

**RCM Sub-Committee Recommendations  
And Responses by RCM Steering Committee**

## **Model Related – Recommendations for changes to model**

### **Tuition**

**Allocate summer graduate tuition and related fees to the instructional unit with no weightings. (Graduate, question 2, sub question 2)**

*Accepted.*

**For all courses offered in units outside the schools/colleges the schools/colleges be cross-listed with a school/college department and that the revenue from such courses flow to the appropriate school/college. (Undergrad Tuition, question 2)**

*Accepted.*

**INCO tuition revenue should flow to the unit of instruction (RC unit) and that the administration of the associated programs be adequately supported by the academic affairs assessment. (Undergrad Tuition, question 5)**

*Accepted.*

**Starting with the year of implementation, the inquiry courses should receive a credit hour weighting (RCM premium) that emphasizes the importance of these courses in the undergraduate curriculum and sustains this component of the Discovery Program. Recommend the Undergraduate Tuition and Financial Aid subcommittee reconvene prior to the 2008 vote by the Faculty Senate to implement the inquiry requirement. (Undergrad tuition, question 5)**

*Accepted.*

**There are two primary options that might be considered in response to the question of auxiliaries participating in cost-sharing for financial aid. They are:**

**A. To have the fee-based auxiliaries share in the cost of financial aid growth on the basis of equity (as a source of cost increases) and unity (reflecting that we are all part of one University).**

**B. To establish a process outside of the RCM Review to more fully evaluate the scope of services and programming offered by the fee-based units in order to develop both better integration and a clearer sense of the value that each contributes to the educational experience of our students.**

**Conceivably, a third option--a hybrid solution--could be crafted from options A and B; however, the potential for creating distrust (as described above) in implementing the first option has the potential to undercut the likelihood of the second option to succeed.**

*The Subcommittee recommends that option B be approved.*  
(Undergrad Tuition, question 6)

*Option B is accepted.*

## Assessments

**A single assessment to replace the current academic affairs and general assessments. Committee recommends further analysis by the Central Budget Committee (CBC) to ensure that items funded by the assessments are for the greater good – that it is necessary to fund them centrally to operate the University. (Assessments, question 1).**

*Accepted.*

**Maintain the combination of revenues (50%) and personnel (50%) for assessments. Within the revenue component of the model, certain types of revenues should be exempt from the assessment base (transfers in, hold harmless/university fund, mandatory debt payments, grant IDC expense, grant subcontracts, grant equipment, institutional financial aid). Within the expense component of the model, certain types of expenses should be exempt from assessment base (graduate student stipends). (Assessments, question 2)**

*Accepted.*

**Assessment subcommittee should explore the possibility of excluding graduate financial aid from assessments. (Graduate, Recommendations)**

*Accepted.*

**Conduct analysis for 50% assessment discount for UNH at Manchester (UNHM), New Hampshire Public TV (NHPTV) and Coop Extension. (Assessments, question 2)**

*The Steering Committee feels that the current assessment discount for NHPTV and Coop Extension is appropriate. The UNHM discount should remain at the current level but be reviewed by the Central Budget Committee during FY07.*

**Consider keeping existing assessment growth rate and use all or some of the differential assessment revenue for strategic purposes. (Assessments, question 3)**

*Accepted. The Steering Committee is recommending using assessments as the basis for funding strategic funds.*

**If the Steering Committee/CBC recommends funding change for the Library, the Assessments subcommittee recommends that the Library funding be rolled into the single assessment. (Assessments, question 7)**

*Accepted. The steering committee is recommending using assessments to fund approximately one-third of the Library's budget with the remainder being funded by a combination of state appropriations (one third), and tuition/indirect cost recovery (one third). The assessment component will be part of the single assessment paid by all units.*

**Assure that all grants are charged the same assessment rates, regardless of unit of origin. (Research, questions 2 and 3)**

*Accepted. All grant assessments, regardless of unit, will be funded by a percentage of IDC revenues rather than a unit expense.*

**Maintain separate academic affairs assessment and remove grant fund expenditures from the base used to calculate this assessment. (Research, question 3)**

*Not accepted. Some academic affairs services will be funded by 2.5% of gross undergraduate, graduate and summer tuition. The remainder will be funded via assessments (non grant activities) and indirect cost recovery (grant activities).*

**Apply assessments on a sliding scale based on the grant IDC rate. (Research, question 5)**

*Not accepted. This methodology is too complex to administer.*

**Take all assessments directly from all university revenue streams first, before distributions are made to units (the “off-the-top” assessment model). (Research, question 5)**

*Not accepted with the exception of grant activities. RC units will contribute to central administration for grant activities through a percentage of IDC revenues. Grant revenues and grant personnel expenses will not be part of the assessment base.*

## **Facilities**

**Single facilities rate should be charged to all units with the following exceptions: business affairs, UNHM, NHPTV, farm and outlying properties, and student affairs auxiliaries who will pay a full share of R&R as they fund their own R&R projects. The exceptions would be charged for overhead and general expenses based on net square feet and consumption basis for utilities, maintenance, and housekeeping. (Facilities, question 2)**

*Accepted.*

**Outlying properties (see Facilities Report) be charged the University NSF rate for the component of service they receive from Facilities. If service is required over and above what is designated as baseline, the RC unit can purchase services from Facilities. (Facilities, question 4)**

*Accepted.*

**10% of the annual institutional R&R budget be allocated to all units (academic, administrative, research and auxiliary - including NHPTV, Business Affairs Auxiliaries and Student Affairs Auxiliaries) based on their share of net square footage (NSF) in consideration of the “greater good” projects charged there. The remaining 90% of the institutional R&R budget will be allocated to academic, administrative and research units (exceptions noted in the Facilities report). Annual review of 10% target with possible adjustment after 5 years. (Facilities, question 5)**

*Accepted.*

**For all permanent new space, the NSF charges will be phased in for the occupying unit over a 4 year period. (Facilities, question 6)**

*Accepted with the following exception: New space that is part of critical need request and approved for state appropriations will receive the earmarked state appropriation as an addition to the hold harmless to offset the cost of the new space. Any operating cost of that space above the state appropriation amount will be phased in as described above.*

## **State Appropriations**

**Incentives for hiring of research and clinical faculty should be retained, but these incentives should not disproportionately direct state appropriation dollars to research centers. (Research, question 1)**

*State Appropriations for faculty will be weighted based on funding source. Faculty salaries funded by E&G funds will receive a weighting of 1 and salaries funded by all other funds will receive a weighting of .5. The only exception will be graduate student stipends which will receive a weighting of 1 regardless of funding source.*

**Weigh state appropriations such that instructional faculty receive higher share than research faculty (All salaries, include grads and extension faculty @ 1; Research and Clinical Faculty @ .5). (State Appropriations, question 3)**

*State Appropriations for faculty will be weighted based on funding source. Faculty salaries funded by E&G funds will receive a weighting of 1 and salaries funded by all other funds will receive a weighting of .5. The only exception will be graduate student stipends which will receive a weighting of 1 regardless of funding source.*

**Include research and teaching assistants in allocation of state appropriations. (State Appropriations, question 3)**

*Accepted.*

## **Indirect Cost Recovery**

**Prorate the PI return on awards that bring less than 26% IDC, with PI return being reduced, and unit return being increased, by 1% for each 2% reduction in IDC rate below 26% (e.g. on an award with a 10% IDC rate, the PI would get 5% and the unit an additional 5%) (Research, question 4)**

*Not accepted. Methodology too complex to administer.*

**Some fraction of the PI return be directed to the department. (Research, question 4)**

*Not accepted. 3% of PI return will be directed to the Graduate School.*

**Some fraction of the unit return be directed to the department. (Research, question 4)**

*Not accepted. 3% of PI return will be directed to the Graduate School.*

**A fraction of PI or unit return be separated into a pool to provide support for graduate students. (Research, question 4)**

*Accepted. 3% of IDC return (leaving 10% to go to PI's) PI return will be directed to the Graduate School. The Dean of the Graduate School will be asked to conduct a review, with faculty involvement, to determine how the University can become more competitive in recruiting and retaining Graduate Students. An example is health insurance for graduate assistants. This change will not be part of the hold harmless.*

**The Research Subcommittee should explore allocating funds from Indirect Cost Recovery to help support graduate fellowships. (Graduate, Recommendations)**

*3% of PI return will be directed to the Graduate School and allocated based on the review described above.*

## **Library**

*The Library should be funded by multiple sources to provide a stable, predictable funding source. The current method for funding relies to a significant degree on state appropriations which is neither stable nor predictable. It is recommended that the following sources of funds be directed to the Library:*

*2.5% of gross undergraduate, graduate and summer tuition*

*5% of indirect cost recovery*

*7% of state appropriations*

*The remainder of their budget (approximately 1/3 of the Library's budget) will come from assessments*

## **Hold Harmless**

*The hold harmless methodology will be employed to ensure all units begin FY07 in a resource neutral position as compared to the position they would have started in using the current methodology. The Steering committee talked at length about the hold harmless concept and practices as applied at the initiation of RCM in FY 2000 and the implications of phasing it out over an extended time, holding it constant without inflation, or applying a modest inflation factor to it. The fundamental challenge in considering each of these options is that there is wide variety among the RC Units with regard to the root causes and relative size of the hold harmless for each.*

*It is recommended that the CBC establish principles that are guided by the University's Academic Plan to be used by the VPs and President to determine which units should receive a permanent subvention and which units should develop financial plans to phase out what we now call the hold harmless over an agreed-upon period of time.*

## **RCM Review**

*The next RCM review should be conducted after 5 years (2010).*

## **Model Related – No change to model**

**Continue to distribute graduate tuition revenues and related fees to the RC unit. Continue to develop MOUs for graduate interdisciplinary programs between units for the distribution of revenue and expenses. (Graduate, question 2)**

*Accepted.*

**Continue to distribute Graduate tuition revenues and related fees in real time. (Graduate, question 2, sub question 1)**

*Accepted.*

**Current governance mechanisms in place are sufficient to govern the growth rate of assessments. (Assessment, question 3)**

*Accepted.*

**Two year lag for assessments is sufficient mechanism for supporting new program initiatives. (Assessment, question 5)**

*Accepted.*

**Do not move fee based services into the assessment funding model. (Assessments, question 6)**

*Accepted.*

**Business affairs auxiliaries be charged for overhead and general expense items on a net square footage basis and on a consumption basis for utilities, maintenance, and housekeeping. (Facilities, question 3)**

*Accepted.*

**Continue two-year rolling average for tuition. (Undergrad Tuition, question 1)**

*Accepted.*

**Continue to use the credit hour weightings implemented with the start of RCM: CEPS, 1.5; COLSA, SHHS, WSBE, 1.0; COLA, .8). (Undergrad Tuition, question 7)**

*Accepted.*

**Revenue for inquiry courses continue to be distributed to the RC unit of instruction. (Undergrad Tuition, question 5)**

*Accepted.*

**Continue to use state appropriations for strategic initiatives. (State Appropriations, question 1)**

*Strategic initiatives will be funded through assessments.*

**Current process for dealing with State funding rescissions is reasonable. (State Appropriations, question 2)**

*Accepted.*

**Maintain current RCM treatment of UNHM pending more detailed review of assessments. (Quality and Governance, question 8)**

*Accepted.*

## **Recommendations**

### **Undergraduate Tuition**

**Revisit revenues and fees associated with study away after completion of audit. (Undergrad Tuition, question 5)**

*Accepted. The Office of Internal Audit is currently conducting an internal audit of the study away programs. Once the audit is complete, the Undergraduate Tuition and Financial Aid Sub-Committee may be asked to consider how tuition is allocated for study away programs.*

## **Facilities**

**Facilities develop service level agreements with each RC unit be developed by the end of calendar year 2006 that define explicitly what services will be provided as baseline services and the cost for services that are not considered baseline. (Facilities, question 1)**

*Accepted. The Vice President for Finance and Administration has charged the Interim Assistant Vice President – Facilities with this task.*

**Periodic meetings between Facilities management and RC unit management to review actual services delivered vs. those defined in the service level agreement. (Facilities, question 1)**

*Accepted. The Vice President for Finance and Administration has charged the Interim Assistant Vice President – Facilities with this task.*

**Components of the facilities rate must be transparent to units (Facilities, Question 3)**

*Accepted. The components will be published on the UNH Budget and Financial Planning website annually.*

## **Central Budget Committee (CBC)**

**Consideration should be given to expanding the number of ways in which proposals can come forward to the CBC. (State Appropriations, question 1)**

*The Steering Committee feels that the current process of requesting proposals from Vice Presidents for CBC consideration is sufficient.*

## **Space Allocation, Repair, and Renovation Committee (SARRC)**

**Units should be able to give up space at any point during the year and receive financial relief after SARRC approval if there is another unit willing to acquire the space. (Facilities, question 2, recommendation 1)**

*Accepted. SARRC/VPFA will implement this recommendation effective FY07.*

**Units should be able to give up “usable” space (space that can realistically be used by another unit) when there are no unit identified to acquire the space, subject to SARRC approval. In these cases, the unit would receive reduced NSF costs in the following fiscal year. Unassigned space changes must be submitted to SARRC by December 31 for consideration of cost reduction for the following year. All costs for unassigned space will be absorbed by all units through the NSF rate as the costs to maintain that space remains. (Facilities, question 2)**

*Accepted. SARRC/VPFA will implement this recommendation effective FY07.*

**In the event SARRC must obtain space from units for purposes of Facilities’ “swing” space, the unit providing the space would reduce its net square footage costs for that period. (Facilities question 3)**

*Accepted. SARRC/VPFA will implement this recommendation effective FY07.*

**SARRC should provide an annual accounting of “greater good” projects to the UNH community so that the appropriateness of the 10% figure can be assessed and adjusted (if necessary) after a five year period. (Facilities, question 5)**

*Accepted. This will become a specific part of the Annual Report of SARRC to the President and made available on the VPFA website.*

## **Central Budget Committee**

**Facilities budget and resulting rates must be subject to CBC review each year. (Facilities, question 2)**

*Accepted. The CBC will continue to review the Facilities budget and resulting rate each year.*

**Make more frequent use of Service Unit Advisory Boards (SUAB) so that assessment supported operations are reviewed thoroughly and on a consistent basis. (Assessment, question 3)**

*Accepted.*

**Adjust assessment model only upon recommendation of the CBC and approval by the President when it can be applied across all units. (Assessments, question 4)**

*Accepted.*

**Create a “rainy day” fund beyond strategic funds, for extraordinary circumstances. (State Appropriations, question 2)**

*Accepted. The University and unit level reserve balance is the “rainy day” fund. All reasonable efforts will be made to increase that fund.*

**CBC should prepare a fact sheet about CBC for all faculty and other UNH constituencies. (Quality and Governance, question 3)**

*Accepted. The VPFA will prepare an annual report of all CBC actions and post them to the CBC website located on the VPFA website.*

**All decisions regarding assessment rates should be made public on the CBC website. (Assessments, question 3)**

*Accepted. The assessment rates will be part of the CBC annual report.*

**Process by which strategic initiatives are identified and moved forward for possible consideration should be more clearly documented and explained in order to make the process more understandable. (State Appropriations, question 1)**

*Accepted. The criteria used to identify and fund strategic initiatives will be part of the CBC annual report.*

**Strategic initiatives that receive funding should be identified and communications should explain their linkage to University priorities. (State Appropriations, question 1)**

*Accepted. This will be part of the CBC annual report.*

**Recommendations to adjust the assessment rates should continue to come from the Central Budget Committee with approval by the UNH President before implementation. It should be noted that rather than decreasing rates across-the-board to control central administration growth, an opportunity exists to keep existing rates and use all or some of the differential assessment for strategic initiatives. (Assessments, question 3)**

*Accepted. The CBC will continue to make assessment rate recommendations to the President.*

### **Faculty Senate**

*The Provost and Executive Vice President for Academic Affairs will communicate the following recommendations to the faculty senate:*

**UCAPC should include analysis of RCM issues in its findings and recommendations whenever revenue redistribution is implicated by the academic policy. (Quality and Governance, question 3)**

**The Senate should inform the central administration early in the fiscal year of upcoming academic projects with RCM implications, and when, on a calendar shared by the central administration and the Senate, these projects were likely to come up for Senate action either in committee or full Senate. (Quality and Governance, question 9)**

**The Senate should establish a web link from the Senate web site to the RCM web site and other UNH web sites with content containing RCM policies or procedures, Academic Affair web site, the Finance and Administration web site. (Quality and Governance, question 9)**

**Suggest that the Faculty Senate, through UCAPC, should:**

- 1. describe more fully its role in reviewing possible impacts of RCM, as defined by Faculty Senate policy (<http://www.unh.edu/rem/mnual3univcurr.htm>);**
- 2. monitor any systematic shifts in patterns of credit hour production across RCM academic units and assess reasons for such shifts.**

**(Undergraduate Tuition, Question 3)**

**Senate should instruct the leadership of UCAPC to clarify UCAPC's role in relation to the Discovery Program insofar as the Programs' potential curriculum reforms entail the systematic and ongoing cooperation of (competing) RCM units. (Quality and Governance, question 3)**

*Suggest recommendation simply state, "Senate should clarify UCAPC's role in relation to the Discover Program..." The UCAPC leadership should not be taking such action on its own it is a committee of the Senate, not an independent body, which the current wording implies.*

**To avoid or overcome any misunderstandings or misinformation regarding the theory and functioning of RCM, and to improve communication and general understanding of UNH policies and practices, the Senate and office of the VPFA should work together to develop and deliver training sessions designed for the Faculty Senate. (Quality and Governance, question 9)**

*The VPFA Office will work with the President of the Faculty Senate to deliver a RCM training session at the beginning of each academic year.*

**Academic Affairs and UCAPC should prepare a single document that describes the policies and procedures used to review and approve new courses and academic programs with inter-college or campus wide effects or are likely to affect the overall quality or integrity of the realization of the University’s academic mission.” (Faculty Senate on 4/19/99). (Undergraduate Tuition, Question 3)**

*The Provost and Executive VPAA will work with the Faculty Senate to prepare a single document that describes the policies and procedures used to review and approve new courses and academic program with intercollege or campus wide effects.*

**Establish regular meetings between relevant Faculty Senate committees and central administration, focused on academic mission, and communicated to full Senate. (Quality and Governance, question 9)**

*The Provost and Executive VPAA and VPFA Offices will work with the Faculty Senate Agenda Committee to establish regular meetings with committees and the appropriate central office.*

**The central administration should provide the Senate with a financial impact statement for academic proposals which the administration initiates, and the Senate should provide a financial impact statement to the administration for academic proposals it initiates. The Senate and central administration should strive to improve communication by the timely delivery to the senate of financial data, income, reserve projections (by unit if appropriate) and other information identified by the Senate which enables the Senate to better serve its purposed to “uphold the academic mission, integrity, and priorities of the university.” (Quality and Governance, question 9)**

*The central administration does not initiate academic proposals. Academic proposals are initiated by the faculty. The central administration will work with the Faculty Senate to improve communication.*

**The central administration and the Faculty Senate Agenda Committee, with input from appropriate standing committees of the Senate, should work together to identify the specific information that would be required by the Senate and its committees in the furtherance of its academic purpose, including how such information should be transmitted, formatted, and summarized. (Quality and Governance, question 9)**

*Accepted. The Provost and Executive VPAA will work with the Faculty Senate Agenda Committee to provide appropriate information required by the Senate and its committees to make informed decisions.*

## **Research**

**All indirect cost recovery be applied against grant-related expenses and reinvestment in the research enterprise. (Research, question 4)**

*Accepted with the understanding that “reinvestment in the research enterprise” is viewed broadly.*

## **Academic Affairs**

**Academic unit heads should closely and regularly monitor class size, ratios, advising loads, and CH productivity to be sure that academic decisions are not driven primarily by revenue enhancement goals (Quality and Governance, question 1)**

*Accepted.*

**For programs and courses that are experiencing increasing class sizes, faculty in these courses should be surveyed for their views of the effects of larger class sizes on academic quality in order that affected departments and schools/colleges can address specific concerns. (Quality and Governance, question 1)**

*Accepted. Regular academic program reviews will continue (see Recommendation 59). These reviews are focused on academic quality and include assessment of class size as well as other variables that may affect student learning. Faculty in programs undergoing reviews should play a central role in the design, analysis, and conclusions of such reviews.*

**Regularly scheduled program reviews at the department level should be continued as a means of assessing, among other things, the impact of RCM on academic decisions. (Quality and Governance, question 1)**

*Accepted. The Provost and Executive VPAA Office will continue to schedule regular program reviews at the department level.*

**Develop appropriate criteria and measures to assess the extent to which the goals and objectives of the Academic Plan are being met. (Quality and Governance, question 1)**

*Accepted. The Provost and Executive VPAA will develop benchmarks to assess the goals and objectives of the Academic Plan.*

**Deans should develop and publicize the set of principles they will use to guide distribution of RCM monies in their units. (Quality and Governance, question 1)**

*Accepted. These documents are posted at <http://www.unh.edu/rcm/rcmdeansplans.htm> .*

**Assess the extent and effectiveness of outreach activities and provide clear incentives for faculty to engage in outreach activities. (Quality and Governance, question 1)**

*Accepted. The Provost and Executive VPAA will work with the Deans to develop incentives for outreach activities within the units.*

**RCM is perceived as having negatively impacted interdisciplinary collaboration, by creating disincentives for faculty and units to foster interdisciplinary teaching and research. Use RCM incentives to foster interdisciplinary education (including team teaching), research, service, and outreach. (Quality and Governance, question 1)**

*Accepted. The Provost and Executive VPAA will work with the Deans to eliminate any perceived or real disincentives to interdisciplinary teaching and research.*

**More research should be conducted as to the financial impact of RCM on cross-college programs that may not be strong revenue-generators but which advance the Academic Plan and mission of UNH. (Quality and Governance, question 1)**

*Accepted. The Provost and Executive VPAA will work with the Deans to ensure that units engage in cross-college programs, including in cases where such programs may not be revenue positive.*

**Assure that student information (BANNER) is distributed on timely basis. (Quality and Governance, question 2)**

*Accepted. Computing and Information Services is developing BANNER reports that will provide the necessary tool for units to receive student information on a timely basis.*

**Consultations should be undertaken between the directors of UNH-wide academic program and central administration, if appropriate, to identify particular RCM-related recommendations pertinent to establishing realistic funding strategies and decision criteria for implementing these strategies over the next few years. (Quality and Governance, question 4)**

*Accepted. The Provost and Executive VPAA will continue to solicit input from the Deans on UNH-wide initiatives that require funding strategies that have an impact on the units.*

**Include financial impact statements on all new academic initiatives. (Quality and Governance, question 9)**

*Accepted. In order to be approved, all new academic initiatives must be accompanied with a financial impact statement.*

## **Finance and Administration**

**The procedures already outlined in the RCM manual should be fully and completely implemented by RC unit chief financial officers with support from RC unit heads. RC unit heads should take direct responsibility for knowing the RCM Manual and for holding sub-units accountable for knowing and strictly adhering to the principles and practices included therein. RC unit heads should implement regular communication sessions consisting of at least annual reviews and/or other methods to ensure that key staff members become and remain fully adept with regard to use of the manual. (Quality and Governance, question 5)**

*Accepted. The VPFA will continue to work with the RC units and their CFOs to ensure that unit heads are knowledgeable about RCM.*

**Continue to separate unit reserves at the central administration level to allow the RC the means to track its own reserves off line thus improving the unit's ability to reconcile fund balances. (Quality and Governance, question 6 and 7)**

*Accepted.*

**Seek USNH Trustee approval to change current UNH reserves so that no one department that experiences a large deficit can restrict the use of reserves for other RC units. (Quality and Governance, question 6 and 7)**

*Accepted. The VPFA will continue to work with the USNH System and Trustees on reserve levels.*

**Establish flexible targets for setting reserve levels so that units can calculate reserves as a proportion of total revenues, including external funds, thus reflecting the varying nature and stability of funding sources. (Quality and Governance, question 6 and 7)**

*Accepted. The VPFA Office will review reserve policies and procedures to be sure they take into consideration the nature of funding, expenses, and the diversity of RC units to ensure that reserve level target ranges are appropriate.*

**If faculty members, department chairs, associate deans, and deans have concerns regarding the academic quality of any of their programs or with any of the individual courses that they offer, they should voice their concerns at the appropriate level. (Quality and Governance, question 1)**

*Accepted. Members of the University community who have concerns about academic quality may voice their concerns with the Vice Provost for Academic Administration or UCAPC.*

**Assure that RCM errors are communicated to VPFA and resolved. (Quality and Governance, question 6 and 7)**

*Accepted. The VPFA Office should be informed of any RCM errors so that a review can be completed. In the event that an error was made, the VPFA will rectify the error immediately.*

## **Communication**

**VPFA should design and coordinate an ongoing effort to keep the general population of faculty and staff informed about RCM. (Quality and Governance, question 2)**

*Accepted.*

**VPFA should publish on its website a timeline when specific financial information will be distributed to units. (Quality and Governance, question 2)**

*Accepted. The VPFA currently publishes a timeline when financial information will be distributed. An email will be sent to unit heads and CFOs at the beginning of each fiscal year reminding units of the timeline.*

**Develop campus wide training programs to improve communication and general understanding of UNH policies and practices regarding reserves and deficits. (Quality and Governance, question 6 and 7)**

*Accepted. The VPFA will continue to work with the RC unit heads and chief financial officers to improve communication and general understanding of policies and practices regarding on reserves and deficits.*

**Improve communication of financial data (including reserves and deficits) among faculty, staff, and central administration. (Quality and Governance, question 6 and 7)**

*Accepted.*

**Recognize that costs are additionally borne by programs that must provide large start-up packages to attract faculty and/or require relatively more space to deliver their academic mission. (Undergraduate Tuition, question 4)**

*Accepted. A recalculation of direct expense per student credit hour measure adding the net cost of course labs was developed for the Steering Committee. Based on this analysis, there was no material change in the direct instructional cost per credit hour for units. Further analysis showed that adding the start-up costs and instructional laboratory costs would not materially change the direct instructional cost per credit hour.*

## **Findings**

**The current governance mechanisms in place are sufficient to govern the growth rate of assessments. (Assessments, question 3)**

**Overall, no qualitative or quantitative evidence to suggest that both teaching and research assistantships are being awarded more strategically and efficiently since the inception of RCM. (Graduate, question 1)**

**The discount rate for programs administered through the Center for Professional Studies has increased slightly from 0.8% in FY02 to 1.6% in FY05. Intercollege graduate program discount rates decreased from 33.4% in FY02 to 29% in FY05. The discount rate for remaining graduate programs decreased from 37.2% in FY01 to 34.9% in FY05. (Graduate, question 3)**

**There is no qualitative or quantitative evidence to suggest that RCM has affected the creation of professional and non-professional masters programs. (Graduate, question 4)**

**There is scattered anecdotal evidence that proposals have been blocked by units due to low IDC recovery. (Research, question 1)**

**There is no quantitative evidence that the current RCM structure has had an effect on the number or amount of collaborative partnerships among PIs or units. (Research, question 2)**

**Qualitative and quantitative data suggest that the RCM model has not affected academic quality, despite widespread perceptions around the University to the contrary. (Quality and Governance, question 1)**

## **Non-RCM Recommendation**

**Recommend that the \$1,000 surcharge on tuition be reviewed. (Graduate, Recommendations)**

*This is not a RCM issue. Any proposal to change this policy should come as a recommendation from the VPAA and VPRPS to the CBC.*

**Provide best home and funding source for Outreach Scholarship (Research, question 7)**

*Any recommendation about organizational restructuring should go to the President. If the Outreach Scholarship activity stays in VPRPS, the decision to fund a greater portion of the VPRPS Office with assessment revenue should provide a more stable base of funding for this activity.*

**Incentives and policies should be developed to facilitate integration of research and clinical faculty into the full scope of activities of the University and to address a growing divide between research and academic faculty. (Research, question 1)**

*Accepted. The Provost and Executive VPAA and Vice President for Research and Public Service will work with the appropriate units to address this issue.*