

**SUBJECT:** Academic Affairs and Student Life Committee Meeting Report for March 24, 2021

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The Academic Affairs and Student Life Committee of the Board of Trustees met remotely via Zoom on Wednesday, March 24, 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), Butts, Cadet, Contreras, and Murphy; Chair Lutts (ex-officio); President Keenan (ex-officio); Provost Silva (committee liaison); Interim Vice President Galinski (committee liaison); and staff associate Longo, public relations.

Trustee Chisholm called the meeting to order at 4:18 pm. The following items were discussed:

#### **Enrollment Management Update**

Vice President Galinski updated the committee on fall 2021 admissions (Attachment A). It was reported that given the continued challenges of the pandemic our goal is to enroll a similar number of students as fall 2020. We are currently on track to do this. Recruitment efforts have been extensive and the response to date is encouraging. Undergraduate deposits are trending ahead. Graduate admits and deposits are looking good. Students are engaged and interested in what fall will look like, particularly class modality. Most undergraduate students have indicated that they want to return to in person classes and activities. Most graduate students have indicated that they are interested in online and hybrid options and are looking for flexibility.

#### **Student Experience Update**

Associate Vice President Panzella updated the committee on the student experience (Attachment B). It was reported that the pandemic has exasperated many challenges that our students face and for many has significantly impacted their financial situation. There are 732 students living on campus this spring. Residence life recently re-opened lounge areas and athletes have started to compete this week. We are heading in positive direction but are concerned about post-pandemic mental health as we look toward fall. Currently exploring a tiered model of student wellness care and are preparing for in-person welcome back events in August.

#### **Academic Programming Update**

Provost Silva updated the committee on academic programming (Attachment C). It was reported that seven tenure track positions have just been authorized in the following high growth areas: Criminal Justice, Social Work, Nursing, Healthcare Studies and Childhood Education and Care. In the next hiring cycle tenure track faculty positions in the aforementioned departments, as well as in Business, Biology, Computer Science, Psychology, Sport and Movement Science, and Secondary

and Higher Education, will be considered. It was stressed that business intelligence is not the sole source of academic decision-making and faculty hiring decision. A combination of quantitative and qualitative criteria is being developed to provide a summary profile of each department. Meetings with every academic department have been scheduled this spring. Each meeting will include the department chair, faculty, Provost, dean, administrators from both enrollment management and finance, and when applicable, the deans from both continuing education and professional studies and the school of graduate studies. The purpose of these meetings is to work collaboratively to design a sustainable future for Salem State. Provost Silva also updated the committee on our flexible strategy efforts, including: being more welcoming to stopped out students, optimizing customization, and increasing opportunities for student engagement.

### **Commencement, May 2021**

Provost Silva shared that Commencement is happening and will be a combination of virtual and small in-person events for both the class of 2020 and the class of 2021 (Attachment D). Details will be shared soon.

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

**VOTED: To adjourn the meeting at 5:24 pm.**

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

Voting against: None

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

## Enrollment Management Fall 2021 Admissions

(3/16/21)

Undergraduate Day	2020	2021	YoY Diff	Change
Applications	8526	7661	-865	-10%
Admits	5061	5152	91	+ 2%
Deposits	336	386	50	+15%

Undergraduate CE	2020	2021	YoY Diff	Change
Applications	89	95	6	+ 7%
Admits	27	27	0	0%
Deposits	9	18	9	+100%

Graduate	2020	2021	YoY Diff	Change
Applications	568	556	-12	- 2%
Admits	192	198	6	+ 3%
Deposits	82	100	18	+22%

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## Enrollment Management Financial Aid Strategies

### Student Success

- Promote FAFSA and FA completion
- Communicate and educate around affordability
- Use aid strategically to assist with retention and progression

### New Funding Sources

- Provide \$3.2M in Federal HEERF II grants to students with COVID related expenses
- Distribute \$1.1M in State MassGrant Plus funds with priority to students with greatest need
- Close gap for graduating seniors facing financial hardship with the new Viking Completion Grant, funded by the Schiller family

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**Student Experience****Current Student Experience**

- Wellness
  - COVID Response
  - Care Case Management and Survey
  - SL Case Manager and Counseling
- Engagement
  - Residence Life
  - Campus Life and Recreation
  - SGA, Clubs and Organizations
  - Career Services

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**Student Experience****Moving Forward**

- Wellness
  - Post-pandemic Support and Transitioning
- Engagement
  - On-campus Events
  - Housing Options
  - Summer Orientation & Viking Plunge (2021)

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## Academic Programming Moving Forward

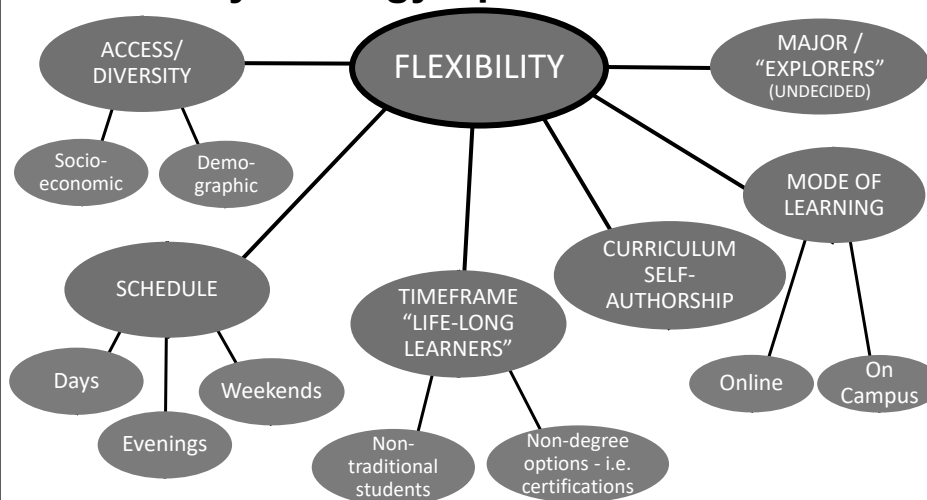
1. Beyond BI: Program Review Criteria  
*How each unit advances our mission*
  2. Departmental Meetings on Enrollment Management & Strategic Planning
    - a. Review, realign, & reinvent academic plans  
majors, concentrations, options, minors, certificates; modalities **partnership**
    - b. Update on past action steps;  
Establish **next** action steps **creativity**
    - c. How BI data should be augmented to more accurately represent the contributions of the unit **commitment**
- contributions in full context**

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## Academic Programming Flexibility Strategy Update



<sup>2</sup> Intended to demonstrate concept only. Needs further refinement, prioritization & implementation plan.



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## Academic Programming Flexibility Strategy

**ACCESS/  
DIVERSITY**

**FLEXIBILITY**

Socio-economic      Demo-graphic

Be more welcoming to "stopped-out" students to encourage them to return and complete a degree.

*Ex: Revised re-admission policy no longer requires students to return to their pre-departure major; they may now return to any major.*

**DHE Policy  
Audit for  
Equity**

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## Academic Programming Flexibility Strategy

**ACCESS/  
DIVERSITY**

**FLEXIBILITY**

Socio-economic      Demo-graphic

**SCHEDULE**

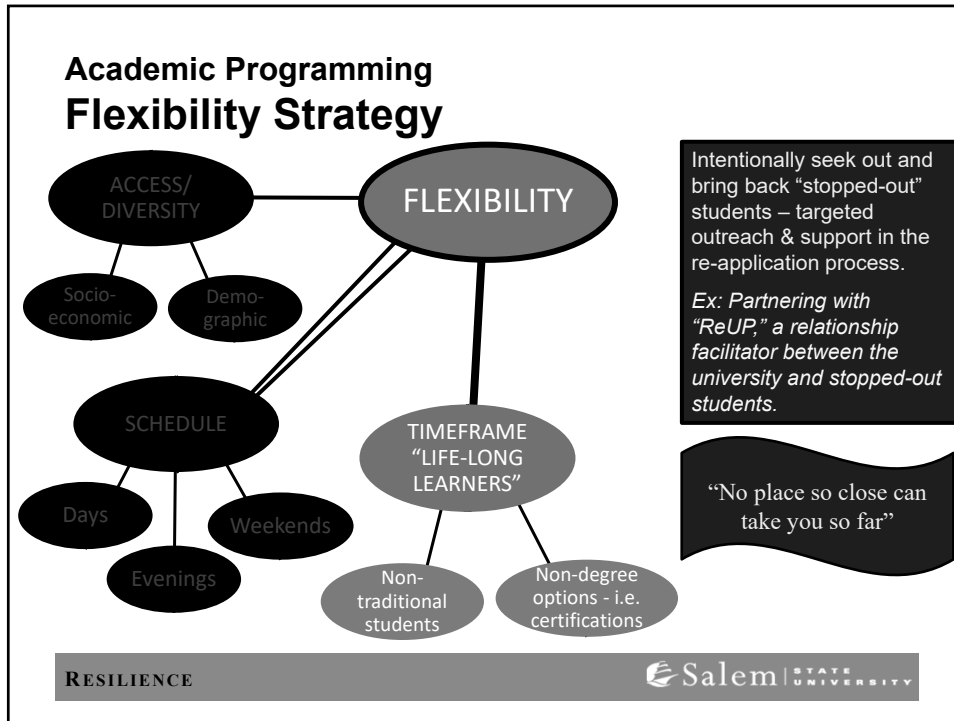
Days      Evenings      Weekends

Provide students scheduling flexibility by offering multiple modalities when appropriate.

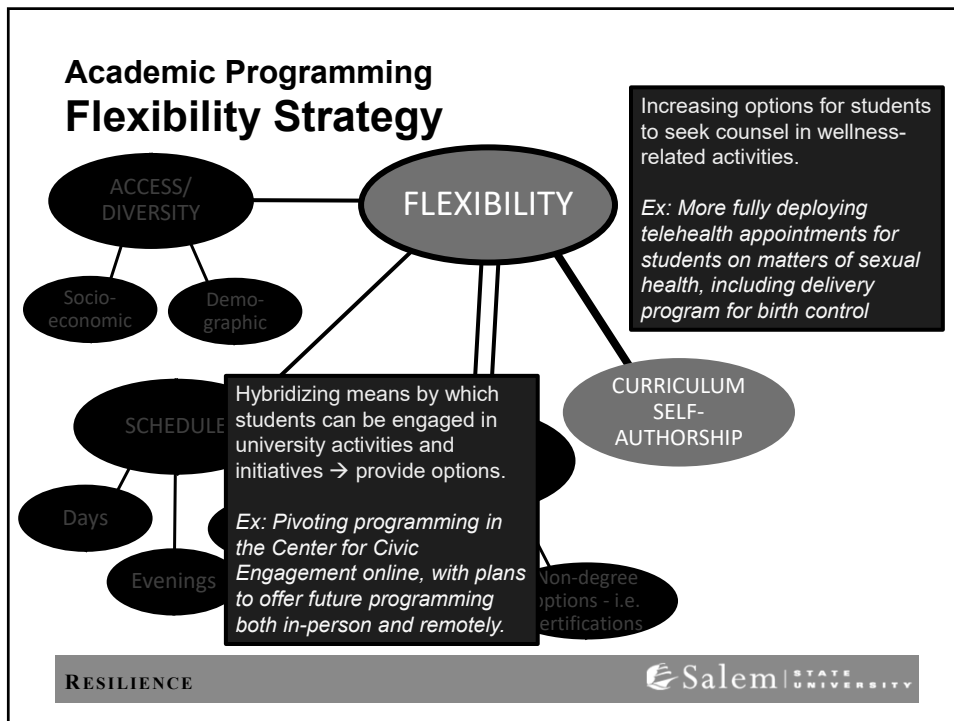
*Ex: Work with deans & chairpersons to provide multiple days, times, and modalities (synchronous and asynchronous) for courses with multiple sections.*

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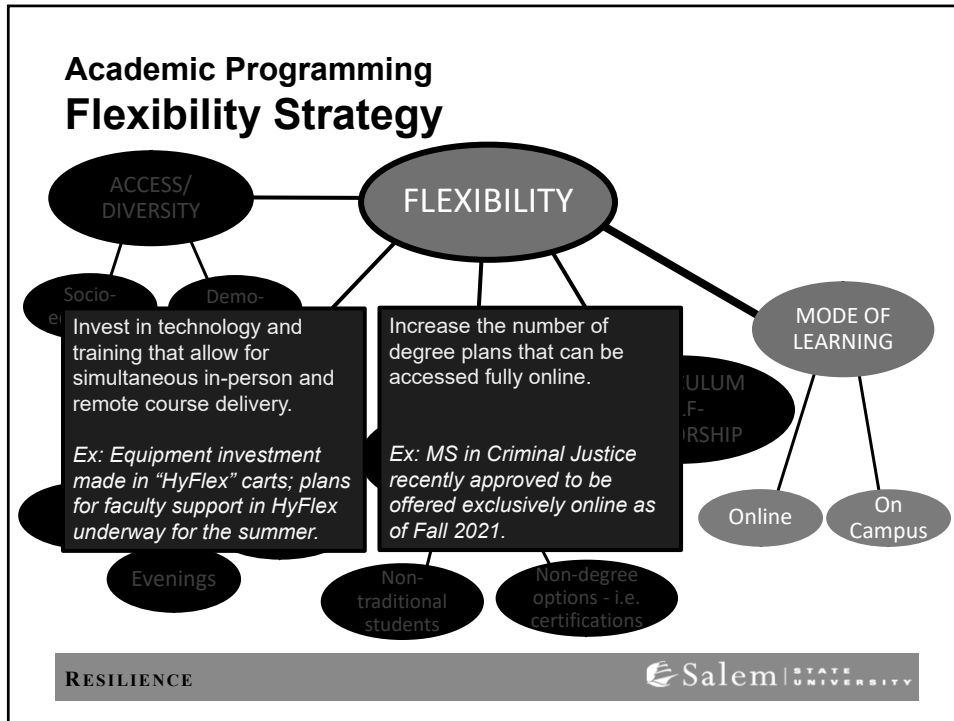
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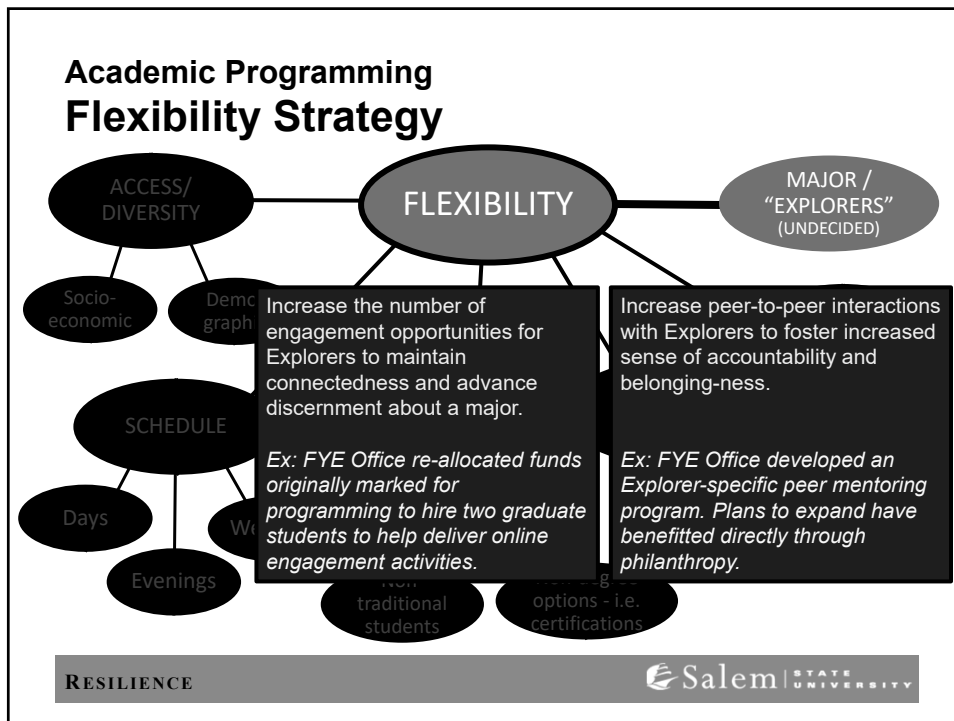
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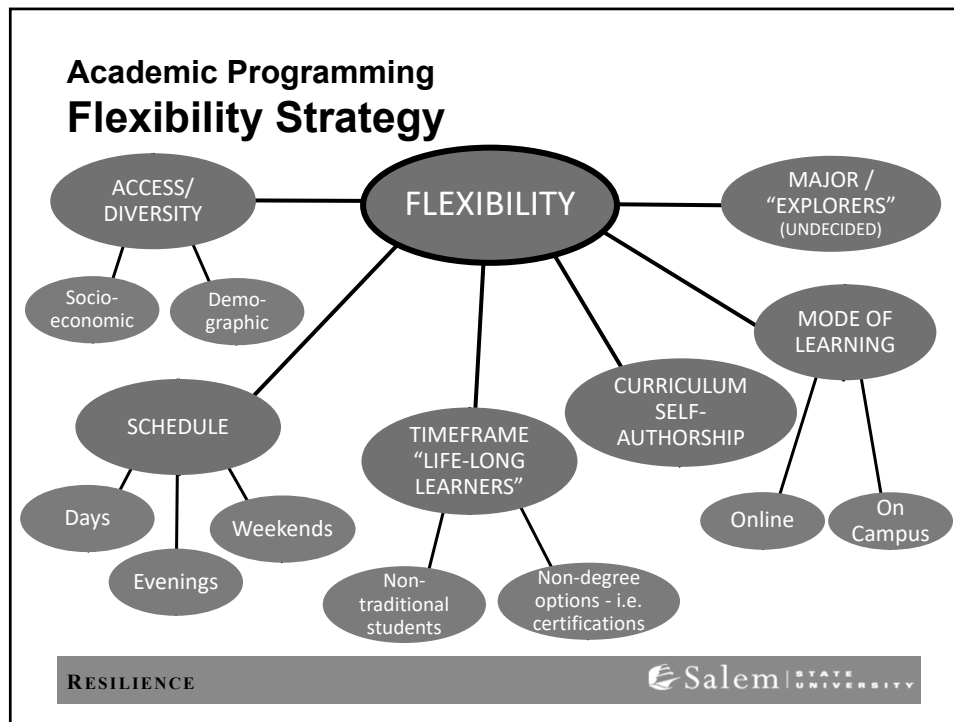


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## Attachment D

## Commencement 2021 – and 2020 Weeks of May 10 & May 17

- **Virtual Formal Proceedings**
  - Messages from campus leaders
  - Words from a guest
  - Conferral of degrees
- **Viking Roll Call** (in-person recognition)
  - North Campus / The Sophia
  - COVID-19 Health and Safety Protocols
  - The four critical elements of a commencement experience:
    - *I hear my name read aloud*
    - *I walk across the stage with pride*
    - *I shake the hand of a leader*
    - *A professional takes a frame-worthy photo of the big moment*  
(Prez or Prov in background)



Trustees are invited to volunteer!  
“How to” information is forthcoming.

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