

SUBJECT: Academic Affairs and Student Success Committee Meeting Report for September 20, 2023

The Academic Affairs and Student Success Committee of the Board of Trustees met in Petrowski Room at Harrington Campus and remotely on Wednesday, September 30, 2023, in accordance with MGLA Chapter 30A and amended by On March 29, 2023, Governor Healey signed Chapter 2 of the Acts of 2023, which amongst other things, extends the remote meeting provision to March 31, 2025. It further extends temporary provisions pertaining to the Open Meeting Law to March 31, 2025. Specifically, this extension allows public bodies to continue holding meetings remotely without a quorum of the public body physically present at a meeting location, and to provide "adequate, alternative" access to remote meetings.

In accordance with the Open Meeting Law all votes taken during this meeting, in which a member participated remotely, were by roll call vote.

Present for the Committee were Trustees, Russell (ex-officio and acting chair), Maldonado (vice chair), Morales, Wellman, President Keenan (ex-officio); Provost Silva, Vice President Bryant (committee liaisons); Assistant Vice President Valenzuela, Assistant Vice President Castillo and staff associate Machado.

Trustee Russell called the meeting to order on behalf of Trustee Lampassi at 3:00 pm. The following items were discussed:

Enrollment Update for Fall 2023 Semester:

Assistant Vice President Valenzuela stated that the final fall enrollment data will not be locked in until October 17, but reported that enrollments for returning students decreased by 223 students. The University will conduct outreach to these students. New incoming students' enrollment is down by 55 students. AVP Valenzuela noted a decline in freshmen nursing applications due to SAT testing requirements for the fall 2023. This mandate has been removed for future applicants. There were 51 nursing students admitted in comparison to over 100 in 2022. (See Exhibit A). AVP Valenzuela discussed the 2024 admissions initiatives that includes direct admissions programs with Peabody, Salem and Lynn high schools which allows students to be automatically admitted to SSU without needing to apply, the implementation of the common application: high school seniors enter their information into one application and then apply to multiple schools at the same time and enhanced parent messaging along with programming and messaging in multiple languages (Exhibit B). Fall graduate enrollment and non-matriculated credits increased for the fall 2023 due to increased marketing and recruitments efforts (Exhibit C). Graduate Education programs experienced a decline due in part of a temporary nationwide decline in applicants to graduate program in Higher Education Student Affairs.

Dean of Students Shawn Newton reported that fall 2023 housing occupancy is at 1,536, or 90% occupancy. Dean Newton report an increase demand for single dorm room as well as an increase in students requesting single room accommodations through Disability Services. (Exhibit D). Dean Newton answered questions from Committee members.

Assistant Vice President Elisa Castillo explained what it means for Salem State to become a Hispanic and Minority Servicing institution and the requirements, which include 25% of students identifying themselves as Hispanic. Currently Salem State is at 23% and she anticipates the university may qualify for HHS designation in 2025, this would make Salem State the first comprehensive public university in the Commonwealth to achieve HSI-MSI designation. AVP Castillo discussed the roadmap to Servicingness approved by PEC in August and also discussed the recommendations to become a HSI-MSI serving institution. (Exhibit E). AVP Castillo answered questions from Committee members.

There being no further business to come before the committee and upon a motion made duly by Trustee Rusell and seconded by Trustee Morales it was unanimously:

VOTED: To adjourn the meeting at 4:15 pm.

Voting in the affirmative: Maldonado (vice chair), Morales, Russell (acting chair), and Wellman

Voting against: None

Prepared by: M. Machado, staff associate, student success

Exhibit A

Fall Undergraduate Day, Headcount

	2022	2023	diff
Returning Students	3228	3005	-223
New Students	1193	1138	-55
Total	4421	4143	-278
Budget Goal	4484	4200	
% of Goal Reached	99%	99%	

Exhibit B

Undergraduate Enrollment

2023

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2024 - Admissions Initiatives

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Undergraduate Enrollment

2023

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2024 - Admissions Initiatives

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Fall Enrollment Headcount & Credit Hours

	2022	2023	YoY	% difference	2022 % difference
Undergraduate Day Headcount	4421	4143	-278	-6%	-7.7%
Evening Credit Hours	3520	3426	-94	-3%	-17.0%
Graduate Credit Hours	11254	10483	-771	-7%	-7.3%
Total Headcount	6563	6333	-229	-3.5%	-7.7%

Evening & Graduate Marketing & Recruitment

Evening

- Fully online CE only program, Fire Science up (hosting the regional fire school 2024)
- Early education up - para to teacher pipeline project (Salem, Revere, Everett, Chelsea)
- Non-matric credits up

Graduate

- New fall '23 enrollment up by 54
- In-person open house events in 2023
- Significant increase in funnel campaigns
- Decline in education programs

Housing Occupancy

7 years

Semester/ Year	Occupancy	SSU Beds offered	% of SSU beds filled based on beds offered	MSCBA Design	% of beds filled based on MSCBA Design
FA 17	2,243	2,282	98%	2,282	98%
FA 18	2,120	2,282	93%	2,282	93%
FA 19	1,881	2,282	82%	2,282	82%
FA 20	934	1,253*	75%	2,282	41%
FA 21	1,511	1,586**	95%	2,282	66%
FA 22	1,595	1,706***	93%	1,928***	83%
FA 23	1,536	1,706	90%	1,928	79%

* FA 20 SSU beds offered is due to COVID (all singles offered)

** FA 21 & FA 22 SSU beds offered is due to COVID

***MSCBA Design changed due to the discontinuation of Bates

Housing Options

Graduate

- Singles and doubles in apartments in Atlantic Hall (6 person suites)

Upper-Division

- Singles and doubles in apartments in Atlantic Hall
- Singles and doubles in suites in Viking Hall
- Premium Singles and doubles in Peabody Hall
- Premium Singles and doubles in Bowditch Hall
- Premium Singles and doubles in Marsh Hall

First-Year

- Singles and doubles in Marsh Hall
- Singles and doubles in Bowditch Hall

Housing Options

Graduate

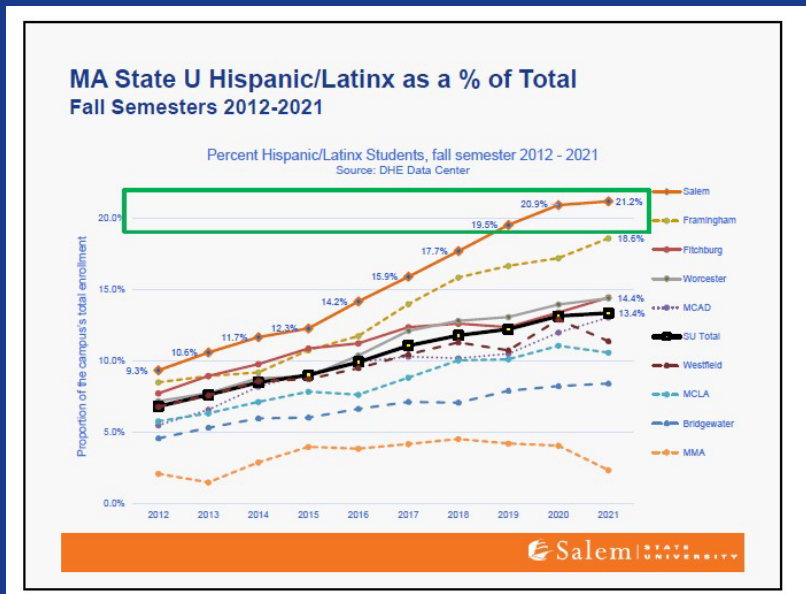
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What does Servingness mean?

- "Servingness" is a concept that Garcia, Núñez, and Sansone (2019) argue is a multidimensional and conceptual way to understand what it means to move from simply *enrolling* Latinx students to actually *serving* them.
- SSU is being intentional about becoming a Hispanic and Minority **Serving** Institution.
 - Centering practices on experiences of students
 - Intentionally addressing gaps
 - Increasing high-impact practices.
- Center our practices on meeting the needs of underserved students- all benefit.
 - Sense of belonging / feel welcome
 - Provide resources and supports
 - Curriculum that prepares to make a difference in their community
 - Co-curricular programs that are culturally congruent
 - Mentors, faculty and staff that mirror student's backgrounds
 - High impact practices (hands on learning, research, internship/civic engagement, etc.)
 - Retention, persistence, graduation
 - Career and quality of life

Recommendations

- Expand office of IE/ HSI
- Expand network within Hispanic community and HIS
 - External advisory board
- Gather data needed for designation and "Seal of Excelencia"
- Prepare to apply for Fed grants
- Pursue funding opportunities
- Engage with Alumni
- Expand culturally and linguistic engagement with prospective students and their families
 - In-person, translations
 - Website, etc.
 - Improve transfer experience (placement, prior learning credit)
 - Increase bilingual supports
- Embrace becoming multilingual campus
- Support Immigrant students
- Reduce financial barriers

Global Recommendations

- Increase and Improve institutional data collection and analysis to better understand our students and our gaps
 - Disaggregated data
- Consider additional measures of institutional success as an HSI– MSI
- Identify priorities for funding opportunities to reduce gaps and implement high impact practices
 - Increase our capacity to manage grants.

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Recommendations

- Public rollout of our HSI -MSI identify and Roadmap
- Develop strong institutional brand
- Elevate campus spaces to be more welcoming for communities (culture and language)
- Support culturally affirming programing for campus
- Offer professional development
- Work with HR recruitment and retention of employees of color, positive campus climate
- Guidelines for multilingual services
- Advertise and expand curricular offerings
- Support fac/ stu research
- Work with academic affairs to address disparities/ policy audit
- Create academic center focus on Latinx and Carribean studies

If this goes well...

- Increase our enrollment
- Increase scholarships for students /reduce cost of education
- Increase retention, persistence and graduation
- Reduce or eliminate equity gaps and increase access to high impact practices – provide transformative experience
- Increase funding sources for the university
- Increase our reputation within New England.
- And more....