

REQUEST FOR TRUSTEE ACTION

Date: May 23, 2018
To: Board of Trustees
From: Finance & Facilities Committee
Subject: FY 2019 All Funds Budget
Requested Action: Approval

The Board of Trustees must approve an all funds budget for the coming fiscal year which begins on July 1, to provide for the operation of the university. Should the state appropriation or other assumptions differ materially from the estimates, a recommended revised budget will be brought forward to the board to consider in the fall. Fee rates are recommended to the Board in a separate motion and incorporated in the budgeted revenue figures. The approval of the budget includes approval for each separate trust fund as shown on the FY 2019 Trust Fund Budgets schedule included in the budget package.

MOTION

The Finance and Facilities Committee hereby recommends that the Board of Trustees approve the following motion pertaining to the attached FY 2019 Salem State University All Funds Budget.

Recommended motion

The Board of Trustees of Salem State University hereby approves the Fiscal Year 2019 All Funds Budget as recommended by the president and as shown in the attached FY 2019 Salem State University All Funds Budget at the level of \$172.3 million in Managed Expenses. This action includes approval of the FY 2019 Trust Fund Budgets and the Contracts Exceeding \$500,000 each as included in the budget package. 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: May 23, 2018
Trustee Action: Approved
Trustee Approval Date: June 6, 2018
Effective Date: June 6, 2018



Signed: *Wynne Norgett*
Title: Secretary, Board of Trustees
Date: 6/6/2018

FY 2019 Salem State University All Funds Budget

“Salem State's mission is to provide a high quality, student-centered education that prepares a diverse community of learners to contribute responsibly and creatively to a global society, and serve as a resource to advance the region's cultural, social and economic development.”



Budget Approach

Salem State University presents an All Funds Budget in a Management Report format that separates Managed Revenues, Expenses, and Net Income from Non-Cash Revenue and Expense activity. For completed years, the bottom line agrees to the audited financial statement presentation. Certain non-cash items are not controllable or predictable by the university and are therefore budgeted at zero. Refer to “Composition of the Budget and Relationship to Generally Accepted Accounting Principles (GAAP)” for further information.

Trust Funds

Appendix I is a matrix to assist the reader to understand the definition of each Trust Fund. In accordance with the university's [Trust Fund Guidelines](#) approved by the Board of Trustees in June 2016 and revised in October 2017, the Trust Funds Budget displays the budgeted revenues, expenses, and changes in net position for each of the official Trust Funds in a columnar format (see Exhibit 2).

Budget Overview

Salem State University presents its Fiscal Year 2019 All Funds Budget with Managed Revenues of \$172.3 million and Managed Expenses of \$172.3 million (see Exhibit 1). The budget relies on assumptions regarding all activities as of mid May 2018 which is especially relevant for student enrollment, tuition and fee rates, state appropriation and collective bargaining agreements (none of which are yet final). Non-cash revenues and expenses, primarily depreciation, is projected to reduce overall GAAP basis Net Position by \$9.3 million.

Key Elements of the Budget are Summarized Below

	FY 2018	FY 2019	FY 18 Change	FY 18 Change
	Projected	Budget	Amount	%
Key Assumptions, FY 2019 Budget				
Revenue: Price & Enrollment				
In-state, commuter (rate)	\$10,278	\$10,884	\$607	5.9%
Out-of-state, commuter (rate)	\$16,706	\$17,640	\$934	5.6%
Undergraduate Day Enrollment (Headcount - average Fall and Spring)	6,345	5,755	(590)	-9.3%
Tuition & Fee Revenue (\$M, net of financial aid (contra-rev & exp.))	\$63.539	\$64.261	\$0.722	1.1%
State Support				
State Appropriation (\$M, GAA + CBA + Formula Funding)	\$45.324	\$45.724	\$0.400	0.9%
State Capital Grant (\$M, non-cash revenue: Sophia Gordon Center)	\$3.400	\$0.000	(\$3.400)	-100.0%
Compensation				
Salary & Wages (\$M, Benefitted workforce)	\$74.101	\$73.707	(\$0.395)	-0.5%
Fringe Benefits Expense (\$M)	\$28.045	\$28.791	\$0.746	2.7%
Benefits Rates, incl. taxes	36.33%	37.14%	0.81%	2.2%
Facilities Related Expenses				
Utilities Expense (\$M)	\$4.000	\$4.208	\$0.208	5.2%
Debt Service Expense (\$M, Assessment + Interest Expense)	\$16.256	\$16.875	\$0.619	3.8%
Depreciation & Amortization (\$M, non-cash expense)	\$9.326	\$9.183	(\$0.143)	-1.5%
Major Capital Projects	none	none	none	none
Managed Net Income (\$M)	\$1.357	\$0.000	(\$1.357)	-100.0%
Overall Add to (Use of) Net Position (\$M)	(\$8.467)	(\$9.319)	(\$0.852)	10.1%

Enrollment Challenges

At the time of finalizing the budget, the university was short of its planned undergraduate day student enrollment target by approximately 460 students, a combination of lower than planned entering freshmen/transfers and a sizable reduction of returning students when compared to the prior year at the same point. Outreach and recruitment activities are underway and this number will fluctuate until the opening of the Fall semester. The enrollment shortfall resulted in a number of recent changes to the

budget including a significant reduction of budgeted revenues, selective reduction of non-compensation items, and the imposition of a hiring freeze effective May 8, 2018 in order to control compensation to a budget target. The university will continue increasing its investment in financial aid and marketing. In addition, Salem State will launch new academic programs such as a Master of Science in Accounting, MS in Athletic Training, and BS in IT to increase its offerings to a changing marketplace that includes declines in college-going age students. The university is advocating for legislative approval of offering clinical doctorates, given the strength of our programs in Occupational Therapy. Despite the pressures on undergraduate and continuing education enrollment totals, the university takes pride in the gains made towards the Massachusetts Department of Higher Education (DHE) system goals of college participation, college completion and closing achievement gaps.

Uncertainties

With input from a variety of sources, the effort to develop the FY 2019 All Funds Budget was significant. However, the following uncertainties are acknowledged:

- The Commonwealth's budget process is not expected to be complete until summer 2018. It is not certain how much the university will receive in FY 2019 base appropriation, formula (performance) funding, funding for the first year of new union contracts, or other financial support from the Commonwealth (state grants). The Governor and the House Ways and Means included \$44.444 million for the university in their proposed base operating appropriations for FY19. This is the same as was appropriated for FY18.
- The university is awaiting a decision from the Commonwealth regarding funding to build a Science Teaching Lab Addition. The university has not included state grant revenue nor spending from its own funds for this facility in the FY19 budget.
- While the Enrollment Management and Schools of Graduate Studies and Continuing and Professional Studies (DGCE) teams have worked hard to recruit students, any further change in undergraduate day enrollment or credit hour enrollment of DGCE students would impact revenue.
- Proposed tuition and fee rates incorporated in the development of the budget are being presented to the Finance and Facilities Committee and Board of Trustees concurrent with the budget (see Appendix IV) and are not yet approved.
- Approximately 93% of the full-time workforce is unionized. The contracts have all expired and were under negotiation for much of FY18. The Association of Professional Administrators (APA) contract expired on December 31, 2016; negotiations have concluded and the union ratified a new contract on May 10, 2018. The Massachusetts State College Association (MSCA) Day contract expired on June 30, 2017. A new contract has been negotiated and was ratified by the union on May 8-9, 2018. Both of these contracts await the formal state approval and funding process. The MSCA (DGCE) and the AFSCME contracts are not settled. A salary increase assumption has been used for budgeting purposes based on the financial bargaining parameters. The budget assumes the Commonwealth will fund the first year of the new labor contracts and that funding will roll into the base appropriation (General Appropriations Act).

- There is no provision for Governmental Accounting Standards Board (GASB) 68 or GASB 75 non-cash expenses included in the FY 2019 budget. Actual amounts will be provided by the Commonwealth as FY19 is being closed.

University Leadership

John D. Keenan began service as the university's 14th president on August 6, 2017. In a bold speech commemorating his formal inauguration on January 19, 2018, President Keenan laid out a clear vision for a thriving campus based on academic excellence, student success, and capital improvements. <https://www.salemstate.edu/news/president-john-d-keenans-inaugural-address> President Keenan's earliest priority has been accomplished: finalize the strategic plan and receive approval of it from the Board of Trustees and the Board of Higher Education (November 2017). With the selection and installation of a new president and the adoption of a new strategic plan, attention of the campus has turned toward detailed action steps and implementation. By May 2018, earliest strategies and action steps have been identified, quantified, and included as appropriate in the FY19 budget and the Multi Year Financial Projection (MYFP). As additional action steps are brought into focus that take into account the May 2018 enrollment shortfall, these, too will be quantified and included in the next update of the MYFP.

Strategic Plan

Developed through an inclusive and collaborative process, the four strategic goals of the university's plan are identified below. In addition, several other planning efforts have been underway, including enrollment and marketing planning, a financial aid leveraging study, academic program net revenue analysis, and evaluation of opportunities to expand on-line or hybrid delivery options. These studies will culminate in purposeful action steps to ensure the quality of programs, success of students, and vitality of the university's finances in the long run. Overarching goals of the strategic plan include:

Financial Vitality: Strengthen Salem State's financial foundation, align resources with priorities, and foster innovation to drive new revenue streams. Identify and implement additional opportunities to contain, reduce, or avoid future growth in costs. We must continue to work towards establishing a stronger financial base, by strategically growing enrollment, diversifying program delivery, and generating new sources of revenue. Current Business Intelligence efforts will provide the roadmap.

Collaboration, Inclusion and Stewardship: Foster a university-wide culture of inclusion, accountability, collaboration, and stewardship. The pace of change in higher education requires a coordinated, committed and collaborative process of relationship- and trust-building among faculty, staff, students and external partners. The Campus Climate Study results will help guide us.

Academic Excellence: Develop and support high-quality academic programs and innovative educational experiences that equip Salem State graduates to thrive in an evolving workforce and to navigate confidently in an increasingly complex and global society. Our continued successes in academic excellence require support for faculty development in aid of pedagogical and curricular innovation (including alternative modes of course delivery), as well as greater connection to regional opportunities for experiential learning, continuing scholarship, and civic engagement.

Student Success: Create a challenging and supportive learning environment that fully engages students in their learning and promotes attainment of academic, personal, and career goals. We aim to foster a supportive environment for student growth in the context of the North Shore's shifting demographics and evolving economic trends, with an eye toward providing nimbler responses to the needs of our students and their future employers.

Implementation of these goals will lead to success in the following areas:

- BHE "Big Three" (participation, completion, and closing achievement gaps)
- Inclusive Excellence
- Science & Healthcare on a Liberal Arts Foundation
- Place
- Civic Responsibility

Capital Planning

Science Teaching Lab Addition: As one of the university's highest priorities the Science Teaching Laboratory Addition is needed to meet student and industry demand for science and healthcare degrees and credentials. Construction of the proposed Science Teaching Laboratory Addition will serve the ever-increasing population of regional students seeking biology, chemistry, nursing and healthcare degrees. Our highest demand program is nursing, and Salem State's other health programs are important workforce growth areas that are experiencing increasing student interest. Biology and chemistry are strong and positioned for expansion. However, the university is lacking the laboratory facilities that meet current industry standards and accommodate this growth. Without increases in enrollment, the need to cover labor and facility-related expense growth with revenue growth places pressure on tuition and fees that is counter to our imperative to provide reasonable cost offerings to our students in fulfillment of our mission. The strategic plan for the STLA was submitted to DCAMM in December 2017 for review and consideration and the university is waiting to hear the outcome in May 2018.

Deferred Maintenance: In the fall of 2017 the university partnered with DCAMM and Sightlines to conduct a facilities condition assessment to identify maintenance needs, repair priority and estimated costs. Using their Building Portfolio Solutions methodology, Sightlines was able to provide information about campus maintenance needs and facilities benchmarking information using their Return on Physical Assets (ROPA+) methodology. This analysis enables DCAMM, MSCBA, and the university to identify strategies to address the deferred maintenance backlog (a ten year need of \$253M) and to optimize the limited available funding for deferred maintenance projects.

Multi Year Financial Projection (MYFP)

In FY 2017 the university developed its first-ever multi-year financial projection (MYFP). Planning assumptions, revenues, expenses, and cash flow projections have been rolled forward to encompass FY 2019 through FY 2022 in a baseline scenario; selected strategic initiatives were then layered into the MYFP to present an All-In view. For the baseline scenario the trend going forward indicates significant financial challenges. This is largely driven by declining enrollment, flat or modest state appropriation, and increasing compensation costs. The baseline serves as a motivating and informative tool which drives the campus to focus on those strategic initiatives and strategies which will change the financial trajectory. Primarily this means enrollment growth, although non-enrollment revenue generation is an

additional aid. President Kennan has established a goal of growing by 2000 students in ten years and plans are being developed to generate such growth.

Contracts Greater than \$500,000

In accordance with the Trust Fund Guidelines, the Board of Trustees must approve contracts greater than \$500,000 each and may do so in conjunction with approval of the budget. Appendix II provides a list of such contracts for FY 2019 for approval.

Composition of the Budget and Relationship to Generally Accepted Accounting Principles (GAAP)

Salem State University is in its third year of presenting an All Funds Budget. This means that all trust funds and fund types are included in the budget. Intentionally, the budget format is not the same as the GAAP format used in producing financial statements which are audited each year. The university's budget and quarterly management reports are presented in a summarized Managed Revenues and Expenses Report format which distinguishes between managed and non-cash revenue and expense activity. This Managed Revenues and Expenses format allows the reader to focus on the elements of the budget that university administration must control and manage and which impacts cash flows, while displaying the non-cash GAAP based revenue and expense items at the bottom. This approach enables the Managed Revenues and Expenses report to reconcile to GAAP-basis audited financial statements for completed years.

The Governmental Accounting Standards Board (GASB) has issued several new standards that are not reflected in the FY19 budget. The University is in the process of implementing GASB Statement No. 75, Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions, in its FY18 financial statements. Consistent with its budgetary practice for GASB 68, Accounting and Financial Reporting for Pensions, the university will not have a reliable estimate for these non-cash expenses until information is received from the Commonwealth at the end of the fiscal year. Thus for budget purposes, the amount for GASB 68 and GASB 75 is shown as zero. The university anticipates future implementation of GASB 87, Leases, which is effective for periods beginning after December 15, 2019. There is nothing related to GASB 87 in the FY19 budget.

FY 2019 Budget Information

Refer to the [Exhibits](#) for the All Funds Budget and Trust Fund Budgets

Refer to the [Charts](#) for graphical depictions of revenues, expenses, and enrollment

Refer to the [Tables](#) for trends concerning the details of the budget

Refer to the [Appendices](#) for supporting materials:

- Appendix I – Trust Fund Matrix
- Appendix II – Contracts Estimated to Exceed \$500,000 Each in FY 2019 (approved with approval of the budget)
- Appendix III – Capital Projects
- Appendix IV – Tuition/Fee rates for FY 2019

Figures and amounts in the exhibits and tables may not total due to rounding.

Exhibit 1: Salem State University FY 2019 All Funds Budget

Account Description (\$ in thousands)	FY 2017 Year End Actuals	FY 2018 Year-to- Date April 2018 Actuals	FY 2018 Forecast as of 4/11/18	FY 2019 Original Budget
Managed Revenue				
Tuition and Fees	\$84,560	\$86,968	\$87,140	\$89,686
Less: Scholarships, Fellowships & Waivers	(23,321)	(23,954)	(23,600)	(25,424)
Net Tuition and Fees	61,239	63,014	63,539	64,261
Federal, State, Private Grants	19,306	18,544	18,613	19,180
Auxiliary Enterprises	22,519	22,851	23,199	24,383
State General Appropriations	58,768	50,281	59,898	60,767
Other Revenue	4,422	4,967	3,346	3,727
Total Managed Revenue	166,254	159,657	168,596	172,318
<i>Year over Year Change</i>			1.4%	2.2%
Managed Expenses				
Compensation	118,273	96,765	122,762	123,561
Support	17,991	14,303	18,393	21,303
Facility-related	24,669	23,960	26,083	27,454
Total Managed Expenses	160,934	135,028	167,239	172,318
<i>Year over Year Change</i>			3.9%	3.0%
Managed Net Income	5,320	24,629	1,357	0
Managed Cash Flow Ratio	3.2%	15.4%	0.8%	0.0%
Non-Cash Revenue / (Expenses)				
Capital Grants	7,711	0	3,400	0
Depreciation	(8,477)	(7,382)	(9,326)	(9,183)
Contributions to SSUAC	(896)	0	0	0
Unrealized Gains/Losses	738	(473)	(198)	(136)
GASB 68 Pension	(4,711)	0	(3,700)	0
Total Non-Cash Revenue / (Expenses)	(5,636)	(7,855)	(9,824)	(9,319)
<i>Year over Year Change</i>			74.3%	-5.1%
Total Increase / (Decrease) in Net Position	(316)	16,774	(8,467)	(9,319)

Exhibit 2: Salem State University FY 2019 Trust Fund Budget

Account Description (\$ in thousands)	Unrestricted Auxiliaries	Educational & General Funds	Grants	Gifts	Residence Halls	Restricted Other	Total Restricted Endowments	Net Invested in Capital Assets	FY 2019 Budget Total
Operating Revenue									
Net Tuition and Fees	\$0	\$82,290	(\$16,776)	(\$585)	(\$1,338)	\$671	\$0	\$0	\$64,261
Federal, State, Private Grants	0	0	19,180	0	0	0	0	0	19,180
Auxiliary Enterprises	3,284	439	0	0	20,535	125	0	0	24,383
State General Appropriations	0	60,767	0	0	0	0	0	0	60,767
Other Revenue	376	957	12	2,044	0	328	10	0	3,727
Total Managed Revenue	3,660	144,453	2,416	1,458	19,197	1,124	10	0	172,318
Managed Expenses									
Compensation	113	116,840	1,993	107	4,470	38	0	0	123,561
Support	188	18,577	423	751	367	998	0	0	21,303
Facility-related	3,208	11,908	0	600	14,400	89	0	(2,751)	27,454
Total Managed Expenses	3,509	147,325	2,416	1,458	19,237	1,124	0	(2,751)	172,318
Managed Net Income	151	(2,873)	0	0	(40)	0	10	2,751	0
Managed Cash Flow Ratio	4.1%	-2.0%	0.0%	0.0%	-0.2%	0.0%	100.0%	0.0%	0.0%
Non-Cash Revenue / (Expenses)									
Capital Grants	0	0	0	0	0	0	0	0	0
Depreciation	0	0	0	0	0	0	0	(9,183)	(9,183)
Contributions to SSUAC	0	0	0	0	0	0	0	0	0
Unrealized Gains/Losses	0	(136)	0	0	0	0	0	0	(136)
GASB 68 Pension	0	0	0	0	0	0	0	0	0
Total Non-Cash Revenue / (Expenses)	0	(136)	0	0	0	0	0	(9,183)	(9,319)
Total Increase/Decrease in Net Position	151	(3,008)	0	0	(40)	0	10	(6,432)	(9,319)

Exhibit 3: Five-Year Managed Revenue vs. Managed Expense Trend

Account Description (\$ in thousands)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
	Year End Actuals	Year End Actuals	Year End Actuals	Forecast as of 4/11/18	Original Budget
Managed Revenue					
Net Tuition and Fees	53,089	57,896	61,239	63,539	64,261
Federal, State, Private Grants	19,782	18,820	19,306	18,613	19,180
Auxiliary Enterprises	17,822	21,149	22,519	23,199	24,383
State General Appropriations	55,064	56,416	58,768	59,898	60,767
Other Revenue	4,365	4,593	4,422	3,346	3,727
Total Managed Revenue	150,122	158,874	166,254	168,596	172,318
<i>Year over Year Change</i>		5.8%	4.6%	1.4%	2.2%
Managed Expenses					
Compensation	107,510	112,436	118,273	122,762	123,561
Support	17,842	18,568	17,991	18,393	21,303
Facility-related	20,096	22,934	24,669	26,083	27,454
Total Managed Expenses	145,448	153,939	160,934	167,239	172,318
<i>Year over Year Change</i>		5.8%	4.5%	3.9%	3.0%
Managed Net Income	4,674	4,935	5,320	1,357	0

Chart 1: Five-Year Managed Revenue vs. Managed Expense Trend



Chart 2: Components of FY 2019 Revenue Budget

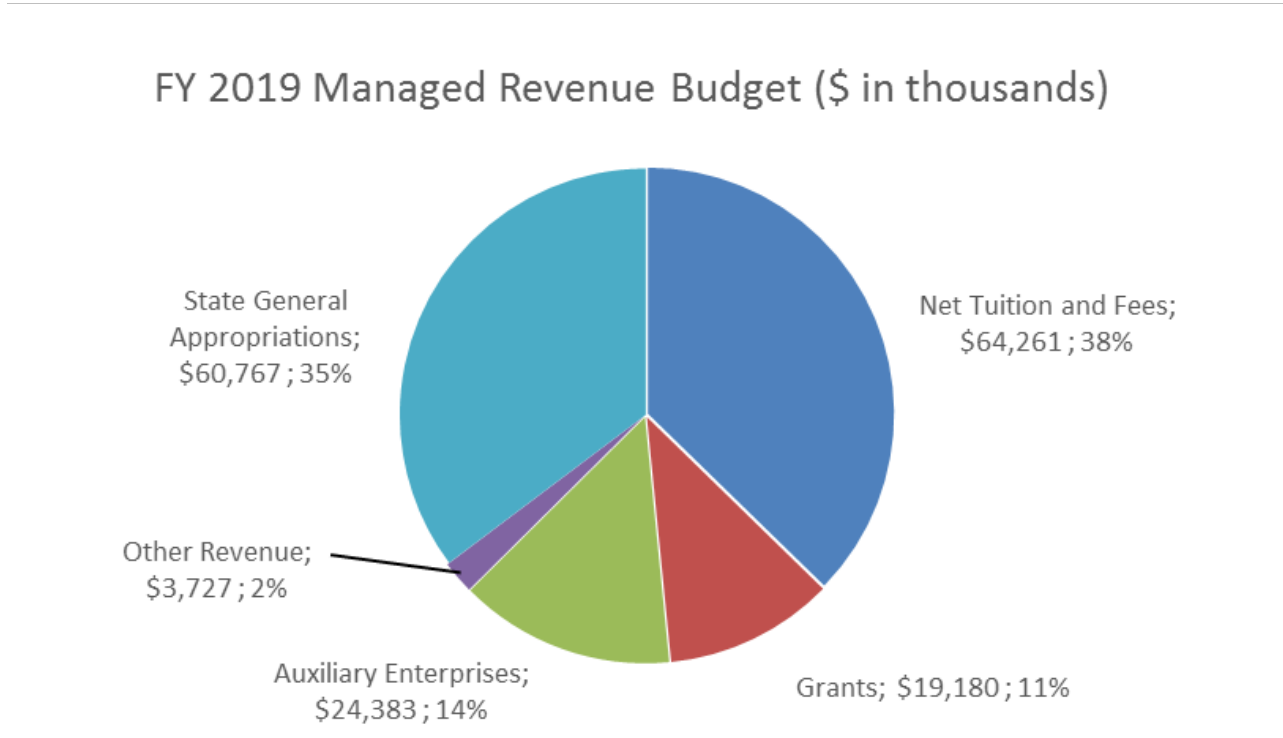


Chart 3: Components of FY 2019 Expense Budget

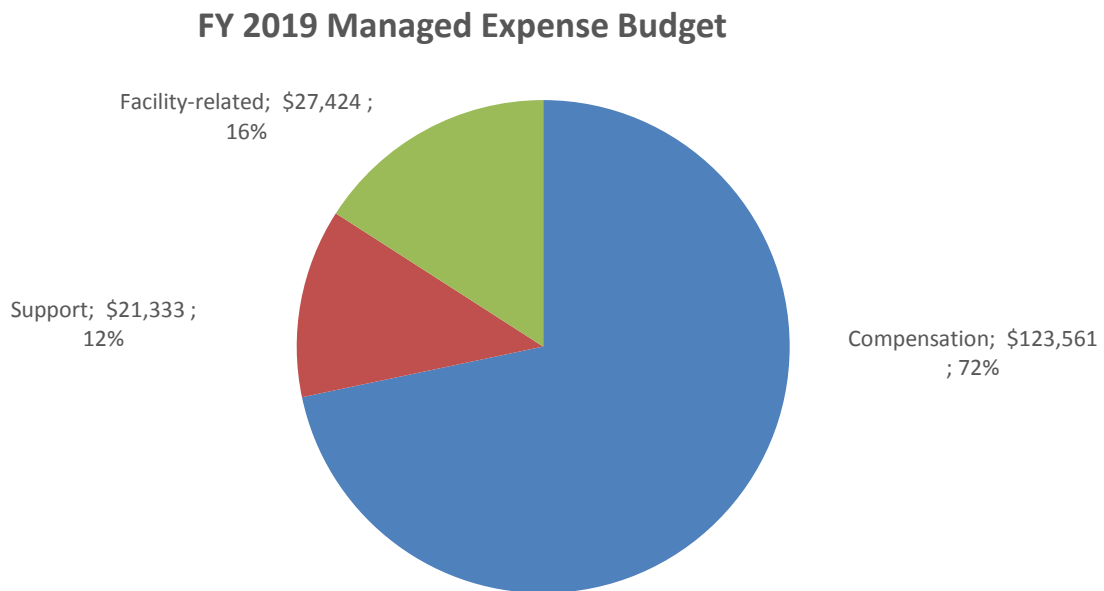


Chart 4: Credit Hours Delivered by Student Type – Full Years 2012 - 2017

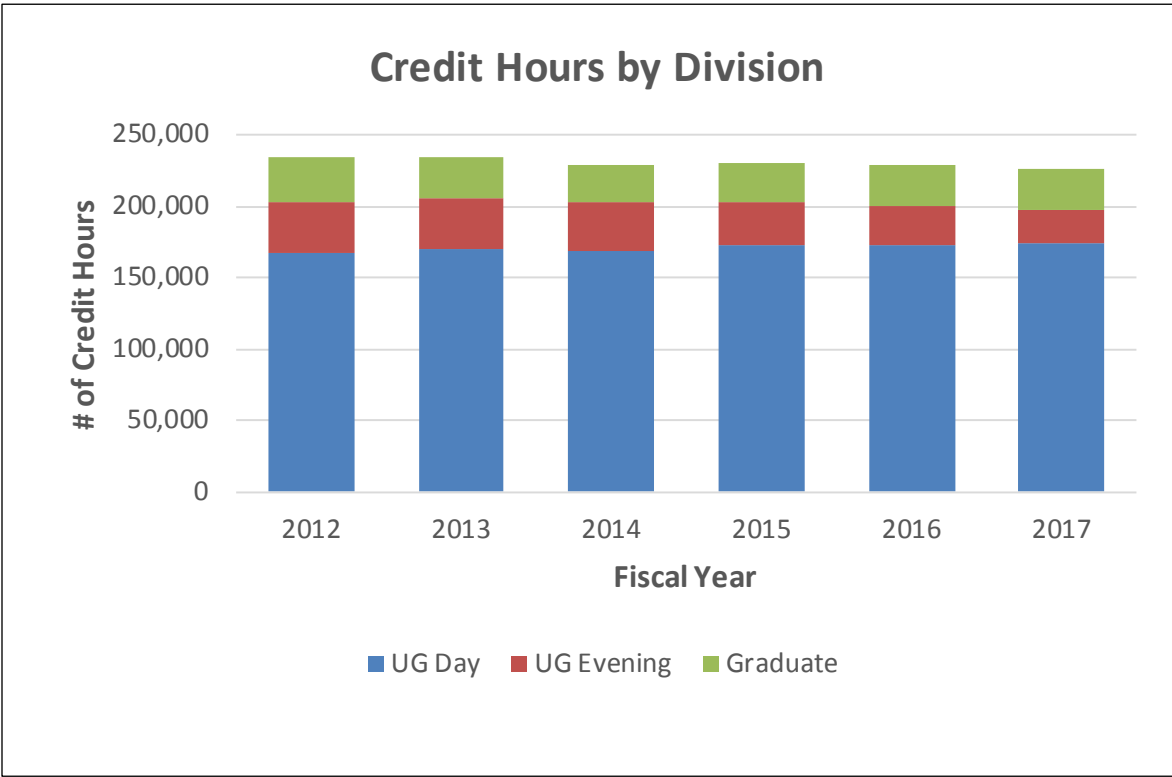


Chart 5: Preliminary Fall Enrollments (Registrations) for 2016 - 2018 (Fall only) as of May 11th

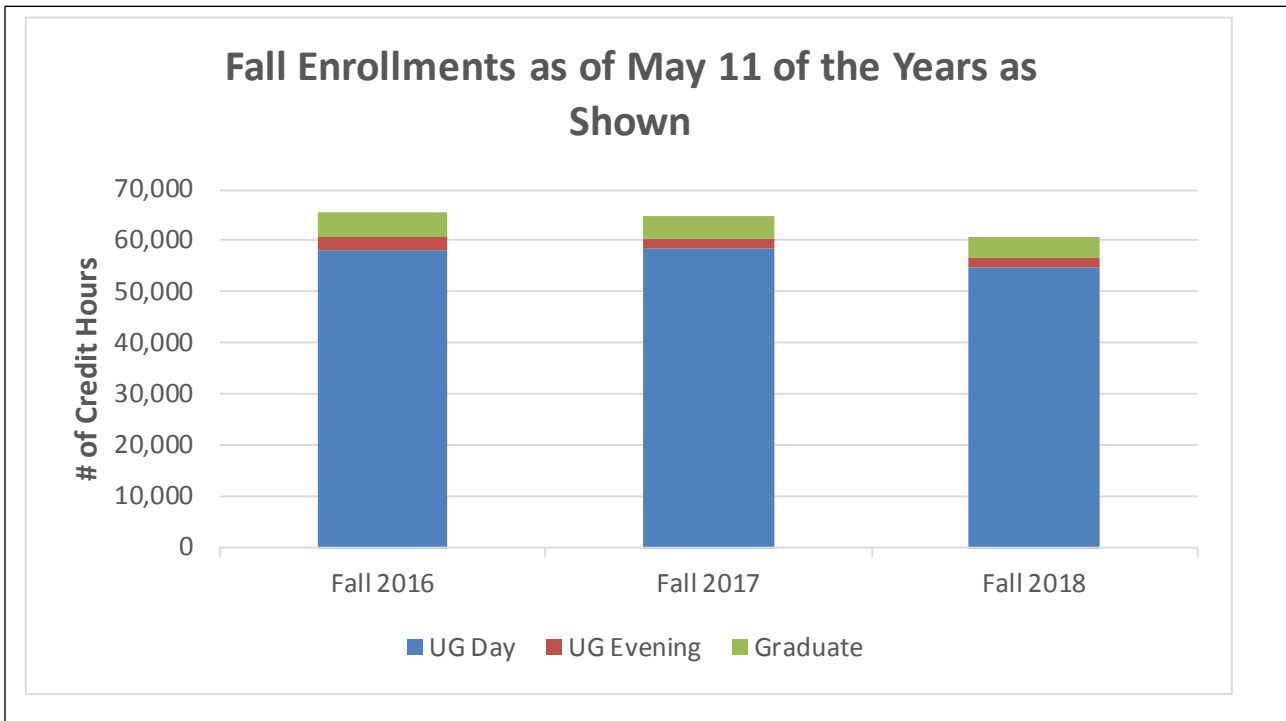


Table 1: Managed Revenue

Revenue (\$ in millions)	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Projected	FY 2019 Budget	Amount Change	Percent Change
Net Tuition and Fees	\$53.1	\$57.9	\$61.2	\$63.5	\$64.3	\$0.7	1.1%
Federal, State, Private Grants	55.1	56.4	58.8	59.9	60.8	0.9	1.5%
Auxiliary Enterprises	17.7	21.0	22.4	23.2	24.4	1.2	5.1%
State General Appropriations	19.8	18.8	19.3	18.6	19.2	0.6	3.0%
Other Revenue	4.1	4.3	5.3	3.1	3.6	0.4	14.1%
Total Managed Revenue	\$149.7	\$158.4	\$167.0	\$168.4	\$172.2	\$3.8	2.2%

Table 2: Fee Revenue

Fee Revenue (\$ in millions)	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Projected	FY 2019 Budget	Amount Change	Percent Change	Percent Fee Increase
University Fee	\$55.0	\$59.4	\$61.9	\$64.1	\$66.1	\$2.0	3.1%	5.4%
Capital Improvement Fee	1.2	1.7	2.6	2.8	2.8	0.0	-0.8%	7.0%
SGA Fee	0.0	0.0	0.5	0.6	0.6	0.0	1.2%	0.0%
Other Fee Revenue	3.7	3.9	4.5	5.2	5.9	0.7	14.3%	Varies
Total Fee Revenue	\$59.9	\$65.1	\$69.6	\$72.7	\$75.4	\$2.7	3.7%	

Note: Other Fee Revenue includes on-line, differential, lab, matriculation, Summer Bridge, housing premium and miscellaneous fees

Table 3: Budget Impact of Undergraduate Day Tuition & Fee Scenarios

Tuition & Fee Rate Change Impact			
% Change in Undergrad Tuition & Fees	FY 2019 Budget Impact (in \$M)	Rate Change From FY18	New Rate For FY19
4.0%	\$(1.0)	\$411	\$10,689
5.0%	\$(0.5)	\$514	\$10,792
5.9%	\$0.0	\$606	\$10,884
7.0%	\$0.6	\$719	\$10,997
8.0%	\$1.1	\$822	\$11,100

Note: all calculations based on In-state UG Day Tuition, University Fee, Capital Improvement Fee, and SGA Fee

5.9% is the current rate for the FY 2019 budget.

Table 4: Historical Credit Hours by Division

Student Type	Full Fiscal Year Credit Hours				
	2013	2014	2015	2016	2017
Undergraduate Day	169,552	168,919	172,772	173,274	173,338
Continuing Education	36,397	33,594	29,856	26,935	24,171
Graduate	27,799	25,983	27,255	27,941	27,839
Total Credit Hours	233,748	228,495	229,883	228,150	225,348
<i>Year over year %</i>		<i>(2.2%)</i>	<i>0.6%</i>	<i>(0.8%)</i>	<i>(1.2%)</i>

Table 5: Financial Aid

Financial Aid (\$ in millions)	FY2016 Actual	FY 2017 Actual	FY 2018 Projected	FY 2019 Budget	Amount Change	Percent Change
Tuition Waivers	\$1.6	\$2.5	\$2.7	\$2.6	<i>\$(0.1)</i>	<i>(5.0%)</i>
Scholarships & Grants	20.0	20.8	20.9	22.8	2.0	9.4%
Total Financial Aid	21.6	23.3	23.6	25.4	1.8	7.7%
As a % of Gross Tuition and Fees	27.2%	27.6%	27.1%	27.2%		

Financial Aid by Funding Source	Educational & General		Residence Hall		Gifts	Total
	Grants	Trust Fund	Grants	Trust Fund		
FY 2019 Budget by Source (\$ millions)		\$6.7	\$16.8	\$1.3	\$0.6	\$25.4
FY 2019 Budget by Source (% of total)		26.4%	66.0%	5.3%	2.3%	100.0%

Note: FY 2019 Education & General comprised of \$2.6M in tuition waivers and \$4.1M in unrestricted institutional aid.

Table 6: State Operating Support

Appropriations (\$ in millions)	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Projected	FY 2019 Budget	Amount Change	Percent Change
General Appropriations Act (GAA)	\$44.0	\$43.5	\$44.9	\$44.4	\$45.3	\$0.9	2.0%
CBA on State Appropriated Payroll	0.0	0.0	0.0	0.9	0.0	-0.9	-100.0%
Funding Formula Allocation	0.0	0.5	0.0	0.0	0.4	0.4	0.0%
Total Base Appropriation	44.0	44.0	44.9	45.3	45.7	0.4	0.9%
State Paid Fringe	11.8	12.8	14.8	15.5	16.0	0.5	3.3%
Tuition Remission	-0.8	-0.9	-0.9	-0.9	-1.0	0.0	4.0%
Other Appropriations	0.0	0.5	0.0	0.0	0.0	0.0	0.0%
Total State Support	\$55.1	\$56.4	\$58.8	\$59.9	\$60.8	\$0.9	1.5%

Table 7: Managed Expenses

Managed Expenses (\$ in millions)	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Projected	FY 2019 Budget	Amount Change	Percent Change
Compensation (See tables 8 - 12 for detail)	\$107.5	\$112.4	\$118.3	\$122.8	\$123.6	\$0.8	0.7%
<i>Administrative Expenses</i>	\$4.4	\$5.0	\$5.2	\$5.1	\$5.4	\$0.3	5.9%
<i>Programmatic Operational Supplies</i>	\$3.3	\$3.2	\$3.1	\$2.7	\$3.2	\$0.5	16.9%
<i>Contracted Services</i>	\$4.4	\$3.9	\$3.7	\$3.2	\$3.9	\$0.7	22.6%
<i>IT and Telecom</i>	\$4.4	\$5.1	\$4.7	\$4.9	\$5.9	\$0.9	18.8%
<i>Contingency</i>	\$0.0	\$0.0	\$0.0	\$1.2	\$1.7	\$0.5	43.1%
<i>Other</i>	\$1.4	\$1.4	\$1.3	\$1.3	\$1.3	\$0.0	0.4%
Total Support	17.8	18.6	18.0	18.4	21.3	2.9	15.8%
<i>Utilities</i>	4.3	4.3	4.2	4.0	4.2	0.2	5.2%
<i>MSCBA Assessment & Interest Expense</i>	10.7	14.1	15.2	16.3	16.9	0.6	3.8%
<i>Space Rental</i>	1.7	1.5	1.4	1.7	1.7	0.0	2.5%
<i>Construction & Improvement</i>	2.8	3.0	3.8	4.1	4.6	0.5	12.1%
<i>Other</i>	0.6	0.0	0.0	0.0	0.0	0.0	0.0%
Total Facility-related	20.1	22.9	24.7	26.1	27.5	1.4	5.3%
Total Managed Expenses	\$145.4	\$153.9	\$160.9	\$167.2	\$172.3	\$5.1	3.0%

Table 8: Compensation

Salaries and Wages (\$ in millions)	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Projected	FY 2019 Budget	Amount Change	Percent Change
Benefitted Faculty and Staff	\$67.0	\$70.1	\$71.7	\$74.1	\$73.7	-\$0.4	-0.5%
Adjunct Faculty	11.3	12.0	11.8	12.3	12.6	0.3	2.2%
Student Labor	2.9	3.3	3.1	3.0	3.2	0.2	5.6%
Contract Employees	2.1	1.9	2.2	1.9	1.9	0.1	4.3%
Other Labor	3.7	3.0	3.0	3.4	3.3	-0.1	-2.3%
Total Salaries and Wages	\$87.0	\$90.2	\$91.9	\$94.7	\$94.8	\$0.1	0.1%
Fringe Benefits	20.5	22.3	26.4	28.0	28.8	0.7	2.7%
Total Compensation	\$107.5	\$112.4	\$118.3	\$122.8	\$123.6	\$0.8	0.7%

Note: Other Labor includes overtime, vacation, holiday, sick payouts, and other categories.

Table 9: Financial Full-Time Benefitted Employees (FFTE) by Union Classification

Financial Full-Time Benefitted Employees (FFTE)*	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FFTE Change	% Change FY18-FY19	FY 19 % of Total
Clerical Union (AFSCME)	253	257	253	252	(1)	-0.4%	26.2%
Professional Union (APA)	276	283	276	283	8	2.8%	29.4%
Day and DGCE Faculty (MSCA)	371	377	362	364	3	0.7%	37.9%
Professional Non-Union (NUP)	58	58	62	63	2	2.4%	6.6%
Clerical Non-Union (NUC)	6	6	9	10	1	11.1%	1.0%
Total FFTE	964	981	961	973	12	1.2%	101.2%

*Financial Full-Time Benefitted Employees is equal to the ratio of the total number of paid hours to benefitted employees during the fiscal year (full time and part time) by the number of working hours in the same period.

Table 10: Financial Full-Time Benefitted Employees (FFTE) by Division

Financial Full-Time Benefitted Employees (FFTE)	FY 2018 Budget	FY 2019 Budget	FY18 % of Total	% Change FY18-FY19
Academic Affairs	531	534	54.9%	0.5%
Executive Vice President	237	238	24.4%	0.4%
Institutional Advancement	29	29	3.0%	0.0%
Finance and Facilities	117	119	12.2%	1.0%
President's Division	46	52	5.3%	12.1%
Inclusive Excellence	2	2	0.2%	0.0%
Total Financial Full-Time Benefitted Employees	962	973	100.0%	1.1%

Note: In FY 2018 with the incoming new President, the previous Administration Division was abolished. Departments were reassigned between the President's Division, Executive VP Division, and Finance and Facilities.

Table 11: Salary and Wages for Benefited Employees by Division

Salary and Wages for Benefited Employees by Division (\$ in thousands)	FY 2018 Budget	FY 2019 Budget	Amount Change	Percent Change
Academic Affairs	\$45,159	\$46,325	\$1,166	2.6%
Executive Vice President	17,188	17,420	232	1.4%
Institutional Advancement	2,321	2,404	83	3.6%
Finance and Facilities	7,421	7,710	289	3.9%
President's Division	3,544	3,841	297	8.4%
Inclusive Excellence	240	236	(4)	-1.7%
APA/NUP Other Increases	60	128	68	113.9%
MSCA Other Increases	601	633	32	5.3%
AFSCME/NUC Other Increases	186	156	(30)	-16.0%
Vacancy Savings Target (University-wide)	(1,534)	(5,146)	(3,611)	235.4%
Total Financial Full-Time Benefitted Employees	\$75,184	\$73,707	(\$1,478)	-2.0%

Table 12: FY2019 Frozen Positions as of May 08, 2018

Vacant Positions Impacted by Hiring Freeze - as of May 08, 2018		
Division	FY2019 \$ Budget	FY2019 FTE Budget
Academic Affairs	\$ 2,807,906	37.1
Executive Vice President	\$ 1,529,512	26.0
Institutional Advancement	\$ 207,833	3.0
Finance & Facilities	\$ 402,192	9.0
President's Division	\$ 266,555	4.6
Inclusive Excellence	\$ -	-
Total	\$ 5,213,998	78.6
FY2019 Vacancy Target (University-wide)	\$ 5,145,783	
Over/(Under) Vacancy Target	\$ 68,215	

Note: Table 12 reflects vacant positions by division when the hiring freeze went into effect on May 08, 2018.

Table 13: Fringe Benefit Rates as set by the Commonwealth

Benefit Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	Absolute Change	Estimate Change
Group Insurance	16.0%	18.8%	22.7%	22.1%	22.1%	0.0%	0.1%
Retirement	10.4%	9.5%	10.0%	11.8%	12.1%	0.3%	2.1%
Terminal Leave	0.9%	1.0%	0.8%	1.0%	1.3%	0.3%	24.8%
Subtotal	27.3%	29.2%	33.5%	34.9%	35.4%	0.5%	1.5%
Unemployment Insurance	0.3%	0.3%	0.3%	0.2%	0.3%	0.1%	59.0%
Universal Health Insurance	0.1%	0.1%	0.1%	0.1%	0.1%	0.0%	63.3%
Medicare Tax	1.3%	1.3%	1.3%	1.2%	1.3%	0.1%	11.5%
Subtotal	1.6%	1.7%	1.7%	1.5%	1.7%	0.3%	19.6%
Total Fringe Benefit Rate	28.9%	30.8%	35.2%	36.3%	37.1%	0.8%	2.2%

Table 14: Cash Flow Projection

<i>(\$ in thousands)</i>	FY 2019 Budget
Cash Flow Projection Summary	
Beginning Cash Balance as of 7/1/2018 (estimated)	\$14,500
Cash Flows:	
Managed Net Income	\$0
Reduce by capitalization assumption (balance sheet)	(\$800)
Reduce by principal payments (balance sheet)	(\$1,951)
Net Change in Cash Flows for FY18	(\$2,751)
End of Year Cash Balance as of 6/30/2019 (estimated)	\$11,749

Appendix I: Trust Fund Matrix

Trust Fund	Description	Examples
L3_Agency	Funds held by Salem State as custodian / fiscal agent for others	Fund 6222 - Unclaimed Checks
L3_Education & General Funds	Basic operations of the university;unrestricted funds	Fund 1000 - State Maintenance Appropriation
L3_Gifts	Funds donated by others outside the university for a specific purpose	Fund 2313 - Departmental Gifts
L3_Grants	Funds provided by an external party in return for a specific project or other action by the university. Majority of SSU's grants are for financial aid to students	Fund 2200 -Pell Grant
L3_Net Invested in Capital Assets	Capitalizable facility projects; depreciation; debt.	Fund 7040 - Invested in Cap Assets-Net
L3_Residence Halls	Self-supporting operations that provide services to students, faculty, or staff; restricted by an entity outside of the university (MSCBA owned facility operations)	Fund 2517 - Atlantic Hall
L3_Restricted other	Funds provided by external parties with restrictions on how the funds are to be expended.	Fund 2304 - Alpha Lampda Delta
L3_Total Loan Funds	Funds provided by others for the purpose of Student Financial Aid in the form of loans, not grants. Debt belongs to the recipient, not the university.	Fund 4204 - Graduate Student Loan Fund
I3_Total Restricted Endowments	Most endowments are held by the Foundation, the university has one historical endowed fund.	Fund 5002- Cruttenden Endowment
L3_Unrestricted Auxiliaries	Self-supporting operations that provide services to students, faculty, or staff; not restricted by an entity outside of the university.	Fund 6204- Dining Hall Trust Fund

Appendix II: Vendors with Contracts in Excess of \$500,000 which are pre-approved upon approval of FY 2019 Budget

Salem State University FY 2019 Budget Package

Pre-approval of Contracts Exceeding \$500,000 in Accordance with Trust Fund Guidelines

Vendor Name	Vendor Description	Anticipated spending FY19	Trust Fund Name	PeopleSoft Fund Number	PeopleSoft Fund Name
331 Lafayette LLC	Lease expense	\$542,940	Educational & General	1100	University Fee
Cavalier Coach	Shuttle & charter bus service	\$550,000	Educational & General	1100	University Fee
Chartwells*	Food service provider	\$7,433,000	Unrestricted Auxiliaries	6204	Dining Trust Fund
Direct Energy Marketing Inc.	Natural gas delivery supplier	\$688,000	General**	1100	University Fee
Direct Energy Services LLC	Electric delivery supplier	\$1,500,000	General**	1100	University Fee
EAB	Marketing	\$750,000	Educational & General	1100	University Fee
Follett Higher Education Group***	Book vouchers, education materials	\$1,300,000	Educational & General	1100	University Fee
National Grid Electric	Electric service	\$1,250,000	General**	1100	University Fee
Red Thread LLC	Furniture & equip purchases	\$500,000	Educational & General	1100	University Fee
Salem State University-Assistance Corp.	Lease expense, SSU assistance	\$570,000	Educational & General	1100	University Fee
Software House International	Software subscription & support	\$660,000	Educational & General	1100	University Fee
To Be Determined	Roofing contactor for Meier Hall	\$1,200,000	Educational & General	1100	University Fee
University Health Plans, Inc.****	Student health insurance	\$1,745,000	Agency	6216	Health Insurance

Most of the above vendor are signed to multi-year contracts

** The University treats the revenues and expense to the food service provider as a flow-through within a liability account, based on the nature of the existing contract. Board plan override, commissions and a lump sum payments are recorded as revenues when earned*

*** Utility costs are allocated between Educational and General Trust Funds and the Residence Hall Trust Fund*

**** The University treats the revenues and expense for Follett as a flow-through within a liability account, based on the nature of the existing contract.*

***** The University treats the revenues and expense For University Health Plans, Inc.as a flow-through within a liability account, based on the nature of the existing contract*

Appendix III: List of Proposed Facilities Projects

Salem State University FY 2019 Budget Package

Location	Area	Project	Additional Funding	Recommended Funding Amount
Administration Building		Roof Replacement Study		\$26,200
Berry Library	Mechanical Room	Repair or Replacement of Climate Cooling System		\$200,000
Meier Hall		Roof Replacement	DCAMM (\$753,344)	\$1,136,656
O'Keefe Center	All Spaces	Master Plan Update For O'Keefe		\$30,000
Sophia Gorden Center		Investigate Humidity Issues / HVAC Solutions		\$50,000
Sullivan Building	Basement Storage	Structural Upgrades to Brace Failing Steel		\$500,000
Sullivan Building		Insulating Roof Deck to Prevent Ice Dams	DCAMM (\$272,193)	\$27,807
Campus Wide	IA Signage	Annual Fund		\$25,000
Campus Wide	ADA Committee	Annual Fund For Committee		\$10,000
Campus Wide	Classroom Refresh	Annual Fund		\$200,000
Contingency		TBD		\$420,000
				\$2,625,663



**Schedule of Student Charges
2018-19 Academic Year**

IN-STATE	Fall 2018		Spring 2019		Academic Year Full-Time
	Per Credit	Full-Time	Per Credit	Full-Time	
Day Undergraduate					
Tuition					
In-State	\$37.92	\$455.00	\$37.92	\$455.00	\$910.00
Fees					
University Fee ¹	\$395.95	\$4,751.40	\$395.95	\$4,751.40	\$9,502.80
Capital Improvement Fee	\$15.45	\$185.40	\$15.45	\$185.40	\$370.80
SGA Fee	\$4.20	\$50.40	\$4.20	\$50.40	\$100.80
Total Tuition and Fees					
In-State	\$453.52	\$5,442.20	\$453.52	\$5,442.20	\$10,884.40
Evening Undergraduate (SCPS)					
Tuition					
In-State	\$115.00		\$115.00		
Fees					
Course Fee	\$257.20		\$257.20		
Capital Improvement Fee	\$15.75		\$15.75		
SGA Fee	\$4.20		\$4.20		
Total Tuition and Fees					
In-State	\$392.15		\$392.15		
Graduate - Price Group 1					
Tuition					
In-State	\$140.00		\$140.00		
Fees					
Course Fee	\$261.95		\$261.95		
Capital Improvement Fee	\$15.75		\$15.75		
Total Tuition and Fees					
In-State	\$417.70		\$417.70		
Graduate - Price Group 2					
Tuition					
In-State	\$140.00		\$140.00		
Fees					
Course Fee	\$301.35		\$301.35		
Capital Improvement Fee	\$15.75		\$15.75		
Total Tuition and Fees					
In-State	\$457.10		\$457.10		
Graduate - Price Group 3					
Tuition					
In-State	\$140.00		\$140.00		
Fees					
Course Fee	\$334.05		\$334.05		
Capital Improvement Fee	\$15.75		\$15.75		
Total Tuition and Fees					
In-State	\$489.80		\$489.80		

All charges are subject to change.

**Schedule of Student Charges
2018-19 Academic Year**

IN-STATE	Fall 2018		Spring 2019		Academic Year Full-Time
	Per Credit	Full-Time	Per Credit	Full-Time	
Housing ²					
Peabody Hall/Bowditch Hall		\$4,475.00		\$4,475.00	\$8,950.00
Marsh Hall		\$4,982.50		\$4,982.50	\$9,965.00
Bates Complex - Double		\$5,050.00		\$5,050.00	\$10,100.00
Bates Complex - Single		\$5,435.00		\$5,435.00	\$10,870.00
Atlantic Hall - Double		\$5,527.50		\$5,527.50	\$11,055.00
Atlantic Hall - Single		\$6,165.00		\$6,165.00	\$12,330.00
Viking Hall - Double		\$5,092.50		\$5,092.50	\$10,185.00
Viking Hall - Single		\$5,397.50		\$5,397.50	\$10,795.00
Viking Hall - Double Suite		\$5,202.50		\$5,202.50	\$10,405.00
Viking Hall - Single Suite		\$5,507.50		\$5,507.50	\$11,015.00
Meal Plans					
Commuter Meal Plan ³		\$399.00		\$399.00	\$798.00
Resident Meal Plan ⁴		\$399.00		\$399.00	\$798.00
10-Meal Plan		\$1,738.00		\$1,738.00	\$3,476.00
14-Meal Plan ⁵		\$1,886.00		\$1,886.00	\$3,772.00
19-Meal Plan		\$1,973.00		\$1,973.00	\$3,946.00
Miscellaneous Fees					
Mass PIRG Fee (waivable each semester) ⁶		\$10.00		\$10.00	\$20.00
Resident Parking (Atlantic and Peabody lots)		\$275.00		\$275.00	\$550.00
Resident Parking (Bates lot)		\$250.00		\$250.00	\$500.00
Resident Parking (Marsh lot)		\$200.00		\$200.00	\$400.00
Commuter Parking		\$82.50		\$82.50	\$165.00
International Student Fee ⁷		\$375.00		\$375.00	\$750.00
Records Fee-for non-matriculated students		\$10.00		\$10.00	\$20.00

Online courses (undergraduate) per credit ⁸					\$50.00
Health Insurance -- (waivable) ⁹					\$2,985.00
Matriculation Fee -- new matriculated students (one-time)					\$250.00
Differential Fees for Undergraduate Programs					
Art ¹¹		\$125.00		\$125.00	\$250.00
Biology ¹⁰		\$250.00		\$250.00	\$500.00
Chemistry ¹¹		\$250.00		\$250.00	\$500.00
Communications ¹¹		\$125.00		\$125.00	\$250.00
Computer Science ¹¹		\$250.00		\$250.00	\$500.00
Dance ¹¹		\$125.00		\$125.00	\$250.00
Education ¹⁰		\$125.00		\$125.00	\$250.00
Geography (including Cartography) ¹¹		\$250.00		\$250.00	\$500.00
Geology ¹¹		\$250.00		\$250.00	\$500.00
Music ¹¹		\$125.00		\$125.00	\$250.00
Nursing ¹⁰		\$500.00		\$500.00	\$1,000.00
Social Work ¹⁰		\$125.00		\$125.00	\$250.00
Theatre (BA and BFA) ¹¹		\$125.00		\$125.00	\$250.00
Cohort Based Program Cost					
Accelerated 2nd Degree for Bachelor of Science, Nursing (BSN) Summer 2017 Cohort per credit ¹²					\$470.00
Accelerated 2nd Degree for Bachelor of Science, Nursing (BSN) Summer 2018 Cohort per credit ¹²					\$525.00

All charges are subject to change.

**Schedule of Student Charges
2018-19 Academic Year**

NOTES:

- 1 The University Fee represents the fee anticipated for 2018-19. 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) \$305 per semester/\$610 per year Technology/Student Fee for Bates (Double); \$362.50 per semester/\$725 per year Technology/Student Fee for Atlantic Hall (double), Marsh Hall and Viking Hall; \$400 per semester/\$800 per year Technology/Student Service Fee for Bowditch, Peabody, Bates (Single) and Atlantic Hall (Single).
- 3 Charged to all commuter students. Required for all first-year students in first two semesters of attendance; waivable for other students. Includes \$302 dining dollars and \$97 ClipperCash per semester.
- 4 Minimum required for residents of Atlantic Hall and Bates. Includes \$302 dining dollars and \$97 Clipper Cash per semester.
- 5 Minimum required for residents of Peabody, Bowditch, Marsh & Viking Halls. All plans include \$97 ClipperCash per semester 10-meal and 14-meal plans include \$200 Dining Dollars; 19-meal plan includes \$100 Dining Dollars.
- 6 Charged for all day students each semester. Student may opt out and have fee waived on line.
- 7 Applicable to all matriculated international students with a Salem State-issued visa (excluding ESL students)
- 8 All undergraduate students taking online courses to be charged \$50 per credit
- 9 Charged for all students enrolled in at least 75 percent of a full-time course load. Student may opt out and have fee waived if covered by other health insurance. Fall only prorated charge is \$1,253 and spring only prorated charge is \$1,748.
- 10 Annual additional fees applicable beginning with academic year 2016-17 entrants to the program (incoming or transfers).
- 11 Annual additional fees applicable beginning with academic year 2017-18 new entrants to the program (incoming or transfers)
- 12 Accelerated 2nd Degree for Bachelor of Science, Nursing (BSN) is a cohort based program with a charge of \$470 per credit for Summer 2017 entrants. Summer 2018 entering cohort will be \$525 per credit.

All charges are subject to change.



**Schedule of Student Charges
2018-19 Academic Year**

OUT-OF-STATE	Fall 2018		Spring 2019		Academic Year
	Per Credit	Full-Time	Per Credit	Full-Time	Full-Time
Day Undergraduate					
Tuition					
Out-of-State	\$293.75	\$3,525.00	\$293.75	\$3,525.00	\$7,050.00
Fees					
University Fee ¹	\$421.60	\$5,059.20	\$421.60	\$5,059.20	\$10,118.40
Capital Improvement Fee	\$15.45	\$185.40	\$15.45	\$185.40	\$370.80
SGA Fee	\$4.20	\$50.40	\$4.20	\$50.40	\$100.80
Total Tuition and Fees					
Out-of-State	\$735.00	\$8,820.00	\$735.00	\$8,820.00	\$17,640.00

Evening Undergraduate (SCPS)					
Tuition					
Out-of-State	\$285.00		\$285.00		
Fees					
Course Fee	\$257.20		\$257.20		
Capital Improvement Fee	\$15.75		\$15.75		
SGA Fee	\$4.20		\$4.20		
Total Tuition and Fees					
Out-of-State	\$562.15		\$562.15		

(1) International Students - Supplemental Charge - \$140 per credit

Graduate- Price Group 1					
Tuition					
Out-of-State	\$230.00		\$230.00		
Fees					
Course Fee	\$261.95		\$261.95		
Capital Improvement Fee	\$15.75		\$15.75		
Total Tuition and Fees					
Out-of-State	\$507.70		\$507.70		

Graduate - Price Group 2					
Tuition					
Out-of-State	\$230.00		\$230.00		
Fees					
Course Fee	\$301.35		\$301.35		
Capital Improvement Fee	\$15.75		\$15.75		
Total Tuition and Fees					
Out-of-State	\$547.10		\$547.10		

Graduate - Price Group 3					
Tuition					
Out-of-State	\$230.00		\$230.00		
Fees					
Course Fee	\$334.05		\$334.05		
Capital Improvement Fee	\$15.75		\$15.75		
Total Tuition and Fees					
Out-of-State	\$579.80		\$579.80		

All charges are subject to change.

**Schedule of Student Charges
2018-19 Academic Year**

OUT-OF-STATE	Fall 2018		Spring 2019		Academic Year Full-Time
	Per Credit	Full-Time	Per Credit	Full-Time	
Housing ²					
Peabody Hall/Bowditch Hall		\$4,475.00		\$4,475.00	\$8,950.00
Marsh Hall		\$4,982.50		\$4,982.50	\$9,965.00
Bates Complex - Double		\$5,050.00		\$5,050.00	\$10,100.00
Bates Complex - Single		\$5,435.00		\$5,435.00	\$10,870.00
Atlantic Hall - Double		\$5,527.50		\$5,527.50	\$11,055.00
Atlantic Hall - Single		\$6,165.00		\$6,165.00	\$12,330.00
Viking Hall - Double		\$5,092.50		\$5,092.50	\$10,185.00
Viking Hall - Single		\$5,397.50		\$5,397.50	\$10,795.00
Viking Hall - Double Suite		\$5,202.50		\$5,202.50	\$10,405.00
Viking Hall - Single Suite		\$5,507.50		\$5,507.50	\$11,015.00
Meal Plans					
Commuter Meal Plan ³		\$399.00		\$399.00	\$798.00
Resident Meal Plan ⁴		\$399.00		\$399.00	\$798.00
10-Meal Plan		\$1,738.00		\$1,738.00	\$3,476.00
14-Meal Plan ⁵		\$1,886.00		\$1,886.00	\$3,772.00
19-Meal Plan		\$1,973.00		\$1,973.00	\$3,946.00
Miscellaneous Fees					
Mass PIRG Fee (waivable each semester) ⁶		\$10.00		\$10.00	\$20.00
Resident Parking (Atlantic and Peabody lots)		\$275.00		\$275.00	\$550.00
Resident Parking (Bates lot)		\$250.00		\$250.00	\$500.00
Resident Parking (Marsh lot)		\$200.00		\$200.00	\$400.00
Commuter Parking		\$82.50		\$82.50	\$165.00
International Student Fee ⁷		\$375.00		\$375.00	\$750.00
Records Fee-for non-matriculated students		\$10.00		\$10.00	\$20.00

Online courses (undergraduate) per credit ⁸					\$50.00
Health Insurance -- (waivable) ⁹					\$2,985.00
Matriculation Fee -- new matriculated students (one-time)					\$250.00
Differential Fees for Undergraduate Programs					
Art ¹¹		\$125.00		\$125.00	\$250.00
Biology ¹⁰		\$250.00		\$250.00	\$500.00
Chemistry ¹¹		\$250.00		\$250.00	\$500.00
Communications ¹¹		\$125.00		\$125.00	\$250.00
Computer Science ¹¹		\$250.00		\$250.00	\$500.00
Dance ¹¹		\$125.00		\$125.00	\$250.00
Education ¹⁰		\$125.00		\$125.00	\$250.00
Geography (including Cartography) ¹¹		\$250.00		\$250.00	\$500.00
Geology ¹¹		\$250.00		\$250.00	\$500.00
Music ¹¹		\$125.00		\$125.00	\$250.00
Nursing ¹⁰		\$500.00		\$500.00	\$1,000.00
Social Work ¹⁰		\$125.00		\$125.00	\$250.00
Theatre (BA and BFA) ¹¹		\$125.00		\$125.00	\$250.00
Cohort Based Program Cost					
Accelerated 2nd Degree for Bachelor of Science, Nursing (BSN) Summer 2017 Cohort per credit ¹²					\$470.00
Accelerated 2nd Degree for Bachelor of Science, Nursing (BSN) Summer 2018 Cohort per credit ¹²					\$525.00

All charges are subject to change.

**Schedule of Student Charges
2018-19 Academic Year**

NOTES:

- 1 The University Fee represents the fee anticipated for 2018-19. 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) \$305 per semester/\$610 per year Technology/Student Fee for Bates (Double); \$362.50 per semester/\$725 per year Technology/Student Fee for Atlantic Hall (double), Marsh Hall and Viking Hall; \$400 per semester/\$800 per year Technology/Student Service Fee for Bowditch, Peabody, Bates (Single) and Atlantic Hall (Single).
- 3 Charged to all commuter students. Required for all first-year students in first two semesters of attendance; waivable for other students. Includes \$302 dining dollars and \$97 ClipperCash per semester.
- 4 Minimum required for residents of Atlantic Hall and Bates. Includes \$302 dining dollars and \$97 Clipper Cash per semester.
- 5 Minimum required for residents of Peabody, Bowditch, Marsh & Viking Halls. All plans include \$97 ClipperCash per semester 10-meal and 14-meal plans include \$200 Dining Dollars; 19-meal plan includes \$100 Dining Dollars.
- 6 Charged for all day students each semester. Student may opt out and have fee waived on line.
- 7 Applicable to all matriculated international students with a Salem State-issued visa (excluding ESL students)
- 8 All undergraduate students taking online courses to be charged \$50 per credit
- 9 Charged for all students enrolled in at least 75 percent of a full-time course load. Student may opt out and have fee waived if covered by other health insurance. Fall only prorated charge is \$1,253 and spring only prorated charge is \$1,748.
- 10 Annual additional fees applicable beginning with academic year 2016-17 entrants to the program (incoming or transfers).
- 11 Annual additional fees applicable beginning with academic year 2017-18 new entrants to the program (incoming or transfers)
- 12 Accelerated 2nd Degree for Bachelor of Science, Nursing (BSN) is a cohort based program with a charge of \$470 per credit for Summer 2017 entrants. Summer 2018 entering cohort will be \$525 per credit.

All charges are subject to change.

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

Course fees	Range
Lab fees	\$25 - \$500 per course
Clinical Fees	\$15 - \$100 per course
Nursing Resource Center Fee	\$100 per course
Field Placement Fee for MSW courses (currently)	\$100 - \$250 per course
Institute Fee	\$100 per institute

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

Undergraduate Admissions	\$50
Graduate Admissions	\$50/online/\$100 paper
Comprehensive Exam Application-Graduate School	\$50

Parking fines

Various violations	\$25 - \$125 per violation
Violation Appeal Fee if appeal not granted	\$5 per violation

Late fees

Late application for degree (undergraduate and graduate)	\$50
Late payment (tuition and fees)	\$50/month
Payment plans (enrollment fee from TMS)	\$40/semester
Non-credit course fee	varies depending on course
Institutes (wintersession/summer)	varies depending on course

**Salem State University
FY 2019 Tuition and Fees
Graduate**

<u>Approved (AY 2019)</u>	
GRADUATE	
Price Group 1	3% Course Fee increase
Massachusetts Residents	
Per Credit	\$417.70
Per Course (3 credits)	\$1,253.10
Out of State Residents	
Per Credit	\$507.70
Per Course (3 credits)	\$1,523.10
International Student Fee Charge (per semester)	\$375.00
Price Group 2	6% Course Fee increase
Massachusetts Residents	
Per Credit	\$457.10
Per Course (3 credits)	\$1,371.30
Out of State Residents	
Per Credit	\$547.10
Per Course (3 credits)	\$1,641.30
International Student Fee Charge (per semester)	\$375.00
Price Group 3	8% Course Fee increase
Massachusetts Residents	
Per Credit	\$489.80
Per Course (3 credits)	\$1,469.40
Out of State Residents	
Per Credit	\$579.80
Per Course (3 credits)	\$1,739.40
International Student Fee Charge (per semester)	\$375.00

Note: The rates above include Tuition, Course Fee, and Capital Improvement Fee.

**Salem State University
FY 2019 Tuition and Fees
Continuing Education**

	<u>Current (AY 2018)</u>	<u>Proposed (AY 2019)</u>
Continuing Education		
Fall and Spring		4% Course Fee increase
Massachusetts Residents		
Per Credit	\$381.17	\$392.15
Per Course (3 credits)	\$1,143.51	\$1,176.45
Out of State Residents		
Per Credit	\$551.17	\$562.15
Per Course (3 credits)	\$1,653.51	\$1,686.45
International Student Supplemental Charge (per credit)	\$140.00	\$140.00
	<u>Summer 2018</u>	<u>Summer 2019</u>
Summer		4% Course Fee increase
Massachusetts Residents		
Per Credit	\$318.00	\$327.35
Per Course (3 credits)	\$954.00	\$982.05
Out of State Residents		
Per Credit	\$453.00	\$462.35
Per Course (3 credits)	\$1,359.00	\$1,387.05
International Student Supplemental Charge (per credit)	\$140.00	\$140.00

Note 1: The rates above for Fall and Spring include Tuition, Course Fee, Capital Improvement Fee, and SGA Fee.

Note 2: The rates above for Summer include Tuition, Course Fee, and Capital Improvement Fee.

Appendix IV

Salem State University Graduate Price Groups

Program	Program
Price Group 1	Price Group 2
Master's Programs	Master's Programs
English (MA)	Behavior Analysis (MS)
History (MA)	Counseling (MS)
Education - Master's Programs	Criminal Justice (MS)
Art (MAT)	Geo-Information Science (MS)
Chemistry (MAT)	Industrial/Organizational Psychology (MS)
Early Childhood Education (MEd)	Mathematics (MS)
Elementary Education (MEd)	Social Work (MSW)
English (MA/MAT)	Education - Master's Programs
English (MAT)	Higher Education in Student Affairs (MEd)
English to Speakers of Other Languages (ESOL) (MAT)	School Counseling (MEd)
History (MAT)	Education - Licensure Only Programs
Leadership in Physical Education & Movement Studies (MEd)	School Adjustment Counselor (Initial Licensure Only)
Library Media Studies (MEd)	School Counseling
Mathematics (MAT)	Graduate Certificate Programs
Middle School Education (MEd)	Applied Behavior Analysis
Middle School Math (MAT)	Clinical Trial Management
Physical Education (MAT)	Computer Science
Reading (MEd)	Counseling
Secondary Education (MEd)	Geo-Information Science
Spanish (MAT)	Sport Development and Management
Special Education (MEd)	
Education - Licensure Only Programs	Price Group 3
Early Childhood Education	Master's Programs
Elementary Education	Accounting (MS)
English to Speakers of Other Languages (ESOL)	Business Administration (MBA)
Mathematics	Nursing (MSN)
Middle School Education (Initial Licensure Only)	Occupational Therapy – Direct Entry (MS)
Reading	Occupational Therapy (MS)
Special Education	Graduate Certificate Programs
Graduate Certificate Programs	Business
Autism Spectrum Disorders	Financial Planning
Digital Studies	Nursing Education
Global Policy Analysis	
Holocaust and Genocide Studies	
Public History	
Public Policy and Administration	
Strategic Communications	
Teaching English to Speakers of Other Languages	
Writing and Rhetoric Studies	
Teacher Leadership	
Certificate of Advanced Graduate Study (CAGS)	
Educational Leadership	