

PLANNING STUDY BACKGROUND PAPER – 2010



Dear Friend,

You are receiving this material because we consider you one of Salem State's closest friends. We have partnered with Community Counselling Service, Inc. (CCS), a highly respected fund raising and development services consulting firm, to determine how we might position the college for more effective and purposeful fundraising. In this piece, we highlight the accomplishments that have made Salem State what it is today, and outline the challenges and opportunities we believe lay before us as we prepare ourselves to transition to a university. It is not our intent to solicit funds from you with this document, but rather to elicit your thoughts on the messages reflected here. Historically, our relationship has been one of mutual support and trust. Because of that, we will value your input on our aspirations.

Soon, you will receive a request to meet with an executive of CCS, who will ask for your opinions on our reflections and plans for the future, as outlined here. Please be candid with them. None of us can make these dreams a reality alone; working together, however, we can create and realize Salem State's vision for the future.

With my most sincere thanks,



Patricia Maguire Meservey
President

SALEM STATE TODAY

- The North Shore's only public four-year college, Salem State offers bachelors and masters degrees, along with post-masters certificates in 40 academic disciplines
- 10,125 students (7,763 undergraduate and 2,362 graduate), including 437 international students from 70 countries
- Operating budget of \$119 million
 - Tuition and fees (47%)
 - State funding (39%)
 - Private support (1%)
 - Other (13%)
- An employer to 1,400, the college provides \$370 million in economic impact to the region
- 331 full-time faculty members, 266 of whom have earned a doctoral degree or the highest degree in their field
- Student-faculty ratio of 18 to 1
- Over \$38 million in financial assistance provided annually
- A curriculum grounded in the liberal arts with areas of distinction found in the: School of Arts & Sciences, Schools of Human Services, and Bertolon School of Business
- Endowment value of \$16,000,000
- 50,000 total alumni; 39,000 in Massachusetts, of whom 85% live and work in Essex and Middlesex Counties; 15,000 degrees conferred over the past 10 years
- Host to the acclaimed Salem State Series, now in its 28th year.

For well over 150 years, Salem State has fulfilled its mission to provide an affordable and high quality postsecondary public education, and prepare graduates for increasingly complex roles in the country's work force. Generations of nurses, teachers, police officers, social workers, business managers, and others have benefited from Salem State College, and the opportunity it afforded them. Today, as has been the case for generations, many look to Salem State as a valued resource in the Commonwealth of Massachusetts.

As the college has grown and prospered, it has expanded its academic reach to accommodate society's changing needs and forged strong alliances with business, municipalities and service organizations throughout the North Shore region of Massachusetts and beyond. Salem State always has adhered to the core values of its founders. A leading employer in the region, it is a true partner with the community—providing not only access to a quality education, but access to the arts and athletic events. The college gives back through regular community service days.

As Salem State looks to the future, it does so from a position of strength, as evidenced by:

- Vibrant student life programming, and competitive Division III athletic teams
- Establishment of the state-of-the-art Peter and Carolyn Lynch Nursing and Occupational Therapy Simulation Laboratory
- The naming of nine faculty members as Fulbright Scholars since 2001
- Participation in the Leadership Program of the Carnegie Academy of the Scholarship of Teaching and Learning

- The establishment in 2006 of the Bertolon School of Business, and the Jack Welch Scholarship Program
- The construction of new residence halls that have added 1,000 beds, nearly doubling our residential capacity

CHALLENGE AND OPPORTUNITY

The collaborative exercise of creating Salem State's strategic plan made clear the challenges and opportunities we face in the future.

The current global economic decline has negatively impacted the state's ability to sustain funding for public higher education. While at the same time increasing demand for access. In 1960, the college received 100 percent of its budget from the state. Today, that figure is 40 percent. Indeed, the actual cost to educate one undergraduate student is just under \$13,000 a year, of which the Commonwealth is only able to provide \$5,800.

This leaves a \$7,200 per student funding gap. It further shifts the burden of cost to students and their families. Support from the private sector (alumni, friends, businesses, foundations, and the community) will allow us to achieve the competitive edge required to realize our goals.

We are very much encouraged by past philanthropic support, and convinced of the need to significantly grow sustainable private sector support if we are to ensure Salem State's ability to provide an extraordinary and accessible education for all of our students. To that end, Salem State has embarked on a planning study as it considers a \$30 million campaign which would allow us to secure a positive future for our students and our institution.



COMMITMENT TO FACULTY

Faculty are at the heart of any college or university, for they reach students in the most direct way: through their teaching, their advising and their mentoring of students. Faculty who engage in scholarship, who are current in their fields and who have access to professional development opportunities are those best positioned to serve their students well. They are also able to provide the kinds of intensive learning experiences that we know help students learn best—experiences with research, and service learning opportunities. Small class sizes are also critical to our students' success, for they foster the kinds of personal, interactive learning that we know lead to high levels of student achievement.

Currently, nearly \$750,000 is expended annually for faculty research and scholarship, and professional development. The college recognizes the need to invest further in both its existing faculty and in the recruitment, retention and development of new faculty with the highest academic credentials. We must also seek faculty who mirror the diversity of our student population.

Developing a Center for Engaged Teaching and Learning that would build on our existing Center for Teaching Innovation and provide faculty professional development in highly effective teaching and learning practices is among our priorities. This new center would enhance our programming for first-year students, which currently includes the First Year Reading Experience and learning communities. Both are practices that we know lead to student academic success.

We project the need for a significant increase in the number of full-time faculty. **An investment of \$6 million would help the college strengthen programs designed to support our faculty by increasing the funds available for:**

- Recruiting and retaining a diverse and talented faculty
- Establishing new endowed professorships in areas of excellence
- Creating faculty fellowships, and opportunities for faculty to develop their teaching and scholarship
- Enhancing our capacity for the assessment of student learning



COMMITMENT TO STUDENT SUPPORT

Salem State is committed to ensuring student achievement. Our strategic plan calls for enhanced services to improve student success and progress towards graduation for all degree seeking students; the expansion of student life programs; a significant increase in the resident student population; and the development of an increasingly enriched campus experience. We are committed to providing these essentials as a way to engage our students in activities focused on personal growth. **A capital investment of \$5 million would allow us to provide enhanced funds for:**

- Expanding academic support services and tutoring through Student Academic Support Services (formerly known as the Learning Center)
- Increasing funding and expanding programming for both intercollegiate and intramural sports
- Deepening leadership and teamwork skills through student clubs and organizations
- Creating special programs for part-time students
- Expanding collaborative research projects between students and faculty
- Expanding co-curricular programming to support an increased residential population
- Growing internship and career placement opportunities

COMMITMENT TO QUALITY ACADEMIC PROGRAMS

Salem State holds more accreditations than any other public college in Massachusetts. In 2004 its honors program was granted membership in the Commonwealth Honors Program by the Massachusetts Board of Higher Education.

As part of the college's continuing quest to prepare our graduates for an evolving global economy, the faculty is undertaking a comprehensive review of all program offerings to ensure that they support our mission, are in demand and prepare our students for their futures. This review coincides with our movement to become a state university. **We seek \$4 million in capital investment to support:**

- The creation of new academic programs based on growing demands (undergraduate and graduate)
- The development and enhancement of our academic centers, such as the Center for Economic Development and Sustainability
- The enhancement of critical areas of faculty excellence
- The enhancement of technology for students and faculty in classrooms and laboratories
- The enhancement of our study abroad and international programs as a means to help students develop the global and cultural skills needed in our global economy

COMMITMENT TO FINANCIAL ASSISTANCE

Salem State enjoys a proud tradition of serving non-traditional and first-generation baccalaureate and graduate students. It also places a high priority on ensuring access to higher education by removing the financial barriers that many students face. Currently, nearly 70 percent of the college's full-time undergraduates receive financial aid. Our students' experiences reflect national studies which show that many part-time students who work receive less financial aid. This requires that they continue to work while in school, thereby increasing the likelihood they will not make it to graduation.

Over \$38 million in assistance was provided in financial support last year; just \$270,000 of that was a result of private philanthropy. The remainder came primarily from state and federal sources. The average amount of unmet need per student for those requiring financial assistance is currently \$4,860 and the average financial aid award is \$2,900. **The college hopes to secure \$5 million in private support to expand scholarship and financial aid for our students.**

COMMITMENT TO GROWING SUSTAINABLE ANNUAL SUPPORT

Salem State envisions a comprehensive campaign that would provide opportunity for engagement and meaningful participation from every member of Salem State's diverse constituency. A comprehensive campaign with particular emphasis on significantly increasing annual giving to Salem State—both by increasing the number of individuals and corporate benefactors to the college each year, and by increasing the average annual gift to Salem State—will create a critical, sustainable funding stream, and grow the capacity of the institution to serve its student-centric mission. Salem State currently raises \$1.5 million in annual gifts. **We propose increasing annual support by an average of 15 percent per year over the next five years, and securing a minimum of \$10 million in cumulative annual support.**

STRATEGIC DISCUSSION

Salem State benefits greatly from the strategic insights of its stakeholders. We are undertaking this development assessment and planning process to ensure that our aspirations are practical and achievable, and that our priorities are aligned with the communities we serve. We welcome your insight, advice and counsel concerning Salem State's mission, plans and investment priorities. **Thank you.**

