

November 15, 2017

John D. Keenan, *President*

Commissioner Carlos Santiago  
Massachusetts Department of Higher Education  
One Ashburton Place, Room 1401  
Boston, Massachusetts 02108

Re: Salem State University Strategic Plan

Dear Commissioner Santiago:

I am pleased to submit Salem State University's Strategic Plan FY2018-FY2021 for review and final approval. Our strategic planning process was conducted in compliance with the Board of Higher Education's (BHE) Revised Campus Strategic Planning Guidelines and Procedures (2016-2017 & 2017-2018). In the summer of 2016, the university's Collaboration Committee developed a transparent and inclusive campus-wide planning process. On September 8, 2016, you and Assistant Commissioner Hagan visited Salem State for a Touch Point I meeting with the Collaboration Committee and then President Meservey. Our Board of Trustees received updates throughout FY2017 and Chair Mattera appointed Trustee Kathy Murphy (SSU'75) as a liaison to the committee.

On June 13, 2017, Salem State's Touch Point II meeting with the BHE Strategic Planning Committee provided valuable feedback to the university, which has been incorporated into the plan.

Two weeks ago, the Salem State Board of Trustees provided its input resulting in the following motion voted unanimously: "The Board of Trustees of Salem State University hereby approves the Strategic Plan (attachment "A") subject to refinements as discussed at the meeting on November 1, 2017. And further the final Strategic Plan will be subject to review when it is presented for ratification to the Board on November 29, 2017." The refinements have been incorporated into the attached plan and Chair Paul Mattera will confirm ratification at the end of this month. We look forward to the Touch Point III meeting on December 5, 2017.

While we have provided a table of metrics, we have not yet projected over the span of the plan as many of our indicators are contingent on the final outcome of funding for our Science Teaching Lab Addition now before the BHE and DCAMM.

The assistance and guidance provided by you and Assistant Commissioner Hagan has been invaluable and is appreciated. I look forward to addressing any questions you may have at our hearing on December 5, 2017.

Sincerely,



John Keenan  
President