

**SALEM STATE COLLEGE  
ECONOMIC IMPACT REPORT  
FISCAL YEAR 2006**



**JULY 2007**

## PREFACE

Economic Impact studies attempt to summarize the effects that an institution has on local and state economies. Non-economic benefits also accrue to communities in the form of cultural, educational and social programs. This report describes the economic and social impacts of Salem State College on the City of Salem, Essex County and the Commonwealth of Massachusetts during the fiscal year ending June 30, 2006. Included in the report are the Salem State College Foundation and the Salem State College Assistance Corporation. These separate corporations were created for and by the College and are so closely related that they would not exist independently of the College.

This study was conducted by an independent consultant (Susan Forti) who was retained by the college. Every attempt was made to report the economic impact as conservatively as possible. For example, the report excludes spending by visitors who attend homecoming, commencement, reunion and alumni events and the many athletic and cultural events hosted by the College. It does not include the spending of students who live out of state while attending classes on campus. It does not account for the extent to which out-of-state expenditures impact the economy of Massachusetts.

This report uses economic and employment multipliers provided by the Bureau of Economic Analysis of the U.S. Department of Commerce. Appendix I describes the methodology used for data collection and the use of these multipliers.

Direct university spending and employee, student and alumni information was provided by the departments of Academic Affairs, Administration & Finance, Financial Services, Human Resources, Institutional Advancement, Institutional Research & Assessment, Purchasing, the SSC Foundation and the Enterprise Center. Information about programs and services was provided by many College departments and was compiled by Helen Watson-Felt of the department of Special Events & Conferences, see Appendix II.

Questions about this report should be directed to Interim Vice President of Administration & Finance Joseph F.X. Donovan ([jdonovan@salemstate.edu](mailto:jdonovan@salemstate.edu) or 978-542-6120)

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## I. EXECUTIVE SUMMARY

The Executive Summary serves as an easy reference for some of the key elements in the Economic Impact Study that follows. More detailed explanations and methodology are contained in the body of the report.

Salem State College is a highly regarded academic, cultural and civic organization. It also is a significant economic resource to the Commonwealth of Massachusetts, Essex County and the City of Salem. This economic impact analysis attempts to identify the areas of economic and financial influence that the College has on the region and the Commonwealth.

The entities included in this study are Salem State College, the Salem State College Foundation (a 501(c)(3) corporation founded for the benefit of the College) and the Salem State College Assistance Corporation (formed in 1995 by the legislature to promote the orderly growth and development of the College). Collectively, for the purpose of this report they constitute the Salem State College Community.

In summary, ***Salem State College*** .....

***“is a significant economic engine.”***

Based on Fiscal 2006 data, the economic impact of Salem State College to the Commonwealth was \$375.7 million, to Essex County \$209.8 million and to the City of Salem \$60.7 million.

During FY2006 Salem State brought outside funding into the region of nearly \$90 million above tuition and fee income. Of this total \$38 million came from Federal or State grants, almost \$5 million from alumni, corporations and foundations and \$45.2 million in state appropriations.

***“creates and supports JOBS, JOBS, JOBS!”***

The total number of jobs that results from the existence of the College is 3,459 in Massachusetts, 1,978 of these in Essex County including 593 in the City of Salem.

Salem State College is the second largest employer in the City of Salem.

***“is an ally in developing small businesses.”***

The College is home to the Enterprise Center (a small business incubator) and the Small Business Development Center.

The Enterprise Center leases space to 40 businesses (including 15 start-ups) that employ over 130 workers. More than 1,500 local businessmen attend one or more business planning workshops at the Center each year.

The Small Business Development Center provided 2,500 hours of business counseling to 787 clients on the North Shore. It also facilitated over \$6 million in small business loans to 42 clients.

***“is a good neighbor.”***

The College provides significant financial resources to the City of Salem, totaling over \$600,000 per year.

Specifically, to the Salem School System, the College pays a portion of two principal’s salaries. In addition the college pays for custodial, maintenance and repair services to the Horace Mann School that total over \$200,000 per year.

The College opens its doors and facilities such as the library, athletic facilities, parking lots and cultural facilities to City of Salem residents and the North Shore community, often free-of-charge.

***“is a good investment.”***

The average “multiplier” effect on spending by the Salem State College Community is 2.4. This means that for every \$1 spent by the SSC Community an additional \$1.40 is generated throughout the economy.

An analysis of Economic Impact Reports for similar institutions reveals that at Boston University the average multiplier is 2.25; in a report of eight Boston Research Universities it is 2.11; at Framingham State College it is 2.10; and for the Central Links Consortium which includes Fitchburg State College, Mount Wachusett Community College, Quinsigamond Community College and Worcester State College it is 2.76

***“is a significant part of higher education in Massachusetts.”***

Based on information from Boston Business Journal’s 2006 Book of Lists, Salem State ranks 9<sup>th</sup> in total undergraduate enrollment for all public and private Higher Ed institutions in the Commonwealth of Massachusetts.

Based on same 2006 Book of Lists, Salem State ranks 13<sup>th</sup> in total graduate enrollment for all public and private graduate institutions in the Commonwealth of Massachusetts

The Salem State College Fall 2005 Enrollment totaled 10,047 students who live in Massachusetts. Of this total 6,496 live in Essex County, including 2,306 living in the City of Salem.

There were 48,586 living alumni as of the date of this report. Of this total, 34,828 live in Massachusetts, 18,789 live in Essex County and 2,054 live in the City of Salem.

The following report provides much detail about the information summarized above. The reader is encouraged to forward any comments, questions or suggestions to Joseph F. X. Donovan, Interim Vice President, Administration & Finance, Salem State College, 352 Lafayette Street, Salem, MA 01970.

## II. INTRODUCTION

Salem State College was founded in 1854 as Salem Normal School. It was only the fourth institution in Massachusetts and the tenth in America created to prepare its students to become teachers. In 1932 the Normal School became Salem Teachers College. In the 1950's and 1960's a variety of new programs including liberal arts, business administration and nursing was added to the curriculum and in 1968 the school was renamed Salem State College.

By 2006 the college had grown into a respected multi-purpose institution of higher education, the largest of Massachusetts' nine state colleges, with assets of \$92.7 million and an annual operating budget of \$103.6 million. The College serves more than 10,000 students in graduate and undergraduate programs in twenty-nine academic departments. In addition to for-credit courses there are several non-credit programs, institutes, life enrichment and career development offerings at on- and off-campus locations.

During FY 2006, faculty at the College generated more than \$12 million in new and continuing research and training grants and contracts. Federal Financial Aid for Salem State College students totaled more than \$24 million and State Financial Aid was more than \$4.8 million

The College is accredited by the New England Association of Schools and Colleges (NEASC) and many programs are accredited by program-specific accrediting bodies. A full list of accreditations may be found in Appendix IV.

Three component units support the college and are included in this report: The Salem State College Assistance Corporation (umbrella organization of the Enterprise Center), the Small Business Development Center and the Salem State College Foundation.

This report describes the economic and social impact that Salem State College has on the City of Salem, on Essex County and on the Commonwealth of Massachusetts. Salem State College is a major resource in each of these regions. Local businesses and citizens benefit from College spending, from the employment opportunities created by College spending and from the many cultural, educational and social services offered to the community by College faculty, staff and students. Appendix II lists many College-sponsored programs and services that affect both the economy and the quality of life in these regions.

### **What is included in the economic impact calculations?**

The total economic impact of an institution results from both **Direct Spending** by the institution and from the **Indirect Spending** that occurs because of the Direct Spending.

**Direct Spending** attributable to Salem State College (including the Foundation and Enterprise Center) consists of salaries and benefits, the purchase of goods and services and money that its students spend outside of the College. These expenditures flow directly into the local economy.

**Indirect Spending** represents the dollars that Salem State College and its students spend which are then subsequently spent by the individuals and organizations that receive them. When the College purchases goods from a local business, that business must hire employees, pay salaries and benefits and purchase goods and services for its own operation to meet demand. As a result, the economic impact that Salem State College has on a region is much greater than the sum of its direct expenditures.

The U.S. Department of Commerce Bureau of Economic Analysis recognizes that an organization's economic impact on a region results from a complex combination of inter-industry relationships which are driven by corporate and consumer spending, and has developed "*regional input-output multipliers*" to compute the economic impact that results from corporate and consumer spending. The multipliers take into account the specific inter-industry relationships and consumer spending patterns that contribute to a region's economy. Appendix I presents a more detailed explanation of corporate spending, consumer spending, and the multiplier effect. It also describes the sources of data used in the analysis

#### **What is excluded from the economic impact calculations?**

Salaries and benefits paid to employees who live out of state and the dollars spent to purchase goods and services from out-of-state vendors are excluded from the College's direct spending. Therefore, economic and employment impacts are understated a) to the extent that out-of-state vendors purchase goods and services from Massachusetts companies and b) by ignoring the likelihood that College employees who live out-of-state may purchase goods and services and pay Massachusetts taxes locally.

This report also excludes purchases by the thousands of visitors attracted to the area each year for homecoming, commencement and alumni events and the many athletic and cultural events hosted by the College, because there is no precise mechanism for collecting this information. A survey by the National Association of State Universities and Land-grant Colleges in 2000 found that for every \$100 spent by a member institution, its visitors spend \$14. This would translate to more than \$2.6 million in the City of Salem and more than \$10 million in the Commonwealth (NASULGC). Nearby hotels, restaurants, clothing stores, gift shops, museums, pharmacies, bookstores and other small businesses benefit greatly from visitors to the College. And they, in turn, provide jobs to local residents and add economic vitality to the area.

The Small Business Development Center supports many local businesses in the region whose economic impact was not calculated for this report. Neither was the

impact of the 29 businesses who rent space in the Enterprise Center. Due to the proprietary nature of those businesses' financial information, it is not possible to include the Economic Impact of these businesses although it is certainly significant. See pages 24 and 25 for information about the Small Business Development Center and the Enterprise Center.

### **Other considerations**

Salem State College's impact is only partially measured by its direct and indirect expenditures. The College hosts many events, including concerts, athletic competitions and camps, job fairs, the high school Diversity Dinner and the Mayoral Candidate debate to name a few. Campus Police offers a free Rape Aggression Defense Program. See pages 20-22 and Appendix II for more complete information about some of the many Salem State College programs and services that are available to the community.

Salem State faculty, staff and students are actively involved in local communities, volunteering time and expertise, serving on boards and committees and hosting community events. These contributions are described on pages 10 and 13 and in Appendix II.

The College lends the use of athletic facilities, meeting space and the Center for Creative & Performing Arts to local citizens, high schools, and community groups. Off-street parking is made available during snow emergencies. All services at the library are available to Salem residents. College funds are used for services that the City of Salem would otherwise have to fund, e.g. sidewalk repair, maintenance of the bicycle path along College property, custodial and maintenance services at the Horace Mann School. These services are described in more detail on page 20 and in Appendix II.

Salem State brings a substantial amount of funding into the area. In FY 2006, federal sources provided \$24 million for financial aid and \$12 million in funding for grants and contracts. Alumni, friends, corporations and foundations donated \$4.8 million to the College.

Of perhaps paramount importance is the social and economic benefit derived from an education at Salem State College. A recent analysis of US Census Bureau Population Surveys by the American Council on Education found that the difference in life-time career earnings of people with bachelor degrees (\$2.1 million) is nearly 75% more than for people with just a high school diploma (\$1.2) (Day & Newberger). Salem State College students become teachers, scientists, entrepreneurs, social workers, lawyers, bank presidents, police officers. They work in the arts, healthcare, politics, banking and numerous other fields. Salem State College alumni are a well-educated and highly skilled component of the local labor force. Their contribution to the local area, the Commonwealth, the country and the world is the most valuable impact of all.

### III. THE SALEM STATE COLLEGE COMMUNITY

Faculty, staff, students and alumni of Salem State College are an important segment of the local area, totaling nearly 12% of the population of the City of Salem. More than 46,000 live and work throughout the Commonwealth of Massachusetts. The Salem State College Community is actually several times larger than this if we include the spouses and children of our employees, the parents and siblings of our students and the families of our alumni.

Table 1  
**Salem State College Community**

	<b>Salem</b>	<b>Total Essex County</b>	<b>Total Mass</b>
<b>Employees*</b>	306	1,011	1,317
<b>Students</b>	2,306	6,496	10,047
<b>Alumni**</b>	2,054	18,789	34,828
<b>TOTAL</b>	4,666	26,296	46,192

Region based on home address of employees and alumni and local address of students

\*Employee counts exclude 622 students employed by the College and 89 employees who live out-of-state

\*\*Alumni counts exclude 13,758 alumni living out-of-state. Current employees who are alumni are also included in the alumni counts

#### **Salem State College Faculty and Staff**

Salem State College is the second largest employer in the City of Salem (Boston Globe). The College employs 1,406 faculty and staff and 622 students with a total payroll of nearly \$72 million (including benefits.) See page 16 for more information about Salaries and Benefits.

Salem State College employees are very active in local communities. They volunteer in events such as the Holiday Food Drive and the DSS Toy Drive. They assist with meal preparation at the Seed of Hope Shelter and offer assistance at the Rape Crisis Center. They are represented on numerous community boards and committees such as The North Shore Medical Center, the Boys & Girls Club, the YMCA, The North Shore Emergency Preparedness Coalition, the Salem Arts Council, City of Salem Neighborhood Associations and the Salem Youth Commission. Salem State College faculty and staff are true citizens of Salem and local communities and offer valuable services and expertise that improve the quality of life for local residents. See Appendix II for a more complete list of benefits to the City of Salem.

Salem State College employs 295 full-time tenured and tenure-track faculty and librarians (the Faculty.) Seventy two percent of the Faculty have doctorate degrees and they average nearly 17 years of service at the College. The Faculty are distinguished in a number of fields and lend expertise to local companies and non-profit organizations. They oversee field placements and internships for criminal justice, social work, occupational therapy and nursing students at local hospitals and service organizations.

Some other accomplishments are described below.

- Faculty are published in a wide range of publications including: *Advances in Physiology Education*, *Public Relations Review*, *International Journal of Remote Sensing*, *Journal of British Studies*, *Journal of Education for Business*, *Times Literary Supplement*, *The Journal of American Academic of Psychiatry and the Law and Sport Marketing Quarterly*.
- Faculty hold editorial positions in and serve as reviewers for numerous scholarly publications and publishers.
- Among the faculty are
  - a consultant for the PBS series “Colonial House”
  - a coordinator for the Voluntary Income Tax Assistance (VITA) Program
  - the winner of the Association of Writers & Writing Programs annual prize for best creative non fiction work
  - the winner of the Outstanding Work Award, Marblehead Festival of the Arts
  - recipient of the Outstanding Abstract Award from the 5<sup>th</sup> International Conference on Social Work in Health and Mental Health
  - a national marketing mentor for the KPMG minority PhD Project
  - the president of the International Association of Nigerian Studies and Development (IANSD) President of the Board of Directors, Holocaust Center, Boston North Inc.
- Research interest of the faculty range from computer science to the European Union, from athletic training to modernist advertising photography, from Total Quality Management to mental retardation and from entrepreneurship to the letters of Henry James.
- Salem continues to be a favorite topic of several faculty, as evidenced by the presentations such as *Early Quakers in Salem* as well as those based on the book *Salem: Place, Myth, and Memory*, a collection of essays, photographs and poetry that celebrates Salem’s influence on American culture on which four SSC faculty contributed.
- Faculty in the arts have consulted, directed, written and performed with the Museum of Fine Arts, Boston, Gloucester New Arts Festival, Metropolitan Wind Symphony, Boston Modern Orchestra Project, Boston Brass Ensemble, Cantemus Chamber Chorus, Metropolitan Wind Symphony, and the American Repertory Theatre. Visual Arts faculty exhibit art work and lecture locally as well nationally and internationally.

- Salem faculty have a strong international presence with publications and presentations at the Dalhousie University in Halifax Nova Scotia, Universita di Venecia, Ca' Foscari, Venice, Italy, Cartagena de Indias, Colombia, University of Oslo, Norway, *European Association for Sport Management Congress*, Newcastle-upon-Tyne, England, *Conference on Teaching Games for Understanding*, Hong Kong, and Geoscience Australia among others.
- During FY06, federal, state and private sources awarded \$2,796,538 in new grants to Salem State College and an additional \$1,205,196 was received for continuing grants. Moreover, SSC faculty authored \$46,820 in new grants for collaborating Local Educational Agencies (LEAs) and were responsible for \$302,225 in continuing grants for the same period.

### Salem State College Students

In the Fall of 2005, 10,316 students enrolled at Salem State College. 56% were enrolled full-time, 21% were in graduate programs. The undergraduate level has approximately 6,286 full time equivalents and the graduate level has approximately 1,909 full time equivalents. According to the Boston Business Journals 2006 Book of Lists, Salem State ranks 9<sup>th</sup> in total undergraduate enrollment for all public and private Higher Ed institutions in Massachusetts and 13<sup>th</sup> in total graduate enrollment for all public and private graduate institutions.

Table 2 shows that 10,047 students lived in Massachusetts during the academic year (6,496 in Essex County). During the summer, 6,319 students lived in Massachusetts (3,207 in Essex County.) The remaining students either commuted from out-of-state or were enrolled in programs taught at other locations.

Table 2  
Salem State College Students

	Salem	Total Essex County	Total Mass
<b>Fall End of Term Enrollment</b>			
Dorm Residents	1,449	1,449	1,449
Off-campus Undergrads	685	3,701	5,700
Graduate Students	172	1,346	2,898
<b>TOTAL FALL ENROLLMENT</b>	<b>2,306</b>	<b>6,496</b>	<b>10,047</b>
<b>Summer Enrollment</b>			
Dorm Residents	91	91	91
Off-campus Undergrads	319	1,883	2,952
Graduate Students	132	1,233	3,276
<b>TOTAL SUMMER ENROLLMENT</b>	<b>542</b>	<b>3,207</b>	<b>6,319</b>

Student residences are determined using local address as reported to the registrar. During the Academic Year, 269 enrolled students reported living out-of-state (340 during the Summer.)

The students at Salem State College are rich in diversity and academic ability. In academic year 2006 the student body included 447 international students (including

119 in non-credit courses) from 65 countries. Sixty seven percent of all students are female, 13% are non-white.

The Salem State College student body is actively engaged in volunteer and service learning initiatives in the City of Salem, the Commonwealth of Massachusetts and the nation. They volunteer in events such as Haunted Happenings for the children of Salem and at the Crombie Street Shelter and at local elementary schools. They participate in the Salem Missions, National Day of Service, the Alternative Spring Break (Habitat for Humanity), the Walk for HAWC, the MASSPIRG Beach Clean Up and the City of Salem Family Science Night. They worked on the Belle of the Ball prom dress drive and helped raise money for the Boys & Girls Club and Salem YMCA art projects.

### Salem State College Alumni

Nearly 35,000 (72%) of the living alumni of Salem State College reside in Massachusetts and 39% live in Essex County. Their contribution to the economy is considerable, but this is not included in the economic impact calculated for this report.

Table 3  
Salem State College Alumni

	Salem	Total Essex County	Total Mass
Alumni	2,054	18,789	34,828
% of Total	4.2%	38.7%	71.7%

Alumni counts are based on reported addresses and exclude 13,758 alumni living out-of-state.

Salem State College alumni are a well-educated and highly skilled component of the labor force. They serve as teachers, mayors, congressmen, lawyers, judges, accountants, small business owners and executives of international companies. They serve as bank presidents, police officers and chiefs of city police departments. They work as nurses, doctors, social workers and scientists. The sitting mayors of Salem, Amesbury and Peabody and the Town Managers of Danvers and Georgetown are all graduates of Salem State College.

A few are highlighted here:

- **President Nancy D. Harrington '60** – inaugurated as Salem State College's 12<sup>th</sup> president in 1990. Harrington was the first female, first Salem resident and first Salem State College alumna to hold this position. She previously served as the college's vice president of academic affairs, dean of graduate and continuing education, and was principal at the Horace Mann Laboratory School
- **U.S. Representative John F. Tierney '73** – Currently in his fifth term, Tierney is on the House Committee on Education and the Workforce and was instrumental in securing a major federal grant to Salem State

- **Mayor Kimberly Lord Driscoll '89** – Elected as Salem's first female mayor in fall 2005, she previously served as Chelsea's deputy city manager and Beverly's community development director
- **United States Navy Lieutenant Commander Peter Charest '94** and **Army Colonel Kathy Fabiszewski '77** are both graduates of SSC's School of Nursing. Charest is currently serving as an operating room nurse in Baghdad and Fabiszewski is stationed in Iraq, having served in the military since 1982
- **Anthony Guerriero '92** is senior community and federal relations representative for the Massachusetts Port Authority
- **David P. Driscoll '68G** is the commissioner of Education in Massachusetts
- **Henry Bertolon '74** – former Chairman and CEO of NECX
- **Dr. Claire Crane '60** is principal of the Ford School in Lynn
- **Dennis Drinkwater '67** is owner of Giant Glass which employs over 60 people at five locations and has over \$25 million in annual sales
- **Helen (Auchterlonie) Gifford '70** is the Metro editor of *The Salem News*

It is clear that a degree from Salem State is valuable both to the degree recipients and to the communities in which they live and work.

Our alumni are loyal and generous to Salem State College. See page 20 for information about alumni giving.

## IV. ECONOMIC IMPACT

### Summary

In FY 2006, the economic impact of Salem State College on the Commonwealth of Massachusetts was more than \$375 million. The impact on the City of Salem was more than \$60 million and nearly \$210 million on Essex County. As summarized in Table 4, this consists of direct spending by the College (nearly \$85 million) and by Salem State College students (\$72 million). It also includes more than half a million dollars spent by the SCC Foundation and the Enterprise Center and the indirect spending (\$219 million) that was generated by the direct spending.

Table 4  
**Salem State College**  
**Summary of FY-2006 Economic Impact**

	Salem	Total Essex County	Total Mass
<b>Direct Spending by Salem State College</b>			
Salaries and Benefits	\$16,241,186	\$51,881,013	\$65,520,215
Purchased Goods and Services	\$5,012,991	\$10,211,119	\$19,381,083
Student Spending	\$10,779,337	\$45,982,282	\$71,872,381
<b>TOTAL DIRECT SPENDING</b>	<b>\$32,033,514</b>	<b>\$108,074,414</b>	<b>156,773,679</b>
<b>Indirect Spending Created by Direct Spending</b>	<b>\$28,668,429</b>	<b>\$101,691,758</b>	<b>\$218,888,536</b>
<b>TOTAL ECONOMIC IMPACT*</b>	<b>\$60,701,943</b>	<b>\$209,766,172</b>	<b>\$375,662,215</b>

\*Economic and Employment Impacts are calculated using multipliers provided by The US Department of Commerce Bureau of Economic Analysis (see Appendix I)

The next 5 tables provide further details about the direct and indirect spending summarized above.

## Salem State College Expenditures

Direct spending by Salem State College consists of employee salaries and benefits and the purchase of goods and services. Output multipliers obtained from the U.S. Department of Commerce Bureau of Economic Analysis are applied to direct spending to determine the resulting level of indirect spending.

### Employee Salaries & Benefits

As shown in Table 5, during 2006 residents of the Commonwealth of Massachusetts received compensation that exceeded \$67 million (\$54.8 Million in salaries and \$12.6 million in benefits.) Residents of the City of Salem received compensation of \$16.6 million.

The total economic impact of Salem State College expenditures on salaries and benefits is over \$152 million throughout the Commonwealth of Massachusetts including more than \$32 million in the City of Salem. These figures do not include additional income earned by faculty and staff for professional consulting, publishing or lecturing outside the College.

Table 5  
**Salem State College**  
**FY-2006 Salaries and Benefits**

	<b>Salem</b>	<b>Total Essex County</b>	<b>Total Mass</b>
<b>Salaries</b>			
Faculty & Staff	\$13,138,345	\$42,022,260	\$52,966,007
Students	\$380,381	\$1,010,710	\$1,845,084
Total Salaries	\$13,518,726	\$42,032,970	\$54,811,092
<b>Benefits</b>			
Total Benefits	\$3,102,841	\$9,858,753	\$12,554,207
<b>TOTAL Salaries &amp; Benefits</b>	<b>\$16,621,567</b>	<b>\$52,891,723</b>	<b>\$67,365,299</b>
<b>TOTAL ECONOMIC IMPACT*</b>	<b>\$32,131,562</b>	<b>\$102,641,397</b>	<b>\$152,275,530</b>

Region is based on employees' home addresses

Salaries and Benefits exclude 115 faculty, staff and students who live out-of-state

\*Economic Impact is calculated using multipliers provided by The US Department of Commerce Bureau of Economic Analysis (see Appendix I)

**Purchased Goods and Services**

During FY 2006, Salem State College purchased a wide variety of goods and services ranging from office supplies to food and beverages, hotel accommodations, vehicles, laboratory instruments, construction contracts and technical services. As shown in Table 6, \$19 million went to 1,900 vendors throughout the Commonwealth. \$10 million went directly to 1,016 Essex County vendors including 323 from Salem which represents \$5 million of this total.

The total economic impact of these direct expenditures was more than \$57 million for the Commonwealth, including \$6 million in the City of Salem and \$13 million throughout Essex County.

Table 6  
**Salem State College**  
**FY-2006 Purchased Goods and Services**

	Salem	Total Essex County	Total Mass
<b>Number of Vendors*</b>	323	1,016	1,900
<b>Purchased Goods &amp; Services</b>	\$5,012,991	\$10,211,119	\$19,381,083
<b>TOTAL ECONOMIC IMPACT*</b>	\$7,244,539	\$16,153,428	\$56,348,085

\*Economic Impact is calculated using multipliers provided by The US Department of Commerce Bureau of Economic Analysis (see Appendix I)  
 This table excludes \$7.2 million paid to out-of-state vendors

In FY2006, the College continued to invest in campus facilities. Included in the above-referenced purchases is \$4.8 million for maintenance and construction projects to improve the college’s physical facilities. These include:

- Completion of O’Keefe Field with turf which began in FY2002
- \$1.6 million for classroom, laboratory, and student space renovation in Meier Hall, Ellison Center, and Sullivan Building.
- \$606 thousand for repairs to buildings, roadways, and parking lots
- \$2.0 million for energy and safety related improvements

Of particular note was the upgrade to the Harrington Building parking lot, complete with lot lighting fixtures that eliminate glare and unnecessary uplighting. Included in the planning for this parking lot renovation were drainage repairs and upgrades to minimize flooding of this lot. The College also provided some cleanup of the Forest River area along the parking lot.

The Glassblowing Studio, constructed within the Enterprise Center, provides a community learning environment for demonstration of the glassblowing art. The studio provides retail space for the sale of student created glass objects.

### Spending by Salem State College Students

Salem State College students have a tremendous impact on the local economy. Using very conservative budgets for off-campus housing (\$500 per month) and conservative estimates for books, travel, off-campus food and personal spending, students spend an estimated \$71 million in the Commonwealth, above and beyond tuition, room and board and other fees paid to the College. Table 7 shows that students spend more than \$10 million in the City of Salem. The reader should note that spending is assigned to the town in which the students live, even though they take classes and conceivably spend money in Salem.

Using the U.S. Department of Commerce multipliers, the total economic impact of student spending is computed to be more than \$167 million in the Commonwealth, nearly \$91 million in Essex County and more than \$21 million in Salem. It should be noted that students account for 44% of the total economic impact of the College on the Commonwealth and 35% of the total impact on the City of Salem.

Table 7  
**Salem State College**  
**FY-2006 Spending by Students**

	Salem	Total Essex County	Total Mass
<b>Student Spending during Academic Year</b>			
Dorm Resident Spending	\$3,535,560	\$3,535,560	\$3,535,560
Off-campus Undergraduate Spending	\$4,970,103	\$26,823,627	\$41,342,050
Grad Student Spending	\$1,629,920	\$11,663,200	\$20,359,360
<b>Academic Year Student Spending</b>	\$10,135,583	\$42,022,387	\$65,236,970
<b>Summer Student Spending</b>	\$643,755	\$3,959,896	\$6,635,411
<b>TOTAL STUDENT SPENDING</b>	\$10,779,338	\$45,982,283	\$71,872,381
<b>TOTAL ECONOMIC IMPACT*</b>	\$21,325,841	\$90,971,347	\$167,038,600

Student spending is allocated to the region in which they live while attending college. Therefore,

Total student spending in Salem does not reflect spending by students who live outside the city. Student spending excludes tuition, fees and other expenses paid to Salem State College

\*Economic Impact is calculated using provided by The US Department of Commerce Bureau of Economic Analysis (see Appendix I)

## V. EMPLOYMENT IMPACT

In FY 2006, Salem State College was responsible for 3,459 jobs in the Commonwealth of Massachusetts. The College directly employed 1,913 Massachusetts residents, and an additional 1,546 jobs were created to support the \$157 million of direct spending. The additional, or indirect, jobs were computed using employment multipliers obtained from the US Department of Commerce Bureau of Economic Analysis (see Appendix I.)

Salem State College's employment Impact is summarized in Table 8.

Table 8  
**Salem State College**  
**FY-2006 Employment Impact**

	<b>Salem</b>	<b>Total Essex County</b>	<b>Total Mass</b>
<b>Direct Jobs</b>			
College	397	1,303	1,909
SCC Foundation	0	0	0
The Enterprise Center	3	4	4
<b>Total Direct Jobs</b>	<b>400</b>	<b>1307</b>	<b>1913</b>
<b>Indirect Jobs created by Direct Spending</b>	<b>193</b>	<b>671</b>	<b>1,546</b>
<b>TOTAL EMPLOYMENT IMPACT</b>	<b>593</b>	<b>1,978</b>	<b>3,459</b>

\*Employment Impact is calculated using multipliers provided by The US Department of Commerce Bureau of Economic Analysis (see Appendix I)

In addition to the jobs reported in Table 8, the Enterprise Center at Salem State College (Assistance Corporation) provided support and low-cost rent to 40 companies who employed 130 workers. The Small Business Development Center provided business counseling to 787 local businesses and facilitated loans for 44 companies, thus helping to create numerous additional jobs.

Salem State College is second largest employer in City of Salem (Boston Globe.)

## **VI. ADDITIONAL FACTORS AFFECTING THE LOCAL ECONOMY**

### **Financial Resources brought into the area by Salem State College**

Salem State College is responsible for bringing substantial financial resources into the local area. This includes tuition and fee income, state appropriations for salaries, fringe benefits and other expenditures, federal and private funding for research and financial aid and charitable donations from individuals and organizations outside the area. During FY 2006, this revenue included:

- \$36.8 million in total tuition and fee income
- \$45.2 million in state appropriations
- \$24 million of Federal Financial Aid and \$4.8 million in state aid
- \$12 million in grants and contracts for new and continuing projects, including \$9.1 million of federal funding and \$85 thousand of private funding.
- \$4.8 million donated by alumni, friends, corporations and foundations, including \$4.5 million from sources outside the City of Salem
- At least \$1 million was spent by the many people who come to the area to visit students and attend athletic, cultural and social events in addition to commencement, reunions and other student events.<sup>1</sup> This is not included in the economic impact calculated for this report.

<sup>1</sup> In a 2000 report commissioned by eight research universities in Boston (Engines of Economic Growth) it is estimated that visitors to their 118,254 students spent at least \$250 million or \$211 per student. A conservative rate of \$100 per Salem State student brings visitor spending to more than \$1 million

### **Direct benefits provided to Local Communities**

#### **Financial Payments to Salem**

In FY 2006 Salem State College made payments to the City of Salem totaling \$630,197. This includes:

- \$505 thousand for city utilities (i.e. water and sewer.)
- \$92 thousand to the School Departments for certain personnel salaries (see Other Community Services, below)
- \$33 thousand for police details and miscellaneous licenses, fees firebox testing, etc.

Through a Mass. Department of Education Grant, city math teaches and elementary school teachers receive free tuition to maintain and upgrade their pedagogical and technical skills.

### **Institutional Aid**

In FY 2006, Salem State Scholarships and Grants totaled \$839,518\*. Fifty-percent of these funds went to residents of Essex County. One hundred twenty three Salem residents received Institutional Aid from the College. In addition, the college employed 622 students, and this assists in meeting their educational costs.

Table 9  
**Salem State College  
FY-2006 Institutional Aid**

	<b>Salem</b>	<b>Total Essex County</b>	<b>Total Mass</b>
<b>No. of Aid Recipients</b>	123	265	459
<b>No. of Awards</b>	134	280	498
<b>Amount of Aid &amp; Support</b>	\$217,211	\$417,762	\$778,253
<b>Student Employment</b>	\$380,381	\$1,010,710	\$1,845,084

\*An additional \$61,265 was given to 91 out-of-state students.

### **Other Community Services**

In earlier sections we have described local volunteerism of Salem State employees and students. The College itself offers many programs and services to surrounding communities. (For a more complete list, see Appendix II.)

- The college pays a portion of the salaries of certain personnel at the Horace Mann and Saltonstall Schools.
- The college pays for custodial, maintenance and repairs for the Horace Mann School totaling over \$200,000.
- The Library is open to the general public for all services including Archives and Special Collections. The Library also gave books to the Horace Mann and Saltonstall Schools.
- The O'Keefe Center hosts many events for the public, including concerts, health fairs and vacation camps. State High School Tournaments in hockey, soccer, swimming and basketball are held here each year.
- Ice-time was donated to the Salem Boys & Girls Club, Boy Scouts, the Salem Rotary Club and Salem High School. Pool-time was donated to the Boys & Girls Club and Boys Scouts.
- The Ice Rink hosts regular season games for high schools in Salem, Danvers, Beverly, Marblehead and Swampscott.
- Alumni field is used by many local groups, often with rent waived.
- The College opens up its parking lots to residents during snow emergencies.
- The Athletics Department hosts school vacation and summer camps for approximately 1,500 young people and hosts Hockey and Basketball Camps offering camp scholarships to several Salem residents. The

department donated athletic supplies to the Salem Department of Parks & Recreation.

- The College offers surplus furnishings to the City of Salem before they are returned to the state and provided training space to the City Fire Department
- The Facilities Department repairs sidewalks, maintains the city bike path along College property, provides trees and landscaping items and participates in city drainage and traffic studies.
- The Facilities Department provides custodial services and infrastructure maintenance for the Horace Mann School.
- Campus Police provides mutual aid to city police.

## The Salem State College Foundation

The Salem State College Foundation was incorporated in 1977 as a private, not-for-profit organization. Its mission is to help Salem State College meet its needs and goals by raising and distributing private contributions for the College. In so doing, the Foundation invests and manages these contributions that meet the needs of the Salem State College community not met through public funding. The expenditures in Table 10 are included in totals for the College.

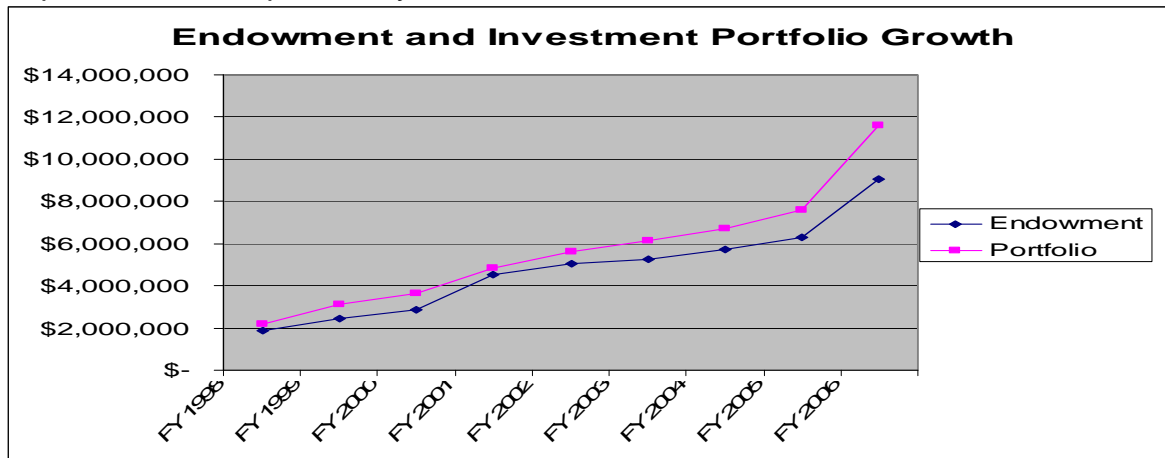
Table 10  
Salem State College Foundation

	Salem	Total Essex County	Total Mass
<b>DIRECT SPENDING BY FOUNDATION</b>	\$149,319	\$215,674	\$337,424
<b>INDIRECT SPENDING BY FOUNDATION*</b>	\$102,452	\$147,177	\$353,023
<b>TOTAL IMPACT OF FOUNDATION SPENDING</b>	\$251,772	\$362,852	\$690,447

\* Indirect spending is calculated using multipliers provided by The US Department of Commerce Bureau of Economic Analysis (see Appendix I)

### Highlights of FY 2006

- \$4,789,741 was raised by the foundation in FY 2006 (July 1, 2005 to June 30, 2006) to support the College. Major gifts include \$1 Million from Salem, MA native Jack Welch, \$1.25 Million from Henry & Donna Bertolon, \$500,000 from Bernard & Sophia Gordon and \$400,000 from the Peter & Carolyn Lynch Foundation, all of Essex County.
- Successfully completed the Center for Creative and Performing Arts Capital Campaign \$5 Million goal with total pledges of \$5,135,000 at the end of FY 2006.
- Funds Transferred from Foundation to College in support of Scholarships, Faculty Research, Academic Programs and Departments increased to nearly \$ .6 Million, up 32% from the previous year.



- The Endowment value increased approximately 43% over last year from \$6.3 Million to \$9 Million, while the total portfolio increased 53% to an all time high of \$11.6 Million.

## The Enterprise Center at Salem State College

Created in 1999, The Enterprise Center which is owned and operated by the Salem State College Assistance Corporation, is a small business incubator and growth center helping small businesses and local entrepreneurs through a variety of programs, services and advocacy. Located in the Agganis Building on the site of former GTE Sylvania property, the Center leases space and provides support to small businesses. The Salem State College Small Business Development Center (SBDC) is also located at this site (see p. 25.) The expenditures in Table 11 are included in totals for the College, but they are presented here for informational purposes

Table 11  
The Enterprise Center at Salem State College

	Salem	Total Essex County	Total Mass
<b>DIRECT SPENDING BY THE ENTERPRISE CENTER</b>	\$256,035	\$319,674	\$462,291
<b>INDIRECT SPENDING BY ENTERPRISE CENTER</b>	\$588,956	\$705,264	\$1,008,146
<b>TOTAL ECONOMIC IMPACT*</b>	\$844,991	\$1,024,938	\$1,470,437

\*Indirect spending is calculated using multipliers provided by The US Department of Commerce Bureau of Economic Analysis (see Appendix I)

### Highlights of FY 2006

- 40 business leased space at the Center, including 15 start-ups
- 130 workers were employed by these businesses
- These business paid \$30,000 of Real Estate Taxes to the City of Salem
- More than 1,500 local business people attended one or more of 70 different free or low-cost workshops at the Center
- **Enterprise Center CEO Groups** are monthly confidential gatherings of business owners who share the benefits of their experiences.
- The Center is a leader of the Salem Partnership which promotes growth of the creative economy of the North Shore and throughout the state. The Center was a founding member of the **Creative Economy Association of the North Shore**, an association of creative and knowledge businesses and institutions (such as architects, artists, museums, publishers, web designers, etc.) that supports the economic growth of this industry cluster
- The **2006 North Shore Business Plan Competition** an annual award for start-up and emerging businesses was awarded to Apredica. and Speech Therapy Group. In addition the Center runs a series of breakfasts called **128 Venture North** that help entrepreneurs and investors meet and assist entrepreneurs to get their plans ready for funding.
- The Center houses an art gallery, **Art@Enterprise** for Salem State College students and a **Glassblowing Studio** with classes and demonstrations open to the public.

## **The Small Business Development Center at Salem State College**

An important goal of Salem State College is to help grow the economy of Salem and the Essex County region. To advance that goal, President Harrington brought the Small Business Development Center (SBDC) to the campus in 1991. The College and its Bertolon School of Business oversee and work closely with the SBDC.

The SBDC receives over \$300,000 in annual funding from the US Small Business Administration (SBA) and the Massachusetts Department of Business and Technology (DBT). It is one of almost 1,000 SBDCs throughout the country. The Salem State College SBDC is housed in and collaborates with The Enterprise Center (see p. 24)

The four full-time staff of the SBDC offer one-on-one business counseling and run numerous business workshops throughout the North Shore and Merrimack Valley. The SBDC has forged strong relationships with the U.S. Small Business Administration, state government, Chambers of Commerce, banks, local colleges and universities and community development organizations.

### **Highlights of FY 2006**

- The SBDC staff provided more than 2,500 hours of business counseling to 787 clients at 9 locations throughout northeast Massachusetts.
- SBDC staff facilitated more than \$6 million of loans for 42 client companies by helping them to develop business plans and financial projections and by helping them to “package” their loans for banks and other lenders
- Business counseling takes place in Salem at the Enterprise Center and at Chambers of Commerce and community colleges in Gloucester, Amesbury, North Andover, Lawrence, Malden, Melrose, Stoneham and Woburn
- The SBDC held 40 free or low cost business workshops that attracted 858 attendees at the following locations: Enterprise Center at Salem State College, North Shore Community College in Beverly, Middlesex Community College in Woburn and Northern Essex Community College in North Andover.

The benefit of these programs and collaborations to participating businesses, Chambers and the region is significant. The economic development strategy of Salem State College through its educational programs, the Small Business Development Center and the Enterprise Center has led to business startups, growth of local companies, increased jobs and strengthened economic activity.

# Appendix I

## Research Methodology

### INTRODUCTION

As described by the U.S. Department of Commerce, an organization's economic impact on a region results from a complex combination of inter-industry relationships involving both corporate and consumer spending. Contributing to the total economic impact are the salaries that the organization pays to its employees and the dollars that it spends to purchase goods and services from local vendors. For academic institutions such as Salem State College, the economic impact also includes expenditures made by its students and when available, by their out-of-state visitors.

As described below, an organization's direct expenditures generate two types of additional indirect spending: *Corporate Spending* by the vendors who supply (sell) goods and services to the organization, and *Consumer Spending* by the organization's own employees, and the employees of its suppliers. In turn, this spending also generates jobs and employment opportunities in the region.

This appendix describes the components of direct spending by Salem State College, how the expenditure data were collected, and how the expenditures were allocated by region. It also describes the U.S. Department of Commerce's Corporate and Consumer Spending Model, and how the Department's "regional input-output multipliers" are used to compute both the indirect spending and the additional employment opportunities that result from an institution's spending.

### DIRECT SPENDING

The spending and employment data used in this report include the College itself, The Salem State College Foundation, and the Enterprise Center at Salem State College. These separate corporations were created for and by the College and are so closely related that they would not exist independently of the College.

Direct spending is structured into the five major categories described below.

#### 1. Number of Employees and Employee Salaries

Salem State College's employee and salary statistics are provided by the Departments of Human Resources and Financial Services. Employee counts were taken as of November 12, 2005. Payroll includes everyone who was employed at any time during the fiscal year. Data for the Foundation and Enterprise Center were provided by those organizations. The employee and salary statistics are computed by region, based on the home address of each employee. External professional, consulting, publishing, and lecture fees earned by faculty and staff are not included.

#### 2. Employee Benefits

In accordance with the Department of Commerce's Consumer Spending Model, employer-provided benefits are treated as employee compensation.

If employees had to pay the total cost of their benefits, their ability to purchase other goods and services would be reduced.

The College participates in the Commonwealth of Massachusetts fringe benefit program, including health insurance, unemployment, pension and worker's compensation benefits. Health insurance, unemployment and pension costs are billed through a fringe benefit rate charged to the college. Worker's compensation costs are assessed separately based on the College's actual experience. For this report, the appropriate fringe benefit rates were applied to total salaries in each region. Total worker's compensation charges were distributed by region using the payroll distribution.

### 3. Purchased Goods and Services

College expenditures for goods and services were provided by the Department of Financial Services (PeopleSoft and MMARS appropriations) by the Purchasing Department (ProCard) and by the Foundation and Enterprise Center. The data are divided into geographic regions based on vendor ZIP codes.

### 4. Number of Students and Student Spending

The Office of Institutional Research and Assessment provided reports of official fall semester student enrollment and summer term enrollment, that show the number of students by type of housing within each region. Region is determined from the local addresses as reported by the students to the Registrar.

The Financial Aid office publishes *Cost of Attendance Budgets* to illustrate the expenses that students might incur depending on the type of housing that they select. The estimated expenses for books, transportation, and personal & miscellaneous expense and room and board (for students who live off campus), are applied to the above student counts to estimate what students typically spend for essential goods and services that are not provided by the University. Tuition and fees paid to the College are excluded from this calculation.

## INDIRECT SPENDING

The total economic impact of an organization is much greater than the sum of its direct expenditures. Using Salem State College Expense Account descriptions as a guide direct expenditures were aggregated into 60 industry codes as defined in the *U.S. Department of Commerce Bureau of Economic Analysis Regional Input-Output Modeling System*. The total for each of the industry types is multiplied by regional input-output multipliers in the model to obtain the level of indirect spending that is produced by the direct spending. The multipliers take into account specific inter-industry relationships, and the impact that the College has on corporate and consumer spending patterns in the region.

Indirect corporate spending includes:

1. the dollars which the College's suppliers spend in Massachusetts (including payroll) to produce the goods and services which the College purchases from them;
2. the dollars which our suppliers' suppliers spend in Massachusetts (including payroll) to produce the goods and services that our suppliers purchase from them;
3. the dollars which the suppliers of our suppliers' suppliers spend in Massachusetts (including payroll) to produce the goods and services that our suppliers' suppliers purchase from them;
4. this process continues back to the acquisition of raw materials used for the production of goods and services ultimately acquired by the College.

Consumer spending consists of the dollars that are spent in Massachusetts by College employees and the employees of all of the suppliers described above.

The multipliers used in this report were obtained from the U.S. Department of Commerce for Essex County and the Commonwealth of Massachusetts. Essex County multipliers were used for the City of Salem. The multipliers for each region (and the resulting calculations of indirect spending and employment) are cumulative, i.e., Essex County figures include the City of Salem and the Commonwealth of Massachusetts includes Essex County. The more encompassing the region, the larger the multiplier because the spending of suppliers, and the suppliers of suppliers, and their suppliers, etc., has a cumulative effect.

Expenditures made outside of the region (to out-of-state employees and vendors) are considered to have no impact in Massachusetts and are excluded from this report.

#### EMPLOYMENT IMPACT

The U.S. Department of Commerce's model also provides Employment Multipliers for each of the 60 aggregate industries. These multipliers estimate the number of jobs required to produce \$1 million of each product. Employment Multipliers are applied to total direct expenditures in each industry to determine the total number of jobs created by Salem State College spending in the region.

A more detailed description of the *U.S. Department of Commerce Bureau of Economic Analysis Regional Input-Output Modeling System* follows, and a comparison to multiplier effects at other colleges can be found in Appendix III.

**U.S. Department of Commerce  
Bureau of Economic Analysis  
Regional Input-Output Modeling System (RIMS II)**

Calculation of the total economic impact of direct expenditures must take into account specific inter-industry relationships within a region. These relationships largely determine how the regional economy responds to expenditures and changes in expenditures. Inter-industry relationships are factored into the calculation of total economic impact by using regional input and output multipliers provided by the Regional Input-Output Modeling System (RIMS II) of the U.S. Department of Commerce.

RIMS II is widely used by public and private sectors throughout the country. For example, the Department of Defense uses RIMS II to estimate the regional impacts of changes in defense expenditures, and the Florida Department of Transportation uses RIMS II to estimate the regional impacts of constructing and operating transportation facilities.

Following is an overview of how these multipliers are derived. Additional information is available from the U.S. Department of Commerce, Bureau of Economic Analysis, BE-61, Washington, DC 20230, (202) 606-5343. The Bureau's web page is located at [www.bea.doc.gov].

- 1) The Bureau of Economic Analysis [BEA] categorizes all national production into 471 detailed industries and summarizes these details into 60 aggregate industries.
- 2) National surveys are conducted to determine how much of the output (i.e., product) of each industry is used in the production of each industry. For example, a survey of industry X would ask "How much (in \$) of the output of industries A, B, C, D, etc. is used to produce a dollar's worth of the product of industry X?" These input amounts are the direct requirements for the production of \$1 of output by industry X. The data from these surveys are compiled on national input-output tables maintained by the BEA.
- 3) The BEA determines how much the demand for each product is caused by the earnings paid to workers in each industry. The Total Requirements Coefficients for the production of \$1 of product X include estimates of the increase in demand for product X which is caused by earnings paid to employees of industry X as well as each of its supplying industries. Because these coefficients are dollar multiples of the initial dollar spent to produce a product, they are referred to as Output Multipliers.
- 4) The BEA also compiles wage and salary data for every county in the nation including the ratio of jobs to earnings in each region. This database is used to adjust the BEA's national input-output table to reflect each region's industrial structure and trading patterns. It is also used to determine Employment Multipliers.
- 5) Employment Multipliers estimate the number of jobs required in each industry which contributes to the production of \$1 million of each product. For example, for the production of \$1 million of product X, how many jobs are required in industry X as well as in each of its supplier industries?

## **Appendix II**

### **Programs and Services Provided to Local Communities**

#### **Introduction**

*“Higher education is a huge enterprise that every day plays a more and more critical role in the well-being of all our cities.”*

This quotation from Dr. Evan Dobbelle, President and CEO of the New England Board of Higher Education appeared in the Boston Herald on August 26, 2006 in an article that centered on “Colleges as City Saviors”. More and more institutions are reaching out to their cities and towns in gesture to share and involve the citizens in the offerings of the Academy. There is little doubt that a college or university has tremendous impact on the geographic region in which it resides – but often the impact is viewed negatively. It is the focus of this report to assert that Salem State College is a true participant and citizen in the City of Salem through the goods, services and roles that it provides in and to the Community.

It is no small acclamation to say that the quality of life is intrinsically improved simply by the presence of the college in the city. The myriad of cultural activities through the Center for the Arts and Student Activities provide world-class presentation in the media of Dance, theatre, visual arts, creative writing and music. The Library shares all of its services and resources – including the archives – with Salem residents. The nationally renowned athletic events are regularly attended by citizens and neighbors. The college’s involvement with the public schools, hospital and government agencies is rich. And the founder and coordinator of the annual Maritime Festival is a member of our faculty. What follows is an overview of the variety and nature of the offerings, participation and benefits afforded to the city of Salem by Salem State College.

#### **Support to the City of Salem Government**

- Beach and park clean up and other environmental activity
- Off street parking during snow bans for the neighborhood
- Mutual aid from Campus Police to city police
- No-cost training for city fire and police officers
- Participation in local emergency planning
- Free access to Ice rink and playing field for local groups and schools
- Donations of furniture and equipment to public schools
- Precinct voting on campus at no cost to the city

#### **Direct Financial Contributions**

- The college pays a portion of the salaries of certain personnel at the Horace Mann and the Saltonstall Schools.

- The college pays for custodial, maintenance and repairs to Horace Mann Laboratory School.
- MDOE grant provide free tuition to city math teachers to maintain and upgrade their pedagogical skills in the classroom
- MDOE grant also provide free technical professional development for teachers in elementary education in the city schools

#### Internships

- Criminal Justice department provides 23 dedicated internships to the courts, the District Attorney, probation department and local police
- Career Services has created 60 individual internships with city businesses.
- Ongoing student involvement in Community Service, i.e. Salem Sound
- Occupational Therapy department offers 11 student internships throughout the medical community.
- There are over 200 internship/clinical practica from the Nursing Department
- Media provides student interns for SATV

#### Educational Relationship with Public Schools

- Aquaculture Center as resource for local curriculum
- Biology Department participates in local Science Fairs
- The Darwin Festival is incorporated into local school curricular
- Summer reading clinic offered to 30 children at no cost.
- Reduced tuition for the TILE program for principleship licensure
- Professional writing program to schools and non-profits
- Faculty serve as advisors to local tourism efforts
- Free workshops for local teachers
- MLK Jr. Celebration and essay contest within local schools
- Free books to local schools through the library

#### Volunteerism

- College members participate in leadership positions on local boards that include North shore medical Center, YMCA, Salem Arts Council, Healthlinks, Boys and Girls club Salem Harbor CDS and Salem Youth Council
- College members are active in City of Salem Neighborhood Associations.
- Two members serve on the Salem Chamber of Commerce Board
- Student organizations participate in the Salem Mission and HAWC.

## Appendix III Comparison to Other Economic Impact Reports

	SALEM STATE COLLEGE			BOSTON UNIVERSITY	8 BOSTON RESEARCH UNIVERSITIES	FRAMINGHAM STATE COLLEGE	CENTRAL LINKS COLLEGES
	FY 2006			FY 2006	FY 2000	FY 2003	FY 2005
	Impact on			Impact on	Impact on	Impact on	Impact on
	Salem	Essex	Mass	Mass	Mass	Mass	Mass
Direct Spending*	32,033,514	108,074,414	156,773,679	1,459,088,189	3.5 billion	44.5 million	N/A
Indirect Spending	28,668,429	101,691,758	218,888,536	1,818,790,771	3.9 billion	49.0 million	N/A
Total Impact	60,701,943	209,766,172	375,662,215	3,277,878,960	7.4 billion	93.5 million	217 million
average Multiplier	1.91	1.94	2.40	2.25	2.11	2.10	2.76
				Source #1	Source #2	Source #3	Source #4

\*Total Direct Spending includes student spending; For Salem State College and Boston University, Direct Spending excludes Depreciation.

Source #1: Making a Difference in Massachusetts, Boston University's Economic and Social Impact Sourcebook

Source #2: Engines of Economic Growth-The Economic Impact of Boston's Eight Research Universities on the Metropolitan Area (Includes Boston College, Boston University, Brandeis, Harvard, MIT, Northeastern, Tufts, UMass Boston)

Source #3: Framingham State College Economic Impact Report

Source #4: Central Links Economic Impact Report (includes Fitchburg State, Mt. Wachusett CC, Quinsigmond CC, Worcester State)

## **Appendix IV**

### **Salem State College Accreditations**

SSC Programs are accredited by the:

Accreditation Council for Occupational Therapy Education (ACOTE)

Commission on Collegiate Nursing Education (CCNE)

Computing Engineering Commission/Accreditation Board for Engineering and Technology, Inc (CAC/ABET)

Joint Review Committee for Nuclear Medicine Technology (JRCNMT)

Joint Review Committee-Athletic Training (JRC-AT)

National Association for the Education of Young Children (NAEYC)

National Association of Schools of Art & Design (NASAD)

National Association of Schools of Theatre (NAST)

National Council for the Accreditation of Teacher Education (NCATE)

National League for Nursing Accreditation Commission (NLNAC)

In addition, SSC programs are recognized by the:

American Chemical Society (ACS)

Council on Social Work Education (CSWE)

North American Society for Sport Management-Sport Management Review Council (NASSM-SPMRC)

World Tourism Organization (CTO)

## Appendix V

### Salem State College Academic Departments

Art	BA; MAT
Biology	BA; BS; MAT
Business Administration	BS; MBA
Cartography & Geographic Information Systems	BS
Chemistry	BA; BS; MAT
Communication	BS
Computer and Information Studies	BS
Criminal Justice	BS; MS
Education	BS; MEd
Economics	BA; BS
English	BA; MA; MAT; MA/MAT
English as Second Language	MAT
Fire Science Administration	BS
Geography	BA; BS
Geo-Information Science	MS
Geological Sciences	BS
History	BA; MA; MAT
Liberal Arts	BLS
Mathematics	BA; BS; MS; MAT; MAT in Middle School Mathematics
Middle School General Science	MAT
Music	BA
Nursing	BSN; MSN; RN/MSN; MSN/MBA
Occupational Therapy	BS/MS
Political Science	BA; BS
Psychology	BA; BS; MS in Counseling & Psychological Services; MS in Industrial/Organizational Psychology
Social Work	BSW; MSW
Sociology	BA; BS
Spanish	BA; MAT
Sports, Fitness, Leisure Studies	BS; MEd
Theatre	BA
Theatre Arts	BFA

#### Graduate Certificate and Licensure Programs

Certificate of Advanced Graduate Studies in Education  
 Certificate in Advanced Professional Studies in Counseling  
 Certificate in American Studies  
 Certificate in Financial Planning  
 Certificate in Nursing Education  
 Certificate in Geo-Information Science  
 Certificate in School Adjustment Counseling  
 Certificate in Teaching English as a Second Language  
 Fast Track Math Teacher Licensure  
 Fast Track Science Teacher Licensure  
 Licensure only: Early Childhood, Elementary, Middle School, Reading, Special Education, Secondary Education, School Counseling

#### Undergraduate Certificate and Licensure Programs

Certificate in Correctional Administration  
 Certificate in Accounting  
 Certificate in Graphic Design  
 Certificate in Cartography  
 Certificate in Public Relations  
 Post-Baccalaureate Educational Licensure Programs in Art, Biology, Chemistry, Earth Sciences, English, History, Math, Spanish, Physical Education, Theatre  
 Post- Baccalaureate Elementary Educational Licensure  
 Post- Baccalaureate Early Childhood Educational Licensure  
 Post- Baccalaureate Middle School Educational Licensure

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