

November 4, 2004

Dear colleagues,

Mid-terms and the election are behind us, the leaves are now in our gardens rather than on the trees, and the Red Sox are World Champions—seems like a good time to communicate with you on a number of topics. In general, we seem to have begun the new academic year in good shape. With strong enrollments at both the undergraduate and graduate level, continued progress in implementing the Discovery Program, new energies focused on the creation of a more inclusive community, and palpable improvements in student-community relationships, we are well positioned to address the challenges that come with being a high quality, under-resourced public research university.

One important component of our strength this year is the presence of new leadership in my office and elsewhere.

- Alan Ray was appointed Vice Provost this summer, coming to us after almost a decade in senior academic leadership roles at Harvard Law School. Alan's portfolio consists primarily of responsibility for our undergraduate curriculum areas, including the Discovery Program, the Honors Program, the Writing Program, UROP/IROP, and the Center for International Education. His background in philosophy and religion, legal studies, and Native American issues connects well with a number of our programs; in the spring he will be teaching a senior seminar in the new Justice Studies program on *Native American Religions and the Law*.
- Harry Richards was appointed Dean of the Graduate School in July. Harry will continue the work he began as interim dean last year, and he will draw on his many years of experience in the Graduate School to advance its goals. Priority projects this fall include the integration of the non-credit programming that was previously in DCE into the Graduate School (see below), solving significant classroom space challenges for graduate programs located in Manchester, implementing the recommendations from the three-year review of the Center for Graduate and Professional Studies, and finding ways to increase the attractiveness of our financial aid packages for graduate assistants.
- Wanda Mitchell is serving a one-year appointment as Special Assistant to the Provost on Diversity Initiatives. Already, Wanda has developed guidelines and resources for more effective faculty recruitment. She has organized a campus-wide Diversity Strategic Planning Task Force that will work intensively this year to articulate goals and actions intended to lead us to a more diverse community and enable us to address matters of equity and inclusion in all aspects of our academic and support programs. More information about the initiatives that Wanda is directing may be found at <http://www.unh.edu/diversity/>.
- Lisa McFarlane, professor of English, now directs the Honors Program, where she is quickly implementing many of the recommendations from the comprehensive review that took place in 2001-2002. Among her many priorities is the

- development of a more systematic support system for graduating seniors seeking prestigious fellowships such as Fulbright and Rhodes Scholarships.
- Elliott Gruner has been named Director of the UNH Writing Program, with oversight responsibility for The Writing Center and the Writing Across the Curriculum Program. In this more integrated leadership position, Elliott is charged with re-energizing the Writing Committee, expanding the Writing Fellows Program, and working closely with John Ernest to develop writing assessment tools for English 401.
 - Joanne Curran-Celentano and John Ernest (Animal and Nutritional Sciences, and English, respectively) are now well into their new roles as co-directors of The Discovery Program. In close collaboration with the Faculty Senate Academic Affairs Committee, Joanne and John have established the Discovery Program Committee, generated an RFP for the next round of Inquiry courses, and begun to work with Student and Academic Services on the connection between Discovery and First Year Orientation programming. Joanne and John have also initiated conversations on how to transform existing General Education courses into Discovery courses. Early work is also underway on the “University Dialogues” component of the Discovery Program. All of these steps reflect a commitment to follow the Senate’s recommendations for a six-year implementation process for Discovery.

In addition to these new assignments, Jim Varn’s role has been redefined somewhat to reflect his real work and expertise. As Assistant Provost for Faculty Development and Strategic Planning, Jim continues as contract administrator (which I see as one aspect of faculty development) while he also focuses more directly on creating leadership development programs for chairs as well as faculty who wish to learn more about academic administration. As well, Jim is assisting departments and programs engaged in strategic planning and conflict resolution. Lastly, Terri Winters now participates in Provost Staff meetings and works directly with Academic Affairs staff on matters related to Academic Technology. This has enabled us to coordinate academic decisions with technology decisions, the direct result of which you will begin to see next semester as the new Blackboard portal and single sign-on process are implemented.

With respect to other work in Academic Affairs, I will briefly review several efforts here. First, the planning process that occurred last year in the Division of Continuing Education led to several recommendations that are now being implemented. The Division has been restructured into three separate entities: Interhostel, the Office of Professional Development and Training and the Office of Outreach Education and Summer Studies. Interhostel, a program designed and nurtured by UNH, is now located in the Business Affairs Office under Finance and Administration. This allows Interhostel to function more appropriately as an auxiliary program and operate as a self-sufficient enterprise. Non-credit programming aimed at external audiences has been assigned to the Graduate School and will become part of the Center for Graduate and Professional Studies. The goal of the office of Professional Development and Training is to serve the continuing education needs of professionals in the greater Manchester and Seacoast regions. Finally, the primary goals of the Office of Outreach Education and Summer

Studies are to foster access to UNH credit courses for non-matriculated learners, develop innovative academic programs with the schools and colleges and support our summer session. The Director of this office reports to Julie Williams, Associate Vice President for Research and Outreach Scholarship, in her role as a part-time member of Provost Staff.

Next, you are aware by now that I have initiated a change in the format for promotion and tenure portfolios, with the goal of eliciting personal statements that provide an overall, integrated analysis of the candidate's work in teaching, scholarship, and service. This year, candidates may decide whether to submit three separate statements (as in the past) or a single essay that may address each component separately while also reflecting on the ways in which they are interrelated. In discussions with the Faculty Senate and others, I have learned that we need to think further about the utility of this change before we make it mandatory next year. That discussion alone has value, asking us to think more deeply about our work in a land-grant university and how that work evolves over time. Such factors as disciplinary culture and career stage may need to be considered more explicitly relative to my proposal.

This is the fifth year of RCM implementation, which means that we need to design the review scheduled for next year. To that end, Vice President Corvey and I have organized a RCM Review Design Committee consisting of Faculty Senate representatives (Chris Shea, WSBE, and Don Quigley, Thompson School), an at-large faculty member (PT Vasudevan, CEPS), Dean Bolander, Vice Presidents Aber and Rubinstein, David Proulx, and Leigh Anne Melanson. The Design Committee met this week to affirm the overall methodology that will be used. Beginning this semester, representatives of the Committee will hold hearings with school and college executive committees and other constituent groups to both educate the community in RCM principles and processes and solicit input on the effects of RCM to date. The results of these hearings, plus material gathered through interviews with RC unit leaders and business managers and the collation of historical financial data will be used as the basis for analyses that will take place next summer and fall. This groundwork will in turn be used in the fall of 2005 to conduct the formal review and generate specific recommendations to the President regarding any corrections in RCM allocation formulas or other aspects of revenue distribution and expenditure.

An important aspect of our financial planning is the procurement of private resources, managed primarily through the UNH Foundation. Early discussions are now underway regarding the University's next capital campaign. School and college deans will be working with chairs and faculty this year to identify unit-level priorities and possibilities. Generally, such campaigns have a seven-year life cycle from initial planning to closure. This year and next summer, we will engage in planning, priority setting, and feasibility studies. Over the next 18 to 24 months, we will be involved in the "quiet phase" of the campaign, with the intention of securing roughly 40 percent of the total monetary goal (yet to be determined). This will be followed by the "public phase," which will last up to five years in order to achieve what will surely be ambitious funding targets. As with the last campaign, our focus will largely be on academic programs and support for

outstanding faculty and students. Opportunities to make capital improvements consistent with the Campus Master Plan will also be sought.

The last specific tasks I will describe here are the two dean searches that are now being launched. The search committee for the next dean of UNH Manchester has been selected and very soon will begin its work. We expect to attract a large pool of excellent, diverse candidates to choose from, with the goal of an appointment next summer. The search committee for the next dean of the College of Engineering and Physical Sciences will be constituted shortly; consultation with department chairs for this purpose has already begun. Again, I expect that this position will attract a deep and diverse pool, with the aim of an appointment next summer. Such searches provide the opportunity to clarify college missions, bring new ideas and energy into our academic units, and reaffirm our core values. I greatly appreciate the hard work that the members of these two search committees will be doing in the coming months.

Let me conclude with reference to a recent essay by the late Frank Newman and his colleagues at The Futures Project, titled, “Higher Education Isn’t Meeting the Public’s Needs” (<http://chronicle.com/weekly/v51/i08/08b00601.htm>). Newman et al. remind us of seven basic commitments that universities must uphold and achieve—

- The need to take responsibility for learning (rather than emphasizing a more narrow skills-based orientation focused on post-graduate employment)
- The need to move beyond access to attainment (thus assuring that all students complete their degrees in a timely manner)
- The need to be more efficient and productive (in order to contain costs while assuring high performance)
- The need to support elementary and secondary education (as a public good and as partners in creating a culture of lifelong learning)
- The need to reduce conflict of interest in research (as corporate funding of research increases and intellectual property grows as a source of university funding)
- The need to serve as society’s critic (by protecting academic freedom and exercising the “privilege of serving as an open center of analysis and debate” necessary for the “democratic functioning of society”)
- The need to rebuild political involvement to sustain democracy (by helping our students understand their roles as citizens and community members)

As I read this essay and thought about UNH, I find us doing well on these counts. The Discovery Program, graduation rates that are among the highest in the country, a commitment to program review and careful fiscal stewardship, our public engagement initiatives, the transparency of our research and development activities, and our efforts to foster sustained dialogue about ourselves and the world all suggest that we are functioning in a responsible and ethical manner. But there is always the danger that we will become complacent about how we meet these expectations. I hope you will join me in the constant processes of self-critique, authentic assessment, and dedication to the

public good. Neither the individual nor the institutional life are worth living if they go unexamined.

Best wishes for a successful semester.

Sincerely,

Bruce L. Mallory
Provost and Executive Vice President for Academic Affairs

cc: President's Staff
Deans Council
Chancellor Reno
Board of Trustees