

BOARD OF TRUSTEES

October 11, 2023

PRESENT: Trustees Lampassi, Maldonado, Mattera, Morales, Wellman, and Chair Russell. Also 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 An Act Relative to Extending Certain State of Emergency Accommodations, which, among other things, extended the expiration of the provisions pertaining to the Open Meeting Law. Governor Healey signed into law a supplemental budget bill, which further extended the remote meeting provisions 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. The Salem State University Board of Trustees met remotely on October 11, 2023. All votes were taken by roll call.

* * *

I. Call to Order and Remarks

Call to Order & Opening Remarks

Chair Russell noted that a quorum of the board was present and called the meeting to order at 4:10 pm. Then the chair read the Salem State Land Acknowledgement

The land occupied by Salem State University is part of Naumkeag, a traditional and ancestral homeland of the Pawtucket band of the Massachusett. We acknowledge the genocide and forced removal of the people of Naumkeag and their kin and we recognize the ongoing colonization and dispossession of Indigenous homelands. We respect and honor the Massachusett tribe and the many Indigenous Peoples who continue to care for the land upon which we gather.

Information regarding the land acknowledgement is available on the university’s website or by contacting the office of Diversity and Inclusion.

Consent Agenda

II. Consent Agenda

Chair Russell then moved on to the first business item, the Consent Agenda which included the minutes and reports for approval. Hearing no further discussion Chair Russell called for a motion to accept the agenda. The motion was made by Trustee Lampassi and upon a roll call vote, it was

VOTED: to accept the Consent Agenda of October 11, 2023 (CA-23-01)

Voting in the affirmative: Lampassi, Maldonado, Mattera,
Morales, Wellman
Russell (Chair)
Voting in the negative: None
Absent: None

III. Student Focus

Student
Focus

Chair Russell then moved to the Student Focus Segment and introduced Angel Garcia. Angel is a junior at SSU and a recent transfer from North Shore Community College. He greeted the Board and shared his experience transferring to SSU. Angel expressed that he found the campus climate to be open and welcoming to new students. He described himself as a father with children and a family who was returning to school as a non-traditional student. He enthusiastically described the faculty, staff and student resources that helped him make the successful transfer to become a Viking. He found SSU to be very accommodating and praised the many resources available to students, especially the library. The trustees thanked Angel for taking the time to visit with them and invited him back to provide an update on his time at SSU.

IV. Faculty Focus

Next Chair Russell moved to the Faculty Focus segment and introduced Professor Darlene Crone-Todd of the psychology department. Professor Crone-Todd shared her personal history and her path to SSU. She described herself as a person always interested in human behavior and then shared information regarding the newly accredited Master's degree in behavior analysis. Crone-Todd explained that there had always been a plan for a program as students would need a full master's program to be accredited. The program has an incredible success rate and 100 percent of graduates get placed with work in their field or go on to doctoral programs. (See attached presentation.)

Faculty
Focus

Staff
Focus

V. Staff Focus

Chair Russell then moved on to the Staff Focus segment and introduced Matthew Chetnik, Assistant Dean, Student Success and First year Experience and Damien Boutillon, Assistant Director, First Year Experience. Assistant Dean Chetnik and Assistant Director Boutillon spoke to the needs of First-generation students. First-generation students are defined as a student, neither of whose parents/guardians has a completed a bachelor's degree in the US. They described the importance of connecting students with a professional support or member of the community and their belief in RISE – Resources and Inspiration for Student Empowerment. A strong focus of the program is connecting with students through the programs curriculum of building executive function skills,

engagements and cultural competency, wellness and financial health and career and professional readiness. Lastly, they discussed the supports and recognitions beyond RISE. (See attached presentation.)

VI. Committee Actions:

Risk Management & Audit - Vice Chair Morales read the motion. Trustee Mattera seconded the motion, Trustee Lampassi seconded the motion, hearing no further discussion it was as unanimously,

VOTED: The Board of Trustees of Salem State University hereby accepts the following draft audits:

Salem State University Financial Statements and Management’s Discussion and Analysis June 30, 2023

Salem State University Independent Auditors’ Reports as Required by the Uniform Guidance and Government Auditing Standards and Related Information, June 30, 2023

Further, the Board of Trustees delegates authority to accept the final audit packages to Vice President Karen House, with the proviso that significant changes from the draft statements, if any, be discussed first with the chair of the Risk Management and Audit committee. Further, the trustees acknowledge that Vice President House and her team will submit the audit to the Commonwealth by its October 15, 2023 deadline. (RMA-23-01)

Voting in the affirmative:	Lampassi, Maldonado, Mattera, Morales, Wellman Russell (Chair)
Voting in the negative:	None
Absent:	None

* * *

VII. Chair’s Report (3 minutes)

Chair Russell began by thanking everyone for attending the Board’s first meeting of the academic year, and her first meeting as Chair. She extended a welcome to everyone to what she hoped would be a remarkable year for Salem State. She remarked on the number of activities going on at and around the university. First, that SSU is starting the academic year in a strong financial position. And, that we have a number of initiatives that have made tremendous progress over the last few years and will continue to be a priority in the coming year...the strategic plan which has been approved by the Board of Higher Education and will be discussed in more detail later on

the agenda, **Meet the Moment**, our fundraising campaign with an impressive goal of \$75m and **Project Bold**, which made significant strides over the last few months. Our momentum is strong and in partnership with the students, faculty, administration, and the state, we are sure to reach our goals.

Chair Russell stated that secondly, we are starting the year as a stronger more unified university and for that she wanted to thank the Salem State community. The students, faculty, and staff at SSU have fostered a campus culture that is welcoming, inclusive, and supportive. The campus environment combined with our quality academic programming and tremendous faculty have truly made SSU post pandemic stronger and more cohesive which is a benefit to us all.

Chair Russell then thanked some of the trustees whose terms ended over the last few years as we were finally able to formally thank them a few weeks ago. She expressed the Board's gratitude for the time and talents of Elliot Katzman, Midge DeSimone, Magnolia Contreras, Jamie Belsito and Cherié Butts. She wished them health, happiness, and success in all future endeavors.

* * *

VIII. President's Report (3 minutes)

President Keenan expressed his enthusiasm for the Fall return. He said the enrollment numbers for fall were promising and had almost stabilized back to normal (pre-Covid). The president then shared this excitement for the Hispanic Heritage Month celebration and dinner that would take place shortly.

President Keenan shared that the strategic plan's implementation would be a priority in the year ahead. He has tasked General Counsel Colucci with oversight – more transparency and accountability for our campus. He then discussed that project BOLD's schematic design is underway and will be in progress for the rest of this year. The design development and construction documents will also be work in progress for most of next year.

Construction is about a year away and we anticipate opening in September 2026.

President Keenan then said that SSU's Hispanic Serving Institution status is another priority for the year ahead. He mentioned that members of leadership will attend the Excelencia and HACU conferences in the fall and that the university's Latinx population is currently 24.4 % and likely to cross 25 % next September.

SSU is leaning into "who we are" as the admissions team has started Spooky Tours that are extremely popular – 180 people signed up last Friday. Next year tours will be offered for the entire month of October. This is a part of a larger conversation of how to distinguish SSU – HSI, civic engagement and certainly Halloween.

President Keenan spoke of his advocacy work and that in mid-September he led the team in DC to meet with Senators Markey, Warren, and Moulton. All the meetings were positive. In fact, the meeting with Senator Moulton regarding the train stop in Salem and the environmental review underway was highly informative.

As the chair of the COP, I can share with you that the BHE has a potential announcement regarding financial aid. We will keep you posted, and he thanked Trustee Mattera for his advocacy for student aid.

President Keenan said that there had been positive conversations regarding the status of Work to Rule. He thanked President Chenault and the work of the Executive Committee, and he expressed his hope that they would come to a resolution soon.

President Keenan said that contract negotiations on COLA increases of 4 percent and 4 percent were also ongoing and would hopefully wrap up soon. Then work would turn to passing a supplemental budget.

The president closed his remarks by sharing that the Board is planning for its Off-site meeting on December 1st and that Commencement preparations are being made for May 17-18th.

* * *

Old Business

IX. Old Business - Strategic Plan Update

Chair Russell then moved to the Old Business segment and introduced General Counsel Colucci who discussed the university's new strategic plan. Colucci explained that the last strategic plan did not make clear who was accountable for each task. The new plan is responsive to those concerns. She said that goal stewards have also been assigned to record key initiatives and progress relating to each goal and its supporting objectives.

Additionally, the Chief Information Officer has provided the university with a tracking system so that data can be reported from all departments towards progress on KPIs. (See attachment.)

* * *

Adjournment

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

VOTED: to adjourn the meeting at 5:52 pm

Voting in the affirmative:	Lampassi, Mattera, Morales, Wellman Russell (Chair)
Voting in the negative:	None
Absent:	Maldonado

Respectfully submitted,

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

John Keenan
President

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

Lynne Montague
Secretary to the Board of Trustees

Meeting of Board of Trustees

CA-23-01

October 11, 2023

Consent Agenda:

Approval of the following meeting minutes and committee reports:

Board of Trustees: June 7, 2023 and August 30, 2023

Academic Affairs & Student Success Sept 20, 2023

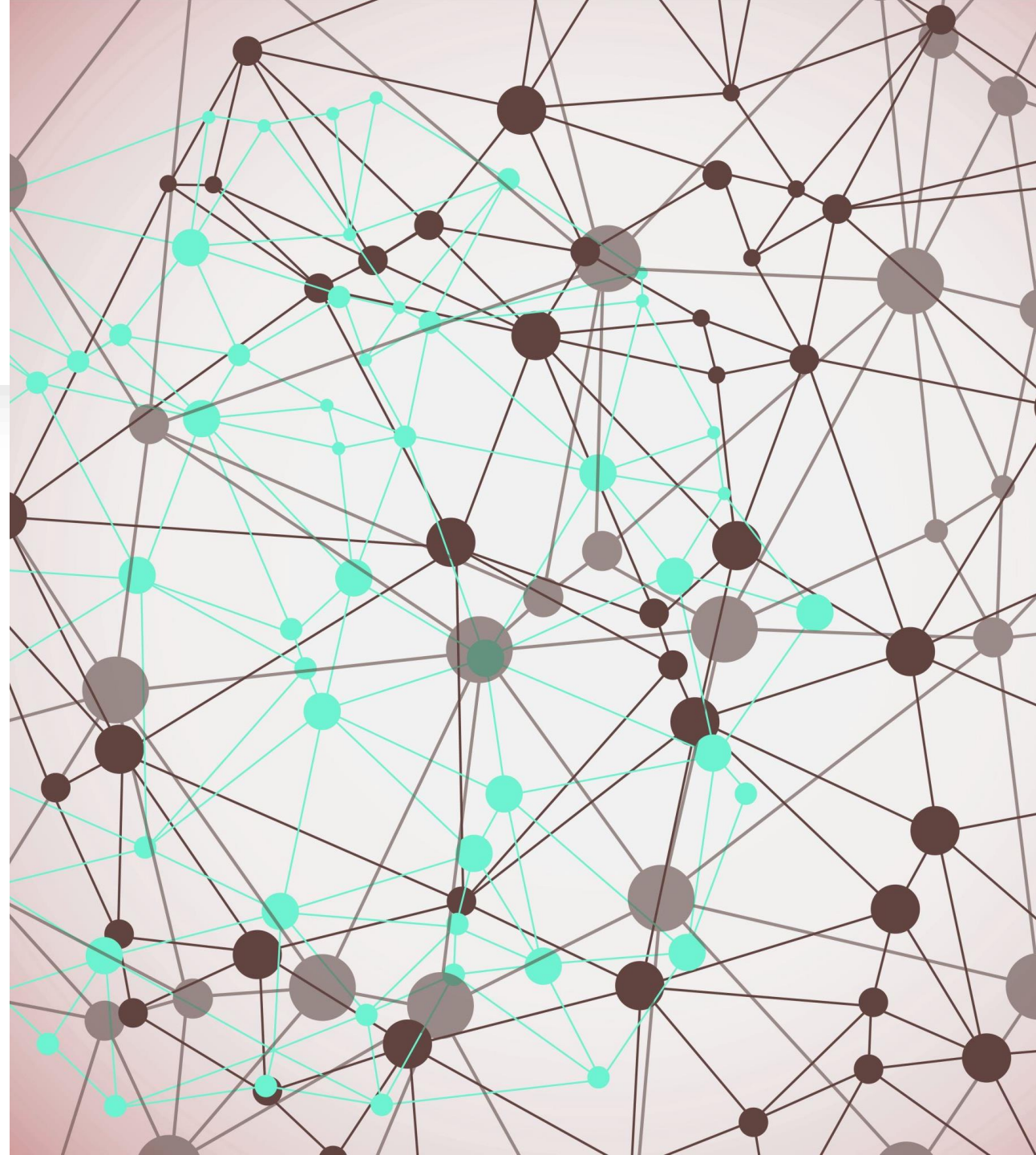
Advancement Sept 20, 2023

Finance and Facilities Sept 20, 2023

Risk Management & Audit Sept 20, 2023

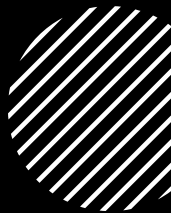
Introduction

- Greetings
- Background





Behavior Analysis



A natural science
seeking to understand
behavior

Of individuals
Of groups of
individuals



Basic research



Applied/Clinical



Translational research

Master's Program

- Importance of Accreditation
 - Why it's important
- Program Overview
 - What our students study
 - What our students do
- Student Experience
 - Application of student learning



Our alumni

Post-Graduation Success

- Examples:
 - Working in the field
 - Going onto doctoral programs

Impact on the Region & Beyond

- North Shore
- Other areas in MA and other states
- International

Certifications and Licenses

- National (BCBA)
- State (LABA)

A small green seedling with several leaves is growing out of a crack in a dark, textured surface, likely asphalt. The background is a soft, out-of-focus light color.

Finally

-
- Commitment to Excellence
 - Thank you for your ongoing support



FIRST-GENERATION STUDENT SUCCESS

Office of Student
Success and the First
Year Experience



Salem State University is committed to ensuring a first year student experience that facilitates the transition from high school to college and that actively encourages students' involvement in the entire range of opportunities available in the university community. The first year experience will lay the foundation for student success in academic, intellectual, social, and civic endeavors in not only the student's first year but in each year until graduation.

High Impact Educational Practices: First-Year Seminars and Experiences; Common Intellectual Experiences; Learning Communities (*Kuh, AAC&U, 2008*)

ADDRESSED NEED:

First-generation is currently being defined as a student, neither of whose parents/guardians has completed a bachelor's degree in the US.

- High population of first-generation students
 - Incomplete data on numbers
 - Example: **4,859** non-FG students quick polled; **1,217** responses, **693** identified as non-FG, however **515** indicated they are in fact FG
- No structured support/engagement programs designed for all first-generation students
- Significant student interest and excitement around the first-generation identity



COACHING

One of the most important factors related to students' persistence in college is their ability to make meaningful connections with at least one member of the university community. *(Kuh, 2005)*

- STEP (Student Transition and Engagement Program)
- Emerging Scholars Program
- **La Vida Scholars**
- **RISE (Resources and Inspiration for Student Empowerment)**





DONOR SUPPORT

- Funded a 2 ½ year program to support first-generation students in their first and second year of college (100 students in each cohort)
- Initial goal was to model a coaching program on our current initiatives while infusing specific first-generation needs into the curriculum
- **Launch of the First-Generation Student Success Center and the RISE Coaching Program**

CENTER STAFF



ASSISTANT DIRECTOR
Damien Boutillon, PhD



SUCCESS COACH
Sharif Sharif



GRADUATE SUCCESS COACH
Marisa Vinas

COHORT

200 students signed up, **194** currently participating

- **94** first-year students
- **100** second-year students

Asian	7	4%
Black/African American	18	9%
Hispanic/Latinx	91	47%
Multi-racial	9	5%
White	63	32%
Not Specified	6	3%
Gender Identification Female	138	71%
Gender Identification Male	56	29%



COHORT

MAJOR	Participants
Business Administration	33
Nursing	22
Criminal Justice	19
Psychology	19
Exploratory (<i>Undeclared</i>)	15
Biology	11
Social Work	11
Education	10
Computer Science	9
Healthcare Studies	7



STRUCTURE:



- Students meet with a coach every other week for 30 minutes
 - Each meeting has a set curriculum in place however students ultimately direct the discussion based on individual needs
- Social events and workshops are scheduled throughout the year to build cohort community



CURRICULUM:

Strong focus on connecting students with the appropriate services/supports on-campus

- **Executive Functioning Skills**
 - Navigating university systems and building strategies for success
 - Time management, advising preparation
 - Goal development
 - Assessing need and connecting to learning supports
 - Commitment to persistence and graduation
- **Engagement and Cultural Competency**
 - Engagement with faculty and peer communities to build support networks
 - Giving back and civic engagement
 - Building belonging at SSU
 - Imposter Syndrome
- **Wellness and Financial Health**
 - FAFSA, Financial Literacy and funding education
 - Wellness, health, balance
- **Career and Professional Readiness**
 - Leadership skills, networking, internship connections

BEYOND RISE

- Tri-Alpha First-Generation Honor Society
- First-Generation Association (student org)
- First-Generation honor cords at Commencement
- First-Generation Advisory Board
- Systemic identification of first-generation students
- **Continuation of the Center beyond the 2 ½ year current donor funding**
- Scholarship and academic support systems
- Faculty and staff engagement regarding best practices for teaching/supporting first-generation students
- Programmatic initiatives

THANK YOU!



Strategic Planning Implementation

Prepared by: Rita P. Colucci

Vice President and General Counsel

October 11, 2023

Where can you find the plan?

- [Strategic Plan 2023-28 Short.indd](#)
[\(salemstate.edu\)](#)

Summer work and outcomes

Senior Leaders meetings:

- June 14, 2023
 - August 23, 2023
1. Identified FY24 Priorities
 2. Dashboard Metrics
 3. Implementation and Communication Plan
 4. Goal Stewards
 5. FY24 Work Plans for each major department (almost completed)
 6. On-line tracking system for progress on plan

2023-2028 Strategic Plan Key Performance Indicators (KPIs): Fall 2023 Baseline Data

PERSISTENCE AND GRADUATION					FINANCIAL HEALTH AND SUSTAINABILITY					
	All	Hispanic/ Latinx	Black/African American	White	As of 6/30/22	Comments				
● On-Time Credit Accumulation * (Fall 2021 cohort, first time degree-seeking students)	64%	61%	61%	74%	● Cash and investments held	\$104.3M	Preliminary and unaudited figure			
● Persistence *	84%	83%	84%	84%	● Endowment market value (all funds)	\$52,451,497				
● Degree Completion After Transfer *	69%	63%	61%	69%	● Endowment donated principal (all funds)	\$40,721,804				
● Degree/Certificate Completion * (Cohort fall 2015 first-time full-time who first enrolled at SSU)	57%	53%	57%	59%	● Debt-service-to-revenue ratio	9.08%	Preliminary and unaudited			
● Retention 2nd year (freshman cohort fall 2019)	74%	76%	70%	74%	● Fundraising Campaign	\$40.4M	53% of \$75M goal			
● Retention 3rd year (freshman cohort fall 2019)	62%	59%	53%	66%						
● Graduation (6-year, first-time students) (fall 2015 cohort)	57%	54%	59%	58%						
ENROLLMENT					STUDENT ENGAGEMENT AND LIFE PREPARATION					
	All	Hispanic of any race	Black/African American	All other		All	Hispanic/Latinx	African American	White	
● Fall 2022 Unduplicated Headcount					● Post-graduation employment or graduate study					
	ALL	6548	1339	524	● Participation in experiential learning					
	G	1453	180	45	● Number of students civically engaged					
	CE	710	203	91						
	UG	4385	956	388						
● Fall 2022 Unduplicated Credit Hours					CAMPUS COMMUNITY					
	ALL	74,453		5906		All	Hispanic/Latinx	Black/African American	White	
	G	10,611	1327	329	● Employee turnover	8%	16%	10%	7%	
	CE	4080	1030	445	● Employee diversity					
	UG	59,762		5132	● Greenhouse gas emissions					
● Fall 2022 Unduplicated FTE by IPEDS Definitions										
	ALL	5140	1039	399						
	G	884	111	27						
	CE	272	69	30						
	UG	3984	860	342						

*These metrics align directly with the DHE's Strategic Plan for Racial Equity and DHE is the source of data shown here for these four metrics.

DRAFT

Metric	Metric Definition
On-Time Credit Accumulation (Fall 2021 cohort, first time degree-seeking students)	% of students completing their target number of credits in their first year (24 or more for full-time students; 12 or more for part-time students); break down by race and ethnicity
Persistence. (Data pertaining to SSU from National Student Clearinghouse.)	% of students still enrolled <u>anywhere</u> in their second fall term; by race and ethnicity.
Degree Completion After Transfer.	% of students who graduate from a State University or UMass within four years after transferring from a MA Community College. Cohort is Fall 2017. When data are disaggregated by race, cohorts are Fall 2015-2017 first-time full-time degree-seeking who graduated by 2019-21.
Degree/Certificate Completion (Cohort fall 2015 first-time full-time who first enrolled at SSU.)	% of students completing a degree or certificate within six years
Retention 2nd year (freshman cohort Fall 2019)	First time, full time students returning for second year
Retention 3rd year (freshman cohort Fall 2019)	First time, full time students returning for third year
Enrollment (Overall)	Fall 2022 Unduplicated Headcount; Fall Unduplicated Credit Hours, Fall 2022 Unduplicated FTE by IPEDS Definition
Number of students civically engaged	Number of students who, through their course work and extra-curricular activities, have engaged in or addressed one or more civic matters such as social justice, racial equity, health disparities, climate change, economic inequality, etc.
Participation in experiential learning	Number of students enrolled in courses with a required experiential learning component such as clinicals, field studies, internships, practicums and student teaching
Post graduation employment or graduate education	Percentage of SSU graduates employed full-time or attending graduate school one year after commencement
Greenhouse gas emissions	Percent change in metric tons of greenhouse gas emissions from on-site ⁴ fossil fuels compared to 2004 baseline
Cash and investments held	University cash and investments, excluding those held by Alumni Association and Foundation
Endowment market value (all funds)	Current open market valuation of donated restricted and unrestricted funds
Endowment donated principal (all funds)	Restricted and unrestricted funds as valued by the amount donated without investment income
Debt-service-to-revenue ratio	Annual costs of debt service of all types divided by total university revenue of all types, both figures as reported on an accrual basis of accounting and reflected in CFRS which is derived from the university's books of record, PeopleSoft financials
Fundraising Campaign	Progress toward \$75M goal
Employee Turnover	Percentage of full-time benefitted employees leaving during prior year, excluding retirements
Employee Diversity	Percentage of full-time employees broken down by race

Implementation and communication plan

- Goal Stewards
 - Senior Leaders Team
- Tools for the following tasks will be provided:
1. To request monies for strategic initiatives
 2. To track progress on goal attainment
 3. To prepare annual reports

Implementation and communication plan-cont'd

- Welcome Back breakfast - President Keenan will give the community a short recap of progress on the strategic plan goals for the prior year and announce broad priorities for the current fiscal year
- Open Forum/State of the University Address in early October - President will give a short recap of progress on the SP for prior year - vice presidents will discuss priorities for the current FY
- Governance/AUC - Seek invitation to meeting in early October to present achievements of prior year and plan for current academic year
- Senior Leaders Team – meet at least once annually to share progress on goals and discuss priorities for next fiscal year
- Leadership Cabinet – reserve 15 minutes at each meeting for update on progress
- Visual Effects – Posters containing the university's new core values and seven goals will be displayed across campus. A two-page information sheet will be developed containing the information displayed on the posters
- Board of Trustee and Alumni/Foundation Board meetings – first meeting of the year, President Keenan will give the community a short recap of progress on the SP for prior year and announce priorities for the current fiscal year

Goal stewards

1. Student Success and Life Readiness – Nate Bryant, Barbara Layne, Stephanie Bellar
 2. Academic Excellence and Active Learning: David Silva, Bonnie Galinski, Cynthia Lynch
 3. Civic Engagement and Public Good: Cynthia Lynch, Julie Whitlow, Adria Duijvesteijn
 4. Justice, Diversity, Equity and Inclusion: Chris Macdonald-Dennis, Elisa Castillo, Michelle Pierce
 5. Environmental Stewardship and Climate Action: Brian Vanden Heuvel, Tara Gallagher
 6. Campus Community and Culture: Shawn Newton, Chris Macdonald-Dennis, Mark Quigley
 7. Operational Excellence and Infrastructure: Steve Swartz, Dick Goulet, Karen House
 8. Financial Vitality and Sustainability: Cheryl Crouse, Sallyann Lopez, Bonnie Galinski
- Responsibilities include tracking progress on goals, reporting on progress throughout the year and preparing year-end reports. Goal stewards are empowered to report roadblocks and hurdles in the path of goal achievement and the need for additional resources to PEC.

FY24 Work plans for each major department (almost completed)

- Academic Affairs
- Advancement
- Center for Academic Excellence
- Civic Engagement
- Facilities
- Finance
- Diversity and Inclusion
- Enrollment Management
- Human Resources
- ITS
- Marketing and Communications
- Student Life

On-line tracking system for progress on plan

- CIO is designing a system that will help us keep track of progress on FY24 priorities and other actions that contribute to meeting the SP goals
- System will be web-based
- Allow for input from all employees

What is left to do?

- Finalize dashboard
- Create template for year end reports
- Create template for requesting funds for strategic planning initiatives

The actual work to meet our goals!!!

Questions?