

## Salem State College

*Salem State College offers baccalaureate and graduate degree programs responsive to the needs of a wide spectrum of individuals as well as to the needs of the Commonwealth. The College is committed to offering an education that provides a solid foundation for lifelong learning and development and to building a community that includes people of all ages, races, and socioeconomic backgrounds.*

### COLLABORATIONS

- Salem State College, in partnership with Lynn, Salem, Haverhill, Everett, Malden, Gloucester, Danvers, and Hamilton-Wenham Public Schools, has implemented a multi-year professional development plan for mathematics teachers in grades 5 to 8. This is to ensure that all students in these grades have a highly qualified mathematics teacher as defined by the No Child Left Behind Act of 2001. Participating teachers are middle school generalists, generalists in grades K through 8, teachers teaching out of field, paraprofessionals, and special education teachers. These individuals often have taken only one or two undergraduate mathematics courses which have focused more on pedagogy than mathematics. Over 130 teachers (of which approximately half were not highly qualified in mathematics) have taken courses offered through the grant. Concurrently, the Mathematics Department developed a three-year M.A.T. Middle School Mathematics program. Thirty-two participants have been accepted into this MAT program, and to date eight have received a degree.
- Salem State College's 15-year relationship with Lynn's K-8 Ford School grew from joint research on immigrant families to a campus-based after-school program, adult education programs, grant-writing, guest presentations, and professional development. This "full-service" urban school engages faculty and students from Education, Art, Computer Science, SFL, Social Work, and Nursing. Their principal sits on the School of Education's Advisory Committee. SSC has helped Ford graduates secure financial aid to attend the College and to obtain campus jobs.
- Salem State College serves as the lead institution on this project collaborating with Mass Bay Community College, Northern Essex Community College, North Shore Community College, and Roxbury Community College. Using the Salem State Information Technology Across the Curriculum (ITAS) minor as a model, the CITI grant recipients in 2006 created five new IT Across the Curriculum Certificate programs at the participating community colleges and developed a working database of IT courses that will transfer between the community colleges and Salem State College. The primary goal of 2006–07 was to

build on the success of the first year and to create collaborative opportunities for faculty, students, and regional industry leaders around ITAC. A second goal was to facilitate broader discussion between community colleges and regional private industries around partnering to create a more highly trained and employable workforce in the regions.

### Program of DISTINCTION

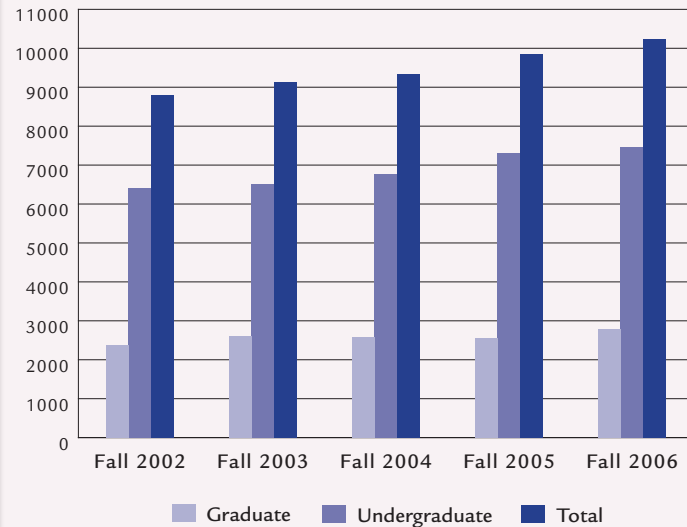
*The Northeastern Massachusetts Aquaculture Center (NEMAC) at Cat Cove is Salem State College's regional aquaculture research and education center established to promote fishing, especially aquaculture, efforts in the Commonwealth. The Center educates undergraduate students and introduces regional school teachers and students to fundamentals of aquaculture and estuarine ecology. Research is conducted in fish-breeding to offer fishermen alternatives to increasingly stressed Atlantic stocks. Highlights of the past year include: almost 4 million seed clams produced, for an 8-year total of 14 million; worked with the Division of Marine Fisheries in restoring shellfish populations within Boston Harbor as part of the cooperative Hub Line Project involving five towns: Hingham, Quincy, Weymouth, Hull and Winthrop; market value of the cultured clams is almost \$200,000 in 2007; total economic impact of approximately \$2,400,000; culturing large-mouth bass in collaboration with 5 state high schools to supplement cranberry bog agriculture; advising the Canadian government on soft-shell and mussel cultivation; and collaboration with Gloucester Conservation Board to demonstrate potential of mussel culture in coastal waters of Cape Ann.*

- Salem State College collaborates with UMass Lowell, Northern Essex Community College, the Northeast Workforce Investment Board, and other regional agencies on the management team of the Science, Technology, Engineering, and Mathematics (STEM) initiative funded by the Commonwealth of Massachusetts and administered by the Board of Higher Education. Currently, STEM fellows are drawn from middle school teachers from 15 districts: Andover, Beverly, Billerica, Chelmsford, Hamilton-Wenham Regional Schools, the Innovation Charter School, Lawrence, Lowell, Lynn, Lynnfield, Methuen, North Reading, Reading, Salem, and Tri-town Union. This represents nearly a doubling in services since the initial grant which ended in 2006. In addition to representation on the management team, SSC's Collaborative Project for Math, Science, and Interdisciplinary Education serves as a delivery agent for science content training for teachers.

## I. ACCESS TO PUBLIC HIGHER EDUCATION IN MASSACHUSETTS

<b>Access Indicators*</b>	
<b>FALL ENROLLMENT</b>	
Fall 2006 Headcount:	7,455 Undergrad. 2,775 Graduate
Fall 2006 FTE:	6,093 Undergrad. 1,132 Graduate
<i>Results: Over the last three years, fall headcount enrollment has increased 9.4%, and fall FTE enrollment has increased 12.5%.</i>	
<b>ANNUAL ENROLLMENT</b>	
FY2007 Headcount:	9,250 Undergrad. 6,498 Graduate
FY2007 FTE:	6,528 Undergrad. 1,936 Graduate
<i>Results: Over the last three years, annual headcount enrollment has increased 2.6%, and annual FTE enrollment has increased 10.3%.</i>	
<b>MINORITY ENROLLMENT</b>	
Minority Enrollment Percentage in Fall 2006:	17.1%
<i>Results: Higher than the Northeast Region's minority representation of 11.0%.</i>	
<b>CC TRANSFER STUDENTS</b>	
Fall 2006 Community College Transfer Students:	412
<i>Results: Over the last three years, the number of community college transfer students has increased 6.7%.</i>	

Fall Enrollment: Headcount



## II: AFFORDABILITY OF MASSACHUSETTS STATE COLLEGES

<b>Affordability Indicators*</b>	
<b>% OF MEDIAN FAMILY INCOME</b>	
Tuition and fees as a percent of median family income in FY2007:	8.1%
<i>Results: Below the Northeast regional average of 9.3%.</i>	

Tuition and Fees as a Percent of Median Income

	FY2003	FY2004	FY2005	FY2006	FY2007
Tuition and fees	\$3,938	\$4,988	\$5,454	\$5,594	\$6,030
State median family income (SMFI)	\$66,922	\$67,527	\$68,701	\$71,655	\$74,463
Tuition and fees as % of SMFI	5.9%	7.4%	7.9%	7.8%	8.1%
Segment avg. tuition and fees as % of SMFI	5.5%	6.7%	7.3%	7.5%	7.8%
Northeast avg. tuition and fees as % of SMFI			9.2%	9.3%	9.3%

\* See Technical Guide (pages 41–42) for indicator methodology and details.

III: STUDENT SUCCESS AND ACADEMIC QUALITY

Success and Quality Indicators*	
<b>FIRST-YEAR RETENTION</b>	
Fall 2005 Cohort First-Year Retention Rate:	70.9%
<i>Results: Below the segmental rate of 73.5%, the national rate of 73.7%, and the peer retention rate of 74.6%.</i>	
<b>SIX-YEAR GRADUATION RATE</b>	
1998–2000 Cohort Six-Year Graduation Rate (3-year average):	40.7%
<i>Results: Below the segmental rate of 47.9% but comparable to the institutional peer rate of 39.3%.</i>	
<b>DEGREES CONFERRED</b>	
Total Degrees Conferred in FY2007:	1,648
<i>Results: Average degrees conferred per year over the last three years: 1,470.</i>	
<b>MTEL PASS RATE</b>	
2006 Pass Rate for the Massachusetts Test for Educator Licensure:	99%
Number of Passing Students:	181
<i>Results: Above the target pass rate of 80%.</i>	
<b>SPECIAL ADMISSION STUDENTS</b>	
Percent of New Students who were Special Admits in Fall 2006:	9.1%
<i>Results: Meets the Board of Higher Education’s requirement of enrolling less than 10% special admissions students per year. (See Appendix for BHE admissions policies.)</i>	

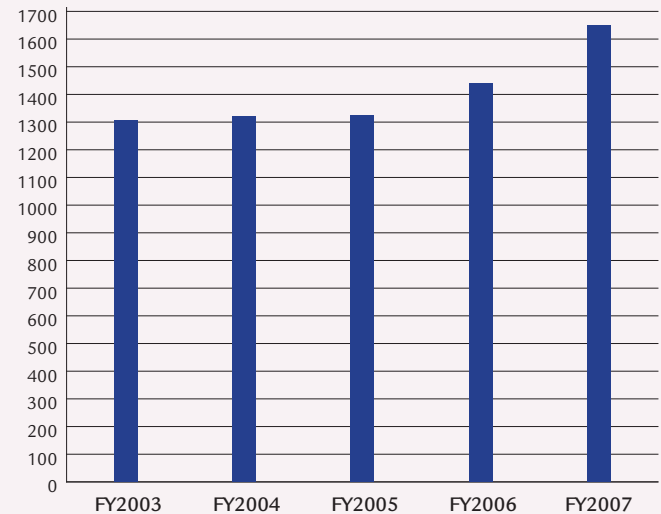
First-Year Retention Rate (Fall-to-Fall)

Entering Cohort	2001	2002	2003	2004	2005
Institution Rate	72.0%	72.3%	76.3%	75.4%	70.9%
Peer Avg. Rate			75.3%	76.1%	74.6%
Segment Avg. Rate	72.9%	74.6%	75.2%	76.2%	73.5%
National Avg. Rate			74.3%	74.0%	73.7%

Six-Year Graduation Rate

Entering Cohort	1997	1998	1999	1999	Rolling Avg. 1998–00
Institution Rate	37.0%	42.4%	39.9%	39.8%	40.7%
Peer Avg. Rate	39.0%	40.1%	39.2%	38.5%	39.3%
Segment Avg. Rate	45.5%	47.6%	47.2%	48.9%	47.9%

Degrees Conferred



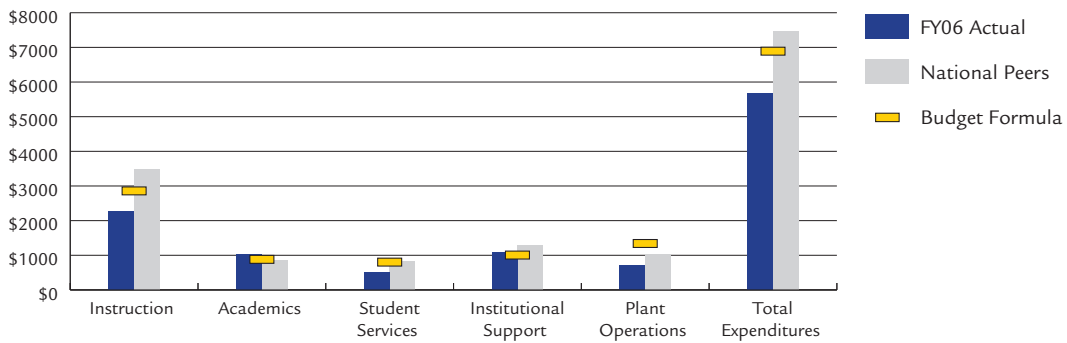
\* See Technical Guide (pages 41–42) for indicator methodology and details.

**IV: EFFECTIVE AND EFFICIENT USE OF RESOURCES**

Efficiency and Innovation *	Compliance *
<p><b>EFFECTIVE PROJECTS AND INITIATIVES</b></p> <p>Purchased Renewable Energy Certificates.</p> <p>Purchased two hybrid vehicles, which will have an annual cost savings of \$1,600 each. As gas prices climb, savings will increase, as well.</p> <p>Purchased a T-3 vehicle for the College’s Public Safety Office. The vehicle is an electric, three-wheel machine, that carries a standing officer. The vehicle costs only \$0.25 per day to operate, a significant savings over an automobile.</p> <p>Collaborated with other state colleges on purchasing policies and insurance, and with community colleges on a Follett Bookstore contract.</p> <p>Raised \$2,229,199 through private fundraising, a decrease of \$3,983,904 from FY06. The College received three extraordinary gifts in FY06, totaling \$5.5M.</p>	<p><b>ANNUAL INDEPENDENT AUDIT</b></p> <p><i>No material weaknesses based on annual external independent audit:</i></p> <p>2007</p> <p>2006</p> <p>2005</p> <p>2004</p> <p>2003</p>

**Resource Allocation \***

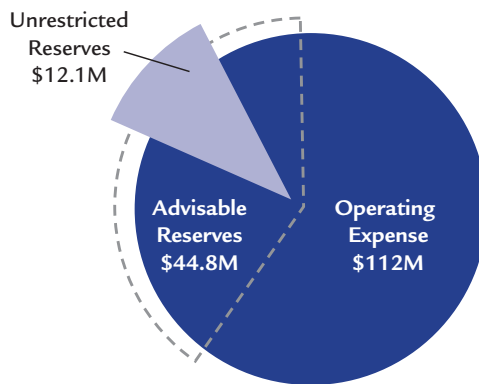
**EXPENDITURES PER STUDENT—ACTUAL, BUDGET FORMULA & NATIONAL PEERS**



**Financial Health Indicator \***

**PRIMARY RESERVE RATIO**

$$\frac{\text{Unrestricted Reserves } \$12,095,452}{\text{Total Operating Expenses } \$111,986,974} = 10.8\%$$



\* See Technical Guide (pages 41–42) for indicator methodology and details.