



NEW CHALLENGES, NEW DIRECTIONS TASK FORCE

MARCH 25, 2009

Meeting Summary

Present: David Flanagan, Alyson Hughes-Handley, Bertram Jacobs, Robert Rice, Norman Fournier, Marjorie Medd, Sandra Featherman, Valerie Seaberg, James Breece, and Rebecca Wyke

- Chair David Flanagan introduced Dr. Stephen Reno, chancellor of the University System of New Hampshire; and Matthew Cookson, associate vice chancellor for External Relations. Flanagan said this meeting was the first in a series of conversations with experts and peers to gather information on best practices. Chancellor Reno outlined his experience with USNH and summarized some basic information:
 - USNH is one of the smallest systems in the United States
 - Receives very little in appropriations from the state
 - The system is governed by a 27-member Board of Trustees that includes gubernatorial appointees, presidents of the institutions, the chancellor, members elected by alumni and students and the commissioners of education, agriculture and the governor of the state.
 - Overall enrollment is approximately 31,000. 60% of students are in-state, 40% out-of-state.
 - Reno said the Board meets about five times a year, which includes a planning retreat.

- The Chancellor of the USNH is the chief executive officer and the presidents report to the board through the Chancellor's Office. The System office is not located on a campus, but there are shared services between UNH and the chancellor's office. 40 people work in executive roles in the chancellor's office and approximately 90 work in central services. Each executive office in the chancellor's office staffs a standing committee of the Board.

- The allocation formula for the universities was developed in the 1990s and has been revised since. The state appropriation is allocated on the basis of institutional size and the characteristic nature of the programs the university offers. Chancellor Reno said he will send some information about the formula to the task force. To measure performance, the Board established strategic indicators to guide Trustees and senior administrators in the establishment of appropriate benchmarks for future performance. The Board has not linked funding to performance. The distribution is as follows:
 - UNH – 71%
 - Plymouth State – 13%
 - Keene State – 14%
 - Granite State – 3%

- The system office budget is approximately \$5 million, and appropriation is the only source of revenue for that office apart other than central services. The university

system office also manages the investment funds. No institution but UNH has an individual foundation that manages its own investments.

- The USNH system distributes 16,000 W-2 Forms annually, which includes student employees. Overall, the system has 7,500 employees and of those, 4,200 receive benefits. There are no system-wide faculty unions, and no unions for staff other than police.
- Enrollment has grown 7.2% since 2003. USNH alone has seen 35% growth. Although Chancellor Reno said it's too early to tell what next year's application and acceptance rates will be like, they expect to see a migration from private institutions to USNH due to the economy and a general trend of first-year students from NH spending their freshman year away and coming back to the USNH to complete their education.
- Chair Flanagan asked which management tools USNH uses to ensure that centralized services are meeting the expectations of end-users. Chancellor Reno said that central services are monitored by a council made up of the chief financial officers of the institutions and the system controller. If there is a problem where a campus feels that the number of transactions it has to do to make a purchase is burdensome or an infringement on the prerogatives of the institution, that would come before the council so adjustments could be made. The system recently conducted a survey of users at all system campuses and asked them to identify policies in place or transactions they found cost-ineffective or caused difficulties in institutional operation. Reno said a copy of the survey's findings and the system response will be sent to the committee.
- Chancellor Reno and Associate Vice Chancellor Cookson were asked whether the universities have distinct missions statements or whether there has been mission creep between the institutions. Cookson said that has not been an issue since there is a standing council of the chief academic officers of the institutions. At meetings, the CAOs discuss what each institution is planning in the future and if one is planning a new program, it brings the idea to the council.
- Chancellor Reno and the task force then discussed what makes USNH a destination for so many out-of-state students and how they are doing so well with such low state appropriations. Associate Vice Chancellor Cookson said tuition in the system is higher than other state institutions in New England, and that out-of-state tuition helps subsidize the cost of educating an in-state student. Students are attracted to USNH for academic strength, research opportunities, athletics and physical attractiveness of the universities. The last has been an ongoing project of the university system – they requested a special appropriation to improve the buildings on campus. Legislature funded project and work has begun upgrading buildings.
- Chair Flanagan asked Chancellor Reno where he'd like USNH to be like in ten years and what he thinks needs to be done to maintain competitiveness and help them reach those goals. Reno said the system has a lot of work to do in redefining how they deliver their core service, which is academics. He said they need to take a hard look at the programs offered across our institutions and find a way to respect the institutional

identities and the distinctive missions but also find efficiencies by looking at faculties in the aggregate. The system is looking at ways to share faculty resources across institutions so it's not necessary to replicate programs at each campus, and looking for ways to use technology to improve the quality of the teaching and learning experience. One way the system is working on that is a summer workshop designed to teach faculty how to redesign their courses and incorporate technology while enhancing quality.

- Chair Flanagan talked about the use of experts. He said there are three types of people the task force needs to speak with: one, consultants for the project who will help develop information and the final report; two, people with professional expertise in academics that the task force can bring in for a day; three, people who have relevant expertise in other fields that the task force can speak with. At present, the task force has received information from two consulting firms: National Center for Higher Education Management Systems and the Huron Company. The task force then discussed the different options for people with whom to interview, and decided some of these conversations could be done on the personal and subcommittee level:
 - The subcommittee on finance will review Mary McKeown of MGT of America, Inc. to determine whether she should be interviewed at a future task force meeting.
 - President Alyson Hughes-Handley will speak with Tom Layzell, former head of Mississippi, Illinois and Kentucky Systems
 - Subcommittee on finance may speak with Charlie Colgan, Professor of Public Policy and Management at USM
 - Robert Zemsky from the University of Pennsylvania will speak with the entire task force at a future meeting
 - Bill Caron of MaineHealth will speak to a subcommittee
 - David Flanagan will speak with John Fitzsimmons, president of the Maine Community College System
- Future experts will be given a list of questions to address before meeting with the task force or the subcommittee. David Flanagan asked the members to send questions to Jim Breece for consideration.
- The task force discussed the need for longer meetings to achieve its work in the given timeframe and then went over the 'As-Is' report outlining the current status of the six areas of inquiry given to the task force in its charge.
- The next meeting of the Task Force will be April 9, and former UMS Chancellor Terry MacTaggart will speak to the group along with Aims McGuinness from NCHEMS.