responsibility to the Title IX Coordinator 3. The written determination will include: <ul style="list-style-type: none"> • Identification of the allegations of sexual harassment; and • Description of the procedural steps taken from the receipt of the formal complaint through the determination, • findings of fact supporting the determination; and • Conclusions regarding the application of the Title IX Sexual Harassment Policy to the facts; and • A statement of, and rationale for, the result as to each allegation, including a determination regarding responsibility, any disciplinary sanctions the University imposes on the Respondent, and whether remedies designed to restore or preserve equal access to the University's education program or activity will be provided by the University to the Complainant; and • the University's procedures and permissible bases for the Complainant and Respondent to appeal. 4. The decision maker will send the written determination to the Title IX Coordinator to be disseminated to the parties simultaneously 	<p><i>Parties can appeal dismissal of formal complaint and final determinations</i></p> <ol style="list-style-type: none"> 1. The parties have ten (10) days following receipt of written determination to appeal decision 2. The three grounds for which a determination can be appealed: <ol style="list-style-type: none"> I. Procedural Irregularity that affected the outcome of the matter (i.e. failure to follow procedures) II. New evidence not reasonably available at the time determination was made, but could affect the outcome of the matter III. The Title IX Coordinator, investigator or decision maker had a conflict of interest or bias for or against an individual party, or for or against complainants or respondents in general, that affected the outcome of the matter. 3. The Appellate Administrator/Body will not be the same person as the Decision Maker(s) that reached the determination regarding responsibility or dismissal, the Administrative Investigator(s), or the Title IX Coordinator 4. The parties will submit written statements and the Appeals Officer will hear the appeal and issue a written decision simultaneously to the parties describing the result of the appeal and the rationale for the result.

Title IX Complaint Timeframes

Title IX Complaint Phase

Parties provided notification of allegations	⑩ Promptly
Response to allegations Due	⑩ 10-Calendar Days following Notice
Formal Investigation	⑩ To be concluded, where practicable, within 60-calendar days of notice of allegations
Evidence Review & Written Response	⑩ 10-calendar days to review evidence and submit written response
Investigatory Report	⑩ As soon as practicable/Promptly (depending on if/how much additional investigation is required)
Investigatory Report Review & Written Response	⑩ 10-calendar days to review investigative report and submit written response
Live Hearing Scheduled	⑩ Within 15-business days of receipt of Investigative Report written responses
Determination of Responsibility	⑩ Within 10-business days following conclusion of live hearing
Appeal Submittal	⑩ Within 10-calendar days of written determination
Appeal Response	⑩ To be concluded, where practicable, within 30-calendar days of receipt of written appeal

Timeframe

New Title IX Regulation Concerns

- Likely to have chilling effect on victims
- Costly and difficult to implement
- Narrowed definitions of sexual harassment and jurisdiction
- Turns universities into courts
- Very prescriptive procedural requirements
 - Live hearings that are recorded
 - Parties advisor allowed to cross examine all witnesses and other party, including asking credibility questions
 - If a party does not have an advisor, the university must provide one to the party during the live hearing
 - Issues and decisions of relevance

Final Important Notes

- Title IX complaints that are dismissed for not meeting the new definition of Sexual Harassment or fall outside university jurisdiction may still be processed via other personnel and student policies, including the Discriminatory Harassment and Retaliation Policy and the Student Code of Conduct
- University working towards compliance with the new Title IX, including the following:
 - Assigning personnel involved in the Title IX Complaint Process mandatory and specific Title IX trainings (i.e. relevance, conflict of interest) via SUNY Code of Conduct platform
 - Working with Communications and Marketing to ensure all training materials available on SSU website
 - Ensuring seven (7) year recordkeeping requirement adhered to

Resolution in Support of Level-Funding for Public Higher Education

WHEREAS, the Commonwealth is confronted with some of the most difficult challenges it has faced in our lifetimes and the continuing public health crisis and its economic fallout affects every corner of our state and most deeply impacts those who were already struggling;

WHEREAS, in past recessions, public higher education has received cuts in state aid, even as it has served as a refuge for people of all ages, a tool for economic growth, and an invaluable opportunity for the residents of the Commonwealth;

WHEREAS, the ability of colleges to raise tuition and fees to compensate for lack of state funding has led to crushing and unsustainable student debt and is, particularly during a pandemic, an unfair and inappropriate avenue to offset reductions in state aid;

WHEREAS, public higher education is indispensable to the economic vitality of our Commonwealth and to the tens of thousands of students, especially low-income students, and students of color, who rely on an affordable and high-quality public higher education system;

WHEREAS, the long-term health of our economy and our students' futures are at risk if we allow our public institutions of higher education to suffer irreparable damage during what we all hope and expect to be a relatively short-term crisis;

WHEREAS, faculty and staff in community colleges, state universities and the University of Massachusetts system are experiencing the elimination of programs, service cuts, and increased use of part-time faculty and staff; and

WHEREAS, any potential funding cuts are hitting a system of public higher education that prior to COVID-19 was already confronting a decades-long history of being chronically under-resourced which has made the financial consequences of COVID-19 particularly devastating for our students and campuses;

WHEREAS, the state has already provided limited immediate relief to our colleges and universities by level funding state services, including public education, through October 2020 which has aided in their re-opening and helped to prevent some of the worst potential cuts to student services, programs, staff, and faculty employment;

WHEREAS, maintaining level funding for the remainder of the fiscal year will strengthen the ability of those colleges and universities to weather the COVID-19 crisis and reemerge as a crucial and strong contributor to our recovery;

WHEREAS the stability of our local economies and our economic recovery post-COVID-19 depend heavily on the ability to maintain strong employment now and to ensure the economic benefits the public higher education system engenders including the tax revenue that a healthy economy produces;

THEREFORE, be it resolved that the Board of Trustees at Salem State University urges the Legislature to provide, at a minimum, level-funding for the FY21 to each of the Commonwealth's public colleges and universities.



Board of Trustees Executive Committee Charter

Purpose:

The Executive Committee of the Board of Trustees shall be a permanent committee which will take actions as needed between scheduled meetings of the full Board, including time sensitive matters. In addition, the Executive Committee will address Diversity and Inclusion and campus climate, as well as all matters not assigned to other permanent committees including, but not limited to, those listed under responsibilities below:

Responsibilities:

- (a) To act upon matters for the Board of Trustees, when immediate action is necessary.
- (b) To consider and act upon proposals by the President for action which the Board may have generally or specifically authorized the President to take with the concurrence of the Executive Committee.
- (c) To conduct upon referral from the Board formal hearings as required by law for the Board of Trustees or any Committee of the Trustees and to make recommendations to the Board concerning any matter heard, provided that hearings required by law to be conducted as adjudicatory proceedings shall be governed by General Laws, Chapter 30A.
- (c) To review recommendations of the President and to recommend all actions required to be taken by the Board of Trustees on personnel (excluding faculty and librarians) from appointment to termination in accordance with collective bargaining agreements, Board of Higher Education and Board policies.
- (e) To review, update, and implement current affirmative action policies of the Board of Trustees and the Board of Higher Education, and to ensure compliance with State and Federal Laws.
- (f) To consider legislative and public relations policy interests of the Board of Trustees and of the university and to make recommendations to the Board of Trustees with respect thereto.
- (g) To consider, propose and recommend to the Board of Trustees the adoption, amendment or revision of the Bylaws.
- (h) To review recommendations of the President and recommend to the Board of Trustees the naming of buildings, streets, ways, and other properties relating to the

campus as guided by the Naming Policy of the university. Final approval regarding the adoption of said names rests with the Board of Trustees.

(i) To recommend to the Board of Trustees for appointment four members of the Salem State University Assistance Corporation Board of Directors and the SSUAC Board Chair.

Diversity and Inclusion

(a) Review diversity, equity and inclusion strategies and make recommendations to create and sustain a positive campus climate.

(b) Provide guidance to ensure that Inclusive Excellence as a comprehensive approach employs a dual focus in efforts, concentrating on both increasing compositional diversity and creating learning environments in which student of all backgrounds can thrive.

(c) Ensure that multi-layered processes exist to maintain accountability and recognition for institutional diversity progress.

(d) Ensure that advancing Inclusive Excellence is a top priority of the university.

Membership:

The Executive Committee shall be composed of the Chair and Vice Chair of the Board of Trustees, the President of the university, and three additional Board members elected to this committee by the Trustees at the annual meeting.

Quorum:

A majority of the members shall constitute a quorum.

Staff Designee:

The president of the university is the committee liaison. The vice president of diversity and inclusion is the senior staff member supporting the committee for matters relative to inclusive excellence.-

Meetings:

The committee is expected to meet at least four times each fiscal year. The Chair of the Board of Trustees or the President of the university may call a meeting of the Executive Committee by declaring that an emergency condition exists. An emergency condition shall be defined as a sudden set of circumstances arising which require the need for immediate action. The Chair of the Board of Trustees or

the President of the university shall fix the time and place of such emergency meeting. Meetings shall be conducted and the Secretary of the Board of Trustees shall send notice in conformity with the state's Open Meeting Law. Executive sessions may be conducted periodically and shall be limited to those matters permitted by the state's Open Meeting Law.

Agenda, Minutes and Reports:

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

| *10/14/2020 Charter revisions and review*
10/16/19 As amended an Approved by the Salem State University Board of Trustees
12/2/2015 Approved by the Salem State University Board of Trustees



Board of Trustees Governance Committee Charge

Purpose:

The Governance Committee of the Board of Trustees is a special committee which will advise the Board about operational strategies and practices to strengthen the organization and empower the Board in meeting its mission. The Committee will advise the Board about policies that strive to increase overall Board effectiveness and its ability to work collaboratively with peers. The Governance Committee makes recommendations to the Board of Trustees regarding shared governance policies, diversity and trustee nominations, board functionality, and related matters.

Responsibilities:

Shared Governance

1. To advise the Board of Trustees regarding appropriate shared governance policy and process with regard to its various constituencies.

Representation

1. To assess the Board of Trustees current composition and identify needs that should be met by future trustees to reflect the current student body and the broader SSU community;
2. To identify, screen and interview potential candidates for board membership. Recommend diverse individuals to serve as trustees and introduce to the President and Board of Trustees.

Board Functionality

1. To oversee the orientation of new trustees;
2. To review best practices to optimize Board structures and processes;
3. To lead the board in conducting periodic assessments of overall Board of Trustees performance and overall governance effectiveness and make relevant recommendations where appropriate.

Nominations

1. The committee shall nominate candidates for election as officers of the Board of Trustees and shall submit its nominations in writing or electronically to the Secretary at least ten days prior to the date of the annual meeting of the Board of Trustees.

Membership:

The committee shall have not fewer than three Trustees appointed by the chair of the Board, which shall include the vice-chair of the board. The president shall be a member of the committee, ex officio. The chair shall have the authority to appoint non-trustee members to serve in an advisory role so long as the majority membership is comprised of trustees. Only those members of the committee who are trustees may vote; all other members of the committee, including the president, serve in a non-voting capacity.

Quorum:

A majority of the voting members shall constitute a quorum.

Meetings:

The committee is expected to meet at least four times each fiscal year and more if needed to facilitate prudent and timely decision making. The meetings shall be conducted in conformity with the state's Open Meeting Law. Executive sessions may be conducted periodically and shall be limited to those matters permitted by the state's Open Meeting Law.

Staff Designee:

The general counsel/vice president is the senior staff member supporting the committee.

Agenda, Minutes, and Reports:

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

2020 FINAL TITLE IX REGULATIONS

Definition & Background

“No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance.”

- Title IX of the Higher Education Act was passed in 1972 prohibiting sex discrimination by schools that receive federal funding.
- Educational programs and activities that receive federal funds from the Department of Education must operate in a nondiscriminatory manner.
- The DOE is the executive administrative agency that issues regulations and guidance letters interpreting the statute, including further defining what constitutes "sex discrimination" and what actions schools are required to take to comply with Title IX.
- a recipient of funding may not retaliate against any individual for opposing an unlawful educational practice or policy, or because a person made charges, testified or participated in any complaint action under Title IX.

Title IX Chronology

1972

Department of Education (DOE) enacts Title IX Regulations

1972 - 2011

Title IX Regulations applied primarily in gender equality and athletics

2011

Office of Civil Rights (OCR) releases the “Dear Colleague” letter emphasizing the application of Title IX to instances of sexual misconduct in schools (sexual misconduct is considered a form of gender discrimination)

2014

OCR releases Q&A guide on Title IX and Sexual Violence. Issues further guidance, including very detailed concepts for schools to adopt (*i.e. preponderance of evidence standard, urging single investigator model rather than hearings and increased protections for victims*).

2017

The Department of Education issues a new “Dear Colleague Letter” rescinding the prior dear colleague letters and confirms the DOE will engage in the formal rulemaking process on how universities respond to complaints of sexual misconduct.

2020

May 6, 2020, final rules released with August 14, 2020 effective date.

Major Changes in Title IX Definitions

	Previous SSU Definitions/Policy	New Title IX Definitions/Policy
<u>Sexual Harassment</u>	<p>Unwelcome conduct of a sexual nature is prohibited when:</p> <ol style="list-style-type: none"> 1. Quid pro quo Sexual Harassment; and/or 2. such conduct has the purpose or effect of substantially interfering with an individual's academic or work professional performance or creating a sexually intimidating or hostile employment, educational, or living environment 	<p>Sexual Harassment includes three (3) types of misconduct:</p> <ol style="list-style-type: none"> 1. Employee quid pro quo; 2. Unwelcome conduct that a reasonable person would find so severe, pervasive, and objectively offensive that it denies a person equal access to the institution's educational program or activity; 3. Sexual assault [as defined in the Clery Act], or dating violence, domestic violence, or stalking [as defined in the Violence Against Women Act (VAWA)].
<u>Jurisdiction</u>	<ul style="list-style-type: none"> • Occurs during University sponsored events or events of organizations affiliated with the university, including study abroad and outside internships • On Campus, or • Off campus, when the conduct involves behavior by or toward a community member, which (1) occurs during University-sponsored events or the events of organizations affiliated with the University; (2) negatively impacts a person's access to education programs and activities; (3) adversely affects or disrupts the campus community; and/or (4) poses a threat of harm to the campus community 	<ul style="list-style-type: none"> • Only within the United States • On Campus, or • Off-Campus, only if the location is part of "operations" <u>and</u> institution has substantial control over the place and the respondent" <ul style="list-style-type: none"> ▪ Includes any building owned or controlled by a student organization that is officially recognized by a university
<u>Notice/Actual Knowledge</u>	<ul style="list-style-type: none"> • "Constructive notice" University responds when a "responsible employee" "knew or reasonably should have known" of the sexual harassment • Once university employee receives report, the University is "on notice" of the incident and the University is then required, under most circumstances, to investigate 	<ul style="list-style-type: none"> • Notice of sexual harassment allegations provided to Title IX Coordinator, or • An official who has authority to institute corrective measures on behalf of the university • Actual knowledge does <u>not</u> trigger the obligation to investigate, but does trigger the obligation to provide supportive measures

Other Changes to Title IX Regulations

Standard of Proof	Schools can choose the burden of proof for Title IX adjudications
	✓ Salem State University has elected to keep the “preponderance of evidence” or “more likely than not” standard in place
Supportive Measures	Once a school has actual knowledge, university response must be mandatory, proactive and interactive, including the Title IX coordinator contacting a complainant, informing/offering a complainant supportive measures and explaining to a complainant the process for filing a formal complaint
	✓ Salem State University already has this process in place and will continue offering supportive measures and walking a complainant through the process
Informal Resolution	Schools can offer informal resolution options, such as mediation, to the parties, but both parties must give voluntary, informed, written consent. <i>**Note that schools cannot offer informal resolution for allegations that an employee sexually harassed a student</i>
Single Investigator Model	The investigator can no longer be the same person who determines whether the respondent is responsible. The university is to create/assign decision makers to determine issues of relevancy during live hearing and whether respondent is responsible
Live Hearings	Schools must provide live hearings for formal complaints of sexual harassment, including cross examinations conducted by advisors, questions by the decision maker, and audio or audio- visual recording or transcript of the hearing. Further, should a party not have an advisor, the university is obligated to provide one to the party

Title IX Complaint Process (pg. 1/2)

<u>Notice:</u>	<u>Investigative Process:</u>	<u>Live Hearing:</u>
<ol style="list-style-type: none"> 1. After filing formal complaint, notice sent to parties as soon as practicable. 2. Notice must include <ul style="list-style-type: none"> ➤ allegations, identity of parties, ➤ date, time and location of the incident (if known), ➤ parties' procedural rights, presumption of non-responsibility, ➤ Parties right to advisor ➤ Information related to informal Resolution Process 3. The parties have 10 days to respond and no investigative interviews will be conducted until after the 10 days 	<ol style="list-style-type: none"> 1. Administrative Investigators will be assigned 2. Party and witness interviews 3. Collection of Evidence, both inculpatory and exculpatory 4. Following collection of evidence, parties and advisors will be provided all evidence for review and will have 10 days to provide written response 5. Administrative Investigator will review the written responses to the evidence, if any, and, based on all the information provided, will complete investigative report summarizing the relevant evidence related to the allegations <ul style="list-style-type: none"> • The report cannot make a determination of responsibility 6. The report will be forwarded to the parties for review and written response 7. The final report written and forwarded to the parties & decision maker prior to hearing 	<ol style="list-style-type: none"> 1. The Title IX Coordinator will schedule a live hearing to be conducted in-person (if requested parties can be in separate rooms) or virtually and all parties, advisors, witnesses and decision makers, must be able to see and hear each other 2. At live hearing, the decision maker asks questions of the parties and witnesses 3. The decision maker will permit each party's advisor to ask the other party and any witnesses relevant questions including those challenging credibility. <ul style="list-style-type: none"> • Prior to the advisor asking a question, the decision-maker will determine relevancy • If the party does not have an advisor present, the university will provide the party with one 4. All parties and witnesses must "submit" to cross-examination for their statements to be considered in the determination. <ul style="list-style-type: none"> • If a party does not "testify", their out-of-hearing statement cannot be used as part of decision-maker's determination of responsibility • Decision Maker(s) cannot draw an inference about the determination regarding responsibility based solely on a party's or witness's absence from the live hearing or refusal to answer cross-examination or other questions.

Title IX Complaint Process (pg. 2/2)

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- University working towards compliance with the new Title IX, including the following:
 - Assigning personnel involved in the Title IX Complaint Process mandatory and specific Title IX trainings (i.e. relevance, conflict of interest) via SUNY Code of Conduct platform
 - Working with Communications and Marketing to ensure all training materials available on SSU website
 - Ensuring seven (7) year recordkeeping requirement adhered to

The Future of Salem State

MSCA perspective

October, 2020

Salem State's Purpose

- Our students need us.
- As the only public university in the Northshore, Salem State plays a vital role in educating students in our region.
- We serve the most diverse study population of any of the state university: Many of our students are the first in their families to attend college. We have the highest percentage of students with Pell grants in the sector.
- Our students need high support from faculty and staff. The need is greater at Salem State than other campuses.

Salem State's Impact in the Region

- Salem State is vital to the City of Salem, the Northshore and the state.
- In 2014 alone, SSU's economic impact reached \$99 million for the City of Salem, \$443 million in Essex County and over \$827 million in Massachusetts (Krebs, 2015).
- Northshore leaders tell us there is a shortage of workers with necessary skills in math, technology, communications, ability to learn, and working with diverse colleagues (Future of Work Report, 2018) - skills which we teach to *all* students through the General Education.
- SSU has a major impact in the community with respect to partnerships, student community service, and civic education. In January, SSU was awarded Carnegie Classification of a Community Engaged campus.

Obstacles to a Sustainable Future

Cost of attendance for Salem State is too high

- Not enough state support (it has driven up enrollment fees).
- High capital debt (it has driven up fees & incurs too much risk).
- Board decisions to raise costs annually.

Drop in enrollment

- Drop outs increase as campus & class engagement is hindered by students working 25+ hours a week, campus climate not welcoming, many students suffer from mental health issues.
- Competition: more prospective students going elsewhere; area colleges are discounting tuition.

Solutions:

Prioritize Strategies that Increase Revenue & Remain True to SSU's mission

- Push hard for state and federal investment: Join us!
- Educational quality, student success, racial equality, and community impact should be key criteria in all financial, policy and program decisions.
- Increase morale with options for campus participation at Trustee meetings.
- Revisit Project Bold's Funding Scheme: Ask for more DCAMM Funding.
- Improve enrollment through greater retention efforts: Campus employees play the critical role in this- end furloughs & no layoffs.
- Increase enrollment with greater outreach: Target the (growing) number of residents in the region with some college/no degree and those who need Masters degrees to reach the next professional step.

Resolution in Support of the Governors FY21 Budget - Increasing the appropriation for Public Higher Education

WHEREAS, the Commonwealth is confronted with some of the most difficult challenges it has faced in our lifetimes and the continuing public health crisis and its economic fallout affects every corner of our state and most deeply impacts those who were already struggling;

WHEREAS, in past recessions, public higher education has received cuts in state aid, even as it has served as a refuge for people of all ages, a tool for economic growth, and an invaluable opportunity for the residents of the Commonwealth;

WHEREAS, the ability of colleges to raise tuition and fees to compensate for lack of state funding has led to crushing and unsustainable student debt and is, particularly during a pandemic, an unfair and inappropriate avenue to offset reductions in state aid;

WHEREAS, public higher education is indispensable to the economic vitality of our Commonwealth and to the tens of thousands of students, especially low-income students, and students of color, who rely on an affordable and high-quality public higher education system;

WHEREAS, the long-term health of our economy and our students' futures are at risk if we allow our public institutions of higher education to suffer irreparable damage during what we all hope and expect to be a relatively short-term crisis;

WHEREAS, faculty and staff in community colleges, state universities and the University of Massachusetts system are experiencing the elimination of programs, service cuts, and increased use of part-time faculty and staff; and

WHEREAS, any potential funding cuts are hitting a system of public higher education that prior to COVID-19 was already confronting a decades-long history of being chronically under-resourced which has made the financial consequences of COVID-19 particularly devastating for our students and campuses;

WHEREAS, the state has already provided limited immediate relief to our colleges and universities by level funding state services, including public education, through October 2020 which has aided in their re-opening and helped to prevent some of the worst potential cuts to student services, programs, staff, and faculty employment;

WHEREAS, maintaining level funding for the remainder of the fiscal year will strengthen the ability of those colleges and universities to weather the COVID-19 crisis and reemerge as a crucial and strong contributor to our recovery;

WHEREAS the stability of our local economies and our economic recovery post-COVID-19 depend heavily on the ability to maintain strong employment now and to ensure the economic benefits the public higher education system engenders including the tax revenue that a healthy economy produces;

THEREFORE, be it resolved that the Board of Trustees at Salem State University urges the Legislature to provide, at a minimum, the Governor's proposed FY21 budget released today increasing the appropriation for each of the Commonwealth's state colleges and universities.

Board of Trustees Executive Committee Charter

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Responsibilities:

- (a) To act upon matters for the Board of Trustees, when immediate action is necessary.
- (b) To consider and act upon proposals by the President for action which the Board may have generally or specifically authorized the President to take with the concurrence of the Executive Committee.
- (c) To conduct upon referral from the Board formal hearings as required by law for the Board of Trustees or any Committee of the Trustees and to make recommendations to the Board concerning any matter heard, provided that hearings required by law to be conducted as adjudicatory proceedings shall be governed by General Laws, Chapter 30A.
- (c) To review recommendations of the President and to recommend all actions required to be taken by the Board of Trustees on personnel (excluding faculty and librarians) from appointment to termination in accordance with collective bargaining agreements, Board of Higher Education and Board policies.
- (e) To review, update, and implement current affirmative action policies of the Board of Trustees and the Board of Higher Education, and to ensure compliance with State and Federal Laws.
- (f) To consider legislative and public relations policy interests of the Board of Trustees and of the university and to make recommendations to the Board of Trustees with respect thereto.
- (g) To consider, propose and recommend to the Board of Trustees the adoption, amendment or revision of the Bylaws.
- (h) To review recommendations of the President and recommend to the Board of Trustees the naming of buildings, streets, ways, and other properties relating to the

campus as guided by the Naming Policy of the university. Final approval regarding the adoption of said names rests with the Board of Trustees.

(i) To recommend to the Board of Trustees for appointment four members of the Salem State University Assistance Corporation Board of Directors and the SSUAC Board Chair.

Diversity and Inclusion

(a) Review diversity, equity and inclusion strategies and make recommendations to create and sustain a positive campus climate.

(b) Provide guidance to ensure that Inclusive Excellence as a comprehensive approach employs a dual focus in efforts, concentrating on both increasing compositional diversity and creating learning environments in which student of all backgrounds can thrive.

(c) Ensure that multi-layered processes exist to maintain accountability and recognition for institutional diversity progress.

(d) Ensure that advancing Inclusive Excellence is a top priority of the university.

Membership:

The Executive Committee shall be composed of the Chair and Vice Chair of the Board of Trustees, the President of the university, and three additional Board members elected to this committee by the Trustees at the annual meeting.

Quorum:

A majority of the members shall constitute a quorum.

Staff Designee:

The president of the university is the committee liaison. The vice president of diversity and inclusion is the senior staff member supporting the committee for matters relative to inclusive excellence.-

Meetings:

The committee is expected to meet at least four times each fiscal year. The Chair of the Board of Trustees or the President of the university may call a meeting of the Executive Committee by declaring that an emergency condition exists. An emergency condition shall be defined as a sudden set of circumstances arising which require the need for immediate action. The Chair of the Board of Trustees or

the President of the university shall fix the time and place of such emergency meeting. Meetings shall be conducted and the Secretary of the Board of Trustees shall send notice in conformity with the state's Open Meeting Law. Executive sessions may be conducted periodically and shall be limited to those matters permitted by the state's Open Meeting Law.

Agenda, Minutes and Reports:

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

| *10/14/2020 Charter revisions and review*
10/16/19 As amended an Approved by the Salem State University Board of Trustees
12/2/2015 Approved by the Salem State University Board of Trustees

Board of Trustees Governance Committee Charge

Purpose:

The Governance Committee of the Board of Trustees is a special committee which will advise the Board about operational strategies and practices to strengthen the organization and empower the Board in meeting its mission. The Committee will advise the Board about policies that strive to increase overall Board effectiveness and its ability to work collaboratively with peers. The Governance Committee makes recommendations to the Board of Trustees regarding shared governance policies, diversity and trustee nominations, board functionality, and related matters.

Responsibilities:

Shared Governance

1. To advise the Board of Trustees regarding appropriate shared governance policy and process with regard to its various constituencies.

Representation

1. To assess the Board of Trustees current composition and identify needs that should be met by future trustees to reflect the current student body and the broader SSU community;
2. To identify, screen and interview potential candidates for board membership. Recommend diverse individuals to serve as trustees and introduce to the President and Board of Trustees.

Board Functionality

1. To oversee the orientation of new trustees;
2. To review best practices to optimize Board structures and processes;
3. To lead the board in conducting periodic assessments of overall Board of Trustees performance and overall governance effectiveness and make relevant recommendations where appropriate.

Nominations

1. The committee shall nominate candidates for election as officers of the Board of Trustees and shall submit its nominations in writing or electronically to the Secretary at least ten days prior to the date of the annual meeting of the Board of Trustees.

Membership:

The committee shall have not fewer than three Trustees appointed by the chair of the Board, which shall include the vice-chair of the board. The president shall be a member of the committee, ex officio. The chair shall have the authority to appoint non-trustee members to serve in an advisory role so long as the majority membership is comprised of trustees. Only those members of the committee who are trustees may vote; all other members of the committee, including the president, serve in a non-voting capacity.

Quorum:

A majority of the voting members shall constitute a quorum.

Meetings:

The committee is expected to meet at least four times each fiscal year and more if needed to facilitate prudent and timely decision making. The meetings shall be conducted in conformity with the state's Open Meeting Law. Executive sessions may be conducted periodically and shall be limited to those matters permitted by the state's Open Meeting Law.

Staff Designee:

The general counsel/vice president is the senior staff member supporting the committee.

Agenda, Minutes, and Reports:

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

DRAFT

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.

* * *

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

* * *

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.

* * *

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

* * *

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

* * *

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

* * *

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

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, Fidelis	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	Soohee, 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, Phillip	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
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.

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 Preliminary Actuals	as of 5/15/20	Budget
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

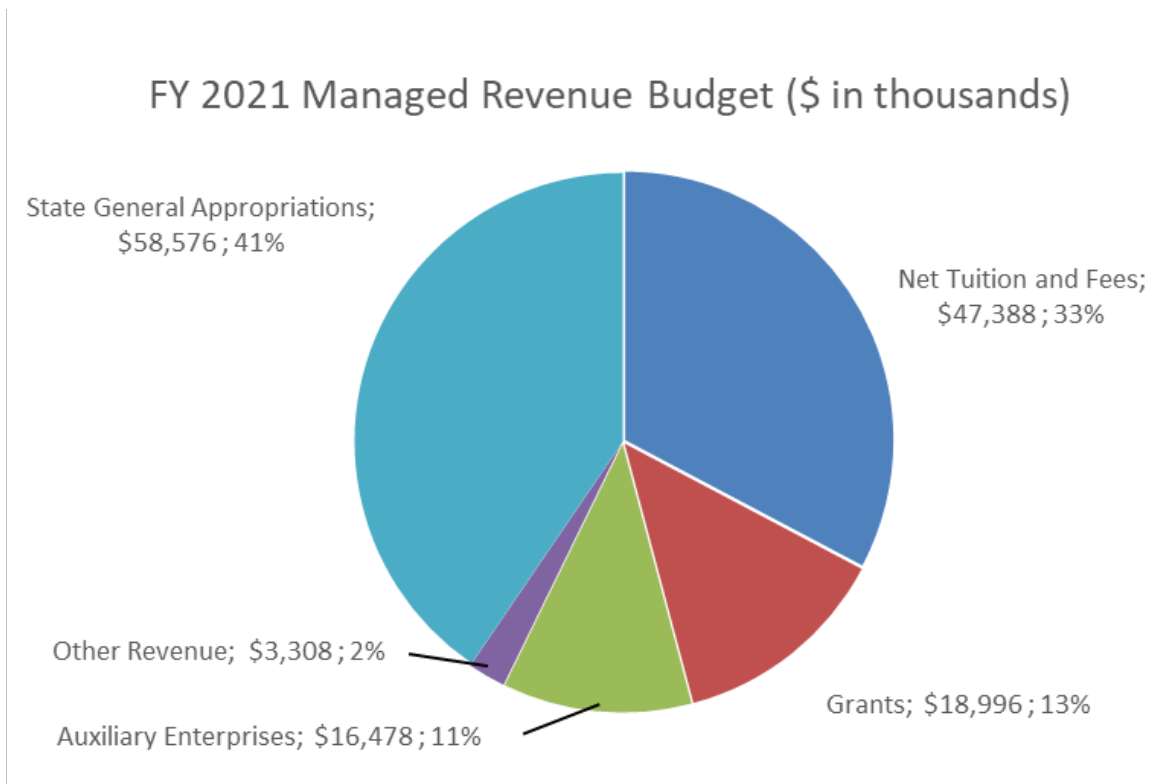


Chart 3: Components of FY 2021 Expense Budget

FY 2021 Managed Expense Budget (\$ in thousands)

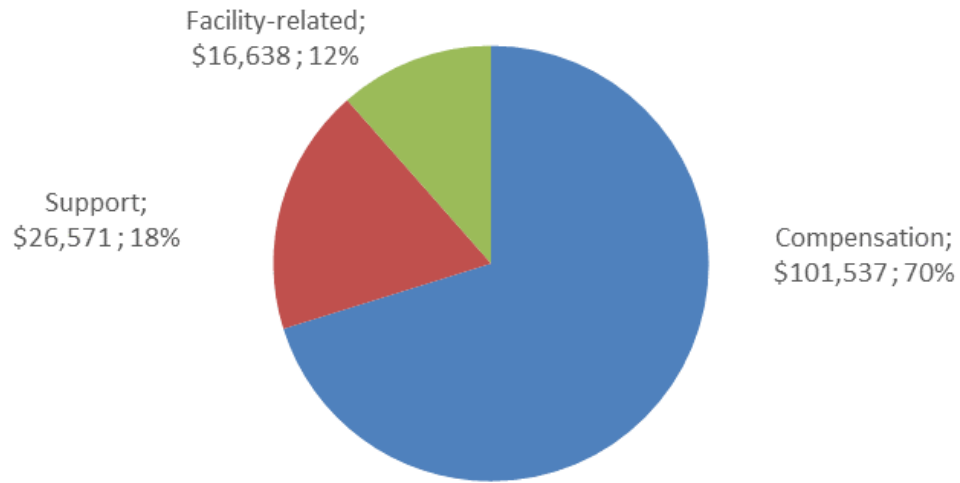


Chart 4: Credit Hours Delivered by Student Type – Full Years 2012 - 2019

Credit Hours by Division

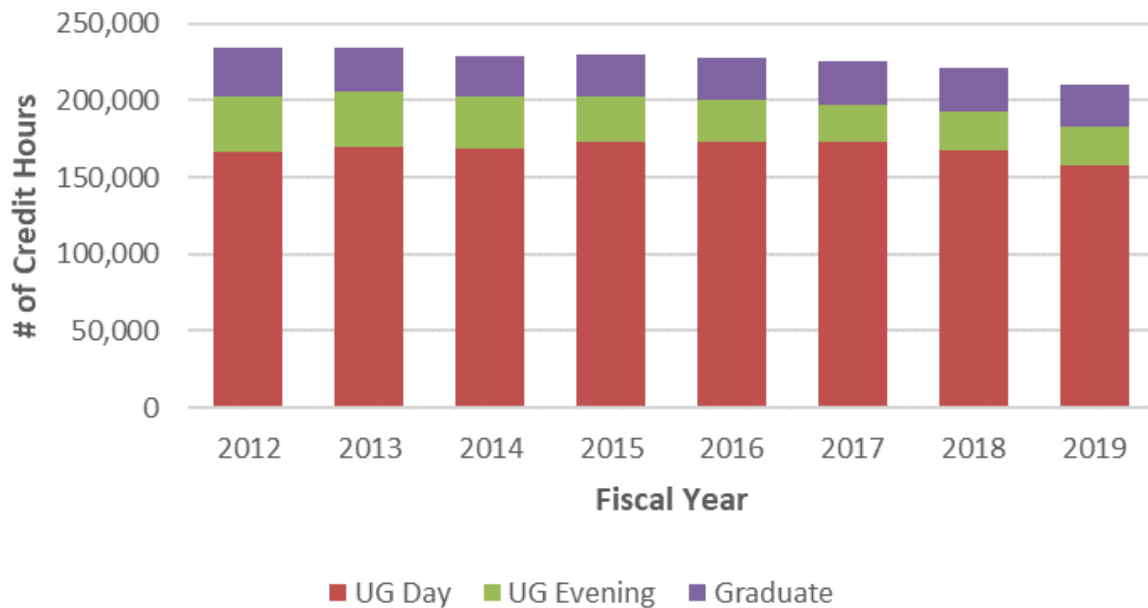
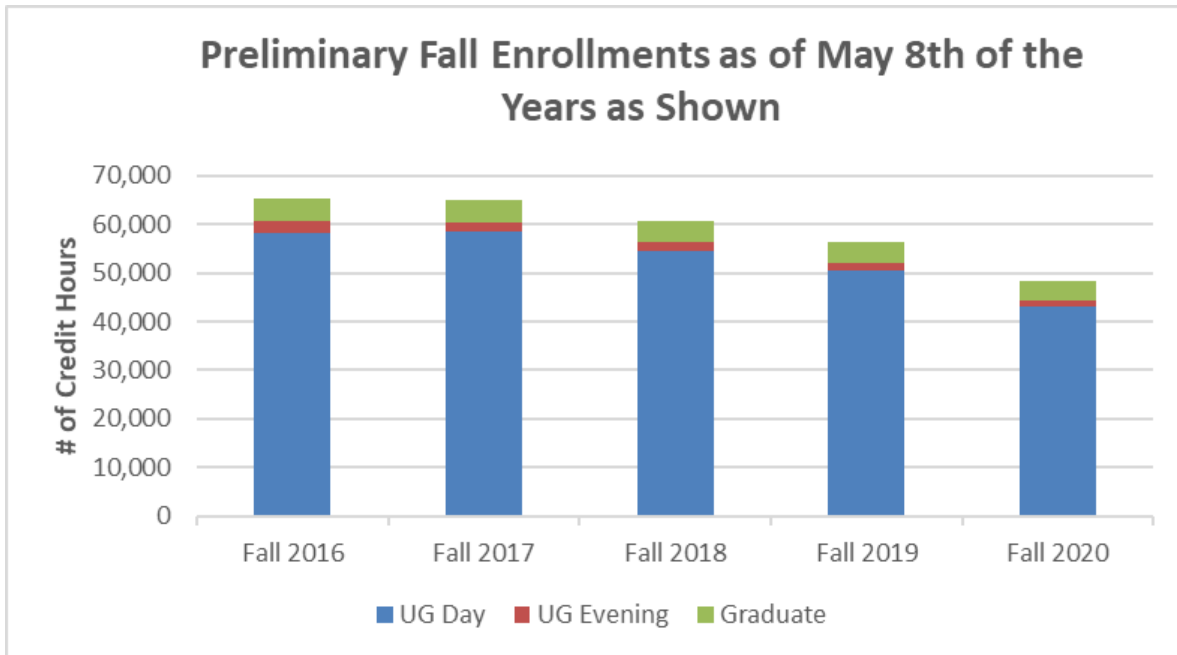


Chart 5: Preliminary Fall Enrollments (Registrations) for 2016 - 2020 (Fall only) as of May 8th



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

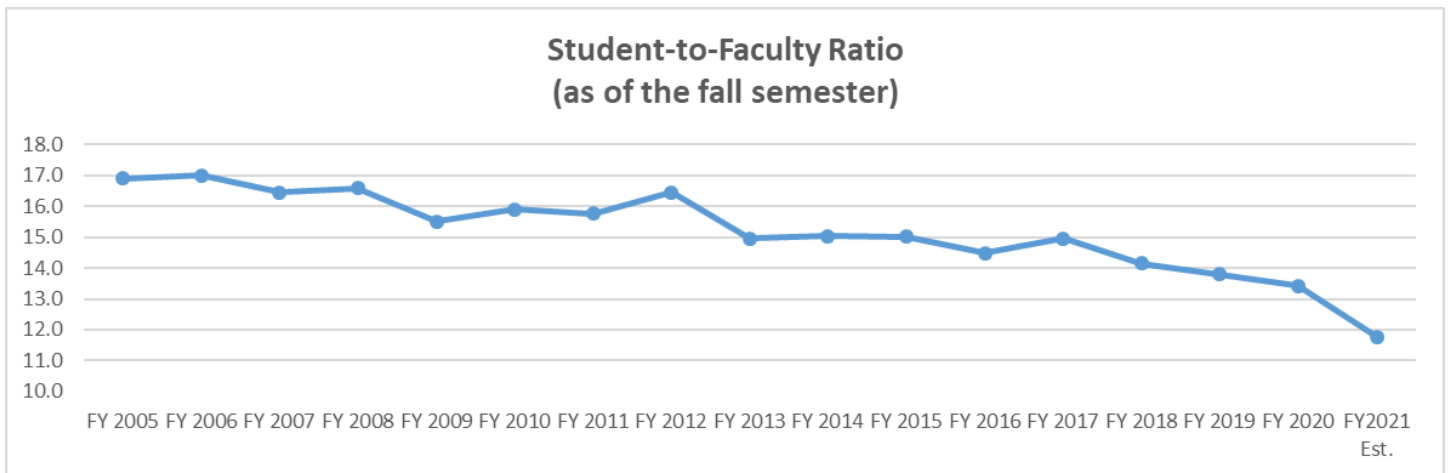


Chart 7: Cash Operating Balances

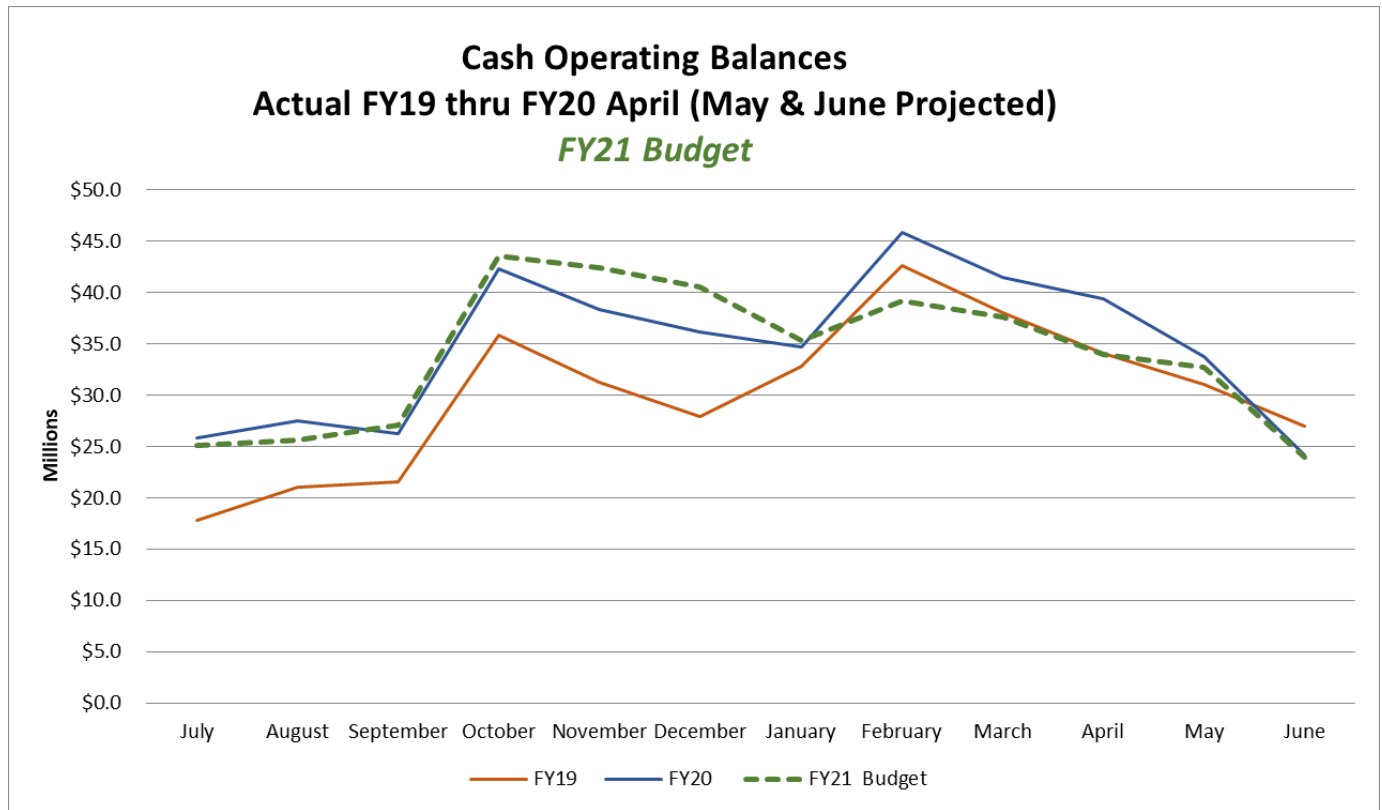


Table 1: Managed Revenue

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.

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: Executive Committee Meeting Report – August 19, 2020

The Executive Committee of the Board of Trustees met Wednesday, August 19, 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, August 19, 2020. All votes taken during this meeting were by roll call vote.

Present for the Committee were Trustees Lutts (chair), Butts, Chisholm, Murphy and Mattera. Also participating President Keenan and Secretary to the Board Montague.

Absent: None

MSCA Personnel: Tenure & Promotion

Chair Lutts called the meeting to order and explained that the committee meeting had been called as two important matters had become timely. The first matter of business before the committee was the tenure and promotion to Associate Professor for John McArdle. Chair Lutts turned to Provost Silva for background on the matter.

Provost Silva provided that the committee is meeting on this matter as this one personnel evaluation was held in a state of grievance and the grievance around this evaluation was not resolved until after the Board of Trustees met in June. We also have a contractual obligation to make these decisions before September 1st.

Chair Lutts added that Anne-Marie Hakstian, on behalf of faculty leadership had weighed in on the business matter and expressed reservations; however, the university has followed all of its procedures thoroughly and it is clear that in discussing this matter with the president that nothing prevents us from preventing from voting positively on this action.

Additional discussion followed regarding a procedural question on why the matter was before the Executive Committee and not the Academic Committee. It was determined that the Executive Committee has the ability to make decisions of the full board when time is of the essence and the contract requires action by September 1st. Trustee Chisholm, chair of the Academic Affairs and Student Life Committee also sits on the Executive Committee and could address any concerns.

Chair Lutts, hearing no further discussion, and with no objections called for a motion which was duly offered Trustee Mattera and seconded by Trustee Murphy, following a roll call it was,

VOTED: To approve tenure and promotion to the rank of Associate Professor for John McArdle, effective September 1, 2020.

Voting in the affirmative: Butts, Chisholm, Mattera, Murphy, Lutts (chair)
Voting in the negative: None
Absent: None

New Title IX Sexual Harassment Policy

Chair Lutts then moved to the second business matter of the afternoon which was the Equal Opportunity, Affirmative Action and Diversity Policy to reflect the new Title IX regulations. Chair Lutts explained that the university has had a very good record of handling issues that come up on these matters and he credited the senior leadership with identifying these matters early in an effort to resolve them. Chair Lutts then asked Counsel Colucci to address the Committee.

Counsel Colucci stated that she was seeking interim approval of the regulations due to their effective date. She paused to introduce Title IX Coordinator Siobhan Feeney. Colucci explained that the US Department of Education, which now oversees the Title IX law for the first time in its history, wrote the regulations which went through a comment period last year. Earlier in the summer, the final regulations were released and made effective August 14th so it was necessary for schools to revamp their policies so that they were in keeping with the new regulations. The regulations carry the force of law, unlike the old guidance that the university operated under. The university does not have a choice with regard to these regulations – our policy must conform to them.

Colucci explained that, again, the effective date of the new regulations was August 14th, so we are subject to the policy now, which reflects the new regulations in the university's statute and has authority over passing affirmative action policies. Colucci explained that the motion before the committee seeks interim approval of the regulations and that a fuller explanation of the policy would be given in the fall. Colucci planned to bring the policy with a fuller presentation and seek full approval from the Board.

Colucci acknowledged that we will have students coming onto campus in a week and a half who are going to be living under a new policy. And so we have to adjudicate any complaints under that new policy. We want to be able to state that our Board approved the policy. Colucci confirmed that Title IX has its own regulations and formal guidelines, and that the university has its own policies which don't restrict us to Title IX.

Chair Lutts hearing no further discussion, and with no objections, asked for a motion which was duly made by Trustee Mattera and seconded by Chisholm and by a roll call it was,

VOTED: Motion for interim approval in the State University's Equal Opportunity, Affirmative Action and Diversity Policy to reflect new Title IX regulations as promulgated by the U.S. Department of Education.

Voting in the affirmative: Butts, Chisholm Mattera, Murphy and Lutts (chair)
Voting in the Negative: None
Absent: None

Chair Lutts stated if there was no additional business the committee would adjourn. Trustee Murphy brought up a reminder about the business intelligence data as it relates to the nursing program fees. She questioned whether work had been done and when there would be a follow-up conversation. President Keenan responded that in terms of focus and priority, the leadership team would be bringing information forward to the Board at its meeting in September or shortly thereafter.

There being no further business before the committee Chair Lutts called for a motion to adjourn. Upon a motion made by Trustee Mattera and seconded by Trustee Murphy, following a roll call it was,

VOTED: To adjourn the meeting at 7:40 pm

Voting in the affirmative: Butts, Chisholm, Mattera, Murphy and Lutts (chair)

Voting in the Negative: None

Absent: None

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

2020 FINAL TITLE IX REGULATIONS

Definition & Background

“No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance.”

- Title IX of the Higher Education Act was passed in 1972 prohibiting sex discrimination by schools that receive federal funding.
- Educational programs and activities that receive federal funds from the Department of Education must operate in a nondiscriminatory manner.
- The DOE is the executive administrative agency that issues regulations and guidance letters interpreting the statute, including further defining what constitutes "sex discrimination" and what actions schools are required to take to comply with Title IX.
- a recipient of funding may not retaliate against any individual for opposing an unlawful educational practice or policy, or because a person made charges, testified or participated in any complaint action under Title IX.

Title IX Chronology

1972

Department of Education (DOE) enacts Title IX Regulations

1972 - 2011

Title IX Regulations applied primarily in gender equality and athletics

2011

Office of Civil Rights (OCR) releases the "Dear Colleague" letter emphasizing the application of Title IX to instances of sexual misconduct in schools (sexual misconduct is considered a form of gender discrimination)

2014

OCR releases Q&A guide on Title IX and Sexual Violence. Issues further guidance, including very detailed concepts for schools to adopt (*i.e. preponderance of evidence standard, urging single investigator model rather than hearings and increased protections for victims*).

2017

The Department of Education issues a new "Dear Colleague Letter" rescinding the prior dear colleague letters and confirms the DOE will engage in the formal rulemaking process on how universities respond to complaints of sexual misconduct.

2020

May 6, 2020, final rules released with August 14, 2020 effective date.

Major Changes in Title IX Definitions

	Previous SSU Definitions/Policy	New Title IX Definitions/Policy
<u>Sexual Harassment</u>	<p>Unwelcome conduct of a sexual nature is prohibited when:</p> <ol style="list-style-type: none"> 1. Quid pro quo Sexual Harassment; and/or 2. such conduct has the purpose or effect of substantially interfering with an individual's academic or work professional performance or creating a sexually intimidating or hostile employment, educational, or living environment 	<p>Sexual Harassment includes three (3) types of misconduct:</p> <ol style="list-style-type: none"> 1. Employee quid pro quo; 2. Unwelcome conduct that a reasonable person would find so severe, pervasive, and objectively offensive that it denies a person equal access to the institution's educational program or activity; 3. Sexual assault [as defined in the Clery Act], or dating violence, domestic violence, or stalking [as defined in the Violence Against Women Act (VAWA)].
<u>Jurisdiction</u>	<ul style="list-style-type: none"> • Occurs during University sponsored events or events of organizations affiliated with the university, including study abroad and outside internships • On Campus, or • Off campus, when the conduct involves behavior by or toward a community member, which (1) occurs during University-sponsored events or the events of organizations affiliated with the University; (2) negatively impacts a person's access to education programs and activities; (3) adversely affects or disrupts the campus community; and/or (4) poses a threat of harm to the campus community 	<ul style="list-style-type: none"> • Only within the United States • On Campus, or • Off-Campus, only if the location is part of "operations" <u>and</u> institution has substantial control over the place and the respondent" <ul style="list-style-type: none"> ▪ Includes any building owned or controlled by a student organization that is officially recognized by a university
<u>Notice/Actual Knowledge</u>	<ul style="list-style-type: none"> • "Constructive notice" University responds when a "responsible employee" "knew or reasonably should have known" of the sexual harassment • Once university employee receives report, the University is "on notice" of the incident and the University is then required, under most circumstances, to investigate 	<ul style="list-style-type: none"> • Notice of sexual harassment allegations provided to Title IX Coordinator, or • An official who has authority to institute corrective measures on behalf of the university • Actual knowledge does <u>not</u> trigger the obligation to investigate, but does trigger the obligation to provide supportive measures

Other Changes to Title IX Regulations

Standard of Proof	Schools can choose the burden of proof for Title IX adjudications
	✓ Salem State University has elected to keep the “preponderance of evidence” or “more likely than not” standard in place
Supportive Measures	Once a school has actual knowledge, university response must be mandatory, proactive and interactive, including the Title IX coordinator contacting a complainant, informing/offering a complainant supportive measures and explaining to a complainant the process for filing a formal complaint
	✓ Salem State University already has this process in place and will continue offering supportive measures and walking a complainant through the process
Informal Resolution	Schools can offer informal resolution options, such as mediation, to the parties, but both parties must give voluntary, informed, written consent. <i>**Note that schools cannot offer informal resolution for allegations that an employee sexually harassed a student</i>
Single Investigator Model	The investigator can no longer be the same person who determines whether the respondent is responsible. The university is to create/assign decision makers to determine issues of relevancy during live hearing and whether respondent is responsible
Live Hearings	Schools must provide live hearings for formal complaints of sexual harassment, including cross examinations conducted by advisors, questions by the decision maker, and audio or audio- visual recording or transcript of the hearing. Further, should a party not have an advisor, the university is obligated to provide one to the party

Title IX Complaint Process (pg. 1/2)

<u>Notice:</u>	<u>Investigative Process:</u>	<u>Live Hearing:</u>
<ol style="list-style-type: none"> 1. After filing formal complaint, notice sent to parties as soon as practicable. 2. Notice must include <ul style="list-style-type: none"> ➤ allegations, identity of parties, ➤ date, time and location of the incident (if known), ➤ parties' procedural rights, presumption of non-responsibility, ➤ Parties right to advisor ➤ Information related to informal Resolution Process 3. The parties have 10 days to respond and no investigative interviews will be conducted until after the 10 days 	<ol style="list-style-type: none"> 1. Administrative Investigators will be assigned 2. Party and witness interviews 3. Collection of Evidence, both inculpatory and exculpatory 4. Following collection of evidence, parties and advisors will be provided all evidence for review and will have 10 days to provide written response 5. Administrative Investigator will review the written responses to the evidence, if any, and, based on all the information provided, will complete investigative report summarizing the relevant evidence related to the allegations <ul style="list-style-type: none"> • The report cannot make a determination of responsibility 6. The report will be forwarded to the parties for review and written response 7. The final report written and forwarded to the parties & decision maker prior to hearing 	<ol style="list-style-type: none"> 1. The Title IX Coordinator will schedule a live hearing to be conducted in-person (if requested parties can be in separate rooms) or virtually and all parties, advisors, witnesses and decision makers, must be able to see and hear each other 2. At live hearing, the decision maker asks questions of the parties and witnesses 3. The decision maker will permit each party's advisor to ask the other party and any witnesses relevant questions including those challenging credibility. <ul style="list-style-type: none"> • Prior to the advisor asking a question, the decision-maker will determine relevancy • If the party does not have an advisor present, the university will provide the party with one 4. All parties and witnesses must "submit" to cross-examination for their statements to be considered in the determination. <ul style="list-style-type: none"> • If a party does not "testify", their out-of-hearing statement cannot be used as part of decision-maker's determination of responsibility • Decision Maker(s) cannot draw an inference about the determination regarding responsibility based solely on a party's or witness's absence from the live hearing or refusal to answer cross-examination or other questions.

Title IX Complaint Process (pg. 2/2)

Determination of Responsibility:	Appeal Process:
<ol style="list-style-type: none"> 1. To reach a determination, the Decision Maker will apply the preponderance of evidence standard 2. The Decision Maker(s) will make submit a written determination regarding responsibility to the Title IX Coordinator 3. The written determination will include: <ul style="list-style-type: none"> • Identification of the allegations of sexual harassment; and • Description of the procedural steps taken from the receipt of the formal complaint through the determination, • findings of fact supporting the determination; and • Conclusions regarding the application of the Title IX Sexual Harassment Policy to the facts; and • A statement of, and rationale for, the result as to each allegation, including a determination regarding responsibility, any disciplinary sanctions the University imposes on the Respondent, and whether remedies designed to restore or preserve equal access to the University's education program or activity will be provided by the University to the Complainant; and • the University's procedures and permissible bases for the Complainant and Respondent to appeal. 4. The decision maker will send the written determination to the Title IX Coordinator to be disseminated to the parties simultaneously 	<p><i>Parties can appeal dismissal of formal complaint and final determinations</i></p> <ol style="list-style-type: none"> 1. The parties have ten (10) days following receipt of written determination to appeal decision 2. The three grounds for which a determination can be appealed: <ol style="list-style-type: none"> I. Procedural Irregularity that affected the outcome of the matter (i.e. failure to follow procedures) II. New evidence not reasonably available at the time determination was made, but could affect the outcome of the matter III. The Title IX Coordinator, investigator or decision maker had a conflict of interest or bias for or against an individual party, or for or against complainants or respondents in general, that affected the outcome of the matter. 3. The Appellate Administrator/Body will not be the same person as the Decision Maker(s) that reached the determination regarding responsibility or dismissal, the Administrative Investigator(s), or the Title IX Coordinator 4. The parties will submit written statements and the Appeals Officer will hear the appeal and issue a written decision simultaneously to the parties describing the result of the appeal and the rationale for the result.

Title IX Complaint Timeframes

Title IX Complaint Phase

Parties provided notification of allegations	⑩ Promptly
Response to allegations Due	⑩ 10-Calendar Days following Notice
Formal Investigation	⑩ To be concluded, where practicable, within 60-calendar days of notice of allegations
Evidence Review & Written Response	⑩ 10-calendar days to review evidence and submit written response
Investigatory Report	⑩ As soon as practicable/Promptly (depending on if/how much additional investigation is required)
Investigatory Report Review & Written Response	⑩ 10-calendar days to review investigative report and submit written response
Live Hearing Scheduled	⑩ Within 15-business days of receipt of Investigative Report written responses
Determination of Responsibility	⑩ Within 10-business days following conclusion of live hearing
Appeal Submittal	⑩ Within 10-calendar days of written determination
Appeal Response	⑩ To be concluded, where practicable, within 30-calendar days of receipt of written appeal

Timeframe

New Title IX Regulation Concerns

- Likely to have chilling effect on victims
- Costly and difficult to implement
- Narrowed definitions of sexual harassment and jurisdiction
- Turns universities into courts
- Very prescriptive procedural requirements
 - Live hearings that are recorded
 - Parties advisor allowed to cross examine all witnesses and other party, including asking credibility questions
 - If a party does not have an advisor, the university must provide one to the party during the live hearing
 - Issues and decisions of relevance

Final Important Notes

- Title IX complaints that are dismissed for not meeting the new definition of Sexual Harassment or fall outside university jurisdiction may still be processed via other personnel and student policies, including the Discriminatory Harassment and Retaliation Policy and the Student Code of Conduct
- University working towards compliance with the new Title IX, including the following:
 - Assigning personnel involved in the Title IX Complaint Process mandatory and specific Title IX trainings (i.e. relevance, conflict of interest) via SUNY Code of Conduct platform
 - Working with Communications and Marketing to ensure all training materials available on SSU website
 - Ensuring seven (7) year recordkeeping requirement adhered to

SUBJECT: Institutional Advancement and Marketing & Communications Committee Meeting Report for September 23, 2020

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, the Institutional Advancement/Marketing & Communications Committee of the Board of Trustees met remotely on September 23, 2020.

Present for the committee were Trustees Midge DeSimone (chair), Jamie Zahlaway Belsito (vice chair), Teresa Chisholm, Ruthanne Russell, Chair Rob Lutts, President Keenan (ex-officio), Vice President Cheryl Crouse (committee liaison), Associate VP of Marketing and Communications Corey Cronin (committee liaison), Director of Leadership and Annual Giving, Lori Boudo, and Executive Assistant Hai Huynh.

Trustee DeSimone called the meeting to order at 3:40 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.

Marketing and Communications:

Repositioning the university (attached)

Associate Vice President of Marketing and Communications Cronin shared how the marketing landscape has changed dramatically in the past several months and the university's response to these developments. For example, Salem State normally purchases about 120,000 prospective student names from those who take the SATs, GRE's, GMAT's and such. Now, many of those tests cannot be given so purchasing names is limited. This means that marketing and enrollment management are going to need make sure that every prospect in the admissions funnel discovers why Salem State is the right choice for them.

Cronin also discussed that as the university moved to providing the majority of our courses remotely this fall (84%), so have the competitors. Several of them are being very aggressive in the marketplace to entice the university's current students to transfer to them. Salem State has responded by taking a different approach to retaining current students—from a marketing perspective, Salem State is putting brand loyalty efforts in place to continuously remind current Vikings why they chose Salem State University.

He then reviewed the marketing opportunities that exist due to the pandemic. People are feeling deep local connections and marketing is working to introduce or reintroduce them to Salem State. Cronin then shared some ways that his team is connecting with prospects, current students and efforts to reposition ourselves in the region—next generation custom audience, search engine marketing, YouTube, geo fencing, and programmatic audio.

Cronin summarized that this is the year to lay the groundwork to reposition ourselves in the region. These efforts will not only strengthen our market share but will also allow for more storytelling about the Salem State experience. He made it very clear that this work is not to just stabilize enrollments but also to help create the foundation for the success of campaign II.

Institutional Advancement:

Campaign Update

Vice President Crouse reported that President Keenan and she recruited members to serve on the Campaign Steering Committee over the past several months including broad representatives from all our audiences including: alumni, friends, faculty, and staff. The Board of Trustees is well represented with three members serving on the committee including: chairs: Trustee DeSimone, Trustee Katzman, and Trustee Murphy. Over the next year the campaign will focus on continual principle gift solicitations, working with campus partners to build out the detail for the case for support for the campaign priorities, and the creative work for the marketing of the campaign including associate vice president Cronin and our creative consultants, Libretto and Stolze.

Plus Delta Partners, a consulting agency who provides support in increasing ROI- to achieve measurable, sustainable fundraising improvements, the work launched last week with our lead, Bill Ring. Over the next nine months, Plus Delta Partners will be focusing on a disciplined fundraising process. Crouse noted that they are an invaluable resource to the Advancement team and this effort is be led by Brian Schubmehl, Director of Major and Planned Gifts, and will join the Board of Trustees committee meeting in early 2021 with an update.

Lastly, Crouse updated the committee on recent major gifts received. She noted that much information was forwarded to the Board and rather than repeat what had been distributed to the Board, she offered to address questions from the Board.

Annual Giving Presentation (attached)

Lori Boudo, Director of Annual Giving, delivered a presentation on the importance of annual giving.

There being no new business to come before the committee,

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

Voting in the Affirmative: Jamie Zahlaway Belsito, Teresa Chisholm,
Ruthanne Russell, Midge DeSimone (Chair)

Voting in the Negative: None

Absent: None

The meeting was adjourned at 4:05 pm.

Repositioning Salem State

How the pandemic is providing new marketing opportunities.

September 23, 2020

Position and reposition Salem State

- With students, families, business, and others feeling deeper ties to their local community, seize the opportunity to (re)introduce them to Salem State.
- The current situation is a perfect time to reinforce our brand and core values to enrolled and prospective students. We need to show how we care about students and their success, and how we are sensitive to student and family needs.
- Many people think they know us but they don't—that's why we're focusing on the
 - ***No place so close will take you so far*** campaign

Enhanced advertising efforts

- Next Generation Custom Audience
- Search Engine Marketing (SEM)
- YouTube
- Mobile Campaign Geo Fencing
- Programmatic Audio

Repositioning Salem State

- This is the year to lay the groundwork to reposition ourselves in the region.
- These efforts will not only strengthen our market share but will also allow for more storytelling about the Salem State experience.
- Our public relation efforts and media placements are also central to this strategy.
- Not only are we stabilizing enrollment but we're also laying the foundation for the success of campaign 2.

Monthly Fundraising Dashboard Fiscal Year 2020
June 30, 2020

Dollars	Goal	Total Raised	Balance	% to Goal
FY20 to June 30, 2020	\$12,000,000	\$5,160,567	\$6,839,433	43%
FY19 Total	\$2,250,000	\$2,238,497	\$11,503	99%

Donors	Goal	Total	Balance	% to Goal
Retained from previous year	2,139	1,394	745	65%
Total Donors	3,400	2,255	1,145	66%

Annual Fund Cash In*

Annual Fund	Unrestricted	Restricted	Total
	Total Raised	Total Raised	
FY20 to June 30, 2020	\$239,381	\$948,184	\$1,187,566
FY19 to June 30, 2019	\$303,473	\$633,691	\$937,163

Campaign II Goals

University Fundraising Priority	Goal	Total Raised	Balance	% to Goal
Financial Aid	\$15,000,000	\$729,349	\$14,270,651	5%
High Impact Retention Practices	\$15,000,000	\$2,993,243	\$12,006,757	20%
SSU BOLD	\$10,000,000	\$1,163,986	\$8,836,014	12%
Unrestricted	\$10,000,000	\$251,923	\$9,748,077	3%
Campaign totals	\$50,000,000	\$5,138,502	\$44,861,498	10%

Gift Type	Goal	Total Raised	Balance	% to Goal
Endowment	\$20,000,000	\$198,058	\$19,801,942	1%
Spendable	\$20,000,000	\$1,966,009	\$18,033,991	10%
Planned Gifts	\$10,000,000	\$2,996,500	\$7,003,500	30%
Total	\$50,000,000	\$5,160,567	\$44,839,433	10%

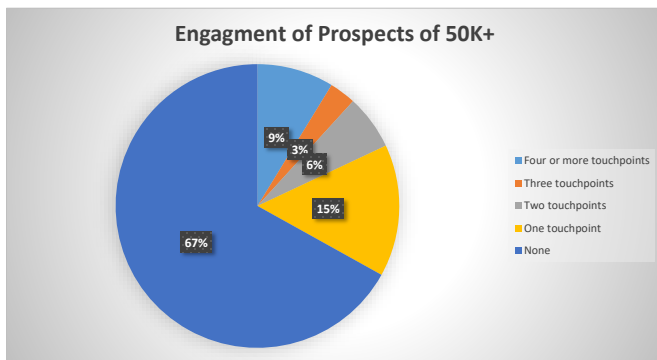
Board Giving

Volunteer Board	Total Giving	Total Participation	Annual Unrestricted Total	Annual Unrestricted Participation	# of current members
Board of Trustees					
FY20 to 6/30	\$3,548,384	100%	\$4,084	36%	11
FY19 to 6/30	\$155,929	91%	\$12,904	73%	11
Foundation Board of Directors					
FY20 to 6/30	\$200,320	100%	\$42,261	57%	23
FY19 to 6/30	\$34,492	75%	\$15,019	50%	16
Alumni Association Board of Directors					
FY20 to 6/30	\$618,827	68%	\$10,110	32%	34
FY19 to 6/30	\$34,204	78%	\$8,058	44%	36

Monthly Engagement Dashboard Fiscal Year 2020
June 30, 2020

Capacity Range	Gifts Needed for \$50 Million Campaign	Prospects required	Prospects with an SSU Rating	Additional to be identified	In a fundraiser's portfolio	% unassigned	% with at least one touchpoint in the last 18 months
\$10M-\$25M+	1	4	9	0	7	22%	33%
\$5M -9.99M	2	8	11	0	4	64%	27%
\$1M-\$4.9M	8	32	57	0	23	60%	37%
\$500,000-\$999,999	6	24	58	0	18	69%	36%
\$250,000-\$499,999	16	64	161	0	70	57%	44%
\$100,000-\$249,999	60	240	808	0	271	66%	32%
\$50,000-\$99,999	80	320	290	30	69	76%	28%
Totals	173	692	1394	30	462	59.09%	34.03%

Level of Engagement of major gift rated constituents in the last 18 months



Touchpoint	MG Rated Prospects
Met with advancement team	117
Correspondence	428
Attended an event	115
Made a gift	180
None	554

Total number of rated constituents any level
 3,353 rated out of 85,496 constituents as of June 30, 2020
 2,986 rated as of July 1, 2019
 increase of 12% in rated constituents since July 1, 2019

Annual Giving

Creating the Habit of GIVING on a Regular Yearly Basis

Prepared by:
Lori Porter Boudo
Director, Annual and Leadership Giving



DEFINITIONS

ANNUAL GIVING

Salem State's program for building lifetime loyalty and raising maximum dollars for the annual fund


- Current use funds
- Reaches large audiences
- Promotes loyal (ANNUAL) giving



DEFINITIONS

ANNUAL FUND

The Salem State University Annual Fund is comprised of unrestricted current use funds for the University and current use restricted revenue for stated university priorities, regardless of size.



THE ANNUAL GIVING PROGRAM

- Leads the effort in **building philanthropic culture** in our community regardless of campaign status
- Entry point to our alumni & friends for giving
- A pipeline to major gifts
- A Way to identify prospects for leadership annual giving, volunteering and to disqualify prospects not suitable for portfolio
- The primary source of unrestricted philanthropic revenue for the university**
- A source of current use restricted revenue for stated university priorities



UNRESTRICTED GIVING SUPPORTS...

The University's highest priorities

Underwater scholarships

Underwater endowments

Foundation expenses



TARGET CONSTITUENTS FOR INCREASED PARTICIPATION AND REVENUE



- Consecutive Donors
- AG Leadership Donors
- Undergraduates & Senior Class Gift
- 15 Most Recent Classes
- Faculty and Staff
- First Time Donors
- Lapsed Donors



ANNUAL GIVING FY2020

- \$2,032,983 committed in restricted and unrestricted giving
- \$169,4620 Committed to Student Emergency Funds
 - \$163,932 in current use funds
 - \$5,530 in endowed funds
- Unrestricted Giving \$269,837 - 65% of goal



VIKING WARRIOR DAY:
1,854 minutes to make a difference

APRIL 29



\$195,693!

340 donors gave \$75,693

367 Gifts

5 challenge/matching gifts



BOARD PARTICIPATION

Board of Trustees

36% Unrestricted Giving Participation

100% Restricted Giving Participation



LOOKING FORWARD: FY2021

Annual Fund Theme: Vikings Rise!

When unforeseen challenges arise—or new opportunities present themselves—Salem State relies on unrestricted, flexible funding that allows us to provide our community with critical support when it's needed. This is the vital role of the Annual Fund. When we work together, we rise together.

Retention and Acquisition

- Maintain current donors year-to-year by encouraging loyalty through annual giving
- Acquiring new donors each year, focusing on graduating students and new alumni

Leadership Giving

- Sullivan Society (\$1,000+) and Sullivan Society Associates
- Pipeline for major gifts
- Strengthening portfolio and prospect management



HOW CAN YOU HELP?

Make an unrestricted gift!

Be an advocate

Stay engaged



WAYS TO GIVE

Outright Gifts salemstate.edu/makeagift

Matching Gifts

Gifts of Stocks

Recurring Gifts

Pledges

Planned Gifts



QUESTIONS?





Campaign Steering Committee Bios

Campaign Co-Chairs

Mary G. "Midge" DeSimone '76

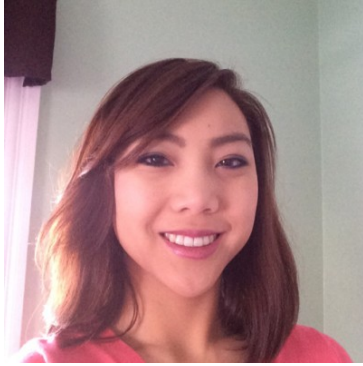
A current member of Salem State University's Board of Trustees and Alumni Association Board of Directors, Mary G. DeSimone is a former certified public accountant and financial analyst whose career included positions with Coopers & Lybrand, a subsidiary of Mellon Bank, and a high-tech start-up north of Boston. In the past she has served as a member of the Salem State Board of Overseers, the Planning Committee for the Salem State Wine Auction and the co-chairperson of the Parents Committee of the Salem State Day Care Center, as well as a member of the board of trustees of the Crime and Justice Foundation, and the Advisory Committee on School Renovation and Construction for the town of Swampscott.



Kim D. Gassett-Schiller '83, '18H



A current member of the Salem State University Foundation Board, Kim D. Gassett-Schiller graduated from Salem State University in 1983 with a Bachelor of Science in business administration. During her undergraduate years she was a tutor for the then-Learning Center, now the Center for Academic Excellence, and was a member of the hockey cheerleading squad. Kim began her commitment to Salem State University in 1983, on the day of her graduation with a donation of \$1. In 2008, Kim and her husband Philip endowed the Gassett-Schiller Chair in Accounting and Finance in the Bertolon School of Business. The Gassett Fitness Center, which opened in the Fall of 2013, is named in honor of Kim's parents, Harold E. and Marilyn J. Gassett. In 2018, she was a Salem State Commencement speaker and received an honorary degree during the ceremony. Kim also co-chaired the university's first comprehensive campaign, 10,000 Reasons, and served on the Campaign Steering Committee. She believes in supporting Salem State to provide the opportunity for others to succeed, and she hopes that by supporting Salem State, she can encourage others to give as well.

Nicole E. Goggin '14, '17G

A member of the Salem State University Alumni Association Board, Nicole graduated from the Bertolon School of Business in 2014 with a business administration degree and received her Master of Business Administration from the university in 2017. She comes from a long line of Viking alumni, with her mom and uncles all members of the Salem State community. She is a sr. associate in client services at Payfactors in Quincy, Mass., where she supports and manages the day-to-day tasks of clients as well as onboarding new clients to the platform. Outside of the alumni association, Nicole is the new president of the Bertolon School of Business Alumni Network and a loyal leadership donor of the Sullivan Society. Upon joining as a co-chair of the new campaign, Nicole looks forward to providing her perspective as a young, diverse alumna.

Elliot M. Katzman '78 and**Donna M. Katzman '78, '98G**

Elliot M. Katzman and Donna M. Katzman met as classmates at Chelsea High School in Chelsea, Mass., and are proud Salem State alumni, with Elliot earning his business administration degree in 1978 and Donna receiving her elementary education degree in 1978 and master's degree in early childhood education in 1998. In addition to their involvement and enthusiasm for Salem State, the Katzmans also continue to be involved in their hometown, with longstanding ties to Chelsea Jewish Lifecare. In 2019, the Marblehead couple were honored with the renaming of the Chelsea Jewish Nursing Home to The Katzman Family Center for Living.

**Elliot M. Katzman '78**

Elliot currently serves on the Salem State University Board of Trustees and is a general partner with Commonwealth Capital Ventures. He has more than 30 years of experience as a venture investor, founder and executive, having built some of New England's most successful technology companies.

Donna M. Katzman '78, '98G

Donna serves as a member of the Salem State University Foundation Board. She is an education management professional and has been a teacher at St. Clement High School, Sacred Heart School and St. Mary's Immaculate Conception in Lawrence, Mass. She also served on the board of East Boston Central Catholic School from 2015-2019.

Campaign Steering Committee Members

Carol A. Ampey-Sullivan '93

Carol A. Ampey-Sullivan is a student services administrator in the Student Navigation Center at Salem State University, as well as a proud Viking alumna, receiving her bachelor's degree in geography with a travel tourism concentration and business administration minor in 1993. Over the years, Carol has been employed in the travel, legal and commercial real estate industries and possesses a strong customer service background. She is passionate about social justice, diversity and multiculturalism. She has extensive volunteer work experience, including serving as a volunteer at PTO Bell School in Marblehead, Mass. and PTO Federal Street School in Salem, Mass.; a Salem YMCA Swim Team parent volunteer in Salem, Mass.; a Shore Country Day School trustee in Beverly, Mass., in which she served on the Finance Committee, Committee on Trustees, Education Committee, Development Committee, Marketing Committee and as Diversity Committee chair; and as the Martin Luther King, Jr. Multicultural Forum Chair at Shore Country Day School in Beverly, Mass.



Elisa Castillo, PhD



Elisa Castillo, PhD currently serves as the assistant dean of students for wellness at Salem State University. In this role, Elisa works across the university to ensure the safety, wellbeing and overall development of students through prevention programs, advocacy and treatment and consultation with faculty and staff. She oversees the counseling and health services office, the DOJ OVW grant-funded Prevention Education Advocacy and Response (PEAR) program and the student life case managers. Elisa also co-chairs the campus' Care and Concern Team and is currently co-leading the SSU COVID response as the health and safety lead. Elisa joined Salem State in 2005, and in the past has served as the director of counseling and health services, assistant director and training director for counseling, psychologist and adjunct faculty member. She is a licensed psychologist in Massachusetts and a loyal supporter of crowdfunding projects that enable students' service trips to Puerto Rico. Elisa earned her BA in psychology from the University of Puerto Rico in Mayaguez and her PhD in counseling psychology at the University of Wisconsin- Madison. She is currently serving on the board of HAWC.

Jake J. Cotter '12

Jake J. Cotter currently serves on the Salem State University Alumni Association Board. He received his chemistry degree from Salem State in 2012 and went on to co-found Prospective Research, Inc. with fellow Salem State graduate Dakota Hamil '12 in 2015. The company is based in Beverly, Mass., and develops disease management solutions for the aquaculture industry. He currently serves as the president and COO. Following graduation, he was a research associate at Cell Signaling Technology until he founded his own company. Most recently, Jake and

Prospective Research, Inc. provided a matching gift during Salem State's third annual giving day, Viking Warrior Day, encouraging young alumni like him to give back to their alma mater.

Dino N. Di Palma and Annalisa C. Di Palma

Dino N. Di Palma and Annalisa C. Di Palma have been loyal friends of Salem State University for many years. Annalisa's mother, Carol A. Ouellette, was a 1960 and 1966G graduate of Salem State. The couple hosted the Fine Wines and Fabulous Finds Auction at their Swampscott home in 2016 to benefit student scholarships at the university.

**Annalisa C. Di Palma**

Annalisa currently serves on the Salem State Foundation Board. She is the owner and trainer of bREAL Health Coaching and Personal Training, with a focus on supporting incremental behavior change and plant-based dietary habits. In addition to her work at Salem State, Annalisa has served as a nonprofit leader with The Food Project, UNICEF, Girls, Inc., and Catholic Charities. Previously, her career was focused in public relations and marketing at high technology start-up companies. Annalisa holds a B.A. from Boston College and an M.B.A. from Northeastern University.

Dino N. Di Palma

Dino is a sales and business development expert with more than 25 years of experience leading high-growth technology organizations. He served as chief operating officer at Acme Packet prior to its acquisition by Oracle Corporation in February 2013. Currently, he serves as the chairman of the board at Emissary.io., a human intelligence network and is also a member of G20 Ventures, which provides early traction capital for East Coast enterprise tech startups. Dino holds a B.A & M.B.A from McGill University.

Arthur T. Gerald, Jr. '12H

Arthur T. Gerald, Jr. is a retired Salem State University staff member, serving as associate dean of students and director of multicultural affairs during his time at the university and dedicating 38 years. He currently serves as the pastor of the Twelfth Baptist Church in Roxbury, Mass. He began his career at Salem State in 1972 as an advisor to the African American Student Association, becoming director of minority affairs in 1973. His desire to create a more diverse and multicultural campus resulted in grant-funded programs that included Alternatives for Individual Development (AID) and the TRIO programs (Upward Bound, McNair and student support services), bringing in over \$30 million in funds in support of student success. In 1980, he was named the associate dean of academic affairs, and prior to retiring in 2009, the Arthur T. Gerald Jr. Scholarship Fund was established to acknowledge and honor his work with students and alumni. The scholarship enables those who might not otherwise be able to attend college to pursue an education. He received an honorary degree from Salem State in 2012 and was given the university's MLK Award in 2010.



Bernard M. "Bernie" Gordon '85H



Bernard M. "Bernie" Gordon has often been called the father of modern analog-to-digital conversion for his many contributions to the communication and medical instrumentation technologies. He holds over 100 patents and many more worldwide related to breakthrough technologies, including instant imaging CT scanning and digital Doppler radar. He earned his Bachelor of Science and Master of Science in electrical engineering from MIT and has numerous honorary doctorates, including one from Salem State University in 1985. Bernie has a deep interest in education, and in 1984 created the Gordon Institute, a graduate-level program for career engineers. At Salem State, he and his wife Sophia are loyal donors and the Sophia Gordon Center for Creative and Performing Arts is named after her. He previously served on the Campaign Steering Committee for Salem State's first comprehensive campaign, 10,000 Reasons. He is now the chairman of the board of Photo Diagnostic Systems, Inc., and is the founder and former chairman of the Analogic Corp. He has also served on the boards of Tufts University and the Lahey Clinic.

Lauren Hubacheck

Lauren Hubacheck is the assistant dean of student experience and transition at Salem State University and part of the leadership team in the Office of Student Life. Currently, Lauren is responsible for the oversight of Career Services, Orientation, Student Life Operations, and the development of a coaching and transition model for all students. Before her role as assistant dean, Lauren was the director of Career Services at Salem State University in which she led the team in successfully developing and delivering signature career readiness programs to students and alumni with a focus on strategically increasing employer partnerships. Prior to Salem State University, Lauren worked at Florida International University Career Services Office from 2005 - 2012. At FIU Lauren served in a variety of roles including associate director of employer relations, assistant director of employer relations & event planning and career counselor. She has a Bachelor of Art in sociology from Lasell College in Newton, Massachusetts and a Master of Science in higher education administration from Florida International University, in Miami, Fla. Lauren has been a board member of Healing Abuse Working for Change (HAWC), a domestic violence support organization, since 2015.

Dr. Miranda S. Lam

Miranda Lam, PhD is a full professor in the accounting and finance department at the Bertolon School of Business at Salem State University. Her research focuses on investment performance evaluation and personal finance, and her specialties are in case writing and online and hybrid curriculum development. Miranda has published in numerous journals and received awards for research in investments. She is the co-author of the textbook, *Entrepreneurial Finance: Concepts and Cases*. She has held leadership roles at several professional organizations, including as journal executive editor, annual program organizer and track chair. Prior to joining Salem State, she was an assistant professor at UMass Boston.





Kathleen A. "Kathy" Murphy '75

A member of the Salem State University Board of Trustees and past member of the Foundation Board, Kathleen A. "Kathy" Murphy, PhD a retired executive and owner of Chi Solutions, a clinical laboratory consulting and management firm focused on delivering revenue growth, cost savings and optimized operations for hospitals, health systems and hospital-owned independent laboratories. Kathy is the author of *The Profit Machine in the Hospital Basement: Turning Your Lab Into an Economic Engine* and a noted speaker in the medical laboratory field. She received her Bachelor of Arts degree in biology from Salem State in 1975 and went on to get her master's degree and doctorate degree in microbiology and immunology at the University of North Dakota. At Salem State, Kathy has established the Dr. Kathy Murphy '75 Biology Strategic Endowment and Dr. Kathy Murphy '76 Scholarship Fund to support biology students at Salem State, as well as innovation funds for the biology department.



Philip M. "Phil" Ricciardiello '19H

Dedicated Salem State advocates, Dr. Philip M. "Phil" Ricciardiello and his wife Joanne '68 received honorary degrees during Salem State's College of Arts and Sciences and School of Education ceremony in 2019. Creating the largest active alumni group outside of Salem, the Ricciardiellos have hosted alumni and friends of southwest Florida for over a decade and are proud leadership donors in the Crosby and Sullivan Societies. The O'Keefe Sports Complex is named in tribute to Joanne's late father, and the Ricciardiello Atrium, located inside the O'Keefe, is named in honor of Joanne and Phil. Phil is a retired native of Salem, Mass., and has been a resident of Naples, Fla. for 21 years. Most recently he served as the chairman and owner of O'Keefe Chevrolet Inc. in Ipswich, Mass.

Ryan Fisher, PhD

Ryan Fisher, PhD is a professor of biology at Salem State University. He revels in teaching both majors and non-majors biology students from the freshmen level all the way up to the senior level. Courses include the First Year Seminar, Invertebrate Zoology and the Biology Seminar. Ryan is passionate about drawing in the non-major biology student to the exciting world of biology and improving the undergraduate experience in this discipline both within Salem State and across public higher education in Massachusetts. He is a marine biologist whose research interests are the microscopic animals (the 'meiobenthos') that live in marine sediments. He has been chair of the biology department (2013-2019), is the co-chair of the Darwin Festival Committee, is an active member of the Earth Day Committee, and has just ended three years on the All University Committee. In addition to his work at Salem State, Ryan enjoys the outdoors, sports and spending time with his family.

**Cindy Vincent, PhD**

Cindy Vincent, PhD is an associate professor in the department of media and communication at Salem State University. Her academic interests include civic and participatory media, digital media technologies and culture and media literacy. Cindy's research investigates the power of civic media to facilitate self-empowerment, agency and civic engagement within historically marginalized populations. She also examines the use of dissent in democratic participation for negotiation of political power and social change. She is currently the head of the Communication Technology Division for the Association for Education in Journalism and Mass Communication and associate editor for the *Journal of Communication Technology*. She also serves as the Salem State University faculty fellow for the Honors Program and the advisor of the Lambda Pi Eta Media and Communication Honors Society.



John C. Pastore, Jr. '94

John C. Pastore, Jr. graduated from Salem State University in 1994 with a degree in business. After graduation he stayed connected to his alma mater as president of the Salem State Foundation Board, Salem State Alumni Association Board and Bertolon School of Business Advisory Board. In 2005, he was a guest speaker at the Agganis Business Speaker Forum. A private wealth manager with over 20 years of industry experience, John specializes in working with high-net worth and ultra-high net worth individuals and business owners and was listed in Boston Magazine as a Five Star Wealth Manager from 2014-2019. He is a founding member of Integrated Financial Partners (Integrated) and developed the company's industry-recognized Professional Partner Program, a dynamic co-source model that partners financial advisors with CPAs, attorneys and property and casualty professionals. He currently serves as senior vice president and private wealth manager and fiduciary, in which he oversees Integrated's Professional Partner Program and consults with CPA and law firms as they integrate wealth management and financial planning services into their core offerings.

Creative development in green	NOVEMBER			
	11/2-11/6	11/9-11/13	11/16-11/20	11/23-11/27
Deadlines or presentations in yellow				
Campaign Messaging				
First draft messaging development				
Messaging first draft for IA and M&C				
Messaging revisions				
Design firm identified				
Campaign theme development				
Messaging second draft and theme presentation for IA, M&C, President				
Theme selection process				
Finalist themes selected (Top 2-3 from campaign co-chairs)				
Campaign brand development				
Final messaging presentation and design concepts for top 2-3 brands for review before committee review for IA and M&C				
Brand and presentation revisions				
Final messaging presented and final theme/brand selected by Campaign Steering Committee	11/3			
Brand and messaging integration+final revisions				
Messaging reveal by Steering Committee Members to Foundation Board, Board of Trustees, Alumni Board				
Campaign Case Statement				
Case statement outline development				
Case statement outline shared with SSU				
First draft content development				
First draft content to SSU				
First draft case statement revisions				
First draft design development				
First draft design+second draft content to SSU				
Design revisions+final copy edits				
Second draft design to SSU for internal edits (IA, M&C, PEC)				
Third round revision process				
Final case presented to Steering Committee for review and feedback from boards				
Feedback collected from Steering Committee, Foundation Board, Board of Trustees, Alumni Board				
Final revision process				
Final Case For Support Completed and Received				
Campaign Message Training				
Presentation materials developed				
Case/messaging training with Steering Comm.				
Message training with Fundraisers+PEC				
Message Training with Trustees				
Message Training with Alumni Board				
Message training with Foundation Board				

Meeting Date	Meeting Time	Committee Name	Agenda / Meeting Topics (revised 9/14/20)	Presenters
9/23/2020	3:30pm	Committee	<ul style="list-style-type: none"> ● MC: Repositioning and institutional messaging update ● Campaign Update: <ul style="list-style-type: none"> -campaign steering committee (attachment) -Libretto and Stoltze work (attachment) ● Communicate work plan for FY21 (attachment) ● Monthly Dashboard - June (attachment) ● Annual Giving Presentation (attachment) 	Lori Boudo, Director of Leadership and Annual Giving
12/4/2020	TBD	BOT Off-Site	<ul style="list-style-type: none"> ● Campaign brand identity and messaging 	
1/27/2021	3:30pm	Committee	<ul style="list-style-type: none"> ● MC: Fall advertising and early repositioning results ● Committee Charter review ● Campaign Update <ul style="list-style-type: none"> - Academic Dean monthly meetings and training ● Monthly Dashboard - December (attachment) ● Board Solicitation Strategy Development (Campaign focus) 	Brian Schubmehl, Director of Major and Planned Giving
2/24/2021	5pm	BOT	<ul style="list-style-type: none"> ● Provide draft of the case for support for feedback to be collected by next committee meeting (handout only for distribution) 	
3/24/2021	3:30pm	Committee	<ul style="list-style-type: none"> ● MC: Summer marketing plans and spring results ● Campaign update ● Final feedback provided for case for support ● Monthly Dashboard - February (attachment) ● Board Solicitation Strategy Development (Campaign focus) 	
March TBD	TBD	BOT/SGA	<ul style="list-style-type: none"> ● Campaign update 	
4/14/2021	5pm	BOT	<ul style="list-style-type: none"> ● Campaign messaging training with Libretto 	Libretto
5/26/2021	3:30pm	Committee	<ul style="list-style-type: none"> ● MC: Planning for FY22 ● Campaign update ● Monthly Dashboard - April (attachment) ● Viking Warrior Day update ● Alumni weekend 	

SUBJECT: Finance & Facilities Committee Meeting Report for September 23, 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, September 23, 2020. All votes taken during this meeting were by roll call vote.

Present for the Committee: Trustees Katzman (chair), Russell (vice chair), Murphy, DeSimone, Cadet, and Chair Lutts (ex-officio); President Keenan (ex-officio); Vice President House (committee liaison) and staff associate Beaulieu.

Absent for the Committee: None

Trustee Katzman, committee chair, called the meeting to order at 5:26 pm.

Investment performance for period ending June 30, 2020 (Attachment A)

Mr. Doherty and Mr. Tyler of Eastern Bank Wealth Management discussed the university's investment portfolio performance for the period ending June 30, 2020. Highlights included rebalancing the portfolio since January 2020; impacts of COVID driving the economy; consumer spending; and benchmark comparisons.

Eastern Bank establishment of new bank account for ACH (Attachment B)

A request was presented to establish a new bank account at Eastern Bank to pay university's vendors by an Automated Clearing House (ACH) payment instead of paper checks.

Trustee Russell **MOVED** that the Finance and Facilities Committee hereby recommends that the Board of Trustees approve the following motion regarding the establishment of a new bank account at Eastern Bank for ACH payments by Salem State University, **SECONDED** by Trustee DeSimone:

Recommended motion

The Board of Trustees authorizes the establishment of a new Eastern Bank account for ACH payments for Salem State University. Authorized signers on the account will be the vice president for finance and facilities/CFO, university controller, and associate director of accounts payable.

A roll call vote was taken.

Voting in the affirmative: Trustees Cadet, DeSimone, Katzman, Murphy, Russell

Voting against: None

The motion passed unanimously.

Committee chair Katzman spoke about the need of the university to have a cohesive plan for its future.

Vice President House led the trustees through the flow of the meeting via a PowerPoint presentation (Attachment C).

Financial matters discussed: status of FY20 results and the financial impact of COVID-19; FY21 budget status; and FY22/FY23 preliminary projections. Highlights included the MSCBA debt restructure; project BOLD update; high level financial model for FY22/23 with worst, middle and best-case scenarios.

President Keenan discussed the Sustainable Path Forward Task Force that he is creating. The Sustainable Path Forward Taskforce will recommend an innovative, comprehensive, cohesive, and affordable plan for reorganization and operational change. The recommendations will be driven by student needs and will provide a plan for the optimal delivery of academic programs and administrative and student services while offering significant financial savings (from revenue and/or cost savings) of \$15M minimum, along with recommendations for saving an additional \$5M. The task force will consider demographics of the region, seek markets for enrollment growth including adult learners; and be especially mindful of the equity agenda. The task force includes core membership from the university's budget advisory committee supplemented by other experts and representatives. Recommendations from the task force are expected to the president mid-December.

Committee members should reach out to Chair Katzman with any questions or recommendations related to the Finance and Facilities committee's work plan.

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

- FY20 budget preliminary results (Attachment D)
- FY21 budget status (Attachment E)
- FY22/23 high level projections (Attachment F)
- Financial dashboard (Attachment G)
- DCAMM funding and five-year critical repairs plan (Attachment H)
- Sustainability update (Attachment I)
- Capital projects status update (Attachment J)
- Committee charter (Attachment K)
- Committee work plan for the year (Attachment L)
- Financial profile (Attachment M) [for reference]
- FY21 Budget (Attachment N) [for reference]

Trustee Russell **MOVED** that the Finance and Facilities Committee meeting adjourn **SECONDED** by Trustee DeSimone:

A roll call vote was taken.

Voting in the affirmative: Trustees Cadet, DeSimone, Katzman, Murphy, Russell

Voting against: None

The meeting adjourned at 7:11 pm.

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

WEALTH MANAGEMENT REVIEW



August 28, 2020

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

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

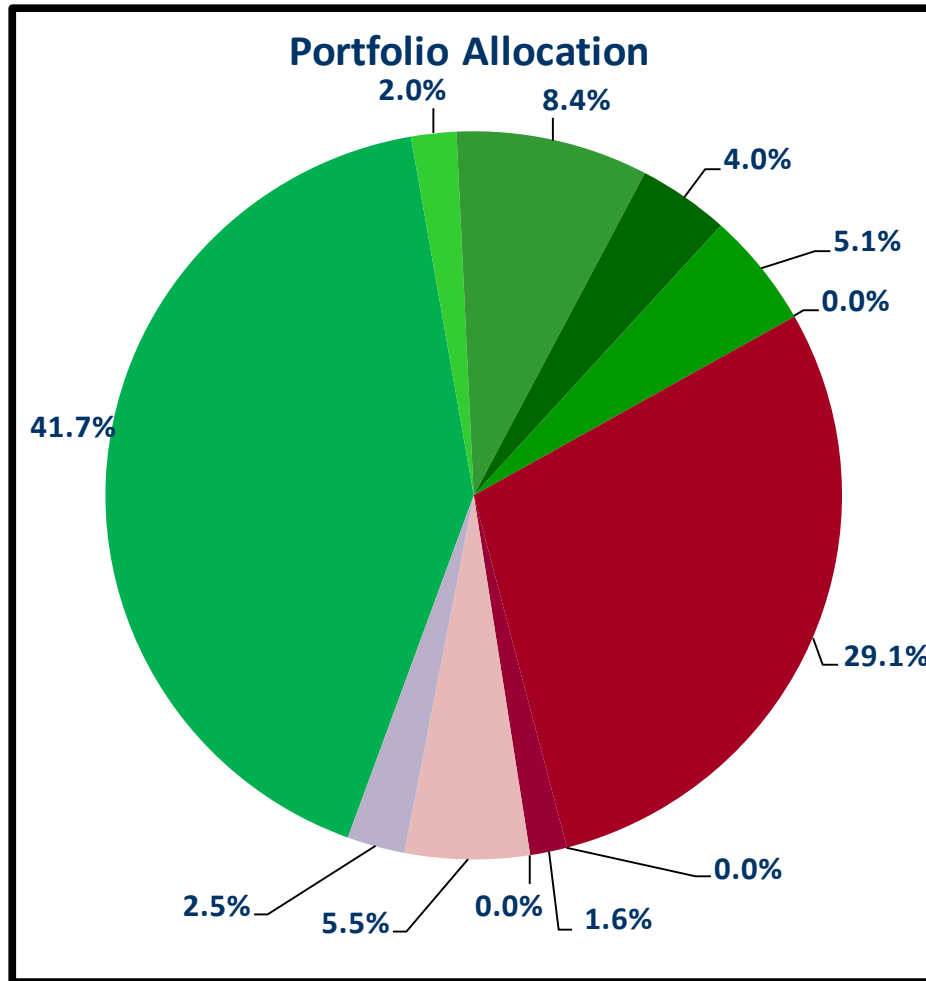
Allen Laine
Equity Analyst, CFA®
617- 897-1020

Agenda

I. Objectives	3
II. Investment Policy Review	4
III. Performance Review	8
IV. Economic and Market Outlook	15
– Economic Overview	15
– Fixed Income	16
– Equities and Other Asset Classes	18
V. Appendix	24
– Biographies	28
– Notices and Disclaimers	32



Salem State University Portfolio



**Market Value as of 6/30/2020:
\$16,959,378**

Equities 61.3%

Individual Stocks	41.7%
Small/Mid-Cap ETFs	2.0%
Sector & Tactical ETFs	8.4%
Internat'l - Developed ETFs	4.0%
Internat'l - Emerging ETFs	5.1%
Global ex-USA ETFs	0.0%

Fixed Income 36.2%

Individual Bonds	29.1%
Target Date Maturity ETF's	0.0%
U.S. Treasury Bond ETF's	1.6%
Preferred Stock Funds	0.0%
Corporate Bond Funds	5.5%

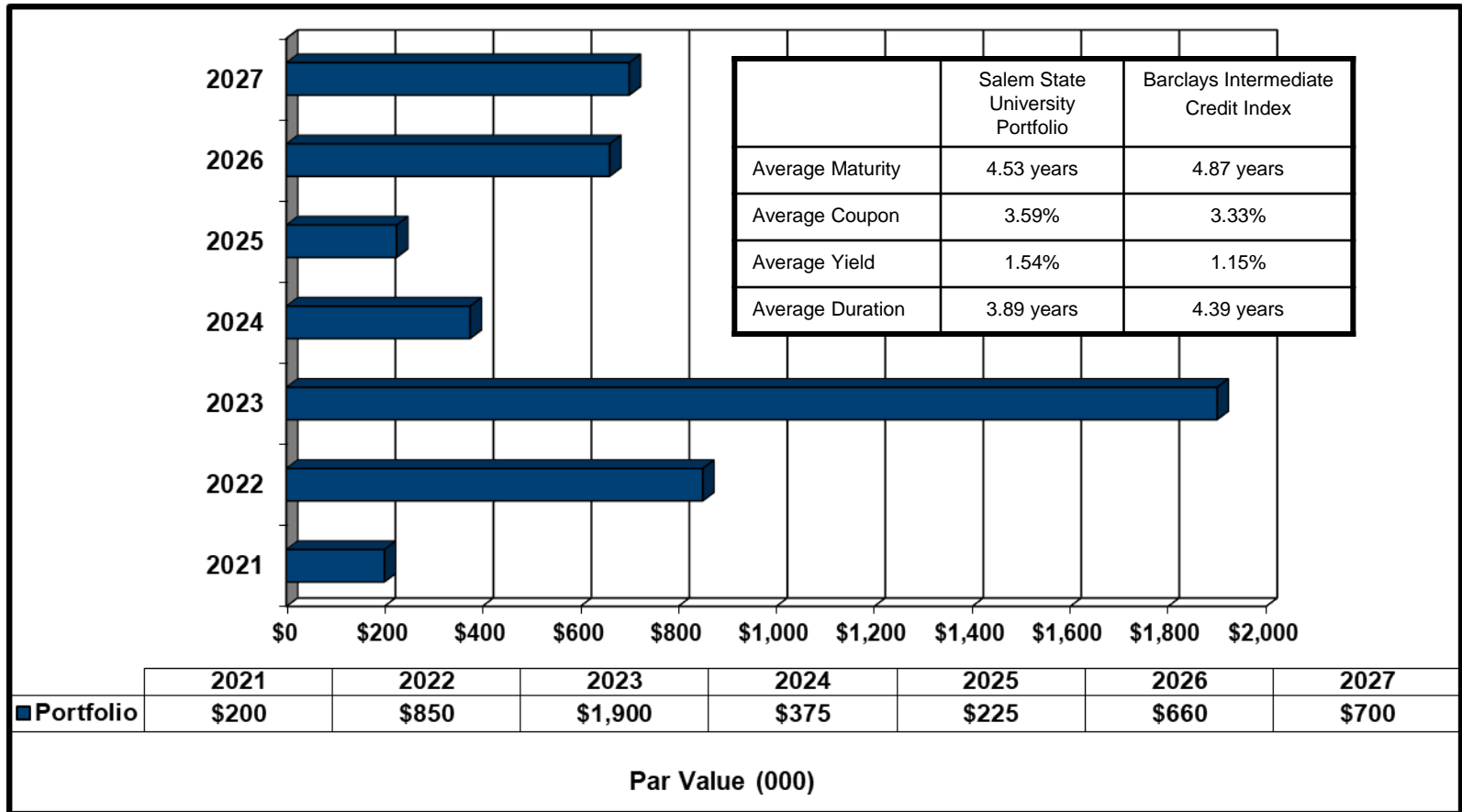
Money Market 2.5%

Cash	2.5%
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Investment Policy Checklist

Key Item (as of June 30, 2020)	Policy	Salem State	Compliant?
Equity ratings: Common stocks: S&P Stock Guide Mutual funds: Morningstar	B+ 3 Star or better	B+ 3 & 4 Star	Yes Yes
Fixed Income: Corporate bonds position limit Maximum maturity Minimum individual bond rating	<35% of fund 7 years Baa / BBB	29.0% 7.08 years Baa2 / BBB	Yes Yes Yes
Alternative investments: Derivatives, forwards, swaps, futures	Prohibited	None held	Yes
Asset allocation range: Equities Fixed Income Cash	50% - 75% 25% - 50% 0% - 10%	61.3% 36.2% 2.5%	Yes Yes Yes
Fossil fuel divestment: Carbon Underground 200 Alternative energy suppliers	Divest prudently Seek options	None held Several new holdings	Yes Yes

Bond Maturity Distribution



Individual Corporate Bond Ratings

Attachment A

Description	Units	Purchase Date	Time of Purchase	Current	Time of Purchase	Current
			Moody's Rating	Moody's Rating	S&P Rating	S&P Rating
ACE INA HOLDINGS 2.7% 03/13/2023	100,000	10/5/2016	A3	A3	A	A
AMERIPRISE FINANCIAL, INC. 4% 10/15/2023	175,000	12/15/2016	A3	A3	A	A
AT&T INC 3.6% 2/17/2023	225,000	1/26/2018	Baa1	Baa2	BBB+	BBB
ABBVIE INC 3.2% 05/14/2026	100,000	9/6/2019	Baa2	Baa2	A-	BBB+
BANK OF AMERICA CORP 3.3% 01/11/2023	100,000	9/12/2016	Baa1	A2	BBB+	A-
CARDINAL HEALTH, INC. 3.2% 3/15/2023	150,000	7/21/2016	Baa2	Baa2	A-	BBB
CBS 3.7% 08/15/2024	150,000	4/28/2017	Baa2	Baa2	BBB	BBB
CELGENE CORP 4% 08/15/2023	200,000	12/15/2016	Baa2	WR	BBB+	A+
CITIGROUP 3.375% 03/01/2023	150,000	7/21/2016	Baa1	A3	BBB+	BBB+
WELLS FARGO & CO. 3% 10/23/2026	150,000	6/2/2020	A2	A2	BBB+	BBB+
UNION PACIFIC 3% 9/15/2027	200,000	3/2/2020	A2	A-	Baa1	A-
ALABAMA POWER CO 3.55% 12/1/2023	200,000	4/16/2019	A1	A1	A-	A
AMERICAN EXPRESS CO 3.125% 5/20/2026	200,000	9/20/2019	A3	A3	BBB+	BBB+
EBAY INC 3.8% 3/9/2022	250,000	1/28/2018	Baa1	Baa1	BBB+	BBB+
FORD MOTOR 4.25% 09/20/2022	200,000	6/19/2017	Baa2	Ba2	BBB+	BBB+
HEWLETT-PACKARD CO 4.05% 9/15/2022	250,000	1/26/2018	Baa2	Baa2	BBB	BBB
HYATT HOTES 3.375% 07/15/2023	125,000	12/20/2017	Baa2	Baa3	BBB	BBB
KEYCORP 4.15% 10/29/2025	100,000	12/21/2018	Baa1	Baa1	BBB+	BBB+
INTERCONTEXCHANGE GROUP 4% 10/15/2023	200,000	4/16/2019	A2	A3	A	A3
TIME WARNER, INC. 3.4% 06/15/2022	125,000	10/5/2016	Baa2	WR	BBB	BBB
VODAFONE GROUP 2.95% 02/19/2023	150,000	10/5/2016	Baa1	Baa2	BBB+	BBB
QUALCOMM INC 3.45% 5/20/2025	100,000	1/23/2019	A2	A2	A-	A-
WHIRLPOOL 4% 03/01/2024	200,000	12/20/2017	Baa1	Baa1	BBB	BBB
XILINX, INC. 3.00% 03/15/21	200,000	11/17/2014	A3	A3	A-	NR
QUEST DIAGNOSTIC INC 3.45 6/1/2026	150,000	12/18/2019	Baa2	Baa2	BBB+	BBB+
SYSCO CORP 3.25% 7/15/2027	150,000	1/24/2020	A3	Baa1	BBB+	BBB-
LOWES COMPANIES INC 3.1% 5/3/2027	150,000	1/24/2020	Baa1	Baa1	BBB+	BBB+
AMEGEN 2.2% 2/21/2027	150,000	6/2/2020	A-	Baa1	Baa1	A-

ESG SUSTAINABILITY MULTI-ASSET PORTFOLIO HOLDINGS (as of 6/30/20)

Portfolio Weightings vs 60/40 Blended Benchmark

Industry Weightings	% Of Portfolio	% Of Blend	Industry Weightings	% Of Portfolio	% Of Blend
CONSUMER DISCRETIONARY	5.34%	11.33%	HEALTH CARE	9.57%	13.93%
MCDONALD'S	1.60%		MERCK & CO	1.43%	
THE HOME DEPOT, INC.	2.24%		DANAHER CORP	1.28%	
BURLINGTON STORES	1.50%		JOHNSON & JOHNSON	1.44%	
CONSUMER STAPLES	5.08%	7.36%	THERMO FISHER SCIENTIFIC	1.28%	
PEPSICO	0.97%		UNITEDHEALTH GROUP	1.62%	
PROCTER & GAMBLE CO	1.19%		CVS HEALTH	0.98%	
WALMART	1.86%		ABBOTT LABS	1.54%	
SYSCO CORP	1.06%		INDUSTRIALS	6.54%	8.52%
FINANCIALS	7.51%	14.81%	ILLINOIS TOOL WORKS	1.28%	
INTERCONTINENTAL EXCHANGE	1.12%		HONEYWELL INTERNATIONAL	0.88%	
JPMORGAN CHASE & CO.	2.34%		EATON CORP	1.05%	
ALLSTATE CORP.	1.43%		IDEX CORPORATION	1.00%	
PNC FINANCIAL	1.19%		RAYTHEON TECHNOLOGIES	1.11%	
BLACKROCK, INC.	1.43%		NORTHROP GRUMMAN	1.22%	
FUNDS	31.83%	0.97%	INFORMATION TECH	19.30%	25.18%
SPDR BIOTECH ETF	2.27%		BROADCOM	1.73%	
SPDR TECHNOLOGY ETF	1.97%		ADOBE SYSTEMS INC.	1.74%	
SPDR INDUSTRIALS ETF	1.30%		ANALOG DEVICES, INC.	0.96%	
CALVERT MID CAP	3.24%		APPLE	2.18%	
HARTFORD GLOBAL IMPACT	1.79%		APPLIED MATERIALS	1.25%	
DFA US SUSTAINABILITY CORE	1.38%		MICROSOFT	4.06%	
DFA EMERGING MARKETS	3.32%		SALESFORCE.COM, INC.	1.37%	
DOMINI IMPACT INTERNATIONAL	3.29%		MASTERCARD	2.09%	
CALVERT EMERGING MARKETS	1.65%		AUTOMATIC DATA PROCESSING	0.96%	
CALVERT GLOBAL	1.98%		PAYPAL HOLDINGS	1.95%	
INVESTCO BUYBACK WILDERHILL	2.79%		MOTOROLA SOLUTIONS	1.01%	
ISHARES RUSSELL 1000 INDEX	6.85%		COMMUNICATION SERVICES	9.10%	8.92%
UTILITIES	2.21%	3.20%	ALPHABET CLASS C	1.10%	
XCEL ENERGY INC	0.84%		ALPHABET CLASS A	2.65%	
NEXTERA ENERGY INC	1.37%		WALT DISNEY	1.15%	
MATERIALS	1.78%	3.33%	AT&T	0.89%	
AIR PRODUCTS & CHEMICALS	1.78%		FACEBOOK	2.25%	
REAL ESTATE	1.22%	2.38%	VERIZON COMMUNICATIONS	1.06%	
AMERICAN TOWER	1.22%				
CASH	0.52%	0.07%			

Target allocation as of 6/30/2020; Allocation may not reflect EWM's current view and should not be used as the base of an investment decision.

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

Portfolio Performance

Salem State University Total Return

Investment Performance						
Strategy: Growth with Income ESG Sustainability						
As of June 30, 2020						
Asset Class / Benchmark	Ending Market Value	Allocation	YTD	1 YEAR	3 YEAR	5 YEAR
			To Date (6 Months)	Total Return	Total Return	Total Return
Salem State University	\$16,959,374	100.0%	0.97%	8.18%	8.83%	7.63%
Total Benchmark		100.0%	-0.77%	6.32%	7.58%	7.33%
Equities	\$10,391,237	61.3%	-2.06%	8.33%	11.20%	9.87%
*Multi-Asset Equity Blend		60.0%	-4.24%	5.55%	9.11%	9.25%
Fixed Income	\$6,137,796	36.2%	5.11%	7.54%	4.78%	3.79%
Barclays US Interm Credit TR		37.0%	4.16%	6.97%	4.88%	4.18%
Money Market	\$430,341	2.5%	0.26%	1.01%	1.27%	0.78%
Lipper Money Market Index		3.0%	0.39%	1.27%	1.46%	0.95%
Portfolio Return Gross of Fee			0.97%	8.18%	8.83%	7.63%
Portfolio Return Net of Fee			0.75%	7.70%	8.34%	7.14%

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

Source: First Rate

Performance Review: 2020 YTD

- Asset allocation helped 1Q and 2Q 2020 results
 - Portfolios were rebalanced to neutral in January and again in April
 - In January, we trimmed equities and redeployed into fixed income
 - In April, we bought equities to return to neutral
- Core U.S. equity outperformed S&P 500 and peers YTD
 - Focus on quality dividend growth and defensive sectors was key
 - Huge 1Q outperformance was partially offset by modest 2Q relative weakness due to quality tilt
 - Absence of fossil fuel companies helped performance, but industrial and clean-energy “replacements” detracted – not much net impact
 - Most active managers lagged the market index in 1Q and in 2Q
- Longer-term Core U.S. equity remains ahead of peers
 - Consistency matters: EBWM performance ranks in first- or high second-quartile for 1-, 3-, and 5-year periods
 - Sector allocation, profit-taking, and torpedo avoidance helped us

Performance Review: U.S. Equities

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

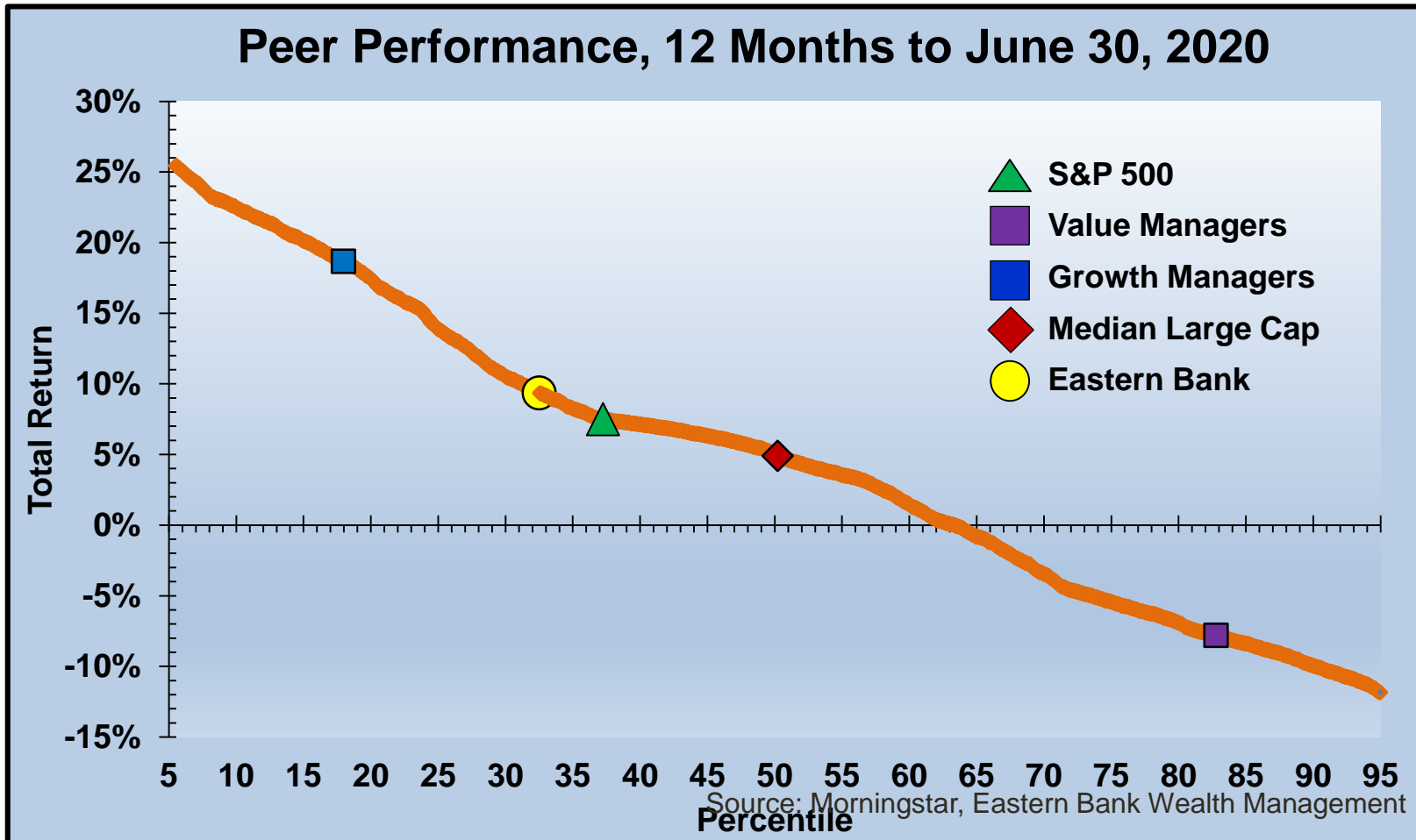
As of June 30, 2020	2016	2017	2018	2019	2020-1Q	2020-2Q
Eastern Bank	9.66%	23.69%	-2.39%	31.71%	-17.50%	20.05%
EBWM Percentile	51	32	23	27	31	54
Large-Cap Peer Group	9.80%	20.78%	-5.60%	29.02%	-20.16%	20.45%
Growth	3.09%	28.31%	-2.01%	32.35%	-14.80%	26.92%
Value	14.19%	16.01%	-8.94%	25.22%	-26.62%	15.19%
S&P 500	11.98%	21.84%	-4.38%	31.48%	-19.60%	20.54%

Source: Morningstar, Eastern Bank Wealth Management

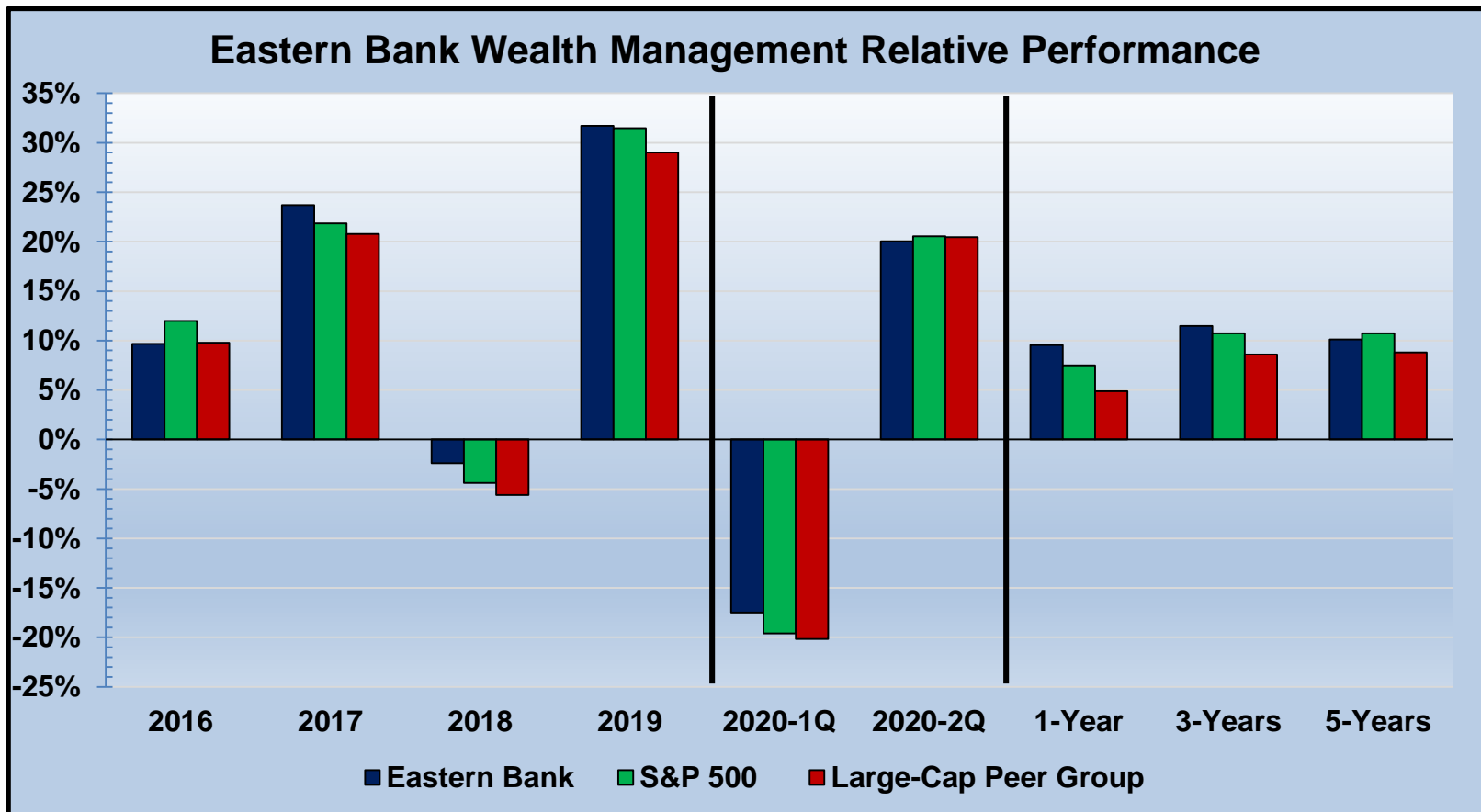
As of June 30, 2020	1-Year	3-Years	5-Years
Eastern Bank	9.56%	11.48%	10.11%
EBWM Percentile	32	32	36
Large-Cap Peer Group	4.89%	8.61%	8.81%
Core (Blended)	4.89%	8.61%	8.81%
Growth	18.73%	16.32%	13.28%
Value	-8.12%	1.87%	4.25%
S&P 500	7.51%	10.73%	10.74%

Source: Morningstar, Eastern Bank Wealth Management

Performance: Large-Cap U.S. Equity



Eastern Bank vs. Peers

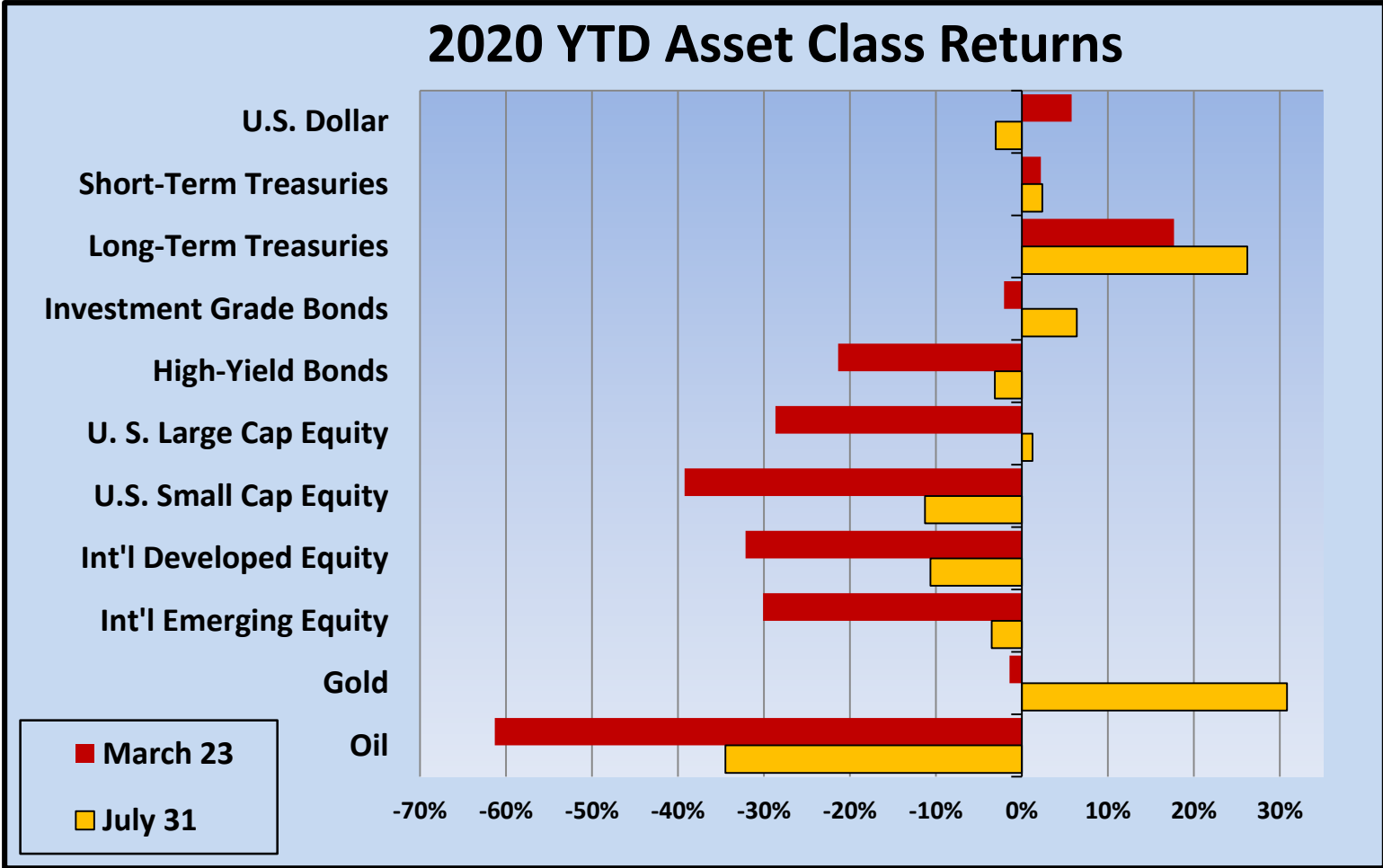


Source: Morningstar, Eastern Bank Wealth Management

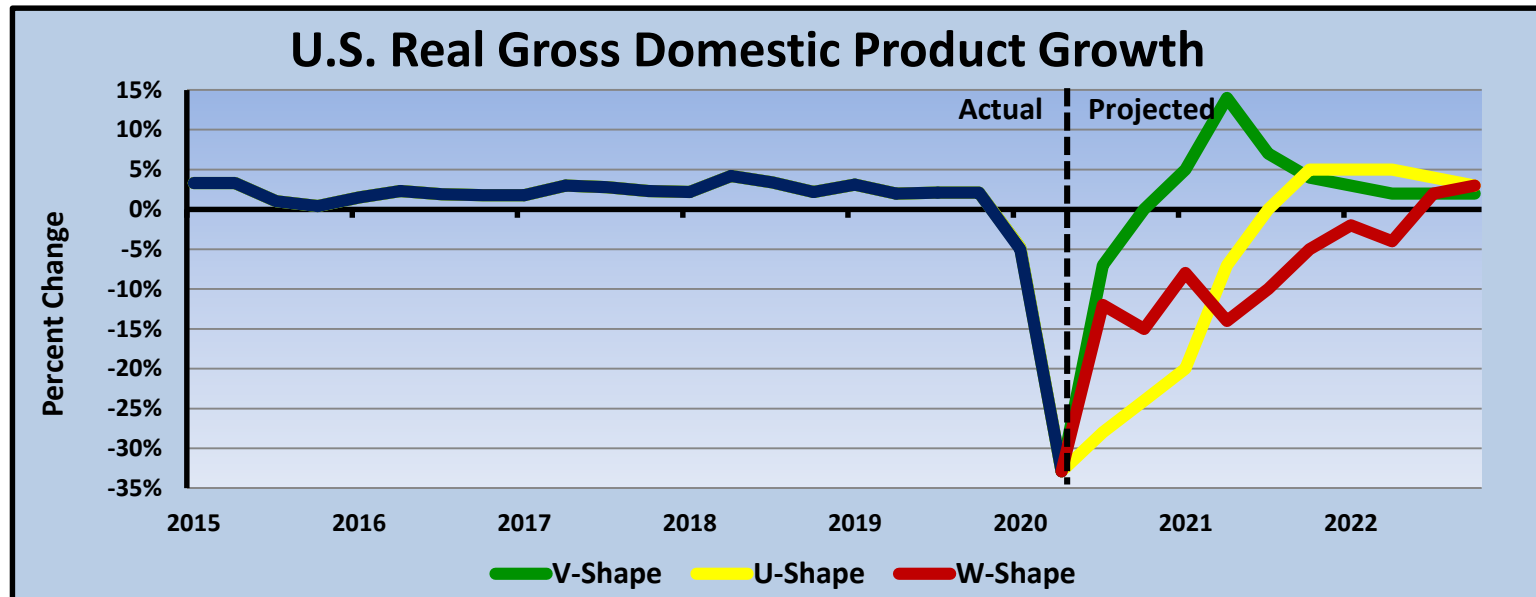
Asset Allocation

- January outlook
 - Neutral asset allocation reflected balanced outlook
 - Positioning within each asset class was defensive, including MBS, Treasury, and blue-chip dividend payers
- April outlook
 - When the bear market hit, we were properly prepared
 - Rebalanced back to neutral as part of normal discipline
 - Began to add risk into equity and fixed income portfolios
 - Purchased high-yield and preferred securities; sold MBS
 - Added cyclical tech and industrial equities, trimmed defensives
- July outlook
 - Recovery will be fitful, following the course of Covid-19
 - Slight overweight to equities reflects lack of opportunity in bonds
 - Maintain risk levels within each asset class

Asset Allocation – Performance

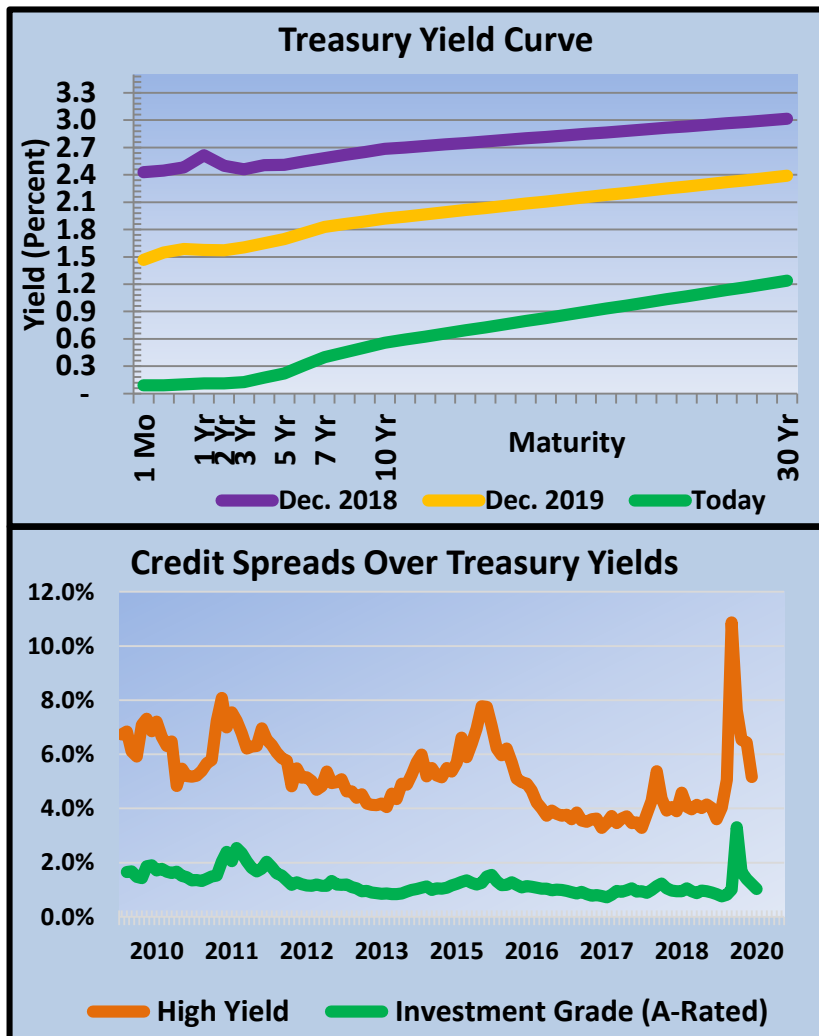


Economic Outlook



- The June quarter was the country's worst since the 1930s. Shelter-in-place orders in response to the Covid-19 pandemic ravaged spending across almost all sectors of the economy.
- Relief packages from Congress and unprecedented liquidity infusions by the Fed provided short-term support for the economy, but the outlook still hinges on the pandemic's course.

Market Monitor: Fixed Income



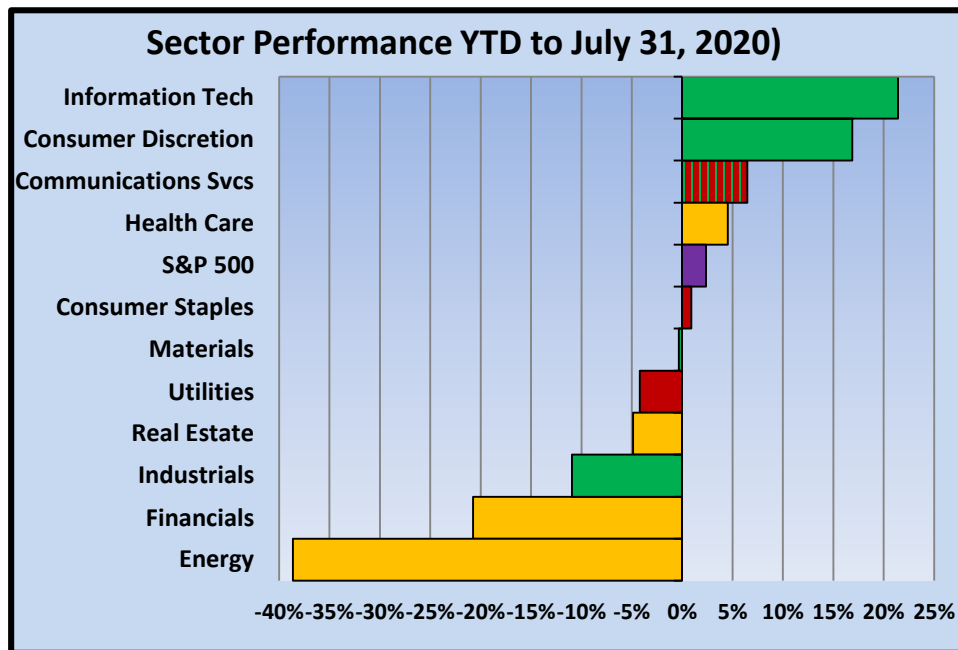
- Fed Chair Jerome Powell has unleashed an unprecedented fusillade of weapons to provide liquidity and balance sheet support, which has pulled investors into risk assets.
- The Fed's market interventions have distorted price signals in the Treasury debt markets. Low long-term yields may not signal fear of prolonged recession, nor a lack of future inflation.
- Credit markets are no longer anticipating a deep or long recession. The yield curve is steeper, and credit spreads have tightened sharply.

Active Fixed Income Strategy

- Outlook
 - Covid-19 has knocked the global economy flat – and government shelter-in-place responses have magnified the downturn. The fundamental underpinnings of the economy can recover as long as the short-term health crisis doesn't inflict permanent damage. Premature re-openings and some reversals threaten recovery.
 - The European Central Bank and the Bank of Japan are both committed to their negative-rate policies, while the Federal Reserve has explicitly rejected the idea as unhelpful and risky.
- Strategy
 - We have added some risk categories to our portfolios, including high-yield and preferred securities, to exploit extreme valuations.
 - We have moved to a nine-year bond ladder to provide better insulation from short-term market fluctuations.

Market Monitor: Domestic Equity

- U.S. stocks have rebounded by more than 50% from their March 23 lows, including the fastest 50-day rally in S&P 500 history; the index finished July up 2% year-to-date.
- Technology and FANMAG stocks services have led the rebound; most sectors have not participated. Energy remains the worst sector, even after oil prices have doubled in three months.

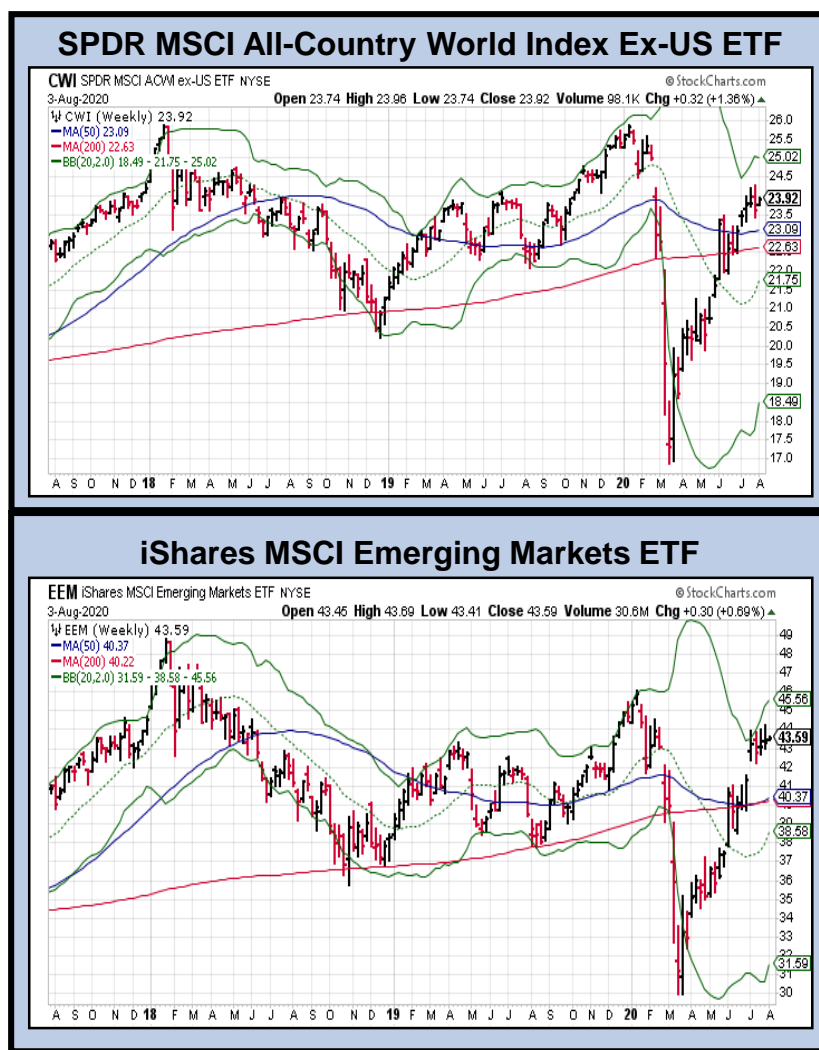


- The index's 1.8% dividend yield has drifted lower, as stock prices have risen while many companies have cut their dividends sharply to preserve cash.
- The S&P 500 looks pricy, but no one really knows what companies can earn next year; recovery is tied to the path of Covid-19.

Domestic Equity Strategy Review

- Outlook
 - The Covid-19 outbreak has crushed prior expectations of a return to earnings growth this year; a sharp downturn is upon us, the deepest since the Great Depression. As the economy reopens, debate centers around whether the recovery will be short and steep or halting and prolonged. Recent resurgence of the virus points to a more difficult recovery.
 - Service industries – the backbone of the U.S. economy – were hit harder than manufacturing, and may take time to revive. Travel, entertainment, discretionary retail and similar sectors account for 20% of jobs and GDP, but only 7% of S&P 500 operating profits.
- Strategy
 - We remain fully invested. Domestic equity portfolios remain diversified across all sectors of the economy. We have added selectively to risk where valuations and prices have been most severely pummeled.

Market Monitor: International Equity

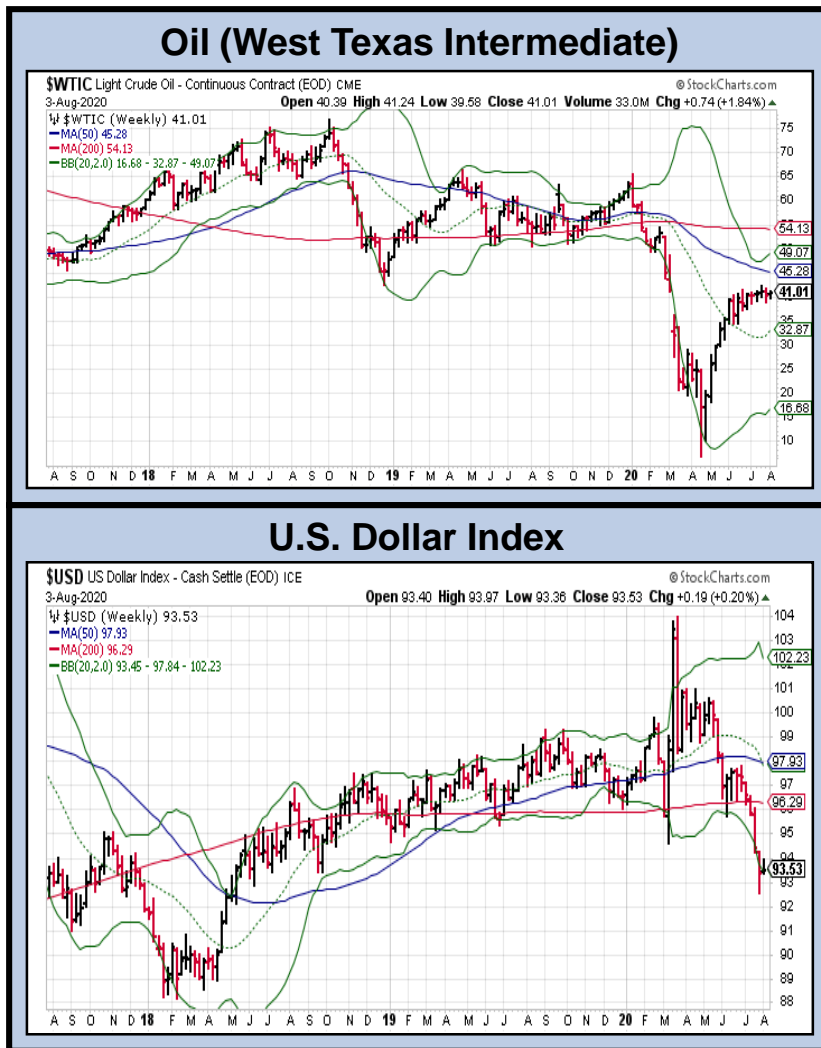


- Global markets have rebounded but not as robustly as American equities. Valuations are below American levels, but so too are GDP and EPS growth rates.
- China's markets have soared this year, as investors have been comforted by the country's apparently successful gradual reopening of its economy.
- Emerging markets were crushed following the Covid-19 outbreak, but they have outperformed developed markets on the road back. They are also still sensitive to the ebbs and flows of reopening progress in major economies.

International Equity Strategy Review

- Outlook
 - We think international markets offer both diversification and risk-management benefits. Valuations remain below U.S. levels, which limits downside risk, but fundamentals are still fragile. These are long-term investments that may take time to play out fully.
- Strategy
 - Multi-Asset portfolios are underweight foreign markets compared with their benchmarks. Outside the U.S., we favor emerging markets, based on consumer demand and shifting global supply chains. Developed markets are under pressure from Covid-19, Brexit, and political turmoil in core Eurozone countries.
 - In Europe, low valuations are attractive, but bank profits have been under pressure from the European Central Bank's aggressive monetary policy. The ECB recently reintroduced programs to help restore bank capital and to expand bond purchases, but their effectiveness is questionable.

Market Monitor: Other Asset Classes



- Oil prices have stabilized at about \$40/bbl, after collapsing 70% and then almost doubling from their April bottom. OPEC+ production cuts and recovering demand as economies reopen have sparked the turnaround.
- The U.S. dollar has fallen steeply against the euro and other currencies, a victim of the Fed's aggressive monetary policy. Investors fear a "lower for longer" yield environment and higher future inflation.
- Gold has hit a record high, fueled by the dollar's fall and a sharp rise in the money supply.

Other Asset Classes Strategy

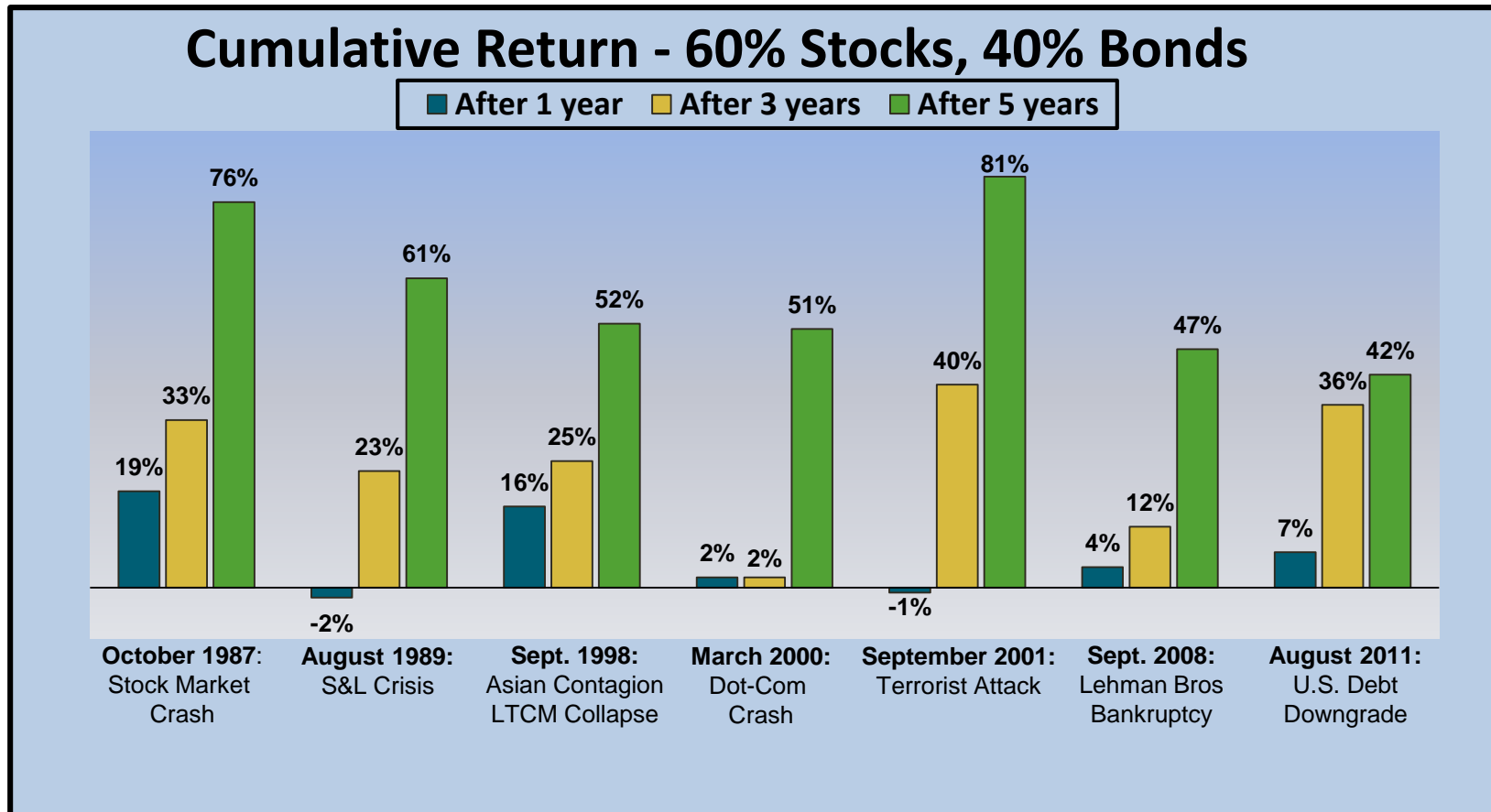
- Outlook
 - Most commodity prices are still under pressure, mainly due to soft demand following the Covid-19 pandemic. Prices have begun to recover as economies began to reopen. Gold has hit new highs as investors fear that massive stimulus may lead to inflation.
 - Private equity and venture capital are still tied to the economy and are more correlated with public equities than their sponsors want to admit; high fees and borrowing costs hurt returns.
- Strategy
 - We don't hold commodities, an asset allocation decision that has benefited our clients over time even though the absence of gold has hurt. We strongly doubt that inflation is around the corner, so we are skeptical that precious metals can rally much further.
 - We do not recommend hedge funds, private equity, or venture capital. Historical returns have been lackluster, too much money is chasing too few ideas, and fees remain too high.

Appendix

Recent Portfolio Changes

- Tactical asset allocation
 - Rebalanced portfolios to long-term targets in late March and early April
 - Tilted toward less defensive positioning within each asset class
- Equity trades (not all names in all accounts)
 - *Purchases and additions:* Abbott Laboratories, Ameren, Applied Materials, Burlington Stores, Facebook, Global Payments, Home Depot, IDEX, Illinois Tool Works, IQVIA Holdings, KLA Corp, McDonald's, Merck, PayPal Holdings, PNC Financial, Sysco, Thermo Scientific, Ulta Beauty
 - *Sales and trims:* Air Products, Albemarle, Allstate, Amazon.com, Charles Schwab, Danaher, Darden Restaurants, Dominion Energy, Pepsico, Phillips 66, Trane Technologies, V.F. Corp., Walmart, Xcel Energy, Xylem
- Fixed income transactions
 - *Purchases:* Guggenheim High Yield Fund; Principal Preferred Income Fund; Calvert Floating Rate Fund
 - *Sales and Trims:* iShares 3-7 Year Treasury Bond ETF; SPDR Mortgage-Backed Bond ETF

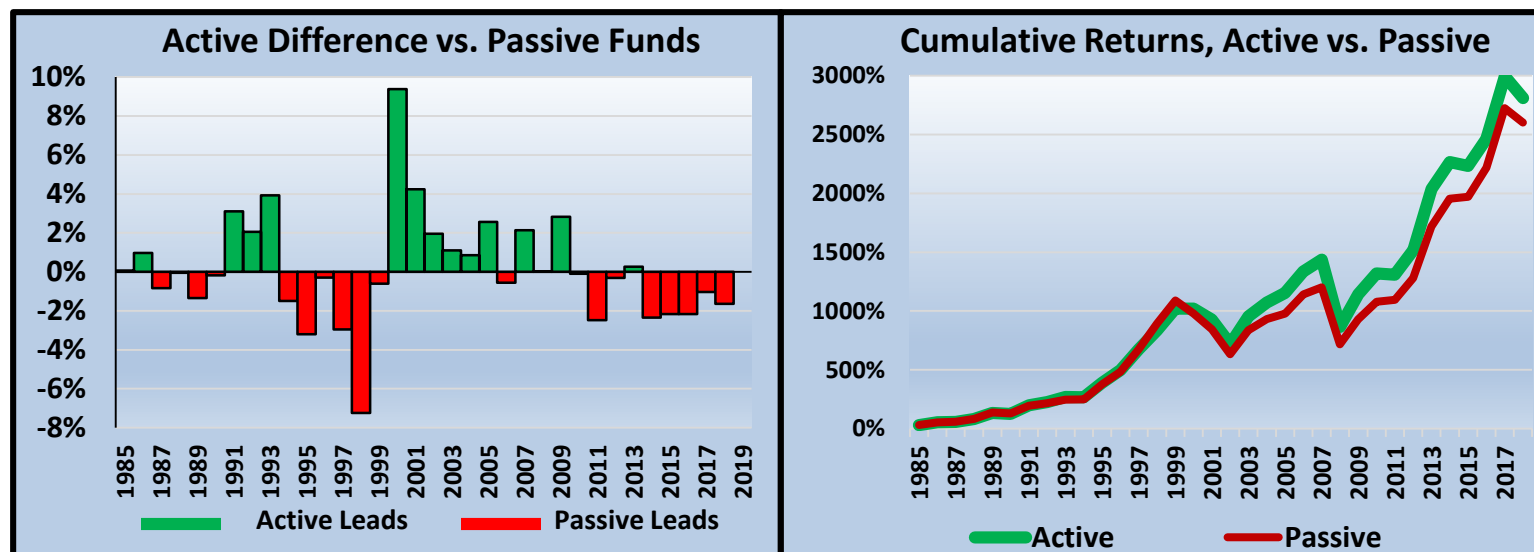
Resilient Response to Crisis



Source: Dimensional Fund Advisors

The Case for Active Management

- Active managers tend to outperform during bear markets, while passive managers mostly do well during bull runs
- Despite five straight bad years, active managers still have a cumulative 210 bps lead since 1985



Source: Morningstar, Eastern Bank Wealth Management

Michael A. Tyler, CFA®

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



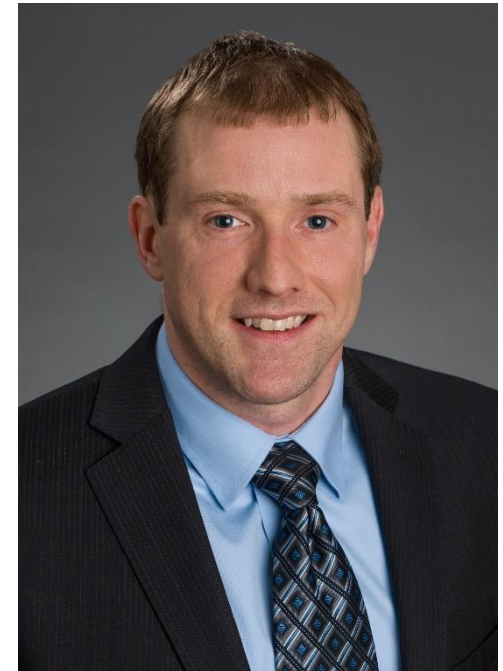
John F. Doherty, CFP[®], CTFA

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



Allen Laine, CFA®

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



William J. Walsh, CFP

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



Notices and Disclosure

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

Investment Review

Account Name	SALEM STATE	Account Number	2427524
		Assets Held As Of	JUN 30, 2020
		Valued As Of	JUN 30, 2020

Important Information

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

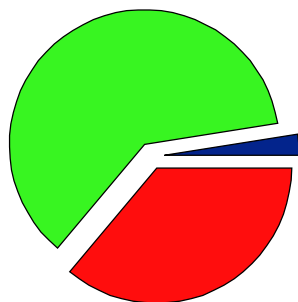
TRUSTEE RESTRICTIONS:




REMARKS:

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

Investment Allocation



2. 5%		CASH ITEMS	430, 340. 52
61. 3%		EQUITIES	10, 391, 237. 31
36. 2%		FIXED INCOME SECURITIES	6, 137, 796. 43
<hr/>			
100. 0%		Total	16, 959, 374. 26

Investment Review

Account Name	SALEM STATE	Account Number	2427524
		Assets Held As Of	JUN 30, 2020
		Valued As Of	JUN 30, 2020

SUMMARY OF INVESTMENTS

Investment Summary

	Market Value	%	Estimated Income	Current Yield
CASH ITEMS				
PRINCIPAL CASH				
MONEY MARKET FUNDS	430,340.52	2.54	43	0.01
TOTAL CASH ITEMS	430,340.52	2.54	43	0.01
FIXED INCOME SECURITIES				
MUTUAL FUND - GOV. BONDS				
MUTUAL FUNDS	275,493.87	1.62	4,512	1.64
CORPORATE/OTHER BONDS	4,934,661.75	29.10	160,182	3.25
MUTUAL FUND - CORPORATE BONDS				
UNCLASSIFIED	132,239.57	0.78	6,730	5.09
MUTUAL FUNDS	795,401.24	4.69	30,153	3.79
TOTAL MUTUAL FUND - CORPORATE BONDS	927,640.81	5.47	36,883	3.98
TOTAL FIXED INCOME SECURITIES	6,137,796.43	36.19	201,577	3.28
EQUITIES				
COMMON STOCKS				
MACHINERY	103,990.32	0.61	1,316	1.27
COMMUNICATION SERVICES	951,874.15	5.61	13,157	1.38
CONSUMER DISCRETIONARY	556,653.56	3.28	10,138	1.82
CONSUMER STAPLES	529,696.52	3.12	13,553	2.56
FINANCIALS	789,523.06	4.66	23,728	3.01
HEALTH CARE	993,993.87	5.86	18,346	1.85
INDUSTRIALS	579,705.74	3.42	15,216	2.62
INFORMATION TECHNOLOGY	2,021,041.71	11.92	23,387	1.16
MATERIALS	187,614.42	1.11	4,165	2.22
REAL ESTATE	130,304.16	0.77	2,087	1.60
UTILITIES	229,660.98	1.35	5,720	2.49
TOTAL COMMON STOCKS	7,074,058.49	41.71	130,813	1.85
MUTUAL FUND - LARGE CAP EQUITIES				
MUTUAL FUNDS	1,927,499.95	11.37	25,458	1.32
MUTUAL FUND - INTERNATIONAL EQUITIES				
MUTUAL FUNDS	528,357.04	3.12	13,683	2.59

Investment Review

Account Name SALEM STATE

Account Number 2427524
Assets Held As Of JUN 30, 2020
Valued As Of JUN 30, 2020**SUMMARY OF INVESTMENTS****Investment Summary**

	Market Value	%	Estimated Income	Current Yield
MUTUAL FUND-SMALL AND MID CAP EQUITIES MUTUAL FUNDS	336,796.72	1.99	805	0.24
MUTUAL FUND - INTERNATIONAL EMERGING MKTS MUTUAL FUNDS	524,525.11	3.09	8,682	1.66
TOTAL EQUITIES	10,391,237.31	61.27	179,441	1.73
TOTAL FUND	16,959,374.26	100.00	381,061	2.25

For the Tax Year Ending 12/31

Net Short Term Gain/Loss

Net Long Term Gain/Loss *

* Includes Long Term Capital Gains Dividends

71,697.22-
700,387.03**SUMMARY OF INVESTED INCOME****Investment Summary**

	Market Value	%	Estimated Income	Current Yield
CASH ITEMS				
INCOME CASH				
TOTAL FUND				

SCHEDULE OF INVESTMENTS

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

Investment Review

Account Name SALEM STATE

Account Number 2427524
Assets Held As Of JUN 30, 2020
Valued As Of JUN 30, 2020**SCHEDULE OF INVESTMENTS**

UNITS	DESCRIPTION	TAX COST	UNIT COST	CURRENT PRICE	MARKET VALUE	INC RATE	EST CURRENT INC	YIELD	PLG COD
	PRINCIPAL CASH	0			0			0.0	
	MONEY MARKET FUNDS								
	FEDERATED GOV'T OBLIGATION TAX MANAGED FUND # 637	430,341			430,341	0.01	43	0.0	
	TOTAL CASH ITEMS	430,341			430,341		43	0.0	
	FIXED INCOME SECURITIES								
	MUTUAL FUND - GOV. BONDS								
	MUTUAL FUNDS								
2,061	1 SHARES BARCLAYS 3-7 YR T	274,668	133.27	133.67	275,494	2.19	4,512	1.6	
	CORPORATE/OTHER BONDS								
200,000	XILINX, INC. 3% 03/15/2021	200,363	100.18	101.622	203,244	3.00	6,000	3.0	
250,000	EBAY INC 3.8% 03/09/2022	253,758	101.50	105.04	262,600	3.80	9,500	3.6	
125,000	TIME WARNER INC 3.4% 06/15/2022	127,929	102.34	105.384	131,730	3.40	4,250	3.2	
250,000	HEWLETT-PACKARD CO 4.05% 09/15/2022	255,305	102.12	107.062	267,655	4.05	10,125	3.8	
200,000	FORD MOTOR CREDIT CO 4.25% 09/20/2022	203,577	101.79	98.021	196,042	4.25	8,500	4.3	
100,000	BANK OF AMERICA CORP 3.3% 01/11/2023	101,525	101.53	106.728	106,728	3.30	3,300	3.1	
225,000	AT & T INC 3.6% 02/17/2023	227,210	100.98	107.336	241,506	3.60	8,100	3.4	
150,000	VODAFONE GROUP 2.95% 02/19/2023	151,768	101.18	105.099	157,649	2.95	4,425	2.8	
150,000	CITIGROUP 3.375% 03/01/2023	153,244	102.16	106.575	159,863	3.38	5,063	3.2	
100,000	ACE INA HOLDINGS 2.7% 03/13/2023	101,557	101.56	105.49	105,490	2.70	2,700	2.6	
150,000	CARDINAL HEALTH, INC. 3.2% 03/15/2023	153,357	102.24	105.759	158,639	3.20	4,800	3.0	
125,000	HYATT HOTELS CORP 3.375% 07/15/2023	126,973	101.58	100.882	126,103	3.38	4,219	3.3	

Investment Review

Account Name SALEM STATE

Account Number 2427524
Assets Held As Of JUN 30, 2020
Valued As Of JUN 30, 2020**SCHEDULE OF INVESTMENTS**

UNITS	DESCRIPTION	TAX COST	UNIT COST	CURRENT PRICE	MARKET VALUE	INC RATE	EST INC	CURRENT YIELD	PLG COD
200,000	CELGENE CORPORATION 4% 08/15/2023	204,689	102.34	108.476	216,952	4.00	8,000	3.7	
175,000	AMERIPRISE FINANCIAL INC 4% 10/15/2023	178,957	102.26	110.421	193,237	4.00	7,000	3.6	
200,000	INTERCONTEXCHANGE GROUP INC 4% 10/15/2023	207,225	103.61	110.812	221,624	4.00	8,000	3.6	
200,000	ALABAMA POWER CO 3.55% 12/01/2023	204,462	102.23	108.965	217,930	3.55	7,100	3.3	
200,000	WHIRLPOOL CORP. 4% 03/01/2024	206,603	103.30	105.511	211,022	4.00	8,000	3.8	
150,000	CBS 3.7% 08/15/2024	152,643	101.76	108.636	162,954	3.70	5,550	3.4	
100,000	QUALCOMM INC 3.45% 05/20/2025	97,640	97.64	111.459	111,459	3.45	3,450	3.1	
100,000	KEYCORP 4.15% 10/29/2025	100,906	100.91	114.654	114,654	4.15	4,150	3.6	
100,000	ABBVIE INC 3.2% 05/14/2026	102,361	102.36	109.944	109,944	3.20	3,200	2.9	
200,000	AMERICAN EXPRESS CO 3.125% 05/20/2026	206,515	103.26	110.832	221,664	3.13	6,250	2.8	
150,000	QUEST DIAGNOSTIC INC. 3.45% 06/01/2026	157,393	104.93	112.309	168,464	3.45	5,175	3.1	
150,000	WELLS FARGO & CO 3% 10/23/2026	161,148	107.43	108.977	163,466	3.00	4,500	2.8	
150,000	AMGEN INC 2.2% 02/21/2027	158,076	105.38	105.457	158,186	2.20	3,300	2.1	
200,000	UNION PACIFIC CORP 3% 04/15/2027	215,168	107.58	110.412	220,824	3.00	6,000	2.7	
150,000	LOWES COMPANIES INC 3.1% 05/03/2027	157,723	105.15	110.881	166,322	3.10	4,650	2.8	
150,000	SYSCO CORP 3.25% 07/15/2027	159,558	106.37	105.81	158,715	3.25	4,875	3.1	
	TOTAL CORPORATE/OTHER BONDS	4,727,633			4,934,666		160,182	3.2	
	MUTUAL FUND - CORPORATE BONDS								
	UNCLASSIFIED								
14,693.29	CALVERT FLOATING RATE ADVANTAGE FUND	124,305	8.46	9.00	132,240	0.46	6,730	5.1	

Investment Review

Account Name SALEM STATE

Account Number 2427524
Assets Held As Of JUN 30, 2020
Valued As Of JUN 30, 2020**SCHEDULE OF INVESTMENTS**

UNITS	DESCRIPTION	TAX COST	UNIT COST	CURRENT PRICE	MARKET VALUE	INC RATE	EST CURRENT INC	YIELD	PLG COD
MUTUAL FUNDS									
5,236.11	CALVERT HIGH YIELD BOND FUND	124,305	23.74	25.43	133,154	1.30	6,796	5.1	
38,864.26	CALVERT INCOME FUND	626,325	16.12	17.04	662,247	0.60	23,357	3.5	
	TOTAL MUTUAL FUNDS	750,630			795,401		30,153	3.8	
	TOTAL MUTUAL FUND - CORPORATE BONDS	678,935			927,641		36,883	4.0	
	TOTAL FIXED INCOME SECURITIES	5,877,236			6,137,801		201,577	3.3	
EQUITIES									
COMMON STOCKS									
MACHINERY									
658	IDEX CORPORATION	96,802	147.12	158.04	103,990	2.00	1,316	1.3	
COMMUNICATION SERVICES									
3,053	AT & T INC	93,696	30.69	30.23	92,292	2.08	6,350	6.9	
81	ALPHABET, INC. CL C	48,715	601.42	1413.61	114,502	0.00	0	0.0	
198	ALPHABET, INC. CL A	142,527	719.83	1418.05	280,774	0.00	0	0.0	
1,071	WALT DISNEY PRODUCTIONS	118,503	110.65	111.51	119,427	1.76	1,885	1.6	
1,033	FACEBOOK CL A	192,863	186.70	227.07	234,563	0.00	0	0.0	
2,001	VERIZON COMMUNICATIONS INC	85,336	42.65	55.13	110,315	2.46	4,922	4.5	
	TOTAL COMMUNICATION SERVICES	681,640			951,873		13,157	1.4	
CONSUMER DISCRETIONARY									
790	BURLINGTON STORES, INC.	126,365	159.96	196.93	155,575	0.00	0	0.0	
928	HOME DEPOT INC	126,381	136.19	250.51	232,473	6.00	5,568	2.4	
914	MCDONALD'S CORP	155,868	170.53	184.47	168,606	5.00	4,570	2.7	
	TOTAL CONSUMER DISCRETIONARY	408,614			556,654		10,138	1.8	

Investment Review

Account Name SALEM STATE

Account Number 2427524
Assets Held As Of JUN 30, 2020
Valued As Of JUN 30, 2020**SCHEDULE OF INVESTMENTS**

UNITS	DESCRIPTION	TAX COST	UNIT COST	CURRENT PRICE	MARKET VALUE	INC RATE	EST CURRENT INC	YIELD	PLG COD
CONSUMER STAPLES									
773	PEPSICO INC	89,543	115.84	132.26	102,237	4.09	3,162	3.1	
1,034	PROCTER & GAMBLE CO	71,102	68.76	119.57	123,635	3.16	3,271	2.6	
2,015	SYSCO CORP	108,274	53.73	54.66	110,140	1.80	3,627	3.3	
1,617	WALMART, INC.	159,150	98.42	119.78	193,684	2.16	3,493	1.8	
	TOTAL CONSUMER STAPLES	428,069			529,696		13,553	2.6	
FINANCIALS									
1,566	ALLSTATE CORP	116,799	74.58	96.99	151,886	2.16	3,383	2.2	
274	BLACKROCK INC.	103,802	378.84	544.09	149,081	14.52	3,978	2.7	
1,303	INTERCONTEXCHANGE GROUP INC	95,940	73.63	91.60	119,355	1.20	1,564	1.3	
2,612	J P MORGAN CHASE & CO	203,750	78.01	94.06	245,685	3.60	9,403	3.8	
1,174	PNC BANK CORP	156,609	133.40	105.21	123,517	4.60	5,400	4.4	
	TOTAL FINANCIALS	676,900			789,524		23,728	3.0	
HEALTH CARE									
1,748	ABBOTT LABORATORIES INC	107,983	61.77	91.43	159,820	1.44	2,517	1.6	
1,560	CVS HEALTH CORP HEALTH CORPORATION	120,350	77.15	64.97	101,353	2.00	3,120	3.1	
750	DANAHER CORP	65,237	86.98	176.83	132,623	0.72	540	0.4	
1,061	JOHNSON & JOHNSON	91,105	85.87	140.63	149,208	4.04	4,286	2.9	
1,926	MERCK & CO INC. NEW	98,792	51.29	77.33	148,938	2.44	4,699	3.2	
368	THERMO FISHER SCIENTIFIC, INC.	122,078	331.73	362.34	133,341	0.88	324	0.2	
572	UNITEDHEALTH GROUP, INC	129,095	225.69	294.95	168,711	5.00	2,860	1.7	
	TOTAL HEALTH CARE	734,640			993,994		18,346	1.8	

Investment Review

Account Name SALEM STATE

Account Number 2427524
Assets Held As Of JUN 30, 2020
Valued As Of JUN 30, 2020**SCHEDULE OF INVESTMENTS**

UNITS	DESCRIPTION	TAX COST	UNIT COST	CURRENT PRICE	MARKET VALUE	INC RATE	EST CURRENT INC	YIELD	PLG COD
INDUSTRIALS									
634	HONEYWELL INTL INC.	110,906	174.93	144.59	91,670	3.60	2,282	2.5	
780	ILLINOIS TOOL WORKS	143,117	183.48	174.85	136,383	4.28	3,338	2.4	
414	NORTHROP GRUMMAN	122,025	294.75	307.44	127,280	5.80	2,401	1.9	
1,878	RAYTHEON TECHNOLOGIES CORP	129,844	69.14	61.62	115,722	1.90	3,568	3.1	
1,242	EATON CORP PLC	92,808	74.72	87.48	108,650	2.92	3,627	3.3	
	TOTAL INDUSTRIALS	598,700			579,705		15,216	2.6	
INFORMATION TECHNOLOGY									
421	ADOBE INC.	64,275	152.67	435.31	183,266	0.00	0	0.0	
816	ANALOG DEVICES	40,848	50.06	122.64	100,074	2.48	2,024	2.0	
628	APPLE INC	195,326	311.03	364.80	229,094	3.28	2,060	0.9	
2,180	APPLIED MATERIALS	120,136	55.11	60.45	131,781	0.88	1,918	1.5	
670	AUTOMATIC DATA PROCESSING	109,865	163.98	148.89	99,756	3.64	2,439	2.4	
583	BROADCOM INC	136,279	233.75	315.61	184,001	13.00	7,579	4.1	
735	MASTERCARD	145,512	197.98	295.70	217,340	1.60	1,176	0.5	
2,091	MICROSOFT	220,619	105.51	203.51	425,539	2.04	4,266	1.0	
752	MOTOROLA SOLUTIONS, INC.	100,702	133.91	140.13	105,378	2.56	1,925	1.8	
1,163	PAYPAL HLDGS INC	135,639	116.63	174.23	202,629	0.00	0	0.0	
759	SALESFORCE.COM	44,995	59.28	187.33	142,183	0.00	0	0.0	
	TOTAL INFORMATION TECHNOLOGY	1,314,196			2,021,041		23,387	1.2	
MATERIALS									
777	AIR PRODUCTS & CHEMICALS	121,136	155.90	241.46	187,614	5.36	4,165	2.2	
REAL ESTATE									
504	AMERICAN TOWER REIT	119,847	237.79	258.54	130,304	4.14	2,087	1.6	

Investment Review

Account Name SALEM STATE

Account Number 2427524
Assets Held As Of JUN 30, 2020
Valued As Of JUN 30, 2020**SCHEDULE OF INVESTMENTS**

UNITS	DESCRIPTION	TAX COST	UNIT COST	CURRENT PRICE	MARKET VALUE	INC RATE	EST CURRENT INC	YIELD	PLG COD
UTILITIES									
594	NEXTERA ENERGY INC	90,575	152.48	240.17	142,661	5.60	3,326	2.3	
1,392	XCEL ENERGY, INC.	37,821	27.17	62.50	87,000	1.72	2,394	2.8	
	TOTAL UTILITIES	128,396			229,661		5,720	2.5	
	TOTAL COMMON STOCKS	5,308,940			7,074,056		130,813	1.8	
MUTUAL FUND - LARGE CAP EQUITIES									
MUTUAL FUNDS									
26,398	CALVERT GLOBAL ENERGY SOLUTIONS	200,994	7.61	7.78	205,376	0.10	2,587	1.3	
6,068.92	DFA U S SUSTAINABILITY CORE 1	136,804	22.54	23.69	143,773	0.31	1,863	1.3	
7,145	INVESCO BUYBACK WILDERHILL CLEAN ENERGY ETF	183,071	25.62	40.63	290,301	0.50	3,587	1.2	
4,147	I SHARES RUSSELL 1000 INDEX FUND	629,971	151.91	171.68	711,957	2.90	12,035	1.7	
2,107	SPDR S&P BIOTECH	171,082	81.20	111.95	235,879	0.02	44	0.0	
1,965	SPDR INDUSTRIAL SELECT	147,946	75.29	68.70	134,996	1.52	2,987	2.2	
1,964	SPDR TECHNOLOGY IDX	151,864	77.32	104.49	205,218	1.20	2,355	1.1	
	TOTAL MUTUAL FUNDS	1,621,732			1,927,500		25,458	1.3	
MUTUAL FUND - INTERNATIONAL EQUITIES									
MUTUAL FUNDS									
49,368.95	DOMINI IMPACT INTERNATIONAL EQUITY FUND INSTITUTIONAL	433,256	8.78	6.93	342,127	0.25	12,293	3.6	
16,747.32	HARTFORD GLOBAL IMPACT FUND	162,784	9.72	11.12	186,230	0.08	1,390	0.7	
	TOTAL MUTUAL FUNDS	596,040			528,357		13,683	2.6	
MUTUAL FUND-SMALL AND MID CAP EQUITIES									
MUTUAL FUNDS									
8,945.46	CALVERT MID CAP I	338,407	37.83	37.65	336,797	0.09	805	0.2	

Investment Review

Account Name SALEM STATE

Account Number 2427524
Assets Held As Of JUN 30, 2020
Valued As Of JUN 30, 2020**SCHEDULE OF INVESTMENTS**

UNITS	DESCRIPTION	TAX COST	UNIT COST	CURRENT PRICE	MARKET VALUE	INC RATE	EST CURRENT INC	YIELD	PLG COD
MUTUAL FUND - INTERNATIONAL EMERGING MKTS MUTUAL FUNDS									
10,642.66	CALVERT EMERGING MARKETS EQUITY FUND	169,362	15.91	16.47	175,285	0.12	1,298	0.7	
42,435.06	DFA EMERGING MARKETS SUSTAINABILITY CORE 1 PORT.	377,867	8.90	8.23	349,241	0.17	7,384	2.1	
	TOTAL MUTUAL FUNDS	547,229			524,526		8,682	1.7	
	TOTAL EQUITIES	8,412,348			10,391,236		179,441	1.7	
	TOTAL FUND	14,719,925			16,959,378		381,061	2.2	

SCHEDULE OF INCOME INVESTMENTS

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

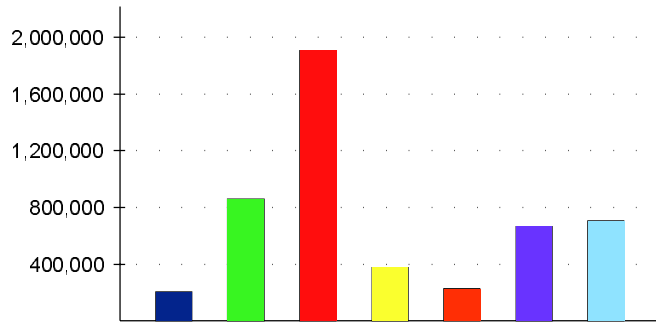
Investment Review

Account Name SALEM STATE

Account Number 2427524
 Assets Held As Of JUN 30, 2020
 Valued As Of JUN 30, 2020

MATURITY SCHEDULE

Maturities by Year



2021	203,244.00
2022	858,027.00
2023	1,905,718.75
2024	373,976.00
2025	226,113.00
2026	663,537.00
2027	704,046.00
Total	4,934,661.75

Percent at Market by Year



4.1%	2021	203,244.00
17.4%	2022	858,027.00
38.6%	2023	1,905,718.75
7.6%	2024	373,976.00
4.6%	2025	226,113.00
13.4%	2026	663,537.00
14.3%	2027	704,046.00
100.0%	Total	4,934,661.75

Investment Review

Account Name SALEM STATE

Account Number 2427524
Assets Held As Of JUN 30, 2020
Valued As Of JUN 30, 2020**MATURITY SCHEDULE**

Maturing :	Federal Tax Cost	Current Market Value	Face Value	% at Market
2020				
2021	200,363.17	203,244.00	200,000.00	4.12
2022	840,568.36	858,027.00	825,000.00	17.39
2023	1,810,968.03	1,905,718.75	1,775,000.00	38.62
2024	359,245.62	373,976.00	350,000.00	7.58
2025	198,546.04	226,113.00	200,000.00	4.58
2026	627,417.28	663,537.00	600,000.00	13.45
2027	690,525.01	704,046.00	650,000.00	14.27
2028				
2029				
TEN TO TWENTY YEARS				
OVER TWENTY YEARS				
TOTAL	4,727,633.51	4,934,661.75	4,600,000.00	100.00
MATURING NEXT 365 DAYS	200,363.17	203,244.00	200,000.00	4.12

Information may be a combination of maturity and prerefunded dates

Your Performance Statement

Investment activity through 06/30/2020

Your Portfolio Summary

Reporting period: December 31, 2019 to June 30, 2020

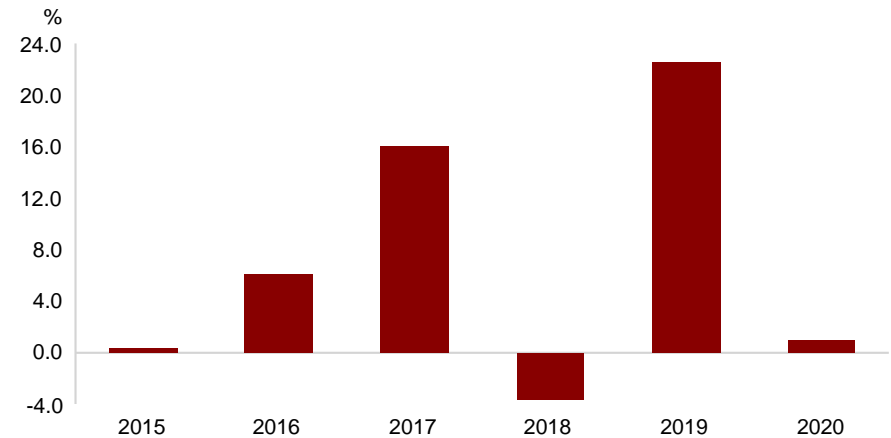
EASTERN BANK INVEST MGR FOR SALEM STATE UNIV (2427524)

Performance Measured Since: December 01, 1996

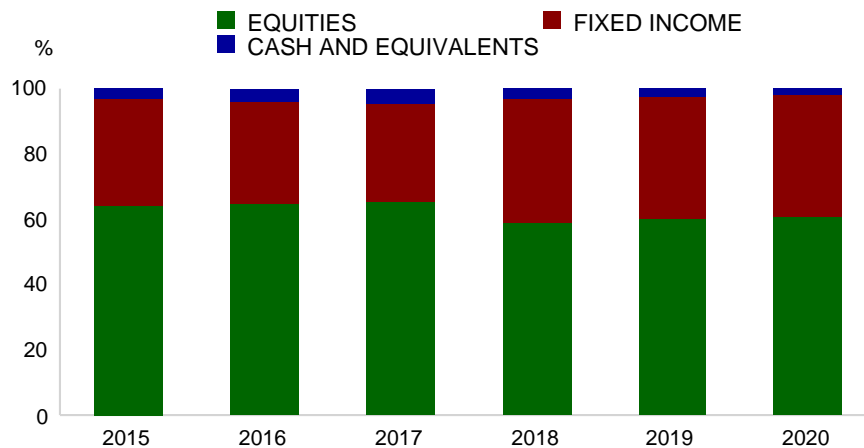
Portfolio Value - YTD

Beginning Market Value	16,834,100.06
Beginning Accrued Income	52,479.94
Beginning Portfolio Value	16,886,580.00
Contributions	174,669.02
Withdrawals	-211,482.93
Income Earned	173,730.48
Market Appreciation	-11,571.38
Ending Market Value	16,960,410.73
Ending Accrued Income	51,514.46
Ending Portfolio Value	17,011,925.19
 Total Return	 .97

Annual Portfolio Returns



Annual Portfolio Allocation



Portfolio Values By Asset Class

	Market Value	% of Mkt Val
DOMESTIC EQUITY	9,215,853	54.6
DOMESTIC FIXED INCOM	6,180,955	36.6
INTERNATIONAL EQUITY	1,052,882	6.2
CASH AND EQUIVALENTS	431,377	2.6
Total	16,881,067	100.0

Your Portfolio Performance

Reporting period: December 31, 2019 to June 30, 2020

EASTERN BANK INVEST MGR FOR SALEM STATE UNIV (2427524)

Performance Measured Since: December 01, 1996

	Market Value	Month to Date	Quarter to Date (3 Months)	Year to Date (6 Months)	1 Year	3 Years	5 Years	Inception to Date 12/01/1996
TOTAL FUND	17,011,925	1.93	14.07	.97	8.18	8.83	7.63	6.32
TOTAL NET OF FEES	17,011,925	1.89	13.95	.75	7.70	8.34	7.14	6.02
Strategy: Growth with Income (Corp)		2.02	14.42	-.77	6.32	7.58	7.33	6.90
EQUITIES	10,268,735	2.42	20.52	-2.06	8.33	11.20	9.87	7.11
Benchmark: Multi-Asset Equity Blend		2.49	20.09	-4.24	5.55	9.11	9.25	7.63
DOMESTIC EQUITY	9,215,853	2.08	20.74	-.80	10.30	12.94	11.38	
COMMON STOCK	6,951,556	1.23	18.44	-1.78	9.26	13.53	11.91	
DOMESTIC EQUITY FUNDS	2,264,297	4.80	28.54	.67	11.63	9.73	7.88	
ETF - DOMESTIC EQUITY	1,578,351	5.35	32.58	7.08	20.74	12.11	9.93	
MUTUAL FUND - DOMESTIC EQUITY	349,149	5.17	26.66	-2.15	8.95			
MUTUAL FUND - DOMESTIC EQUITY	336,797	1.29	17.73	-11.22	-4.48			
INTERNATIONAL EQUITY	1,052,882	5.53	18.90	-11.03	-4.89	.50	1.30	
INTERNATIONAL EQUITY FUNDS	1,052,882	5.53	18.90	-11.03	-4.89	.50	1.30	
MUTUAL FUND - INTERNATIONAL EQUITIES	528,357	3.28	17.47	-10.75	-5.73	1.12	3.93	
MUTUAL FUND - INTERNATIONAL EQUITIES	524,525	7.88	20.36	-11.21	-4.17			
FIXED INCOME	6,180,955	1.28	6.50	5.11	7.54	4.78	3.79	4.79
Benchmark: Barclays US Interm Credit TR USD		1.42	6.67	4.16	6.97	4.88	4.18	5.34
DOMESTIC FIXED INCOME	6,180,955	1.28	6.50	5.11	7.54	4.78	3.79	
DOMESTIC BONDS	4,977,820	1.17	6.59	4.51	6.96	4.53	3.57	
CORPORATE BOND	4,977,820	1.17	6.59	4.51	6.96	4.53	3.59	
DOMESTIC BOND FUNDS	1,203,135	1.73	5.60	6.28	8.63	5.34	4.31	
ETF - GOVERNMENT BONDS	275,494	.12	.55	8.36	9.57	5.17		
CORPORATE BOND FUNDS	927,641	2.22	8.18	.36	4.88	4.52	4.40	
MUTUAL FUND - CORPORATE BONDS	927,641	2.22	8.18	.36	4.88	4.70		

Your Portfolio Performance

Reporting period: December 31, 2019 to June 30, 2020

EASTERN BANK INVEST MGR FOR SALEM STATE UNIV (2427524)

Performance Measured Since: December 01, 1996

	Market Value	Month to Date	Quarter to Date (3 Months)	Year to Date (6 Months)	1 Year	3 Years	5 Years	Inception to Date 12/01/1996
OTHER INVESTMENTS	130,859	.57	19.78					
REAL ESTATE	130,859	.57	19.78					
CASH AND EQUIVALENTS	431,377	.00	.01	.26	1.08	1.28	.79	2.04
CASH UNINVESTED	1,036	.00	.00	.00	.00	.00	.00	
MONEY MARKET FUNDS	430,341	.00	.01	.26	1.01	1.27	.78	
Benchmark: Lipper Money Mkt Fd IX		.01	.08	.39	1.27	1.46	.95	1.99

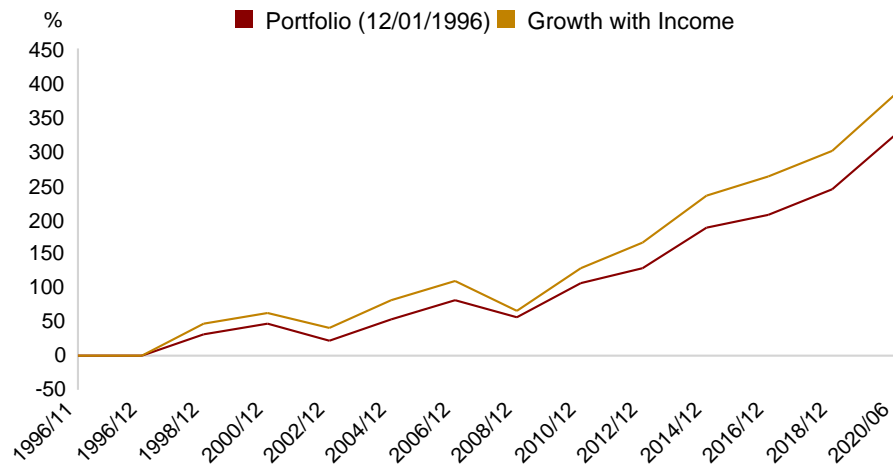
Your Portfolio Performance - Continued

Reporting period: December 31, 2019 to June 30, 2020

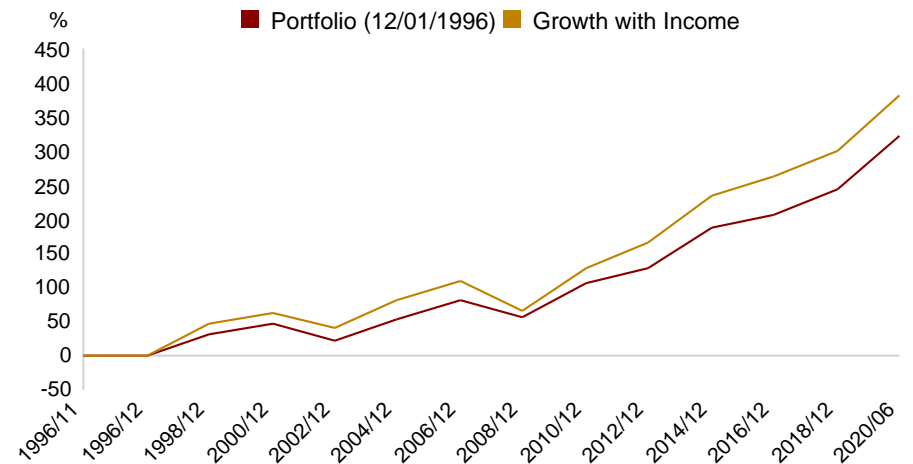
EASTERN BANK INVEST MGR FOR SALEM STATE UNIV (2427524)

Performance Measured Since: December 01, 1996

Trailing Three-Year Growth



Cumulative Returns Compared To Benchmark - ITD



Top 10 Performers - YTD

	Market Value	% of Mkt Val	Return
PAYPAL HLDGS INC	202,629	1.2	50.11
ADOBE INC.	183,266	1.1	32.26
MICROSOFT	425,539	2.5	28.84
INVESCO BUYBACK WILDERHIL	290,301	1.7	19.35
APPLE INC	229,094	1.4	17.92
SPDR S&P BIOTECH	235,879	1.4	17.71
DANAHER CORP	132,758	.8	16.43
HOME DEPOT INC	232,473	1.4	16.17
SALESFORCE.COM	142,183	.8	15.71
FACEBOOK CL A	234,563	1.4	11.45

Bottom 10 Performers - YTD

	Market Value	% of Mkt Val	Return
ALBEMARLE CORP	0	.0	
AMGEN INC 2.2% 02/21/2027	159,377	.9	
APPLIED MATERIALS	131,781	.8	
BOEING CO	0	.0	
CVS HEALTH CORP 3.5% 07/2	0	.0	
CALVERT HIGH YIELD BOND F	133,154	.8	
CALVERT FLOATING RATE ADV	132,240	.8	
CALVERT MID CAP FUND	0	.0	
CALVERT MID CAP I	336,797	2.0	
CARRIER GLOBAL CORP	0	.0	

Your Allocation Overview

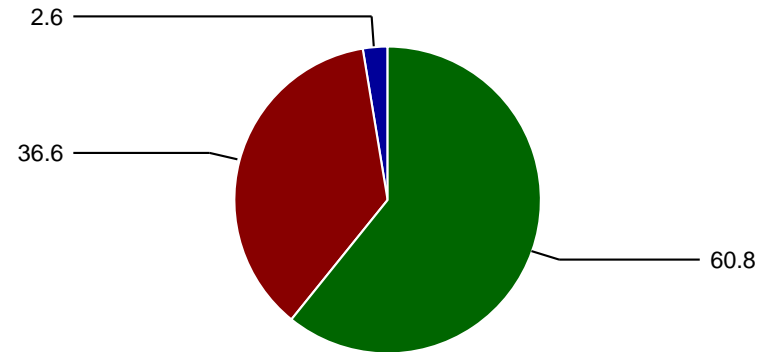
Reporting period: December 31, 2019 to June 30, 2020

EASTERN BANK INVEST MGR FOR SALEM STATE UNIV (2427524)

Performance Measured Since: December 01, 1996

Sector Allocation

	Market Value	% of Mkt Val
■ EQUITIES	10,268,735	60.8
■ FIXED INCOME	6,180,955	36.6
■ CASH AND EQUIVALENTS	431,377	2.6
Total	16,881,067	100.0



Top Holdings

	Classification	Unit Cost	Total Cost	Price	Market Value	Accrual	% of Mkt Val	Unrealized Gain/Loss
I SHARES RUSSELL 1000 INDEX FU	ETF - DOMESTIC EQUIT	151.91	629,970.77	171.680	711,956.96	.00	4.2	81,986.19
CALVERT INCOME FUND	MUTUAL FUND - CORPOR	16.13	626,884.03	17.040	662,247.01	.00	3.9	35,362.98
FEDERATED GOV'T OBLIGATION TAX	MONEY MARKET FUNDS	1.00	430,340.52	1.000	430,340.52	.00	2.5	.00
MICROSOFT	INFORMATION TECHNOLO	105.51	220,619.32	203.510	425,539.41	.00	2.5	204,920.09
DFA EMERGING MARKETS	MUTUAL FUND - INTERN	8.90	377,867.02	8.230	349,240.50	.00	2.1	-28,626.52
DOMINI IMPACT INTERNATIONAL	MUTUAL FUND - INTERN	8.77	433,190.81	6.930	342,126.80	.00	2.0	-91,064.01
CALVERT MID CAP I	MUTUAL FUND - DOMEST	37.83	338,407.07	37.650	336,796.72	.00	2.0	-1,610.35
INVESCO BUYBACK WILDERHILL CLE	ETF - DOMESTIC EQUIT	25.62	183,070.97	40.630	290,301.35	.00	1.7	107,230.38
ALPHABET, INC. CL A	COMMUNICATION SERV	631.82	125,100.19	1,418.050	280,773.90	.00	1.7	155,673.71
I SHARES BARCLAYS 3-7 YR T	ETF - GOVERNMENT BON	133.27	274,668.44	133.670	275,493.87	.00	1.6	825.43
HEWLETT-PACKARD CO 4.05%	CORPORATE BOND	103.80	259,507.50	107.062	267,655.00	2,981.25	1.6	8,147.50
All Others			10,835,018.63		12,587,938.69	48,533.21	74.2	1,752,920.06
Total			14,734,645.27		16,960,410.73	51,514.46	100.0	2,225,765.46

Your Holdings Detail

Reporting period: December 31, 2019 to June 30, 2020

EASTERN BANK INVEST MGR FOR SALEM STATE UNIV (2427524)

Performance Measured Since: December 01, 1996

Holdings By Asset Class - YTD

ID	Ending Market Value	Average Market Value	Total Return	Average Weight	Total Earnings	Total Port Cont	Total Port Rank	Asset Class Cont	Asset Class Rank	Sector Cont	Sector Rank	
COMMON STOCK												
COMMUNICATION SERVICES												
Assets Held During Period												
AT & T INC	00206R102	92,292	98,485	-20.18	.6	-23,844	-.15	100	-.33	50	-3.76	5
ALPHABET, INC. CL C	02079K107	114,502	109,722	5.86	.7	7,006	.04	44	.10	16	1.10	3
ALPHABET, INC. CL A	02079K305	280,774	251,973	5.91	1.5	18,565	.11	15	.26	9	2.93	2
WALT DISNEY PRODUCTIONS	254687106	119,427	123,079	-22.93	.8	-35,745	-.22	104	-.49	54	-5.64	6
FACEBOOK CL A	30303M102	234,563	199,700	11.45	1.2	24,189	.15	13	.33	8	3.81	1
VERIZON COMMUNICATIONS INC	92343V104	110,315	112,486	-8.20	.7	-10,119	-.06	88	-.14	41	-1.60	4
Total: COMMUNICATION SERVICES		951,874	895,445	-3.15	5.5	-19,947	-.12		-28		-3.15	
CONSUMER DISCRETIONARY												
Assets Held During Period												
BURLINGTON STORES, INC.	122017106	155,575	136,319	-12.06	.8	-19,080	-.12	97	-.26	48	-3.06	3
HOME DEPOT INC	437076102	232,473	174,786	16.17	1.1	29,447	.18	10	.41	5	4.73	1
MCDONALD'S CORP	580135101	168,606	172,417	-5.35	1.1	-8,840	-.05	87	-.12	40	-1.42	2
Assets Purchased And Sold During Period												
V F CORP, INC.	918204108	0	67,678		.4	-40,900	-.25	106	-.57	56	-6.56	4
Total: CONSUMER DISCRETIONARY		556,654	551,200	-6.32	3.4	-39,373	-.24		-55		-6.32	
CONSUMER STAPLES												
Assets Held During Period												
PEPSICO INC	713448108	103,766	101,811	-.22	.6	-70		74		30	-.01	3
PROCTER & GAMBLE CO	742718109	123,635	120,842	-2.95	.7	-3,867	-.02	80	-.05	36	-.68	4
SYSCO CORP	871829107	110,140	106,101	-36.30	.7	-48,512	-.30	110	-.67	57	-8.49	5
WALMART, INC.	931142103	193,684	197,922	1.91	1.2	4,671	.03	52	.06	19	.82	2
Assets Sold During Period												
COSTCO WHOLESALE CORP, NEW	22160K105	0	0		.0	6,554	.04	47	.09	17	1.15	1
Total: CONSUMER STAPLES		531,225	526,676	-7.22	3.2	-41,223	-.25		-57		-7.22	
FINANCIALS												
Assets Held During Period												
ALLSTATE CORP	020002101	152,732	169,892	-12.35	1.0	-23,132	-.14	99	-.32	49	-2.24	3
BLACKROCK INC.	09247X101	149,081	137,233	9.87	.8	13,723	.08	17	.19	10	1.33	1
INTERCONTEXCHANGE GROUP INC	45866F104	119,355	119,010	-.35	.7	19		71		28		2
J P MORGAN CHASE & CO	46625H100	245,685	240,552	-31.56	1.5	-101,526	-.62	113	-1.41	59	-9.81	6
PNC BANK CORP	693475105	123,517	93,268	-34.08	.6	-39,240	-.24	105	-.54	55	-3.79	5

Your Holdings Detail

Reporting period: December 31, 2019 to June 30, 2020

EASTERN BANK INVEST MGR FOR SALEM STATE UNIV (2427524)

Performance Measured Since: December 01, 1996

Holdings By Asset Class - YTD

	ID	Ending Market Value	Average Market Value	Total Return	Average Weight	Total Earnings	Total Port Cont	Total Port Rank	Asset Class Cont	Asset Class Rank	Sector Cont	Sector Rank
Assets Sold During Period												
	CHARLES SCHWAB	808513105	0	57,322	.4	-24,949	-.15	101	-.35	51	-2.41	4
Total:	FINANCIALS	790,369	817,276	-16.92	5.0	-175,106	-1.07		-2.42		-16.92	
HEALTH CARE												
Assets Held During Period												
	ABBOTT LABORATORIES INC	002824100	159,820	151,936	6.87	10,704	.07	24	.15	13	1.06	3
	CVS HEALTH CORP HEALTH CORPORATIO	126650100	101,353	98,389	-10.90	-13,375	-.08	94	-.19	45	-1.33	8
	DANAHER CORP	235851102	132,758	154,994	16.43	24,360	.15	12	.34	7	2.42	1
	JOHNSON & JOHNSON	478160104	149,208	150,998	-2.18	-3,188	-.02	79	-.04	35	-.32	7
	MERCK & CO INC. NEW	58933Y105	150,112	152,902	-13.64	-26,401	-.16	102	-.37	52	-2.62	9
	UNITEDHEALTH GROUP, INC	91324P102	168,711	159,117	1.27	1,758	.01	64	.02	25	.17	5
Assets Purchased During Period												
	THERMO FISHER SCIENTIFIC, INC.	883556102	133,422	104,997	9.26	11,405	.07	23	.16	12	1.13	2
Assets Sold During Period												
	ELANCO ANIMAL HEALTH	28414H103	0	0	.0	5,928	.04	49	.08	18	.59	4
Assets Purchased And Sold During Period												
	AMGEN INC	031162100	0	0	.0	0		72		29		6
Total:	HEALTH CARE	995,385	973,333	1.11	6.0	11,192	.07		.15		1.11	
INDUSTRIALS												
Assets Held During Period												
	NORTHROP GRUMMAN	666807102	127,280	136,570	-9.62	-12,584	-.08	92	-.17	43	-1.48	9
	EATON CORP PLC	G29183103	108,877	107,383	-6.33	-7,579	-.05	85	-.10	39	-.89	7
Assets Purchased During Period												
	HONEYWELL INT'L INC.	438516106	91,670	95,261	-16.32	-18,095	-.11	96	-.25	47	-2.13	10
	IDEX CORPORATION	45167R104	103,990	34,809		7,188	.04	40	.10	14	.85	1
	ILLINOIS TOOL WORKS	452308109	137,218	22,731		-5,899	-.04	83	-.08	38	-.70	6
	RAYTHEON TECHNOLOGIES CORP	75513E101	115,722	59,767		-2,120	-.01	78	-.03	34	-.25	5
Assets Sold During Period												
	BOEING CO	097023105	0	0	.0	-1,435	-.01	77	-.02	33	-.17	4
	UNITED TECHNOLOGIES CORP	913017109	0	73,461	.5	-59,117	-.36	112	-.82	58	-6.97	12
	XYLEM INC.	98419M100	0	79,188	.5	-33,052	-.20	103	-.46	53	-3.90	11
	INGERSOLL RAND PLC	G47791101	0	52,673	.3	3,676	.02	55	.05	20	.43	2
Assets Purchased And Sold During Period												
	INGERSOLL RAND INC	45687V106	0	0	.0	-922	-.01	76	-.01	32	-.11	3
	TRANE TECHNOLOGIES PLC	G8994E103	0	63,277	.4	-11,608	-.07	90	-.16	42	-1.37	8
Total:	INDUSTRIALS	684,757	725,119	-16.69	4.4	-141,547	-.86		-1.96		-16.69	

Your Holdings Detail

Reporting period: December 31, 2019 to June 30, 2020

EASTERN BANK INVEST MGR FOR SALEM STATE UNIV (2427524)

Performance Measured Since: December 01, 1996

Holdings By Asset Class - YTD

	ID	Ending Market Value	Average Market Value	Total Return	Average Weight	Total Earnings	Total Port Cont	Total Port Rank	Asset Class Cont	Asset Class Rank	Sector Cont	Sector Rank
INFORMATION TECHNOLOGY												
Assets Held During Period												
ADOBE INC.	00724F101	183,266	153,669	32.26	.9	52,068	.32	5	.72	3	2.79	3
ANALOG DEVICES	032654105	100,074	88,895	5.04	.5	2,726	.02	61	.04	23	.15	9
AUTOMATIC DATA PROCESSING	053015103	100,366	101,045	-11.62	.6	-13,294	-.08	93	-.18	44	-.71	13
BROADCOM INC	11135F101	184,001	164,540	2.37	1.0	3,355	.02	57	.05	21	.18	7
MASTERCARD	57636Q104	217,340	210,615	-.35	1.3	2,740	.02	60	.04	22	.15	8
MICROSOFT	594918104	425,539	367,988	28.84	2.3	101,284	.62	1	1.40	1	5.42	1
MOTOROLA SOLUTIONS, INC.	620076307	105,859	112,157	-11.43	.7	-5,737	-.04	82	-.08	37	-.31	12
SALESFORCE.COM	79466L302	142,183	129,126	15.71	.8	25,262	.15	11	.35	6	1.35	5
Assets Purchased During Period												
APPLE INC	037833100	229,094	189,834	17.92	1.2	34,767	.21	8	.48	4	1.86	4
APPLIED MATERIALS	038222105	131,781	53,598		.3	12,039	.07	20	.17	11	.64	6
PAYPAL HLDGS INC	70450Y103	202,629	141,972	50.11	.9	66,991	.41	3	.93	2	3.59	2
Assets Purchased And Sold During Period												
CARRIER GLOBAL CORP	14448C104	0	0		.0	-493		75	-.01	31	-.03	11
OTIS WORLDWIDE CORP	68902V107	0	0		.0	439		68	.01	27	.02	10
Total: INFORMATION TECHNOLOGY		2,022,133	1,713,439	15.10	10.5	282,147	1.72		3.91		15.10	
MATERIALS												
Assets Held During Period												
AIR PRODUCTS & CHEMICALS	009158106	188,656	176,977	3.48	1.1	7,081	.04	41	.10	15	.72	1
Assets Purchased And Sold During Period												
ALBEMARLE CORP	012653101	0	37,728		.2	-14,887	-.09	95	-.21	46	-1.51	2
Total: MATERIALS		188,656	214,705	-.79	1.3	-7,807	-.05		-.11		-.79	
UTILITIES												
Assets Held During Period												
NEXTERA ENERGY INC	65339F101	142,661	147,355	.39	.9	1,503	.01	66	.02	26	.02	2
XCEL ENERGY, INC.	98389B100	87,843	137,694	-.02	.8	1,785	.01	63	.02	24	.03	1
Total: UTILITIES		230,504	285,048	.05	1.7	3,288	.02		.05		.05	
Total: COMMON STOCK		6,951,556	6,702,241	-1.78	41.1	-128,377	-.78		-1.78			
DOMESTIC EQUITY FUNDS												
ETF - DOMESTIC EQUITY												

Your Holdings Detail

Reporting period: December 31, 2019 to June 30, 2020

EASTERN BANK INVEST MGR FOR SALEM STATE UNIV (2427524)

Performance Measured Since: December 01, 1996

Holdings By Asset Class - YTD

	ID	Ending Market Value	Average Market Value	Total Return	Average Weight	Total Earnings	Total Port Cont	Total Port Rank	Asset Class Cont	Asset Class Rank	Sector Cont	Sector Rank
Assets Held During Period												
INVESCO BUYBACK WILDERHILL CLEANENERGY ETF	46137V134	290,301	247,467	19.35	1.5	46,893	.29	6	.29	3	2.04	3
SPDR S&P BIOTECH	78464A870	235,879	198,283	17.71	1.2	35,628	.22	7	.22	4	1.55	4
Assets Purchased During Period												
I SHARES RUSSELL 1000 INDEX FUND	464287622	711,957	345,832		2.1	84,475	.52	2	.53	1	3.67	1
SPDR INDUSTRIAL SELECT	81369Y704	134,996	22,499		.1	-12,349	-.08	91	-.08	8	-.54	5
SPDR TECHNOLOGY IDX	81369Y803	205,218	96,193		.6	53,906	.33	4	.34	2	2.34	2
Assets Purchased And Sold During Period												
I SHARES MSCI KLD 400 SOCIAL ETF	464288570	0	89,136		.5	-45,443	-.28	108	-.29	9	-1.97	6
Total: ETF - DOMESTIC EQUITY		1,578,351	999,411	7.08	6.1	163,110	1.00		1.03		7.08	
MUTUAL FUND - DOMESTIC EQUITY												
Assets Held During Period												
CALVERT GLOBAL ENERGY SOLUTIONS	13161P813	205,376	191,166	-2.14	1.2	-4,488	-.03	81	-.03	6	-.73	1
DFA U S SUSTAINABILITY CORE 1	233203215	143,773	244,729	-2.16	1.5	-8,642	-.05	86	-.05	7	-1.41	2
Total: MUTUAL FUND - DOMESTIC EQUITY		349,149	435,895	-2.15	2.7	-13,129	-.08		-.08		-2.15	
MUTUAL FUND - DOMESTIC EQUITY												
Assets Purchased During Period												
CALVERT MID CAP I	131649709	336,797	269,467		1.7	-46,797	-.29	109	-.29	10	-12.06	2
Assets Sold During Period												
CALVERT MID CAP FUND	131649402	0	48,960		.3	3,253	.02	58	.02	5	.84	1
Total: MUTUAL FUND - DOMESTIC EQUITY		336,797	318,427	-11.22	2.0	-43,544	-.27		-.27		-11.22	
Total: DOMESTIC EQUITY FUNDS		2,264,297	1,753,732	.67	10.7	106,437	.65		.67			
INTERNATIONAL EQUITY												
MUTUAL FUND - INTERNATIONAL EQUITIES												
Assets Held During Period												
DOMINI IMPACT INTERNATIONAL EQUITY FUN	257132811	342,127	338,177	-13.53	2.1	-52,873	-.32	111	-4.48	4	-8.90	2
HARTFORD GLOBAL IMPACT FUND	41664T792	186,230	178,387	-5.61	1.1	-11,013	-.07	89	-.93	1	-1.85	1
Total: MUTUAL FUND - INTERNATIONAL EQUITIES		528,357	516,564	-10.75	3.2	-63,886	-.39		-5.41		-10.75	
MUTUAL FUND - INTERNATIONAL EQUITIES												
Assets Held During Period												
CALVERT EMERGING MARKETS EQUITY FUND	131649774	175,285	165,493	-6.58	1.0	-21,983	-.13	98	-1.86	2	-3.71	1

Your Holdings Detail

Reporting period: December 31, 2019 to June 30, 2020

EASTERN BANK INVEST MGR FOR SALEM STATE UNIV (2427524)

Performance Measured Since: December 01, 1996

Holdings By Asset Class - YTD

	ID	Ending Market Value	Average Market Value	Total Return	Average Weight	Total Earnings	Total Port Cont	Total Port Rank	Asset Class Cont	Asset Class Rank	Sector Cont	Sector Rank
DFA EMERGING MARKETS SUSTAINABI	25239Y378	349,241	337,642	-13.25	2.1	-44,412	-.27	107	-3.76	3	-7.50	2
Total: MUTUAL FUND - INTERNATIONAL EQUITIES		524,525	503,135	-11.21	3.1	-66,395	-.41		-5.62		-11.21	
Total: INTERNATIONAL EQUITY		1,052,882	1,019,699	-11.03	6.2	-130,281	-.80		-11.03			
TAXABLE FIXED INCOME												
CORPORATE BOND												
Assets Held During Period												
AT & T INC 3.6% 02/17/2023	00206RCS9	244,521	237,010	4.55	1.5	10,701	.07	25	.18	7	.23	5
ABBVIE INC 3.2% 05/14/2026	00287YAY5	110,362	105,844	7.63	.6	7,915	.05	36	.14	18	.17	13
ACE INA HOLDINGS 2.7% 03/13/2023	00440EAP2	106,300	104,071	4.62	.6	4,706	.03	51	.08	28	.10	23
ALABAMA POWER CO 3.55% 12/01/2023	010392FK9	218,522	214,500	4.92	1.3	10,410	.06	26	.18	8	.22	6
AMERICAN EXPRESS CO 3.125% 05/20/2026	025816CF4	222,376	215,421	8.06	1.3	16,763	.10	16	.29	3	.35	1
AMERIPRISE FINANCIAL INC 4% 10/15/2023	03076CAF3	194,715	190,301	4.88	1.2	9,154	.06	31	.16	13	.19	9
BANK OF AMERICA CORP 3.3% 01/11/2023	06051GEU9	108,286	105,060	4.81	.6	4,990	.03	50	.09	27	.11	22
CBS 3.7% 08/15/2024	124857AM5	165,051	157,026	4.39	1.0	6,995	.04	45	.12	24	.15	19
CARDINAL HEALTH, INC. 3.2% 03/15/2023	14149YAY4	160,052	155,604	4.60	1.0	7,007	.04	43	.12	23	.15	18
CELGENE CORPORATION 4% 08/15/2023	151020AJ3	219,974	214,391	4.15	1.3	8,844	.05	33	.15	15	.19	11
CITIGROUP 3.375% 03/01/2023	172967GL9	161,550	156,885	4.45	1.0	6,865	.04	46	.12	25	.15	20
EBAY INC 3.8% 03/09/2022	278642AN3	265,556	259,795	3.49	1.6	8,903	.05	32	.15	14	.19	10
FORD MOTOR CREDIT CO 4.25% 09/20/2022	345397WF6	198,427	195,770	-3.02	1.2	-6,606	-.04	84	-.11	37	-.14	31
HEWLETT-PACKARD CO 4.05% 09/15/2022	428236BX0	270,636	263,932	4.42	1.6	11,510	.07	22	.20	6	.24	4
HYATT HOTELS CORP 3.375% 07/15/2023	448579AE2	128,048	123,998	.08	.8	141		70		36		30
INTERCONTEXCHANGE GROUP INC 4% 10/15/2023	45866FAA2	223,313	217,893	5.75	1.3	12,314	.08	19	.21	5	.26	3
KEYCORP 4.15% 10/29/2025	49326EEH2	115,369	110,858	6.48	.7	7,058	.04	42	.12	22	.15	17
QUALCOMM INC 3.45% 05/20/2025	747525AF0	111,852	108,894	6.99	.7	7,415	.05	38	.13	20	.16	15
QUEST DIAGNOSTIC INC. 3.45% 06/01/2026	74834LAZ3	168,895	162,529	8.55	1.0	13,449	.08	18	.23	4	.28	2
TIME WARNER INC 3.4% 06/15/2022	887317AQ8	131,919	128,873	6.35	.8	7,986	.05	35	.14	17	.17	12
VODAFONE GROUP 2.95% 02/19/2023	92857WBC3	159,271	156,162	4.06	1.0	6,261	.04	48	.11	26	.13	21
WHIRLPOOL CORP. 4% 03/01/2024	963320AR7	213,689	210,864	1.54	1.3	3,104	.02	59	.05	32	.07	26
XILINX, INC. 3% 03/15/2021	983919AH4	205,011	202,627	1.85	1.2	3,704	.02	54	.06	30	.08	24
Assets Purchased During Period												
AMGEN INC 2.2% 02/21/2027	031162CT5	159,377	26,364		.2	357		69	.01	35	.01	29
LOWES COMPANIES INC 3.1% 05/03/2027	548661DP9	167,071	159,989	6.50	1.0	10,294	.06	27	.18	9	.22	7
SYSCO CORP 3.25% 07/15/2027	871829BF3	161,274	153,460	.97	.9	1,540	.01	65	.03	34	.03	28
UNION PACIFIC CORP 3% 04/15/2027	907818EP9	222,091	143,086		.9	7,356	.04	39	.13	21	.16	16
WELLS FARGO & CO 3% 10/23/2026	949746SH5	164,316	27,244		.2	2,655	.02	62	.05	33	.06	27

Your Holdings Detail

Reporting period: December 31, 2019 to June 30, 2020

EASTERN BANK INVEST MGR FOR SALEM STATE UNIV (2427524)

Performance Measured Since: December 01, 1996

Holdings By Asset Class - YTD

	ID	Ending Market Value	Average Market Value	Total Return	Average Weight	Total Earnings	Total Port Cont	Total Port Rank	Asset Class Cont	Asset Class Rank	Sector Cont	Sector Rank
Assets Sold During Period												
CSX CORPORATION 3.4% 08/01/2024	126408HB2	0	156,652	5.37	1.0	9,947	.06	28	.17	10	.21	8
CVS HEALTH CORP 3.5% 07/20/2022	126650CK4	0	69,150		.4	3,631	.02	56	.06	31	.08	25
MEDTRONIC INC 3.5% 03/15/2025	585055BS4	0	91,737	7.40	.6	7,897	.05	37	.14	19	.17	14
Total: CORPORATE BOND		4,977,820	4,825,990	4.51	29.6	213,264	1.30		3.65		4.51	
ETF - GOVERNMENT BONDS												
Assets Held During Period												
I SHARES BARCLAYS 3-7 YR T	464288661	275,494	357,182	7.18	2.2	33,949	.21	9	.58	1	5.34	1
Assets Sold During Period												
I SHARES BARCLAYS 7-10 YR TREAS	464287440	0	52,002		.3	19,260	.12	14	.33	2	3.03	2
Total: ETF - GOVERNMENT BONDS		275,494	409,185	8.36	2.5	53,210	.32		.91		8.36	
ETF - MORTGAGES												
Assets Purchased And Sold During Period												
SPDR PORTFOLIO MORTGAGE BACKED BND FD	78464A383	0	102,599		.6	4,439	.03	53	.08	29		1
Total: ETF - MORTGAGES		0	102,599		.6	4,439	.03		.08			
MUTUAL FUND - CORPORATE BONDS												
Assets Held During Period												
CALVERT INCOME FUND	131582793	662,247	622,268	.62	3.8	8,530	.05	34	.15	16	.11	3
Assets Purchased During Period												
CALVERT HIGH YIELD BOND FUND	131582439	133,154	65,931		.4	9,878	.06	29	.17	11	.13	1
CALVERT FLOATING RATE ADVANTAGE FUND	13161X873	132,240	65,410		.4	9,228	.06	30	.16	12	.12	2
Total: MUTUAL FUND - CORPORATE BONDS		927,641	753,609	.36	4.6	27,636	.17		.47		.36	
Total: TAXABLE FIXED INCOME		6,180,955	6,091,383	5.11	37.3	298,548	1.82		5.11			
CASH AND EQUIVALENTS												
CASH UNINVESTED												
Assets Held During Period												
		1,036	50,984	.00	.3	0		73		2		1
Total: CASH UNINVESTED		1,036	50,984	.00	.3	0						

Your Holdings Detail

Reporting period: December 31, 2019 to June 30, 2020

EASTERN BANK INVEST MGR FOR SALEM STATE UNIV (2427524)

Performance Measured Since: December 01, 1996

Holdings By Asset Class - YTD

	ID	Ending Market Value	Average Market Value	Total Return	Average Weight	Total Earnings	Total Port Cont	Total Port Rank	Asset Class Cont	Asset Class Rank	Sector Cont	Sector Rank
MONEY MARKET FUNDS												
Assets Held During Period												
	FEDERATED GOV'T OBLIGATION TAX MANAGED FU	430,341	583,127	.26	3.6	1,502	.01	67	.26	1	.26	1
Total:	MONEY MARKET FUNDS	430,341	583,127	.26	3.6	1,502	.01		.26		.26	
Total:	CASH AND EQUIVALENTS	431,377	634,111	.26	3.9	1,502	.01		.26			
OTHER INVESTMENTS												
REAL ESTATE												
Assets Purchased During Period												
	AMERICAN TOWER REIT	130,859	120,204	9.68	.7	11,556	.07	21		1		1
Total:	REAL ESTATE	130,859	120,204		.7	11,556	.07					
Total:	OTHER INVESTMENTS	130,859	120,204		.7	11,556	.07					
Total		17,011,925	16,321,371	.97	100.0	159,385	.97					

Investment Commentary

*Was in the spring, one sunny day
My virus left me, oh it went away
And now it's gone, and I don't worry
'Cause I'm sitting on top of the world.*

Doc Watson knew the feeling when he included the old Mississippi Sheiks tune on his 1964 debut album: When the pestilence is gone, the relief brings elation.

Global stock markets have been singing this tune since they hit bottom on March 23; indeed, April was one of only a dozen times in the past century that the S&P 500 rose more than 10% in a calendar month, and only the second time it's ever jumped 10% after falling 10% in the prior month. The U.S. index has rallied more than 30% in the past five weeks. *Whew! That was fast.*

The causes of the rebound weren't hard to find: encouraging public health news as the Covid-19 pandemic appears to have crested, trillions of dollars pumped into the economy by Congress, trillions more injected into securities markets by the Federal Reserve, and a series of state reopening guidelines issued by the White House. These are all genuine good news. What's not to like?

All the same, the world's securities markets do seem to have taken leave of the world around them, in two important ways. First, the pestilence isn't gone, per Doc Watson. Covid-19 is still a global scourge, even if the number of new cases is declining in many places. We collectively run the risk of a devastating second wave if we re-open economies carelessly or too quickly. We've never tried this before, and we may get a few important things wrong in the process.

Second, while Covid-19 was the proximate cause of the economy's downturn, the road back will have its own potholes and detours. This is no longer just a health crisis; it is an employment crisis and a solvency crisis as well. (Thanks to early and vigorous Fed action, it's not a liquidity crisis; that lesson was learned well.) Many industries and jobs will suffer lasting damage that may take years to repair.

We recently rebalanced client portfolios back to their long-term target allocations. That's simply prudent dollar cost averaging: We bought stocks when they were cheap. Our client portfolios have weathered the storm well, and we remain committed to our disciplined process.

Michael A. Tyler, CFA
Chief Investment Officer

Notes and Disclosures

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

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

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

Past performance does not guarantee future performance.

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

May 1, 2020

REQUEST FOR TRUSTEE ACTION

Date: September 2, 2020
To: Board of Trustees
From: Karen P. House, vice president for finance and facilities
Subject: Eastern Bank – New Account for ACH payments
Requested Action: Approval

Salem State University has bank accounts at Eastern Bank for its operations. Due to the COVID-19 pandemic, Finance and Facilities is taking the initiative to pay the university’s vendors by an Automated Clearing House (ACH) payment instead of paper checks. We will request our vendors to receive payments by ACH rather than traditional paper checks for health, improved customer service, and for operational efficiency. Therefore, the university needs to open an ACH bank account at Eastern Bank. The following university administrators will be authorized signers on the account: vice president for finance and facilities/CFO, university controller, and associate director of accounts payable.

Authorization by the Board of Trustees is requested on the motion below.

MOTION

The Finance and Facilities Committee recommends that the Board of Trustees approve the following motion regarding the establishment of a new bank account at Eastern Bank for ACH payments by Salem State University.

Recommended motion

The Board of Trustees authorizes the establishment of a new Eastern Bank account for ACH payments for Salem State University. Authorized signers on the account will be the vice president for finance and facilities/CFO, university controller, and associate director of accounts payable.

Committee: Finance and Facilities
Committee Action: Approved
Date of Action: September 23, 2020

Trustee Action:
Trustee Approval Date:
Effective Date:

Signed: _____

Title: Secretary of Board of Trustees

Date: _____

Board of Trustees Finance and Facilities Committee September 23, 2020

Karen House
Vice President for Finance and Facilities

Flow of the meeting

- Action item (bank account for ACH)
- Eastern - investments
- Financial Matters
 - FY20 – status of closing & unaudited results
 - FY21 – budget update
 - FY22/FY23 – preliminary projections
 - Discussion of task force
- Real estate, facilities, and sustainability
- Charter & Workplan
- Resources for continuing reference
- Next steps

FY20 Close

- Audit underway; awaiting OPEB info from Commonwealth
- Favorable managed net income: \$9.7M
- Cash balances increased by \$400K
- Ratios / metrics when financial statements are complete

FY20 Results, Including Financial Impacts of COVID-19

- Revenue
 - Net tuition/Fees – down \$5.0M (enrollment)
 - Auxiliary revenue (room & board) down \$6.1M
 - CARES grant funding \$3.3M partially offset room refunds
 - Investment returns & MSCBA assistance up \$1.8M
- Expenses
 - Compensation savings \$5.0M
 - Support/facilities savings \$11.4M – remote ops; much of this is dining

FY21 budget status

- On target to balance overall
- Revenue: \$1.6M favorable
 - Net tuition/fees – up due to enrollment
 - Auxiliary revenue down due to housing occupancy
 - Appropriation forecast reduced \$2.4M (13% reduction from FY20)
- Expenses:
 - Furloughs –\$2.0M short of \$8.5M target
 - 4 weeks vs. 5 weeks; assumes faculty participate
 - MSCBA debt restructuring - success

MSCBA Debt restructuring - 2020A Series Bonds

- Goals:
 - Budgetary relief
 - Level debt service through 2028
 - No extension past final maturity
 - aggregate NPV savings $\geq 4\%$ of par amount
 - No cross subsidization
 - Selectively call eligible bonds
- Results:
 - Achieved 7.9% aggregate NPV savings
 - All-in-TIC (True Interest Cost) is 2.659557%
 - Call feature added for future flexibility

Debt restructuring (2020A Series Bonds of MSCBA)

- Budgetary Savings for SSU:
 - FY21 - \$9.2M
 - FY22 - \$5.4M
 - FY23 – \$1.8M
- Continue to have modest annual savings through 2033
 - For 2034-2049, pay more than without the restructuring
 - Increased cost ranges from \$1.1M to \$1.7M annually throughout that period

SSU BOLD – Remains Critical

- State funding decision is delayed (COVID)
- Fundraising for private support continues
- Legislation for sale of South Campus passed
- SSU's commitment to funding is up to \$20M, from cash and/or debt
 - Debt not to be issued until needed, several years away
- Multipronged project that right sizes our footprint, improves teaching and learning spaces, brings our community physically together, and eliminates a substantial amount of deferred maintenance

SSU BOLD by the numbers

- Consolidate footprint; eliminate 23 acres & 257,000 GSF
- Eliminate deferred maintenance of \$83.3M (FY17 figures)
- Avoid significant investment in Bates residences
- Create 7 new modernized science wet labs
- Renovate Horace Mann (55,000 GSF) to include new nursing simulation labs and occupational therapy labs
- Repurpose underutilized space in library for instruction
- Increase enrollment and revenue; decrease transportation costs; increase annual net income by \$1.8M
- Project Cost of \$66.4M (2019 figures) from multiple funding sources: State (\$25M), South Campus Sale & Gifts (\$25M), University (up to \$20M in cash and/or debt)

Salem State University
 Financial Modeling MYFP 1.5 - in \$ millions
 September 18, 2020

Driver	Forecast FY 2021	Worst FY2022	Middle FY2022	Best FY2022	Middle FY2023
Results					
Enrollment	\$54.8	\$49.5	\$53.0	\$58.9	\$50.7
Grants	\$19.0	\$17.5	\$17.5	\$17.5	\$17.5
Dining Plans and Housing Occupancy	\$13.0	\$11.9	\$13.2	\$14.6	\$18.3
Massachusetts Government, Economy	\$56.2	\$57.0	\$58.7	\$60.3	\$59.2
Philanthropy, State of the Economy, Stock Market	\$3.3	\$3.3	\$3.3	\$3.3	\$3.3
Managed Revenue	\$146.3	\$139.2	\$145.7	\$154.6	\$149.1
Compensation - Staffing levels, pay increases, fringe rate	\$103.6	\$113.5	\$112.5	\$111.7	\$114.4
Supplies, Services, Contracts, IT	\$26.1	\$26.6	\$26.4	\$26.3	\$26.7
Debt service, facility projects, utilities	\$16.6	\$21.1	\$21.1	\$21.1	\$24.5
Managed Expense	\$146.3	\$161.2	\$159.9	\$159.0	\$165.7
Managed Net Income/(Loss)	\$0.0	\$(21.9)	\$(14.2)	\$(4.4)	\$(16.7)

Concerns about FY22/FY23

- Reliance on \$18M in one-time savings in FY21 (furlough, MSCBA)
- Trends:
 - Enrollment down 15.2% over last 6 years
 - State funding increased 28% or \$14.6M over last 6 years
 - Cost structure
 - Progress (VSIP, management of vacancies) but not sufficient given our declining size
 - Compensation is 72% of our budget

Comprehensive plan of action is required

Sustainable Path Forward

- Grounded in our mission and strategic plan
- Focused on the needs of our students
- Bound by parameters set by the president
- Recommendations in 3 areas:
 - Academic
 - Student Services
 - Administrative functions
- Recommend investments and savings, net financial lift of \$15-20M
- Collaborative/representative task force
- Tight timeline – ready to execute early in 2021

Other Topics

- Real estate, facilities, and sustainability
- Charter & Workplan
- Resources for continuing reference
 - Financial Profile
 - Key facts about the university and our financial health
 - Trends – enrollment, revenue, compensation, expenses, tuition/fee rates
 - FY21 Approved Budget

Next steps

- October meeting
 - review cost structure Business Intelligence (example, Nursing)
 - Institutional support (IPEDS)
- Monitor state budget
- Continue refining financial projections
- Task Force does its work

FY20 Preliminary Results September 14, 2020

The university is in the process of closing its books for FY20 and undergoing the annual independent and federal program audits. The intent here is to provide a sense of the FY20 budget year results while awaiting completion of the audit process in October. At this writing on September 14, entries remain to be recorded, notably for GASB 68 (Pension) and GASB 75 (Other Post-Employment Benefits, or OPEB) and other final yearend adjustments. When these closing entries are recorded, there will be a significant Non-Cash Expense, and therefore an overall decrease in net position due primarily to the GASB accounting standards referenced. The university awaits final GASB 68 and 75 figures from the Commonwealth Comptroller's Office in order to record adjustments to the university's books.

As can be seen below, the university appears to have finished FY20 with approximately \$9.7 million in positive Managed Net Income, as explained below.



BUD077 - Budget Variance - Mgmt View

FY 2020 / Jun (Open) / Management View / All Funds / \$K

Run on: 9/14/2020 11:29:02 AM / Data as of: 9/14/2020 10:26 AM

Account Description	FY 2019 Year End Actuals (\$K)	FY 2020 Original Budget (\$K)	FY 2020 YTD-Jun Actuals (\$K)	FY20 Budget Variance Better (Worse)	FY20 Budget Variance Explained
Managed Revenues:					
Net Tuition and Fees	61,057	60,460	55,450	(5,010)	Enrollment lower than budgeted
Federal, State, Private Grants	19,901	19,114	24,475	5,361	Primarily CARES grant funds: >\$3M went to students
Auxiliary Enterprises	22,569	30,211	24,083	(6,128)	Room and Board reductions (COVID)
State General Appropriations	65,735	67,081	66,737	(344)	
Other Revenue	5,291	4,248	6,065	1,817	Investment income; MSCBA funding
Total Managed Revenues	174,552	181,115	176,809	(4,305)	
Managed Expenses:					
Compensation	118,997	124,922	119,890	5,032	Vacancy savings and VSIP (\$3.6M + Fringe Benes); Student Labor (Covid)
Support	19,220	30,532	22,867	7,664	Contingency; COVID savings (Dining, other services/supplies)
Facility-related	25,772	28,169	24,388	3,781	(1) Capitalized projects (2) COVID incl. utilities (3) MSCBA savings
Total Managed Expenses	163,990	183,622	167,145	16,477	
Managed Net Income	10,563	(2,507)	9,664	12,171	

Although managed net income is a significant positive figure of \$9.7 million, the university's cash balance increased by just \$400 thousand between June 30, 2019 and June 30, 2020. Some of this is attributable to cash flow activity which is capitalized to the balance sheet rather than flowing through the managed net income statement as an expense but is nonetheless a use of cash (facilities projects; payment of debt principal.) Likewise, some revenues recorded for the period ending June 30 have added to accounts receivable rather than being converted to cash. When the FY20 financial statements are finalized, they will include an analysis and summary of cash flows to illuminate the change in cash balances year over year.

Salem State University

Managed Net Income vs. Change in Cash

Summary

In FY2020, the University ended the year with Managed Net Income of \$9.7 million, while cash balances increased by \$0.4 million from the beginning of the fiscal year to the end of the fiscal year. The difference between these two financial measures is related to the university's use of the accrual method of accounting which is a requirement and standard practice. The purpose of this memo is to discuss the difference between the accrual and cash basis of accounting in order to explain the major differences between the University's Managed Net Income and change in cash balance for FY2020.

Definitions¹

Accrual Accounting Method

Revenue is accounted for when it is earned. Typically, revenue is recorded before any money changes hands. Unlike the cash method, the accrual method records revenue when a product or service is delivered to a customer with the expectation that money will be paid in the future. The same principle applies to expenses.

Cash Basis Accounting

Revenue is reported on the income statement only when cash is received. Expenses are only recorded when cash is paid out. The cash method is mostly used by small businesses and for personal finances.

Examples

- A student is billed \$10,000 for tuition/fees and \$10,000 is recorded in revenue. However, they pay only \$8,000, and an accounts receivable balance for \$2,000 remains while the university attempts to collect the remaining balance. The managed net income report shows \$10,000 in revenue and the balance sheet reflects \$8,000 in cash and \$2,000 in accounts receivable.
- Invoices for \$50,000 are received after July 1 for goods/services received during the fiscal year that ended on June 30. These expenses are "accrued" back to the old fiscal year. At June 30, managed net income shows expenses of \$50,000 and the balance sheet shows accounts payable of \$50,000. Cash has not been reduced yet; cash will be reduced in the following fiscal year when the bill is paid.
- Payroll rarely coincides with the June 30 financial reporting date and there are often differences in payroll payables vs expenses and cash at June 30.

Significant Differences Between Managed Net Income & Cash for FY2020

The below table shows Managed Net Income for FY2020 (preliminary – unaudited) at a positive \$9.7 million, while the year over year cash increase is \$0.4 million. The first significant difference listed in the table below is capitalization of facility and IT projects. Since projects are capitalized to the balance sheet and depreciated over the life of the asset, they do not reduce Managed Net Income, but are a use of cash. Similarly, debt principal payments made by the University reduce a balance sheet liability and do not reduce Managed Net Income, however they are a use of cash. The next two items in the table below relate to the timing of cash received and expended by the university related to the accrual basis of accounting for revenues and expenses as discussed above.

Description	June 30 2020 (in \$ million's)
Managed Net Income	9.7
Change in Cash Balance for the year ended 6/30/2020	0.4
Difference between Managed Net Income & Change in Cash	9.3
<i>Differences between Managed Net Income & Change in Cash</i>	
Capitalization of Facility & IT Projects	2.7
Principal Payments on Debt	2.4
Increase in Accounts Receivable (what students & others owe SSU)	1.9
Decrease in Accounts Payable & Accrued Payroll (what SSU owes vendors & employees)	1.4
Other	0.9
Total	9.3

1 The definitions are per: <https://www.investopedia.com/ask/answers/09/accrual-accounting.asp#:~:text=Key%20Takeaways,documented%20until%20cash%20exchanges%20hands>.

**FY 2021 Budget Status
September 17, 2020**

When the Board of Trustees approved Salem State's FY 2021 budget there were several uncertainties as outlined in the document. This will provide an update as of September 17, 2020.

The Commonwealth of MA has signed a second interim budget for FY 2021 and this provides appropriations through October 2020. The interim budget is based on the lower of the FY2020 appropriation or the Governor's submission for FY2021; we are cautioned that the Governor could veto or reduce appropriations when a full FY2021 budget is enacted. State entities are to manage obligations accordingly. The university's FY2021 budget assumes a 10% reduction in the GAA and the FY2021 forecast assumes a 13% reduction in the GAA (\$2.4 million unfavorable).

Fall enrollment is projected to be favorable to budgeted for undergraduate day, graduate studies, and continuing professional studies (continuing education.) As of September 17, 2020, undergraduate day headcount is expected to be favorable to budget by 442 students, continuing education credit hours are expected to be favorable to budget by 300 credits, and graduate credit hours are expected to be favorable to budget by 3,713 credits. As a result of the COVID-19 pandemic occupancy in the residence halls is currently down over 900 students compared to last year (251 students short of budget). Dining revenue is also likely to be below budget, given fewer students living in the residence halls. Overall, tuition, fee, and auxiliary revenues could be favorable to budget by approximately \$4.0 million.

The FY 2021 budget assumes the university will receive \$1.5 million in COVID-19 related relief. As of September 17, 2020, the university has been notified of a \$0.5 million Governor's Emergency Education Relief (GEER) Fund award for COVID-19 related expenses and has a carryforward of \$320K from a CARES Strengthening Institutions Program grant.

The FY2021 budget contains \$8.5 million in salary and fringe benefit savings from a five-week furlough program. APA and AFSCME have reached an agreement with the university on a four-week furlough program; their members and non-unionized personnel have begun taking furlough weeks. Assuming the MSCA reaches an agreement on a four-week furlough program, total expected savings from the furlough program will fall \$2.0 million short of budget.

The original budget for FY 2021 reflected a balanced Managed Net Income (\$0). Overall, as of September 17, 2020 and assuming no COVID-related shift in university instructional or residential operations, it appears the university will achieve a balanced Managed Net Income (\$0) in FY2021.

Salem State University
Financial Modeling MYFP 1.5 - in \$ millions
September 18, 2020


Driver	Forecast FY 2021	Worst FY2022	Middle FY2022	Best FY2022	Middle FY2023
Results					
Enrollment	\$54.8	\$49.5	\$53.0	\$58.9	\$50.7
Grants	\$19.0	\$17.5	\$17.5	\$17.5	\$17.5
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Managed Revenue	\$146.3	\$139.2	\$145.7	\$154.6	\$149.1
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Debt service, facility projects, utilities	\$16.6	\$21.1	\$21.1	\$21.1	\$24.5
Managed Expense	\$146.3	\$161.2	\$159.9	\$159.0	\$165.7
Managed Net Income/(Loss)	\$0.0	\$(21.9)	\$(14.2)	\$(4.4)	\$(16.7)
Assumptions					
Blended T&F Increase - UG Day	3.5%	0.0%	2.0%	3.0%	2.0%
Blended T&F Increase - Continuing Education	9.0%	0.0%	2.0%	3.0%	2.0%
Blended T&F Increase - Graduate Studies	3.5%	0.0%	2.0%	3.0%	2.0%
UG Day Fall Enrollment - YoY Change	(539)	(470)	(300)	125	(300)
Continuing Education Credit Hours - YoY % Change	-0.1%	-2.0%	-1.0%	1.0%	-1.0%
Graduate Studies Credit Hours - YoY % Change	2.5%	-1.0%	0.0%	1.0%	0.0%
Housing Occupancy - Fall	945	900	1,000	1,100	1,400
State Appropriation - YoY % Change	-13.2%	0.8%	3.6%	6.5%	0.0%
Compensation - ATB Contractual Increases	0.0%	1.0%	0.5%	0.0%	0.5%
Compensation - Furlough weeks	4.0	0.0	0.0	0.0	0.0
Debt Restructuring Savings (in \$ millions)	\$ 9.2	\$ 5.4	\$ 5.4	\$ 5.4	\$ 1.8
Notable:					
FY21 contains \$6.5M forecasted furlough savings not repeated in future years.					
FY21 contains \$9.2M Debt Restructuring Savings that step down in future years.					


**FY2021 Financial Dashboard Commentary
September 20, 2020**


Attached you will find the first financial dashboard for the new fiscal year for the months ending August 31, 2020. Here are some notes regarding the presentation:


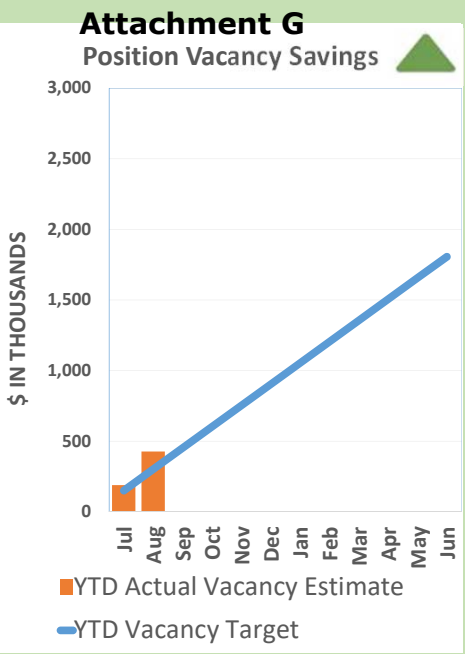
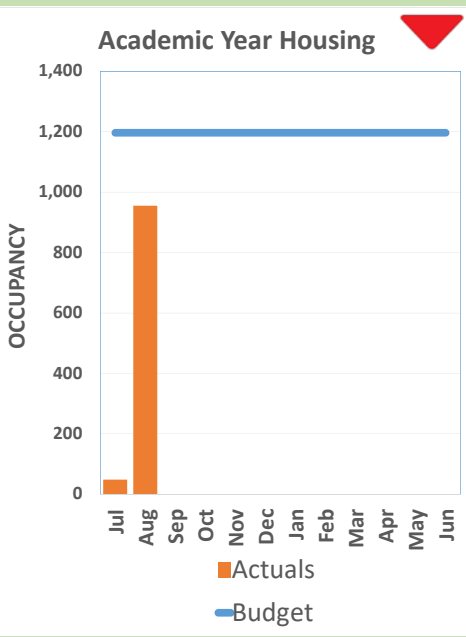
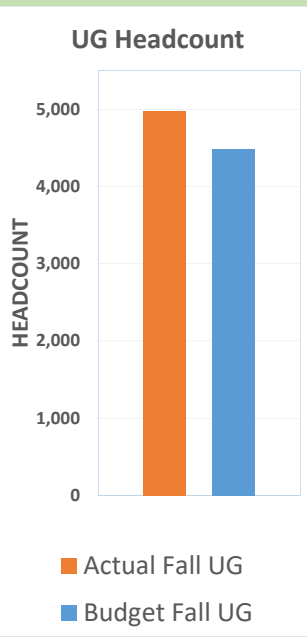
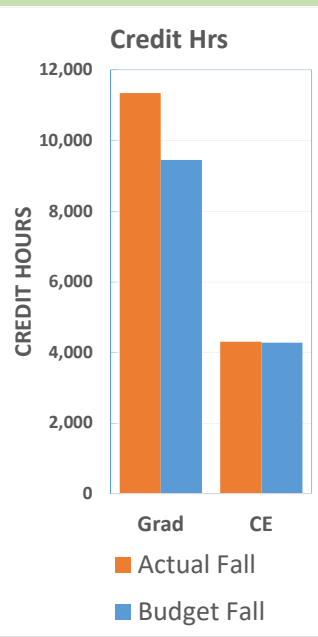
- The graphs have been moved forward by one year. For a 5-year trend, 2017 is now the starting point; for a 3-year trend, 2019 is now the starting point.
- For some graphs like the Five-Year Managed Revenue and Expense Trend, the scale is adjusted because the numbers are smaller since only two months is presently shown. The scale will adjust appropriately in future periods.
- Auxiliary Revenue is down by \$7.2M year over year, primarily due to reduced housing occupancy and meal plan sales.
- The accounting change for dining activity is now in its second year. Prior to FY20, dining activity was reflected "net" within a revenue line rather than as both revenue and expense. The newer treatment is consistent with the new form of dining contracts in place for FY20 and FY21.
- For FY 2021 vacancy savings is being measured monthly and compared to what the annualized savings target would be for the number of months shown on the dashboard.
- Cash balances in the graph do not include appropriation cash held with the State which are recorded as a one-time adjustment at the end of the fiscal year and reflected in the year-end audited financials.

Statistics




UG Headcount Fall 2020 vs Last Year

91.4%

GRAD Credit Hours Fall 2020 vs Last Year

106.4%




CE Credit Hours Fall 2020 vs Last Year

106.8%

Key Managed Revenues as of 8/31/2020 (current fiscal year) and August month end, closed (prior fiscal year)

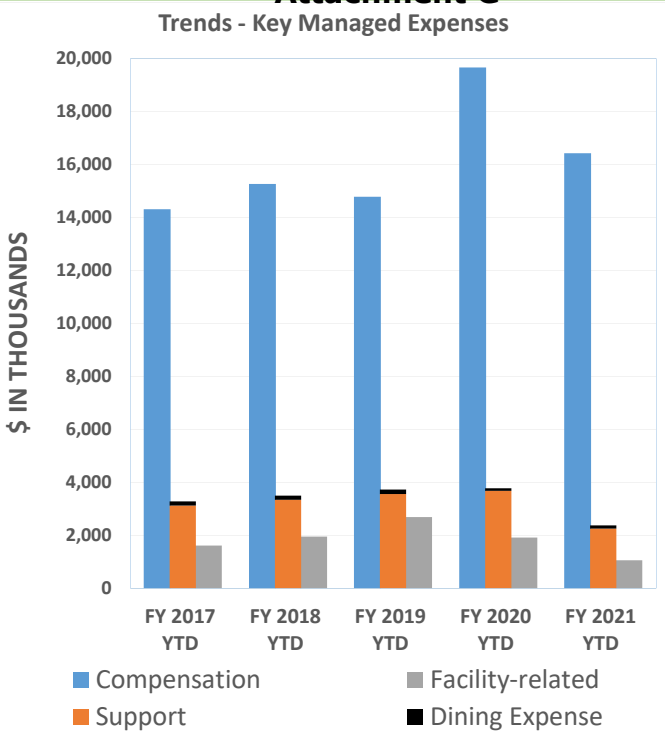
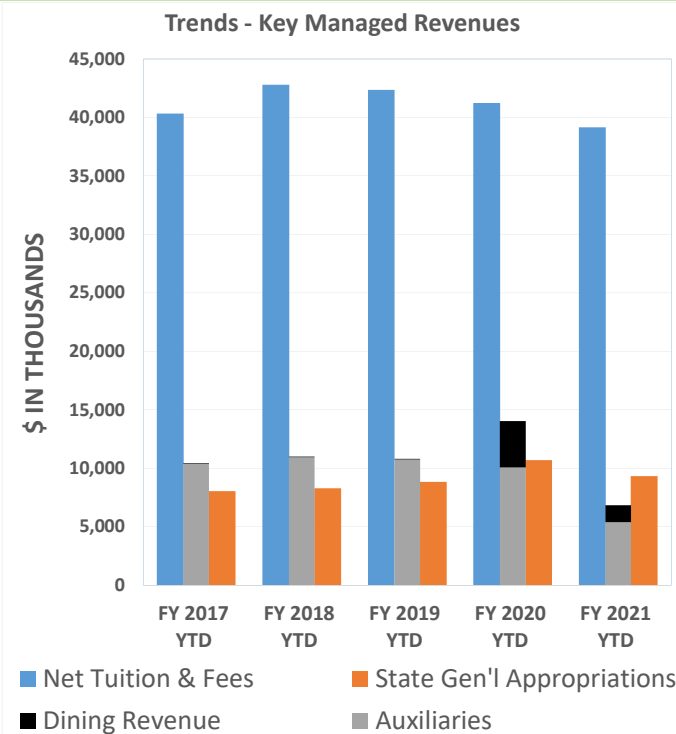
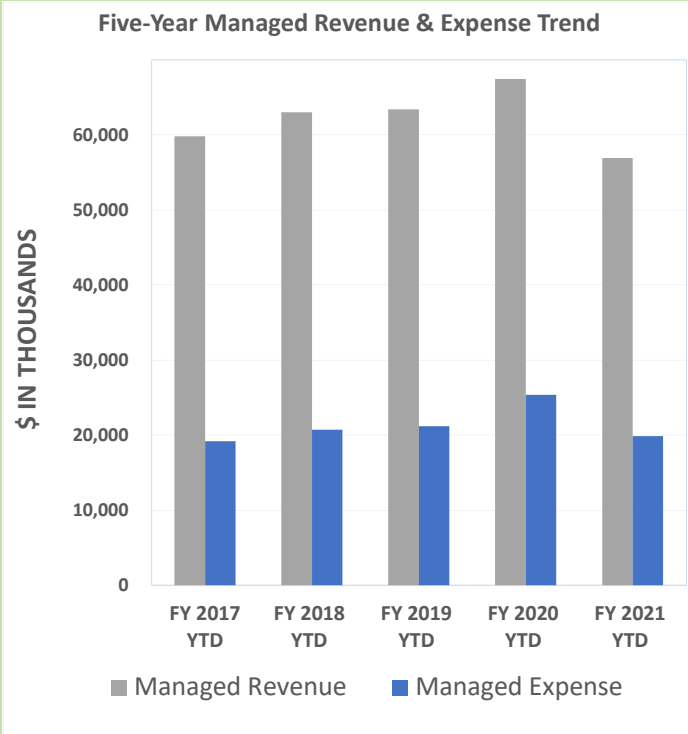
Net Tuition & Fees			State General Appropriations			Auxiliaries		
Full Year 2021 Budget: \$47.4M 32.7% of Total Managed Revenue Budget			Full Year 2021 Budget: \$58.6M 40.5% of Total Managed Revenue Budget			Full Year 2021 Budget: \$16.5M 11.4% of Total Managed Revenue Budget		
								
% Attainment	Prior FY	Current FY	% Attainment	Prior FY	Current FY	% Attainment	Prior FY	Current FY
\$ Actual	\$41,217K	\$39,128K	\$ Actual	\$10,677K	\$9,326K	\$ Actual	\$14,024K	\$6,834K

Managed Expenses as of 8/31/2020 (current fiscal year) and August month end, closed (prior fiscal year)

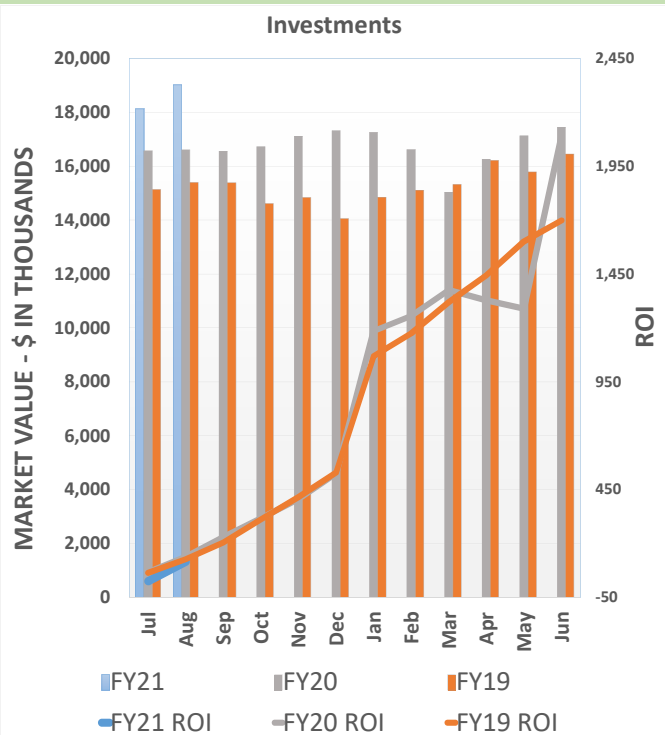
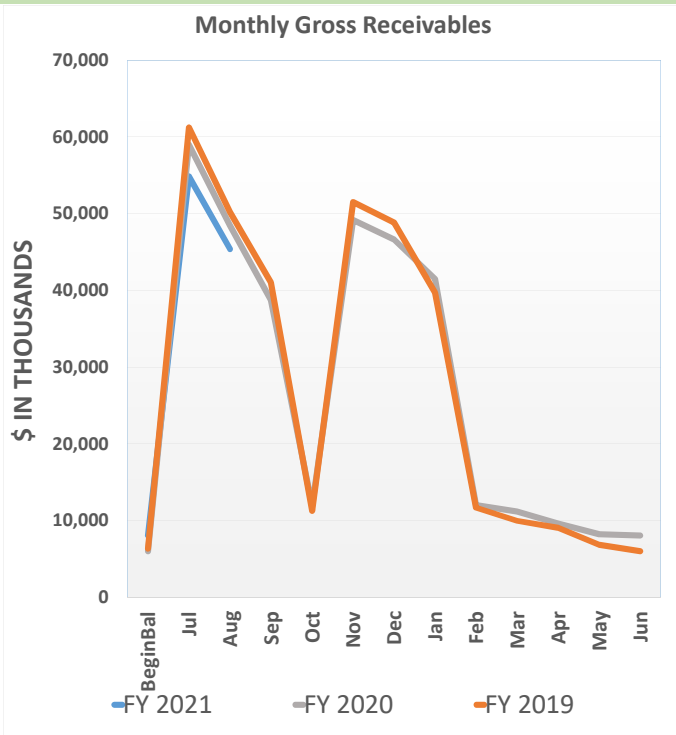
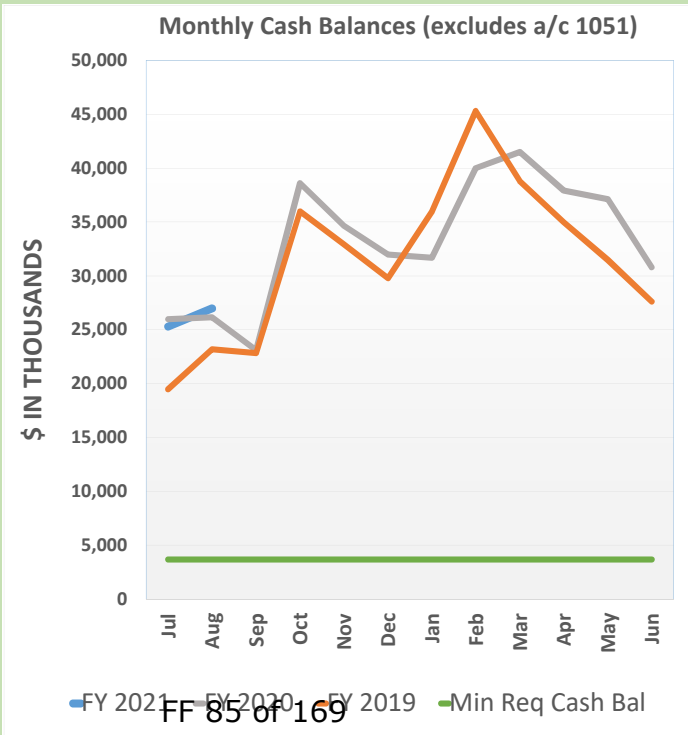
Compensation			Support			Facility Related		
Full Year 2021 Budget: \$101.5M 70.1% of Total Managed Expenses Budget			Full Year 2021 Budget: \$26.6M 18.4% of Total Managed Expenses Budget			Full Year 2021 Budget: \$16.6M 11.5% of Total Managed Expenses Budget		
								
% Attainment	Prior FY*	Current FY	% Attainment	Prior FY	Current FY	% Attainment	Prior FY	Current FY
\$ Actual	\$19,656K	\$16,425K	\$ Actual	\$3,766K	\$2,360K	\$ Actual	\$1,906K	\$1,045K

Managed Net Income Trends as of 8/31/2020 (current fiscal year) and August Month end, closed (prior fiscal years)

Attachment G



Balance Sheet Trends



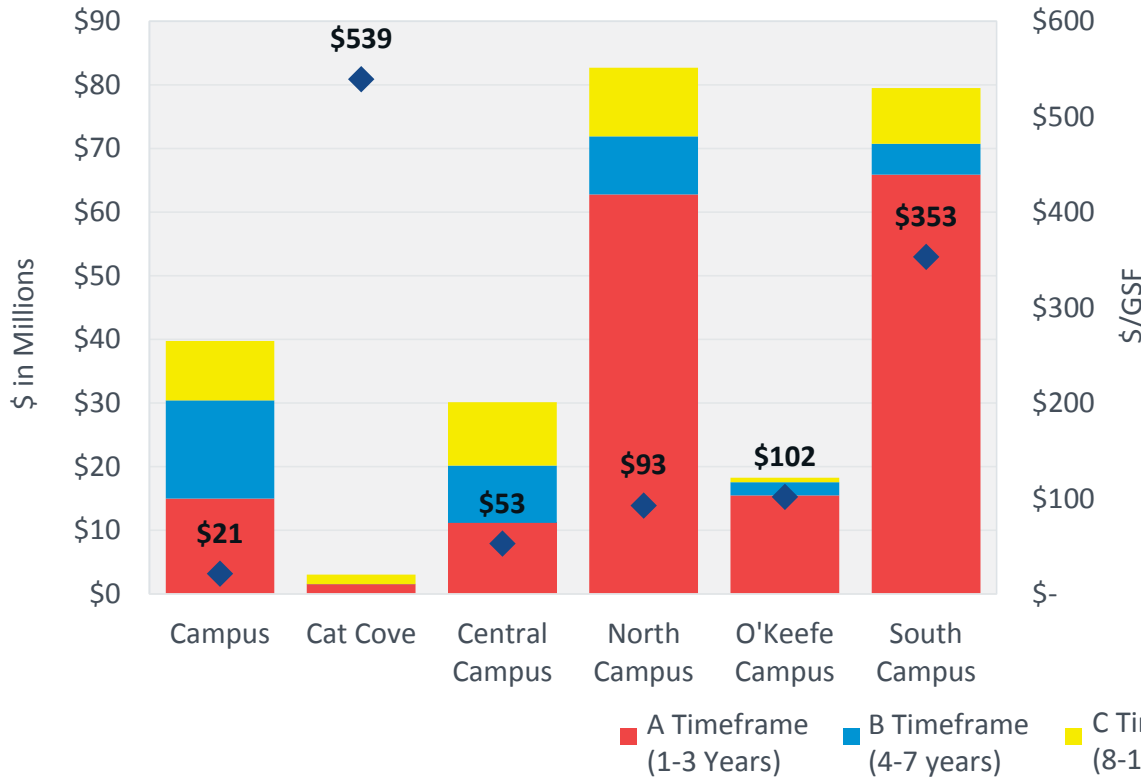
Data as of December 2017



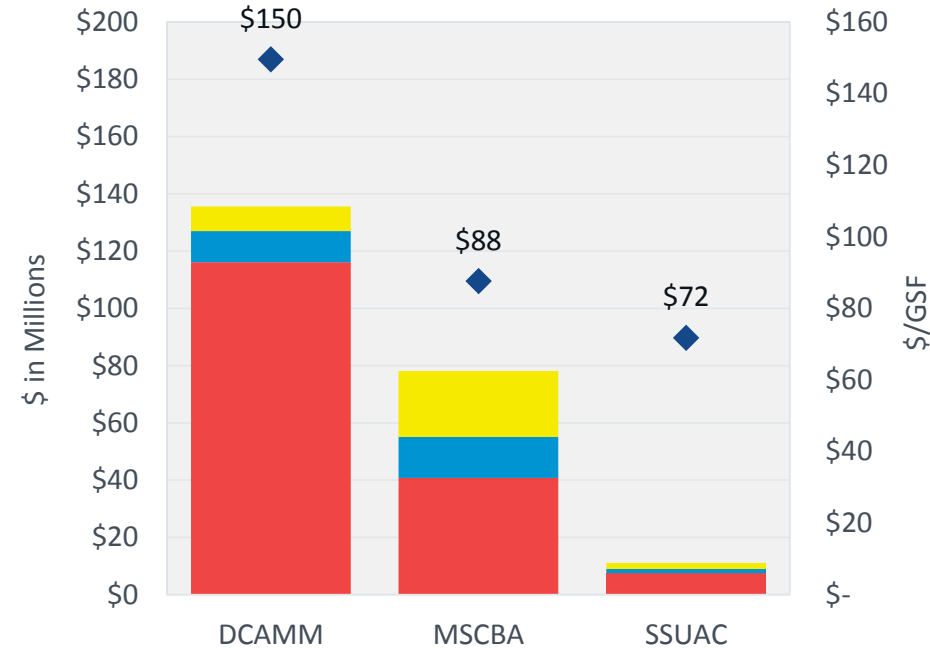
Asset Reinvestment Need by Campus

Breaking out campus AR Need by timeframe

Total Asset Reinvestment Need



Total Asset Reinvestment Need



**DCAMM Funding and Five-Year Plan
September 1, 2020**

Division of Capital Asset Management and Maintenance (DCAMM) implemented a five-year capital improvement plan in 2019. Salem State University (SSU) received a total of \$8.2 million to be used on critical repairs (previously called deferred maintenance) projects over five years. This funding requires that the institution provide a \$4.8 million match over the five-year period. Additionally, DCAMM will no longer fund emergencies; it is now SSU's responsibility to address emergencies through reallocation.

We developed a five-year plan that addresses key deficiencies identified in the Sightlines assessment completed in 2017, placing emphasis on building envelopes and mechanical systems critical to providing continuous operation. Below is a summary of the plan. Note that figures below are estimates of the spending of the \$8.2 million DCAMM total and will be adjusted as appropriate to the circumstances.

FY19: \$183 thousand

- O'Keefe roof replacement - study
- Campus automated building controls - study
- Meier Hall roof replacement - construction phase 2
- Meier Hall roof replacement - study, phase 3
- Administration roof replacement - study
- Sullivan coal bunker and ADA ramp replacement - construction documents

FY20: \$1.2 million

- Meier Hall roof replacement – construction, phase 2
- Administration roof replacement – construction documents
- Sullivan elevator replacement - study

FY21: \$5.3 million

- Administration roof replacement – construction
- O'Keefe roof replacement - construction
- Horace Mann exterior brick repairs – study
- Campus automated building controls – design and construction
- Meier Hall roof replacement – design and construction, phase 3
- Sullivan elevator replacement – construction documents

FY22: \$1.7 million

- O'Keefe roof replacement - construction
- Horace Mann exterior brick repairs – construction
- Meier Hall roof replacement – construction, phase 3
- Sullivan elevator replacement – construction
- Sullivan coal bunker and ADA ramp replacement – construction

FY23: \$0 million

DCAMM Funding and Five-Year Plan September 1, 2020

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



Executive Office of
Education

FF 89 of 169



DIVISION OF
CAPITAL ASSET
MANAGEMENT &
MAINTENANCE

MASSACHUSETTS
Department of Higher
Education

Higher Education
State University Critical Repairs Allocations

8/14/2020

MEETING TOPICS

- Introduction
- FY19-23 Critical Repairs Allocations
- State University Allocations
- What is Working
- State University Spending
- Challenges



INTRODUCTION

Commonwealth Priorities

- Invest in **repairing, renovating, demolishing or replacing** current facilities, while maximizing use and functionality of existing spaces.
- Expand and deepen **programmatic collaborations** between and among other academic institutions and outside public/private partners.
- Align investments to the **priorities of the Workforce Skills Cabinet** (WSC) Regional Blue Print or WSC statewide industry priorities and quantifiable occupational needs.
- Develop more **flexible and innovative program delivery models**, including online or hybrid learning, in order to minimize space requirements, while improving student access and outcomes.



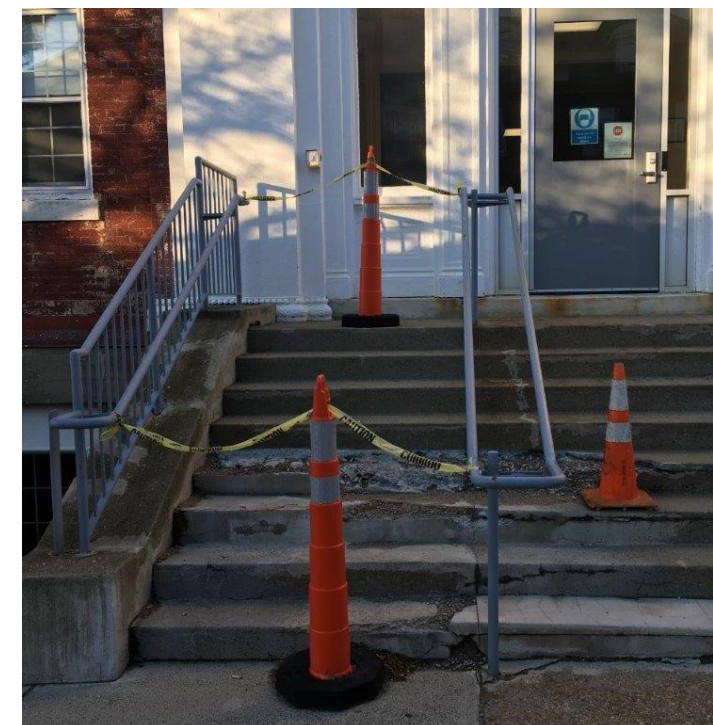
Attachment H

INTRODUCTION

Critical Repairs

In FY19 DCAMM implemented a new approach to critical repairs (deferred maintenance) that is campus based rather than project based. The new approach was intended to:

- address highest priority needs as identified by **facility condition assessments** conducted by Sightlines
- provide **predictable** discretionary funds
- allow **autonomy** in prioritization through approved 5-year plans
- make OPM expertise available to all campuses

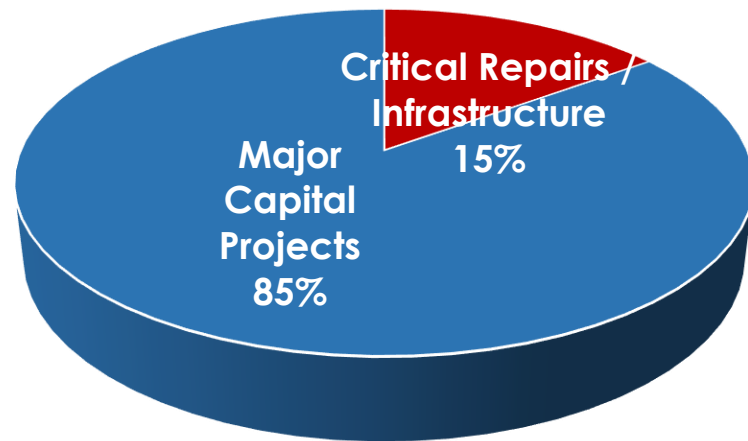


Aging Hardscape

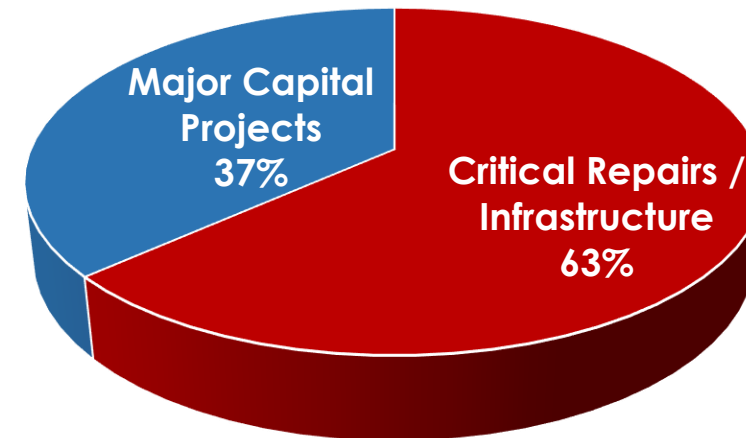
While increasing funding, the individual campus distribution was also expected to cover emergency repairs that could have been anticipated.

INTRODUCTION

Since FY19, the focus of the higher education capital has shifted from construction of new facilities to stewardship of our existing assets with a significantly increased allocation to critical repairs and infrastructure.



FY14 – FY18



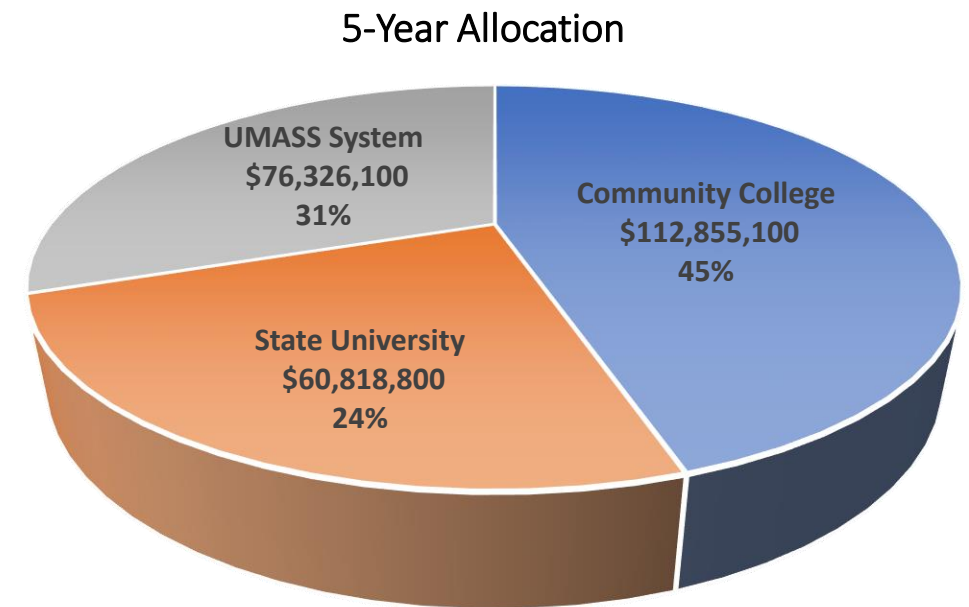
FY21 Published

FY19-23 CRITICAL REPAIRS ALLOCATION

- Five-year allocation FY19-FY23
- Match requirement adjusted in FY19
- Three years remaining to spend the allocation

Total Allocation: \$250,000,000

Segment	Total Allocation	Total Required Matching Contribution
University of MA	\$76,326,127	\$59,451,127
State Universities	\$60,818,789	\$30,443,789
Community Colleges	\$112,855,085	\$0



FY19-23 CRITICAL REPAIRS ALLOCATION

Allocation Based on Formula:

Fixed Allocation

Same baseline for all
29 institutions



Variable Allocation

[Basis for required matching contributions]

Segment distribution based on GSF
(adjusted for 50% \$ co-share for State Universities & UMass)

- State Universities and Community Colleges allocated by campus based on formula (80% FCA , 20% headcount)
- UMass campus distribution managed through UMass President's Office



CRITICAL REPAIRS

Match Requirements

In FY19 the match requirement was reduced from 50% of total investment, to a variable % of the total investment (less than 50%)

- Match requirement = Variable Allocation

IHE	Fixed Allocation	Variable Allocation	Total State Bond Allocation	Required Match	Total Critical Repairs Investment	% Match
Bridgewater	\$ 3,375,000	\$ 2,192,229	\$ 5,567,229	\$ 2,192,229	\$ 7,759,458	28%
Fitchburg	\$ 3,375,000	\$ 3,834,711	\$ 7,209,711	\$ 3,834,711	\$ 11,044,422	35%
Framingham	\$ 3,375,000	\$ 1,850,566	\$ 5,225,566	\$ 1,850,566	\$ 7,076,132	26%
Mass Maritime	\$ 3,375,000	\$ 730,777	\$ 4,105,777	\$ 730,777	\$ 4,836,554	15%
MassArt	\$ 3,375,000	\$ 3,694,595	\$ 7,069,595	\$ 3,694,595	\$ 10,764,190	34%
MCLA	\$ 3,375,000	\$ 1,189,790	\$ 4,564,790	\$ 1,189,790	\$ 5,754,580	21%
Salem State	\$ 3,375,000	\$ 4,842,595	\$ 8,217,595	\$ 4,842,595	\$ 13,060,189	37%
Westfield	\$ 3,375,000	\$ 3,060,990	\$ 6,435,990	\$ 3,060,990	\$ 9,496,981	32%
Worcester	\$ 3,375,000	\$ 9,047,536	\$ 12,422,536	\$ 9,047,536	\$ 21,470,073	42%
TOTAL SU's	\$ 30,375,000	\$ 30,443,789	\$ 60,818,789	\$ 30,443,789	\$ 91,262,579	33%

WHAT IS WORKING

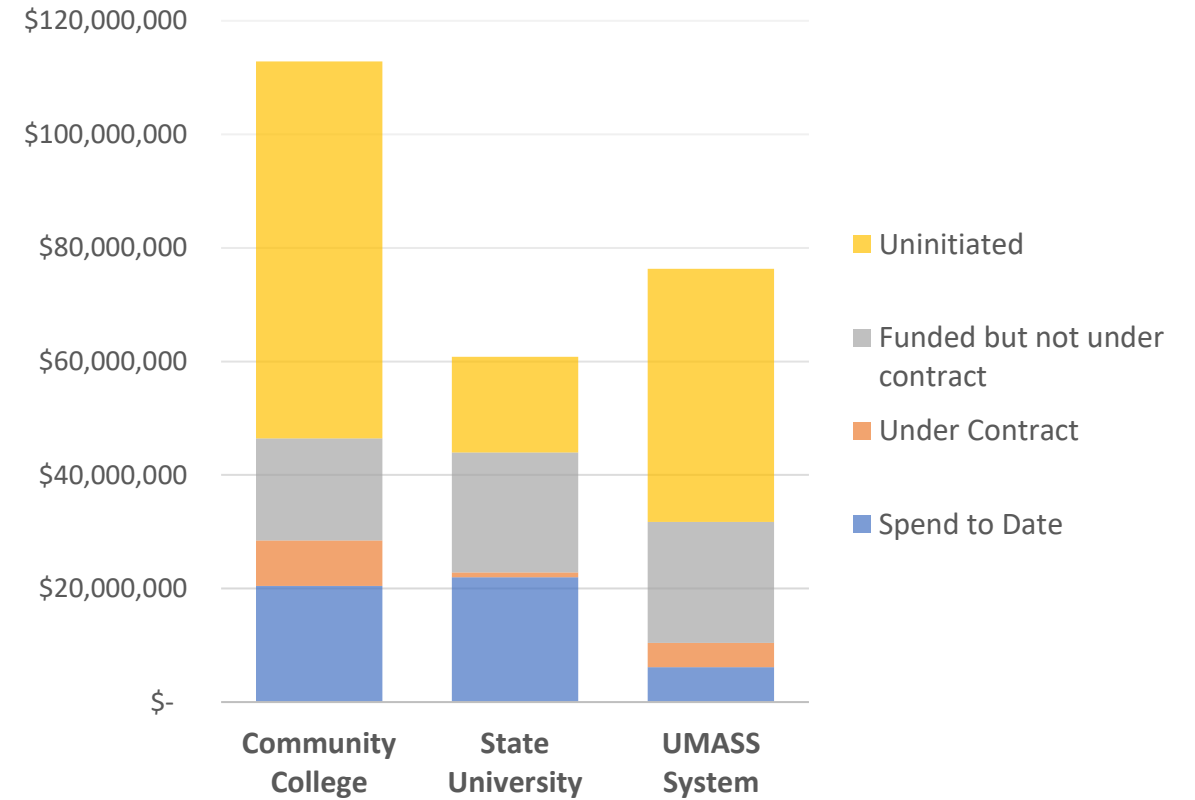
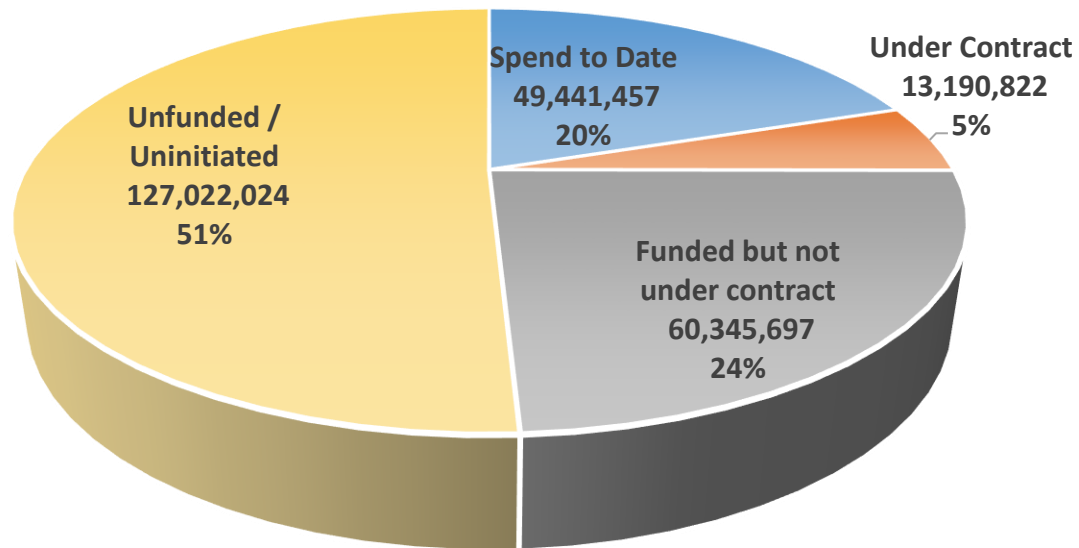
- **Predictability** of funding over an extended period of time
- **Autonomy** to prioritize projects and address highest priority needs
- **Flexibility** of 5-year plan to deal with emergencies or changing priorities
- **Rate** at which we are addressing critical repair needs and reducing the backlog is greater than before

Segment	Number of Transfers		Total \$ transferred	
	FY16-FY18	FY19-present	FY16-FY18	FY19-present
Community College	76	169	\$18,180,711	\$47,398,184
State University	42	80	\$10,190,238	\$44,775,022
UMASS System	25	56	\$10,933,412	\$31,709,611
Total	143	305	\$39,304,361	\$123,882,817

FY19-23 CRITICAL REPAIRS SPENDING - SYSTEM

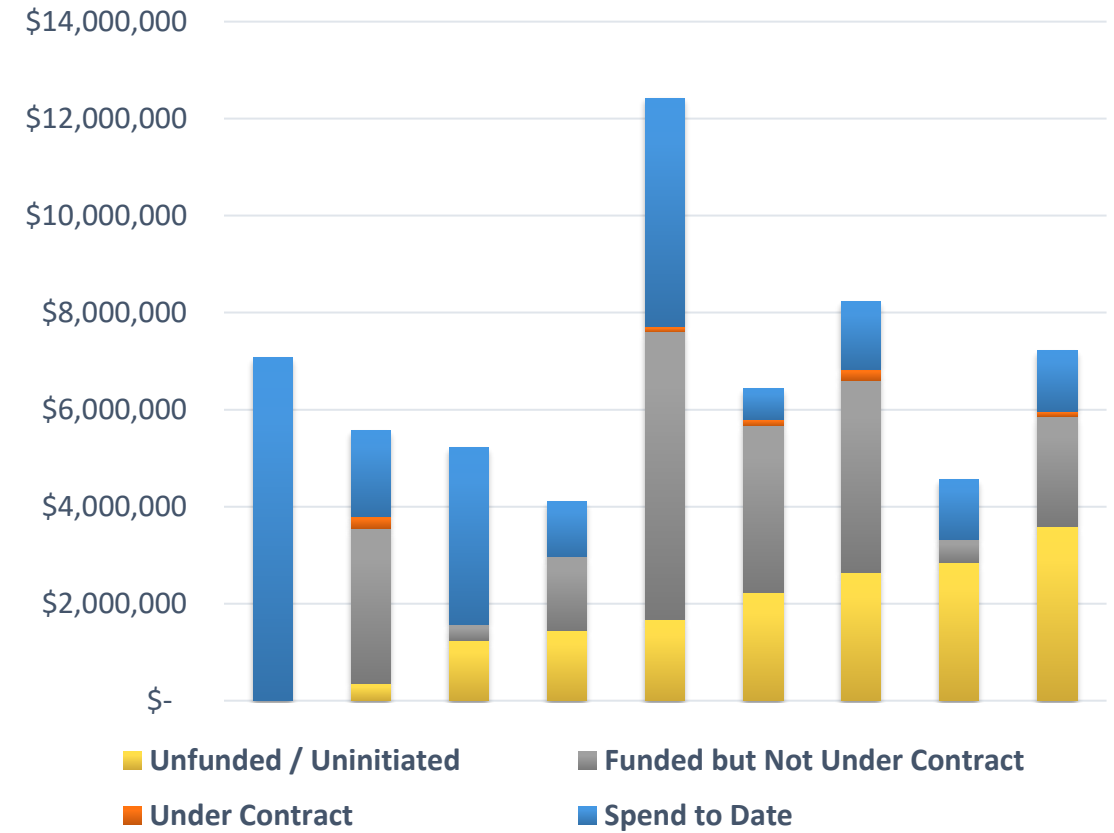
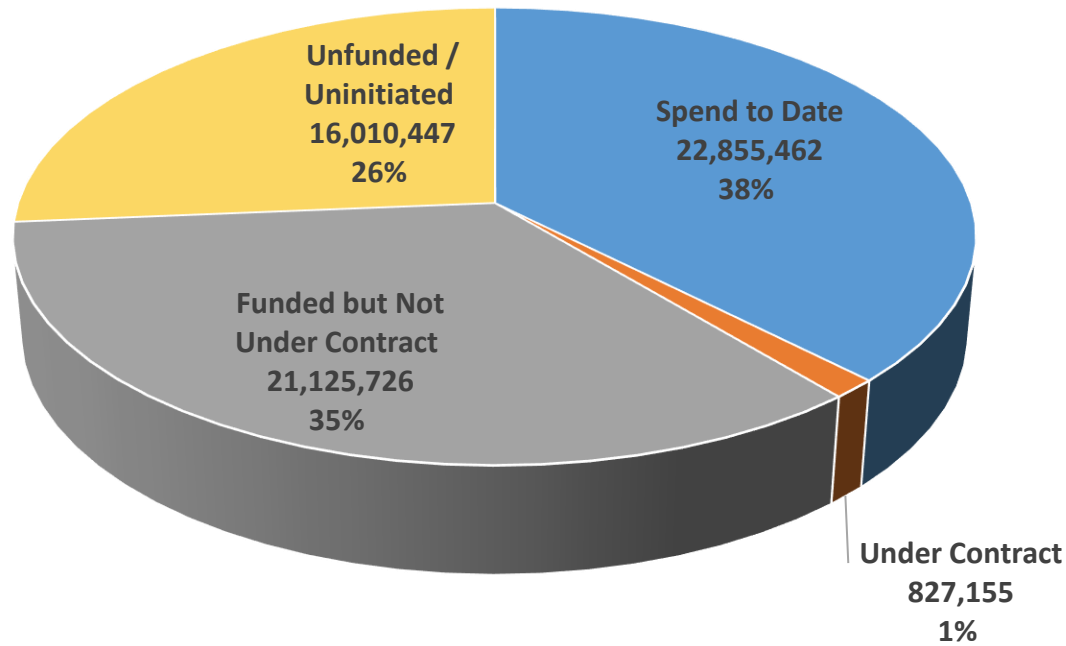
MA Public Higher Education System

Three years remaining to spend the allocation



FY19-23 CRITICAL REPAIRS SPENDING

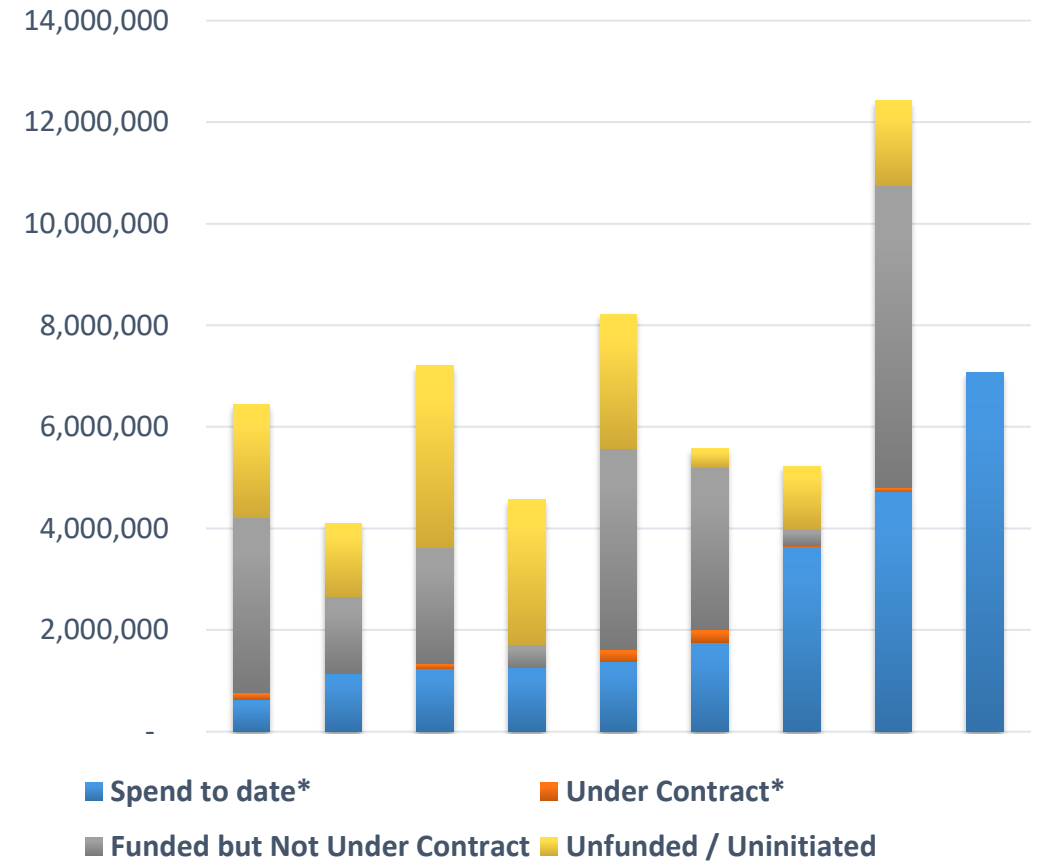
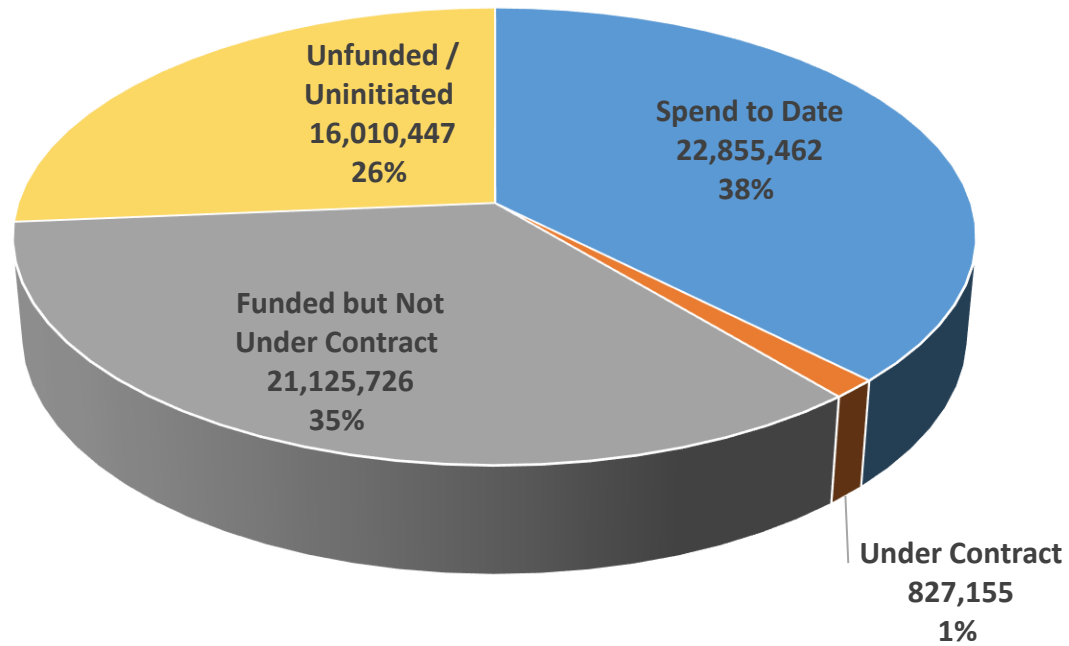
State Universities



FY19-23 CRITICAL REPAIRS SPENDING

State Universities

Attachment H



CHALLENGES

Attachment H

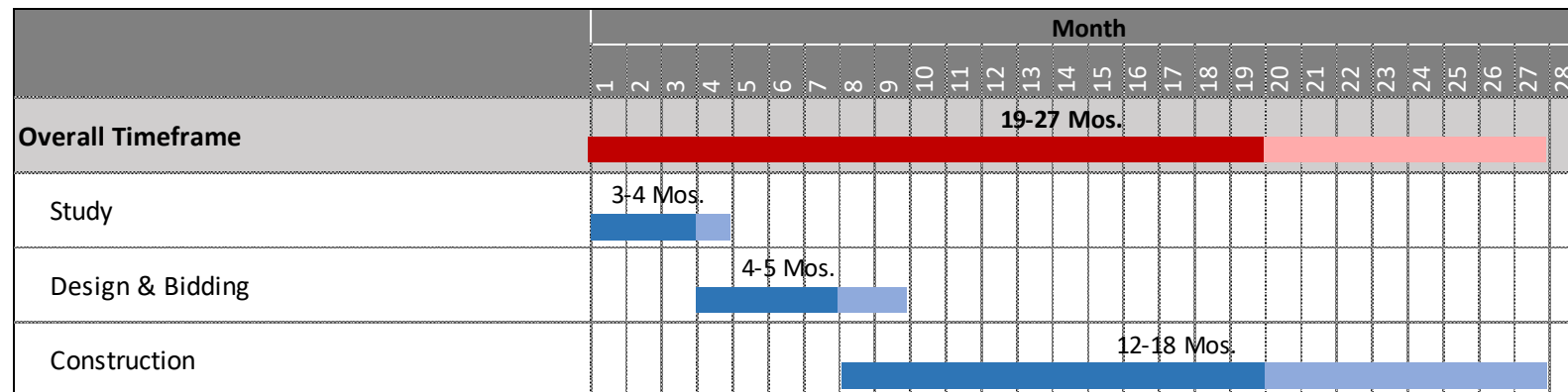
Thresholds and Project Timeframe

Thresholds:

M.G.L. c. 7C, §§ 46 and 59

- Certifiable studies required for all building projects with estimated construction costs (ECC) greater than \$300,000.
- Projects with ECC between \$250 K and \$5M can be delegated.

Sample Project Timeframe:



- Projects with an ECC over \$300,000 that require a certified study often take **2 or more years** to complete
- Timeframe is limited by IHE schedule and occupancy

Attachment H**CHALLENGES**

What We Are Hearing

Challenge	Specific Issues
Match	<ul style="list-style-type: none"> • Cash Flow and liquidity constraints
Project Reporting Processes	<ul style="list-style-type: none"> • Time consuming • Complex
Studies	<ul style="list-style-type: none"> • Thresholds • Time to complete
House Doctors	<ul style="list-style-type: none"> • Contract limits • Regional availability • Incentive • Cost
Staffing	<ul style="list-style-type: none"> • Staffing Constraints



CHALLENGES

Match Requirement

Issue	Action
Match Requirement	<ul style="list-style-type: none"> • Providing flexibility within projects and over fiscal years • Small Project Repair Program to help mitigate COVID-19 related liquidity
	<p>Next Steps:</p> <ul style="list-style-type: none"> • Partner with DHE, EOE, and SU campuses to continue to assess cash and cash liquidity status



CHALLENGES

Project Reporting Processes

Issue	Action
Time Consuming	<ul style="list-style-type: none"> Improving customer service by increasing liaison coverage to all campuses <p>Next Steps:</p> <ul style="list-style-type: none"> ➤ Simplify ISA's and automate the workflow
Complex	<ul style="list-style-type: none"> Changing reporting requirements from monthly to quarterly Producing a training webinar to help campuses maintain/update their five-year plans Developing a simplified spreadsheet that clearly documents project status and spending data <p>Next Steps:</p> <ul style="list-style-type: none"> ➤ Providing more visibility with mid-year update for presidents



CHALLENGES

Studies; Completion and Certification

Issue	Action
Thresholds	<ul style="list-style-type: none"> • Changed certified study threshold in FY19 from \$100K to \$300K
Time to Complete	<ul style="list-style-type: none"> • Developed an abbreviated study template with simple instructions for critical repair projects • Familiarizing all listed higher education house doctors with new study template • Providing study template training webinars on DCAMM Deferred Maintenance web page <p>Next Steps:</p> <ul style="list-style-type: none"> ➤ Increase DCAMM resources for study review and certification ➤ Automate processes to help manage study tracking and certification

CHALLENGES

House Doctors

Issue	Action
DSB Process	<ul style="list-style-type: none"> • Encourage local outreach to ensure regional availability • Evaluate DSB ad scope and criteria based in IHE needs
Contract Limits	<ul style="list-style-type: none"> • Provide guidance regarding house doctor contract limits and timing for re-application process • Encourage increase in house doctor contract amounts
Regional Availability and Incentive	<ul style="list-style-type: none"> • Encourage IHE's to submit House Doctor Evaluations to the DSB
Cost	<ul style="list-style-type: none"> • Recommend (where appropriate) larger studies with phased approach and/or different scopes to improve costs and house doctor interest

CHALLENGES

Staffing

Issue	Action
Staffing Constraints	<ul style="list-style-type: none"> • Encouraging IHEs to hire adequate knowledgeable staff for project management • Providing liaison assistance to campuses on critical repair projects • Contracting with OPMs to help with management of critical repair projects <p>Next Steps:</p> <ul style="list-style-type: none"> ➤ Collaborate to develop regional capacity

CHALLENGES

Three years remaining! Lost opportunity?



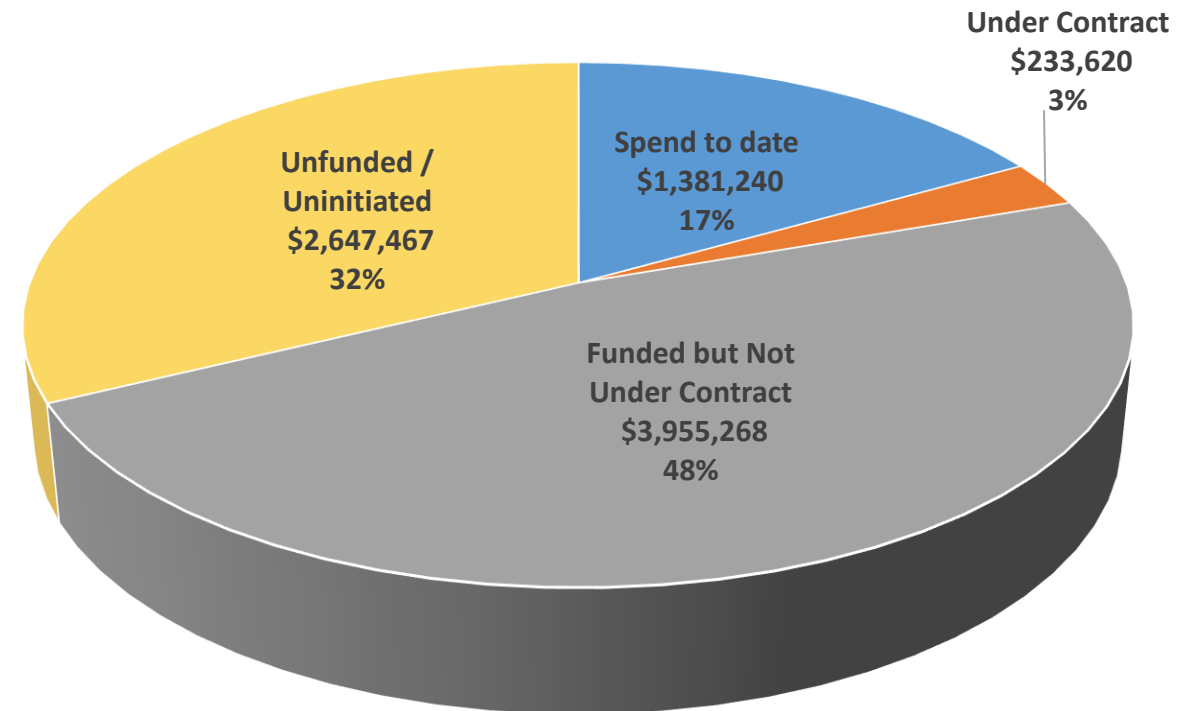
Attachment H

SALEM STATE UNIVERSITY

FY19-23 Critical Repairs Allocation

Total FY29-23 State Bond Allocation: **\$ 8,217,595**

Total Match Requirement: **\$ 4,842,595**



Status of Allocation*

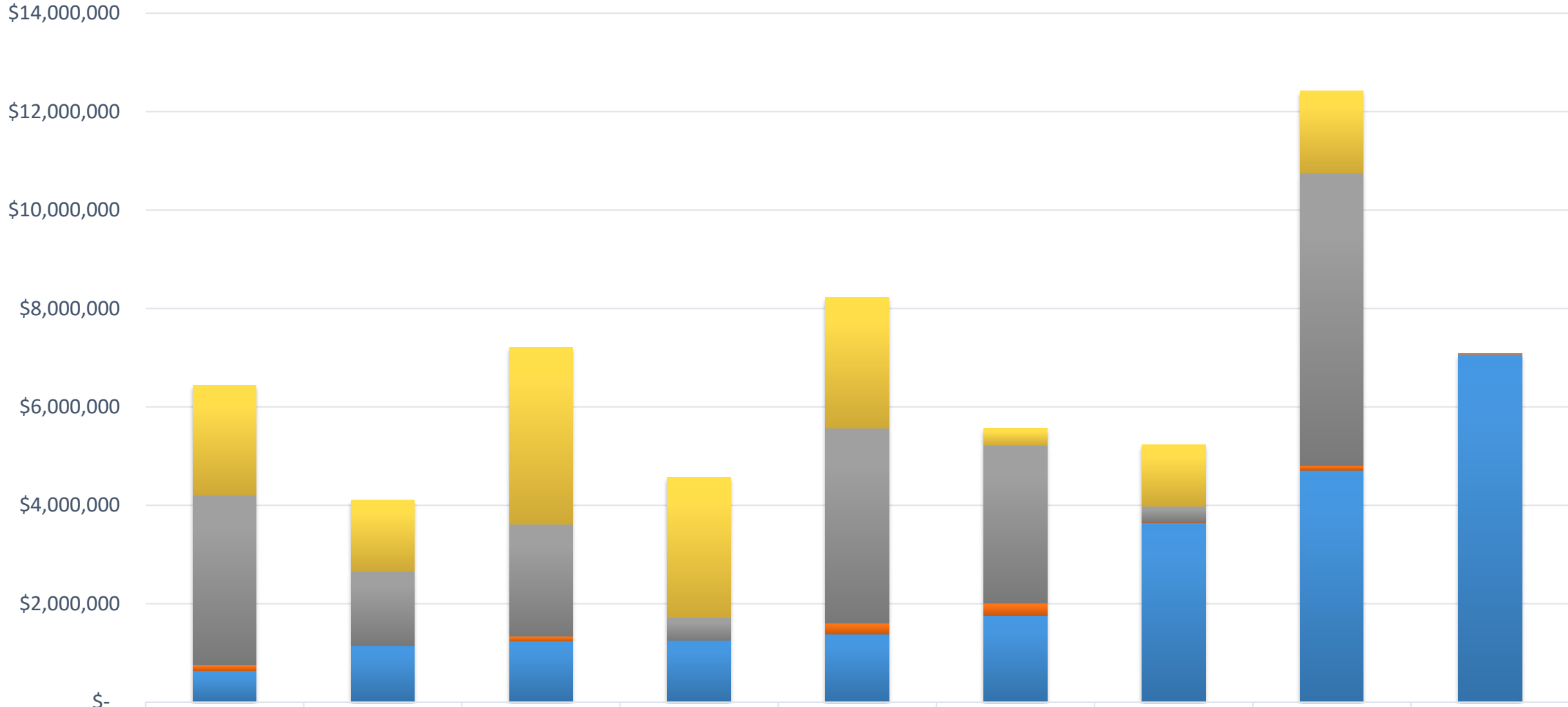
Spend to date	\$ 1,381,240
Under Contract	\$ 233,620
Funded but Not Under Contract	\$ 3,955,268
Unfunded / Uninitiated	\$ 2,647,467

*Information as of 7/28/2020



State University Critical Repairs Allocation & Spending to Date - 7/28/2020
Ordered by "Spend to Date"

Attachment H

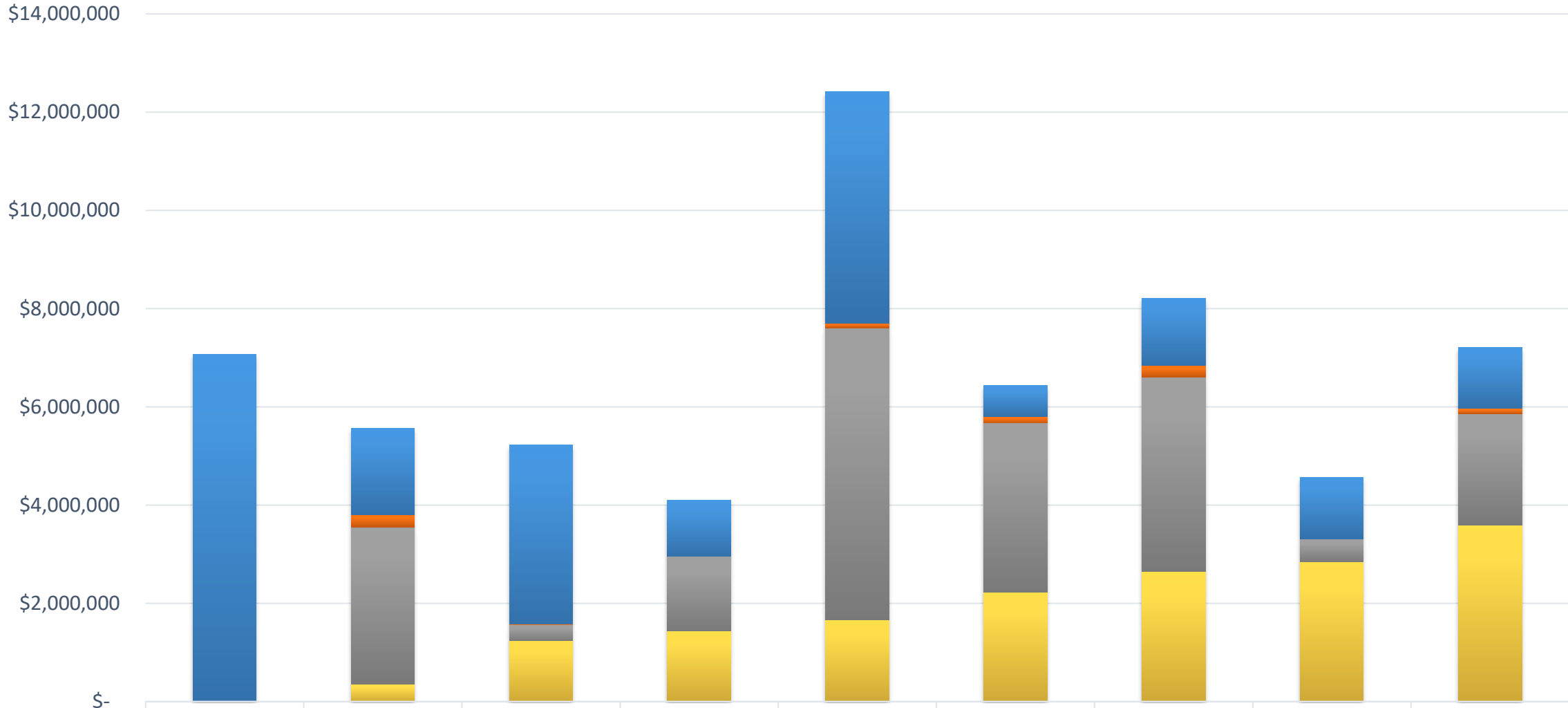


■ Unfunded / Uninitiated
■ Funded but Not Under Contract
■ Under Contract
■ Spend to date

SSA
\$2,647,467
\$3,955,268
\$233,620
\$1,381,240

State University Critical Repairs Allocation & Spending to Date - 7/28/2020
Ordered by "Unfunded / Uninitiated"

Attachment H



■ Spend to date
■ Under Contract
■ Funded but Not Under Contract
■ Unfunded / Uninitiated

SSA
1,381,240
233,620
\$3,955,268
\$2,647,467

Sustainability Update, August 2020



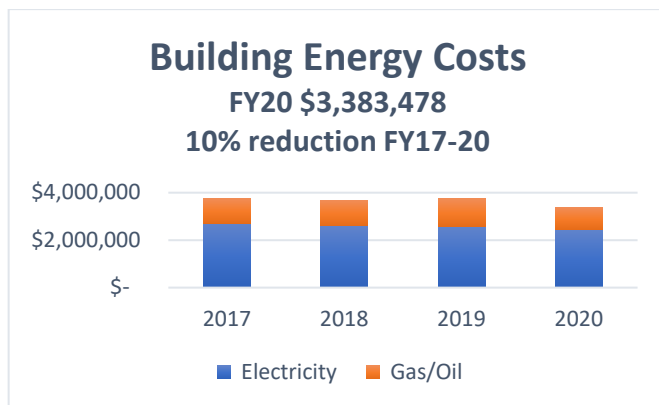
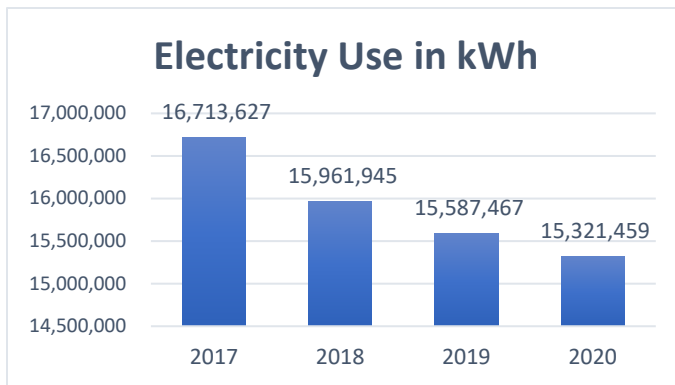
Sustainability Funding

Grants Received	FY2019	FY2020
MA DOER Leading By Example Solar Grant Program for rooftop arrays on Gasset, Berry and Marsh	\$193,500	
MA DOER Leading By Example Energy Feasibility Study Grant for North Campus Clean Energy Study		\$100,000
National Grid Electric Vehicle Charging Station Electrical Infrastructure Incentive		\$92,844
MA Department of Environmental Protection Electric Vehicle Incentive Program (EVIP): Workplace Charging		\$23,360
PepsiCo Recycling Zero Impact Fund (for the purchase of recycling containers)	\$4,555	\$9,783
For divestment by the Multi-School Fossil-Free Divestment challenge December 2018 deadline. Funding student internships and clubs.	\$57,000	
Total	\$255,055	\$225,987

Student Engagement

The first cohort of Sustainability Council interns begins this semester. They will work with the Sustainability Coordinator on projects to benefit campus sustainability while receiving academic credit from the Geography and Sustainability Department.

Energy



FY21 Energy Studies

Campus-wide Lighting Upgrade. DCAMM scoping taking place this fall with installation to commence in winter.

North Campus Clean Energy Study. Consultant selection will occur in September. This \$100,000 study funded by DOER will develop a Carbon Neutrality roadmap to help SSU transition north campus away from fossil fuels to help us meet our 2050 carbon neutrality goal and the state’s 80% GHG reduction goal by the same year.

- A portion of the reduced energy consumption is due to COVID shutdown.

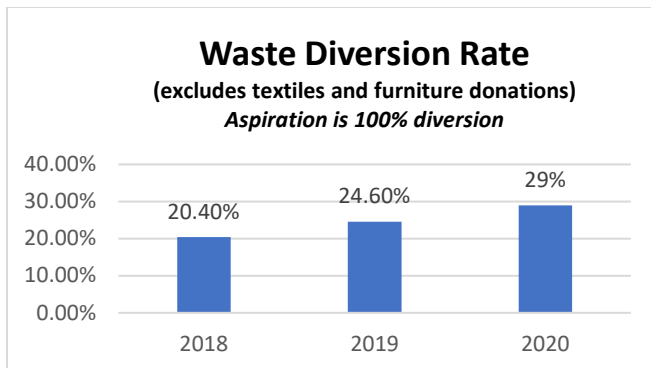
Transportation



Six dual-port EV charging stations were installed at the O’Keefe parking lot serving 12 parking spots, including one accessible spot. Funding from National Grid and the Department of Environmental Protection paid for >97% of the project. To cover energy costs, we are charging \$0.23 per kWh, the average charging cost in the state. Please give them a try!

Our Zagster bike share and scooter programs were discontinued this spring, victims of the pandemic. Final SSU membership for the beloved Zagster program totaled over 950; participants citywide took over 23,000 rides during the almost three years of the partnership. The City of Salem plans to bring back a bike share program as soon as is feasible. **Zipcar** also removed its cars from campus this summer.

Waste Management



Waste Management (tons)	FY18	FY19	FY20
Recycling	157.63	248.91	262.71
Compost	127.42	139.5	101.68
Trash	1,111.21	1,192	894.06
Textiles <i>(from mid- May 2019)</i>	-	0.88	3.4
Total	1396.26	1581.29	1261.85

- A portion of the reduction in trash is due to COVID shutdown.

Capital Projects Status Update September, 2020

CONSTRUCTION – COMPLETE

Ellison carpet replacement

Completed: Summer 2020

Budget: \$90,000

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

Peabody Hall

Completed: Summer 2020

Budget: MSCBA funded

- Replacement of fire pump and generator

Tennis courts resurfacing

Completed: Summer 2020

Budget: \$90,000

- Resurfacing of the tennis courts on central campus

PROJECTS UNDER CONSTRUCTION

Administration roof replacement

Anticipated completion: Winter 2020 / spring 2021

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

- Currently out to bid
- Construction will begin in October

Berry Library HVAC repair

Anticipated completion: Summer / fall 2020

Budget: \$95,000

- Design for the repair and replacement of malfunctioning equipment
- Phase one, system commissioning underway
- Equipment replacement will occur summer 2021

Dining improvements

Anticipated completion: September 2020

Budget: \$200,000

- Enhanced exterior seating

PROJECTS IN PLANNING/STUDIES

Alumni Field turf replacement

Anticipated completion: Spring 2021

Budget: \$765,000

- Replacement of the turf field

Gassett HVAC repair

Anticipated completion: Winter 2020

Capital Projects Status Update September, 2020

Budget: \$55,000

- Design to add humidification to the HVAC in the gym
- This project will be bundled with the roof replacement

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
- Out to bid in early October

Meier Hall roof replacement – phase 3

Anticipated completion: Summer 2021

Budget: \$220,000

- Waterproofing of the 6th floor exterior walls

Sullivan elevator

Anticipated completion: Fall 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: 2021-22

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 Charter
September 3, 2020**

The charter attached is for your review and as a matter of good practice at the start of the board year. No changes or discussion are needed.



Board of Trustees Finance and Facilities Committee Charter

Purpose:

The Finance and Facilities Committee of the Board of Trustees shall be a permanent committee which will exercise fiduciary responsibilities and financial oversight for the university to assist management in discharging its responsibilities to ensure financial stability and to develop and maintain the long term economic health of the university in support of its mission and priorities. The Committee will exercise fiduciary responsibilities to assist management in discharging its responsibilities to ensure appropriate capital planning and development for the university, inclusive of facilities and information technology. The Committee makes recommendations to the Board of Trustees regarding financial policies, capital planning, and related matters.

Responsibilities:

Financial Affairs

1. Advise the Board on policies relating to financial matters (accounting, budgeting, financial reporting, investment, and debt management).
2. Advise the Board on proposed debt issuance.
3. In conjunction with the Risk Management and Audit Committee, review the annual financial statements.
4. Review reports, studies, information and recommendations as deemed necessary for the proper and effective exercise of financial oversight responsibilities. Periodic reports reviewed may include budget, fiscal condition, investment and debt information and, to the degree appropriate, will include past, current and future (projected) data.
5. Meet periodically with the university's investment advisor and assess investment performance consistent with the university's investment policy.
6. Review on a periodic basis the financial metrics by which the university's financial health is measured, including debt capacity reports.
7. Review the short term and long term financial plans of the university.
8. Review and recommend an annual plan of financial operation (budget).
9. Review and recommend to the Board fee rates to be charged to students as applicable under state law; this typically includes mandatory fees charged to all students. Tuition is set by the Commonwealth; the rent component of the room rate is set by the Board of Higher Education; fees not applicable to all students, including a variety of miscellaneous fees and board rates are the responsibility of the president.

12/2/2015 Approved by the Salem State University Board of Trustees

3/29/2017 Reviewed by the Finance and Facilities Committee, no changes.

10/17/2018 Revision approved by the Salem State University Board of Trustees

Capital Planning

1. Review and recommend policies relating to property, buildings, land acquisition/sale/exchange, site development, and construction.
2. Review and recommend plans relating to facilities and long-range capital outlay budgets.
3. Oversee the development and continuing review of a master vision (capital plan) for the university.
4. Recommend capital projects, real property transactions, and major IT acquisitions that should be undertaken.
5. Periodically review the progress on major capital projects.

Membership:

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

Quorum:

A majority of the members shall constitute a quorum.

Meetings:

The committee is expected to meet at least four times each fiscal year and more if needed to facilitate prudent and timely decision making. The meetings shall be conducted in conformity with the state's Open Meeting Law. Executive sessions may be conducted periodically and shall be limited to those matters permitted by the state's Open Meeting Law.

Staff Designee:

The vice president for finance and facilities is the senior staff member supporting the committee for financial and capital planning matters.

Agenda, Minutes, and Reports:

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

12/2/2015 Approved by the Salem State University Board of Trustees
3/29/2017 Reviewed by the Finance and Facilities Committee, no changes.
10/17/2018 Revision approved by the Salem State University Board of Trustees

designee, reviewed by the committee chair, and approved by committee members at the following meeting.

12/2/2015 Approved by the Salem State University Board of Trustees
3/29/2017 Reviewed by the Finance and Facilities Committee, no changes.
10/17/2018 Revision approved by the Salem State University Board of Trustees

**Finance and Facilities Committee Work Plan for FY21
September 17, 2020 (draft)**

September 23, 2020 w BOT Sept. 23, 2020

- Finance and investment matters
 - Eastern Bank establishment of new bank account for ACH (action)
 - Investment performance for period ending June 30, 2020
 - FY20 preliminary results
 - FY21 budget status
 - FY22/future – high level projections
 - Financial dashboard
- Real estate, facilities, and sustainability
 - DCAMM funding and five-year critical repairs plan
 - Sustainability update
 - Capital projects status update
- Other
 - Committee charter
 - Committee work plan for the year

October 2020 – TBD

- Business model: Cost structure – business intelligence

November 2020 – TBD

- Business model: financial matters – Multiyear financial plan (MYFP)

January 27, 2021 w BOT February 24, 2021

- Finance and investment matters
 - Review FY20 financial results – metrics
 - Investment advisors – 1 of 2 required annual meetings, review calendar 2020 performance
 - Fee setting process
 - FY21 Q1 financials
 - Financial dashboard
- Real estate, facilities, and sustainability
 - Sustainability update
 - Capital projects status update

Finance and Facilities Committee Work Plan for FY21 September 17, 2020 (draft)

February 2021 - TBD

- Business model: financial matters – NECHE Standard Seven

Standard Seven Institutional Resources

The institution has sufficient human, financial, information, physical, and technological resources and capacity to support its mission. Through periodic evaluation, the institution demonstrates that its resources are sufficient to sustain the quality of its educational program and to support institutional improvement now and in the foreseeable future. The institution demonstrates, through verifiable internal and external evidence, its financial capacity to graduate its entering class. The institution administers its resources in an ethical manner and assures effective systems of enterprise risk management, regulatory compliance, internal controls, and contingency management.

March 24, 2021 w BOT April 14, 2021

- Finance and investment matters
 - Investment advisors – 2 of 2 required annual meetings (strategy)
 - Graduate and continuing education fees for FY22 (action)
 - FY22 budget planning
 - FY21 Q2 financials
 - Financial dashboard
- Real estate, facilities, and sustainability
 - Sustainability update
 - Capital projects status update

May 26, 2021 w BOT June 9, 2021

- Finance and Investment Matters
 - Undergraduate fees for FY22 (action)
 - FY22 all funds budget (action) (includes trust funds, transfers, & contracts > \$500K)
 - FY21 Q3 financials
 - Financial dashboard
- Real estate, facilities, and sustainability
 - Sustainability
 - Capital projects status update



Board of Trustees Finance and Facilities Committee FY21 Salem State Financial Profile For reference

Karen House

Vice President for Finance and Facilities

University Profile (Fall 2019) (see also:

<https://www.salemstate.edu/salem-state-difference/facts-and-figures>)

- Enrollment (Fall 2019)
 - Undergraduate 6,273
 - Grad 1,433
 - Full Time (UG/Grad) 4,997 / 582
 - Part Time (UG/Grad) 1,276 / 851
- Student Demographics:
 - Female/Male (FT DS UG) 3,127 / 1,853
 - % Pell Eligible (freshmen / all): 46% / 37%
 - Racial Makeup (total): 7,706
 - White 4809 (62.4%)
 - Hispanic/Latinx 1343 (17.4%)
 - Black 636 (8.3%)
 - Remainder 918 (11.9%)
- Degrees Awarded
 - Bachelor's 1,595
 - Post-Bach Certificates 107
 - Master's 569
 - Post-Master's Certificates 13
 - Total Degrees Awarded 2,284
- Academic Programs:
 - # of Colleges/Schools 6
 - # Majors 69
 - # Minors 83
 - # Certificates 35
- Most popular undergraduate majors based on headcount by major:
 - Business 1,118
 - Nursing 530
 - Psychology 520
 - Criminal Justice 442
 - Biology 385
- Most popular graduate majors based on headcount by major:
 - Social Work 314
 - CAGS – Education 111
 - Occupational Therapy 83
 - Nursing – MSN 77
 - School Counseling-Med 62
- Workforce (Benefitted Employees Total) 838
 - MSCA Faculty & Librarians 330
 - APA (professional staff) 242
 - AFSCME (classified/hourly staff) 203
 - NUP/NUC (non-represented) 63
 - Other PT Headcount(non-benefitted) 436
- Housing Occupancy
 - Design (capacity) 2282
 - Occupied Fall 2019 1881
 - Occupied Fall 2020 (covid–estimate) 945

Key Financial Data (6/30/20 unaudited)

- Operating Cash: \$ 27.4M
- Investments: \$ 17.4M
- Net Invested in Capital Assets¹: \$121.5M
 - Deferred Maintenance 2017 study: \$250M
- Bonds & Notes Payable:
 - On book \$ 39.1M
 - Off book: (mostly MSCBA): \$173.1M
 - Debt service is approx. 10% of revenue

1 – Physical Plant (Can't pay bills or payroll from the buildings)
 Managed expense budget in FY21 is \$144.7M

6 Year Trends: FY14 to FY20

- UG Day Enrollment Down by 1,008 or 15.2%
 - Most of this reduction is in the last 2 years
- Managed revenue grew by \$33.1M or 23.0%
 - Net tuition and fees increased \$5.2M or 10.5%
 - Auxiliary revenue (room & board) increased \$7.5M or 45.5%
 - State aid increased \$14.6M or 28.0%
- Total expenses increased \$29.2M or 21.2%
 - Compensation is approx. 72% of total managed expenses
 - Compensation is up \$18.6M or 18.4%
 - Benefit rate has increased from 30.8% to 37.9% (FY16 – FY20)
 - Student / faculty ratio has declined as the loss in students outpaces the reduction in faculty
 - 2005-2012 ~ 16.7
 - 2013-2017 ~ 15
 - 2018–2020 ~ 14

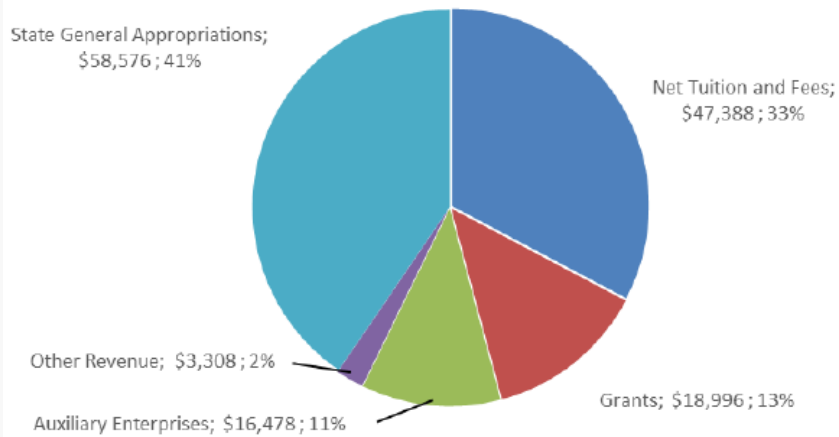


2 Year Trends: FY19 and FY20

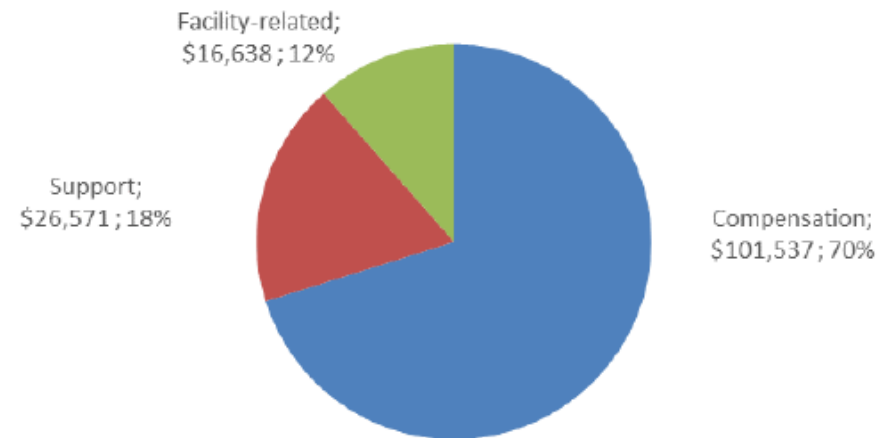
- UG Day Enrollment declined by 805 or -12.6%
- Managed revenue grew by \$4.5M or 3.2%
 - Net tuition and fees declined by \$7.9M or 13.7%
 - State support increased \$6.6M or 11.7%
 - Grants increased \$5.0M or 24.7% (notably, the CARES funding re. COVID)
- Total expenses increased \$4.9M or 3.2%
 - Compensation is approx. 72% of total managed expenses
 - Compensation is up \$2.1M or 1.9%
 - Benefit rate has increased from 30.8% to 37.9% (FY16 – FY20)
 - Student / faculty ratio has declined as the loss in students outpaces the reduction in faculty
 - 2005-2012 ~ 16.7
 - 2013-2017 ~ 15
 - 2018–2020 ~ 14

FY21 Budget at a Glance

FY 2021 Managed Revenue Budget (\$ in thousands)



FY 2021 Managed Expense Budget (\$ in thousands)



Key Elements Summary - FY 2021 Budget		Budget FY 2021
Revenue: Price & Enrollment		
In-state, commuter (rate)		\$11,675
Out-of-state, commuter (rate)		\$18,480
Undergraduate Day Enrollment (Headcount - average of Fall & Spring)		4,392
Tuition & Fee Revenue (\$M, net of financial aid)		\$47.388
Revenue: Housing & Dining		
Housing Revenue		\$12.556
Dining Meal Plan Revenue		\$2.810
State Support		
State Appropriation (\$M, GAA incl. CBA, Formula Funding)		\$43.437
Compensation		
Salary & Wages (\$M, Benefitted faculty & staff)		\$59.880
Voluntary Separation Incentive Program (VSIP) Recurring Savings (salary + fringe)		(\$6.725)
Furlough Program - One Time Savings (salary + fringe)		(\$8.486)
Fringe Benefits Expense (\$M)		\$24.078
Benefits Rate (including taxes)		38.88%
Facilities Related Expenses		
Utilities Expense (\$M)		\$4.475
Debt Service Expense (\$M, Assessment + Interest Expense)		\$7.296
Depreciation & Amortization (\$M, non-cash expense)		(\$9.407)
Major Capital Projects		none
Managed Net Income (\$M)		\$0.000
Overall Add to (Use of) Net Position (\$M)		(\$4.220)

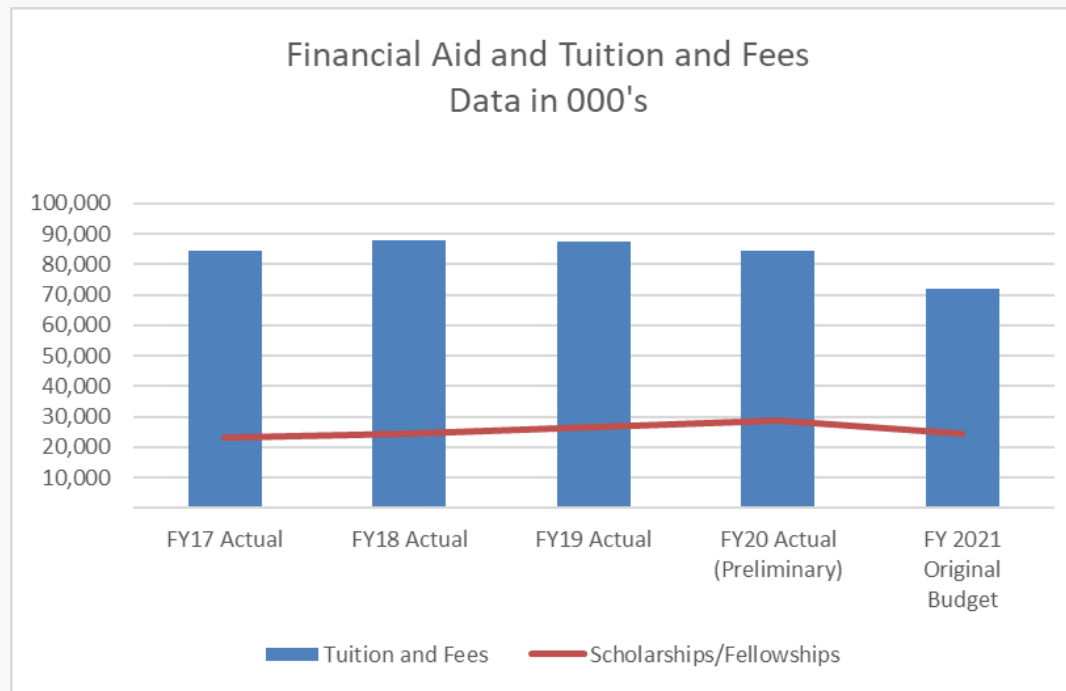
Account Description	FY 2017 Year End Actuals (\$K)	FY 2018 Year End Actuals (\$K)	FY 2019 Year End Actuals (\$K)	FY 2020 Year End Actuals (Unaudited) (\$K)	Original Budget (\$K)
Managed Revenues:					
Net Tuition and Fees	61,239	63,381	61,057	55,450	47,388
Federal, State, Private Grants	19,306	19,472	19,901	24,475	18,996
Auxiliary Enterprises	22,519	23,423	22,569	24,083	16,478
State General Appropriations	58,768	60,128	65,735	66,737	58,576
Other Revenue	4,422	5,858	5,291	6,065	3,308
Total Managed Revenues	166,254	172,263	174,552	176,809	144,746
Managed Expenses:					
Compensation	118,273	117,761	118,997	119,890	101,537
Support	17,991	18,365	19,220	22,867	26,571
Facility-related	25,566	26,138	25,772	24,388	16,638
Total Managed Expenses	161,831	162,264	163,990	167,145	144,746
Managed Net Income	4,424	9,998	10,563	9,664	
Non-Cash Revenues/(Expenses):					
Capital Grants	7,711	2,950	2,067	1,560	5,323
Depreciation	(8,477)	(8,903)	(9,216)	(9,276)	(9,408)
Unrealized Gains/Losses	738	(438)	413	345	(136)
GASB 68 Pension	(4,711)	(3,583)	(3,755)		
GASB 75 OPEB		(4,498)	(5,888)		
Use of Net Position					
Total Non-Cash Revenues/(Expenses)	(4,739)	(14,472)	(16,378)	(7,371)	(4,220)
Total Increase/Decrease in Net Position	(316)	(4,474)	(5,816)	2,293	(4,220)

Managed Net Income Trends, Year over Year

Revenue & Expense Trends	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual (Preliminary)	FY 2021 Original Budget
Managed Revenues - Year over Year % Chg	4.6%	3.6%	1.3%	1.3%	-16.5%
Net Tuition and Fees	5.8%	3.5%	-3.7%	-9.2%	-12.5%
Auxiliary Enterprises	6.5%	4.0%	-3.6%	6.7%	-28.9%
Federal, State, Private Grants	2.6%	0.9%	2.2%	23.0%	-22.9%
Other Revenue	-3.7%	32.5%	-9.7%	14.6%	-37.0%
State General Appropriations	4.2%	2.3%	9.3%	1.5%	-11.5%
Managed Expenses - Year over Year % Chg	4.5%	0.3%	1.1%	1.9%	-17.2%
Compensation	5.2%	-0.4%	1.0%	0.8%	-17.0%
Facility-related	7.2%	2.2%	-1.4%	-5.4%	-36.5%
Support	-3.1%	2.1%	4.7%	19.0%	1.7%

Scholarships/fellowships from all sources is a growing percentage of tuition and fees

	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual (Preliminary)	FY 2021 Original Budget
Tuition and Fees	84,560	88,009	87,523	84,393	71,973
Scholarships/Fellowships	23,321	24,628	26,467	28,942	24,586
Aid as % of Tuition & Fees	27.6%	28.0%	30.2%	34.3%	34.2%





Future Plans

The Board approved and supports:

- SSU Bold
 - Commitment of up to \$20M in debt and/or use of reserves to build new science labs and to modernize, unify, and shrink the campus footprint. (Pending decision from Commonwealth regarding state support.)

- \$50M Fundraising Campaign
 - \$15M – Financial Aid
 - \$15M – High-Impact Retention Practices
 - \$10M – SSU Bold
 - \$10M – Unrestricted

- Continued Advocacy for Public Higher Education Funding
 - State and Federal

SSU BOLD by the numbers

- Consolidate footprint; eliminate 23 acres & 257,000 GSF
- Eliminate deferred maintenance of \$83.3M (FY17 figures)
- Avoid significant investment in Bates residences
- Create 7 new modernized science wet labs
- Renovate Horace Mann (55,000 GSF) to include new nursing simulation labs and occupational therapy labs
- Repurpose underutilized space in library for instruction
- Increase enrollment and revenue; decrease transportation costs; increase annual net income by \$1.8M
- Project Cost of \$66.4M (2019 figures) from multiple funding sources: State (\$25M), South Campus Sale & Gifts (\$25M), University (up to \$20M in cash and/or debt)

Historical Tuition/Fee Rates

	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						



 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 Preliminary Actuals	as of 5/15/20	Budget
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	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
	Year End Actuals	Year End Actuals	Year End Actuals	Year End Actuals	Forecast as of 5/15/20	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

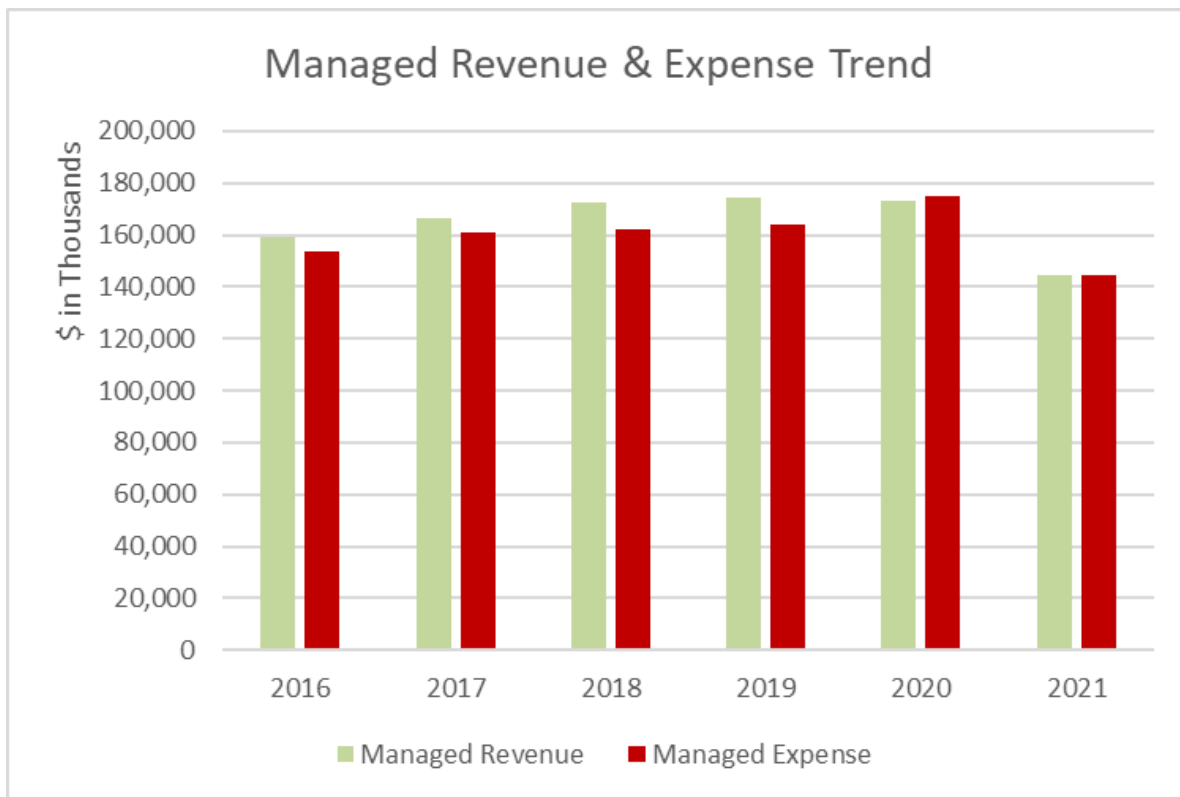


Chart 2: Components of FY 2021 Revenue Budget

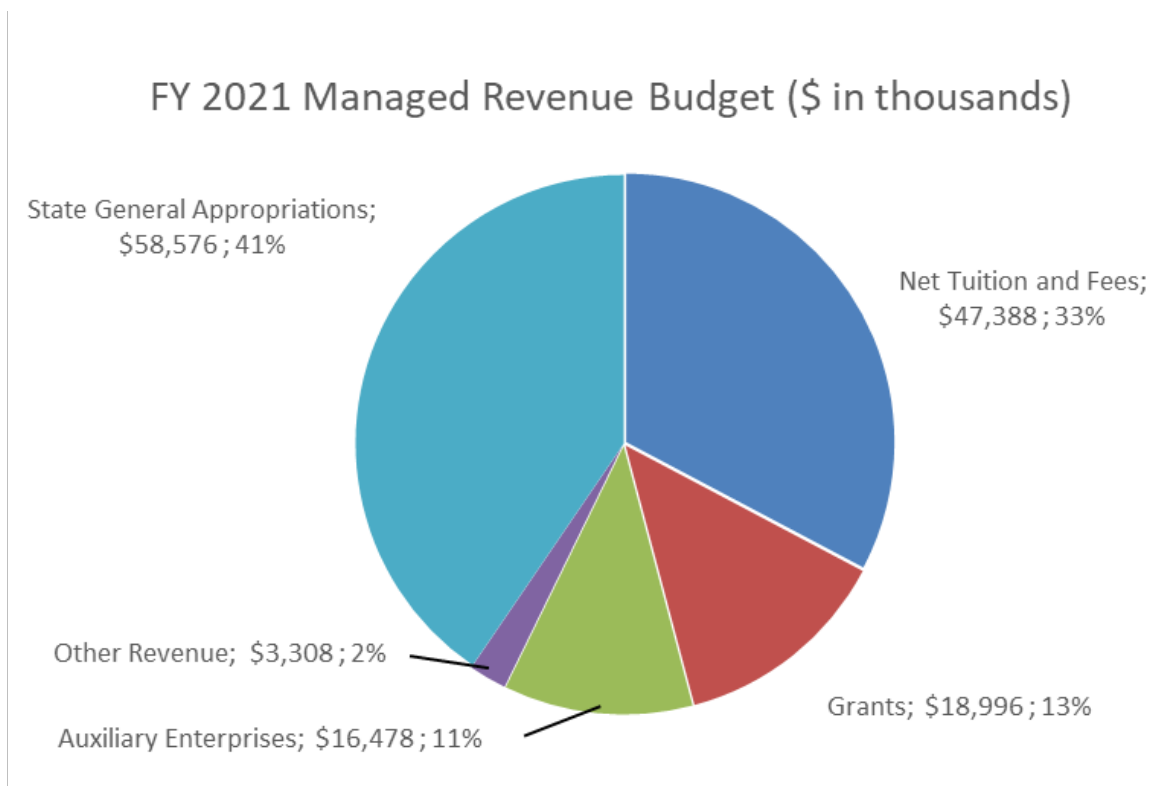


Chart 3: Components of FY 2021 Expense Budget

FY 2021 Managed Expense Budget (\$ in thousands)

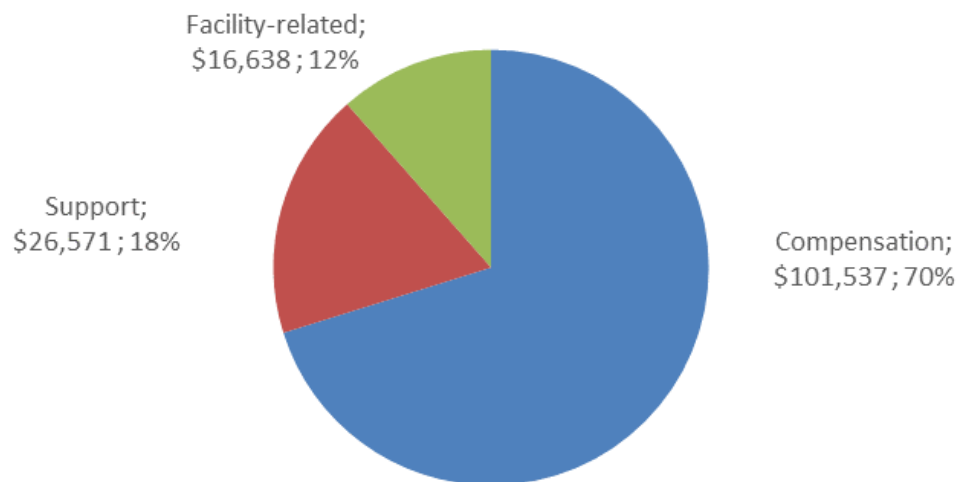


Chart 4: Credit Hours Delivered by Student Type – Full Years 2012 - 2019

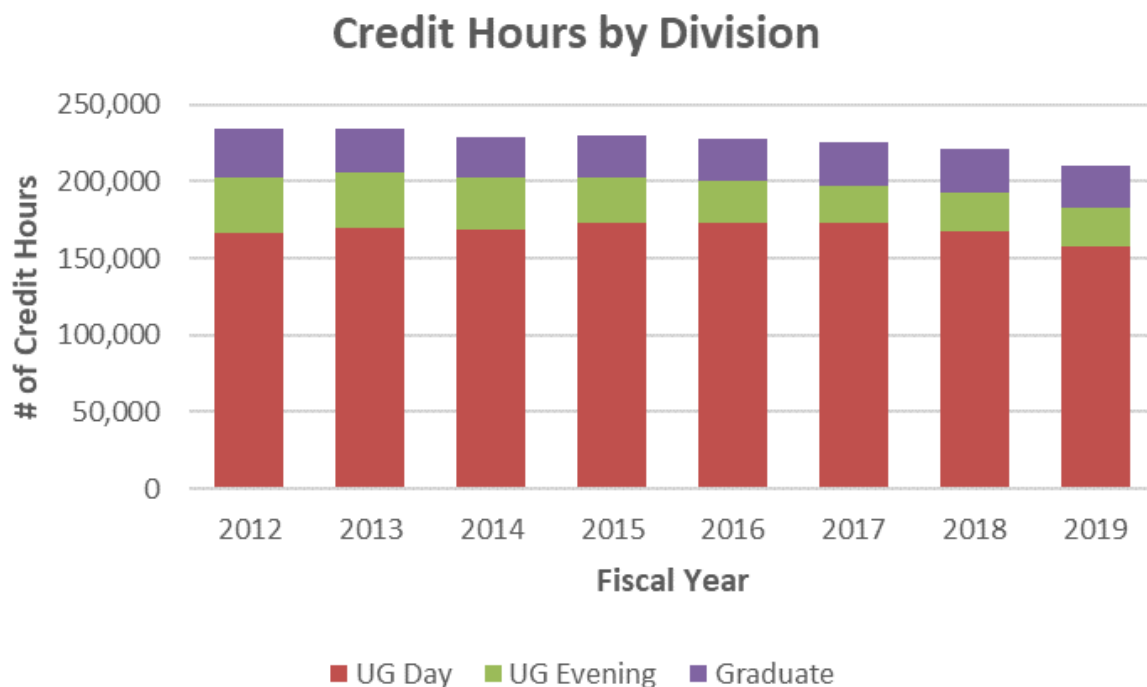
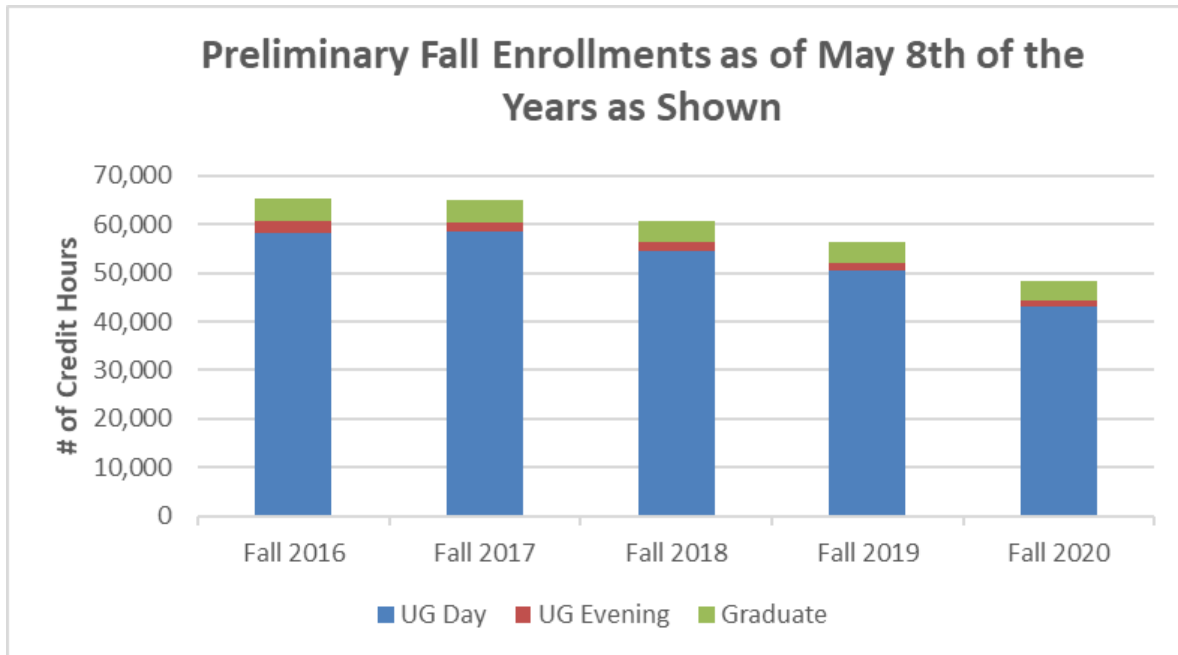


Chart 5: Preliminary Fall Enrollments (Registrations) for 2016 - 2020 (Fall only) as of May 8th



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

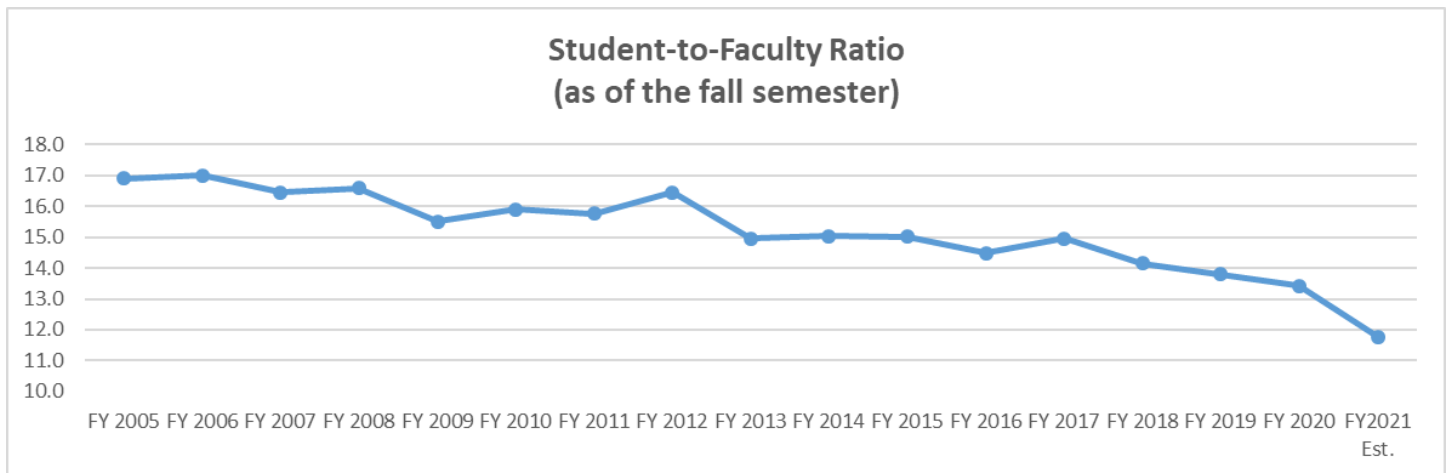


Chart 7: Cash Operating Balances

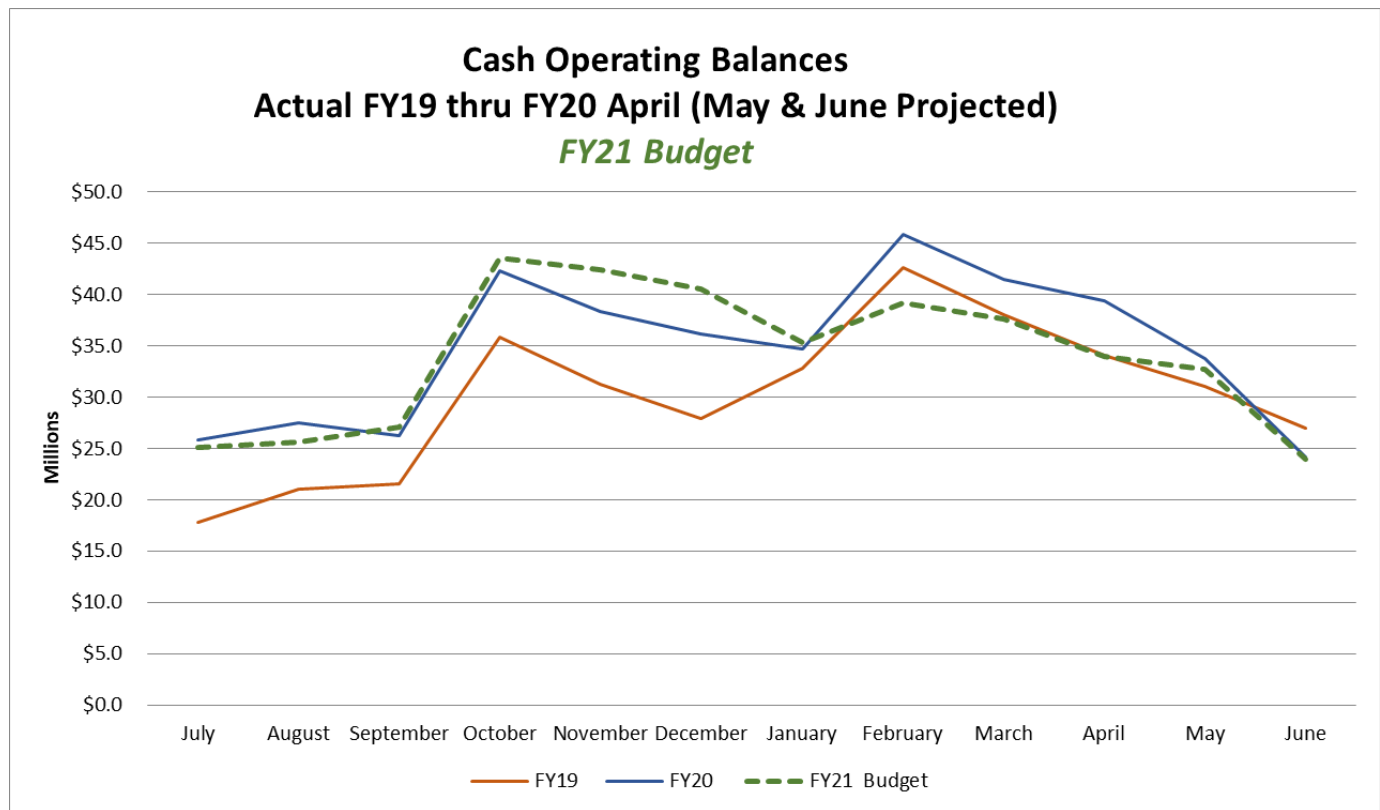


Table 1: Managed Revenue

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	
<u>Day Undergraduate</u>					
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
<u>Evening Undergraduate (SCPS)</u>					
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		
<u>Graduate - Price Group 1</u>					
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		
<u>Graduate - Price Group 2</u>					
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		
<u>Graduate - Price Group 3</u>					
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.

Appendix IV – Tuition/Fee rates for FY 2021

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.

Appendix IV – Tuition/Fee rates for FY 2021

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
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

Appendix IV – Tuition/Fee rates for FY 2021

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

SUBJECT: Academic Affairs and Student Life Committee Meeting Report for September 23, 2020

The Academic Affairs and Student Life Committee of the Board of Trustees met remotely via Zoom on Wednesday, September 23, 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 Chisholm (chair), Zahlaway Belsito, Butts, Cadet, Contreras, and Murphy; Chair Lutts (ex-officio); President Keenan (ex-officio); Provost Silva (committee liaison); Interim Vice President Galinski (committee liaison); and staff associate Longo, public relations.

Trustee Chisholm called the meeting to order at 4:13 pm. The following items were discussed:

Academic Vital Signs

Provost Silva and Interim Vice President Galinski updated the committee on fall enrollment, student-to faculty ratio, average course section size, academic program net contributions, enrollments by department, and degrees conferred (Attachment A). Among the discussions that arose, it was noted that 8 departments represent 75% of degrees conferred: Business, Education, Nursing, Psychology, Social Work, Criminal Justice, Biology, and Sport and Movement Science. It was acknowledged that the university needs to increase revenues, which will be spurred by investments in particular departments, which will require a realignment of resources across academic affairs.

Nursing Program Update

Provost Silva updated the committee on the Nursing program (Attachment B). It was reported that key indicators point to a turn-around in the program: NCLEX scores are better than the national average; enrollment and revenue are up; expenses have decreased through strategic re-configuring of experiential courses. Current barriers to growth include limited lecture capacity, limited online testing capacity and constraints in experiential learning. It was noted that current student-to-faculty ratio within Nursing is approaching the compliance threshold.

Academic Programming and Structure

Provost Silva provided the committee with a refresher on university efforts to stabilize enrollment during the COVID-19 pandemic (Attachment C). The importance of the Board of Higher

Education's equity agenda was stressed. A brief discussion regarding actions taken to operationalize equity within academics ensued.

New Program Proposal: Combined Bachelor of Science in Healthcare Studies and Spanish

Professor Amy Everitt, Professor Kenneth Reeds, and Dean Barbara Layne presented the committee with a new program proposal for a Combined Bachelor of Science in Healthcare Studies and Spanish (Attachment D). The proposal combines two already established majors and offers students a streamlined pathway to meet regional workforce needs. The need for cultural sensitivity in respect to language was both acknowledged and affirmed. A brief discussion ensued.

After careful consideration the committee took the following action:

Upon a motion made duly by Trustee Contreras and seconded by Trustee Butts it was unanimously:

VOTED: to recommend to the full board the approval of a Combined Bachelor of Science in Healthcare Studies and Spanish.

Voting in the affirmative: Zahlaway Belsito, Butts, Cadet, Contreras, Chisholm (chair), Murphy

Voting against: None

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

VOTED: To adjourn the meeting at 5:25 pm.

Voting in the affirmative: Zahlaway Belsito, Butts, Cadet, Contreras, Chisholm (chair), Murphy

Voting against: None

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

Attachment A

Academic Vital Signs

Fall Enrollments

(2019 vs. 2020*)

	2019	2020*	Difference
Undergraduate Day <i>Headcount</i>	5,483	5,014	- 469 (- 8.6%)
Continuing Education <i>Credit Hours</i>	4,640	4,518	- 122 (- 2.6%)
Graduate <i>Credit Hours</i>	10,866	11,580	+ 714 (+ 6.6%)

*Provisional data as of 9.22.2020; final numbers on 10.15.2020 (census date)

Student-to-Faculty Ratio (IPEDS)



#	Common Data Set: Selected Statistics	2020- 21*	2019- 20	2018- 19	2017- 18	2016- 17	2015- 16	2014- 15	2013- 14	2012- 13	2011- 12
I-1a	Total instructional faculty	682	757	810	830	832	812	757	756	779	761
	Full-Time	304	318	325	340	349	351	349	344	340	337
	Part-Time	378	439	485	490	483	461	408	412	439	424
I-1b	Total # from minority groups	98	107	105	104	95	89	70	62	61	59
	Full-Time	67	73	73	73	66	62	52	40	44	37
	Part-Time	31	34	32	31	29	27	18	22	17	22
	% Minority, Total >	15.5%	14.1%	13.0%	12.5%	11.4%	11.0%	9.2%	8.2%	7.8%	7.8%
	Full-Time >	22.8%	23.0%	22.5%	21.5%	18.9%	17.7%	14.9%	12.8%	12.9%	11.0%
	Part-Time >	9.2%	7.7%	6.6%	6.3%	6.0%	5.9%	4.4%	4.1%	3.9%	5.2%
I-2	Student-to-Faculty ratio (previous FA)	14:1	13:1	13:1	14:1	14:1	15:1	15:1	15:1	15:1	16:1
	based on this many faculty >	430	430	468	491	503	484	505	485	481	448
	... and this many students >	5,938	5,767	6,288	6,767	7,123	7,236	7,319	7,280	7,230	7,365
	precise ratio calculation >	13.8	13.4	13.4	13.8	14.2	14.9	14.5	15.0	15.0	16.4

Student-to-Faculty Ratio (IPEDS)

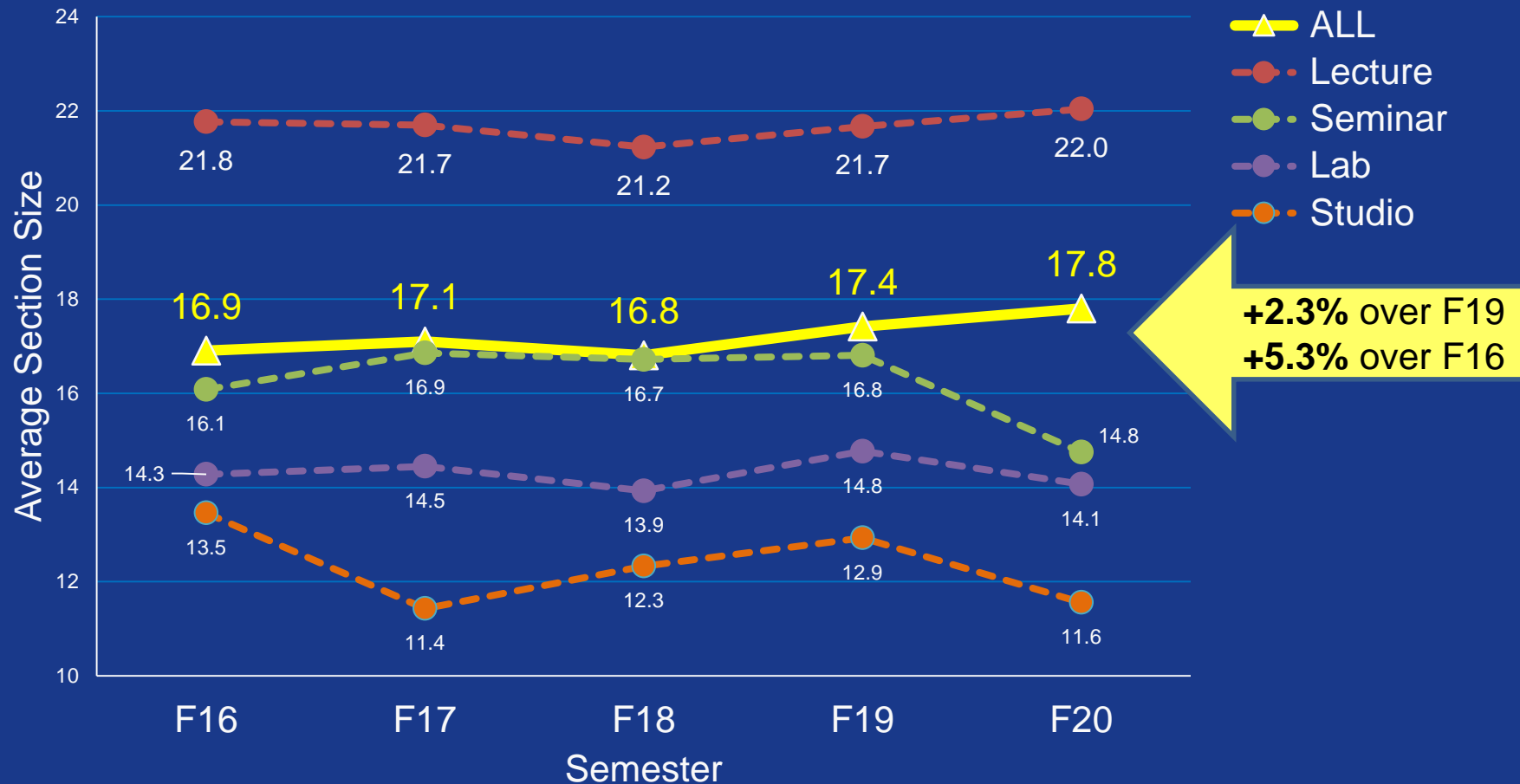
Peer Institution Comparisons (n=15)

Institution Name	FA 10	FA 11	FA 12	FA 13	FA 14	FA 15	FA 16	FA 17	FA 18	FA18 vs FA10
Rhode Island Coll	21	15	14	14	15	14	14	14	14	-33%
Shippensburg U of PA	21	20	18	19	19	20	20	18	16	-24%
Keene State Coll (NH)	18	17	17	16	16	15	15	15	14	-22%
Western CT State U	16	16	16	15	14	14	13	13	13	-19%
Fitchburg State U	17	16	16	15	15	14	14	14	14	-18%
Mansfield U of PA	17	19	17	16	18	15	14	15	14	-18%
Millersville U of PA	23	22	21	22	21	20	19	19	19	-17%
Bridgewater State U	22	20	20	19	19	19	19	19	19	-14%
Salem State U	16	15	15	15	15	15	15	14	14	-13%
Framingham State U	16	16	16	16	16	15	14	14	14	-13%
Eastern CT State U	17	17	16	16	16	16	16	15	15	-12%
Westfield State U	17	18	17	17	17	17	17	16	16	-6%
Central CT State U	16	16	16	16	15	15	15	16	16	0%
Worcester State U	17	17	18	18	16	17	18	17	17	0%
Plymouth State U (NH)	16	16	17	16	16	17	17	17	17	6%
Median Values	17	17	17	16	16	15	15	15	15	-13%

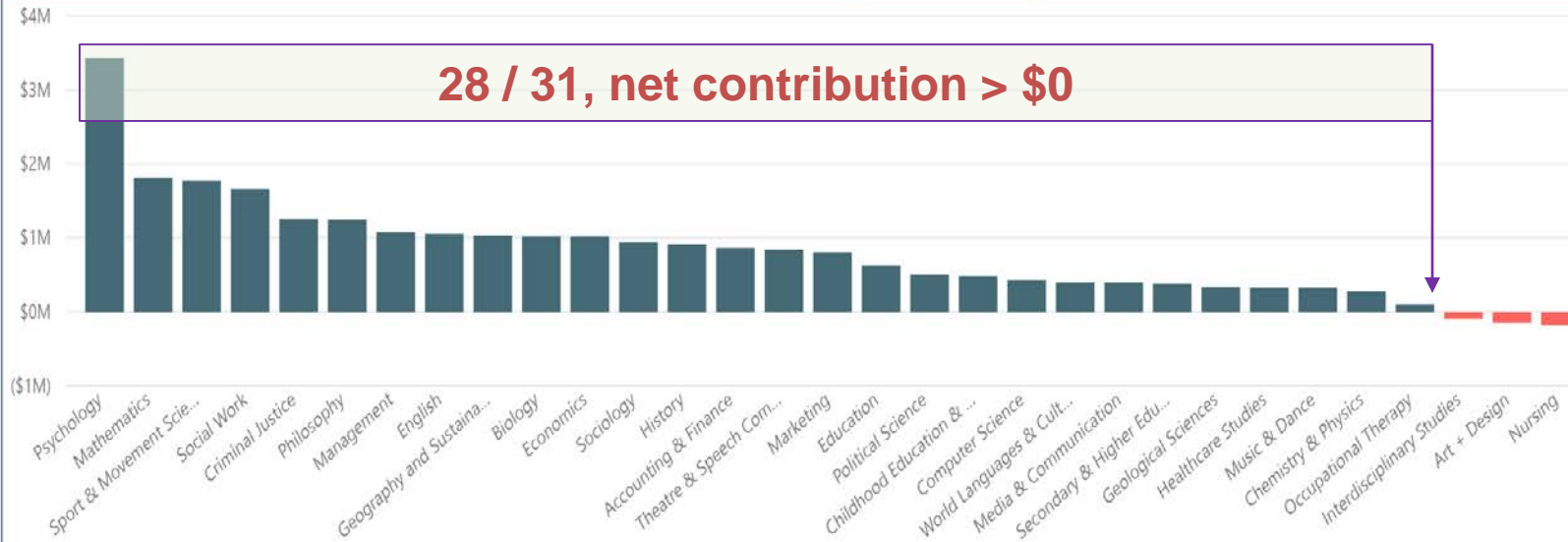
Average Course Section Size

UG Day only, FA16 – FA20*

(*preliminary data)



Class Model - Net Contribution by Academic Organization



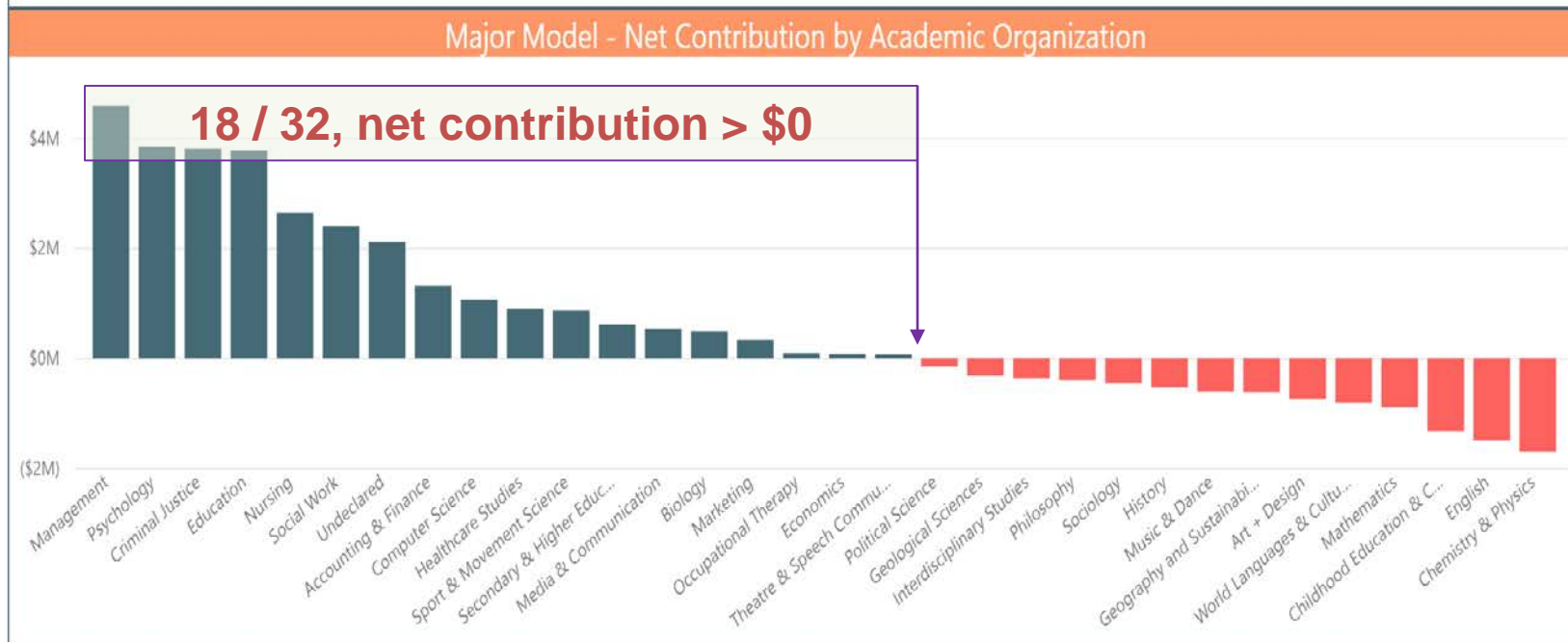
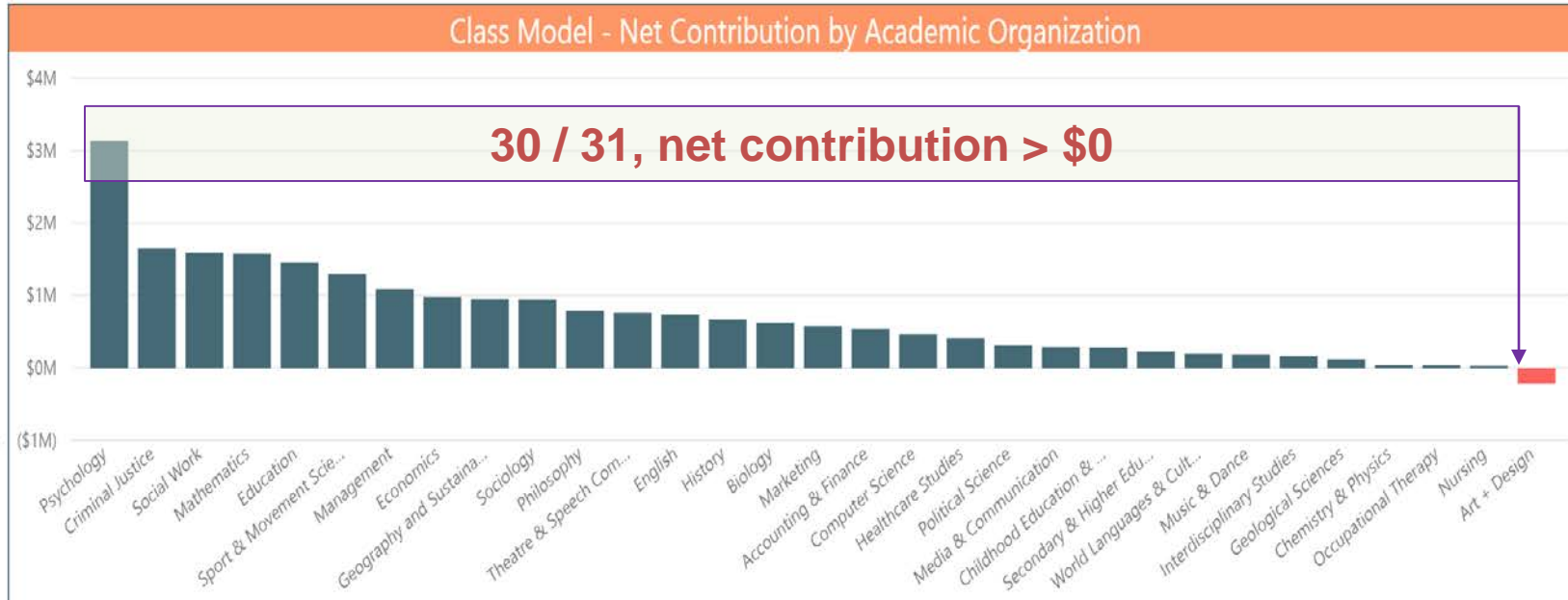
Major Model - Net Contribution by Academic Organization



- FISCAL_YEAR**
- 2017
 - 2018
 - 2019
 - 2020
- AcadGroupDescription**
- Select all
 - Community Enrichment
 - Graduate School
 - Undergrad Continuing E...
 - Undergraduate Day
- School/College**
- Select all
 - DIVCONTE
 - GRADSCH
 - SOAS
 - SOBU
 - SOED
 - SOHS
 - UNDECLARED

FY20* provisional

Academic Program Net Contribution Charts



- FISCAL_YEAR**
- 2017
 - 2018
 - 2019
 - 2020
- AcadGroupDescription**
- Select all
 - Community Enrichment
 - Graduate School
 - Undergrad Continuing E...
 - Undergraduate Day
- School/College**
- Select all
 - DIVCONTEd
 - GRADSCH
 - SOAS
 - SOBU
 - SOED
 - SOHS
 - UNDECLARED

Enrollments by Department - Size of Major (n) top & bottom quintiles

Department	FA 15	FA 16	FA 17	FA 18	FA 19	FA 20		3 Yr Avg 15-17	3 Yr Avg 18-20	Δ 3 Yr Avg	% Δ 3 Yr Avg
Bertolon School*	1207	1210	1211	1143	1033	883		1209	1020	(189.7)	-15.7%
Psychology	587	604	583	592	591	556		591	580	(11.7)	-2.0%
Nursing	576	552	563	500	471	507		564	493	(71.0)	-12.6%
Criminal Justice	450	436	451	449	428	397		446	425	(21.0)	-4.7%
Biology	510	481	439	416	389	347		477	384	(92.7)	-19.4%
Education**	518	511	479	425	370	346		503	380	(122.3)	-24.3%
SSU Median (avg 18, 19, 20)									150		
Interdisc Studies	74	89	77	59	59	44		80	54	(26.0)	-32.5%
Mathematics	73	66	63	50	57	51		67	53	(14.7)	-21.8%
Sociology	92	90	88	65	49	37		90	50	(39.7)	-44.1%
Geological Sci	71	64	57	44	44	43		64	44	(20.3)	-31.8%
Economics	26	33	31	31	30	22		30	28	(2.3)	-7.8%
Philosophy	29	34	27	28	23	16		30	22	(7.7)	-25.6%

Enrollments by Department - % Change # Majors top & bottom quintiles

Department	FA 15	FA 16	FA 17	FA 18	FA 19	FA 20		3 Yr Avg 15-17	3 Yr Avg 18-20	Δ 3 Yr Avg	% Δ 3 Yr Avg
Healthcare Stu	0	57	115	158	149	153		57	153	96.0	+167.4%
Computer Sci	133	178	174	190	187	204		162	194	32.0	+19.8%
Music & Dance	100	118	117	138	123	85		112	115	3.7	+3.3%
Theatre & Speech	167	163	164	177	172	155		165	168	3.3	+2.0%
Psychology	587	604	583	592	591	556		591	580	(11.7)	-2.0%
Criminal Justice	450	436	451	449	428	397		446	425	(21.0)	-4.7%
SSU Median (over 18, 19, 20)									150	(w/o HCS)	-20.2%
Art + Design	151	138	116	113	91	82		135	95	(39.7)	-29.4%
History	226	196	211	180	139	120		211	146	(64.7)	-30.7%
Geological Sci	71	64	57	44	44	43		64	44	(20.3)	-31.8%
Interdisc Studies	74	89	77	59	59	44		80	54	(26.0)	-32.5%
Media & Comm	300	309	271	226	203	159		293	196	(97.3)	-33.2%
Sociology	92	90	88	65	49	37		90	50	(39.7)	-44.1%

Degrees Conferred each Academic Year, '13-'19

- Top eight units
- Ranked by six-year average
- Includes UG major & second majors **-and-** graduate degrees

	13 - 14	14 - 15	15 - 16	16 - 17	17 - 18	18 - 19	6 yr avg	AY 18-19 only		
								# Degrees	% Grad Class	Cum %
Business*	386	388	417	439	438	404	412	404	17.9%	18%
Education*	334	312	351	352	303	310	327	310	13.8%	32%
Nursing	198	244	204	201	272	224	218	224	10.0%	42%
Psychology	197	205	229	216	220	201	215	201	8.9%	51%
Social Work	165	156	161	183	222	187	181	187	8.3%	59%
Criminal Justice	122	132	151	127	117	124	129	124	5.5%	64%
Biology	80	82	103	117	117	119	103	119	5.3%	70%
Sport & Mov't Sci	86	93	82	90	107	112	95	112	5.0%	75%
SSU TOTAL	2131	2205	2322	2254	2353	2251	2253			

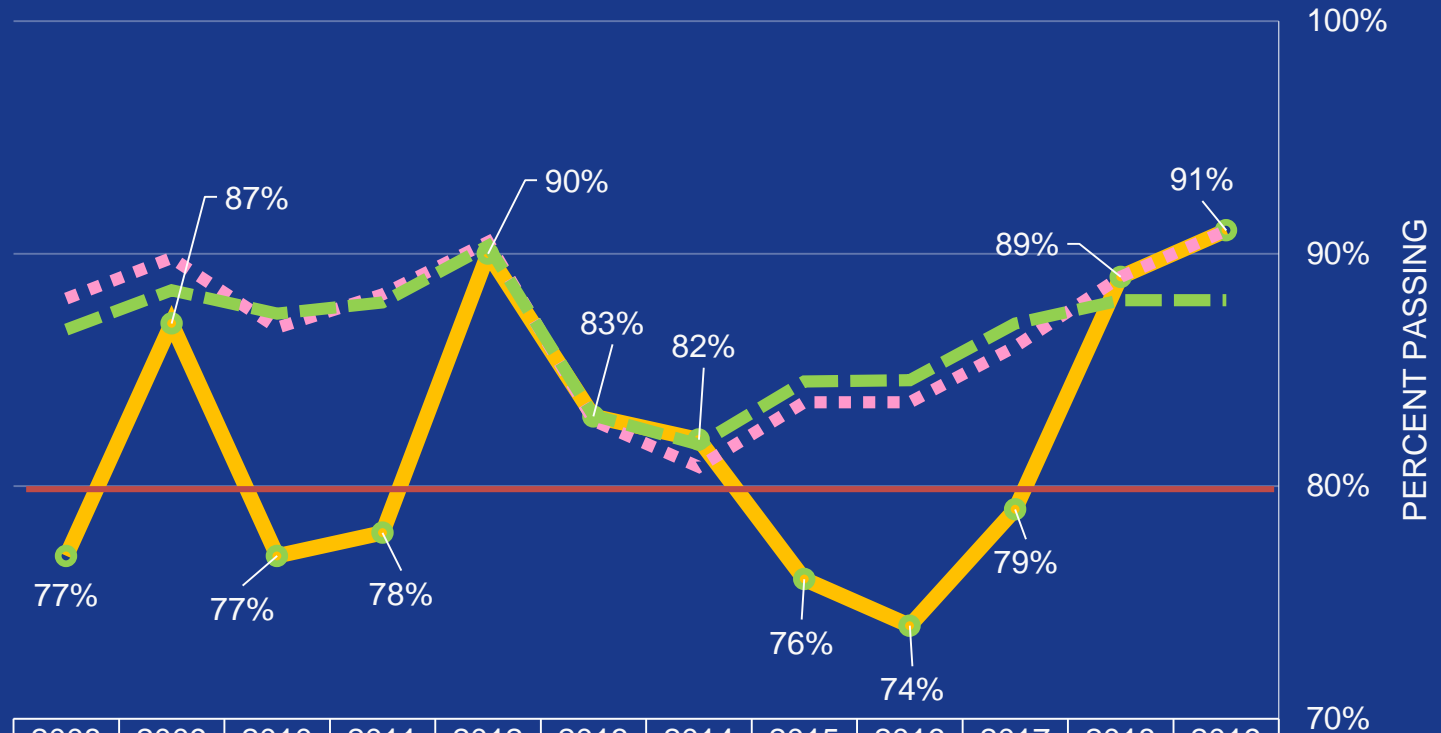
Attachment B

Nursing Program Update

NCLEX-RN Summary - SSU BSN

2008 to 2019

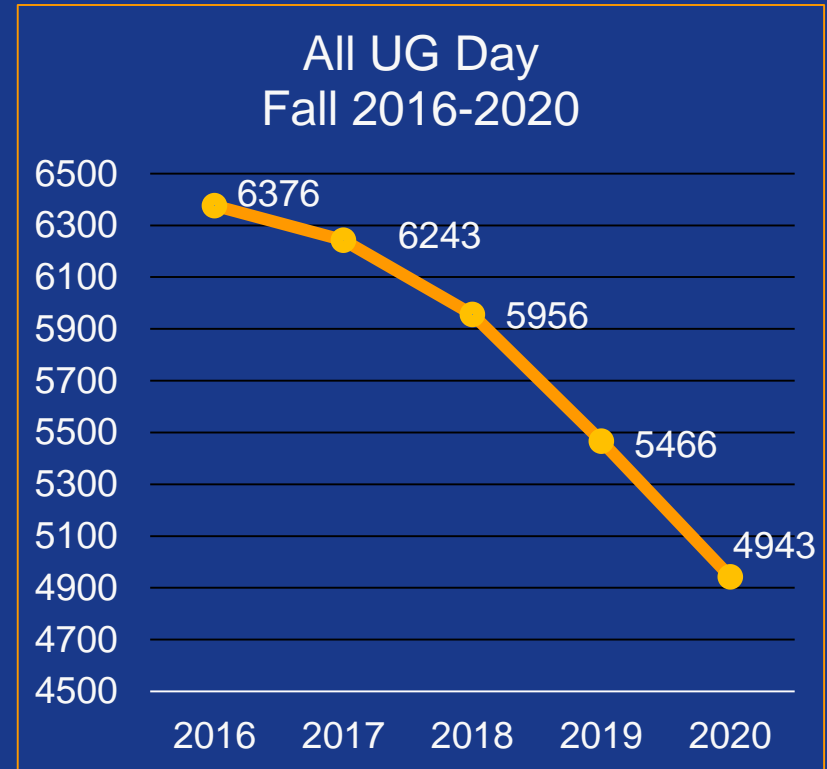
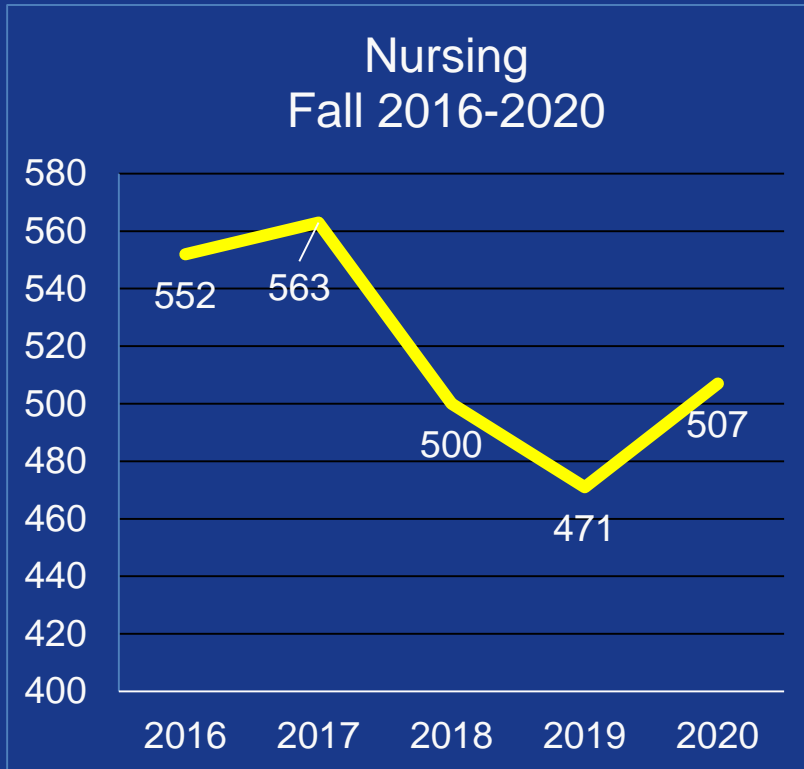
SSU % Passed MA % Passed USA % Passed



	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
SSU % Passed	77%	87%	77%	78%	90%	83%	82%	76%	74%	79%	89%	91%
MA % Passed	88%	90%	87%	88%	91%	83%	81%	84%	84%	86%	89%	91%
USA % Passed	87%	88%	87%	88%	90%	83%	82%	85%	85%	87%	88%	88%

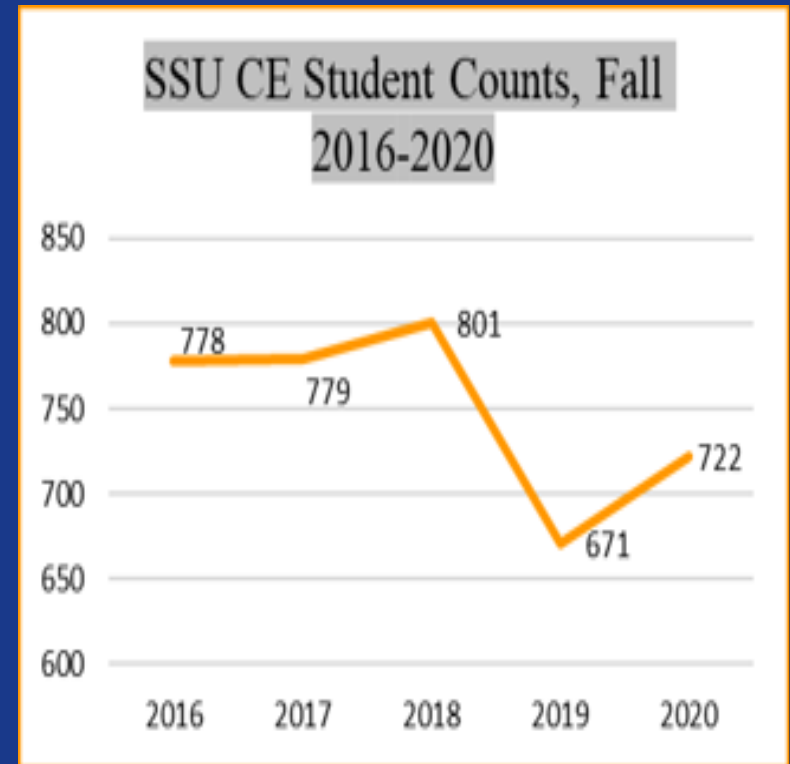
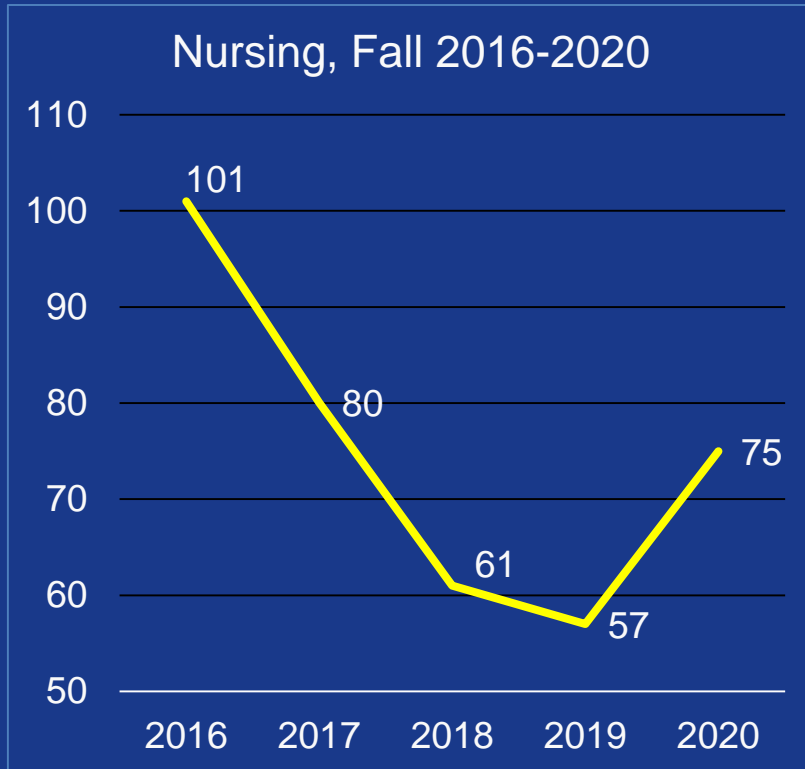
UG Day Student Counts

Nursing (left) and Total (right)



Continuing Ed Student Counts

Nursing (left) and Total (right)



Recent Measures

to Reduce Cost and Increase Revenue

- Cost Savings
 - Reduced Clinical Hours in Specialty Nursing Courses
 - For Profession Role Practicum course, move from clinical instruction to preceptorships (6:1 → 10:1)
- Revenue Generation
 - Increase size of Accelerated BSN cohort
 - Increase size of incoming UG Day BSN cohort

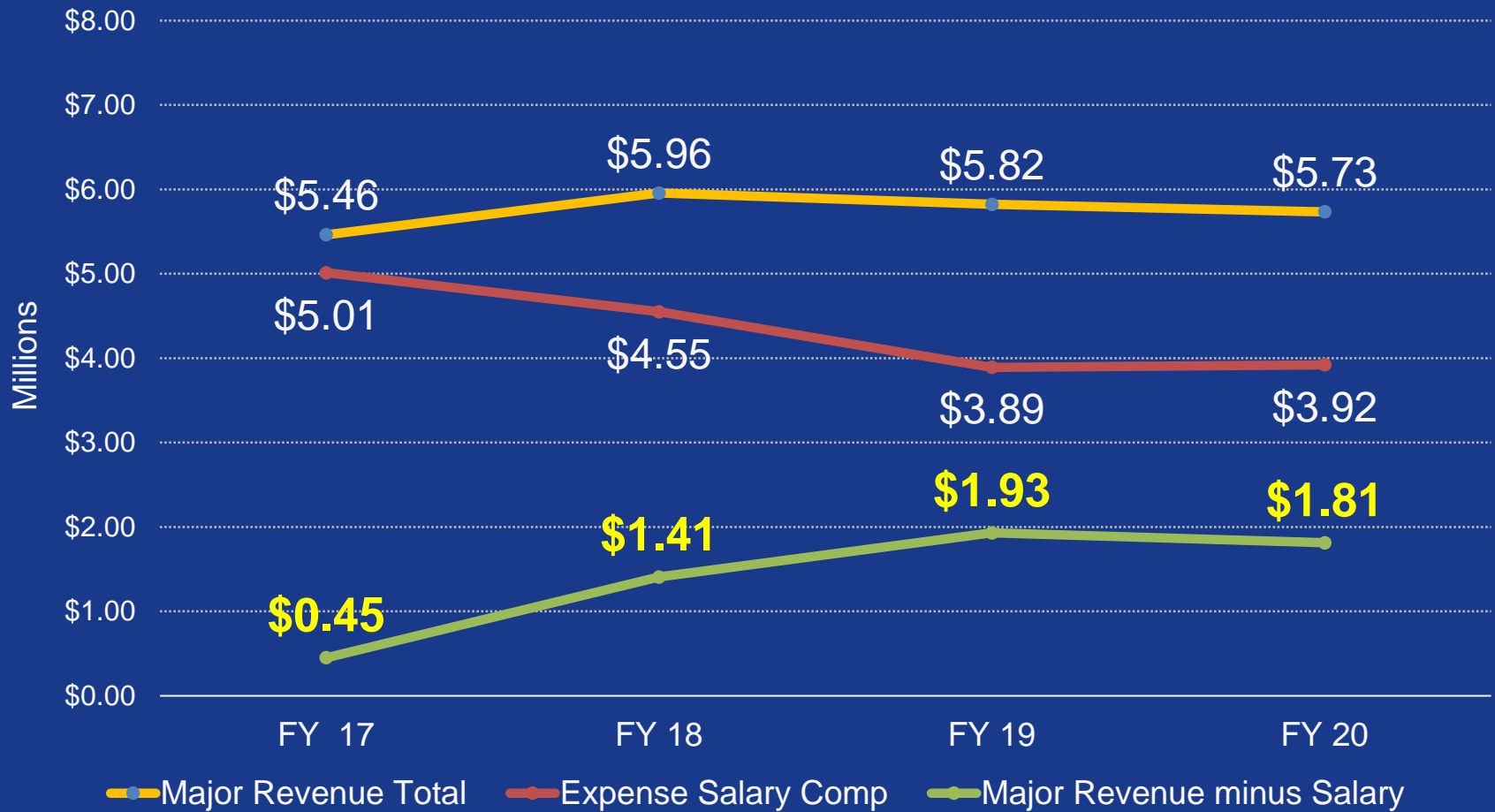
Net Financial Contribution (= Revenue - Salary)

Two Models: “class” and “major”

Division	FY	Class Model	Major Model
Undergrad Day	2017	-\$1,503,034	\$ 450,320
	2018	-\$ 917,087	\$1,406,867
	2019	-\$ 615,525	\$2,001,935
	2020	-\$ 760,356	\$1,812,488
Continuing Education	2017	\$ 458,142	\$ 531,178
	2018	\$ 459,731	\$ 506,686
	2019	\$ 624,423	\$ 666,754
	2020	\$ 773,553	\$ 820,011
Graduate	2017	\$ 205,141	\$ 231,877
	2018	\$ 44,977	\$ 72,655
	2019	-\$ 147,156	-\$ 104,552
	2020	\$ 15,929	\$ 26,411

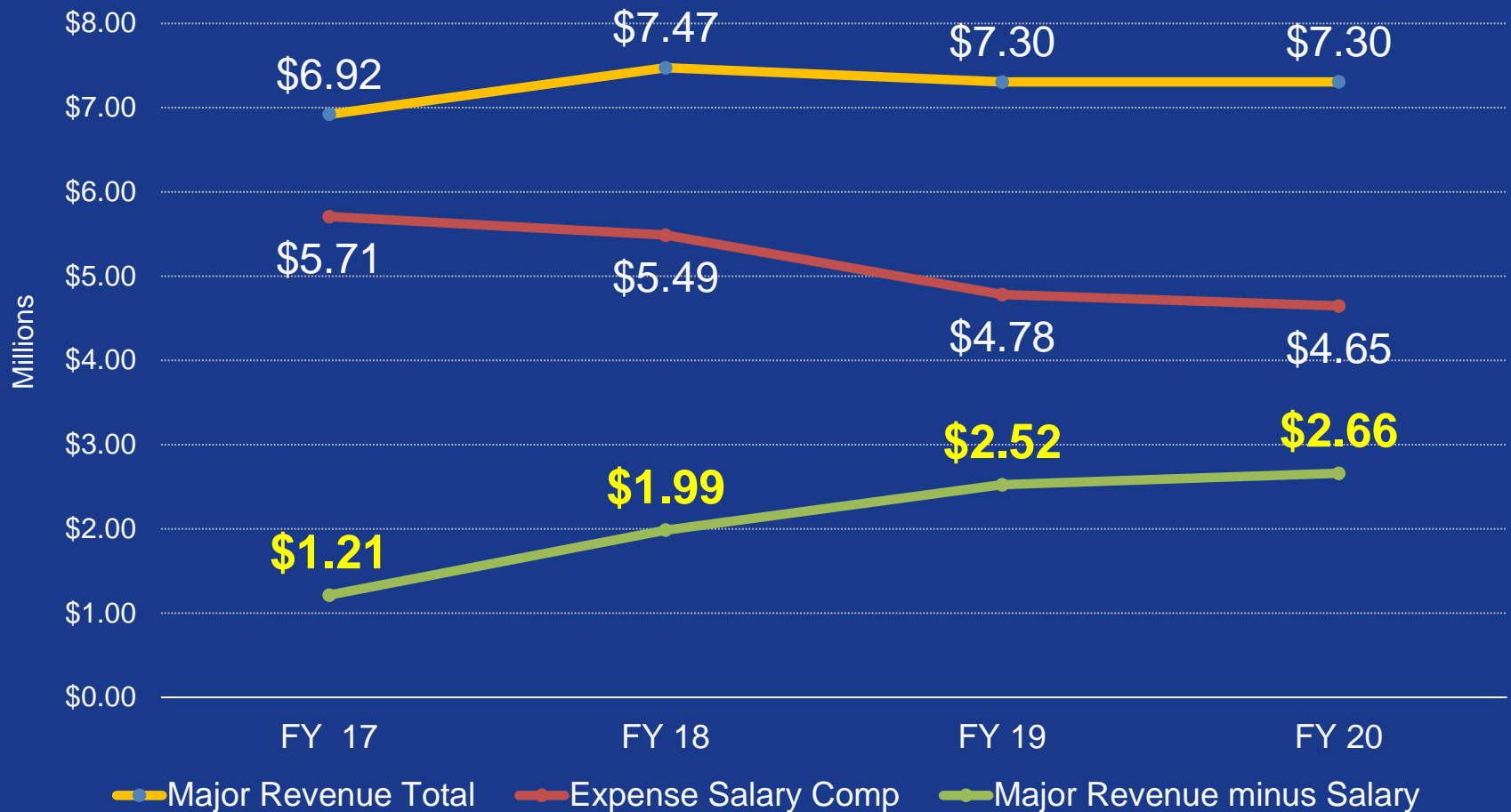
Nursing Major-Based Revenue & Expense

(UG Day only, 2017, 2018, 2019 [revised], 2020 [provisional])



Nursing Major-Based Revenue & Expense

(All Divisions, 2017, 2018, 2019 [revised], 2020 [provisional])



Barriers to Growth in Nursing

1. Limited lecture classroom capacity
2. Limited online testing capacity
3. Constraints on experiential learning
 - Simulation labs
 - Clinical placements
4. Need for additional support personnel
5. Need for new full-time (tenured) faculty
 - Recent communication from BORN:
Our Student : FT Faculty ratio is approaching the compliance threshold.
As we add students, we **must** add FT faculty.

Proposed Timetable for Nursing Project - 1

Dates shown are the trustee meeting dates; materials provided in advance

September 8

- Initiate report requests from EAB: “360-degree Market Insights”

September 23/October 14

- Provide updated nursing report
- Receive questions, theories to explore from trustees

January 27/February 24

- Provide info pertinent to the questions & theories received from trustees
- Discuss results of first “360-degree report from EAB (LPN-BSN)
- Provide sketch nursing program portfolio and how they fit strategically
 - LPN to BSN; Accelerated BSN; Grad, Undergrad Day
 - Profile of faculty, facilities, enrollment etc.
- Provide draft recommendations re: fees for FY22 for CE/Grad programs (discussion)

Proposed Timetable for Nursing Project - 2

Dates shown are the trustee meeting dates; materials provided in advance

March 24/April 14

- Discuss results of second “360-degree” report from EAB (UG Day)
- Request approval of fees for FY22 for CE/Grad nursing programs
- Provide draft recommendations re: fees for FY22 UG Day nursing (discussion)

May 26/June 9

- Request approval of fees for FY22 for Undergrad Day nursing programs

Attachment C

Academic Programming and Structure

Refresher: Stabilizing Enrollment During COVID

Retooling of Strategies & Tactics

ENGAGEMENT | LEARNING | SUCCESS | PERSISTENCE | COMPLETION!

Increase
Outreach to All
Students

Flexible Policies
Remove Barriers

Communicate
Clearly
Personalize

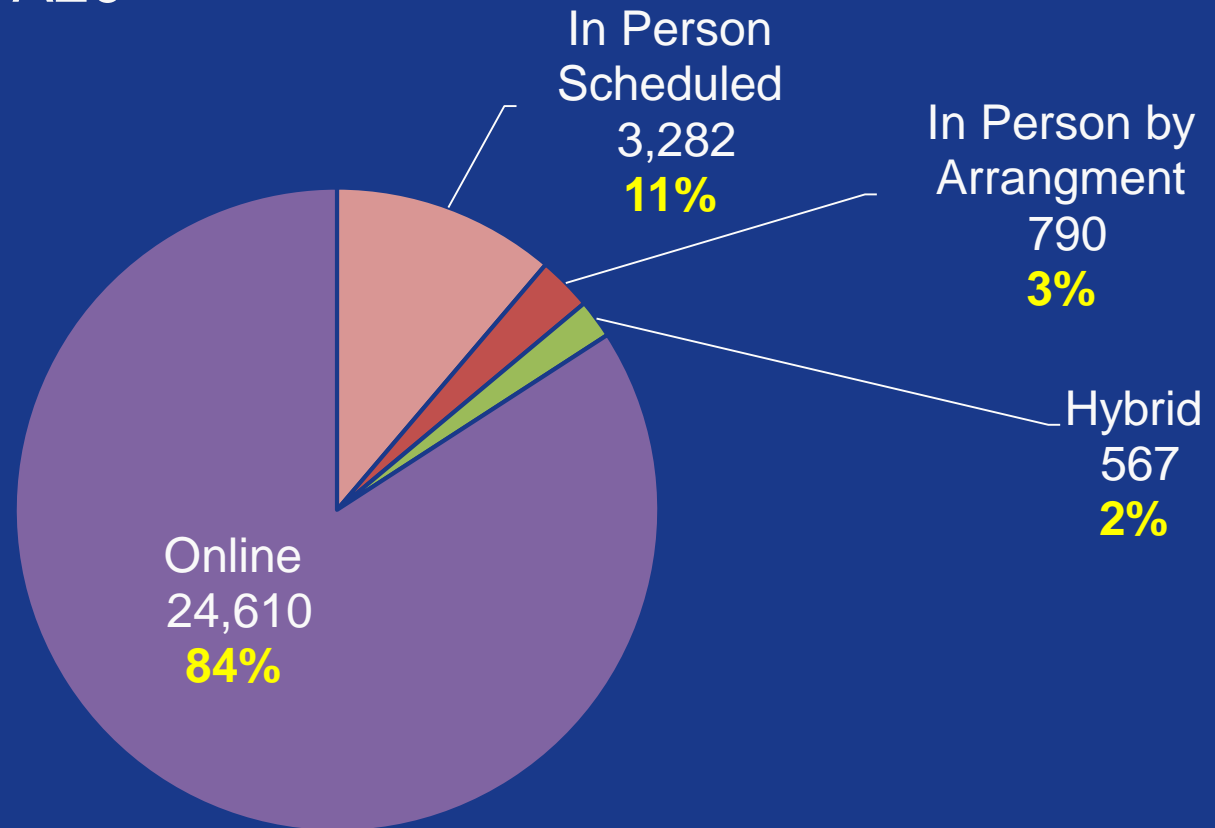
Build Affinity

Proactively
Address
Financial
Concerns

Re-invigorated
campus-wide
retention effort
EAB Navigate

SSU Adapts: Seat Enrollment by Instructional Modality

All Divisions, FA20



Charting a Strategic Path Forward

The Anchoring Principles

- SSU's core attributes
- SSU's Mission
- SSU's Vision
- SSU's current Strategic Plan
- DHE's Equity Agenda

Charting a Strategic Path Forward

Our Core Attributes

- Regional
 - We serve and support primarily those communities on the North Shore; place matters
- Comprehensive
 - We offer students opportunities to learn and grow in a broad swath of disciplines; scope matters
- Teaching University
 - We are focused primarily on teaching and learning and associated support activities; students matter

Charting a Strategic Path Forward

Our Mission

- Provide a high-quality, student centered education
- Prepare a diverse community of learners to contribute responsibly and creatively to a global society
- Serve as a resource to advance the region's cultural, social and economic development

Charting a Strategic Path Forward

Our Vision

- Put students first in all we do; be committed to their success
- Be a community of learners where all (faculty, staff, students) can grow as individuals
- Innovate, offering a unique brand of public higher education that inspires students to reach higher and achieve more
- Remain true to our heritage as a liberal arts university while we prepare students for today's workforce
- Serve the communities of the North Shore while creating an ever more globally aware & culturally diverse campus environment

Charting a Strategic Path Forward

Our Current Strategic Plan

- **Three Areas of Focus**
 - Science
 - Healthcare
 - Liberal Arts Foundation
- **Four Strategic Goals**
 - Academic Excellence
 - Student Success
 - Collaboration, Inclusion, and Stewardship
 - Financial Vitality and Sustainability
- **Continuity of Operations**

Charting a Strategic Path Forward

MA DHE Equity Agenda

- ... A statewide strategic plan focused on **equity**, to be reflected in our policies, programs, and initiatives. The expectation is that, by doing so, the Massachusetts system of public higher education will **enhance economic and social mobility for all citizens**, but particularly for those that have historically been **underserved** and **underrepresented**, especially **students of color**, throughout all levels of education.

<https://www.mass.edu/strategic/equity.asp>

Undergrad Programs Discontinued since 2015

Majors

- Sport & Movement Science: BS Athletic Training
- Media & Communication: BS Communications/Media Production
- World Languages & Cultures: BA WLC: Spanish Professional Concentration

Minors

- Biology: Marine Studies Minor (Biology)
- Geography & Sustainability: Meteorology Minor
- Arts & Sciences minor: Information Technology track

Concentrations

- Sociology: All concentrations
- Interdisciplinary Studies: Concentrations in Philosophy of Art, Applied Ethics, Health Professions and Public Policy
- Geological Sciences: Multiple concentrations
- Biology: Collapsed concentrations into options, streamlined curriculum
- Sport & Movement Science: Collapsed SMS/Recreation Management Options into one concentration

Graduate Programs Discontinued since 2015

Degrees

- MAT Art
- MAT Chemistry
- MS Nursing Leadership in Health Systems

Certificates

- Clinical Trials Management Certificate
- Graduate Financial Planning Certificate
- Graduate Certificate in Foundations of Computer Science
- Graduate Certificate in Global Policy Analysis
- Graduate Certificate in Strategic Communications

4+1

- BA-M.Ed. Art Educational Licensure Program
- BA-M.Ed. Theatre Educational Licensure Program

Attachment D

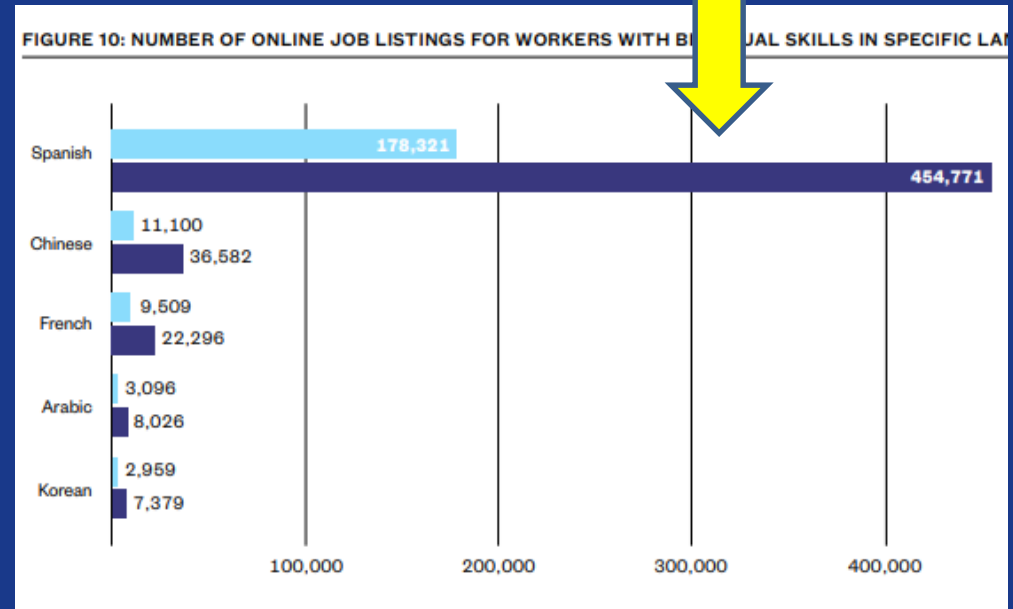
New Program Proposal: Combined Bachelor of Science in Healthcare Studies and Spanish

Combined BS in Healthcare Studies & Spanish

- Combines two already-established majors
- New major is marketable to new students
- Heritage-speakers of Spanish transform language and cultural skills into employable assets.
- Non-heritage speakers develop linguistic and intercultural skills.
- Increased experiential opportunities
- Efficient progress towards graduation
- Streamlined advising
- Better use of already-established resources

Healthcare Industry and Spanish

- “Health care is among the fastest-growing sectors in the US economy” (Burning Glass)
- Occupational Projections for 2012-2022 that saw continued growth in healthcare services (North Shore Workforce Investment Board)
- “Demand for bilingual workers is especially high in certain industries, notably finance and healthcare” (New American Economy)
- What language is most needed?
Spanish



Serving an evolving population

- In 2018 the Massachusetts Board of Higher Education implemented an "Equity Agenda" that made "underrepresented student populations" a priority.
- In the last ten years, enrollment has declined by 22.88%. At the same time, the percentage of students who identify as "Latino" has increased 125.83% (from 600 in 2010 to 1,355 in 2019). In other words, Salem State's population is increasingly becoming Latino.
- The Board of Higher Education identified the Hispanic or Latino among their priorities.
- This Combined BS prepares the Spanish-speaking portion of our population for employment in a growing industry.

Serving Early College

- Program goals:
 - A seamless, scaffolded transition to the university experience
 - Two career pathways, one of which is Healthcare
- **Healthcare Studies offers two courses for Early College**
- **The Forten Scholars Program: Salem High School.**
 - 50 students each year take up to 12 college credits
 - Student demographics: 43% Latino, 7.7% African American, 2.3% Asian
33.8% English as a Second Language (majority = native Spanish speakers)
- **The Viking Scholars Program: Lynn Classical High & Lynn English High**
 - 72% students from under-represented populations (90%+ economically disadvantaged)
 - Student demographics: 63% Latino, 9-11% African American, 9% Asian;
27-32% English Language Learners (majority = native Spanish speakers)

Summary Budget – Original

Based on conservative enrollment projections

Assumptions

- Majors: In Year 1, 25 students; by Year 5, 64 students (net new)
- Start Up Costs (Year 0): \$87,627: marketing and one adjunct faculty
- Full-Time Faculty: In Year 1, add one; in Year 3, add a second.

	Year 0 FY21	Year 1 FY22	Year 2 FY23	Year 3 FY24	Year 4 FY25	Year 5 FY26
Operating Revenue	\$ 0	\$227,167	\$369,204	\$520,001	\$541,167	\$653,495
Operating Expenses	\$ 87,627	\$176,936	\$285,985	\$310,436	\$312,053	\$317,820
Net	\$ (87,627)	\$ 50,231	\$ 83,219	\$209,565	\$229,114	\$335,676
Cumulative Net	\$ (87,627)	\$ (37,396)	\$ 45,823	\$255,388	\$484,502	\$820,178

Summary Budget – Revised (draft)

Based on conservative enrollment projections

- Majors: Year 1 = 25 students; by Year 5 = 64 students (net new)
- Start Up Costs (Year 0): **\$27,000**: marketing
- Adjuncts: Year 1: 3 adjunct sections/semester [~\$5,500 each = \$33K]
Year 2+: 1 adjunct section/semester [~\$5,500 each = \$11K]
- Full-Time Faculty: 1 in Year 2 (FT Temp); 1 additional in Year 4
- Salary and wage increases = 2%/year

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
	FY22	FY23	FY24	FY25	FY26	FY27
Operating Revenue	\$ 0	\$227,167	\$369,204	\$520,001	\$541,167	\$653,495
Operating Expenses	\$27,000	\$152,242	\$189,160	\$296,340	\$329,121	\$335,249
Net	\$ (27,000)	\$ 74,925	\$180,044	\$223,661	\$212,046	\$318,246
Cumulative Net	\$ (27,000)	\$ 47,925	\$227,969	\$451,630	\$663,676	\$981,992

REQUEST FOR TRUSTEE ACTION

Motion: to recommend to the full board the approval of a Combined Bachelor of Science in Healthcare Studies and Spanish.

This action shall be effective immediately upon its approval by the Board of Trustees

SUBJECT: Risk Management and Audit Committee Meeting Report for September 23, 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, September 23, 2020. All votes taken during this meeting were by roll call vote.

Present for the Committee: Trustees Contreras (chair), Butts (vice chair), Katzman, Mattera and Chair Lutts (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 Contreras, committee chair, called the meeting to order at 3:06 pm.

It was noted that the committee will reconvene later after the Executive Committee meeting in executive session around 7:10 pm for a litigation update.

Annual risk assessment process/COVID mitigation efforts (Attachment A)
Assistant Vice President Labonte led the trustees through a power point presentation on the university's COVID-19 response update. A COVID-19 testing report dashboard can be found on the university's website under the COVID-19 response section. Lessons learned was requested for the committee's next meeting.

Status of FY20 audit

The FY20 audit is underway. A restatement of FY19 will be included due to a Commonwealth error regarding actual data for post-employment benefits (OPEB.) The State Auditor's office offered an extension to submit the FY20 audited financial statements from October 15 to October 31, 2020 due to COVID and their OPEB error. The university has accepted this offer.

Committee charter and work plan (Attachment B, C)

The committee members were asked to review the Risk Management and Audit Committee's charter (Attachment B) and work plan (Attachment C). Any recommendations for the workplan should be directed to Chair Contreras.

The committee paused its meeting at 3:39 pm and planned to reconvene after the Executive Committee meeting around 7:10 pm for an executive session.

Trustee Contreras, committee chair, reconvened the Risk Management and Audit committee meeting to order at 7:53 pm. The committee decided the litigation update would be moved to the full Board meeting on October 14, 2020.

Trustee Katzman **MOVED** that the Risk Management and Audit Committee meeting adjourn **SECONDED** by Trustee Butts.

Voting in the affirmative: Butts, Contreras, Katzman, Mattera

Voting against: None

The meeting adjourned at 7:53 pm.

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

Salem State University COVID-19 Response Update

Prepared for: Risk Management and
Audit Committee

September 23, 2020

	Instructional Mode	Total Seat Enrollment	Percentage
UG Day	Hybrid	426	1.75%
	In Person	3061	12.56%
	In Person or by Arrangement	510	2.09%
	Online	20379	83.60%
	UG Day -- Total	24376	
SCPS (CE)	Hybrid	0	0.00%
	In Person	43	3.70%
	In Person or By Arrangement	51	4.39%
	Online	1067	91.90%
	SCPS -- Total	1161	
SGS (Grad)	Hybrid	141	3.80%
	In Person	178	4.80%
	In Person or By Arrangement	229	6.17%
	Online	3164	85.24%
	SGS -- Total	3712	
University	Hybrid	567	1.94%
	In Person	3282	11.22%
	In Person or by Arrangement	790	2.70%
	Online	24610	84.14%
	University -- Grand Total	29249	100.00%

Campus Population

- 164 faculty teaching in person
- 950 (+/-) Students in the Residence Halls
- On-campus students (number of students with in-person class): 2267
- Isolation beds available in the residence halls: 57

Fall 2020 COVID-19 Effects on Campus Community

- 47 Students impacted
 - Counseling and Health Services works with students regarding symptoms, quarantine etc.
 - Student Life support
 - Contact Tracers
 - Coordination with City of Salem Board of Health if necessary
- 15 Students tested positive
 - 1 Residential Student – detected during move-in testing
- Of the 15 positive, only 2 of them were on campus during a period when they were considered contagious.
- One student quarantined in residence hall (possible exposure)

Response to Positive Case

- Positive Case- Student on Campus and in class while potentially contagious
 - Room off line for 24 hours
 - Enhanced cleaning per CDC guidelines- Vendor
 - Contact tracing- 2 on campus contact tracers
 - Coordination with Salem BOH and MA DPH

Campus Testing

- Asymptomatic Surveillance Testing
- All students tested during move-in process
- Resident Students-
 - Percentage of each hall tested every two weeks (required)
- Commuter Students with on-campus class
 - Testing available but not required
- Employees
 - Testing available each week
 - Employees likely to have frequent contact with residential students
 - Coordinated by Human Resources

Campus Testing

- Symptomatic Testing
 - CHS conducts on-campus for students only
 - Testing tent behind Counseling and Health Services
 - Symptomatic students not on campus referred to PCP or community partners
 - Symptomatic employees referred to PCP
 - HR coordinates

Testing Dashboard

<https://www.salemstate.edu/campus-life/student-services/counseling-and-health-services/counseling-services/monitoring-coronavirus-outbreak/covid-19-testing-report>

Risk Management and Audit Committee Charter

The charter attached is for your information and as a matter of good practice at the start of the board year. No changes are recommended.



**Board of Trustees
Risk Management and Audit Committee Charter**

Purpose:

The Risk Management and Audit Committee of the Board of Trustees shall be a permanent committee which will be active and involved in the discussion of the university's efforts to review, develop, and implement guidelines and policies to govern the process by which risk management and the annual audit are undertaken by the institution. This committee will provide reports to the Salem State University Board of Trustees as required.

Responsibilities:

Risk Management

1. Within the broad scope of enterprise risk management, this committee will set the policies necessary to guide the university's endeavors as it seeks to achieve the highest levels of effectiveness and efficiency, while minimizing risk.
2. Responsible to the board for monitoring the adequacy of internal control systems, review processes, and for providing a policy framework for an effective and independent audit and risk assessment function for the university and to carry out such functions of the Board of Trustees as directed from time to time.
3. Ensure the safety and security of the campus and compliance with laws and regulations fundamental to Salem State's continued success (including but not limited to Chapter 647 of the Acts of 1989, an act relative to improving internal controls within state agencies).
4. Establish and maintain a risk assessment team that will identify and prioritize risks to report to the board.
5. Determine the range of services, if any, needed to address risk concerns.
6. Oversee legal and financial compliance including but not limited to policies on Conflict of Interest and Whistleblower.

External Audit

1. Annually consider the appointment of the external auditor.
2. Review and approve the terms of engagement and fees of the external auditor at the start of each audit.
3. Consider and review the scope of work, reports and activities of the external auditor.
4. Review and evaluate the findings of the yearly audit with the external auditor.

5. Review with committee and external auditors significant accounting and reporting principles, practices, and procedures applied by the institution in preparing its financial statements.
6. Review and make recommendations to the board regarding financial, accounting and reporting issues.
7. Oversight/review of presidential expenditures.

Membership:

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

Quorum:

A majority of the members shall constitute a quorum.

Meetings:

The committee is expected to meet at least four times each fiscal year and more if needed to facilitate prudent and timely decision making. The meetings shall be conducted in conformity with the state's Open Meeting Law. Executive sessions may be conducted periodically and shall be limited to those matters permitted by the state's Open Meeting Law.

Agenda, Minutes, and Reports:

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

Risk Management and Audit Committee Work Plan for FY21 September 14, 2020

September 23, 2020 w BOT Sept. 23, 2020

- Annual risk assessment process/COVID mitigation update
- Audit Matters
 - Status of FY20 audit (verbal update)
- Committee charter
- Committee work plan for the year
- Executive session, if needed
 - Litigation

October 28, 2020 Special RMA Meeting re Audit

- Review and recommend acceptance of FY20 audit (auditors in attendance)

January 27, 2021 w BOT Feb. 14, 2021

- Clery Report
- COVID mitigation efforts update
- FY20 annual report of president's expenditures
- Executive session, if needed
 - Litigation

March 24, 2021 w BOT April 14, 2021

- Approval of Auditors for FY21
- Cyber security update
- Executive session, if needed
 - Litigation

May 26, 2021 w BOT June 9, 2021

- Executive Session
 - Litigation, if needed

SUBJECT: Executive Committee Meeting Report – September 23, 2020

The Executive Committee of the Board of Trustees met Wednesday, September 23, 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, September 23, 2020. All votes taken during this meeting were by roll call vote.

Present for the Committee were Trustees Lutts (chair), Butts, Chisholm, Murphy and Mattera. Also participating President Keenan and Secretary to the Board Montague.

Absent: None

Chair Lutts called the meeting to order and introduced the first, the Executive Committee charter review. Chair Lutts questioned whether a review of the charter in relation to the Governance Committee charge was in order. A brief discussion ensued and it was agreed that a review of the charge was necessary. The matter was tabled to be brought before the board at a later date.

Chair Lutts asked Counsel Colucci and Title IX Coordinator Siobhan Feeney to present a high level summary (attached) of the new Title IX rights. The definition of sexual harassment was narrowed significantly from what it had been in the past. So what that means for us from a very practical point of view is that going forward, the number of incidents that occur on campus that have been considered Title IX cases will significantly decrease. The other major change is that incidents that happened that were connected to a student pretty much fell under the umbrella of a Title IX issue. With the new regulation only those incidents that are occurring within the United States on campus, or have a very close relationship with campus, again, are going to be considered Title IX, anything other than that doesn't fall under the definition. And the third significant change is, with regards to when the university had actual notice of a complaint. And so it used to be the university had some information, or it wasn't a specific complaint that came forward that would trigger an investigation. Now it has to be a specific complaint that comes forward. That process will continue, except that at the very end the investigator will not come to a determination, the next step would then be a live hearing. And so there would be a live hearing, sort of like a little mini courtroom hearing, where you're going to have two individuals. You're going to have advisors to those individuals. And you'll have a hearing officer who has to make decisions. And it will be conducted during much as near as what we think of as a legal proceeding, where there will be questioning of witnesses and cross examination of witnesses.

A lengthy discussion followed and concerns were raised regarding the chilling effect that the new regulations could have on victims. The informal resolution process was highlighted, as was the student conduct policy which if we have instances of sexual misconduct that don't meet the current new regulation definition, those instances and cases would be dealt with through the student conduct process. So the university will address allegations of sexual misconduct, it's just that they don't meet the much stricter definitions of a Title IX incident. There will still be another path for individuals to have their concerns addressed. All of the sister state colleges have adopted the Title IX policy – and if the policy is not adopted federal funds for the university could be lost. With much reluctance the trustees moved forward.

Trustee Muphy offered the motion which was seconded by Trustee Mattera, and by a roll call it was

VOTED: Motion to recommend that the Board of Trustees approve the incorporation of the new Title IX Sexual Harassment Policy into the State University's Equal Opportunity, Diversity, and Affirmative Action Plan, effective August 14, 2020.

Voting in the affirmative:	Butts, Mattera, Murphy and Lutts (chair)
Voting in the Negative:	None
Absent:	Chisholm

President Keenan then introduced Vice President of Diversity and Inclusion Bennett and welcomed him to provide the committee with an update on his work. VP Bennett said that the work that we've been doing belongs in the category of knowns and unknowns. So we know nationally for a very long time in the history of this country that we have had citizens experiencing very, very different kinds of American dreams and American experiences. And a lot of the protests that began with the murder of George Floyd has sparked interest from students from across the country to put pressure on the university to think very critically about the work that we do in the way in which we do it.

So in the last few weeks and months, one of the things that we've been thinking critically about is the composition of our new diversity committee. So that is a critical piece that sits under an umbrella that is inclusive of the work that a team of staff and faculty has been working on called, the Racial Equity and Justice Institute or REJI. Which is part of Leading for Change, which is a statewide collaborative of state and privates that have been working on a number of strategies and also doing pilots and research that help understand what the student experience is at Salem State and sharing and propagating that work.

President Keenan has charged me with an administrative policy review. And again, that ties to the department of higher education goal and strategy, where over three years they've charged the state institutions to think critically about the policies and initiatives that are in place and ways in which those initiatives may not be serving all students, particularly black and brown students on our campuses.

I continue to do good work with Nikki, Provost Silva and my faculty fellow Cassie. We are doing exciting work regarding the curriculum doing some work in education in the space around decolonizing the curriculum this year. That we're incredibly excited about as well.

And without going into a ton of detail, the goals for the state initiative fit into two very obvious categories: workforce alignment, having citizens of the Commonwealth prepared to go out into the workforce with minimally associate's degree, optimally bachelor's degrees, and be prepared to contribute to the workforce. And the other metric that we will be required to track related to success, making sure that our students persist and graduate through our program.

Chair Lutts thanked VP for the thorough update and shared the Board's enthusiasm for his work at the university. Chair Lutts stated if there was no additional business the committee would adjourn and the executive session of Risk Management could move forward. After a brief discussion it was determined that the board committee meetings would adjourn for the evening.

Chair Lutts duly made a motion which was seconded by Trustee Murphy and it was,

VOTED: To adjourn the meeting at 7:40 pm

Voting in the affirmative:	Butts, Mattera, Murphy and Lutts (chair)
Voting in the Negative:	None
Absent:	Chisholm

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

Board of Trustees Executive Committee Charter

Purpose:

The Executive Committee of the Board of Trustees shall be a permanent committee which will take actions as needed between scheduled meetings of the full Board, including time sensitive matters. In addition, the Executive Committee will address Diversity and Inclusion and campus climate, as well as all matters not assigned to other permanent committees including, but not limited to, those listed under responsibilities below:

Responsibilities:

(a) To act upon matters for the Board of Trustees, when immediate action is necessary.

(b) To consider and act upon proposals by the President for action which the Board may have generally or specifically authorized the President to take with the concurrence of the Executive Committee.

(c) To conduct upon referral from the Board formal hearings as required by law for the Board of Trustees or any Committee of the Trustees and to make recommendations to the Board concerning any matter heard, provided that hearings required by law to be conducted as adjudicatory proceedings shall be governed by General Laws, Chapter 30A.

(c) To review recommendations of the President and to recommend all actions required to be taken by the Board of Trustees on personnel (excluding faculty and librarians) from appointment to termination in accordance with collective bargaining agreements, Board of Higher Education and Board policies.

(e) To review, update, and implement current affirmative action policies of the Board of Trustees and the Board of Higher Education, and to ensure compliance with State and Federal Laws.

(f) To consider legislative and public relations policy interests of the Board of Trustees and of the university and to make recommendations to the Board of Trustees with respect thereto.

~~(g) To consider, propose and recommend to the Board of Trustees the adoption, amendment or revision of the Bylaws. (recommend moving to Governance Committee)~~

(gh) To review recommendations of the President and recommend to the Board of Trustees the naming of buildings, streets, ways, and other properties relating to the campus as guided by the Naming Policy of the university. Final approval regarding the adoption of said names rests with the Board of Trustees.

~~(i) To recommend to the Board of Trustees for appointment four members of the Salem State University Assistance Corporation Board of Directors and the SSUAC Board Chair. (recommend delegate to president and chair)~~

Diversity and Inclusion

(a) Review diversity, equity and inclusion strategies and make recommendations to create and sustain a positive campus climate.

(b) Provide guidance to ensure that Inclusive Excellence as a comprehensive approach employs a dual focus in efforts, concentrating on both increasing compositional diversity and creating learning environments in which student of all backgrounds can thrive.

(c) Ensure that multi-layered processes exist to maintain accountability and recognition for institutional diversity progress.

(d) Ensure that advancing Inclusive Excellence is a top priority of the university.

Membership:

The Executive Committee shall be composed of the Chair and Vice Chair of the Board of Trustees, the President of the university, and three additional Board members elected to this committee by the Trustees at the annual meeting.

Quorum:

A majority of the members shall constitute a quorum.

Staff Designee:

The president of the university is committee liaison and the vice president of diversity and inclusion is the senior staff member supporting the committee for matters relative to inclusive excellence.-

Meetings:

The committee is expected to meet at least four times each fiscal year. The Chair of the Board of Trustees or the President of the university may call a meeting of the Executive Committee by declaring that an emergency condition exists. An emergency condition shall be defined as a sudden set of circumstances arising which require the need for immediate action. The Chair of the Board of Trustees or the President of the university shall fix the time and place of such emergency

meeting. Meetings shall be conducted and the Secretary of the Board of Trustees shall send notice in conformity with the state's Open Meeting Law. Executive sessions may be conducted periodically and shall be limited to those matters permitted by the state's Open Meeting Law.

Agenda, Minutes and Reports:

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

9/15/2020 Charter revisions and review
10/16/19 As amended an Approved by the Salem State University Board of Trustees
12/2/2015 Approved by the Salem State University Board of Trustees

REQUEST FOR TRUSTEE ACTION

Date: September 23, 2020
To: Executive Committee, Board of Trustees
From: Rita P. Colucci, Vice President and General Counsel
Subject: Title IX Sexual Harassment Policy
Requested Action: Approval of changes to Salem State University's Equal Opportunity, Diversity and Affirmative Action Plan

The purpose of this motion is approve changes to Salem State University's Equal Opportunity, Diversity and Affirmative Action Plan, which allow for the incorporation of a new Title IX Sexual Harassment Policy. On May 4, 2020, the U.S. Department of Education released regulations directing how educational institutions must address incidents of sexual assault and harassment involving students and employees. These regulations, codified at 34 CFR 106, were effective on August 14, 2020.

Salem State University, along with the other Massachusetts state universities, created a new Title IX Sexual Harassment Policy to replace the former Sexual Violence Policy found in the Equal Opportunity, Diversity and Affirmative Action Plan.

A motion for interim approval of the changes was made at an Executive Committee meeting of the Board of Trustees on Wednesday, August 19, 2020. The motion was approved. The new policy is currently in effect pursuant to the motion for interim approval.

Authorization by the Executive Committee is requested on the motion below.

Recommended Motion

Motion to recommend that the Board of Trustees approve the incorporation of the new Title IX Sexual Harassment Policy into the State University's Equal Opportunity, Diversity, and Affirmative Action Plan, effective August 14, 2020.

Committee: Executive Committee
Committee Action:
Date of Action:

Trustee Action:

Trustee Approval Date:

Effective Date:

Signed: _____

Title: Secretary of Board of Trustees

Date: _____

2020 FINAL TITLE IX REGULATIONS

Definition & Background

“No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance.”

- Title IX of the Higher Education Act was passed in 1972 prohibiting sex discrimination by schools that receive federal funding.
- Educational programs and activities that receive federal funds from the Department of Education must operate in a nondiscriminatory manner.
- The DOE is the executive administrative agency that issues regulations and guidance letters interpreting the statute, including further defining what constitutes "sex discrimination" and what actions schools are required to take to comply with Title IX.
- a recipient of funding may not retaliate against any individual for opposing an unlawful educational practice or policy, or because a person made charges, testified or participated in any complaint action under Title IX.

Title IX Chronology

1972

Department of Education (DOE) enacts Title IX Regulations

1972 - 2011

Title IX Regulations applied primarily in gender equality and athletics

2011

Office of Civil Rights (OCR) releases the “Dear Colleague” letter emphasizing the application of Title IX to instances of sexual misconduct in schools (sexual misconduct is considered a form of gender discrimination)

2014

OCR releases Q&A guide on Title IX and Sexual Violence. Issues further guidance, including very detailed concepts for schools to adopt (*i.e. preponderance of evidence standard, urging single investigator model rather than hearings and increased protections for victims*).

2017

The Department of Education issues a new “Dear Colleague Letter” rescinding the prior dear colleague letters and confirms the DOE will engage in the formal rulemaking process on how universities respond to complaints of sexual misconduct.

2020

May 6, 2020, final rules released with August 14, 2020 effective date.

Major Changes in Title IX Definitions

	Previous SSU Definitions/Policy	New Title IX Definitions/Policy
<u>Sexual Harassment</u>	<p>Unwelcome conduct of a sexual nature is prohibited when:</p> <ol style="list-style-type: none"> 1. Quid pro quo Sexual Harassment; and/or 2. such conduct has the purpose or effect of substantially interfering with an individual's academic or work professional performance or creating a sexually intimidating or hostile employment, educational, or living environment 	<p>Sexual Harassment includes three (3) types of misconduct:</p> <ol style="list-style-type: none"> 1. Employee quid pro quo; 2. Unwelcome conduct that a reasonable person would find so severe, pervasive, and objectively offensive that it denies a person equal access to the institution's educational program or activity; 3. Sexual assault [as defined in the Clery Act], or dating violence, domestic violence, or stalking [as defined in the Violence Against Women Act (VAWA)].
<u>Jurisdiction</u>	<ul style="list-style-type: none"> • Occurs during University sponsored events or events of organizations affiliated with the university, including study abroad and outside internships • On Campus, or • Off campus, when the conduct involves behavior by or toward a community member, which (1) occurs during University-sponsored events or the events of organizations affiliated with the University; (2) negatively impacts a person's access to education programs and activities; (3) adversely affects or disrupts the campus community; and/or (4) poses a threat of harm to the campus community 	<ul style="list-style-type: none"> • Only within the United States • On Campus, or • Off-Campus, only if the location is part of "operations" <u>and</u> institution has substantial control over the place and the respondent" <ul style="list-style-type: none"> ▪ Includes any building owned or controlled by a student organization that is officially recognized by a university
<u>Notice/Actual Knowledge</u>	<ul style="list-style-type: none"> • "Constructive notice" University responds when a "responsible employee" "knew or reasonably should have known" of the sexual harassment • Once university employee receives report, the University is "on notice" of the incident and the University is then required, under most circumstances, to investigate 	<ul style="list-style-type: none"> • Notice of sexual harassment allegations provided to Title IX Coordinator, or • An official who has authority to institute corrective measures on behalf of the university • Actual knowledge does <u>not</u> trigger the obligation to investigate, but does trigger the obligation to provide supportive measures

Other Changes to Title IX Regulations

Standard of Proof	Schools can choose the burden of proof for Title IX adjudications
	✓ Salem State University has elected to keep the “preponderance of evidence” or “more likely than not” standard in place
Supportive Measures	Once a school has actual knowledge, university response must be mandatory, proactive and interactive, including the Title IX coordinator contacting a complainant, informing/offering a complainant supportive measures and explaining to a complainant the process for filing a formal complaint
	✓ Salem State University already has this process in place and will continue offering supportive measures and walking a complainant through the process
Informal Resolution	Schools can offer informal resolution options, such as mediation, to the parties, but both parties must give voluntary, informed, written consent. <i>**Note that schools cannot offer informal resolution for allegations that an employee sexually harassed a student</i>
Single Investigator Model	The investigator can no longer be the same person who determines whether the respondent is responsible. The university is to create/assign decision makers to determine issues of relevancy during live hearing and whether respondent is responsible
Live Hearings	Schools must provide live hearings for formal complaints of sexual harassment, including cross examinations conducted by advisors, questions by the decision maker, and audio or audio- visual recording or transcript of the hearing. Further, should a party not have an advisor, the university is obligated to provide one to the party

Title IX Complaint Process (pg. 1/2)

<u>Notice:</u>	<u>Investigative Process:</u>	<u>Live Hearing:</u>
<ol style="list-style-type: none"> 1. After filing formal complaint, notice sent to parties as soon as practicable. 2. Notice must include <ul style="list-style-type: none"> ➤ allegations, identity of parties, ➤ date, time and location of the incident (if known), ➤ parties' procedural rights, presumption of non-responsibility, ➤ Parties right to advisor ➤ Information related to informal Resolution Process 3. The parties have 10 days to respond and no investigative interviews will be conducted until after the 10 days 	<ol style="list-style-type: none"> 1. Administrative Investigators will be assigned 2. Party and witness interviews 3. Collection of Evidence, both inculpatory and exculpatory 4. Following collection of evidence, parties and advisors will be provided all evidence for review and will have 10 days to provide written response 5. Administrative Investigator will review the written responses to the evidence, if any, and, based on all the information provided, will complete investigative report summarizing the relevant evidence related to the allegations <ul style="list-style-type: none"> • The report cannot make a determination of responsibility 6. The report will be forwarded to the parties for review and written response 7. The final report written and forwarded to the parties & decision maker prior to hearing 	<ol style="list-style-type: none"> 1. The Title IX Coordinator will schedule a live hearing to be conducted in-person (if requested parties can be in separate rooms) or virtually and all parties, advisors, witnesses and decision makers, must be able to see and hear each other 2. At live hearing, the decision maker asks questions of the parties and witnesses 3. The decision maker will permit each party's advisor to ask the other party and any witnesses relevant questions including those challenging credibility. <ul style="list-style-type: none"> • Prior to the advisor asking a question, the decision-maker will determine relevancy • If the party does not have an advisor present, the university will provide the party with one 4. All parties and witnesses must "submit" to cross-examination for their statements to be considered in the determination. <ul style="list-style-type: none"> • If a party does not "testify", their out-of-hearing statement cannot be used as part of decision-maker's determination of responsibility • Decision Maker(s) cannot draw an inference about the determination regarding responsibility based solely on a party's or witness's absence from the live hearing or refusal to answer cross-examination or other questions.

Title IX Complaint Process (pg. 2/2)

Determination of Responsibility:	Appeal Process:
<ol style="list-style-type: none">1. To reach a determination, the Decision Maker will apply the preponderance of evidence standard2. The Decision Maker(s) will make submit a written determination regarding responsibility to the Title IX Coordinator3. The written determination will include:<ul style="list-style-type: none">• Identification of the allegations of sexual harassment; and• Description of the procedural steps taken from the receipt of the formal complaint through the determination,• findings of fact supporting the determination; and• Conclusions regarding the application of the Title IX Sexual Harassment Policy to the facts; and• A statement of, and rationale for, the result as to each allegation, including a determination regarding responsibility, any disciplinary sanctions the University imposes on the Respondent, and whether remedies designed to restore or preserve equal access to the University's education program or activity will be provided by the University to the Complainant; and• the University's procedures and permissible bases for the Complainant and Respondent to appeal.4. The decision maker will send the written determination to the Title IX Coordinator to be disseminated to the parties simultaneously	<p><i>Parties can appeal dismissal of formal complaint and final determinations</i></p> <ol style="list-style-type: none">1. The parties have ten (10) days following receipt of written determination to appeal decision2. The three grounds for which a determination can be appealed:<ol style="list-style-type: none">I. Procedural Irregularity that affected the outcome of the matter (i.e. failure to follow procedures)II. New evidence not reasonably available at the time determination was made, but could affect the outcome of the matterIII. The Title IX Coordinator, investigator or decision maker had a conflict of interest or bias for or against an individual party, or for or against complainants or respondents in general, that affected the outcome of the matter.3. The Appellate Administrator/Body will not be the same person as the Decision Maker(s) that reached the determination regarding responsibility or dismissal, the Administrative Investigator(s), or the Title IX Coordinator4. The parties will submit written statements and the Appeals Officer will hear the appeal and issue a written decision simultaneously to the parties describing the result of the appeal and the rationale for the result.

Title IX Complaint Timeframes

Title IX Complaint Phase

Parties provided notification of allegations	⑩ Promptly
Response to allegations Due	⑩ 10-Calendar Days following Notice
Formal Investigation	⑩ To be concluded, where practicable, within 60-calendar days of notice of allegations
Evidence Review & Written Response	⑩ 10-calendar days to review evidence and submit written response
Investigatory Report	⑩ As soon as practicable/Promptly (depending on if/how much additional investigation is required)
Investigatory Report Review & Written Response	⑩ 10-calendar days to review investigative report and submit written response
Live Hearing Scheduled	⑩ Within 15-business days of receipt of Investigative Report written responses
Determination of Responsibility	⑩ Within 10-business days following conclusion of live hearing
Appeal Submittal	⑩ Within 10-calendar days of written determination
Appeal Response	⑩ To be concluded, where practicable, within 30-calendar days of receipt of written appeal

Timeframe

New Title IX Regulation Concerns

- Likely to have chilling effect on victims
- Costly and difficult to implement
- Narrowed definitions of sexual harassment and jurisdiction
- Turns universities into courts
- Very prescriptive procedural requirements
 - Live hearings that are recorded
 - Parties advisor allowed to cross examine all witnesses and other party, including asking credibility questions
 - If a party does not have an advisor, the university must provide one to the party during the live hearing
 - Issues and decisions of relevance

Final Important Notes

- Title IX complaints that are dismissed for not meeting the new definition of Sexual Harassment or fall outside university jurisdiction may still be processed via other personnel and student policies, including the Discriminatory Harassment and Retaliation Policy and the Student Code of Conduct
- University working towards compliance with the new Title IX, including the following:
 - Assigning personnel involved in the Title IX Complaint Process mandatory and specific Title IX trainings (i.e. relevance, conflict of interest) via SUNY Code of Conduct platform
 - Working with Communications and Marketing to ensure all training materials available on SSU website
 - Ensuring seven (7) year recordkeeping requirement adhered to