

STANDARD THREE: ORGANIZATION AND GOVERNANCE

Because of the somewhat complex and evolving issues associated with the governance relationships between the University of New Hampshire and the University System of New Hampshire, the writers use organizational headings to present responses to elements of the standard. This is a departure from the organization of other standards but, in this case, was helpful to the writers and, we hope, to the readers.

Description

The [University of New Hampshire](#) is part of the University System of New Hampshire (USNH), which is governed by a single Board of Trustees. The Board also governs the other public institutions in the System: Keene State College, Plymouth State University, and Granite State College. UNH is the primary doctorate-granting institution and, as the only USNH institution with land-grant, sea-grant, and space-grant charters, it is also the only institution in the system with a major research mission. The governance structure of UNH emphasizes collaboration and direct reporting designed to support the teaching, research and service commitments of its mission. The [UNH shared governance model](#), based on the 1966 Joint Statement on Government of Colleges and Universities from the American Association of University Professors, the American Council on Education, and the Association of Governing Boards of Universities and Colleges, affirms that our institution requires communication and consultation among all constituencies. At the campus level, the relationships among administration, faculty, and staff are detailed in [UNH's organization chart](#) and in the [UNH Online Policy Manual](#). These intricate relationships are summarized below, along with the governance roles of students and other constituent groups. Appraisal focuses on current operations. Information on the authority structure and relationships among the governing board, administration, faculty and staff at the System level are available to the public in the NH Statute and USNH policies and bylaws. Recent reports and decisions supporting increased campus autonomy are posted on the USNH website. Central authority structures and recent reports are also summarized below and in the Appraisal section.

[USNH Board of Trustees](#)

Chartered under state law [RSA 187](#), the University System of New Hampshire, is a non-profit corporation governed by a twenty-seven member Board of Trustees. Authority, responsibilities and relationships among the Board of Trustees, administration, faculty and staff are outlined in RSA 187 and in the Trustee Bylaws. [Biographies](#) of the current Board members indicate a mix of backgrounds in higher education, law, business, financial planning, human resources and policy-making. These areas correspond to the areas of responsibilities assigned to the Board. The full Board meets at least four times each year, while committees meet as often as needed to perform their functions. Faculty, students, administrators, and staff from UNH and the other USNH institutions represent their institutions at meetings of the Board and its various committees. Under the law, the Board has authority over and responsibility for the university. The Governor of New Hampshire, with the advice and consent of the Board's Executive Council, ensures that the public interest is represented through her appointment of 11 Board members charged with that responsibility. The Board establishes and revises USNH policies, usually after extensive communication with System institutions through its committee structure, the

Administrative Board (comprised of the Chancellor and the four institutional presidents), and the System councils. There are also various ad hoc occasions for members of the Board to meet directly with segments of the university community. Through its Financial Affairs Committee, the Board establishes budget guidelines for, and oversees, the financial audits of all USNH institutions, thus ensuring institutions' ability to meet their financial obligations. State law RSA 187-A:16 charges the Board of Trustees to "recognize and foster the unique character and educational mission of each institution of the system. To this end, the institutions are to be permitted to operate with the highest measure of autonomy and self-governance, subject to the supervision of the board of trustees." The Board of Trustees appoints the chief executive officer of each institution (college and university presidents) in the University System of New Hampshire and conducts a yearly performance review.

[The University System of New Hampshire](#)

The [Chancellor](#) is the chief executive officer of the University System. He reports to the Chairperson of the Board of Trustees and serves as a member of the Administrative Board, which includes the President of the University of New Hampshire, the Presidents of Keene State College, Plymouth State University, and Granite State College. There is also direct, frequent, and important two-way communication between the institution presidents and the Chairperson of the Board and other key Trustees.

The Administrative Board, at the direction of the Board of Trustees, recommends, coordinates, and facilitates the planning and development of system-wide programs, policies, and procedures in the academic, financial, personnel, and facilities arenas. There are six standing [USNH committees](#) and several affiliated boards. University System officers, reporting to the Chancellor, staff System committees, the Administrative Board, and the Board of Trustees. System staff help to coordinate and support the operations of the individual institutions.

The University of New Hampshire

The President is the leader and chief administrator of the University of New Hampshire. The bylaws of the Board of Trustees state that "the Presidents ... are the chief executive officers for the respective campuses, and shall have the authority and responsibility for the proper and effective management of their institutions in accordance with policies established by the Board of Trustees" ([USNH Policy Manual, III-Art. IV-Sect. 5](#)). The President exercises broad executive powers over all aspects of the instructional, research, and public service functions of the university. The Provost and Vice President for Academic Affairs serves as the chief executive when the President is not available. The organizational structure, including the President, Vice Presidents, and those reporting directly to them, are illustrated on the UNH organizational chart.

The University of New Hampshire has [six colleges](#): the College of Life Sciences and Agriculture (which includes the Thompson School of Applied Science that is led by a director), the College of Liberal Arts, the College of Engineering and Physical Sciences, the Peter T. Paul College of Business and Economics (formerly the Whittemore School), the College of Health and Human Services, and the University of New Hampshire at Manchester. There is also a separate Graduate School. Each of the schools and colleges, along with the Graduate School, is led by a dean, each of whom reports to the Provost. With the exception of the Graduate School, the Thompson School, and UNH Manchester (organized by divisions), all the schools and colleges are organized into academic departments, led by a department chair. The University

Library is headed by the Dean of the Library who reports to the Provost and is a member of the Provost's Council. The Dean and Director of Cooperative Extension, the Director of the Institute for Earth, Oceans and Space, and the Dean of the Law School also sit on the Provost's Council.

Once the UNH School of Law is fully integrated into the university, it will be known as the University of New Hampshire School of Law, operating as an academic unit, structured as a college with a dean and associate deans. (Approvals for the law school were obtained at the end of 2013, and full integration is ongoing.) The school will operate as a "department of the whole." Oversight by the VPAA will be phased in in accordance with "at closing" and "post closing" agreements in the law school-UNH integration plan.

UNH reflects a shared governance model in that representative groups are formally constituted and charged with researching relevant issues and making recommendations to those making final decisions. Policies and procedures are proposed, reviewed and revised by the various campus advisory governance groups. Where appropriate, policy changes are approved by a higher authority such as the Dean, Provost, President, or the Trustees. Periodically, the President will ask governance groups for guidance on timely issues or concerns. If it seems warranted, the President will convene a Task Force to make recommendations on future governance. Such Task Forces include membership from all governance constituent groups. The [USNH Recommended Guidelines](#) for Institutional Policy Development, Review and Approval provide a framework for these activities.

The [Faculty Senate](#) was established in 1996. It is a "legislative body that reviews and develops policies concerned with the academic mission of the University." The Senate has a major role in areas of primary faculty responsibility such as curriculum, teaching, and aspects of student life related to the educational process (1966 Joint Statement). The Faculty Senate consists solely of tenure-track faculty members elected from the various constituencies throughout the schools and colleges of the university. In 2011-2012 nearly 20% of tenured and tenure-track faculty served their colleagues as elected senators or through senate committee appointments. The Senate has seven standing committees and several other permanent committees, including the University Curriculum and Academic Policies Committee and the Professional Standards Committee. Ad hoc committees are formed when needed. Faculty Lecturers and Research Faculty at UNH have recently established councils to advocate for their needs (January 2013 for Faculty Lecturers, July 2013 for Research Faculty).

The [Graduate Council](#), consisting of representatives from the Graduate School, as well as faculty representatives from the others schools and colleges, provides oversight and guidance in all matters related to graduate education.

Undergraduate students have a [Student Senate](#), which is at the core of the student governance system. It is composed of an Executive Board and a Student Senate body of 60 representatives who are actively involved in decisions that directly affect them. The [Graduate Student Senate](#) provides a similar function for graduate students.

The Operating Staff Council (OS) and the Professional Administrative Technical Staff Council (PAT) are composed of [elected representatives of the staff](#). The Extension Educators Council (EEC), also elected, represents Cooperative Extension educators.

All of the advisory governance groups meet regularly (weekly, monthly, or bi-monthly) to discuss issues that affect them and to take action when called for. These formally constituted groups communicate the concerns and positions of their respective constituencies to the President and, through the President, to the Board of Trustees. In addition to the bodies described

above, there is a broad array of university-level councils and committees, which play a major role in the governance of the university.

UNH Administrative Structure

UNH's Mission Statement and [Strategic Plan](#) constitute the overarching guidelines for the UNH mission and smooth running of the institution, commensurate with the vision of size and scope and the according deployment of resources. (See Standards 1 and 2.) Our governance structure provides a roadmap of authority and reporting lines that operationalize the Strategic Plan.

The [UNH organizational chart](#) portrays the administrative structure, over which the chief executive officer (the President) presides. The chief executive officer manages the institution through the principal administrators of the institution (provost, vice president for finance and administration, vice president for student and academic services, vice president for advancement). Each principal administrator is responsible for managing multiple units (academics, finances, facilities, human resources, technology, student life, advancement), and the director of intercollegiate athletics is responsible for managing athletics. The President consults weekly with the President's Cabinet, which is made up of principal administrators: the provost and other vice presidents; vice provosts for research, academic affairs, and academic administration; chief information officer; chief human resources officer; special assistant to the president for government relations; head of communications; and athletic director. Campus content experts often consult with the Cabinet at their regularly scheduled meetings. The President and his Cabinet hold a planning retreat twice a year.

The principal units are charged with implementing the strategic plan, which includes the purposes and objectives of the institution. The units provide regular updates on their effectiveness. The President allocates resources through a [decentralized budget system](#), which flows resources through the principal administrators' units and central administration, in consultation with the [Central Budget Committee](#) which is made up of representatives from faculty, students, and staff. The Vice President for Finance periodically surveys the units to determine budgetary needs. (See Standard 9.) The institution's budget is ultimately approved by the USNH Board of Trustees. The President works with the principal administrators to assure that they are employing staff sufficient in role, number, and qualifications appropriate to the institution's mission, size, and scope. UNH's Human Resources policies codify this assurance but also provide for exemptions, and requires approval by the Provost or a vice president, to expedite appropriate hiring to advance diversity goals. (See links for [faculty hiring](#) and [staff hiring](#).)

Financial and academic effectiveness are spelled out in standards 9 and 4.

Interaction among Constituents

The President relies upon and presides over the Cabinet, which represents major constituencies on campus, as noted above. The Cabinet reviews and makes recommendations on a wide range of proposed policies, major issues, and reports by other groups. The Provost and President meet regularly with the Chair and Co-Chair of the Faculty Senate. Some members of the Cabinet attend full Faculty Senate meetings on a regular basis as evidenced in meeting [minutes](#) of the Faculty Senate. Major constituents who are not a part of the President's Cabinet are formally represented by commissions, organizations and officers for the purpose of advising the President on matters of policy and operations. The President appoints members of four

President's Commissions that concern the status of women, gay/lesbian/bisexual/transgender, people of color, and people with disabilities. (This last commission was established in 2011.) All commission memberships include faculty, staff, and students. The President meets each academic semester with the Chairs/Co-Chairs of the four commissions and the Chief Diversity Officer (lead administrator assigned to oversee and work with the commissions) to advance the quality of the institution.

The Provost (VPAA) has a Provost's Council consisting of all the deans and the provost's direct reports. There is also a Deans Council consisting of the deans of the colleges, schools, library, cooperative extension, and the director of the Institute for Earth, Oceans, and Space (EOS). The Provost's Council meets every other week to discuss issues at the Division of Academic Affairs level; the Deans Council meets every other week to discuss issues at the college level. Working closely with Deans and Directors, the Provost oversees all academic programs. All programs are housed in colleges or schools and go through the same required protocols for program approval and evaluation, regardless of format or delivery mode. On-line education is relatively new at UNH but is expanding rapidly. Development and assessment is currently overseen by the eUNH steering committee constituted by the VPAA. The Center for International Education is directed by a senior tenured faculty with expertise in the area, again, under the aegis of current program approval and evaluation policies. (See Standard 4 for more details.)

The VP for Student and Academic Services regularly consults with the Student Body President, Vice President, and Student Senate Speaker. He speaks before and answers questions from the Student Senate on a weekly basis when the group is in session. The Graduate Student Senate consults regularly with the Associate Dean of the Graduate School as well as with the VP for Student and Academic Services as needed. The UNH President also meets with the Student Body President and Vice President on a monthly basis to discuss any issues or concerns they wish to raise with the President. (See Standard 6.)

The Central Budget Committee advises the President on budget policy and financial planning for the campus community. In the face of recent state budget cuts to the university, the President appointed an additional Budget Task Force. Units across campus accepted and implemented recommendations of the Task Force. The [cost-cutting steps](#) taken by campus units and other groups averted the need for imposing drastic measures such as deep programmatic cuts, or deep cuts to administrative and student services. (See standard 9.)

The [Space Allocation, Repair and Renovations Committee](#) (SARRC) oversees the development, assignment, and stewardship of all university buildings, grounds, roads, and related infrastructure, and advises the President on related policy. Once again, members include administrators, faculty, and students.

The Strategic Planning process, begun in 2008, is another good example of consultation across campus. The President involved outside consultants and a wide range of campus stakeholders -- including faculty, staff, students, trustees, and business partners/advisory board members -- to draft the Strategic Plan, titled UNH in 2020, which shapes the current and future priorities for UNH. The [steering committee](#) led a campus-wide process of seeking input, including a series of facilitated roundtable discussions and open forums as well as an electronic forum for submitting comments and questions. (See Standard 2.)

President Huddleston places a high priority on open communication with the campus community. He created [UNH Today](#), an electronic newsletter distributed on a regular basis to all campus faculty and staff, as well as alumni and others who subscribe. The [Campus Journal](#) is

also a regular vehicle for campus communication regarding policies and initiatives. A recent example of public advisement and consultation occurred during the budget crisis when President Huddleston solicited online submissions from the UNH community for budget cuts and provided regular updates via the Campus Journal. His [campus notification memo](#) explains the representative make-up of the Budget Task Force and the President's promise of an open and transparent process. The campus community can view articles in the Journal online and in archived copies.

USNH and UNH Responsibilities and Authority

As indicated in the first section of this narrative, the division of responsibility and authority between the system office (USNH) and the institution (UNH) is clearly established by statute (RSA 187). There is no separate board at UNH. As an institution within the system, UNH has its own governance structure spanning the Durham and Manchester campuses. UNH has submitted a Substantive Change document to NEASC (for October, 2013) that details the proposed full integration of the UNH School of Law into the University of New Hampshire. The proposal was approved in December, 2013. Per agreement with NEASC, the law school is not a part of the current comprehensive UNH review, although UNH provides an update on integration plans per NEASC request regarding specific areas in the proposal (addendum to the Self Study).

The appraisal below candidly highlights recommendations of recent reviews and subsequent changes in the relationship between the System and its institutions. UNH constituents' roles and perspectives in relation to institutional governance are also described and assessed in the Appraisal section, which also cites examples.

Appraisal

At each level, governance procedures are honored and imbued with the principles of shared governance. A genuine spirit of collaboration exists, but is subject, of course, to the periodic stress of disparate viewpoints (for example, during periods of collective bargaining).

Faculty, students, and staff appreciate the opportunity to be heard and to have formal conduits for voicing their perspectives. Administrators appreciate and draw upon the expertise and viewpoints of faculty, students, and staff. Constituent groups focus not only on their own needs, but also assume a strong role, which is both proactive and advisory, in institutional governance. Unit heads consult constituent groups and/or appoint representative ad hoc committees on matters of policy development, procedures, and review. Council/Senate charges and minutes of meetings reflect this expectation of consultation in shared governance. A good recent example is declaration and publication of the Credit Hour Policy, which is not new but has been re-worded and clarified to assure current federal compliance. After drafting the proposed policy in conjunction with UNH legal counsel, the Provost consulted the Faculty Senate who recommended an important language change and voted in favor of the amended policy while discussing the potential impact on faculty. The student organization presidents (undergraduate and graduate) also reviewed the policy. The VPAA accepted the Senate's recommendation, and the revised policy is now in place. In another example, the 2009-2010 Faculty Senate rescinded a [motion on use of electronic devices](#) in the classroom after considering undergraduate student input.

A review of Faculty Senate meeting minutes and academic program proposals/reviews indicates that faculty are consistently active in formulating and enacting programs, policies, and

procedures associated with academic programs and faculty personnel issues. In general, the Faculty Senate deals with matters of university-wide educational policy while faculty in academic departments, through their respective colleges, deal with course and program development/review and administration of degree programs. (See Standard 4.) [The Faculty Senate's University Curriculum and Academic Policies Committee](#) (UCAPC), which is made up of elected faculty members from all colleges, a representative from the Office of Academic Affairs, and a representative from the college deans, evaluates proposals and issues that affect more than one college at the university and advises the Faculty Senate about relevant actions.

Faculty occupy the center of hiring, promotion, and tenure decisions. Although final authority for hiring faculty rests with deans and the VPAA, hiring is almost always based on faculty search committee recommendations, usually determined at the department level. Faculty evaluation, promotion, and tenure decisions involve substantial faculty input, particularly at the department and college levels. (See Standard 5.)

Collectively, faculty engage in shared governance through the Faculty Senate. Over the past several years, the Faculty Senate has increasingly charged its Agenda Committee with bringing timely proposals before the senate for approval and recommendation for administrative action. The effect has produced thoughtful, efficient action. As a former Senate President notes: “Shared governance requires continuous communication, maintenance, and development.”

Through senate committees and specially constituted bodies, UNH administrators typically charge faculty with development and expert oversight of special programs and research centers. The success of these programs and centers can be attributed to the faculty in charge and their engagement of colleagues both inside and outside UNH. Examples of research centers are the [Leitzel Center](#) for Mathematics and Science, [Center for the Humanities](#), and the [Carsey Institute](#). Special program examples include: the [Discovery Program](#)— a major university shift toward inquiry-oriented general studies plus required programmatic capstone experiences for students; programs for international students; joint programs with the UNH School of Law; and the new [Marine School](#). Faculty continue to direct long-standing programs such as the Center for International Education, the University Honors Program, and the Center for Excellence in Teaching and Learning. Directors report regularly to the Senior Vice Provost for Academic Affairs.

The [Student Senate](#) is highly active and effective in advocating for the interests of its constituents, and provides information back to the students from the administration and faculty. They do this by holding weekly meetings and by participating in many of the decisions that are made around university policies that would affect students. Recent proposals include a request to the Faculty Senate asking that faculty be notified of the desire to signify on course syllabi whether or not the course fulfills Discovery requirements. The proposal was accepted and faculty were notified. The Student Body President is an active public spokesperson for the student body who maintains channels of communication with the university administration. Regular meetings of student leaders with the President and the Vice President for Student Affairs and Academic Services promote an atmosphere of mutual respect and trust that is a strong institutional asset, particularly in a university of the size and complexity of UNH. (See Standard 6.) The non-voting student member of the USNH Board of Trustees serves as a direct liaison between the Board and the student body. Our current representative is both vocal and effective as a Board member. The Student Senate is involved in regular review of Student Rights Rules and Responsibilities (SRRR), student fees, and all other matters pertaining to student life.

The staff councils, ([Operating Staff Council](#), the [Professional Administrative Council](#), and the [Extension Educators](#)) actively and regularly participate in decision-making. For example, when the USNH Board of Trustees announced benefit cuts as part of the overall budget reduction due largely to the decrease in state funding, the UNH councils (OS, PAT, and EEC) were intimately involved in the changes to nonunion retirement and medical benefits during Spring 2011. UNH led the way with the suggestion to have a \$200/\$400 medical deductible. [OS Council minutes](#) indicate the nature of that discussion and plans to survey staff. This is an instance in which staff had a voice in contractual changes, even though they did not have authority over the actual budget cuts. Meeting minutes also note instances of working with central office personnel (former Vice President) and UNH faculty (chief faculty marshal) on issues of mutual interest.

Other relevant constituents voice their perspectives through the formally constituted bodies and ad hoc committees noted earlier in this narrative. Open, public communication via online publications ensures that initiatives are announced and input solicited in a timely manner. The President's and Vice President for Finance and Administration's campus-wide solicitations of cost-cutting ideas is a good example of this.

Administrative Restructuring

Shortly after he assumed the presidency of UNH, Mark Huddleston, reviewed the university's governance structure in response to, and in anticipation of, contemporary internal/external challenges and opportunities. This periodic review of governance policies and procedures is the norm at UNH, and there are a number of specific, scheduled reviews (e.g., personnel performance reviews, P&T guidelines, academic programs, etc.) that are addressed in other standards. As a result of his review, President Huddleston enlarged the Cabinet, adding the director of intercollegiate athletics and expanding the Cabinet significantly beyond his direct reports. The president restructured the university's research enterprise to bring it into better alignment with the academic/teaching mission. To effect this change, which was based on recommendations of a [blue-ribbon panel on research](#), he converted the vice President for Research position into a Senior Vice Provost for research position; the SVPR now reports to the provost. The president clarified the role of the Vice President for Student and Academic Services (VPSAS), removing the dotted reporting line to the provost so that the VPSAS reports directly and exclusively to the president. President Huddleston also created an integrated [Advancement Division](#), bringing the functions of development (UNH Foundation), alumni relations (UNH Alumni Association) and communications (University Communications and Marketing) together into one unit. The Advancement Division is managed by a newly-created Vice President for Advancement who serves concurrently as the previously established President of the UNH Foundation.

The president charged the Chief Diversity Officer with conducting a comprehensive review of the four presidential commissions to ensure that their work was well aligned with the university's strategic plan and goals. The primary result of this review was the creation of [Inclusive Excellence Council](#) to continue oversight of this charge.

These reviews followed by structural changes resulted in a direct-report presidential advisory group representing all parts of the university charged with operationalizing the strategic plan.

USNH and UNH

The relationship among the USNH Board of Trustees, the Office of the Chancellor, and the University System institutions has changed over the course of 2012 and continues to evolve toward a system of [greater autonomy](#) for the campuses and their chief executive officers (presidents). The campus presidents now report directly to the Board of Trustees (they had previously reported to the Chancellor). The Administrative Board, composed of the four institutions' presidents and the chancellor, has been delegated increased authority to administer and resolve questions of the majority of policies, putting most decision-making and signatory authority at the campus level.

The changes to the University System of New Hampshire's organization and governance have come about over the course of the past year largely in response to two factors: the campuses' desire for increased autonomy and the unprecedented cut in state support. In 2012, the New Hampshire legislature cut the state's appropriation to the USNH by 48%, reducing the state's contribution to only 6% of the operating budget. This financial pressure prompted the Board of Trustees to examine its priorities and organization, to increase efficiencies, and reexamine what it means to oversee a well-coordinated system during a time of constant and rapid change in the higher education landscape. A significant first step was the Board's decision to delegate a broader range of authority to the Administrative Board (that includes college presidents), and to change the reporting line of the institutions' presidents from the Chancellor to the Board of Trustees. The Board will continue the work needed to implement and refine this movement towards increased campus autonomy while the campuses will continue to collaborate in order to realize efficiencies. This collaboration will be driven by mutual need, spirit of cooperation, and desire to serve the University System's mission to the state, but with more streamlined governance.

The initial changes described above, and those that will be forthcoming, reflect a careful and thorough review of recommendations. In 2008, recognizing institutional unrest regarding governance and a need to keep pace with outside challenges and local needs, the Board of Trustees conducted a review of its own operations and the office of the chancellor. The ad hoc committee submitted its [report in September, 2009](#), after a year of study. The report includes the history, effectiveness, efficiency, and costs of providing centralized system-wide services. Review results indicated a positive fiscal picture vis-à-vis comparator institutions and a generally efficient enterprise; however, a number of recommendations advocated increased autonomy of individual institutions. In 2011, a Board [Change Management Task Force](#) was instrumental in commissioning an outside review by the Huron Consultants' group. The Huron report of July, 2012, advised that the Board "migrate to a more strategic position within the system," in favor of leaving operational management issues to the individual institutions. They also recommended ongoing assessment of the role and operations of the Board and Chancellor. The report wisely cites the asymmetry of size and mission among the system institutions. Also noted is the fact that similarly-structured institutions throughout the U.S. are facing the same issues.

As the USNH Board of Trustees works to implement the spirit of the historic changes it adopted for governance in 2012, the structure and mission of various Board committees will continue to evolve. The Board's responsibility and the campuses' missions remain marked by the need to operate as cost-effectively as possible, while maximizing efficiencies across the four institutions. This process of evolution and implementation is being led by the Board's Change Management Task Force, and will ultimately be approved by the full Board. Many policies—

especially academic policies— have been delegated directly to campus presidents and are reviewed by the Administrative Board. A USNH Working Group has been charged by the Board to examine the work flow of the Administrative Board in light of the recent governance changes and to recommend a new approach to how the Administrative Board functions. The Board’s reporting timelines have not been fully established, but UNH President Huddleston continues to be an influential and proactive player on the USNH Administrative Board as changes continue and campus responsibilities accrue.

Projections

The President’s Cabinet will review larger system changes, as they occur. Such System changes are expected to place expanded governance responsibilities within the University of New Hampshire and, similarly, within the other System institutions.

The impact of the initial shift on UNH governance units and overall governance structure will be deliberated by the Cabinet during AY 2013-14.

Institutional Effectiveness

UNH and USNH governance structures, policies and procedures have undergone both systematic and periodic review to ensure responsiveness to perceived tensions and currency. Key illustrative examples are discussed in the Appraisal section, but changes in authority between UNH and USNH purviews continue to evolve. All players are “at the table,” ensuring orderly transitions as warranted. Internal governance at UNH is solidly backed by policies, procedures, and interactions among formally constituted entities that have a role in carrying out the overall mission of the university through planning and actions, generally in a spirit of shared governance.

[STANDARD THREE DATA FIRST FORMS](#)