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SUBJECT: Institutional Advancement and Marketing & Communications Committee Meeting Report for January 27, 2021

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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), Teresa Chisholm, Ruthanne Russell, Chair Rob Lutts, President Keenan (ex-officio), Vice President Cheryl Crouse (committee liaison), Assistant Vice President of Marketing and Communications Corey Cronin, Director of Campaign and Donor Relations Taylor Dunn, Interim Vice President of Enrollment Management Bonnie Galinski and Executive Assistant to Crouse Hai Huynh.

Trustee DeSimone called the meeting to order at 3:07 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**

#### **Fall advertising and early repositioning results (attached):**

Assistant Vice President Cronin presented highlights from the lengthy report that was submitted to the Trustees. This work includes graduate/adult and undergraduate advertising efforts, including the platforms that are used to recruit prospects that range from age 18 to 44. These campaigns cover application generation in the fall and winter, inquiry generation in the spring, transfer application generation, yield, and melt. Cronin also commented that the university also advertises on local radio, does display ads on selected websites, billboards and other outdoor media, limited print purchases, and other traditional advertising.

Cronin discussed new or increased marketing initiatives the university has undertaken during the past year due to the pandemic. These included increases in search engine marketing and YouTube advertising along with Salem State's next generation custom audience development. New programs include over the top TV and a new approach to programmatic audio.

He shared highlights from the FY21 fall digital media strategy and performance for graduate and undergraduate recruitment. The university's campaigns routinely outperform industry averages by 15% or greater. Cronin also discussed the challenge of recruiting transfer students this fall primarily due to a decrease in community college enrollments.

**Institutional Advancement  
Campaign Update (attached):**

Vice President Crouse reported that the university is 16% to the campaign goal of \$50 million, with \$2.7 million generated since December. The Advancement team has been working closely with the Campaign Steering Committee. She acknowledged Trustee Katzman and Trustee DeSimone for their work as co-chairs. The team continues to work with volunteers reviewing lists of prospects to identify future donors. Crouse announced Chair Lutts' additional campaign gift of \$100,000 to the Student Investment Fund where he has designated the gift as a match to inspire others to donate to the fund. Crouse reported highlights including achieving 86% toward the 100% board campaign participation goal by June 30, 2021 and reported that six priority prospect campaign gifts have been documented.

Campaign Director Dunn reviewed the campaign plan and explained the work being done to build advancement practice and sustaining it following the campaign. Highlights include a 9-month professional development curriculum through Plus Delta Partners, Business Intelligence dashboard development to elevate reporting in the department, messaging training through Libretto to enhance the campaign brand through individual outreach and connection to the brand, and Academic Leadership professional development. Dunn thanked Curt King, Chief Information Officer, and his team for their partnership in developing the Business Intelligence dashboard. The dashboard allows for the ability to adjust goals and proposal plans proactively. The messaging training will be a hands on tool kit provided to all leadership in the next few months. Currently, the case for support is being finalized by Libretto and campus partners and the campaign is forecasted to launch publically in September of 2022.

Interim Vice President of Enrollment Management Galinski presented the Viking Completion Grants Case, a potential funding opportunity that would align with the financial aid campaign priority. A list of campus collaborators was shared with the committee. Galinski shared that she witnesses students who have invested their time and education to Salem State University, can no longer do so due to finances. Completion grants would be transformative for those who have exhausted all other options. The team came up with different options and identified student's needs. Micro grants could be awarded to 50-75 seniors annually of up to \$6,500 each who have high academic merit and are most at risk for dropping out. Program components and management include being ready to distribute as soon as funds are received and providing coaching and support to seniors as they finish their education.

Dunn reviewed the post award process highlighting students must meet with a completion coach, apply to graduate, agree to terms and conditions, and write a thank you letter to donors. Awardees will also receive a letter from founding donors, congratulating awardees and encouraging them to pay it forward. Student must also participate in the Go pro Career Development Course if they have not yet taken it.

DeSimone noted that Crouse and her team have fostered relationships for several years and have ensured that the needs of the institution and our students align with our donor's passion. Crouse announced that the university has received the largest cash gift in state university history of \$6 million. Crouse noted that the Advancement team has broken a fiscal year record of raising \$8.8 million with five months to go in the fiscal year despite having less staff than in the 10,000 Reasons Campaign. The prior record was \$6.9 reached in FY12.

Board of Trustee members celebrated the transformational gift. Crouse confirmed that there is a communication plan that is tied to a press release and email communication to come including reaching out to the Commissioner of Higher Ed and the Governor.

**Committee Charter Review:**

No modifications were made to the committee charter.

There being no new business to come before the committee,

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

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

Voting in the Negative: None

Absent: Jamie Zahlaway Belsito

The meeting was adjourned at 3:46 pm.

# Marketing and Communications Board of Trustees Committee Presentation

January 27, 2021

Overview of FY21 Fall Digital Media Strategy and Performance



# How We Reach Active Shoppers and Identify New Prospects

## Graduate

1. Search Engine Marketing (SEM)
2. Over the Top TV
3. YouTube
4. Snapchat
5. Facebook
6. LinkedIn
7. Instagram
8. Mobile Apps
9. Google Display
10. Verizon Display
11. Programmatic Audio

## Undergraduate

1. YouTube
2. TikTok (new this semester)
3. Snapchat
4. Facebook
5. Instagram
6. Mobile Apps
7. Google Display
8. Verizon Display

# How We Reach Active Shoppers and Identify New Prospects

## SEARCH ENGINE MARKETING (SEM) AND YOUTUBE INTEREST BASED ADVERTISING

Intent based advertising reaches those actively researching graduate and continuing education opportunities

## NEXT GEN CUSTOM AUDIENCE

Takes students we know and helps influence them and pull them through our funnel by pushing ads to them across their personal mobile devices, social platforms and digital sites and apps

## OVER THE TOP TV

Targets adults working at home and teens e-learning from home who have expressed an interest in furthering their education and drives new leads to our website

## PROGRAMMATIC AUDIO

Targets teens and adults in our marketing area via their favorite audio streaming apps

# Highlights: FY21 Fall Digital Media Strategy and Performance

## Graduate

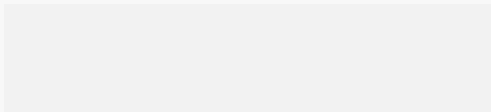
- Our search engine marketing (SEM) results are measuring 23.53% click-through rate (CTR), which about 10X greater than average
- Our Connected TV ads have reach 19,676 unique households
- Our YouTube graduate campaigns have a view thru rate of 40.80%--this platform claims a “good” view rate is 25%

## Undergraduate (includes continuing education)

- Our next generation custom audience campaigns CTR is .32%, the national average is .10%
- The first-time freshman YouTube campaign video has been viewed 164,231 times with a view thru rate of 55.35% and brought 218 prospects to our admissions page
- Our Snapchat campaigns garnered over 3.5M impressions this fall; with 19k swipe-ups
- 24 Facebook and Instagram campaigns brought nearly 4,200 clicks to admissions/registration pages

## Challenges

- We’re struggling to connect with our Transfer population
- The results, for example, of YouTube view rate is 25% versus 55% for traditional and continuing education undergraduates



# Institutional Advancement and Marketing Board of Trustees Committee Report

January 27, 2021

## Overview of FY21 Fall Digital Media Strategy and Performance

*No place so close can take you so far!*

Recruiting Undergraduate, Transfer, Graduate and Continuing Education Prospects

# Overview

- Marketing develops, launches and measures digital advertising campaigns across social media and other digital platforms.
- Our goal is to reach active shoppers and identify new prospects so we can drive them to inquire and then apply.
- This work, done in close partnership with the admissions team and others on campus, helps build our recruitment funnel.
- Marketing also helps with the yield process, encouraging prospects to deposit, and supports retention efforts.
- Although Salem State's marketing and admissions areas do much of this work directly, we also partner with EAB and Encoura/NRCCUA.
- EAB helps us drive prospects that come to us from purchased lists or inquiries to apply and then deposit through email and limited paid social media campaigns.

# Overview

- Encoura/NRCCUA (National Research Center for College and University Admissions) takes these same EAB students, along with captured prospects through collecting IP addresses and other data, and aggressively reaches them through a multiple platform strategy.
- These digital approaches allow us to spend money wisely by quickly knowing what is working, which campaigns need to be changed, and where to invest additional dollars.
- Please be aware that Marketing also advertises on local radio, does display ads on selected websites, billboards and other outdoor media, limited print purchases, and other traditional advertising.
- The following pages describe some of the digital advertising and outreach efforts we have done this fall.

# Highlights

## Graduate

- Our search engine marketing (SEM) results are measuring 23.53% click-through rate (CTR), which about 10X greater than average
- Our Connected TV ads have reach 19,676 unique households
- Our YouTube graduate campaigns have a view thru rate of 40.80%--this platform claims a “good” view rate is 25%

## Undergraduate (includes continuing education)

- Our next generation custom audience campaigns CTR is .32%, the national average is .10%
- The first-time freshman YouTube campaign is still underway but it’s very exciting—our video has been viewed 164,231 times with a view thru rate of 55.35% and brought 218 prospects to our admissions page
- Our Snapchat campaigns garnered over 3.5M impressions this fall

## Challenges

- We’re struggling to connect with our Transfer population
- The results, for example, of YouTube view rate is 25% versus 55% for traditional and continuing education undergraduates



# How We Reach Active Shoppers and Identify New Prospects

## SEARCH ENGINE MARKETING (SEM) AND YOUTUBE INTEREST BASED ADVERTISING

Intent based advertising reaches those actively researching graduate and continuing education opportunities

## NEXT GEN CUSTOM AUDIENCE

Takes students we know and helps influence them and pull them through our funnel by pushing ads to them across their personal mobile devices, social platforms and digital sites and apps

## OVER THE TOP TV

Targets adults working at home and teens e-learning from home who have expressed an interest in furthering their education and drives new leads to our website

## PROGRAMMATIC AUDIO

Targets teens and adults in our marketing area via their favorite audio streaming apps

# Graduate Overview

Our Graduate/Adult digital media plan includes seven very robust campaigns running from late October 2020 through April 2021.

These campaigns are focused on identifying new leads and driving inquiries and applications through strategic applications of 11 of today's top media platforms for Adults 18-44 including:

1. Search Engine Marketing (SEM)
2. Over the Top TV
3. YouTube
4. Snapchat
5. Facebook
6. LinkedIn
7. Instagram
8. Mobile Apps
9. Google Display
10. Verizon Display
11. Programmatic Audio

# Undergraduate Overview

Our Undergraduate digital media plan includes 12 campaigns running from late October 2020 through early May.

These campaigns cover application generation in the fall and winter, inquiry generation in the spring, transfer application generation, yield and melt.

These campaigns include very thoughtful applications of eight of today's top media platforms for Gen Z including:

1. YouTube
2. TikTok (new this semester)
3. Snapchat
4. Facebook
5. Instagram
6. Mobile Apps
7. Google Display
8. Verizon Display

# A Look at Our Media Plans and Results for Fall FY21

# Grad / Adult / Online Media Plan

Initiative	Requirement	Strategy	Start	End Date	Impressions	CPM	Investment	Notes
January Start Lead Gen I	Next Gen Custom Audience	Your grad and adult prospects PLUS students who applied UG who were not not accepted or who were accepted but did not attend or who attended but stopped out -- going back 2-10 years, matched to their mobile, social and digital IDs including LinkedIn, Facebook, Instagram, Mobile Device and IP Address.	10/26/2020	12/1/2020	450,000	\$15	\$6,750	<b>LIVE</b>
January Start Lead Gen II	YouTube	YouTube pre roll advertising based on anyone searching on 'Grad' keywords on YouTube within a 30 mile radius of your campus. Keywords include but are not limited to phrases like "grad school, MBA, distance learning, degree completion, online learning, etc. We can also match your students to their YouTube account.	11/02/2020	1/4/2021	500,000	\$20	\$10,000	<b>LIVE</b>
January Start Lead Gen III	SEM	Search Engine Marketing (SEM) of your grad/adult programs. We will create a map of the programs you want to promote and their landing pages and generate a list of recommended keywords. From that map we'll write ad copy for your approval. We'll manage the bidding and optimization of your SEM campaigns closely and meet with you regularly to discuss bi-weekly SEM reports and make recommendations on how to increase ROI. NOTE: This is the only service that has a built in 20% campaign management fee. No other service outlined in the Grad & Adult and Undergrad &	10/30/2020	12/31/2020	3 Months	\$5,000 per month	\$15,000	<b>LIVE</b>
January Start Lead Gen III	OTT	Target adults 22-44 looking for grad degrees online to use a connected tv device for example, roku, apple tv, amazon firestick within 20 Mile radius	11/2/2020	12/31/2020	300,000	\$50	\$15,000	<b>LIVE</b>
May Start Lead Gen I	YouTube	YouTube pre roll advertising based on anyone searching on 'Grad' keywords on YouTube within a 30 mile radius of your campus. Keywords include but are not limited to phrases like "grad school, MBA, distance learning, degree completion, online learning, etc. We can also match your students to their YouTube account.	1/18/2021	4/30/2021	300,000	\$20	\$6,000	Need Video.
May Start Lead Gen II	Programmatic Audio	Your ads showcased in short commercial breaks on Pandora, Spotify, iHeartRadio, Podcasts and others. We can look for a net new audience by targeting by age and music genre and geography and/or we can do a Custom Audience application against your student data.	1/8/2021	5/1/2021	610,000	\$25	\$15,250	New Audio clip. We will work on this. Reva will write some sample copy (3 different tones). Reva will send norwich ad. Spoke with Erin on 12/21, we agreed to push back, she's getting approval on
May Start Lead Gen III	SEM	Search Engine Marketing (SEM) of your grad/adult programs. We will create a map of the programs you want to promote and their landing pages and generate a list of recommended keywords. From that map we'll write ad copy for your approval. We'll manage the bidding and optimization of your SEM campaigns closely and meet with you regularly to discuss bi-weekly SEM reports and make recommendations on how to	1/11/2021	4/30/2021	4 Months	\$5,000 per month	\$20,000	We need program list. Reva is working with our operationst team on this. Met with Erin on 12/21, she's needs Zac to weigh in, pushing back SEM to know priorities.
<b>TOTAL FY21 INVESTMENT</b>					<b>2,160,000</b>	<b>7 Months of SEM</b>	<b>\$88,000</b>	

# Graduate Results as of 12/18

## SEARCH ENGINE MARKETING (SEM)

- Salem State has a 23.53% CTR – that is about 10X what our partner Encoura usually experiences.
- We are 50% through our SEM spend and already we've generated 47,549 impressions and 11,190 clicks!
- There were 9,284 verified actions and
  - 8,300 of those went to our Graduate Studies page
  - 610 of those went to our Graduate Admissions page
  - 43 looked at our MS in Accounting Program page

## NEXT GENERATION CUSTOM AUDIENCE

- This campaign wrapped up on 12/1/20.
- This campaign drove 1,338 clicks and a CTR of 0.30%. The national average CTR for a campaign like this is 0.10%. Encoura's average is 0.20%.
- There were 904 verified actions.

## OVER THE TOP TV

- Our Connected TV ads have reached 19,676 unique households!
- We don't measure OTT by clicks but there were 79 verified actions that occurred to date and 33 went to graduate admissions!

# Graduate Results as of 12/18

## YouTube

- We delivered 317,440 impressions so far and 129,509 viewed our video.
- Video has a view thru rate of 40.80%. That's great! YouTube says on their own site that a 'good' view thru rate is 25%.
- There were 259 clicks and 235 verified actions. There were some activities on UG pages as well as Grad from this campaign.
- There were 221 verified actions driven to Grad Admissions.

Cost Metrics	Salem State	National Benchmarks
Media Spend to Date	\$33,599	
Total Clicks	12,790	
Cost Per Click	\$2.63	\$5.00
Verified Actions	10,502	
Cost Per Verified Action	\$3.20	\$10 to \$15
Expressions of Interest	10,126	
Cost Per Expression of Interest	\$3.32	\$25

# Undergraduate / Transfer Media Plan

Initiative	Requirement	Strategy	Start	End Date	Impressions	CPM	Investment	NOTES
Fall HS Apply Push I	Next Gen Custom Audience	Your HS Seniors matched to their Snapchat, Instagram, Facebook, Mobile Apps, Google and Verizon Ad Exchanges	10/27/2020	2/1/2021	1,000,000	\$15	\$15,000	LIVE
Fall HS Apply Push II	YouTube	Demographic and geographic targeting. Review High School zip codes	10/31/2020	2/1/2021	750,000	\$20	\$15,000	LIVE
Transfer I	YouTube	Transfer Targeting	10/27/2020	6/1/2021	500,000	\$20	\$10,000	LIVE
Transfer II	Mobile Campaign	Geo fencing of your top feeder community colleges	1/11/2021	5/14/2021	500,000	\$10	\$5,000	POSSIBLY REALLOCATE
Spring HS Apply Push	YouTube	Demographic and geographic targeting. Review High School zip codes	2/2/2021	5/1/2021	300,000	\$20	\$6,000	
Junior Inquiry/Visit Push I	Next Gen Custom Audience	Your HS Juniors matched to their Snapchat, Instagram, Facebook, Mobile Apps, Google and Verizon Ad Exchanges	2/8/2021	7/4/2021	500,000	\$15	\$7,500	
TBD	Programmatic Audio	Targeting tbd	TBD	TBD	460,000	\$25	\$11,500	POSSIBLY REALLOCATE
Yield Push	Next Gen Custom Audience	Your applicants/no visit and admits/no deposit and desirable inquiries/no app all matched to their Snapchat, Instagram, Facebook, Mobile Apps, Google and Verizon Ad Exchanges	2/15/2021	5/1/2021	500,000	\$15	\$7,500	
Summer I	Next Gen Custom Audience	Your best summer prospects matched to their Snapchat, Instagram, Facebook, Mobile Apps, Google and Verizon Ad Exchanges	3/20/2021	7/1/2021	500,000	\$15	\$7,500	
Deposit Push	Traditional Custom Audience	Your list of admits and their parents too if you can also provide	4/1/2021	5/1/2021	500,000	\$10	\$5,000	
Salem State Commencement	Mobile Campaign	Geo Fencing of Salem State Commencement	TBD	TBD	50,000	\$10	\$500	
NSCC Commencement	Mobile Campaign	Geo Fencing of Salem State campus for NSCC commencement ceremony	TBD	TBD	50,000	\$10	\$500	
<b>TOTAL FY21 INVESTMENT</b>					<b>5,610,000</b>		<b>\$91,000</b>	



# Undergrad Results as of 12/18

## UG Apply Next Gen Custom Audience

- We are 44% into this campaign and the clicks, CTR and verified actions are all strong
- CTR is 0.32%. The national average is 0.10%. NRCCUA average is 0.20%. Our CTR is way above market.
- Verified actions increased from 811 to 1,269 from last year. Verified actions are those zero bounce, highly intentional actions taken across tagged pages of website.
- Of the 1,269 verified actions, here what students were looking at:
  - 838 on Undergrad Application (that's up from 571 last report)
  - 116 on Majors and Programs
  - 99 on Financial Aid

## First Time Freshman YouTube

- We are 40% into this campaign and I like what we are seeing:
  - Video has been viewed a staggering 164,231 times!
  - View thru rate is off the charts .... 55.35% - YouTube says on their own site that a 'good' view thru rate is 15%.
  - There have been 245 verified actions which is up from 156 from the last report.
  - 218 of the 245 verified actions experienced our Admissions Main Page.

# Undergrad Results as of 12/18

## Transfer YouTube

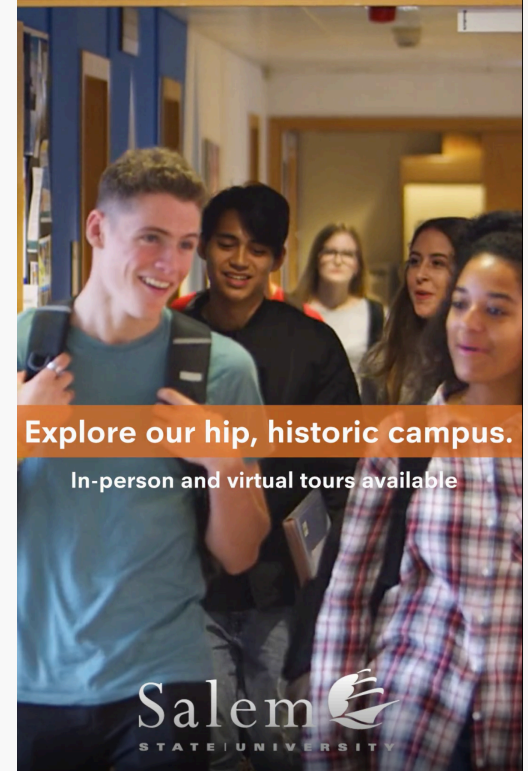
- We are 25% into this campaign and we are pacing slowly right now on the results.
- Our video was seen by this audience a total of 30,966 times for a view thru rate of 25.22 – still over market but not as high as the FTIC campaign above.
- I believe that this campaign needs to build frequency in order to build momentum.
- So far there have been 125 verified actions, 24 of which are looking at Transfer content
- Another consideration could be that students are delaying their transfer decisions due to COVID-19 and anxiety over online vs. in person classes, tuition and financial concerns.
- We'll keep watching these campaigns carefully.

Cost Metrics	Salem State	National Benchmarks
Media Spend to Date	\$12,894	
Total Clicks	1,737	
Cost Per Click	\$7.42	\$5.00
Verified Actions	1,555	
Cost Per Verified Action	\$8.29	\$10 to \$15
Expressions of Interest	1001	
Cost Per Expression of Interest	\$13	\$25

# Social Media Paid Advertising

# Snapchat Overview

- Ran eight campaigns from 9/28-12/9
- Topics: apply for free, visit campus, virtual tour, no place so close
- 3,508,788 impressions (avg per campaign 438,599)
- 19,403 swipe-ups (avg. 2,425)
- \$8,151 spent (avg. \$1,019)



# Snapchat: Apply for Free

Campaign Name	Amount Spent	Date	Paid Impressions	Paid eCPM	Swipe Ups	eCPSU
Fall 20 Apply for Free (Geographic Targeting)	\$1500	10/19-11/11	939,867	\$1.60	5,306	\$0.28
Fall 20 Apply for Free (Prospect List)	\$1500	10/19/11/2	334,480	\$4.48	1,652	\$0.91
Fall 20 Apply for Free December 10 (Prospect List)	\$1000	11/21-12/9	208,817	\$4.79	1,147	\$0.87
Fall 20 Apply for Free December 10 (Geographic Targeting)	\$1000	11/21-12/9	528,806	\$1.89	2781	\$0.36

Paid eCPM = effective cost per thousand impressions

eCPSU – effective cost per swipe up (similar to a click on other platforms)

December 10 date: relaunch of Apply for Free ads for extended deadline

# Snapchat: Visit/Virtual Tour

Campaign Name	Amount Spent	Date	Paid Impressions	Paid eCPM	Swipe Ups	eCPSU
Fall 20 Visit Us (Prospect List)	\$1000	9/28-11/21	296,122	\$3.38	1,476	\$0.68
Fall 20 Tour Salem State Anywhere (Geographic Targeting)	\$450.86	9/9-9/24	276,663	\$1.63	1,944	\$0.23
Fall 20 Tour Salem State Anywhere (Prospect List)	\$700	9/9/-9/23	198,548	\$3.53	1,084	\$0.65
Fall 20 Visit Us (Geographic Targeting)	\$1000	9/27-11/21	725,485	\$1.38	4,013	\$0.25

Paid eCPM = effective cost per thousand impressions

eCPSU – effective cost per swipe up (similar to a click on other platforms)

# Facebook and Instagram Overview

- 24 Campaigns between 8/1-12/15
- Topics: Apply for Free, Open House, Campus Visits, Virtual Tours, Registration
- Total Spend: \$9,508 (avg: \$380/campaign)
- Clicks to admissions/registration: 4,189 (avg. 168)
- Note: December 10 campaigns reflect an Apply for Free campaign relaunch following deadline extension

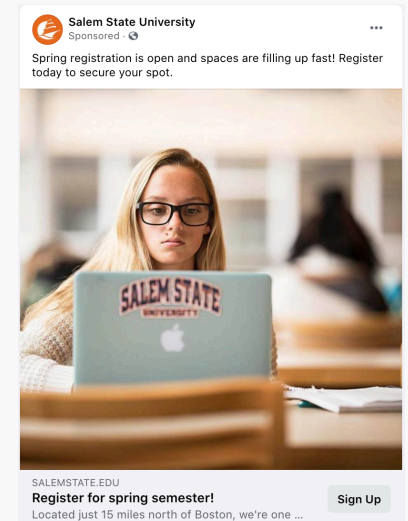
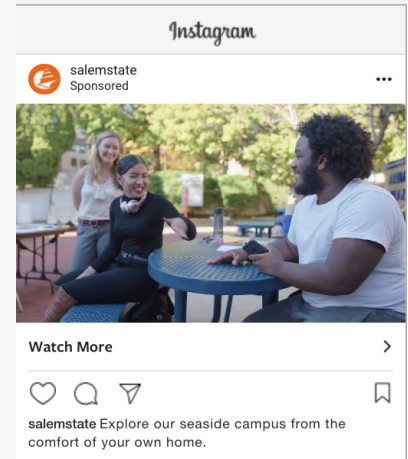
## Metrics Key:

Impressions: Number of times an ad was viewed

Reach: Unique impressions

CTR: Click-Through rate (clicks/impressions)

CPC: Cost per click (clicks/total spend)



# Facebook/Instagram Campaigns: Undergraduate Apply

Campaign	Reach	Impressions	Clicks	CTR	Spend	CPC
Fall 20 Apply for Free December Deadline (Geographic Targeting)	29,336	135,880	358	0.39%	\$742.56	\$2.07
Fall 20 Apply for Free December Deadline (Prospect List)	3,601	23,038	32	0.26%	\$121.15	\$3.79
Fall 20 Apply for Free (Geographic Targeting)	34,248	97,353	171	0.29%	\$496.31	\$2.90
Fall 20 Apply for Free (Geographic Targeting 2)	32,856	212,611	479	0.32%	\$746.85	\$1.56
Fall 20 Apply for Free (Prospect List)	12,344	51,368	123	0.40%	\$496.74	\$4.04
Fall 20 Apply for Free (Prospect List) - 2	8,674	69,410	165	0.39%	\$339.29	\$2.06



# Facebook/Instagram Campaigns: Transfer Apply

Campaign	Reach	Impressions	Clicks	CTR	Spend	CPC
Fall 20 Apply for Free December Deadline (Geographic Targeting)	6,824	49,293	96	0.29%	\$354.52	\$3.69
Fall 20 Apply for Free December Deadline (Prospect List)	96	396	1	0.25%	\$5.74	\$5.74
Fall 20 Apply for Free (Geographic Targeting)	26,632	90,097	163	0.26%	\$495.43	\$3.04
Fall 20 Apply for Free (Geographic Targeting) 2	30,551	230,263	361	0.20%	\$700.54	\$1.94

# Facebook/Instagram Campaigns: Graduate Apply

Campaign	Reach	Impressions	Clicks	CTR	Spend	CPC
Fall 20 Apply for Free (Geographic Targeting)	45,400	161,813	488	0.37%	\$649.17	\$1.33
Summer 20 Apply Now (Fall 20)	1,579	14,654	30	0.29%	\$73.91	\$2.46
Fall 20 Apply for Free (Graduate Prospects)	1,002	22,535	97	0.55%	\$238.79	\$2.46
Fall 20 Open House (Geographic Targeting)	27,383	66,725	225	0.47%	\$349.34	\$1.55
Fall 20 Open House (Prospect List)	11,092	39,812	93	0.34%	\$347.43	\$3.74

# Facebook/Instagram Campaigns: Visit and Virtual Tours

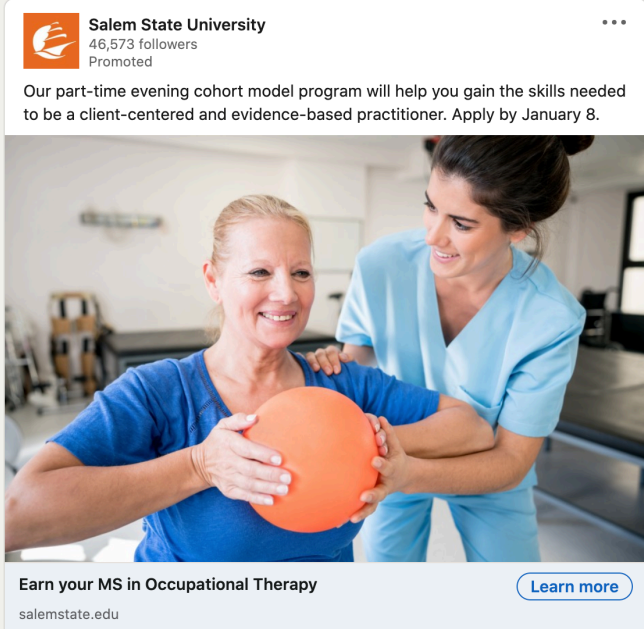
Campaign	Reach	Impressions	Clicks	CTR	Spend	CPC
Tour Salem State Anywhere (Geographic Targeting)	4,161	50,440	91	0.32%	\$362.77	\$3.99
Tour Salem State Anywhere (Prospect List)	10,086	50,729	166	0.60%	\$483.77	\$2.91
Fall 20 Visit Us (Geographic Targeting)	8,128	49,968	84	0.27%	\$277.01	\$3.30
Fall 20 Visit Us (Prospect List)	6,848	34,437	80	0.32%	\$330.27	\$4.13
Fall 20 Visit, Open House, Apply Carousel (Geographic Targeting)	35,624	217,642	402	0.40%	\$750.00	\$1.87
Fall 20 Visit, Open House, Apply Carousel (Prospect List)	9,048	102,879	180	0.40%	\$744.57	\$4.14

# Facebook/Instagram Campaigns: Class Registration

Campaign	Reach	Impressions	Clicks	CTR	Spend	CPC
Fall 20 Winter session Registration (Campus Connections)	36,872	39,329	238	0.93%	\$226.69	\$0.95
Fall 20 Winter session Registration (Prospect List)	2,449	15,627	56	0.60%	\$152.13	\$2.72
Summer 20 Undergraduate Re-enrollment for Fall 20	100	485	2	0.62%	\$2.47	\$1.24
Fall 20 Re-enrollment Campaign Spring 21	463	2609	8	0.65%	\$20.73	\$2.59

# LinkedIn Overview

- Six campaigns total from 9/23-12/15
- Topics: Graduate open house, apply for free, MSOT, MSW
- 54,835 impressions (average 9,139/campaign)
- 269 clicks (average 45/campaign)
  - average CTR .70%
- \$2,168 spent (average \$361/campaign)
  - avg. CPC \$8.48



The image shows a LinkedIn advertisement for Salem State University. At the top left is the university's logo, an orange square with a white stylized 'S' and 'U'. To its right, the text reads 'Salem State University', '46,573 followers', and 'Promoted'. Below this is a short paragraph: 'Our part-time evening cohort model program will help you gain the skills needed to be a client-centered and evidence-based practitioner. Apply by January 8.' The main visual is a photograph of a female occupational therapist in light blue scrubs assisting an older woman in a blue shirt with a large orange ball. At the bottom of the ad, the text 'Earn your MS in Occupational Therapy' is displayed next to a 'Learn more' button. The URL 'salemstate.edu' is at the bottom left.

# LinkedIn Campaigns

Campaign	Impressions	Clicks	CTR	Spend	CPC
Fall 20 Graduate Admissions Open House (Geographic Targeting)	4,375	16	0.37%	\$214.65	\$13.42
Fall 20 Graduate Admissions Open House (Prospect List)	960	18	1.88%	<u>\$64.08</u>	\$3.56
Fall 20 Apply for Free (Prospect Lists)	14,554	107	0.74%	\$750	\$7.01
Fall 20 Apply for Free (Geographic Targeting)	15,451	68	0.44%	\$500	\$7.35
Fall 20 MSW Awareness	15,073	37	0.25%	\$500	\$13.51
Fall 20 MS, Occupational Therapy Apply Now	4,422	23	0.52%	\$139.10	\$6.05

**Board of Trustee  
IA.MC Committee meeting  
Meet the Moment Update  
Wednesday, January 27, 2021**

Bonnie Galinski, Interim Vice President, Enrollment Management and Marketing  
Taylor Dunn, Director, Campaign and Donor Relations  
Cheryl Crouse, Vice President, Institutional Advancement and Executive Director, SSU Foundation



**Financial Targets**

**16% to \$50 Million working goal**

**Campaign II Goals**

University Fundraising Priority	Goal	Total Raised	Balance	% to Goal
Financial Aid	\$15,000,000	\$4,292,347	\$10,707,653	29%
High-Impact Retention Practices	\$15,000,000	\$1,909,804	\$13,090,196	13%
SSU BOLD	\$10,000,000	\$1,163,686	\$8,836,314	12%
Unrestricted	\$10,000,000	\$544,206	\$9,455,794	5%
<b>Campaign totals</b>	<b>\$50,000,000</b>	<b>\$7,910,043</b>	<b>\$42,089,957</b>	<b>16%</b>

Gift Type	Goal	Total Raised	Balance	% to Goal
Endowment	\$20,000,000	\$1,646,276	\$18,353,724	8%
Spendable	\$20,000,000	\$3,270,357	\$16,729,643	16%
Planned Gifts	\$10,000,000	\$2,996,500	\$7,003,500	30%
<b>Total</b>	<b>\$50,000,000</b>	<b>\$7,913,133</b>	<b>\$42,086,867</b>	<b>16%</b>

**As of December, 31 2020**



## Leadership

### Campaign Steering Committee

- Midge DeSimone '76, co-chair
- Kim Gasset-Schiller '83, '18H, co-chair
- Nicole Goggin '14, '17G, co-chair
- Donna Katzman '78, '98G, co-chair
- Elliot Katzman '78, co-chair
- Carol Ampey-Sullivan '93
- Elisa Castillo, PhD
- Jake Cotter '12
- Annalisa Di Palma
- Dino Di Palma
- Ryan Fisher, PhD
- Arthur Gerald, Jr. '12H
- Bernie Gordon '85H
- Lauren Hubacheck
- Miranda Lam, PhD
- Kathy Murphy '75
- John Pastore, Jr. '94, CRPC
- Phil Ricciardiello '19H
- Cindy Vincent, PhD

### Highlights:

- Held two committee meetings
- Selected campaign name
- Reviewing campaign identity
- Reviewing prospect lists with fundraisers
- Strategizing on audience communications and messaging
- Soliciting Foundation Board



## Prospects

### Highlights

- 86% toward 100% board campaign participation by June 30, 2021
- 6 priority prospect campaign gifts have been documented

### Board Giving

Volunteer Board	Total Giving	Total Participation	# of unique members
<b>Board of Trustees</b>			
Campaign Total Giving	\$3,401,034	92%	12
Annual Unrestricted FY21	\$0	0%	11
<b>Foundation Board of Directors</b>			
Campaign Total Giving	\$1,177,819	100%	23
Annual Unrestricted FY21	\$71,859	57%	21
<b>Alumni Association Board of Directors</b>			
Campaign Total Giving	\$519,814	75%	40
Annual Unrestricted FY21	\$275	13%	30
<b>Campaign II Steering Committee</b>			
Campaign Total Giving	\$3,707,759	89%	18
Annual Unrestricted FY21	\$12,059	28%	18

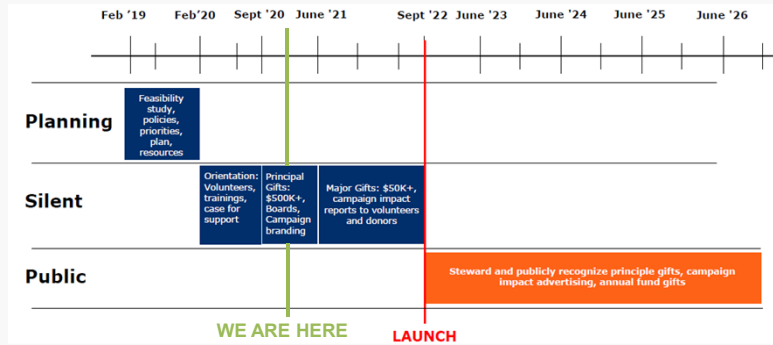




# Plan

## Highlights

- Our work with Plus Delta Partners
- Business Intelligence dashboard development
- Messaging training
- Academic Leadership professional development



# Case

Target	Campaign marketing activity
COMPLETED	<ul style="list-style-type: none"> <li>• Messaging platform</li> </ul>
COMPLETED	<ul style="list-style-type: none"> <li>• Campaign name selection</li> </ul>
February	<ul style="list-style-type: none"> <li>• Campaign identify selection</li> <li>• Outline funding opportunities for case for support</li> </ul>
February-April	<ul style="list-style-type: none"> <li>• Messaging training with boards, university leadership and advancement</li> <li>• Campaign communications plan</li> </ul>
June	<ul style="list-style-type: none"> <li>• First draft of case for support</li> </ul>
September	<ul style="list-style-type: none"> <li>• Final case for support</li> </ul>



## Case: Viking Completion Grants

### Campaign Priority: Financial Aid

#### Collaborators

##### Enrollment Management

- Bryan Boppert, Associate Director, Student Navigation Center
- Laura DiChiara, Executive Director, Student Navigation Center
- Bonnie Galinski, Interim VP, Enrollment Management and Marketing
- Scott Jewell, Director, Financial Aid

##### Career Services

- Lauren Hubacheck, Associate Dean, Transition and Experience

##### Advancement

- Cheryl Crouse, VP, Institutional Advancement and Executive Director, Salem State Foundation
- Taylor Dunn, Director, Campaign and Donor Relations
- Mandy Ray, AVP, Institutional Advancement



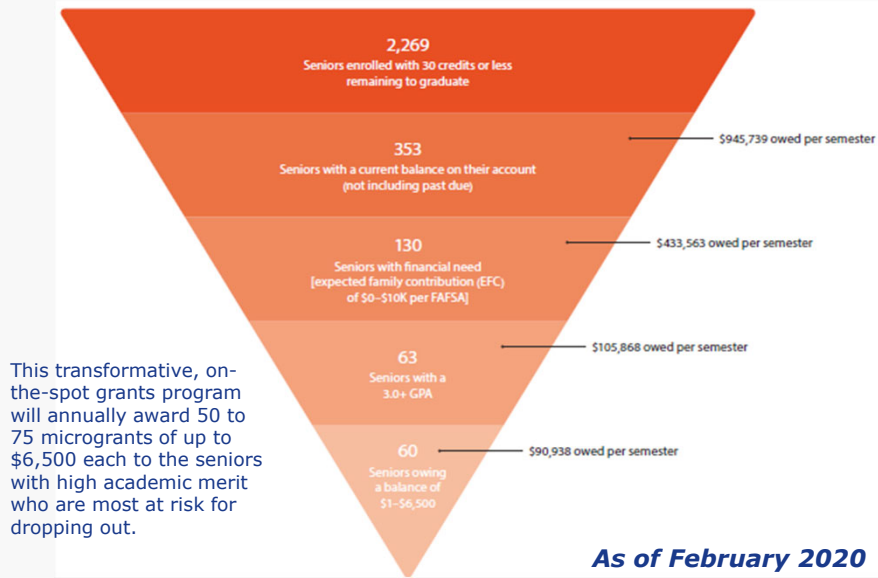
## Case: Viking Completion Grants

### Steps to Development

1. Donor passion aligned with most crucial impact
2. Establish eligibility criteria
3. Determine Program components and management
4. Determine awarding process
5. Determine data recording and reporting
6. Determine donor and student connections



## Donor passion aligned with most crucial impact:



This transformative, on-the-spot grants program will annually award 50 to 75 microgrants of up to \$6,500 each to the seniors with high academic merit who are most at risk for dropping out.

*As of February 2020*



## Case: Viking Completion Grants

### Program components and management

- Student Navigation Center will lead the program in collaboration with Financial Aid and Career Services.
- Assistant Director, Student Navigation Center will serve as recipients' completion coach.
- Navigate and Handshake will be used to track cohort of recipients.

### Application Process

- The Student Navigation Center team refers students to the assistant director for consultation to determine eligibility before applying.
- Students apply via Academic Works, our online scholarship database system.
- Each award is reviewed and approved by the Student Navigation Center assistant director, who will be their college completion coach until graduation.



## Case: Viking Completion Grants

### Post-Award Process

- Students meet with completion coach to review the award's terms and conditions.
- Students complete the following before funds are disbursed:
  - Apply to graduate (eligible students are within 90 credits of graduation).
  - Agree to the terms and conditions by signing the award letter.
  - Write a thank you letter to donors
- Funds are applied to student's account.
- Awardees receive a letter from founding donors, congratulating awardees and encouraging them to pay it forward.
- Students must enroll in courses that count toward graduation.
- Students must participate in the Go Pro Career Development Course if they have not yet taken it.



## Transformational Gift Announcement



## Transformational Gift Announcement

**Kim Gassett-Schiller '83, '18H, co-chair**

### **VIKING COMPLETION GRANTS**

**\$5,000,000**

- 50-75 students annually will receive the necessary funds to graduate
- \$153,857 annually in perpetuity, beginning in 2021

### **ANNUAL FUND**

**\$1,000,000**

- Unrestricted
- Gassett Fitness Center
- Center for Academic Excellence





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

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**Purpose:**

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

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

### **Responsibilities for Advancement**

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

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

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

### **Membership:**

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

### **Staff Designee:**

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

**Meetings:**

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

**Agenda, Minutes, and Reports**

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



**SUBJECT:** Academic Affairs and Student Life Committee Meeting Report for January 27, 2021

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The Academic Affairs and Student Life Committee of the Board of Trustees met remotely via Zoom on Wednesday, January 27, 2021, 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 3:46 pm. The following items were discussed:

### **Spring 2021 Enrollment Update**

Vice President Galinski provided the committee with an enrollment update (Attachment A). It was reported that enrollment data is as of Monday, January 25. It was noted that the steep decline in continuing education credit hours is due to many COVID-related factors, including that some CE students are taking daytime classes during the pandemic since they are mostly online. It was reported that overall that COVID adjusted enrollment is landing in a better place than we thought it would.

### **Fall 2021 Admissions Update**

Vice President Galinski updated the committee on fall admissions (Attachment B). It was reported that there is a delay in application submissions, which is a national trend. We are currently ahead by more than 120 admits compared to last year at this time. Enrollment projections are based on historical trends, student demand, future market shifts, competitor impact, enhanced marketing and admissions efforts, and COVID. It was noted that there has been an increase in nursing and healthcare studies but a loss in most other majors. There is also continuing decline in high school graduates and the traditional college going population. Recruitment efforts are targeting increased programs for adult learners, including partnerships with local organizations and businesses.

### **Enrollment Snapshot and Planning**

Provost Silva provided the committee with a framework of recovering (recruitment and retention) and growth (alignment and innovation) for a path forward (Attachment C). It was explained that recruitment indicates student interest. Retention indicates students’ interest in remaining at Salem

State once here. Departments with 10 or more majors are more reliable indicators of student retention than departments with fewer majors. It was noted that many factors account for student retention, most critically a sense of connectedness and belonging. All departments play some role in educating our students at large, even if student is not a major. This said there are some economic challenges with having departments provide students with opportunity to major (faculty/student ratio). Looking at historical data on student enrollment and the number of full-time faculty, noted that there have been a lag between student population peaks/troughs and faculty population peaks/trough. The path forward to a sustainable future is looking at how programs are reviewed and prioritized. Factors include: student participation and success; faculty deployment; program structures; diversity, equity, and inclusion; and resource growth. Academic affairs is working toward a rubric for looking at this and will be bringing forward to department chairs soon.

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

**VOTED: To adjourn the meeting at 4:38 pm.**

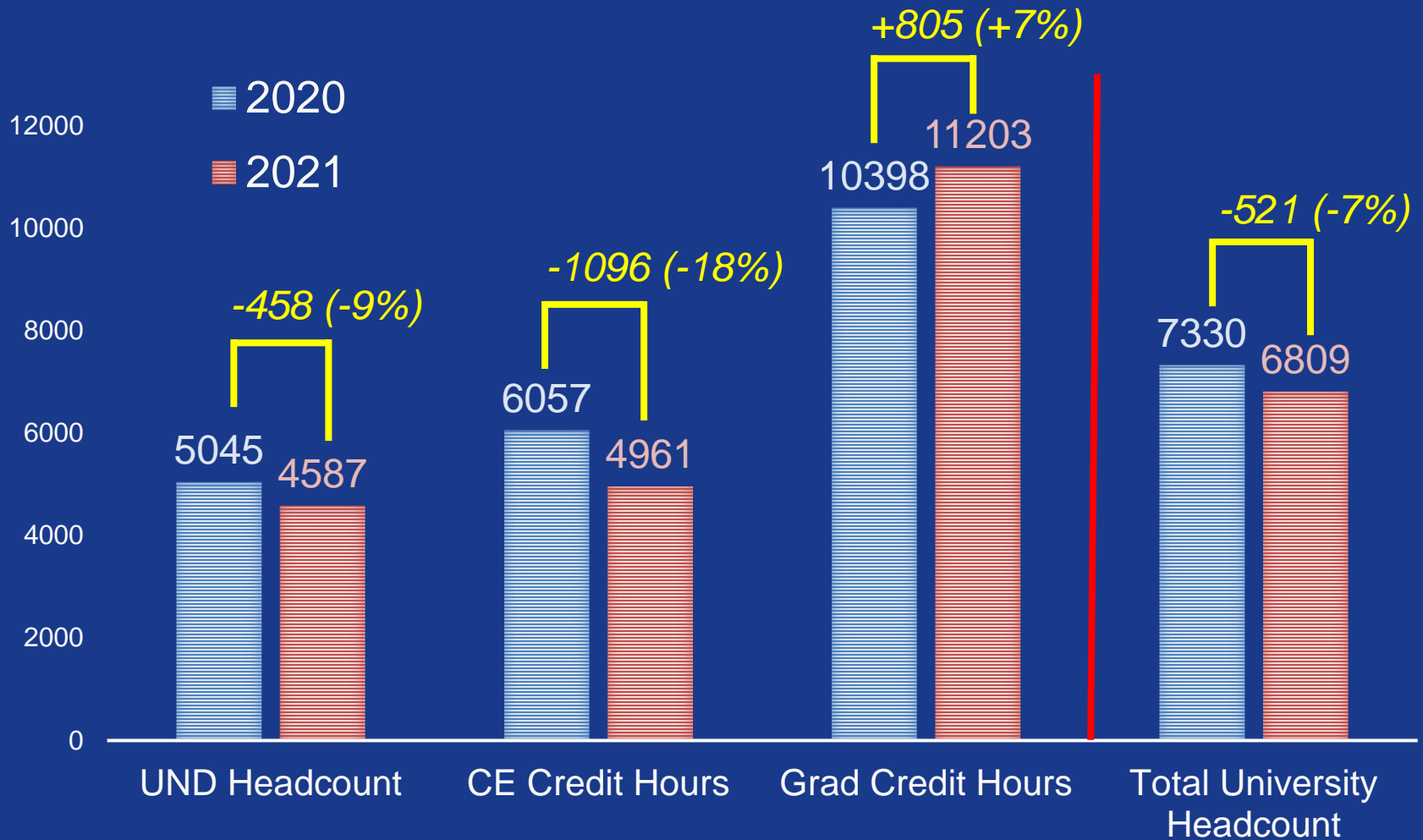
**Voting in the affirmative:                   Zahlaway Belsito, Butts, Cadet, Contreras, Chisholm  
(chair), Murphy**

Voting against:                                   None

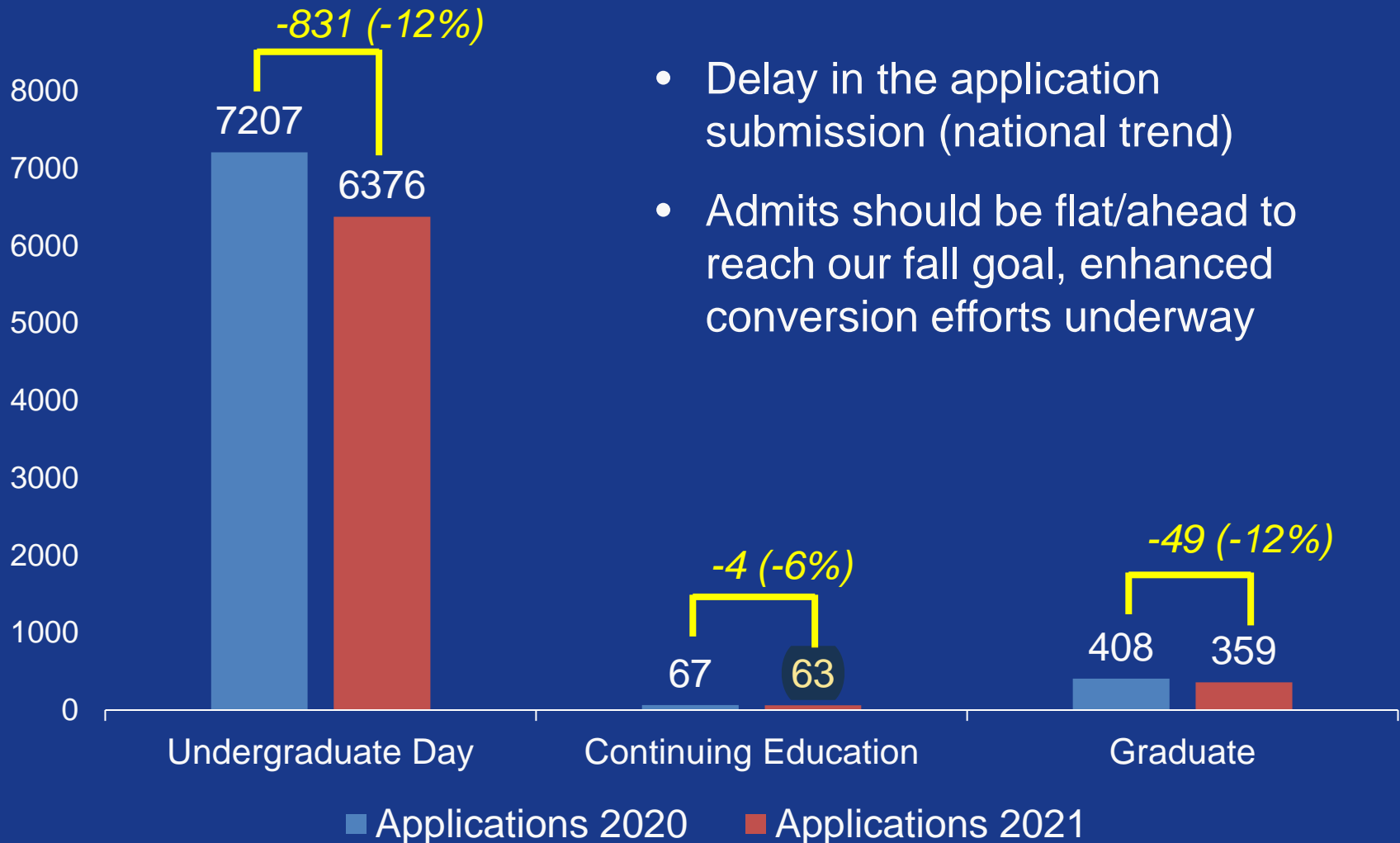
Prepared by: D. Longo, staff associate, public relations

# Spring Enrollment

As of 1.25.21



# Fall 2021 Admissions - Applications



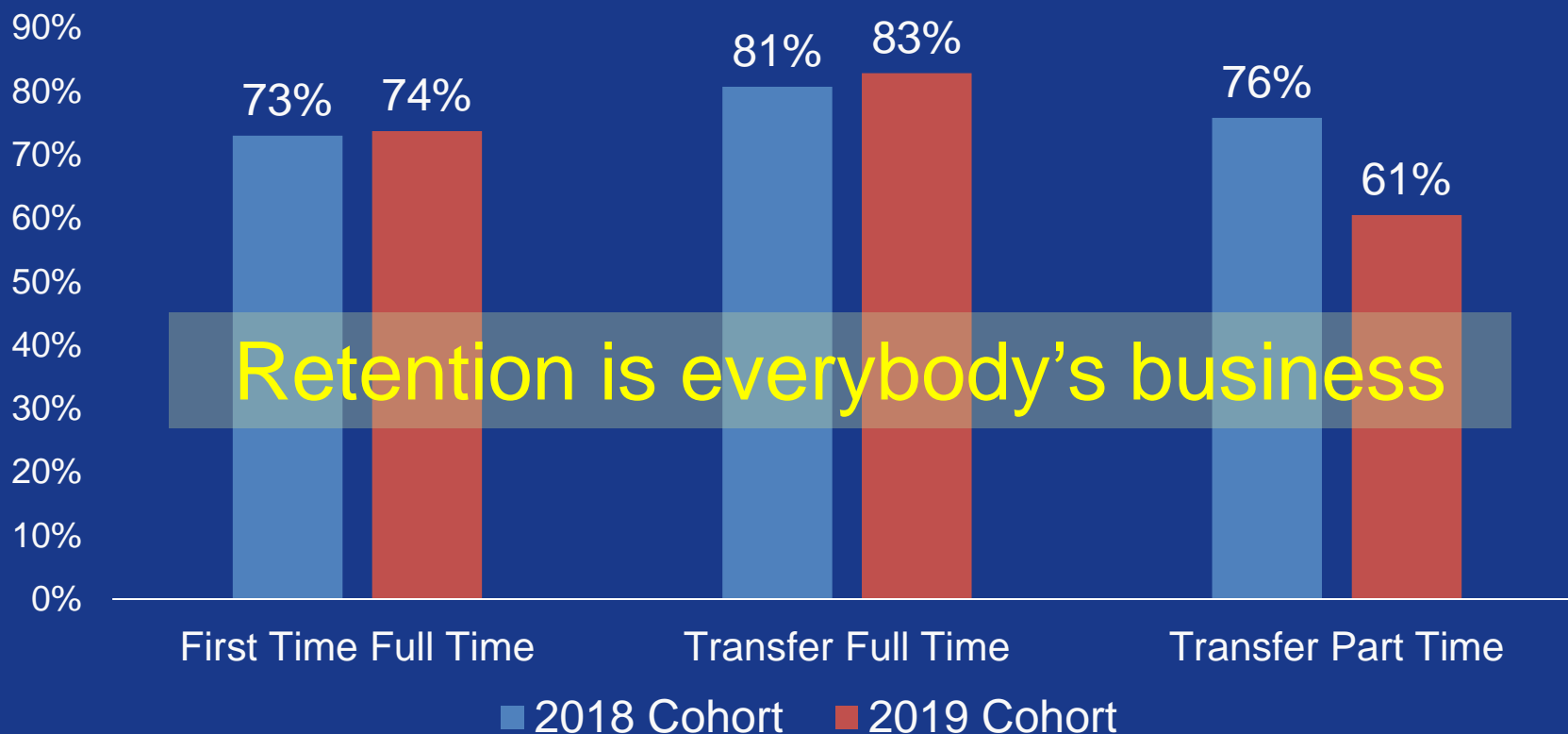
# Fall to Fall Retention

## Year-over-Year Comparison

Percent new students who enroll from fall to next fall

blue bar = % fall 2018 new students who returned in fall 2019

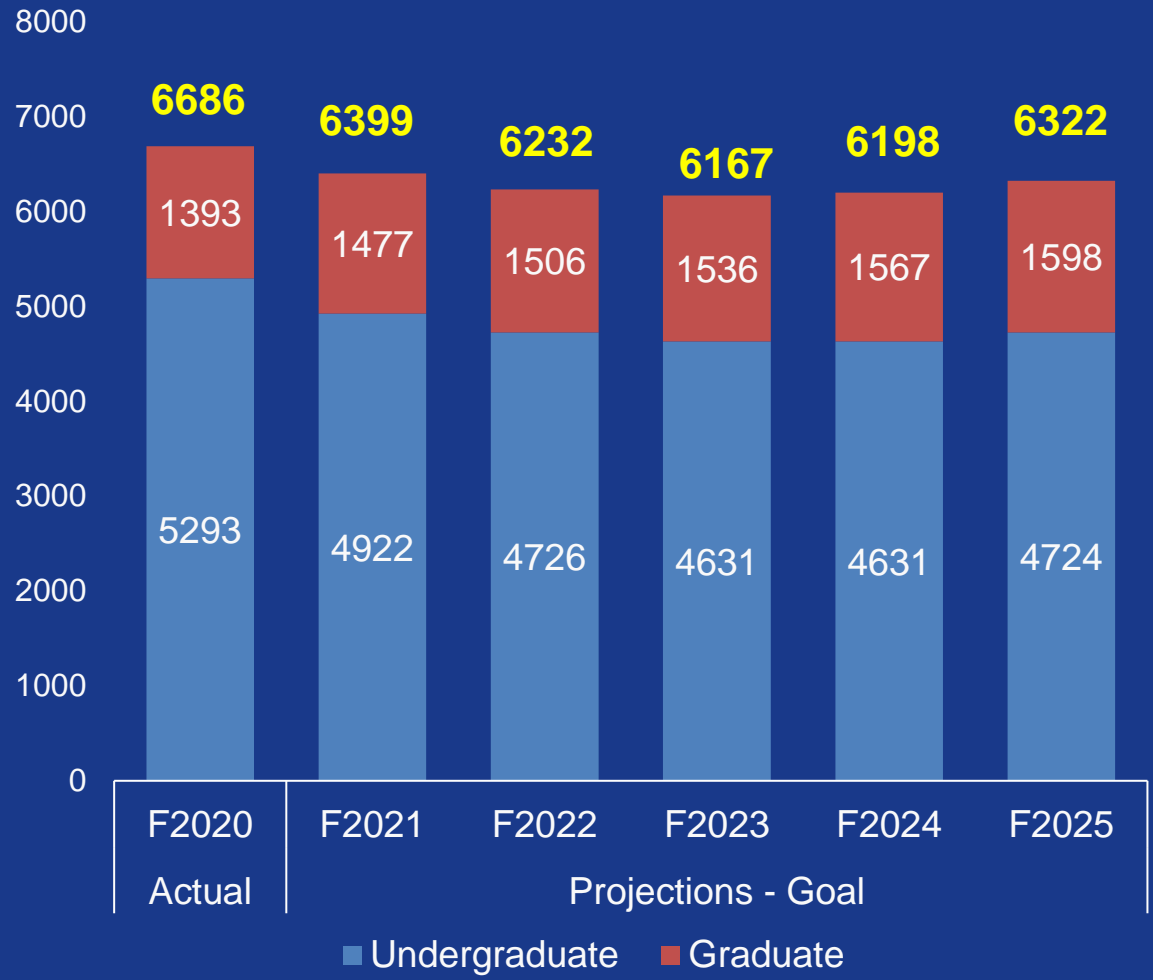
red bar = % fall 2019 new students who returned in fall 2020



# Enrollment Planning

## Recover and Grow

- 1. Retention will stabilize & increase as a result of new initiatives and structures (Navigate)
- 2. New enrollment gain in nursing, healthcare studies, criminal justice, education, business and social work with additional marketing and yield efforts (ReUP).
- 3. It could take up to 4 years to realize undergraduate enrollment gain.



FA20

FA19

FA18

FA17

FA16

Academic Unit

Col

## Enrollments by Department (SCH)

Recruit

Col	Academic Unit	FA16	FA17	FA18	FA19	FA20	% Change (FA16 vs. FA20)	Quartile (by % change)
HHS	Healthcare Studies	228	1,111	1,680	1,623	1,661	629%	1 <sup>st</sup>
SOE	Secondary & Higher Education	853	840	978	1,222	1,500	76%	
SOE	Education	1,967	2,112	2,596	2,476	2,339	19%	
CAS	Interdisciplinary Studies	1,193	1,171	909	860	1,196	0%	
HHS	Criminal Justice	3,363	3,426	3,360	3,309	3,246	-3%	
SOE	Childhood Education & Care	3,200	3,646	3,291	3,198	2,902	-9%	
HHS	Social Work	5,760	5,490	5,413	5,128	5,098	-11%	
CAS	Biology	6,055	5,846	5,892	5,343	5,337	-12%	
HHS	Occupational Therapy	786	875	791	725	690	-12%	
CAS	Psychology	8,490	7,992	7,814	7,526	7,166	-16%	2 <sup>nd</sup>
CAS	Chemistry & Physics	3,492	3,454	3,351	2,956	2,918	-16%	
CAS	Geography and Sustainability	3,265	3,145	2,910	2,805	2,675	-18%	
CAS	History	4,200	4,122	4,305	3,552	3,425	-18%	
HHS	Nursing	5,532	5,789	4,570	4,443	4,477	-19%	
CAS	Computer Science	2,016	2,166	1,927	1,794	1,629	-19%	
CAS	Mathematics	4,308	4,259	3,828	3,645	3,274	-24%	3 <sup>rd</sup>
BSB	Management	4,693	4,393	4,353	4,034	3,540	-25%	
CAS	Economics	2,148	2,481	2,007	1,754	1,607	-25%	
CAS	English	7,443	6,894	6,345	6,171	5,526	-26%	
CAS	Geological Sciences	1,551	1,678	1,392	1,103	1,151	-26%	
CAS	Political Science	1,818	1,761	1,749	1,590	1,314	-28%	
CAS	Theatre & Speech Communication	3,888	3,682	3,760	3,426	2,730	-30%	
BSB	Accounting & Finance	4,341	3,699	3,786	3,387	3,042	-30%	
CAS	World Languages & Cultures	2,367	2,217	2,130	1,902	1,635	-31%	4 <sup>th</sup>
BSB	Marketing & Decision Sciences	3,861	3,531	3,558	2,926	2,634	-32%	
CAS	Sociology	2,586	2,022	2,035	1,911	1,710	-34%	
CAS	Music & Dance	2,210	2,541	2,121	1,985	1,459	-34%	
CAS	Sport & Movement Science	5,616	5,864	5,511	4,745	3,648	-35%	
CAS	Media & Communication	3,015	2,646	2,183	2,163	1,924	-36%	
CAS	Art + Design	2,427	2,091	2,097	1,809	1,527	-37%	
CAS	Philosophy	2,532	2,613	2,190	1,569	1,383	-45%	
X	Salem State College	168	168	192	156			
X	School of Education			15				
	<b>SSU Total</b>	<b>105,370</b>	<b>103,722</b>	<b>99,038</b>	<b>91,236</b>	<b>84,361</b>	<b>-20%</b>	
	Change over prior year		-1.6%	-4.5%	-7.9%	-7.5%		

Retain

Retention by Department (% of N entering)

	FA15>16	FA16>17	FA17>18	FA18>19	FA19>20	N FA19	
Dance	89%	100%	100%	80%	100%	2	
Interdisciplinary Studies	100%	50%		100%	100%	2	
World Langs & Cultures	75%	70%	71%	100%	100%	3	
Nursing	95%	92%	92%	89%	92%	85	←
Art + Design	80%	76%	14%	80%	89%	9	
Mathematics	91%	78%	75%	88%	82%	11	←
Criminal Justice	71%	77%	67%	63%	80%	86	←
Education (all)	83%	83%	73%	72%	76%	63	←
Chemistry & Physics	89%	60%	77%	65%	76%	25	←
Social Work	76%	66%	79%	71%	76%	29	←
Theatre & Speech	87%	97%	92%	90%	76%	41	←
Psychology	69%	73%	80%	70%	75%	100	←
Business (all concentr'ns)	79%	79%	72%	69%	74%	136	←
History	85%	79%	64%	84%	72%	18	←
Sport & Movement Sci	79%	68%	86%	75%	72%	46	←
English	69%	84%	68%	64%	71%	21	←
Computer Science	78%	65%	79%	71%	71%	31	←
Political Science	55%	93%	83%	100%	70%	10	←
Biology	85%	75%	67%	70%	68%	66	←
Media & Communication	80%	85%	52%	64%	67%	21	←
Healthcare Studies		77%	77%	67%	67%	21	←
Undeclared	75%	71%	71%	71%	65%	141	←
Geological Science	100%	67%	50%	50%	60%	5	
Economics	33%	100%	75%	50%	50%	2	
Information Tech (CS)					50%	6	
Sociology	75%	86%	50%	0%	50%	4	
Geography & Sustain.	67%	67%	100%	67%	40%	5	
Music	100%	83%	67%	75%	29%	7	
Philosophy	100%		100%		0%	1	
Athletic Training	69%	76%	69%				
UNIVERSITY >	79%	77%	74%	73%	74%	997	



# New Efforts to Retain First-Year Students

- Student Success Series
  - Virtual U
- Exploratory Program (a.k.a. “undeclared”)
  - upper-class peer-leader / mentor
  - exploratory first-year seminar with advisor
  - specialized advising: FYE faculty fellow & designated CAE advisors
  - introduction to and connections with Career Services
  - by the end of year 1, they have selected a major
- Emerging Scholars Program (pilot)
  - upper-class mentor
  - group meetings
  - programs and events related to achieving success
  - social activities
- Academic policies that foster momentum
  - declare a major by end of year 1
  - satisfy Quantitative Reasoning by end of year 1 (pending)

*Relationship*  
*Connectedness*  
*Belonging*

# A Pipeline: Early College Programs

Recruit, Align, Innovate

## Salem High School

*Healthcare & Business*

- 1) Spring 21 BHS123-SP1. Seniors
- 2) Spring 21 BUS170-SP1. Seniors
- 3) Spring 21 HST205-SP1. Juniors
- 4) Spring 21 ENL110-SP1. Juniors

## Lynn Classical HS & Lynn English HS\*

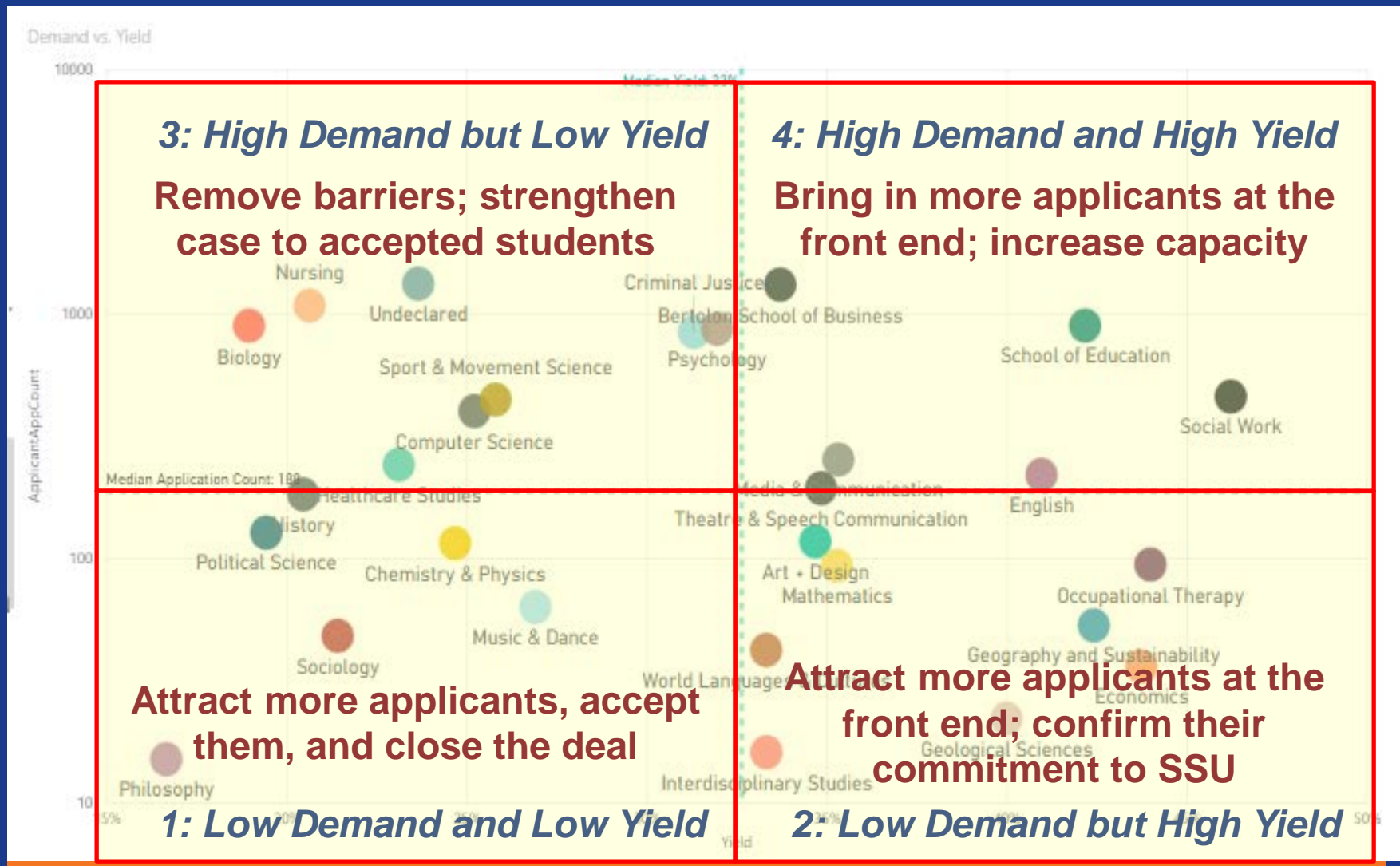
*Healthcare & Education*

- 5) Spring 21 ENL110-SP2. Juniors at Lynn Classical
- 6) Spring 21 HST205-SP2. Juniors at Lynn Classical
- 7) Spring 21 ENL110-SP3. Juniors at Lynn English
- 8) Spring 21 HST205-SP3. Juniors at Lynn English
- 9) Spring 21 HST205-SP4. Seniors at Lynn English

\*Same program delivered separately at each school

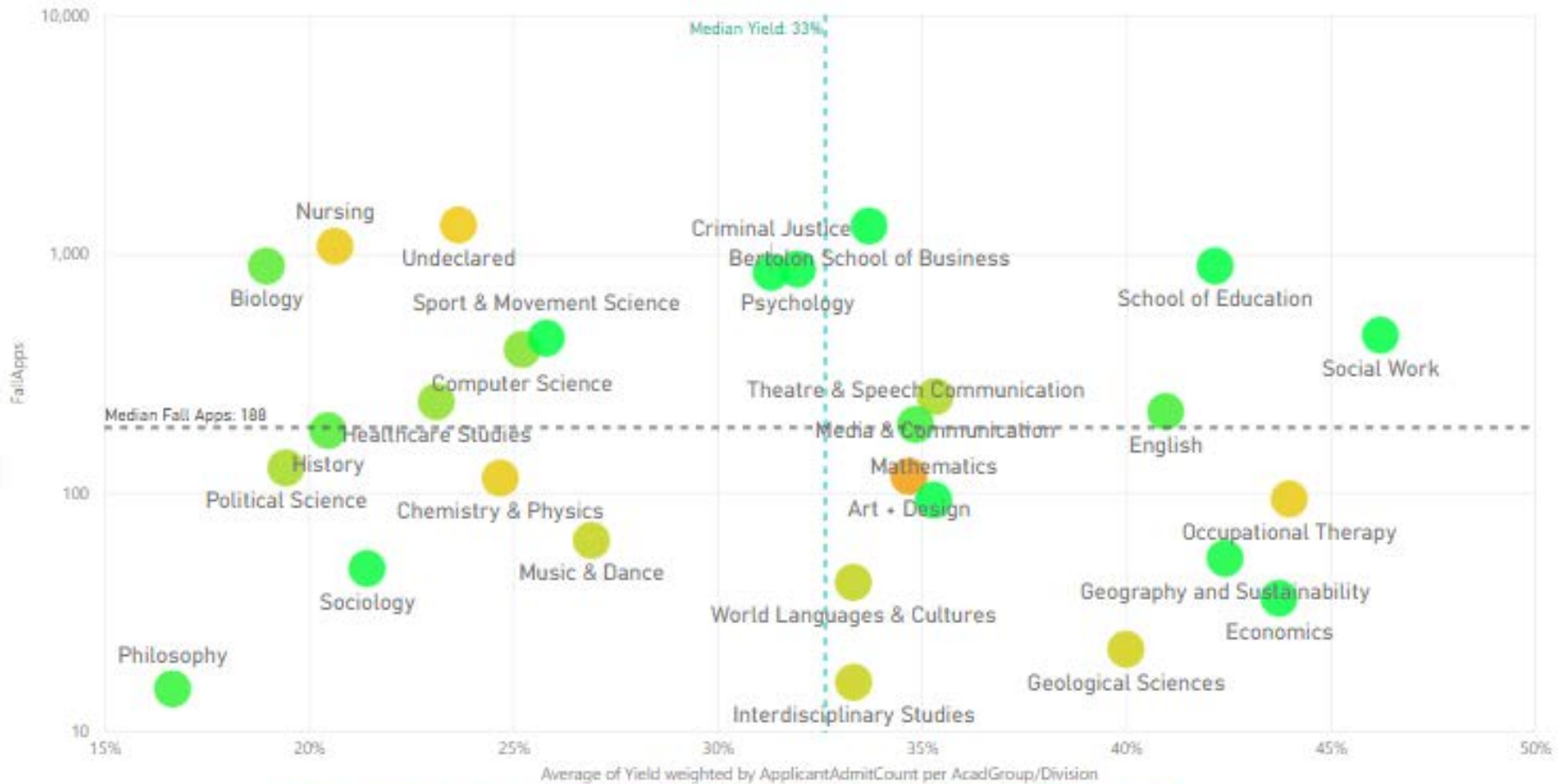
# Pursuing Growth

## Demand × Yield (FA19)



# Demand × Yield × Net Contrib'n (FY20) Class Model

Demand vs. Yield - Color represents the selected revenue model



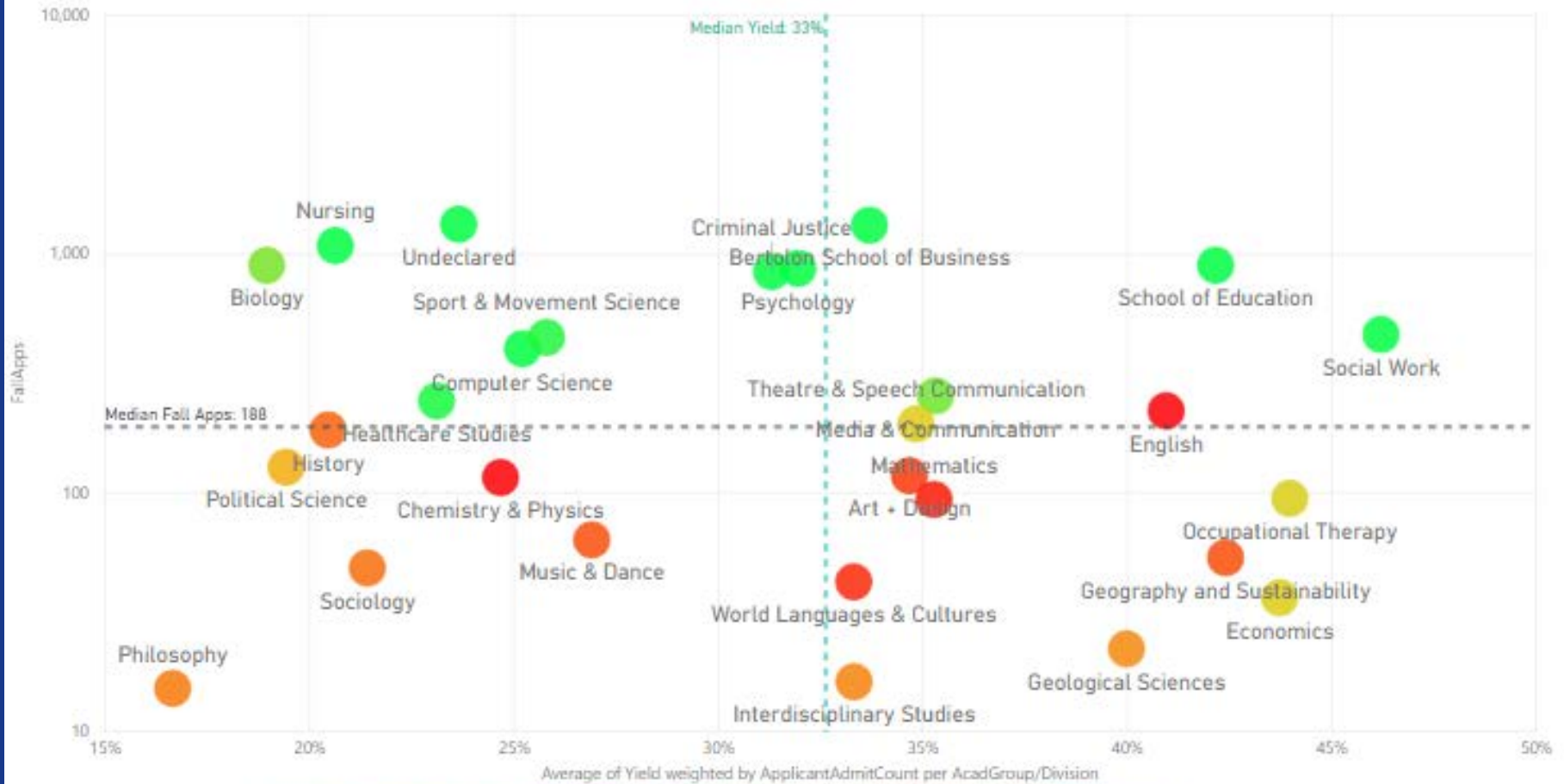
Color coding legend:



# Demand × Yield × Net Contrib'n (FY20)

## Major Model

Demand vs. Yield - Color represents the selected revenue model

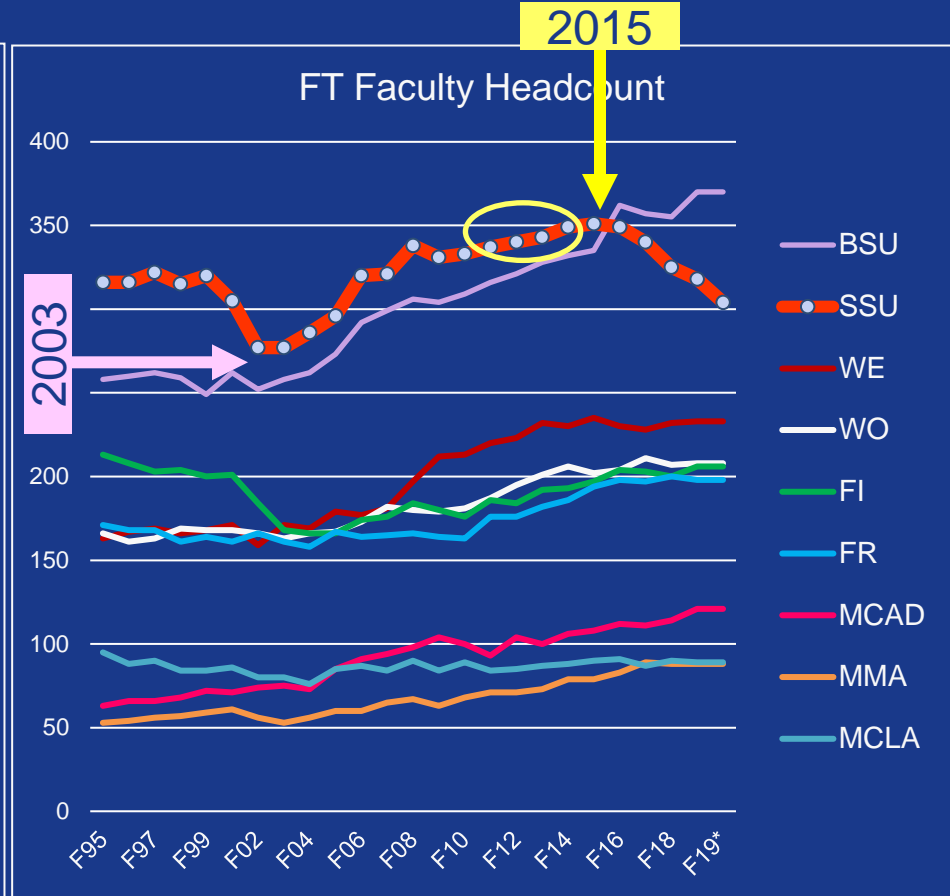
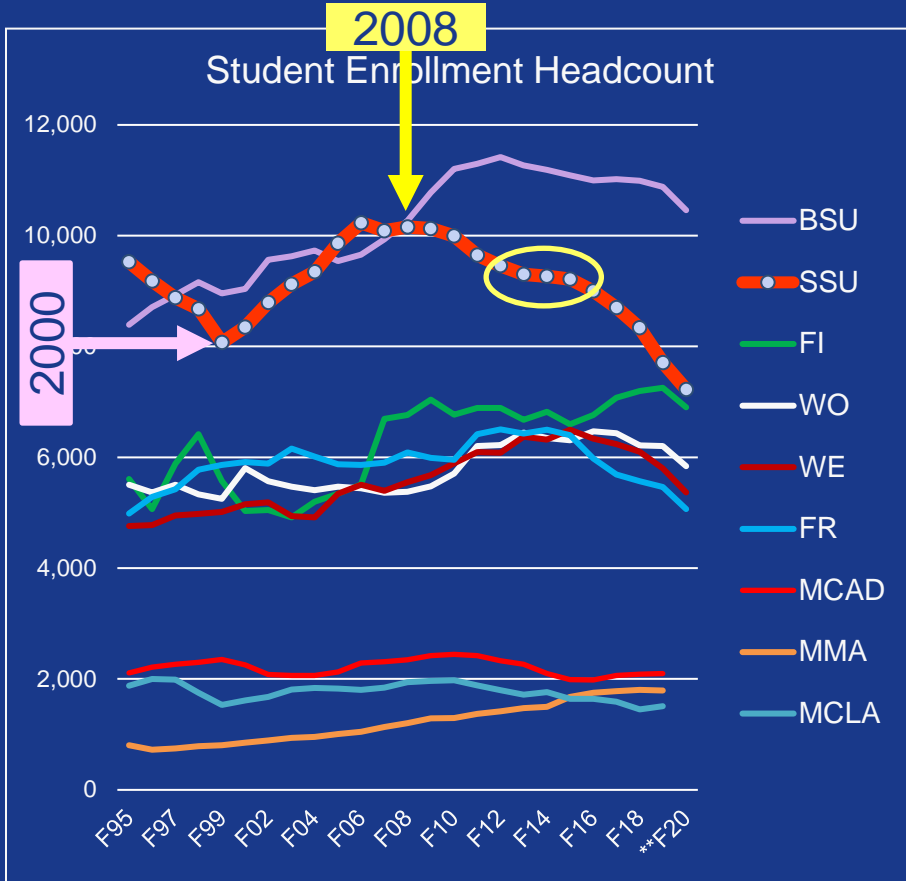


Color coding legend:

Average Net  
Loss  
\$(1,000,000)

Average Net  
Contribution  
\$1,000,000

# Recover: Re-aligning Enrollment w/ Faculty HC



Sustained enrollment declines began in 2008; a reduction in faculty did not begin until 2015.

# Grow: Align & Innovate

## Program Review & Prioritization

- **Student participation & success**
  - Course enrollments
  - Majors, minors
  - Retention Rate
  - Graduation Rate
- **Faculty deployment**
  - Instructional Workload
  - Advising load
  - Student : Faculty ratios
- **Program structures**
  - Integration (CC & Grad)
  - Experiential learning
  - Workforce alignment
- **Diversity, Equity, Inclusion**
  - Curriculum
  - Persons
  - Impact
- **Resource growth**
  - Grants
  - Alumni relationships

# A Path Forward

## – Recover

- Recruit
- Retain



Stabilize

## – Grow

- Align
- Innovate



Advance



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**SUBJECT:** Finance & Facilities Committee Meeting Report for January 27, 2021

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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, January 27, 2021. 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 4:49 pm.

**Investment advisors – calendar 2020 performance** (Attachment A)

Mr. Doherty and Mr. Tyler of Eastern Bank Wealth Management were present to discuss the university's strong investment portfolio performance for the calendar year 2020. Highlights included review of the university's investment objectives, compliance with the investment policy, holdings and policy review and strategies. Movement of temporary excess operating cash (due in part to no MSCBA fall assessment bill) will be invested by Eastern separate from the regular portfolio and in compliance with investment policy.

**Vice President's PowerPoint presentation** (Attachment B)

**Financial matters: Short and Long Term**

FY2021 budget is much better than anticipated last spring due to prudent financial planning and state and federal resources. The recent Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) signed and enacted December 27, 2020 grants \$7.454 million to the university and \$3.256 million for aid to our students. Clarity is being sought on specific details governing how and when the funds may be used. The university will strategize how best to apply these funds to its coronavirus costs and lost revenue consistent with US Department of Education expectations. For now, the university financial projections include these funds in FY21.

The Governor's FY2022 budget recommendation released today shows flat appropriation for the university which is good news. This amount is included in the FY22 financial projections.

Long-term financial planning will require structural budget changes going forward. The current operational model is not sustainable. Updated projections for FY22 and FY23 and beyond show the need to right size staffing, facilities, and budget to align with enrollment decrease. The Sustainable Path Forward Task Force has presented a report with ideas that the President's Executive Council is reviewing as it prepares a plan for the university's future.

### **FY22 Motion to Hold Undergraduate (Day and Evening) Tuition and Fees Flat** (Attachment C)

Trustee Cadet **MOVED** that the Finance and Facilities Committee hereby recommends that the Board of Trustees approve the following motion pertaining to fees for FY 2022. **SECONDED** by Trustee Russell:

#### **Recommended motion**

The Board of Trustees of Salem State University hereby approves the undergraduate fees for the 2021-22 academic year (FY 2022) as shown in the attached schedule of student charges. These fees are the same as for the 2020 – 21 (FY2021) year and was made possible by funding from the federal government for the impact of extraordinary loss of revenue and incurred expenses caused by the coronavirus pandemic. Note that this fee structure continues, for a second year, the temporary removal of differential fees for the following programs: Communications, Computer Science, Dance, Education, Geography, Geology, Music, Social Work and Theatre. The schedule of charges also holds single room and board rates flat. 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.

A roll call vote was taken.

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

**Voting against:** None

The motion passed unanimously.

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

- FY 2022 Fees Overview (Attachment D)
- FY21 financials (Attachment E)
- Fy22 budget planning and status of recommendations from Sustainable Path Forward Task Force (Attachment F)
- Sustainability update (Attachment G)
- Capital projects status update (Attachment H)
- Committee work plan for the year (Attachment I)

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 6:09 pm.

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

# WEALTH MANAGEMENT REVIEW



January 27, 2021

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

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

# Agenda

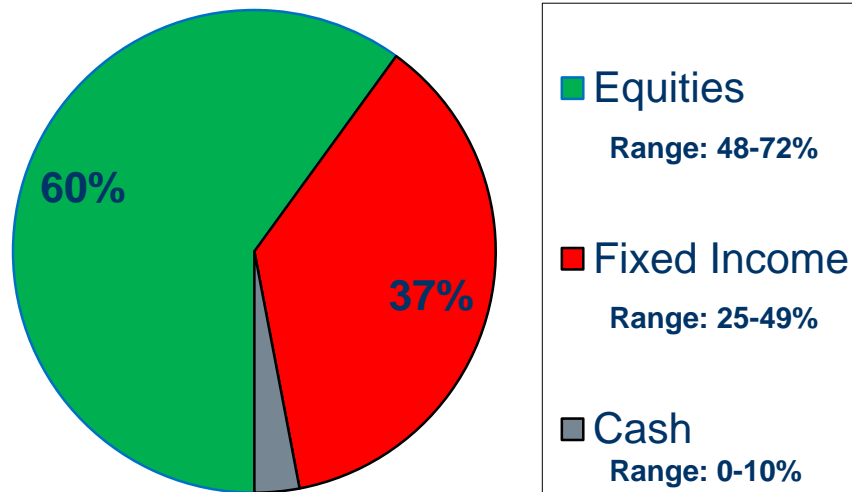
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# Current Investment Objective

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

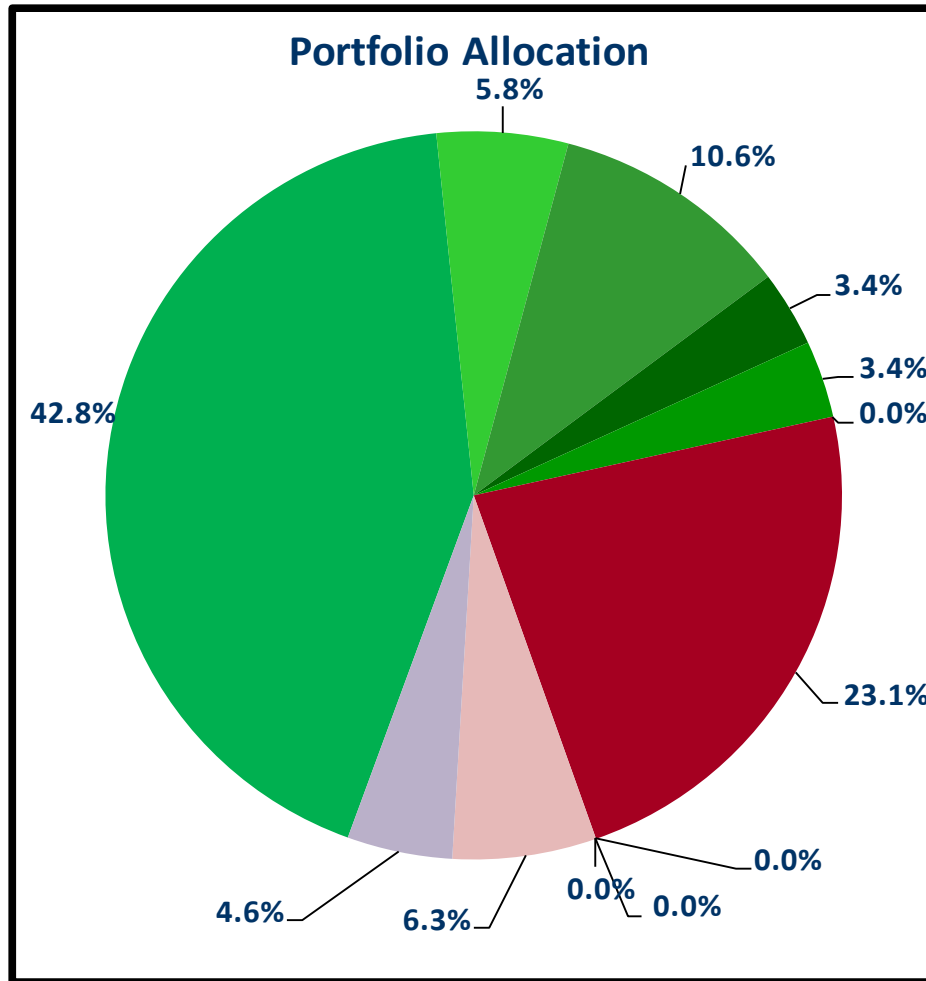
## Growth with Income Strategy



## Current Tactical Allocation

<b>Equities</b>	<b>60.0%</b>
Individual Stocks	46.2%
U.S. Large Cap Funds	2.5%
U.S. Sector Funds	2.1%
U.S. Small & Mid-Cap Funds	2.0%
International Funds	3.8%
Emerging Markets Funds	3.4%
<b>Fixed Income</b>	<b>37.0%</b>
Bond Ladder	27.7%
Government Funds	2.4%
Corporate Funds	4.9%
High Yield Funds	1.0%
Preferred Funds	1.0%
<b>Money Market</b>	<b>3.0%</b>

# Salem State University Portfolio



**Market Value as of 12/31/2020:  
\$20,006,790**

<b>Equities</b>	<b>66.0%</b>
■ Individual Stocks	42.8%
■ Small/Mid-Cap ETFs	5.8%
■ Sector & Tactical ETFs	10.6%
■ Internat'l - Developed ETFs	3.4%
■ Internat'l - Emerging ETFs	3.4%
■ Global ex-USA ETFs	0.0%

<b>Fixed Income</b>	<b>29.4%</b>
■ Individual Bonds	23.1%
■ Target Date Maturity ETF's	0.0%
■ U.S. Treasury Bond ETF's	0.0%
■ Preferred Stock Funds	0.0%
■ Corporate Bond Funds	6.3%

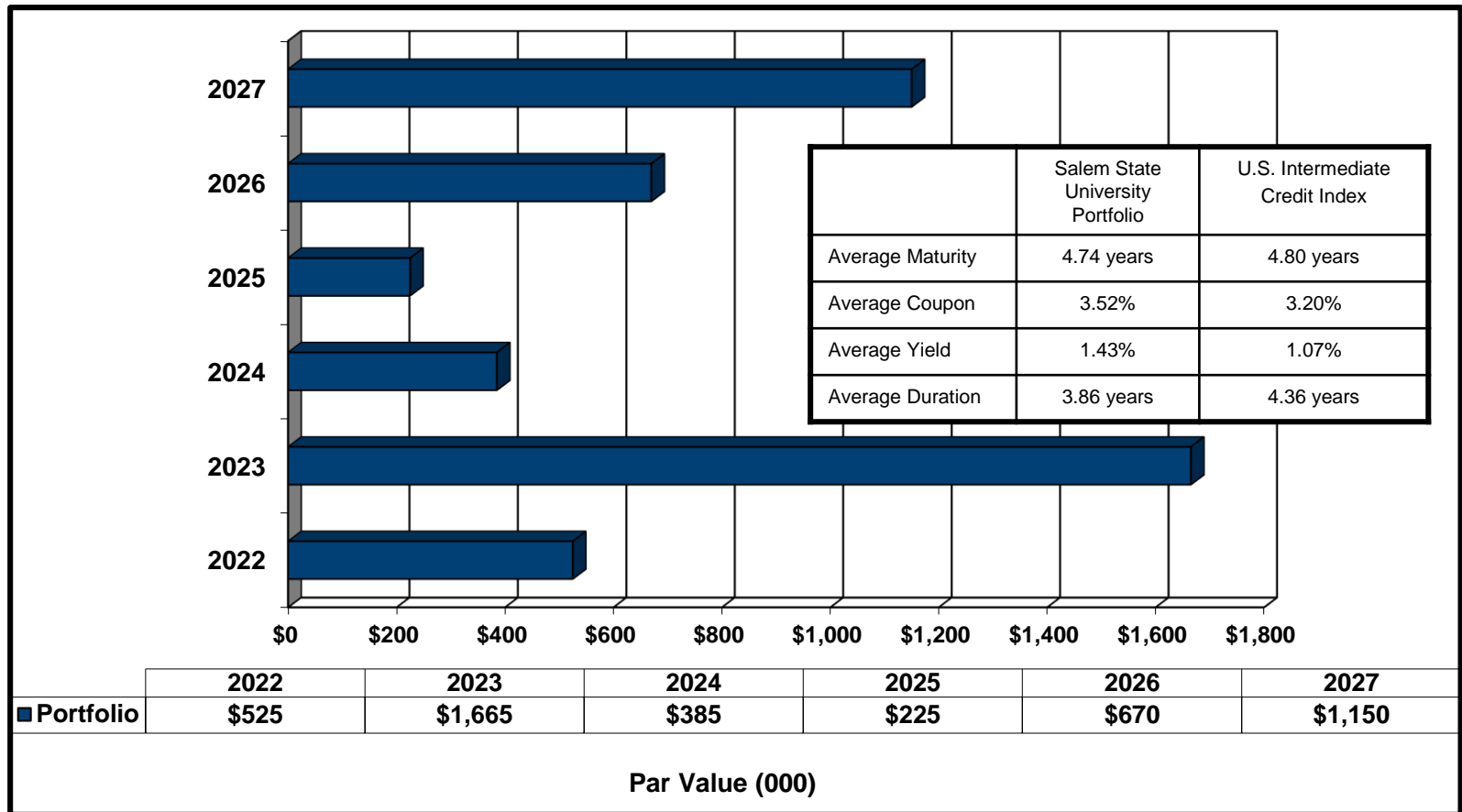
<b>Money Market</b>	<b>4.6%</b>
■ Cash	4.6%

# Investment Policy Checklist

Key Item (as of Dec. 31, 2020)	Policy	Salem State	Compliant?
<b>Equity ratings:</b> Common stocks: S&P Stock Guide Mutual funds: Morningstar	B+ 3 Star or better	B+ 3 & 4 Star	Yes Yes
<b>Fixed Income:</b> Corporate bonds position limit Maximum maturity Minimum individual bond rating	<35% of fund 7 years Baa / BBB	23.1% 6.58 years Baa2 / BBB	Yes Yes Yes
<b>Alternative investments:</b> Derivatives, forwards, swaps, futures	Prohibited	None held	Yes
<b>Asset allocation range:</b> Equities Fixed Income Cash	50% - 75% 25% - 50% 0% - 10%	66.0% 29.4% 4.6%	Yes Yes Yes
<b>Fossil fuel divestment:</b> Carbon Underground 200 Alternative energy suppliers	Divest prudently Seek options	None held Alternatives held	Yes Yes



# Bond Maturity Distribution



# Individual Corporate Bond Ratings

Description	Units	Purchase Date	Time of Purchase	Current	Time of Purchase	Current
			Moody's Rating	Moody's Rating	S&P Rating	S&P Rating
ACE INA HOLDINGS 2.7% 03/13/2023	100,000	10/5/2016	A3	A3	A	A
AMERIPRISE FINANCIAL, INC. 4% 10/15/2023	175,000	12/15/2016	A3	A3	A	A-
AMERICAN EXPRESS 3.125% 5/20/2026	200,000	9/20/2019	A3	A3	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	A+	BBB+	A3
CITIGROUP 3.375% 03/01/2023	150,000	7/21/2016	Baa1	A3	BBB+	BBB+
AMGEN 2.2% 2/21/2027	150,000	6/2/2020	Baa1	Baa1	A-	A-
FIFTH THIRD 2.55% 5/5/2027	200,000	9/21/2020	Baa1	Baa1	BBB+	BBB+
ALABAMA POWER CO 3.55% 12/1/2023	200,000	4/16/20219	A1	A1	A-	A
AMERICAN EXPRESS CO 3.125% 5/20/2026	200,000	9/20/2019	A3	A3	BBB+	BBB+
EBAY INC 3.8% 3/9/2022	250,000	1/28/2018	Baa1	Baa1	BBB+	BBB+
LOWES 3.1% 05/03/2027	150,000	1/24/2020	Baa1	Baa1	BBB+	BBB+
HEWLETT-PACKARD CO 4.05% 9/15/2022	250,000	1/26/2018	Baa2	Baa2	BBB	BBB
HYATT HOTES 3.375% 07/15/2023	125,000	12/20/2017	Baa2	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	BBB+
STARBUCKS 2.0% 03/12/2027	200,000	8/13/2020	Baa1	Baa1	BBB+	BBB+
VODAFONE GROUP 2.95% 02/19/2023	150,000	10/5/2016	Baa1	Baa2	BBB+	BBB
SYSCO 3.25% 07/15/2027	150,000	1/24/2020	A3	Baa1	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
UNION PACIFIC 3.0% 04/15/2027	200,000	3/2/2020	Baa1	Baa1	A-	A-
QUEST DIAGNOSTIC INC 3.45 6/1/2026	150,000	12/18/2019	Baa2	Baa2	BBB+	BBB+
WELLS FARGO 3.0% 10/23/2026	150,000	6/2/2020	A2	A2	A-	BBB+

# ESG Sustainability Equity (As of 12/31/20)

## Portfolio Weightings vs 60/40 Blended Benchmark

Industry Weightings	% Of Portfolio	% Of Blend	Industry Weightings	% Of Portfolio	% Of Blend
<b>CONSUMER DISCRETIONARY</b>	<b>4.93%</b>	<b>12.98%</b>	<b>HEALTH CARE</b>	<b>8.80%</b>	<b>12.75%</b>
MCDONALD'S	1.49%		MERCK & CO	1.19%	
THE HOME DEPOT, INC.	1.87%		DANAHER CORP	1.26%	
BURLINGTON STORES	1.57%		JOHNSON & JOHNSON	1.53%	
<b>CONSUMER STAPLES</b>	<b>4.86%</b>	<b>6.83%</b>	THERMO FISHER SCIENTIFIC	1.58%	
PEPSICO	0.87%		UNITEDHEALTH GROUP	1.52%	
PROCTER & GAMBLE CO	1.09%		ABBOTT LABS	1.72%	
WALMART	1.77%		<b>INDUSTRIALS</b>	<b>6.12%</b>	<b>8.84%</b>
SYSCO CORP	1.13%		ILLINOIS TOOL WORKS	1.20%	
<b>ENERGY</b>	<b>8.15%</b>	<b>2.40%</b>	FEDEX	0.82%	
INVESCO BUYBACK WILDERHILL	5.60%		EATON CORP	1.13%	
CALVERT GLOBAL ENERGY SOLUTIONS	2.55%		IDEX CORPORATION	0.99%	
<b>FINANCIALS</b>	<b>7.78%</b>	<b>12.11%</b>	RAYTHEON TECHNOLOGIES	1.02%	
INTERCONTINENTAL EXCHANGE	1.14%		NORTHROP GRUMMAN	0.96%	
JPMORGAN CHASE & CO.	2.51%		<b>INFORMATION TECH</b>	<b>19.13%</b>	<b>25.93%</b>
ALLSTATE CORP.	1.30%		BROADCOM	1.93%	
PNC FINANCIAL	1.33%		ADOBE SYSTEMS INC.	1.16%	
BLACKROCK, INC.	1.50%		AKAMAI TECHNOLOGIES	0.73%	
<b>FUNDS</b>	<b>20.29%</b>	<b>0.91%</b>	ANALOG DEVICES, INC.	0.91%	
SPDR BIOTECH ETF	2.25%		APPLE	2.53%	
SPDR TECHNOLOGY ETF	1.93%		APPLIED MATERIALS	1.43%	
SPDR INDUSTRIALS ETF	1.32%		MICROSOFT	3.52%	
CALVERT MID CAP	3.14%		SALESFORCE.COM, INC.	1.01%	
HARTFORD GLOBAL IMPACT	1.95%		MASTERCARD	1.99%	
DFA US SUSTAINABILITY CORE	1.37%		AUTOMATIC DATA PROCESSING	0.89%	
DFA EMERGING MARKETS	3.39%		PAYPAL HOLDINGS	2.06%	
DOMINI IMPACT INTERNATIONAL	3.15%		MOTOROLA SOLUTIONS	0.97%	
CALVERT EMERGING MARKETS	1.79%		<b>COMMUNICATION SERVICES</b>	<b>8.88%</b>	<b>8.77%</b>
<b>UTILITIES</b>	<b>1.95%</b>	<b>2.93%</b>	ALPHABET CLASS C	1.08%	
XCEL ENERGY INC	0.70%		ALPHABET CLASS A	2.63%	
AMERICAN ELECTRIC POWER	1.25%		WALT DISNEY	1.47%	
<b>MATERIALS</b>	<b>1.61%</b>	<b>3.52%</b>	AT&T	0.67%	
AIR PRODUCTS & CHEMICALS	1.61%		FACEBOOK	2.14%	
<b>REAL ESTATE</b>	<b>0.86%</b>	<b>1.98%</b>	VERIZON COMMUNICATIONS	0.89%	
AMERICAN TOWER	0.86%				
<b>CASH</b>	<b>0.36%</b>	<b>0.05%</b>			

Target allocation as of 12/31/2020; 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

# Performance: SSU Total Return

<b>Investment Performance</b>						
Strategy: Growth with Income ESG Sustainability						
As of December 31, 2020						
Asset Class / Benchmark	Ending Market Value	Allocation	Calendar	1 YEAR	3 YEAR	5 YEAR
			Year to Date Total Return	Total Return	Total Return	Total Return
<b>Salem State University</b>	<b>\$20,006,783</b>	<b>100.0%</b>	<b>19.29%</b>	<b>19.29%</b>	<b>12.08%</b>	<b>11.65%</b>
Total Benchmark		100.0%	13.78%	13.78%	10.02%	10.51%
<b>Equities</b>	<b>\$13,198,559</b>	<b>66.0%</b>	<b>25.27%</b>	<b>25.27%</b>	<b>16.19%</b>	<b>16.05%</b>
*Multi-Asset Equity Blend		60.0%	17.78%	17.78%	12.77%	14.28%
<b>Fixed Income</b>	<b>\$5,883,073</b>	<b>29.4%</b>	<b>8.46%</b>	<b>8.46%</b>	<b>5.60%</b>	<b>4.61%</b>
Barclays US Interm Credit TR		37.0%	7.08%	7.08%	5.46%	4.74%
<b>Money Market</b>	<b>\$925,150</b>	<b>4.6%</b>	<b>0.27%</b>	<b>0.27%</b>	<b>1.14%</b>	<b>0.78%</b>
Lipper Money Market Index		3.0%	0.41%	0.41%	1.33%	0.95%
<b>Portfolio Return Gross of Fee</b>			<b>19.29%</b>	<b>19.29%</b>	<b>12.08%</b>	<b>11.65%</b>
Portfolio Return Net of Fee			18.76%	18.76%	11.58%	11.15%

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

Source: First Rate

# Performance Review: 2020 YTD

- Asset allocation helped YTD 2020 results
  - Portfolios were rebalanced to neutral in January and again in April
  - In January, we took profits in 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
  - Focus on Covid-19 impact (which companies were helped vs. hurt)
  - Balanced approach was key – retained some “post-Covid” equities
  - Growth dramatically outperformed value until October, then reversed
  - Most active managers lagged the market index all year
- Longer-term Core U.S. equity remains ahead of peers
  - Consistency matters: EBWM performance ranks in second-quartile for 1-, 3-, and 5-year periods
  - Sector allocation, profit-taking, and torpedo avoidance helped EBWM

# Performance Review: U.S. Equities

- Morningstar surveyed ~3,700 active U.S. large-cap managers
- Our returns have been steadily first or second quartile
  - EBWM model returns are net of average fees

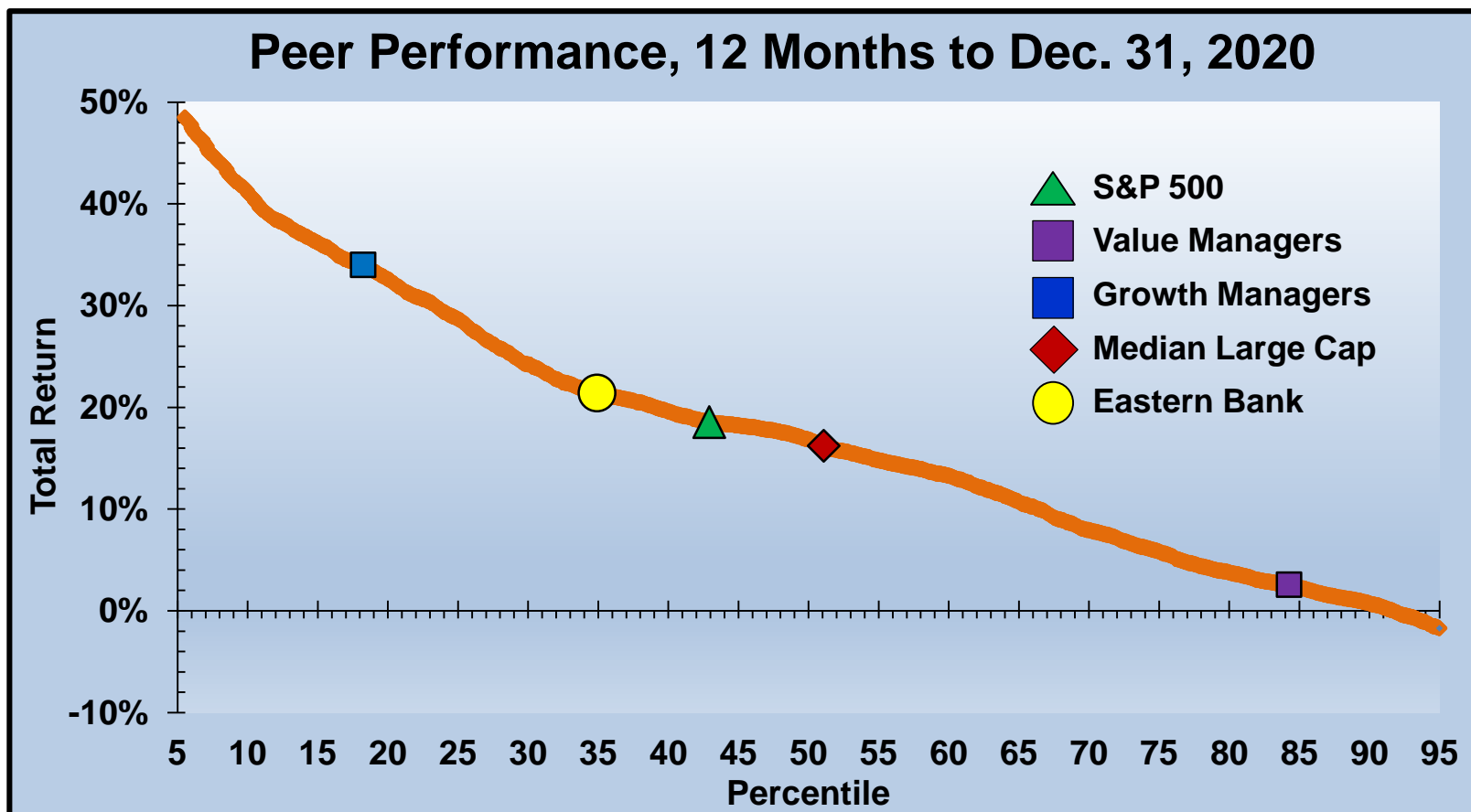
As of Dec. 31, 2020	2016	2017	2018	2019	2020-1Q	2020-2Q	2020-3Q	2020-4Q
Eastern Bank	9.66%	23.69%	-2.39%	31.71%	-17.50%	20.05%	9.16%	11.35%
EBWM Percentile	51	32	23	27	31	54	40	72
Large-Cap Peer Group	9.80%	20.78%	-5.60%	29.02%	-20.16%	20.45%	8.51%	12.78%
Core (Blended)	10.49%	20.80%	-6.02%	29.57%	-20.35%	20.36%	8.54%	12.15%
Growth	3.09%	28.31%	-2.01%	32.35%	-14.80%	26.92%	11.70%	12.12%
Value	14.19%	16.01%	-8.94%	25.22%	-26.62%	15.19%	4.80%	15.52%
S&P 500	11.98%	21.84%	-4.38%	31.48%	-19.60%	20.54%	8.93%	12.23%

Source: Morningstar, Eastern Bank Wealth Management

As of Dec. 31, 2020	1-Year	3-Years	5-Years
Eastern Bank	19.65%	14.51%	14.92%
EBWM Percentile	40	36	38
Large-Cap Peer Group	16.83%	12.27%	13.59%
Core (Blended)	16.32%	12.11%	13.57%
Growth	34.34%	20.75%	18.35%
Value	2.57%	5.67%	9.25%
S&P 500	18.40%	14.18%	15.23%

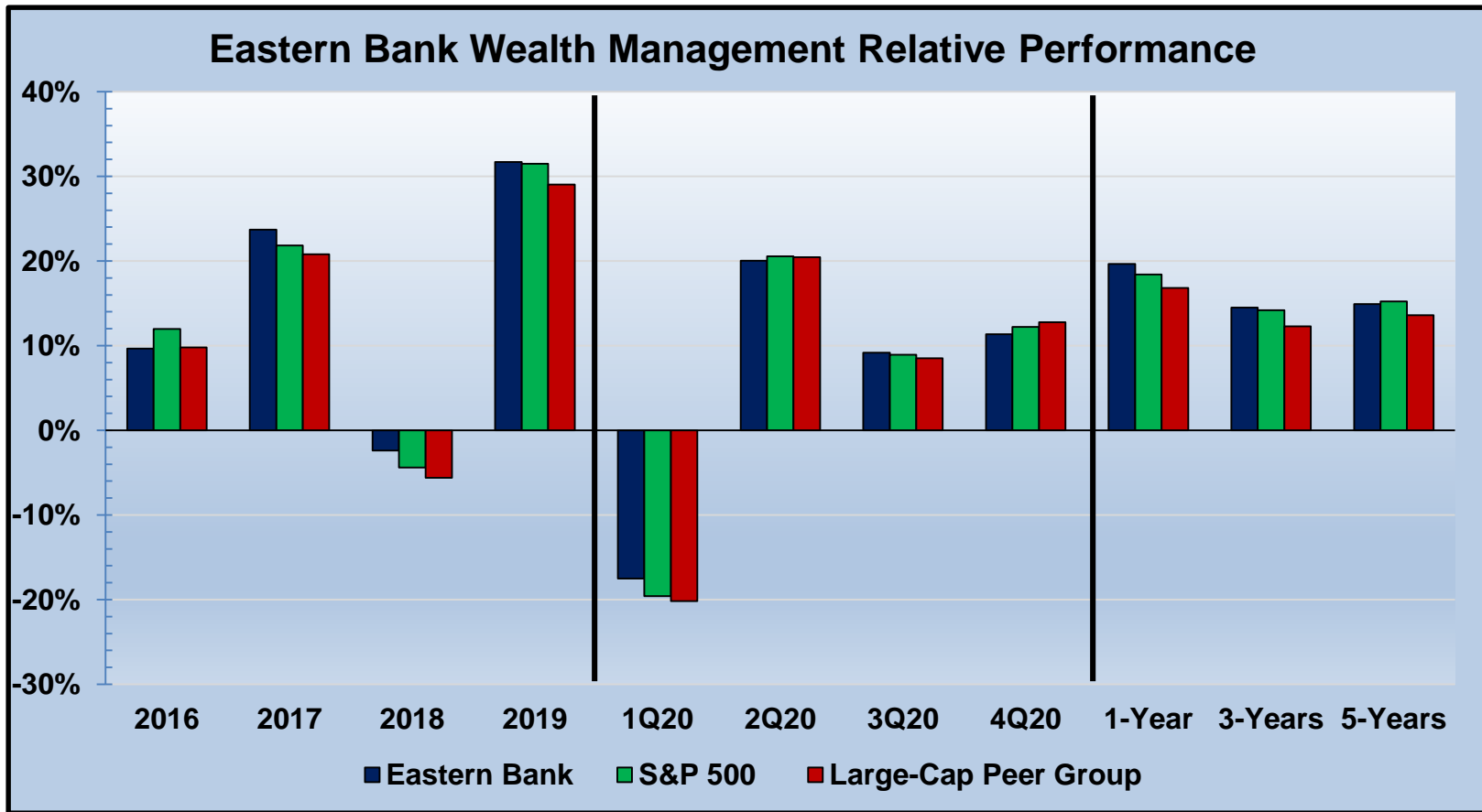
Source: Morningstar, Eastern Bank Wealth Management

# Performance: Large-Cap U.S. Equity



Source: Morningstar, Eastern Bank Wealth Management

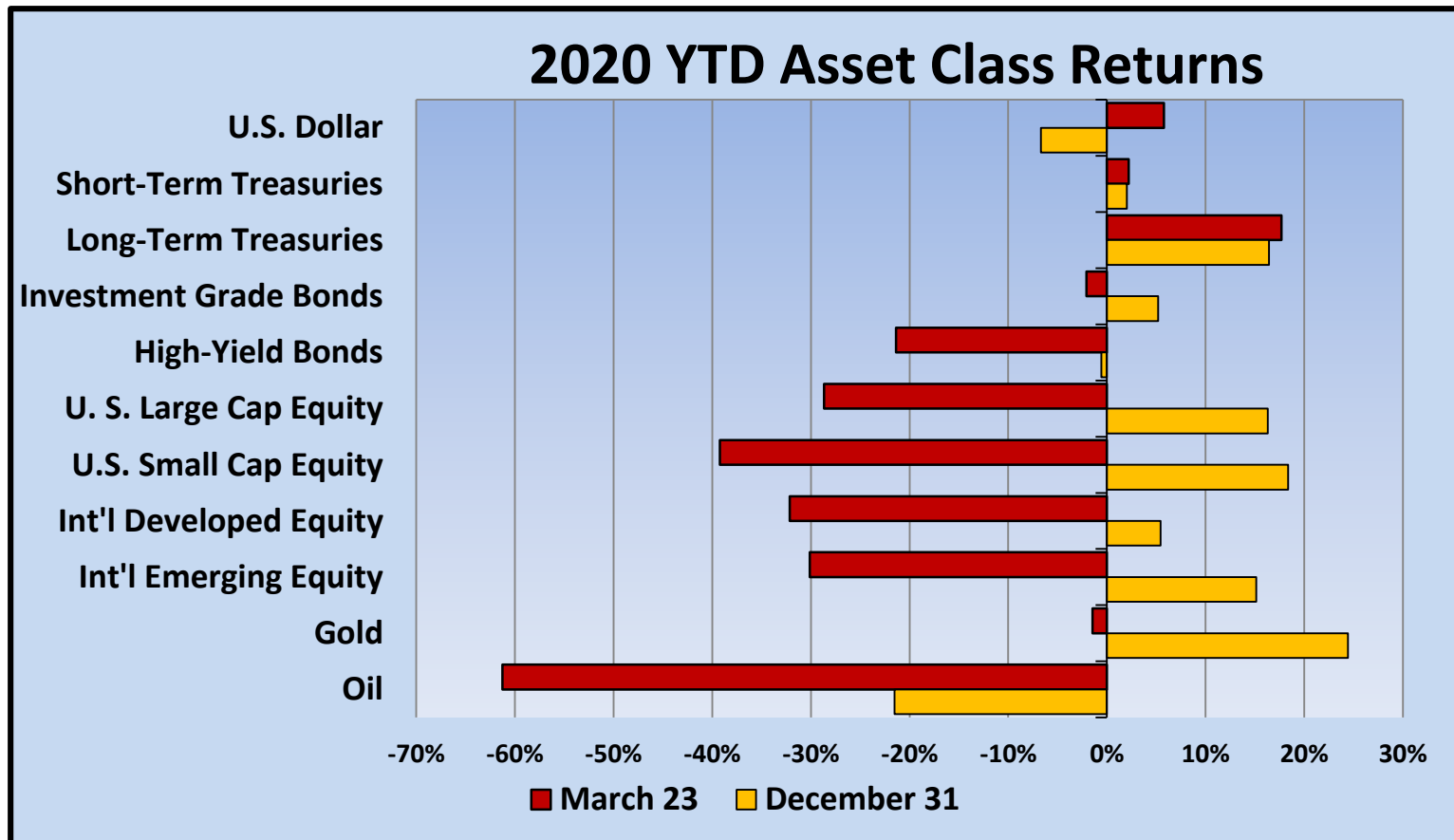
# Eastern Bank vs. Peers



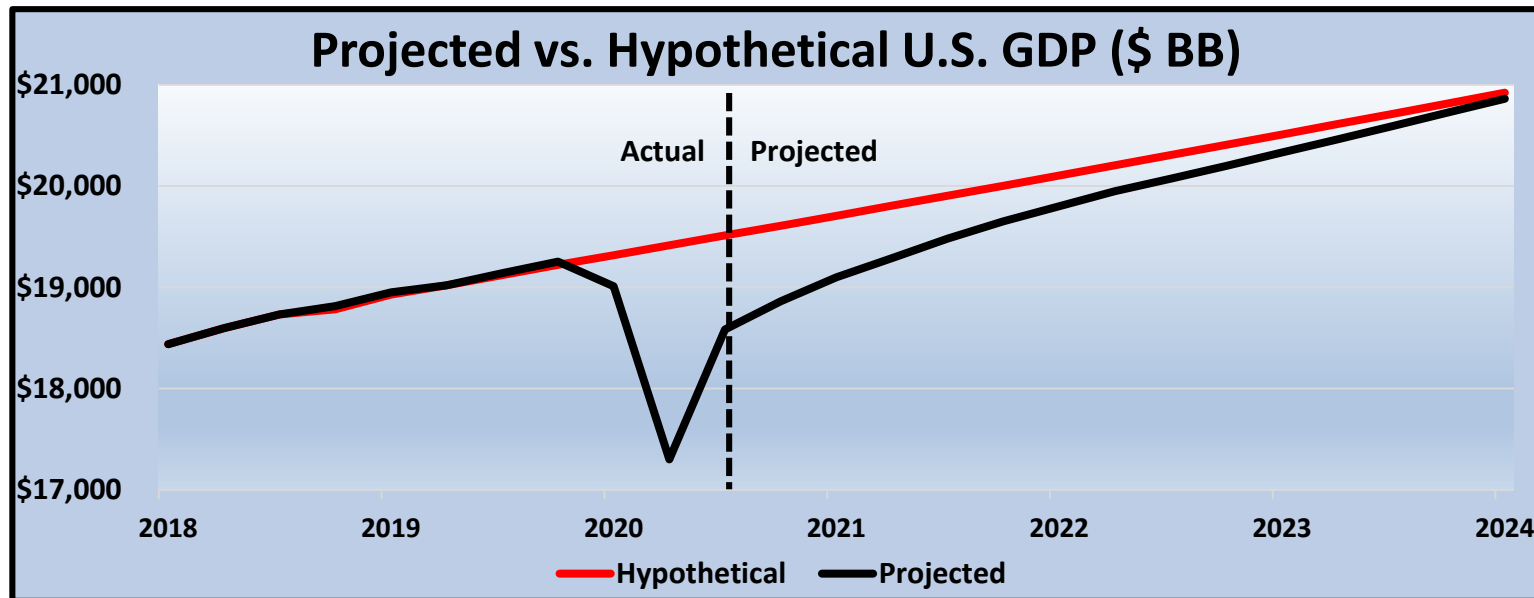
Source: Morningstar, Eastern Bank Wealth Management



# Asset Allocation – Performance



# Economic Outlook



- The economy has begun to recover from the worst recession since the 1930s. The pace of future recovery will depend on the course of the Covid-19 pandemic.
- A tension exists between the near-term restrictions needed to ease strain on the health care system and the prospect of rapid growth over the longer-term as more people are inoculated.

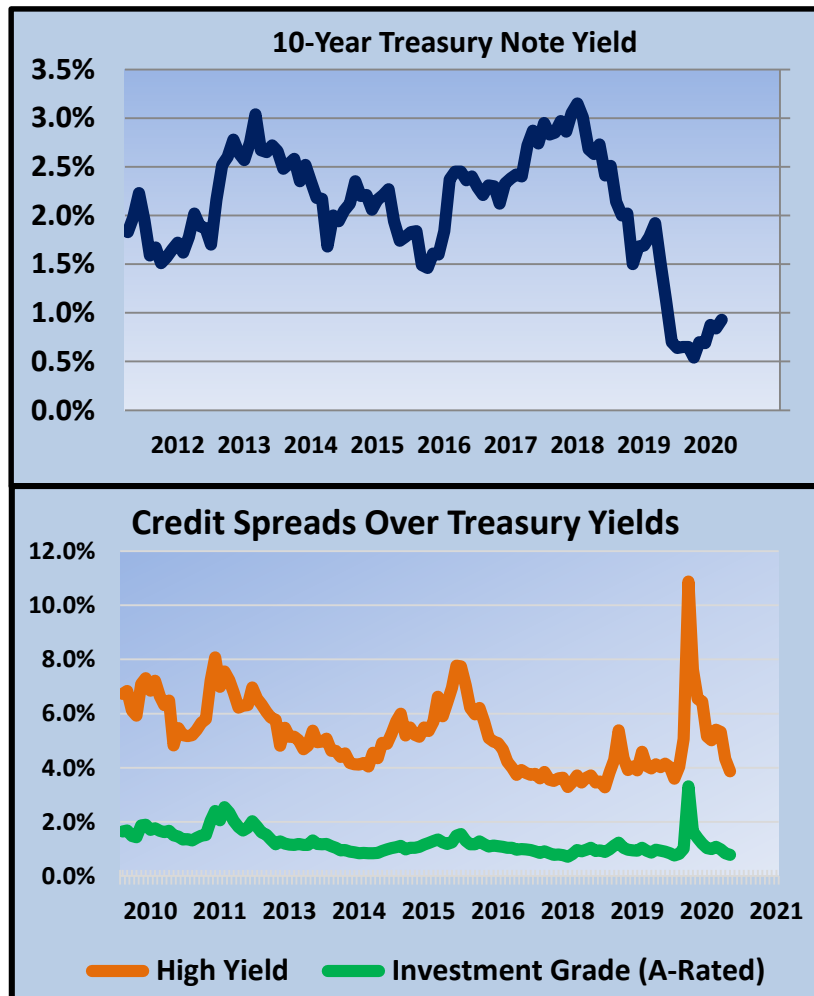
# Recent Portfolio Changes

- Tactical asset allocation
  - Rebalanced portfolios in early January 2021, maintaining slight equity tilt
  - Increased allocation to international equities vs. U.S.
  - Shifted bond portfolios to expect somewhat higher inflation, but low credit risk
- Equity trades (not all names in all accounts)
  - *Purchases and additions:* Advanced Micro Devices, Ameren, Ashland Global, AutoDesk, ConocoPhillips, Darden Restaurants, Dow Chemical, Marriott International, Oshkosh, TJX Companies, United Health Care
  - *Sales and trims:* Air Products & Chemicals, AT&T, Chevron, CVS Health, Home Depot, Illinois Tool Works, McDonald's, Procter & Gamble, Salesforce.com, Viatris, Xcel Energy
- ETF and mutual fund transactions
  - *Purchases:* BlackRock Global Impact Fund, Calvert Income Fund, Conestoga Small Cap Fund, iShares ESG 1-5 Year Corporate Bond Fund, iShares Russell 1000 Value ETF, SPDR Blackstone Senior Loan Fund
  - *Sales and Trims:* Hartford Global Impact Fund, iShares Russell 2000 ETF, SPDR S&P 500 ETF, iShares 3-7 Year Treasury Bond ETF

# Asset Allocation: Current Posture

- Outlook
  - Volatility remains elevated; investors are still nervous about the future course of the Covid-19 pandemic.
  - Sustained recovery will require demonstrable progress in defeating the pandemic and in getting the economy back on its feet.
  - Recent data suggest that the economy is struggling to maintain momentum as the virus's persistence saps consumer confidence and forces some reversals; the path ahead may be uneven.
- Strategy
  - Following the “everything worked” 2020 market rallies, few risk assets seem cheap.
  - We rebalance portfolios every January. We had reduced equities in January 2020 and increased them in April 2020; in our January 2021 rebalancing, we expect to make smaller adjustments.
  - We are retaining a slight tilt toward equities, with a bias toward those sectors that were most devastated by the pandemic.

# Market Monitor: Fixed Income



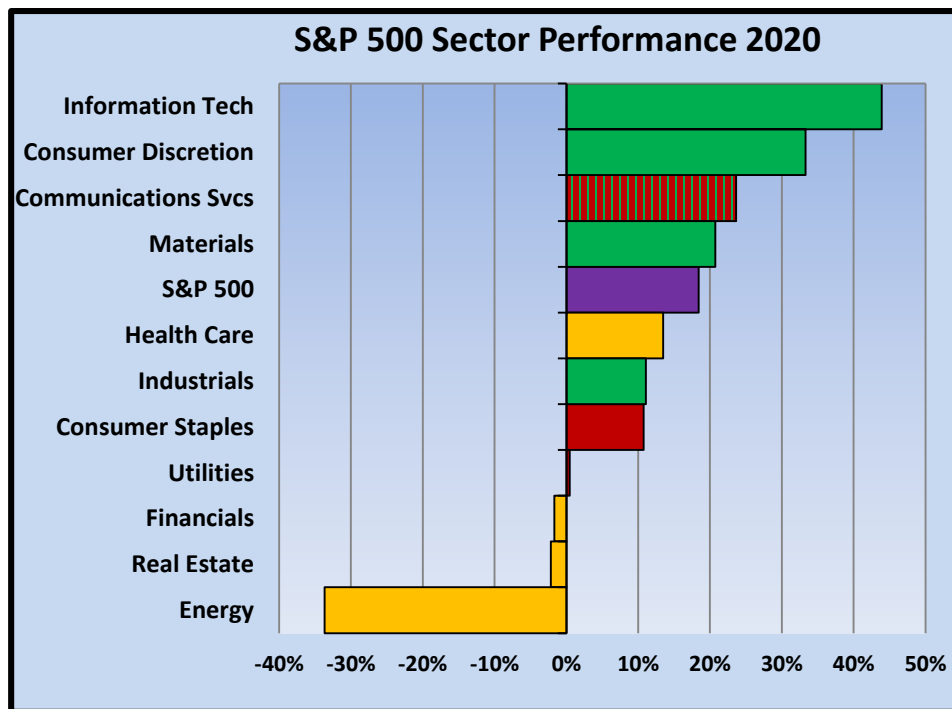
- Longer-term interest rates rose again in December, as investors worried about the potentially inflationary aspects of the Fed's aggressive monetary policy.
- Shorter-term rates remained anchored near zero, leading to a steeper yield curve.
- Credit markets are anticipating swift recovery; spreads have tightened sharply. Top-quality corporate debt now trades less than 1% above Treasury debt.
- High-yield bonds are priced slightly more favorably, as are corporate bank loans and preferred securities.

# Active Fixed Income Strategy

- Outlook
  - Covid-19 knocked the global economy flat, and government shelter-in-place responses magnified the downturn. The challenge now is to see whether reopening can occur even in the face of a sharp new surge in cases. New shelter-in-place restrictions may hurt 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 finished 2020 at all-time highs, up about 18% including dividends. The Nasdaq doubled from its March 23 bottom. Pro-cyclical “value” stocks and small-caps have led the recent rally.
- Investors are clearly focused on post-vaccine economic growth, not on a difficult winter that may include a double-dip recession.



- The index’s 1.6% dividend yield remains above the 10-year Treasury yield.
- Energy, financials, and materials have rallied sharply, but still lagged technology and FANMAG stocks for the year.
- The S&P 500 looks pricy, but early vaccine rollouts could spur positive earnings surprises.

# Domestic Equity Strategy Review

- Outlook
  - The Covid-19 pandemic has stymied efforts to return to normal economic activity, as reopenings have been met with skyrocketing new case counts. Debate centers around whether the recovery will be short and steep or halting and prolonged.
  - 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

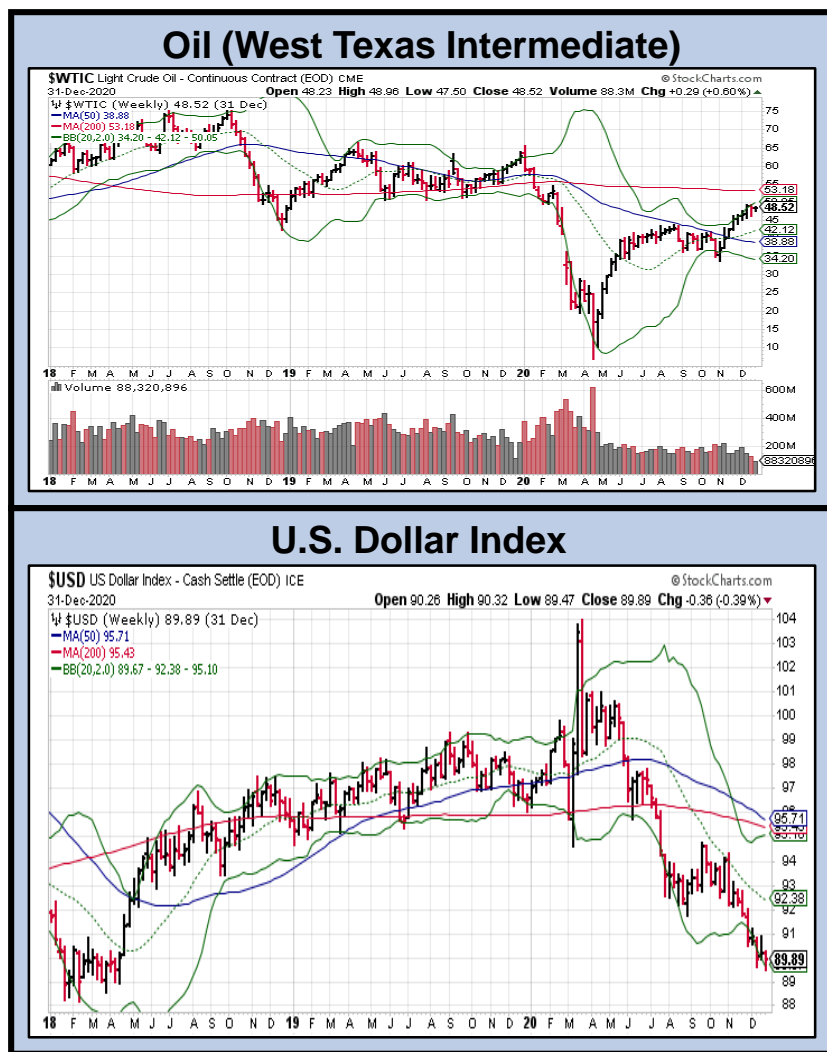


- The global rally finally brought international stocks to new highs, but they still lagged American stocks in 2020. Valuations are below American levels, but so too are GDP and EPS growth rates.
- China's markets soared in 2020, as investors were comforted by the country's apparently successful gradual reopening of its economy.
- Emerging markets, especially in Asia, have outperformed developed markets since the bear market bottom; that edge ebbed a bit in December.

# 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
  - Our tactical tilt away from developed Europe in 2020 helped drive superior performance against the blended benchmark. In early 2021, we closed out our underweight allocation to foreign markets; our Multi-Asset portfolios are now neutrally allocated compared with their benchmarks. Outside the U.S., we still favor emerging markets.
  - Developed markets are under pressure from Covid-19 resurgence and the ECB's imposition of negative interest rates in the Eurozone, but Brexit appears to have been resolved without a crisis.
  - Emerging markets, especially those near China, have regained ground as they have nearly vanquished the pandemic.

# Market Monitor: Other Asset Classes



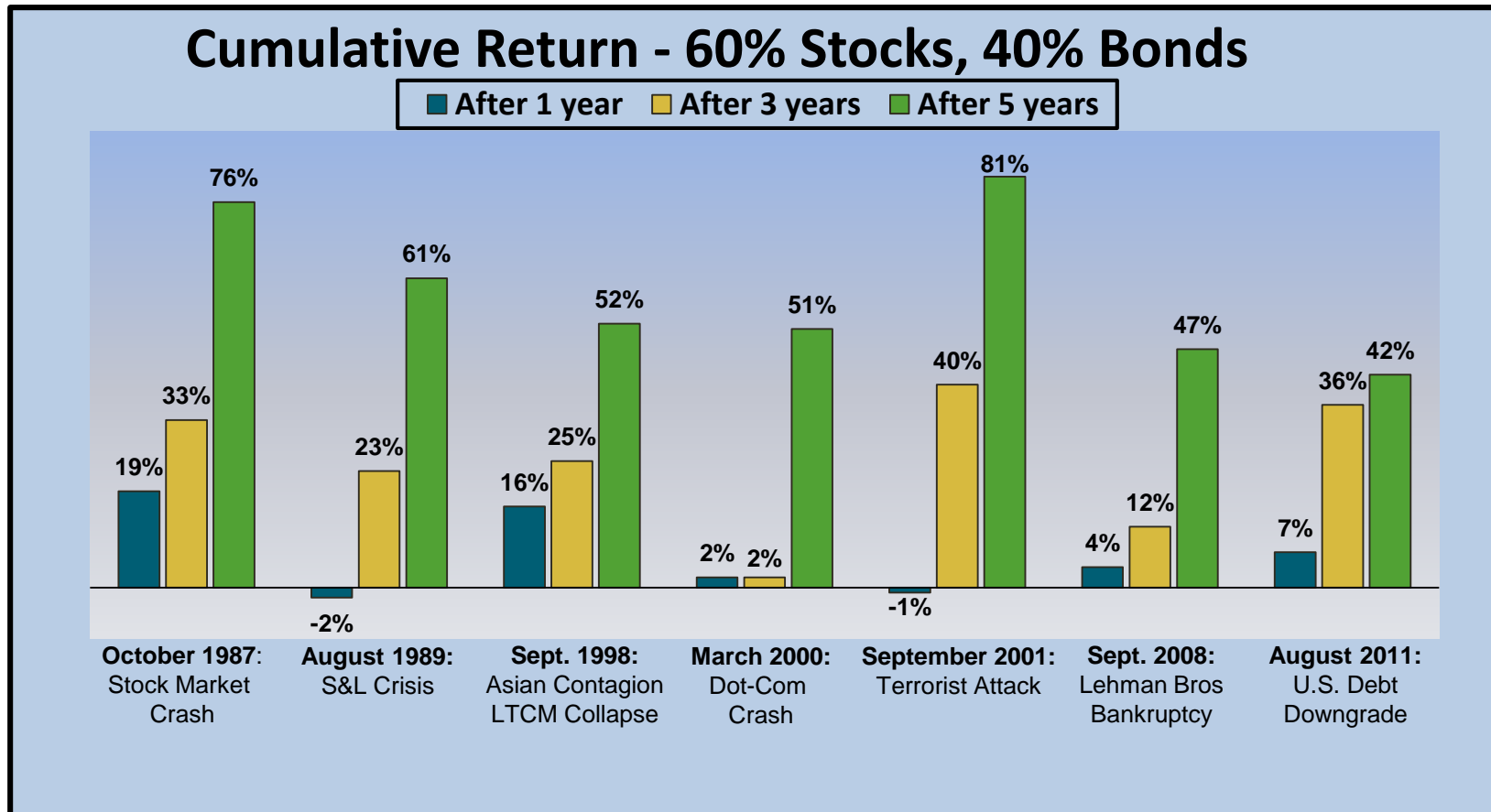
- Oil prices have resumed their recovery, nearing \$50/bbl, as global economies continue to recover. OPEC+ has agreed to increase production, which may temper further price gains.
- The U.S. dollar extended its decline, losing 6% in 2020. The Fed's aggressive monetary policy has sent investors seeking yields elsewhere. As the yield curve steepens, the dollar may stabilize – but few central banks want to see a strong dollar now.
- Industrial metals have rallied as economic recovery has taken hold, but they remain volatile.

# Other Asset Classes Strategy

- Outlook
  - Commodity prices have begun to recover as economies are reopening. 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 U.S. economy and are more correlated with public equities than their sponsors want to admit; high fees and borrowing costs hurt returns.
- Strategy
  - We don't hold commodities, an asset allocation decision that has benefited our clients over time even though the absence of gold has hurt recently. 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

# Resilient Response to Crisis



Source: Dimensional Fund Advisors

# Michael A. Tyler, CFA®

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



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

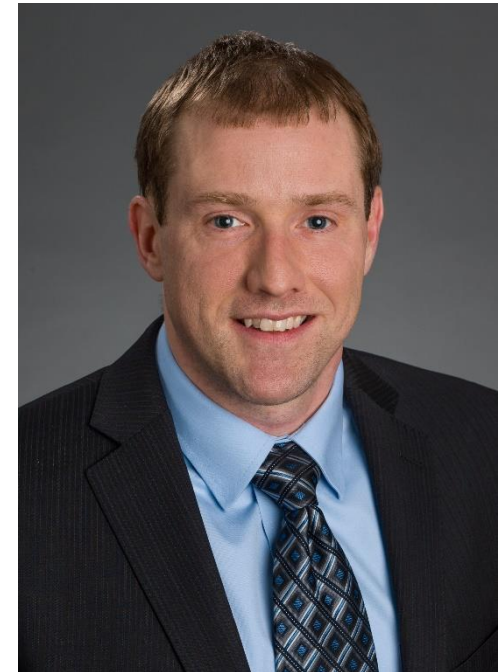
- Vice President, Eastern Bank Wealth Management since 2006
  - Over 20 years previously with BankBoston, Fleet National Bank, and Bank of America
- Expertise in trust, investments & banking
  - Clients include non-profit organizations, individuals, families, and trusts
- Board Memberships
  - Essex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





# Allen Laine, CFA®

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



# William J. Walsh, CFP

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



# Notices and Disclosure

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

## Investment Review

<b>Account Name</b>	SALEM STATE	<b>Account Number</b>	2427524
		<b>Assets Held As Of</b>	DEC 31, 2020
		<b>Valued As Of</b>	DEC 31, 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

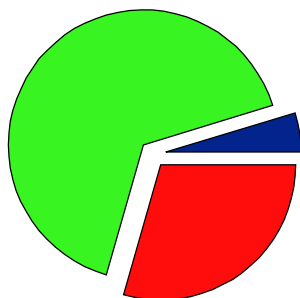
TRUSTEE RESTRICTIONS:

REMARKS:

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

### SUMMARY OF INVESTMENTS

#### Investment Allocation



4.6%	<span style="color: blue;">■</span>	CASH ITEMS	925,150.04
66.0%	<span style="color: green;">■</span>	EQUITIES	13,198,559.19
29.4%	<span style="color: red;">■</span>	FIXED INCOME SECURITIES	5,883,073.48
<hr/>			
100.0%		<b>Total</b>	<b>20,006,782.71</b>

## Investment Review

Account Name SALEM STATE

Account Number 2427524  
Assets Held As Of DEC 31, 2020  
Valued As Of DEC 31, 2020**SUMMARY OF INVESTMENTS****Investment Summary**

	Market Value	%	Estimated Income	Current Yield
<b>CASH ITEMS</b>				
PRINCIPAL CASH				
MONEY MARKET FUNDS	925,150.04	4.62	93	0.01
<b>TOTAL CASH ITEMS</b>	<b>925,150.04</b>	<b>4.62</b>	<b>93</b>	<b>0.01</b>
<b>FIXED INCOME SECURITIES</b>				
CORPORATE/OTHER BONDS	4,618,597.50	23.09	142,432	3.08
MUTUAL FUND - CORPORATE BONDS				
UNCLASSIFIED	209,560.53	1.05	8,991	4.29
MUTUAL FUNDS	1,054,915.45	5.27	34,876	3.31
<b>TOTAL MUTUAL FUND - CORPORATE BONDS</b>	<b>1,264,475.98</b>	<b>6.32</b>	<b>43,867</b>	<b>3.47</b>
<b>TOTAL FIXED INCOME SECURITIES</b>	<b>5,883,073.48</b>	<b>29.41</b>	<b>186,299</b>	<b>3.17</b>
<b>EQUITIES</b>				
<b>COMMON STOCKS</b>				
MACHINERY	131,073.60	0.66	1,316	1.00
COMMUNICATION SERVICES	1,170,506.09	5.85	13,258	1.13
CONSUMER DISCRETIONARY	649,245.98	3.25	10,284	1.58
CONSUMER STAPLES	641,231.11	3.21	13,553	2.11
FINANCIALS	1,026,908.05	5.13	23,728	2.31
HEALTH CARE	1,161,534.68	5.81	17,705	1.52
INDUSTRIALS	676,432.44	3.38	14,232	2.10
INFORMATION TECHNOLOGY	2,526,760.98	12.63	25,003	0.99
MATERIALS	212,291.94	1.06	4,165	1.96
REAL ESTATE	113,127.84	0.57	2,283	2.02
UTILITIES	257,679.24	1.29	8,255	3.20
<b>TOTAL COMMON STOCKS</b>	<b>8,566,791.95</b>	<b>42.82</b>	<b>133,782</b>	<b>1.56</b>
MUTUAL FUND - LARGE CAP EQUITIES				
MUTUAL FUNDS	2,860,530.67	14.30	25,833	0.90
MUTUAL FUND - INTERNATIONAL EQUITIES				
MUTUAL FUNDS	672,599.21	3.36	6,102	0.91
MUTUAL FUND-SMALL AND MID CAP EQUITIES				
MUTUAL FUNDS	414,890.62	2.07	760	0.18

## Investment Review

Account Name	SALEM STATE	Account Number	2427524
		Assets Held As Of	DEC 31, 2020
		Valued As Of	DEC 31, 2020

**SUMMARY OF INVESTMENTS****Investment Summary**

	Market Value	%	Estimated Income	Current Yield
MUTUAL FUND - INTERNATIONAL EMERGING MKTS MUTUAL FUNDS	683,746.74	3.42	7,121	1.04
<b>TOTAL EQUITIES</b>	13,198,559.19	65.97	173,598	1.32
<b>TOTAL FUND</b>	20,006,782.71	100.00	359,990	1.80

For the Tax Year Ending 12/31

Net Short Term Gain/Loss 78,114.22-

Net Long Term Gain/Loss \* 872,560.47

\* Includes Long Term Capital Gains Dividends

**SUMMARY OF INVESTED INCOME****Investment Summary**

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

**SCHEDULE OF INVESTMENTS**

UNITS	DESCRIPTION	TAX COST	UNIT COST	CURRENT PRICE	MARKET VALUE	INC RATE	EST CURRENT INC	PLG YIELD	PLG COD
	<b>CASH ITEMS</b>								
	PRINCIPAL CASH	0			0		0.0		

## Investment Review

Account Name SALEM STATE

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UNITS	DESCRIPTION	TAX COST	UNIT COST	CURRENT PRICE	MARKET VALUE	INC RATE	EST INC	CURRENT YIELD	PLG COD
<b>MONEY MARKET FUNDS</b>									
	FEDERATED GOV'T OBLIGATION TAX MANAGED FUND # 637	925,150			925,150	0.01	93	0.0	
	TOTAL CASH ITEMS	925,150			925,150		93	0.0	
<b>FIXED INCOME SECURITIES</b>									
<b>CORPORATE/OTHER BONDS</b>									
250,000	EBAY INC 3.8% 03/09/2022	252,832	101.13	103.742	259,355	3.80	9,500	3.7	
250,000	HEWLETT-PACKARD CO 4.05% 09/15/2022	254,271	101.71	106.067	265,168	4.05	10,125	3.8	
100,000	BANK OF AMERICA CORP 3.3% 01/11/2023	101,281	101.28	106.021	106,021	3.30	3,300	3.1	
150,000	VODAFONE GROUP 2.95% 02/19/2023	151,484	100.99	105.133	157,700	2.95	4,425	2.8	
150,000	CITIGROUP 3.375% 03/01/2023	152,717	101.81	106.205	159,308	3.38	5,063	3.2	
100,000	ACE INA HOLDINGS 2.7% 03/13/2023	101,303	101.30	105.306	105,306	2.70	2,700	2.6	
150,000	CARDINAL HEALTH, INC. 3.2% 03/15/2023	152,810	101.87	105.78	158,670	3.20	4,800	3.0	
125,000	HYATT HOTELS CORP 3.375% 07/15/2023	126,704	101.36	105.198	131,498	3.38	4,219	3.2	
200,000	CELGENE CORPORATION 4% 08/15/2023	204,054	102.03	108.356	216,712	4.00	8,000	3.7	
175,000	AMERIPRISE FINANCIAL INC 4% 10/15/2023	178,418	101.95	110.216	192,878	4.00	7,000	3.6	
200,000	INTERCONTEXCHANGE GROUP INC 4% 10/15/2023	206,236	103.12	109.783	219,566	4.00	8,000	3.6	
200,000	ALABAMA POWER CO 3.55% 12/01/2023	203,851	101.93	108.777	217,554	3.55	7,100	3.3	
200,000	WHIRLPOOL CORP. 4% 03/01/2024	205,817	102.91	109.767	219,534	4.00	8,000	3.6	
150,000	CBS 3.7% 08/15/2024	152,369	101.58	109.648	164,472	3.70	5,550	3.4	
100,000	QUALCOMM INC 3.45% 05/20/2025	97,640	97.64	111.346	111,346	3.45	3,450	3.1	

Investment Review

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**SCHEDULE OF INVESTMENTS**

UNITS	DESCRIPTION	TAX COST	UNIT COST	CURRENT PRICE	MARKET VALUE	INC RATE	EST INC	CURRENT YIELD	PLG COD
100,000	KEYCORP 4.15% 10/29/2025	100,832	100.83	116.068	116,068	4.15	4,150	3.6	
100,000	ABBVIE INC 3.2% 05/14/2026	102,178	102.18	110.789	110,789	3.20	3,200	2.9	
200,000	AMERICAN EXPRESS CO 3.125% 05/20/2026	206,006	103.00	111.988	223,976	3.13	6,250	2.8	
150,000	QUEST DIAGNOSTIC INC. 3.45% 06/01/2026	156,819	104.55	112.914	169,371	3.45	5,175	3.1	
150,000	WELLS FARGO & CO 3% 10/23/2026	160,496	107.00	110.797	166,196	3.00	4,500	2.7	
150,000	AMGEN INC 2.2% 02/21/2027	157,821	105.21	107.201	160,802	2.20	3,300	2.1	
200,000	STARBUCKS CORP 2% 03/12/2027	210,059	105.03	106.116	212,232	2.00	4,000	1.9	
200,000	UNION PACIFIC CORP 3% 04/15/2027	214,147	107.07	110.598	221,196	3.00	6,000	2.7	
150,000	LOWES COMPANIES INC 3.1% 05/03/2027	157,209	104.81	112.191	168,287	3.10	4,650	2.8	
200,000	FIFTH THIRD BANCORP 2.55% 05/05/2027	216,681	108.34	108.832	217,664	2.55	5,100	2.3	
150,000	SYSCO CORP 3.25% 07/15/2027	159,072	106.05	111.288	166,932	3.25	4,875	2.9	
	TOTAL CORPORATE/OTHER BONDS	4,383,107			4,618,601		142,432	3.1	
<b>MUTUAL FUND - CORPORATE BONDS UNCLASSIFIED</b>									
22,199.21	CALVERT FLOATING RATE ADVANTAGE FUND	193,210	8.70	9.44	209,561	0.41	8,991	4.3	
<b>MUTUAL FUNDS</b>									
7,859.04	CALVERT HIGH YIELD BOND FUND	193,210	24.58	27.14	213,294	1.22	9,588	4.5	
38,864.26	CALVERT INCOME FUND	626,325	16.12	18.10	703,443	0.58	22,697	3.2	
5,278	ISHARES ESG 1-5 YR USD CORP BOND ETF	137,914	26.13	26.18	138,178	0.49	2,591	1.9	
	TOTAL MUTUAL FUNDS	957,449			1,054,915		34,876	3.3	
	TOTAL MUTUAL FUND - CORPORATE BONDS	1,340,659			1,264,476		43,867	3.5	



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UNITS	DESCRIPTION	TAX COST	UNIT COST	CURRENT PRICE	MARKET VALUE	INC RATE	EST CURRENT INC	YIELD	PLG COD
	TOTAL FIXED INCOME SECURITIES	5,533,766			5,883,077		186,299	3.2	
	<b>EQUITIES</b>								
	<b>COMMON STOCKS</b>								
	<b>MACHINERY</b>								
658	IDEX CORPORATION	96,802	147.12	199.20	131,074	2.00	1,316	1.0	
	<b>COMMUNICATION SERVICES</b>								
3,053	AT & T INC	93,696	30.69	28.76	87,804	2.08	6,350	7.2	
81	ALPHABET, INC. CL C	48,715	601.42	1751.88	141,902	0.00	0	0.0	
198	ALPHABET, INC. CL A	142,527	719.83	1752.64	347,023	0.00	0	0.0	
1,071	WALT DISNEY PRODUCTIONS	118,503	110.65	181.18	194,044	1.76	1,885	1.0	
1,033	FACEBOOK CL A	192,863	186.70	273.16	282,174	0.00	0	0.0	
2,001	VERIZON COMMUNICATIONS INC	85,336	42.65	58.75	117,559	2.51	5,023	4.3	
	TOTAL COMMUNICATION SERVICES	681,640			1,170,506		13,258	1.1	
	<b>CONSUMER DISCRETIONARY</b>								
790	BURLINGTON STORES, INC.	126,365	159.96	261.55	206,625	0.00	0	0.0	
928	HOME DEPOT INC	126,381	136.19	265.62	246,495	6.00	5,568	2.3	
914	MCDONALD'S CORP	155,868	170.53	214.58	196,126	5.16	4,716	2.4	
	TOTAL CONSUMER DISCRETIONARY	408,614			649,246		10,284	1.6	
	<b>CONSUMER STAPLES</b>								
773	PEPSICO INC	89,543	115.84	148.30	114,636	4.09	3,162	2.8	
1,034	PROCTER & GAMBLE CO	71,102	68.76	139.14	143,871	3.16	3,271	2.3	
2,015	SYSCO CORP	108,274	53.73	74.26	149,634	1.80	3,627	2.4	
1,617	WALMART, INC.	159,150	98.42	144.15	233,091	2.16	3,493	1.5	
	TOTAL CONSUMER STAPLES	428,069			641,232		13,553	2.1	

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UNITS	DESCRIPTION	TAX COST	UNIT COST	CURRENT PRICE	MARKET VALUE	INC RATE	EST CURRENT INC	YIELD	PLG COD
<b>FINANCIALS</b>									
1,566	ALLSTATE CORP	116,799	74.58	109.93	172,150	2.16	3,383	2.0	
274	BLACKROCK INC.	103,802	378.84	721.54	197,702	14.52	3,978	2.0	
1,303	INTERCONTEXCHANGE GROUP INC	95,940	73.63	115.29	150,223	1.20	1,564	1.0	
2,612	J P MORGAN CHASE & CO	203,750	78.01	127.07	331,907	3.60	9,403	2.8	
1,174	PNC BANK CORP	156,609	133.40	149.00	174,926	4.60	5,400	3.1	
	TOTAL FINANCIALS	676,900			1,026,908		23,728	2.3	
<b>HEALTH CARE</b>									
2,076	ABBOTT LABORATORIES INC	141,576	68.20	109.49	227,301	1.80	3,737	1.6	
750	DANAHER CORP	65,237	86.98	222.14	166,605	0.72	540	0.3	
1,279	JOHNSON & JOHNSON	124,223	97.13	157.38	201,289	4.04	5,167	2.6	
1,926	MERCK & CO INC. NEW	98,792	51.29	81.80	157,547	2.60	5,008	3.2	
447	THERMO FISHER SCIENTIFIC, INC.	155,384	347.61	465.78	208,204	0.88	393	0.2	
572	UNITEDHEALTH GROUP, INC	129,095	225.69	350.68	200,589	5.00	2,860	1.4	
	TOTAL HEALTH CARE	714,307			1,161,535		17,705	1.5	
<b>INDUSTRIALS</b>									
415	FEDEX CORPORATION	106,593	256.85	259.62	107,742	2.60	1,079	1.0	
780	ILLINOIS TOOL WORKS	143,117	183.48	203.88	159,026	4.56	3,557	2.2	
414	NORTHROP GRUMMAN	122,025	294.75	304.72	126,154	5.80	2,401	1.9	
1,878	RAYTHEON TECHNOLOGIES CORP	129,844	69.14	71.51	134,296	1.90	3,568	2.7	
1,242	EATON CORP PLC	92,808	74.72	120.14	149,214	2.92	3,627	2.4	
	TOTAL INDUSTRIALS	594,387			676,432		14,232	2.1	
<b>INFORMATION TECHNOLOGY</b>									
307	ADOBE INC.	51,903	169.07	500.12	153,537	0.00	0	0.0	
921	AKAMAI TECHNOLOGIES	105,092	114.11	104.99	96,696	0.00	0	0.0	

## Investment Review

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Valued As Of DEC 31, 2020**SCHEDULE OF INVESTMENTS**

UNITS	DESCRIPTION	TAX COST	UNIT COST	CURRENT PRICE	MARKET VALUE	INC RATE	EST INC	CURRENT YIELD	PLG COD
816	ANALOG DEVICES	40,848	50.06	147.73	120,548	2.48	2,024	1.7	
2,512	APPLE INC	195,326	77.76	132.69	333,317	0.82	2,060	0.6	
2,180	APPLIED MATERIALS	120,136	55.11	86.30	188,134	0.88	1,918	1.0	
670	AUTOMATIC DATA PROCESSING	109,865	163.98	176.20	118,054	3.72	2,492	2.1	
583	BROADCOM INC	136,279	233.75	437.85	255,267	14.40	8,395	3.3	
735	MASTERCARD	145,512	197.98	356.94	262,351	1.76	1,294	0.5	
2,091	MICROSOFT	220,619	105.51	222.42	465,080	2.24	4,684	1.0	
752	MOTOROLA SOLUTIONS, INC.	100,702	133.91	170.06	127,885	2.84	2,136	1.7	
1,163	PAYPAL HLDGS INC	135,639	116.63	234.20	272,375	0.00	0	0.0	
600	SALESFORCE.COM	36,227	60.38	222.53	133,518	0.00	0	0.0	
	TOTAL INFORMATION TECHNOLOGY	1,398,148			2,526,762		25,003	1.0	
	<b>MATERIALS</b>								
777	AIR PRODUCTS & CHEMICALS	121,136	155.90	273.22	212,292	5.36	4,165	2.0	
	<b>REAL ESTATE</b>								
504	AMERICAN TOWER REIT	119,847	237.79	224.46	113,128	4.53	2,283	2.0	
	<b>UTILITIES</b>								
1,980	AMERICAN ELEC POWER CO	181,249	91.54	83.27	164,875	2.96	5,861	3.6	
1,392	XCEL ENERGY, INC.	37,821	27.17	66.67	92,805	1.72	2,394	2.6	
	TOTAL UTILITIES	219,070			257,680		8,255	3.2	
	TOTAL COMMON STOCKS	5,458,920			8,566,795		133,782	1.6	
	<b>MUTUAL FUND - LARGE CAP EQUITIES</b>								
	<b>MUTUAL FUNDS</b>								
26,398	CALVERT GLOBAL ENERGY SOLUTIONS	200,994	7.61	12.73	336,047	0.11	2,772	0.8	
6,068.92	DFA U S SUSTAINABILITY CORE 1	136,804	22.54	29.87	181,279	0.36	2,154	1.2	

## Investment Review

Account Name SALEM STATE

Account Number 2427524  
Assets Held As Of DEC 31, 2020  
Valued As Of DEC 31, 2020**SCHEDULE OF INVESTMENTS**

UNITS	DESCRIPTION	TAX COST	UNIT COST	CURRENT PRICE	MARKET VALUE	INC RATE	EST CURRENT INC	YIELD	PLG COD
7,145	INVESCO BUYBACK WILDERHILL CLEAN ENERGY ETF	183,071	25.62	103.39	738,722	0.45	3,244	0.4	
4,147	I SHARES RUSSELL 1000 INDEX FUND	629,971	151.91	211.84	878,500	2.90	12,022	1.4	
2,107	SPDR S&P BIOTECH	171,082	81.20	140.78	296,623	0.28	594	0.2	
1,965	SPDR INDUSTRIAL SELECT	147,946	75.29	88.55	174,001	1.37	2,698	1.6	
1,964	SPDR TECHNOLOGY IDX	151,864	77.32	130.02	255,359	1.20	2,349	0.9	
	TOTAL MUTUAL FUNDS	1,621,732			2,860,531		25,833	0.9	
<b>MUTUAL FUND - INTERNATIONAL EQUITIES</b>									
<b>MUTUAL FUNDS</b>									
49,368.95	DOMINI IMPACT INTERNATIONAL EQUITY FUND INSTITUTIONAL	433,256	8.78	8.41	415,193	0.09	4,344	1.0	
16,747.32	HARTFORD GLOBAL IMPACT FUND	162,784	9.72	15.37	257,406	0.11	1,758	0.7	
	TOTAL MUTUAL FUNDS	596,040			672,599		6,102	0.9	
<b>MUTUAL FUND-SMALL AND MID CAP EQUITIES</b>									
<b>MUTUAL FUNDS</b>									
8,945.46	CALVERT MID CAP I	338,407	37.83	46.38	414,891	0.09	760	0.2	
<b>MUTUAL FUND - INTERNATIONAL EMERGING MKTS</b>									
<b>MUTUAL FUNDS</b>									
10,642.66	CALVERT EMERGING MARKETS EQUITY FUND	169,362	15.91	22.26	236,906	0.09	968	0.4	
42,435.06	DFA EMERGING MARKETS SUSTAINABILITY CORE 1 PORT.	377,867	8.90	10.53	446,841	0.15	6,153	1.4	
	TOTAL MUTUAL FUNDS	547,229			683,747		7,121	1.0	
	TOTAL EQUITIES	8,562,328			13,198,563		173,598	1.3	
	<b>TOTAL FUND</b>	<b>15,021,244</b>			<b>20,006,790</b>		<b>359,990</b>	<b>1.8</b>	

Investment Review

Account Name SALEM STATE

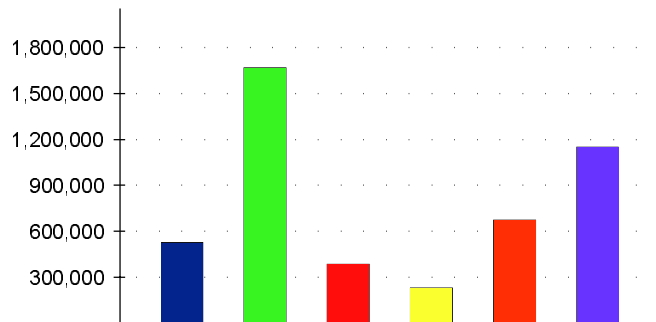
Account Number 2427524  
 Assets Held As Of DEC 31, 2020  
 Valued As Of DEC 31, 2020

**SCHEDULE OF INCOME INVESTMENTS**

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

**MATURITY SCHEDULE**

Maturities by Year



2022	524,522.50
2023	1,665,211.50
2024	384,006.00
2025	227,414.00
2026	670,331.50
2027	1,147,112.00
<b>Total</b>	<b>4,618,597.50</b>

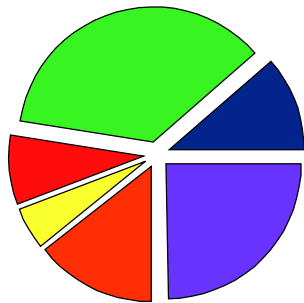
Investment Review

Account Name SALEM STATE

Account Number 2427524  
 Assets Held As Of DEC 31, 2020  
 Valued As Of DEC 31, 2020

**MATURITY SCHEDULE**

Percent at Market by Year



11.4%	<b>2022</b>	524,522.50
36.0%	<b>2023</b>	1,665,211.50
8.3%	<b>2024</b>	384,006.00
4.9%	<b>2025</b>	227,414.00
14.5%	<b>2026</b>	670,331.50
24.9%	<b>2027</b>	1,147,112.00
<b>100.0%</b>	<b>Total</b>	<b>4,618,597.50</b>

Maturing :	Federal Tax Cost	Current Market Value	Face Value	% at Market
2020				
2021				
2022	507,102.56	524,522.50	500,000.00	11.36
2023	1,578,856.39	1,665,211.50	1,550,000.00	36.05
2024	358,185.89	384,006.00	350,000.00	8.31
2025	198,471.70	227,414.00	200,000.00	4.92
2026	625,499.51	670,331.50	600,000.00	14.51
2027	1,114,988.90	1,147,112.00	1,050,000.00	24.84
2028				
2029				
TEN TO TWENTY YEARS				
OVER TWENTY YEARS				
<b>TOTAL</b>	<b>4,383,104.95</b>	<b>4,618,597.50</b>	<b>4,250,000.00</b>	<b>100.00</b>

MATURING NEXT 365 DAYS

Information may be a combination of maturity and prerefunded dates

# Your Performance Statement

Investment activity through 12/31/2020

Your Portfolio Summary

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

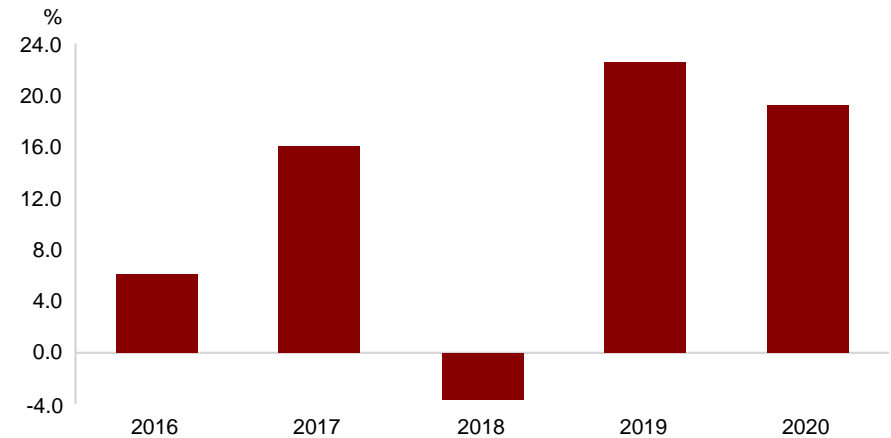
EASTERN BANK INVEST MGR FOR SALEM STATE UNIV (2427524)

Performance Measured Since: December 01, 1996

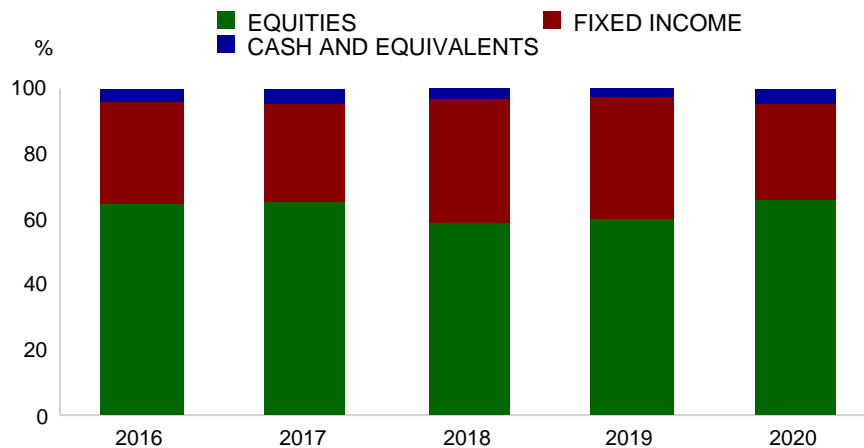
Portfolio Value - YTD

<b>Beginning Market Value</b>	<b>16,834,100.06</b>
<b>Beginning Accrued Income</b>	<b>52,479.94</b>
<b>Beginning Portfolio Value</b>	<b>16,886,580.00</b>
Contributions	366,276.13
Withdrawals	-444,948.16
Income Earned	362,548.12
Market Appreciation	2,883,115.70
<b>Ending Market Value</b>	<b>20,006,794.04</b>
<b>Ending Accrued Income</b>	<b>46,777.75</b>
<b>Ending Portfolio Value</b>	<b>20,053,571.79</b>
 <b>Total Return</b>	 <b>19.29</b>

Annual Portfolio Returns



Annual Portfolio Allocation



Portfolio Values By Asset Class

	Market Value	% of Mkt Val
DOMESTIC EQUITY	11,851,184	59.1
DOMESTIC FIXED INCOM	5,920,881	29.5
INTERNATIONAL EQUITY	1,356,346	6.8
CASH AND EQUIVALENTS	925,161	4.6
<b>Total</b>	<b>20,053,572</b>	<b>100.0</b>



## Your Portfolio Performance

Reporting period: December 31, 2019 to December 31, 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 (1 Year)	1 Year	3 Years	5 Years	Inception to Date 12/01/1996
TOTAL FUND	20,053,572	2.90	9.91	19.29	19.29	12.08	11.65	6.93
TOTAL NET OF FEES	20,053,572	2.87	9.79	18.76	18.76	11.58	11.15	6.63
Strategy: Growth with Income (Corp)		2.68	8.49	13.78	13.78	10.02	10.51	7.36
EQUITIES	13,207,529	4.22	14.82	25.27	25.27	16.19	16.05	8.06
Benchmark: Multi-Asset Equity Blend		4.18	13.20	17.78	17.78	12.77	14.28	8.40
DOMESTIC EQUITY	11,851,184	3.99	14.43	26.65	26.65	17.96	17.35	
COMMON STOCK	8,575,762	2.94	10.43	19.80	19.80	16.75	16.84	
DOMESTIC EQUITY FUNDS	3,275,421	6.82	26.41	46.55	46.55	19.81	17.36	
ETF - DOMESTIC EQUITY	2,343,206	6.85	28.73	59.85	59.85	25.04	21.34	
MUTUAL FUND - DOMESTIC EQUITY	517,325	8.61	26.39	46.17	46.17			
MUTUAL FUND - DOMESTIC EQUITY	414,891	4.53	14.81	10.37	10.37	9.69		
INTERNATIONAL EQUITY	1,356,346	6.24	18.25	15.61	15.61	5.69	8.32	
INTERNATIONAL EQUITY FUNDS	1,356,346	6.24	18.25	15.61	15.61	5.69	8.32	
MUTUAL FUND - INTERNATIONAL EQUITIES	672,599	5.31	16.79	14.66	14.66	4.61	9.56	
MUTUAL FUND - INTERNATIONAL EQUITIES	683,747	7.18	19.73	16.71	16.71	5.03		
FIXED INCOME	5,920,881	.52	1.72	8.46	8.46	5.60	4.61	4.84
Benchmark: Barclays US Interm Credit TR USD		.47	1.55	7.08	7.08	5.46	4.74	5.35
DOMESTIC FIXED INCOME	5,920,881	.52	1.72	8.46	8.46	5.60	4.61	
DOMESTIC BONDS	4,656,405	.38	1.08	6.87	6.87	5.07	4.05	
CORPORATE BOND	4,656,405	.38	1.08	6.87	6.87	5.07	4.06	
DOMESTIC BOND FUNDS	1,264,476	1.03	4.15	13.52	13.52	7.16	6.31	
CORPORATE BOND FUNDS	1,264,476	1.03	4.15	7.71	7.71	6.34	6.41	
ETF - CORPORATE BONDS	138,178	.30	.83					
MUTUAL FUND - CORPORATE BONDS	1,126,298	1.12	4.57	8.25	8.25	6.64		

## Your Portfolio Performance

Reporting period: December 31, 2019 to December 31, 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 (1 Year)	1 Year	3 Years	5 Years	Inception to Date 12/01/1996
CASH AND EQUIVALENTS	925,161	.00	.00	.27	.27	1.16	.79	2.00
CASH UNINVESTED	11	.00	.00	.00	.00	.00	.00	
MONEY MARKET FUNDS	925,150	.00	.00	.27	.27	1.14	.78	
Benchmark: Lipper Money Mkt Fd IX		.00	.01	.41	.41	1.33	.95	1.95

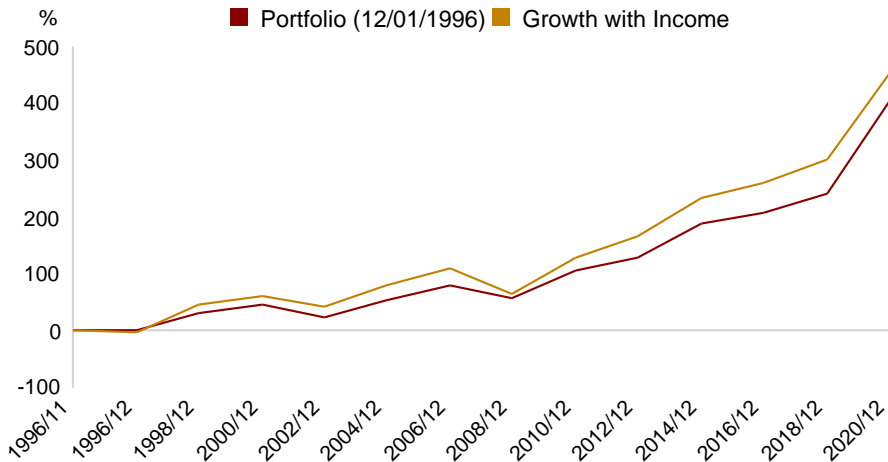
Your Portfolio Performance - Continued

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

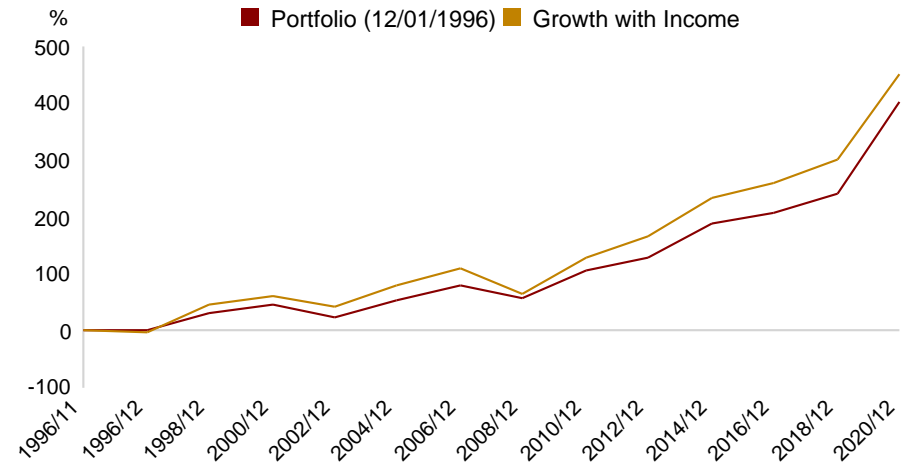
EASTERN BANK INVEST MGR FOR SALEM STATE UNIV (2427524)

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
INVESCO BUYBACK WILDERHIL	738,722	25.1	204.59
PAYPAL HLDGS INC	272,375	9.3	100.89
APPLE INC	333,317	11.3	72.11
SPDR TECHNOLOGY IDX	255,359	8.7	69.37
CALVERT GLOBAL ENERGY SOL	336,047	11.4	61.50
APPLIED MATERIALS	188,134	6.4	60.50
ADOBE INC.	153,537	5.2	48.85
SPDR S&P BIOTECH	296,623	10.1	48.33
BLACKROCK INC.	197,702	6.7	47.61
DANAHER CORP	166,740	5.7	45.92

Bottom 10 Performers - YTD

	Market Value	% of Mkt Val	Return
UNITED TECHNOLOGIES CORP	0	.0	-33.46
V F CORP, INC.	0	.0	-32.38
XYLEM INC.	0	.0	-26.31
AT & T INC	87,804	24.1	-21.27
I SHARES MSCI KLD 400 SOC	0	.0	-19.74
CHARLES SCHWAB	0	.0	-18.32
ALBEMARLE CORP	0	.0	-18.05
CVS HEALTH CORP HEALTH	0	.0	-12.82
SYSCO CORP	149,634	41.2	-11.62
NORTHROP GRUMMAN	126,154	34.7	-9.90

Your Allocation Overview

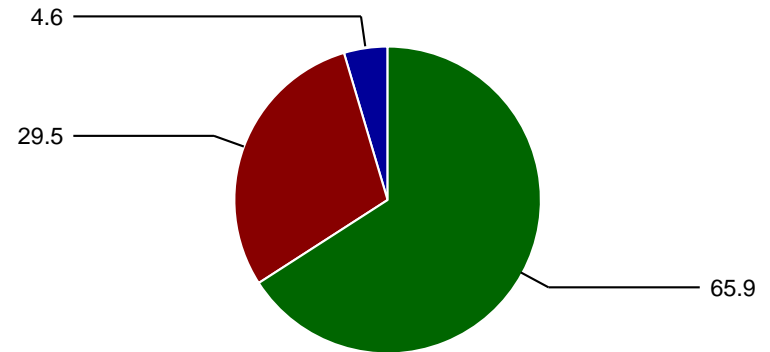
Reporting period: December 31, 2019 to December 31, 2020

EASTERN BANK INVEST MGR FOR SALEM STATE UNIV (2427524)

Performance Measured Since: December 01, 1996

Sector Allocation

	Market Value	% of Mkt Val
■ EQUITIES	13,207,529	65.9
■ FIXED INCOME	5,920,881	29.5
■ CASH AND EQUIVALENTS	925,161	4.6
<b>Total</b>	<b>20,053,572</b>	<b>100.0</b>



Top Holdings

	Classification	Unit Cost	Total Cost	Price	Market Value	Accrual	% of Mkt Val	Unrealized Gain/Loss
FEDERATED GOV'T OBLIGATION TAX	MONEY MARKET FUNDS	1.00	925,150.04	1.000	925,150.04	.00	4.6	.00
I SHARES RUSSELL 1000 INDEX FU	ETF - DOMESTIC EQUIT	151.91	629,970.77	211.840	878,500.48	.00	4.4	248,529.71
INVESCO BUYBACK WILDERHILL CLE	ETF - DOMESTIC EQUIT	25.62	183,070.97	103.390	738,721.55	.00	3.7	555,650.58
CALVERT INCOME FUND	MUTUAL FUND - CORPOR	16.13	626,884.03	18.100	703,443.12	.00	3.5	76,559.09
MICROSOFT	INFORMATION TECHNOLO	105.51	220,619.32	222.420	465,080.22	.00	2.3	244,460.90
DFA EMERGING MARKETS	MUTUAL FUND - INTERN	8.90	377,867.02	10.530	446,841.13	.00	2.2	68,974.11
DOMINI IMPACT INTERNATIONAL	MUTUAL FUND - INTERN	8.77	433,190.81	8.410	415,192.84	.00	2.1	-17,997.97
CALVERT MID CAP I	MUTUAL FUND - DOMEST	37.83	338,407.07	46.380	414,890.62	.00	2.1	76,483.55
ALPHABET, INC. CL A	COMMUNICATION SERV	631.82	125,100.19	1,752.640	347,022.72	.00	1.7	221,922.53
CALVERT GLOBAL ENERGY SOLUTION	MUTUAL FUND - DOMEST	7.61	200,994.35	12.730	336,046.54	.00	1.7	135,052.19
APPLE INC	INFORMATION TECHNOLO	77.76	195,325.90	132.690	333,317.28	.00	1.7	137,991.38
All Others			10,775,311.43		14,002,587.50	46,777.75	70.0	3,227,276.07
<b>Total</b>			<b>15,031,891.90</b>		<b>20,006,794.04</b>	<b>46,777.75</b>	<b>100.0</b>	<b>4,974,902.14</b>

## Your Holdings Detail

Reporting period: December 31, 2019 to December 31, 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	
<b>COMMON STOCK</b>												
<b>COMMUNICATION SERVICES</b>												
<b>Assets Held During Period</b>												
AT & T INC	00206R102	87,804	93,111	-21.27	.5	-25,157	-.15	115	-.35	60	-2.43	6
ALPHABET, INC. CL C	02079K107	141,902	120,474	30.77	.6	34,406	.20	32	.48	22	3.33	4
ALPHABET, INC. CL A	02079K305	347,023	286,139	28.76	1.4	84,814	.50	9	1.17	4	8.20	1
WALT DISNEY PRODUCTIONS	254687106	194,044	135,022	25.17	.7	38,872	.23	27	.54	18	3.76	3
FACEBOOK CL A	30303M102	282,174	239,478	32.08	1.2	71,800	.43	12	.99	7	6.94	2
VERIZON COMMUNICATIONS INC	92343V104	117,559	115,004	-.14	.6	-389		98	-.01	43	-.04	5
<b>Total: COMMUNICATION SERVICES</b>		<b>1,170,506</b>	<b>989,228</b>	<b>19.76</b>	<b>4.9</b>	<b>204,346</b>	<b>1.22</b>		<b>2.83</b>		<b>19.76</b>	
<b>CONSUMER DISCRETIONARY</b>												
<b>Assets Held During Period</b>												
BURLINGTON STORES, INC.	122017106	206,625	151,418	14.32	.7	31,969	.19	35	.44	24	5.56	2
HOME DEPOT INC	437076102	246,495	214,063	25.21	1.1	46,253	.28	22	.64	14	8.04	1
MCDONALD'S CORP	580135101	196,126	183,116	11.47	.9	21,002	.12	44	.29	27	3.65	3
<b>Assets Purchased And Sold During Period</b>												
V F CORP, INC.	918204108	0	81,214	-32.38	.4	-40,900	-.24	117	-.57	62	-7.11	4
<b>Total: CONSUMER DISCRETIONARY</b>		<b>649,246</b>	<b>629,811</b>	<b>10.14</b>	<b>3.1</b>	<b>58,325</b>	<b>.35</b>		<b>.81</b>		<b>10.14</b>	
<b>CONSUMER STAPLES</b>												
<b>Assets Held During Period</b>												
PEPSICO INC	713448108	115,426	105,153	11.76	.5	12,381	.07	60	.17	34	2.17	3
PROCTER & GAMBLE CO	742718109	143,871	131,383	14.15	.6	18,003	.11	49	.25	31	3.16	2
SYSCO CORP	871829107	149,634	116,199	-11.62	.6	-7,204	-.04	105	-.10	50	-1.26	5
WALMART, INC.	931142103	233,964	212,670	22.82	1.0	45,824	.27	24	.63	16	8.03	1
<b>Assets Sold During Period</b>												
COSTCO WHOLESALE CORP, NEW	22160K105	0	0	5.81	.0	6,554	.04	78	.09	36	1.15	4
<b>Total: CONSUMER STAPLES</b>		<b>642,895</b>	<b>565,405</b>	<b>13.25</b>	<b>2.8</b>	<b>75,559</b>	<b>.45</b>		<b>1.04</b>		<b>13.25</b>	
<b>FINANCIALS</b>												
<b>Assets Held During Period</b>												
ALLSTATE CORP	020002101	172,996	160,970	.47	.8	-1,177	-.01	101	-.02	46	-.15	4
BLACKROCK INC.	09247X101	197,702	154,284	47.61	.8	64,333	.38	14	.89	9	8.31	1
INTERCONTEXCHANGE GROUP INC	45866F104	150,223	126,637	26.24	.6	31,669	.19	36	.44	25	4.09	2
J P MORGAN CHASE & CO	46625H100	331,907	258,732	-5.82	1.3	-10,602	-.06	107	-.15	52	-1.37	5
PNC BANK CORP	693475105	174,926	117,733	-4.41	.6	14,870	.09	53	.21	33	1.92	3

## Your Holdings Detail

Reporting period: December 31, 2019 to December 31, 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	
<b>Assets Sold During Period</b>													
	CHARLES SCHWAB	808513105	0	85,983	-18.32	.4	-24,949	-.15	114	-.34	59	-3.22	6
<b>Total: FINANCIALS</b>		<b>1,027,754</b>	<b>904,338</b>	<b>9.57</b>	<b>4.4</b>	<b>74,143</b>	<b>.44</b>		<b>1.03</b>			<b>9.57</b>	
<b>HEALTH CARE</b>													
<b>Assets Held During Period</b>													
	ABBOTT LABORATORIES INC	002824100	227,301	184,242	27.51	.9	45,969	.27	23	.64	15	4.67	3
	DANAHER CORP	235851102	166,740	158,866	45.92	.8	58,612	.35	18	.81	11	5.96	1
	JOHNSON & JOHNSON	478160104	201,289	167,414	10.92	.8	18,138	.11	48	.25	30	1.84	5
	MERCK & CO INC. NEW	58933Y105	158,799	154,432	-7.16	.8	-15,365	-.09	113	-.21	58	-1.56	9
	UNITEDHEALTH GROUP, INC	91324P102	200,589	171,043	21.26	.8	35,066	.21	28	.48	19	3.57	4
<b>Assets Purchased During Period</b>													
	THERMO FISHER SCIENTIFIC, INC.	883556102	208,302	149,913	40.68	.7	53,158	.32	20	.74	12	5.41	2
<b>Assets Sold During Period</b>													
	CVS HEALTH CORP HEALTH CORPORATIO	126650100	0	86,065	-12.82	.4	-15,207	-.09	112	-.21	57	-1.55	8
	ELANCO ANIMAL HEALTH	28414H103	0	0	6.12	.0	5,928	.04	81	.08	38	.60	6
<b>Assets Purchased And Sold During Period</b>													
	AMGEN INC	031162100	0	0	.00	.0	0		96		42		7
<b>Total: HEALTH CARE</b>		<b>1,163,020</b>	<b>1,071,975</b>	<b>18.94</b>	<b>5.3</b>	<b>186,300</b>	<b>1.11</b>		<b>2.58</b>			<b>18.94</b>	
<b>INDUSTRIALS</b>													
<b>Assets Held During Period</b>													
	NORTHROP GRUMMAN	666807102	126,154	133,142	-9.90	.7	-12,509	-.07	109	-.17	54	-.98	11
	EATON CORP PLC	G29183103	149,894	120,170	30.18	.6	34,798	.21	31	.48	21	2.72	2
<b>Assets Purchased During Period</b>													
	FEDEX CORPORATION	31428X106	107,742	111,451	1.33	.5	1,419	.01	93	.02	40	.11	6
	IDEX CORPORATION	45167R104	131,074	115,776	36.21	.6	34,930	.21	30	.48	20	2.74	1
	ILLINOIS TOOL WORKS	452308109	159,916	151,704	13.02	.7	18,523	.11	46	.26	28	1.45	3
	RAYTHEON TECHNOLOGIES CORP	75513E101	134,296	117,630	15.03	.6	18,237	.11	47	.25	29	1.43	4
<b>Assets Sold During Period</b>													
	BOEING CO	097023105	0	0	-2.53	.0	-1,435	-.01	102	-.02	47	-.11	8
	UNITED TECHNOLOGIES CORP	913017109	0	110,192	-33.46	.5	-59,117	-.35	119	-.82	63	-4.63	13
	XYLEM INC.	98419M100	0	95,026	-26.31	.5	-33,052	-.20	116	-.46	61	-2.59	12
	INGERSOLL RAND PLC	G47791101	0	105,345	2.31	.5	3,676	.02	86	.05	39	.29	5
<b>Assets Purchased And Sold During Period</b>													
	HONEYWELL INT'L INC.	438516106	0	87,559	-4.34	.4	-5,586	-.03	104	-.08	49	-.44	9
	INGERSOLL RAND INC	45687V106	0	0	-3.23	.0	-922	-.01	100	-.01	45	-.07	7
	TRANE TECHNOLOGIES PLC	G8994E103	0	94,915	-6.79	.5	-11,608	-.07	108	-.16	53	-.91	10
<b>Total: INDUSTRIALS</b>		<b>809,075</b>	<b>1,242,908</b>	<b>-9.9</b>	<b>6.1</b>	<b>-12,648</b>	<b>-0.08</b>		<b>-1.17</b>			<b>-9.9</b>	

## Your Holdings Detail

Reporting period: December 31, 2019 to December 31, 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
<b>INFORMATION TECHNOLOGY</b>												
<b>Assets Held During Period</b>												
ADOBE INC.	00724F101	153,537	154,577	48.85	.8	80,676	.48	10	1.12	5	4.50	4
ANALOG DEVICES	032654105	120,548	95,707	25.54	.5	24,211	.14	41	.33	26	1.35	9
AUTOMATIC DATA PROCESSING	053015103	118,677	101,863	5.96	.5	6,236	.04	79	.09	37	.35	11
BROADCOM INC	11135F101	255,267	189,993	43.95	.9	78,614	.47	11	1.09	6	4.39	5
MASTERCARD	57636Q104	262,351	227,010	19.45	1.1	48,340	.29	21	.67	13	2.70	8
MICROSOFT	594918104	465,080	407,004	42.11	2.0	143,062	.85	3	1.98	1	7.98	1
MOTOROLA SOLUTIONS, INC.	620076307	128,419	115,675	6.62	.6	17,786	.11	50	.25	32	.99	10
SALESFORCE.COM	79466L302	133,518	138,116	36.31	.7	59,625	.35	17	.82	10	3.33	7
<b>Assets Purchased During Period</b>												
AKAMAI TECHNOLOGIES	00971T101	96,696	97,735	-7.99	.5	-8,396	-.05	106	-.12	51	-.47	14
APPLE INC	037833100	333,317	243,902	72.11	1.2	140,020	.83	4	1.94	2	7.81	2
APPLIED MATERIALS	038222105	188,134	135,864	60.50	.7	69,351	.41	13	.96	8	3.87	6
PAYPAL HLDGS INC	70450Y103	272,375	190,357	100.89	.9	136,736	.81	5	1.89	3	7.63	3
<b>Assets Purchased And Sold During Period</b>												
CARRIER GLOBAL CORP	14448C104	0	0	-2.94	.0	-493		99	-.01	44	-.03	13
OTIS WORLDWIDE CORP	68902V107	0	0	1.70	.0	439		94	.01	41	.02	12
<b>Total: INFORMATION TECHNOLOGY</b>		<b>2,527,918</b>	<b>2,097,803</b>	<b>44.41</b>	<b>10.3</b>	<b>796,207</b>	<b>4.74</b>		<b>11.01</b>		<b>44.41</b>	
<b>MATERIALS</b>												
<b>Assets Held During Period</b>												
AIR PRODUCTS & CHEMICALS	009158106	213,333	198,975	16.51	1.0	33,841	.20	34	.47	23	23.58	1
<b>Assets Purchased And Sold During Period</b>												
ALBEMARLE CORP	012653101	0	56,592	-18.05	.3	-14,887	-.09	110	-.21	55	-10.37	2
<b>Total: MATERIALS</b>		<b>213,333</b>	<b>255,566</b>	<b>13.20</b>	<b>1.3</b>	<b>18,953</b>	<b>.11</b>		<b>.26</b>		<b>13.20</b>	
<b>REAL ESTATE</b>												
<b>Assets Purchased During Period</b>												
AMERICAN TOWER REIT	03027X100	113,738	120,480	-3.82	.6	-4,436	-.03	103	-.06	48	-3.82	1
<b>Total: REAL ESTATE</b>		<b>113,738</b>	<b>120,480</b>	<b>-3.82</b>	<b>.6</b>	<b>-4,436</b>	<b>-.03</b>		<b>-.06</b>		<b>-3.82</b>	
<b>UTILITIES</b>												
<b>Assets Held During Period</b>												
XCEL ENERGY, INC.	98389B100	93,403	116,591	8.04	.6	8,787	.05	72	.12	35	3.46	2
<b>Assets Purchased During Period</b>												
AMERICAN ELEC POWER CO	025537101	164,875	170,339	-8.22	.8	-14,909	-.09	111	-.21	56	-5.88	3

## Your Holdings Detail

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EASTERN BANK INVEST MGR FOR SALEM STATE UNIV (2427524)

Performance Measured Since: December 01, 1996

## Holdings By Asset Class - YTD

	ID	Ending Market Value	Average Market Value	Total Return	Average Weight	Total Earnings	Total Port Cont	Total Port Rank	Asset Class Cont	Asset Class Rank	Sector Cont	Sector Rank	
<b>Assets Sold During Period</b>													
	NEXTERA ENERGY INC	65339F101	0	138,156	28.52	.7	41,248	.25	25	.57	17	16.26	1
<b>Total:</b>	<b>UTILITIES</b>		<b>258,278</b>	<b>425,086</b>	<b>13.84</b>	<b>2.1</b>	<b>35,126</b>	<b>.21</b>		<b>.49</b>		<b>13.84</b>	
<b>Total:</b>	<b>COMMON STOCK</b>		<b>8,575,762</b>	<b>8,302,603</b>	<b>19.80</b>	<b>40.8</b>	<b>1,431,874</b>	<b>8.52</b>		<b>19.80</b>			
<b>DOMESTIC EQUITY FUNDS</b>													
<b>ETF - DOMESTIC EQUITY</b>													
<b>Assets Held During Period</b>													
	INVESCO BUYBACK WILDERHILL CLEANENERGY ETF	46137V134	738,722	375,410	204.59	1.8	497,389	2.96	1	20.37	1	31.69	1
	SPDR S&P BIOTECH	78464A870	296,623	225,442	48.33	1.1	96,931	.58	8	3.97	5	6.18	4
<b>Assets Purchased During Period</b>													
	I SHARES RUSSELL 1000 INDEX FUND	464287622	878,500	766,481	41.05	3.8	257,467	1.53	2	10.54	2	16.40	2
	SPDR INDUSTRIAL SELECT	81369Y704	174,001	153,739	19.12	.8	27,975	.17	38	1.15	8	1.78	5
	SPDR TECHNOLOGY IDX	81369Y803	255,359	220,167	69.37	1.1	105,115	.63	7	4.30	4	6.70	3
<b>Assets Purchased And Sold During Period</b>													
	I SHARES MSCI KLD 400 SOCIAL ETF	464288570	0	133,704	-19.74	.7	-45,443	-.27	118	-1.86	10	-2.90	6
<b>Total:</b>	<b>ETF - DOMESTIC EQUITY</b>		<b>2,343,206</b>	<b>1,874,942</b>	<b>59.85</b>	<b>9.2</b>	<b>939,435</b>	<b>5.59</b>		<b>38.47</b>		<b>59.85</b>	
<b>MUTUAL FUND - DOMESTIC EQUITY</b>													
<b>Assets Held During Period</b>													
	CALVERT GLOBAL ENERGY SOLUTIONS	13161P813	336,047	231,906	61.50	1.1	128,944	.77	6	5.28	3	37.44	1
	DFA U S SUSTAINABILITY CORE 1	233203215	181,279	203,966	24.76	1.0	30,066	.18	37	1.23	7	8.73	2
<b>Total:</b>	<b>MUTUAL FUND - DOMESTIC EQUITY</b>		<b>517,325</b>	<b>435,873</b>	<b>46.17</b>	<b>2.1</b>	<b>159,010</b>	<b>.95</b>		<b>6.51</b>		<b>46.17</b>	
<b>MUTUAL FUND - DOMESTIC EQUITY</b>													
<b>Assets Purchased During Period</b>													
	CALVERT MID CAP I	131649709	414,891	353,565	9.15	1.7	35,002	.21	29	1.43	6	9.49	1
<b>Assets Sold During Period</b>													
	CALVERT MID CAP FUND	131649402	0	146,879	1.11	.7	3,253	.02	89	.13	9	.88	2
<b>Total:</b>	<b>MUTUAL FUND - DOMESTIC EQUITY</b>		<b>414,891</b>	<b>500,445</b>	<b>10.37</b>	<b>2.5</b>	<b>38,255</b>	<b>.23</b>		<b>1.57</b>		<b>10.37</b>	
<b>Total:</b>	<b>DOMESTIC EQUITY FUNDS</b>		<b>3,275,421</b>	<b>2,811,260</b>	<b>46.55</b>	<b>13.8</b>	<b>1,136,699</b>	<b>6.76</b>		<b>46.55</b>			
<b>INTERNATIONAL EQUITY</b>													
<b>MUTUAL FUND - INTERNATIONAL EQUITIES</b>													



## Your Holdings Detail

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## Holdings By Asset Class - YTD

	ID	Ending Market Value	Average Market Value	Total Return	Average Weight	Total Earnings	Total Port Cont	Total Port Rank	Asset Class Cont	Asset Class Rank	Sector Cont	Sector Rank
<b>Assets Held During Period</b>												
DOMINI IMPACT INTERNATIONAL EQUITY FUN	257132811	415,193	358,007	6.25	1.8	24,515	.15	40	2.08	4	4.16	2
HARTFORD GLOBAL IMPACT FUND	41664T792	257,406	201,512	31.30	1.0	61,928	.37	15	5.24	1	10.50	1
<b>Total: MUTUAL FUND - INTERNATIONAL EQUITIES</b>		<b>672,599</b>	<b>559,519</b>	<b>14.66</b>	<b>2.7</b>	<b>86,443</b>	<b>.51</b>		<b>7.32</b>		<b>14.66</b>	
<b>MUTUAL FUND - INTERNATIONAL EQUITIES</b>												
<b>Assets Held During Period</b>												
CALVERT EMERGING MARKETS EQUITY FUND	131649774	236,906	187,089	20.48	.9	40,605	.24	26	3.44	3	6.93	2
DFA EMERGING MARKETS SUSTAINABI	25239Y378	446,841	367,063	14.96	1.8	57,275	.34	19	4.85	2	9.78	1
<b>Total: MUTUAL FUND - INTERNATIONAL EQUITIES</b>		<b>683,747</b>	<b>554,152</b>	<b>16.71</b>	<b>2.7</b>	<b>97,880</b>	<b>.58</b>		<b>8.29</b>		<b>16.71</b>	
<b>Total: INTERNATIONAL EQUITY</b>		<b>1,356,346</b>	<b>1,113,672</b>	<b>15.61</b>	<b>5.5</b>	<b>184,323</b>	<b>1.10</b>		<b>15.61</b>			
<b>TAXABLE FIXED INCOME</b>												
<b>CORPORATE BOND</b>												
<b>Assets Held During Period</b>												
ABBVIE INC 3.2% 05/14/2026	00287YAY5	111,207	108,388	10.05	.5	10,360	.06	67	.18	21	.22	16
ACE INA HOLDINGS 2.7% 03/13/2023	00440EAP2	106,116	104,684	5.81	.5	5,872	.03	82	.10	32	.13	27
ALABAMA POWER CO 3.55% 12/01/2023	010392FK9	218,146	216,404	6.44	1.1	13,584	.08	57	.24	12	.29	7
AMERICAN EXPRESS CO 3.125% 05/20/2026	025816CF4	224,688	219,732	10.74	1.1	22,200	.13	42	.38	4	.47	1
AMERIPRISE FINANCIAL INC 4% 10/15/2023	03076CAF3	194,356	191,838	6.62	.9	12,296	.07	61	.21	15	.26	10
BANK OF AMERICA CORP 3.3% 01/11/2023	06051GEU9	107,579	105,673	5.76	.5	5,933	.04	80	.10	31	.13	26
CBS 3.7% 08/15/2024	124857AM5	166,569	160,750	7.13	.8	11,288	.07	63	.20	17	.24	12
CARDINAL HEALTH, INC. 3.2% 03/15/2023	14149YAY4	160,083	157,273	6.17	.8	9,438	.06	69	.16	23	.20	18
CELGENE CORPORATION 4% 08/15/2023	151020AJ3	219,734	215,050	6.00	1.1	12,604	.07	59	.22	14	.27	9
CITIGROUP 3.375% 03/01/2023	172967GL9	160,995	158,290	5.69	.8	8,841	.05	71	.15	25	.19	20
EBAY INC 3.8% 03/09/2022	278642AN3	262,311	260,362	4.02	1.3	10,408	.06	66	.18	20	.22	15
HEWLETT-PACKARD CO 4.05% 09/15/2022	428236BX0	268,149	265,009	5.51	1.3	14,085	.08	56	.24	11	.30	6
HYATT HOTELS CORP 3.375% 07/15/2023	448579AE2	133,443	126,284	6.07	.6	7,645	.05	76	.13	29	.16	24
INTERCONTEXCHANGE GROUP INC 4% 10/15/2023	45866FAA2	221,255	219,193	6.73	1.1	14,256	.08	55	.25	10	.30	5
KEYCORP 4.15% 10/29/2025	49326EEH2	116,783	113,146	9.74	.6	10,547	.06	65	.18	19	.23	14
QUALCOMM INC 3.45% 05/20/2025	747525AF0	111,739	110,287	8.56	.5	9,027	.05	70	.16	24	.19	19
QUEST DIAGNOSTIC INC. 3.45% 06/01/2026	74834LAZ3	169,802	166,282	10.80	.8	16,944	.10	51	.29	7	.36	2
VODAFONE GROUP 2.95% 02/19/2023	92857WBC3	159,322	157,179	5.56	.8	8,525	.05	74	.15	27	.18	22
WHIRLPOOL CORP. 4% 03/01/2024	963320AR7	222,201	215,021	7.39	1.1	15,616	.09	52	.27	8	.33	3
<b>Assets Purchased During Period</b>												
AMGEN INC 2.2% 02/21/2027	031162CT5	161,993	159,130	2.92	.8	4,623	.03	83	.08	33	.10	28

## Your Holdings Detail

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## Holdings By Asset Class - YTD

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FIFTH THIRD BANCORP 2.55% 05/05/2027	316773DA5	218,457	215,522	.96	1.1	2,060	.01	90	.04	38	.04	32
LOWES COMPANIES INC 3.1% 05/03/2027	548661DP9	169,036	163,977	9.29	.8	14,584	.09	54	.25	9	.31	4
STARBUCKS CORP 2% 03/12/2027	855244AV1	213,443	210,965	1.68	1.0	3,535	.02	88	.06	37	.08	31
SYSCO CORP 3.25% 07/15/2027	871829BF3	169,491	158,576	7.74	.8	12,195	.07	62	.21	16	.26	11
UNION PACIFIC CORP 3% 04/15/2027	907818EP9	222,463	219,194	5.02	1.1	10,728	.06	64	.19	18	.23	13
WELLS FARGO & CO 3% 10/23/2026	949746SH5	167,046	164,592	4.74	.8	7,635	.05	77	.13	30	.16	25
<b>Assets Sold During Period</b>												
AT & T INC 3.6% 02/17/2023	00206RCS9	0	211,579	5.51	1.0	12,890	.08	58	.22	13	.28	8
CSX CORPORATION 3.4% 08/01/2024	126408HB2	0	156,652	5.37	.8	9,947	.06	68	.17	22	.21	17
CVS HEALTH CORP 3.5% 07/20/2022	126650CK4	0	138,300	1.76	.7	3,631	.02	87	.06	36	.08	30
FORD MOTOR CREDIT CO 4.25% 09/20/2022	345397WF6	0	175,752	.29	.9	198		95		40		33
MEDTRONIC INC 3.5% 03/15/2025	585055BS4	0	91,737	7.44	.5	7,897	.05	75	.14	28	.17	23
TIME WARNER INC 3.4% 06/15/2022	887317AQ8	0	115,194	6.80	.6	8,551	.05	73	.15	26	.18	21
XILINX, INC. 3% 03/15/2021	983919AH4	0	177,338	1.88	.9	3,781	.02	85	.07	35	.08	29
<b>Total: CORPORATE BOND</b>		<b>4,656,405</b>	<b>5,629,352</b>	<b>6.87</b>	<b>27.6</b>	<b>321,721</b>	<b>1.91</b>		<b>5.57</b>		<b>6.87</b>	
<b>ETF - GOVERNMENT BONDS</b>												
<b>Assets Sold During Period</b>												
I SHARES BARCLAYS 7-10 YR TREAS	464287440	0	156,007	5.50	.8	19,260	.11	45	.33	6	-36.00	1
I SHARES BARCLAYS 3-7 YR T	464288661	0	306,156	7.10	1.5	34,239	.20	33	.59	2	-64.00	2
<b>Total: ETF - GOVERNMENT BONDS</b>		<b>0</b>	<b>462,163</b>		<b>2.3</b>	<b>53,500</b>	<b>.32</b>		<b>.93</b>		<b>-100.00</b>	
<b>ETF - CORPORATE BONDS</b>												
<b>Assets Purchased During Period</b>												
ISHARES ESG 1-5 YR USD CORP BONDETF	46435G243	138,178	137,947	1.04	.7	1,425	.01	92	.02	39		1
<b>Total: ETF - CORPORATE BONDS</b>		<b>138,178</b>	<b>137,947</b>		<b>.7</b>	<b>1,425</b>	<b>.01</b>		<b>.02</b>			
<b>ETF - MORTGAGES</b>												
<b>Assets Purchased And Sold During Period</b>												
SPDR PORTFOLIO MORTGAGE BACKED BND FD	78464A383	0	205,199	1.46	1.0	4,439	.03	84	.08	34		1
<b>Total: ETF - MORTGAGES</b>		<b>0</b>	<b>205,199</b>		<b>1.0</b>	<b>4,439</b>	<b>.03</b>		<b>.08</b>			
<b>MUTUAL FUND - CORPORATE BONDS</b>												
<b>Assets Held During Period</b>												
CALVERT INCOME FUND	131582793	703,443	653,625	8.60	3.2	60,860	.36	16	1.05	1	4.68	1
<b>Assets Purchased During Period</b>												
CALVERT HIGH YIELD BOND FUND	131582439	213,294	183,147	17.75	.9	25,431	.15	39	.44	3	1.96	2

## Your Holdings Detail

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## Holdings By Asset Class - YTD

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CALVERT FLOATING RATE ADVANTAGE FUND	13161X873	209,561	180,822	14.53	.9	21,052	.13	43	.36	5	1.62	3
<b>Total: MUTUAL FUND - CORPORATE BONDS</b>		<b>1,126,298</b>	<b>1,017,594</b>	<b>8.26</b>	<b>5.0</b>	<b>107,343</b>	<b>.64</b>		<b>1.86</b>		<b>8.26</b>	
<b>Total: TAXABLE FIXED INCOME</b>		<b>5,920,881</b>	<b>7,452,255</b>	<b>8.46</b>	<b>36.6</b>	<b>488,427</b>	<b>2.91</b>		<b>8.46</b>			
<b>CASH AND EQUIVALENTS</b>												
<b>CASH UNINVESTED</b>												
Assets Held During Period												
		11	25,734	.00	.1	0		97		2		1
<b>Total: CASH UNINVESTED</b>		<b>11</b>	<b>25,734</b>	<b>.00</b>	<b>.1</b>	<b>0</b>						
<b>MONEY MARKET FUNDS</b>												
Assets Held During Period												
FEDERATED GOV'T OBLIGATION TAX MANAGED FU	60934N849	925,150	660,416	.27	3.2	1,566	.01	91	.27	1	.27	1
<b>Total: MONEY MARKET FUNDS</b>		<b>925,150</b>	<b>660,416</b>	<b>.27</b>	<b>3.2</b>	<b>1,566</b>	<b>.01</b>		<b>.27</b>		<b>.27</b>	
<b>Total: CASH AND EQUIVALENTS</b>		<b>925,161</b>	<b>686,149</b>	<b>.27</b>	<b>3.4</b>	<b>1,566</b>	<b>.01</b>		<b>.27</b>			
<b>Total</b>		<b>20,053,572</b>	<b>20,365,939</b>	<b>19.29</b>	<b>100.0</b>	<b>3,242,889</b>	<b>19.29</b>					

**Investment Commentary**

*I'm tired of weeping  
I'm tired of moaning  
I'm tired of crying over you  
I'm so glad, I'm so glad  
I'm glad, I'm glad, I'm glad!*

The Delta blues singer Nehemiah Skip James probably had a woman on his mind when he penned those words 90 years ago, and it's anyone's guess what Cream was thinking 35 years later when they covered it on their debut album. But today it aptly depicts how investors seem to feel about the Covid-19 economy.

Call it Covid fatigue, or perhaps just American grit; whatever the source, equity investors rejected despair and embraced optimism in December, capping a profoundly unusual year with a powerful rally that brought stock markets to record highs. When the final bell rang, the S&P 500 had gained more than 16% for the year, and the Nasdaq bolted up 44% – almost doubling from its March 23 low.

This was mostly an American phenomenon. Global markets were decidedly more subdued, as the MSCI All-Country World index (excluding the U.S.) gained only 8%; many European markets finished in the red. Only China paralleled the U.S. gains.

If the robust equity returns were surprising in the face of a global pandemic, the impressive returns in the bond markets were more predictable. As central banks around the world slashed interest rates and flooded markets with money, bond prices rose; the Bloomberg Barclays Aggregate index climbed 6%, and longer-term government bonds jumped 16%.

Throughout 2020, and especially in December, investors grappled with the tension between the promise of a vaccine-fueled recovery in the longer term and the Covid-driven hardships in the short term.

Our investment process remained resilient and successful. Our Core equity model handily outpaced the S&P 500, and our Dividend Plus model roughly matched the Morningstar Dividend Composite. Our asset allocation decisions boosted returns by veering away from stocks in January and then by turning about face in April. Our bond portfolios slightly outperformed their benchmarks.

As always, we strive to earn your trust as we diligently manage these portfolios; you'll never catch us *weeping* or *moaning* or *crying* over our clients – *we're so glad* to have you. We wish you a healthy and prosperous 2021.

Michael A. Tyler, CFA  
Chief Investment Officer

**Notes and Disclosures**

Eastern Bank Wealth Management is a division of Eastern Bank.

The opinions expressed herein are those of the author, and do not necessarily reflect those of Eastern Bank, Eastern Bank Wealth Management, or any affiliated entities. Views and opinions expressed are current as of the date appearing on this material, and are subject to change without notice based on market conditions and other factors. These views and opinions 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 any decisions made based on such information.

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

January 1, 2021

# Board of Trustees Finance and Facilities Committee January 27, 2021

Karen House  
Vice President for Finance and Facilities

# Flow of the meeting

- Eastern - investments
- Financial Matters: Short & Long Term
  - FY21 – budget update
  - FY22/FY23 – updated projections
  - Status update: SPFTF report and PEC plan
  - Action item (flat UG tuition and fees for FY22)
- Real estate, facilities, and sustainability
- Next steps

# Short term vs Long term

- Prudent financial planning and state & federal resources: FY21 is better
- Structural budget challenges & return to previous debt service levels: FY22 & forward **large deficits** (without action)
- SSU needs to right size its staffing, facilities, and budget to align with enrollment decrease

# We're serving fewer students

~~10000~~

REASONS

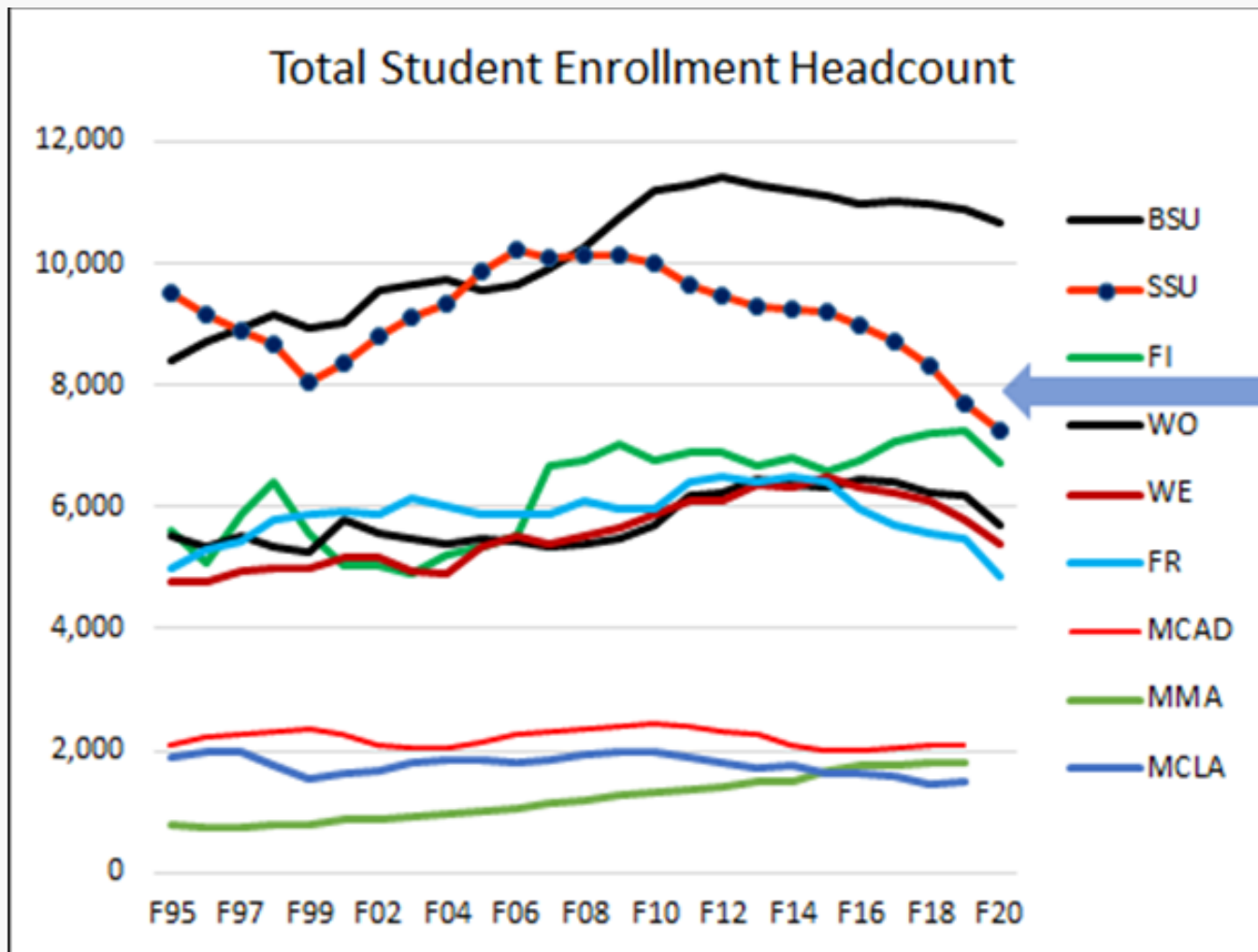
*The Campaign for* SALEM STATE UNIVERSITY

6,698

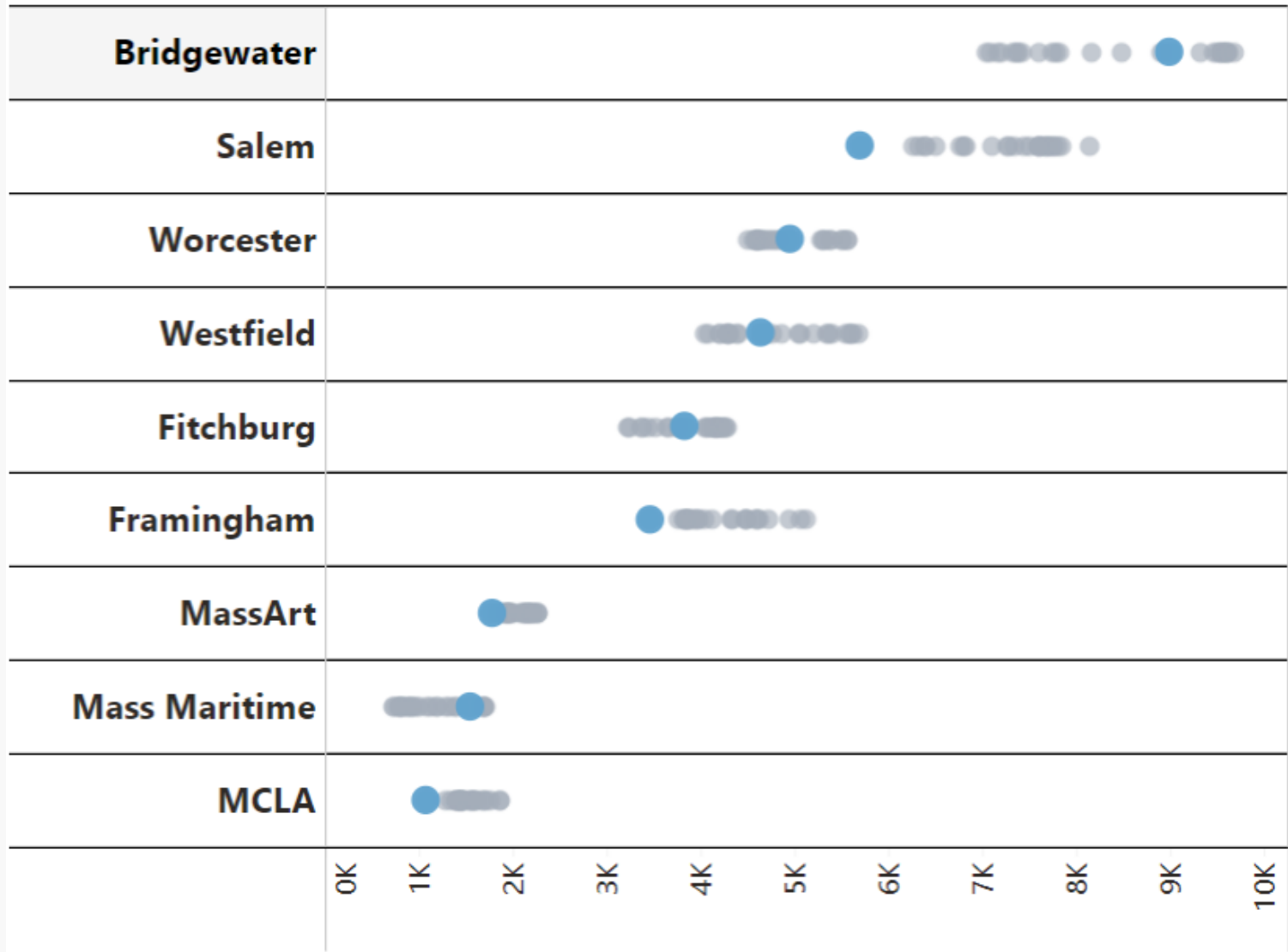
Annual FTE, FY20



# SSU Enrollment decline sharper than state u. peers



Distribution of Fall Enrollments (1995–2020)

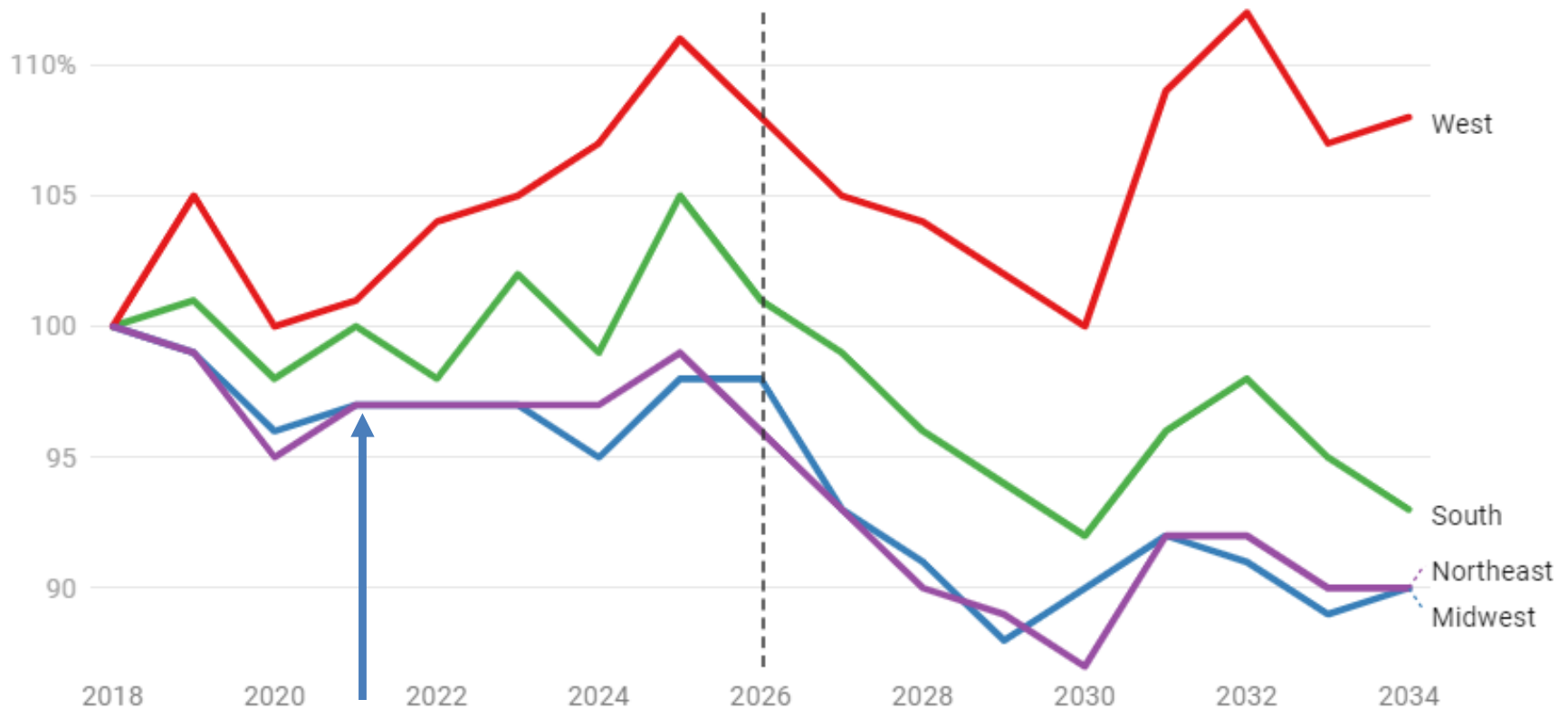


All  
UG

SSU UG enrollment now at lowest level in 25 years

# Demographic Challenges To Worsen after 2026

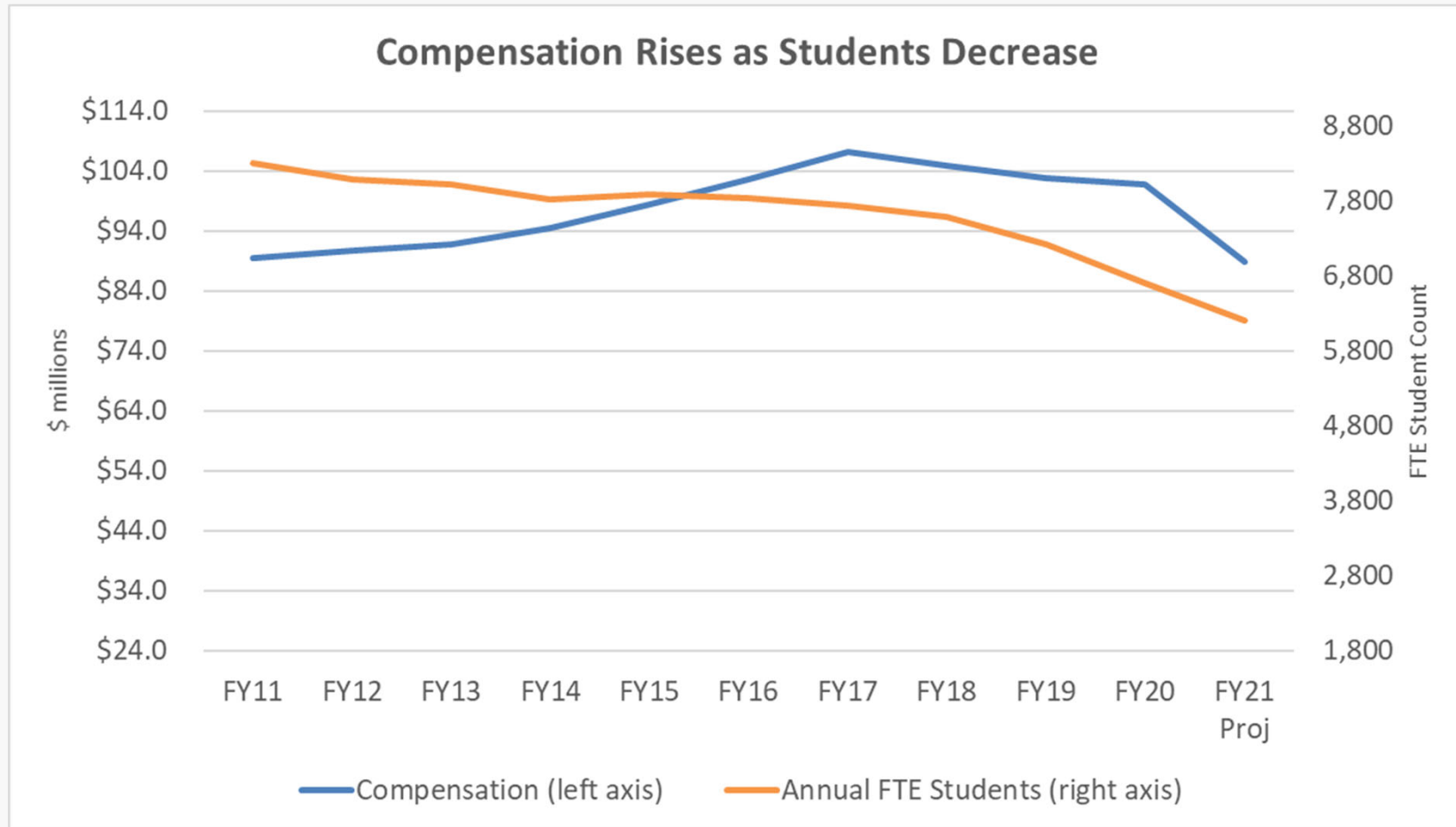
## 4-Year Regional Colleges



Source: Nathan D. Grawe, "The Agile College" • Get the data • Created with Datawrapper

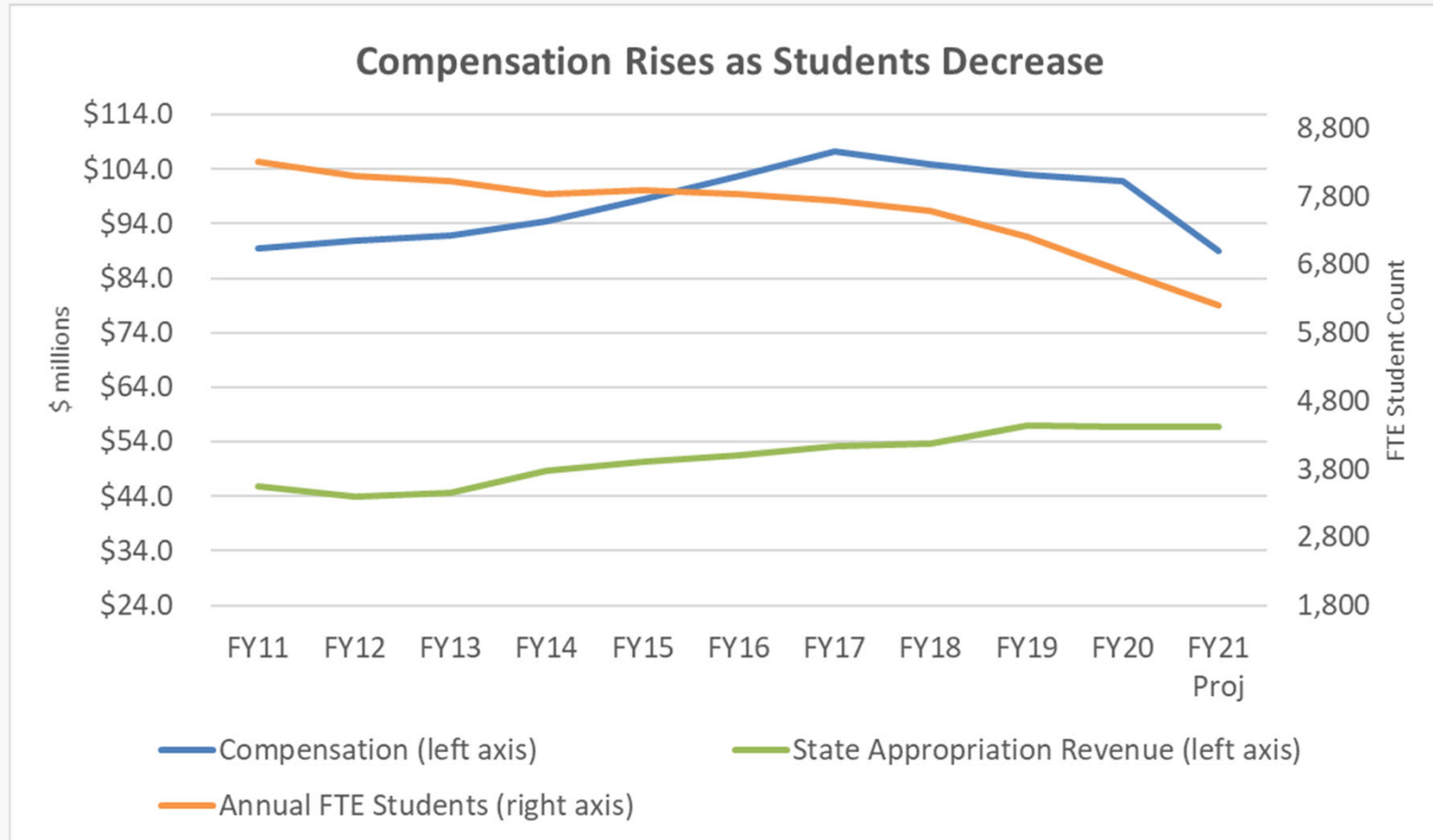
Source: Chronicle of Higher Education [https://www.chronicle.com/article/how-to-navigate-the-demographic-cliff?utm\\_source=iterable&utm\\_medium=email&utm\\_campaign=campaign\\_1908364\\_nl\\_Academe-Today\\_date\\_20210119&cid=at&source=ams&sourceId=3193075&cid2=gen\\_login\\_refresh](https://www.chronicle.com/article/how-to-navigate-the-demographic-cliff?utm_source=iterable&utm_medium=email&utm_campaign=campaign_1908364_nl_Academe-Today_date_20210119&cid=at&source=ams&sourceId=3193075&cid2=gen_login_refresh)

# Operating Model not sustainable



Compensation in constant dollars using CPI-U for July 2010 as the base

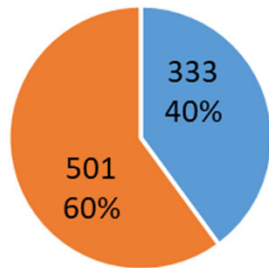
# Operating Model not sustainable



Compensation and appropriation in constant dollars using CPI-U for July 2010 as the base

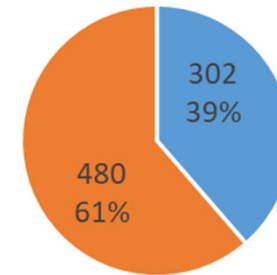
# Operating Model not sustainable

FY11 Fall 2010  
Full Time Employees by Type



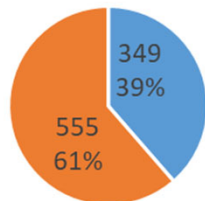
■ FT Faculty ■ FT Staff

FY21 Fall 20 Prelim  
Full Time Employees by Type



■ FT Faculty ■ FT Staff

FY15 Fall 14  
Full Time Employees by Type



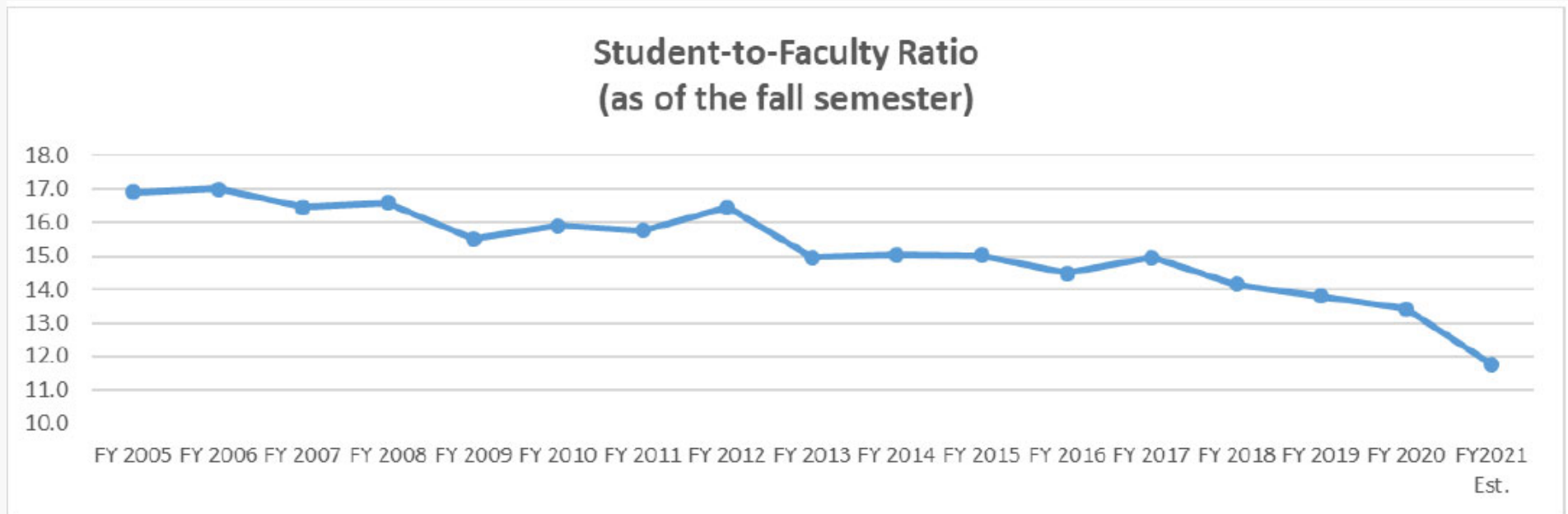
■ FT Faculty ■ FT Staff

## FT Employee Counts/% Faculty:

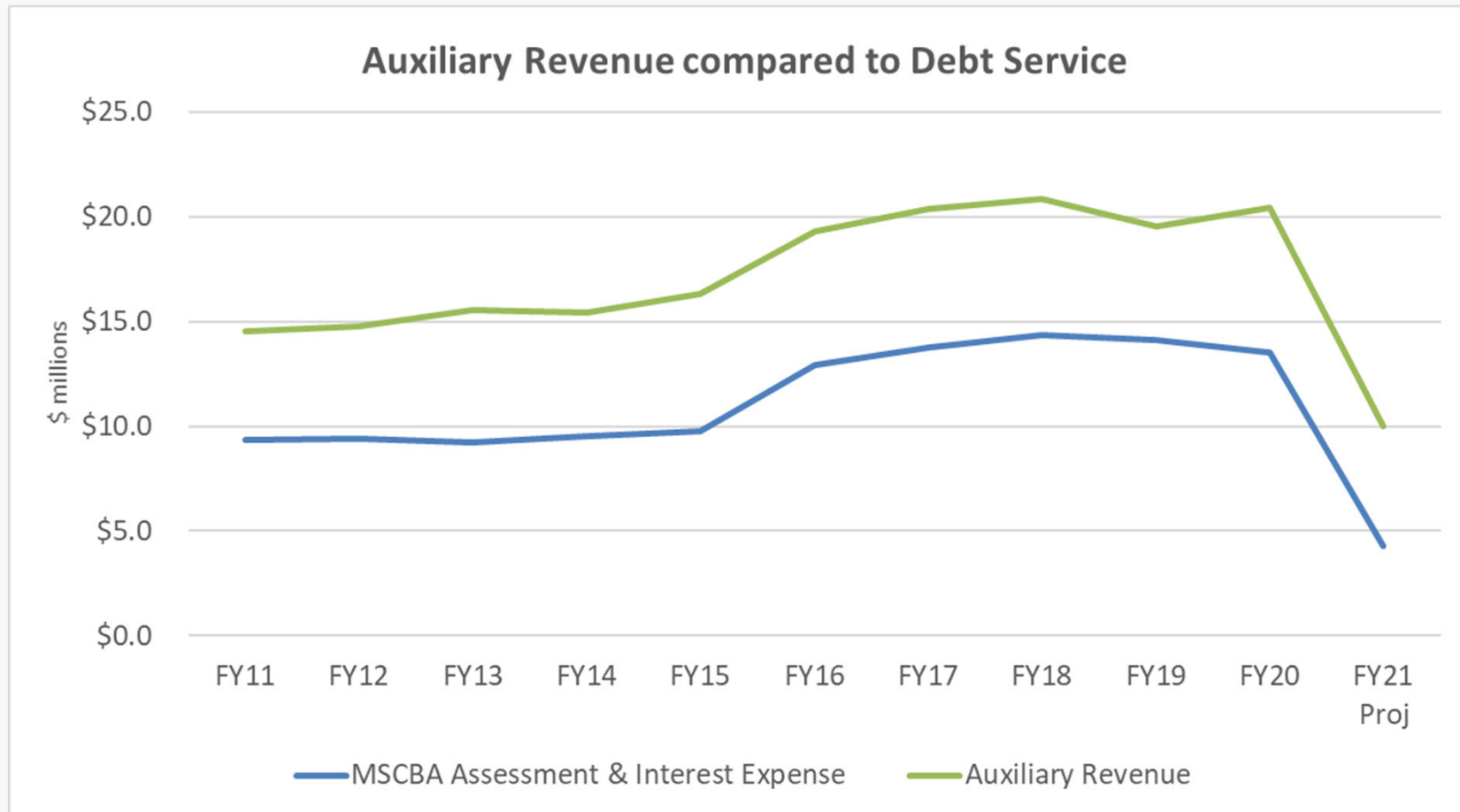
FY11:	834	40%
FY15:	904	39%
FY21:	782	39%

FY11 – FY21: Added Berry Library, Marsh & Viking Res. Halls, completed \$25M fundraising campaign

# Operating Model not sustainable



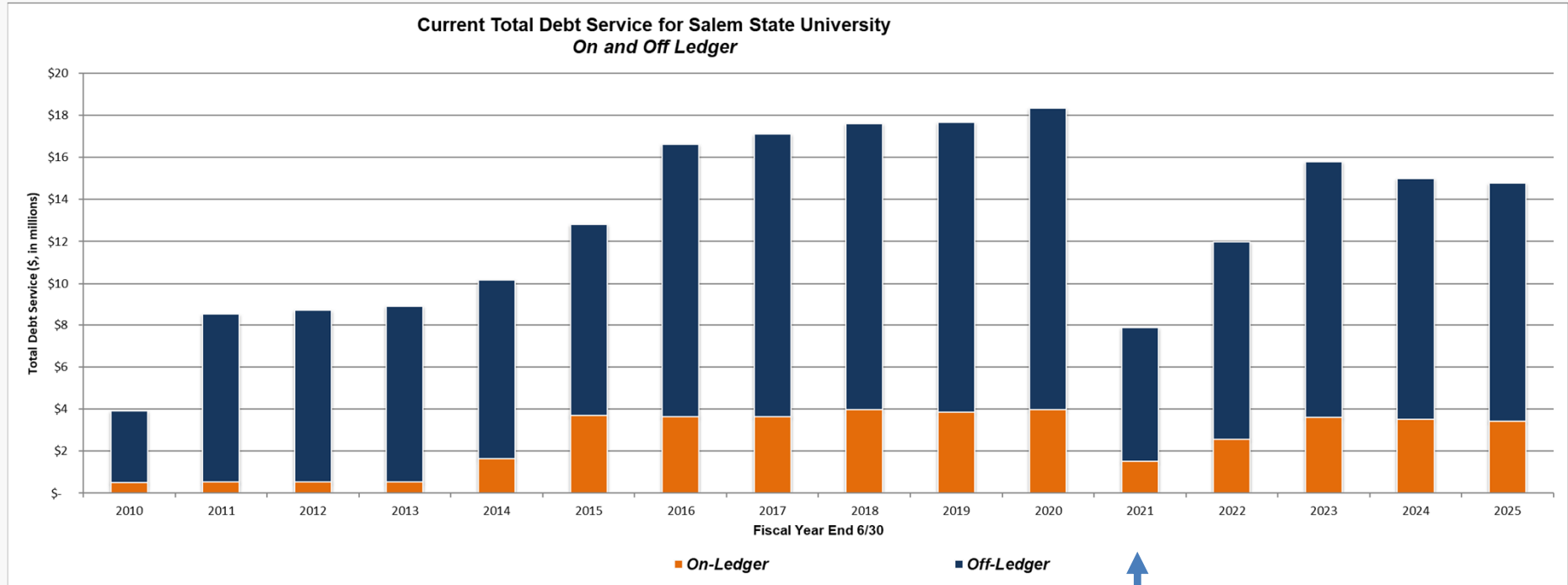
# Debt Service and Related Revenue



Figures in constant dollars using CPI-U for July 2010 as the base. Accounting for dining changed in FY20. FY21 is Covid-impacted.



# Debt Service will step back up



FY21

# FY21 Projection: \$14.8M positive managed net income

		Original Budget FY 2021	Projection FY 2021	Change in Budget to Projection
<b>Managed Revenues:</b>				
Tuition and fees		\$ 71,973	\$ 78,360	\$ 6,387
Less: scholarships, fellowships & waivers		(24,585)	(28,313)	(3,728)
Net tuition and fees		47,388	50,047	2,659
Federal, state & private grants		18,996	28,957	9,961
Auxiliary enterprises		16,478	11,858	(4,620)
State general appropriations		58,576	67,434	8,858
Other revenue		3,308	2,772	(536)
<b>Total Managed Revenues</b>	<b>(A)</b>	<b>144,746</b>	<b>161,068</b>	<b>16,322</b>
<b>Managed Expenses:</b>				
Compensation		101,537	105,664	4,127
Support		26,571	27,370	799
Facility-related		16,638	13,200	(3,438)
<b>Total Managed Expenses</b>	<b>(B)</b>	<b>144,746</b>	<b>146,234</b>	<b>1,488</b>
<b>Managed Net Income</b>	<b>(A-B)=(C)</b>	<b>-</b>	<b>14,834</b>	<b>14,834</b>

One time

???

# FY21 – FY23 Projected Deficits

	Original Budget FY 2021	Projection FY 2021	Projection FY 2022	Projection FY 2023
<b>Managed Revenues:</b>				
Tuition and fees	\$ 71,973	\$ 78,360	\$ 73,930	\$ 72,425
Less: scholarships, fellowships & waivers	(24,585)	(28,313)	(26,016)	(26,254)
Net tuition and fees	47,388	50,047	47,914	46,171
Federal, state & private grants	18,996	28,957	17,496	17,496
Auxiliary enterprises	16,478	11,858	16,923	17,508
State general appropriations	58,576	67,434	67,860	68,504
Other revenue	3,308	2,772	2,772	2,772
<b>Total Managed Revenues</b>	<b>144,746</b>	<b>161,068</b>	<b>152,965</b>	<b>152,451</b>
<b>Managed Expenses:</b>				
Compensation	101,537	105,664	112,697	114,441
Support	26,571	27,370	27,775	26,637
Facility-related	16,638	13,200	20,733	23,486
<b>Total Managed Expenses</b>	<b>144,746</b>	<b>146,234</b>	<b>161,205</b>	<b>164,564</b>
<b>Managed Net Income</b>	<b>-</b>	<b>14,834</b>	<b>(8,240)</b>	<b>(12,113)</b>

# Strategies forthcoming, a plan

- SPFTF submitted report in December
  - A series of ideas and suggested lines of inquiry
- PEC examining and combining with other ideas and strategies
- Draft plan to be released for campus discussion in February
- Some immediate financial lift but most will be realized in FY23 and beyond

# Short term vs Long term

- Prudent financial planning and state & federal resources: FY21, better
- Structural budget challenges & return to previous debt service levels: FY22 & forward **large deficits** (without action)
- SSU needs to right size its staffing, facilities, and budget to align with enrollment decrease

# Motion: FY22 Undergraduate Student Charges

FLAT = No Increases

# Capital Projects and Sustainability Report



REQUEST FOR TRUSTEE ACTION

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**Date:** January 27, 2021  
**To:** Board of Trustees  
**From:** Karen P. House, Vice President for Finance and Facilities  
**Subject:** FY 2022 University Fees  
**Requested Action:** Approval

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**MOTION**

The Finance and Facilities Committee hereby recommends that the Board of Trustees approve the following motion pertaining to fees for FY 2022.

**Recommended motion**

The Board of Trustees of Salem State University hereby approves the undergraduate fees for the 2021-22 academic year (FY 2022) as shown in the attached schedule of student charges. These fees are the same as for the 2020 – 21 (FY2021) year and was made possible by funding from the federal government for the impact of extraordinary loss of revenue and incurred expenses caused by the coronavirus pandemic. Note that this fee structure continues, for a second year, the temporary removal of differential fees for the following programs: Communications, Computer Science, Dance, Education, Geography, Geology, Music, Social Work and Theatre. The schedule of charges also holds single room and board rates flat. 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.

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Committee Assigned: Finance & Facilities  
Committee Action: Approved  
Date of Action: January 27, 2021

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Trustee Action:  
Trustee Approval Date:  
Effective Date:

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Signed: \_\_\_\_\_

Title: Secretary of Board of Trustees

Date: \_\_\_\_\_

**Schedule of Student Charges  
2021-22 Academic Year**

IN-STATE	Fall 2021		Spring 2022		Academic Year Full-Time
	Per Credit	Full-Time	Per Credit	Full-Time	
<b>Day Undergraduate</b>					
<b>Tuition</b>					
In-State	\$37.92	\$455.00	\$37.92	\$455.00	\$910.00
<b>Fees</b>					
University Fee <sup>1</sup>	\$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
<b>Total Tuition and Fees</b>					
In-State	\$486.47	\$5,837.60	\$486.47	\$5,837.60	\$11,675.20

<b>Evening Undergraduate (SCPS)</b>					
<b>Tuition</b>					
In-State	\$115.00		\$115.00		
<b>Fees</b>					
Course Fee	\$303.10		\$303.10		
Capital Improvement Fee	\$17.40		\$17.40		
SGA Fee	\$4.20		\$4.20		
<b>Total Tuition and Fees</b>					
In-State	\$439.70		\$439.70		

IN-STATE	Summer 2021		Summer 2022		Academic Year Full-Time
	Per Credit	Full-Time	Per Credit	Full-Time	
<b>Evening Undergraduate (SCPS)</b>					
<b>Tuition</b>					
In-State	\$115.00		\$115.00		
<b>Fees</b>					
Course Fee	\$231.80		\$231.80		
Capital Improvement Fee	\$17.40		\$17.40		
<b>Total Tuition and Fees</b>					
In-State	\$364.20		\$364.20		

All charges are subject to change

**Schedule of Student Charges  
2021-22 Academic Year**

OUT-OF-STATE	Fall 2021		Spring 2022		Academic Year
	Per Credit	Full-Time	Per Credit	Full-Time	Full-Time
<b>Day Undergraduate</b>					
<b>Tuition</b>					
Out-of-State	\$293.75	\$3,525.00	\$293.75	\$3,525.00	\$7,050.00
<b>Fees</b>					
University Fee <sup>1</sup>	\$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
<b>Total Tuition and Fees</b>					
Out-of-State	\$770.00	\$9,240.00	\$770.00	\$9,240.00	\$18,480.00

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

OUT-OF-STATE	Summer 2021		Summer 2022		Academic Year
	Per Credit	Full-Time	Per Credit	Full-Time	Full-Time
<b>Evening Undergraduate (SCPS)</b>					
<b>Tuition</b>					
Out-of-State	\$250.00		\$250.00		
<b>Fees</b>					
Course Fee	\$231.80		\$231.80		
Capital Improvement Fee	\$17.40		\$17.40		
<b>Total Tuition and Fees</b>					
In-State	\$499.20		\$499.20		

All charges are subject to change

**Schedule of Student Charges  
2021-22 Academic Year**

	Fall 2021 Approved		Spring 2022		Academic Year
	Per Credit	Full-Time	Per Credit	Full-Time	Full-Time
<b>Housing</b> <sup>2</sup>					
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
Bowditch - Double		\$4,740.00		\$4,740.00	\$9,480.00
Peabody - Double		\$4,740.00		\$4,740.00	\$9,480.00
Atlantic Hall- Double		\$5,855.00		\$5,855.00	\$11,710.00
Marsh Hall - Double		\$5,270.00		\$5,270.00	\$10,540.00
Viking Hall - Double		\$5,385.00		\$5,385.00	\$10,770.00
Viking Hall - Suite Double		\$5,505.00		\$5,505.00	\$11,010.00
Viking Hall - Suite Single		\$5,627.50		\$5,627.50	\$11,255.00
<b>Meal Plans</b>					
All You Care to Eat 7 Day Silver Plan <sup>3</sup>		\$1,983.00		\$1,983.00	\$3,966.00
All You Care to Eat 7 Day Gold Plan <sup>3</sup>		\$2,173.00		\$2,173.00	\$4,346.00
All You Care to Eat 7 Day Platinum Plan <sup>3</sup>		\$2,313.00		\$2,313.00	\$4,626.00
Block Plan 1 <sup>4</sup>		\$406.00		\$406.00	\$812.00
Block Plan 2 <sup>4</sup>		\$740.00		\$740.00	\$1,480.00
Block Plan 3 <sup>4</sup>		\$1,160.00		\$1,160.00	\$2,320.00
<b>Miscellaneous Fees</b>					
Mass PIRG Fee (waivable each semester) <sup>5</sup>		\$10.00		\$10.00	\$20.00
Resident Parking (Atlantic and Peabody lots)		\$275.00		\$275.00	\$550.00
Resident Parking (Bates lot)		\$50.00		\$50.00	\$100.00
Resident Parking (Marsh lot)		\$200.00		\$200.00	\$400.00
Commuter Parking		\$10.00		\$10.00	\$20.00
International Student Fee <sup>6</sup>		\$375.00		\$375.00	\$750.00
Records Fee-for non-matriculated students		\$10.00		\$10.00	\$20.00
Health Insurance -- (waivable) <sup>7</sup>					TBD
Matriculation Fee -- new matriculated students (one-time)					\$275.00
<b>Differential Fees for Undergraduate Programs</b>					
Art		\$125.00		\$125.00	\$250.00
Biology		\$250.00		\$250.00	\$500.00
Business		\$250.00		\$250.00	\$500.00
Chemistry		\$250.00		\$250.00	\$500.00
Nursing		\$500.00		\$500.00	\$1,000.00
<b>Cohort Based Program Cost</b>					
Accelerated 2nd Degree for BSN Summer 2020 Cohort per credit <sup>8</sup>					\$600.00
Accelerated 2nd Degree for BSN Summer 2021 Cohort per credit <sup>8</sup>					\$625.00
Accelerated 2nd Degree for BSN Summer 2022 Cohort per credit <sup>8</sup>					\$625.00

All charges are subject to change

### Schedule of Student Charges 2021-22 Academic Year

**NOTES FOR FY 2022**

- 1 The University Fee represents the fee anticipated for 2021-22. 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/\$760per 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.

<b>Plan Name</b>	<b>Board Meals</b>	<b>Guest Meals</b>	<b>Dining Dollars</b>	<b>Clipper Card</b>	<b>Cost per Semester</b>
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.

<b>Plan Name</b>	<b>Board Meals</b>	<b>Guest Meals</b>	<b>Dining Dollars</b>	<b>Clipper Card</b>	<b>Cost per Semester</b>
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 Charged for all day students each semester. Student may opt out and have fee waived on line.
- 6 Applicable to all matriculated international students with a Salem State-issued visa (excluding ESL students)
- 7 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.
- 8 Accelerated 2nd Degree for Bachelor of Science, Nursing (BSN) is a cohort based program with a charge for Summer of 2021 entering cohort of \$625 per credit; Summer of 2022 entering cohort of \$625 per credit and Summer 2023 of \$625 per credit.

All charges are subject to change

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

<b>Course fees</b>	<b>Range FY 2022</b>
Lab fees	\$25 - \$500 per course
Clinical Fees	\$15 - \$100 per course
Day School Nursing Resource Center Fee	\$100 per course
Institute Fee	\$100 per institute
International Student Supplemental Charge	\$140 per credit (fall & spring only)

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

**Application Fees**

Undergraduate 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)	\$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

All charges are subject to change

## FY 2022 Fee Rates

### **Overview**

The university presents a recommendation and attachment which includes a schedule of undergraduate tuition and fee rates proposed for FY 2022. Differing parties are authorized to recommend and/or establish rates (including the Commonwealth's Board of Higher Education, MSCBA, the Board of Trustees, and university administration.)

Tuition and mandatory fees are proposed to remain the same as in FY21 for undergraduate in-state commuting students, out-of-state undergraduate commuting students and Evening Undergraduate. Likewise, for FY22, room and board rates will remain the same as for FY21 except for multiple occupancy rooms (which were not in use in FY21.) Inclusive of room and board, total price of attendance for full time in-state undergraduate students would remain the same at \$25,486. Total price per credit for Evening Undergraduate courses also remains the same at \$439.70 per credit.

### **University Fee**

The university fee funds the bulk of the university's educational and general activities that are not funded by state appropriation.

### **Capital Improvement Fee**

The improvement fee provides funding for maintenance and repair of facilities.

### **Differential Fees**

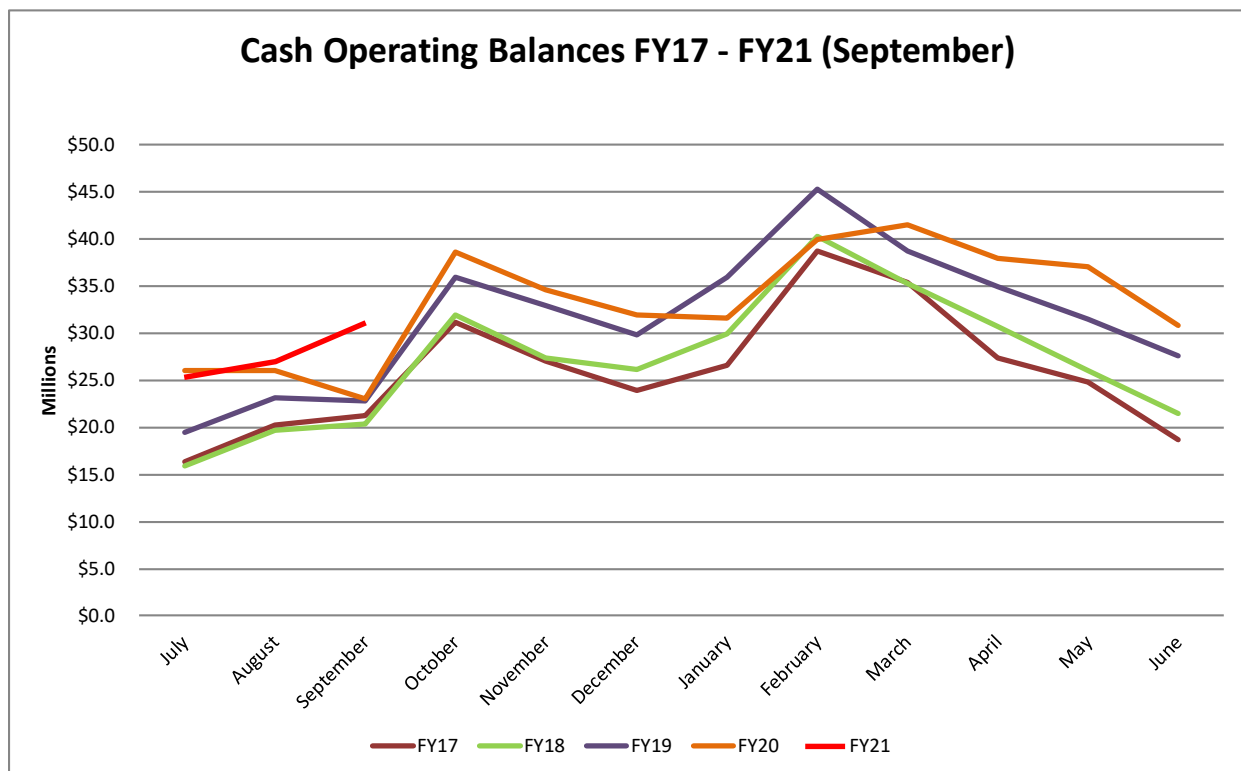
The following differential fees that were temporarily removed in AY2020-2021 are proposed to be temporarily removed for the AY2021-2022: Communications, Computer Science, Dance, Education, Geography, Geology, Music, Social Work and Theatre.

**Salem State University  
Interim Financial Review through the First Quarter (Q1) of FY21 (9/30/2020)  
Commentary**

**Introduction** – The attached package includes a summarized Management Revenue & Expense Report that distinguishes between managed and non-cash revenue and expense activity, in addition to the traditional GAAP-style financial statements. Thus, the package for the period ending September 30, 2020 includes the following unaudited financial statements:

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

**KEY ITEMS SUMMARY:**



**Note:** Operating Cash includes Deposits Held by State Treasurer

**Summary Financial Information for FY20Q1 and FY21Q1**

	<i>(In Thousands)</i>				Budget	Projection
	FY20Q1	FY21Q1	\$ Change	% Change	FY21	FY21
Managed Revenues	\$ 74,757	\$ 64,017	\$ (10,740)	-14.4%	\$ 144,746	\$ 161,068
Managed Expenses	44,258	30,124	(14,134)	-31.9%	144,746	146,234
Managed Net Income	30,499	33,893	▲ 3,394	11.1%	-	▲ 14,834
Non Cash Revenue/(Expenses)	(2,128)	(1,165)	▲ 963	-45.3%	(4,220)	(4,220)
Total Increase/(Decrease) in Net Position	\$ 28,371	\$ 32,728	▲ 4,357	15.4%	\$ (4,220)	▲ 10,614



**Balance Sheet** – Excluding cash with state and other agencies, cash increased \$2.5 million since June 30, 2020 due to timing of payments. At September 30, 2020, the accounts receivable balance stood at \$35.4 million, an increase of \$27.4 million since June 30, 2020 due to the billing of the Fall semester. The September 2020 accounts receivable balance is lower than the first quarter of the previous year by \$3.3 million or 8.5% primarily due to lower enrollment due to the COVID-19 pandemic. Capital assets have decreased \$2.1 million primarily due to depreciation taken through the first quarter, offset slightly by asset additions. Investments have increased 5.2% or \$0.9 million to \$18.4 million since June 30, 2020 due to market conditions. Bonds payable decreased by \$4.5 million offset by an increase of deferred inflows due to the bonds being refinanced by the MSCBA during July 2020.

**Cash Operating Balances FY17 through FY21 (September)** – The cash graph displays operating cash balances by month and excludes deposits held by MSCBA/DCAMM. Operating cash flows are cyclical as depicted in the cash graph, especially after October. However, cash flows are altered in FY21 due to the COVID-19 situation in which the MSCBA restructured debt and eliminated an assessment expense typically paid in September. Thus, operating cash is higher than the previous four years primarily due to the university not being required to pay a fall assessment to MSCBA in FY21.

**Managed Revenues and Expenses** - For the three months ending September 30, 2020 (FY21), Salem State's net position increased by \$32.7 million overall which is higher than the prior year of \$28.4 million. For managed net income, the YTD result through the first quarter of FY21 is \$33.9 million, an increase of \$3.4 million or 11.1% over the same period in FY20. Net tuition and fees decreased \$2.5 million, or 6.0% over the same period in FY20 primarily due to enrollment decreases. Auxiliary enterprise revenue was \$7.4 million or 52.9% lower over prior year due to lower housing, meal plans and parking resulting primarily from the impact of COVID-19 (single room occupancy only as part of COVID-19 protocols) as well as lower enrollment. Managed expenses of \$30.1 million decreased \$14.1 million or 31.9% than the same period in the prior year. Compensation decreased \$4.4 million or 15.1% primarily due to a reduction in payroll because of a smaller number of positions in FY21 due to the VSIP in FY20. The university has continued to tightly control compensation expenses through limited hiring, a furlough program, and freezes on annual payroll increases to existing employees due to the COVID-19 pandemic. Support costs are down by \$2.1 million or 35.2%, primarily due to reduced expenditures associated with travel (\$0.7 million) and contracted services for dining (\$0.8 million) and supplies and equipment (\$0.3 million). Facility-related expenses are down \$7.6 million or 82.9% as a result of not having to pay the MSCBA assessment during the fall of FY21 due to the debt refinancing by the MSCBA.

**Changes in Non-Cash Revenues and Expenses** – The total net non-cash revenues and expenses through the first quarter increased \$0.9 million (revenue) primarily due to investment activity.

## Comparison of Current FY21 Projection to Approved FY21 Budget

### Managed Revenue and Expense Activity:

- A favorable variance of \$2.7 million in net tuition and fees is projected which is related to Undergraduate (\$3.8 million), Graduate Studies (\$2.1 million), and Continuing Education (\$0.4 million) enrollment exceeding budget targets. Unrestricted student aid is unfavorable to budget by \$0.5 million driven by higher enrollment than budgeted. As is required under the CRRSAA federal funding award described in the following bullet point, the university will be awarding \$3.3 million in additional aid to students.
- A favorable variance of \$10.0 million in Grant revenue. In January 2021 the university was notified of \$10.7 million in federal funding (CRRSAA) by the DOE, which may be received in FY21. Of this \$10.7 million, at least \$3.3 million is required to go directly to students. It should be noted that there are some outstanding questions about how and when the CRRSAA funds may be used. For purposes of this projection they are shown as an FY21 item, but it is possible some of it may flow to FY22 once the university receives clarification.
- An unfavorable variance of \$4.6 million in Auxiliary revenue is due to fall semester housing and dining revenues being lower than budgeted due to lower occupancy. This is expected to be the trend for spring semester as well. As of January 19, only 764 students were still planning to live in on-campus housing during the spring.
- A favorable projected variance of \$8.9 million in state support is caused by the significantly higher Massachusetts state appropriations approved and signed into law in December 2020. The university budgeted the General Appropriations Act (GAA) component of the appropriation to be down 10%, but the final MA state budget had an increase in GAA of 4%. Certain state support from FY20 was rolled into the base GAA for FY21; thus, overall state appropriations for SSU are projected to be \$697 thousand or 1% higher for SSU than in FY20.
- Other revenue is expected to be \$0.5 million lower than budgeted due to lower sales & services revenue.
- Turning to expenses, an unfavorable variance of \$4.1 million in compensation is attributable to the decision to decrease the number of furlough weeks from 5 to 2 weeks for all unions. This is partially offset by a favorable variance of \$1.2 million in student labor due to remote operations.
- Support expenses are \$0.8 million unfavorable to budget. This is due to an incremental \$1.0 million in expected COVID mitigation costs, \$1.4 million in incremental dining costs, offset by \$1.6 million in anticipated savings from remote operations.
- Facility-related expenses are expected to be \$3.4 million favorable to budget. This is driven by \$2.2 million in savings from MSCBA Assessment and Interest Expense based on the actual assessment invoice received from MSCBA for FY21 in January, \$0.7 million in utility savings from remote operations, and \$0.5 million in savings for the Weir property leases that were paid off early in FY20.

### Non-Cash Revenue and Expenses:

- As is the university's practice, the budget does not include a calculation of the impact of GASB 68 pension and GASB 75 OPEB liability adjustment for FY20.

## **Attachment E**

Information to book these adjustments is maintained by and received from the Commonwealth as the books are closed for the fiscal year. As the University has not received any estimate for these amounts from the Commonwealth, the projection does not include any estimate for GASB 68 or GASB 75.

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

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

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

	1st Qtr FY 2020	1st Qtr FY 2021	Change from FY 2020 1st Qtr	Change %	Year End FY 2020	Original Budget FY 2021	Projection FY 2021
<b>Managed Revenues:</b>							
Tuition and fees	\$ 42,613	\$ 40,268	\$ (2,345)	-5.5%	\$ 84,392	\$ 71,973	\$ 78,360
Less: scholarships, fellowships & waivers	(1,151)	(1,283)	(132)	11.5%	(28,942)	(24,585)	(28,313)
Net tuition and fees	41,462	38,985	(2,477)	-6.0%	55,450	47,388	50,047
Federal, state & private grants	1,880	1,668	(212)	-11.3%	24,342	18,996	28,957
Auxiliary enterprises	13,937	6,561	(7,376)	-52.9%	24,082	16,478	11,858
State general appropriations	15,700	15,204	(496)	-3.2%	66,737	58,576	67,434
Other revenue	1,778	1,599	(179)	-10.1%	6,065	3,308	2,772
<b>Total Managed Revenues</b>	<b>(A) 74,757</b>	<b>64,017</b>	<b>(10,740)</b>	<b>-14.4%</b>	<b>176,676</b>	<b>144,746</b>	<b>161,068</b>
<b>Managed Expenses:</b>							
Compensation	28,966	24,592	(4,374)	-15.1%	119,890	101,537	105,664
Support	6,105	3,957	(2,148)	-35.2%	22,868	26,571	27,370
Facility-related	9,187	1,575	(7,612)	-82.9%	24,376	16,638	13,200
<b>Total Managed Expenses</b>	<b>(B) 44,258</b>	<b>30,124</b>	<b>(14,134)</b>	<b>-31.9%</b>	<b>167,134</b>	<b>144,746</b>	<b>146,234</b>
<b>Managed Net Income</b>	<b>(A-B)=(C) 30,499</b>	<b>33,893</b>	<b>3,394</b>	<b>11.1%</b>	<b>9,542</b>	<b>-</b>	<b>14,834</b>
<b>Non-Cash Revenue/(Expenses):</b>							
Capital grants	-	-	-	100.0%	1,560	5,323	5,323
Depreciation	(2,338)	(2,337)	1	0.0%	(9,276)	(9,408)	(9,408)
Unrealized gains/(losses)	210	1,172	962	458.1%	345	(135)	(135)
GASB 68 Pension	-	-	-	-	(3,123)	-	-
GASB 75 OPEB	-	-	-	-	(1,092)	-	-
Use of Net Position	-	-	-	-	-	-	-
<b>Total Non-Cash Revenue/(Expenses)</b>	<b>(2,128)</b>	<b>(1,165)</b>	<b>963</b>	<b>-45.3%</b>	<b>(11,586)</b>	<b>(4,220)</b>	<b>(4,220)</b>
<b>Total Increase/(Decrease) in Net Position</b>	<b>\$ 28,371</b>	<b>\$ 32,728</b>	<b>\$ 4,357</b>	<b>15.4%</b>	<b>\$ (2,044)</b>	<b>\$ (4,220)</b>	<b>\$ 10,614</b>



Management Revenue & Expense Report by Trust Funds  
September 30, 2020

Account Description	FY 2020 Year-End (\$K)									FY 2021 YTD- September Actuals (\$K)	
		Unrestricted Auxiliaries	Educational & General Funds	Grants	Gifts & Contributions	Residence Halls	Restricted Other	Total Restricted Endowments	Net Invested in Capital Assets		
<b>Managed Revenues:</b>											
Net tuition and fees	\$55,450	(\$3)	\$39,541	(\$530)	(\$40)	(\$233)	\$250				\$38,985
Federal, state & private Grants	24,342			1,668							1,668
Auxiliary enterprises	24,082	1,566	82			4,863	50				6,561
State general appropriations	66,737		15,178	26							15,204
Other revenue	6,065	33	244	10	1,299		4	\$9			1,599
<b>Total Managed Revenues</b>	<b>176,676</b>	<b>1,596</b>	<b>55,045</b>	<b>1,174</b>	<b>1,259</b>	<b>4,630</b>	<b>304</b>	<b>9</b>	<b>0</b>		<b>64,017</b>
<b>Managed Expenses:</b>											
Compensation	119,890	35	23,300	394	77	786					24,592
Support	22,868	124	3,547	104	65	106	11				3,957
Facility-related	24,376	-475	2,040	3		345	77			(\$415)	1,575
<b>Total Managed Expenses</b>	<b>167,134</b>	<b>-316</b>	<b>28,887</b>	<b>501</b>	<b>142</b>	<b>1,237</b>	<b>88</b>	<b>0</b>	<b>-415</b>		<b>30,124</b>
<b>Managed Net Income</b>	<b>9,542</b>	<b>1,912</b>	<b>26,158</b>	<b>673</b>	<b>1,117</b>	<b>3,393</b>	<b>216</b>	<b>9</b>	<b>415</b>		<b>33,893</b>
<b>Non-Cash Revenues/(Expenses):</b>											
Capital grants	1,560										-
Depreciation	(9,276)									(2,337)	(2,337)
Unrealized gains/(losses)	345		1,109				10	53			1,172
GASB 68 Pension	(3,123)										-
GASB 75 OPEB	(1,092)										-
<b>Total Non-Cash Revenue/(Expenses)</b>	<b>(11,586)</b>	<b>-</b>	<b>1,109</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10</b>	<b>53</b>	<b>(2,337)</b>		<b>(1,165)</b>
<b>Total Increase/(Decrease) in Net Position</b>	<b>(\$2,044)</b>	<b>\$1,912</b>	<b>\$27,267</b>	<b>\$673</b>	<b>\$1,117</b>	<b>\$3,393</b>	<b>\$226</b>	<b>\$62</b>	<b>(\$1,922)</b>		<b>\$32,728</b>

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

	FY 2020	FY 2021 YTD	Change	
	Year End	September 30	\$	%
<b>Assets:</b>				
Cash	\$ 27,425	\$ 29,952	\$ 2,527	9.2%
Cash with State and other agencies	4,296	2,318	(1,978)	-46.0%
Accounts and other receivables	8,080	35,435	27,355	338.6%
Capital assets	159,761	157,651	(2,110)	-1.3%
Investments	17,447	18,352	905	5.2%
Loans receivable, net	1,589	1,491	(98)	-6.2%
Debt Service Reserve	1,473	1,473	-	0.0%
Other Assets	117	140	23	19.7%
<b>Total Assets</b>	<b>220,188</b>	<b>246,812</b>	<b>26,624</b>	<b>12.1%</b>
<b>Deferred Outflows of Resources</b>	<b>22,043</b>	<b>21,979</b>	<b>(64)</b>	<b>-0.3%</b>
<b>Total Assets and Deferred Outflows of Resources</b>	<b>\$ 242,231</b>	<b>\$ 268,791</b>	<b>\$ 26,560</b>	<b>11.0%</b>
<b>Liabilities:</b>				
Accounts payable and accrued expenses	\$ 6,342	\$ 5,168	\$ (1,174)	-18.5%
Accrued Payroll	7,411	4,783	(2,628)	-35.5%
Bonds and notes payable	39,161	34,629	(4,532)	-11.6%
Compensated absences	9,172	9,172	-	0.0%
Loan payable, federal financial assistance programs	2,061	2,061	-	0.0%
Other liabilities	4,525	2,119	(2,406)	-53.2%
Net Pension Liability	40,624	40,624	-	0.0%
Net OPEB Liability	76,583	76,583	-	0.0%
<b>Total Liabilities</b>	<b>185,879</b>	<b>175,139</b>	<b>(10,740)</b>	<b>-5.8%</b>
<b>Deferred Inflows</b>	<b>39,416</b>	<b>43,988</b>	<b>4,572</b>	<b>11.6%</b>
<b>Total Liabilities and Deferred Inflows of Resources</b>	<b>225,295</b>	<b>219,127</b>	<b>(6,168)</b>	<b>-2.7%</b>
<b>Net Position:</b>				
Invested in capital assets	125,110	122,987	(2,123)	-1.7%
Restricted	7,759	13,303	5,544	71.5%
Unrestricted	(115,933)	(86,626)	29,307	-25.3%
<b>Total Net Position</b>	<b>16,936</b>	<b>49,664</b>	<b>32,728</b>	<b>193.2%</b>
<b>Total Liabilities, Deferred Inflows of Resources and Net Position</b>	<b>\$ 242,231</b>	<b>\$ 268,791</b>	<b>\$ 26,560</b>	<b>11.0%</b>



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

	<b>YTD 09/30/20 FY 2021</b>
<b>Cash flow from operating activities:</b>	
Tuition and fees (net)	\$ 10,545
Grants and contracts	2,231
Payments to vendors, employees and students	(26,965)
Auxiliary and other receipts	9,627
<b>Net cash used by operating activities</b>	<b>(4,562)</b>
<b>Cash flow from non-operating activities:</b>	
State appropriations (net)	3,667
Gifts, investment and other sources	1,880
<b>Net cash provided by non-operating activities</b>	<b>5,547</b>
<b>Cash flow from capital, financing and investing activities:</b>	
Purchases of capital assets	(914)
Debt service payments on note payables	(50)
Investment activities (net)	528
<b>Net cash used in capital financing, and investing activities</b>	<b>(436)</b>
<b>Net increase in cash and cash equivalents</b>	<b>549</b>
<b>Cash and cash equivalents at beginning of period</b>	<b>31,721</b>
<b>Cash and cash equivalents at end of period</b>	<b>\$ 32,270</b>




**Statements of Revenues, Expenses and Changes in Net Position by Natural Classification**


*(In Thousands)*


	Year to Date through September 30		Full Fiscal Year	
	FY 2020 Actual	FY2021 Actual	FY 2020 Actual	FY2021 Budget
<b>Operating Revenues:</b>				
Tuition and fees	\$ 42,613	\$ 40,268	\$ 84,392	\$ 71,973
Less: scholarships and fellowships	(1,008)	(913)	(18,637)	(16,112)
Net tuition and fees	41,605	39,355	65,755	55,861
Federal, state and private grants	1,880	1,668	18,107	18,996
Sales and services of educational departments	177	87	660	755
Auxiliary enterprises	13,937	6,561	24,084	16,478
Other operating revenues	29	34	500	275
<b>Total Operating Revenues</b>	<b>57,628</b>	<b>47,705</b>	<b>109,106</b>	<b>92,365</b>
<b>Operating Expenses:</b>				
Compensation and benefits	28,966	24,592	124,106	101,537
Supplies and services	14,315	5,084	42,068	37,022
Utilities	453	445	3,780	4,475
Depreciation	2,338	2,337	9,276	9,408
Scholarships and fellowships	143	370	10,305	8,473
<b>Total Operating Expenses</b>	<b>46,215</b>	<b>32,828</b>	<b>189,535</b>	<b>160,915</b>
<b>Non-Operating Revenues/Expenses:</b>				
State appropriations, net	15,700	15,204	66,737	58,576
CARES Grant	-	-	6,235	-
Gifts	1,342	1,296	2,341	1,917
Contribution from SSUAC	-	-	473	-
Investment income (loss)	440	1,354	1,787	225
Other revenue - MSCBA	-	-	647	-
Interest expense on bonds & other debt	(524)	(3)	(1,395)	(1,711)
<b>Net Non-Operating Revenues/Expenses</b>	<b>16,958</b>	<b>17,851</b>	<b>76,825</b>	<b>59,007</b>
Capital grants	-	-	1,560	5,323
Use of Net Position	-	-	-	-
<b>Total Increase (Decrease) in Net Position</b>	<b>\$ 28,371</b>	<b>\$ 32,728</b>	<b>\$ (2,044)</b>	<b>\$ (4,220)</b>
Operating Cash Flow Ratio			21.7%	13.9%


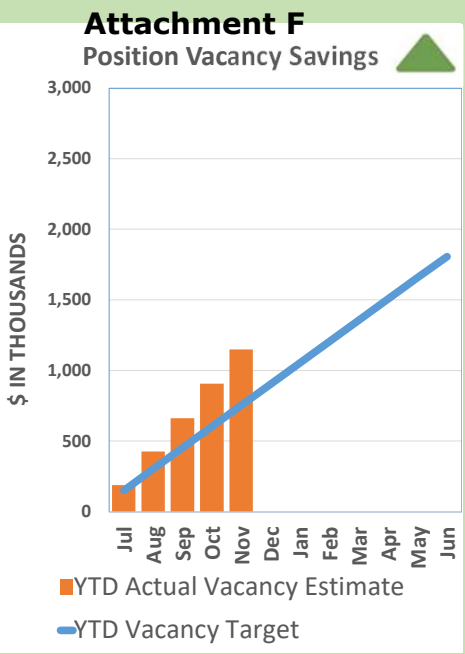
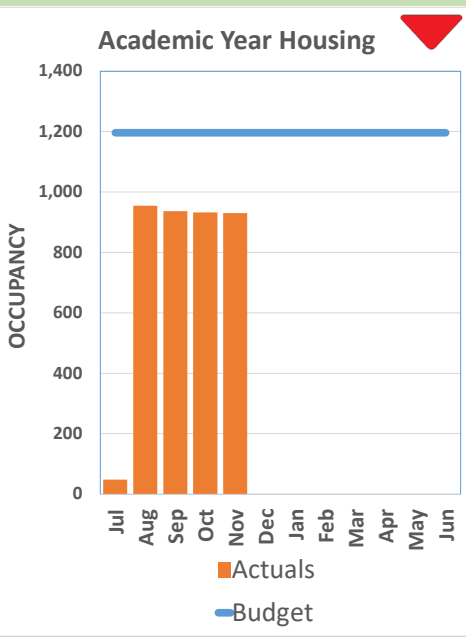
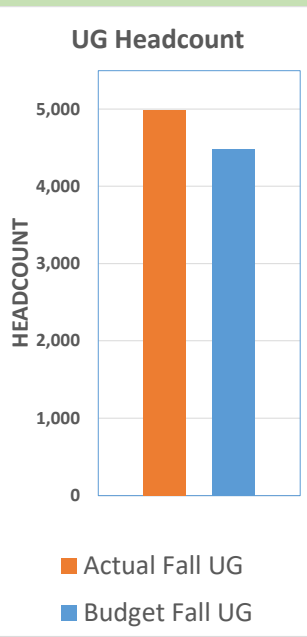
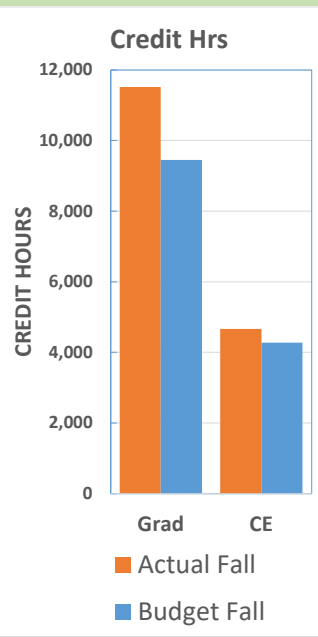


Statistics




**UG Headcount Fall 2020 vs Last Year**  
  
**91.2%**

**GRAD Credit Hours Fall 2020 vs Last Year**  
  
**106.8%**




**CE Credit Hours Fall 2020 vs Last Year**  
  
**98.5%**

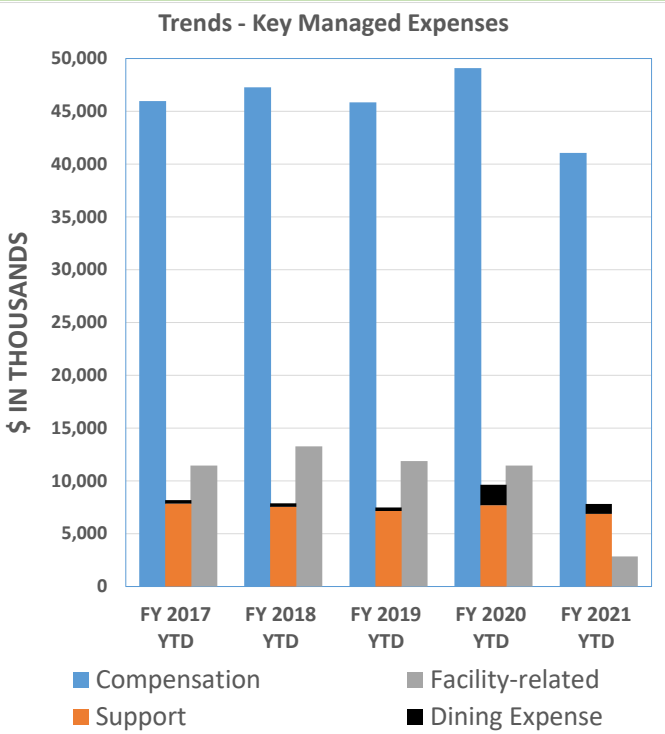
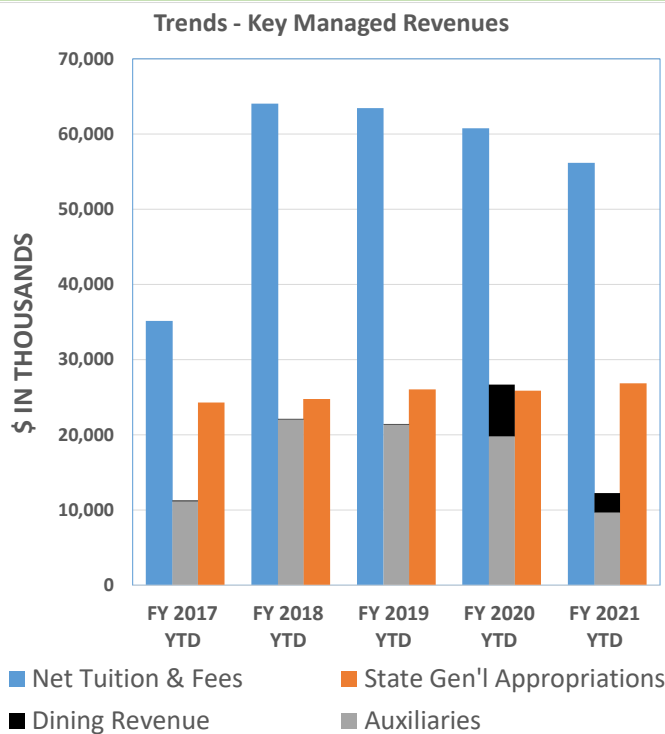
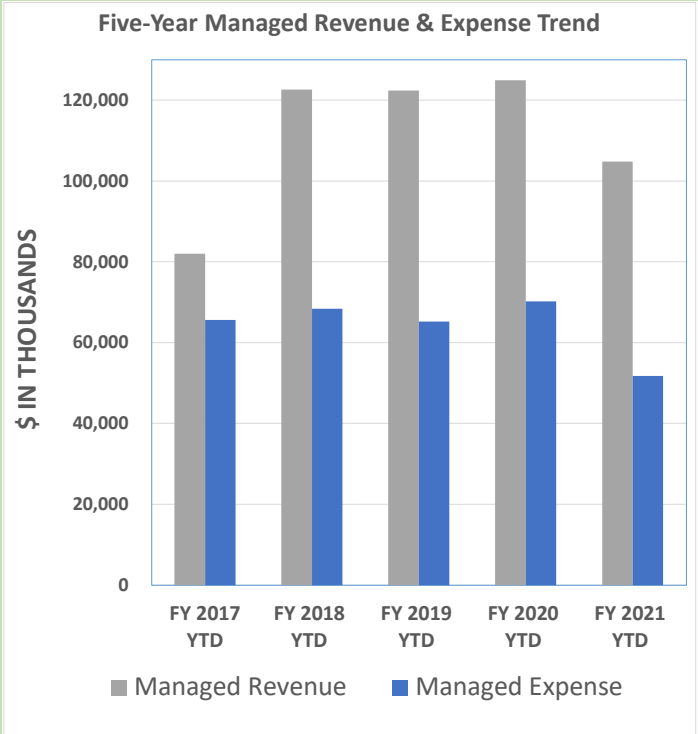
Key Managed Revenues as of 11/30/2020 (current fiscal year) and November month end, closed (prior fiscal year)

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	\$60,751K	\$56,171K	\$ Actual	\$25,836K	\$26,854K	\$ Actual	\$26,673K	\$12,226K

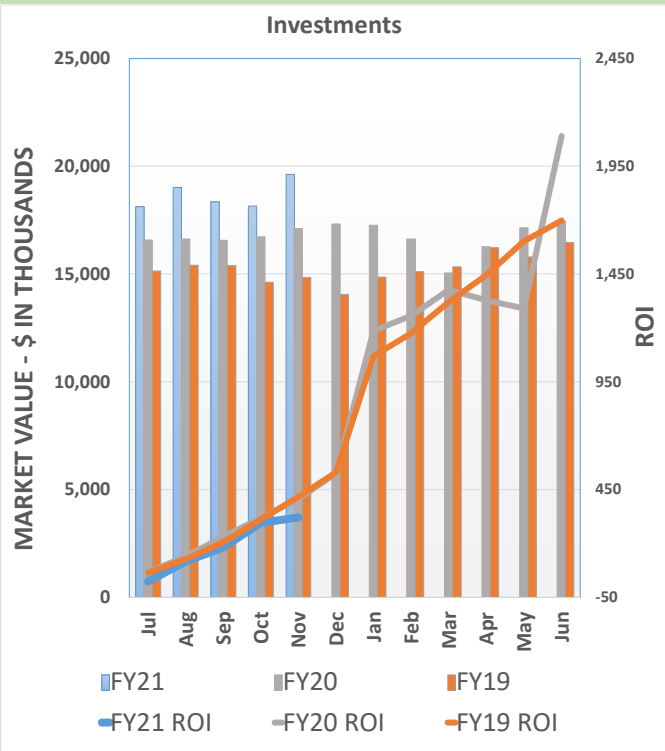
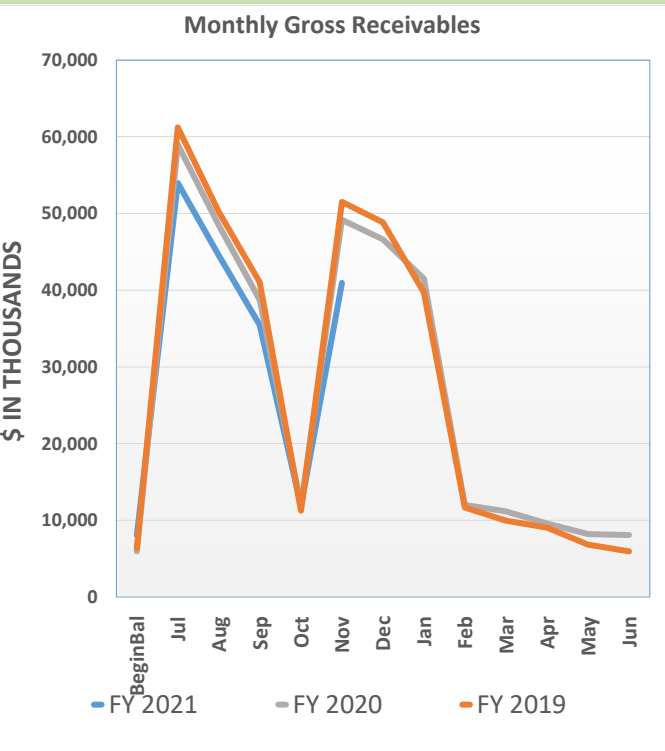
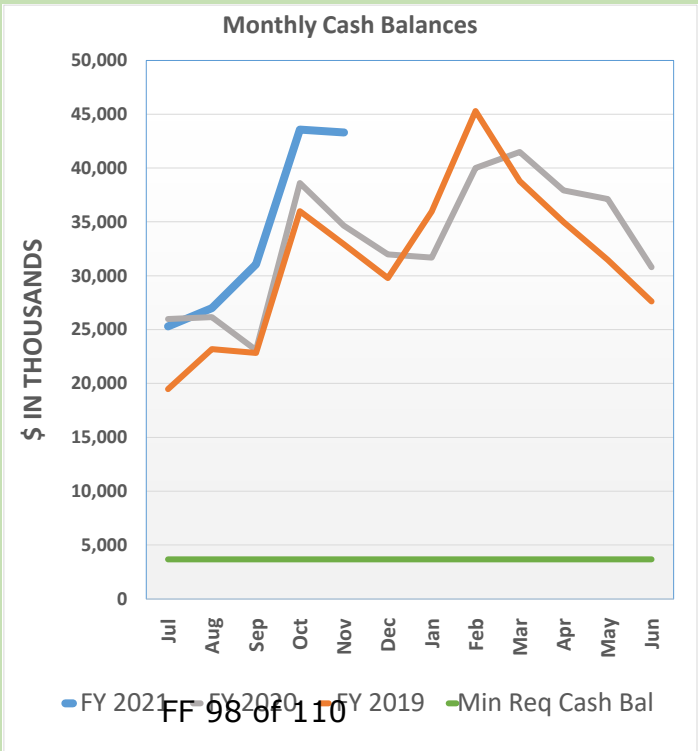
Managed Expenses as of 11/30/2020 (current fiscal year) and November month end, closed (prior fiscal year)

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	\$49,083K	\$41,068K	\$ Actual	\$9,636K	\$7,825K	\$ Actual	\$11,446K	\$2,852K

Managed Net Income Trends as of 11/30/2020 (current fiscal year) and November Month end, closed (prior fiscal years)



Balance Sheet Trends



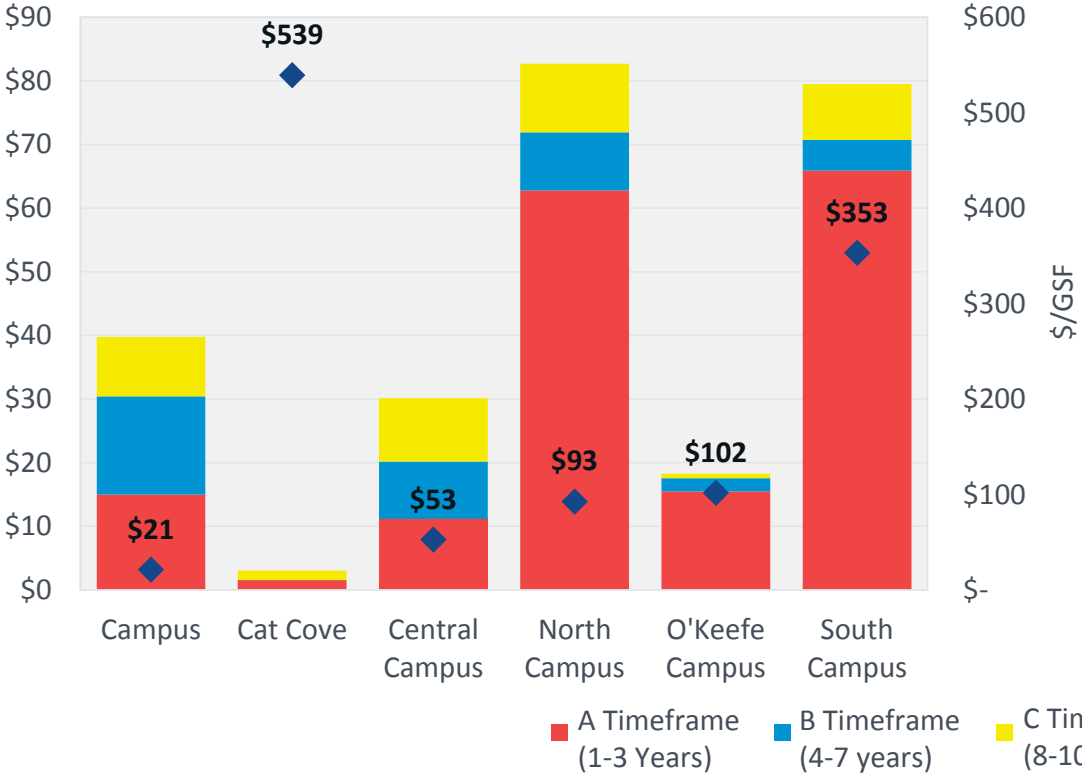
Data as of December 2017



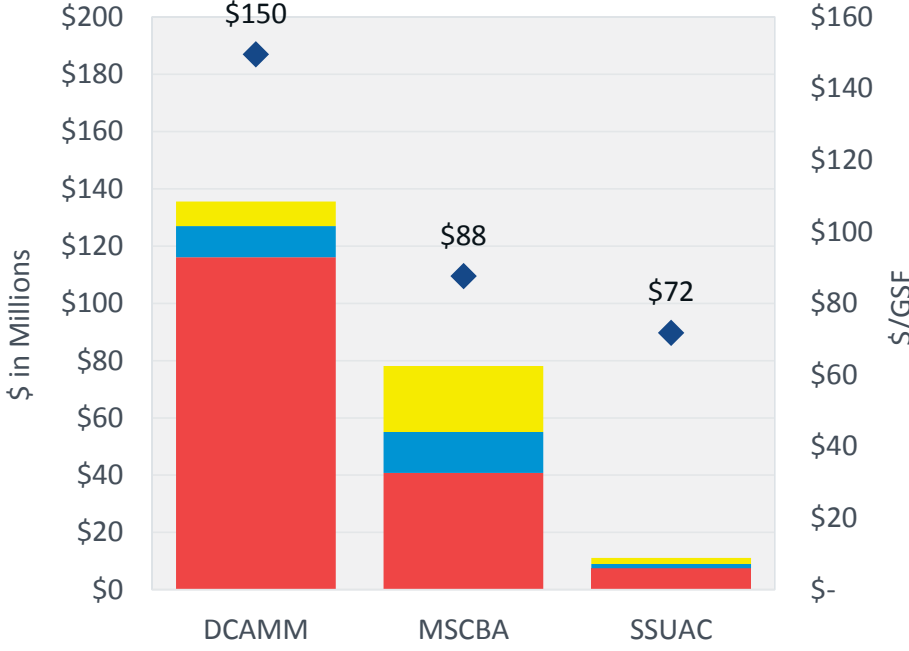
# Asset Reinvestment Need by Campus

Breaking out campus AR Need by timeframe

### Total Asset Reinvestment Need



### Total Asset Reinvestment Need



Salem State University, Finance and Facilities Committee  
 FY 2022 – FY 2023 University Financial Outlook  
 January 22, 2021

	Original Budget FY 2021	Projection FY 2021	Projection FY 2022	Projection FY 2023
<b>Managed Revenues:</b>				
Tuition and fees	\$ 71,973	\$ 78,360	\$ 73,930	\$ 72,425
Less: scholarships, fellowships & waivers	(24,585)	(28,313)	(26,016)	(26,254)
Net tuition and fees	47,388	50,047	47,914	46,171
Federal, state & private grants	18,996	28,957	17,496	17,496
Auxiliary enterprises	16,478	11,858	16,923	17,508
State general appropriations	58,576	67,434	67,860	68,504
Other revenue	3,308	2,772	2,772	2,772
<b>Total Managed Revenues</b>	<b>144,746</b>	<b>161,068</b>	<b>152,965</b>	<b>152,451</b>
<b>Managed Expenses:</b>				
Compensation	101,537	105,664	112,697	114,441
Support	26,571	27,370	27,775	26,637
Facility-related	16,638	13,200	20,733	23,486
<b>Total Managed Expenses</b>	<b>144,746</b>	<b>146,234</b>	<b>161,205</b>	<b>164,564</b>
<b>Managed Net Income</b>	<b>-</b>	<b>14,834</b>	<b>(8,240)</b>	<b>(12,113)</b>

**Key points:**

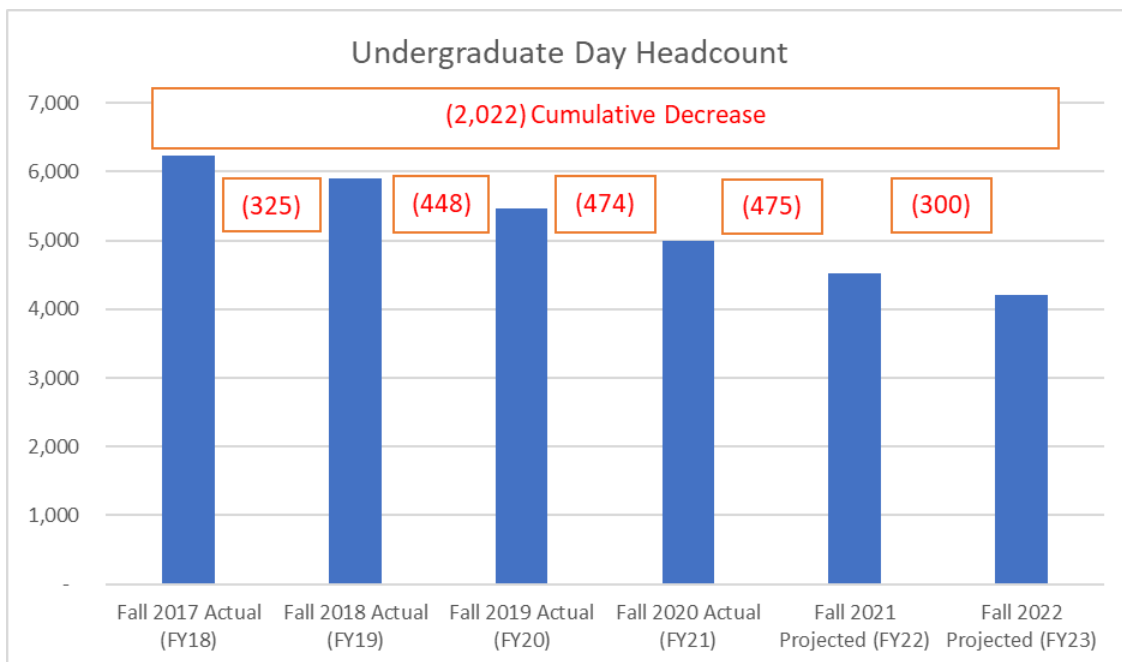
- (1) Neither FY22 nor FY23 include the financial impact of the plan for a sustainable future that is currently under development by leadership.
- (2) FY21 assumes no further major disruption of on-campus operations due to COVID-19.
- (3) The projections assume the Federal CRRSAA funds are received in FY21 including \$3.256 million received and disbursed to students as required and \$7.454 million received by the university as compensation for lost revenue expenses and other expenses of the covid pandemic. As the university receives clarification, some of these funds may be recorded in FY22 instead.
- (4) FY22 assumes flat tuition, fees, room, and board for undergraduate students.
- (5) Managed net income results should be considered in a multi-year frame and so, significant positive managed net income in FY21 could offset the projected negative in FY22 while the university works to identify and implement strategies to solve its structural budget challenges.
- (6) The current projections do not yet show a Best and Worst case scenario.

**Overview:**

The FY22 and FY23 projections have been developed within the challenging context of a continuing global pandemic that disproportionately impacts many in our demographic and geographic service profile, as well as a trend of declining enrollment that pre-dates the pandemic. Major assumptions underlying the current projections for FY22 and FY23 are below. Such assumptions and projections have not been updated to reflect the sustainable plan that leadership is developing which incorporates appropriate suggestions from the Sustainable Path Forward Task Force report.

**Revenue Drivers:**

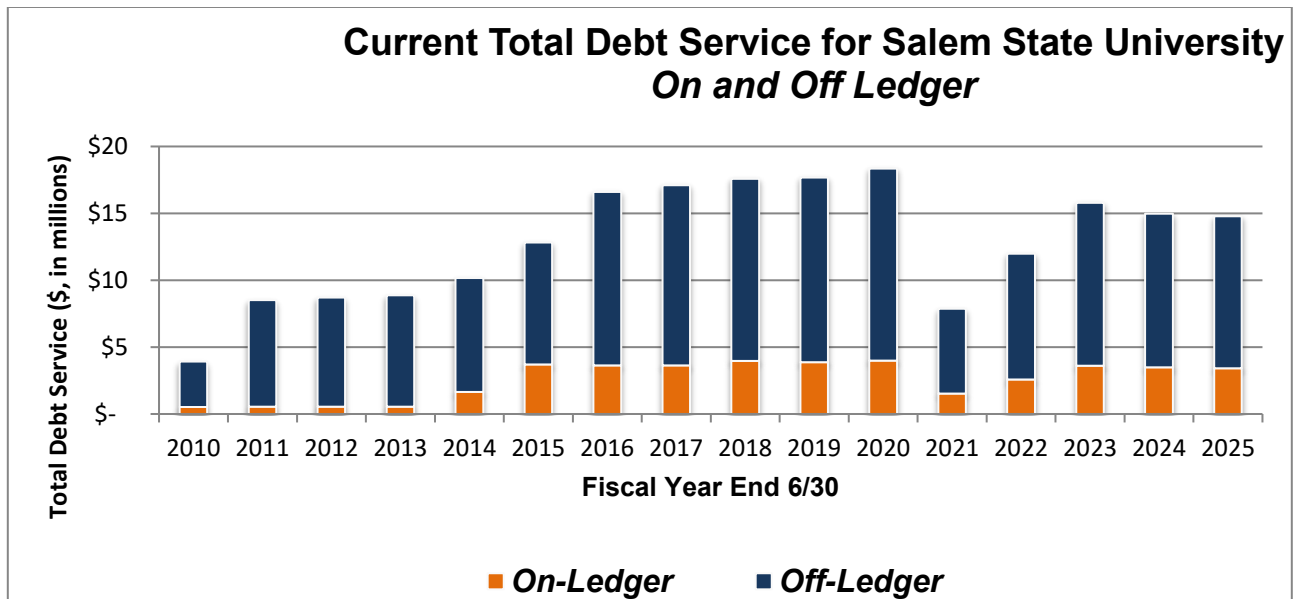
- FY21 assumes the Federal CRRSAA funds are received in FY21 and benefits FY21 by \$7.454 million, not in FY22 and FY23. It is possible this timing could shift and also that additional federal or state relief could materialize in the future.
- For FY22 and FY23 the university’s planning assumption is that the General Appropriation Act (GAA) appropriation will be flat with the FY21 final Massachusetts state budget that Governor Baker signed into law on December 11, 2020. This is consistent with the FY22 Massachusetts Board of Higher Education (“BHE”) budget recommendation that was approved December 15, 2020. The university will know more about FY22 state appropriations when Governor Baker releases his budget on January 27 and the House and Senate release their versions later this spring.
- Undergraduate day enrollment for FY22 is modeled to decrease by 475 students compared to the FY21, and FY23 is modeled to decrease by an additional 300 students. This is a continuation of a multi-year trend as depicted in the chart below. Continuing Education credit hours are projected to be down 1% per year and Graduate credit hours are projected to be flat in FY22 and FY23. Graduate enrollment has been increasing and this may be conservative.



- The university is modeling blended tuition and fees to be flat for undergraduate day and continuing education students in FY22 and a 2.5% increase in FY23. Graduate rate configurations are currently being evaluated. Based on work done with EAB, unrestricted financial aid plus housing grants are projected to increase by \$0.9 million in FY22 and \$0.2 million in FY23. The BHE budget recommendation for FY22 includes a \$26 million total increase in financial aid for the state university and UMASS system to support the expansion of need-based financial assistance and support to Pell-eligible students. This is significant for Salem State as the number of Pell-eligible first year students has increased from 32% to 51% from Fall 2009 to Fall 2019.
- Differential fees for programs that had their differential fees waived due to the COVID-19 pandemic in FY21 will be waived in FY22 as well (\$0.3 million in revenue). FY23 assumes the reinstatement of the waived differential fees.
- Room and dining rates will be held flat in FY22 and are modeled to increase 3% in FY23. The current projection assumes an increase in fall housing occupancy of 376 students in FY22 and an additional 90 students in FY23 (934 in FY21, 1,310 in FY22, and 1,400 in FY23). In FY22 Viking and Atlantic halls are expected to have standard occupancy (a mix of double and single rooms), Bates hall will not have students assigned but will remain available for isolation & quarantine rooms as needed, and the remaining residence halls will be at single occupancy.

**Expense Drivers:**

- Compensation, the university's largest expense category, is estimated to increase by approximately \$7.0M in FY22 compared to the FY21 forecast (primarily due to no furloughs and student labor savings assumed in FY22), and an additional \$1.7 million in FY23. Consistent with prior years, a full review of budgeted positions is being undertaken as part of developing the sustainable plan for the future and the FY22 budget.
- Support costs are expected to increase by \$0.4 million from the FY21 forecast to FY22. FY23 support costs are expected to decrease by \$1.1 million, primarily driven by the elimination of covid mitigation costs.
- The fourth year of DCAMM's five-year critical maintenance plan will generate approximately \$1.7 million in state support, which will be offset by additional spending on deferred maintenance.
- Interest Expense and MSCBA Assessment for FY22 will increase by \$6.8 million; this is the result of the FY21 debt restructuring that captured the most savings in FY21 (see graphic below). In FY23, these expenses will be further increased by another \$2.7 million.



NOTE: MSCBA made a payment on SSU's behalf for \$2.8 million of interest for Fall 2021 total due.

### Next Steps:

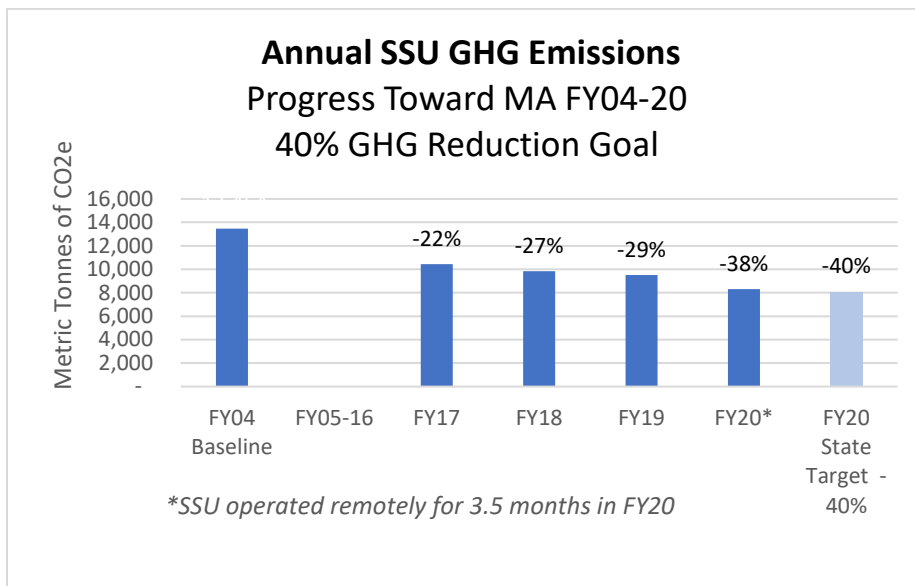
- The President's Executive Council ("PEC") is working with the campus on a multi-year strategy to address the structural imbalance in the university's finances resulting from the continued trend of declining enrollments. This plan that is being developed has been informed by a report issued by Strategic Path Forward Task Force on December 15, 2020.
- The COVID-19 pandemic's impact on the FY22 budget continues to be actively monitored and managed.
- Campus leaders are monitoring enrollment as the admissions cycle continues throughout the spring. Fees and financial aid allocations will be finalized.
- Below is a typical timeline for the Massachusetts state budget process:
  - Governor releases his budget recommendation in January
  - House Ways and Means committee releases its budget recommendation in mid-April
  - Senate Ways and Means committee releases its budget recommendation in mid-May
  - Conference Committee releases its budget report in June
  - The Governor signs the budget into law in July
- Recommended fee rates for FY22 graduate students will be brought to the Board of Trustees for discussion and approval.
- The budget plan will be discussed and refined throughout the spring. It will be brought to the Board of Trustees for discussion and approval through the Finance and Facilities committee in the May and June meetings.



## Sustainability Update December 2020

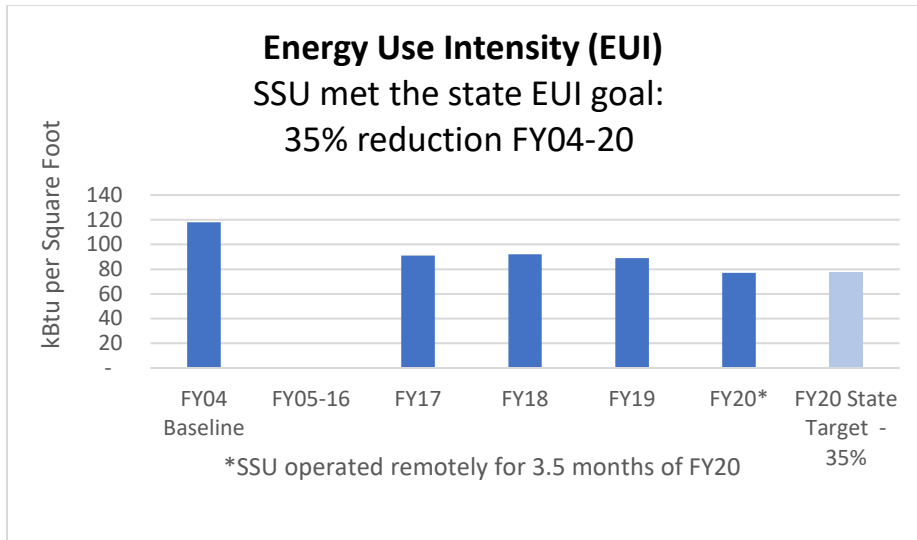


### Progress Towards Massachusetts 2020 Goals



With the retirement of its 2020 climate goals, Massachusetts is in the process of setting new goals for 2030 and 2040 to accelerate progress towards the state’s 2050 goal of a reduction in greenhouse gas emissions (GHG) by 80 percent.





## Planning for Carbon Neutrality in 2050

Salem State is looking ahead to 2050, the date of two important sustainability targets: SSU's carbon neutrality goal and the state's goal of decreasing emissions from operations by 80 percent. Transitioning our heating and cooling systems will present the most challenging part of this energy transformation. To develop guidance for this effort, the university has undertaken the North Campus Clean Energy Study.

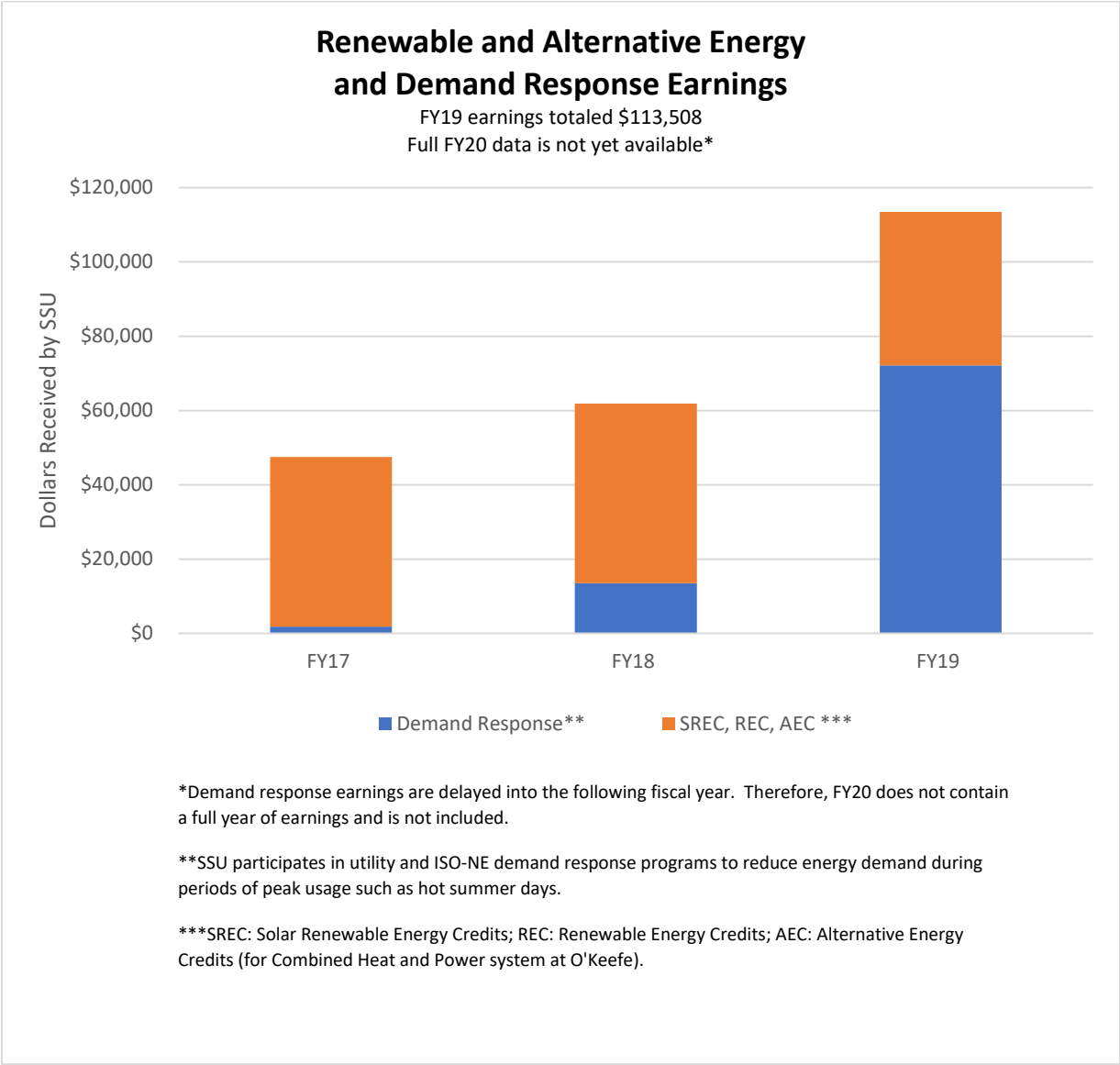
Funded by a \$100,000 grant from the DOER Leading By Example program, Salem State hired MEP Associates, a Salas O'Brien Company, experts in campus energy master planning, to develop a phased roadmap to shift North Campus buildings away from fossil fuels to clean energy by 2050. This assessment tool will envision energy efficiencies and fuel sources for the eight buildings served by the gas-powered steam plant and the two residence halls with their own gas boilers. Solutions will range from energy efficiency to positioning us to take advantage of the best technologies of the future. Partnering on the study are DOER, DCAMM, MSCBA and National Grid, as their support will be critical for implementation. Results are expected in April.

## Earth Days in October

A webinar entitled [The Green New Deal, Explained. Limiting Climate Chaos and Tackling Economic Inequality](#) was held virtually and viewed by **452 people**. SSU student Joey Wolongevicz moderated the panel which featured Salem State professors Noel Healy and Avi Chomsky as well as guest panelist Alyssa Battistoni of Harvard University, co-author of *A Planet to Win: Why We Need a Green New Deal*.

### Money Earned From Energy Measures

Salem State has made a significant effort to enroll in all of the demand response programs we are eligible for, in addition to improving our tracking of monies earned from energy production. DCAMM has assisted SSU in leveraging these often hidden opportunities.



## Capital Projects Status Update December, 2020

### PROJECTS UNDER CONSTRUCTION

#### Administration roof replacement

Anticipated completion: Winter 2020 / spring 2021

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

- Replacement of the roofing and repairs to the utility tunnel ceiling
- Under construction
- Anticipated completion February 2021

#### Automated building controls – phase 1

Anticipated completion: Summer 2021

Budget: \$1,046,010 (DCAMM funding of \$608,703)

- Currently in design
- Update legacy controls hardware to open network system

#### Berry Library HVAC repair

Anticipated completion: Summer / fall 2021

Budget: \$724,100 (DCAMM funding of \$724,100)

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

#### Dining improvements

Anticipated completion: Spring 2021

Budget: \$200,000

- Enhanced exterior seating has been delivered
- Awaiting delivery and installation of enclosure. Delayed due to COVID

#### Gassett HVAC repair

Anticipated completion: Spring 2021

Budget: \$55,000

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

#### 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
- Currently out to bid

## Capital Projects Status Update December, 2020

### PROJECTS IN PLANNING/STUDIES

Alumni Field turf replacement  
Anticipated completion: Summer 2021  
Budget: \$765,000

- Replacement of the turf field
- Currently in design

Horace Mann façade repairs  
Anticipated completion: Summer 2021  
Budget: \$31,500 (DCAMM funding of \$31,500)

- Study of building façade to assess masonry failures

Lighting upgrades – campus wide  
Anticipated completion: Summer 2021  
Budget: \$2 – 3m estimated (anticipated DCAMM & NGrid contribution of \$1.5 – 2.5m)

- LED lighting upgrades throughout campus.
- Potential annual utility savings of \$200,000 per year

O’Keefe parking lot assessment  
Anticipated completion: Summer 2021  
Budget: \$75,000

- Study for structural repair of parking lot.
- Study will also assess viability of solar canopies

Meier Hall roof replacement – phase 3  
Anticipated completion: Summer 2021  
Budget: \$220,000 (DCAMM funding of \$217,462)

- Waterproofing of the 6<sup>th</sup> floor exterior walls and greenhouse
- Currently in design

Sullivan elevator  
Anticipated completion: Winter 2021  
Budget: \$30,000

- Study for the replacement of the Sullivan building elevator

Sullivan basement structural repairs  
Anticipated completion: 2021-22  
Budget: \$1,000,000 (DCAMM funding TBD)

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

**Finance and Facilities Committee Work Plan for FY21  
January 5, 2021 (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

**November 18, 2020**

- Business model: Cost structure – business intelligence

**January 27, 2021 w BOT February 24, 2021**

- Finance and investment matters
  - Investment advisors – review calendar 2020 performance
  - FY21 Q1 financials
  - Financial dashboard
  - FY22 budget planning and status of recommendations from Sustainable Path Forward Task Force
  - FY22 Motion to Hold Undergraduate (Day and Evening) Tuition and Fees Flat (Action)
- Real estate, facilities, and sustainability
  - Sustainability update
  - Capital projects status update

**February 2021 - TBD**

- Business model: financial matters – NECHE Standard Seven

**Finance and Facilities Committee Work Plan for FY21  
January 5, 2021 (draft)****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
  - 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

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**SUBJECT:** Risk Management and Audit Committee Meeting Report for January 27, 2021

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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, January 27, 2021. 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), Associate Vice President Labonte (committee co-liaison), and staff associate Beaulieu.

Trustee Contreras, committee chair, called the meeting to order at 6:10 pm.

#### **Audit matters – Uniform Guidance Audit (status update)**

The Uniform Guidance audit was unable to be completed pending guidelines from the government for the CARES spending. The auditors just received the guidelines but have no firm date yet for completion. We hope that it will be available at the March 24, 2021 meeting although the auditors will not guarantee that.

#### **Clery Report (Attachment A)**

Associate Vice President Labonte briefed the trustees on highlights of the Clery report. The report covers the calendar year 2019 with comparisons to years 2017 and 2018. No large increases in any categories.

#### **COVID mitigation efforts update**

The university received its first shipment of COVID vaccine doses (300) early January. Of these doses, 140 have been administered to staff and students that are eligible under Phase I. Employees (77) will get their second dose next week. Phase II of administering vaccines is scheduled for February 1.

Salem State has partnered with the City of Salem as a host vaccination site for city residents only. Volunteers from staff and students will assist in administering doses.

The state university presidents and faculty union have sent letters to the Governor requesting that faculty and staff be eligible to get the vaccine under Phase II.

#### **FY20 annual report of president's expenditures (Attachment B)**

There were no questions regarding the FY20 annual report of president's expenditures.

Trustee Mattera **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 6:43 pm.

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



## DEFINITIONS OF REPORTABLE CRIMES

Under the Clery Act, for the purposes of counting and disclosing criminal offense, hate crime, arrest, and disciplinary referral statistics, you must do so based on definitions provided by the Federal Bureau of Investigation's (FBI's) Uniform Crime Reporting (UCR) Program. The definitions for murder, rape, robbery, aggravated assault, burglary, motor vehicle theft, arson, weapons carrying and possessing, etc., law violations, drug abuse violations, and liquor law violations are from the Summary Reporting System (SRS) user manual from the FBI's UCR Program. The definitions of fondling, incest, and statutory rape are from the FBI's National Incident-Based Reporting System (NIBRS) Data Collection Guidelines edition of the UCR. Hate crimes are classified according to the FBI's Uniform Crime Reporting Hate Crime Data Collection Guidelines and Training Manual. Note that, although the law states that institutions must use the UCR program definitions, Clery Act crime reporting does not have to meet all of the other UCR program standards.

For the categories of domestic violence, dating violence and stalking, the Clery Act specifies that the institution must use the definitions provided by the Violence Against Women Act of 1994 and repeated in the Clery Act regulations.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Dating Violence:** Violence committed by a person who is or has been in a social relationship of a romantic or intimate nature with the victim where the existence of such a relationship shall be determined based

on a consideration of the following factors —the length of the relationship, the type of relationship and the frequency of interaction between the persons involved in the relationship.

**Stalking:** Engaging in a course of conduct directed at a specific person that would cause a reasonable person to fear for his or her safety or the safety of others or suffer substantial emotional distress.

### **Hate Crimes by Prejudice**

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

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

SALEM STATE UNIVERSITY CRIME STATISTICS<sup>9</sup>

Offense	Year	GEOGRAPHIC LOCATION			
		On -Campus Property	On-Campus Student Housing Facilities	Non-Campus Property	Public Property
Murder/ Non-Negligent Manslaughter	2017	0	0	0	0
	2018	0	0	0	0
	2019	0	0	0	0
Manslaughter By Negligence	2017	0	0	0	0
	2018	0	0	0	0
	2019	0	0	0	0
Rape	2017	0	0	0	0
	2018	5	5	0	0
	2019	1	1	0	0
Fondling	2017	2	2	0	0
	2018	4	3	0	0
	2019	6	6	0	0
Incest	2017	0	0	0	0
	2018	0	0	0	0
	2019	0	0	0	0
Statutory Rape	2017	0	0	0	0
	2018	0	0	0	0
	2019	0	0	0	0
Robbery	2017	0	0	0	1
	2018	0	0	0	0
	2019	0	0	0	0
Aggravated Assault	2017	1	1	0	0
	2018	1	1	0	0
	2019	1	0	0	0
Burglary	2017	9	2	0	0
	2018	6	2	0	0
	2019	8	2	0	0
Motor Vehicle Theft	2017	0	0	0	0
	2018	0	0	0	0
	2019	0	0	0	0
Arson	2017	1	1	0	0
	2018	0	0	0	0
	2019	0	0	0	0

<sup>9</sup> Statistics are accurate as of the date of publication.

## SALEM STATE UNIVERSITY CRIME STATISTICS

Offense	Year	GEOGRAPHIC LOCATION			
		On -Campus Property	On- Campus Student Housing Facilities	Non- Campus Property	Public Property
Domestic Violence	2017	6	4	0	1
	2018	5	2	0	0
	2019	5	5	0	0
Dating Violence	2017	0	0	0	1
	2018	2	1	0	0
	2019	1	1	0	0
Stalking	2017	0	0	0	0
	2018	1	1	0	0
	2019	0	0	0	0
Arrests: Weapons Carrying, Possession, Etc.	2017	3	2	0	0
	2018	2	2	0	0
	2019	1	0	0	0
Disciplinary Referrals: Weapons Carrying, Possession, Etc.	2017	0	0	0	0
	2018	0	0	0	0
	2019	3	0	0	0
Arrests: Drug Abuse Violations	2017	1	0	0	4
	2018	2	1	0	2
	2019	0	0	0	0
Disciplinary Referrals: Drug Abuse Violations	2017	0	0	0	0
	2018	3	3	0	0
	2019	0	0	0	0
Arrests: Liquor Law Violations	2017	4	2	0	5
	2018	0	0	0	1
	2019	0	0	0	4
Disciplinary Referrals: Liquor Law Violations	2017	185	185	0	0
	2018	164	162	0	0
	2019	253	253	0	0

2017: One on-campus vandalism | 2018: No Hate Crimes Reported | 2019: One on-campus vandalism  
(racial bias) (sexual orientation)

2017: No incidents unfounded | 2018: No incidents unfounded | 2019: No incidents unfounded



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

# 2020 Annual Security Report and Fire Safety Report

Covering the 2019 calendar year



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## Message from the Chief of Police

### Gene Labonte

To the Salem State University Community,

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

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

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



Gene Labonte

Associate Vice President for Public Safety and Risk Management

Chief of Police

December 2020

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

This report has been prepared in compliance with the:

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

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

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

This report is prepared by the Salem State University Police Department in cooperation with the student life and residence life departments and other offices as deemed necessary. For issues concerning this report, please call the university police department at 978.542.6511.

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

## ABOUT THE SALEM STATE UNIVERSITY POLICE DEPARTMENT

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

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



<sup>1</sup> The 2020 publishing deadline was extended until December 31, 2020.

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

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

Follow the Salem State University Police on Twitter @SSUPolice and on Instagram @salemstatepolice.

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

The Salem State University Police Department maintains a close working relationship with the Salem Police Department. The Salem State University Police Department routinely works with other public safety agencies in Salem, including the Salem Fire Department, MBTA Transit Police, the Essex County Sheriff's Department, and Massachusetts State Police. Meetings are held between the leaders of these agencies on both a formal and informal basis. The officers of the Salem State University Police Department and Salem Police Department communicate regularly on the scene of incidents that occur in and around the campus area. The Salem State University Police Department detectives work closely with the investigative staff at the Salem Police Department when incidents arise that require joint investigative efforts, resources, crime related reports, and exchanges of information, as deemed



necessary. The Salem State University Police Department and Salem Police Department have entered a Memorandum of Understanding with respect to the request for supplemental law enforcement services as well as the use of prisoner holding facilities.

**STATEMENT OF POLICY ON REPORTING A CRIME OR EMERGENCY ON CAMPUS**

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



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

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

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

The Salem State University Police Department emergency number is:

- 6111 from an on-campus phone.
- 978.542.6111 from a cell phone.

**SALEM STATE UNIVERSITY MANDATORY CRIME REPORTING POLICY**

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

## **Legally Mandated Crime Reporting**

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

### Campus Security Authorities (CSA)

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

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

- Report them to law enforcement.
- Forward all crime reports received for statistical purposes to the institution's coordinator of campus security authorities (at Salem State University, this is the university's chief of police).

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

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

At Salem State University, those designated as campus security authorities include but are not limited to:

- All members of the university police.
- Dean of students.
- Associate dean of students.
- Assistant deans of students.
- All student life staff.
- Director of residence life.
- Associate and assistant directors of residence life.
- Residence hall directors, assistant directors, area coordinators, and graduate resident directors.
- Resident assistants.
- Residence hall front desk staff.
- Counseling and health services staff (except licensed counselors).
- Athletics department staff.
- Advisors to student groups and clubs.

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

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

### **Limited Voluntary Confidential Reporting**

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

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

Counselors are defined as:

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

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

### **Mandated Reporters of Child Abuse or Neglect**

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

Mandated reporters include (but are not limited to):

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

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

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

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

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

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

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

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

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

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

### **Contacting the Salem State University Police Department to Report a Crime**

Salem State University Police headquarters is in the rear of 71 Loring Ave. in Salem, Massachusetts. The department’s communication center can be reached (24 hours a day, year-round) by dialing 6111 from an on-campus telephone, or 978.542.6111 from a mobile phone. The chief of police’s office can be reached (from 8 a.m. to 4 p.m. Monday through Friday) at 978.542.6542 regarding administrative and business matters.



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

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

**Daily Crime Log**

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

**STATEMENT OF POLICY ADDRESSING TIMELY WARNINGS**

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

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

**Crime Alerts**

It is the policy of Salem State University to alert the campus community — via the issuance of “Clery Act Timely Warnings” — to the occurrence of certain crimes occurring on campus in compliance with the Clery Act. The Clery Act requires Clery Act Timely Warnings following incidents constituting “Clery Act crimes” that are considered to represent a potentially serious or continuing threat to the campus community. These crimes may include the Uniform Crime Reporting Program (UCR)/National Incident Based Reporting System (NIBRS) classifications<sup>2</sup> of murder, non-negligent manslaughter, rape and other sex offenses, robbery, aggravated assault, burglary, major incidents of arson, and hate crimes, among others. Crimes, such as aggravated assault and sex offenses (including rape, fondling, incest, and statutory rape), are considered on a case-by-case basis, depending upon the facts of the case and the information known to the Salem State University Police Department. For example, if an aggravated assault occurs between two students who have had a disagreement and there is no ongoing threat to

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<sup>2</sup> Federal crime definitions apply even if state law differs from federal law.

other Salem State University community members, then a Clery Act Timely Warning would not be distributed.

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

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

### **Community Safety Notice**

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

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

Clery Act Timely Warnings and community safety notices are usually written and approved for distribution by the chief of police, police captain or police lieutenant. If time permits, the Salem State University Police Department may consult any other administrator as deemed necessary to determine the content of a community safety notice.

If it is determined that a Clery Act Timely Warning or community safety notice will be issued, the chief of police, captain, or lieutenant will approve the content, timing, and dissemination method.

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

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

- Campus-wide emails.
- Text messages.
- Phone calls.
- Social media posts (e.g., Twitter, Instagram, Facebook).
- The university homepage (<https://www.salemstate.edu/>).

<b>Clery Act Timely Warnings — System to Use</b>	<b>Primary Message Creator</b>	<b>Backup Message Creator</b>	<b>Authority for Approving and Sending Messages</b>	<b>Primary Message Sender</b>	<b>Backup Message Sender</b>
<b>PRIMARY</b>					
<ul style="list-style-type: none"> <li>• Campus-wide emails</li> <li>• Text messages</li> <li>• Phone calls</li> <li>• Social media posts</li> </ul>	Chief of police	<ul style="list-style-type: none"> <li>• Captain</li> <li>• Lieutenant</li> <li>• Director of public relations</li> </ul>	<ul style="list-style-type: none"> <li>• Chief of police</li> <li>• Captain</li> <li>• Lieutenant</li> </ul>	Chief of police	<ul style="list-style-type: none"> <li>• Captain</li> <li>• Lieutenant</li> <li>• Director of public relations</li> </ul>
<b>SECONDARY</b>					
<ul style="list-style-type: none"> <li>• Salem State University Police website</li> <li>• University homepage</li> </ul>	Chief of police	<ul style="list-style-type: none"> <li>• Captain</li> <li>• Lieutenant</li> <li>• Director of public relations</li> </ul>	<ul style="list-style-type: none"> <li>• Chief of police</li> <li>• Captain</li> <li>• Lieutenant</li> </ul>	Chief of police	<ul style="list-style-type: none"> <li>• Captain</li> <li>• Lieutenant</li> <li>• Director of public relations</li> </ul>

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

**Means of Dissemination of Community Safety Notice**

Dissemination methods of community safety notices may include, but are not limited to, the following:

- Campus-wide emails.
- Social media posts.
- The Salem State University Police Department website.
- Community announcements/flyers/posters.
- The university website.

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

**Emergency Response and Evacuation Procedures and Policies**

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

All campus administrators, especially those whose responsibilities and authority include the operational areas responsible for primary emergency operations, must adhere to these guidelines. Only those university administrators responsible for directing and/or coordinating emergency operations may approve exceptions to any crisis management procedure as required to fulfill the emergency response.

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

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

### Evacuation Procedures

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

The following evacuation procedures are in place for the residence halls. These procedures are to be followed when a fire alarm sounds. All residents and their guests must exit the building when a fire alarm sounds, regardless of whether it is a fire drill, false activation, or actual fire. Any persons physically unable to exit the building should immediately contact the Salem State University Police Department at 978.542.6111 from a cell phone or 6111 from a campus phone. Questions regarding the procedures should be directed to the residence life office or the Salem State University Police Department.



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

### When Evacuation is Not Possible

In a fire or fire alarm situation, always check doors to see if they are hot or warm to the touch before you open them. If heat or smoke prevents you from evacuating, return to your room and use towels or other cloth items to seal around the door. Hang a white object in the window and reclose the window (if

it opens) as much as possible. Do not reopen your window (if it opens) unless forced to do so by smoke. After you have sealed your door, immediately call 911 and advise emergency responders of your location and situation. Wait for help to arrive.

### **Sheltering In Place**

Because sheltering in place may be the protective action recommendation for several emergencies with differing risks, and because sometimes the initial recommendation is to shelter in place followed by relocation, there is no single set of shelter in place procedures. Based on the type of emergency, such as tornado, hostile intruder, or hazardous material release outside, you should consult each relevant section of the Emergency Information Guide (see link below) for guidance. Emergencies change as they progress. The questions to ask yourself are: Am I safer inside or outside? Where am I safest inside? Where am I safest outside?

Emergency Information Guide:

[https://www.salemstate.edu/sites/default/files/pdfs/Emergency\\_Info\\_Flipbook\\_Finalized.pdf](https://www.salemstate.edu/sites/default/files/pdfs/Emergency_Info_Flipbook_Finalized.pdf)

### **Emergency Response Training**

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

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

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

If the Salem State University Police Department confirms (when possible, with the assistance of key campus administrators, local first responders, or the National Weather Service) that there is an emergency or dangerous situation that poses an immediate threat to the health or safety of some or all members of the university community, the Salem State University Police Department has the authority to distribute an immediate notification message without approval. If time permits, the Salem State University Police Department will collaborate with the university's general counsel and any other administrator as deemed necessary to determine the content of the message and the messages will be

initiated by the systems described below to communicate the threat to the university community or to the appropriate segment of the community, if the threat is limited to a particular building or segment of the population.

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

System to Use	Primary Message Creator	Backup Message Creator	Authority for Approving and Sending Messages	Primary Message Sender	Backup Message Sender
<b>PRIMARY</b>					
Outdoor siren	Police command staff/dispatcher	Police department staff	Police command staff	Police command staff	Dispatcher/Police department staff
Emergency text, email, and phone messaging	Police command staff/dispatcher	Police department staff	Police command staff	Police command staff	Dispatcher/Police department staff
<b>SECONDARY</b>					
Network emails	Chief of police	Police command staff	Police command staff	Chief of police	Police command staff

The emergency notification system includes:

- Text messaging.
- Email.
- Voice messaging (including messages to all university phones).

NOTE: If technology fails, Salem State University may communicate using face to face communication and loudspeakers installed on Salem State University Police Department cruisers.

**Members of the Larger Community**

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

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

Salem State University believes that through crime prevention and security awareness education, community members are better prepared to prevent crime and to respond if crime does occur. During New Student Orientation, students and their parents are informed of safety and crime prevention resources offered by the university. They are informed of crime on campus and in surrounding

neighborhoods. Similar information is presented to new employees. Crime prevention programs and sexual assault prevention programs are offered on a continual basis. Periodically, during the academic year, the Salem State University Police Department, in cooperation with other university organizations and departments, presents crime prevention awareness sessions on sexual assault, domestic/dating violence, theft, and vandalism, as well as educational sessions on personal safety and residence hall security. A common theme of all security awareness and crime prevention programs is to encourage students and employees to be aware of their responsibility for their own security and the security of others.

### **Specific Education in Sexual Assault, Domestic Violence, Dating Violence and Stalking**

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

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

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

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



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



and proven self-defense tactics. This system of realistic defense will provide women with the knowledge to make an educated decision about resistance.

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

### Additional Safety Tips

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

#### Know Your Environment:

- “Blue-light” emergency phones are located throughout all areas of campus. Familiarize yourself with the location of the emergency phones and how they function.
- Dial ext. 6111 or 978.542.6111 to reach the university police department 24/7. Notify the police department of anything suspicious and an officer will gladly respond and investigate.
- Stay in well-lit areas.
- Know where to obtain help when you need it.
- Keep items left in vehicles inside a locked compartment such as a trunk or glove box so that they are out of view.
- Keep all valuables under your direct control and do not leave valuables unattended.



#### Safety in Numbers:

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

#### Residence Hall:

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



**Salem State University Viking Shuttle & Student-Run Shuttle**

The Salem State University Viking Shuttle provides free and continuous on-campus transportation for all members of the Salem State University community to:

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



**Shuttle Services Hours of Operation**

Viking Shuttle:

Monday–Friday      7am–6pm

No weekend service

Student-Run Shuttle:

Monday/Wednesday      5pm–12am

Tuesday      7pm–12am

Thursday–Friday      7pm–1am

Saturday–Sunday      12pm–12am

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

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

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

A detailed Student Shuttle-Viking Van schedule with stop locations is posted here: <https://www.salemstate.edu/community/campus-map/campus-shuttle-bus-information/student-shuttle-schedule>.

**Blue-Light Phones — Emergency Notification**

There are blue-light emergency communication towers throughout campus. With the push of a button, the user can communicate directly with the Salem State University Police Communications Center. Upon

receiving notification from the blue-light emergency phone, Salem State University police officers will respond immediately to the location and render aid.

**Video Cameras**

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

**Response to Medical Emergencies**

All Salem State University police officers are trained as first responders in emergency medical care. Several officers are trained to the emergency medical technician (E.M.T.) level in emergency medical care. All patrol vehicles are equipped with E.M.T. emergency equipment and automatic defibrillators.



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

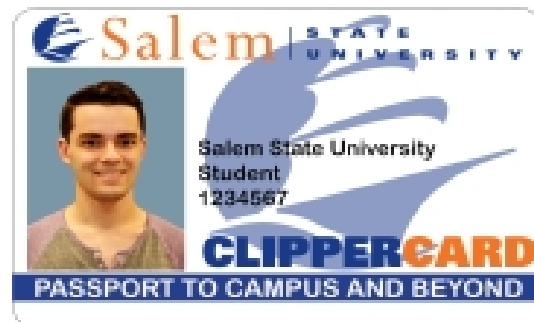
**Administrative and Academic Building Security & Access**

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

**Residential Facilities Security Access**

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

The Clipper Card is the official Salem State University identification card. Students, faculty, staff and other campus community members are eligible to obtain



Clipper Cards. Students must be registered for classes and provide a photo ID (such as a driver's license) in order to obtain a card.

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

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

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

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

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

Salem State University has entered into an agreement with the City of Salem to hold students accountable for their off-campus behavior. When a Salem State University student is involved in an off-campus offense, Salem State University police officers may assist with the investigation in cooperation with local, state, or federal law enforcement. Salem Police routinely work and communicate with Salem State University officers on any serious incidents occurring on-campus or in the immediate neighborhood and business areas surrounding campus. Salem State University operates no off-campus housing or off-campus student organization facilities. However, many students live in the neighborhoods surrounding Salem State University. While the City of Salem Police have primary jurisdiction in all areas off campus, Salem State University officers can and do respond to student-related incidents that occur near campus. Salem State University officers have direct radio communications with the city police, fire department, and ambulance services to facilitate rapid response in any emergency.

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

**General Campus Statement Regarding Alcohol and Drug-Free Schools and Campuses Regulations**

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

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

### **General Alcohol Policy for Faculty, Staff, Administrators, And Students**

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

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

- Alcoholic beverages shall not be offered gratuitously, sold to or consumed by a person under age 21 under any circumstances.
- Alcoholic beverages shall neither be offered nor consumed at university events, whether indoors or outdoors, except in places and at times, and under circumstances approved by the risk management office in consultation with the dean of students or vice president for academic affairs. Alcoholic beverages will not be offered as a raffle or door prize.
- Safeguards must be taken by the sponsor of an event of which alcoholic beverages are a component, in order to insure an orderly function in compliance with these regulations. These safeguards must be presented to the Office of Risk Management in order to gain approval for alcoholic beverages to be served. Adequate assurance must be given that there will be no violation of criminal or civil law.
- If a violation occurs, the violators may face prosecution which may result in fines or confinement, and they also may be subject to disciplinary action in accordance with university policies and procedures.
- No alcohol beverage will be served in any academic classroom setting.
- Open containers, including but not limited to bottles, cans, cups, mugs, pitchers, and pouches of alcoholic beverages or previously opened containers (seal broken) of alcoholic beverages are prohibited from all university buildings and grounds except for areas designated by the university via application through the risk management office or within residence halls in compliance with applicable residential policies and applicable sections of the student code of conduct.
- Alcoholic beverages may not be sold on campus for profit.

- Whenever alcohol is a component of an event, ample food and non-alcoholic beverages must be readily available. If under-aged students are present, all students must present a valid government issued ID to verify age before being served alcohol.
- University property includes property owned by the commonwealth and used by the university, as well as property owned or leased by the university.
- No advertising of alcoholic beverages or related products is allowed on campus.

**Detailed Alcohol Policies for Students**

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

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

**Alcohol Policy for Residence Halls**

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



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

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

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

- 72 oz. of beer or malt beverages including wine coolers, hard ciders, twisted teas, etc., or
- 750 milliliters of wine, or
- 200 milliliters of hard liquor.

No alcohol stronger than 80 proof is permitted. Limits apply to full, partially full, or empty alcoholic beverage containers.

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

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

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

### **Good Samaritan Policy**

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

In those instances, in which a student calls university police or another university office for assistance with an intoxicated or impaired student, neither the individual calling nor the student in need of assistance will be charged with violations of the university's policies on alcohol and other drugs. (This policy does not preclude disciplinary action regarding other violations of university standards, such as causing or threatening physical harm, sexual abuse, damage to property, harassment, hazing, etc. Students should also be aware that this university policy does not prevent action by local and state authorities.) Students who are taken to the hospital for treatment related to alcohol will be referred to the university's counseling and health services. Serious or repeated incidents will prompt a higher degree of intervention from the dean of students office with possible disciplinary actions. This policy is designed to save lives. The spirit of the Good Samaritan Policy is that we all have an ethical responsibility to help people in need. There is an expectation that students will take active steps to protect the safety and well-being of our community.

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

### **Sanctions for Student Violations of the Alcohol Policy**

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

First violation may include:

- Parental notification (if under 21).
- A written warning.

- Five (5) engagement hours.

Second violation may include:

- Parental notification (if under 21).
- General probation.
- Ten (10) engagement hours
- A \$100 fine

Third violation may include:

- A range from disciplinary probation to suspension from the residence halls or the university.

### **DRUG-FREE CAMPUS POLICY**

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

#### **Student Conduct Policy Related to Drugs**

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

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

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

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

First violation may include:

- A written warning.
- Five (5) engagement hours.
- A \$100 citation from the police.

Second violation may include:

- General probation.
- Ten (10) engagement hours.
- A \$100 fine (if not cited).

Third violation may include:

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

**EMPLOYEE DRUG AND ALCOHOL POLICY AND SANCTIONS**

**Policy for Employees**

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

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

The employees of Salem State shall not unlawfully manufacture, distribute, dispense, possess or use controlled substances or alcohol on university property, in conjunction with any university activity or in the university workplace. As a condition of employment, all employees will abide by this statement of policy. Employees will notify the university's assistant vice president of human resources and equal opportunity within five (5) days of being convicted of violating a criminal drug statute in the workplace.



The employer will notify a grantor agency that an employee has been convicted of a drug-related offense within ten (10) days.

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

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

### **STUDENT EMPLOYEE DRUG POLICY AND SANCTIONS**

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

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

### **TOBACCO-FREE CAMPUS INITIATIVE**

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

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

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

- The use of tobacco products is prohibited anywhere on the university campus, in any university building, in any vehicle owned, leased or rented by the university or any privately owned vehicle on campus grounds.
- The sale of tobacco products on campus is prohibited.
- As with any university standard, violators will be subject to disciplinary action as prescribed in the university's student rules and regulations or appropriate agreement between the Board of Higher Education and the university's unionized employees.
- These university standards will be enforced by the university police department.

- Individuals should not bring cigarettes/tobacco products onto the campus, including smoking devices such as, but not limited to, e-cigarettes, and hookahs.

**Tobacco-Free Campus Policy**

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

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

**Smoking Cessation**

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



**Publicity**

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

**Coverage**

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

**Disciplinary Sanctions for Tobacco Use**

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

First violation may include:

- A verbal warning smoking cessation packet.

Second violation may include:

- A written warning.

Third violation may include:

- General probation.

Subsequent violation:

- Referral to the dean of students office.

### **If You Need Assistance**

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

1. Counseling and health services, Ellison Campus Center, 978.542.6410.
2. Assistant vice president of human resources and equal opportunity, Administration Building, 978.542.6123.

Counseling and health services emphasizes prevention and education. Individual and group counseling is available to any student who seeks assistance in exploring or changing problematic substance use. Counseling and health services has established working relationships with area hospitals to facilitate referrals when inpatient treatment is indicated. Professional and student staff in the residence halls receive training on issues regarding drug and alcohol use and abuse prior to each fall semester. In-service training continues throughout the academic year.

### **Drug or Alcohol Abuse Education Programs**

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

## **STATEMENT OF POLICY ADDRESSING HAZING**

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

1. Individual students found guilty of the hazing policy will be subject to disciplinary sanctions in the form of suspension, dismissal, or expulsion from the university.

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

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

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

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

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

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

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

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

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

Section 19. Each institution of secondary education and each public and private institution of post-secondary education shall issue to every student group, student team, or student organization which is part of such institution or is recognized by the institution or permitted by the institution to use its name or facilities or is known by the institution to exist as an unaffiliated student group, student team or student organization, a copy of this section and sections 17 and 18; provided, however, that an institution's compliance with this section's requirements that an institution issue copies of this section and sections 17 and 18 to unaffiliated student groups, teams or organizations shall not constitute

evidence of the institution's recognition or endorsement of said unaffiliated student groups, teams or organizations. Each such group, team or organization shall distribute a copy of this section and sections 17 and 18 to each of its members, plebes, pledges or applicants for membership. It shall be the duty of each such group, team or organization acting through its designated officer, to deliver annually, to the institution an attested acknowledgement stating that such group, team or organization has received a copy of this section and said sections 17 and 18, that each of its members, plebes, pledges, or applicants received a copy of section 17 and 18 and that such group, team or organization understands and agrees to comply with the provisions of this section and sections 17 and 18.

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

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

**STATEMENT OF POLICY REGARDING FIREARMS AND OTHER WEAPONS**

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

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

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

A firearm is defined as a stun gun, a pistol, revolver or other weapon of any description, loaded or unloaded, from which a shot or bullet can be discharged and of which the length of the barrel or barrels is less than 16 inches or 18 inches in the case of a shotgun as originally manufactured; provided, however, that the term firearm shall not include any weapon that is: (i) constructed in a shape that does not resemble a handgun, short-barreled rifle or short-barreled shotgun including, but not limited to,

covert weapons that resemble key-chains, pens, cigarette-lighters or cigarette-packages; or (ii) not detectable as a weapon or potential weapon by x-ray machines commonly used at airports or walk-through metal detectors.

- All firearms are prohibited on campus.
  - Under Massachusetts General Law Chapter 269 Section 10 (j) possessing a firearm on school grounds is prohibited. For the purposes of this paragraph, firearm shall mean any pistol, revolver, rifle or smoothbore arm from which a shot, bullet or pellet can be discharged.
  - “Whoever, not being a law enforcement officer...carries on his person a firearm...loaded or unloaded or other dangerous weapon in any building or on any grounds of any elementary or secondary school, college or university...shall be punished by a fine or not more than one thousand dollars or by imprisonment for not more than one year, or both.”
- All imitation firearms or facsimile firearms are prohibited.
- All ammunition is prohibited on campus regardless of the presence of a firearm.
- Electronic defense weapons are prohibited on campus.
- The carrying or storage of knives or other edged weapons on campus is prohibited except a pocketknife with a single edge blade measuring less than 2 ½ inches<sup>3</sup>. No person shall carry on his/her person or under his/her control in a vehicle or within a campus building any stiletto, dagger or a device or case which enables a knife with a locking blade to be drawn at a locked position, any ballistic knife, or any knife with a detachable blade capable of being propelled by any mechanism, dirk knife, any knife having a double edged blade, or a switch knife, or any knife having an automatic spring release device by which the blade is released from the handle, having a blade or over one and one half inches, or a slung shot, blowgun, blackjack, metallic knuckles or knuckles of any substance which could be put to same use of with the same or similar effect as metallic knuckles, nunchaku, zoobow, also known as klackers or kung fu sticks, or any similar weapon consisting of two sticks of wood, plastic or metal connected at one end by a length of rope, chain, wire or leather, a shuriken or any similar pointed star-like object intended to injure a person when thrown, or any armband, made with leather which has metallic spikes, points or studs or any similar device made from any other substance or a cestus or similar material weighted with metal or other substance and worn on the hand, or a manrikigusari or similar length of chain having weighted ends.
- All chemical sprays, except for certain pepper sprays as specified below, are prohibited on campus.
- Certain pepper spray canisters are allowed by persons 18 years of age or older for personal defense purposes. Pepper spray canisters must be standard form personal use size (2.5 oz. or less). Pepper spray canisters must not be in the form of a firearm or anything resembling a firearm. Only oleoresin capsicum form pepper spray is allowable in aerosol form (no gels

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<sup>3</sup> Knives utilized strictly for cooking purposes or cutting food (such as steak knives) are permissible in apartment style housing however these instruments must be properly stored within residential facilities and must not be carried on one's person outside of residential units.

allowed). Anyone wishing to carry pepper spray on campus must register it, in person, with the university police prior to carrying it on their person or storing it on campus.

**STATEMENT ON REPORTING CRIMINAL HARASSMENT**

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

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

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

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

**SALEM STATE UNIVERSITY’S TITLE IX COORDINATORS**

Siobhain Feeney, associate director, employee and labor relations Title IX coordinator 978.542. 2985

Lauren Hubacheck, associate dean of students/deputy Title IX coordinator 978.542.6401

Salem State University will not tolerate, and specifically prohibits, sexual assault, sexual misconduct, sexual harassment, gender-based harassment, domestic violence, dating violence, stalking, and/or retaliation in any form. Where there is cause to believe that the university’s regulations prohibiting such acts have been violated, the university will encourage the alleged victim to pursue a complaint through the Title IX Complaint and Resolution Procedures. To view complete information regarding Title IX, please refer to the Title IX and Sexual Harassment Policy (<https://records.salemstate.edu/policies/title-ix-policy>).

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

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

At times, persons may be hesitant to report the occurrence of sexual misconduct or violence to university officials because they are concerned that they themselves, or witnesses to, or persons with knowledge of the conduct, might be charged with violations of the University's alcohol and/or drug policies. While the university does not condone these behaviors, it places a higher priority on the need to address instances of sexual misconduct and violence. In such cases, the university will not pursue disciplinary action towards violations of the alcohol and/or drug policies against a person who, in good faith, reports misconduct or violence, is a witness to, or has knowledge of the incident.

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

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

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

*What is Title IX?*

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

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

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



*Who is the Complainant?*

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

*Who is the Respondent?*

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

*What is the definition of preponderance of evidence?*

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

*What is the definition of retaliation?*

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

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

*Title IX and VAWA Reminders*

- Title IX requires institutions with actual knowledge must respond promptly and confidentially, including contacting the complainant to provide notice of available supportive measures and inform complainant of the process to file a formal complaint.

- Students have the right not to share information. It is important to know that the University may then be limited in its response.

### *Confidentiality*

Under the Title IX and Sexual Harassment Policy, certain employees are obligated to report the information to the EO Officer or Title IX Coordinator as soon as the employee becomes aware of it. According to Title IX, “If a complainant insists that his/her name not be disclosed to the alleged perpetrator, the school should inform the complainant that its ability to respond may be limited.” Specific information is not shared publicly, rather only with the Title IX Coordinator and those trained to respond to such information.

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

- Counseling and health services, Ellison Campus Center room 107, 978.542.6413.
- Prevention, education, advocacy and response (PEAR), Ellison Campus Center room 112, PEAR confidential advocate (call or text) 978.594.7089.
- YMCA North Shore Rape Crisis Center 24/7 Hotline, 800.922.8772.
- Healing Abuse Working for Change (HAWC) 24/7 Hotline, 800.547.1649.

### *Preservation of Evidence*

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

### *Advisors*

Students have the right to have an advisor to be present during any meetings regarding the process (other than meetings between parties and university officials regarding accommodations or protective interim measures), the live hearing and present to review and inspect evidence. During meetings, the advisor’s role is limited to providing direct and non-disruptive assistance to the party. During grievance proceedings, it is the advisor’s responsibility to conduct cross-examination during the live hearing. The university maintains the right to remove an advisor from any meeting or proceeding if the advisor is disruptive. The meeting or proceeding may then be delayed to allow the party to secure another

advisor. Finally, if a party does not have an advisor during the live hearing, the university will provide one.

*What is the Formal Title IX Complaint and Resolution Procedures?*

If a formal complaint has been properly filed and submitted to the Title IX or deputy Title IX coordinator, the university will promptly provide the written notice to the parties who are known. The notice of the allegations will include sufficient details known at the time and with sufficient time to prepare a response before any initial interview. The respondent will have ten (10) calendar days in which to respond to the complaint after the notification of allegations. In cases where a respondent refuses or fails to participate in the investigation and resolution process, the university may continue the process without the respondent's participation.

The university will assign the matter to an administrative investigator. The administrative investigation shall include, but is not limited to the following:

- Interviews of the parties and other individuals and/or witnesses; and/or reviewing certain documents or materials in the possession of either party or any witness that the Administrative Investigator has deemed relevant.
- Consideration of all relevant documents, including written statements and other materials presented by the parties and witnesses.
- Evidence collection, including but not limited to, documents, text messages, emails, social media posts and messages, photographs, surveillance camera footage, door lock interrogations, card access records, guest sign-in logs, academic records, employee records and personnel documentation, and law enforcement reports.
- The administrative investigator's findings of fact based on the preponderance of the evidence standard.
- The administrative investigator's analysis of allegations, defenses, and evidence presented in order to make the factual findings.

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

So that each party can meaningfully respond to the evidence prior to conclusion of the investigation, both parties are provided an equal opportunity to review the following: any evidence obtained as part of the investigation that is directly related to the allegations raised in a formal complaint; the evidence upon which the university does not intend to rely in reaching a determination regarding responsibility; and inculpatory or exculpatory evidence whether obtained from a party or other source. The parties will have ten (10) calendar days to review the evidence and submit a written response, which the investigator will consider prior to completion of the investigative report. Following the opportunity for the parties to review the evidence and respond in writing, the administrative investigator will create an investigative report that fairly summarizes relevant evidence, the administrative investigator's findings of fact based on the preponderance of the evidence standard, and the administrative investigator's

analysis of allegations, defenses, and evidence presented in order to make the factual findings. Prior to the live hearing, the administrative investigator will send each party and the party's advisor, if any, the investigative report in an electronic format or a hard copy, for their review and written response. The parties can submit a written response to the administrative investigator. The investigative report and written responses, if submitted, will be forwarded by the administrative investigator to the decision maker promptly upon receipt of the written responses or upon the response deadline.

The Title IX Complaint and Resolution Procedures include a live hearing presided over by a decision maker. At the university's discretion, live hearings may be conducted in-person or virtually where the parties, witnesses, and other participants are able to simultaneously see and hear each other with enabling technology. At the live hearing, the decision maker(s) will permit each party's advisor to ask the other party and any witnesses all relevant questions and follow-up questions, including those challenging credibility. If a party does not have an advisor present at the live hearing, the university will provide that party an advisor of the University's choice to conduct cross-examination on the party's behalf.

Following the conclusion of the live hearing, the decision maker(s) will submit a written determination regarding responsibility to the Title IX coordinator and the Title IX coordinator will provide the written determination to the parties simultaneously.

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

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

**1. Salem State University Police (available 24-hours a day)**

Office Location: Central Campus

Telephone: 978.542.6111

\*University police can take immediate action to help you. They can assist in obtaining a restraining order or harassment prevention order.

**2. Dean of Students Office**

Office Location: Meier Hall room 245

Telephone: 978.542.6401

Email: studentlife@salemstate.edu

\*The dean of students office can take action in many areas to protect you through utilization of the Sexual Violence Policy.

**3. Residence Life**

Office Location: Atlantic Hall room 131

Telephone: 978.542.6416

\*Residence life can take action to help you, through utilization of the Sexual Violence Policy.

**4. Title IX Coordinator**

Siobhain Feeney

Office Location: North Campus, Administration Annex

Telephone: 978.542.2985

Email: sfeeney@salemstate.edu

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

**5. Deputy Title IX Coordinator**

Lauren Hubacheck

Office Location: Meier Hall, RM-245

Telephone: 978.542.6401

Email: lhubacheck@salemstate.edu

**6. Counseling and Health Services**

Office Location: Ellison Campus Center room 107

Telephone: 978.542.6410 or 978.542.6413

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

**7. PEAR (Prevention, Education, Advocacy, Response) Program**

Office Location: Ellison Campus Center room 112

Telephone: 978.542.2987

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

Email: carmstrong@salemstate.edu

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

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

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

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

### **Off-Campus Resources**

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

- YWCA North Shore Rape Crisis Center  
24-hour hotline: 877.509.9922  
\*Free, confidential, and can accompany a victim/survivor to the hospital, police station, and/or court.
- Healing Abuse Working for Change (HAWC)  
24-hour hotline: 800.547.1649  
\*Free comprehensive services to all individuals experiencing domestic violence.

### **Important Information**

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

### **COMPLAINT INVESTIGATION PROCEDURE — HOW TO REPORT AN INCIDENT**

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

- You can proceed with an on-campus formal complaint through the Title IX Complaint and Resolution Procedures. A written complaint can be filed with the deputy Title IX or Title IX coordinator.
- Though the decision to contact the police is a personal one, the university is committed to supporting victims who decide to report the crime to the police. Deciding whether to report the crime to the police may be very difficult, but if you do decide to pursue criminal charges, you can proceed by filing a complaint with the Salem State University Police Department.
- You may request a court-issued restraining order through the Salem State University Police Department.
- You do not have to pursue any official action.

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

## Description of Options

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

## Applicable Definitions

### Sexual Assault and Sexual Misconduct

1. **Sexual Assault (Clery Act):** Any sexual act directed against another person, without consent of the victim, including instances where the victim is incapable of giving consent.
2. **Rape (Clery Act):** The penetration, no matter how slight, of the vagina or anus, with any body part or object, or oral penetration by a sex organ of another person, without the consent of the victim. This offense includes the rape of both males and females.
3. **Rape (Massachusetts General Laws<sup>4</sup>):** Sexual intercourse or unnatural sexual intercourse by a person with another person who is compelled to submit by force and against his will or by threat of bodily injury, or sexual intercourse or unnatural sexual intercourse with a child under sixteen years of age.
4. **Sexual Harassment<sup>5</sup>:**
  - a. An employee of the University conditioning the provision of an aid, benefit, or service of the University on an individual's participation in unwelcome sexual conduct.
  - b. Unwelcome conduct determined by a reasonable person to be so severe, pervasive, and objectively offensive that it effectively denies a person equal access to the university's education program or activity.
5. **Acquaintance Rape:** Sexual intercourse undertaken by a friend or acquaintance without the consent of the victim. Acquaintance rape occurs when a person is forced to have sexual intercourse over his or her objections or as a result of threats, physical restraints, or physical violence.
6. **Indecent Assault and Battery:** Any unwanted sexual contact; including but not limited to, unwanted touching, kissing, or fondling of any body part of a person.

### Consent

1. **Definition of Consent (Institution's Definition):** Consent is an understandable exchange of affirmative words or actions, which indicate a willingness by all parties to participate in mutually agreed upon sexual activity. Consent must be informed, freely and actively given. It is the responsibility of the initiator to obtain clear and affirmative responses at each stage or sexual involvement.
  - a. Silence, previous sexual relationships or experiences, and/or a current relationship may not, in themselves be taken to imply consent. While nonverbal consent is possible (through active participation), it is best to obtain verbal consent. Similarly, consent to one form of sexual activity does not imply consent to other forms of sexual activity.

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<sup>4</sup> MGL Chapter 265 Section 22

<sup>5</sup> Please note, the university Title IX and Sexual Harassment Policy also includes Sexual assault [as defined in the Clery Act], or dating violence, domestic violence, or stalking [as defined in the Violence Against Women Act (VAWA)] as part of the sexual harassment definition.



Consent to sexual activity may be withdrawn at any time, as long as the withdrawal is communicated clearly.

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

### **Domestic Violence**

1. Types of Domestic Violence: Attempting to cause or causing physical or emotional harm; placing another in fear or imminent serious physical harm; causing another to engage involuntarily in sexual relations by force, threat or duress (rape).
2. Definition of Domestic Violence (Clery Act): A felony or misdemeanor crime of violence committed:
  - a. By a current or former spouse or intimate partner of the victim.
  - b. By a person with whom the victim shares a child in common.
  - c. By a person who is cohabitating with, or has cohabitated with, the victim as a spouse or intimate partner.
  - d. By a person similarly situated to a spouse of the victim under the domestic or family violence laws of the jurisdiction in which the crime of violence occurred.
  - e. By any other person against an adult or youth victim who is protected from that person's acts under the domestic or family violence laws of the jurisdiction in which the crime of violence occurred.
3. Definition of Domestic Violence (Massachusetts General Laws<sup>6</sup>): A pattern of coercive and controlling behaviors and tactics used by one person over another to gain power and control. This may include verbal abuse, financial abuse, emotional, sexual, and physical abuse. M.G.L. Ch. 209A Section 1 further defines abuse as the occurrence of one or more of the following acts between family or household members:

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<sup>6</sup> MGL Chapter 209A Section 1

- a. Attempting to cause or causing physical harm.
- b. Placing another in fear of imminent serious physical harm.
- c. Causing another to engage involuntarily in sexual relations by force, threat or duress.

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

### **Stalking**

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

### **Dating Violence**

1. Definition of Dating Violence (Clery Act): Violence committed by a person who is or has been in a social relationship of a romantic or intimate nature with the victim. The existence of such a

relationship shall be determined based on the reporting party's statement and with consideration of the length of the relationship, the type of relationship, and the frequency of interaction between the persons involved in the relationship. For the purposes of this definition:

- a. Dating violence includes, but is not limited to, sexual or physical abuse or the threat of such abuse.
  - b. Dating violence does not include acts covered under the definition of domestic violence.
2. Massachusetts General Laws does not separately define dating violence.

**Harassment**

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

**Sexual Misconduct**

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

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

SALEM STATE UNIVERSITY’S PROCEDURES IN RESPONSE TO COMPLAINTS

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

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

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

**Grievance Procedure**

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

**The university will notify complainants alleging sexual harassment, sexual assault, domestic violence, dating violence, stalking and/or retaliation, in writing, that they have the following rights to:**

- To an explanation of the options available.
- To referrals to confidential assistance and support services from both on- and off-campus resources, including 24-hour services.
- To a change in on-campus residence and/or an adjustment to their academic schedule if such changes are reasonably available.
- To request that the university impose no contact/communication orders or other supportive measures.
- To obtain law enforcement assistance to seek a restraining order or harassment prevention order.

- To choose whether to make a formal complaint, which would initiate a formal investigation, unless the university deems it necessary to investigate to protect the safety of the community or in compliance with applicable law.
- To file no complaint with the university, but receive supportive measures from the University;
- To a prompt, thorough, and equitable investigation and resolution of a complaint.
- To the confidentiality of the investigation process to the extent possible.
- To an advisor of their choice who can be present at any time during the complaint resolution proceedings, including the Administrative Investigation. In addition, this advisor will participate in the live hearing as the representative of the complainant who shall cross-examine the respondent and any witnesses, but whose participation in the process is otherwise limited as outlined in this policy.
- To reasonable accommodations for a documented disability during the process.
- To know, in advance, the names of all persons known to be involved.
- Not to have irrelevant sexual history discussed.
- To be present at certain meetings and inspect, review and respond to evidence before completion of the investigative report.
- To speak and present information on their own behalf, including inculpatory and exculpatory evidence.
- To provide witnesses, including fact and expert witnesses.
- To submit questions for the administrative Investigator to ask witnesses.
- To know the status of the case at any point during the process.
- To be provided with a copy of the investigative report and an opportunity to respond to the report in advance of the live hearing.
- To be informed of the outcome of the process in a timely manner.
- To an appeal from the outcome of the process (if proper grounds for appeal exist).
- To file a police report and/or take legal action separate from and/or in addition to the university administrative process.
- To seek and enforce a no contact, restraining or similar court order.
- To be assisted by the university in seeking assistance from or filing a complaint with local law enforcement.
- To not file a complaint or seek assistance from local law enforcement but receive support services from the university.
- To be free from any behavior that may be construed by the university to be intimidating, harassing or retaliatory.
- To have the matter handled in accordance with university policy.

**The university will notify respondents to claims of sexual violence, sexual harassment, domestic violence, dating violence, stalking and/or retaliation, in writing, that they have the following rights to:**

- To an explanation of the allegation(s) against them, including sufficient details known at the time.

- To sufficient time to prepare a response to the allegation(s) before any initial interview.
- To referrals to confidential assistance and support services from both on- and off-campus resources, including 24-hour services.
- To request that the university impose no contact/no communication orders or other supportive measures.
- To receive a copy of the complaint filed against them.
- To know, in advance, the names of all persons known to be involved.
- To be presumed not in violation of university policy and that a determination of responsibility is made at the conclusion of the grievance process.
- To the confidentiality of the investigation process to the extent possible (reference to confidentiality section).
- To an advisor of their choice who can be present at any time during the complaint resolution proceedings, including the administrative investigation. In addition, this advisor will participate in the live hearing as the representative of the respondent who shall cross-examine the complainant and any witnesses, but whose participation in the process is otherwise limited as outlined in this policy.
- To an advisor provided by the university during the live hearing if you do not have one.
- To reasonable accommodations for a documented disability during the process.
- To not to have irrelevant sexual history discussed.
- To be present at certain meetings and inspect, review and respond to evidence before completion of the investigative report.
- To speak and present information on their own behalf, including evidence inculpatory and exculpatory evidence.
- To provide witnesses, including fact and expert witnesses.
- To submit questions for the administrative investigator to ask witnesses.
- To know the status of the case at any point during the investigation and resolution process.
- To be provided with a copy of the investigative report and an opportunity to respond to the report in advance of the live hearing.
- To be informed of the outcome of the process in a timely manner.
- To an appeal from the outcome of the process (if proper grounds for appeal exist).
- To be free from any behavior that may be construed by the university to be intimidating, harassing or retaliatory.
- To have the matter handled in accordance with university policy.

### Appeal

Either party may appeal a determination regarding responsibility, a dismissal of a formal complaint, or any allegations therein, on the following bases:

- Procedural irregularity that affected the outcome of the matter.
- New evidence that could affect the outcome of the matter was not reasonably available at the time the determination regarding responsibility or dismissal was made.



- The Title IX Coordinator, investigator(s), or decision maker(s) had a conflict of interest or bias for or against either complainants or respondents generally, or the individual complainant or respondent, which affected the outcome of the matter.

Appeals of the written determination made by the decision maker(s) must be submitted within ten (10) calendar days of receipt of the written determination. Appeals of the dismissal of a formal complaint, or any allegations therein, must be submitted within ten (10) calendar days of receipt of the written notification of such action.

The university will notify the other party in writing when an appeal is filed and implement appeal procedures equally for both parties. The appellate administrator/body will not be the same person as the decision maker(s) who reached the determination regarding responsibility or dismissal, the administrative investigator(s), or the Title IX coordinator.

The appellate administrator/body will issue a written decision describing the result of the appeal and the rationale for the result and provide the written decision simultaneously to both parties.

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

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

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

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

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

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

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

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

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

**Policy Regarding Disclosures to Alleged Victims of Crimes of Violence or Non-Forcible Sex Offenses**

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

## EDUCATION AND PREVENTION PROGRAMS

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

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

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

- **Orientation:** These presentations include an overview of sexual violence, dating and domestic violence, and stalking definitions and dynamics, bystander intervention themes, and resources.
  - Incoming Student Training for Transfer Students
    - January 2019: 124 students attended.
    - June-August 2019: 401 students attended.
  - Incoming Student Training for First Year Students
    - January 2019: 19 students attended.
    - Summer 2019: Healthy Viking Healthy U, wellness presentation that includes brief content on healthy relationships, consent, and resources.
  - Incoming Student Training for Center for International Education
    - August 2019: 25 students attended.
- **Viking Plunge:** 30-minute AOD (alcohol and/or other drug) and sexual violence prevention and education presentation that focused on normative re-education, supporting abstainers, bystander messaging, and resources for first year students.
  - September 2019: 829 students attended.
- **Online Prevention Education:** This includes information on definitions, policies, consent, bystander intervention, risk reduction, resources, and more. This is required for all incoming students.
  - January 2019: eCheckup To Go online prevention module — 23 students completed.
  - September 2019: SafeColleges Sexual Violence Prevention module — 829 students completed.
- **Vikings CARE (Bystander Intervention Training Program):** This training program is modeled after University of Arizona’s Step UP! program and has been customized to the Salem State community to include how to be a prosocial bystander, the Step Up! model, and strategies to intervene.
  - March 2019: Training for student athlete advisory committee (SAAC) on bystander intervention — 24 participants.
  - June 2019: Bystander intervention training for human action theatre — 7 participants.
  - August 2019: Bystander intervention training for resident assistants — 65 participants.
  - October 2019: Bystander training for Center for Civic Engagement — participants.

- **Additional Student Training:** These trainings can include an overview of gender-based violence on college campuses, definitions and policies, an understanding of consent, healthy and unhealthy relationships, bystander intervention, responding to disclosures, and resources.
  - April 2019: Engaging men in violence prevention workshop with athletics — 26 participants.
  - October 2019: Training for student transition and engagement program (STEP) mentors/staff — 10 participants.
  - October 2019: First Year Seminar Class — 17 participants.
  - November 2019: Training for female athletes — 89 participants.
  - December 2019: Training for inclusive scholars — 12 participants.
  - December 2019: Training for honors mentors — 12 participants.
- **Other Engagement/Passive Programming/Awareness Campaigns:**
  - February 2019: Dating Violence Awareness Month tabling on healthy/unhealthy relationships and resources — 86 participants.
  - April 2019: Various programs to provide information on sexual assault awareness month, supporting survivors, prevention messaging, and resources (e.g. Clothesline Project, programming in residence halls, etc.) — 114 participants
  - June 2019: Partner with First Year Reading Experience to create bookmarks on consent, resources, definitions, bystander intervention, and how to help a friend — provided for all students during orientation.
  - October 2019: Rainbow Resource Fair tabling to share PEAR and other resources for LGBTQ+ students — 32 participants.
  - October 2019: White Ribbon Day tabling to ask community members to sign a pledge to end violence against women and all forms of oppression — 105 participants.
  - Provide marketing materials on these topics, such as flyers, posters, bulletin boards, prepackaged programs, and resource cards that include warning signs of gender-based violence, students' rights, and resources on and off campus. These are displayed across campus and handed out at various events and programs.
  - Posted various content on Salem State University social media platforms.
- **Training for Salem State University Employees:** These trainings can include an overview of gender-based violence on college campuses, how to respond to disclosures in a trauma-informed manner, neurobiology of trauma, safety planning, reporting incidents, resources, and more.
  - January 2019: Residence assistants (RA) student staff training — 8 participants.
  - January–April 2019: Campus disciplinary staff training for Title IX investigators and review board — 17 participants.
  - January 2019: Training for counseling and health staff — 7 participants.
  - March–April 2019: Training for university police — 24 participants.
  - April 2019: Training for various Salem State University employees on gender-based violence topics — 18 participants.
  - August 2019: Residence life professional staff training — 15 participants.
  - August 2019: RA student staff training — 65 participants.

- August - October 2019: Training for counseling services trainees and PEAR graduate assistants — 7 participants.

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

Bystanders play a critical role in the prevention of sexual and relationship violence. They are “individuals who observe violence or witness the conditions that perpetuate violence. They are not directly involved but have the choice to intervene, speak up, or do something about it.”<sup>7</sup> We want to promote a culture of respect, civility and responsibility within the Salem State community and as such, we have created Vikings CARE, a training that allows students to gain tools to recognize and confront various situations with an understanding of the ways individuals may be impacted by barriers and life experiences. Our goal is to create a culture of investment amongst students, staff, and faculty and provide knowledge and tools to empower the community to deal with problematic situations, including interpersonal violence. Our overarching mission is to foster and emphasize everyone’s responsibility to the larger community where bystanders are actively engaged in the prevention of violence and other problematic situations without causing further harm. Based on the Step Up! model from the University of Arizona, Vikings CARE trains on the five steps that must take place in order for any help to be given: (1) notice the event, (2) interpret it as a problem, (3) assume personal responsibility, (4) know how to help, (5) step up. Below is a list of some practical ways to be an active bystander.<sup>8</sup> If there is immediate danger, dial 911. This could be when a person is yelling at or being physically abusive towards another and it is not safe to interrupt.

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

### **Risk Reduction**

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

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<sup>7</sup> Burn, S.M. (2009). A situational model of sexual assault prevention through bystander intervention. *Sex Roles*, 60, 779-792.

<sup>8</sup> Bystander intervention strategies adapted from Stanford University’s Office of Sexual Assault and Relationship Abuse.

- Be aware of your surroundings. Knowing where you are and who is around you may help you to find a way to get out of a bad situation.
- Try to avoid isolated areas. It is more difficult to get help if no one is around.
- Walk with purpose. Even if you don't know where you are going, act like you do.
- Trust your instincts. If a situation or location feels unsafe or uncomfortable, it probably isn't the best place to be.
- Try not to load yourself down with packages or bags as this can make you appear more vulnerable.
- Make sure your cell phone is with you and charged and that you have cab money.
- Don't allow yourself to be isolated with someone you don't trust or someone you don't know.
- Avoid putting music headphones in both ears so that you can be more aware of your surroundings, especially if you are walking alone.
- When you go to a social gathering, go with a group of friends. Arrive together, check in with each other throughout the evening, and leave together. Knowing where you are and who is around you may help you find a way out of a bad situation.
- Trust your instincts. If you feel unsafe in any situations, go with your gut. If you see something suspicious, contact law enforcement immediately.
- Don't leave your drink unattended while talking, dancing, using the restroom, or making a phone call. If you've left your drink alone, just get new one.
- Don't accept drinks from people you don't know or don't trust. If you choose to accept a drink, go with the person to the bar or to order it, watch it being poured, and carry it yourself. At parties, don't drink from the punch bowls or other large, common open containers.
- Watch out for your friends and vice versa. If a friend seems out of it, is way too intoxicated for the amount of alcohol they've had, or is acting out of character, get him or her to a safe place immediately.
- If you suspect that you or a friend has been drugged, contact law enforcement immediately. Be explicit with doctors so they can give you the correct tests.
- If you need to get out an uncomfortable or scary situation here are some things that you can try:
  - Remember that being in this situation is not your fault. You did not do anything wrong; it is the person who is making you uncomfortable that is to blame.
  - Be true to yourself. Don't feel obligated to do anything you don't want to do. "I don't want to" is always a good enough reason. Do what feels right to you and what you are comfortable with.
  - Have a code word with your friends or family so that if you don't feel comfortable you can call them and communicate your discomfort without the person you are with knowing. Your friends or family can then come get you or make up an excuse for you to leave.
  - Lie. If you don't want to hurt the person's feelings it is better to lie and make up a reason to leave than to stay and be uncomfortable, scared, or worse. Some excuses you could use are: needing to take care of a friend or family member, not feeling well, having somewhere else that you need to be, etc.

- Try to think of an escape route. How would you try to get out of the room? Where are the doors? Windows? Are there people around who might be able to help you? Is there an emergency phone nearby?
- If you and/or the other person have been drinking, you can say that you would rather wait until you both have your full judgment before doing anything you may regret later.

**AOD Prevention & Intervention:**

As a result of following best practices, updating the conduct level systems and balancing resources, last July we implemented changes to the AOD interventions. Previously we only offered individual meetings for both alcohol and marijuana and then an alcohol check-in group, however we added a new marijuana check-in group (based off of evidence-based NIAAA) to interventions offered to mandated students who were found responsible for a “lower level” marijuana related conduct violation (same structure as alcohol related incidents). Also, due to relying on MSW interns supervised by Liz Fell to facilitate these interventions, we added in another option for mid-level AOD conduct violations, called the eCheckup & Essay. This consisted of students completing the eCheckup To Go program and writing an essay, which were submitted to [prevention@salemstate.edu](mailto:prevention@salemstate.edu) to keep it confidential.

We continued to require evidence-based best practices for primary prevention for incoming students. The services below also meet Federal compliance for primary AOD prevention and education:

- **Orientation:**
  - June–August 2019: Healthy Viking Healthy U sessions — AOD harm reduction messaging was briefly shared at all wellness orientation sessions.
- **Viking Plunge:**
  - September 2019: 30-minute AOD and sexual violence prevention and education presentation that focused on normative re-education, supporting abstainers, bystander messaging, and resources for first year students — 829 students attended.
- **Online prevention education modules for AOD: eCheckup To Go program in fall and January:**
  - September 2019:
    - 783 students completed the alcohol eCheck module.
    - 723 students completed the marijuana eCheck module.
- **Training for Students/Staff:** Continued providing evidence-based AOD trainings for staff and student leaders.
  - August 2019: Training for counseling and health trainees on AOD.
  - August 2019: RA training on AOD — 60 RAs
  - November 2019: Training for female athletes on consent, alcohol, relationships, bystander intervention, and resources — 89 participants
- **Passive Programming**
  - Prepackaged programs on AOD.
  - Social media.

AOD Prevention & Intervention	Total Unique Contacts YTD	Total Visits YTD
1. AOD individual visits		
• Transport/PD	7	9
• Drug	1	1
2. eCheckup & Essay	19	0
3. AOD Check-in Groups		
• Alcohol check-in group	65	9
• Marijuana check-in group	2	2
<b>Total</b>	<b>94</b>	<b>21</b>

### STATEMENT OF POLICY ADDRESSING SEX OFFENDER REGISTRATION

The federal Campus Sex Crimes Prevention Act requires colleges and universities to issue a statement advising the campus community where information concerning registered sex offenders may be obtained. The act also requires registered sex offenders to provide to appropriate state officials, notice of each institution of higher education in the state in which the offender is employed, carries on a vocation, or is a student.

#### How to Inquire

Members of the Salem State University community may request information about sex offenders in Massachusetts at the Massachusetts Sex Offender Registry Board, telephone 978.740.6400 or <http://www.state.ma.us/sorb>.

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

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

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

### STATEMENT OF POLICY ON MISSING PERSONS

The following policies regarding Missing Persons are being provided according to requirements of the 2008 Amendments to the Higher Education Opportunity Act.

Any person (student, staff or faculty) believed to be missing from the campus unexpectedly shall be immediately reported to the university police.



It is the policy of the Salem State University Police Department to investigate any report of a missing person that is filed by someone with knowledge of that student being missing or otherwise not where he/she/they is expected to be. This report may be filed by a parent/guardian or other family member of the person, by a roommate, a residential life staff member (including student staff), health services staff member, faculty member, employment supervisor, or anyone else with information that indicates the person is missing.

The Salem State University Police will conduct an initial investigation to determine if the person appears to be missing, or has simply changed her or his routine unexpectedly, and whether there is reason to believe the person is endangered.

Police officers will check student's login records, class schedules, interview fellow students and faculty, and use other methods to determine the status of a missing person. From this initial investigation, the scope will continue to expand to make attempts to determine the location of the person reported missing to assure she/he is safe.

The Salem State University Police will enter a missing person record into the National Crime Information Computer database immediately upon determination that the person is missing.

After investigating the missing person report, should the Salem State University Police Department determine that the student is missing and has been missing for more than 24 hours, Salem State University Police will notify the local law enforcement agency with jurisdiction in the area the student went missing (if other than on-campus) and the student's confidential contact no later than 24 hours after the student is determined to be missing. The local law enforcement agency will be contacted regardless if the missing person has identified a contact person, is above the age of 18, or is an emancipated minor. If the missing student is under the age of 18 and is not an emancipated individual, Salem State University Police will notify the student's parent or legal guardian and their confidential contact immediately after Salem State University Police has determined that the student has been missing for more than 24 hours.

In addition to registering an emergency contact, students residing in on-campus housing have the option to identify, confidentially, an individual to be contacted by Salem State University in the event the student is determined to be missing for more than 24 hours. If a student has identified such an individual, Salem State University will notify that individual no later than 24 hours after the student is determined to be missing.

A student who wishes to identify a confidential contact can do so by contacting of residence life office. A student's confidential contact information will be accessible only by authorized campus officials and law enforcement as appropriate and it will not be disclosed outside of a missing person investigation.

**Reports of missing persons should be filed with:**

- University police: 978.542.6111
- Residence life office: 978.542.6416
- Dean of students office: 978.542.6401

**STATEMENT OF POLICY FOR REPORTING THE ANNUAL DISCLOSURE OF CRIME STATISTICS**

As required by federal law, Salem State University compiles yearly crime statistics in accordance with the definitions of crimes provided by the FBI for use in the Uniform Crime Reporting (UCR) system. The report includes statistics for the previous three years concerning crimes that occurred on campus that were reported to the Salem State University Police, designated campus officials (including but not limited to directors, deans, department heads, residence life staff, advisors to students, and athletic coaches). In addition, these statistics also include persons referred for campus disciplinary action for categories required under the Clery Act, including liquor and drug law violations and illegal weapons possession.



Statistical information for certain off-campus locations or property owned or controlled by the Salem State University as well as public property within or immediately adjacent to and accessible from the campus are requested from Salem Police Department. For statistical purposes, crime statistics reported to any of these sources are recorded in the calendar year during which the crime was reported.

CLERY CAMPUS GEOGRAPHY





## DEFINITIONS OF REPORTABLE CRIMES

Under the Clery Act, for the purposes of counting and disclosing criminal offense, hate crime, arrest, and disciplinary referral statistics, you must do so based on definitions provided by the Federal Bureau of Investigation's (FBI's) Uniform Crime Reporting (UCR) Program. The definitions for murder, rape, robbery, aggravated assault, burglary, motor vehicle theft, arson, weapons carrying and possessing, etc., law violations, drug abuse violations, and liquor law violations are from the Summary Reporting System (SRS) user manual from the FBI's UCR Program. The definitions of fondling, incest, and statutory rape are from the FBI's National Incident-Based Reporting System (NIBRS) Data Collection Guidelines edition of the UCR. Hate crimes are classified according to the FBI's Uniform Crime Reporting Hate Crime Data Collection Guidelines and Training Manual. Note that, although the law states that institutions must use the UCR program definitions, Clery Act crime reporting does not have to meet all of the other UCR program standards.

For the categories of domestic violence, dating violence and stalking, the Clery Act specifies that the institution must use the definitions provided by the Violence Against Women Act of 1994 and repeated in the Clery Act regulations.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Dating Violence:** Violence committed by a person who is or has been in a social relationship of a romantic or intimate nature with the victim where the existence of such a relationship shall be determined based

on a consideration of the following factors —the length of the relationship, the type of relationship and the frequency of interaction between the persons involved in the relationship.

**Stalking:** Engaging in a course of conduct directed at a specific person that would cause a reasonable person to fear for his or her safety or the safety of others or suffer substantial emotional distress.

### **Hate Crimes by Prejudice**

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

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

SALEM STATE UNIVERSITY CRIME STATISTICS<sup>9</sup>

Offense	Year	GEOGRAPHIC LOCATION			
		On -Campus Property	On-Campus Student Housing Facilities	Non-Campus Property	Public Property
Murder/ Non-Negligent Manslaughter	2017	0	0	0	0
	2018	0	0	0	0
	2019	0	0	0	0
Manslaughter By Negligence	2017	0	0	0	0
	2018	0	0	0	0
	2019	0	0	0	0
Rape	2017	0	0	0	0
	2018	5	5	0	0
	2019	1	1	0	0
Fondling	2017	2	2	0	0
	2018	4	3	0	0
	2019	6	6	0	0
Incest	2017	0	0	0	0
	2018	0	0	0	0
	2019	0	0	0	0
Statutory Rape	2017	0	0	0	0
	2018	0	0	0	0
	2019	0	0	0	0
Robbery	2017	0	0	0	1
	2018	0	0	0	0
	2019	0	0	0	0
Aggravated Assault	2017	1	1	0	0
	2018	1	1	0	0
	2019	1	0	0	0
Burglary	2017	9	2	0	0
	2018	6	2	0	0
	2019	8	2	0	0
Motor Vehicle Theft	2017	0	0	0	0
	2018	0	0	0	0
	2019	0	0	0	0
Arson	2017	1	1	0	0
	2018	0	0	0	0
	2019	0	0	0	0

<sup>9</sup> Statistics are accurate as of the date of publication.

## SALEM STATE UNIVERSITY CRIME STATISTICS

Offense	Year	GEOGRAPHIC LOCATION			
		On -Campus Property	On- Campus Student Housing Facilities	Non- Campus Property	Public Property
Domestic Violence	2017	6	4	0	1
	2018	5	2	0	0
	2019	5	5	0	0
Dating Violence	2017	0	0	0	1
	2018	2	1	0	0
	2019	1	1	0	0
Stalking	2017	0	0	0	0
	2018	1	1	0	0
	2019	0	0	0	0
Arrests: Weapons Carrying, Possession, Etc.	2017	3	2	0	0
	2018	2	2	0	0
	2019	1	0	0	0
Disciplinary Referrals: Weapons Carrying, Possession, Etc.	2017	0	0	0	0
	2018	0	0	0	0
	2019	3	0	0	0
Arrests: Drug Abuse Violations	2017	1	0	0	4
	2018	2	1	0	2
	2019	0	0	0	0
Disciplinary Referrals: Drug Abuse Violations	2017	0	0	0	0
	2018	3	3	0	0
	2019	0	0	0	0
Arrests: Liquor Law Violations	2017	4	2	0	5
	2018	0	0	0	1
	2019	0	0	0	4
Disciplinary Referrals: Liquor Law Violations	2017	185	185	0	0
	2018	164	162	0	0
	2019	253	253	0	0

2017: One on-campus vandalism | 2018: No Hate Crimes Reported | 2019: One on-campus vandalism  
(racial bias) (sexual orientation)

2017: No incidents unfounded | 2018: No incidents unfounded | 2019: No incidents unfounded



# Annual Fire Safety Report for 2017-2019

## POLICIES ADDRESSING FIRE SAFETY, FIRE EDUCATION, AND FIRE STATISTICS

### Overview

The Higher Education Opportunity Act (P.L. 110-315) became law in August 2008, requiring all U.S. academic institutions to produce an annual fire safety report outlining fire safety practices, standards, and all fire-related on-campus statistics related to student housing. The following public disclosure report details all information required by this law as it relates to Salem State University as outlined in the initial regulation; subsequent yearly reports will comply with the Act as amended and published October 29, 2009.

### Fire Safety

Salem State University takes fire safety very seriously and continues to enhance its programs to the university community through education, engineering, and enforcement. Educational programs are presented throughout the year to faculty, staff, and students so they are aware of the rules and safe practice. These programs include identification and prevention of fire hazards, actual building evacuation procedure and drills, specific occupant response to fire emergencies, and hand-on use of fire extinguishers.

### Fires, Fire Prevention and Housing Fire Safety Equipment

At Salem State University, all university residence halls are protected by fire detection and alarm systems which are centrally monitored 24 hours/day, seven days/week. The buildings are also equipped with either emergency generators or lighting fixtures that incorporate backup batteries; upon loss of power, these systems automatically activate to assure adequate egress lighting in hallways and emergency exit stairwells. All our residence halls are fully equipped with sprinkler systems. Carbon monoxide detectors have been installed in all residence hall mechanical rooms where products of combustion could occur. All fire safety systems and equipment are strictly maintained and tested in accordance with applicable national standards. All on campus buildings, residential, academic, and administrative buildings are equipped with portable dry chemical fire extinguishers. The extinguishers are located on every floor of the building, inside laboratories, utility areas, and kitchens. The extinguishers are maintained annually in compliance with NFPA 10.



Fire prevention is the responsibility of all members of the Salem State University community. University residence halls are particularly susceptible to fires, and students residing in the halls must carefully adhere to fire safety regulations.

## Definitions

The following terms are used within this report. Definitions have been obtained from the Higher Education Opportunity Act.

- **On-Campus Student Housing:** A student housing facility that is owned or controlled by the institution or is located on property that is owned or controlled by the institution and is within a reasonable contiguous area that makes up the campus.
- **Fire:** Any instance of open flame or other burning in a place no intended to contain the burning or in an uncontrolled manner.

## STUDENT FIRE SAFETY EDUCATION PROGRAM

Fire safety education programming for all students residing in on-campus student housing and all employees that have any professional association with on-campus housing is held each year. These programs are coordinated through the residence life office and in consultation with the City of Salem Fire Prevention staff. The programs are designed to familiarize everyone with the fire safety systems in each residence hall and train occupants on the proper procedures to follow in the event of a fire. At the start of each semester the residence life staff hold meetings with all occupants to review policies and procedures regarding fire safety and to ensure familiarity with evacuation routes and fire alarm systems.



In addition to the regular training in the residence halls the Salem State University Police Department periodically coordinates with the Salem Fire Department, Fire Prevention Office to provide additional awareness and prevention training for students residing in on-campus housing as well as students residing in off-campus housing. Additional information regarding fire safety for residence halls can be found here: <https://www.salemstate.edu/campus-life/living-campus/guide-living-campus/safety-and-security>.

## University Policy on Reporting Fires

Fire alarms for university owned buildings ring directly to the Salem State University Police dispatch and the Salem Fire Department. However, any member of the community who becomes aware of any active or past fire must notify the Salem State University Police Department or Salem Fire Department immediately.

### Procedures to Follow in the Event of a Fire

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

### FIRE SAFETY POLICIES

#### Prohibited Items

##### Appliances and Electronics

Because many appliances are considered fire hazards, and the use of too many appliances at one time may overload a building's electrical capacity, the following appliances are not permitted in any of the residence halls.

- Electrical extension cords.
- Air conditioners.
- Halogen lamps/octopus lamps.
- Water coolers.
- Grills (charcoal or gas).
- Televisions larger than 40 inches.
- "Medusa lamps" (with multiple plastic shades).
- Electrical appliances with exposed heating elements, including toasters, toaster ovens, coffee makers, hot plates, deep fryers, soldering irons and hot pots without on/off switches (allowed in apartments).
- Waffle Irons or griddles.
- Hover-boards.

**Coffee makers and irons with automatic shut-off switches** are allowed in all residential areas.

**Microwaves** are allowed on North Campus (Peabody and Bowditch halls) if the microwave is under 700 watts/10 amps and is plugged into an amperage overload protector (different from a surge protector). If a refrigerator is in the room, it must also be plugged into the amperage overload protector with the microwave.

**Individual refrigerators** must have a capacity of less than four cubic feet. **Micro-fridge units** may be rented by calling 1.800.637.7567. At the end of the year, all residents are responsible for cleaning the units, and returning them per posted information. Residents may be billed for failing to return a unit, or for not following the proper cleaning and return procedures.

**Stereo speakers** should be of a reasonable size; sub-woofers and amplifiers are strongly discouraged. If a resident does use these items, she/he/they may be asked to lower the volume if it disturbs other residents, or the noise level is deemed inappropriate.

**Candles and Incense:** Candles and incense are strictly prohibited from the residence halls, as they pose a significant fire risk. Residents are not allowed to possess any candles, including those of a decorative nature. This also includes candles that have not been burned. **Possession of candles and incense on campus could result in suspension from the residence halls (held in abeyance) or loss of housing!**

**Residents found in violation will be directed to correct the violation and remove the item immediately. Residence life will hold illegal items for residents for a maximum of two (2) weeks, and then dispose of them if residents do not remove them from the building.** Repeat violations will result in administrative or judicial action.

### **Additional guidance and restrictions with respect to residence halls**

Because of fire risk, residence life has strict guidelines about what is and isn't allowed on campus. Violations of this policy will result in judicial action, up to and including loss of housing. The following items and/or conditions are **not permitted** in any of the residential areas:

- Live Christmas trees, menorahs with candles, Kwanzaa candles, and similar decorations.
- Heating coils, coffee pots without auto shut-off, hot pots and hotplates, and electrical space heaters.
- Flammable decorations placed near light fixtures or in enclosed areas.
- Popcorn poppers, toasters and toaster ovens and similar heating devices outside of the kitchen areas at Bates and Central Campus residence halls.
- Stairwell and exit doors propped open.
- Bicycles in hallways, lounges or blocking the doorways of rooms, apartments, and stairwells.
- Tapestries and similar hangings covering a door, significant portion of the wall, or any lights and lamps, or hung from ceilings.
- Electrical devices and appliances such as halogen lamps, lanterns, and sun lamps.
- Gasoline, lighter fluid, flammable cleaning fluid, turpentine, and paint solvents.
- Motorcycles, mopeds, and automotive equipment in hallways or rooms.
- Desks, chairs, dressers, closets, or beds that block any part of doorways, or one's ability to move.
- Disconnected, covered, or altered smoke detectors.

### **Plans for Future Improvements to Fire Safety**

Salem State University continues to monitor trends related to residence hall fire incidents and alarms to provide a fire-safe living environment for all students. New programs and policies are developed as needed to help ensure the safety of all students, faculty, and staff. While Salem State has worked diligently with the Fire Prevention Unit of the Salem Fire Department to provide education to students and staff, we recognize that educational programming must be updated to account for current trends and must be reinforced each year as the building occupancy changes. Salem State University monitors

communication from the National Center for Campus Fire Safety and will publish updates as deemed appropriate.

### **FIRE DRILLS**

Fire drills are conducted in all on-campus student housing units twice each year at a minimum. The drills are mandatory, with full evacuation conducted under the supervision of the residence life staff and university police and witnessed by the City of Salem Fire Department.

### **EMERGENCY EVACUATION PROCEDURES**

All students and staff are strongly encouraged to treat all fire alarms as real. In the event of a fire, the university expects that all campus community members will evacuate by the nearest exit, close doors and activate the fire alarm system as they leave. Once safely outside a building, it is appropriate to contact the university police department (978.542.6111) or 911. Trained staff will inform students, staff and guests where to relocate to if circumstances warrant at the time of the alarm. In the event fire alarms sound, university policy is that all occupants must evacuate from the building, closing doors as they leave. No training is provided to students or employees in firefighting or suppression activity as this is inherently dangerous and each community member's only duty is to exit safely and quickly, shutting doors along the exit path as they do to contain the spread of flames and smoke, and to activate the alarm as they exit. At no time should the closing of doors or the activation of the alarm delay the exit from the building.

### **Meeting Places for Residence Halls in the Event of a Fire Alarm**

All students should gather at their buildings designated meeting place so that emergency vehicles and personnel can gain easy access to the building and ensure the safety of those who have exited the building. In the event of an emergency, residence life staff will take attendance at the meeting place in order to give emergency personnel a list of individuals who may still be in the building and may need assistance exiting it. Residence life staff will also direct students to a temporary shelter if necessary.

### **Special Needs/Disabilities**

Individuals with special needs and/or disabilities that may require accommodations in the event of a fire alarm need to contact their resident director (RD) to create a plan to ensure their safety in the case of a fire alarm. Typically, the university police maintain a database of those students in university housing who would need assistance in evacuating a building in the event of a fire.

### **Re-Entering the Building**

No one should re-enter the building until directed to do so by a member of the residence life and housing staff or the police department. Even if an alarm stops sounding, you must wait for university officials to direct you into the building.

**Definitions:**

The following definitions are applicable to this section:

- **Cause of fire:** The factor or factors that give rise to a fire. The causal factor may be, but is not limited to, the result of an intentional or unintentional action, mechanical failure, or act of nature.
- **Fire:** Any instance of open flame or other burning in a place not intended to contain the burning or in an uncontrolled manner.
- **Fire drill:** A supervised practice of a mandatory evacuation of a building for a fire.
- **Fire-related injury:** Any instance in which a person is injured as a result of a fire, including an injury sustained from a natural or accidental cause, while involved in fire control, attempting rescue, or escaping from the dangers of a fire. The term “person” may include students, faculty, staff, visitors, firefighters, or any other individuals.
- **Fire-related death:** Any instance in which a person (1) is killed as a result of a fire, including death resulting from a natural or accidental cause while involved in fire control, attempting rescue, or escaping from the dangers of a fire; or (2) dies within one year of injuries sustained as a result of a fire.
- **Fire-safety system:** Any mechanism or system related to the detection of a fire, the warning resulting from a fire, or the control of a fire. This may include sprinkler systems or other fire extinguishing systems; fire detection devices; stand-alone smoke alarms; devices that alert one to the presence of a fire, such as horns, bells, or strobe lights; smoke-control and reduction mechanisms; and fire doors and walls that reduce the spread of a fire.
- **Value of property damage:** The estimated value of the loss of the structure and contents, in terms of the cost of replacement in like kind and quantity. This estimate should include contents damaged by fire, and related damages caused by smoke, water, and overhaul; however, it does not include indirect loss, such as business interruption.

**Campus Fire Logs:**

A log of all fires and fire alarms in which there was a physical cause (i.e., smoke; heat, etc., rather than a faulty detector or system malfunction). For a copy or to view the fire log, please visit the Salem State University Police Department located at 71 Loring Ave. in Salem, Massachusetts.

When changes in the causes or information about a University fire become known to Salem State University Police, any updates will be made to the log within two business days of the status change.

## RESIDENTIAL FIRE EQUIPMENT AND SYSTEMS

Residential Facility	Partial Sprinkler System	Full Sprinkler System	Smoke Detection	Fire Extinguishers	Evacuation Plans on Placards	Number of Evacuation Drills each Calendar Year
Bowditch Hall		X	X	X	X	2
Peabody Hall		X	X	X	X	2
Atlantic Hall		X	X	X	X	2
Marsh Hall		X	X	X	X	2
Viking Hall		X	X	X	X	2
Bates Complex		X	X	X	X	2

## Residential Facility Addresses

Bowditch Hall: 42 Loring Ave. Salem, MA 01970

Peabody Hall: 1 College Drive Salem, MA 01970

Atlantic Hall: 71A Loring Ave. Salem, MA 01970

Marsh Hall: 71B Loring Ave. Salem, MA 01970

Viking Hall: 73 Loring Ave. Salem, MA 01970 (Opened August 2015)

Bates Complex: 20-32 Harrison Road Salem, MA 01970

<b>FIRE STATISTICS</b>								
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		Bowditch Hall	Peabody Hall	Atlantic Hall	Marsh Hall	Viking Hall	Bates Complex	TOTAL
2017	Fires	0	2	0	0	0	0	2
	Injuries	0	0	0	0	0	0	0
	Deaths	0	0	0	0	0	0	0
2018	Fires	0	0	0	0	1	0	1
	Injuries	0	0	0	0	0	0	0
	Deaths	0	0	0	0	0	0	0
2019	Fires	0	0	0	0	0	1	1
	Injuries	0	0	0	0	0	1	1
	Deaths	0	0	0	0	0	0	0

### Residential Facility Addresses

Bowditch Hall: 42 Loring Ave. Salem, MA 01970

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<b>FIRE DESCRIPTIONS FOR 2017-2019</b>
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<b>2017</b>				
Residence	Cause of Fire	Fire-related injuries	Fire-related deaths	Property Damage
Peabody Hall	Accidental/Cooking	0	0	\$0.00
Peabody Hall	Intentional	0	0	\$100.00
<b>2018</b>				
Residence	Cause of Fire	Fire-related injuries	Fire-related deaths	Property Damage
Viking Hall	Accidental/Cooking	0	0	\$0.00
<b>2019</b>				
Residence	Cause of Fire	Fire-related injuries	Fire-related deaths	Property Damage
Bates Complex	Accidental/Cooking	1	0	\$0.00

**Residential Facility Addresses**

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Bates Complex: 20-32 Harrison Road Salem, MA 01970

**## END OF REPORT**

**Salem State University**  
**President Keenan's Reimbursements (Paper Check and Pro Card)**  
**FY 2020 (July 1, 2019 - June 30, 2020)**

<b>Date</b>	<b>Purpose</b>	<b>Desc</b>	<b>Amount</b>	<b>Check #</b>	<b>Check Date</b>
7/3/2019	Lunch with G Martillaro	Meal	\$ 25.55	280054	8/13/2019
7/9/2019	Visit to Kim Gasset-Schiller- San Francisco	Hotel	\$ 1,169.74	280054	8/13/2019
7/9/2019	Visit to Kim Gasset-Schiller- San Francisco	Airfare	\$ 966.51	280054	8/13/2019
7/9/2019	Visit to Kim Gasset-Schiller- San Francisco	Car Rental	\$ 141.36	280054	8/13/2019
7/9/2019	Harvard Business Review	Book	\$ 21.69	280054	8/13/2019
7/13/2019	Garage Parking for trip to CA	Parking	\$ 283.00	280054	8/13/2019
7/13/2019	Visit to Kim Gasset-Schiller- San Francisco	Meals	\$ 121.00	280054	8/13/2019
7/29/2019	Breakfast with Elaine Zetos	Meal	\$ 42.31	280054	8/13/2019
8/5/2019	IEM Harvard School of ED Conference	Fee	\$ 699.00	Pro Card	8/5/2019
8/14/2019	President Guide from Chronicle	Publication	\$ 99.00	Pro Card	8/14/2019
8/19/2019	Breakfast with Trustee Butts	Meal	\$ 13.37	280425	9/24/2019
8/19/2019	Breakfast with Trustee Butts	Parking	\$ 24.00	280425	9/24/2019
8/22/2019	Breakfast with Chair Mattera	Meal	\$ 31.68	280425	9/24/2019
8/27/2019	Breakfast with Professor Brown	Meal	\$ 19.15	280425	9/24/2019
8/30/2019	Staff Lunch	Meal	\$ 21.61	280425	9/24/2019
9/11/2019	Mass Bio Life Science Mtg	Fee	\$ 186.89	Pro Card	9/11/2019
9/13/2019	Lunch with Trustee Emeritus Pam Scott	Meal	\$ 61.20	281908	10/31/2019
10/1/2019	Teleprompter	Teleprompter	\$ 18.05	292154	11/19/2019
10/11/2019	IEM Harvard Graduate School Conference	Lodging	\$ 387.98	281908	10/31/2019
10/11/2019	IEM Harvard Graduate School Conference	Parking	\$ 24.07	281908	10/31/2019
10/11/2019	IEM Harvard Graduate School Conference	Meals	\$ 19.24	281908	10/31/2019
10/16/2019	DCAMM Mtg	Parking	\$ 41.00	282743	12/5/2019
10/21/2019	Commissioner Santiago MTG	Parking	\$ 42.00	282743	12/5/2019
10/21/2019	NEC Dinner	Parking	\$ 17.00	282743	12/5/2019
10/24/2019	J Ofilos Meeting	Parking	\$ 35.96	282743	12/5/2019
11/14/2019	EOS Foundation	Parking	\$ 41.00	282743	12/5/2019
11/21/2019	Commissioner Santiago	Lunch	\$ 38.00	283744	2/4/2020
11/27/2019	N Bryant/S Cahill	Lunch	\$ 44.06	283744	2/4/2020
12/12/2019	NECHE Mtg	Parking	\$ 38.00	283744	2/4/2020
12/12/2019	Meeting w/Trustee Butts	Parking	\$ 26.00	283744	2/4/2020
1/10/2020	BHE Mtg	Parking	\$ 41.00	283744	2/4/2020
1/14/2020	Airfare Insurance for Trip to San Francisco	Fee	\$ 47.64	Pro Card	1/14/2020
1/19/2020	State House Mtg	Parking	\$ 41.00	283744	2/4/2020
1/24/2020	Visit to Kim Gasset-Schiller- San Francisco	Hotel	\$ 163.16	283744	2/4/2020
1/24/2020	2020 Year Agenda	Book	\$ 38.50	283744	2/4/2020

**Salem State University**  
**President Keenan's Reimbursements (Paper Check and Pro Card)**  
**FY 2020 (July 1, 2019 - June 30, 2020)**

<b>Date</b>	<b>Purpose</b>	<b>Desc</b>	<b>Amount</b>	<b>Check #</b>	<b>Check Date</b>
1/25/2020	San Francisco	Food	\$ 12.50	283744	2/4/2020
1/25/2020	Harvard Business Review	Book	\$ 21.80	283744	2/4/2020
2/4/2020	BHE Mtg	Parking	\$ 41.00	292658	7/9/2020
2/13/2020	State House Mtg	Parking	\$ 34.00	292658	7/9/2020
3/4/2020	Trustee Emeritus Pam Scott	Lunch	\$ 76.55	292658	7/9/2020
3/5/2020	Trustee Lutts	Breakfast	\$ 28.03	292658	7/9/2020
3/5/2020	PEM CEO Kennedy	Dinner	\$ 180.35	292658	7/9/2020
			<b>\$ 5,424.95</b>		

**BOARD OF TRUSTEES**  
**January 27, 2021**

**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.

\* \* \*

**I. CALL TO ORDER** - Chair Lutts called the meeting to order at 5:03 pm. The chair made several announcements including that the Board would enter Executive Session for a litigation update at the end of the day’s meeting. Chair Lutts noted that there would be no open forum due to the compressed agenda. He assured that the open forum would be back next month at the Board’s February 24<sup>th</sup> meeting and in response to recent community feedback the Board will make submission of questions or comments for upcoming meetings available earlier. Lynne Montague will have that information or she will make that information available. Additionally, the Board will invite some members of the Salem State community who submit questions to participate during the open forum.

*Call to Order*

*Consent  
Agenda  
Approval*

**II. CONSENT AGENDA** – The first matter of business was the Consent Agenda. Chair Lutts listed the meeting minutes 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,

**VOTED: To approve the Consent Agenda of January 27, 2021 (CA-20-02)**

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

\* \* \*

**III. COMMITTEE ACTION:**

**Finance & Facilities** – The next business item was the undergraduate fees for the 2021-22 academic year. Reading of the motion was dispensed (the motion had been read in its entirety and passed unanimously a few minutes before the BOT meeting was convened). Trustee Katzman directed the board’s attention to the Finance & Facilities committee’s recommended motion and

hearing no objections or modifications, and with no further discussion the motion was seconded by Trustee Russell and upon a roll call vote it was unanimously,

*Committee  
Action:*

*Finance &  
Facilities*

*Undergraduate  
fees AY22-22  
(FY2022)*

**VOTED: The Board of Trustees of Salem State University hereby approves the undergraduate fees for the 2021-22 academic year (FY 2022) as shown in the attached schedule of student charges. These fees are the same as for the 2020 – 21 (FY2021) year and was made possible by funding from the federal government for the impact of extraordinary loss of revenue and incurred expenses caused by the coronavirus pandemic. Note that this fee structure continues, for a second year, the temporary removal of differential fees for the following programs: Communications, Computer Science, Dance, Education, Geography, Geology, Music, Social Work and Theatre. The schedule of charges also holds single room and board rates flat. 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-20-02)**

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

\* \* \*

Chair Lutts announced that the Board would move to executive session and would adjourn from executive session. The Board would not reenter in public once they had finished their business. The time was 6:50 pm.

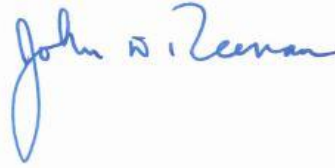
Chair Lutts read the motion and hearing no further discussion asked if there was a second. Trustee Chisholm seconded the motion, and following a roll call, it was,

**VOTED: The Board of Trustees will convene for executive session for the purpose of a litigation update. The Board will adjourn from executive session The Board will not reconvene in open session after the executive session is completed.. (ES-1)**

*Executive  
Session*

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

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

**Salem State University**  
**Board of Trustees**  
**January 27, 2021**  
**Agenda page 2**

**Consent Agenda**

Approval of the following Meeting Minutes and Committee Reports:

\*Board of Trustees: October 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

\*Minutes posted separately

**Finance & Facilities**

**Motion:** The Board of Trustees The Board of Trustees of Salem State University hereby approves the undergraduate fees for the 2021-22 academic year (FY 2022) as shown in the attached schedule of student charges. These fees are the same as for the 2020–21 (FY2021) year and was made possible by funding from the federal government for the impact of extraordinary loss of revenue and incurred expenses caused by the coronavirus pandemic. Note that this fee structure continues, for a second year, the temporary removal of differential fees for the following programs: Communications, Computer Science, Dance, Education, Geography, Geology, Music, Social Work and Theatre. The schedule of charges also holds single room and board rates flat. 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.

**Executive Session**

**Motion:** The Board of Trustees will convene for executive session for the purpose of a litigation update. The Board will NOT reconvene in open session after the executive session is completed.

**REQUEST FOR TRUSTEE ACTION**

**Date:** January 27, 2021  
**To:** Board of Trustees  
**From:** Karen P. House, Vice President for Finance and Facilities  
**Subject:** FY 2022 University Fees  
**Requested Action:** Approval

---

**MOTION**

The Finance and Facilities Committee hereby recommends that the Board of Trustees approve the following motion pertaining to fees for FY 2022.

**Recommended motion**

The Board of Trustees of Salem State University hereby approves the undergraduate fees for the 2021-22 academic year (FY 2022) as shown in the attached schedule of student charges. These fees are the same as for the 2020 – 21 (FY2021) year and was made possible by funding from the federal government for the impact of extraordinary loss of revenue and incurred expenses caused by the coronavirus pandemic. Note that this fee structure continues, for a second year, the temporary removal of differential fees for the following programs: Communications, Computer Science, Dance, Education, Geography, Geology, Music, Social Work and Theatre. The schedule of charges also holds single room and board rates flat. 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.

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Committee Assigned: Finance & Facilities

Committee Action: Approved

Date of Action: January 27, 2021

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Trustee Action: Approved

Trustee Approval Date: January 27, 2021

Effective Date: January 27, 2021



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Signed:

*Lynne Norgett*

Title:

Secretary of Board of Trustees

Date:

1/27/2021

APPROVED

JAN 27 2021

Board of Trustees  
Salem State University

**Schedule of Student Charges  
2021-22 Academic Year**

IN-STATE	Fall 2021		Spring 2022		Academic Year
	Per Credit	Full-Time	Per Credit	Full-Time	Full-Time
<b>Day Undergraduate</b>					
<b>Tuition</b>					
In-State	\$37.92	\$455.00	\$37.92	\$455.00	\$910.00
<b>Fees</b>					
University Fee <sup>1</sup>	\$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
<b>Total Tuition and Fees</b>					
In-State	\$486.47	\$5,837.60	\$486.47	\$5,837.60	\$11,675.20

<b>Evening Undergraduate (SCPS)</b>					
<b>Tuition</b>					
In-State	\$115.00		\$115.00		
<b>Fees</b>					
Course Fee	\$303.10		\$303.10		
Capital Improvement Fee	\$17.40		\$17.40		
SGA Fee	\$4.20		\$4.20		
<b>Total Tuition and Fees</b>					
In-State	\$439.70		\$439.70		

IN-STATE	Summer 2021		Summer 2022		Academic Year
	Per Credit	Full-Time	Per Credit	Full-Time	Full-Time
<b>Evening Undergraduate (SCPS)</b>					
<b>Tuition</b>					
In-State	\$115.00		\$115.00		
<b>Fees</b>					
Course Fee	\$231.80		\$231.80		
Capital Improvement Fee	\$17.40		\$17.40		
<b>Total Tuition and Fees</b>					
In-State	\$364.20		\$364.20		

All charges are subject to change

**Schedule of Student Charges  
2021-22 Academic Year**

<b>OUT-OF-STATE</b>	<b>Fall 2021</b>		<b>Spring 2022</b>		<b>Academic Year Full-Time</b>
	<b>Per Credit</b>	<b>Full-Time</b>	<b>Per Credit</b>	<b>Full-Time</b>	
<b>Day Undergraduate</b>					
<b>Tuition</b>					
Out-of-State	\$293.75	\$3,525.00	\$293.75	\$3,525.00	\$7,050.00
<b>Fees</b>					
University Fee <sup>1</sup>	\$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
<b>Total Tuition and Fees</b>					
Out-of-State	\$770.00	\$9,240.00	\$770.00	\$9,240.00	\$18,480.00

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

<b>OUT-OF-STATE</b>	<b>Summer 2021</b>		<b>Summer 2022</b>		<b>Academic Year Full-Time</b>
	<b>Per Credit</b>	<b>Full-Time</b>	<b>Per Credit</b>	<b>Full-Time</b>	
<b>Evening Undergraduate (SCPS)</b>					
<b>Tuition</b>					
Out-of-State	\$250.00		\$250.00		
<b>Fees</b>					
Course Fee	\$231.80		\$231.80		
Capital Improvement Fee	\$17.40		\$17.40		
<b>Total Tuition and Fees</b>					
In-State	\$499.20		\$499.20		

All charges are subject to change

**Schedule of Student Charges  
2021-22 Academic Year**

	Fall 2021 Approved		Spring 2022		Academic Year
	Per Credit	Full-Time	Per Credit	Full-Time	Full-Time
<b>Housing <sup>2</sup></b>					
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
Bowditch - Double		\$4,740.00		\$4,740.00	\$9,480.00
Peabody - Double		\$4,740.00		\$4,740.00	\$9,480.00
Atlantic Hall- Double		\$5,855.00		\$5,855.00	\$11,710.00
Marsh Hall - Double		\$5,270.00		\$5,270.00	\$10,540.00
Viking Hall - Double		\$5,385.00		\$5,385.00	\$10,770.00
Viking Hall - Suite Double		\$5,505.00		\$5,505.00	\$11,010.00
Viking Hall - Suite Single		\$5,627.50		\$5,627.50	\$11,255.00
<b>Meal Plans</b>					
All You Care to Eat 7 Day Silver Plan <sup>3</sup>		\$1,983.00		\$1,983.00	\$3,966.00
All You Care to Eat 7 Day Gold Plan <sup>3</sup>		\$2,173.00		\$2,173.00	\$4,346.00
All You Care to Eat 7 Day Platinum Plan <sup>3</sup>		\$2,313.00		\$2,313.00	\$4,626.00
Block Plan 1 <sup>4</sup>		\$406.00		\$406.00	\$812.00
Block Plan 2 <sup>4</sup>		\$740.00		\$740.00	\$1,480.00
Block Plan 3 <sup>4</sup>		\$1,160.00		\$1,160.00	\$2,320.00
<b>Miscellaneous Fees</b>					
Mass PIRG Fee (waivable each semester) <sup>5</sup>		\$10.00		\$10.00	\$20.00
Resident Parking (Atlantic and Peabody lots)		\$275.00		\$275.00	\$550.00
Resident Parking (Bates lot)		\$50.00		\$50.00	\$100.00
Resident Parking (Marsh lot)		\$200.00		\$200.00	\$400.00
Commuter Parking		\$10.00		\$10.00	\$20.00
International Student Fee <sup>6</sup>		\$375.00		\$375.00	\$750.00
Records Fee-for non-matriculated students		\$10.00		\$10.00	\$20.00
Health Insurance -- (waivable) <sup>7</sup>					TBD
Matriculation Fee -- new matriculated students (one-time)					\$275.00
<b>Differential Fees for Undergraduate Programs</b>					
Art		\$125.00		\$125.00	\$250.00
Biology		\$250.00		\$250.00	\$500.00
Business		\$250.00		\$250.00	\$500.00
Chemistry		\$250.00		\$250.00	\$500.00
Nursing		\$500.00		\$500.00	\$1,000.00
<b>Cohort Based Program Cost</b>					
Accelerated 2nd Degree for BSN Summer 2020 Cohort per credit <sup>8</sup>					\$600.00
Accelerated 2nd Degree for BSN Summer 2021 Cohort per credit <sup>8</sup>					\$625.00
Accelerated 2nd Degree for BSN Summer 2022 Cohort per credit <sup>8</sup>					\$625.00

All charges are subject to change

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## Schedule of Student Charges 2021-22 Academic Year

### NOTES FOR FY 2022

- 1 The University Fee represents the fee anticipated for 2021-22. 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.

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 Charged for all day students each semester. Student may opt out and have fee waived on line.
- 6 Applicable to all matriculated international students with a Salem State-issued visa (excluding ESL students)
- 7 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.
- 8 Accelerated 2nd Degree for Bachelor of Science, Nursing (BSN) is a cohort based program with a charge for Summer of 2021 entering cohort of \$625 per credit; Summer of 2022 entering cohort of \$625 per credit and Summer 2023 of \$625 per credit.

All charges are subject to change

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

<b>Course fees</b>	<b>Range FY 2022</b>
Lab fees	\$25 - \$500 per course
Clinical Fees	\$15 - \$100 per course
Day School Nursing Resource Center Fee	\$100 per course
Institute Fee	\$100 per institute
International Student Supplemental Charge	\$140 per credit (fall & spring only)

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

**Application Fees**

Undergraduate 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)	\$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

All charges are subject to change

REQUEST FOR TRUSTEE ACTION

**Date:** January 27, 2021  
**To:** Board of Trustees  
**From:** Karen P. House, Vice President for Finance and Facilities  
**Subject:** FY 2022 University Fees  
**Requested Action:** Approval

---

**MOTION**

The Finance and Facilities Committee hereby recommends that the Board of Trustees approve the following motion pertaining to fees for FY 2022.

**Recommended motion**

The Board of Trustees of Salem State University hereby approves the undergraduate fees for the 2021-22 academic year (FY 2022) as shown in the attached schedule of student charges. These fees are the same as for the 2020 – 21 (FY2021) year and was made possible by funding from the federal government for the impact of extraordinary loss of revenue and incurred expenses caused by the coronavirus pandemic. Note that this fee structure continues, for a second year, the temporary removal of differential fees for the following programs: Communications, Computer Science, Dance, Education, Geography, Geology, Music, Social Work and Theatre. The schedule of charges also holds single room and board rates flat. The president and other officers of the university are hereby authorized to do all things and take all actions deemed necessary to implement this decision.

---

Committee Assigned: Finance & Facilities

Committee Action: Approved

Date of Action: January 27, 2021

---

Trustee Action: Approved

Trustee Approval Date: January 27, 2021

Effective Date: January 27, 2021

---

Signed:

*Lynne Norgett*

Title:

Secretary of Board of Trustees

Date:

*1/27/2021*

APPROVED

JAN 27 2021

Board of Trustees  
Salem State University



**Schedule of Student Charges  
2021-22 Academic Year**

IN-STATE	Fall 2021		Spring 2022		Academic Year
	Per Credit	Full-Time	Per Credit	Full-Time	Full-Time
<b>Day Undergraduate</b>					
<b>Tuition</b>					
In-State	\$37.92	\$455.00	\$37.92	\$455.00	\$910.00
<b>Fees</b>					
University Fee <sup>1</sup>	\$427.25	\$5,127.00	\$427.25	\$5,127.00	\$10,254.00
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SGA Fee	\$4.20	\$50.40	\$4.20	\$50.40	\$100.80
<b>Total Tuition and Fees</b>					
In-State	\$486.47	\$5,837.60	\$486.47	\$5,837.60	\$11,675.20

<b>Evening Undergraduate (SCPS)</b>					
<b>Tuition</b>					
In-State	\$115.00		\$115.00		
<b>Fees</b>					
Course Fee	\$303.10		\$303.10		
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SGA Fee	\$4.20		\$4.20		
<b>Total Tuition and Fees</b>					
In-State	\$439.70		\$439.70		

IN-STATE	Summer 2021		Summer 2022		Academic Year
	Per Credit	Full-Time	Per Credit	Full-Time	Full-Time
<b>Evening Undergraduate (SCPS)</b>					
<b>Tuition</b>					
In-State	\$115.00		\$115.00		
<b>Fees</b>					
Course Fee	\$231.80		\$231.80		
Capital Improvement Fee	\$17.40		\$17.40		
<b>Total Tuition and Fees</b>					
In-State	\$364.20		\$364.20		

All charges are subject to change

**Schedule of Student Charges  
2021-22 Academic Year**

<b>OUT-OF-STATE</b>	<b>Fall 2021</b>		<b>Spring 2022</b>		<b>Academic Year Full-Time</b>
	<b>Per Credit</b>	<b>Full-Time</b>	<b>Per Credit</b>	<b>Full-Time</b>	
<b>Day Undergraduate</b>					
<b>Tuition</b>					
Out-of-State	\$293.75	\$3,525.00	\$293.75	\$3,525.00	\$7,050.00
<b>Fees</b>					
University Fee <sup>1</sup>	\$454.95	\$5,459.40	\$454.95	\$5,459.40	\$10,918.80
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SGA Fee	\$4.20	\$50.40	\$4.20	\$50.40	\$100.80
<b>Total Tuition and Fees</b>					
Out-of-State	\$770.00	\$9,240.00	\$770.00	\$9,240.00	\$18,480.00

<b>Evening Undergraduate (SCPS)</b>					
<b>Tuition</b>					
Out-of-State	\$285.00		\$285.00		
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Capital Improvement Fee	\$17.40		\$17.40		
SGA Fee	\$4.20		\$4.20		
<b>Total Tuition and Fees</b>					
Out-of-State	\$609.70		\$609.70		

<b>OUT-OF-STATE</b>	<b>Summer 2021</b>		<b>Summer 2022</b>		<b>Academic Year Full-Time</b>
	<b>Per Credit</b>	<b>Full-Time</b>	<b>Per Credit</b>	<b>Full-Time</b>	
<b>Evening Undergraduate (SCPS)</b>					
<b>Tuition</b>					
Out-of-State	\$250.00		\$250.00		
<b>Fees</b>					
Course Fee	\$231.80		\$231.80		
Capital Improvement Fee	\$17.40		\$17.40		
<b>Total Tuition and Fees</b>					
In-State	\$499.20		\$499.20		

All charges are subject to change

**Schedule of Student Charges  
2021-22 Academic Year**

	Fall 2021 Approved		Spring 2022		Academic Year
	Per Credit	Full-Time	Per Credit	Full-Time	Full-Time
<b>Housing <sup>2</sup></b>					
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
Bowditch - Double		\$4,740.00		\$4,740.00	\$9,480.00
Peabody - Double		\$4,740.00		\$4,740.00	\$9,480.00
Atlantic Hall- Double		\$5,855.00		\$5,855.00	\$11,710.00
Marsh Hall - Double		\$5,270.00		\$5,270.00	\$10,540.00
Viking Hall - Double		\$5,385.00		\$5,385.00	\$10,770.00
Viking Hall - Suite Double		\$5,505.00		\$5,505.00	\$11,010.00
Viking Hall - Suite Single		\$5,627.50		\$5,627.50	\$11,255.00
<b>Meal Plans</b>					
All You Care to Eat 7 Day Silver Plan <sup>3</sup>		\$1,983.00		\$1,983.00	\$3,966.00
All You Care to Eat 7 Day Gold Plan <sup>3</sup>		\$2,173.00		\$2,173.00	\$4,346.00
All You Care to Eat 7 Day Platinum Plan <sup>3</sup>		\$2,313.00		\$2,313.00	\$4,626.00
Block Plan 1 <sup>4</sup>		\$406.00		\$406.00	\$812.00
Block Plan 2 <sup>4</sup>		\$740.00		\$740.00	\$1,480.00
Block Plan 3 <sup>4</sup>		\$1,160.00		\$1,160.00	\$2,320.00
<b>Miscellaneous Fees</b>					
Mass PIRG Fee (waivable each semester) <sup>5</sup>		\$10.00		\$10.00	\$20.00
Resident Parking (Atlantic and Peabody lots)		\$275.00		\$275.00	\$550.00
Resident Parking (Bates lot)		\$50.00		\$50.00	\$100.00
Resident Parking (Marsh lot)		\$200.00		\$200.00	\$400.00
Commuter Parking		\$10.00		\$10.00	\$20.00
International Student Fee <sup>6</sup>		\$375.00		\$375.00	\$750.00
Records Fee-for non-matriculated students		\$10.00		\$10.00	\$20.00
Health Insurance -- (waivable) <sup>7</sup>					TBD
Matriculation Fee -- new matriculated students (one-time)					\$275.00
<b>Differential Fees for Undergraduate Programs</b>					
Art		\$125.00		\$125.00	\$250.00
Biology		\$250.00		\$250.00	\$500.00
Business		\$250.00		\$250.00	\$500.00
Chemistry		\$250.00		\$250.00	\$500.00
Nursing		\$500.00		\$500.00	\$1,000.00
<b>Cohort Based Program Cost</b>					
Accelerated 2nd Degree for BSN Summer 2020 Cohort per credit <sup>8</sup>					\$600.00
Accelerated 2nd Degree for BSN Summer 2021 Cohort per credit <sup>8</sup>					\$625.00
Accelerated 2nd Degree for BSN Summer 2022 Cohort per credit <sup>8</sup>					\$625.00

All charges are subject to change

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## Schedule of Student Charges 2021-22 Academic Year

### NOTES FOR FY 2022

- 1 The University Fee represents the fee anticipated for 2021-22. 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.

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 Charged for all day students each semester. Student may opt out and have fee waived on line.
- 6 Applicable to all matriculated international students with a Salem State-issued visa (excluding ESL students)
- 7 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.
- 8 Accelerated 2nd Degree for Bachelor of Science, Nursing (BSN) is a cohort based program with a charge for Summer of 2021 entering cohort of \$625 per credit; Summer of 2022 entering cohort of \$625 per credit and Summer 2023 of \$625 per credit.

All charges are subject to change

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

<b>Course fees</b>	<b>Range FY 2022</b>
Lab fees	\$25 - \$500 per course
Clinical Fees	\$15 - \$100 per course
Day School Nursing Resource Center Fee	\$100 per course
Institute Fee	\$100 per institute
International Student Supplemental Charge	\$140 per credit (fall & spring only)

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

**Application Fees**

Undergraduate 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)	\$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

All charges are subject to change

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**SUBJECT:** Board of Trustees - Executive Session Notes for January 27, 2021 - Confidential

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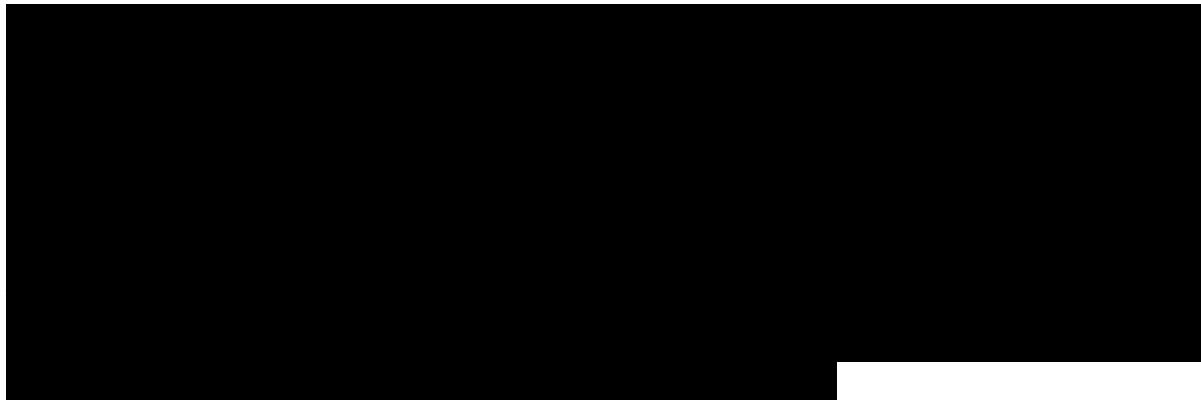
The Board of Trustees of Salem State University voted unanimously to go into Executive Session on Wednesday, January 27, 2021. The meeting was remote.

Present: Zahlaway Belsito, Butts, Chisholm, Contreras, DeSimone, Katzman, Lutts, Mattera, Murphy, Russell.

Absent: Cadet

Also present and participating President Keenan, Board Secretary Montague, ci and VP & CFO House.

The purpose of the session was to discuss the Department of Labor Relations decision and to provide a litigation update.



With no further business to be discussed in executive session, Chair Lutts called for a motion to come out of executive session and adjourn.

Upon a motion duly made by Trustee Murphy, seconded by Trustee Mattera, it was unanimously

**VOTED: To adjourn from executive session**

Voting in the affirmative: Zahlaway Belsito, Butts, Chisholm, Contreras, DeSimone, Katzman, Lutts, Mattera, Murphy, Russell

Voting in the negative: None

Absent: Cadet

The Board came out of Executive Session and the meeting was adjourned at 7:45 pm.

Respectfully submitted by Board Secretary L. Montague