

## Questions for President Keenan

1. RATIONALE: Much of what you argued about the rationale for Project BOLD is built around conclusions drawn from one cited workforce report.
  - a. Have you examined that report methodologically? Why not include a comprehensive set of sources?
  - b. Have you looked at other relevant workforce studies and high ed sources which would lead to different outcomes, i.e., [studies that have shown a limited linkage between one's career-oriented major and career success](#) and the [2018 Future of Work on the North Shore](#)?
  - c. Can you explain how you drew the conclusions you did from that report? The logic and inferences were unclear. How did you generate the number of 150 new students per year as a result of Project BOLD?
  - d. Have you done projections of other ways in increasing enrollment? i.e.,
    - Pushing for additional Federal and State funding, including the Cherish Act which could reduce student costs and lead to increased enrollment.
    - Recruiting students with Some College No Degree
    - Preparing for and pursuing HSCI status
  - e. Wouldn't decreasing the faculty hurt the campus' efforts to increase enrollment?
2. FUNDING:
  - a. How is Project BOLD integrated into SSU's long term plans?
    - Is there a long term plan for capital construction/investment at SSU or is Project BOLD a stand alone project?
    - How is Project BOLD incorporated into various accreditation plans?
  - b. If Project BOLD were financed as suggested, how much extra debt service would SSU have to pay and how would this be financed?
  - c. How would debt be balanced with use of reserves in financing Project BOLD?
    - Is there a contingency plan for how to make debt service payments if the assumptions used in determining feasibility do not prove true as required by section V of the Salem State College Debt Policy?
    - How would setting aside reserves for Project BOLD be balanced with other potential uses of reserves, i.e., maintaining and upgrading educational and student services, layoffs, furloughs and retrenchment?
    - Would SSU go over the 10% limit for debt service?
    - While we applaud the freezing of undergraduate tuition and fees for next year - for which students and the MSCA have long advocated - Does this include a freeze on housing and dining fees?
    - How can you guarantee that our capital debt obligations will be met without risk to our instructional operational budget? According to Massachusetts law, lenders have the right both to set fees to pay for these costs and to intercept "legislative appropriations to the state colleges, if the Authority otherwise lacks sufficient funds to pay debt service in full and on time".

- The costs shifted to students for capital debt has been growing. How does this not undermine the long term commitment of SSU and the BHE to the agenda of increasing equity?
- d. On what do you base your position that it is not possible to get a higher DCAMM contribution since there is nothing in the guidelines to that effect? What steps might lead to an increased public contribution?
- e. Why will Project BOLD not foreclose future support for construction from the Commonwealth for meeting the needs of both the sciences and liberal arts and the library which are not met by Project BOLD?
- f. What is the timeline going forward for Project BOLD
  - What are the most recent submission and reports, timelines for future submissions/revisions, hearings/open comment periods (online and in person), approval dates, etc.
  - Are DCAMM, MSCBA, BHE etc aware of the doubts being raised on campus about Project BOLD? If so, how have they responded?

3. SSU COMMUNITY INPUT:

- a. There seems to have been a difference in the degree to which earlier processes for major capital projects have engaged the SSU community and the process for Project BOLD. For example, the 2015 Science Lab Addition had an expansive steering committee, the formation of which was announced to the entire community. Further, this group worked on the proposal for a couple of years. Why has the development of Project BOLD been so significantly less inclusive of the community? Given that it has generated some significant opposition, what are the possibilities of opening the discussion to the larger community?
- b. Will you commit to holding a number of campus wide events on campus to discuss working together for a better designed and financed Project BOLD?

4. LOGISTICS:

- a. When is the sale of South Campus projected? Are there clear figures of how much will be realized by that sale? What time lines have been developed for adequately relocating those departments and services now on South campus?

5. LIBRARY IMPACT:

- a. The new classrooms proposed for the library are planned in areas that currently have book stacks. Where will these book stacks be relocated?
- b. SSU's North Campus has few areas for students to gather, study, and relax. The library's design with a lot of student space seemed to provide one response to this lack of student space. By taking over so much library space with classrooms/ then moving the book stacks into spaces otherwise designated right now, what is your administration's view on this loss of student space?
- c. A library is only as valuable as its resources. Is your administration committed to retaining the print resources of our library?