

REQUEST FOR TRUSTEE ACTION

Date: June 2, 2021
To: Board of Trustees
From: Finance & Facilities Committee
Subject: FY22 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. The approval of the budget includes approval for each separate trust fund as shown on the FY22 Trust Fund Budgets schedule included in the budget package and the large contracts.

MOTION

The Finance and Facilities Committee hereby recommends that the Board of Trustees approve the following motion pertaining to the attached FY22 Salem State University All Funds Budget.

Recommended motion

The Board of Trustees of Salem State University hereby approves the Fiscal Year 2022 All Funds Budget as recommended by the president and as shown in the attached FY22 Salem State University All Funds Budget at the level of \$164.5 million in Managed Expenses and a use of \$3.9 million of reserves that were generated in FY21. This action includes approval of the FY22 Trust Fund Budgets and the Contracts Exceeding \$500,000 each as included in the budget package. The president, the vice president for finance and facilities, 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: June 2, 2021

Trustee Action: Approved
Trustee Approval Date: June 9, 2021
Effective Date: June 9, 2021

Signed: Lynne Montague (deb)
Title: Secretary, Board of Trustees
Date: June 9, 2021

FY22 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 (see Exhibit 1.) 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

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.) 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.

Budget Overview

Salem State University presents its Fiscal Year 2022 All Funds Budget with Managed Revenues of \$160.6 million and Managed Expenses of \$164.5 million (see Exhibit 1) and a use of reserves of \$3.9 million. The reserves being used to balance the managed net income budget were generated in FY21. As is discussed further in the following sections, the COVID-19 pandemic continues to provide a significant degree of uncertainty in the major revenue assumptions contained in the FY22 budget, particularly student enrollment, housing and dining. Non-cash revenues and expenses, primarily depreciation of \$9.7 million offset by state capital grant funding from the DCAMM 5-year critical maintenance process, is projected to result in an overall reduction of Net Position of \$7.9 million.

Key Elements of the Budget are Summarized Below

Please note that the below chart is provided to highlight specific components of the FY2022 budget only and is not meant to convey Salem State's full financial budget.

Key Elements Summary - FY 2022 Budget	Actuals FY 2020	Projected FY 2021	Budget FY 2022	Amount Variance	Percent Variance	Comment
Revenue: Price & Enrollment						
In-state, commuter (rate)	\$11,284	\$11,675	\$11,675	\$0	0.0%	frozen
Out-of-state, commuter (rate)	\$18,064	\$18,480	\$18,480	\$0	0.0%	frozen
Undergraduate Day Enrollment (Headcount - average of Fall & Spring)	5,247	4,819	4,416	(403)	-8.4%	Per Admissions; on track
Tuition & Fee Revenue (\$M, net of financial aid)	\$55.450	\$51.585	\$49.097	(\$2.488)	-4.8%	
Revenue: Housing & Dining						
Housing Revenue (\$M)	\$14.125	\$8.683	\$10.906	\$2.223	25.6%	1100 students Fall
Dining Meal Plan Revenue (\$M)	\$5.302	\$2.170	\$3.163	\$0.993	45.8%	748 mandatory meal plans
State Support						
State Appropriation (\$M)	\$49.922	\$51.179	\$51.180	\$0.001	0.0%	per Gov, House, SWM
Compensation						
Salary & Wages (\$M, Benefitted faculty & staff)	\$67.149	\$61.906	\$67.412	\$5.506	8.9%	investments + restorations
Furlough Program - One Time Savings (salary + fringe)	\$0.000	\$3.326	\$0.000	(\$3.326)	-100.0%	no furlough FY22
Fringe Benefits Expense (\$M)	\$26.627	\$25.629	\$28.135	\$2.506	9.8%	investments + restorations
Benefits Rate (including taxes)	37.91%	38.32%	39.50%	1.18%	3.1%	rate set by Commonwealth
Facilities Related Expenses						
Utilities Expense (\$M)	\$3.780	\$3.800	\$4.362	\$0.562	14.8%	return to campus
Debt Service Expense (\$M, Assessment + Interest Expense)	\$15.923	\$5.063	\$11.864	\$6.801	134.3%	debt restructured 7/1/20
Depreciation & Amortization (\$M, non-cash expense)	(\$9.276)	(\$9.408)	(\$9.690)	(\$0.282)	3.0%	
Major Capital Projects	none	none	none	none		awaiting news (SSU BOLD)
Managed Net Income (\$M)	\$9.542	\$21.566	(\$3.934)	(\$25.500)	-118.2%	FY22 uses reserves from FY21
Overall Add to (Use of) Net Position (\$M)	(\$2.044)	\$19.891	(\$7.854)	(\$27.745)	-139.5%	GASB pension/OPEB is unknown

FY22 Budget Information

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

- Exhibit 1 – Salem State University FY22 All Funds Budget
- Exhibit 2 – Salem State University FY22 Trust Fund Budget
- Exhibit 3 – Transfers by Trust Fund
- Exhibit 4 – Managed Revenue vs Managed Expense Trend

Refer to the [Charts](#) for graphical depictions

- Chart 1 – Managed Revenue vs Managed Expense Trend
- Chart 2 – Components of FY22 Revenue Budget
- Chart 3 – Components of FY22 Expense Budget
- Chart 4 – Credit Hours Delivered by Division
- Chart 5 – Preliminary Fall Enrollments
- Chart 6 – Student-to-Faculty Ratio
- Chart 7 – Cash Operating Balances
- Chart 8 – Debt Service

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

- Table 1 – Managed Revenue
- Table 2 – Fee Revenue
- Table 3 – Historical Tuition & Mandatory Fees
- Table 4 – Historical Credit Hours by Division
- Table 5 – Financial Aid
- Table 6 – Auxiliary Revenue
- Table 7 – State Operating Support
- Table 8 – Managed Expenses
- Table 9 – Compensation
- Table 10 – Financial Full-Time Benefitted Employees by Union Classification
- Table 11 – Financial Full-Time Benefitted Employees by Division
- Table 12 – Salary and Wages for Benefitted Employees by Division
- Table 13 – Fringe Benefit Rates as set by the Commonwealth

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

- Appendix I – Trust Fund Matrix
- Appendix II – Contracts Estimated to Exceed \$500,000 Each in FY22 (approved with approval of the budget)
- Appendix III – Capital Projects
- Appendix IV – Tuition/Fee rates for FY22

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

FY2021 Budget Management Required Flexibility, Creativity and Governmental Relief Funds

The global COVID-19 pandemic which began in March 2020 continued to cause a great amount of financial uncertainty for Salem State in FY21. University leadership was able to begin the year with a balanced budget due to careful management of several key expense categories. In May 2020 when we developed our FY21 budget, the university had a \$26M gap that was closed through a one-time solution of debt restructuring, reducing operational expenses and a five-week furlough program.

During FY21, however, the university began projecting positive managed net income due to the Commonwealth providing level funding mid-year and extraordinary Federal funds, for coronavirus relief. Enrollments were also higher than budgeted (although below FY19); in contrast, student generated auxiliary revenues such as room and board income were significantly short of goal.

Due to the improved financial outlook, Salem State was able to reduce the furlough time for everyone to two weeks. The university is grateful to its employees for participating in the furlough program as it was crucial to helping us navigate a difficult year, attain solid financial footing for FY21, and avoid more severe personnel actions during the pandemic.

Altogether, the Federal government approved three rounds of significant pandemic relief legislation which supports Salem State students and the university itself: Coronavirus Aid, Relief, and Economic Security (CARES signed March 27, 2020), Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA signed December 27, 2020) and American Rescue Plan Act (ARP signed March 11, 2021) totaling approximately \$37 million. Half of the CARES and ARP funds and about 30% of CRRSAA funds pass through the university and are disbursed to students, with the balance to offset university COVID-19 expenses or revenue losses. All of the CARES funds have been received and disbursed. All of the student CRRSAA funds have been received and disbursed, and \$6 million of \$7.454 million in CRRSAA institutional funds have been received, mostly to compensate for lost revenue due to the pandemic. The university has included in the FY22 budget \$2 million of the ARP funds for the university, to cover budgeted expenses to implement evidence-based practices to monitor and suppress coronavirus. The remaining institutional piece of ARP and the student piece of ARP are not in the proposed FY22 budget as the university exercises caution to determine the most appropriate manner for distributing and allocating funds in compliance with the requirements.

These one-time Federal relief funds put Salem State in a much better financial position than projected in May 2020 and is leading to a sizeable positive net managed income for FY21. These dollars will replenish reserves and be drawn as needed to balance the FY22 and FY23 budgets as the recovery from the pandemic, in terms of student generated revenues, shows that it will be lengthy.

As welcome as the Federal relief funds are, they do not ensure the university's long-term financial health. Salem State has a structural deficit due to personnel reductions not keeping pace with declining enrollment, resulting in an oversized number of employees today from a time when we were a much larger institution, and from reduced auxiliary revenues. We are no longer one of the largest state universities in Massachusetts with 10,000 students. Our enrollments have declined by 3,000 students since 2010 (headcount), because of retention challenges, changing demographics, fewer transfer students due to declining community college enrollments, and the success of the university's increasing graduation rate. On an FTE basis, the decrease has been 25.3%, from 8,303 to 6,204.

Personnel costs comprise approximately 70 percent of our expenses. Salem State has stabilized overall compensation costs over the past few years through a variety of practices: hiring freeze, eliminating vacant positions, a voluntary separation incentive, an early retirement incentive program, realignment of work and offerings, and attrition. While involuntary personnel reductions have also been given serious consideration, university leadership has decided it is not the right action to take at this time.

This stringent personnel management, although helpful in balancing our budget, has been challenging for our revenue generating departments, academic programs identified with growth potential, and some operational areas. After a careful analysis built on the work of the Sustainable Path Forward Task Force and the Vision for a Sustainable Future report—along with early recommendations from our NECHE accreditation reviewers—it has been acknowledged that reduced staffing is causing strain and contributing to morale concerns; the university needs to strategically reinvest in selected positions.

Examples of these personnel investments include faculty lines in athletic training (sport and movement science), biology, business, computer science, criminal justice, education, healthcare studies, nursing, psychology, and social work. Other areas that will see personnel growth are enrollment management, institutional advancement, marketing and communications, and finance and facilities staff. In reviewing this strategy by the numbers, in FY20, the university had 853.1 FTE, budgeted positions, this was reduced to 818 for the first full fiscal year of the pandemic (FY21) as a number of vacant positions were frozen. Including reinstated and investment positions, FY22 carries 836.5 budgeted positions. It is a deliberate balance—university leadership is adding positions to facilitate future growth, while having recently considered retrenchment.

A priority in FY22 and subsequent years will be to eliminate the university's structural deficit. Increasing enrollments and successful fundraising are important goals that will greatly help with this challenge. At the same time, however, the university must continue to look at how we can reduce expenses.

Like many organizations during the pandemic, we learned that several departments can be successful in continuing to work remotely or through a hybrid model going forward. Taking advantage of this opportunity to shrink non-instructional footprint will enable Salem State to reduce costs, including for some leased spaces, as we have been doing during the past several years. Areas that are in Phase 1 of this permanent hybrid program are human resources, general counsel's office, finance and facilities office staff, institutional advancement, marketing and communications, and information technology systems.

Operating savings incorporated in the FY22 budget include energy savings (lighting project), reduction of the subsidy to the Salem State University Assistance Corporation, elimination of some Institutional Advancement programs including the Statement and the Board of Overseers, receipt of funding from the Salem State University Foundation to fund some positions, savings from more stringent controls over software purchasing, and modest savings from the most recent early retirement incentive program. Due to uncertainties and the need for flexibility, the FY22 budget includes additional budget for the contingency and the strategic initiative pools as well as a continuation of budgeting for covid prevention and mitigation, funded from federal relief program (ARP.)

Selected University Accomplishments During FY2021

Salem State's Bertolon School of Business received AACSB accreditation, joining only five percent of the world's business schools to receive this distinction. Salem State is one of only 20 institutions in Massachusetts that are home to AACSB accredited Business Schools, and we are the first among the Commonwealth's nine state universities. This means that Viking business students will be graduating from one of the top business schools in Massachusetts.

SSU received recognition for its extensive work in civic engagement with the Carnegie Community Engagement Classification designation, which represents best practices in the field and encourages continuous improvement in the areas of scholarship, research and creative activity; enhance curriculum, teaching and learning; prepare educated, engaged citizens; strengthen democratic values and civic responsibility; address critical societal issues; and contribute to the public good.

We secured the largest private gift in state university history, which will focus on student success and retention, and have already begun the largest campaign of any state university in the Commonwealth. Please read student affordability section for more information about this transformative gift.

Student Lizabeth Davis was named one of Campus Compact's 2021-2022 Newman Civic Fellows, which is a year-long program for campus leaders who demonstrate a commitment to finding solutions for challenges facing communities locally, nationally, and internationally.

Bertolon School of Business launched a new 4+1 accelerated BSBA MSA program. This new academic program allows students to earn both a Bachelor of Science in business administration and a Master of Science in accounting in just five years, saving the student thousands of dollars in their academic pursuits.

Salem State University's annual festival in celebration of Charles Darwin's birthday was held in February with a week of lectures. The far-ranging topics included: the evolution of skin color; the biology of cities; the biochemical signatures of disease; the mating habits of cannibalistic spiders; the diversity and adaptation of coral reefs; the impact of human behavior on evolution, and more.

Taking advantage of increased virtual opportunities, Salem State expanded our programming and hosted several important forums, including: five former US Surgeons General discussed health disparities in the era of COVID-19; renowned scholar and activist Angela Y. Davis was the keynote speaker for our Martin Luther King Jr. celebration; CNN's Abby Phillip discussed being a White House reporter; and a robust slate of virtual theater performances, poetry and other readings, and online art exhibitions.

Five Salem State University theatre students won a total of nine awards at the 2021 Region 1 Kennedy Center American College Theater Festival (KCACTF) which was held virtually in January 2021. In addition, the fall 2020 production of THE LONG CHRISTMAS RIDE HOME was awarded 13 national awards from the Kennedy Center. The KCACTF National Committee and National Office at the Kennedy Center noted that "During these unprecedented times, we celebrate these imaginative and evocative theatre-makers and productions as being at the forefront of a revolution in artistry that ignites conversations of national importance through innovation in process, content, form, design, technology, outreach, and audience engagement."

Most notably during FY21 is that our campus was safe. Due to thoughtful planning, good communications and a strong health services and risk management team, Salem State was able to keep our COVID-19 rates significantly lower than other schools in the area. Supporting this effort was that just a third of classes were held in-person with the remainder being held online in various modalities. Faculty members embraced new technologies and teaching methods to ensure that our students could successfully continue their academic journeys, while student support areas developed new ways to connect and assist Vikings. These efforts included open Zoom meetings, student and parent virtual forums, implementing a new care case management program, and providing on- and off-campus student engagements that helped build community. Due to the success of these initiatives, the university is exploring how they can be expanded in a post-pandemic world.

Campus Efforts and Input During FY2021

In October 2020, President Keenan created the Sustainable Path Forward Task Force with the charge to provide recommendations aligned with our strategic plan for growth, realignment and streamlining and to mitigate a potential future \$15-\$20M structural budget deficit. This 34-member cross-campus group included faculty members, administrators, staff, students, and one trustee. The task force was led by Raminder Luther, interim dean of the Bertolon School of Business and Monica Leisey, associate professor in Social Work. The task force worked alongside campus experts to develop suggestions, including for further inquiry. Their work was also informed by more than 300 suggestions from others on campus and focused on three primary areas—administration, academic affairs, and student services. Their report was submitted to the president on December 15, 2020.

Vision for a Sustainable Future

The President and his executive council built upon the suggestions made by the Sustainable Path Forward Task Force. At the end of February 2021, they released a Vision for a Sustainable Future, which is aimed at making Salem State more student-centered and student-ready than ever before, allowing the university to better meet student needs and help them be more successful in reaching their professional and personal goals. The complete Vision report is available at saalemstate.edu/vision.

The Vision does not change Salem State’s mission as a comprehensive, public university nor will it affect our academic offerings for current and newly admitted students. Salem State’s core values and the liberal arts education we provide are not being replaced; however, the university must adapt to become more focused and supportive of our students’ interests and needs, and the demands of the region’s workforce.

Salem State’s students are already voting with their enrollments as to which degrees they are interested in obtaining. The degrees with the top five number of graduates have been business, education, nursing, psychology, and social work. These five areas account for 60 percent of all degrees awarded since fall 2015. At the same time, the proportion of students choosing to pursue a major in other areas has declined, particularly in the liberal arts and sciences where nine academic units accounted for only five percent of all degrees awarded during the same five-year period. The capacity to make strategic investments for a realigned academic portfolio will require the university’s academic community to make important—and difficult—decisions.

The Vision guides the university in investing in areas of student interest and the projected needs of the regional workforce with a focus on stabilizing our enrollment. These investments include the previously mentioned faculty positions in academic areas identified for growth as capacity and demands require, while continuing to offer students a broad portfolio of liberal arts and science degree options. At this time, the areas identified for growth include athletic training (sport and movement science), biology, business, computer science, criminal justice, education, healthcare studies, nursing, psychology, and social work. Faculty tenure track searches will begin in FY21 with a start date in FY23. Therefore, the FY22 budget reflects full-time temporary faculty positions.

In addition to investments, realignments may be considered for academic programs with relatively smaller enrollments and graduates, and where there are disciplinary affinities. The university is also hoping to invigorate under-enrolled programs to make them more appealing to today's students. Any changes to academic programs will take time and will follow a collaborative process that includes the faculty, the department chairpersons, the university's shared governance committees, the deans, and the provost. Current students and those that have been accepted for the fall of 2021 will be able to complete their degree in their chosen major.

The Vision outlines the new Viking Success Collaborative, which will streamline operations among all student service offices on campus with a focus on providing students the resources and supports they need to achieve their goals. The collaborative is created with our Black, Indigenous and People of Color (BIPOC) students in mind as the university believes that centralizing student support functions will eliminate systematic and sometimes invisible barriers that impact these students most. Salem State considered joining several higher education partners in the region to work with educational consulting firm EAB on the Moon Shot for Equity initiative. The goal of this program is to erase opportunity gaps in higher education by 2030 through the implementation of 15 best practices that remove systemic barriers across the areas of leadership; access and enrollment; academic policy and practice; and student support and belongingness. Recently, the university decided to pause on joining the Moonshot program while it brings internal resources to bear on extending best practices within and across our regional pathways partnership.

At the same time, the university is taking steps to better understand what it means to become a Hispanic Serving Institution (HSI). This work is grounded in our commitment to the current student population and the demographic trends of the North Shore region. In determining what practices and policies will make the university HSI-ready, Salem State will center our preparation as an HSI in the voices and experiences of our existing Latinx students, their families, communities, and local organizations. Salem State must be better prepared to attract, educate and support these students throughout their educational journey, and efforts taken to do so will benefit the entire student body.

Although the Vision's main goal is to better support our students, the university has financial reasons to make changes. Salem State has a responsibility to serve the students of this region while also being good financial stewards. The high-quality academic experience Salem State offers is unfortunately not resistant to the headwinds in higher education. The traditional revenue framework of tuition and fees, state and federal aid and grants, and the use of endowments is broken for all but the most elite academic institutions. Salem State's decreased enrollment (25.3% FTE decline since 2010) is not sustainable without further changes.

The Vision for a Sustainable Future is an opportunity to chart a path forward that does not dwell on the changing higher education landscape, but rather, seizes the moment to better adapt to our students' needs. As difficult as the pandemic has been, it has also brought opportunities and renewed thinking—laser focused on helping our students succeed.

Silent Phase of a Comprehensive Campaign

The university's institutional advancement area, building on the success of the 10,000 Reasons campaign, which raised more than \$26M, is in the silent phase of a comprehensive \$50M campaign. The campaign goals support important student and campus needs, including financial aid (\$15M); retention high-impact practices (\$15M); SSU Bold (\$10M); and unrestricted support (\$10M). Salem State recently received the largest gift to a Massachusetts state university. This support will directly help students complete their degree; more information can be found in the affordability for students' section of this document.

SSU BOLD

SSU BOLD: A Campus Unification and Modernization Project will bring academic programs currently located on South Campus to North Campus and will consolidate residential life onto North and Central Campuses. Importantly, BOLD includes the construction of seven new, state-of-the-art wet labs and renovates the Berry Library to provide four new, flexible learning spaces. SSU BOLD will also renovate the Horace Mann building to house academic programs and to build out new simulation laboratories for nursing and occupational therapy.

NECHE

An important accreditation effort was underway during the past 18 months. During this time, Salem State undertook a campus-wide self-evaluation following the nine standards outlined by The New England Commission of Higher Education (NECHE). The Commission is recognized by the U.S. Secretary of Education and the Council for Higher Education Accreditation as a reliable authority on the quality of education for the institutions it accredits.

After reading the self-study, the NECHE visiting team, which is comprised of education leaders from schools like Salem State, engaged in an intensive review process through (virtual) meetings with all campus constituencies—faculty members, administrators, staff, and students. During the public exit meeting, the visiting team commended Salem State for the tactics outlined in the Vision, encouraged improving the working relationship between faculty and leadership, applauded the university's management of pandemic-related issues, praised our fundraising program, suggested that non-faculty personnel reductions in certain areas may have proven to be unsustainable, and recognized that Salem State has taken many of the right steps to better prepare our campus and financial outlook for the future. The university has received a preliminary report which the administration is reviewing for factual accuracy. During the summer, the university will receive the visiting team's final report to which the university will be invited to respond; the Commission will review the report and response before voting on Salem State's accreditation status during fall 2021.

Affordability for Students

In spring of 2021, Salem State's Board of Trustees unanimously voted to freeze all tuition and fees for the fall 2021 and spring 2022 semesters. That is, tuition and mandatory fees will remain the same as in academic year 20-21 for both in-state and out-of-state residential and community students. In addition, room rates and board dining plan charges were frozen. Realizing that Viking students and their families may be struggling amid the pandemic economy, this step coupled with Federal relief funding described earlier is an important way in which the university can help students complete their degrees despite the many challenges COVID-19 has brought.

Recently, the university announced that alumna Kim Gassett-Schiller and her husband, Apple Fellow Philip Schiller, have contributed \$6 million to the university. This amount represents the largest cash gift made to one of the Commonwealth's nine state universities. Of their gift, \$5 million establishes the Viking Completion Grant Endowment. Wishing to assist undergraduate seniors in overcoming their final financial hurdle before graduation, the Schillers' philanthropy will provide another resource to help students achieve their degree. The Viking Completion Grant Endowment will launch this year and benefit 50-75 undergraduate students every year in perpetuity. The one million dollar balance from the couple's gift fuels additional student resources at Salem State University that the couple have long supported, including the Center for Academic Excellence and the Harold E. and Marilyn J. Gassett Fitness and Recreation Center, as well as flexible dollars that can be deployed to address emerging university priorities focusing on student support and success.

Capital Planning

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. Sightlines provided 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 critical repairs backlog (a ten year need of \$253M) and to optimize limited available funding for deferred maintenance projects. Beginning in FY19 the university is the recipient of funding from DCAMM of \$8.2 million over 5 years to address critical repair (deferred maintenance) needs of the campus. To qualify for the DCAMM funding, the university is obligated to provide \$4.8 million for approved projects over the five-year period. During FY19 and FY20, studies were performed as required to position the university to move forward on identified projects. Subsequently, DCAMM awarded additional funding for small repair projects and allowed it to be used for the university's match. In FY21, the university received \$975 thousand in this new category. During FY22, the university will receive an additional \$450 thousand in small repairs funds from DCAMM. As per Appendix III, during FY22 the university will spend \$3.9 million of its own funds on facilities projects, some of which will be partially funded by DCAMM as well.

FY22 Uncertainties

In a typical year, the budget contains a degree of uncertainty in several areas. Given sufficient access to vaccinations, signs are positive that the COVID-19 pandemic is waning in the Northeast US. However, the pandemic and its impact on behavior and finances is still a significant cause of uncertainty in the university's operating and budgetary plans. In short, the FY22 All Funds Budget contains a level of

uncertainty that is above the norm. The following list identifies the most significant uncertainties contained in the FY22 budget.

- One of the annual challenges the university faces is the timing of the Commonwealth's FY22 state budget approval. The support for public higher education looks steady but we may not have confirmation of the funding allotted to Salem State until summer or early fall. Even with level state funding, Salem State presents a budget that requires the use of \$3.9 million in reserves.
- SSU BOLD: A Campus Unification and Modernization Project—the university is waiting for news about the funding of this capital project from the Massachusetts Division of Capital Asset Management and Maintenance (DCAMM). If SSU BOLD is approved by DCAMM, spending in FY22 will come from state resources. Estimates for these non-cash capital grant revenues and offsetting expenses are not reflected in the FY22 All Funds Budget. Absent significant state resources, Salem State would need to reimagine how this important initiative will move forward.
- During FY21, the university de-densified our campus including the assignment of student housing spaces as one measure to keep our community safe. As we plan to return to a more traditional model of campus life for fall 2021, we find that current students are being more cautious about registering for housing than initially expected. This challenge is particularly true of sophomores and juniors. Although we had initially planned for 1,400 filled beds for fall 2021, current projections incorporated in the FY22 budget is 1,100 students. Housing occupancy levels naturally impact our dining program and its associated revenue.
- In April, for the health and safety of students, faculty, and staff, the Massachusetts State University system joined a growing number of colleges and universities across the country and Commonwealth in requiring students to be vaccinated against COVID-19 before they attend in-person classes this fall. Salem State anticipates that by increasing vaccinations on our campus, we will also be able to relax some COVID-19 restrictions and provide a better overall experience to our students. As of this writing, it is too early to tell whether students see mandated vaccination as the level of health and safety assurance they expect before returning to study and live on campus.
- Undergraduate fall, day enrollments look on track overall to meet budget goals. Admissions and student life are working together to ensure our yield and to reduce the summer melt (where students deposit at more than one school and then make their final decision in August or they don't enroll – we see this more often with our first generation/low income students who might become overwhelmed by the process). Graduate enrollments are also keeping pace with projections while continuing education credit hours have more ground to cover to meet the goal. The university has implemented two new programs to increase continuing education or part-time enrollment numbers. The first is our new Bachelor of Liberal Studies program which is aimed at helping students who stopped out with their return to Salem State, as well as students with credits from other schools to apply here and earn their degree quickly. The other effort is a

partnership with a third-party provider to recruit students who left Salem State and coach them from admissions to graduation.

- The university has a heavily unionized work force. All collective bargaining agreements are due to be bargained in the coming months. As such negotiations are in the early stages, it is unknown at this time the level of compensation increases or other costs that Salem State must absorb in FY22 and in the coming years. In addition, the Commonwealth has shared unofficial estimated increases to the fringe benefit rate for future years, which the university will also need to absorb.
- There is no provision for Governmental Accounting Standards Board (GASB) 68 or GASB 75 non-cash expenses included in the FY22 budget. Actual amounts will be provided by the Commonwealth as FY22 is being closed.

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 FY22 for approval.

Composition of the Budget and Relationship to GAAP

Salem State University is in its sixth 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 standards that are not reflected in the FY22 budget. Consistent with previous budgetary practice, GASB Statement No. 75, Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions and 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 deadline to implement GASB 87, Leases has been deferred by the GASB. The university is not planning to adopt the standard early. As a result of the COVID-19 pandemic and the GASB's decision to allow delayed implementation, any potential impact of GASB 87 is not reflected in the presented FY22 budget.

Exhibit 1: Salem State University FY22 All Funds Budget

Account Description (\$ in thousands)	FY 2020 Year End Actuals	FY 2021 Year-to- Date April Actuals	FY 2021 Forecast as of 5/05/21	FY 2022 Original Budget
Managed Revenue ¹				
Tuition and Fees	\$84,393	\$79,738	\$79,897	\$74,705
Less: Scholarships, Fellowships & Waivers	(28,942)	(27,435)	(28,313)	(25,608)
Net Tuition and Fees	55,450	52,302	51,585	49,097
Federal, State, Private Grants	24,342	26,932	27,502	22,206
Auxiliary Enterprises	24,083	11,831	11,650	14,756
State General Appropriations	66,737	56,495	68,494	69,383
Other Revenue	6,065	4,082	3,888	5,170
Total Managed Revenue	176,676	151,643	163,119	160,613
<i>Year over Year Change</i>			-7.7%	-1.5%
Managed Expenses				
Compensation	119,890	85,052	103,899	113,045
Support	22,867	16,030	24,453	30,553
Facility-related	24,376	11,495	13,200	20,949
Total Managed Expenses	167,134	112,577	141,552	164,547
<i>Year over Year Change</i>			-15.3%	16.2%
Managed Net Income	9,542	39,066	21,566	(3,934)
Non-Cash Revenue / (Expenses)				
Capital Grants	1,560	1,523	5,323	1,835
Depreciation	(9,276)	(7,748)	(9,408)	(9,690)
Unrealized Gains/Losses	345	2,842	2,409	0
GASB 68 Pension	(3,123)	0	0	0
GASB 75 OPEB	(1,093)	0	0	0
Use of Reserves	0	0	0	3,934
Total Non-Cash Revenue / (Expenses)	(11,587)	(3,383)	(1,675)	(3,920)
<i>Year over Year Change</i>			-85.5%	134.0%
Total Increase / (Decrease) in Net Position	(2,044)	35,683	19,891	(7,854)

Note: FY2022 Non-Cash does not include an estimate for GASB 68 or GASB 75

Exhibit 2: Salem State University FY22 Trust Fund Budget

Account Description (\$ in thousands)	Unrestricted Auxiliaries	Educational & General Funds	Grants	Gifts & Contributions	Residence Halls	Restricted Other	Total Restricted Endowments	Net Invested in Capital Assets	FY 2022 Budget Total
<u>Operating Revenue</u>									
Net Tuition and Fees	\$0	\$66,152	(\$14,932)	(\$786)	(\$1,779)	\$442	\$0	\$0	\$49,097
Federal, State, Private Grants	0	0	22,206	0	0	0	0	0	22,206
Auxiliary Enterprises	3,588	115	0	0	10,816	236	0	0	14,756
State General Appropriations	0	69,254	129	0	0	0	0	0	69,383
Other Revenue	210	2,537	25	2,305	0	94	0	0	5,170
Total Managed Revenue	3,798	138,058	7,428	1,519	9,037	772	0	0	160,613
<u>Managed Expenses</u>									
Compensation	161	106,595	2,440	95	3,754	0	0	0	113,045
Support	4,756	21,953	1,440	1,424	280	699	0	0	30,553
Facility-related	494	16,020	3,548	0	7,249	73	0	(6,435)	20,949
Total Managed Expenses	5,411	144,568	7,428	1,519	11,284	772	0	(6,435)	164,547
Managed Net Income	(1,613)	(6,510)	0	0	(2,246)	0	0	6,435	(3,934)
<u>Non-Cash Revenue / (Expenses)</u>									
Capital Grants	0	1,835	0	0	0	0	0	0	1,835
Depreciation	0	0	0	0	0	0	0	(9,690)	(9,690)
Unrealized Gains/Losses	0	0	0	0	0	0	0	0	0
GASB 68 Pension	0	0	0	0	0	0	0	0	0
GASB 75 OPEB	0	0	0	0	0	0	0	0	0
Use of Reserves	0	3,934	0	0	0	0	0	0	3,934
Total Non-Cash Revenue / (Expenses)	0	5,770	0	0	0	0	0	(9,690)	(3,920)
Total Increase/Decrease in Net Position	(1,613)	(741)	0	0	(2,246)	0	0	(3,255)	(7,854)

Note that Facility-related managed expense amounts include transfers in and transfers out which are detailed in the exhibit below.

Exhibit 3: Transfers by Trust Fund

Account Description (\$ in thousands)	Unrestricted Auxiliaries	Educational & General Funds	Grants	Gifts & Contributions	Residence Halls	Restricted Other	Total Restricted Endowments	Net Invested in Capital Assets	FY 2022 Budget Total
Transfers by Type									
Facility-Related									
Debt Service	0	2,539	0	0	0	0	0	(2,539)	0
MSCBA	0	4,940	0	0	(4,545)	0	0	(395)	(0)
Capitalization	0	4,797	0	0	0	0	0	(4,797)	0
Total Facilities Related Transfers	0	12,276	0	0	(4,545)	0	0	(7,731)	(0)
Operational Support	(502)	(3,024)	3,461	0	0	72	0	0	6
Overhead Distributed	0	(89)	38	0	0	0	0	0	(51)
Total Transfers	(502)	9,162	3,499	0	(4,545)	72	0	(7,731)	(45)

Transfers are movements of money between trust funds. Transfers into a trust fund are shown in parenthesis while transfers out are shown as positive numbers.

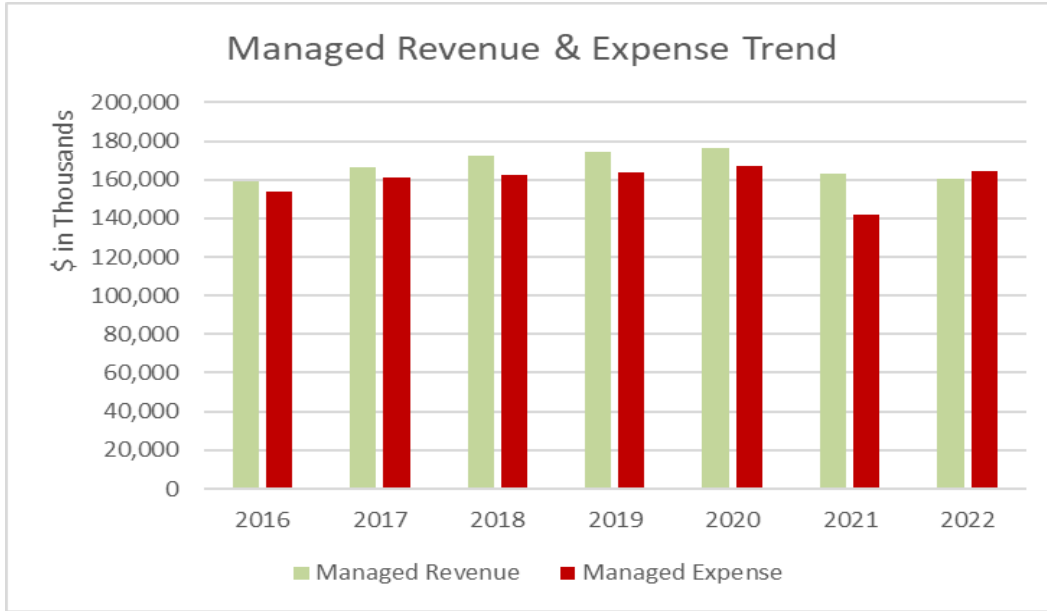
Exhibit 4: Managed Revenue vs. Managed Expense Trend

Account Description (\$ in thousands)	FY 2016 Year End Actuals	FY 2017 Year End Actuals	FY 2018 Year End Actuals	FY 2019 Year End Actuals	FY 2020 Year End Actuals	FY 2021 Forecast as of 5/05/21	FY 2022 Original Budget
Managed Revenue							
Net Tuition and Fees	57,896	61,239	63,381	61,057	55,450	51,585	49,097
Federal, State, Private Grants	18,820	19,306	19,472	19,901	24,342	27,502	22,206
Auxiliary Enterprises	21,149	22,519	23,423	22,569	24,083	11,650	14,756
State General Appropriations	56,416	58,768	60,128	65,735	66,737	68,494	69,383
Other Revenue	4,593	4,422	5,858	5,291	6,065	3,888	5,170
Total Managed Revenue	158,874	166,254	172,263	174,552	176,676	163,119	160,613
<i>Year over Year Change</i>		4.6%	3.6%	5.0%	2.6%	-6.6%	-1.5%
Managed Expenses							
Compensation	112,436	118,273	117,761	118,997	119,890	103,899	113,045
Support	18,568	17,991	18,365	19,220	22,867	24,453	30,553
Facility-related	22,934	24,669	26,138	25,772	24,376	13,200	20,949
Total Managed Expenses	153,939	160,934	162,264	163,990	167,134	141,552	164,547
<i>Year over Year Change</i>		4.5%	0.8%	1.1%	1.9%	-15.3%	-1.5%
Managed Net Income	4,935	5,320	9,998	10,563	9,542	21,566	(3,934)
Non-Cash Revenue / (Expenses)							
Capital Grants	783	7,711	2,950	2,067	1,560	5,323	1,835
Depreciation	(7,877)	(8,477)	(8,903)	(9,216)	(9,276)	(9,408)	(9,690)
Contributions to SSUAC	(911)	(896)	0	0	0	0	0
Unrealized Gains/Losses	(487)	738	(438)	413	345	2,409	0
Gains/Loss on Disposal of Plant Facilities	0	0	0	0	0	0	0
GASB 68 Pension	(4,368)	(4,711)	(3,583)	(3,755)	(3,123)	0	0
GASB 75 OPEB	0	0	(4,498)	(2,525)	(1,093)	0	0
Use of Net Position	0	0	0	0	0	0	3,934
Total Non-Cash Revenue / (Expenses)	(12,859)	(5,636)	(14,472)	(13,015)	(11,587)	(1,675)	(3,920)
<i>Year over Year Change</i>		-56.2%	156.8%	-10.1%	-11.0%	-85.5%	-66.2%
Total Increase / (Decrease) in Net Position	(7,925)	(316)	(4,474)	(2,452)	(2,044)	19,891	(7,854)

Note: Beginning FY2020 Dining revenue and expenses are included in Managed Net Income.

GASB 68 and 75 estimates are not included in the FY2021 Forecast or the FY2022 Original Budget.

Chart 1: Managed Revenue vs. Managed Expense Trend



FY2020/forward is not directly comparable to previous fiscal years, dining expenses not reflected in revenue and expense trends prior to that fiscal year.

Chart 2: Components of FY22 Revenue Budget

FY 2022 Managed Revenue Budget (\$ in thousands)

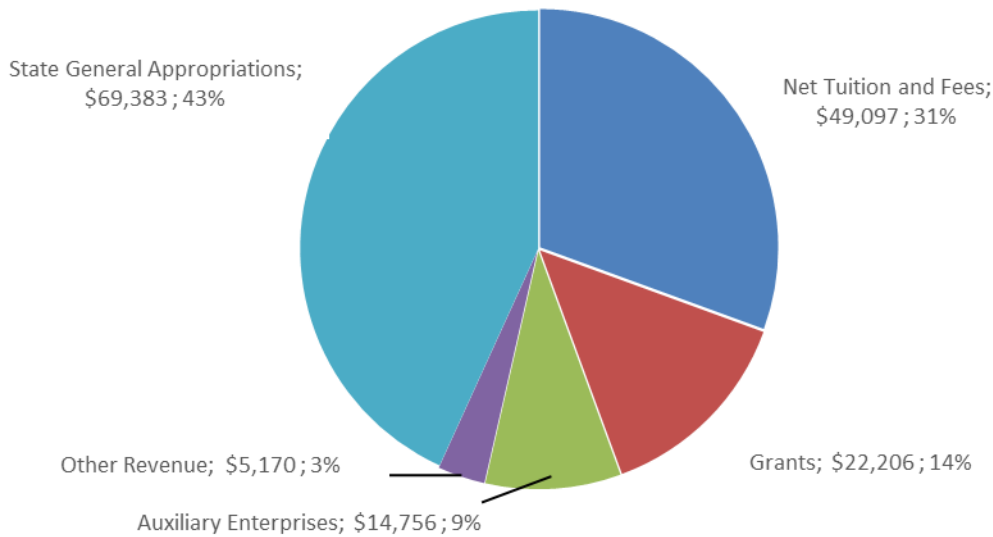


Chart 3: Components of FY22 Expense Budget

FY 2022 Managed Expense Budget (\$ in thousands)

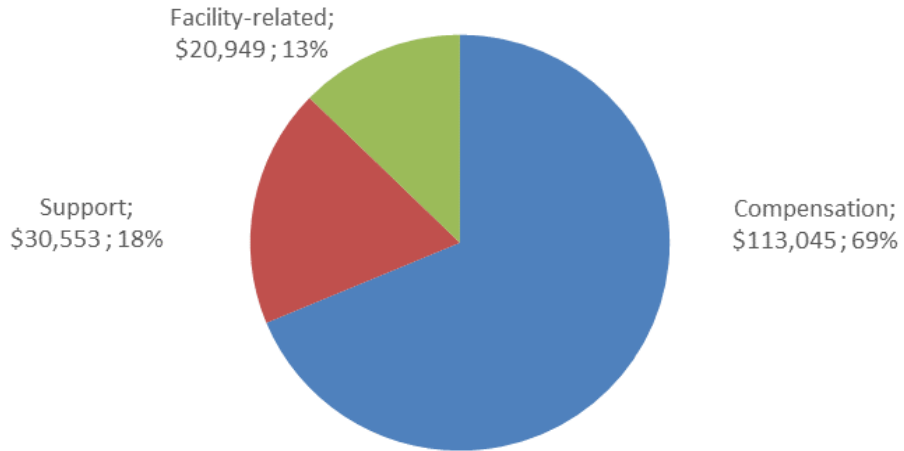
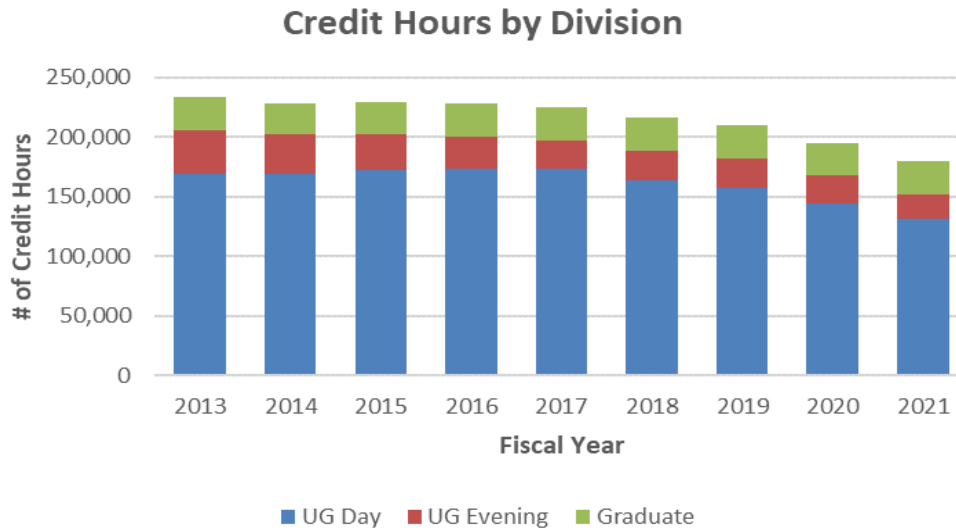
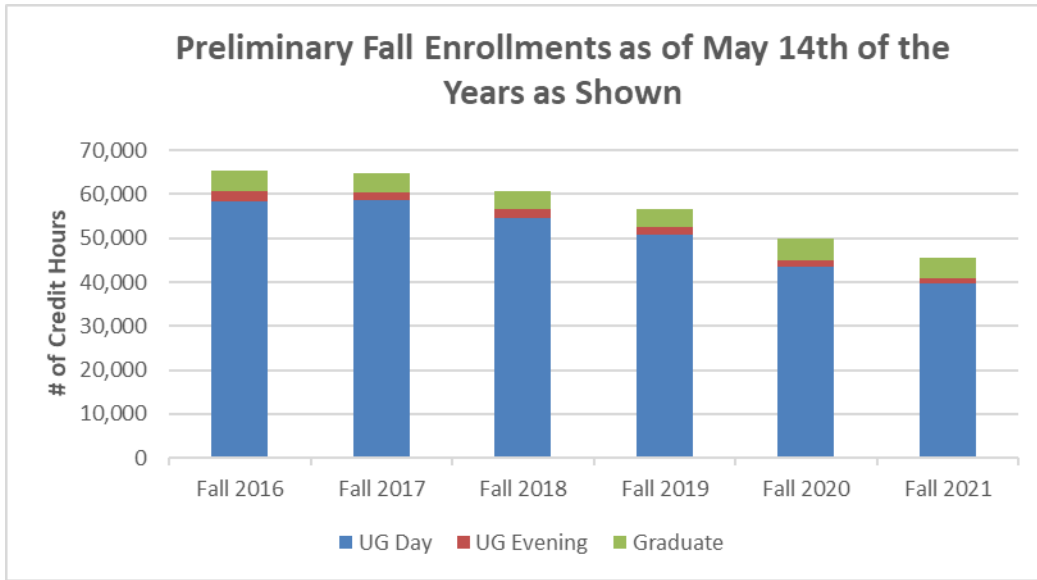


Chart 4: Credit Hours Delivered by Division – Full Years 2013 – 2021



Note: FY21 credit hours may be subject to change, fiscal year is still open at the time of this printing.

Chart 5: Preliminary Fall Enrollments (Registrations) for 2016 - 2021 (Fall only) as of May 14th



Note: Year over year is not comparable, as the priority deposit deadline was deferred for Fall 2020 due to pandemic.

Chart 6: Student-to-Faculty Ratio

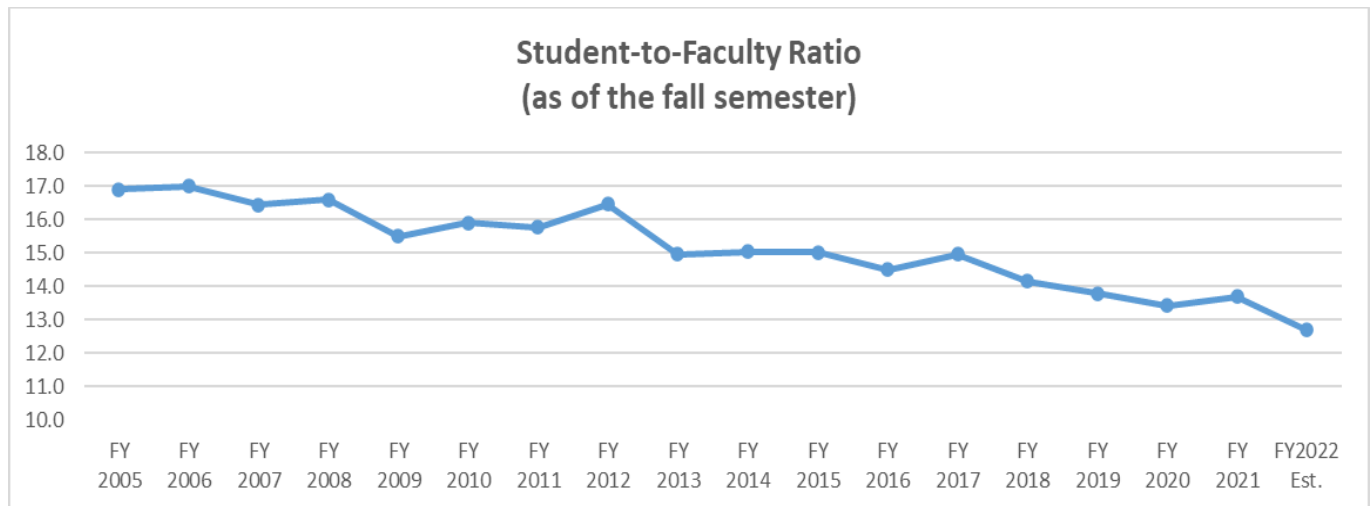


Chart 7: Cash Operating Balances

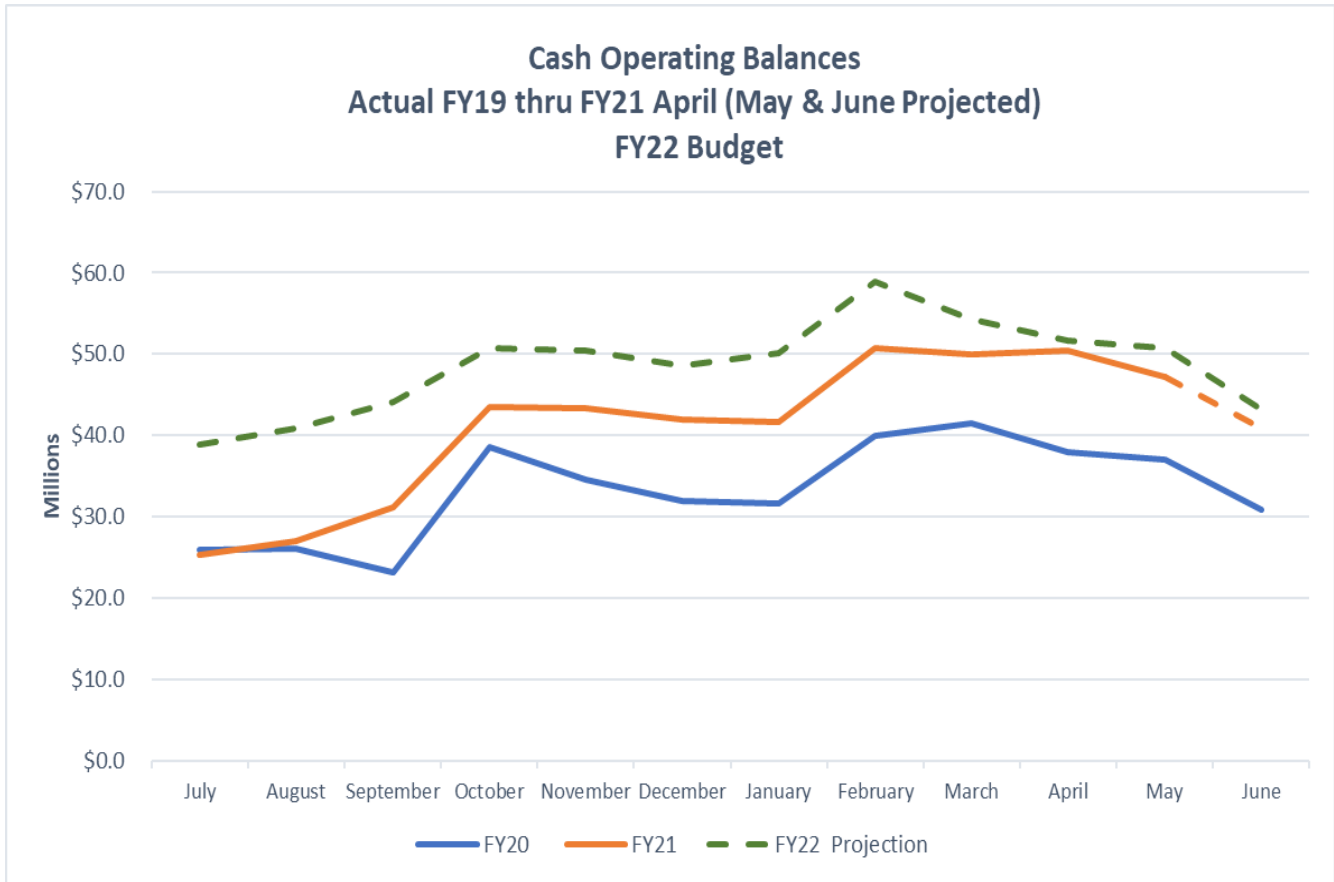


Chart 8: Debt Service

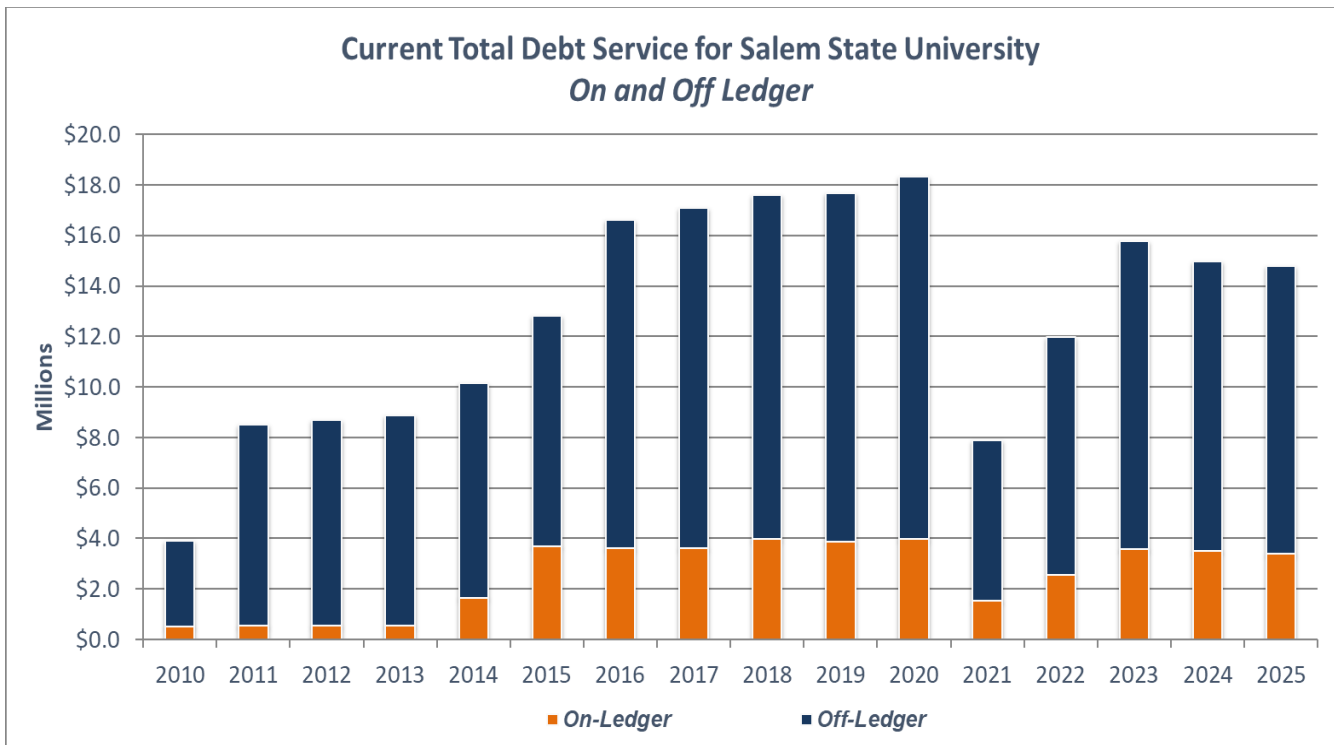


Table 1: Managed Revenue

Revenue (\$ in millions)	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY2021 Projection	FY2022 Budget	Amount Change	Percent Change
Net Tuition and Fees	\$57.9	\$61.2	\$63.4	\$61.1	\$55.5	\$51.6	\$49.1	-\$2.5	-4.8%
Federal, State, Private Grants	18.8	19.3	19.5	19.9	24.3	27.5	22.2	-5.3	-19.3%
Auxiliary Enterprises	21.1	22.5	23.4	22.6	24.1	11.7	14.8	3.1	26.7%
State General Appropriations	56.4	58.8	60.1	65.7	66.7	68.5	69.4	0.9	1.3%
Other Revenue	4.6	4.4	5.9	5.3	6.1	3.9	5.2	1.3	33.0%
Total Managed Revenue	\$158.9	\$166.3	\$172.3	\$174.6	\$176.7	\$163.1	\$160.6	-\$2.5	-1.5%

Table 2: Fee Revenue

Fee Revenue (\$ in millions)	FY2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actuals	FY 2020 Actual	FY2021 Projection	FY2022 Budget	Amount Change	Percent Change	Percent Increase
University Fee	\$59.4	\$61.9	\$64.6	\$65.3	\$61.9	\$61.4	\$57.0	-\$4.4	-7.2%	0.0%
Capital Improvement Fee	1.7	2.6	2.7	2.8	2.7	2.6	2.5	-0.2	-7.3%	0.0%
SGA Fee	0.5	0.5	0.6	0.6	0.5	0.5	0.4	0.0	-9.0%	0.0%
Other Fee Revenue	3.4	4.5	5.5	5.7	5.3	2.9	3.1	0.2	8.0%	0.0%
Total Fee Revenue	\$65.1	\$69.6	\$73.5	\$74.4	\$70.5	\$67.4	\$63.0	-\$4.4	-6.5%	

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

Table 3: Historical Tuition & Mandatory Fees

	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021***	FY2022
<u>Undergraduate Day</u>							
Per Credit Rate	\$ 385.25	\$ 405.67	\$ 428.24	\$ 453.52	\$ 470.17	\$ 486.46	\$ 486.46
Per Credit Rate Increase	\$ 25.00	\$ 20.42	\$ 22.57	\$ 25.28	\$ 16.65	\$ 16.29	\$ -
Annual POA Rate**	\$ 9,246	\$ 9,736	\$ 10,278	\$ 10,884	\$ 11,284	\$ 11,675	\$ 11,675
Annual POA Increase**	\$600	\$ 490	\$ 542	\$ 607	\$ 400	\$ 391	\$ -
% Increase	6.94%	5.30%	5.56%	5.90%	3.67%	3.46%	0.00%
<u>Continuing Education</u>							
Per Credit Rate	\$339.33	\$365.33	\$381.17	\$392.15	\$403.25	\$439.70	\$439.70
Rate Increase	\$33.00	\$26.00	\$15.84	\$10.98	\$11.10	\$36.45	\$ -
% Increase	10.77%	7.66%	4.34%	2.88%	2.83%	9.04%	0.00%
<u>Graduate*</u>							
Per Credit Rate	\$ 383.00	\$ 399.50	\$ 439.00	\$ 457.10	\$ 470.00	\$ 486.55	\$ 486.55
Rate Increase	\$15.00	\$16.50	\$39.50	\$18.10	\$12.90	\$ 16.55	\$ -
% Increase	4.08%	4.31%	9.89%	4.12%	2.82%	3.52%	0.00%

Note: Assumes in-state, fall/spring rates

Note*: Assumes Price Group 2, beginning in FY2018

Note**: POA stands for Price of Attendance

Note***: The online course fee was eliminated in FY2021

Table 4: Historical Credit Hours by Division

Student Type	Full Fiscal Year Credit Hours						
	2015	2016	2017	2018	2019	2020	2021
Undergraduate Day	172,772	173,274	173,338	167,768	157,923	144,382	131,172
Continuing Education	29,856	26,935	24,171	24,906	24,449	23,752	21,005
Graduate	27,255	27,941	27,839	28,510	27,430	26,473	27,645
Total Credit Hours	229,883	228,150	225,348	221,184	209,802	194,607	179,822
<i>Year over year %</i>		<i>(0.8%)</i>	<i>(1.2%)</i>	<i>(1.8%)</i>	<i>(5.1%)</i>	<i>(7.2%)</i>	<i>(7.6%)</i>

Table 5: Financial Aid

Financial Aid (\$ in millions)	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY2021 Projection	FY2022 Budget	Amount Change	Percent Change
Tuition Waivers	\$1.6	\$2.5	\$2.5	\$2.5	\$2.2	\$2.1	\$1.9	\$(0.2)	(7.4%)
Scholarships & Grants	20.0	20.8	22.1	24.0	26.7	26.2	23.7	\$(2.5)	(9.6%)
Total Financial Aid	21.6	23.3	24.6	26.5	28.9	28.3	25.6	\$(2.7)	(9.4%)
As a % of Gross Tuition and Fees	27.2%	27.6%	28.0%	30.2%	34.3%	35.4%	34.3%		

Financial Aid by Funding Source	Unrestricted Educational				Residence Ha		Restricted	Total
	Auxiliaries	& General	Grants	Gifts	Trust Fund	Other		
FY 2022 Budget by Source (\$ millions)	\$0.0	\$8.1	\$14.9	\$0.8	\$1.8	\$0.0	\$25.6	
FY 2022 Budget by Source (% of total)	0.0%	31.5%	58.3%	3.1%	7.1%	0.0%	100.0%	

Note 1: The FY 2022 Budget contains \$6.1M in unrestricted institutional aid and housing grants.

Note 2: The FY 2020 Actual includes \$3.1 M of \$3.256 in student CARES Act, the balance of \$140K paid out FY21. FY21 projection incl/ new federal CRSSA funding of \$3.256.

Note 3: FY 2022 does not include new ARP funding of up to \$9 million for student financial aid. Awards will be disbursed based on federal guidelines when received.

Table 6: Auxiliary Revenue

Auxiliary Revenue (\$ in millions)	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY2021 Projection	FY2022 Budget	Amount Change	Percent Change
Student Housing	\$18.1	\$18.9	\$19.6	\$19.1	\$14.1	\$8.7	\$10.9	\$2.2	25.6%
Dining	0.0	0.1	0.1	0.4	7.1	2.3	3.2	0.8	36.4%
Commissions	2.1	2.2	2.3	1.9	1.9	0.3	0.2	0.0	-10.0%
Parking	0.4	0.6	0.7	0.7	0.5	0.1	0.2	0.1	53.3%
Other	0.5	0.7	0.7	0.5	0.5	0.2	0.2	0.0	-3.3%
Total Auxiliary Revenue	\$21.1	\$22.5	\$23.4	\$22.6	\$24.1	\$11.7	\$14.8	\$3.1	26.7%

Table 7: State Operating Support

Appropriations (\$ in millions)	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY2020 Actual	FY 2021 Projection	FY 2022 Budget	Amount Change	Percent Change
General Appropriations Act (GAA)	\$43.5	\$44.0	\$44.4	\$48.7	\$49.9	\$51.2	\$51.2	\$0.0	0.0%
Funding Formula Allocation	0.5	0.4	0.0	0.4	0.0	0.0	0.0	0.0	0.0%
Total Base Appropriation	44.0	44.4	44.4	49.1	49.9	51.2	51.2	0.0	0.0%
State Paid Fringe	12.8	14.8	15.6	17.1	17.7	18.2	19.1	0.9	4.9%
Tuition Remission	-0.9	-0.9	-0.9	-0.9	-0.9	-0.9	-0.9	0.0	0.0%
Other Appropriations	0.5	0.5	1.0	0.5	0.0	0.0	0.0	0.0	0.0%
Total State Support	\$56.4	\$58.8	\$60.1	\$65.7	\$66.7	\$68.5	\$69.4	\$0.9	1.3%

Table 8: Managed Expenses

Managed Expenses (\$ in millions)	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY2020 Actual	FY2021 Projection	FY2022 Budget	Amount Change	Percent Change
Compensation (See tables 8 - 12 for detail)	\$112.4	\$118.3	\$117.8	\$119.0	\$119.9	\$103.9	\$113.0	\$9.1	8.8%
Administrative Expenses	\$5.0	\$5.2	\$5.8	\$5.4	\$5.3	\$5.1	\$9.0	\$3.9	75.8%
Programmatic Operational Supplies	\$32.0	\$3.1	\$3.0	\$2.6	\$2.3	\$2.1	\$2.9	\$0.8	38.9%
Contracted Services	\$39.0	\$3.7	\$3.2	\$4.8	\$8.8	\$8.1	\$8.8	\$0.7	8.5%
IT and Telecom	\$5.1	\$4.7	\$5.2	\$5.0	\$5.3	\$5.8	\$5.8	\$0.0	-0.3%
Contingency	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$1.8	\$2.0	\$0.3	15.9%
Other	\$1.4	\$1.3	\$1.2	\$1.5	\$1.1	\$1.6	\$2.0	\$0.4	28.1%
Total Support	18.6	18.0	18.4	19.2	22.9	24.5	30.6	6.1	24.9%
Utilities	43.0	4.2	4.1	4.2	3.8	3.8	4.4	0.6	14.8%
MSCBA Assessment & Interest Expense	14.1	15.2	16.1	16.3	15.9	5.1	11.9	6.8	134.3%
Space Rental	1.5	1.4	1.6	1.9	1.8	1.1	1.1	0.0	-2.9%
Construction & Improvement	3.0	3.8	4.3	3.4	2.9	3.3	3.7	0.4	12.9%
Other	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0%
Total Facility-related	22.9	24.7	26.1	25.8	24.4	13.2	20.9	7.7	58.7%
Total Managed Expenses	\$153.9	\$160.9	\$162.3	\$164.0	\$167.1	\$141.6	\$164.5	\$23.0	16.2%

*The FY2022 Budget includes a University Wide Contingency of \$1.6M, COVID-19 related expenses placeholder of \$2.0M, and a Strategic Initiatives Pool of \$0.7M.

Table 9: Compensation

Salaries and Wages (\$ in millions)	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY2020 Actual	FY 2021 Projection	FY 2022 Budget	Amount Change	Percent Change
Benefitted Faculty and Staff	\$70.1	\$71.7	\$70.7	\$71.8	\$67.1	\$61.9	\$67.4	\$5.5	8.9%
Adjunct Faculty	12.0	11.8	12.1	11.5	11.6	8.8	8.8	0.0	0.1%
Student Labor	3.3	3.1	3.0	2.9	2.8	2.0	3.2	1.1	55.2%
Contract Employees	1.9	2.2	2.2	2.3	2.5	2.1	2.3	0.1	6.4%
Other Labor	3.0	3.0	3.0	3.1	9.3	3.4	3.2	-0.1	-4.2%
Total Salaries and Wages	\$90.2	\$91.9	\$90.9	\$91.5	\$93.3	\$78.3	\$84.9	\$6.6	8.5%
Fringe Benefits	22.3	26.4	26.9	27.5	26.6	21.7	28.1	6.4	29.5%
Total Compensation	\$112.4	\$118.3	\$117.8	\$119.0	\$119.9	\$100.0	\$113.0	\$13.1	13.1%
<i>Furlough Placeholder</i>									
Benefitted Faculty and Staff						-\$6.1	\$0.0	\$6.1	
Total Salaries and Wages						-\$6.1	\$0.0	\$6.1	
Fringe Benefits						-2.4	0.0	2.4	
Total Compensation						-\$8.5	\$0.0	\$8.5	
<i>Including Furlough Placeholder</i>									
Benefitted Faculty and Staff	\$70.1	\$71.7	\$70.7	\$71.8	\$67.1	\$59.9		-\$59.9	-100.0%
Adjunct Faculty	12.0	11.8	12.1	11.5	11.9	9.1		-9.1	-100.0%
Student Labor	3.3	3.1	3.0	2.9	3.2	3.2		-3.2	-100.0%
Contract Employees	1.9	2.2	2.2	2.3	2.6	2.1		-2.1	-100.0%
Other Labor	3.0	3.0	3.0	3.1	9.5	3.2		-3.2	-100.0%
Total Salaries and Wages	\$90.2	\$91.9	\$90.9	\$91.5	\$95.0	\$77.5	\$0.0	-\$77.5	-100.0%
Fringe Benefits	22.3	26.4	26.9	27.5	27.4	24.1		-24.1	-100.0%
Total Compensation	\$112.4	\$118.3	\$117.8	\$119.0	\$122.4	\$101.5	\$0.0	-\$101.5	-100.0%
Note 1: Other Labor includes overtime, vacation, holiday, sick payouts, and other categories.									
Note 2: FY2020 Actual includes the results of the voluntary separation incentive program (VSIP)									
Note 3: FY2021 Projected includes the results of a two week furlough program									

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

Financial Full-Time Benefitted Employees (FFTE)*	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FFTE Change	% Change FY20-FY21	FY 2021 % of Total
Clerical Union (AFSCME)	257	253	252	213	196	199	3	1.4%	23.8%
Professional Union (APA)	283	276	283	253	247	260	13	5.3%	31.1%
Day and DGCE Faculty (MSCA)	377	362	364	323	313	316	4	1.1%	37.8%
Professional Non-Union (NUP)	58	62	63	57	55	55	(0)	-0.4%	6.6%
Clerical Non-Union (NUC)	6	9	10	6	6	6	0	0.0%	0.7%
Total FFTE	981	962	973	853	817	836	19	2.4%	100.0%

Note: FY2020 Budget is net of the position reduction budgeted for the VSIP

*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 11: Financial Full-Time Benefitted Employees (FFTE) by Division

Financial Full-Time Benefitted Employees (FFTE)	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Reinstated Budget	FY 2022 Budget	FY 2022 % of Total	% Change FY20-FY21
Academic Affairs/Student Life	631	637	562	517	4	519	62.1%	0.5%
Finance & Facilities	117	119	143	123	3	126	15.1%	2.4%
Inclusive Excellence	2	2	2	2	0	2	0.2%	0.0%
Institutional Advancement	29	29	27	24	3	28	3.3%	15.8%
Presidents Division	36	40	37	35	2	38	4.6%	8.9%
VP Chief of Staff/EM/Marketing	77	81	74	67	2	72	8.6%	7.8%
VP General Counsel/HR/ITS	70	65	60	50	1	51	6.1%	2.0%
VSIP Reduction (budget not allocated by VP)	0	0	-52	0	0	0	0.0%	0.0%
Total Financial Full-Time Benefitted Employees	961.3	972.9	853.0	818.0	15.0	836.5	102.3%	2.3%

Note: FY2020 Division totals updated to reflect correct location of 30 maintainers. Corrected from AA/SL to F&F

Table 12: Salary and Wages for Benefitted Employees by Division

Salary and Wages for Benefitted Employees by Division (\$ in thousands)	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	Amount Change	Percent Change
Academic Affairs/Student Life	52,882	50,823	44,996	45,573	576	1.3%
Finance & Facilities	7,710	7,521	7,771	7,908	136	1.8%
Inclusive Excellence	236	213	263	253	(10)	-3.8%
Institutional Advancement	2,404	2,304	2,012	2,347	335	16.6%
Presidents Division	2,825	2,723	2,389	2,816	428	17.9%
VP Chief of Staff/EM/Marketing	6,226	5,994	5,095	5,445	350	6.9%
VP General Counsel/HR/ITS	5,653	5,337	4,713	4,739	26	0.5%
APA/NUP Other Increases	128	94	136	116	(20)	-14.7%
MSCA Other Increases	633	440	297	327	30	10.1%
AFSCME/NUC Other Increases	156	157	125	157	31	25.0%
Vacancy Savings Target (University-wide)	(5,146)	(1,872)	(1,872)	(2,418)	(546)	29.1%
Furlough Reduction	0	0	(6,110)	0	6,110	-100.0%
MEPA Study	0	0	0	151	151	0.0%
VSIP Reduction	0	(2,952)	0	0	0	0.0%
Total Financial Full-Time Benefitted Employees	\$73,707	\$70,781	\$59,815	\$67,412	\$7,597	12.7%

Table 13: Fringe Benefit Rates as set by the Commonwealth

Benefit Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Budget	Absolute Change	Percent Change
Group Insurance	18.8%	22.7%	22.1%	21.6%	20.2%	20.7%	20.3%	-0.4%	-1.9%
Retirement	9.5%	10.0%	11.8%	12.1%	14.1%	14.7%	16.1%	1.5%	9.9%
Terminal Leave	1.0%	0.8%	1.0%	1.3%	1.2%	1.1%	1.2%	0.1%	8.4%
Subtotal	29.2%	33.5%	34.9%	34.9%	35.5%	36.4%	37.5%	1.2%	3.2%
Unemployment Insurance	0.3%	0.3%	0.2%	0.3%	0.4%	0.3%	0.2%	-0.1%	-36.0%
Universal Health Insurance	0.1%	0.1%	0.1%	0.1%	0.2%	0.1%	0.02%	-0.1%	-75.0%
Medicare Tax	1.3%	1.3%	1.2%	1.4%	1.5%	1.3%	1.4%	0.1%	10.0%
Paid Family & Medical Leave (PFML)	0.0%	0.0%	0.0%	0.0%	0.4%	0.3%	0.4%	0.1%	16.1%
Subtotal	1.7%	1.7%	1.5%	1.7%	2.4%	1.9%	2.0%	0.03%	1.5%
Total Fringe Benefit Rate	30.8%	35.2%	36.3%	36.6%	37.9%	38.3%	39.5%	1.2%	3.1%

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 D500 - Academic Affairs
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 2504 - Dormitory Trust Fund
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 two endowed funds.	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 2540 - Vendor Fund for Commissions

Appendix II: Vendors with Contracts in Excess of \$500,000 which are pre-approved upon approval of FY22 Budget

Salem State University FY22 Budget Package

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

Vendor Name	Vendor Description	Anticipated spending FY 2022	Trust Fund Name	PeopleSoft Fund Number	PeopleSoft Fund Name
Broad Institute/Clinical Research Sequencing /TBD	Covid testing for faculty and staff	1,000,000	Educational & General	1278	University Fee
City of Salem	Water/Sewer	500,000	General/RHTF*	1100	University Fee
Compass Facility Services	Cleaning services	600,000	Educational & General	1100	University Fee
Dell Computers	Computer related equipment	500,000	Educational & General	7010	University Fee
Direct Energy Marketing Inc.	Natural gas delivery supplier	650,000	General/RHTF*	1100	University Fee
Direct Energy Services LLC	Electric delivery supplier	675,000	General/RHTF*	1100	University Fee
EAB Global, INC	research, technology, and consulting	851,000	Educational & General	1100	University Fee
Follett Higher Education Group	Book vouchers, education materials	525,000	Educational & General	1100	University Fee
Integration Partners Corporation	Technology	445,000	Educational & General	1100	University Fee
National Grid Electric	Electric service	1,275,000	General/RHTF*	1100	University Fee
National Grid Gas	Gas service	600,000	General/RHTF*	1100	University Fee
Property Lease 331 Lafayette St	Lease expense	560,000	Educational & General	1100	University Fee
Property Lease Salem State University-Assistance Corp	Lease expense, SSU assistance	650,000	Educational & General	1100	University Fee
Red Thread LLC	Furniture & equip purchases	600,000	Educational & General	1100	University Fee
Sodexo	Food service provider	5,000,000	Unrestricted Auxiliaries	2550	Meal Plan Dining
Software House International	Software subscription & support	975,000	Educational & General	1100	University Fee
TBD	Shuttle & charter bus service	500,000	Educational & General	1100	University Fee
To Be Determined	Capital Projects	7,116,274	Educational & General	1100	Facilities Projects
University Health Plans, Inc.**	Student health insurance	1,700,000	Agency	6216	Health Insurance

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

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

*** 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-A: List of Proposed Facilities Projects

Salem State University FY22 Budget Package

Location	Project	Recommended Funding Amount - MSCBA	Recommended Funding Amount - DCAMM	Recommended Funding Amount - University Fee Funded	Total
Campus Wide	Donor Signage			\$25,000	\$25,000
Campus Wide	Annual Fund for ADA Committee			\$10,000	\$10,000
Campus Wide	Classroom Refresh			\$200,000	\$200,000
Parking Garage	Fencing			\$320,517	\$320,517
Meier Hall	Waterproofing 6th Floor Exterior Walls		\$214,589	\$709,511	\$924,100
Sullivan	Basement Structural Repairs/ADA ramp		\$245,829	\$875,306	\$1,121,135
Berry Library	HVAC Repairs and Upgrades		\$1,375,000	\$724,100	\$2,099,100
Campus Wide	On Campus Remote Work Space			\$200,000	\$200,000
Parking Lot Improvements	Various	\$500,000			\$500,000
O'Keefe	Alumni Field Turf replacement	\$764,000			\$764,000
O'Keefe	Study: Parking Lot Repair/Solar Canopy	\$75,000			\$75,000
Program Relocations	Various			\$50,000	\$50,000
Campus Wide	Automated Building Controls (7 buildings)			\$700,000	\$700,000
Campus Wide	Contingency			\$127,422	\$127,422
Total		\$1,339,000	\$1,835,418	\$3,941,856	\$7,116,274

Appendix III-B: List of Proposed ITS Projects

Salem State University FY22 Budget Package

Appendix III-B: List of Proposed ITS Projects		
Sponsor	Project	Recommended Funding Amount
ITS/Academic Affairs	**Hyflex	\$75,000
ITS/Academic Affairs	Search Appliance Operations	\$12,000
ITS/Academic Affairs	~~ Jira and Confluence Cloud Migration	\$20,000
ITS	Telecom Directory Manager Decommission	\$20,000
ITS/Human Resources	~~Student Employment	\$20,000
Academic Affairs	**IRB	\$11,000
ITS/Human Resources	~~ EMS and A-Z Directory Replacement	\$80,000
President's Office	~~Committee Files	\$20,000
ITS/Facilities	** Physical Spaces	\$12,000
President's Office	Grants Office	\$10,000
Enrollment Management	~~Chat for Student Navigation Center	\$10,000
Marketing	~~ Internationalization	\$50,000
Web Development	** Website Maintenance Plan	\$20,000
Web Development	** Drupal 9 Upgrades	\$12,000
Library	** Digital Commons Replacement – Library	\$6,000
School of Continuing & Professional Studies	** ~~ CE Discovery/Digital Catalogs	\$20,000
Institutional Advancement	The Campaign	\$41,500
Enrollment Management	** A Tuition Calculator	\$20,000
ITS	~~VDI	\$100,000
ITS	**Network UPG	\$100,000
ITS	Azure AD	\$25,000
ITS	Contingency	\$15,500
Total		\$700,000
** = Direct student impact ~~ = Required operations activity		

Appendix IV: Tuition/Fee Rates for FY22

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

IN-STATE	Fall 2021		Spring 2022		Academic Year
	Per Credit	Full-Time	Per Credit	Full-Time	Full-Time
Day Undergraduate					
Tuition					
In-State	\$37.92	\$455.00	\$37.92	\$455.00	\$910.00
Fees					
University Fee ¹	\$427.25	\$5,127.00	\$427.25	\$5,127.00	\$10,254.00
Capital Improvement Fee	\$17.10	\$205.20	\$17.10	\$205.20	\$410.40
SGA Fee	\$4.20	\$50.40	\$4.20	\$50.40	\$100.80
Total Tuition and Fees					
In-State	\$486.47	\$5,837.60	\$486.47	\$5,837.60	\$11,675.20

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

OUT-OF-STATE	Fall 2021		Spring 2022		
	Per Credit	Full-Time	Per Credit	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	\$454.95	\$5,459.40	\$454.95	\$5,459.40	\$10,918.80
Capital Improvement Fee	\$17.10	\$205.20	\$17.10	\$205.20	\$410.40
SGA Fee	\$4.20	\$50.40	\$4.20	\$50.40	\$100.80
Total Tuition and Fees					
Out-of-State	\$770.00	\$9,240.00	\$770.00	\$9,240.00	\$18,480.00

Evening Undergraduate (SCPS)					
Tuition					
Out-of-State	\$285.00		\$285.00		
Fees					
Course Fee	\$303.10		\$303.10		
Capital Improvement Fee	\$17.40		\$17.40		
SGA Fee	\$4.20		\$4.20		
Total Tuition and Fees	\$609.70		\$609.70		
Out-of-State					
International Students-Supplemental Charge - \$140.00 per credit					

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

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

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

Evening Undergraduate (SCPS) Fees					
SCPS Additional Fees					
Course Fees					
Lab Fees	\$25-\$500 per course				
Clinical Fees	\$15-\$100 per course				
Day School Nursing Resource Center Fee	\$100 per course				
Field Placement Fee for MSW	\$100-\$250 per course				
Institute Fee	\$100 per institute				
Application Fees					
SCPS Admissions	\$50.00				
Late Fees					
Late application for degree	\$50.00				
Late Payment (tuition and fees)	\$50/month				
Payment plans (enrollment fee for TN)	\$40/ semester				
Non-credit course fee	Varies depending on course				
Institutes (winter session/summer)	Varies depending on course				

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

IN-STATE	Fall 2021		Spring, Summer 2022	
	Per Credit		Per Credit	
Graduate - Price Group 1				
Tuition				
In-State	\$140.00		\$140.00	
Fees				
Course Fee	\$281.95		\$281.95	
Capital Improvement Fee	\$17.40		\$17.40	
Total Tuition and Fees	\$439.35		\$439.35	
In-State				
Graduate - Price Group 2				
Tuition				
In-State	\$140.00		\$140.00	
Fees				
Course Fee	\$329.15		\$329.15	
Capital Improvement Fee	\$17.40		\$17.40	
Total Tuition and Fees	\$486.55		\$486.55	
In-State				

Graduate - Price Group 3				
Tuition				
In-State	\$140.00		\$140.00	
Fees				
Course Fee	\$392.90		\$392.90	
Capital Improvement Fee	\$17.40		\$17.40	
Total Tuition and Fees	\$550.30		\$550.30	
In-State				

OUT-OF-STATE	Fall 2021		Spring, Summer 2022	
	Per Credit		Per Credit	
Graduate - Price Group 1				
Tuition				
Out-of-State	\$230.00		\$230.00	
Fees				
Course Fee	\$281.95		\$281.95	
Capital Improvement Fee	\$17.40		\$17.40	
Total Tuition and Fees	\$529.35		\$529.35	
Out-of-State				
International Students-Supplemental Charge (Per semester excluding summer)	\$375.00			

Graduate - Price Group 2				
Tuition				
Out-of State	\$230.00		\$230.00	
Fees				
Course Fee	\$329.15		\$329.15	
Capital Improvement Fee	\$17.40		\$17.40	
Total Tuition and Fees	\$576.55		\$576.55	
Out-of-State				
International Students-Supplemental Charge (Per semester excluding summer)	\$375.00			

Graduate - Price Group 3				
Tuition				
Out-of-State	\$230.00		\$230.00	
Fees				
Course Fee	\$392.90		\$392.90	
Capital Improvement Fee	\$17.40		\$17.40	
Total Tuition and Fees	\$640.30		\$640.30	
Out-of-State				
International Students-Supplemental Charge (Per semester excluding summer)	\$375.00			

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

Graduate School Fees					
<u>Grad School Additional Fees</u>					
<u>Course Fees</u>					
Lab Fees	\$25-\$500 per course				
Clinical Fees	\$15-\$100 per course				
Field Placement Fee for MSW	\$100-\$250 per course				
Institute Fee	\$100 per institute				
<u>Application Fees</u>					
Graduate Admissions	\$50.00				
Comprehensive Exam Application	\$50.00				
<u>Late Fees</u>					
Late application for degree	\$50.00				
Late Payment (tuition and fees)	\$50/month				
Payment plans (enrollment fee for TN)	\$40/ semester				
Institutes (winter session/summer)	Varies depending on course				

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

	Fall 2021 Approved		Spring 2022		Academic Year
	Per Credit	Full-Time	Per Credit	Full-Time	Full-Time
Housing ²					
Bowditch - Single		\$4,922.50		\$4,922.50	\$9,845.00
Peabody - Single		\$4,922.50		\$4,922.50	\$9,845.00
Atlantic Hall - Single		\$6,260.00		\$6,260.00	\$12,520.00
Marsh Hall - Single		\$5,395.00		\$5,395.00	\$10,790.00
Viking Hall - Single		\$5,627.50		\$5,627.50	\$11,255.00
Bowditch - Double		\$4,740.00		\$4,740.00	\$9,480.00
Peabody - Double		\$4,740.00		\$4,740.00	\$9,480.00
Atlantic Hall- Double		\$5,855.00		\$5,855.00	\$11,710.00
Marsh Hall - Double		\$5,270.00		\$5,270.00	\$10,540.00
Viking Hall - Double		\$5,385.00		\$5,385.00	\$10,770.00
Viking Hall - Suite Double		\$5,505.00		\$5,505.00	\$11,010.00
Viking Hall - Suite Single		\$5,627.50		\$5,627.50	\$11,255.00
Meal Plans					
All You Care to Eat 7 Day Silver Plan ³		\$1,983.00		\$1,983.00	\$3,966.00
All You Care to Eat 7 Day Gold Plan ³		\$2,173.00		\$2,173.00	\$4,346.00
All You Care to Eat 7 Day Platinum Plan ³		\$2,313.00		\$2,313.00	\$4,626.00
Block Plan 1 ⁴		\$406.00		\$406.00	\$812.00
Block Plan 2 ⁴		\$740.00		\$740.00	\$1,480.00
Block Plan 3 ⁴		\$1,160.00		\$1,160.00	\$2,320.00
Miscellaneous Fees					
Mass PIRG Fee (waivable each semester) ⁵		\$10.00		\$10.00	\$20.00
Resident Parking (Atlantic and Peabody lots)		\$275.00		\$275.00	\$550.00
Resident Parking (Bates lot)		\$50.00		\$50.00	\$100.00
Resident Parking (Marsh lot)		\$200.00		\$200.00	\$400.00
Commuter Parking		\$10.00		\$10.00	\$20.00
International Student Fee ⁶		\$375.00		\$375.00	\$750.00
Records Fee-for non-matriculated students		\$10.00		\$10.00	\$20.00
Health Insurance -- (waivable) ⁷					\$3,504.00
Matriculation Fee -- new matriculated students (one-time)					\$275.00
Differential Fees for Undergraduate Programs					
Art		\$125.00		\$125.00	\$250.00
Biology		\$250.00		\$250.00	\$500.00
Business		\$250.00		\$250.00	\$500.00
Chemistry		\$250.00		\$250.00	\$500.00
Nursing		\$500.00		\$500.00	\$1,000.00
Cohort Based Program Cost					
Accelerated 2nd Degree for BSN Summer 2020 Cohort per credit ⁸					\$600.00
Accelerated 2nd Degree for BSN Summer 2021 Cohort per credit ⁸					\$600.00
Accelerated 2nd Degree for BSN Summer 2022 Cohort per credit ⁸					\$625.00

Schedule of Student Charges 2021-22 Academic Year

NOTES FOR FY 2022

- 1 The University Fee represents the fee anticipated for 2021-22. Fees may change by action of the Board of Trustees.
- 2 Housing rates include (1) \$20 per semester/\$40 per year Residence Hall Association Fee for all residence halls; and (2) \$380 per semester/\$760 per year Technology/Student Fee.
- 3 The All You Care to Eat 7-Day Silver Plan will be the minimum required plan for students living in Peabody, Bowditch, Marsh or Viking Hall.

Plan Name	Board Meals	Guest Meals	Dining Dollars	Clipper Card	Cost per Semester
All You Care to Eat					
7 Day Silver Plan	Unlimited	3	\$0	\$50	\$1,983
7 Day Gold Plan	Unlimited	6	\$150	\$100	\$2,173
7 Day Platinum	Unlimited	8	\$300	\$100	\$2,313

- 4 Block Plan 1 will be the minimum required plan for all students living in Atlantic.

Plan Name	Board Meals	Guest Meals	Dining Dollars	Clipper Card	Cost per Semester
Block Plan					
Block Plan 1	42	0	\$100	\$25	\$406
Block Plan 2	60	0	\$300	\$50	\$740
Block Plan 3	140	0	\$200	\$50	\$1,160

- 5 Charged for all day students each semester. Student may opt out and have fee waived on line.
- 6 Applicable to all matriculated international students with a Salem State-issued visa (excluding ESL students)
- 7 Charged for all students enrolled in at least 75 percent of a full-time course load. Student may opt out and have fee waived if covered by other health insurance. Fall only prorated \$1,468.75 charge; Spring only prorated at \$2,050.25
- 8 Accelerated 2nd Degree for Bachelor of Science, Nursing (BSN) is a cohort based program with a charge for Summer 2020 cohort of \$600 per credit; Summer of 2021 entering cohort of \$600 per credit; Summer of 2022 entering cohort of \$625 per credit.

Salem State University
Graduate Price Groups

Program
Price Group 1
Master's Programs
English (MA)
History (MA)
Education - Master's Programs
Chemistry (MAT)
Early Childhood Education (MEEd)
Elementary Education (MEd)
English (MA/MAT)
English (MAT)
English to Speakers of Other Languages (ESOL) (MAT)
History (MAT)
Leadership in Physical Education & Movement Studies (MEd)
Library Media Studies (MEd)
Mathematics (MAT)
Middle School Education (MED)
Middle School Math (MAT)
Physical Education (MAT)
Reading (MEd)
Secondary Education (MED)
Spanish (MAT)
Special Education (MEd)
Education - Licensure Only Programs
Early Childhood Education
Elementary Education
English to Speakers of Other Languages (ESOL)
Library Media Studies
Mathematics
Middle School Education (Initial Licensure Only)
Reading
Special Education
Graduate Certificate Programs
Autism Spectrum Disorders
Digital Studies
Global Policy Analysis
Holocaust and Genocide Studies
Public Policy and Administration (closed to new entrants)
Public History
Teaching English to Speakers of Other Languages
Writing and Rhetoric Studies
Teacher Leadership
Certificate of Advanced Graduate Study (CAGS)
Educational Leadership

Program
Price Group 2
Master's Programs
Behavior Analysis (MS)
Counseling (MS)
Criminal Justice (MS)
Geo-Information Science (MS)
Industrial/Organizational Psychology (MS)
Mathematics (MS)
Nursing (MSN)
Social Work (MSW)
Education - Master's Programs
Higher Education in Student Affairs (MEd)
School Counseling (MEd)
Education - Licensure Only Programs
School Adjustment Counselor (Initial Licensure Only)
School Counseling
Graduate Certificate Programs
Applied Behavior Analysis
Clinical Trial Management
Computer Science
Counseling
Geo-Information Science
Nursing Education
Sport Development and Management
Price Group 3
Master's Programs
Accounting (MS)
Athletic Training (MS)
Business Administration (MBA)
Occupational Therapy – Direct Entry (MS)
Occupational Therapy (MS)
Graduate Certificate Programs
Business
Financial Planning

Graduate non-matriculated students will be charged at the Price Group 2 rate.